

TOWN OF SCITUATE, MASSACHUSETTS

FISCAL YEAR 2021

TOWN BUDGET



BUDGET MESSAGE

Financial Analysis and Proposed Departmental Budgets/Goals & Objectives

BOARD OF SELECTMEN

Anthony V. Vegnani, Chairman

Shawn Harris, Vice-Chairman

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Maura C. Curran

Karen E. Connolly

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



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

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James M. Boudreau
Town Administrator

MEMORANDUM

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

From: James M. Boudreau, Town Administrator

RE: Town Administrator Budget Message

Date: November 19, 2019

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 2021 budget.

The FY21 budget demonstrates a commitment to the services upon which the residents of the Town have come to depend. The recommended budget supports level services including allocations for the operation and maintenance of the new senior center and estimated funding for collective bargaining contracts.

Overall FY 21 general fund departmental budget requests were \$1,797,765 over the FY 20 STM amended budget. After funding non-discretionary fixed costs, there remained \$524,419 of additional reductions that needed to be made. The additional revisions were made after meeting individually with department heads to discuss their budget components to bring the FY21 recommended budget into balance.

The Forecast Committee met in September 2019 to establish the estimated fixed costs and revenues for FY 21 in order to provide a framework for building the budget. Town departments were advised to prepare level service budgets and those requests were reviewed in the final weeks of October 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.

During each budget cycle, the Town must address the challenge of 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 in February 2020 and will be evaluated by the Financial Forecast Committee at that time.

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 Board of Selectmen, 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.

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. 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 21 recommended budget continues to allocate resources in a fair and equitable manner to balance infrastructure needs and provide necessary services.

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 Board of Selectmen, Advisory and Capital Planning Committees who will spend the next several months reviewing the Town's recommended operating and capital budgets.

FISCAL YEAR 21 RECOMMENDED OPERATING BUDGET OVERVIEW

Fiscal Year 20 YTD Recap

The Fiscal Year 20 year-to-date revenues and expenses are trending within our financial forecast and are at similar levels to FY 2019 for the same period. In some cases, such as the Golf Enterprise Fund, the performance has exceeded our expectations.

The Town's fixed costs previously identified must be satisfied from available revenue prior to the consideration of any operational budget use. In FY 20, there was a 3.1% increase in health insurance for employees in the third year with the Town's new joint purchase agreement. The Town's annual assessment from the South Shore Regional High School for FY 20 increased by \$22,969.

Local receipts are within our forecast and the July 1, 2019 Free Cash was certified at \$2,501,361. 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. These funds close out at the end of the fiscal year and become part of the following year's Free Cash. The majority of the Town's Free Cash still continues to be generated by departmental turn backs and increases in local receipts. This "surplus" is critical as it then becomes available for other uses such as funding the Town's capital plan and replacing reserves used to offset excessive storm costs.

The final construction contract in the last phase of the water replacement project is finishing up and the next phase to replace 2" galvanized pipes was authorized at the November 2019 special town meeting and will likely be bid in late winter for a spring construction start. Nearly \$900K in funding for roads is provided in the operational budget, capital plan and through Chapter 90 allocations from the Commonwealth. The FY 2020 Chapter 90 allocation of \$561,501 from the Commonwealth may be increased by pending legislation.

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 \$5.5M in funding for equipment, programs and projects exclusive of FEMA storm damage reimbursements and educational grants since January 1, 2018.

General Overview of Fiscal Year 2021 Budget

Section 1 of the Budget Book details the current revenue and expense assumptions compiled by the financial team. Our revenue and expenditure forecasting tool (included here) continues to provide accurate assumptions about what will occur in the coming year. The Financial Forecast Committee met in September and established the allocation

of revenues between the Town and School for budget preparation and recommendations. The Financial Forecast Committee will meet again to review after the first of the year.

As always, fixed costs are the major budget drivers but for FY 21 they are particularly concerning and have contributed to our budget challenges. For FY 21 these major areas have increases as follows:

<u>Line Item</u>		<u>FY 21 Rec Amount</u>	<u>Increase over FY 20</u>
Pension assessment	\$	5,221,978	\$ 346,525
Health Insurance		6,483,252	366,977
General Liability Insurance		780,204	38,024
FICA		780,637	30,124
Unemployment		65,000	0
Workers Compensation		210,000	0
Regional School Assessment		852,514	59,644

Fixed costs in pension and health insurance are always expected to increase annually. The FY 21 health insurance estimated increase is 6%; it was 3.1% last year. The actual percentage increase will be known in February 2020. The Medicare supplemental plans, which account for over 40% of our health insurance enrollment, renew on a calendar basis and the January 1, 2020 renewal was received after the Financial Forecast meeting and will be 1% less than in calendar year 2019. The Town's five collective bargaining agreements expire on June 30 2020 and estimated funding to account for contractual bargaining is included in each department.

Facilities

The Public Building Commission is working on closing out the library renovation and new public safety complex projects and are actively addressing the \$12.2M new senior center and accessibility updates to the Veterans Memorial Gym authorized at the May 2019 special town meeting. The bids for the construction aspect of that project are due to be received on November 20, 2019.

Road Improvements & Foreshore Protection

The operational budget for roads and seawalls has been maintained at the FY20 level with additional funding coming from the capital plan and Chapter 90 funding. The Town is awaiting news on its application to the Dam & Seawall Repair Fund for a grant and/or low interest loan in the amount of \$3M to fund its share of \$12M of the FEMA subsidized storm damage repairs to the Third Cliff area. The Town has retained the consulting firm of Tetra-Tech to work exclusively on resolving the open damage claims from the 2012 Storm Sandy, 2013 Storm Nemo, 2015 Storm Juno and the 2018 Storm Riley for foreshore structures. The Town saw its first FEMA reimbursement from the March 2018 Storm Riley received in October 2019. The Town has \$5M in claims for Storm Riley and over \$1M in costs already incurred for which reimbursement is expected to be received over the coming year.

Enterprise Funds

In its ongoing commitment to update and modernize the community's aging infrastructure; several infrastructure repair projects are recommended in the water and sewer enterprise funds to address plant issues, water quality and supply. The results of a comprehensive water study are due in January 2020 which will direct the future capital investments to that system and be reflected in the following year's capital plan.

The Widows Walk Improvement Committee has been busy over the past fiscal year and implemented several changes at the course. An irrigation design study is almost complete and a separate design and engineering feasibility study for clubhouse improvements is nearing completion and will be presented to the Board of Selectmen in December and then likely to the Capital Planning Committee for further vetting. The golf course had positive returns for FY 2019 after two years of deficits and the FY20 first quarter revenues surpassed the previous 11 years. Any capital improvements involving debt need to be carefully considered for this enterprise fund as its revenue stream is so dependent on weather.

A small project to replace equipment at the Transfer Station was recommended from available funds. The Transfer Station fees were examined and increased in FY2020 to address the ongoing increases in hauling costs. The Waterways Enterprise capital program received support for a mooring re-grid, vehicle replacement and the town share of a grant application to the Seaport Economic Advisory Council for replacement of docks.

Capital. For more detail about the five year capital plan and the Town Administrator's recommendations for FY 21, please refer to the FY 21 Capital Budget Plan contained in a separate binder and online on the Town Administrator's webpage under Budget Documents at www.scituatema.gov.

FY 2021 Summary

The FY 2021 recommended budget incorporates the following criteria:

Expenditures

- **Recommended level services budget**
- No Free Cash has been used as an offset for the operating budget
- No use of the Stabilization Fund has been used as an offset
- Allocates funding for estimated union/nonunion step increases and COLAs
- Allocates \$104,440 toward Town's OPEB liability
- Provides \$300,000 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).
- Provides \$300,000 in funding for roadway improvements (\$200,000 in the capital plan and \$100,000 in the operational budget).

- Funding is maintained for the additional seasonal assistance for two seasonal workers in Public Grounds and funding provided for the maintenance of the plantings and beds at the library, middle school and public safety complex.
- Small increases are supported as requested for dedication to the Town's historical assets as well as the work of the Beautification Committee.

Revenues

- The Town will use all of its levy capacity as allowed by Proposition 2½
- State Aid projections have been level-funded to the FY20 level
- Local Receipts have been also level funded to the FY20 level
- New growth estimate has been maintained at FY20 level of \$650,000
- Meals Tax revenue has been allocated to promote economic development (\$46,000), to offset the impact of the debt exclusion costs for the building projects (\$100,000) and to be allocated to the support the capital plan (\$84,000).
- \$100,000 of solar array and \$100,000 of wind revenue has been recommended to offset the debt exclusion costs of the building projects.
- \$500,284 of Free Cash has been reserved as a safety net for any variations to the financial forecast for FY 20 and/or unexpected costs for the remainder of FY 20 (i.e. changes in local aid, storm mitigation).

Additional Items of Note

Tax Supported Capital. The Town's continued use of Free Cash for pay as you go capital has worked extremely well with replacement of smaller cost items such as equipment and software without incurring debt service costs. In addition to Free Cash and grants, the Town has dedicated \$100,000 of the tax levy to support the capital plan and allocated \$84,000 of the meals tax revenue as well.

OPEB Liability. The Town annually allocates 2% of its retirement assessment for OPEB liability which is currently \$104,440. Rating agencies are now focusing specifically on OPEB liabilities for bond ratings and reviews. The Town's OPEB liability is \$117M and the funds allocated to date to meet that liability total \$1,044,773.

Contract Settlements. As of the presentation of this budget, bargaining was commencing for the Town's five collective bargaining contracts which expire on June 30, 2020. Allocation of estimated contractual impacts has been included in each department's budget.

Fixed Costs. As previously mentioned, continuing increases in fixed costs limit new budget initiatives and challenge the maintenance of existing programs and services.

FY 2021 Town Administrator Recommended General Fund Budget Summary

Department	Shared Cost	FY21 TA				% of Total
		FY20 Budget as Amended at STM	Recommended Budget	\$ Change	% Change	
BOS/Town Administration		\$848,399	\$699,477	(\$148,922)	-17.6%	
Advisory Committee		\$6,748	\$6,984	\$236	3.5%	
Reserve Fund	X	\$75,000	\$75,000	\$0	0.0%	
Accounting		\$398,225	\$402,549	\$4,324	1.1%	
Assessors		\$223,253	\$236,300	\$13,047	5.8%	
Treasurer Collector		\$413,617	\$417,905	\$4,288	1.0%	
Information Technology		\$470,578	\$537,666	\$67,088	14.3%	
Tax Foreclosures	X	\$39,000	\$39,000	\$0	0.0%	
SCTV (Cable)-PEG Access Funded		\$262,745	\$267,763	\$5,018	1.9%	
Town Clerk		\$218,787	\$254,288	\$35,501	16.2%	
Conservation		\$212,596	\$216,148	\$3,552	1.7%	
Planning Board		\$245,842	\$251,259	\$5,417	2.2%	
Zoning Board of Appeals		\$26,121	\$25,399	(\$722)	-2.8%	
Economic Development (Meals Tax)		\$49,000	\$46,000	(\$3,000)	-6.1%	
Inspections		\$304,262	\$325,181	\$20,919	6.9%	
Property & General Liab Insurance	X	\$743,052	\$780,204	\$37,152	5.0%	
Sub-total General Government		\$4,537,225	\$4,581,123	\$43,898	1.0%	5.6%
Police		\$4,047,377	\$4,121,795	\$74,418	1.8%	
Fire		\$5,078,124	\$5,259,914	\$181,790	3.6%	
Public Safety Communications		\$593,933	\$600,078	\$6,145	1.0%	
Shellfish		\$8,650	\$8,800	\$150	1.7%	
Sub-total Public Safety		\$9,728,084	\$9,990,587	\$262,503	2.7%	12.2%
Education		\$38,537,136	\$39,459,491	\$922,355	2.4%	
School Bus Lease	X	\$210,000	\$210,000	\$0	0.0%	
Regional School Assessments	X	\$792,870	\$852,514	\$59,644	7.5%	
Sub-total Education		\$39,540,006	\$40,522,005	\$981,999	2.5%	49.5%
Facilities		\$1,022,845	\$1,057,536	\$34,691	3.4%	
DPW Engineering		\$513,339	\$489,466	(\$23,873)	-4.7%	
DPW Administration		\$145,984	\$194,269	\$48,285	33.1%	
DPW Highway		\$1,159,229	\$1,166,406	\$7,178	0.6%	
Snow & Ice		\$497,113	\$497,114	\$1	0.0%	
Street Lights	X	\$120,000	\$120,000	\$0	0.0%	
DPW Public Grounds		\$883,647	\$924,294	\$40,647	4.6%	
Sub-total Public Works		\$4,342,157	\$4,449,085	\$106,929	2.5%	5.4%
Board of Health		\$297,310	\$303,506	\$6,196	2.1%	
Council on Aging		\$202,123	\$206,015	\$3,892	1.9%	
Veterans Services		\$208,961	\$213,312	\$4,351	2.1%	
Commission on Disabilities		\$5,000	\$5,000	\$0	0.0%	
Sub-total Health & Human Services		\$713,394	\$727,833	\$14,439	2.0%	0.9%
Library		\$1,072,426	\$1,105,248	\$32,822	3.1%	
Recreation		\$144,272	\$155,677	\$11,405	7.9%	
Beautification		\$23,650	\$25,000	\$1,350	5.7%	
Historical		\$19,100	\$20,200	\$1,100	5.8%	
Sub-total Culture & Recreation		\$1,259,448	\$1,306,125	\$46,677	3.7%	1.6%
Debt Service	X	\$7,562,027	\$7,503,321	(\$58,706)	-0.8%	
Sub-total Debt Service		\$7,562,027	\$7,503,321	(\$58,706)	-0.8%	9.2%
Plymouth County Reirement Asmt	X	\$4,972,962	\$5,326,418	\$353,456	7.1%	
Workers Compensation	X	\$210,000	\$210,000	\$0	0.0%	
Unemployment	X	\$65,000	\$65,000	\$0	0.0%	
Contributory Group Health Ins	X	\$6,116,275	\$6,483,252	\$366,977	6.0%	
Federal Taxes (Medicare)	X	\$750,613	\$780,637	\$30,024	4.0%	
Sub-total Employee Benefits		\$12,114,850	\$12,865,307	\$750,457	6.2%	15.7%
Total General Fund Budget		\$79,797,191	\$81,945,386	\$2,148,196	2.7%	100.0%

How to Use this Budget Book

The total town budget is divided into three sections. The first section of this binder contains the Town Administrator's Budget Message and gives an overview of the Town's organization and current staff levels. It also contains information on the Town's budget process and includes detailed graphs and charts outlining its financial position and contains the Town's Revenue and Expense Assumptions.

The second section contains individual departmental budgets. These requests include goals and objectives identified by the department head to be worked toward during the coming fiscal year. All professional and support staff are evaluated on their achievement of these goals. These goals are a fluid process in that the Board of Selectmen and Town Administrator establish their goals first, which in turn insures that approved departmental goals are in keeping with an overall strategic vision.

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

The third and final section of the town budget, contained in a separate binder, is the Town's Five-Year Rolling Capital Improvement Plan (CIP) which contains the FY 21 Town Administrator and Finance Director recommended projects and funding. The CIP is not only contains departmental requests for FY 21, but for FY 22-FY 25 as well. This rolling capital plan contains supplemental information about each project.

FISCAL YEAR 21 BUDGET AND CAPITAL REVIEW TIMETABLE

*charter/bylaws language provided for informational purposes only

DATE	ITEM/OBJECTIVE	CHARTER/BYLAW REFERENCE
9/18/2019	Capital Budgets Due to Finance Director	Art. 4, Sec.4-2, f Art. 6, Sec. 6-4
9/22-9/25/2019	Financial Team prepares and finalizes revenue expenses and assumptions	
9/26/2019	Financial Forecast Committee reviews draft forecast for FY21	
10/8/2019	Town Administrator Recommended Capital Plan provided to Capital Planning Committee	
11/13/2019	*Charter date Selectmen submit capital budget to Advisory Committee	Art. 6, Sec. 6-6d (five months before ATM)
9/27/2019	Budget instructions & forms to Boards & Departments	Art. 4, Sec. 4-2 Art. 6, Sec. 6-4
10/15/2019	Board of Selectmen votes budget calendar	
11/28/2019	Departmental Non-Monetary Article requests submitted to Town Admin.	
10/25/2019	Departmental Budgets Due to TA/Finance Director	
12/3/2019	Board of Selectmen Open STM & ATM Warrant	
10/28 - 11/6/19	Budgets reviewed with depts, edited and compiled by Town Administrator/Finance Director	
12/17/2019	NOON. Deadline for Articles by Petition	

DATE	ITEM/OBJECTIVE	CHARTER/BYLAW REFERENCE
12/17/2019	Board of Selectmen Reviews Non-Monetary Article Requests	Art. 3, Sec.3-2b
11/19/2019	Budget & Supporting Materials Distributed to Board of Selectmen & Advisory Committee	Art. 6, Sec. 6-5,a Bylaws, Sec. 20720,D
11/19/2019	TA & Finance Director Present FY21 Town Operating & Capital Budgets to Board of Selectmen	Art. 4, Sec. 4-2, f Art. 6, Sec. 6-2
11/21/2019	Actual date submitted to Advisory	
10/1-2/5/20	Capital Planning Review of TA Recommended Capital Requests	
1/22/2020	Financial Forecasting Committee Quarterly Calendar Year 2019 Forecast due	Art. 6, Sec.6-7, b
11/19/2019-2/27/2020	Board of Selectmen, Advisory Committee Review of Departmental Operating & Capital Budgets	Art. 6, Sec.6-5 Art. 6, 6-6,b-c
1/30/2020	Bylaw date Board of Selectmen submits warrant articles to Advisory Committee	Bylaws Sec. 20120, Bylaws Sec. 20720, C
2/27/2020	All articles voted by Advisory Committee	Art. 6, Sec. 6-6,d, Bylaws, Sec. 20120
2/4/2020	Capital Planning Committee Presents CIP Recommendations to Selectmen	
2/25/2020	Board of Selectmen Votes Operating and Capital Articles, Signs Warrant, forwards to Advisory Committee	Art. 6, Sec. 6-6, d Art. 2, Sec. 2-5, c Art. 6,Sec.6-5,a

DATE	ITEM/OBJECTIVE	CHARTER/BYLAW REFERENCE
3/27/2020	Warrants posted publically, posted on website, blasted, Facebook	General Bylaws
4/3/2020	Statutory & Bylaw Deadline for Posting of Special Town Meeting Warrant	MGL Chap. 39, Sec. 9 2014 Bylaw amendment
3/27/2020	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
3/27/2020	Statutory & Bylaw Deadline for posting Annual Town Meeting Warrant	MGL Chap. 39, Sec. 9
4/13/2020	2020 Annual and Special Town Meeting	Art. 2, Sec. 2-4 Bylaws Sec. 20100

**SELECTMEN, ADVISORY AND CAPITAL PLANNING
FY 21 BUDGET MEETING SCHEDULE**

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

Fiscal Year 2021

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

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

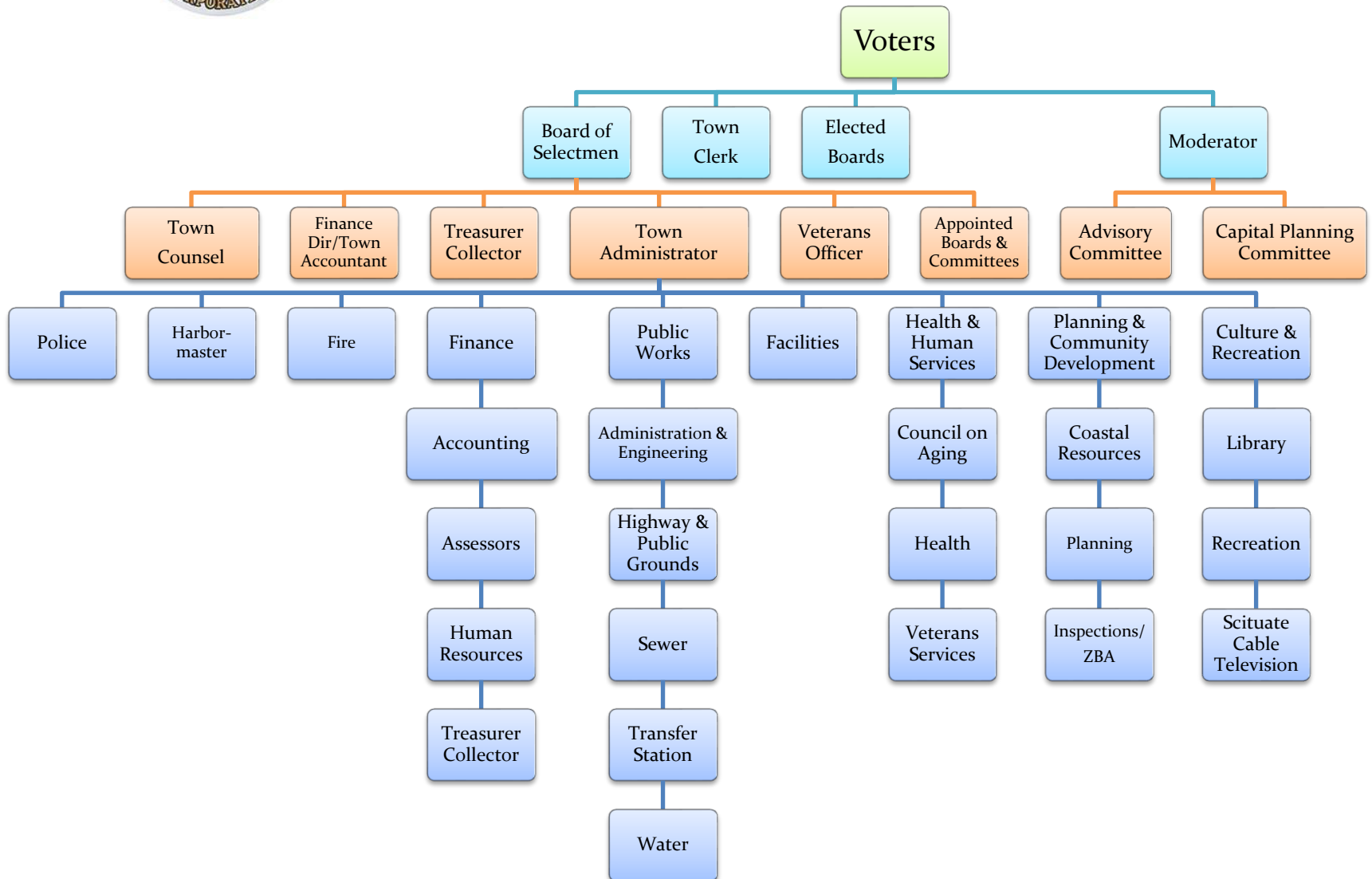
Event/Department	Dept #	Board of Selectmen Review	Capital Planning Committee Review	Advisory Committee Review
FY21 Budget Presentation		11/19/2019	10/2/2019	11/21/2019
Administration/Board of Selectmen	123	11/19/2019	TBD	11/21/2019
Advisory Committee	131	11/19/2019		11/21/2019
Reserve Fund	132	11/19/2019		11/21/2019
Gen Liab & Property Insurance	192	11/19/2019		11/21/2019
Street Lights	424	11/19/2019		11/21/2019
Workers Compensation	912	11/19/2019		11/21/2019
Unemployment	913	11/19/2019		11/21/2019
Assessors	141	12/3/2019		12/5/2019
Library	610	12/3/2019		12/5/2019
Town Clerk	161	12/3/2019		12/5/2019
Widow's Walk Enterprise	61	12/3/2019	TBD	12/5/2019
Board of Health	510	12/3/2019		12/5/2019
Council on Aging	541	12/3/2019		12/5/2019
Recreation	630	12/3/2019		12/5/2019
Commission on Disabilities	549	12/3/2019		12/5/2019
Review of Non-Monetary Articles		12/17/2019		
Finance Director/Town Accountant	135	12/17/2019		12/12/2019
Information Technology	155	12/17/2019	11/6/2019	12/12/2019
Police	210	12/17/2019	TBD	12/12/2019
Fire	220	12/17/2019	11/6/2019	12/12/2019
Public Safety Communications	230	12/17/2019		12/12/2019
Veterans	543	12/17/2019		12/12/2019
Beautification	650	12/17/2019		12/12/2019
Historical	691	12/17/2019		12/12/2019
Waterways Enterprise	66	1/7/2020	TBD	12/19/2019
Shellfish	295	1/7/2020		12/19/2019

**SELECTMEN, ADVISORY AND CAPITAL PLANNING
FY 21 BUDGET MEETING SCHEDULE**

Event/Department	Dept #	Board of Selectmen Review	Capital Planning Committee Review	Advisory Committee Review
Facilities	440	1/7/2020	TBD	12/19/2019
Scituate Cable TV	159	1/7/2020		12/19/2019
Treasurer Collector	145	1/7/2020		12/19/2019
Tax Foreclosures	158	1/7/2020		12/19/2019
Debt Service	720	1/7/2020		12/19/2019
Plymouth County Retirement	911	1/7/2020		12/19/2019
Contributory Insurance	914	1/7/2020		12/19/2019
Federal Taxes	916	1/7/2020		12/19/2019
Department of Public Works				
Engineering	411	1/21/2020	TBD	1/9/2020
Administration	421	1/21/2020		1/9/2020
Highway	422	1/21/2020	TBD	1/9/2020
Snow & Ice	423	1/21/2020		1/9/2020
Public Grounds	429	1/21/2020	TBD	1/9/2020
Transfer Station Enterprise	433	1/21/2020	TBD	1/9/2020
Sewer Enterprise	440	1/21/2020	TBD	1/9/2020
Water Enterprise	450	1/21/2020	TBD	1/9/2020
Review Petition Articles		1/21/2020		1/16/2020
Community Planning & Development				
Conservation/Coastal Resources	171	2/4/2020		1/16/2020
Planning	175	2/4/2020		1/16/2020
Zoning Board of Appeals	176	2/4/2020		1/16/2020
Economic Development Comm	182	2/4/2020		1/16/2020
Inspections	241	2/4/2020		1/16/2020
Capital Plan Review		2/4/2020		2/6/2020
School	300	2/4/2020	TBD	2/6/2020
South Shore Regional VTHS	310	2/4/2020		2/6/2020
Community Preservation Review		2/25/2020		2/13/2020
Vote all projects/articles		2/25/2020	TBD	2/27/2020
Advisory Booklet Available				3/27/2020
Annual & Special Town Meeting				4/13/2020



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	W. Michael Stewart, 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	Robert Sanderson, Director of Golf Course

FORECASTING COMMITTEE: Jim Boudreau, Tony Vegnani, Nancy Holt, Pam Avitabile, Chris Carchia, Michael Hayes, Gerard Kelly, Joe Divito, Paul Donlan, Ronald Griffin

APPROVED 9/30/19

FORECASTING MODEL

	Budget FY 2020	Actual YTD FY 2020	Proposed FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024
SOURCES						
Prior Year Override	\$ 57,874,204	\$ 57,874,204	\$ 59,971,059	\$ 62,120,335	\$ 64,273,344	\$ 66,480,177
2.5% Increase	\$ 1,446,855	\$ 1,446,855	\$ 1,499,276	\$ 1,553,008	\$ 1,606,834	\$ 1,662,004
New Growth	\$ 650,000	\$ 650,000	\$ 650,000	\$ 600,000	\$ 600,000	\$ 550,000
TOTAL LEVY	\$ 59,971,059	\$ 59,971,059	\$ 62,120,335	\$ 64,273,344	\$ 66,480,177	\$ 68,692,182
Cherry Sheet/State Aid	\$ 7,893,932	\$ 8,219,992	\$ 8,219,992 [1]	\$ 8,219,992	\$ 8,219,992	\$ 8,219,992
Title V Assessment	\$ -	\$ 6,858	\$ -	\$ -	\$ -	\$ -
Local Receipts	\$ 5,575,000	\$ 5,603,127	\$ 5,603,127	\$ 5,603,127	\$ 5,603,127	\$ 5,603,127
Enterprise Indirect costs	\$ 940,225	\$ 940,225	\$ 994,159 [12]	\$ 1,014,042	\$ 1,034,323	\$ 1,055,009
Overlay Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Meals Tax	\$ 230,000	\$ 230,000	\$ 230,000 [2]	\$ 230,000	\$ 230,000	\$ 230,000
TOTAL ALL REVENUE	\$ 74,610,216	\$ 74,971,261	\$ 77,167,613	\$ 79,340,505	\$ 81,567,619	\$ 83,800,310
USES						
Offsets	\$ 20,994	\$ 21,615	\$ 21,615	\$ 21,615	\$ 21,615	\$ 21,615
State & County Charges	\$ 815,997	\$ 777,660	\$ 777,660	\$ 777,660	\$ 777,660	\$ 777,660
Overlay	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Economic Development	\$ 46,000	\$ 46,000	\$ 46,000 [2]	\$ 46,000	\$ 46,000	\$ 46,000
TOTAL USES	\$ 1,132,991	\$ 1,095,275	\$ 1,095,275	\$ 1,095,275	\$ 1,095,275	\$ 1,095,275
NET REVENUE	\$ 73,477,225	\$ 73,875,986	\$ 76,072,338	\$ 78,245,230	\$ 80,472,344	\$ 82,705,035
SHARED COSTS						
Reserve Fund	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Tax Title	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000
Insurance/Town Bldgs.	\$ 743,052	\$ 743,052	\$ 780,204 [9]	\$ 819,215	\$ 860,175	\$ 903,184
So. Shore Vo. Tech./Norfolk Agric.	\$ 792,870	\$ 792,870	\$ 852,514 [3]	\$ 895,140	\$ 939,897	\$ 986,892
Debt & Interest	\$ 1,660,036	\$ 1,660,036	\$ 1,660,036	\$ 1,660,036	\$ 1,660,036	\$ 1,660,036
- Capital Stabilization/Capital Plan	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
- Capital Stabilztn/Plan (Meals Tax)	\$ 84,000	\$ 84,000	\$ 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	\$ 4,875,453	\$ 4,875,453	\$ 5,221,978 [5]	\$ 5,567,173	\$ 6,012,547	\$ 6,493,551
School Bus Lease	\$ 210,000	\$ 210,000	\$ 210,000 [13]	\$ 210,000	\$ 210,000	\$ 210,000
Street Lights	\$ 120,000	\$ 120,000	\$ 120,000 [13]	\$ 120,000	\$ 120,000	\$ 120,000
Workers' Comp.	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000
Unemployment Insurance	\$ 65,000	\$ 65,000	\$ 65,000 [11]	\$ 65,000	\$ 65,000	\$ 65,000
Contributory Group Insurance	\$ 6,116,275	\$ 6,116,275	\$ 6,483,252 [10]	\$ 6,937,079	\$ 7,422,675	\$ 7,942,262
Federal Taxes	\$ 750,613	\$ 750,613	\$ 780,637 [6]	\$ 811,863	\$ 844,337	\$ 878,111
OPEB	\$ 97,509	\$ 97,509	\$ 104,440 [7]	\$ 111,343	\$ 120,251	\$ 129,871
TOTAL SHARED COSTS	\$ 16,038,808	\$ 16,038,808	\$ 16,886,061	\$ 17,804,849	\$ 18,862,918	\$ 19,996,906
NET AVAILABLE	\$ 57,438,417	\$ 57,837,178	\$ 59,186,277	\$ 60,440,381	\$ 61,609,426	\$ 62,708,129
SPLIT						
School Share 66.67% [4]	\$ 38,294,193	\$ -	\$ 39,459,491	\$ 40,295,602	\$ 41,075,005	\$ 41,807,510
Town Share 33.33%	\$ 19,144,224	\$ -	\$ 19,726,786	\$ 20,144,779	\$ 20,534,422	\$ 20,900,619
	\$ 57,438,417	\$ -	\$ 59,186,277	\$ 60,440,381	\$ 61,609,427	\$ 62,708,129
Percentage Change			3.04%	2.12%	1.93%	1.78%
TAX RATE						
Total Levy from above	\$ 59,971,059	\$ 59,971,059	\$ 62,120,335	\$ 64,273,344	\$ 66,480,177	\$ 68,692,182
School Debt Exclusion	\$ 713,532	\$ 713,532	\$ 681,947	\$ 655,487	\$ 630,060	\$ 606,564
Wastewater Debt Exclusion	\$ 120,476	\$ 120,476	\$ 97,981	\$ -	\$ -	\$ -
Library Debt Exclusion	\$ 395,953	\$ 395,953	\$ 384,425	\$ 373,925	\$ 363,425	\$ 352,925
Public Safety Complex Debt Excl	\$ 1,096,933	\$ 1,096,933	\$ 1,062,938 [8]	\$ 1,126,188	\$ 1,094,688	\$ 1,063,188
Senior Center/Gym Debt Exclusion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Middle School Debt Exclusion	\$ 3,421,600	\$ 3,421,600	\$ 3,328,600 [8]	\$ 3,335,600	\$ 3,242,600	\$ 3,149,600
TOTAL TAX LEVY	\$ 65,719,552	\$ 65,719,552	\$ 67,676,227	\$ 69,764,544	\$ 71,810,950	\$ 73,864,459
TAX RATE	\$ 14.04	\$ 14.04	\$ 14.21	\$ 14.37	\$ 14.50	\$ 14.62
Total Valuation	\$ 4,650,703,740	\$ 4,650,703,740	\$ 4,743,717,815	\$ 4,838,592,171	\$ 4,935,364,015	\$ 5,034,071,295

See Assumptions on reverse side

ASSUMPTIONS:

- [1] - Assumes level funding to FY20 State budget amounts.
- [2] - FY19-20 Meals Tax reduced from prior year due to loss of major restaurant; 20% of original \$230,000 estimate applied to economic development initiatives and \$100,000 applied to the debt service for the middle school and public safety complex and the balance of \$84,000 allocated to the Capital Stabilization fund for future debt.
- [3] - South Shore Voc. Tech - 5% increase over FY20 assessment assumed until better information available from district
- [4] - Shared cost of school bus lease of \$210,000 added to this amount in budget article so it is under the control of the School Department.
- [5] - FY21-22 preliminary received from PCRS with 8% for FY23-24 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]- 5% increase over FY20 budget through for FY24
- [10]- FY19 was average of group rate at 4.6%, FY20 was 3.1%; FY21 and further budgeted conservatively at 6% until further information received in February 2020
- [11]- Barring lay-offs, reduced to normal operating level for FY21-24.
- [12]- Actual for FY21 and 2% estimated increase for FY22-24.
- [13] Added to shared costs in FY20 forward.

TOWN OF SCITUATE
FY 2021 BUDGET ASSUMPTIONS
As of September 27, 2019 at 08:03 AM

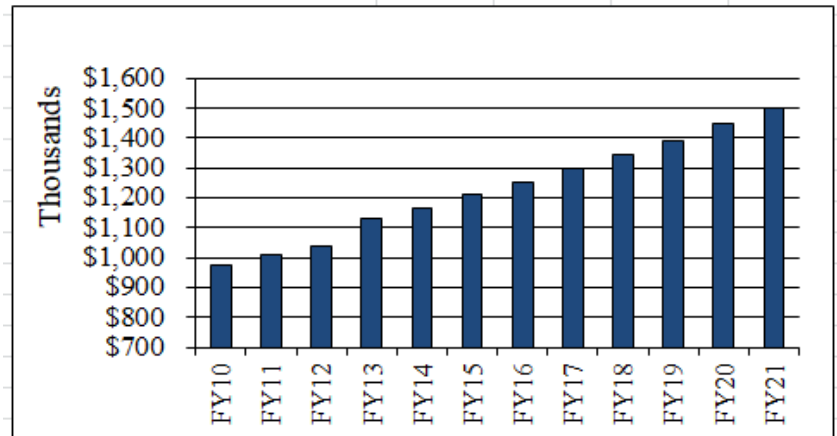
REVENUE ASSUMPTIONS

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 21 by an estimated **\$1,499,276**.

FY 21	\$1,499,276
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*
FY 11	\$1,007,833
FY 10	\$ 974,994

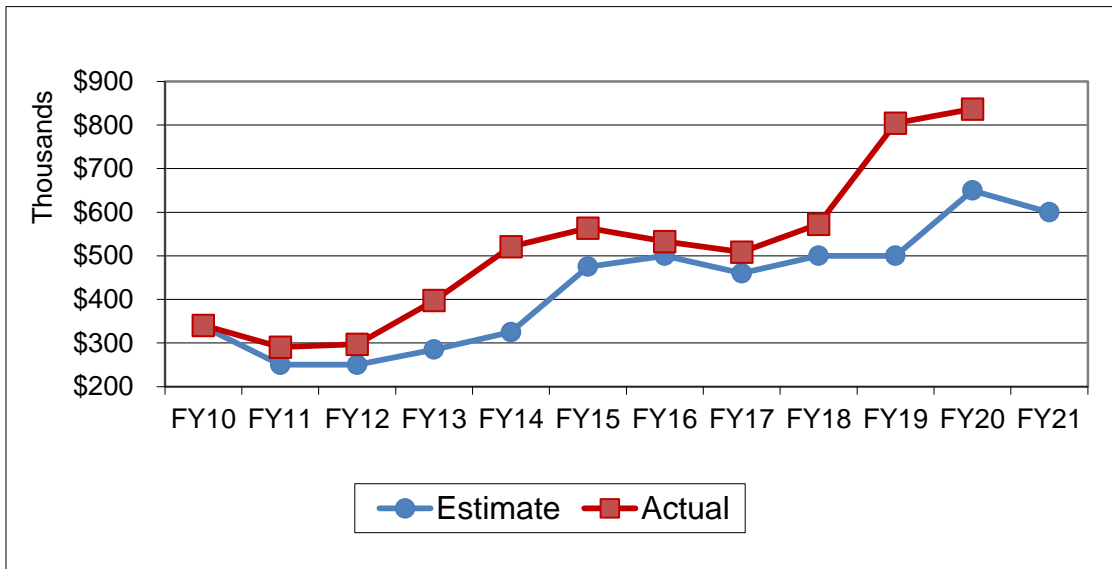
*General Fund Operating Override



2. New Growth

FY 21 new growth is estimated by the Assessors to be \$600,000.

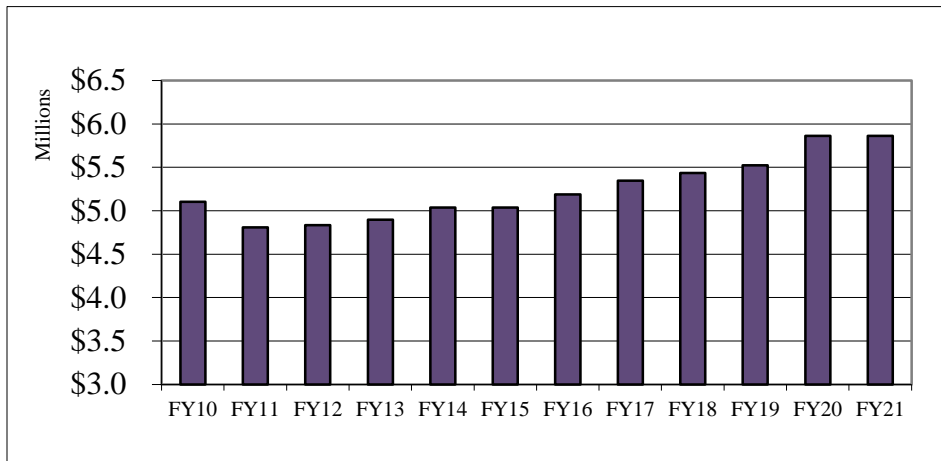
New Growth	Estimate	Actual
FY 21	\$ 600,000	
FY 20	\$ 650,000	
FY 19	\$ 500,000	\$ 836,775
FY 18	\$ 500,000	\$ 572,266
FY 17	\$ 460,000	\$ 508,572
FY 16	\$ 500,000	\$ 532,715
FY 15	\$ 475,000	\$ 563,697
FY 14	\$ 325,000	\$ 521,126
FY 13	\$ 285,000	\$ 397,351
FY 12	\$ 260,000	\$ 296,981
FY 11	\$ 250,000	\$ 300,000
FY 10	\$ 337,500	\$ 340,459



Trend: The Town has seen a steady new growth in the past several years. There are several large development projects in the permitting pipeline but the actual construction start dates are not yet known and therefore not able to be captured as potential new growth for FY 2021. The increase in the utility personal property valuations has assisted in supporting new growth trend over the last several years.

3. Chapter 70 Aid

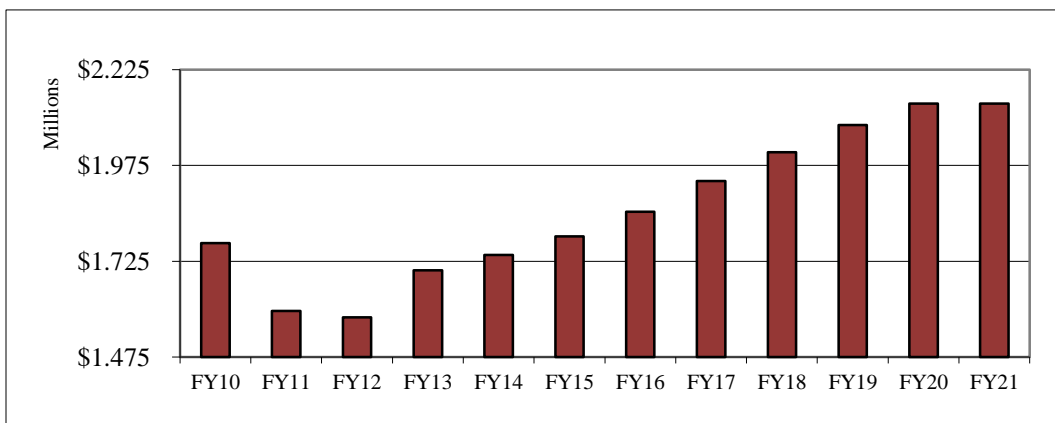
	<u>Actual</u>	<u>December Estimate</u>	<u>Variance</u>
FY 21	\$ 5,863,240		
FY 20	\$ 5,863,240	\$5,521,321	\$341,919
FY 19	\$ 5,521,321	\$5,434,351	\$ 86,970
FY 18	\$ 5,434,351	\$5,346,391	\$140,960
FY 17	\$ 5,346,391	\$5,185,901	\$160,490
FY 16	\$ 5,185,901	\$5,110,701	\$ 75,200
FY 15	\$ 5,110,701	\$5,034,826	\$ 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		
FY 11	\$ 4,806,334		
FY 10	\$ 5,104,541		



Trend: Chapter 70 Aid is estimated to be level-funded at this time. However, the actual amount is not known for certain until March 2020 or later. This is one of several sources of revenue that is reviewed for budget purposes in January and may be need to be revised. The FY 21 amount was estimated to be level funded at \$5,521,321 but the actual amount was significantly higher at \$5,863,240 but was not known until after FY20 had begun.

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

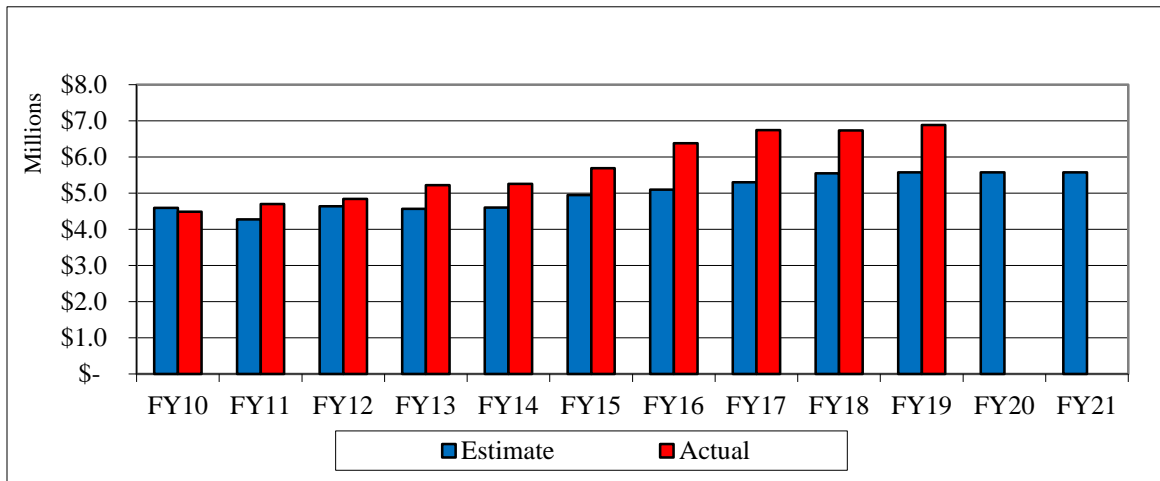
	<u>Actual Unrestricted Aid</u>
FY 21	\$2,136,185
FY 20	\$2,136,185
FY 19	\$2,080,024
FY 18	\$2,009,685
FY 17	\$1,934,249
FY 16	\$1,854,505
FY 15	\$1,790,063
FY 14	\$1,741,761
FY 13	\$1,701,540
FY 12	\$1,578,512
FY 11	\$1,701,540
FY 10	\$1,772,437



Trend: FY 21 local aid revenues are expected to remain level at this time. The Governor’s budget is filed the end of January, but estimated numbers from House Ways and Means are more reliable and these figures are used for projections. While local aid did increase, the offsets to the Cherry Sheet continue to noticeably increase as well resulting in net changes. Two areas of concern continue to be assessments for Charter School and School Choice which have increased substantially in the last several years.

5. General Fund Receipts

	Estimated	Actual	Variance (+ or -)
FY 21	\$5,575,000		
FY 20	\$5,575,000		
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
FY 11	\$4,276,778	\$4,702,426	\$ 425,648
FY 10	\$4,589,063	\$4,486,115	\$(102,948)

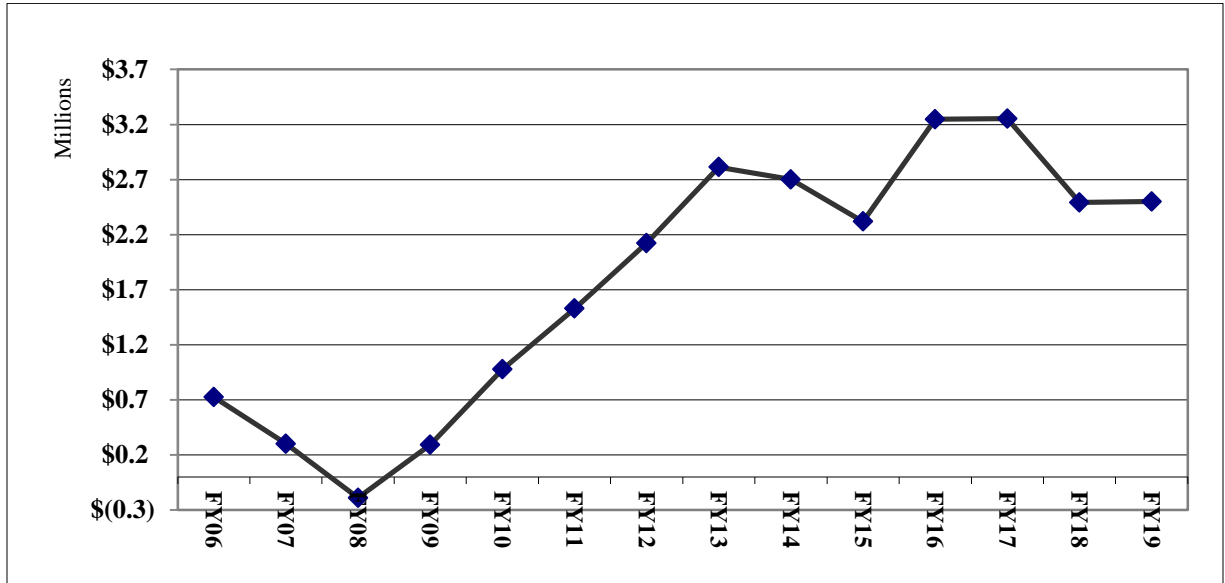


Trend: FY 19 General Fund Receipts decreased by \$52,168 from the prior year including one time revenues of \$72,852 in FEMA reimbursements from prior year storms which was \$159,211 less than received in FY18. Motor vehicle excise increased by \$27,227, ambulance receipts increased by \$102,412, penalties and interest decreased by \$58,963 and licenses and permits increased by \$75,946. As of 08/31/2019, FY 20 receipts were \$27,252 higher than FY 19 for the same time period.

6. Certified Free Cash (As of July 1st following FY close)

FY 19	\$ 2,501,361 (as of July 1, 2019)
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
FY 11	\$ 1,528,822
FY 10	\$ 976,826
FY 09	\$ 293,677
FY 08	\$ (189,322)
FY 07	\$ 302,274



Trend: Since FY 10, the Town has not used Free Cash to subsidize recurring operating budget costs. Our bond rating increase in FY 13 was as a direct result of this financial policy and we will continue to adhere to it. Free Cash will continue to be used for pay-as-you go capital, to replenish the Stabilization Fund when those funds are used for emergency responses and allocate to Capital Stabilization Fund for debt service and/or large capital acquisitions. Free Cash was approximately the same as the prior year. In FY16 and FY17, the Town had more investment income from the \$88M bond issued in June 2015 for the building projects, federal reimbursements from FEMA for storm damage which are not available for FY18 forward and Financial Forecast increased its local receipt estimates which reduce the amount that closes to free cash.

7. Tax Title Collection

	<u>Tax Title Collections</u>	
	<u>Actual (Tax & Special Assessments)</u>	<u>Interest/Fees</u>
FY20	\$ 37,427	\$ 14,012 as of 09/20/19
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
FY11	371,222	80,692
FY10	487,299	81,414

Deferral Collections

	<u>Actual (Tax & Special Assessments)</u>	<u>Interest/Fees</u>
FY20	\$ 0	\$ 0 as of 9/20/19
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
FY11	99,669	69,734
FY10	69,765	30,482

Trend: The Town remains aggressive in its stance with collecting tax titles and pursuing foreclosures. The Treasurer/Collector continues to be dogged in personally contacting delinquent property owners and placing them on payment plans. This results in legal cost savings for tax title. The Town has foreclosed on 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 21	\$120,000		
FY 20	\$120,000		
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
FY 10	\$160,972	\$ 97,600	(\$ 63,372)

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

9. Wind Turbine Revenue

The wind turbine was commissioned March 29, 2012. A revolving fund established for the revenue subsidizes electrical costs for all public facilities. Additionally, \$100,000 of wind turbine revenue per year has been identified as a revenue source to offset the debt service for the middle school and public safety building projects. Please note if the turbine ceases operating under the current program for any reason, the revenue, and potential liability exposure for the Town increases.

	Projected Revenue	Net Amount Received
FY 21	\$120,000	
FY 20	\$120,000	\$ 57,292 as of 09/20/19 - \$100K not yet deducted
FY 19	\$120,000	\$ 20,453
FY 18	\$120,000	\$ 89,326
FY 17	\$120,000	\$132,104
FY 16	\$120,000	\$166,232
FY 15	\$120,000	\$272,410
FY 14	\$120,000	\$147,980
FY 13		\$95,437

10. Solar Array Revenue

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

	Projected Revenue	Net Amount Received
FY 21	\$150,000	
FY 20	\$150,000	\$(114,162) as of 09/20/19 - \$100K not yet deducted
FY 19	\$150,000	\$320,845
FY 18	\$150,000	\$ 47,154
FY 17	\$150,000	\$ (70,730)
FY 16	\$110,000	\$ 97,316
FY 15	\$93,000	\$300,103
FY 14*	\$70,000	\$(25,637)

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

11. Meals Tax

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

	Revenue Projected	Amount Received
FY 21	\$230,000	
FY 20	\$230,000	\$ 0 as of 09/20/19
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: For FY19, \$100,000 of meals tax revenue was identified as a revenue offset for debt exclusion impact of the new middle school and public safety complex. The FY20 budget allocated 20% of meals tax revenue to fund initiatives recommended by the Economic Development Committee. The revenue projection was lowered in FY19 due to the loss of a major restaurant. This amount will be revisited by the Financial Forecast Committee annually.

EXPENSE ASSUMPTIONS

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

Of the 11 bargaining units in Town (five Town, six school) contract costs are as follows:

A 1% wage increase in the TOSCA contract is	\$ 14,086	expires 6/30/20
A 1% wage increase in the Laborer's contract is	\$ 21,866	expires 6/30/20
A 1% wage increase in the AMP contract is	\$ 15,794	expires 6/30/20
A 1% wage increase in the MASS COP contract	\$ 24,907	expires 6/30/20
A 1% wage increase in the IAFF contract is	\$ 44,182	expires 6/30/20
A 1% wage increase for non-union staff	\$ 19,488	37 individuals

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

3. Net School Spending

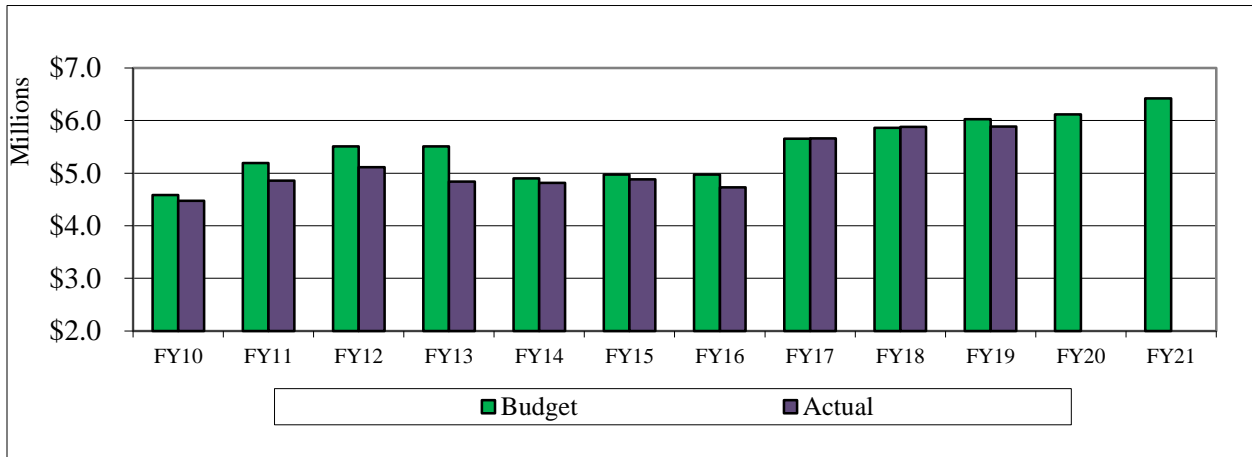
	Net School Spending	Minimum Threshold	Variance (+/-)
FY 20		30,724,773	
FY 19		29,604,785	
FY 18	41,751,629	29,048,954	12,702,675
FY 17	40,298,299	28,519,126	11,779,173
FY 16	39,195,316	29,243,888	9,951,428
FY 15	37,390,269	28,997,139	8,393,130
FY 14	35,729,040	29,063,695	6,665,345
FY 13	34,590,857	28,420,385	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 19 exceeded the minimum amount required under the education reform formula by \$13,330,892.

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.

	Budget	Actual	Variance
FY21	\$6,483,252	reflects a 6% increase for discussion purposes	
FY20	6,116,275	1,511,576	as of 09/20/19 (one quarter paid)
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
FY10	4,586,242	4,474,572	111,670



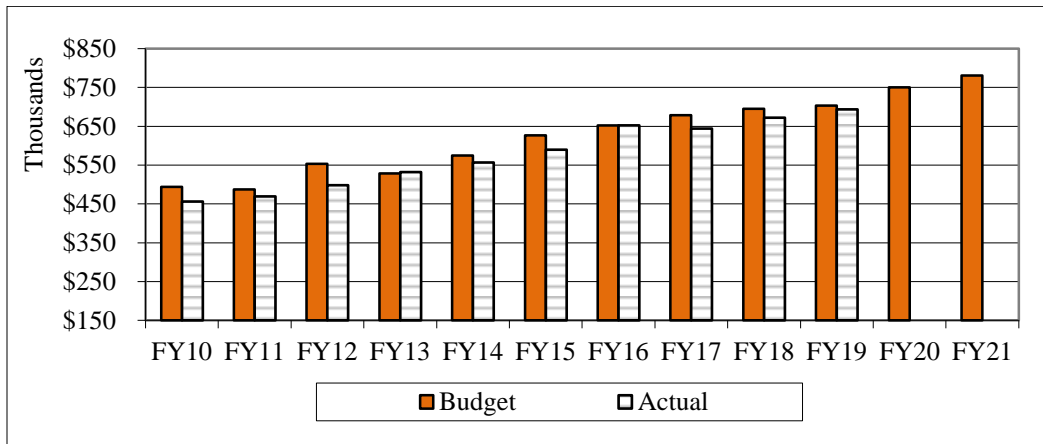
Trend: The Town received an increase for active plans for FY20 of 3.1%. The Medicare supplemental plan, Medex, which accounts for 46% of the Town’s health insurance subscribers, now renews as of January 1st and therefore only 6 months of a potential increase needs to be calculated for that population. The Medex rate increased by 2% effective for January 1, 2019 through December 31, 2019.

5. Medicare/FICA

	Budget	Actual	Variance
FY21	\$ 780,637		

FY20	750,613	112,175	as of 09/20/19
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 FY21 increase is estimated at 4% to account for cost of living and step increases.



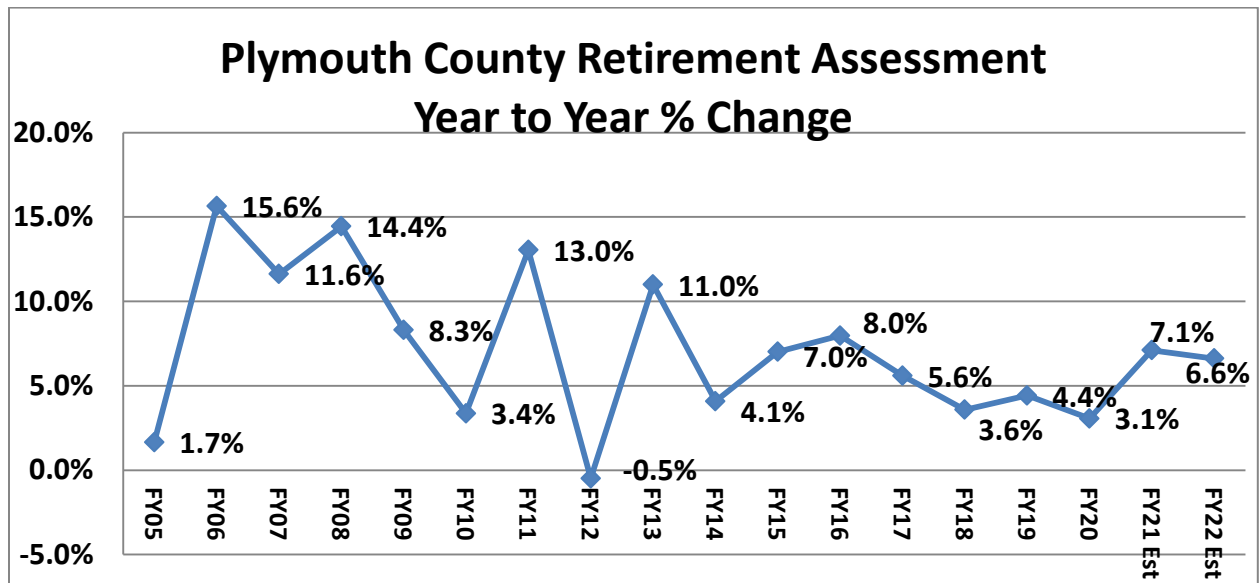
6. Retirement Assessment (Contributory and Non-Contributory)

The FY 20 Retirement Assessment will increase to \$4,875,453. 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.

Contributory

	Budget	Actual	Increase (Decrease) over Prior Year	
			Amount	%
FY22	\$5,567,173		345,195	6.6%
FY21	5,221,978		346,525	7.1%
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%
FY10	2,758,350	2,758,350	89,738	3.4%



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, 2018 was \$85,651,661.

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

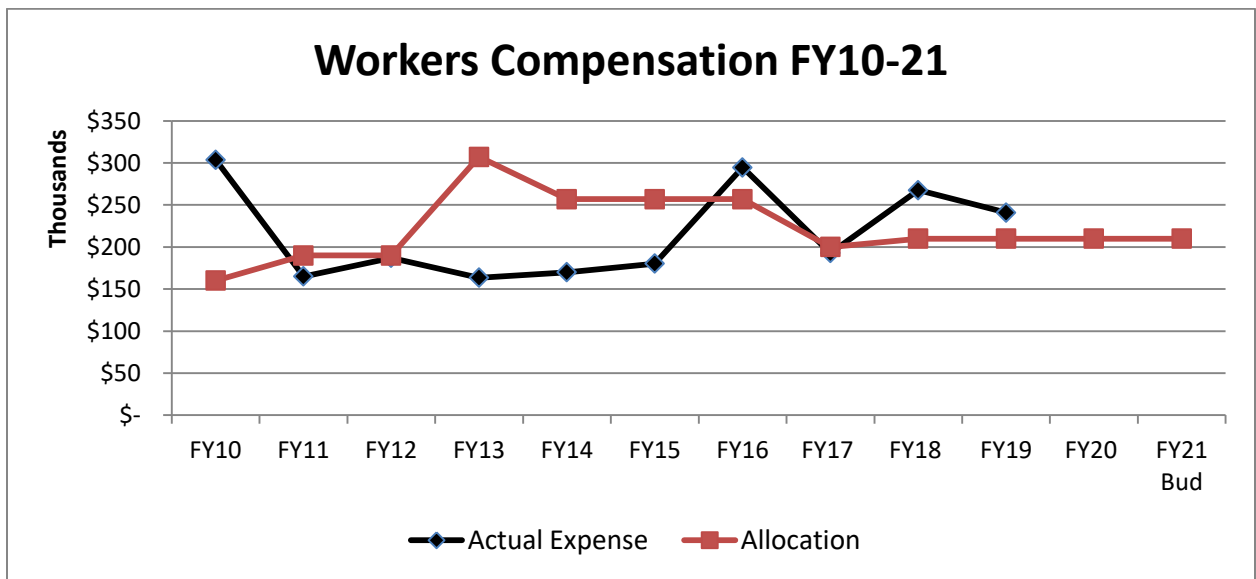
Year	Allocation	Balance 6/30
FY 21	\$105,310	
FY 20	\$ 97,509	\$1,146,995 as of 09/20/19
FY 19	\$ 94,611	\$1,044,773
FY 18	\$ 90,606	\$924,837
FY 17	\$ 87,473	\$820,135
FY 16	\$282,835	\$675,923
FY 15	\$ 76,723	\$386,515
FY 14	\$ 84,640	\$296,559
FY 13	\$143,884	\$209,227
FY 12	\$ 64,983*	\$ 65,023

*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. It is reviewed for the auditor’s management letter as a federal mandate, and a critical review component for bond rating agencies.

8. Workers’ Compensation

	Budgetary Allocation On June 30 (FY total)	Actual Expense	Variance	Fund Balance as of June 30th
FY 21	\$ 210,000			
FY 20	\$ 210,000	\$ 32,173		
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
FY 11	\$ 285,000	\$ 164,938	\$120,062	\$148,009
FY 10	\$ 160,000	\$ 303,738	(143,738)	



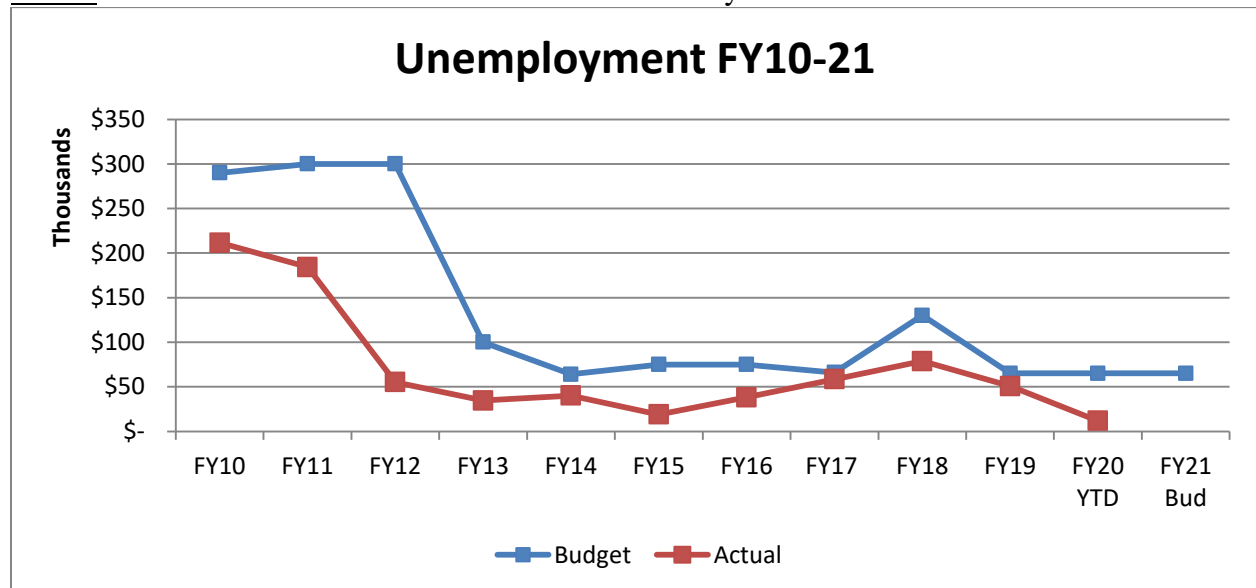
Trend: Before FY 11 this account was severely under-funded. However, the cost obligations for this fund will continue to be high based on settled claims prior to FY 10. Stop/Loss coverage will guard against substantial medical claims. The fund goal is to have the Fund Balance sufficient enough such that the interest generated can pay the premium and other administrative costs for the fiscal year while still being able to handle a permanent disability claim. The Fund goal is \$750,000. The fund was well on its way to achieve its goal and the FY17 appropriation was reduced to \$200,000. FY16 saw an increase in claims expense which necessitated increasing the allocation to \$210,000 and maintaining that level for the foreseeable future. This Fund must

cover all medical and other costs of employees injured on the job. 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.

9. Unemployment

	Appropriated	Actual	Variance
FY 21	\$ 65,000		
FY 20	\$ 65,000	\$ 11,801	as of 09/20/19 (2 months paid)
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
FY 11	\$300,000	\$184,232	\$115,768
FY 10	\$290,000	\$211,607	\$ 78,393

Trend: This line item has stabilized due to the lack of layoffs.



10. Special Education

	<u>Outside Placements</u>	<u>Circuit Breaker Reimbursements</u>
FY 21	\$ 3,500,805	\$1,200,000
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
FY 11	\$ 2,014,783	\$ 366,754
FY 10*	\$ 2,111,352	\$ 406,452

* Reflects reduction from 72% to 38%

Trend: The FY20 estimated projection was based on FY 19 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.

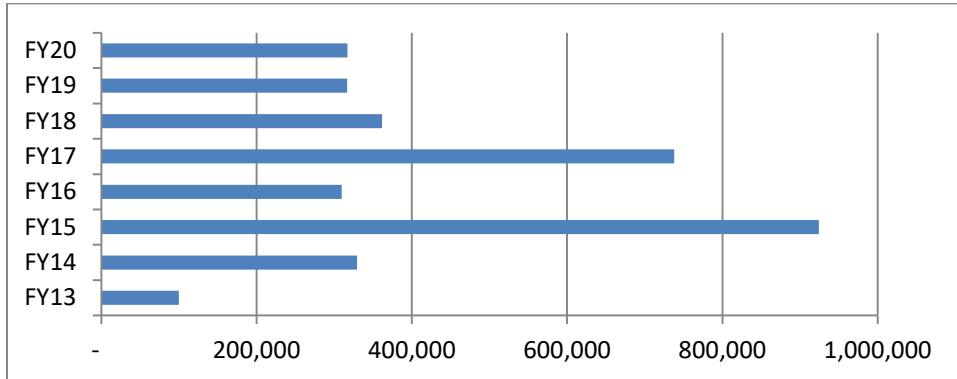
	Appropriated	Interest	Expended	Balance 6/30
FY 20	\$	\$ 13,518		\$4,304,417 as of 09/20/19
FY 19	\$1,371,271	\$ 66,482	0	\$4,290,899
FY 18	\$ 219,000	\$ 38,983	\$1,000,000	\$2,853,146
FY 17	\$ 620,457	\$ 23,886	\$ 0	\$3,595,163
FY 16	\$1,358,313	\$ 18,123	\$ 800,000	\$2,950,820
FY 15	\$ 333,081	\$ 12,247	\$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
FY 11	\$ 10,218	\$ 10,527	\$ 138,315	\$2,084,462
FY 10	\$ 9,415	\$ 15,814	\$ 0	

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 2018 annual town meeting voted to transfer any excess levy into the fund which amounted to \$371,271. A similar vote was passed for FY 2020. In the past ten years, an additional \$2.6M has been added to the Stabilization Fund by this method.

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.

	Appropriated	Interest	Expended	Balance 6/30
FY 20	\$	\$ 486		\$ 222,072 as of 09/20/19
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:

	Amount	Purpose
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 21	\$75,000		
FY 20	\$75,000	\$ 0 to date 09/20/19	
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
FY 11	\$81,871	\$ 31,000	\$50,871
FY 10	\$90,000	\$ 81,004	\$ 8,996

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.

14. Allowance for Abatements/Exemptions (Overlay)

The allowance for abatements and exemptions for FY 2021 will be approximately **\$250,000**.

	<u>Estimated</u>	<u>Raised</u>	<u>Actual</u>
FY 21	\$250,000		
FY 20	\$250,000		
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
FY 11	\$250,000	\$250,000	\$114,741
FY 10	\$250,000	\$250,000	\$139,784

Trend: Our financial policies provide for a five-year rolling average review of the overlay reserve. The five year rolling average for FY17 is \$164,821. Exemption asset and income limit thresholds were increased which lead to a modest increase in exemptions which will be supported fully by the Town.

* Revaluation year

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

The FY 20 General Fund Debt includes debt service for the three debt exclusion building projects of the middle school, public safety complex and the library renovation.

General Fund Debt

	Budget	Actual	Debt Exclusion
FY20	7,672,717		
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 January 2019 prior to the sale of \$8M bond anticipation note and \$7.6M bond. Because of multi-million dollar building projects, General Fund debt requests have been closely monitored and reduced to the extent possible. A debt service payment of \$110,690 crossed years causing the FY19 expended to appear lower and the FY20 budget to appear higher.

16. Capital Improvement Plan (CIP)

The Town's five-year rolling capital improvement plan requires a continuous commitment and investment of town funds for scheduled maintenance and replacement of equipment, facility maintenance and larger municipal projects. The Town's financial policies state that officials endeavor to allocate 2% of the Town's net operating fund revenue to the CIP from taxation. The hallmark of well-managed communities is the use of tax revenue to fund their capital budgets. In FY14, we did this for the first time using \$100,000. That is less than 1/10 of a percent of our revenues. Some communities allocate as much as 8-10% annually. As we have seen, delaying capital results in higher costs over time. The Capital Stabilization Fund provides a mechanism to address the Town's overwhelming capital needs. The \$100,000 raised by taxation is again recommended to support the capital plan. The Public Facilities Master Plan will continue to play a key role in how funds are allocated for capital for the foreseeable future. Foregoing use of this financial tool is neither recommended nor prudent.

17. General Liability/Property Insurance

	Budget	Actual	Variance
FY21	780,204		
FY20	743,052	629,641	As of 09/20/19
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	(9939)
FY11	404,200	404,844	(644)
FY10	460,000	460,000	0

Trend: Our current provider does not provide rate renewal information until March thus making estimates difficult so the FY 21 amount of \$780,204 is projected as a 5% increase over the FY20 base to account for inflation. The Town is eligible for premium discounts and credits for safety and other training initiatives it undertakes, and that resulted in a \$3,050 reduction of premium in FY 20. The Town has maintained flood insurance to the Scituate Harbor Community Building and cyber insurance. The FY19 budget amount had to be increased by \$17,000 with a reserve fund transfer.

PROGRAM ASSUMPTIONS:

Programs, services and staffing should be able to be maintained at current levels for FY 20. However, increases in fixed costs including; pension assessment, health insurance, general liability and property insurance, OPEB and debt service will constrain discretionary budget allocations.

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

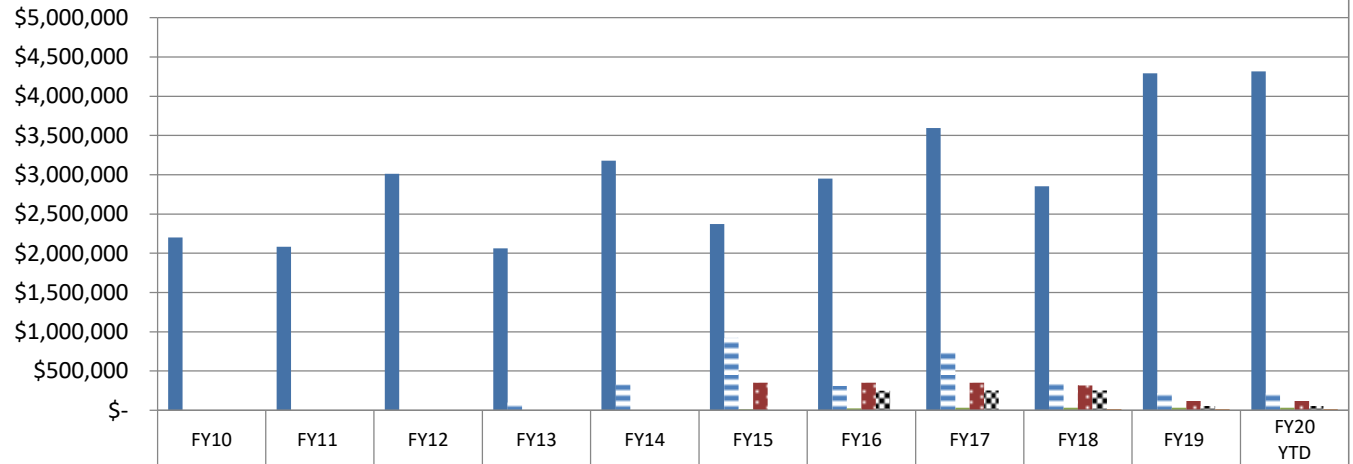
Long-range budget and strategic planning substantiated by established goals and objectives will continue to guide us and has served us well the past few years.

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

Data provided by:

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

Scituate Stabilization Funds



	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20 YTD
Stabilization Fund Balance	\$2,202,03	\$2,084,46	\$3,012,79	\$2,061,48	\$3,179,05	\$2,374,38	\$2,950,82	\$3,595,16	\$2,853,14	\$4,290,89	\$4,317,11
Capital Stabilization Fund Balance				\$100,004	\$329,402	\$924,071	\$309,624	\$738,094	\$361,613	\$221,586	\$222,521
Economic Development Stabilization Fund Balance						\$13,540	\$23,619	\$33,722	\$33,888	\$34,108	\$34,183
Sewer Enterprise Capital Stabilization Fund Balance						\$350,446	\$351,570	\$352,746	\$316,202	\$117,962	\$118,221
Water Enterprise Capital Stabilization Fund Balance							\$250,575	\$251,591	\$252,969	\$54,318	\$54,437
Golf Enterprise Capital Stabilization Fund Balance									\$15,006	\$15,104	\$15,137

SCITUATE TAX RATES

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

Average Single Family Taxes

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Rank	10 Year Change	Rank
Abington													
Average Single Family Value	312,264	298,094	299,481	287,357	281,104	295,431	302,281	322,489	343,041	363,439			
Single Family Tax Bill*	4,328	4,513	4,600	4,756	4,832	5,022	5,420	5,918	6,113	6,320	7	\$1,992	8
Rank**	119	112	120	118	122	124	114	102	102			46.0%	
Cohasset													
Average Single Family Value	858,006	853,994	851,358	858,072	860,205	874,408	891,548	911,300	959,731	978,800			
Single Family Tax Bill*	9,627	9,898	10,199	10,468	10,787	11,114	11,483	11,902	12,275	12,627	1	\$3,000	3
Rank**	10	11	11	12	11	12	13	14	13			31.2%	
Duxbury													
Average Single Family Value	611,353	584,588	556,941	560,042	568,428	609,240	626,629	639,897	680,240	727,031			
Single Family Tax Bill*	7,220	7,366	7,680	7,947	9,180	9,504	9,744	9,925	10,312	10,673	2	\$3,453	1
Rank**	34	34	36	35	22	22	22	24	24			47.8%	
Hanover													
Average Single Family Value	428,538	416,145	417,033	422,921	413,681	435,797	449,649	473,071	491,543	509,802			
Single Family Tax Bill*	5,747	5,901	6,255	6,576	6,706	7,038	7,581	7,815	8,002	8,366	5	\$2,619	5
Rank**	55	57	53	50	53	50	48	48	49			45.6%	
Hingham													
Average Single Family Value	659,994	651,950	643,360	647,156	655,135	692,686	720,643	749,953	806,181	826,745			
Single Family Tax Bill*	7,108	7,224	7,650	7,973	8,228	8,679	9,001	9,187	9,489	9,764	4	\$2,656	4
Rank**	36	37	37	31	33	31	30	34	32			37.4%	
Hull													
Average Single Family Value	390,280	371,230	360,305	360,392	361,398	369,506	397,307	399,412	417,731	445,524			
Single Family Tax Bill*	4,477	4,585	4,706	4,854	5,013	5,151	5,356	5,480	5,606	5,814	9	\$1,337	11
Rank**	108	107	114	113	114	117	118	122	124			29.9%	
Marshfield													
Average Single Family Value	392,400	383,681	380,939	377,424	376,403	386,705	390,060	408,751	433,731	445,983			
Single Family Tax Bill*	4,218	4,332	4,480	4,608	5,002	5,139	5,414	5,608	5,799	5,967	8	\$1,749	9
Rank**	126	128	131	127	116	118	116	113	115			41.5%	
Norwell													
Average Single Family Value	569,881	533,617	541,723	534,317	538,677	556,544	575,440	598,076	623,791	640,212			
Single Family Tax Bill*	7,266	7,401	7,714	8,603	8,818	9,183	9,495	9,838	10,193	10,499	33	\$3,233	2
Rank**	32	33	34	23	25	26	26	26	25			44.5%	
Pembroke													
Average Single Family Value	333,182	325,746	326,625	323,709	322,929	333,432	345,620	358,941	373,676	394,650			
Single Family Tax Bill*	4,295	4,388	4,543	4,597	4,744	4,915	5,274	5,420	5,564	5,762	10	\$1,467	10
Rank**	122	122	126	129	129	134	123	125	130			34.2%	
Rockland													
Average Single Family Value	254,027	258,129	258,894	249,285	248,500	254,487	272,695	283,636	298,661	318,194			
Single Family Tax Bill*	3,655	3,838	4,093	4,382	4,557	4,843	5,042	5,242	5,442	5,702	11	\$2,047	7
Rank**	173	170	158	147	145	138	136	135	136			56.0%	
Scituate													
Average Single Family Value	505,815	487,302	478,069	476,122	480,342	492,691	508,637	531,954	553,095	576,038			
Single Family Tax Bill*	5,341	5,482	5,899	6,056	6,268	6,454	7,192	7,495	7,716	7,915	6	\$2,574	6
Rank**	62	67	61	63	62	64	53	52	53			48.2%	

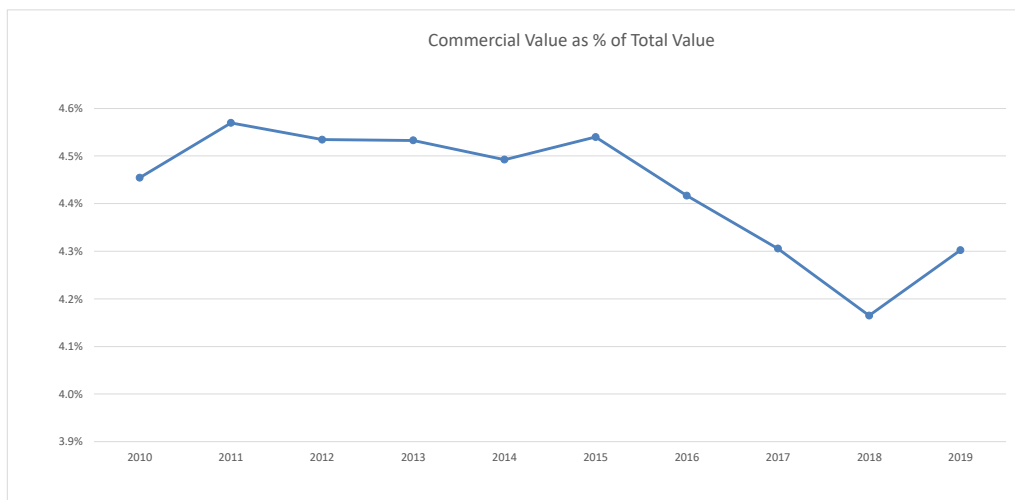
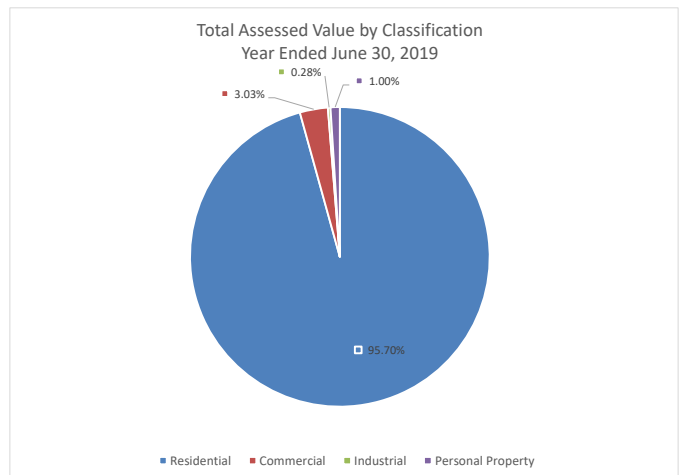
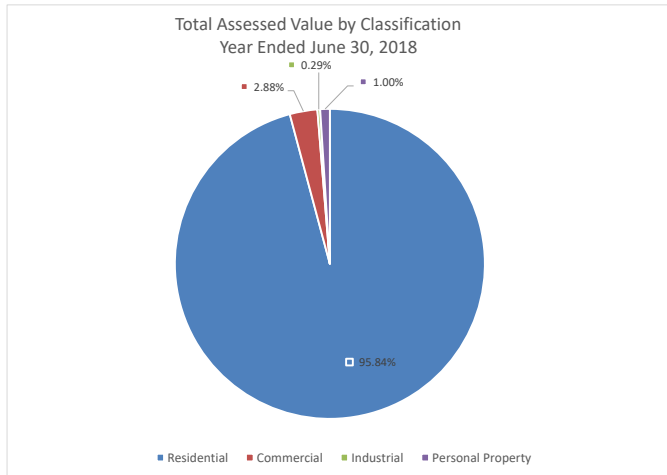
*Does not apply to residential exemption communities (none of the above qualify).

**2019 Statewide Rank cannot be set until all 2019 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
2010	\$3,804,980,088	\$10.56	\$130,039,832	\$5,585,400	\$41,772,270	\$177,397,502	\$10.56	4.5%	\$ 10.56	\$3,982,377,590
2011	\$3,675,696,207	\$11.25	\$127,662,193	\$5,585,400	\$42,758,110	\$176,005,703	\$11.25	4.6%	\$ 11.25	\$3,851,701,910
2012	\$3,610,700,846	\$12.34	\$127,007,544	\$5,181,100	\$39,308,800	\$171,497,444	\$12.34	4.5%	\$ 12.34	\$3,782,198,290
2013	\$3,608,700,390	\$12.72	\$126,075,000	\$5,181,100	\$40,087,220	\$171,343,320	\$12.72	4.5%	\$ 12.72	\$3,780,043,710
2014	\$3,654,706,380	\$13.05	\$125,105,420	\$9,112,700	\$37,686,890	\$171,905,010	\$13.05	4.5%	\$ 13.05	\$3,826,611,390
2015	\$3,763,130,865	\$13.10	\$125,426,835	\$12,415,000	\$41,124,550	\$178,966,385	\$13.10	4.5%	\$ 13.10	\$3,942,097,250
2016	\$3,901,948,229	\$14.14	\$126,200,871	\$12,415,000	\$41,692,030	\$180,307,901	\$14.14	4.4%	\$ 14.14	\$4,082,256,130
2017	\$4,091,047,873	\$14.09	\$126,931,317	\$12,397,200	\$44,743,570	\$184,072,087	\$14.09	4.3%	\$ 14.09	\$4,275,119,960
2018	\$4,258,651,412	\$13.95	\$127,874,848	\$12,738,600	\$44,453,220	\$185,066,668	\$13.95	4.2%	\$ 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	4.3%	\$ 13.74	\$4,650,703,740



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

The Town is not subject to any overlapping revenue rates.

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

Property Tax Levies and Collections

Last Ten Years

Year	Total Tax Levy	Less Abatements & Exemptions	Net Tax Levy	Net as % of Total	First Year Current Tax Collections	Percent of Net Levy Collected	Delinquent Tax Collections	Total Tax Collections	Percent of Total Tax Collections to Net Tax Levy
2010	\$42,053,907	\$152,088	\$41,901,819	99.64%	\$40,930,180	97.68%	\$489,615	\$41,419,795	98.85%
2011	\$43,334,646	\$115,758	\$43,218,888	99.73%	\$42,119,403	97.46%	\$400,032	\$42,519,435	98.38%
2012	\$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%	\$0	\$62,883,787	98.80%



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

Explanation of Bond Ratings and What They Mean

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

TOWN OF SCITUATE

FY 2021 BUDGET

DEPARTMENT: Board of Selectmen Office

MISSION STATEMENT:

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

FY 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL 1: Improve office efficiencies for Selectmen meeting backup prep.

1. Insure Selectmen packet completed by Friday at noon to the greatest extent feasible. ONGOING
2. Work with Department Heads on adhering to deadlines & procedures. ONGOING
3. Communicate and distribute timelines to all stakeholders. Completed

GOAL 2: Continue ongoing training of Administrative Assistant

1. Prepare list of job tasks & functions for increased responsibilities 4QFY20
2. Monitor work activity. 2QFY20-4QFY21
3. Provide feedback to Administrative Assistant. ONGOING

GOAL 3: Develop and submit Cole Parkway project to CPC for approval,

1. Obtain all cost estimates from appropriate sources. Completed 1QFY20
2. Prepare project proposal and submit to CPC. Attend all meetings required. Completed 1QFY20
3. If approved move forward with implementation. Completed 1QFY20
4. Work with facilities to complete work on bandstand 2Q-4QFY20
5. Facilitate Memorial Bench sales & plaque dedications for 11 benches Completed 2Q
6. Place final order for Memorial Benches Completed 2Q
7. Work with DPW for installation of benches & trash receptacles. 3QFY20
8. Follow up for all billing and payment & report back to CPC. 4QFY20

GOAL 4: Review & recommend updates for Board of Selectmen Policy Book

1. Review existing Board of Selectmen policies. 1QFY21
2. Recommend to the Town Administrator policies that require updates. 2QFY21
3. Rewrite and revise policies and present to the Selectmen for review & approval. 4QFY21

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.	22%
Town Counsel: legal services, litigation	17%
Labor Counsel: contract bargaining	14%
Materials and Supplies	1%

FY 2021 RISKS AND CHALLENGES

- The greatest risk to the budget is the unpredictability of legal and litigation fees. It is not known in advance what cases may arise or be resolved for the next fiscal year.
- Time management is a challenge in the Board of Selectmen's office with residents stopping in, phone calls, US mail and emails. Providing excellent customer service to residents is a major component of this position which at times impedes timely attention to other office duties.
- The manual nature of the work in the Board of Selectmen's office is very challenging with the time constraints. We will be continuing our work to document, streamline and mechanize manual processes in FY21 using existing software programs available to us.

DEPARTMENTAL ACCOMPLISHMENTS FY20 YTD

- Coordinated and streamlined Employee Recognition Awards & Ceremony to recognize day of anniversary.
- Composed all requests for proclamations and resolutions by the Board of Selectmen.
- Organize & manage 2 individuals utilizing the Senior Tax Work program for BOS/TA office.
- Maintain and update Board of Selectmen website page with all changes in a timely manner.
- Presented Board & Committee handbook May 2019 to the Municipal Licensing Board members across the State of MA. Used as model for other communities.
- Successfully managed all pole petitions, sewer abatements, and sewer deferrals.
- Managed all annual appointments for Boards and Committees.
 - Managed all Town building rentals for SMC with paid rentals bringing in revenue \$41,645 FY18 and \$3,500 FY19 YTD to Waterways and booked over 150 Town, School, & Board/Committee meetings and events in FY19 YTD.
- Successfully managed many events, coffees and functions throughout the year e.g. Sister City Ireland visit, Meetings in Selectmen Hearing Room, SMC, retirement parties, and holiday parties, etc.
- Facilitated schedules, correspondence and directives of the five-member Board of Selectmen and Town Administrator.
- Successfully resolved over 250 citizen concerns/questions/complaints received via phone, email, in office visits or US mail.
- Administered Town memorial gift program with DPW and Swensen Granite. Coordinated installation of memorial benches with families and DPW.
- Boston Post Cane Project Developed ongoing procedure to recognize Centenarians while preserving the Boston Post Cane in an archival box for display at new Senior Center. Accepted by Council on Aging and BOS 2QFY20.
- Project Managing and implementing CPC project for 11 new memorial benches and 6 trash receptacles at Cole Parkway.
- Manage Communications for Town of Scituate via Facebook and Town of Scituate Website
 - Manage Town of Scituate Facebook page & updates. Increased followers by 103% on Town of Scituate Facebook page to 3,619 followers from 1,779, an increase of 103%.
 - 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.
 - Improved Board & Committee use of Event Calendar to post all upcoming Town Meetings and events.

DESCRIPTION OF REVENUE	FY18	FY19	FY20	FY21 Projected	Comments
Alcohol Licenses YTD FY20	\$41,645	\$37,065	\$40,000 \$ 1,700	\$40,000	
Other Licenses YTD FY20	\$ 6,584	\$15,087	\$ 6,500 \$ 2,045	\$ 6,500	

TOWN OF SCITUATE

FY 2021 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 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL 1: Organization of documents and records disposal

1. Organize documents and streamline filing systems for Town Administrator Office. 3QY20
2. Identify documents to be archived as well as disposed of as per the Record Retention Schedule. 3QFY20
3. Assist Selectmen Office with organizational initiatives. Ongoing

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

1. Review FY21 General Property and Liability coverage with Insurance Provider (MIIA) and Town Administrator 2QFY20
2. Manage all general property and auto claims.
3. Host MIIA Safety meetings with Department Heads and MIIA Risk Manager. Quarterly
4. Oversee the grant program and encourage Departments to participate.
5. Review statement of values and fleet inventory for Workers Compensation renewal. 2QFY21
6. Process annual renewals of flood insured properties. Ongoing
7. Manage all changes in auto fleet. Ongoing

GOAL 3: Cross train with Board of Selectmen Office

1. Align with the Selectmen Office to provide cross training on insurance procedures, claim processing, public records requests and general resident inquiries. 3QFY20
2. Provide guidance and support to part time administrative staff as relevant to all areas of municipal government. Ongoing
3. Assist in preparation with Selectmen Office as needed for Board of Selectmen Meetings. 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.	22%
Town Counsel: legal services, litigation	17%
Labor Counsel: contract bargaining	14%
Materials and Supplies	1%

FY 2021 RISKS AND CHALLENGES

The biggest challenge of the office continues to be managing the daily operations of a hectic office while prioritizing and multi-tasking. We strive to provide stellar service to residents and employees alike in a timely manner. The Town Administrator's office continues to receive many public records requests which require the coordination of records from several departments. The time required to devote to this process is lengthy, but is critical to respond in the required timeframe.

This office manages numerous property and auto insurance claims as well as claims resulting from storm damages. In addition, we are the first to respond to legal correspondence requiring prompt attention. We continue to look for ways to document, streamline and mechanize manual processes to improve on office organization and management of documents.

Our office often receives inquiries into current projects and town objectives. 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 through relevant posts on Town of Scituate website and facebook page.

DEPARTMENTAL ACCOMPLISHMENTS

1. Compiled the FY20 Operating Budget books in a timely manner.
2. Coordinated the 2019 Annual Town Report from edit to print.

3. Successfully obtained EDC approval to help support the plastic bag by law initiative. Designed reusable and recyclable bag, solicited quotes, and organized distribution of bags to businesses.
4. Reviewed Property and General Liability Insurance to include review of buildings and vehicle fleet to ensure accuracy.
5. Renewal of Stop Loss Insurance for Workers Compensation to include payroll data, building, and vehicle fleet information.
6. Managed all claims for general property and auto liability working with residents and employees and MIIA to successfully resolve.
7. Prepared Board of Selectmen motion books for Special and Annual Town Meetings.
8. Managed the public records request process to respond within mandated timeframe.
9. Planned and oversaw events/functions throughout the year to include receptions, holiday party, Irish receptions.
10. Continued to work with the Irish Sister City Committee on Irish initiatives and planning for Scituate delegation trip to Ireland in June of 2019.
11. Served as the Town liaison for the Scituate Harbor Cultural District; attended meetings, posted agendas, and recorded minutes.
12. Continued to provide training to part time Administrative Assistant on license processes and overall issues relative to the TA/BOS Offices.
13. Covered Board of Selectmen meetings as necessary when Executive Assistant was unavailable.
14. Updated website and Facebook with relevant posts in a timely manner.
15. Facilitated schedules, correspondence and directives of the Town Administrator and five-member Board of Selectmen.
16. Successfully resolved citizen concerns/questions/complaints received via phone, email, in office visits or US mail as well as staff inquiries/issues.

DESCRIPTION OF REVENUE	FY18	FY19	FY20 YTD	FY21 Projected
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Rentals – Towers, Go Green	\$279,050.54	\$273,258.65	\$98,614.64	\$270,000
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Note:

Special Event and Film Permit Fees are included within "Other Licenses" within the Board of Selectmen Narrative.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
BOS/Town Administration	1123510	511000	REGULAR SALARIES	\$321,979	\$298,590	\$307,028	\$307,028	\$316,162	\$316,162		2.97%
BOS/Town Administration	1123510	513000	LONGEVITY	\$3,237	\$800	\$1,600	\$1,600	\$1,600	\$1,600		0.00%
BOS/Town Administration	1123510	518000	PART-TIME SALARIES	\$34,076	\$24,236	\$38,112	\$38,112	\$20,234	\$20,234		-46.91%
BOS/Town Administration	1123510	519100	OTHER SALARIES	\$1,441	\$4,333	\$5,500	\$5,500	\$5,500	\$5,500		0.00%
	1123510 Total		Personal Services	\$360,733	\$327,960	\$352,240	\$352,240	\$343,496	\$343,496		-2.48%
BOS/Town Administration	1123520	530500	SUPPORT STAFFING & TRAINING	\$19,365	\$19,764	\$20,459	\$20,459	\$20,459	\$20,459		0.00%
BOS/Town Administration	1123520	530800	TRAINING	\$48,700	\$43,323	\$48,700	\$48,700	\$48,700	\$48,700		0.00%
BOS/Town Administration	1123520	530900	TECHNICAL SERVICES	\$21,688	\$23,525	\$27,000	\$27,000	\$27,000	\$27,000		0.00%
BOS/Town Administration	1123520	532100	CONFERENCES/MEETINGS/INTGVMTL	\$7,622	\$14,436	\$12,500	\$12,500	\$12,500	\$12,500		0.00%
BOS/Town Administration	1123520	534100	TELEPHONE	\$41,400	\$43,195	\$35,000	\$35,000	\$35,000	\$35,000		0.00%
BOS/Town Administration	1123520	534300	BINDING & PRINTING	\$2,186	\$2,356	\$4,200	\$4,200	\$4,200	\$4,200		0.00%
BOS/Town Administration	1123520	534400	POSTAGE	\$145	\$114	\$300	\$300	\$300	\$300		0.00%
BOS/Town Administration	1123520	534600	LEGAL ADVERTISING	\$13,489	\$8,150	\$7,500	\$7,500	\$7,500	\$7,500		0.00%
BOS/Town Administration	1123520	571100	MILEAGE REIMBURSEMENT	\$4,222	\$1,733	\$2,000	\$2,000	\$2,000	\$2,000		0.00%
BOS/Town Administration	1123520	573100	PROFESSIONAL DUES & SUBS	\$4,771	\$6,357	\$6,100	\$6,100	\$6,100	\$6,100		0.00%
	1123520 Total		Purchase of Services	\$163,588	\$162,953	\$163,759	\$163,759	\$163,759	\$163,759		0.00%
BOS/Town Administration	1123530	531900	LEGAL SERVICES	\$110,649	\$98,863	\$70,000	\$70,000	\$70,000	\$70,000		0.00%
BOS/Town Administration	1123530	532900	LITIGATION	\$7,079	\$12,211	\$60,000	\$60,000	\$60,000	\$55,000		-8.33%
	1123530 Total		Legal	\$117,728	\$111,074	\$130,000	\$130,000	\$130,000	\$125,000		-3.85%
BOS/Town Administration	1123532	530400	CONTRACT BARGAINING & OTHER SER	\$90,204	\$241,366	\$110,000	\$185,000	\$110,000	\$49,822		-73.07%
	1123532 Total		Contract Bargaining	\$90,204	\$241,366	\$110,000	\$185,000	\$110,000	\$49,822		-73.07%
BOS/Town Administration	1123540	542000	OFFICE SUPPLIES	\$4,803	\$4,285	\$4,900	\$4,900	\$4,900	\$4,900		0.00%
BOS/Town Administration	1123540	542500	PRINTING & FORMS	\$0	\$277	\$200	\$200	\$200	\$200		0.00%
BOS/Town Administration	1123540	558000	OTHER SUPPLIES	\$109	\$1,853	\$2,300	\$2,300	\$2,300	\$2,300		0.00%
	1123540 Total		Materials & Supplies	\$4,912	\$6,414	\$7,400	\$7,400	\$7,400	\$7,400		0.00%
BOS/Town Administration	1123599	511000	SALARY ADJUSTMENTS	\$20,000	\$0	\$10,000	\$10,000	\$10,000	\$10,000		0.00%
	1123599 Total		Merit	\$20,000	\$0	\$10,000	\$10,000	\$10,000	\$10,000		0.00%
BOS/Town Administration Total				\$757,165	\$849,767	\$773,399	\$848,399	\$764,655	\$699,477		-17.55%

TOWN OF SCITUATE

FY 2021 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 2021 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. A small increase is reflected in the budget for FY21 to reflect increases in personnel and printing costs.

FY 21 RISKS AND CHALLENGES

N/A



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Advisory Committee	1131510	518000	PART-TIME SALARIES	\$1,754	\$2,731	\$2,198	\$2,198	\$2,434	\$2,434		10.74%
	1131510 Total		Personal Services	\$1,754	\$2,731	\$2,198	\$2,198	\$2,434	\$2,434		10.74%
Advisory Committee	1131520	573100	PROFESSIONAL DUES & SUBS	\$245	\$245	\$250	\$250	\$250	\$250		0.00%
	1131520 Total		Purchase of Services	\$245	\$245	\$250	\$250	\$250	\$250		0.00%
Advisory Committee	1131540	542500	PRINTING & FORMS	\$4,000	\$4,000	\$4,300	\$4,300	\$4,300	\$4,300		0.00%
	1131540 Total		Materials & Supplies	\$4,000	\$4,000	\$4,300	\$4,300	\$4,300	\$4,300		0.00%
Advisory Committee Total				\$5,999	\$6,976	\$6,748	\$6,748	\$6,984	\$6,984		3.50%

TOWN OF SCITUATE FY 2021 PERSONAL SERVICES DETAIL

Department: 131 ADVISORY COMMITTEE

REGULAR SALARY COMPUTATION:

POSITION TITLE/Incumbents	Start Date	Job Class	Step	Hourly Rate	Hours per Period	Bi-Weekly Amount	# of Pay Periods	Salary Total	Total Per Employee
RECORDING SECRETARY - 1311 Lianne Cataldo - 2361	10-Oct-17	Recording Sec-Unclass		\$19.98	120		26.1	\$2,398	\$2,398
		Eqv A5 Step 4							

PERSONAL SERVICES COMPUTATIONS:

POSITION TITLE	Positions #	Reg Salary 5110	Overtime 5120	Longevity 5130	Part-time 5180	Seasonal 5190	Other 5191	TOTAL 510
SECRETARY	0.10				\$2,398			\$2,398
EST CONTRACTUAL					\$36			\$36
TOTALS	0.10	0	0	\$0	\$2,434	\$0	\$0	\$2,434

TOWN OF SCITUATE

FY 2021 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 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

	Budgeted	Expenditures	Variance
FY 21	\$75,000		
FY 20	\$75,000	\$ 0 to date	
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
FY 11	\$81,871	\$ 31,000	\$50,871
FY 10	\$90,000	\$ 81,004	\$ 8,996

MAJOR BUDGET COMPONENTS

N/A

FY 21 RISKS AND CHALLENGES

The FY 21 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 FY19, \$17,000 was transferred to the general liability and property insurance line for unforeseen costs. The recommended amount for FY21 remains the same.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Reserve Fund	1132570	578900	RESERVE FUND	\$0	\$0	\$75,000	\$75,000	\$75,000	\$75,000		0.00%
	1132570 Total		Transfers	\$0	\$0	\$75,000	\$75,000	\$75,000	\$75,000		0.00%
Reserve Fund Total				\$0	\$0	\$75,000	\$75,000	\$75,000	\$75,000		0.00%

TOWN OF SCITUATE

FY 2021 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 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. **Assessors:** Continue the acceleration of the cyclical re-inspection program to insure that all properties have been inspected at least once in the last 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 5,000 or approximately 1,700 in properties each of the next three years will need to be measured and inspected by the end of FY2023. In order to accomplish this goal additional resources will be required.
 - a. Measure and list each property that has sold or taken out a building permit (January 1, 2019 – June 30, 2020). Also, conduct complete follow-up inspections of properties with permits that were incomplete on July 1, 2019.
2. **Treasurer Collector:** Tax Title – Land of Low Value (Timeline: FY20-FY21)
Evaluate existing tax liens for those eligible for land of low value process.
 - a. Meet with Assessor, Finance Director, and Town Administrator to review the town owned land that is eligible to sell.
 - b. Gather documentation for submission to Department of Revenue (DOR).
 - c. Advertise town owned land for sale and mail letter to abutters.
 - d. Submit application for land of low value to DOR electronically
 - e. Record subsequent affidavits and arrange auction.
3. **Accounting:** Review internal control reviews with departments and evaluate areas of improvement and identify, document and prepare an implementation plan for those measures.
 - a. Review fraud risk assessment and preliminary COSO framework with departments. July - August 2020
 - b. Identify weaknesses in internal controls and prepare recommendations for mitigating those risks. Sept-Oct 2020
 - c. Review proposed improvements to procedures and processes with Town Administrator and departments. Nov-Dec 2020
 - d. Implement identified measures and document same. Jan-Mar 2021
4. **Human Resources:** Complete codification of personnel classification plan and employee handbook.
 - a. Examine existing draft plan for applicability and re-draft as necessary (Fall 2020)
 - b. Compile existing policies into employee handbook and review with Town Administrator and Labor Counsel (Winter 2020)
 - c. Review final draft with affected parties (Spring 2021)

MAJOR BUDGET COMPONENTS

Personal Services	\$868,709	81.0%
Purchase of Services (Audit, ambulance billing, technical services)	\$192,825	18.0%
Materials & Supplies	\$ 10,800	1.0%

FY 2021 RISKS AND CHALLENGES

Assessors: The department will continue to tackle the thousands of inspections required for compliance with Department of Revenue's cyclical inspection program.

Treasurer Collector: The members of the office will be examining existing functionality and identifying areas of improvement and customization of their integrated financial management software.

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.

Human Resources: The Human Resources Director will be working on collective bargaining contracts with the Town Administrator for any units that did not settle prior to June 30, 2020 and completing the employee handbook and personnel classification plan.

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 as is demonstrated by the work that all did in support of the FEMA claims.

Cyclical Inspection Program

The Director of Assessing and his staff successfully completed their first 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. The FY20 new growth and values were expected to be approved by the Department of Revenue in late October or very early November.

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 2019 and the FY2019 comprehensive annual financial report should be available by the close of the calendar year.

TOWN OF SCITUATE

FY 2021 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 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Review internal control reviews with departments and evaluate areas of improvement and identify, document and prepare an implementation plan for those measures.
 - a. Review fraud risk assessment and preliminary COSO framework with departments. July - August 2020
 - b. Identify weaknesses in internal controls and prepare recommendations for mitigating those risks. Sept-Oct 2020
 - c. Review proposed improvements to procedures and processes with Town Administrator and departments. Nov-Dec 2020
 - d. Implement identified measures and document same. Jan-Mar 2021

2. Review and revise chart of accounts to better meet reporting and monitoring needs.
 - a. Review current known deficiencies in chart with internal users and auditors. Jul-Nov 2020
 - b. Construct modified chart of accounts to address as many issues as possible and work with financial management software support to merge and re-align accounts. Feb-Apr 2021
 - c. Implement changes to chart. May 2021

3. Continue development of standardized reports for monthly reconciliations, expense and revenue monitoring.
 - a. Review existing customized reports with users for functionality. Sep-Oct 2020
 - b. Evaluate reporting needs with export capabilities from financial management system and Excel cube functionality. Dec - Feb 2021
 - c. Document monthly, quarterly and annual reports required and methods for producing for continuity. Apr-Jun 2021

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

Personal Services	\$348,227	85.4%
Purchase of Services	\$ 58,200	14.3%
<u>Materials & Supplies</u>	<u>\$ 1,300</u>	<u>0.3%</u>

Total Budget \$407,727 100.0%

FY 2021 RISKS AND CHALLENGES

The Accounting Department and Human Resources Director will continue to improve their service delivery by building on the Town's investment in the Munis software. Now that the major components have been converted, it will be time to evaluate remaining training needs and areas where the software can provide efficiencies that are not being maximized. This includes additional training on reporting options outside the normal provided reports and the initiation of the general billing module for detail billing; license and educational certification tracking and other tools which the software offers but are built out after conversion.

The Human Resources Director is juggling the many demands on his expertise with his desire to codify long overdue personnel classification, employee handbook and policy manuals.

The Finance Director/Town Accountant will continue to participate in the resolution of the legacy FEMA projects as well as the ongoing Storm Riley damage claims. The Town works with FEMA on many fronts and has retained an outside consultant, Tetra-Tech, to assist in managing, amending and moving forward all of the outstanding claims from the federally declared disasters of Hurricane Sandy (2012), Storm Nemo (2013), Storm Juno (2015) and Storm Riley (2018) to maximize the reimbursements to the Town and to locate additional grant opportunities. This is a significant time commitment that can monopolize entire days but is well worth the effort and the department is dedicated to maximizing the reimbursement as well as learning of new sources of funding for ongoing programs and needs.

DEPARTMENTAL ACCOMPLISHMENTS

The final major component of the Munis conversion was completed with the real and personal property tax conversion in May 2019. This process has taken several years and involved over 100 days of vendor supported implementation and training in addition to the independent work completed in advance, during and after the various stages of the conversion. This achievement would not have happened without the dedication of time and the positive support of all participants.

The Assistant Town Accountant and Bookkeeping Clerk worked diligently to continue to obtain W-9s for all vendors which previously had not provided such documentation. The department has required W-9s prior to the assignment of a vendor number and processing of any invoice for many years but there were thousands of vendors that pre-dated that policy. The department had planned to send out a mass mailing but that would have incurred significant costs for postage and envelopes. Instead, the two staff persons maintained lists and made personal calls during downtimes in the office to secure these W-9s. They have reduced the outstanding W-9s to a few hundred and have inactivated vendors that have refused to comply or for whom forms are still outstanding.

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 fifth straight year. The department is continuously looking at ways to improve monitoring and reporting and have rolled several new report types with plans to develop more formats.

The department participated in the processing, documentation and filing of 21 claims to FEMA for Storm Riley costs. The Finance Director/Town Accountant also attended weekly meetings with MEMA and FEMA personnel with our staff members and participates in weekly conference calls between MEMA, FEMA, the Town's FEMA

consultant, MEMA's consultant assigned to Scituate and other Town personnel working on resolving the balance of the claims and restoring the damaged areas. There are currently \$5,123,357 in claims that have been submitted for Storm Riley for incurred costs and estimated costs for repairs of damage. As of this report, \$93,121 had been received in reimbursements by the Town for costs already paid in full by the Town. This brings the total FEMA storm reimbursements to the Town for the four disasters to \$858,223 since FY 2016.

The Human Resources Director was busier in his second year than in his first year tackling recruitment, training, collective bargaining, case management, collation of job descriptions and consolidation of collective bargaining agreements. He participates in a regional group of HR professionals exchanging strategies, information, policies and procedures especially with all of the recent federal and state changes. His guidance, support and insight is of great value and he is a resource in constant demand by employees, department heads and management.

DESCRIPTION OF REVENUE	FY18	FY19	FY20 YTD	FY21 Projected	Comments
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The department does not have any revenue accounts.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Accounting	1135510	511000	REGULAR SALARIES	\$269,614	\$294,110	\$322,922	\$322,922	\$335,058	\$335,058		3.76%
Accounting	1135510	513000	LONGEVITY	\$1,100	\$1,950	\$1,950	\$1,950	\$2,500	\$2,500		28.21%
Accounting	1135510	517200	SICK LEAVE BUY BACK	\$0	\$500	\$500	\$500	\$500	\$500		0.00%
Accounting	1135510	519100	OTHER SALARIES	\$2,789	\$3,620	\$6,353	\$6,353	\$7,491	\$7,491		17.91%
	1135510 Total		Personal Services	\$273,503	\$300,180	\$331,725	\$331,725	\$345,549	\$345,549		4.17%
Accounting	1135520	530900	TECHNICAL SERVICES	\$54,589	\$50,080	\$62,000	\$62,000	\$52,500	\$52,500		-15.32%
Accounting	1135520	532100	CONFERENCES/MEETINGS	\$752	\$429	\$1,200	\$1,200	\$1,200	\$1,200		0.00%
Accounting	1135520	534300	BINDING & PRINTING	\$0	\$0	\$0	\$0	\$2,500	\$0		
Accounting	1135520	571100	MILEAGE REIMBURSEMENT	\$615	\$569	\$1,000	\$1,000	\$1,000	\$1,000		0.00%
Accounting	1135520	573100	PROFESSIONAL DUES & SUBS	\$820	\$765	\$1,000	\$1,000	\$1,000	\$1,000		0.00%
	1135520 Total		Purchase of Services	\$56,777	\$51,843	\$65,200	\$65,200	\$58,200	\$55,700		-14.57%
Accounting	1135540	542000	OFFICE SUPPLIES	\$1,262	\$1,295	\$1,300	\$1,300	\$1,300	\$1,300		0.00%
	1135540 Total		Materials & Supplies	\$1,262	\$1,295	\$1,300	\$1,300	\$1,300	\$1,300		0.00%
Accounting Total				\$331,541	\$353,318	\$398,225	\$398,225	\$405,049	\$402,549		1.09%

TOWN OF SCITUATE

FY 2021 BUDGET

DEPARTMENT: ASSESSORS

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

FY 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL #1 Continue the acceleration of the cyclical re-inspection program to insure that all properties have been inspected at least once in the last 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 5,000 or approximately 1,700 in properties each of the next three years will need to be measured and inspected by the end of FY2023. In order to accomplish this goal additional resources will be required.

OBJECTIVES:

- A. Measure and list each property that has sold or taken out a building permit (January 1, 2019 – June 30, 2020).
Also, conduct complete follow-up inspections of properties with permits that were incomplete on July 1, 2019.
- B. Select additional properties, as resources permit, to be measured and listed. (on going)

GOAL#2 Develop a robust and consistent 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: Issue Sales Verification Questionnaires for all sales greater than \$100 and inspect all sales (on going)
- B: Issue Income and Expense forms to all commercial, industrial and mixed use property owners (February 2020)
- C: Utilize current CAMA system to analyze the verified information obtained from objectives A & B and produce equitable assessments (July 2020 – October 2020).

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

- A: Hold informational session(s) at the Senior Center (January 2020 – March 2020).
- B: Continue to improve Assessor webpage for easier navigation and include answers to frequently asked questions (on going)
- C: Mail all previous exemption recipients their applications along with instructions (September 2020). Process those applications received early so that they appear on the 3rd & 4th quarter tax bill. (November –December 2020).

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.

More than 300 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 exempt that was historically received). The office also provides abutters list to various departments as part of the public hearing process.

Major expenditures of our department are as follows:

Salaries.....89%.... 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 supplies11% general office requirements such as office supplies, printing and technical services including funds to update digital mapping system, the funding of annual valuation update services and property inspections.

FY 2021 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 30, 2023. As a result, we began last year with approximately 5,800 properties to measure and inspect over this short time period. A year later with significant increased departmental efforts, there still remains approximately 5,000 properties to measure and list or 1,700 properties for each of the next three years. This will be the most significant challenge our department faces over the next several years and will require the reorganization of departmental personnel or additional technical assistance from our vendor.

Identify and update the newly digitized Assessor Maps to include GIS location identifiers for the hundred plus parcels that do not have one at this time.

Timely completion of our interim update of valuations based on 2019 sales activity and market trends. Before the analysis of assessments can take place the following must be completed: inspection of 2019 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 inspection of 2018 sales, new growth properties including prior year building permit rechecks (approximately 1,100 – 700 of which were full measure and lists) and with the assistance of PK Valuation Group completed the FY20 valuation update in a timely manner.

Issued exemption forms to ALL of last year recipients in the fall 2020 so that the majority of exemptions will appear on taxpayers 3rd and 4th quarter tax bills.

Completed the initial transition of the Assessor maps to an all-digital format. For the first time, the annual updates of the maps were completed entirely electronically.

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

DESCRIPTION
OF REVENUE

FY18

FY19

FY20
YTD

FY21
Projected

Comments

Abutter's Lists

\$2,705

\$3,170

\$1,180

\$3,000

This Department has provided additional line item budget detail which may be useful in your review. Please refer to the page found after the Town Administrator recommended budget summary page.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Assessors	1141510	511000	REGULAR SALARIES	\$198,722	\$166,548	\$181,055	\$181,055	\$185,251	\$185,251		2.32%
Assessors	1141510	513000	LONGEVITY	\$2,549	\$0	\$0	\$0	\$550	\$550		
Assessors	1141510	518000	PART-TIME SALARIES	\$15,000	\$15,863	\$17,748	\$17,748	\$18,399	\$18,399		3.67%
Assessors	1141510	519100	OTHER SALARIES	\$1,274	\$66	\$0	\$0	\$0	\$0		
		1141510 Total	Personal Services	\$217,546	\$182,476	\$198,803	\$198,803	\$204,200	\$204,200		2.71%
Assessors	1141520	530900	TECHNICAL SERVICES	\$2,610	\$0	\$22,000	\$22,000	\$29,650	\$29,650		34.77%
Assessors	1141520	532100	CONFERENCES/MEETINGS	\$0	\$0	\$250	\$250	\$250	\$250		0.00%
Assessors	1141520	534300	BINDING & PRINTING	\$1,350	\$919	\$1,100	\$1,100	\$1,100	\$1,100		0.00%
Assessors	1141520	571100	MILEAGE REIMBURSEMENT	\$257	\$235	\$300	\$300	\$300	\$300		0.00%
Assessors	1141520	573100	PROFESSIONAL DUES & SUBS	\$200	\$360	\$300	\$300	\$300	\$300		0.00%
		1141520 Total	Purchase of Services	\$4,417	\$1,514	\$23,950	\$23,950	\$31,600	\$31,600		31.94%
Assessors	1141540	542000	OFFICE SUPPLIES	\$345	\$471	\$500	\$500	\$500	\$500		0.00%
		1141540 Total	Materials & Supplies	\$345	\$471	\$500	\$500	\$500	\$500		0.00%
Assessors Total				\$222,307	\$184,461	\$223,253	\$223,253	\$236,300	\$236,300		5.84%

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

P 1
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PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2021	Town Adm
0141 ASSESSORS					
1141520 Assr - Purchase of Services					
1141520 530900 - TECHNICAL SERVICES					
Digital updating of maps and printing 2 hard copies by CAI per agreement.		1.00	2,900.00		29,650.00 * 2,900.00
cost of adding 50 new structures to GIS digital maps @ \$15 per structure.		1.00	750.00		750.00
Per five year contract, cost of annual updates of assessments with the assistance of PK Associates through FY24.. By utilizing a vendor for annual updates, the Town will realize at least a \$17,000 savings for the 2024 mandated revaluation. Also, as a result of this funding in FY20, the department was able to double the number of homes inspected by department personnel.		1.00	11,000.00		11,000.00
Property inspections. In FY21 additional funds will be used to have a vendor inspect 535 homes as part of the department's the cyclical reinspection program mandated by the Department of Revenue.		1.00	15,000.00		15,000.00
There are approximately 1,700 properties that must be inspected each year for FY21, FY22 and FY23. The department has conducted 550 complete inspections in-house in the past year. An increase of 350 from the prior year. It is anticipated that approximately 1000 complete inspections will be conducted in-house in the next year.					

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

P 2
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PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
GENERAL FUND

VENDOR	QUANTITY	UNIT COST	2021	Town Adm
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TOTAL Assr - Purchase of Services				29,650.00
TOTAL ASSESSORS				29,650.00
TOTAL GENERAL FUND				29,650.00
GRAND TOTAL				29,650.00

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

TOWN OF SCITUATE

FY 2021 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 2021 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: FY21 - FY22)
 - A. Assign accounts for collection to the Treasurer/Collector (TC) staff. (Timeline: January 2020 – November 2021)
 - B. Delegate research duties to staff for the gathering of data or employ other means of direct contact to aid in obtaining outstanding tax revenues. (Timeline: January 2020 – November 2020)
 - C. Increase written correspondence to delinquent taxpayers with copies of tax title statements. (Timeline: April 2020 – February 2021)
2. Goal: Build-out of functionality of Munis System in payroll, collections and treasury functions for digitization and reporting. (Timeline FY20 – FY21)
 - A. Continue to attend meetings and training to identify the areas of improvements. (FY20-FY21)
 - B. Meet with staff to discuss progress for all phases of the Munis conversion. Have staff create manuals for the Munis process and procedures. (FY20-FY21)
 - C. Work with Accounting, Assessing, and Utility Billing throughout the entire process. (FY20-FY21)
3. Goal: Tax Title – Land of Low Value (Timeline: FY20-FY21)
 - 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.
4. Goal: Participate in review of land use permit software options (Building, Conservation, Board of Health) to ensure compatibility with Section 10250 of the Town's general bylaws
 - A. Work with Building, Conservation, and Board of Health to ensure that software will allow the denial of any permits and/or licenses to be issued for any party that has neglected or refused to pay any local taxes, fees, assessments, betterments or other municipal charges.

MAJOR BUDGET COMPONENTS

Personal Services	\$314,380	73%
Ambulance	\$ 44,000.	10%
Postage	\$ 50,500.	11%

- The Treasurer Collector's department consists of five full-time employees. A previous part-time position was changed to full time in order to assist with the change to in-house payroll in FY18.

-**Ambulance Billing** was a new expense line item in FY15. This represents the payment to Comstar for ambulance collection services. In prior years, this expense was included in the Ambulance Revenue. In FY21 three months of \$10,970 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 has notified the T/C of an increase in census postage of for FY21 due to the increase of residential units in Town and a possible notification of precinct changes.

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

-**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 2021 RISKS AND CHALLENGES

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

DEPARTMENTAL ACCOMPLISHMENTS

In FY19, 19 parcels were redeemed and \$401,436 was collected from tax title.

The Treasurer/Collector continues to set up payment plans with several residents. To date (3 months) \$51,800 has been collected in tax title for FY20. The Treasurer Collector has worked with many residents to setup payment plans. The T/C continues to work with, social worker, Laura Minier, the Veteran's Agent and the Council of Aging to assist residents with payment plans.

The T/C office has successfully implemented a new payroll system which provides employees with more control over the input and monitoring of their payroll records. The payroll system will ultimately lead to a fully paperless system. Now that a full year has been completed, the areas for further improvements have been identified. Myself and payroll staff will continue to make the process more robust as reflected in the FY2021 goals.

All miscellaneous receipts, utility billing, real estate, personal property, tax title, and motor vehicle excise are now being entered through the Munis software. The T/C office is working on instruction manuals for all phases of Munis.

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

The Town now has a viable Wellness Committee with the enthusiasm to carry it forward. The committee is made up of both Town and School employees and works with a wellness coordinator from MIIA to offer various wellness to all employees. Many programs have been offered to all employees (Dept of Public works had a snowplow stretching class, yoga, line dancing, sleep soundly, fit bit challenge, biggest winner, stretch, strength and balance, plus many self-directed online programs). Scituate is now teaming with Cohasset in order to be able to offer more programs. The Town of Scituate was awarded the Best Wellness Newcomer for 2018 from MIIA.

The T/C office now offers Auto-Pay. Residents no longer need to worry about misplacing a bill or missing a due date. The Town Clerk's office and the School business office are now offering a variety of online payment options. The T/C office continues to respond to the needs expressed by citizens for additional functionality and convenience.

The T/C office has expanded 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. In FY19 \$1,015,303.87 was earned in interest income. The T/C continues to be vigilant on the prevention of fraudulent activity.

The T/C and the Board of Health have implemented the Community Septic Management Program. Eligible residents with are able to receive a low interest loan (betterment) in order to replace failed septic system 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. To date there are two parcels that are taking advantage of this opportunity.

The T/C department completed another successful beach and transfer station sticker season. Non-resident Humarock and all beach tickets sold out again this year even with the increase in prices. To date in calendar year 2019, 13,088 stickers have been sold with total sales of \$696,890.

DESCRIPTION OF REVENUE	FY18	FY19	FY20 YTD	FY21 Projected	Comments
Municipal Lien Certs	52,200	46,150	23,000	40,000	FY20 YTD as of 10/21/19
Ambulance Receipts	872,700	975,112	317,427	900,000	FY20 YTD as of 10/21/19



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Treasurer Collector	1145510	511000	REGULAR SALARIES	\$282,930	\$290,682	\$301,098	\$301,098	\$307,287	\$307,287		2.06%
Treasurer Collector	1145510	512000	OVERTIME	\$282	\$77	\$0	\$0	\$0	\$0		
Treasurer Collector	1145510	513000	LONGEVITY	\$3,362	\$2,875	\$2,875	\$2,875	\$2,875	\$2,875		0.00%
Treasurer Collector	1145510	517200	SICK LEAVE BUY BACK	\$0	\$500	\$500	\$500	\$500	\$500		0.00%
Treasurer Collector	1145510	519100	OTHER SALARIES	\$1,595	\$1,086	\$1,119	\$1,119	\$1,218	\$1,218		8.85%
	1145510 Total		Personal Services	\$288,169	\$295,220	\$305,592	\$305,592	\$311,880	\$311,880		2.06%
Treasurer Collector	1145520	530900	TECHNICAL SERVICES	\$2,625	\$5,273	\$6,000	\$6,000	\$6,000	\$6,000		0.00%
Treasurer Collector	1145520	531000	AMBULANCE BILLING	\$34,558	\$37,770	\$44,000	\$44,000	\$44,000	\$42,000		-4.55%
Treasurer Collector	1145520	532100	CONFERENCES/MEETINGS	\$1,602	\$843	\$1,200	\$1,200	\$1,200	\$1,200		0.00%
Treasurer Collector	1145520	534400	POSTAGE	\$43,136	\$39,038	\$46,500	\$46,500	\$50,500	\$46,500		0.00%
Treasurer Collector	1145520	571100	MILEAGE REIMBURSEMENT	\$722	\$524	\$1,000	\$1,000	\$1,000	\$1,000		0.00%
Treasurer Collector	1145520	573100	PROFESSIONAL DUES & SUBS	\$225	\$225	\$325	\$325	\$325	\$325		0.00%
	1145520 Total		Purchase of Services	\$82,868	\$83,673	\$99,025	\$99,025	\$103,025	\$97,025		-2.02%
Treasurer Collector	1145540	542000	OFFICE SUPPLIES	\$1,119	\$598	\$2,000	\$2,000	\$2,000	\$2,000		0.00%
Treasurer Collector	1145540	542500	PRINTING & FORMS	\$800	\$6,588	\$7,000	\$7,000	\$7,000	\$7,000		0.00%
	1145540 Total		Materials & Supplies	\$1,918	\$7,186	\$9,000	\$9,000	\$9,000	\$9,000		0.00%
Treasurer Collector Total				\$372,955	\$386,079	\$413,617	\$413,617	\$423,905	\$417,905		1.04%

TOWN OF SCITUATE

FY 2021 BUDGET

DEPARTMENT: Information Technology

MISSION STATEMENT:

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

FY 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Goal: Replace our core virtual server infrastructure.

Objectives: Redesign the core infrastructure to support the implementation of new virtual server technology, implement new virtual infrastructure, migrate all servers from old infrastructure, uninstall and decommission old hardware. (4th Qtr FY21)

2. Goal: Harden and centrally manage the security configuration of all network computers from new Domain Controllers.

Objective: Use new Domain Controllers to implement industry standard security hardening of our network computers. (Into Q1 of FY21)

3. Goal: Buildout the technology in the new Council on Aging (COA) building.

Objective: Design and implement a new Local Area Network, new wireless private and guest networks, new audio visual technology, move and expand the phone system, and implement new fiber connection from COA to datacenter. (Q3 & Q4 of FY21)

4. Goal: Secure remote access with Multi-Factor Authentication (MFA).

Objective: Implement MFA for town employees to remotely access the town's email and network. (Into Q1 of FY21)

5. Goal: Replace the permitting software currently being used by the Building Department.

Objective: Evaluate and implement new permitting software for town departments in multiple phases, beginning with the Building Department and Board of Health. (Into Q1 of FY21)

6. Goal: Implement fiber to connect all town buildings.

Objectives:

- 1) Enhance network security by consolidating points of network ingress and egress to a centralized internet connection.
- 2) Create network redundancy.
- 3) Enhance network speed to be able to conduct full disaster recovery testing.

- 4) Increase bandwidth to support new building security cameras, including our Recreation Center, Community Center, Maritime Center, and along our harbor.
- 5) Create backup Police and Fire radio connections from the main tower at Town Hall to Public Safety. (Q2-Q4 of FY21)

MAJOR BUDGET COMPONENTS

The Information Technology (IT) department personnel consist of two full-time 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 FY21 budget includes costs to increase our investment in network security and costs associated with implementing a desktop and notebook replacement plan of 20% annually to even out replacement costs and protect against obsolescence.

FY 2021 RISKS AND CHALLENGES

We are facing a time in which we are seeing 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 and conduct ongoing security awareness training to all town employees. We are also challenged by the time needed to make significant changes to modernize the foundation of how our technology operates.

DEPARTMENTAL ACCOMPLISHMENTS

- Collapsed three internal domains into a single domain, and reconfigured 200 workstations to connect to the new domain.
- We have begun a significant and multistep process of architecting and redesigning Active Directory and Group Policies.
- Created hardened group policy configurations which are to be implemented.
- Rebuilt and consolidated over 60% of our servers which were on Windows 2008.
- Rebuilt 85% of our desktops and notebooks from Windows 7 to Windows 10.
- Updated software on our core infrastructure and virtual environment.
- Updated all Microsoft licenses.
- Implemented and migrated town email to Office 365 (O365).
- Implemented and migrated to Mimecast email security and spam filtering.
- Implemented vulnerability scanning technology.
- Implemented automated security patch management for all Windows computers.
- Added a fiber connection between Town Hall and the datacenter located in the Public Safety Building, creating redundancy and significantly increasing network performance.
- Redesigned Wide Area Network connections between town buildings to the datacenter at the Public Safety Building.
- Begun the process of implementing Multi Factor Authentication for email and remote access.
- Replaced 20% of our desktops computers.

DESCRIPTION
OF REVENUE

FY18

FY19

FY20
YTD

FY21
Projected

Comments

This Department has provided additional line item budget detail which may be useful in your review. Please refer to the page found after the Town Administrator recommended budget summary page.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

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				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Information Technology	1155510	511000	REGULAR SALARIES	\$151,400	\$160,338	\$174,518	\$174,518	\$195,541	\$195,541		12.05%
Information Technology	1155510	513000	LONGEVITY	\$800	\$0	\$800	\$800	\$0	\$0		-100.00%
Information Technology	1155510	519100	TRAVEL STIPEND	\$480	\$359	\$960	\$960	\$960	\$960		0.00%
	1155510 Total		Personal Services	\$152,680	\$160,698	\$176,278	\$176,278	\$196,501	\$196,501		11.47%
Information Technology	1155520	524100	OFFICE MACHINE MAINTENANCE	\$13,309	\$22,168	\$23,500	\$23,500	\$21,000	\$21,000		-10.64%
Information Technology	1155520	530900	TECHNICAL SERVICES	\$172,806	\$190,794	\$210,000	\$256,300	\$299,666	\$299,665		16.92%
	1155520 Total		Purchase of Services	\$186,115	\$212,962	\$233,500	\$279,800	\$320,666	\$320,665		14.61%
Information Technology	1155540	542000	OFFICE SUPPLIES	\$774	\$397	\$500	\$500	\$500	\$500		0.00%
	1155540 Total		Materials & Supplies	\$774	\$397	\$500	\$500	\$500	\$500		0.00%
Information Technology	1155580	585100	EQUIPMENT	\$13,306	\$13,813	\$14,000	\$14,000	\$50,000	\$20,000		42.86%
	1155580 Total		Capital Outlay	\$13,306	\$13,813	\$14,000	\$14,000	\$50,000	\$20,000		42.86%
Information Technology Total				\$352,875	\$387,870	\$424,278	\$470,578	\$567,667	\$537,666		14.26%

Information Technology – Department 155

Additional Budget Notes

Account 1155520.530900 Technical Services

TransCor-IT (1/3), Sierra Wireless (911), \$976.76
Mimecast (6/4), Spam Filter (Replaced Barracuda), \$5,552.67
Tyler Technologies (8/2) (up 6%), Munis Maint., \$57,953.86
Harbor Networks - MiTel Phone System, Annual Maint, \$9,347.28
Station Smarts (7/1), Fire Reporting, \$8,364.00
CivicPlus (7/1), Website Maint., \$3,785.25
DLT Software (7/2), Autocad - 4 CAL & Raster (up 20%), \$6,405.00
ESRI GIS (7/2), Sewer/Water GIS, \$400.00
Customized Data Serv Maint. (7/12), Annual Maint., \$960.00
ViewPoint Government (8/2), Maint. & Hosting (up 7%), \$22,004.85
Scituatema.gov Domain \$400.00
TeamViewer, Remote Control, \$493.92
Cisco Switch SmartNet (11/3), Maint., \$15,000.00
PDQ.com (11/19), Software Push, \$945.00
CDW (12/13), What's Up Gold Maint, \$1,045.50
CAI (12/20), GIS Hosting, \$1,400.00
Ayacht, TH/PS Microwave Maint., \$5,067.79
CAI , Assessor GIS Parcel Update, \$2,400.00
Comcast, Town Hall Internet, \$1,900.00
Customized Data Serv (Services) update, \$2,000.00
Fortigate Firewalls, Maint., \$4,778.01
Harbor Networks, 10 Additional Licenses, \$816.50
LastPass \$400.00
Paul Kapinos & Associates (May), Assessor Software, \$11,860.00
SHI Munis, Munis Support, \$1,693.00
Social Media Archiving - 20 Accounts, \$3,700.00
TFA, Simplivity Annual Maint, \$30,233.09
Vmware Maint (May), Maint. , \$3,738.41
TA Reduction \$0.88

NEW SecureWorks, Intrusion Prevention and Detection, \$15,000.00

NEW Security Hardening, Additional Security Changes, \$6,000.00

NEW Veeam Backup & Replication, Data backup, \$3,600.00

(TM 11/5 – Capital) DUO - 2FA (100 @ \$35) *100 users is an estimate, \$3,500.00

(TM 11/5 – Capital) Digital Defense (List prices), \$8,526.00

(TM 11/5 – Capital) Fiber Maintenance, \$3,000.00

(TM 11/5 – Operating) Windows Server With Software Assurance, \$7,266.00

(TM 11/5 – Operating) Desktop/Notebooks With Software Assurance, \$9,803.00

(TM 11/5 – Operating) SQL With Software Assurance, \$5,390.00

(TM 11/5 – Operating) Hosted Email /user (subscription), \$15,274.00

(TM 11/5 – Operating) Core CAL Bridge O365 /user (subscription), \$3,686.00

Account 1155580.585100 Capital Equipment

This is the beginning of establishing a 5 year, 20% annual desktop and laptop replacement schedule.

Desktop/Laptop 20% replacement, \$40,000

Other hardware needs, \$10,000

TA Reduction of \$30,000

TOWN OF SCITUATE

FY 2021 BUDGET

DEPARTMENT: #158 Tax Foreclosure

MISSION STATEMENT:

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

FY 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

The goal in FY21 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 \$77 per item to place a lien either at the Registry of Deeds or Land Court for registered land. In FY20, as of 10/15/19, 97 parcels are delinquent for payment of FY19 taxes. Currently the Treasurer/Collector staff is calling and sending letters to residents that are outstanding. The parcels that are unpaid as of December 2nd will be advertised on December 12th and if remain unpaid will be liened.

FY 2021 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, (87 parcels as of October 15, 2019) 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.

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

DEPARTMENTAL ACCOMPLISHMENTS

The Treasurer/Collector (T/C) has decreased the Tax Title properties from November 2018 to October 15, 2019 by 19 parcels. As of October 15, 2019 for FY20, 3 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 FY19 Real Estate Taxes, to result in many taxes being paid in full to avoid advertising and tax liens.

DESCRIPTION OF REVENUE	FY18	FY19	FY20 10/15 YTD	FY21 Projected	Comments
Tax Title	333,012	328,563	42,671	300,000	Incl. Betterments, Water & Sewer Liens
Fees & Interest	<u>100,643</u>	<u>73,173</u>	<u>9,158</u>	<u>50,000</u>	
Totals	433,655	401,736	51,829	350,000	
Tax Deferrals	31,336	24,707	-	-	
Fees & Interest	<u>5,073</u>	<u>6,874</u>	-	-	
Totals	107,023	31,581	-	-	



Town of Scituate
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Tax Foreclosures	1158521	530900	TAX TITLE FORECLOSURES	\$16,399	\$16,067	\$39,000	\$39,000	\$39,000	\$39,000		0.00%
	1158521 Total		Purchase of Services	\$16,399	\$16,067	\$39,000	\$39,000	\$39,000	\$39,000		0.00%
Tax Foreclosures Total				\$16,399	\$16,067	\$39,000	\$39,000	\$39,000	\$39,000		0.00%

TOWN OF SCITUATE

FY 2021 BUDGET

DEPARTMENT: SCTV

MISSION STATEMENT:

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

FY 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Goal #1. Transition Scituate Community Television into Scituate Community Media

The concept of television and media that has been known in years past has dramatically changed. Currently, Scituate Community Television operates on a basic level and needs to elevate to current times. Television (Comcast) will always be present, but more focus needs to be on streaming content including government meetings, athletic events, and performances. The initial focus will be on updating and transitioning the Board of Selectmen room in Town Hall and the Emergency Operations Center in the Public Safety Building.

Goal #2. Finalize Fiber Connections within the Public Safety Building & Town Library.

Fiber lines in the Public Safety Building and Town Library allow SCTV to give Scituate residents LIVE coverage of events and meetings that happen within the buildings. The process to create that is a complex plan involving close to a dozen entities. It's also one that has been in motion for the past year and well on its way to being complete.

Goal #3. Improve and update SCTV equipment and software

Media technology is a consistent force that continues to change by the day. Every year SCTV needs to evaluate and update software and technologies. In addition, SCTV needs to ensure that all current software and equipment is compatible with viewers' options for watching content.

MAJOR BUDGET COMPONENTS

Scituate Community Television is a media outlet for the public to create, produce and present creative and informative content. As SCTV looks forward it must become more accessible on all platforms. This includes on-air and online content. The biggest financial element is equipment and technology to make all of SCTV's locations sync and have constant technical support available when needed.

Capital Outlay

Budget Item #1: Equipment \$150,000

- a. \$40,000 - \$50,000: Field Equipment (cameras, tri-pods, software, computers)
- b. \$50,000 - \$60,000: Online Development & Installation (software, equipment, training)
- c. \$10,000 - \$15,000: Studio upgrades (hardware, set pieces, lighting)

Purchase of Services

Budget Item #2: Technical Services \$10,000.00

Personal Services

Budget Item #3: Annual Director Salary \$58,306.00

Budget Item #4: Annual Part Time Salary \$44,898.000

Material and Supplies

Budget Item #5: Office Supplies \$3,000

FY 2021 RISKS AND CHALLENGES

Scituate Community Television is working diligently producing and creating content on a daily basis. However, there are frequent obstacles with making all systems sync and making sure all content is the best it can be. As SCTV encourages more community members to become involved in media production it's imperative that the equipment and software matches that of the current industry standards.

Challenge #1. Updating and Training. As mentioned, media is a rapidly changing environment. SCTV continues to improve its current status, but needs to monitor new and improved equipment, software, and viewing platforms. As SCTV updates equipment and software, extensive training will be needed as well as making sure all new technologies are compatible with current systems in place.

Challenge #2. Increasing Staff. SCTV faces an annual obstacle with staffing as most employees (high school students) move on after a year. SCTV needs to continue to build a larger staff with a focus on individuals who are able to be employed for more than one year. In addition, SCTV is working to create a technical support system in the area with the help of other community television departments.

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

DEPARTMENTAL ACCOMPLISHMENTS

Accomplishment #1: SCTV continues to broadcast 24 hours a day, 7 days a week, 365 days a year on all THREE television channels. Scituate residents can watch SCTV at any moment to see what's happening in Scituate's government, its educational system and in the general public. In addition, SCTV's YouTube & Facebook pages are by far the most populated community television social media pages in the area.

Accomplishment #2: SCTV has slowly rolled out a new communications & news theme. Crews continue to cover regular government meetings and town events, but SCTV has also regularly included news events happening that impact residents. This includes major car accidents, storm coverage, water improvements, and other town department developments.

Accomplishment #3: SCTV has begun LIVE on-line coverage. The process has been slow with a focus on certain government meetings and town elections. Additionally, the coverage has encountered some challenges. However, the response from the public has been overwhelming positive with many residents appreciating being able to watch town events as they happen.



Town of Scituate
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SCTV (Cable)	1159510	511000	REGULAR SALARIES	\$51,235	\$59,716	\$59,993	\$59,993	\$63,693	\$63,693		6.17%
SCTV (Cable)	1159510	518000	PART-TIME SALARIES	\$30,257	\$31,841	\$44,252	\$44,252	\$45,570	\$45,570		2.98%
	1159510 Total		Personal Services	\$81,492	\$91,557	\$104,245	\$104,245	\$109,263	\$109,263		4.81%
SCTV (Cable)	1159520	524200	REPAIR/MAINTENANCE OF EQUIP	\$0	\$100	\$1,500	\$1,500	\$1,500	\$1,500		0.00%
SCTV (Cable)	1159520	530900	TECHNICAL SERVICES	\$1,700	\$3,233	\$5,000	\$5,000	\$5,000	\$5,000		0.00%
	1159520 Total		Purchase of Services	\$1,700	\$3,333	\$6,500	\$6,500	\$6,500	\$6,500		0.00%
SCTV (Cable)	1159540	542000	OFFICE SUPPLIES	\$294	\$0	\$2,000	\$2,000	\$2,000	\$2,000		0.00%
SCTV (Cable)	1159540	542300	SPECIAL AGENCY SUPPLIES	\$250	\$0	\$0	\$0	\$0	\$0		
	1159540 Total		Materials & Supplies	\$544	\$0	\$2,000	\$2,000	\$2,000	\$2,000		0.00%
SCTV (Cable)	1159580	585100	EQUIPMENT	\$73,011	\$41,469	\$150,000	\$150,000	\$150,000	\$150,000		0.00%
	1159580 Total		Capital Outlay	\$73,011	\$41,469	\$150,000	\$150,000	\$150,000	\$150,000		0.00%
SCTV (Cable) Total				\$156,746	\$136,359	\$262,745	\$262,745	\$267,763	\$267,763		1.91%

TOWN OF SCITUATE

FY 2021 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 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL #1-CERTIFICATION PROGRAM TOWN CLERK-Continued from FY20

- A. Finalize process for Certified Massachusetts Municipal Clerk (CMMC).
- B. Complete class requirements/class credits towards certification.
- C. Additional class credits (5) are still required for certification, will take the test again in FY2021.

GOAL #2-ELECTION STAFF TRAINING

- A. Training for the fall 2020 State Primary and General Election for election staff.
- B. Training review for the 2020 Presidential election year (2020) begins in mid-summer 2020.
- C. Training for "Early Voting" for election staff begins late summer 2020.

GOAL #3-PURCHASE YES/NO BALLOTS & USB DRIVES FOR TOWN MEETING

- A. Purchase Yes/No ballots in the event there is a vote at town meeting for a secret ballot. Two USB drives are required to program one DS200 tabulator (voting machine).
- B. The use of ballots and a tabulator would speed up the process of secret ballot voting at a town meeting. The cost is reflected in the Support Services in the Town Clerk's 2021 budget request.
- C. Training staff on setting up the DS200 for town meeting would begin in early fall 2020.

MAJOR BUDGET COMPONENTS

The Town Clerk's office operates almost entirely by statutory obligation and requirements relative to the conducting elections and town meetings. The major expenditures of the department relate to the administration of elections. An election's expenses are significantly related to personnel – staff time, set-up and breakdown time, and part-time personnel for Election Day, but they also relate to the expense of ballot printing (where applicable) and programming of equipment.

The major expenditures are generally fixed and can fluctuate based on the number of elections/town meetings during the fiscal year. There will be three elections and two town meetings in FY2021 with the highest expected voter turnout to be on November 3, 2020 at the Presidential Election.

On June 10, 2019 Heather Nugent was appointed as the Assistant Town Clerk for the Town of Scituate. The Assistant Town Clerk assists in the daily operation of the office and oversees the office, as required, in the absence of the Town Clerk and performs all other related work as required. Due to the responsibilities of this position and in comparison to other Towns, I respectfully request that a salary increase be appropriated based on the Tosca Salary Schedule to a Grade 8 Step 3.

A new addition to this budget is a request to purchase of YES/No Ballots for secret ballots at town meetings (if needed) with the use of DS200 tabulators. Whether a secret ballot vote is hand counted by tellers or voted on a paper ballot and place through the DS200 election tabulator the process for a "secret ballot" on a given article at town meeting is time consuming as it may take up to thirty minutes for results.

FY 2021 RISKS AND CHALLENGES

As a result of the 2020 Federal Census mailed to all communities in the United States, it is expected that the voting precincts in Scituate will change some time in the spring of 2021. There are over 14,500 registered voters in Scituate and most likely approximately 7,000 voters will be affected by precinct changes. The challenge will be determining the new precinct boundaries with the States assistance, and locate the addresses of voters within those new precincts. The Town has a responsibility to notify all voters and the Office of the Secretary of the Commonwealth of the change in precincts.

The ongoing responsibilities and needs of this office, make time for staff training a somewhat difficult challenge however a necessary one. The staff in the Clerk's office is committed to hard work, and has the enthusiasm to learn the different aspects of the functions of this office. Several times a year the Mass Town Clerks Association offers training courses for elections, town meetings, vital records and other beneficial classes relating to many functions of the Clerk's office. These educational classes are essential to help us to continue to maintain the quality and efficiency in all areas of work in this office.

DEPARTMENTAL ACCOMPLISHMENTS

Throughout the year this office reviewed the election schedule and procedures. Training and preparations for elections are ongoing and begin several months prior to the actual election. This is the same for town meetings. Staff has done an outstanding job of organizing and processing these events.

The Town of Scituate held the Annual and Special Town Meetings on April 8, 2019 and a second night on April 9, 2019, and in addition a Special Town Meeting was held on May 13, 2019.

The Annual Town Election was held on May 18, 2019 with a turnout of 3,854 voters.

Recount petitions were submitted to recount the Question 1-Debt Exclusion. The Board of Registrars successfully conducted the recount on June 20, 2019 at the SHS gymnasium. There was no change in the total results. Sincere thanks to all who participated in this event as it was a first for the staff in this office.

As the Town of Scituate liaison for the 2020 Federal Census LUCA program (Local Update of Census Addresses), this office worked closely with the state and federal government to assist in reporting new addresses and housing units. Maps were reviewed with the assistance of the Engineering Department.

Poll pads were purchased for the purpose of checking in voters at town meetings. The Poll Pads for the check in process received very positive feedback by voters attending town meeting. The Secretary of the Commonwealth to date has not approved the use of Poll Pads for election check in.

Online payments for dog licenses and certified copies of vital records such as births, deaths, and marriages were made available to the public last spring through the town's website.

The Town's Archive Department continued throughout the year to remain very busy and have had many accomplishments this years as in past years. The volunteers are an integral part of the preservation of the Town's historic and archival records. This year's accomplishments to date are listed below.

- Created a Policy and Procedures manual
- Finalized an approved Disaster Recovery Plan
- Created an online-reference to Historical Library and pertinent data
- Volunteers for approximately 20 hours/week for 50 weeks of the year
- 74 individual visits and archival/ancestry requests

DESCRIPTION	FY18	FY19	FY20	FY21	Comments
OF REVENUE	\$38,939.50	\$39,344.75	YTD-\$10,650.00 9-26-19	\$40,000.00	Projected

This Department has provided additional line item budget detail which may be useful in your review. Please refer to the page found after the Town Administrator recommended budget summary page.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Town Clerk	1161510	511000	REGULAR SALARIES	\$112,108	\$118,724	\$122,993	\$122,993	\$125,808	\$125,808		2.29%
Town Clerk	1161510	512000	OVERTIME	\$1,018	\$2,454	\$1,237	\$1,237	\$2,538	\$2,538		105.17%
Town Clerk	1161510	513000	LONGEVITY	\$500	\$550	\$550	\$550	\$550	\$550		0.00%
Town Clerk	1161510	518000	PART-TIME SALARIES	\$35,408	\$58,327	\$56,212	\$56,212	\$75,770	\$75,770		34.79%
Town Clerk	1161510	519100	OTHER SALARIES	\$0	\$0	\$1,650	\$1,650	\$1,650	\$1,650		0.00%
	1161510 Total		Personal Services	\$149,033	\$180,055	\$182,642	\$182,642	\$206,316	\$206,316		12.96%
Town Clerk	1161520	524100	OFFICE MACHINE MAINT	\$0	\$0	\$150	\$150	\$150	\$150		0.00%
Town Clerk	1161520	530800	TRAINING	\$0	\$0	\$100	\$100	\$100	\$100		0.00%
Town Clerk	1161520	531100	SUPPORT SERVICES/ELECTIONS	\$15,257	\$31,289	\$26,230	\$26,230	\$36,477	\$36,477		39.07%
Town Clerk	1161520	532100	CONFERENCES/MEETINGS	\$207	\$150	\$500	\$500	\$500	\$500		0.00%
Town Clerk	1161520	534300	BINDING & PRINTING	\$2,408	\$2,396	\$3,975	\$3,975	\$4,910	\$4,910		23.52%
Town Clerk	1161520	571100	MILEAGE REIMBURSEMENT	\$0	\$66	\$300	\$300	\$300	\$300		0.00%
Town Clerk	1161520	573100	PROFESSIONAL DUES & SUBS	\$160	\$185	\$360	\$360	\$405	\$405		12.50%
	1161520 Total		Purchase of Services	\$18,032	\$34,086	\$31,615	\$31,615	\$42,842	\$42,842		35.51%
Town Clerk	1161540	542000	OFFICE SUPPLIES	\$1,597	\$1,830	\$2,000	\$2,000	\$2,600	\$2,600		30.00%
Town Clerk	1161540	542300	ARCHIVES	\$816	\$812	\$1,000	\$1,000	\$1,000	\$1,000		0.00%
Town Clerk	1161540	542500	PRINTING & FORMS	\$833	\$1,380	\$1,530	\$1,530	\$1,530	\$1,530		0.00%
	1161540 Total		Materials & Supplies	\$3,247	\$4,022	\$4,530	\$4,530	\$5,130	\$5,130		13.25%
Town Clerk Total				\$170,312	\$218,164	\$218,787	\$218,787	\$254,288	\$254,288		16.23%

Town Clerk – Department 161

Additional Budget Notes

Account 1161520.53100 Support Services/Elections

\$6,000.00 Programming & coding media for DS200s and Automark for Elections (\$2000.00 per election x 3 elections)

\$6,400.00 Sound system for Town Meetings \$2000.00 for ATM \$350 small gym \$50 Hearingg Asst(1+ xtra night) & 1 STM if using small gym add \$350

\$3,000.00 Census (to convert data, produce forms and co. will mail.) ***see postage

\$1,650.00 Food for election workers 3 elections (1 town lunch only \$350) /1Lunch & dinner meals \$650 each state election from SHS

\$920.00 Labor Cafeteria Workers for town elections \$320.00 and \$300.00 per state election

\$700.00 Election supplies-Toner for State election/Census printer \$165.00 each, DS200 thermal paper rolls, \$45, Automark ink \$90, misc. I voted stickers

\$1,750.00 Contract w/ES & S for DS200 maintenance & support covered for 2 years DS200 purchased in Oct. 2015

\$1,500.00 Annual maintenance contract for Pollpads with LHS-\$250 per poll pad (6)

\$300.00 Rental from ES & S of 6 DS200 Media thumb drives for 2 Fall Elections & the Town Election. (Media retention is 22 months only own 2 sets.)

\$3,600.00 Ballots printed for the Town Election (Print Elect/Owen G Dunn) per MGL, 1 ballot for every registered voter 14, 500 +

\$3,000.00 Custodial services 3 Elections,(\$550.00 each) 1 ATM + 1 xtra night (ATM in 2019=\$640 for 2 nights) + 1 STM= \$320.00

\$6,132.00 Police Detail-OT rate standard is \$50 per hr/\$58 for sr officers 3 Elections in FY2021
Primary, Sept, 2020-(1 officer \$58 x 17 hrs =\$986 + 1 officer \$50 x 13 hrs=\$650.00)
Presidential Election Nov. 3, 2020-3 Police officers (1 officer \$58 x 17 hrs =\$986 + 2 officers \$100 x 13 hrs=\$1300)
Town election, May 2021-(2 officers \$116 x 10 hrs=\$1160)
2 town meetings (1 ATM and 1 STM) \$1050-(1 officer @ \$58.00 x 6 hrs =\$348) and 1 2nd night

\$1,225.00 Purchase 4000 YES/No Ballots for secret ballots at TM if needed with use of DS200 2 USBs needed \$105 each

\$300.00 Sign Language Interpreters for ATM if requested.

Account 1161520.534300 Binding & Printing

\$500.00 By-laws

\$2,300.00 Street Lists-produce books cost increase 150 books (sold more than the 125 last year)

\$350.00 Dogs tags

\$1,760.00 Election Warrants (1 Town Election 300.00 Mariner) EV for State Primary and General Election in Mariner and Patriot Ledger twice - 1 ad prior to EV period and 1 ad during the EV period in both newspapers.

Account 1161540.542000 Office Supplies

\$2,600.00 OFFICE SUPPLIES (blue vitals paper, notarial seals, etc) additionally 3 Folding banquet tables to replace lost ones for use at Early Voting.

TOWN OF SCITUATE

FY 2021 BUDGET

DEPARTMENT: CONSERVATION

MISSION STATEMENT:

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

FY 2021 GOALS AND OBJECTIVES

1. Improve the permitting process:

- Increase efficiency and turnaround time.
- Ensure that the requirements of applicable regulations are met.

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, 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 new 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 for residents.
- 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. Educate residents on Coastal resiliency.
- Continue to issue Minor Activity Permits, as appropriate for work in the buffer zone or resource areas to address post severe storm cleanup.

TOWN OF SCITUATE

FY 2021 BUDGET

DEPARTMENT: CONSERVATION

- 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 and Natural Resources Officer, the Coastal Management Officer, and the Conservation Commission Administrative Assistant;
- Postage, travel and mileage expenses, office supplies;
- Conferences and trainings for both staff and Conservation Commission members;
- Administration of 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 2021 RISKS AND CHALLENGES

- **Backlog of 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 and Natural Resource Officer.
- **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 and 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, new single family subdivisions, apartment or condominium and/or affordable housing have been observed. Several 40B projects and subdivisions are anticipated to start in the latter part of FY20. Many of these projects involve permitting with Conservation as they are cited on marginal land near wetland resource areas or in Scituate's water supply area. These large projects bring additional burden to the office in that they are very time consuming.

TOWN OF SCITUATE

FY 2021 BUDGET

DEPARTMENT: CONSERVATION

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:

- **71** Notice of Intents (NOI's) and Orders of Conditions (OOCs) for projects that occur close or in the resource areas or have a high probability of having a direct impact;
- **46** Requests for Determinations (RDA) for smaller projects in the outer Buffer Zone, or project with a lesser likelihood of having a direct impact;
- **37** Determinations of Applicability (DOA's) issued;
- **10** Stormwater Permits issued;
- **22** Violations; all complaints of wetland violations on private or public land are investigated.
- **450** site visits to monitor existing permit conditions and to investigation and sign off on new permit applications;
- **46** Minor Activity Permits for projects within the buffer zone where little or no impact is expected or to facilitate post severe storm cleanup;
- **58** 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;
- **22** Conservation Commission Public Meetings; public hearings for permit applications;
- Signoffs on ALL new permit applications of Board of Health Title V systems, Building Permit construction projects, and Planning and Zoning Board applications;
- Oversaw permitting and construction of Open Space Trails, North/South River Dredging project, Seaside at Scituate (Toll Bros), 4th Cliff projects, several other subdivisions started construction, Scituate Dog Park construction, and mosquito control dredging project;
- Oversaw permitting of projects to improve water capability including, reservoir expansion, Tack Factory Pond Well 17A improvements.
- Participated in the Stormwater workgroup to re-write portions of the Stormwater regulations.
- Assisted the Coastal Resource Officer with the Community Rating System (CRS) maintain a Class 7, resulting in a 15% reduction in flood insurance premiums for all Scituate floodplain residents;
- **28** Extensions to Orders of Conditions
- Worked with Recreation Department on project to improve town fields.
- Participated in updating Open Space and Recreation Master Plan.
- Drainage improvement projects
- Worked on progress with CRs on West End properties
- Updated 8 trails map and history descriptions
- Participated in purchasing additional Open Space and Coastal Resiliency Grant and Sea Wall Repair

DESCRIPTION OF REVENUE	FY/17	FY/18	FY/19	YTD FY/20	FY/21 Estimate
Filing Fees	\$34,182.02	\$27,884.25	\$40,565.00	\$11,270	\$28,000
				*Only reflects revenues to 10/2/19	

TOWN OF SCITUATE

FY 2021 BUDGET: FY21

DEPARTMENT: Coastal Management Officer

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

FY 2021 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

FY 2021 RISKS AND CHALLENGES

The largest challenge to face in FY2020 will be coordinating all of the major planning efforts including the Downtown Harbor Sustainability and Resiliency Plan, the Town Master Plan update, and the 50 Year Community Led Coastal Vision and Near Term Adaptation Strategy. Ensuring these processes are completed in a harmonious fashion is vital for maximizing implementation success in the future.

DEPARTMENTAL ACCOMPLISHMENTS

- Prepared a Federal Emergency Management Agency (FEMA) Grant for FEMA Flood Assistance (FMA) for two private Homeowner Elevation Projects, (\$170,000);
 - Prepared and received a Coastal Zone Management (CZM) Coastal Resiliency Grant application to complete a Community Led 50 Year Coastal Vision and Near Term Adaptation Strategy (\$203,820);
 - Prepared and received An Accelerating Climate Resiliency Municipal Mini-Grant for a Managed Retreat Feasibility Study at Peggotty Beach(\$35,000);
 - Prepared and received a Metropolitan Area Planning Council Technical Assistance Grant for the Downtown Harbor Sustainability and Resiliency Master Plan (\$25,000); which is being used in addition to a Planning Assistance Grant application prepared and received from the Executive Office of Energy Affairs for this project (\$37,500)
 - Managed, administrated and provided technical assistance for engineering and permitting the North Humarock Dune Nourishment and Roadway Elevation Improvements for Improved Coastal Resiliency with grant funding from CZM
 - Attended training seminars, webinars, and studied literature to explore new and innovative approaches to sea level rise;
 - Organized and implemented a community forum with the Coastal Advisory Commission in which a presentation was given titled 'Protecting our Coast'. The presentation educated the public on the status of the entire coast from the perspective of the different projects that have been undertaken over the past decade, the grants received, and future plans.
 - Structured and staffed the Coastal Advisory Commission, for meetings, agenda's and presentations;
 - Analyzed, compared, researched and provided documentation for continued participate in the CRS Program, which maintains our CRS rating as a 7, resulting in a 15% discount on the cost of flood insurance for Scituate homeowners;
 - Created the *Annual Flood Hazard Mitigation Progress Report, 2018* 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;
 - Organized an educational American beach grass planting with the Town of Scituate on Peggotty Beach
-
- Presented at the South Shore Climate Change Symposium on behalf of Scituate

DESCRIPTION OF REVENUE

	FY/16	FY/17	FY/18	FY19 YTD	
GRANTS:					
FMA Elevation Program			\$2.3 million		Elevation (Completed)

FEMA 15 HMGP Elevation		\$488,713		Elevations (Ongoing)
CZM16 Coastal Erosion	\$240,000			Coastal Plan (Completed)
Oceanside Drive/7 th Seawall		\$2.5 million		Seawall (Completed)
CZM17 Humarock Resiliency		\$137,000		Conceptual (Completed)
CZM18 Humarock Engineer/Permits		\$270,000		Engineer (Completed)
FEMA 16 FMA Elevation		\$170,000		Elevation (Pending)
N. Scituate Beach Nourishment		\$3.0 million		Nourishment (Denied)
MAPC MVP Plan		\$60,000		MVP Plan (Completed)
MAPC Downtown Harbor Plan			\$25,000	Plan (Ongoing)
EEA Down Town Harbor Plan			\$37,500	Plan (Ongoing)
MAPC Resiliency Grant			\$35,000	Plan (Ongoing)
FMA 17		\$168,478		Elevation (Ongoing)



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Conservation	1171510	511000	REGULAR SALARIES	\$209,653	\$189,183	\$203,621	\$203,621	\$210,148	\$210,148		3.21%
Conservation	1171510	512000	OVERTIME	\$898	\$0	\$0	\$0	\$0	\$0		
Conservation	1171510	513000	LONGEVITY	\$1,825	\$0	\$0	\$0	\$0	\$0		
Conservation	1171510	517200	SICK LEAVE BUY BACK	\$500	\$0	\$0	\$0	\$0	\$0		
Conservation	1171510	518000	PART-TIME SALARIES	\$21,851	\$2,285	\$0	\$0	\$0	\$0		
Conservation	1171510	519100	OTHER SALARIES	\$688	\$0	\$0	\$0	\$0	\$0		
	1171510 Total		Personal Services	\$235,414	\$191,468	\$203,621	\$203,621	\$210,148	\$210,148		3.21%
Conservation	1171520	524100	OFFICE MACHINE MAINT	\$0	\$0	\$100	\$100	\$100	\$100		0.00%
Conservation	1171520	530800	TRAINING	\$0	\$0	\$500	\$500	\$500	\$0		-100.00%
Conservation	1171520	530900	TECHNICAL SERVICES	\$0	\$0	\$2,000	\$2,000	\$2,000	\$1,000		-50.00%
Conservation	1171520	532100	CONFERENCES/MEETINGS	\$119	\$225	\$650	\$650	\$650	\$650		0.00%
Conservation	1171520	534300	BINDING & PRINTING	\$0	\$0	\$2,475	\$2,475	\$2,475	\$1,000		-59.60%
Conservation	1171520	534400	POSTAGE	\$0	\$26	\$0	\$0	\$0	\$0		
Conservation	1171520	571100	MILEAGE REIMBURSEMENT	\$1,022	\$1,459	\$750	\$750	\$750	\$750		0.00%
Conservation	1171520	573100	PROFESSIONAL DUES & SUBS	\$612	\$26	\$1,200	\$1,200	\$1,200	\$1,200		0.00%
	1171520 Total		Purchase of Services	\$1,753	\$1,736	\$7,675	\$7,675	\$7,675	\$4,700		-38.76%
Conservation	1171540	542000	OFFICE SUPPLIES	\$339	\$455	\$600	\$600	\$600	\$600		0.00%
Conservation	1171540	542500	PRINTING & FORMS	\$0	\$0	\$550	\$550	\$550	\$550		0.00%
Conservation	1171540	558100	CLOTHING	\$150	\$150	\$150	\$150	\$150	\$150		0.00%
	1171540 Total		Materials & Supplies	\$489	\$605	\$1,300	\$1,300	\$1,300	\$1,300		0.00%
Conservation Total				\$237,656	\$193,809	\$212,596	\$212,596	\$219,123	\$216,148		1.67%

TOWN OF SCITUATE

FY 2021 BUDGET

DEPARTMENT: Planning and Development

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

FY 2021 GOALS AND KEY OBJECTIVES

1. **Work with Town Administrator, department heads and staff, boards/committees, and the public to improve Town services and allocation of organizational resources across Town departments.**
 - A. Enhance coordination and collaboration among departments within the Planning and Development Department (i.e., Building/Inspections, Conservation, Planning), other Town departments (i.e., DPW, Health, Fire, Police, Recreation, etc.), and boards/committees.
 - B. Improve coordination and collaboration with local businesses, regional/state/federal agencies, and other external stakeholders.

2. **Provide direction and support to department heads, town staff and boards/committees in areas pertaining to land use, planning and zoning, economic development, coastal management and conservation.**
 - A. Oversee Planning Board's effort to update the Town's Master Plan.
 - B. Oversee the development of the 50-Year Coastal Vision Plan and Scituate Harbor Resiliency and Sustainability Plan.
 - C. Oversee EDC and Planning Board initiatives in North Scituate, Greenbush and Scituate Harbor.

3. **Develop, implement and oversee departmental policies, goals and objectives coordinating with other departments for shared vision and strategies**
 - A. Work with Town Administrator, DPW, and others to address town-wide municipal infrastructure issues.
 - B. Work with Planning and Development Departments to streamline project review and permitting and enhance accessibility of departmental documents.

MAJOR BUDGET COMPONENTS

<u>Department</u>	<u>Budget</u>
Building and Inspections	\$325,864
Conservation	\$220,156
Planning	\$253,260
Economic Development Commission	\$ 49,000
Zoning Board of Appeals	\$ 28,172

FY 2021 RISKS AND CHALLENGES

The Planning and Development Department was created to enhance communication and collaboration among Town departments and boards/committees in order to improve the delivery of Town services. In the relatively short amount of time since the Department has been established there have been measureable improvements in the delivery of Town services and inter-departmental and board/committee communications have improved. The following are the biggest risks and challenges to the Department for FY21:

Municipal Infrastructure

A significant challenge in FY21 for the Department includes balancing the need to increase economic development, in order to offset the residential tax burden, while encouraging responsible and sustainable development given the Town's current infrastructure limitations.

Grant Funding

The Department has continued to have great success in securing grant funding from the Commonwealth to supplement available Town resources to undertake important planning studies and to make necessary upgrades to Town infrastructure. A significant challenge for the Department will be to continue to receive these much needed grant funds to implement the backlog of projects (i.e., beach and dune nourishment, sewer installation, etc.)

DEPARTMENTAL ACCOMPLISHMENTS

- Kicked off public process to update the Town's Master Plan.
- Received final approval for the Open Space and Recreation Plan from the Executive Office of Energy and Environmental Affairs.
- Provided several Town committees/boards ongoing staff support (i.e. Planning Board, Conservation Commission, Economic Development Commission, Community Preservation Committee, Coastal Advisory Commission, Affordable Housing Trust).
- Worked with EDC and Planning Board to approve and implement new comprehensive zoning for Greenbush
- Internal Development Review Team reviewed all ongoing projects and upcoming large commercial and residential projects.
- Coordinated review of several large projects (e.g., Toll Bros, MBTA parcel, Herring Brook Meadow, Lawson Green, Stockbridge Landing).
- Secured \$203,820 Coastal Resiliency Grant from the Office of Coastal Zone Management to assist with the development of a 50-year Coastal Vision and Near-Term Adaptive Strategy.
- Secured \$112,668 MVP Action Grant from the Executive Office of Energy and Environmental Affairs to map Storm Tide Pathways in order to assess coastal vulnerability to storms and sea level rise.
- Secured \$25k grant from the Metropolitan Area Planning Council to assist with the Scituate Harbor resiliency master planning process.
- Completed comprehensive resilience feasibility study for the Town's wastewater system. The project was funded through a \$75k Municipal Vulnerability Plan Action Grant from the Executive Office of Energy and Environmental Affairs.

TOWN OF SCITUATE

FY 2021 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 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. **Implement Master Plan update process.**
 - A. Development of draft and final plans.
 - B. Coordinate public participation process.
2. **Coordinate with the Economic Development Commission to implement zoning for North Scituate.**
 - A. Organize and participate in stakeholder meetings and public workshops to discuss upcoming development projects, business needs, and proposed zoning bylaw changes.
 - B. Prepare new zoning regulations for North Scituate.
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. Standardize procedures to simplify administration and enforcement of permitting requirements.
 - C. Update Planning Board fee schedule.
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.

FY 2021 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 (10,000 sq. ft.) lots in Scituate and neighbors are legitimately concerned about problems from construction activity, stormwater and other impacts of development. Demolition of smaller homes and replacement with much larger structures along the shore, and throughout Scituate, exacerbates the problem and intensifies development in areas that may be inappropriate due to flooding or demands on emergency services. With Scituate's high water table and tight soils, stormwater management is very challenging, and is a major concern of residents.

Residential Taxes

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

DEPARTMENTAL ACCOMPLISHMENTS

- Worked with consultant, EDC and Planning Board on zoning bylaw changes for Greenbush and working on zoning bylaw changes for North Scituate.
- Worked with Planning Board, EDC and DPW on a broad range of municipal infrastructure issues to stimulate economic development.
- Shepherded Drew project involving redevelopment of MBTA parcel in Greenbush through Planning Board.
- 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.
- Actively working on updating the Master Plan in FY20-21.
- Managed active construction sites including Seaside at Scituate by Toll Brothers
- Organized stormwater working group and consultant to draft changes to Stormwater Regulations.

DESCRIPTION OF REVENUE	FY18	FY19	FY20 YTD	FY21 Projected	Comments
Application and Lot Release Fees	\$5,600	\$11,360	\$5,194*	\$5,100	*Lot release fees for half Curtis Estate not included yet



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Planning Board	1175510	511000	REGULAR SALARIES	\$94,120	\$235,266	\$233,904	\$233,904	\$240,109	\$240,109		2.65%
Planning Board	1175510	513000	LONGEVITY	\$550	\$800	\$800	\$800	\$800	\$800		0.00%
Planning Board	1175510	519100	OTHER SALARIES	\$0	\$0	\$788	\$788	\$0	\$0		-100.00%
	1175510 Total		Personal Services	\$94,670	\$236,066	\$235,492	\$235,492	\$240,909	\$240,909		2.30%
Planning Board	1175520	524100	OFFICE MACHINE MAINT	\$125	\$125	\$125	\$125	\$125	\$125		0.00%
Planning Board	1175520	530900	TECHNICAL SERVICES	\$6,000	\$4,270	\$6,000	\$6,000	\$6,000	\$6,000		0.00%
Planning Board	1175520	532100	CONFERENCES/MEETINGS	\$209	\$2,008	\$1,000	\$1,000	\$1,000	\$1,000		0.00%
Planning Board	1175520	534300	BINDING & PRINTING	\$998	\$0	\$1,100	\$1,100	\$1,100	\$1,100		0.00%
Planning Board	1175520	534600	LEGAL ADVERTISING	\$0	\$64	\$75	\$75	\$75	\$75		0.00%
Planning Board	1175520	571100	MILEAGE REIMBURSEMENT	\$288	\$288	\$500	\$500	\$500	\$500		0.00%
Planning Board	1175520	573100	PROFESSIONAL DUES & SUBS	\$915	\$635	\$850	\$850	\$850	\$850		0.00%
	1175520 Total		Purchase of Services	\$8,534	\$7,391	\$9,650	\$9,650	\$9,650	\$9,650		0.00%
Planning Board	1175540	542000	OFFICE SUPPLIES	\$652	\$651	\$700	\$700	\$700	\$700		0.00%
	1175540 Total		Materials & Supplies	\$652	\$651	\$700	\$700	\$700	\$700		0.00%
Planning Board	1175580	585200	FURNISHINGS	\$264	\$0	\$0	\$0	\$0	\$0		
	1175580 Total		Capital Outlay	\$264	\$0	\$0	\$0	\$0	\$0		
Planning Board Total				\$104,119	\$244,107	\$245,842	\$245,842	\$251,259	\$251,259		2.20%

**TOWN OF SCITUATE
ZONING BOARD OF APPEALS
FY 2021 BUDGET**

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

FY 21 DEPARTMENTAL GOALS AND OBJECTIVES

- 1) Decide on each application before the Board in accordance with applicable regulatory law, appellate law and with the rules and regulations of the Town as set forth in the Zoning Bylaw; comply with rules and regulations that govern hearings before us and to create sound decisions.
- 2) Hold hearings that allow the public to recognize that their concerns have been heard, that they have been treated with respect, that the Board applied the proper statutes and regulations in a fair and impartial manner and that the decision has been filed in a timely manner.

MAJOR BUDGET COMPONENTS

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

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

FY21 RISKS AND CHALLENGES

In FY21, 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. As of this writing, no new 40b developments are anticipated, but the Bartlett Field project is in the early planning states.

DEPARTMENTAL ACCOMPLISHMENTS

- The Board members are dedicated, always open-minded and thoughtful. Guided by our Zoning Enforcement Officer, the Board has worked hard this year to try to help

applicants obtain the permits they seek while upholding the integrity of the Zoning By-Law.

- During the 2020 fiscal year, the ZBA heard and decided 37 new applications, including modifications of previously approved 40B developments, and approvals for reconstruction, expansion and renovations of pre-existing homes as well as commercial / rental properties.
- Approval of these various projects in Scituate allowed substantial improvements to properties, thereby increasing their value and significantly enhanced the safety and security of our citizens. The 40B approval facilitated final permitting and construction of these projects, moving Scituate closer to its goal of providing sufficient affordable housing.

DESCRIPTION OF REVENUE	FY18	FY19	FY20 YTD	FY21 Projected
FILING FEES	\$8500.00	\$8300.00	\$1600.00	\$8000.00



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	/FY20 Rev
Zoning Board of Appeals	1176510	512000	OVERTIME	\$1,508	\$646	\$1,500	\$1,500	\$1,015	\$1,015		-32.33%
Zoning Board of Appeals	1176510	518000	PART-TIME SALARIES	\$20,235	\$18,966	\$23,596	\$23,596	\$23,284	\$23,284		-1.32%
	1176510 Total		Personal Services	\$21,743	\$19,611	\$25,096	\$25,096	\$24,299	\$24,299		-3.18%
Zoning Board of Appeals	1176520	532100	CONFERENCES/MEETINGS	\$0	\$0	\$150	\$150	\$150	\$150		0.00%
Zoning Board of Appeals	1176520	573100	PROFESSIONAL DUES & SUBS	\$75	\$127	\$400	\$400	\$400	\$400		0.00%
	1176520 Total		Purchase of Services	\$75	\$127	\$550	\$550	\$550	\$550		0.00%
Zoning Board of Appeals	1176540	542000	OFFICE SUPPLIES	\$661	\$398	\$475	\$475	\$550	\$550		15.79%
	1176540 Total		Materials & Supplies	\$661	\$398	\$475	\$475	\$550	\$550		15.79%
Zoning Board of Appeals Total				\$22,479	\$20,136	\$26,121	\$26,121	\$25,399	\$25,399		-2.76%

TOWN OF SCITUATE

FY 2021 BUDGET

DEPARTMENT: Economic Development Commission 182

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

FY 2021 GOALS AND KEY OBJECTIVES

1. **Work with Planning Board and Planning & Development Department on North Scituate planning and zoning efforts.**
 - A. Support planning and implementation of short and long-term physical improvements in North Scituate Business District.
 - B. Support North Scituate rezoning initiative.

2. **Work with Planning Board and Planning & Development Department on town-wide planning initiatives.**
 - A. Participate on Town's Master Plan Advisory Committee.
 - B. Participate on Scituate Harbor Resiliency and Sustainability Plan Steering Committee.
 - C. Participate in the development of the Town's 50-Year Coastal Vision and Near Term Adaptation Strategy.

- D. **Work with Board of Selectmen, Town Administrator, Planning & Development, DPW and other Town departments and boards/committees to address infrastructure issues to stimulate economic development.**
 - A. Participate in regional sewer discussions with TA, BOS, Planning & Development and DPW.
 - B. Participate in Town initiatives to assess and address water supply and distribution issues.

- E. **Continue program for creating and promoting a Scituate brand to more fully market the Town to visitors, potential customers and new businesses.**
 - A. Install next phases of Sea Scituate signage.
 - B. Coordinate with local businesses to provide support for expansion and branding opportunities.
 - C. Organize new events (e.g., Sea to Table, food trucks, etc.) to support and market local businesses.

MAJOR BUDGET COMPONENTS

The EDC's budget includes three basic components: technical services to support EDC's above-stated goals, support for meetings and printing. Most tasks are carried out by the Planning and Development Director and by one or more consultants, who are overseen by the EDC. Costs include consultant contracts, printing, mailing RFPs and contracts, and similar items.

FY 2021 RISKS AND CHALLENGES

Economic Development is a key source of revenue through contributions to the tax base. If this contribution is not realized, the Town risks a reduction in services including schools, public safety and other essential government functions.

COMMISSION ACCOMPLISHMENTS

- Ongoing implementation of vision plans for North Scituate, Greenbush and the Harbor.
- Supported development and implementation of new zoning bylaw for Greenbush.
- Supported Scituate Harbor Resiliency and Sustainability planning effort.
- Implementation of new Sea Scituate wayfinding signage program.
- Provided funding to support Scituate Heritage Days.
- Supported Scituate's booth at the New England Boat Show.
- Participated in Scituate Harbor Cultural District.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Economic Develop Com	1182520	530900	TECHNICAL SERVICES	\$23,425	\$49,910	\$46,500	\$46,500	\$46,500	\$43,500		-6.45%
Economic Develop Com	1182520	532100	MEETINGS	\$319	\$83	\$1,000	\$1,000	\$1,000	\$1,000		0.00%
Economic Develop Com	1182520	534300	PRINTING	\$0	\$0	\$1,500	\$1,500	\$1,500	\$1,500		0.00%
	1182520 Total		Purchase of Services	\$23,744	\$49,993	\$49,000	\$49,000	\$49,000	\$46,000		-6.12%
Economic Develop Com Total				\$23,744	\$49,993	\$49,000	\$49,000	\$49,000	\$46,000		-6.12%

TOWN OF SCITUATE

FY 2021 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 2021 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 FY21. The Town will continue to maintain flood insurance on the Scituate Harbor Community Building in FY21 at a cost of approximately \$16,366. The Town has received \$3,050 in credits towards its premiums in FY20 for participation in loss prevention measures and will continue that in FY21.

The Town eliminated the lost wage reimbursement feature of the police and fire accident and sickness insurance policy due to the projected 22% increase for FY20. The Town will continue to evaluate deductible and reimbursement structure changes in FY21.

MAJOR BUDGET COMPONENTS

This line item includes: Property/Crime/Inland Marine Damage Insurance, General Liability Insurance, Automobile, Professional Liability (public, school law), Excess Liability, Police and Fire Accident and related 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 21 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.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept Request	FY 21 Town Adm Recom	BOS/Adv Comm	% Change
				Actuals	Actuals	Original Budget	Revised Budget				FY21 TA /FY20 Rev
Prop & Gen Liability Ins	1192570	574000	LIABILITY/PROPERTY INSURANCE	\$609,508	\$709,796	\$743,052	\$743,052	\$780,204	\$780,204		5.00%
	1192570 Total		Insurance	\$609,508	\$709,796	\$743,052	\$743,052	\$780,204	\$780,204		5.00%
Prop & Gen Liability Ins Total				\$609,508	\$709,796	\$743,052	\$743,052	\$780,204	\$780,204		5.00%

TOWN OF SCITUATE

FY 2021 BUDGET

DEPARTMENT: POLICE

MISSION STATEMENT:

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

FY 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

- Enhance Department Policies & Procedures
 - Achieve Certification through the Massachusetts Police Accreditation Commission (1st Qtr)
 - Implement mechanism for electronic access and management of policies (2nd Qtr)
 - Continue review and development of policies to achieve MPAC Accreditation (On-Going)

- Enhance Critical Incident Capabilities: Active Shooter Hostile Event Response (ASHER)
 - Expand complement of basic SWAT / Entry Team Officers within the department (1st Qtr)
 - Integrate Incident Command System (ICS) as a practice within daily department operations (2nd Qtr)
 - Design and execute Mutual Aid Response exercise (3rd Qtr)
 - Develop and implement department level training exercises with municipal and community stakeholders based on continually evolving ASHER best practices (On-Going)

- Establish Multifaceted Officer Wellness Program
 - Appoint an officer as “emotional wellness” liaison within department (1st Qtr)
 - Define and document tenets of program and develop framework (1st Qtr)
 - Implement Officer Wellness Program (2nd Qtr)
 - Establish mechanisms for monitoring Officer Wellness (On-Going)

- Join International Chiefs of Police (IACP) One Mind Campaign
 - Establish clearly defined and sustainable partnership with community mental health organization (1st Qtr)

- Implement model police response policy to persons affected with mental illness (1st Qtr)
- Train and certify officers in mental health first-aid (2nd Qtr)
- Provide Crisis Intervention Team Training (3rd Qtr)

MAJOR BUDGET COMPONENTS

Administration: The Chief, Deputy Chief, Administrative Assistant, and part-time 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.

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, K-9 and Natural Resources. Additionally, there are a number of part-time specialist functions within this purview including SWAT, evidence, social services, event planning, 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.

FY 2021 RISKS AND CHALLENGES

- The Department will undergo a transition among key leadership positions in Fiscal Year 2021. The Department has an exceptionally solid foundation and has been on a steady course for many years. With this transition, we will continue to build upon the accomplishments that have occurred through the strength in our leadership and focus on the positive future of the Department. While change within any organization can inherently present challenges, it is also the natural order from which opportunities can flourish.

Officer recruitment, training and staffing remain a critical focal point for the Department. Through our Permanent Intermittent Officer program, we have the ability to thoroughly develop and evaluate full-time officer candidates. We must continually strive to ensure that we attract, maintain and promote the most qualified and appropriate candidates as officers to the Department.

Officer engagement and professional development at each rank and stage of an officer's career is incredibly important. We must ensure that as young officers mature into seasoned officers that we continue to engage, challenge and develop them professionally. Providing specialized opportunities within the Department or through Task Forces and collaborative partnerships such as the Metropolitan Law Enforcement Council (METRO LEC) are critical to building a well-balanced, operationally prepared and professional organization.

- As law enforcement professionals, we must not lose sight of our rich traditions and the lessons that history has taught us. We must ensure however, at every level within our organization that we continually focus down range towards what is coming next.

Each day, advances in technology propel our society to places that were not even imagined a few years earlier. We must perpetually evolve and leverage today's tools to meet the challenges that will most assuredly face our community and residents tomorrow.

Contemporary officers need to understand the depth of embedded and integrated technology within our society. The "Internet of Things" (IoT) including vehicle infotainment systems, home automation, wearable technologies and many others present incredible opportunities for both nefarious exploitation and criminal investigations. We must develop paths for officers to understand and leverage virtual and digital evidence in order to effectively perform their duties and safeguard our residents.

- A myriad of challenges have landed on the doorstep of law enforcement across the country due to the shifting landscape realized with the legalization of marijuana. The vast proliferation of THC products within our communities, coupled with new and emerging delivery systems, compel officers to continually stay abreast of trends and understand their impacts.

With regards to impaired operation, we currently find ourselves in transition as established models struggle to catch up to a broader new reality. Laws, technology and training must all advance so that law enforcement can effectively protect our community against impaired drivers; which all too often occur as a result of not only a singular inebriant, but rather a combination of alcohol, marijuana and other drugs.

DEPARTMENTAL ACCOMPLISHMENTS

- The Department is currently staffed with thirty-five full-time officers, six part-time officers and three seasonal officers. We recently graduated two officers from the Plymouth Police Academy which are included in this complement.

Following the retirement of our Animal Control Officer, the Department created a Natural Resources Officer to assume the expanded duties of animal control and liaison with the Town's Conservation Agent and Massachusetts Environmental Police.

Several officers have been appointed to liaison positions within the Department to work in partnership with the community; including Veteran Affairs, Social Services and the Clergy. We have also expanded our Scituate Police and Neighbors (SPaN) program to encompass other areas and interests within the community.

The Department maintains its commitment to the continuing education and professional development of staff members. Two officers within the Command Staff have now received the Trilogy Award from the FBI's Law Enforcement Executive Development Association for their work in leadership training.

- The Department's Marine Unit completed a successful boating season with a 7-day per week patrol cycle and 24x7 operational readiness. A 25' SAFE Boat Defender was put into service this season as the unit's primary patrol vessel. The SAFE Boat, which was previously in service with the United States Coast Guard, was acquired through a GSA program and utilized drug asset forfeiture funds at no cost to tax payers.

The unit continued its focus on overall boater safety and operators boating under the influence. Officers conducted stops for safety inspections, bow riding, vessel overloading, improper equipment and other violations. Underage consumption of alcohol on the water was a key targeted enforcement objective for officers.

The Marine Unit expanded and strengthened its maritime partnerships throughout the region and has established itself as a model program for other departments. Coordination with members of the Scituate Harbormaster's Department has been greatly enhanced, as has our continued work and trainings with the United States Coast Guard, Massachusetts Environmental Police and METRO Maritime Special Response Unit.

Marine Unit members hosted three boater certification classes for the community at the Public Safety Building; including a very well attended and regarded youth program.

- The Public Safety Complex project reached another milestone with the completion of a 40' x 60' outbuilding. The addition of this structure helps to securely store and manage many of the Department's specialized equipment and resources.

A multi-year project to enhance the Department's radio communications culminated with the conversion from analog to digital radio technology. This accomplishment aligns our agency for greater interoperability with law enforcement partners, provides expanded coverage and functionality, and ultimately enhances officer safety.

- The Department was involved in a number of interactive engagements with the schools and community to help raise awareness and improve safety; these included several RAD classes (Rape Aggression Defense), lock-down drills, K-9 inspections and hostile event trainings.

DESCRIPTION OF REVENUE	FY18	FY19	FY20 YTD	FY21 Projected	Comments
Firearm Permit Fees	4,125	7,564	1,600		
Court Fines	950	460	750		
Pedestrian Safety Grant					
911 Training Grant		49,326	44,491	45,000	
911 Comm Center Support		36,076	36,076	36,076	
Traffic Enforcement Grant		5,000	5,000	5,000	
Underage Alcohol Grant		5,000	5,000	5,000	
Domestic Violence Grant	600				
K9 Donations					
Detail Administration Fees	40,888	38,286	20,179		
Report Fees	925	775	433		
Property Room	2		18		
Animal Control Violation	710	310	425		
Town By Law Violations	625	2,750	400		
Parking Ticket Fines					
Insurance Restitution	21,400	3,000	2,400		



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Police	1210510	511000	REGULAR SALARIES	\$2,350,119	\$2,441,862	\$2,630,553	\$2,630,553	\$2,675,487	\$2,675,487		1.71%
Police	1210510	512000	OVERTIME	\$423,867	\$443,938	\$448,034	\$448,034	\$458,671	\$458,671		2.37%
Police	1210510	513000	LONGEVITY	\$19,575	\$21,564	\$21,993	\$21,993	\$21,791	\$21,791		-0.92%
Police	1210510	514000	EDUCATIONAL INCENTIVE	\$258,750	\$244,593	\$267,413	\$267,413	\$274,594	\$274,594		2.69%
Police	1210510	515000	HOLIDAY PAY	\$87,810	\$91,885	\$97,100	\$97,100	\$100,364	\$100,364		3.36%
Police	1210510	516000	SHIFT DIFFERENTIAL	\$57,334	\$52,274	\$79,103	\$79,103	\$81,051	\$81,051		2.46%
Police	1210510	517000	SPECIAL EMPLOYEE	\$5,000	\$26,850	\$51,250	\$51,250	\$10,000	\$10,000		-80.49%
Police	1210510	517200	SICK LEAVE BUY BACK	\$400	\$0	\$500	\$500	\$0	\$0		-100.00%
Police	1210510	517500	WELLNESS/FITNESS (prev Special Employee)	\$0	\$0	\$0	\$0	\$41,250	\$41,250		
Police	1210510	518000	PART-TIME SALARIES	\$34,758	\$129,504	\$17,000	\$17,000	\$19,000	\$19,000		11.76%
Police	1210510	519000	SEASONAL SALARIES	\$71,403	-\$4,067	\$48,600	\$48,600	\$49,329	\$49,329		1.50%
Police	1210510	519100	OTHER SALARIES	\$7,458	\$9,795	\$1,165	\$1,165	\$554	\$554		-52.45%
	1210510 Total		Personal Services	\$3,316,473	\$3,458,198	\$3,662,711	\$3,662,711	\$3,732,091	\$3,732,091		1.89%
Police	1210520	524100	OFFICE MACHINE MAINT	\$22,179	\$27,100	\$28,969	\$28,969	\$31,609	\$31,609		9.11%
Police	1210520	524200	REPAIR/MAINT PROP/EQUIP	\$1,286	\$2,396	\$750	\$750	\$2,750	\$2,750		266.67%
Police	1210520	524500	VEHICLE SERVICE	\$21,056	\$19,434	\$18,750	\$18,750	\$18,750	\$18,750		0.00%
Police	1210520	527100	RENTALS EQUIP/FACILITIES	\$13,442	\$20,212	\$18,490	\$18,490	\$18,490	\$18,490		0.00%
Police	1210520	530800	TRAINING	\$1,733	\$0	\$0	\$0	\$0	\$0		
Police	1210520	530900	TECHNICAL SERVICES	\$5,821	\$8,824	\$7,800	\$7,800	\$7,800	\$7,800		0.00%
Police	1210520	531100	SUPPORT SERVICES	\$17,084	\$14,971	\$16,640	\$16,640	\$19,791	\$17,500		5.17%
Police	1210520	532100	CONFERENCES/MEETINGS	\$0	\$0	\$750	\$750	\$750	\$750		0.00%
Police	1210520	534400	POSTAGE	\$0	\$0	\$0	\$0	\$1,000	\$0		
Police	1210520	538100	LAUNDRY SERVICE	\$12,800	\$6,800	\$14,000	\$14,000	\$14,000	\$10,000		-28.57%
Police	1210520	571100	MILEAGE REIMBURSEMENT	\$1,662	\$2,209	\$3,000	\$3,000	\$3,000	\$2,500		-16.67%
Police	1210520	573100	PROFESSIONAL DUES & SUBS	\$9,165	\$10,845	\$8,100	\$8,100	\$8,100	\$8,100		0.00%
	1210520 Total		Purchase of Services	\$106,229	\$112,791	\$117,249	\$117,249	\$126,040	\$118,249		0.85%
Police	1210540	542000	OFFICE SUPPLIES	\$3,705	\$2,018	\$2,900	\$2,900	\$8,900	\$6,900		137.93%
Police	1210540	542300	SPECIAL AGENCY SUPPLIES	\$18,814	\$15,300	\$25,962	\$25,962	\$26,001	\$26,000		0.15%
Police	1210540	542500	PRINTING & FORMS	\$605	\$1,460	\$1,100	\$1,100	\$1,100	\$1,100		0.00%
Police	1210540	548000	VEHICLE SUPPLIES	\$33,632	\$25,101	\$27,000	\$27,000	\$27,000	\$27,000		0.00%
Police	1210540	550000	MEDICAL SUPPLIES	\$3,247	\$8,368	\$9,150	\$9,150	\$9,150	\$9,150		0.00%
Police	1210540	558100	CLOTHING	\$20,919	\$32,584	\$35,300	\$35,300	\$35,300	\$35,300		0.00%
	1210540 Total		Materials & Supplies	\$80,922	\$84,832	\$101,412	\$101,412	\$107,451	\$105,450		3.98%
Police	1210580	585100	EQUIPMENT	\$147,496	\$174,235	\$166,005	\$166,005	\$169,820	\$166,005		0.00%
	1210580 Total		Capital Outlay	\$147,496	\$174,235	\$166,005	\$166,005	\$169,820	\$166,005		0.00%



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Police Total				\$3,651,120	\$3,830,057	\$4,047,377	\$4,047,377	\$4,135,402	\$4,121,795		1.84%

TOWN OF SCITUATE

FY 2021 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 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL:

To oversee and coordinate the completion of the Humarock fire Station 4.

1. Coordinate with Vertex and our facilities director to format bid specs for phase 1, the apparatus bay and phase 2, the living quarters.
2. Communicate with our building department to identify and follow through on all of the latest code requirements.
3. Work with the selected contractor during the construction phase to be sure the different components of the building go according to plan.

GOAL:

To continue to improve the departments SOP and SOG program for our department emergency operations.

1. Review our standing SOP's and SOG's to identify where we can improve or update existing policies.
2. Create a standard list of SOP's and SOG's by working with other local fire chiefs to identify what additional policies and guidelines will need to be written.
3. Work with our Station Smarts software coordinators to incorporate an SOP and SOG module into their program to be utilized and maintained under our service plan.
4. Work with my command staff to encourage collaboration with this time consuming but important challenge.

GOAL:

To update and replace several of our internal software programs that are no longer compatible with newer computer programs.

- 1.Transform our antiquated hiring forms to a new computer program that will allow us to manage our daily hiring and tracking needs.
- 2.Once the transformation is done we will need to train all officers how to use the new software.
- 3.Periodic auditing of the new program will be necessary to monitor the accuracy of the new program.

GOAL:

To Formulate a coastal flood zone management mapping system

- 1.To build a computer program that will break down our coastal flood areas into zones geographically from north to south.
- 2.Identify and incorporate all streets within each zone
- 3.Create the ability to share this program with outside agencies to improve our regional geographic communications.
- 4.To meet with the local utility companies and request they adopt this program for coastal zone coordination during flood events.

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: 95.62% (75.92% salaries, 18.82% overtime, 5.26% contractual benefits)

Equipment and Supplies: 3.26% (64.81% supplies, 35.19% equipment & maintenance)

Purchase of Services: 1.12%

FY 2020 RISKS AND CHALLENGES

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 have improved our hiring efforts, we currently have four firefighters out on long term leave and two vacant positions that need to be staffed on a weekly basis. We have hired five new firefighters this year to fill retirement positions. Three will graduate the (MFA) Massachusetts Fire Academy in October 25th; the two others have been on shift for the majority of the year. From the time of acceptance of a candidate until the time they go to the (MFA) has increased to eight months. Add approximately three months to complete the MFA bringing the total time of eleven months before a candidate is trained and ready for duty. This is prolonging the time it takes to get these firefighters to full duty and significantly impacts the overtime budget. Sick leave management will continue with consultation and written awareness to any firefighter with excessive sick leave.

The ongoing challenge we are faced with is the hiring of additional paramedics to become firefighters for our department. Due to the increased demand of paramedics by all towns who run their own fire based ambulance service, there are a reduced number of paramedics available to hire. As mentioned above, there is also an eight month wait to get our candidates into the Mass. Fire Academy (MFA) which delays our opportunity to get these positions filled. This will be an ongoing challenge as firefighter/EMT's continue to retire, needing to be replaced with paramedics. The good news is the MFA has approval to expand a third fire academy in Bridgewater which should help reduce this extended wait for this initial training as well as increase training opportunities for our tenured firefighters.

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, likely a hurricane. This will take additional resources that must be coordinated by the Emergency Management Team. We have expanded our sheltering capabilities from the high school to include the new Gates Jr. High School giving us two locations to host large numbers of residents if needed. We have also reached out to Town workers and have recruited additional volunteers.

We continue the process to improve our department's use of technology for records management and improving information dissemination for emergency calls. We have accomplished our goal in FY19 to remove the use of written log books and utilize a new software program, Station Smarts. This has improved our capability to analyze trends and retrieve information of our department operations. This program has given us the tools to manage most of our daily operations including fire preplanning and training, two areas we are constantly trying to improve on. Our command staff continues to participate with the offered training so we can keep moving forward with each phase of this program. We have offered monthly trainings with this program and this has proven successful to date. We will need to continue this training to utilize all the capabilities of the Station Smarts program.

We need to continue to improve our EMS capability with response to school emergencies and the potential threats that all municipalities are dealing with to ensure our students and faculty are safe at all times. We have conducted training with local police and outside agencies to meet this challenge with interagency cooperation and operational guidelines to facilitate a safe outcome should this happen in Scituate. This challenge will require ongoing training and coordination with Scituate police and potential outside agencies. We have a coordinated training scheduled for November and are researching grant opportunities to acquire ballistic protection for our firefighters who will be required to enter into a potential active shooter environment to provide immediate EMS treatment.

We continue to provide a proactive fire prevention program, to improve our training capabilities, train our command staff, and to oversee the emergency management of the Town within the current budget. The demands of our fire prevention and SAFE program continue to grow with the increase in construction development and the demographics of our residents. We have been fortunate enough to receive annual grants for our SAFE program in the schools and our newer program Senior Safe. This program encourages fire safety to seniors and offers safety inspections and replacement of smoke and carbon monoxide detectors free of charge for our senior citizens. This takes additional coordination and execution of inspections by our SAFE Team in conjunction with the Red Cross.

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. This position would also assist in the ever increasing demand for safety inspections required with the significant increase in construction.

All Massachusetts fire departments now have OSHA oversight starting in February of 2019. This will involve additional management requirements to facilitate ongoing SOP and SOG updates as well as additional training oversight. This would be another function of the proposed training and fire prevention position.

We need to replace the departments aging ambulances so we are requesting a three year replacement cycle. This will put each ambulance as a front line ambulance for six years and as a backup ambulance for three years. It is likely in the near future we will have the demand to run a third ambulance with call back personnel, which will put more wear on our ambulance fleet. Currently only our newest ambulance has four wheel drive which presents a challenge of safe travel through snow and ice conditions with most transports taking 20 to 25 minutes to South Shore Hospital. All ambulances going forward will have four wheel drive.

Communications resiliency has become more apparent with the construction of the PSC and the use of advanced technology. We currently rely on Comcast and Verizon lines for our communications for our phone and station alerting communications. Town meeting approved new communications towers for station 1 and 4. Management of the construction and communications testing will be essential to be sure this critical component is built to the latest standards to improve our communications resiliency and is completed to our specifications. The towers are set and the hardware and testing should be completed for station 1 by January 1st. Station 4 will need to wait until the spring due to the apparatus bay completion taking more time than anticipated.

Our Humarock Station 4 had significant flooding in the apparatus bay and in the supporting floor system in the living quarters during the January and March storms of 2018. The plan for this station is to build a new apparatus bay in the early spring of 2020. Pending approval for additional funds, the living quarters will be replaced in the summer of 2020. This station will be raised to the FEMA flood requirements to make this station functional and more resilient for the long term. We are thankful to the citizens for their support with this project, in addition we were able to obtain a Department of Fire Services (DFS) grant for \$100,000. We continue to search for additional grant funding as well as present a capital request for the additional funds to bring this 78 year old building to current standards.

As the Emergency Management Director, It is my responsibility for coordinating our Scituate Emergency Management Agency (SCEMA) with the planning, response, and recovery of a significant event in Town. Since 2010 we have had six major coastal storms, four that were eligible for reimbursement from FEMA due to excessive operating costs or damage to our infrastructure. Through ongoing emails, site visits, meetings, and endless paperwork our team consisting of Nancy Holt, Dan Smith, Deputy Elliott, and myself have been able to receive or have obligated in excess of \$11.5 million dollars in funding from FEMA.

The March 2018 storm damage estimates will add another nine million with potential mitigation this final cost will likely be between 25 and 30 million dollars for the four claimed storms since 2012. This has been an ongoing effort and most project requests have been obligated or conditionally approved for reimbursement by FEMA for the first three storms. Many site visits, coordinated meetings, and substantial data has been submitted for the March storm.

Much of the coastal work is pending design and engineering as well as funding the Town's 25% match in order to move forward with reconstruction of the damaged areas. . Our team has worked with MEMA and FEMA to come to an agreement to bundle all four of our coastal storm foreshore damage into several large projects so we can move forward to get our foreshore protection, not only back in place, but improved to withstand future storms. Our coastal resiliency is imperative for the protection of our homes and businesses along our coastline and flood prone neighborhoods.

Injuries are an unfortunate part of the fire service job and everything we can do to reduce this is critical to employee safety and reduces the cost to the department for firefighters injured on duty. Many of our injuries have been from removing patients from their homes. This can be especially challenging when patients are on the second floor. Through a grant last year we have purchased electric stretchers, Lucas CPR machines, and provided additional training to help reduce these injuries. All firefighters are encouraged to work out and maintain a healthy lifestyle for long term wellness.

We have collaborated with the Harbor Master & DEP to conduct a mock hazardous materials spill in the harbor. This was an invitation training we accepted from DEP. This is always a challenge, especially with the number of recreational and commercial boats in our area. We also have tankers, fuel barges, and ferries near shore that could pose a hazmat threat. Our partnership with the harbormaster on a new fire/harbormaster boat will improve our response capabilities to marine emergencies, especially fires.

We are continuing our annual active shooter training this November with all fire and police personnel invited to take part. Our past trainings were very productive and improved 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 upcoming training will continue to improve our coordinated response to this type of emergency. We will continue to train with police to ensure our response capabilities are the best they can be.

DEPARTMENTAL ACCOMPLISHMENTS

Our third year of the Public safety Complex, which includes the combined communications center, has proven to be a significant improvement providing our public safety personnel the ability to execute our emergency services in the most efficient and effective way. Our response times have improved to Minot, the West End, and north Scituate. It has also given us the ability to operate two front line ambulances.

We have addressed challenges of hiring, training and retaining qualified personnel as well as software upgrades to provide the state of the art dispatch to our emergency response personnel. Both fire & police worked with the new dispatch supervisor and all dispatchers to make sure all training requirements are met, and we continue to work with IT to resolve any technical issues from the PSC to the two outlying fire stations.

The Station Smarts record management software has allowed the transition from written documentation to electronic tracking of all day to day operations for our department. The training for our officers is ongoing and will continue as new capabilities are presented from this software. We continue to work with the training documentation, pre-planning of commercial properties, and enhancing our SOP's and SOG's. This has already proven to be a significant benefit to our operations and has been willingly accepted by our command staff. Our

department was involved in an improved apparatus maintenance module this company uses for all communities they serve.

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 men and women who have contacted our department expressing their interest to work in Scituate in the future and we have given guidance on how to fulfil their requirements to become a potential firefighter/paramedic for our Town. We have encouraged the candidates on this list to stay in contact and provide us with their progress and provide them guidance if needed. We have been aggressive on our hiring and recruiting efforts to fill our vacant positions as soon as available.

We have information posted at Scituate High School and South Shore Vo-Tech to encourage students to consider a future in Public Safety. We have met with the superintendent of the Vo-Tech to encourage a fire and EMS curriculum to promote the fire service as a field of choice when students graduate. We will continue to recruit potential candidates through signage, social media, and in person encouragement. This program has proven successful as we hope to be fully staffed by the spring of 2020.

The SAFE program has provided another successful year promoting fire safety to over 1400 students, pre-school through third grade, culminating with the open house during Fire Prevention month on October 26th. The addition of the Senior Safe program has continued support from the Department of Fire Services, the Red Cross, and the Scituate Fire Department to implement safe homes for seniors. This program will continue to enable our senior citizens to have an evaluation of smoke detector and carbon monoxide alarms in their homes. If needed the detectors will be installed free of charge to ensure their homes are safe in the event of a fire or carbon monoxide condition. The SAFE program is funded by the fire department budget and a grant received from the State for \$6,954.

We have successfully received an Emergency Management Performance Grant (EMPG) grant for \$4,600. We will utilize this grant for equipment which will be used towards our new fire/harbor master vessel which is expected to be delivered in June of 2020.

Our emergency management team continues to improve our response and communications capabilities. As mentioned earlier, we now have additional space at the new gates School 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 \$700,000 in grants over the last five years, this year we received an EMPG grant \$4,600 and a SAFE grant for \$6,954. We have been awarded a regional grant for \$189,000 for a pump training trailer which will allow our firefighters to train in real time with pump operations. We are limited to conducting this training with our pumpers due to the limited use of hydrants which could cause brown water. This training tool uses a water reclamation tank so the water we train with returns to the holding tank for ongoing use. This grant was partnered with Scituate, Cohasset, Hull, Hingham, and Norwell fire departments.

Last year we received a DFS grant for \$100,000 for Humarock Station 4, and \$40,000 for a mobile de-watering pump to remove pooling water in our flood prone areas. We have submitted a total of \$750,000 in grant applications for this year and are waiting to hear back whether we qualified or not.

The second ambulance is now operating out of the PSC and working towards our mission to provide emergency services to our entire Town within the NFPA recommended response times. This program has reduced incoming mutual aid and improved our EMS capabilities to our citizens. We are operating the second ambulance 24/7 to follow through with our commitment to provide the best service we can to all of our citizens 24 hours a day. This enhanced service has allowed us to improve our EMS service and reduce our mutual aid reliance from surrounding Towns.

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. Our Humarock station apparatus bay replacement is going out to bid in October of 2019. An April 2020 completion is expected. Following this project, phase 2, the living quarters is expected to go out to bid and we hope to have the building completed by early fall of next year.

DESCRIPTION OF REVENUE	FY18	FY19	FY20 YTD	FY21 Projected	Comments
Permit fees	\$ 25,059	\$ 28,510	\$ 9,140		
Ambulance Revenue	\$ 872,700	\$ 975,112*	\$ 317,411*		*8% rate increase on 5/1/19
AFG grant	\$100,000	\$50,000	Pending		
SAFE grant	\$7,336	\$7,160	\$ 6,954		
CERT grant	\$3,000	\$3,000	\$0		
EMPG grant	\$4,640	\$4,175	\$4,600		
State 911 grant	\$38,000	\$6566	\$6,700		
DFS Grant	\$0	\$140,000	\$2,000		
Total Grants	\$152,976	\$210,901	\$20,254 YTD		



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Fire	1220510	511000	REGULAR SALARIES	\$3,210,525	\$3,520,380	\$3,677,631	\$3,677,631	\$3,817,168	\$3,817,168		3.79%
Fire	1220510	512000	OVERTIME	\$1,053,751	\$1,085,086	\$913,416	\$913,416	\$944,865	\$944,865		3.44%
Fire	1220510	513000	LONGEVITY	\$26,337	\$29,132	\$30,330	\$30,330	\$27,655	\$27,655		-8.82%
Fire	1220510	514000	EDUCATIONAL INCENTIVE	\$61,871	\$61,358	\$64,250	\$64,250	\$79,450	\$79,450		23.66%
Fire	1220510	515000	HOLIDAY PAY	\$127,798	\$129,439	\$151,316	\$151,316	\$148,887	\$148,887		-1.61%
Fire	1220510	516000	SHIFT DIFFERENTIAL	\$2,379	\$0	\$0	\$0	\$0	\$0		
Fire	1220510	517100	S.A.F.E. Program	\$9,035	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000		0.00%
Fire	1220510	517200	SICK LEAVE BUY BACK	\$900	\$500	\$2,530	\$2,530	\$1,520	\$1,520		-39.92%
Fire	1220510	517300	EMERGENCY MANAGEMENT	\$10,155	\$9,615	\$10,000	\$10,000	\$10,000	\$10,000		0.00%
Fire	1220510	518000	PART-TIME SALARIES	\$154	\$0	\$0	\$0	\$0	\$0		
Fire	1220510	519100	OTHER SALARIES	\$0	\$3,328	\$1,393	\$1,393	\$1,191	\$1,191		-14.50%
	1220510 Total		Personal Services	\$4,502,905	\$4,843,838	\$4,855,866	\$4,855,866	\$5,035,736	\$5,035,736		3.70%
Fire	1220520	524100	OFFICE MACHINE MAINT	\$11,998	\$11,369	\$15,000	\$15,000	\$15,420	\$15,420		2.80%
Fire	1220520	524200	REPAIR/MAINT PROP/EQUIP	\$15,580	\$17,544	\$17,688	\$17,688	\$17,688	\$17,688		0.00%
Fire	1220520	530900	TECHNICAL SERVICES	\$2,035	\$2,198	\$2,200	\$2,200	\$2,200	\$2,200		0.00%
Fire	1220520	531100	SUPPORT SERVICES	\$17,720	\$17,114	\$18,500	\$18,500	\$18,500	\$18,500		0.00%
Fire	1220520	532100	CONFERENCES/MEETINGS	\$1,271	\$1,584	\$1,000	\$1,000	\$1,000	\$1,000		0.00%
Fire	1220520	534300	BINDING & PRINTING	\$58	\$290	\$379	\$379	\$379	\$379		0.00%
Fire	1220520	573100	PROFESSIONAL DUES & SUBS	\$1,473	\$1,824	\$2,000	\$2,000	\$2,000	\$2,000		0.00%
	1220520 Total		Purchase of Services	\$50,134	\$51,924	\$56,767	\$56,767	\$57,187	\$57,187		0.74%
Fire	1220540	542000	OFFICE SUPPLIES	\$1,793	\$1,278	\$1,828	\$1,828	\$3,328	\$3,328		82.06%
Fire	1220540	542300	SPECIAL AGENCY SUPPLIES	\$1,941	\$3,693	\$3,220	\$3,220	\$3,220	\$3,220		0.00%
Fire	1220540	542500	PRINTING & FORMS	\$39	\$0	\$0	\$0	\$0	\$0		
Fire	1220540	543000	BUILDING SUPPLIES	\$1,162	\$3,660	\$3,000	\$3,000	\$3,000	\$3,000		0.00%
Fire	1220540	543100	EQUIPMENT PARTS	\$56,198	\$59,820	\$58,624	\$58,624	\$58,624	\$58,624		0.00%
Fire	1220540	545100	CLEANING SUPPLIES	\$5,904	\$6,953	\$7,300	\$7,300	\$7,300	\$7,300		0.00%
Fire	1220540	550000	MEDICAL SUPPLIES	\$30,521	\$31,779	\$32,120	\$32,120	\$32,120	\$32,120		0.00%
Fire	1220540	558100	CLOTHING	\$57,159	\$47,614	\$59,399	\$59,399	\$59,399	\$59,399		0.00%
	1220540 Total		Materials & Supplies	\$154,717	\$154,797	\$165,491	\$165,491	\$166,991	\$166,991		0.91%
Fire Total				\$4,707,755	\$5,050,559	\$5,078,124	\$5,078,124	\$5,259,914	\$5,259,914		3.58%

Town of Scituate

FY 2021 BUDGET

DEPARTMENT: Public Safety Communications

MISSION STATEMENT:

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

FY 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Hire 3 Full time and 1 part time communication specialist to properly staff the dispatch center. This will alleviate the overtime and the upcoming open position.

Continue to educate all communications specialists with the required 16 hours on Continued Education and keep all Emergency Medical Dispatching certifications up to date.

Further try to get a uniform process in the communications center for both Police and Fire. Continue the cross training of all specialists.

Add new technology of the new and improved electronic EMD.

MAJOR BUDGET COMPONENTS

Public Safety Communications is managed by a Communications Supervisor who is responsible for training, scheduling, budgeting, payroll and merging operational policies to provide consistent guidance to others. The supervisor is responsible for 9 full time specialists, and 3 part time specialists. Estimates for full time specialists is approximately \$400,000 yr, and for part time \$20,000 yr.

FY 2021 RISKS AND CHALLENGES

With the loss of three full time communications specialists as well as one retiring in January 2020, this will be a financial strain on the overtime allotment.

Seeking to hire new personnel with prior experience in communications has proven to be a difficult task.

Hire and maintain a reliable staff.

DEPARTMENTAL ACCOMPLISHMENTS

The Public safety Communications department has been making progress with the cross training all members of the department, new and old, on both police and fire desks.

Successfully hired a couple of new dispatchers

Almost all E911 calls are being dispatched within the state suggested time of 60-90 seconds from the time call has been received.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

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				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Public Safety Communctn	1230510	511000	Regular Salaries	\$397,625	\$426,951	\$461,602	\$461,602	\$472,375	\$472,375		2.33%
Public Safety Communctn	1230510	512000	Overtime	\$114,969	\$66,067	\$69,240	\$69,240	\$71,920	\$71,920		3.87%
Public Safety Communctn	1230510	513000	Longevity	\$5,837	\$6,013	\$4,900	\$4,900	\$2,275	\$2,275		-53.57%
Public Safety Communctn	1230510	515000	Holiday Pay	\$13,993	\$23,156	\$19,703	\$19,703	\$20,048	\$20,048		1.75%
Public Safety Communctn	1230510	516000	Shift Differential	\$7,642	\$10,749	\$11,725	\$11,725	\$12,017	\$12,017		2.49%
Public Safety Communctn	1230510	517200	Sick Leave Buy Back	\$500	\$500	\$1,000	\$1,000	\$0	\$0		-100.00%
Public Safety Communctn	1230510	518000	Part-Time Salaries	\$29,013	\$16,821	\$19,392	\$19,392	\$19,318	\$19,318		-0.38%
Public Safety Communctn	1230510	519100	Other Salaries	\$709	\$1,278	\$2,246	\$2,246	\$0	\$0		-100.00%
Public Safety Communctn	1230510	558100	Clothing	\$865	\$743	\$1,925	\$1,925	\$1,925	\$1,925		0.00%
		1230510 Total	Personal Services	\$571,154	\$552,277	\$591,733	\$591,733	\$599,878	\$599,878		1.38%
Public Safety Communctn	1230520	530800	TRAINING	\$1,897	\$1,353	\$2,000	\$2,000	\$2,000	\$0		-100.00%
		1230520 Total	Purchase of Services	\$1,897	\$1,353	\$2,000	\$2,000	\$2,000	\$0		
Public Safety Communctn	1230540	542000	Office Supplies	\$200	\$166	\$200	\$200	\$200	\$200		0.00%
		1230540 Total	Materials & Supplies	\$200	\$166	\$200	\$200	\$200	\$200		0.00%
Public Safety Communctn Total				\$573,251	\$553,796	\$593,933	\$593,933	\$602,078	\$600,078		1.03%

**TOWN OF SCITUATE
FY 2021 BUDGET
DEPARTMENT: INSPECTIONS 241**

MISSION STATEMENT:

The Scituate Inspections Department's overall mission is to interpret and administer State and International Building, Plumbing, Gas Fitting, Mechanical and Electrical Codes to insure the public is provided with a safe and reliable built environment which performs to established standards. To accomplish this, the Department enforces the International Building Code (IBC), the International Residential Code (IRC), and Massachusetts Amendments to these codes which constitute the Massachusetts State Building Code (780 CMR). Additional areas of enforcement include Massachusetts 521 CMR (Regulations of the Architectural Access Board); regulations of Federal and State Emergency Management Authorities (FEMA and MEMA); and regulations concerning Weights and Measures. Responsibilities connected with zoning enforcement and applications for relief to be considered by the Zoning Board of Appeals are also under the umbrella of this Department, as is the enforcement of certain of the Town's General Bylaws.

FY 21 DEPARTMENTAL GOALS AND OBJECTIVES

- 1) Continue to push toward creating a digitized filing system for the Inspections Department and, eventually, allied departments associated with the Department of Planning and Development.**
 - Consult with IT Department and Director of Planning and Development to determine most feasible approach, guided by examples of established systems and successful transitions in other municipalities.
 - Include in future Capital Budget Plan.
 - First phase of project would be to digitize Inspections Department material currently in the archives (generally all material prior to 2011); subsequent phases would be to incrementally digitize Department's in-office files, then expand process to files of other departments.
 - Long-term goal is to require all applications, including plans and other attachments, to be submitted in digital format.

- 2) Seek to Modify Section 830 of the Zoning Bylaw REPAIR AND RESTORATION OF NONCONFORMING STRUCTURES AND USES with the intent to facilitate replacement, repair and reuse of abandoned properties.**
 - Research tax and ownership records to create list of properties which could be candidates for rehabilitation assuming the requirements of Section 830 were modified. Document subject properties to support case before Planning Board.
 - In consultation with Town Planner, Director of Planning and Development, Planning Board members and the Town Attorney, formulate new bylaw which would allow the repair or replacement of nonconforming structures with no "sunset" on time period between repair and replacement and damage or abandonment.

- Present draft bylaw to Planning Board for public hearing and vote to place on Town Meeting ballot.
 - Advocate for acceptance of new bylaw at Town Meeting to reduce the number of abandoned and derelict properties now blighting Town neighborhoods.
- 3) Work with other Town Departments, Town Boards, State and Federal agencies, Planning Director, and Town Administrator to study planning and zoning responses to climate change and sea level rise.**
- Work with Planning Director and Offices of Planning, Health, Conservation and Coastal Management to determine how Zoning Bylaw revisions can positively affect and control future development in high-risk, flood prone areas of the Town.
 - Specifically, seek to develop modifications to Zoning Section 470, FLOOD PLAIN AND WATERSHED PROTECTION DISTRICT, replacing present language which designates 1972 map as defining District, with reference to FEMA-based mapping based on newer and more scientific data.
 - Review proposed Zoning Bylaw changes with stakeholders and appropriate Town Boards. Present draft bylaw to Planning Board for public hearing and vote to place on Town Meeting ballot.
 - Advocate for acceptance of new bylaw at Town Meeting on the grounds it replaces an outdated, anecdotal parameter with a science based parameter consistent with State and Federal determinations.
- 4) Continue to press for office renovation and expansion to create a better and more effective working environment for staff and customers, and to provide more file space within the office during the extended period before we achieve 100% digital record keeping.**
- Create a more accessible office environment.
 - Create more in-office space for files. Remove filing cabinets from the Commissioner's office to a location which can be accessed by staff without disturbing business being transacted within the office.
 - Create space for a conference/plan review table.
 - Install a new public counter with better design for storage, customer and staff interaction and work; enlarge public waiting space

MAJOR BUDGET COMPONENTS

The major component of the Departmental budget is allocated to personnel salaries. In addition to the in-house staff, the department retains three primary and one backup field inspectors who are independent contractors. These staff members are paid a flat fee per inspection, with no benefits. An exception is the electrical inspector who, under the terms of a long-standing contract, is paid a fixed salary including certain benefits.

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

FY 21 RISKS AND CHALLENGES

The core work area and responsibility of the Inspections Department revolves around regulating construction. Previous years have witnessed a rapid expansion of the Town's built environment, and FY 21 will likely continue this trend. While the large Seaside at Scituate development continues, several other major projects, described following, will be starting and/or well under way during this period. Simply keeping up with the workflow will be a challenge.

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Development

- Seaside at Scituate will still require intense inspection activity during the early part of FY 21, as the final units are completed for occupancy.
- Stockbridge Landing, a 40b development consisting of 34 duplex buildings, will be under application review, permitting and construction during FY21.
- Herring Brook Meadow, a 40B apartment building, will be undergoing final inspection and receiving occupancy permits in FY21.
- The Drew project at the Greenbush MBTA parking lot will be reviewed and permitted in late FY20 or early FY21 and will be under construction in FY21. This may consist of as many as 70 – 80 apartments and 20,000 square feet of retail space.
- Lawson Green, a 40b elderly housing apartment building containing 30, 1-bedroom units, will be under construction in FY21.
- Additionally, as in previous years, there will undoubtedly be several developments of 3 to 10 homes and many single lot homes being permitted and constructed.
- With the new Greenbush zoning in place, we can perhaps expect a surge of commercial, residential and mixed use development in this village, adding to the Department's work load.

Other Duties

Perhaps the Department's greatest risks and challenges derive from the so-called "peripheral duties" of the Commissioner and staff, responsibilities that fall outside our core work area.

- Revision of zoning regulations in Section 470 regarding construction in high-risk flood zones is a sensitive and important issue. Less controversial perhaps, but very important, is the proposed revision of Section 830 to allow rehabilitation or replacement of abandoned properties.
- Another area posing challenges is that of accessibility and conforming to CMR 521, the requirements of the AAB. The recently completed SELF-EVALUATION AND TRANSITION PLAN UPDATE maps out needed improvements.
- 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

- For Year to Date FY20, the Department has issued 299 building permits, 290 plumbing and gas permits and 163 electrical permits. These figures project to the following for FY20 as a whole: building permits – 1031; plumbing and gas permits – 1000; electrical permits – 562. During Year to Date FY20 Department staff has conducted just short of 2000 inspections. This figure projects to almost 7000 for the FY20 total.
- The Department participated in meetings of the Scituate Hoarding Response Taskforce (SHRT) and accompanied Board of Health, Police and Fire Department representatives on numerous site visits in response to reported hoarding situations.
- The Department coordinated efforts with the Health Agent to address instances of housing code violation and tenant – landlord disputes.
- The Department retained the services of a new Plumbing Inspector and part-time Administrative Assistant (shared with the Zoning Department).

DESCRIPTION OF REVENUE			YTD	PROJECTED
	FY/18	FY/19	FY/20	FY20
Certificate of Inspections	\$ 1,080.00	\$ 1,080.00	\$ 280.00	\$ 1,080.00
Building Permits	\$412,623.00	\$500,108.00	\$ 215,024.00	\$ 741,465.00
Gas & Plumbing Permits	\$ 52,240.00	\$ 48,825.00	\$ 34,765.00	\$ 119,190.00
Sealer of W&M	\$ 3,255.00	\$ 5,866.00	\$ 1,215.00	\$ 4,190.00
Wire Permits	\$ 54,224.00	\$ 28,876.00	\$ 16,454.00	\$ 57,703.00
Certificate of Occupancy	\$ 2,310.00	\$ 1,920.00	\$ 965.00	\$ 2,638.00
Total:	\$525,732.00	\$586,675.00	\$ 268,703.00	\$926,266.00



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Inspections	1241510	511000	REGULAR SALARIES	\$216,665	\$121,682	\$167,425	\$167,425	\$170,873	\$170,873		2.06%
Inspections	1241510	512000	OVERTIME	\$0	\$202	\$0	\$0	\$0	\$0		
Inspections	1241510	513000	LONGEVITY	\$550	\$925	\$500	\$500	\$1,300	\$1,300		160.00%
Inspections	1241510	518000	PART-TIME SALARIES	\$107,024	\$137,518	\$103,590	\$131,717	\$149,408	\$149,408		13.43%
Inspections	1241510	519100	OTHER SALARIES	\$474	\$21	\$470	\$470	\$0	\$0		-100.00%
		1241510 Total	Personal Services	\$324,714	\$260,347	\$271,985	\$300,112	\$321,581	\$321,581		7.15%
Inspections	1241520	524200	REPAIR/MAINT PROP/EQUIP	\$67	\$49	\$250	\$250	\$0	\$0		-100.00%
Inspections	1241520	532100	CONFERENCES/MEETINGS	\$1,511	\$2,141	\$2,000	\$2,000	\$2,400	\$2,000		0.00%
Inspections	1241520	571100	MILEAGE REIMBURSEMENT	\$0	\$196	\$0	\$0	\$250	\$250		
Inspections	1241520	573100	PROFESSIONAL DUES & SUBS	\$445	\$345	\$450	\$450	\$450	\$450		0.00%
		1241520 Total	Purchase of Services	\$2,023	\$2,731	\$2,700	\$2,700	\$3,100	\$2,700		0.00%
Inspections	1241540	542000	OFFICE SUPPLIES	\$242	\$489	\$500	\$500	\$600	\$600		20.00%
Inspections	1241540	542300	SPECIAL AGENCY SUPPLIES	\$322	\$650	\$650	\$650	\$0	\$0		-100.00%
Inspections	1241540	542500	PRINTING & FORMS	\$0	\$0	\$300	\$300	\$300	\$300		0.00%
		1241540 Total	Materials & Supplies	\$564	\$1,139	\$1,450	\$1,450	\$900	\$900		-37.93%
Inspections Total				\$327,301	\$264,218	\$276,135	\$304,262	\$325,581	\$325,181		6.88%



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Shellfish	1295510	518000	PART-TIME SALARIES	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000		0.00%
	1295510 Total		Personal Services	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000		0.00%
Shellfish	1295520	524200	REPAIR/MAINT PROP/EQUIP	\$0	\$0	\$200	\$200	\$200	\$200		0.00%
Shellfish	1295520	531100	SUPPORT SERVICES	\$50	\$0	\$0	\$0	\$0	\$0		
Shellfish	1295520	571100	MILEAGE REIMBURSEMENT	\$0	\$34	\$50	\$50	\$0	\$0		-100.00%
	1295520 Total		Purchase of Services	\$50	\$34	\$250	\$250	\$200	\$200		-20.00%
Shellfish	1295540	542300	SPECIAL AGENCY SUPPLIES	\$257	\$257	\$100	\$100	\$300	\$300		200.00%
Shellfish	1295540	548100	FUELS & LUBRICANTS	\$0	\$0	\$300	\$300	\$300	\$300		0.00%
	1295540 Total		Materials & Supplies	\$257	\$257	\$400	\$400	\$600	\$600		50.00%
Shellfish Total				\$8,307	\$8,291	\$8,650	\$8,650	\$8,800	\$8,800		1.73%



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Facilities	1410510	511000	REGULAR SALARIES	\$277,967	\$284,995	\$295,762	\$295,762	\$300,494	\$300,494		1.60%
Facilities	1410510	512000	OVERTIME	\$12,080	\$15,134	\$7,143	\$7,143	\$15,080	\$15,080		111.12%
Facilities	1410510	513000	LONGEVITY	\$2,450	\$1,700	\$3,450	\$3,450	\$3,450	\$3,450		0.00%
Facilities	1410510	518000	PART-TIME SALARIES	\$3,360	\$22,059	\$23,986	\$23,986	\$33,263	\$33,263		38.68%
Facilities	1410510	519100	OTHER SALARIES	\$1,979	\$1,971	\$2,887	\$2,887	\$4,326	\$4,326		49.84%
		1410510 Total	Personal Services	\$297,836	\$325,859	\$333,228	\$333,228	\$356,613	\$356,613		7.02%
Facilities	1410520	521100	ELECTRICITY	\$21,683	\$15,743	\$23,000	\$23,000	\$17,000	\$17,000		-26.09%
Facilities	1410520	521108	ELECTRICITY-TH	\$24,228	\$13,355	\$22,000	\$22,000	\$18,000	\$18,000		-18.18%
Facilities	1410520	521109	ELECTRICITY-SHCB	\$12,670	\$15,305	\$9,000	\$9,000	\$16,000	\$12,000		33.33%
Facilities	1410520	521110	ELECTRICITY-PSC	\$82,161	\$114,194	\$115,000	\$115,000	\$115,000	\$115,000		0.00%
Facilities	1410520	521111	ELECTRICITY-WPA	\$1,134	\$1,183	\$1,268	\$1,268	\$1,268	\$1,268		0.00%
Facilities	1410520	521112	ELECTRICITY-HWY	\$14,466	\$13,398	\$16,000	\$16,000	\$15,000	\$15,000		-6.25%
Facilities	1410520	521114	ELECTRICITY-FS1	\$16,491	\$13,619	\$12,000	\$12,000	\$13,000	\$13,000		8.33%
Facilities	1410520	521115	ELECTRICITY-FS4	\$2,480	\$1,797	\$2,500	\$2,500	\$2,500	\$2,500		0.00%
Facilities	1410520	521116	ELECTRICITY-Old Gates	\$18,551	\$26,553	\$17,500	\$17,500	\$19,500	\$19,500		11.43%
Facilities	1410520	521117	ELECTRICITY-SENIOR CENTER	\$0	\$0	\$0	\$0	\$30,000	\$15,000		
Facilities	1410520	521300	Natural Gas	\$3,081	\$3,062	\$1,217	\$1,217	\$1,500	\$1,500		23.25%
Facilities	1410520	521308	Natural Gas-TH	\$13,050	\$4,423	\$12,000	\$12,000	\$10,000	\$6,000		-50.00%
Facilities	1410520	521309	Natural Gas-SHCB	\$1,394	\$5,368	\$2,000	\$2,000	\$3,500	\$1,500		-25.00%
Facilities	1410520	521310	Natural Gas-PSC	\$13,426	\$15,531	\$25,000	\$25,000	\$18,000	\$18,000		-28.00%
Facilities	1410520	521311	Natural Gas-WPA	\$1,883	\$2,199	\$1,500	\$1,500	\$2,000	\$2,000		33.33%
Facilities	1410520	521312	Natural Gas-HWY	\$2,547	\$4,000	\$2,500	\$2,500	\$2,500	\$2,500		0.00%
Facilities	1410520	521314	Natural Gas-FS1	\$3,788	\$13,598	\$4,000	\$4,000	\$4,000	\$4,000		0.00%
Facilities	1410520	521315	Natural Gas-FS4	\$249	\$1,859	\$2,500	\$2,500	\$2,200	\$2,200		-12.00%
Facilities	1410520	521316	Natural Gas-Old Gates	\$63,463	\$62,680	\$60,000	\$60,000	\$55,000	\$55,000		-8.33%
Facilities	1410520	521317	GAS-SENIOR CENTER	\$0	\$0	\$0	\$0	\$10,000	\$2,000		
Facilities	1410520	524100	OFFICE MACHINE MAINTENANCE	\$0	\$0	\$85	\$85	\$0	\$0		-100.00%
Facilities	1410520	524200	REPAIR/MAINT PROP/EQUIP	\$32,414	\$63,977	\$24,000	\$24,000	\$65,000	\$65,000		170.83%
Facilities	1410520	524300	MAINTENANCE AGREEMENTS	\$0	\$0	\$0	\$0	\$20,000	\$20,000		
Facilities	1410520	524500	VEHICLE SERVICE	\$0	\$0	\$2,000	\$2,000	\$2,000	\$2,000		0.00%
Facilities	1410520	527000	RENTALS & LEASES	\$2,190	\$1,894	\$2,500	\$2,500	\$2,500	\$2,500		0.00%
Facilities	1410520	527100	RENTALS EQUIP	\$17,024	\$19,231	\$10,000	\$10,000	\$25,000	\$17,500		75.00%
Facilities	1410520	529100	RUBBISH REMOVAL	\$0	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000		0.00%
Facilities	1410520	530800	TRAINING	\$0	\$475	\$0	\$0	\$800	\$800		
Facilities	1410520	530900	TECHINCAL SERVICES	\$2,234	\$1,050	\$5,000	\$5,000	\$5,000	\$3,000		-40.00%



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Facilities	1410520	532100	CONFERENCES/MEETINGS	\$0	\$0	\$1,500	\$1,500	\$1,500	\$1,500		0.00%
Facilities	1410520	534100	TELEPHONE	\$942	\$1,100	\$1,200	\$1,200	\$2,000	\$2,000		66.67%
Facilities	1410520	534600	LEGAL ADVERTISING	\$0	\$0	\$0	\$0	\$200	\$200		
Facilities	1410520	538200	CUSTODIAL SERVICES	\$0	\$0	\$300	\$300	\$300	\$0		-100.00%
Facilities	1410520	573100	PROFESSIONAL DUES	\$437	\$375	\$500	\$500	\$500	\$500		0.00%
		1410520 Total	Purchase of Services	\$351,985	\$416,967	\$377,070	\$377,070	\$481,768	\$438,968		16.42%
Facilities	1410540	540000	MATERIALS & SUPPLIES	\$3	\$27	\$2,000	\$2,000	\$0	\$0		-100.00%
Facilities	1410540	542000	OFFICE SUPPLIES	\$508	\$491	\$300	\$300	\$300	\$300		0.00%
Facilities	1410540	542300	SPECIAL AGENCY SUPPLIES	\$198	\$35	\$300	\$300	\$1,000	\$1,000		233.33%
Facilities	1410540	543000	BUILDING SUPPLIES	\$6,187	\$9,822	\$5,000	\$5,000	\$12,000	\$12,000		140.00%
Facilities	1410540	543100	EQUIPMENT PARTS	\$2,154	\$1,162	\$2,500	\$2,500	\$3,500	\$3,500		40.00%
Facilities	1410540	545100	Cleaning Supplies	\$187	\$0	\$1,000	\$1,000	\$800	\$800		-20.00%
Facilities	1410540	545108	Cleaning Supplies-TH	\$5,767	\$6,147	\$6,000	\$6,000	\$6,000	\$6,000		0.00%
Facilities	1410540	545110	Cleaning Supplies-PSC	\$1,582	\$5,066	\$10,000	\$10,000	\$8,000	\$8,000		-20.00%
Facilities	1410540	545111	Cleaning Supplies-WPA	\$0	\$0	\$100	\$100	\$100	\$100		0.00%
Facilities	1410540	545116	Cleaning Supplies-Old Gates	\$527	\$2,317	\$200	\$200	\$3,000	\$3,000		1400.00%
Facilities	1410540	545117	CLEANING SUPPLIES-SR CTR	\$0	\$0	\$0	\$0	\$1,000	\$1,000		
Facilities	1410540	548100	FUELS & LUBRICANTS	\$182,150	\$185,056	\$175,547	\$175,547	\$185,055	\$185,055		5.42%
Facilities	1410540	548101	FUELS & LUBRICANTS Police	\$0	\$3,600	\$3,000	\$3,000	\$4,000	\$4,000		33.33%
Facilities	1410540	548400	TOOLS & EXPENDABLES	\$433	\$383	\$1,000	\$1,000	\$1,000	\$1,000		0.00%
Facilities	1410540	558100	CLOTHING	\$1,200	\$1,200	\$2,600	\$2,600	\$3,200	\$3,200		23.08%
		1410540 Total	Materials & Supplies	\$200,895	\$215,306	\$209,547	\$209,547	\$228,955	\$228,955		9.26%
Facilities	1410580	585100	EQUIPMENT	\$0	\$804	\$0	\$0	\$0	\$0		
Facilities	1410580	585400	FURNISHING/EQUIPMENT REPLACEME	\$2,636	\$0	\$3,000	\$3,000	\$3,000	\$3,000		0.00%
Facilities	1410580	585500	PUBLIC BUILDINGS	\$62,351	\$38,534	\$100,000	\$100,000	\$60,000	\$30,000		-70.00%
		1410580 Total	Capital Outlay	\$64,988	\$39,339	\$103,000	\$103,000	\$63,000	\$33,000		-67.96%
Facilities Total				\$915,704	\$997,472	\$1,022,845	\$1,022,845	\$1,130,336	\$1,057,536		3.39%

TOWN OF SCITUATE

FY 2021 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 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Continue improvements to the municipal water supply and distribution systems.
 - a. Provide construction administration and project coordination for the Phase 3C watermain replacement. This will include Oceanside Dr. and service transfers on Gannett Rd, Booth Hill Rd, Turner Rd and Mann Lot Rd.
 - b. Continue to assist with the design and permitting of a Green Sand Filter and building for Well 17A.
 - c. Continue to look for funding opportunities for increase in reservoir capacity and fishway improvements.
 - d. Assist with the coordination of Ice Pigging routes and Unidirectional flushing zones.
 - e. Continue to work with the Water Department to identify and repair or replace components of the distribution system.
 - f. Continue to permit and develop the Dolan Well field off Country Way to provide additional water supply.
2. Review and award a design service contract for the replacement of the gravity sewer system at Cedar Point. The Engineering Department provides our consultants with a mass of historic data and existing utility information and becomes an integral part of any Town project design and construction.
3. 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).
3. Continue to work with MEMA and FEMA to maximize grant benefits under foreshore damage claims for SANDY, NEMO, JUNO & most recently RILEY. Continue design and permitting of revetment repairs under SANDY, NEMO, JUNO and RILEY and assist with the Development of construction drawings and specifications for the repair work for bidding. Provide construction oversight and administration when the contract has been awarded and oversee the work.
4. Continue to assist the Army Corps of Engineers with the Feasibility for the Hurricane and Coastal Storm Damage Reduction Project.

- 5.
6. Provide bidding assistance and construction administration for the replacement of the deep clay sewer system on Lighthouse Road and Rebecca Road with a shallow low pressure system. This area has been identified to contribute large volumes of groundwater to the sewer system increasing flows at the wastewater plant.
7. 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 \$266,814

Technical Services \$38,000.00

FY 2021 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.

- Increased regulatory involvement in the form of more stringent treatment requirements at both the water and wastewater plants (Manganese – Water/ Copper – Wastewater)
- Private beach ownership can be a hindrance to seawall improvements
- Global climate change (warming) and associated tide rise and more frequent high energy Storms eroding beaches and damaging to coastal foreshore protection infrastructures.
- Water Supply system is complex and uniquely involves blending of water from wells and surface water Supply is limited and unable to meet demand with one source out of service.
- Water distribution system is aging and brown water is persistent.
- 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.

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 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

Successful construction management and coordination of the Phase 3C water main construction contract.

Upon approval of the Complete Street Prioritization Plan for the Town, Jeff Chessia Staff Engineer prepared and submitted under the Tier 3 Funding opportunity to continue the Country Way Trail to Greenbush. Currently awaiting funding distribution.

Daniel Smith, staff engineer continued to provide FEMA with back-up documentation and supporting information to establish damage costs following Storm Riley. Reviewing conditions following a storm event can be dangerous due to slippery conditions and preparing the documents for submission to FEMA can be extremely detailed and time consuming.

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

1. Roach Field Parking Improvements
2. Scituate Dog Park
3. Cudworth Cemetery Expansion

Jeffrey Chessia, staff engineer provided full-time coordination and construction oversight for the rehabilitation of the Egypt Beach Parking Lot and the layout for the Hatherly Road and Jericho Roadway intersection.

Continued transformation of record documents and plans into electronic files.

The Engineering Department provided Procurement and Management of over 82 Contracts and issued all new homes and condominiums with 911 addresses.

Issued and inspected over 168 Street opening permits.

Jeff Chessia, Staff Engineer contracted and coordinated with several different trades to install a water service, cistern and irrigation pump to the new soccer field at the Cushing School.

DESCRIPTION OF REVENUE	FY19	FY20	FY20 YTD	FY20 Projected	Comments
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Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
DPW Engineering	1411510	511000	REGULAR SALARIES	\$254,114	\$264,293	\$278,889	\$278,889	\$259,766	\$259,766		-6.86%
DPW Engineering	1411510	512000	OVERTIME	\$19	\$0	\$0	\$0	\$0	\$0		
DPW Engineering	1411510	513000	LONGEVITY	\$2,225	\$1,600	\$1,600	\$1,600	\$3,000	\$3,000		87.50%
DPW Engineering	1411510	519100	OTHER SALARIES	\$776	\$0	\$0	\$0	\$0	\$0		
	1411510 Total		Personal Services	\$257,134	\$265,893	\$280,489	\$280,489	\$262,766	\$262,766		-6.32%
DPW Engineering	1411520	524100	OFFICE MACHINE MAINT	\$300	\$0	\$300	\$300	\$300	\$300		0.00%
DPW Engineering	1411520	524200	REPAIR/MAINT PROP/EQUIP	\$0	\$50	\$100	\$100	\$100	\$100		0.00%
DPW Engineering	1411520	524500	VEHICLE SERVICE	\$320	\$496	\$750	\$750	\$750	\$750		0.00%
DPW Engineering	1411520	527100	RENTALS EQUIP/FACILITIE	\$1,758	\$2,100	\$2,000	\$2,000	\$12,000	\$2,000		0.00%
DPW Engineering	1411520	530900	TECHNICAL SERVICES	\$18,955	\$18,132	\$25,000	\$25,000	\$30,000	\$20,000		-20.00%
DPW Engineering	1411520	532100	CONFERENCES/MEETINGS	\$88	\$199	\$750	\$750	\$750	\$250		-66.67%
DPW Engineering	1411520	534300	BINDING & PRINTING	\$360	\$0	\$400	\$400	\$400	\$400		0.00%
DPW Engineering	1411520	534600	LEGAL ADVERTISING	\$0	\$120	\$900	\$900	\$900	\$0		-100.00%
DPW Engineering	1411520	573100	PROFESSIONAL DUES & SUBS	\$492	\$125	\$500	\$500	\$500	\$500		0.00%
	1411520 Total		Purchase of Services	\$22,273	\$21,221	\$30,700	\$30,700	\$45,700	\$24,300		-20.85%
DPW Engineering	1411540	542000	OFFICE SUPPLIES	\$723	\$418	\$750	\$750	\$750	\$750		0.00%
DPW Engineering	1411540	542500	PRINTING & FORMS	\$0	\$0	\$200	\$200	\$200	\$200		0.00%
DPW Engineering	1411540	543100	EQUIPMENT PARTS	\$0	\$0	\$50	\$50	\$50	\$50		0.00%
DPW Engineering	1411540	548000	VEHICLE SUPPLIES	\$0	\$280	\$200	\$200	\$200	\$200		0.00%
DPW Engineering	1411540	548400	TOOLS & EXPENDABLES	\$102	\$202	\$200	\$200	\$200	\$200		0.00%
DPW Engineering	1411540	558100	CLOTHING	\$930	\$698	\$750	\$750	\$1,000	\$1,000		33.33%
	1411540 Total		Materials & Supplies	\$1,755	\$1,597	\$2,150	\$2,150	\$2,400	\$2,400		11.63%
DPW Engineering	1411580	585600	Roads & Seawalls	\$528,006	\$308,775	\$200,000	\$200,000	\$400,000	\$200,000		0.00%
	1411580 Total		Capital Outlay	\$528,006	\$308,775	\$200,000	\$200,000	\$400,000	\$200,000		0.00%
DPW Engineering Total				\$809,168	\$597,485	\$513,339	\$513,339	\$710,866	\$489,466		-4.65%

TOWN OF SCITUATE

FY 2021 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. Disposal of municipal solid waste in a responsible manner while encouraging recycling.
4. Managing the collection and treatment of sanitary waste to all connected customers.
5. Managing all infrastructure construction projects.

FY 2020 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: Worked 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:

DPW	Budget	Families Served	Cost per Family
Highway and Grounds Dept.	\$1,828,000	8,000	\$234
Engineering	\$700,500	8,000	\$88
Water Department	\$4,867,838	8,000	\$608
Sewer Department	\$3,249,783	3,000	\$1,083
Transfer Station	\$1,246,625	5,000	\$249
Snow and Ice	\$497,113	8,000	\$62
Foreshore Protection	\$200,000	8,000	\$25
Administration	\$148,000	8,000	\$20

FY 2021 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.
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 new green sand filter at well 17A and start construction, management of FEMA projects.
8. Foreshore Protection: Working with the Army Corp. of Engineering on replacement of 1,300 feet of seawall along Turner and Lighthouse Roads. Continue working with Government Agencies looking for funding sources.

DEPARTMENTAL ACCOMPLISHMENTS FY 2020

1. Highway Department:
 - A: Improved pedestrian accessibility on Beaver Dam Road
 - B: Improved pedestrian accessibility on Hatherly Road and intersection at Jericho Road.
2. Public Grounds:
 - A: Maintained all Town Fields during the construction of the new field complex.
 - B: Removed over 50 dead and dying trees from the Public right of Way
3. Water Department:
 - A: Shutdown the water treatment plant for emergency repair.
 - B: Installed a Green Sand Filter at Well #18.
 - C: Started a UDF (unidirectional flushing) Program
4. Engineering:
 - A: Submitted a grant request to have the State help finance the Town 25% portion of FEMA costs.
 - B: Worked with the Army Corp. for engineering feasibility study of seawall improvements along Turner Road.
5. Wastewater:
 - A: Successfully completed the copper removal process to comply with the NEPDES Permit.
 - B: Continued updating the SCADA system.
6. Transfer Station :
 - A: Completed the year with a 62% recycling rate.
 - B: Dealt with fluctuating recyclables market and managed to complete the year under budget.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
DPW Administration	1421510	511000	REGULAR SALARIES	\$157,368	\$146,177	\$141,438	\$141,438	\$186,841	\$186,841		32.10%
DPW Administration	1421510	513000	LONGEVITY	\$1,425	\$800	\$1,100	\$1,100	\$1,100	\$1,100		0.00%
DPW Administration	1421510	519100	OTHER SALARIES	\$1,052	\$3,223	\$2,681	\$2,681	\$5,563	\$5,563		107.50%
	1421510 Total		Personal Services	\$159,845	\$150,200	\$145,219	\$145,219	\$193,504	\$193,504		33.25%
DPW Administration	1421520	524200	REPAIR/MAINT PROP/EQUIP	\$220	\$150	\$300	\$300	\$300	\$300		0.00%
DPW Administration	1421520	527100	RENTALS EQUIP/FACILITIES	\$174	\$0	\$40	\$40	\$40	\$40		0.00%
DPW Administration	1421520	532100	CONFERENCES/MEETINGS	\$49	\$50	\$50	\$50	\$50	\$50		0.00%
DPW Administration	1421520	534300	BINDING & PRINTING	\$43	\$100	\$100	\$100	\$100	\$100		0.00%
	1421520 Total		Purchase of Services	\$486	\$300	\$490	\$490	\$490	\$490		0.00%
DPW Administration	1421540	542000	OFFICE SUPPLIES	\$0	\$204	\$225	\$225	\$225	\$225		0.00%
DPW Administration	1421540	542300	SPECIAL AGENCY SUPPLIES	\$0	\$0	\$0	\$0	\$20,000	\$0		
DPW Administration	1421540	542500	PRINTING & FORMS	\$0	\$0	\$50	\$50	\$50	\$50		0.00%
	1421540 Total		Materials & Supplies	\$0	\$204	\$275	\$275	\$20,275	\$275		0.00%
DPW Administration Total				\$160,331	\$150,704	\$145,984	\$145,984	\$214,269	\$194,269		33.08%

TOWN OF SCITUATE

FY 2021 BUDGET

DEPARTMENT: HIGHWAY

MISSION STATEMENT:

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

FY 2021 HIGHWAY 422-GOALS:

1. Section of Mann Lot Road
Full depth reclamation 3520 feet of roadway at 28' wide
2. Section of Oceanside Drive
Cold plane 2335 LF at 28' wide
3. Section of Briarwood Lane
Overlay 750 'at 29' wide

MAJOR BUDGET COMPONENTS:

Personnel cost	\$678,205	56%
Purchase of Services	\$321,649	27%
Materials & Supplies	\$165,946	14%
Equipment purchases	\$32,143	3%

FY 2021 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 10 over wash incidents.
4. A constant challenge is keeping up with the large number of roadside tree removal that needs to be completed. Working with National grid to identify trees and limbs that may cause utility problem.
5. Keep up with road side over growth/

2020 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 2000 catch basins.
- Opened and closed all beach entrances (cleaned out sand, installed and removed Sea gates and railings). Built two new metal sea gates to replace the two sea gates in sand hills area that had rotted out.
- 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 100 tons of asphalt to patch 43 areas disturbed by the water department.
- Used over 150+ 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, Colonial Way).
- Emptied trash barrels weekly and when needed in business area (62), beach areas (70), and recycle bins (20).
- Paving of Beaver Dam Road
- Rebuilt sidewalk on Hatherly Road.
- Paving of Country Way
- Drainage repair on Grasshopper Lane @ Whitcomb

This Department has provided additional line item budget detail which may be useful in your review. Please refer to the page found after the Town Administrator recommended budget summary page.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
DPW Highway	1422510	511000	REGULAR SALARIES	\$548,352	\$587,513	\$601,915	\$601,915	\$599,315	\$599,315		-0.43%
DPW Highway	1422510	512000	OVERTIME	\$26,422	\$34,409	\$26,327	\$26,327	\$32,138	\$32,138		22.07%
DPW Highway	1422510	513000	LONGEVITY	\$7,650	\$5,300	\$6,750	\$6,750	\$6,550	\$6,550		-2.96%
DPW Highway	1422510	519000	SEASONAL SALARIES	\$234	\$7,592	\$15,360	\$15,360	\$17,280	\$17,280		12.50%
DPW Highway	1422510	519100	OTHER SALARIES	\$19,136	\$19,043	\$25,358	\$25,358	\$19,747	\$19,747		-22.13%
	1422510 Total		Personal Services	\$601,794	\$653,857	\$675,710	\$675,710	\$675,030	\$675,030		-0.10%
DPW Highway	1422520	524100	OFFICE MACHINE MAINT	\$795	\$1,610	\$700	\$700	\$700	\$700		0.00%
DPW Highway	1422520	524200	REPAIR/MAINT PROP/EQUIP	\$121,079	\$133,937	\$159,000	\$159,000	\$164,019	\$159,000		0.00%
DPW Highway	1422520	524500	VEHICLE SERVICE	\$14,403	\$3,527	\$9,015	\$9,015	\$9,015	\$9,015		0.00%
DPW Highway	1422520	527100	RENTAL EQUIP/FACILITIES	\$134,978	\$123,380	\$120,000	\$120,000	\$122,640	\$122,430		2.03%
DPW Highway	1422520	530900	TECHNICAL SERVICES	\$419	\$1,466	\$1,466	\$1,466	\$10,000	\$1,500		2.32%
DPW Highway	1422520	532100	CONFERENCES/MEETINGS	\$150	\$100	\$400	\$400	\$400	\$400		0.00%
DPW Highway	1422520	534300	BINDING & PRINTING	\$84	\$0	\$175	\$175	\$175	\$175		0.00%
DPW Highway	1422520	534400	POSTAGE	\$129	\$0	\$0	\$0	\$0	\$0		
DPW Highway	1422520	538900	INTERDEPARTMENTAL SERVICES	\$4,635	\$5,900	\$14,000	\$14,000	\$14,000	\$7,000		-50.00%
DPW Highway	1422520	573100	PROFESSIONAL DUES & SUBS	\$524	\$516	\$700	\$700	\$700	\$700		0.00%
	1422520 Total		Purchase of Services	\$277,194	\$270,437	\$305,456	\$305,456	\$321,649	\$300,920		-1.48%
DPW Highway	1422540	542000	OFFICE SUPPLIES	\$274	\$521	\$500	\$500	\$500	\$500		0.00%
DPW Highway	1422540	542300	SPECIAL AGENCY SUPPLIES	\$3,992	\$7,798	\$9,100	\$9,100	\$9,100	\$9,100		0.00%
DPW Highway	1422540	543000	BUILDING SUPPLIES	\$4,225	\$3,235	\$5,000	\$5,000	\$5,061	\$5,061		1.22%
DPW Highway	1422540	543100	EQUIPMENT PARTS	\$31,250	\$31,449	\$37,463	\$37,463	\$37,463	\$37,463		0.00%
DPW Highway	1422540	543300	ROADWAY MAINT SUPPLIES	\$77,511	\$66,929	\$78,371	\$79,231	\$80,351	\$80,351		1.41%
DPW Highway	1422540	543400	TRAFFIC CONTROL SUPPLIES	\$11,965	\$16,299	\$24,071	\$24,071	\$25,621	\$25,620		6.44%
DPW Highway	1422540	545100	CLEANING SUPPLIES	\$512	\$635	\$500	\$500	\$500	\$500		0.00%
DPW Highway	1422540	548000	VEHICLE SUPPLIES	\$3,608	\$7,487	\$900	\$900	\$900	\$900		0.00%
DPW Highway	1422540	548100	FUELS & LUBRICANTS	\$370	\$0	\$0	\$0	\$0	\$0		
DPW Highway	1422540	548400	TOOLS & EXPENDABLES	\$1,235	\$658	\$750	\$750	\$750	\$750		0.00%
DPW Highway	1422540	558100	CLOTHING	\$5,644	\$5,400	\$5,700	\$5,700	\$5,700	\$5,700		0.00%
	1422540 Total		Materials & Supplies	\$140,587	\$140,410	\$162,355	\$163,215	\$165,946	\$165,945		1.67%
DPW Highway	1422580	585100	EQUIPMENT	\$29,000	\$27,144	\$14,848	\$14,848	\$32,143	\$24,511		65.08%
	1422580 Total		Capital Outlay	\$29,000	\$27,144	\$14,848	\$14,848	\$32,143	\$24,511		65.08%
DPW Highway Total				\$1,048,575	\$1,091,848	\$1,158,369	\$1,159,229	\$1,194,768	\$1,166,406		0.62%

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2021	Town Adm
0422	HIGHWAY				
1422520	Highway - Purchase of Services				
1422520	524200 - REPAIR/MAINT PROP/EQUIP			159,000.00 *	
	Manhole and grates adjust to 1'	15.00	200.00	3,000.00	
	Manhole and grates adjust to 2'	15.00	380.00	5,700.00	
	Manhole and grates adjust to 3'	1.00	500.00	500.00	
	Manhole and grates adjust to 4'	1.00	900.00	900.00	
	Water gates	2.00	400.00	800.00	
	Structures - Clean out and flapper valve on Jericho Road	1.00	2,500.00	2,500.00	
	Crack Sealing	7.00	4,667.00	32,669.00	
	Emergency Generator service	1.00	500.00	500.00	
	Repair to garage window storage area	1.00	1,000.00	1,000.00	
	Infrared patching per day	6.00	4,000.00	24,000.00	
	Oxygen and acetylene for welding	1.00	2,000.00	2,000.00	
	Pavement markings-center lines and stop bars	1.00	44,500.00	44,500.00	
	Pavement-hand work	11.00	3,450.00	37,950.00	
	seawalls and hand railings	1.00	3,000.00	3,000.00	
	Repairs to traffic and school lights-emergency repairs	1.00	5,000.00	5,000.00	
	TA Reduction	1.00	5,019.00	-5,019.00	

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2021	Town Adm
1422520 527100 - RENTAL EQUIP/FACILITIES					122,430.00 *
Cell Phones for Highway		3.00	1,000.00		3,000.00
Catch basin cleaning		2,500.00	15.50		38,750.00
Tool cleaning solvent waste disposal		1.00	1,200.00		1,200.00
Culvert outflow drain cleaning for emergency storm clean up		50.00	125.00		6,250.00
Dump truck rental/hr		40.00	75.00		3,000.00
Hydroseeding/day		2.00	2,000.00		4,000.00
Large grader rental/hr		80.00	120.00		9,600.00
Monthly phone/internet and cable charges		12.00	120.00		1,440.00
small grader rental		80.00	95.00		7,600.00
storm drain line cleaning for emergency work/hr		34.00	200.00		6,800.00
Street sweeping disposal and hazardous waste		42.00	500.00		21,000.00
Street sweeping/cleaning for over wash and emergency storm clean up /hr		160.00	125.00		20,000.00
TA Reduction		1.00	210.00		-210.00
TOTAL Highway - Purchase of Services					281,430.00
1422540 Highway - Materials & Supplies					
1422540 542300 - SPECIAL AGENCY SUPPLIES					9,100.00 *
55 gal trash bags-business districts		1.00	5,000.00		5,000.00
replace windows in storage area		6.00	500.00		3,000.00
trash receptacles-business districts		40.00	20.00		800.00
Complete first aid kit		1.00	300.00		300.00

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2021	Town Adm
1422540 543300 - ROADWAY MAINT SUPPLIES					80,351.00 *
1/2 stone/ton		300.00	18.50		5,550.00
3/8 stone/ton		300.00	17.00		5,100.00
bituminous concrete/ton		400.00	62.89		25,156.00
yards of loam/cy		500.00	13.50		6,750.00
Gravel/ton		500.00	11.50		5,750.00
6-10" rip rap/ton		200.00	16.00		3,200.00
3/4 dense grade base/ton		900.00	13.50		12,150.00
Asphalt tack pre for hot top		50.00	50.00		2,500.00
Drainage pipe, frames and gates		1.00	5,000.00		5,000.00
50 lb bags of grass seed		6.00	100.00		600.00
guardrails wood and metal		50.00	160.00		8,000.00
stone dust		50.00	11.90		595.00
1422540 543400 - TRAFFIC CONTROL SUPPLIES					25,620.00 *
Anchors for signs		100.00	15.00		1,500.00
traffic signs		100.00	34.20		3,420.00
Roadway maint. signs (56)		1.00	2,606.00		2,606.00
Posts		100.00	32.95		3,295.00
Caps, brackets and hardware		1.00	935.00		935.00
Misc. signage around schools		1.00	1,014.00		1,014.00
Paper signs, no parking and detour signs		1,300.00	4.50		5,850.00
Street sign and post replacements		40.00	100.00		4,000.00
20 mph solar signs for lights for school zones		1.00	3,000.00		3,000.00

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2021	Town Adm
TOTAL Highway - Materials & Supplies					115,071.00
1422580 Highway - Capital Outlay					
1422580 585100 - EQUIPMENT					24,511.00 *
pick up truck liftgate		1.00	3,100.00		3,100.00
heavy duty drive on tilt trailer		1.00	7,632.00		7,632.00
compressor		1.00	19,995.00		19,995.00
Power brooms		2.00	708.00		1,416.00
TA Reduction		1.00	7,632.00		-7,632.00
TOTAL Highway - Capital Outlay					24,511.00
TOTAL HIGHWAY					421,012.00
TOTAL GENERAL FUND					421,012.00
GRAND TOTAL					421,012.00

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

TOWN OF SCITUATE

**FY 2021 BUDGET
MISSION STATEMENT:**

DEPARTMENT: SNOW & ICE

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

FY 2021 SNOW & ICE 423 - GOALS

1. Explore multiple options for the most affordable price in getting the town salt and plowing routes on a Computerized mapping system.
2. Continue to provide Driver wellness training to all employees and contractors.
3. Supply food and drinks for drivers during long duration storms.

MAJOR BUDGET COMPONENTS:

Personnel cost	\$110,063	22%
Roadway maintenance	\$183,479	36%
Equipment	\$216,174	42%

FY 2021 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.

DEPARTMENTAL 2020 ACCOMPLISHMENTS:

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

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

Implemented brine and magnesium chloride procedure to the town salting routes



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Snow & Ice	1423510	512000	OVERTIME	\$80,431	\$91,251	\$107,905	\$107,905	\$107,906	\$107,906		0.00%
	1423510 Total		Personal Services	\$80,431	\$91,251	\$107,905	\$107,905	\$107,906	\$107,906		0.00%
Snow & Ice	1423520	527100	EQUIPMENT RENTALS	\$240,392	\$159,764	\$176,909	\$176,909	\$176,909	\$176,909		0.00%
	1423520 Total		Purchase of Services	\$240,392	\$159,764	\$176,909	\$176,909	\$176,909	\$176,909		0.00%
Snow & Ice	1423540	543100	EQUIPMENT PARTS	\$30,151	\$65,645	\$28,000	\$28,000	\$28,000	\$28,000		0.00%
Snow & Ice	1423540	543300	ROADWAY MAINTENANCE	\$205,636	\$133,506	\$183,449	\$183,449	\$183,449	\$183,449		0.00%
Snow & Ice	1423540	548000	VEHICLE SUPPLIES	\$0	\$0	\$100	\$100	\$100	\$100		0.00%
Snow & Ice	1423540	548400	TOOLS & EXPENDABLES	\$394	\$573	\$750	\$750	\$750	\$750		0.00%
	1423540 Total		Materials & Supplies	\$236,181	\$199,724	\$212,299	\$212,299	\$212,299	\$212,299		0.00%
Snow & Ice Total				\$557,004	\$450,739	\$497,113	\$497,113	\$497,114	\$497,114		0.00%



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept Request	FY 21 Town Adm Recom	BOS/Adv Comm	% Change
				Actuals	Actuals	Original Budget	Revised Budget				FY21 TA /FY20 Rev
Street Lights	1424520	521100	ELECTRICITY	\$80,787	\$128,986	\$120,000	\$120,000	\$120,000	\$120,000		0.00%
	1424520 Total		Purchase of Services	\$80,787	\$128,986	\$120,000	\$120,000	\$120,000	\$120,000		0.00%
Street Lights Total				\$80,787	\$128,986	\$120,000	\$120,000	\$120,000	\$120,000		0.00%

TOWN OF SCITUATE

FY 2021 BUDGET

DEPARTMENT: PUBLIC GROUNDS

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 2021 PUBLIC GROUNDS 429 - GOALS

1. Prune/trim trees on Ann Vinal Road, Indian Trail, Trysting, Cavanaugh Road, James Way, Lee Ave, Jackson Road, Old Colony Way and Old Forge Road.
2. Sod field in problem area at Old Gates School.
3. Maintain beach and business districts trash removal in a cost effective way.
4. Remove all dead or dying trees from roadways and trim all over growth on sidewalks in school areas.
5. 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.
6. Maintain and service all town owned cemeteries and straighten headstones.

MAJOR BUDGE COMPONENTS:

Personnel cost	\$668,416	71%
Purchase of Services	\$215,274	17%
Material & Supplies	\$85,664	9%
Equipment purchases	\$26,055	3%

FY 2021 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.

2020 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 wack all fields and maintained all school grounds.
- Maintained all ball fields from April through November.
- Maintained all line stripping of athletic fields.
- Maintained and made repairs to all playgrounds.
- Repaired SHS football practice field (on going).
- Tree trimming on 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.

This Department has provided additional line item budget detail which may be useful in your review. Please refer to the page found after the Town Administrator recommended budget summary page.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
DPW Public Grounds	1429510	511000	REGULAR SALARIES	\$412,880	\$447,610	\$481,075	\$481,075	\$494,141	\$494,141		2.72%
DPW Public Grounds	1429510	512000	OVERTIME	\$34,823	\$42,724	\$28,719	\$28,719	\$29,349	\$29,349		2.19%
DPW Public Grounds	1429510	513000	LONGEVITY	\$4,800	\$3,750	\$3,450	\$3,450	\$3,250	\$3,250		-5.80%
DPW Public Grounds	1429510	514000	EDUCATIONAL INCENTIVE	\$0	\$1,400	\$0	\$0	\$0	\$0		
DPW Public Grounds	1429510	518000	PART-TIME SALARIES	\$0	\$0	\$6,000	\$6,000	\$3,000	\$3,000		-50.00%
DPW Public Grounds	1429510	519000	SEASONAL SALARIES	\$50,545	\$50,176	\$100,320	\$100,320	\$100,980	\$100,980		0.66%
DPW Public Grounds	1429510	519100	OTHER SALARIES	\$18,126	\$18,805	\$22,750	\$22,750	\$17,777	\$17,777		-21.86%
		1429510 Total	Personal Services	\$521,175	\$564,465	\$642,314	\$642,314	\$648,497	\$648,497		0.96%
DPW Public Grounds	1429520	524100	OFFICE MACHINE MAINT	\$110	\$0	\$150	\$150	\$150	\$150		0.00%
DPW Public Grounds	1429520	524200	REPAIR/MAINT PROP/EQ	\$20,123	\$36,125	\$47,433	\$47,433	\$47,824	\$47,824		0.82%
DPW Public Grounds	1429520	524500	VEHICLE SERVICE	\$1,474	\$2,303	\$4,200	\$4,200	\$4,200	\$4,200		0.00%
DPW Public Grounds	1429520	527100	RENTAL EQUIP/FACILIT	\$108,554	\$100,418	\$98,000	\$98,000	\$153,700	\$110,000		12.24%
DPW Public Grounds	1429520	530900	TECHNICAL SERVICES	\$36	\$0	\$50	\$50	\$50	\$50		0.00%
DPW Public Grounds	1429520	532100	CONFERENCES/MEETINGS	\$180	\$0	\$300	\$300	\$300	\$300		0.00%
DPW Public Grounds	1429520	534400	POSTAGE	\$34	\$0	\$50	\$50	\$50	\$50		0.00%
DPW Public Grounds	1429520	538900	INTERDEPARTMENTAL SERVICES	\$6,260	\$5,643	\$8,500	\$8,500	\$8,500	\$8,500		0.00%
DPW Public Grounds	1429520	573100	PROFESSIONAL DUES & SUBS	\$806	\$1,291	\$500	\$500	\$500	\$500		0.00%
		1429520 Total	Purchase of Services	\$137,579	\$145,780	\$159,183	\$159,183	\$215,274	\$171,574		7.78%
DPW Public Grounds	1429540	542000	OFFICE SUPPLIES	\$174	\$36	\$250	\$250	\$250	\$250		0.00%
DPW Public Grounds	1429540	542300	SPECIAL AGENCY SUPPL	\$16,661	\$14,303	\$17,950	\$17,950	\$17,950	\$17,950		0.00%
DPW Public Grounds	1429540	543000	BUILDING SUPPLIES	\$758	\$2,015	\$3,200	\$3,200	\$3,200	\$3,200		0.00%
DPW Public Grounds	1429540	543100	EQUIPMENT PARTS	\$23,362	\$16,165	\$25,000	\$25,000	\$25,414	\$25,414		1.66%
DPW Public Grounds	1429540	545100	CLEANING SUPPLIES	\$988	\$1,180	\$750	\$750	\$750	\$750		0.00%
DPW Public Grounds	1429540	546200	LANDSCAPING SUPPLIES	\$8,105	\$13,018	\$13,000	\$13,000	\$30,700	\$25,000		92.31%
DPW Public Grounds	1429540	548000	VEHICLE SUPPLIES	\$0	\$849	\$750	\$750	\$750	\$750		0.00%
DPW Public Grounds	1429540	548400	TOOLS & EXPENDABLES	\$2,018	\$1,075	\$900	\$900	\$900	\$900		0.00%
DPW Public Grounds	1429540	558100	CLOTHING	\$4,821	\$5,905	\$5,750	\$5,750	\$5,750	\$5,750		0.00%
		1429540 Total	Materials & Supplies	\$56,887	\$54,546	\$67,550	\$67,550	\$85,664	\$79,964		18.38%
DPW Public Grounds	1429580	585100	EQUIPMENT	\$11,996	\$17,349	\$14,600	\$14,600	\$26,055	\$24,259		66.16%
		1429580 Total	Capital Outlay	\$11,996	\$17,349	\$14,600	\$14,600	\$26,055	\$24,259		66.16%
DPW Public Grounds Total				\$727,637	\$782,140	\$883,647	\$883,647	\$975,490	\$924,294		4.60%

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

P 1
bgnyrpts

PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2021	Town Adm
0429	PUBLIC GROUNDS				
1429520	Public Grounds - Purchase of S				
1429520	524200 - REPAIR/MAINT PROP/EQ				47,824.00 *
	Pocket Park Maint.	12.00	2,152.00		25,824.00
	Repair to storage area at Beaver Dam	1.00	7,000.00		7,000.00
	Tree maintenance for pruning and fertilizing	1.00	15,000.00		15,000.00
1429520	527100 - RENTAL EQUIP/FACILIT				110,000.00 *
	Cell phones for Public Grounds	2.00	1,200.00		2,400.00
	Monthly cemetery maint.	12.00	2,128.00		25,536.00
	Porta Potty at Driftway Boat Ramp	12.00	252.00		3,024.00
	Spraying of trees for worms at Lawson Park, Town Hall and Mann House	1.00	5,000.00		5,000.00
	40 hours of stump grinding per bid	40.00	125.00		5,000.00
	Tree work for full crew and equipment	6.00	3,090.00		18,540.00
	Tree work for Bucket truck and laborer	12.00	1,800.00		21,600.00
	Weed and Feed for Schools and Public Grounds	1.00	10,800.00		10,800.00
	Weed control for Ball fields	1.00	2,500.00		2,500.00
	Poison Ivy and weed control for roadside and sidewalks	1.00	2,500.00		2,500.00
	Irrigation work	1.00	3,000.00		3,000.00
	for MS4 compliance, street sweeping is needed to be done 2 times per year	240.00	120.00		28,800.00
		1.00	25,000.00		25,000.00

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

P 2
bgnyrpts

PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2021	Town Adm
	Spray for weed control for all sidewalks and North Scituate, Greenbush, and Harbor	1.00	38,700.00		-38,700.00
	TA Reduction	1.00	5,000.00		-5,000.00
	TA Reduction				
TOTAL Public Grounds - Purchase of S					157,824.00
1429540	Public Grounds - Materials & S				
1429540	542300 - SPECIAL AGENCY SUPPL				17,950.00 *
	55 gal. black trash bags	1.00	4,950.00		4,950.00
	Field Marking Paint	1.00	9,000.00		9,000.00
	Flags	1.00	1,000.00		1,000.00
	Safety helmets, glasses, and vests, chaps for tree work and reflective safety shirts and gloves for tree work	1.00	3,000.00		3,000.00
1429540	546200 - LANDSCAPING SUPPLIES				25,000.00 *
	Increase of \$17,000 due to increased required amount of playground chips needed at schools	1.00	30,000.00		30,000.00
	50 lb bags for grass seed	7.00	100.00		700.00
	TA Reduction	1.00	5,700.00		-5,700.00
TOTAL Public Grounds - Materials & S					42,950.00
1429580	Public Grounds - Capital Outla				
1429580	585100 - EQUIPMENT				24,259.00 *
	14" 2.41 HP chain saw	1.00	559.00		559.00
	42" 8.3 hp chainsaw	1.00	1,795.00		1,795.00
	Leaf sweeper, pull behind	1.00	23,700.00		23,700.00

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

P 3
bgnyrpts

PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
GENERAL FUND

TA Reduction

VENDOR	QUANTITY	UNIT COST	2021	Town Adm
	1.00	1,795.00		-1,795.00

TOTAL Public Grounds - Capital Outla	24,259.00
TOTAL PUBLIC GROUNDS	225,033.00
TOTAL GENERAL FUND	225,033.00

GRAND TOTAL	225,033.00
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** END OF REPORT - Generated by Nancy Holt **

TOWN OF SCITUATE

FY 2021 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 2021 DEPARTMENTAL GOALS AND OBJECTIVES

GOAL #1 – 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 #2 To continue to educate food service establishments that the Board of Health adopted the 2013 Federal Food Code at its September 23, 2019 meeting. The new code goes into effect on January 1, 2020.

- A. The Board of Health has already held a Food Service Certification class in August that had 28 participants and is planning an additional class this spring.

GOAL #3- To continue to maintain the office database to document, track and report system. 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.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Board of Health	1510510	511000	REGULAR SALARIES	\$150,402	\$193,048	\$264,422	\$264,422	\$273,249	\$273,249		3.34%
Board of Health	1510510	513000	LONGEVITY	\$0	\$1,475	\$1,725	\$1,725	\$925	\$925		-46.38%
Board of Health	1510510	518000	PART-TIME SALARIES	\$14,123	\$14,972	\$14,243	\$14,243	\$14,407	\$14,407		1.15%
Board of Health	1510510	519100	OTHER SALARIES	\$0	\$405	\$485	\$485	\$490	\$490		1.03%
	1510510 Total		Personal Services	\$164,525	\$209,899	\$280,875	\$280,875	\$289,071	\$289,071		2.92%
Board of Health	1510520	524500	REPAIRS & MAINTENAN	\$0	\$0	\$100	\$100	\$100	\$100		0.00%
Board of Health	1510520	530900	TECHNICAL SERVICES	\$6,310	\$7,623	\$11,250	\$11,250	\$11,250	\$9,250		-17.78%
Board of Health	1510520	532100	CONFERENCES/MEETINGS	\$1,124	\$785	\$1,150	\$1,150	\$1,150	\$1,150		0.00%
Board of Health	1510520	534300	BINDING & PRINTING	\$300	\$240	\$375	\$375	\$375	\$375		0.00%
Board of Health	1510520	571100	MILEAGE REIMBURSEMENT	\$1,179	\$1,169	\$1,200	\$1,200	\$1,200	\$1,200		0.00%
Board of Health	1510520	573100	PROFESSIONAL DUES & SUBS	\$305	\$235	\$500	\$500	\$500	\$500		0.00%
	1510520 Total		Purchase of Services	\$9,218	\$10,052	\$14,575	\$14,575	\$14,575	\$12,575		-13.72%
Board of Health	1510540	542000	OFFICE SUPPLIES	\$957	\$378	\$800	\$800	\$800	\$800		0.00%
Board of Health	1510540	542300	SPECIAL AGENCY SUPP	\$0	-\$112	\$0	\$0	\$0	\$0		
Board of Health	1510540	542500	PRINTING & FORMS	-\$61	\$315	\$300	\$300	\$300	\$300		0.00%
Board of Health	1510540	550000	MEDICAL SUPPLIES	\$466	\$371	\$485	\$485	\$485	\$485		0.00%
Board of Health	1510540	558100	CLOTHING	\$150	\$70	\$150	\$150	\$150	\$150		0.00%
	1510540 Total		Materials & Supplies	\$1,512	\$1,023	\$1,735	\$1,735	\$1,735	\$1,735		0.00%
Board of Health	1510580	585300	OFFICE EQUIPMENT	\$125	\$0	\$125	\$125	\$125	\$125		0.00%
	1510580 Total		Capital Outlay	\$125	\$0	\$125	\$125	\$125	\$125		0.00%
Board of Health Total				\$175,380	\$220,974	\$297,310	\$297,310	\$305,506	\$303,506		2.08%

TOWN OF SCITUATE

FY 2021 BUDGET

DEPARTMENT: 541 – Council on Aging

MISSION STATEMENT: to identify the unique needs and interests of our senior citizens and to implement programs that will enhance their quality of life, foster independence, and ensure the physical and emotional well-being of a growing aging community.

FY 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL 1: Continue to plan, design and participate in construction of new Senior Center building and community campus project. (ongoing)

Objectives:

1. Continue to work closely with architects and OPM/Contractors to deliver completed, comprehensive Senior Center facility and corresponding components (Jul-Dec);
2. Plan for staffing needs for best use of Senior Center space and accommodating services (Jul-Dec);
3. Anticipate and plan for new program opportunities (Oct-Jun);
4. Engage COA Board in pursuing alternate name considerations for new building other than 'Senior Center' in recognizing trends to appeal to younger/older adult population (Jul-Sep)

GOAL 2: Continue to promote the Age-Friendly Community concept and Action Plan as determined by the AF Steering Committee. (ongoing)

Objectives:

1. Facilitate Steering Committee planning sessions for targeting action items (Jul-Dec);
2. Partner with community and municipal stakeholders to market and promote targeted action items;
3. Implement Age-Friendly Action Plan (ongoing)

GOAL 3: Continue the process for Director Certification through the Mass Council on Aging program.

Objectives:

1. Creation of Community Profile (Jul);
2. Creation of Strategic Plan (Jul-Sep);
3. Creation of Marketing Plan (Oct-Nov);
4. Creation of Evaluation Plan (Nov-Dec)

GOAL 4: Develop in-house Meals program in new Senior Center meeting congregate meal needs, café-style meal needs, and Home-delivered meal needs for home-bound seniors.

Objectives:

1. Enter discussions with SSES re: transitioning program from off-site service (Jul-Sep);
2. Review options for Kitchen Manager as municipal job function or volunteer/TWO activity (Jul-Sep);
3. Review options for Home-delivered Meals Coordinator as municipal job function or volunteer/TWO function (Jul-Sep);
4. Develop plan for soliciting HDM clients with HDM Coordinator (Oct-Dec);
5. Develop plan for soliciting/using Volunteer Drivers for home meals delivery with Volunteer Coordinator (Oct-Dec)

MAJOR BUDGET COMPONENTS

- I. Personnel (Personal Services)
- II. Programs (Revolving), Outreach Services, Transportation (GATRA)
- III. Office/Environment
- IV. Marketing/Communication/Community

I. Personnel:

A. Outreach Coordinator - Full time position since September 2018 (FY19)

Though not a licensed social worker, JG provides much to the position and has worked well with SW in situations where additional provision of those services is required. [SSM/SW role has been to focus on frail and often mentally compromised older adults, as well as to provide the COA with counseling skills in challenging situations and support group.]

JG is primary access point for dealing with seniors and families in vulnerable situations and providing assistance, resources or direction. I am encouraging more proactive outreach to broaden our reach with older adult community and their families, for example assigning to co-facilitate the Job Seekers Networking Group bimonthly to create connections with adults that might need to be made aware of supplemental resources.

JG does not have the counseling skills, background or knowledge that advanced Social Worker (SW) credentials would provide, but she is effective in her role and has benefitted from ongoing relationship with SW and SHINE volunteer for developing more advanced skills and knowledge to pass on to seniors/clients.

Consideration being given in FY20 Formula Grant to contract outside SW for facilitation of Caregiver Support Group in lieu of future in-house staff or SSES managing. [\$1200-\$1800]

B. Activities/Volunteer Coordinator - 25-hr PT position since April 2015; 1 non-standard increase

This role originated and continues to be supported by the Formula Grant, but should be considered as a municipal position in this coming budget year. The hourly rate associated with the position at this time is under market and not reflective of the corresponding responsibility of the position as compared to other current staff and the same position in other COAs.

Role could become separate Activities Coordinator and Volunteer Coordinator; or could add/hire an Activities/Marketing Assistant to provide support and administrative media work. Both roles are essential to any senior center for building our participant base and developing diverse program offerings that appeal to range of older adults. Volunteer Coordinator role is essential to increase our traditional volunteer base, attract boomers and younger adults, and increase student presence as well as to manage and place in meaningful roles that benefit both the center and the volunteer;

As a part-time staff person, it is challenging to sustain both roles, but LT has been able to manage and balance the needs of both. As the new Senior Center facility provides for both more programs and more volunteer opportunities, so will the requirements of this role.

C. Administrative/Office Assistant – 25 hr PT; 10 hrs added on FG since 2017

This role has become significant support for Director in A/P and A/R role, as well as support for Activities with instructor payments/reconciliations and general communications regarding class schedules and in lieu of volunteer assistance shares a large part of the program and trip coordination; administrative assistance for Outreach involves scheduling and communication regarding weekly and monthly professional appointments. This position also serves as full back-up for Transportation when Transportation Coordinator is out with additional reliance for system support when needed and for assisting volunteers along with general center upkeep and program support.

Current Staffing:

Director (FT)
Admin Assistant (25+10 on FG)
Transportation Coordinator (FT)
Outreach Coordinator (FT)
Activities/Volunteer Coordinator (25 on FG)

Proposed Future Staffing:

No change
Admin Assistant (FT)
No change
No change
Activities (25 on Municipal Budget)
Volunteer Coordinator (15)
OR Activities/Media Assistant (10)

NEW:

Kitchen Manager (20?)
HDM/Kitchen Assistant (15)

II. Programs, Services (Outreach/Transportation)

Informational Programs: SHINE/Medicare and Health Insurance (volunteer provided), Benefits Counseling and Application Assistance, Emergency Preparedness, Annual Health Fair

Educational Programs: Aging Mastery Program (costs \$ - needs funding); Memory Training (\$\$ grant funded 2x), Nutrition/Health/Medical (local speakers/sponsors); Lifelong Learning; Scituate History (\$20)

Health/Fitness: Walking x3; Group exercise classes; Recreational (Pickleball, Badminton, Softball)

Stimulation/Socialization: Café Talks (local speakers); Men's Breakfasts (\$8 or \$5; local speakers); Ladies Social (\$3-\$5); Seasonal Luncheons (\$5-\$10); Dine-out Dinner/Lunch (\$3 van ride; personal \$);

Transportation: Supporting independence through local van service; out-of-town and local medical rides; and out-of-town field trips. Primary or only connection for many older or disabled adults. Use of 2 vans provided by GATRA and one COA van – all maintenance costs supported by the GATRA revolving budget. Staffing consists of 3 part-time drivers at this time. Occasional need for 4th driver as back-up or to support special trips, so we are advertising.

III. Office Operation; Environment

Supplies: Directly support and sustain daily operation and communication via print materials, including brochures, flyers, program support, client information;

Equipment: Telephone system, computer equipment, internet/software services to support office functions, client activities, speaker/program needs, program delivery, streamlining office functions;

Building use/maintenance: In addition to evening maintenance assistance through Facilities Department, COA staff or volunteers take care of daily upkeep and program set-ups, as well as kitchen use for breakfasts/luncheons on and off-site.

IV. Marketing/Communication/Community Outreach

My Senior Center is primary software program providing client and Senior Center program management, including records of visitors participating at the Senior Center and receiving services, report production, scheduling and tracking of rides, demographic and emergency contact information, and newsletter mailing, voice broadcast and e-mail lists. Annual maintenance fee and occasional support of supplemental equipment or features; NEW subscription for Constant Contact will supplement newsletter publishing and use of My Senior Center communication;

Newsletter – Published in-house 6 issues/year; printed free of charge but dependent on advertising sales by printing house; Mailing costs, including postage, shared by town and Formula Grant. Critical for communicating/publicizing mission, programs, activities, services and events;

Sand Buckets for Seniors – collaboration with Rotary Club, using student volunteers to deliver, provides amenity for assisting with ice/snow and includes brand association for both;

Use of Logo/Branding on all print materials (flyers, brochures) and electronic communication and postings;

Logo/Branding for Volunteer badges (FG); T-shirts; Wristbands

FY 2021 RISKS AND CHALLENGES

Challenges of facility continue to include:

- Parking/Safety,
- Interior space limitations,
- Facility accessibility;
- Food service requirements (catering costs/purchasing);
- Managing multiple locations – staff time and instructor/participant disconnect with staff;
- Maintenance/appeal of building/grounds;

Additional Challenges:

- Staffing: Activities/Volunteer Coordinator should be 2 positions; and/or should be municipal position as it is a drain on Formula Grant and significant role for new SC;
- Provision of Fitness Programs/Classes at both reasonable cost to participants and agreeable compensation for instructors/leaders (limited funds from FG; looking for new ways to provide and/or compensate);
- Supporting seniors demonstrating diminished cognitive (and physical) capacity for activity opportunities and transportation services if lacking support system/companion resources.

DEPARTMENTAL ACCOMPLISHMENTS

- Senior Center/Community Campus Project: Provided senior/community/stakeholders with information, updates, and justification in writing, at committee meetings and through several public information sessions to garner support and increase understanding around the need for proposed project, including:
 - o PTOs, Superintendent
 - o Historical Society
 - o Historical Commission
 - o Commission on Disabilities
 - o Recreation Commission
 - o Chamber of Commerce
- Age-Friendly Community Initiative: Facilitated developing Steering Committee (9 members) meeting on a periodic basis to educate and initiate participation in soliciting ideas, community awareness, and input toward identifying Action Plan items for improving age-friendly attributes.
- Kicked off Age-friendly Community awareness campaign with Family Fun Walk in Sept 2018, including AARP recognition (and repeated in 2019). First-year efforts leading to formal Listening Sessions and survey of community to directly inform the Action Plan in 2021.
- Director Certification: Initiated work on Strategic and Marketing Plans through 1-day workshops and materials provided through MCOA resources; will seek extension to continue work through December 2020.
- Social connection/community collaboration: Continued to provide anticipated social events generating awareness and enthusiasm for Senior Center, such as:
 - o July 4, Lobster Lunch, Christmas Luncheon, Valentine's Luncheon, Mother's Day Luncheon, Volunteer Luncheon
 - o Family Fun Walk #1 and Age-Friendly Initiative Kick-off
 - o Veterans Tribute Concert with Navy Band Northeast collaborating w/Middle & High School Music Programs
 - o 2nd showing in St. Patrick's Parade
- Programs: Continued to provide programs of interest to encourage/sustain healthy lifestyles and cultural appreciation:
 - o Nordic walking poles;
 - o UCLA Memory Training;
 - o Art Appreciation series;
 - o Job Seekers Networking Group;
 - o Aging Mastery Program (4th year); Matter of Balance;
 - o Café Talks (information, education, social);
 - o Men's Breakfast; Ladies Breakfast/Brunch/TED Talk);
 - o Crafting/Knitting/Quilting; Art/Painting; Cards/games
 - o Exercise, Fitness, Recreation: Yoga; Balance, Tai Chi, Cardio, Arthritis, Pickleball, Bad, Soft
- Intergenerational: Continued to seek intergenerational opportunities, including:
 - o Monthly TECH TIME with SHS Interact Club students;
 - o iPad Program with Interact Club students;
 - o Writing collaboration with Expressive Writing Group and SHS English students;
 - o Annual Pickleball Tournament with SHS Physical Education students;
 - o Annual Dinner and Game night with SHS students

- Evaluation of services: Administered Transportation survey resulting in adding more supermarket/shopping trips outside of Scituate; also initiated supplementing own drivers/vans to support nearby out-of-town medical appointments and supplemental rides as able per request by GATRA to reduce use of expensive 3rd party contractor.
- Sustained steady increase in participation through new programs and marketing drawing additional people; Activities Coordinator has collaborated with Cohasset and Norwell COAs/Activities staff to better leverage the opportunities for popular charter bus trips.

DESCRIPTION OF REVENUE	FY18	FY19	FY20 YTD	FY21 Projected	Comments
EOEA Formula Grant	\$ 42,040 @9.40/pe	\$ 52,080 @ \$12/pe	\$ 52,080 @ \$12/pe	\$ 52,080 @ \$12/pe	Anticipated: 2020 Census=FY22 FG @ \$9-11/per elder
GATRA Contract	\$101,000	\$101,000	\$106,000	\$106,000	
SES Title III MAP Grant	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	Supplements Out-of-Town Medical
Gifts/Donations	\$ 4,210*	\$ 3,037*	\$ 412		
Other Grants:					
MassDOT Helping Hands Rail/Trail Mini-grant			\$ 648		Purchased GPS units
Scituate Education Foundation	\$ 2,100 iPads	\$ 3,580 Memory & Nordic	\$ 1,680 Art/Mind		
(Anticipated) Rotary Foundation			\$ 900		for Aging Mastery
Mass Council on Aging					
o Family Fun Walk		\$ 300	\$ 250		Program-specific
o 50+ Job Seeker's Netw Grp		\$ 700	\$ 3,800		Program-specific

**Gifts/Donations include or have included amounts from Rotary Club, Scituate Health Services, and private donations. In addition, FOSS (Friends of Scituate Seniors) provided \$600 to support the Parade Float in FY18 and \$700 in FY19 to support coffee purchases. In addition, LifeCare Center of Scituate donated a new gas grill.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Council on Aging	1541510	511000	REGULAR SALARIES	\$136,232	\$174,287	\$130,561	\$130,561	\$132,763	\$132,763		1.69%
Council on Aging	1541510	513000	LONGEVITY	\$1,915	\$2,275	\$2,325	\$2,325	\$2,875	\$2,875		23.66%
Council on Aging	1541510	518000	PART-TIME SALARIES	\$31,796	\$0	\$45,346	\$45,346	\$52,577	\$52,577		15.95%
Council on Aging	1541510	519100	OTHER SALARIES	\$0	\$0	\$1,291	\$1,291	\$0	\$0		-100.00%
	1541510 Total		Personal Services	\$169,943	\$176,562	\$179,523	\$179,523	\$188,215	\$188,215		4.84%
Council on Aging	1541520	521100	ELECTRICITY	\$4,064	\$3,704	\$3,500	\$3,500	\$3,700	\$3,700		5.71%
Council on Aging	1541520	521300	NATURAL GAS	\$2,914	\$2,876	\$3,000	\$3,000	\$3,000	\$3,000		0.00%
Council on Aging	1541520	524200	REPAIR/MAINT PROP/	\$4,445	\$6,495	\$7,700	\$7,700	\$3,500	\$3,500		-54.55%
Council on Aging	1541520	527000	RENTALS & LEASES	\$1,090	\$622	\$700	\$700	\$1,000	\$1,000		42.86%
Council on Aging	1541520	531100	SUPPORT SERVICES	\$1,141	\$1,268	\$1,500	\$1,500	\$1,500	\$1,500		0.00%
Council on Aging	1541520	532100	CONFERENCES/MEETINGS	\$150	\$30	\$300	\$300	\$200	\$200		-33.33%
Council on Aging	1541520	534400	POSTAGE	\$0	\$1,050	\$2,500	\$2,500	\$2,500	\$1,500		-40.00%
Council on Aging	1541520	571100	MILEAGE REIMBURSEMENT	\$507	\$471	\$700	\$700	\$700	\$700		0.00%
	1541520 Total		Purchase of Services	\$14,313	\$16,516	\$19,900	\$19,900	\$16,100	\$15,100		-24.12%
Council on Aging	1541540	542000	OFFICE SUPPLIES	\$1,408	\$1,898	\$1,700	\$1,700	\$1,800	\$1,800		5.88%
Council on Aging	1541540	545100	CLEANING SUPPLIES	\$474	\$224	\$500	\$500	\$400	\$400		-20.00%
	1541540 Total		Materials & Supplies	\$1,881	\$2,122	\$2,200	\$2,200	\$2,200	\$2,200		0.00%
Council on Aging	1541580	585300	EQUIPMENT	\$2,000	\$144	\$500	\$500	\$500	\$500		0.00%
	1541580 Total		Capital Outlay	\$2,000	\$144	\$500	\$500	\$500	\$500		0.00%
Council on Aging Total				\$188,137	\$195,344	\$202,123	\$202,123	\$207,015	\$206,015		1.93%

541 GATRA REVOLVING

Org	Object	Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2020 Budget	2021 Request	Comment
						YTD			
21002195	470000	GATRA - Other Intergovernmental Revenue	\$85,637.00	\$91,104.99	\$127,989.42	\$30,615.59	\$106,000.00	\$106,000.00	
21002195	510000	GATRA - Personal Services	\$26,435.50	\$62,534.43	\$73,303.85	\$22,034.31	\$60,273.00	\$61,482.00	
21002195	524500	GATRA - Vehicle Services	\$1,364.09	\$3,527.12	\$3,619.68	\$127.25	\$2,500.00	\$2,500.00	
21002195	527400	GATRA - Paratransit Ride	\$25,144.00	\$35,702.82	\$44,305.19	\$17,101.00	\$32,500.00	\$37,018.00	
21002195	548100	GATRA - Fuels & Lubricants	\$4,472.57	\$5,952.97	\$6,018.73	\$1,950.54	\$5,000.00	\$5,000.00	
21002195	570000	GATRA - Other Charges	\$173.91	\$1,127.73	\$754.42	\$836.79			
							\$5,727.00	\$0.00	
TOTAL	Revenue		\$85,637.00	\$91,104.99	\$127,989.42	\$30,615.59	\$106,000.00	\$106,000.00	
TOTAL	Expenditures		\$57,590.07	\$108,845.07	\$128,001.87	\$42,049.89	\$100,273.00	\$106,000.00	

**TOWN OF SCITUATE
FY 2021 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 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS:

GOAL#1:

Establish a plan for moving the Department into the new Veteran's Suite at the C.O.A. building.

OBJECTIVES:

1. Develop a preparedness plan for a smooth executed move. (Jul)
2. Review the plan with all parties that will be involved with the move. (Aug-Jan)
3. Implement the plan and monitor the move. (Feb-May)

GOAL#2:

Coordinate and oversee a new Public Service Display monitor for the new office.

OBJECTIVES:

1. Contact and work with the town's IT office on development of system. (Jul-Sep)
2. Test the system to ensure it works efficiently to accomplish this goal. (Oct-Jan)
3. Monitor the system and make any essential changes. (Ongoing)

GOAL#3

Develop and incorporate an effortless online appointment application for delivering a time management customer service experience.

OBJECTIVES:

1. Research current available systems for software suitability. (Jul-Sep)
2. Oversee the installation and testing of the new application. (Oct-Jan)
3. Monitor and make necessary changes to the new system. Review client feedback and make any possible upgrades. (Feb-Jun)

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 \$120,750 or 57.48% 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 \$83,097 or 39.57% 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 1.29% of the budget. The flagging of the town's veteran's graves and memorials are reimbursed at 75% rate from the state.

FY 2021 RISKS AND CHALLENGES:

FY2021 will see the Veteran Services Department move into its' new location in the new Council on Aging Building. This will provide a professional, confidential and efficient work space. This move will also bring new challenges in the way of increased client traffic. Proper staffing needs would also have to be addressed. A 20 hour a week Administrative Assistant should be incorporated for office continuity. This would entail a Monday through Friday staffing. This new office space was designed for this purpose. As with previous years, FY2021 will once again bring unforeseen challenges in the way of mental health issues, depression, anxiety, psychosis, substance abuse, suicide, dementia, Alzheimer's, PTSD, and service connected disability claims, to mention a few. 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 FY2021 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 received approval, at the Town Hall meeting, for the Cudworth Cemetery expansion.
- After a year of meetings and research, the Veteran Services Department received a \$44,600 donation for a new 96 niche cremains garden which will be installed in FY2020. This gracious donation came from a former resident of the town.
- The Veteran Services Department has now been upgraded to the new Vetra-Spec software for Fully Develop Claims (FDC).

- The Veteran Services Department, through its hard and dedicated work of successfully submitted FDC's has now increased the monetary income to the veterans and widows in the town. This monthly amount is now \$332,175.49 and yearly to \$3,986,105.89 which in turn is spent in the local economy for goods and services.
- The Director of the Veteran Services Department completed and passed the statewide Mandatory Veterans Services Officer exam. This will keep the town in compliance for state reimbursements for Chapter 115 money for the next 3 years.
- 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.
- 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 training and conferences throughout the fiscal year keeping this department one of the leaders in Veteran's benefits knowledge.
- The Veteran Services Department has completed the Annual Statewide Massachusetts Department of Veteran Services training, the Massachusetts Veterans Service Officers Association's summer training conferences.
- The Veteran Services Department continues to help local veteran organizations with Veteran's Day, Wreaths Across America and local events throughout the year.
- Once again, this year's Memorial Day Parade and Ceremony was well attended by Scituate residents and residents from surrounding towns.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Veterans Services	1543510	511000	REGULAR SALARIES	\$59,125	\$63,464	\$67,149	\$67,149	\$69,564	\$69,564		3.60%
Veterans Services	1543510	513000	LONGEVITY	\$800	\$800	\$800	\$800	\$1,075	\$1,075		34.38%
Veterans Services	1543510	518000	PART-TIME SALARIES	\$13,281	\$13,713	\$14,812	\$14,812	\$15,698	\$15,698		5.98%
	1543510 Total		Personal Services	\$73,206	\$77,976	\$82,761	\$82,761	\$86,337	\$86,337		4.32%
Veterans Services	1543520	530900	TECHNICAL SERVICES	\$0	\$0	\$0	\$0	\$500	\$500		
Veterans Services	1543520	532100	CONFERENCES/MEETINGS	\$534	\$600	\$1,250	\$1,250	\$1,250	\$1,250		0.00%
Veterans Services	1543520	538500	CARE OF VETERANS GRAVES	\$2,154	\$2,597	\$2,600	\$2,600	\$2,700	\$2,700		3.85%
Veterans Services	1543520	571100	MILEAGE REIMBURSEMENT	\$149	\$204	\$300	\$300	\$400	\$400		33.33%
Veterans Services	1543520	573100	PROFESSIONAL DUES & SUBS	\$50	\$0	\$50	\$50	\$50	\$50		0.00%
Veterans Services	1543520	578100	SUBSIST/INC SUPPORT	\$91,860	\$77,209	\$120,750	\$120,750	\$120,750	\$120,750		0.00%
	1543520 Total		Purchase of Services	\$94,746	\$80,610	\$124,950	\$124,950	\$125,650	\$125,650		0.56%
Veterans Services	1543540	542000	OFFICE SUPPLIES	\$272	\$189	\$325	\$325	\$400	\$400		23.08%
Veterans Services	1543540	542300	SPECIAL AGENCY SUPPLI	\$850	\$892	\$925	\$925	\$925	\$925		0.00%
	1543540 Total		Materials & Supplies	\$1,122	\$1,081	\$1,250	\$1,250	\$1,325	\$1,325		6.00%
Veterans Services Total				\$169,073	\$159,667	\$208,961	\$208,961	\$213,312	\$213,312		2.08%

TOWN OF SCITUATE

FY 2021 BUDGET

DEPARTMENT: COMMISSION ON DISABILITIES

MISSION STATEMENT:

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

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

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

MAJOR BUDGET COMPONENTS

Training & Mileage	4%
Support Services	60%
Meetings/Events/Supplies	30%

DEPARTMENTAL ACCOMPLISHMENTS

This Commission on Disabilities provided a second accessible beach wheelchair to the Recreation Department to enable more citizens to access the beaches.

We hosted the second Scituate Accessibility Awareness Event on November 3, 2018. We invited 26+ local providers and resources to exhibit their accessible services and information available to Scituate residents. Guests included the Scituate Fire and Police Departments, Town Health Services, Massachusetts State Agencies, and other public health groups. A copy of the flier is attached.

We plan to host a third Accessibility Awareness Event on March 28, 2020, at St. Mary's Hall.

The CoD reviewed the Request for Proposals for the Update to the ADA Evaluation and Transition Plan authorized by Town Meeting in 2017. The CoD rated the responses to the request for proposals. Unfortunately, the Town was unable to award a contract for the work as the price proposals far exceeded Town Meeting's authorized amount. The Town is seeking a grant and additional funds at the 2019 annual town meeting to move forward with the project to make Scituate more handicapped accessible.

The CoD donated one C-Pen Reader to the Scituate's Special Education Department. The C-Pen Reader is a portable scanning pen which reads printed text out loud using an embedded camera.

We donated 2 assistive hearing devices to Scituate's Library of Things at the Town Library as well as 2 C-Pen Readers.

We allocated money to the Scholarship program of CORSE.

The CoD allocated to the Wampatuck School Playground Project \$1,500.00 towards the payment of an accessible swing.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Comm of Disabilities	1549520	530800	TRAINING	\$0	\$0	\$500	\$500	\$500	\$500		0.00%
Comm of Disabilities	1549520	531100	SUPPORT SERVICES	\$2,295	\$500	\$2,700	\$2,700	\$3,000	\$3,000		11.11%
Comm of Disabilities	1549520	532100	CONFERENCES/MEETINGS	\$822	\$582	\$1,500	\$1,500	\$1,500	\$1,500		0.00%
	1549520 Total		Purchase of Services	\$3,117	\$1,082	\$4,700	\$4,700	\$5,000	\$5,000		6.38%
Comm of Disabilities	1549540	542000	OFFICE SUPPLIES	\$11	\$159	\$300	\$300	\$0	\$0		-100.00%
	1549540 Total		Materials & Supplies	\$11	\$159	\$300	\$300	\$0	\$0		-100.00%
Comm of Disabilities Total				\$3,127	\$1,241	\$5,000	\$5,000	\$5,000	\$5,000		0.00%

TOWN OF SCITUATE

FY 2021 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 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Goal I. Build a Library website that meets the modern-day needs of our patrons.*

- A. Write a request for proposal for library website specifications, including mobile capabilities.
- B. Solicit bids and/or quotes (depending on overall project costs) from web site designers.
- C. Work with designer, staff, Trustees, and possibly a small user committee to build the website.
- D. Launch the website, including marketing and promotion.

*Please note that Goal I was included as part of FY20 goals, but due to changes to Town and Library IT staff, this project has been delayed. Work will likely take place in both FY20-21.

Goal II. Create an in-house training program for library staff.

- A. Work with Senior Library Technician to determine which library services and products staff need the most training on (possibly via an all-staff survey or anecdotally). Examples include the library's major online e- and audiobook download service, library databases, and marketing and communication products.
- B. Create a tutorial and training program that covers these services in detail, with time to practice.
- C. Working with the Circulation Supervisor, identify times when groups of staff can be available to attend (since most library staff work in direct service positions, schedule adjustments must be made to cover training).
- D. Create a pre- and post- survey to determine the overall effectiveness of the training, where the employee may still be struggling, and what other training opportunities that employee may need.

Goal III. Utilize a subcommittee of volunteers to create a plan for art in the library.

- A. Working under the authority of the Board of Trustees, a small subcommittee would be established to review potential donations of art, seek out donations of art, maintain and establish good practices for the library's current and any potential art display spaces, and consider acquisitions. This does not include the gallery space, which is managed by the Scituate Arts Association by a previous agreement with the Library and Board of Trustees.
- B. Individuals who have experience with art and design will be asked to apply for this subcommittee, and will subsequently come before the Board of Trustees to review their qualifications.
- C. Once a committee is established, some initial guidelines will be created that will take into consideration donation criteria, budget, spatial considerations, etc. A formal plan for considering donations and potentially making acquisitions would be presented to the Board of Trustees for final approval.

MAJOR BUDGET COMPONENTS

Salaries and Benefits—\$839,021

- 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.,--\$185,939

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

Building Management—\$89,703

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

Capital Outlay--\$2,000

- Purchase of materials and services to support the IT infrastructure

FY 2021 RISKS AND CHALLENGES

Maintaining the library's facility is and will continue to be a challenge. New building challenges come up regularly, including finding regular contractors to help maintain and fix equipment issues. Because the library has sophisticated systems, resolving issues and troubleshooting can be more challenging than with more straightforward systems. Small maintenance issues come up regularly, and often require time to resolve since many items are still under warranty. The library had a major hardware fail earlier in FY19, when the hot water heater let go. This caused some minor damage, and an insurance claim was filed. Because the facility is well-regarded in town, the library works hard to keep the building in good condition. This is especially challenging on the landscaping front, and it may be necessary to reconsider the original landscaping design of the entry. In addition, the library hopes to work with Facilities next year to start to line up some larger projects that should fall on the capital plan in the future (interior painting, for instance).

The library continues to face challenges maintaining a high level of service with its existing staff, which has not grown since 2008. Conversely, library usage, both visits and circulation, continues to grow. Traffic patterns in the library often ebb and flow with the school year, changes in weather, etc. However, the typical valleys of the library year are fewer and fewer, and the peaks are more and more regular and even higher than has been seen before. This, coupled with the increasing demand for high-quality programs, has put a heavy work burden on the staff. As part of the strategic planning process, the bulk of the participants felt that the library should be doing even more programming. Also, the library continues to provide extensive support for Scituate's public schools. This, coupled with the many new responsibilities that have come with an expanded facility, will continue to be an issue until new staff can be added to the library. Management of meeting room and study room use alone is a time-

consuming task that was previously a small portion of a position. That position is almost wholly devoted to meeting room management at this time, which is easy to see with a 45% increase in room use from last year to this year. It is clear from reviewing other libraries of our size who are open a similar number of hours that our facility is understaffed. A chart of comparative data is listed below. The libraries listed for the most part serve similar sized communities. As you can see, the Scituate Town Library has the fewest FTE for the amount of hours open. The libraries with the next smallest amount of staff are open significantly less than our facility. Of the libraries that are open a similar number of hours, all have at least three additional FTE positions.

Location	FTE	Hours Open Per Week
Scituate - Scituate Town Library	14	64
Foxborough - Boyden Library	15	45
Sharon - Sharon Public Library	15	45
Easton - Ames Free Library of Easton, Inc.	15	54
Wilmington - Wilmington Memorial Library	17	64
Sudbury - Goodnow Public Library	17	63
Westwood - Westwood Public Library	18	56
Marblehead - Abbot Public Library	18	47
Duxbury - Duxbury Free Library	20	50
Acton - Acton Memorial Library	21	64
Newburyport - Newburyport Public Library	21	64
Westford - J. V. Fletcher Library	23	55
Winchester - Winchester Public Library	25	62
Hingham - Hingham Public Library	26	52

DEPARTMENTAL ACCOMPLISHMENTS

The library is a well-utilized community resource. Visits to the library in FY19 were over 120,000 and nearly 225,000 items were borrowed from the library. Electronic usage continues to climb, with nearly 63,000 “e” items circulated in that time period. Electronic circulation now represents over 20% of total items loaned (just ten years ago “e” items were 0.18% of total items loaned). Library meeting and study rooms were utilized approximately 4,640 times (a 45% increase over FY18). The library ran 576 programs with over 15,000 attendees.

The library launched its **Library of Things** in the spring of 2019, and the collection has been a popular resource with patrons. The collection is currently made of 60 items, and continues to grow. Not only has the library invested some of its Gift funds into seeding the collection, but local organizations like the Scituate Education Foundation as well as the Commission on Disabilities have funded unique items such as fishing poles (SEF) and assisted listening devices for meetings (COD). Items have been checked over 240 times, with the most popular items being those of a recreational or STEM nature. Not only has this project allowed patrons to borrow instead of buy, or try before they buy, it’s also given the Department of Public Works a point in the Recycling Dividends Program for having such a collection. While the maintenance and management of this collection does take dedicated time and staff commitment, the response has made the effort well worth it.

Funding has been granted to the library in this fiscal year in the form of grants from both the Scituate Education Foundation and the Massachusetts Cultural Council. The Friends of the Scituate Town Library continue to fund the vast majority of library programming and all museum passes to the tune of nearly \$25,000 year. Their volunteer efforts in the library bookstore and through their membership drive truly make library programs possible. The South Shore Cultural Council also continues to utilize the library as an educational site, which offers even more programming to library patrons.

Self-check and self-pickup of holds have both been implemented in the library to great response. The easy-to-use system can be managed via a kiosk in the library or an app on the patron’s phone. Holds are available at the front by the last few digits of your card number and the first few letters of your last name. Library staff have done a tremendous job acclimating patrons to the system, while still being ready and willing to assist at the counter. Given the demands on staff time in the new building, these services do not detract from staff responsibilities but rather allow them to dedicate their time to other areas of service.

DESCRIPTION OF REVENUE	FY18	FY19	FY20 YTD	FY21 Projected	Comments
State Aid	\$18,672	\$20,565.06	\$21,000	\$21,000	
Friends' Funding	\$17,388	\$20,160	\$25,000	\$25,000	
Gift Account	\$40,476	\$8,513	\$328	unknown	
Trust Funds	\$0	\$0	\$0	unknown	
Foundation	*	*	\$0	unknown	
Lost Books	\$2,446	\$3,318	\$1,334	unknown	

This Department has provided additional line item budget detail which may be useful in your review. Please refer to the page found after the Town Administrator recommended budget summary page.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Library	1610510	511000	REGULAR SALARIES	\$548,048	\$574,170	\$569,636	\$569,636	\$585,166	\$585,166		2.73%
Library	1610510	512000	Overtime	\$13,087	\$16,117	\$0	\$0	\$0	\$0		
Library	1610510	513000	LONGEVITY	\$14,276	\$10,368	\$10,825	\$10,825	\$11,675	\$11,675		7.85%
Library	1610510	517200	SICK LEAVE BUY BACK	\$1,500	\$1,500	\$2,000	\$2,000	\$2,800	\$2,800		40.00%
Library	1610510	518000	PART-TIME SALARIES	\$147,980	\$194,968	\$218,516	\$218,516	\$224,891	\$224,891		2.92%
Library	1610510	519100	OTHER SALARIES	\$3,162	\$2,992	\$8,079	\$8,079	\$2,909	\$2,909		-63.99%
		1610510 Total	Personal Services	\$728,053	\$800,116	\$809,056	\$809,056	\$827,441	\$827,441		2.27%
Library	1610520	521100	ELECTRICITY	\$39,133	\$48,653	\$42,000	\$42,000	\$49,000	\$49,000		16.67%
Library	1610520	521300	NATURAL GAS	\$7,658	\$8,094	\$10,000	\$10,000	\$9,000	\$9,000		-10.00%
Library	1610520	524100	OFFICE MACHINE MAINT	\$964	\$1,089	\$5,130	\$5,130	\$5,130	\$5,130		0.00%
Library	1610520	524200	REPAIR/MAINT PROP/EQUIP	\$11,529	\$18,265	\$14,325	\$14,325	\$14,675	\$14,675		2.44%
Library	1610520	530900	TECHNICAL SERVICES	\$0	\$0	\$5,219	\$5,219	\$7,098	\$7,098		36.00%
Library	1610520	532100	CONFERENCES/MEETINGS	\$624	\$791	\$750	\$750	\$750	\$750		0.00%
Library	1610520	534300	BINDING & PRINTING	\$200	\$19	\$300	\$300	\$300	\$300		0.00%
Library	1610520	534400	POSTAGE	\$12	\$528	\$500	\$500	\$500	\$500		0.00%
Library	1610520	538200	CUSTODIAL SERVICES	\$1,500	\$1,793	\$1,800	\$1,800	\$1,800	\$1,800		0.00%
Library	1610520	571100	MILEAGE REIMBURSEMENT	\$688	\$986	\$550	\$550	\$550	\$550		0.00%
Library	1610520	573100	PROFESSIONAL DUES & SUBS	\$568	\$635	\$760	\$760	\$865	\$865		13.82%
Library	1610520	573200	OCLN DUES	\$34,674	\$35,714	\$36,786	\$36,786	\$37,889	\$37,889		3.00%
Library	1610520	573300	OTHER SUBSCRIPTIONS	\$10,000	\$12,706	\$15,000	\$15,000	\$15,000	\$15,000		0.00%
		1610520 Total	Purchase of Services	\$107,550	\$129,272	\$133,120	\$133,120	\$142,557	\$142,557		7.09%
Library	1610540	542000	OFFICE SUPPLIES	\$501	\$651	\$1,750	\$1,750	\$1,750	\$1,750		0.00%
Library	1610540	542300	BOOKS & OTHER MEDIA	\$108,000	\$118,395	\$123,000	\$123,000	\$128,000	\$126,000		2.44%
Library	1610540	542500	PRINTING & FORMS	\$3,591	\$659	\$0	\$0	\$0	\$0		
Library	1610540	545100	CLEANING SUPPLIES	\$2,868	\$2,769	\$3,000	\$3,000	\$3,000	\$3,000		0.00%
Library	1610540	558000	OTHER SUPPLIES	\$2,519	\$2,525	\$2,500	\$2,500	\$2,500	\$2,500		0.00%
		1610540 Total	Materials & Supplies	\$117,479	\$125,000	\$130,250	\$130,250	\$135,250	\$133,250		2.30%
Library	1610580	585100	EQUIPMENT	\$2,000	\$329	\$0	\$0	\$2,000	\$2,000		
		1610580 Total	Capital Outlay	\$2,000	\$329	\$0	\$0	\$2,000	\$2,000		
Library Total				\$955,082	\$1,054,716	\$1,072,426	\$1,072,426	\$1,107,248	\$1,105,248		3.06%

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2021	Town Adm
0610	LIBRARY				
1610520	Library - Purchase of Services				
1610520	524100 - OFFICE MACHINE MAINT				5,130.00 *
	Rioch -- Staff copier monthly rental fee	1.00	1,130.00		1,130.00
	Rioch -- Staff copier service fee	1.00	1,000.00		1,000.00
	Marlin -- patron printer and copier monthly rental fee (offset by money collected for print and copy fees)	1.00	3,000.00		3,000.00
1610520	524200 - REPAIR/MAINT PROP/EQUIP				14,675.00 *
	Atlantic Elevator -- elevator maintenance contract	1.00	1,860.00		1,860.00
	Atlantic Elevator/State of MA -- inspection and permit fee for elevator	1.00	450.00		450.00
	Atlantic Elevator -- yearly inspection fee	1.00	700.00		700.00
	City Point Fire -- fire pump and sprinkler testing	1.00	1,850.00		1,850.00
	Flight Alarm -- alarm monitoring for burglar and fire	1.00	480.00		480.00
	Flight Alarm -- testing for fire alarm system	1.00	450.00		450.00
	Boiler inspection	1.00	100.00		100.00
	Safety Fumigant -- quarterly exterminator services	1.00	500.00		500.00
	Crystal Rock -- water bubbler	1.00	385.00		385.00
	Bi-annual maintenance of library beds	1.00	3,000.00		3,000.00
	Maintenance plan for HVAC and boilers	1.00	1,900.00		1,900.00

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

P 2
bgnyrpts

PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2021	Town Adm
	Filter replacement	1.00	1,000.00		1,000.00
	Miscellaneous	1.00	2,000.00		2,000.00
1610520 530900 - TECHNICAL SERVICES					7,098.00 *
	TK Rose -- web hosting and domain name yearly fee	1.00	160.00		160.00
	CASSIE -- Patron computer print and time management system yearly license	1.00	450.00		450.00
	Deep Freeze -- patron computer virus protection and security system yearly license	1.00	270.00		270.00
	Sensource -- people counter web hosting yearly fee	1.00	360.00		360.00
	Plymouth Rocket -- web based system for meeting room booking, event calendar, museum pass booking and study room booking yearly fee	1.00	1,305.00		1,305.00
	Comcast -- monthly costs for Business-class internet access	1.00	1,824.00		1,824.00
	Ayacht Zone Director -- wifi management & equipment replacement protection	1.00	1,600.00		1,600.00
	MeeScan -- yearly maintenance fee for self-check system	1.00	1,129.00		1,129.00
1610520 573300 - OTHER SUBSCRIPTIONS					15,000.00 *
	Magazines, newspapers and electronic resources	1.00	15,000.00		15,000.00

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

P 3
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PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2021	Town Adm
TOTAL Library - Purchase of Services					41,903.00
1610540 Library - Materials & Supplies					
<hr/>					
1610540 542000 - OFFICE SUPPLIES					1,750.00 *
Cartridges for staff printer		1.00	1,000.00		1,000.00
Paper		1.00	500.00		500.00
Other supplies		1.00	250.00		250.00
1610540 558000 - OTHER SUPPLIES					2,500.00 *
Processing and materials management supplies		1.00	2,500.00		2,500.00
TOTAL Library - Materials & Supplies					4,250.00
1610580 Library - Capital Outlay					
<hr/>					
1610580 585100 - EQUIPMENT					2,000.00 *
Funds to replace approximately 4 computers due to Microsoft10 compatibility issues		1.00	2,000.00		2,000.00
TOTAL Library - Capital Outlay					2,000.00
TOTAL LIBRARY					48,153.00
TOTAL GENERAL FUND					48,153.00
GRAND TOTAL					48,153.00

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

TOWN OF SCITUATE

FY 2021 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 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL I: Keeping current with our programming

- Offer more programming during school vacation weeks, half days & no school days, including 1-2 day workshops
- Start offering kids field trips throughout the year. (School off days) These would include bussing participants
- Find unique Adult offerings like sign language or cooking classes

GOAL II: Town Field upgrades and improvements

- Create a new fee structure for the turf fields
- Rest grass fields to rejuvenate and restore to healthier and safer conditions
- In partnership with Public Grounds, develop a new maintenance plan for the grass fields
- Implementing the new maintenance plan for turf fields

GOAL III: Renovate and upkeep our A wing - Rec Department/Veterans Memorial Gymnasium

- Help with creation and placement of Recreation Department sign
- Paint gymnasium and programming rooms
- Redo program area flooring that was not initially done during the move in
- Explore options of upgrading/remodeling downstairs bathrooms

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. Included in the Recreation Revolving Account is the Field Account.

Field Account: The payroll of the Field Coordinator, field studies, maintenance/sanitizing the turf fields and grass fields.

FY 2021 RISKS AND CHALLENGES

- Facility maintenance and upkeep of the building
- Working around the construction of the senior center will be the biggest challenge. Making sure all patrons are safe and are still able to access our programs
- Working to perfect our system of checks and balances for the hundreds of applications and forms that come in for volunteers and employees.
- Up-to-date records and certifications for all staff
- Providing safe/adequate drop-off and pick up. Safe staff parking
- Maintaining the grass field during the difficult months of heavy usage/ inclement weather
- Scheduling around turf project. All the sports organizations still need to use the fields and there is only so much time to go around
- The opening and closing of the building
- Enticing more Lifeguard applicants from our Town of Scituate

DESCRIPTION OF REVENUE	FY18	FY19	FY20 YTD	FY21 Projected	Comments
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See attached.

DEPARTMENTAL ACCOMPLISHMENTS

- Settling in to our new home at 327 First Parish R., Veteran's Memorial Gym Wing
- Staying current with our programming. Some new additions include, Summer Blast GameDay program, Astrology, Zumba, Pre-School Swimming and Painting. We're hoping to add sign language and cooking classes soon as well
- The Field project passed and was voted through
- We have continued to update our building with new flooring, paint. A building that has continued to serve the community now for 100+ years
- Developing a collaboration relationship with the Scituate Racquet and Fitness and Knights of Columbus pool for lifeguard training purposes
- Our Pan Gai Noon Karate Program was created by Cole Hawkins who ran the program for over 30 years. Sadly, Cole passed away this past spring. The program has continued in his honor with his former students, Dan Reynolds and Jim Duffey
- In partnership with the Beach Commission, Egypt Beach Boardwalk was completed, finishing up the Beach Commission's CPC Beach Mats and Egypt Beach Boardwalk project
- Kevin Devin our new Field coordinator & Jen Geoghegan our new Registrar
- Egypt Beach parking lot was redone and relined by our Town engineers and approved for construction.
- Our Middle School Volleyball program is thriving. The sport is garnering popularity amongst the Town
- A new Beach Wheelchair was donated by Etrusco. The town now has one at three of the Town beaches (Peggotty, Humarock, Egypt).
- iCAN Bike program with CORSE teaches children of all needs and abilities how to ride a bike. This program is put together every other year.
- Cushing Fields now in use, field coordinator communicating w/ DPW and engineering resolving the watering issues with the field
- Our Mr. C's award we would like to present to Mark Donovan.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Recreation	1630510	511000	REGULAR SALARIES	\$126,384	\$134,789	\$140,586	\$140,586	\$152,034	\$152,034		8.14%
Recreation	1630510	513000	LONGEVITY	\$1,100	\$1,100	\$1,100	\$1,100	\$1,150	\$1,150		4.55%
Recreation	1630510	518000	PART-TIME SALARIES	\$19,257	\$19,171	\$0	\$0	\$0	\$0		
Recreation	1630510	519000	SEASONAL SALARIES	\$150	\$0	\$0	\$0	\$0	\$0		
Recreation	1630510	519100	OTHER SALARIES	\$805	\$871	\$891	\$891	\$924	\$924		3.70%
	1630510 Total		Personal Services	\$147,696	\$155,932	\$142,577	\$142,577	\$154,108	\$154,108		8.09%
Recreation	1630520	524100	OFFICE MACHINE MAINT	\$0	\$0	\$0	\$0	\$270	\$269		
Recreation	1630520	532100	CONFERENCES/MEETINGS	\$559	\$711	\$595	\$595	\$700	\$700		17.65%
Recreation	1630520	571100	MILEAGE REIMBURSEMENT	\$0	\$197	\$200	\$200	\$200	\$200		0.00%
Recreation	1630520	573100	PROFESSIONAL DUES & SUBS	\$250	\$0	\$250	\$250	\$250	\$250		0.00%
	1630520 Total		Purchase of Services	\$809	\$908	\$1,045	\$1,045	\$1,420	\$1,419		35.79%
Recreation	1630540	542000	OFFICE SUPPLIES	\$150	\$130	\$150	\$150	\$150	\$150		0.00%
	1630540 Total		Materials & Supplies	\$150	\$130	\$150	\$150	\$150	\$150		0.00%
Recreation	1630580	585100	EQUIPMENT	\$0	\$500	\$500	\$500	\$0	\$0		-100.00%
	1630580 Total		Capital Outlay	\$0	\$500	\$500	\$500	\$0	\$0		-100.00%
Recreation Total				\$148,655	\$157,470	\$144,272	\$144,272	\$155,678	\$155,677		7.91%

**Beach Sticker Revolving Fund Analysis
FY 11-21**

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 YTD	BUDGET FY 2020 <i>Estimated</i>	BUDGET FY 2021 <i>Estimated</i>
Opening Fund Balance	\$ 65,965.00	\$ 119,892.77	\$ 219,696.79	\$ 271,734.91	\$ 343,746.87	\$ 325,546.33	\$ 332,107.70	\$ 414,870.35	\$ 507,926.78	\$ 507,926.78 <i>Estimated</i>	\$ 319,135.90	\$ -
(+) Beach Sticker Sales (A)	\$ 244,858.81	\$ 290,630.00	\$ 242,789.96	\$ 254,190.00	\$ 251,310.00	\$ 282,865.00	\$ 277,563.00	\$ 271,580.00	\$ 273,380.00	\$ 240,000.00 <i>\$26,160 YTD</i>	\$ 240,000.00	\$ 240,000.00
(-) 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	\$ 118,552.74	\$ 155,000.00	\$ 175,975.00
(-) 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	\$ 7,931.44	\$ 7,700.00	\$ 11,000.00
(-) Training*					\$ 3,000.00	\$ 3,000.00	\$ 3,150.00	\$ 3,464.00	\$ 3,936.00		\$ 5,100.00	\$ 5,500.00
(-) 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	\$ 16,072.51	\$ 17,000.00	\$ 17,000.00
(-) Support Services		\$ 4,640.00	\$ 5,570.40	\$ 7,415.77	\$ 20,513.92	\$ 5,169.73	\$ 1,997.35	\$ 3,952.00			\$ 10,525.00	\$ 10,525.00
(-) Technical Services*						\$ -	\$ 3,854.75					
(-) Environmental Testing*					\$ 805.00	\$ 3,792.85	\$ 2,150.00	\$ 2,630.00	\$ 1,340.00	\$ 3,910.00	\$ 3,510.00	\$ 3,510.00
(-) Portable Sanitation*					\$ 6,665.57	\$ 9,127.07	\$ 5,877.00	\$ 9,950.58	\$ 13,509.04	\$ 8,785.56	\$ 11,000.00	\$ 15,000.00
(-) Storage Services*					\$ 782.64	\$ 1,871.00	\$ 1,560.00	\$ 2,678.00	\$ 1,175.00	\$ 895.00	\$ 1,424.00	\$ 1,424.00
(-) Postage & Printing		\$ 1,265.00	\$ 508.02	\$ 2,010.25	\$ 1,995.59	\$ 2,296.18	\$ 2,841.43	\$ 2,453.21	\$ 720.07	\$ 22.00	\$ 2,200.00	\$ 2,200.00
(-) 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	\$ 6,431.85	\$ 5,731.29
(-) Clothing		\$ 2,920.55	\$ 2,730.14	\$ 4,085.35	\$ 3,605.48	\$ 1,026.00	\$ 4,100.50	\$ 1,545.45		\$ -	\$ 3,500.00	\$ 3,897.00
(-) 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	\$ 4,518.00		
(-) 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		\$ -	\$ 20,000.00	\$ 20,000.00
(-) Parking Lot Improvements		\$ 1,515.00	\$ 7,992.24	\$ 46,269.50	\$ 102,506.46	\$ 46,727.60	\$ -		\$ -	\$ 267,900.10		
Total Expenses (B)	\$ 151,490.88	\$ 190,825.98	\$ 190,751.84	\$ 182,178.04	\$ 269,510.54	\$ 276,303.63	\$ 194,800.35	\$ 178,523.57	\$ 187,589.40	\$ 428,790.88	\$ 243,390.85	\$ 271,762.29
(-) Encumbrances	\$ 39,440.16	\$ -	\$ -	\$ -								
Closing Fund Balance	\$ 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	\$ 319,135.90 <i>Estimated</i>		
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	\$ 319,135.90 <i>*Stickers sold in spring</i>		
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			

*Other Charges account closed in favor of more specific line item descriptions. In FY16, Other Charges included repairs to beach gates.

Program Revolving Account Budget FY19

Open Balance \$ 10,041.93

Revenue

Total Regular Income \$ 523,034.68
Scholarships \$ - 4,326.50
Refunds and Credits \$ - 50,405.01
Total Income \$ 478,345.10

Expenses for programs \$ - 428,043.02

Total after expenses \$ 50,301.68

Additional Expenses

Copier Supplies and Maintenance \$ 2,128.29
Building restoration \$ 12,452.60
Office supplies above budgeted amount \$ 1,037.27
Computer \$ 4,269.40
Office payroll not associated w/ programs \$ 25,463.43
Eggs for Hunt \$ 1,250.00
Office Water Cooler \$ 336.22

Total \$ 46,937.27

Projected for the Department

Sarah Inferrera, Clerk Position \$ 21,066.50
Minimum wage seasonal increase \$ 14,200.00

Total Additional Expense supported by Revolving \$ 50,301.68

Net Revenue form Programs \$ -46,937.27
Additional expenses unrelated to programs

Total \$ 3,364.41

FIELD REVOLVING ACCOUNT BUDGET FY19

Turf Field

Opening Balance + \$6,776.00

Revenue

Scituate Gridiron + \$250.00
Mass Elite Lacrosse + \$2,000.00
UK Elite + \$1,875.00
Shuckers Lacrosse + \$250.00

Expenses

Cleaning, disinfecting, rubber fill - \$3,200.00

Other Fields

Opening Balance + \$4,936.43

Revenue

Scituate Youth Center + \$3,820.00
Senior Softball + \$850.00
Scituate Soccer Club + \$1,200.00
Scituate Flag Football + \$2,610.00
Legion Baseball + \$150.00
SciCoh Football + \$920.00
Scituate Men's Baseball + \$150.00
South Shore Peer Recovery + \$250.00
Scoops Lacrosse + \$875.00

*Projected Maintenance Grass Field rejuvenation - \$10,000.00

Expenses

Infield Mix - \$2,000.00

Field Coordinator - \$9,658.00

MRPA Conference Attendance Fees - \$ 600.00

Closing Balance \$ 1,454.43

TOWN OF SCITUATE

FY 2021 BUDGET DEPARTMENT: BEAUTIFICATION 650

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 2021 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:

- 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.
- Enhance and extend plant performance in volunteer maintained Adopt-a-Lots.
- Offer compost instead of mulch to improve growing conditions.
- Arrange a second plant distribution to offer late season perennials.
- Enhance appearance of Town Hall :
 - Side garden and Health Department Entrance (Spring 2020)
 - Maintain planting bed to reduce size, and replant.
 - Clean up and replant perimeter planter.
 - Work with Building and Grounds to establish regimen for weed and invasive plant removal and pruning.
- Continue to fund Adopt-a-Lot and Merchants' plant purchase programs.
- Continue Plant Scituate
- Increase Membership
- Increase publicity
- Promote a more uniform plant landscape on Front Street
- Organize an event to recognize volunteers for their work.

MAJOR BUDGET COMPONENTS

The Beautification Commission requests \$ **25,000** (an increase of \$1350)

- 34% - Purchase of plants and materials
- 47% - Contract Labor
- 10% - Ship Shape Day supplies, soil tests, etc.

FY 2021 RISKS AND CHALLENGES:

- We are **dependent on volunteers** for planting and maintenance of Adopt-a-Lots.
 - It is a constant challenge to attract volunteers.

- **Climate change** and resulting weather patterns will affect our herbaceous material in ways we can't always predict.
 - Adapting plants, soil and pest management so that we continue to have great looking gardens is a continuing challenge
 - As the sea level rises and storms worsen, flooding may increasingly impact some of our Adopt-a-Lot locations, resulting in replacement costs.

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

Cost of our Merchant Flowers Program is increasing and unpredictable. Every business in the Harbor, North Scituate and Greenbush is offered a \$50 voucher that can be used at a local greenhouse for flowers. Out of more than 200 vouchers, 73 were used in 2019. Interest from developing businesses in the Green Bush Area, combined with a greater focus on North Scituate Merchants continues to increase the need for more vouchers.

ACCOMPLISHMENTS

- Maintained 25 Adopt-a-Lots around Town in beautiful, colorful condition with the help of 25 volunteer Caretakers of record.
- Managed our Merchant Flowers Program in North Scituate, Greenbush and the Harbor with 73 merchants participating.
- Increased in participation in Ship Shape Day over last year as residents turned out to clean up trash, litter and storm debris in the community and town marshes. We provided grabbers for a deposit, vests, gloves and bags. We continue to ask volunteers to sort recyclables into an orange bag and compliance was very good.
- Worked with a professional under contract to maintain 12 large Railroad Crossing Islands and 7 traffic islands.
- Solicited competitive quotes for RR Island maintenance and awarded new contract to lowest, keeping costs down.
- Launched Plant Scituate: an initiative for merchants and citizens to plant Marigolds.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept Request	FY 21 Town Adm Recom	BOS/Adv Comm	% Change
				Actuals	Actuals	Original Budget	Revised Budget				FY21 TA /FY20 Rev
Beautification	1650540	546200	LANDSCAPING SUPPLIES	\$22,694	\$23,736	\$23,650	\$23,650	\$25,000	\$25,000		5.71%
	1650540 Total		Materials & Supplies	\$22,694	\$23,736	\$23,650	\$23,650	\$25,000	\$25,000		5.71%
Beautification Total				\$22,694	\$23,736	\$23,650	\$23,650	\$25,000	\$25,000		5.71%

TOWN OF SCITUATE

FY 2021 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. Mrs. Twomey, the life estate tenant, passed away last year and the new tenant moved into the house in January of this year. Prior to that it was necessary to upgrade the kitchen, upgrade the electrical system, and do some Carpentry work. Soon after the tenant moved in it was necessary to install a new heating system. 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 2020 we requested \$11,000.00 for repairs. For FY 2021 we are requesting \$12,000 for routine maintenance and repairs. Most of the repairs needed in FY 2021 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 tips 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 2020 was \$4,000.00. For FY 2021 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 2021 RISKS AND CHALLENGES

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

The town has spent a large sum of money in recent years at Lawson Tower. The bells need to be inspected on a regular basis due to the salt air environment. The company that does the inspection strongly recommends that inspections be done twice a year. The good news is that the most recent inspection of the bells found them to be in good condition.

Scituate Lighthouse: The Lighthouse Rental Account should be able to handle ordinary repairs required there. The balance in the rental account as of October 15, 2019 is \$22,145.61. A Community Preservation Project has been funded to address needed work on the Lantern Room of the Lighthouse.

Mann House: The balance in the Mann House Rental Account as of October 15, 2019 is \$12,659.14. There are adequate funds in the Mann House Rental account to handle common repairs there.

Cudworth House: Several repairs are anticipated at the Cudworth House in FY 2021. Work needed include further window repairs and painting, more repairs to the foundation, and repair of powder post beetle damage. The exact cost is not known, but will likely exceed \$6,000.00.

Massachusetts Humane Society Boathouse:

The Scituate Historical Society has submitted to the Scituate Community Preservation Committee an application for reroofing the Boathouse. One side of the roof was done this fall. Other work anticipated there includes some repair to trim boards and miscellaneous painting. The estimated cost there is \$5,000.00

We attempt to anticipate one to five years in advance what repairs will be required at all sites, but invariably unexpected repairs will always manifest themselves. The Lighthouse Rental Account and the Mann House Rental Account are used to fund the majority of repairs at those

two buildings. There is no tenant at the Cudworth House so all repairs must come from the town. The same is true for Lawson Tower, the Lawson Gates on Branch Street, and the Massachusetts Humane Boathouse.

DEPARTMENTAL ACCOMPLISHMENTS

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

Over the last two years the Society has been working on new archive space at the Little Red Schoolhouse. This is a major project that will allow us to move all of the artifacts and important documents that are now stored in the basement into the new archive space. That project was completed recently.

DESCRIPTION OF REVENUE	FY18	FY19	FY 2020	FY 2021 Comments
	\$13,744	\$18,000	\$19,100	Projected \$20,200

October 21, 2019

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 2021 for Historical Buildings line #691.

Included again this year in the budget is compensation for oversight services. We have kept close track of oversight time spent so far in FY 2020. The FY 2020 request was based on 4.75 hours per week. We are assuming that amount of time will continue for FY 2021 with a rate of pay of \$16.00/hour we have kept that part of the budget request at \$3,952.00 for FY 2021.

One other concern we have is the Maintenance of Buildings line. As of October 15, 2019 the Lighthouse Rental Account balance is \$22,145.66 and the Mann House Rental Account balance is \$12,659.14. 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. For example several windows were blown out of the top of the tower in a recent windstorm. We have therefore increased our repair cost request for town owned historical buildings from \$11,000 in FY 2020 to \$12,000 for FY 2021.

Another concern is the cost of natural gas. For a good part of this year the furnace at the Mann House was not working. It will be for this winter so the cost of natural gas will be more in FY 2021.

A breakdown of the budget request for FY 2021 is as follows:

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	\$12,000.00
Scituate Historical Society compensation for oversight services	\$4,000.00
Total request:	\$20,200.00

Sincerely,

David Ball, President Scituate Historical Society



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Historical	1691520	521100	ELECTRICITY	\$1,536	\$896	\$1,500	\$1,500	\$1,500	\$1,500		0.00%
Historical	1691520	521300	NATURAL GAS	\$807	\$472	\$900	\$900	\$1,000	\$1,000		11.11%
Historical	1691520	524200	REPAIR/MAINT PROP/EQ	\$11,145	\$9,684	\$16,400	\$16,400	\$17,400	\$17,400		6.10%
Historical	1691520	534100	TELEPHONE	\$276	\$280	\$300	\$300	\$300	\$300		0.00%
1691520 Total				\$13,763	\$11,332	\$19,100	\$19,100	\$20,200	\$20,200		5.76%
Historical Total				\$13,763	\$11,332	\$19,100	\$19,100	\$20,200	\$20,200		5.76%

TOWN OF SCITUATE

FY 2021 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 2021 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 FY21, the total existing debt-excluded and tax-supported debt is \$1,675,023 while the total revenue supported Enterprise Fund debt is \$5,828,298

General Fund Debt Includes:

- Tax-Supported Non-Exempt Debt of \$1,548,106 (principal and interest)
- Tax-Supported Exempt Debt of \$5,660,394 (principal and interest)
- Projected Tax-Supported Debt of \$121,917 (principal paydown and interest)
- Projected Tax-Supported Exempt Debt of \$167,904 (principal paydown and interest)
- Post Compliance Arbitrage Analysis \$5,000.

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

- Sewer \$1,740,244 (incl. \$77,925 in Projected Debt)
- Water \$2,470,548 (incl. \$232,939 in Projected Debt)
- Transfer Station \$-0-
- Waterways \$390,370 (incl. \$16,856 in Projected Debt)
- Widows Walk \$-0-

FY 2021 RISKS AND CHALLENGES

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

There is a bond anticipation note (BAN) that will mature in December 2019, at that time the Town will be issuing another BAN.

DEPARTMENTAL ACCOMPLISHMENTS

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



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Debt Service	1720590	591000	PRINCIPAL ON LONG-TERM DEBT	\$4,302,159	\$4,106,157	\$4,508,174	\$4,508,174	\$4,471,618	\$4,471,618		-0.81%
Debt Service	1720590	591500	INTEREST ON LONG-TERM DEBT	\$3,108,729	\$2,905,789	\$3,005,379	\$3,005,379	\$2,797,865	\$2,797,865		-6.90%
Debt Service	1720590	592000	OTHER DEBT SERVICES	\$9,660	\$6,562	\$6,500	\$6,500	\$5,000	\$5,000		-23.08%
Debt Service	1720590	592500	INTEREST ON SHORT-TERM NOTES	\$118,990	\$194,847	\$41,974	\$41,974	\$228,838	\$228,838		445.19%
	1720590 Total		Debt Service	\$7,539,537	\$7,213,354	\$7,562,027	\$7,562,027	\$7,503,321	\$7,503,321		-0.78%
Debt Service Total				\$7,539,537	\$7,213,354	\$7,562,027	\$7,562,027	\$7,503,321	\$7,503,321		-0.78%

TOWN OF SCITUATE

FY 2021 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 7.1% over the FY20 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 FY21, the savings to the Town equals \$98,948.

The FY17, FY18, FY19, and FY20 Assessments were expected to increase by 8%. The unrecognized gains for the last couple of years created a net asset gain decreasing the Assessment. Future assessments will increase by 8%.

FY 2021 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. FY21-22 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 \$635,819,434 of unfunded liability with a funding ratio of 61.9%. The employer total cost is expected to increase until the unfunded liabilities are completely paid off. The funding schedule currently calls for 94% completion by 2029 (decreased from 2031 and 2034).

As of June 30, 2018 the unfunded accrued liability for Other Post-Employment Benefits (OPEB) was \$85,651,661. 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, 2019, the Town has \$1,149,144.31 in the OPEB account.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Plymouth Cty Retrmt Asmnt	1911512	519900	PLYMOUTH COUNTY RETIREMENT	\$4,530,275	\$4,730,553	\$4,875,453	\$4,875,453	\$5,221,978	\$5,221,978		7.11%
Plymouth Cty Retrmt Asmnt	1911512	596600	TRANSFER TO OPEB LIABILITY FUN	\$90,605	\$94,611	\$97,509	\$97,509	\$104,440	\$104,440		7.11%
1911512 Total				\$4,620,880	\$4,825,164	\$4,972,962	\$4,972,962	\$5,326,418	\$5,326,418		7.11%
Plymouth Cty Retrmt Asmnt Total				\$4,620,880	\$4,825,164	\$4,972,962	\$4,972,962	\$5,326,418	\$5,326,418		7.11%

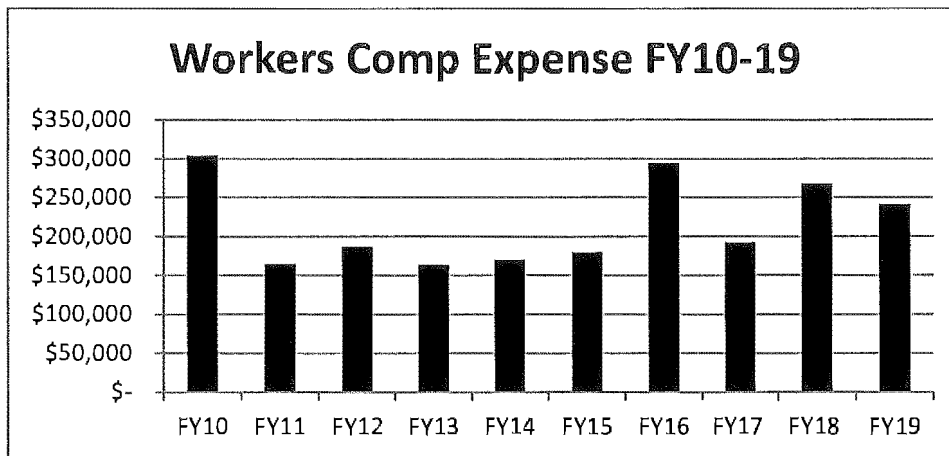
TOWN OF SCITUATE

FY 2021 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 FY19 has required that the budget allocation be increased by \$10,000 for FY18 – FY21. The Town changed its third party administrator for FY20. The Financial Forecast Committee reviews the balance in the trust fund annually.

FY 21 RISKS AND CHALLENGES

Increasing claims for the last several years, a few of a long term nature, has driven costs and the Town has continued to resolve these open cases in FY 2020. Our Trust Fund goal is \$750,000 and we are still short of that with a balance as of June 30, 2019 of \$429,168.

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.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept Request	FY 21 Town Adm Recom	BOS/Adv Comm	% Change
				Actuals	Actuals	Original Budget	Revised Budget				FY21 TA /FY20 Rev
Workers Comp	1912515	519900	WORKERS COMPENSATION	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000		0.00%
	1912515 Total			\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000		0.00%
Workers Comp Total				\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000		0.00%

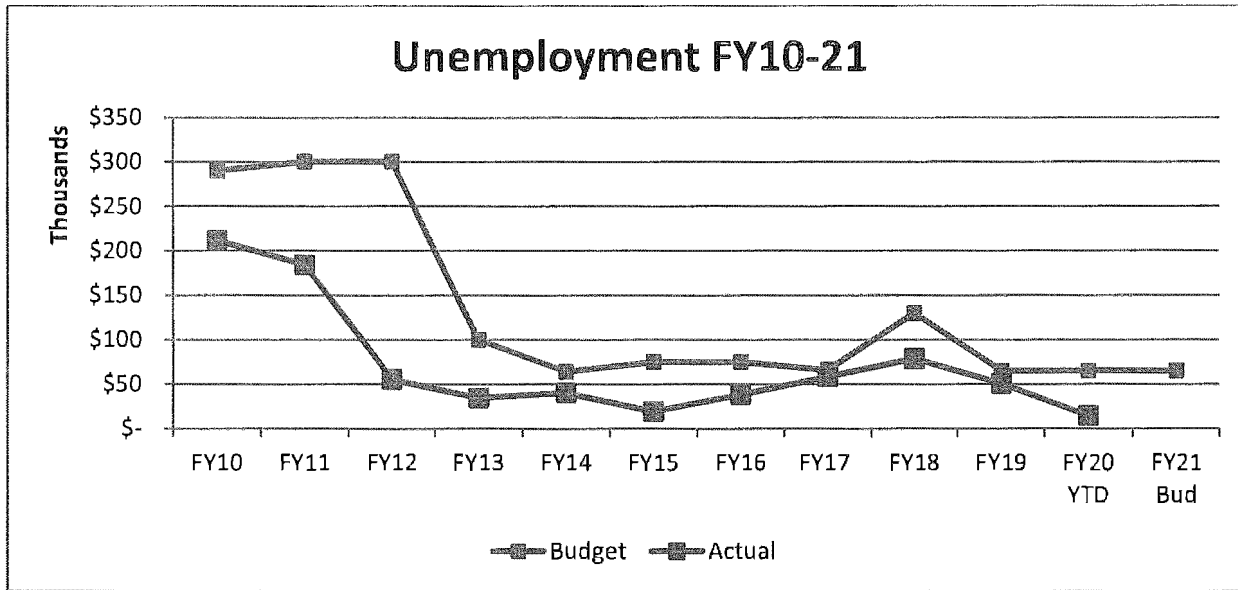
TOWN OF SCITUATE

FY 2021 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.

FY 21 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.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept Request	FY 21 Town Adm Recom	BOS/Adv Comm	% Change
				Actuals	Actuals	Original Budget	Revised Budget				FY21 TA /FY20 Rev
Unemployment	1913515	519900	UNEMPLOYMENT INSURANCE	\$78,630	\$50,702	\$65,000	\$65,000	\$65,000	\$65,000		0.00%
1913515 Total				\$78,630	\$50,702	\$65,000	\$65,000	\$65,000	\$65,000		0.00%
Unemployment Total				\$78,630	\$50,702	\$65,000	\$65,000	\$65,000	\$65,000		0.00%

TOWN OF SCITUATE

FY 2021 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 2021 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 6% (estimated increase). The Medicare supplemental plans, which account for 46% of the Town's health insurance subscribers, now renew as of January 1st and therefore only 6 months of a potential increase needs to be calculated for that population. The Medex rates have decreased for calendar year 2020 (6 months in FY21).

FY 2021 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 FY20 the yearly average cost to the Town for an individual plan is \$6,810 and for a family plan the average is \$14,960. Recent law changes (e.g. Affordable Health Care) continue to increase the office workload by requiring careful monitoring of employees' eligibility, as well as those declining coverage.

DEPARTMENTAL ACCOMPLISHMENTS

The Town has created 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. In January of 2019, the Town was awarded the Best Wellness Newcomer for 2018. Scituate is now working with the Town of Cohasset in order to offer a variety of wellness opportunities.

The Town is working with MIAA to promote their "Smart Shopper" program. This 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.

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.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept Request	FY 21 Town Adm Recom	BOS/Adv Comm	% Change
				Actuals	Actuals	Original Budget	Revised Budget				FY21 TA /FY20 Rev
Contrib Group Health Ins	1914515	519900	CONTRIBUTORY GROUP INSURANCE	\$5,879,559	\$5,884,537	\$6,116,275	\$6,116,275	\$6,483,252	\$6,483,252		6.00%
1914515 Total				\$5,879,559	\$5,884,537	\$6,116,275	\$6,116,275	\$6,483,252	\$6,483,252		6.00%
Contrib Group Health Ins Total				\$5,879,559	\$5,884,537	\$6,116,275	\$6,116,275	\$6,483,252	\$6,483,252		6.00%

TOWN OF SCITUATE

FY 2021 BUDGET

DEPARTMENT: #916 Federal Taxes

MISSION STATEMENT:

This appropriation funds the Town's federal contribution that matches the employees' 1.45% Medicare contribution.

FY 2021 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.

FY21 reflects a 4% annual increase over FY20 budget to account for cost of living and step increases.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Federal Taxes (Medicare)	1916515	519900	FEDERAL TAXES	\$671,758	\$693,586	\$750,613	\$750,613	\$780,637	\$780,637		4.00%
	1916515 Total			\$671,758	\$693,586	\$750,613	\$750,613	\$780,637	\$780,637		4.00%
Federal Taxes (Medicare) Total				\$671,758	\$693,586	\$750,613	\$750,613	\$780,637	\$780,637		4.00%

TOWN OF SCITUATE

FY 2021 BUDGET

DEPARTMENT: Widow's Walk

MISSION STATEMENT:

Widow's Walk Golf Course endeavors to offer the best valued golf experience on the South Shore by providing a well-manicured championship layout with friendly customer service. Scituate residents are granted special policies and pricing to encourage a high level of activity from our community members. It is the intent of this Enterprise operation to offset all expenses through the collection of reasonable usage fees.

FY 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Continued development of long range capital improvement plans aimed at creating new revenue opportunities through possible renovations to the golf course, Clubhouse, parking lot and surrounds.
 - A. Team with golf committee to recommend improvements and priorities for individual projects based on urgency and return on investment. (Ongoing)
 - B. Meet with the Board of Selectmen, Town Administrator, Finance Director, and Facilities Director to clarify the scope of recommended projects, funding options, and a realistic timeline for consideration. (Ongoing)
 - C. Work with the Golf Course Superintendent to develop a plan, prioritize, and determine opportunities for the implementation of possible golf course improvement projects and maintenance equipment replacements. (Ongoing)
 - D. Collaborate with IGM management and irrigation design contractor to decide on preferences for a golf course irrigation system replacement with special attention to water supply issues. (Ongoing)
 - E. Research solar options to offset substantial electricity expenses. (Jul-Oct)
2. Integrate golf shop technology needs for a more efficient and cost effective product.
 - A. Consult with Golf Committee regarding their preferred features for a new system. (Jul-Aug)
 - B. Interview current vendors for their capability of providing desired integration. (Sept-Oct)
 - C. Explore new vendors that specialize in integrated golf course systems. (Sep-Oct)

MAJOR BUDGET COMPONENTS

In order of total cost, expenditures for the golf course come from the following areas:

• IGM golf course maintenance fee	\$544,744	52%
• Golf operations salaries	227,644	21.5
• Equipment rentals and leases	71,202	6.5
• Indirect costs	57,243	5.5
• Repairs and maintenance	40,500	4
• Technical services	29,689	3
• Electricity	19,000	2
• Emergency reserve	15,000	1.5
• Equipment	13,350	1
• Cart Supplies	10,000	1

• Range supplies	4,800	0.5
• Natural Gas	4,000	0.5
• Others	<u>10,850</u>	<u>1</u>
*Total	\$1,048,022	100%

* Figures above intentionally exclude “Merchandise Supplies” and “Handicap Service”. These line items are truly profit sources with associated revenues exceeding expenses by approximately 30%.

FY 2021 RISKS AND CHALLENGES

Golf is a very weather sensitive business, and as such there is inherent risk involved. Golf can also be a rather profitable venture for those with a stomach for risk and the ability to make prudent decisions. We have all heard the expression that it takes money to make money. The newly formed golf committee is in general consensus that this is a good time to invest in our deteriorating infrastructure, prioritizing projects that best stimulate new revenue sources. At this time, clubhouse improvements appear to be the best avenue for revenue generation, with a real expectation for the return on investment assisting the funding of other needed improvements. Otherwise, it may be time for serious discussion regarding the outsourcing of this valuable town asset to a responsible party with the means to complete the facility in a timely fashion. The town would relinquish most of the control of the operation, although this option would eliminate town risk while rewarding our patient and supportive community members with a finished product.

Another facet of our operation that deserves considerable research is the choice for golf shop technology. Technology advancements are progressing quickly and it is time compare current system components with the competition, while exploring options for integrating our website, point of sale, and tee time reservation systems to one proven vendor. This single vendor approach should be beneficial in terms of cost, efficiency, and simplicity.

DEPARTMENTAL ACCOMPLISHMENTS

The maintenance department’s efforts along with the good fortune of timely rainfalls at the end of FY19 delivered superior playing condition. The choice of seeding varieties to repair extensive turf damage from the 2016 drought continues to pay dividends, which has resulted in very positive feedback from our client base. We also value the continued energies from our golf operations staff, a great source of pride, and very deserving of their favorable assessment in comparison to our local competition. These factors have contributed to accomplishments/awards in the following areas:

Addition of a new highly motivated and dedicated Golf Committee striving to make recommendations that will shape the future success of Widow’s Walk.

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 four of the past seven years.

The “Walk the Walk” twilight golf program continues to be a valued green fee category. This program delivers a three-fold benefit; adding revenue to a previously quiet part of the day, increasing late-day traffic and in turn

reducing opportunities for golf course vandalism, and giving price sensitive clientele another opportunity for exceptionally affordable golf.

Over a decade of providing the site for the Town's very well attended annual Easter Egg Hunt.

A friendly and supportive host course for the Scituate High School Varsity and Junior Varsity Golf Teams, providing a no cost venue for all practice rounds and golf matches (over 400 rounds annually).

A popular location for many winter activities including dog walking, skating, bird watching, snowshoeing, sledding, and cross country skiing.

Sound environmental practices associated with our 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.

Development of a scorecard introducing two new blended tee options, bringing our total to six course choices, in an attempt to satisfy a wider range of golfer proficiency levels.

DESCRIPTION OF REVENUE	FY18	FY19	FY20 YTD 9/30	FY21 Projected	Comments
Dues – Season/Freq.Player	156,709	179,009	16,356	170,000	
Green fees	588,212	617,360	346,592	650,000	
Rain checks	-2,445	-2,790	-1,797	-3,000	
Cart fees	198,080	216,812	131,158	200,000	
Club rentals	1,491	2,908	531	1,500	
Range fees	54,998	62,174	30,608	55,000	
Handicap fees	11,020	11,293	1,320	11,000	
Golf Lessons	8,288	10,225	6,100	9,000	
Total usage fees	<u>1,016,353</u>	<u>1,096,991</u>	<u>530,868</u>	<u>1,093,500</u>	
Total merchandise sales	<u>75,427</u>	<u>72,016</u>	<u>34,657</u>	<u>80,000</u>	
Total rentals	<u>12,834</u>	<u>29,946</u>	<u>12,834</u>	<u>17,112</u>	
Total earning on investments	<u>135</u>	<u>2,509</u>	<u>449</u>	<u>215</u>	
Total miscellaneous revenue	<u>58</u>	<u>415</u>	<u>12</u>	<u>0</u>	
Grand total	<u>1,104,807</u>	<u>1,201,877</u>	<u>578,820</u>	<u>1,190,827</u>	

This Department has provided additional line item budget detail which may be useful in your review. Please refer to the page found after the Town Administrator recommended budget summary page.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Widows Walk	61661510	511000	REGULAR SALARIES	\$73,737	\$75,989	\$87,284	\$87,284	\$88,593	\$88,593		1.50%
Widows Walk	61661510	519000	SEASONAL SALARIES	\$98,330	\$108,115	\$124,532	\$124,532	\$140,360	\$140,360		12.71%
	61661510 Total		Personal Services	\$172,066	\$184,104	\$211,816	\$211,816	\$228,953	\$228,953		
Widows Walk	61661520	521100	ELECTRICITY	\$19,658	\$16,263	\$21,000	\$21,000	\$19,000	\$19,000		-9.52%
Widows Walk	61661520	521300	NATURAL GAS	\$3,566	\$3,349	\$4,000	\$4,000	\$4,000	\$4,000		0.00%
Widows Walk	61661520	524000	REPAIRS & MAINTENANCE	\$23,143	\$26,242	\$40,850	\$61,850	\$40,500	\$40,500		-34.52%
Widows Walk	61661520	527000	RENTALS & LEASES	\$59,070	\$71,812	\$71,940	\$71,940	\$71,202	\$71,202		-1.03%
Widows Walk	61661520	530100	MANAGEMENT FEE	\$500,750	\$514,687	\$531,457	\$531,457	\$544,744	\$544,744		2.50%
Widows Walk	61661520	530200	MARKETING	\$500	\$0	\$2,000	\$2,000	\$2,000	\$2,000		0.00%
Widows Walk	61661520	530300	HANDICAP SERVICE	\$6,503	\$7,125	\$7,000	\$7,000	\$7,500	\$7,500		7.14%
Widows Walk	61661520	530900	TECHNICAL SERVICES	\$24,242	\$27,026	\$28,569	\$28,569	\$29,689	\$29,689		3.92%
Widows Walk	61661520	532100	CONFERENCES/MEETINGS	\$0	\$0	\$100	\$100	\$100	\$100		0.00%
Widows Walk	61661520	534100	TELEPHONE	\$1,962	\$2,135	\$2,000	\$2,000	\$2,250	\$2,250		12.50%
Widows Walk	61661520	534400	POSTAGE & DELIVERY	\$20	\$32	\$100	\$100	\$100	\$100		0.00%
Widows Walk	61661520	571100	MILEAGE REIMBURSEMENT	\$0	\$0	\$50	\$50	\$50	\$50		0.00%
Widows Walk	61661520	573100	PROFESSIONAL DUES & SUBS	\$888	\$940	\$900	\$900	\$1,300	\$1,300		44.44%
Widows Walk	61661520	596000	INDIRECT COSTS	\$66,575	\$65,211	\$53,251	\$53,251	\$57,243	\$57,243		7.50%
	61661520 Total		Purchase of Services	\$706,876	\$734,822	\$763,217	\$784,217	\$779,678	\$779,678		-0.58%
Widows Walk	61661540	542000	OFFICE SUPPLIES	\$1,045	\$420	\$1,000	\$1,000	\$900	\$900		-10.00%
Widows Walk	61661540	542100	MERCHANDISE SUPPLIES	\$42,696	\$38,811	\$57,000	\$57,000	\$60,000	\$60,000		5.26%
Widows Walk	61661540	542200	CART SUPPLIES	\$10,192	\$6,121	\$9,500	\$9,500	\$10,000	\$10,000		5.26%
Widows Walk	61661540	542400	RANGE SUPPLIES	\$5,138	\$2,277	\$5,000	\$5,000	\$4,800	\$4,800		-4.00%
Widows Walk	61661540	542500	PRINTING & FORMS	\$1,229	\$1,742	\$1,850	\$1,850	\$2,000	\$2,000		8.11%
Widows Walk	61661540	558000	OTHER SUPPLIES	\$997	\$1,105	\$2,200	\$2,200	\$1,650	\$1,650		-25.00%
Widows Walk	61661540	558100	CLOTHING	\$518	\$0	\$500	\$500	\$500	\$500		0.00%
	61661540 Total		Materials & Supplies	\$61,815	\$50,476	\$77,050	\$77,050	\$79,850	\$79,850		3.63%
Widows Walk	61661560	578000	EMERGENCY RESERVE FUND	\$0	\$0	\$15,000	\$15,000	\$15,000	\$15,000		0.00%
	61661560 Total		Emergency Reserve	\$0	\$0	\$15,000	\$15,000	\$15,000	\$15,000		0.00%
Widows Walk	61661580	585100	EQUIPMENT	\$11,618	\$356	\$8,632	\$8,632	\$13,350	\$13,350		54.66%
	61661580 Total		Capital Outlay	\$11,618	\$356	\$8,632	\$8,632	\$13,350	\$13,350		54.66%
Widows Walk	61661596	596600	TRANSFERS TO TRUST FUNDS	\$185,000	\$0	\$0	\$0	\$0	\$0		
	61661596 Total		Transfers to Trust Funds	\$185,000	\$0	\$0	\$0	\$0	\$0		
Widows Walk Total				\$1,137,375	\$969,758	\$1,075,715	\$1,096,715	\$1,116,831	\$1,116,831		1.83%

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

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bgnyrpts

PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
WIDOWS WALK ENTERPRISE

	VENDOR	QUANTITY	UNIT COST	2021	Town Adm
0661	GOLF COURSE				
<hr/>					
61661520	Widow's Walk - Purchase of Ser				
<hr/>					
61661520	524000 - REPAIRS & MAINTENANCE				40,500.00 *
	South Shore Disposal trash removal service	1.00	3,000.00		3,000.00
	Winterberry Irrigation annual service for Pumphouse.	1.00	3,000.00		3,000.00
	Golf cart repairs by Scott Bearce, Country Club Enterprises, and Five Star Golf Cars.	1.00	5,000.00		5,000.00
	Refrigeration and HVAC	1.00	5,000.00		5,000.00
	Electrical and Plumbing	1.00	3,000.00		3,000.00
	Spencer septic service for Clubhouse and Maintenance Building.	1.00	1,500.00		1,500.00
	Misc. repairs for our aging buildings and surrounds - garage doors, painting, carpet cleaning, alarm systems, asphalt, roofs, radios, vandalism, ect.	1.00	20,000.00		20,000.00
61661520	527000 - RENTALS & LEASES				71,202.00 *
	(7) 2016 Club Car Precedent golf cars - 5 yr finance ends 12/20.	1.00	6,642.00		6,642.00
	(7) 2017 Club Car Precedent golf cars - 5 yr finance ends 12/21.	1.00	6,662.00		6,662.00
	(8) 2018 EZ-Go RXV (AC) golf cars - 5 yr finance ends 12/22.	1.00	7,662.00		7,662.00
	(6) 2019 EZ-Go RXV (AC) golf cars and (1) 2015 Cushman Refresher Oasis beverage vehicle - 5 yr finance ends 12/23.	1.00	7,698.00		7,698.00

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

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bgnyrpts

PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:

WIDOWS WALK ENTERPRISE

	VENDOR	QUANTITY	UNIT COST	2021	Town Adm
(7) 2020 EZ-Go RXV (AC) golf car - proposed scheduled replacement of (1) 2010 Club Car and (6) 2011 Club Car fleet vehicles - 5 yr finance ends 12/24.		1.00	7,217.00		7,217.00
2015 Toro Groundsmaster triplex greens mower - 5 yr finance ends 8/20		1.00	1,150.00		1,150.00
2017 WM 1750 Sprayer - 5 yr finance ends 6/22.		1.00	7,073.00		7,073.00
2018 Toro RM5410 fairway mower - 5 yr finance ends 6/23.		1.00	12,276.00		12,276.00
2018 Kubota WGKN 4500Y rough mower - 5 yr finance ends 6/23.		1.00	6,972.00		6,972.00
2020 Toro Greensmaster Triflex 3300 greens mower - proposed replacement equipment - 5 yr finance ends 6/25.		1.00	7,850.00		7,850.00
61661520 530900 - TECHNICAL SERVICES					29,689.00 *
Chelsea Tee Time Reservation hosted site annual fee with smart phone application.		1.00	4,100.00		4,100.00
Golf Now - POS annual support.		1.00	1,300.00		1,300.00
Cybergolf domain and website annual support.		1.00	1,200.00		1,200.00
Credit card processing fees with adjustment for increased volume.		1.00	20,000.00		20,000.00
Toro NSN Irrigation Control annual support.		1.00	2,369.00		2,369.00
Associated Fire Systems - fire and burglar alarm monitoring.		1.00	720.00		720.00

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

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bgnyrpts

PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:

WIDOWS WALK ENTERPRISE	VENDOR	QUANTITY	UNIT COST	2021	Town Adm
TOTAL Widow's Walk - Purchase of Ser					141,391.00
61661580 Widow's Walk - Capital Outlay					
<hr/>					
61661580 585100 - EQUIPMENT					13,350.00 *
2020 Cushman Heavy Duty Utility		1.00	13,350.00		13,350.00
Vehicle - to replace 1997					
utility vehicle.					
TOTAL Widow's Walk - Capital Outlay					13,350.00
TOTAL GOLF COURSE					154,741.00
TOTAL WIDOWS WALK ENTERPRISE					154,741.00
GRAND TOTAL					154,741.00

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

Widow's Walk Enterprise Fund

	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18	Actual FY19	Final FY20 budget	Proposed FY21 budget
Revenue:				DROUGHT		Rate Inc		
Dues	115,891	111,100	125,025	124,100	120,185	128,929	125,000	130,000
Frequent Players	46,400	44,099	58,138	41,772	36,524	50,080		40,000
Green Fees	681,356	686,607	742,270	571,483	588,212	617,360	625,000	650,000
Cart Fees	177,348	186,069	209,633	168,391	198,080	216,812	190,000	200,000
Club Rentals	1,609	1,270	171	1,445	1,491	2,908	1,500	1,500
Range Fees	61,960	64,121	62,568	49,447	54,998	62,174	50,000	55,000
Handicap Fees	10,580	10,856	11,440	11,450	11,020	11,293	11,000	11,000
Merchandise Sales	83,952	83,417	93,093	67,989	75,427	72,016	70,000	75,000
Restaurant Lease Income	48,450	55,000	49,500	71,502	12,834	29,946	27,000	17,112
Interest Income	100	40	186	117	135	2,509	215	215
Miscellaneous	7	33	26	47	58	415		
Rain checks	(3,269)	(2,636)	(2,936)	(2,051)	(2,445)	(2,790)	(3,000)	(3,000)
Total Revenue	1,224,385	1,239,976	1,349,113	1,105,692	1,096,519	1,191,652	1,096,715	1,176,827
Expenses:								
Personal Services	168,559	166,129	173,114	168,332	172,066	184,104	211,816	228,953
Purchase of Services	573,248	560,052	632,784	655,308	640,301	669,611	709,966	722,435
Materials & Supplies	42,249	56,903	59,334	47,599	61,815	50,476	77,050	79,850
Indirect Costs	52,858	59,391	54,314	57,716	66,575	65,211	53,251	57,243
Capital Outlay					11,618	356	8,632	13,350
Emergency Reserve					500	-	15,000	15,000
Capital Articles	27,997			105,000	-	70,000	-	-
Transfer to W Walk Cap Stab					185,000		-	-
Total Operating Expenses	864,911	842,475	919,546	1,033,955	1,137,875	1,039,758	1,075,715	1,116,831
Surplus/(Deficit) before debt	359,474	397,501	429,567	71,737	(41,356)	151,894	21,000	59,996
Transfer from General Fund			11,500					
Transfer from W Walk Cap Stab					170,000			
Debt Service	378,563	381,300	382,200	382,500				
Total Surplus/(Deficit)	(19,088)	16,201	58,867	(310,763)	(41,356)	151,894	21,000	59,996

Unappropriated Certified Retained Earnings as of July 1, 2019

Less amount proposed for Fall 2019 STM

Less amt needed to balance FY21 budget

Less amt to be used for FY21 Capital

Balance of Retained Earnings after FY20 STM

39,354

-

-

-

- 39,354

TOWN OF SCITUATE

FY 2021 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 2021 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. Educate users of the Transfer Station of proper recycling techniques to provide a cleaner product to our vendors.
4. Identify incentives to increase the participation in the use of the Scituate Transfer Station.

MAJOR BUDGET COMPONENTS

Disposal Costs \$675,800

Personnel \$279,505

Intergovernmental \$159,419

Technical Services \$95,000

Blue Bags \$80,000

Debt \$0

Maintenance \$28,750

FY 2021 RISKS AND CHALLENGES

With limited outlets for recyclable products, costs are on the rise with an increase in disposal costs. Minimal vendors are available to provide cost effective services to handle waste and recyclables within budget. Looking into opportunities to provide trucking services to make deliveries to vendors in an attempt to minimize costs.

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. Over the past years the transfer station has operated with only four employees.

As the facility ages, maintain the facility and upgrade equipment for a safe, clean and efficient disposal and recycling center continues to be demanding.

The Vendor that was providing Glass Recycling Services for the Town of Scituate closed its doors. For a brief time this impacted all Eastern Massachusetts communities. We managed to contract with a vendor from out of State for a short time however with the high volume of materials they were receiving were unable to accept glass from the Town of Scituate. We currently have contracted with a vendor on the South Coast of Massachusetts however to reduce costs we deliver the product to them utilizing the Town of Scituate's Highway Department.

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

Received a grant from the Massachusetts Department of Environmental Protection Recycling Dividends Program for the solid waste and recycling program at the Scituate Transfer Station for \$15,400.00.00.

Received a grant from the Massachusetts Department of Environmental Protection Sustainable Materials Recovery Program for Drop-off Equipment at the Scituate Transfer Station for \$6,500.00.

Continued to make improvements to equipment including adding a visual screen to display weights to the customers that utilize the drive on scale to pay for their disposal.

Supported Ship-Shape Day and other community clean-up events.

The recycling rate for 2018 averaged 62%.

The Scituate Transfer Station handled 3023 Tons of Municipal Solid Waste, 1460 tons of Paper, Cardboard, Plastic and Tin and 3179 Tons of Construction Debris.

DESCRIPTION OF REVENUE	FY19	FY20	FY20 YTD	FY21 Projected	Comments
Stickers	\$422,135	\$462,135	\$	\$462,000	
Blue Bags	\$485,200	\$485,000	\$	\$485,000	
Bulky Waste	\$453,769	\$520,000	\$	\$520,000	
Recycle	\$ 17,500	\$ 20,000	\$	\$ 20,000	
General Fund	\$0	\$0	\$	\$0	
Interest/Other	\$ 12,679	\$ 6,000	\$	\$ 6,000	



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Transfer Station	63433510	511000	REGULAR SALARIES	\$195,804	\$185,869	\$205,891	\$205,891	\$211,147	\$211,147		2.55%
Transfer Station	63433510	512000	OVERTIME	\$25,063	\$39,852	\$50,347	\$50,347	\$51,102	\$51,102		1.50%
Transfer Station	63433510	513000	LONGEVITY	\$1,080	\$500	\$500	\$500	\$800	\$800		60.00%
Transfer Station	63433510	519000	SEASONAL SALARIES	\$4,417	\$3,356	\$9,120	\$9,120	\$10,773	\$10,773		18.13%
Transfer Station	63433510	519100	OTHER SALARIES	\$3,908	\$4,171	\$8,937	\$8,937	\$4,685	\$4,685		-47.58%
	63433510 Total		Personal Services	\$230,272	\$233,748	\$274,795	\$274,795	\$278,507	\$278,507		1.35%
Transfer Station	63433520	521100	ELECTRICITY	\$11,951	\$13,174	\$11,000	\$11,000	\$11,000	\$11,000		0.00%
Transfer Station	63433520	524200	REPAIR & MAINTENANCE	\$25,950	\$21,733	\$28,750	\$28,750	\$28,750	\$28,750		0.00%
Transfer Station	63433520	524500	VEHICLE SERVICE	\$3,683	\$440	\$15,000	\$10,000	\$15,000	\$15,000		50.00%
Transfer Station	63433520	527100	HAULING CONTRACTS	\$680,242	\$757,161	\$686,000	\$800,000	\$775,000	\$775,000		-3.13%
Transfer Station	63433520	530900	TECHNICAL SERVICES	\$34,701	\$62,256	\$88,690	\$88,690	\$92,000	\$92,000		3.73%
Transfer Station	63433520	534100	TELEPHONE	\$430	\$465	\$300	\$300	\$300	\$300		0.00%
Transfer Station	63433520	534300	BINDING & PRINTING	\$76	\$0	\$1,200	\$1,200	\$1,200	\$1,200		0.00%
Transfer Station	63433520	573100	PROFESSIONAL DUES & SUBS	\$4,985	\$4,850	\$4,850	\$4,850	\$4,850	\$4,850		0.00%
	63433520 Total		Purchase of Services	\$762,018	\$860,078	\$835,790	\$944,790	\$928,100	\$928,100		-1.77%
Transfer Station	63433540	542300	SUPPLIES	\$80,124	\$61,075	\$80,000	\$80,000	\$90,000	\$90,000		12.50%
Transfer Station	63433540	542500	PRINTING & FORMS	\$113	\$86	\$140	\$140	\$140	\$140		0.00%
Transfer Station	63433540	543000	BUILDING SUPPLIES	\$839	\$290	\$1,300	\$1,300	\$1,300	\$1,300		0.00%
Transfer Station	63433540	543100	EQUIPMENT PARTS	\$5,082	\$10,640	\$16,000	\$16,000	\$16,000	\$16,000		0.00%
Transfer Station	63433540	545100	CLEANING SUPPLIES	\$777	\$713	\$800	\$800	\$800	\$800		0.00%
Transfer Station	63433540	548000	VEHICLE SUPPLIES	\$321	\$474	\$750	\$750	\$750	\$750		0.00%
Transfer Station	63433540	548100	FUELS & LUBRICANTS	\$11,322	\$12,890	\$18,000	\$13,000	\$18,000	\$18,000		38.46%
Transfer Station	63433540	548400	TOOLS & EXPENDABLES	\$0	\$199	\$300	\$300	\$300	\$300		0.00%
Transfer Station	63433540	558100	CLOTHING	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400		0.00%
	63433540 Total		Materials & Supplies	\$100,978	\$88,766	\$119,690	\$114,690	\$129,690	\$129,690		13.08%
Transfer Station	63433560	596000	INDIRECT COSTS	\$164,846	\$159,419	\$142,760	\$142,760	\$145,968	\$145,968		2.25%
	63433560 Total		Intergovernmental Costs	\$164,846	\$159,419	\$142,760	\$142,760	\$145,968	\$145,968		2.25%
Transfer Station	63433590	591000	PRINCIPAL ON LONG TER	\$15,000	\$15,000	\$15,000	\$15,000	\$0	\$0		-100.00%
Transfer Station	63433590	591500	INTEREST ON LONG TERM	\$1,950	\$1,350	\$1,350	\$1,350	\$0	\$0		-100.00%
	63433590 Total		Debt Service	\$16,950	\$16,350	\$16,350	\$16,350	\$0	\$0		-100.00%
Transfer Station Total				\$1,275,065	\$1,358,362	\$1,389,385	\$1,493,385	\$1,482,265	\$1,482,265		-0.74%

Transfer Station Enterprise Fund

	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18	Actual FY19	Final FY20 budget*	Proposed FY21 budget
							<i>C & D inc \$.02 & Sticker +\$10</i>	
Revenue:			<i>Rate reduction</i>	<i>Rate reduction</i>	<i>Rate restored</i>	<i>C & D inc \$.04</i>		
Transfer Station Stickers	431,721	433,395	385,195	379,493	444,738	422,135	462,135	462,000
Trash Bags	466,392	497,882	494,721	457,479	459,607	485,200	485,000	485,000
Recycling	45,351	35,100	24,378	20,359	23,115	17,500	20,000	20,000
Bulky Waste	255,515	227,606	264,120	247,582	330,406	453,769	520,250	520,000
Interest Income	2,141	2,443	5,117	5,744	7,878	12,679	6,000	6,000
Misc		12,994	255	642	1,908	2,222		
Total Revenue	1,201,119	1,209,421	1,173,786	1,111,299	1,267,651	1,393,505	1,493,385	1,493,000
Expenses:								
Personal Services	213,257	229,409	232,493	230,465	230,272	233,748	274,795	278,507
Purchase of Services	615,702	556,038	759,559	705,216	762,018	860,078	944,790	928,100
Materials & Supplies	113,328	108,865	146,286	95,204	100,978	88,766	114,690	129,690
Indirect Costs	131,025	132,362	90,738	153,616	164,846	159,419	142,760	145,968
Emergency Reserve								
Capital Outlay	185	266	-	-	-	-	-	-
Total Operating Expenses	1,073,497	1,026,940	1,229,076	1,184,501	1,258,115	1,342,012	1,477,035	1,482,265
Surplus/(Deficit) before debt payments	127,622	182,480	(55,290)	(73,202)	9,537	51,493	16,350	10,735
Transfer from General Fund	100,000	100,000	-	-	-	-	-	-
Debt Service	(78,967)	(70,887)	(18,150)	(17,550)	(16,950)	(16,350)	(16,350)	-
Total Surplus/(Deficit)	148,655	211,593	(73,440)	(90,752)	(7,413)	35,143	-	10,735
Unappropriated Certified Retained Earnings as of July 1, 2019								396,421
Less amount proposed for Fall 2019 STM								-
Less amt needed to balance FY21 budget								-
Less amt to be used for FY21 Capital								(64,000)
Balance of Retained Earnings after FY20 STM								332,421

**Town of Scituate
Transfer Station Enterprise Fund
Indirect Costs
Fiscal Year 2021 Budget**

Description	Basis	Allocation	%*	FY20 Budget	Total
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	1.50%	392,728	5,887
Town Accountant	Processing of warrants etc.	Total FY20 budget	1.50%	398,225	5,970
Treas/Collector	Collections, bank rec., payroll etc.	Total FY20 budget	1.50%	413,617	6,200
Engineering Dept.	Engineering	1/2 of Town Engineer's Salary			46,095
DPW Admin. Dept.	Administration	1/5 of Director's Salary			27,200
Insurance	Building,Auto, Liability etc.	From Insurance Company			5,440
Group Insurance	Town's Share of group insurance.	Actual Contribution FY19 rates			1,373
Medicare	Town's Share of medicare.	Actual FY19	1.45%		2,678
OPEB	Eligible -ees/total eligible X OPEB cost	Based on most recent actuary %	0.28%	104,440	289
Pensions and Retirement	Penison Costs	Based on actuarial breakdown done for PCRS	0.86%	5,221,978	44,837
				10.5%	145,968

* based on enterprise FY20 operating budget to total Town operating budget

TOWN OF SCITUATE

FY 2021 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 will be to implement our plans to meet the new requirements. Our secondary objective is to make investments, repairs, and modernize equipment and treatment processes to increase resiliency of the wastewater systems and curtail ongoing operating and maintenance costs.

FY 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS:

1. Provide a safe working environment. Municipalities now fall under OSHA regulations which bring more stringent requirements for training, equipment, and operating procedures.
2. Continue with equipment replacement and modernization at the WWTP (Waste Water Treatment Plant) and pump stations.
3. Continue to identify and mitigate sources of Inflow and Infiltration to provide capacity for sewer collection system expansions.
4. Position department to support sewer expansions. The goal is for North Scituate and areas within phases V and VI of the planned sewer expansion to be provided sewer service as part of a regional system. If the regional system goes as planned then the department will focus on expanding sewer in area IV (The Tree Streets) of the sewer expansion plan.
5. Construct two new systems at the WWTP. The division will be constructing a new septage receiving station that will reduce copper loading on the WWTP as well as dramatically reduce wear and tear on downstream equipment. The division will also be constructing a new vac-con debris station which will allow the department to begin to clear the backlog of cleaning projects in the collection system.
6. Enhance resiliency of systems against more frequent and more severe storm events. Projects will include: remote SCADA control of 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.

MAJOR BUDGET COMPONENTS:

1. Debt Services – \$1,740,244

2. Personal Services – \$578,096

3. Purchase of Services - \$880,737

- Utilities – 46.2% = \$407,104 (Electricity and Natural Gas)
- Rental Equipment- 25% = \$220,600 (Sludge Cake)
- Repair & Maintenance – 17.4% = \$153,000
- Technical Services – 8.8% = \$77,675 (SCADA/wireless, lab testing, Sandhill PS flood insurance)

4. Materials & Supplies – \$366,315

- Chemicals & Lab Supplies – 57.4% = \$210,415
- Equipment \$ Parts – 37.3% = \$136,800
- Fuels & lubes – 2.9% = \$10,500.00

5. Intergovernmental – \$257,018

FY 2021 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. A new permit may bring with it more stringent discharge parameters 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 inflow 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.
3. Rag and debris removal. Materials which are untreatable (such as flushable wipes) are a plague on the collection system and WWTP. Standards at landfills are becoming more stringent and a new separate disposal contract may be required for the disposal of septage rags and debris. Equipment in the headworks at the plant is not sufficient for removal of the untreatable materials entering the plant to the level that would be required to avoid damage to equipment in downstream processes.
4. WWTP capacity and characteristics of wastes received: The 12 month average flows at the WWTP have increased by 21.2% since the FY20 budget request submission. The vast majority of the increase in flows is directly attributed to inflow and infiltration which brings corrosive salt water and damaging sand grit into the system. We have also been receiving increased volumes of industrial wastes from local departments. The WWTP is currently operating at 98.5% of its capacity, operating at this level year round places undue strain on systems and equipment and results in gross increases in electricity and chemical consumption to treat the wastes.

DEPARTMENTAL ACCOMPLISHMENTS:

1. The department has made significant improvements while undergoing a major maintenance overhaul over the last three years. When possible, systems are identified and replaced with modernized equipment with the benefit of increasing efficiency or capacity and reducing ongoing maintenance costs. Thanks to the continued investment made in recent years the department has made substantial gains in restoring WWTP and pump station function and redundancy. Continuing these improvements will lead to reduced wear and tear on equipment, fewer and less severe overtime events, and reduced energy costs.
2. Completed digitizing records: The Sewer division obtained grant funding which allowed the Town to digitize all the records for the sewer and water divisions and begin to lay the foundation for incorporating the storm water systems. The data and maps have been integrated into a GIS system which allows the departments to better track ongoing issues like collection system inspections and improvements, and brown water reports.

3. Belt press grinders. The department has replaced the two failed grinder units ahead of the belt filter press. These grinders prevent damage to the pumps and press downstream and will also allow the department to process greater volumes of sludge with significantly less wear and tear to equipment
4. 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. When complete the new SCADA system will save the department money by increasing efficiency of operations and allowing for automation of systems.
5. The Town has been participating in a regional group to study the feasibility of providing sewer service to North Scituate. This group project has been largely funded by grants. The group is close to preparing proposals for plans to provide sewer service in North Scituate and other nearby areas.
6. WWTP tank cleaning: With the Vac-con vehicle restored to service the division has been able to eliminate the backlog of critical tank cleaning projects at the plant which has prevented downstream equipment from regular breakdowns caused by excess grit and rags built up in the tanks.
7. Providing a safe work environment is a high priority for the sewer division. Last year on behalf of the DPW we obtained \$18,618 in grant funding for safety training for all safety critical town personnel. The Sewer division also received \$7,933 in grant funding for purchasing safety equipment for the DPW.
8. Completed a Comprehensive Wastewater Resilience Feasibility Study. This study will allow the department to assess critical areas and plan and provide measures to prevent damages to facilities. The study was completed using grant funding. Special thank you to Brad Washburn and his staff for their efforts in helping us secure this grant opportunity.

DESCRIPTION OF REVENUE:	FY18	FY19	FY20 YTD	FY21 Projected	Comments
Tax Liens	\$9,214	\$9,669	\$3,187	\$9,000	
Sewer Use Charges	\$1,295,226	\$1,321,191	\$430,443	\$1,641,801	
Septage Disposal Fees	\$296,906	\$245,004	\$75,788	\$300,000	
Interest/Penalties	\$10,072	\$11,259	\$1,192	\$7,000	
Sewer Permits/Licenses	\$1,360	\$4,175	\$400	\$1,400	
Sewer Connection Fees	\$77,000	\$900,750	\$32,000	\$400,000	
Sewer Liens/Com. Interest	\$137,614	\$74,146	\$2,245	\$120,000	
Interest Income	\$20,657	\$32,133	\$1,192	\$8,500	
Misc.	\$2,422	\$0	\$3,000	\$0	
Betterment	\$1,283,332	\$1,271,549	\$1,295	\$1,254,495	
Total	\$3,133,803	\$3,869,876	\$550,742	\$3,742,196	

This Department has provided additional line item budget detail which may be useful in your review. Please refer to the page found after the Town Administrator recommended budget summary page.



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Wastewater (Sewer)	64440510	511000	REGULAR SALARIES	\$346,241	\$373,216	\$477,426	\$477,426	\$472,797	\$472,797		-0.97%
Wastewater (Sewer)	64440510	512000	OVERTIME	\$42,266	\$46,864	\$38,873	\$38,873	\$49,777	\$49,777		28.05%
Wastewater (Sewer)	64440510	513000	LONGEVITY	\$2,225	\$2,725	\$3,225	\$3,225	\$3,525	\$3,525		9.30%
Wastewater (Sewer)	64440510	514000	EDUCATIONAL INCENTIVE	\$1,875	\$1,400	\$1,900	\$1,900	\$1,625	\$1,625		-14.47%
Wastewater (Sewer)	64440510	519000	SEASONAL SALARIES	\$3,110	\$2,999	\$7,680	\$7,680	\$14,305	\$14,305		86.26%
Wastewater (Sewer)	64440510	519100	OTHER SALARIES	\$21,307	\$22,997	\$39,179	\$39,179	\$32,074	\$32,274		-17.62%
	64440510 Total		Personal Services	\$417,024	\$450,201	\$568,283	\$568,283	\$574,103	\$574,303		1.06%
Wastewater (Sewer)	64440520	521100	ELECTRICITY	\$327,489	\$374,582	\$330,000	\$375,000	\$382,104	\$367,104		-2.11%
Wastewater (Sewer)	64440520	521300	NATURAL GAS	\$24,877	\$23,915	\$25,000	\$25,000	\$25,000	\$24,000		-4.00%
Wastewater (Sewer)	64440520	524100	OFFICE MACHINE MAINTENANCE	\$253	\$832	\$420	\$420	\$475	\$475		13.10%
Wastewater (Sewer)	64440520	524200	REPAIR & MAINTENANCE	\$74,894	\$117,738	\$102,000	\$118,000	\$153,000	\$103,000		-12.71%
Wastewater (Sewer)	64440520	524500	VEHICLE SERVICE	\$1,000	\$1,922	\$4,000	\$4,000	\$4,600	\$4,600		15.00%
Wastewater (Sewer)	64440520	527100	RENTALS EQUIPMENT	\$156,271	\$159,397	\$194,869	\$194,869	\$220,600	\$220,600		13.20%
Wastewater (Sewer)	64440520	530800	TRAINING	\$2,448	\$3,157	\$4,000	\$4,000	\$7,200	\$7,200		80.00%
Wastewater (Sewer)	64440520	530900	TECHNICAL SERVICES	\$33,145	\$31,053	\$40,000	\$40,000	\$77,675	\$47,675		19.19%
Wastewater (Sewer)	64440520	532100	CONFERENCES/MEETINGS	\$175	\$436	\$350	\$350	\$350	\$350		0.00%
Wastewater (Sewer)	64440520	534100	TELEPHONE	\$4,417	\$4,978	\$5,000	\$5,000	\$7,760	\$7,760		55.20%
Wastewater (Sewer)	64440520	534300	BINDING & PRINTING	\$300	\$568	\$350	\$350	\$350	\$350		0.00%
Wastewater (Sewer)	64440520	534400	POSTAGE & DELIVERY	\$334	\$114	\$350	\$350	\$350	\$350		0.00%
Wastewater (Sewer)	64440520	573100	PROFESSIONAL DUES & SUBS	\$754	\$814	\$964	\$964	\$1,273	\$1,273		32.05%
	64440520 Total		Purchase of Services	\$626,356	\$719,506	\$707,303	\$768,303	\$880,737	\$784,737		2.14%
Wastewater (Sewer)	64440540	542000	OFFICE SUPPLIES	\$693	\$459	\$750	\$750	\$750	\$750		0.00%
Wastewater (Sewer)	64440540	542300	SUPPLIES	\$1,000	\$982	\$1,000	\$1,000	\$1,000	\$1,000		0.00%
Wastewater (Sewer)	64440540	542500	PRINTING & FORMS	\$0	\$0	\$300	\$300	\$300	\$300		0.00%
Wastewater (Sewer)	64440540	543000	BUILDING SUPPLIES	\$1,719	\$1,235	\$1,800	\$1,800	\$1,800	\$1,800		0.00%
Wastewater (Sewer)	64440540	543100	EQUIPMENT PARTS	\$86,914	\$87,245	\$90,000	\$90,000	\$136,800	\$96,800		7.56%
Wastewater (Sewer)	64440540	545100	CLEANING SUPPLIES	\$349	\$123	\$400	\$400	\$400	\$400		0.00%
Wastewater (Sewer)	64440540	548000	VEHICLE SUPPLIES	\$500	\$6,248	\$500	\$500	\$500	\$500		0.00%
Wastewater (Sewer)	64440540	548100	FUELS & LUBRICANTS	\$10,390	\$7,965	\$10,500	\$10,500	\$10,500	\$10,500		0.00%
Wastewater (Sewer)	64440540	548400	TOOLS & EXPENDABLES	\$186	\$39	\$200	\$200	\$250	\$250		25.00%
Wastewater (Sewer)	64440540	550100	CHEMICAL & LAB SUPPLIES	\$92,371	\$148,564	\$127,868	\$148,868	\$210,415	\$138,481		-6.98%
Wastewater (Sewer)	64440540	558100	CLOTHING	\$3,700	\$3,185	\$4,200	\$4,200	\$3,600	\$3,600		-14.29%
	64440540 Total		Materials & Supplies	\$197,821	\$256,042	\$237,518	\$258,518	\$366,315	\$254,381		-1.60%
Wastewater (Sewer)	64440560	596000	INDIRECT COSTS	\$238,646	\$241,985	\$257,395	\$257,395	\$257,018	\$257,018		-0.15%
	64440560 Total		Intergovernmental Costs	\$238,646	\$241,985	\$257,395	\$257,395	\$257,018	\$257,018		



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Wastewater (Sewer)	64440580	585100	EQUIPMENT	\$5,000	\$0	\$0	\$0	\$0	\$0		
	64440580 Total		Capital Outlay	\$5,000	\$0	\$0	\$0	\$0	\$0		
Wastewater (Sewer)	64440590	591000	PRINCIPAL ON LONG TERM DEBT	\$1,842,688	\$1,885,430	\$1,433,924	\$1,433,924	\$1,418,650	\$1,418,650		-1.07%
Wastewater (Sewer)	64440590	591500	INTEREST ON LONG TERM DEBT	\$291,389	\$253,593	\$266,867	\$266,867	\$233,007	\$233,007		-12.69%
Wastewater (Sewer)	64440590	592000	OTHER DEBT SERVICES	\$17,210	\$14,476	\$12,280	\$12,280	\$10,662	\$10,662		-13.18%
Wastewater (Sewer)	64440590	592500	INTEREST ON SHORT TERM DEBT	\$20,443	\$36,289	\$23,608	\$23,608	\$77,925	\$77,925		230.08%
	64440590 Total		Debt Service	\$2,171,730	\$2,189,788	\$1,736,679	\$1,736,679	\$1,740,244	\$1,740,244		0.21%
Wastewater (Sewer) Total				\$3,656,577	\$3,857,523	\$3,507,178	\$3,589,178	\$3,818,417	\$3,610,683		0.60%

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
SEWER ENTERPRISE

0440 SEWER DEPT

64440520 Sewer - Purchase of Services

64440520 524200 - REPAIR & MAINTENANCE

VENDOR	QUANTITY	UNIT COST	2021	Town Adm
	1.00	9,500.00	103,000.00 *	9,500.00
Generator Maintenance: Annual maintenance of ten emergency generators. The generator at the WWTP is reaching the end of its life and more frequent repairs and services are to be expected moving forward.	1.00	6,200.00		6,200.00
Drive Motors: Maintenance for electric motors needed to operate various equipment.	1.00	5,200.00		5,200.00
Flow Meters: There are over 20 flow meters of various size and age at our facilities. Maintaining accurate flow metering is a permit compliance need.	1.00	7,500.00		7,500.00
Soda Ash Silo: Silo is in poor condition as is all of the equipment within. Breakdowns and repairs are to be expected. Soda-Ash consumption has spiked compared to previous years resulting in greater wear and tear to equipment.	1.00	8,000.00		8,000.00
HVAC Lab. HVAC systems in the lab building are in poor condition. This is a sensitive location where temperature control is required to maintain lab samples and reagents.	1.00	8,000.00		8,000.00
HVAC Blower building: HVAC system in blower building is in poor condition. This is a sensitive area where all of the power buses for the WWTP are housed. Keeping these systems within the manufacturer temperature ranges is critical to ensuring there are no critical power failures at the WWTP.				

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
SEWER ENTERPRISE

VENDOR	QUANTITY	UNIT COST	2021	Town Adm
Structural Repairs: Structures used for collecting, storing, and treating wastes are showing signs of leaks and structural failure.	1.00	15,000.00		15,000.00
Belt Filter Press: Maintenance and repairs for 2 belt filter press units. Belts need to be replaced twice a year, due to materials handled high wear and tear is expected for moving parts.	1.00	8,000.00		8,000.00
Heating systems: Several heating systems are towards the end of their useful life resulting in more frequent repair services, several heating systems are also vulnerable to flood damages.	1.00	10,000.00		10,000.00
Mechanical Seals: There are over 10 mechanical seals on different pumps at the WWTP and stations. Seals last an average of three years so the department expects to replace three per year on average @ \$1,800 per seal.	1.00	5,500.00		5,500.00
Clarifiers: Each summer one of three clarifier is taken offline for repairs. Scraper blades, zinc plates, and protective paint needs to be replaced each year along with other misc. repairs	1.00	7,000.00		7,000.00
Aeration tank repairs: Misc. repairs to baffles, gates, valves, and pipes for aeration tanks to maintain aeration system. Tank operation is rotated such that there is always a tank undergoing maintenance each year.	1.00	7,500.00		7,500.00
Pump Stations: Repairs for 9 pumping stations across town. Several stations are subject to coastal flooding and repairs	1.00	20,000.00		20,000.00

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
SEWER ENTERPRISE

	VENDOR	QUANTITY	UNIT COST	2021	Town Adm
and breakdowns are to be expected.		1.00	30,000.00		30,000.00
Repair and Maintenance: Ongoing maintenance of ageing WWTP. Facility is operating at maximum capacity which places greater strain on all systems and equipment.		1.00	5,600.00		5,600.00
UV System: UV system is reaching the end of its service life, recently the UV system has been overtaxed by increase in flows and allum waste received at the facility which results in significantly higher wear and tear on the system.		1.00	50,000.00		-50,000.00
TA Reduction \$50,000					
64440520 524500 - VEHICLE SERVICE		1.00	2,400.00		4,600.00 *
Pickup Trucks: Service for four pickup trucks, repairs, inspections, tires, etc...		1.00	2,200.00		2,400.00
Vac-Con: Vac-Con has been restored to service, repair and maintenance costs for this vehicle are substantial and necessary to keep it in operation.					
64440520 527100 - RENTALS EQUIPMENT		1.00	162,500.00		220,600.00 *
South Shore Disposal: Annual hauling of sludge cake, amount increased in anticipation of a new contract, SSD has indicated disposal prices will increase 8-10%. Flows have also increased compared to last year requiring more dewatering of sludge and greater volumes of sludge generation.		1.00	14,000.00		162,500.00
Disposal Dumpster: Rental dumpster for septage					

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
SEWER ENTERPRISE

	VENDOR	QUANTITY	UNIT COST	2021	Town Adm
screenings.		1.00	100.00		100.00
Airgas: Fire extinguisher's safety.		1.00	20,000.00		20,000.00
Heavy Equipment Rentals: For emergency and regular construction, improvement, or repair projects.		1.00	20,000.00		20,000.00
Bourne Landfill: Disposal of screenings from holding tanks and pump stations.		1.00	4,000.00		4,000.00
Misc.: Misc. rentals for IT equipment like wireless spots, cellular devices for emergency alarms, bypass pumping, containers and small equipment.					
64440520 530800 - TRAINING		1.00	4,000.00		7,200.00 *
Continuing Education: Required continuing education for 5 wastewater treatment operators		1.00	2,500.00		4,000.00
OSHA: OSHA Safety training. OSHA requires continuing formal training for nearly every type of activity.		1.00	2,500.00		2,500.00
Continuing Education: Required continuing education for 1 water treatment license.		1.00	700.00		700.00
64440520 530900 - TECHNICAL SERVICES		1.00	300.00		47,675.00 *
Ayacht: Ruckus wireless watchdog support		1.00	300.00		300.00
Atacht: SCADA wireless connections needed for operation		1.00	3,300.00		3,300.00
GE Digital LLC: License and support for SCADA		1.00	5,200.00		5,200.00
Firewalls: IT department has noted that additional firewalls		2.00	500.00		1,000.00

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
SEWER ENTERPRISE

	VENDOR	QUANTITY	UNIT COST	2021	Town Adm
and security measures are needed for SCADA and plant equipment.		1.00	13,000.00		13,000.00
Wireless replacement: 4 Wireless points at the plant that will no longer be supported. Town IT department will require they be replaced, each are \$2,200 , remain amount is for labor and troubleshooting.		1.00	9,850.00		9,850.00
New England Testing Laboratory: Weekly permit compliance testing.		1.00	8,300.00		8,300.00
Envirosystems: Quarterly toxicity testing required for NPDES permit.		1.00	480.00		480.00
Flight Alarm: Alarm for WWTP office, E.G. fire system, power failure, and break-in.		1.00	810.00		810.00
Chem Serve: Annual sludge cake testing for Bourn landfill. Needed to carry out maintenance and cleaning projects.		1.00	2,900.00		2,900.00
Chem Serve: Annual sludge cake testing for Middleboro landfill. (Different than Bourn) Required to dispose of sludge cake at landfill.		1.00	8,650.00		8,650.00
Hartford Insurance: Flood insurance for Sandhill's Pump Station FEMA maps place station in flood zone.		1.00	550.00		550.00
Annual Service Charge: Support and service for SCADA hardware.		1.00	900.00		900.00
Economy Laboratory Services: Annual calibration of lab equipment required by NPDES.		1.00	400.00		400.00
Sigma-Aldrich RTC Inc: Annual lab testing for DMRQA		1.00	350.00		350.00
ARC GIS Online Field Worker Term License, annual charge for					

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
SEWER ENTERPRISE

	VENDOR	QUANTITY	UNIT COST	2021	Town Adm
sewer GIS account		1.00	10,000.00		10,000.00
New Permit Testing: Compliance testing for new parameters on pending EPA permit.		1.00	250.00		250.00
Getgo: Provides remote and immediate response to emergencies and other issues at WWTP and stations via SCADA tablets.		1.00	1,200.00		1,200.00
Unforseen Technical Services		1.00	235.00		235.00
CDW LLC: Forti-Net Firewall		1.00	10,000.00		10,000.00
OSHA: OSHA Compliance is now mandatory under state law. Facilities and SOPs will need professional review and assessment to move us towards compliance with OSHA standards.		1.00	30,000.00		-30,000.00
TA Reduction \$30,000					
64440520 534100 - TELEPHONE		12.00	380.00		7,760.00 *
Verizon Wireless: for plant cell phone, tablets, and cellular modems.		1.00	3,200.00		4,560.00
Verizon: Phone lines for 9 pump stations and 2 WWTP lines					3,200.00
TOTAL Sewer - Purchase of Services					390,835.00
64440540 Sewer - Materials & Supplies					
64440540 543100 - EQUIPMENT PARTS		1.00	9,000.00		96,800.00 *
VFDs: There are 34 large Variable Frequency Drives; each is rated to last 11 years at continuous use. Not all drives run continuously but it should be expected that one per year may need to be replaced.		1.00	16,000.00		9,000.00
Gas Dectors: The head works gas					16,000.00

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
SEWER ENTERPRISE

VENDOR	QUANTITY	UNIT COST	2021	Town Adm
detector has been replaced, but OSHA requires that at least one other area of the plant must have an integrated gas detection system and alarms.	1.00	20,000.00		20,000.00
High wear equipment: many pumps and various equipment handle difficult materials and operate in corrosive septic environments and or are subject to high amounts of sand grit and salt air / water corrosion. When equipment in these areas fail it is likely to need to be replaced rather than repaired (Muffy)	1.00	6,000.00		6,000.00
Wear Parts: parts like pulsation dampeners and wear rings which are 'sacrificial' wear parts that prevent critical damage to vital equipment.	2.00	3,300.00		6,600.00
Tank Level Probes: Several level probes at pump stations and the WWTP are beyond their expected life and will need to be replaced.	8.00	1,500.00		12,000.00
UV Ballasts: UV system has a total of 24 ballasts rated for a three year life cycle. Funds to replace one third of ballasts per year. Necessary to maintain disinfection.	1.00	6,000.00		6,000.00
Check Valves: Several of the 15 large check valves at the WWTP are original from 1999 a few of these should be replaced each year.	1.00	16,000.00		16,000.00
Pump Stations: Several pump stations have equipment beyond their useful life, department wishes to replace old failing equipment with new technology and equipment as failures occur over the course of the year.	1.00	12,000.00		12,000.00
Lab Equipment: Several devices				

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
SEWER ENTERPRISE

	VENDOR	QUANTITY	UNIT COST	2021	Town Adm
and equipment in the lab are reaching or are beyond their useful life and will need to be replaced when they fail. New testing equipment may be needed as part of NPDES permit renewal process.		24.00	550.00		13,200.00
UV Lamps: UV system has a total of 24 lamps, lamps lose efficiency after 9,000 hours of use; therefore the department expects to replace each lamp at least once every 375 days.		1.00	20,000.00		20,000.00
Equipment: Misc. motors, pumps, etc. for WWTP and 9 pump stations		1.00	40,000.00		-40,000.00
TA Reduction					
64440540 550100 - CHEMICAL & LAB SUPPLIES					138,481.00 *
Methanol: 24,000 gallons per year @ \$2.06 = \$49440		24,000.00	2.06		49,440.00
Polymer: 4,200 lbs / year @ \$2.25 per lb		4,200.00	2.25		9,450.00
Soda-Ash: In FY19 the WWTP consumed 465,310 lbs of soda-ash @ \$0.18 per lb. Soda-Ash is used for pH and alkalinity control. Rolling average for flows have increased 21.2% since the last budget request and the water department is sending significantly more allum waste to the WWTP necessitating substantial increases in soda-ash consumption.		1.00	85,000.00		85,000.00
Metclear: 6200 lbs per year @ \$4.6 per lb. Needed for copper removal		6,201.00	4.60		28,524.60
Lab supplies: Misc. chemicals, reagents, gloves, and scientific glassware.		1.00	38,000.00		38,000.00
		1.00	71,933.60		-71,933.60

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Town of Scituate
NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 21002 FY 2021 TOWN BUDGET FINAL

ACCOUNTS FOR:
SEWER ENTERPRISE

TA Reduction

VENDOR QUANTITY UNIT COST 2021 Town Adm

TOTAL Sewer - Materials & Supplies				235,281.00
TOTAL SEWER DEPT				626,116.00
TOTAL SEWER ENTERPRISE				626,116.00
GRAND TOTAL				626,116.00

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

Sewer Enterprise Fund

	Actual FY14	Actual FY15	Actual FY16	DROUGHT Actual FY17 *	Actual FY18	Actual FY19	Final FY20 budget*	Proposed FY21 budget
Revenue:				50% free usage eliminated		5% Rate Inc	free usage eliminated	
Tax Liens	8,368	28,921	40,668	34,382	9,214	9,669	9,000	9,000
Sewer Use Charges*	975,298	1,008,416	1,017,776	1,160,054	1,295,226	1,321,191	1,441,801	1,641,801
Septage Disposal Fees*	234,024	216,087	263,694	257,958	296,906	245,004	278,000	300,000
Interest/Penalties	8,876	10,588	6,961	8,048	10,072	11,259	7,000	7,000
Sewerage Permits/Licenses	8,000	3,350	2,425	2,350	1,360	4,175	1,400	1,400
Sewer Connection Fees	182,000	196,000	273,000	77,000	77,000	900,750	190,000	400,000
Sewer Liens/Committed Interest	125,536	129,357	133,573	109,348	137,614	74,146	130,000	120,000
Interest Income	5,291	6,054	10,474	15,012	20,657	32,133	8,500	8,500
Misc	-	8,866	11,677	7,731	2,422	18,427	-	-
Total Revenue	1,547,392	1,607,638	1,760,248	1,671,883	1,850,470	2,616,753	2,065,701	2,487,701
Expenses:								
Personal Services	420,552	427,478	418,474	414,824	417,024	450,201	568,283	574,303
Purchase of Services	486,410	773,601	636,760	617,189	626,356	719,506	768,303	784,737
Materials & Supplies	188,255	222,069	219,950	199,917	197,821	256,042	258,518	254,381
Indirect Costs	199,962	187,777	193,115	206,553	238,646	241,985	257,395	257,018
Capital Outlay				3,276	5,000	-	-	-
Transfer to Sewer Stabilization Fund							-	-
Emergency Reserve							-	-
Capital Articles	25,000						-	-
Total Operating Expenses	1,320,178	1,610,925	1,468,299	1,441,758	1,484,847	1,667,734	1,852,499	1,870,439
Surplus/(Deficit) before debt payments	227,214	(3,287)	291,950	230,124	365,623	949,019	213,202	617,262
Debt Exclusion	652,202	660,974	658,718	660,771	655,710	672,611	120,476	97,982
Debt Service	(940,855)	(925,403)	(918,268)	(897,538)	(888,398)	(918,239)	(475,271)	(485,749)
Total Surplus/(Deficit) before Betterments	(61,439)	(267,716)	32,400	(6,642)	132,935	703,391	(141,593)	229,495
Betterments								
Revenue								
Added to Taxes	1,058,087	861,296	1,120,904	1,055,334	1,007,644	946,889	825,000	900,000
Paid in Advance	806,770	433,115	253,230	243,151	326,522	135,094	325,000	125,000
Betterment Deferrals				6,259				
Debt Service	(1,271,275)	(1,306,974)	(1,297,526)	(1,291,767)	(1,283,332)	(1,271,549)	(1,261,408)	(1,254,495)
Net Betterments	593,581	(12,563)	76,607	12,978	50,834	(189,566)	111,408	(229,495)
Net Surplus/(Deficit)	532,142	(280,279)	109,007	6,335	183,769	513,825	(30,185)	-
Unappropriated Certified Retained Earnings as of July 1, 2019								1,069,216
Less amount proposed for Fall 2019 STM								(11,925)
Less amt needed to balance FY21 budget								-
Less amt to be used for FY21 Capital								(569,404)
Balance of Retained Earnings after FY20 STM								487,887

**Town of Scituate
Sewer Enterprise Fund
Indirect Costs
Fiscal Year 2021 Budget**

Description	Basis	Allocation	%*	FY20 Budget	Total
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	3.78%	392,728	14,861
Town Accountant	Processing of warrants etc.	Total FY20 budget	3.78%	398,225	15,069
Treas/Collector	Collections, bank rec., payroll etc.	Total FY20 budget	3.78%	413,617	15,651
Facilities Director		Personal Services budget	2.00%	97,581	1,952
Engineering Dept.	Engineering	1/8 of Engineer's Salary			11,524
DPW Admin. Dept.	Administration	1/5 of Director's Salary			27,200
Insurance	Building,Auto, Liability etc.	From Insurance Company			24,926
Group Insurance	Town's Share of group insurance	Actual Contribution FY19 rates			50,127
Medicare	Town's Share of medicare.	Actual FY19	1.45%		5,806
OPEB	Eligible -ees/total eligible X OPEB cost	Based on most recent actuary %	0.52%	104,440	545
Pensions and Retirement	Penison Costs	Based on actuarial breakdown done for PCRS	1.71%	5,221,978	89,357
* based on enterprise FY20 operating budget to total Town operating budget				7.3%	257,016

TOWN OF SCITUATE

FY 2021 BUDGET

DEPARTMENT: DPW Water Division - 450

MISSION STATEMENT:

The Water Division endeavors to provide the highest quality drinking water in sufficient quantities and pressure to meet the personal, commercial and firefighting needs of the community at reasonable and sustainable rates.

FY 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Continue efforts to eliminate brown water issues in hardest hit areas.
 - a. Continue Ice Pigging program.
 - b. Execute unidirectional flushing program and enhance process with up to date infrastructure detail and locations.
 2. Finalize Surface Water Treatment Plant (SWTP) evaluation.
 - a. Present engineering report findings to Board of Selectmen for vote and funding appropriation.
 - b. Kick off plan of action to design and build new SWTP.
 3. Continue to bring additional ground water into the system.
 - a. Put sand filter project for Well 17A out to bid and award contract with target date of Winter/Spring 2020 to begin construction.
 - b. Continue ground water exploration at Dolan Well fields and potential at West End location.
 4. Begin utilizing new GIS system (ARC GIS).
 - a. Convert and validate data in ARC GIS system
 - b. Perform GIS system training for Distribution, Treatment Plant and Administrative office staff.
 - c. Use ARG GIS system to track and execute Ice Pigging and Flushing programs.
-

MAJOR BUDGET COMPONENTS

Debt Service	\$2,470,548.00	45.8 %
Personnel Cost	\$1,149,881.00	21.0 %
Intergovernmental	\$ 416,022.00	7.7 %
Charges & Assessments	\$ 354,000.00	6.6 %
Utilities and Fuel	\$ 285,550.00	5.3 %
Chemicals/Lab Supplies	\$ 250,000.00	4.6 %
Pipes, fittings, etc.	\$ 102,000.00	1.9 %
Service & Repairs	\$ 98,000.00	1.8 %
Technical Services	\$ 75,000.00	1.3 %

FY 2021 RISKS AND CHALLENGES

- Changes in regulatory requirements causing additional expense for water testing.
- Lack of financial incentive and career advancement for operators to obtain additional certification and licensing.
- Ability to provide high quality drinking water from aging facilities in critical need of improvement and zero redundancy.
- 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.
- Uncertainty of available water resources to perform ongoing water main flushing program
- Allocating time and resources to develop and implement new programs (flushing, valve exercising, hydrant maintenance) per DEP requirement with existing staff and resources.
- Educating residents on water conservation in a positive and proactive way.
- 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.
- Ability to effectively communicate with residents in emergencies and planned repairs.

DEPARTMENTAL ACCOMPLISHMENTS

- Successfully completed second round of Ice Pigging and currently in our third round.
- Achieved increased certification levels for operators within Water Department -3 Distribution operators.
- Repurposed storage building to accommodate emergency treatment of Well 17A.
- Replaced older style meters with radio read meters in approximately 493 homes as part of ongoing meter replacement program.
- Performed emergency repairs on Old Oaken Bucket Treatment Plant including removal and replacement of: the Trac Vac System, the Sand Filter and Underdrains, the Bulk Chemical Feed Tanks as well as Sedimentation Basin Structural Repairs.
- Installed green sand filters to remove manganese from Well 18B for seasonal/emergency use only.
- Inspected and cleaned Clear Well Tank at Surface Water Treatment Plant.
- Repaired 37 water service leaks and 23 water main breaks.
- Installed one pressure reduction valve in Humarock with second being installed before winter.
- Applied reported information on brown water issues to service residents and develop plans of actions for Ice Pigging and Flushing programs.

DESCRIPTION OF REVENUE	FY18	FY19	FY20 YTD	FY21 Projected	Comments
Water Use Charges	3,690,971	4,037,185	1,381,429	4,676,354	
Water Liens	338,319	193,346	2,871	325,000	
Water Installations	200,007	410,341	47,500	325,000	
Tax Liens	9,079	9,372	3,360	9,000	
Interest/Penalties	11,579	14,156	10,213	8,000	
Earnings on Investments	70,002	93,788	15,931	40,000	
Misc	4,908	21,713	660		
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TOTAL REVENUE	4,324,865	4,779,901	1,461,964	5,383,354	



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Water	65450510	511000	REGULAR SALARIES	\$722,788	\$815,828	\$932,010	\$932,010	\$945,831	\$945,831		1.48%
Water	65450510	512000	OVERTIME	\$102,136	\$135,972	\$110,982	\$110,982	\$141,869	\$141,869		27.83%
Water	65450510	512500	STANDBY	\$9,312	\$0	\$18,877	\$18,877	\$19,160	\$19,160		1.50%
Water	65450510	513000	LONGEVITY	\$3,112	\$5,325	\$4,075	\$4,075	\$5,875	\$5,875		44.17%
Water	65450510	514000	EDUCATIONAL INCENTIVE	\$0	\$2,775	\$2,775	\$2,775	\$1,625	\$1,625		-41.44%
Water	65450510	519000	SEASONAL SALARIES	\$0	\$0	\$7,680	\$7,680	\$8,770	\$8,770		14.19%
Water	65450510	519100	OTHER SALARIES	\$26,321	\$33,456	\$22,046	\$22,046	\$21,158	\$21,158		-4.03%
			65450510 Total Personal Services	\$863,668	\$993,356	\$1,098,445	\$1,098,445	\$1,144,288	\$1,144,288		4.17%
Water	65450520	521100	ELECTRICITY	\$210,382	\$246,333	\$240,000	\$240,000	\$247,000	\$247,000		2.92%
Water	65450520	521300	NATURAL GAS	\$18,219	\$11,902	\$21,000	\$21,000	\$13,000	\$13,000		-38.10%
Water	65450520	523100	WATER/SEWER	\$41	\$0	\$0	\$0	\$0	\$0		
Water	65450520	524100	OFFICE MACHINE MAINTENANCE	\$393	\$0	\$1,500	\$1,500	\$1,500	\$1,500		0.00%
Water	65450520	524200	REPAIR & MAINTENANCE	\$81,024	\$79,431	\$90,000	\$90,000	\$90,000	\$90,000		0.00%
Water	65450520	524500	VEHICLE SERVICE	\$8,117	\$4,769	\$8,500	\$8,500	\$8,000	\$8,000		-5.88%
Water	65450520	527100	EQUIPMENT RENTAL	\$25,513	\$18,912	\$26,000	\$26,000	\$26,000	\$26,000		0.00%
Water	65450520	530900	TECHNICAL SERVICES	\$125,693	\$151,442	\$75,000	\$75,000	\$75,000	\$75,000		0.00%
Water	65450520	532100	CONFERENCES/MEETINGS	\$2,546	\$4,413	\$6,500	\$6,500	\$6,500	\$6,500		0.00%
Water	65450520	534100	TELEPHONE	\$13,929	\$14,103	\$15,000	\$15,000	\$15,500	\$15,500		3.33%
Water	65450520	534300	BINDING & PRINTING	\$13,933	\$13,745	\$15,000	\$15,000	\$15,000	\$15,000		0.00%
Water	65450520	534400	POSTAGE & DELIVERY	\$13,707	\$4,621	\$22,000	\$22,000	\$22,000	\$22,000		0.00%
Water	65450520	534600	LEGAL ADVERTISING	\$0	\$2,172	\$1,500	\$1,500	\$2,000	\$2,000		33.33%
Water	65450520	538900	INTERDEPARTMENTAL	\$12,140	\$12,932	\$14,500	\$14,500	\$17,000	\$17,000		17.24%
Water	65450520	571100	MILEAGE REIMBURSEMENT	\$5	\$3	\$200	\$200	\$200	\$200		0.00%
Water	65450520	573100	PROFESSIONAL DUES & SUBS	\$1,807	\$2,106	\$3,000	\$3,000	\$3,000	\$3,000		0.00%
			65450520 Total Purchase of Services	\$527,448	\$566,884	\$539,700	\$539,700	\$541,700	\$541,700		0.37%
Water	65450540	542000	OFFICE SUPPLIES	\$2,145	\$2,245	\$3,000	\$3,000	\$3,000	\$3,000		0.00%
Water	65450540	542300	SUPPLIES	\$103,664	\$87,650	\$102,000	\$102,000	\$102,000	\$102,000		0.00%
Water	65450540	542500	PRINTING & FORMS	\$106	\$0	\$300	\$300	\$500	\$500		66.67%
Water	65450540	543000	BUILDING SUPPLIES	\$539	\$1,435	\$1,575	\$1,575	\$11,500	\$11,500		630.16%
Water	65450540	543100	EQUIPMENT PARTS	\$14,830	\$10,475	\$15,000	\$15,000	\$15,000	\$15,000		0.00%
Water	65450540	545100	CLEANING SUPPLIES	\$777	\$331	\$1,500	\$1,500	\$1,500	\$1,500		0.00%
Water	65450540	548000	VEHICLE SUPPLIES	\$4,252	\$6,091	\$6,500	\$6,500	\$6,000	\$6,000		-7.69%
Water	65450540	548100	FUELS & LUBRICANTS	\$22,266	\$27,717	\$24,500	\$24,500	\$28,000	\$28,000		14.29%
Water	65450540	548400	TOOLS & EXPENDABLES	\$1,647	\$2,062	\$2,500	\$2,500	\$2,000	\$2,000		-20.00%
Water	65450540	550100	CHEMICALS & LAB SUPPLIES	\$224,470	\$214,249	\$250,000	\$250,000	\$250,000	\$247,266		-1.09%



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Water	65450540	558100	CLOTHING	\$6,568	\$7,450	\$7,500	\$7,500	\$8,400	\$8,400		12.00%
	65450540 Total		Materials & Supplies	\$381,264	\$359,705	\$414,375	\$414,375	\$427,900	\$425,166		2.60%
Water	65450560	560200	CHARGES & ASSESSMENTS	\$332,236	\$406,991	\$354,000	\$354,000	\$354,000	\$354,000		0.00%
	65450560 Total		Intragovernmental Costs	\$332,236	\$406,991	\$354,000	\$354,000	\$354,000	\$354,000		0.00%
Water	65450561	596000	INDIRECT COSTS	\$342,684	\$362,939	\$377,832	\$377,832	\$416,022	\$416,022		10.11%
	65450561 Total		Intergovernmental Costs	\$342,684	\$362,939	\$377,832	\$377,832	\$416,022	\$416,022		10.11%
Water	65450580	585100	EQUIPMENT	\$246,356	\$11,675	\$28,130	\$28,130	\$28,130	\$28,130		0.00%
Water	65450580	585300	OFFICE EQUIPMENT	\$1,105	\$0	\$3,500	\$3,500	\$3,500	\$3,500		0.00%
	65450580 Total		Capital Outlay	\$247,462	\$11,675	\$31,630	\$31,630	\$31,630	\$31,630		0.00%
Water	65450590	591000	PRINCIPAL ON LONG TERM DEBT	\$955,000	\$905,000	\$1,463,000	\$1,463,000	\$1,629,000	\$1,629,000		11.35%
Water	65450590	591500	INTEREST ON LONG TERM DEBT	\$690,309	\$651,209	\$666,859	\$666,859	\$608,609	\$608,609		-8.73%
Water	65450590	592000	OTHER DEBT SERVICES	\$0	\$5,543	\$0	\$0	\$0	\$0		
Water	65450590	592500	INTEREST SHORT TERM	\$110,310	\$209,955	\$299,829	\$299,829	\$232,939	\$232,939		-22.31%
	65450590 Total		Debt Service	\$1,755,619	\$1,771,707	\$2,429,688	\$2,429,688	\$2,470,548	\$2,470,548		1.68%
Water Total				\$4,450,380	\$4,473,256	\$5,245,670	\$5,245,670	\$5,386,088	\$5,383,354		2.62%

Water Enterprise Fund

DROUGHT

	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18	Actual FY19	Final FY20 budget	Proposed FY21 budget
<i>Rate Increases</i>	10%	19%	19%	0%	0%	20%	15.2%	
Revenue:						+\$8,500 con fee		
Tax Liens	18,355	13,199	16,662	37,159	9,079	9,372	9,000	9,000
Water Use Charges*	2,573,923	3,132,137	3,671,085	3,644,210	3,690,971	4,037,185	4,453,670	4,676,354
Water Installation	200,075	228,520	280,500	127,500	200,007	410,341	410,000	325,000
Interest/Penalties	6,488	8,827	11,457	12,951	11,579	14,156	8,000	8,000
Water Liens/Committed Interest	310,975	310,661	432,979	338,181	338,319	193,346	325,000	325,000
Interest Income	10,034	14,251	43,517	57,836	70,002	93,788	40,000	40,000
Misc	4,145	1,171,797	8,646	43,968	4,908	21,713	-	-
Total Revenue	3,123,994	4,879,392	4,464,847	4,261,805	4,324,865	4,779,901	5,245,670	5,383,354
Expenses:								
Personal Services	724,258	761,546	823,881	848,639	863,668	993,356	1,098,445	1,144,288
Purchase of Services	448,260	527,957	525,679	447,507	527,448	566,884	539,700	541,700
Materials & Supplies	400,540	680,988	323,529	342,039	381,264	359,705	414,375	425,166
Marshfield Water	266,597	297,512	257,060	328,337	332,236	406,991	354,000	354,000
Indirect Costs	244,300	257,529	299,580	323,551	342,684	362,939	377,832	416,022
Capital Outlay	22,972	15,702	25,680	57,604	247,462	11,675	31,630	31,630
Capital Articles								
Total Operating Expenses	2,106,927	2,541,235	2,255,408	2,347,676	2,694,762	2,701,549	2,815,982	2,912,806
Surplus/(Deficit) before debt payments	1,017,067	2,338,157	2,209,439	1,914,129	1,630,104	2,078,352	2,429,688	2,470,548
Debt Service	703,225	688,912	1,576,996	1,733,706	1,755,619	1,771,707	2,429,688	2,470,548
Total Surplus/(Deficit)	313,842	1,649,245	632,443	180,423	(125,515)	306,645	-	-

Unappropriated Certified Retained Earnings as of July 1, 2019

Less amount proposed for Fall 2019 STM

Less amt needed to balance FY21 budget

Less amt to be used for FY21 Capital

Balance of Retained Earnings after FY20 STM

980,713

(210,650)

-

(276,877)

493,186

**Town of Scituate
Water Enterprise Fund
Indirect Costs
Fiscal Year 2021 Budget**

Description	Basis	Allocation	%*	FY20 Budget	Total
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	5.66%	392,728	25,359
Town Accountant	Processing of warrants etc.	Total FY20 budget	5.66%	398,225	22,538
Treas/Collector	Collections, bank rec., payroll etc.	Total FY20 budget	5.66%	413,617	23,409
Facilities Director		Personal Services budget	2.00%	97,581	1,952
Engineering Dept.	Engineering	1/8 of Engineer's Salary			11,524
DPW Admin. Dept.	Administration	1/5 of Director's Salary			27,200
Insurance	Building,Auto, Liability etc.	From Insurance Company			41,113
Group Insurance	Town's Share of group insurance	Actual Contribution FY19 rates			84,904
Medicare	Town's Share of medicare	Actual FY19	1.45%		12,745
OPEB	Eligible -ees/total eligible X OPEB cost	Based on most recent actuary %	1.09%	104,440	1,137
Pensions and Retirement	Penison Costs	Based on actuarial breakdown done for PCRS	3.14%	5,221,978	164,142
				7.9%	416,022

* based on enterprise FY20 operating budget to total Town operating budget

TOWN OF SCITUATE

FY 2021 BUDGET

DEPARTMENT: 298 HARBORMASTER

MISSION STATEMENT:

In accordance with the Scituate Waterways Management Plan and the Scituate Mooring Rules and Regulations and Town By-Laws, the mission of the Scituate Harbormaster is to ensure the safety of the boating public, preserve and promote order among vessels that habitually moor or transit Scituate waterways, maintain and enhance Town-owned maritime facilities while protecting the integrity of the Harbor as a natural resource and to defray the cost of providing services through the assessment of fees.

FY 2021 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Closeout Cole Parkway Marina Project
 - a. Work with Consultant (GEI) and Town Engineer final phase of project 7-20
 - b. Work with GEI, Engineering and contractor to complete construction and punch list. 9-20
 - c. Install De-Icers in key locations to prevent ice from forming to protect the marina. 1-21
 - d. Work with GEI, Engineering and contractor on punch list. 4-21

2. Continue training for Assistant Harbormasters, customer support.
 - a. Train assistants Harbormasters on how to maintain poise during trying times. 7-20
 - b. Train Assistant Harbormasters on how to work with a demanding public. 9-20
 - c. Work with full time staff on how to respond the public in a timely manner. 1-21
 - d. Work with assistants in how to make the boaters that their concerns are being addressed. 4-21

3. Protect and Promote the Waterways of Scituate
 - a. Work with boaters to promote use of Pump-Out boats and station. 7-20
 - b. Continue to work with commercial fishermen to clean up the waterways. 9-20
 - c. Establish a plan to collect floating debris in the Waterways. 1-21
 - d. Schedule for dredging using the comprehensive dredge permit. 4-21

4. Train with Scituate FD, SPD and other Agencies
 - a. Train with SFD and SPD on all emergence response vessels. 7-20
 - b. Train with SFD and SPD to provided effective response during emergency situations 9-20
 - c. Develop plans along with key locations to efficiently reduce response times. 1-21
 - d. Train USCG and other local agencies to provide the best possible service to the boaters. 4-21

MAJOR BUDGET COMPONENTS

FY21	Personnel	\$435,505	37%
	Debt Services	\$390,370	33%
	Services	\$175,085	15%
	Supplies/Materials	\$47,625	4%
	Electricity	\$30,500	3%
	Marine Park O&M	\$26,000	2%
	Tech Services	\$27,000	2%
	Boat Repairs	\$25,000	2%
	Fuel	\$17,000	1%
		\$1,174,085	

FY 2021 RISKS AND CHALLENGES

1. The Cole Parkway Marina docks are deteriorating are in need of replacement
2. Maintenance dredging necessary to keep the waterways navigable.
3. Rates and fees must be addressed to keep up with the changes that necessary for the Waterways.
4. Harbormasters office, restrooms and showers are not ADA compliant.
5. Harbormaster building is in need of updating and expansion.

DEPARTMENTAL ACCOMPLISHMENTS

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 (CHIMA)

In-service training Plymouth police academy

Harbormasters attending, Cape and Island Harbormaster Association (CHIMA), South Shore and Bay State Harbormaster Association meetings

Advanced SAR training thru (CIHMA) at Otis Air Force Base

Attended Leadership seminar, thru (CHIMA) with Admiral Dean Lee, USCG retired

Harbormasters diving inspecting moorings

Harbormasters and US Coast Guard offered safety inspections

Continue marina inspection program

Replaced all mooring chains at (CPM)

Continuing and expanding mooring info log
Went live with Docwa for online transient reservations
Continued Harbormaster outreach program through Constant Contact to reach all registered boaters in Scituate waterways about upcoming events
Purchased and installed new power pedestals (CPM)
Replaced all new feeder cables (CPM)
Replaced 1 new docks section (SMP)
Continued maximizing slips at (SMP) utilizing slip footage
Purchased and installed new power pedestals (SMP)
Replaced all feeder electrical cables and new disconnects (SMP)
New fence for dumpster (SMP)
Purchased a new 19ft Pump Out boat (grant)
Continued Clean Energy program along with Covanta, the Commonwealth and the commercial fishermen cleaning up the waterways
Continued working with Scituate Police on parking enforcement on the pier for commercial parking
Continued working with MA Environmental Police and MA Fisheries, and Atlantic White Shark Conservancy with Dr. Skomal on White Shark studies
Dredged the South River, area A entrance of the South River
Kid's ice cream for life jackets
Worked with MMA internship program
Provided 2 safe boating classes for the public
Boat /Marina fire outer harbor
Department nominated for the, Outstanding Team Response Award through South Shore Hospital
Norwell High School intern program
Continued with educating the public about the Harbormaster life jacket loaner program

DESCRIPTION OF REVENUE	FY18	FY19	FY20 YTD	FY21 Projected	Comments
Slip/Dinghy Fees	\$674,005.00	\$685,905.00	\$91,525.00	\$670,000.00	
Moorings/Chapter 10A	\$ 95,561.00	\$115,617.00	\$ 1,034.00	\$ 96,000.00	
WW Maintenance User Fee	\$156,795.00	\$160,073.00	\$48,448.00	\$155,000.00	
Town Pier Dockage	\$ 16,700.00	\$ 19,950.00	\$ 3,100.00	\$ 15,000.00	
Tie-ups	\$ 28,381.00	\$ 20,046.80	\$17,732.99	\$ 20,000.00	
Mooring Applications	\$ 9,050.00	\$ 3,953.00	\$ 2,870.00	\$ 3,600.00	
Ice	\$ 2,961.00	\$ 3,397.00	\$ 2,692.00	\$ 3,000.00	
Boat Yard/USCG Lease	\$153,821.96	\$155,836.96	\$50,812.49	\$140,000.00	
Pumpout Program	\$ 10,536.00	\$ 7,492.31	\$	\$ 10,000.00	
Interest on Earnings	\$ 14,868.00	\$ 3,000.00	\$3,000.00	\$ 3,000.00	
Misc Fees, Tickets	\$ 3,748.60	\$ 264.00	\$		
Excise Tax \$40,378.00	\$ 43,107.60	\$ 63.59	\$39,500.00		
Premium Sales of Bonds	\$ 2,638.70	\$ 2,662.32	\$2,662.32	\$ 2,662.32	
Maritime Center	\$115,412.69	\$151,537.69	\$156,862.32	\$ 15,000.00	
	\$1,321,108.35	\$1,376,327.28	\$381,066.71	\$1,172,762.32	

Grants & Donations

SAC Grant Town Pier Reh	\$140,999.39	\$144,781.10	\$149,191.90		
Harborwalk/Gift Account	\$ 4,211.06	\$ 4,618.55	\$ 3,200.00		
Shellfish Donation	\$ 25.00	\$ 25.00	\$ 25.00		
SEAC Marina Piling	\$ 70,000.00	\$ 70,000.00	\$ 63,742.31		
MCOD ADA	\$ 27,000.00	\$ 27,000.00			
Marine Fisheries Grant	\$ 12,695.00	\$ 12,695.00	\$ 12,695.00		
Seaport Economic Grant	\$ 1,149.50	\$ 69,820.42	\$ 66,981.65		



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Waterways (Harbormaster)	66298510	511000	REGULAR SALARIES	\$195,871	\$204,673	\$209,187	\$209,187	\$217,155	\$217,155		3.81%
Waterways (Harbormaster)	66298510	512000	OVERTIME	\$6,985	\$7,139	\$4,500	\$4,500	\$8,000	\$8,000		77.78%
Waterways (Harbormaster)	66298510	513000	LONGEVITY	\$1,300	\$1,300	\$1,600	\$1,600	\$2,400	\$2,400		50.00%
Waterways (Harbormaster)	66298510	519000	SEASONAL SALARIES	\$168,073	\$161,017	\$193,183	\$193,183	\$196,234	\$196,234		1.58%
Waterways (Harbormaster)	66298510	519100	OTHER SALARIES	\$1,001	\$1,006	\$1,630	\$1,630	\$647	\$647		-60.31%
	66298510 Total		Personal Services	\$373,230	\$375,135	\$410,100	\$410,100	\$424,436	\$424,436		3.50%
Waterways (Harbormaster)	66298520	521100	ELECTRICITY	\$24,904	\$28,198	\$30,500	\$30,500	\$30,500	\$30,500		0.00%
Waterways (Harbormaster)	66298520	524100	OFFICE MACHINE MAINTENANCE	\$1,309	\$283	\$500	\$500	\$500	\$500		0.00%
Waterways (Harbormaster)	66298520	524200	REPAIR & MAINTENANCE	\$26,390	\$62,990	\$50,000	\$50,000	\$63,000	\$63,000		26.00%
Waterways (Harbormaster)	66298520	529100	RUBBISH REMOVAL	\$3,003	\$3,097	\$0	\$0	\$6,500	\$6,500		
Waterways (Harbormaster)	66298520	530100	MARINE PARK O & M COSTS	\$24,299	\$24,561	\$25,000	\$25,000	\$26,000	\$10,000		-60.00%
Waterways (Harbormaster)	66298520	530800	TRAINING	\$55	\$1,600	\$1,400	\$1,400	\$1,400	\$1,400		0.00%
Waterways (Harbormaster)	66298520	530900	TECHNICAL SERVICES	\$14,437	\$19,806	\$23,200	\$23,200	\$27,000	\$27,000		16.38%
Waterways (Harbormaster)	66298520	532100	CONFERENCES/MEETINGS	\$164	\$114	\$2,500	\$2,500	\$2,500	\$2,500		0.00%
Waterways (Harbormaster)	66298520	534100	TELEPHONE	\$520	\$733	\$3,078	\$3,078	\$3,200	\$3,084		0.19%
Waterways (Harbormaster)	66298520	534300	BINDING & PRINTING	\$1,226	\$0	\$2,000	\$2,000	\$2,000	\$2,000		0.00%
Waterways (Harbormaster)	66298520	534400	POSTAGE & DELIVERY	\$880	\$836	\$1,500	\$1,500	\$1,500	\$1,500		0.00%
Waterways (Harbormaster)	66298520	534600	LEGAL ADVERTISING	\$122	\$133	\$0	\$0	\$500	\$500		
Waterways (Harbormaster)	66298520	571100	MILEAGE REIMBURSEMENT	\$51	\$305	\$130	\$130	\$350	\$350		169.23%
Waterways (Harbormaster)	66298520	573100	PROFESSIONAL DUES & SUBS	\$279	\$299	\$425	\$425	\$425	\$425		0.00%
Waterways (Harbormaster)	66298520	596000	INDIRECT COSTS	\$78,199	\$79,874	\$108,987	\$108,987	\$117,910	\$117,910		8.19%
	66298520 Total		Purchase of Services	\$175,837	\$222,829	\$249,220	\$249,220	\$283,285	\$267,169		7.20%
Waterways (Harbormaster)	66298540	542000	OFFICE SUPPLIES	\$746	\$672	\$750	\$750	\$750	\$750		0.00%
Waterways (Harbormaster)	66298540	542300	SUPPLIES	\$30,637	\$33,546	\$33,130	\$33,130	\$34,000	\$34,000		2.63%
Waterways (Harbormaster)	66298540	542500	PRINTING & FORMS	\$729	\$1,230	\$575	\$575	\$575	\$575		0.00%
Waterways (Harbormaster)	66298540	543000	BUILDING SUPPLIES	\$2,983	\$3,134	\$3,500	\$3,500	\$3,500	\$3,500		0.00%
Waterways (Harbormaster)	66298540	545100	CLEANING SUPPLIES	\$1,778	\$1,484	\$3,200	\$3,200	\$3,500	\$3,500		9.38%
Waterways (Harbormaster)	66298540	546200	LANDSCAPING SUPPLIES	\$1,036	\$747	\$1,600	\$1,600	\$1,600	\$1,600		0.00%
Waterways (Harbormaster)	66298540	548100	FUELS & LUBRICANTS	\$15,812	\$17,749	\$16,000	\$16,000	\$17,000	\$17,000		6.25%
Waterways (Harbormaster)	66298540	558100	CLOTHING	\$1,975	\$2,691	\$3,620	\$3,620	\$3,700	\$3,700		2.21%
	66298540 Total		Materials & Supplies	\$55,697	\$61,253	\$62,375	\$62,375	\$64,625	\$64,625		3.61%
Waterways (Harbormaster)	66298580	585100	EQUIPMENT	\$1,595	\$2,795	\$3,400	\$3,400	\$8,000	\$8,000		135.29%
Waterways (Harbormaster)	66298580	588200	CAPITAL REPLACEMENT	\$4,650	\$0	\$5,000	\$5,000	\$24,000	\$5,000		0.00%
	66298580 Total		Capital Outlay	\$6,245	\$2,795	\$8,400	\$8,400	\$32,000	\$13,000		54.76%
Waterways (Harbormaster)	66298590	591000	PRINCIPAL ON LONG TERM DEBT	\$300,000	\$300,000	\$314,250	\$314,250	\$325,000	\$325,000		3.42%



Town of Scituate
Fiscal Year 2021 Town Administrator Recommended Budget

Department	Org	Object	Description	2018	2019	FY20	FY20 STM	FY 21 Dept	FY 21 Town	BOS/Adv	% Change
				Actuals	Actuals	Original Budget	Revised Budget	Request	Adm Recom	Comm	FY21 TA /FY20 Rev
Waterways (Harbormaster)	66298590	591500	INTEREST ON LONG TERM DEBT	\$78,064	\$66,064	\$61,599	\$61,599	\$48,514	\$48,514		-21.24%
Waterways (Harbormaster)	66298590	592500	INTEREST ON SHORT TERM DEBT	\$3,889	\$5,834	\$20,475	\$20,475	\$16,856	\$16,856		-17.68%
	66298590 Total		Debt Service	\$381,953	\$371,898	\$396,324	\$396,324	\$390,370	\$390,370		-1.50%
Waterways (Harbormaster) Total				\$992,961	\$1,033,909	\$1,126,419	\$1,126,419	\$1,194,716	\$1,159,600		2.95%

Waterways Enterprise Fund

	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18	Actual FY19	Final FY20 budget	Proposed FY21 budget
Revenue:								
Boat Excise	39,816	40,360	40,692	39,761	40,378	43,108	39,500	40,000
Slip Fees	666,140	660,864	675,384	673,380	674,005	685,905	651,319	675,000
Mooring Fees	99,692	115,720	78,426	114,642	95,561	115,617	96,000	95,000
Marina User Fees*	74,125	78,000	150,500	160,750	156,795	160,073	155,000	155,000
Town Pier Fees	14,590	11,800	12,338	27,200	16,700	19,950	15,000	15,000
Overnight Tie-ups	33,278	16,415	18,924	23,742	28,381	20,047	20,000	20,000
Mooring Waiting List	2,078	2,622	5,706	3,690	9,050	3,953	3,600	3,600
Sale of Ice	3,273	2,421	3,530	3,126	2,961	3,397	3,000	3,000
Lease Income	116,245	127,759	143,502	136,441	153,822	155,837	140,000	150,000
Fines				100		3,749		
Interest Income	3,277	2,720	3,051	8,984	14,868	26,078	3,000	3,000
State Grants			9,400		10,165	12,462		
Misc	419	10,576	40	1,406	2,640	3,855	-	
Total Revenue	1,052,934	1,069,257	1,141,492	1,193,222	1,205,326	1,254,030	1,126,419	1,159,600
Expenses:								
Personal Services	304,915	288,684	354,576	374,181	373,230	375,135	410,100	424,436
Purchase of Services	97,650	91,286	101,113	112,886	97,638	142,955	140,233	149,259
Materials & Supplies	40,450	37,140	54,389	48,425	55,697	61,253	62,375	64,625
Indirect Costs	83,124	55,981	57,749	55,731	78,199	79,874	108,987	117,910
Capital Outlay	21,500	2,994	4,990	7,525	6,245	2,795	8,400	13,000
Capital Articles								
Total Operating Expenses	547,639	476,085	572,816	598,749	611,008	662,012	730,095	769,230
Surplus/(Deficit) before debt payments	505,295	593,172	568,676	594,473	594,318	592,018	396,324	390,370
Debt Service	473,554	451,079	438,254	405,136	381,953	371,898	396,324	390,370
Total Surplus/(Deficit)	31,742	142,093	130,422	189,337	212,365	220,121	-	-
Unappropriated Certified Retained Earnings as of July 1, 2019								449,593
Less amount proposed for Fall 2019 STM								(24,382)
Less amt needed to balance FY21 budget								-
Less amt to be used for FY21 Capital								(148,000)
Balance of Retained Earnings after FY20 STM							-	277,211

**Town of Scituate
Waterways Enterprise Fund
Indirect Costs
Fiscal Year 2021 Budget**

Description	Basis	Allocation	%*	FY20 Budget	Total
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	1.22%	392,728	4,773
Town Accountant	Processing of warrants etc.	Total FY20 budget	1.22%	398,225	4,840
Treas/Collector	Collections, bank rec., payroll etc.	Total FY20 budget	1.22%	413,617	5,027
Assessors	Clerk in charge of Boat Excise	1/2 of clerk's salary.	50.00%	20,084	10,042
Facilities Director		Personal Services budget	2.00%	97,581	1,952
Insurance	Building,Auto, Liability etc.	From Insurance Company <i>Marina & Watercraft policy reduced 38%</i>			25,861
Group Insurance	Town's Share of group insurance	Actual Contribution FY19 rates			34,011
Medicare	Town's Share of medicare	Actual FY19	1.45%		4,139
OPEB	OPEB liability	Based on most recent actuary %	0.25%	104,440	263
Pensions and Retirement	Penison Costs	Based on actuarial breakdown done for PCRS	0.52%	5,221,978	27,002
				10.5%	117,910

* based on enterprise FY20 operating budget to total Town operating budget