

TOWN OF SCITUATE, MASSACHUSETTS

FISCAL YEAR 2018

TOWN BUDGET



BUDGET MESSAGE

Financial Analysis and Proposed Departmental Budgets/Goals & Objectives

BOARD OF SELECTMEN

Martin J. O'Toole, Chairman
Anthony V. Vegnani, Vice-Chairman
Maura C. Curran, Clerk
John F. Danehey
Shawn Harris

Patricia A. Vinchesi, Town Administrator
Nancy Holt, Finance Director/Town Accountant

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MEMORANDUM

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

RE: FY 18 Town Administrator Budget Message

DA: December 29, 2016

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 2018 budget.

This is the eighth operating budget during my tenure. During the past year we again maintained our AA+ bond rating despite some growing uncertainties in financial markets. The past year our strong planning for both short and long-term financial needs enabled us to make significant improvements in our infrastructure and town services but also to respond to unforeseen circumstances such as this year's water drought, without jeopardizing town services. *That being said, the FY 18 recommended budget is decidedly different from the past two fiscal years.* Belt tightening is in order to insure that significant operating increases in FY 18 and more critically in FY 19 do not cripple the progress we have made in recent years. There were hard choices to be made this year; it does not mean requests weren't worthy, but that priorities needed to be established and discretionary revenue was almost non-existent.

In a marked departure from previous budgets, the FY 18 recommended budget has only two new operational changes. Staff already has a full plate addressing new buildings, development, infrastructure, grant administration and new state mandates. If we are to continue services in a quality and complete manner, we must not bite off more than we can chew. We also must avoid the financial situation of 2006-8 that resulted in significant revenue shortfalls.

The FY 18 recommended budget is a level service budget. The majority of budgetary increases are those necessary to sustain ongoing policies or programs or to keep pace with fixed and other cost factors beyond our control. This budget avoids "creep," meaning that in any given year a \$1,000 increase seems nominal but over five years it is \$5,000 and then becomes more difficult to sustain.

Overall FY 18 departmental budget requests were \$1,342,408.00 over FY 17. Of that the Town Administrator initially cut \$515,612.00 but still had a deficit to bridge of \$341,794.00. To achieve this, each expense was again scrutinized to close the gap.

In many areas our staff remains lean compared to other towns yet despite this we are a recognized state-wide leader in: clean energy, emergency management and response, FACTS organization for opioid abuse, hoarding response and notably, FEMA, CRS, Hazard Mitigation and coastal impacts. These high level services come with a cost. We have structured our finances to be in a good position to maintain services but we are dealing with ever-increasing requests for more services and must manage expectations. Our residents have high service expectations and everything we do takes a lot of effort and teamwork.

Our ability to move forward is largely dictated by the availability and allocation of resources many units compete for and all are worthy of thoughtful consideration. That is inherent in any budget process. However, departmental instructions issued in November directed level services for all departments.

As we bring on new facilities and have new costs that were formally covered by other funding sources, the FY 18 budget is more constrained than any budget since FY 11. And, as noted here previously, FY 19 will be the most challenging as full wage and facility operational costs kick in.

As your chief fiscal, administrative and personnel officer, it is my direct responsibility to weigh all of those needs, prioritize and recommend to the Board of Selectmen, Advisory Committee and Capital Planning Committee what is needed and allocate resources accordingly. The key is to know what must be addressed to maintain and/or improve operational needs while balancing unforeseen circumstances and cost impacts. The recommended FY 18 budget achieves both.

We are preparing a budget seven months in advance, so numbers can change and outside forces beyond our control can have huge impacts. That is why our financial tools serve as important guideposts in this process and are vital to our planning. This document and its companion capital plan are the culmination of months of work by town staff. It is the single most important document produced by your town government. It represents where we have been and where we are going and singularly distinguishes us our community from every other. Our character, charm and quality of life are in direct relation the sum total of decades of such budgets.

My thanks are extended to Michele Seghezzi for compiling the capital and operating books and to all our department heads and committee members who thoughtfully consider their annual goals and the resources needed and work toward continuous improvement. Sincere gratitude to Finance Director Nancy Holt who remains patient during dozens of budget document reiterations to balance and who is an equal partner in the development of this document. And finally thanks are also extended to the Board of Selectmen, Advisory and Capital Planning Committees who volunteer to spend many late nights over the next several months to review the Town's recommended operating and capital budgets.

Respectfully Submitted,



Patricia A. Vinchesi
Town Administrator

FISCAL YEAR 18 RECOMMENDED OPERATING BUDGET OVERVIEW

Fiscal Year 17 YTD Recap

Our Fiscal Year 17 year-to-date revenues and expenses are trending within our financial forecast. The outlook is guarded as we prepare for new expenses with new facilities the third quarter of this fiscal year. Two of three buildings (library and public safety complex) will be fully operational prior to July 1, 2017 and the new middle school will be on line 2/3's of the fiscal year.

Fixed costs take away available revenue before any budget request is looked at. In FY 17 we had a 15% increase in health insurance. To combat another high increase anticipated for FY 18 the Town spent several months exploring alternative health provider options and will have a new provider, the Massachusetts Interlocal Insurance Association, for July 1, 2017. The Town gave formal notice to withdraw from the Mayflower Municipal Health Group on December 20 because of concerns about governance, inability to provide stability and predictability in rates, and lack of communication.

Local receipts are within our forecast and 2016 Free Cash was certified at a record \$3,247,133. Of this \$364,191 was carryover from FY 16. This is important to note; many of the revenues in FY 16 were **one-time** and as a result will not be a source of revenue for FY 18. \$487,000 of this was transferred to Capital Stabilization and another \$285,000 was allocated back into the Stabilization Fund at the November special town meeting to replenish funds that were used for FY 17 recommended capital. Mercifully, we had a mild winter and for the first time in recent memory, the Town did not have to put a substantial amount of funds back into Stabilization from Free Cash for winter storm costs. The majority of the Town's Free Cash still continues to be generated by departmental turn backs on the town side and increases in local receipts. This "surplus" is very important because it then becomes available for other uses at the end of the fiscal year and has been funding our capital plan for the past seven years. This is only possible with budget scrutiny.

Our budget is predicated on a Free Cash reserve of about \$500,000 which is maintained for unanticipated expenditures such as cuts in local aid or weather events. In accordance with our financial policies, the Town exclusively uses Free Cash for non-recurring items, meaning we do not use it to fund operating budget expenses. Such use of this fund was the main reason for the financial difficulties in 2007-8.

Building and development continue even though it seems there is not a lot of land left to develop. There is a marked increase in demolition of structures to rebuild a larger residence and Conservation has seen an increase in applications to develop on more marginal pieces of land. The development offices (building, conservation, planning and board of health) are overwhelmed with project review. The FY 18 budget recommends reorganization of these departments for increased expertise, direction and customer service. This is the single major initiative of the Town Administrator recommended budget.

As of this writing, the library and public safety complex are 80% completed. These projects have been tremendous time commitments for police/fire, library, facilities, building and administrative staff. The middle school is 69% completed.

I wrote here last year we were in the process of moving the library into the Scituate Harbor Community building (SHCB) along with recreation into Jenkins. This year we will move the police department and

Fire Station 3 into the new complex, move the library into its new quarters, and consider new homes for the COA and Recreation. Concurrently we will be addressing the vacant police and fire stations and SHCB.

As noted here last year, with new facilities come new costs. The FY 18 budget provides for these new costs within our operating revenues.

The third and final phase of the water replacement project will be completed in the spring and major repairs continue in wastewater and water distribution/supply. The unanticipated water drought from July to December taxed the town's resources and revealed the need for a longer term plan for our water supply. This is addressed in the capital plan. FY 18 also marks the first year that there is no debt payment on the Widow's Walk Golf Club, allowing some much needed work to be undertaken at the facility.

Through a combination of grants, loans, cash or debt our foreshore protections efforts have resulted in over \$17,640,739.00 of available funds; more work than we can accomplish in a year. In the past four months alone we have received over \$4,180,151.00 in grants and loans for mitigating coastal impacts and in November published our comprehensive Coastal Resiliency Report that will be used as our blueprint for future actions regarding coastal management and development. A detailed chart of the Town's financial and staff commitment since 2010 in just this one area is detailed in the capital budget.

Personnel changes are ever-present as with any mid-sized organization. We appointed the Town's first Deputy Chief of Police after a reorganization of the department, and will have long overdue consolidated police/fire dispatch operations for increased service and response in March. We have a new Acting Building Commissioner and new Assistant Recreation Director along with many new support staff. The FY 18 budget provides for the organizational change of our new public safety communications systems and for greater coordination, services and oversight in planning and development.

General Overview of Fiscal Year 2018 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. After November receipts were in hand the financial team revised the Assumptions and this is what this budget is based upon. 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 18 they are particularly troublesome and have added to our budget challenges. For FY 18 these major areas have increases as follows:

<u>Line Item</u>	<u>FY 18 Rec Amount</u>	<u>Variance over FY 17</u>
Pension assessment	\$ 4,530,275	\$ 156,624 (3.6%)
Health Insurance	\$ 5,860,000	\$ 203,702 (3.6%)
General Liability Insurance	\$ 661,373	\$ 122,923 (22.8%)
FICA	\$ 695,155	\$ 16,955 (2.5%)
Unemployment	\$ 130,000	\$ 64,000 (97.0%)
South Shore Regional School Ass.	\$ 776,931	\$ 70,630 (10.0%)

Contract Bargaining & Other Serv. \$ 264,349 \$ 125,068 (89.8%)

Employee Compensation and Benefits

Fixed costs in pension and health insurance are always expected to increase annually. The FY 18 health insurance increase is 11.9%; it was 15% last year. Unemployment and contract bargaining are two significant line item increases that we did not have in the previous three fiscal years. Staffing requests in Police, Building, Planning, Conservation and Facilities were reviewed. Of these just 1.4 FTE's are being recommended (Facilities (.4) and Building (1)).

While base salary is the number most people think of when considering the cost of an employee it is only one component of the total. A number of indirect costs must be taken into consideration in addition to health and pension costs. Unpaid leave, flexible benefit programs, professional development, workers' compensation, unemployment, and other-post employment benefits (OPEB) costs also contribute to total employee compensation. 53% of our health insurance costs are for retirees.

Facilities

New facilities mean new costs. The cost of operating three new buildings with utilities and attendant general liability insurance was expected and is substantial. The FY 17 budget included a new full-time custodian and the FY 18 recommended budget includes an additional .4 FTE. Prior to this the Town had just two full-time custodians that serviced the COA, Library, Town Hall, Police Department and Fire Station 3. The size of the library is doubling and the new Public Safety Complex is off-site, no longer next door to Town Hall.

Utility costs for the PSC, library and new middle school will increase significantly. In anticipation of this, the Town has intentionally not used its solar and wind revenue for anything other than offsetting some of the debt service for the three building projects (\$100,000 each year). The FY 18 budget allocates \$100,000 of revenue from each revolving fund to go directly to school and town utility costs. This is a great example of how prudent and long-term planning helps us address budget needs for stability.

Gates School, the current police station and Fire Station 3 will become vacant in FY 18. The FY 18 capital plan recommends demolition of the police station. Gates will become town property in the fall of 2017 and will need to be heated as the gymnasium runs off it. After a significant investment in improvements, the Scituate Harbor Community Building will be available for use, possibly by the Council on Aging. Disposition of buildings that will no longer be in use is critical, we can't bring new facilities on line and still fund the costs of the prior use.

Public Safety Communications Center

The FY 18 budget combines the Town's public safety dispatch functions into one department, the Public Safety Communications Center. The new Public Safety Complex combined and centralized all communication functions in a brand new dispatch center, now Department Code 230. All costs previously in fire and police related to dispatching are in this budget and it is.

The Public Safety Communications Center consists of a Communications Manager that is responsible for its operations and reports to a Public Safety Steering Committee consisting of the chiefs, deputies and HR Director. The Manager position is a working Communications Specialist. All current dispatchers will be brought over to the center and become Communications Specialists on March 1. This is the cut over date the state E911 Board is mandating.

This new Department brings together employees currently in three different employee units and will provide uniform training and supervision for all dispatch functions. At the same time incompatible and disparate records, computer software and communications systems have been brought together into one efficient structure. This will result in better service to our residents and Scituate now joins the bulk of communities who have had regional or joint dispatch for decades.

Planning and Economic & Community Development

Building is increasing and with it comes additional work for the DPW, Planning, Conservation, Board of Health, Building and coastal management staff along with their respective committees. Building permit activity is to date is consistent with last year's significant uptake in permits. The Economic Development Commission has hit its stride the past two years engaging consultants to develop our branding and marketing along with some professional expertise for visioning for development, most notably in the North Scituate and Greenbush areas. New FEMA flood maps change the contours of how development occurs and our coastal mitigation report makes numerous recommendations to guard against coastal impacts.

In FY 15/16 EDC requested a staff person to address economic development issues. In FY 17 Planning requested an Assistant Planner position. For FY 18 Planning and Conservation requested an Assistant Planner and a Project Ombudsman. Further, in terms of succession planning, retirements are anticipated in some of these departments over the next year few years. Now is the time to building depth and expertise.

We should not continue to buy what we should provide in-house. The building activity, coastal initiatives and increasing economic development strategies need to have an overarching perspective with someone accountable for deliverables and also to coordinate with departments for environmental management and navigating the delicate balance between developers and optimal land uses. To that end, the FY 18 recommended budget proposes the position of Director of Planning and Development. This individual will be tasked with managing the development process including review, staff accountability and making recommendations for improvements. This recommended position is a result of feedback from staff on workloads, the need for conflict mediation between state agencies and/or developers and insuring that the recommendations of the consultants working with EDC do not become shelf plans. The reporting structure of departments with division heads was recommended in the 2015 DOR management study: *"the presence of division heads could advance more timely and efficient decision making at the departmental level.* "A review of similar positions throughout the state indicates it is not only appropriate but timely and necessary for our community. A job description is included in the Inspections Department budget section. The creation of this position is almost revenue neutral---meaning that existing budgetary funds are being used in lieu of new tax dollars. Creation of this position would require a town meeting article pursuant to Section 5-1 of the Town Charter (b) Administrative Code for the *"orderly, efficient or convenient conduct of the business of the Town."*

The FY 15 and FY 16 EDC budgets contained substantial funds for a variety of initiatives for branding and marketing the Town and for the creation of signage to better direct the public to town businesses, beaches and historic sites. FY 17 has been focused on visioning for the North Scituate and Greenbush areas. A 25% allocation of the meals tax was supported by the Financial Forecast Committee in prior years and an Economic Development Stabilization Fund was created in 2013. The FY 18 recommended

meals tax allocation is 20% which although less, will be the same net amount as FY 17. An increase of \$35,000 was requested for FY 18. Unfortunately, with budgetary constraints we are unable to carve out any additional appropriation and the budget has been further reduced, but would note that over \$205,750.00 in revenues the past three years has been budgeted for the EDC despite many other competing departmental needs for new funds.

Coastal Management

The Town continues to be a recognized leader among coastal communities in its multi-faceted approach to coastal management and foreshore protection. In November we received our long anticipated *Coastal Erosion, Sediment Transport, and Prioritization Management Strategy Assessment for Shoreline Protection Report* that will be our blueprint for all future foreshore protection work. Since 2011, the Town has maintained its commitment of appropriating \$200,000 of the operating budget for foreshore protection. This is not common in municipal budgets as they are generally funded through the capital plan (which we also do). This year, a large portion of the Coastal Resource Officers budget was not funded by the federal Hazard Mitigation program. The Town must make up this lost source of revenue. As a result, \$50,000 of the foreshore protection allocation has gone to offset the salary. In 2016 alone, our Coastal Resources Officer has been directly responsible for over \$6,784,200.00 in grants and loans coming to our community.

With the Coastal Mitigation report in hand, staff efforts will be focused on prioritizing and implementing its recommendations. Many are already in progress now.

Enterprise Funds

The town-wide water project will be completed in spring FY 17. However, a number of capital projects are recommended to insure the Town has an adequate water supply in the event of another drought. These items are detailed in the FY 18 Recommended Capital Plan.

The Wastewater Treatment Plant continues to have challenges but we are making headway and the FY 18 capital plan continues the good forward progress here. The Transfer Station budget is very tight as a result of increased recycling contracts and the \$10 reduction in trash fees two years ago. The fee will likely need to increase in March of 2017. Widow's Walk needs to plan for replacement of the irrigation system (a \$2.5 million dollar item). Recommendations have been included in the FY 18 capital plan to begin to address this costly project.

Budget Efficiencies and Consolidations

Last year's budget consolidated *Fuels and Lubricants, Training, Legal Advertising and Postage* into one general line item for all department users. For FY 18, the final collapsing of the Selectmen and Town Administrator budgets into one budget is complete. Consolidation increases efficiencies and can reduce spending as centralization of the accounts keep it from being used for other purposes.

Capital. Please refer to the FY 18 Recommended Capital Budget Plan contained in a separate binder.

FY 2018 Summary

The FY 2018 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 Public Safety Building and Public Safety Communications Center
- Allocates \$90,605.00 toward Town's OPEB liability
- Provides \$200,000.00 in funding for foreshore protection (\$200,000 in capital, \$200,000 General Fund).
- Recommends 1.4 staff positions: Director of Planning and Development, Custodian

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 increased to reflect recent history
- Meals Tax revenue has been allocated to promote economic development (20%) and to offset salary of proposed Director of Planning and Development position.
- \$200,000 of solar and wind revenue has been used to offset increased costs of utilities in Middle School, Library and Public Safety Complex
- \$491,133.00 of Free Cash has been reserved as a safety net for any variations to the financial forecast for FY 18 and/or unexpected costs for the remainder of FY 18 (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 levy the past three years. Our policies note that we should endeavor to use for 2-3% net operating revenue which would equate to \$1,462,000.00 in the FY 18 budget.

OPEB Liability. The Town annually allocates 2% of its retirement assessment for OPEB liability which for FY 18 is \$90,605.00, give us a total fund balance of \$764,997.00. Our current OPEB liability is \$60,252.654. Rating agencies are now focusing specifically on OPEB liabilities for bond ratings and reviews. And while our allocation is adequate it is not enough to permit our current bond rating to be increased in the future. Options such as transferring year end surpluses or Free Cash into the OPEB Fund should be explored.

Contract Settlements. Contract settlements beyond 2.0% will cut into available revenue sources for other operating budget line items.

Fixed Costs. Continuing double digit increases in fixed costs will preclude new budget initiatives and threaten 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. Please note that with our new financial management system in place the previous budget forms are no longer available and have changed. The budgetary line items, narrative detail is included as to what specific line items are used for and revenue, other than from taxation, is itemized. Also, instituted last year, additional notes in selected departments have been provided by the Town Administrator as to the rationale for certain increases or decreases in budgetary requests.

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 18 Town Administrator and Finance Director recommended projects and funding. The CIP is not only contains departmental requests for FY 18, but for FY 19-FY 22 as well. This rolling capital plan contains supplemental information about each project.

FISCAL YEAR 2018 BUDGET AND CAPTIAL REVIEW TIMETABLE

*charter/bylaws language provided for informational purposes only

<u>DATE</u>	<u>ITEM/OBJECTIVE</u>	<u>CHARTER/BYLAWE REF.</u>
11/04/16	Budget Instructions & Forms to Boards and Departments	Art. 4, Sec. 4-2 Art. 6, Sec. 6-4
10/25-11/3/16	Financial Team prepares and finalizes revenue Expenses and Assumptions	
11/15/16	Financial Forecast Committee Meets	
11/10/16	*Charter date Selectmen submit capital budget to Advisory Committee	Art. 6, Sec. 6-6d (five months before ATM)
11/15/16	Board of Selectmen Votes budget calendar	
11/10/16	Capital Budgets Due to Town Administrator	Art. 4, Sec.4-2, f Art. 6, Sec. 6-4
12/06/16	Board of Selectmen Open STM a& ATM Warrant	
12/01/16	Departmental Non-Monetary Article Requests submitted to Town Administrator	Art. 4, Sec. 4-2, e-f
12/02/16	Departmental Budgets Due to Town Administrator	
12/12/16- 12/23/16	Budgets reviewed with depts, edited and compiled by Town Administrator/Finance Director	
12/20/16	NOON. Deadline for Articles by Petition	
12/20/16	Board of Selectmen Reviews Non-Monetary Article Requests	Art. 3, Sec.3-2b
12/20/16	Board of Selectmen Closes Warrant	
01/09/17	Budget & Supporting Materials Distributed to Board of Selectmen Advisory Committee & Capital Planning Committee	Art. 6, Sec. 6-5,a Bylaws, Sec. 20720,D
01/10/17	Town Administrator & Finance Director Present FY 18 Town Operating & Capital Budgets to Board of Selectmen	Art. 4, Sec. 4-2, f Art. 6, Sec. 6-2

<u>DATE</u>	<u>ITEM/OBJECTIVE</u>	<u>CHARTER/BYLAWE REF.</u>
01/09/17- 03/07/17	Board of Selectmen, Advisory Committee Review Departmental Operating & Capital Budgets Capital Planning Committee Reviews Requests	Art. 6, Sec.6-5 Art. 6, 6-6,b-c
01/11/17 03/01/17	Capital Planning Committee Review of Town Administrator Recommended Capital Requests	
01/22/17	Financial Forecasting Committee Quarterly Calendar Year 2016 Forecast Due	Art. 6, Sec.6-7, b
02/10/17	*Bylaw date Board of Selectmen submits warrant articles to Advisory Committee	Bylaws Sec. 20120 Bylaws Sec. 20720, C
01/09/17	Actual date submitted to Advisory	
3/07/17	Capital Planning Committee Presents CIP Recommendations to Selectmen	
03/07/17	Board of Selectmen Votes Operating and Capital Articles, Signs Warrant, forwards to Advisory Committee	Art. 6, Sec. 6-6, d Art. 2, Sec. 2-5, c Art. 6,Sec.6-5,a
03/09/17	All articles approved by Advisory Committee	Art. 6, Sec. 6-6,d Bylaws, Sec. 20120
03/17/17	Warrants Delivered to Newspaper	Newspaper deadline (7-14 days)
03/27/17	Warrants Published in Newspaper Posted on website, blasted, tweet/FB	General Bylaws
03/27/17	Statutory & Bylaw Deadline for Posting of Special Town Meeting Warrant	MGL Chap. 39, Sec. 9 2014 Bylaw amendment
03/27/16	Advisory Committee Report Available to residents with Capital and Financial Forecasting Reports	Bylaws, Sec. 10440 Art. 6, Sec. 6-6,e Art. 6. Sec. 6-7,b
03/21/17	Board of Selectmen and Advisory Committee Public Hearing on the Budget	Art. 6, Sec. 6-5 Bylaws 20720, C
04/03/17	Statutory &Bylaw Deadline for Posting Annual Town Meeting Warrant	MGL Chap. 39, Sec. 9
04/10/17	2017 Annual and Special Town Meeting	Art. 2, Sec. 2-4/ Bylaws Sec. 20100

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

FISCAL YEAR 2018

By charter, the Town Administrator conducts an in-depth review of each departmental line item 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.

This is the proposed schedule for review of departmental budgets with the Board of Selectmen, Advisory Committee and Capital Planning Committee.

Board of Selectmen
Review with Dept. Head

Advisory Committee
Review with Departments

Capital Planning
Review with Depts.

12/20/16
*Non-Monetary Article
Review*

01/24/17

01/26/17
**TA and Finance Director
present budget**

01/25/17

*Widows Walk
Assessors
Town Clerk
Facilities
Selectmen
Town Administrator:
Administration
Insurance (General &
Unemployment), Res. Fund
Workers' Compensation
Disability Access, Advisory,
Streetlights, Cable, EDC,*

*Widows Walk
Advisory Comm./Res. Fund
Assessors
Selectmen
Town Administrator:
Administration,
Insurance, Workers
Comp., Unemployment
Disability Access
Streetlights, Cable, EDC*

*TA presents capital plan
Widows Walk*

02/07/17

02/09/17

02/08/17

*Police
Fire
Inspections, ZBA
Library
Finance Director/Town Acct.*

*Library
Fire
Inspections, ZBA
Finance Director/Town Acct.*

*Facilities
Police
Fire
IT*

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

02/21/17
Shellfish
Waterways Enterprise
Shellfish
DPW Admin/Eng.
DPW Highway & Grounds
Snow and Ice
Street Lights
Water Enterprise
Sewer Enterprise
Transfer Station

03/07/17
Beautification
Historical
Council on Aging
Recreation
Planning
Conservation/Coastal Res.
Board of Health
Veterans

03/14/17
South Shore Regional VTHS
School Department
Treasurer/Collector
Health Insurance
Pension/Non Contrib.
FICA
Debt and Interest
Tax Foreclosure
Capital Budget Review

03/21/17
Review of Items by Petition
Other Items: CPC
Vote All Articles

Rev 12/27/16

**Advisory Committee
Review with Departments**

02/16/17
Police
Waterways Enterprise
Shellfish
IT
Town Clerk

02/23/17
DPW Admin/Eng.
DPW Hwy & Grounds
Snow and Ice
Street Lights
Water Enterprise
Sewer Enterprise
Transfer Station

03/02/17
Planning
Conservation/Coastal Res.
Beautification
Historical.
Council on Aging
Veterans Services
Board of Health
Recreation

03/09/17
Treasurer/Collector: Health Ins
Pension/FICA/Debt & Interest/
Tax Foreclosure
South Shore Regional VTHS
Facilities

03/16/17
Review of Articles by Petition
School Dept
Vote all articles

03/23/17 in reserve

4/12/17
Advisory Booklet Available

**Capital Planning
Review with Depts.**

02/15/17
DPW
Water Enterprise
Sewer Enterprise
Transfer Station

02/22/17
Recreation
Waterways

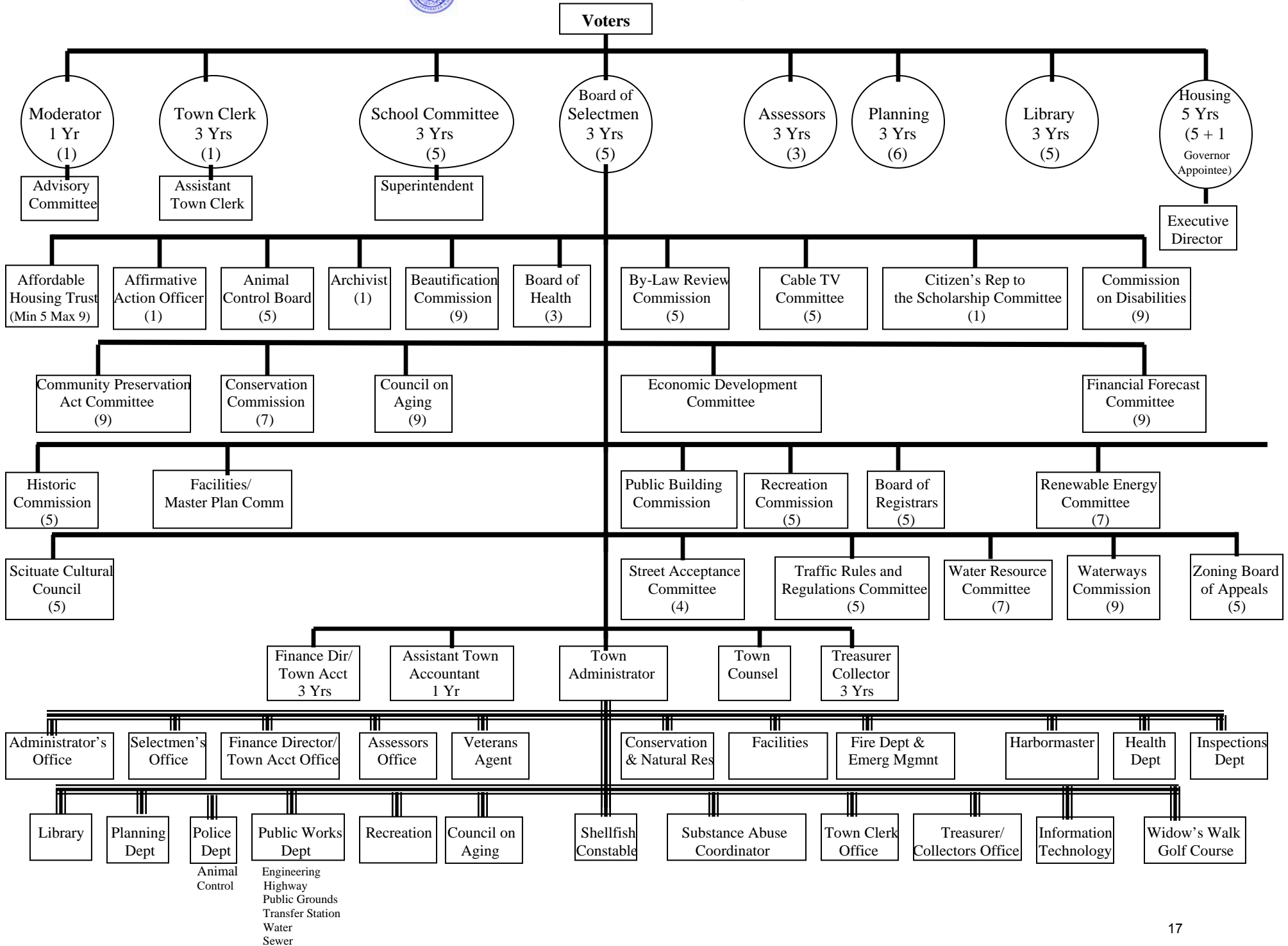
03/01/17
School Department
Other Items

03/08/17
Vote all items

3/14/17
present recommendations to BOS



TOWN OF SCITUATE, MA



Full-time Equivalent Town Employees by Function

Last Ten Years

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Function										
General government.....	27	26	26	26	26	28	28	30	31	32
Police.....	38	38	38	35	35	34	34	34	34	35
Fire.....	56	55	57	53	52	53	53	53	53	55
Education.....	486	402	412	388	365	376	379	396	466	455
Water.....	12	11	13	12	11	12	12	12	13	14
Sewer.....	7	7	9	7	8	8	8	8	8	8
Solid waste.....	5	5	4	4	4	4	4	4	4	4
Public works.....	26	25	28	25	24	25	25	23	27	27
Human services.....	8	8	8	7	7	8	8	8	9	10
Culture and recreation.....	21	26	25	24	24	23	22	22	22	22
Total	<u>684</u>	<u>602</u>	<u>619</u>	<u>580</u>	<u>555</u>	<u>570</u>	<u>573</u>	<u>590</u>	<u>667</u>	<u>662</u>

Source: Town personnel records and various Town departments.

Town Organization Summary by Department

Finance/Accounting	Nancy Holt, Finance Director/Town Accountant
Assessing	Steve Jarzembowski, Director of Assessing
Building	Robert Vogel, Acting Building Commissioner & Zoning Enforcement Officer
Cable Studio	John Roser, Cable Studio Manager
Chief Procurement Officer	Patricia A. Vinchesi
Conservation	Patrick Gallivan, Conservation & Natural Resources Officer
Emergency Management	John Murphy, Acting Emergency Mgt. Director
Facilities Management	Kevin Kelly, Facilities Director
Harbormaster	Stephen Mone, Harbormaster
Information Technology	William Sheehan, IT Director
Library	Jessi Finnie, Library Director
Planning	Laura Harbottle, Town Planner
Plumbing	Phillip Von Inderstein
Police	W. Michael Stewart, Chief of Police
Public Health	Jennifer Keefe, Director, Board of health
Public Works	Kevin Cafferty, Director of Public Works
Recreation	Maura Glancy, Recreation Directors
Shellfish Constable	Mike DeMeo
Town Administrator	Patricia A. Vinchesi
Town Clerk	Kathleen Curran
Treasurer/Collector	Pamela J. Avitabile
Veterans Services Officer	Donald Knapp, Graves Agent
Widow's Walk Golf Course	Robert Sanderson, Director of Golf

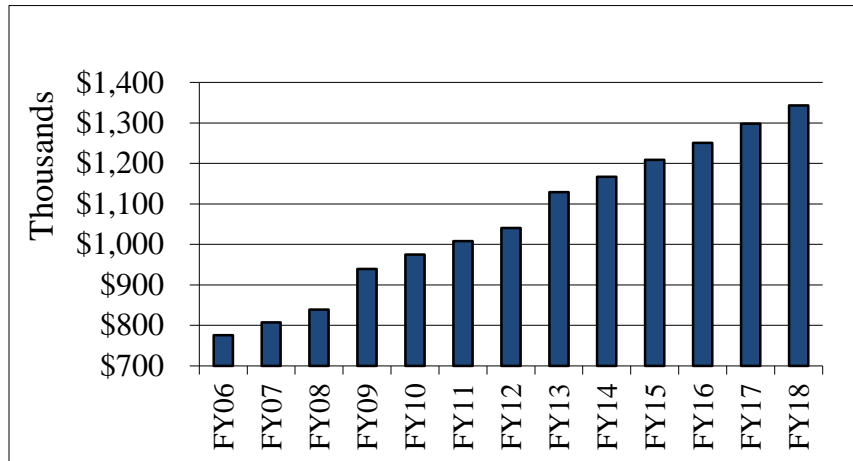
**TOWN OF SCITUATE
FY 2018 BUDGET ASSUMPTIONS
As of December 27, 2016 at 3:30 PM**

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 18 by an estimated **\$1,343,268**.

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
FY 09	\$ 939,576
FY 08	\$ 838,673
FY 07	\$ 807,252
FY 06	\$ 775,592

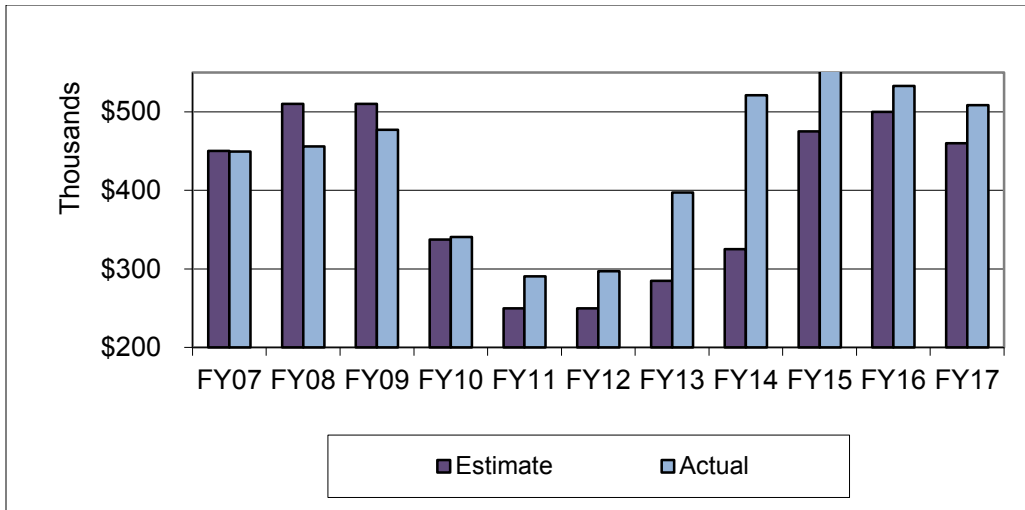


*General Fund Operating Override

2. New Growth

FY 18 new growth is estimated by the Assessors to be \$500,000.

<u>New Growth</u>	<u>Estimate</u>	<u>Actual</u>
FY 18	\$ 500,000	
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
FY 09	\$ 510,000	\$ 477,143
FY 08	\$ 510,000	\$ 455,725
FY 07	\$ 450,000	\$ 449,578
FY 06	\$ 500,000	\$ 490,833

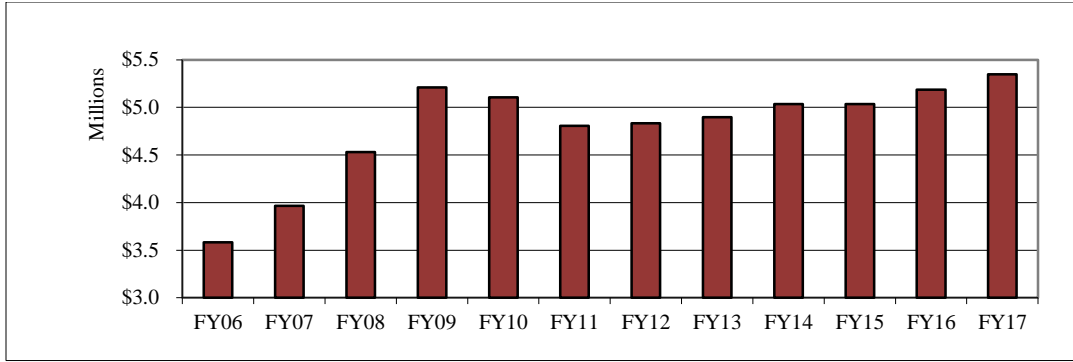


Trend: The Town has seen a significant increase in building starts the past year after several years of moderate growth. In FY 2017 growth was consistent but housing starts have slowed in some new developments. The build out is occurring over a longer period of time which would impact new growth. There has also been an increase in the state assigned utility personal property valuations and therefore FY 2018 is slightly higher than FY 2017 which is supported by the new growth trend over the last several years and the remaining projects yet to be completed.

3. Chapter 70 Aid

	Actual	December Estimate	Variance
FY 18		\$5,346,391	
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		
FY 09	\$ 5,208,715*		
FY 08	\$ 4,529,951		
FY 07	\$ 3,965,346		
FY 06	\$ 3,580,818		

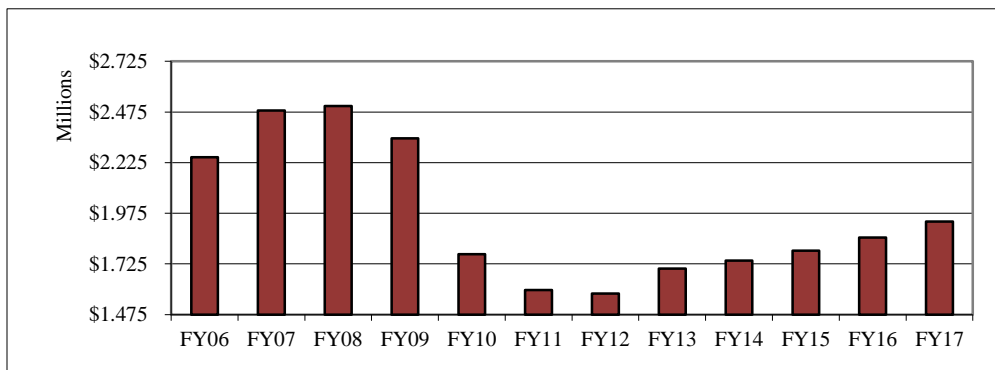
* In FY 09 American Recovery and Reinvestment Act (ARRA) funds were applied as a grant to supplement Chapter 70 payments from the Commonwealth in the amount of \$547,771.



Trend: Chapter 70 Aid is estimated to be level-funded at this time. However, the actual amount is not known for certain until March 2017 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 18 amount is estimated to be level funded at **\$ 5,346,391.**

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

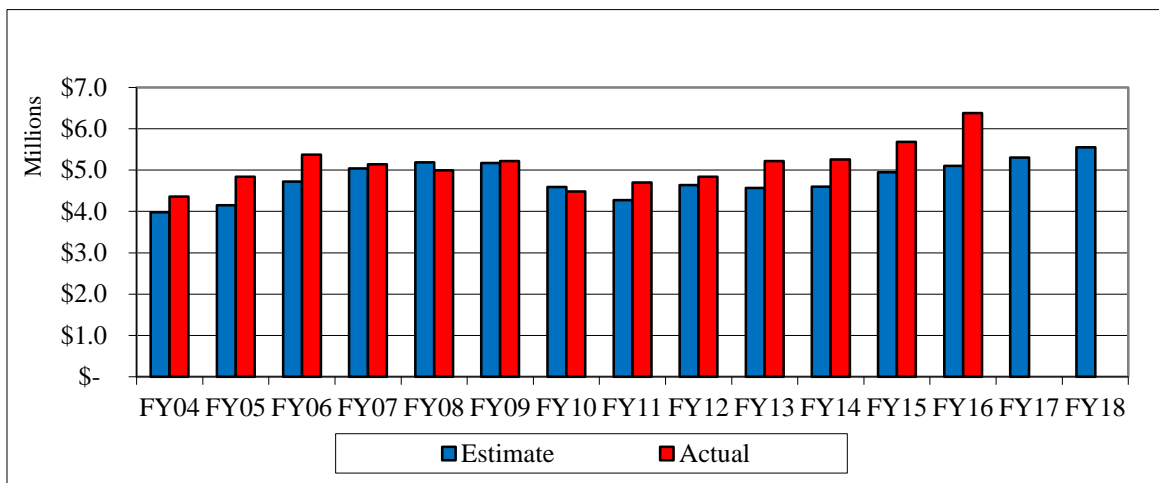
	<u>Actual Unrestricted Aid</u>		
FY 18	\$1,934,249		
FY 17	\$1,934,249		
FY 16	\$1,854,505		
FY 15	\$1,790,063		
FY 14	\$1,741,761		
FY 13	\$1,701,540		
FY 12	\$1,578,512		
FY 11	\$1,701,540		
FY 10	\$1,772,437		
	<u>Lottery Aid</u>	<u>Additional Assistance</u>	<u>Total</u>
FY 09	\$ 1,469,986.00	\$ 875,037.00	\$ 2,345,023
FY 08	\$ 1,628,696.00	\$ 875,037.00	\$ 2,503,733
FY 07	\$ 1,607,467.00	\$ 875,037.00	\$ 2,482,504
FY 06	\$ 1,376,394.00	\$ 875,037.00	\$ 2,251,431



Trend: FY 18 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 in particular are Charter School which increased by 77% and School Choice which increased by 70%.

5. General Fund Receipts

	Estimated	Actual	Variance (+ or -)
FY 18	\$5,550,000		
FY 17	\$5,302,000	\$1,669,837	as of 11/30/16
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)
FY 09	\$5,168,792	\$5,217,955	\$ 49,163
FY 08	\$5,188,506	\$4,996,497	\$(192,009)
FY 07	\$5,039,270	\$5,138,939	\$ 99,669
FY 06	\$4,722,199	\$5,375,970	\$ 653,771
FY 05	\$4,153,348	\$4,835,603	\$ 682,255
FY 04	\$3,980,602	\$4,356,942	\$ 376,340

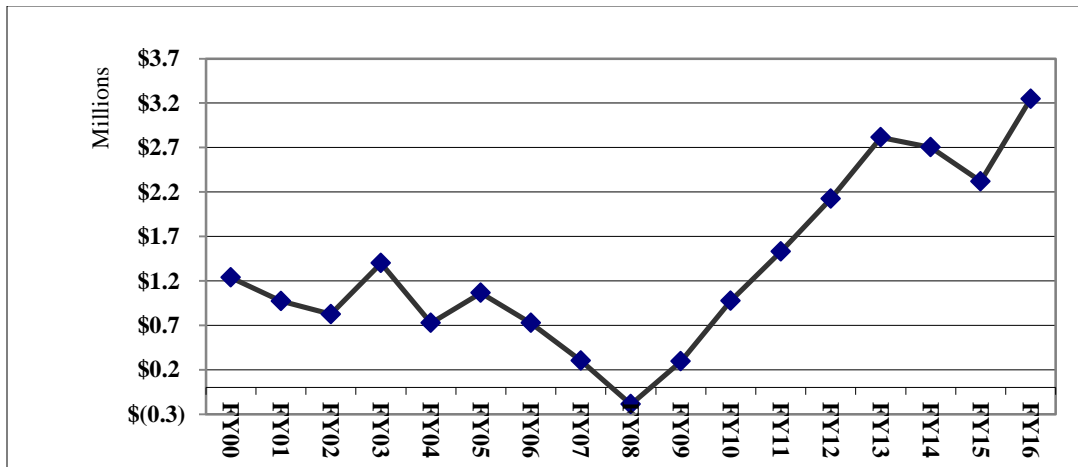


Trend: FY 16 General Fund Receipts increased by \$1,687,690 from the prior year including one time revenues of \$285,373 in FEMA reimbursements from prior year storms and \$487,735 over the FY16 estimate from investment income generated from the \$85M bond issued in June 2015 which included funding for the middle school, library renovation and public safety complex. The Town also received \$22,597 in one-time premiums on note and bond sales. Motor vehicle excise increased by \$141,332, ambulance receipts increased by \$170,323 partially due to some mis-coding of receipts in FY16, penalties and interest

increased by \$30,152 and licenses and permits increased by \$85,176. As of 11/30/2016, FY 17 receipts were \$123,943 higher than FY 16 at the same time last year, not including investment income, driven by an increase in penalties and interest of \$115,435 due to aggressive tax title collection.

6. Certified Free Cash

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
FY 06	\$ 725,852
FY 05	\$ 1,063,518
FY 04	\$ 725,976
FY 03	\$ 1,399,184
FY 02	\$ 824,415
FY 01	\$ 972,405
FY 00	\$ 1,236,316



Trend: Since FY 10, the Town has not used Free Cash to subsidize recurring operating budget costs. 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 seventh year of the new budget process and fiscal discipline continues to improve. Free Cash was about \$900,000 more in FY16 than in FY15, which is largely due to one-time revenues from investment income and FEMA storm reimbursements. In recognition of these one-time source specific revenues, the Town voted at the October 19, 2016 special town meeting to transfer \$285,000 from Free Cash to the Stabilization Fund and \$487,000 from Free Cash to the Capital Stabilization fund while still retaining a healthy amount for use in the FY18 capital plan.

7. Tax Title Collection

	<u>Tax Title Collections</u>	
	<u>Actual (Tax & Special Assessments)</u>	<u>Interest/Fees</u>
FY17	\$437,541	\$163,772 as of 11/30/16
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
FY09	357,677	121,085
FY08	212,162	51,136
FY07	163,096	33,400
FY06	80,183	12,731
FY05	143,859	21,837
FY04	61,836	16,568

Deferral Collections

	<u>Actual (Tax & Special Assessments)</u>	<u>Interest/Fees</u>
FY17	\$39,307	17,645 as of 11/30/16
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
FY09	86,045	50,129
FY08	25,051	7,179
FY07	10,313	699
FY06	54,910	25,548
FY05	12,400	4,390
FY04	15,649	3,040

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 six homes in the past four 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 18	\$ 50,000		
FY 17	\$ 35,000	\$ 53,393	as of 12/27/16
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)
FY 09	\$141,763	\$160,972	\$ 19,209
FY 08	\$184,848	\$141,763	(\$ 43,085)
FY 07		\$187,848	
FY 06		\$113,611	
FY 05		\$ 97,715	
FY 04		\$ 50,154	

Trend: As projected, these revenues will be inconsistent and may decline each year.

9. Wind Turbine Revenue

The wind turbine was commissioned March 29, 2012. A revolving fund established for the revenue subsidizes electrical costs for all public facilities. In FY 15 the turbine produced a positive net balance of \$272,409 in the revolving fund. Revenues stay with the Revolving Fund so any surpluses would be transferred at year-end by a vote at town meeting. At the Town’s direction, approximately \$120,000 is anticipated for FY 17. Please note if the turbine ceases operating under the current program for any reason, the revenue, and potential liability exposure for the Town increases exponentially. Approximately \$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.

	<u>Projected Revenue</u>	<u>Net Amount Received</u>
FY 18	\$120,000	
FY 17	\$120,000	\$264,862 as of 12/27/16
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 3.0mw solar array at 280 Driftway matches the other half of the Town's total electrical consumption. A second revolving fund was established to receive and disburse monies associated with the production of this electricity. FY 16 was the third year of operation and the net revenue received was \$97,316. FY17 has generated \$103,670 as of 10/19/16 and FY18 gross revenue is projected to be \$150,000.

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.

	Projected Revenue	Net Amount Received
FY 18	\$150,000	
FY 17	\$150,000	\$ 88,593 as of 12/27/16
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 18	\$220,000	
FY 17	\$218,368	\$ 83,286 as of 12/27/16
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 FY17, \$100,000 of meals tax revenue was identified as a revenue offset for the new middle school, public safety complex and the library. The FY16 budget allocated 25% 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	\$ 18,923	settled through 2016*
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

	Net School Spending	Minimum Threshold	Variance (+/-)
FY 16	37,390,269	28,997,139	6,665,345
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

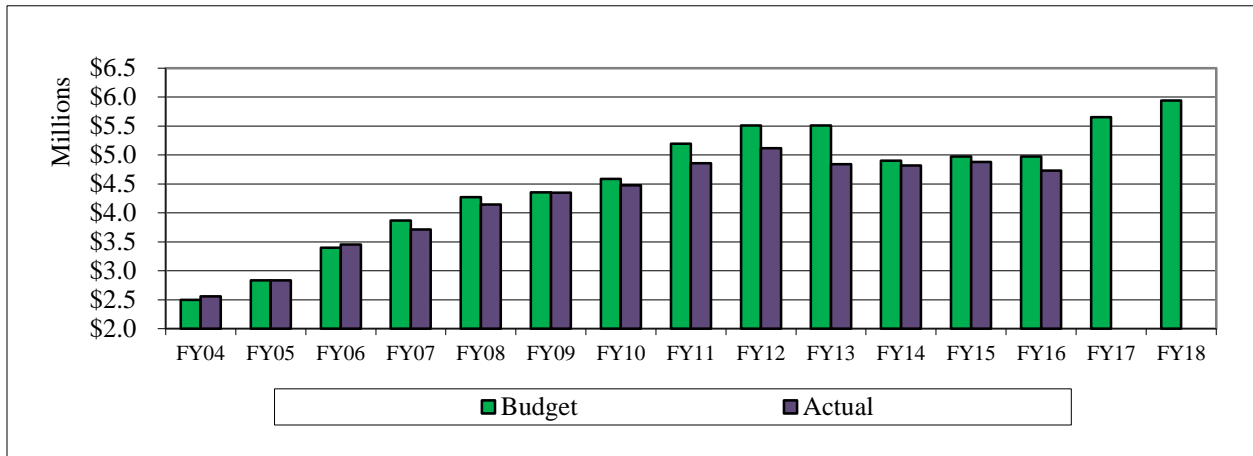
The Town of Scituate Net School Spending amount as budgeted for FY 15 exceeded the minimum amount required under the education reform formula by \$8,393,130.

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). Health insurance rates are not received from the Mayflower Municipal Health Group (MMHG) until February-April. At this time we are reviewing our health insurance options and moving forward with union negotiations towards changing the provider of our health insurance to MIIA while minimizing plan disruption as much as possible. A final decision is expected in December 2016 which will allow the Town to better estimate the FY18 expected costs. The FY 12 and 13 strong surpluses shown below were as a result of negotiating changes in health care.

	Budget	Actual	Variance
FY18	\$5,860,000		
FY17	5,656,298	3,218,391	as of 12/27/16
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
FY09	4,353,000	4,351,147	1,853
FY08	4,272,554	4,145,935	126,619
FY07	3,866,882	3,716,529	150,353
FY06	3,398,250	3,452,726	(54,476)
FY05	2,837,000	2,837,000	0
FY04	2,500,000	2,556,014	(56,014)



Trend: Rates were voted by the Mayflower Municipal Health Group in February, March or as late as April after the Town budget is submitted. The Town has experienced 0% increases in premiums from MMHG from FY12-15, 2-4% increases for FY16 and a 15% increase for FY17. Fluctuations throughout the year in the total enrolled census and claims experience also have impacts. The Town is pursuing other options for a provider with a governance and financial model more consistent with municipalities and a track record of less volatility in year to year rate changes.

5. Medicare/FICA

	Budget	Actual	Variance
FY18	\$ 695,155		
FY17	668,418	271,581	as of 12/27/16
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
FY09	479,266	456,514	22,752
FY08	370,000	420,846	(50,846)

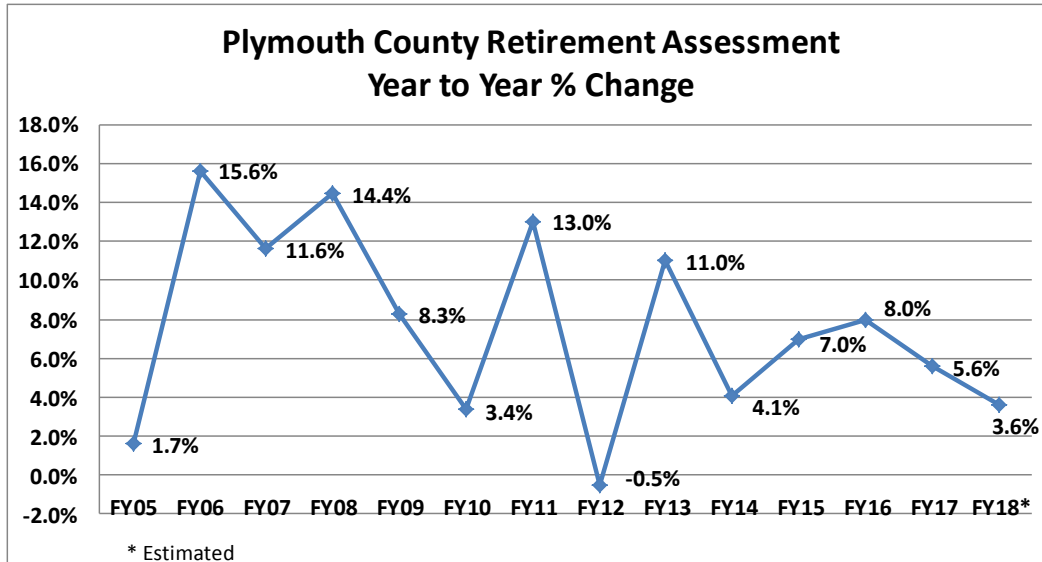
FY07	343,000	366,255	(23,255)
FY06	308,000	336,356	(28,356)
FY05	237,000	314,263	(77,263)
FY04	226,000	306,781	(80,781)

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

6. Retirement Assessment (Contributory and Non-Contributory)

The FY 18 Retirement Assessment will increase to \$4,530,275. 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 as not yet been provided but past experience has demonstrated that periods of lower year-over-year increases are followed by substantial increases.

<u>Contributory</u>	Budget	Actual	Increase (Decrease) over Prior Year	
			Amount	%
FY18	\$4,530,275			
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	271,270	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%
FY09	2,668,612	2,668,612	204,444	8.3%
FY08	2,464,168	2,464,168	310,920	14.4%
FY07	2,153,248	2,153,248	224,088	11.6%
FY06	2,104,099	1,929,160	260,988	15.6%
FY05	1,698,327	1,668,172	27,264	1.7%
FY04	1,640,908	1,640,908		



Non Contributory

	Budget	Actual	Variance
FY18	\$27,460		
FY17	27,040		
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.

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, 2015 was \$60,252,654.

The Town's financial policy is to allocate 2% of the annual retirement assessment into this fund. Year-end transfers in FY13 and FY14, for \$75,000 and \$12,900 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 18	\$ 90,606	
FY 17	\$ 87,473	\$764,151 as of 10/31/16
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

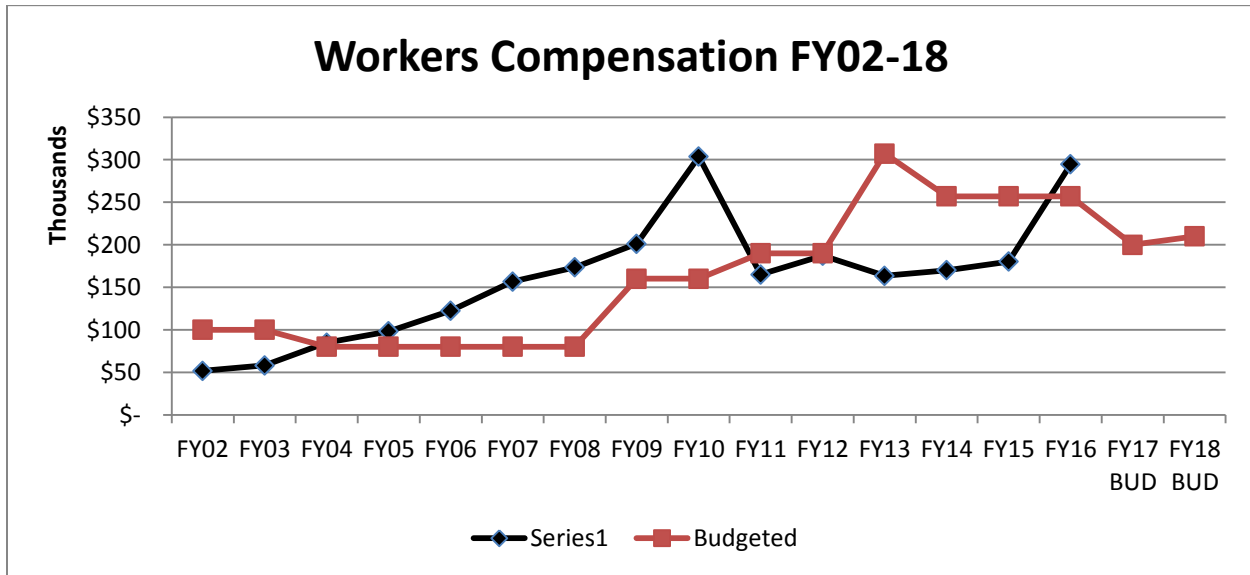
Trend: The Town lags on this fund because it was not created sooner (2011). An allocation of funds must be made each year. It is reviewed for the auditor's management letter as a federal mandate, and a critical review component for bond rating agencies.

8. Workers' Compensation

	Budgetary Allocation On June 30 (FY total)	Actual Expense	Variance	Fund Balance as of June 30th
FY 18	\$ 210,000			
FY 17	\$ 200,000	\$ 63,792 as of 12/27/16		
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)	
FY 09**	\$ 160,000	\$ 201,012	(41,012)	
FY 08	\$ 80,000	\$ 173,476	(93,476)	
FY 07	\$ 80,000	\$ 156,587	(76,587)	
FY 06	\$ 80,000	\$ 122,407	(42,407)	
FY 05	\$ 80,000	\$ 98,220	(18,220)	
FY 04*	\$ 80,000	\$ 84,865	(4,865)	

FY 03	\$ 100,000	\$ 57,974	\$42,026
FY 02	\$ 100,000	\$ 51,720	\$48,280

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

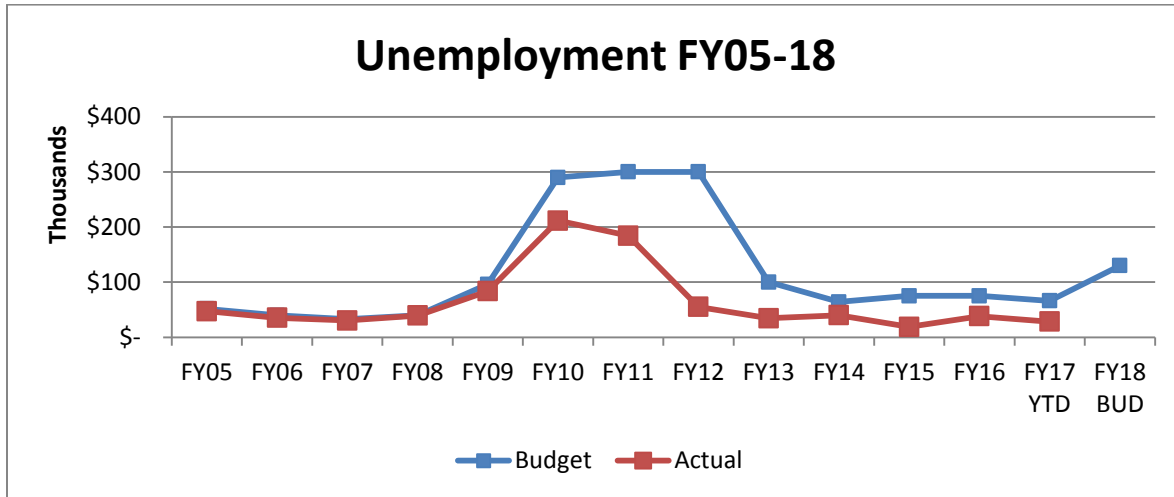


Trend: Before FY 11 this account was severely under-funded. However, the cost obligations for this fund will continue to be high based on settled claims prior to FY 10. Stop/Loss coverage will guard against substantial medical claims. The fund goal is to have the Fund Balance sufficient enough such that 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 necessitates restoring the budget allocation for FY18 to increase from the previous years' level. The fund balance as of June 30, 2016 was \$501,780. This Fund must cover all medical and other costs of employees injured on the job.

9. Unemployment

	Appropriated	Actual	Variance
FY 18	\$130,000		
FY 17	\$ 66,000	\$ 28,283 as of 12/27/16	
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
FY 09	\$ 96,000	\$ 83,600	\$ 12,400
FY 08	\$ 40,000	\$ 39,461	\$ 539
FY 07	\$ 33,000	\$ 30,549	\$ 2,451
FY 06	\$ 39,775	\$ 35,262	\$ 4,513
FY 05	\$ 51,699	\$ 47,186	\$ 4,513



Trend: This fund was increased in prior years in anticipation of layoffs as a result of the economic downturn. Budgetary reductions have resulted as the employee census stabilized. The FY18 projection reflects 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

	<u>Outside Placements</u>	<u>Circuit Breaker Reimbursements</u>
FY 18	\$ 2,500,000	\$ 700,000
FY 17	\$ 2,400,000	\$ 211,771 as of 12/27/16
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
FY 09	\$ 1,900,319	\$ 948,368
FY 08	\$ 2,210,065	\$1,130,603
FY 07	\$ 2,197,483	\$1,010,035
FY 06	\$ 2,087,901	\$ 605,719

* Reflects reduction from 72% to 38%

Trend: The FY18 estimated projection was based on current students.

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.

	Appropriated	Interest	Expended	Balance 6/30
FY 17	\$ 620,457	\$ 3,518	\$ 0	\$3,574,795 as of 11/9/16
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	
FY 09	\$ 169,850	\$ 42,242	\$ 243,942	
FY 08	\$ 486,436	\$ 71,942	\$ 305,000	
FY 07	\$ 162,593	\$ 106,890	\$ 385,000	
FY 06	\$2,065,446*	\$ 75,347	\$ 70,000	

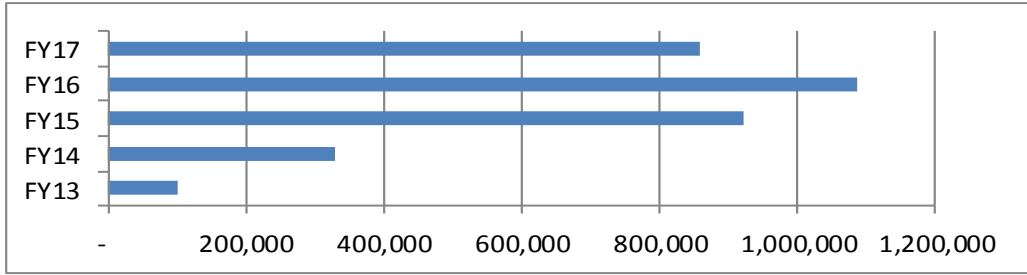
*Beginning Balance/Chart reflects appropriations after beginning balance in FY 06

Trend: \$725,000 in funds was used for capital projects approved at the April 2016 annual town meeting and \$75,000 of previously set-aside funds for the pension assessment was utilized for that purpose in FY16. 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 current balance in the Stabilization Fund is \$3,574,795.

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. In FY 15, the Town allocated 75% of the anticipated meals tax revenue to the fund. In FY16, \$163,776 was allocated. The current balance of the fund is \$860,584.

	Appropriated	Interest	Expended	Balance 6/30
FY 17	\$ 550,776	\$ 184	\$ 0	\$ 860,584 YTD
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:

	Amount	Purpose
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
	\$163,776	Future debt service
FY 14	\$400,000	Future debt service
	\$375,000	Fire apparatus
	\$129,000	Foreshore protection
	\$35,000	Voting machines
FY 13	\$100,000	Future debt service
	\$100,000	Establish fund

13. Reserve Fund

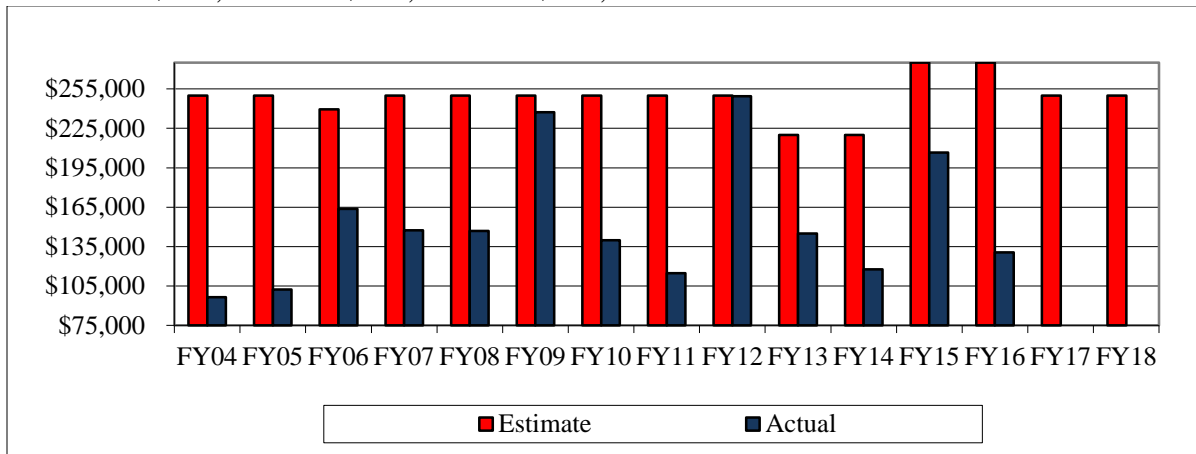
	Budgeted	Expenditures	Variance
FY 18	\$90,000		
FY 17	\$90,000	\$ 0	as of 12/27/16
FY 16	\$90,000	\$ 0	\$90,000
FY 15	\$90,000	\$ 17,000	\$73,000
FY 14	\$90,000	\$ 27,681	\$62,319
FY 13	\$90,000	\$ 6,837	\$83,163
FY 12	\$90,000	\$ 81,725	\$ 8,275
FY 11	\$81,871	\$ 31,000	\$50,871
FY 10	\$90,000	\$ 81,004	\$ 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.

14. Allowance for Abatements/Exemptions (Overlay)

The allowance for abatements and exemptions for FY 2018 will be approximately **\$250,000**.

	Estimated	Raised	Actual
FY 18	\$250,000		
FY 17	\$250,000	\$250,001	
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
FY 09*	\$200,000	\$250,000	\$237,203
FY 08	\$150,000	\$250,000	\$146,817
FY 07**	\$160,000	\$250,000	\$147,444
FY 06*	\$175,000	\$239,440	\$163,760
FY 05	\$125,000	\$102,140	\$102,140
FY 04	\$100,000	\$250,000	\$ 96,480



Trend: Our financial policies provide for a five-year rolling average review of the overlay reserve. The five year rolling average for FY17 is \$228,385. Declared overlay surplus of \$405,055 was used for the FY17 operational budget.

* Revaluation year/** Veterans exemption allowance increased.

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

The FY 18 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

	Budget	Actual	Debt Exclusion
FY18	7,565,425		\$ 6,676,211
FY17	7,715,806		\$ 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
FY09	2,307,447	2,338,486	\$1,182,550
FY08	1,534,883	1,585,447	\$ 934,674
FY07	1,135,089	1,453,354	\$ 923,300
FY06	994,210	707,530	\$ 587,114
FY05	1,265,623	546,134	\$ 940,200
FY04	1,007,078	668,320	

Trend: The Town’s bond rating AA+ was confirmed in June 2015 prior to the sale of the \$86M bond financing the library renovation, middle school, public safety complex and phase I & II of the water pipe project. 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. Because of multi-million dollar building projects, General Fund debt will continue to be monitored and potentially moderated in FY18. 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 .002% 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

	Budget	Actual	Variance
FY18	661,373		

FY17	552,450	478,062	As of 12/27/16
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 18 amount of \$661,373 is projected as a 5% increase over the FY17 base to account for inflation and claims, \$88,000 additional pursuant to guidance from the insurer for increased value in the renovated library, new public safety complex and new middle school and \$8,000 for flood insurance for the Scituate Harbor Community Building. The Town is eligible for premium discounts and credits for safety and other training initiatives it undertakes, and that resulted in a \$14,435 reduction of premium in FY 17.

PROGRAM ASSUMPTIONS:

Programs, services and staffing should be able to be maintained at current levels for FY 18. 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

Data provided by:

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

FORECASTING COMMITTEE: Patricia Vinchesi, Tony Vegnani, Nancy Holt, Pam Avitable, Christopher Carchia, Michael Long, James Gilmore, Steve Jarzembowski, Paul Donlan, John McCarthy

FORECASTING MODEL

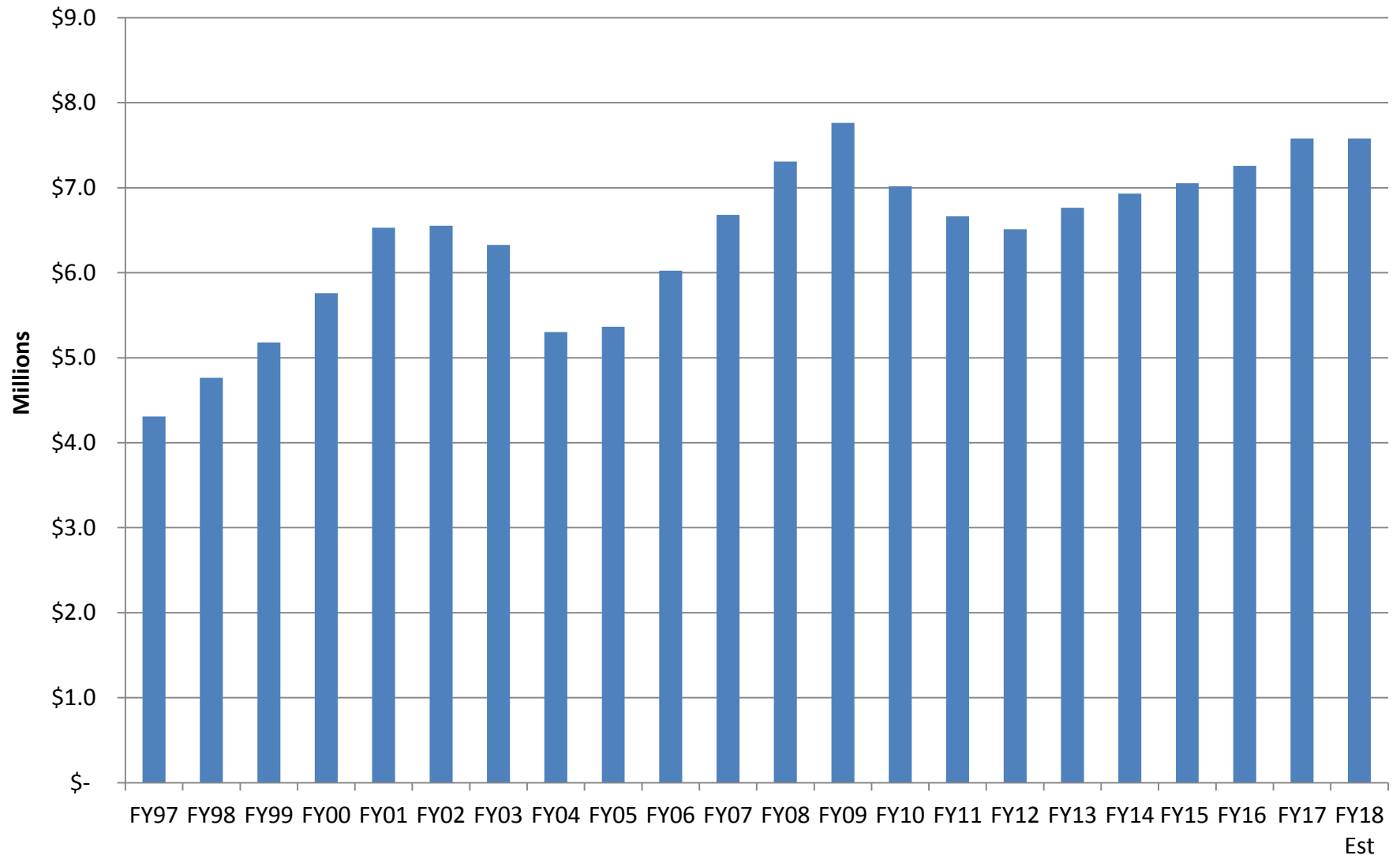
	Budget FY 2017	Proposed FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
SOURCES					
Prior Year	\$ 51,924,064	\$ 53,730,738	\$ 55,559,006	\$ 57,347,981	\$ 59,181,681
Override					
2.5% Increase	\$ 1,298,102	\$ 1,343,268	\$ 1,388,975	\$ 1,433,700	\$ 1,479,542
New Growth	\$ 460,000	\$ 485,000	\$ 400,000	\$ 400,000	\$ 400,000
TOTAL LEVY	\$ 53,682,166	\$ 55,559,006	\$ 57,347,981	\$ 59,181,681	\$ 61,061,223
Cherry Sheet/State Aid	\$ 7,172,605	\$ 7,578,880 [1]	\$ 7,578,880	\$ 7,578,880	\$ 7,578,880
Title V Assessment	\$ 6,858	\$ 6,858	\$ 6,858	\$ 6,858	\$ -
Local Receipts	\$ 5,302,000	\$ 5,300,000	\$ 5,300,000	\$ 5,300,000	\$ 5,300,000
Enterprise Indirect costs	\$ 797,166	\$ 890,950 [12]	\$ 908,769	\$ 926,944	\$ 945,483
Overlay Surplus	\$ 405,055	\$ -	\$ -	\$ -	\$ -
Meals Tax	\$ 218,368	\$ 220,000 [2]	\$ 220,000	\$ 220,000	\$ 220,000
TOTAL ALL REVENUE	\$ 67,584,218	\$ 69,555,694	\$ 71,362,488	\$ 73,214,363	\$ 75,105,586
USES					
Tax Title(shared cost FY11)	\$ -	\$ -	\$ -	\$ -	\$ -
Offsets	\$ 19,448	\$ 18,578	\$ 18,578	\$ 18,578	\$ 18,578
State & County Charges	\$ 530,824	\$ 698,248	\$ 698,248	\$ 698,248	\$ 698,248
Overlay	\$ 250,000	\$ 250,000	\$ 275,000	\$ 250,000	\$ 250,000
Enterprise Funds/Transfer	\$ -	\$ -	\$ -	\$ -	\$ -
Economic Development	\$ 54,592	\$ 55,000 [2]	\$ 55,000	\$ 55,000	\$ 55,000
TOTAL USES	\$ 854,864	\$ 1,021,826	\$ 1,046,826	\$ 1,021,826	\$ 1,021,826
NET REVENUE	\$ 66,729,354	\$ 68,533,868	\$ 70,315,662	\$ 72,192,537	\$ 74,083,760
SHARED					
Reserve Fund	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
COSTS					
Tax Title	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000
Insurance/Town Bldgs.	\$ 538,450	\$ 607,695 [9]	\$ 638,080	\$ 669,984	\$ 703,483
So. Shore Vo. Tech.	\$ 706,301	\$ 776,931 [3]	\$ 823,547	\$ 872,960	\$ 925,337
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	\$ 63,776 [2]	\$ 63,776	\$ 63,776	\$ 63,776
- Debt Excl MS & PSC (Meals Tax)	\$ 100,000	\$ 100,000 [2]	\$ 100,000	\$ 100,000	\$ 100,000
Non-Contributory Pensions	\$ 27,040	\$ 27,460 [4]	\$ 27,880	\$ 28,300	\$ 28,720
Plymouth County Retirement Assmt	\$ 4,373,651	\$ 4,530,275 [5]	\$ 4,892,697	\$ 5,284,113	\$ 5,706,842
Workers' Comp.	\$ 200,000	\$ 228,000	\$ 228,000	\$ 248,000	\$ 248,000
Unemployment Insurance	\$ 66,000	\$ 130,000 [11]	\$ 65,000	\$ 65,000	\$ 65,000
Contributory Group Insurance	\$ 5,656,298	\$ 5,840,000 [10]	\$ 6,248,800	\$ 6,686,216	\$ 7,154,251
Federal Taxes	\$ 678,200	\$ 695,155 [6]	\$ 722,961	\$ 751,880	\$ 781,955
OPEB	\$ 87,473	\$ 90,606 [7]	\$ 97,854	\$ 105,682	\$ 114,137
TOTAL SHARED COSTS	\$ 14,267,833	\$ 14,860,542	\$ 15,679,239	\$ 16,646,554	\$ 17,662,145
NET AVAILABLE	\$ 52,461,521	\$ 53,673,326	\$ 54,636,423	\$ 55,545,983	\$ 56,421,615
SPLIT					
School Share 66.67%	\$ 34,961,956	\$ 35,784,007	\$ 36,426,103	\$ 37,032,507	\$ 37,616,291
Town Share 33.33%	\$ 17,499,565	\$ 17,889,320	\$ 18,210,320	\$ 18,513,476	\$ 18,805,324
	\$ 52,461,521	\$ 53,673,327	\$ 54,636,423	\$ 55,545,983	\$ 56,421,615
Percentage Change		2.31%	1.79%	1.66%	1.58%
TAX RATE					
Total Levy from above	\$ 53,682,166	\$ 55,559,006	\$ 57,347,981	\$ 59,181,681	\$ 61,061,223
School Debt Exclusion	\$ 785,188	\$ 761,378	\$ 737,456	\$ 713,533	\$ 681,947
Wastewater Debt Exclusion	\$ 660,771	\$ 655,710	\$ 672,612	\$ 120,476	\$ 97,981
Library Debt Exclusion	\$ 381,100	\$ 372,550 [8]	\$ 364,000	\$ 350,575	\$ 341,325
Public Safety Complex Debt Excl	\$ 1,224,800	\$ 1,114,426 [8]	\$ 970,350	\$ 943,125	\$ 1,012,875
Middle School Debt Exclusion	\$ 3,772,700	\$ 3,589,000 [8]	\$ 3,405,300	\$ 3,321,600	\$ 3,328,600
TOTAL TAX LEVY	\$ 60,506,725	\$ 62,052,070	\$ 63,497,699	\$ 64,630,990	\$ 66,523,951
TAX RATE	\$ 14.09	\$ 14.46	\$ 14.50	\$ 14.47	\$ 14.61
Total Valuation	\$ 4,275,119,960	\$ 4,275,119,960	\$ 4,360,622,359	\$ 4,447,834,806	\$ 4,536,791,503

See Assumptions on reverse side

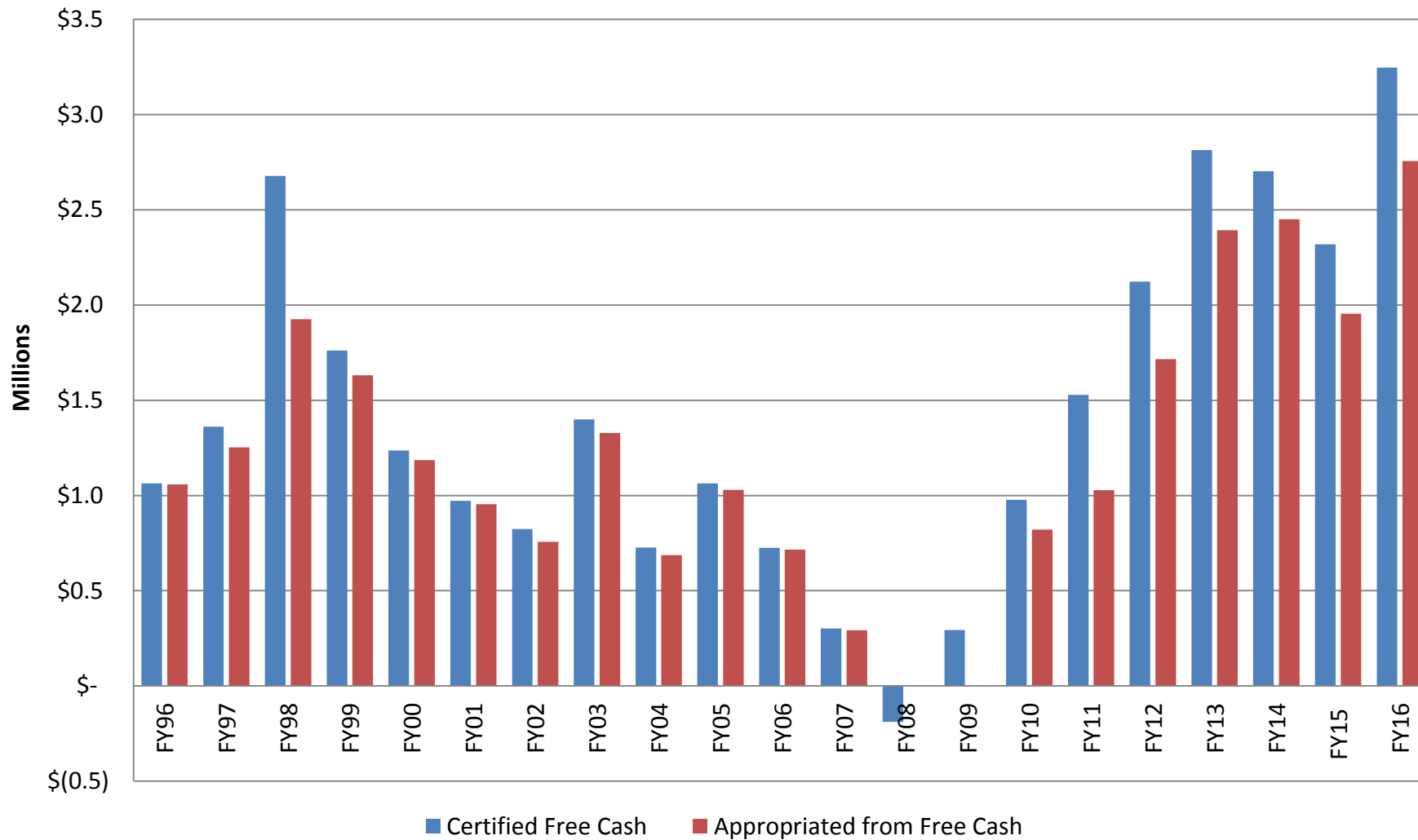
ASSUMPTIONS:

- [1] - Level funded to FY17 includes unrestricted local aid, veterans benefits, exemptions for vets and elderly and state owned land.
- [2] - FY18-21 Meals Tax revenue at DOR estimate with 25% 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 \$55,000 allocated to the Capital Stabilization fund for future debt.
- [3] - South Shore Voc. Tech - FY17 assessment increased by 10% over FY16 due to additional enrollment. 6% FY19-21
- [4] - Non-contributory pension assessment increased by 3% on \$14,000 COLA base for FY18-21 for one retiree.
- [5] - FY17 & FY18 set by PCRS with 8% for FY19-20 as previously advised by Plymouth County Retirement System.
- [6] - Reflects a 4% annual increase over FY17 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]- 10% increase in FY18 to reflect increased values in personal property in new buildings, 5% for FY19-21
- [10]- Increase based on quoted rates from MIIA and current enrollment with 7% (five year average MIIA increase) for FY19-21.
- [11]- Expected increase due to new school opening and shift in personnel deployment; reduced for FY19-21.
- [12]- Estimated increase of 2% for FY19-21.

Projected State Aid



Free Cash Certification & Utilization



* includes Town Admin. Capital Plan

Components of July 1, 2016 Free Cash

Fiscal Year 2016 Budget to Actual

Revenue	Budget	Actual	Fav/(Unfav)	
			Fav/(Unfav)	%
Property Taxes	57,447,159.11	57,537,210.94	90,051.83	0.16%
Excise Taxes	2,750,000.00	2,932,205.52	182,205.52	6.63%
Federal Revenue	-	285,373.42	285,373.42	
State Revenue	7,271,899.00	7,529,116.80	257,217.80	3.54%
Penalties/Interest Taxes	395,000.00	446,787.47	51,787.47	13.11%
Pymts In Lieu of Taxes	18,537.00	20,370.41	1,833.41	9.89%
Fees	171,311.00	222,370.74	51,059.74	29.81%
Rentals	243,000.00	275,339.45	32,339.45	13.31%
Other Dept Revenue	832,550.00	1,008,427.23	175,877.23	21.13%
Licenses & Permits	527,627.00	699,923.60	172,296.60	32.66%
Special Assessments	5,600.00	28,945.03	23,345.03	416.88%
Fines & Forfeits	47,000.00	65,035.93	18,035.93	38.37%
Investment Income	36,375.00	524,109.87	487,734.87	1340.85%
Miscellaneous Revenue	73,000.00	256,204.11	183,204.11	250.96%
Premium from Sale of Bonds	-	22,597.37	22,597.37	
Trans Spec Revenue	414,901.52	414,901.52	-	0.00%
Trans Capital Projects	179,503.51	179,503.51	-	0.00%
Trans Enterprise Funds	751,044.00	751,044.00	-	0.00%
Trans Trust Funds	850,000.00	850,000.00	-	0.00%
Total Revenue	72,014,507.14	74,049,466.92	2,034,959.78	2.83%

Expenditures*	Budget	Actual	Fav/(Unfav)	
			Fav/(Unfav)	%
General Government	3,960,492.67	3,391,966.39	568,526.28	14.35%
Public Safety	9,467,824.46	8,639,141.59	828,682.87	8.75%
Schools	35,484,764.49	34,923,846.78	560,917.71	1.58%
DPW	5,507,997.64	4,393,166.44	1,114,831.20	20.24%
Human Services	666,336.96	610,704.18	55,632.78	8.35%
Culture & Recreation	1,190,753.48	959,859.41	230,894.07	19.39%
Debt Services	7,318,537.00	7,317,889.71	647.29	0.01%
State & Cty Assessments	530,824.00	561,037.62	(30,213.62)	-5.69%
Employee Benefits	10,478,096.06	10,212,982.52	265,113.54	2.53%
Trans to Other Funds	2,329,307.91	2,329,307.91	-	0.00%
Total Expenditures	76,934,934.67	73,339,902.55	3,595,032.12	4.67%

Surplus/(Deficit) \$ 709,564.37

Unreserved Fund Balance June 30, 2015 3,056,595.00

Fund Balance Adjustments:

Change in Reserve for Continuing Appropriations	(463,470.00)
Change in Reserve for Encumbrances	288,254.00
Close-out of Other Financing Sources	179,503.00
Change in Reserve for PY Expenditures	419,189.00
Change in Reserve for Overlay Deficit	(372.46)
Change in Reserve for Overlay Surplus	(405,055.00)

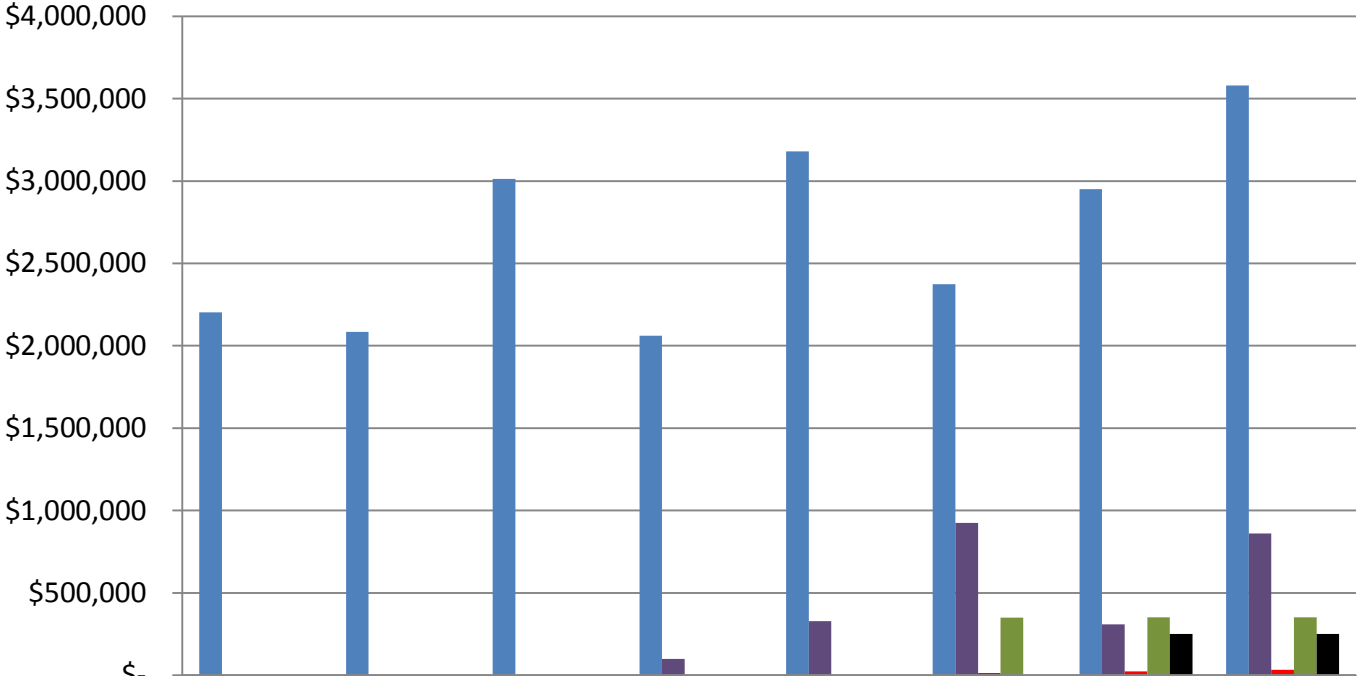
Less Account Deficits:

Personal Property Taxes Receivable	114,402.00
Real Estate Taxes Receivable	693,530.00
Police Details	136,862.64
School Details	2,687.66
Traffic Enforcement Grant	306.13
FY15 E911 Training Grant & EMD Grant	8,227.90
FY16 Police Fire E911 EMD Training	41,311.05
FY16 E911 Support & Incentive	18,425.05
FY15 E911 Support & Incentive	27,320.28
FY15 EMPG	4,688.63
FY16 Title I	4,471.00
Beach Nourishment	53.08
FACTS Grant	13,818.30
Walden Woods	519.49
Plus:	
Deferred Revenue Property Taxes	529,545.86
	529,545.86

Estimated Free Cash July 1, 2016 **\$ 3,247,130.56**

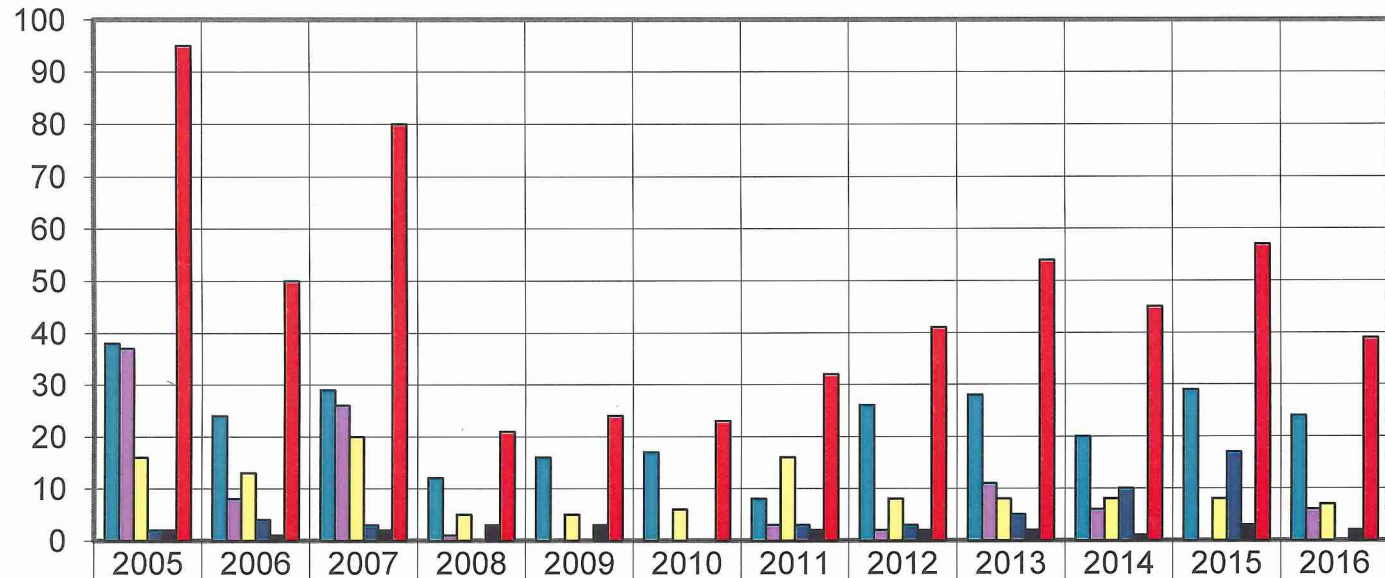
*Includes beginning & ending encumbrances, continuing appropriations. (FY16 cont apprprs of \$2,547,388 & Encumbs of \$1,013,494)

Scituate Stabilization Funds



	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17 YTD
■ Stabilization Fund Balance	\$2,202,033	\$2,084,463	\$3,012,796	\$2,061,481	\$3,179,056	\$2,374,384	\$2,950,820	\$3,580,048
■ Capital Stabilization Fund Balance				\$100,004	\$329,402	\$924,071	\$309,624	\$860,961
■ Economic Development Stabilization Fund Balance						\$13,540	\$23,619	\$33,647
■ Sewer Enterprise Capital Stabilization Fund Balance						\$350,446	\$351,570	\$351,967
■ Water Enterprise Capital Stabilization Fund Balance							\$250,575	\$250,941

Town of Scituate- All Dwelling Units Permitted 2005-2016



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
■ Single-Family	38	24	29	12	16	17	8	26	28	20	29	24
■ Condo/Duplex	37	8	26	1	0	0	3	2	11	6	0	6
■ Reconstruction	16	13	20	5	5	6	16	8	8	8	8	7
■ 40B Developments	2	4	3	0	0	0	3	3	5	10	17	0
■ Accessory Dwellings	2	1	2	3	3	0	2	2	2	1	3	2
■ Total Dwelling Units	95	50	80	21	24	23	32	41	54	45	57	39

SCITUATE TAX RATES

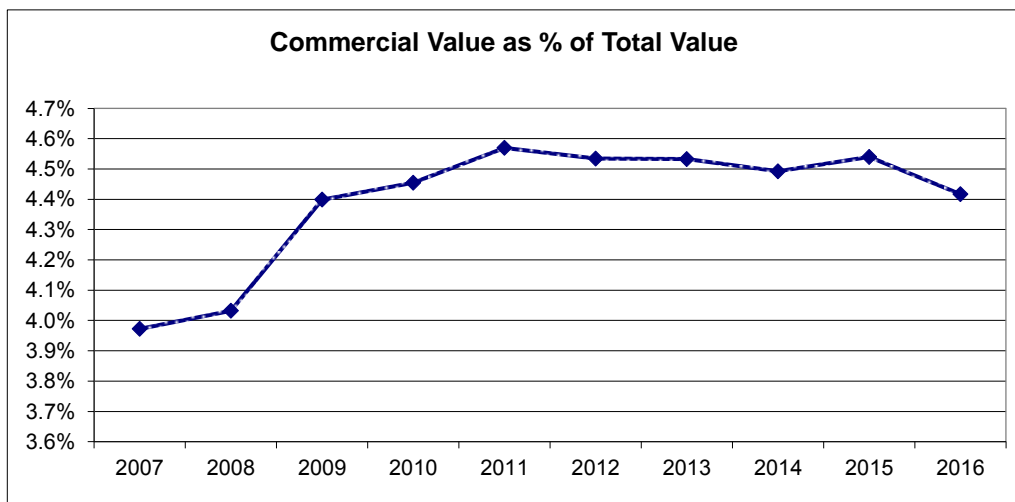
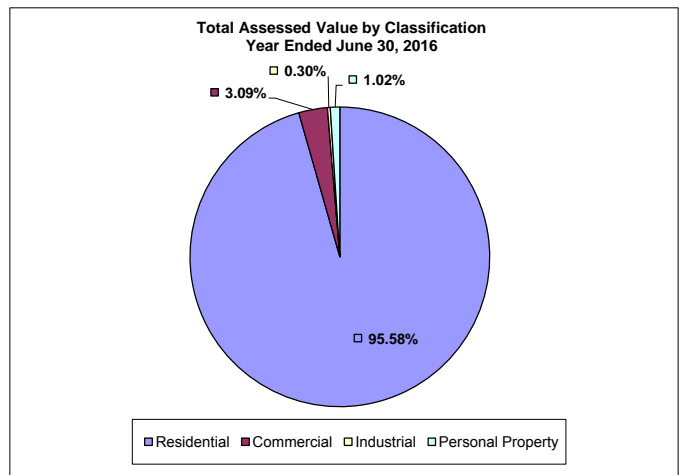
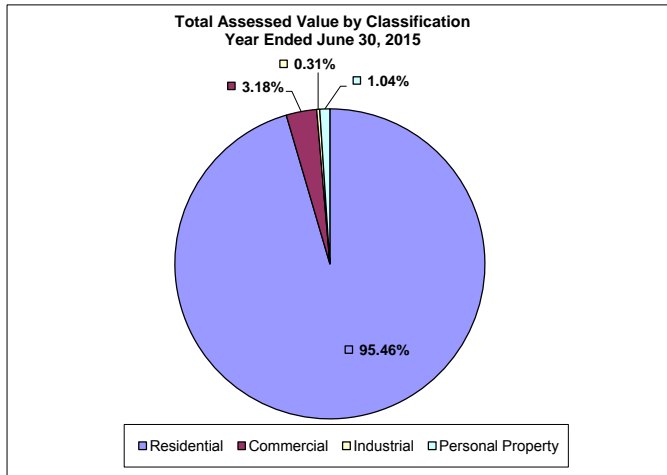
YEAR	TAX RATE	REVAL YEAR
1980	\$91.00	
1981	\$95.00	
1982	\$25.90	
1983	\$24.90	
1984	\$24.90	
1985	\$18.90	REVAL
1986	\$18.68	
1987	\$19.78	
1988	\$10.01	REVAL
1989	\$10.27	
1990	\$10.57	
1991	\$11.09	REVAL
1992	\$12.54	
1993	\$12.97	
1994	\$14.50	REVAL
1995	\$14.93	
1996	\$15.33	
1997	\$14.80	REVAL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

Average Single Family Tax Bill

Municipality	Fiscal Year	Total Residential Value	Avg Single Family Value	Single Family Parcels	Average Single Family Tax Bill	CIP Shift
Abington	2017	1,622,413,621	322,489	3,767	5,918	1.00
Braintree	2017	4,929,037,567	422,482	9,050	4,537	1.75
Bridgewater	2017	2,285,434,313	338,956	5,335	5,291	1.00
Cohasset	2017	2,564,462,219	911,300	2,350	11,902	1.00
Duxbury	2017	3,590,943,268	639,897	4,866	9,925	1.00
East Bridgewater	2017	1,387,626,917	310,389	3,789	5,680	1.00
Hanover	2017	2,132,022,383	473,071	4,176	7,815	1.04
Hingham	2017	5,665,777,460	749,953	6,216	9,187	1.00
Kingston	2017	1,621,976,280	363,528	3,939	5,998	1.00
Marshfield	2017	4,218,292,026	408,751	9,104	5,608	1.00
Milton	2017	5,118,076,560	625,017	7,160	8,475	1.55
Norwell	2017	2,149,241,671	598,076	3,387	9,838	1.00
Pembroke	2017	2,230,759,287	358,941	5,231	5,420	1.00
Rockland	2017	1,506,367,046	283,636	3,800	5,242	1.00
Scituate	2017	4,091,047,873	531,954	6,755	7,495	1.00
Weymouth	2017	5,936,198,527	333,332	13,251	4,270	1.45

Assessed Value and Actual Value of Taxable Property by Classification and Tax Rates
Last Ten Years

Year	Assessed and Actual Values and Tax Rates									Total Direct Rate	Total Town Value
	Residential Value	Residential Tax Rate	Commercial Value	Industrial Value	Personal Property	Total Commercial Value	Commercial Tax Rate	Commercial % of Total Value			
2007	\$4,049,283,488	\$8.31	\$130,959,842	\$6,048,900	\$30,498,320	\$167,507,062	\$8.31	4.0%	\$ 8.31	\$4,216,790,550	
2008	\$4,072,204,708	\$9.22	\$131,446,292	\$5,877,500	\$33,776,310	\$171,100,102	\$9.22	4.0%	\$ 9.22	\$4,243,304,810	
2009 (1)	\$4,029,488,420	\$9.68	\$138,848,190	\$6,152,800	\$40,416,000	\$185,416,990	\$9.68	4.4%	\$ 9.68	\$4,214,905,410	
2010	\$3,804,980,088	\$10.56	\$130,039,832	\$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	\$127,662,193	\$5,585,400	\$42,758,110	\$176,005,703	\$11.25	4.6%	\$ 11.25	\$3,851,701,910	
2012 (1)	\$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	\$3,608,700,390	\$12.20	\$126,075,000	\$5,181,100	\$40,087,220	\$171,343,320	\$12.20	4.5%	\$ 12.20	\$3,780,043,710	
2014	\$3,654,706,380	\$13.05	\$125,105,420	\$9,112,700	\$37,686,890	\$171,905,010	\$13.05	4.5%	\$ 13.05	\$3,826,611,390	
2015 (1)	\$3,763,130,865	\$13.10	\$125,426,835	\$12,415,000	\$41,124,550	\$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	\$13.10	4.4%	\$ 14.14	\$4,082,256,130	



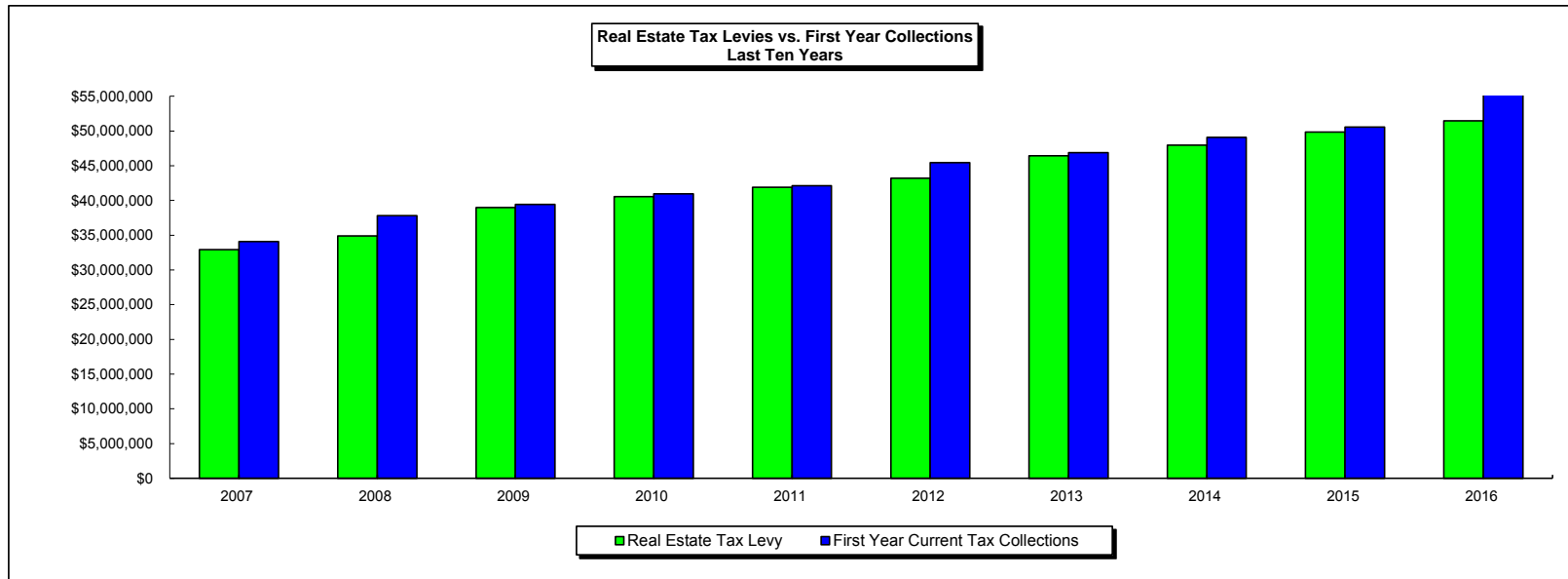
(1) Revaluation year.
 Source: Assessor's Department, Town of Scituate, Department of Revenue records and Official Statements.
 All property in the Commonwealth of Massachusetts is assessed at 100% of fair cash value.

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
2007	\$35,041,529	\$166,938	\$34,874,591	99.52%	\$34,096,596	97.77%	\$531,195	\$34,627,791	99.29%
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%	\$551,114	\$47,433,694	98.95%
2014	\$49,937,279	\$114,882	\$49,822,397	99.77%	\$49,062,343	98.47%	\$474,070	\$49,536,413	99.43%
2015 (1)	\$51,671,474	\$215,554	\$51,455,920	99.58%	\$50,540,571	98.22%	\$453,507	\$50,994,078	99.10%
2016	\$57,723,102	\$130,622	\$57,592,480	99.77%	\$56,886,083	98.77%	\$0	\$56,886,083	98.77%



(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	<p>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.</p>
			An obligor rated AAA 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 AA 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 A 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 BBB 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 BB 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 CCC 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		
			An obligor rated CC is currently highly vulnerable. Such issues are often in default or have other marked shortcomings
C	C		
			An obligor rated C 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 2018 BUDGET BOARD OF SELECTMEN**

For FY 18, the Board has identified the following focus areas:

Economic Development

- To continue to increase opportunities for economic development in the community and allocate portion of Meals Tax revenue for this purpose

Facilities

- To work with Community Preservation Committee as a partner in the Facilities Master Plan and in its recommendations for funding and how they fit into the Town's various master plans
- To bring three town building projects in on time and on budget
- To focus efforts on the effective reuse of vacated buildings as a result of building projects with senior center needs at the forefront
- To relieve the tax burden on residential taxpayers

Personnel

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

Finances and Budgeting

- To present a balanced budget
- To address challenges of unpredictable state aid and new growth for the immediate future
- To continue to use the Financial Forecasting Model as a reliable tool
- To work collaboratively with the School Department in support of education for our children and in facilities maintenance
- To support the development and implementation of technology related tools and equipment to serve business operations and our customers
- To support the Capital Plan to meet significant ongoing capital needs

Communications

- To be transparent in compliance with the open meeting law and keep residents informed through the Town's website, Facebook, Twitter and other appropriate avenues

Public Works and the Environment

- To bring an overarching approach to environmental issues and foreshore protection
- To maintain sidewalk replacement program
- To expand funds and work on town roads and ways
- To monitor wind turbine and solar array projects and to approve a policy for future revenues and electricity distribution
- To monitor and explore waste water treatment capacity and current treatment methods such as nitrogen loading and copper reduction
- To determine best next phase of Sewer Master Plan

TOWN OF SCITUATE

FY 2018 BUDGET

DEPARTMENT: TOWN ADMINISTRATOR 123

MISSION STATEMENT:

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

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

FY 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Manage Coastal Management Review Team for overarching proactive approach to coastal management by exploring new, existing, and/or innovative practices and strategies as alternatives to traditional methods.

1. Meet at least quarterly with Coastal Management Review Team to develop and implement recommendations contained in 2016 Coastal Resiliency Plan by Applied Coastal.
2. Review, revise and recommend changes to zoning and other local regulations that impede prudent coastal management
3. Continue to educate public on changing coastal needs and appropriate responses to mitigate and secure resources given climate changes, sea level rise and coastal erosion.
4. Revise 1972 Flood Plain map to reflect current 2016 FEMA maps for accuracy and uniformity in development.
5. Collaborate with state and federal stakeholders, environmental agencies, municipalities in responding to this shared global problem.

Continue development of "Multi-Year Plan"/Five-Year Operating and Planning Budget

1. Continue work with Finance Director and Financial Forecast Committee on refinements to five-year operating budget that projects revenues and expenditures with particular emphasis on construction project impacts to budgets (staffing, utilities, insurance, etc.) as well as growing importance of OPEB liabilities
2. Review all existing plans (Open Space, Harbor, Recreation, Affordable Housing) for compilation and centralization into one location and inform all town officials about what's in them so we do not work at cross purposes.
3. Review MAPC study recommendations on zoning changes
4. Continue to implement changes recommended by 2013 DOR management study of optimum organization of town departments.
5. Position Scituate to respond to dynamic and innovative changes in technology to improve operations and customer service delivery.

Effectively Manage Town's Human Resource Functions with HR Director

1. Negotiate and settle four town union contracts. Develop and negotiate management proposals that improve town services and increase staff capabilities and development
2. With HR Director implement Personnel Handbook for non-union staff and update personnel policies as needed or warranted.
3. Monitor time, labor, management (TLM) program under new software system for payroll and compensated absences.
4. Develop and employee and board Code of Conduct to guide interactions among staff, citizens and board and committee members.

Coordinate and facilitate transition to full operations for three public building projects and adaptive reuse of vacated buildings

1. Assist in completion of contractor punch list items and release of buildings to owner, arrange for proper insurance coverages, attend all Public Building Commission meetings
2. Trouble problems with staff and or new buildings. Work with town staff and officials on planned reuse/disposition of vacated buildings.
3. Continue to engage stakeholders on next steps on Public Facilities Master Plan including Senior Center Feasibility Study and reuse of Gates School.
4. Assist Facilities Director in finalization of building profile for each municipal and school building.

MAJOR BUDGET COMPONENTS

The Selectmen/Town Administrator budgets fund the personal services and administrative costs of the Selectmen's Office/Town Administrator. The Town Administrator is employed under the terms of an employment agreement that runs through June 30, of 2020.

A major fund allocation of the FY 18 budget includes funds for negotiating and settlement of the Town's four union contracts (Contract Bargaining and Other Services). This line item cover Labor Counsel, unfair labor practices, negotiating, compensation adjustments for union and non-union staff, merit-based performance awards, the buyback of earned leave, employee payouts from separation, and/or retirements. The other major expenditure is funds for training of ALL staff. This training pays for management and supervisory training for public safety staff (fire command, two new police Sergeants, S.W.A.T. team training in SPD) as well as training for new department heads in selected areas such as time management. The clerical, professional, police and fire contracts expire June 30, 2017.

FY 18 RISKS AND CHALLENGES

The Office of the Town Administrator, along with the Selectmen's Office, are the conduit for all town operations. The workload is relentless. With the simultaneous construction of three facilities along with ongoing issues such as FEMA maps and the water drought at times the day-to-day operations of the work is untenable. The building projects have required almost one full day a week. Unfortunately, the completion of these three buildings will not accrue time. Senior Center needs and Gates School reuse, along with the vacated police station and fire station three, will require oversight and management along with insuring the

successful integration of the town's new Joint Dispatch Center. As we move toward FY 18, these projects coupled with the bargaining of four union contracts are ahead. In addition, substantial changes to the Public Records Law will require training and monitoring from this office. In the past two years the Board has created several new committees: Coastal Advisory, Adaptive Reuse, Beach Commission, Sister City. These add to our oversight and coordination duties and we have a new a new and exciting relationship with Cork County Ireland which will require time and funding.

We still have a good majority of new staff and having the HR Director has helped tremendously. This office has worked cooperatively and exceedingly well with the School Superintendent the past five years. A new relationship will need to be cultivated with the incoming superintendent. Customer inquiries continue to increase with regrettably, an attendant increase in a lack of civility. We pride ourselves on great customer service but our ability to respond timely or in many cases with an answer satisfactory to the customer is a challenge. As noted here the past few years the study undertaken by the Department of Revenue recommended the creation of an Assistant Town Administrator position. The expected level and quality of work cannot be met without some additional relief.

Please refer to Fiscal Year 2018 Town Administrator Budget Message for more detailed information.

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

Summary of Town Administrator Accomplishments (FY 16-FY 17 YTD)

- **Town Administration & Operations**
- Wrote Requests for Proposal for Feasibility Study for site assessment for Senior Center
- Successfully managed state and town-wide Water Drought situation. Appointed Task Force, attended weekly meetings, wrote advisories. For our efforts asked to present at Massachusetts Water Resources Authority (MWRA) meeting to share what we did for use as model in other communities.
- Continued to discuss and revise first public transit route to Town working with GATRA for *Scituate Sloop* using state funds.
- Successfully negotiated DPW contract for four years (through end of FY 20).
- Received 2016 Kenneth Pickard Award for Innovation for Storm and Drought Advisories
- Wrote warrants for four town meetings, provided extensive back ground information for each article; worked closely with Advisory Committee on its publications for town meetings
- Continued division meetings with staff in lieu of monthly department head meetings (DOR report)
- Planned and held eighth annual Board of Selectmen Retreat
- Spent extraordinary time on FEMA map process and filing of appeals. Acceptance of maps at fall 2016 special town meeting. Lobbied for meeting in DC when FEMA refused to accept LOMR's resulting in policy change.
- Serve as Chair of Scituate Harbor Cultural District. Hosted Celebration of Fishing Fleet, coordinated America's Cup visit with local business community
- Appointed by Governor Baker to serve as member of Commonwealth's Joint Labor Management Committee
- Serve as chair of the Mass Municipal Management Association's Ethics Committee
- Successfully maintained International City Management Association credential for 14th consecutive year.
- **Financial**
- Certified FY 16 Free Cash of \$xx. An all-time high
- Presented seventh balanced FY 17 budget with no use of Free Cash. TA recommended budget items approved by BOS, Advisory and Town Meeting (seventh consecutive year)

- Maintained AA+ bond rating and expanded Town's favorable financial position with rating agencies that resulted in negligible interest costs for borrowing.
- Brought to Board's attention financial crisis at Mayflower Municipal Health Group (MMHG- the town's health insurance provider). Coordinated meetings with other towns, negotiated settlement with 11 town and school unions for withdrawal from MMHG for financial sustainability and local control.
- Continued sixth year of Capital Improvement Process and fifth year of rolling five-year capital plan
- Over \$10 million in Foreshore Protections funds allocated since FY 11.
- With Finance Director continued to enhance Five-Year operational budget to position Town for operation and maintenance increases under Public Facilities Master Plan
- With Finance Director/Town Accountant, received Government Finance Officers Association of the United States and Canada Award for financial reporting achievement for the second straight year
- Worked with EDC on initiatives to grow tax based through economic development and tourism
- Attended Advisory, Capital, Public Building Commission, and Financial Forecasting Meetings
- Attended all Public Building Commission Meetings
- Attended biweekly Public Safety Construction Meetings
- Maintained override approved items on town-side of budget for a record sixth year.
- With Finance Director, expanded FY 17 Budget document and Revenue and Expense Forecasting Assumptions
- Coordinated and directed coastal grants applications for resiliency, beach nourishment, seawall repairs, resulting in over five million in grants and loans this year alone.
- Conceived concept of painting snowplows to wide success; obtained Cultural Council grant for same
- Implemented new parking signs and traffic flow for Cole Parkway based on MAPC recommendations
- Conceived concept of Winter Carnival at Widow's Walk sponsored by Recreation; second one held this year
- Solar array project that has now resulted in over \$600,000 in funds since commissioning in March of 2013.
- Served as member of School Building Committee, Public Building Commission, Capital Planning Committee.
- Major renovation and expansion of Cudworth Cemetery completed
- Served as Fair Housing Officer and Chief Procurement Officer
- Worked with OPM and architects, attending meetings, trouble shooting and resolving problems.
- **Personnel**
- Town Administrator contract renewed and extended through June of 2020.
- Wrote RFP, formed Screening Committee and participated in interviews for new Town Counsel
- Appointed project team for transition to Joint Dispatch operations including negotiations with fire and TOSCA unions, engagement of consultant.
- Planned and conducted with consultants comprehensive Assessment Centers for Deputy Fire Chief
- Updated, or wrote new job descriptions for all vacant positions or as needed.
- Renegotiated employment agreement for Finance Director/Town Accountant
- With Chief of Police, continued successful implementation of police marine unit for coastal safety.
- Hired new Water Superintendent, new Sewer Superintendent and numerous new police officers, firefighters, DPW personnel and support staff (30 new personnel since October of 2015).
- Continue to devote considerable time to fire union issues including grievances and unfair labor practices.
- No grievances from four of the Town's five unions: IBPO, AMP, TOSCA, DPW
- Provided training opportunities for numerous staff after review of job needs and for succession planning.
- Provided management and supervisory training for selected staff on personnel management
- **Land Use, Facilities and Infrastructure Management**
- Devoted major time and resources to issue of appropriate use of Ellis Land for new Public Safety Complex. Attended meeting with Assistant Attorney General, numerous consultations and discussions with Town Counsel and Board regarding same

- Obtained support for Feasibility Study for site analysis for new Senior Center. Wrote RFP, as member of PBC interviewed consultants.
- Wrote RFP and engaged consultant to undertake review of Scituate Harbor Waterways operations and revision of mooring regulations.
- **Communications**
- Serve as Public Information Officer for all weather related events: write all web blasts and media advisories; established Twitter account for real time information.
- With Special Projects Coordinator wrote daily water drought advisories and presentations to Selectmen
- Posted regularly on Town of Scituate Facebook page; serve as webmaster for all web blasts and announcements
- Facilitated communication and wrote executed friendship pact for sister city relationship with Cork County Ireland
- Tweeted a minimum of once a week; over 400 followers
- Gave third "State of the Town" presentation to Scituate Chamber of Commerce
- Wrote Town Administrator Report for Annual Town Report

TOWN OF SCITUATE

FY 2018 BUDGET

DEPARTMENT: SELECTMEN

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 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

- GOAL 1:** Improve office efficiencies through better time management 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. 1QFY18
 4. Work with Town Administrator as needed or required to accomplish. ONGOING
- GOAL 2:** Continue ongoing training of Administrative Assistant
1. Prepare list of job tasks & functions for annual licensing & appointments. 1QFY18
 2. Monitor work activity for annual licensing and appointments. 2QFY18
 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. 1QFY18
 2. Review archive policies and timelines for types of documents. 1QFY18
 3. Develop outline of documents and what and when to archive and dispose. 2QFY18
 4. Archive appropriate documents following Town Hall procedures. 3QFY18
- GOAL 4:** Review & recommend updates for Board of Selectmen Policy Book (ONGOING)
1. Review existing Board of Selectmen policies. 1QFY18
 2. Recommend to the Town Administrator policies that require updates. 2QFY18
 3. Rewrite and revise policies and present to the Selectmen for review & approval. 4QFY18

MAJOR BUDGET COMPONENTS

1. Budget combined between Town Administrator and Board of Selectmen Office.
2. Legal and litigation costs
3. Employee Service Recognition awards

FY 2018 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 FY18 using existing software programs available to us. With three building projects moving forward in Town the office will be busy with calls and inquiries. New meeting space coming on line will increase requests for meeting and function space and increase current staff time devoted for this purpose.

DEPARTMENTAL ACCOMPLISHMENTS

1. Developed Hightail process for Selectmen meeting packets that were too large for the town hall network.
2. Coordinated and streamlined Employee Recognition Awards & Ceremony to recognize day of anniversary.
3. Developed and implemented Pedicab Licensing Process.
4. Composed all requests for proclamations and resolutions by the Board of Selectmen.
5. Successful on the job training for the Executive Assistant to the Board of Selectmen position.
6. Maintain and update Board of Selectmen website page with all changes in a timely manner.
7. Developed Board & Committee handbook and training. 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.
8. Successfully managed all pole petitions, sewer abatements, and sewer deferrals.
9. Organized and implemented Board and Committee night to inform residents of opportunities.
10. Managed all annual appointments for Boards and Committees.
11. Managed all Town building rentals for SMC with paid rentals bringing in revenue \$10,825 FY17 YTD to Waterways and booked over 100 Town, School, & Board/Committee meetings and events in 2017 YTD.
12. Successfully managed different events, coffees and functions throughout the year e.g. Sister City, Meetings in Selectmen Hearing Room, SMC, retirement parties, and holiday parties, etc.
13. Facilitated schedules, correspondence and directives of the five-member Board of Selectmen and Town Administrator.
14. Successfully resolved over 100 citizen concerns/questions/complaints received via phone, email, in office visits or US mail.
15. Administered Town memorial gift program with DPW and Swensen Granite. Coordinated installation of memorials with families and DPW.
16. Manage Town of Scituate Facebook page with student David Juliano. Reached 1,779 followers on Town of Scituate Facebook page.
17. Managed two senior work program volunteers to assist with archiving files, annual appointments and annual licensing.
18. Worked with IT department to facilitate Board and Committee access to update Town of Scituate website with their agenda's, minutes, etc.
19. Developed Board of Selectmen Policy for Special One Day Licenses.
20. Bed and Breakfast license initiated and coordinated with Building, Board of Health, Police and Fire for Oceanside Inn and Cliffside.

DESCRIPTION OF REVENUE	FY/15	FY/16	FY/17 YTD	FY/18 Projected	Comments
Alcohol Licenses	\$37,320	\$39,505	\$32,875	\$32,000	Fee increase FY2016 effective 10/20/2015 Includes PEG access
Other Licenses	\$ 8,773	\$10,752	\$ 4,775	\$ 8,000	
Rentals	\$253,446	\$275,339	\$102,349	\$250,000	

TOWN OF SCITUATE

FY 2018 BUDGET

DEPARTMENT: 149 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 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL 1: SUCCESSFULLY COORDINATE NEW PUBLIC RECORDS LAW AS PUBLIC RECORDS OFFICER

1. Develop and implement processes to monitor and insure compliance with the new regulations implemented in January 2017. FY18
2. Update the Town website with public records request process and placement of records on website. January 2017

GOAL 2: MANAGE GENERAL LIABILITY PROGRAMS, COVERAGE, AND SERVICES

1. Work with the Massachusetts Interlocal Insurance Association (MIIA) to ensure we have updated forms and procedures for claims. 1QFY18
2. Communicate procedures to Departments. Ongoing
3. Continue to work with MIIA to insure effective use of training and grant programs. Ongoing

GOAL 3: RESOLVE SELECTED INQUIRIES AND STAFF ISSUES WITHOUT TOWN ADMINISTRATOR INVOLVEMENT

1. Initiate problem resolution with resident and staff issues, as appropriate without TA involvement.
2. Determine tasks to assume that will alleviate the burden on the Town Administrator.

MAJOR BUDGET COMPONENTS

Personal Services: Salaries, Longevity, Part time, other	37%
Purchase of Services: Support staffing and training, technical services, conferences/meetings, binding and printing, legal advertising, mileage reimbursement, professional dues	17%
Town Counsel: legal services, litigation	12%
Labor Counsel: contract bargaining	33%
Materials and supplies	.08%

FY 2017 RISKS AND CHALLENGES

The past year was a year of growth and learning; working on cultivating relationships, determining best practices, and overcoming daily challenges as they arise in this busy office. Providing exceptional customer service to residents and all employees is a function of this position and time management is a challenge. Management of insurance claims is an ongoing learning process. Maintaining the Town Administrator calendar and time is very challenging and we continue to work on ways to improve this process and ease the burdens. We continue to document, streamline and mechanize manual processes as well as continue training and delegating more responsibility to the part time administrative Assistant in the BOS/TA office.

DEPARTMENTAL ACCOMPLISHMENTS

Ongoing and successful on the job training for Assistant to the Town Administrator

1. Completed the FY17 Operating Budget and Capital Plan books in first 30 days in new role as Assistant to the Town Administrator.
2. Coordinated the 2015 Annual Town Report.
3. Review of Property and General Liability Insurance Renewal to include review of buildings and vehicle fleets.
4. Renewal of Stop Loss Insurance for Workers Compensation to include payroll data, building, and vehicle fleet information.
5. Obtained flood insurance on at risk Town properties through investigation with various Departments to determine eligibility.
6. Provided training to the new part time Administrative Assistant.
8. Continued to oversee the license renewal process at year end.

9. Updated website and Facebook with relevant posts in a timely manner.
10. Successfully managed different events, coffees and functions throughout the year e.g. Sister City, Meetings in SHR, SMC, retirement parties, and holiday parties, etc.
11. Facilitated schedules, correspondence and directives of the Town Administrator and five-member Board of Selectmen.
12. Successfully resolved citizen concerns/questions/complaints received via phone, email, in office visits or US mail as well as staff inquiries/issues.
13. Applied, coordinated, managed, and directed two Scituate Cultural Council Grants: Painted Crosswalks and Snow Plow Project
14. Helped initiate relationship with Cork County for Sister City Project.
15. Revised Film application.
16. Attended training for Public Records Officer position.

DESCRIPTION OF REVENUE	FY/15	FY/16	FY/17 YTD	FY/18	Comments
Special Event and Film Permit Fees			\$1,650		
Rentals Towers, Go Green	\$253,445.79	\$275,339.45			

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0123 TOWN ADMINISTRATOR						
1123510 BOS/TA - Personal Services						
1123510 511000 REGULAR SA	282,537.09	277,784.00	277,784.00	287,400.00	288,263.00	
1123510 513000 LONGEVITY	3,371.92	1,800.00	1,800.00	2,800.00	2,800.00	
1123510 518000 PART-TIME	16,834.16	14,638.00	14,638.00	48,422.00	48,422.00	
1123510 519100 OTHER SALA	6,829.83	16,499.00	16,499.00	12,999.00	13,008.00	
TOTAL BOS/TA - Personal Serv	309,573.00	310,721.00	310,721.00	351,621.00	352,493.00	.00
1123520 BOS/TA - Purchase of Service						
1123520 530500 SUPPORT ST	11,540.00	44,000.00	44,000.00	44,000.00	20,000.00	
1123520 530800 TRAINING	800.00	6,200.00	6,200.00	24,700.00	48,700.00	
1123520 530900 TECHNICAL	495.72	6,000.00	6,000.00	27,000.00	27,000.00	
1123520 532100 CNF/MTG/IG	5,342.48	7,000.00	7,000.00	7,200.00	8,000.00	
1123520 534100 TELEPHONE	.00	.00	.00	35,000.00	35,000.00	
1123520 534300 BINDING &	2,879.41	2,200.00	2,200.00	3,700.00	3,700.00	
1123520 534400 POSTAGE	609.92	.00	.00	300.00	300.00	
1123520 534600 LEGAL ADVE	10,071.98	7,000.00	7,000.00	7,000.00	7,000.00	
1123520 571100 MILEAGE RE	1,901.28	.00	.00	2,650.00	2,000.00	
1123520 573100 PROFESSION	5,930.00	6,100.00	6,100.00	6,100.00	6,100.00	
TOTAL BOS/TA - Purchase of S	39,570.79	78,500.00	78,500.00	157,650.00	157,800.00	.00
1123530 BOS/TA - Town Counsel						
1123530 531900 LEGAL SERV	64,960.86	50,000.00	50,000.00	54,000.00	70,000.00	
1123530 532900 LITIGATION	59,639.31	60,000.00	60,000.00	60,000.00	60,000.00	
TOTAL BOS/TA - Town Counsel	124,600.17	110,000.00	110,000.00	114,000.00	130,000.00	.00
1123532 BOS/TA - Labor Counsel						
1123532 530400 CONTRACT B	187,639.69	139,281.00	139,281.00	320,000.00	264,349.00	
TOTAL BOS/TA - Labor Counsel	187,639.69	139,281.00	139,281.00	320,000.00	264,349.00	.00
1123540 BOS/TA - Materials & Supplies						
1123540 542000 OFFICE SUP	1,637.25	1,500.00	1,500.00	5,700.00	4,900.00	
1123540 542500 PRINTING &	60.55	200.00	200.00	200.00	200.00	
1123540 558000 OTHER SUPP	1,370.75	.00	.00	2,300.00	2,300.00	
TOTAL BOS/TA - Materials & S	3,068.55	1,700.00	1,700.00	8,200.00	7,400.00	.00
1123599 BOS/TA - Salary Adjustments						
1123599 511000 SALARY ADJ	.00	10,000.00	10,000.00	10,000.00	10,000.00	
TOTAL BOS/TA - Salary Adjust	.00	10,000.00	10,000.00	10,000.00	10,000.00	.00
TOTAL TOWN ADMINISTRATOR	664,452.20	650,202.00	650,202.00	961,471.00	922,042.00	.00
TOTAL GENERAL FUND	664,452.20	650,202.00	650,202.00	961,471.00	922,042.00	.00

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR:
GENERAL FUND

	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
GRAND TOTAL	664,452.20	650,202.00	650,202.00	961,471.00	922,042.00	.00

** END OF REPORT - Generated by Nancy Holt **

TOWN OF SCITUATE

FY 2018 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 2018 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 second year as the fall special town meeting booklet is no longer copied but sent out to be bound and printed.

FY 18 RISKS AND CHALLENGES

N/A

DESCRIPTION OF REVENUE	FY/15	FY/16	FY/17	FY 18	Comments
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N/A



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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
<hr/>						
0131 ADVISORY COMMITTEE						
<hr/>						
1131510 Adv Comm - Personal Services						
1131510 518000 PART-TIME	1,575.00	1,964.00	1,964.00	1,934.00	1,934.00	
TOTAL Adv Comm - Personal Se	1,575.00	1,964.00	1,964.00	1,934.00	1,934.00	.00
<hr/>						
1131520 Adv Comm - Purchase of Service						
1131520 573100 PROFESSION	236.00	250.00	250.00	250.00	250.00	
TOTAL Adv Comm - Purchase of	236.00	250.00	250.00	250.00	250.00	.00
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1131540 Adv Comm - Materials & Supplie						
1131540 542500 PRINTING &	2,482.40	5,700.00	5,700.00	5,700.00	4,000.00	
TOTAL Adv Comm - Materials &	2,482.40	5,700.00	5,700.00	5,700.00	4,000.00	.00
TOTAL ADVISORY COMMITTEE	4,293.40	7,914.00	7,914.00	7,884.00	6,184.00	.00

TOWN OF SCITUATE

FY 2018 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 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

N/A

MAJOR BUDGET COMPONENTS

N/A

FY 18 RISKS AND CHALLENGES

The FY 17 budget appropriated \$90,000 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. This is a hallmark of tight budgeting. The \$90,000 allocation has been more than adequate for the past ten years. As a result, the recommended amount has been reduced to \$75,000 for FY 18.

DESCRIPTION OF REVENUE	FY/15	FY/16	FY/17	FY 18	Comments
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N/A

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0132 RESERVE FUND						
1132570 Reserve - Transfers						
1132570 578900 RESERVE FU	.00	90,000.00	90,000.00	90,000.00	75,000.00	
TOTAL Reserve - Transfers	.00	90,000.00	90,000.00	90,000.00	75,000.00	.00
TOTAL RESERVE FUND	.00	90,000.00	90,000.00	90,000.00	75,000.00	.00

TOWN OF SCITUATE

FY 2018 BUDGET

DEPARTMENT: FINANCE DIRECTOR/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 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Facilitate financial management software conversion to integrated system including general ledger, budgeting, procurement, payroll, HR, fixed assets, treasury, collections and utility billing.
 - a. Continue implementation plan with affected departments for remaining modules to be converted over the course of the fiscal year. Modify existing and incorporate additional internal controls with all departments to address areas at risk for fraud or loss including receipts, petty cash, general billing, contract management and accounts payable. *July –September 2017.*
 - b. Perform module implementation progress reports and confirm training satisfaction for those modules already implemented. *October to December 2017*
 - c. Continue to provide small workgroup training sessions for advanced functionality of the software options. *September 2017 – March 2018*
 - d. Evaluate implementation process, training thresholds, overall experience with new software and schedule additional trainings sessions that may be required. *June 2018*
2. 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 2017*
 - 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 2017*
 - c. Consult with other municipalities which have implemented financial transparency measures for best practices and recommendations for successful execution. *January-March 2018*
 - d. Present recommendations to Town Administrator for implementation. *April-June 2018*
3. 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 2017*
 - 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 2017*
 - c. Collaborate with emergency management departments of fire, police, IT 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 2018*
 - 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 forms. *April-June 2018*

MAJOR BUDGET COMPONENTS

The Finance Director/Town Accountant's budget contains the funding necessary to address the functions of the office relevant to the timely approval and processing of vendor and payroll payments in compliance with all local, state and federal laws. The budget also contains the cost of the annual independent audit of the Town's finances and funding for legal advertising for the Human Resources Director to facilitate recruitment. The funding enables the staff to ensure that proper accounting, authorization and compliance controls are in place on a town wide basis including the school department, five enterprise funds and the Community Preservation Fund. Staff also maintains compensated absences and the application of collective bargaining agreements for all Town employees, prepares for the annual audit and submits all DOR, SEC continuing disclosure and other reporting requirements. The office is staffed by four full-time employees.

FY 2018 RISKS AND CHALLENGES

In FY 2018, the department will continue to spearhead the conversion from multiple different payroll, treasury and financial systems into a single integrated system. The general ledger, purchase orders, cash receipts and treasury modules went live as of July 1, 2016 and the budget module went live in October 2016. The payroll and human resources modules including employee self-service commenced implementation in August 2016 with a scheduled go live date of April 2017. The remaining modules will commence implementation in the spring 2017 and go live in late 2017. This conversion complements the website improvements developed by the Information Technology department through the Town's Community Compact with the Commonwealth to improve citizen engagement by providing greater access to the Town's financial data in a user friendly and useful format.

DEPARTMENTAL ACCOMPLISHMENTS

The Town received a *Certificate of Achievement for Excellence in Financial Reporting* from the Government Finance Officers Association of the United States and Canada for its second Comprehensive Annual Financial Report (CAFR) for FY15. Free cash/retained earnings certification was achieved with the Department of Revenue in September 2016 and the tax rate for FY 2017 was set in early November. The field work by the independent auditors was completed in May and October in a timely manner and the department has already completed work on the FY16 CAFR which will be available by December 31, 2016.

The Department successfully completed Phase I of the financial management system conversion to Munis which included a consolidation of two separate chart of accounts into a single chart for both the town and school use. Phase I encompassed the general ledger, purchase orders, accounts payable and budget. Staff members have been conducting training sessions for users from basic input to more advanced topics.

The HR Director completed his first year and was a welcome resource assisting many departments with personnel needs related to record keeping, employee relations, bargaining and recruitment. His role will continue to develop over the coming year as the Town addresses a period of contract renewals and departmental changes.

The Department's internal training plan was continued resulting in the Assistant Town Accountant and the Clerk/Bookkeeper in successfully passing an examination through the Massachusetts Inspector General's MCPPO program for MGL Chapter 30B procurement. The Assistant Town Accountant has obtained her certification but attended the multi-day training due to the numerous changes to the procurement statutes in the Municipal Modernization Act. The HR Director attended a number of training sessions on labor relations, FLSA compliance and recent legislative updates throughout the year. All members of staff will continue to attend training sessions in FY 2017 to keep abreast of ever changing requirements in addition to enhancing their existing skills and knowledge base.

The Finance Director/Town Accountant works closely with the Town Administrator in the management and operation of multiple town functions and serves as a resource and advisor on all financial matters and major policy initiatives.

The Department will continue to strive to make the financial data of the Town more accessible to the citizens and other interested parties. Training sessions for other departments will continue to be offered by staff relevant to the financial management software and procurement to strengthen existing internal controls and identify areas of needed improvement.

DESCRIPTION OF REVENUE	FY/15	FY/16	FY/17 YTD	FY/18 Projected	Comments
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The department does not have a regular revenue stream for any service that it provides other than the occasional collection of copy fees for infrequent public information requests.

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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bgnrpts

PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0135 TOWN ACCOUNTANT						
1135510 Town Acct - Personal Services						
1135510 511000 REGULAR SA	250,542.84	284,381.00	284,381.00	292,236.00	292,236.00	
1135510 513000 LONGEVITY	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	
1135510 519100 OTHER SALA	534.32	5,702.00	5,702.00	5,745.00	5,745.00	
TOTAL Town Acct - Personal S	252,177.16	291,183.00	291,183.00	299,081.00	299,081.00	.00
1135520 Town Acct - Purchase of Servic						
1135520 530900 TECHNICAL	57,931.51	48,000.00	48,000.00	58,000.00	58,000.00	
1135520 532100 CONFERENCE	867.55	1,800.00	1,800.00	1,600.00	1,600.00	
1135520 571100 MILEAGE RE	468.73	1,000.00	1,000.00	1,000.00	1,000.00	
1135520 573100 PROFESSION	525.00	1,200.00	1,200.00	1,200.00	1,000.00	
TOTAL Town Acct - Purchase o	59,792.79	52,000.00	52,000.00	61,800.00	61,600.00	.00
1135540 Town Acct - Materials & Suppli						
1135540 542000 OFFICE SUP	779.43	900.00	900.00	1,100.00	1,300.00	
TOTAL Town Acct - Materials	779.43	900.00	900.00	1,100.00	1,300.00	.00
TOTAL TOWN ACCOUNTANT	312,749.38	344,083.00	344,083.00	361,981.00	361,981.00	.00

TOWN OF SCITUATE

FY 2018 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 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL #1: Begin valuation update of all second home personal property accounts in preparation of next revaluation/re-certification.

Recently our second home personal property inventory was audited to improve the accuracy of the data base. Several new accounts were added including non-domiciliary condominium units (FY 2016 Goal).

OBJECTIVES:

- A. Review existing inventory. (March 2018)
- B. Mail Department of Revenue form HF-2 (Second Home Declaration) to all non-domiciliary taxpayers in our data base. (March 2018)
- C. Update valuation after analysis of taxpayer HF-2 returns and selected site visits. Process will minimize vendor involvement and cost during next revaluation/re-certification update. (May – June 2018)

GOAL #2: Increase taxpayer participation in the Community Preservation Surcharge exemption process.

Senior taxpayers and others qualified as moderate income taxpayers less than 60 years of age may qualify for an exemption from the Community Preservation Surcharge. Historically the same taxpayers (typically seniors), file for this exemption year to year. Many taxpayers who may qualify are not filing.

With recent debt exclusion overrides, filing for and receiving this exemption will help ease some of the tax burden taxpayers may be experiencing.

OBJECTIVES:

- A. Update existing information on the web site focusing on moderate income qualifications. (November 2017)
- B. Coordinate with the Council on Aging for individual meetings with senior taxpayers seeking assistance. (Jan. 2018)
- C. Process filings in a timely fashion resulting in adjustments to real estate bills prior to the May 1st due date for payment. (March – April 2018)

GOAL #3: Continue with GIS (Geographic Information Systems) parcel enhancements.

Through the efforts of our IT Director, Scituate was able to participate in a grant award program for the digital maintenance of our parcel maps through MassGIS. Continued maintenance provides for improved accuracy of our mapping and streamlined sales analysis during Department of Revenue value and tax rate approval process.

OBJECTIVES:

- A. Continue maintenance of lot splits, subdivisions, and condominium conversions on existing paper maps concurrently with digital updates. (Feb. 2018)
- B. Provide updated parcel list to GIS vendor for creation of unique standardized location identifiers on digitized maps. (April 2018)
- C. Coordinate with our appraisal software vendor and GIS vendor for update of location identifiers into GIS component of our appraisal data base. (May 2018)

GOAL #4: Develop additional methods for improvement to the boat excise process.

With over 1,500 boats moored or docked in Scituate waters, the administration of boat excise is a tedious yet important function of our office. As part of the process, our office relies upon cooperation with our boatyards and marinas for information regarding boats moored or docked at their facilities. Unfortunately, obtaining this information has become more of a challenge than previously experienced. The following steps may be productive in correcting this issue:

OBJECTIVES:

- A. Schedule meetings early in the process with boatyard and marina owners stressing the importance of receiving information in a timely fashion. (July 2017)
- B. Solicit input from similar coastal towns for feedback and suggestions. (July 2017)
- C. Coordinate with Harbormaster's Office for any enforcement options for non-compliance of requested information. (September 2017)

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 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 2018 RISKS AND CHALLENGES

Maintain consistent customer service despite recent changes in support staff personal.

Continue to train new staff in office procedures while meeting all necessary assessment function deadlines.

Closely monitor building permit activity. Several large developments are slated to begin and we must react accordingly for proper inspection scheduling.

Inspect and assign value to public safety, school, and library projects. Although exempt, these projects represent the most significant and complex building activity in many years.

DEPARTMENT ACCOMPLISHMENTS

Continued with accelerated inspections of new growth properties with submission of sales analysis and FY 2017 value updates to the Department of Revenue in early October. These activities continue to be accomplished by in-house staff eliminating the need for outside vendor assistance.

In conjunction with our Finance Director received approval of our FY 2017 tax rate on 11/04/2016. Only three towns on the South Shore received earlier approval.

Despite passage of debt exclusions and assessment increases in FY 2016, realized a reduction in abatement filings for the fiscal year. FY 2015 resulted in 68 filings. FY 2016 reduced to 42.

Improved and streamlined on-line assessment forms on website for motor vehicle and boat excise abatement requests.

Updated condominium amenity features in our appraisal software for more precise description of the units. (FY 2017 goal)

Completed review of existing inventory of Chapter 61,61A, and Chapter 61B parcels (agricultural/recreational use) for compliance with the statute.

Review resulted in removal of several non-conforming parcels.

DESCRIPTION OF REVENUE	FY/15	FY/16	FY/17 YTD	FY/18 Projected	Comments
Property cards	\$ 2,370	\$ 3,032	\$ 1070	\$ 3,000	
Abutter's lists					
Deeds					
Assessment reports					

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
<hr/>						
0141 ASSESSORS						
<hr/>						
1141510 Assr - Personal Services						
1141510 511000 REGULAR SA	168,494.31	141,650.00	141,650.00	143,441.00	143,441.00	
1141510 513000 LONGEVITY	2,400.00	1,850.00	1,850.00	2,225.00	2,225.00	
1141510 517200 SICK LEAVE	.00	500.00	500.00	500.00	500.00	
1141510 518000 PART-TIME	12,787.17	52,045.00	52,045.00	53,808.00	53,808.00	
1141510 519100 OTHER SALA	1,368.26	1,758.00	1,758.00	2,000.00	2,000.00	
TOTAL Assr - Personal Servic	185,049.74	197,803.00	197,803.00	201,974.00	201,974.00	.00
<hr/>						
1141520 Assr - Purchase of Services						
1141520 524100 OFFICE MAC	.00	150.00	150.00	150.00	150.00	
1141520 530900 TECHNICAL	2,497.50	4,000.00	4,000.00	4,000.00	3,200.00	
1141520 534300 BINDING &	1,053.52	1,350.00	1,350.00	1,350.00	1,150.00	
1141520 571100 MILEAGE RE	286.10	300.00	300.00	300.00	300.00	
1141520 573100 PROFESSION	240.00	255.00	255.00	255.00	300.00	
TOTAL Assr - Purchase of Ser	4,077.12	6,055.00	6,055.00	6,055.00	5,100.00	.00
<hr/>						
1141540 Assr - Materials & Supplies						
1141540 542000 OFFICE SUP	332.22	500.00	500.00	500.00	500.00	
TOTAL Assr - Materials & Sup	332.22	500.00	500.00	500.00	500.00	.00
TOTAL ASSESSORS	189,459.08	204,358.00	204,358.00	208,529.00	207,574.00	.00

TOWN OF SCITUATE

FY 2018 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 in accordance with Massachusetts General Laws.

FY 2018 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: FY18 – FY19)

Objectives:

- A. Assign accounts for collection to the Treasurer/Collector (TC) staff. (Timeline: January 2017 – November 2017)
- 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 2017 – November 2017)
- C. Increase written correspondence to delinquent taxpayers with copies of tax title statements. (Timeline: April 2017 – February 2018)

2. Goal: Insure departmental fluency in the conversion for the new integrated financial software. (Timeline: FY17 – FY18)

Objectives:

- A. Attend meetings and training to identify the timelines and requirements for Collections, and Utility Billing (Timeline: January 2017 – December 2017)
- B. Meet with staff to discuss a plan as each phase begins. Continue weekly meetings to discuss progress and/or concerns. (Timeline: January 2017 – December 2017)
- C. Work with the Accounting, Assessing, and Utility Billing throughout the entire process. (Timeline: January 2017 – June 2018)

3. Goal: Tax Title – Land of Low Value and Town Owned Land (Timeline: FY17 – FY18)

Objectives:

- A. Evaluate existing tax liens for those eligible for land of low value process. (Timeline: May 2017 – August 2017)
- B. Meet with Assessor, Finance Director, and Town Administrator to review the town owned land that is eligible to sell. (Timeline: May 2017 – August 2017)
- C. Gather documentation for submission to Department of Revenue (DOR). (Timeline: September 2017 – January 2018).
- D. Advertise town owned land for sale and mail letters to abutters. (Timeline: August 2017- January 2018)

E. Submit application for land of low value to DOR electronically. (Timeline: September 2017 – January 2018)

F. Record Subsequent affidavits and arrange auction. (Timeline: February 2018 – June 2018)

MAJOR BUDGET COMPONENTS

- In FY18, the \$275,583 Personal Services component equals 75% of the total \$367,233. Treasurer/Collector's budget, and covers the cost of four full-time, and one part-time employees.

- Ambulance Billing was 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 FY17 for four months \$13,652 has been paid.

- Postage is a major component for the Treasurer/Collector's budget. As of FY17, all postage for the Town is in the T/C budget.

- 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 meetings.

FY 2018 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

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 blasts to residents keeping them informed of upcoming taxes due.

As of November 30, 2016, 15 parcels have been redeemed from tax title in FY17. The Treasurer/Collector continues to set up payment plans with several residents. To date \$204,031 has been collected in tax title for FY16. The T/C office has increased efforts to include more detailed notes on delinquent tax files.

A majority of town employees are now on direct deposit for payroll, eliminating the potential for lost checks and reducing the tailing process. As contracts are negotiated, the T/C office continues to work to get all employees on direct deposit.

Payroll security is constantly updated to assure that only designated employees are able to pick-up payroll checks at the T/C office.

The payroll department successfully submitted the forms now required by the Affordable Health Care Act.

The T/C office has worked with the Schools to have payments be available online.

The T/C office has been writing letters and making calls to insure stale dated checks and insufficient funds are addressed in a timely manner.

The T/C office has cleaned out and integrated files in anticipation for the loss of office space.

The T/C office has worked hard converting the current payroll system in order to go live with automated payroll in April 2017.

The Assistance Treasurer/Collector, Julie Kelley, received her Certification as a Massachusetts Municipal Assistant Collector last year. This year Julie attended the Annual School for Massachusetts Municipal Collectors and Treasurers to start the process of obtaining her Certification as an Assistant Treasurer.

The Treasurer Collector, Pamela Avitabile, received her Certification as a Massachusetts Municipal Treasurer.

DESCRIPTION OF REVENUE	FY/15	FY/16	FY/17 11/29/16 YTD	FY/18 Projected	Comments
Municipal Lien Certs	51,050	58,400	27,200	40,000	
Ambulance Receipts	861,607	986,930	366,640	700,000	

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0145	TREASURER/COLLECTOR					
1145510 Coll - Personal Services						
1145510 511000 REGULAR SA	257,286.46	265,026.00	265,026.00	269,775.00	259,146.00	
1145510 513000 LONGEVITY	2,200.00	2,575.00	2,575.00	3,800.00	3,800.00	
1145510 519100 OTHER SALA	1,410.72	1,702.00	1,702.00	2,008.00	1,501.00	
TOTAL Coll - Personal Servic	260,897.18	269,303.00	269,303.00	275,583.00	264,447.00	.00
1145520 Coll - Purchase of Services						
1145520 530900 TECHNICAL	349.79	.00	.00	1,200.00	1,000.00	
1145520 531000 AMBULANCE	39,222.05	42,000.00	42,000.00	42,000.00	42,000.00	
1145520 532100 CONFERENCE	523.34	1,650.00	1,650.00	1,650.00	1,200.00	
1145520 534300 BINDING &	275.05	1,300.00	1,300.00	1,300.00	1,100.00	
1145520 534400 POSTAGE	27,348.41	42,500.00	42,500.00	42,500.00	35,000.00	
1145520 571100 MILEAGE RE	568.48	1,000.00	1,000.00	1,000.00	1,000.00	
1145520 573100 PROFESSION	285.00	500.00	500.00	500.00	325.00	
TOTAL Coll - Purchase of Ser	68,572.12	88,950.00	88,950.00	90,150.00	81,625.00	.00
1145540 Coll - Materials & Supplies						
1145540 542000 OFFICE SUP	1,419.81	1,500.00	1,500.00	1,500.00	1,500.00	
1145540 542500 PRINTING &	.00	.00	.00	.00	800.00	
TOTAL Coll - Materials & Sup	1,419.81	1,500.00	1,500.00	1,500.00	2,300.00	.00
TOTAL TREASURER/COLLECTOR	330,889.11	359,753.00	359,753.00	367,233.00	348,372.00	.00

TOWN OF SCITUATE

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

1. Goal: Relocate data center from Town Hall to new Public Safety Complex (PSC) October 2017

Objectives:

- A. Leverage the PSC's superior infrastructure for new data center
- B. Create Local Area Network (LAN) access to critical PS resources
- C. Reconfigure Town Hall as a remote site for data center access

2. Goal: Create Datacenter Disaster Recovery (DR) site at Scituate Library August 2017

Objectives:

- A. Leverage the Scituate Libraries superior infrastructure as a DR site

3. Goal: Expand Implementation of Shoretel telephone system to smaller offsite town offices Ongoing

Objectives:

- A. Fire Station on First Parish Road
- B. Harbormaster at Cole Parkway
- C. Highway Department at Captain Peirce

4. Goal: Migrate Police Pop3 Email to Exchange Server FY18

- A. Create new email addresses for Police @scituatema.gov
- B. Migrate existing @scituatepolice.org email archives to Microsoft Exchange 2013
- C. Create necessary Microsoft Exchange objects to support new PSB shared resources

5. Goal: Maintain social media and website presence

A. Further integrate social media with website for more streamlined communications

B. Update current website to new platform and design to further enhance social media and mobile experience.

6. Goal: Optimize redundancy by continuing effort to create partnerships with adjacent communities for continuity of IT support

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 components include salaries, procurement of hardware and any associated maintenance and leases of said hardware.

FY 18 RISKS AND CHALLENGES

The current core IT infrastructure is located at Town Hall in a semi-subterranean space. Datacenters are often located above grade away from any water or other environmental threats that could pose a risk to the infrastructure and thusly business continuity. Although there have been no issues at its current location the current location is not ideal in accordance with best practices for this type of equipment/facility. The current location of the datacenter is due to space and facility constraints that have been alleviated with the construction of the new Public Safety Complex (PSC). Additionally, public safety applications that are hosted within the datacenter environment would be accessed locally via the PSB local area network (LAN) vs remotely via wide area network (WAN). This mitigates the any risks for in the case of a major WAN outage. Moving the core infrastructure is a major undertaking and may require or result in either temporary performance issues or downtime.

Creating a disaster recovery (DR) site at the new Scituate Library datacenter allows the Town of Scituate to continue operations should there be a major interruption in services at the PSB beyond a WAN outage. The DR site is brought up operationally in the case of a major disaster involving the primary and failover infrastructure located at the PSB or a facility wide power issue. This site does not have Internet Service Provider (ISP) redundancy due to its location in Scituate which only served by Comcast. This site is designed to mitigate any risk of having a sole physical location for the town of Scituate's datacenter operations. Currently the Town of Scituate has not selected a Disaster Recovery site we risk prolonged outage and potential data loss if a DR site is not implemented.

The Town of Scituate is in various stages of implementing of a new telephone system its largest sites; Library, Town Hall, and the PSC. These sites will serve as the anchor for the many smaller offices that require new phone systems but do not justify the expenditure of their own dedicated system. The larger sites are connected to these smaller sites and can extend their infrastructure investment out to the smaller offices. The goal is to have all of the town offices on the same phone system and create both economies of scale and skill in managing the shared systems. This is a continuation of the FY17 Goals and Objectives.

Currently the Police Department is using a web based POP3 email solution that is hosted by a third party. Moving these users to the existing Microsoft Exchange server environment removes the re-occurring expense of paying a third party host by leveraging existing email infrastructure. Additionally, the new PSB will have many shared resources and an Shoretel VOIP solution that would both benefit greatly with integration into exchange for voicemail to email, and shared resources functions that require an exchange server.

DEPARTMENTAL ACCOMPLISHMENTS

- Upgrade Aging Core Infrastructure
- Leverage GIS implementation
- Implementation of an Enterprise Financial System
- Plan, procure, implementation of Shoretel VOIP phone system for PSB
- Plan, procure, implementation of Wireless Network at PSB
- Plan, procure, implementation of Microwave WAN linking Town Hall and PSB
- Migrate Shoretel VOIP phone system for Scituate Library
- Migrate Shoretel VOIP phone system for Scituate Library
- Plan, procure, implementation of Wireless Network at Scituate Library
- Hiring of IT Analyst Steve Moberg has enabled the IT Department to be more responsive to its end users day to day needs. This is particularly critical during a time in which several public buildings are coming online requiring full attention of the IT department.
- Complete IT requirements to make Public Library and Public Safety Building operational.

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0155 INFORMATION TECHNOLOGY						
1155510 IT - Personal Services						
1155510 511000 REGULAR SA	92,572.98	149,424.00	149,424.00	150,000.00	151,400.00	
1155510 513000 LNGVTY	800.00	800.00	800.00	800.00	800.00	
1155510 519100 TRAVEL STI	480.00	480.00	480.00	480.00	480.00	
TOTAL IT - Personal Services	93,852.98	150,704.00	150,704.00	151,280.00	152,680.00	.00
1155520 IT - Purchase of Services						
1155520 524100 OFFICE MAC	14,333.81	12,500.00	12,500.00	14,000.00	14,000.00	
1155520 530900 TECHNICAL	119,490.83	153,429.00	153,429.00	148,480.00	148,480.00	
TOTAL IT - Purchase of Servi	133,824.64	165,929.00	165,929.00	162,480.00	162,480.00	.00
1155540 IT - Materials & Supplies						
1155540 542000 OFFICE SUP	249.58	400.00	400.00	500.00	400.00	
TOTAL IT - Materials & Suppl	249.58	400.00	400.00	500.00	400.00	.00
1155580 IT - Capital Outlay						
1155580 585100 EQUIPMENT	120,891.25	36,000.00	36,000.00	14,000.00	14,000.00	
TOTAL IT - Capital Outlay	120,891.25	36,000.00	36,000.00	14,000.00	14,000.00	.00
TOTAL INFORMATION TECHNOLOGY	348,818.45	353,033.00	353,033.00	328,260.00	329,560.00	.00

TOWN OF SCITUATE

FY 2018 BUDGET

DEPARTMENT: #158 Tax Foreclosure

MISSION STATEMENT:

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

FY 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

The goal in FY17 is to aggressively pursue the real estate property tax dollars owed to the Town along with interest and fees while managing the legal budget effectively and efficiently. There is an inventory of Town possession properties that need to be reviewed for the purpose of auction, and/or Town use annually. Parcels in tax title must be constantly assessed for assignment to the tax title attorney for foreclosure proceedings or to negotiate payment arrangements in a reasonable period of time. The first priority is to protect the Town.

MAJOR BUDGET COMPONENTS

The major budget component of the tax foreclosure appropriation is the legal cost of foreclosure to Land Court and title search, especially for estate issues. Additionally, there is a sizable cost to record liens at the time of each annual tax taking. There is a charge of \$77 per item to place a lien either at the Registry of Deeds or Land Court for registered land. In FY17, 51 parcels were advertised for delinquent FY16 taxes.

FY 2018 RISKS AND CHALLENGES

One major obstacle is the limited budget available to pursue collection. There are many unpredictable property owners' circumstances (e.g. probate issues, quarreling heirs, unknown location of owners, etc.). Another risk is spending valuable time and money on old tax title accounts only to discover that the property title is not clear, or the land's location is in question. Given the high cost of legal action, which continue to rise from year to year, and the volume of tax title accounts, (118 as of November 29, 2016), along with the multitude of Town possession properties, the challenge is to carefully chose which parcels to focus on for a quick recovery using the services of the Town's tax title attorney.

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

DEPARTMENTAL ACCOMPLISHMENTS

The Treasurer/Collector (T/C) has decreased the Tax Title properties from November 2015 to November 2016 by 63 parcels. FY17 year-to-date, 20 parcels have been redeemed. The T/C office has made personal phone calls, and sent letters to all residence in tax title asking them to contact the T/C, resulting in the decrease of tax title properties. As a result of these calls and letters to residents, 63 parcels for delinquent FY16 taxes were paid in full to avoid advertising.

DESCRIPTION OF REVENUE	FY/15	FY/16	FY/17 11/29 YTD	FY/18 Projected	Comments
Tax Title	457,598	529,940	437,541	400,000	Incl. Betterments, Water & Sewer Liens
Fees & Interest	<u>175,988</u>	<u>169,413</u>	<u>146,128</u>	<u>100,000</u>	
Totals	633,586	699,353	583,669	500,000	
Tax Deferrals	11,309	39,256	39,307	-	
Fees & Interest	<u>1,376</u>	<u>8,735</u>	<u>17,645</u>	-	
Totals	12,685	47,991	56,952	-	

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0158 TAX FORECLOSURE						
1158521 TaxFcl-Foreclosures						
1158521 530900 TAX TITLE	33,737.59	39,000.00	39,000.00	39,000.00	39,000.00	
TOTAL TaxFcl-Foreclosures	33,737.59	39,000.00	39,000.00	39,000.00	39,000.00	.00
TOTAL TAX FORECLOSURE	33,737.59	39,000.00	39,000.00	39,000.00	39,000.00	.00

TOWN OF SCITUATE

FY 2017 BUDGET

DEPARTMENT: Cable Television

MISSION STATEMENT

Provide Scituate residents access to the medium of cable television and related technologies. Provide training, production facilities, and cablecast time for public, educational, and governmental constituencies serving the Town of Scituate. Assist interested citizens to become fluent in cablecast production to enrich the quality and variety of SCTV programming for the community. Provide a civil and creative environment for one and all. SCTV is 'television about you, for you, by you'.

FY/2017 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Goal #1: Improve the quality of the SCTV broadcast signal

Strategy:

- a. Continue to meet and plan with the cable board, the Town Administrator and Comcast representatives to create a schedule for upgrading the SCTV signal from analog to digital where ever possible. (Months 1-3)
- b. Begin to implement plan criteria for the upgrade. (Months 3-4)
- c. Finalize and implement the first formal stage of planned upgrade (Months 5-6)
- d. Review and evaluate efficacy and make any necessary changes (6-12)

Goal #2: Continue to increase output and variety of local programming on SCTV

Strategy:

- a. Schedule meetings with local representatives, citizens and school officials to determine potential representation for each entity on SCTV. (Month 1-3)
- b. Participants will submit information (images, music, common questions) for a potential video or PSA. (Month 4-5)
- c. Begin production schedule including on site recording, studio work and pre-production on videos and PSA's. (Month 6-12)
- d. Editing, post production, render, upload and broadcast. (Ongoing)

Goal #3: Strengthen the coverage of local events including up-to-date news on SCTV

Strategy:

- a. Plan an SCTV staff meeting for potential coverage of local events and creation of a news street team in the next 12 months. (Month 1-2)
- b. Finalize news and events schedule for next 12 months and initiate SCTV news and events street team. (Month 3).
- c. Implement SCTV news street team and begin coverage of local news, events and performances. (Month 6-ongoing)

Goal #4: Continue and strengthen our training programs at SCTV

Strategy:

- a. Research and study training techniques in cable TV community. (Month 1-2)
- b. Plan and schedule training sessions for interested citizens, students, teachers and educators. (Month 3-4)
- c. Implement formal training schedule in regular intervals both onsite and in approved locations. (Month 5-6)
- d. Review efficacy of training and include and implement improvements (Month 6-7)

Goal #5: Adapt to broadcasting and recording in new Town facilities

Strategy:

- a. Install A/V equipment at the Town library (Month 1-3)
- b. Site visit to line check equipment at the Public Safety Complex (Month 1-3)
- c. Work with Scituate school administration to establish a cable presence in the Performing Arts Complex (Month 1-3)
- d. Continue to plan best use of equipment in all new facilities (Month 3-6)
- e. Start recording and broadcasting from new facilities (Month 7-12)

MAJOR BUDGET COMPONENTS

Scituate Community Television reflects, educates, informs and trains many members of the community. Our active and diverse broadcast schedule with a robust training program is the continual goal of our Department.

As we look forward to even more up to date programming it is essential our TV studio is fully functional with technology that allows us to work to the best of our ability. The biggest financial concern for SCTV is equipment upgrades. Other major expenditures include the maintenance and tech services we need for our continued operation here at SCTV.

Capital Outlay 0580

Budget Item #1: Cameras & accessories (camera bag/batteries) \$20,000.00

Budget Item #2: Nexus Components \$13,000.00

Budget Item #3: Computer upgrades for 6 training stations \$12,000.00

Budget Item #4: Computer laptops (X 4) \$6,000.00

Purchase of Services 0520

Budget Item #5: Maintenance of Equipment \$3,000.00

Budget Item #6: Technical Services \$3,500.00

Personal Services 0510

Budget Item #7: Annual Director Salary \$55,00.00

Budget Item #8: Annual Part Time Salary \$35,000.00

Material and Supplies 0540

Budget Item #9: Office Supplies \$3,000.00

Budget Item #10: Special Agency Supplies \$950.00

FY 17 RISKS AND CHALLENGES

SCTV is a successful working operation but faces technical and equipment failure from storms, electrical surges, outdated software and general wear and tear. We also have a growing profile that can always be increased to help us serve our Community. As we continue to evolve as a program we face adversity that we manage on a daily basis.

Challenge #1: *Analog to Digital Upgrade* As we move ahead with our schedule to change SCTV from an analog signal to a digital one, there are many technical criteria to plan for. All of the current cable equipment in Scituate will be involved in this procedure.

Challenge #2: *Image Quality* SCTV routinely faces power outages and quality control issues from Comcast and the weather. We cannot always plan repair solutions in advance, so being as prepared as possible going forward is our best option.

Challenge #3: *Event and News Coverage* SCTV is a resource that are utilized by students and citizens every day. Scheduling event coverage can spread resources thin. Resource planning and effective training are the best way to address this challenge.

DEPARTMENTAL ACCOMPLISHMENTS

Accomplishment #1: We continue to broadcast 24 hours a day, 7 days a week, 365 days a year on all three cable TV channels. This means every year we broadcast thousands of hours of up to date, local programming. This year we have recorded and broadcast hundreds of events, performances, games and PSA's. All of our programming is available online at our YouTube channel and you can see the team behind the scenes on our Facebook and Twitter pages.

Accomplishment #2: This has been our best year for original programming content. We continued with another season of our 'South Shore Style' TV show, the 'I Always Wanted To Do That' series, and our popular 'Scituate Landscape' series. As always we broadcast over 50 classic films in our Public Theater weekend feature. This year we created more PSA's than ever at SCTV. We wrote, produced, broadcast and uploaded public service announcements for (but not limited to) the Board of Health, the Veterans Affairs department, the Planning Board, the Conservation Commission, the Council on Aging, the Recreation Department and the Water Department and DPW.

Accomplishment #3: SCTV continues to be an integral part of the academic year in the Scituate school system. We continue to record countless events for the schools, students and Faculty at Wampatuck, Gates, Hatherly and Scituate high school. Several members of the SCTV staff teach in several different capacities at the High School.

Accomplishment #4: Our social networking has reached another level this year as we continue to be an important online resource for the Scituate Community. You can see our daily progress on Facebook, Twitter and YouTube!

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0159 CABLE TV						
1159510 Cable - Personal Services						
1159510 511000 REGULAR SA	51,763.08	52,995.00	52,995.00	52,798.00	53,590.00	
1159510 513000 LNGVTY	.00	.00	.00	800.00	800.00	
1159510 518000 PART-TIME	21,935.00	35,809.00	35,809.00	28,080.00	28,080.00	
TOTAL Cable - Personal Servi	73,698.08	88,804.00	88,804.00	81,678.00	82,470.00	.00
1159520 Cable - Purchase of Services						
1159520 524200 REPAIR/MAI	923.10	1,500.00	1,500.00	3,000.00	1,500.00	
1159520 530900 TECHNICAL	1,189.28	3,000.00	3,000.00	3,500.00	10,000.00	
TOTAL Cable - Purchase of Se	2,112.38	4,500.00	4,500.00	6,500.00	11,500.00	.00
1159540 Cable - Materials & Supplies						
1159540 542000 OFFICE SUP	1,806.18	2,200.00	2,200.00	3,000.00	1,800.00	
1159540 542300 SPECIAL AG	942.20	950.00	950.00	950.00	950.00	
TOTAL Cable - Materials & Su	2,748.38	3,150.00	3,150.00	3,950.00	2,750.00	.00
1159580 Cable - Capital Outlay						
1159580 585100 EQUIPMENT	17,000.00	30,000.00	30,000.00	51,000.00	30,000.00	
TOTAL Cable - Capital Outlay	17,000.00	30,000.00	30,000.00	51,000.00	30,000.00	.00
TOTAL CABLE TV	95,558.84	126,454.00	126,454.00	143,128.00	126,720.00	.00
TOTAL GENERAL FUND	95,558.84	126,454.00	126,454.00	143,128.00	126,720.00	.00
GRAND TOTAL	95,558.84	126,454.00	126,454.00	143,128.00	126,720.00	.00

** END OF REPORT - Generated by Nancy Holt **

TOWN OF SCITUATE

FY 2018 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; 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 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL #1-CERTIFICATION PROGRAM TOWN CLERK

- A. Early summer of 2017 study for the certification program for Certified Massachusetts Municipal Clerk. (CMMC)
- B. Complete class requirements for points towards certification (June 2017).
- C. July 2017 complete test.

GOAL #2-STAFF TRAINING

- A. In anticipation of a quieter election year, more in-depth training of office staff on the Commonwealth of Massachusetts' Central Voter Registration System (CVR) in regard to extract requests and converting data to an Excel spreadsheet.
- B. One-on-one training in July 2017 in this office as time permits.
- C. Once training is complete all staff will be capable of ordering, creating and editing any Excel spreadsheet from a state extract. State extracts are ordered through the state's Central Voter Registration System computer and contain anything from voter participation at a given election, to a Head of Household list.

GOAL #3-HOUSEKEEPING

- A. Housekeeping goals continue every year as organizing, purging, and making room for additional files is a must. Available space is challenging depending on how busy this office is with elections and the storage and retention of those materials.
- B. As this office has multiple storage areas, the need to be sure all are kept clean and organized is essential to keeping all files, election materials and voting machines in good working order.

- C. As time allows, all of these storage areas need to be re-evaluated as being practical and the best space for specific items and materials.

GOAL #4-ARCHIVES

- A. Though this office has the capability of certifying vital records that go back to the early 1900s, it is imperative to familiarize this office on the location and process for certifying pre-1900 genealogy records from the Town Archives in the event of an absence of archive volunteers.
- B. Genealogy research is extremely time consuming and can be extensive. Knowing which tools are needed to research these records is beneficial in training future archive volunteers.
- C. As time allows, on Wednesdays with the assistance of the Town Archivist it is hopeful that this can be accomplished in the fall of 2017.

GOAL #5-PUBLIC RECORDS LAW

- A. As the default Records Access Officer (RAO) additional training would be beneficial as the Public Records Law has been updated for 2017. It is the intentions of this office to have staff attend the next available class for training in order to comply with these requests for public records.
- B. To work with other department heads as needed when a request for a public record pertains to that department. This office will request that departments notify this office when the request has been fulfilled.
- C. To maintain a list of public record requests this office receives, and forward a copy of those requests to the primary RAO.

MAJOR BUDGET COMPONENTS

The Town Archives fall under the department of the Town Clerk. Our long time archivist is at the brink of retirement and is an invaluable asset to this town. Her dedication and knowledge is unsurpassed in her field. The Town Clerk's office does not have the ability to take on the work load the volunteer archivist does on a regular basis. A request for an archivist's salary is in the part time salary of this budget. The stipend would create incentive in the succession planning for the future of the position of Town Archivist and initiative to the incumbent for another year so that she would be able to mentor someone to continue her role. This amount equates to less than \$100 per week for work that is essential for the historic preservation of the Town's archived records as well as the requests of public records from both Town Hall offices and the public. This is a relatively small investment for the keeping and care of archived records that are truly priceless.

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 historical and vital records in the future is painstakingly time consuming even for a regular full time staff. Our Town Archivist has volunteered her time and efforts not only most Wednesdays in the archives, but has also invested her free time researching vendors for quotes in regard to archive projects for almost 20 years. As of last year she has received a tax credit of \$1000 towards her real estate taxes as part of the Tax Write-off Program. There are increasing demands for archived records from other Town Hall departments and without someone in charge, records become vulnerable to those who would access them and unknowingly mishandle, or misfile them. This is not acceptable for the safety and wellbeing of our town's historically valuable records which go back to the 1600s.

DEPARTMENTAL ACCOMPLISHMENTS

This past year has been a challenging year to say the least. In January and February this office conducted two election training classes, concentrating on the use of the new election machines/tabulators, the DS200s. Training on these machines was essential as this heavily forecasted election year would put them to frequent use. By the last election of 2016 the machines proved to be the best choice for the Town of Scituate. The DS200s ran well with very few issues, during testing and on election day. Although these machines are not as fast as the former Optec Eagles, staff and voters found them to be very user-friendly.

Since March 1, 2016 office and election staff has successfully conducted six elections, the annual town meeting and a special town meeting. For the first time in the history of Massachusetts, "Early Voting" took effect for the November 8, 2016 General Election. With training in place for office and election staff, early voting was implemented and Town Hall served as the location for early voting. Over 4,640 voters, (31% of the 14,628 registered voters) voted early beginning October 24, 2016 through November 4, 2016. Early voting reduced traffic and long lines on election day, though required extra staff to check in and check out these ballots and cast them in the tabulators. This process took the entire day and all early voted ballots were cast by 7:30 PM on election night. Voter turnout for the General Election was 12,115 voters which equates to approximately 82%.

Housekeeping is constant, especially in a busy election year. The basement vault, garage and sheds are continually reorganized as elections supplies arrive, and voted election materials are stored in this secure location.

Last year the Town Archives was awarded CPC funding for the purpose of binding selectmen's records and other 19th century records. This project is in the beginning stages and will likely be completed by the spring of 2017.

DESCRIPTION	FY/15	FY/16	FY/17	FY/18	Comments
OF REVENUE	\$38,226.95	\$37,677.30	\$17,000YTD	\$38,000.00	Projected

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
<hr/>						
0161 TOWN CLERK						
<hr/>						
1161510 Town Clerk - Personal Services						
1161510 511000 REGULAR SA	114,227.48	116,240.00	116,240.00	116,253.00	118,871.00	
1161510 512000 OVERTIME	2,318.91	2,442.00	2,442.00	2,042.00	1,090.00	
1161510 513000 LONGEVITY	975.00	975.00	975.00	975.00	975.00	
1161510 518000 PART-TIME	38,896.68	48,709.00	48,709.00	29,597.00	34,439.00	
1161510 519100 OTHER SALA	450.24	1,293.00	1,293.00	6,106.00	1,106.00	
TOTAL Town Clerk - Personal	156,868.31	169,659.00	169,659.00	154,973.00	156,481.00	.00
<hr/>						
1161520 Town Clerk - Purchase of Servi						
1161520 524100 OFFICE MAC	.00	.00	.00	150.00	50.00	
1161520 530800 TRAINING	.00	.00	.00	100.00	50.00	
1161520 531100 SUPPORT SE	18,090.13	31,000.00	31,000.00	19,060.00	17,060.00	
1161520 532100 CONFERENCE	150.00	300.00	300.00	500.00	300.00	
1161520 534300 BINDING &	2,074.77	2,750.00	2,750.00	3,450.00	2,750.00	
1161520 571100 MILEAGE RE	.00	175.00	175.00	300.00	175.00	
1161520 573100 PROFESSION	150.00	235.00	235.00	360.00	360.00	
TOTAL Town Clerk - Purchase	20,464.90	34,460.00	34,460.00	23,920.00	20,745.00	.00
<hr/>						
1161540 Town Clerk - Materials & Suppl						
1161540 542000 OFFICE SUP	1,664.51	1,900.00	1,900.00	2,000.00	1,900.00	
1161540 542300 SPECIAL AG	898.05	800.00	800.00	1,000.00	1,000.00	
1161540 542500 PRINTING &	1,080.21	1,275.00	1,275.00	1,380.00	1,275.00	
TOTAL Town Clerk - Materials	3,642.77	3,975.00	3,975.00	4,380.00	4,175.00	.00
TOTAL TOWN CLERK	180,975.98	208,094.00	208,094.00	183,273.00	181,401.00	.00

TOWN OF SCITUATE

FY 2018 BUDGET

DEPARTMENT: CONSERVATION

MISSION STATEMENT:

The Conservation Department is responsible for protecting the coastal and inland wetland resource areas so that private and public projects do not negatively impact the important functions of these areas. Protected resource areas include: coastal and barrier beaches, salt marshes, dunes, banks, areas subject to flooding and/or coastal storm flowage, vegetated wetlands, rivers and streams, ponds, and vernal pools. The important functions provided include: storm damage prevention, flood control, protection against pollution of surface waters and groundwater, and providing habitat for plant and animal species.

The Department works in conjunction with several town departments, including, but not limited to Planning, DPW, Building, and Board of Health. The department also coordinates with the Coastal Resource Officer and Harbormaster to implement the CRS Program and the Hazard Mitigation Plan and to address challenges being faced in coastal resource areas.

FY/2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Goal 1: To insure that alterations to wetland resource areas are avoided where possible. In instances where alterations do occur, the department will work to restore these wetland areas as soon as possible.

Strategy: (These strategies are a yearly effort.)

- a. Insure that the requirements of the Massachusetts Wetland Protection Act (WPA), the Scituate Wetlands Bylaw & Regulations, the Scituate Stormwater Bylaw, and the MA Department of Environmental Protection (DEP) Stormwater Management Regulations are being followed by homeowners, developers, businesses, and town departments doing work in town.
- b. Educate residents, contractors, and town officials on the importance of complying with wetlands statutes and regulations through discussions at Development Review Team meetings and on the town website. Updated and revised information on wetland protection issues will be on the Conservation Web page.
- c. Encourage Commission members to attend trainings on wetland protection and open space topics.
- d. Educate the public about the role of the Commission and of the Conservation office in protecting the town's resource areas and encourage the reporting of suspected wetland violations.
- e. Continue to issue Enforcement Orders for wetland alterations and to work with the property owners to restore these disturbed resource areas.
- f. If the budget allows, a part-time staff person or consultant should be hired to work with staff on increasing numbers of enforcement cases, as well as, backlog.

Goal 2: The department will work with the Conservation Commission, CPC, BOS, open space volunteers and residents to finalize Conservation Restrictions, construct parking areas, install information kiosks, and maintain trails on Scituate Open Space parcels.

Strategy:

- a. Work with Commission members and open space proponents to draft parcel maps for open space lands.
- b. Continue to provide information to the Board of Selectmen on the benefits and the challenges of accepting particular parcels as open space.
- c. Work with the Planning Department and consultants to implement the new Open Space and Recreation Plan.
- d. Work with contractors on the construction of recently designed parking areas and kiosks.

Goal 3: In collaboration with the Coastal Resource Officer, continue to address coastal challenges, including storm related impacts to coastal beaches and properties, saltmarsh alterations, deteriorating public infrastructure, funding to address coastal problems and expand understanding of coastal issues by residents.

Strategy:

- a. Meet with state, federal and Scituate officials (Coastal Resource Coordinator, Planning, Building, Health, Fire and Public Works) to implement strategies to provide improved storm protection for residents.
- b. The Conservation Office will collaborate with the Coastal Resource Officer in seeking grant funding opportunities and also help to maintain the current CRS Rating of 7.
- c. Information related to coastal processes, coastal resource protection, flood protection, community rating system and hazard mitigation will be distributed to residents and posted on line.
- d. 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.
- e. 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.
- f. Continue the use of Minor Activity Permits to address work in the buffer zone or resource areas that will not impact these areas.

Goal 4: 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.

Goal 5: Prepare for transition of Conservation Commission office staff in the next one to two years.

MAJOR BUDGET COMPONENTS

Over 88% of the Conservation budget supports salaries for the Conservation and Natural Resources Officer, Coastal Resource Officer and the Conservation Administrative Secretary. In addition, funds are required for mailing the floodplain brochure to residents in FEMA-mapped floodplain areas and to provide ongoing training for the volunteer Conservation Commission members and for the Department staff. Finally, the Commission administers two accounts related to conservation lands: the first, the Driftway Park account, is for maintenance and development at Conservation Park; and the second, the Conservation Fund, is to be used for maintenance and to keep conservation lands safe and accessible

FY RISKS AND CHALLENGES

- Coastal storms, occurring on a more frequent basis, have had a significant impact to beach communities and floodplain residents, and have an impact on most town department including the Conservation Department. Storm damaged properties need immediate attention and the required permitting overwhelms the office for periods of time. In addition, barrier beaches, dunes, and salt marsh areas can often receive extensive damage and a significant amount of time is required for assessing the impacts to these resource areas. Changes to FEMA flood zones and expected impacts from rising sea levels will continue to present significant challenges to the office. Community meetings are being conducted under the direction of the Coastal Resource Officer and in collaboration with the Coastal Advisory Commission. These meetings are held in different areas of town to help in the development plans to better protect these areas during storm events.

- During FY'17, two major town projects (Middle School and Public Safety Complex) began construction. Several residential development projects, including subdivisions, were issued permits. Most of these developments are surrounded by wetland areas and are subject to the MA DEP (Department of Environmental Protection) Stormwater Management Regulations which require significant involvement with the Conservation Department. Orders of Conditions are also issued for each project and much time is spent monitoring construction and meeting with contractors and developers.
- The Department meets regularly with the Coastal Resource Officer regarding the implementation of FEMA's Community Rating System (CRS) and Hazard Mitigation Plan. Conservation also addresses numerous coastal challenges such as storm damaged infrastructure and sea level rise with the Coastal Resource Officer. Particularly challenging is the work by the CR Officer to secure easements on private beachfront property for public infrastructure projects.
- The Department responds to all reported violations in wetland resource areas. There continues to be an increase in enforcement activities due to these reported violations and this now takes up much of the work week of the Conservation office.
- Many enforcement issues have been addressed, some longstanding and some with multiple site visits and communication were addressed in FY'17. Some have been resolved and several are ongoing, however, almost every day new violations are discovered.
- Numerous permits issued several years ago have not been closed out by property owners with the Registry of Deeds. The office has started meeting with the IT Department to develop a database that will bring some data needed to effectively manage permitting, wetland reviews, violations, enforcement and stormwater permitting into one system.
- As the MA Department of Environmental Protection reduces their role in permitting under the Wetlands Protection Act, more of the responsibility for permitting and project oversight will be delegated to local Conservation Departments.
- Keeping up with projects under review by the Building, Planning, Health, DPW, and Zoning offices is time consuming and there is a risk of overlooking issues on sites. It is important that the Conservation Department review and often times visit the projects being permitted by the other permitting departments in Town Hall. The proposed database shall result in some efficiency here.
- In addition to the duties of tracking and assisting with permit applications, entering data, providing assistance to residents, contractors, and Commission members, one of the most time consuming duties performed by the Administrative Assistant is related to tracking the expired Orders of Conditions and addressing the issuance of Certificates of Compliance. Several months ago we changed our policy to accept the original and three copies of submittals, instead of nine, as long as an electronic copy can be e-mailed.
- Access driveways and parking areas for several open space parcels have been designed and engineered. Maintenance of trail clearing and invasive plant control is a difficult challenge. Conservation lands and trails are in jeopardy of continued degradation and of becoming unsafe from fallen trees, ruts and wash-outs due to stormwater run-off and pedestrian activities. Boy Scout Troops have been extremely helpful in creating new trails, as well as, maintaining trails and areas that have been inundated with debris.

DEPARTMENTAL ACCOMPLISHMENTS

- Updated the Scituate Wetlands Rules and Regulations to accept the new FEMA Maps. The office also simplified the permit application process by allowing electronic submissions. Minor Activity Permits are now generating a fee.
- Assisted the Coastal Resource Officer with the Community Rating System (CRS), which was increased to Class 7, resulting in a 15% reduction in flood insurance premiums for all Scituate floodplain residents.
- In calendar year from January 1, 2016 to November 30, 2016 the office has received 53 Notice of Intents, 30 Requests for Determinations, and Abbreviated Notice Intent for Wetland Delineations already and to this point have set 43 Order of Conditions and 28 Determinations. Also the office has issued several Enforcement Letters, Orders, and e-mails and approximately 30 Certificates of Compliance.
- Since December 2015 through November 2016, 502 site visits were conducted for reviewing new filings, ongoing construction projects, reports of enforcement issues, requests from homeowners to check their properties for various reasons (for tree removal or consideration of possible projects), for the purpose of reviewing wetland delineations, and to observe stormwater management practices.
- For less complicated projects, the office issued 100 Minor Activity Permits (from January 1, 2016 through November 17, 2016) as a means of simplifying the permitting process. This has allowed us to focus our attention on projects with a greater potential for impacts to resource areas.
- Continued to conduct site visits with Commission members so that questions could be addressed where the work was being proposed. Members are becoming much more familiar with the WPA and the Scituate Bylaws.
- ID badges and vehicle signage was implemented.
- Several longstanding enforcement cases were reopened and site visits and public hearings were held. Many violations were enforced and resource areas restored.

DESCRIPTION OF REVENUE	FY/15	FY/16	FY/17	FY/1 Estimate	COMMENTS
	7/1/14-6/30/15	7/1/15-6/30/16	7/1/16-11/14/17	7/1/17-6/30/18	
Filing fees	\$18,236.30	\$16,297.30	\$10,393.50*	\$20,786.00	*Only reflects revenues to 11/14/17 (4.5 months)

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0171 CONSERVATION						
1171510 Conservation - Personal Servic						
1171510 511000 REGULAR SA	114,371.01	159,343.00	159,343.00	183,747.00	183,747.00	
1171510 513000 LONGEVITY	1,025.00	1,025.00	1,025.00	1,825.00	1,825.00	
1171510 517200 SICK LEAVE	500.00	500.00	500.00	500.00	500.00	
1171510 518000 PART-TIME	.00	.00	.00	9,860.00	3,645.00	
1171510 519100 OTHER SALA	423.07	1,200.00	1,200.00	1,218.00	1,218.00	
TOTAL Conservation - Persona	116,319.08	162,068.00	162,068.00	197,150.00	190,935.00	.00
1171520 Conservation - Purchase of Ser						
1171520 524100 OFFICE MAC	.00	100.00	100.00	100.00	50.00	
1171520 530900 TECHNICAL	2,700.00	4,000.00	4,000.00	4,000.00	2,000.00	
1171520 532100 CONFERENCE	248.13	600.00	600.00	600.00	250.00	
1171520 534300 BINDING &	2,115.02	3,000.00	3,000.00	3,000.00	2,100.00	
1171520 571100 MILEAGE RE	459.78	350.00	350.00	350.00	350.00	
1171520 573100 PROFESSION	530.00	700.00	700.00	612.00	612.00	
TOTAL Conservation - Purchas	6,052.93	8,750.00	8,750.00	8,662.00	5,362.00	.00
1171540 Conservation - Materials & Sup						
1171540 542000 OFFICE SUP	599.77	600.00	600.00	600.00	600.00	
1171540 542500 PRINTING &	.00	550.00	550.00	550.00	200.00	
1171540 558100 CLOTHING	150.00	150.00	150.00	150.00	150.00	
TOTAL Conservation - Materia	749.77	1,300.00	1,300.00	1,300.00	950.00	.00
TOTAL CONSERVATION	123,121.78	172,118.00	172,118.00	207,112.00	197,247.00	.00

TOWN OF SCITUATE

FY 2018 BUDGET

DEPARTMENT: Coastal Resource Officer

MISSION STATEMENT: The mission of the Coastal Resource Office 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 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

I. To continue to develop overarching pro-active and comprehensive approach to coastal management by exploring new, existing, and/or innovative practices and strategies as alternatives to traditional methods.

Strategy:

- a. Participate in, and provide departmental expertise to Town Administrator quarterly and Coastal Management Team on current plans, initiatives and potential opportunities around coastal issues. (Quarterly)
- c. To continue discussions and working group sessions with Planning, Conservation and Building to generate draft language for Zoning Bylaw revisions and create a new Floodplain Map. (July-June);
- d. To expand our collaborations with state and federal stakeholders, environmental agencies and local/state wide municipalities in responding to this global problem. (July-June)
- e. Provide information and assistance to the Coastal Advisory Commission as directed by the Town Administrator. (July-June)

II. To coordinate activities required in the Community Rating System (CRS) program under FEMA, National Flood Insurance Program with focus on improving the CRS Rating.

Strategy:

- a. Reevaluate and recreate the GIS CRS Open Space Mapping with the 2016 FEMA Floodplain Maps (Jan-Jun)
- b. Analyze and compare 2013 with the *new 2017 CRS Manual* to understand any new requirements for continued participation in the CRS Program (Jan-Jun);
- b. Acquire training through webinars, website and classes necessary be able to effectively implement the CRS Program to ensure the community is receiving the highest amount of credit possible (Ongoing);
- c. Review existing protocols to identify deficiencies in record keeping for CRS Annual and Recertification process (Jan-Mar);
- d. Solicit input from various departments in order to create successful record keeping results (Quarterly);
- e. Update the floodplain management informational brochure and mail to all residents living in the floodplain and Repetitive and Severe Repetitive Loss Properties. (Jan-Jun);
- f. Implement and evaluate the Program for Public Outreach for the CRS Program, revise as need be (July-Dec);
- j. Attend GIS training in order to meet new mapping requirements within the 2013/2017 CRS Manual (Mar-Aug);
- k. Prepare Annual CRS Report for continued recertification (Jan-Sept);

III. Oversee and implement existing and appropriate grant opportunities for the Town of Scituate to obtain more non-taxpayer funding for Town for coastal infrastructure improvements, studies and plans.

Strategy

- a. Continue oversight and administrative requirements during the implementation stage of the CZM grants, *Elevating Roadway Improvements and Dune/Beach Nourishment for Improved Coastal Resiliency and Coastal Erosion, Sediment Transport, and Prioritization Management Strategy Assessment for Shoreline Protection Report* (Dec-July);
- b. Provide technical assistance and public meeting opportunities for prioritizing results from the CZM grant (Jan-July);
- c. Provide support and pursue grant opportunities with FEMA, MEMA, Department of Conservation and Recreation (DCR), National Oceanic Atmospheric Administration (NOAA), EPA, Coastal Zone Management (CZM), Seaport Advisory Council, and Metropolitan Area Planning Council (MAPC) (Ongoing);

IV. To administer and maintain the Hazard Mitigation Elevation Grant Program for the homeowners and businesses in the Special Flood Hazard Area.

Strategy:

- a. Continue oversight from the permitting-to-post construction phase as homeowners progress through the FEMA/MEMA requirements from plan review to reimbursement (Ongoing)
- b. Provide guidance and technical expertise to new homeowners interested in HMGP and FMA grant funding;
- c. Organize, redesign, and construct Flood Hazard Mitigation website; ensure it is relevant, useful and dynamic (Ongoing);
- d. Conduct outreach events to encourage residents/businesses to elevate, relocate or remove structures, in the Special Flood Hazard Areas (e.g. beach associations, media, Town website, flyers and presentations. (July-May);

MAJOR BUDGET COMPONENTS

- a. Personal Services
- b. Travel and mileage expenses
- c. Office supplies
- d. Postage – mailing CRS and Elevation Grant information to State and Federal agencies
- e. Conferences/Trainings/ASFPM Membership

FY 2018 RISKS AND CHALLENGES:

The largest risk/challenges to face in FY2018 will be successfully acquiring the beach easements required for the beneficial reuse of the dredge materials from the South River Dredge Project.

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

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

DEPARTMENTAL ACCOMPLISHMENT:

- Prepared four Federal Emergency Management Agency (FEMA) Grants for the following projects:
 - a. FEMA Hazard Mitigation Grant Program (HMGP), Oceanside Drainage Improvement Project (\$200,000.00);
 - b. FEMA Hazard Mitigation Grant Program (HMGP), Five Private Homeowner Elevation Projects (\$544,380.00);
 - c. FEMA Flood Mitigation Assistance (FMA): Two Private Homeowner Elevation Projects; (\$336,225.00, including Administration fee: \$23,355.50);
 - d. FEMA Pre-Disaster Mitigation (PDM): Oceanside Drive/7th Avenue Seawall Project (\$3,966,279.00);
- Prepared and received a Levee, Dam Removal and Seawall Repair Grant application for Oceanside Drive Rehabilitation of 7th Avenue Seawall (\$2,500,000.00);
- Prepared and received a Coastal Zone Management (CZM) Green Infrastructure Grant application for Elevating Roadway Improvements and Dune/Beach Nourishment for Improved Coastal Resiliency, (\$130,000.00) currently underway;
- Provided technical assistance and administration on the Town of Scituate's, Natural Hazard Mitigation Plan finalized and approved by the Board of Selectmen and FEMA on August 2, 2016;
- Managed and administrated the Coastal Erosion, Sediment Transport, and Prioritization Management Strategy Assessment for Shoreline Protection Report; a blueprint for coastal management funded by CZM Green Infrastructure Grant (2015) (\$240,000.00);
- Continued to serve as a Town liaison to Federal and state agencies and residents/homeowners currently participating in the FEMA FMA Hazard Mitigation Elevation Grant program;
- Provided technical expertise on an ongoing basis to citizens interested in participating and/or participating in the Elevation Grant program;
- Continue to revise and reorganize the Town Flood Hazard Mitigation website to ensure it is relevant and useful;
- Facilitated and administered the Scituate CRS Committee meetings and the South Shore CRS User Group meetings in order to improve our CRS rating;
- Provided technical assistance and administration for the MAPC, Scituate/Duxbury Coastal Resiliency Plan;
- Analyzed, compared, researched and provided documentation for continued participation in the CRS Program which improved the CRS Class rating from an 8 to a 7 resulting in a 15% discount on the cost of flood insurance for Scituate homeowners and the highest CRS rating of any town in Massachusetts ;
- Managed, coordinated and facilitated the annual the Flood Hazard Informational meeting for the CRS program;
- Revised and mailed over 600 CRS brochures and letter to Repetitive and Severe Repetitive Loss homeowners;

- Created the *Annual Flood Hazard Mitigation Progress Report, 2016* for the CRS program;
- Supported and assisted the Coastal Advisory Commission and attended twelve meetings;
- Attended a FEMA Floodplain Management class at EMI in Maryland;
- Provided technical assistance and administration for Coastal Zone Management North Scituate Beach Nourishment Project, Seaport Advisory Council Harbor Replacement Piers, FEMAs FMA Elevation Grant, MEMAs HMGP Elevation Grant and Oceanside Drive Basin Grant;
- Organized and implemented seven outreach events including FEMA Floodplain Map Adoption Meeting, CAC Humarock Beach Association, two Coastal Erosion Assessment project meetings, Elevation Informational meeting, Hazard Mitigation Public meeting, and North Scituate Beach Nourishment Conservation Commission meeting;
- Provided technical assistance and administered the South River Beneficial Reuse and Dredge Material Project;
- Attended seminars and studied literature to explore new and innovative measures pertaining to sea level and climate change;
- Drafted and facilitated a beach easement for the South River Beneficial Reuse and Dredge Material Project, North Scituate Beach Nourishment Project and the potential Humarock Beach and Dune Nourishment Project;
- Created, implemented and analyzed the Humarock Resident Survey to address ongoing effects of severe weather and increasing impacts of sea level rise along Central Avenue;
- Created a Central Avenue resident file with photographic documentation, deed research, survey results and Assessor Cards for future projects and recommendations;
- Collaborate with key Department Heads, Federal and state agencies, and the Town Administrator to develop and refine tools for management and regulation of coastal development in the flood prone areas;
- Provided technical assistance in the adoption of the 2016 FEMA Floodplain Maps; technical assistance and administration;
- Created a GIS map overlay of the 1972 Floodplain Zoning Map with the 2016 FEMA Floodplain Maps to reveal areas of discrepancies;
- Provided assistance in the CBI Grant Proposal; "*Being Scituate*" to examine the economic challenges presented by retreat, including the emotional bonds that people have their homes and the community (\$40,000.00);
- Prepared Alternatives Analysis for the South River Dredge, Beneficial Reuse of materials and held a pre-permit application meeting.
- Assisted Emergency Management and Engineering in acquiring FEMA reimbursement funds (\$1.68 million)

DESCRIPTION OF REVENUE	FY/15	FY/16	FY/17 YTD	FY18 Projected	
Grants:					
FMA13 Elevation Program	\$15,642	\$20,390	\$24,631	\$0.00	Reimburse CRO salary
EPA Grant	\$50,000				Planning Recommendation
MAPC	\$50,000				Climate Change Planning
Seaport Advisory Council	\$620,000			\$620,000	Replace Piers & Docks (pending)
FEMA15 HMGP Drainage		\$200,000		\$200,000	Oceanside (pending)
FEMA15 HMGP Elevation		\$544,380		\$544,380	Five Elevations (pending)
CZM16 Coastal Erosion		\$240,000			Coastal Planning
FEMA16 FMA Elevation			\$336,225	\$336,255	Two Elevations (pending)
Oceanside Drive/7 th Seawall			\$2,500,000	\$2,500,000	Oceanside Seawall
CZM17 Humarock Resiliency			\$137,500	\$137,500	Conceptual Planning
CBI "Being Scituate"			\$40,000	\$40,000	Coastal Planning
TOTAL:	735,642	1,004,770	3,038,356	<u>4,378,135</u>	

TOWN OF SCITUATE
DEPARTMENT: PLANNING 175

FY 2018 BUDGET

MISSION STATEMENT

The mission of the Planning Department is 1) to insure new development 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; 3) to explore and pursue grant opportunities for the Town and 4) to provide sound professional advice and technical expertise to interested citizens and officials.

FY/2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Insure 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 DRT prior to submitting applications to identify any important issues early on. Ongoing
 - B. Standardize procedures to simplify administration and enforcement of permitting requirements. Include Common Driveway agreements, templates for Motions, etc. Ongoing
 - C. Streamline conditions so the most essential can be enforced. Ongoing
2. Work with other Town Departments, state and federal agencies, and town administration to develop and refine tools for management and regulation of coastal development and development in flood prone areas, given their vulnerability to coastal storms and sea level rise.
 - A. Participate in Town Administrator's Coastal Management Team and working group sessions with offices of Building, Conservation and Coastal Resources to generate potential draft language for Zoning Bylaw revision for permitted activity in high-risk, flood prone areas. 12/17
 - B. Align Zoning Bylaws with FEMA flood zone designations, limits and requirements. 12/17
 - C. Endeavor to discontinue reference to and use of 1972 Scituate mapping, now superseded by more accurate and current data. 12/17
 - D. Propose restrictions on new development in flood prone areas with the intent of limiting increase in property size and population, over time reducing Town's requirement for intensive infrastructure upgrades and risk to first responders. 12/17
 - E. Review with stakeholders and appropriate officers. Solicit feedback. If supported, pursue.
3. Pursue comprehensive long range planning to guide the actions of the community and insure the best approaches to land use management.
 - A. Implement recommendations of the Open Space and Recreation Plan for bylaw changes, including elimination of "rat tail" lots and possible expansion of minimum lot size in appropriate areas. 12/17
 - B. Develop a program for updating the Master Plan in FY19.
4. Identify appropriate locations suitable for retail sale of recreational marijuana and draft potential zoning to address. 12/17

MAJOR BUDGET COMPONENTS

The great majority of the Planning Department's budget is taken up by personnel costs, which account for over 90% of the department's expenses. Major ongoing tasks of personnel are:

- Planning provides extensive staff support to the Planning Board. We draft findings and conditions of approval for subdivisions, special permits, stormwater permits and site plans. This involves extensive coordination with other Town departments.
- We investigate and address complaints and problems raised by the general public, which generally includes site visits, inspections and often, requests for enforcement. Enforcement personnel shared with Conservation will help in this area.
- Planning continues to provide staff support to the Economic Development Commission (EDC), writes and issues RFP's, and oversees installation of Wayfinding and Scenic Road signage.
- In addition Planning is responsible for long range plans, such as updating the Open Space Plan (currently underway) and developing the process to update the Master Plan (proposed for next fiscal year). The Master Plan provides a broad picture of residents' goals and needs for the physical development of the Town. It can help guide policies and bylaws to make sure these are producing development consistent with the overall vision.

Scituate's zoning is complex, with multiple overlapping zoning districts in many locations. Technical services are requested for consulting assistance to simplify the zoning map and Zoning Bylaw, and clarify the site plan review process by using clearer standards.

Planning is dynamic, and training for Board members and staff help both stay abreast of changes in the field. It is very important that staff and the Board are up-to-date with federal and state law, construction methods, and current scientific thought. Memberships for professional organizations help board members and staff learn about current techniques and approaches to development.

Printing costs include new Zoning Maps and Bylaws so residents, real estate professionals, engineers and others can be made aware of any changes. The Planning Department, together with Health and Conservation, makes copies of plans as a service to residents and professionals involved with real estate development. Planning's share of maintenance and copy paper for this machine are reflected in our budget.

FY 15 RISKS AND CHALLENGES

The Planning Board and Planning Department help maintain a high quality built environment in the Town of Scituate which provides strong tax revenue to support local government services, while it also preserves the neighborhood character which defines the Town and has strong appeal to many residents.

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 like the coastline where it 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.

Property development is a business, where developers, builders, engineers, and contractors generally want to reduce costs to the greatest extent possible. This can make enforcement of bylaws very challenging. In

many instances, developers and engineers are extremely busy and details are overlooked. Plans are submitted lacking adequate information, lots are improperly graded, landscaping is never installed or new homes are constructed that don't conform to approved plans. These all are challenges for the Planning Department since purchasers need to know drainage is properly installed, residents want their property to be protected from additional stormwater flows. Addressing these issues is very important for Scituate to remain a desirable community where people want to live, and believe their local government protects their interests.

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; Scituate is challenged by its somewhat isolated location. The Planning Department works with the EDC on programs like wayfinding signage to help visitors and potential shoppers become more familiar with the Town and to create vibrant villages which bring commercial development.

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. Planning also helps the Town obtain grants through fulfilling requirements such as completion of the Open Space Plan.

DEPARTMENTAL ACCOMPLISHMENTS

- Oversaw production of Hazard Mitigation Plan by Vanasse Hangen Bruslen, working closely with the Coastal Resources Officer.
- Working with Vanasse Hangen Bruslin and the Conservation and Recreation Departments, restarted work on the Open Space Plan. Completed four sections; oversaw consultant's drafting of base maps.
- Completed FY16 Annual Report for Green Communities program.
- Provided staff support and guidance to Town Administrator, Board of Selectmen, EDC and Planning Board for finalizing branding program for Town of Scituate.
- Developed Phase 1 of Wayfinding Sign program, working with consultant. Wrote RFP's, identified successful bidder for construction and installation of Phase 1.
- Worked with consultant, EDC and Planning Board to complete draft Greenbush and North Scituate Visioning Plans which will be presented to residents, property owners and business owners in the villages.
- Worked with Planning Board, EDC and DPW to clarify broad range of issues with sewer, and consider steps required to bring sewer to North Scituate to stimulate economic development.
- Provided information to assist with development of MBTA parcel.
- Expedited development process for microbrewery (recommended use of Town's sewer consultant), and included steps in review 50 Country Way mixed use to make sure replication of old building was historically appropriate.
- Restored program to replace road signs on Scenic Roads. The signs are now being fabricated.
- Compiled documents and issued bid for completion of Kimberly Estates subdivision and bid or added components to existing contracts.
- Began improved process for Planning review of CPC applications, to identify and resolve issues prior to Town Meeting.
- Administered development approval by the Planning Board. This included developing agenda's; addressing concerns of abutters, coordinating work of consulting engineers, 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 biweekly meetings of the Development Review Team; used management training to encourage teamwork and emphasize constructive results.

DESCRIPTION OF REVENUE	YTD				Comments
	FY/14	FY/15	FY/16	FY/17	
Application and Lot Release Fees	\$ 7,136.40	\$11,427.50	\$ 5,100	\$5,100	

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0175 PLANNING BOARD						
1175510 Planning - Personal Services						
1175510 511000 REGULAR SA	153,680.40	126,784.00	126,784.00	127,591.00	127,763.00	
1175510 513000 LONGEVITY	1,150.00	1,700.00	1,700.00	1,800.00	1,800.00	
1175510 518000 PART-TIME	.00	.00	.00	43,500.00	.00	
1175510 519100 OTHER SALA	.00	858.00	858.00	1,030.00	858.00	
TOTAL Planning - Personal Se	154,830.40	129,342.00	129,342.00	173,921.00	130,421.00	.00
1175520 Planning - Purchase of Service						
1175520 524100 OFFICE MAC	125.00	250.00	250.00	250.00	125.00	
1175520 530900 TECHNICAL	5,317.90	7,000.00	7,000.00	.00	6,000.00	
1175520 532100 CONFERENCE	422.92	495.00	495.00	695.00	495.00	
1175520 534300 BINDING &	748.89	1,575.00	1,575.00	1,575.00	1,100.00	
1175520 534600 LEGAL ADVE	711.54	75.00	75.00	.00	75.00	
1175520 571100 MILEAGE RE	180.03	200.00	200.00	100.00	200.00	
1175520 573100 PROFESSION	647.00	850.00	850.00	850.00	850.00	
TOTAL Planning - Purchase of	8,153.28	10,445.00	10,445.00	3,470.00	8,845.00	.00
1175540 Planning - Materials & Supplie						
1175540 542000 OFFICE SUP	700.00	700.00	700.00	700.00	700.00	
TOTAL Planning - Materials &	700.00	700.00	700.00	700.00	700.00	.00
1175580 Planning - Capital Outlay						
1175580 585200 FURNISHING	.00	.00	.00	300.00	270.00	
TOTAL Planning - Capital Out	.00	.00	.00	300.00	270.00	.00
TOTAL PLANNING BOARD	163,683.68	140,487.00	140,487.00	178,391.00	140,236.00	.00

TOWN OF SCITUATE

FY 2018 BUDGET

DEPARTMENT: ZONING BOARD OF APPEALS 176

MISSION STATEMENT

It is the mission of the Scituate Zoning Board of Appeals to interpret and apply the Zoning By-laws and related Massachusetts statutes to each application in a fair and impartial manner, and to conduct hearings and meetings in a prompt and professional manner, extending to each member of the public who appears before the Board, the degree of professionalism and courtesy that will reflect positively on the town.

FY 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

The Zoning Board seeks to decide each application before it in accord with the applicable regulatory law, consistent with relevant appellate law. The Board seeks to comply with all rules and regulations that govern hearings before us and to create solid, thoughtful decisions that will be upheld on appeal. The Board seeks to 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.

DEPARTMENTAL ACCOMPLISHMENTS

ZBA board members are a group of committed and hardworking volunteers who devote dozens of hours each year reviewing applications, attending meetings and writing decisions. The Board members are dedicated, always open-minded and thoughtful. Guided by the towns Zoning Enforcement Officer, the Board has works hard to help applicants obtain the permits they seek while upholding the integrity of the Zoning By-Laws.

As of December 1, in 2016, 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.

This fiscal year saw the final stage of one long term project that has been ongoing for about the last decade. In a financial environment where all too often similar projects are not just delayed, but often abandoned partway through construction, it is a credit to the Board, the Department and developers alike that we have seen a successful completion of these projects.

**TOWN OF SCITUATE
FY 2018 BUDGET**

DEPARTMENT: ZONING BOARD OF APPEALS 176

The entire staff of the Building Department deserves recognition as a department that works hard to be available to the citizens and the Board alike for whatever support they can provide to accomplish the goals and objectives of the citizens and the Board and helps contribute significantly to making Scituate a great place in which to live and work.

			YTD	Projected
FY/14	FY/15	FY16	FY/17	FY/18
\$ 5,900.00	\$ 4,400.00	\$ 8,500.00	\$ 2,900.00	\$ 5,800.00

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
<hr/>						
0176 ZONING BOARD OF APPEALS						
<hr/>						
1176510 Appeals - Personal Services						
1176510 512000 OVERTIME	749.89	1,000.00	1,000.00	1,000.00	1,000.00	
1176510 518000 PART-TIME	19,714.11	20,262.00	20,262.00	20,743.00	20,743.00	
TOTAL Appeals - Personal Ser	20,464.00	21,262.00	21,262.00	21,743.00	21,743.00	.00
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1176520 Appeals - Purchase of Services						
1176520 532100 CONFERENCE	100.00	300.00	300.00	300.00	100.00	
1176520 573100 PROFESSION	389.64	400.00	400.00	400.00	400.00	
TOTAL Appeals - Purchase of	489.64	700.00	700.00	700.00	500.00	.00
<hr/>						
1176540 Appeals - Materials & Supplies						
1176540 542000 OFFICE SUP	307.15	400.00	400.00	400.00	330.00	
TOTAL Appeals - Materials &	307.15	400.00	400.00	400.00	330.00	.00
TOTAL ZONING BOARD OF APPEAL	21,260.79	22,362.00	22,362.00	22,843.00	22,573.00	.00

MISSION STATEMENT

The mission of the Economic Development Commission is to enhance the existing business community, attract new business and customers and encourage re-development and new development as may be advisable in order to increase the Town's tax revenue, income, job base and overall economic health.

FY/2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Carry out recommendations of Visioning Plans for Greenbush and North Scituate.
 - A. Meet with Board of Selectmen to discuss a study of Return on Investment for extending Sewer to North Scituate in their Master Plan for the Town's sewer system. 7/17
 - B. Develop detailed plans for streetscape improvements and public spaces of Greenbush and North Scituate. Meet with Board of Selectmen to discuss review with stakeholders and appropriate officers. Solicit feedback. If supported, pursue.
12/17
2. Continue program for creating a Scituate brand to more fully market the Town to visitors, potential customers and new businesses.
 - A. Install next phases of wayfinding signs for helping visitors. 3/18
 - B. Discuss continuation of branded parking and No Parking signage in Scituate Harbor internally and if supported by EDC, with Board of Selectmen. 6/17
3. Encourage villages to develop new, low cost programming to attract visitors to the Town in shoulder seasons. Pursue comprehensive long range planning to guide the actions of the community and insure the best approaches to land use management.
 - A. Meet with Humarock and Greenbush business owners. Explore interest in possible events coordinated with Memorial Day in Humarock (Kayak or pet parade?) and other times in Greenbush.
4. Consider requests to fund economic development initiatives from other Town agencies.

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 one or more consultants, who are overseen by the EDC. Costs include consultant contracts, printing, mailing RFP's and contracts, and similar items.

FY18 RISKS AND CHALLENGES

Economic development is a key source of revenue through contribution 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 both losing actual customers and showing a lack of commitment to a visible Town program.

COMMISSION ACCOMPLISHMENTS

- Assisted with funding of Town-sponsored Winterfest at Widow's Walk Golf Course, supported Scituate's booth at the New England Boat Show from February 13-21 and provided some funding towards Scituate Pocket Guide.
- Initiated several meetings with Town Administrator. Invited Selectmen to several meetings.
- Considered steps required to bring sewer to North Scituate to stimulate economic development.
- Participated in Scituate Harbor Cultural District
- Met with applicant to expedite development of microbrewery.
- Completed drafts of Visioning Plans for Greenbush/Driftway and North Scituate.
- Completed design of Sea Scituate logo for wayfinding signs and Scituate brand. Copyrighted and trademarked design.
- Issued RFP for first phase of Wayfinding signs and identified low bidder.
- Issued bid, recommended contract award and oversaw installation of signage in Cole Parkway which reflected the new brand.
- Purchased banners with Sea Scituate logo; installation planned for spring.

Town of Scituate

Economic Development Commission
600 Chief Justice Cushing Highway
Scituate, MA 02066-3297



Phone: 781-545-8730
Fax 781-545-8704
www.town.scituate.ma.us

MEMO

To: Patricia A. Vinchesi, Town Administrator
From: Ann Burbine, Chair
Re: EDC FY18 Budget Request
Date: December 16, 2016

At their meeting of December 14, 2016, the EDC voted unanimously to request \$138,500 for its FY18 budget. The following items are included in this amount:

Technical Assistance

Develop a Visioning Plan for Scituate Harbor and Cole Parkway	\$20,000
Expand on Vision Planning for Greenbush and North Scituate by consultant (products – detailed Master Plans of specific areas)	\$20,000
Design guidelines for North Scituate and Greenbush by consultant (products - illustrated guide and proposed revisions to Zoning Bylaw)	\$25,000
Simplification of zoning map and Zoning Bylaw (products - proposed revisions to simplify Zoning Bylaw, clarify and streamline site plan review process, establish clearer standards, develop information & educational materials for businesses) by consultant	\$15,000
Implement second and third phases of Wayfinding Sign Program by sign fabricator and installer	\$30,000
Miscellaneous: Participate in NE Boat Show; Support Winterfest and other promotional events; other requests to EDC	\$10,000
Permitting Ombudsman to address and resolve questions and concerns of those wishing to start new businesses (shared with Planning Board)	\$8,500
	<hr/>
	\$128,500

Stabilization Fund

Contribution to Stabilization Fund

\$10,000

TOTAL

\$138,500

Please let me know if you have any questions.

**FY 18 TOWN ADMINISTRATORS RECOMMENDED OPERATING BUDGET
ADDITIONAL NOTES**

DEPARTMENT: Economic Development Commission

REQUEST: The Economic Development Commission has requested a budgetary increase of \$35,000 over its FY 17 budget of \$93,500 to \$128,500 to continue the work of its marketing and branding efforts and engage consultants to further advance visioning in North Scituate and Greenbush.

TA RECOMMENDATION: The above request has not been recommended for FY 18 by the Town Administrator. The recommended amount is \$49,000.

RATIONALE: The Town, through the work of the EDC, has made great progress the past four years focusing on economic development initiatives. The past two years has witnessed some terrific improvements in addressing a cohesive marketing and branding plan along with planning for future development. In recognition of this in previous years a 25% allocation of the Meals Tax Revenue was allocated to this budget in support of its efforts. At the same time, the Town also carved out new and additional tax supported dollars out of the operating budget to support EDC initiatives. The Selectmen and Town Administrator support and appreciate the work and effort that has achieved so much. Since its inception, as directed by the Selectmen, the EDC budget is part of the Selectmen's Budget.

The FY 18 budget is not in a position to support such a significant increase and previous EDC budgets have had significant year end balances (attached). The Town Planner has scrambled at year end to encumber funds. This indicates that the budget allocation is more than sufficient and perhaps more than needed. FY 18 goals are extensions of current contracts with consultants that are somewhat broad and generalized in nature. In the past the EDC has requested in-house staffing to assist with its goals. We agree. To that end, the Director of Planning and Development position has been recommended to coordinate and work with the EDC on its initiatives along with being tasked with the bigger picture of how all departments that are involved in land-use can work together more cohesively with a shared vision. A vision that the EDC is helping create.

One-third of the new Director of Planning and Development position will be funded with funds previously allocated under the EDC budget. Because of overall General Fund budgetary constraints, the 25% meals tax allocation has been reduced to 20%, however, there is no net loss anticipated over the FY 17 allocation. The EDC also has an additional source of funds through its Stabilization Fund.

Our support of EDC efforts is not waning but increasing. Some of the budget dollars in support of it are just being reallocated.

Economic Development Commission Budget

	FY14 Actual		FY15 Actual		FY16 Actual		FY17 YTD		FY18 TA Recom
	<u>Budget</u>	<u>Expended*</u>	<u>Budget</u>	<u>Expended*</u>	<u>Budget</u>	<u>Expended*</u>	<u>Budget</u>	<u>Expended*</u>	<u>Budget</u>
Technical Services	\$20,000	\$15,000	\$74,000	\$60,300	\$81,000	\$73,249	\$81,000	\$8,701	\$49,000
Meetings			\$1,000		\$1,000		\$1,000	\$0	
Printing	\$750		\$3,000	\$61	\$1,500	\$1,083	\$1,500	\$0	
Econ Development Stabilization Fund			\$13,500	\$13,500	\$10,000	\$10,000	\$10,000	\$10,000	
Totals	\$20,750	\$15,000	\$91,500	\$73,861	\$93,500	\$84,332	\$93,500	\$18,701	\$49,000

\$ Unexpended	\$5,750	\$17,639	\$9,168
% Expended	72%	81%	90%

Open Contracts

'BROVITZ COMMUNITY PLANNING & DESIGI	\$ 19,415
'THE FLAG MAKERS LLC	\$ 1,288
'FAVERMANN DESIGN	\$ 3,200
'NEON PLANT	\$ 3,220
	\$ 27,123

*Includes encumbrances

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
<hr/>						
0182 ECONOMIC DEVELOPMENT COMMISSIO						
<hr/>						
1182520 Econ Develop - Purchase of Ser						
1182520 530900 TECHNICAL	54,624.08	81,000.00	81,000.00	128,500.00	46,500.00	
1182520 532100 MEETINGS	.00	1,000.00	1,000.00	.00	1,000.00	
1182520 534300 PRINTING	1,082.93	1,500.00	1,500.00	.00	1,500.00	
TOTAL Econ Develop - Purchas	55,707.01	83,500.00	83,500.00	128,500.00	49,000.00	.00
TOTAL ECONOMIC DEVELOPMENT C	55,707.01	83,500.00	83,500.00	128,500.00	49,000.00	.00
TOTAL GENERAL FUND	55,707.01	83,500.00	83,500.00	128,500.00	49,000.00	.00
GRAND TOTAL	55,707.01	83,500.00	83,500.00	128,500.00	49,000.00	.00

** END OF REPORT - Generated by Nancy Holt **

TOWN OF SCITUATE

FY 2018 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.

FY2018 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. For FY 18 it is particularly challenging with new facilities coming on---although we did receive some estimates from MIIA on building values.

There are several new factors driving this significant increase in FY 18. First, we are going to be insuring three new buildings that have increased the square footage and personal property of the Town's insurable assets and thus potential liabilities significantly. Second, over the past two years, the Town has made a significant investment in the Scituate Harbor Community Building for use as a library and for departmental uses going forward. Although not in place before, the Town believed it prudent to place flood insurance on this property at an annual cost of \$14,000.

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 18 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.

DESCRIPTION OF REVENUE	FY/15	FY/16	FY/17	FY 18	Comments
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N/A

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0192 LIABILITY/PROPERTY INSURANCE						
1192570 Gen Insurance - Transfers						
1192570 574000 LIABILITY/	489,650.20	538,450.00	552,450.00	607,695.00	661,373.00	
TOTAL Gen Insurance - Transf	489,650.20	538,450.00	552,450.00	607,695.00	661,373.00	.00
TOTAL LIABILITY/PROPERTY INS	489,650.20	538,450.00	552,450.00	607,695.00	661,373.00	.00

TOWN OF SCITUATE

FY 2018 BUDGET

DEPARTMENT: Police

MISSION STATEMENT:

To insure public safety by providing responsive, professional police services to residents, businesses and visitors and by promoting community-based policing in collaboration with citizens, schools and municipal offices.

FY 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Complete transition to new Public Safety Complex.
 - (a) Distribute area responsibilities to Officers to facilitate trouble-shooting for building problems or failures. (1st quarter)
 - (b) Provide system training and written procedures as needed in different areas, including technology, radios communication system, training room and emergency operations center, facility maintenance and decontamination programming, video and security systems, and exterior grounds. (Year-long effort)
2. Transition in-service training to “in house” on-line program to be completed while officers are on duty.
 - (a) Contract through Municipal Police Institute to provide MPTC certificate training on line to 35 full-time Officers and 6-8 part-time Officers on a yearly basis. (1st quarter)
 - (b) Appoint officer to train in CPR certification to provide annual CPR recertification to the Department. (1st quarter)
 - (c) Implement the training in September 2017.
3. Revise the Police Department records retention and dissemination policies in order to comply with recent public records law changes.
 - (a) Train two officers as subject matter experts on Massachusetts Public Records Laws. (1st quarter)
 - (b) Restore a highly functional records system in new building which will account for the retention, dissemination, archiving and destruction of records on a continual basis. (2nd quarter)
 - (c) Maintain professional, public access records capabilities from the lobby of the new Public Safety Building including proper supervision.

4. Establish the Scituate Public Safety Complex as a well-equipped regional police training site.
 - (a) Research police training vendors that can provide training classes at the Public Safety Complex training room.
 - (b) Compare department training needs with available training opportunities from various vendors. (1st quarter)
 - (c) Solicit their services using the training room and work Scituate Officers thru the training at no costs or reduced rates. (2nd quarter)

MAJOR BUDGET COMPONENTS

Administration: The Chief, Deputy Chief and an administrative assistant make up this function on a full-time basis. There are other officers that assist in various capacities to provide redundancy. Administration manages the budget, creates policies and procedures, and 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 also provides oversight to three full-time and four part-time E-911 Dispatchers as well as several part-time Police Officers.

Specialists: Special Operations are currently being managed by the Deputy Chief. These responsibilities will likely be re-aligned under a Lieutenant to be promoted in 2017. The department has full-time specialist roles including a Traffic Enforcement and K-9 Officer. Several other officers serve part-time specialist functions such as Evidence, Social Services, School Resource, Event Planning, Fleet Management, Firearms Instructor, Armorer and Field Training Officers.

Investigations: This function is managed by a Detective Sergeant under the oversight of the Lieutenant in charge of Special Operations. The Criminal Investigations section also encompasses department prosecutions. Three detectives work full-time in these roles. These detectives also work with the Old Colony Police Anti-Crime Task Force in partnership with 16 other area police departments.

FY 2018 RISKS AND CHALLENGES

In FY 2017, the Municipal Police Training Council (MPTC) added mandatory hours to the yearly Police in-service training program. This unfunded mandate put a strain on Police Department budgets state wide including Scituate's. In FY2018 the Department is exploring alternatives to the mandated training requirements.

During the summer months of 2016 the warm dry weather accounted for large crowds on the beaches and rivers. Controlling drinking remains a challenge at our beaches. Foot Patrols were used regularly to monitor activities on the beaches and the Scituate Police Marine Unit focused their attention on the Harbor, the Spit and the Rivers. The Department utilized one Officer to manage the Marine Unit. This Officer created consistency in establishing training protocols, vessel maintenance and ensuring all Marine Unit members followed established department policies and procedures regarding Marine Unit operations. The Officer was transferred from his assigned patrol shift and given six months of "Temporary Duty Assignment" (TDA) to oversee the Unit. As a result of the hard work of the Officers assigned to these tasks, we had very few incidents and injuries, despite the largest crowds we've experienced in quite some time.

As we await further information regarding regulatory actions and direction to manage the recent legalization of marijuana, opiates remain a significant concern for our department. Most of the heroin being used today consists primarily of Fentanyl. Fentanyl can cause safety concerns for First Responders as it can easily be absorbed through the skin and has been known to cause Officers and K-9's to get sick. The Department has worked hard to get ahead of the opiate issue in our community. Our ongoing efforts to make resources available to families and victims will continue as we strive to tackle the local effects of substance abuse.

The Department continues its efforts towards training of two Officers towards being certified "Drug Recognition Experts" (DRE's). The Department is at the forefront of the movement to have this technical expertise more widely accepted in District Courts throughout the state. The acceptance of the DRE's qualifications and methodologies will be critical in combating the expected rise in motor vehicle crashes resulting from increased marijuana consumption.

DEPARTMENT ACCOMPLISHMENTS

The Department has renewed its commitment to making Scituate roadways safe. Patrol officers are instructed to stop vehicles even for minor violations and educate the drivers. More than 90% of these stops result in verbal warnings.

Over the previous three years the Department averaged 818 traffic stops per year which yielded an average of 14 arrests. This year traffic enforcement efforts stopped 3,667 vehicles yielding 36 arrests. Through consistent traffic enforcement efforts, our goal is to reduce the amount and severity of motor vehicle accidents in Scituate.

Two of our officers successfully completed a vigorous training program and have been appointed as probationary SWAT Operators with the MetroLEC SWAT Team. These Officers bring back experience and tactical training knowledge to other members of the Department. Soon the Department will send supervisors to a 40 hour SWAT training focused on tactics as well as instructing on the appropriate actions to take while waiting for a SWAT response.

The promotion of a Lieutenant to Deputy Chief has established a new organizational model and a solid chain of command within the department. The Deputy Chief's experience has also proved invaluable throughout the construction phases of the new public safety building.

The Department appointed a new full time Officer as School Resource Officer at the High School. This Officer has done a great job transitioning into her new role.

In August of 2016, the Police Department conducted School Action Plan Training at an Elementary School. The training consisted of realistic scenario based incident management which included every member of the Police Department over a two day period. During this training, police worked with Fire/Rescue personnel to secure areas within the building, which contained victims and while providing protection for Emergency Medical Services to enter and evacuate the victims to safe areas for transport to hospitals. It remains a top priority to provide a coordinated, rapid response to any threat posed to our schools or other public buildings.

The Department has expanded our working relationships with FACTS and the Town's Drug Prevention Coordinator. Officers received training and feedback regarding the early intervention program using Recovery Coaches. Every member of the Department is committed to providing any help possible towards getting substance abusers into recovery.

The Department's Social Services Officer and other police officers work closely with the Town's Social Services Coordinator and Health Agent in matters concerning hoarding, emotionally disturbed persons and elder services. These relationships have proven extremely successful in resolving difficult and sensitive issues which the police department routinely uncovers.

Every member of the Department has been trained and equipped with a "Combat Application Tourniquet" (CAT). These devices while a last resort for stopping bleeding from traumatic injury have proven to save lives when applied. The CAT device can easily be applied with one hand by the victim if needed. Two CAT's were applied this summer to save the life of a young boater who suffered life threatening injuries from a propeller.

The cooperative efforts of Police, Fire, Public Building Commission, Facilities Department, the Owner's Project Manager, Contractors, Architects, and Town Administrator have pushed the construction of the Public Safety Complex into the final stages. While projects this size can have their challenging moments the team persevered and has made working on the project quite enjoyable. The Department appreciates the efforts of all involved in this process to bring the new complex in on time and within budget.

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0210 POLICE DEPT						
1210510 Police - Personal Services						
1210510 511000 REGULAR SA	2,316,948.94	2,550,363.00	2,550,363.00	2,575,466.00	2,389,603.00	
1210510 512000 OVERTIME	504,772.04	357,663.00	357,663.00	399,163.00	335,324.00	
1210510 513000 LONGEVITY	19,725.00	22,825.00	22,825.00	22,950.00	20,150.00	
1210510 514000 EDUCATIONA	262,888.98	273,403.00	273,403.00	241,554.00	259,857.00	
1210510 515000 HOLIDAY PA	88,951.29	103,036.00	103,036.00	104,397.00	95,712.00	
1210510 516000 SHIFT DIFF	65,511.08	72,521.00	72,521.00	75,439.00	55,598.00	
1210510 517000 SPECIAL EM	5,000.00	25,800.00	25,800.00	25,800.00	6,000.00	
1210510 517200 SICK LEAVE	.00	1,000.00	1,000.00	1,000.00	500.00	
1210510 518000 PART-TIME	13,142.96	37,425.00	37,425.00	37,425.00	17,000.00	
1210510 519000 SEASONAL S	32,340.78	48,600.00	48,600.00	48,600.00	48,600.00	
1210510 519100 OTHER SALA	1,414.77	2,023.00	2,023.00	2,017.00	20,868.00	
TOTAL Police - Personal Serv	3,310,695.84	3,494,659.00	3,494,659.00	3,533,811.00	3,249,212.00	.00
1210520 Police - Purchase of Services						
1210520 521100 ELECTRICIT	219.88	260.00	260.00	260.00	260.00	
1210520 524100 OFFICE MAC	16,379.31	23,440.00	23,440.00	27,150.63	27,151.00	
1210520 524200 REPAIR/MAI	2,093.88	750.00	750.00	750.00	750.00	
1210520 524500 VEHICLE SE	19,469.85	17,250.00	17,250.00	18,750.00	18,750.00	
1210520 527100 RENTALS EQ	17,841.57	14,490.00	14,490.00	14,490.00	14,490.00	
1210520 530900 TECHNICAL	8,135.21	9,980.00	9,980.00	14,830.00	10,000.00	
1210520 531100 SUPPORT SE	17,799.66	15,540.00	15,540.00	16,640.00	16,640.00	
1210520 532100 CONFERENCE	25.00	3,200.00	3,200.00	3,200.00	750.00	
1210520 538100 LAUNDRY SE	11,800.00	14,000.00	14,000.00	14,000.00	14,000.00	
1210520 571100 MILEAGE RE	3,776.00	2,650.00	2,650.00	3,000.00	3,000.00	
1210520 573100 PROFESSION	5,961.40	7,600.00	7,600.00	8,100.00	8,100.00	
TOTAL Police - Purchase of S	103,501.76	109,160.00	109,160.00	121,170.63	113,891.00	.00
1210540 Police - Materials & Supplies						
1210540 542000 OFFICE SUP	3,426.66	3,000.00	3,000.00	3,000.00	2,900.00	
1210540 542300 SPECIAL AG	11,285.74	18,464.00	18,464.00	30,462.00	19,000.00	
1210540 542500 PRINTING &	822.00	1,200.00	1,200.00	1,200.00	1,100.00	
1210540 545100 CLEANING S	286.30	700.00	700.00	700.00	.00	
1210540 548000 VEHICLE SU	32,404.57	27,000.00	27,000.00	27,000.00	27,000.00	
1210540 550000 MEDICAL SU	1,520.78	1,500.00	1,500.00	8,000.00	9,500.00	
1210540 558100 CLOTHING	22,731.28	22,000.00	22,000.00	22,800.00	21,300.00	
TOTAL Police - Materials & S	72,477.33	73,864.00	73,864.00	93,162.00	80,800.00	.00
1210580 Police - Capital Outlay						
1210580 585100 EQUIPMENT	92,667.87	143,000.00	143,000.00	153,800.00	147,000.00	

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
TOTAL Police - Capital Outla	92,667.87	143,000.00	143,000.00	153,800.00	147,000.00	.00
TOTAL POLICE DEPT	3,579,342.80	3,820,683.00	3,820,683.00	3,901,943.63	3,590,903.00	.00

TOWN OF SCITUATE

FY 2018 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 combined dispatch for the quickest possible response.

FY 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS.

GOAL: To coordinate the opening of the Public Safety Complex for effective and improved fire department operations with continuous efficient and effective service to the Town.

1. Properly staff the new station with firefighter/paramedics to provide ambulance service from this new strategic location to insure parity in experience so both ambulances are staffed effectively to provide efficient ALS service to all areas of Town.
2. Develop and implement guidelines to new station staff of parameters of this shared facility with the police and combined dispatch.
3. Evaluate and implement any changes in district response due to the enhanced location of the Public Safety Complex. This will require planning and timing to certain areas of Town and make the necessary adjustments prior to the opening of this building with ongoing monitoring.
4. Monitoring of the daily emergency operations from this location will be ongoing and adjustments will be made as they become necessary. Any changes will require written guidelines and training to all personnel.

GOAL: To coordinate the effective transfer of dispatch to the new Public Safety Complex to improve service for all public safety departments.

1. Coordinate dispatcher training to assume their roles as public safety communication specialist. Dispatchers will need to complete 911 training, CJIS, and LEAPS training and maintain this training on an annual basis.
2. Obtain and train our personnel with operations management software to enhance our communication specialist's ability to utilize the necessary tools for a fully functional computer aided dispatch system.
3. Work with the Fire Union on new operational challenges in the shared role as we transition our dispatchers to communication specialist.
5. Coordinate with the police department on all operational training challenges to insure we provide an efficient and effective communications department.

GOAL: Continue to coordinate our ongoing reimbursement operations with MEMA and FEMA to obtain the necessary funds available to repair the damage to our coastline from past and future storms.

1. Provide all documentation required to satisfy FEMA as they are requested. This will require working with Town engineers to provide documentation in a reasonable time.
2. Work with FEMA coastal specialists and Town engineers on any alternate projects that may be allowed, to improve our coastal infrastructure against future damage.
3. Coordinate with all involved Town departments prior to any significant event to be sure all documentation requirements will be understood and completed.
4. Continue and support drone capabilities to establish pre-storm and post-storm damage evaluations which will reduce the reimbursement process in the future.

GOAL: To improve the Humarock Station 4 so it can continue to provide outstanding service to our citizens of Humarock.

1. Coordinate with the Facilities Department on plans for the necessary expansion of our apparatus bay due to the restriction it currently provides for advanced fire/rescue apparatus.
2. Work with communication and radio personnel to provide Station 4 with the necessary infrastructure to effectively dispatch emergency calls from our new combined dispatch center.
3. When available assign firefighter paramedics to Humarock to provide ALS care with our first responding engine.
4. To continue to license and equip Engine 4 as a class V ambulance that will provide our firefighter paramedics the ability to provide the best care with our first response personnel.

MAJOR BUDGET COMPONENTS

The majority of the fire department budget is personnel. Managing the contractual time off with the potential sick and injury leave is a challenge annually. The equipment and supplies along with purchase of services can vary each year pending any equipment that may need replacement or service. 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: 93.9%

Equipment and supplies: 3.45%

Purchase of Services: 2.7%

FY 2016 RISKS AND CHALLENGES

The challenge of staying within the overtime budget is ongoing. Members out on Injured on Duty leave as well as extended illness in conjunction with contractual time off, continue to create overtime challenges. Ongoing sick time management will continue with consultation and written awareness to anyone with excessive sick leave.

The new Public Safety Complex (PSC) will require ongoing coordination with architects, contractors and various town departments to ensure the complex is built to our expectations and required specifications. The transition to

the new station will take planning and coordination with all fire department personnel. The transfer of dispatch to the PSC will require additional training and coordination with the police.

To closely monitor and facilitate the implementation of the full time second ambulance and ensure it operates to provide the best service for the residents and visitors in the Town of Scituate. This will require the transfer of paramedics and the second ambulance to the new station.

To manage the preparation, response, and recovery with our winter storm challenges. The coastal storms require significant coordination with local, state resources, and utilities to ensure all the demands of emergency service are met.

To continue the ongoing pursuit of FEMA reimbursement funding for storms Sandy, Nemo, and Juno. This requires ongoing coordination with our Coastal Resources, Engineering, MEMA, and FEMA.

To continue our proactive fire prevention program, to improve our training capabilities, train new officers, 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 aging of our residents.

Work to improve the labor-management relationship with increased dialogue and communication and with greater involvement and direct accountability of command staff.

DEPARTMENTAL ACCOMPLISHMENTS

The Fire Department has been actively involved with the construction of the new Public Safety Complex (PSC). Management has met weekly, alternating with construction teams and the Public Building Committee. We have been involved in everything from the design of the building to the FF&E and are committed to serving our community in the new state of the art facility in March of 2017.

On Memorial Day the Department was called to a structure fire where a woman was trapped. Our firefighters were able to knock down the fire and swiftly remove the trapped victim saving her life. Five of the first responding firefighters who accomplished the rescue were recommended and awarded the "Firefighter of the Year Awards" for their heroic actions.

Following the past years severe storms we have met with National Grid and Nstar to re-evaluate their protocols to shut down power. National Grid engineers have relocated power shut offs to locations out of the flood zone and dividing the neighborhoods into grids to try to isolate power shut offs more effectively to minimize the impacts if possible. Nstar (Eversource) has installed a remote power shut off in the area of 200 Central Ave in Humarock to isolate power to this challenging area if necessary during major storms. Per our request this has been provided at no cost to the town.

The SAFE program enjoyed another successful year teaching fire safety to over 1,400 students, pre-school through third grade, culminating with the open house during Fire Prevention month in October. 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 smoke condition.

Three new firefighter/paramedics have been hired. Two of these medics have been hired as day shift paramedics which has enabled the fire department to provide two full time ambulances during the day shift. This service started May 1st and has worked well to date. The Town's ability to do this was the result of an arbitration award by the JLMC last year.

We have purchased portable radios with funds from the (AFG) Assistance to Firefighters Grant for \$165,000. The Portable radios will complement our new UHF radio system. The purchase of 46 portable radios and training has been provided to enhance our communications within the department as well as outside agencies.

The Fire Department Administration, Police Department Administration, Town Administrator and architects Dore and Whittier have been involved with ongoing coordination during construction of the new Public Safety Complex. The FF&E has been specified and awarded and ongoing planning and negotiations are underway to be sure the combined dispatch at the new building will be successful and improve our service to the Town. We have designed and ordered our new ambulance with an estimated arrival of late December of 2016. It will be equipped and our personnel trained as soon as it arrives to get it into service as soon as practical.

We received an Emergency Management Performance Grant for \$4,640. We will use this funding to purchase the base (CAD) Computer Aided Dispatch software and training to initiate our transition to the same public safety software the police currently use. This will enhance our ability to be prepared and trained on this software prior to the PSC dispatch opening.

We received an Assistance to Firefighters grant for \$217,000 to replace 31 SCBA's (self-contained breathing apparatus) which will ensure our firefighters have the safest breathing equipment when they enter structure fires or Hazmat incidents.

We have applied for two Assistance to Firefighters grants: We have submitted grants to replace our oldest Rescue/pumper and submitted a grant for electronic stretchers and LUCAS CPR machines.

Student Awareness of Fire Education (SAFE) Grant for \$7754 to purchase materials, supplies and equipment to teach fire safety to all Scituate students pre-school through third grade. This program will also provide fire safety guidance to our senior population.

We submitted a request and were approved for \$34,550 for a 911 reimbursement grant to train Firefighters and Dispatchers on EMD.

Our total grants received this past year is \$263,944.

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

P 19
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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0220 FIRE DEPT						
1220510 Fire - Personal Services						
1220510 511000 REGULAR SA	3,184,459.08	3,497,203.00	3,497,203.00	3,497,864.92	3,362,347.00	
1220510 512000 OVERTIME	726,661.66	756,908.00	756,908.00	756,908.00	824,328.00	
1220510 512100 OVERTIME-T	75,355.66	63,500.00	63,500.00	85,000.00	.00	
1220510 513000 LONGEVITY	30,363.00	32,309.00	32,309.00	32,309.00	29,455.00	
1220510 514000 EDUCATIONA	50,213.00	73,801.00	73,801.00	73,801.00	70,460.00	
1220510 515000 HOLIDAY PA	131,430.64	146,501.00	146,501.00	146,501.00	139,441.00	
1220510 516000 SHIFT DIFF	2,891.87	3,500.00	3,500.00	3,500.00	.00	
1220510 517100 S.A.F.E. P	9,128.27	5,000.00	5,000.00	5,000.00	5,000.00	
1220510 517200 SICK LEAVE	900.00	1,500.00	1,500.00	1,500.00	1,000.00	
1220510 517300 EMERGENCY	9,192.15	13,000.00	13,000.00	13,000.00	10,000.00	
1220510 518000 PART-TIME	11,101.00	35,000.00	35,000.00	35,000.00	.00	
1220510 519100 OTHER SALA	1,000.00	4,963.00	4,963.00	4,693.00	4,962.00	
TOTAL Fire - Personal Servic	4,232,696.33	4,633,185.00	4,633,185.00	4,655,076.92	4,446,993.00	.00
1220520 Fire - Purchase of Services						
1220520 521100 ELECTRICIT	18,444.06	17,300.00	17,300.00	21,000.00	.00	
1220520 521300 NATURAL GA	8,020.44	13,000.00	13,000.00	15,800.00	.00	
1220520 524100 OFFICE MAC	16,510.27	15,000.00	15,000.00	15,000.00	15,000.00	
1220520 524200 REPAIR/MAI	39,894.06	17,000.00	17,000.00	22,159.41	17,000.00	
1220520 530900 TECHNICAL	2,200.00	2,200.00	2,200.00	2,200.00	2,200.00	
1220520 531100 SUPPORT SE	18,495.00	18,500.00	18,500.00	18,500.00	18,500.00	
1220520 532100 CONFERENCE	1,949.39	1,600.00	1,600.00	1,600.00	750.00	
1220520 534300 BINDING &	750.85	250.00	250.00	250.00	250.00	
1220520 573100 PROFESSION	1,400.00	1,400.00	1,400.00	1,400.00	1,400.00	
TOTAL Fire - Purchase of Ser	107,664.07	86,250.00	86,250.00	97,909.41	55,100.00	.00
1220540 Fire - Materials & Supplies						
1220540 542000 OFFICE SUP	2,200.10	1,875.00	1,875.00	1,875.00	1,775.00	
1220540 542300 SPECIAL AG	4,852.57	4,200.00	4,200.00	4,200.00	3,000.00	
1220540 543000 BUILDING S	3,683.99	3,000.00	3,000.00	4,500.00	3,000.00	
1220540 543100 EQUIPMENT	65,646.12	58,500.00	58,500.00	58,669.26	58,500.00	
1220540 545100 CLEANING S	6,043.97	6,000.00	6,000.00	7,300.00	7,300.00	
1220540 550000 MEDICAL SU	28,246.74	28,000.00	28,000.00	32,000.00	32,000.00	
1220540 558100 CLOTHING	58,362.90	60,000.00	60,000.00	60,000.00	58,300.00	
1220540 570200 EMERGENCY	.00	100.00	100.00	2,500.00	100.00	
TOTAL Fire - Materials & Sup	169,036.39	161,675.00	161,675.00	171,044.26	163,975.00	.00
TOTAL FIRE DEPT	4,509,396.79	4,881,110.00	4,881,110.00	4,924,030.59	4,666,068.00	.00

TOWN OF SCITUATE

FY 2018 BUDGET DEPARTMENT: PUBLIC SAFETY COMMUNICATION CENTER

MISSION STATEMENT:

To provide the most effective professional, timely and customer focused access to communications and emergency medical services for the Town.

FY 18 GOALS AND OBJECTIVES

Refine and revise operating protocols and policies as procedures as needed or warranted based on industry practices

1. Note inconsistencies or lack of clarity in procedures
2. Present to Steering Committee for review and revision
3. Add to manual and advise and educate staff on required changes

Implement Employee Training and Evaluation Process

1. Review with all communication specialists job functions and required training
2. Identify areas for improvement for each employee
3. Meet a minimum of three times per year to review performance
4. Issue annual performance evaluation

Monitor Call Volume and Optimum Staffing Levels

1. Review weekly call list and staffing to service community
2. Present to Steering Committee any proposed changes in scheduling or staffing that meets or exceeds current operational needs

Establish Annual Communications Center Goals and Operational and Capital Budgets

1. Monitor monthly expenditures and operational needs
2. Develop monthly expense line items based on usage, monitor contract services and agreements
3. Notify Steering Committee and Town Administrator of any budgetary issues as they occur
4. Prepare and submit proposed FY 19 goals and objectives with anticipated budget amounts

Training Certification Quality Assurance

1. Regularly review required certifications for all staff
2. Arrange training and scheduling of same
3. Maintain up-to-date files on all certifications and annual training requirements.

MAJOR BUDGET COMPONENTS

The Public Safety Communications Center is a new departmental budget for FY 18. All costs previously associated with dispatch functions in police and fire has been consolidated into on unit. The net increase for this is approximately \$44,000 and that reflects increases in fire dispatch salaries so they are comparable with clerical unit employees. The center is coordinated by a Communication Manager who is also a working dispatcher. The remaining budget components consist of training and operational expenses association with the Communications Center separate and apart from the fire or police budgets.

FY 18 RISKS AND CHALLENGES

Previous to March 1, there were dispatchers in the clerical union (TOSCA), fire union (IAFF) and part-time non-union employees. Having employees in three disparate groups resulted in lack of centralized protocols, employee training and evaluation, and duplicative operational costs. Our state-of-the-art Communications Center combines all these separate functions into one cohesive unit on March 1, 2017. The Communications Manager reports to a Steering Committee consisting of fire and police chiefs and their deputies along with our HR Director. Over the past year, all policies and procedures were reviewed and a consultant assisted with the integration into one operating manual. Training and certifications for staff are ongoing and critical to the professional operation of the Center. Similarly, separate software and records management systems as well as radio communications existed for both police and fire. These systems have all been consolidated into one and this will create even greater efficiencies for service delivery. Shaving even seconds off response time will save lives. The Commonwealth has been pushing regional dispatch centers for the past ten years. Most communities our size in the state at a minimum has joint dispatch and Scituate was one of the few that did not. Our new Public Safety Complex allowed us to implement this needed operational change.

The Town has engaged in bargaining over the impact of this change with the TOSCA and firefighter's unions, and while there are unresolved issues with the firefighter's union, those issues do not preclude the Town from moving forward with the transition to a new Communications Center.

DESCRIPTION OF REVENUE	FY/15	FY/16	FY/17 YTD	FY/18	Comments
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N/A

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

P 1
bgnyrpts

PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0230 DISPATCH						
1230510 Dispatch-Personal Services						
1230510 511000 REG SAL	.00	.00	.00	.00	392,373.00	
1230510 512000 Overtime	.00	.00	.00	.00	69,722.00	
1230510 513000 LNGVTY	.00	.00	.00	.00	4,825.00	
1230510 515000 HOLIDAY	.00	.00	.00	.00	19,101.00	
1230510 516000 SHIFT DIF	.00	.00	.00	.00	9,708.00	
1230510 518000 PT SAL	.00	.00	.00	.00	59,103.00	
1230510 519100 OTHER SAL	.00	.00	.00	.00	1,449.00	
1230510 558100 CLOTHING	.00	.00	.00	.00	1,900.00	
TOTAL Dispatch-Personal Serv	.00	.00	.00	.00	558,181.00	.00
1230540 Dispatch-Materials & Supplies						
1230540 542000 Off Sup	.00	.00	.00	.00	200.00	
TOTAL Dispatch-Materials & S	.00	.00	.00	.00	200.00	.00
TOTAL DISPATCH	.00	.00	.00	.00	558,381.00	.00
TOTAL GENERAL FUND	.00	.00	.00	.00	558,381.00	.00
GRAND TOTAL	.00	.00	.00	.00	558,381.00	.00

** END OF REPORT - Generated by Nancy Holt **

TOWN OF SCITUATE

FY 2018 BUDGET

DEPARTMENT: INSPECTIONS 241

MISSION STATEMENT

The Scituate Inspections Department enforces and monitors compliance with codes and standards governing buildings and structures. These include the Massachusetts State Building Code (780 CMR), the State Gas and Plumbing Code and the State Electrical Code. Other areas of enforcement include regulations of the Massachusetts Architectural Access Board (521 CMR), Federal and State Emergency Management Authority (FEMA) flood regulations and regulations concerning Weights and Measures. Additionally, the Department enforces compliance with Town of Scituate Zoning Bylaws and applicable General Bylaws. Our mission is to insure the safety, health and welfare of the public by conscientiously discharging these responsibilities.

FY 18 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL: Manage Departmental resources to respond accurately and efficiently to continued demand for inspectional services generated by increasing pace of residential construction, both single family and multi-family, and commercial development, especially in the Greenbush Village area.

OBJECTIVES:

1. Compare permit and inspections activity for FY 16 and 17 with predicted activity for FY 18 to assess Departmental preparedness. Monitor activity in FY 18 going forward to assess trends. (July 17– December 17)
2. Work closely with Development Review Team (DRT) members and Town Administrator to anticipate programs and developments that will affect planning, zoning and/or construction.(July 17– June 18)
3. In view of the Part- time Building Inspector's schedule (19 hours per week), triage complex and difficult issues of building plan review and inspection and zoning enforcement, for his attention, making best use of his knowledge, experience and institutional memory.(July 17 – June 18)
4. Continue study and examination process to credential Acting Building Commissioner, presently certified as a Local Inspector, to become a Licensed Building Commissioner.(July 17 – June 18)

GOAL: Commence process for a new filing system that will ultimately align building files located in the office and those filed in the archives. Newer files in the office (currently 5 – 7 years worth) are filed by address, older files in the archives are filed by permit number, (chronologically).

OBJECTIVES:

1. As files are archived, create address folders for each, matching those in the office. Over time, more and more files will be archived using this “matching” system. (July 17 – June 18)
2. Investigate use of student interns and summer help to assist in tedious and time consuming process. (July 17)
3. Alternatively or additionally, investigate use of CPC funds to pay for some or part of this effort as these files are essentially historical in nature, preserving and making more accessible valuable Town records. (July 17)
4. Position department for digital filing with both archives and current files in the same format – by address. This will result in ease of access and user friendliness.

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

OBJECTIVES:

1. Update the list of such properties as necessary. (July 17– June 18)
2. Identify owners or responsible parties and notice them of violation and potential consequences. (July 17 – June 18)
3. 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.) (July 17– June 18)
4. Review present Zoning Bylaws and legal process to achieve enforcement. Propose changes and/or additional regulations as appropriate. (July 17 – June 18)

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

OBJECTIVES:

1. Participate in Town Administrator's Coastal Management Team and working group sessions with Offices of Planning, Conservation and Coastal Resource to generate potential draft language for Zoning Bylaw revisions for permitted activity in high-risk, flood prone areas. (July 17 – December 17)
2. Align Zoning Bylaws with FEMA flood zone designations, limits and requirements. (July 17 – December 17)
3. Endeavor to discontinue reference to and use of 1972 Scituate flood zone mapping, now superseded by more accurate and current data. July 17 – December 17)
4. Propose restrictions on new development in flood prone areas with the objective of limiting increase in property size and intensity of use, and, over time, reducing Town's requirement for continued, intensive infrastructure upgrades and risk to first responders. (July 17 – December 17)
5. Review proposed Zoning Bylaw changes with stakeholders and appropriate Town Boards. Solicit feedback. If supported, pursue a vote at Town Meeting, Spring 18. (April 18)

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:

1. Assist Town in writing RFP, qualifying candidate consulting firms, interviewing and selecting successful firm. (July 17 – August 17)
2. 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 17)
3. Provide regular updates to Commission on Disabilities. (September 17 – November 17)
4. Share draft Transition Plan Report with stakeholders for input and comment, review and report to appropriate Town officials, boards and commissions. (November 17)
5. Develop project list in priority order for 5-year rolling capital plan. (November 17)

MAJOR BUDGET COMPONENTS

PERSONNEL EXPENSE

Over 90% of the Inspections Department budget is for essential personnel. Five of seven Inspectors are independent contractors paid a flat fee per inspection and receive no benefits from the Town.

REVIEW OF PERMIT APPLICATIONS; ISSUING PERMITS

Compliance with codes and regulations is confirmed by building, plumbing, gas and electrical permit application review and inspections done at multiple stages of the construction process.

LIFE SAFETY INSPECTIONS

The Department is charged to conduct comprehensive life safety inspections of multi-unit dwellings (in excess of 2 units), and many types of facilities open to the public such as daycare centers, pre-schools, public and private K – 12 schools, nightclubs, social clubs, restaurants, stores selling food or beverage products, movie houses, health clubs, churches and other places of assembly.

ENFORCEMENT OF TOWN, STATE AND FEDERAL FLOOD – ZONE CONSTRUCTION REGULATIONS

Enforcement of State Building Code Section R322 Flood-Resistant Construction, FEMA flood zone construction requirements and the requirements of the Town Zoning Bylaws mitigating flood damage, property loss and danger to residents and first responders during and after storm events.

PARTICIPATION IN FEMA PROGRAMS AND STORM DAMAGE ASSESSMENT

Assist in the FEMA funded Elevation Grant Program with review and inspection of eligible properties, disseminating information to the public and providing other outreach activities.

ASSISTANCE TO BUILDERS AND RESIDENTS ON LAND AND BUILDING USE ISSUES

Inspections Department personnel are versed in Town Zoning Bylaw requirements and restrictions. This allows us to advise prospective buyers, realtors and homeowners on a variety of issues including lot size and frontage, setbacks, height limitations, FEMA flood zones and permitted use and occupancy.

ZONING ENFORCEMENT

Enforcement of the Town's Zoning and General Bylaws includes response to a wide variety and a large number of complaints and alerts including violation of the Town's General Bylaws Section 30210 Private Property – Dangerous Condition, Section 30250 Junk and Debris and Section 30260 Temporary Storage Trailers.

CONCERNS OF PUBLIC HEALTH AND SAFETY

Assist the Police and Fire Departments and Board of Health in a coordinated effort to address issues related to hoarding, abandoned and blighted properties.

ACCESSIBILITY COORDINATION

Function as the Town's Barrier-free Access / ADA Coordinator. While this duty is somewhat peripheral to the main functioning of the Commissioner position, its importance and visibility are increasing, as is the commitment of time and energy required to successfully accomplish it.

FY 18 RISKS AND CHALLENGES

The basic challenges faced by the Inspections Department remain relatively consistent from year to year. Our core work load, permit application review and construction inspections, is predicted to remain at high, but not unanticipated, levels. The housing unit production and consequent work load noted in the FY 17 Budget has developed, albeit with the predictable deviations from schedule, while other projects that were heretofore unanticipated have come onto the radar. Toll Brothers' development of the Goulston property, Seaside at Scituate, has lagged, but it appears it will be fully underway sometime early in FY 18. Current plans appear to be for a Residential Cluster District under Zoning Bylaws Section 510 on the west side of Hatherly, with several single family residences along both sides of Hatherly Road. The contractor for Stockbridge Landing, Pioneer Construction, has submitted a permit application for the first group of four townhomes and these should be under construction in FY 18. 50 Country Way, a three-building mixed use development at the corner of Stockbridge Road, will similarly be permitted and likely under construction in early FY 18. The 40B project between 3A and Booth Hill Road has stalled, but the scope of this development (potentially over 250 apartment units) and the fact it has been accepted as a 40B by the MHA renders its permanent demise extremely unlikely. There is still interest in Herring Brook Meadow, although the original engineering and permitting will have to be revisited due to changes in the FEMA flood zones. A large development at the Greenbush MBTA parking lot is in the early design stages. This may consist of as many as 70 – 80 apartments and 20,000 square feet of retail space. Additionally, as in previous years, there are many smaller developments of 3 to 10 homes and many single lot homes being permitted and constructed.

Early FY 18 should see the completion of the new Middle School, the largest of the three recent Town projects. By the start of this period, the Public Safety Complex and the Library should be complete. The INLY School project, mentioned in the FY 17 budget, was successfully completed in the fall of 2016.

Perhaps the greatest risks and challenges will derive from the so-called “peripheral duties” of the Acting 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. It will be a tremendous challenge to craft new zoning bylaws that effect significant change while respecting warranted concerns of property owners. Another area posing challenges is that of accessibility and conforming to the requirements of the AAB and ADA. A third challenge is posed by the need to proactively resolve situations concerning derelict and abandoned property, “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

1. The Department issued 733 building permits, 692 plumbing and gas permits and 603 electrical permits during the period January 1, 2016 to date. The Department conducted nearly 5,000 inspections during this period.
2. The Department has participated in monitoring the construction of three major municipal projects – the Middle School, the Public Safety Complex and the Library. Field inspections have been performed by building, electrical and gas/plumbing inspectors. Due to the large size of these projects, inspections were necessitated for each work area and/or phase at each milestone of completion, resulting in a very large number of individual inspections. In addition, interpretations of code compliance have been researched and decisions made to allow construction of these projects to proceed smoothly and without interruption.
3. 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. Our personnel have been deeply involved in the FEMA grant elevation program, advising potential applicants on the requirements of flood resistant construction, and providing inspectional and documentation services during and post-construction. 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 (up from 10% last year).
4. 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.
5. 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. During this past year, in two instances of serious hoarding, SHRT was successful in negotiating and facilitating very positive outcomes, truly an accomplishment.
6. The Department is running smoothly under the direction of the Acting Building Commissioner while the continuing part-time services of the retired Commissioner have proved enormously beneficial and vital. Currently, the Acting Building Commissioner is in the process of examinations that will qualify him as a licensed, fully credentialed Building Commissioner.

DESCRIPTION OF REVENUE	YTD			Projected
	FY/15	FY/16	FY/17	FY/18
Certificate of Inspections	\$ 1,960.00	\$ 920.00	\$ 920.00	\$ 1,000.00
Building Permits	\$ 360,742.00	\$ 438,616.00	\$ 162,942.00	\$ 390,000.00
Gas & Plumbing Permits	\$ 49,225.00	\$ 51,840.00	\$ 16,225.00	\$ 40,000.00
Sealer of W&M				
Wire Permits	\$ 4,005.00	\$ 3,810.00	\$ 1,015.00	\$ 4,000.00
Certificate of Occupancy	\$ 43,337.00	\$ 64,241.00	\$ 22,922.00	\$ 45,000.00
	<u>\$ 2,580.00</u>	<u>\$ 2,460.00</u>	<u>\$ 1,020.00</u>	<u>\$ 2,500.00</u>
Total:	\$ 461,849.00	\$ 561,887.00	\$ 205,044.00	\$ 482,500.00

**FY 18 TOWN ADMINISTRATORS RECOMMENDED OPERATING BUDGET
ADDITIONAL NOTES**

DEPARTMENT: Building, Planning, Zoning and Economic Development Commission

REQUEST: The FY 18 Recommended Town Administrator Budget proposes the creation of a Director of Planning and Development position effective September 1, 2017.

The FY 18 recommended budget proposes the position of Director Planning and Development (job description attached). This individual will be tasked with managing the development process including review, staff accountability and making recommendations for improvements and implementing what we already have. The reporting structure of departments with division heads was recommended in the 2015 DOR management study: *“the presence of division heads could advance more timely and efficient decision making at the departmental level.”* A review of similar positions throughout the state indicates it is not only appropriate but timely and necessary for our community. The creation of this position is almost revenue neutral---\$8,167 in new tax dollars for FY 18.

Creation of this position would require a town meeting article pursuant to Section 5-1 of the Town Charter (b) Administrative Code for the *“orderly, efficient or convenient conduct of the business of the Town.”*

RATIONALE:

Building permit activity this year is steady with last year for the same period and that growth was up significantly from calendar 2014. With that activity comes additional work for the DPW, Planning, Conservation, Board of Health, Building and coastal management staff along with their respective boards. Over the past two years the Economic Development Commission has engaged consultants to develop our branding and marketing along with some professional expertise for visioning for development, most notably in the North Scituate and Greenbush areas. New FEMA flood maps change the contours of how development occurs and our coastal mitigation report makes numerous recommendations to guard against coastal impacts. Development on more marginal pieces of land and demolition of existing homes to build newer ones is increasing as well.

Development staff has asked for relief in a variety of areas from enforcement to perc tests to conflict mediation to promoting economic development. The rate of review is slowed by the volume of work and this has frustrated both applicants and staff alike. In terms of succession planning, retirements are anticipated in some of these departments over the next year few years. Now is the time to build depth and expertise.

Because of everyone’s diligent efforts over the past few years, we have enough studies, recommendations and plans to dig into to last a decade. They provide the blueprint for our future and as such need to be put front and center so that the work gets done.

Our building activity, coastal initiatives and increasing economic development strategies need to have an overarching perspective with someone accountable for deliverables and also to coordinate with departments for environmental management and navigating the delicate balance between developers and optimal land uses.

Director of Community Development to start 10/1/17 – Estimated annual salary of \$86,000 prorated to \$64,500 for 10/1 start date

Modification of Economic Development Budget	\$44,500.00
Inspections Department - elimination of temporary clerical position	\$ 9,142.00
Inspections Department - change in Building Commissioner/Local Inspector	\$11,694.00
Total Sources	\$65,336.00

DIRECTOR OF PLANNING AND DEVELOPMENT

GENERAL PURPOSE

Responsible for coordinating and managing the operations of the following departments; Building and Zoning, Conservation, Planning and Economic Development. Oversight of the regulatory function and enforcement for land development and management which includes planning, economic development, land use and acquisition, zoning, environmental and wetlands protection, ace conservation, historic preservation and housing initiatives.

As a member of the senior management team, participates in setting the direction for the municipal organization, continually improve Town services, and appropriately allocate organizational resources across Town departments.

SUPERVISION RECEIVED

Appointed and supervised under the direction of the Town Administrator. Employee plans and prioritizes work in accordance with standard procedures and previous training and is expected to solve problems. Employee has access to confidential information such as bid proposals, financial statements, lawsuits. Employee establishes own work plan and priorities, with unusual cases being referred to supervisor.

Performs varied and responsible functions requiring knowledge of planning, building and economic development. Employee must exercise independent judgment in responding to inquiries, dealing with the public and various contractors and boards. Unusual situations referred to supervisor or chairs of Conservation, Planning and Economic Development Commission.

Employee exercises supervision of departments involved with development of land, reducing reliance on the tax base and insuring the performance of various persons who may work for the Town on a contractual basis including architects, consultants, engineers and persons working in various trades.

Employee will be required to work outside of normal business hours.

Job Environment:

Work is performed under typical office conditions The employee may be required to work outdoors under inclement weather conditions and other hazards commonly found at construction sites.

Position requires examining, analyzing, and evaluating facts and circumstances surrounding projects, problems, situations, or transactions, and determining actions to be taken within the limits of standard or accepted practices. Extensive judgment and ingenuity are required to develop new or adopt existing methods and approaches for accomplishing objectives or to deal with new or unusual requirements with the limits of guidelines or policies, Position works closely and directly with the Economic Development Commission, Planning Board,

Conservation Commission and Board of Health. The employee is tasked with establishing guidelines, and how they should be applied and developing operating policies to accomplish work of individual boards and departments in order that they work cohesively and efficiently.

Frequent interaction with the public, department heads, businesses, boards and committees, developers and consultants to coordinate projects and initiatives, and to facilitate resolution of issues and grievances requiring courtesy and tact. Extensive external contacts

SUPERVISION EXERCISED

Supervise four (4) Departments; Building and Zoning, Conservation, Planning and Economic Development, may oversee Health Department. Work is performed within the requirements of state and local planning and land use laws, town bylaws and municipal codes and regulations. Employee is responsible for establishing long and short-range plans and objectives, and assumes direct accountability for department results. Employee will be responsible for maintaining and improving upon the efficiency and effectiveness of all areas under his/her direction and control. Significant amount of detail, each varying from one department to the next requiring the incumbent to approach workload with flexibility. Supervisory activities include establishing work procedures and performance, providing performance feedback, conducting formal performance reviews, assigning and reviewing work.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The essential functions or duties listed below are intended only as illustration of the various types of work that may be performed. The omission of specific statement of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

Develop long- and short-term policies and programs to coordinate the Town's land use and planning; administer and enforce all related town and state bylaws and regulations related to land use and planning.

Participates in and implements initiatives of Economic Development Commission. Provides feedback and counsel, works with consultant and Commission members, helps develop strategies to increase business relationships.

Develops, implements, and oversees departmental policies, goals, objectives and budgets, coordinating with other departments for shared vision and strategies.

Provide direction and support to department managers, Town staff and the public in areas pertaining to planning, economic and land development, land use, zoning, environmental and wetlands protection, open space conservation, historic preservation and housing initiatives.

Attends all Economic Development Commission Meetings. Attends Conservation and Planning Board or other meetings as necessary or warranted.

Attends all meetings of the Town's Development Review Team and Coastal Management Team. Work on special projects as assigned by the Town Administrator.

Troubleshoots and resolves problems regarding town services as they related to developers, residents, and other interested parties. Mediates and resolves disputes.

Acts as liaison to Town Counsel on issues of land use and litigation with boards or committees where staff support is provided, such as land acquisition, housing regulatory agreements, and certain CPA projects related to historic resources, open space and community housing. Participates in negotiations on settlement offers dealing with litigation dealing with land development.

Provides oversight and insure compliance with the restrictions placed on properties (Town and private) purchased or improved with Community Preservation Act funds.

Complete Requests for Proposals in order to attain new projects; provide project management for a variety of economic development, planning and land management assignments; set work priorities and ensure timeliness of task completion; and work with consultants to ensure quality service.

Oversees and educates others about compliance with and components of the Town's Master Plan and Open Space and Recreation Plan, Hazard Mitigation and Coastal Resiliency Plans as well as FEMA maps.

Reviews and recommends changes to boards regarding current town and zoning bylaws.

Prepare and present annual budget for supervised departments and monitors budgets.

Recommend changes in the fee structure for the publications and services the Department provides. Insures development related websites are current, informative and responsive.

Prepare and manage grant applications for the Town for Federal or State grants.

MINIMUM QUALIFICATIONS

Education, Training and Experience

Master's Degree from an accredited college or university in public administration, urban planning, economic development, engineering, or related field, and seven (7) years of increasingly responsible experience in municipal administration, planning, regional planning, or community or economic development, including a minimum of three (3) years of administrative or supervisory responsibility; or any equivalent combination of education and experience. AICP certification preferred.

Knowledge, Abilities and Skills:

Knowledge: Operations, services and activities of a municipal planning and land use development functions. Principles and practices of planning and development program administration; application of economic development theory to mid-size community issues; short and long-term planning methods; conservation and environmental protections regulations, administration and evaluation; project management; staff supervision, training and performance management; and municipal budget preparation and administration. Pertinent Federal, State and local laws, codes and regulations.

Abilities: Communicate effectively both verbally and in writing; excellent public relations skills to effectively deal with all members of the public in a courteous and tactful manner; ability to establish and maintain good working relationships with coworkers. Lead and direct the operations, services and activities of a municipal development department. Develop and administer department goals, objectives, and procedures. Ability to read plans and constructions details, use of geographic information systems (GIS), build consensus among disparate parties.

Skills: Plan, organize, direct and coordinate the work of staff; select, supervise, train, evaluate, and discipline; delegate authority and responsibility. Research, analyze and evaluate new service delivery methods and techniques. Identify and respond to community, staff, Boards and Board of Selectmen issues, concerns and needs. Skills in diplomacy and negotiation. Analyze problems, identify alternative solutions, project consequences of proposed actions, and recommend courses of action. Prepare and administer budgets; prepare clear and concise administrative and financial reports. Interpret and apply Federal, State, and local policies, laws and regulations.

Special Requirements:

A candidate for this position should have a valid driver's license. CORI certification.

TOOLS AND EQUIPMENT USED

Office equipment (personal computer, telephone, calculator, copier, facsimile, etc.), and passenger vehicle, and G.I.S.

PHYSICAL DEMANDS

Employee works in normal office conditions and is in the field at construction, conservation or business sites. Employee is required to sit, talk, listen and use hand more than 2/3's of the time; stand, walk, stoop, kneel, crouch, crawl, and reach with hands and arms up to 1/3rd of the time. Work requires some agility and physical strength, such as moving in or about sites or over rough terrain or standing or walking. Occasionally may lift heavy objects and carrying them. There may be need to stretch and reach to retrieve materials. . Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception, the ability to adjust focus and distinguish colors. Equipment operated includes office machines and computers, motor vehicle

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

P 1
bgnyrpts

PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0241 INSPECTIONS						
1241510 Inspections - Personal Service						
1241510 511000 REGULAR SA	201,442.39	197,842.00	197,842.00	195,998.00	218,022.00	
1241510 513000 LONGEVITY	2,656.16	1,800.00	1,800.00	550.00	550.00	
1241510 518000 PART-TIME	84,966.33	106,630.00	106,630.00	106,929.00	97,787.00	
1241510 519100 OTHER SALA	1,226.12	1,358.00	1,358.00	438.00	438.00	
TOTAL Inspections - Personal	290,291.00	307,630.00	307,630.00	303,915.00	316,797.00	.00
1241520 Inspections - Purchase of Serv						
1241520 524200 REPAIR/MAI	1,030.10	1,000.00	1,000.00	250.00	250.00	
1241520 532100 CONFERENCE	1,696.56	1,500.00	1,500.00	2,250.00	1,700.00	
1241520 571100 MILEAGE RE	8,829.18	100.00	100.00	500.00	500.00	
1241520 573100 PROFESSION	469.16	450.00	450.00	450.00	450.00	
TOTAL Inspections - Purchase	12,025.00	3,050.00	3,050.00	3,450.00	2,900.00	.00
1241540 Inspections - Materials & Supp						
1241540 542000 OFFICE SUP	192.96	350.00	350.00	350.00	250.00	
1241540 542300 SPECIAL AG	351.88	900.00	900.00	900.00	650.00	
TOTAL Inspections - Material	544.84	1,250.00	1,250.00	1,250.00	900.00	.00
TOTAL INSPECTIONS	302,860.84	311,930.00	311,930.00	308,615.00	320,597.00	.00
TOTAL GENERAL FUND	302,860.84	311,930.00	311,930.00	308,615.00	320,597.00	.00
GRAND TOTAL	302,860.84	311,930.00	311,930.00	308,615.00	320,597.00	.00

** END OF REPORT - Generated by Nancy Holt **

TOWN OF SCITUATE

FY 2018 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 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

- 1.) Manage and operate three new Public Buildings
 - A.) Insure proper funding to support all new systems which will be out of warranty after one year.
 - B.) Point person for all MEP (mechanical, electrical and plumbing) discussion and decisions.
 - C.) Manage expectations of occupants and taxpayers and “trouble shoot” problems.
 - D.) Establish O&M budget expenditures for new buildings.
 - E.) Move the Middle School.
- 2.) Secure any available Green Community grants
 - A.) Evaluate all potential pump/motor and HVAC 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.
- 3.) Manage three current Public buildings to be vacated.
 - A.) Develop new staffing plan to provide custodial services in three new buildings.
 - B.) Work with School, Town officials and committees on plans for old Police Station, Fire Station 2 and Gates
 - C.) Implement any new plans for Station 3, Police Station and Gates.
- 4.) Create service contracts for town-wide service providers and join Custodial Collaborative
 - A.) Join local communities in a collaborative to purchase custodial supplies.
 - B.) Complete service contracts for specific building services. (HVAC, Elevator, Fire Alarms).
 - C.) Develop better purchase procedures to take advantage of purchase programs available.
- 5.) Complete five year Capital plan for each Town and school facility.
 - A.) Update and populate building profile.
 - B.) Review Capital needs with building owners/users.
 - D.) Complete the School department 5 year plan.
 - E.) Include all new buildings

MAJOR BUDGET COMPONENTS:

Personal Services	\$286,189	36%
Utilities	\$266,590	34%
Repair & Maint.	\$21,750	2%
Supplies	\$13,675	1%
Technical Serv.	\$10,000	1%
Fuel	\$205,800	26%

FY 2018 RISKS AND CHALLENGES:

Identify operating costs and spending in three new buildings and manage three new building with an already challenged R&M and Supplies Budget

Secure service contracts and funding for new system's in new buildings (HVAC / Elevators / Fire protection / housekeeping in Police detention areas.)

Manage three potential vacant buildings (Police /Station 3/ Gates School).

Comply with all state and federal security regulations in the new Police Station (DCJIS).

Responding to needs of new buildings will be a large and time consuming task.

Dealing with a lot of moving parts and parcels, with limited or zero storage or "swing space".

DEPARTMENTAL ACCOMPLISHMENTS: Completion of Phase II ESCO initiative.

- A.) High School Energy Management system completion.
- B.) HVAC and control improvements at Harbor community Building and Hatherly.
- C.) Lighting improvements at: SHCB, Sewer plant, Harbormaster, Hatherly, Town Hall & Transfer.
- D.) Improved Doors at Hatherly.
- E.) New HVAC system in Town Hall.
- F.) Purchase and conversion of streetlights.
- Green Communities Grant of 89K for 4 new transformers @ Well 18B. Well 19, Country Way Pump Station and Sand Hills Pump station.
- Secure new Green Community Grant for \$207K with incentives making the total value of 443K.
- Manage SHCB as a temporary Library.
- Attend all planning and construction meetings for three new building projects.
- Implement Employee ID badges.
- Complete Basement office construction with our own staff.
- Participated in all new Middle School Building Committee meetings and working group sessions.
- Assist in Management of temporary use of St Luke's for use by Recreation and COA
- Assist in facilitation of Recreation department move to Jenkins School.
- Exterior upgrades at SHCB.
- Maximize the use of new Town Maintenance Worker to accomplish many tasks across all trades, while utilizing in-house personnel:
 - A.) Recreation Department "fit-out" at Jenkins.
 - B.) Several needed modifications at temporary Library.
 - C.) New Sheds for Recreation department and Fire Department.
 - D.) Build and Install new counter in Selectman's office reception area.
 - E.) Complete "fit-out" of two basement office areas.
 - F.) Exterior painting of SHCB.
 - G.) Continue to make a noticeable and timely impact, on all town building maintenance requests.
 - H.) Several school carpentry projects.
 - I.) Paint interior of Maritime Center.

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

P 1
bgnyrpts

PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0410 FACILITIES MANAGEMENT						
1410510 Facilities - Personal Services						
1410510 511000 REGULAR SA	216,223.61	249,638.00	249,638.00	265,774.00	290,669.00	
1410510 512000 OVERTIME	2,892.95	6,450.00	6,450.00	6,800.00	12,411.00	
1410510 513000 LONGEVITY	1,650.00	1,650.00	1,650.00	2,450.00	2,450.00	
1410510 518000 PART-TIME	7,956.05	.00	.00	8,669.00	.00	
1410510 519100 OTHER SALA	1,594.40	4,302.00	4,302.00	2,496.00	4,847.00	
TOTAL Facilities - Personal	230,317.01	262,040.00	262,040.00	286,189.00	310,377.00	.00
1410520 Facilities - Purchase of Servi						
1410520 521100 ELECTRCTY	10.21	.00	.00	.00	22,441.00	
1410520 521108 ELEC-TH	69,777.75	81,316.00	81,316.00	75,000.00	75,000.00	
1410520 521109 ELEC-SHCB	9,583.33	10,000.00	10,000.00	10,000.00	10,000.00	
1410520 521110 ELEC-PSC	.00	.00	.00	89,593.00	89,593.00	
1410520 521111 ELEC-WPA	.00	.00	.00	720.00	500.00	
1410520 521112 ELEC-HWY	.00	.00	.00	17,000.00	17,000.00	
1410520 521114 ELEC-FS1	.00	.00	.00	.00	6,488.00	
1410520 521115 ELEC-FS2	.00	.00	.00	.00	6,488.00	
1410520 521300 Natl Gas	463.31	.00	.00	.00	15,000.00	
1410520 521308 Gas-TH	19,985.08	42,000.00	42,000.00	22,000.00	22,000.00	
1410520 521309 Gas-SHCB	.00	2,800.00	2,800.00	2,800.00	2,800.00	
1410520 521310 Gas-PSC	.00	.00	.00	47,327.00	47,327.00	
1410520 521311 Gas-WPA	.00	.00	.00	950.00	400.00	
1410520 521312 Gas-HWY	.00	.00	.00	1,200.00	1,200.00	
1410520 521314 Gas-FS1	.00	.00	.00	.00	4,875.00	
1410520 521315 Gas-FS2	.00	.00	.00	.00	4,875.00	
1410520 524100 OFFICE MAC	643.00	85.00	85.00	85.00	85.00	
1410520 524200 REPAIR/MAI	23,770.59	21,750.00	21,750.00	21,750.00	21,750.00	
1410520 524500 VEHICLE SE	807.75	500.00	500.00	500.00	500.00	
1410520 527000 RENTALS &	2,330.80	3,620.00	3,620.00	5,620.00	3,620.00	
1410520 527100 RENTALS EQ	601.67	200.00	200.00	600.00	200.00	
1410520 529100 RUBBISH RE	.00	100.00	100.00	100.00	.00	
1410520 530900 TECHINCAL	1,175.60	10,000.00	10,000.00	10,000.00	5,000.00	
1410520 532100 CONFERENCE	.00	500.00	500.00	500.00	100.00	
1410520 534100 TELEPHONE	1,034.86	1,080.00	1,080.00	1,080.00	1,080.00	
1410520 538200 CUSTODIAL	.00	1,000.00	1,000.00	1,000.00	300.00	
1410520 548100 FUELS & LU	.00	.00	.00	500.00	.00	
1410520 573100 PROFESSION	.00	210.00	210.00	210.00	210.00	
TOTAL Facilities - Purchase	130,183.95	175,161.00	175,161.00	308,535.00	358,832.00	.00
1410540 Facilities - Materials & Suppl						
1410540 540000 MATERIALS	1,680.48	2,000.00	2,000.00	2,000.00	2,000.00	

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

P 2
bgnyrpts

PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND		2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT	
1410540	542000	OFFICE SUP	55.89	175.00	175.00	175.00	100.00	
1410540	542300	SPECIAL AG	114.00	800.00	800.00	800.00	300.00	
1410540	543000	BUILDING S	3,330.35	1,400.00	1,400.00	2,500.00	2,500.00	
1410540	543100	EQUIPMENT	616.98	375.00	375.00	500.00	500.00	
1410540	545100	Clean Sup	253.34	600.00	600.00	600.00	600.00	
1410540	545108	Cl Sup-TH	6,493.73	6,000.00	6,000.00	6,000.00	6,000.00	
1410540	545110	Cl Sup-PSC	.00	.00	.00	.00	10,000.00	
1410540	545111	Cl Sup-WPA	.00	.00	.00	.00	100.00	
1410540	548100	Fuel Fac	1,402.90	207,300.00	207,300.00	205,300.00	175,800.00	
1410540	548400	TOOLS & EX	.00	400.00	400.00	400.00	400.00	
1410540	558100	CLOTHING	1,200.00	600.00	600.00	1,200.00	1,200.00	
TOTAL Facilities - Materials		15,147.67	219,650.00	219,650.00	219,475.00	199,500.00	.00	
1410580	Facilities - Capital Outlay							
1410580	585400	FURNISHING	1,114.32	5,000.00	5,000.00	5,000.00	5,000.00	
1410580	585500	PUBLIC BUI	36,094.29	146,000.00	146,000.00	150,000.00	115,000.00	
TOTAL Facilities - Capital O		37,208.61	151,000.00	151,000.00	155,000.00	120,000.00	.00	
TOTAL FACILITIES MANAGEMENT		412,857.24	807,851.00	807,851.00	969,199.00	988,709.00	.00	
TOTAL GENERAL FUND		412,857.24	807,851.00	807,851.00	969,199.00	988,709.00	.00	
GRAND TOTAL		412,857.24	807,851.00	807,851.00	969,199.00	988,709.00	.00	

** END OF REPORT - Generated by Nancy Holt **

TOWN OF SCITUATE

FY 2018 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 2018 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 and process Phase 3B RFP for the next phase of water main improvements.
Roadways included but not limited to in this next phase Cornet Stetson Road, Country Way North, Baileys Causeway, Buttonwood Lane and Hatherly Road North.
 - b. Provide construction Inspection oversight, project coordination and processing payment requisitions for over five miles of new watermain.
 - c. Closeout final paving of Country Way, Cudworth Road, Elm Street and trench paving on several side roads.
2. Supervise and provide onsite construction oversight for approximately 760 feet of new seawall along Oceanside Drive.
 - a. Oversee construction of the new concrete seawall, revetment and splash pad.
 - b. Provide onsite communication and project updates with abutting residents.
 - c. Troubleshoot problems and provide solutions to deliver the completed project on time and on budget.
3. Assist in permitting and oversee the Green Infrastructure grant received from the Executive Office of Energy and Environmental Affairs for the engineering & design for the nourishment of North Scituate Beach.
4. Improvements to the existing stormwater system throughout Town for improved water quality and compliance with the Municipal Separate Storm Sewer System (MS4) discharge permits issued by the Department of Environmental Protection. Changes to the regulations include providing public outreach for water conservation, detecting and eliminating illicit discharges, continue to improve on housekeeping maintenance and repair and generate a town wide mapping of the stormwater system.
5. Develop a preferred approach to continued infiltration and inflow reduction efforts to the municipal sewer system.
 - a. Review the rehabilitation program and documented field investigation studies obtained from prior flow metering efforts. Removal of groundwater from the piping system will increase availability for new users.
 - b. Continue repairs in the high priority areas as outlined in the Sewer System Evaluation Survey.

MAJOR BUDGET COMPONENTS

Seawall & Road Spending \$400,000.00

Personnel \$249,815

Technical Services \$28,000.00

FY 2018 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, quality 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 four water main construction contracts. The final paving and closeout of Summer Street, Branch Street, Damon Road, Scituate Avenue, Curtis Street, Summer Street, Hatherly Road, Glades Road, Collier Road, Captain Peirce Road, Orchard Road, Dreamwold Road, Lawson Road and Turner Road (5.2 miles).

Established a Complete Streets Policy in the Town of Scituate and received a grant (\$50,000) from the Massachusetts Department of Transportation under Governor Bakers Community Compact Program.

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

Provided Engineering and Construction oversight for the following CPC Projects:

1. New Scituate skate park
2. Tilden Trail North
3. Country Way Trail
4. North Scituate Train Canopy

Provided full-time onsite construction inspections and process payment requisitions for the seawall repair at 138 Edward Foster Road.

Assisted in the preparation of grant submissions to the Executive Office of Energy and Environmental Affairs for seawall replacement along portions of Oceanside Drive. The Town of Scituate was awarded \$3.5 million dollars to repair/replace a 575 foot section of seawall along Oceanside Drive. Repairs expected to begin in 2017.

Assisted in the preparation of grant submissions to MEMA and FEMA for the design of stormwater improvements in the Oceanside Drive Avenues Basin Area.

Continued transformation of record documents and plans into electronic files.

Procurement and management of over 120 Contracts.

Reviewed and commented on Stormwater permit applications for compliance with local and state regulations to support the Conservation Commission and Planning Department.

Issued and inspected over 170 Street opening permits.

Reviewed and commented on Septic Design and Repair plans for compliance with local and state regulations to support the Health Department.

Attended multiple site walks and meetings with FEMA representatives. Prepared detailed plans and cost estimates of damaged foreshore structures incurred during Nemo, Sandy and Juno.

Assisted the Sewer Department with preparing bid documents and procurement of upgrades and repairs to several key components of its infrastructure. (Aeration Tank and clarifier, Sand Hills Pump Station Improvements, Egypt Beach Pump Station Design)

Assisted the Water Department with preparing bid documents and procurement of upgrades to the Maple Street Standpipe, and repairs to several key components of the infrastructure.

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

P 26
bgnyrpts

PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0411 ENGINEERING						
1411510 Engineering - Personal Service						
1411510 511000 REGULAR SA	211,787.16	248,246.00	248,246.00	259,997.00	259,997.00	
1411510 513000 LONGEVITY	2,062.50	2,063.00	2,063.00	2,063.00	2,063.00	
1411510 519100 OTHER SALA	1,355.78	2,481.00	2,481.00	2,598.00	2,598.00	
TOTAL Engineering - Personal	215,205.44	252,790.00	252,790.00	264,658.00	264,658.00	.00
1411520 Engineering - Purchase of Serv						
1411520 524100 OFFICE MAC	416.50	300.00	300.00	300.00	300.00	
1411520 524200 REPAIR/MAI	516.89	100.00	100.00	100.00	100.00	
1411520 524500 VEHICLE SE	763.81	450.00	450.00	1,000.00	750.00	
1411520 527100 RENTALS EQ	3,145.83	2,000.00	2,000.00	2,000.00	2,000.00	
1411520 530900 TECHNICAL	21,190.72	28,000.00	28,000.00	33,060.00	25,000.00	
1411520 532100 CONFERENCE	1,441.75	750.00	750.00	750.00	750.00	
1411520 534300 BINDING &	504.30	400.00	400.00	400.00	400.00	
1411520 534600 LEGAL ADVE	1,547.52	.00	.00	368.16	900.00	
1411520 573100 PROFESSION	514.95	500.00	500.00	500.00	500.00	
TOTAL Engineering - Purchase	30,042.27	32,500.00	32,500.00	38,478.16	30,700.00	.00
1411540 Engineering - Materials & Supp						
1411540 542000 OFFICE SUP	818.26	925.00	925.00	925.00	750.00	
1411540 542500 PRINTING &	125.80	300.00	300.00	300.00	200.00	
1411540 543100 EQUIPMENT	.00	50.00	50.00	50.00	50.00	
1411540 548000 VEHICLE SU	210.64	150.00	150.00	150.00	200.00	
1411540 548400 TOOLS & EX	133.21	200.00	200.00	200.00	150.00	
1411540 558100 CLOTHING	238.49	500.00	500.00	750.00	750.00	
TOTAL Engineering - Material	1,526.40	2,125.00	2,125.00	2,375.00	2,100.00	.00
1411580 Engineering - Capital Outlay						
1411580 585600 Roads & Se	229,040.65	400,000.00	400,000.00	400,000.00	350,000.00	
TOTAL Engineering - Capital	229,040.65	400,000.00	400,000.00	400,000.00	350,000.00	.00
TOTAL ENGINEERING	475,814.76	687,415.00	687,415.00	705,511.16	647,458.00	.00

TOWN OF SCITUATE

FY 2018 BUDGET

DEPARTMENT: Department of Public Works

MISSION STATEMENT:

The Department of Public Works provides professional quality services for the improvement of Town infrastructure for the residents of Scituate. This is done while complying with all state and federal rules and regulations. This includes supplying drinking water, managing the sanitary sewer system, maintenance of roadways, disposal of solid waste and recycling, and managing the Town's foreshore protection.

FY 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. **Roadways:** Improve the quality of the public streets in Scituate while implementing bottom down 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.
3. **Water:** Improve the water distribution system and eliminate brown water by removing 5.2 Miles of pre 1935 ductile iron water pipes and removing any service connected to the older system.
4. **Transfer Station:** Work with the South Shore Recycling Consortium to look for ways to increase the Town's recycling rate and manage disposal costs.
5. **Improve Roadway Safety:** Provide thru engineering and traffic data improvements to the Beaver Dam and Tilden Road intersection. Once this intersection is completed other intersections will be reviewed to better comply with traffic standards.
6. **Foreshore Protection:** Manage and implement the 7.5 Million Dollar grants on Oceanside Drive. Continue to do routine maintenance at all sections of public foreshore protection. Continue to work with CZM (Coastal Zone Management) in permitting beach nourishment for North Scituate Beach along Glades Road.

MAJOR BUDGET COMPONENTS

DPW	Budget	Families Served	Cost per family per year
Highway and Grounds	\$1,840,000	8,000	\$230
Engineering	\$ 700,500	8,000	\$88
Water Department	\$2,658,000	8,000	\$332
Sewer Department	\$3,778,000	3,000	\$1,259
Transfer Station	\$1,255,000	5,000	\$251
Foreshore Protection	\$ 200,000	8,000	\$25
Snow and Ice	\$ 495,401	8,000	\$62
Administration	\$ 126,000	8,000	\$16

FY 2017 RISKS AND CHALLENGES

1. **Highway:** Due to the amount of work going in Scituate there was an issue with the availability of police details. Officers were not always available to meet the Town's needs which caused scheduling issues that the Highway Department had to work around.
2. **Engineering:** Oversee two multi-million dollar seawall grants construction projects, cast iron water main replacement projects and CPC projects including Tilden Trail and County Way Trail.
3. **Water:** To continue operations while in a severe drought. The water department worked tirelessly to keep the Town supplied with water. This included setting up an emergency connection with Cohasset. The water projects had to be delayed because they did not want to waste the water flushing and testing the new lines.
4. **Sewer:** Challenging regulatory permit requirements will increase the amount of WWTP effluent testing and add additional treatment requirements to meet the NEPDES permit. The DEP is placing limits on copper discharge in effluent which will require modifications to the treatment process at the treatment plant.
5. **Transfer:** As contracts and costs for disposal increase the challenge is managing the station to save money to avoid a future sticker increase.
6. **Foreshore Protection:** Working with residents to understand and agree to Town's easements policy while making significant improvements to the foreshore infrastructure. Management of existing construction projects. Submitted and worked with FEMA for damages on Juno and Sandy Storms.

DEPARTMENTAL ACCOMPLISHMENT

1. **Highway:**
 - A. Rebuilt Sections of Country Way, Hatherly Road, Branch Street, Glades Road and First Parish Road from Country Way to Maple Street.
 - B. Installed new sidewalks on upper Glades Road and a section on Hatherly Road.
 - C. Made improvements to Fronts Street sidewalks and handicap ramps.
 - D. Installed 500 feet of new Drainage and rebuilt 55 catch basins.
 - E. Crews cleared the roadways from 5 large snow events and treated the roadways with salt 21 times.
2. **Public Grounds:**
 - A. Maintained all Town fields with grass cutting and line striping during very challenging water restrictions and a hot summer.
 - B. Removed more than 35 dead and dying trees from the public right of way.
3. **Water: Department:**
 - A. Worked with limited water supply due to the drought and was able to keep the Town supplied with water through restrictions and reaching out the residents of the Town with the Drought Task Force.
 - B. Worked with outside firms to integrate water system into GIS system.
 - 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. Bid and started the construction for making upgrades to the Sand Hills Pump Station and replacement of the Chain Pond Pumps Station.

B. Started making control upgrades to SCADA (automated communication control) system in the waste water treatment plant.

C. Repaired and rebuilt Clarifier #2 and AT-3.

5. Engineering:

A. Project managed the construction of new seawall from 4th to 6th ave.

B. Oversaw construction of CPC Trails on Country Way and Tilden Road.

C. Project managed the installation of 5.2 miles of water lines.

D. Submitted and received a grant for \$3,000,000 to make repairs to Oceanside Drive foreshore protection worked with residents to get easements to meet eligibility requirements.

E. Worked to permit the nourishment of Minot Beach adjacent to Glades Road.



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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0421 DPW ADMINISTRATION						
1421510 DPW Admin - Personal Services						
1421510 511000 REGULAR SA	136,273.35	136,268.00	136,268.00	141,633.00	141,633.00	
1421510 513000 LONGEVITY	1,262.50	1,263.00	1,263.00	1,263.00	1,263.00	
1421510 519100 OTHER SALA	2,218.79	230.00	230.00	235.00	235.00	
TOTAL DPW Admin - Personal S	139,754.64	137,761.00	137,761.00	143,131.00	143,131.00	.00
1421520 DPW Admin - Purchase of Servic						
1421520 524200 REPAIR/MAI	1,010.46	300.00	300.00	300.00	300.00	
1421520 527100 RENTALS EQ	.00	40.00	40.00	40.00	40.00	
1421520 532100 CONFERENCE	39.95	100.00	100.00	100.00	50.00	
1421520 534300 BINDING &	48.00	175.00	175.00	175.00	100.00	
TOTAL DPW Admin - Purchase o	1,098.41	615.00	615.00	615.00	490.00	.00
1421540 DPW Admin - Materials & Suppli						
1421540 542000 OFFICE SUP	150.49	300.00	300.00	300.00	225.00	
1421540 542500 PRINTING &	.00	50.00	50.00	50.00	50.00	
TOTAL DPW Admin - Materials	150.49	350.00	350.00	350.00	275.00	.00
TOTAL DPW ADMINISTRATION	141,003.54	138,726.00	138,726.00	144,096.00	143,896.00	.00

TOWN OF SCITUATE

FY 2018 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 2018 HIGHWAY 422-GOALS:

1. Kent Street (Edward Foster Road to Greenfield Lane)
 - a. Replace 190 feet of drainage.
 - b. Rebuild road which is 1285 feet in length, and 35 feet in width.
 - c. Replace 1000 feet of sidewalks.
2. 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.
3. Repair to culvert at Gilson Road. (Engineering ongoing)
4. Continue to work on best practices in regards to the "Community Compact Completed Streets Program", which is to improve all new road projects to make sure pedestrian or bike paths are utilized as much as possible.

MAJOR BUDGET COMPONENTS:

Personnel cost	\$601,647	54%
Road repairs supplies	\$356,454	33%
Vehicle costs	\$73,473	6%
Equipment purchases	\$43,600	6%
Police details	\$14,000	1%

FY 2018 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 ocean wash over 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 areas.

2017 DEPARTMENTAL ACCOMPLISHMENTS:

- Cleaned culverts in; North Scituate, Sand Hills, Scituate Center, Greenbush area, Harbor area, Minot area, Shore Acres and West End.
- Cleaned out 2,500 catch basins.
- Completed street sweeping of all roadways and weekly sweeping of the business districts.
- Opened and closed all beach entrances (cleaned out sand, installed and removed Seagate's, installed and removed hand railings).
- Managed the line painting of main and secondary roadways, intersections, business districts, parking lots.
- Picked up trash from all Ship Shape Day locations, and all the beach associations.
- Cleaned up ten times after major storms around coastal areas.
- Used over 150+ tons of asphalt to patch 50+ areas (water breaks) for the water department.
- Used over 150+ tons of asphalt for pot hole repairs.
- Scheduled delivery and pick up of all portable potties at all beach locations.
- Cleaned all best management practices catch basins near reservoir (Pin Oak Drive, Hughey Road, Satuit Trail, Oakhurst Road, Eisenhower Lane, Colonial Way).
- Emptied trash barrels when needed in business area (62), beach areas (65), and recycle bins (20).
- Completed paving on Glades Road, Cudworth Road, Elm Street, Country Way and a section of FirstParish Road (From the common to Beach Tree Farm Road).
- Completed sidewalks on Glades Road.

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0422 HIGHWAY						
1422510 Highway - Personal Services						
1422510 511000 REGULAR SA	483,199.07	538,464.00	538,464.00	533,215.00	558,354.00	
1422510 512000 OVERTIME	23,819.99	23,289.00	23,289.00	24,535.00	25,431.00	
1422510 513000 LONGEVITY	7,050.00	7,450.00	7,450.00	7,550.00	7,550.00	
1422510 519000 SEASONAL S	11,232.00	13,160.00	13,160.00	13,160.00	12,040.00	
1422510 519100 OTHER SALA	18,447.60	8,880.00	8,880.00	11,414.00	9,858.00	
TOTAL Highway - Personal Ser	543,748.66	591,243.00	591,243.00	589,874.00	613,233.00	.00
1422520 Highway - Purchase of Services						
1422520 524100 OFFICE MAC	245.04	500.00	500.00	700.00	600.00	
1422520 524200 REPAIR/MAI	143,701.36	138,000.00	138,000.00	144,718.00	144,000.00	
1422520 524500 VEHICLE SE	7,249.24	9,000.00	9,000.00	9,000.00	9,000.00	
1422520 527100 RENTAL EQU	117,677.86	116,000.00	116,000.00	117,318.35	117,318.00	
1422520 532100 CONFERENCE	270.00	400.00	400.00	400.00	325.00	
1422520 534300 BINDING &	187.00	175.00	175.00	175.00	175.00	
1422520 534400 POSTAGE	39.89	.00	.00	200.00	.00	
1422520 538900 INTERDEPAR	9,889.98	14,000.00	14,000.00	14,000.00	14,000.00	
1422520 573100 PROFESSION	765.00	1,000.00	1,000.00	1,000.00	500.00	
TOTAL Highway - Purchase of	280,025.37	279,075.00	279,075.00	287,511.35	285,918.00	.00
1422540 Highway - Materials & Supplies						
1422540 542000 OFFICE SUP	356.33	500.00	500.00	500.00	400.00	
1422540 542300 SPECIAL AG	3,217.95	6,000.00	6,000.00	5,760.00	3,650.00	
1422540 543000 BUILDING S	2,936.93	3,750.00	3,750.00	4,200.00	4,200.00	
1422540 543100 EQUIPMENT	36,769.04	31,000.00	31,000.00	31,000.00	310,000.00	
1422540 543300 ROADWAY MA	68,023.95	71,000.00	71,000.00	75,442.40	71,000.00	
1422540 543400 TRAFFIC CO	22,827.90	16,000.00	16,000.00	25,254.20	24,900.00	
1422540 545100 CLEANING S	620.03	600.00	600.00	600.00	500.00	
1422540 548000 VEHICLE SU	.00	1,600.00	1,600.00	1,600.00	650.00	
1422540 548400 TOOLS & EX	.00	1,750.00	1,750.00	1,750.00	750.00	
1422540 558100 CLOTHING	5,422.46	5,750.00	5,750.00	5,750.00	5,700.00	
TOTAL Highway - Materials &	140,174.59	137,950.00	137,950.00	151,856.60	421,750.00	.00
1422580 Highway - Capital Outlay						
1422580 585100 EQUIPMENT	3,718.95	7,000.00	7,000.00	7,000.00	4,200.00	
1422580 585300 OFFICE EQU	55.02	100.00	100.00	200.00	75.00	

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
TOTAL Highway - Capital Outl	3,773.97	7,100.00	7,100.00	7,200.00	4,275.00	.00
TOTAL HIGHWAY	967,722.59	1,015,368.00	1,015,368.00	1,036,441.95	1,325,176.00	.00

TOWN OF SCITUATE

FY 2018 BUDGET

DEPARTMENT: PUBLIC GROUNDS

MISSION STATEMENT:

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

FY 2018 PUBLIC GROUNDS 429 - GOALS

1. Straighten all crooked or leaning headstones at Cudworth cemetery along with power washing and hard cleaning of the old weathered moss covered stones; this will take most of the summer months as it will be a project that the grounds crew can do in between their regular maintenance work.
2. Improve practice football field at High School by re-grading loam and sod on all trouble areas.
3. Trim trees on Trysting Road, Cavanaugh Road, Conihasset Road, Greenfield Lane, Ridgehill Road, Cedardcrest, Cedar Hill Lane and Torrey's Lane.
4. Due to the summer months population increase and an increase in tourism to our town, it is our goal to maintain beach and business districts trash removal without increasing the Public Grounds overtime costs.
5. To 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 and reducing any overtime costs.
6. Survey all playing fields; increase our spring maintenance to improve high wear area's and 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 or increasing overtime.

MAJOR BUDGE COMPONENTS:

Personnel cost	\$564,567	74%
Grounds	\$100,925	14%
Vehicle costs	\$40,750	5%
Equipment purchases	\$45,000	6%
Police details	\$8500	1%

FY 2018 RISKS AND CHALLENGES:

1. Storage Space

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 Cemetary, Cudworth Cemetery, Egypt Park. Purple Dinosaur 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.

2017 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
- 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 Indian Trail, Old Forge Road, Satuit Trail and Vernon Road.
- 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: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0429 PUBLIC GROUNDS						
1429510 Public Grounds - Personal Serv						
1429510 511000 REGULAR SA	372,919.91	396,784.00	396,784.00	446,596.00	471,036.00	
1429510 512000 OVERTIME	22,749.75	26,194.00	26,194.00	27,600.00	27,600.00	
1429510 513000 LONGEVITY	4,750.00	4,750.00	4,750.00	5,550.00	4,750.00	
1429510 514000 ED INC	.00	700.00	700.00	700.00	700.00	
1429510 518000 PART-TIME	.00	10,414.00	10,414.00	10,374.00	10,374.00	
1429510 519000 SEASONAL S	52,010.67	63,450.00	63,450.00	63,450.00	58,050.00	
1429510 519100 OTHER SALA	16,456.08	6,096.00	6,096.00	6,682.00	7,450.00	
TOTAL Public Grounds - Perso	468,886.41	508,388.00	508,388.00	560,952.00	579,960.00	.00
1429520 Public Grounds - Purchase of S						
1429520 524100 OFFICE MAC	547.10	50.00	50.00	150.00	150.00	
1429520 524200 REPAIR/MAI	35,529.64	33,000.00	33,000.00	23,500.00	23,500.00	
1429520 524500 VEHICLE SE	994.31	3,750.00	3,750.00	.00	4,200.00	
1429520 527100 RENTAL EQU	79,147.12	95,000.00	95,000.00	101,283.00	98,000.00	
1429520 530900 TECHNICAL	.00	75.00	75.00	75.00	50.00	
1429520 532100 CONFERENCE	2,070.00	300.00	300.00	300.00	300.00	
1429520 534400 POSTAGE	53.57	.00	.00	50.00	50.00	
1429520 538900 INTERDEPAR	8,090.76	8,500.00	8,500.00	8,500.00	8,500.00	
1429520 573100 PROFESSION	765.00	375.00	375.00	500.00	500.00	
TOTAL Public Grounds - Purch	127,197.50	141,050.00	141,050.00	134,358.00	135,250.00	.00
1429540 Public Grounds - Materials & S						
1429540 542000 OFFICE SUP	180.59	300.00	300.00	300.00	250.00	
1429540 542300 SPECIAL AG	10,645.00	15,000.00	15,000.00	15,000.00	15,000.00	
1429540 543000 BUILDING S	1,122.36	3,200.00	3,200.00	3,200.00	3,200.00	
1429540 543100 EQUIPMENT	34,097.01	20,000.00	20,000.00	20,000.00	20,000.00	
1429540 545100 CLEANING S	1,102.82	1,100.00	1,100.00	1,100.00	750.00	
1429540 546200 LANDSCAPIN	10,636.86	12,000.00	12,000.00	12,000.00	12,000.00	
1429540 548000 VEHICLE SU	.00	750.00	750.00	750.00	750.00	
1429540 548400 TOOLS & EX	239.99	575.00	575.00	700.00	700.00	
1429540 558100 CLOTHING	4,556.09	5,750.00	5,750.00	5,750.00	4,900.00	
TOTAL Public Grounds - Mater	62,580.72	58,675.00	58,675.00	58,800.00	57,550.00	.00
1429580 Public Grounds - Capital Outla						
1429580 585100 EQUIPMENT	7,121.99	14,000.00	14,000.00	15,550.00	15,550.00	



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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
TOTAL Public Grounds - Capit	7,121.99	14,000.00	14,000.00	15,550.00	15,550.00	.00
TOTAL PUBLIC GROUNDS	665,786.62	722,113.00	722,113.00	769,660.00	788,310.00	.00

TOWN OF SCITUATE

FY 2018 BUDGET

DEPARTMENT: SNOW & ICE

MISSION STATEMENT:

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

FY 2018 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. With the help of the Engineering Division, written quotes are being sought after, and should be obtained by September of 2017.

MAJOR BUDGET COMPONENTS:

Personnel cost	\$88,851	19%
Roadway maintenance	\$186,252	36%
Equipment.	\$264.502	44%

FY 2018 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:

1. Accomplishments in 2017:

During the winter we had ten full salting events and five plowing events and eleven 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)

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

Handles ten sand and stone over wash areas in Humarock, three 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: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0423 SNOW & ICE						
1423510 Snow & Ice - Personal Services						
1423510 512000 OVERTIME	54,070.47	88,851.00	88,851.00	93,555.00	93,555.00	
TOTAL Snow & Ice - Personal	54,070.47	88,851.00	88,851.00	93,555.00	93,555.00	.00
1423520 Snow & Ice - Purchase of Servi						
1423520 527100 EQUIPMENT	223,230.00	192,160.00	192,160.00	192,161.00	188,456.00	
TOTAL Snow & Ice - Purchase	223,230.00	192,160.00	192,160.00	192,161.00	188,456.00	.00
1423540 Snow & Ice - Materials & Suppl						
1423540 543100 EQUIPMENT	35,978.40	28,000.00	28,000.00	28,000.00	28,000.00	
1423540 543300 ROADWAY MA	253,928.39	186,252.00	186,252.00	186,252.00	186,252.00	
1423540 548000 VEHICLE SU	.00	100.00	100.00	100.00	100.00	
1423540 548400 TOOLS & EX	39.45	1,750.00	1,750.00	1,750.00	750.00	
TOTAL Snow & Ice - Materials	289,946.24	216,102.00	216,102.00	216,102.00	215,102.00	.00
1423580 Snow & Ice - Capital Outlay						
1423580 585100 EQUIPMENT	.00	.00	.00	43,000.00	.00	
TOTAL Snow & Ice - Capital O	.00	.00	.00	43,000.00	.00	.00
TOTAL SNOW & ICE	567,246.71	497,113.00	497,113.00	544,818.00	497,113.00	.00

TOWN OF SCITUATE

FY 2018 BUDGET

DEPARTMENT: STREETLIGHTS AND BEACONS

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 the past year we have been converting all of the streetlights to more efficient LED's. This project is just about complete.

The FY 17 budget allocated \$200,000 for Streetlights which was on occasion supplemented by funds from the solar array revenues. The FY 18 budget is projected to be \$60,000. A substantial savings over prior years and more local control.

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: 18001 FY18 Town Budget

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ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0424 STREET LIGHTS & BEACONS						
1424520 Street Lights - Purchase of Se						
1424520 521100 ELECTRICIT	200,000.00	200,000.00	200,000.00	200,000.00	60,000.00	
TOTAL Street Lights - Purcha	200,000.00	200,000.00	200,000.00	200,000.00	60,000.00	.00
TOTAL STREET LIGHTS & BEACON	200,000.00	200,000.00	200,000.00	200,000.00	60,000.00	.00

TOWN OF SCITUATE

FY 2018 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 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL #1 - To develop a Coastal High Hazard Septic System Bylaw

- A. Review similar bylaws enacted in other communities with similar coastal challenges and impacts or water quality challenges (July and August)
- B. Solicit input from stakeholders (including but not limited to Town Administrator and Board of Selectmen, Conservation Commission, Coastal Resource Officer, Engineering Division of the Department of Public Works, MassDEP and other external agencies) (September)
- C. Incorporate information obtained, develop written draft bylaw, and disseminate to stakeholders for review
- D. Incorporate comments from stakeholders and provide the draft document to applicable boards and committees for review and support and initiate public education (October)
- E. Provide a bylaw for a vote at Town Meeting (November)

GOAL #2 – To develop and implement a local nuisance regulation in accordance with Massachusetts General Laws, Chapter 111, Sections 31 and 122 through 125.

- A. Review existing local regulations from similar and neighboring cities and towns relative to nuisance condition, which are conditions may endanger or injure the public's health, safety or welfare (July)
- B. Incorporate information obtained, develop written draft regulation, and disseminate to stakeholders for review (September through November)
- C. Incorporate information and adopt in accordance with applicable Massachusetts General Laws (December to January)

MAJOR BUDGET COMPONENTS

The major budget component is personal services, which is comprised of regular salaries, overtime salaries and part-time salaries for the health director, public health nurse, manager of social services, and administrative assistant. These salaries account for approximately 92% of the proposed department budget. Technical services account for 5% of the remaining proposed budget.

FY 2018 RISKS AND CHALLENGES

There is an increasing number of known residents that struggle with clutter and related disorders in Scituate, many of whom have a long history of this and related concerns. The large number of hoarding cases requiring a response from one or more Town departments continues to increase partially due to the increased publicity associated with the illness, willingness of neighbors and family members to report their concerns to local officials, and the coordinated response and educational programming provided by the Scituate Hoarding Response Team. Some residents are resistant to change or intervention, others seek assistance to achieve a positive change, and many do not have a private support system to facilitate changes necessary for their health and safety and that of their

neighborhoods. Each of these cases require a variety of resources, collaboration with Town and external personnel with specific areas of expertise, and a significant time commitment to facilitate improvements.

The number of septic systems permitted through this department is anticipated to have increased slightly from calendar year 2015 to 2016. That number may further increase if all of the anticipated development remains on schedule in the years ahead.

The increased level of current and upcoming development as well as the successful real estate market in the Town is expected to increase the number of planning and review meetings to attend, septic plans to review, and systems to inspect, and, in at least one case, will require significant review of work conducted on behalf of the developer to ensure that the property is in compliance with the Massachusetts Contingency Plan, the regulations set forth by MassDEP providing standards and procedures for cleaning up contaminated sites.

The Board of Health is engaged in approximately ten housing cases at any one time, often 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 members of the Building Department based on their related areas of expertise. In some instances, these cases require legal filings and time in court to resolve concerns identified during inspection and return a property to compliance with the Sanitary Code.

It is anticipated that there may be an increased interest in installing private wells in the Town, which may, therefore, lead 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.

Effective communication associated with the beach water quality testing and associated notification when swimming is not permitted based on elevated bacteria levels is critical during the summer season. Currently, there is mandated signage when swimming is not permitted; however, it is not necessarily effective as a single means of communication given the numerous signs already present at the beaches and the varied ways in which people look for these important messages. Therefore, it is necessary to make the notification procedures consistent for all beaches and even redundant, so that the messages can reach beachgoers in a timely and effective manner.

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 and communicating those responsibilities to the owner or manager of the food service business. Scituate also hosts a large number of festivals, fundraisers, and other short duration events that include food permitting. The permitting process 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.

In 2003, the Massachusetts Department of Public Health (MDPH) divided the state into seven emergency preparedness regions. Each region currently receives grant funding provided by an agreement with the Centers for Disease Control and Prevention (CDC). In FY 2016, the Town of Scituate was part of Region 4B, which consisted of 26 communities. At the onset of FY 2017, Region 4B merged with Region 4A to now be Region 4AB, which is comprised of 59 communities. Although this increased number of communities participating as a single region leads to more opportunities to network and share both information and resources, it is also more difficult to

coordinate this large number of communities, participate in regional projects as required by the grant, and receive timely responses from MDPH on specific questions or concerns. Additionally, FY 2017 is the final year of the grant during which Scituate has received approximately \$6,500.00 each year for emergency preparedness. There has been no confirmation that public health and local communities will continue to receive funding after the current fiscal year. Further, at the onset of FY 2017, members of the local public health discipline have begun to participate in a Health and Medical Coordinating Coalition (HMCC) and the path forward is currently unclear. As a result of these changes, new structure, and end of a grant cycle, there may be decreased or no funding provided to individual communities. Further, the deliverables and time required has increased and may be coupled with decreased funding in the next fiscal year. The uncertainties in coordination, future structure, and funding limit local boards of health to plan effectively for future emergency preparedness funding.

The Board of Health is responsible for operating, staffing, and providing supplies for the emergency shelter. It is difficult to efficiently provide these services as there is little notice to such conditions. Therefore, inter-departmental collaboration is imperative and coordination with regional support services, such as SANDS, CERT, the Medical Reserve Corps, and Region 4AB is critical before, during, and after a storm event to provide this resource. The needed supplies have been provided through the emergency grant funding; however, future funding is uncertain. Additionally, one of the most critical resources needed for successful shelter operations is a sufficient number of able volunteers to staff the shelter. The collaboration with SANDS and CERT has been critical in staffing the shelter; however, the number of volunteers needed for a long duration event is great and the list of volunteers is currently insufficient for a lengthy event.

Governor Baker issued Executive Order No. 562 directing State agencies to review their regulations and to rescind, revise or simplify such regulations after completion of such review. Following promulgation of the revised regulations at the State level, they will need to be adopted and implemented by local boards of health. This will require that departmental staff learn and implement all of the new regulations and be familiar with the differences between the previous version and newly promulgated regulations.

DEPARTMENTAL ACCOMPLISHMENTS

The Board of Health provides inspectional services for food safety; septic systems; public, semi-public and commercial pools; housing; and recreational camps and seasonally monitors water quality at public beaches. The department also issues permits for food service and retail food establishments, including residential kitchens and mobile vendors; temporary events serving food; tobacco retailers; disposal works installers and inspectors; septic system installations; rubbish removal; pump and haul contractors; private wells; and burials. The public health nurse offers several free flu prevention clinics, conducts weekly blood pressure clinics and reportable disease follow-up, and participates in the annual Health Fair. The department also provides the public with reliable information on emerging or widespread public health threats or concerns, such as tick-borne illnesses or Zika Virus. The department also responds to environmental health concerns and is engaged in emergency preparedness.

The Board of Health is responsible for finalizing and adopting private well regulations and reviewing well installation applications submitted for approval. Previously, there was no single comprehensive private well list that included known private irrigation and potable water wells. In close collaboration with the Water Division and after review of MassDEP records, this department generating a comprehensive list of known private wells in Scituate. This list will continue to be maintained, updated, and shared by these two departments, as necessary.

In 2016, the department, with the assistance of a senior volunteer, began to formally record and track the septage pump and haul records from each licensed contractor. This improved tracking will enable the department to identify septic systems that need to be pumped greater than four times per year. Systems meeting this criterion fail to protect public health and safety and the environment and are required to be upgraded.

The Town is home to approximately 100 food establishments, including food service establishments, retail food establishments, residential kitchens, caterers, bed and breakfasts, and mobile carts. To assist with permitting compliance, the department has: 1) implemented a tracking system so department personnel can review training expiration dates and alert establishments of upcoming training requirements; and 2) has offered choke saver training annually with the assistance of the Scituate Fire Department. Scituate also hosts a large number of festivals, fundraisers, and other short duration events that include food permitting. To assist with this, the department revised the temporary food permit application and created a checklist, so that each applicant clearly understands the requirements for an event. Further, every food establishment with more than 25 seats must have a staff member trained in choke saver procedures present at all times the establishment is open. For the second consecutive year, the department in collaboration with the Scituate Fire Department hosted a choke saver class for Scituate food establishments, so that they may easily maintain their State required certifications with local training opportunities.

With close collaboration, the Scituate Police Department, ScituateFACTS, and Board of Health conducted tobacco permit compliance checks at the tobacco retailers in Scituate. This was an important endeavor, as it is critical to ensure that retailers are meeting the identification request requirements, so that tobacco is not sold to patrons under 21 years of age.

This department has been assisting multiple departments review reports submitted for sites that are required to comply with the Massachusetts Contingency Plan, the MassDEP regulations providing standards and procedures for cleaning up contaminated sites.

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 is receiving technical and financial assistance from MassDEP for each school to support: 1) development of a sampling plan for each school; 2) collection of samples for copper and lead from each water bubbler and sink that could be used as a source of drinking water; 3) identification and implementation of a sampling program moving forward; 4) completion of a plumbing profile; and 5) promotion of educational materials for community outreach.

The department has begun to work with the State Attorney General's Office Abandoned Housing Initiative. This department, in collaboration with the Treasurer and Building Department, has identified candidate dwellings and initiated actions to bring the priority homes into compliance with the State Sanitary Code with the assistance of the Attorney General's Office.

Annual and temporary permit application forms have been reviewed and updated. Additionally, in several cases, a checklist has been created and guidance documents provided so that an applicant may more easily understand the needs, with the goal of streamlining the permitting process and reducing the timeframe for review for both for the applicant and staff. For example, the department developed an entirely new and comprehensive permitting package for recreational camps in advance of this past summer's camp season.

One of the most effective means of communication is through the Board of Health webpage. The webpage has been re-organized so that information is available by topic, making it more time efficient for information to be posted and accessed. Current local regulations, fees, updated application forms and additional resources have been posted. Annual permit application packages have been uploaded to the website in the applicable category so that an applicant can access them at any time of day.

Continued collaboration with the Recreation Department has improved communication with residents when there are one or more beach closings resulting from elevated bacteria. In addition to posting the information on the Board of Health's webpage, the Town's main webpage, and Facebook page, the two departments have successfully implemented use of "stop signs" at all beaches to attract attention to the important message when the bacteria levels are elevated. Further, the departments have collaborated to begin implementation of the flag system at all beaches that is effective in Humarock, with beach revolving funds used to purchase flags from a local vendor. Additionally, the Board of Health is in the process of developing a frequently asked questions pamphlet for the upcoming beach season to further improve communication about the beach water quality sampling program.

The public health nurse has provided approximately 400 flu shots free of charge during weekly office hours and at four flu vaccine clinics held at multiple locations in Town during varied day, evening and weekend hours. She continues to provide health services to members of the community, including administering blood pressure clinics and conducting home visits as needed. She also partnered with Dana Farber to host their mobile Mammography Van in the Spring and again in the Fall of 2016 to provide screening mammograms to 26 women.

The Manager of Social Services provided advocacy, support, and ongoing case management to 114 residents throughout the fiscal year. Of these cases, 14 involved active intervention and collaboration with State and private-funded legal resources to prevent homelessness/eviction or to obtain safe and affordable housing. Twenty-seven "elder at risk" cases were referred to Adult Protective Services and, subsequently, resulted in service implementation and ongoing case management. Forty-eight cases involved advocacy, case management, and direct intervention for mental health needs, substance misuse referrals, and related supportive services.

The Manager of Social Services partnered with the Council on Aging, Scituate Fire Department, and Red Cross to initiate a home fire inspection program, allowing the partners to conduct joint home visits to more than 12 homes.

The department has been effectively collaborating with the Manager of Social Services, Council on Aging, Police and Fire Departments, Animal Control, Scituate Housing Authority, Building Department, and external resources to facilitate the Scituate Hoarding Response Team. Collectively, the team has developed a mission statement and protocol to respond to this growing issue in the Town, has initiated a public education campaign, and was awarded a second increased grant award following the effective work completed in the community during the first grant award year. With grant funding in FY 2016, the Response Team hosted a community education forum titled, "In Pursuit of a Life Less Cluttered" on April 30, 2016. It was attended by 40 residents from eight towns across the South Shore and one town from the North Shore. Lee and Bec Shuer delivered a compassionate and dynamic keynote address, stimulating open communication and dialogue with the audience followed by a panel discussion with several members of the team. The team then offered a four week support group facilitated by a licensed social worker with expertise in facilitating clutter reduction support groups and providing individualized treatment to clients struggling with clutter. In all, 18 individuals participated in the support group. With additional grant funding provided for FY 2017, the response team is offering two eight week support groups for 15 members of the South Shore community and plans to host an additional community education program.

DESCRIPTION OF REVENUE	FY/15	FY/16	FY/17 YTD	FY/18 Projected	Comments
Percolation test	2960.00	3480.00	2000.00	3500.00	
BOH other licenses	3355.32	6106.00	2077.00	4500.00	
Sewerage permits	15940.00	20625.00	14195.00	21000.00	
Pump and haul permits	2900.00	2400.00	300.00	2600.00	
Rubbish removal permits	1180.00	1700.00	200.00	1500.00	
Swimming pool permits	675.00	1275.00	100.00	1200.00	
Installer permits	4375.00	5275.00	1050.00	4000.00	
BOH By-law violation	0.00	0.00	0.00	0.00	
Preparedness grant	6445.99	6445.99	0.00	0.00	
Flu vaccine	920.04	5951.20	3905.13	3600.00	
Percolation witness fees	23469.84	26880.00	27900.00	29000.00	
Food inspection revolving fees	23097.50	25503.00	20863.75	23000.00	
MassHousing Scituate	2000.00	2500.00	3000.00	2500.00	
Hoarding Response Team grant					

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0510 BOARD OF HEALTH						
1510510 Board of Health - Personal Ser						
1510510 511000 REGULAR SA	111,456.76	153,379.00	153,379.00	152,592.00	152,592.00	
1510510 518000 PART-TIME	12,604.23	13,774.00	13,774.00	13,387.00	13,387.00	
1510510 519100 OTHER SALA	.00	1,180.00	1,180.00	1,208.00	1,208.00	
TOTAL Board of Health - Pers	124,060.99	168,333.00	168,333.00	167,187.00	167,187.00	.00
1510520 Board of Health - Purchase of						
1510520 524500 REPAIRS &	.00	150.00	150.00	150.00	150.00	
1510520 530900 TECHNICAL	4,477.28	6,150.00	6,150.00	8,850.00	6,300.00	
1510520 532100 CONFERENCE	925.00	1,500.00	1,500.00	1,600.00	1,000.00	
1510520 534300 BINDING &	285.24	400.00	400.00	400.00	400.00	
1510520 571100 MILEAGE RE	121.56	900.00	900.00	1,000.00	900.00	
1510520 573100 PROFESSION	195.00	475.00	475.00	475.00	475.00	
TOTAL Board of Health - Purc	6,004.08	9,575.00	9,575.00	12,475.00	9,225.00	.00
1510540 Board of Health - Materials &						
1510540 542000 OFFICE SUP	825.90	800.00	800.00	825.00	825.00	
1510540 542500 PRINTING &	259.45	250.00	250.00	300.00	275.00	
1510540 550000 MEDICAL SU	341.89	485.00	485.00	485.00	485.00	
1510540 558100 CLOTHING	135.63	150.00	150.00	150.00	150.00	
TOTAL Board of Health - Mate	1,562.87	1,685.00	1,685.00	1,760.00	1,735.00	.00
1510580 Board of Health - Capital Outl						
1510580 585300 OFFICE EQU	174.90	125.00	125.00	125.00	125.00	
TOTAL Board of Health - Capi	174.90	125.00	125.00	125.00	125.00	.00
TOTAL BOARD OF HEALTH	131,802.84	179,718.00	179,718.00	181,547.00	178,272.00	.00

TOWN OF SCITUATE

FY 2018 BUDGET

DEPARTMENT: Council on Aging / 541

MISSION STATEMENT:

The mission of the Scituate Council on Aging is: 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 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL 1: Initiate activities and events aimed at promoting an Age-Friendly and Dementia-friendly community.

Objectives:

1. Pursue opportunities to provide community-based training in dementia-friendly attitudes and services (JUL-OCT; ongoing);
2. Implement a Memory Café program at the Senior Center to provide both dementia-affected and care-partners with a safe, stigma-free environment for socialization and stimulation (JULY; ongoing);
3. Investigate ways that Scituate can further embrace aging differences and provide opportunities for understanding and interaction among varying age cohorts (NOVEMBER/DECEMBER; ongoing).
4. Improve policies and procedures for identifying and supporting clients who no longer meet the standards of independence for senior center participation and transportation services through difficult transitions (ongoing).

GOAL 2: Develop monthly SCTV COA Program for providing education to seniors and the community-at-large on topics relevant to Council on Aging, senior interests and services, and general health and wellness.

Objectives:

1. Work with COA Board on topic areas and interview subjects (JULY-SEPT).
2. Invite staff to participate and offer overviews of role with COA/Senior Center and pertinent information (ongoing);
3. Use forum to expand partnerships with community-based businesses, cultural/civic and school/intergenerational connections (ongoing).
4. Use forum to provide necessary information to public on progress toward a new senior center facility (ongoing).

GOAL 3: To cultivate additional Outreach strategies for reaching new cohorts of seniors who do not visit or participate at the center or obtain services that could/would benefit them;

Objectives:

1. Connect with area resources that provide support and use connections to learn what Scituate seniors need (funeral homes, churches, related businesses) (JULY-NOVEMBER; ongoing);
2. Develop more opportunities for volunteers and ways to connect with those looking for meaningful engagement (JULY-DECEMBER; ongoing);
3. Create more 'support group' or discussion opportunities to target transitioning adults through loss of spouse/family, retirement, mobility changes and new living situations (SEPTEMBER-DECEMBER).
4. Reach out with print, electronic and social media to targeted audiences, e.g. housing authority residents, single households, transportation clients (JANUARY-JUNE).

Time and effort spent in managing transportation policies and compliance with federal and state mandates for service, driver education and competencies, and drug and alcohol program is significant for both Transportation Coordinator and Director. Use is high and has required more attention to driver staffing and availability.

DEPARTMENTAL ACCOMPLISHMENTS (JUL15-JUN16/OCT16?)

The Senior Center had a busy FY2016 establishing a regular schedule of programs and activities, many utilizing the single-room at 27 Brook St. with some dual use, as able. Employing other space, including St. Luke's and St. Mary's has been critical for adding programs and coordinating major events, such as our Health Fair and Age of Love events.

Programs/Activities: Balance4Life (MCOA Grant-March-June; ongoing/subsidized by EOEA) – 2x/week; Yoga increased from 2x to 3x/week; Tai Chi participation numbers growing (current session up to 16 regular, 20 often); Pickle-ball increased from 1x to 2x/week and is now fielding upwards to 20 adults working with 4 courts with players waiting.

Mah Jongg is another new activity which has had increased participation and brought many otherwise unfamiliar senior and younger-older women to the center;

Intergenerational opportunities through partnership with Interact Club at high school has been a consistent and successful addition with monthly "Tech Time" where students provide 1-on-1 assistance to seniors for using mobile devices such as iPads and Smart phones, as well as laptops. Great support following formal training provided at the center by a training professional. In addition, Interact Club students have participated in dinner/game nights at the senior center.

Aging Mastery Program was held a second time to 17 attendees for 10 weeks and was supported by a grant from the Harvard Pilgrim Healthcare Foundation;

Events: Health Fair held at St. Luke's was well attended by over 100 individuals and 30 health and wellness exhibitors and including topic speakers;

"Age of Love" film shown at Mill Wharf Cinema through Cultural Council Grant with 130 attendees, and including smaller social discussion at Mill Wharf Restaurant following the screening. Four weeks later we held a Speed-dating Evening at PJs Restaurant for 14 adults who appreciated the opportunity to socialize among other like-minded and interested adults. They have indicated they would like more opportunities for social gathering.

"Singing Trooper" event, in partnership with Friends of Scituate Seniors, was held at St. Mary's venue and sold 150 tickets, reaching many adults who appreciated this special entertainment and social opportunity. It was a significant step toward merging the perception of the Senior Center and efforts of the Friends organization;

Time and effort spent in managing transportation policies and compliance with federal and state mandates for service, driver education and competencies, and drug and alcohol program is significant for both Transportation Coordinator and Director. Use is high and has required more attention to driver staffing and availability.

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

P 35
bgnyrpts

PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0541 COUNCIL ON AGING						
1541510 Council on Aging - Personal Se						
1541510 511000 REGULAR SA	163,975.16	141,349.00	141,349.00	139,036.00	139,036.00	
1541510 513000 LONGEVITY	1,900.00	2,825.00	2,825.00	2,450.00	2,450.00	
1541510 518000 PART-TIME	86,804.59	60,578.00	60,578.00	72,213.00	60,346.00	
1541510 519100 OTHER SALA	406.95	1,477.00	1,477.00	1,477.00	1,477.00	
TOTAL Council on Aging - Per	253,086.70	206,229.00	206,229.00	215,176.00	203,309.00	.00
1541520 Council on Aging - Purchase of						
1541520 521100 ELECTRICIT	3,353.73	3,000.00	3,000.00	3,000.00	3,000.00	
1541520 521300 NATURAL GA	2,608.71	2,800.00	2,800.00	2,800.00	2,700.00	
1541520 524200 REPAIR/MAI	4,514.82	4,200.00	4,200.00	4,000.00	5,000.00	
1541520 527000 RENTALS &	1,287.16	350.00	350.00	1,260.00	1,100.00	
1541520 531100 SUPPORT SE	898.65	1,430.00	1,430.00	1,500.00	1,100.00	
1541520 532100 CONFERENCE	360.24	300.00	300.00	200.00	200.00	
1541520 571100 MILEAGE RE	1,240.29	800.00	800.00	800.00	650.00	
TOTAL Council on Aging - Pur	14,263.60	12,880.00	12,880.00	13,560.00	13,750.00	.00
1541540 Council on Aging - Materials &						
1541540 542000 OFFICE SUP	1,537.89	1,775.00	1,775.00	1,800.00	1,600.00	
1541540 545100 CLEANING S	429.62	500.00	500.00	600.00	500.00	
TOTAL Council on Aging - Mat	1,967.51	2,275.00	2,275.00	2,400.00	2,100.00	.00
1541580 Council on Aging - Capital Out						
1541580 585300 EQUIPMENT	.00	500.00	500.00	2,000.00	2,000.00	
TOTAL Council on Aging - Cap	.00	500.00	500.00	2,000.00	2,000.00	.00
TOTAL COUNCIL ON AGING	269,317.81	221,884.00	221,884.00	233,136.00	221,159.00	.00

541 GATRA REVOLVING

Org	Object	Description	2017 Budget	2017 Actual YTD	2018 Dept Request	2018 Town Admin	Comment
21002195	470000	GATRA - Other Intergovernmental Revenue	\$100,000.00	\$30,355.49	\$100,000.00	\$100,000.00	
21002195	510000	GATRA - Personal Services	\$34,061.00	\$12,250.00	\$38,172.00	\$35,100.00	
21002195	524500	GATRA - Vehicle Services	\$1,000.00	\$15.67	\$1,000.00	\$1,000.00	
21002195	527400	GATRA - Paratransit Ride	\$22,000.00	\$7,056.00	\$22,000.00	\$22,000.00	
21002195	548100	GATRA - Fuels & Lubricants	\$3,700.00	\$2,036.91	\$3,700.00	\$3,700.00	
21002195	570000	GATRA - Other Charges					
TOTAL	Revenue		\$100,000.00	\$30,355.49	\$100,000.00	\$100,000.00	
TOTAL	Expenditures		\$60,761.00	\$21,358.58	\$64,872.00	\$61,800.00	

TOWN OF SCITUATE

FY 2018 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 2018 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 address, home phones, and cell phone numbers are up to date. (Jul-Sep)
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:

Evaluate and review the current procedures for Veteran's to registrar with the VA Healthcare.

OBJECTIVES:

1. Insure that the Town's Veteran Service's Departments web page has up to date VA links. (Jul-Sep)
2. Confirm all contact information and forms are current. (Oct-Jan)
3. Monitor and insure the department's website is updated regularly. (Feb-Jun)

GOAL #3:

Monitor new staff on the new MUNIS system and State Web VSMIS system.

OBJECTIVES:

1. Develop a training schedule for the staff to follow and to ensure the department's time is properly utilized. (Jul-Oct)
2. Monitor all ongoing training so that it is being administered accurately. (Jul-Oct)
3. Review and make any ongoing necessary changes to the training. (Ongoing)

GOAL #4:

Coordinate and use the relationships available between SCTV and the Veteran Services Department to produce PSA's 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)

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. These funds are reimbursed back to the Town at a 75% rate from the State. 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 Memorial's on Memorial Day. The flagging of the Town's veteran's graves and Memorial's are reimbursed at 75% rate from the State. The budget includes a 12-hour per week Administrative Assistant and a 35-hour per week full time Veterans' Service Officer as mandated by State compliance laws.

FY 2018 RISKS AND CHALLENGES

The FY18 Budget request for the Veteran Services Department is 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. 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 increased medical costs. 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 homelessness for the Veteran population in Massachusetts will be a role for this office going forward with the Veterans Affairs Supportive Housing (VASH) program in coordination with 108 CMR Chapter 115. As with past years, the global war on terrorism uncertainties continue to make future forecasting still a challenge.

DEPARTMENTAL ACCOMPLISHMENTS

- The Town's Veteran Services Department met and/or exceeded the FY16 goals and objectives, and as of this submission is well on its way to accomplishing FY17's goals and objectives.
- The Department has worked closely with the local Council of Aging and State VA facilities to have resources for transportation to medical appointments for the Veterans and their families.
- The Department's website has been updated and constantly monitored for any new links, news announcements, and upcoming events that may be of interest to the Veterans and the public.
- The Veteran Services Department attended and passed the Mandatory Statewide Commonwealth of Massachusetts Veteran's Officer's Certification program. This office and the Town are now in compliance with the State regulated laws for the next 2 years. This certification is administered every 3 years. The Town would not be eligible for the State's 75% reimbursement if not in compliance.
- This Department continues to have great success with the Fully Developed Claim (FDC) process for our Town's Veteran's. To this date all FDC's that were submitted in FY16 were awarded disability rating decisions.
- This Department has successfully established a Veterans Advisory Council. This council has helped with ongoing ceremonies and the Town's Veteran projects. The Veteran office supports their work and assists with its programs and activities.

TOWN OF SCITUATE

FY 2018 BUDGET

DEPARTMENT: COMMISSION ON DISABILITIES

MISSION STATEMENT:

The Commission on Disabilities strives to cause the full integration and participation of people with disabilities in the Town of Scituate

FY2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

The role of the Commission on Disabilities is to:

1. Research local problems of people with disabilities;
2. Advise and assist municipal officials and employees in insuring compliance with state and federal laws and regulations that affect people with disabilities;
3. Coordinate or carry out programs designed to meet the problems of people with disabilities in coordination with program the Massachusetts Office on Disability;
4. Review and make recommendations about policies, procedures, services, activities and facilities of department, boards and agencies of the Town of Scituate as they affect people with disabilities;
5. Provide information, referrals, guidance and technical assistance to individuals, public agencies, businesses and organizations in all matters pertaining to disability; and to
6. Coordinate activities of other local groups organized for similar purposes.

MAJOR BUDGET COMPONENTS

The Commission receives an annual budget of \$5,000. The reason for this is the relationship between the Council on Aging and the COD regarding vans. To be eligible for the grants related to the vans there is a requirement that the COD receive funding (minimum of \$5,000) for the operational expenses associated with the vans.

DEPARTMENTAL ACCOMPLISHMENTS

This year the Commission on Disabilities has been very active meeting and sharing its concerns about barrier free issues in our community. The chair has attended several trainings and met with numerous staff and town officials on access issues related to the Town's fields and infrastructure. The past year the Town redid a large portion of the sidewalk in front of TK O'Malley's and intersection on Elm Street. It installed a new curb cut at Jenkins School and in the spring will redo the pedestrian path from Jenkins to Country Way at a cost of approximately \$110,000. To accomplish this, the swing set needed to be moved and this will also be completed in the spring at a cost of \$30,000. Finally, \$50,000 has been recommended in the FY 18 Capital Plan to fund an ADA Transition Plan update. Such a review has not occurred since the mid 90's.

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0549 COMMISSION ON DISABILITIES						
1549520 Disability Comm - Purchase of						
1549520 524500 VEHICLE SE	.00	5,000.00	5,000.00	900.00	900.00	
1549520 530800 TRAINING	162.18	.00	.00	2,000.00	2,000.00	
1549520 532100 CONFERENCE	.00	.00	.00	1,000.00	1,000.00	
1549520 571100 MILEAGE	.00	.00	.00	800.00	800.00	
TOTAL Disability Comm - Purc	162.18	5,000.00	5,000.00	4,700.00	4,700.00	.00
1549540 Disability Comm - Materials &						
1549540 542000 OFFICE SUP	248.43	.00	.00	300.00	300.00	
TOTAL Disability Comm - Mate	248.43	.00	.00	300.00	300.00	.00
TOTAL COMMISSION ON DISABILI	410.61	5,000.00	5,000.00	5,000.00	5,000.00	.00

TOWN OF SCITUATE

FY 2018 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. Monitor new building for staffing, policy, and procedural issues in the first year after construction completion.
 1. Work with Circulation Supervisor and Assistant Director to insure that staffing on both levels is adequate at all hours of opening. May need to adjust schedules as needed. Review data, such as People Counter counts by hour, to assess prime hours of usage in new facility. (ongoing)
 2. Continue to refine space usage policies and procedures, such as room booking for study rooms, “book club” room, conference rooms, and community room. Plymouth Rocket “EK Rooms” system will be fine-tuned to allow booking online and create an easily-accessed schedule for all staff/public to view. Room usage policies will be examined and revised as needed. After-hours usage of space will be monitored to insure users are complying with library/town policies. (ongoing)
 3. Library procedures will be examined to insure that flow of work is efficient and patron/staff-friendly. Holds procedures, transit procedures, workflow at all service desks, will be examined on a continual basis as staff and patrons adjust to the new facility. (ongoing)
 4. Troubleshoot issues related to the physical building as needed, involving Facilities and IT as necessary.
- II. Self-check stations and self pick-up of holds systems will be rolled out in FY18.
 1. Self-check stations will be set up in staff workroom for training. (July 2017-September 2017)
 2. Trustees will create a policy for use of self-check stations. (July 2017-September 2017)
 3. Self-check stations will be rolled out to the public with a period of marketing/publicity and training. (October-December 2017)
 4. Self pick-up of holds policies and procedures from other libraries will be examined and reviewed (November 2017-January 2018).
 5. Self pick-up of holds policy (Trustees) and procedures (Staff) will be written out and approved (Policies/Trustees). (January-March 2018)

6. Self pick-up of holds will be rolled out to patrons, including a period of publicity and training (March-May 2018)

III. Library will start the process of developing a Strategic Plan to submit to the Massachusetts Board of Commissioners on October 1, 2018.

1. Library staff will begin the process of internally planning for Strategic Planning (March 2018)
2. Library staff and Trustees will identify potential Strategic Planning Committee members, and those potential members will be contacted (March-April 2018)
3. Strategic Planning public meetings (3 meetings total) will be planned, the first to take place in FY18 and the last two to take place in FY19. Moderator will be identified to run the meetings (likely someone from the Massachusetts Library System). (April-June 2018, first meeting in late May or early June 2018)

MAJOR BUDGET COMPONENTS

Staffing: \$767,841

The library hired a Circulation Supervisor in mid-FY16 who will soon have her first anniversary. A full-time Circulation Technician was also hired. In mid-FY17 a Teen Services Assistant will be hired. One remaining 24-hour per week position approved to be filled at the return to Branch Street. This will fill all open library vacancies.

This budget as configured qualifies the library for certification by the Massachusetts Board of Library Commissioners.

Direct service to the public:

- Circulation of materials, including check-in/check-out (162,126 items)
- Management of holds (24,000 items coming in for Scituate patrons or going out to other libraries)
- School/library visits (classroom training as well as school to library visits)
- School curriculum support
- Assistance with the online catalog, library databases, and other library web tools (ex. Overdrive, Zinio,

Hoopla)

- Technology assistance (library and patron computers/devices)
- Various book groups, author talks, and other programming for all ages*
- Early literacy programming*
- Museum pass program*
- Community bulletin boards in the vestibule
- Meeting and study room booking
- Local history research

*These services are over and above the library's operating budget and are sponsored by the Friends of the Scituate Library.

Support services:

- Collection management of materials (ordering, receiving, paying, cataloging, processing, weeding out-of-date

materials)

- Magazine collection management (ordering, cataloging, processing, claiming missing issues, de-accessioning)
- Website management
- Staff training
- Marketing of library programs and services
- Creation of manuals, tutorials, and handouts for library resources
- Statistical reporting and analysis (library resources and usage, etc.,)

Administrative services:

- Monthly Trustees Meetings
- Monthly Foundation Meetings
- Bi-Monthly Friends of the Scituate Library Meetings
- Represent the library at the library network and state level
- Yearly statistical, financial, and strategic goal reporting to Massachusetts Board of Library Commissioners
- Payroll
- Weekly deposits
- Staff scheduling and time management
- Bookkeeping
- Grant writing and management

Materials, OCLN Membership, Supplies, etc. \$182,073.56

- Membership in the Old Colony Library Network
- Special Agency Supplies (Books, audiobooks, e-books, DVD's, CD's etc.)
- Routine replacement of 6 PC's per year
- Training and staff development

Building Management: \$66,000

- Utilities
- Emergency repairs
- Maintenance contracts
- Cleaning supplies

FY 2018 RISKS AND CHALLENGES

The library will continue to face challenges as it goes into its first full year back in the newly renovated Branch Street location.

One specific concern is the costs of utilities in the expanded facility. While many cost-saving measures have been undertaken in the design process the usable space of the building has nearly doubled, which will significantly impact utility costs. Policies and procedures will need to be put into place to insure building use is monitored and electricity is not wasted.

Repair and maintenance will also increase given the number of new systems that the library will be maintaining. For example, the cameras at both entrance/exits, people counting system, fire pump, elevator, alarm system, pest

control, etc., all have yearly maintenance fees. Some of these fees were incurred previously at Branch Street (elevator maintenance and alarm) but many were not.

Cleaning supplies will also similarly increase due to the size of the building. The original library at Branch Street had five one-stall restrooms. The renovated facility has eight bathrooms and fourteen stalls. Some steps—such as the use of hand dryers vs. paper towels—have been taken to reduce material needs in those areas, but this nearly triples the amount of stalls from the previous facility and will undoubtedly increase both cleaning expenses and paper product needs.

Staffing may be a challenge in the new building. The same number of staff will be in this much-expanded space as in the old building. By filling all vacancies, cross-training, reexamining the schedule, and reshuffling staff distribution, the library is making every possible effort to defray any issues that will arise. That said, the visitors and circulation of new libraries can often increase drastically, and it is difficult to know at this time how this will affect staffing.

Other risks and challenges are associated with learning to manage workflow and staffing in a new facility. A great deal of thought went into the functionality of the design, and all of this should help improve the overall service and workflow of the library. That said, there will be an understandable learning curve as staff and patrons alike adjust to a new setting.

DEPARTMENTAL ACCOMPLISHMENTS

The biggest accomplishment of the past fiscal year has been in planning the new building as well as envisioning workflow and future services available in that building. Every person on the library staff has had some role in the planning process. The Director and a Library Trustee have attended each weekly construction site meeting, working with the Owner's Project Manager and Architect to insure issues are addressed in a timely manner and that the town's perspective is represented (the Town Facilities Director is also present at these meetings). The Director or Assistant Director and a Library Trustee have attended bi-monthly Public Building Commission meetings to participate in critical decision making and financial approvals as the project progresses. The Director continues to work with the Library Foundation to attend events and provide information to potential donors about the building plans and construction progress. The library was responsible for all aspects of the project's FF&E (furniture, fixtures, and equipment). The Director worked with a small committee of community volunteers and the Interior Designer to select all furnishings, finishes, and color palettes for the new building. In addition, security plans were determined (working with the Scituate Police Department and the Facilities Director); audiovisual equipment selected; IT equipment planned for and selected (working with IT); signage designed and selected, which included a contest of local residents to contribute images to be used on library signage (working with a committee of volunteers). Small committees were formed to handle various aspects of the project, and every staff member contributed in one form or another. The library continued to work with the Council on Aging and Recreation Department to insure their schedules were in place and their needs were being met at the leased space at St. Luke's. This has all been done while working to provide a high level of service with reduced collections and program space in the temporary building.

In October of 2016, the library received a Library Services Technology Act grant in the amount of approximately \$23,000 in concert with Hingham, Weymouth, and Cohasset's libraries for a grant that will take place over the FY17 period called "Greenbush Reads: One Book, One Train". This program will focus on a the book "The Race to the Underground" by Doug Most, about the race between two brothers to build the New York and Boston subway lines. In addition to offering an innovative service to Greenbush riders, the libraries also hope to introduce a new group of potential patrons to library services. This is the largest grant given out by the Massachusetts Board of Library Commissioners for the FY17 fiscal year.

In the summer of 2016, the South Shore Astronomical Society applied for a grant on behalf of the library for a telescope that would be lent out to library patrons. This telescope, valued at nearly \$400, will be made available for check-out to library patrons in early 2017 as the inaugural item in what the library hopes will become a robust collection of "non-traditional" library items available for loan. The SSAS has worked in partnership with the library for years to host "Star Parties". These parties have migrated from Branch Street to the light house and will go back to Branch Street in the spring. These events have been known to draw hundreds of people on prime viewing nights.

Despite having access to only one-third of its collection, the library circulated 212,621 items in FY16 (approximately 12 items per resident). Of that 50,495 were part of electronic collections. The percentage of materials overall in the library circulated electronically is now almost 24%, up from 0.18% a mere eight years ago. While this electronic usage will likely increase, especially as the availability of materials that libraries can purchase increases, it has not had a significant impact on the lending of traditional print and physical materials. The library lent 7,321 books to other communities in the network and state-wide. This number is less than half of normal lending due to the availability of a much smaller collection. The library held 181 programs with 7,572 attendees. Most programs took place at the town's leased space at St. Luke's. Since this is a shared space and space at Jericho Road is limited for large programs, this has been the most impacted service of the library during its time at the Harbor Building.

Also in FY16, the library's computers were used on average 133 times per week. Even with the proliferation of personal devices and the availability of less expensive personal computers, the library still sees a large population of computer users. In, addition, wifi usage is a massive part of the temporary location and certainly anticipated to be an even bigger part of the facility at Branch Street. The town IT Director and the Library Director took significant pains to incorporate a very strong wifi network in the new library. The trend of people either working from home and working remotely is steadily increasing, and between that and students doing work, taking classes online, etc., wifi use is only expected to increase in usage. The new system will allow us to enforce our library computer use policy as well as count usage statistics as well.

While it is not possible to know the number of visitors to the Harbor Community Building during FY16, usage to the building has been steady despite the reduced quarters. Feedback about the facility has been overwhelmingly positive, with many commenting that the town did a great job repurposing the existing building into a library space. While there have been some challenges in using a the facility, the library is extremely grateful to the town for the use of this space and recognizes the sacrifices made by other departments in allowing one department to use this multi-purpose space. The library is

especially grateful to the Facilities and IT Departments for continuing to refine the space and manage the challenges that have come up in the building.



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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0610 LIBRARY						
1610510 Library - Personal Services						
1610510 511000 REGULAR SA	434,140.02	535,123.00	535,123.00	516,926.00	528,319.00	
1610510 513000 LONGEVITY	9,546.58	9,625.00	9,625.00	12,150.00	12,150.00	
1610510 517200 SICK LEAVE	2,300.00	2,000.00	2,000.00	2,000.00	2,000.00	
1610510 518000 PART-TIME	153,403.79	220,727.00	220,727.00	225,721.00	228,443.00	
1610510 519100 OTHER SALA	2,904.34	7,573.00	7,573.00	7,458.00	7,606.00	
TOTAL Library - Personal Ser	602,294.73	775,048.00	775,048.00	764,255.00	778,518.00	.00
1610520 Library - Purchase of Services						
1610520 521100 ELECTRICIT	5,598.74	15,000.00	15,000.00	37,000.00	37,000.00	
1610520 521300 NATURAL GA	2,250.43	4,000.00	4,000.00	13,000.00	13,000.00	
1610520 524100 OFFICE MAC	1,027.74	675.00	675.00	2,500.00	675.00	
1610520 524200 REPAIR/MAI	2,776.65	6,000.00	6,000.00	11,500.00	11,500.00	
1610520 532100 CONFERENCE	479.00	500.00	500.00	750.00	500.00	
1610520 534300 BINDING &	308.42	200.00	200.00	350.00	200.00	
1610520 534400 POSTAGE	488.81	.00	.00	500.00	500.00	
1610520 538200 CUSTODIAL	.00	.00	.00	1,500.00	1,500.00	
1610520 571100 MILEAGE RE	583.91	750.00	750.00	500.00	620.00	
1610520 573100 PROFESSION	789.00	750.00	750.00	800.00	800.00	
1610520 573200 OCLN DUES	32,323.00	33,345.00	33,345.00	34,673.56	34,674.00	
1610520 573300 OTHER SUBS	10,867.41	10,000.00	10,000.00	15,000.00	10,000.00	
TOTAL Library - Purchase of	57,493.11	71,220.00	71,220.00	118,073.56	110,969.00	.00
1610540 Library - Materials & Supplies						
1610540 542000 OFFICE SUP	646.60	350.00	350.00	500.00	500.00	
1610540 542300 SPECIAL AG	114,831.80	125,000.00	125,000.00	118,000.00	108,000.00	
1610540 542500 PRINTING &	3,259.45	5,000.00	5,000.00	4,000.00	3,600.00	
1610540 545100 CLEANING S	2,693.73	1,500.00	1,500.00	3,000.00	3,000.00	
1610540 558000 OTHER SUPP	1,719.56	3,600.00	3,600.00	2,500.00	2,500.00	
TOTAL Library - Materials &	123,151.14	135,450.00	135,450.00	128,000.00	117,600.00	.00
1610580 Library - Capital Outlay						
1610580 585100 EQUIPMENT	4,701.44	5,000.00	5,000.00	2,000.00	2,000.00	
TOTAL Library - Capital Outl	4,701.44	5,000.00	5,000.00	2,000.00	2,000.00	.00
TOTAL LIBRARY	787,640.42	986,718.00	986,718.00	1,012,328.56	1,009,087.00	.00

TOWN OF SCITUATE

FY 2018 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 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL ONE: Review summer program's durations, scheduled times and offerings.

1. Communicate with all directors to gauge programs for quality enhancements.(Summer 17/18)
2. Rearrange the overall program times of the summer camps while creating a more customer friendly pickup and drop-off times. (Summer 17)
3. Expansion of the sailing program so more offerings are available to all age groups

GOAL TWO: Increase use of social media as a marketing tool.

1. Continue working to improve the Facebook page by posting more information and using interactive, materials such as photos, videos, and links.
2. Work with SCTV to create new PSA's to highlight programming for each season. Use social media to elevate the department.
3. Explore potential social media account Twitter and/or Instagram to reach a wider audience.

GOAL THREE: Work collectively with the Field Coordinator to manage the Town's athletic fields and facilities, including permitting, scheduling, signage and safety guidelines.

1. Collaborate with the Field Sub-Committee to identify new areas for field needs, future field sites and to create and draft a plan for existing fields. (ongoing)
2. Evaluate and improve accessibility at fields with guidance and recommendations from American Disability Association. (Summer 17)
3. Insure that all required documentation is submitted with field permit application including proof of organization's non-profit status (501c3), copy of current insurance certificate and CORI certification. And enforce all organizations using fields to hold their own non-profit status and not under other organizations. (Fall 17)
4. Create a field schedule for each field that the public will be able to be view on the town website. Each field will have its own schedule to view.(fall 17)
5. Insure compliance with field use and limit usage. (ongoing).
6. Enforce to all organizations that porta-potty's must be handicap accessible. (Summer 17).
7. To update the Field Permit Application Form to reflect current guidelines and policies.(Summer 17).

MAJOR BUDGET COMPONENTS

The Recreation budget provides for two full-time employees; the Director, and Assistant Director as well as minimal office supplies and conference dues. The Recreation budget is ¼ of a percent of the Town's budget as a whole. The Department is responsible for the Recreation Revolving Account and the Beach Sticker Revolving Account. The Recreation Revolving Account is based on our program fees and field fees. This account is used to pay our part-time staff as well as purchase program needs.

The Department runs approximately 350 programs per year. This entails planning, staffing (155 seasonal employees as well as 210 volunteers...who volunteer over 3000 hours) and registering over 4500 participants per year. The user fees not only pay for all associated costs with each program, but also support the department (i.e. office supplies, office machinery, seasonal salaries).

An additional significant role of the Recreation Department is the permitting of the Town's 16 athletic fields, bandstand, in-line skating rink, tennis courts as well as basketball courts. Each permit requires an application, along with a certificate of insurance naming the Town of Scituate as an additional insured and if applicable a confirmation from the State that the organization is CORI certified. All Scituate fields are permitted only to non-profit Scituate organizations with the exception of the community turf field at Scituate High School. We issued over 200 permits in 2015.

The Beach Revolving Account is used for our lifeguard payroll, supplies, equipment and costs associated with the beaches. Other departments in the town also use the Beach Sticker Revolving Account for beach related expenses. The revenue for this account stems comes from the Scituate Town beach stickers.

Another important function of the Recreation Department is the lifeguard services. The services include not only saving lives, it also includes the overall safety of the patrons at our beaches. It could be a band-aid for a little one or notifying the beach goers of strong currents, sea life or violent weather. We are responsible for training, staffing (35 plus guards) and equipping the Town's five beaches (Minot, Egypt, Sandhills, Peggotty and Humarock). Beaches in Scituate are staffed from the end of June through Labor Day.

DEPARTMENTAL ACCOMPLISHMENTS

The move to Jenkins Elementary School from Scituate High School was time consuming but successful. Maintaining communication with the public throughout the move was critical. We used cable TV to help spread the word on our move and summer programing. This is something we will take more advantage of in the future.

Recreation's progress of our CPC projects were not affected by the move, some even were completed. We increased our financial appropriation through CPC on the North Scituate playground project. This is a big step in the right direction and we're looking forward to moving this project along. The CPC Skate Park project is now complete. This is now available for the public to use even during construction of the new school. We have received a lot of great feedback on the new design. The Department purchased new Cape Cod Mercury Boats with CPC funds for our community sailing program. This allowed us to continue to run our sailing program which is in more high demand than ever.

A new lifeguard director was hired. She has created a new rotating schedule, and has done a fantastic job enforcing how critical it is for the guards to be committed, and to know all rules and safety of the job. This was also another year of expanding our Shark Protocol and training as well.

This past summer we teamed up with the CORSE Foundation to start a CIT (Counselor in Training) pilot program developed for special needs volunteers. This gave the opportunity for all volunteers to gain more skills and knowledge of being in the workforce. The director of this inclusive program evaluated each participant weekly to discuss strengths, weaknesses, and the steps that could be taken for improvement.

Our Winter Festival 2016 was a success. Over 1,500 people attended. Activities included arts and crafts, pony rides, video games, skating, story time, sledding, ice fishing demo, food and live music.

Two programs newly implemented in 2016, Little Shooters K-1 Winter Basketball and Little Kickers Soccer program in the winter & spring for children age 2-5. Prior to this, these age groups did not have the opportunity to play these sports in an organized but playful fashion. This was a great chance for us to start these programs. Both programs proved to be very popular with the community.

In conjunction with the CORSE Foundation we had expanded the Maritime Adventures program for special needs children from one week to two weeks in the summer of 2016. This had opened up more spots and opportunities for more children to participate.

The Department certified over 200 staff employees in CPR/First Aid including lifeguards, independent contractors, summer counselors and directors.

A Field Sub-Committee to the Recreation Commission was created to investigate new areas for fields. The Field Coordinator and the Field Sub-Committee are working closely with each other to insure the fields are maintained and to move forward with discovering new field areas in town. Recreation also helped to develop and guide the newly created Beach Commission to come up with new ideas for beach improvements.

FY 2018 RISKS AND CHALLENGES

The new/temporary location of the Recreation Department introduced us to a new safety plan for our summer camps and programs. With the partnership of Scituate's Police Department implemented a new plan for threatening situations. We drilled and practiced the plan without using hand held radios. Leading up to next summer we will be working with the police department and program directors to perfect the safety plan with and without the use of hand held radios. This will give us two plans to work with to ensure our young participants are equipped with all safety procedures.

Meeting the needs of the youth and high school athletes has become a challenge with management and maintenance of the field permitting. Also adult athletics has increased, requesting more field time. Because of the loss of athletic fields in the area, scheduling has become problematic. Transparency, communication, cooperation and flexibility have become a key part of managing field permitting. One of the first task assign of the new field coordinator was to bring representatives from youth groups, adult groups and high school athletics together to help with this situation. They meet regularly to discuss all field options.

We have spread out more throughout the community to provide current programing after the loss of the Recreation Multi-Purpose Room. Competing with other organizations in town for space to run programing has been difficult, but successful. We are planning earlier for programing to avoid missing opportunities for available program space.

A significant turnover of staff and administration at recreation occurred in the last year. The departure of our 20 year co-director as well as a registrar, clerk, field coordinator was challenging. The new staff pulled through triumphantly. The staff all pitched in 100 % to make sure the summer was a success. Adding a new full time Assistant director along with a Full time Director made a considerable difference to the Department and a better organizational plan.

The lifeguard component of the Department was introduced to a new training idea, called "train the trainer". This is one day of head guard training in May. This new training idea was put in effect the summer of 2016 and was very well received by the entire lifeguard staff. The training emphasized team coordination in stressful situations.

The CPC projects are always requiring undivided attention. Whether it is building a playground, finishing up the skate park or building a field, the Department is always prepared to handle what problems arise.

Field Revolving Account Budget Fy16

fy'16 opening balance (field fees)	\$	19,046.03
fy'16 opening balance (turf rentals)	\$	6,876.00

	<u>fy16</u>	
Men's Lacrosse	\$	600.00
<u>Achieve Lacrosse (7/feb-13)</u>	<u>\$</u>	<u>2,000.00</u>
	\$	2,600.00

<u>Expenses related to Turf</u>		
turf cleaning & disfecting		expenses pd fy17
rubber fill		expenses pd fy17
Net Revenue Turf Rental	\$	2,600.00

<u>Organization</u>	<u>FY16</u>	
Scituate Youth Center	\$	2,935.00
Men's Softball	\$	850.00
Scituate Soccer Club	\$	2,775.00
Scituate Little League	\$	3,900.00
Girls Travel Softball	\$	205.00
Scituate Youth Lacrosse	\$	2,595.00
Scituate Youth Football	\$	1,185.00
Men's Baseball	\$	150.00
Flag Football	\$	2,500.00
Total income	\$	17,095.00

<u>Expenses</u>		
Field Coordinator	\$	4,967.60
	\$	4,967.60

Net Revenue	\$	12,127.40
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Closing Balance Field Fees		\$	31,173.43
Closing Balance Turf Rental		\$	9,476.00

TOWN OF SCITUATE

FY 2018 BUDGET

DEPARTMENT: BEAUTIFICATION COMMISSION 650

MISSION STATEMENT:

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

FY 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS:

1. Sustain Scituate's 12 railroad-crossing islands with their attractive plantings.
 - Keep maintenance labor costs low through the competitive bidding process.
 - Continue to provide seasonal color and visual interest with annuals.
 - Foster healthy, resistant plants by spraying pests and fertilizing, thereby reducing replanting costs.
 - Divide or replace plants to maintain vigor and attractiveness.
 - Coordinate with DPW to have the Town's summer interns water plantings.
2. Realize our mission by continuing to:
 - Provide annuals and perennials for our Merchant Flower Program and Adopt-a-Lot Program.
 - Renovate and/or replace plantings in Adopt-a-Lots as needs are identified.
 - Provide advice and support to merchant participants.
 - Provide advice and support to occupants of town buildings who wish to improve the appearance of their buildings and grounds with trees, shrubs or beds.
 - Maintain the traffic islands that are unsafe for volunteers or do not have Caretakers by using a professional landscape firm, selected through the bidding process.
3. Further our mission by increasing merchant participation in the Merchant Flowers Program.
 - Continue the program in Scituate Harbor, North Scituate and Greenbush commercial districts.
 - Work with merchants to ensure plantings are in compliance with state and federal regulations for traffic safety and accessibility for people with disabilities.
 - Encourage merchants who participate in our Flower Program to take photos of their displays and send them to Beautification for posting on our website and Facebook page.
4. Expand our mission to include elimination of trash and litter from streets, roadways and beaches.
 - Continue to organize Ship Shape Day (SSD) for a Town-wide cleanup in the spring.
 - Continue cooperation with Sustainable Scituate on Ship Shape Day to publicize our focus on recycling and to educate volunteers about proper sorting for recycling.
 - Work with DPW Transfer Station employees to verify that recyclables have been correctly sorted.

5. Continue recruitment efforts to establish pool of volunteers to be Adopt-a-Lot Caretakers, to occasionally assist caretakers, and to serve on the Commission.
 - Distribute SBC Brochure at appropriate venues.
 - Publicize Beautification's accomplishments and opportunities on our Web page and Facebook.
 - Network with Caretakers by informing them about the need for additional volunteers.
 - Create signage in the lobby of Town Hall to attract volunteers.
6. Raise awareness of invasive Japanese Knotweed and other invasive plants in the local area.
 - Use Beautification website to educate the public about these problem plants and methods to eradicate them.
 - Disseminate information at local nurseries, Ship Shape Day and other appropriate venues.
7. Plant at least one tree every year to help maintain our "Tree City" designation.
 - Consult with local resources about locations where trees are needed.
 - Get commitment from DPW-Buildings and Grounds personnel to keep new trees watered for a year.
8. Appropriately identify all Adopt-a-Lots under Beautification's authority.
 - Monitor signage and replace damaged signs as needed.
 - Replace signs on Railroad Crossing Islands that incorrectly identify them as Adopt-a-Lots.
 - Purchase signs as needed.
9. Encourage planting of native trees in Scituate.
 - Make a list of native and desirable trees for our region.
 - Educate the community about the importance of native trees to wildlife on the web page and Facebook postings.

FY 2018 MAJOR BUDGET COMPONENTS:

We are requesting \$21,500 in the FY 2017-2018 Budget. This is an increase of \$1,000 over last year's budget. We anticipate the need to replace many shrubs and perennials with more drought tolerant plants as a result of the 2016 drought. and we expect to need to resupply Ship Shape Day bags.

- 45.2% - Plants, both annuals and perennials, and related landscape supplies such as potting soil and soil amendments for Merchant Flower Programs in Harbor and North Scituate commercial areas and Adopt-a-Lot Program for which volunteers provide labor, as well as 6 other traffic islands and 12 Railroad Crossing islands, which are maintained by a professional landscaper.
- 47.6% - Labor cost for professional landscape firm to maintain 6 highly visible "gateway" islands, which traffic volume has rendered unsafe for volunteers, twelve Railroad Crossing islands, also unsafe for volunteers, and other islands in our program for which there are currently no volunteers. Also one-time labor costs for tree, shrub and/or replanting projects.
- 7.2% - Ship Shape Day supplies and printing costs.

FY 2018 RISKS AND CHALLENGES:

- It is a constant challenge to attract volunteers to be Caretakers, Caretaker Helpers and to serve on the Commission.
- Changing climate and weather patterns will affect our herbaceous material in ways we can't always foretell. It will be a challenge to adapt our plantings and soil and pest management so that we continue to have great looking gardens when we don't know what problems we will face next summer.
- Drought conditions, if they continue, will require different plant choices. Much of what we have will be lost and we will have to reeducate ourselves about plants that will survive and thrive under drier conditions.
- As the sea level rises and storms worsen, flooding will increasingly impact some of our Harbor Adopt-a-Lot locations. Costs for replacement and restoration of these gardens cannot be estimated.
- Significant increases in costs for landscaping supplies will impact the amounts of materials and plants we can afford to accomplish our mission. Increases in the cost of heating oil and gas, for example, affect the prices our growers and service providers pass on to us.
- Our labor costs are highly variable, depending on weather conditions through the summer and the number of volunteers who participate as Caretakers. Changes in growing conditions and/or loss of volunteers could result in much higher labor costs.

DEPARTMENTAL ACCOMPLISHMENTS:

Maintained 26 Adopt-a-Lots and 6 traffic islands around Town in beautiful, colorful condition with the help of 27 Volunteer Caretakers of record.

Successfully completed eradication of invasive knotweed from Brookside and sought bids for planting. Awarded contract and planting area was cleared.

Accepted donation of materials and labor to replant Harbormaster's Adopt-a-Lot, with much positive feed-back all summer.

Worked with a professional under contract to maintain 12 large Railroad Crossing Islands and seven traffic islands, providing residents and visitors with beautiful floral displays.

Continued our Merchant Flowers Program in North Scituate and the Harbor with 64 merchants participating. We also expanded the program to include Greenbush for the first time, adding 5 new merchants there, for a grand total of 69 merchant vouchers used, up 3 from last year.

Compiled basic information about how to plant containers and a list of container plants ("Container Basics" and "Plants for Containers"), which were provided to interested merchants.

Educated merchants about ensuring plantings and containers are in compliance with State and Federal regulations for traffic safety and accessibility for people with disabilities.

Named a member of our Commission to pursue education outreach in the schools, with the result that the Pre K-6 STEM Curriculum Coordinator for the elementary schools will integrate an anti-litter and recycling program in the curriculum.

Updated Beautification web site with current pictures and information.

Began posting on Facebook, attracting an increasing number of views. We recognized the contribution of our volunteers by posting their photos at their islands.

Had enthusiastic participation in Ship Shape Day once again, as residents turn out to clean up trash and litter in the community. We provided grabbers for a deposit, vests, gloves and bags. We continue to ask volunteers to sort recyclables into an orange bag and compliance is very good.

Extended distribution of SSD supplies through the weekend at a second location after a volunteer committed to oversee it.

Consulted with a group of Cohasset residents on how to organize a town-wide cleanup.

Issued a winter Newsletter to our Volunteer Caretakers. It recognized them for their work year after year to keep traffic islands and Town gardens blooming and beautiful through the summer and fall and offered other information relevant to gardening.

Purchased and installed new signs for Adopt-a-Lots where needed.

Utilized donated funds to purchase pair of trash and recycling bins, which have been installed along Driftway Walk.

Participated in Town Volunteer Night to recruit new volunteers for Adopt-a-Lot Caretakers and to serve on the Board.



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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0650 BEAUTIFICATION						
1650540 Beautification - Materials & S						
1650540 546200 LANDSCAPIN	17,747.13	20,500.00	20,500.00	21,500.00	20,500.00	
TOTAL Beautification - Mater	17,747.13	20,500.00	20,500.00	21,500.00	20,500.00	.00
TOTAL BEAUTIFICATION	17,747.13	20,500.00	20,500.00	21,500.00	20,500.00	.00

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/2018 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 with the Town collecting the rent. The Town gave custody and administration of the Lawson Gates to the Society at the 1972 Town Meeting. By a vote of town meeting the town gave oversight of the Cudworth House in 1917 and when the town purchased the Bates House one of the agreements of the purchase was for the Society to oversee operations of that house. The Society also set aside \$25,000 for repairs to the property. When the life tenant leaves the house, the Society will collect the rent from the future tenant and use those funds to maintain it.

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.

FY 18 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 costs quickly escalate.

Lawson Tower: The Town has spent a large sum of money in recent years at Lawson Tower. 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. However, in FY 2018 inspection of the bells should be done twice.

Scituate Lighthouse: The Lighthouse Rental Account should be able to handle ordinary repairs required there. The balance in the rental account as of November 21, 2016 is \$55,556.17. 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 21, 2016 is \$7,430.10. There are adequate funds in the Mann House Rental account to handle common repairs there. A Community Preservation Project is being proposed to make repairs on the roof of the house.

Cudworth House: Several repairs are anticipated at the Cudworth House in FY 2018. Repairs needed include repairs to windows, installation of several interior storm windows, repair of powder post beetle damage, and repainting of interior trim. The exact cost is not known, but probably less than \$5,000.

Massachusetts Humane Society Boathouse: This building is getting excellent use by the Town of Scituate Recreation summer sailing program. They use the building for classroom space. There are no large repairs needed there yet, but the trim on the building will need to be done during FY 2018.

Lawson Gates: Insect infestation is always a concern. The gates are being monitored by an insect control company.

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. The appropriation in FY 2017 was \$13,744.00. We are requesting \$13,944.00 for FY 2018.

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 etc. We feel that the time has come that the town reimburse the Scituate Historical Society for some of this work. 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 is \$3,400.00.

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.

DEPARTMENTAL ACCOMPLISHMENTS

Thousands of guests visit all of the historic sites in all seasons.

This year saw the installation of a boardwalk at Scituate Light that gave access to ocean views to many who might otherwise have been cut off. The Scituate Historical Society donated meeting space to the Town of Scituate, bearing costs that were not covered by this budget request. The Lawson Gates were fully repaired and landscaping begun after an unfortunate automobile accident at the site. With a grant from the Mass Humane Society, The Scituate Historical Society was able to integrate the last remaining Irish Mossing Shed into the greater space of the Maritime and Irish Mossing Museum. This work will continue into the next year. A memorial stone was placed at Scituate Light to mark the efforts of a team of amateur radiomen who served the greater good on the night of March 16, 1956 with the grounding of the Etrusco on Cedar Point. Signage there includes mention of the extremely influential short wave station, WRUL that was recognized for its role in World War Two and in the Cuban Missile Crisis. Also at the Lighthouse, the Graves Ledge Bell donated by MIT was restored and high quality signage was placed next to the bell. The Bates House was provided with a ramp for handicap access.

Several repairs are anticipated at the Cudworth House in FY 2018. Repairs needed include repairs to windows, installation of several interior storm windows, repair of powder post beetle damage, and repainting of interior trim. The exact cost is not known, but probably less than \$5,000.

DESCRIPTION OF REVENUE	YTD				Comments
	FY/15	FY/16	FY/17	FY/18	
	\$11,350.00	\$14,378.00	\$13,744.00	\$13,944.00	

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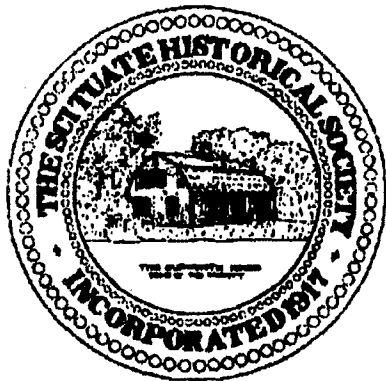
 Town of Scituate
 NEXT YEAR BUDGET COMPARISON REPORT

 P 41
 bgnyrpts

PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0691 HISTORICAL BUILDINGS						
1691520 Historical - Purchase of Servi						
1691520 521100 ELECTRICIT	1,353.81	1,500.00	1,500.00	1,500.00	1,500.00	
1691520 521300 NATURAL GA	297.40	900.00	900.00	900.00	900.00	
1691520 524200 REPAIR/MAI	9,857.91	9,544.00	9,544.00	9,744.00	9,544.00	
1691520 534100 TELEPHONE	1,024.37	1,800.00	1,800.00	1,800.00	1,800.00	
TOTAL Historical - Purchase	12,533.49	13,744.00	13,744.00	13,944.00	13,744.00	.00
TOTAL HISTORICAL BUILDINGS	12,533.49	13,744.00	13,744.00	13,944.00	13,744.00	.00



THE SCITUATE HISTORICAL SOCIETY

KATHLEEN LAIDLAW HISTORICAL CENTER

P.O. Box 276

SCITUATE, MA 02066

781-545-1083

November 28, 2016

Ms. Patricia Vinchesi, Town Administrator
Scituate Town Hall
600 Chief Justice Cushing Highway
Scituate, MA 02066

Dear Ms. Vinchesi,

Attached is our budget request for fiscal year 2018 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 2017. The FY 2017 request was based on four hours per week. It is clear that the actual time spent will be approximately 4.5 hours per week with a rate of pay of \$16.00/hour so we have increased the budget request to \$3,744.00 for FY 2018.

One other concern we have is the Maintenance of Buildings line. While there are rental accounts at the Lighthouse and Mann House, there is no income stream from the Cudworth House, Massachusetts Humane Society Boathouse, Lawson Tower, and the Lawson Gates. The Massachusetts Humane Society Boathouse will definitely need painting of the trim, doors and windows during 2018. Costs for work at other buildings will also surely arise too. The Mann House will need a new roof in FY 2018, but we expect that work will be paid for with Community Preservations funds.

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	\$6,000.00
Scituate Historical Society compensation for oversight services	\$3,744.00
Total request:	\$13,944.00

Sincerely,

David Ball, President Scituate Historical Society

TOWN OF SCITUATE

FY 2018 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, water, and waterways). This includes the various short-term, and long-term debt plan options for existing, and proposed borrowings, (e.g. bond anticipation notes (BAN's); general obligation bonds; 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 to 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 2017 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 FY18, the total existing debt-excluded and tax-supported debt is \$7,589,131 while the total revenue-supported Enterprise Fund debt is \$4,362,061

General Fund Debt Includes:

Tax-Supported Non-Exempt Debt of \$1,288,884 (principal and interest)

Tax-Supported Exempt Debt of \$6,030,637 (principal and interest)

Projected Tax-Supported Debt of \$247,759 (principal and interest)

Projected Tax-Supported Exempt Debt of \$16,851 (principal and interest)

Post Compliance Arbitrage Analysis \$5,000.

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

Sewer \$2,186,934 (incl. \$35,648 in Projected Debt)

Water \$1,775,738 (incl. \$130,429 in Projected Debt)

Transfer Station \$16,950

Waterways \$382,439 (incl. \$4,373 in Projected Debt)

Widows Walk \$ -0-

FY 2018 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 that will mature in February 2018, at that time the Town will issue bonds. The first debt service payment will not occur until Fiscal 2019.

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 bond rating of AA+ from Standard and Poor's was confirmed in March 2016 when a refunding of 2005 bonds were done resulting in a total savings of \$500,553 over the life of the refunded bonds.

FY18 Debt Per CIP

	<u>TOTAL</u>	<u>Principal & Interest</u>
General Fund Debt	7,589,131	
Tax Supported Non-Exempt Debt		1,288,884
Tax Supported Exempt Debt		6,030,637
Projected Tax-Supported Debt (inc BAN Interest)		247,759
Projected Tax-Supported Exempt Debt (inc BAN Interest)		16,851
Arbitrage Analysis		5,000
Sewer Enterprise Debt	2,186,934	
Sewer Enterprise Debt (inc Admin Fees)		2,151,286
Projected Debt (BAN Interest)		35,648
Water Enterprise Debt	1,775,738	
Water Enterprise Debt		1,645,309
Projected Debt (BAN Interest)		130,429
Transfer Station Enterprise Debt	16,950	
Transfer Station Enterprise Debt		16,950
Waterways Enterprise Debt	382,439	
Waterways Enterprise Debt		378,064
Projected Debt (BAN Interest)		4,375
Widows Walk Enterprise Debt	-	
Widows Walk Enterprise Debt		-
Total Actual and Projected Net Debt	11,951,192	11,951,192

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 Town of Scituate
 NEXT YEAR BUDGET COMPARISON REPORT

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 bgnyrpts

PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0720 DEBT						
1720590 Debt - Debt Service						
1720590 591000 PRINCIPAL	4,459,855.54	4,392,767.00	4,392,767.00	4,239,910.00	4,239,910.00	
1720590 591500 INTEREST O	2,464,612.11	3,245,039.00	3,245,039.00	3,079,611.00	3,079,611.00	
1720590 592000 OTHER DEBT	12,100.00	.00	.00	5,000.00	5,000.00	
1720590 592500 INTEREST O	.00	78,000.00	78,000.00	264,610.00	264,610.00	
TOTAL Debt - Debt Service	6,936,567.65	7,715,806.00	7,715,806.00	7,589,131.00	7,589,131.00	.00
TOTAL DEBT	6,936,567.65	7,715,806.00	7,715,806.00	7,589,131.00	7,589,131.00	.00

TOWN OF SCITUATE

FY 2018 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 FY18 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)

	Monthly	Annually	Increase	New Annual	New Monthly
G J Patterson	2,253.32	27,039.84	420.00	27,459.84	2,288.32
Totals	2,253.32	27,039.84	420.00	27,459.84	2,288.32

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
<hr/>						
0910 NON-CONTRIBUTORY PENSIONS						
1910512 Non Contributory Pensions						
1910512 517900 NON-CONTRI	26,619.84	27,040.00	27,040.00	27,460.00	27,460.00	
TOTAL Non Contributory Pensi	26,619.84	27,040.00	27,040.00	27,460.00	27,460.00	.00
TOTAL NON-CONTRIBUTORY PENS	26,619.84	27,040.00	27,040.00	27,460.00	27,460.00	.00

TOWN OF SCITUATE

FY 2018 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 3.6% over the FY17 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 FY18, the savings to the Town equals \$87,153.

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

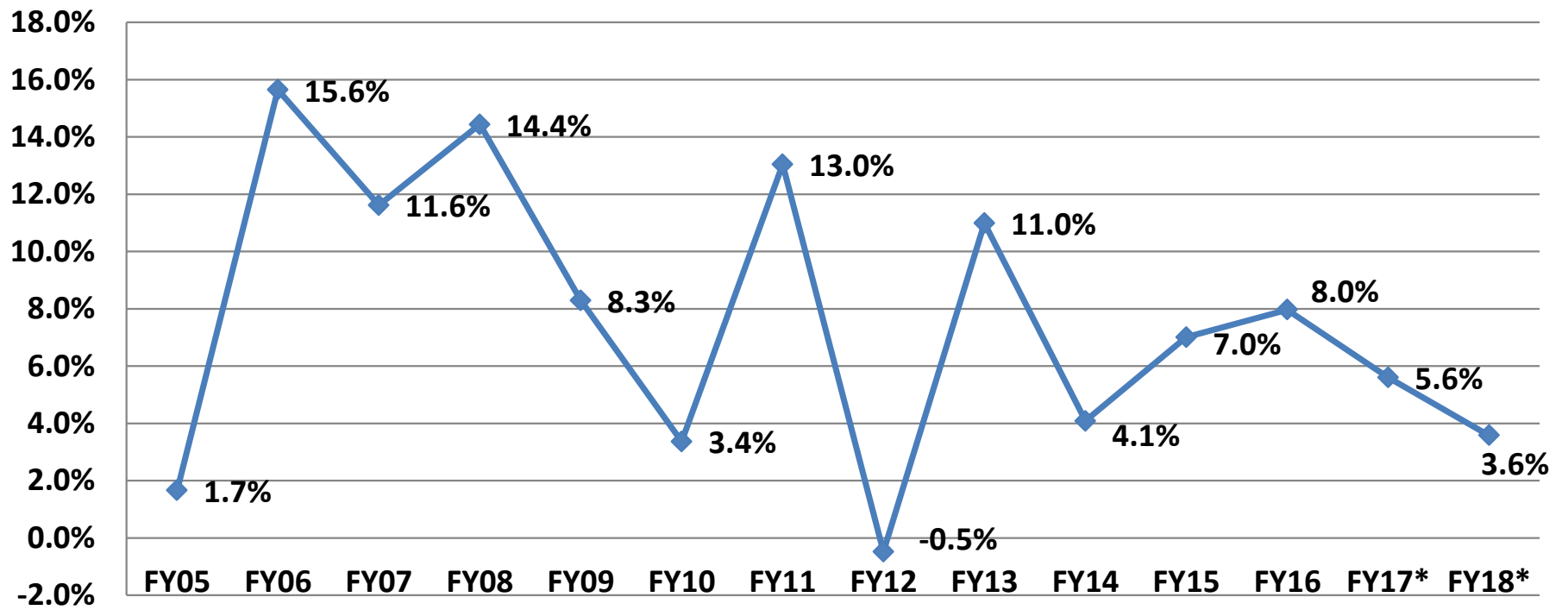
The FY19 Assessment is expected to increase by 8%.

FY 2018 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's 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. The funding schedule currently calls for completion by 2031 (decreased from 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 \$60,000,000. Per the Town's Financial Policy, 2% of the amount paid to Plymouth County Retirement is applied toward OPEB.

Plymouth County Retirement Assessment Year to Year % Change



* Estimated

Scituate

Actuarial Valuation as of January 1, 2015

Participant Information

Participants	
Actives	398
Inactives	145
Retirees and Disableds	230
Total	<u>773</u>

Payroll	16,533,286
Average	41,541

Valuation Results

Normal Cost	
Employee	1,415,297
Employer	828,773
Administrative Expense	116,819
Total	<u>2,360,889</u>

Actuarial Accrued Liability	
Actives	41,388,632
Inactives	686,083
Retirees and Disableds	49,919,331
Total	<u>91,994,046</u>

Assets	\$53,666,734
--------	--------------

Unfunded Actuarial Accrued Liability	\$38,327,312
--------------------------------------	--------------

Estimated FY17 Contribution - semiannual payments	\$4,457,791
Estimated FY17 Contribution - July payment	\$4,373,651
Estimated FY18 Contribution - semiannual payments	\$4,617,428
Estimated FY18 Contribution - July payment	\$4,530,275



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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0911 PLYMOUTH COUNTY RETIREMENT						
1911512 Plymouth County Retirement Ass						
1911512 519900 PLYMOUTH C	4,141,767.00	4,373,651.00	4,373,651.00	4,530,275.00	4,530,275.00	
1911512 596600 TRANSFER T	282,835.00	87,473.00	87,473.00	90,605.00	90,605.00	
TOTAL Plymouth County Retire	4,424,602.00	4,461,124.00	4,461,124.00	4,620,880.00	4,620,880.00	.00
TOTAL PLYMOUTH COUNTY RETIRE	4,424,602.00	4,461,124.00	4,461,124.00	4,620,880.00	4,620,880.00	.00

TOWN OF SCITUATE

FY 2018 BUDGET

DEPARTMENT: WORKERS' COMPENSATION 912

MISSION STATEMENT

Town of Scituate
Analysis of Workers' Compensation Trust Fund

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
TOTALS	56,587.89

Nancy Holt

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 FY 17 for this first time since 2010, utilization YTD warrants an increase in FY 18.

FY 18 RISKS AND CHALLENGES

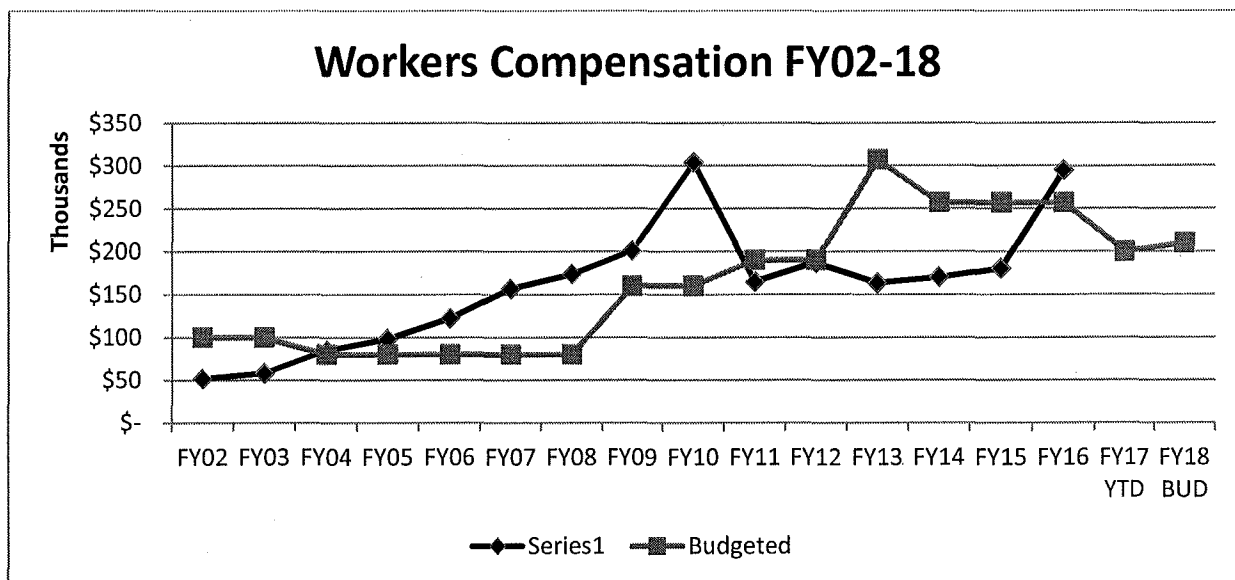
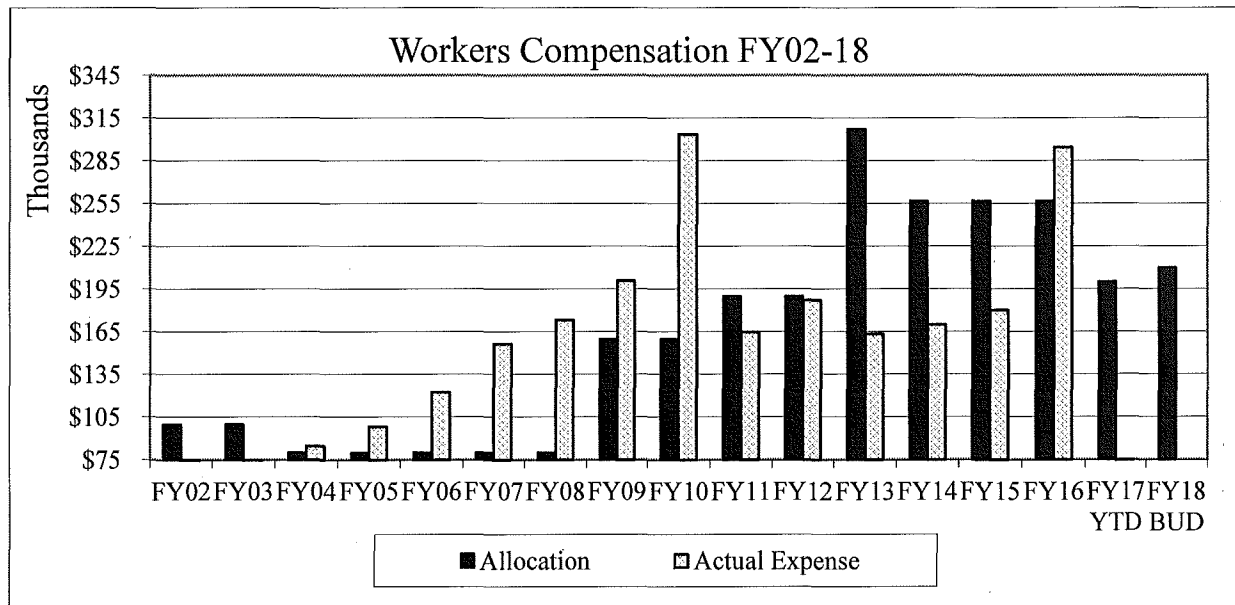
An increase in claims, a few of a long term nature, has increased costs this year. Our Fund goal is \$750,000 and we are still short of that.

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.

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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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0912 WORKERS COMPENSATION						
1912515 Workers Compensation						
1912515 519900 WORKERS CO	257,000.00	200,000.00	200,000.00	228,000.00	210,000.00	
TOTAL Workers Compensation	257,000.00	200,000.00	200,000.00	228,000.00	210,000.00	.00
TOTAL WORKERS COMPENSATION	257,000.00	200,000.00	200,000.00	228,000.00	210,000.00	.00

TOWN OF SCITUATE

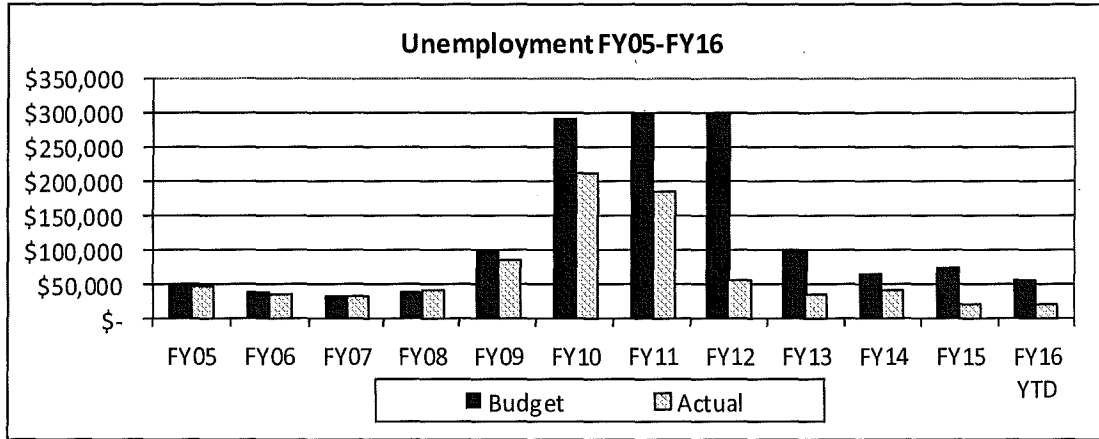
FY 2018 BUDGET

DEPARTMENT: UNEMPLOYMENT 913

MISSION STATEMENT:

N/A

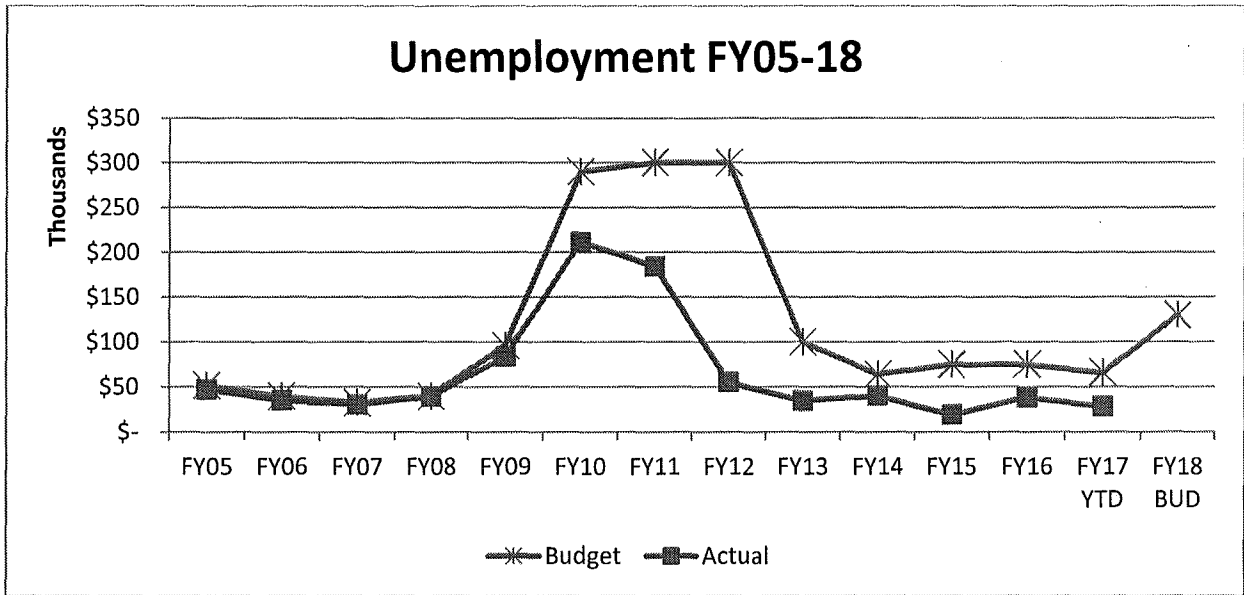
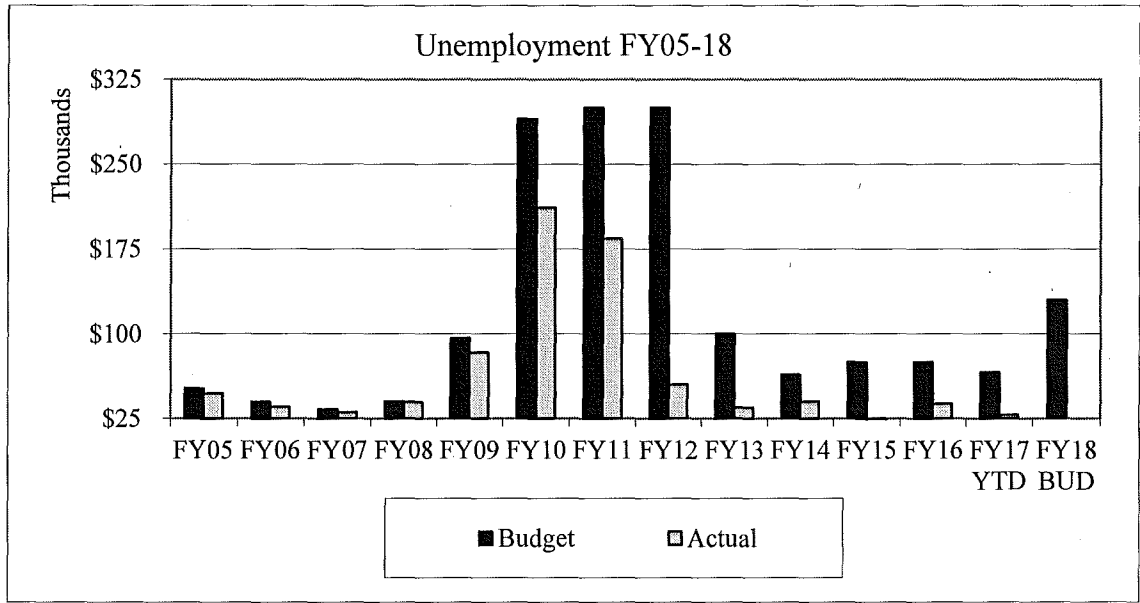
Unemployment Data – Graph & Table



	Budget	Actual
FY05	\$ 51,699	\$ 47,186
FY06	\$ 39,775	\$ 35,262
FY07	\$ 33,000	\$ 30,549
FY08	\$ 40,000	\$ 39,461
FY09	\$ 96,000	\$ 83,600
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 YTD	\$ 66,000	\$ 28,283
FY18 BUD	\$ 130,000	

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 17 was increased and we expect another hefty increase in FY 18 as a result of personnel staffing totals changing with the change in grades from Gates to the new Middle School.



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 Town of Scituate
 NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0913 UNEMPLOYMENT INSURANCE						
1913515 Unemployment						
1913515 519900 UNEMPLOYME	38,178.68	66,000.00	66,000.00	130,000.00	130,000.00	
TOTAL Unemployment	38,178.68	66,000.00	66,000.00	130,000.00	130,000.00	.00
TOTAL UNEMPLOYMENT INSURANCE	38,178.68	66,000.00	66,000.00	130,000.00	130,000.00	.00

TOWN OF SCITUATE

FY 2018 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. The Town has withdrawn from Mayflower Municipal Health Group effective July 1, 2018 and will obtain health insurance through the Massachusetts Interlocal Insurance Association (MIIA). 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 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

The departmental 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 and Cadillac Tax). Our health insurance contribution rate is on average, 53% town and 47% employee.

MAJOR BUDGET COMPONENTS

Health Insurance rates have been quoted from MIIA at 11.9% increase, and retiree Medicare plans will maintain the same level of coverage but decrease 10%.

FY 2018 RISKS AND CHALLENGES

The Treasurer/Collector's Office will need to work with employees and retirees through the transition to our new provider, MIIA. The major challenge is budgeting sufficient funding to provide coverage for new hires and those employees formerly covered elsewhere (e.g. spouse's plan). Spousal job losses can contribute to increased participation in the Town's plan. Recent law changes (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 staff continues to work towards improving and increasing communications 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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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0914 CONTRIBUTORY GROUP INSURANCE						
1914515 Contributory Group Insurance						
1914515 519900 CONTRIBUTO	4,732,561.33	5,656,298.00	5,656,298.00	5,915,000.00	5,860,000.00	
TOTAL Contributory Group Ins	4,732,561.33	5,656,298.00	5,656,298.00	5,915,000.00	5,860,000.00	.00
TOTAL CONTRIBUTORY GROUP INS	4,732,561.33	5,656,298.00	5,656,298.00	5,915,000.00	5,860,000.00	.00

TOWN OF SCITUATE

FY 2018 BUDGET

DEPARTMENT: #916 Federal Taxes

MISSION STATEMENT:

This appropriation funds the Town's federal contribution that matches the employees' 1.45% Medicare contribution.

FY 2018 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.

FY18 reflects a 4% annual increase for COLA, step changes, and continued retirements of exempt employees.

Federal Tax (Medicare) FY18 Budget

FY	Expended	% Change
FY04	\$306,781	
FY05	\$314,263	2.4%
FY06	\$336,356	7.0%
FY07	\$366,255	8.9%
FY08	\$420,846	14.9%
FY09	\$456,514	8.5%
FY10	\$456,025	-0.1%
FY11	\$469,321	2.9%
FY12	\$498,252	6.2%
FY13	\$531,517	6.7%
FY14	\$556,272	4.7%
FY15	\$589,430	6.0%
FY16	\$615,185	4.4%

FY	Budgeted	% Change
FY17	\$668,418	8.7%
FY18	\$695,155	4.0%

7/1-11/30 Actual Expended

	Expended	% Change
FY16	\$210,024	
FY17 YTD	\$222,273	5.8%



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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND		2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0916	FEDERAL TAXES						
1916515	Federal Taxes						
1916515	519900 FEDERAL TA	652,115.00	678,200.00	678,200.00	695,155.00	695,155.00	
	TOTAL Federal Taxes	652,115.00	678,200.00	678,200.00	695,155.00	695,155.00	.00
	TOTAL FEDERAL TAXES	652,115.00	678,200.00	678,200.00	695,155.00	695,155.00	.00
	TOTAL GENERAL FUND	652,115.00	678,200.00	678,200.00	695,155.00	695,155.00	.00
	GRAND TOTAL	652,115.00	678,200.00	678,200.00	695,155.00	695,155.00	.00

** END OF REPORT - Generated by Nancy Holt **

TOWN OF SCITUATE

FY 2018 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 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. 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 renovations specialists if requested.
2. Concentrated efforts to rebuild Widow's Walk's reputation resulting from golf course drought damage as well as equipment replacement delays due to debt expense.
 - A. Confer with the Greens Superintendent to keep course playability disruptions to a minimum when tending to any remaining turf damaged areas. (Mar-May)
 - B. Initiate improvements to the Driving Range to increase traffic, reduce ball loss, and assist with ball retrieval efforts. (Mar-Apr)
 - C. Prepare press release(s) to inform local golfers of improving course conditions when appropriate. (Apr-Jun)
 - D. Post course condition progress updates on the golf course website. (Ongoing)
3. Increase merchandise sales and profits, while improving customer satisfaction.
 - A. Seek used golf club wholesalers to satisfy the rising demand from new golfers and Scituate Recreation clinic participants. (Apr-Jun)
 - B. Post custom club fitting signage to improve customer awareness of this valuable service. (Mar-Apr)
 - C. Work with Finance Director to develop a strategy to insure funds are available to replace successfully retailed merchandise items. (May-Jun)
4. Collaborate with the Recreation Department to add on-course golf instruction offerings.
 - A. Attempt to field a "Junior League Golf" team with assistance from Scituate Recreation staffing and volunteers. (Mar-Apr)
 - B. Add "Take Me Out to the Golf Course" adult introductory clinic offerings to smooth the often intimidating transition of taking one's game from the driving range to the golf course. (Mar-Apr)
 - C. Add "Manage Your Game – Lower Your Scores" intermediate adult clinics with the intention of teaching course management skills to increase enjoyment levels and rounds played. (Mar-Apr)

MAJOR BUDGET COMPONENTS

In order of total cost, the major expenditures for the golf course come from the following areas:

IGM golf course maintenance fee

Golf operations salaries

Equipment rentals and leases

Indirect costs

Merchandise supplies

Technical services

Electricity

Repairs and maintenance

FY 2018 RISKS AND CHALLENGES

The 2016 drought brought an urgent and unprecedented challenge to the forefront at Widow's Walk. At the time of this writing, our rainfall deficit has shown some improvement but the Environmental Protection Agency continues to direct our golf course water usage. At times, one would have thought that a bubble had been constructed over Widow's Walk as we missed one storm after another that delivered rain to surrounding communities. As a result, our fairways and roughs suffered more turf loss than competitors on the South Shore. These sub-standard turf conditions have triggered a year over year revenue short-fall around \$120,000 for the first four months of FY17, as many of our loyal patrons have opted to take their business to less affected area courses.

We are fortunate that International Golf Maintenance (IGM) absorbed almost \$12,000 of grass seed expense to repair damaged turf areas. These repaired areas have responded nicely, although it will take some time to return to our normal high standards of course conditioning. A positive result from this unfortunate situation is the strong likelihood that the chosen grass varieties that are currently germinating will be replacing some of the less desirable species that have crept into our property over the years, leaving us with the most playable and drought resistant turf in the course's history. Once achieved with a bit of help from Mother Nature, a concerted press effort will be needed to regain our reputation through selective announcements. With a little luck, we will be able to report best ever course conditions.

Our major challenge is determining the post debt direction of Widow's Walk. We have a very nice golf course that continues to improve and be the envy of many golfers from the surrounding towns. This operation has survived for years without a need to request taxpayer funding, despite the struggle of working out of a Clubhouse that presents many challenges. Coupled with parking lot and curb appeal issues, our potential customer base is impacted. A functional and appealing Clubhouse with attractive surrounds will boost the course's image and create new business opportunities for many new patrons. With the debt now retired, there should be no reason for Widow's Walk to be anything less than a great source of pride for our residents, golfers and non-golfers alike. We are determined to assist in any way asked in order to bring this goal to reality.

The need to replace the golf course's aging irrigation system presents a key financial challenge. Based on industry standards, this vital part of the course maintenance program is at the end of its 20 year useful life. The replacement systems are more efficient in regards to water and energy usage, but come at a steep price estimated in the \$2.25M range. The design process needs to begin in FY18 in order to be prepared for a targeted installation in the autumn of 2019.

The final challenge involves maximizing Golf Shop merchandise profits. Municipal accounting policies can lead to insufficient merchandise supplies and the related revenue loss, particularly in the most lucrative seasons. Measures should be in place to insure that funds are available to replace successfully retailed products. Inventory management is a key to successful merchandising, and certainly, actions such as promoting custom club fitting to eliminate the need to stock golf club sets along with keeping non-impulse items at modest levels are sensible practices. On the other hand, an adequate supply of impulse items and essentials such as shirts, hats, socks, gloves, balls, shoes, bags, utility clubs, and the like are a must to achieve maximum profits. Additionally, absence of these basic items would not reflect well on club management and could lead to customer displeasures. These measures would also be effective regarding GHIN handicap service expenditures.

DEPARTMENTAL ACCOMPLISHMENTS

Widow's Walk's playing conditions took a hit this season due to the extreme drought, but not due to a lack of effort from our Maintenance Department that worked exceptionally hard this season to limit the damages. 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 for over a decade consecutively.

South Shore Living Magazine, "Best of the South Shore", Public Golf Course winner three of the past four years.

The five year old "Walk the Walk" twilight golf program continues to grow and be a valued green fee category, producing over 2,000 rounds and \$32,000 for FY16. This program delivers a three-fold benefit; adding revenue to a previously quiet part of the day, increasing late-day traffic which reduces the 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. A Winter Festival was held at Widow's Walk in February 2016 with great efforts from the Recreation Department.

Sound environmental and Audubon practices have helped with the attraction of abundant wildlife that is enjoyed by many residents, both golfers and non-golfers alike.

DESCRIPTION OF REVENUE	FY/15	FY/16	FY/17 YTD	FY/18 Projected	Comments
Dues – Season/Player’s Pass	155,199	183,163	10,651	180,000	
Green fees	686,607	742,270	308,253	705,000	
Rain checks	-2,636	-2,936	-1,554	-2,500	
Cart fees	186,069	209,632	96,115	200,000	
Club rentals	1,270	1,711	1,061	1,600	
Range fees	64,121	62,568	25,589	63,000	
Handicap fees	10,856	11,440	1,180	11,700	
Golf Lessons	0	0	5,507	9,050	
<u>Total usage fees</u>	<u>1,101,486</u>	<u>1,207,848</u>	<u>446,802</u>	<u>1,167,850</u>	
<u>Total merchandise sales</u>	<u>83,417</u>	<u>93,093</u>	<u>38,073</u>	<u>95,000</u>	
<u>Total rentals</u>	<u>55,000</u>	<u>49,500</u>	<u>22,000</u>	<u>49,500</u>	
<u>Total earning on investments</u>	<u>40</u>	<u>0</u>	<u>0</u>	<u>0</u>	
Miscellaneous revenue	0	0	0	0	
Cash over/(under)	33	26	0	0	
<u>Total miscellaneous revenue</u>	<u>33</u>	<u>26</u>	<u>0</u>	<u>0</u>	
<u>Grand total</u>	<u>1,239,976</u>	<u>1,350,467</u>	<u>506,875</u>	<u>1,312,350</u>	

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR:	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0661 GOLF COURSE						
61661510 Widow's Walk - Personal Servic						
61661510 511000 REGULAR SA	72,414.67	74,024.00	74,024.00	82,024.00	82,024.00	
61661510 519000 SEASONAL S	100,699.50	106,680.00	106,680.00	106,680.00	109,344.00	
TOTAL Widow's Walk - Persona	173,114.17	180,704.00	180,704.00	188,704.00	191,368.00	.00
61661520 Widow's Walk - Purchase of Ser						
61661520 521100 ELECTRICIT	16,000.00	21,000.00	21,000.00	21,000.00	21,000.00	
61661520 521300 NATURAL GA	3,644.92	4,600.00	4,600.00	4,600.00	4,600.00	
61661520 524000 REPAIRS &	9,356.95	15,800.00	15,800.00	20,500.00	20,500.00	
61661520 527000 RENTALS &	54,089.66	53,500.00	53,500.00	71,390.00	67,211.00	
61661520 530100 MANAGEMENT	516,424.07	489,677.00	489,677.00	500,985.00	500,895.00	
61661520 530200 MARKETING	1,873.86	2,000.00	2,000.00	2,000.00	2,000.00	
61661520 530300 HANDICAP S	5,890.00	5,900.00	5,900.00	6,250.00	6,250.00	
61661520 530900 TECHNICAL	22,580.10	23,500.00	23,500.00	26,500.00	23,500.00	
61661520 532100 CONFERENCE	.00	75.00	75.00	75.00	55.00	
61661520 534100 TELEPHONE	1,909.24	1,600.00	1,600.00	1,900.00	1,900.00	
61661520 534400 POSTAGE &	98.00	100.00	100.00	100.00	100.00	
61661520 571100 MILEAGE RE	.00	50.00	50.00	50.00	50.00	
61661520 573100 PROFESSION	917.50	950.00	950.00	950.00	950.00	
61661520 596000 INDIRECT C	54,314.00	57,716.00	57,716.00	66,575.00	66,575.00	
TOTAL Widow's Walk - Purchas	687,098.30	676,468.00	676,468.00	722,875.00	715,586.00	.00
61661540 Widow's Walk - Materials & Sup						
61661540 542000 OFFICE SUP	838.24	1,400.00	1,400.00	1,400.00	1,400.00	
61661540 542100 MERCHANDIS	50,044.86	48,500.00	48,500.00	65,000.00	55,000.00	
61661540 542200 CART SUPPL	1,102.05	6,750.00	6,750.00	10,750.00	10,750.00	
61661540 542400 RANGE SUPP	3,149.29	5,750.00	5,750.00	8,750.00	8,750.00	
61661540 542500 PRINTING &	1,338.00	1,800.00	1,800.00	1,950.00	1,800.00	
61661540 558000 OTHER SUPP	2,007.72	1,600.00	1,600.00	1,250.00	1,250.00	
61661540 558100 CLOTHING	854.04	900.00	900.00	900.00	900.00	
TOTAL Widow's Walk - Materia	59,334.20	66,700.00	66,700.00	90,000.00	79,850.00	.00
61661560 Widow's Walk - Intragovernment						
61661560 578000 Emerg Res	.00	.00	.00	.00	500.00	
TOTAL Widow's Walk - Intrago	.00	.00	.00	.00	500.00	.00
61661580 Widow's Walk - Capital Outlay						
61661580 585100 EQUIPMENT	-300.00	.00	.00	1,000.00	12,000.00	

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: WIDOWS WALK ENTERPRISE	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
TOTAL Widow's Walk - Capital	-300.00	.00	.00	1,000.00	12,000.00	.00
TOTAL GOLF COURSE	919,246.67	923,872.00	923,872.00	1,002,579.00	999,304.00	.00
TOTAL WIDOWS WALK ENTERPRISE	919,246.67	923,872.00	923,872.00	1,002,579.00	999,304.00	.00

**Town of Scituate
Widow's Walk Golf Course Enterprise Fund
Indirect Costs
Fiscal Year 2018 Budget**

Description	Basis	Allocation	%*	FY17 Budget	Total
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	1.79%	495,515	8,891
Town Accountant	Processing of warrants etc.	Total FY17 budget	1.79%	344,083	6,174
Treas/Collector	Collections, bank rec., payroll etc.	Total FY17 budget	1.79%	359,753	6,455
Facilities Director		Personal Services budget	2.00%	92,406	1,848
Insurance	Building,Auto, Liability etc.	From Insurance Company			24,472
Group Insurance	Town's Share of group insurance	Actual Contribution FY16 rates			5,064
Medicare	Town's Share of medicare	Actual FY16	1.45%		2,667
OPEB	Eligible -ees/total eligible X OPEB cost	Based on most recent actuary %	0.08%	87,473	70
Pensions and Retirement	Penison Costs	Based on actuarial breakdown done for PCRS	0.25%	4,373,651	10,934
				5.1%	66,575

* based on enterprise FY17 operating budget to total Town operating budget

Widow's Walk Enterprise Fund

	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17 budget	FY18 budget
Revenue:										
Dues	114,260	126,160	129,150	107,830	110,014	115,891	111,100	125,025	175,000	160,000
Frequent Players	26,630	24,303	29,530	67,964	54,231	46,400	44,099	58,138		
Green Fees	759,396	723,283	676,677	712,737	691,134	681,356	686,607	742,270	705,000	700,000
Cart Fees	168,081	155,095	153,922	179,912	177,191	177,348	186,069	209,633	215,000	215,000
Club Rentals	2,330	2,087	2,130	2,083	1,734	1,609	1,270	171	3,000	3,000
Range Fees	52,609	55,273	50,981	57,699	59,678	61,960	64,121	62,568	69,000	69,000
Handicap Fees	13,610	11,300	10,830	9,980	10,110	10,580	10,856	11,440	11,000	11,000
Merchandise Sales	103,479	98,565	93,683	88,849	94,890	83,952	83,417	93,093	90,000	95,000
Restaurant Lease Income	33,250	37,000	48,725	42,000	35,700	48,450	55,000	49,500	49,500	49,500
Interest Income	3,499	1,495	602	356	433	100	40	186	40	40
Miscellaneous	1,807	15	(7)	(7)	13	7	33	26	26	26
Rain checks	(6,943)	(3,643)	(3,598)	(4,547)	(3,003)	(3,269)	(2,636)	(2,936)	(3,000)	(3,000)
Total Revenue	1,272,008	1,230,933	1,192,625	1,264,856	1,232,125	1,224,385	1,239,976	1,349,113	1,314,566	1,299,566
Expenses:										
Personal Services	174,912	171,973	172,274	174,474	170,212	168,559	166,129	173,114	180,704	191,368
Purchase of Services	605,767	584,752	609,974	602,073	573,803	573,248	560,052	632,784	618,752	649,011
Materials & Supplies	61,248	69,592	66,937	59,142	72,117	42,249	56,903	59,034	66,700	79,850
Indirect Costs	40,146	40,034	52,567	47,994	49,597	52,858	59,391	54,314	57,716	66,575
Capital Outlay	22,250	4,652		6,098	37,347					12,000
Emergency Reserve										500
Capital Articles						27,997				265,000
Total Operating Expenses	904,323	871,003	901,752	889,781	903,076	864,911	842,475	919,247	923,872	1,264,304
Surplus/(Deficit) before debt payments	367,685	359,930	290,873	375,075	329,050	359,474	397,501	429,866	390,694	35,262
Transfer from General Fund								11,500		
Debt Service	381,855	380,415	377,750	378,975	379,125	378,563	381,300	382,200	382,500	
Total Surplus/(Deficit)	(14,170)	(20,485)	(86,877)	(3,900)	(50,075)	(19,088)	16,201	59,166	8,194	35,262

Unappropriated Certified Retained Earnings as of October 19, 2016										71,585
Less amt needed to balance FY18 budget										-
Less amt to be used for FY18 Capital										-
Balance of Retained Earnings after FY18 ATM										71,585

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TOWN OF SCITUATE

FY 2018 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 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Keep a balance between public health requirements, environmental protection and public expenditures.
2. 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.
3. Increase the opportunities to recycle additional products for residents not provided in other Towns like fluorescent light bulbs and mercury containing items.
4. Provide educational and informational elements to the residents regarding solid waste management and recycling. Educate users of the Transfer Station how separating recyclable items and the quality of the recycled item aids in keeping costs as low as possible.
5. Work with the Treasurer to establish new policies and methods for handling cash and transactions at the gatehouse.
6. Improve the methane gas collection system at the capped landfill with new shallow buried piping. A new flare was installed at the former landfill in 2016 to manage the gases that develop beneath the existing landfill. To complete the upgrade to the collection system, the piping between wells needs to be replaced with shallow piping to create a closed network to draw the gases to the flare for proper management.

MAJOR BUDGET COMPONENTS

Disposal Costs \$600,000

Personnel \$237,392

Intergovernmental \$142,286

Technical Services \$85,000

Blue Bags \$78,000

Debt \$16,950

Maintenance \$28,750

FY 2018 RISKS AND CHALLENGES

With an abundance of available product 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.

DEPARTMENTAL ACCOMPLISHMENTS

The Scituate Transfer Station received an award from the South Shore recycling Cooperative (SSRC) for the lowest per capita disposal rate per household.

Coordinated the purchase and installation of a new town owned cardboard compactor with the assistance of a grant from MA DEP. (Sustainable Materials Recovery Program)

Supported Ship-Shape Day and other community clean-up events.

Renewed three and solicited two new vendors to handle various recycling products. The recycling rate in 2015 for the Scituate Transfer station was 56%. The recycling rate for 2016 is showing a slight increase at 57%.

DESCRIPTION OF REVENUE	FY/15	FY/16	FY/17 YTD	FY/18 Projected	Comments
Stickers	\$431,860	\$437,055	\$ 377,702	\$390,000	
Blue Bags	\$497,882	\$472,940	\$175,660	\$500,000	
Bulky Waste	\$227,605	\$198,141	\$111,297	\$240,000	
Recycle	\$ 36,164	\$ 24,378	\$ 9,009	\$ 15,000	
General Fund	\$100,000	\$100,000	\$100,000	\$100,000	
Interest/Other	\$ 9,200	\$ 9,200	\$ 3,150	\$ 1,950	

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR:	2016	2017	2017	2018	2018	COMMENT
TRANSFER STATION ENTERPRISE	ACTUAL	ORIG BUD	REVISED BUD	Dept Req	Town Adm	
0433 TRANSFER STATION						
63433510 Transfer Station - Personal Se						
63433510 511000 REGULAR SA	192,270.40	196,210.00	196,210.00	201,676.00	198,640.00	
63433510 512000 OVERTIME	29,879.04	21,777.00	21,777.00	22,945.00	21,777.00	
63433510 513000 LONGEVITY	2,650.00	2,850.00	2,850.00	2,850.00	1,850.00	
63433510 519000 SEASONAL S	4,504.51	6,580.00	6,580.00	6,580.00	6,020.00	
63433510 519100 OTHER SALA	3,188.80	3,048.00	3,048.00	3,341.00	3,528.00	
TOTAL Transfer Station - Per	232,492.75	230,465.00	230,465.00	237,392.00	231,815.00	.00
63433520 Transfer Station - Purchase of						
63433520 521100 ELECTRICIT	16,828.26	11,750.00	11,750.00	11,750.00	11,450.00	
63433520 524200 REPAIR & M	28,621.86	28,750.00	28,750.00	28,750.00	28,750.00	
63433520 524500 VEHICLE SE	4,094.11	5,000.00	5,000.00	5,000.00	3,750.00	
63433520 527100 HAULING CO	642,747.07	600,000.00	600,000.00	650,000.00	636,000.00	
63433520 530900 TECHNICAL	60,798.33	84,000.00	84,000.00	86,348.58	75,000.00	
63433520 534100 TELEPHONE	194.48	300.00	300.00	300.00	300.00	
63433520 534300 BINDING &	1,699.72	1,200.00	1,200.00	1,200.00	1,200.00	
63433520 573100 PROFESSION	4,575.00	4,700.00	4,700.00	4,700.00	4,700.00	
TOTAL Transfer Station - Pur	759,558.83	735,700.00	735,700.00	788,048.58	761,150.00	.00
63433540 Transfer Station - Materials &						
63433540 542300 SUPPLIES	73,498.91	78,000.00	78,000.00	78,000.00	76,000.00	
63433540 542500 PRINTING &	.00	140.00	140.00	140.00	140.00	
63433540 543000 BUILDING S	1,509.80	1,300.00	1,300.00	1,300.00	1,300.00	
63433540 543100 EQUIPMENT	3,460.19	16,000.00	16,000.00	16,000.00	7,800.00	
63433540 545100 CLEANING S	875.02	800.00	800.00	800.00	800.00	
63433540 548000 VEHICLE SU	677.51	750.00	750.00	750.00	750.00	
63433540 548100 FUELS & LU	8,262.81	18,000.00	18,000.00	18,000.00	18,000.00	
63433540 548400 TOOLS & EX	54.00	300.00	300.00	300.00	300.00	
63433540 558100 CLOTHING	2,400.00	2,400.00	2,400.00	2,400.00	2,400.00	
TOTAL Transfer Station - Mat	90,738.24	117,690.00	117,690.00	117,690.00	107,490.00	.00
63433560 Transfer Station - Intragovern						
63433560 596000 INDIRECT C	146,286.00	153,616.00	153,616.00	164,846.00	164,846.00	
TOTAL Transfer Station - Int	146,286.00	153,616.00	153,616.00	164,846.00	164,846.00	.00
63433590 Transfer Station - Debt						
63433590 591000 PRINCIPAL	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	

**Town of Scituate
Transfer Station Enterprise Fund
Indirect Costs
Fiscal Year 2018 Budget**

Description	Basis	Allocation	%*	FY17 Budget	Total
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	1.70%	495,515	8,426
Town Accountant	Processing of warrants etc.	Total FY16 budget	1.70%	344,083	5,851
Treas/Collector	Collections, bank rec., payroll etc.	Total FY16 budget	1.70%	359,753	6,118
Engineering Dept.	Engineering	1/2 of Town Engineer's Salary			43,150
DPW Admin. Dept.	Administration	1/5 of Director's Salary			23,787
Insurance	Building, Auto, Liability etc.	From Insurance Company			6,908
Group Insurance	Town's Share of group insurance.	Actual Contribution FY16 rates			28,047
Medicare	Town's Share of medicare.	Actual FY16	1.45%		3,135
OPEB	Eligible -ees/total eligible X OPEB cost	Based on most recent actuary %	0.57%	87,473	499
Pensions and Retirement	Penison Costs	Based on actuarial breakdown done for PCRS	0.89%	4,373,651	38,925
				12.9%	164,846

* based on enterprise FY17 operating budget to total Town operating budget

Transfer Station Enterprise Fund

	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17 budget	FY18 budget
Revenue:								Rate reduction	Rate reduction	Rate reduction
Transfer Station Stickers	415,979	402,726	472,617	556,176	444,937	431,721	433,395	385,195	390,000	415,000
Trash Bags	437,476	493,118	520,561	535,169	465,768	466,392	497,882	494,721	500,000	494,000
Recycling	29,701	16,599	29,483	55,646	45,413	45,351	35,100	24,378	40,000	24,000
Bulky Waste	167,530	180,763	206,357	225,072	271,226	255,515	227,606	264,120	230,000	264,000
Interest Income	26	330	871	1,394	1,075	2,141	2,443	5,117	3,150	5,000
Misc			11,139				12,994	255		
Total Revenue	1,050,712	1,093,536	1,241,028	1,373,457	1,228,420	1,201,119	1,209,421	1,173,786	1,163,150	1,202,000
Expenses:										
Personal Services	226,333	200,172	178,861	206,713	203,310	213,257	229,409	232,493	230,465	231,815
Purchase of Services	724,241	687,614	647,465	696,678	638,759	615,702	556,038	759,559	735,700	761,150
Materials & Supplies	127,190	57,093	131,187	42,103	39,394	113,328	108,865	146,286	117,690	107,490
Indirect Costs	70,583	66,841	118,515	120,040	128,365	131,025	132,362	90,738	153,616	164,846
Capital Outlay	6,973			10,038	3,339	185	266	-	-	-
Total Operating Expenses	1,155,320	1,011,720	1,076,028	1,075,572	1,013,168	1,073,497	1,026,940	1,229,076	1,237,471	1,265,301
Surplus/(Deficit) before debt payments	(104,608)	81,816	165,000	297,885	215,252	127,622	182,480	(55,290)	(74,321)	(63,301)
Transfer from General Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	-	-	-
Debt Service	(60,953)	(59,843)	(60,603)	(84,373)	(81,417)	(78,967)	(70,887)	(18,150)	(17,550)	(16,950)
Total Surplus/(Deficit)	(65,561)	121,973	204,397	313,512	233,835	148,655	211,593	(73,440)	(91,871)	(80,251)
Unappropriated Certified Retained Earnings as of October 19, 2016										623,224
Less amt needed to balance FY18 budget										(80,251)
Less amt to be used for FY18 Capital										(175,000)
Balance of Retained Earnings after FY18 ATM										367,973

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TOWN OF SCITUATE

FY 2018 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 the Division's National Pollution Discharge Elimination System (NPDES) permit and other regulated operating requirements.

FY 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS:

1. Provide a safe working environment for Division employees with ongoing safety training and standardization of operational procedures designed to meet industry safety standards.
2. Continue with maintenance & equipment replacement at the wastewater treatment plant & pump stations to ensure full flow and treatment capacity at all facilities.
3. Find solution to meet the upcoming copper limit mandated by EPA. The results of the underway copper reduction study will drive the options for resolution.
4. Continue with employee development. The goal is for all employees in operations to obtain a grade VI license.
5. Create additional flow capacity of system through Inflow and Infiltration (I&I) removal. Continuing inspections of the collection system and flow metering projects will identify areas of high I & I for rehabilitation.

MAJOR BUDGET COMPONENTS:

1. Debt Services - \$2,452,854
2. Personal Services - \$576,748.24 (from FY 2018 personal services detail)
3. Utilities & Fuel - \$434,514.36
4. Repair & Maintenance - \$176,000
5. Equipment & Parts - \$113,000
6. Chemical & Lab Supplies - \$105,314.24
7. Rentals Equipment - \$176,000

FY18 RISKS & CHALLENGES

1. Identifying and removing sources of grease from the collection system to avoid blockages and backups continues to be an ongoing challenge. Working more closely with the Town's Board of Health will help identify areas of concern.
2. Finding a solution for the ongoing issues with the outdated methanol delivery system (used for Nitrogen removal as part of NPDES Permit requirement). Continue to work with pump system providers to find a cost effective solution.
3. Renewing the Division's NPDES Permit which expires in November of 2017. Continuing to work with Federal and State regulators to identify key parameters which will be identified in the upcoming permit will ensure a smooth transition from the old to the new permit.
4. Maintaining collection system operation and maintenance compliance with Division staff.
5. The challenge of converting outdated electronic controls to new updated controls as part of Phase 2 of the SCADA Improvement Project while continuing to operate without issue.

DEPARTMENTAL ACCOMPLISHMENTS

1. Sand Hills and Chain Pond pump stations are currently undergoing significant enhancements. Included are; pumps, motors, drives, and instrumentation. The wet wells of all pump stations have been cleaned to reduce wear and tear of new equipment.
2. New equipment has been installed at the plant to address process monitoring and control as well as energy efficiency and networked communications. Several essential components have been replaced or upgraded; such as the SCADA system (new software & computers), power backups, and various instrumentation equipment.
3. The treatment plant has also undergone extensive replacement and refurbishing of mechanical equipment, such as; primary and secondary pumps and motors(RAS Pump #2 & Intermediate Pump #3), equipment for aeration(AT3 rebuilt by Division Staff), solids removal (Clarifier #2 rebuilt), and dewatering processes, and components of advanced tertiary treatment and disinfection systems.
4. Completion of the CDM-Smith Flow Metering Project (identified areas of I&I & I&I volumes entering the collection system).
5. Operations Staff has continued to further their education & obtain higher grade licensing, which has resulted in more knowledgeable employees who comprehend the complex treatment processes and can operate Division equipment efficiently and safely.

DESCRIPTION OF REVENUE	FY/15	FY/16	FY/17 YTD	FY/18 Projected	Comments
Sewer Use Fees	\$1,008,416	\$1,017,776	\$263,000	\$1,278,000	
Disposal Fees	\$216,087	\$263,694	\$92,000	\$239,000	
Connection Fees	\$196,000	\$273,000	\$56,000	\$185,000	
Permits, other	\$3,350	\$2,425	\$525	\$14,000	
Tax lien	\$158,278	\$174,214	\$28,126	\$160,000	
Override	\$660,974	\$658,718	\$0	\$655,710	
Betterments	\$1,294,411	\$1,374,134	\$71,279	\$1,100,000	
Interest	\$10,588	\$6,961	\$2,368	\$5,500	
Misc.	\$8,866	\$11,677	\$0	\$2000	
Total	\$3,556,970	\$3,782,599	\$513,298	\$3,639,210	

TOWN OF SCITUATE

FY 2018 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 the Division's National Pollution Discharge Elimination System (NPDES) permit and other regulated operating requirements.

FY 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Provide a safe working environment for Division employees with ongoing safety training and standardization of operational procedures designed to meet industry safety standards.
2. Continue with maintenance & equipment replacement at the wastewater treatment plant & pump stations to ensure full flow and treatment capacity at all facilities.
3. Find solution to meet the upcoming copper limit mandated by EPA. The results of the underway copper reduction study will drive the options for resolution.
4. Continue with employee development. The goal is for all employees in operations to obtain a grade VI license.
5. Create additional flow capacity of system through Inflow and Infiltration (I&I) removal. Continuing inspections of the collection system and flow metering projects will identify areas of high I & I for rehabilitation.

MAJOR BUDGET COMPONENTS

1. Debt Services - \$2,452,854
2. Personal Services - \$576,748.24 (from FY 2018 personal services detail)
3. Utilities & Fuel - \$434,514.36
4. Repair & Maintenance - \$176,000
5. Equipment & Parts - \$113,000
6. Chemical & Lab Supplies - \$105,314.24
7. Rentals Equipment - \$176,000

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 Town of Scituate
 NEXT YEAR BUDGET COMPARISON REPORT

 P 53
 bgnyrpts

PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: SEWER ENTERPRISE	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0440 SEWER DEPT						
64440510 Sewer - Personal Services						
64440510 511000 REGULAR SA	343,148.89	429,031.00	429,031.00	437,528.00	441,666.00	
64440510 512000 OVERTIME	49,646.83	29,198.00	29,198.00	46,349.24	37,544.00	
64440510 513000 LONGEVITY	2,050.00	2,050.00	2,050.00	3,525.00	3,525.00	
64440510 514000 EDUCATIONA	.00	3,900.00	3,900.00	4,500.00	4,500.00	
64440510 519000 SEASONAL S	5,148.00	4,800.00	4,800.00	4,800.00	4,000.00	
64440510 519100 OTHER SALA	18,479.87	19,963.00	19,963.00	20,483.00	22,879.00	
TOTAL Sewer - Personal Servi	418,473.59	488,942.00	488,942.00	517,185.24	514,114.00	.00
64440520 Sewer - Purchase of Services						
64440520 521100 ELECTRICIT	294,574.53	375,000.00	375,000.00	390,000.00	310,000.00	
64440520 521300 NATURAL GA	21,335.33	30,000.00	30,000.00	30,000.00	24,000.00	
64440520 524100 OFFICE MAC	419.44	200.00	200.00	420.00	420.00	
64440520 524200 REPAIR & M	144,385.10	75,000.00	75,000.00	176,000.00	140,000.00	
64440520 524500 VEHICLE SE	900.00	850.00	850.00	2,000.00	1,000.00	
64440520 527100 RENTALS EQ	141,647.25	160,000.00	160,000.00	176,000.00	160,000.00	
64440520 530800 TRAINING	3,237.08	1,750.00	1,750.00	4,000.00	4,000.00	
64440520 530900 TECHNICAL	21,848.85	20,000.00	28,600.00	35,000.00	28,000.00	
64440520 532100 CONFERENCE	173.70	300.00	300.00	300.00	175.00	
64440520 534100 TELEPHONE	6,607.56	4,300.00	4,300.00	7,000.00	5,000.00	
64440520 534300 BINDING &	337.44	175.00	175.00	337.44	300.00	
64440520 534400 POSTAGE &	325.85	250.00	250.00	304.15	300.00	
64440520 573100 PROFESSION	968.00	855.00	855.00	968.00	855.00	
TOTAL Sewer - Purchase of Se	636,760.13	668,680.00	677,280.00	822,329.59	674,050.00	.00
64440540 Sewer - Materials & Supplies						
64440540 542000 OFFICE SUP	1,139.66	750.00	750.00	1,139.66	750.00	
64440540 542300 SUPPLIES	872.99	1,000.00	1,000.00	1,000.00	1,000.00	
64440540 542500 PRINTING &	.00	100.00	100.00	350.00	100.00	
64440540 543000 BUILDING S	1,841.54	1,800.00	1,800.00	1,841.54	1,800.00	
64440540 543100 EQUIPMENT	98,058.55	75,000.00	75,000.00	113,000.00	98,000.00	
64440540 545100 CLEANING S	408.00	400.00	400.00	408.00	400.00	
64440540 548000 VEHICLE SU	540.06	500.00	500.00	540.06	500.00	
64440540 548100 FUELS & LU	7,566.35	9,000.00	9,000.00	9,000.00	9,000.00	
64440540 548400 TOOLS & EX	8.62	75.00	75.00	500.00	200.00	
64440540 550100 CHEMICAL &	105,314.24	101,000.00	101,000.00	105,314.24	105,500.00	
64440540 558100 CLOTHING	4,200.00	3,600.00	3,600.00	4,200.00	4,200.00	

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 Town of Scituate
 NEXT YEAR BUDGET COMPARISON REPORT

 P 54
 bgnyrpts

PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: SEWER ENTERPRISE	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
TOTAL Sewer - Materials & Su	219,950.01	193,225.00	193,225.00	237,293.50	221,450.00	.00
64440560 Sewer - Intragovernmental						
64440560 596000 INDIRECT C	193,115.00	206,553.00	206,553.00	.00	238,646.00	
TOTAL Sewer - Intragovernmen	193,115.00	206,553.00	206,553.00	.00	238,646.00	.00
64440580 Sewer - Capital Outlay						
64440580 585100 EQUIPMENT	.00	6,500.00	6,500.00	5,000.00	5,000.00	
TOTAL Sewer - Capital Outlay	.00	6,500.00	6,500.00	5,000.00	5,000.00	.00
64440590 Sewer - Debt						
64440590 591000 PRINCIPAL	1,785,500.05	1,831,881.00	1,831,881.00	1,859,897.00	1,859,897.00	
64440590 591500 INTEREST O	400,479.47	370,350.00	370,350.00	291,389.00	291,389.00	
64440590 592500 INTEREST O	.00	12,500.00	12,500.00	35,648.00	35,648.00	
TOTAL Sewer - Debt	2,185,979.52	2,214,731.00	2,214,731.00	2,186,934.00	2,186,934.00	.00
TOTAL SEWER DEPT	3,654,278.25	3,778,631.00	3,787,231.00	3,768,742.33	3,840,194.00	.00
TOTAL SEWER ENTERPRISE	3,654,278.25	3,778,631.00	3,787,231.00	3,768,742.33	3,840,194.00	.00

Sewer Enterprise Fund

	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17 budget	FY18 budget
Revenue:										
Tax Liens	15,605	33,718	11,103	24,136	10,821	8,368	28,921	40,668	10,000	10,000
Sewer Use Charges*	899,253	814,498	923,185	912,338	958,235	975,298	1,008,416	1,017,776	1,100,000	1,158,571
Septage Disposal Fees*	151,642	148,890	130,557	185,280	221,602	234,024	216,087	263,694	210,000	260,000
Interest/Penalties	7,178	6,607	6,672	9,244	5,059	8,876	10,588	6,961		6,000
Sewerage Permits/Licenses	435	460	415	9,586	2,780	8,000	3,350	2,425	14,000	2,400
Sewer Connection Fees	10,000	25,000	15,000	25,000	103,000	182,000	196,000	273,000	185,000	185,000
Sewer Liens/Committed Interest	124,989	116,263	138,896	121,095	142,602	125,536	129,357	133,573	140,000	130,000
Interest Income	13,499	6,805	4,861	3,884	6,097	5,291	6,054	10,474	5,500	5,500
Misc		57	44,054	203	(5,557)	-	8,866	11,677		-
Total Revenue	1,222,601	1,152,298	1,274,743	1,290,766	1,444,640	1,547,392	1,607,638	1,760,248	1,664,500	1,757,471
Expenses:										
Personal Services	373,183	370,051	398,946	415,525	416,571	420,552	427,478	418,474	488,942	514,114
Purchase of Services	494,714	509,385	532,095	466,271	398,940	486,410	773,601	636,760	668,680	674,050
Materials & Supplies	128,083	122,035	124,864	166,365	184,945	188,255	222,069	219,950	193,225	221,450
Indirect Costs	119,527	117,918	164,409	189,373	196,857	199,962	187,777	193,115	206,553	238,646
Capital Outlay			3,460	-					6,500	5,000
Transfer to Sewer Stabilization Fund										
Capital Articles		220,009		-		25,000				
Total Operating Expenses	1,115,507	1,339,398	1,223,774	1,237,534	1,197,313	1,320,178	1,610,925	1,468,299	1,563,900	1,653,260
Surplus/(Deficit) before debt payments	107,094	(187,100)	50,969	53,232	247,327	227,214	(3,287)	291,950	100,600	104,211
Debt Exclusion	647,030	637,867	651,332	630,948	666,615	652,202	660,974	658,718	660,771	655,710
Debt Service	(852,259)	(848,685)	(848,343)	(919,436)	(805,942)	(940,855)	(925,403)	(918,268)	(922,964)	(903,602)
Total Surplus/(Deficit) before Betterments	(98,135)	(397,918)	(146,042)	(235,256)	108,001	(61,439)	(267,716)	32,400	(161,593)	(143,681)
Betterments										
Revenue										
Added to Taxes	949,643	962,877	898,951	1,255,682	825,266	1,058,087	861,296	1,120,904	860,000	1,000,000
Paid in Advance	207,010	235,101	321,008		144,562	806,770	433,115	253,230	100,000	100,000
Betterment Deferrals			2,432							
Debt Service	(845,320)	(910,164)	(925,073)	(1,093,645)	(1,061,110)	(1,271,275)	(1,306,974)	(1,297,526)	(1,291,767)	(1,283,332)
Net Betterments	311,333	287,814	297,318	162,037	(91,282)	593,581	(12,563)	76,607	(331,767)	(183,332)
Net Surplus/(Deficit)	213,198	(110,104)	151,276	(73,219)	16,718	532,142	(280,279)	109,007	(493,360)	(327,013)
Unappropriated Certified Retained Earnings as of October 19, 2016										674,748
Less amt needed to balance FY18 budget										(327,013)
Less amt to be used for FY18 Capital										(95,000)
Balance of Retained Earnings after FY18 ATM										252,735

*Rate Increase FY17

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TOWN OF SCITUATE

FY 2018 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 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Complete the third and final phase of a multiyear water main replacement project.
 - a. Inform the public in a timely manner prior to starting the project.
 - b. Work closely with the contractors to ensure limited disruptions to the water system.
2. Educate and train existing and new personnel.
 - a. Have staff attend Distribution and Treatment educational classes to obtain licensing.
 - b. Have senior staff perform on the job training and share their knowledge with new staff.
3. Improve the water distribution system.
 - a. Start implementing a new water main flushing program.
 - b. Inform Town Officials and residents of areas to be flushed.
 - c. Follow plans and flush designated areas.
4. Install variable frequency drives (VFD's) on well motors.
 - a. Work with Facilities Director and private company to schedule work in a timely manner with minimal disruptions to service.
 - b. Receive training on new equipment and reduce energy costs wherever possible by utilizing these new VFD's.

MAJOR BUDGET COMPONENTS

Debt Service	\$ 1,775,738.00	45.55 %
Personnel Cost	\$ 911,630.00	23.38 %
Utilities & Fuel	\$ 357,280.00	9.16 %
Intergovernmental	\$ 342,684.00	8.79 %
Chemicals/Lab Supplies	\$ 250,000.00	6.41 %
Pipes, fittings, etc.	\$ 102,000.00	2.61 %
Service & Repair	\$ 90,500.00	2.32 %
Technical Services	\$ 68,500.00	1.76 %

FY 2018 RISKS AND CHALLENGES:

- Meeting streamflow guidelines for the First Herring Brook from the reservoir while maintaining a sufficient supply for drinking water.
- Changes in regulatory requirements causing additional expense for water testing.
- The uncertainty of future fuel and utility costs.
- Performing a water main flushing program without causing significant discolored water complaints.
- Monitoring adherence to seasonal water restrictions.
- Educating residents on water conservation in a positive and proactive way.
- Staffing challenges: educating and training new and current employees.
- Meeting current water demand usage and ensuring that we can meet future demand.
- 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 300 homes. This includes resold houses and homes in the areas of water main construction.
- Purchased and installed all equipment necessary for a temporary emergency connection with Cohasset if needed.
- Replaced 5.2 miles of pre 1935 cast iron water mains on Lawson Road, Branch Street, Curtis, Captain Peirce Road, Dreamwold Road, Orchard Road, Bossy Lane, Stockbridge Road, Turner Road, Standish Ave, Garden Road, Norwell Ave, Hawley Road, Scituate Ave, Damon Road, Summer Street, a section of Hatherly Road and a portion of Glades Road.
- Installed hydrant flags on 95% of all major roads.
- Implemented, educated and enforced water use restrictions due to drought.
- Performed leak detection services on distribution system.
- Assisted Widows Walk with irrigation well redevelopment.
- Completed Water Conservation Plan through Water Resource Committee.
- Assisted Board of Health and School Department with Lead and Copper Sampling Plan.
- Inspected and cleaned clear well at Water Treatment Plant to improve water quality.
- Continued meeting environmental stream flows at Old Oaken Bucket Pond per our Water Management Act Permit with the DEP.
- Replaced two distribution operators.
- Responded to 12 water main breaks and numerous residential service leaks and water line freeze ups.
- Obtained photo ID's for all employees.
- Installed floating aeration at Old Oaken Bucket Pond which has improved water quality and creates a soothing visually appealing display.
- Redeveloped Well 17A as an additional water source.

DESCRIPTION	FY/15	FY/16	FY/17	FY/18	Comments
OF REVENUE			YTD	Projected	
Water Use Charges	3,132,137.05	3,671,084.63	1,453,885.80	3,450,820.00	
Water Liens	310,661.49	432,979.40	5,565.69	433,000.00	
Water Installations	228,520.00	280,500.00	57,000.00	290,000.00	
Tax Liens	13,198.92	16,662.28	34,830.16	20,000.00	
Interest/Penalties	8,826.73	11,457.00	4,541.00	12,500.00	
Earnings on Investments	14,250.71	43,517.00	8,827.00	10,000.00	
OTHER:					
Premium Sale of Bonds	1,142,549.88	8,646.41			
Miscellaneous	84.90				
Transfer Spec Rev					
	4,850,229.68	4,464,846.72	1,564,649.65	4,216,320.00	

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: WATER ENTERPRISE	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0450 WATER DEPT						
65450510 Water - Personal Services						
65450510 511000 REGULAR SA	682,334.65	734,941.00	734,941.00	757,894.00	824,543.00	
65450510 512000 OVERTIME	99,790.29	101,367.00	101,367.00	106,750.00	106,750.00	
65450510 512500 STANDBY	17,491.61	18,913.00	18,913.00	18,913.00	18,913.00	
65450510 513000 LONGEVITY	7,225.00	7,225.00	7,225.00	7,100.00	6,300.00	
65450510 514000 EDUCATIONA	.00	2,100.00	2,100.00	1,150.00	1,150.00	
65450510 519000 SEASONAL S	3,822.00	6,480.00	6,480.00	6,480.00	5,805.00	
65450510 519100 OTHER SALA	13,217.39	9,302.00	9,302.00	13,343.00	18,288.00	
TOTAL Water - Personal Servi	823,880.94	880,328.00	880,328.00	911,630.00	981,749.00	.00
65450520 Water - Purchase of Services						
65450520 521100 ELECTRICIT	227,872.22	284,000.00	284,000.00	284,000.00	250,000.00	
65450520 521300 NATURAL GA	16,842.52	24,780.00	24,780.00	24,780.00	21,000.00	
65450520 524200 REPAIR & M	99,075.39	82,000.00	82,000.00	82,000.00	90,000.00	
65450520 524500 VEHICLE SE	13,923.74	8,500.00	8,500.00	8,500.00	8,500.00	
65450520 527100 EQUIPMENT	31,175.24	26,000.00	26,000.00	26,000.00	26,000.00	
65450520 530900 TECHNICAL	75,523.56	68,500.00	107,500.00	68,500.00	68,500.00	
65450520 532100 CONFERENCE	2,554.48	3,000.00	3,000.00	3,500.00	3,500.00	
65450520 534100 TELEPHONE	14,212.01	14,000.00	14,000.00	14,000.00	14,000.00	
65450520 534300 BINDING &	15,060.71	14,000.00	14,000.00	14,000.00	14,000.00	
65450520 534400 POSTAGE &	16,543.87	18,000.00	18,000.00	18,000.00	17,200.00	
65450520 534600 LEGAL ADVE	773.48	500.00	500.00	500.00	500.00	
65450520 538900 INTERDEPAR	7,947.07	14,500.00	14,500.00	14,500.00	14,500.00	
65450520 571100 MILEAGE RE	215.48	200.00	200.00	200.00	200.00	
65450520 573100 PROFESSION	3,959.00	1,800.00	1,800.00	2,500.00	2,500.00	
TOTAL Water - Purchase of Se	525,678.77	559,780.00	598,780.00	560,980.00	530,400.00	.00
65450540 Water - Materials & Supplies						
65450540 542000 OFFICE SUP	2,310.88	2,300.00	2,300.00	2,300.00	2,300.00	
65450540 542300 SUPPLIES	78,402.41	102,000.00	127,000.00	102,000.00	102,000.00	
65450540 542500 PRINTING &	240.96	175.00	175.00	175.00	175.00	
65450540 543000 BUILDING S	640.56	800.00	800.00	800.00	575.00	
65450540 543100 EQUIPMENT	14,184.68	15,000.00	15,000.00	15,000.00	15,000.00	
65450540 545100 CLEANING S	921.22	800.00	800.00	800.00	800.00	
65450540 548000 VEHICLE SU	10,553.12	6,500.00	6,500.00	6,500.00	6,500.00	
65450540 548100 FUELS & LU	17,248.40	34,500.00	34,500.00	34,500.00	24,500.00	
65450540 548400 TOOLS & EX	7,148.27	1,500.00	1,500.00	2,500.00	2,500.00	

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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: WATER ENTERPRISE	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
65450540 550100 CHEMICALS	183,633.39	250,000.00	250,000.00	250,000.00	250,000.00	
65450540 558100 CLOTHING	6,250.00	7,400.00	7,400.00	6,850.00	6,850.00	
TOTAL Water - Materials & Su	321,533.89	420,975.00	445,975.00	421,425.00	411,200.00	.00
65450560 Water - Intragovernmental						
65450560 560200 CHARGES &	257,059.65	326,980.00	326,980.00	326,980.00	326,980.00	
TOTAL Water - Intragovernmen	257,059.65	326,980.00	326,980.00	326,980.00	326,980.00	.00
65450561 Water - Intergovernmental						
65450561 596000 INDIRECT C	299,580.00	323,551.00	323,551.00	342,684.00	342,684.00	
TOTAL Water - Intergovernmen	299,580.00	323,551.00	323,551.00	342,684.00	342,684.00	.00
65450580 Water - Capital Outlay						
65450580 585100 EQUIPMENT	25,413.65	18,000.00	193,000.00	18,000.00	18,000.00	
65450580 585300 OFFICE EQU	265.99	3,800.00	3,800.00	3,800.00	1,500.00	
TOTAL Water - Capital Outlay	25,679.64	21,800.00	196,800.00	21,800.00	19,500.00	.00
65450590 Water - Debt						
65450590 591000 PRINCIPAL	991,000.00	981,000.00	981,000.00	955,000.00	955,000.00	
65450590 591500 INTEREST O	585,995.90	732,632.00	732,632.00	690,309.00	690,309.00	
65450590 592500 INTEREST S	.00	.00	.00	130,429.00	130,429.00	
TOTAL Water - Debt	1,576,995.90	1,713,632.00	1,713,632.00	1,775,738.00	1,775,738.00	.00
TOTAL WATER DEPT	3,830,408.79	4,247,046.00	4,486,046.00	4,361,237.00	4,388,251.00	.00
TOTAL WATER ENTERPRISE	3,830,408.79	4,247,046.00	4,486,046.00	4,361,237.00	4,388,251.00	.00

**Town of Scituate
Water Enterprise Fund
Indirect Costs
Fiscal Year 2018 Budget**

Description	Basis	Allocation	%*	FY17 Budget	Total
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	5.83%	495,515	32,038
Town Accountant	Processing of warrants etc.	Total FY16 budget	5.83%	344,083	20,072
Treas/Collector	Collections, bank rec., payroll etc.	Total FY16 budget	5.83%	359,753	20,986
Facilities Director		Personal Services budget	2.00%	92,406	1,848
Engineering Dept.	Engineering	1/8 of Engineer's Salary			10,787
DPW Admin. Dept.	Administration	1/5 of Director's Salary			23,787
Insurance	Building, Auto, Liability etc.	From Insurance Company			40,518
Group Insurance	Town's Share of group insurance	Actual Contribution FY16 rates			53,268
Medicare	Town's Share of medicare	Actual FY16	1.45%		8,441
OPEB	Eligible -ees/total eligible X OPEB cost	Based on most recent actuary %	1.77%	182,385	3,228
Pensions and Retirement	Penison Costs	Based on actuarial breakdown done for PCRS	2.92%	4,373,651	127,711
				8.0%	342,684

* based on enterprise FY17 operating budget to total Town operating budget

Water Enterprise Fund

	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17 budget	FY18 budget
Revenue:										
Tax Liens	16,902	25,583	14,197	15,003	11,069	18,355	13,199	16,662	13,200	13,200
Water Use Charges*	2,209,387	1,883,249	2,276,537	2,079,709	2,324,066	2,573,923	3,132,137	3,671,085	3,613,605	3,471,085
Water Installation	110,000	129,500	110,000	111,000	152,750	200,075	228,520	280,500	250,000	250,000
Interest/Penalties	6,700	5,186	5,467	5,265	5,788	6,488	8,827	11,457		5,000
Water Liens/Committed Interest	268,106	241,657	293,791	270,047	285,202	310,975	310,661	432,979	300,000	310,000
Interest Income	22,405	8,974	6,748	6,474	3,760	10,034	14,251	43,517	8,827	8,827
Misc	568	115	154,469	6,218	23,071	4,145	1,171,797	8,646	-	-
Total Revenue	2,634,068	2,294,264	2,861,209	2,493,716	2,805,706	3,123,994	4,879,392	4,464,847	4,185,632	4,058,112
Expenses:										
Personal Services	686,109	697,716	640,351	672,234	700,889	724,258	761,546	823,881	880,328	981,749
Purchase of Services	542,972	470,786	441,578	447,749	437,182	448,260	527,957	525,679	559,780	530,400
Materials & Supplies	553,584	428,801	356,565	399,459	427,956	400,540	680,988	323,529	420,975	411,200
Marshfield Water	284,884	306,790	234,730	99,645	270,408	266,597	297,512	257,060	326,980	326,980
Indirect Costs	182,136	185,854	226,817	215,984	239,521	244,300	257,529	299,580	323,551	342,684
Capital Outlay	11,762	952	3,974	19,934	17,412	22,972	15,702	25,680	21,800	19,500
Capital Articles	237,384	332,000	-	450,000						
Total Operating Expenses	2,498,831	2,422,899	1,904,015	2,305,005	2,093,367	2,106,927	2,541,235	2,255,408	2,533,414	2,612,513
Surplus/(Deficit) before debt payments	135,237	(128,635)	957,194	188,711	712,339	1,017,067	2,338,157	2,209,439	1,652,218	1,445,599
Debt Service	186,816	186,870	195,529	588,479	588,314	703,225	688,912	1,576,996	1,713,632	1,775,738
Total Surplus/(Deficit)	(51,579)	(315,505)	761,665	(399,768)	124,025	313,842	1,649,245	632,443	(61,414)	(330,139)
Unappropriated Certified Retained Earnings as of October 19, 2016										1,451,105
Less amt needed to balance FY18 budget										(330,139)
Less amt to be used for FY18 Capital										(710,000)
Balance of Retained Earnings after FY18 ATM										410,966

*10% reduction in usage in first quarter of FY17 due to conservation and drought restrictions

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TOWN OF SCITUATE

FY 2018 BUDGET

DEPARTMENT: 298

Harbormaster/Waterways Enterprise Fund

MISSION STATEMENT:

In accordance with the Scituate Waterways Management Plan and the Scituate Mooring Rules and Regulations and Town By-Laws, the mission of the Scituate Harbormaster is to ensure the safety of the boating public, preserve and promote order among vessels that habitually moor or transit Scituate waterways, maintain and enhance Town-owned maritime facilities while protecting the integrity of the Harbor as a natural resource and to defray the cost of providing services through the assessment of fees.

FY 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Implement and enforce new mooring rules and regulations as adopted by the Board of Selectmen
 - a. Assign new moorings to individuals in a timely fashion from the waitlist. 7-17
 - b. Work with mooring holders to ensure that they provide proper documentation regarding their boats, in according to the new regulations. 8-17
 - c. Work with assistant harbormasters and audit moorings to make sure that the correct boat is in alignment with the correct mooring owner. Ongoing
 - d. Implement recommendations of Waterways Report issued in early 2017
2. Establish new mooring numbering system will be based on geographic area
 - a. Auditing the moorings in Scituate and capture all mooring fees 7-17
 - b. Re-numbering all the mooring based on area. 9-17
 - c. Band all authorized moorings, identify illegal mooring and remove 10-17
3. Train with Scituate Police Marine Unit, Scituate Fire, along with other maritime agencies
 - a. Work with Police and Fire Chiefs to maintain and enhance service and emergency response on the waterways. Ongoing
 - b. Develop plans along with key locations to efficiently reduce response times. 7-17
 - c. Train with local Marine agencies to provide the best possible service to the mariners of the Scituate waterways. 1-18
4. Expand training for Assistant Harbormasters to improve and enhance positive customer service
 - a. Train Assistant Harbormasters on phone protocols and etiquette. 7-17
 - b. Continually work with assistants in how to interact with the public face-to-face. 4-18
 - c. Educate and train assistants on how to maintain a professional composure during trying situations with customers. Ongoing

MAJOR BUDGET COMPONENTS

Debt Services	\$382,439	35%
Personnel	\$375,163	34%
Services	\$158,024	14%
Boat Repairs	\$70,000	6%
Supplies/Materials	\$40,600	4%
Marine Park O&M	\$26,500	3%
Fuel	\$21,000	2%
Equip New Boat	\$10,000	1%
Safety/Equipment	\$9,900	1%

FY 2018 RISKS AND CHALLENGES

1. The time line for the new Mooring regulations and implementation in the upcoming boating season.
2. Equipment is aging, which may make it difficult to maintain expected service levels, also keeping the older equipment (boats, engine, pumps) operational becomes more expensive.
3. Working with staff to assist in educating the community on pros and cons to the change of how we store the docks going forward in the winter.
4. Maintaining the piers, gangways and docks due to the amount of use and harsh environment.

DEPARTMENTAL ACCOMPLISHMENTS

- *Completed dredge project, South River from Sea St. Bridge to Marshfield Yacht Club.
- *Completed, closed out the Salt Marsh Restoration Project.
- *Successfully escorted and completed activities associated with the visit of the Sailing Yacht *America* along with the Scituate Recreation Department.
- *Repaired marina docks, ramps, replaced loose and missing boards.
- *Maintained public restrooms and showers at Harbormaster office and Scituate Maritime Center
- *Maintained Commercial Pier, hoists, docks, and kept the area neat and picked up.
- *Weeded and mowed the areas around the Harbormaster office and Maritime center.
- *Patrolled waterways daily throughout the boating season.
- *Maintained and picked up debris in the waterways.
- *Maintained the Harbormaster boats.
- *Worked with the Scituate Harbor Cultural Council along with other departments for a successful pier rededication.
- *Attended all monthly meeting Waterways meetings to promote, and enhance Scituate Waterways.
- *Worked with former and newly elected Waterways Chairman through the transition.

DEPARTMENTAL ACCOMPLISHMENTS CONTINUED

- *Secured Department of Marine Fisheries Small Grant for LED lighting at boat ramps.
- *Reached out to all marina owners and clubs to address their concerns.

DESCRIPTION OF REVENUE	FY/15	FY/16	FY/17 YTD	FY/18 Forecast	Comments
Slip/Dinghy Fees	\$660,864.37	\$675,383.50	\$91,260.00	\$675,000.00	
Moorings/Chapter 10A	\$115,720.00	\$78,426.00	\$9,109.00	\$79,000.00	
Waterways Maintenance User Fee	\$78,000.00	\$150,500.00	\$56,125.00	\$151,000.00	
Town Pier Dockage	\$11,800.00	\$12,338.00	\$17,350.00	\$17,500.00	
Tie-ups	\$16,415.19	\$18,924.00	\$13,090.00	\$19,000.00	
Mooring Applications	\$2,622.00	\$5,706.00	\$1,200.00	\$1,500.00	
Ice	\$2,421.00	\$3,530.00	\$2,712.15	\$3,000.00	
Boat Yard/USCG Lease	\$127,758.96	\$143,501.96	\$67,949.49	\$143,500.00	
Pumpout Program	\$10,536.00	\$9,400.47	\$25,879.76	\$18,000.00	
Interest on Earnings	\$2,720.00	\$5,576.38	N/A	\$5,000.00	
Misc Fees, Tickets	\$40.00	\$40.00	\$100.00	\$500.00	
Excise Tax	\$40,359.73	\$40,691.54	\$0.00	\$42,000.00	
Premium from Sales of Bonds	\$0.00	-\$2,525.69	\$0.00	\$0.00	
Maritime Center	<u>\$28,175.00</u>	<u>\$31,225.00</u>	<u>\$14,725.00</u>	<u>\$29,000.00</u>	
	\$1,097,432.25	\$1,172,717.16	\$299,500.40	\$1,184,000.00	
<u>Grants & Donations</u>				<u>Balance</u>	
SAC Town Pier Rehab Survey	\$12,611.43	\$12,611.43	\$0.00	\$0.00	
SAC Grant Town Pier Rehab	\$146,990.85	\$44,369.61	\$41,274.96	\$41,274.96	
CPC SMP Upland Grant	\$0.00	\$0.00	\$0.00	\$0.00	
"BIG" Grant	\$0.00	\$0.00	\$0.00	\$0.00	
Harbor Dredging	\$0.00	\$3,799.69	\$3,799.69	\$0.00	
DCR SR Dredge Grant	\$44,962.80	\$44,492.75	\$33,911.50	\$33,911.50	
Harborwalk/Gift Account	\$0.00	\$4,211.06	\$4,211.06	\$4,211.06	
Marine Park Expansion	\$0.00	\$0.00	\$0.00	\$0.00	
PJ Steverman Donation			\$5,200.00	\$5,200.00	
Shellfish Donation			\$25.00	\$25.00	
Richard Clay Bequest			\$25,000.00	\$25,000.00	
Friends of Sci. Rec Grant	\$0.00	\$0.00	\$0.00	\$0.00	



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Town of Scituate
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 18001 FY18 Town Budget

FOR PERIOD 99

ACCOUNTS FOR: WATERWAYS ENTERPRISE	2016 ACTUAL	2017 ORIG BUD	2017 REVISED BUD	2018 Dept Req	2018 Town Adm	COMMENT
0298 WATERWAYS						
66298510 Waterways - Personal Services						
66298510 511000 REGULAR SA	187,069.22	192,226.00	192,226.00	193,551.00	194,674.00	
66298510 512000 OVERTIME	711.21	4,500.00	4,500.00	4,500.00	4,500.00	
66298510 513000 LONGEVITY	800.00	1,300.00	1,300.00	1,300.00	1,300.00	
66298510 519000 SEASONAL S	165,256.86	173,972.00	173,972.00	173,521.00	177,371.00	
66298510 519100 OTHER SALA	738.80	2,291.00	2,291.00	2,291.00	3,643.00	
TOTAL Waterways - Personal S	354,576.09	374,289.00	374,289.00	375,163.00	381,488.00	.00
66298520 Waterways - Purchase of Servic						
66298520 521100 ELECTRICIT	18,339.70	22,000.00	22,000.00	22,750.00	27,310.00	
66298520 524100 OFFICE MAC	776.98	500.00	500.00	500.00	500.00	
66298520 524200 REPAIR & M	39,034.91	40,000.00	40,000.00	70,000.00	50,000.00	
66298520 529100 RUBBISH RE	5,814.45	6,100.00	6,100.00	6,500.00	6,200.00	
66298520 530100 MARINE PAR	17,704.99	24,000.00	24,000.00	26,500.00	20,000.00	
66298520 530800 TRAINING	1,168.00	400.00	400.00	1,000.00	650.00	
66298520 530900 TECHNICAL	15,449.53	44,000.00	44,000.00	44,000.00	17,000.00	
66298520 534100 TELEPHONE	811.04	625.00	625.00	625.00	625.00	
66298520 534300 BINDING &	980.00	1,000.00	1,000.00	2,500.00	2,000.00	
66298520 534400 POSTAGE &	779.97	1,000.00	1,000.00	1,600.00	1,500.00	
66298520 571100 MILEAGE RE	3.00	50.00	50.00	50.00	50.00	
66298520 573100 PROFESSION	250.00	300.00	300.00	300.00	300.00	
66298520 596000 INDIRECT C	57,749.00	55,731.00	55,731.00	78,199.00	78,199.00	
TOTAL Waterways - Purchase o	158,861.57	195,706.00	195,706.00	254,524.00	204,334.00	.00
66298540 Waterways - Materials & Suppli						
66298540 542000 OFFICE SUP	924.83	750.00	750.00	800.00	750.00	
66298540 542300 SUPPLIES	31,243.55	30,000.00	30,000.00	40,000.00	30,000.00	
66298540 542500 PRINTING &	505.11	575.00	575.00	1,200.00	500.00	
66298540 543000 BUILDING S	3,144.53	3,000.00	3,000.00	3,500.00	3,000.00	
66298540 545100 CLEANING S	1,189.67	1,700.00	1,700.00	2,300.00	2,000.00	
66298540 546200 LANDSCAPIN	.00	500.00	500.00	800.00	800.00	
66298540 548100 FUELS & LU	15,207.83	21,000.00	21,000.00	21,000.00	16,000.00	
66298540 558100 CLOTHING	2,173.00	2,000.00	2,000.00	2,000.00	2,000.00	
TOTAL Waterways - Materials	54,388.52	59,525.00	59,525.00	71,600.00	55,050.00	.00
66298580 Waterways - Capital Outlay						
66298580 585100 EQUIPMENT	.00	3,000.00	3,000.00	4,900.00	3,000.00	

**Town of Scituate
Waterways Enterprise Fund
Indirect Costs
Fiscal Year 2018 Budget**

Description	Basis	Allocation	%*	FY17 Budget	Total
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	1.46%	495,515	7,235
Town Accountant	Processing of warrants etc.	Total FY17 budget	1.46%	344,083	5,024
Treas/Collector	Collections, bank rec., payroll etc.	Total FY17 budget	1.46%	359,753	5,252
Assessors	Part-time clerk in charge of Boat Excise	1/2 of clerk's salary.	50.00%	15,936	7,968
Facilities Director		Personal Services budget	2.00%	92,406	1,848
Insurance	Building, Auto, Liability etc.	From Insurance Company			4,115
Group Insurance	Town's Share of group insurance	Actual Contribution FY16 rates			23,151
Medicare	Town's Share of medicare	Actual FY16	1.45%		4,913
OPEB	OPEB liability	Based on most recent actuary %	0.37%	87,473	324
Pensions and Retirement	Penison Costs	Based on actuarial breakdown done for PCRS	0.42%	4,373,651	18,369
				7.4%	78,199

* based on enterprise FY17 operating budget to total Town operating budget

Waterways Enterprise Fund

	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17 budget	FY18 budget
Revenue:										
Boat Excise	37,432	41,583	43,153	41,136	36,042	39,816	40,360	40,692	39,500	39,500
Slip Fees	581,316	631,868	654,909	652,205	643,385	666,140	660,864	675,384	656,796	660,000
Mooring Fees	109,822	104,267	103,621	101,994	93,585	99,692	115,720	78,426	104,000	100,000
Marina User Fees*	78,209	77,850	89,925	73,475	77,000	74,125	78,000	150,500	76,383	150,500
Town Pier Fees	22,875	23,575	25,000	22,900	12,300	14,590	11,800	12,338	12,897	12,000
Overnight Tie-ups	20,354	20,307	20,421	29,614	29,242	33,278	16,415	18,924	26,311	18,000
Mooring Waiting List	1,470	1,704	1,035	1,349	4,482	2,078	2,622	5,706	2,600	2,600
Sale of Ice	3,702	4,662			4,330	3,273	2,421	3,530	3,341	3,000
Lease Income	33,526	81,572	103,250	102,979	109,574	116,245	127,759	143,502	138,000	138,000
Fines		91								
Interest Income	8,948	3,972	3,323	2,996	3,280	3,277	2,720	3,051	3,200	3,000
State Grants	5,000	6,449						9,400		
Misc	735	20,182	78,445	15,688	396	419	10,576	40	250	-
Total Revenue	903,389	1,018,082	1,123,082	1,044,336	1,013,616	1,052,934	1,069,257	1,141,492	1,063,278	1,126,600
Expenses:										
Personal Services	257,344	262,568	277,416	286,490	240,914	304,915	288,684	354,576	374,289	381,488
Purchase of Services	78,158	69,535	85,779	83,933	76,230	97,650	91,286	101,113	139,975	126,135
Materials & Supplies	29,363	47,302	35,067	33,327	38,391	40,450	37,140	54,389	59,525	55,050
Indirect Costs	76,029	77,784	83,865	88,326	91,185	83,124	55,981	57,749	55,731	78,199
Capital Outlay	8,456		21,965	19,561	8,388	21,500	2,994	4,990	8,000	8,000
Capital Articles										
Total Operating Expenses	449,350	457,189	504,092	511,637	455,108	547,639	476,085	572,816	637,520	648,872
Surplus/(Deficit) before debt payments	454,039	560,893	618,990	532,699	558,508	505,295	593,172	568,676	425,758	477,728
Debt Service	448,692	428,792	451,489	513,247	488,986	473,554	451,079	438,254	425,429	382,439
Total Surplus/(Deficit)	5,347	132,101	167,501	19,452	69,522	31,742	142,093	130,422	329	95,289
Unappropriated Certified Retained Earnings as of October 19, 2016										576,888
Less amt needed to balance FY18 budget										
Less amt to be used for FY18 Capital										(117,000)
Balance of Retained Earnings after FY18 ATM										459,888

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