

# **TOWN OF SCITUATE, MASSACHUSETTS**

**FISCAL YEAR 2023**

**TOWN BUDGET**



## **BUDGET MESSAGE**

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

### **SELECT BOARD**

Karen E. Connolly, Chair  
Karen B. Canfield, Vice-Chair  
Andrew W. Goodrich, Clerk  
Maura C. Curran  
Anthony V. Vegnani

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

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

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James M. Boudreau  
Town Administrator

**MEMORANDUM**

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

From: James M. Boudreau, Town Administrator

RE: Town Administrator Budget Message

Date: December 7, 2021

cc: Superintendent of Schools, Department Heads and Staff

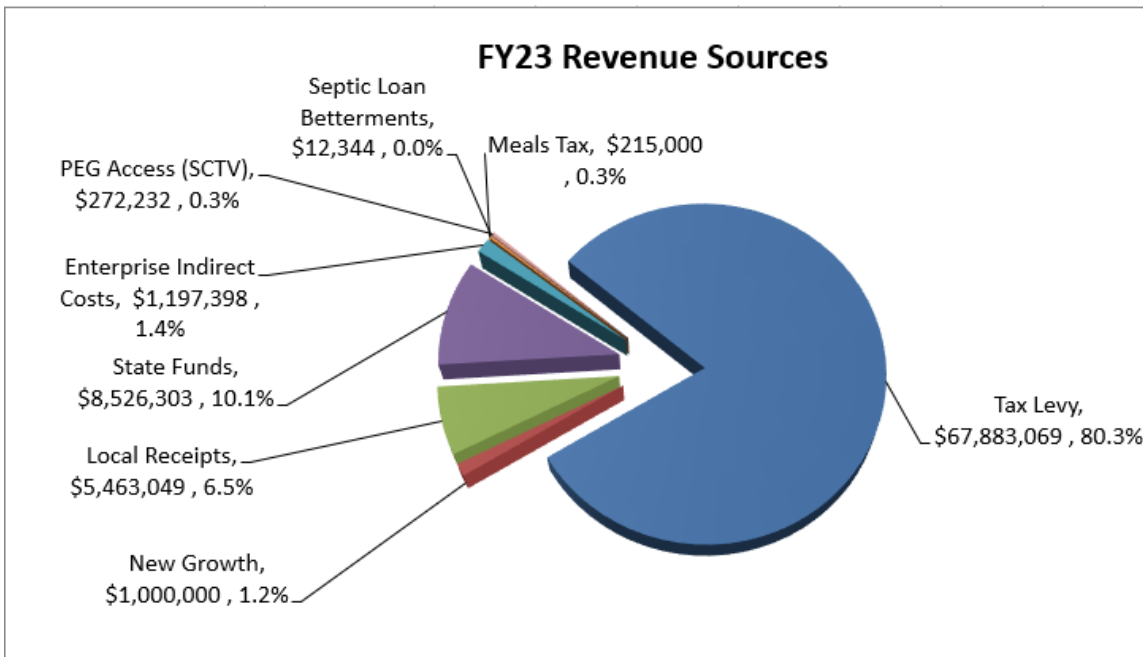
In accordance with Sections 4-2 (f) (h), 6-2, and 6-3 of the Town of Scituate Town Charter, I hereby submit the Fiscal Year 2023 budget.

Preparing a budget is always a challenging endeavor as local, state and national revenues are unknown and continuing long-term impact of the Coronavirus pandemic on the economy affects costs across all sectors. The FY 2023 budget upholds the commitment to the services upon which the residents of the Town have come to depend while maintaining a realistic and conservative revenue outlook. The recommended budget supports level services including funding for maintenance of municipal facilities in the operational and capital budgets in addition to estimated funding for collective bargaining contracts. Staffing hours have been increased at the new senior center to address the demands for services at that facility including two additional hours per week for the food service manager, five additional hours per week for the kitchen assistant/hostess and five additional hours for the activities and volunteer coordinator. A new position of network administrator has been funded to start mid-way through the fiscal year for the Information Technology Department to address the increased workload relevant to expanded services, security and technology solutions.

The Financial Forecast Committee met in October 2021 and again in November 2021 to establish the estimated shared fixed costs and revenues for FY 23 in order to provide a

framework for building the budget. Town departments were advised to prepare level service budgets and those requests were reviewed in mid-November in order to reach the recommended budget presented. The priority over the last several years has been to maintain existing services, address infrastructure and facility needs and to evaluate any requests for additional resources based on the availability of funds. The Financial Forecast Committee expects to meet again in January 2022 to revise its forecast for FY23 after the Governor’s Budget is released and more guidance is available relevant to health insurance and general liability and property insurance cost increases.

The revenue to support the general fund budget is composed of property taxes, local receipts, aid from the Commonwealth, indirect costs from the five enterprise funds, meals tax and Public Education and Government Access (PEG) Access funds from Comcast. As shown in the pie chart below, property taxes are the main support for the general fund operating budget and are limited by Proposition 2-1/2.



Every year, the Town must address the challenge of annual increases in fixed costs including health insurance, other post-employment benefits liability (OPEB), pension liability, regional school assessments, workers compensation costs, Medicare tax withholding and general liability and property insurance. These costs, along with debt service, are considered non-discretionary and must be funded. The Financial Forecast Committee has provided their best estimates for these amounts but more definitive information is expected and those amounts will be amended if necessary during the budget review process leading up to annual town meeting. Additional detail relevant to the shared fixed costs is provided later in this document.

The Town Administrator is the Town’s chief fiscal, administrative and personnel officer and evaluates and prioritizes departmental requests and makes a recommendation to the Select Board, Advisory Committee and Capital Planning Committee of what is needed

and allocates resources accordingly. A final budget, which maintains the current levels of provided services, while also considering the potential for unanticipated issues, is the final goal of this comprehensive process that involves multiple public hearings and encourages participation and discourse.

The budget is lengthy and prepared well in advance of the upcoming fiscal year, therefore, estimates can change during the review process and amendments may be necessary. The Town's financial policies and practices provide the framework to adapt to any changes that may occur as evidenced in the last two fiscal years with the pandemic. The challenge for the Town continues to balance infrastructure and program needs while still maintaining the high level of service expected by citizens. The FY 23 recommended budget continues to allocate resources in a fair and equitable manner to balance infrastructure needs and provide necessary services.

The FY 23 general fund departmental budget requests, not including the School Department, were \$1,539,132 over the FY 22 budget. All departments were advised to submit level service budgets but also provide documentation relevant to any additional staffing needed if resources were available. Department heads diligently constructed their budgets with that in mind resulting in non-fixed costs requests totaling \$898,763. The additional staffing requests for eleven new full-time positions, one part-time position and increases in hours totaled an additional \$698,555 not including benefits. Many of these positions are due to legislative changes that have impacted our ability to staff public safety departments in the same manner. The high FY21 and FY22 new growth certification has aided in addressing the needs of the departments but the developments generating that growth will likely be fully built out in the coming year. Additional revisions were made to departmental budgets after meeting individually with department heads to discuss their budget components to bring the FY23 recommended budget into balance.

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

## **FISCAL YEAR 23 RECOMMENDED OPERATING BUDGET OVERVIEW**

### **Fiscal Year 22 YTD Recap**

The Fiscal Year 22 year-to-date revenues and expenses are trending within our March 2021 adopted financial forecast and are at similar levels to FY 2021 for the same period. Some revenue streams negatively impacted by the pandemic, have returned to pre-pandemic levels such as meals tax.

The Town's fixed costs previously identified must be satisfied from available revenue prior to the consideration of any operational budget use. In FY 22, there was a 4.36% increase in health insurance for employees in the fifth year with the Town's new joint purchase agreement. The Town's annual assessment from the South Shore Regional High School decreased for FY 22 due to a reduction in enrollment and its enrollment for the Norfolk Regional Agricultural High School remained the same.

Local receipts are within our amended forecast and the July 1, 2021 Free Cash was certified at \$5,044,671. Free cash was abnormally high as the Town maintained the spending freeze it had imposed on departments in March 2020 due to the Coronavirus emergency and many vacant positions remained unfilled for longer periods of time and seasonal positions were not filled at all in some cases. There was also a savings in health insurance as the insurer provided a premium holiday in recognition of the impact of the pandemic. Annually, the Town leaves approximately \$400,000 – \$500,000 of Free Cash unallocated through the budget process in order to ensure there are available reserves for the spring special town meeting in case of any unforeseen events such as a severe storm or harsh winter. As of the writing of this message, the damage from the October 26-27, 2021 nor'easter is still fresh in the memories of residents. The unspent budgetary funds close out at the end of the fiscal year and become part of the following year's Free Cash. The majority of the Town's Free Cash still continues to be generated by departmental turn backs and increases in local receipts. This "surplus" is critical as it then becomes available for other uses such as funding the Town's capital plan and replacing reserves used to offset excessive storm costs.

Two phases of water pipe replacement are currently underway and design of the replacement of the Humarock water mains continues with \$6.3M in construction funding requested in the capital plan. An additional \$3M in water pipe replacement funds have already been approved at the October 2021 special town meeting to start design on the fifth phase of this ongoing project. Approximately \$1M in funding for road way improvements including sidewalks and drainage is provided in the operational budget, capital plan and through Chapter 90 allocations from the Commonwealth for FY23. The Town benefitted from a \$400,000 Complete Streets grant in FY21 for the Country Way sidewalk project.

Foreshore protection is supported by \$400,000 in operating and capital plan funds. In addition to those amounts, there are additional recommendations for \$16M to continue the Oceanside seawall replacement project, \$7M for replacement of the seawall in the



Cedar Point area, \$5.7M for FEMA subsidized disaster repairs and \$400K for design and engineering of the harbor resiliency plan. These recommendations will be coupled with additional funding from the Army Corps of Engineers and FEMA in an estimated amount of \$27,249,787 to make a substantive impact on the foreshore protection of Scituate. Additional grant funds will be sought for the \$16M Oceanside seawall replacement project from the Dam and Seawall Repair Fund and any other available grants.

The continued commitment of finding alternative funding mechanisms to support the needs and initiatives for the Town were supported by the grant writing skills and determination of multiple departments which has resulted in over \$1.4M in funding for equipment, programs and projects exclusive of FEMA storm damage reimbursements, Coronavirus Relief Funds and educational grants since January 1, 2021. This is impressive with the ongoing pandemic limiting revenues available for these programs.

The response to the Coronavirus has resulted in \$3.1M in additional unbudgeted costs since February 2020. The Town has been diligent in its application for reimbursement for these costs through the CARES Act funds available to it through Plymouth County resulting in reimbursements to date of \$2.8M. Additional reimbursements from various grants and other Coronavirus support funds have made up the difference. The extension of the CARES funds deadline for expenditure and an additional \$500K allocation from Plymouth County has assisted in meeting the ongoing costs of responding to the pandemic

### **General Overview of Fiscal Year 2023 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. As previously mentioned, the Financial Forecast Committee met in October and again in November and established the allocation of revenues between the Town and School for budget preparation and recommendations. The Financial Forecast Committee will meet again in January 2022 to review new information relevant to state aid, health insurance costs and general liability and property insurance costs.

As always, fixed costs are major budget drivers and need to be addressed first before any discretionary budget requests can be considered. For FY 23 these major areas have estimated increases as follows:

<u>Line Item</u>	<u>FY 23 Rec Amount</u>	<u>Increase over FY 22</u>
Pension assessment	\$ 6,213,897	\$ 453,901
Health Insurance	7,064,319	462,979
General Liability Insurance	999,983	130,769
FICA	848,396	36,534
Unemployment	65,000	(65,000)
Workers Compensation	210,000	0
Regional School Assessment	659,174	31,389

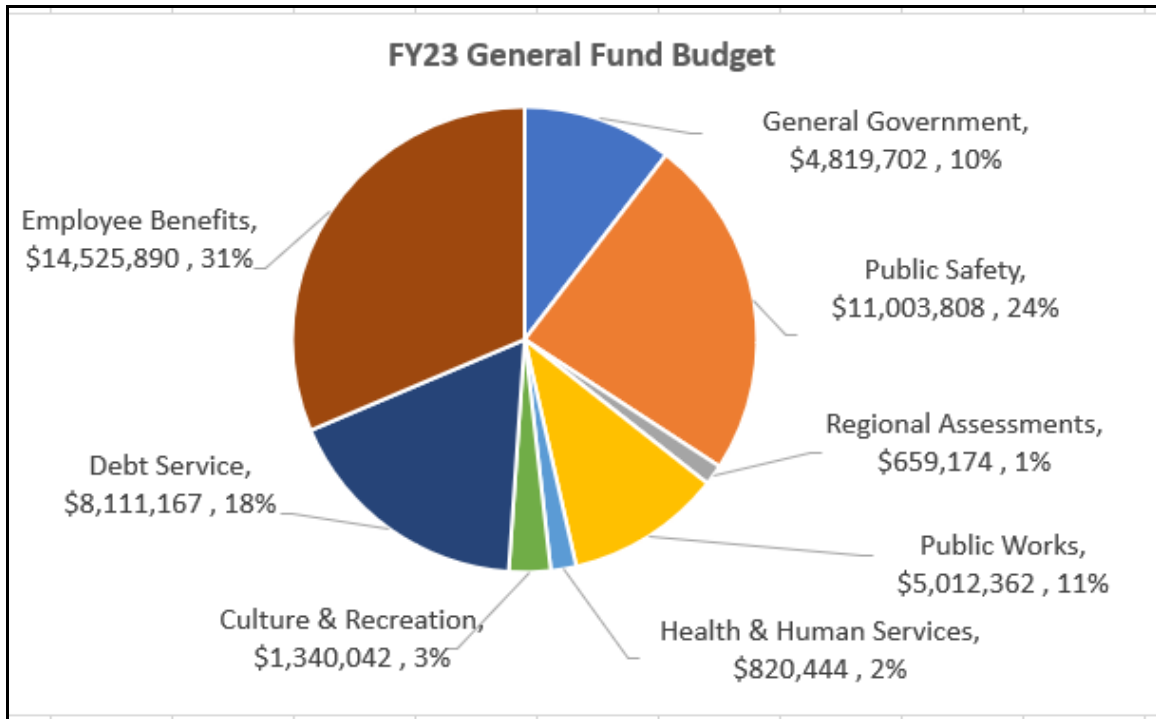
Fixed costs in pension and health insurance are always expected to increase annually. The FY 23 health insurance estimated increase is 7%; it was 4.36% last year. This increase is higher than normal as the Town has been advised that the industry trend is 8-10% and the last two years of claims experience have been poor. More information will become available in late January relevant to the range of potential increases and a final renewal will be available in late February 2022. The Medicare supplemental plans, which account for 48% of our health insurance enrollment, renew on a calendar basis and the January 1, 2022 renewal has been received at a 0% increase and this amount was incorporated into the budget estimate. The unemployment estimate for FY23 is less than FY22 as claims have subsided from the initial impact of the Coronavirus on the economy and a return to the pre-pandemic funding level was supported by the Financial Forecast Committee. Contract negotiations are ongoing for those units that do not yet have settlements in place for FY22. Estimated funding to account for contractual bargaining is included in each department.

### **Facilities**

The Public Building Commission is working on closing out the generator at the library, the HVAC needs at the public safety complex and the senior center and accessibility updates to the Veterans Memorial Gym. Despite the pandemic, the senior center opened in the spring 2021 and has been met with constant traffic from residents. The \$2.5M in clubhouse improvements at the golf course and the \$1.6M new Humarock fire station are also both on track to be completed in December 2021. The \$5M green sand facility and \$1.2M septage facility were also completed in 2021. The town-wide facilities study and associated 20 year maintenance plan was completed in 2020 and is reflected for a second year of funding in the FY23-27 rolling plan in the amount of \$1.1M for FY23.

### **FY 2023 Budget Summary**

The FY 2023 recommended general fund budget, exclusive of the School Department, includes the following components.



### Expenditures

- **Recommended level services budget**
- No one-time revenues has been used as an offset for the operating budget
- Allocates funding for estimated union/nonunion step increases and COLAs
- Allocates \$124,278 toward Town's OPEB liability
- Provides \$400,000 in funding for foreshore protection (\$200,000 in the capital plan, \$100,000 in the operational budget for repairs, design, grant matching in addition to the support of the FT Coastal Resources position). Major additional funding in the capital plan for FEMA and Army Corps of Engineers subsidized foreshore protection projects
- Provides \$400,000 for design of harbor resiliency project
- Provides \$500,000 in funding for roadway improvements (\$300,000 in the capital plan and \$200,000 in the operational budget) to be added to the Commonwealth's Chapter 90 allocation of an estimated \$550,000.
- A new full-time position for the Information Technology Department to start mid-year in January 2023 is recommended.
- Additional hours to positions at the senior center to address the needs of users of the new facility.
- Sustained allocations to maintenance and repairs as recommended by the Town wide facilities study is supported.

### Revenues

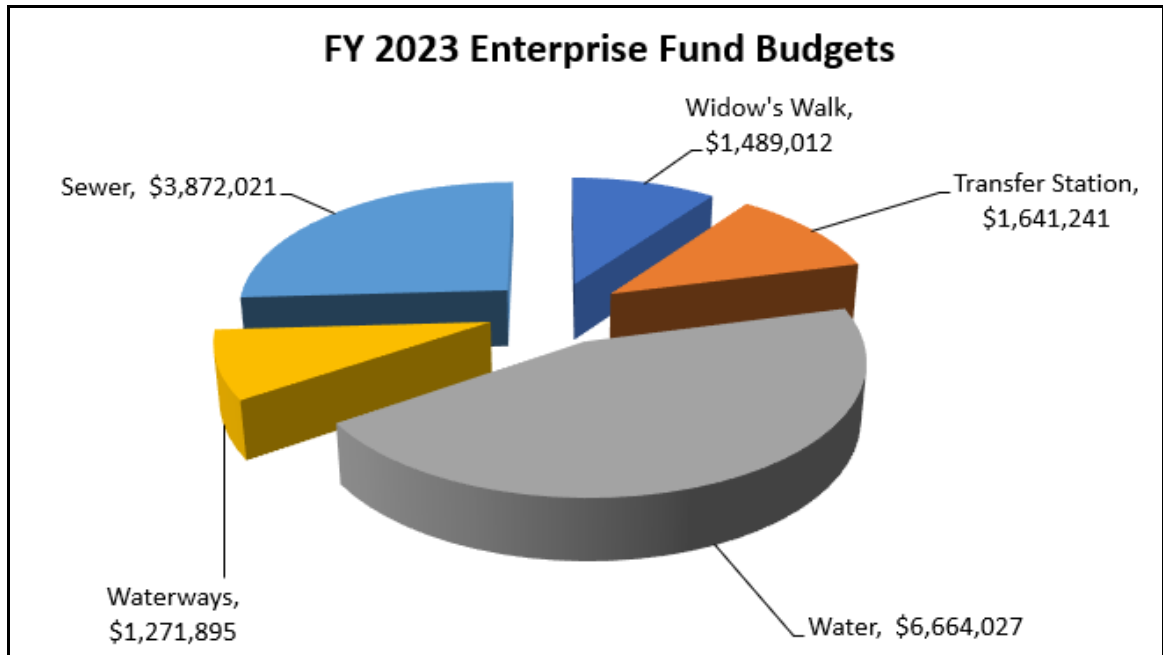
- The Town will use all of its levy capacity as allowed by Proposition 2½

- State Aid projections have been level-funded to the FY22 level until any further information warrants the Financial Forecast Committee to amend that projection.
- Local Receipts have been also level funded to the FY22 level which was the FY20 estimated amount less 2.5% to reflect the impact of the pandemic on revenues.
- New growth estimate has been increased to \$1,000,000. As previously mentioned, new growth is not expected to remain at this increased level due to the completion of the projects driving the growth.
- Meals Tax has been restored to pre-pandemic estimate of \$230,000 which in turn provides \$46,000 to the Economic Development Commission, \$100,000 to reduce the impact of the middle school and public safety debt exclusion on taxpayers and \$84,000 in support of the capital plan.
- \$100,000 of solar array and \$100,000 of wind revenue has been recommended to offset the debt exclusion costs of the middle school and public safety complex building projects.
- \$500,850 in Free Cash has been reserved as a safety net for any variations to the financial forecast for FY 22 and/or unexpected costs for the remainder of FY 22 (i.e. changes in local aid, emergency storm costs).

### **Enterprise Funds**

The citizens' ongoing commitment to update and modernize the community's aging infrastructure has resulted in several infrastructure repair projects being recommended in the water and sewer enterprise funds to address plant issues, water quality and supply. Design of a new water treatment facility is ongoing with a design contract having already been awarded and a \$50M request for a new treatment plant recommended in the FY23 capital plan among other projects. The aggressive inflow and infiltration program continues with \$4.3M to address the most severe contributors to create capacity for further expansion of the sewer system. For more detail about the five year capital plan and the Town Administrator's recommendations for FY 23, please refer to the FY 23 Capital Budget Plan contained in a separate binder and online on the Town Administrator's webpage under Budget Documents at [www.scituatema.gov](http://www.scituatema.gov).

The Town's five enterprise funds are supported by user fees and strive to be self-supporting. The chart below shows the FY23 budgets for each of the funds with additional information on each to follow.



The Widows Walk (Golf Course) Enterprise Fund had a strong finish to FY21 generating retained earnings of \$731,125. The October 2021 special town meeting voted to set-aside \$100,000 in retained earnings to a dedicated Widows Walk Capital Stabilization Fund for future capital costs and \$414,000 for additional improvements to the facility and groundskeeping equipment. The FY22 season has had a solid start having collected 49.6% of its annual budgeted revenues to date in the fiscal year despite having more than dozen full rain-outs and with the clubhouse under construction. The FY23 enterprise fund budget includes \$283,561 in debt service for the \$2.5M in clubhouse and accessibility improvements. The FY23 budget is self-supporting but the cart rates will be re-examined during the spring of 2022 for possible adjustment. The improvements to the clubhouse are expected to be complete in December 2021 and a Request for Proposals will be issued for lease of the newly upgraded and expanded restaurant.

The Transfer Station enterprise fund did achieve its revenue goals in FY21 and generated positive retained earnings of \$564,461. The October 2021 special town meeting voted to fund a new backhoe for the facility from retained earnings and a site assessment for a previously closed landfill on Stockbridge Road. The FY23 enterprise fund budget is \$162,075 more than FY22 consisting mostly of estimated payroll increases, hauling contracts and debt service. The FY22 budget was increased at the October special town meeting by \$90,000 for the ever increasing hauling contract costs. The FY22 rates were examined in November 2021 and a 25% increase in the C & D rates was approved based on the 18% increase in the hauling contract for that waste stream as well as fees for disposal of furniture, mattresses and truck tires to better match the cost of disposal. The FY23 budget is expected to be self-supporting but rates will be re-visited again in the late spring as is the Town's practice.

The Sewer Enterprise Fund did achieve its revenue goals in FY21 and finished with positive retained earnings of \$909,620. These results were driven by the one-time

revenues of sewer connections. The FY23 enterprise fund departmental budget request was \$379,496 more than FY22 which cannot be supported within the current rate structure. Significant reductions totaling \$321,675 were made but there is still a deficit between expected expenses and revenues of \$46,021. In the past, the Town had resolved this issue by using retained earnings. This practice perpetuated a structural deficit situation that the Town has worked at eliminating over the past several years with rate increases to bring the fund back to a self-supporting level. The expense drivers for the FY23 budget include a \$29,126 in contractual payroll costs, \$8,362 in electricity costs and natural gas costs, \$7,325 in technical services and \$9,865 increase in indirect costs. There was strong concern from the department that chemical costs were going to increase significantly but until better information is received from competitive bids, the estimated increases have not been incorporated into the budget. In order to maintain the minimum to operate the enterprise fund and keep it self-supporting, a 3-4% rate increase effective July 1, 2021 should be considered at the annual review.

The Water Enterprise Fund also achieved its revenue goals in FY21 resulting in positive retained earnings of \$1,977,967. The FY23 enterprise fund budget is \$298,279 more than FY22 consisting mostly of estimated payroll increases, anticipated electricity costs, increases in chemical costs and the indirect costs. Also included is a \$25,000 emergency reserve line which can only be accessed by an Advisory Committee vote for any unforeseen or emergency costs which occur in FY23. The recommended capital plan is robust at \$57.8M and utilizes \$1.37M in retained earnings as a funding source. The FY23 budget is self-supporting but rates will be examined again during an annual review in the spring of 2022.

The Waterways Enterprise Fund finished FY21 with positive retained earnings of \$473,835. The FY23 enterprise fund budget is \$19,473 more than FY22 consisting of estimated payroll increases of \$7,275, an increase in indirect costs of \$49,690 due to the insurance policy for piers and docks which are no longer covered under the Town's property insurance which were partially offset with declining debt service costs of \$28,482. The FY23 is currently self-supporting with \$25,056 in reductions.

## **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 Select Board and Town Administrator establish their goals first, which in turn insures that approved departmental goals are in keeping with an overall strategic vision.

Next, the departmental budgets are further broken down into various sections that give staff the opportunity to discuss major budget components, risks and challenges and departmental accomplishments during the past year. Following these are the individual line item budgets. Specific line item detail for departmental budgets is available upon request and will be available during that department's budget review.

The third and final section of the town budget, contained in a separate electronic file, is the Town's Five-Year Rolling Capital Improvement Plan (CIP) which contains the FY 23 Town Administrator and Finance Director recommended projects and funding. The CIP not only contains departmental requests for FY 23, but for FY 24-FY 27 as well. This rolling capital plan contains supplemental information about each project.

## FY2023 Budget Statistics

Dept #	Department Name	2022 Budget	2023 Dept	2023 Town	Town Admin	Change FY23	FY23/FY22
			Request	Admin Rec	Changes	Rec /FY22	
123	BOS/TOWN ADMINISTRATOR	\$760,261.00	\$774,796.00	\$792,291.00	\$17,495.00	\$32,030.00	4.2%
131	ADVISORY COMMITTEE	\$2,225.00	\$2,298.00	\$2,298.00	\$0.00	\$73.00	3.3%
135	TOWN ACCOUNTANT	\$423,809.00	\$431,145.00	\$431,145.00	\$0.00	\$7,336.00	1.7%
141	ASSESSORS	\$251,106.00	\$264,057.00	\$264,057.00	\$0.00	\$12,951.00	5.2%
145	TREASURER COLLECTOR	\$428,989.00	\$441,419.00	\$441,419.00	\$0.00	\$12,430.00	2.9%
155	INFORMATION TECHNOLOGY	\$624,226.00	\$633,431.00	\$669,971.00	\$36,540.00	\$45,745.00	7.3%
161	TOWN CLERK	\$208,473.00	\$260,443.00	\$259,933.00	(\$510.00)	\$51,460.00	24.7%
171	CONSERVATION	\$221,253.00	\$230,568.00	\$230,568.00	\$0.00	\$9,315.00	4.2%
175	PLANNING BOARD	\$255,276.00	\$264,372.00	\$264,372.00	\$0.00	\$9,096.00	3.6%
176	ZONING BOARD OF APPEALS	\$25,838.00	\$26,883.00	\$26,883.00	\$0.00	\$1,045.00	4.0%
210	POLICE DEPARTMENT	\$4,189,803.00	\$4,464,068.00	\$4,405,843.00	(\$58,225.00)	\$216,040.00	5.2%
220	FIRE DEPARTMENT	\$5,308,614.00	\$5,594,020.00	\$5,533,020.00	(\$61,000.00)	\$224,406.00	4.2%
230	PUBLIC SAFETY COMMUNICATIONS	\$630,836.00	\$678,291.00	\$678,291.00	\$0.00	\$47,455.00	7.5%
241	INSPECTIONS	\$356,175.00	\$378,854.00	\$377,854.00	(\$1,000.00)	\$21,679.00	6.1%
295	SHELLFISH	\$8,800.00	\$8,800.00	\$8,800.00	\$0.00	\$0.00	0.0%
410	FACILITIES DEPARTMENT	\$1,234,591.00	\$1,280,020.00	\$1,280,020.00	\$0.00	\$45,429.00	3.7%
411	ENGINEERING	\$695,708.00	\$707,487.00	\$705,487.00	(\$2,000.00)	\$9,779.00	1.4%
421	DPW ADMINISTRATION	\$198,413.00	\$204,371.00	\$204,121.00	(\$250.00)	\$5,708.00	2.9%
422	DPW HIGHWAY	\$1,192,136.00	\$1,219,434.00	\$1,196,400.00	(\$23,034.00)	\$4,264.00	0.4%
423	SNOW & ICE	\$497,114.00	\$497,115.00	\$497,115.00	\$0.00	\$1.00	0.0%
429	DPW PUBLIC GROUNDS	\$1,007,259.00	\$1,029,627.00	\$1,004,219.00	(\$25,408.00)	(\$3,040.00)	-0.3%
510	BOARD OF HEALTH	\$306,519.00	\$316,317.00	\$316,317.00	\$0.00	\$9,798.00	3.2%
541	COUNCIL ON AGING	\$276,426.00	\$277,349.00	\$286,472.00	\$9,123.00	\$10,046.00	3.6%
543	VETERANS DEPARTMENT	\$215,113.00	\$212,655.00	\$212,655.00	\$0.00	(\$2,458.00)	-1.1%
549	COMMISSION ON DISABILITIES	\$5,000.00	\$5,000.00	\$5,000.00	\$0.00	\$0.00	0.0%
610	LIBRARY	\$1,107,063.00	\$1,120,461.00	\$1,120,461.00	\$0.00	\$13,398.00	1.2%
630	RECREATION	\$160,287.00	\$166,381.00	\$166,381.00	\$0.00	\$6,094.00	3.8%
650	BEAUTIFICATION	\$29,586.00	\$30,000.00	\$30,000.00	\$0.00	\$414.00	1.4%
691	HISTORICAL	\$23,200.00	\$23,200.00	\$23,200.00	\$0.00	\$0.00	0.0%
<b>Total Town Budget (Forecast Share)</b>		<b>\$20,644,099.00</b>	<b>\$21,542,862.00</b>	<b>\$21,434,593.00</b>	<b>(\$108,269.00)</b>	<b>\$790,494.00</b>	<b>3.8%</b>

Dept #	Department Name	2022 Budget	2023 Dept	2023 TA/Fin	Changes	Change FY23	FY23/FY22
			Request	Forecast Rec		Rec /FY22	
132	RESERVE FUND	\$75,000.00	\$75,000.00	\$75,000.00	\$0.00	\$0.00	0.0%
158	TAX FORECLOSURES	\$39,000.00	\$39,000.00	\$39,000.00	\$0.00	\$0.00	0.0%
182	ECONOMIC DEVELOPMENT	\$37,000.00	\$46,000.00	\$46,000.00	\$0.00	\$9,000.00	24.3%
192	GENERAL LIABILITY/PROPERTY INS	\$869,214.00	\$999,983.00	\$999,983.00	\$0.00	\$130,769.00	15.0%
310	REGIONAL SCHOOL ASSESSMENTS	\$627,785.00	\$659,174.00	\$659,174.00	\$0.00	\$31,389.00	5.0%
424	STREET LIGHTS	\$125,000.00	\$125,000.00	\$125,000.00	\$0.00	\$0.00	0.0%
720	DEBT SERVICE	\$8,417,125.00	\$8,111,167.00	\$8,111,167.00	\$0.00	(\$305,958.00)	-3.6%
911	PLYMOUTH COUNTY PENSION ASST	\$5,875,196.00	\$6,338,175.00	\$6,338,175.00	\$0.00	\$462,979.00	7.9%
912	WORKERS COMPENSATION	\$523,715.00	\$210,000.00	\$210,000.00	\$0.00	(\$313,715.00)	-59.9%
913	UNEMPLOYMENT	\$130,000.00	\$65,000.00	\$65,000.00	\$0.00	(\$65,000.00)	-50.0%
914	CONTRIBUTORY GROUP INSURANCE	\$6,411,034.00	\$7,064,319.00	\$7,064,319.00	\$0.00	\$653,285.00	10.2%
916	FEDERAL TAXES	\$811,862.00	\$848,396.00	\$848,396.00	\$0.00	\$36,534.00	4.5%
<b>Total Shared Costs/PEG Access</b>		<b>\$23,941,931.00</b>	<b>\$24,581,214.00</b>	<b>\$24,581,214.00</b>	<b>\$0.00</b>	<b>\$639,283.00</b>	<b>2.7%</b>



## FISCAL YEAR 23 BUDGET AND CAPITAL REVIEW TIMETABLE

\*charter/bylaws language provided for informational purposes only

DATE	ITEM/OBJECTIVE	CHARTER/BYLAW REFERENCE
8/24/2021	Select Board votes budget calendar	
8/30/2021	Capital budget forms and directions distributed to departments	
09/24/2021	Capital Budgets Due to Finance Director	Art. 4, Sec.4-2, f Art. 6, Sec. 6-4
9/20-09/24/2021	Financial Team prepares and finalizes revenue expenses and assumptions	
10/5/2021	Financial Forecast Committee reviews draft forecast for FY23	
11/2/2021	Town Administrator Recommended Capital Plan provided to Capital Planning Committee & Select Board	
11/10/2021	*Charter date Selectmen submit capital budget to Advisory Committee	Art. 6, Sec. 6-6d (five months before ATM)
10/04/2021	Budget instructions & forms to Boards & Departments	Art. 4, Sec. 4-2 Art. 6, Sec. 6-4
11/16/2021	Departmental Non-Monetary Article requests submitted to Town Admin.	
10/22/2021	Departmental Budgets Due to TA/Finance Director	
12/7/2021	Select Board Open STM & ATM Warrant	
10/21 – 11/5/2021	Budgets reviewed with depts, edited and compiled by Town Administrator/Finance Director	

<b>DATE</b>	<b>ITEM/OBJECTIVE</b>	<b>CHARTER/BYLAW REFERENCE</b>
<b>12/21/2021</b>	Select Board closes STM & ATM warrants. Select Board Reviews Non-Monetary Article Requests	Art. 3, Sec.3-2b
<b>11/30/2021</b>	Budget & Supporting Materials Distributed to Select Board & Advisory Committee	Art. 6, Sec. 6-5,a Bylaws, Sec. 20720,D
<b>12/7/2021</b>	TA & Finance Director Present FY23 Town Operating & Capital Budgets to Select Board	Art. 4, Sec. 4-2, f Art. 6, Sec. 6-2
<b>12/9/2021</b>	Actual date submitted to Advisory	
<b>11/3/2021-1/26/2022</b>	Capital Planning Review of TA Recommended Capital Requests	
<b>1/18/2022</b>	Financial Forecasting Committee Quarterly Calendar Year 2021 Forecast due	Art. 6, Sec.6-7, b
<b>12/7/2021-3/1/2022</b>	Select Board, Advisory Committee Review of Departmental Operating & Capital Budgets	Art. 6, Sec.6-5 Art. 6, 6-6,b-c
<b>2/1/2022</b>	Bylaw date Select Board submits warrant articles to Advisory Committee	Bylaws Sec. 20120, Bylaws Sec. 20720, C
<b>3/3/2022</b>	All articles voted by Advisory Committee	Art. 6, Sec. 6-6,d, Bylaws, Sec. 20120
<b>2/15/2022</b>	Capital Planning Committee Presents CIP Recommendations to Select Board	
<b>3/1/2022</b>	Select Board 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

<b>DATE</b>	<b>ITEM/OBJECTIVE</b>	<b>CHARTER/BYLAW REFERENCE</b>
<b>3/23/2022</b>	Warrants posted publically, posted on website, blasted, Facebook	General Bylaws
<b>4/4/2022</b>	Statutory & Bylaw Deadline for Posting of Special Town Meeting Warrant	MGL Chap. 39, Sec. 9 2014 Bylaw amendment
<b>3/25/2022</b>	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
<b>3/28/2022</b>	Statutory & Bylaw Deadline for posting Annual Town Meeting Warrant	MGL Chap. 39, Sec. 9
<b>4/11/2022</b>	2022 Annual and Special Town Meeting	Art. 2, Sec. 2-4 Bylaws Sec. 20100

**Select Board, Advisory and Capital Planning Committees  
Budget Meeting Schedule**

**Fiscal Year 2023**

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

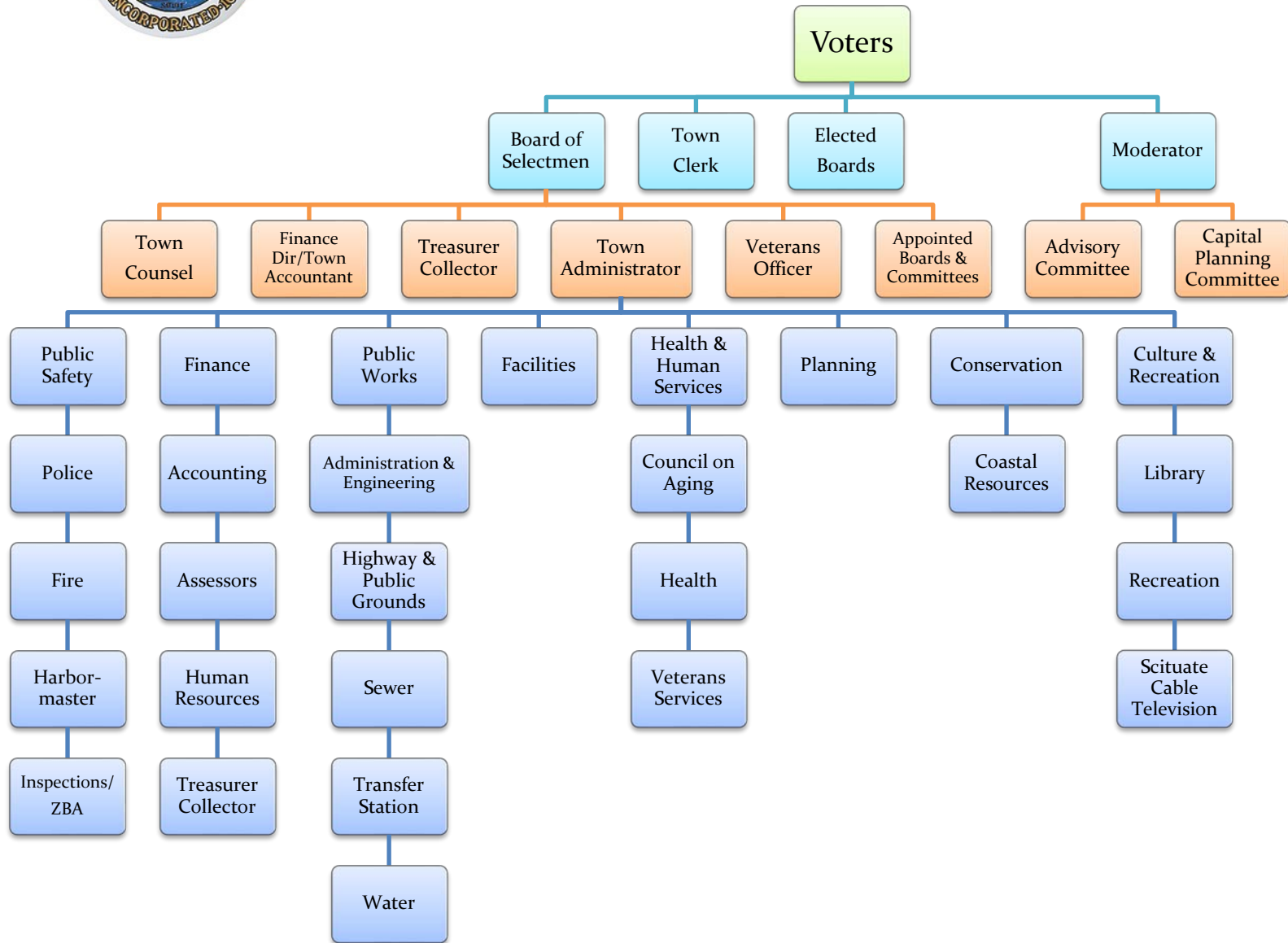
**Please note schedule is subject to change due to weather and Committee/Board schedules**

<b>Event/Department</b>	<b>Dept #</b>	<b>Select Board Review</b>	<b>Capital Planning Committee Review</b>	<b>Advisory Committee Review (Zoom)</b>
FY23 Budget Presentation		12/7/2021	11/15/2021	12/9/2021
Administration/Select Board	123	12/7/2021	TBD	12/9/2021
Advisory Committee	131	12/7/2021		12/9/2021
Reserve Fund	132	12/7/2021		12/9/2021
Gen Liab & Property Insurance	192	12/7/2021		12/9/2021
Street Lights	424	12/7/2021		12/9/2021
Workers Compensation	912	12/7/2021		12/9/2021
Unemployment	913	12/7/2021		12/9/2021
Assessors	141	12/21/2021		12/16/2021
Library	610	12/21/2021		12/16/2021
Town Clerk	161	12/21/2021		12/16/2021
Widow's Walk Enterprise	61	12/21/2021	TBD	12/16/2021
Board of Health	510	12/21/2021		12/16/2021
Council on Aging	541	12/21/2021		12/16/2021
Recreation	630	12/21/2021		12/16/2021
Commission on Disabilities	549	12/21/2021		12/16/2021
Review of Non-Monetary Articles		1/4/2022		2/3/2022
Finance Director/Town Accountant	135	1/4/2022		1/6/2022
Information Technology	155	1/4/2022	TBD	1/6/2022
Police	210	1/4/2022		1/6/2022
Fire	220	1/4/2022	TBD	1/6/2022
Public Safety Communications	230	1/4/2022		1/6/2022
Veterans	543	1/4/2022		1/6/2022
Beautification	650	1/4/2022		1/6/2022
Historical	691	1/4/2022		1/6/2022
Waterways Enterprise	66	1/18/2022	TBD	1/13/2022

<b>Event/Department</b>	<b>Dept #</b>	<b>Select Board Review</b>	<b>Capital Planning Committee Review</b>	<b>Advisory Committee Review (Zoom)</b>
Shellfish	295	1/18/2022		1/13/2022
Facilities	440	1/18/2022	TBD	1/13/2022
Scituate Cable TV	159	1/18/2022		1/13/2022
Treasurer Collector	145	1/18/2022		1/13/2022
Tax Foreclosures	158	1/18/2022		1/13/2022
Debt Service	720	1/18/2022		1/13/2022
Plymouth County Retirement	911	1/18/2022		1/13/2022
Contributory Insurance	914	1/18/2022		1/13/2022
Federal Taxes	916	1/18/2022		1/13/2022
<b>Department of Public Works</b>				
Engineering	411	2/1/2022	TBD	1/20/2022
Administration	421	2/1/2022		1/20/2022
Highway	422	2/1/2022	TBD	1/20/2022
Snow & Ice	423	2/1/2022		1/20/2022
Public Grounds	429	2/1/2022	TBD	1/20/2022
Transfer Station Enterprise	433	2/1/2022	TBD	1/20/2022
Sewer Enterprise	440	2/1/2022	TBD	1/20/2022
Water Enterprise	450	2/1/2022	TBD	1/20/2022
Review Petition Articles		2/1/2022		2/3/2022
<b>Community Planning &amp; Development</b>				
Conservation/Coastal Resources	171	2/15/2022		1/27/2022
Planning	175	2/15/2022		2/3/2022
Zoning Board of Appeals	176	2/15/2022		1/27/2022
Economic Development Comm	182	2/15/2022		1/27/2022
Inspections	241	2/15/2022	TBD	1/27/2022
Capital Plan Review		2/15/2022		2/10/2022
School	300	3/1/2022	TBD	2/24/2022
South Shore Regional VTHS	310	3/1/2022		2/24/2022
Community Preservation Review		3/1/2022		2/24/2022
Vote all projects/articles		3/1/2022	TBD	3/3/2022
Advisory Booklet Available				3/25/2022
Annual & Special Town Meeting				4/11/2022



# Town of Scituate



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

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

FORECASTING COMMITTEE: Jim Boudreau, Tony Vegnani, Nancy Holt, Pam Avitabile, Peter Gates, Joe Divito, William Burkhead, Chris Carchia, Jamie Gilmore, Robert Dutch

**Revised Preliminary Forecast**

**FORECASTING MODEL**

**11/9/21**

	Budget FY 2022	Actual YTD FY 2022	Proposed FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026
<b>SOURCES</b>						
Prior Year Override	\$ 63,038,371	\$ 63,038,371	\$ 66,217,628	\$ 68,873,069	\$ 71,194,896	\$ 73,524,768
2.5% Increase	\$ 1,575,959	\$ 1,575,959	\$ 1,655,441	\$ 1,721,827	\$ 1,779,872	\$ 1,838,119
New Growth	\$ 950,000	\$ 1,603,298	\$ 1,000,000	\$ 600,000	\$ 550,000	\$ 550,000
<b>TOTAL LEVY</b>	<b>\$ 65,564,330</b>	<b>\$ 66,217,628</b>	<b>\$ 68,873,069</b>	<b>\$ 71,194,896</b>	<b>\$ 73,524,768</b>	<b>\$ 75,912,887</b>
Cherry Sheet/State Aid	\$ 8,546,223	\$ 8,526,303	\$ 8,526,303 [1]	\$ 8,526,303	\$ 8,526,303	\$ 8,526,303
Septic Loan Program	\$ 14,400	\$ 10,963	\$ 12,344	\$ 12,346	\$ 12,349	\$ 12,350
Local Receipts	\$ 5,463,049	\$ 5,463,049	\$ 5,463,049 [15]	\$ 5,463,049	\$ 5,463,049	\$ 5,463,049
Enterprise Indirect costs	\$ 1,098,382	\$ 1,098,382	\$ 1,197,398 [12]	\$ 1,221,346	\$ 1,245,773	\$ 1,270,688
Overlay Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rooms Occupancy Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Meals Tax	\$ 172,500	\$ 172,500	\$ 230,000 [2]	\$ 230,000	\$ 230,000	\$ 230,000
<b>TOTAL ALL REVENUE</b>	<b>\$ 80,858,884</b>	<b>\$ 81,488,825</b>	<b>\$ 84,302,163</b>	<b>\$ 86,647,940</b>	<b>\$ 89,002,242</b>	<b>\$ 91,415,278</b>
<b>USES</b>						
Offsets	\$ 27,984	\$ 32,544	\$ 32,544 [1]	\$ 32,544	\$ 32,544	\$ 32,544
State & County Charges	\$ 642,188	\$ 645,744	\$ 645,744 [1]	\$ 678,031	\$ 711,933	\$ 747,529
Overlay	\$ 275,000	\$ 275,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Economic Development	\$ 34,500	\$ 34,500	\$ 46,000 [2]	\$ 46,000	\$ 46,000	\$ 46,000
<b>TOTAL USES</b>	<b>\$ 979,672</b>	<b>\$ 987,788</b>	<b>\$ 1,024,288</b>	<b>\$ 1,056,575</b>	<b>\$ 1,090,477</b>	<b>\$ 1,126,073</b>
<b>NET REVENUE</b>	<b>\$ 79,879,212</b>	<b>\$ 80,501,037</b>	<b>\$ 83,277,875</b>	<b>\$ 85,591,364</b>	<b>\$ 87,911,765</b>	<b>\$ 90,289,204</b>
<i>Revenue Growth</i>			<i>3.45%</i>			
<b>SHARED</b>						
Reserve Fund	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
<b>COSTS</b>						
Tax Title	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000
Insurance/Town Bldgs.	\$ 819,214	\$ 869,214	\$ 999,983 [9]	\$ 1,049,982	\$ 1,102,481	\$ 1,157,605
So. Shore Vo. Tech./Norfolk Agric.	\$ 627,785	\$ 627,785	\$ 659,174 [3]	\$ 692,133	\$ 726,740	\$ 763,077
Debt & Interest	\$ 1,995,967	\$ 1,995,967	\$ 1,995,967	\$ 1,995,967	\$ 1,995,967	\$ 1,995,967
- Capital Stabilization/Capital Plan	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
- Capital Stabilztn/Plan (Meals Tax)	\$ 38,000	\$ 38,000	\$ 84,000 [2]	\$ 84,000	\$ 84,000	\$ 84,000
- Debt Excl MS & PSC (Meals Tax)	\$ 100,000	\$ 100,000	\$ 100,000 [2]	\$ 100,000	\$ 100,000	\$ 100,000
Plymouth County Retirement Assmt	\$ 5,759,996	\$ 5,766,808	\$ 6,213,897 [5]	\$ 6,711,009	\$ 7,247,889	\$ 7,827,721
School Bus Lease	\$ 250,000	\$ 250,000	\$ 250,000 [4,13]	\$ 250,000	\$ 250,000	\$ 250,000
Street Lights	\$ 125,000	\$ 125,000	\$ 125,000 [4,13]	\$ 125,000	\$ 125,000	\$ 125,000
Workers' Comp.	\$ 523,715	\$ 523,715	\$ 210,000 [14]	\$ 210,000	\$ 210,000	\$ 210,000
Unemployment Insurance	\$ 130,000	\$ 130,000	\$ 65,000 [11]	\$ 65,000	\$ 65,000	\$ 65,000
Contributory Group Insurance	\$ 6,461,034	\$ 6,411,034	\$ 7,064,319 [10]	\$ 7,558,821	\$ 8,087,939	\$ 8,654,095
Federal Taxes	\$ 811,862	\$ 811,862	\$ 848,396 [6]	\$ 882,332	\$ 917,625	\$ 954,330
OPEB	\$ 115,200	\$ 115,200	\$ 124,278 [7]	\$ 134,220	\$ 144,958	\$ 156,554
<b>TOTAL SHARED COSTS</b>	<b>\$ 17,971,773</b>	<b>\$ 17,978,585</b>	<b>\$ 18,954,014</b>	<b>\$ 20,072,464</b>	<b>\$ 21,271,599</b>	<b>\$ 22,557,349</b>
<b>NET AVAILABLE</b>	<b>\$ 61,907,439</b>	<b>\$ 62,522,452</b>	<b>\$ 64,323,861</b>	<b>\$ 65,518,900</b>	<b>\$ 66,640,166</b>	<b>\$ 67,731,856</b>
<b>SPLIT</b>						
School Share 66.67% [4]	\$ 41,273,689	\$ 41,273,689	\$ 42,884,718	\$ 43,681,451	\$ 44,428,999	\$ 45,156,828
Town Share 33.33%	\$ 20,633,749	\$ 20,633,749	\$ 21,439,143	\$ 21,837,449	\$ 22,211,167	\$ 22,575,027
	\$ 61,907,438	\$ 61,907,438	\$ 64,323,861	\$ 65,518,900	\$ 66,640,166	\$ 67,731,855
Percentage Change			3.90%	1.86%	1.71%	1.64%
<b>TAX RATE</b>						
Total Levy from above	\$ 65,564,330	\$ 65,564,330	\$ 68,873,069	\$ 71,194,896	\$ 73,524,768	\$ 75,912,887
School Debt Exclusion	\$ 653,930	\$ 653,930	\$ 619,483	\$ 592,952	\$ 564,753	\$ 84,580
Wastewater Debt Exclusion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library Debt Exclusion	\$ 373,925	\$ 373,925	\$ 363,425	\$ 352,925	\$ 342,425	\$ 331,925
Public Safety Complex Debt Excl	\$ 1,135,710	\$ 1,135,710	\$ 1,102,213 [8]	\$ 1,070,463	\$ 1,033,838	\$ 1,002,338
Senior Center/Gym Debt Exclusion	\$ 921,992	\$ 921,992	\$ 731,625	\$ 709,375	\$ 687,125	\$ 664,875
Middle School Debt Exclusion	\$ 3,335,600	\$ 3,335,600	\$ 3,242,600 [8]	\$ 3,149,600	\$ 3,056,600	\$ 2,958,725
<b>TOTAL TAX LEVY</b>	<b>\$ 71,985,487</b>	<b>\$ 71,985,487</b>	<b>\$ 74,932,415</b>	<b>\$ 77,070,211</b>	<b>\$ 79,209,509</b>	<b>\$ 80,955,330</b>
<b>TAX RATE</b>	<b>\$ 13.66</b>	<b>\$ 12.62</b>	<b>\$ 12.78</b>	<b>\$ 12.89</b>	<b>\$ 12.99</b>	<b>\$ 13.01</b>
Total Valuation	\$ 5,249,255,600	\$ 5,725,569,460	\$ 5,840,080,849	\$ 5,956,882,466	\$ 6,076,020,116	\$ 6,197,540,518

See Assumptions on reverse side



**ASSUMPTIONS:**

- [1] - Reflects DOR cherry sheet for FY22 with 5% year over year increases in assessments for FY24-26.
- [2] - Estimate of \$230,000 is a return to the pre-pandemic level; 20% to EDC budget; \$100,000 to offset debt exclusion restored; \$84,000 to capital plan
- [3] - South Shore Voc. Tech actual and Norfolk Agricultural actual for FY22 for two students (only 1 enrolled now)-estimated 5% increase for FY23
- [4] - Shared cost of school bus lease of \$250,000 added to this amount in budget article so it is under the control of the School Department. Shared cost of street lighting set at \$125,000. Both amounts to stay static for future years.
- [5] - FY23 revised preliminary received from PCRS based on 1/1/20 actuarial date with 8% for FY24-26 as previously advised by Plymouth County Retirement System.
- [6] - Reflects a 4% increase over FY20 budget and remains at that level through FY24 due to exempt employees retiring and COLAs.
- [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]- 15% increase over FY22 budget as augmented at 10/21 STM. Additional 5% FY24-26.
- [10]-FY20 was 3.1% for active plans; FY21 is 3.9% for active plans; FY22 was 4.36% for active plans; calendar year 2021 at 0% for Medex plans; FY23 estimated at 7% for all plans based on current claims experience
- [11]- Unemployment line at \$65,000 which is pre-pandemic level.
- [12]- Actual for FY21 and 2% estimated increase for FY22-24; may still need to be revised when contracts settle.
- [13]-Added to shared costs in FY20 forward.
- [14]-Annual appropriation to trust fund has been insufficient for four of the last five years resulting in a depletion of the fund balance. The Town's liability is \$1M and the trust fund only contains \$600K.
- [15]-Remains at FY21 revised amount of 2.5% less than FY20 - FY21 YTD on track to make that projection but investment income will likely stay low.

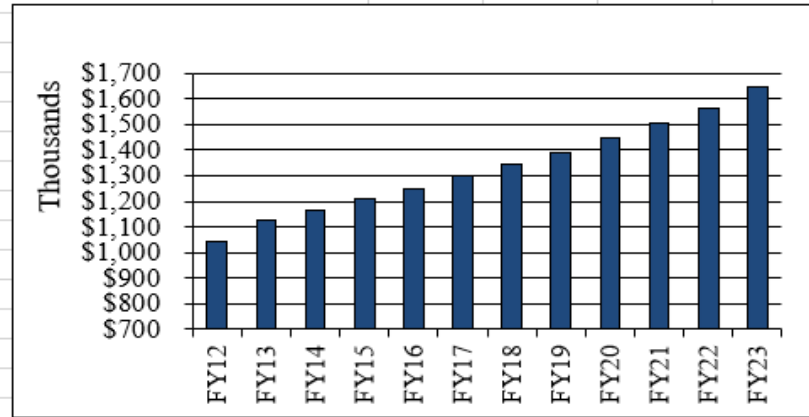
**TOWN OF SCITUATE**  
**FY 2023 BUDGET ASSUMPTIONS**  
 As of November 19, 2021

**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 23 by an estimated **\$1,655,441**.

FY 23	\$1,655,441
FY 22	\$1,575,959
FY 21	\$1,507,675
FY 20	\$1,446,855
FY 19	\$1,391,157
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*



\*General Fund Operating Override

**2. New Growth**

FY 23 new growth is estimated by the Assessors to be \$1,000,000. FY22 value certification was approved at \$1,603,298.

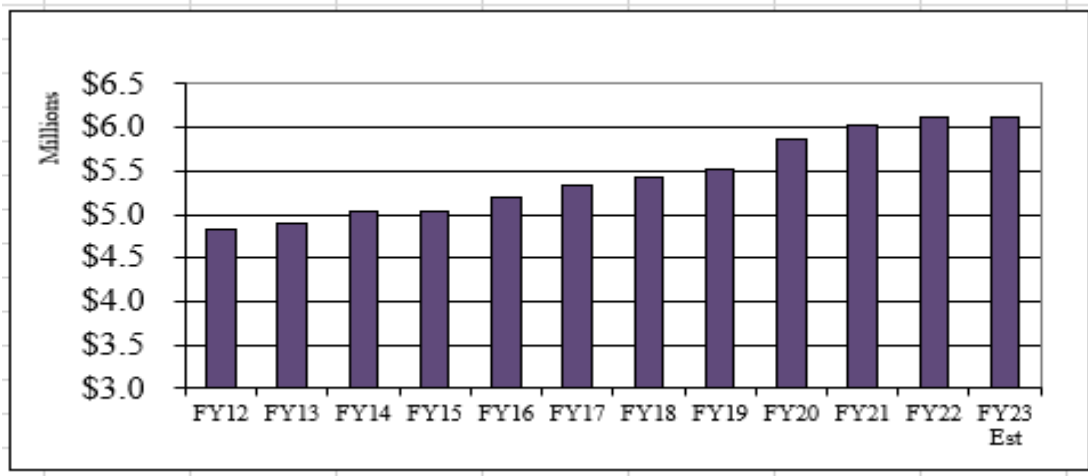
<u>New Growth</u>	<u>Estimate</u>	<u>Actual</u>
FY 23	\$ 950,000	
FY 22	\$ 950,000	\$1,603,298
FY 21	\$ 650,000	\$1,223,712
FY 20	\$ 650,000	\$ 985,925
FY 19	\$ 500,000	\$ 836,775
FY 18	\$ 500,000	\$ 572,266
FY 17	\$ 460,000	\$ 508,572
FY 16	\$ 500,000	\$ 532,715
FY 15	\$ 475,000	\$ 563,697
FY 14	\$ 325,000	\$ 521,126
FY 13	\$ 285,000	\$ 397,351
FY 12	\$ 260,000	\$ 296,981

Trend: The Town has seen a steady new growth in the past several years. There are several large development projects in various phases of development. The Toll Brothers project is moving ahead of schedule and that is causing higher new growth actual amounts in the short

term but will not be sustained. The Town is utilizing a new tool called Nearmap which is assisting in finding additional new growth and focusing inspection activity.

### 3. Chapter 70 Aid

	<u>Actual</u>	<u>October Estimate</u>	<u>Variance</u>
FY 23	\$ TBD	\$6,114,553	
FY 22	\$ 6,114,353	\$6,114,553	
FY 21	\$ 6,030,853	\$5,276,916	\$753,937
FY 20	\$ 5,863,240	\$5,521,321	\$341,919
FY 19	\$ 5,521,321	\$5,434,351	\$ 86,970
FY 18	\$ 5,434,351	\$5,346,391	\$140,960
FY 17	\$ 5,346,391	\$5,185,901	\$160,490
FY 16	\$ 5,185,901	\$5,110,701	\$ 75,200
FY 15	\$ 5,110,701	\$5,034,826	\$ 75,875
FY 14	\$ 5,034,826	\$4,897,576	\$137,250
FY 13	\$ 4,957,576	\$4,832,136	\$125,440
FY 12	\$ 4,832,136		

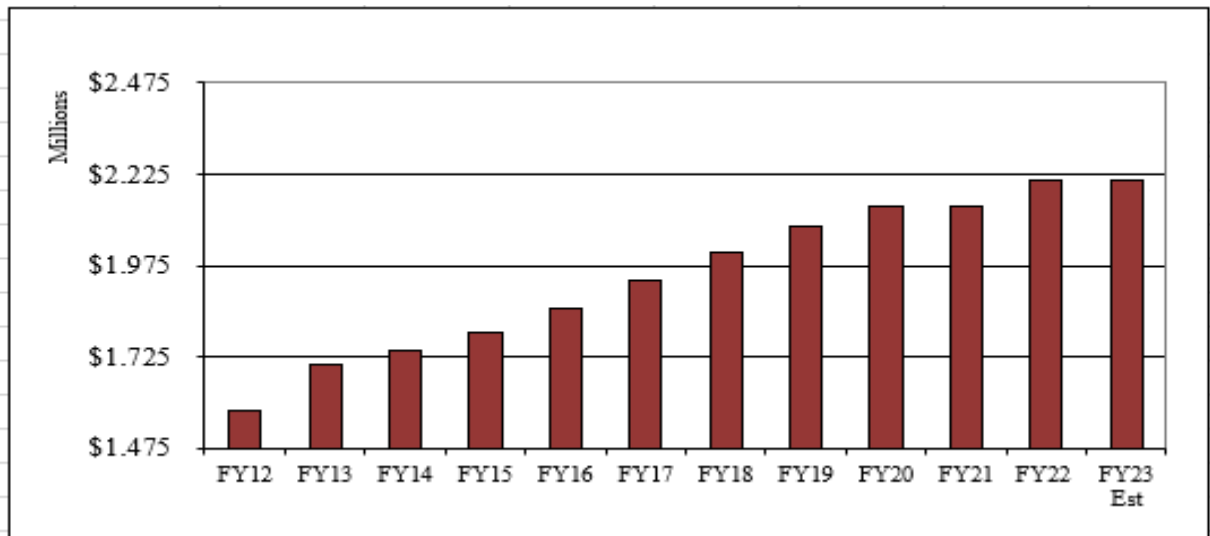


Trend: The FY23 estimate is set at the final FY22 state budget amount.

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

	<u>Actual Unrestricted Aid</u>
FY 23	\$2,210,951 estimated
FY 22	\$2,210,951
FY 21	\$2,136,185
FY 20	\$2,136,185
FY 19	\$2,080,024
FY 18	\$2,009,685
FY 17	\$1,934,249
FY 16	\$1,854,505

FY 15	\$1,790,063
FY 14	\$1,741,761
FY 13	\$1,701,540
FY 12	\$1,578,512



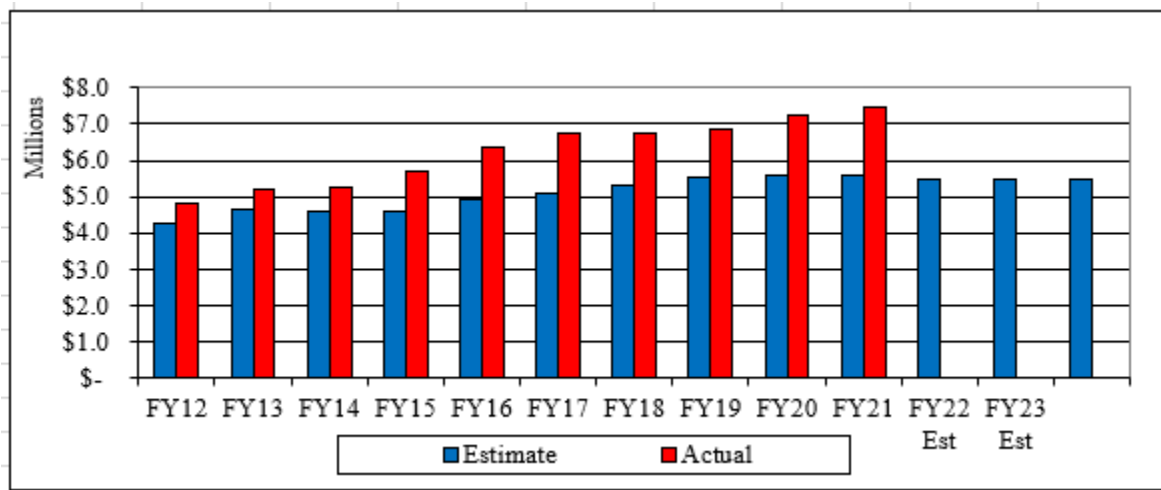
**Trend:** As mentioned in the Chapter 70 comment above, the FY23 unrestricted government aid is set at the final FY22 proposed budget level. While local aid did increase, the offsets to the Cherry Sheet continue to noticeably increase as well resulting in net changes, this held true for FY22. One area of concern continues to be assessments for Charter School Sending Tuition.

### 5. General Fund Receipts

	Estimated	Actual	Variance (+ or -)
FY 23	\$5,463,049		
FY 22	\$5,463,049	\$1,714,391 (as of 10/31/21)	
FY 21	\$5,463,049	\$7,469,050	\$2,006,001
FY 20	\$5,603,127	\$7,693,332	\$2,090,205
FY 19	\$5,575,000	\$6,878,990	\$1,303,990
FY 18	\$5,550,000	\$6,728,969	\$1,178,969
FY 17	\$5,302,000	\$6,741,937	\$1,439,937
FY 16	\$5,100,000	\$6,379,831	\$1,279,831
FY 15	\$4,950,000	\$5,684,913	\$ 584,913
FY 14	\$4,600,000	\$5,258,742	\$ 658,742
FY 13	\$4,565,000	\$5,221,089	\$ 656,089
FY 12	\$4,634,681	\$4,837,975	\$ 203,294

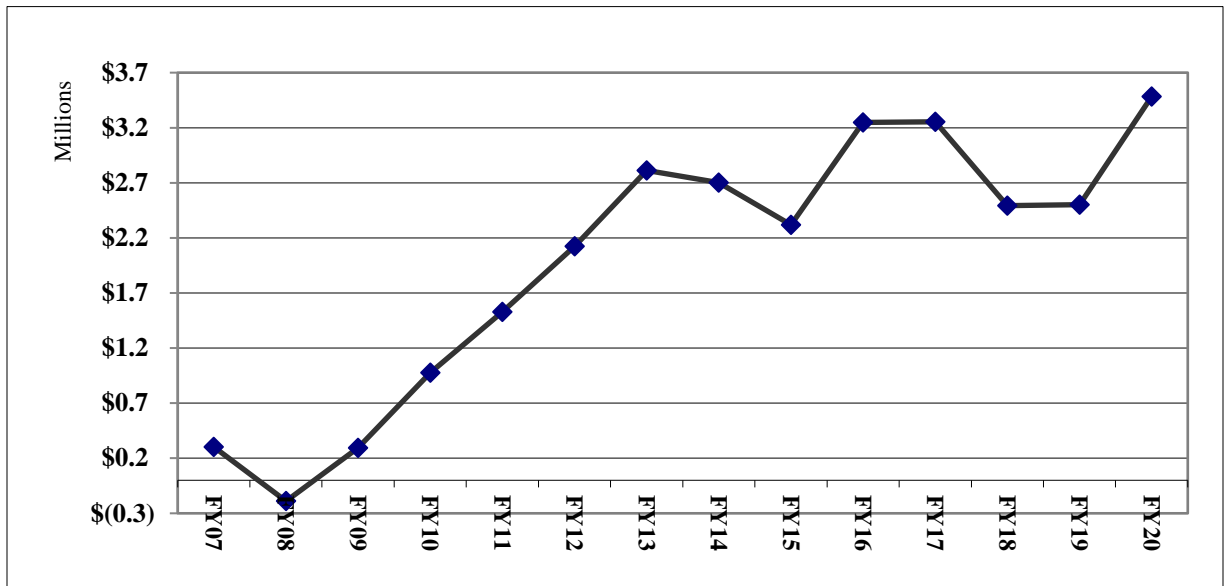
**Trend:** FY 21 General Fund Receipts included strong permit revenue due to the Toll Brothers development. Motor vehicle excise increased by \$322,391, ambulance receipts decreased by \$40,485, penalties and interest decreased by \$25,253 and licenses and permits increased by \$386,4446. As of 08/31/21, FY 22 receipts were \$116,061 higher than FY 21

for the same time period and is driven solely by permit revenue. It should be noted that there are some drivers of the FY22 local receipts that are not necessarily recurring at the same level. First, the parking fine revenue has surpassed the prior year in total due to increased enforcement efforts. Second, the permit revenue is still strong due to the continued build-out of the Toll Brothers development. A notable indicator of the pandemic's impact is the investment income which is \$212,318 less than in FY20. Barring any positive economic indicators of relief, the estimate for FY23 remains the same as the FY22 adjusted forecast of the FY20 estimate less 2.5%.



**6. Certified Free Cash (As of July 1<sup>st</sup> following FY close)**

FY 21	\$ 5,044,671(as of July 1, 2021)
FY 20	\$ 3,483,292
FY 19	\$ 2,501,361
FY 18	\$ 2,492,173
FY 17	\$ 3,252,678
FY 16	\$ 3,247,133
FY 15	\$ 2,318,762
FY 14	\$ 2,701,923
FY 13	\$ 2,813,553
FY 12	\$ 2,123,316



Trend: Since FY 10, the Town has not used Free Cash to subsidize recurring operating budget costs. The Town’s bond rating increased in FY 13 as a direct result of this financial policy and has sustained that level which reinforces the need to adhere to not using one-time revenues for the operational budget. Free Cash will continue to be used for pay-as-you go capital, to address long term liabilities such as OPEB, 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. Free Cash was significantly more than the prior year due to \$2.06M in budget turnbacks resulting from a spending freeze imposed on departments in continued response to the pandemic and the stronger than expected local receipts and state aid of \$2.58M.

## 7. Tax Title Collection

	<u>Tax Title Collections</u>	<u>Interest/Fees</u>
	<u>Actual (Tax &amp; Special Assessments)</u>	
FY22	\$147,116	\$ 35,575 as of 11/19/21
FY21	392,866	116,107
FY20	286,471	54,873
FY19	327,507	100,651
FY18	333,012	122,294
FY17	559,635	177,691
FY16	529,940	169,413
FY15	457,598	175,988
FY14	502,191	134,158
FY13	320,576	71,860
FY12	666,821	213,453

### Deferral Collections

Actual (Tax &

	<u>Special</u> <u>Assessments)</u>	<u>Interest/Fees</u>
FY22	\$107,007	\$71,700 as of 11/19/21
FY21	1,624	22
FY20	44,354	8,841
FY19	24,707	5,693
FY18	31,336	5,072
FY17	75,680	31,343
FY16	39,256	8,735
FY15	11,309	1,376
FY14	31,698	3,821
FY13	38,988	12,473
FY12	49,555	15,503

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 nine properties in the past six years. Three have been auctioned and restored to the tax rolls. The owners of many of the others have come forward to settle the taxes and the foreclosure decrees were vacated.

## 8. Medicaid Reimbursement

<u>Medicaid Reimbursements</u>	<u>Estimated</u>	<u>Actual (Net)</u>	<u>Variance</u>
FY 23	\$ 50,000		
FY 22	\$ 50,000	\$ 17,406	(as of 11/19/21)
FY 21	\$ 50,000	\$ 91,238	\$41,238
FY 20	\$ 75,000	\$ 93,594	\$18,594
FY 19	\$ 75,000	\$121,444	\$46,444
FY 18	\$ 50,000	\$140,415	\$ 90,415
FY 17	\$ 35,000	\$141,633	\$106,633
FY 16	\$ 35,000	\$ 92,016	\$57,016
FY 15	\$ 50,000	\$ 58,243	\$ 8,243
FY 14	\$ 97,600	\$ 50,501	(\$47,099)
FY 13	\$ 97,600	\$ 66,166	(\$31,434)
FY 12	\$123,432	\$ 69,569	(\$53,773)
FY 11	\$100,000	\$123,342	\$23,342

Trend: As projected, these revenues can be inconsistent and vary materially each year.

## 9. Meals Tax

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

	<u>Revenue Projected</u>	<u>Amount Received</u>
FY 23	\$230,000	
FY 22	\$172,500	\$ 98,797 (as of 11/19/21)
FY 21	\$115,000	\$ 257,378

FY 20	\$230,000	\$265,581
FY 19	\$230,000	\$264,699
FY 18	\$245,000	\$261,318
FY 17	\$218,368	\$258,982
FY 16	\$218,368	\$256,452
FY 15	\$218,368	\$234,847
FY 14*	\$204,871	\$164,190

\*partial year of revenue in year of adoption

**Trend:** Due to the ongoing pandemic, the estimate for meals tax was reduced by 25% for FY21. The FY23 estimate returns the meals tax estimate to its pre-pandemic level. For FY23, \$100,000 of meals tax revenue is again recommended as a revenue offset for debt exclusion impact of the new middle school and public safety complex, 20% (\$46,000) for the support of the Economic Development Commission and the remaining \$84,000 for support of the FY23 capital plan.

### 10. Room Occupancy Excise Tax

The Town voted to approve the adoption of the room occupancy excise tax for FY20 at 6% and subsequently voted to reduce it to 4% effective 10/1/20. To date, this revenue stream has not been dedicated to any use as insufficient data is available as to the annual amount that can be expected.

	Revenue Projected	Amount Received
FY 23	\$0	
FY 22	\$0	\$ 43,715 (as of 11/19/21)
FY 21	\$0	\$135,953
FY 20*	\$0	\$104,145

\*partial year of revenue in year of adoption

**Trend:** Insufficient data exists to forecast this revenue source.

### EXPENSE ASSUMPTIONS

1. A balanced budget is required by law.
2. Collective Bargaining/Non-Union Staff

Of the 13 bargaining units in Town (seven Town, six school) contract costs are as follows:

A 1% wage increase in the TOSCA contract is	\$ 14,006	expires 6/30/21
A 1% wage increase in the TOSCA-B contract is	\$ 3,967	expires 6/30/21
A 1% wage increase in the Laborer's contract is	\$ 22,325	expires 6/30/23
A 1% wage increase in the AMP contract is	\$ 20,278	expires 6/30/21
A 1% wage increase in the MASS COP contract	\$ 21,683	expires 6/30/23
A 1% wage increase in the IAFF contract is	\$ 32,982	expires 6/30/21
A 1% wage increase for non-union staff	\$ 23,998	30 regularly scheduled individuals

The School Department contracts (1.5%, 1.5%, 2%) expire August 31, 2021.



### 3. Net School Spending

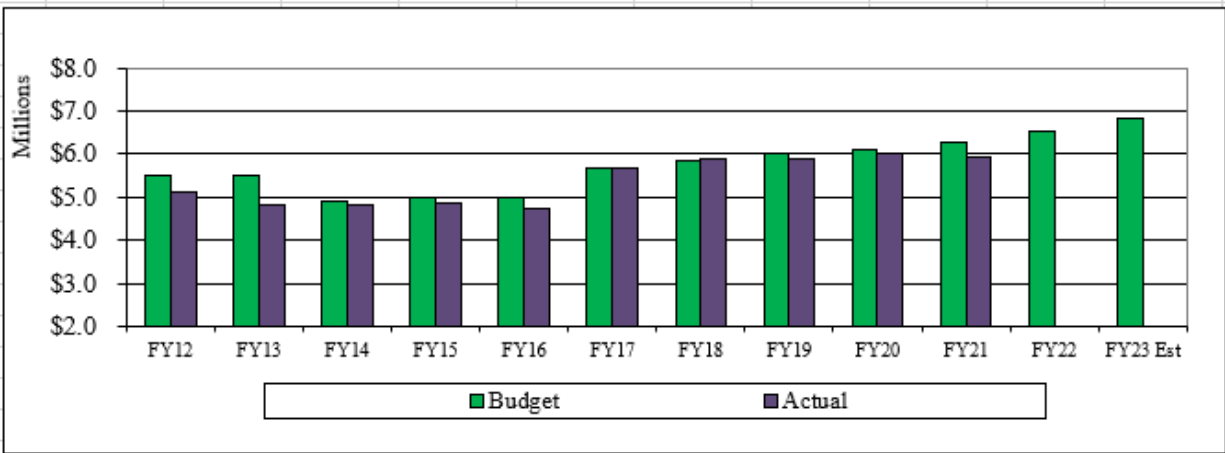
	Net School Spending	Minimum Threshold	Variance (+/-)
FY 22			
FY 21			
FY 20	43,849,610	30,769,598	
FY 19	43,055,584	29,604,785	13,450,799
FY 18	41,751,629	29,048,954	12,702,675
FY 17	40,298,299	28,519,126	11,779,173
FY 16	39,195,316	29,243,888	9,951,428
FY 15	37,390,269	28,997,139	8,393,130
FY 14	35,729,040	29,063,695	6,665,345
FY 13	34,590,857	28,420,385	6,170,472
FY 12	33,381,939	27,631,498	5,750,441
FY 11	31,645,347	27,070,686	4,574,661

The Town of Scituate Net School Spending amount as budgeted for FY 22 exceeded the minimum amount required under the education reform formula by \$x.

### 4. Contributory Health and Life Insurance

In FY 13 plan design changes were negotiated for all employees as the result of new legislation passed in 2012 amending MGL Chapter 32B by adding new sections (21a-23). Effective July 1, 2017, the Town changed its health insurance plan administrator to the Massachusetts Interlocal Insurance Association (MIIA). The rates are set by MIIA in late January to early February each year and the active plan increase was 4.36% for FY22. The FY23 forecast includes a 6% increase over FY22 which will help alleviate additional plans for employees whose spouses have lost their jobs and/or their insurance due to the pandemic. FY23 has seen a loss of four active plans and an increase of 25 Medex plans. Pending contractual bargaining proposals may also positively impact this budget line. Additionally, the prior year claims were above average and this is a concern for the FY23 renewal.

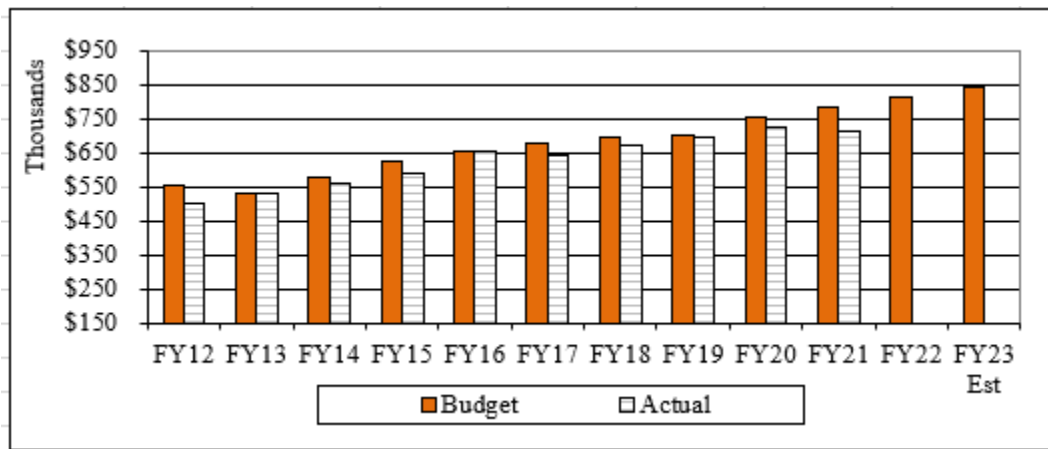
	Budget	Actual	Variance
FY23	\$6,903,303		
FY22	6,461,034	2,458,188 (as of 11/19/21) (100% premium holiday Sept 21)	
FY21	6,265,804	5,933,245 (\$332,559) (50% premium holiday July 20)	
FY20	6,116,275	6,013,058	103,217
FY19	6,025,850	5,884,537	(141,313)
FY18	5,860,000	5,879,559	156,952
FY17	5,662,973	5,662,094	879
FY16	4,975,266	4,732,561	242,705
FY15	4,975,632	4,880,239	95,393
FY14	4,900,000	4,818,332	81,668
FY13	5,508,907	4,839,479	669,428
FY12	5,508,907	5,115,061	393,846
FY11	5,193,724	4,860,286	333,438



Trend: The Town received an increase for active plans for FY20 of 3.1%. The Medicare supplemental plan, Medex, which accounts for 49.6% of the Town’s health insurance subscribers, now renews as of January 1<sup>st</sup> and therefore only 6 months of a potential increase needs to be calculated for that population. For FY22, the active plan rates increased 4.36% the calendar year 2021 Medex rates did not increase or decrease (0% change). Every 1% increase in rate equates to \$59,396.

### 5. Medicare/FICA

	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
FY22	\$ 811,862	233,104	(as of 11/9/21)
FY21	780,637	712,899	67,738
FY20	750,613	723,133	27,480
FY19	703,375	693,586	21,828
FY18	695,155	671,758	23,397
FY17	678,200	644,102	34,098
FY16	652,115	652,115	0
FY15	626,454	589,430	62,685
FY14	574,729	556,272	18,457
FY13	528,423	531,517	(3,094)
FY12	552,876	498,252	54,624
FY11	487,000	469,321	17,679
FY10	494,266	456,025	38,241
FY04	226,000	306,781	(80,781)



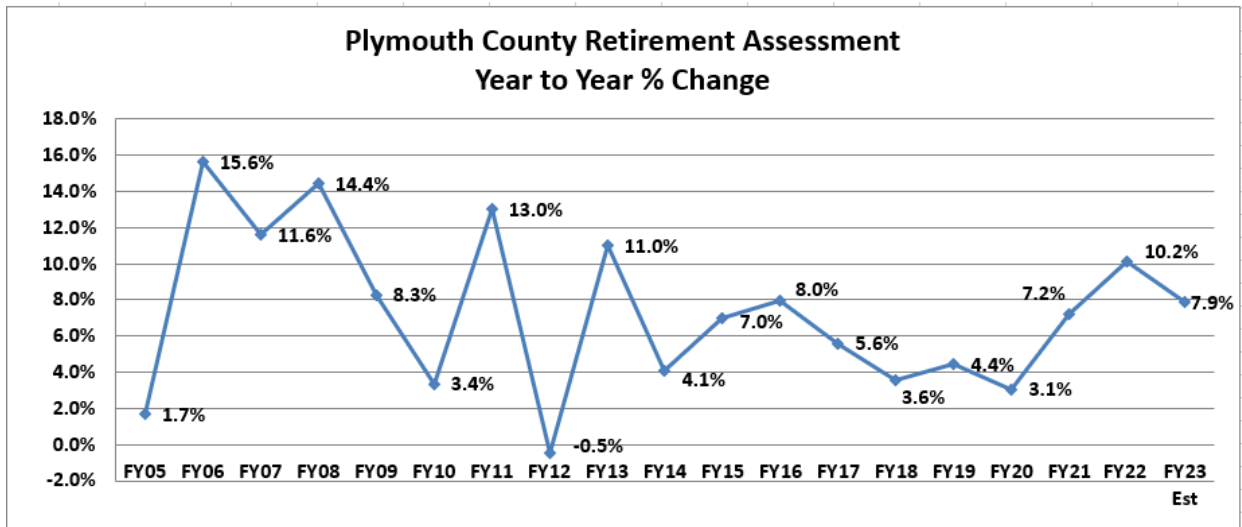
Trend: This line item will continue to increase as the exempt employee population decreases and wage scales increase. The FY23 increase is estimated at 4% to account for cost of living and step increases. The FY18 actual increase was 4.3%, FY19 was 3.2%, FY20 was 4.3% and FY21 was (1.4%). FY21 was an outlier due to the pandemic and reimbursement of fringe (Medicare) for COVID related payroll reimbursements through CARES Act funding (\$4,853).

## 6. Retirement Assessment (Contributory)

The FY 23 estimated Retirement Assessment will increase to \$6,213,897. 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 most recent actuarial estimates have seen an uptick in the annual percentage increase.

### Contributory

	Budget	Actual	Increase (Decrease) over Prior Year	
			Amount	%
FY23	\$6,213,897		453,901	7.9%
FY22	5,759,996	5,759,996	524,394	10.2%
FY21	5,228,790	5,235,602	360,149	7.2%
FY20	4,875,453	4,875,453	144,900	3.1%
FY19	4,730,553	4,730,553	200,278	4.4%
FY18	4,530,275	4,530,275	156,624	3.6%
FY17	4,373,651	4,373,651	231,884	5.6%
FY16	4,141,767	4,141,767	305,638	8.0%
FY15	3,836,129	3,836,129	251,270	7.0%
FY14	3,584,859	3,584,859	140,648	4.1%
FY13	3,444,211	3,444,211	341,164	11.0%
FY12	3,103,047	3,103,047	(14,983)	(.5%)
FY11	3,118,030	3,118,030	359,680	13.0%



## 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, 2020 was \$129,654,499. A new actuarial study is expected to be completed in October 2021.

The Town's financial policy is to allocate 2% of the annual retirement assessment into this fund. Year-end transfers in FY13, FY14 and FY17, for \$75,000, \$12,900 and \$50,000 respectively, have assisted in building this account in addition to a \$200,000 increase in FY16 and this practice will continue to the extent possible. That being said, the 2% annual amount is not as robust as the bond rating agencies would like and this is a major factor in helping the Town achieve a AAA bond rating. The November 16, 2020 special town meeting voted to transfer the excess of meals tax collections and the room occupancy excise tax collections into the fund for an addition of \$139,426. An additional \$100,000 was transferred into the fund as a year-end transfer at the close of FY21. The 10/21 special town meeting proposes another transfer of \$278,341.

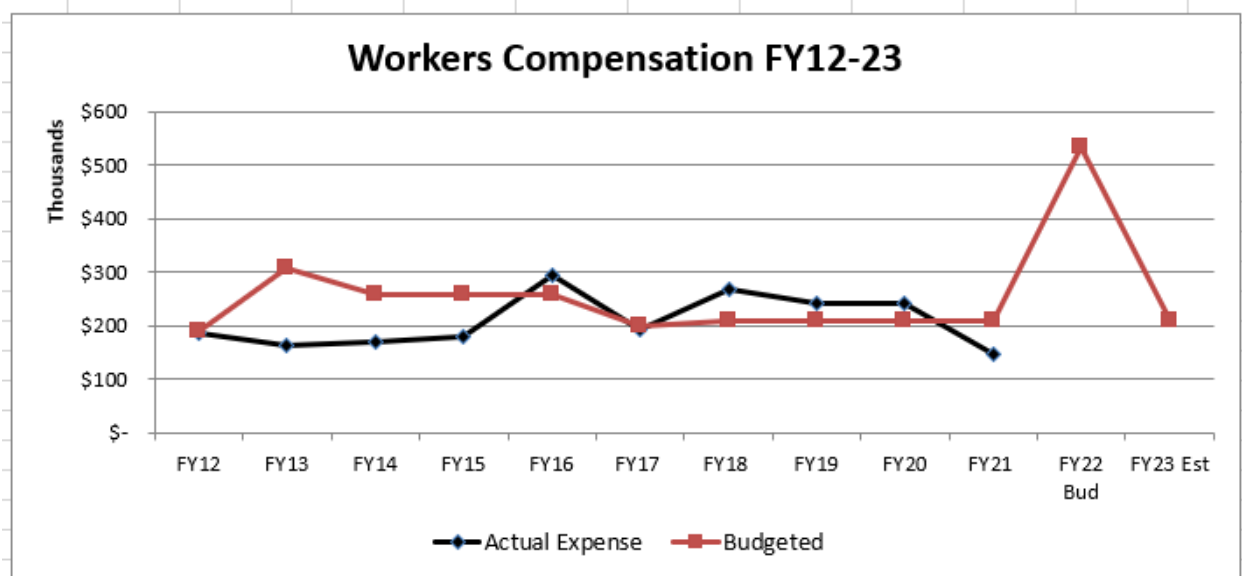
Year	Allocation	Balance 6/30
FY 23	\$124,278	
FY 22	\$115,200	\$1,901,899 (as of 11/19/21)
FY 21	\$243,866	\$1,507,842
FY 20	\$ 97,509	\$1,161,484
FY 19	\$ 94,611	\$1,044,773
FY 18	\$ 90,606	\$924,837
FY 17	\$ 87,473	\$820,135
FY 16	\$282,835	\$675,923
FY 15	\$ 76,723	\$386,515
FY 14	\$ 84,640	\$296,559
FY 13	\$143,884	\$209,227
FY 12	\$ 64,983*	\$ 65,023

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

Trend: The Town lags on this fund because it was not created sooner (2011). An allocation of funds must be made each year. The Town lags behind other communicates in its effort to fund this liability. Additional dedicated funding sources beyond the 2% of the annual pension assessment are being explored as part of the revision of the Town’s financial policies.

### 8. Workers’ Compensation

	Budgetary Allocation On June 30 (FY total)	Actual Expense	Variance	Fund Balance as of June 30th
FY 23	\$ 210,000			
FY 22	\$ 532,715	\$ 32,345 as of 11/19/21		
FY 21	\$ 210,000	\$ 145,288	\$64,712	\$516,619
FY 20	\$ 210,000	\$ 242,412	(\$32,412)	\$450,818
FY 19	\$ 210,000	\$ 240,793	(\$20,973)	\$429,169
FY 18	\$ 210,000	\$ 267,624	(\$57,624)	\$456,217
FY 17	\$ 200,000	\$ 192,795	\$ 7,205	\$510,882
FY 16	\$ 257,000	\$ 294,611	(\$37,611)	\$501,780
FY 15	\$ 257,000	\$ 180,156	\$ 76,544	\$536,861
FY 14	\$ 257,000	\$ 170,049	\$ 86,951	\$457,768
FY 13	\$ 307,161	\$ 163,511	\$143,650	\$369,888
	budgeted			
FY 12	\$ 265,000	\$ 187,169	\$ 77,831	\$225,931



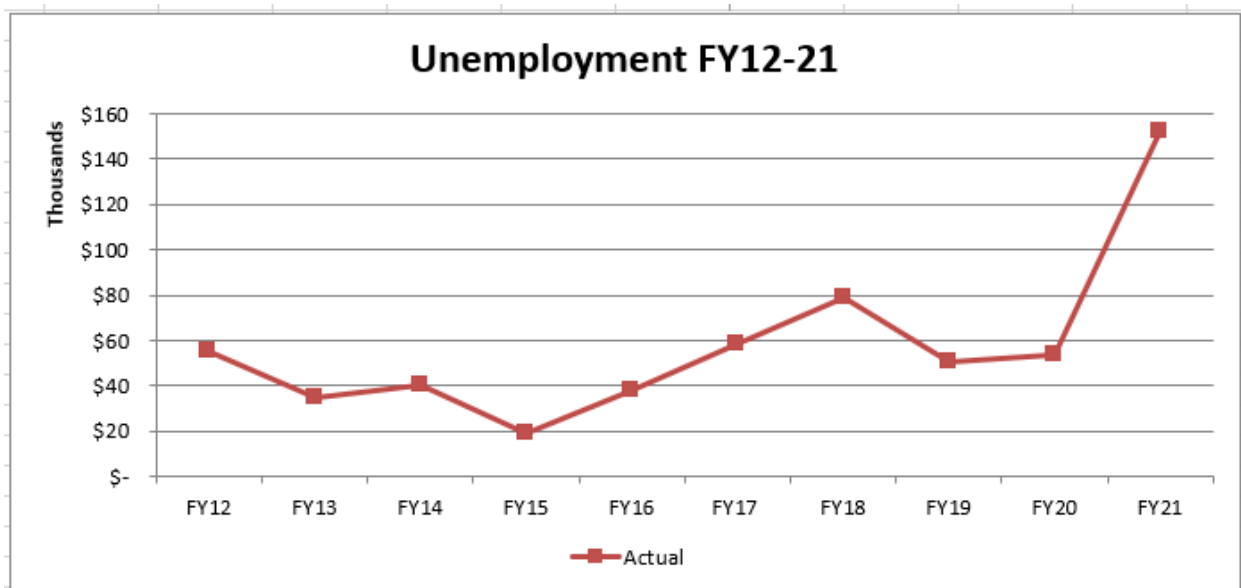
Trend: Before FY 11 this account was severely under-funded. However, the cost obligations for this fund will continue to be high based on settled claims prior to FY 10. Stop/Loss coverage will guard against substantial medical claims. The fund goal is to have the Fund Balance sufficient enough such that 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 that has remained steady which necessitated increasing the allocation to \$210,000 and maintaining that level for the foreseeable future. This Fund must cover all medical and other costs of employees injured on the job. The Town did receive a recovery of \$50,000 in July 2019 for a case that involved a settlement to an injured employee by a third party. In FY21, the Town increased the annual appropriation to \$532,715 to help restore the fund balance.

## 9. Unemployment

	<b>Appropriated</b>	<b>Actual</b>	<b>Variance</b>
FY 22	\$ 65,000		
FY 22	\$130,000	\$0 (as of 11/19/21-credits from prior claims)	
FY 21	\$242,875	\$152,088	\$90,787
FY 20	\$ 65,000	\$ 53,599	\$ 11,501
FY 19	\$ 65,000	\$ 50,702	\$ 14,298
FY 18	\$130,000	\$ 78,630	\$ 51,370
FY 17	\$ 66,000	\$ 58,470	\$ 7,530
FY 16	\$ 75,000	\$ 38,179	\$ 36,821
FY 15	\$ 75,000	\$ 18,914	\$ 56,086
FY 14	\$ 64,000	\$ 40,133	\$ 23,867
FY 13	\$ 92,500	\$ 34,610	\$ 59,890
FY 12	\$300,000	\$ 55,148	\$244,852

Trend: This line item has stabilized due to the lack of layoffs. The effect of the pandemic on the unemployment liability was of great concern and the FY21 budget was increased from \$65,000 to \$242,875 to partially address those concerns. The line was maintained at an elevated amount for FY22 due to uncertainty with the continued economic implications of the Coronavirus. The FY23 estimate is a return to the pre-pandemic level of \$65,000



## 10. Special Education

	<u>Outside Placements</u>	<u>Circuit Breaker Reimbursements</u>
FY 23	\$	\$1,527,750 (estimated)
FY 22	\$	\$1,527,750 (estimated)
FY 21	\$ 3,500,805	\$1,527,750
FY 20	\$ 3,587,306	\$1,205,727
FY 19	\$ 3,518,538	\$ 835,643
FY 18	\$ 3,038,442	\$1,047,791
FY 17	\$ 2,725,129	\$ 883,391
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

Trend: The FY22 and FY23 estimated projection was based on FY 21 and is quite likely subject to change.

## 11. Stabilization Fund

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

	<b>Appropriated</b>	<b>Interest</b>	<b>Expended</b>	<b>Balance 6/30</b>
FY 22	\$TBD	\$ 2,045	\$ 0	\$5,341,370 as of 10/5/21
FY 21	\$1,211,130	\$ 14,127	\$ 450,000	\$5,339,325
FY 20	\$ 215,000	\$ 58,170	0	\$4,564,068
FY 19	\$1,371,271	\$ 66,482	0	\$4,290,899
FY 18	\$ 219,000	\$ 38,983	\$1,000,000	\$2,853,146
FY 17	\$ 620,457	\$ 23,886	\$ 0	\$3,595,163
FY 16	\$1,358,313	\$ 18,123	\$ 800,000	\$2,950,820
FY 15	\$ 333,081	\$ 12,247	\$1,150,000	\$2,374,384
FY 14	\$ 955,500	\$ 6,943	\$ 488,074	\$3,179,055
FY 13	\$ 0	\$ 7,057	\$ 955,500	\$2,061,481
FY 12	\$ 917,333	\$ 8,129	\$ 0	\$3,009,925

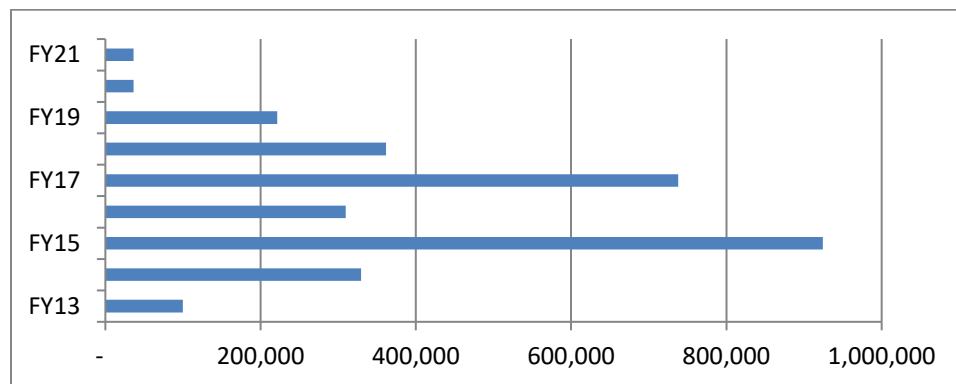
Trend: The November 2018 special town meeting voted to transfer \$1,000,000 in free cash to the Stabilization Fund to replenish it for Storm Riley emergency expenses in March 2018. The April 2019 annual town meeting voted to transfer any excess levy into the fund which amounted to \$215,000. A similar vote was passed for FY 2021. In the past ten years, an additional \$2.78M has been added to the Stabilization Fund by this method. The November 2020 special town

meeting approved a \$450,000 article to fund the kindergarten program for the 2020-2021 school year as tuition was not charged due to an inability to offer a full-day program.

## 12. Capital Stabilization Fund

Created at the November 2012 Special Town Meeting, the intent of the fund is to allocate monies for larger capital acquisitions or costs that cannot be absorbed in any one given fiscal year. This will help create stability over time with the intent of avoiding debt spikes. FY 14 marked the first time that the Town allocated a portion of the Town’s tax levy (\$100,000) toward capital. The November 2016 special town meeting voted to transfer the \$487,000 in investment earnings generated from the bond funding the three major building projects into the Capital Stabilization Fund for future use. The November 16, 2020 special town meeting voted to transfer \$454,232 in FEMA proceeds received in FY20 to the capital stabilization fund towards the Town’s 25% share of an estimated \$20M in foreshore repairs subsidized by FEMA.

	<b>Appropriated</b>	<b>Interest</b>	<b>Expended</b>	<b>Balance 6/30</b>
FY 22	\$ 0	\$ 83		\$ 491,279 as of 10/5/21
FY 21	\$ 454,232	\$ 810	\$ 0	\$ 491,195
FY 20	\$ 0	\$ 2,567	\$188,000	\$ 36,154
FY 19	\$ 146,000	\$ 4,974	\$291,000	\$ 221,586
FY 18	\$ 63,776	\$ 6,200	\$446,457	\$ 361,613
FY 17	\$ 650,776	\$ 2,694	\$225,000	\$ 738,094
FY 16	\$ 213,776	\$ 1,777	\$830,000	\$ 309,624
FY 15	\$ 738,776	\$ 3,227	\$147,335	\$ 924,070
FY 14	\$ 639,000	\$ 399	\$410,000	\$ 329,402
FY 13	\$ 100,000	\$ 4	\$ 0	\$ 100,004



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

	<b>Amount</b>	<b>Purpose</b>
FY 21	\$454,232	FEMA subsidized repairs to foreshore structures
FY 19	\$ 96,000	Future debt service
	\$ 50,000	Replace ambulance
FY 18	\$100,000	Replace fire pumper
	\$ 63,776	Future debt service



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

### 13. Reserve Fund

	Budgeted	Expenditures	Variance
FY 23 (Est)	\$75,000		
FY 22	\$75,000	\$ 0	as of 11/19/21
FY 21	\$75,000	\$ 39,033	\$35,967
FY 20	\$75,000	\$ 33,973	\$41,027
FY 19	\$75,000	\$ 17,000	\$58,000
FY 18	\$75,000	\$ 0	\$75,000
FY 17	\$90,000	\$ 55,791	\$34,209
FY 16	\$90,000	\$ 0	\$90,000
FY 15	\$90,000	\$ 17,000	\$73,000
FY 14	\$90,000	\$ 27,681	\$62,319
FY 13	\$90,000	\$ 6,837	\$83,163
FY 12	\$90,000	\$ 81,725	\$ 8,275

Trend: The Reserve Fund is for emergency or unforeseen events with expenditures voted by the Advisory Committee. Our Reserve Fund is significantly lower than most communities. Having a surplus balance each year is an indicator of tight budget oversight and internal controls. The fund was reduced for FY 18 to \$75,000 to reflect the positive budget management that had resulted in fewer occasions to draw upon it. There was a single draw during FY19 for the general liability and property insurance line, a single draw in FY20 for the purchase of specialized cleaning equipment to sanitize facilities in response to the COVID-19 pandemic and two in FY21 for repairs to a fire truck and accommodations at a facility.

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

The allowance for abatements and exemptions for FY 2023 will be approximately **\$300,000**.

	Estimated	Raised	Actual
FY 23	\$300,000		
FY 22	\$276,610		

FY 21	\$250,000	\$261,477	\$210,043
FY 20	\$250,000	\$231,767	\$237,708
FY 19*	\$250,000	\$250,000	\$179,680
FY 18	\$250,000	\$249,617	\$142,793
FY 17	\$250,000	\$250,001	\$164,327
FY 16	\$275,000	\$275,943	\$130,621
FY 15*	\$275,000	\$275,000	\$206,682
FY 14	\$220,000	\$220,000	\$117,559
FY 13	\$220,000	\$219,170	\$144,949
FY 12 *	\$250,000	\$250,000	\$249,524

Trend: Exemption asset and income limit thresholds were increased which has led to an increase in exemptions which will be supported fully by the Town.

\* Revaluation year

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

The FY 23 General Fund Debt includes debt service for the four debt exclusion building projects of the middle school, public safety complex, library renovation and the new senior center/Veterans Memorial Gym rehabilitation.

#### General Fund Debt

	<b>Budget</b>	<b>Actual</b>	<b>Debt Exclusion</b>
FY23 Est	8,417,125		\$6,061,342
FY22	8,417,125		\$6,406,302
FY21	7,513,308	7,347,078	\$5,828,298
FY20	7,672,717	7,591,437	\$6,034,828
FY19	7,531,579	7,213,354	\$ 6,597,697
FY18	7,589,131	7,539,537	\$ 6,676,211
FY17	7,715,806	7,709,326	\$ 6,824,558
FY16	7,318,537	7,317,890	\$ 5,806,818
FY15	2,365,652	2,340,386	\$ 873,230
FY14	2,362,633	2,352,134	\$ 909,771
FY13	2,047,600	2,030,758	\$ 913,561
FY12	2,055,490	2,054,055	\$ 928,401
FY11	2,276,194	2,235,778	\$1,106,450
FY10	2,228,430	2,181,743	\$1,150,750

Trend: The Town’s bond rating AA+ was affirmed in February 2021 prior to the sale of \$4M bond and \$5.8M BAN. Because of multi-million dollar building projects, General Fund debt requests have been closely monitored and reduced to the extent possible. The FY23 debt estimate is based on the FY22 budget so as not to lose debt capacity.

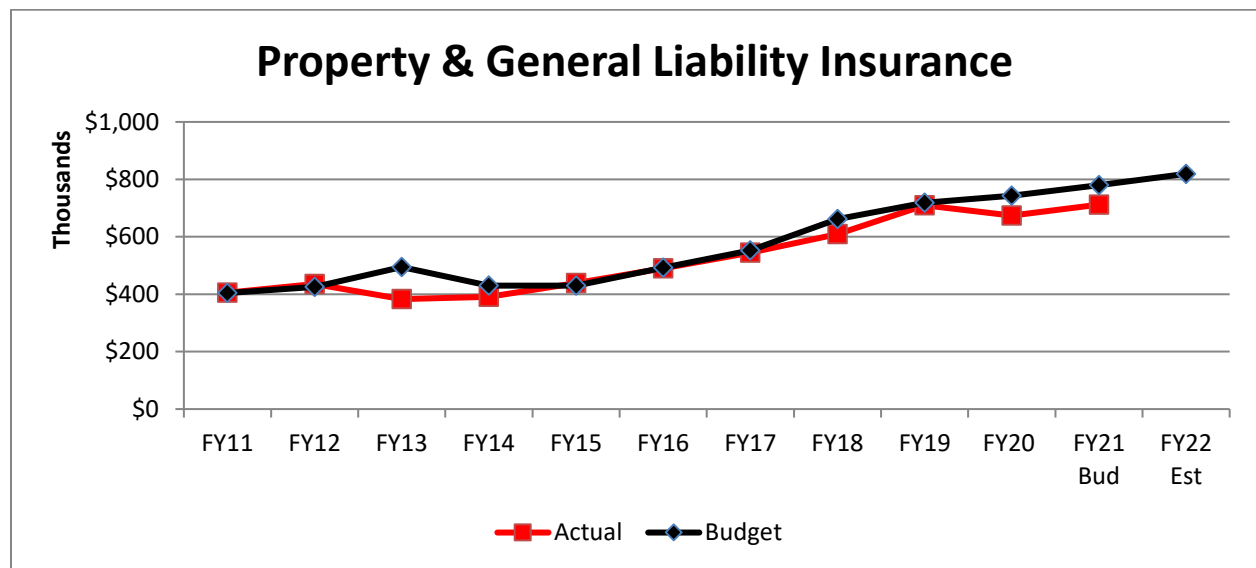
### 16. Capital Improvement Plan (CIP)

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. 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 general fund capital needs. The \$100,000 raised by taxation is again recommended to support the capital plan.

### 17. General Liability/Property Insurance

	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
FY23	999,983		
FY22	869,214	841,161	As of 11/19/21
FY21	780,204	763,050	17,154
FY20	743,052	673,545	69,507
FY19	718,486	709,796	8,690
FY18	661,373	609,508	59,365
FY17	552,450	544,216	8,234
FY16	492,000	489,681	2,319
FY15	430,000	439,084	(9,084)
FY14	430,000	391,353	38,647
FY13	495,000	383,039	51,900
FY12	425,000	434,939	(9,939)
FY11	404,200	404,844	(644)



Trend: Our current provider does not provide rate renewal information until March thus making estimates difficult. The Town is eligible for prepayment discounts, premium discounts and credits for safety and other training initiatives it undertakes, and that resulted in a \$46,465 reduction of premium in FY 22. The FY22 renewal reflected the market’s volatility with reinsurance resulting in a 20% increase. The Town has maintained flood insurance on the Scituate Harbor Community Building, the Harbormaster’s Office and Sand Hills sewer pump station in addition to cyber insurance. The Town voted to transfer \$50,000 from the Contributory Health insurance to the property and general liability line at the October 26, 2021

STM due to the +20% increase in FY22 caused primarily by the insurer's reinsurance costs being passed through to the town. The FY23 estimate is 15% in addition to the adjusted FY22 amount based on our insurer's latest information.

**PROGRAM ASSUMPTIONS:**

Programs, services and staffing should be able to be maintained at current levels for FY 23. However, increases in fixed costs including; pension assessment, health insurance, general liability and property insurance, OPEB and debt service will continue to 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 while still dealing with the uncertainties of the ongoing COVID-19 pandemic.

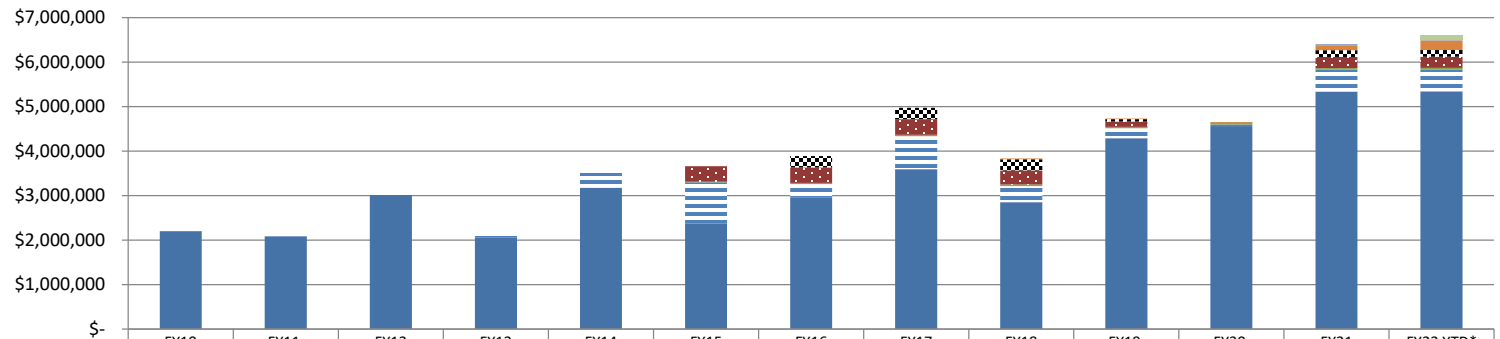
Long-range budget and strategic planning substantiated by established goals and objectives will continue to guide us and has served us well the during the recent uncertain economic times.

PAV;9/09  
Updated: 10/10  
Updated:10/11  
Updated 12/12  
Updated 12/13  
Updated 10/14  
Updated 12/15  
Updated 12/16  
Updated 11/17  
Updated 10/18  
Updated 09/19  
Updated 1/21  
Updated 11/21

Data provided by:

- Nancy Holt, Finance Director/Town Accountant
- Pam Avitabile, Treasurer/Collector
- Joe DiVito, Director of Assessing
- Robert Dutch, Director of School Finance & Business

### Scituate Stabilization Funds



	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22 YTD*
SPED Reserve Fund													\$100,001
Waterways Capital Stabilization Fund												\$0.00	\$0.00
Transfer Station Capital Stabilization Fund												\$25,033	\$25,041
Widows Walk Capital Stabilization Fund									\$15,006	\$15,104	\$15,194	\$115,369	\$215,409
Water Enterprise Capital Stabilization Fund							\$250,575	\$251,591	\$252,969	\$54,318	\$641	\$150,841	\$150,892
Sewer Enterprise Capital Stabilization Fund						\$350,446	\$351,570	\$352,746	\$316,202	\$117,962	\$566	\$250,898	\$250,983
Economic Development Stabilization Fund						\$13,540	\$23,619	\$33,722	\$33,888	\$34,108	\$34,311	\$34,409	\$34,421
Capital Stabilization Fund				\$100,004	\$329,402	\$924,071	\$309,624	\$738,094	\$361,613	\$221,586	\$36,154	\$491,195	\$491,361
Stabilization Fund	\$2,202,033	\$2,084,463	\$3,012,796	\$2,061,481	\$3,179,056	\$2,374,384	\$2,950,820	\$3,595,163	\$2,853,146	\$4,290,899	\$4,564,068	\$5,339,325	\$5,343,163

YEAR	TAX RATE	REVAL YEAR
1980	\$91.00	
1981	\$95.00	
1982	\$25.90	
1983	\$24.90	
1984	\$24.90	
<b>1985</b>	<b>\$18.90</b>	<b>REVAL</b>
1986	\$18.68	
1987	\$19.78	
<b>1988</b>	<b>\$10.01</b>	<b>REVAL</b>
1989	\$10.27	
1990	\$10.57	
<b>1991</b>	<b>\$11.09</b>	<b>REVAL</b>
1992	\$12.54	
1993	\$12.97	
<b>1994</b>	<b>\$14.50</b>	<b>REVAL</b>
1995	\$14.93	
1996	\$15.33	
<b>1997</b>	<b>\$14.80</b>	<b>REVAL</b>
1998	\$15.19	
1999	\$15.87	
<b>2000</b>	<b>\$13.85</b>	<b>REVAL</b>
2001	\$14.70	
2002	\$15.31	
<b>2003</b>	<b>\$ 9.38</b>	<b>REVAL</b>
2004	\$10.00	
2005	\$ 9.48	
<b>2006</b>	<b>\$ 8.16</b>	<b>REVAL</b>
2007	\$ 8.31	
2008	\$ 9.22	
<b>2009</b>	<b>\$ 9.68</b>	<b>REVAL</b>
2010	\$10.56	
2011	\$11.25	
<b>2012</b>	<b>\$12.34</b>	<b>REVAL</b>
2013	\$12.72	
2014	\$13.05	
<b>2015</b>	<b>\$13.10</b>	<b>REVAL</b>
2016	\$14.14	
2017	\$14.09	
2018	\$13.95	
2019	\$13.74	<b>REVAL</b>
2020	\$13.50	
2021	\$13.33	

## Average Single Family Taxes

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Rank	10 Year Change	Rank
<b>Abington</b>													
Average Single Family Value	299,481	287,357	281,104	295,431	302,281	322,489	343,041	363,439	384,887	394,804			
Single Family Tax Bill*	4,600	4,756	4,832	5,022	5,420	5,918	6,113	6,320	6,543	6,506	7	\$1,906	9
Rank**	120	118	122	124	114	102	102	99	97	103		41.4%	
<b>Cohasset</b>													
Average Single Family Value	851,358	858,072	860,205	874,408	891,548	911,300	959,731	978,800	1,005,283	1,030,256			
Single Family Tax Bill*	10,199	10,468	10,787	11,114	11,483	11,902	12,275	12,627	13,039	13,435	1	\$3,236	2
Rank**	11	12	11	12	13	14	13	12	12	13		31.7%	
<b>Duxbury</b>													
Average Single Family Value	556,941	560,042	568,428	609,240	626,629	639,897	680,240	727,031	746,441	777,577			
Single Family Tax Bill*	7,680	7,947	9,180	9,504	9,744	9,925	10,312	10,673	10,943	11,259	3	\$3,579	1
Rank**	36	35	22	22	22	24	24	22	21	22		46.6%	
<b>Hanover</b>													
Average Single Family Value	417,033	422,921	413,681	435,797	449,649	473,071	491,543	509,802	535,340	543,785			
Single Family Tax Bill*	6,255	6,576	6,706	7,038	7,581	7,815	8,002	8,366	8,731	8,880	5	\$2,625	5
Rank**	53	50	53	50	48	48	49	46	44	45		42.0%	
<b>Hingham</b>													
Average Single Family Value	643,360	647,156	655,135	692,686	720,643	749,953	806,181	826,745	866,222	877,550			
Single Family Tax Bill*	7,650	7,973	8,228	8,679	9,001	9,187	9,489	9,764	9,988	10,355	4	\$2,705	4
Rank**	37	31	33	31	30	34	32	31	29	29		35.4%	
<b>Hull</b>													
Average Single Family Value	360,305	360,392	361,398	369,506	397,307	399,412	417,731	445,524	472,929	505,005			
Single Family Tax Bill*	4,706	4,854	5,013	5,151	5,356	5,480	5,606	5,814	6,063	6,403	9	\$1,697	10
Rank**	114	113	114	117	118	122	124	124	117	106		36.1%	
<b>Marshfield</b>													
Average Single Family Value	380,939	377,424	376,403	386,705	390,060	408,751	433,731	445,983	461,933	489,200			
Single Family Tax Bill*	4,480	4,608	5,002	5,139	5,414	5,608	5,799	5,967	6,158	6,453	8	\$1,973	7
Rank**	131	127	116	118	116	113	115	115	111	104		44.0%	
<b>Norwell</b>													
Average Single Family Value	541,723	534,317	538,677	556,544	575,440	598,076	623,791	640,212	650,268	650,268			
Single Family Tax Bill*	7,714	8,603	8,818	9,183	9,495	9,838	10,193	10,499	10,814	10,814	2	\$3,100	3
Rank**	34	23	25	26	26	26	25	23	22	21		40.2%	
<b>Pembroke</b>													
Average Single Family Value	326,625	323,709	322,929	333,432	345,620	358,941	373,676	394,650	412,646	423,105			
Single Family Tax Bill*	4,543	4,597	4,744	4,915	5,274	5,420	5,564	5,762	5,979	6,169	10	\$1,626	11
Rank**	126	129	129	134	123	125	130	129	122	123		35.8%	
<b>Rockland</b>													
Average Single Family Value	258,894	249,285	248,500	254,487	272,695	283,636	298,661	318,194	333,884	350,484			
Single Family Tax Bill*	4,093	4,382	4,557	4,843	5,042	5,242	5,442	5,702	5,843	6,056	11	\$1,963	8
Rank**	158	147	145	138	136	135	136	132	135	128		48.0%	
<b>Scituate</b>													
Average Single Family Value	478,069	476,122	480,342	492,691	508,637	531,954	553,095	576,038	601,671	631,254			
Single Family Tax Bill*	5,899	6,056	6,268	6,454	7,192	7,495	7,716	7,915	8,123	8,415	6	\$2,516	6
Rank**	61	63	62	64	53	52	53	52	52	51		42.7%	

\*Does not apply to residential exemption communities (none of the above qualify).

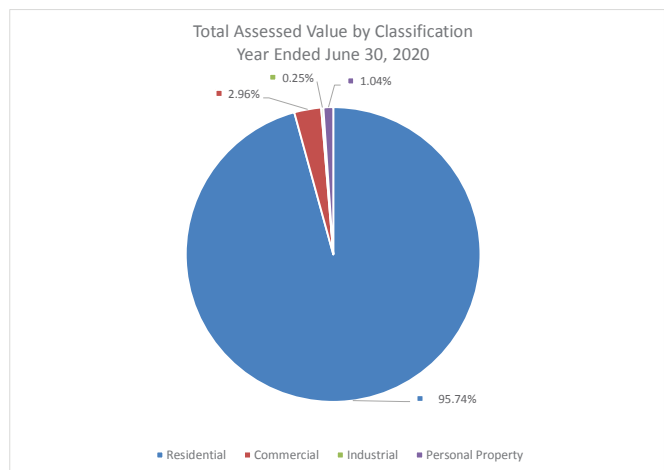
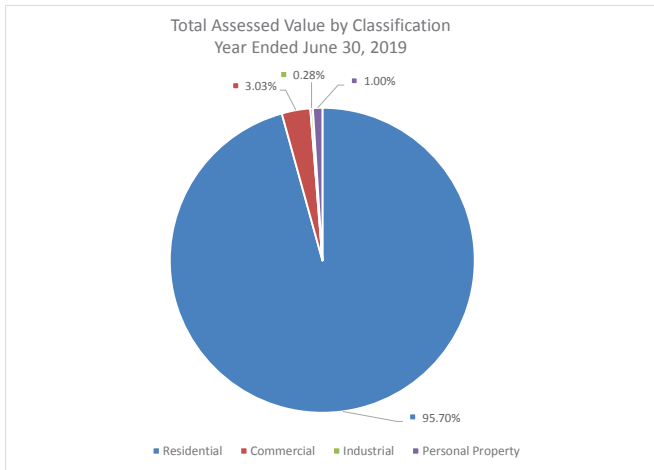
\*\*2021 Statewide Rank cannot be set until all 2021 tax rates are set

Source: Department of Revenue Division of Local Services

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

Last Ten Years

Year	Assessed and Actual Values and Tax Rates									
	Residential Value	Residential Tax Rate	Commercial Value	Industrial Value	Personal Property	Total Commercial Value	Commercial Tax Rate	Commercial % of Total Value	Total Direct Rate	Total Town Value
2011	\$3,675,696,207	\$11.25	\$127,662,193	\$5,585,400	\$42,758,110	\$176,005,703	\$11.25	4.57%	\$ 11.25	\$3,851,701,910
2012	\$3,610,700,846	\$12.34	\$127,007,544	\$5,181,100	\$39,308,800	\$171,497,444	\$12.34	4.53%	\$ 12.34	\$3,782,198,290
2013	\$3,608,700,390	\$12.72	\$126,075,000	\$5,181,100	\$40,087,220	\$171,343,320	\$12.72	4.53%	\$ 12.72	\$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	4.49%	\$ 13.05	\$3,826,611,390
2015	\$3,763,130,865	\$13.10	\$125,426,835	\$12,415,000	\$41,124,550	\$178,966,385	\$13.10	4.54%	\$ 13.10	\$3,942,097,250
2016	\$3,901,948,229	\$14.14	\$126,200,871	\$12,415,000	\$41,692,030	\$180,307,901	\$14.14	4.42%	\$ 14.14	\$4,082,256,130
2017	\$4,091,047,873	\$14.09	\$126,931,317	\$12,397,200	\$44,743,570	\$184,072,087	\$14.09	4.31%	\$ 14.09	\$4,275,119,960
2018	\$4,258,651,412	\$13.95	\$127,874,848	\$12,738,600	\$44,453,220	\$185,066,668	\$13.95	4.16%	\$ 13.95	\$4,443,718,080
2019	\$4,450,617,970	\$13.74	\$140,706,810	\$12,877,900	\$46,501,060	\$200,085,770	\$13.74	4.30%	\$ 13.74	\$4,650,703,740
2020	\$4,667,591,742	\$13.50	\$144,427,298	\$12,411,000	\$50,621,640	\$207,459,938	\$13.50	4.26%	\$ 13.50	\$4,875,051,680



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

The Town is not subject to any overlapping revenue rates.

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



**Property Tax Levies and Collections**

**Last Ten Years**

<b>Year</b>	<b>Total Tax Levy</b>	<b>Less Abatements &amp; Exemptions</b>	<b>Net Tax Levy</b>	<b>Net as % of Total</b>	<b>First Year Current Tax Collections</b>	<b>Percent of Net Levy Collected</b>	<b>Delinquent Tax Collections</b>	<b>Total Tax Collections</b>	<b>Percent of Total Tax Collections to Net Tax Levy</b>
2011	\$43,334,646	\$115,758	\$43,218,888	99.73%	\$42,119,403	97.46%	\$400,032	\$42,519,435	98.38%
2012	\$46,672,324	\$249,523	\$46,422,801	99.47%	\$45,433,883	97.87%	\$434,613	\$45,868,496	98.81%
2013	\$48,082,156	\$144,913	\$47,937,243	99.70%	\$46,882,580	97.80%	\$543,692	\$47,426,272	98.93%
2014	\$49,937,279	\$114,882	\$49,822,397	99.77%	\$49,062,343	98.47%	\$466,423	\$49,528,766	99.41%
2015	\$51,671,474	\$112,627	\$51,558,847	99.78%	\$50,540,571	98.03%	\$449,771	\$50,990,342	98.90%
2016	\$57,723,102	\$275,943	\$57,447,159	99.52%	\$56,591,303	98.51%	\$593,285	\$57,184,588	99.54%
2017	\$60,236,440	\$250,001	\$59,986,439	99.58%	\$59,115,718	98.55%	\$588,786	\$59,704,504	99.53%
2018	\$61,989,867	\$249,617	\$61,740,250	99.60%	\$60,833,576	98.53%	\$599,949	\$61,433,525	99.50%
2019	\$63,900,669	\$250,000	\$63,650,669	99.61%	\$62,883,787	98.80%	\$485,203	\$63,368,990	99.56%
2020	\$65,813,198	\$231,767	\$65,581,431	99.65%	\$64,404,855	98.21%	\$0	\$64,404,855	98.21%



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><b>In June 2015, the Town of Scituate's AA+ bond rating was affirmed by Standard &amp; Poor's with a stable outlook. Standard &amp; 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.</b></p>
			An obligor rated <b>AAA</b> has extremely strong capacity to meet its financial commitments. Bonds are of the highest quality. They carry the smallest degree of investment and offer investors the lowest yields. Interest payments are protected by a large or by an exceptionally stable margin and principal is secure.
Aaa	AAA		
Aa1	AA+	2012-2015	
Aa2	AA	2011	
Aa3	AA-	2003-2010	
			An obligor rated <b>AA</b> has very strong capacity to meet its financial commitments. It differs from the highest rated only to a small degree. Bonds are of a high quality by all standards. They are rated lower than AA bonds because margins of protection may not be as large or fluctuation of protective elements may be of greater amplitude or there may be other elements that make the long-term risk appear somewhat greater.
A1	A+		
A2	A		
A3	A-		
			An obligor rated <b>A</b> has strong capacity to meet its financial commitments. Bonds Posses many favorable investment attributes and are considered upper medium-grade. Factors given security to principal and interest are considered adequate, but elements may be present which suggest a susceotability to impairment some time in the future.
Baa1	BBB+		
Baa2	BBB		
Baa3	BBB-		
			An obligor rated <b>BBB</b> has adequate capacity to meet its financial commitments. Bonds are considered a medium grade. The interest payments and principal security appear adequate for the present but certain protective elements may be lacking or maybe unreliable over any great length of time. Such bonds lack outstanding investment characteristics.
Ba1	BB+		
Ba2	BB		
Ba3	BB-		
			An obligor rated <b>BB</b> is less vulnerable in the neat term than other lower-rated obligors,. However, it faces major ongoing uncertainties and exposure to adverse business, financial, or economic condistions, which could lead to inadequate capacity to meet its financial commitments. Uncertainty of position characterizes the bonds in this class.
B1	B+		
B2	B		
B3	B-		
			An obligor rated <b>CCC</b> is currently vulnerable, and is dependent upon favorable business, financial, and economic conditions to meet its financial commitments. Bonds are of poor standing.
Caa	CCC		
Ca	CC		
			An obligor rated <b>CC</b> is currently highly vulnerable. Such issues are often in default or have other marked shortcomings
C	C		
			An obligor rated <b>C</b> is highly vulnerable. This is the lowest class of bonds, and issues so rated can be regarded as having extremely poor prospects of ever attaining any real investment standing.

# TOWN OF SCITUATE

## FY 2023 BUDGET

## DEPARTMENT: Select Board Office

### MISSION STATEMENT:

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

### FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

#### GOAL 1: Improve office efficiencies for Select Board meeting backup prep.

1. Insure Select Board 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. ONGOING

#### GOAL 2: Manage Memorial Tree Donations & Plaques for Cole Parkway

1. Initiate paperwork with Landscape Company for 5 memorial trees 4QFY21
2. Work with residents who purchase tree donations for purchase and implementation 2QFY22
3. Move forward with implementation. 4QFY22
4. Follow up for all billing and payment. 1QFY23

#### GOAL 3: Review & recommend updates for Select Board Policy Book delayed due to COVID

1. Review existing Select Board policies. 1QFY23
2. Recommend to the Town Administrator policies that require updates. 2QFY23
3. Rewrite and revise policies and present to the Select Board for review & approval. 4QFY23

#### GOAL 4: Archive files in Select Board Office

1. Review existing Select Board Office files 1QFY23.
2. Work with Administrative Assistant to determine archive and retention periods. Complete the archive process working with Town Clerk and Archivist. 2QFY23 – 3QFY23

#### GOAL 5: Review & Update all Executive Session Minutes

1. Work with Town Administrator to review & publish appropriate Executive Session Minutes 2Q-3QFY23

### MAJOR BUDGET COMPONENTS

Personal Services: Salaries, Longevity, Part time, other	46%
Purchase of Services: Support staffing and training, technical services, conferences/meetings, binding and printing, legal advertising, mileage reimbursement, professional dues.	23%
Town Counsel: legal services, litigation	19%
Labor Counsel: contract bargaining	11%
Materials and Supplies	1%

## FY 2023 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 Select Board'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 Select Board's office is very challenging with the time constraints. We will be continuing our work to document, streamline and mechanize manual processes in FY23 using existing software programs available to us.

## DEPARTMENTAL ACCOMPLISHMENTS FY22 YTD

- Coordinated and implemented **Employee Recognition Awards** & Ceremony to recognize day of anniversary.
- Composed all requests for **proclamations and resolutions** by the Select Board.
- Organize & manage individuals utilizing the **Senior Tax Work program for BOS/TA office**.
- Maintain and update Select Board **website page with all changes** in a timely manner.
- Successfully **managed all pole petitions, sewer abatements, and sewer deferrals**.
- Managed **change of name from Board of Selectmen to Select Board**.
- Managed all **annual appointments** for Boards and Committees.
- Managed all **Town building rentals** for SMC & SHCB with Administrative Assistant.
- Managed all **COVID-19 communication** with Boards & Committees meetings as well as all holders of liquor licenses for extension of premises.
- Managed **all license changes for the Town of Scituate** and annual license renewals.
- **Facilitated schedules, correspondence and directives** of the five-member Select Board and Town Administrator.
- Managed all **Select Board meetings, organizing agendas and schedules**. Managed school committee vacant position agenda's, meetings and implementation coordinating with applicants, Scituate Public Schools, School Committee and Select Board.
- Prepare **minutes in a timely manner** for all Select Board meetings.
- Ongoing **training of new Administrative Assistant** in TA/SB Office
- Successfully **resolved over 300 citizen concerns/questions/complaints** received via phone, email, in office visits or US mail.
- **Administered Town memorial gift program** with DPW and Swenson Granite. Coordinated installation of memorial benches with families and DPW.
- **Manage Communications for Town of Scituate via Facebook and Town of Scituate Website**
  - **Manage Town of Scituate Facebook page & updates. Increased followers by 9%** on Town of Scituate Facebook page increased followers to 4,800 from 4,400, an increase of 9%.
  - **Manage updates to Town of Scituate Website** for communications in a timely manner. Update Town of Scituate website communications on behalf of all departments.
  - Worked with IT department to facilitate **Board and Committee access to update Town of Scituate website** with their agenda's, minutes, etc. continue to work on this with town Boards.
  - **Improved Board & Committee use of Event Calendar** to post all upcoming Meetings and events and continue to work with all departments and town Boards.

<b>DESCRIPTION OF REVENUE</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22 YTD</b>	<b>FY23 Projected</b>	<b>Comments</b>
Alcohol Licenses	\$40,945	*\$34,545	\$1,901	\$38,000	*25% reduction COVID
Other Licenses	\$12,020	\$5,140	\$515	\$ 5,000	

## **TOWN OF SCITUATE**

**FY 2023 BUDGET**

**DEPARTMENT: 123 ADMINISTRATION**

### **MISSION STATEMENT:**

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

### **FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

#### **GOAL 1. Town Administrator and Select Board Support**

1. Serve as front person for all visitors and municipal employees.
2. Determine tasks to assume that will alleviate the burden on the Town Administrator.
3. Initiate problem resolution with residents and staff, as appropriate.
4. Manage the Town Administrator schedule.
5. Support the Office of the Select Board with daily support to include; assistance with meeting preparation, problem resolution, research of issues, and office/meeting coverage.
6. Provide training and support to new part time administrative staff (started March 2021).

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

1. Review FY23 General Property and Liability coverage with Insurance Provider (MIIA) and Town Administrator 2QFY22
2. Manage all general property and auto claims. Ongoing
3. Host MIIA Safety meetings with Department Heads and MIIA Risk Manager. Quarterly
4. Oversee the grant program and encourage Departments to participate. 2QFY22
5. Review statement of values and fleet inventory for Workers Compensation renewal. 2QFY22
6. Process annual renewals of flood insured properties. Ongoing
7. Manage all changes in auto fleet. Ongoing

#### **GOAL 3: Organization of documents and records disposal**

1. Continue to identify documents for archival and disposal as per the Record Retention Schedule. Ongoing
2. Organize documents and streamline filing systems for Town Administrator Office. As needed
3. Assist Selectmen Office with organizational initiatives. Ongoing

**MAJOR BUDGET COMPONENTS**

Personal Services: Salaries, Longevity, Part time, other	46%
Purchase of Services: Support staffing and training, technical services, Conferences/meetings, binding and printing, legal advertising, mileage reimbursement, professional dues.	23%
Town Counsel: legal, litigation	19%
Labor Counsel	11%
Materials and Supplies	1%

**FY 2023 RISKS AND CHALLENGES**

The Covid crisis has continued for longer than anticipated, but the procedures put in place in early 2020 allowed municipal offices to remain open, maintain normal activities, and work seamlessly. With the easing of restrictions in June 2021, we saw an influx of activity from the community wanting to resume normalcy. This brought in special event applications, film permit applications, and private function reservations for the Scituate Maritime Center and Scituate Harbor Community Building. On a daily basis we continue to respond to numerous resident inquiries, research issues, fulfill public records requests, and support all municipal employees. The ability to prioritize and multi-task can be a challenge, but is critical in this busy office.

In addition, this office manages numerous property and auto insurance claims as well as claims resulting from storm damage. As part of this process, we organize quarterly safety meetings with MIIA and all Department heads to look for ways to minimize risk.

This year we supported several initiatives such as the “Scituate Loves Local” campaign to help promote economic development in our community that was hit hard during the pandemic. Along with the Scituate Harbor Cultural District Committee, we supported events to encourage visitors to the harbor for dining, shopping, and to participate in cultural events such as the bandstand series and the annual ArtWalk. Working closely with the Economic Development Commission, we were able to fund an educational film production, *Viewpoint with Dennis Quaid*, that will highlight Scituate in their series “*Discovering America – Great places to Live, Work, and Visit*”.

Communication to residents continues to be a priority and we strive to provide accurate, timely and thorough information to residents on town issues and projects on both the website and facebook page. The weekly video updates that began as Covid updates have evolved into a comprehensive update that includes all relevant town information; project updates, upcoming events, and school updates from the Superintendent. The feedback from residents continues to be positive.

**DEPARTMENTAL ACCOMPLISHMENTS**

1. Served as the initial point of contact for all residents and municipal employees in the Office of the Town Administrator.
2. Facilitated schedules, correspondence and directives of the Town Administrator and five-member Board of Selectmen.
3. Compiled the FY22 Operating Budget books in a timely manner.
4. Coordinated the Annual Town Report from edit to print.
5. Reviewed Property and General Liability Insurance to include review of buildings and vehicle fleet to ensure accuracy.
6. Renewal of Stop Loss Insurance for Workers Compensation to include payroll data, building, and vehicle fleet information.
7. Managed all claims for general property and auto liability working with residents and employees and MIIA to successfully resolve.
8. Prepared Board of Selectmen motion books for Special and Annual Town Meetings.
9. Managed the public records request process to respond within mandated timeframe.
10. Served as the Town liaison for the Scituate Harbor Cultural District; attended meetings, posted agendas, and recorded minutes.
11. Worked with the chair of Economic Development Commission to facilitate the filming of the Viewpoint educational segment which will highlight Scituate.
12. Provided training to new part time Administrative Assistant on all issues relative to the TA/BOS Offices.
13. Covered Board of Selectmen meetings as necessary when Executive Assistant was unavailable.
14. Managed content on the COVID-19 page of town website, and updated as needed.
15. Updated website and Facebook with relevant posts in a timely manner.
16. Successfully resolved citizen concerns/questions/complaints received via phone, email, in office visits or US mail as well as staff inquiries/issues.

<b>DESCRIPTION OF REVENUE</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22 YTD</b>	<b>FY23 Projected</b>
Rentals – Towers, Go Green	\$305,845	\$299,483	\$92,731	\$270,000
Special Event, Photocopy, Public Records Fees	\$378	\$1,130	\$1,184	



**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Select Board, Town Administrator - James M. Boudreau, Town Administrator</b>									
1123510	511000	REGULAR SALARIES	\$313,470.55	\$307,363.02	\$312,661.00	\$329,273.00	\$329,273.00	\$0.00	\$16,612.00
1123510	513000	LONGEVITY	\$1,600.00	\$1,600.00	\$2,150.00	\$1,600.00	\$1,600.00	\$0.00	(\$550.00)
1123510	518000	PART-TIME SALARIES	\$17,712.12	\$16,446.94	\$20,489.00	\$18,962.00	\$18,962.00	\$0.00	(\$1,527.00)
1123510	519000	SEASONAL SALARIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1123510	519100	OTHER SALARIES	\$4,333.36	\$6,200.00	\$6,200.00	\$6,200.00	\$6,200.00	\$0.00	\$0.00
<b>1123510 Total</b>		<b>Personal Services</b>	<b>\$337,116.03</b>	<b>\$331,609.96</b>	<b>\$341,500.00</b>	<b>\$356,035.00</b>	<b>\$356,035.00</b>	<b>\$0.00</b>	<b>\$14,535.00</b>
1123520	530500	SUPPORT STAFFING & TRAINING	\$20,613.93	\$16,364.43	\$20,459.00	\$20,459.00	\$20,459.00	\$0.00	\$0.00
1123520	530800	TRAINING	\$11,896.62	\$56,969.61	\$51,101.00	\$51,101.00	\$51,101.00	\$0.00	\$0.00
1123520	530900	TECHNICAL SERVICES	\$28,876.11	\$41,069.76	\$27,000.00	\$27,000.00	\$27,000.00	\$0.00	\$0.00
1123520	532100	CONFERENCES/MEETINGS/INTGVMTL	\$4,403.82	\$565.00	\$12,500.00	\$12,500.00	\$12,500.00	\$0.00	\$0.00
1123520	534100	TELEPHONE	\$36,171.71	\$47,024.74	\$40,000.00	\$40,000.00	\$40,000.00	\$0.00	\$0.00
1123520	534300	BINDING & PRINTING	\$2,822.76	\$3,104.28	\$4,200.00	\$4,200.00	\$4,200.00	\$0.00	\$0.00
1123520	534400	POSTAGE	\$135.77	\$183.04	\$300.00	\$300.00	\$300.00	\$0.00	\$0.00
1123520	534600	LEGAL ADVERTISING	\$4,699.97	\$4,866.65	\$7,200.00	\$7,200.00	\$7,200.00	\$0.00	\$0.00
1123520	571100	MILEAGE REIMBURSEMENT	\$1,826.82	\$1,849.10	\$2,000.00	\$2,000.00	\$2,000.00	\$0.00	\$0.00
1123520	573100	PROFESSIONAL DUES & SUBS	\$6,476.75	\$6,720.00	\$6,400.00	\$6,400.00	\$6,400.00	\$0.00	\$0.00
<b>1123520 Total</b>		<b>Purchase of Services</b>	<b>\$117,924.26</b>	<b>\$178,716.61</b>	<b>\$171,160.00</b>	<b>\$171,160.00</b>	<b>\$171,160.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
1123530	531900	LEGAL SERVICES	\$81,121.24	\$63,980.96	\$90,000.00	\$90,000.00	\$90,000.00	\$0.00	\$0.00
1123530	532900	LITIGATION	\$17,314.40	\$20,137.39	\$55,000.00	\$55,000.00	\$55,000.00	\$0.00	\$0.00
<b>1123530 Total</b>		<b>Town Counsel</b>	<b>\$98,435.64</b>	<b>\$84,118.35</b>	<b>\$145,000.00</b>	<b>\$145,000.00</b>	<b>\$145,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
1123532	530400	CONTRACT BARGAINING & OTHR SVC	\$199,646.90	\$47,085.66	\$85,201.00	\$85,201.00	\$102,696.00	\$17,495.00	\$17,495.00
<b>1123532 Total</b>		<b>Contract Bargaining</b>	<b>\$199,646.90</b>	<b>\$47,085.66</b>	<b>\$85,201.00</b>	<b>\$85,201.00</b>	<b>\$102,696.00</b>	<b>\$17,495.00</b>	<b>\$17,495.00</b>
1123540	542000	OFFICE SUPPLIES	\$3,731.35	\$3,772.65	\$4,900.00	\$4,900.00	\$4,900.00	\$0.00	\$0.00
1123540	542500	PRINTING & FORMS	\$0.00	\$0.00	\$200.00	\$200.00	\$200.00	\$0.00	\$0.00
1123540	558000	OTHER SUPPLIES	\$1,113.07	\$1,334.06	\$2,300.00	\$2,300.00	\$2,300.00	\$0.00	\$0.00
<b>1123540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$4,844.42</b>	<b>\$5,106.71</b>	<b>\$7,400.00</b>	<b>\$7,400.00</b>	<b>\$7,400.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
1123599	511000	SALARY ADJUSTMENTS	\$0.00	\$0.00	\$10,000.00	\$10,000.00	\$10,000.00	\$0.00	\$0.00
<b>1123599 Total</b>		<b>Salary Adjustments</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$10,000.00</b>	<b>\$10,000.00</b>	<b>\$10,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Select Board/Town Administrator (123)</b>			<b>\$757,967.25</b>	<b>\$646,637.29</b>	<b>\$760,261.00</b>	<b>\$774,796.00</b>	<b>\$792,291.00</b>	<b>\$17,495.00</b>	<b>\$32,030.00</b>

**TOWN OF SCITUATE**

**FY 2023 BUDGET**

**DEPARTMENT: ADVISORY COMMITTEE 131**

**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 2023 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 as the fall special town meeting booklet is no longer copied but sent out to be bound and printed.

**FY 23 RISKS AND CHALLENGES**

N/A

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Advisory Committee, Jamie Gilmore, Advisory Committee Chair</b>									
1131510	518000	PART-TIME SALARIES	\$2,191.64	\$1,331.07	\$2,225.00	\$2,298.00	\$2,298.00	\$0.00	\$73.00
<b>1131510 Total</b>		<b>Personal Services</b>	<b>\$2,191.64</b>	<b>\$1,331.07</b>	<b>\$2,225.00</b>	<b>\$2,298.00</b>	<b>\$2,298.00</b>	<b>\$0.00</b>	<b>\$73.00</b>
1131520	573100	PROFESSIONAL DUES & SUBS	\$245.00	\$245.00	\$250.00	\$250.00	\$250.00	\$0.00	\$0.00
<b>1131520 Total</b>		<b>Purchase of Services</b>	<b>\$245.00</b>	<b>\$245.00</b>	<b>\$250.00</b>	<b>\$250.00</b>	<b>\$250.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
1131540	542500	PRINTING & FORMS	\$2,421.00	\$2,170.50	\$4,300.00	\$4,300.00	\$4,300.00	\$0.00	\$0.00
<b>1131540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$2,421.00</b>	<b>\$2,170.50</b>	<b>\$4,300.00</b>	<b>\$4,300.00</b>	<b>\$4,300.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Advisory Committee (131)</b>			<b>\$4,857.64</b>	<b>\$3,746.57</b>	<b>\$6,775.00</b>	<b>\$6,848.00</b>	<b>\$6,848.00</b>	<b>\$0.00</b>	<b>\$73.00</b>

**TOWN OF SCITUATE**

**FY 2023 BUDGET**

**DEPARTMENT: RESERVE FUND 132**

**MISSION STATEMENT:**

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

**FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

	<b>Budgeted</b>	<b>Expenditures</b>	<b>Variance</b>
FY 23 (Est)	\$75,000		
FY 22	\$75,000	\$ 0	as of 10/5/21
FY 21	\$75,000	\$ 39,033	\$35,967
FY 20	\$75,000	\$ 33,973	\$41,027
FY 19	\$75,000	\$ 17,000	\$58,000
FY 18	\$75,000	\$ 0	\$75,000
FY 17	\$90,000	\$ 55,791	\$34,209
FY 16	\$90,000	\$ 0	\$90,000
FY 15	\$90,000	\$ 17,000	\$73,000
FY 14	\$90,000	\$ 27,681	\$62,319
FY 13	\$90,000	\$ 6,837	\$83,163
FY 12	\$90,000	\$ 81,725	\$ 8,275

**MAJOR BUDGET COMPONENTS**

N/A

**FY 23 RISKS AND CHALLENGES**

The FY 22 budget appropriated \$75,000 and of this writing none has been used. For the size of the Town’s operating budget this is a nominal amount and the fact that it has hardly been used in recent years is commendable. In FY21, \$39,033 was transferred to the Fire Department for repairs to a fire truck and additional amount for accommodations to a building. The recommended amount for FY23 remains the same.

**FY 2023 Operational Budget**

<b>Organization</b>	<b>Object</b>	<b>Account Description</b>	<b>2020 Actuals</b>	<b>2021 Actuals</b>	<b>2022 Budget</b>	<b>2023 Dept Request</b>	<b>2023 Town Admin</b>	<b>Town Admin Changes</b>	<b>Change FY23 TA Rec /FY22</b>
1132570	578900	RESERVE FUND	\$0.00	\$0.00	\$75,000.00	\$75,000.00	\$75,000.00	\$0.00	\$0.00
<b>1132570 Total</b>		<b>Transfers</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$75,000.00</b>	<b>\$75,000.00</b>	<b>\$75,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Reserve Fund</b>			<b>\$0.00</b>	<b>\$0.00</b>	<b>\$75,000.00</b>	<b>\$75,000.00</b>	<b>\$75,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

## TOWN OF SCITUATE

### FY 2023 BUDGET DEPARTMENT: FINANCE

#### MISSION STATEMENT:

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

#### FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

**Assessors:** Accelerate the cyclical re-inspection program to ensure that all properties have been inspected at least once in the past ten years by the end of FY2023 as required by the Department of Revenue. This program is critical to fair and equitable assessments and must be completed prior to the Town's next revaluation in FY2024. Approximately 3,900 properties must be measured and inspected by the end of FY2023. Continue to redesign Assessor webpage for easier navigation, answers to frequently asked questions and all exemption forms.

- a. Measure and list each property that has sold or taken out a building permit (July 1, 2022 – June 30, 2023), Also conduct complete follow-up inspections of properties with permits that were incomplete on July 1, 2022 (present – August 2022)
- b. Identify properties that have not been measured since 2014, to be measured and listed both in-house and by PK Consulting as resources permit (present - May 2023)
- c. Utilize Nearmap software as a tool to assist in reducing the time to measure buildings and other structures (on going)

#### **Treasurer Collector:** Tax Title – Land of Low Value (Timeline: FY22 - FY23)

- a. Evaluate existing tax liens for those eligible for land of low value process.
- b. Meet with Assessor, Finance Director, and Town Administrator to review the town owned land that is eligible to sell.
- c. Gather documentation for submission to Department of Revenue (DOR).
- d. Advertise town owned land for sale and mail letter to abutters.
- e. Submit application for land of low value to DOR electronically
- f. Record subsequent affidavits and arrange auction.
- g. Review available questionnaires and schedule site visits with departments. Aug-Nov 2022

#### **Accounting:** Perform fraud risk assessment.

- h. Review available questionnaires and schedule site visits with departments. Aug-Nov 2022
- i. Evaluate results of site visits and interviews with Town Administrator for further remediation. Dec - Feb 2022
- j. Meet with departments to discuss observed risks and internal control improvement options. Mar-Jun 2022

#### **Human Resources:** Complete employee handbook.

- a. Examine existing draft plan for applicability and re-draft as necessary (Fall 2022)

- b. Compile existing policies into employee handbook and review with Town Administrator and Labor Counsel (Winter 2022)
- c. Review final draft with affected parties (Spring 2023)

## MAJOR BUDGET COMPONENTS

Personal Services	\$921,046	81.0%
Purchase of Services (Audit, ambulance billing, technical services)	\$204,775	18.0%
Materials & Supplies	\$ 10,800	1.0%

## FY 2023 RISKS AND CHALLENGES

**Assessors:** Our ten year cyclical re-inspection program needs to be accelerated and completed by the Department of Revenue’s mandatory deadline of June 20, 2023. As a result, we still have approximately 3,900 properties to measure and inspect over an 18 month period. Due to COVID 19, our contractual inspections will not begin until the late winter of 2022.

**Treasurer Collector:** Adhering to and complying with an ever-changing payroll, retirement, insurance (affordable health care), and tax law reform changes remains an ongoing challenge.

**Accounting:** Accounting will continue its work with FEMA and MEMA to maximize reimbursements to the Town of incurred emergency storm costs and identify sources to mitigate remaining costs to be incurred to repair the damages from those storms in addition to accessing the maximum funding from the COVID-19 and recovery funds.

**Human Resources:** The Human Resources Director will continue to explore new avenues for the recruitment of staff and support department heads and administrators with his expertise.

## ACCOMPLISHMENTS

### Interdepartmental Cooperation

The departments continued to demonstrate their excellent working relationships by providing support to one another, the public and other departments and staff during this unique year.

### Cyclical Inspection Program

The Director of Assessing and his staff successfully completed their third year of inspections and have evaluated the results of that program and readjusted expectations for the amount of work that can be accomplished in-house and with external assistance despite the limitations imposed by COIVD-19. Their willingness to adapt to new techniques resulted in a successful implementation of the Nearmap software solution.

### Outreach

All of the departments under the finance umbrella will continue their outreach efforts to taxpayers and internal stakeholders to provide more information about resources available and financial reporting.

### Reporting/Audit

The audit was completed in the fall of 2021 and the FY2021 comprehensive annual financial report should be

available by the close of the calendar year.

**COVID-19**

As key offices that interact with the public, the Treasurer Collector and Assessing offices had to find new ways to continue to provide services without physical interaction for a part of the year and then with limited interaction. The combined finance offices found new ways of addressing the needs of the citizens, other departments while also maintaining the flow of revenue to insure the liquidity of the Town overall and accounting for the costs incurred from responding to the pandemic.



## TOWN OF SCITUATE

**FY 2023 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 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Implement the remaining modules of the financial management system, MUNIS, that have yet to be put into service.
  - a. Training on new modules and set-up of necessary tables and customizations. Sep-Oct 2022
  - b. Export of converted data from other systems and import into new module. Dec-Jan 2022
  - c. Training for users on those modules that require it. Dec -Jan 2022
  
2. Perform fraud risk assessment.
  - a. Review available questionnaires and schedule site visits with departments. Aug-Nov 2022
  - b. Evaluate results of site visits and interviews with Town Administrator for further remediation. Dec - Feb 2022
  - c. Meet with departments to discuss observed risks and internal control improvement options. Mar-Jun 2022
  
3. Popular Annual Financial Report (PAFR)
  - a. Evaluate available data for inclusion into report. Sep 2022
  - b. Design report format and populate with identified key data points. Oct 2022
  - c. Provide draft report to different users for feedback. Nov 2022
  - d. Publish first ever PAFR for Scituate. Dec 2022

### 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 the biennial Other Post-Employment Benefit Liability calculation by an actuarial firm. The office is staffed by four full-time employees, including the Human Resources Director.

Personal Services	\$365,145	84.7%
Purchase of Services	\$ 64,700	15.0%
Materials & Supplies	\$ 1,300	0.3%
Total Budget	\$431,145	100.0%

## FY 2023 RISKS AND CHALLENGES

Due to the lasting impacts of the pandemic, several multi-year projects and departmental goals that were set aside in FY21 to be addressed in FY22 are still not achieved. These needs will need to be prioritized against current goals and ongoing compliance with CARES ACT and ARPA funds. Costs related to COVID-19 continue to be captured, tracked and submitted for reimbursement as funds become available.

In addition to those federal funding programs, the Finance Director/Town Accountant will continue to participate in the resolution of the legacy FEMA projects including claims from the Storm Sandy (2012), Storm Nemo (2013), Storm Juno (2015) and Storm Riley (2018). The team working on these legacy claims participate in biweekly update calls and coordinate with MEMA, MEMA's FEMA consultant, Scituate's FEMA consultant, three different coastal engineering firms and a multitude of other state and federal regulatory agencies in trying to resolve these claims and complete the related repair work. As these projects move forward with design, engineering, permitting and construction, there is an additional need to make sure all costs are captured and reported appropriately to ensure the Town is reimbursed the maximum for these costly projects.

The multiple capital projects and building projects are monitored closely and separate tracking sheets are maintained for those projects and many are funded from multiple funding sources. As the need for funding for additional projects is constant, the department evaluates prior authorizations for availability to address new projects to minimize the burden on citizens and maximize the existing funding sources.

Grant management continues to be an ongoing task as expenses incurred from grant funds need to be tracked, documented and reimbursements requested timely. Procurement support to departments is also an ever increasing drain on the department's resources.

## DEPARTMENTAL ACCOMPLISHMENTS

The department maintained its high level of support to the other town departments despite experiencing staffing shortages through much of FY21. The Assistant Town Accountant and the Bookkeeping Clerk(s) continued their fine work with accommodations to procedures for the pandemic. All reporting deadlines with the Commonwealth were met and Free Cash was certified timely and the tax rate was set reasonably.

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

The Finance Director/Town Accountant filed 37 claims with Plymouth County for unbudgeted expenses related to COVID-19 for reimbursement from the CARES Act funds in the amount of \$2,864,995.27. All of these reimbursements have been approved and the funds received. A COVID-19 dashboard was created that tracks all COVID-19 related expenses and sources of funding which is over \$3.1M in total. The Town received funds from multiple state and federal agencies.

The Human Resources Director did a phenomenal job supporting employees throughout the pandemic, recruiting new employees and combating the flood of fraudulent unemployment claims. He continues to participate in a regional group of HR professionals exchanging strategies, information, policies and procedures especially with all of the recent federal and state changes in addition to the ever changing environment due to the pandemic. His guidance, support and insight are of great value to the Town and he is a resource in constant demand by employees, department heads and management.

DESCRIPTION OF REVENUE	FY20	FY21	FY22 YTD	FY23 Projected	Comments
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The department does not have any revenue accounts.

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Town Accountant - Nancy Holt, Finance Director/Town Accountant</b>									
1135510	511000	REGULAR SALARIES	\$325,869.07	\$331,933.51	\$344,926.00	\$355,278.00	\$355,278.00	\$0.00	\$10,352.00
1135510	513000	LONGEVITY	\$1,950.00	\$1,950.00	\$2,500.00	\$2,500.00	\$2,500.00	\$0.00	\$0.00
1135510	519100	OTHER SALARIES	\$3,680.70	\$6,077.20	\$7,203.00	\$7,367.00	\$7,367.00	\$0.00	\$164.00
<b>1135510 Total</b>		<b>Personal Services</b>	<b>\$331,499.77</b>	<b>\$339,960.71</b>	<b>\$354,629.00</b>	<b>\$365,145.00</b>	<b>\$365,145.00</b>	<b>\$0.00</b>	<b>\$10,516.00</b>
1135520	530900	TECHNICAL SERVICES	\$54,710.00	\$52,960.00	\$64,680.00	\$61,500.00	\$61,500.00	\$0.00	(\$3,180.00)
1135520	532100	CONFERENCES/MEETINGS	\$519.88	\$275.00	\$1,200.00	\$1,200.00	\$1,200.00	\$0.00	\$0.00
1135520	571100	MILEAGE REIMBURSEMENT	\$532.49	\$16.75	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00	\$0.00
1135520	573100	PROFESSIONAL DUES & SUBS	\$910.00	\$845.00	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00	\$0.00
<b>1135520 Total</b>		<b>Purchase of Services</b>	<b>\$56,672.37</b>	<b>\$54,096.75</b>	<b>\$67,880.00</b>	<b>\$64,700.00</b>	<b>\$64,700.00</b>	<b>\$0.00</b>	<b>(\$3,180.00)</b>
1135540	542000	OFFICE SUPPLIES	\$934.78	\$947.69	\$1,300.00	\$1,300.00	\$1,300.00	\$0.00	\$0.00
<b>1135540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$934.78</b>	<b>\$947.69</b>	<b>\$1,300.00</b>	<b>\$1,300.00</b>	<b>\$1,300.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Town Accountant (135)</b>			<b>\$389,106.92</b>	<b>\$395,005.15</b>	<b>\$423,809.00</b>	<b>\$431,145.00</b>	<b>\$431,145.00</b>	<b>\$0.00</b>	<b>\$7,336.00</b>

**TOWN OF SCITUATE**

**FY 2023 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 Laws and Department of Revenue guidelines, directives and policies.

**FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL #1:** Accelerate the cyclical re-inspection program to ensure that all properties have been inspected at least once in the past ten years by the end of FY2023 as required by the Department of Revenue. This program is critical to fair and equitable assessments and must be completed prior to the Town’s next revaluation in FY2024. Approximately 3,900 properties must be measured and inspected by the end of FY2023.

**OBJECTIVES:**

- A. Measure and list each property that has sold or taken out a building permit (July 1, 2022 – June 30, 2023), Also conduct complete follow-up inspections of properties with permits that were incomplete on July 1, 2022 (present – August 2022)
- B. Identify properties that have not been measured since 2014, to be measured and listed both in-house and by PK Consulting as resources permit (present - May 2023)
- C. Utilize Nearmap software as a tool to assist in reducing the time to measure buildings and other structures (on going)

**GOAL#2:** Continue the interim year valuation update program to include all classes of property which will insure the equitable apportionment of the tax levy. Now that revaluations are only conducted every five years instead of three, it is incumbent on the Assessors to analyze all verified sales and review market trends to produce annual assessments on an interim basis that reflect market value as of the assessment date.

**OBJECTIVES:**

- A: Issues Sales Verification Questionnaires for all sales greater than \$100 and inspect all sales (on going)
- B: Issue Income and Expense forms (38D) to all commercial, industrial and mixed-use property owners (July 2022)
- C: Issue Form of Lists to all new businesses as part of the data collection process of personal property (July 2022)
- D: Utilize current CAMA system to analyze the verified information obtained from objectives A-C and produce equitable assessments (July 2022 – October 2022).

GOAL#3: Continue to improve our public outreach regarding personal exemption available to eligible property owners.

A: Hold informational sessions(s) at the Senior Center (January 2022 – March 2022 and Sep 2022 – Nov 2022)

B: Educate the public regarding various exemptions available at all opportunities – at the counter and property inspections, etc.

C: Mail all previous exemption recipients their applications along with instructions (September 2022). Process those applications received early so that they appear on the 3<sup>rd</sup> & 4<sup>th</sup> quarter tax bills (November 2022 – December 2022).

## MAJOR BUDGET COMPONENTS

As part of its daily operations, 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 thousand (9,000) parcels of property including all residential, commercial, industrial and personal property. In addition, the Assessor's office processes over twenty thousand (20,000) motor vehicle and boat excise bills each year.

Exemptions to qualified taxpayers are also processed each year as well as any requests for abatement of real estate, personal property, motor vehicle and boat excise.

Approximately 260 exemptions were granted last year to disabled veterans, surviving spouses, elderly, blind and Community Preservation Fund applicants. Staff ensures that all applicants receive appropriate exemption forms that he or she may qualify for (not just the exemption that was historically received). The office also provides abutter lists to various departments as part of the public hearing process.

Major expenditures of our department are as follows:

Salaries ..... 85%..... support staff for taxpayer assistance and inquiries, assessment generation and processing any abatements or exemptions granted by the Board of Assessors. Purchase of services, materials and supplies ..... 15%.... general office requirements such as office supplies, technical services including funds to update digital mapping system, the funding of annual valuation update services and property inspections.

## FY 2023 RISKS AND CHALLENGES

Our ten-year cyclical re-inspection program needs to be accelerated and completed by the Department of Revenue's mandatory deadline of June 20, 2023. As a result, we still have approximately 3,900 properties to measure and inspect over an 18-month period. Due to COVID 19, our contractual inspections will not begin until the late winter of 2022. Fortunately, with the addition of Nearmap property measurement software, we were able to measure and list over 1,000 properties inhouse plus conduct several hundred other inspections of homes that had building permits pulled on them over the past year. It is our hope that our inhouse staff can complete nearly 2,000 complete inspections over the next 18 months in addition to building permit and property sale verification inspections.

Identify and update the digitized Assessor Maps to include GIS location identifiers for the remaining parcels that do not have one at this time. Errors, omissions and incorrect information on the maps will continue to be identified and corrected.

Timely completion of our interim update of valuations based on 2021 sales activity and market trends. Before the analysis of assessments can take place, the following must be completed: inspection of 2021 sales, building permit inspections, review of sales verification forms, review of income and expense forms for commercial properties and personal property returns.

## DEPARTMENTAL ACCOMPLISHMENTS

Completed inspections onsite/ online inspections of 2020 sales, onsite inspections of all new growth properties including prior year building permit rechecks (approximately 1,300 – over 1,000 were full measure and lists).

Our department identified and implemented Nearmap property measurement software. As a result of our staff embracing the functionality of this software and dedication to training and quick implementation, we were able to significantly increase our inspection production. The Nearmap software implementation, with an annual cost of \$7,000, has already realized at least \$100,000 in new tax revenue and it is anticipated that this figure will continue to increase annually.

With the assistance of PK Valuation Group and in-house personnel, new growth and updated valuations were submitted and approved by the Department of Revenue approximately one month earlier than last year.

Issued exemption forms to ALL of the prior recipients in the early fall of 2021 so that a majority of exemptions will appear on taxpayers 3<sup>rd</sup> and 4<sup>th</sup> quarter tax bills.

The Board of Assessors continue to identify property tax relief measures and bring them before town meeting for acceptance. The 2021 Annual Town Meeting approved a local option introduced by the Board to reduce the ownership waiting period for new Veteran Exemption applicants from two years to one.

Initiated the updating of our digital maps with 2020 subdivisions and the correction of mapping errors discovered over the past year.

Updated all application forms and instructions for abatements and exemptions to our town web page.

DESCRIPTION OF REVENUE	FY20	FY21	FY22 YTD	FY23 Projected	Comments
Abutter's Lists	\$2,780	\$3,180	\$775	\$3,000	



**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Board of Assessors - Joseph DiVito Jr., Director of Assessing</b>									
1141510	511000	REGULAR SALARIES	\$181,710.97	\$186,596.48	\$191,981.00	\$203,316.00	\$203,316.00	\$0.00	\$11,335.00
1141510	513000	LONGEVITY	\$0.00	\$0.00	\$1,100.00	\$1,900.00	\$1,900.00	\$0.00	\$800.00
1141510	518000	PART-TIME SALARIES	\$15,590.49	\$15,993.36	\$18,675.00	\$19,291.00	\$19,291.00	\$0.00	\$616.00
<b>1141510 Total</b>		<b>Personal Services</b>	<b>\$197,301.46</b>	<b>\$202,589.84</b>	<b>\$211,756.00</b>	<b>\$224,507.00</b>	<b>\$224,507.00</b>	<b>\$0.00</b>	<b>\$12,751.00</b>
1141520	530900	TECHNICAL SERVICES	\$13,930.00	\$14,665.00	\$37,500.00	\$38,150.00	\$38,150.00	\$0.00	\$650.00
1141520	532100	CONFERENCES/MEETINGS	\$0.00	\$0.00	\$250.00	\$250.00	\$250.00	\$0.00	\$0.00
1141520	534300	BINDING & PRINTING	\$901.81	\$506.22	\$500.00	\$0.00	\$0.00	\$0.00	(\$500.00)
1141520	571100	MILEAGE REIMBURSEMENT	\$209.20	\$0.00	\$300.00	\$300.00	\$300.00	\$0.00	\$0.00
1141520	573100	PROFESSIONAL DUES & SUBS	\$300.00	\$300.00	\$300.00	\$350.00	\$350.00	\$0.00	\$50.00
<b>1141520 Total</b>		<b>Purchase of Services</b>	<b>\$15,341.01</b>	<b>\$15,471.22</b>	<b>\$38,850.00</b>	<b>\$39,050.00</b>	<b>\$39,050.00</b>	<b>\$0.00</b>	<b>\$200.00</b>
1141540	542000	OFFICE SUPPLIES	\$475.52	\$387.31	\$500.00	\$500.00	\$500.00	\$0.00	\$0.00
<b>1141540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$475.52</b>	<b>\$387.31</b>	<b>\$500.00</b>	<b>\$500.00</b>	<b>\$500.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Assessors (141)</b>			<b>\$213,117.99</b>	<b>\$218,448.37</b>	<b>\$251,106.00</b>	<b>\$264,057.00</b>	<b>\$264,057.00</b>	<b>\$0.00</b>	<b>\$12,951.00</b>

TOWN OF SCITUATE

FY 2023 BUDGET

DEPARTMENT: #145 Treasurer/Collector

MISSION STATEMENT:

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

FY 2023 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: FY23 - FY24)
  - A. Assign accounts for collection to the Treasurer/Collector (TC) staff
  - 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.
  - C. Increase written correspondence to delinquent taxpayers with copies of tax title statements.
  
2. Goal: Tax Title – Land of Low Value (Timeline: FY22 - FY23)
  - A. Evaluate existing tax liens for those eligible for land of low value process.
  - B. Meet with Assessor, Finance Director, and Town Administrator to review the town owned land that is eligible to sell.
  - C. Gather documentation for submission to Department of Revenue (DOR).
  - D. Advertise town owned land for sale and mail letter to abutters.
  - E. Submit application for land of low value to DOR electronically
  - F. Record subsequent affidavits and arrange auction.

MAJOR BUDGET COMPONENTS

Personal Services	\$331,395	75%
Ambulance	\$ 44,000	10%
Postage	\$ 48,500	11%

- **Personal Services** consists of the salary of five full-time employees. A previous part-time position was changed to full time in order to assist with the change to in-house payroll in FY18.
- **Ambulance Billing** represents the payment to Comstar for ambulance collection services. Prior to FY15, this expense was included in the Ambulance Revenue. Three months in FY22 \$10,253 has been paid to Comstar, which is running at the budgeted amount.
- **Postage** is a major component for the Treasurer/Collector budget. As of FY17, all postage for the Town is in the T/C budget. The Town Clerk will continue to have a substantial increase in postage of for FY23 due to the mailing of ballots for 2 fall state elections and the annual census to 8,500 households.
- **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 to ensure the staff and other Town employees use best and most current practices in order to perform their duties properly. Mileage is also used for bank visits in addition to a multitude of educational meetings.

**-Office Supplies** increased for in FY19 and FY20 but has decreased the IT budget. The T/C department now prints all payroll checks and advices in house as of January 1, 2018. In the past the payroll software provider did the printing and the expense was included in the IT budget.

**-Printing and Forms** increased considerably in FY19. Previously this expense was billed by the software provider, Customized Data Services (CDS), and included in the IT budget. Globe Direct is currently printing and mailing all real estate, personal property, motor vehicle excise, water and sewer bills. Globe Direct has resulted a dramatic decrease in printing costs over CDS.

## FY 2023 RISKS AND CHALLENGES

The continuing longevity of the economic down turn and negative results from COVID 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, even with the pandemic. This may be affected in the future by the pandemic situation. Increased delinquencies result in increased demand bill mailings that in turn increase the postage budget. Educating the public in tax taking procedure is exhaustive, yet well worth the effort taken to collect the debt. Adhering to and complying with an ever-changing payroll, retirement, insurance (affordable health care), and tax law reform changes remains an ongoing challenge.

## DEPARTMENTAL ACCOMPLISHMENTS

In FY21, 18 parcels were redeemed and \$508,973 was collected from tax title.

The Treasurer/Collector continues to set up payment plans with several residents. As of 10/20/21 \$213,493.95 has been collected in tax title for FY22. The Treasurer Collector has worked with many residents to setup payment plans. The T/C continues to work with, the Board of Health, the Veteran's Agent and the Council of Aging to assist residents with payment plans.

The T/C office has successfully maintained a 90+% collection rate.

In FY22 the T/C office has worked on cleaning up old receivables. The department is currently working on outstanding personal property collections from 2013 to current.

The T/C office continues to work with all departments to ensure that all turnovers are submitted on a timely basis, using a uniform excel worksheet format, which includes all information needed to work with the Munis software. This has increased productivity on revenue reporting.

The Town continues to have a viable Wellness Committee with the enthusiasm to carry it forward. The committee is made up of both Town and School employees and works with a wellness coordinator from MIIA to offer various wellness to all employees. During COVID self-directed programs, Zoom sessions and monthly webinars are now being offered online to all employees. Some of the programs offered come with a prize (Amazon gift cards) in order to keep interest during the pandemic. These programs are publicized to the employees with weekly email blasts.

The Fire Department, Building Department, Town Clerk's Office, and currently implementing the Board of Health on the new permitting software (PermitEyes). All permits relating to these departments can now be paid online. The Council on Aging and the School business office also offer a variety of online payment options. As a result of COVID, there was a secure dropbox installed. This allows residents to drop off payments safely and securely without having to get out of their cars. A short video was done promoting the dropbox for residents. The TC is working with IT and UniPay to have a credit card reader installed at the counter. The T/C office continues to respond to the needs expressed by citizens for additional functionality and convenience.

The T/C office continues to expand the communication efforts to include social media and email blasts to notify residents of upcoming taxes due.

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 continues to research banks for the safest and highest rates of return. The T/C continues to be vigilant on the prevention of fraudulent activity.

The T/C and the Board of Health (BOH) continue to implement the Community Septic Management Program. Eligible residents with are able to receive a low interest loan (betterment) in order to replace failed septic systems or connect to Town sewer. The program was approved by voters at the April 2018 annual town meeting with an initial funding of \$200,000. The BOH extended this program because of a high demand by residents.

The T/C department completed another successful beach and transfer station sticker season. Non-resident all beach stickers sold out in one day. Humarock beach (non-resident) stickers also sold out again this year. The requests for stickers in the last two years has been more than any years past. As of October 7, 2021, 14,719 stickers have been sold with total sales of \$804,875. Resulting in an increase over calendar year 2020 of 1,309 sticker and \$60,370 in sales. The T/C department continued to provide residents with answers/information and stickers in a timely manner.

As a result of the booming real estate market and refinancing opportunities, the T/C office has received an increase in Municipal Lien Certificates requests, with customers asking for a returned response as soon as possible. Legally the Town has 10 days to respond but the office has been able to turn them around in less than 5 days. There has also been an increase in employee wage verifications.

The T/C office was considered essential during the COVID shutdown. The office was forced to take on extra tasks during this time and was able to stay on track with all T/C duties with never wavering attitude and performance.

DESCRIPTION OF REVENUE	FY20	FY21	FY22 YTD	FY23 Projected	Comments
Municipal Lien Certs	81,650	100,200	26,000	45,000	FY22 YTD as of 10/17/21
Ambulance Receipts	1,020,440	979,955	288,426	900,000	FY22 YTD as of 10/17/21

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Treasurer Collector - Pamela J. Avitabile, Treasurer/Collector</b>									
1145510	511000	REGULAR SALARIES	\$299,599.89	\$306,032.14	\$314,782.00	\$325,170.00	\$325,170.00	\$0.00	\$10,388.00
1145510	512000	OVERTIME	\$153.57	\$65.27	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1145510	513000	LONGEVITY	\$2,875.00	\$2,875.00	\$3,425.00	\$4,425.00	\$4,425.00	\$0.00	\$1,000.00
1145510	517200	SICK LEAVE BUY BACK	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$0.00	\$0.00
1145510	519100	OTHER SALARIES	\$1,169.91	\$1,146.12	\$1,257.00	\$1,299.00	\$1,299.00	\$0.00	\$42.00
<b>1145510 Total</b>		<b>Personal Services</b>	<b>\$304,298.37</b>	<b>\$310,618.53</b>	<b>\$319,964.00</b>	<b>\$331,394.00</b>	<b>\$331,394.00</b>	<b>\$0.00</b>	<b>\$11,430.00</b>
1145520	530900	TECHNICAL SERVICES	\$4,746.03	\$4,840.90	\$6,000.00	\$6,000.00	\$6,000.00	\$0.00	\$0.00
1145520	531000	AMBULANCE BILLING	\$40,888.48	\$38,153.89	\$44,000.00	\$44,000.00	\$44,000.00	\$0.00	\$0.00
1145520	532100	CONFERENCES/MEETINGS	\$770.68	\$40.00	\$1,200.00	\$1,200.00	\$1,200.00	\$0.00	\$0.00
1145520	534400	POSTAGE	\$37,031.45	\$43,622.12	\$47,500.00	\$48,500.00	\$48,500.00	\$0.00	\$1,000.00
1145520	571100	MILEAGE REIMBURSEMENT	\$732.72	\$482.07	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00	\$0.00
1145520	573100	PROFESSIONAL DUES & SUBS	\$285.00	\$200.00	\$325.00	\$325.00	\$325.00	\$0.00	\$0.00
<b>1145520 Total</b>		<b>Purchase of Services</b>	<b>\$84,454.36</b>	<b>\$87,338.98</b>	<b>\$100,025.00</b>	<b>\$101,025.00</b>	<b>\$101,025.00</b>	<b>\$0.00</b>	<b>\$1,000.00</b>
1145540	542000	OFFICE SUPPLIES	\$351.64	\$358.57	\$2,000.00	\$2,000.00	\$2,000.00	\$0.00	\$0.00
1145540	542500	PRINTING & FORMS	\$5,767.87	\$6,332.60	\$7,000.00	\$7,000.00	\$7,000.00	\$0.00	\$0.00
<b>1145540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$6,119.51</b>	<b>\$6,691.17</b>	<b>\$9,000.00</b>	<b>\$9,000.00</b>	<b>\$9,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Treasurer Collector (145)</b>			<b>\$394,872.24</b>	<b>\$404,648.68</b>	<b>\$428,989.00</b>	<b>\$441,419.00</b>	<b>\$441,419.00</b>	<b>\$0.00</b>	<b>\$12,430.00</b>

## TOWN OF SCITUATE

### FY 2023 BUDGET

### DEPARTMENT: Information Technology

#### MISSION STATEMENT:

The Town's Information Technology Department's mission is to leverage technology to securely 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 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Goal: To enhance the Town's network security.

Objectives: To provide better prevention and detection capabilities across our network.

2. Goal: Ongoing security hardening of endpoints.

Objective: Use group policies to continue to implement and refine security hardening of our network computers.

3. Goal: To refine the Local and Wide Area Networks to improve fault tolerance.

Objective: Enhance network routing and enhance failover and redundancy for various networks and systems.

4. Goal: To expand the Town's VoIP phone system.

Objective: We will be expanding the VoIP phone system which is in Town Hall, Public Safety, Senior Center, Recreation, and Library, to all other Town buildings.

5. Goal: To Replace the core network switches.

Objective: The manufacturer of the current core network switches will be discontinuing support for them and we will need to replace them to avoid catastrophic and prolonged network outages.

#### MAJOR BUDGET COMPONENTS

The Information Technology (IT) Department personnel consist of two fulltime 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 support, along with creating and implementing the strategic vision for the Town of Scituate's technology initiatives. Major budget components include Technical Services, Salaries, and Procurement of hardware.

The FY23 budget request includes the addition of a third member of the Information Technology Department. With increase in the amount of technology that the Town has adopted over the last couple of years, combined with the increased security threats, staffing resources are not able to keep up with the demand of supporting the infrastructure and technology needs of the Town and our employees.

## FY 2023 RISKS AND CHALLENGES

We are facing a time in which we are seeing a significant increase in cyber-attacks on municipalities. A challenge we face is the time and resources it will take to safely implement security controls to strengthen our security posture. There are many security measures we can implement through grants or at little to no cost to the Town, but the limited staffing of the Information Technology Department seriously limits our ability to take proactive security measures. Our current staffing levels, do not allow for time to review security alerts or review security vulnerabilities. Our staffing level also prohibits us from properly maintaining our network and adequately tending to the needs of the users of our network. We are also unable to adequately keep up with the changing technology and evolving security threats against the Town.

## DEPARTMENTAL ACCOMPLISHMENTS

- Finished the Access Control and Camera project.
- Implemented wireless internet in all Town buildings.
- Built the technology infrastructure for the new Senior Center.
- Implemented online permitting and workflow system across Town departments.
- Implemented new endpoint protection and other security sensors.
- Managed the Town's Cyber Security Awareness Training program resulting in over 99% participation, and recognition by Massachusetts's Executive Office of Technology Services and Security.
- Replace the Town's virtual infrastructure which hosted all of the Town's servers.
- Built a new disaster recovery site and significantly enhanced the Town's Recovery time Objective (RTO) and our Recovery Point Objective (RPO).
- Built the technology infrastructure for the new Fire Station 4.



DESCRIPTION  
OF REVENUE

FY20

FY21

FY22  
YTD

FY23  
Projected

Comments



## Town of Scituate Request for New Personnel FY23 Budget Cycle

Please submit this form if you are seeking new personnel in your department for FY 2023. One form should be submitted for each change requested.

Position

Hours per pay period

FT

PT (less than 35 hours)

Hourly Rate

Bargaining Unit/Grade & Step

Salary Impact

hours per week x hourly rate x 52.2 weeks

Medicare Impact

1.45% x salary impact

Pension Impact (if over 20 hours)

9% x salary impact plus 2% x salary impact over \$30,000 (For \$50,000; 9% x \$50,000 plus 2% x \$20,000)

Benefits Impact (if over 20 hours)

Assume \$16,231 for health & life insurance

Educational/Safety Requirements

Required training or outfitting costs (i.e. police academy/turnout gear)

Technology Costs

New laptop (\$1,200), cell phone/tablet (\$1,000)

Other Contractual Costs

Uniform allowance, stipends, etc....

Total Cost Impact

Justification:

Offsetting Revenues (source and amount)

Requestor's Name

Date

**To:** Jim Boudreau  
**From:** Michael Minchello  
**Date:** August 5, 2021 (revised 10/13/21 for FY23 ATM)  
**Re:** Information Technology Staffing Increase Request - STM

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Hi Jim,

I would like to request that the addition of a Network Administrator to the Town's Information Technology Department be added to the Special Town Meeting Warrant on October 26<sup>th</sup> 2021.

While I am excited about the increased focus on technology in the Town, I am deeply concerned about the staffing levels of the IT Department. The IT Department only contains two full-time employees, supporting over 200 end-users within what amounts to eight unique entities, each with different needs from a technology perspective (Library, Police, Fire, Water, Sewer, Harbormaster, Widows Walk, and all other Town operations which are collectively similar). At any point in time, we are backed up on user support calls, meaning if you call or email today for help, it could take as much as several weeks before we can get back to you depending on the problem and amount of time required to resolve the issue. This is a big problem for productivity of the staff across the Town, Town operations, and our ability to service the public. We also have a more significant problem with the amount of ongoing maintenance, enhancements, and security monitoring that we are not able to accomplish because we lack the time. We spend most of our days reacting to problems or requests for help, and have little to no time to make forward progress on technology, including giving the proper attention that is required to monitor security events.

We are currently short staffed and in great need a third staff member. We cannot continue to add additional technology, properly address security alerts, perform maintenance, or make enhancements without expanding the department by another full-time staff member. With our current staffing levels, we are not able to monitor many of the security tools that we have implemented, including the alerts they generate.

Over the last couple of years, we have made several hundreds of changes, across our network which required an investment of time to accomplish that work, however some of those changes have added a significant amount of technology to the Town which requires ongoing attention. Here is an abbreviated list of some of the technology that we have recently added, requiring ongoing time to maintain, manage, and operate:

- We have implemented several security related technologies which require time for administration, operation, maintenance, and response.
- Across Town buildings, we now have 411 cameras (144 multiheaded devices), 175 of which were added in the last 12 months. We have also added access control to all of our buildings. This new security system consumes a great amount of time to manage and maintain.

- We have expanded our in-building wireless networks to all of our buildings and added more access points to most. This now means we have more devices to maintain.
- We now have a new Senior Center with a significant amount of technology and audio video equipment.
- We now have a faster and more resilient wide area network connecting all of our buildings by fiber optic cables, each building containing network switches that add to the overall technology footprint of the Town and require maintenance.
- We have been working with the Water and Sewer Departments more closely than ever, participating in SCADA design meetings, redesigning their networks, and trying to make them more secure.
- We have expanded our data backups significantly to help protect us from bad actors who delete backups and then encrypt our network. Managing these backups and verifying their success requires time.
- We have an automated disaster recovery tool that allows us to reduce the amount of time it takes to recover from a disaster or breach, and allows us to practice our disaster recovery ability (which we have not been able to practice because of a lack of time and resources).
- We have implemented a new Permitting solution that almost all Town Departments will soon be using, requiring ongoing maintenance of the system, and added support for our staff.
- We are in the process of expanding our phone system, switching from analog to Voice over IP (VoIP) which will mean we will have more devices on our network to maintain and manage.
- We need to keep up with industry trends and changes in security technology to adapt to new threats.

Additionally, we have a long list of work that needs to be accomplished, which requires time resources we currently do not have. Our list changes daily and currently contains 94 items, of which some require moderate time investments and most require significant time investments. This list does not contain our daily transactional type of work such as staff calling for assistance, things which break stop working, and other unplanned events which normally fill our time every day.

A couple of years ago, the Police department had a technology focused officer, who is no longer with the Town. He took care of a lot of the department's technology needs, allowing the IT Department to primarily focus on the rest of the Town. Now that this officer has left the department, the Police Department consumes more technology resources than ever before.

I recently had a conversation with Chief Thompson about technology used by Police. He has several initiatives to make significant technology enhancements to the Police Department, including their critical systems, and significant changes to the tools and technology used in police cars, all of which will require new technology on our network infrastructure and significant hours to implement and support on an ongoing basis.

I also had a conversation with Kyle Boyd and he is very interested in investing in GIS. Scituate has already started dabbling in GIS with the Water and Sewer departments adding their maps to the Assessor's map. Soon Kyle will be looking to add Planning, Building, Conservation, and Coastal to our GIS. This will likely expand to every other departments too.

Two years ago, the Town only had network passwords, internet firewalls, and antiquated antivirus software protecting it. While individually they are important pieces, collectively they are not nearly enough security to protect the Town adequately. Since then, I have implemented the following:

*[List of security related technology which has been recently implemented has been removed from this document for security reasons]*

Many of these systems need to be administered, maintained, and monitored to watch for security events and further protect the Town. Unfortunately, this consumes technology resources which we do not have.

The expansion of the phone system and subsequent changing of the Town's telecommunications will save the Town significant money every year, but it will take more time resources to manage the phone system as it relies solely on the network and our technology infrastructure.

The IT Department is more involved with the Water and Sewer Department SCADA systems than ever before. I have completely redesigned the Sewer Departments SCADA network to separate it from the Town's network for added security. I have also made changes to the Water Department's SCADA network to airgap it and isolate it as much as possible from external threats. In past years, the IT Department never interacted or worked on any of the SCADA networks. I have been, and will be participating in SCADA meeting for all of the current and upcoming changes to both SCADA networks, all of which takes IT resources.

Unfortunately, we are unable to attend security webinars to stay abreast of evolving threats, and we are unable to take time to attend training because of our backlog.

For comparison, excluding the schools, the Town of Marshfield employs four full-time employees supporting their technology infrastructure. This includes three in the Town's IT Department and one supporting the Police Department. The Town of Hingham has three full-time employees, excluding the schools.

Technology is evolving and security threats have increased by more than 400% in the last 12 months alone. We have been expanding the technology in the Town which gives us greater capabilities and efficiencies. While the technology is evolving, so must the number of staff that it takes to maintain the new technology and these changes. We also need to be able to evolve and we currently lack the staffing resources to get ahead. At present time, we are not staffed adequately enough to defend against, nor effectively respond to a security event.

Thank you,

Mike Minchello  
Director of Information Technology

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Information Technology - Michael Minchello, Director of Information Technology</b>									
1155510	511000	REGULAR SALARIES	\$175,800.18	\$195,934.12	\$207,571.00	\$211,376.00	\$253,876.00	\$42,500.00	\$46,305.00
1155510	513000	LONGEVITY	\$0.00	\$0.00	\$800.00	\$0.00	\$0.00	\$0.00	(\$800.00)
1155510	519100	TRAVEL STIPEND	\$585.31	\$566.88	\$960.00	\$960.00	\$0.00	(\$960.00)	(\$960.00)
<b>1155510 Total</b>		<b>Personal Services</b>	<b>\$176,385.49</b>	<b>\$196,501.00</b>	<b>\$209,331.00</b>	<b>\$212,336.00</b>	<b>\$253,876.00</b>	<b>\$41,540.00</b>	<b>\$44,545.00</b>
1155520	524100	OFFICE MACHINE MAINTENANCE	\$15,521.53	\$16,308.21	\$18,000.00	\$18,000.00	\$18,000.00	\$0.00	\$0.00
1155520	530900	TECHNICAL SERVICES	\$220,571.53	\$240,434.74	\$366,395.00	\$366,395.00	\$366,395.00	\$0.00	\$0.00
1155520	571100	MILEAGE REIMBURSEMENT	\$0.00	\$0.00	\$0.00	\$1,200.00	\$1,200.00	\$0.00	\$1,200.00
<b>1155520 Total</b>		<b>Purchase of Services</b>	<b>\$236,093.06</b>	<b>\$256,742.95</b>	<b>\$384,395.00</b>	<b>\$385,595.00</b>	<b>\$385,595.00</b>	<b>\$0.00</b>	<b>\$1,200.00</b>
1155540	542000	OFFICE SUPPLIES	\$97.10	\$680.78	\$500.00	\$500.00	\$500.00	\$0.00	\$0.00
<b>1155540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$97.10</b>	<b>\$680.78</b>	<b>\$500.00</b>	<b>\$500.00</b>	<b>\$500.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
1155580	585100	EQUIPMENT	\$6,675.20	\$18,450.50	\$30,000.00	\$35,000.00	\$30,000.00	(\$5,000.00)	\$0.00
<b>1155580 Total</b>		<b>Capital Outlay</b>	<b>\$6,675.20</b>	<b>\$18,450.50</b>	<b>\$30,000.00</b>	<b>\$35,000.00</b>	<b>\$30,000.00</b>	<b>(\$5,000.00)</b>	<b>\$0.00</b>
<b>Total Information Technology (155)</b>			<b>\$419,250.85</b>	<b>\$472,375.23</b>	<b>\$624,226.00</b>	<b>\$633,431.00</b>	<b>\$669,971.00</b>	<b>\$36,540.00</b>	<b>\$45,745.00</b>

## TOWN OF SCITUATE

FY 2023 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 statues for tax taking and foreclosure.

### FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

The goal in FY23 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 proceeding or to negotiate payment arrangements in a reasonable period of time.

### MAJOR BUDGET COMPONENTS

The major budget component of the tax foreclosure appropriation is the legal cost of foreclosure 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 \$130 per item to place a lien either at the Registry of Deeds or Land Court for registered land. In FY21, as of 10/12/21, 54 parcels are delinquent for payment of FY21 taxes. Currently the Treasurer/Collector staff is calling and sending letters to residents that are outstanding. The parcels that are unpaid as of December 1st will be advertised and if remain unpaid will be liened.

### FY 2023 RISKS AND CHALLENGES

The major challenge is to balance the statutory duty to collect taxes with being respectful of financial hardships. There are many unpredictable property owners' circumstances (e.g. probate issues, quarreling heirs, unknown locations 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, (123 parcels as of October 13, 2021) along with the multitude of Town possession properties, the challenge is to balance carefully choose which parcels to focus on for a quick recovery using the services of the Town's tax title attorney. COVID has also put a challenge on collections but the thriving Real Estate Market has been favorable.

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 July 1, 2020 to June 30, 2021 by 18 parcels As of October 13, 2021 for FY22, 9 parcels have been redeemed.

The T/C office has made personal phone calls, and sent letters to residents in tax title asking them to contact the T/C, resulting in the decrease of tax title properties. The personal phone calls seem to be much more productive than sending out form letters. The call initiates a meeting with the T/C if full payment is not able to be made. Phone calls are now being done to all residents for delinquent FY21 Real Estate Taxes, to result in many taxes being paid in full to avoid advertising and tax liens.



DESCRIPTION OF REVENUE	FY20	FY21	FY22 09/29 YTD	FY23 Projected
Tax Title	286,471	392,866	128,077	250,000
Fees & Interest	<u>54,873</u>	<u>116,107</u>	<u>31,275</u>	<u>25,000</u>
Totals	341,344	508,973	159,352	275,000
Tax Deferrals	44,354	1,624	-	-
Fees & Interest	<u>8,841</u>	<u>22</u>	<u>-</u>	<u>-</u>
Totals	53,195	1,646	-	-

**FY 2023 Operational Budget**

<b>Organization</b>	<b>Object</b>	<b>Account Description</b>	<b>2020 Actuals</b>	<b>2021 Actuals</b>	<b>2022 Budget</b>	<b>2023 Dept Request</b>	<b>2023 Town Admin</b>	<b>Town Admin Changes</b>	<b>Change FY23 TA Rec /FY22</b>
1158521	530900	TAX TITLE FORECLOSURES	\$19,054.88	\$21,566.75	\$39,000.00	\$39,000.00	\$39,000.00	\$0.00	\$0.00
<b>1158521 Total</b>		<b>Tax Foreclosures</b>	<b>\$19,054.88</b>	<b>\$21,566.75</b>	<b>\$39,000.00</b>	<b>\$39,000.00</b>	<b>\$39,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Tax Foreclosures</b>			<b>\$19,054.88</b>	<b>\$21,566.75</b>	<b>\$39,000.00</b>	<b>\$39,000.00</b>	<b>\$39,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

**TOWN OF SCITUATE**

**FY 2023 BUDGET**

**DEPARTMENT: Cable Television**

**MISSION STATEMENT:**

Scituate Community Television is a communication and information resource for all Scituate residents providing timely and accurate information about Town business and events. SCTV provides coverage for town government, the town school system, and town events. SCTV also provides training, production facilities, guidance and cablecast time for public, educational and governmental constituencies serving the Town of Scituate. SCTV is Scituate's Very Own Media Source about Scituate, for Scituate, by Scituate.

**FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

Scituate Community Television's primary goal moving forward is to continue increasing availability for all Scituate residents to experience SCTV. SCTV already broadcasts continually on cable access and allows for all content to be watched on social media outlets. Additionally, SCTV streams content live online including government meetings, sporting events and school performances. This will continue, but as new technology continues to become available SCTV needs to investigate all platforms as well as improve systems currently in place so all Scituate residents can be aware and informed on town happenings and events.

**MAJOR BUDGET COMPONENTS**

Budget Item #1: Annual Director Salary: 66,086.00

Budget Item #2: Annual Part Time Salaries: \$46, 276.00

Budget Item #3. Repair / Maintenance of Equipment: \$1,500.00

Budget Item #4. Technical Services: \$5,000.00

Budget Item #5. Office Supplies: \$2,000.00

Budget Item #6. Equipment: \$150,000

\$50,000 – Basic TV Equipment: Cameras / Tripods / Wireless Microphones / Adaptors / Camera Bags

\$35, 000 – Studio/Field Equipment: Monitors / Extension Cords / Speakers / Lights / Studio Set Furniture

\$65, 000 – Online Equipment/Software: Leightonix Software / Zoom Room Subscriptions / Zoom Equipment (monitors / audio bars) / Total Info Programming Technology / Computers

**FY 2023 RISKS AND CHALLENGES**

Scituate Community Television continues to face a developing time with technology. SCTV has invested in several new products to adapt to a “new normal” but continues to face obstacles. More resources are becoming available to broadcast and stream content. Because SCTV uses different software resources in multiple environments throughout town, creating compatibility with all is a constant problem. SCTV needs to create a cohesive system where all technological elements align in a quick and efficient manner.

**DEPARTMENTAL ACCOMPLISHMENTS**

Scituate Community Television continues to broadcast 24 hours a day, 7 days a week, 365 days a year on all THREE television channels. Scituate residents can watch SCTV at any moment to see what’s happening in Scituate’s government, its educational system and in the general public. In addition, SCTV offers nearly all of its content on multiple social media platforms to allow for a local and nationwide audience. Subscribers and viewers on all of SCTV’s social media content consistently defies normal community television standards. SCTV’s YouTube page is by far the most populated community television YouTube pages in the area.

<b>DESCRIPTION OF REVENUE</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22 YTD</b>	<b>FY23 Projected</b>
	34, 514.92	14,504.42	15,539.78	

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
1159510	511000	REGULAR SALARIES	\$60,115.95	\$62,974.30	\$65,000.00	\$66,086.00	\$66,086.00	\$0.00	\$1,086.00
1159510	518000	PART-TIME SALARIES	\$25,885.20	\$25,326.67	\$47,646.00	\$47,646.00	\$47,646.00	\$0.00	\$0.00
<b>1159510 Total</b>		<b>Personal Services</b>	<b>\$86,001.15</b>	<b>\$88,300.97</b>	<b>\$112,646.00</b>	<b>\$113,732.00</b>	<b>\$113,732.00</b>	<b>\$0.00</b>	<b>\$1,086.00</b>
1159520	524200	REPAIR/MAINTENANCE OF EQUIPMEN	\$0.00	\$0.00	\$1,500.00	\$1,500.00	\$1,500.00	\$0.00	\$0.00
1159520	530900	TECHNICAL SERVICES	\$0.00	\$0.00	\$5,000.00	\$5,000.00	\$5,000.00	\$0.00	\$0.00
<b>1159520 Total</b>		<b>Purchase of Services</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$6,500.00</b>	<b>\$6,500.00</b>	<b>\$6,500.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
1159540	542000	OFFICE SUPPLIES	\$93.52	\$0.00	\$2,000.00	\$2,000.00	\$2,000.00	\$0.00	\$0.00
<b>1159540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$93.52</b>	<b>\$0.00</b>	<b>\$2,000.00</b>	<b>\$2,000.00</b>	<b>\$2,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
1159580	585100	EQUIPMENT	\$20,680.16	\$14,504.42	\$150,000.00	\$150,000.00	\$150,000.00	\$0.00	\$0.00
<b>1159580 Total</b>		<b>Capital Outlay</b>	<b>\$20,680.16</b>	<b>\$14,504.42</b>	<b>\$150,000.00</b>	<b>\$150,000.00</b>	<b>\$150,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total SCTV</b>			<b>\$106,774.83</b>	<b>\$102,805.39</b>	<b>\$271,146.00</b>	<b>\$272,232.00</b>	<b>\$272,232.00</b>	<b>\$0.00</b>	<b>\$1,086.00</b>

**TOWN OF SCITUATE**

**FY 2023 BUDGET**

**DEPARTMENT:161 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 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL #1-CERTIFICATION PROGRAM TOWN CLERK-Continued from FY22**

- A. Finalize process for Certified Massachusetts Municipal Clerk (CMMC).
- B. Complete class requirements/class credits towards certification by July 1, 2022.
- C. Additional class credits (6) are still required for certification, and will take the test again in FY2022.

**GOAL #2-OFFICE REORGANIZATION AND HOUSEKEEPING**

- A. Reorganize and purge office files in the summer of 2022.
- B. Continue to reorganize Town Clerk’s storage section of the vault.
- C. The year 2022 will prove to be a busy election year and it is important to make room for election materials for a retention period of 2 years and pull the older election materials that are ready for shredding.

**GOAL #3-ELECTION TRAINING**

- A. New election laws are expected to pass in the legislature in this year in regard to early voting and voter registration deadlines.
- B. Training office staff and election staff in new state mandated procedures will be a priority.
- C. The integrity of the election is of the utmost importance to this office and training and organization are the keys to the success of every election.

**MAJOR BUDGET COMPONENTS**

The Town Clerk’s office operates with statutory and mandatory obligations relative to conducting of elections and town meetings. The major expenditures of the department relate to the administration costs of elections and town meetings. Both have costs related to personnel, custodial set-up and breakdown time, security details, and part-time staff. There are additional costs relating to elections, which include ballot programming, ballot printing (for town elections), voting machine maintenance, and supplies.

The expenditures for town meetings and elections are generally fixed, however will fluctuate based on the number of these events in a given fiscal year. There are three elections scheduled for FY 2023.

## FY 2023 RISKS AND CHALLENGES

As a result of the data collected from the 2020 Federal Census the boundary lines in 5 of the 6 voting precincts (not precinct 3) in Scituate have changed. All voters of the Town will be notified of the change, however this may still confuse voters when they attempt to check in on election day.

Election laws will be changing relative to voting by mail and voter registration deadlines for elections. Most likely during the “early voting” period Sundays (minimum of 4 hours) will be included for voters to vote early. Due to the volume of ballot requests, additional office staffing may be needed to process vote by mail ballots for state elections. There is legislation in the works for “same day voter registration” at the polling location on election day. This poses many challenges in regard to staff and the new voter check in process to receive a ballot.

## DEPARTMENTAL ACCOMPLISHMENTS

The Annual Town Meeting was held on April 12, 2021.

The Annual Town Election was held on May 22, 2021 with a turnout of 1,601 voters.

The fall Special Town Meeting is scheduled for October 26, 2021 at the Scituate High School gym.

Sincere thanks to Assistant Town Clerk, Heather Nugent for her support, understanding and professionalism. Staff is dedicated to insuring public trust, confidence and maintaining the integrity of all procedures related to the responsibilities of this office.

The Mass Town Clerks Association offers training courses relative to the duties of this office which includes processing vital records (births, deaths and marriages), town meeting, and election training, just to name a few. In 2021 Clerks were given the option to attend in person or by remote participation due to the pandemic. In person conference classes prove very beneficial to the relationships between the Clerks of the Commonwealth and are essential to the training in new mandates and procedures.

Many thanks to all Town Departments who continue to assist with elections and town meetings. Their support makes for successful events.

The Town Archives continues under the leadership of Archivist, Jody McDonough. There are many requests for archival, genealogy records and research which keeps this department very busy. Florence Ely one of our most dedicated volunteers, sadly passed away in 2021. Florence’s knowledge of ancestry and archival research was a gift to the town. She loved the challenge of the search. She always had a smile and a wonderful sense of humor. We miss her deeply.

The volunteers in the Archives are the unsung heroes of the Town of Scituate who spend many hours of research and preservation of our historic and vital records which date back to the 1600s. Thank you for your service to the Town of Scituate.

DESCRIPTION	FY20	FY21	FY22	FY23	Comments
OF REVENUE	\$36,586.50	\$35,300.00	YTD-\$ 13,000.00	\$40,000.00	Projected

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Town Clerk - Kathleen Gardner, Town Clerk</b>									
1161510	511000	REGULAR SALARIES	\$123,366.67	\$124,994.67	\$130,023.00	\$134,491.00	\$134,491.00	\$0.00	\$4,468.00
1161510	512000	OVERTIME	\$843.44	\$787.09	\$2,538.00	\$2,646.00	\$2,646.00	\$0.00	\$108.00
1161510	513000	LONGEVITY	\$550.00	\$938.77	\$1,100.00	\$550.00	\$550.00	\$0.00	(\$550.00)
1161510	518000	PART-TIME SALARIES	\$46,358.91	\$58,835.10	\$41,817.00	\$72,344.00	\$72,344.00	\$0.00	\$30,527.00
1161510	519100	OTHER SALARIES	\$0.00	\$650.00	\$1,650.00	\$1,650.00	\$1,650.00	\$0.00	\$0.00
<b>1161510 Total</b>		<b>Personal Services</b>	<b>\$171,119.02</b>	<b>\$186,205.63</b>	<b>\$177,128.00</b>	<b>\$211,681.00</b>	<b>\$211,681.00</b>	<b>\$0.00</b>	<b>\$34,553.00</b>
1161520	524100	OFFICE MACHINE MAINT	\$0.00	\$0.00	\$150.00	\$150.00	\$150.00	\$0.00	\$0.00
1161520	530800	TRAINING	\$0.00	\$0.00	\$100.00	\$100.00	\$100.00	\$0.00	\$0.00
1161520	531100	SUPPORT SERVICES/ELECTIONS	\$25,334.69	\$24,672.56	\$21,630.00	\$38,167.00	\$38,167.00	\$0.00	\$16,537.00
1161520	532100	CONFERENCES/MEETINGS	\$75.00	\$25.00	\$500.00	\$500.00	\$500.00	\$0.00	\$0.00
1161520	534300	BINDING & PRINTING	\$2,544.63	\$3,285.40	\$3,775.00	\$5,010.00	\$4,500.00	(\$510.00)	\$725.00
1161520	571100	MILEAGE REIMBURSEMENT	\$0.00	\$0.00	\$300.00	\$300.00	\$300.00	\$0.00	\$0.00
1161520	573100	PROFESSIONAL DUES & SUBS	\$185.00	\$202.50	\$360.00	\$405.00	\$405.00	\$0.00	\$45.00
<b>1161520 Total</b>		<b>Purchase of Services</b>	<b>\$28,139.32</b>	<b>\$28,185.46</b>	<b>\$26,815.00</b>	<b>\$44,632.00</b>	<b>\$44,122.00</b>	<b>(\$510.00)</b>	<b>\$17,307.00</b>
1161540	542000	OFFICE SUPPLIES	\$1,629.94	\$2,214.53	\$2,000.00	\$2,600.00	\$2,600.00	\$0.00	\$600.00
1161540	542300	ARCHIVES	\$630.33	\$354.61	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00	\$0.00
1161540	542500	PRINTING & FORMS	\$0.00	\$0.00	\$1,530.00	\$530.00	\$530.00	\$0.00	(\$1,000.00)
<b>1161540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$2,260.27</b>	<b>\$2,569.14</b>	<b>\$4,530.00</b>	<b>\$4,130.00</b>	<b>\$4,130.00</b>	<b>\$0.00</b>	<b>(\$400.00)</b>
<b>Total Town Clerk (161)</b>			<b>\$201,518.61</b>	<b>\$216,960.23</b>	<b>\$208,473.00</b>	<b>\$260,443.00</b>	<b>\$259,933.00</b>	<b>(\$510.00)</b>	<b>\$51,460.00</b>



## TOWN OF SCITUATE

### FY 2023 BUDGET

### DEPARTMENT: Coastal Management Officer

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

### FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

- I. To continue to develop overarching pro-active and comprehensive approach to coastal management by implementing existing best practices and exploring new and/or innovative practices and strategies.

**Strategy:**

- a. Participate, and provide departmental expertise on behalf of the Planning and Development Department and Coastal Management Team on current plans, initiatives and potential opportunities around coastal issues. (Ongoing);
- b. To review and evaluate the current Floodplain Bylaw and Map with Planning, Conservation, and Building. (Ongoing);
- c. To expand our collaborations with state and federal stakeholders, environmental agencies and local/state wide municipalities. (Ongoing);
- d. Provide information and assistance to the Coastal Advisory Commission. (Ongoing).

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

**Strategy:**

- a. Prepare CRS Recertification (Jan-Dec);
- b. Acquire training through classes, webinars, and conferences necessary to be able to effectively implement the CRS Program to ensure the community is receiving the highest amount of credit possible (Ongoing);
- c. Solicit input from various departments in order to create successful record keeping results (Ongoing);
- d. Update the floodplain management informational brochure and mail to all residents living in the floodplain, Repetitive and Severe Repetitive Loss Properties (Jan-Jun);

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

**Strategy:**

- a. Continue oversight, administrative requirements, and project management during the implementation stage of the coastal grants including but not limited to: *Downtown Harbor Sustainability and Resiliency Master Plan; Peggotty Beach Managed Retreat Feasibility Study; 50 Year Community Led Coastal Vision and Near Term Adaptation Strategy* (Sept-June);

- b. 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 Economic Advisory Council, Executive Office of Energy and Environmental Affairs (EEA), 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 grant development to reimbursement (Ongoing);
- b. Provide guidance and technical expertise to new homeowners interested in FEMA grant funding (Ongoing);
- c. Conduct outreach events to educate residents/businesses to elevate, relocate, or remove structures in the Special Flood Hazard Areas (e.g. beach associations, media, Town website, flyers and presentations (Ongoing).

V. Provide technical assistance and floodplain review for projects in the floodplain to Planning, Conservation and the Building Department as needed.

**Strategy:**

- a. Participate in bi-weekly Planning and Development Department staff meetings and DRT meetings as needed.
- b. Provide technical assistance on current projects and/or planning initiatives (ongoing)

**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/AICP Membership

**RISKS AND CHALLENGES**

The largest challenge to face the Coastal Management Department this year was the impacts COVID had on the Coastal Management Commission. When meetings went virtual the commissions involvement began to lessen. There has been a struggle to revamp the efforts.

**DEPARTMENTAL ACCOMPLISHMENTS**

- Prepared a Federal Emergency Management Agency (FEMA) Grant for FEMA Flood Assistance (FMA) for two private Homeowner Elevation Projects
- Attended training seminars, webinars, and studied literature to explore new and innovative approaches to sea level rise;

- Structured and staffed the Coastal Advisory Commission, for meetings, agenda's and presentations;
- Completed the Town's 5 Year CRS Submittal Retaining the Town's great status within the program. Which included analyzing, comparing, researching and providing documentation for continued participate in the CRS Program, which maintains our CRS rating as a 7, resulting in a 15% discount on the cost of flood insurance for Scituate homeowners;
- Created the *Annual Flood Hazard Mitigation Progress Report*, for the CRS Program;
- Provided technical expertise on an ongoing basis to citizens interested in participating in the FEMA FMA/HMGP Hazard Mitigation Elevation Grant Program;
- Continue to revise and reorganize the Town Flood Hazard Mitigation website to ensure it is relevant and useful;
- Provided technical assistance and floodplain review for projects in the floodplain to Planning, Conservation and the Building Department as requested;

DESCRIPTION OF REVENUE

	FY/20	FY21	FY22	FY23	
<b>GRANTS:</b>					
FMA Elevation Program		\$2.3M			Elevation (Completed)
FEMA 15 HMGP Elevations	\$488,713				Elevations (Ongoing)
FEMA 16 FMA Elevation		\$170,000			Elevation (Ongoing)
MAPC MVP Plan		\$60,000			MVP Plan (Completed)
MAPC Downtown Harbor Plan		\$25,000			Plan (Completed)
EEA Down Town Harbor Plan		\$37,500			Plan (Completed)
MAPC Resiliency Grant		\$35,000			Plan (Completed)
FMA 17		\$168,478			Elevation (Ongoing)
FEMA Hazard Mitigation plan			\$21,280		Plan (Ongoing)
FEMA 20 FMA Elevation			\$170,389		Elevation
FEMA BRIC				\$6.0M	Construction (Proposed)
FEMA HMGP Harbor Design				\$400,000	

## **MISSION STATEMENT:**

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

## **FY 2023 GOALS AND OBJECTIVES**

### **1. Improve the permitting process:**

- Ensure that the requirements of applicable state and local regulations are met.
- Increase efficiency.
- Continue to hold remote public meeting, as allowed by state legislature, to facilitate safe and convenient access to all during the pandemic.

### **2. Assure alterations of Scituate's Resource Areas are minimized:**

- Educate residents, contractors, and town officials on the importance of complying with the Massachusetts Wetland Protection Act (WPA) and Rivers Protection Act (RPA), the Scituate Wetland Bylaw (SWB), and the State and Town's Stormwater Regulations.

### **3. Increase utilization of Town Open Space properties:**

- Work with the Conservation Commission and volunteers to permit and construct access and parking areas, new trails, and kiosks. This project has made significant progress but additional work is required and hopeful construction will be completed within FY21.
- Help the Open Space volunteers distribute trail maps.
- Educate residents about the benefits and beauty of public land and natural resources.

### **4. Provide ongoing technical assistance to Planning, Building, Health, DPW and other town staff; residents, elected officials, appointed boards and committees:**

- Participate in Planning and Development meetings.
- Meet with state, federal and Scituate officials (Coastal Manager, Planning, Building, Health, Fire and Public Works) to implement strategies to provide improved storm protection.
- The Conservation Department will streamline the process by offering concise guidance as to the necessary level of permitting required.
- Collaborate with the Coastal Management Officer to help maintain the current CRS Rating.
- Participate as a member of the town's Emergency Management Team to mitigate coastal impacts and refine tools for the management and regulation of coastal development in flood prone areas.
- Work with DPW to insure that public work projects in, or adjacent to, coastal and inland resource areas are performed in compliance with the applicable regulations.
- 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.
- Continue to issue Minor Activity Permits, as appropriate for work in the buffer zone or resource areas to address post severe storm cleanup.
- Review Departmental Policies and Procedures: Review file management systems, enhance accessibility of Departmental documents.

## MAJOR BUDGET COMPONENTS

The Conservation Department's budget consists of the following:

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

## FY 2023 RISKS AND CHALLENGES

- **Backlog of New Permit Applications.** Development continues to be very active in Scituate. An abundance of meetings regarding the proper planning of new development is very time consuming for the Conservation Agent/ Natural Resource Officer. An approximate 30% increase from fiscal 2022 has been noted. The increase is related to changes in the economy and shift to work from home since the pandemic started in March 2020.
- **Certificates of Compliance and Extension Requests.** Extreme Demand for Certificates of Compliance to close out a project with past Orders in preparation for a sale or refinance is also a very timing consuming task both administratively for the Department and for the Conservation Agent/ Natural Resource Officer to verify and sign off on old cases.
- **Violations and Enforcement.** The Conservation Commission currently has dozens of open Enforcement cases in process. These cases require a tremendous amount of time and effort to coordinate responses often including legal action. In the past, the Conservation Department employed a part-time Conservation Agent/ Natural Resource Officer at 10 hours per week to assist with the difficult ongoing and new enforcement cases. The loss of this critical part time staff continues to present a significant challenge to the Enforcement case management and progress with long standing difficult enforcement cases.
- **Office Management.** Assisting with permit application processing, entering data, providing technical assistance to residents, contractors, and Commission members, organizing and preparing for public meetings in a professional, courteous manner are just some of the duties which are performed by our Administrative Assistant, Jennifer Smith. It continues to be a challenge to manage a very busy office and permit backlog.
- **Economic Development.** Increase of commercial and residential development projects, apartment or condominium and/or affordable housing have been observed. Several 40B projects and subdivisions are in progress and anticipated to begin permitting. These large projects bring additional burden to the office in that they are very time consuming.

- **Construction Oversight.** Dozens of properties with valid permits are under construction. Ongoing demands of construction oversight of projects to ensure project compliance is very time consuming for the Conservation Agent/ Natural Resource Officer. Lack of oversight during critical times in the construction process is a significant challenge in maintaining permit compliance.

### ACCOMPLISHMENTS

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

- **77** Notice of Intents (NOI's) resulting in Orders of Conditions (OOCs) or project Denials for projects;
- **52** Requests for Determinations (RDA) for smaller projects in the outer Buffer Zone, or project with a lesser likelihood of having a direct impact;
- **48** Determinations of Applicability (DOA's) issued;
- **10** Stormwater permits;
- **17** Violations; all complaints of wetland violations on private or public land are investigated.
- **450** site visits to monitor existing permit conditions and to investigate and sign off on new permit applications and demonstrate compliance;
- **57** Minor Activity Permits for projects within the buffer zone where little or no impact is expected or to facilitate post severe storm cleanup;
- **79** Certificates of Compliance (CoC's) when a project has been performed in a manner consistent with their permit. These projects were permitted between inception of the Act in 1983 and current;
- **26** Conservation Commission Public Meetings; public hearings for permit applications; successfully transitioned to virtual hearings with minimal delay for permit applications during COVID-19 pandemic.
- **23** Extensions to Orders of Conditions
- Participated and created Essential Duties Operations Plan during pandemic office closure;
- Signoffs on ALL new permit applications of Board of Health Title V systems, Building Permit construction projects, and Planning and Zoning Board applications;
- Oversaw permitting and construction of Open Space Trails, Tack Factory Water 17A, Toll Brothers senior residential (Seaside at Scituate), several residential 40B including Herring Meadow and Stockbridge Landing; High School Track and Fields; Cedar Point Sewer;
- Oversaw permitting of projects to improve water capability including, reservoir expansion, Tack Factory Pond Well 17A improvements, Widows Walk, Town Marina, Humarock Fire Station.
- Assisted the Coastal Resource Officer with the Community Rating System (CRS) Update
- Participate in Emergency Management Team for Storm events
- Update Conservation Regulations to reflect required FEMA updated
- Work with town counsel and Wildlands Trust to create town wide Conservation Restrictions and annual open space property checks
- Participated in purchasing additional town Open Space and participated in Coastal Resiliency Grants
- Participate in EA and permitting process for Foreshore Protection projects and FEMA reimbursement

- Organized Beach Grass planting at Museum Beach and Peggotty Beach
- Trails and kiosks
- Higgins MacAllister bridge access
- Continue to meet remotely for pandemic
- Added meetings to accommodate uptick in permitting
- Appleton Field Farming Agreements and begin organic not for profit farming operations
- Grant for Forestry Plans for Open Space properties

<b>DESCRIPTION OF REVENUE</b>	<b>FY/19</b>	<b>FY/20</b>	<b>FY/21</b>	<b>YTD FY/22</b>	<b>FY/23 Estimate</b>
Filing Fees	\$40,565.00	\$47,310.50	\$40,584.40	\$16,095.50*	\$28,000
				*as of 10/5/2021	

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Conservation - Amy Walkey, Conservation Agent and Natural Resource Officer</b>									
1171510	511000	REGULAR SALARIES	\$203,596.55	\$184,902.12	\$215,253.00	\$223,768.00	\$223,768.00	\$0.00	\$8,515.00
1171510	513000	LONGEVITY	\$0.00	\$0.00	\$0.00	\$800.00	\$800.00	\$0.00	\$800.00
<b>1171510 Total</b>		<b>Personal Services</b>	<b>\$203,596.55</b>	<b>\$184,902.12</b>	<b>\$215,253.00</b>	<b>\$224,568.00</b>	<b>\$224,568.00</b>	<b>\$0.00</b>	<b>\$9,315.00</b>
1171520	524100	OFFICE MACHINE MAINT	\$0.00	\$0.00	\$100.00	\$100.00	\$100.00	\$0.00	\$0.00
1171520	530900	TECHNICAL SERVICES	\$778.87	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00	\$0.00
1171520	532100	CONFERENCES/MEETINGS	\$0.00	\$25.00	\$650.00	\$650.00	\$650.00	\$0.00	\$0.00
1171520	534300	BINDING & PRINTING	\$329.50	\$0.00	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00	\$0.00
1171520	571100	MILEAGE REIMBURSEMENT	\$1,311.77	\$1,642.16	\$750.00	\$750.00	\$750.00	\$0.00	\$0.00
1171520	573100	PROFESSIONAL DUES & SUBS	\$524.00	\$30.00	\$1,200.00	\$1,200.00	\$1,200.00	\$0.00	\$0.00
<b>1171520 Total</b>		<b>Purchase of Services</b>	<b>\$2,944.14</b>	<b>\$2,697.16</b>	<b>\$4,700.00</b>	<b>\$4,700.00</b>	<b>\$4,700.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
1171540	542000	OFFICE SUPPLIES	\$131.35	\$334.25	\$600.00	\$600.00	\$600.00	\$0.00	\$0.00
1171540	542500	PRINTING & FORMS	\$357.25	\$0.00	\$550.00	\$550.00	\$550.00	\$0.00	\$0.00
1171540	558100	CLOTHING	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$0.00	\$0.00
<b>1171540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$638.60</b>	<b>\$484.25</b>	<b>\$1,300.00</b>	<b>\$1,300.00</b>	<b>\$1,300.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Conservation (171)</b>			<b>\$207,179.29</b>	<b>\$188,083.53</b>	<b>\$221,253.00</b>	<b>\$230,568.00</b>	<b>\$230,568.00</b>	<b>\$0.00</b>	<b>\$9,315.00</b>



## TOWN OF SCITUATE

### FY 2023 BUDGET

### DEPARTMENT: PLANNING 175

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

### FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Implement Recommendations of the Master Plan
  - A. Development of bylaw changes to insure best approaches to land use management – consider bylaw to eliminate “rat tails” lots, consider floor area ratio and/or lot coverage/land clearing bylaw, and bylaws to allow residential development under more circumstances.
2. Implement zoning for North Scituate and Greenbush.
  - A. Meet with stakeholders to discuss upcoming development projects and future applications.
3. Ensure land use regulations are applied fairly and consistently, and in a manner, which protects the Town and other stakeholders.
  - A. Invite proponents of large projects to meet with the Development Review Team prior to submitting applications to identify any important issues early on.
  - B. Meet with project proponents prior to filing to assist in bylaw interpretations and requirements.
  - C. Standardize procedures to simplify administration and enforcement of permitting requirements.
  - D. Attend site visits with our consulting engineers to make sure projects are constructed per their approved conditions.
  - E. Update Stormwater Regulations to go along with General Stormwater Bylaw.
  - F. Review medicinal marijuana bylaw and develop recreational marijuana bylaw
4. Review Departmental Policies and Procedures.
  - A. Review file management systems.
  - B. Enhance accessibility of departmental documents.

### MAJOR BUDGET COMPONENTS

The major budget components of the Planning Department are personnel salaries, technical services, professional memberships and/or dues, support conferences/meetings, and printing/binding. Zoning Bylaws and maps are reprinted from our budget when changes occur.

### FY 2023 RISKS AND CHALLENGES

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

### Land Development

The Planning Board receives more and more applications for development on marginal land, where it is frequently difficult to achieve good access, percs, drainage, and sufficient developable land area. There are many small (5,000 - 10,000 sq. ft.) lots in Scituate and neighbors are legitimately concerned about problems from increased density, increased lot coverage, intensification of use from raze and reconstruction, construction activity, stormwater and other impacts of development. Demolition of smaller homes and replacement with much larger structures along the shore, and throughout Scituate, exacerbates the problem and intensifies development in areas that may be inappropriate due to flooding or demands on emergency services. With Scituate's high-water table and tight soils, stormwater management is very challenging, and is a major concern of residents.

### Enforcement of Permit Conditions

The Planning Department works hard to administer and enforce bylaw and permit conditions so that Scituate remains a desirable community where people want to live and work. There is not enough time or manpower to enforce all permits issued by the Planning Board or Town Planner, thus only major items are enforced with smaller projects being neglected. More time is now required for Planning sign off on building and occupancy permits with the new building department software and new directive that all new land development projects and Planning Board permit projects be signed off on due to building permits being given without Planning Board knowledge. A while back, some additional field help was given to the Planning Department for enforcement of permits.

### Residential Taxes

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

### DEPARTMENTAL ACCOMPLISHMENTS

- Implemented a new Village Center and Neighborhood District Zone and Zoning for North Scituate.
- Implementing new Village Center and Neighborhood District zoning in Greenbush on multiple projects.
- Worked with Planning Board, DPW and Town Administrator on a broad range of municipal infrastructure issues in Greenbush to plan for future.
- Working with Drew Co. to implement mixed-use development in upper MBTA parking lot in Greenbush. Construction expected to be complete in early 2023.
- Administered development approvals by the Planning Board. This included developing agendas; addressing concerns of abutters, coordinating work of consulting engineers, coordinating with applicants, completing minutes, monitoring legal timeframes, completing legal forms, drafting findings, conditions and motions.

Filed decisions and conducted site inspections. Made recommendations on all major development applications requiring Planning Board approval.

- Implement regular meetings of the Development Review Team and Planning and Development Department.
- Produced sign bylaw revisions for Town Meeting 2021. Approved by Attorney General 9/2021.
- Updated the Master Plan in FY20-21. Working on implementation.
- Updated the Housing Production Plan in conjunction with the Affordable Housing Trust.
- Managed active construction sites including Seaside at Scituate by Toll Brothers, Curtis Estates, the Residences at Driftway Place, 48 New Driftway, 18 Ford Place, 485 Country Way.
- Organized stormwater working group and consultant to draft changes to Stormwater Regulations.
- Developed a Historical Preservation policy for Planning Board projects in conjunction with the Historical Commission.
- Developed an inclusionary zoning bylaw.
- Updated Planning Board Fee Schedule.
- Updated the Subsidized Housing Inventory (SHI) for Scituate

DESCRIPTION OF REVENUE	FY20	FY21	FY22 YTD	FY23 Projected	Comments
	\$12,128.88	\$8,450.72	\$4,922.08	\$8,000	



Town of Scituate  
Request for New Personnel  
FY23 Budget Cycle

Please submit this form if you are seeking new personnel in your department for FY 2023. One form should be submitted for each change requested.

Position *Assistant Planner/Conservation Age*

Hours per pay period FT  PT (less than 35 hours)

Hourly Rate Bargaining Unit/Grade & Step *AMP9 IA-Step 1*

Salary Impact *20 hrs per week - 10 Planning/1000*  
 $\text{hours per week} \times \text{hourly rate} \times 52.2 \text{ weeks}$   
 $* 7,144.18 \text{ for } 30 \text{ hours}$

Medicare Impact *1.45% x salary impact*  
 $31,856.5 \text{ YR 14}$

Pension Impact (if over 20 hours) *none*  
 $\$46,191.925$   
 9% x salary impact plus 2% x salary impact over \$30,000 (For \$50,000; 9% x \$50,000 plus 2% x \$20,000)

Benefits Impact (if over 20 hours) *none* Assume \$16,231 for health & life insurance

Educational/Safety Requirements *none* Required training or outfitting costs (i.e. police academy/turnout gear)

Technology Costs *\$1,200* New laptop (\$1,200), cell phone/tablet (\$1,000)

Other Contractual Costs *none* Uniform allowance, stipends, etc....

Total Cost Impact *approx \$48,000*

Justification: *Additional personnel to help with site inspections for permit would help with more conditions being enforced and more equitable treatment of all who receive permit. Lack of oversight during construction is problematic for permit compliance.*

Offsetting Revenues (source and amount)

none - Planning Board does charge fees for applications

Requestor's Name Karen Joseph

Date 10/22/21

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Planning - Karen Joseph, Town Planner</b>									
1175510	511000	REGULAR SALARIES	\$183,385.85	\$155,937.18	\$243,616.00	\$251,872.00	\$251,872.00	\$0.00	\$8,256.00
1175510	513000	LONGEVITY	\$800.00	\$800.00	\$1,100.00	\$1,650.00	\$1,650.00	\$0.00	\$550.00
1175510	519100	OTHER SALARIES	\$0.00	\$0.00	\$210.00	\$0.00	\$0.00	\$0.00	(\$210.00)
<b>1175510 Total</b>		<b>Personal Services</b>	<b>\$184,185.85</b>	<b>\$156,737.18</b>	<b>\$244,926.00</b>	<b>\$253,522.00</b>	<b>\$253,522.00</b>	<b>\$0.00</b>	<b>\$8,596.00</b>
1175520	524100	OFFICE MACHINE MAINT	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$0.00	\$0.00
1175520	530900	TECHNICAL SERVICES	\$6,400.70	\$525.00	\$6,000.00	\$6,000.00	\$6,000.00	\$0.00	\$0.00
1175520	532100	CONFERENCES/MEETINGS	\$140.00	\$40.00	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00	\$0.00
1175520	534300	BINDING & PRINTING	\$1,606.00	\$72.00	\$1,100.00	\$1,100.00	\$1,100.00	\$0.00	\$0.00
1175520	534600	LEGAL ADVERTISING	\$0.00	\$0.00	\$75.00	\$75.00	\$75.00	\$0.00	\$0.00
1175520	571100	MILEAGE REIMBURSEMENT	\$413.59	\$13.78	\$500.00	\$500.00	\$500.00	\$0.00	\$0.00
1175520	573100	PROFESSIONAL DUES & SUBS	\$242.62	\$259.62	\$850.00	\$850.00	\$850.00	\$0.00	\$0.00
<b>1175520 Total</b>		<b>Purchase of Services</b>	<b>\$8,927.91</b>	<b>\$1,035.40</b>	<b>\$9,650.00</b>	<b>\$9,650.00</b>	<b>\$9,650.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
1175540	542000	OFFICE SUPPLIES	\$488.58	\$463.15	\$700.00	\$1,200.00	\$1,200.00	\$0.00	\$500.00
<b>1175540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$488.58</b>	<b>\$463.15</b>	<b>\$700.00</b>	<b>\$1,200.00</b>	<b>\$1,200.00</b>	<b>\$0.00</b>	<b>\$500.00</b>
<b>Total Planning (175)</b>			<b>\$193,602.34</b>	<b>\$158,235.73</b>	<b>\$255,276.00</b>	<b>\$264,372.00</b>	<b>\$264,372.00</b>	<b>\$0.00</b>	<b>\$9,096.00</b>

## TOWN OF SCITUATE

### FY 2023 BUDGET

### DEPARTMENT: ZONING BOARD OF APPEALS

#### MISSION STATEMENT:

The Town of Scituate Zoning Board of Appeals is committed to interpreting and applying the Zoning Bylaws and related Massachusetts statutes to each application in a fair and impartial manner. The Board strives to conduct public hearings in an orderly manner, providing fair and impartial consideration to the views of, and the information put forth by, all parties.

#### FY 23 DEPARTMENTAL GOALS AND OBJECTIVES

##### GOAL:

The Board seeks to rule on each application in accordance with applicable Town of Scituate Zoning Bylaw regulations and consistent with relevant appellate law. The Board seeks to comply with all rules and regulations that govern public hearings. The Board seeks to create comprehensive and well-reasoned decisions that will be upheld if appealed.

##### OBJECTIVE:

Hold hearings that allow applicants, as well as proponents and those in opposition to a given application, to recognize that their positions have been heard and thoroughly considered, that they have been treated with respect, that the Board has applied the proper statutes and regulations in a fair and impartial manner and that the Board's decision has been documented and filed in a timely fashion.

#### MAJOR BUDGET COMPONENTS

The Board shares a senior clerk with the Inspections Department on a 50% - 50% basis. The compensation for this position, which includes overtime to take minutes and provide support at evening meetings, accounts for a large part of the Departmental budget. Other expenses include office supplies and professional development materials.

Salaries - 92%

Materials and supplies – 8%

#### FY 23 RISKS AND CHALLENGES

In FY 23 the Board will preside over a typically increasing number of single – issue agenda items: pre-existing, non-conforming projects; construction in FEMA and/or Scituate Flood Zone locations; interpretations of zoning bylaw issues of diverse types. The Board and its secretary also retain oversight and certain administrative duties regarding two ongoing 40B developments – Herring Brook Meadow and Stockbridge Landing. For FY 23, there are two additional 40B's that have been approved by the State to move forward. The first is a combination single and two-family development off Old Oaken Bucket Road near



Maple Street to consist of approximately 30 condominium units. The second is on the west side of Route 3A across from the Public Safety Complex. Here, plans are for five large structures with a total of approximately 260 apartment units. The Zoning Board will organize and preside over multiple public hearings for both of these projects, will administer the process of review by other Town boards and committees as well as the peer engineering review of specific site and utility design, and will compile and memorialize the Town’s certain to be substantial list of conditions governing the administration and construction of the projects.

**DEPARTMENTAL ACCOMPLISHMENTS**

The Board members are dedicated, always open-minded and thoughtful. Guided by the Zoning Enforcement Officer, the Board has worked hard this past year to try to assist applicants to obtain the permits they seek while upholding the integrity of the Zoning By-Laws and safeguarding the interests of abutters and the Town.

During the 2021 calendar year, the ZBA heard and decided 45 new applications, including modifications of previously approved 40B developments, and approvals for reconstruction, expansion and renovations of pre-existing single- and two-family homes as well as commercial and multi-unit residential properties.

The Board’s consideration, approval and granting of special permits and/or findings has allowed many significant improvements to properties, thereby increasing value to their owners and to the Town. Participation in ongoing and upcoming 40B projects facilitates permitting and construction of these projects, moving Scituate closer to its goal of providing sufficient market housing as well as additional affordable housing units required to achieve the State mandate.

DESCRIPTION OF REVENUE	FY20	FY21	FY22 YTD	FY23 Projected
FILING FEES	\$8,300.00	\$10,700.00	\$2,600.00	\$7,800.00

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Zoning Board of Appeals - Robert Vogel, Building Commissioner and Zoning Enforcement Officer</b>									
1176510	512000	OVERTIME	\$142.20	\$344.27	\$1,000.00	\$1,033.00	\$1,033.00	\$0.00	\$33.00
1176510	518000	PART-TIME SALARIES	\$16,545.73	\$14,246.58	\$23,738.00	\$24,750.00	\$24,750.00	\$0.00	\$1,012.00
<b>1176510 Total</b>		<b>Personal Services</b>	<b>\$16,687.93</b>	<b>\$14,590.85</b>	<b>\$24,738.00</b>	<b>\$25,783.00</b>	<b>\$25,783.00</b>	<b>\$0.00</b>	<b>\$1,045.00</b>
1176520	532100	CONFERENCES/MEETINGS	\$335.81	\$0.00	\$150.00	\$150.00	\$150.00	\$0.00	\$0.00
1176520	573100	PROFESSIONAL DUES & SUBS	\$151.50	\$169.07	\$400.00	\$400.00	\$400.00	\$0.00	\$0.00
<b>1176520 Total</b>		<b>Purchase of Services</b>	<b>\$487.31</b>	<b>\$169.07</b>	<b>\$550.00</b>	<b>\$550.00</b>	<b>\$550.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
1176540	542000	OFFICE SUPPLIES	\$456.65	\$548.13	\$550.00	\$550.00	\$550.00	\$0.00	\$0.00
<b>1176540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$456.65</b>	<b>\$548.13</b>	<b>\$550.00</b>	<b>\$550.00</b>	<b>\$550.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total ZBA (176)</b>			<b>\$17,631.89</b>	<b>\$15,308.05</b>	<b>\$25,838.00</b>	<b>\$26,883.00</b>	<b>\$26,883.00</b>	<b>\$0.00</b>	<b>\$1,045.00</b>

## TOWN OF SCITUATE

### FY 2023 BUDGET

### DEPARTMENT: Economic Development Commission 182

#### 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 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Carry out recommendations of Visioning Plans for Greenbush and North Scituate.
2. Continue program for creating a Scituate brand to more fully market the Town to visitors, potential customers and new businesses.
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.
4. Consider requests to fund economic development initiative 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.

#### FY 2023 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.

## DEPARTMENTAL ACCOMPLISHMENTS

- EDC completed the Scituate Loves Local campaign that successfully coordinated efforts to support local business. SLL brought together the business community, the established business organizations and local residents in the joint effort to promote initiatives and best business practices.
- The formation of the Scituate Visitors Center was a direct result of the work that was done thru SLL. EDC lead the committee as they developed into a 5013c and funded the development of the website. The mission for the Scituate Visitors Center is to promote Scituate as a travel destination, improve the quality and quantity of the visitor experience and boost the local economy.

DESCRIPTION  
OF REVENUE

FY20

FY21

FY22  
YTD

FY23  
Projected

Comments

**FY 2023 Operational Budget**

<b>Organization</b>	<b>Object</b>	<b>Account Description</b>	<b>2020 Actuals</b>	<b>2021 Actuals</b>	<b>2022 Budget</b>	<b>2023 Dept Request</b>	<b>2023 Town Admin</b>	<b>Town Admin Changes</b>	<b>Change FY23 TA Rec /FY22</b>
1182520	530900	TECHNICAL SERVICES	\$40,147.82	\$9,826.00	\$34,500.00	\$46,000.00	\$46,000.00	\$0.00	\$11,500.00
1182520	532100	MEETINGS	\$28.48	\$0.00	\$1,000.00	\$0.00	\$0.00	\$0.00	(\$1,000.00)
1182520	534300	PRINTING	\$0.00	\$0.00	\$1,500.00	\$0.00	\$0.00	\$0.00	(\$1,500.00)
<b>1182520 Total</b>		<b>Purchase of Services</b>	<b>\$40,176.30</b>	<b>\$9,826.00</b>	<b>\$37,000.00</b>	<b>\$46,000.00</b>	<b>\$46,000.00</b>	<b>\$0.00</b>	<b>\$9,000.00</b>
<b>Total Economic Development Commission</b>			<b>\$40,176.30</b>	<b>\$9,826.00</b>	<b>\$37,000.00</b>	<b>\$46,000.00</b>	<b>\$46,000.00</b>	<b>\$0.00</b>	<b>\$9,000.00</b>

## TOWN OF SCITUATE

### FY 2023 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.

#### FY 2023 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. The Town meets annually with MIIA to discuss best practices and review coverage limits and options.

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. The Financial Forecast Committee has incorporated a 5% increase in the line for FY23 in addition to a supplemental appropriation of \$50,000 at the October 2021 special town meeting. The Town will continue to maintain flood insurance on the Scituate Harbor Community Building in FY23 at a cost of approximately \$20,000. The Town has received \$46,465 in credits towards its premiums in FY22 for prompt payment, various incentives and participation in loss prevention measures and will continue that in FY23. The Town also will maintain its cyber security and drone insurance.

#### MAJOR BUDGET COMPONENTS

This line item includes: Property/Crime/Inland Marine Damage Insurance, General Liability Insurance, Automobile, Professional Liability (public, school law), Excess Liability, Cyber Security, Drone, Flood (limited locations), Police and Fire Accident and related coverages. 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 lines of insurance we carry.

#### FY 23 RISKS AND CHALLENGES

With MIIA we have a strong Loss Control Program with quarterly inspections and regular meetings of a Safety Committee. Annually the statement of values and fleet listings are returned to departments to verify. The increasing costs of reinsurance have caused our costs to increase by a material amount.

**FY 2023 Operational Budget**

<b>Organization</b>	<b>Object</b>	<b>Account Description</b>	<b>2020 Actuals</b>	<b>2021 Actuals</b>	<b>2022 Budget</b>	<b>2023 Dept Request</b>	<b>2023 Town Admin</b>	<b>Town Admin Changes</b>	<b>Change FY23 TA Rec /FY22</b>
1192570	574000	LIABILITY/PROPERTY INSURANCE	\$673,544.95	\$763,050.45	\$869,214.00	\$999,983.00	\$999,983.00	\$0.00	\$130,769.00
<b>1192570 Total</b>		<b>Transfers</b>	<b>\$673,544.95</b>	<b>\$763,050.45</b>	<b>\$869,214.00</b>	<b>\$999,983.00</b>	<b>\$999,983.00</b>	<b>\$0.00</b>	<b>\$130,769.00</b>
<b>Total General Liability &amp; Property Insurance</b>			<b>\$673,544.95</b>	<b>\$763,050.45</b>	<b>\$869,214.00</b>	<b>\$999,983.00</b>	<b>\$999,983.00</b>	<b>\$0.00</b>	<b>\$130,769.00</b>



## TOWN OF SCITUATE

### MISSION STATEMENT: **POLICE**

Continually strive to ensure public safety by providing responsive, professional and compassionate police service to our residents, businesses and visitors in a manner which is fair, impartial, transparent and consistent. We do this by promoting community-based policing in collaboration with our citizens, schools and municipal partners.

### FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

- Develop and Expand Programs focused on Community Collaboration and Engagement
  - Work in partnership with Scituate Public Schools and community stakeholders in the development, implementation and funding of interactive youth programs (1<sup>st</sup> Qtr.)
  - Deliver community training in a “Citizens Police Academy” format (2<sup>nd</sup> Qtr.)
  - Provide youth and adult boat/water safety courses (2<sup>nd</sup> Qtr.)
  - Expand and strengthen Scituate Police and Neighbors (SPaN) groups (On-Going)
  
- Develop Department Policies and Procedures
  - Achieve certification through the Massachusetts Police Accreditation Commission (MPAC) (2<sup>nd</sup> Qtr.)
  - Continue the review and development of policies for MPAC Accreditation (On-Going)
  - Conduct reviews of policies, procedures and training programs to maximize the benefits of Massachusetts Inter-local Insurance Association (MIIA) programs and reduce overall department liability. (On-Going)
  
- Define and develop sustainable Staffing, Training and Retention programs.
  - Explore new avenues for recruiting and hiring qualified candidates (1<sup>st</sup> Qtr.)
  - Perform comparative analysis of area departments factoring compensation/benefits, opportunities and new initiatives to help promote officer hiring/retainment (2<sup>nd</sup> Qtr.)
  - Perform analysis of department objectives and performance based on staffing to identify service gaps and budget implications. (4<sup>th</sup> Qtr.)
  
- Execute Officer Wellness and Development Initiatives
  - Implement software platform to promote and aid our officer’s mental and physical well-being (1<sup>st</sup> Qtr.)
  - Achieve 100% of International Association of Chief of Police (IACP) One Mind Campaign’s Crisis Intervention Training (CIT) & Mental Health First Aid training requirements (4<sup>th</sup> Qtr.)
  - Provide Supervisory and Leadership training through the FBI Law Enforcement Executive Education Develop Association (LEEDA) and IACP platforms. (On-Going)
  - Provide interactive, virtual reality-based based training (On-Going.)

- Continue the department's commitment of training in Advanced Applied Patrol Procedures & Basic SWAT/Entry-Team in partnership with the METRO Law Enforcement Council (4<sup>th</sup> Qtr.)

## MAJOR BUDGET COMPONENTS

**Administration:** The Chief, Deputy Chief, Administrative Assistant, and Records Clerk make up this function. Other officers throughout the department assist by providing operational redundancy to the administrative functions. Administration manages the budget, creates policy and procedures, oversees record keeping and 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. In addition, the Patrol Lieutenant oversees the department's compliment of part-time Police Officers.

- **New Officer Request:** As detailed in the FY2023 Risks and Challenges section, the department has identified a need to change our operational and staffing models. In order to provide safe, appropriate and community focused policing, the department seeks to add eight full-time officers to the existing compliment of 36 full-time officers.

**Specialist:** This function is managed by a Lieutenant in charge of Special Operations. The department's full-time specialized functions include Detectives, Criminal Prosecution, School Resource, Traffic Enforcement, Special Operations and Natural Resources. Additionally, there are a number of part-time specialist functions within this purview including social service and community engagement, evidence management, special event planning, K-9, fleet management, firearms, field training, dive and maritime response.

**Investigations:** This function falls under the general oversight of the Special Operations Lieutenant; with day-to-day operations and METRO assignments managed by a Detective Sergeant. There are two full-time detectives assigned to the Detective Bureau. The detectives work collaboratively with the Old Colony Police Anti-Crime Task Force, Massachusetts State Police and federal law enforcement agencies.

## FY2023 RISKS AND CHALLENGES

One of the significant changes included in the Act Relative to Justice, Equity and Accountability in Law Enforcement (JEALE Act), which was signed into law December 31, 2020, relates to the training and certification of police officers. In the fall of 2021, the impact and manner of implementation for this legislation as it relates to police employment came into greater focus. Individuals acting as police officers with law

enforcement powers must now be certified by the Commonwealth's newly created Police Officer Standard and Training Commission (POSTC). POSTC dictates that all officers be trained to the same level, which includes the completion of a full-time Recruit Officer Candidate academy. Subsequently, the Massachusetts Police Training Committee (MPTC) has indicated that it will no longer offer Basic Reserve Intermittent Training Academies. These Basic Reserve academies have historically served as the lifeblood which supplies communities such as Scituate with a steady stream of candidates to fill Permanent Intermittent and Seasonal Officer ranks. While existing part-time officers who have received the Basic Reserve training can attend a "bridge academy" to temporarily gain certification and continue working, they will ultimately be required to graduate from a full-time academy. Unfortunately, there are not enough individuals who currently have Basic Reserve training to satisfy the demand for part-time officers. As such, we must anticipate staffing shortages, look to minimize financial exposure and create an achievable roadmap for a sustainable and appropriate staffing model for the department.

Scituate has specific and significant needs particularly associated with our seasonal demands. With this new legislation, we will face substantial challenges meeting operational objectives and risk not providing the customary level of service to ensure community safety. For Fiscal Year 2023 and beyond, we must reimagine our staffing paradigm so that we can meet public safety obligations and ultimately provide an even greater level of community-focused service.

The JEALE Act also includes a number of reporting provisions and standards that police departments across the Commonwealth will be required to meet. Many of these standards, which the POST Commission has not yet clearly defined, include ongoing, time-sensitive reporting requirements that must be identified, managed, and fulfilled.

The physical and mental well-being of our officers remains a top priority and concern. Policing is a genuinely noble calling which can be incredibly fulfilling for those who choose the profession; but it comes with inherent risks and challenges which can be amplified during these unprecedented times. As a department, we must continually assess and implement safeguards to ensure the health and safety of our officers. Together with the community, we are all working to regain our solid footing and adjust to a new normal. We appreciate the continued outpouring of support from the community and draw strength and resiliency through their backing.

We continue to see and anticipate a rise in incidents involving individuals in mental health crisis. We must recognize the potential dangers during these calls, their volatility and associated safety risks with each of these calls. Our officers receive significant training on how best to respond, providing aid to these individuals, and working collaboratively with our extensive network of resources and strategic partners to ensure the best possible outcome for all those involved.

We must prepare and stand ready to face the ever-evolving challenges of a coastal community. A dynamic population, strong economy and global pandemic have all contributed to a tremendous increase in activity on our waterways, particularly during the

summer months. Our duty to protect and serve the citizens and visitors of Scituate does not stop at our shoreline. As a department, we must stand ready to ensure safety and respond to incidents on the water, just as we are prepared to do throughout the rest of the community and in conformance with the parameters set forth in the reform legislation. We must also strengthen our disaster preparedness and response posture to address the harsh conditions and devastation that comes with coastal storms.

## DEPARTMENT ACCOMPLISHMENTS

The officers of the Scituate Police Department remained strong throughout the COVID-19 pandemic. Every officer performed their duties professionally, supported the community, and worked together to promote health and safety.

The department promoted two officers to the rank of Sergeant and hired four full-time patrol officers, with two completing the full-time Recruit Officer Candidate academy to date. In addition, four part-time officers also successfully completed our department's Field Training Program.

We remained focused on officer training and development, including our pledge to the IACP One Mind Campaign. This year, six officers completed Crisis Intervention Team coursework (CIT), while thirteen officers received Mental Health First Aid training. Additionally, our supervisors have continued their advanced schooling through the FBI Law Enforcement Executive Development Association, and department-wide, officers have received training on Implicit Bias, Officer Wellness, Pandemics, Civil Rights, Defensive Tactics, Communication, De-escalation, legal matters, and other topics.

In coordination with our METRO LEC partners, four additional officers completed the 40-hour basic SWAT school, which prepares officers for an advanced tactical response during volatile and dangerous incidents, helping to increase preparedness and overall safety for our officers and the community.

Together with our partners in neighboring departments, we have continued to develop response protocols and skills to help officers safely, tactically, and confidently respond to situations with threat levels ranging from volatile domestic abuse incidents to active shooter events. With our unified METRO LEC training as a guideline, we ensure that our collective mutual aid response is consistent and appropriate.

DESCRIPTION OF REVENUE	FY20	FY21	FY22 YTD	FY23 PROJECTED
911 Training Grant	\$44,491		\$ --	
911 Equipment Grant	\$36,076	\$59,884	\$ --	\$60,000
Traffic Enforcement Grant	\$5,000	\$5,000	\$ --	\$5,000
Coronavirus Emergency Grant	N/A	\$49,900	\$ --	N/A
Highway Safety Grant	N/A	\$19,992	\$ --	
Detail Administration Fees	\$43,900	\$64,108	\$25,646	\$65,000
Insurance Restitution LDI	\$2,400	N/A	N/A	N/A
Firearms Permit Fees	\$4,050	\$7,195	\$1,650	\$5,000
Report Fees	\$688	N/A		
K9 Donations	N/A	\$10,000	\$ --	
Property Room (Unclaimed Property)	\$18	N/A		N/A
Court Fines	\$1,620			\$1,000
Animal Control Violations	\$475			
Town By-Law Violations	\$2,475			



**Scituate Police Department  
Operational & Budget Impact  
FY2023**

## Summary

This document seeks to provide detail regarding the impact of the Act Relative to Justice, Equity and Accountability in Law Enforcement (JEALE Act) on the Scituate Police Department's operations and staffing. Specifically, the department's ability to utilize part-time officers and hire/train/retain full-time employees. It explores an alternative staffing model that will provide an advanced level of community service and illustrates the dangers of failing to increase the department's compliment of full-time officers.

**Background:**

Scituate typically staffs 8 to 12 part-time officers in either a Permanent-Intermittent or Seasonal officer role. These officers staff patrols of the harbor business area and Humarock, perform parking enforcement, handle directed patrols of the beach / Spit area, as well as participate in maritime operations. Throughout the year, part-time officers fulfill jailer needs, hospital transports and augment staffing shortages for full-time officer time off and other-directed assignments as needed. In general, they are an immediate force-multiplier for any larger scale incident that occurs in town. In many cases, the heaviest volume of shifts that they are scheduled to work occur on the weekends.

Part-time officers are individuals that have been appointed as Permanent Intermittent Officers via the Civil Service hiring process, or “seasonal officers” that can be hired outside of civil service and may work from May 1<sup>st</sup> through September 13<sup>th</sup>. The ratio and staffing of these ranks fluctuate annually. These officers are not part of the collective bargaining agreement, which provides tremendous latitude in terms of scheduling and budgeting. Permanent-Intermittent Officers are paid at an hourly rate of \$20.50 and have no accrual of benefits. Seasonal Officers are compensated at an hourly rate of \$18.00 and have no accrual of benefits.

*In contrast, the hourly overtime rate for a full-time officer currently ranges from \$41.87 to \$63.45 per hour.*

Historically, Permanent Intermittent officers have comprised the “farm-team” for the department. Candidates are hired, provided field training and ultimately are authorized to work shifts on an as needed basis. These individuals are continually assessed on their skills, knowledge and abilities by supervisors and field training officers (FTOs). When a full-time opening becomes available within the department, we hire from this pool of permanent intermittent candidates. This process provides a two-way vetting process, ensuring that the department extends full-time employment to the most suitable candidate, while allowing the candidate to experience police work and ensure that this is the appropriate career choice for them.

Both Permanent Intermittent Officers and Seasonal Officers were previously required to have a minimum of the Massachusetts Police Training Council’s (MPTC) Basic Reserve Intermittent Training course (372.5 hours), 40-hours of firearms training and additional Field Training time which can range from 80 to 200+ hours.



### **Police Reform:**

One of the significant changes included in the Act Relative to Justice, Equity and Accountability in Law Enforcement (JEALE Act), which was signed into law December 31, 2020, relates to the training and certification of police officers. In the fall of 2021, the impact and manner of implementation for this legislation as it relates to police employment came into greater focus. Individuals acting as police officers with law enforcement powers must now be certified by the Commonwealth's newly created Police Officer Standard and Training Commission (POSTC). POSTC dictates that all officers be trained to the same level, which includes the completion of a full-time Recruit Officer Candidate academy. Subsequently, the Massachusetts Police Training Committee (MPTC) has indicated that it will no longer offer Basic Reserve Intermittent Training Academies. These Basic Reserve academies have historically served as the lifeblood which supplies communities such as Scituate with a steady stream of candidates to fill Permanent Intermittent and Seasonal Officer ranks. While existing part-time officers who have received the Basic Reserve training can attend a "bridge academy" to temporarily gain certification and continue working, they will ultimately be required to graduate from a full-time academy. Unfortunately, there are not enough individuals who currently have Basic Reserve training to satisfy the demand for part-time officers. As such, we must anticipate staffing shortages, look to minimize financial exposure and create an achievable roadmap for a sustainable and appropriate staffing model for the department.

Scituate has specific and significant needs particularly associated with our seasonal demands. With this new legislation, we will face substantial challenges meeting operational objectives and risk not providing the customary level of service to ensure community safety. For Fiscal Year 2023 and beyond, we must reimagine our staffing paradigm so that we can meet public safety obligations and ultimately provide an even greater level of community-focused service.

### **Hiring Process:**

With the rapid elimination of the Permanent Intermittent officers, the path to full-time employment will now look different for officer candidates. Interested individuals will register for an annual Civil Service exam. Once that exam is scored and processed by the Commonwealth's Human Resources Division, the department will receive a ranked list based on a number of factors including score, veteran status and residency preference. The department will have the opportunity request a candidate list, interview and perform background checks on eligible individuals, and ultimately extend contingent offers of full-time employment.

The candidate will then be subjected to a psychological examination, physical examination and PAT (Physical Aptitude Test) all at the Town's expense. Upon successful completion of this pre-employment screening, they will enter a queue awaiting the next available academy seat. This is a process that could take up to 12-months.

The recruit candidate will then participate in academy training for approximately 6-months. Upon graduation, they will perform field training with an assigned officer for an additional eight to twelve weeks. In total, from the time a vacancy is identified and funded, to an officer being trained and operational on patrol, will be 12 to 24 months.

Unlike our prior process however, there is an additional, significant leap of faith with the candidate. At any point throughout the vetting and training process, leading up to their first year of probationary shift work following the academy, either party (the officer or department) may determine that the individual is not suitable for police work with the Town of Scituate – resulting in a substantial waste of time, money and reduced operational effectiveness of the department having a vacant position.

This process may be dramatically accelerated, and costs minimized, through the hiring of “lateral transfers”. With this proposition, officers that are currently employed by another Civil Service department may transfer to the Scituate Police Department. These officers come fully-academy trained with prior patrol experience. In order for this to be successful, however the department must provide a competitive advantage (salary, benefits, opportunity, culture, etc).

	<b>CURRENT APPROACH</b>	<b>F/T STAFF INCREASE +4</b>	<b>F/T STAFF INCREASE +8</b>
<b>SUMMARY</b>	Draw upon the small pool of qualified part-time candidates to augment staff for the summer of 2022.	Hire four full-time staff and implement a hybrid approach of full and part time officers to help address directed and community policing initiatives. This should be viewed as a transitional step as the pool of part-time officers cannot be anticipated for 2023 +.	Hire eight full-time to appropriately staff the department to fulfill directed and community policing initiatives.
<b>SERVICE IMPACT</b>	<p>A reduction in service should be anticipated with fewer officers on the road and an inability to provide targeted enforcement of businesses and beach/parking/coastal areas.</p> <p>With fewer officers on the road, we will be in a reactive vs. proactive mode. Shift minimums could cause delays in call response and effect officer safety.</p>	<p>Service impacts would be reduced as staffing would be available to help fulfill seasonal/directed obligations.</p> <p>Some shortfalls should be anticipated as complete staffing objectives will not be met.</p>	The increased staffing would allow the department to provide an enhanced level of service in a sustainable manner. Not only would we meet seasonal objectives to provide directed enforcement throughout our coastal and business areas, but also would have the ability to provide year-round enhancement in community engagement, traffic enforcement, maritime/coastal mgt, and school resources.
<b>BUDGET IMPACT</b>	<p>An increase in budget should be anticipated as shift vacancies and directed patrols will be filled (when possible) with full-time officers on their overtime rate.</p> <p>Fewer officers in directed positions will translate to a reduction in parking enforcement and a drop-in citation revenue.</p>	<p>The addition of four full-time salaries would be a significant increase to the operating budget in salary and ongoing operational expenses.</p> <p>Directed patrols and backfill of patrol shifts would come at a higher cost as they would be filled on an overtime basis.</p>	The addition of eight full-time officers would have a significant increase in the department's operating budget both in salary and ongoing operational expenses.
<b>CHANGES</b>	Changes would be needed to the CBA to support this operational approach to address minimum shift requirements, ordered to work situations and	<p>Hire Four Officers. Create New Community Impact Officer Positions.</p> <p>Change Seasonal Staffing Requirements to Minimum</p>	<p>Hire Eight Officers. Create New Community Impact Officer Positions.</p> <p>Create additional SRO and other dual-purpose roles to</p>

	<p>distribution of work between union / non-union employees.</p>	<p>Shift Staffing on DAY 3 Patrol + 2 Comm Impact; EVE 4 Patrol + 2 Comm Impact from June 1<sup>st</sup> through September 15<sup>th</sup></p> <p>Changes would be needed to the CBA to support this operational approach to address ordered to work situations and distribution of work between union / non-union employees.</p>	<p>support seasonal initiatives and improve services year-round.</p> <p>Change Seasonal Staffing Requirements to Minimum Shift Staffing on DAY 3 Patrol + 2 Comm Impact; EVE 4 Patrol + 2 Comm Impact from June 1<sup>st</sup> through September 15<sup>th</sup></p>
<p><b>CHALLENGES</b></p>	<p>Recent hiring for full-time positions will mean on-going vacancies for this year as part-time officers now in full-time roles are sent for full-time academy training. This will result in an increase in personnel expenses for FY22.</p> <p>Staffing will not be sufficient to maintain the minimum level of service that we have had in the past and poses risk to both officer and public safety.</p> <p>Demand for any qualified candidates will increase as other departments face similar challenges.</p>	<p>Recent hiring for full-time positions will mean on-going vacancies for this year as part-time officers now in full-time roles are sent for full-time academy training. This will result in an increase in personnel expenses for FY22.</p> <p>Seek to to hire full-time trained officers (laterals).</p> <p>Ability to gain laterals will become increasingly difficult based on officer shortage and need to offer competitive wage/benefit packages.</p>	<p>Recent hiring for full-time positions will mean on-going vacancies for this year as part-time officers now in full-time roles are sent for full-time academy training. This will result in an increase in personnel expenses for FY22.</p> <p>Seek to hire full-time trained officers (laterals).</p> <p>Ability to gain laterals will become increasingly difficult based on officer shortage and need to offer competitive wage/benefit packages.</p>

**Staffing Example (Confidential):**

The department’s minimum staffing level for the Day Shift (0800-1600hrs) is three officers and for the Eve Shift (1600-0000hrs) is four officers. These levels are typically augmented by additional administrative staff (Chief, Deputy, Lieutenants, Detectives) particularly during the weekdays.

The following example illustrates the staffing and service reduction that we should anticipate. In this example, a Saturday day-shift during the summer is used.

- The “Traditional Staffing” column shows a minimum patrol assignment, with directed patrols for specific areas as has been customary for the department in past years.
- The “Anticipated Staffing” column shows assignments in red that would not be filled absent part-time officers. It should be noted that department policy dictates two officers onboard any marine patrol.

With the assumption that we will not be able to reliably staff these positions with full-time officers on overtime, we should essentially anticipate a 55% reduction in available officers – limiting our response capabilities, service levels and creating officer safety issues.

<b>Traditional Staffing</b>	<b>Anticipated Staffing</b>
Patrol: Sector 1	Patrol: Sector 1
Patrol: Sector 2	Patrol: Sector 2
Patrol: Sector 3	Patrol: Sector 3
Harbor Area	Harbor Area
Humarock	Humarock
Beach/Spit (12:00-4:00)	Beach/Spit (12:00-4:00)
Beach/Spit (12:00-4:00)	Beach/Spit (12:00-4:00)
Marine Patrol	Marine Patrol
Marine Patrol	Marine Patrol

**Staffing Comparison:**

The following ranking details the Top 25 Safest Cities in Massachusetts. Scituate is currently ranked #15. Based on a population of 18,761, the chart illustrates that Scituate’s officer compliment, while slightly under the average, is comparable to other communities in terms of officer to citizen ratio.

Safe City Ranking	Community	Population	# Officers	Citizens p/ Officer	Officers p/1k Citizens	Avg +/-
1	Wayland	14,088	31	454	2.2	115%
2	Hopkinton	18,516	37	500	2.0	105%
3	Clinton	14,009	38	369	2.7	142%
4	Norfolk	11,872	26	457	2.2	115%
5	Norton	19,983	35	571	1.8	92%
6	Franklin	33,156	54	614	1.6	85%
7	Southborough	10,187	23	443	2.3	118%
8	Shrewsbury	37,631	61	617	1.6	85%
9	Holliston	14,924	29	515	1.9	102%
10	Sharon	18,373	33	557	1.8	94%
11	Lexington	34,050	63	540	1.9	97%
12	North Reading	15,849	33	480	2.1	109%
13	Groton	11,462	26	441	2.3	119%
14	Bedford	14,319	37	387	2.6	135%
15	Scituate	18,761	36	521	1.9	101%
16	Sudbury	19,037	40	476	2.1	110%
17	Wellesley	29,681	55	540	1.9	97%
18	Marshfield	25,922	43	603	1.7	87%
19	Andover	36,324	73	498	2.0	105%
20	Billerica	44,482	77	578	1.7	91%
21	Norwell	11,144	26	429	2.3	122%
22	Arlington	45,876	81	566	1.8	93%
23	Pepperell	12,234	17	720	1.4	73%
24	Reading	26,293	59	446	2.2	118%
25	Grafton	18,900	24	788	1.3	67%

<b>Average</b>	<b>524</b>	<b>2.0</b>
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Seasonal +	30,000	36	833	1.2	63%
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We can also see however, that our community is significantly understaffed as the population swells seasonally. Historically, this staffing shortage has been off-set using part-time officers.

The impact is further illustrated when compared specifically to other south shore communities:

Community	Population	# Officers	Citizens p/ Officer	Officers p/1k Citizens	Avg +/-
Abington	16,516	28	590	1.7	83%
Braintree	37,345	101	370	2.7	132%
Cohasset	8,541	20	427	2.3	114%
Duxbury	15,946	34	469	2.1	104%
Hanover	14,570	28	520	1.9	94%
Hingham	23,588	53	445	2.2	110%
Kingston	13,700	32	428	2.3	114%
Marshfield	25,905	43	602	1.7	81%
Norwell	11,144	26	429	2.3	114%
Pembroke	18,446	33	559	1.8	87%
Rockland	17,489	36	486	2.1	100%
Scituate	18,761	36	521	1.9	93%
Scituate	18,761	44	426	2.3	114%
Scituate	30,000	36	833	1.2	58%
Scituate	30,000	44	682	1.5	71%

<b>Average</b>	<b>484</b>	<b>2.1</b>
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Even as the seasonal population rescinds throughout the remainder of the year, the increase in full-time staffing would still be on par to our peer communities such as Cohasset, Hingham and Norwell.

## **Fundamental Change:**

It is time for us to reimagine the fundamental operation and staffing models for the Scituate Police Department. Key points and considerations:

- **Work Life Balance:** Employees today put a higher value on work/life balance. Historically, police departments have relied heavily on full-time officers augmenting their compensation by seeking out tremendous amounts of overtime work. This was a mutually beneficial arrangement as it allowed departments the flexibility to staff with a lower compliment of full-time officers, while enabling these officers to earn extra income. This however is no longer the case, with today's officer reprioritizing their time, seeking to spend more time with family and friends. With this fundamental shift in work force behavior, however, our existing model can no longer be supported.
- **Police Reform:** The introduction of the reform bill significantly impacts our ability to utilize part-time officers because the pool of "part-time" officers available to be hired will be reduced to a level such that it will be unrealistic to rely on them as a sustainable component of our operational plan. Subsequently, our department will experience a dramatic increase in officer "ordered to work" situations. This will result in operational inefficiencies, budget increase and a significant reduction in employee morale.
- **Part-Time Model:** The Scituate Police Department has historically benefitted from an operational model which incorporates a significant pool of part-time officers. This model has allowed us to deliver a higher level of police service to the community throughout the summer months while also back-filling year-round staffing shortages without ordering full-time officers to work, thus controlling overtime costs and improving morale. Additionally, these part-time officers have given us a ready pool of candidates to move into full-time roles who have been vetted, tested and proven ready to fulfill permanent positions with the department.
- **Call Volume & Population:** The community is currently undergoing staggering development, including commercial, mixed-use and residential projects. In the Greenbush area alone, we are experiencing tremendous growth. Throughout town, we can anticipate similar development, with the North Scituate Village district being an unknown variable at this time. With so many new large-scale projects nearing completion or in the pipeline, we must anticipate a significant increase in calls for service and traffic.
- **Community Impact Officers:** As noted by the town's DEI Committee, the inclusion of dedicated "Community Service Officers" would be a welcome addition to the department. This highlights a priority for the community, which has also been a focus for this department for many years, to provide officers dedicated to address quality of life issues and further collaborate directly with community members on problem solving.



### The Challenge on the water:

- Throughout the region, there has been a growing trend of transitioning enforcement efforts and authority away from local harbor masters. The JEALE Act underscores this effort and provides an opportunity to delineate patrol and enforcement activities, which are best handled by police officers, from critical business and harbor management matters, including infrastructure, grant and economic development, which are best suited to be addressed through the harbor masters office.
- Massachusetts General Law, Chapter 90B, Sections 11 and 12: The Commonwealth's authority relative to boating law can be found in Chapter 90B of Massachusetts General Laws (MGL) and Section 323, Code of Massachusetts Regulations (CMR). The jurisdiction of enforcement officers includes the coastal waters of the Commonwealth and all inland waters except waters less than 10 acres and privately owned. Enforcement authority is given to Massachusetts Environmental Police (MEP) officers, harbor masters, police officers assigned to harbor patrol, fish and game wardens, and State Police officers. Town police and harbor masters can also enforce local recreational boating laws.

Law Enforcement Officers, under MGL Ch. 90B, may arrest, without warrant, anyone in violation, or believed to be in violation of any section of Chapter 90B. Enforcement officers may board any recreational boat, at any time, to check equipment, registration, and positively ID the boat operator. Enforcement officers may terminate the use of any boat observed operating a variety of unsafe conditions or failure of safety equipment regulations, until the unsafe condition or regulation violation is corrected.

*(See Appendix D)*

- Training & Authority: In Scituate, the harbor master operates autonomously from the police department. The harbor master and assistant harbor masters are not "special police officers", and as such, do not fall under the purview of the Chief of Police. While legislation under MGL 90B does afford the harbor master enforcement authority, this authority is lacking without proper training and equipment; and while not specifically addressed within the legislation, is now arguably in conflict to the stipulations as set forth in the Commonwealth's Act Relative to Justice, Equity and Accountability in Law Enforcement (JEALE Act).

Providing the harbor master/assistant harbor master with the authorization to affect a "stop", through the use of a "blue light" on the waters of Scituate, under the premise that he/she may take an enforcement action, which under MGL 90B includes making a warrantless arrest, raises legal and safety concerns for all involved. When a "stop" is conducted, triggering Fourth Amendment protections, the operator/passenger of the vessel are generally unknown, and too often, so too are their intentions. This places the harbor master/assistant harbor master at personal risk when they are not trained, equipped or with legal authority to ensure their safety;

yet they are representing to the public as acting in a “law enforcement” capacity.

- Police Reform: The Act Relative to Justice, Equity and Accountability in Law Enforcement (JEALE Act), which was passed in December of 2020, was done so with very specific intent by the legislature in Massachusetts. The basic principle is to have significantly stronger parameters in which law enforcement operates within the Commonwealth. The legislation very much speaks to the policies and procedures by which enforcement actions are taken, the caliber of the individual and agency which is carrying out those actions, and the training which is mandated. While the impact to harbormasters within the Commonwealth falls within a “gray” area of the “the Act”, which is still being worked through, the intent of the established framework is clear: if a law enforcement action is being taken (i.e. a “stop”), then the individual performing that action should be trained to a certain level, be certified by P.O.S.T. and be held to the policies and procedures of a certified police department.
- Chain of custody / Investigatory process: When an individual takes enforcement action, which is being done “under the color of law”, the individual and the town are held to legal standards. If actions are not done procedurally, or by an individual that is trained and authorized to act with broad legal authority, the likelihood of investigatory and evidentiary matters being compromised become significantly enhanced.
- MGL Chapter 90 Section 7e: MGL Chapter 90 Section 7e prohibits the use of a blue light on a motor vehicle except in very specific circumstances and when operated by specific individuals (police officer, special police officer, chaplain, medical examiner or physician/surgeon employed by the police department). When a motor vehicle displaying a blue light is not owned and authorized by a police department, the owner of the vehicle must have a written authorization by the Chief of Police indicating permission and the circumstances which allows the use of the “blue light”. Further, that individual must be specifically permitted by the Registrar of Motor Vehicles.
- 33CFR 88: Code of Federal Regulations, Title 33 Subsection 88.05 specifically relates to law enforcement vessels, stating that “vessels may display a flashing blue light when engaged in direct law enforcement or public safety activities. This light must be located so that it does not interfere with the visibility of the vessel’s navigation lights. The blue light described in this section may be displayed by law enforcement vessels of the United States and their political subdivisions.”
- Law enforcement actions undertaken within the waters of Scituate should be conducted by police officers (whether full-time/part-time/special) under the direction and control of the Chief of Police. Any individual taking enforcement actions should be:
  - properly trained and prepared to safely, effectively and professionally engage with the public

- act with full legal authority regardless of the initial action or subsequent violations and/or evidence that is discovered
  - be equipped with not only maritime training and personal protective equipment; but also, all the tools afforded to an officer that engages in enforcement actions on our roadways (ballistic vest, firearm, Taser, OC, handcuffs). This must be accompanied by a comprehensive array of trainings including defensive tactics, procedural justice, mental health and de-escalation.
- There are several conflicts which exist within the town's current configuration:
- Legal enforcement authority possessed by the harbormaster/assistant harbormaster is limited to MGL 90B, CMR 323 and Town-By-Laws
  - This authority conflicts with the spirit of the JEAL Act
  - The harbormaster/assistant harbormasters lack the training and equipment necessary to safely and effectively perform law enforcement functions
  - Absent the town's authorization that "law enforcement action" be taken under MGL 90B, there is conflict with the "blue light" authority under 33CMR 88.
  - The harbormaster/assistant harbormasters have no "special police officer" status with the Town of Scituate, nor authorization from the Chief of Police to obtain a Special Permit from the Registrar for "blue lights" in a motor vehicle; thereby standing in violation of MGL 90 Section 7e.
  - The effectiveness of the current configuration is severely limited, in that, essentially any necessary enforcement action on the water will require the presence and authority of a police officer. In many situations, the harbormaster/assistant harbormaster would be impotent to act.



## Town of Scituate Request for New Personnel FY23 Budget Cycle

Please submit this form if you are seeking new personnel in your department for FY 2023. One form should be submitted for each change requested.

Position POLICE OFFICER (Request #8)

Hours per pay period 37.5 FT  PT (less than 35 hours)

Hourly Rate 28.33 Bargaining Unit/Grade & Step MASS COP - STEP 1

Salary Impact 55,254.42 hours per week x hourly rate x 52.2 weeks

Medicare Impact 801.18 1.45% x salary impact

Pension Impact (if over 20 hours) 5,477.98 9% x salary impact plus 2% x salary impact over \$30,000 (For \$50,000; 9% x \$50,000 plus 2% x \$20,000)

Benefits Impact (if over 20 hours) 16,231 Assume \$16,231 for health & life insurance

Educational/Safety Requirements 8,000 Required training or outfitting costs (i.e. police academy/turnout gear)

Technology Costs 0 New laptop (\$1,200), cell phone/tablet (\$1,000)

Other Contractual Costs 16,314.88 Uniform allowance, stipends, etc....

Total Cost Impact 102,079.50

### Justification:

Due to changes in police officer certification brought about by Police Reform (JEALE Act) which was signed into law December 2020, the utilization of Permanent Intermittent and Seasonal Police Officer positions will not be a viable or sustainable staffing model for the department going forward. The current staffing paradigm will not meet law enforcement/public safety operational objectives for the community. The elimination of these part-time employees will effect staffing, budget and delivery of service for: patrol shifts, seasonal assignments, parking enforcement, directed assignments, prisoner watch and other needs.

Offsetting Revenues (source and amount)

Existing Seasonal Reimburse (Recreation, FACTS, Waterways): \$61,000

Existing Dept Op Budget (Seasonal & Part-Time): \$54,600

New Request: SPS 2nd SRO: \$50,000

Requestor's Name      Chief Mark Thompson

Date                      10/22/2021

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Police - Mark Thompson, Chief of Police</b>									
1210510	511000	REGULAR SALARIES	\$2,627,777.94	\$2,455,694.83	\$2,668,917.00	\$2,652,319.00	\$2,652,319.00	\$0.00	(\$16,598.00)
1210510	512000	OVERTIME	\$400,725.02	\$461,316.15	\$458,157.00	\$538,570.00	\$538,570.00	\$0.00	\$80,413.00
1210510	513000	LONGEVITY	\$17,875.00	\$15,825.00	\$19,524.00	\$18,324.00	\$18,324.00	\$0.00	(\$1,200.00)
1210510	514000	EDUCATIONAL INCENTIVE	\$256,514.24	\$228,817.95	\$316,637.00	\$409,845.00	\$409,845.00	\$0.00	\$93,208.00
1210510	515000	HOLIDAY PAY	\$95,721.78	\$98,090.76	\$93,215.00	\$108,569.00	\$108,569.00	\$0.00	\$15,354.00
1210510	516000	SHIFT DIFFERENTIAL	\$64,063.12	\$60,362.10	\$80,959.00	\$80,043.00	\$80,043.00	\$0.00	(\$916.00)
1210510	517000	SPECIAL EMPLOYEE	\$18,700.00	\$12,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$0.00	\$0.00
1210510	517500	WELLNESS/FITNESS	\$0.00	\$39,850.00	\$46,200.00	\$46,200.00	\$46,200.00	\$0.00	\$0.00
1210510	518000	PART-TIME SALARIES	\$85,262.78	\$85,345.23	\$49,600.00	\$30,000.00	\$30,000.00	\$0.00	(\$19,600.00)
1210510	519000	SEASONAL SALARIES	\$9,071.25	(\$720.00)	\$24,000.00	\$48,600.00	\$48,600.00	\$0.00	\$24,600.00
1210510	519100	OTHER SALARIES	\$769.31	\$567.49	\$563.00	\$563.00	\$563.00	\$0.00	\$0.00
<b>1210510 Total</b>		<b>Personal Services</b>	<b>\$3,576,480.44</b>	<b>\$3,457,149.51</b>	<b>\$3,767,772.00</b>	<b>\$3,943,033.00</b>	<b>\$3,943,033.00</b>	<b>\$0.00</b>	<b>\$175,261.00</b>
1210520	524100	OFFICE MACHINE MAINT	\$22,081.07	\$20,351.25	\$33,709.00	\$34,338.00	\$34,338.00	\$0.00	\$629.00
1210520	524200	REPAIR/MAINT PROP/EQUIP	\$2,565.48	\$2,586.13	\$2,750.00	\$2,750.00	\$2,750.00	\$0.00	\$0.00
1210520	524500	VEHICLE SERVICE	\$21,630.94	\$19,631.03	\$18,750.00	\$24,375.00	\$20,000.00	(\$4,375.00)	\$1,250.00
1210520	527100	RENTALS EQUIP/FACILITIES	\$17,464.68	\$16,393.35	\$18,490.00	\$18,490.00	\$18,490.00	\$0.00	\$0.00
1210520	530900	TECHNICAL SERVICES	\$6,220.90	\$20,086.02	\$8,450.00	\$8,450.00	\$8,450.00	\$0.00	\$0.00
1210520	531100	SUPPORT SERVICES	\$20,148.96	\$24,495.19	\$20,992.00	\$20,992.00	\$20,992.00	\$0.00	\$0.00
1210520	532100	CONFERENCES/MEETINGS	\$0.00	\$0.00	\$750.00	\$750.00	\$750.00	\$0.00	\$0.00
1210520	538100	LAUNDRY SERVICE	\$13,000.00	\$12,400.00	\$14,000.00	\$14,000.00	\$14,000.00	\$0.00	\$0.00
1210520	571100	MILEAGE REIMBURSEMENT	\$926.82	\$614.60	\$3,000.00	\$3,000.00	\$3,000.00	\$0.00	\$0.00
1210520	573100	PROFESSIONAL DUES & SUBS	\$11,045.00	\$10,505.00	\$8,100.00	\$11,050.00	\$10,000.00	(\$1,050.00)	\$1,900.00
<b>1210520 Total</b>		<b>Purchase of Services</b>	<b>\$115,083.85</b>	<b>\$127,062.57</b>	<b>\$128,991.00</b>	<b>\$138,195.00</b>	<b>\$132,770.00</b>	<b>(\$5,425.00)</b>	<b>\$3,779.00</b>
1210540	542000	OFFICE SUPPLIES	\$1,399.15	\$3,917.07	\$6,900.00	\$6,900.00	\$6,900.00	\$0.00	\$0.00
1210540	542300	SPECIAL AGENCY SUPPLIES	\$21,261.04	\$14,409.99	\$26,000.00	\$41,000.00	\$41,000.00	\$0.00	\$15,000.00
1210540	542500	PRINTING & FORMS	\$415.00	\$3,713.06	\$3,870.00	\$3,870.00	\$3,870.00	\$0.00	\$0.00
1210540	548000	VEHICLE SUPPLIES	\$35,143.28	\$41,388.09	\$27,000.00	\$37,800.00	\$30,000.00	(\$7,800.00)	\$3,000.00
1210540	550000	MEDICAL SUPPLIES	\$5,297.12	\$4,685.87	\$9,150.00	\$9,150.00	\$9,150.00	\$0.00	\$0.00
1210540	558100	CLOTHING	\$34,837.50	\$36,107.80	\$35,300.00	\$35,300.00	\$35,300.00	\$0.00	\$0.00
<b>1210540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$98,353.09</b>	<b>\$104,221.88</b>	<b>\$108,220.00</b>	<b>\$134,020.00</b>	<b>\$126,220.00</b>	<b>(\$7,800.00)</b>	<b>\$18,000.00</b>
1210580	585100	EQUIPMENT	\$166,301.14	\$172,841.50	\$184,820.00	\$248,820.00	\$203,820.00	(\$45,000.00)	\$19,000.00
<b>1210580 Total</b>		<b>Capital Outlay</b>	<b>\$166,301.14</b>	<b>\$172,841.50</b>	<b>\$184,820.00</b>	<b>\$248,820.00</b>	<b>\$203,820.00</b>	<b>(\$45,000.00)</b>	<b>\$19,000.00</b>
<b>Total Police (210)</b>			<b>\$3,956,218.52</b>	<b>\$3,861,275.46</b>	<b>\$4,189,803.00</b>	<b>\$4,464,068.00</b>	<b>\$4,405,843.00</b>	<b>(\$58,225.00)</b>	<b>\$216,040.00</b>

**TOWN OF SCITUATE**

**FY 2023 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 to coordinate with our Communications Center for the most efficient and effective response to emergencies.

**FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:**

To complete the grant process for the \$417,561 with recent grant awards to the Scituate Fire Department

- 1.To coordinate best pricing with vendors to obtain the maximum benefit with the funds awarded
2. Follow all procurement procedures for full compliance with grants.
3. Provide and submit all close out documentation to grantee in the time allotted.
4. Train all personnel on the new equipment purchased with the grant funds.

**GOAL:**

To continue to improve the resiliency of our three fire stations

1. Provide final testing on all three communications towers once Station 4 is completed.
2. Conduct bi-annual testing of all equipment simulating a power loss for communications.
3. To pursue grant opportunities for a backup generator in case of primary generator failure.
4. Establish a protocol for the backup generator installation with guidance from an electrical contractor.

**GOAL:**

To manage our operations and maintain our level of emergency service during the ongoing COVID-19 pandemic.

1. Monitor and adjust our response protocols and guidelines as we enter the third phase of this pandemic.
2. Update our policies and objectives as we receive changes from the CDC and state agencies.
3. Keep our personnel healthy with guidelines to promote good hygiene, clean stations, and comply with strict response protocols to minimize any chance of disease spread.
4. Utilize the available resources to promote a clean working environment for our stations and fire apparatus.

**GOAL:**

To provide a safe and healthy shelter program if activation is necessary during the COVID-19 pandemic.

1. To adopt the guidelines provided by the CDC and MEMA as they pertain to shelter operations during a pandemic.
2. To continue our pursuit of additional protective equipment that will enhance our ability to provide a safe and effective shelter environment.
3. Apply for grants and seek reimbursement through available grant programs to fund the necessary equipment upgrades.
4. Provide a plan to expand our shelter area to the Gates school for additional space needed to provide safe distancing for potential long-term operations.

## MAJOR BUDGET COMPONENTS

The majority of the fire department budget is personnel (95%). The management of the contractual time off while effectively estimating retirements, potential sick, and injury leave is an annual challenge due to the need of filling these vacancies with overtime. The equipment and supplies along with purchase of services will vary each year pending any equipment that may need to be serviced or replaced. We continue to search for grant opportunities to improve the service and reduce the tax burden to our citizens.

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

Personnel Budget: 95.63%

Equipment and Supplies: 2.99%

Purchase of Services: 1.38%

## FY 2023 RISKS AND CHALLENGES

COVID-19 continued to challenge all of us again this year. Public safety personnel will continue to make the necessary adjustments in our daily routines and emergency response. The initial ongoing changes in policies as well as having enough PPE were challenging but we were able to accomplish our mission with no disruption to the service we provide. I would like to recognize all of our firefighters for their exemplary work to overcome the many obstacles this pandemic continues to give us. As the ongoing pandemic will affect all of us we will continue to provide the highest level of service to our citizens.

The challenge of staying within the budget is ongoing. Members retiring, out on injured on duty leave (IOD) as well as extended illness in conjunction with contractual time off, continue to create overtime challenges. Though we continue with our hiring efforts, we currently have three firefighters out on long term leave and two vacant positions that need to be staffed on a weekly basis. We have hired seven new firefighters/paramedics this year to fill retirement positions. Three of these hires are trained and on shift, the remaining four will be trained and ready for full duty by February 2022.

Coastal storms require significant coordination with local and state resources, as well as utility companies to ensure all of the demands of emergency services are met. We are looking to meet the potential challenge of a large-scale storm with extended power outages and high demand for sheltering. We have expanded our sheltering capabilities from the high school to include the Gates Jr. High School giving us two locations to host large numbers of residents



if needed. The new Senior Center is now included in our shelter plans. This location will be used for smaller demands in sheltering. It is also utilized as a warming and cooling center with its full backup generator capabilities.

We continue to provide a proactive fire prevention program including our SAFE program which educates our elementary school children about fire safety. With the pandemic in a reduced phase we were able to get back to training in person to all Scituate schools. We have also restored our annual SAFE open house which continues our education of school children at our fire station #3.

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

We continue to work on FEMA reimbursements for our coastal damage from our recent coastal storms. We are currently in the process of permitting and meeting the various requirements set by multiple state and federal agencies. We anticipate construction and the rebuilding of several stone revetments starting in the fall of 2022. There are four coastal locations with multiple storm claims, the largest being Third Cliff. Unfortunately, this is an extremely long process, especially with the environmental requirements of (CZM) Coastal Zone management.

We are continuing our annual active shooter training this fall with all fire and police personnel invited to take part. Our department was able to purchase ballistic protective gear out of our annual budget. We continue to improve the coordination of our fire and police departments so we are best prepared in case of an intrusive event or any similar situation in Town as well as an event involving mutual aid. This is an ongoing challenge for public safety and the annual training will continue to improve our coordinated response to this type of emergency.

## DEPARTMENTAL ACCOMPLISHMENTS

Providing and maintaining our level of emergency services during the pandemic has been challenging for our personnel. With adjustments, hard work, and dedication our firefighters have provided the service our community expects every day. We treat every call with the potential to include COVID-19; this keeps our personnel and those who we care for, as safe as possible from the potential spread of this disease.

We were able to keep our personnel healthy with all members but one being vaccinated. We will participate in the booster vaccine program when available to us. Early testing, effective quarantine protocols, and vigilant cleaning and hygiene efforts helped minimize any further spread. We continue to practice safe standards so we can maintain our ability to provide a high level of service.

We continue our campaign to encourage local men and women to obtain their EMT and paramedic license to become firefighter candidates after taking the Civil Service exam. We have hired seven new firefighter/paramedics in 2021, more than any of our surrounding communities. We will continue to be aggressive on our hiring and recruiting efforts to fill our two vacant positions as soon as available.

Our SAFE program continues to promote fire safety to over 1400 students, pre-school through third grade. We have resumed our in-person training for this important program. This program is funded by the (DFS) Department of Fire Services following the tragic loss of three children from a house fire on Hatherley Rd. in April of 1995. We were recently informed that no children have lost their lives to fire in the past 2.5 years. This is a direct result of this successful prevention and fire education program.

The addition of the Senior Safe program has continued support from the DFS, the Red Cross, and the Scituate Fire Department to implement safe homes for seniors. This program will continue to enable our senior citizens to have an evaluation of smoke detector and carbon monoxide alarms in their homes. If needed the detectors will be installed free of charge to ensure their homes are safe in the event of a fire or carbon monoxide condition. The SAFE program is funded by the fire department budget and a grant received from the State for \$7,961.

We have successfully received an Emergency Management Performance Grant (EMPG) grant for \$4,600. We utilized this grant for equipment which was used towards storage capabilities for our expanded shelter equipment necessary for safer distancing due to the pandemic. We are pursuing this grant again, to upgrade some of our aging dive gear.

In addition to these two important grants we have received an additional \$398,000 in grants this year. We will purchase a forest/hazmat response vehicle, replace all the mobile radios in our apparatus, format a drone program, purchase a FLIR (forward looking infra-red radar) for our new harbormaster fire boat. We recently purchased new ventilation equipment for our pumpers and have received multiple grants to keep our PPE equipment & supplies fully stocked.

Our emergency management team continues to improve our response and communications capabilities. As mentioned earlier, we now have additional space at the Gates School and Senior Center to provide shelter for a large number of citizens if needed. We continue to train and network with our utility companies to be prepared to mitigate any manmade or natural disaster that includes utilities. Our ongoing improvement of our emergency preparedness link on the Town website gives more information to those in need.

We continue to search for grants from the state and federal government. On top of the close to \$800,000 in grants over the last six years, this year we received \$417,561 in grants this year. We received an EMPG grant \$4,600, a SAFE grant for \$7,961, a CERT grant for \$3,000, two AFG grants for approximately \$340,000. We received for a \$50,000 grant from DEP for the improved response capabilities to a haz-mat incident which will be used for our drone program. We have also received several smaller grants for PPE and CARES act funding in response to COVID-19 needs.

We are working to maintain and improve our fire stations so they will be efficient and effective for long term operations as well as provide a safe and comfortable work place for our firefighters. We just replaced all our apparatus bay doors at Station 1 & installed a new fire gear washing machine. Construction of our new Fire Station # 4 has been ongoing since April. We were fortunate to be able to house our firefighters at the Fourth Cliff Rec Base for the duration of construction. The new station should be completed and ready for staffing by December 1, 2021.

DESCRIPTION OF REVENUE	FY20	FY21	FY22 YTD	Comments
Permit fees	\$ 25,025	\$ 30,655	\$ 6,195	
Ambulance Revenue	\$933,270	\$953,847	\$256,323	
AFG grant	\$ 50,000	\$ 63,000	\$330,000	
SAFE grant	\$ 7,160	\$ 6,954	\$ 7,961	
CERT grant	\$ 3,000	\$ 0	\$ 3,000	
EMPG grant	\$ 4,175	\$ 4,600	\$ 4,600	
State 911 grant	\$ 6,566	\$ 6,700	\$ 7,000 (Est)	
DFS Grant	\$ 0	\$140,000	\$ 15,000	
DEP Grant			\$ 50,000	
Total Grants	\$ 70,901	\$302,648	\$417,561	

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Fire - John Murphy, Fire Chief</b>									
1220510	511000	REGULAR SALARIES	\$3,420,695.32	\$3,429,414.04	\$3,864,146.00	\$3,966,010.00	\$3,966,010.00	\$0.00	\$101,864.00
1220510	512000	OVERTIME	\$945,860.85	\$1,174,278.16	\$935,685.00	\$1,092,093.00	\$1,042,093.00	(\$50,000.00)	\$106,408.00
1220510	513000	LONGEVITY	\$26,565.50	\$26,790.50	\$29,222.00	\$27,010.00	\$27,010.00	\$0.00	(\$2,212.00)
1220510	514000	EDUCATIONAL INCENTIVE	\$61,962.00	\$71,754.00	\$85,250.00	\$70,454.00	\$70,454.00	\$0.00	(\$14,796.00)
1220510	515000	HOLIDAY PAY	\$136,027.76	\$144,329.03	\$150,907.00	\$170,055.00	\$170,055.00	\$0.00	\$19,148.00
1220510	517100	S.A.F.E. Program	\$10,262.06	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$0.00	\$0.00
1220510	517200	SICK LEAVE BUY BACK	\$500.00	\$500.00	\$2,020.00	\$2,020.00	\$2,020.00	\$0.00	\$0.00
1220510	517300	EMERGENCY MANAGEMENT	\$9,999.86	\$9,999.86	\$10,000.00	\$10,000.00	\$10,000.00	\$0.00	\$0.00
1220510	519100	OTHER SALARIES	\$868.92	\$500.05	\$1,406.00	\$1,400.00	\$1,400.00	\$0.00	(\$6.00)
<b>1220510 Total</b>		<b>Personal Services</b>	<b>\$4,612,742.27</b>	<b>\$4,862,565.64</b>	<b>\$5,083,636.00</b>	<b>\$5,344,042.00</b>	<b>\$5,294,042.00</b>	<b>(\$50,000.00)</b>	<b>\$210,406.00</b>
1220520	524100	OFFICE MACHINE MAINT	\$18,077.78	\$13,812.00	\$15,420.00	\$15,420.00	\$15,420.00	\$0.00	\$0.00
1220520	524200	REPAIR/MAINT PROP/EQUIP	\$30,364.91	\$18,324.60	\$17,688.00	\$17,688.00	\$17,688.00	\$0.00	\$0.00
1220520	530900	TECHNICAL SERVICES	\$3,820.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$0.00	\$0.00
1220520	531100	SUPPORT SERVICES	\$18,154.08	\$17,754.84	\$18,500.00	\$43,500.00	\$32,500.00	(\$11,000.00)	\$14,000.00
1220520	532100	CONFERENCES/MEETINGS	\$1,000.00	\$204.06	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00	\$0.00
1220520	534300	BINDING & PRINTING	\$225.00	\$207.00	\$379.00	\$379.00	\$379.00	\$0.00	\$0.00
1220520	573100	PROFESSIONAL DUES & SUBS	\$1,995.00	\$1,730.00	\$2,000.00	\$2,000.00	\$2,000.00	\$0.00	\$0.00
<b>1220520 Total</b>		<b>Purchase of Services</b>	<b>\$73,636.77</b>	<b>\$55,032.50</b>	<b>\$57,987.00</b>	<b>\$82,987.00</b>	<b>\$71,987.00</b>	<b>(\$11,000.00)</b>	<b>\$14,000.00</b>
1220540	542000	OFFICE SUPPLIES	\$838.15	\$2,503.92	\$3,328.00	\$3,328.00	\$3,328.00	\$0.00	\$0.00
1220540	542300	SPECIAL AGENCY SUPPLIES	\$2,273.74	\$1,805.43	\$3,220.00	\$3,220.00	\$3,220.00	\$0.00	\$0.00
1220540	543000	BUILDING SUPPLIES	\$2,961.77	\$7,931.79	\$3,000.00	\$3,000.00	\$3,000.00	\$0.00	\$0.00
1220540	543100	EQUIPMENT PARTS	\$56,117.21	\$85,458.14	\$58,624.00	\$58,624.00	\$58,624.00	\$0.00	\$0.00
1220540	545100	CLEANING SUPPLIES	\$4,926.88	\$4,259.11	\$7,300.00	\$7,300.00	\$7,300.00	\$0.00	\$0.00
1220540	548100	FUELS & LUBRICANTS	(\$0.98)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1220540	550000	MEDICAL SUPPLIES	\$29,498.51	\$26,609.60	\$32,120.00	\$32,120.00	\$32,120.00	\$0.00	\$0.00
1220540	558100	CLOTHING	\$58,924.12	\$83,473.66	\$59,399.00	\$59,399.00	\$59,399.00	\$0.00	\$0.00
<b>1220540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$155,539.40</b>	<b>\$212,041.65</b>	<b>\$166,991.00</b>	<b>\$166,991.00</b>	<b>\$166,991.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
1220580	585100	EQUIPMENT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>1220580 Total</b>		<b>Capital Outlay</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Fire (220)</b>			<b>\$4,841,918.44</b>	<b>\$5,129,639.79</b>	<b>\$5,308,614.00</b>	<b>\$5,594,020.00</b>	<b>\$5,533,020.00</b>	<b>(\$61,000.00)</b>	<b>\$224,406.00</b>

## Town of Scituate

### FY 2023 BUDGET

### DEPARTMENT: Public Safety Communications

#### MISSION STATEMENT

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

#### FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULTS AREAS

Keep all communication specialists up to date with EMD certifications, and the continued education of 16 hours mandatory by the state.

Have all specialists trained and comfortable with water issues.

Explore opportunities for the Scituate ECC to become a regional ECC with the addition of up to 2 neighboring communities, which would bring additional revenue to the town. State grants currently will fund amounts necessary for the creation, implementation and infrastructure required to complete this task. Our current communication specialists are very determined, knowledgeable and provide exceptional service to police, fire, and the citizens of Scituate. We would be happy to provide the same level of service to another community.

#### MAJOR BUDGET COMPONENTS

The Communications Center budget is primarily “personal services”. Salaries and overtime make up the bulk of the budget as most of the equipment is new and any changes are usually covered by the yearly 911 grant.

16 hrs. of the years continued training that is mandated and training of any new specialists are also covered under the grant.

Public Safety Communications is managed by a Communications Supervisor who is responsible for training, scheduling, budgeting, payroll, and merging operational policies to provide consistent guidance to others. The Supervisor is responsible for 9 full time, 1 part time, and 3 per diem specialists at this time. Estimates for full time specialists is approximately \$410,000 yr., and for part time \$40,000 yr.

#### FY 2023 RISK AND CHALLENGES

The Communications center is now fully staffed with all required fulltime staff. All are trained on both police and fire/ems operations. The challenge to maintain the staffing, as some want to move on to become full time police officers or fire fighters.

With the technology streamed into the communications center glitches are inevitable. With new equipment, cameras, radios, etc.... it can be challenging as they are changing and improving often.

#### DEPARTMENTAL ACCOMPLISHMENTS

The Public Safety Communications department is fully trained for police/fire/ems, and work efficiently.

We continued to maintain the state suggested times of 30-60 seconds from time call was received to when calls are dispatched.

Have maintained a full- time staff and a reliable part time employee.

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Public Safety Communications - Barbara Dewolfe, Communications Manager</b>									
1230510	511000	Regular Salaries	\$439,180.87	\$469,130.95	\$494,883.00	\$511,214.00	\$511,214.00	\$0.00	\$16,331.00
1230510	512000	Overtime	\$107,680.19	\$58,609.58	\$79,079.00	\$95,055.00	\$95,055.00	\$0.00	\$15,976.00
1230510	513000	Longevity	\$2,058.90	\$1,350.00	\$1,725.00	\$2,825.00	\$2,825.00	\$0.00	\$1,100.00
1230510	515000	Holiday Pay	\$17,049.44	\$26,811.70	\$20,976.00	\$34,824.00	\$34,824.00	\$0.00	\$13,848.00
1230510	516000	Shift Differential	\$10,039.37	\$12,249.04	\$12,420.00	\$12,420.00	\$12,420.00	\$0.00	\$0.00
1230510	518000	Part-Time Salaries	\$33,903.12	\$30,592.72	\$19,903.00	\$19,903.00	\$19,903.00	\$0.00	\$0.00
1230510	519100	Other Salaries	\$863.92	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1230510	558100	Clothing	\$1,355.74	\$963.85	\$1,650.00	\$1,650.00	\$1,650.00	\$0.00	\$0.00
<b>1230510 Total</b>		<b>Personal Services</b>	<b>\$612,131.55</b>	<b>\$599,707.84</b>	<b>\$630,636.00</b>	<b>\$677,891.00</b>	<b>\$677,891.00</b>	<b>\$0.00</b>	<b>\$47,255.00</b>
1230520	530800	Training	\$32.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>1230520 Total</b>		<b>Purchase of Services</b>	<b>\$32.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
1230540	542000	Office Supplies	\$67.41	\$198.07	\$200.00	\$400.00	\$400.00	\$0.00	\$200.00
<b>1230540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$67.41</b>	<b>\$198.07</b>	<b>\$200.00</b>	<b>\$400.00</b>	<b>\$400.00</b>	<b>\$0.00</b>	<b>\$200.00</b>
<b>Total Public Safety Communications (230)</b>			<b>\$612,230.96</b>	<b>\$599,905.91</b>	<b>\$630,836.00</b>	<b>\$678,291.00</b>	<b>\$678,291.00</b>	<b>\$0.00</b>	<b>\$47,455.00</b>

## TOWN OF SCITUATE

### FY 2023 BUDGET

### DEPARTMENT: INSPECTIONS 241

#### MISSION STATEMENT:

The mission of the Inspections Department's is to insure a built environment that is safe and reliable, meets Building and Life Safety Code requirements and performs to established standards. The Department assists and advises our constituent community, which includes builders, developers, tradespersons, realtors, representatives of insurance and financial institutions and home and business owners, on matters concerning regulations, permitting, and construction. Operationally, the Department interprets, administers and enforces State and national Building, Plumbing, Gas Fitting, Mechanical and Electrical Codes. Specific codes include the International Building Code (IBC), the International Residential Code (IRC), and Massachusetts Amendments to these codes which, in combination, constitute the Massachusetts State Building Code (780 CMR). CMR 521, the Massachusetts Barrier-free Access Code, is also administered and enforced by the Department as are regulations of the Federal and State Emergency Management Authorities (FEMA and MEMA respectively) as they apply and are incorporated in the State Code and the Town's Wetlands Protection Bylaws. Confirmation of accuracy of public weights and measures (scales, gasoline pumps, etc.) is likewise under the Department's jurisdiction. The Department is further charged with enforcement of Town of Scituate Zoning Bylaws, as well as certain Town of Scituate General Bylaws.

#### FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

##### GOAL:

The Capital Plan approved by the Spring 2021 Town Meeting included funding to implement a digitized filing system for archived material of the Inspections Department. The resulting data base, when available on line, will make building files, now difficult and even dangerous to search for and retrieve, readily available in response to requests for public information and for other purposes. As funding becomes available, archived files of other departments – planning, conservation, etc. – may also be digitized using this same process.

##### OBJECTIVES:

- In coordination with IT Department and Town Accountant, create a request for proposal aligning with approved Capital Budget expenditure. Request will define scope of work, services to be provided and anticipated schedule of completion.
- Solicit and evaluate proposals from qualified firms, using State Bid List procedures.
- Work with selected firm to implement document preparation, scanning and creation of digital data base, and upload to selected software which can interface with current Department applications.
- When this task is accomplished, archived information will be available online to be called up by address, by permit number or by date.

##### GOAL:

Continue to advocate proactively for a change in the Zoning Bylaws that would enable abandoned properties to be rehabilitated without the time constraints currently mandated by Section 830. This will allow abandoned and derelict properties which are dangerous to the public and create neighborhood blight to regain value, making their rehabilitation or replacement an attractive proposition for their owners or prospective buyers.



## OBJECTIVES:

- Proactively seek Planning Board and ZBA approval for changes to Section 830 which would allow repair or replacement of abandoned properties beyond presently mandated time limits.
- Update the list of such properties as necessary.
- Identify owners or responsible parties and notice them of possible violations and consequences and also of the financial opportunity the proposed change in Section 830 could provide.
- As applicable, work with Health Agent to place properties in the State's Abandoned Housing Initiative (AHI) program.
- For properties not subject to the restrictions of the present Section 830, work with present and/or prospective owners to facilitate permitting to allow rehabilitation within present State, Town and FEMA regulatory constraints.

## GOAL:

Work with other Town Departments, Town Boards, State and Federal agencies and Director of Planning and Development to refine tools for regulation of coastal development and development in other flood prone areas.

## OBJECTIVES:

- Participate with Offices of Planning, Health, Conservation and Coastal Resources to consider Zoning Bylaw revisions with the goal to control future development in high-risk, flood prone areas.
- In light of FEMA regulations adopted into the Wetlands Protection Bylaw in 2021 by the Conservation Commission, discuss what departments should be responsible for regulating construction other than structures (fences, walls, paving, curbing, utility installations, etc.).
- Consider modification of Zoning Bylaws Section 470, replacing present language which designates 1972 map as defining Scituate Flood Plain and Watershed Protection District with reference to National Flood Insurance Program (NFIP) mapping based on more recent and more science-based data.
- Review proposed Zoning Bylaw changes with stakeholders and appropriate Town Boards. Solicit feedback. If supported, pursue a vote at Annual Town Meeting.

## MAJOR BUDGET COMPONENTS

Virtually the entire Departmental budget is allocated to personnel expenses. In addition to the full-time Commissioner and part-time Assistant Commissioner, there are two full-time in-house senior clerks with one of these positions split 50% - 50% between Inspections and Zoning. As of this writing, the Department employs five outside inspectors on a part-time, contract basis. They are paid a flat fee per inspection with no benefits. One additional inspector is salaried and eligible for benefits under the terms of a long-standing contract.

- Personnel – 98.8%
- Other Expenditures (supplies, education, etc.) - 1.2%

## FY 2023 RISKS AND CHALLENGES

Challenges to which the Inspections Department responds typically remain consistent. Year to date (FY22) activity in our core work area of permitting and inspections has outpaced that experienced during the same period in FY21. FY23 appears to be poised to continue this expansion with increasing intensity.

### Permitting and Inspections

- Toll Brothers' development of the former Goulston property, Seaside at Scituate, continues in full swing. Completion of this significant project (by far the Town's largest residential development to date) is expected during the early part of FY23.
- Stockbridge Landing, as of this writing, continues construction with several of the duplex units sold and inhabited. The wastewater treatment facility and much of the site infrastructure is complete. Final build-out will conclude in late FY22.
- Herring Brook Meadow, a 60-unit 40B apartment building on C. J. Cushing Way, as of this writing, is well along in framing and the building and enclosure is expected to soon begin. The developer intends to have the building complete and occupied by May, 2022.
- The Drew Company project located at the former Greenbush MBTA parking lot is well into construction with a significant amount of sitework and infrastructure installed and foundations for five separate structures underway. As FY23 progresses, this development will take shape, and likely be completed by the end of this period. Approximately 70 housing units, 10,000 square feet of retail and office space and a free-standing restaurant are planned.
- Other developments in the Greenbush Village area are in the planning and construction stages and may be expected to impact the Department's work load in FY23. These include, along Drift way and Old Driftway, redevelopment of the medical building site bordering the rotary, which is in the study phase for a 21-unit condominium project. Under construction and likely completed by the start of FY23 at the former auto parts store site next to Dunkin' Donuts, is a "gas-backwards" combined filling station, convenience store and sandwich restaurant.
- Two condominium projects on MacDonald Terrace off Country Way are under construction. When complete, these will provide a total of 10 – 12 units.
- 40B developments are challenging to both the Zoning Board and the Inspections Department. Zoning administers the process of public hearings and provides the Town's input on conditions governing design and construction. Zoning also monitors construction, provides a conduit to compensate Town retained third-party engineering and cooperates with the Planning Department on adding the resulting units to the Town's affordable housing stock when the project is complete. In FY 23, there are two substantial 40B projects which are planned to be developed. The first will consist of approximately 30 single-family and duplex units off Old Oaken Bucket Road near Maple Street. The second will consist of approximately 260 apartment units in five buildings, located on the west side of Route 3A, north of the Public Safety Complex and south of Booth Hill Road.
- Additionally, as is always the case, there are many smaller developments of 3 to 10 homes and many single lot homes being permitted and constructed.

### Other Duties

While the work load derived from the above development is a constant challenge, the Department is also severely challenged by so-called "peripheral duties" of the Commissioner and staff, responsibilities that fall outside our core work area.

- Revision of zoning regulations regarding construction in high-risk flood zones is a sensitive and important issue.

- Another area posing challenges is that of accessibility and conforming to CMR 521, the requirements of the AAB.
- A third challenge is posed by the need to proactively resolve situations concerning derelict and abandoned properties, “junk bylaw” violations and hoarding. All of these issues are difficult, time consuming, often confrontational and often subject to ultimate resolution only by legal means.

## DEPARTMENTAL ACCOMPLISHMENTS

- The Department has successfully transitioned to new software which provides a much more comprehensive permitting process, allowing all permits to be applied for and issued on line. Additional features include automatic notification of other departments from whom approval is required and instant communication to and from applicants.
- The Department has provided tablets to all our outside inspectors to allow electronic recording of inspections and remote online input and access to our permitting data base.
- The Department has increased our inspectional capabilities with the addition of two new inspectors – one electrical and one building, Mark Flores and Bob Egan respectively.
- The Department has issued 300 building permits, 378 plumbing and gas permits and 266 electrical permits during the period July 1, 2021 to date. The Department has conducted 2,002 inspections during this period.
- Working with the Facilities Director, the Department’s planned office redesign is moving 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.

DESCRIPTION OF REVENUE			YTD	PROJECTED
	FY/20	FY/21	FY/22	FY/23
Certificate of Inspections	\$ 1,000.00	\$ 800.00	\$ 240.00	\$ 1,080.00
Building Permits	\$804,578.00	\$1,144,605.00	\$ 291,278.00	\$ 942,300.00
Gas & Plumbing Permits	\$ 124,920.00	\$150,667.00	\$ 44,560.00	\$ 142,548.00
Sealer of W&M	\$ 2,895.00	\$ 3,390.00	\$ 1,295.00	\$ 4,190.00
Wire Permits	\$ 80,389.00	\$ 105,109.00	\$ 23,790.00	\$ 69,555.00
Certificate of Occupancy	\$ 3,355.00	\$ 5,190.00	\$ 1,282.00	\$ 5,400.00
Total:	\$1017137.00	\$140924100	\$ 362444.00	\$1,165,073.00

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Inspections - Robert Vogel, Building Commissioner and Zoning Enforcement Officer</b>									
1241510	511000	REGULAR SALARIES	\$129,198.26	\$135,288.28	\$174,248.00	\$179,999.00	\$179,999.00	\$0.00	\$5,751.00
1241510	512000	OVERTIME	\$0.00	\$369.46	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1241510	513000	LONGEVITY	\$1,300.00	\$1,350.00	\$1,350.00	\$1,350.00	\$1,350.00	\$0.00	\$0.00
1241510	518000	PART-TIME SALARIES	\$160,441.35	\$183,126.61	\$176,327.00	\$192,255.00	\$192,255.00	\$0.00	\$15,928.00
1241510	519100	OTHER SALARIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>1241510 Total</b>		<b>Personal Services</b>	<b>\$290,939.61</b>	<b>\$320,134.35</b>	<b>\$351,925.00</b>	<b>\$373,604.00</b>	<b>\$373,604.00</b>	<b>\$0.00</b>	<b>\$21,679.00</b>
1241520	524200	REPAIR/MAINT PROP/EQUIP	\$35.00	\$0.00	\$250.00	\$250.00	\$250.00	\$0.00	\$0.00
1241520	532100	CONFERENCES/MEETINGS	\$368.81	\$0.00	\$2,000.00	\$2,000.00	\$2,000.00	\$0.00	\$0.00
1241520	573100	PROFESSIONAL DUES & SUBS	\$140.00	\$210.00	\$450.00	\$450.00	\$450.00	\$0.00	\$0.00
<b>1241520 Total</b>		<b>Purchase of Services</b>	<b>\$543.81</b>	<b>\$210.00</b>	<b>\$2,700.00</b>	<b>\$2,700.00</b>	<b>\$2,700.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
1241540	542000	OFFICE SUPPLIES	\$353.92	\$497.38	\$600.00	\$600.00	\$600.00	\$0.00	\$0.00
1241540	542300	SPECIAL AGENCY SUPPLIES	\$0.00	\$0.00	\$650.00	\$650.00	\$650.00	\$0.00	\$0.00
1241540	542500	PRINTING & FORMS	\$200.00	\$85.00	\$300.00	\$300.00	\$300.00	\$0.00	\$0.00
1241540	558100	CLOTHING	\$0.00	\$0.00	\$0.00	\$1,000.00	\$0.00	(\$1,000.00)	\$0.00
<b>1241540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$553.92</b>	<b>\$582.38</b>	<b>\$1,550.00</b>	<b>\$2,550.00</b>	<b>\$1,550.00</b>	<b>(\$1,000.00)</b>	<b>\$0.00</b>
<b>Total Inspections (241)</b>			<b>\$292,037.34</b>	<b>\$320,926.73</b>	<b>\$356,175.00</b>	<b>\$378,854.00</b>	<b>\$377,854.00</b>	<b>(\$1,000.00)</b>	<b>\$21,679.00</b>

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Shellfish - Michael Dimeo, Shellfish Constable</b>									
1295510	518000	PART-TIME SALARIES	\$8,000.00	\$8,000.00	\$8,000.00	\$8,000.00	\$8,000.00	\$0.00	\$0.00
<b>1295510 Total</b>		<b>Personal Services</b>	<b>\$8,000.00</b>	<b>\$8,000.00</b>	<b>\$8,000.00</b>	<b>\$8,000.00</b>	<b>\$8,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
1295520	524200	REPAIR/MAINT PROP/EQUIP	\$0.00	\$0.00	\$200.00	\$200.00	\$200.00	\$0.00	\$0.00
1295520	531100	SUPPORT SERVICES	\$126.25	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>1295520 Total</b>		<b>Purchase of Services</b>	<b>\$126.25</b>	<b>\$0.00</b>	<b>\$200.00</b>	<b>\$200.00</b>	<b>\$200.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
1295540	542300	SPECIAL AGENCY SUPPLIES	\$257.88	\$257.88	\$300.00	\$300.00	\$300.00	\$0.00	\$0.00
1295540	548100	FUELS & LUBRICANTS	\$0.00	\$0.00	\$300.00	\$300.00	\$300.00	\$0.00	\$0.00
<b>1295540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$257.88</b>	<b>\$257.88</b>	<b>\$600.00</b>	<b>\$600.00</b>	<b>\$600.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Shellfish (295)</b>			<b>\$8,384.13</b>	<b>\$8,257.88</b>	<b>\$8,800.00</b>	<b>\$8,800.00</b>	<b>\$8,800.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

# TOWN OF SCITUATE

## FY 2023 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 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS:

#### 1.) Department Upgrades

- A.) Incorporate new Facilities Administrator as integral part of department operation.
- B.) Implement work request system for building users.
- C.) Continue to establish and pursue additional funding for needed resources of the department.
- D.) Establish a new HVAC staff position; with the school department.
- E.) Continued hands on training of existing staff; to better handle new building systems and components.

#### 3.) Pursue all available State and Utility company grants

- A.) Work with DOER to continue in the Green Communities grant program.
- B.) Work with national Grid and Eversource to apply and secure all incentive offerings
- C.) Work with Eversource and Keyspan for any natural gas incentives.

#### 4.) Continue improvements to all Town spaces to better meet new/current needs:

- A.) Establish Preventive Maintenance programs throughout.
- B.) Assist with Town Hall infrastructure and ADA improvements.
- C.) Improve all Town Building Signage.
- D.) Implement new Service Contracts for all new buildings systems.

#### 4.) Capital Improvements

- A.) Use recent Facilities Needs study, to request needed funding for suggested improvements.
- B.) Develop a multiyear plan to complete all suggested projects.
- C.) Pursue internships for assistance in managing projects.

### MAJOR BUDGET COMPONENTS:

Personnel Services	\$374,661	34%
Utilities	\$391,268	35%
Repair & Maint.	\$65,000	6%
Supplies	\$46,995	4%
Technical Serv.	\$ 3,000	1%
Fuel	\$189,000	17%
Capital	\$ 33,000	3%

## **FY 2022 RISKS AND CHALLENGES:**

Meet the increased demand of new building needs.

Establish preventive maintenance protocols and Service maintenance contracts.

Continue monitoring all building and personnel needs in a new environment (pandemic).

Manage Building Management systems (BMS) in various buildings.

## **DEPARTMENTAL ACCOMPLISHMENTS:**

- Open a new Senior Center.
- Move old Council on Aging.
- Continued diligence for Pandemic cleaning and safety
- Prepare space for Scituate Food pantry.
- Contribute on new door access installations.
- Continued grant work for various building components.
- Project Team for New Senior Center.
- Manage new buildings and their systems.
- Completed Green Communities Grant of \$196,000.00
- Manage all HVAC needs at all location.





**Town of Scituate  
Request for New Personnel  
FY23 Budget Cycle**

Please submit this form if you are seeking new personnel in your department for FY 2023. One form should be submitted for each change requested.

Position **HVAC Mechanic & Technician**

Hours per pay period **40** FT  PT (less than 35 hours)

Hourly Rate **35.00** Bargaining Unit/Grade & Step **F / 5**

Salary Impact **73,008.00** hours per week x hourly rate x 52.2 weeks

Medicare Impact **1058.50** 1.45% x salary impact

Pension Impact (if over 20 hours) **7430.00** 9% x salary impact plus 2% x salary impact over \$30,000 (For \$50,000; 9% x \$50,000 plus 2% x \$20,000)

Benefits Impact (if over 20 hours) **16231.00** Assume \$16,231 for health & life insurance

Educational/Safety Requirements Required training or outfitting costs (i.e. police academy/turnout gear)

Technology Costs **\$2200.00** New laptop (\$1,200), cell phone/tablet (\$1,000)

Other Contractual Costs **\$600.00** Uniform allowance, stipends, etc....

**Total Cost Impact \$100,617.50**

**Justification:**

The Facilities Department spends countless hours working though HVAC issues and dealing with Building Management Systems.(BMS). This new FTE would not only be a first responder to HVAC calls but could save 70% of the costs to have an outside vendor do program repairs and monitoring. Also, we spend more than \$300K annually on HVAC companies for repairs and maintenance. This new FTE could potentially handle 60% of that work, as well as establishing a preventive maintenance schedule and filter changes ( 850 filters just at the high school and middle school alone!) which would reduce the overall repair costs. Furthermore, there would be a Town advantage to all buildings as this FTE; would allow K.Kelly and B.Dillon time to perform project work that has been identified and mapped out in a recent Facilities Needs Study and is currently funded in our annual capital budgets.

Offsetting Revenues (source and amount)

Town Buildings HVAC vendor costs FY 21= \$ 70,000.00

School Buildings HVAC Vendor cost FY 21=

NOTE: The funding for this FTE will be shared by the School Department and Town Facilities Departments operating budgets.

Schools will fund 60% and Town 40%

Requestor's Name      Kevin M Kelly / Robert Dutch

Date                      10.21.21

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Facilities - Kevin Kelly, Facilities Director</b>									
1410510	511000	REGULAR SALARIES	\$295,481.80	\$302,641.64	\$320,946.00	\$396,298.00	\$396,298.00	\$0.00	\$75,352.00
1410510	512000	OVERTIME	\$14,581.41	\$16,276.20	\$19,188.00	\$25,976.00	\$25,976.00	\$0.00	\$6,788.00
1410510	513000	LONGEVITY	\$3,150.00	\$3,150.00	\$3,950.00	\$3,950.00	\$3,950.00	\$0.00	\$0.00
1410510	518000	PART-TIME SALARIES	\$23,723.87	\$22,263.99	\$69,531.00	\$10,434.00	\$10,434.00	\$0.00	(\$59,097.00)
1410510	519100	OTHER SALARIES	\$2,228.39	\$2,263.72	\$4,268.00	\$4,244.00	\$4,244.00	\$0.00	(\$24.00)
<b>1410510 Total</b>		<b>Personal Services</b>	<b>\$339,165.47</b>	<b>\$346,595.55</b>	<b>\$417,883.00</b>	<b>\$440,902.00</b>	<b>\$440,902.00</b>	<b>\$0.00</b>	<b>\$23,019.00</b>
1410520	521100	ELECTRICITY	\$10,003.80	\$6,134.17	\$12,000.00	\$12,000.00	\$12,000.00	\$0.00	\$0.00
1410520	521108	ELECTRICITY-TH	\$17,112.71	\$22,081.09	\$18,000.00	\$20,000.00	\$20,000.00	\$0.00	\$2,000.00
1410520	521109	ELECTRICITY-SHCB	\$12,135.44	\$10,892.16	\$12,000.00	\$12,000.00	\$12,000.00	\$0.00	\$0.00
1410520	521110	ELECTRICITY-PSC	\$87,665.14	\$95,952.90	\$100,000.00	\$92,000.00	\$92,000.00	\$0.00	(\$8,000.00)
1410520	521111	ELECTRICITY-WPA	\$768.79	\$1,028.79	\$1,268.00	\$1,268.00	\$1,268.00	\$0.00	\$0.00
1410520	521112	ELECTRICITY-HWY	\$12,589.85	\$12,181.50	\$15,000.00	\$14,000.00	\$14,000.00	\$0.00	(\$1,000.00)
1410520	521113	ELECTRICITY-COA	\$0.00	\$0.00	\$0.00	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00
1410520	521114	ELECTRICITY-FS1	\$12,899.78	\$15,169.19	\$13,000.00	\$13,000.00	\$13,000.00	\$0.00	\$0.00
1410520	521115	ELECTRICITY-FS4	\$1,730.94	\$1,136.16	\$2,500.00	\$2,500.00	\$2,500.00	\$0.00	\$0.00
1410520	521116	ELECTRICITY-Old Gates	\$28,613.65	\$31,595.47	\$24,500.00	\$25,000.00	\$25,000.00	\$0.00	\$500.00
1410520	521117	ELECTRICITY-SENIOR CENTER	\$0.00	\$13,276.53	\$24,400.00	\$24,400.00	\$24,400.00	\$0.00	\$0.00
1410520	521300	Natural Gas	\$3,079.71	\$230.89	\$3,000.00	\$3,000.00	\$3,000.00	\$0.00	\$0.00
1410520	521308	Natural Gas-TH	\$4,729.21	\$4,737.37	\$5,500.00	\$5,500.00	\$5,500.00	\$0.00	\$0.00
1410520	521309	Natural Gas-SHCB	\$2,921.03	\$3,056.44	\$2,500.00	\$2,500.00	\$2,500.00	\$0.00	\$0.00
1410520	521310	Natural Gas-PSC	\$15,496.59	\$16,303.87	\$15,000.00	\$15,000.00	\$15,000.00	\$0.00	\$0.00
1410520	521311	Natural Gas-WPA	\$1,650.07	\$1,682.06	\$2,000.00	\$1,700.00	\$1,700.00	\$0.00	(\$300.00)
1410520	521312	Natural Gas-HWY	\$4,010.04	\$6,459.50	\$3,500.00	\$4,000.00	\$4,000.00	\$0.00	\$500.00
1410520	521314	Natural Gas-FS1	\$12,572.08	\$13,510.02	\$4,000.00	\$0.00	\$0.00	\$0.00	(\$4,000.00)
1410520	521315	Natural Gas-FS4	\$1,855.98	\$1,855.50	\$2,200.00	\$2,000.00	\$2,000.00	\$0.00	(\$200.00)
1410520	521316	Natural Gas-Old Gates	\$47,338.55	\$50,829.01	\$60,000.00	\$60,000.00	\$60,000.00	\$0.00	\$0.00
1410520	521317	GAS-SENIOR CENTER	\$0.00	\$0.00	\$25,000.00	\$20,000.00	\$20,000.00	\$0.00	(\$5,000.00)
1410520	524100	OFFICE MACHINE MAINTENANCE	\$0.00	\$0.00	\$85.00	\$150.00	\$150.00	\$0.00	\$65.00
1410520	524200	REPAIR/MAINT PROP/EQUIP	\$63,119.55	\$84,551.34	\$90,000.00	\$90,000.00	\$90,000.00	\$0.00	\$0.00
1410520	524300	MAINTENANCE AGREEMENTS	\$850.00	\$12,045.35	\$32,000.00	\$32,000.00	\$32,000.00	\$0.00	\$0.00
1410520	524500	VEHICLE SERVICE	\$1,151.05	\$728.00	\$2,000.00	\$2,500.00	\$2,500.00	\$0.00	\$500.00
1410520	527000	RENTALS & LEASES	\$276.59	\$3,021.06	\$2,500.00	\$3,000.00	\$3,000.00	\$0.00	\$500.00
1410520	527100	RENTALS EQUIP	\$22,768.15	\$24,548.00	\$22,500.00	\$22,500.00	\$22,500.00	\$0.00	\$0.00
1410520	529100	RUBBISH REMOVAL	\$112.50	\$169.92	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00	\$0.00
1410520	530800	TRAINING	\$0.00	\$0.00	\$800.00	\$800.00	\$800.00	\$0.00	\$0.00
1410520	530900	TECHINCAL SERVICES	\$4,851.53	\$1,898.00	\$23,000.00	\$20,000.00	\$20,000.00	\$0.00	<sup>159</sup> (\$3,000.00)

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept	2023 Town	Town Admin	Change FY23 TA
						Request	Admin	Changes	Rec /FY22
1410520	532100	CONFERENCES/MEETINGS	\$0.00	\$174.90	\$1,500.00	\$1,000.00	\$1,000.00	\$0.00	(\$500.00)
1410520	534100	TELEPHONE	\$2,516.34	\$1,967.52	\$2,000.00	\$2,000.00	\$2,000.00	\$0.00	\$0.00
1410520	534600	LEGAL ADVERTISING	\$212.16	\$0.00	\$200.00	\$200.00	\$200.00	\$0.00	\$0.00
1410520	538200	CUSTODIAL SERVICES	\$0.00	\$0.00	\$300.00	\$300.00	\$300.00	\$0.00	\$0.00
1410520	573100	PROFESSIONAL DUES	\$275.00	\$252.63	\$500.00	\$500.00	\$500.00	\$0.00	\$0.00
<b>1410520 Total</b>		<b>Purchase of Services</b>	<b>\$373,306.23</b>	<b>\$437,469.34</b>	<b>\$523,753.00</b>	<b>\$506,818.00</b>	<b>\$506,818.00</b>	<b>\$0.00</b>	<b>(\$16,935.00)</b>
1410540	542000	OFFICE SUPPLIES	\$260.99	\$436.96	\$300.00	\$400.00	\$400.00	\$0.00	\$100.00
1410540	542300	SPECIAL AGENCY SUPPLIES	\$1,521.50	\$0.00	\$1,000.00	\$3,000.00	\$3,000.00	\$0.00	\$2,000.00
1410540	543000	BUILDING SUPPLIES	\$9,639.29	\$6,460.05	\$15,000.00	\$15,000.00	\$15,000.00	\$0.00	\$0.00
1410540	543100	EQUIPMENT PARTS	\$2,236.10	\$21,017.65	\$3,500.00	\$3,500.00	\$3,500.00	\$0.00	\$0.00
1410540	545100	Cleaning Supplies	\$3,425.43	\$790.20	\$800.00	\$800.00	\$800.00	\$0.00	\$0.00
1410540	545108	Cleaning Supplies-TH	\$4,675.56	\$5,804.49	\$6,000.00	\$5,000.00	\$5,000.00	\$0.00	(\$1,000.00)
1410540	545109	Cleaning Supplies-SHCB	\$0.00	\$0.00	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00	\$0.00
1410540	545110	Cleaning Supplies-PSC	\$2,847.47	\$4,316.17	\$5,000.00	\$4,000.00	\$4,000.00	\$0.00	(\$1,000.00)
1410540	545111	Cleaning Supplies-WPA	\$0.00	\$0.00	\$100.00	\$100.00	\$100.00	\$0.00	\$0.00
1410540	545113	Cleaning Supplies-COA	\$0.00	\$495.38	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1410540	545116	Cleaning Supplies-Old Gates	\$1,454.24	\$188.10	\$3,000.00	\$3,000.00	\$3,000.00	\$0.00	\$0.00
1410540	545117	CLEANING SUPPLIES-SR CTR	\$0.00	\$78.21	\$1,200.00	\$1,500.00	\$1,500.00	\$0.00	\$300.00
1410540	548000	VEHICLE SUPPLIES	\$0.00	\$12.87	\$2,000.00	\$2,000.00	\$2,000.00	\$0.00	\$0.00
1410540	548100	FUELS & LUBRICANTS	\$144,932.62	\$142,589.86	\$185,055.00	\$204,000.00	\$204,000.00	\$0.00	\$18,945.00
1410540	548400	TOOLS & EXPENDABLES	\$0.00	\$410.82	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00	\$0.00
1410540	558100	CLOTHING	\$1,200.00	\$2,586.60	\$5,000.00	\$5,000.00	\$5,000.00	\$0.00	\$0.00
<b>1410540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$172,193.20</b>	<b>\$185,187.36</b>	<b>\$229,955.00</b>	<b>\$249,300.00</b>	<b>\$249,300.00</b>	<b>\$0.00</b>	<b>\$19,345.00</b>
1410580	585400	FURNISHING/EQUIPMENT REPLACEME	\$0.00	\$2,541.10	\$3,000.00	\$3,000.00	\$3,000.00	\$0.00	\$0.00
1410580	585500	PUBLIC BUILDINGS	\$53,337.60	\$64,377.07	\$60,000.00	\$80,000.00	\$80,000.00	\$0.00	\$20,000.00
<b>1410580 Total</b>		<b>Capital Outlay</b>	<b>\$53,337.60</b>	<b>\$66,918.17</b>	<b>\$63,000.00</b>	<b>\$83,000.00</b>	<b>\$83,000.00</b>	<b>\$0.00</b>	<b>\$20,000.00</b>
<b>Total Facilities (410)</b>			<b>\$938,002.50</b>	<b>\$1,036,170.42</b>	<b>\$1,234,591.00</b>	<b>\$1,280,020.00</b>	<b>\$1,280,020.00</b>	<b>\$0.00</b>	<b>\$45,429.00</b>

## TOWN OF SCITUATE

### FY 2023 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, filing applications to maximize grant assistance and quality construction management of all public works improvement projects while maintaining budgets and timelines.

#### FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Continue improvements to the municipal water supply and distribution systems.
  - a. Bid and award of the Phase 4A and Phase 4B watermain replacement project. Construction currently underway.
  - b. Following award of the seawall replacement design project on Oceanside Drive assisted the consultant with performing field borings and discussions with the neighbors impacted. The Department will be submitting a construction grant application to the Executive Office of Energy and Environmental Affairs this winter.
  - c. Following approval of funds at the annual Town Meeting, we continue to permit for an increase in reservoir capacity, dam spillway and fishway improvements. This includes the preparation of final permitting documents and the preparation of responses to the Draft Environmental Impact Report.
  - d. Continue to permit and develop the Dolan Well field off Country Way to provide additional water supply. Once approved by State Agencies a bid package for construction will be prepared.
2. Continue to assist the Sewer Department with technical support concerning the reduction of Inflow and Infiltration in the system throughout Town. Last year an updated I/I investigation was performed with a focus on the Sand Hills and Egypt Beach areas of Town. A repair construction project will be prepared for bidding utilizing critical project locations.
3. Continue to improve stormwater management across Town for compliance with the Federal mandate. Implement stormwater sampling for compliance with the Municipal Separate Storm Sewer System (MS4) discharge permits issued by the Department of Environmental Protection (DEP) and the Environmental Protection Agency (EPA). The Year 4 of the annual permit will be prepared with a focus on completing the outfall sampling, mapping and operational plans for the Transfer station and highway Department sites.
3. Continue to work with MEMA and FEMA to maximize grant benefits under foreshore damage claims for SANDY, NEMO, JUNO & most recently RILEY. Several Requests for Proposals were issued to design and permit foreshore structures. Provide construction oversight and administration when the contract has been awarded and oversee the work. Third Cliff currently under an alternatives analysis and Environmental

assessment for repair. First and Second Cliff are being designed to return to pre-disaster condition before an alternative analysis can be performed.

4. Continue to assist the Army Corps of Engineers with the Feasibility for the Hurricane and Coastal Storm Damage Reduction Project located along Turner Road and Rebecca Road.
5. Continue seeking out alternatives to alleviate wastewater treatment plant capacity shortage
  - a. Regionalization with Hull
  - b. Decentralization (Small satellite package wwtp's)
  - c. Remove clean extraneous flow into the sewerage collection system
  - d. Continue evaluation of alternatives to increase capacity of the existing wastewater plant

#### MAJOR BUDGET COMPONENTS

Seawall & Road Spending \$400,000.00

Personnel \$270,008

Technical Services \$20,000.00

#### FY 2022 RISKS AND CHALLENGES

Water, sewer and seawall infrastructures are aging and at or near the end of its useful life and in need of upgrading and/or replacement.

- The Water Infrastructure Improvements continue to be a challenge with staffing. Water distribution system improvements, unexpected subsurface utilities, water disruptions, traffic detours and abutter notifications remain part of the project. Well 17A Greensand filter and Well 18B residual management system were under construction at the same time. The Dolan Well field continues with well development and permitting.
- Global climate change (warming) and associated tide rise and more frequent high energy Storms eroding beaches and damaging to coastal foreshore protection infrastructures.
- Wastewater distribution system contains excessive extraneous flow(I/I) particularly during periods of severe coastal flooding when I/I can overwhelm wastewater treatment plant capacity. Several large new developments on the horizon anticipated to stress water and sewer infrastructures.
- Managing storm damage claims from consecutive federally declared storm events has been an extremely time demanding job. Documenting and meeting with agencies to review the claims and prepare cost estimates for approval can be a daunting task. Procurement for construction, award and completing a project requires meticulous note keeping and attention.

The Engineering Department has been challenged with the multitude of projects currently underway and provides critical support to the Water, Sewer, Highway, Public Grounds and Transfer Station projects. The department has the duty to propose, manage, oversee and maintain timelines 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.

**DEPARTMENTAL ACCOMPLISHMENTS FY22**

Jeff Chessia, Staff Engineer prepared and submitted several applications to MassDOT Complete Streets. This year the Town was awarded \$400,000 in funding for the Phase 2 portion of the Country Way Multi-use trail. Construction oversight was provided by Jeff for the project duration.

Jeff Chessia, Staff Engineer provided construction oversight and contract management for the Cudworth Cemetery Improvement Project. This project tackled the installation of 81 vaults and the additional of a columbarium wall.

Daniel Smith, Staff Engineer continued to provide FEMA with back-up documentation and supporting information to establish damage costs following Storm Riley. Dan provided daily construction oversight and communication with the neighbors for the Mann Hill/ Egypt Beach cobble berm repair project.

Dan Smith, staff engineer diligently prepared concise RFP’s and procured design services for improvements to seawall and revetments in North Scituate, Oceanside Drive and Surfside Road. Dan continues to provide support services with our consultant to ensure the repairs align with FEMA damage claims.

The Engineering Department provided Procurement and Management of over 52 Contracts and issued all new Homes, accessory dwellings and condominiums with E911 addresses.

Issued and inspected over 135 Street opening permits.

DESCRIPTION OF REVENUE	FY21	FY22	FY22 YTD	FY23 Projected	Comments
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**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>DPW Engineering - Sean McCarthy Engineering Supervisor</b>									
1411510	511000	REGULAR SALARIES	\$255,003.40	\$259,766.00	\$266,008.00	\$274,787.00	\$274,787.00	\$0.00	\$8,779.00
1411510	512000	OVERTIME	\$1,183.50	\$0.00	\$0.00	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00
1411510	513000	LONGEVITY	\$1,600.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$0.00	\$0.00
<b>1411510 Total</b>		<b>Personal Services</b>	<b>\$257,786.90</b>	<b>\$262,766.00</b>	<b>\$269,008.00</b>	<b>\$278,787.00</b>	<b>\$278,787.00</b>	<b>\$0.00</b>	<b>\$9,779.00</b>
1411520	524100	OFFICE MACHINE MAINT	\$300.00	\$152.15	\$300.00	\$300.00	\$300.00	\$0.00	\$0.00
1411520	524200	REPAIR/MAINT PROP/EQUIP	\$242.85	\$50.00	\$100.00	\$100.00	\$100.00	\$0.00	\$0.00
1411520	524500	VEHICLE SERVICE	\$0.00	\$0.00	\$750.00	\$750.00	\$750.00	\$0.00	\$0.00
1411520	527100	RENTALS EQUIP/FACILITIE	\$2,562.13	\$2,448.60	\$2,000.00	\$2,000.00	\$2,000.00	\$0.00	\$0.00
1411520	530800	TRAINING	\$0.00	\$25.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1411520	530900	TECHNICAL SERVICES	\$18,245.18	\$19,373.43	\$20,000.00	\$22,000.00	\$20,000.00	(\$2,000.00)	\$0.00
1411520	532100	CONFERENCES/MEETINGS	\$536.00	\$250.34	\$250.00	\$250.00	\$250.00	\$0.00	\$0.00
1411520	534300	BINDING & PRINTING	\$97.26	\$140.29	\$400.00	\$400.00	\$400.00	\$0.00	\$0.00
1411520	534600	LEGAL ADVERTISING	\$42.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1411520	573100	PROFESSIONAL DUES & SUBS	\$280.00	\$418.50	\$500.00	\$500.00	\$500.00	\$0.00	\$0.00
<b>1411520 Total</b>		<b>Purchase of Services</b>	<b>\$22,305.92</b>	<b>\$22,858.31</b>	<b>\$24,300.00</b>	<b>\$26,300.00</b>	<b>\$24,300.00</b>	<b>(\$2,000.00)</b>	<b>\$0.00</b>
1411540	542000	OFFICE SUPPLIES	\$578.52	\$712.93	\$750.00	\$750.00	\$750.00	\$0.00	\$0.00
1411540	542500	PRINTING & FORMS	\$0.00	\$205.41	\$200.00	\$200.00	\$200.00	\$0.00	\$0.00
1411540	543100	EQUIPMENT PARTS	\$50.00	\$0.00	\$50.00	\$50.00	\$50.00	\$0.00	\$0.00
1411540	548000	VEHICLE SUPPLIES	\$535.00	\$70.00	\$200.00	\$200.00	\$200.00	\$0.00	\$0.00
1411540	548400	TOOLS & EXPENDABLES	\$0.00	\$60.00	\$200.00	\$200.00	\$200.00	\$0.00	\$0.00
1411540	558100	CLOTHING	\$974.97	\$728.34	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00	\$0.00
<b>1411540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$2,138.49</b>	<b>\$1,776.68</b>	<b>\$2,400.00</b>	<b>\$2,400.00</b>	<b>\$2,400.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
1411580	585600	Roads & Seawalls	\$312,074.79	\$307,182.37	\$400,000.00	\$400,000.00	\$400,000.00	\$0.00	\$0.00
<b>1411580 Total</b>		<b>Capital Outlay</b>	<b>\$312,074.79</b>	<b>\$307,182.37</b>	<b>\$400,000.00</b>	<b>\$400,000.00</b>	<b>\$400,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Engineering (411)</b>			<b>\$594,306.10</b>	<b>\$594,583.36</b>	<b>\$695,708.00</b>	<b>\$707,487.00</b>	<b>\$705,487.00</b>	<b>(\$2,000.00)</b>	<b>\$9,779.00</b>



## TOWN OF SCITUATE

### FY 2023 BUDGET

### DEPARTMENT: DPW Administration

#### MISSION STATEMENT:

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

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

#### FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Safety: Provide a safe working environment for all DPW Employees
2. Roadways: Improve the quality of Public Streets in Scituate while implementing a bottom down roadway management plan. Improve pedestrian accessibility where applicable.
3. Sewer: Create additional sewer capacity by implementing I/I procedures and policies.
4. Water: Improve the water distribution system and continue to work on eliminating brown water by removing older pipes. Improve existing wells and continue to look for new sources of water for future usage. Use UDF (unidirectional flushing) Program to eliminate brown water.
5. Transfer Station: Work with the South Shore recycling Consortium to look for ways to increase the Town's recycling rate and manage disposal costs.
6. Foreshore Protection: Work with FEMA in completing damage assessments and funding of future projects. Continue to do routine maintenance at all sections of public foreshore protection as well as look at alternative sources of funding for repairs and replacement.

#### MAJOR BUDGET COMPONENTS:

<u>Dept.</u>	<u>2022 Actual</u>	<u>Families Served</u>	<u>Cost per Family</u>
Highway and Grounds	\$2,199,395	8,000	\$275
Engineering	\$695,708	8,000	\$87
Water Department	\$6,365,748	8,000	\$796
Sewer Department	\$3,814,200	3,000	\$1,271
Transfer Station	\$1,517,166	5,000	\$303
Snow and Ice	\$4497,114	8,000	\$62
Foreshore Protection	\$200,000	8,000	\$25
Administration	\$198,413	8,000	\$25

## FY 2023 RISKS AND CHALLENGES

1. Safety: Comply with OSHA rules and regulations
2. Highway: Maintain roadways as water line project are ongoing.
3. Public Grounds: Managing new field complex and balancing existing field improvements.
4. Water Department: Elimination of sediment in existing water system to minimize brown water to residents during a drought.
5. Sewer Department: To continue to identify and mitigate sources of Inflow and Infiltration to provide capacity for sewer collection system expansions.
6. Transfer Station: To keep costs down and avoid increased fees as the market for recyclables fluctuates.
7. Engineering: Complete construction oversight of on-going projects and the Cedar Point Sewer Project.
8. Foreshore Protection: Working with the Army Corp. of Engineering on the replacement of 1,300 feet of seawall along Turner and Lighthouse Roads. Continue working with Government Agencies to look for funding sources.

## DEPARTMENTAL ACCOMPLISHMENTS FY 2022

1. Highway Department:
  - A: Improved pedestrian accessibility on the Commons
  - B: Installed 2<sup>nd</sup> phase of sidewalk on County Way
2. Public Grounds:
  - A: Transformed Central and Cudworth Ball Fields
  - B: Removed over 45 dead and dying trees from the Public right of Way
3. Water Department:
  - A: Installed a Green Sand Filter @ Well #17 .
  - B: Completed installing Green Sand Filter @ Well #18.
  - C: Continued the UDF (unidirectional flushing) Program
4. Engineering:
  - A: Awarded \$400,000 in funding for the Phase 2 portion of the Country Way Multi-use trail
  - B: Completed Egypt Beach and Musquashcut Berms with FEMA and Town funds
5. Wastewater:
  - A: Completed Cedar Point Sewer Replacement Project
  - B: Continued updating the SCADA system
6. Transfer Station:
  - A: Completed the year with a 56% recycling rate
  - B: Continued to make improvements to the site including new line striping, purchase of new containers and increase in stormwater management maintenance

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>DPW Administration - Kevin Cafferty, Director of Public Works</b>									
1421510	511000	REGULAR SALARIES	\$182,386.51	\$185,913.85	\$190,949.00	\$196,472.00	\$196,472.00	\$0.00	\$5,523.00
1421510	513000	LONGEVITY	\$1,050.00	\$1,100.00	\$1,100.00	\$1,100.00	\$1,100.00	\$0.00	\$0.00
1421510	519100	OTHER SALARIES	\$3,450.68	\$3,437.06	\$5,599.00	\$5,784.00	\$5,784.00	\$0.00	\$185.00
<b>1421510 Total</b>		<b>Personal Services</b>	<b>\$186,887.19</b>	<b>\$190,450.91</b>	<b>\$197,648.00</b>	<b>\$203,356.00</b>	<b>\$203,356.00</b>	<b>\$0.00</b>	<b>\$5,708.00</b>
1421520	524200	REPAIR/MAINT PROP/EQUIP	\$0.00	\$232.94	\$300.00	\$300.00	\$300.00	\$0.00	\$0.00
1421520	527100	RENTALS EQUIP/FACILITIES	\$0.00	\$0.00	\$40.00	\$40.00	\$40.00	\$0.00	\$0.00
1421520	532100	CONFERENCES/MEETINGS	\$0.00	\$0.00	\$50.00	\$50.00	\$50.00	\$0.00	\$0.00
1421520	534300	BINDING & PRINTING	\$0.00	\$0.00	\$100.00	\$100.00	\$100.00	\$0.00	\$0.00
<b>1421520 Total</b>		<b>Purchase of Services</b>	<b>\$0.00</b>	<b>\$232.94</b>	<b>\$490.00</b>	<b>\$490.00</b>	<b>\$490.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
1421540	542000	OFFICE SUPPLIES	\$274.48	\$207.54	\$225.00	\$225.00	\$225.00	\$0.00	\$0.00
1421540	542500	PRINTING & FORMS	\$28.95	\$0.00	\$50.00	\$50.00	\$50.00	\$0.00	\$0.00
1421540	558100	CLOTHING	\$0.00	\$0.00	\$0.00	\$250.00	\$0.00	(\$250.00)	\$0.00
<b>1421540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$303.43</b>	<b>\$207.54</b>	<b>\$275.00</b>	<b>\$525.00</b>	<b>\$275.00</b>	<b>(\$250.00)</b>	<b>\$0.00</b>
<b>Total DPW Administration (421)</b>			<b>\$187,190.62</b>	<b>\$190,891.39</b>	<b>\$198,413.00</b>	<b>\$204,371.00</b>	<b>\$204,121.00</b>	<b>(\$250.00)</b>	<b>\$5,708.00</b>

**TOWN OF SCITUATE**

**FY 2023 BUDGET**

**DEPARTMENT: DPW HIGHWAY (Dept 422)**

**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 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

1. Section of Briarwood Lane  
Overlay 750' at 29' wide
  
2. Baileys Causeway  
550' at 20' wide  
Full depth reclamation of roadway
  
3. Glades Road  
700' at 20' wide  
Cold plane, level and top roadway

**MAJOR BUDGET COMPONENTS**

Personnel cost	\$723,895	58.2%
Purchase of Services	\$334,942	26.9%
Material & Supplies	\$174,228	14.0%
Equipment purchases	\$ 10,000	0.09%

**FY 2023 RISKS AND CHALLENGES**

1. Stay within budget and managing unexpected costs from ocean storm clean up's, maintenance of roadways and parking lots.
2. Full Moon high tide is challenging in the areas of Cole Parkway and Peggotty Beach.
3. A constant challenge keeping coastal roads open after a northeast storm event. Over wash occurred on Egypt Beach Road, Peggotty Beach Parking lot (route to Inner Harbor Road) Glades Road, Surfside Road, Rebecca Road, Lighthouse Road and Turner Road. Contractors are used in heavy over wash areas and town loaders are used in the "lighter" over wash areas, last winter we responded to over wash incidents.
4. A constant challenge is keeping up with the large number of roadside tree removal that needs to be completed. Working with National grid to identify trees

- and limbs that may cause utility problem.
5. Keep up with road side over growth.
  6. Maintaining Parks and Athletic fields during time of drought.

## DEPARTMENTAL ACCOMPLISHMENTS

- Yearly cleaning of culverts in; North Scituate, Sand Hills, Scituate Center, Greenbush area, Harbor area, Minot area, Shore Acres and the west end to keep water flowing in major area of town.
- Yearly cleaning of 2,600 catch basins.
- Opened and closed all beach entrances (cleaned out sand, installed and removed Sea gates and railings).
- Managed the line painting of main and secondary roadways, intersections, business districts, parking lots and schools.
- Picked up trash from all Ship Shape Day locations, and all beach association clean up debris.
- Used over 40 tons of asphalt to patch 25 areas disturbed by the water department.
- Used over 100 tons of asphalt for pot hole repairs and trench repairs.
- Yearly cleaning of all best management practices catch basins near the reservoir (Pin Oak Drive, Hughey Road, Satuit Trail, Oakhurst Road, Eisenhower Lane, and Colonial Way).
- Emptied trash barrels weekly and when needed in business area (62), beach areas (70), and recycle bins (20).
- Paving sidewalks on a section of First Parish Road from Lawson Park to the R/R tracks
- Paving of Oceanside Drive

DESCRIPTION OF REVENUE	FY20	FY21	FY22 YTD	FY23 Projected	Comments
Departmental Revenue	\$600	\$0	\$0	\$0	
Ride Share Funds	\$1,612	\$584	\$0	\$1,700	

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Snow &amp; Ice - Michael Breen, Highway &amp; Public Grounds Supervisor</b>									
1423510	512000	OVERTIME	\$43,045.93	\$93,042.06	\$107,906.00	\$101,401.00	\$101,401.00	\$0.00	(\$6,505.00)
<b>1423510 Total</b>		<b>Personal Services</b>	<b>\$43,045.93</b>	<b>\$93,042.06</b>	<b>\$107,906.00</b>	<b>\$101,401.00</b>	<b>\$101,401.00</b>	<b>\$0.00</b>	<b>(\$6,505.00)</b>
1423520	527100	EQUIPMENT RENTALS	\$53,939.74	\$121,286.75	\$176,909.00	\$150,000.00	\$150,000.00	\$0.00	(\$26,909.00)
<b>1423520 Total</b>		<b>Purchase of Services</b>	<b>\$53,939.74</b>	<b>\$121,286.75</b>	<b>\$176,909.00</b>	<b>\$150,000.00</b>	<b>\$150,000.00</b>	<b>\$0.00</b>	<b>(\$26,909.00)</b>
1423540	543100	EQUIPMENT PARTS	\$32,488.96	\$27,516.17	\$28,000.00	\$28,000.00	\$28,000.00	\$0.00	\$0.00
1423540	543300	ROADWAY MAINTENANCE	\$97,504.48	\$131,424.10	\$183,449.00	\$217,114.00	\$217,114.00	\$0.00	\$33,665.00
1423540	548000	VEHICLE SUPPLIES	\$0.00	\$0.00	\$100.00	\$100.00	\$100.00	\$0.00	\$0.00
1423540	548400	TOOLS & EXPENDABLES	\$449.99	\$43.19	\$750.00	\$500.00	\$500.00	\$0.00	(\$250.00)
<b>1423540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$130,443.43</b>	<b>\$158,983.46</b>	<b>\$212,299.00</b>	<b>\$245,714.00</b>	<b>\$245,714.00</b>	<b>\$0.00</b>	<b>\$33,415.00</b>
1423580	585100	EQUIPMENT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>1423580 Total</b>		<b>Capital Outlay</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Snow &amp; Ice (423)</b>			<b>\$227,429.10</b>	<b>\$373,312.27</b>	<b>\$497,114.00</b>	<b>\$497,115.00</b>	<b>\$497,115.00</b>	<b>\$0.00</b>	<b>\$1.00</b>

**TOWN OF SCITUATE**

**FY 2023 BUDGET**

**DEPARTMENT: SNOW & ICE**

**MISSION STATEMENT:**

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

**FY 2023 SNOW & ICE 423 - GOALS**

1. Continue to provide Driver wellness training to all employees and contractors.
2. Examine routes for optimum results for available equipment.

**MAJOR BUDGET COMPONENTS:**

Personnel cost	\$101,401	20.4%
Equipment Rentals	\$150,000	30.2%
Materials & Supplies	\$245,714	49.4%

**FY 2023 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.
2. Keeping all snow plow routes cleared during long duration storms.
3. Balancing needs with equipment and contractor supply challenges.

**DEPARTMENTAL 2021 ACCOMPLISHMENTS:**

During the winter we had more salting events than snow removal events which can be just as time consuming. We cleared the following areas of over wash twice; Central Ave, Oceanside Drive, Surfside Drive, Glades Road, Egypt Beach Road, Turner Road, Lighthouse Road, Rebecca Road and Peggotty Beach parking lot (blocks Inner Harbors Road)

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

Continued successful brine and magnesium chloride procedure to the town salting routes.



**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Snow &amp; Ice - Michael Breen, Highway &amp; Public Grounds Supervisor</b>									
1423510	512000	OVERTIME	\$43,045.93	\$93,042.06	\$107,906.00	\$101,401.00	\$101,401.00	\$0.00	(\$6,505.00)
<b>1423510 Total</b>		<b>Personal Services</b>	<b>\$43,045.93</b>	<b>\$93,042.06</b>	<b>\$107,906.00</b>	<b>\$101,401.00</b>	<b>\$101,401.00</b>	<b>\$0.00</b>	<b>(\$6,505.00)</b>
1423520	527100	EQUIPMENT RENTALS	\$53,939.74	\$121,286.75	\$176,909.00	\$150,000.00	\$150,000.00	\$0.00	(\$26,909.00)
<b>1423520 Total</b>		<b>Purchase of Services</b>	<b>\$53,939.74</b>	<b>\$121,286.75</b>	<b>\$176,909.00</b>	<b>\$150,000.00</b>	<b>\$150,000.00</b>	<b>\$0.00</b>	<b>(\$26,909.00)</b>
1423540	543100	EQUIPMENT PARTS	\$32,488.96	\$27,516.17	\$28,000.00	\$28,000.00	\$28,000.00	\$0.00	\$0.00
1423540	543300	ROADWAY MAINTENANCE	\$97,504.48	\$131,424.10	\$183,449.00	\$217,114.00	\$217,114.00	\$0.00	\$33,665.00
1423540	548000	VEHICLE SUPPLIES	\$0.00	\$0.00	\$100.00	\$100.00	\$100.00	\$0.00	\$0.00
1423540	548400	TOOLS & EXPENDABLES	\$449.99	\$43.19	\$750.00	\$500.00	\$500.00	\$0.00	(\$250.00)
<b>1423540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$130,443.43</b>	<b>\$158,983.46</b>	<b>\$212,299.00</b>	<b>\$245,714.00</b>	<b>\$245,714.00</b>	<b>\$0.00</b>	<b>\$33,415.00</b>
1423580	585100	EQUIPMENT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>1423580 Total</b>		<b>Capital Outlay</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Snow &amp; Ice (423)</b>			<b>\$227,429.10</b>	<b>\$373,312.27</b>	<b>\$497,114.00</b>	<b>\$497,115.00</b>	<b>\$497,115.00</b>	<b>\$0.00</b>	<b>\$1.00</b>

**FY 2023 Operational Budget**

<b>Organization</b>	<b>Object</b>	<b>Account Description</b>	<b>2020 Actuals</b>	<b>2021 Actuals</b>	<b>2022 Budget</b>	<b>2023 Dept Request</b>	<b>2023 Town Admin</b>	<b>Town Admin Changes</b>	<b>Change FY23 TA Rec /FY22</b>
1424520	521100	ELECTRICITY	\$110,286.67	\$88,597.34	\$125,000.00	\$125,000.00	\$125,000.00	\$0.00	\$0.00
<b>1424520 Total</b>		<b>Purchase of Services</b>	<b>\$110,286.67</b>	<b>\$88,597.34</b>	<b>\$125,000.00</b>	<b>\$125,000.00</b>	<b>\$125,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Street Lights</b>			<b>\$110,286.67</b>	<b>\$88,597.34</b>	<b>\$125,000.00</b>	<b>\$125,000.00</b>	<b>\$125,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

## TOWN OF SCITUATE

### FY 2023 BUDGET

### DEPARTMENT: DPW PUBLIC GROUNDS (Dept 429)

#### MISSION STATEMENT:

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

#### FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Prune/trim trees on Williamsburg, Vernon Rd, Cedar St., Washington Ln and Booth Hill Ln
2. Maintain beach and business districts trash removal in a cost effective way.
3. Remove all dead or dying trees from roadways and trim all over growth on sidewalks in school areas.
4. Survey, line and strip all playing fields; increase our spring maintenance to improve high wear areas and in 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.
5. Maintain and service all town owned cemeteries and straighten headstones.
6. Manage contractor road work and sidewalk work in a cost effective manner.
7. Digitize sales records of two Town Cemeteries

#### MAJOR BUDGET COMPONENTS

Personnel cost	\$704,394	66.5%
Purchase of Services	\$245,416	23.2%
Material & Supplies	\$106,600	10.1%
Equipment purchases	\$2,760	0.02%

## FY 2023 RISKS AND CHALLENGES

1. Taking playing fields off line in order to rest and rejuvenate fields.
2. Public Grounds maintains the following open space areas with a crew of 8 employees: Hatherly School, Central Park, Gates School, Cudworth playground, Lawson Park, High School grounds, football practice field, Town Hall greenscape, Greenbush open space, Sandhills ballfields, Town Library green space, Elm Park, the Common, Beaver Dam ball field, Jenkins School, Wampatuck School, Cushing School, Cushing field, High school soccer field and Driftway Park, North Scituate Village, Hollett Street at Ann Vinal, Central Fire Station, Edward Foster, Cole Parkway, Teak Sherman Park, Mount Hope Cemetery, Cudworth Cemetery, Egypt Park. Purple Dinosaur playground, North Scituate Playground, Route 3A North River pump station, Country Way, Cedar and Summer Streets. The addition of the Public Safety Building, new School and expanded Library will challenge the team to provide level service in these areas.
3. Organizing two cemeteries with no computerized system.
4. Increased demand for higher level of service with limited staff and resources.
5. Increase amount of planning with limited resources to continue improving road and sidewalks
6. Increase amount of tree trimming with limited staff.
7. Maintain all ballfields from April - November with a water ban restriction in effect.

## DEPARTMENTAL ACCOMPLISHMENTS

- Cut back roadside growth along roads and intersections, cut back growth on all sidewalks.
- Remove 45 Dead trees and hundreds of fallen tree limbs.
- 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 trim 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 Marilyn Road, Williamsburg Lane, Arborway and Mordecai Lincoln 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.

DESCRIPTION OF REVENUE	FY20	FY21	FY22 YTD	FY23 Projected	Comments
Departmental Revenue	\$8,186	\$3,235	\$5,198	\$8,100	

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>DPW Public Grounds - Michael Breen, Highway &amp; Public Grounds Supervisor</b>									
1429510	511000	REGULAR SALARIES	\$487,546.03	\$457,803.90	\$506,361.00	\$495,315.00	\$495,315.00	\$0.00	(\$11,046.00)
1429510	512000	OVERTIME	\$42,399.63	\$27,483.37	\$28,915.00	\$49,532.00	\$49,532.00	\$0.00	\$20,617.00
1429510	513000	LONGEVITY	\$4,250.00	\$3,250.00	\$3,250.00	\$4,550.00	\$4,550.00	\$0.00	\$1,300.00
1429510	514000	EDUCATIONAL INCENTIVE	\$0.00	\$1,000.00	\$0.00	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00
1429510	518000	PART-TIME SALARIES	\$0.00	\$0.00	\$3,000.00	\$3,000.00	\$3,000.00	\$0.00	\$0.00
1429510	519000	SEASONAL SALARIES	\$34,872.50	\$24,233.00	\$106,590.00	\$100,320.00	\$100,320.00	\$0.00	(\$6,270.00)
1429510	519100	OTHER SALARIES	\$20,193.34	\$21,266.20	\$17,531.00	\$21,134.00	\$21,134.00	\$0.00	\$3,603.00
<b>1429510 Total</b>		<b>Personal Services</b>	<b>\$589,261.50</b>	<b>\$535,036.47</b>	<b>\$665,647.00</b>	<b>\$674,851.00</b>	<b>\$674,851.00</b>	<b>\$0.00</b>	<b>\$9,204.00</b>
1429520	524100	OFFICE MACHINE MAINT	\$2,000.00	\$0.00	\$150.00	\$150.00	\$150.00	\$0.00	\$0.00
1429520	524200	REPAIR/MAINT PROP/EQ	\$21,544.91	\$40,224.89	\$49,274.00	\$42,232.00	\$42,232.00	\$0.00	(\$7,042.00)
1429520	524500	VEHICLE SERVICE	\$4,470.90	\$4,155.52	\$4,326.00	\$4,326.00	\$4,326.00	\$0.00	\$0.00
1429520	527100	RENTAL EQUIP/FACILIT	\$104,232.91	\$93,886.06	\$143,252.00	\$179,408.00	\$160,000.00	(\$19,408.00)	\$16,748.00
1429520	530900	TECHNICAL SERVICES	\$0.00	\$200.00	\$4,000.00	\$10,000.00	\$5,000.00	(\$5,000.00)	\$1,000.00
1429520	532100	CONFERENCES/MEETINGS	\$0.00	\$139.00	\$300.00	\$300.00	\$300.00	\$0.00	\$0.00
1429520	534400	POSTAGE	\$0.00	\$0.00	\$50.00	\$0.00	\$0.00	\$0.00	(\$50.00)
1429520	538900	INTERDEPARTMENTAL SERVICES	\$14,901.48	\$8,500.00	\$8,500.00	\$8,500.00	\$8,500.00	\$0.00	\$0.00
1429520	573100	PROFESSIONAL DUES & SUBS	\$370.00	\$500.00	\$500.00	\$500.00	\$500.00	\$0.00	\$0.00
<b>1429520 Total</b>		<b>Purchase of Services</b>	<b>\$147,520.20</b>	<b>\$147,605.47</b>	<b>\$210,352.00</b>	<b>\$245,416.00</b>	<b>\$221,008.00</b>	<b>(\$24,408.00)</b>	<b>\$10,656.00</b>
1429540	542000	OFFICE SUPPLIES	\$130.86	\$219.75	\$250.00	\$250.00	\$250.00	\$0.00	\$0.00
1429540	542300	SPECIAL AGENCY SUPPL	\$20,273.93	\$17,672.06	\$18,500.00	\$18,500.00	\$18,500.00	\$0.00	\$0.00
1429540	543000	BUILDING SUPPLIES	\$2,880.06	\$2,595.36	\$3,200.00	\$3,200.00	\$3,200.00	\$0.00	\$0.00
1429540	543100	EQUIPMENT PARTS	\$25,902.81	\$25,495.24	\$25,000.00	\$26,000.00	\$25,000.00	(\$1,000.00)	\$0.00
1429540	545100	CLEANING SUPPLIES	\$202.76	\$935.02	\$750.00	\$950.00	\$950.00	\$0.00	\$200.00
1429540	546200	LANDSCAPING SUPPLIES	\$16,790.42	\$22,226.55	\$44,800.00	\$44,800.00	\$44,800.00	\$0.00	\$0.00
1429540	548000	VEHICLE SUPPLIES	\$165.75	\$701.51	\$750.00	\$750.00	\$750.00	\$0.00	\$0.00
1429540	548100	FUELS & LUBRICANTS	\$43.98	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1429540	548400	TOOLS & EXPENDABLES	\$2,115.84	\$882.68	\$900.00	\$900.00	\$900.00	\$0.00	\$0.00
1429540	558100	CLOTHING	\$451.44	\$5,540.00	\$11,250.00	\$11,250.00	\$11,250.00	\$0.00	\$0.00
<b>1429540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$68,957.85</b>	<b>\$76,268.17</b>	<b>\$105,400.00</b>	<b>\$106,600.00</b>	<b>\$105,600.00</b>	<b>(\$1,000.00)</b>	<b>\$200.00</b>
1429580	585100	EQUIPMENT	\$14,600.00	\$24,259.00	\$25,860.00	\$2,760.00	\$2,760.00	\$0.00	(\$23,100.00)
<b>1429580 Total</b>		<b>Capital Outlay</b>	<b>\$14,600.00</b>	<b>\$24,259.00</b>	<b>\$25,860.00</b>	<b>\$2,760.00</b>	<b>\$2,760.00</b>	<b>\$0.00</b>	<b>(\$23,100.00)</b>
<b>Total DPW Public Grounds (429)</b>			<b>\$820,339.55</b>	<b>\$783,169.11</b>	<b>\$1,007,259.00</b>	<b>\$1,029,627.00</b>	<b>\$1,004,219.00</b>	<b>(\$25,408.00)</b>	<b>(\$3,040.00)</b>

## TOWN OF SCITUATE

**FY 2023 BUDGET**

**DEPARTMENT: Board of Health**

### **MISSION STATEMENT:**

The overall mission of the Health Department is to provide services and programs to protect the health, safety and well-being of the residents of Scituate.

To achieve this goal, we are committed to

- Enforce all Local and State-delegated public health and environmental regulations for prevention and control of disease.
- Protect residents from environmental hazards to their health.
- Provide programs, clinics, and educational information designed to prevent and control disease and to continue to improve the quality of the lives of our residents.

### **FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES**

GOAL #1- Continue to educate residents to stop the spread of Covid-19. COVID-19 is a new respiratory disease, caused by a novel coronavirus that has not previously been seen in humans. **The best way to prevent illness is to get vaccinated.** Vaccines are currently available for anyone thirteen years of age and older. When vaccines are approved for younger children the Board of Health will work with pediatricians to educate the public.

GOAL #2 – To continue to improve public education, awareness and means of prevention associated with mosquito borne diseases such as Eastern Equine Encephalitis (EEE) and West Nile Virus (WNV), as well as tick borne diseases.

- A. Continue ongoing collaboration with outside programs and entities (3 local golf courses) and other Town Departments to educate residents of Scituate about the importance for communities that could be elevated to critical, high or moderate risk for mosquito borne diseases to continue to take personal precautions against mosquito bites. These steps include using EPA-approved bug spray, wearing long sleeves and pants outdoors to reduce exposed skin, and by limiting outdoor activities in the hours from dusk to dawn when mosquitoes are most active.
- B. Source reduction (e.g., removing potential breeding sites, such as garbage cans, flower pots, bird baths, discarded auto-tires or other containers that hold water) is useful for decreasing the risk against EEE and WNV.
- C. When going outside to an area likely to have ticks:  
Stick to main pathways and the center of trails when hiking.

Wear a light-colored, long-sleeved shirt with long pants and tuck your pants into your socks. This may be difficult to do when the weather is hot, but it will help keep ticks away from your skin and make it easier to spot a tick on your clothing.

Use bug repellents. Repellents that contain DEET can be used on your exposed skin. Permethrin is a product that can be used on your clothes. Always follow the product instructions and use repellents with no more than 30-35% DEET on adults and 10-15% DEET on children. Never use insect repellents on infants. Talk to your veterinarian about the best ways to protect your pets and livestock from ticks and mosquitos.

**GOAL #3** Continue to run our yearly flu clinics for our residents. The Board of Health holds several flu clinics during the fall months, days and evenings to protect residents from seasonal influenza. The best way to stay healthy is to get vaccinated.

**GOAL #4-** To incorporate Permit Eyes, a new office database system to document, track and report inspections. The Board of Health issues a large number of permits and information for food establishments, temporary food events, vaccine tracking, tobacco retailers, septic system installers, rubbish removal, pump and hauler contractor, Title 5 inspectors, housing and nuisance cases, social service referrals, hoarding, funeral directors, private wells, burials, pools, and camps.

## **DEPARTMENTAL OBJECTIVES**

The Health Department provides inspectional services for food safety; septic systems; public, semi-public and commercial pools; beach water testing and recreational camps. 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; and burials. The public health nurse offers several free flu prevention clinics, conducts weekly blood pressure clinics, and participates in the Health Fair at the Scituate Harbor Community Building. The department also provides the public with reliable and accurate information on emerging public health threats or concerns, such as EEE, WNV and tick borne diseases. The department also responds to environmental health concerns or issues and is actively engaged in emergency preparedness, collaborating with multiple departments so that the Town can respond efficiently when an emergency occurs. To assist in this necessary planning process, the department is an active member of the Region 4ab Emergency Preparedness Coalition. The staff attends conferences and seminars, so that they can remain current on emerging trends, regulations and best practices in the varied practice of public health. Septic systems permitted through the department continues to increase. There has also been an increase in the number of Title 5 inspection reports to be reviewed and compliance issues and follow up associated with failed systems and operation and maintenance contract requirements to be addressed.



## **MAJOR BUDGET COMPONENTS**

The major budget component is personal services, which currently is comprised of regular salaries, overtime salaries and part-time salaries for the health director, assistant health director, public health nurse, manager of social services, and administrative assistant. Collectively, these salaries account for approximately 95% of the proposed department budget. Technical services account for 4% of the remaining proposed budget

## **CHALLENGES**

The Board of Health issues annual permits for food establishments; septic system installers, pump and haulers and inspectors; funeral directors; rubbish haulers; and tobacco retailers at the end of each year, resulting in the office receiving, reviewing and issuing approximately 250 permits in a two month period. This is a very time consuming undertaking, particularly by the administrative assistant, who must follow-up with each potential permittee to identify missing application elements and ensure that each application package is complete before issuing each permit prior to the expiration of the permittee's existing permit.

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Board of Health - Andrew Scheele, Board of Health Director</b>									
1510510	511000	REGULAR SALARIES	\$214,413.00	\$255,120.48	\$276,037.00	\$285,785.00	\$285,785.00	\$0.00	\$9,748.00
1510510	513000	LONGEVITY	\$925.00	\$925.00	\$925.00	\$975.00	\$975.00	\$0.00	\$50.00
1510510	518000	PART-TIME SALARIES	\$14,734.67	\$14,959.30	\$14,624.00	\$14,624.00	\$14,624.00	\$0.00	\$0.00
1510510	519100	OTHER SALARIES	\$508.92	\$499.05	\$498.00	\$498.00	\$498.00	\$0.00	\$0.00
<b>1510510 Total</b>		<b>Personal Services</b>	<b>\$230,581.59</b>	<b>\$271,503.83</b>	<b>\$292,084.00</b>	<b>\$301,882.00</b>	<b>\$301,882.00</b>	<b>\$0.00</b>	<b>\$9,798.00</b>
1510520	524500	REPAIRS & MAINTENAN	\$0.00	\$0.00	\$100.00	\$100.00	\$100.00	\$0.00	\$0.00
1510520	530900	TECHNICAL SERVICES	\$3,564.50	\$394.00	\$9,250.00	\$9,250.00	\$9,250.00	\$0.00	\$0.00
1510520	532100	CONFERENCES/MEETINGS	\$395.00	\$0.00	\$1,150.00	\$1,150.00	\$1,150.00	\$0.00	\$0.00
1510520	534300	BINDING & PRINTING	\$0.00	\$70.00	\$375.00	\$375.00	\$375.00	\$0.00	\$0.00
1510520	571100	MILEAGE REIMBURSEMENT	\$212.52	\$0.00	\$1,200.00	\$1,200.00	\$1,200.00	\$0.00	\$0.00
1510520	573100	PROFESSIONAL DUES & SUBS	\$60.00	\$0.00	\$500.00	\$500.00	\$500.00	\$0.00	\$0.00
<b>1510520 Total</b>		<b>Purchase of Services</b>	<b>\$4,232.02</b>	<b>\$464.00</b>	<b>\$12,575.00</b>	<b>\$12,575.00</b>	<b>\$12,575.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
1510540	542000	OFFICE SUPPLIES	\$214.08	\$238.20	\$800.00	\$800.00	\$800.00	\$0.00	\$0.00
1510540	542500	PRINTING & FORMS	\$0.00	\$197.94	\$300.00	\$300.00	\$300.00	\$0.00	\$0.00
1510540	550000	MEDICAL SUPPLIES	\$281.51	\$256.18	\$485.00	\$485.00	\$485.00	\$0.00	\$0.00
1510540	558100	CLOTHING	\$0.00	\$0.00	\$150.00	\$150.00	\$150.00	\$0.00	\$0.00
<b>1510540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$495.59</b>	<b>\$692.32</b>	<b>\$1,735.00</b>	<b>\$1,735.00</b>	<b>\$1,735.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
1510580	585300	OFFICE EQUIPMENT	\$45.89	\$0.00	\$125.00	\$125.00	\$125.00	\$0.00	\$0.00
<b>1510580 Total</b>		<b>Capital Outlay</b>	<b>\$45.89</b>	<b>\$0.00</b>	<b>\$125.00</b>	<b>\$125.00</b>	<b>\$125.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Board of Health (450)</b>			<b>\$235,355.09</b>	<b>\$272,660.15</b>	<b>\$306,519.00</b>	<b>\$316,317.00</b>	<b>\$316,317.00</b>	<b>\$0.00</b>	<b>\$9,798.00</b>

## TOWN OF SCITUATE

### FY 2023 BUDGET

### DEPARTMENT: 541 – Council on Aging

**MISSION STATEMENT:** To identify the unique needs and interests of our senior community and provide programs and services that enhance quality of life, foster independence, and ensure the physical and emotional well-being of a growing and active older population.

### FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

**GOAL 1:** Continue to develop programming and expand services for new Senior Center building and community campus (ongoing)

Objectives:

1. Identify activity and program needs through variety of sources such as survey and committee efforts (ongoing);
2. Connect with community partners for providing mutual events to take advantage of new facility (ongoing);
3. Refine in-house congregate Luncheon program and further develop Café options and concept (ongoing);
4. Pursue development of Memory Café and Social Day program for clients with early-stage memory loss and caregivers.

**GOAL 2:** Identify needs of staff for improving job satisfaction and opportunities to interact (ongoing)

Objectives:

1. Provide opportunities for staff development (ongoing);
2. Implement team and 1-on-1 meeting schedule;
3. Promote cross-training and understanding of all job functions among staff (ongoing);

**GOAL 3:** Select components of the submitted Age-Friendly Action Plan to promote the Age-Friendly Community concept through initiated events and community outreach (ongoing).

Objectives:

1. Facilitate Steering Committee planning sessions for targeting Action Plan items (Jul-Jun);
2. Partner with community and municipal stakeholders to promote selected action items (Jul-Jun);
3. Market and highlight efforts of Steering Committee, Senior Center, and town partners for increased community awareness of initiative (ongoing).

### MAJOR BUDGET COMPONENTS

#### I. Personnel Roles:

Outreach Coordinator - Full time, Non-union position; difficulty filling vacant position due to salary; need to reassess for market rate (have now filled with in-house lateral move) – manages client calls for questions regarding resources available for housing, financial benefits/assistance, health insurance/prescriptions, household needs – including caregiver and home maintenance/services. Involves home visits, in-office meetings with individuals and families, online and print application completion, proactive researching of benefit and financial support, and cultivation and coordination with community partners as needed;

Supplemental:

Caregiver Support Group Facilitator (using Formula Grant @ \$150/mo) – facilitates monthly Caregiver Support Group and provides resources to group and to Outreach/staff;

Grief Support Group Facilitator (uses Senior Tax Work-off Program) – facilitates/coordinates both virtual, social and in-house support group meetings around bereavement needs of clients;

Town of Scituate Social Worker/Social Services Manager – On-site; available for consult to supplement Outreach case management of specific client needs, primarily for mental health oversight;

2 Volunteer SHINE Counselors – advise clients by appointment (in-person, phone and e-mail) on selection of medical plan and variety of coverage, as needed all year but busiest during Medicare Open Enrollment period September/October through December.

Activities/Volunteer Coordinator (Non-union; part-time at 25 hours since inception of position in 2014 on Formula Grant beginning at \$15/hour and increased to \$24/hour; new hire as of June 1, 2021 – manages volunteer needs for supporting programs, activities and staff; trains and orients new volunteers; schedules and coordinates new and existing activities and programs; works closely with Director on identifying program needs and implementing, as well as larger events; oversees completion of print media, and markets programs/activities and volunteer needs.

Requests:

Move to Municipal Budget – at \$24/hour and consideration of market increases cannot reasonably sustain through Formula Grant; is also a critical role and one I would identify for more responsibility; adoption of permanent position on Town budget would open up more opportunity for part-time, transient funding of other client/staff needs and program subsidies through the state-funded Formula Grant.

Increase weekly hours to 30 – Current staff person able to increase hours to 30 and has been an immediately respected and become an integral addition to both the staff and client program needs.

Transportation Coordinator (Full time (TOSCA; 50% supported by GATRA Budget) – Dispatch for callers requesting both local rides and out-of-town medical appointments between Plymouth and Boston. Manages driver and client schedules, training and DOT requirements; inputs rides into online program for producing schedules and accurate reporting; produces monthly and periodic reports for local and state review; is often the first or only person with connection to at-risk clients who only use transportation services; tracks and coordinates van service needs. Difficulty filling/keeping position filled due to salary and possibly challenges of position with frequency of calls and inherent unreliability of client capacity and scheduling changes.

Update:

Received new COA/Town of Scituate 12-person van as part of a MassDOT grant initiated and submitted by former Transportation Coordinator; initially required \$14,000 matching funds for purchase but was waived and 100% funded by MassDOT.

Requesting:

Review of Coordinator salary for market increase;

Transportation/Van Drivers – higher rate scale to start for drivers (\$14 -> \$18/hr)

Administrative Office Coordinator (TOSCA) – Supports all staff and clients with online data and participation reporting as well as payments; generates all purchase orders and instructor payments, receives cash and manages deposits to accounts; orders supply and maintains necessary office inventories; oversees scheduling of professional services and client appointments; provides client assistance for discount ID cards and sticker use; assists with newsletter and volunteer orientation and support.

Food Service Manager/Chef (Part-time, 18 hrs) – has successfully produced new food service program in 4 months with skillful management of variety of volunteer levels.

Requests:

Increase to 20 hours – has been providing that level of on-site time, including prep and cooking as well as ordering, preparing menu, maintaining kitchen equipment, and overseeing volunteer needs.

Requesting PT Kitchen Assistant at suggested salary of \$18/hr – Volunteer assistance has been indispensable in creating the immediately successful lunch program and Café service, but maintaining same level for 5 days weekly is more than can be expected on a regular basis; requires daily commitment and consistency for maintaining current level as well as to expand Café service and allow Food Service Manager to offer more items; will still provide opportunity for trained volunteers to assist, but with consistent level of understanding of kitchen and client needs.

## II. COA Program Support:

- Communication and outreach via Newsletter mailing, Print distribution, Electronic software and services
- Grant-supported programs
- Instructor/Facilitator stipends
- Program supplies

## III. Building/Facility Operations:

- Office Supplies and Equipment
- Staff Support
- Furnishings
- Maintenance/Upkeep

## RISKS AND CHALLENGES

- Personnel departures and difficulty hiring for positions
- Support of seniors with reduced-capacity – staff not equipped to assist; not enough
- Limited resources for Caregivers

## DEPARTMENTAL ACCOMPLISHMENTS

- Continued Client connection and support during Covid, including managing well over 300 client calls for customer service and Vaccine appointment assistance;
- Maintaining services remotely for clients and with staff reduction;
- Packing and moving operations to the new site;
- Cultivating the new building setting;
- Creating and maintaining virtual programming and education during Covid closure;
- Developing new programs and policies to meet the demand for building opening and new client participation;
- Increased volunteer opportunity and use since opening building in April;
- Planning and successful start to Food Service program;
- Maintaining service levels with staff departures and hiring of replacements.

DESCRIPTION OF REVENUE	FY20	FY21	FY22 YTD	FY23 Projected	Comments
EOEA Formula Grant	\$ 52,080 @ \$12/pe	\$ 52,080 @ \$12/pe	\$ 52,080 @ \$12/pe	TBD	Awaiting census update pe=per elder
GATRA Contract	\$106,000	[\$126,240]	\$126,240	TBD	Awaiting updated contract
SES Title III MAP Grant	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	Medical rides
Gifts/Donations*	\$ 3,037	\$ 412 \$ 20,000 Transportation	\$ 1,250 Softball \$10,000 Rotary–Bocce \$11,405 Joanne P Memorial		

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Council on Aging - Linda Hayes, Director of Council on Aging</b>									
1541510	511000	REGULAR SALARIES	\$164,241.62	\$144,691.04	\$133,990.00	\$138,789.00	\$138,789.00	\$0.00	\$4,799.00
1541510	513000	LONGEVITY	\$2,325.00	\$2,325.00	\$2,875.00	\$1,775.00	\$1,775.00	\$0.00	(\$1,100.00)
1541510	518000	PART-TIME SALARIES	\$0.00	\$0.00	\$101,321.00	\$98,145.00	\$107,268.00	\$9,123.00	\$5,947.00
<b>1541510 Total</b>		<b>Personal Services</b>	<b>\$166,566.62</b>	<b>\$147,016.04</b>	<b>\$238,186.00</b>	<b>\$238,709.00</b>	<b>\$247,832.00</b>	<b>\$9,123.00</b>	<b>\$9,646.00</b>
1541520	521100	ELECTRICITY	\$3,057.34	\$2,262.72	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1541520	521300	NATURAL GAS	\$2,319.55	\$4,908.49	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1541520	524200	REPAIR/MAINT PROP/	\$5,678.84	\$1,632.70	\$1,240.00	\$1,240.00	\$1,240.00	\$0.00	\$0.00
1541520	527000	RENTALS & LEASES	\$865.59	\$883.68	\$300.00	\$0.00	\$0.00	\$0.00	(\$300.00)
1541520	531100	SUPPORT SERVICES	\$1,074.50	\$1,616.67	\$2,000.00	\$2,000.00	\$2,000.00	\$0.00	\$0.00
1541520	532100	CONFERENCES/MEETINGS	\$0.00	\$0.00	\$200.00	\$100.00	\$100.00	\$0.00	(\$100.00)
1541520	534400	POSTAGE	\$1,033.73	\$1,499.92	\$1,500.00	\$2,000.00	\$2,000.00	\$0.00	\$500.00
1541520	571100	MILEAGE REIMBURSEMENT	\$315.29	\$104.10	\$300.00	\$100.00	\$100.00	\$0.00	(\$200.00)
<b>1541520 Total</b>		<b>Purchase of Services</b>	<b>\$14,344.84</b>	<b>\$12,908.28</b>	<b>\$5,540.00</b>	<b>\$5,440.00</b>	<b>\$5,440.00</b>	<b>\$0.00</b>	<b>(\$100.00)</b>
1541540	542000	OFFICE SUPPLIES	\$907.29	\$512.10	\$2,000.00	\$2,500.00	\$2,500.00	\$0.00	\$500.00
1541540	542600	FOOD SERVICE SUPPLIES	\$0.00	\$0.00	\$25,000.00	\$25,000.00	\$25,000.00	\$0.00	\$0.00
1541540	545100	CLEANING SUPPLIES	\$390.65	\$386.42	\$500.00	\$500.00	\$500.00	\$0.00	\$0.00
<b>1541540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$1,297.94</b>	<b>\$898.52</b>	<b>\$27,500.00</b>	<b>\$28,000.00</b>	<b>\$28,000.00</b>	<b>\$0.00</b>	<b>\$500.00</b>
1541580	585300	EQUIPMENT	\$509.05	\$389.00	\$5,200.00	\$5,200.00	\$5,200.00	\$0.00	\$0.00
<b>1541580 Total</b>		<b>Capital Outlay</b>	<b>\$509.05</b>	<b>\$389.00</b>	<b>\$5,200.00</b>	<b>\$5,200.00</b>	<b>\$5,200.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Council on Aging (541)</b>			<b>\$182,718.45</b>	<b>\$161,211.84</b>	<b>\$276,426.00</b>	<b>\$277,349.00</b>	<b>\$286,472.00</b>	<b>\$9,123.00</b>	<b>\$10,046.00</b>



**541 GATRA REVOLVING**

<b>Org</b>	<b>Object</b>	<b>Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Request</b>	<b>2023 Request</b>
21002195	470000	GATRA - Other Intergovernmental Revenue	\$85,637.00	\$91,104.99	\$127,989.42	\$110,258.28	\$60,481.75	\$126,240.00	\$126,240.00
21002195	510000	GATRA - Personal Services	\$26,435.50	\$62,534.43	\$73,303.85	\$72,231.72	\$64,075.68	\$61,160.00	\$58,644.00
21002195	524500	GATRA - Vehicle Services	\$1,364.09	\$3,527.12	\$3,619.68	\$136.24	\$0.00	\$5,000.00	\$5,000.00
21002195	527400	GATRA - Paratransit Ride	\$25,144.00	\$35,702.82	\$44,305.19	\$30,219.11	\$28,050.69	\$44,000.00	\$44,000.00
21002195	548100	GATRA - Fuels & Lubricants	\$4,472.57	\$5,952.97	\$6,018.73	\$4,880.27	\$2,377.03	\$6,080.00	\$6,080.00
21002195	570000	GATRA - Other Charges	\$173.91	\$1,127.73	\$754.42	\$1,095.42		\$10,000.00	\$10,000.00
TOTAL	Revenue		\$85,637.00	\$91,104.99	\$127,989.42	\$110,258.28	\$60,481.75	\$126,240.00	\$126,240.00
TOTAL	Expenditures		\$57,590.07	\$108,845.07	\$128,001.87	\$108,562.76	\$94,503.40	\$126,240.00	\$123,724.00

TOWN OF SCITUATE  
FY 2023 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 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS:

GOAL #1:

Coordinate with the local community resources to conduct outreach activities at the new Senior Center for veterans and their families.

OBJECTIVES:

1. Acting as an advocate to connecting veterans and their families to key services.
2. Providing VA Healthcare registration for qualified Town Veterans.
3. Continuously bring knowledge and expertise on current benefits to future outreach events.

GOAL #2:

Initiate a Town veteran's contact list for the purpose of notifying them about upcoming events.

OBJECTIVES:

1. Review options for the most successful way to implement the sign-up process.
2. Reduce the complexity of the sign-up process.
3. Monitor the list for proper procedures regarding security, and spam exposure.

GOAL #3:

Develop a Caregivers resource guide for veterans and their families.

OBJECTIVES:

1. Research and compile all up to date informational resources.
2. Provide a link to the guide on the Veteran Services Department's web page.
3. Monitor and update as needed when new services are available.

## MAJOR BUDGET COMPONENTS:

The Veteran Services Department's budget primarily provides monetary assistance to the town's veterans, widows of veterans, and their families. This assistance meets qualifying needs for food, clothing, shelter, health insurance, and other essential items. Funds may also be used for assisting veterans with fuel allowance when heat is not included in their rent. These benefits fall under the Commonwealth of Massachusetts 108 CMR Chapter 115 and are listed under Subsistence Support and total \$115,500 or 54.31% of the budget. These funds are reimbursed back to the town at a 75% rate from the state. The budget includes a 12.5-hour per week Administrative Assistant and a 35-hour per week full time Veterans' Service Officer as mandated by state compliance laws. This falls under Personnel Services and totals \$89,589 or 42.13% of the budget. The department also attends two Annual Conferences, one in June and the second in October. 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 memorials on Memorial Day. This is listed under Care of Veterans Graves and totals \$2,700 or 2% of the budget. The flagging of the town's veteran's graves and memorials are reimbursed at 75% rate from the state.

## FY 2023 RISKS AND CHALLENGES:

The Department recognizes the unprecedented challenges that it faces as it continues to deal with the COVID-19 pandemic along with the new Delta variant. The department has worked tirelessly to continue to provide quality healthcare, food, and resources to our Town's Veterans and their families. The unpredictable and evolving nature of the coronavirus will only continue to challenge this department going into the FY2023 budget. The backlog of public record requests for Fully Developed Claims stands at over 550,000 at the time of this submittal. This is due to reduced staffing at the National Personnel Record Center which is currently at 25% and working remotely. The NPRC is in the process of trying to hire more staff and get personnel back into the office setting to reduce this backlog. As of this budget submittal, all Department of Veteran Services (DVS) at the State level offices are stilling working remotely or on a one-day a week in the office environment. This brings on challenges in the way of VA services to the veterans we serve. Any serious condition will have to be addressed through in person care. The Veteran Services Department has remained staffed throughout the COVID-19 pandemic which creates concerns with keeping the department staff and their families safe. The department continues to service our town's veterans and dependents and requires by appointment only setting. The town's Chapter 115 clients are in a high-risk category. This department has been using mail or mail drop off to get the required documents to maintain their services. This department continues to work with the State and Federal VA offices to loosen some of the strict requirements for these programs during COVID-19. The Federal stimulus program has brought on new challenges in the way of keeping the Chapter 115 clients under the assets ceiling to stay on this program. The new State Secretary of the Department of Veterans' Services has recently address this with an increase in asset ceiling requirements to \$8,400 for single and \$16,600 for married. As with previous years, a COVID-19 FY2023 will only make the unforeseen challenges in the way of mental health issues, depression, anxiety, psychosis, substance abuse, suicide, dementia, Alzheimer's, PTSD, and service connected disability claims, even more challenging. Since veterans and their spouses are living longer, this has caused various complex issues for

caregivers. These caregivers seek out guidance from the Town Veteran Services Department to navigate the overwhelming paperwork often required. The FY2023 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 statement. Once again, veterans will be seeking more assistance due to increases in property taxes, water taxes, food cost, prescription cost, and heating which will cause forecasting challenges for this department. As in the past years, this department will continue to seek out alternative resources for added relief for these services. Future forecasting will always be a challenge.

#### DEPARTMENTAL ACCOMPLISHMENTS:

- The Veteran Services Department has remained staffed throughout the COVID-19 pandemic; servicing its clients while maintaining social distancing regulations.
- Continue to submit FDC for our veterans and their dependents.
- Participate in weekly Zoom meetings with the State/Federal VA to keep up to date on all resources during the COVID-19 pandemic.
- Completed office move and setup at the new Senior Center. All systems are online and the department has been continuing to process all request for services.
- The Veteran Services Department continues to conduct wellness checks on the departments Chapter 115 state clients. Calls or home visits are conducted before, during, and after serious storms. During COVID-19 the office made sure that all clients had food, Rx, A/C, and monetary needs were met.
- The Veteran Services Department continues to coordinate with local and state resources on a monthly basis. This keeps the department up to date on all new programs available.
- The Veteran Services Department continues to participate in ongoing Zoom training and Zoom conferences throughout the fiscal year keeping this department one of the leaders in Veteran's benefits and programs.
- The Veteran Services Department is State compliant.
- The Veteran Services Department continues to help local veteran organizations with Veteran's Day events.
- The Department completed the State system upgrade to ONBASE from WEBVSMIS and has been training the department.
- Memorial Day ceremony with the Chair of Honor dedication and flagging of all the Town's Veteran's graves, Memorials (both signs and monuments). New red, white and blue wreaths on all the signs and monuments.
- Purple Heart Community ceremony and dedication.
- Annual Wreaths Across America in December at Cudworth Veteran's cemetery and Common.

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Veterans - Donald Knapp, Veterans Services Officer</b>									
1543510	511000	REGULAR SALARIES	\$65,059.16	\$65,773.72	\$68,863.00	\$71,136.00	\$71,136.00	\$0.00	\$2,273.00
1543510	513000	LONGEVITY	\$800.00	\$1,029.35	\$1,375.00	\$1,375.00	\$1,375.00	\$0.00	\$0.00
1543510	518000	PART-TIME SALARIES	\$14,796.02	\$15,340.96	\$16,565.00	\$17,079.00	\$17,079.00	\$0.00	\$514.00
<b>1543510 Total</b>		<b>Personal Services</b>	<b>\$80,655.18</b>	<b>\$82,144.03</b>	<b>\$86,803.00</b>	<b>\$89,590.00</b>	<b>\$89,590.00</b>	<b>\$0.00</b>	<b>\$2,787.00</b>
1543520	524100	OFFICE MACHINE MAINT	\$0.00	\$0.00	\$500.00	\$500.00	\$500.00	\$0.00	\$0.00
1543520	530900	TECHNICAL SERVICES	\$0.00	\$449.00	\$500.00	\$500.00	\$500.00	\$0.00	\$0.00
1543520	532100	CONFERENCES/MEETINGS	\$32.58	\$0.00	\$1,250.00	\$1,250.00	\$1,250.00	\$0.00	\$0.00
1543520	538500	CARE OF VETERANS GRAVES	\$1,468.80	\$2,700.00	\$2,700.00	\$2,700.00	\$2,700.00	\$0.00	\$0.00
1543520	571100	MILEAGE REIMBURSEMENT	\$82.61	\$0.00	\$400.00	\$400.00	\$400.00	\$0.00	\$0.00
1543520	573100	PROFESSIONAL DUES & SUBS	\$50.00	\$0.00	\$60.00	\$65.00	\$65.00	\$0.00	\$5.00
1543520	578100	SUBSIST/INC SUPPORT	\$78,903.84	\$78,489.51	\$120,750.00	\$115,500.00	\$115,500.00	\$0.00	(\$5,250.00)
<b>1543520 Total</b>		<b>Purchase of Services</b>	<b>\$80,537.83</b>	<b>\$81,638.51</b>	<b>\$126,160.00</b>	<b>\$120,915.00</b>	<b>\$120,915.00</b>	<b>\$0.00</b>	<b>(\$5,245.00)</b>
1543540	542000	OFFICE SUPPLIES	\$0.00	\$283.04	\$1,200.00	\$1,200.00	\$1,200.00	\$0.00	\$0.00
1543540	542300	SPECIAL AGENCY SUPPLIES	\$0.00	\$910.00	\$950.00	\$950.00	\$950.00	\$0.00	\$0.00
<b>1543540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$0.00</b>	<b>\$1,193.04</b>	<b>\$2,150.00</b>	<b>\$2,150.00</b>	<b>\$2,150.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Veterans (543)</b>			<b>\$161,193.01</b>	<b>\$164,975.58</b>	<b>\$215,113.00</b>	<b>\$212,655.00</b>	<b>\$212,655.00</b>	<b>\$0.00</b>	<b>(\$2,458.00)</b>

## **TOWN OF SCITUATE**

**FY 2023 BUDGET**

**DEPARTMENT: COMMISSION ON DISABILITIES**

### **MISSION STATEMENT**

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

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

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

### **FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES**

The Commission will potentially hold another Accessibility awareness event, which brings together vendors and state agencies with local community members. We will continue to advise on accessibility issues for town buildings, new construction, and major renovations. We will use the handicapped parking funds as needed for special purchases.

### **MAJOR BUDGET COMPONENTS**

Training and Mileage: 10%

Support Services: 60%

Meetings/Events/Supplies: 30%

## DEPARTMENTAL ACCOMPLISHMENTS

The Commission on Disabilities continues to work with town agencies and residents to address disability related needs in our community. Like virtually every other agency, committee, and organization, the Commission on Disabilities' activities were drastically altered and diminished due to the Covid-19 pandemic. The Commission did still undertake several projects this year, as well as provide technical assistance for ADA compliance.

- The Commission assisted with several architectural review inquiries to assess for ADA compliance.
- The Commission allocated funds for the purchase of books and self-contained audio books for the Town of Scituate Library. The commission also purchased developmentally appropriate books for the Scituate High School's multi-media center.
- The Commission allocated funds for the purchase of adaptive equipment for the Town of Scituate's Recreation department, including adjustable basketball hoops and specialized rolling devices for individuals who have mobility issues.
- The Commission attended trainings, including the Town Board and Committee Handbook training and Code of Conduct Training.
- Additionally, the Commission collaborated with Independence Associates to raise awareness about their Young People's Group and other services.

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Commission on Disabilities - Megan Sommer, Commission on Disabilities Chair</b>									
1549520	530800	TRAINING	\$0.00	\$0.00	\$500.00	\$500.00	\$500.00	\$0.00	\$0.00
1549520	531100	SUPPORT SERVICES	\$3,229.96	\$2,737.17	\$3,000.00	\$3,000.00	\$3,000.00	\$0.00	\$0.00
1549520	532100	CONFERENCES/MEETINGS	\$0.00	\$0.00	\$1,500.00	\$1,500.00	\$1,500.00	\$0.00	\$0.00
<b>1549520 Total</b>		<b>Purchase of Services</b>	<b>\$3,229.96</b>	<b>\$2,737.17</b>	<b>\$5,000.00</b>	<b>\$5,000.00</b>	<b>\$5,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Commission on Disabilities (549)</b>			<b>\$3,229.96</b>	<b>\$2,737.17</b>	<b>\$5,000.00</b>	<b>\$5,000.00</b>	<b>\$5,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>



## TOWN OF SCITUATE

FY 2023 BUDGET

DEPARTMENT: Library

### MISSION STATEMENT:

The Scituate Town Library is committed to being a safe and welcoming environment that provides and promotes open and free access to learning opportunities, cultural experiences, and informational resources.

### FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

#### **I. The library will increase its offerings to the children and teens of Scituate and better support schools by adding a full-time staff member to its Youth Services Department.**

- a. Since the library opened its renovated and updated space almost five years ago in 2017, the Library has had a unique opportunity to expand its programming and services for youth by utilizing new and expanded meeting and event spaces. The residents of Scituate have become reliant on the library's programs to provide opportunities for babies and toddlers to establish the foundations of literacy with programs like story time; sing-along and movement programs to support motor coordination; and STEAM activities to foster imagination and problem-solving skills. As children enter school, parents and caretakers look to the library to support the curriculum, foster a love of reading based on reader interests and skill levels, and create opportunities for learning and engagement through robust programming focused on areas like creative writing, reading, STEAM activities, and special events. Once children enter middle and high school, they are able to transition to the Teen Room, where events that foster social skills, foster civic engagement, lifelong learning, and a love of reading and literature help to keep them engaged, as well as supporting school projects and summer reading. The Teen Room also runs a robust volunteer program, which allows almost fifty of our local teens a year to together earn over 400 community service hours in a safe and welcoming environment, while learning real-life skills.
- b. In order to meet all of these community expectations the library often utilizes staff from other departments of the library (primarily Circulation and Technical Services) to staff the Children's and Teens rooms to either allow Youth Services staff to run programs or to assist them during busy times (it is not uncommon for 50-60 children and parents at once to be utilizing the Children's Room on a busy day). In looking at the schedules, the library has determined that non-Youth Services staff spend approximately 33 hours a week staffing either the Children's or Teens Rooms. While the library does cross-train staff, it is impossible for staff who only occasionally service these rooms to fully understand every aspect of each room and collection.
- c. To best serve the patrons of Scituate's Children's and Teens Rooms, a new full-time Library Technician should be hired to support both spaces. This will allow all staff to engage in both programming and collection activities, while also keeping knowledgeable and fully trained staff on-hand to assist the public with questions and projects. It would also allow the library to expand on its current offerings. The library often caps registration on events in order to keep them manageable. Without registration limits, the library can have as many as 200 visitors for a sing-a-long program. The library cannot safely support such a robust turnout, so must enforce limits. With additional staff, the library could run more events to satisfy the demand.
- d. Finally, a new full-time staff member would allow the library to better support the schools and its students. The library is often asked to participate in supporting special school projects, providing custom

resources and resource lists for teachers, and supporting the school curriculum through its collection. Having another full-time staff member could allow the library to increase its visits to schools, expand its offerings to teachers, and spend time making valuable connections with Reading Specialists and Curriculum Coordinators, who often seek to partner and collaborate with the library.

**II. Become a fine-free library. Consider making the first step to eliminate fines for Children’s and Young Adult materials and Senior cards.**

- a. Last year, the library requested that the Board allow the library to go fine free for all patrons. This year, the library asks that this request be reconsidered in a more limited scope. The library requests that the Board allow all Children’s and Young Adult materials to circulate fine-free, as well as all materials checked out on Senior cards (identified in the OCLN system as 65 and up). This would have a significant impact for two groups that most utilize the library and also face the most challenges in returning materials on time and when returned, covering extensive fines. I have included my justification for going fine free that was in last year’s request below:
- b. With automatic renewals and extended due dates, fine revenue has steadily decreased year over year. The library brought in less than \$8,000 in revenue in FY20, and expects to continue to bring in less and less each year as more libraries become fine free. Currently, eight libraries in the network have gone fine free, and many others are considering it. While the library understands that these funds go to support the General Fund, and that any revenue going into the town should not be taken for granted, the benefit to patrons would far outweigh the amount brought in. Not only would patron satisfaction increase, but staff time would be saved by removing fine collection from their responsibilities. The library would continue to charge for lost and damaged items. Fine free libraries are at this point no longer in their infancy, and there is solid data to show that going fine free does not reduce compliance in returning materials and does increase patron satisfaction. The library recommends that the library do away with fines in FY22 if not sooner.
- c. The library would work to create a marketing campaign that would educate patrons about going fine free, and emphasizing that damaged and lost items would still accrue fees, and that other libraries who still charge fees would continue to assess them to our patrons. This would need to be heavily marketed, and may include working with SCTV and local news outlets as well as the library’s own website and its social media platforms.
- d. The library would work to track any issues that arise, and would evaluate impacts to the collection on a regular basis.

<https://chicago.suntimes.com/news/2019/10/30/20940677/chicago-public-library-no-fines-book-returns-increase-lightfoot>

<https://www.daytondailynews.com/news/local/the-dayton-library-ended-late-fees-here-what-happened/ZGaTCrUqhZQsbaH9QxTbiJ/>

<http://newsbreaks.infotoday.com/NewsBreaks/Libraries-Are-Increasing-Usage-by-Going-FineFree-133407.asp>

**III. Work with the Library Foundation to bring the CPC-funded Thoreau’s Way space to fruition.**

- a. Find a landscape architect to move the project forward by providing necessary detail to the project specifications in order to prepare it for the bid process.
- b. Work closely with Sean McCarthy to create and issue bid documents, make the site accessible to potential bidders, and administratively manage the bid process.
- c. Once the project is bid through the sealed bid process, work with the contractor to ensure on-time and on-budget project completion.

## MAJOR BUDGET COMPONENTS

### **Salaries and Benefits—\$831,778**

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

### **Materials, OCLN Membership, Supplies, etc.,--\$189,498**

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

### **Building Management—\$93,725**

- Utilities
- Emergency Repairs
- Maintenance Contracts
- Technical Services fees and contracts
- Cleaning Supplies

### **Capital Outlay--Equipment—\$5,000**

- Technology improvements

## FY 2023 RISKS AND CHALLENGES

The library’s biggest hurdles at this time and going forward are related to staffing. The library is open 64 hours a week, not including Sunday hours from October-April, and covers a minimum of four service points at any given time. Between the work needed to cover service points and the behind the scenes work to order, process, and manage collections as well as run programs and manage volunteers, the library does not have adequate staffing to meet its demands. The library often has to turn down opportunities due to staffing issues and pull staff away from other work to cover service points, which provides less than ideal service to the residents of Scituate.

In addition to operating challenges, the library faces building and grounds maintenance challenges as well. In addition to regular wear and tear of the building that must be managed, there is also the challenge of keeping up with technological trends and patron expectations in that regard. With the changes brought about by COVID, it is expected that fostering hybrid meetings as well as improving meeting room technology might also be needed to keep up with community expectations.

## DEPARTMENTAL ACCOMPLISHMENTS

The library is proud of the services it provided to the residents of Scituate this past year. Most libraries across the South Shore remained closed to patrons (limited to curbside service) well into the Spring of 2021. Scituate reopened in August of 2020, and over the course of the year lent out 200,000 physical items to residents of Scituate and surrounding towns as well as 150,000 digital loans. The library provided browseable collections for adults, children, and teens; computer and printer use; reference assistance and research support; “grab and go” pickup of library materials; device and computer assistance; crafts to go; and much more prior to the full reopening in June of 2021.

With restrictions lifted in June of 2021, but still no access to vaccines for children, the library conducted its entire Summer Reading Program on the lawn. Almost 1,300 children and teens participated in 48 programs held in July and August. The unique setting for programs provided some challenges, and required additional staff to ensure everyone's safety, but was well worth it to see the excitement and joy of those attending, many of whom had not participated in group activities in over a year.

The library used its time of limited services to work on a number of projects. First off, a diversity audit was conducted and completed in teens and children's and started for the adult collection. The adult collection was evaluated for currency and condition, and items were removed and replaced as needed. Library staff also worked hard to identify and apply for grant funding. Over the course of the year, the library received funds from SANDS to support collection development around topics related to the pandemic; funds from the Commission on Disabilities to support children's materials related to diversity of abilities; funds from the Scituate Education Association to support a variety of projects in Children's and Teens; a CPC grant for an outdoor patio and pollinator garden at the library; a federal grant to support education and programming related to native plants and pollinators; and two Scituate Education Foundation grants to support programming and equipment at the library (all totaling approximately \$136,000). In addition, the library worked with its supporting organizations the Friends and the Foundation to identify areas of need outside of the operating budget that they could help meet.

The library also utilized the time of reduced services to create a new website. The library's website was outdated, utilized extremely old operating software, and was not compatible with mobile devices. After speaking with several vendors, receiving quotes, and meeting for demos, the library determined that building a subpage to the Town's existing website would be the most logical and cost-effective solution. CivicPlus was able to design a fully functional website within the Town's larger website for half the cost of other vendors and all of the functionality that the library hoped to gain with a new website. The new website was launched in November of 2020, and has proven extremely user-friendly and easy to update, as well as mobile-friendly and ADA compliant.

During the course of the year, numerous staff changes took place. Two long-time Children's Room employees retired, as well as Assistant Director Antonia Snee, after 27 incredible years of dedicated service. Several staff members were promoted or changed roles, including Kate Jasinski from Teen Services Librarian to Children's Librarian, Ann Lattinville from Children's Librarian to Adult Services Librarian, Kristina Gilberti from Library Technician to Circulation Supervisor, and Colleen Snow from Library Technician to Senior Library Technician.

DESCRIPTION OF REVENUE	FY20	FY21	FY22 YTD	FY23 Projected	Comments
State Aid	\$22,973	\$29,809	unknown	unknown	expect to see numbers similar to FY21 in this FY
Friends' Funding	\$25,000	\$10,215	\$12,792	\$25,000	FY20 & FY21 reflect reduced budget request from the library due to limited programming
Gift Account	\$3,600	\$5,664	unknown	unknown	
Trust Funds	\$0	\$0	unknown	unknown	
Foundation	\$0	\$5,000	\$5,000	unknown	
Lost Books	\$2,673	\$535.04	unknown	unknown	



## Town of Scituate Request for New Personnel FY23 Budget Cycle

Please submit this form if you are seeking new personnel in your department for FY 2023. One form should be submitted for each change requested.

Position **Library Technician for Youth Services**

Hours per pay period **35** FT  PT (less than 35 hours)

Hourly Rate **20.65** Bargaining Unit/Grade & Step **A-6, Step 1**

Salary Impact **37,728** hours per week x hourly rate x 52.2 weeks

Medicare Impact **547** 1.45% x salary impact

Pension Impact (if over 20 hours) **2855** 9% x salary impact plus 2% x salary impact over \$30,000 (For \$50,000; 9% x \$50,000 plus 2% x \$20,000)

Benefits Impact (if over 20 hours) **16,231** Assume \$16,231 for health & life insurance

Educational/Safety Requirements **0** Required training or outfitting costs (i.e. police academy/turnout gear)

Technology Costs **1200** New laptop (\$1,200), cell phone/tablet (\$1,000)

Other Contractual Costs **0** Uniform allowance, stipends, etc....

**Total Cost Impact 58,561**

### Justification:

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To best serve the patrons of Scituate's Children's and Teens Rooms, a new full-time Library Technician should be hired to support both spaces. This will allow all staff to engage in both programming and collection activities, while also keeping knowledgeable and fully trained staff on-hand to assist the public with questions and projects. It would also allow the library to expand on its current offerings. The library often caps registration on events in order to keep them manageable. Without registration limits, the library can have as many as 200 visitors for a sing-a-long program. The library cannot safely support such a robust turnout, so must enforce limits. With additional staff, the library could run more events to satisfy the demand.

Offsetting Revenues (source and amount)

While there is no revenue offset, it is worth mentioning that the Friends' of the Scituate Town Library consistently bring in funds for program expenses to the tune of \$20-25k per fiscal year (that's nearly \$125,000 just since the renovated library reopened). Also, the library itself applies for grants for programming to offset any related expenses. Aside from staff time, the Town does not fund any expenses related to programming. Programming is a core part of the library's operations, and currently the town's contribution to that is providing staff time.

Requestor's Name    Jessi Finnie

Date                      10/5/2021

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Library - Jessi Finnie, Library Director</b>									
1610510	511000	REGULAR SALARIES	\$567,583.12	\$527,237.06	\$583,154.00	\$588,366.00	\$588,366.00	\$0.00	\$5,212.00
1610510	512000	Overtime	\$15,269.77	\$0.00	\$0.00	\$22,197.00	\$22,197.00	\$0.00	\$22,197.00
1610510	513000	LONGEVITY	\$9,050.00	\$10,558.15	\$9,050.00	\$6,350.00	\$6,350.00	\$0.00	(\$2,700.00)
1610510	517200	SICK LEAVE BUY BACK	\$500.00	\$500.00	\$1,500.00	\$500.00	\$500.00	\$0.00	(\$1,000.00)
1610510	518000	PART-TIME SALARIES	\$189,142.07	\$202,303.71	\$230,695.00	\$207,598.00	\$207,598.00	\$0.00	(\$23,097.00)
1610510	519100	OTHER SALARIES	\$2,560.55	\$2,087.09	\$3,000.00	\$3,267.00	\$3,267.00	\$0.00	\$267.00
<b>1610510 Total</b>		<b>Personal Services</b>	<b>\$784,105.51</b>	<b>\$742,686.01</b>	<b>\$827,399.00</b>	<b>\$828,278.00</b>	<b>\$828,278.00</b>	<b>\$0.00</b>	<b>\$879.00</b>
1610520	521100	ELECTRICITY	\$39,093.26	\$38,797.21	\$49,000.00	\$49,000.00	\$49,000.00	\$0.00	\$0.00
1610520	521300	NATURAL GAS	\$7,032.46	\$7,726.07	\$9,000.00	\$9,000.00	\$9,000.00	\$0.00	\$0.00
1610520	524100	OFFICE MACHINE MAINT	\$5,003.27	\$4,827.17	\$3,650.00	\$3,650.00	\$3,650.00	\$0.00	\$0.00
1610520	524200	REPAIR/MAINT PROP/EQUIP	\$15,633.84	\$10,642.16	\$16,675.00	\$16,675.00	\$16,675.00	\$0.00	\$0.00
1610520	530900	TECHNICAL SERVICES	\$5,394.72	\$5,975.82	\$7,450.00	\$9,100.00	\$9,100.00	\$0.00	\$1,650.00
1610520	532100	CONFERENCES/MEETINGS	\$0.00	\$237.24	\$300.00	\$2,000.00	\$2,000.00	\$0.00	\$1,700.00
1610520	534300	BINDING & PRINTING	\$302.49	\$0.00	\$0.00	\$500.00	\$500.00	\$0.00	\$500.00
1610520	534400	POSTAGE	\$528.63	\$295.98	\$500.00	\$500.00	\$500.00	\$0.00	\$0.00
1610520	538200	CUSTODIAL SERVICES	\$25.20	\$0.00	\$1,800.00	\$2,000.00	\$2,000.00	\$0.00	\$200.00
1610520	571100	MILEAGE REIMBURSEMENT	\$139.97	\$15.04	\$150.00	\$500.00	\$500.00	\$0.00	\$350.00
1610520	573100	PROFESSIONAL DUES & SUBS	\$515.00	\$550.00	\$0.00	\$1,260.00	\$1,260.00	\$0.00	\$1,260.00
1610520	573200	OCLN DUES	\$36,786.00	\$37,889.00	\$37,889.00	\$38,998.00	\$38,998.00	\$0.00	\$1,109.00
1610520	573300	OTHER SUBSCRIPTIONS	\$14,483.83	\$15,669.51	\$15,000.00	\$15,000.00	\$15,000.00	\$0.00	\$0.00
<b>1610520 Total</b>		<b>Purchase of Services</b>	<b>\$124,938.67</b>	<b>\$122,625.20</b>	<b>\$141,414.00</b>	<b>\$148,183.00</b>	<b>\$148,183.00</b>	<b>\$0.00</b>	<b>\$6,769.00</b>
1610540	542000	OFFICE SUPPLIES	\$1,912.36	\$709.30	\$1,750.00	\$1,750.00	\$1,750.00	\$0.00	\$0.00
1610540	542300	BOOKS & OTHER MEDIA	\$119,907.40	\$127,012.24	\$126,000.00	\$130,000.00	\$130,000.00	\$0.00	\$4,000.00
1610540	542500	PRINTING & FORMS	\$0.00	\$2.57	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1610540	545100	CLEANING SUPPLIES	\$3,024.69	\$3,346.88	\$6,000.00	\$4,500.00	\$4,500.00	\$0.00	(\$1,500.00)
1610540	558000	OTHER SUPPLIES	\$1,617.95	\$2,375.42	\$2,500.00	\$2,750.00	\$2,750.00	\$0.00	\$250.00
<b>1610540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$126,462.40</b>	<b>\$133,446.41</b>	<b>\$136,250.00</b>	<b>\$139,000.00</b>	<b>\$139,000.00</b>	<b>\$0.00</b>	<b>\$2,750.00</b>
1610580	585100	EQUIPMENT	\$0.00	\$2,000.00	\$2,000.00	\$5,000.00	\$5,000.00	\$0.00	\$3,000.00
<b>1610580 Total</b>		<b>Capital Outlay</b>	<b>\$0.00</b>	<b>\$2,000.00</b>	<b>\$2,000.00</b>	<b>\$5,000.00</b>	<b>\$5,000.00</b>	<b>\$0.00</b>	<b>\$3,000.00</b>
<b>Total Library (610)</b>			<b>\$1,035,506.58</b>	<b>\$1,000,757.62</b>	<b>\$1,107,063.00</b>	<b>\$1,120,461.00</b>	<b>\$1,120,461.00</b>	<b>\$0.00</b>	<b>\$13,398.00</b>



## TOWN OF SCITUATE

### FY 2023 BUDGET

### DEPARTMENT: RECREATION

#### MISSION STATEMENT:

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

#### FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

##### GOAL 1: Expand our Adult programming and offerings

- Add new programs to our Adult Fitness offerings
- Explore more intermural/pick-up sports
- Increase work opportunities for seasonal staff and volunteers to oversee
- Purchase any needed equipment
- Scheduling times and locations
- Find instructors/leaders for the programs

##### GOAL 2: Upgrade lifeguard/beach equipment and Upgrade Shark protocol

- Explore purchasing new beach chairs with shade attached
- Meet with Harbormaster to discuss purchasing buoys for 150 ft from shore indicator for boaters and protocols
- Inventory all lifeguard equipment and make necessary upgrades
- Improvements to radio system (Humarock)
- Meet and discuss with Beach commission to explore options to enhance beaches
- Explore the idea of mini beach libraries installed at beaches

##### GOAL 3: Create a 5-year plan with DPW for refurbishing of Grass Fields, while assisting with ninety-foot Baseball Field project (in partnership with Little League)

- Fields in consideration include: Flannery, Cushing, High School backfield
- Set up meetings with DPW to formulate refurbishing plan
- Help guide Little League throughout the ninety-foot field CPC project process

## MAJOR BUDGET COMPONENTS

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

This account provides two full time employees Director, Assistant Director as well as minimal office supplies.

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

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

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

The Recreation Revolving Account is a revolving account. After staff payroll and expenses, the account ends the year with a small amount of revenue.

**Field Account:** The payroll of the Field Coordinator, field studies, assists with some maintenance of turf fields and grass fields.

**Veterans Memorial Gymnasium Account:** This account is used for maintenance and upkeep of the gymnasium.

## FY 2023 RISKS AND CHALLENGES

- Still watching the unpredictable future of COVID-19 and having to adapt steadily with programming, beaches and fields
- Staying current and informed on all State and Town COVID-19 Guidelines
- Keeping participation numbers at a safe number based on current and ever changing COVID-19 State Guidelines, while maintaining stability and consistency
- Keeping an abundance of sanitizing and cleaning supplies for all programs and facility
- Implementing new Trainings for our counselors, volunteers, directors, and lifeguards
- Scheduling time in for grass fields to rest and rejuvenate
- Facility maintenance and upkeep of the building
- Changing our Volunteer, Lifeguards and Counselor Application process
- Current certifications and record keeping for all staff yearly
- Providing protocol for safe/adequate drop-off and pick up for all summer programs
- Increase in Field permitting due to the new Turf Fields
- Veterans Gymnasium permitting with organization looking to go back into a full schedule

## DEPARTMENTAL ACCOMPLISHMENTS

- Re-opening of the New Turf Fields on the Scituate High Campus
- Field permitting returned with a full schedule of leagues and organizations
- New Sailing Director, Eric Keefe
- Welcomed back Sean DeRosa, Lifeguard Beach Training
- Our Summer Staff Training was able to return in full capacity with speaker and consultant Julio Santiago.
- Our Volunteers returned this summer with over 80 applications
- After last summer, hiring new Counselors for summer programming
- Volunteer Orientation returned
- New CIT Director, Amanda Mendes
- Lifeguards had a successful summer with numerous saves
- Programmed through COVID, followed all guidelines.
- Veteran's Gymnasium played a huge role in us being able to program during COVID-19
- Welcomed back many programs including Little People, Mr. C's, Tot Shots, Little Shooters, Science, Maritime Adventures, Short Fuse Theatre, etc.
- Programs operating close to normal and returned to regular program hours and locations
- Field trips, buses, performers all returned for summer programming
- Department stayed open and adapted programming through COA construction
- Creating a postcard in place of the brochure for our new seasonal mailings
- Re-finished hardwood floors in the Multi-purpose room floor under the gym to provide more suitable programming space.
- Veteran's Gymnasium bleachers completely renovated for safety updates. Gym was inspected and certified safe for 2021
- Our continued relationship with the CORSE Foundation (Community of Resources for Special Education)
- Our continued relationship with the School Department for the use of facilities and brainstorming new ways to collaborate with programming
- Mr. C's award – Bob Drew, for his years of contribution with the Recreation Department/Commission and Scituate Community.

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Recreation - Maura Glancy, Recreation Director</b>									
1630510	511000	REGULAR SALARIES	\$140,586.37	\$152,026.62	\$155,830.00	\$161,603.00	\$161,603.00	\$0.00	\$5,773.00
1630510	513000	LONGEVITY	\$1,050.00	\$1,150.00	\$1,950.00	\$1,950.00	\$1,950.00	\$0.00	\$0.00
1630510	519100	OTHER SALARIES	\$938.79	\$931.38	\$937.00	\$968.00	\$968.00	\$0.00	\$31.00
<b>1630510 Total</b>		<b>Personal Services</b>	<b>\$142,575.16</b>	<b>\$154,108.00</b>	<b>\$158,717.00</b>	<b>\$164,521.00</b>	<b>\$164,521.00</b>	<b>\$0.00</b>	<b>\$5,804.00</b>
1630520	524100	OFFICE MACHINE MAINT	\$0.00	\$240.00	\$270.00	\$270.00	\$270.00	\$0.00	\$0.00
1630520	531100	SUPPORT SERVICES	\$0.00	\$0.00	\$0.00	\$290.00	\$290.00	\$0.00	\$290.00
1630520	532100	CONFERENCES/MEETINGS	\$570.00	\$0.00	\$700.00	\$700.00	\$700.00	\$0.00	\$0.00
1630520	571100	MILEAGE REIMBURSEMENT	\$199.41	\$200.02	\$200.00	\$200.00	\$200.00	\$0.00	\$0.00
1630520	573100	PROFESSIONAL DUES & SUBS	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$0.00	\$0.00
<b>1630520 Total</b>		<b>Purchase of Services</b>	<b>\$1,019.41</b>	<b>\$690.02</b>	<b>\$1,420.00</b>	<b>\$1,710.00</b>	<b>\$1,710.00</b>	<b>\$0.00</b>	<b>\$290.00</b>
1630540	542000	OFFICE SUPPLIES	\$0.00	\$150.00	\$150.00	\$150.00	\$150.00	\$0.00	\$0.00
<b>1630540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$0.00</b>	<b>\$150.00</b>	<b>\$150.00</b>	<b>\$150.00</b>	<b>\$150.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
1630580	585100	EQUIPMENT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>1630580 Total</b>		<b>Capital Outlay</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Recreation (630)</b>			<b>\$143,594.57</b>	<b>\$154,948.02</b>	<b>\$160,287.00</b>	<b>\$166,381.00</b>	<b>\$166,381.00</b>	<b>\$0.00</b>	<b>\$6,094.00</b>

## Beach Sticker Revolving Fund Analysis FY 11-23

Description	Actual FY 2011	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Actual FY 2017	Actual FY 2018	Actual FY 2019	Actual FY 2020	Actual FY 2021	BUDGET FY 2022	YTD Actual FY 2022	BUDGET FY 2023
Opening Fund Balance	\$ 65,965.00	\$ 119,892.77	\$ 219,696.79	\$ 271,734.91	\$ 343,746.87	\$ 325,546.33	\$ 332,107.70	\$ 414,870.35	\$ 507,926.78	\$ 593,717.38	\$ 399,391.97	\$ -	\$ -	\$ -
<b>(+) Beach Sticker Sales (A)</b>	<b>\$ 244,858.81</b>	<b>\$ 290,630.00</b>	<b>\$ 242,789.96</b>	<b>\$ 254,190.00</b>	<b>\$ 251,310.00</b>	<b>\$ 282,865.00</b>	<b>\$ 277,563.00</b>	<b>\$ 271,580.00</b>	<b>\$ 273,380.00</b>	<b>\$ 299,766.40</b>	<b>\$ 344,410.00</b>	<b>\$ 250,000.00</b>	<b>\$ 14,925.00</b>	<b>\$ 250,000.00</b>
												<i>Estimated</i>		<i>Estimated</i>
(-) Personal Services	\$ 114,016.09													
(-) Seasonal Salaries		\$ 111,689.46	\$ 111,242.96	\$ 101,350.75	\$ 102,529.46	\$ 156,579.46	\$ 144,164.24	\$ 115,832.91	\$ 122,785.96	\$ 162,227.78	\$ 148,269.74	\$ 180,000.00	\$ 168,156.69	\$ 185,000.00
(-) Parking Enforcement		\$ 6,165.00	\$ 4,588.13	\$ 5,811.75	\$ 2,189.63	\$ 12,526.88	\$ 4,631.77	\$ 11,253.31	\$ 7,694.25	\$ 7,990.11	\$ 10,944.22	\$ 11,000.00	\$ 230.27	\$ 11,000.00
(-) Training*					\$ 3,000.00	\$ 3,000.00	\$ 3,150.00	\$ 3,464.00	\$ 3,936.00			\$ 5,500.00	\$ 2,600.00	\$ 3,800.00
(-) Overtime-Trash Pick-up		\$ 13,717.81	\$ 12,626.93	\$ 12,832.75	\$ 16,189.69	\$ 15,972.80	\$ 12,108.30	\$ 17,353.50	\$ 16,723.42	\$ 18,684.33	\$ 27,457.68	\$ 17,000.00	\$ 17,034.99	\$ 17,100.00
(-) Support Services		\$ 4,640.00	\$ 5,570.40	\$ 7,415.77	\$ 20,513.92	\$ 5,169.73	\$ 1,997.35	\$ 3,952.00			\$ 4,012.50	\$ 10,525.00		\$ 10,525.00
(-) Technical Services*					\$ -	\$ 3,854.75					\$ 350.00		\$ 350.00	\$ 350.00
(-) Environmental Testing*					\$ 805.00	\$ 3,792.85	\$ 2,150.00	\$ 2,630.00	\$ 1,340.00	\$ 3,910.00	\$ 3,420.00	\$ 4,000.00		\$ 4,000.00
(-) Portable Sanitation*					\$ 6,665.57	\$ 9,127.07	\$ 5,877.00	\$ 9,950.58	\$ 13,509.04	\$ 15,617.56	\$ 10,858.00	\$ 15,000.00	\$ 11,718.00	\$ 15,000.00
(-) Storage Services*					\$ 782.64	\$ 1,871.00	\$ 1,560.00	\$ 2,678.00	\$ 1,175.00	\$ 1,475.00	\$ 1,497.50	\$ 1,632.00	\$ 917.50	\$ 1,650.00
(-) Postage & Printing		\$ 1,265.00	\$ 608.02	\$ 2,010.25	\$ 1,995.59	\$ 2,296.18	\$ 2,841.43	\$ 2,453.21	\$ 720.07	\$ 1,026.58	\$ 854.98	\$ 2,200.00	\$ 17.51	\$ 3,500.00
(-) Lifeguard Supplies		\$ 2,068.89	\$ 2,475.97	\$ (184.20)	\$ 4,387.17	\$ 4,187.22	\$ 2,520.30	\$ 274.95	\$ 4,247.90	\$ 203.53	\$ -	\$ 4,424.17		\$ 4,424.17
(-) Clothing		\$ 2,920.55	\$ 2,730.14	\$ 4,085.35	\$ 3,605.48	\$ 1,026.00	\$ 4,100.50	\$ 1,545.45		\$ 3,295.90	\$ -	\$ 3,565.90		\$ 3,800.00
(-) Other Charges*	\$ 37,474.79	\$ 7,256.89	\$ 7,938.28	\$ 1,950.00	\$ -	\$ 12,355.44	\$ 74.84	\$ 5,180.66	\$ 15,457.76	\$ 8,014.42	\$ 10,993.54		\$ 1,193.19	
(-) Mileage Reimbursement		\$ 758.40	\$ 470.00	\$ 348.00	\$ 787.30	\$ -	\$ -							
(-) Prior Year Encumbrances		\$ 24,691.63	\$ 27,981.79			\$ -								
(-) Equipment		\$ 14,137.35	\$ 6,526.98	\$ 288.12	\$ 3,552.63	\$ 1,671.40	\$ 5,769.87	\$ 1,955.00		\$ 2,428.90	\$ -	\$ 20,000.00	\$ 365.44	\$ 20,000.00
(-) Parking Lot Improvements		\$ 1,515.00	\$ 7,992.24	\$ 46,269.50	\$ 102,506.46	\$ 46,727.60	\$ -		\$ -	\$ 269,217.70	\$ -			
<b>Total Expenses (B)</b>	<b>\$ 151,490.88</b>	<b>\$ 190,825.98</b>	<b>\$ 190,751.84</b>	<b>\$ 182,178.04</b>	<b>\$ 269,510.54</b>	<b>\$ 276,303.63</b>	<b>\$ 194,800.35</b>	<b>\$ 178,523.57</b>	<b>\$ 187,589.40</b>	<b>\$ 494,091.81</b>	<b>\$ 218,658.16</b>	<b>\$ 274,847.07</b>	<b>\$ 202,583.59</b>	<b>\$ 280,149.17</b>
(-) Encumbrances	\$ 39,440.16	\$ -	\$ -	\$ -										
<b>Closing Fund Balance</b>	<b>\$ 119,892.77</b>	<b>\$ 219,696.79</b>	<b>\$ 271,734.91</b>	<b>\$ 343,746.87</b>	<b>\$ 325,546.33</b>	<b>\$ 332,107.70</b>	<b>\$ 414,870.35</b>	<b>\$ 507,926.78</b>	<b>\$ 593,717.38</b>	<b>\$ 399,391.97</b>	<b>\$ 525,143.81</b>			
Revenue Over Expenses (A - B)	\$ 53,927.77	\$ 99,804.02	\$ 52,038.12	\$ 72,011.96	\$ (18,200.54)	\$ 6,561.37	\$ 82,762.65	\$ 93,056.43	\$ 85,790.60	\$ (194,325.41)	\$ 125,751.84			
Cumulative Surplus (Deficit)	\$ 53,927.77	\$ 153,731.79	\$ 205,769.91	\$ 277,781.87	\$ 259,581.33	\$ 266,142.70	\$ 348,905.35	\$ 441,961.78	\$ 527,752.38	\$ 333,426.97	\$ 459,178.81			
* In FY16, Other Charges included repairs to beach gates.					NOTE: \$292,000 voted from this fund at STM 11/2020 for Minot Beach Parking lot which has not yet been completed									

## **Beach Revolving Account**

### **FY 23 Budget Details**

Environmental testing- Slight increase to cover unexpected expenses

Clothing- Minimal increase with lifeguard uniforms

Equipment – this line is dedicated to seaweed removal

Lifeguard Supplies – a decrease due to upgrade of 2 radios in FY22

Overtime trash pickup – level funded

Parking lot improvements – on the Capital Plan, work not yet scheduled

Portable Sanitation – level funded

Printing and Postage – increase due to an increase in resident sticker purchases and rise in costs

Seasonal Salaries – slight increase

Support Services – level funded, orange trash bags used for beaches only

Storage Services – slight decrease in costs

Training – decrease in funding with training including CPR and Aquatics Specialist

Parking Enforcement – level funded

<b>Fiscal Year 2021</b>	
<b><u>Program Revolving Account</u></b>	
<b>Revenue Sales Total</b>	\$ 217,976.34
Scholarships, refunds/credits, program expenses, software third party fees	\$ (207,051.96)
	\$ 10,924.38
<b><u>Revenue Per Season</u></b>	
Summer 2020	\$ (17,656.56)
Sailing 2020	\$ (8,334.43)
Fall 2020	\$ 5,269.53
Winter 2021	\$ 10,342.46
Spring 2021	\$ 21,303.38
<b><u>Total Additional Expenses supported by Program Revolving Account</u></b>	
office supplies beyond budget	\$ 1,624.83
printer/copier	\$ 1,002.30
IT upgrades	\$ 2,354.00
building renovations	\$ 6,500.00
office staff payroll	\$ 50,759.28
<b><u>Capital Plan</u></b>	
Minot Beach Parking Lot	\$ 292,000.00
Sailing Docks	\$ 52,315.00
<b><u>Deposits not included in Activeware</u></b>	
C.O.R.S.E. Foundation	\$ 3,423.23
Sailing Donation	\$ 650.00
Refund from summer field trip deposit	\$ 200.00
POD refund	\$ 241.50

<b>Fields Fiscal Year 2021</b>					
<b>Organization</b>	<b>Date</b>	<b>Season</b>	<b>Venue</b>	<b>Amount Billed</b>	<b>Amount Paid</b>
Senior Men's Softball	8/24/2020	Summer 2020	Fields	\$950.00	\$950.00
Cranberry League (Connors)	8/4/2020	8/4/2020	Fields	\$375.00	\$375.00
Boston Mens Baseball (Barthell)	9/30/2020	9/14 and 9/25	Fields	\$700.00	\$700.00
SCICOH	10/26/2020	Fall 2020	Fields	\$1,370.00	\$1,370.00
Scituate Soccer Club	10/26/2020	Fall 2020	Fields	\$1,350.00	\$1,350.00
So Shore Peer Recovery (2)	10/28/2020	Sum/Fal 2020	Fields	\$370.00	
Scituate Youth Center	11/4/2020	Sum/Fal 2020	Fields	\$2,400.00	\$2,400.00
Scituate Little League	11/16/2020	Sum/Fal 2020	Fields	\$2,710.00	\$2,710.00
Scituate Youth LAX (1)	2/17/2021	Fall 2020	Fields	\$715.00	\$715.00
So Shore Select Soccer	11/23/2020	11/20/2020	Fields	\$2,000.00	\$2,000.00
True Grit	1/8/2021	12/31 + 1/2	Fields	\$300.00	\$300.00
Cohasset Youth Baseball	4/21/2021	Mar-2021	Fields	\$900.00	\$900.00
True Grit	5/28/2021	May-2021	Fields	\$600.00	\$600.00
Scituate Youth Center	7/16/2021	Spring 2021	Fields	\$860.00	\$860.00
Scituate Little League	7/16/2021	Spring 2021	Fields	\$5,560.00	\$5,560.00
Scituate Youth LAX	7/16/2021	Spring 2021	Fields	\$4,220.00	\$4,220.00
Scituate Soccer Club	8/13/2021	Spring 2021	Fields	\$4,080.00	\$4,080.00
				\$29,460.00	\$29,090.00
<b>Venue</b>				<b>Amount Billed</b>	<b>Amount Paid</b>
Fields				29,460.00	\$29,090.00
<b>Break up between profit and non profit</b>					
\$	375.00				
\$	700.00				
\$	300.00				
\$	900.00				
\$	600.00				
\$	2,875.00	For Profits Total			
\$	29,090.00	Total			
\$	2,875.00	For Profits Total			
\$	26,215.00	Non Profits Total			
<b>Expenses</b>					
\$	30,900.00	Tennis Courts Rehabilitation			
\$	12,185.43	66.67% of Field Coordinator Pay			
\$	916.18	Paint for Dugouts			
\$	895.00	Refurbished AED			
\$	386.88	Hanover Lock Keys			
\$	22.80	Purchase of Keys			



<b>Veterans Gymnasium Fiscal Year 2021</b>					
<b>Organization</b>	<b>Date</b>	<b>Season</b>	<b>Venue</b>	<b>Amount Billed</b>	<b>Amount Paid</b>
Scituate Basketball Assoc	6/2/2021	Wintr 2020/21	Vets	\$13,111.25	\$13,111.25
Scituate Youth Center	7/16/2021	spring 2021	Vets	\$1,750.00	\$1,750.00
				\$14,861.25	\$14,861.25
<b>Venue</b>				<b>Amount Billed</b>	<b>Amount Paid</b>
Veterans Memorial Gym				\$14,861.25	\$14,861.25
<b>Expenses</b>					
\$	8,355.00	Gym Specialists Gymnasium Inspection/Bleacher repair 11/30/20, 4/29/21			
\$	6,092.72	33% of Field Coordinator Pay			
\$	1,075.00	Filtered Water Bubblers Unit			
\$	116.39	AED pads			
Recreation Dept. lost Summer income 2020 for the Veterans Gym permitting, as well as Fall income in 2020					
Winter and Spring 2021 permitting returned on a limited schedule to outside organizations					
The gymnasium was due for a safety inspection and certification. The bleachers needed major repairs which were completed					
The gymnasium account is now responsible for paying a third of our Field Coordinator pay					
A brand new filtered water bubbler/bottle refill was installed for users					

## TOWN OF SCITUATE

### FY 2023 BUDGET DEPARTMENT

### BEAUTIFICATION 650

The Commission had 10 members as well as Donna Bangert; special friend to the commission and organizer of Ship Shape Day. Two members stepped down: we thank Laurie Hall and Deborah Barbary for the work they have done for the beautification commission. Two new commissioners have joined us

To maintain the **railroad islands and crossings** the Commission started a 3-year contract with Coastal Excavation Corporation from Duxbury Thanks to our many **Adopt-a-Lot** Volunteers our green spaces looked luscious and beautiful. The Commission has 30 volunteers and maintains 24 lots as well as the Maritime Center. This is the first year Volunteer t-shirts were distributed and they have been well received. The Commission's **Merchant Program** distributed one hundred and fourteen (114) vouchers to the merchants in North Scituate, Greenbush and Front Street. Forty-six (46) were used. Six hundred volunteers (600) participated in our annual **Ship Shape Day** and twenty (20) volunteers distributed supplies at Town Hall. The transfer Station reported 7.5 tons of bagged material and 2.5 tons of bulky waste. Also, 10 tires, 1 TV, 1 computer and 1 small upholstered chair were picked up. Road and Street sides, beaches, marshes, playing fields, playgrounds and parks were cleaned of litter, trash and debris. **Plant Scituate\*** was again publicized in the Mariner and through the Peach jar. The Commission's **Website** has been updated and includes more photographs and items related to the Beautification of our Town. Warnings about invasive plants include a link to a video about Garlic Mustard produced by *fourth grade environmentalist of the Cushing School*. The Commission completed a multi-year **Special Project** and completed the final phase of the town hall campus. With design input from Commissioners and Chris Kennedy, and executed by Steve Leach from Northern Oaks, the result is a beautiful and cohesive landscape that includes a path lined with plants alongside the Health building, as well as roses, boxwoods and Nepeta under the windows. Commissioners volunteered their time to water plants, shrubs and trees at the Health Building, throughout the summer. The Commission is grateful for the donations from several Scituate supporters and the donation from the Gates School Civics Project.

\* Of special note: A Father's Day Marigold Limited Edition Flight Set was presented by Birchbark Designs, Untold Brewing and Kennedy's Country Gardens, featuring the Marigold, our Town Flower.

#### **MISSION STATEMENT:**

It is the Mission of the Beautification Commission to enhance the beauty of Scituate through planting and maintaining selected public spaces using community resources.

#### **FY 2023 GOALS AND OBJECTIVES WITH KEY RESULT AREAS:**

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

1. Continue to improve appearance and longevity of **railroad crossing island** plantings:
  - Use compost instead of mulch to improve growing conditions in islands for better drought tolerance and more prolific blooms.
  - Split or replace poorly performing plants on a rotating basis.
2. Enhance and extend plant performance in volunteer maintained **Adopt-a-Lots**.
  - Continue to improve growing conditions.
  - Continue to arrange a second plant distribution to offer late season perennials.
  - Continue to maintain appearance of Town Hall campus through work with Building and Grounds to establish regimen for weed and invasive plant removal and pruning.
3. Continue SHIP SHAPE DAY
4. Continue PLANT SCITUATE
5. Seek special projects, such as the Town Hall campus project, to enhance Scituate Landscape in key areas of our Town.
6. Continue to fund Adopt-a-Lot, Plant Scituate and Merchants' plant purchase programs.
7. Attract A-a-L **Volunteers** and develop a monthly column in the Mariner to highlight A-a-Lvolunteers work.
8. Continue to increase **Board Membership**
9. Continue to develop relationships with Boards and Commissions.
10. Provide consultation and support to Boards and Commissions when possible.
11. Identify Town Owned green spaces and support maintenance efforts when feasible.
12. Increase **Publicity** on the WEB and in Print

#### MAJOR BUDGET COMPONENTS

- 43% - Contract Labor
- 5% - Ship Shape Day supplies, soil tests, etc.
- 27% - Purchase of plants and materials
- 25% - Special Projects

#### FY 2022 RISKS AND CHALLENGES:

- It is a constant challenge to attract **volunteers**.
- Maintenance of **Adopt-a-Lots** depends on volunteers.
- Cost of our **Merchant Flowers Program** is unpredictable. Every business in the Harbor, North Scituate and Greenbush is offered a \$50 voucher that can be used at a local greenhouse for flowers.
- **Maintenance** of public spaces remains a challenge
- **Climate change** and resulting weather patterns affect our herbaceous material-in ways we can't always predict:
  1. It is a continuing challenge to adapt plants, soil and pest management so that we continue to have great looking gardens.
  2. As the sea level rises and storms worsen, flooding will increasingly impact some of our Adopt-a-Lot locations, resulting in replacement costs.
  3. Droughts will be an ongoing challenge

4. Our **labor** costs can be highly variable. Loss of volunteers or extreme weather conditions can result in higher labor costs.

#### ACCOMPLISHMENTS

- Implemented -and maintained by Commissioners through the summer- the last phase of the Town Hall Campus Landscape as designed.
- Through e-mail, phone calls and developing safe protocols recruited again thirty A-a-L volunteers.
- Maintained 24 Adopt-a-Lots and the Marine Center. The lots were in beautiful, colorful condition with the help of the 30 volunteer Caretakers of record.
- Handed out Beautification T-shirts to A-a-L volunteers
- Articles in the **Mariner** about the A-a-L program, Ship Shape Day and Plant Scituate.
- Updated and maintained our Town Website
- Posted Cushing School's 4th grade environmentalists' video about Garlic Mustard (an invasive plant) and how to remove it.
- Published photographs of A-a-L gardens on our website
- 600 Volunteers participated In **Ship Shape Day** and 20 volunteers distributed supplies. A total of 10 tons of trash was removed as well as 10 tires, 1 computer and 1 upholstered chair.
- PLANT SCITUATE continues to grow and was promoted on Father's Day by our local brewer, greenhouses and wood workers.
- Successful Merchant Flowers Program in North Scituate, Greenbush and the Harbor with 46 merchants participating.
- Worked with a professional under contract to maintain 12 large Railroad Crossing Islands and 7 traffic islands.
- Received donations from individuals and the Gates School Citizen Beach Cleanup Project

FY 2022 REQUEST: \$ 30,000.00

**DATE TOWN OF SCITUATE**

**Date: June 30, 2021**

<b>FY2021 Operating Budget:</b>	<b>\$25,000.00</b>
<b>Encumbrances:</b>	<b>0</b>
<b>Balance:</b>	<b>\$25,000.00</b>

**Bills Paid to Date:**

<b>Morse: Contract (July thru May)</b>	<b>\$ 9,900.00</b>
<b>Morse: Railroad Island Planting</b>	<b>575.00</b>
<b>Morse: Plant Material Purchase R.R. Islands</b>	<b>148.00</b>
<b>R &amp; C Farms (Fall Mums)</b>	<b>305.00</b>
<b>R &amp; C Farms Yearly Purchase</b>	<b>5,431.97</b>
<b>Ship Shape Day</b>	<b>493.16</b>
<b>Sylvan Nursery (R.R.Islands)</b>	<b>1,011.70</b>
<b>Northern Oak Board of Health/Town Hall</b>	<b>6,835.07</b>
<b>Gloves</b>	<b>274.96</b>

<b>Sub-Total:</b>	<b>\$24,974.86</b>
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<b><u>Remaining Budget Balance:</u></b>	<b>\$ 25.14</b>
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**Beautification Trust Fund Balance: \$7,766.03**

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Beautification Commission</b>									
1650540	546200	LANDSCAPING SUPPLIES	\$20,808.62	\$26,100.00	\$29,586.00	\$30,000.00	\$30,000.00	\$0.00	\$414.00
<b>1650540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$20,808.62</b>	<b>\$26,100.00</b>	<b>\$29,586.00</b>	<b>\$30,000.00</b>	<b>\$30,000.00</b>	<b>\$0.00</b>	<b>\$414.00</b>
<b>Total Beautification (650)</b>			<b>\$20,808.62</b>	<b>\$26,100.00</b>	<b>\$29,586.00</b>	<b>\$30,000.00</b>	<b>\$30,000.00</b>	<b>\$0.00</b>	<b>\$414.00</b>

## TOWN OF SCITUATE

**FY 2023 BUDGET**

**DEPARTMENT: Historical Buildings**

### **MISSION STATEMENT:**

A municipality is judged in good part by how well its historical properties are maintained. The Town of 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.

### **2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

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

At the request of the Scituate Historical Society, the 1968 Annual Town Meeting gave custody and administration of Scituate Lighthouse to the Society. The Town also gave custody and administration of the Lawson Gates to the Society at the 1972 Town Meeting. The Society was also given administration to the Cudworth House. When the Bates House was acquired by the Town, the Society set aside \$25,000 for maintenance and other costs. The Society collects the rent from the tenant and will pay for routine maintenance and other costs. The Scituate Historical Society acts on the town's behalf overseeing the Bates House and other town-owned historical sites.

Our goal continues to ensure that all town-owned sites are well maintained and can be enjoyed by and open to the public. Because all of these properties are at least one hundred years old, they require constant attention.

### **MAJOR BUDGET COMPONENTS**

A large part of this budget involves Purchase of Services (POS). POS expenditures are telephone/alarm systems at Lawson Tower, Cudworth House, and Mann House; electricity at these same sites, and natural gas at the Cudworth House and Mann House. In FY 2022 we requested \$15,000.00 for repairs. For FY 2023 we are also requesting \$15,000 for routine maintenance and repairs. Most of the repairs needed in FY 2023 are not eligible for CPA funding.

For many years Scituate Historical Society members have provided oversight for town owned historical buildings. Each year the time commitment has increased. Members respond to alarm activation, oversee repair projects, write bid requests, track expenditures, coordinate inspections,

and arrange and supervise field trips to town owned historical sites. We know that what we are requesting doesn't come close to the amount of time spent, but we are willing to accept a modest amount of compensation. The amount of the request for FY 2021 and FY 2022 was \$4,000.00 annually. For FY 2023 we are requesting that amount also.

We attempt to anticipate one to five years in advance what repairs will be required at all sites, but invariably unexpected repairs will always manifest themselves. The Lighthouse Rental Account and the Mann House Rental Account are used to fund the majority of repairs at those two buildings. There is no tenant at the Cudworth House so all repairs must come from the town. The same is true for Lawson Tower, the Lawson Gates on Branch Street, and the Massachusetts Humane Boathouse.

### **FY 2023 RISKS AND CHALLENGES**

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

Lawson Tower: The bells need to be inspected on a regular basis due to the salt air environment. Verdin the company that does the inspection strongly recommends that inspections be done twice a year. Yearly maintenance is required on the Tower.

Scituate Lighthouse: The Lighthouse Rental Account should be able to handle ordinary repairs required there. The balance in the rental account as of October 22, 2021 is \$31,268.41.

Mann House: The balance in the Mann House Rental Account as of October 22, 2021 is \$8,509.22 . There are adequate funds in the Mann House Rental account to handle common repairs there.

Cudworth House: Ongoing repairs are anticipated at the Cudworth House in FY 2023.

Lawson Gates: Window repairs as well as other necessary repairs will be evaluated.

Massachusetts Humane Society Boathouse: We foresee no major repairs.

We attempt to anticipate one to five years in advance what repairs will be required at all sites, but invariably unexpected repairs will always manifest themselves. The Lighthouse Rental Account and the Mann House Rental Account are used to fund the majority of repairs at those two buildings. There is no tenant at the Cudworth House so all repairs must come from the town. The same is true for Lawson Tower, the Lawson Gates on Branch Street, and the Massachusetts Humane Boathouse.

### **DEPARTMENTAL ACCOMPLISHMENTS**

Thousands of guests visit all of the historic sites in all seasons and each year the number of visitors increases. Each spring all Scituate grade three students visit several of our historical



sites. In addition, we often have surrounding schools visit our sites as well as Cub Scout, Boy Scout, Girl Scout, and adult groups visit our sites.

Mass Humane Boat House: Railing was reinstalled in compliance with ADA. Along with other minor repairs.

Scituate Lighthouse: Northside of building was resided. The lantern room was reinforced for Hurricane Henri. Humarock Engineering did an evaluation of repairs needed as did Abcore Restoration. Both found that considerable work is to be done. Bob Steverman did an evaluation of the existing metal supports in the lantern room.

Mann House: Door was replaced along with repairs to the building.

Cudworth House: Exterior trim was repainted and the sign was redone.

Lawson Tower: Landscaping around the tower and new stone dust was placed in the walkways. The trim was painted at ground level and new hardware was installed.

Bates House: The driveway was covered with sea shells and quite a bit of tree work was done along with routine landscaping.

Most properties had alarm expenses as well as pest control.

<b>DESCRIPTION OF REVENUE</b>	<b>FY 2020</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
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This department does not generate revenue.

Mr. James Boudreau, Town Administrator and Ms. Nancy Holt, Town Accountant

Scituate Town Hall  
600 Chief Justice Cushing Highway  
Scituate, MA 02066

Dear Mr. Boudreau and Ms. Holt

Attached is our budget request for fiscal year 2023 for Historical Buildings line #691. We understand the budget restraints due to Covid and are trying to keep our budget as low as possible.

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 2022. The FY 2022 request was based on 4.75 hours per week. We are assuming that amount of time will continue for FY 2023 with a rate of pay at \$16.00/hour we have kept that part of the budget request at \$4,000 for FY 2023.

One other concern we have is the Maintenance of Buildings line. We need to seek funds from CPC to cover replacement of the Lantern Room and other repairs at the Lighthouse. The Mann House Rental Account should cover the necessary repairs needed there.

Those accounts should be adequate to cover repairs and maintenance costs at those buildings as long as there are no extraordinary unexpected expenses. However, there is no income stream from the Cudworth House, Massachusetts Humane Society Boathouse, Lawson Tower, and the Lawson Gates. At Lawson Tower there will be needed repairs. The Bell Room at Lawson Tower does need to be painted and the storm shutters need to be repaired or replaced. We have kept repair cost request for town owned historical buildings at \$15,000 in FY 2022 to the same \$15,000 for FY 2023.

Another concern is the rising cost of heating our buildings. We are continuing our plan of making the Town owned properties better insulated and weather tight.

Electricity	\$1,500.00
Natural gas	\$1,000.00
Telephone	\$300.00
Monitoring of alarm systems and alarm repairs	\$1,400.00
Maintenance of buildings	\$15,000.00
Scituate Historical Society compensation for oversight services	\$4,000.00
Total request:	\$23,200.00

Fiscal 2022;

Mass Humane Boat House:

Railing was reinstalled in compliance with ADA. Along with other minor repairs.

Scituate Lighthouse:

Northside of building was resided. The lantern room was reinforced for Hurricane Henri.

Humarock Engineering did an evaluation of repairs needed as did Abcore Restoration. Both found that considerable work is to be done.

Bob Steverman did an evaluation of the existing metal supports in the lantern room.

Mann House:

Door was replaced along with repairs to the building.

Cudworth House:

Exterior trim was repainted and the sign was redone.

Lawson Tower:

Landscaping around the tower and new stone dust was placed in the walkways. The trim was painted at ground level and new hardware was installed.

Bates House:

The driveway was covered with sea shells and quite a bit of tree work was done along with routine landscaping.

Most properties had alarm expenses as well as pest control.

Thanks for your continued support.

Sincerely,

Robert Chessia, Chair, Scituate Historical Society

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
<b>Historical, Robert Chessia</b>									
1691520	521100	ELECTRICITY	\$401.17	\$310.44	\$1,500.00	\$1,500.00	\$1,500.00	\$0.00	\$0.00
1691520	521300	NATURAL GAS	\$1,141.35	\$1,169.76	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00	\$0.00
1691520	524200	REPAIR/MAINT PROP/EQ	\$13,299.50	\$13,794.47	\$20,400.00	\$20,400.00	\$20,400.00	\$0.00	\$0.00
1691520	534100	TELEPHONE	\$294.88	\$284.09	\$300.00	\$300.00	\$300.00	\$0.00	\$0.00
<b>1691520 Total</b>		<b>Purchase of Services</b>	<b>\$15,136.90</b>	<b>\$15,558.76</b>	<b>\$23,200.00</b>	<b>\$23,200.00</b>	<b>\$23,200.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Historical (691)</b>			<b>\$15,136.90</b>	<b>\$15,558.76</b>	<b>\$23,200.00</b>	<b>\$23,200.00</b>	<b>\$23,200.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

**TOWN OF SCITUATE**

**FY 2023 BUDGET**

**DEPARTMENT: #720 Debt**

**MISSION STATEMENT:**

The Treasurer/Collector is responsible for coordinating all Town borrowing for both the tax supported and five self-supporting Enterprise Funds (golf, sewer, transfer station, water, and waterways). This includes the various short-term and long-term debt plan options for existing, and proposed borrowings, (e.g. bond anticipated notes (BANS); general obligation bonds; Massachusetts Clean Water Trust (formerly MWPAT) interim short-term, and long-term bonds; and interfund advance borrowings). The Treasurer/Collector works closely with the Town’s financial advisor, and bond counsel on implement borrowing for departments in compliance with Massachusetts General Law with the assistance of the Town Clerk, Board of Selectmen, Town Administrator, and the Finance Director/Town Accountant to fulfill requirements of that role properly.

**FY 2022 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 FY23, the total existing debt-excluded and tax-supported debt is \$1,995,767 while the total revenue supported Enterprise Fund debt is \$6,103,343

**General Fund Debt Includes:**

- Tax-Supported Non-Exempt Debt of \$1,985,767. (principal and interest)
- Tax-Supported Exempt Debt of \$6,064,125. (principal, interest, and fees)
- Projected Tax-Supported Debt of \$51,275. (principal and interest)
- Post Compliance Arbitrage Analysis \$10,000.

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

- Sewer \$1,892,514.
- Water \$3,297,648.
- Transfer Station \$24,996.
- Waterways \$400,845.
- Widows Walk \$289,200.

## FY 2022 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.

## 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 has continued to have a bond rating of AA+ with Standard and Poor's.

**FY 2023 Operational Budget**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Budget	2023 Dept Request	2023 Town Admin	Town Admin Changes	Change FY23 TA Rec /FY22
1720590	591000	PRINCIPAL ON LONG-TERM DEBT	\$4,530,655.12	\$4,457,885.58	\$5,149,966.00	\$5,235,023.00	\$5,235,023.00	\$0.00	\$85,057.00
1720590	591500	INTEREST ON LONG-TERM DEBT	\$3,026,292.90	\$2,793,386.42	\$3,224,153.00	\$2,810,144.00	\$2,810,144.00	\$0.00	(\$414,009.00)
1720590	592000	OTHER DEBT SERVICES	\$4,095.00	\$10,430.00	\$10,000.00	\$10,000.00	\$10,000.00	\$0.00	\$0.00
1720590	592500	INTEREST ON SHORT-TERM NOTES	\$30,394.00	\$85,376.05	\$33,006.00	\$56,000.00	\$56,000.00	\$0.00	\$22,994.00
<b>1720590 Total</b>		<b>Debt Service</b>	<b>\$7,591,437.02</b>	<b>\$7,347,078.05</b>	<b>\$8,417,125.00</b>	<b>\$8,111,167.00</b>	<b>\$8,111,167.00</b>	<b>\$0.00</b>	<b>(\$305,958.00)</b>
<b>Total Debt Service</b>			<b>\$7,591,437.02</b>	<b>\$7,347,078.05</b>	<b>\$8,417,125.00</b>	<b>\$8,111,167.00</b>	<b>\$8,111,167.00</b>	<b>\$0.00</b>	<b>(\$305,958.00)</b>

## TOWN OF SCITUATE

### FY 2023 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. The fund does not fully pay for the retirement benefits for employees. It is a defined plan. The employee also is required to mandatorily contribute toward their pension by statute based on their date of hire.

#### 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 7.9% over the FY22 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 FY23, the savings to the Town equals \$117,744.

#### FY 2023 RISKS AND CHALLENGES

The unfunded liability continues to grow. The challenge will be to balance with other budgetary needs. Market conditions play a major role in recovering and maintaining the fund balance. FY22-23 Estimated Contributions show increases of close to 8% as previously advised by the Plymouth County Retirement System; 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. Fiscal year ending 2020 estimates to have \$693,317,164 of unfunded liability with a funding ratio of 61%. The employer total cost is expected to increase until the unfunded liabilities are completely paid off. The funding schedule currently calls for 89.6% completion by 2029 (decreased from 2031 and 2034).

I attended a meeting on September 30, 2021 with PCR. As of that date, PCR claims the unfunded liability is 67% funded and still on track to be fully funded by 2029. FY22 is the first year that the contributions alone were able to cover all costs. There are 52 units in the retirement system.

There is currently an OPEB Actuarial being done as of June 30, 2021

The OPEB fund was created at the April 2011 Annual Town Meeting. This fund is a reserve to cover the unfunded liability of the Town's future health care costs for employees and retirees. Per the Town's Financial Policy, 2% of the amount paid to Plymouth County Retirement is applied toward OPEB. As of September 30, 2021, the Town has \$1,623,428 in the OPEB account. The October 21, 2021 special town meeting warrant proposes to put the excess of meals tax collections of \$278,341 into the fund.



**FY 2023 Operational Budget**

<b>Organization</b>	<b>Object</b>	<b>Account Description</b>	<b>2020 Actuals</b>	<b>2021 Actuals</b>	<b>2022 Budget</b>	<b>2023 Dept Request</b>	<b>2023 Town Admin</b>	<b>Town Admin Changes</b>	<b>Change FY23 TA Rec /FY22</b>
1911512	519900	PLYMOUTH COUNTY RETIREMENT	\$4,875,453.00	\$5,228,790.00	\$5,759,996.00	\$6,213,897.00	\$6,213,897.00	\$0.00	\$453,901.00
1911512	596600	TRANSFER TO OPEB LIABILITY FUN	\$97,509.00	\$204,440.00	\$115,200.00	\$124,278.00	\$124,278.00	\$0.00	\$9,078.00
<b>1911512 Total</b>		<b>Pension</b>	<b>\$4,972,962.00</b>	<b>\$5,433,230.00</b>	<b>\$5,875,196.00</b>	<b>\$6,338,175.00</b>	<b>\$6,338,175.00</b>	<b>\$0.00</b>	<b>\$462,979.00</b>
<b>Total Plymouth County Pension Assessment</b>			<b>\$4,972,962.00</b>	<b>\$5,433,230.00</b>	<b>\$5,875,196.00</b>	<b>\$6,338,175.00</b>	<b>\$6,338,175.00</b>	<b>\$0.00</b>	<b>\$462,979.00</b>

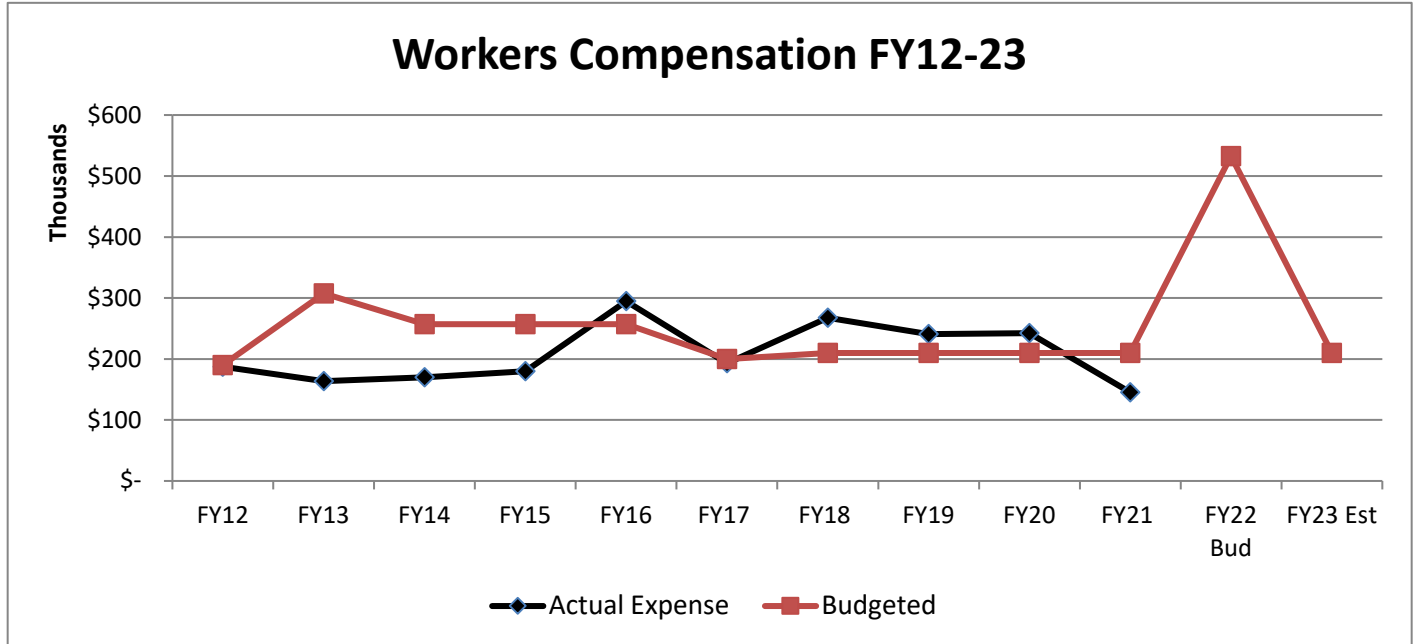
**TOWN OF SCITUATE**

**FY 2023 BUDGET**

**DEPARTMENT: WORKERS' COMPENSATION 912**

MISSION STATEMENT: N/A

Town of Scituate  
Analysis of Workers' Compensation Trust Fund



**MAJOR BUDGET COMPONENTS**

This is a Trust Fund for self-insurance of the Town's workers' compensation costs of injuries incurred by employees at the workplace. It excludes public safety personnel. The budget line item consists of all medical and hospitalization costs, third party administration (TPA), stop/loss, lost wages and any necessitated legal representation. While this line item was reduced in FY17 by \$57,000 for the first time since 2010, utilization in FY17 through FY20 has required that the budget allocation remain at \$210,000 for FY18 – FY22. Due three years of higher than normal claims, an additional \$322,875 in FY22. The Town changed its third party administrator for FY20. The Financial Forecast Committee reviews the balance in the trust fund annually.

**FY 23 RISKS AND CHALLENGES**

Claims have surpassed the annual allocation for the three of the last four fiscal years which has had a negative impact on the trust fund balance. Our Trust Fund goal is \$750,000 and we were still short of that with a balance as of June 30, 2021 of \$516,519 which was an improvement over FY 2020. If FY22 claims remain at FY21 levels, the \$750,000 goal will be achieved.

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. 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.

This Fund is liquid and as a result, is viewed as an additional reserve asset by bond rating agencies.

Our insurance carrier, MIIA, provides a variety of training programs and staff takes advantage of several offerings. The Town has a Safety Committee composed of employees and management that reviews claims and injuries. Our continuing goal is to minimize risk and injury through training. These training sessions also reduce our annual insurance premiums.

**FY 2023 Operational Budget**

<b>Organization</b>	<b>Object</b>	<b>Account Description</b>	<b>2020 Actuals</b>	<b>2021 Actuals</b>	<b>2022 Budget</b>	<b>2023 Dept Request</b>	<b>2023 Town Admin</b>	<b>Town Admin Changes</b>	<b>Change FY23 TA Rec /FY22</b>
1912515	519900	WORKERS COMPENSATION	\$210,000.00	\$210,000.00	\$523,715.00	\$210,000.00	\$210,000.00	\$0.00	(\$313,715.00)
<b>1912515 Total</b>		<b>Employee Benefits</b>	<b>\$210,000.00</b>	<b>\$210,000.00</b>	<b>\$523,715.00</b>	<b>\$210,000.00</b>	<b>\$210,000.00</b>	<b>\$0.00</b>	<b>(\$313,715.00)</b>
<b>Total Workers Compensation</b>			<b>\$210,000.00</b>	<b>\$210,000.00</b>	<b>\$523,715.00</b>	<b>\$210,000.00</b>	<b>\$210,000.00</b>	<b>\$0.00</b>	<b>(\$313,715.00)</b>

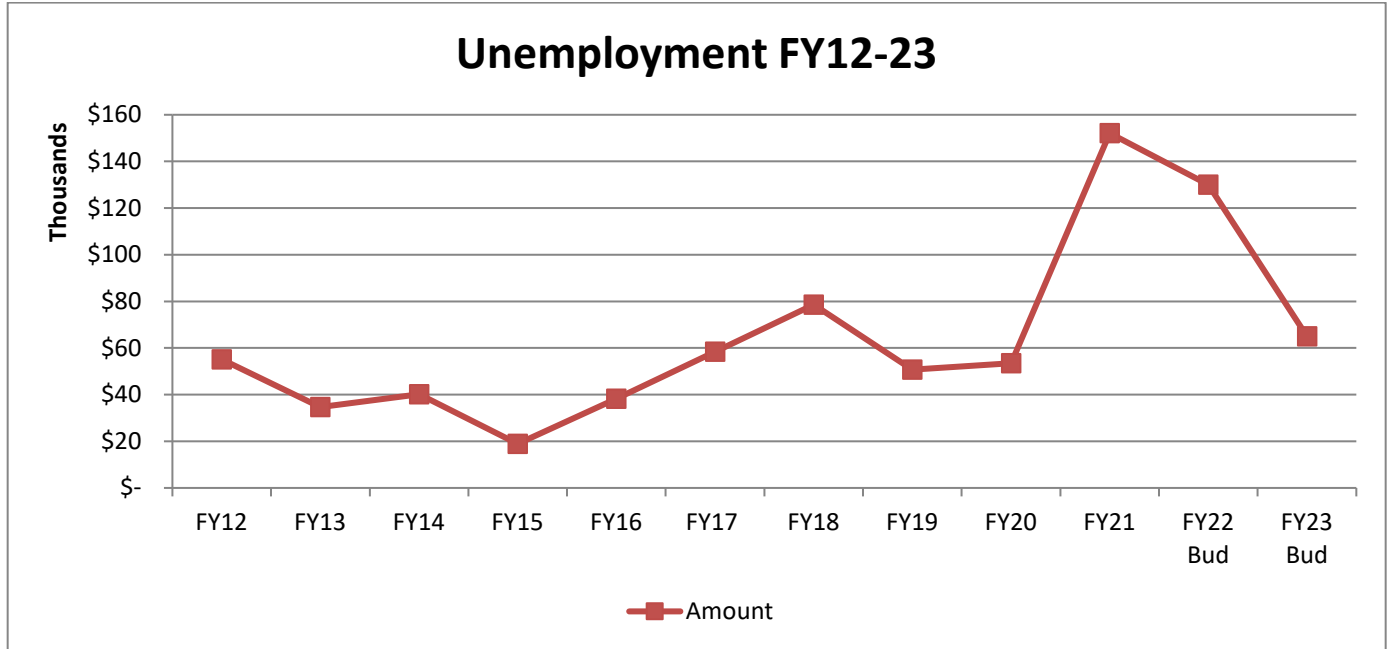
TOWN OF SCITUATE

FY 2023 BUDGET

DEPARTMENT: UNEMPLOYMENT 913

MISSION STATEMENT:

N/A



**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 line item was significantly increased in FY 2021 to reflect the economic impact of the Coronavirus pandemic. For FY 2023, the proposed budget is back to pre-COVID level of \$65,000.

**FY 23 RISKS AND CHALLENGES**

This line item fluctuates with the economy and personnel matters. It can vary widely in any given year so we typically take an average of expenditures over several years. Due to the Coronavirus pandemic, unemployment costs have increased as has the instances of fraudulent claims. The Human Resources Department aggressively investigated all claims with employees and was able to report multiple fraudulent claims.

**FY 2023 Operational Budget**

<b>Organization</b>	<b>Object</b>	<b>Account Description</b>	<b>2020 Actuals</b>	<b>2021 Actuals</b>	<b>2022 Budget</b>	<b>2023 Dept Request</b>	<b>2023 Town Admin</b>	<b>Town Admin Changes</b>	<b>Change FY23 TA Rec /FY22</b>
1913515	519900	UNEMPLOYMENT INSURANCE	\$17,242.41	\$152,087.59	\$130,000.00	\$65,000.00	\$65,000.00	\$0.00	(\$65,000.00)
<b>1913515 Total</b>		<b>Employee Benefits</b>	<b>\$17,242.41</b>	<b>\$152,087.59</b>	<b>\$130,000.00</b>	<b>\$65,000.00</b>	<b>\$65,000.00</b>	<b>\$0.00</b>	<b>(\$65,000.00)</b>
<b>Total Unemployment</b>			<b>\$17,242.41</b>	<b>\$152,087.59</b>	<b>\$130,000.00</b>	<b>\$65,000.00</b>	<b>\$65,000.00</b>	<b>\$0.00</b>	<b>(\$65,000.00)</b>

## TOWN OF SCITUATE

### FY 2023 BUDGET

### DEPARTMENT: #914 Contributory Group Insurance

#### MISSION STATEMENT:

This appropriation funds the Town's share of health and life insurance premiums for all eligible Town employees and retirees. Pursuant to MA General Law Chapter 32B, any active permanent Town employee working a minimum of twenty hours per week is eligible for group insurance as a benefit of employment.

#### FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

The department goal is to provide quality health insurance plan options to all school and town employees, and retirees, as well as timely information regarding insurance benefits and regulations. Contributions from all participants are managed through the Treasurer/Collector's office, a time-consuming and labor-intensive process. Referrals to appropriate parties are given as necessary. Essential monitoring of state and federal laws is required to ensure compliance.

Our health insurance contribution rates are:

Family = 53% town and 47% employee

Individual = 73% town and 27% employee

Retirees = 50% town and 50% employee

#### MAJOR BUDGET COMPONENTS

Health Insurance rates are set by Massachusetts Interlocal Insurance Association (MIIA) in late January to early February each year. Increase based on quoted rates from MIIA and current enrollment with 7% (estimated increase). In the first four months of FY22, the Town has 14 new enrollments. As a result of the enrollment increase, the Financial Forecast team met on November 9, 2021 and voted to increase FY 23 by \$161,016.00 in addition to the 7% increase. The Medicare supplemental plans, which account for 46% of the Town's health insurance subscribers, now renew as of January 1<sup>st</sup> and therefore only 6 months of a potential increase needs to be calculated for that population. The Medex rates have **not changed** for calendar year 2022 (6 months in FY23).

#### FY 2023 RISKS AND CHALLENGES

The major challenge is budgeting sufficient funding to provide coverage for new hires and those employees formerly covered elsewhere (e.g. spouse's plan). Spousal job losses can contribute to increased participation in the Town's plan. In FY22 the yearly average cost to the Town for an individual plan is \$7,384 and for a family plan the average is \$16,221. 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.

Currently there are 35 retirees that pay the Town directly each month. Requiring the creation of payment coupons and payment tracking.

#### DEPARTMENTAL ACCOMPLISHMENTS

The Town has a Wellness Committee made up of employees from the town and school through the direction of MIAA. By offering a variety of wellness programs for all town employees the goal is to keep health costs down. Since COVID all programs are being offered online and are publicized via employee email. The Town continues to working with MIAA to promote their "Smart Shopper", "Good Health Gateway", and "Learn to Live" programs. Smart Shopper is an opportunity for Blue Cross Blue Shield subscribers to have medical procedures completed at a reward –eligible location of their choice. Members can earn money on qualifying routine services and common procedures, while saving on the cost of claims. Good Health Gateway is a diabetes

management program and Learn 2 Live offers online coaching tools for stress, anxiety, and other symptoms.

The T/C staff continues to work towards improving and increasing communication with employees, retirees, insurance providers and School Department Human Resource staff in order to insure compliance with new laws and eligibility criteria which are in a constant state of change.



**FY 2023 Operational Budget**

<b>Organization</b>	<b>Object</b>	<b>Account Description</b>	<b>2020 Actuals</b>	<b>2021 Actuals</b>	<b>2022 Budget</b>	<b>2023 Dept Request</b>	<b>2023 Town Admin</b>	<b>Town Admin Changes</b>	<b>Change FY23 TA Rec /FY22</b>
1914515	519900	CONTRIBUTORY GROUP INSURANCE *	\$6,013,058.09	\$5,933,245.47	\$6,411,034.00	\$7,064,319.00	\$7,064,319.00	\$0.00	\$653,285.00
<b>1914515 Total</b>		<b>Employee Benefits</b>	<b>\$6,013,058.09</b>	<b>\$5,933,245.47</b>	<b>\$6,411,034.00</b>	<b>\$7,064,319.00</b>	<b>\$7,064,319.00</b>	<b>\$0.00</b>	<b>\$653,285.00</b>
<b>Total Contributory Group Insurance</b>			<b>\$6,013,058.09</b>	<b>\$5,933,245.47</b>	<b>\$6,411,034.00</b>	<b>\$7,064,319.00</b>	<b>\$7,064,319.00</b>	<b>\$0.00</b>	<b>\$653,285.00</b>

## TOWN OF SCITUATE

### FY 2023 BUDGET

### DEPARTMENT: #916 Federal Taxes

#### MISSION STATEMENT:

This appropriation funds the Town's federal contribution that matches the employees' 1.45% Medicare contribution.

#### FY 2023 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.

FY23 reflects a 4% annual increase over FY22 budget to account for cost of living and step increases.

**FY 2023 Operational Budget**

<b>Organization</b>	<b>Object</b>	<b>Account Description</b>	<b>2020 Actuals</b>	<b>2021 Actuals</b>	<b>2022 Budget</b>	<b>2023 Dept Request</b>	<b>2023 Town Admin</b>	<b>Town Admin Changes</b>	<b>Change FY23 TA Rec /FY22</b>
1916515	519900	FEDERAL TAXES	\$723,133.44	\$712,898.52	\$811,862.00	\$848,396.00	\$848,396.00	\$0.00	\$36,534.00
<b>1916515 Total</b>		<b>Employee Benefits</b>	<b>\$723,133.44</b>	<b>\$712,898.52</b>	<b>\$811,862.00</b>	<b>\$848,396.00</b>	<b>\$848,396.00</b>	<b>\$0.00</b>	<b>\$36,534.00</b>
<b>Total Federal Taxes</b>			<b>\$723,133.44</b>	<b>\$712,898.52</b>	<b>\$811,862.00</b>	<b>\$848,396.00</b>	<b>\$848,396.00</b>	<b>\$0.00</b>	<b>\$36,534.00</b>

**Town of Scituate**

**FY 2023 BUDGET**

**DEPARTMENT: Widow’s Walk Golf Course**

Mission Statement:

Widow’s Walk Golf Course promises to offer the best valued golf experience on the South Shore by providing a well-manicured championship layout with excellent customer service. Scituate residents are granted policies and pricing to encourage a high level of activity from our community members. It is the intent of this Enterprise operation to maximize profits so they can be reinvested back into the property for continued growth.

**FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

1. Continued development of long-range capital projects aimed at improving the golf course facilities such as the golf course and irrigation system.
2. Team with golf committee on improvement recommendations and prioritization of irrigation concerns and course improvements.
3. Meet with the Select Board, Town Administrator, Finance Director, and Facilities Director to clarify scope of recommended projects. (Ongoing)
4. Work with the Golf Course Superintendent & IGM to develop a long-term plan to improve the golfers experience by improving the following:
  - a. Conditions
  - b. Playability
  - c. Pace of play
5. Continue to promote the facility on social media to attract new golfers to Widow’s Walk which will provide us a larger customer base for the future.
6. Improve the golf merchandise operation by bringing in new vendors that will capture a wider range of customers.
7. Work with golf committee on specific areas of improvements to the course such as tee box conditions and leveling.

**MAJOR BUDGET COMPONENTS**

In order of total cost, expenditures for the golf course come from the following areas:

- IGM golf course maintenance fee	\$568,123	38%
- Debt for Clubhouse Renovation	\$289,200	19.3%
- Golf operations salaries	\$242,644	16%
- Equipment rentals & leases	\$76,000	5%
- Indirect Costs	\$65,514	4.5%
- Technical services	\$50,000	3.3%
- Repairs & maintenance	\$40,500	2.7%
- Electricity	\$21,000	1.4%
- Equipment	\$17,800	1.2%
- Emergency Reserve	\$15,000	1%
- Cart Supplies	\$12,000	0.8%
- Range Supplies	\$5,000	0.3%

- Natural Gas	\$3,000	0.2%
- Others	<u>\$10,250</u>	<u>0.68%</u>
*Total	\$1,416,031	100%

\*Figures above intentionally exclude “Merchandise Supplies” and “Handicap Service”. These line items are profit sources with associated revenues exceeding expenses by approximately 30%.

## FY 2023 RISKS AND CHALLENGES

Golf is a very weather sensitive business, and as such there is inherent risk involved. This past summer recorded the 2<sup>nd</sup> most rain in New England over the past few decades which had a direct correlation with some lost revenue. We are confident however that our customer base widened significantly over the past two years which will provide long-term repeat business to Widow’s Walk. We have been promoting this new clubhouse for some time and it’s imperative that we show our customers how great “the new” Widow’s Walk experience can be.

Our largest operational challenge is the maintaining the driving range during peak times. We have a system in place for closing the range and “hand-picking” the balls out of the woods and sand but would prefer to not close it down at all. This is done three days per week in the early morning to disturb the least amount of golfers possible. The Golf Committee along with our Golf Director will work on devising a plan to improve the driving range picking area and hopefully grow some grass so we can maximize profits long-term.

## DEPARTMENTAL ACCOMPLISHMENTS

Our increase in revenues over the past two seasons is showcased with our new clubhouse which will be operational in Spring of 2022. This will increase our appeal to golfers who are looking for a more-advanced Food & Beverage operation for after their round. The maintenance staff’s efforts to maintain great course conditions through the wet season of 2021 was noticed by many of our golfers. We will be heading into 2022 with fairways, roughs and greens in great shape to kickstart the year. The summer of 2021 was a bit of a struggle with all of the construction happening during the week but our staff did a great job ensuring safety for our members and guests. Operating a golf course to near full capacity while it was a construction site was new challenge for all of us but it was good to have the golfers notice the work being done. We had a lot of great reviews about the restaurant and bar area, especially the new bathroom setup which is larger, cleaner, and flows better than before. Our customer’s check-in process is still one the fastest around which helps provides a smoother, faster, more enjoyable process pre-golf.

Community Newspapers Reader’s Choice, “Best Golf Course”, Public Golf Course Regional winner over 80% of the years since course inception.

South Shore Living Magazine, “Best of the South Shore”, Public Golf Course winner six of the past nine years.

The “Walk the Walk” twilight golf program continues to be a valued offering and drives solid revenue and opportunities for both the golf course and its patrons.

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.

A popular location for many winter activities including dog walking, skating, bird watching, snowshoeing, sledding, and cross country skiing.

Sound environmental practices associated with our status as an “Audubon Certified Cooperative Sanctuary” have helped with the attraction of abundant wildlife that is enjoyed by many residents, both golfers and non-golfers alike.

DESCRIPTION OF REVENUE	FY20	FY21	FY22 YTD 10/21	FY23 Projected	Comments
<b>Dues – Season/Frequent Player</b>	262,042	275,526	21,135	205,000	
<b>Green Fees</b>	587,491	889,125	394,521	750,000	
<b>Rain Checks</b>	-2,218	-1,879	-582	-3,000	
<b>Cart Fees</b>	214,585	345,078	154,419	290,000	
<b>Club Rentals</b>	598	0	0	0	
<b>Range Fees</b>	50,638	115,920	48,992	90,000	
<b>Handicap Fees</b>	7,170	11,467	1,220	11,000	
<b>Golf Lessons</b>	6,100	6,100	4,500	6,500	
<b>Total Usage Fees</b>	<u>1,126,406</u>	<u>1,641,337</u>	<u>624,205</u>	<u>1,349,500</u>	
<b>Total Merchandise Sales</b>	<u>45,865</u>	<u>92,462</u>	<u>43,090</u>	<u>80,000</u>	
<b>Total Rentals</b>	<u>29,946</u>	<u>6,917</u>	<u>0</u>	<u>30,000</u>	
<b>Total Earning on Investments</b>	<u>4,571</u>	<u>5,891</u>	<u>215</u>	<u>1,500</u>	
<b>Total Miscellaneous Revenue</b>	<u>415</u>	<u>18</u>	<u>0</u>	<u>0</u>	
<b>Grand Total</b>	<u>1,207,203</u>	<u>1,746,625</u>	<u>667,510</u>	<u>1,461,000</u>	

## FY 2023 Departmental Budget Requests

### Widows Walk (Golf) Enterprise - Ian Kelley, Golf Course Director

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Original Budget	2023 Dept Req Budget	Town Admin Recommended	Town Admin Changes	Change FY23 TA Rec /FY22
61661510	511000	REGULAR SALARIES	\$104,456.07	\$80,206.35	\$86,939.00	\$92,604.00	\$92,604.00	\$0.00	\$5,665.00
61661510	519000	SEASONAL SALARIES	\$89,440.69	\$124,420.49	\$150,040.00	\$150,040.00	\$150,040.00	\$0.00	\$0.00
<b>61661510 Total</b>		<b>Personal Services</b>	<b>\$193,896.76</b>	<b>\$204,626.84</b>	<b>\$236,979.00</b>	<b>\$242,644.00</b>	<b>\$242,644.00</b>	<b>\$0.00</b>	<b>\$5,665.00</b>
61661520	521100	ELECTRICITY	\$19,146.01	\$20,470.47	\$21,000.00	\$21,000.00	\$21,000.00	\$0.00	\$0.00
61661520	521300	NATURAL GAS	\$1,887.27	\$1,403.28	\$3,000.00	\$3,000.00	\$3,000.00	\$0.00	\$0.00
61661520	524000	REPAIRS & MAINTENANCE	\$38,112.78	\$53,511.10	\$40,500.00	\$40,500.00	\$40,500.00	\$0.00	\$0.00
61661520	527000	RENTALS & LEASES	\$73,703.08	\$74,264.93	\$75,000.00	\$76,000.00	\$76,000.00	\$0.00	\$1,000.00
61661520	527300	OUTSIDE CART RENTALS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
61661520	530100	MANAGEMENT FEE	\$531,457.02	\$544,743.48	\$556,984.00	\$568,123.00	\$568,123.00	\$0.00	\$11,139.00
61661520	530200	MARKETING	\$295.66	\$88.67	\$500.00	\$500.00	\$500.00	\$0.00	\$0.00
61661520	530300	HANDICAP SERVICE	\$2,109.00	\$8,556.00	\$7,500.00	\$8,500.00	\$8,500.00	\$0.00	\$1,000.00
61661520	530900	TECHNICAL SERVICES	\$31,526.19	\$58,251.03	\$47,760.00	\$50,000.00	\$50,000.00	\$0.00	\$2,240.00
61661520	532100	CONFERENCES/MEETINGS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
61661520	534100	TELEPHONE	\$2,235.76	\$2,611.67	\$2,250.00	\$3,000.00	\$3,000.00	\$0.00	\$750.00
61661520	534300	BINDING & PRINTING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
61661520	534400	POSTAGE & DELIVERY	\$0.00	\$0.00	\$100.00	\$50.00	\$50.00	\$0.00	(\$50.00)
61661520	558000	OTHER SUPPLIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
61661520	571100	MILEAGE REIMBURSEMENT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
61661520	573100	PROFESSIONAL DUES & SUBS	\$1,528.50	\$387.50	\$1,300.00	\$1,300.00	\$1,300.00	\$0.00	\$0.00
61661520	596000	INDIRECT COSTS	\$53,251.00	\$57,243.00	\$59,263.00	\$65,514.00	\$65,514.00	\$0.00	\$6,251.00
<b>61661520 Total</b>		<b>Purchase of Services</b>	<b>\$755,252.27</b>	<b>\$821,531.13</b>	<b>\$815,157.00</b>	<b>\$837,487.00</b>	<b>\$837,487.00</b>	<b>\$0.00</b>	<b>\$22,330.00</b>
61661540	542000	OFFICE SUPPLIES	\$708.01	\$880.66	\$750.00	\$900.00	\$900.00	\$0.00	\$150.00
61661540	542100	MERCHANDISE SUPPLIES	\$32,348.25	\$60,257.57	\$60,000.00	\$70,000.00	\$70,000.00	\$0.00	\$10,000.00
61661540	542200	CART SUPPLIES	\$19,747.42	\$8,520.03	\$10,000.00	\$12,000.00	\$12,000.00	\$0.00	\$2,000.00
61661540	542400	RANGE SUPPLIES	\$1,720.73	\$4,804.98	\$4,800.00	\$5,000.00	\$5,000.00	\$0.00	\$200.00
61661540	542500	PRINTING & FORMS	\$1,229.00	\$1,865.69	\$1,600.00	\$1,800.00	\$1,800.00	\$0.00	\$200.00
61661540	558000	OTHER SUPPLIES	\$1,004.89	\$1,643.84	\$1,650.00	\$1,500.00	\$1,500.00	\$0.00	(\$150.00)
61661540	558100	CLOTHING	\$0.00	\$441.45	\$1,200.00	\$1,200.00	\$1,200.00	\$0.00	\$0.00
<b>61661540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$56,758.30</b>	<b>\$78,414.22</b>	<b>\$80,000.00</b>	<b>\$92,400.00</b>	<b>\$92,400.00</b>	<b>\$0.00</b>	<b>\$12,400.00</b>
61661560	578000	EMERGENCY RESERVE FUND	\$0.00	\$0.00	\$15,000.00	\$15,000.00	\$15,000.00	\$0.00	\$0.00

## FY 2023 Departmental Budget Requests

### Widows Walk (Golf) Enterprise - Ian Kelley, Golf Course Director

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Original Budget	2023 Dept Req Budget	Town Admin Recommended	Town Admin Changes	Change FY23 TA Rec /FY22
61661560	Total	Emergency Reserve	\$0.00	\$0.00	\$15,000.00	\$15,000.00	\$15,000.00	\$0.00	\$0.00
61661580	585100	EQUIPMENT	\$8,532.59	\$25,350.00	\$10,000.00	\$17,800.00	\$17,800.00	\$0.00	\$7,800.00
61661580	Total	Capital Outlay	\$8,532.59	\$25,350.00	\$10,000.00	\$17,800.00	\$17,800.00	\$0.00	\$7,800.00
61661590	591000	PRINCIPAL ON LONG TERM DEBT	\$0.00	\$0.00	\$152,000.00	\$200,000.00	\$194,481.00	(\$5,519.00)	\$42,481.00
61661590	591500	INTEREST ON LONG TERM DEBT	\$0.00	\$0.00	\$100,876.00	\$62,250.00	\$62,250.00	\$0.00	(\$38,626.00)
61661590	592500	INTEREST SHORT TERM DEBT	\$0.00	\$0.00	\$0.00	\$26,950.00	\$26,950.00	\$0.00	\$26,950.00
61661590	Total	Debt Service	\$0.00	\$0.00	\$252,876.00	\$289,200.00	\$283,681.00	(\$5,519.00)	\$30,805.00
<b>Grand Total Widows Walk Enterprise (661)</b>			<b>\$1,014,439.92</b>	<b>\$1,129,922.19</b>	<b>\$1,410,012.00</b>	<b>\$1,494,531.00</b>	<b>\$1,489,012.00</b>	<b>(\$5,519.00)</b>	<b>\$79,000.00</b>



**Widow's Walk Enterprise Fund**

	Actual FY15	Actual FY16	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Actual FY21	Budget FY22	Proposed FY23 budget
<b>Revenue:</b>			<b>DROUGHT</b>		<b>Rate Inc</b>		<b>COVID/POS</b>		
Dues	111,100	125,025	124,100	120,185	128,929	144,293	183,100	140,000	165,000
Frequent Players	44,099	58,138	41,772	36,524	50,080	117,749	92,462	65,000	65,000
Green Fees	686,607	742,270	571,483	588,212	617,360	587,491	889,125	750,000	750,000
Cart Fees	186,069	209,633	168,391	198,080	216,812	215,499	346,255	260,000	290,000
Club Rentals	1,270	171	1,445	1,491	13,431	12,517	-	5,000	-
Range Fees	64,121	62,568	49,447	54,998	62,174	50,638	115,325	122,240	90,000
Handicap Fees	10,856	11,440	11,450	11,020	11,293	7,170	11,467	7,000	11,000
Merchandise Sales	83,417	93,093	67,989	75,427	72,016	45,865	92,462	70,000	90,000
Restaurant Lease Income	55,000	49,500	71,502	12,834	29,946	29,946	6,917	30,000	30,000
Interest Income	40	186	117	135	2,509	4,571	5,891	1,012	1,012
Miscellaneous	33	26	47	58	415	18	10	-	-
Rain checks	(2,636)	(2,936)	(2,051)	(2,445)	(2,790)	(2,218)	(1,879)	(3,000)	(3,000)
<b>Total Revenue</b>	<b>1,239,976</b>	<b>1,349,113</b>	<b>1,105,692</b>	<b>1,096,519</b>	<b>1,202,175</b>	<b>1,213,540</b>	<b>1,741,136</b>	<b>1,447,252</b>	<b>1,489,012</b>
<b>Expenses:</b>									
Personal Services	166,129	173,114	168,332	172,066	184,104	193,897	204,627	236,979	242,644
Purchase of Services	560,052	632,784	655,308	640,301	669,611	702,001	764,288	755,894	771,973
Materials & Supplies	56,903	59,334	47,599	61,815	50,476	56,758	78,414	80,000	92,400
Indirect Costs	59,391	54,314	57,716	66,575	65,211	53,251	57,243	59,263	65,514
Capital Outlay				11,618	356	8,533	25,350	10,000	17,800
Emergency Reserve				500	-	-	-	15,000	15,000
Capital Articles			105,000	-	70,000	-	-	-	-
Transfer to W Walk Cap Stab				185,000			100,000	100,000	
<b>Total Operating Expenses</b>	<b>842,475</b>	<b>919,546</b>	<b>1,033,955</b>	<b>1,137,875</b>	<b>1,039,758</b>	<b>1,014,440</b>	<b>1,229,922</b>	<b>1,257,136</b>	<b>1,205,331</b>
<b>Surplus/(Deficit) before debt</b>	<b>397,501</b>	<b>429,567</b>	<b>71,737</b>	<b>(41,356)</b>	<b>162,417</b>	<b>199,100</b>	<b>511,213</b>	<b>190,116</b>	<b>283,681</b>
Transfer from General Fund		11,500							
Transfer from SRF - premiums								158	
Transfer from W Walk Cap Stab				170,000					
Debt Service	381,300	382,200	382,500				-	252,876	283,681
<b>Total Surplus/(Deficit)</b>	<b>16,201</b>	<b>58,867</b>	<b>(310,763)</b>	<b>(41,356)</b>	<b>162,417</b>	<b>199,100</b>	<b>511,213</b>	<b>(62,760)</b>	<b>-</b>
Unappropriated Certified Retained Earnings as of July 1, 2021									731,125
Less amount proposed for Fall 2021 STM									(516,616)
Less amt needed to balance FY23 budget									-
Less amt to be used for FY23 Capital									-
Balance of Retained Earnings after FY22 STM									214,509

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**Town of Scituate**  
**Widow's Walk Golf Course Enterprise Fund**  
**Indirect Costs**  
**Fiscal Year 2023 Budget**

Description	Basis	Allocation	%*	FY22 Budget	Total
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	1.40%	372,880	5,218
Town Accountant	Processing of warrants etc.	Total FY22 budget	1.40%	423,809	5,931
Treas/Collector	Collections, bank rec., payroll etc.	Total FY22 budget	1.40%	428,989	6,004
Facilities Director		Personal Services budget	2.00%	99,426	1,989
Insurance	Building, Auto, Liability etc.	From Insurance Company			22,779
Group Insurance	Town's Share of group insurance	Actual Contribution FY21 rates			7,176
Medicare	Town's Share of medicare	Actual FY21	1.45%		3,112
OPEB	Eligible -ees/total eligible X OPEB cost	Based on most recent actuary %	0.06%	115,200	68
Pensions and Retirement	Penison Costs	Based on actuarial breakdown done for PCRS	0.23%	5,759,996	13,238
				4.6%	<b>65,514</b>

\* based on enterprise FY22 operating budget to total Town operating budget

## TOWN OF SCITUATE

### FY 2023 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 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Identify and implement emerging methods for improved management and handling of all waste including additional separation of recyclable materials such as glass and plastic and utilizing compactors to reduce hauling costs.
2. Evaluate and compare current rates on pay-to-throw away items such as construction and demolition debris, electronics and appliances to improve revenue rates.
3. Continue to seek Grant funding opportunities from the Department of Environmental Protection.
4. Educate users of the Transfer Station of proper recycling techniques to provide a cleaner product to our vendors.
5. Identify incentives to increase the participation in the use of the Scituate Transfer Station.

#### MAJOR BUDGET COMPONENTS

Disposal Costs \$1,000,000

Personnel \$288,138

Indirect Costs \$160,317.00

Technical Services \$95,000

Blue Bags \$90,000

Debt \$0

Repair & Maintenance \$28,750

## FY 2022 RISKS AND CHALLENGES

Staffing continues to be a challenge. Short staff due to injury or earned time off requires utilizing staff from other DPW Departments to supplement staff at the Transfer Station. The Transfer Station originally opened with a staff of six in 2000. Over the past years the transfer station has operated with only four employees.

I want to thank again all the employees at the Scituate Transfer Station for their dedication, who reported daily to maintain the same level of service that the residents of Scituate are accustomed to through challenging times. Again, disposal quantities increased.

Disposal rates from all our vendors continue to rise as they search for end users. While many residents dutifully put items into their recycling bins, much of it does not actually end up being recycled. Items need to be clean and the correct type of plastic (#1 & #2). Rarely are plastics #3 through #7 recycled.

As the facility ages, maintaining the facility and upgrading equipment for a safe, clean and efficient disposal and recycling center continues to be demanding.

Corrugated Cardboard continues to provide customers a rebate for disposal. Cardboard was separated from the mixed paper stream due to its increase in recyclable value in an effort to reduce disposal costs.

Handling the disposal of waste and recycling from Municipal Buildings and all wastes generated at the beaches, parks and public areas with no assistance from the Town imposes increased disposal costs on the Transfer Station.

## DEPARTMENTAL ACCOMPLISHMENTS

The Scituate Transfer Station remained operational as usual throughout the challenging times. Increased sanitizing of the public and private areas and wearing of personal protective protection.

Continued to make improvements to the site including new line striping, purchase of new containers and increase in stormwater management maintenance.

The recycling rate for 2020 averaged 56%.

The Scituate Transfer Station handled 3281 (10% increase) Tons of Municipal Solid Waste, 1750 tons of Glass, Paper, Cardboard, Plastic and Tin and 2587 Tons of Construction Debris.

DESCRIPTION OF REVENUE	FY21	FY22 Budget	FY22 YTD	FY23 Projected	Comments
Stickers	\$462,000	\$480,890	\$ 20,470	\$480,000	
Blue Bags	\$485,000	\$485,000	\$150,207	\$485,000	
Bulky Waste	\$509,265	\$528,000	\$155,034	\$575,000	
Recycle	\$ 20,000	\$ 20,000	\$ 5,260	\$ 12,000	
General Fund	\$0	\$0	\$	\$0	
Interest/Other	\$ 8,440	\$ 2,333	\$	\$ 2,500	

## FY 2023 Departmental Budget Requests

### Transfer Station Enterprise - Sean McCarthy, Engineering Supervisor

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Original Budget	2023 Dept Req Budget	Town Admin Recommended	Town Admin Changes	Change FY23 TA Rec /FY22
63433510	511000	REGULAR SALARIES	\$206,329.04	\$209,052.66	\$214,166.00	\$217,069.00	\$217,069.00	\$0.00	\$2,903.00
63433510	512000	OVERTIME	\$27,523.14	\$28,522.08	\$50,347.00	\$50,347.00	\$50,347.00	\$0.00	\$0.00
63433510	513000	LONGEVITY	\$500.00	\$800.00	\$800.00	\$1,800.00	\$1,800.00	\$0.00	\$1,000.00
63433510	514000	EDUCATIONAL INCENTIVE	\$0.00	\$0.00	\$0.00	\$500.00	\$500.00	\$0.00	\$500.00
63433510	517200	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
63433510	519000	SEASONAL SALARIES	\$8,115.00	\$13,695.00	\$10,830.00	\$13,680.00	\$13,680.00	\$0.00	\$2,850.00
63433510	519100	OTHER SALARIES	\$4,768.85	\$4,770.60	\$4,646.00	\$4,742.00	\$4,742.00	\$0.00	\$96.00
<b>63433510 Total</b>		<b>Personal Services</b>	<b>\$247,236.03</b>	<b>\$256,840.34</b>	<b>\$280,789.00</b>	<b>\$288,138.00</b>	<b>\$288,138.00</b>	<b>\$0.00</b>	<b>\$7,349.00</b>
63433520	521100	ELECTRICITY	\$12,602.13	\$13,004.45	\$11,000.00	\$11,000.00	\$11,000.00	\$0.00	\$0.00
63433520	523100	WATER/SEWER	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
63433520	524200	REPAIR & MAINTENANCE	\$24,988.12	\$26,099.89	\$28,750.00	\$28,750.00	\$28,750.00	\$0.00	\$0.00
63433520	524500	VEHICLE SERVICE	\$8,808.41	\$9,522.10	\$15,000.00	\$15,000.00	\$15,000.00	\$0.00	\$0.00
63433520	527100	HAULING CONTRACTS	\$834,763.05	\$865,272.41	\$780,000.00	\$890,000.00	\$890,000.00	\$0.00	\$110,000.00
63433520	530900	TECHNICAL SERVICES	\$70,174.41	\$67,212.84	\$84,686.00	\$113,000.00	\$85,000.00	(\$28,000.00)	\$314.00
63433520	534100	TELEPHONE	\$464.38	\$497.88	\$300.00	\$300.00	\$300.00	\$0.00	\$0.00
63433520	534300	BINDING & PRINTING	\$667.24	\$969.42	\$1,200.00	\$1,200.00	\$1,200.00	\$0.00	\$0.00
63433520	571100	MILEAGE REIMBURSEMENT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
63433520	573100	PROFESSIONAL DUES & SUBS	\$4,850.00	\$4,975.00	\$4,850.00	\$4,850.00	\$4,850.00	\$0.00	\$0.00
<b>63433520 Total</b>		<b>Purchase of Services</b>	<b>\$957,317.74</b>	<b>\$987,553.99</b>	<b>\$925,786.00</b>	<b>\$1,064,100.00</b>	<b>\$1,036,100.00</b>	<b>(\$28,000.00)</b>	<b>\$110,314.00</b>
63433540	542300	SUPPLIES	\$74,561.65	\$41,568.84	\$90,000.00	\$90,000.00	\$90,000.00	\$0.00	\$0.00
63433540	542500	PRINTING & FORMS	\$81.66	\$25.45	\$140.00	\$140.00	\$140.00	\$0.00	\$0.00
63433540	543000	BUILDING SUPPLIES	\$664.37	\$1,326.39	\$1,300.00	\$1,300.00	\$1,300.00	\$0.00	\$0.00
63433540	543100	EQUIPMENT PARTS	\$17,711.16	\$14,716.70	\$16,000.00	\$16,000.00	\$16,000.00	\$0.00	\$0.00
63433540	545100	CLEANING SUPPLIES	\$538.46	\$799.28	\$800.00	\$800.00	\$800.00	\$0.00	\$0.00
63433540	548000	VEHICLE SUPPLIES	\$227.60	\$354.87	\$750.00	\$750.00	\$750.00	\$0.00	\$0.00
63433540	548100	FUELS & LUBRICANTS	\$9,120.99	\$12,866.77	\$18,000.00	\$18,000.00	\$18,000.00	\$0.00	\$0.00
63433540	548400	TOOLS & EXPENDABLES	\$150.00	\$0.00	\$300.00	\$300.00	\$300.00	\$0.00	\$0.00
63433540	558100	CLOTHING	\$0.00	\$2,400.00	\$4,400.00	\$4,400.00	\$4,400.00	\$0.00	\$0.00
<b>63433540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$103,055.89</b>	<b>\$74,058.30</b>	<b>\$131,690.00</b>	<b>\$131,690.00</b>	<b>\$131,690.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
63433560	578000	Emergency Reserve Fund	\$0.00	\$0.00	\$0.00	\$10,000.00	\$0.00	(\$10,000.00)	\$0.00

## FY 2023 Departmental Budget Requests

### Transfer Station Enterprise - Sean McCarthy, Engineering Supervisor

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Original Budget	2023 Dept Req Budget	Town Admin Recommended	Town Admin Changes	Change FY23 TA Rec /FY22
63433560	596000	INDIRECT COSTS	\$142,760.00	\$145,968.00	\$155,007.00	\$160,317.00	\$160,317.00	\$0.00	\$5,310.00
<b>63433560 Total</b>		<b>Emerg Reserve/Intradepartmental</b>	<b>\$142,760.00</b>	<b>\$145,968.00</b>	<b>\$155,007.00</b>	<b>\$170,317.00</b>	<b>\$160,317.00</b>	<b>(\$10,000.00)</b>	
63433580	585100	EQUIPMENT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
63433580	585300	OFFICE EQUIPMENT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>63433580 Total</b>		<b>Capital Outlay</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
63433590	591000	PRINCIPAL ON LONG TER	\$15,000.00	\$0.00	\$18,900.00	\$15,000.00	\$15,000.00	\$0.00	(\$3,900.00)
63433590	591500	INTEREST ON LONG TERM	\$750.00	\$0.00	\$4,994.00	\$3,900.00	\$3,900.00	\$0.00	(\$1,094.00)
63433590	592500	INTEREST ON SHORT TERM	\$0.00	\$0.00	\$0.00	\$6,096.00	\$6,096.00	\$0.00	\$6,096.00
<b>63433590 Total</b>		<b>Debt Service</b>	<b>\$15,750.00</b>	<b>\$0.00</b>	<b>\$23,894.00</b>	<b>\$24,996.00</b>	<b>\$24,996.00</b>	<b>\$0.00</b>	<b>\$1,102.00</b>
<b>Grand Total Transfer Station Enterprise (433)</b>			<b>\$1,466,119.66</b>	<b>\$1,464,420.63</b>	<b>\$1,517,166.00</b>	<b>\$1,679,241.00</b>	<b>\$1,641,241.00</b>	<b>(\$38,000.00)</b>	<b>\$124,075.00</b>

**Transfer Station Enterprise Fund**

	<b>Actual FY15</b>	<b>Actual FY16</b>	<b>Actual FY17</b>	<b>Actual FY18</b>	<b>Actual FY19</b>	<b>Actual FY20</b>	<b>Actual FY21</b>	<b>Budget FY22</b>	<b>Proposed FY23 budget</b>
<b>Revenue:</b>									
		<i>Rate reduction</i>	<i>Rate reduction</i>	<i>Rate restored</i>	<i>C &amp; D inc \$.04</i>	<i>C &amp; D inc \$.02 &amp; Sticker +\$10</i>			<i>C &amp; D Inc \$.03</i>
Transfer Station Stickers	433,395	385,195	379,493	444,738	422,135	420,629	515,320	480,890	460,000
Trash Bags	497,882	494,721	457,479	459,607	485,200	495,025	589,387	485,000	485,000
Recycling	35,100	24,378	20,359	23,115	17,500	11,708	13,145	20,000	12,000
Bulky Waste	227,606	264,120	247,582	330,406	453,769	527,152	569,791	528,000	681,741
Interest Income	2,443	5,117	5,744	7,878	12,679	8,440	2,333	3,276	2,500
Misc	12,994	255	642	1,908	2,222	5,550	(740)	-	-
<b>Total Revenue</b>	<b>1,209,421</b>	<b>1,173,786</b>	<b>1,111,299</b>	<b>1,267,651</b>	<b>1,393,505</b>	<b>1,468,503</b>	<b>1,689,236</b>	<b>1,517,166</b>	<b>1,641,241</b>
<b>Expenses:</b>									
Personal Services	229,409	232,493	230,465	230,272	233,748	247,236	256,840	280,789	288,138
Purchase of Services	556,038	759,559	705,216	762,018	860,078	957,318	987,554	925,786	1,036,100
Materials & Supplies	108,865	146,286	95,204	100,978	88,766	103,056	74,058	131,690	131,690
Indirect Costs	132,362	90,738	153,616	164,846	159,419	142,760	145,968	155,007	160,317
Emergency Reserve									-
Capital Outlay/Transfers to Reserves	266	-	-	-	-	-	25,000		
<b>Total Operating Expenses</b>	<b>1,026,940</b>	<b>1,229,076</b>	<b>1,184,501</b>	<b>1,258,115</b>	<b>1,342,012</b>	<b>1,450,370</b>	<b>1,489,421</b>	<b>1,493,272</b>	<b>1,616,245</b>
<b>Surplus/(Deficit) before debt payments</b>	<b>182,480</b>	<b>(55,290)</b>	<b>(73,202)</b>	<b>9,537</b>	<b>51,493</b>	<b>18,134</b>	<b>199,816</b>	<b>23,894</b>	<b>24,996</b>
Transfer from General Fund	100,000	-	-	-	-	-	-	-	-
Debt Service	(70,887)	(18,150)	(17,550)	(16,950)	(16,350)	(15,750)	-	(23,894)	(24,996)
<b>Total Surplus/(Deficit)</b>	<b>211,593</b>	<b>(73,440)</b>	<b>(90,752)</b>	<b>(7,413)</b>	<b>35,143</b>	<b>2,384</b>	<b>199,816</b>	<b>-</b>	<b>-</b>
Unappropriated Certified Retained Earnings as of July 1, 2021									564,461
Less amount proposed for Fall 2021 STM									(322,716)
Less amt needed to balance FY23 budget									-
Less amt to be used for FY23 Capital									-
<b>Balance of Retained Earnings after FY22 STM</b>									<b>241,745</b>

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**Town of Scituate  
Transfer Station Enterprise Fund  
Indirect Costs  
Fiscal Year 2023 Budget**

<b>Description</b>	<b>Basis</b>	<b>Allocation</b>	<b>%*</b>	<b>FY22 Budget</b>	<b>Total</b>
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	1.51%	372,880	5,615
Town Accountant	Processing of warrants etc.	Total FY22 budget	1.51%	423,809	6,382
Treas/Collector	Collections, bank rec., payroll etc.	Total FY22 budget	1.51%	428,989	6,460
Engineering Dept.	Engineering	1/2 of Town Engineer's Salary			49,344
DPW Admin. Dept.	Administration	1/5 of Director's Salary			27,700
Insurance	Building,Auto, Liability etc.	From Insurance Company			5,803
Group Insurance	Town's Share of group insurance.	Actual Contribution FY21 rates			5,612
Medicare	Town's Share of medicare.	Actual FY21	1.45%		3,626
OPEB	Eligible -ees/total eligible X OPEB cost	Based on most recent actuary %	0.28%	115,200	319
Pensions and Retirement	Penison Costs	Based on actuarial breakdown done for PCRS	0.86%	5,759,996	49,457
				10.6%	<b>160,317</b>

\* based on enterprise FY22 operating budget to total Town operating budget

## TOWN OF SCITUATE

### FY 2023 BUDGET

### DEPARTMENT: SEWER

#### MISSION STATEMENT:

Assure the proper collection and treatment of the Town's wastewater in an environmentally sound, safe and cost-effective manner to protect human health while meeting NPDES (National Pollution Discharge and Elimination System) discharge permit and other regulated operating requirements. NPDES permit expired at the end of 2017. The new permit will require more stringent discharge parameters. Our primary objective is to implement our plans to meet the new requirements while maintaining and improving existing treatment systems. Our secondary objective is to make investments, repairs, and modernize equipment while restoring sewer system capacity by removing inflows and infiltration. In all areas we seek to increase resiliency of the wastewater systems and curtail ongoing operating and maintenance costs.

#### FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Continue to identify and mitigate sources of (I+I) Inflow and Infiltration to provide capacity for sewer system expansions. Goal is to position the department to support sewer expansions, especially in North Scituate. Regional sewer effort being refocused towards investing in inflow and infiltration remediation within Scituate to restore capacity for areas IV and V of the sewer expansion plan.
2. Conduct comprehensive facilities plan and waste water management and best practices review for the WWTP (Waste Water Treatment Plant), collection system, and nine pump stations. Goal is to provide evaluations for capital projects moving forward and begin design phase of treatment plant improvements to support new pending permit.
3. Enhance resiliency of systems against more frequent and more severe storm events. Projects will include: remote SCADA control of the pump stations subject to severe flooding, replacing structures with water tight structures, installing flood mitigation equipment and structures, and acquiring portable pumps and generators for emergency conditions.
4. Continue to implement cyber security measures and enhance the SCADA (Supervisory Control and Data Acquisition) systems at the WWTP and pump stations.

## MAJOR BUDGET COMPONENTS

1. Debt Services - \$1,892,514
2. Personal Services - \$619,933
3. Purchase of Services - \$918,745.51
  - Utilities – 44% = \$399,946 (Electricity and Natural Gas)
  - Rental Equipment – 27% = \$243,600 (Sludge Cake Hauled)
  - Repair & Maintenance – 15% = \$130,700
  - Technical Services – 10% = \$85,620 (SCADA/wireless, lab testing, Sandhill's PS flood Ins.)
4. Materials & Supplies - \$739,780.51
  - Chemicals & Lab Supplies – 33% = \$242,147.40
  - Equipment & Parts – 23% = \$167,988
  - Fuels & Lubes – 2% = \$10,500
5. Intergovernmental - \$297,248

## FY 2023 RISKS AND CHALLENGES

1. The facilities NPDES permit expired at the end of 2017 and we are currently operating off of an approved continuance of the old permit. Regulators have indicated that a new permit will have more stringent discharge parameters and testing requirements that are difficult to account for. Department needs to be ready to undergo additional testing and will likely need to seek technical services to determine impact of new limits and feasibility of new treatment systems.
2. The sewer collection system is significantly impacted by inflows and infiltration. These I+I flows limit capacity of the system and increase operational costs. Coastal areas are of significant importance; coastal flooding and salt water intrusion have move severe impacts on system capacity and wear and tear of equipment. Climate change predictions for sea level rise and the Town's hazard planning committee has identified critical sewer division assets located in vulnerable locations.
3. Impacts from COVID pandemic: The pandemic has created unanticipated costs and burdens especially for supply and delivery of essential chemicals and equipment. Interruptions caused by the pandemic has led to delayed implementation of projects and sometimes dramatic increases in expected lead times or prices.
4. Characteristics of wastes received: The COVID pandemic has led to an increase in undesirable wastes entering the facility. These "undesirables" consist of primarily "flushable" wipes, which do not break down, and bind up pumps and equipment. Continued water demand from residents no longer commuting and ongoing pilot testing for a new water plant requires the water department to send alum waste and backwash flows to the sewer plant. These waste flows increase chemical consumption and UV system operating costs at the WWTP.
5. Cyber Threats: A joint advisory from the Federal Bureau of Investigation (FBI), the Cybersecurity and Infrastructure Agency (CISA), the Environmental Protection Agency (EPA), and the National Security Agency (NSA), has been released. This alert (AA21-287A) highlights ongoing malicious cyber activity targeting the information technology (IT) and operational technology (OT) networks, systems, and devices of U.S. Water and Wastewater Systems. Managing the risks from these threats is an increasingly difficult challenge that has delayed the implementation and increased the costs of certain systems, as security needs and concerns are evaluated.

## DEPARTMENTAL ACCOMPLISHMENTS

1. Modernizing and enhancing treatment: When possible, systems are identified and replaced with modernized equipment with the benefit of increasing efficiency or capacity and reducing ongoing maintenance costs. Recent improvements include: new polymer chemical pumps that provide more stable dosing of chemical to dewatering process, new methanol pumps with greater lift allowing for 18% greater utilization of chemical storage tank. Continued improvements will lead to reduced wear and tear on equipment, fewer and less severe overtime events, and reduced energy costs.
2. As part of a phased program, the SCADA systems at the WWTP and pump stations are being replaced and updated. The new SCADA system will have added support for treatment systems that were previously manually operated.
3. Completed construction of new debris dewatering site and septage receiving station. These improvements have provided a much-needed dewatering area for the department to internalize operations for collection system maintenance. The new septage screening equipment can remove materials which have high concentrations of contaminants like copper, along with “flushables” and other detritus, protecting pumps and equipment downstream.
4. Electrical efficiency upgrades: The sewer division works closely with the Town facilities manager Kevin Kelly to apply for Green Communities Grant funding. This year the facility completed installation of the grant funded main aeration blower. The replacement blower requires 25% less horse power to operate.
5. Sewer inspections and backup and inflow prevention programs: Equipment and programs for locating and preventing backups and inflows into the town sewer system have been implemented. The equipment and policy changes will detect and prevent backups into private property and will remove inflow sources and restore capacity.

DESCRIPTION OF REVENUE	FY20	FY21	FY22 YTD	FY23 Projected	Comments
Taxes & Excise	6,861	1,567	9,000	5,000	
Penalties & Interest	13,833	18,930	7,000	12,000	
Sewer Usage	1,512,623	1,852,270	1,997,300	2,170,000	
Septage Disposal Fees	221,428	278,535	300,000	280,000	
Sewer Permits/Licenses	4,450	6,675	1,400	4,000	
Sewer Connection Fees	680,000	342,000	452,000	380,000	
Sewer Liens/Com.Interest	113,136	94,038	115,000	95,000	
Interest Income	43,648	13,218	8,500	10,000	
Misc.	4,399	7,914	0	0	
Betterment	1,261,408	1,254,495	1,247,449	1,240,028	
Total	3,861,786	3,869,642	4,137,649	4,196,028	

## FY 2023 Departmental Budget Requests

### Sewer Enterprise - William Branton, Sewer Supervisor

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Original Budget	2023 Dept Req Budget	Town Admin Recommended	Town Admin Changes	Change FY23 TA Rec /FY22
64440510	511000	REGULAR SALARIES	\$458,137.72	\$468,353.25	\$486,882.00	\$491,604.00	\$491,604.00	\$0.00	\$4,722.00
64440510	512000	OVERTIME	\$44,905.59	\$48,409.03	\$51,572.00	\$69,609.00	\$69,609.00	\$0.00	\$18,037.00
64440510	513000	LONGEVITY	\$2,600.00	\$4,075.00	\$4,025.00	\$4,000.00	\$4,000.00	\$0.00	(\$25.00)
64440510	514000	EDUCATIONAL INCENTIVE	\$0.00	\$500.00	\$1,625.00	\$1,875.00	\$1,875.00	\$0.00	\$250.00
64440510	517200	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
64440510	519000	SEASONAL SALARIES	\$1,146.00	\$0.00	\$14,877.00	\$14,820.00	\$14,820.00	\$0.00	(\$57.00)
64440510	519100	OTHER SALARIES	\$16,848.66	\$18,437.37	\$31,826.00	\$38,025.00	\$38,025.00	\$0.00	\$6,199.00
<b>64440510 Total</b>		<b>Personal Services</b>	<b>\$523,637.97</b>	<b>\$539,774.65</b>	<b>\$590,807.00</b>	<b>\$619,933.00</b>	<b>\$619,933.00</b>	<b>\$0.00</b>	<b>\$29,126.00</b>
64440520	521100	ELECTRICITY	\$299,107.29	\$278,067.84	\$367,104.00	\$374,446.00	\$374,446.00	\$0.00	\$7,342.00
64440520	521300	NATURAL GAS	\$23,263.88	\$24,268.89	\$24,480.00	\$25,500.00	\$25,500.00	\$0.00	\$1,020.00
64440520	524100	OFFICE MACHINE MAINTENANCE	\$46.88	\$311.66	\$400.00	\$2,371.32	\$2,371.00	(\$0.32)	\$1,971.00
64440520	524200	REPAIR & MAINTENANCE	\$112,523.60	\$150,923.35	\$103,000.00	\$130,700.00	\$103,000.00	(\$27,700.00)	\$0.00
64440520	524500	VEHICLE SERVICE	\$2,459.90	\$1,909.79	\$4,600.00	\$6,800.00	\$6,800.00	\$0.00	\$2,200.00
64440520	527100	RENTALS EQUIPMENT	\$175,009.71	\$196,072.09	\$220,600.00	\$255,000.19	\$220,600.00	(\$34,400.19)	\$0.00
64440520	530800	TRAINING	\$3,381.75	\$3,039.92	\$7,200.00	\$18,400.00	\$7,200.00	(\$11,200.00)	\$0.00
64440520	530900	TECHNICAL SERVICES	\$50,429.40	\$52,499.42	\$47,675.00	\$85,650.00	\$55,000.00	(\$30,650.00)	\$7,325.00
64440520	531900	LEGAL SERVICES	\$0.00	\$0.00	\$0.00	\$7,000.00	\$0.00	(\$7,000.00)	\$0.00
64440520	532100	CONFERENCES/MEETINGS	\$381.25	\$449.24	\$350.00	\$850.00	\$500.00	(\$350.00)	\$150.00
64440520	534100	TELEPHONE	\$7,041.38	\$6,925.49	\$8,680.00	\$9,800.00	\$8,680.00	(\$1,120.00)	\$0.00
64440520	534300	BINDING & PRINTING	\$0.00	\$351.32	\$350.00	\$350.00	\$350.00	\$0.00	\$0.00
64440520	534400	POSTAGE & DELIVERY	\$194.14	\$141.27	\$350.00	\$450.00	\$350.00	(\$100.00)	\$0.00
64440520	573100	PROFESSIONAL DUES & SUBS	\$926.25	\$710.00	\$1,273.00	\$1,458.00	\$1,458.00	\$0.00	\$185.00
<b>64440520 Total</b>		<b>Purchase of Services</b>	<b>\$674,765.43</b>	<b>\$715,670.28</b>	<b>\$786,062.00</b>	<b>\$918,775.51</b>	<b>\$806,255.00</b>	<b>(\$112,520.51)</b>	<b>\$20,193.00</b>
64440540	542000	OFFICE SUPPLIES	\$352.99	\$705.93	\$750.00	\$750.00	\$750.00	\$0.00	\$0.00
64440540	542300	SUPPLIES	\$982.44	\$97.63	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00	\$0.00
64440540	542500	PRINTING & FORMS	\$0.00	\$83.25	\$300.00	\$640.00	\$640.00	\$0.00	\$340.00
64440540	543000	BUILDING SUPPLIES	\$1,350.13	\$2,315.93	\$1,800.00	\$2,400.00	\$2,400.00	\$0.00	\$600.00
64440540	543100	EQUIPMENT PARTS	\$79,166.16	\$115,869.00	\$80,000.00	\$167,988.00	\$80,000.00	(\$87,988.00)	\$0.00
64440540	545100	CLEANING SUPPLIES	\$274.51	\$185.97	\$400.00	\$1,200.00	\$1,200.00	\$0.00	\$800.00
64440540	548000	VEHICLE SUPPLIES	\$2,765.89	\$767.26	\$500.00	\$3,000.00	\$500.00	(\$2,500.00)	\$0.00
64440540	548100	FUELS & LUBRICANTS	\$6,375.91	\$5,186.28	\$10,500.00	\$10,500.00	\$10,500.00	\$0.00	\$0.00
64440540	548400	TOOLS & EXPENDABLES	\$65.97	\$184.84	\$1,500.00	\$1,500.00	\$1,500.00	\$0.00	\$0.00

### FY 2023 Departmental Budget Requests

**Sewer Enterprise - William Branton, Sewer Supervisor**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Original Budget	2023 Dept Req Budget	Town Admin Recommended	Town Admin Changes	Change FY23 TA Rec /FY22
64440540	550100	CHEMICAL & LAB SUPPLIES	\$147,154.70	\$127,985.19	\$148,481.00	\$242,147.40	\$148,481.00	(\$93,666.40)	\$0.00
64440540	558100	CLOTHING	\$250.00	\$4,114.00	\$6,600.00	\$6,600.00	\$6,600.00	\$0.00	\$0.00
<b>64440540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$238,738.70</b>	<b>\$257,495.28</b>	<b>\$251,831.00</b>	<b>\$437,725.40</b>	<b>\$253,571.00</b>	<b>(\$184,154.40)</b>	<b>\$1,740.00</b>
64440560	578000	Emergency Reserve Fund	\$0.00	\$0.00	\$0.00	\$25,000.00	\$0.00	(\$25,000.00)	\$0.00
64440560	596000	INDIRECT COSTS	\$257,395.00	\$257,018.00	\$287,383.00	\$297,248.00	\$297,248.00	\$0.00	\$9,865.00
<b>64440560 Total</b>		<b>Emerg Reserve/Intradepartmental</b>	<b>\$257,395.00</b>	<b>\$257,018.00</b>	<b>\$287,383.00</b>	<b>\$322,248.00</b>	<b>\$297,248.00</b>	<b>(\$25,000.00)</b>	<b>\$9,865.00</b>
64440580	585100	EQUIPMENT	\$0.00	\$0.00	\$2,000.00	\$2,500.00	\$2,500.00	\$0.00	\$500.00
<b>64440580 Total</b>		<b>Capital Outlay</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$2,000.00</b>	<b>\$2,500.00</b>	<b>\$2,500.00</b>	<b>\$0.00</b>	<b>\$500.00</b>
64440590	591000	PRINCIPAL ON LONG TERM DEBT	\$1,433,923.96	\$1,418,649.90	\$1,500,695.00	\$1,487,602.00	\$1,487,602.00	\$0.00	(\$13,093.00)
64440590	591500	INTEREST ON LONG TERM DEBT	\$266,866.54	\$233,007.02	\$358,843.00	\$268,090.00	\$268,090.00	\$0.00	(\$90,753.00)
64440590	592000	OTHER DEBT SERVICES	\$12,279.96	\$10,662.16	\$9,134.00	\$7,672.00	\$7,672.00	\$0.00	(\$1,462.00)
64440590	592500	INTEREST ON SHORT TERM DEBT	\$0.00	\$6,887.50	\$27,445.00	\$129,150.00	\$129,150.00	\$0.00	\$101,705.00
<b>64440590 Total</b>		<b>Debt Service</b>	<b>\$1,713,070.46</b>	<b>\$1,669,206.58</b>	<b>\$1,896,117.00</b>	<b>\$1,892,514.00</b>	<b>\$1,892,514.00</b>	<b>\$0.00</b>	<b>(\$3,603.00)</b>
<b>Grand Total Sewer Enterprise (440)</b>			<b>\$3,407,607.56</b>	<b>\$3,439,164.79</b>	<b>\$3,814,200.00</b>	<b>\$4,193,695.91</b>	<b>\$3,872,021.00</b>	<b>(\$321,674.91)</b>	<b>\$57,821.00</b>



Sewer Enterprise Fund

	Actual FY15	Actual FY16	<b>DROUGHT</b> Actual FY17 *	Actual FY18	Actual FY19	Actual FY20	Actual FY21	Budget FY22	Proposed FY23 budget
<b>Revenue:</b>			50% free usage eliminated		5% Rate Inc	free usage eliminated	6% Rate Inc	9% Rate Inc	
Tax Liens	28,921	40,668	34,382	9,214	9,669	6,861	1,567	9,000	5,000
Sewer Use Charges*	1,008,416	1,017,776	1,160,054	1,295,226	1,321,191	1,512,623	1,852,270	1,997,300	2,170,000
Septage Disposal Fees*	216,087	263,694	257,958	296,906	245,004	221,428	278,535	300,000	280,000
Interest/Penalties	10,588	6,961	8,048	10,072	11,259	13,833	18,930	7,000	12,000
Sewerage Permits/Licenses	3,350	2,425	2,350	1,360	4,175	4,450	6,675	1,400	4,000
Sewer Connection Fees	196,000	273,000	77,000	77,000	900,750	680,000	342,000	456,000	380,000
Sewer Liens/Committed Interest	129,357	133,573	109,348	137,614	74,146	113,136	94,038	115,000	95,000
Interest Income	6,054	10,474	15,012	20,657	32,133	43,648	13,218	8,500	10,000
Misc	8,866	11,677	7,731	2,422	18,427	4,399	7,914	-	-
<b>Total Revenue</b>	<b>1,607,638</b>	<b>1,760,248</b>	<b>1,671,883</b>	<b>1,850,470</b>	<b>2,616,753</b>	<b>2,600,379</b>	<b>2,615,147</b>	<b>2,894,200</b>	<b>2,956,000</b>
<b>Expenses:</b>									
Personal Services	427,478	418,474	414,824	417,024	450,201	523,638	539,775	590,807	619,933
Purchase of Services	773,601	636,760	617,189	626,356	719,506	674,765	715,670	786,062	806,255
Materials & Supplies	222,069	219,950	199,917	197,821	256,042	238,739	257,495	251,831	253,571
Indirect Costs	187,777	193,115	206,553	238,646	241,985	257,395	257,018	287,383	297,248
Capital Outlay			3,276	5,000	-	-	-	2,000	2,500
Transfer to Sewer Stabilization Fund							250,000		-
Emergency Reserve									-
Capital Articles									-
<b>Total Operating Expenses</b>	<b>1,610,925</b>	<b>1,468,299</b>	<b>1,441,758</b>	<b>1,484,847</b>	<b>1,667,734</b>	<b>1,694,537</b>	<b>2,019,958</b>	<b>1,918,083</b>	<b>1,979,507</b>
<b>Surplus/(Deficit) before debt payments</b>	<b>(3,287)</b>	<b>291,950</b>	<b>230,124</b>	<b>365,623</b>	<b>949,019</b>	<b>905,842</b>	<b>595,189</b>	<b>976,117</b>	<b>976,493</b>
Debt Exclusion	660,974	658,718	660,771	655,710	672,611	120,476	97,982	-	-
Debt Service	(925,403)	(918,268)	(897,538)	(888,398)	(918,239)	(451,662)	(414,712)	(648,668)	(652,486)
<b>Total Surplus/(Deficit) before Betterments</b>	<b>(267,716)</b>	<b>32,400</b>	<b>(6,642)</b>	<b>132,935</b>	<b>703,391</b>	<b>574,655</b>	<b>278,459</b>	<b>327,449</b>	<b>324,007</b>
<b>Betterments</b>									
Revenue									
Added to Taxes	861,296	1,120,904	1,055,334	1,007,644	946,889	846,563	823,872	800,000	750,000
Paid in Advance	433,115	253,230	243,151	326,522	135,094	260,983	278,128	120,000	120,000
Betterment Deferrals			6,259						
Debt Service	(1,306,974)	(1,297,526)	(1,291,767)	(1,283,332)	(1,271,549)	(1,261,408)	(1,254,495)	(1,247,449)	(1,240,028)
<b>Net Betterments</b>	<b>(12,563)</b>	<b>76,607</b>	<b>12,978</b>	<b>50,834</b>	<b>(189,566)</b>	<b>153,863</b>	<b>(152,495)</b>	<b>(327,449)</b>	<b>(370,028)</b>
<b>Net Surplus/(Deficit)</b>	<b>(280,279)</b>	<b>109,007</b>	<b>6,335</b>	<b>183,769</b>	<b>513,825</b>	<b>728,518</b>	<b>125,964</b>	<b>-</b>	<b>(46,021)</b>
Unappropriated Certified Retained Earnings as of July 1, 2021									909,620
Less amount proposed for Fall 2021 STM									(116,079)
Less amt needed to balance FY23 budget									-
Less amt to be used for FY23 Capital									(376,036)
<b>Balance of Retained Earnings after FY22 STM</b>									<b>417,505</b>

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**Town of Scituate  
Sewer Enterprise Fund  
Indirect Costs  
Fiscal Year 2023 Budget**

<b>Description</b>	<b>Basis</b>	<b>Allocation</b>	<b>%*</b>	<b>FY22 Budget</b>	<b>Total</b>
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	3.79%	372,880	14,116
Town Accountant	Processing of warrants etc.	Total FY22 budget	3.79%	423,809	16,044
Treas/Collector	Collections, bank rec., payroll etc.	Total FY22 budget	3.79%	428,989	16,241
Facilities Director		Personal Services budget	2.00%	99,426	1,989
Engineering Dept.	Engineering	1/8 of Engineer's Salary			12,336
DPW Admin. Dept.	Administration	1/5 of Director's Salary			27,700
Insurance	Building,Auto, Liability etc.	From Insurance Company			31,050
Group Insurance	Town's Share of group insurance	Actual Contribution FY21 rates			71,253
Medicare	Town's Share of medicare.	Actual FY21	1.45%		7,138
OPEB	Eligible -ees/total eligible X OPEB cost	Based on most recent actuary %	0.71%	115,200	818
Pensions and Retirement	Penison Costs	Based on actuarial breakdown done for PCRS	1.71%	5,759,996	98,563
* based on enterprise FY22 operating budget to total Town operating budget				7.8%	<b>297,248</b>

# TOWN OF SCITUATE

## FY 2023 BUDGET

## DEPARTMENT: WATER

### MISSION STATEMENT:

**The Water Division**, led by Sean Anderson, has the mission to (a) deliver the best quality drinking water to every household in Scituate, (b) provide accurate and timely bills, (c) meet future growth needs by investing in water resources, infrastructure and conservation. During 2020, the Division delivered 537.3 million gallons of water to customers in Scituate: Sourced from 53.7% wells, 39.9% from surface water and 6.4% purchased from Marshfield for Humarock residents.

### FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Continue design work on Surface Water Treatment Plant (SWTP).
  - a. Communicate updates to the Select Board for vote and funding appropriation.
  - b. Work with Owners Project Manager (OPM) on pilot testing of existing and newer technologies for new SWTP.
  - c. Work with OPM and Woodard & Curran on design and construction of new SWTP to deliver superior water quality.
  - d. Ensure new SWTP is constructed with full redundancy capabilities and allows for expansion.
2. Advance the efforts to bring additional ground water into the system.
  - a. Pending DEP approval begin construction phase of Dolan Well fields.
  - b. Advance the exploration of potential well sites in the West End of Town.
3. Continue efforts to minimize discolored water issues throughout the town.
  - a. Continue unidirectional flushing program.
  - b. Focus on water main replacement program as a means to enhance water quality.
  - c. Install new hydrants on dead end streets to facilitate flushing.

### MAJOR BUDGET COMPONENTS

Debt Service	\$3,124,526.00	47.6 %
Personnel Cost	\$1,303,413.00	19.9 %
Utilities and Fuel	\$ 481,000.00	7.3 %
Intergovernmental	\$ 465,481.00	7.1 %
Charges & Assessments	\$ 354,000.00	5.4 %
Chemicals/Lab Supplies	\$ 325,000.00	5.0 %
Pipes, fittings, etc.	\$ 133,000.00	2.0 %
Service & Repairs	\$ 90,000.00	1.4 %
Technical Services	\$ 75,000.00	1.1 %

## FY 2023 RISKS AND CHALLENGES

- Consistently meeting new regulatory requirements.
- Lack of financial incentive and career advancement for operators.
- Outdated and inadequate SWTP inhibits delivery of high-quality drinking water particularly in the summer months when demand is the highest.
- Meeting streamflow guidelines for the First Herring Brook from the reservoir while maintaining a sufficient supply for drinking water which affects other department initiatives, ex. flushing.
- Adapting to changes in weather patterns considering drought periods and excessive rainfall events.
- Allocating time and resources to develop and implement new programs (flushing, valve exercising, and hydrant maintenance) and meet contractual obligations from the DEP Administrative Consent Order to address TTHM violations.
- Inability to hire and train qualified operators due to existing benefit and salary structure.
- Meeting future water demand usage based on current level of new construction and population increase.
- Safety, education and training of both Distribution and Treatment Operators especially under pandemic conditions.
- Maintaining excellent customer service levels under pandemic conditions.
- Ability to effectively communicate with residents during emergencies and planned repairs.
- Safely managing the department under pandemic conditions.
- Balancing capital water projects with routine workload and increased new construction levels based on existing staffing levels.

## FY 2023 DEPARTMENTAL ACCOMPLISHMENTS

- 3 Distribution operators achieved increased certification levels within Water Department.
- Replaced older style meters with radio read meters in approximately 335 homes as part of ongoing meter replacement program.
- Cleaned clear well tank at surface water treatment plant.
- Repaired 38 water service leaks and 8 water main breaks.
- Managed business continuation in all areas, including new meter installations, final read requests, additional lead and copper testing of 60 locations, billing deadlines, ongoing repairs and maintenance under extremely difficult pandemic conditions.
- Addressed complaints of discolored water issues timely.
- Utilizing the unidirectional flushing program flushed the entire distribution system.
- Advanced public outreach by means of weekly updates of water issues to the Town Administrator for presentation to general public.

DESCRIPTION OF REVENUE	FY20	FY21	FY22 YTD	FY23 Projected	Comments
Water Use Charges	4,629,228	2,067,581	1,953,048	6,270,288	
Water Liens	193,346	215,742	10,215	250,000	
Water Installations	410,341	434,000	189,000	250,000	
Tax Liens	9,372	8,890	3,796	7,500	
Interest/Penalties	14,156	34,936	8,352	10,000	
Earnings on Investments	93,788	40,240	4,810	20,000	
FEMA Reimbursements		63,762			
Misc	21,713	3,210	225		
<hr/>					
TOTAL REVENUE	4,779,901	5,430,008	2,169,446	5,749,753	

### FY 2023 Departmental Budget Requests

**Water Enterprise - Sean Anderson, Water Supervisor**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Original Budget	2023 Dept Req Budget	Town Admin Recommended	Town Admin Changes	Change FY23 TA Rec /FY22
65450510	511000	REGULAR SALARIES	\$861,296.15	\$890,616.92	\$956,785.00	\$975,541.00	\$975,541.00	\$0.00	\$18,756.00
65450510	512000	OVERTIME	\$151,004.55	\$141,923.29	\$144,321.00	\$179,893.00	\$179,893.00	\$0.00	\$35,572.00
65450510	512500	STANDBY	\$21,014.53	\$18,435.88	\$18,877.00	\$22,690.00	\$22,690.00	\$0.00	\$3,813.00
65450510	513000	LONGEVITY	\$4,075.00	\$5,375.00	\$5,375.00	\$6,475.00	\$6,475.00	\$0.00	\$1,100.00
65450510	514000	EDUCATIONAL INCENTIVE	\$1,150.00	\$2,900.00	\$950.00	\$6,675.00	\$6,675.00	\$0.00	\$5,725.00
65450510	519000	SEASONAL SALARIES	\$480.00	\$0.00	\$9,120.00	\$18,240.00	\$18,240.00	\$0.00	\$9,120.00
65450510	519100	OTHER SALARIES	\$13,060.86	\$17,473.43	\$20,861.00	\$22,155.00	\$22,155.00	\$0.00	\$1,294.00
<b>65450510 Total</b>		<b>Personal Services</b>	<b>\$1,052,081.09</b>	<b>\$1,076,724.52</b>	<b>\$1,156,289.00</b>	<b>\$1,231,669.00</b>	<b>\$1,231,669.00</b>	<b>\$0.00</b>	<b>\$75,380.00</b>
65450520	521100	ELECTRICITY	\$207,805.59	\$217,244.42	\$322,000.00	\$418,600.00	\$418,600.00	\$0.00	\$96,600.00
65450520	521300	NATURAL GAS	\$14,877.45	\$8,957.24	\$20,000.00	\$26,000.00	\$26,000.00	\$0.00	\$6,000.00
65450520	524100	OFFICE MACHINE MAINTENANCE	\$0.00	\$0.00	\$1,500.00	\$1,500.00	\$1,500.00	\$0.00	\$0.00
65450520	524200	REPAIR & MAINTENANCE	\$299,172.36	\$86,847.00	\$90,000.00	\$90,000.00	\$90,000.00	\$0.00	\$0.00
65450520	524500	VEHICLE SERVICE	\$2,718.41	\$5,705.79	\$8,000.00	\$5,500.00	\$5,500.00	\$0.00	(\$2,500.00)
65450520	527100	EQUIPMENT RENTAL	\$8,952.92	\$17,067.60	\$26,000.00	\$18,500.00	\$18,500.00	\$0.00	(\$7,500.00)
65450520	530800	TRAINING	\$0.00	\$0.00	\$7,000.00	\$7,000.00	\$7,000.00	\$0.00	\$0.00
65450520	530900	TECHNICAL SERVICES	\$190,774.03	\$76,905.49	\$75,000.00	\$75,000.00	\$75,000.00	\$0.00	\$0.00
65450520	532100	CONFERENCES/MEETINGS	\$4,992.67	\$1,840.86	\$6,500.00	\$6,500.00	\$6,500.00	\$0.00	\$0.00
65450520	534100	TELEPHONE	\$14,914.55	\$15,414.10	\$15,500.00	\$15,500.00	\$15,500.00	\$0.00	\$0.00
65450520	534300	BINDING & PRINTING	\$9,483.91	\$14,353.59	\$15,000.00	\$10,000.00	\$10,000.00	\$0.00	(\$5,000.00)
65450520	534400	POSTAGE & DELIVERY	\$8,413.65	\$13,957.83	\$22,000.00	\$15,000.00	\$15,000.00	\$0.00	(\$7,000.00)
65450520	534600	LEGAL ADVERTISING	\$48.00	\$2,677.73	\$2,000.00	\$2,000.00	\$2,000.00	\$0.00	\$0.00
65450520	538900	INTERDEPARTMENTAL	\$10,655.19	\$8,671.35	\$17,000.00	\$17,000.00	\$17,000.00	\$0.00	\$0.00
65450520	571100	MILEAGE REIMBURSEMENT	\$0.00	\$0.00	\$200.00	\$200.00	\$200.00	\$0.00	\$0.00
65450520	573100	PROFESSIONAL DUES & SUBS	\$2,973.98	\$2,364.00	\$3,000.00	\$3,000.00	\$3,000.00	\$0.00	\$0.00
<b>65450520 Total</b>		<b>Purchase of Services</b>	<b>\$775,782.71</b>	<b>\$472,007.00</b>	<b>\$630,700.00</b>	<b>\$711,300.00</b>	<b>\$711,300.00</b>	<b>\$0.00</b>	<b>\$80,600.00</b>
65450540	542000	OFFICE SUPPLIES	\$2,125.44	\$2,017.13	\$3,000.00	\$3,000.00	\$3,000.00	\$0.00	\$0.00
65450540	542300	SUPPLIES	\$84,272.14	\$97,385.12	\$102,000.00	\$133,000.00	\$133,000.00	\$0.00	\$31,000.00
65450540	542500	PRINTING & FORMS	\$140.00	\$0.00	\$500.00	\$500.00	\$500.00	\$0.00	\$0.00
65450540	543000	BUILDING SUPPLIES	\$343.11	\$8,160.89	\$11,500.00	\$11,500.00	\$11,500.00	\$0.00	\$0.00
65450540	543100	EQUIPMENT PARTS	\$14,368.16	\$13,139.28	\$15,000.00	\$15,000.00	\$15,000.00	\$0.00	\$0.00
65450540	545100	CLEANING SUPPLIES	\$124.51	\$541.78	\$1,500.00	\$1,500.00	\$1,500.00	\$0.00	\$0.00
65450540	548000	VEHICLE SUPPLIES	\$2,284.23	\$5,041.92	\$6,000.00	\$6,000.00	\$6,000.00	\$0.00	\$0.00
65450540	548100	FUELS & LUBRICANTS	\$21,542.89	\$26,911.93	\$28,000.00	\$36,400.00	\$36,400.00	\$0.00	\$8,400.00

### FY 2023 Departmental Budget Requests

**Water Enterprise - Sean Anderson, Water Supervisor**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Original Budget	2023 Dept Req Budget	Town Admin Recommended	Town Admin Changes	Change FY23 TA Rec /FY22
65450540	548400	TOOLS & EXPENDABLES	\$1,697.50	\$1,030.48	\$2,000.00	\$2,000.00	\$2,000.00	\$0.00	\$0.00
65450540	550100	CHEMICALS & LAB SUPPLIES	\$234,865.74	\$230,328.81	\$250,000.00	\$325,000.00	\$325,000.00	\$0.00	\$75,000.00
65450540	558100	CLOTHING	\$382.97	\$6,945.85	\$13,400.00	\$13,400.00	\$13,400.00	\$0.00	\$0.00
<b>65450540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$362,146.69</b>	<b>\$391,503.19</b>	<b>\$432,900.00</b>	<b>\$547,300.00</b>	<b>\$547,300.00</b>	<b>\$0.00</b>	<b>\$114,400.00</b>
65450560	560200	CHARGES & ASSESSMENTS	\$266,358.76	\$269,112.55	\$354,000.00	\$354,000.00	\$354,000.00	\$0.00	\$0.00
<b>65450560 Total</b>		<b>Interdepartmental</b>	<b>\$266,358.76</b>	<b>\$269,112.55</b>	<b>\$354,000.00</b>	<b>\$354,000.00</b>	<b>\$354,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
65450561	578000	Emergency Reserve Fund	\$0.00	\$0.00	\$25,000.00	\$25,000.00	\$25,000.00	\$0.00	\$0.00
65450561	596000	INDIRECT COSTS	\$377,832.00	\$416,022.00	\$437,581.00	\$465,481.00	\$465,481.00	\$0.00	\$27,900.00
<b>65450561 Total</b>		<b>Emerg Reserve/Intradepartmental</b>	<b>\$377,832.00</b>	<b>\$416,022.00</b>	<b>\$462,581.00</b>	<b>\$490,481.00</b>	<b>\$490,481.00</b>	<b>\$0.00</b>	<b>\$27,900.00</b>
65450580	585100	EQUIPMENT	\$16,576.40	\$68,100.60	\$28,130.00	\$28,130.00	\$28,130.00	\$0.00	\$0.00
65450580	585300	OFFICE EQUIPMENT	\$0.00	\$2,340.00	\$3,500.00	\$3,500.00	\$3,500.00	\$0.00	\$0.00
<b>65450580 Total</b>		<b>Capital Outlay</b>	<b>\$16,576.40</b>	<b>\$70,440.60</b>	<b>\$31,630.00</b>	<b>\$31,630.00</b>	<b>\$31,630.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
65450590	591000	PRINCIPAL ON LONG TERM DEBT	\$1,418,500.00	\$1,628,000.00	\$1,975,169.00	\$2,117,790.00	\$2,117,790.00	\$0.00	\$142,621.00
65450590	591500	INTEREST ON LONG TERM DEBT	\$657,536.89	\$608,608.76	\$1,275,093.00	\$1,044,211.00	\$1,044,211.00	\$0.00	(\$230,882.00)
65450590	592000	OTHER DEBT SERVICES	\$0.00	\$0.00	\$47,386.00	\$9,646.00	\$9,646.00	\$0.00	(\$37,740.00)
65450590	592500	INTEREST SHORT TERM	\$193,102.00	\$139,100.40	\$0.00	\$126,000.00	\$126,000.00	\$0.00	\$126,000.00
<b>65450590 Total</b>		<b>Debt Service</b>	<b>\$2,269,138.89</b>	<b>\$2,375,709.16</b>	<b>\$3,297,648.00</b>	<b>\$3,297,647.00</b>	<b>\$3,297,647.00</b>	<b>\$0.00</b>	<b>(\$1.00)</b>
<b>Grand Total Water Enterprise (450)</b>			<b>\$5,119,916.54</b>	<b>\$5,071,519.02</b>	<b>\$6,365,748.00</b>	<b>\$6,664,027.00</b>	<b>\$6,664,027.00</b>	<b>\$0.00</b>	<b>\$298,279.00</b>

Water Enterprise Fund

DROUGHT

	Actual FY15	Actual FY16	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Actual FY21	Budget FY22	Proposed FY23 budget
<i>Rate Increases</i>	19%	19%	0%	0%	20%	15.2%	11%;4th tier	9%	
<b>Revenue:</b>									
Tax Liens	13,199	16,662	37,159	9,079	9,372	8,890	5,702	9,000	7,500
Water Use Charges	3,132,137	3,671,085	3,644,210	3,690,971	4,037,185	4,629,228	5,829,406	5,806,748	6,271,288
Water Installation	228,520	280,500	127,500	200,007	410,341	434,000	449,000	250,000	250,000
Interest/Penalties	8,827	11,457	12,951	11,579	14,156	34,936	36,382	10,000	10,000
Water Liens/Committed Interest	310,661	432,979	338,181	338,319	193,346	215,742	339,713	250,000	250,000
Interest Income	14,251	43,517	57,836	70,002	93,788	40,240	24,485	40,000	20,000
FEMA Reimbursements						63,762	-	-	-
Misc	1,171,797	8,646	43,968	4,908	21,713	3,210	36,212	-	-
<b>Total Revenue</b>	<b>4,879,392</b>	<b>4,464,847</b>	<b>4,261,805</b>	<b>4,324,865</b>	<b>4,779,901</b>	<b>5,430,009</b>	<b>6,720,899</b>	<b>6,365,748</b>	<b>6,808,788</b>
<b>Expenses:</b>									
Personal Services	761,546	823,881	848,639	863,668	993,356	1,052,081	1,076,725	1,156,289	1,231,669
Purchase of Services	527,957	525,679	447,507	527,448	566,884	775,783	472,007	630,700	711,300
Materials & Supplies	680,988	323,529	342,039	381,264	359,705	361,750	391,503	432,900	547,300
Marshfield Water	297,512	257,060	328,337	332,236	406,991	266,359	269,113	354,000	354,000
Indirect Costs	257,529	299,580	323,551	342,684	362,939	377,832	416,022	437,581	465,481
Emergency Reserve								25,000	25,000
Capital Outlay	15,702	25,680	57,604	247,462	11,675	16,576	70,441	31,630	31,630
Capital Articles/Tranfers to Reserves							150,000		
<b>Total Operating Expenses</b>	<b>2,541,235</b>	<b>2,255,408</b>	<b>2,347,676</b>	<b>2,694,762</b>	<b>2,701,549</b>	<b>2,850,381</b>	<b>2,845,810</b>	<b>3,068,100</b>	<b>3,366,380</b>
<b>Surplus/(Deficit) before debt payments</b>	<b>2,338,157</b>	<b>2,209,439</b>	<b>1,914,129</b>	<b>1,630,104</b>	<b>2,078,352</b>	<b>2,579,628</b>	<b>3,875,089</b>	<b>3,297,648</b>	<b>3,442,408</b>
Debt Service	688,912	1,576,996	1,733,706	1,755,619	1,771,707	2,269,139	2,375,709	3,297,648	3,297,648
<b>Total Surplus/(Deficit)</b>	<b>1,649,245</b>	<b>632,443</b>	<b>180,423</b>	<b>(125,515)</b>	<b>306,645</b>	<b>310,490</b>	<b>1,499,380</b>	<b>-</b>	<b>144,760</b>
Unappropriated Certified Retained Earnings as of July 1, 2021									1,977,967
Less amount proposed for Fall 2021 STM									-
Less amt needed to balance FY23 budget									-
Less amt to be used for FY23 Capital									(1,375,839)
<b>Balance of Retained Earnings after FY22 STM</b>									<b>602,128</b>

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**Town of Scituate  
Water Enterprise Fund  
Indirect Costs  
Fiscal Year 2023 Budget**

<b>Description</b>	<b>Basis</b>	<b>Allocation</b>	<b>%*</b>	<b>FY22 Budget</b>	<b>Total</b>
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	6.32%	372,880	26,692
Town Accountant	Processing of warrants etc.	Total FY22 budget	6.32%	423,809	26,778
Treas/Collector	Collections, bank rec., payroll etc.	Total FY22 budget	6.32%	428,989	27,105
Facilities Director		Personal Services budget	2.00%	99,426	1,989
Engineering Dept.	Engineering	1/8 of Engineer's Salary			12,336
DPW Admin. Dept.	Administration	1/5 of Director's Salary			27,700
Insurance	Building,Auto, Liability etc.	From Insurance Company			49,838
Group Insurance	Town's Share of group insurance	Actual Contribution FY21 rates			96,138
Medicare	Town's Share of medicare	Actual FY21	1.45%		14,599
OPEB	Eligible -ees/total eligible X OPEB cost	Based on most recent actuary %	1.09%	115,200	1,254
Pensions and Retirement	Penison Costs	Based on actuarial breakdown done for PCRS	3.14%	5,759,996	181,053
				7.3%	<b>465,481</b>

\* based on enterprise FY22 operating budget to total Town operating budget

## TOWN OF SCITUATE

**FY 2023 BUDGET**

**DEPARTMENT: HARBORMASTER/298**

### MISSION STATEMENT:

In accordance with the Scituate Waterways Management Plan and the Scituate Mooring Rules and Regulations and the Town By-Laws, the mission of the Scituate Harbormaster is to ensure the safety of the boating public, preserve and promote order among vessels that habitually moor or transit Scituate waterways, maintain and enhance Town owned maritime facilities while protecting the integrity of the Harbor as a natural resource, and to defray the cost of providing services through the assessment of fees.

### FY 2023 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

#### Increase effectiveness through interdepartmental training and education, SHM, SFD, SPD.

- A. Work with Chief of Police and Fire Chief to determine appropriate programs and resources.7-22
- B. Develop training schedule of classes for appropriate staff to attend.10-22
- C. Train with Police and Fire Departments to provide effective service to the boating public.1-23
- D. Review plans with SFD, SPD on key locations to efficiently reduce response times.4-23

#### Training Assistant Harbormasters to improve customer service

- A. Reinforce with staff proper business phone etiquette.7-22
- B. Work with assistants in how to interact with the public.10-22
- C. Train staff on how to maintain a professionalism during trying situations with patrons.1-23
- D. Positive reinforcement with the staff of the importance of a positive customer experience.4-23

#### Promote and encourage water-dependent uses of Scituate Harbor and Town owned properties

- A. Review slip assignments at CPM and SMP based on boat size to maximize revenue.7-22
- B. Expand investments that support water-dependent uses of the harbor, Cole Parkway Marina, Scituate Marine Park.10-22
- C. Work with the Commercial Fishermen to increase the use of Fishing for Energy program.1-23
- D. Review slip and mooring documents provided by permit holder to ensure the use of the slips and mooring by authorized permit holder.4-23

## MAJOR BUDGET COMPONENTS

FY23	Personal Services	\$446,312	35%
	Dept Service	\$400,845	31%
	Indirect Cost	\$208,838	16%
	Services	\$70,275	6%
	Supplies/Materials	\$47,625	4%
	Tech Services	\$37,000	2%
	Electricity	\$30,500	2%
	Boat Repairs	\$25,000	2%
	Fuel	\$17,500	1%
	Capital Outlay	\$13,000	1%
		\$1,296,895	

## FY 2023 RISKS AND CHALLENGES

1. The Cole Parkway Marina docks are deteriorating, need replacement
2. Maintenance dredging in South River phase 2 necessary to keep the waterways navigable.
3. Harbormasters office, restrooms and showers are not ADA compliant.
4. Harbormaster building needs updating and expansion.
5. Sea level rise, Cole Parkway and Maritime parking areas flooding more often.
6. Overcrowding of the waterways, powerboats, sailboats, paddle boards, all using a small area.
7. Inexperienced boaters, power, sail, and paddle boarders.
8. Maintenance dredging Scituate Harbor.
9. Weather events, more often, more severe

## DEPARTMENTAL ACCOMPLISHMENTS

Completed Cole Parkway Marina Rehabilitation/Pile Project on time under budget.  
 Worked with Town Engineer, during the Cole Parkway Project.  
 Installed ADA Ramp at Cole Parkway Marina.  
 Installed GFCI electric shut down for Cole Parkway Marina.  
 Took delivery of the new Harbormaster Unit 3 boat and fire pump.  
 Trained all Harbormaster staff on operations of new Unit 3 and fire pump.  
 Trained SFD, SPD, on operations of new Unit 3 and fire pump.  
 Trained with SFD dive team on new Unit 3.  
 Harbormaster and HM staff worked seamlessly with SFD dive team during the tragic drowning in the North River.

Worked with SFD seamlessly during tragic drowning Edward Foster bridge.  
Worked with the Scituate Police, Scituate Fire and USCG during water rescue, all parties rescued.  
Added 2 new docks section, revenue increase/added 3 large slips (SMP).  
Continued maximizing slips at (SMP) utilizing slip footage.  
Received Grant, National Fish and Wildlife Foundation, Clean Energy Program, worked with Covanta, the Commonwealth and the commercial fishermen cleaning up the waterways.  
Educated staff on how to better relate with the patrons and residents at the harbor.  
Repaired gangways at Maritime Center.  
Sold off surplus mooring blocks from CPM project.  
Sold off surplus boats, Unit 3 and Pump-out boat.  
Patrolled waterways daily throughout the boating season.  
Maintained and picked up debris in the waterways.  
Maintained the Harbormaster boats and kept them in good working order.  
Attended all monthly meeting Waterways meetings to promote Scituate Harbor.  
Worked with Waterways Committee on enhancing the waterways in Scituate.  
Applied for DMF Small Grant for additional float and pile at Jericho Rd. state boat ramp.  
Reached out to all marina owners and clubs to address their concerns.  
Increased compliance with patrons of required documentation for moorings.  
Harbormaster CPR, First aid training.  
Harbormasters attending, Cape and Island Harbormaster Association (CHIMA), South Shore and Bay State.  
Harbormaster Association meetings.  
Continued medical emergency at sea, man over board, search and rescue training.  
In-service training Plymouth police academy.  
Utilized and expanding Mooring Info log.  
Used Dockwa online transient reservations for both slips and moorings.  
Continued Harbormaster outreach program through Constant Contact to reach all registered boaters in Scituate waterways about upcoming events.  
Worked with Scituate Police on parking enforcement on the pier for commercial parking.  
Kid's ice cream for life jackets.  
Replaced loose and missing boards, repaired marina docks, floats and ramps, to make marinas safer.  
Maintained public restrooms and showers at Cole Parkway Marina and Scituate Maritime Center.  
Maintained Commercial Pier hoists, OCHA compliance and kept the area neat and picked up.  
Weeded and mowed the areas around the Cole Parkway Marina and Maritime Center.  
Norwell High School intern program.  
Continued with educating the public about the Harbormaster life jacket loaner program.

DESCRIPTION OF REVENUE	FY20	FY21	FY22 YTD	FY23 Projected	Comments
Slip/Dingy Fees	\$ 662,548.00	\$ 673,967.00	\$ 99,675.00	\$ 740,000.00	
Moorings/Chapter 10A	\$ 94,659.00	\$ 93,830.00	\$ 4,582.00	\$ 110,000.00	
Waterways Maintenance User Fee	\$ 170,231.00	\$ 171,575.00	\$ 75,750.00	\$ 165,000.00	
Town Pier Dockage	\$ 19,350.00	\$ 33,600.00	\$ 2,430.00	\$ 20,000.00	
Tie-ups	\$ 25,082.00	\$ 39,009.00	\$ 20,385.00	\$ 25,000.00	
Mooring Applications	\$ 3,580.00	\$ 5,134.00	\$ 3,021.00	\$ 3,600.00	
Ice	\$ 2,948.00	\$ 518.00	\$ 1,942.00	\$ 3,500.00	
Boat Yard/USCG Lease	\$ 161,096.00	\$ 182,001.00	\$ 50,813.00	\$ 160,000.00	
Pump-out Program	\$ 7,492.00	\$ 11,000.00		\$ 11,000.00	
Interest on Earnings	\$ 23,032.00	\$ 4,318.00	\$ 406.00	\$ 3,000.00	
Misc. Fees, Tickets	\$ 3,982.00	\$ 5,723.00	\$ 75.00	-	
Excise Tax	\$ 42,535.00	\$ 43,691.00	\$ 79.00	\$ 41,000.00	
Premium from Sale of Bonds	\$ 4,062.00	\$ 4,111.00	\$ 49.00		
	\$1,220,597.00	\$1,268,477.00	\$ 259,207.00		
<u>Grant &amp; Donations</u>					
SAC Grant Town Pier Rehab	\$ 144,771.00	\$ 154,773.00	\$ 158,507.04		
Harbor walk/Gift Account	\$ 1,419.00	\$ -	\$ -		
Shellfish Donation	\$ 25.00	\$ 25.00	\$ 25.00		
SEAC Marina Piling	\$ 89,281.00	\$ 248,114.00	\$ 58,850.00		

## FY 2023 Departmental Budget Requests

### Waterways Enterprise - Stephen Mone, Harbormaster

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Original Budget	2023 Dept Req Budget	Town Admin Recommended	Town Admin Changes	Change FY23 TA Rec /FY22
66298510	511000	REGULAR SALARIES	\$213,678.80	\$213,098.87	\$220,422.00	\$220,422.00	\$227,035.00	\$6,613.00	\$6,613.00
66298510	512000	OVERTIME	\$4,561.92	\$11,766.26	\$8,000.00	\$17,000.00	\$8,264.00	(\$8,736.00)	\$264.00
66298510	513000	LONGEVITY	\$500.00	\$2,900.00	\$2,700.00	\$2,700.00	\$2,700.00	\$0.00	\$0.00
66298510	517200	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
66298510	519000	SEASONAL SALARIES	\$183,643.03	\$194,908.70	\$204,712.00	\$205,543.00	\$205,110.00	(\$433.00)	\$398.00
66298510	519100	OTHER SALARIES	\$1,142.88	\$1,100.32	\$647.00	\$647.00	\$647.00	\$0.00	\$0.00
<b>66298510 Total</b>		<b>Personal Services</b>	<b>\$403,526.63</b>	<b>\$423,774.15</b>	<b>\$436,481.00</b>	<b>\$446,312.00</b>	<b>\$443,756.00</b>	<b>(\$2,556.00)</b>	<b>\$7,275.00</b>
66298520	521100	ELECTRICITY	\$25,026.41	\$22,319.44	\$30,510.00	\$30,500.00	\$25,500.00	(\$5,000.00)	(\$5,010.00)
66298520	524100	OFFICE MACHINE MAINTENANCE	\$237.00	\$864.00	\$500.00	\$500.00	\$500.00	\$0.00	\$0.00
66298520	524200	REPAIR & MAINTENANCE	\$60,008.51	\$64,445.80	\$63,000.00	\$63,000.00	\$63,000.00	\$0.00	\$0.00
66298520	529100	RUBBISH REMOVAL	\$2,419.00	\$5,291.74	\$6,500.00	\$10,000.00	\$7,500.00	(\$2,500.00)	\$1,000.00
66298520	530100	MARINE PARK O & M COSTS	\$18,777.31	\$14,060.08	\$10,000.00	\$10,000.00	\$10,000.00	\$0.00	\$0.00
66298520	530800	TRAINING	\$125.00	\$0.00	\$1,400.00	\$1,400.00	\$1,400.00	\$0.00	\$0.00
66298520	530900	TECHNICAL SERVICES	\$25,894.06	\$26,626.25	\$27,000.00	\$37,000.00	\$27,000.00	(\$10,000.00)	\$0.00
66298520	532100	CONFERENCES/MEETINGS	\$264.58	\$234.18	\$2,500.00	\$2,500.00	\$2,500.00	\$0.00	\$0.00
66298520	534100	TELEPHONE	\$783.17	\$2,418.69	\$3,100.00	\$3,100.00	\$3,100.00	\$0.00	\$0.00
66298520	534300	BINDING & PRINTING	\$205.33	\$1,240.00	\$2,000.00	\$2,000.00	\$2,000.00	\$0.00	\$0.00
66298520	534400	POSTAGE & DELIVERY	\$864.80	\$1,362.71	\$1,500.00	\$1,500.00	\$1,500.00	\$0.00	\$0.00
66298520	534600	LEGAL ADVERTISING	\$0.00	\$298.30	\$500.00	\$500.00	\$500.00	\$0.00	\$0.00
66298520	571100	MILEAGE REIMBURSEMENT	\$261.63	\$54.14	\$350.00	\$350.00	\$350.00	\$0.00	\$0.00
66298520	573100	PROFESSIONAL DUES & SUBS	\$450.00	\$1,195.00	\$425.00	\$425.00	\$425.00	\$0.00	\$0.00
66298520	596000	INDIRECT COSTS	\$108,987.00	\$117,910.00	\$159,148.00	\$208,838.00	\$208,838.00	\$0.00	\$49,690.00
<b>66298520 Total</b>		<b>Purchase of Services</b>	<b>\$244,303.80</b>	<b>\$258,320.33</b>	<b>\$308,433.00</b>	<b>\$371,613.00</b>	<b>\$354,113.00</b>	<b>(\$17,500.00)</b>	<b>\$45,680.00</b>
66298540	542000	OFFICE SUPPLIES	\$138.11	\$800.73	\$750.00	\$750.00	\$750.00	\$0.00	\$0.00
66298540	542300	SUPPLIES	\$31,633.94	\$36,724.49	\$34,000.00	\$34,000.00	\$34,000.00	\$0.00	\$0.00
66298540	542500	PRINTING & FORMS	\$2,070.67	\$246.97	\$575.00	\$575.00	\$575.00	\$0.00	\$0.00
66298540	543000	BUILDING SUPPLIES	\$3,383.13	\$2,399.64	\$3,500.00	\$3,500.00	\$3,500.00	\$0.00	\$0.00
66298540	545100	CLEANING SUPPLIES	\$749.12	\$1,963.81	\$3,500.00	\$3,500.00	\$3,500.00	\$0.00	\$0.00
66298540	546200	LANDSCAPING SUPPLIES	\$0.00	\$1,232.66	\$1,600.00	\$1,600.00	\$1,600.00	\$0.00	\$0.00
66298540	548100	FUELS & LUBRICANTS	\$16,993.90	\$10,370.61	\$17,500.00	\$17,500.00	\$17,500.00	\$0.00	\$0.00
66298540	558100	CLOTHING	\$2,926.87	\$2,160.99	\$3,700.00	\$3,700.00	\$3,700.00	\$0.00	\$0.00

### FY 2023 Departmental Budget Requests

**Waterways Enterprise - Stephen Mone, Harbormaster**

Organization	Object	Account Description	2020 Actuals	2021 Actuals	2022 Original Budget	2023 Dept Req Budget	Town Admin Recommended	Town Admin Changes	Change FY23 TA Rec /FY22
<b>66298540 Total</b>		<b>Materials &amp; Supplies</b>	<b>\$57,895.74</b>	<b>\$55,899.90</b>	<b>\$65,125.00</b>	<b>\$65,125.00</b>	<b>\$65,125.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
66298560	578000	Emergency Reserve Fund	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>66298560 Total</b>		<b>Emergency Reserve</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>		
66298580	585100	EQUIPMENT	\$181.52	\$8,000.00	\$8,000.00	\$8,000.00	\$8,000.00	\$0.00	\$0.00
66298580	588200	CAPITAL REPLACEMENT	\$7,710.00	\$4,810.65	\$5,000.00	\$5,000.00	\$0.00	(\$5,000.00)	(\$5,000.00)
<b>66298580 Total</b>		<b>Capital Outlay</b>	<b>\$7,891.52</b>	<b>\$12,810.65</b>	<b>\$13,000.00</b>	<b>\$13,000.00</b>	<b>\$8,000.00</b>	<b>(\$5,000.00)</b>	<b>(\$5,000.00)</b>
66298590	591000	PRINCIPAL ON LONG TERM DEBT	\$314,250.00	\$310,000.00	\$358,600.00	\$354,000.00	\$354,000.00	\$0.00	(\$4,600.00)
66298590	591500	INTEREST ON LONG TERM DEBT	\$61,598.66	\$48,513.77	\$70,727.00	\$44,570.00	\$44,570.00	\$0.00	(\$26,157.00)
66298590	592500	INTEREST ON SHORT TERM DEBT	\$0.00	\$5,932.71	\$0.00	\$2,275.00	\$2,275.00	\$0.00	\$2,275.00
<b>66298590 Total</b>		<b>Debt Service</b>	<b>\$375,848.66</b>	<b>\$364,446.48</b>	<b>\$429,327.00</b>	<b>\$400,845.00</b>	<b>\$400,845.00</b>	<b>\$0.00</b>	<b>(\$28,482.00)</b>
<b>Grand Total Waterways (298)</b>			<b>\$1,089,466.35</b>	<b>\$1,115,251.51</b>	<b>\$1,252,366.00</b>	<b>\$1,296,895.00</b>	<b>\$1,271,839.00</b>	<b>(\$25,056.00)</b>	<b>\$19,473.00</b>

**Waterways Enterprise Fund**

	<b>Actual FY15</b>	<b>Actual FY16</b>	<b>Actual FY17</b>	<b>Actual FY18</b>	<b>Actual FY19</b>	<b>Actual FY20</b>	<b>Actual FY21</b>	<b>Budget FY22</b>	<b>Proposed FY23 budget</b>
<b>Revenue:</b>									
Boat Excise	40,360	40,692	39,761	40,378	43,108	42,535	43,691	40,000	41,000
Slip Fees	660,864	675,384	673,380	674,005	685,905	662,548	673,967	737,000	740,000
Mooring Fees	115,720	78,426	114,642	95,561	115,617	94,659	93,830	108,766	110,739
Marina User Fees*	78,000	150,500	160,750	156,795	160,073	170,231	171,575	160,000	165,000
Town Pier Fees	11,800	12,338	27,200	16,700	19,950	19,350	33,600	15,000	20,000
Overnight Tie-ups	16,415	18,924	23,742	28,381	20,047	25,082	39,009	25,000	25,000
Mooring Waiting List	2,622	5,706	3,690	9,050	3,953	3,580	5,134	3,600	3,600
Sale of Ice	2,421	3,530	3,126	2,961	3,397	2,948	518	5,000	3,500
Lease Income	127,759	143,502	136,441	153,822	155,837	161,096	182,001	155,000	160,000
Fines			100		3,749	3,982	5,723	-	-
Interest Income	2,720	3,051	8,984	14,868	26,078	23,032	4,318	3,000	3,000
State Grants		9,400		10,165	12,462			-	-
FEMA Reimbursements						145,728			-
Misc	10,576	40	1,406	2,640	3,855	15,470	3,714		-
<b>Total Revenue</b>	<b>1,069,257</b>	<b>1,141,492</b>	<b>1,193,222</b>	<b>1,205,326</b>	<b>1,254,030</b>	<b>1,370,242</b>	<b>1,257,080</b>	<b>1,252,366</b>	<b>1,271,839</b>
<b>Expenses:</b>									
Personal Services	288,684	354,576	374,181	373,230	375,135	403,527	423,774	436,481	443,756
Purchase of Services	91,286	101,113	112,886	97,638	142,955	136,427	140,410	149,285	145,275
Materials & Supplies	37,140	54,389	48,425	55,697	61,253	58,030	55,900	65,125	65,125
Indirect Costs	55,981	57,749	55,731	78,199	79,874	108,987	117,910	159,148	208,838
Emergency Reserve									-
Capital Outlay	2,994	4,990	7,525	6,245	2,795	7,892	12,811	13,000	8,000
Capital Articles									
<b>Total Operating Expenses</b>	<b>476,085</b>	<b>572,816</b>	<b>598,749</b>	<b>611,008</b>	<b>662,012</b>	<b>714,862</b>	<b>750,805</b>	<b>823,039</b>	<b>870,994</b>
<b>Surplus/(Deficit) before debt payments</b>	<b>593,172</b>	<b>568,676</b>	<b>594,473</b>	<b>594,318</b>	<b>592,018</b>	<b>655,380</b>	<b>506,275</b>	<b>429,327</b>	<b>400,845</b>
Debt Service	451,079	438,254	405,136	381,953	371,898	375,849	364,446	429,327	400,845
<b>Total Surplus/(Deficit)</b>	<b>142,093</b>	<b>130,422</b>	<b>189,337</b>	<b>212,365</b>	<b>220,121</b>	<b>279,531</b>	<b>141,829</b>	<b>-</b>	<b>-</b>
Unappropriated Certified Retained Earnings as of July 1, 2021									473,835
Less amount proposed for Fall 2021 STM									-
Less amt needed to balance FY23 budget									-
Less amt to be used for FY23 Capital									(247,942)
<b>Balance of Retained Earnings after FY22 STM</b>									<b>225,893</b>

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**Town of Scituate  
Waterways Enterprise Fund  
Indirect Costs  
Fiscal Year 2023 Budget**

<b>Description</b>	<b>Basis</b>	<b>Allocation</b>	<b>%*</b>	<b>FY22 Budget</b>	<b>Total</b>
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	1.24%	372,880	4,635
Town Accountant	Processing of warrants, audit etc.	Total FY22 budget	1.24%	423,809	5,268
Treas/Collector	Collections, bank rec., payroll etc.	Total FY22 budget	1.24%	428,989	5,332
Assessors	Clerk in charge of Boat Excise	50% of clerk's salary.	50.00%	20,937	10,469
Facilities Director		Personal Services budget	2.00%	99,426	1,989
Insurance	Building,Auto, Liability etc.	From Insurance Company			109,256
Group Insurance	Town's Share of group insurance	Actual Contribution FY21 rates			36,502
Medicare	Town's Share of medicare	Actual FY21	1.45%		4,993
OPEB	OPEB liability	Based on most recent actuary %	0.53%	115,200	611
Pensions and Retirement	Penison Costs	Based on actuarial breakdown done for PCRS	0.52%	5,759,996	29,784
				16.7%	<b>208,838</b>

\* based on enterprise FY22 operating budget to total Town operating budget