



# Municipal Services



Town Statistics



Department Services



Revenue



Financial Policy



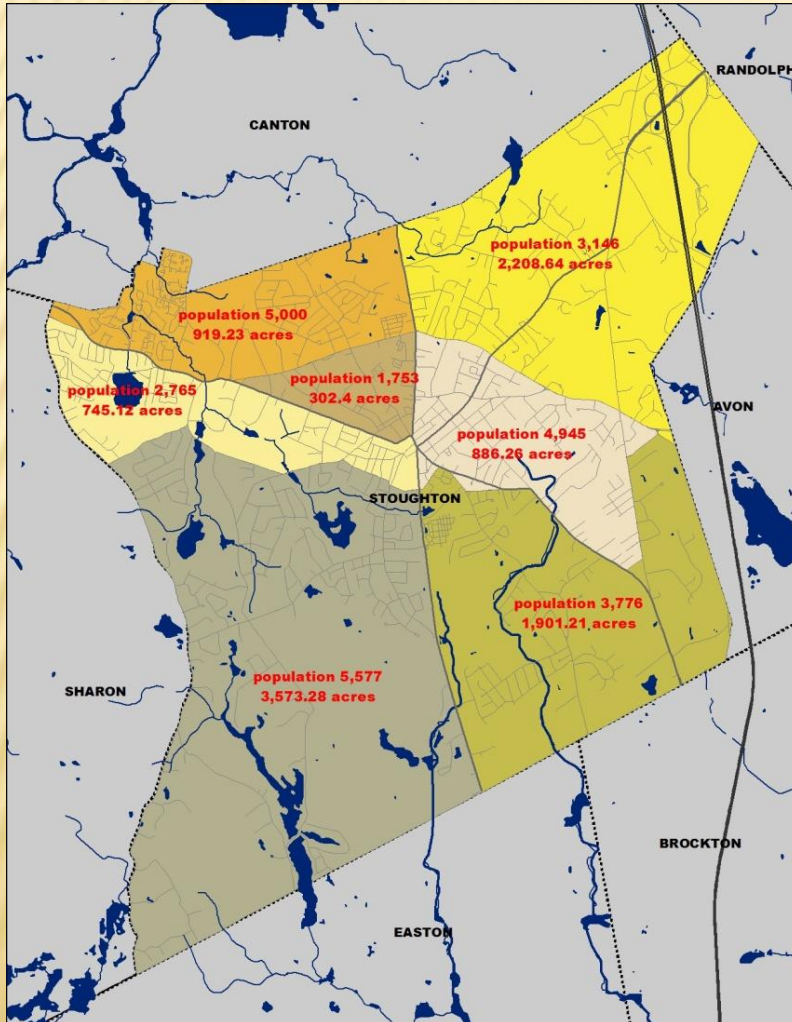
Capital Plan and Personnel



Services Provided to Schools

Presented by: Joseph D. Feaster Jr., Interim Town Manager  
John J. Stagnone, Chairman Board of Selectmen  
December 11, 2012

# TOWN STATISTICS



Area – 16.3 square miles - 10,536 Acres

Population – 26,962

Housing Units – 10,787

Open Space – 1773 Acres

\*Does not include active recreation lands: Playgrounds, Parks, Fields

## Land Use

❖ Five (5) Residential Zones

### Four (4) Business Zones

❖ Central Business District - CBD

❖ General Business - GB

❖ Highway Business - HB

❖ Industrial – 9 areas - I

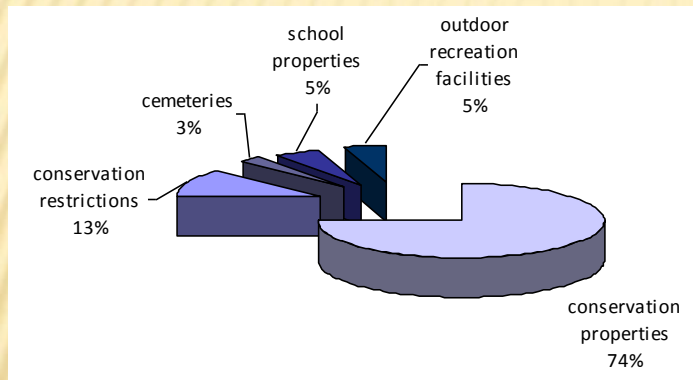
❖ Stoughton Center Mixed - SCMUOD  
Use Overlay District

# OPEN SPACE

## Open Space and Recreational Resources

- There are about 2,000 acres of protected open space in Stoughton (19% of town's total area).
- Partially or temporarily protected lands include School properties (214 acres), Chapter 61 lands (120 acres) and cemeteries (56 acres).

Fully and Partially Protected Open Space



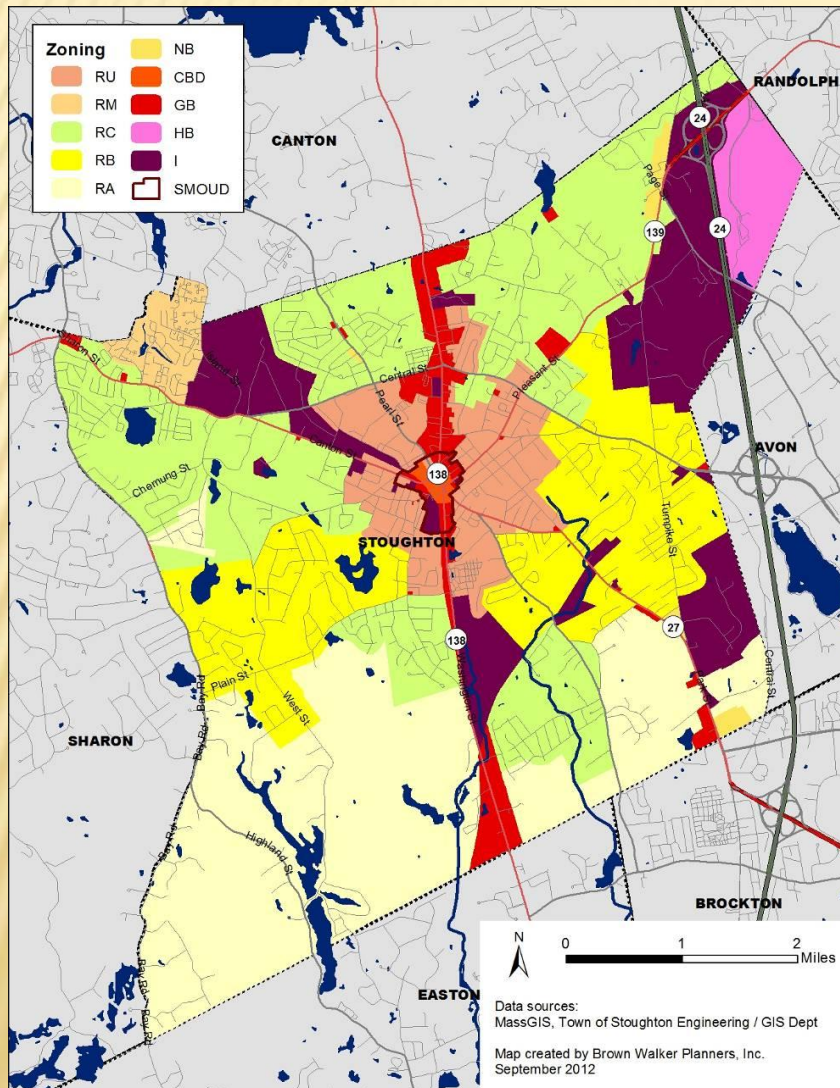
- Areas of Conservation Interest as described in 2007 Open Space and Recreation Plan include:
  - Ames Long Pond East (110 acres)
  - Benson Road (177 acres)
  - Britton's Pond (86 acres)
  - Memorial Lands (93 acres)
  - \*Glen Echo Pond (97 acres) has been purchased
- Outdoor Recreational Facilities total 224 acres and include
  - 9 playgrounds
  - 17 baseball/softball fields
  - 8 soccer/football fields
  - 5 multi-purpose fields
  - 10 tennis courts
  - 10.5 basketball courts

## Municipally-Owned Protected Open Space

Property	Acres	Use
<b>Managed by Stoughton Conservation Commission</b>		
Almon Fredericks	3.5	pedestrian
Ames Pond Area	185.0	hunting, fishing, swimming, sailing, skating
Capen Reynolds Farm	28.0	education, passive recreation, hiking
Cedar Swamp (Summer Gardens)	92.0	conservation only
Chemung Hill Area	27.7	hiking
D Forbes Estate	15.0	conservation only
Dogwood Estates (Shiretown Parcel)	14.3	passive recreation, hiking
Glen Echo Lake	97.2	passive recreation, hiking, swimming
Libby Farm	80.0	passive recreation, hiking
North Stoughton Area	31.4	conservation only
Reynolds Estate	48.4	passive recreation, hiking
Stonehill College Gift (Cedar Swamp)	39.9	conservation only
Stoughton Conservation Memorial Lands (Bird Street Conservation Area)	675.0	passive recreation, hiking, swimming, playground
Tanglewood Area	7.2	conservation only
T L Edwards Estate	12.9	conservation only
Wood Pond	62.2	conservation only
<b>Managed by Canton Conservation Commission</b>		
Canton Conservation Lands	40.0	passive recreation
<b>Managed by Stoughton Water Department</b>		
Ames Long Pond Watershed	43.2	watershed and well protection
Dry Pond/Guerney Well Area	13.6	Watershed and well protection
Muddy and Town Pond	204.7	watershed
Pinewood Lake Watershed	50.9	Watershed and well protection
<b>Managed by Stoughton DPW Forestry and Veterans Department</b>		
Faxon Memorial Park	1.0	passive recreation

\*Does not include active recreation lands: playgrounds, parks, fields

# LAND USE & ZONING



- Of Stoughton's five residential zones, two allow multi-family housing
  - RU allows conversion of single family to up to four units
  - RM allows multi-family including more than four
- Stoughton has four business zones allowing general retail and commercial uses. In addition three allow housing
  - Central Business District (CBD) allows multi-family
  - General Business (GB) allows conversion to multi-family, elderly or congregate housing,
  - Highway Business (HB) – conversion to multi-family dwellings
- Stoughton Industrial Districts are in nine areas of town
- Stoughton Center Mixed Use Overlay District goals:
  - Cultural and architectural integrity
  - Range and balance of residential and commercial uses
  - Integrate design and synergies between activities
  - Housing variety
  - Vitality - day and evening
  - Pedestrian-friendly / encourages transit use and bicycling
  - Economic development consistent with Design Guidelines and sensitive to environmental impacts
  - Building reuse and infill
  - Innovative and sustainable building and site design

# MUNICIPAL DEPARTMENTS

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- ❖ Town Manager
- ❖ Town Accountant
- ❖ Centralized Purchasing
- ❖ Internal Auditor
- ❖ Veteran Services
- ❖ Public Health
- ❖ Engineering
- ❖ Planning
- ❖ Health
- ❖ Conservation
- ❖ Building
- ❖ Information Systems
- ❖ Cedar Hill Golf Course
- ❖ Treasurer/Collector
- ❖ Town Clerk
- ❖ Assessors
- ❖ Department of Public Works
- ❖ Water Department
- ❖ Sewer Department
- ❖ Library
- ❖ Police
- ❖ Fire
- ❖ Ambulance
- ❖ Council on Aging/Youth Commission
- ❖ Human Resources

# PUBLIC SAFETY - POLICE

Stoughton Police Department is committed to the prevention of criminal behavior through the practice of sound community policing principles. Policing emphasis is focused on prevention, intervention and educational efforts rather than solely relying on the punitive side of law enforcement.

- ❖ Stoughton Police Department has 57 employees including 50 uniformed officers.
- ❖ The Police Department responded to 23,189 calls for service in 2011 (Average of 63 calls a day).
- ❖ The Police Department is focused on (and near to) gaining State Accreditation, a recognition that only 45 Department in the State have obtained to date.

# PUBLIC SAFETY - FIRE

The mission of the Stoughton Fire Department is to minimize the loss of life and property resulting from fires, medical emergencies, environmental, and other disasters. They accomplish their mission through fire suppression, advanced life support medical services, fire prevention, public education, code enforcement, and other emergent and non-emergent activities with properly trained and fully equipped personnel. They maintain their preparedness through education, training, and a commitment to personal and professional development. They actively participate in our community, serve as role models, and strive to effectively utilize all of the necessary resources at their command. The members are our most valuable resource. Pride and the pursuit of excellence and a commitment to public service is of paramount importance with the safety of personnel and those they are serving **always coming first**.

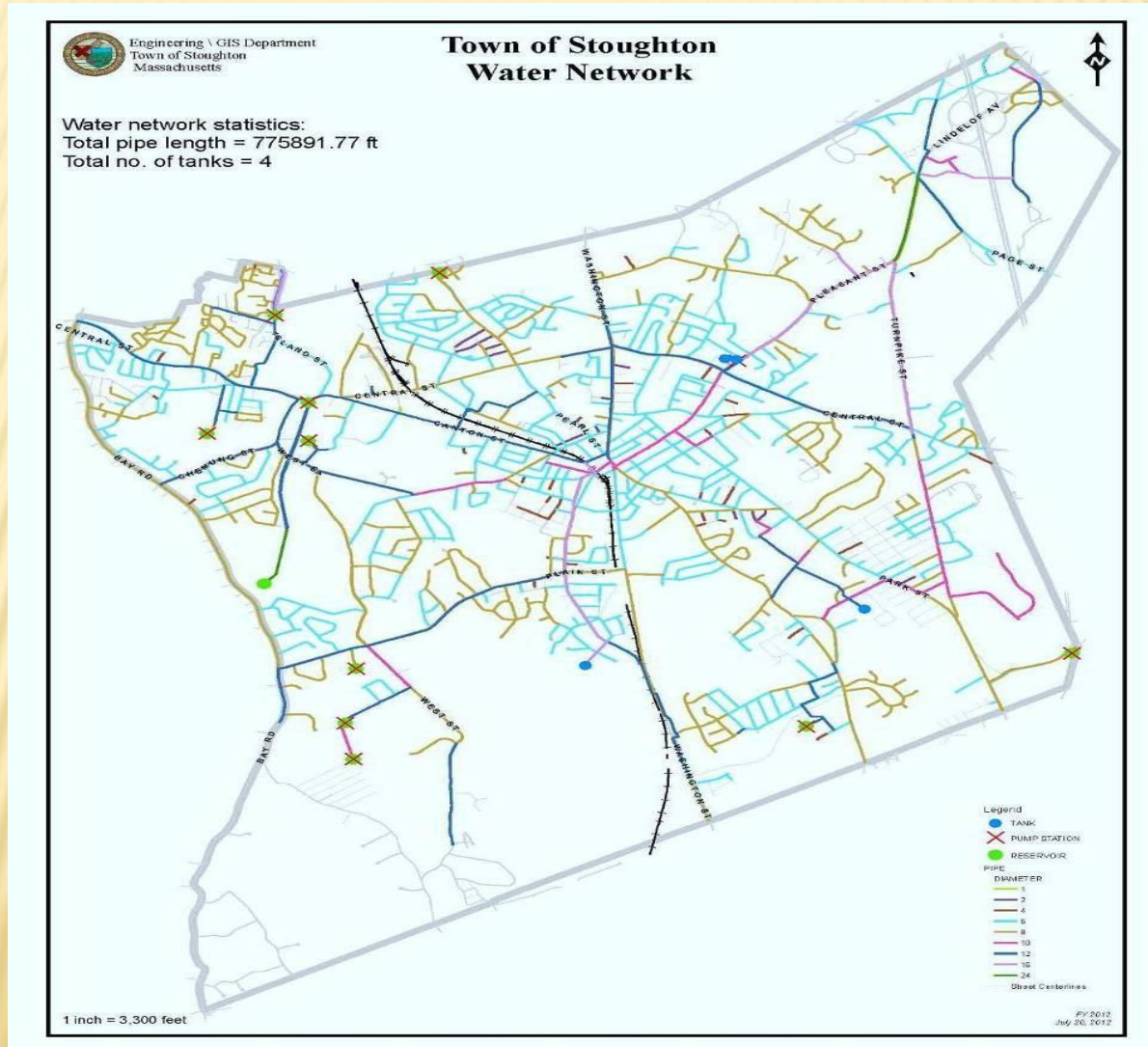
- ❖ The Stoughton Fire Department has 54 employees including 43 fire fighters.
- ❖ The Fire Department responded to 5,491 calls for assistance in 2011 (an average of 15 a day) including 25 building fires.
- ❖ Over half of Fire Department calls are for Emergency Medical Services.
- ❖ 2,200 patients were transported by ambulance in 2011.

# PUBLIC SAFETY - DPW

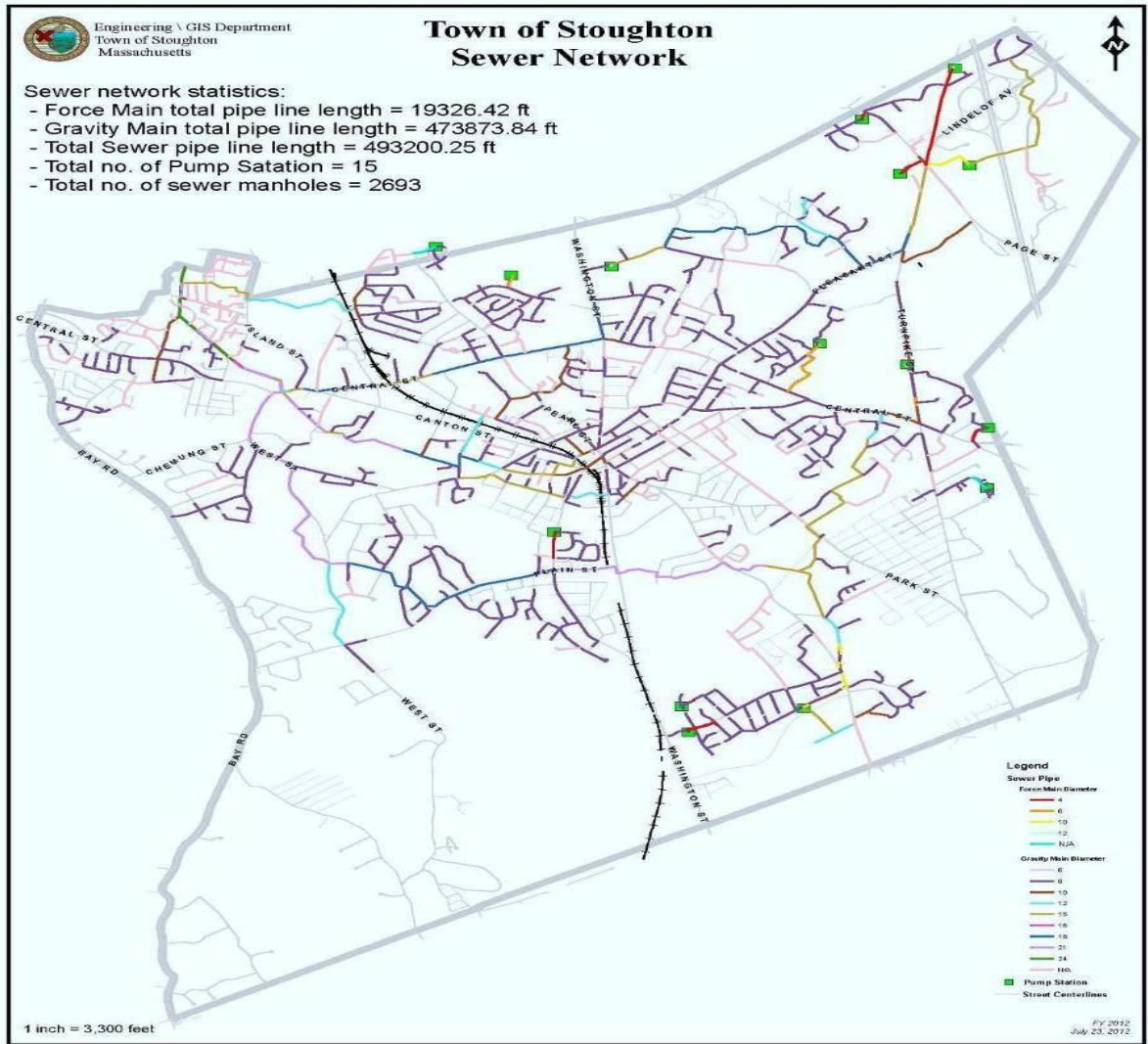
- ❖ The Department of Public Works (DPW) is responsible for the management and maintenance of town infrastructure including:
- ❖ more than 100 miles of paved roadways,
- ❖ parks and squares mowing,
- ❖ cleaning and repairing of storm drains and other stormwater control facilities,
- ❖ water treatment and distribution,
- ❖ wastewater collection services,
- ❖ equipment and building maintenance,
- ❖ forestry and
- ❖ sanitation.
- ❖ In 2011, DPW removed 8,612.24 tons of trash and 3,441 tons of recyclables.
- ❖ The DPW operates with a staff of 52 full time employees
- ❖ DPW distributes water to a population of approximately 26,600 and maintains approximately 8,800 water service accounts.
- ❖ The town owns and maintains 109 miles of sewer mains, 2,693 manholes, 15 pump stations, about 5,800 service connections, and a metered discharge connection to the MWRA sewer system.
- ❖ The town's stormwater collection system consists of 2,989 catch basins or inlets, 1800 manholes and 200 outfalls.



# DPW – WATER DEPARTMENT



# DPW – SEWER DEPARTMENT



# DEPARTMENT SERVICES

<b>Department/Position</b>	<b>Responsibility</b>
Engineering Department: Health Agent, GIS services, Town Planner Town Engineer and support staff	Prepares / maintains plan and map records including utility plans, constructions plans and specifications. Assists the Conservation Commission and Planning and Zoning Boards with plan review. Assists in compliance with state stormwater regulations. Maintains the Geographic Information System Performs field surveys to determine locations of all water and sewer services, inspects connections and issues sewer connections permits.
Building and Zoning Department: Commissioner and 4 staff	Oversees construction, alteration, repair and demolition. Serves as the zoning enforcement office. Handles inspections and processes building , gas, plumbing, and electrical permits
Board of Health: 5-member board Staffed by Health Agent / Town Sanitarian	Oversees public safety and health emergency preparedness, Enforces health and sanitation laws and housing code Issues permits and licenses for certain businesses Investigates public health nuisance issues
Zoning Board of Appeals: 5 regular and 5 alternate members.	Hears petitions for variances, special permits, and persons appealing decisions of the Building Commissioner or Board.
Planning Board: 5 members Staffed by Town Planner	Administers zoning bylaw and subdivision control law Reviews site plans for commercial, industrial and multi-family development Recommends land use planning policies and strategies
Conservation Commission 7 member appointed board staffed by Conservation Agent	Protects the town's natural resources, most specifically water resources Manages 1300 acres for conservation purposes

# DEPARTMENT SERVICES

❖ The Library's Adult Literacy program offers free tutor training and in-service workshops to match adult student learners with volunteer tutors. As of 2011, there were 60 matched tutor/student pairs, with 100 on the waiting list.

❖ Stoughton Media Access Corporation (SMAC) is a non-profit organization that provides Stoughton residents greater access to municipal governance and opportunities to create locally controlled programming..

Agency	Responsibility
Council on Aging Director and 14 staff Overseen by appointed 9-member Board	Serves seniors 60 and over, residents of any age with a disability. Provides low cost transportation services. Provides 60-80 low cost meals daily Connect seniors with needed services. Offers classes, social events, educational workshops and outings.
Youth Commission: Shares director with COA, and 4 staff Overseen by appointed 7-member Board	Provides support and outreach to youth and their families to promote healthy living and mutual respect. Offers free professional mental health counseling. Provides classes to improve family communication, stress management, and family functioning. Implements substance abuse prevention programs.
Public Health/ Visiting Nurse Association	Provides health services to individuals within the town and neighboring communities including screening, clinics, immunization shots, and care for homebound individuals In 2011, the VNA provided home visits to 215 patients: <ul style="list-style-type: none"> <li>• 2,655 skilled nursing</li> <li>• 997 physical therapy</li> <li>• 433 occupational therapy</li> <li>• 106 speech therapy</li> <li>• 9 medical social work</li> <li>• 1,978 home health aid</li> </ul>
Veterans Services: Veterans Agent and 1 staff	Provides aid and benefit assistance to veterans and their families Maintains veterans' graves and memorials and conducts ceremonies at Holidays and town events

# COMMUNITY SERVICES

## Town Boards, Commissions and Committees



Board of Selectmen

School Committee

Conservation Commission

Zoning Board of Appeals

Planning Board

Cedar Hill

Historical Society

Board of Health

Cable Advisory

Community Preservation

Capital Planning Committee

Master Planning

Open Space Committee

Town Code

Housing Policy

Council on Aging

Town Meeting

Finance Committee

Housing Authority

Redevelopment Authority

South Coast Rail Advisory

Designer Selection

Board of Assessors

Youth Commission

Disabilities

Energy and Sustainability

Events Committee

Fair Housing

Library Trustees

Cultural Council



# REVENUE

## ❖ Tax Levy

Local Receipts – Auto Excise – Interest – Meals Tax – MBTA Parking – Other

## ❖ State Aid (Less Offsets)

## ❖ Free Cash – (One Time Funds)

## ❖ Enterprise Accounts Re-imbusement to General Fund

Classification	Assessed Value	% of Total
Residential	\$2,344,859,588	78.3%
Commercial	\$388,589,578	13.0%
Industrial	\$153,965,335	5.1%
Personal Property*	\$105,396,750	3.5%
<b>Total</b>	<b>\$2,992,811,251</b>	

# REVENUE THROUGH INVESTMENT AND PLANNING

## Economic Growth Opportunities

- Within the past decade town and regional studies have reviewed potential for economic growth in some key areas in Stoughton.

### **Stoughton Town Center**

- Stoughton Center is served by an existing commuter rail station and has been identified for redevelopment opportunities that could capitalize on the transit access.

### **North Stoughton**

- This area has existing commercial and industrial uses and good highway access. The Plan noted that expansion was limited by infrastructure capacity, particularly local roadway access.

### **East Stoughton**

- Campanelli Industrial Park has vacant and underutilized warehouse facilities. The Plan observed that the site is currently served by septic, and sewer is available just over the town line in Brockton. Redevelopment potential is supported by good highway access.

# DEVELOPMENTS

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- ❖ Woodbridge Development (179 apartments)– Approved, not permitted
- ❖ Goddard Highlands (104 single family) – Phase one under construction
- ❖ Forest Green (25 single family) – Under Construction
- ❖ Pondview Village (63 single family) – Under Construction



# FINANCIAL POLICY

## TOWN OF STOUGHTON Policy for Financial and Capital Planning FY 2014

The following policies shall apply to the establishment and maintenance of a financial and capital plan for the Town of Stoughton:

Under Article 3 of the Town Charter, the Board of Selectmen is responsible for adopting annually a program and plan for the Town. As part of this process, the financial plan is initially developed and proposed under Article 4 of the Town Charter by the Town Manager based on policies adopted by the Selectmen. Although the Charter specifies a minimum three-year financial and capital plan, the Board of Selectmen have determined that the Town will be better served by financial planning for operating and capital needs over a five-year period.

It is essential that all town departments participate in this financial and capital planning process by providing accurate information concerning the current capital assets and future capital needs as well as annual operating budgets.

The municipal departments shall create and maintain a schedule of capital assets to inform the Board and public of the Town's capital assets, their service life, costs and related data [format to be developed and attached to the final form of the document]. The School Department shall be requested to create and maintain the same schedule and provide it to the Town Manager. These schedules should be ready on or before October 15, 2012 for use in the budget process.

For fiscal year 2014, the following preliminary budget priorities shall apply:

All municipal departments shall anticipate level-service funding, without foreclosing requests for increased levels of service. These shall be considered prior to budget submissions and such changes shall be submitted to the Board of Selectmen for preliminary approval before inclusion in a budget request.

Capital items for the 2013 Annual Town Meeting warrant shall be proposed to the Board of Selectmen on or before November 15, 2012.

Revenue shall be managed to achieve and maintain the Stabilization Fund at or above 5 % of the Town's operating budget. To service capital planning 4% of the tax levy shall be appropriated and 2% of the tax levy shall be appropriated for construction/renovation of the library, high school Freeman Street Fire Station, and to promote economic development.

# FINANCIAL POLICY (CONT'D)

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**Town Manager shall submit to the Board of Selectmen projected Revenue Sources and Projections based on the following 3 scenarios for the Board's first meeting in November (Sample attached).**

- No percentage (typically 2 ½%) increase in Tax Levy**
- Increase in Tax Levy, less any projected new growth**
- 3) Increase in Tax Levy 2 ½%, plus projected new growth**

**To promote cooperation in developing a long-range financial and capital plan, the School Department shall be invited to present its programming goals, operating budget and capital plan at the first meeting of the Board of Selectmen in October.**

# CAPITAL PLANNING AND PERSONNEL

- ❖ Capital Planning Committee
- ❖ Library
- ❖ Fire Station
- ❖ 75 Lambert Ave
- ❖ Vehicles/Equipment
- ❖ Playground
- ❖ Park Street Sewer Project
- ❖ Train Station
- ❖ Urban Development Plan for the Downtown

## Staffing

- ❖ Police Department (4)
- ❖ Fire Department (4)
- ❖ Public Works (1.5)
- ❖ Planning (1)
- ❖ Board of Health (1)
- ❖ Building (1)
- ❖ Town Manager (1)
- ❖ Library (.5)
- ❖ Cedar Hill (1)

# MUNICIPAL SERVICES PROVIDED TO SCHOOL DEPARTMENT

Sch 1	Sch 19		<u>Expended 2012</u>	<u>Budget 2013</u>
1910	7400	Administration	184,257.13	187,020.46
1975	7450	DPW (Snow) Allocation	21,622.32	26,280.11
2000	7470	Employer Norfolk County Retirement Contribution	618,998.42	649,257.28
2000	7470	Employer Social Security	62,943.29	61,843.90
2010	7480	Employer Medicare Contribution	400,373.41	393,380.35
2010	7480	Employer Group Health	3,890,084.14	3,969,121.57
2010	7480	Life insurance	8,481.73	6,314.72
2030	7500	Property Insurance, per Estabrook & Chamberlain	173,539.00	167,617.00
2270	7680	Regional Schools	1,081,081.00	1,037,470.00
		Debt Service	1,664,706.61	1,693,177.70
		Total	8,106,087.05	8,191,483.09