

TOWN OF SCITUATE, MASSACHUSETTS

FISCAL YEAR 2022

TOWN BUDGET



Plymouth County CARES Reimbursement

BUDGET MESSAGE

Financial Analysis and Proposed Departmental Budgets/Goals & Objectives

SELECT BOARD

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

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

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

600 CHIEF JUSTICE CUSHING HIGHWAY
SCITUATE, MA 02066

Tel: (781) 545-8741, Fax: (781) 545-8704

James M. Boudreau
Town Administrator

MEMORANDUM

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

From: James M. Boudreau, Town Administrator

RE: Town Administrator Budget Message

Date: December 1, 2020

cc: Superintendent of Schools, Department Heads and Staff

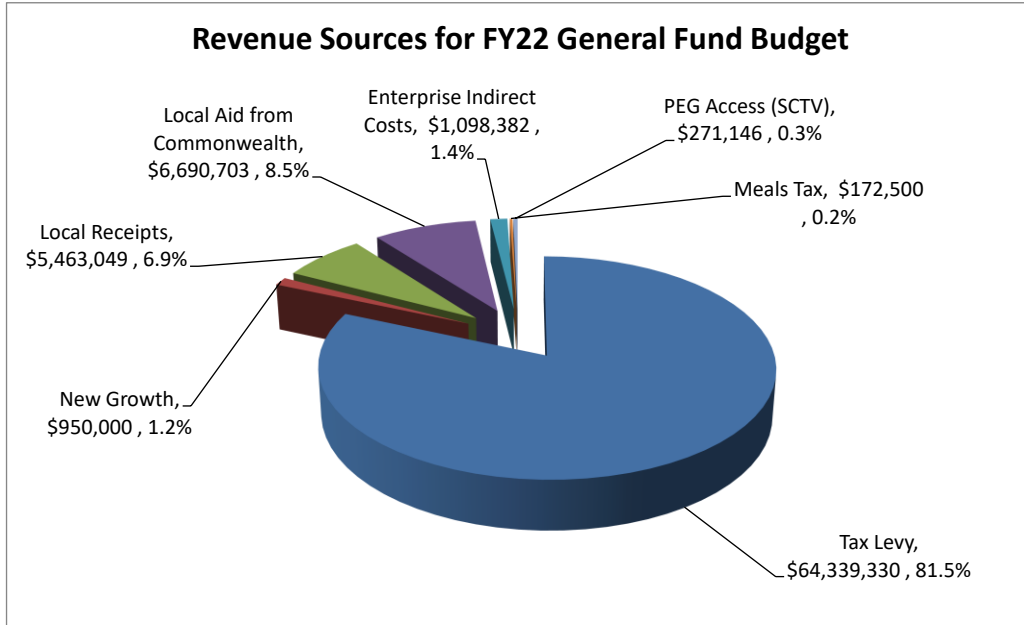
In accordance with Sections 4-2 (f) (h), 6-2, and 6-3 of the Town of Scituate Town Charter, I hereby submit the Fiscal Year 2022 budget.

In these unparalleled times, crafting a budget is extremely difficult as local, state and national revenues are unknown and the ongoing long-term impact of the Coronavirus pandemic on the economy is still unfolding. This budget demonstrates a commitment to the services upon which the residents of the Town have come to depend while maintaining a realistic and conservative revenue outlook. The recommended budget supports level services including funding for maintenance of municipal facilities and estimated funding for collective bargaining contracts. One part-time clerical position has been added to the Facilities Department which currently does not have any of its own dedicated clerical staff.

The Financial Forecast Committee met in October 2020 and again in November 2020 to establish the estimated shared fixed costs and revenues for FY 22 in order to provide a framework for building the budget. Town departments were advised to prepare level service budgets and those requests were reviewed in mid-November in order to reach the recommended budget presented. The priority over the last several years has been to maintain existing services, address infrastructure and facility needs and to evaluate any requests for additional resources based on the availability of funds. The Committee

expects to meet monthly to revise its forecast for FY22 due to uncertainty of state revenues and preliminary nature of some key fixed costs including health insurance.

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



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 the coming months and those amounts will be amended if necessary during the budget review process leading up to annual town meeting. Additional detail relevant to the shared fixed costs is provided later in this document.

The Town Administrator is the Town’s chief fiscal, administrative and personnel officer and evaluates and prioritizes departmental requests and makes a recommendation to the Select Board, Advisory Committee and Capital Planning Committee of what is needed and allocates resources accordingly. A final budget, which maintains the current levels of provided services, while also considering the potential for unanticipated issues, is the final goal of this comprehensive process.

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

Overall FY 22 general fund departmental budget requests were \$2,293,878 over the FY 21 budget. All departments were advised to submit level service budgets and also be prepared to provide additional reductions if a level funded budget became necessary. Department heads diligently constructed their budgets with that in mind resulting in a smaller overall increase in the discretionary budget areas than in prior years. The unexpectedly high FY21 new growth certification in November 2020 provided assistance in addressing the needs of the departments. Additional revisions were made to departmental budgets after meeting individually with department heads to discuss their budget components to bring the FY22 recommended budget into balance.

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

FISCAL YEAR 22 RECOMMENDED OPERATING BUDGET OVERVIEW

Fiscal Year 21 YTD Recap

The Fiscal Year 21 year-to-date revenues and expenses are trending within our amended financial forecast and are at similar levels to FY 2020 for the same period. In some cases, such as the Golf Enterprise Fund, the performance has far 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 21, there was a 4.6% increase in health insurance for employees in the fourth year with the Town's new joint purchase agreement. The Town's annual assessment from the South Shore Regional High School decreased for FY 21 due to a reduction in enrollment and its enrollment doubled for the Norfolk Regional Agricultural High School from one to two students.

Local receipts are within our amended forecast and the July 1, 2020 Free Cash was certified at \$3,483,292. Free cash was abnormally high as the Town imposed a spending freeze on departments in March 2020 due to the Coronavirus emergency and the concern that revenues would be materially and negatively affected coupled with additional costs necessary to respond to the pandemic. 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 next water pipe replacement phase to replace 2" galvanized pipes will be going out to bid in January 2021 for a spring construction start. Approximately \$850K in funding for roads is provided in the operational budget, capital plan and through Chapter 90 allocations from the Commonwealth for FY22. Foreshore protection is supported by \$300,000 in operating and capital plan funds in addition to a 75% FEMA reimbursement for prior disaster claims to which \$454K has been set aside in the Capital Stabilization Fund to meet the Town's 25% share.

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 \$928K in funding for equipment, programs and projects exclusive of FEMA storm damage reimbursements, Coronavirus Relief Funds and educational grants since January 1, 2020. This is impressive with the ongoing pandemic limiting revenues.

The response to the Coronavirus has resulted in \$1.9M in additional unbudgeted costs since February 2020. The Town has been diligent in its application for reimbursement for these costs through the CARES Act funds available to it through Plymouth County resulting in reimbursements to date of \$1.16M. Of serious concern is the termination of this federal reimbursement program effective December 30, 2020 after which time the Town will have to support these costs within its existing budgets.

General Overview of Fiscal Year 2022 Budget

Section 1 of the Budget Book details the current revenue and expense assumptions compiled by the financial team. Our revenue and expenditure forecasting tool (included here) continues to provide accurate assumptions about what will occur in the coming year. As previously mentioned, the Financial Forecast Committee met in October and again in November and established the allocation of revenues between the Town and School for budget preparation and recommendations. The Financial Forecast Committee will meet monthly leading up to annual town meeting due to the constantly changing economic environment.

As always, fixed costs are the major budget drivers but for FY 22 they are particularly concerning and have contributed to our budget challenges. For FY 22 these major areas have increases as follows:

Line Item	FY 22 Rec Amount	Increase over FY 21
Pension assessment	\$ 5,759,996	\$ 538,018
Health Insurance	6,685,614	419,810
General Liability Insurance	819,214	39,010
FICA	811,862	31,225
Unemployment	130,000	(112,875)
Workers Compensation	210,000	0
Regional School Assessment	760,431	69,130

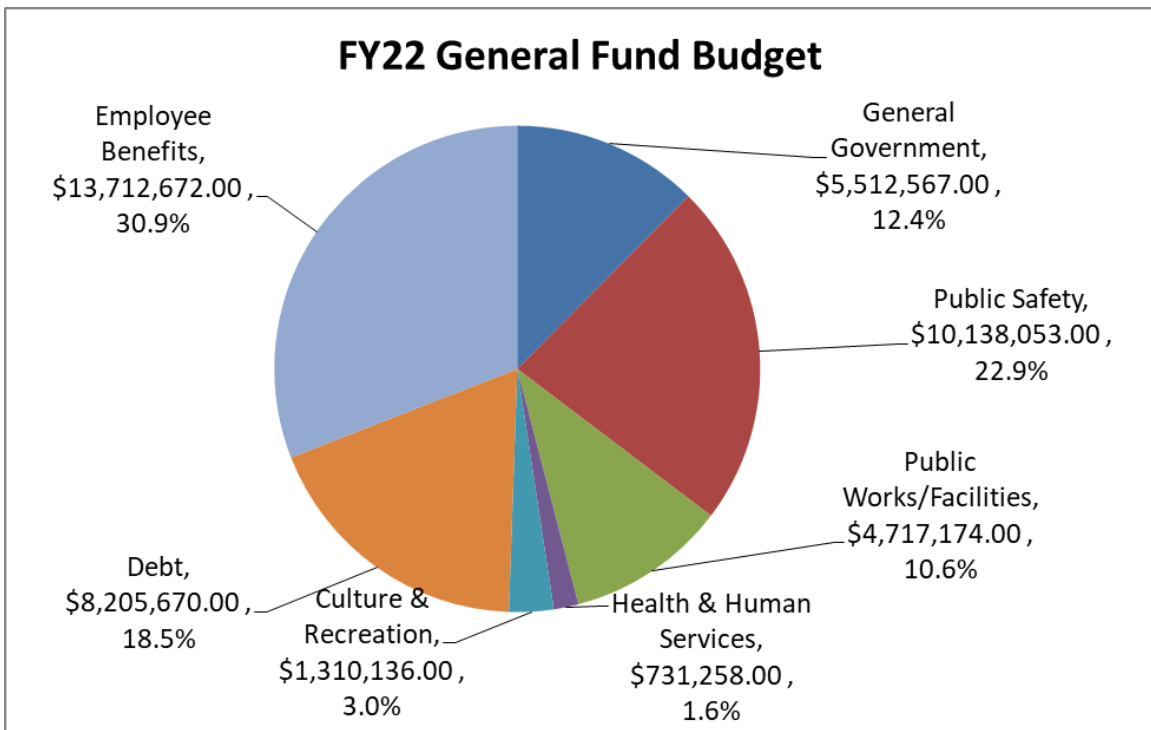
Fixed costs in pension and health insurance are always expected to increase annually. The FY 22 health insurance estimated increase is 8%; it was 4.6% last year. This increase is higher than normal due to negative claims experience and will be updated after new information about the maximum rate increase for FY22 becomes available in January 2021. The actual percentage increase will be known in February 2021. The Medicare supplemental plans, which account for over 40% of our health insurance enrollment, renew on a calendar basis and the January 1, 2021 renewal has been received at a 0% increase and this amount was incorporated into the budget estimate. The unemployment for FY22 is less than FY21 but double the normal amount due to the uncertainty of the continued impact of the Coronavirus on the economy. All of the Town's collective bargaining agreements expired on June 30, 2020 and to date only one unit has reached a three year agreement and two others have reached a one year agreement. 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 the \$12.2M new senior center and accessibility updates to the Veterans Memorial Gym is expected to be completed in February/ March 2021. The \$1.8M in clubhouse improvements at the golf course are in final design and expected to go out to bid in December 2020. The town-wide facilities study and associated 20 year maintenance plan was completed in 2020 and is reflected in the FY22-26 rolling plan.

FY 2022 Budget Summary

The FY 2022 recommended general fund budget, exclusive of the School Department, includes the following components.



Expenditures

- **Recommended level services budget**
- No one-time revenues has been used as an offset for the operating budget
- Allocates funding for estimated union/nonunion step increases and COLAs
- Allocates \$115,200 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).

- A new part-time position to provide dedicated clerical support to the Facilities Department is recommended.
- Increases to repair and maintenance and technical services for the Facilities Department is supported.

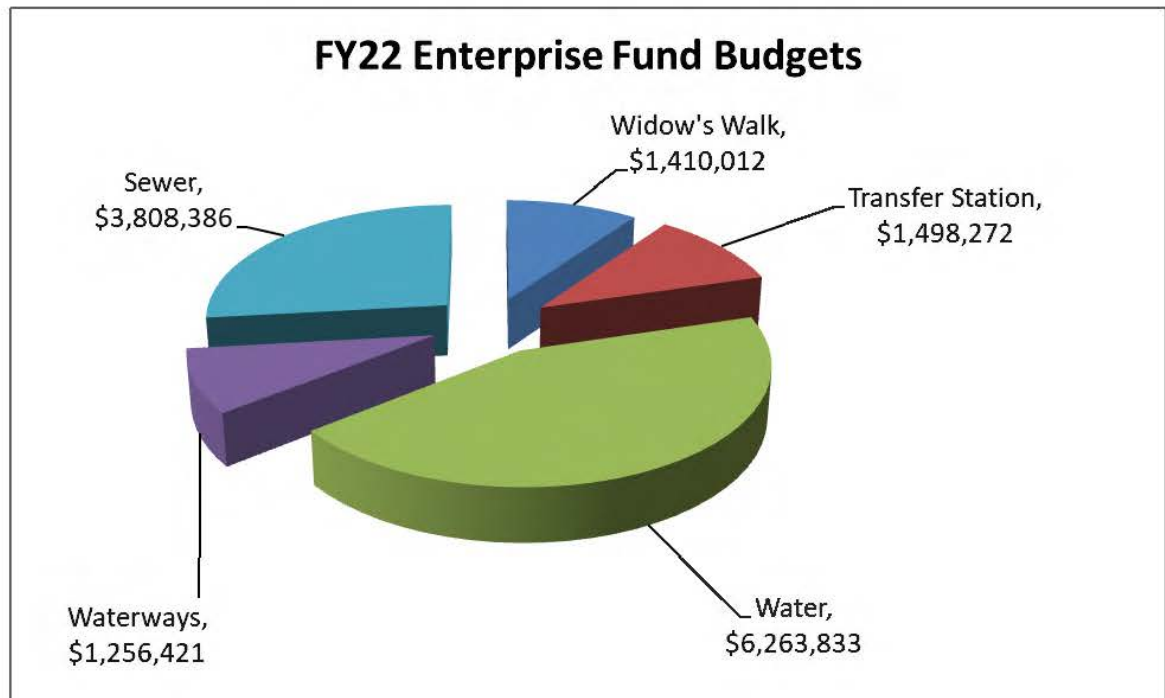
Revenues

- The Town will use all of its levy capacity as allowed by Proposition 2½
- State Aid projections have been level-funded to the FY21 level which was amended in June 2020 to be the FY20 received aid less 10% to reflect the impact of the pandemic on revenues.
- Local Receipts have been also level funded to the FY21 level which was the FY20 estimated amount less 2.5% to reflect the impact of the pandemic on revenues.
- New growth estimate has been increased to \$950,000.
- Meals Tax revenue is estimated to be more than FY21 but still reduced at 75% of the FY20 estimate of \$230,000. The funds will be used to promote economic development (\$34,500), to offset the impact of the debt exclusion costs for the middle school and public safety complex building projects (\$100,000) and to be allocated to the support the capital plan (\$38,000).
- \$100,000 of solar array and \$100,000 of wind revenue has been recommended to offset the debt exclusion costs of the middle school and public safety complex building projects.
- \$504,043 Free Cash has been reserved as a safety net for any variations to the financial forecast for FY 21 and/or unexpected costs for the remainder of FY 21 (i.e. changes in local aid, storm mitigation).

Enterprise Funds

The citizens' ongoing commitment to update and modernize the community's aging infrastructure has resulted in several infrastructure repair projects being recommended in the water and sewer enterprise funds to address plant issues, water quality and supply. Design of a new water treatment facility is ongoing with contracts being awarded for Owners Project Manager services in November 2020. For more detail about the five year capital plan and the Town Administrator's recommendations for FY 22, please refer to the FY 22 Capital Budget Plan contained in a separate binder and online on the Town Administrator's webpage under Budget Documents at www.scituatema.gov.

The Town's five enterprise funds are supported by user fees and strive to be self-supporting. The chart below shows the FY22 budgets for each of the funds with additional information on each to follow.



The Widows Walk (Golf Course) Enterprise Fund had a strong finish to FY20 generating retained earnings of \$216,265. The November 2020 special town meeting voted to set-aside \$100,000 in retained earnings to a dedicated Widows Walk Capital Stabilization Fund for future capital costs. The FY21 season has also had a phenomenal start having collected 76.3% of its annual budgeted revenues within the first four months of the fiscal year. The FY22 enterprise fund budget includes \$252,876 in debt service for the \$1.8M in clubhouse and accessibility improvements. The debt service will be \$40K less in FY23 and continue to decline until it retires completely in 10 years. The FY22 budget is self-supporting but the cart rates will be re-examined during the spring of 2021 for possible adjustment.

The Transfer Station enterprise fund did not achieve its revenue goals in FY20 but was able to avoid a revenue deficit due to savings in expense lines. This deficit was due in part to the delay in enforcement of stickers due to the closing of Town Hall in response to the pandemic. Enforcement started again in June resulting in the sticker sales to show in FY21. Even with these difficulties, the fund finished the year with positive retained earnings of \$401,884. The November 2020 special town meeting voted to set-aside \$25,000 in retained earnings to a dedicated Transfer Station Enterprise Capital Stabilization Fund for future capital equipment costs. The FY22 enterprise fund budget is \$16,007 more than FY21 consisting mostly of estimated payroll increases and \$5,000 in short term interest. The FY22 budget is self-supporting but rates will be examined again during an annual review in the fall of 2021.

The Sewer Enterprise Fund did achieve its revenue goals in FY20 and finished with a positive retained earnings of \$1,068,221. These results were driven by the one-time revenues of sewer connections. The November 2020 special town meeting voted to set-aside \$250,000 in retained earnings to a dedicated Sewer Enterprise Capital Stabilization

Fund for future capital costs. The FY22 enterprise fund departmental budget request was \$378,940 more than FY21 which cannot be supported within the current rate structure. Significant reductions totaling \$236,954 were made but there is still a deficit between expected expenses and revenues of \$141,486. In the past, the Town had resolved this issue by using retained earnings. This practice perpetuated a structural deficit situation that the Town has worked at eliminating over the past several years with rate increases to bring the fund back to a self-supporting level. The expense drivers for the FY22 budget include a \$150,059 increase in debt service, \$30,365 increase in indirect costs and \$16,504 in estimated payroll increases. The increase in debt service was factored in the last rate setting review in October 2020 but offset with retiring debt. Unfortunately, the enterprise fund is also losing its general fund subsidy of \$97,582 for a retiring debt exclusion. In order to maintain the minimum to operate the enterprise fund and keep it self-supporting, an 8% rate increase effective July 1, 2021 is necessary and recommended.

The Water Enterprise Fund also achieved its revenue goals in FY20 resulting in a positive retained earnings of \$1,063,000. The November 2020 special town meeting voted to set-aside \$150,000 in retained earnings to a dedicated Water Enterprise Capital Stabilization Fund for future capital equipment costs and to fund \$375,000 for the continuation of the reservoir dam project to bring it to 100% design and permitting. The FY22 enterprise fund budget is \$880,479 more than FY21 consisting mostly of estimated payroll increases of \$12,001, \$82,000 for increased electricity and natural gas costs for the new green sand filter facility, \$21,559 increase in indirect costs and \$725,185 in additional debt service costs. Also included for the first time is a \$25,000 emergency reserve line which can only be accessed by an Advisory Committee vote for any unforeseen or emergency costs which occur in FY22. The FY22 budget is self-supporting but rates will be examined again during an annual review in the fall of 2021.

The Waterways Enterprise Fund finished FY21 with positive retained earnings of \$567,747. The FY22 enterprise fund budget is \$96,821 more than FY21 consisting of estimated payroll increases of \$12,045, an increase in indirect costs of \$41,238 due to the addition of a new insurance policy for piers and docks which are no longer covered under the Town's property insurance and \$43,012 in debt service costs. The FY22 budget cannot be supported, even after additional reductions, within its current revenue structure and has a projected deficit of \$79,821. Resolution of this deficit is not recommended to be by the use of retained earnings but an adjustment to the user fees as recommended by an independent review of the fund several years ago. The Waterways Commission will be meeting in December 2020 to discuss an increase in rates.

FY 2022 Town Administrator Recommended General Fund Budget Summary

Department	Shared Cost	FY22 TA				% of Total
		FY21 Budget	Recommended Budget	\$ Change	% Change	
Select Board/Town Administration		\$699,477	\$730,261	\$30,784	4.4%	
Advisory Committee		\$6,984	\$6,775	(\$209)	-3.0%	
Reserve Fund	X	\$75,000	\$75,000	\$0	0.0%	
Accounting		\$402,549	\$421,629	\$19,080	4.7%	
Assessors		\$236,300	\$243,856	\$7,556	3.2%	
Treasurer Collector		\$417,905	\$425,989	\$8,084	1.9%	
Information Technology		\$537,666	\$615,426	\$77,760	14.5%	
Tax Foreclosures	X	\$39,000	\$39,000	\$0	0.0%	
SCTV (Cable)-PEG Access Funded		\$267,763	\$271,146	\$3,383	1.3%	
Town Clerk		\$254,288	\$208,473	(\$45,815)	-18.0%	
Conservation		\$216,148	\$221,253	\$5,105	2.4%	
Planning Board (1)		\$199,259	\$255,276	\$56,017	28.1%	
Zoning Board of Appeals		\$25,399	\$25,763	\$364	1.4%	
Economic Development (Meals Tax)		\$31,000	\$37,000	\$6,000	19.4%	
Inspections		\$325,181	\$356,075	\$30,894	9.5%	
Property & General Liab Insurance	X	\$780,204	\$819,214	\$39,010	5.0%	
Sub-total General Government		\$4,514,123	\$4,752,136	\$238,013	5.3%	5.6%
Police		\$4,083,795	\$4,189,803	\$106,008	2.6%	
Fire		\$5,259,914	\$5,308,614	\$48,700	0.9%	
Public Safety Communications		\$600,078	\$630,836	\$30,758	5.1%	
Shellfish		\$8,800	\$8,800	\$0	0.0%	
Sub-total Public Safety		\$9,952,587	\$10,138,053	\$185,466	1.9%	11.9%
Education		\$39,206,165	\$40,575,880	\$1,369,715	3.5%	
School Bus Lease	X	\$250,000	\$250,000	\$0	0.0%	
Regional School Assessments	X	\$691,301	\$760,431	\$69,130	10.0%	
Sub-total Education		\$40,147,466	\$41,586,311	\$1,438,845	3.6%	48.8%
Facilities		\$1,057,536	\$1,201,544	\$144,008	13.6%	
DPW Engineering		\$489,466	\$495,708	\$6,242	1.3%	
DPW Administration		\$194,269	\$198,413	\$4,144	2.1%	
DPW Highway		\$1,166,406	\$1,192,136	\$25,730	2.2%	
Snow & Ice		\$497,114	\$497,114	\$0	0.0%	
Street Lights	X	\$125,000	\$125,000	\$0	0.0%	
DPW Public Grounds		\$924,294	\$1,007,259	\$82,965	9.0%	
Sub-total Public Works		\$4,454,085	\$4,717,174	\$263,089	5.9%	5.5%
Board of Health (1)		\$278,506	\$306,519	\$28,013	10.1%	
Council on Aging		\$206,015	\$204,626	(\$1,389)	-0.7%	
Veterans Services		\$213,312	\$215,113	\$1,801	0.8%	
Commission on Disabilities		\$5,000	\$5,000	\$0	0.0%	
Sub-total Health & Human Services		\$702,833	\$731,258	\$28,425	4.0%	0.9%
Library		\$1,093,604	\$1,103,063	\$9,459	0.9%	
Recreation		\$155,677	\$160,287	\$4,610	3.0%	
Beautification		\$25,000	\$26,586	\$1,586	6.3%	
Historical		\$20,200	\$20,200	\$0	0.0%	
Sub-total Culture & Recreation		\$1,294,481	\$1,310,136	\$15,655	1.2%	1.5%
Debt Service	X	\$7,513,308	\$8,205,670	\$692,362	9.2%	
Sub-total Debt Service		\$7,513,308	\$8,205,670	\$692,362	9.2%	9.6%
Plymouth County Reirement Asmt	X	\$5,333,230	\$5,875,196	\$541,966	10.2%	
Workers Compensation	X	\$210,000	\$210,000	\$0	0.0%	
Unemployment	X	\$242,875	\$130,000	(\$112,875)	-46.5%	
Contributory Group Health Ins	X	\$6,265,804	\$6,685,614	\$419,810	6.7%	
Federal Taxes (Medicare)	X	\$780,637	\$811,862	\$31,225	4.0%	
Sub-total Employee Benefits		\$12,832,546	\$13,712,672	\$880,126	6.9%	16.1%
Total General Fund Budget		\$81,411,429	\$85,153,410	\$3,741,981	4.6%	100.0%

(1) - Social Services Director & Director of Community Development only funded for 1/2 year in FY21

How to Use this Budget Book

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

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

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

The third and final section of the town budget, contained in a separate electronic file, is the Town's Five-Year Rolling Capital Improvement Plan (CIP) which contains the FY 22 Town Administrator and Finance Director recommended projects and funding. The CIP is not only contains departmental requests for FY 22, but for FY 23-FY 26 as well. This rolling capital plan contains supplemental information about each project.

FISCAL YEAR 22 BUDGET AND CAPITAL REVIEW TIMETABLE

*charter/bylaws language provided for informational purposes only

DATE	ITEM/OBJECTIVE	CHARTER/BYLAW REFERENCE
10/15/2020	Capital Budgets Due to Finance Director	Art. 4, Sec.4-2, f Art. 6, Sec. 6-4
10/9- 10/15/2020	Financial Team prepares and finalizes revenue expenses and assumptions	
10/22/2020	Financial Forecast Committee reviews draft forecast for FY22	
11/03/2020	Town Administrator Recommended Capital Plan provided to Capital Planning Committee & Board of Selectmen	
11/12/2020	*Charter date Selectmen submit capital budget to Advisory Committee	Art. 6, Sec. 6-6d (five months before ATM)
10/14/2020	Budget instructions & forms to Boards & Departments	Art. 4, Sec. 4-2 Art. 6, Sec. 6-4
10/20/2020	Board of Selectmen votes budget calendar	
11/24/2020	Departmental Non-Monetary Article requests submitted to Town Admin.	
11/03/2020	Departmental Budgets Due to TA/Finance Director	
12/1/2020	Board of Selectmen Open STM & ATM Warrant	
11/04 – 11/20/2020	Budgets reviewed with depts, edited and compiled by Town Administrator/Finance Director	

DATE	ITEM/OBJECTIVE	CHARTER/BYLAW REFERENCE
12/15/2020	Board of Selectmen closes STM & ATM warrants. Board of Selectmen Reviews Non-Monetary Article Requests	Art. 3, Sec.3-2b
12/01/2020	Budget & Supporting Materials Distributed to Board of Selectmen & Advisory Committee	Art. 6, Sec. 6-5,a Bylaws, Sec. 20720,D
12/01/2020	TA & Finance Director Present FY22 Town Operating & Capital Budgets to Board of Selectmen	Art. 4, Sec. 4-2, f Art. 6, Sec. 6-2
12/03/2020	Actual date submitted to Advisory	
10/30-2/5/21	Capital Planning Review of TA Recommended Capital Requests	
1/20/2021	Financial Forecasting Committee Quarterly Calendar Year 2020 Forecast due	Art. 6, Sec.6-7, b
12/01/2020-3/9/2021	Board of Selectmen, Advisory Committee Review of Departmental Operating & Capital Budgets	Art. 6, Sec.6-5 Art. 6, 6-6,b-c
1/28/2021	Bylaw date Board of Selectmen submits warrant articles to Advisory Committee	Bylaws Sec. 20120, Bylaws Sec. 20720, C
3/11/2021	All articles voted by Advisory Committee	Art. 6, Sec. 6-6,d, Bylaws, Sec. 20120
2/23/2021	Capital Planning Committee Presents CIP Recommendations to Selectmen	
3/9/2021	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
3/23/2021	Warrants posted publically, posted on website, blasted, Facebook	General Bylaws
4/5/2021	Statutory & Bylaw Deadline for Posting of Special Town Meeting Warrant	MGL Chap. 39, Sec. 9 2014 Bylaw amendment
3/26/2021	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
3/29/2021	Statutory & Bylaw Deadline for posting Annual Town Meeting Warrant	MGL Chap. 39, Sec. 9
4/12/2021	2021 Annual and Special Town Meeting	Art. 2, Sec. 2-4 Bylaws Sec. 20100

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

Fiscal Year 2022

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.

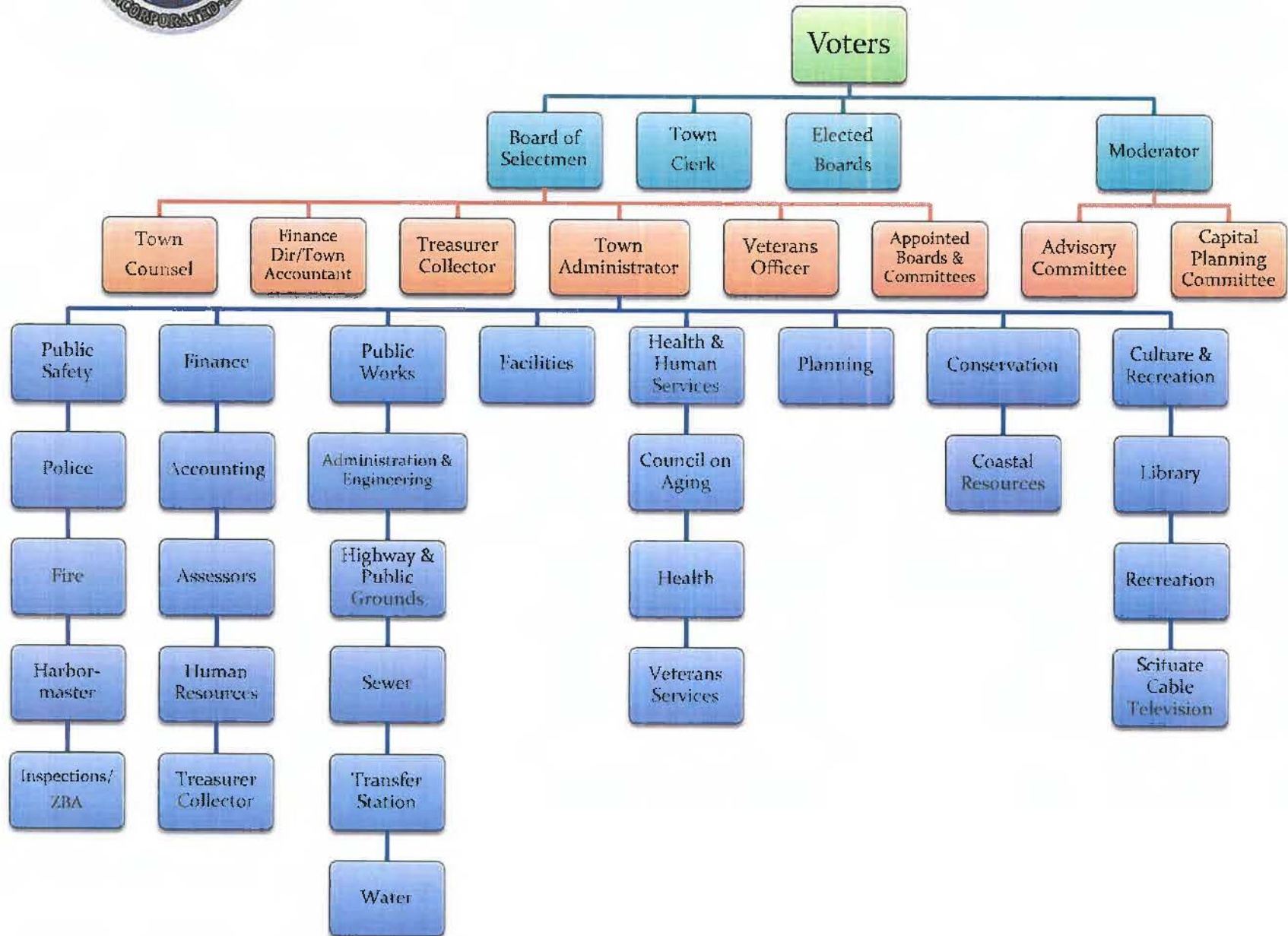
Please note schedule is subject to change due to weather and Committee/Board schedules

Event/Department	Dept #	Select Board Review	Capital Planning Committee Review	Advisory Committee Review
FY22 Budget Presentation		12/1/2020	11/3/2020	12/3/2020
Administration/Board of Selectmen	123	12/1/2020	TBD	12/2/2020
Advisory Committee	131	12/1/2020		12/2/2020
Reserve Fund	132	12/1/2020		12/2/2020
Gen Liab & Property Insurance	192	12/1/2020		12/2/2020
Street Lights	424	12/1/2020		12/2/2020
Workers Compensation	912	12/1/2020		12/2/2020
Unemployment	913	12/1/2020		12/2/2020
Assessors	141	12/15/2020		12/9/2020
Library	610	12/15/2020		12/9/2020
Town Clerk	161	12/15/2020		12/9/2020
Widow's Walk Enterprise	61	12/15/2020	TBD	12/9/2020
Board of Health	510	12/15/2020		12/9/2020
Council on Aging	541	12/15/2020		12/9/2020
Recreation	630	12/15/2020		12/9/2020
Commission on Disabilities	549	12/15/2020		12/9/2020
Review of Non-Monetary Articles		1/5/2021		
Finance Director/Town Accountant	135	1/5/2021		12/17/2020
Information Technology	155	1/5/2021	TBD	12/17/2020
Police	210	1/5/2021		12/17/2020
Fire	220	1/5/2021	TBD	12/17/2020
Public Safety Communications	230	1/5/2021		12/17/2020
Veterans	543	1/5/2021		12/17/2020
Beautification	650	1/5/2021		12/17/2020
Historical	691	1/5/2021		12/17/2020
Waterways Enterprise	66	1/19/2021	TBD	1/7/2021
Shellfish	295	1/19/2021		1/7/2021

Event/Department	Dept #	Select Board Review	Capital Planning Committee Review	Advisory Committee Review
Facilities	440	1/19/2021	TBD	1/7/2021
Scituate Cable TV	159	1/19/2021		1/7/2021
Treasurer Collector	145	1/19/2021		1/7/2021
Tax Foreclosures	158	1/19/2021		1/7/2021
Debt Service	720	1/19/2021		1/7/2021
Plymouth County Retirement	911	1/19/2021		1/7/2021
Contributory Insurance	914	1/19/2021		1/7/2021
Federal Taxes	916	1/19/2021		1/7/2021
Department of Public Works				
Engineering	411	2/9/2021	TBD	1/14/2021
Administration	421	2/9/2021		1/14/2021
Highway	422	2/9/2021	TBD	1/14/2021
Snow & Ice	423	2/9/2021		1/14/2021
Public Grounds	429	2/9/2021	TBD	1/14/2021
Transfer Station Enterprise	433	2/9/2021	TBD	1/14/2021
Sewer Enterprise	440	2/9/2021	TBD	1/14/2021
Water Enterprise	450	2/9/2021	TBD	1/14/2021
Review Petition Articles		2/9/2021		1/21/2021
Community Planning & Development				
Planning (PB conflict 1/28)	175	2/23/2021		1/21/2021
Community Planning & Development				
Conservation/Coastal Resources	171	2/23/2021		1/28/2021
Zoning Board of Appeals	176	2/23/2021		1/28/2021
Economic Development Comm	182	2/23/2021		1/28/2021
Inspections	241	2/23/2021	TBD	1/28/2021
Capital Plan Review		2/23/2021		2/25/2021
School	300	2/23/2021	TBD	2/25/2021
South Shore Regional VTHS	310	2/23/2021		2/25/2021
Community Preservation Review				
		3/9/2021		3/4/2021
Vote all projects/articles				
		3/9/2021	TBD	3/11/2021
Advisory Booklet Available				
				3/26/2021
Annual & Special Town Meeting				
				4/12/2021



Town of Scituate



Town Organization Summary by Department

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

FORECASTING COMMITTEE: Jim Boudreau, Tony Vegnani, Nancy Holt, Pam Avitabile, Mike Hayes, Joe Divito, William Burkhead, Chris Carchia, Jerry Kelly, Robert Dutch

Adopted Forecast 11/18/20

FORECASTING MODEL

	Budget FY 2021	Actual YTD FY 2021	Proposed FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025
SOURCES						
Prior Year	\$ 60,306,984	\$ 60,306,984	\$ 63,038,371	\$ 65,564,330	\$ 67,903,438	\$ 70,201,024
Override						
2.5% Increase	\$ 1,507,675	\$ 1,507,675	\$ 1,575,959	\$ 1,639,108	\$ 1,697,586	\$ 1,755,026
New Growth	\$ 650,000	\$ 1,223,712	\$ 950,000	\$ 700,000	\$ 600,000	\$ 550,000
TOTAL LEVY	\$ 62,464,659	\$ 63,038,371	\$ 65,564,330	\$ 67,903,438	\$ 70,201,024	\$ 72,506,050
Cherry Sheet/State Aid	\$ 7,397,993	\$ 7,397,993	\$ 7,397,993 [1]	\$ 7,397,993	\$ 7,397,993	\$ 7,397,993
Title V Assessment	\$ -	\$ -	\$ 14,400	\$ -	\$ -	\$ -
Local Receipts	\$ 5,463,049	\$ 5,483,049	\$ 5,463,049 [15]	\$ 5,463,049	\$ 5,463,049	\$ 5,463,049
Enterprise Indirect costs	\$ 994,159	\$ 994,159	\$ 1,098,382 [12]	\$ 1,120,350	\$ 1,142,757	\$ 1,165,612
Overlay Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rooms Occupancy Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Meals Tax	\$ 115,000	\$ 115,000	\$ 172,500 [2]	\$ 230,000	\$ 230,000	\$ 230,000
TOTAL ALL REVENUE	\$ 76,434,860	\$ 77,008,572	\$ 79,710,654	\$ 82,114,830	\$ 84,434,823	\$ 86,762,703
USES						
Offsets	\$ 23,245	\$ 23,245	\$ 23,245 [1]	\$ 23,245	\$ 23,245	\$ 23,245
State & County Charges	\$ 684,045	\$ 684,045	\$ 684,045 [1]	\$ 684,045	\$ 684,045	\$ 684,045
Overlay	\$ 250,000	\$ 250,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000
Economic Development	\$ 31,000	\$ 31,000	\$ 34,500 [2]	\$ 34,500	\$ 34,500	\$ 34,500
TOTAL USES	\$ 988,290	\$ 988,290	\$ 1,016,790	\$ 1,016,790	\$ 1,016,790	\$ 1,016,790
NET REVENUE	\$ 75,446,570	\$ 76,020,282	\$ 78,693,864	\$ 81,098,040	\$ 83,418,033	\$ 85,745,913
<i>Revenue Growth</i>			<i>3.52%</i>			
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.	\$ 780,204	\$ 780,204	\$ 819,214 [9]	\$ 860,175	\$ 903,184	\$ 948,343
So. Shore Vo. Tech./Norfolk Agric.	\$ 691,301	\$ 691,301	\$ 760,431 [3]	\$ 798,453	\$ 838,375	\$ 880,294
Debt & Interest	\$ 1,670,023	\$ 1,670,023	\$ 1,813,769	\$ 1,813,769	\$ 1,813,769	\$ 1,813,769
- Capital Stabilization/Capital Plan	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
- Capital Stabiliztn/Plan (Meals Tax)	\$ 84,000	\$ 84,000	\$ 38,000 [2]	\$ 38,000	\$ 38,000	\$ 38,000
- Debt Excl MS & PSC (Meals Tax)	\$ -	\$ -	\$ 100,000 [2]	\$ 100,000	\$ 100,000	\$ 100,000
Plymouth County Retirement Assmt	\$ 5,221,978	\$ 5,228,790	\$ 5,759,995 [5]	\$ 5,587,173	\$ 6,012,547	\$ 6,493,551
School Bus Lease	\$ 250,000	\$ 250,000	\$ 250,000 [4,13]	\$ 250,000	\$ 250,000	\$ 250,000
Street Lights	\$ 125,000	\$ 125,000	\$ 125,000 [4,13]	\$ 125,000	\$ 125,000	\$ 125,000
Workers' Comp.	\$ 210,000	\$ 210,000	\$ 210,000 [14]	\$ 210,000	\$ 210,000	\$ 210,000
Unemployment Insurance	\$ 242,875	\$ 242,875	\$ 130,000 [11]	\$ 65,000	\$ 65,000	\$ 65,000
Contributory Group Insurance	\$ 6,265,804	\$ 6,265,804	\$ 6,885,614 [10]	\$ 7,153,607	\$ 7,654,359	\$ 8,190,165
Federal Taxes	\$ 780,637	\$ 780,637	\$ 811,862 [6]	\$ 844,337	\$ 878,110	\$ 913,235
OPEB	\$ 104,440	\$ 104,440	\$ 115,200 [7]	\$ 111,343	\$ 120,251	\$ 129,871
TOTAL SHARED COSTS	\$ 16,640,262	\$ 16,647,074	\$ 17,833,087	\$ 18,150,657	\$ 19,222,596	\$ 20,371,227
NET AVAILABLE	\$ 58,806,308	\$ 59,373,208	\$ 60,860,777	\$ 62,947,183	\$ 64,195,437	\$ 65,374,686
SPLIT						
School Share 66.67% [4]	\$ 39,206,165	\$ 39,206,165	\$ 40,575,680	\$ 41,966,887	\$ 42,799,098	\$ 43,585,303
Town Share 33.33%	\$ 19,600,142	\$ 19,600,142	\$ 20,284,897	\$ 20,980,296	\$ 21,396,339	\$ 21,789,383
	\$ 58,806,307	\$ 58,806,307	\$ 60,860,777	\$ 62,947,183	\$ 64,195,437	\$ 65,374,686
Percentage Change			3.49%	3.43%	1.98%	1.84%
TAX RATE						
Total Levy from above	\$ 62,464,658	\$ 62,464,658	\$ 65,564,330	\$ 67,903,438	\$ 70,201,024	\$ 72,506,050
School Debt Exclusion	\$ 681,947	\$ 681,947	\$ 655,487	\$ 630,060	\$ 606,564	\$ -
Wastewater Debt Exclusion	\$ 97,981	\$ 97,981	\$ -	\$ -	\$ -	\$ -
Library Debt Exclusion	\$ 384,425	\$ 384,425	\$ 373,925	\$ 363,425	\$ 352,925	\$ 342,425
Public Safety Complex Debt Excl	\$ 1,062,938	\$ 1,062,938	\$ 1,135,711 [8]	\$ 1,102,213	\$ 1,070,463	\$ 1,033,638
Senior Center/Gym Debt Exclusion	\$ -	\$ -	\$ 888,986	\$ 731,625	\$ 709,375	\$ 687,125
Middle School Debt Exclusion	\$ 3,328,600	\$ 3,328,600	\$ 3,335,600 [8]	\$ 3,242,600	\$ 3,148,600	\$ -
TOTAL TAX LEVY	\$ 68,020,549	\$ 68,020,549	\$ 71,954,039	\$ 73,973,361	\$ 76,089,951	\$ 74,569,438
TAX RATE	\$ 13.90	\$ 13.90	\$ 14.41	\$ 14.53	\$ 14.65	\$ 14.08
Total Valuation	\$ 4,875,051,680	\$ 4,875,051,680	\$ 4,972,552,714	\$ 5,072,003,768	\$ 5,173,443,843	\$ 5,276,912,720

See Assumptions on reverse side

ASSUMPTIONS:

- [1] - Remains at FY21 revised estimate of FY20 level less 10%
- [2] - Estimate of \$172,500 is at 75% of FY20 level of \$230,000; 20% to EDC budget; \$100,000 to offset debt exclusion restored; \$36,000 to capital plan
- [3] - 10% increase over prior year until better information received from South Shore Voc. Tech and Norfolk Agricultural as significant decline in FY21; 5% in FY23-25
- [4] - Shared cost of school bus lease of \$250,000 added to this amount in budget article so it is under the control of the School Department. Shared cost of street lighting set at \$125,000. Both amounts to stay static for future years.
- [5] - FY22 revised preliminary received from PCRS based on 1/1/20 actuarial date with 8% for FY23-25 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 FY21 budget through for FY25; FY22 first full year of new senior center
- [10] - FY19 was 4.6%, FY20 was 3.1% for active plans; FY21 is 3.9% for active plans; calendar year 2021 at 0% for Medex plans; FY22 estimated at 8% for all plans based on current claims experience and guidance from MIA
- [11] - Unemployment line at \$130,000 until better economic information received (100% increase over FY20)
- [12] - Actual for FY21 and 2% estimated increase for FY22-24.
- [13] - Added to shared costs in FY20 forward.
- [14] - No change from prior year
- [15] - Remains at FY21 revised amount of 2.5% less than FY20 - FY21 YTD on track to make that projection but investment income will likely stay low.

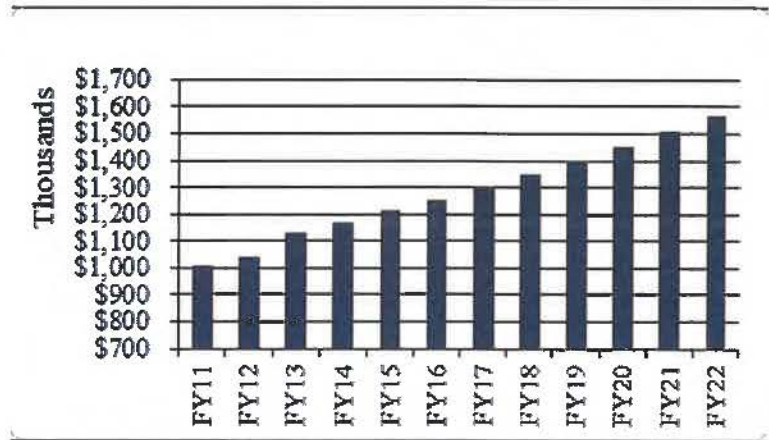
**TOWN OF SCITUATE
FY 2022 BUDGET ASSUMPTIONS
As of November 18, 2020 at 6:00 PM**

REVENUE ASSUMPTIONS

1. Levy Limit

The Town is allowed to increase its tax levy limit 2.5% from the previous year's base. This will increase the limit in FY 22 by an estimated **\$1,575,959**.

FY 22	\$1,575,959
FY 21	\$1,507,675
FY 20	\$1,446,855
FY 19	\$1,391,157
FY 18	\$1,343,268
FY 17	\$1,298,102
FY 16	\$1,253,430
FY 15	\$1,209,127
FY 14	\$1,166,926
FY 13	\$1,128,773
FY 12	\$1,040,580*
FY 11	\$1,007,833



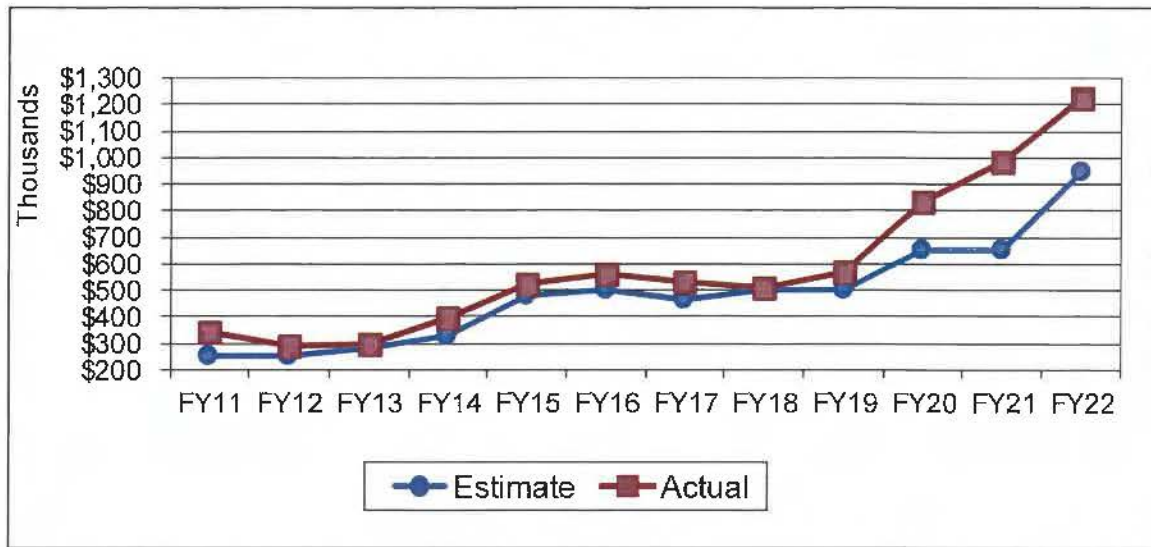
*General Fund Operating Override

2. New Growth

FY 22 new growth is estimated by the Assessors to be \$950,000.

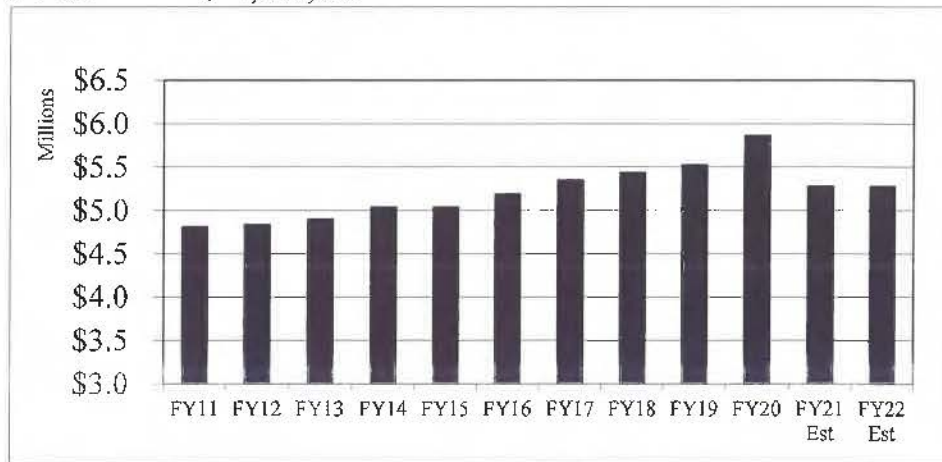
<u>New Growth</u>	<u>Estimate</u>	<u>Actual</u>
FY 22	\$ 950,000	
FY 21	\$ 650,000	\$1,223,712
FY 20	\$ 650,000	\$ 985,925
FY 19	\$ 500,000	\$ 836,775
FY 18	\$ 500,000	\$ 572,266
FY 17	\$ 460,000	\$ 508,572
FY 16	\$ 500,000	\$ 532,715
FY 15	\$ 475,000	\$ 563,697
FY 14	\$ 325,000	\$ 521,126
FY 13	\$ 285,000	\$ 397,351
FY 12	\$ 260,000	\$ 296,981
FY 11	\$ 250,000	\$ 300,000

Trend: The Town has seen a steady new growth in the past several years. There are several large development projects in various phases of development. The Toll Brothers project is moving ahead of schedule and that is causing higher new growth actual amounts in the short term but will not be sustained. The increase in the utility personal property valuations had assisted in supporting new growth trend over the last several years.



3. Chapter 70 Aid

	Actual	December Estimate	Variance
FY 22	\$ TBD	\$5,276,916	
FY 21	\$ TBD	\$5,276,916	
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		

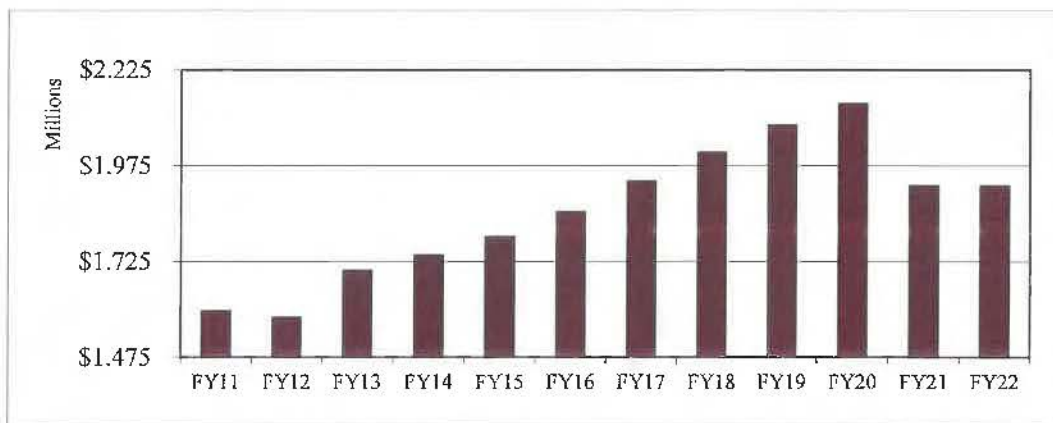


Trend: Due to the COVID-19 pandemic the Commonwealth has not yet voted a budget for FY21 and therefore local aid is unknown. The Financial Forecast Committee did reduce its estimate

for Chapter 70 last year to the FY20 level less 10%. The DOR has released several versions of estimated FY21 Chapter 70 aid ranging from the Governor’s January 2020 budget amount of \$6,341,233 to a July 2020 estimate of \$6,030,853 which was provided again in September 2020. A House Ways and Means and Senate Ways and Means version have also been provided as late as November 2020. Unfortunately, none of these estimates are supported by any legislative action to deem them reliable. As there has been no further action on the federal level to provide revenue replacement to the states, it is unlikely that the Commonwealth can sustain an increase in Chapter 70 funding. Chapter 70 Aid is estimated to be level-funded to the June 2020 forecasted amount of FY20 less 10% until such time as definitive action is taken by the Legislature. A reasonable estimate of the final amount for FY22 would normally be available in March 2021 but that seems highly unlikely in the current uncertain economic times. This is one of several sources of revenue that is reviewed for budget purposes in January and will need to be revised.

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

	<u>Actual Unrestricted Aid</u>
FY 22	\$1,922,567 estimated
FY 21	\$ estimated \$1,922,567
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

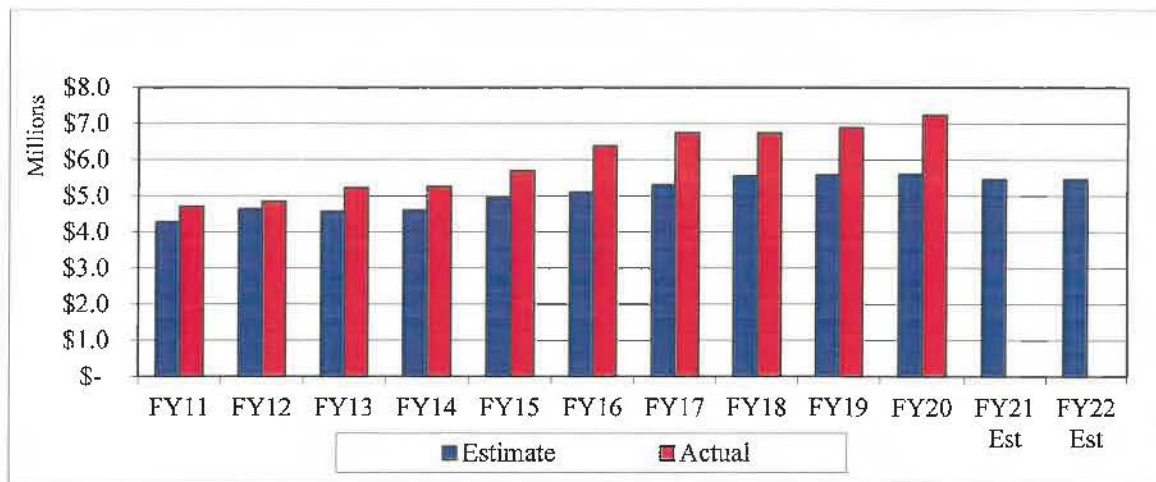


Trend: As mentioned in the Chapter 70 comment above, the FY22 unrestricted government aid is set at the FY21 June 2020 forecast amount of FY20 less 10% until final action is taken on the FY21 Commonwealth budget is taken. The Governor’s budget is filed the end of January, but estimated numbers from House 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, this held true for FY21. 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

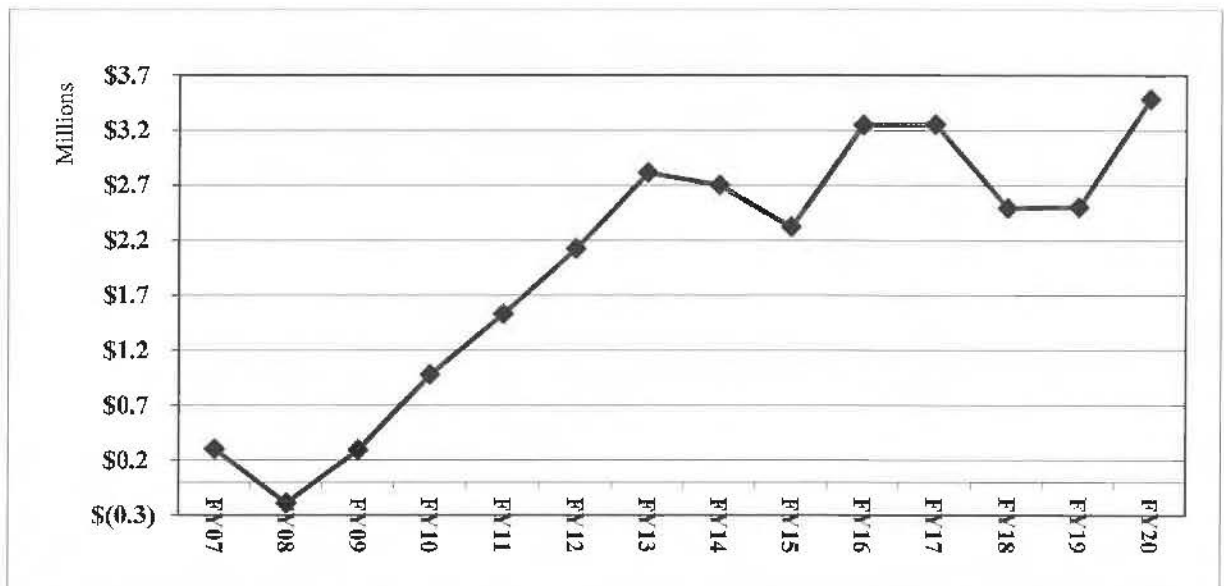
	Estimated	Actual	Variance (+ or -)
FY 22	\$5,463,049		
FY 21	\$5,463,049	\$1,533,705 (as of 10/31/20)	
FY 20	\$5,603,127	\$7,693,332	\$2,090,205
FY 19	\$5,575,000	\$6,878,990	\$1,303,990
FY 18	\$5,550,000	\$6,728,969	\$1,178,969
FY 17	\$5,302,000	\$6,741,937	\$1,439,937
FY 16	\$5,100,000	\$6,379,831	\$1,279,831
FY 15	\$4,950,000	\$5,684,913	\$ 584,913
FY 14	\$4,600,000	\$5,258,742	\$ 658,742
FY 13	\$4,565,000	\$5,221,089	\$ 656,089
FY 12	\$4,634,681	\$4,837,975	\$ 203,294
FY 11	\$4,276,778	\$4,702,426	\$ 425,648



Trend: FY 20 General Fund Receipts included one time revenues of \$454,233 in FEMA reimbursements from prior year storms and \$70,000 from auction proceeds of surplus equipment. Motor vehicle excise decreased by \$231,741, ambulance receipts increased by \$45,328, penalties and interest decreased by \$25,253 and licenses and permits increased by \$372,182. The building, electrical and plumbing/gas permit fees were all increased in FY20 as were the ambulance rates. As of 09/30/20, FY 21 receipts were \$36,939 higher than FY 21 for the same time period. It should be noted that there are some drivers of the FY21 local receipts that are not necessarily recurring. First, the parking fine revenue has surpassed the prior year in total due to increased enforcement efforts. Second, the permit revenue is still strong due to the continued build-out of the Toll Brothers development. A notable indicator of the pandemic's impact is the investment income which is \$80,210 less than the same period in FY20. Barring any positive economic indicators of relief, the estimate for FY21 remains the same as the FY21 adjusted forecast of the FY20 estimate less 2.5%.

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

FY 20	\$ 3,483,292 (as of July 1, 2020)
FY 19	\$ 2,501,361
FY 18	\$ 2,492,173
FY 17	\$ 3,252,678
FY 16	\$ 3,247,133
FY 15	\$ 2,318,762
FY 14	\$ 2,701,923
FY 13	\$ 2,813,553
FY 12	\$ 2,123,316
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. The Town's bond rating increased in FY 13 as a direct result of this financial policy and has sustained that level which reinforces the need to adhere to not using one-time revenues for the operational budget. Free Cash will continue to be used for pay-as-you go capital, to address long term liabilities such as OPEB, to replenish the Stabilization Fund when those funds are used for emergency responses and allocate to Capital Stabilization Fund for debt service and/or large capital acquisitions. Free Cash was significantly more than the prior year due to \$1.9M in budget turnbacks resulting from a spending freeze imposed on departments in early March 2020 in response to the pandemic and the \$454,233 in FEMA reimbursements for prior year storm costs.

7. Tax Title Collection

	<u>Tax Title Collections</u>	
	<u>Actual (Tax & Special Assessments)</u>	<u>Interest/Fees</u>
FY21	\$ 60,513	\$9,399 as of 11/20/20
FY20	286,471	\$ 54,873
FY19	327,507	100,651
FY18	333,012	122,294
FY17	559,635	177,691
FY16	529,940	169,413
FY15	457,598	175,988
FY14	502,191	134,158
FY13	320,576	71,860
FY12	666,821	213,453
FY11	371,222	80,692

Deferral Collections

	<u>Actual (Tax & Special Assessments)</u>	<u>Interest/Fees</u>
FY21	\$ 1,624	\$ 22 as of 11/20/20
FY20	44,354	8,841
FY19	24,707	5,693
FY18	31,336	5,072
FY17	75,680	31,343
FY16	39,256	8,735
FY15	11,309	1,376
FY14	31,698	3,821
FY13	38,988	12,473
FY12	49,555	15,503
FY11	99,669	69,734

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 22	\$ 50,000		
FY 21	\$ 50,000	\$ 16,689	as of 11/20/20
FY 20	\$ 75,000	\$ 93,594	\$18,594
FY 19	\$ 75,000	\$121,444	\$46,444
FY 18	\$ 50,000	\$140,415	\$ 90,415
FY 17	\$ 35,000	\$141,633	\$106,633
FY 16	\$ 35,000	\$ 92,016	\$57,016

FY 15	\$ 50,000	\$ 58,243	\$ 8,243
FY 14	\$ 97,600	\$ 50,501	(\$47,099)
FY 13	\$ 97,600	\$ 66,166	(\$31,434)
FY 12	\$123,432	\$ 69,569	(\$53,773)
FY 11	\$100,000	\$123,342	\$23,342

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

9. Meals Tax

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

	Revenue Projected	Amount Received
FY 22	\$172,500	
FY 21	\$115,000	\$ 61,457 as of 11/20/20
FY 20	\$230,000	\$265,581
FY 19	\$230,000	\$264,699
FY 18	\$245,000	\$261,318
FY 17	\$218,368	\$258,982
FY 16	\$218,368	\$256,452
FY 15	\$218,368	\$234,847
FY 14*	\$204,871	\$164,190

*partial year of revenue in year of adoption

Trend: For FY20, \$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. Due to the pandemic, the estimate for meals tax was reduced by 50% for FY21. The \$100,000 offset for the public safety and middle school building was not supported and the funds were allocated \$84,000 in support of the FY21 capital plan and \$31,000 in support of the Economic Development Commission FY21 budget. The FY22 estimate reflects a 25% reduction rather than a 50% from the prior \$230,000 estimate.

10. Room Occupancy Excise Tax

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

	Revenue Projected	Amount Received
FY 22	\$0	
FY 21	\$0	\$ 75,939 as of 11/20/20
FY 20*	\$0	\$104,145

*partial year of revenue in year of adoption

Trend: Insufficient data exists to forecast this revenue source.

EXPENSE ASSUMPTIONS

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

Of the 12 bargaining units in Town (six Town, six school) contract costs are as follows:

A 1% wage increase in the TOSCA contract is	\$ 16,020	expires 6/30/21
A 1% wage increase in the Laborer’s contract is	\$ 17,596	expires 6/30/20
A 1% wage increase in the AMP contract is	\$ 18,128	expires 6/30/21
A 1% wage increase in the MASS COP contract	\$ 18,459	expires 6/30/23
A 1% wage increase in the IAFF contract is	\$ 29,828	expires 6/30/20
A 1% wage increase for non-union staff	\$ 24,326	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 21			
FY 20	43,849,610	30,769,598 (budgeted)	
FY 19	43,055,584	29,604,785	13,450,799
FY 18	41,751,629	29,048,954	12,702,675
FY 17	40,298,299	28,519,126	11,779,173
FY 16	39,195,316	29,243,888	9,951,428
FY 15	37,390,269	28,997,139	8,393,130
FY 14	35,729,040	29,063,695	6,665,345
FY 13	34,590,857	28,420,385	6,170,472
FY 12	33,381,939	27,631,498	5,750,441
FY 11	31,645,347	27,070,686	4,574,661

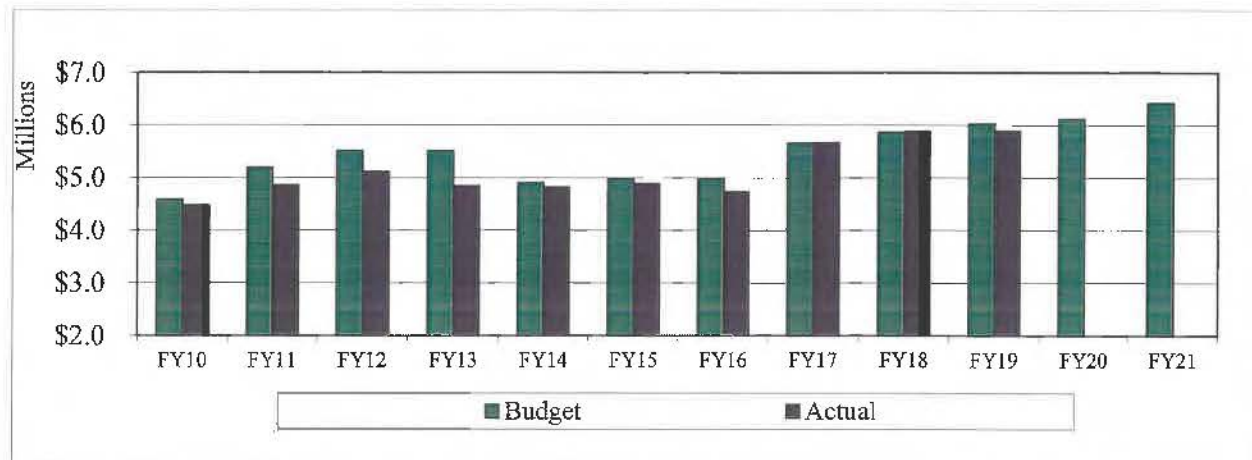
The Town of Scituate Net School Spending amount as budgeted for FY 20 exceeded the minimum amount required under the education reform formula by \$13,080,012.

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. The FY22 estimate includes a 5% increase over FY21.

	Budget	Actual	Variance
FY22	\$6,514,580		
FY21	6,265,804	2,348,374	as of 11/20/20 (5 months paid to date)
FY20	6,116,275	6,013,058	103,217
FY19	6,025,850	5,884,537	(141,313)

FY18	5,860,000	5,879,559	156,952
FY17	5,662,973	5,662,094	879
FY16	4,975,266	4,732,561	242,705
FY15	4,975,632	4,880,239	95,393
FY14	4,900,000	4,818,332	81,668
FY13	5,508,907	4,839,479	669,428
FY12	5,508,907	5,115,061	393,846
FY11	5,193,724	4,860,286	333,438

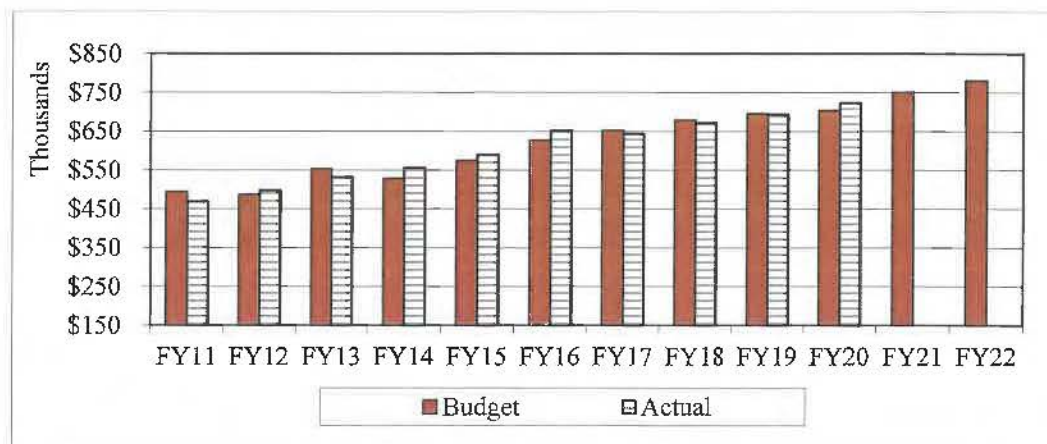


Trend: The Town received an increase for active plans for FY20 of 3.1%. The Medicare supplemental plan, Medex, which accounts for 46% of the Town’s health insurance subscribers, now renews as of January 1st and therefore only 6 months of a potential increase needs to be calculated for that population. The retiree Medicare supplemental rate increased by 2% effective for calendar year 2019. For FY21, the active plan rates increased 3.9% and the retiree Medicare supplemental plan decreased by 1% for calendar year 2020. The calendar year 2021 Medex rates did not increase or decrease (0% change). Every 1% increase in rate equates to \$57,012.

5. Medicare/FICA

	Budget	Actual	Variance
FY22	\$ 811,862		
FY21	780,637	217,479	as of 11/20/20
FY20	750,613	723,133	27,480
FY19	703,375	693,586	21,828
FY18	695,155	671,758	23,397
FY17	678,200	644,102	34,098
FY16	652,115	652,115	0
FY15	626,454	589,430	62,685
FY14	574,729	556,272	18,457
FY13	528,423	531,517	(3,094)
FY12	552,876	498,252	54,624
FY11	487,000	469,321	17,679
FY10	494,266	456,025	38,241

FY04 226,000 306,781 (80,781)



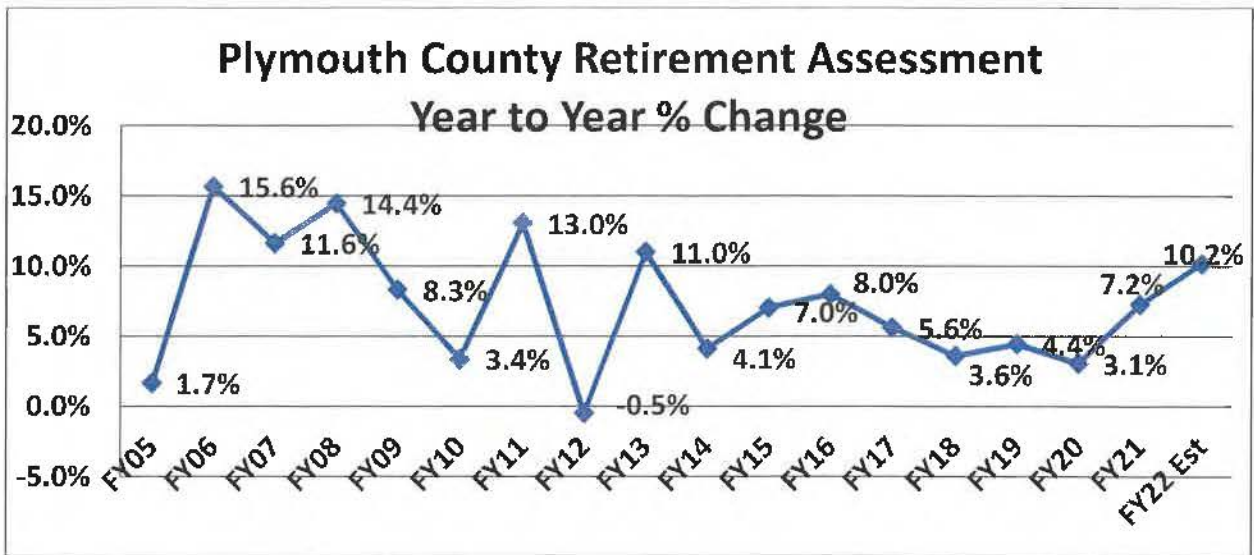
Trend: This line item will continue to increase as the exempt employee population decreases and wage scales increase. The FY21 increase is estimated at 4% to account for cost of living and step increases. The FY18 actual increase was 4.3%, FY19 was 3.2% and FY20 was 4.3%

6. Retirement Assessment (Contributory)

The FY 22 Retirement Assessment will increase to \$5,759,996. FY 15 was the first year the revised mortality tables are reflected in each community’s rate. Plymouth County Retirement Association advised us several years ago that future increases would be at least 8% annually to reflect the new mortality tables. As this held true for only one year, there is concern about future volatility in this budget line as has been seen in the past and will impact other budgets. The most recent actuarial estimates have seen an uptick in the annual percentage increase.

Contributory

	Budget	Actual	Increase (Decrease) over Prior Year	
			Amount	%
FY22	\$5,759,996		531,206	10.2%
FY21	5,228,790	5,228,790	353,337	7.2%
FY20	4,875,453	4,875,453	144,900	3.1%
FY19	4,730,553	4,730,553	200,278	4.4%
FY18	4,530,275	4,530,275	156,624	3.6%
FY17	4,373,651	4,373,651	231,884	5.6%
FY16	4,141,767	4,141,767	305,638	8.0%
FY15	3,836,129	3,836,129	251,270	7.0%
FY14	3,584,859	3,584,859	140,648	4.1%
FY13	3,444,211	3,444,211	341,164	11.0%
FY12	3,103,047	3,103,047	(14,983)	(.5%)
FY11	3,118,030	3,118,030	359,680	13.0%



7. Other Post-Employment Benefits (OPEB)

Created at the April 2011 Annual Town Meeting, this fund is a reserve to cover the cost of the unfunded liability of the Town's future health care costs for employees and retirees. An updated actuarial study needs to be performed every two years. The unfunded accrued liability as of June 30, 2020 was \$129,654,499.

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

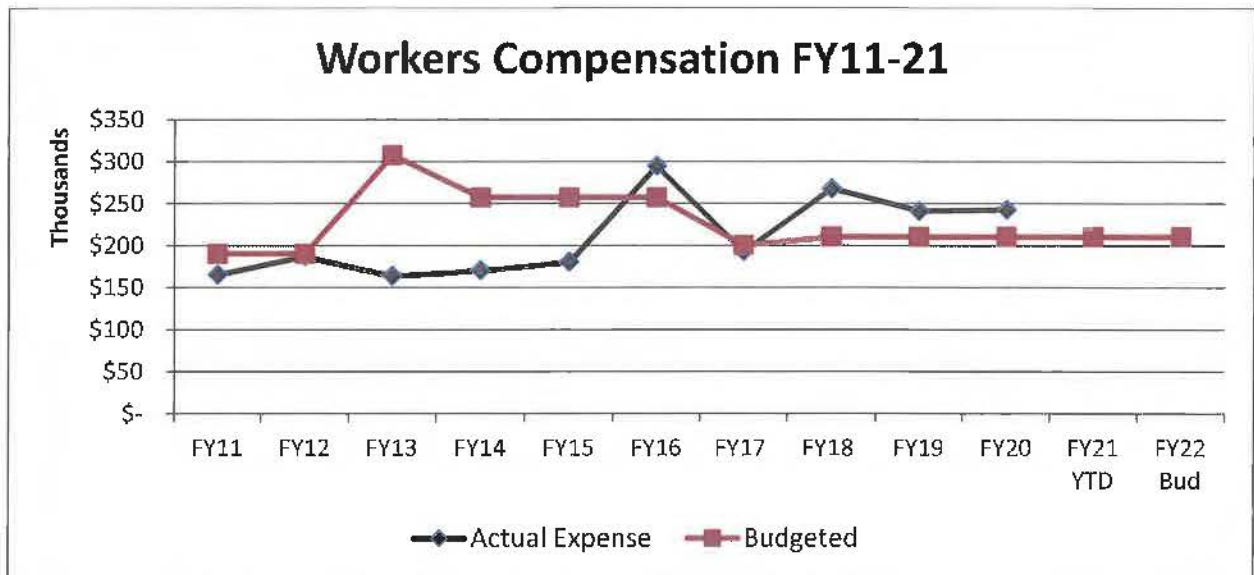
Year	Allocation	Balance 6/30
FY 22	\$115,200	
FY 21	\$243,866	\$1,406,541 as of 11/20/20
FY 20	\$ 97,509	\$1,161,484
FY 19	\$ 94,611	\$1,044,773
FY 18	\$ 90,606	\$924,837
FY 17	\$ 87,473	\$820,135
FY 16	\$282,835	\$675,923
FY 15	\$ 76,723	\$386,515
FY 14	\$ 84,640	\$296,559
FY 13	\$143,884	\$209,227
FY 12	\$ 64,983*	\$ 65,023

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

Trend: The Town lags on this fund because it was not created sooner (2011). An allocation of funds must be made each year. The Town lags behind other communicates in its effort to fund this liability.

8. Workers' Compensation

	Budgetary Allocation On June 30 (FY total)	Actual Expense	Variance	Fund Balance as of June 30th
FY 21	\$ 210,000	\$ 56,121 as of 11/20/20		
FY 20	\$ 210,000	\$ 242,412	(\$32,412)	\$450,818
FY 19	\$ 210,000	\$ 240,793	(\$20,973)	\$429,169
FY 18	\$ 210,000	\$ 267,624	(\$57,624)	\$456,217
FY 17	\$ 200,000	\$ 192,795	\$ 7,205	\$510,882
FY 16	\$ 257,000	\$ 294,611	(\$37,611)	\$501,780
FY 15	\$ 257,000	\$ 180,156	\$ 76,544	\$536,861
FY 14	\$ 257,000	\$ 170,049	\$ 86,951	\$457,768
FY 13	\$ 307,161 budgeted	\$ 163,511	\$143,650	\$369,888
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)	



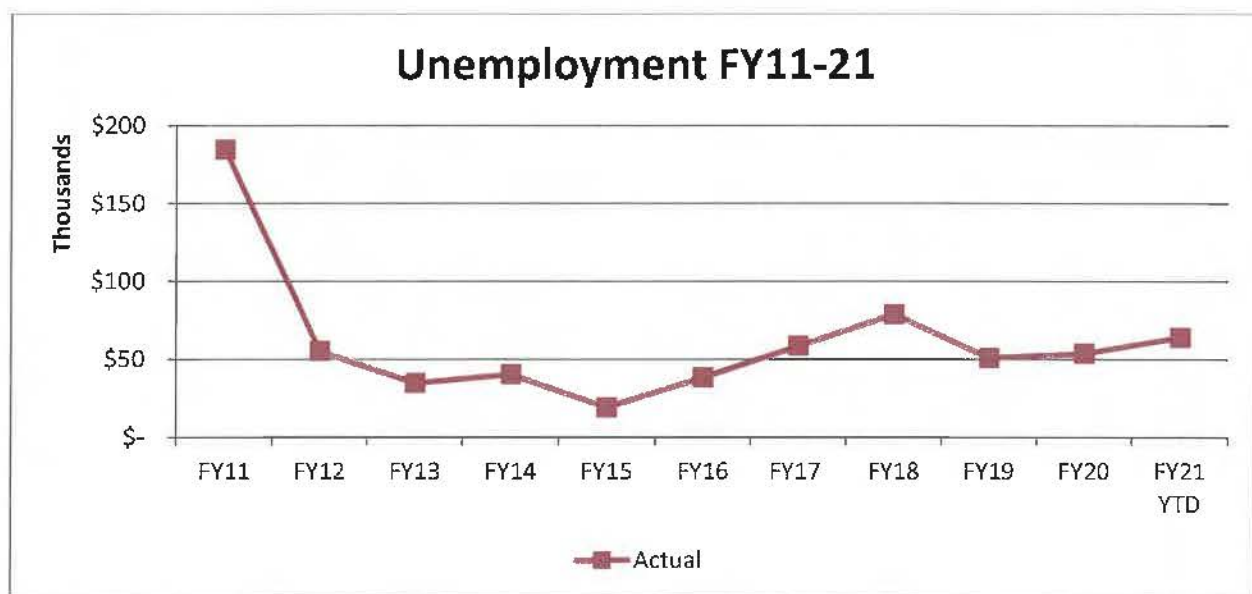
Trend: Before FY 11 this account was severely under-funded. However, the cost obligations for this fund will continue to be high based on settled claims prior to FY 10. Stop/Loss coverage will guard against substantial medical claims. The fund goal is to have the Fund Balance sufficient enough such that 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 that has remained steady which necessitated increasing the allocation to \$210,000 and maintaining that level for the foreseeable future. This Fund must cover all medical and other costs of employees injured on the job. The

Town did receive a recovery of \$50,000 in July 2019 for a case that involved a settlement to an injured employee by a third party.

9. Unemployment

	Appropriated	Actual	Variance
FY 22	\$130,000		
FY 21	\$242,875	\$112,809 (through 10/31/20)	
FY 20	\$ 65,000	\$ 53,599	\$ 11,501
FY 19	\$ 65,000	\$ 50,702	\$ 14,298
FY 18	\$130,000	\$ 78,630	\$ 51,370
FY 17	\$ 66,000	\$ 58,470	\$ 7,530
FY 16	\$ 75,000	\$ 38,179	\$ 36,821
FY 15	\$ 75,000	\$ 18,914	\$ 56,086
FY 14	\$ 64,000	\$ 40,133	\$ 23,867
FY 13	\$ 92,500	\$ 34,610	\$ 59,890
FY 12	\$300,000	\$ 55,148	\$244,852
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. The effect of the pandemic on the unemployment liability was of great concern and the FY21 budget was increased from \$65,000 to \$242,875 to partially address those concerns. The line was maintained at an elevated amount for FY22 due to uncertainty with the continued economic implications of the Coronavirus.



10. Special Education

	<u>Outside Placements</u>	<u>Circuit Breaker Reimbursements</u>
FY 22		
FY 21	\$ 3,500,805	\$1,200,000 (estimated)

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

Trend: The FY21 estimated projection was based on FY 20 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 21	\$	\$ 5,517	\$ 450,000	\$4,119,586 as of 11/20/20
FY 20	\$ 215,000	\$ 58,170	0	\$4,564,068
FY 19	\$1,371,271	\$ 66,482	0	\$4,290,899
FY 18	\$ 219,000	\$ 38,983	\$1,000,000	\$2,853,146
FY 17	\$ 620,457	\$ 23,886	\$ 0	\$3,595,163
FY 16	\$1,358,313	\$ 18,123	\$ 800,000	\$2,950,820
FY 15	\$ 333,081	\$ 12,247	\$1,150,000	\$2,374,384
FY 14	\$ 955,500	\$ 6,943	\$ 488,074	\$3,179,055
FY 13	\$ 0	\$ 7,057	\$ 955,500	\$2,061,481
FY 12	\$ 917,333	\$ 8,129	\$ 0	\$3,009,925
FY 11	\$ 10,218	\$ 10,527	\$ 138,315	\$2,084,462
FY 10	\$ 9,415	\$ 15,814	\$ 0	

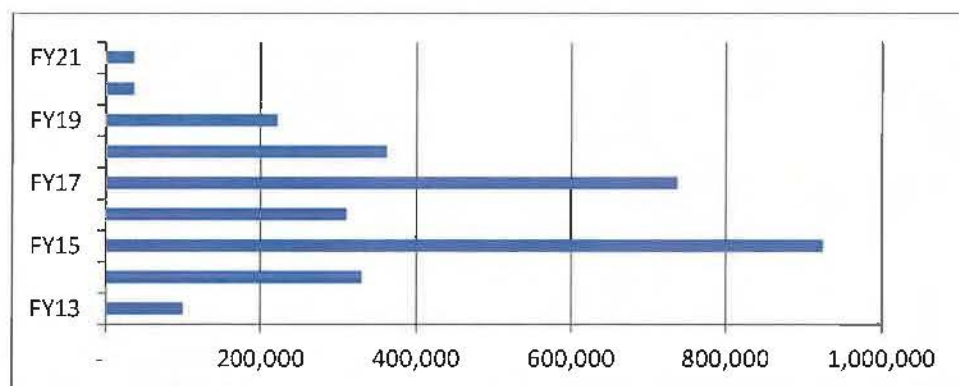
Trend: The November 2018 special town meeting voted to transfer \$1,000,000 in free cash to the Stabilization Fund to replenish it for Storm Riley emergency expenses in March 2018. The April 2019 annual town meeting voted to transfer any excess levy into the fund which amounted to \$215,000. A similar vote was passed for FY 2021. In the past ten years, an additional \$2.78M has been added to the Stabilization Fund by this method. The November 2020 special town meeting approved a \$450,000 article to fund the kindergarten program for the 2020-2021 school year as tuition was not charged due to an inability to offer a full-day program.

12. Capital Stabilization Fund

Created at the November 2012 Special Town Meeting, the intent of the fund is to allocate monies for larger capital acquisitions or costs that cannot be absorbed in any one given fiscal year. This will help create stability over time with the intent of avoiding debt spikes. FY 14 marked the first

time that the Town allocated a portion of the Town's tax levy (\$100,000) toward capital. The November 2016 special town meeting voted to transfer the \$487,000 in investment earnings generated from the bond funding the three major building projects into the Capital Stabilization Fund for future use. The November 16, 2020 special town meeting voted to transfer \$454,232 in FEMA proceeds received in FY20 to the capital stabilization fund towards the Town's 25% share of an estimated \$20M in foreshore repairs subsidized by FEMA.

	Appropriated	Interest	Expended	Balance 6/30
FY 21	\$ 454,232	\$ 65		\$ 490,451 as of 11/20/20
FY 20	\$ 0	\$ 2,567	\$188,000	\$ 36,154
FY 19	\$ 146,000	\$ 4,974	\$291,000	\$ 221,586
FY 18	\$ 63,776	\$ 6,200	\$446,457	\$ 361,613
FY 17	\$ 650,776	\$ 2,694	\$225,000	\$ 738,094
FY 16	\$ 213,776	\$ 1,777	\$830,000	\$ 309,624
FY 15	\$ 738,776	\$ 3,227	\$147,335	\$ 924,070
FY 14	\$ 639,000	\$ 399	\$410,000	\$ 329,402
FY 13	\$ 100,000	\$ 4	\$ 0	\$ 100,004



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

	Amount	Purpose
FY 21	\$454,232	FEMA subsidized repairs to foreshore structures
FY 19	\$ 96,000	Future debt service
	\$ 50,000	Replace ambulance
FY 18	\$100,000	Replace fire pumper
	\$ 63,776	Future debt service
FY 17	\$487,000	Future debt service
	\$ 63,776	Future debt service
FY 16	\$163,776	Future debt service
	\$ 50,000	Replacement of 1986 loader
FY 15	\$ 75,000	Repairs to Humarock fire station
	\$ 50,000	Replace community turf field
	\$ 50,000	Replacement of an ambulance
	\$163,776	Future debt service
	\$400,000	Future debt service

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

13. Reserve Fund

	Budgeted	Expenditures	Variance
FY 21	\$75,000	\$ 0	as of 11/20/20
FY 20	\$75,000	\$ 33,973	\$41,027
FY 19	\$75,000	\$ 17,000	\$58,000
FY 18	\$75,000	\$ 0	\$75,000
FY 17	\$90,000	\$ 55,791	\$34,209
FY 16	\$90,000	\$ 0	\$90,000
FY 15	\$90,000	\$ 17,000	\$73,000
FY 14	\$90,000	\$ 27,681	\$62,319
FY 13	\$90,000	\$ 6,837	\$83,163
FY 12	\$90,000	\$ 81,725	\$ 8,275
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 and a single draw in FY20 for the purchase of specialized cleaning equipment to sanitize facilities in response to the COVID-19 pandemic.

14. Allowance for Abatements/Exemptions (Overlay)

The allowance for abatements and exemptions for FY 2022 will be approximately **\$275,000**.

	Estimated	Raised	Actual
FY 22	\$275,000		
FY 21	\$250,000	\$261,477	
FY 20	\$250,000	\$231,767	\$237,708
FY 19*	\$250,000	\$250,000	\$179,680
FY 18	\$250,000	\$249,617	\$142,793
FY 17	\$250,000	\$250,001	\$164,327
FY 16	\$275,000	\$275,943	\$130,621
FY 15*	\$275,000	\$275,000	\$206,682
FY 14	\$220,000	\$220,000	\$117,559
FY 13	\$220,000	\$219,170	\$144,949
FY 12 *	\$250,000	\$250,000	\$249,524
FY 11	\$250,000	\$250,000	\$114,741
FY 10	\$250,000	\$250,000	\$139,784

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

* Revaluation year

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

The FY 21 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
FY22 estimated	8,205,670		\$6,406,302
FY21	7,513,308	4,790,105	\$5,828,298
FY20	7,672,717	7,591,437	\$6,034,828
FY19	7,531,579	7,213,354	\$ 6,597,697
FY18	7,589,131	7,539,537	\$ 6,676,211
FY17	7,715,806	7,709,326	\$ 6,824,558
FY16	7,318,537	7,317,890	\$ 5,806,818
FY15	2,365,652	2,340,386	\$ 873,230
FY14	2,362,633	2,352,134	\$ 909,771
FY13	2,047,600	2,030,758	\$ 913,561
FY12	2,055,490	2,054,055	\$ 928,401
FY11	2,276,194	2,235,778	\$1,106,450
FY10	2,228,430	2,181,743	\$1,150,750

Trend: The Town’s bond rating AA+ was affirmed in October 2020 prior to the sale of \$33M bond. Because of multi-million dollar building projects, General Fund debt requests have been closely monitored and reduced to the extent possible.

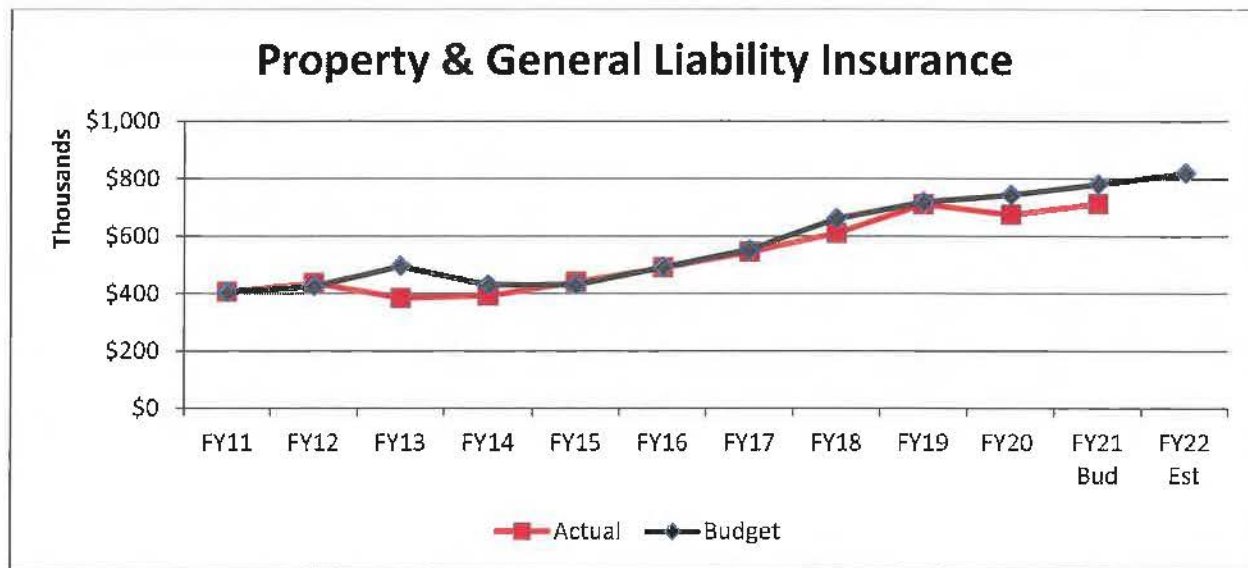
16. Capital Improvement Plan (CIP)

The Town’s five-year rolling capital improvement plan requires a continuous commitment and investment of town funds for scheduled maintenance and replacement of equipment, facility maintenance and larger municipal projects. The Town’s financial policies state that officials endeavor to allocate 2% of the Town’s net operating fund revenue to the CIP from taxation. Some communities allocate as much as 8-10% annually. As we have seen, delaying capital results in higher costs over time. The Capital Stabilization Fund provides a mechanism to address the Town’s overwhelming general fund capital needs. The \$100,000 raised by taxation is again recommended to support the capital plan.

17. General Liability/Property Insurance

	Budget	Actual	Variance
FY22	819,214		
FY21	780,204	712,823	As of 11/20/20
FY20	743,052	673,545	69,507
FY19	718,486	709,796	8,690

FY18	661,373	609,508	59,365
FY17	552,450	544,216	8,234
FY16	492,000	489,681	2,319
FY15	430,000	439,084	(9,084)
FY14	430,000	391,353	38,647
FY13	495,000	383,039	51,900
FY12	425,000	434,939	(9,939)
FY11	404,200	404,844	(644)



Trend: Our current provider does not provide rate renewal information until March thus making estimates difficult so the FY 22 amount of \$819,214 is projected as a 5% increase over the FY21 base to account for inflation and the first full year of the new senior center. The Town is eligible for prepayment discounts, premium discounts and credits for safety and other training initiatives it undertakes, and that resulted in a \$42,923 reduction of premium in FY 21. The Town has maintained flood insurance on the Scituate Harbor Community Building, the Harbormaster's Office and Sand Hills sewer pump station in addition to cyber insurance.

PROGRAM ASSUMPTIONS:

Programs, services and staffing should be able to be maintained at current levels for FY 22. However, increases in fixed costs including; pension assessment, health insurance, general liability and property insurance, OPEB and debt service will continue to constrain discretionary budget allocations.

The availability of funds, prior year identified needs and priorities established by department heads and management performance will also be considered. The Town-side focus this year will be on public building maintenance and facilities as well as continuing staffing and capital needs while still dealing with the uncertainties of the COVID-19 pandemic.

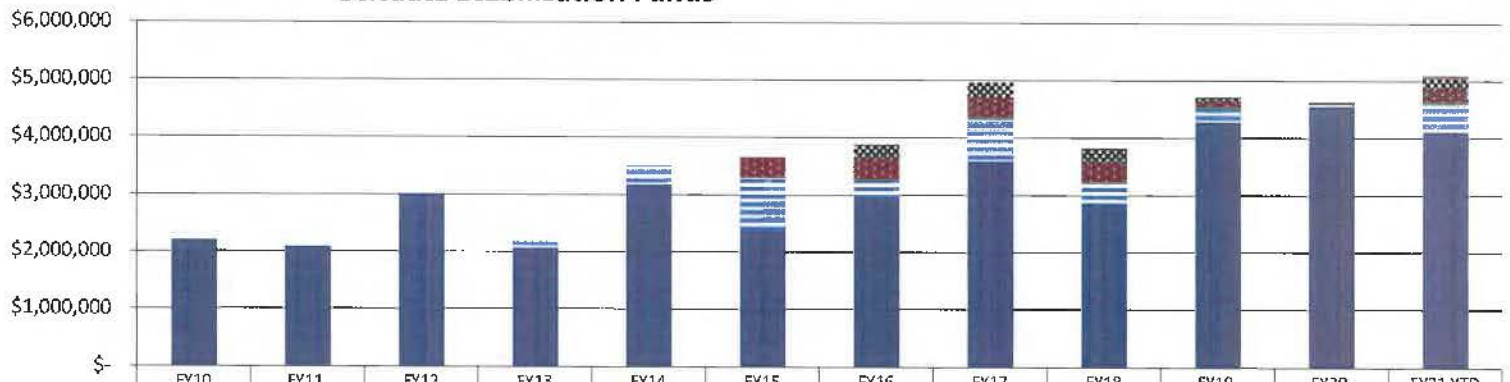
Long-range budget and strategic planning substantiated by established goals and objectives will continue to guide us and has served us well the past few years.

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
Updated 09/19
Updated 11/20

Data provided by:

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

Scituate Stabilization Funds



	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21 YTD
Waterways Capital Stabilization Fund												\$0.00
Transfer Station Capital Stabilization Fund												\$25,000
Widows Walk Capital Stabilization Fund Balance									\$15,006	\$15,104	\$15,194	\$40,215
Water Enterprise Capital Stabilization Fund Balance							\$250,575	\$251,591	\$252,969	\$54,318	\$641	\$150,641
Sewer Enterprise Capital Stabilization Fund Balance						\$350,446	\$351,570	\$352,746	\$316,202	\$117,962	\$566	\$250,567
Economic Development Stabilization Fund Balance						\$13,540	\$23,619	\$33,722	\$33,888	\$34,108	\$34,311	\$34,359
Capital Stabilization Fund Balance				\$100,004	\$329,402	\$924,071	\$309,624	\$738,094	\$361,613	\$221,586	\$36,154	\$490,451
Stabilization Fund Balance	\$2,202,033	\$2,084,463	\$3,012,796	\$2,061,481	\$3,179,056	\$2,374,384	\$2,950,820	\$3,595,163	\$2,853,146	\$4,290,899	\$4,564,068	\$4,119,586

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
2020	\$13.50	

Average Single Family Taxes

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Rank	10 Year Change	Rank
Abington													
Average Single Family Value	298,094	299,481	287,357	281,104	295,431	302,281	322,489	343,041	363,439	384,867			
Single Family Tax Bill*	4,513	4,600	4,756	4,832	5,022	5,420	5,918	6,113	6,320	6,543	7	\$2,030	7
Rank**	112	120	118	122	124	114	102	102	99	97		45.0%	
Cohasset													
Average Single Family Value	853,994	851,358	858,072	860,205	874,408	891,548	911,300	959,731	978,800	1,005,283			
Single Family Tax Bill*	9,898	10,199	10,468	10,787	11,114	11,483	11,902	12,275	12,627	13,039	1	\$3,141	3
Rank**	11	11	12	11	12	13	14	13	12	12		31.7%	
Duxbury													
Average Single Family Value	584,588	556,941	560,042	568,428	609,240	626,629	639,897	680,240	727,031	746,441			
Single Family Tax Bill*	7,366	7,680	7,947	9,180	9,504	9,744	9,925	10,312	10,673	10,943	2	\$3,577	1
Rank**	34	36	35	22	22	22	24	24	22	21		48.6%	
Hanover													
Average Single Family Value	416,145	417,033	422,921	413,681	435,797	449,649	473,071	491,543	509,802	535,340			
Single Family Tax Bill*	5,901	6,255	6,576	6,706	7,038	7,581	7,815	8,002	8,366	8,731	5	\$2,830	4
Rank**	57	53	50	53	50	48	48	49	46	44		48.0%	
Hingham													
Average Single Family Value	651,950	643,360	647,156	655,135	692,686	720,643	749,953	806,181	826,745	866,222			
Single Family Tax Bill*	7,224	7,650	7,973	8,228	8,679	9,001	9,187	9,489	9,764	9,988	4	\$2,764	5
Rank**	37	37	31	33	31	30	34	32	31	29		38.3%	
Hull													
Average Single Family Value	371,230	360,305	360,392	361,398	369,506	397,307	399,412	417,731	445,524	472,929			
Single Family Tax Bill*	4,585	4,706	4,854	5,013	5,151	5,356	5,480	5,606	5,814	6,063	9	\$1,478	11
Rank**	107	114	113	114	117	118	122	124	124	117		32.2%	
Marshfield													
Average Single Family Value	383,681	380,939	377,424	376,403	386,705	390,060	408,751	433,731	445,983	461,933			
Single Family Tax Bill*	4,332	4,480	4,608	5,002	5,139	5,414	5,608	5,799	5,967	6,158	8	\$1,826	9
Rank**	128	131	127	116	118	116	113	115	115	111		42.2%	
Norwell													
Average Single Family Value	533,617	541,723	534,317	538,677	556,544	575,440	598,076	623,791	640,212	650,268			
Single Family Tax Bill*	7,401	7,714	8,603	8,818	9,183	9,495	9,838	10,193	10,499	10,814	3	\$3,413	2
Rank**	33	34	23	25	26	26	26	25	23	22		46.1%	
Pembroke													
Average Single Family Value	325,746	326,625	323,709	322,929	333,432	345,620	358,941	373,676	394,650	412,646			
Single Family Tax Bill*	4,388	4,543	4,597	4,744	4,915	5,274	5,420	5,564	5,762	5,979	10	\$1,591	10
Rank**	122	126	129	129	134	123	125	130	129	122		36.3%	
Rockland													
Average Single Family Value	258,129	258,894	249,285	248,500	254,487	272,695	283,636	298,661	318,194	333,884			
Single Family Tax Bill*	3,838	4,093	4,382	4,557	4,843	5,042	5,242	5,442	5,702	5,843	11	\$2,005	8
Rank**	170	158	147	145	138	136	135	136	132	135		52.2%	
Scituate													
Average Single Family Value	487,302	478,069	476,122	480,342	492,691	508,637	531,954	553,095	576,038	601,671			
Single Family Tax Bill*	5,482	5,899	6,056	6,268	6,454	7,192	7,495	7,716	7,915	8,123	6	\$2,641	6
Rank**	67	61	63	62	64	53	52	53	52	52		48.2%	

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

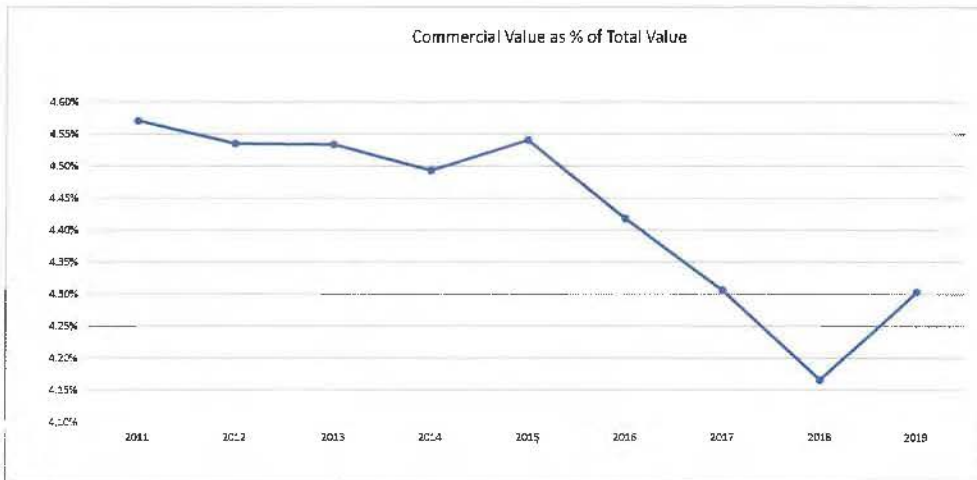
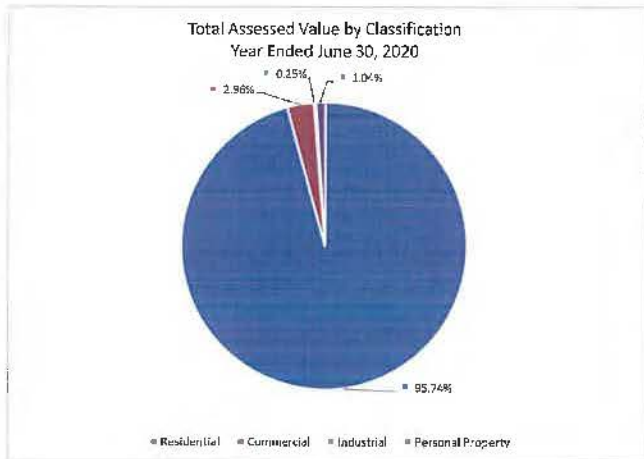
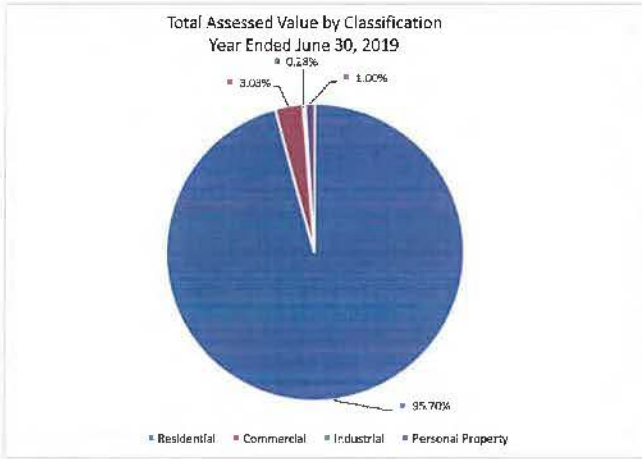
**2020 Statewide Rank cannot be set until all 2020 tax rates are set

Source: Department of Revenue Division of Local Services

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

Last Ten Years

Year	Assessed and Actual Values and Tax Rates									
	Residential Value	Residential Tax Rate	Commercial Value	Industrial Value	Personal Property	Total Commercial Value	Commercial Tax Rate	Commercial % of Total Value	Total Direct Rate	Total Town Value
2011	\$3,675,696,207	\$11.25	\$127,862,193	\$5,585,400	\$42,758,110	\$178,005,703	\$11.25	4.57%	\$ 11.25	\$3,851,701,910
2012	\$3,610,700,846	\$12.34	\$127,007,544	\$5,181,100	\$39,308,800	\$171,487,444	\$12.34	4.53%	\$ 12.34	\$3,782,198,290
2013	\$3,608,700,390	\$12.72	\$126,075,000	\$5,181,100	\$40,087,220	\$171,343,320	\$12.72	4.53%	\$ 12.72	\$3,780,043,710
2014	\$3,654,706,380	\$13.05	\$125,105,420	\$9,112,700	\$37,886,890	\$171,805,010	\$13.05	4.49%	\$ 13.05	\$3,826,611,390
2015	\$3,763,130,865	\$13.10	\$125,425,835	\$12,415,000	\$41,124,550	\$178,966,385	\$13.10	4.54%	\$ 13.10	\$3,942,097,250
2016	\$3,901,948,229	\$14.14	\$126,200,871	\$12,415,000	\$41,892,030	\$180,307,901	\$14.14	4.42%	\$ 14.14	\$4,082,255,130
2017	\$4,091,047,873	\$14.09	\$126,931,317	\$12,397,200	\$44,743,570	\$184,072,087	\$14.09	4.31%	\$ 14.09	\$4,275,119,960
2018	\$4,258,651,412	\$13.95	\$127,874,948	\$12,738,600	\$44,453,220	\$185,066,658	\$13.95	4.16%	\$ 13.95	\$4,443,718,080
2019	\$4,450,617,970	\$13.74	\$140,706,810	\$12,877,900	\$46,501,060	\$200,085,770	\$13.74	4.30%	\$ 13.74	\$4,650,709,740
2020	\$4,667,691,742	\$13.50	\$144,427,298	\$12,411,000	\$50,621,640	\$207,459,938	\$13.50	4.26%	\$ 13.50	\$4,875,051,680



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

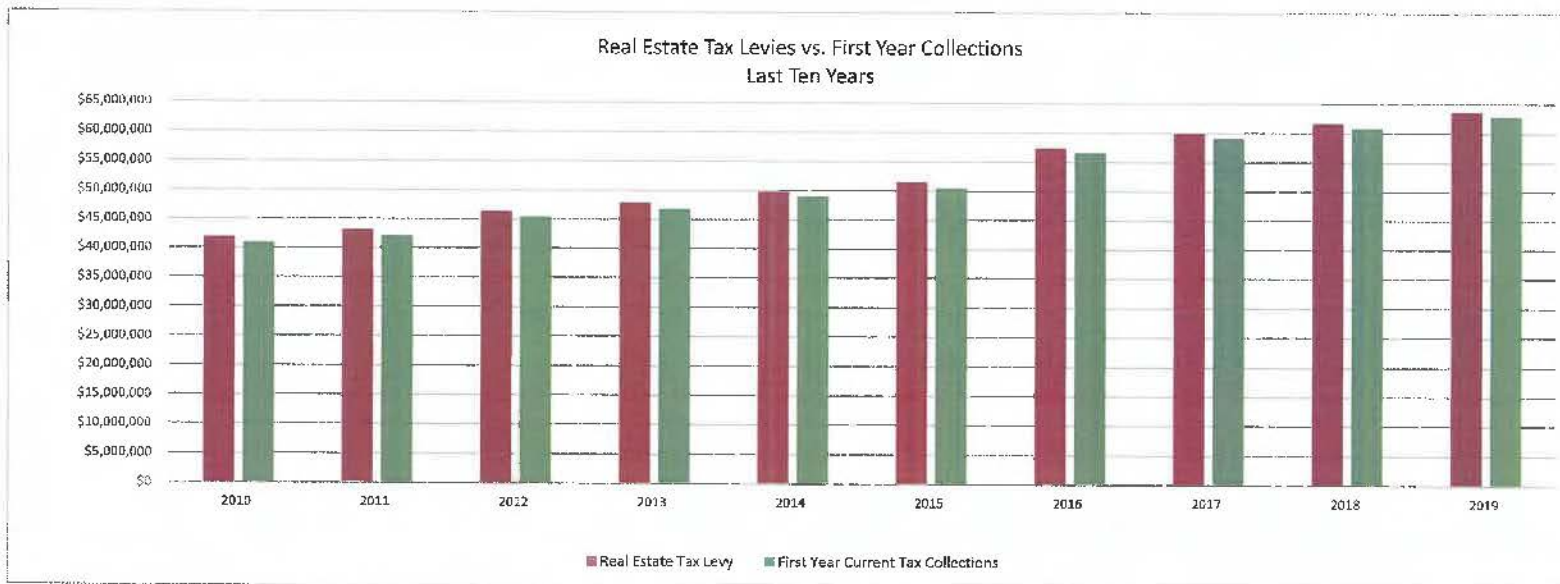
The Town is not subject to any overlapping revenue rates.

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

Property Tax Levies and Collections

Last Ten Years

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
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	\$61,989,887	\$249,617	\$61,740,250	99.60%	\$60,833,576	98.53%	\$599,949	\$61,433,525	99.50%
2019	\$63,900,669	\$250,000	\$63,650,669	99.61%	\$62,883,787	98.80%	\$485,203	\$63,368,990	99.56%
2020	\$65,813,198	\$231,767	\$65,581,431	99.65%	\$64,404,855	98.21%	\$0	\$64,404,855	98.21%



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

Explanation of Bond Ratings and What They Mean

Moody's Investor Services Ratings	Standard & Poor's Service Rating	Scituate's Historical Rating	In October 2020, the Town of Scituate's AA+ bond rating was affirmed by Standard & Poor's with a stable outlook. Standard & Poor's cited that the Town had a very strong economy, strong budgetary performance resulting in operational surpluses, strong budget flexibility with both strong management and institutional framework with financial policies in place.
			An obligor rated 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 susceptibility 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 near term than other lower-rated obligors,. However, it faces major ongoing uncertainties and exposure to adverse business, financial, or economic conditions, 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		
C	C		An obligor rated CC is currently highly vulnerable. Such issues are often in default or have other marked shortcomings
			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 2022 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 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL 1: Organization of documents and records disposal

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

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

1. Review FY22 General Property and Liability coverage with Insurance Provider (MIIA) and Town Administrator 2QFY21
2. Manage all general property and auto claims. Ongoing
3. Host MIIA Safety meetings with Department Heads and MIIA Risk Manager. Quarterly
4. Oversee the grant program and encourage Departments to participate.
5. Review statement of values and fleet inventory for Workers Compensation renewal. 2QFY22
6. Process annual renewals of flood insured properties. Ongoing
7. Manage all changes in auto fleet. Ongoing

GOAL 3: Support 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. Ongoing
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
4. Provide coverage of office, as needed.

MAJOR BUDGET COMPONENTS

Personal Services: Salaries, Longevity, Part time, other	50%
Purchase of Services: Support staffing and training, technical services, Conferences/meetings, binding and printing, legal advertising, mileage reimbursement, professional dues.	24%
Town Counsel: legal, litigation	18%
Labor Counsel	7%
Materials and Supplies	1%

FY 2022 RISKS AND CHALLENGES

In March 2020, we were all forced to manage a global crisis. We immediately set up new ways of working remotely to continue to provide services at the onset of the pandemic- staffing both in office part time and working from home. The measures put in place allowed us to work seamlessly without interruption. The office provided accurate and timely information on the COVID-19 crisis to keep residents abreast of the daily, and sometimes, hourly changes that were happening. No lapse in access to the Town Administrator and Selectmen Office was felt during this crisis.

While the crisis has continued for many months now, we continue with normal activities in the office such as facilitating the Town Administrator schedule, managing special event and film requests, responding to resident inquiries, fulfilling public records requests, and supporting all municipal employees. Time management and multi - tasking can be a challenge, but is critical in this office.

In addition, 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. We continue to look for ways to document, streamline and mechanize manual processes to improve on office organization and management of documents.

Communication to residents continues to be a priority and we strive to provide accurate, timely and thorough information to residents on town issues and projects on both the website and facebook page. Beginning in March 2020, the Town Administrator and Board of Selectmen filmed weekly updates to provide updates on the Covid pandemic. This has evolved into a comprehensive update that includes Covid and all relevant town information including updates from the Superintendent of Schools. Feedback from residents has been positive and we hope to continue to provide thorough information to residents.

DEPARTMENTAL ACCOMPLISHMENTS

1. This year was unprecedented as we responded to a global pandemic. Our initial goals from the onset were as follows:
 - a) Provided timely information to residents regarding the changing climate.
 - b) Worked with IT on developing new remote conference call procedures for all employees and board and committee members.
 - c) Trained other departments, including school, on conference call procedures.
 - d) Managed content on the COVID-19 section of town website, and updated as needed.
2. Facilitated schedules, correspondence and directives of the Town Administrator and five-member Board of Selectmen.
3. Compiled the FY21 Operating Budget books in a timely manner.
4. Coordinated the Annual Town Report from edit to print.
5. Reviewed Property and General Liability Insurance to include review of buildings and vehicle fleet to ensure accuracy.
6. Renewal of Stop Loss Insurance for Workers Compensation to include payroll data, building, and vehicle fleet information.
7. Managed all claims for general property and auto liability working with residents and employees and MIIA to successfully resolve.
8. Prepared Board of Selectmen motion books for Special and Annual Town Meetings.
9. Managed the public records request process to respond within mandated timeframe.
10. Served as the Town liaison for the Scituate Harbor Cultural District; attended meetings, posted agendas, and recorded minutes.
11. Continued to provide training to part time Administrative Assistant on all issues relative to the TA/BOS Offices.
12. Covered Board of Selectmen meetings as necessary when Executive Assistant was unavailable.
13. Updated website and Facebook with relevant posts in a timely manner.
14. 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	FY19	FY2	FY21 YTD	FY22 Projected
Rentals – Towers, Go Green	\$273,259	\$305,845	\$108,588	\$270,000

*Note:
Special Event and Film Permit Fees are included within “Other Licenses” within the Board of Selectmen Narrative.*

TOWN OF SCITUATE

FY 2022 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 2022 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. ONGOING

GOAL 2: Manage Memorial Tree Donations for Cole Parkway

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

GOAL 3: Review & recommend updates for Board of Selectmen Policy Book delayed due to COVID

- 1. Review existing Board of Selectmen policies. 1QFY22
- 2. Recommend to the Town Administrator policies that require updates. 2QFY22
- 3. Rewrite and revise policies and present to the Selectmen for review & approval. 4QFY22

GOAL 4: Archive files in Selectmen Office

- 1. Review existing Board of Selectmen Office files 1QFY22.
- 2. Work with Administrative Assistant to determine archive and retention periods. Complete the archive process working with Town Clerk and Archivist. 2QFY22 – 3QFY22

GOAL 5: Permitting System

- 1. Work with IT to implement permitting system for licenses if approved at Town Meeting 1QFY22-4QFY22

MAJOR BUDGET COMPONENTS

Personal Services: Salaries, Longevity, Part time, other	50%
Purchase of Services: Support staffing and training, technical services, conferences/meetings, binding and printing, legal advertising, mileage reimbursement, professional dues.	24%
Town Counsel: legal services, litigation	18%
Labor Counsel: contract bargaining	7%
Materials and Supplies	1%

FY 2022 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 FY22 using existing software programs available to us.

DEPARTMENTAL ACCOMPLISHMENTS FY21 YTD

- Coordinated and implemented **Employee Recognition Awards** & Ceremony to recognize day of anniversary.
- Composed all requests for **proclamations and resolutions** by the Board of Selectmen.
- Organize & manage 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.
- Successfully **managed all pole petitions, sewer abatements, and sewer deferrals**.
- Managed all **annual appointments** for Boards and Committees and postponed due to COVID-19.
- Managed all **Town building rentals** for SMC which were negatively impacted by COVID-19.
- Managed all **COVID-19 communication** with Boards & Committees meetings as well as all liquor licenses for extension of premises.
- Managed **all license changes for the Town of Scituate** and annual license renewals.
- **Facilitated schedules, correspondence and directives** of the five-member Board of Selectmen and Town Administrator.
- Manage all **Board of Selectmen meetings, organizing agendas and schedules**.
- Prepare **minutes in a timely manner** for all Board of Selectmen meetings.
- Successfully **resolved over 300 citizen concerns/questions/complaints** received via phone, email, in office visits or US mail.
- **Administered Town memorial gift program** with DPW and Swenson Granite. Coordinated installation of memorial benches with families and DPW.
- **Project Managing and implemented Cole Parkway CPC project** for 11 new memorial benches and 6 trash receptacles at Cole Parkway. Prepared final report for CPC pending is the bandstand and the responsibility of the facilities department.
- **Manage Communications for Town of Scituate via Facebook and Town of Scituate Website**
 - **Manage Town of Scituate Facebook page & updates. Increased followers by 21.6%** on Town of Scituate Facebook page increased followers to 4,400 from 3,619, an increase of 21.6%.
 - **Manage updates to Town of Scituate Website** for communications in a timely manner. Update Town of Scituate website communications on behalf of all departments.
 - Worked with IT department to facilitate **Board and Committee access to update Town of Scituate website** with their agenda's, minutes, etc. continue to work on this with town Boards.
 - **Improved Board & Committee use of Event Calendar** to post all upcoming Meetings and events and continue to work with all departments and town Boards.

DESCRIPTION OF REVENUE	FY19	FY20	*FY21 YTD	FY22 Projected	Comments
Alcohol Licenses	\$37,065	\$40,945	\$320	\$23,000	*25% reduction COVID
Other Licenses	\$15,087	\$12,020	\$195	\$ 6,500	

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 123 Select Board/Town Administration - James Boudreau, Town Administrator								
1123510	511000	REGULAR SALARIES	\$ 298,590.18	\$ 313,470.55	\$ 316,162.00	\$ 312,661.00	\$ 312,661.00	\$ (3,501.00)
1123510	513000	LONGEVITY	\$ 800.00	\$ 1,600.00	\$ 1,600.00	\$ 2,150.00	\$ 2,150.00	\$ 550.00
1123510	518000	PART-TIME SALARIES	\$ 24,236.25	\$ 17,712.12	\$ 20,234.00	\$ 20,489.00	\$ 20,489.00	\$ 255.00
1123510	519100	OTHER SALARIES	\$ 4,333.28	\$ 4,333.36	\$ 5,500.00	\$ 6,200.00	\$ 6,200.00	\$ 700.00
		TOTAL PERSONAL SERVICES	\$ 327,959.71	\$ 337,116.03	\$ 343,496.00	\$ 341,500.00	\$ 341,500.00	\$ (1,996.00)
1123520	530500	SUPPORT STAFFING & TRAINING	\$ 19,764.42	\$ 20,613.93	\$ 20,459.00	\$ 20,459.00	\$ 20,459.00	\$ -
1123520	530800	TRAINING	\$ 43,323.13	\$ 11,896.62	\$ 48,701.00	\$ 51,101.00	\$ 51,101.00	\$ 2,400.00
1123520	530900	TECHNICAL SERVICES	\$ 23,524.87	\$ 28,876.11	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ -
1123520	532100	CONFERENCES/MEETINGS/INTGVMTL	\$ 14,436.05	\$ 4,403.82	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ -
1123520	534100	TELEPHONE	\$ 43,194.94	\$ 36,171.71	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ -
1123520	534300	BINDING & PRINTING	\$ 2,356.13	\$ 2,822.76	\$ 4,200.00	\$ 4,200.00	\$ 4,200.00	\$ -
1123520	534400	POSTAGE	\$ 114.31	\$ 135.77	\$ 300.00	\$ 300.00	\$ 300.00	\$ -
1123520	534600	LEGAL ADVERTISING	\$ 8,149.50	\$ 4,699.97	\$ 7,200.00	\$ 7,200.00	\$ 7,200.00	\$ -
1123520	571100	MILEAGE REIMBURSEMENT	\$ 1,732.79	\$ 1,826.82	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ -
1123520	573100	PROFESSIONAL DUES & SUBS	\$ 6,356.95	\$ 6,476.75	\$ 6,400.00	\$ 6,400.00	\$ 6,400.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 162,953.09	\$ 117,924.26	\$ 163,760.00	\$ 166,160.00	\$ 166,160.00	\$ 2,400.00
1123530	531900	LEGAL SERVICES	\$ 98,863.21	\$ 81,121.24	\$ 70,000.00	\$ 90,000.00	\$ 90,000.00	\$ 20,000.00
1123530	532900	LITIGATION	\$ 12,210.95	\$ 17,314.40	\$ 55,000.00	\$ 55,000.00	\$ 55,000.00	\$ -
		TOTAL LEGAL	\$ 111,074.16	\$ 98,435.64	\$ 125,000.00	\$ 145,000.00	\$ 145,000.00	\$ 20,000.00
1123532	530400	CONTRACT BARGAINING & OTHER SER	\$ 241,365.95	\$ 199,646.90	\$ 49,821.00	\$ 49,821.00	\$ 60,201.00	\$ 10,380.00
		TOTAL CONTRACT BARGAINING	\$ 241,365.95	\$ 199,646.90	\$ 49,821.00	\$ 49,821.00	\$ 60,201.00	\$ 10,380.00
1123540	542000	OFFICE SUPPLIES	\$ 4,284.58	\$ 3,731.35	\$ 4,900.00	\$ 4,900.00	\$ 4,900.00	\$ -
1123540	542500	PRINTING & FORMS	\$ 277.06	\$ -	\$ 200.00	\$ 200.00	\$ 200.00	\$ -
1123540	558000	OTHER SUPPLIES	\$ 1,852.65	\$ 1,113.07	\$ 2,300.00	\$ 2,300.00	\$ 2,300.00	\$ -
		TOTAL MATERIALS & SUPPLIES	\$ 6,414.29	\$ 4,844.42	\$ 7,400.00	\$ 7,400.00	\$ 7,400.00	\$ -
1123599	511000	SALARY ADJUSTMENTS	\$ -	\$ -	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ -
		TOTAL SALARY ADJ (MERIT)	\$ -	\$ -	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ -
		GRAND TOTAL BOSITA-123	\$ 849,767.20	\$ 757,967.25	\$ 699,477.00	\$ 719,881.00	\$ 730,261.00	\$ 30,784.00

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 131 ADVISORY COMMITTEE								
1131510	518000	PART-TIME SALARIES	\$ 2,731.00	\$ 2,191.64	\$ 2,434.00	\$ 2,225.00	\$ 2,225.00	\$ (209.00)
		TOTAL PERSONAL SERVICES	\$ 2,731.00	\$ 2,191.64	\$ 2,434.00	\$ 2,225.00	\$ 2,225.00	\$ (209.00)
1131520	573100	PROFESSIONAL DUES & SUBS	\$ 245.00	\$ 245.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 245.00	\$ 245.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ -
1131540	542500	PRINTING & FORMS	\$ 4,000.00	\$ 2,421.00	\$ 4,300.00	\$ 4,300.00	\$ 4,300.00	\$ -
		TOTAL MATERIALS & SUPPLIES	\$ 4,000.00	\$ 2,421.00	\$ 4,300.00	\$ 4,300.00	\$ 4,300.00	\$ -
		GRAND TOTAL ADVISORY COMM-131	\$ 6,976.00	\$ 4,857.64	\$ 6,984.00	\$ 6,775.00	\$ 6,775.00	\$ (209.00)

TOWN OF SCITUATE

FY 2022 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	\$ 0	as of 10/27/20
FY 20	\$75,000	\$ 33,973	\$41,027
FY 19	\$75,000	\$ 17,000	\$58,000
FY 18	\$75,000	\$ 0	\$75,000
FY 17	\$90,000	\$ 55,791	\$34,209
FY 16	\$90,000	\$ 0	\$90,000
FY 15	\$90,000	\$ 17,000	\$73,000
FY 14	\$90,000	\$ 27,681	\$62,319
FY 13	\$90,000	\$ 6,837	\$83,163
FY 12	\$90,000	\$ 81,725	\$ 8,275
FY 11	\$81,871	\$ 31,000	\$50,871
FY 10	\$90,000	\$ 81,004	\$ 8,996

MAJOR BUDGET COMPONENTS

N/A

FY 22 RISKS AND CHALLENGES

The FY 212budget 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 FY20, \$33,973 was transferred to the Facilities Department for purchase of electrostatic sprayers to respond to the Coronavirus pandemic. The lack of access to additional state or federal funding for costs to respond to the ongoing Coronavirus pandemic will present budgetary challenges. The recommended amount for FY22 remains the same.

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Project	Account Description	2019 Actuals	2020 Actuals	2021 Actuals	2021 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 132 RESERVE FUND - James Boudreau, Town Administrator										
1132570	578900		RESERVE FUND	\$0.00	\$0.00	\$0.00	\$75,000.00	\$75,000.00	\$ 75,000.00	\$ -

TOWN OF SCITUATE

FY 2022 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 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Assessors: Continue to improve our public outreach regarding personal exemptions available to eligible property owners.

- a. Hold informational session(s) at (January 2021 -- March 2021).
- b. Continue to redesign Assessor webpage for easier navigation, answers to frequently asked questions and all exemption forms.
- c. Mail all previous exemption recipients their applications along with instructions (September 2021). Process those applications received early so that they appear on the 3rd & 4th quarter tax bill (November -- December 2021).

Treasurer Collector: Participate in the implementation 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 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.

Accounting: Codify the documentation procedures for expenses utilized in the COVID-19 CARES Act and other reimbursement programs for use in future disaster claims.

- a. Review existing forms and reporting requirements for capture of costs in addition to authorizing mechanisms employed. Oct-Nov 2021
- b. Evaluate standardization of expense requests by type of need and approval workflow. Dec - Feb 2022
- c. Review procedures with major users and prepare manual for individual departmental use as well as Finance Department use for monitoring and reporting to Town Administrator and Board of Selectmen. Apr-Jun 2022

Human Resources: Complete codification of personnel classification plan and employee handbook.

- a. Examine existing draft plan for applicability and re-draft as necessary (Fall 2021)
- b. Compile existing policies into employee handbook and review with Town Administrator and Labor Counsel (Winter 2021)
- c. Review final draft with affected parties (Spring 2022)

MAJOR BUDGET COMPONENTS

Personal Services	\$886,349	81.2%
Purchase of Services (Audit, ambulance billing, technical services)	\$194,325	17.8%
Materials & Supplies	\$ 10,800	1.0%

FY 2022 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, 2021 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 and COVID-19 claims.

Cyclical Inspection Program

The Director of Assessing and his staff successfully completed their second 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 FY21 new growth and values were expected to be approved by the Department of Revenue in very early November. Despite the limitations imposed by the pandemic, the Director of Assessing continued his inspections as allowable.

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 2020 and the FY2020 comprehensive annual financial report should be available by the close of the calendar year.

COVID-19

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

TOWN OF SCITUATE

FY 2022 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 2022 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. This goal has been partially accomplished but was unable to be fully completed due to the limitations imposed by the COVID-19 pandemic.
 - a. Review fraud risk assessment and preliminary COSO framework with departments. July - August 2021
 - b. Identify weaknesses in internal controls and prepare recommendations for mitigating those risks. Sept-Oct 2021
 - c. Review proposed improvements to procedures and processes with Town Administrator and departments. Nov-Dec 2021
 - d. Implement identified measures and document same. Jan-Mar 2022

2. Review and revise chart of accounts to better meet reporting and monitoring needs. This goal has been held over to FY 2022 to reflect the input of the new School Department administrative professional staff.
 - 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. Codify the documentation procedures for expenses utilized in the COVID-19 CARES Act and other reimbursement programs for use in future disaster claims.
 - a. Review existing forms and reporting requirements for capture of costs in addition to authorizing mechanisms employed. Oct-Nov 2021
 - b. Evaluate standardization of expense requests by type of need and approval workflow. Dec - Feb 2022
 - c. Review procedures with major users and prepare manual for individual departmental use as well as Finance Department use for monitoring and reporting to Town Administrator and Board of Selectmen. Apr-Jun 2022

MAJOR BUDGET COMPONENTS

The Finance Director/Town Accountant's budget contains the funding necessary to address the functions of the office relevant to the timely approval and processing of vendor and payroll payments in compliance with all local, state and federal laws. The budget also contains the cost of the annual independent audit of the Town's finances

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

Personal Services	\$354,629	84.1%
Purchase of Services	\$ 65,700	15.6%
Materials & Supplies	\$ 1,300	0.3%
Total Budget	\$421,629	100.0%

FY 2022 RISKS AND CHALLENGES

The lessons learned from the pandemic will have long lasting effects in the delivery of services by all departments including the financial services and human resources departments. The modifications to procedures to react to a remote work environment need to be more deeply examined to see what changes can become institutionalized and which should be seen only as short-term responses to public health issues.

Several multi-year projects and departmental goals had to be set-aside and will now need to be addressed in FY 22 which will requires prioritization of tasks in order to ensure ongoing compliance. 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. As these projects move forward with design, engineering, permitting and construction, there is an additional need to make sure all costs are captured and reported appropriately to ensure the Town is reimbursed the maximum for these costly projects. There are still 27 open claims with FEMA for the four past storm disasters that are in various stages of resolution and claim processing.

It is anticipated that there will be additional reporting required by the Town for funding received from various sources due to the pandemic. The recordkeeping procedures put in place from the start of the pandemic is expected to facilitate any future reporting or auditing for these funds.

DEPARTMENTAL ACCOMPLISHMENTS

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 sixth straight year. Several new reports were developed to provide user friendly detail to allow decision makers the necessary data to evaluate the needs of the Town.

The unknown economic impact of the sudden pandemic caused this office to work with departments to significantly curtail expenses and to monitor revenues closely. Weekly revenue reporting was necessary to ascertain if the Town would have revenue shortfalls or need to make more drastic cuts. With the availability of the Coronavirus Relief Funds, this office captured expenses and remitted claim requests to Plymouth County for reimbursement. The Town of Scituate was one of only two communities to be reimbursed in the first round of disbursements for \$139,018. Due to the timely filing of claims, the Town ended the year with only \$20,000 of COVID-19 related expenses unfunded. These expenses were reimbursed in FY 2021 and not held against the Town's free cash calculation.

Despite reduced staffing during the spring in response to the pandemic, the department met all filing deadlines and closed the year timely with the audit for FY21 being conducted on time and free cash and retained earnings certified in September 2020.

Notwithstanding a two month hiatus due to the pandemic in FY20, work has continued on moving the legacy projects forward and resulted in one project being completely finished in FY21. The forward progression from this one project has helped to re-energize some team members as has the addition of a new consultant working on the design and engineering modeling for the largest of the repair projects.

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. Instead, the two staff persons maintained lists and made personal calls during downtimes in the office to secure these W-9s over the past two years. They have reduced the outstanding W-9s and the overall vendor file significantly.

The Town received \$663,723 in reimbursements from FEMA predominantly for the 2018 Storm Riley disaster. At the close of FY 2020, the department had filed \$438,903 in claims to Plymouth County for COVID-19 related expenses and received \$139,018 in reimbursements.

The Human Resources Director was busier in his third year tackling recruitment, training, collective bargaining, case management, collation of job descriptions, collective bargaining and an active participant in the COVID response for employees. He continues to participate in a regional group of HR professionals exchanging strategies, information, policies and procedures especially with all of the recent federal and state changes in addition to the ever changing environment due to the pandemic. His guidance, support and insight are of great value to the Town and he is a resource in constant demand by employees, department heads and management.

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

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 135 TOWN ACCOUNTANT - Nancy Holt, Finance Director/Town Accountant								
1135510	511000	REGULAR SALARIES	\$ 294,110.08	\$ 325,869.07	\$ 335,058.00	\$ 344,926.00	\$ 344,926.00	\$ 9,868.00
1135510	513000	LONGEVITY	\$ 1,950.00	\$ 1,950.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ -
1135510	517200	SICK LEAVE BUY BACK	\$ 500.00	\$ -	\$ 500.00	\$ -	\$ -	\$ (500.00)
1135510	519100	OTHER SALARIES	\$ 3,620.04	\$ 3,680.70	\$ 7,491.00	\$ 7,203.00	\$ 7,203.00	\$ (288.00)
		TOTAL PERSONAL SERVICES	\$ 300,180.12	\$ 331,499.77	\$ 345,549.00	\$ 354,629.00	\$ 354,629.00	\$ 9,080.00
1135520	530900	TECHNICAL SERVICES	\$ 50,080.00	\$ 54,710.00	\$ 52,500.00	\$ 62,500.00	\$ 62,500.00	\$ 10,000.00
1135520	532100	CONFERENCES/MEETINGS	\$ 428.50	\$ 519.88	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ -
1135520	571100	MILEAGE REIMBURSEMENT	\$ 569.16	\$ 532.49	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -
1135520	573100	PROFESSIONAL DUES & SUBS	\$ 765.00	\$ 910.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 51,842.66	\$ 56,672.37	\$ 55,700.00	\$ 65,700.00	\$ 65,700.00	\$ 10,000.00
1135540	542000	OFFICE SUPPLIES	\$ 1,295.15	\$ 934.78	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	\$ -
		TOTAL MATERIALS & SUPPLIES	\$ 1,295.15	\$ 934.78	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	\$ -
		GRAND TOTAL TOWN ACCOUNTANT-135	\$ 353,317.93	\$ 389,106.92	\$ 402,549.00	\$ 421,629.00	\$ 421,629.00	\$ 19,080.00

TOWN OF SCITUATE

FY 2022 BUDGET

DEPARTMENT: ASSESSORS

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

FY 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL#1 Continue the cyclical re-inspection program to insure that all properties have been inspected at least once in the past ten years by the end of FY2023 as required by the Department of Revenue. This program is critical to fair and equitable assessments and must be completed prior to the Town's next revaluation in FY2024. Approximately 4,000 or 2,000 properties in each of the next two years will need to be measured and inspected by the end of FY2023. Additional resources may be required in FY2023 to accomplish this goal.

OBJECTIVES:

- A. Measure and list each property that has sold or taken out a building permit (July 1, 2021 – June 30, 2022), Also, conduct complete follow-up inspections of properties with permits that were incomplete on July 1, 2021.
- B. Select additional properties that have not been measured since 2014, to be measured and listed as resources permit.

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

OBJECTIVES:

- A: Issue Sales Verification Questionnaires for all sales greater than \$100 and inspect all sales (on going)
- B: Issue Income and Expense forms (38D) to all commercial, industrial and mixed use property owners (February 2021).
- C: Utilize current CAMA system to analyze the verified information obtained from objectives A & B and produce equitable assessments (July 2021 – October 2021).

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

- A: Hold informational session(s) at (January 2021 – March 2021).
- B: Continue to redesign Assessor webpage for easier navigation, answers to frequently asked questions and all exemption forms.
- C: Mail all previous exemption recipients their applications along with instructions (September 2021). Process those applications received early so that they appear on the 3rd & 4th quarter tax bill (November – December 2021).

MAJOR BUDGET COMPONENTS

As part of its daily operations, the Assessor's office responds to inquiries from taxpayers, appraisers, attorneys, banks, realtors, surveyors and others. The office also administers or performs the appraisal of over nine thousand (9,000) parcels of property including all residential, commercial, industrial and personal property. In addition, the Assessor's office processes over twenty thousand (20,000) motor vehicle and boat excise bills each year.

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

Approximately 250 exemptions were granted last year to disabled veterans, surviving spouses, elderly, blind and Community preservation Fund applicants. Staff ensures that all applicants receive appropriate exemption forms that he or she may qualify for (not just the exemption that was historically received). The office also provides abutter lists to various departments as part of the public hearing process.

Major expenditures of our department are as follows:

Salaries 87%.....support staff for taxpayer assistance and inquiries, assessment generation and processing any abatements or exemptions granted by the Board of Assessors. Purchase of services, materials and supplies 13% ...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 2022 RISKS AND CHALLENGES

Our ten year cyclical re-inspection program needs to be accelerated and completed by the Department of Revenue's mandatory deadline of June 20, 2023. As a result, we have approximately 4,000 properties to measure and inspect over this short time period. Due to COVID 19, our contractual inspections have not been conducted this past year and in-house inspections were less than anticipated as well. It is our hope that our in-house staff can complete approximately 1,100 plus inspections over the next year and our contractor 900 inspections (utilizing prior funding and requested funds) to stay on track with the State's mandatory deadline. Our inspection progress will be monitored and the need for additional contractual assistance or departmental reorganization will be studied.

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

Timely completion of our interim update of valuations based on 2020 sales activity and market trends. Before the analysis of assessments can take place the following must be completed: inspection of 2020 sales, building permits inspections, review of sales verification forms, review of income and expense forms for commercial properties and personal property returns.

DEPARTMENTAL ACCOMPLISHMENTS

- Completed inspections onsite/ online inspections of 2019 sales, onsite inspections of all new growth properties including prior year building permit rechecks (approximately 1,000 – over 700 were full measure and lists) and with the assistance of PK Valuation Group and in-house personnel will complete the FY21 valuation update in a timely manner.
- Fully computerized the acquisition of deeds from the registry and all transactions for the past year have been uploaded to our PK appraisal system for easy retrieval and review.
- Instituted a departmental policy where all data entry of property record changes are checked by a different department employee to eliminate data entry errors.
- 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.
- Updated our digital maps with 2019 subdivisions and corrected errors including prior subdivisions as well as incorrect parcel ID's and addresses.
- Updated all applications forms and instructions for abatements and exemptions to our town web page.

DESCRIPTION OF REVENUE	FY19	FY20	FY21 YTD	FY22 Projected	Comments
Abutter's Lists	\$3,170	\$2,780	\$685	\$2,500	

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 141 ASSESSORS - Joseph DiVito, Jr, Director of Assessing								
1141510	511000	REGULAR SALARIES	\$ 166,548.22	\$ 181,710.97	\$ 185,251.00	\$ 191,981.00	\$ 191,981.00	\$ 6,730.00
1141510	513000	LONGEVITY	\$ -	\$ -	\$ 550.00	\$ 1,100.00	\$ 1,100.00	\$ 550.00
1141510	518000	PART-TIME SALARIES	\$ 15,862.50	\$ 15,590.49	\$ 18,399.00	\$ 18,675.00	\$ 18,675.00	\$ 276.00
1141510	519100	OTHER SALARIES	\$ 65.74	\$ -	\$ -	\$ -	\$ -	\$ -
		TOTAL PERSONAL SERVICES	\$ 182,476.46	\$ 197,301.46	\$ 204,200.00	\$ 211,756.00	\$ 211,756.00	\$ 7,556.00
1141520	530900	TECHNICAL SERVICES	\$ -	\$ 13,930.00	\$ 29,650.00	\$ 30,250.00	\$ 30,250.00	\$ 600.00
1141520	532100	CONFERENCES/MEETINGS	\$ -	\$ -	\$ 250.00	\$ 250.00	\$ 250.00	\$ -
1141520	534300	BINDING & PRINTING	\$ 918.61	\$ 901.81	\$ 1,100.00	\$ 500.00	\$ 500.00	\$ (600.00)
1141520	571100	MILEAGE REIMBURSEMENT	\$ 234.84	\$ 209.20	\$ 300.00	\$ 300.00	\$ 300.00	\$ -
1141520	573100	PROFESSIONAL DUES & SUBS	\$ 360.30	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 1,513.75	\$ 15,341.01	\$ 31,600.00	\$ 31,600.00	\$ 31,600.00	\$ -
1141540	542000	OFFICE SUPPLIES	\$ 470.90	\$ 475.52	\$ 500.00	\$ 500.00	\$ 500.00	\$ -
		TOTAL MATERIALS & SUPPLIES	\$ 470.90	\$ 475.52	\$ 500.00	\$ 500.00	\$ 500.00	\$ -
		GRAND TOTAL ASSESSORS-141	\$ 184,461.11	\$ 213,117.99	\$ 236,300.00	\$ 243,856.00	\$ 243,856.00	\$ 7,556.00

TOWN OF SCITUATE

FY 2022 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: FY22 - FY23)
 - 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: Tax Title – Land of Low Value (Timeline: FY21 - FY22)
 - 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.
- 3. Goal: Participate in the implementation 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 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	\$319,964	75%
Ambulance	\$ 42,000.	9%
Postage	\$ 46,500	10%

- 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. Four months in FY21 \$10,435 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 had a substantial increase in postage of for FY21 due to the mail in ballots and other COVID restrictions.
- 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 2022 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, even with the pandemic. This may be affected in the future by the pandemic situation. Increased delinquencies result in increased demand bill mailings that in turn increase the postage budget. Educating the public in tax taking procedure is exhaustive, yet well worth the effort taken to collect the debt. The Town has been restricted as to foreclosure because of the pandemic. 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 FY20, 15 parcels were redeemed and \$350,026 was collected from tax title.

The Treasurer/Collector continues to set up payment plans with several residents. To date (4 months) \$55,913 has been collected in tax title for FY21. The Treasurer Collector has worked with many residents to setup payment plans. The T/C continues to work with, the Board of Health, the Veteran's Agent and the Council of Aging to assist residents with payment plans.

The T/C office has successfully 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 two full years have been completed, the areas for further improvements have been identified. The payroll staff will continue to make the process more robust.

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 constantly updating instruction manuals for all phases of Munis.

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

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

The Town Clerk's office, the School business office, and the recently added, Council On Aging 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 continues to expand the communication efforts to include social media and email blasts to notify Residents of upcoming taxes due.

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

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

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

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. This year sales were challenging because of the COVID restrictions. The requests for stickers was more than any years past. The T/C department continued to provide residents with answers/information and stickers in a timely manner. To date in calendar year 2020, 13,519 stickers have been sold with total sales of \$749,030.

The T/C office has received an increase in Municipal Lien Certificates requests, with customers asking for a returned response as soon as possible. Legally the Town has 10 days to respond but the office has been able to turn them around in less than 5 days.

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

DESCRIPTION OF REVENUE	FY19	FY20	FY21 YTD	FY22 Projected	Comments
Municipal Lien Certs	45,150	81,650	37,500	45,000	FY21 YTD as of 11/02/19
Ambulance Receipts	975,112	1,020,440	325,710	900,000	FY21 YTD as of 11/02/20

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 145 TREASURER COLLECTOR - Pamela Avitabile, Treasurer Collector								
1145510	511000	REGULAR SALARIES	\$ 290,682.33	\$ 299,599.89	\$ 307,287.00	\$ 314,782.00	\$ 314,782.00	\$ 7,495.00
1145510	512000	OVERTIME	\$ 76.59	\$ 153.57	\$ -	\$ -	\$ -	\$ -
1145510	513000	LONGEVITY	\$ 2,875.00	\$ 2,875.00	\$ 2,875.00	\$ 3,425.00	\$ 3,425.00	\$ 550.00
1145510	517200	SICK LEAVE BUY BACK	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ -
1145510	519100	OTHER SALARIES	\$ 1,086.11	\$ 1,169.91	\$ 1,218.00	\$ 1,257.00	\$ 1,257.00	\$ 39.00
		TOTAL PERSONAL SERVICES	\$ 295,220.03	\$ 304,298.37	\$ 311,880.00	\$ 319,964.00	\$ 319,964.00	\$ 8,084.00
1145520	530900	TECHNICAL SERVICES	\$ 5,273.00	\$ 4,746.03	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ -
1145520	531000	AMBULANCE BILLING	\$ 37,770.23	\$ 40,888.48	\$ 42,000.00	\$ 42,000.00	\$ 42,000.00	\$ -
1145520	532100	CONFERENCES/MEETINGS	\$ 842.64	\$ 770.68	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ -
1145520	534400	POSTAGE	\$ 39,037.88	\$ 37,031.45	\$ 46,500.00	\$ 46,500.00	\$ 46,500.00	\$ -
1145520	571100	MILEAGE REIMBURSEMENT	\$ 523.87	\$ 732.72	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -
1145520	573100	PROFESSIONAL DUES & SUBS	\$ 225.00	\$ 285.00	\$ 325.00	\$ 325.00	\$ 325.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 83,672.62	\$ 84,454.36	\$ 97,025.00	\$ 97,025.00	\$ 97,025.00	\$ -
1145540	542000	OFFICE SUPPLIES	\$ 598.32	\$ 351.64	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ -
1145540	542500	PRINTING & FORMS	\$ 6,587.96	\$ 5,767.87	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ -
		TOTAL MATERIALS & SUPPLIES	\$ 7,186.28	\$ 6,119.51	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ -
		GRAND TOTAL TREAS/COLL-145	\$ 386,078.93	\$ 394,872.24	\$ 417,905.00	\$ 425,989.00	\$ 425,989.00	\$ 8,084.00

TOWN OF SCITUATE

FY 2022 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 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

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

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

2. Goal: To expand the Town's phone system across all town buildings.

Objective: Replace old copper telephone lines and antiquated phone systems with modern IP based phones which will include voicemail, menus, forwarding, remote access and more. The updated phone system will allow us to leverage existing phone services and reduce expensive copper telephone lines, while allowing us to better serve the public and provide communication tools that will allow our staff to be more productive.

3. Goal: To implement a backup solution for Office 365 (O365) email.

Objective: To implement a backup solution to protect our email from data corruption or catastrophic failure of the Microsoft hosted email services.

4. Goal: Ongoing security hardening of endpoints.

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

5. Goal: Create route diversity and failover for the Fire and Police radio infrastructure.

Objective: To leverage the Town's fiber optic network to provide a redundant path for radio communications between Town radio towers and equipment.

6. Goal: Replace and expand the permitting software currently being used by the Building Department due to the discontinued support by the vendor.

Objective: Implement new permitting software for town departments in multiple phases, beginning with the Building Department, Board of Health, Select Board, Fire Inspections, Fire Burning, and Dog Licensing.

MAJOR BUDGET COMPONENTS

The Information Technology (IT) department personnel consist of two fulltime employees. The IT Department is responsible for all computer hardware and services, network hardware and services, software applications and services, printing and day-to-day support, along with creating and implementing the strategic vision for the Town of Scituate's technology initiatives. Major budget components include Technical Services, Salaries, and Procurement of hardware.

The FY22 budget includes costs to increase our investment in network security, and operating costs associated FY21 projects that have been implemented.

FY 2022 RISKS AND CHALLENGES

We are facing a time in which we are seeing a significant increase in cyber-attacks on municipalities. A challenge we face is the time and resources it will take to safely implement security controls to strengthen our security posture. There are many security measures we can implement at little to no cost to the Town, but the limited staffing of the Information Technology Department seriously limits our ability to take proactive security measures.

DEPARTMENTAL ACCOMPLISHMENTS

- Implemented a vulnerability scanning solution to scan our networks for vulnerabilities.
- Implemented application whitelisting to only allow specific applications to run on computers, to aid in blocking malware and preventing it from running on our computers.
- Implemented Malicious Domain Blocking to block all DNS requests to known malicious websites.
- Updated all Town firewalls and implemented Intrusions Preventions and Detection functionality.
- Reconfigured our firewalls to block traffic from rogue nation-states.
- Reimaged 160 existing computers and laptops.
- Implemented a new backup solution to backup all servers and data using a secondary platform and repository, and mirror backups to an additional offline repository.
- Implemented a new fiber network, connecting all town buildings over fiber, creating better diversity, reliability, performance, and security.

DESCRIPTION
OF REVENUE

FY18

FY19

FY20
YTD

FY21
Projected

Comments

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 155 INFORMATION TECHNOLOGY - Michael Minchello, Director of Information Technology								
1155510	511000	REGULAR SALARIES	\$ 160,338.28	\$ 175,800.18	\$ 195,541.00	\$ 198,771.00	\$ 198,771.00	\$ 3,230.00
1155510	513000	LONGEVITY	\$ -	\$ -	\$ -	\$ 800.00	\$ 800.00	\$ 800.00
1155510	519100	TRAVEL STIPEND	\$ 359.38	\$ 585.31	\$ 960.00	\$ 960.00	\$ 960.00	\$ -
		TOTAL PERSONAL SERVICES	\$ 160,697.66	\$ 176,385.49	\$ 196,501.00	\$ 200,531.00	\$ 200,531.00	\$ 4,030.00
1155520	524100	OFFICE MACHINE MAINTENANCE	\$ 22,168.01	\$ 15,521.53	\$ 21,000.00	\$ 18,000.00	\$ 18,000.00	\$ (3,000.00)
1155520	530900	TECHNICAL SERVICES	\$ 190,794.45	\$ 220,571.53	\$ 299,665.00	\$ 366,395.00	\$ 366,395.00	\$ 66,730.00
1155520	571100	MILEAGE REIMBURSEMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 212,962.46	\$ 236,093.06	\$ 320,665.00	\$ 384,395.00	\$ 384,395.00	\$ 63,730.00
1155540	542000	OFFICE SUPPLIES	\$ 396.91	\$ 97.10	\$ 500.00	\$ 500.00	\$ 500.00	\$ -
		TOTAL MATERIALS & SUPPLIES	\$ 396.91	\$ 97.10	\$ 500.00	\$ 500.00	\$ 500.00	\$ -
1155580	585100	EQUIPMENT	\$ 13,812.70	\$ 6,675.20	\$ 20,000.00	\$ 30,000.00	\$ 30,000.00	\$ 10,000.00
		TOTAL CAPITAL OUTLAY	\$ 13,812.70	\$ 6,675.20	\$ 20,000.00	\$ 30,000.00	\$ 30,000.00	\$ 10,000.00
		GRAND TOTAL INFO TECHNOLOGY-155	\$ 387,869.73	\$ 419,250.85	\$ 537,666.00	\$ 615,426.00	\$ 615,426.00	\$ 77,760.00

TOWN OF SCITUATE

FY 2022 BUDGET

DEPARTMENT: #158 Tax Foreclosure

MISSION STATEMENT:

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

FY 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

The goal in FY22 is to aggressively pursue the real estate property tax dollars owed to the Town along with interest and fees while managing the legal budget effectively and efficiently. There is an inventory of Town possession properties that need to be reviewed for the purpose of auction, and/or Town use annually. Parcels in tax title must be constantly assessed for assignment to the tax title attorney for foreclosure proceeding or to negotiate payment arrangements in a reasonable period of time.

MAJOR BUDGET COMPONENTS

The major budget component of the tax foreclosure appropriation is the legal cost of foreclosure to Land Court and title search, especially for estate issues. Additionally, there is a sizable cost to record liens at the time of each annual tax taking. There is a charge of \$130 per item to place a lien either at the Registry of Deeds or Land Court for registered land. In FY20, as of 10/15/20, 108 parcels are delinquent for payment of FY20 taxes. Currently the Treasurer/Collector staff is calling and sending letters to residents that are outstanding. The parcels that are unpaid as of December 1st will be advertised and if remain unpaid will be liened. This is subject to COVID restrictions.

FY 2022 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, (96 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 COVID restrictions have also put a challenge on collections and may delay the process of placing outstanding FY20 taxes into tax title.

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

DEPARTMENTAL ACCOMPLISHMENTS

The Treasurer/Collector (T/C) has decreased the Tax Title properties July 1, 2019 to June 30, 2020 by 15 parcels. As of October 25, 2019 for FY21, 2 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 FY20 Real Estate Taxes, to result in many taxes being paid in full to avoid advertising and tax liens.

DESCRIPTION OF REVENUE	FY19	FY20	FY21 10/19 YTD	FY22 Projected	Comments
Tax Title	328,563	296,672	48,704	250,000	Incl. Betterments, Water & Sewer Liens
Fees & Interest	<u>73,173</u>	<u>53,354</u>	<u>7,209</u>	<u>25,000</u>	
Totals	401,736	350,026	55,913	300,000	
Tax Deferrals	24,707	36,476	5,080	-	
Fees & Interest	<u>6,874</u>	<u>7,115</u>	<u>838</u>	-	
Totals	31,581	43,591	5,918	-	

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Project	Account Description	2019 Actuals	2020 Actuals	2021 Actuals	2021 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 158 TAX FORECLOSURES - Pamela Avitabile, Treasurer Collector										
1158521	530900		TAX TITLE FORECLOSURES	\$ 16,066.86	\$ 19,054.88	\$ 108.00	\$ 39,000.00	\$ 39,000.00	\$ 39,000.00	\$ -

TOWN OF SCITUATE

FY 2022 BUDGET

DEPARTMENT: Cable Television

MISSION STATEMENT:

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

FY 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Scituate Community Television's primary goal moving forward is to increase availability for all Scituate residents to experience SCTV. SCTV already broadcasts continually on cable access and allows for all content to be watched on social media outlets. Additionally, SCTV has begun streaming content live online including several government meetings and school events. This will continue, but as new technology becomes available SCTV needs to investigate all platforms available for all Scituate residents to become aware of town happenings and events.

MAJOR BUDGET COMPONENTS

Budget Item #1: Annual Director Salary:

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

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

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

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

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

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

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

\$65, 000 – Online Equipment/Software: Leightronix Software / Zoom (Streaming) Services / Total Info Programming Technology / Computers

FY 2022 RISKS AND CHALLENGES

Scituate Community Television is facing a developing time with technology. More resources are becoming available to broadcast and stream content. Because SCTV uses different software resources, creating

compatibility with all is a constant problem. SCTV needs to create a cohesive system where all technology elements align in a quick and efficient manner. Additionally, due to a small staff (and limitations on group environments), SCTV needs to find new and alternative ways for crew members to assist with meetings and events.

DEPARTMENTAL ACCOMPLISHMENTS

Scituate Community Television continues to broadcast 24 hours a day, 7 days a week, 365 days a year on all THREE television channels. Scituate residents can watch SCTV at any moment to see what’s happening in Scituate’s government, its educational system and in the general public. In addition, SCTV has assisted several town departments conduct regular meetings using online technology so that town business can continue as it needs. SCTV continues to be a force on the social media front. Subscribers and viewers on all of SCTV’s social media content consistently defies normal community television standards. SCTV’s YouTube page is by far the most populated community television YouTube pages in the area.

DESCRIPTION OF REVENUE	FY20	FY21 YTD	FY22 Projected	Comments
	262, 745.00	34, 514.92	268, 470.00	

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin	
							Recomm	\$ Change
1159510	511000	REGULAR SALARIES	\$59,715.62	\$60,115.95	\$63,693.00	\$65,000.00	\$65,000.00	\$1,307.00
1159510	518000	PART-TIME SALARIES	\$31,841.00	\$25,885.20	\$45,570.00	\$47,646.00	\$47,646.00	\$2,076.00
		TOTAL PERSONAL SERVICES	\$91,556.62	\$86,001.15	\$109,263.00	\$112,646.00	\$112,646.00	\$3,383.00
1159520	524200	REPAIR/MAINTENANCE OF EQUIPMEN	\$100.00	\$0.00	\$1,500.00	\$1,500.00	\$1,500.00	\$0.00
1159520	530900	TECHNICAL SERVICES	\$3,233.29	\$0.00	\$5,000.00	\$5,000.00	\$5,000.00	\$0.00
		TOTAL PURCHASE OF SERVICES	\$3,333.29	\$0.00	\$6,500.00	\$6,500.00	\$6,500.00	\$0.00
1159540	542000	OFFICE SUPPLIES	\$0.00	\$93.52	\$2,000.00	\$2,000.00	\$2,000.00	\$0.00
		TOTAL MATERIALS & SUPPLIES	\$0.00	\$93.52	\$2,000.00	\$2,000.00	\$2,000.00	\$0.00
1159580	585100	EQUIPMENT	\$41,469.23	\$20,680.16	\$150,000.00	\$150,000.00	\$150,000.00	\$0.00
		TOTAL CAPITAL OUTLAY	\$41,469.23	\$20,680.16	\$150,000.00	\$150,000.00	\$150,000.00	\$0.00
		GRAND TOTAL - SCTV	\$136,359.14	\$106,774.83	\$267,763.00	\$271,146.00	\$271,146.00	\$3,383.00

TOWN OF SCITUATE

FY 2022 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 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL #1-CERTIFICATION PROGRAM TOWN CLERK-Continued from FY21

- A. Finalize process for Certified Massachusetts Municipal Clerk (CMMC).
- B. Complete class requirements/class credits towards certification by July 1, 2021. Due to Covid19 MTCA classes were cancelled in 2020).
- C. Additional class credits (5) are still required for certification, and will take the test again in FY2022.

GOAL #2-OFFICE REORGANIZATION AND HOUSEKEEPING

- A. Reorganize and purge office files late winter of 2021.
- B. Rcorganize Town Clerk's storage section of the vault.
- C. Due to a busy 2020 election year it is important to maintain organized multiple storage areas.

GOAL #3-DOG LICENSING PROGRAM

- A. Dog licensing program with an outside vendor.
- B. I.T. is working on this so the Town Clerk's office has the ability to keep better track of licensed dogs in a more efficient manner than the outdated Access program we are currently working with.
- C. Dog licensing begins in mid-May as the license from the previous year expires on June 30th.

MAJOR BUDGET COMPONENTS

The Town Clerk's office operates with statutory and mandatory obligations relative to conducting of elections and town meetings. The major expenditures of the department relate to the administration costs of town meeting and elections. Both have costs related to personnel – custodial set-up and breakdown time, security details, and part-time staff. Election costs also include the expense of ballot printing (where applicable) and the programming and maintenance of equipment.

The expenditures for town meetings and elections are generally fixed, however will fluctuate based on the number of these events in a given fiscal year. There is only one scheduled election for FY 2022.

FY 2022 RISKS AND CHALLENGES

It is most likely that the as a result of the 2020 Federal Census that the voting precincts in Scituate will change and another precinct added, sometime in mid-summer. There are over 15,000 registered voters in Scituate and the challenge will be determining if the SHS gym will be large enough to accommodate another precinct or if the precincts need to be divided into different polling locations. If more than one polling location is required, then additional budgeting for staff will need to be assessed.

Several times a year the Mass Town Clerks Association offers training courses and classes for elections, town meetings, vital records and many other classes relative to the duties of this office. In 2020 the summer and fall conferences were cancelled due to the pandemic. These educational classes are essential to help maintain the integrity of all areas of work in this office.

DEPARTMENTAL ACCOMPLISHMENTS

In early January 2020 concerns around the country began to focus on a new virus Covid19.

The year 2020 was predicted to be a very busy "Presidential" election year anyway. It was additionally challenging when the world realized how contagious the virus proved to be. This being said, additional safety measures were taken to provide safety for the public and staff during the year's events.

The Town of Scituate held the Presidential Primary on March 3, 2020, with a turn-out of 6,409 voters.

"Early Voting" took place for the first time for a primary the week prior.

Due to the COVID-19 pandemic and social distancing, the Annual & Special Town Meeting were postponed by declaration of the Moderator from the original date of April 13, 2020 to May 11, 2020, and postponed again to June 8, 2020, and again by declaration of the Moderator to June 27, 2020. The Annual & Special Town Meeting convened outside at the Scituate High School Athletic Field on Saturday, June 27, 2020 with attendance of 290 voters.

The Annual Town Election was held on June 13, 2020 with a turnout of 1,695 voters.

The State Primary was held on September 1, 2020 with voter participation of 6,723.

The Presidential Election was held on November 3, 2020 with 13,648 voters voting as of this date. Approximately 8,700 voters chose to vote "Early" either by mail or in person. The total percentage of voters for this election was 85.6%.

The fall Special Town Meeting is scheduled for November 16th at the Scituate High School gym.

I would like to thank Assistant Town Clerk, Heather Nugent and Records Clerk, Ann Breen for their patience, hard work and professionalism in a time of great stress during not only in an anticipated busy year, but one in which we were constantly adapting to the “new norm” in a time of a major world-wide health crisis. My undying gratitude to them for always being there for support not only to this office but for the public. This office strives to maintain a high level of trust, confidence, and integrity with the public and many other departments within the Town.

In regard to the other departments, words are not enough to express my heartfelt thanks to all Town Hall Departments who have continued to support and assist this office throughout this unprecedented, unusual year. Thank you to the Scituate Police Department, Scituate Fire Department, the School Department including custodial and food services, Recreation, and Scituate Cable TV. Sincere thanks to Custodian, Tom Greim, the DPW Highway/Grounds Department, and all who have contributed to the success of the town meetings and elections held this year. These events could not happen without the combined ongoing efforts of these departments.

The Town Archives continues under the leadership of Archivist, Jody McDonough with request for archival and genealogy records and research. The volunteers in this department are an essential service to the Town of Scituate and the public with regard to the preservation of the Town of Scituate’s historical and archived records.

DESCRIPTION OF REVENUE	FY19	FY20	FY21	FY22	Comments
	\$39,344.75	\$36,586.50	YTD-\$ 13,150.00 At time of report 11/4/2020	\$40,000.00	Projected

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 161 TOWN CLERK - Kathleen Gardner, Town Clerk								
1161510	511000	REGULAR SALARIES	\$ 118,723.72	\$ 123,366.67	\$ 125,808.00	\$ 130,023.00	\$ 130,023.00	\$ 4,215.00
1161510	512000	OVERTIME	\$ 2,453.88	\$ 843.44	\$ 2,538.00	\$ 2,538.00	\$ 2,538.00	\$ -
1161510	513000	LONGEVITY	\$ 550.00	\$ 550.00	\$ 550.00	\$ 1,100.00	\$ 1,100.00	\$ 550.00
1161510	518000	PART-TIME SALARIES	\$ 58,327.40	\$ 46,358.91	\$ 75,770.00	\$ 41,817.00	\$ 41,817.00	\$ (33,953.00)
1161510	519100	OTHER SALARIES	\$ -	\$ -	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ -
		TOTAL PERSONAL SERVICES	\$ 180,055.00	\$ 171,119.02	\$ 206,316.00	\$ 177,128.00	\$ 177,128.00	\$ (29,188.00)
1161520	524100	OFFICE MACHINE MAINT	\$ -	\$ -	\$ 150.00	\$ 150.00	\$ 150.00	\$ -
1161520	530800	TRAINING	\$ -	\$ -	\$ 100.00	\$ 100.00	\$ 100.00	\$ -
1161520	531100	SUPPORT SERVICES/ELECTIONS	\$ 31,289.28	\$ 25,334.69	\$ 36,477.00	\$ 21,630.00	\$ 21,630.00	\$ (14,847.00)
1161520	532100	CONFERENCES/MEETINGS	\$ 150.00	\$ 75.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ -
1161520	534300	BINDING & PRINTING	\$ 2,396.04	\$ 2,544.63	\$ 4,910.00	\$ 3,775.00	\$ 3,775.00	\$ (1,135.00)
1161520	571100	MILEAGE REIMBURSEMENT	\$ 66.00	\$ -	\$ 300.00	\$ 300.00	\$ 300.00	\$ -
1161520	573100	PROFESSIONAL DUES & SUBS	\$ 185.00	\$ 185.00	\$ 405.00	\$ 360.00	\$ 360.00	\$ (45.00)
		TOTAL PURCHASE OF SERVICES	\$ 34,086.32	\$ 28,139.32	\$ 42,842.00	\$ 26,815.00	\$ 26,815.00	\$ (16,027.00)
1161540	542000	OFFICE SUPPLIES	\$ 1,829.99	\$ 1,629.94	\$ 2,600.00	\$ 2,000.00	\$ 2,000.00	\$ (600.00)
1161540	542300	ARCHIVES	\$ 812.46	\$ 630.33	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -
1161540	542500	PRINTING & FORMS	\$ 1,380.00	\$ -	\$ 1,530.00	\$ 1,530.00	\$ 1,530.00	\$ -
		TOTAL MATERIALS & SUPPLIES	\$ 4,022.45	\$ 2,260.27	\$ 5,130.00	\$ 4,530.00	\$ 4,530.00	\$ (600.00)
		GRAND TOTAL TOWN CLERK-161	\$ 218,163.77	\$ 201,518.61	\$ 254,288.00	\$ 208,473.00	\$ 208,473.00	\$ (45,815.00)

TOWN OF SCITUATE

FY 2022 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 2022 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.
- Review Departmental Policies and Procedures: Review file management systems, enhance accessibility of Departmental documents.

TOWN OF SCITUATE

FY 2022 BUDGET

DEPARTMENT: CONSERVATION

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 2022 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. Lack of current hardware and technology to seamlessly implement virtual meetings is a challenge.
- **Economic Development.** Increase of commercial and residential development projects, apartment or condominium and/or affordable housing have been observed. Several 40B projects and subdivisions are in progress and anticipated to begin permitting. 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 2022 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:

- **63** 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;
- **38** Requests for Determinations (RDA) for smaller projects in the outer Buffer Zone, or project with a lesser likelihood of having a direct impact;
- **38** Determinations of Applicability (DOA's) issued;
- **10** Stormwater permits;
- **18** 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;
- **41** Minor Activity Permits for projects within the buffer zone where little or no impact is expected or to facilitate post severe storm cleanup;
- **57** 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; successfully transitioned to virtual hearings with minimal delay for permit applications during COVID-19 pandemic.
- **8** Extensions to Orders of Conditions
- Participated and created Essential Duties Operations Plan during pandemic office closure;
- Signoffs on ALL new permit applications of Board of Health Title V systems, Building Permit construction projects, and Planning and Zoning Board applications;
- Oversaw permitting and construction of Open Space Trails, North/South River Dredging project, Egypt Beach Berm, Tack Factory Water 17A, Seaside at Scituate, several residential 40B including Herring Meadow and Stockbridge Landing; High School Track and Fields; Cedar Point Sewer;
- Oversaw permitting of projects to improve water capability including, reservoir expansion, Tack Factory Pond Well 17A improvements.
- Participated in the Stormwater workgroup to re-write portions of the Stormwater regulations.
- Assisted the Coastal Resource Officer with the Community Rating System (CRS) Update
- Participate in Emergency Management Team for Storm events
- Update Conservation Regulations to reflect required FEMA updated
- Worked on Conservation Restrictions CRs on West End properties
- Cleanup of Museum Beach remediating long standing boat storage problem
- Participated in purchasing Mordecai Lincoln property for additional town Open Space and participated in Coastal Resiliency Grants
- Participate in EA and permitting process for Foreshore Protection projects and FEMA reimbursement

TOWN OF SCITUATE

FY 2022 BUDGET

DEPARTMENT: CONSERVATION

DESCRIPTION OF REVENUE	FY/18	FY/19	FY/20	YTD FY/21	FY/22 Estimate
Filing Fees	\$27,884.25	\$40,565.00	\$47,310.5	\$5,127.50*	\$28,000
				*as of 10/14/2020	

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. FEMA Home Elevation Grants, and the Green Communities Grant Program* (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 FY2021 will be implementing the recommendations of 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 plans get implemented is going to take a community effort.

DEPARTMENTAL ACCOMPLISHMENTS

- Managed a Federal Emergency Management Agency (FEMA) Grant for FEMA Flood Assistance (FMA) for two private Homeowner Elevation Projects, (\$170,000);
- Prepared, received, and managed 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, received, and managed An Accelerating Climate Resiliency Municipal Mini-Grant for a Managed Retreat Feasibility Study at Peggotty Beach(\$35,000);
- Prepared, received, and managed 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)
- Prepared and received a Green Community grant for approximately \$200,000
- 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, 2019-2020* 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;
- Prepared the Town’s 5 Year CRS submittal

DESCRIPTION OF REVENUE

	FY/18	FY/18	FY20
GRANTS:			
FMA Elevation Program	\$2.3 million		Elevation (Completed)
FEMA 15 HMGP Elevations	\$488,713		Elevations (Ongoing)
FEMA 16 FMA Elevation	\$170,000		Elevation (Ongoing)
MAPC MVP Plan	\$60,000		MVP Plan (Completed)
MAPC Downtown Harbor Plan		\$25,000	Plan (Completed)
EEA Down Town Harbor Plan		\$37,500	Plan (Completed)
MAPC Resiliency Grant		\$35,000	Plan (Completed)

FMA 17	\$168,478		Elevation (Ongoing)
FEMA Hazard Mitigation plan		\$21,280	Plan (Ongoing)
FEMA 20 FMA Elevation		\$170,389	Elevation

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 171 CONSERVATION - PART OF PLANNING & COMMUNITY DEVELOPMENT - Amy Walkey, Conservation Agent & Natural Resource Officer								
1171510	511000	REGULAR SALARIES	\$ 189,182.63	\$ 203,596.55	\$ 210,148.00	\$ 215,253.00	\$ 215,253.00	\$ 5,105.00
1171510	518000	PART-TIME SALARIES	\$ 2,284.90	\$ -	\$ -	\$ -	\$ -	\$ -
		TOTAL PERSONAL SERVICES	\$ 191,467.53	\$ 203,596.55	\$ 210,148.00	\$ 215,253.00	\$ 215,253.00	\$ 5,105.00
1171520	524100	OFFICE MACHINE MAINT	\$ -	\$ -	\$ 100.00	\$ 100.00	\$ 100.00	\$ -
1171520	530800	TRAINING	\$ -	\$ -	\$ -	\$ 500.00	\$ -	\$ -
1171520	530900	TECHNICAL SERVICES	\$ -	\$ 778.87	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -
1171520	532100	CONFERENCES/MEETINGS	\$ 225.00	\$ -	\$ 650.00	\$ 650.00	\$ 650.00	\$ -
1171520	534300	BINDING & PRINTING	\$ -	\$ 329.50	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -
1171520	534400	POSTAGE	\$ 25.80	\$ -	\$ -	\$ -	\$ -	\$ -
1171520	571100	MILEAGE REIMBURSEMENT	\$ 1,459.14	\$ 1,311.77	\$ 750.00	\$ 750.00	\$ 750.00	\$ -
1171520	573100	PROFESSIONAL DUES & SUBS	\$ 26.00	\$ 524.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 1,735.94	\$ 2,944.14	\$ 4,700.00	\$ 5,200.00	\$ 4,700.00	\$ -
1171540	542000	OFFICE SUPPLIES	\$ 455.19	\$ 131.35	\$ 600.00	\$ 600.00	\$ 600.00	\$ -
1171540	542500	PRINTING & FORMS	\$ -	\$ 357.25	\$ 550.00	\$ 550.00	\$ 550.00	\$ -
1171540	558100	CLOTHING	\$ 150.00	\$ 150.00	\$ 150.00	\$ 250.00	\$ 150.00	\$ -
		TOTAL MATERIALS & SUPPLIES	\$ 605.19	\$ 638.60	\$ 1,300.00	\$ 1,400.00	\$ 1,300.00	\$ -
		GRAND TOTAL CONSERVATION-171	\$ 193,808.66	\$ 207,179.29	\$ 216,148.00	\$ 221,853.00	\$ 221,253.00	\$ 5,105.00

TOWN OF SCITUATE

FY 2022 BUDGET

DEPARTMENT: Planning Board 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 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

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

MAJOR BUDGET COMPONENTS

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

FY 2022 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, peres, drainage, and sufficient developable land area. There are many small (5,000 - 10,000 sq. ft.) lots in Scituate and neighbors are legitimately concerned about problems from increased density, increased lot coverage, intensification of use from raze and reconstruction, construction activity, stormwater and other impacts of development. Demolition of smaller homes and replacement with much larger structures along the shore, and throughout Scituate, exacerbates the problem and intensifies development in areas that may be inappropriate due to flooding or demands on emergency services. With Scituate's high water table and tight soils, stormwater management is very challenging, and is a major concern of residents. The Planning Department works hard to administer and enforce bylaw and permit conditions so that Scituate remains a desirable community where people want to live.

Residential Taxes

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

DEPARTMENTAL ACCOMPLISHMENTS

- Working with consultant, EDC and Planning Board on zoning bylaw changes for North Scituate.
- Implementing new Village Center and Neighborhood District zoning in Greenbush.
- Worked with Planning Board, DPW and Town Administrator on a broad range of municipal infrastructure issues in Greenbush to plan for future.
- Working with Drew Co. to implement mixed-use development in upper MBTA parking lot in Greenbush. Construction expected to commence late fall 2020.
- Administered development approvals by the Planning Board. This included developing agendas; addressing concerns of abutters, coordinating work of consulting engineers, coordinating with applicants, completing minutes, monitoring legal timeframes, completing legal forms, drafting findings, conditions and motions. Filed decisions and conducted site inspections. Made recommendations on all major development applications requiring Planning Board approval.
- Implement regular meetings of the Development Review Team and Planning and Development Department.
- Produced sign bylaw revisions for Town Meeting 2020
- Actively working on updating the Master Plan in FY20-21.
- Actively working with Affordable Housing Trust on renewal of Housing Production Plan
- Managed active construction sites including Seaside at Scituate by Toll Brothers and Curtis Estates
- Organized stormwater working group and consultant to draft changes to Stormwater Regulations
- Working with Historical Commission to develop a Historical Preservation policy for Planning Board projects

DESCRIPTION OF REVENUE	FY19	FY20	FY21 YTD	FY22 Projected	Comments
Application and Lot Release Fees	\$11,360	\$12,128.88	\$1,552.72	\$2,000	

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 175 PLANNING BOARD - PART OF PLANNING & COMMUNITY DEVELOPMENT - Karen Joseph, Town Planner								
1175510	511000	REGULAR SALARIES (1)	\$ 235,265.52	\$ 183,385.85	\$ 188,109.00	\$ 243,616.00	\$ 243,616.00	\$ 55,507.00
1175510	513000	LONGEVITY	\$ 800.00	\$ 800.00	\$ 800.00	\$ 1,100.00	\$ 1,100.00	\$ 300.00
1175510	519100	OTHER SALARIES	\$ -	\$ -	\$ -	\$ 210.00	\$ 210.00	\$ 210.00
		TOTAL PERSONAL SERVICES	\$ 236,065.52	\$ 184,185.85	\$ 188,909.00	\$ 244,926.00	\$ 244,926.00	\$ 56,017.00
1175520	524100	OFFICE MACHINE MAINT	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ -
1175520	530900	TECHNICAL SERVICES	\$ 4,270.00	\$ 6,400.70	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ -
1175520	532100	CONFERENCES/MEETINGS	\$ 2,007.84	\$ 140.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -
1175520	534300	BINDING & PRINTING	\$ -	\$ 1,606.00	\$ 1,100.00	\$ 1,100.00	\$ 1,100.00	\$ -
1175520	534600	LEGAL ADVERTISING	\$ 64.32	\$ -	\$ 75.00	\$ 75.00	\$ 75.00	\$ -
1175520	571100	MILEAGE REIMBURSEMENT	\$ 288.28	\$ 413.59	\$ 500.00	\$ 500.00	\$ 500.00	\$ -
1175520	573100	PROFESSIONAL DUES & SUBS	\$ 635.24	\$ 242.62	\$ 850.00	\$ 850.00	\$ 850.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 7,390.68	\$ 8,927.91	\$ 9,650.00	\$ 9,650.00	\$ 9,650.00	\$ -
1175540	542000	OFFICE SUPPLIES	\$ 651.05	\$ 488.58	\$ 700.00	\$ 700.00	\$ 700.00	\$ -
		TOTAL MATERIALS & SUPPLIES	\$ 651.05	\$ 488.58	\$ 700.00	\$ 700.00	\$ 700.00	\$ -
		GRAND TOTAL PLANNING-175	\$ 244,107.25	\$ 193,602.34	\$ 199,259.00	\$ 255,276.00	\$ 255,276.00	\$ 56,017.00

(1) Director of Planning & Community Development only funded for two quarters in FY21 due to vacancy.

TOWN OF SCITUATE

FY 2022 BUDGET

DEPARTMENT: ZONING BOARD OF APPEALS

MISSION STATEMENT:

The mission of the Scituate Zoning Board of Appeals is to interpret and apply the Zoning Bylaws and related Massachusetts statutes to each application before the Board in a fair and impartial manner, and to conduct hearings and meetings in a prompt and professional manner. In the current pandemic environment, public meetings are held remotely via computer, telephone and live television connections.

FY 22 DEPARTMENTAL GOALS AND OBJECTIVES

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

OBJECTIVE:

Hold hearings that allow applicants, proponents or those in opposition to a given application, to recognize that their positions have been heard and thoroughly considered, that they have been treated with respect, that the Board has applied the proper statutes and regulations in a fair and impartial manner and that the 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%

FY 22 RISKS AND CHALLENGES

In FY 22 the Board will preside over a typically increasing number of single – issue agenda items: pre-existing, non-conforming projects; construction in FEMA and/or Scituate flood zone locations; interpretations of zoning bylaw issues of diverse types. The Board and its secretary also retain oversight and certain administrative duties of the ongoing 40B developments – Herring Brook Meadow and Stockbridge Landing. Additional 40B's may be on the horizon for FY 22, notably the proposed development to be accessed from Booth Hill Road and C. J. Cushing Way.

DEPARTMENTAL ACCOMPLISHMENTS

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

During the 2019 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 to our citizens.

DESCRIPTION OF REVENUE	FY19	FY20	FY21 YTD	FY22 Projected
FILING FEES	\$8,300.00	\$6,600.00	\$1,800.00	\$8000.00

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 176 ZBA- PART OF PLANNING & COMMUNITY DEVELOPMENT - Robert Vogel, Zoning Enforcement								
1176510	512000	OVERTIME	\$ 645.51	\$ 142.20	\$ 1,015.00	\$ 1,000.00	\$ 1,000.00	\$ (15.00)
1176510	518000	PART-TIME SALARIES	\$ 18,965.87	\$ 16,545.73	\$ 23,284.00	\$ 23,738.00	\$ 23,738.00	\$ 454.00
		TOTAL PERSONAL SERVICES	\$ 19,611.38	\$ 16,687.93	\$ 24,299.00	\$ 24,738.00	\$ 24,738.00	\$ 439.00
1176520	532100	CONFERENCES/MEETINGS	\$ -	\$ 335.81	\$ 150.00	\$ 150.00	\$ 150.00	\$ -
1176520	573100	PROFESSIONAL DUES & SUBS	\$ 126.50	\$ 151.50	\$ 400.00	\$ 400.00	\$ 400.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 126.50	\$ 487.31	\$ 550.00	\$ 550.00	\$ 550.00	\$ -
1176540	542000	OFFICE SUPPLIES	\$ 397.88	\$ 456.65	\$ 550.00	\$ 475.00	\$ 475.00	\$ (75.00)
		TOTAL MATERIALS & SUPPLIES	\$ 397.88	\$ 456.65	\$ 550.00	\$ 475.00	\$ 475.00	\$ (75.00)
		GRAND TOTAL ZBA-176	\$ 20,135.76	\$ 17,631.89	\$ 25,399.00	\$ 25,763.00	\$ 25,763.00	\$ 364.00

TOWN OF SCITUATE

FY 2022 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 2022 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.
3. **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.
4. **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 (c.g., Sea to Table, food trucks, etc.) to support and market local businesses.
5. **Establish the subcommittee for Scituate Loves Local to enhance business support during covid 19 crisis**
 - A. Participate in local and state economic emergency plans for small business
 - B. Work in conjunction with Scituate Chamber of Commerce along with Scituate business associations to implement plans in support of local business during covid 19.
 - C. Established a Scituate Visitor Center exploration committee. The proposed center will located in North Scituate and will be part of the imminent revitalization of the area with the mission of promoting tourism along with creating economic development opportunities benefiting all facets of town.

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. With no Planning and Development Director, most of the tasks are now carried by EDC commission, town planner, town admin and one or more consultants, who are overseen by the EDC. Costs include consultant contracts, printing, mailing RFPs and contracts, and similar items.

FY 2022 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.
- Establishment of Scituate Loves Local initiative (covid 19)
- Scituate Visitor Center planning committee

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 182 ECONOMIC DEVELOPMENT COMMISSION - PART OF PLANNING & COMMUNITY DEVELOPMENT - Susan DiPesa, Chair								
1182520	530900	TECHNICAL SERVICES	\$ 49,910.23	\$ 40,147.82	\$ 28,500.00	\$ 34,500.00	\$ 34,500.00	\$ 6,000.00
1182520	532100	MEETINGS	\$ 82.58	\$ 28.48	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -
1182520	534300	PRINTING	\$ -	\$ -	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 49,992.81	\$ 40,176.30	\$ 31,000.00	\$ 37,000.00	\$ 37,000.00	\$ 6,000.00
		GRAND TOTAL EDC-182	\$ 49,992.81	\$ 40,176.30	\$ 31,000.00	\$ 37,000.00	\$ 37,000.00	\$ 6,000.00

TOWN OF SCITUATE

FY 2022 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 2022 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 FY22. The Town will continue to maintain flood insurance on the Scituate Harbor Community Building in FY22 at a cost of approximately \$18,417. The Town has received \$42,923 in credits towards its premiums in FY21 for prompt payment, various incentives and participation in loss prevention measures and will continue that in FY22. The Town also will maintain its cyber security insurance.

MAJOR BUDGET COMPONENTS

This line item includes: Property/Crime/Inland Marine Damage Insurance, General Liability Insurance, Automobile, Professional Liability (public, school law), Excess Liability, 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 22 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.

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Project	Account Description	2019 Actuals	2020 Actuals	2021 Actuals	2021 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 192 PROPERTY & GEN LIAB INSURANCE - James Boudreau, Town Administrator										
1192570	574000		LIABILITY/PROPERTY INSURANCE	\$ 709,796.03	\$ 673,544.95	\$ 712,823.49	\$ 780,204.00	\$ 819,214.00	\$ 819,214.00	\$ 39,010.00

TOWN OF SCITUATE

MISSION STATEMENT:

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

FY 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

- Develop and Expand Programs focused on Community Collaboration and Engagement
 - Expand partnership with Plymouth County Outreach (PCO/HUB); inclusive of Town of Scituate Social Service staff (1st Qtr.)
 - Create and promote youth programs in coordination with community stakeholders (1st Qtr.)
 - Establish a quarterly working group to further develop department Scituate Police and Neighbors (SPAN) groups (1st Qtr.)
 - Establish a quarterly working group to strengthen partnerships with faith based/clergy community (1st Qtr.)
- Develop Department Policies and Procedures
 - Achieve certification through the Massachusetts Police Accreditation Commission (MPAC) (1st Qtr.)
 - Continue review and development of policies for MPAC Accreditation (On-Going)
 - Conduct review of policies, procedures and training programs to maximize benefits of Massachusetts Inter-local Insurance Association (MIIA) programs and reduce overall department liability. (2nd Qtr.)
- Officer Wellness and Development
 - Implement quarterly officer mindfulness programming (1st Qtr.)
 - Achieve 50% of International Association of Chief of Police (IACP) One Mind Crisis Intervention Training (CIT) & Mental Health First Aid training requirements (4th Qtr.)
 - Provide Supervisory and Leadership training through the FBI Law Enforcement Executive Education Develop Association (LEEDA) and IACP platforms. (4th Qtr.)
 - Implement virtual reality based empathy training (4th Qtr.)
 - Expand compliment of Basic SWAT / Entry-Team officers through training with our METRO Law Enforcement Council partners (4th Qtr.)
- Define and establish multifaceted Situational Awareness Platform
 - Identify objectives and key areas for collaboration with community, municipal and regional stakeholders (1st Qtr.)
 - Research and identify technologies and funding requirements for a virtual situation awareness platform (2nd Qtr.)

- Identify immediate and achievable action steps for Phase 1 deployment (2nd Qtr.)
- Implement identified Phase 1 action items (4th Qtr.)

MAJOR BUDGET COMPONENTS

Administration: The Chief, Deputy Chief, Administrative Assistant, and Records Clerk make up this function. Other officers throughout the department assist by providing operational redundancy to the administrative functions. Administration manages the budget, creates policy and procedures, oversees record keeping and ensures proper staffing.

Patrol: This function is managed by a Lieutenant Watch Commander. Five Sergeants provide patrol supervision for 25 Patrol Officers scheduled across three shifts daily. In addition, the Patrol Lieutenant oversees the department's compliment of part-time Police Officers.

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

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

FY2022 RISKS AND CHALLENGES

Throughout the last decade, the Scituate Police Department has experienced considerable staffing changes. We have hired and trained a significant number of new officers; each of whom strive to uphold the ideals of modern policing and serve the community each day with honor and compassion. As we work to continue this tradition, and further build out our recruiting platform, we must recognize that the country is facing unprecedented times.

Political and economic uncertainty, a global pandemic, anti-police sentiment, and societal division are all factors which contribute to the challenges we must face while maintaining and developing our workforce. It is the department's responsibility to hire the best candidates to serve within our community. We must recruit officers that can police professionally in an increasingly violent and divided society; while compassionately and

comprehensively serving every member of the community. As an agency, we must work to strengthen our relationship with our residents; building upon the trust that we have established over the years and continuing to ensure transparency of our actions.

The country has been stretched to a breaking point and we must help to bridge the divides that have been created. Unfortunately, many view law enforcement with skepticism and contempt. This is a challenge that deeply and personally affects the members of the Scituate Police Department.

We welcome appropriate transformations which will help to evolve the law enforcement profession and allow us to better serve our communities. In Massachusetts, how police reform will ultimately be defined remains uncertain. There are a number of elements of the legislature's proposed bill that will bring positive change and progress for officers in the Commonwealth. There are, unfortunately, several aspects of this bill which are deeply concerning and detrimental to police operations, many with direct and negative repercussions in our community.

As the town and world around it evolve; so to must our department. We must make certain that we are forward looking; keeping pace with change and continuing to provide for the safety and security of every resident and visitor. We are faced with an ever present and increasingly rampant denial of lawful access to technology. Advancements in technology have created a haven for nefarious actors, even those with little sophistication, who seek to conduct illegitimate and illegal actions utilizing virtual currencies and cloaked in the safety of digital encryption. These threats are real, they are here and they are affecting our community.

We must continue to focus on public order and quality of life issues. As we experience a dramatic increase in the usage of our beaches and waterways, and welcome expanded use of our recreational and conservation areas, as a department we must ensure that we have the appropriate resources available to maintain order and deliver emergency services. We must **remain focused** on underage drinking and dangerous behaviors, target a shift in our illegal drug landscape towards methamphetamines, and properly equip our officers to address the rising prevalence of mental health issues.

Each of these things must be done with the specter of the COVID-19 pandemic looming over us. Our officers are on the front lines each day and will continue to perform their duties without reservation. As an agency, we must ensure that we provide them with every available resource to keep them protected. We must also continually re-evaluate our continuity of operation plans to ensure that the department can adapt to staffing shortages and maintain emergency services for the community.

DEPARTMENT ACCOMPLISHMENTS

At the start of Fiscal Year 2021, the department completed a major transformation with our Command and Supervisory Staff. Internal promotions were made to the positions of

Chief, Deputy Chief and Lieutenant. Additionally, we promoted two officers to the rank of Sergeant. We also hired and trained five Permanent-Intermittent Officers to help augment our patrol staff.

Our department has joined the International Chiefs of Police One Mind Campaign. This initiative seeks to ensure successful interactions between police officers and people in crisis, people with mental health issues or those with intellectual and/or developmental disabilities. We have two officers that have completed Crisis Intervention Training (CIT), and department wide, officer development and training on Mental Health First Aid remains on going. In addition, we have embarked upon a comprehensive officer wellness initiative to promote and ensure the health and wellbeing for every member of our department.

Our evidence procedures and storage facility underwent a department initiated audit by a third-party firm in July. This was a critical action step to help confirm our proper and legitimate inventory practices and validate the safekeeping of criminal evidence.

We implemented a cloud based, digital scheduling and attendance tracking software application which has dramatically transformed many administrative functions. The application and associated processes not only provide enhanced oversight and tracking; but add significant value through increased officer and administrative efficiencies.

Our focus and commitment to Active **Shooter** Hostile Event Response (ASHER) has remained strong. The department completed an enhanced training regimen with the school district and collaborated with the fire department on tactical response protocols. In coordination with our METRO LEC partners, a cadre of our patrol officers completed the 40-hour basic SWAT school. This training helps to enhance our tactical response posture during volatile and dangerous incidents; while increasing the safety of both officer and community. Additionally, we had a group of officers that were fortunate to participate in "Operation Freedom Trail"; a comprehensive scenario based training which brought together partners from federal, state and municipal agencies.

The rigors of the COVID-19 pandemic have dramatically impacted our global community and certainly Scituate has not been spared. Each member of our department has made sacrifices and adjusted their lives to meet the challenges that this pandemic has brought with it. Our department has been part of a successful town-wide effort to implement safeguards which ensure the health and wellbeing of our staff and community members. We have developed and implemented continuity of operation plans where necessary, and stand-ready to adapt and evolve to meet the growing challenges which most assuredly lie ahead.

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 210 POLICE - Mark Thompson, Police Chief								
1210510	511000	REGULAR SALARIES	\$ 2,441,861.80	\$ 2,627,777.94	\$ 2,675,487.00	\$ 2,668,917.00	\$ 2,668,917.00	\$ (6,570.00)
1210510	512000	OVERTIME	\$ 443,937.75	\$ 400,725.02	\$ 458,671.00	\$ 458,157.00	\$ 458,157.00	\$ (514.00)
1210510	513000	LONGEVITY	\$ 21,564.25	\$ 17,875.00	\$ 21,791.00	\$ 19,524.00	\$ 19,524.00	\$ (2,267.00)
1210510	514000	EDUCATIONAL INCENTIVE	\$ 244,592.57	\$ 256,514.24	\$ 274,594.00	\$ 316,637.00	\$ 316,637.00	\$ 42,043.00
1210510	515000	HOLIDAY PAY	\$ 91,885.36	\$ 95,721.78	\$ 100,364.00	\$ 93,215.00	\$ 93,215.00	\$ (7,149.00)
1210510	516000	SHIFT DIFFERENTIAL	\$ 52,273.98	\$ 64,063.12	\$ 81,051.00	\$ 80,959.00	\$ 80,959.00	\$ (92.00)
1210510	517000	SPECIAL EMPLOYEE	\$ 26,850.00	\$ 18,700.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ -
1210510	517500	WELLNESS/FITNESS	\$ -	\$ -	\$ 41,250.00	\$ 46,200.00	\$ 46,200.00	\$ 4,950.00
1210510	518000	PART-TIME SALARIES	\$ 129,504.07	\$ 85,262.78	\$ 49,000.00	\$ 49,600.00	\$ 49,600.00	\$ 600.00
1210510	519000	SEASONAL SALARIES	\$ (4,067.06)	\$ 9,071.25	\$ 19,329.00	\$ 24,000.00	\$ 24,000.00	\$ 4,671.00
1210510	519100	OTHER SALARIES	\$ 9,795.39	\$ 769.31	\$ 554.00	\$ 563.00	\$ 563.00	\$ 9.00
		TOTAL PERSONAL SERVICES	\$ 3,458,198.11	\$ 3,576,480.44	\$ 3,732,091.00	\$ 3,767,772.00	\$ 3,767,772.00	\$ 35,681.00
1210520	524100	OFFICE MACHINE MAINT	\$ 27,100.40	\$ 22,081.07	\$ 31,609.00	\$ 33,709.00	\$ 33,709.00	\$ 2,100.00
1210520	524200	REPAIR/MAINT PROP/EQUIP	\$ 2,395.55	\$ 2,565.48	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ -
1210520	524500	VEHICLE SERVICE	\$ 19,434.14	\$ 21,630.94	\$ 18,750.00	\$ 18,750.00	\$ 18,750.00	\$ -
1210520	527100	RENTALS EQUIP/FACILITIES	\$ 20,211.96	\$ 17,464.68	\$ 18,490.00	\$ 18,490.00	\$ 18,490.00	\$ -
1210520	530900	TECHNICAL SERVICES	\$ 8,823.83	\$ 6,220.90	\$ 7,800.00	\$ 8,450.00	\$ 8,450.00	\$ 650.00
1210520	531100	SUPPORT SERVICES	\$ 14,971.33	\$ 20,148.96	\$ 17,500.00	\$ 20,992.00	\$ 20,992.00	\$ 3,492.00
1210520	532100	CONFERENCES/MEETINGS	\$ -	\$ -	\$ 750.00	\$ 750.00	\$ 750.00	\$ -
1210520	538100	LAUNDRY SERVICE	\$ 6,800.00	\$ 13,000.00	\$ 10,000.00	\$ 14,000.00	\$ 14,000.00	\$ 4,000.00
1210520	571100	MILEAGE REIMBURSEMENT	\$ 2,208.75	\$ 926.82	\$ 2,500.00	\$ 3,000.00	\$ 3,000.00	\$ 500.00
1210520	573100	PROFESSIONAL DUES & SUBS	\$ 10,845.00	\$ 11,045.00	\$ 8,100.00	\$ 8,100.00	\$ 8,100.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 112,790.96	\$ 115,083.85	\$ 118,249.00	\$ 128,991.00	\$ 128,991.00	\$ 10,742.00
1210540	542000	OFFICE SUPPLIES	\$ 2,018.35	\$ 1,399.15	\$ 6,900.00	\$ 6,900.00	\$ 6,900.00	\$ -
1210540	542300	SPECIAL AGENCY SUPPLIES	\$ 15,300.47	\$ 21,261.04	\$ 26,000.00	\$ 26,000.00	\$ 26,000.00	\$ -
1210540	542500	PRINTING & FORMS	\$ 1,460.48	\$ 415.00	\$ 1,100.00	\$ 3,870.00	\$ 3,870.00	\$ 2,770.00
1210540	548000	VEHICLE SUPPLIES	\$ 25,101.22	\$ 35,143.28	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ -
1210540	550000	MEDICAL SUPPLIES	\$ 8,367.76	\$ 5,297.12	\$ 9,150.00	\$ 9,150.00	\$ 9,150.00	\$ -
1210540	558100	CLOTHING	\$ 32,583.99	\$ 34,837.50	\$ 35,300.00	\$ 35,300.00	\$ 35,300.00	\$ -
		TOTAL MATERIALS & SUPPLIES	\$ 84,832.27	\$ 98,353.09	\$ 105,450.00	\$ 108,220.00	\$ 108,220.00	\$ 2,770.00
1210580	585100	EQUIPMENT	\$ 174,235.19	\$ 166,301.14	\$ 128,005.00	\$ 184,820.00	\$ 184,820.00	\$ 56,815.00
		TOTAL CAPITAL OUTLAY	\$ 174,235.19	\$ 166,301.14	\$ 128,005.00	\$ 184,820.00	\$ 184,820.00	\$ 56,815.00
		GRAND TOTAL POLICE - 210	\$ 3,830,056.53	\$ 3,956,218.52	\$ 4,083,795.00	\$ 4,189,803.00	\$ 4,189,803.00	\$ 106,008.00

TOWN OF SCITUATE

FY 2022 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 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL:

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

1. Coordinate with Town officials, Vertex, and Coastal Engineering to award the construction contract if approved at Special Town Meeting.
2. Communicate with our building department for ongoing site and construction management.
3. Work with the selected contractor during the construction phase to be sure the all components of the building go according to plan.
4. Find suitable quarters for our firefighters to reside with the ability to respond effectively during construction.

GOAL:

To provide required training opportunities for our Firefighters during the COVID-19 pandemic.

1. Distribute the updated training and recertification requirements to all personnel as received from OEMS and other state agencies.
2. Provide the necessary tools and online training opportunities for our personnel to maintain their EMT and paramedic certifications.
3. Establish a safe firefighting training environment by limiting the training to the on duty personnel only and encourage outdoor training to minimize the potential spread of COVID-19.
4. Purchase additional training software to enhance our virtual training opportunities.

GOAL:

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

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

GOAL:

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

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

MAJOR BUDGET COMPONENTS:

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

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

Personnel Budget: 95.78%

Equipment and Supplies: 3.14%

Purchase of Services: 1.08%

FY 2022 RISKS AND CHALLENGES

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

The challenge of staying within the budget is ongoing. Members retiring, out on injured on duty leave (IOD) as well as extended illness in conjunction with contractual time off, continue to create overtime challenges. Though we continue with our hiring efforts, we currently have two firefighters out on long term leave and four vacant positions that need to be staffed on a weekly basis. We have hired three new firefighters/paramedics this year to fill retirement positions. The State Fire Academy is splitting the students into two groups, half being on site and the other half doing classroom work virtually. This is done on a two week rotation to maintain safe distancing.

Coastal storms require significant coordination with local, and state resources, as well as utility companies to ensure all of the demands of emergency services are met. We are looking to meet the potential challenge of a large scale

storm with extended power outages and high demand for sheltering. We have expanded our sheltering capabilities from the high school to include the new Gates Jr. High School giving us two locations to host large numbers of residents if needed. This is essential with the distancing now required during the COVID-19 pandemic.

We continue to provide a proactive fire prevention program including our SAFE program which educates our elementary school children about fire safety. This year due to COVID-19 we reduced our onsite times and established PSA's that went out to all parents of elementary school children to learn about fire safety together as a family.

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.

Our Humarock Station 4 replacement is a priority for our department. The plan for this station is to build a facility starting in the spring of 2021 pending funding approval at the fall Special Town Meeting in November. Raising this building to the current FEMA flood requirements will make this station functional and more resilient for the long term. We are thankful to the citizens for their support with this project.

We continue to work on FEMA reimbursements for our coastal damage from our recent coastal storms. We are currently in the process of permitting and meeting the various requirements set by multiple state and federal agencies. We anticipate construction and the rebuilding of several stone revetments starting in the spring of 2021.

We are continuing our annual active shooter training this fall 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

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

We were able to keep our personnel healthy with only two members testing positive through November 1st. Early testing, effective quarantine protocols, and vigilant cleaning and hygiene efforts helped minimize any further spread. We continue to practice safe standards so we can maintain our ability to provide a high level of service.

We continue our campaign to encourage local men and women to obtain their EMT and paramedic license to become firefighter candidates after taking the Civil Service exam. Unfortunately the exams have been delayed due to the pandemic. We will continue to be aggressive on our hiring and recruiting efforts to fill our vacant positions as soon as available.

We have had to make adjustments due to COVID-19 but our SAFE program continues to promote fire safety to over 1400 students, pre-school through third grade. The addition of the Senior Safe program has continued support from the Department of Fire Services, the Red Cross, and the Scituate Fire Department to implement safe homes for seniors. This program will continue to enable our senior citizens to have an evaluation of smoke detector and carbon monoxide alarms in their homes. If needed the detectors will be installed free of charge to ensure their homes are safe in the event of a fire or carbon monoxide condition. The SAFE program is funded by the fire department budget and a grant received from the State for \$7,117.

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 storage capabilities for our expanded shelter equipment necessary for safer distancing due to the pandemic.

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 close to \$800,000 in grants over the last six years, this year we received an EMPG grant \$4,600, a SAFE grant for \$7,117, a CERT grant for \$3,000, two AFG grants for approximately \$63,000. We have applied for a \$50,000 grant to DEP for the improved response capabilities to a haz-mat incident which will be announced in December. We have also received several smaller grants for PPE and CARES act funding in response to COVID-19 needs.

We are working to maintain and improve our fire stations so they will be efficient and effective for long term operations as well as provide a safe and comfortable work place for our firefighters. Our Humarock station apparatus bay replacement is pending approval at the November Special Town Meeting. Also pending are the apparatus bay doors to be replaced at our Station 1 on First Parish Rd.

DESCRIPTION OF REVENUE	FY19	FY20	FY21 YTD	FY22	Comments
Permit fees	\$ 28,510	\$ 25,025*	\$ 10,955		
Ambulance Revenue	\$ 975,112	\$ 933,270	\$ 214,400		
AFG grant	\$50,000	\$0	\$63,000		
SAFE grant	\$ 7,160	\$ 6,954	\$7,117		
CERT grant	\$ 3,000	\$0	\$3,000		
EMPG grant	\$ 4,175	\$4,600	\$4,600		
State 911 grant	\$ 6,566	\$6,700	\$7,100		
DFS Grant	\$140,000	\$2,000	\$0		(\$50K DEP grant pending)
Total Grants	\$210,901	\$20,254	\$84,817		

* No inspections during COVID-19 pandemic

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 220 FIRE - John Murphy, Fire Chief & Emergency Management Director								
1220510	511000	REGULAR SALARIES	\$ 3,520,380.27	\$ 3,420,695.32	\$ 3,817,168.00	\$ 3,864,146.00	\$ 3,864,146.00	\$ 46,978.00
1220510	512000	OVERTIME	\$ 1,085,086.09	\$ 945,860.85	\$ 944,865.00	\$ 935,685.00	\$ 935,685.00	\$ (9,180.00)
1220510	513000	LONGEVITY	\$ 29,132.21	\$ 26,565.50	\$ 27,655.00	\$ 29,222.00	\$ 29,222.00	\$ 1,567.00
1220510	514000	EDUCATIONAL INCENTIVE	\$ 61,358.00	\$ 61,962.00	\$ 79,450.00	\$ 85,250.00	\$ 85,250.00	\$ 5,800.00
1220510	515000	HOLIDAY PAY	\$ 129,438.67	\$ 136,027.76	\$ 148,887.00	\$ 150,907.00	\$ 150,907.00	\$ 2,020.00
1220510	517100	S.A.F.E. Program	\$ 5,000.00	\$ 10,262.06	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ -
1220510	517200	SICK LEAVE BUY BACK	\$ 500.00	\$ 500.00	\$ 1,520.00	\$ 2,020.00	\$ 2,020.00	\$ 500.00
1220510	517300	EMERGENCY MANAGEMENT	\$ 9,615.25	\$ 9,999.86	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ -
1220510	519100	OTHER SALARIES	\$ 3,327.62	\$ 868.92	\$ 1,191.00	\$ 1,406.00	\$ 1,406.00	\$ 215.00
		TOTAL PERSONAL SERVICES	\$ 4,843,838.11	\$ 4,612,742.27	\$ 5,035,736.00	\$ 5,083,636.00	\$ 5,083,636.00	\$ 47,900.00
1220520	524100	OFFICE MACHINE MAINT	\$ 11,369.39	\$ 18,077.78	\$ 15,420.00	\$ 15,420.00	\$ 15,420.00	\$ -
1220520	524200	REPAIR/MAINT PROP/EQUIP	\$ 17,543.99	\$ 30,364.91	\$ 17,688.00	\$ 17,688.00	\$ 17,688.00	\$ -
1220520	530900	TECHNICAL SERVICES	\$ 2,198.12	\$ 3,820.00	\$ 2,200.00	\$ 3,000.00	\$ 3,000.00	\$ 800.00
1220520	531100	SUPPORT SERVICES	\$ 17,113.93	\$ 18,154.08	\$ 18,500.00	\$ 18,500.00	\$ 18,500.00	\$ -
1220520	532100	CONFERENCES/MEETINGS	\$ 1,584.28	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -
1220520	534300	BINDING & PRINTING	\$ 290.00	\$ 225.00	\$ 379.00	\$ 379.00	\$ 379.00	\$ -
1220520	573100	PROFESSIONAL DUES & SUBS	\$ 1,824.00	\$ 1,995.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 51,923.71	\$ 73,636.77	\$ 57,187.00	\$ 57,987.00	\$ 57,987.00	\$ 800.00
1220540	542000	OFFICE SUPPLIES	\$ 1,278.37	\$ 838.15	\$ 3,328.00	\$ 3,328.00	\$ 3,328.00	\$ -
1220540	542300	SPECIAL AGENCY SUPPLIES	\$ 3,693.17	\$ 2,273.74	\$ 3,220.00	\$ 3,220.00	\$ 3,220.00	\$ -
1220540	543000	BUILDING SUPPLIES	\$ 3,659.67	\$ 2,961.77	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ -
1220540	543100	EQUIPMENT PARTS	\$ 59,819.89	\$ 56,117.21	\$ 58,624.00	\$ 58,624.00	\$ 58,624.00	\$ -
1220540	545100	CLEANING SUPPLIES	\$ 6,952.76	\$ 4,926.88	\$ 7,300.00	\$ 7,300.00	\$ 7,300.00	\$ -
1220540	548100	FUELS & LUBRICANTS	\$ -	\$ (0.98)	\$ -	\$ -	\$ -	\$ -
1220540	550000	MEDICAL SUPPLIES	\$ 31,779.16	\$ 29,498.51	\$ 32,120.00	\$ 32,120.00	\$ 32,120.00	\$ -
1220540	558100	CLOTHING	\$ 47,614.04	\$ 58,924.12	\$ 59,399.00	\$ 59,399.00	\$ 59,399.00	\$ -
		TOTAL MATERIALS & SUPPLIES	\$ 154,797.06	\$ 155,539.40	\$ 166,991.00	\$ 166,991.00	\$ 166,991.00	\$ -
		GRAND TOTAL FIRE-220	\$ 5,050,558.88	\$ 4,841,918.44	\$ 5,259,914.00	\$ 5,308,614.00	\$ 5,308,614.00	\$ 48,700.00

Town of Scituate

FY 2022 BUDGET

DEPARTMENT: Public Safety Communications

MISSION STATEMENT

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

FY 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Hire 2 per diem communications specialists with prior dispatching experience. This will alleviate some of the overtime expenses.

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

Further educate and train all specialists with the cameras from within the stations, town buildings, as well as around the town.

MAJOR BUDGET COMPONENTS

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

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

Public Safety Communications is managed by a Communications Supervisor who is responsible for training, scheduling, budgeting, payroll and merging operational policies to provide consistent guidance to others. The supervisor is responsible for 9 full time, 1 part time and 2 per diem specialists at this time. Estimates for full time specialists is approximately \$410,000 yr., and for part time \$20,000 yr.

FY 2022 RISKS AND CHALLENGES

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

With the amount of technology streamed into the communication center glitches are inevitable. With new equipment coming into the center, training specialists to trouble shoot and work through the issues without interruption to the police and fire radio communications and limiting risk from down time is challenging.

Become and have all communications specialists trained and proficient with the camera systems in the center.

DEPARTMENTAL ACCOMPLISHMENTS

The Public Safety Communications department has effectively cross trained all of the specialists to work both police and fire desks efficiently.

Almost all E911 calls are being dispatched within the state suggested times of 30-60 seconds from the time the call is received.

Successfully hired enough new dispatchers where we are fully staffed.

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin		\$ Change
							Recomm		
Dept 230 PUBLIC SAFETY COMMUNICATIONS - Barbara DeWolfe, Communications Manager									
1230510	511000	Regular Salaries	\$ 426,951.44	\$ 439,180.87	\$ 472,375.00	\$ 494,883.00	\$ 494,883.00	\$ 22,508.00	
1230510	512000	Overtime	\$ 66,066.66	\$ 107,680.19	\$ 71,920.00	\$ 89,079.00	\$ 79,079.00	\$ 7,159.00	
1230510	513000	Longevity	\$ 6,012.61	\$ 2,058.90	\$ 2,275.00	\$ 1,725.00	\$ 1,725.00	\$ (550.00)	
1230510	515000	Holiday Pay	\$ 23,155.73	\$ 17,049.44	\$ 20,048.00	\$ 20,976.00	\$ 20,976.00	\$ 928.00	
1230510	516000	Shift Differential	\$ 10,748.94	\$ 10,039.37	\$ 12,017.00	\$ 12,420.00	\$ 12,420.00	\$ 403.00	
1230510	517200	Sick Leave Buy Back	\$ 500.00	\$ -	\$ -	\$ -	\$ -	\$ -	
1230510	518000	Part-Time Salaries	\$ 16,820.64	\$ 33,903.12	\$ 19,318.00	\$ 19,903.00	\$ 19,903.00	\$ 585.00	
1230510	519100	Other Salaries	\$ 1,277.56	\$ 863.92	\$ -	\$ -	\$ -	\$ -	
1230510	558100	Clothing	\$ 743.15	\$ 1,355.74	\$ 1,925.00	\$ 1,650.00	\$ 1,650.00	\$ (275.00)	
		TOTAL PERSONAL SERVICES	\$ 552,276.73	\$ 612,131.55	\$ 599,878.00	\$ 640,636.00	\$ 630,636.00	\$ 30,758.00	
1230540	542000	Office Supplies	\$ 165.96	\$ 67.41	\$ 200.00	\$ 200.00	\$ 200.00	\$ -	
		TOTAL MATERIALS & SUPPLIES	\$ 165.96	\$ 67.41	\$ 200.00	\$ 200.00	\$ 200.00	\$ -	
		GRAND TOTAL PUBLIC SAFETY COMM-230	\$ 552,442.69	\$ 612,198.96	\$ 600,078.00	\$ 640,836.00	\$ 630,836.00	\$ 30,758.00	

TOWN OF SCITUATE

FY 2022 BUDGET

DEPARTMENT: INSPECTIONS 241

MISSION STATEMENT:

The Scituate Inspections Department's mission is to assist the community in all matters related to the built environment. Our constituents include builders, developers, tradespersons, realtors, representatives of insurance and financial institutions and home and business owners. To insure the public can depend on a safe and reliable built environment which performs to established standards, the Department interprets, administers and enforces State and International Building, Plumbing, Gas Fitting, Mechanical and Electrical Codes. Specific codes include the International Building Code (IBC), the International Residential Code (IRC), and Massachusetts Amendments to these codes which constitute the Massachusetts State Building Code (780 CMR), including the Barrier-free Access Code 521 CMR. Regulations of the Federal and State Emergency Management Authorities (FEMA and MEMA respectively), and regulations concerning Weights and Measures are also enforced by the Department. The Department is further charged with zoning enforcement, insuring compliance with State regulations and Town of Scituate Zoning Bylaws, as well as certain Town of Scituate General Bylaws addressing public display of trash and debris and management of storm water runoff.

FY 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL:

If funded under the Capital Plan as requested, implement a digitized filing system for the Inspections Department. This system will make archived files, now difficult and even dangerous to search and retrieve, readily available to staff and the public when information requests are received. Systems under consideration can be expanded to manage the files of other departments in the future

OBJECTIVES:

- Cooperate with IT Department to create a defined scope of work and request for proposal aligning with approved Capital Budget expenditure.
- Solicit and evaluate proposals from qualified firms.
- Work with selected firm to implement digitizing and upload to software which interfaces with current Department applications.
- When task is accomplished, archived information will be available online and can be called up by address, by permit number or by date.
- Long term goal is to require all Department applications, including plans, to be submitted in digital format. (See also following.)

GOAL:

Continue to work toward a consistent Departmental permitting process which would allow building permits to be applied for online as electrical and plumbing permits are now. Eventually expand availability and use of ViewPermit or successor program to all departments involved in building permit approval process.

OBJECTIVES:

- In consultation with IT Department, Planning Director and software vendor, determine most feasible route to accomplish this.
- When in place, notify public via Town web site.
- During “transition period” continue to accept paper applications as currently.
- When fully implemented, system will allow all departments to review, comment on and approve permit applications

GOAL:

Continue to work proactively with Health Department and other Town agencies to address abandoned and derelict properties which are dangerous to the public and create neighborhood blight. Continue to advocate for a change to Zoning Bylaws that would enable abandoned properties to be rehabilitated without the time limits currently provided by Section 830.

OBJECTIVES:

- Update the list of such properties as necessary.
- Identify owners or responsible parties and notice them of possible violations and consequences.
- As applicable, work with Health Agent to place properties in the State’s Abandoned Housing Initiative (AHI) program.
- Work with present and/or prospective owners to facilitate permitting to allow rehabilitation within State, Town and FEMA regulatory constraints.
- Seek Planning Board and ZBA approval for changes to Section 830 which would allow repair or replacement of abandoned properties without time limits.

GOAL:

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

OBJECTIVES:

- Participate in working group sessions with Offices of Planning, Health, Conservation and Coastal Resource to discuss Zoning Bylaw revisions to control future development in high-risk, flood prone areas.
- Look at ways to more closely align Zoning Bylaws with FEMA flood zone designations, limits and requirements.
- Consider modification of Zoning Bylaws Section 470, replacing present language which designates 1972 map as defining Flood Plain and Watershed Protection 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. Solicit feedback. If supported, pursue a vote at Annual Town Meeting.

MAJOR BUDGET COMPONENTS

Almost the entire Departmental budget is allocated to personnel expenses. In addition to the in-house staff, the department retains three primary and one backup field inspectors who are independent contractors. They are paid a flat fee per inspection with no benefits. The exception is the chief electrical inspector who, under the terms of a long-standing contract, is paid a salary with benefits.

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

FY 20 RISKS AND CHALLENGES

Challenges to which the Inspections Department responds typically remain consistent in type if not in intensity from year to year. Year to date (FY21) activity in our core work area of permitting and inspections has outpaced that experienced during the same period in FY20. FY22 appears to be poised to continue this expansion with increasing intensity.

Development

- Toll Brothers' development of the Goulston property, Seaside at Scituate, is underway. FY21 appears to be the period of most intense activity in terms of permitting, construction and inspections. However, significant buildout will still be ongoing in FY22.
- Stockbridge Landing, as of this writing, is under full scale construction with several of the duplex units underway, as well as the wastewater treatment facility and site infrastructure. Construction can be expected to continue throughout FY22.
- Herring Brook Meadow, a 40B apartment building on C. J. Cushing Way, as of this writing has not yet begun vertical construction. However, site preparation is almost complete and building construction can be expected to start soon and continue through FY22.
- A large development by the Drew Company located at the Greenbush MBTA parking lot is about to begin. This will consist of 70 – 80 apartments plus a significant amount of retail space. Construction is anticipated to ramp up later in FY21 and continue throughout FY22.
- Other developments in the Greenbush Village area are in the planning stages and may be expected to be underway during FY22. These include, along Driftway and Old Driftway, redevelopment of the medical building site bordering the rotary, the auto parts site next to Dunkin' Donuts and the former animal shelter site, as well as several sites within the established Greenbush neighborhood off of Country Way
- Additionally, as in previous years, there are many smaller developments of 3 to 10 homes and many single lot homes being permitted and constructed.

Other Duties

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

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

DEPARTMENTAL ACCOMPLISHMENTS

- The Department has issued 359 building permits, 387 plumbing and gas permits and 280 electrical permits during the period July 1, 2020 to date. The Department has conducted 2,002 inspections during this period.
- Working with the Facilities Director, the Department’s planned office redesign is moving closer to full realization. The new office will be enlarged to increase record storage, provide more and better space for client services and a more effective working environment. When complete, we plan to have a new, wheelchair accessible counter with more waiting space; a private conference room to be used for group meetings and sensitive discussions with a large table for plan layout; a more open and, therefore, communicative office environment; updated utilities and refreshed finishes.

DESCRIPTION OF REVENUE			YTD	PROJECTED
	FY/19	FY/20	FY/21	FY22
Certificate of Inspections	\$ 1,080.00	\$ 1,000.00	\$ 240.00	\$ 1,080.00
Building Permits	\$500,108.00	\$779,296.00	\$ 314,100.00	\$ 942,300.00
Gas & Plumbing Permits	\$ 48,825.00	\$122,695.00	\$ 47,516.00	\$ 142,548.00
Sealer of W&M	\$ 5,866.00	\$ 2,895.00	\$ 2,435.00	\$ 4,190.00
Certificate of Occupancy	\$ 28,876.00	\$ 51,224.00	\$ 23,185.00	\$ 69,555.00
	<u>\$ 1,920.00</u>	<u>\$ 5035.00</u>	<u>\$ 1800.00</u>	<u>\$ 5,400.00</u>
Total:	\$586,675.00	\$962,145.00	\$ 389,276.00	\$1,165,073.00

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 241 INSPECTIONS - PART OF PLANNING & COMMUNITY DEVELOPMENT - Robert Vogel, Building Commissioner								
1241510	511000	REGULAR SALARIES	\$ 121,681.61	\$ 129,198.26	\$ 170,873.00	\$ 174,248.00	\$ 174,248.00	\$ 3,375.00
1241510	512000	OVERTIME	\$ 202.02	\$ -	\$ -	\$ -	\$ -	\$ -
1241510	513000	LONGEVITY	\$ 925.00	\$ 1,300.00	\$ 1,300.00	\$ 1,350.00	\$ 1,350.00	\$ 50.00
1241510	518000	PART-TIME SALARIES	\$ 137,518.17	\$ 160,441.35	\$ 149,408.00	\$ 176,327.00	\$ 176,327.00	\$ 26,919.00
1241510	519100	OTHER SALARIES	\$ 20.62	\$ -	\$ -	\$ -	\$ -	\$ -
		TOTAL PERSONAL SERVICES	\$ 260,347.42	\$ 290,939.61	\$ 321,581.00	\$ 351,925.00	\$ 351,925.00	\$ 30,344.00
1241520	524200	REPAIR/MAINT PROP/EQUIP	\$ 49.39	\$ 35.00	\$ -	\$ 250.00	\$ 250.00	\$ 250.00
1241520	532100	CONFERENCES/MEETINGS	\$ 2,141.48	\$ 368.81	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ -
1241520	571100	MILEAGE REIMBURSEMENT	\$ 195.59	\$ -	\$ 250.00	\$ -	\$ -	\$ (250.00)
1241520	573100	PROFESSIONAL DUES & SUBS	\$ 345.00	\$ 140.00	\$ 450.00	\$ 450.00	\$ 450.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 2,731.46	\$ 543.81	\$ 2,700.00	\$ 2,700.00	\$ 2,700.00	\$ -
1241540	542000	OFFICE SUPPLIES	\$ 489.00	\$ 353.92	\$ 600.00	\$ 500.00	\$ 500.00	\$ (100.00)
1241540	542300	SPECIAL AGENCY SUPPLIES	\$ 650.00	\$ -	\$ -	\$ 650.00	\$ 650.00	\$ 650.00
1241540	542500	PRINTING & FORMS	\$ -	\$ 200.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ -
		TOTAL MATERIALS & SUPPLIES	\$ 1,139.00	\$ 553.92	\$ 900.00	\$ 1,450.00	\$ 1,450.00	\$ 550.00
		GRAND TOTAL INSPECTIONS-241	\$ 264,217.88	\$ 292,037.34	\$ 325,181.00	\$ 356,075.00	\$ 356,075.00	\$ 30,894.00

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 295 SHELLFISH - Michael DiMeo, Shellfish Constable								
1295510	518000	PART-TIME SALARIES	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ -
		TOTAL PERSONAL SERVICES	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ -
1295520	524200	REPAIR/MAINT PROP/EQUIP	\$ -	\$ -	\$ 200.00	\$ 200.00	\$ 200.00	\$ -
1295520	531100	SUPPORT SERVICES	\$ -	\$ 126.25	\$ -	\$ -	\$ -	\$ -
1295520	571100	MILEAGE REIMBURSEMENT	\$ 34.10	\$ -	\$ -	\$ -	\$ -	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 34.10	\$ 126.25	\$ 200.00	\$ 200.00	\$ 200.00	\$ -
1295540	542300	SPECIAL AGENCY SUPPLIES	\$ 257.00	\$ 257.88	\$ 300.00	\$ 300.00	\$ 300.00	\$ -
1295540	548100	FUELS & LUBRICANTS	\$ -	\$ -	\$ 300.00	\$ 300.00	\$ 300.00	\$ -
		TOTAL MATERIALS & SUPPLIES	\$ 257.00	\$ 257.88	\$ 600.00	\$ 600.00	\$ 600.00	\$ -
		GRAND TOTAL SHELLFISH - 295	\$ 8,291.10	\$ 8,384.13	\$ 8,800.00	\$ 8,800.00	\$ 8,800.00	\$ -

TOWN OF SCITUATE

FY 2022 BUDGET

DEPARTMENT: FACILITIES

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

FY 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS:

1.) Town Buildings:

- A.) Establish new protocol and systems to protect all building occupants in a Global Pandemic situation.
- B.) Evaluate and Improve building air circulation
- B.) Continue upkeep of all buildings with aggressive cleaning and maintenance techniques.
- C.) Train existing staff to better handle new building systems and components.

3.) Secure any available Green Community grants

- A.) Evaluate all potential energy savings needs; in all buildings which are eligible.
- B.) Strive to secure 100% of annual \$250,000 DOER Funds.
- C.) Implement and manage the installation of all approved grant initiatives.
- D.) Fulfill annual Grant reporting needs.

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

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

4.) Facilities Department

- A.) Explore developing a town wide Facilities Department and Budget
- B.) Address cost of trades repair by hiring trades FTE's or outsourcing?
- C.) Establish automated work request system.

MAJOR BUDGET COMPONENTS:

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

FY 2021 RISKS AND CHALLENGES:

Prepare and manage all town Building to operate in a global pandemic.

Meet the increased demand of new building needs.

Establish preventive maintenance protocols and Service maintenance contracts.

Respond to all building and personnel needs in a new environment (pandemic).

Manage Energy Management systems (EMS) in various buildings.

DEPARTMENTAL ACCOMPLISHMENTS:

- Establish PPE in all Town and School buildings during a Pandemic.
- Member of Covid Management team.
- Establish and install increased signage for Covid guidance and Safety.
- Prepare all buildings for Occupancy after shutdown
- On-site presence though all of Covid Shutdown.
- Continued grant work for various building components.
- Project Team for New Senior Center.
- Manage new buildings and their systems.
- Train staff on new building systems.
- Completed Green Communities Grant of \$230,104.00
- Secure FY 21 Green Community Grant of \$198,341.00
- Continued project close out for new building projects.
- Manage all HVAC needs at all location.
- Manage various buildings through extreme weather conditions with limited resources.
- Continue to make a noticeable and timely impact, on all town building maintenance requests.
- Manage small projects in all town buildings.

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Town Admin		
						2022 Dept Req	Recomm	\$ Change
Dept 410 FACILITIES - Kevin Kelly, Director of Facilities								
1410510	511000	REGULAR SALARIES	\$ 284,994.62	\$ 295,481.80	\$ 300,494.00	\$ 307,354.00	\$ 306,899.00	\$ 6,405.00
1410510	512000	OVERTIME	\$ 15,134.05	\$ 14,581.41	\$ 15,080.00	\$ 19,188.00	\$ 19,188.00	\$ 4,108.00
1410510	513000	LONGEVITY	\$ 1,700.00	\$ 3,150.00	\$ 3,450.00	\$ 3,950.00	\$ 3,950.00	\$ 500.00
1410510	518000	PART-TIME SALARIES	\$ 22,059.02	\$ 23,723.87	\$ 33,263.00	\$ 40,174.00	\$ 69,531.00	\$ 36,268.00
1410510	519100	OTHER SALARIES	\$ 1,971.47	\$ 2,228.39	\$ 4,326.00	\$ 4,450.00	\$ 4,268.00	\$ (58.00)
		TOTAL PERSONAL SERVICES	\$ 325,859.16	\$ 339,165.47	\$ 356,613.00	\$ 375,116.00	\$ 403,836.00	\$ 47,223.00
1410520	521100	ELECTRICITY	\$ 15,743.03	\$ 10,003.80	\$ 17,000.00	\$ 12,000.00	\$ 12,000.00	\$ (5,000.00)
1410520	521108	ELECTRICITY-TH	\$ 13,354.73	\$ 17,112.71	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ -
1410520	521109	ELECTRICITY-SHCB	\$ 15,304.55	\$ 12,135.44	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ -
1410520	521110	ELECTRICITY-PSC	\$ 114,194.00	\$ 87,665.14	\$ 115,000.00	\$ 100,000.00	\$ 100,000.00	\$ (15,000.00)
1410520	521111	ELECTRICITY-WPA	\$ 1,183.49	\$ 768.79	\$ 1,268.00	\$ 1,268.00	\$ 1,268.00	\$ -
1410520	521112	ELECTRICITY-HWY	\$ 13,397.52	\$ 12,589.85	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ -
1410520	521114	ELECTRICITY-FS1	\$ 13,618.98	\$ 12,899.78	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ -
1410520	521115	ELECTRICITY-FS4	\$ 1,796.86	\$ 1,730.94	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ -
1410520	521116	ELECTRICITY-Old Gates	\$ 26,553.34	\$ 28,613.65	\$ 19,500.00	\$ 24,500.00	\$ 24,500.00	\$ 5,000.00
1410520	521117	ELECTRICITY-SENIOR CENTER	\$ -	\$ -	\$ 15,000.00	\$ 24,400.00	\$ 24,400.00	\$ 9,400.00
1410520	521300	Natural Gas	\$ 3,061.77	\$ 3,079.71	\$ 1,500.00	\$ 3,000.00	\$ 3,000.00	\$ 1,500.00
1410520	521308	Natural Gas-TH	\$ 4,422.99	\$ 4,729.21	\$ 6,000.00	\$ 5,500.00	\$ 5,500.00	\$ (500.00)
1410520	521309	Natural Gas-SHCB	\$ 5,367.52	\$ 2,921.03	\$ 1,500.00	\$ 2,500.00	\$ 2,500.00	\$ 1,000.00
1410520	521310	Natural Gas-PSC	\$ 15,531.01	\$ 15,496.59	\$ 18,000.00	\$ 15,000.00	\$ 15,000.00	\$ (3,000.00)
1410520	521311	Natural Gas-WPA	\$ 2,198.76	\$ 1,650.07	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ -
1410520	521312	Natural Gas-HWY	\$ 4,000.27	\$ 4,010.04	\$ 2,500.00	\$ 3,500.00	\$ 3,500.00	\$ 1,000.00
1410520	521314	Natural Gas-FS1	\$ 13,598.27	\$ 12,572.08	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ -
1410520	521315	Natural Gas-FS4	\$ 1,859.33	\$ 1,855.98	\$ 2,200.00	\$ 2,200.00	\$ 2,200.00	\$ -
1410520	521316	Natural Gas-Old Gates	\$ 62,679.77	\$ 47,338.55	\$ 55,000.00	\$ 60,000.00	\$ 60,000.00	\$ 5,000.00
1410520	521317	GAS-SENIOR CENTER	\$ -	\$ -	\$ 2,000.00	\$ 25,000.00	\$ 25,000.00	\$ 23,000.00
1410520	524100	OFFICE MACHINE MAINTENANCE	\$ -	\$ -	\$ -	\$ 85.00	\$ 85.00	\$ 85.00
1410520	524200	REPAIR/MAINT PROP/EQUIP	\$ 63,977.23	\$ 63,119.55	\$ 65,000.00	\$ 65,000.00	\$ 90,000.00	\$ 25,000.00
1410520	524300	MAINTENANCE AGREEMENTS	\$ -	\$ 850.00	\$ 20,000.00	\$ 30,000.00	\$ 32,000.00	\$ 12,000.00
1410520	524500	VEHICLE SERVICE	\$ -	\$ 1,151.05	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ -
1410520	527000	RENTALS & LEASES	\$ 1,893.51	\$ 276.59	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ -
1410520	527100	RENTALS EQUIP	\$ 19,230.54	\$ 22,768.15	\$ 17,500.00	\$ 17,500.00	\$ 17,500.00	\$ -
1410520	529100	RUBBISH REMOVAL	\$ 1,000.00	\$ 112.50	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -
1410520	530800	TRAINING	\$ 474.99	\$ -	\$ 800.00	\$ 800.00	\$ 800.00	\$ -
1410520	530900	TECHINCAL SERVICES	\$ 1,049.99	\$ 4,851.53	\$ 3,000.00	\$ 3,000.00	\$ 23,000.00	\$ 20,000.00
1410520	532100	CONFERENCES/MEETINGS	\$ -	\$ -	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ -

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Town Admin		
						2022 Dept Req	Recomm	\$ Change
1410520	534100	TELEPHONE	\$ 1,099.92	\$ 2,516.34	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ -
1410520	534600	LEGAL ADVERTISING	\$ -	\$ 212.16	\$ 200.00	\$ 200.00	\$ 200.00	\$ -
1410520	538200	CUSTODIAL SERVICES	\$ -	\$ -	\$ -	\$ 300.00	\$ 300.00	\$ 300.00
1410520	573100	PROFESSIONAL DUES	\$ 375.00	\$ 275.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 416,967.37	\$ 373,306.23	\$ 438,968.00	\$ 471,753.00	\$ 518,753.00	\$ 79,785.00
1410540	540000	MATERIALS & SUPPLIES	\$ 27.40	\$ -	\$ -	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
1410540	542000	OFFICE SUPPLIES	\$ 491.32	\$ 260.99	\$ 300.00	\$ 300.00	\$ 300.00	\$ -
1410540	542300	SPECIAL AGENCY SUPPLIES	\$ 34.56	\$ 1,521.50	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -
1410540	543000	BUILDING SUPPLIES	\$ 9,822.25	\$ 9,639.29	\$ 12,000.00	\$ 15,000.00	\$ 15,000.00	\$ 3,000.00
1410540	543100	EQUIPMENT PARTS	\$ 1,162.21	\$ 2,236.10	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ -
1410540	545100	Cleaning Supplies	\$ -	\$ 3,425.43	\$ 800.00	\$ 800.00	\$ 800.00	\$ -
1410540	545108	Cleaning Supplies-TH	\$ 6,147.06	\$ 4,675.56	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ -
1410540	545109	Cleaning Supplies-SHCB	\$ -	\$ -	\$ -	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
1410540	545110	Cleaning Supplies-PSC	\$ 5,065.86	\$ 2,847.47	\$ 8,000.00	\$ 5,000.00	\$ 5,000.00	\$ (3,000.00)
1410540	545111	Cleaning Supplies-WPA	\$ -	\$ -	\$ 100.00	\$ 100.00	\$ 100.00	\$ -
1410540	545116	Cleaning Supplies-Old Gates	\$ 2,316.89	\$ 1,454.24	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ -
1410540	545117	CLEANING SUPPLIES-SR CTR	\$ -	\$ -	\$ 1,000.00	\$ 1,200.00	\$ 1,200.00	\$ 200.00
1410540	548000	VEHICLE SUPPLIES	\$ -	\$ -	\$ -	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
1410540	548100	FUELS & LUBRICANTS	\$ 185,055.74	\$ 144,932.62	\$ 185,055.00	\$ 185,055.00	\$ 185,055.00	\$ -
1410540	548101	FUELS & LUBRICANTS Police	\$ 3,600.13	\$ 1,696.51	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ -
1410540	548400	TOOLS & EXPENDABLES	\$ 382.93	\$ -	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -
1410540	558100	CLOTHING	\$ 1,200.00	\$ 1,200.00	\$ 3,200.00	\$ 5,000.00	\$ 5,000.00	\$ 1,800.00
		TOTAL MATERIALS & SUPPLIES	\$ 215,306.35	\$ 173,889.71	\$ 228,955.00	\$ 235,955.00	\$ 235,955.00	\$ 7,000.00
1410580	585100	EQUIPMENT	\$ 804.36	\$ -	\$ -	\$ -	\$ -	\$ -
1410580	585400	FURNISHING/EQUIPMENT REPLACEME	\$ -	\$ -	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ -
1410580	585500	PUBLIC BUILDINGS	\$ 38,534.27	\$ 53,337.60	\$ 30,000.00	\$ 30,000.00	\$ 40,000.00	\$ 10,000.00
		TOTAL CAPITAL OUTLAY	\$ 39,338.63	\$ 53,337.60	\$ 33,000.00	\$ 33,000.00	\$ 43,000.00	\$ 10,000.00
		GRAND TOTAL FACILITIES - 410	\$ 997,471.51	\$ 939,699.01	\$ 1,057,536.00	\$ 1,115,824.00	\$ 1,201,544.00	\$ 144,008.00

TOWN OF SCITUATE

FY 2022 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 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Continue improvements to the municipal water supply and distribution systems.
 - a. Prepared an RFP for continued water distribution improvements. Provide oversight and record documents in the design of the Phase 4A watermain replacement.
 - b. Prepared an RFP for continued seawall replacement design services along Oceanside Drive and Turner Road.
 - c. Continue to look for funding opportunities for increase in reservoir capacity, dam spillway and fishway improvements.
 - d. Continue to provide procurement and preparation of construction and bidding documents for CPC projects.
 - e. Continue to permit and develop the Dolan Well field off Country Way to provide additional water supply.
2. Following the award for the design for the replacement of the gravity sewer system at Cedar Point, the department provided bidding assistance and construction oversight and coordination for the project.
3. Continue to improve stormwater management across Town for compliance with the Federal mandate. Implement stormwater sampling for compliance with the Municipal Separate Storm Sewer System (MS4) discharge permits issued by the Department of Environmental Protection (DEP) and the Environmental Protection Agency (EPA).
3. Continue to work with MEMA and FEMA to maximize grant benefits under foreshore damage claims for SANDY, NEMO, JUNO & most recently RILEY. Several Requests for Proposals were issued to design and permit foreshore structures. Provide construction oversight and administration when the contract has been awarded and oversee the work. Third Cliff currently under an alternatives analysis and Environmental assessment for repair. First and Second Cliff are being designed to return to pre disaster condition before an alternative analysis can be performed.

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

MAJOR BUDGET COMPONENTS

Seawall & Road Spending \$200,000

Personnel \$269,008

Technical Services \$20,000

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

Assisted the Highway Department with the widening and repaving of Mann Lot Road to better accommodate emergency vehicles from the new public safety building.

Jeff Chessia Staff Engineer provided construction oversight and contract management for the West End CPC trail parking improvement project.

Daniel Smith, staff engineer continued to provide FEMA with back-up documentation and supporting information to establish damage costs following Storm Riley. Dan worked with our Coastal consultant and MEMA staff to bid and award the repairs to the Mann Hill/ Egypt Beach cobble berm.

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

1. North Scituate Train Canopy
2. West End Trail Parking and Access Project
3. Cudworth Cemetery Expansion

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

After several years of permitting and delays caused by Covid-19 Jeffrey Chessia, staff engineer provided full-time coordination and construction oversight for the replacement of the severely undersized culverts on Baileys Causeway and Gilson Road.

The Engineering Department provided Procurement and Management of over 55 Contracts and issued all new Homes, accessory dwellings and condominiums with 911 addresses.

Issued and inspected over 170 Street opening permits.

DESCRIPTION OF REVENUE	FY20	FY21	FY21 YTD	FY22 Projected	Comments
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FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Town Admin			\$ Change
						2022 Dept Req	Recomm		
Dept 411 DPW ENGINEERING - PART OF PUBLIC WORKS - Sean McCarthy, Engineering Supervisor									
1411510	511000	REGULAR SALARIES	\$ 264,292.75	\$ 255,003.40	\$ 259,766.00	\$ 266,008.00	\$ 266,008.00	\$ 6,242.00	
1411510	512000	OVERTIME	\$ -	\$ 1,183.50	\$ -	\$ -	\$ -	\$ -	
1411510	513000	LONGEVITY	\$ 1,600.00	\$ 1,600.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ -	
		TOTAL PERSONAL SERVICES	\$ 265,892.75	\$ 257,786.90	\$ 262,766.00	\$ 269,008.00	\$ 269,008.00	\$ 6,242.00	
1411520	524100	OFFICE MACHINE MAINT	\$ -	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ -	
1411520	524200	REPAIR/MAINT PROP/EQUIP	\$ 50.00	\$ 242.85	\$ 100.00	\$ 100.00	\$ 100.00	\$ -	
1411520	524500	VEHICLE SERVICE	\$ 496.26	\$ -	\$ 750.00	\$ 750.00	\$ 750.00	\$ -	
1411520	527100	RENTALS EQUIP/FACILITIE	\$ 2,099.52	\$ 2,562.13	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ -	
1411520	530900	TECHNICAL SERVICES	\$ 18,131.64	\$ 18,245.18	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ -	
1411520	532100	CONFERENCES/MEETINGS	\$ 199.00	\$ 536.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ -	
1411520	534300	BINDING & PRINTING	\$ -	\$ 97.26	\$ 400.00	\$ 400.00	\$ 400.00	\$ -	
1411520	534600	LEGAL ADVERTISING	\$ 119.50	\$ 42.50	\$ -	\$ -	\$ -	\$ -	
1411520	573100	PROFESSIONAL DUES & SUBS	\$ 125.00	\$ 280.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ -	
		TOTAL PURCHASE OF SERVICES	\$ 21,220.92	\$ 22,305.92	\$ 24,300.00	\$ 24,300.00	\$ 24,300.00	\$ -	
1411540	542000	OFFICE SUPPLIES	\$ 417.70	\$ 578.52	\$ 750.00	\$ 750.00	\$ 750.00	\$ -	
1411540	542500	PRINTING & FORMS	\$ -	\$ -	\$ 200.00	\$ 200.00	\$ 200.00	\$ -	
1411540	543100	EQUIPMENT PARTS	\$ -	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ -	
1411540	548000	VEHICLE SUPPLIES	\$ 280.08	\$ 535.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ -	
1411540	548400	TOOLS & EXPENDABLES	\$ 201.50	\$ -	\$ 200.00	\$ 200.00	\$ 200.00	\$ -	
1411540	558100	CLOTHING	\$ 697.52	\$ 974.97	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -	
		TOTAL MATERIALS & SUPPLIES	\$ 1,596.80	\$ 2,138.49	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ -	
1411580	585600	Roads & Seawalls	\$ 308,774.73	\$ 312,074.79	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ -	
		TOTAL CAPITAL OUTLAY	\$ 308,774.73	\$ 312,074.79	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ -	
		GRAND TOTAL ENGINEERING-411	\$ 597,485.20	\$ 594,306.10	\$ 489,466.00	\$ 495,708.00	\$ 495,708.00	\$ 6,242.00	

TOWN OF SCITUATE

FY 2022 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 2021 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.	\$2,185,664	8,000	\$273
Engineering	\$572,490	8,000	\$71
Water Department	\$6,226,353	8,000	\$778
Sewer Department	\$3,988,840	3,000	\$1,329
Transfer Station	\$1,483,845	5,000	\$296
Snow and Ice	\$497,113	8,000	\$62
Foreshore Protection	\$200,000	8,000	\$25
Administration	\$198,193	8,000	\$24

FY 2022 RISKS AND CHALLENGES

1. Safety: Comply with OSHA rules and regulations
2. Highway: Maintain roadways as water line project are ongoing.
3. Public Grounds: Managing new field complex and balancing existing field improvements.
4. Water Department: Elimination of sediment in existing water system to minimize brown water to residents during a drought.
5. Sewer Department: To continue to identify and mitigate sources of Inflow and Infiltration to provide capacity for sewer collection system expansions.
6. Transfer Station: To keep costs down and avoid increased fees as the market for recyclables fluctuates.
7. Engineering: Complete construction oversite of new green sand filter at well 17A and the Cedar Point Sewer 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: Paved Oceanside Drive and widened Mann Lott Road
 - B: Improved pedestrian accessibility on Beaver Dam Road with paving and new granite curbed sidewalk.
2. Public Grounds:
 - A: Maintained all Town Fields during the construction of the new field complex.
 - B: Removed over 60 dead and dying trees from the Public right of Way
3. Water Department:
 - A: Repaired 49 water service leaks.
 - B: Replaced radio read meters in 650 homes.
 - C: Continued a UDF (unidirectional flushing) Program
4. Engineering:
 - A: Replaced Culverts on Baileys Causeway and Gilson Road.
 - B: Repaired Egypt Beach and Musquashcut Berms with FEMA and Town funds.
5. Wastewater:
 - A: Started construction of the Cedar Point Sewer Replacement Project which will remove I and I from system.
 - 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.

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 421 DPW ADMINISTRATION - PART OF PUBLIC WORKS - Kevin Cafferty, Director of Public Works								
1421510	511000	REGULAR SALARIES	\$ 146,176.64	\$ 182,386.51	\$ 186,841.00	\$ 190,949.00	\$ 190,949.00	\$ 4,108.00
1421510	513000	LONGEVITY	\$ 800.00	\$ 1,050.00	\$ 1,100.00	\$ 1,100.00	\$ 1,100.00	\$ -
1421510	519100	OTHER SALARIES	\$ 3,223.39	\$ 3,450.68	\$ 5,563.00	\$ 5,599.00	\$ 5,599.00	\$ 36.00
		TOTAL PERSONAL SERVICES	\$ 150,200.03	\$ 186,887.19	\$ 193,504.00	\$ 197,648.00	\$ 197,648.00	\$ 4,144.00
1421520	524200	REPAIR/MAINT PROP/EQUIP	\$ 150.00	\$ -	\$ 300.00	\$ 300.00	\$ 300.00	\$ -
1421520	527100	RENTALS EQUIP/FACILITIES	\$ -	\$ -	\$ 40.00	\$ 40.00	\$ 40.00	\$ -
1421520	532100	CONFERENCES/MEETINGS	\$ 50.00	\$ -	\$ 50.00	\$ 50.00	\$ 50.00	\$ -
1421520	534300	BINDING & PRINTING	\$ 100.00	\$ -	\$ 100.00	\$ 100.00	\$ 100.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 300.00	\$ -	\$ 490.00	\$ 490.00	\$ 490.00	\$ -
1421540	542000	OFFICE SUPPLIES	\$ 204.42	\$ 274.48	\$ 225.00	\$ 225.00	\$ 225.00	\$ -
1421540	542500	PRINTING & FORMS	\$ -	\$ 28.95	\$ 50.00	\$ 50.00	\$ 50.00	\$ -
		TOTAL MATERIALS & SUPPLIES	\$ 204.42	\$ 303.43	\$ 275.00	\$ 275.00	\$ 275.00	\$ -
		GRAND TOTAL DPW ADMIN-421	\$ 150,704.45	\$ 187,190.62	\$ 194,269.00	\$ 198,413.00	\$ 198,413.00	\$ 4,144.00

TOWN OF SCITUATE

FY 2022 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 2022 HIGHWAY 422-GOALS:

1. Section of Briarwood Lane
Overlay 750 'at 29' wide
2. Section of Clapp Road from Mann Lot Road to Booth Hill Road
3. Section of Brook Street from Tilden Road to Front Street

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 2022 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.
6. Maintaining Parks and Athletic fields during time of drought.

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 2200 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 60 tons of asphalt to patch 36 areas disturbed by the water department.
- Used over 100 tons of asphalt for pot hole repairs and trench repairs.
- Yearly cleaning of all best management practices catch basins near the reservoir (Pin Oak Drive, Hughey Road, Satuit Trail, Oakhurst Road, Eisenhower Lane, and Colonial Way).
- Emptied trash barrels weekly and when needed in business area (62), beach areas (70), and recycle bins (20).
- Paving sidewalks on a section of First Parish Road from Lawson Park to the R/R tracks
- Paving of Oceanside Drive

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 422 DPW HIGHWAY - PART OF PUBLIC WORKS - Michael Breen, Highway & Public Grounds Supervisor								
1422510	511000	REGULAR SALARIES	\$ 587,513.06	\$ 527,551.31	\$ 599,315.00	\$ 612,803.00	\$ 612,803.00	\$ 13,488.00
1422510	512000	OVERTIME	\$ 34,408.82	\$ 30,319.86	\$ 32,138.00	\$ 31,663.00	\$ 31,663.00	\$ (475.00)
1422510	513000	LONGEVITY	\$ 5,300.00	\$ 4,800.00	\$ 6,550.00	\$ 6,100.00	\$ 6,100.00	\$ (450.00)
1422510	519000	SEASONAL SALARIES	\$ 7,592.00	\$ 6,816.00	\$ 17,280.00	\$ 18,240.00	\$ 18,240.00	\$ 960.00
1422510	519100	OTHER SALARIES	\$ 19,042.78	\$ 18,718.43	\$ 19,747.00	\$ 19,511.00	\$ 19,511.00	\$ (236.00)
		TOTAL PERSONAL SERVICES	\$ 653,856.66	\$ 588,205.60	\$ 675,030.00	\$ 688,317.00	\$ 688,317.00	\$ 13,287.00
1422520	524100	OFFICE MACHINE MAINT	\$ 1,609.74	\$ 331.83	\$ 700.00	\$ 700.00	\$ 700.00	\$ -
1422520	524200	REPAIR/MAINT PROP/EQUIP	\$ 133,937.45	\$ 141,904.03	\$ 159,000.00	\$ 164,019.00	\$ 164,019.00	\$ 5,019.00
1422520	524500	VEHICLE SERVICE	\$ 3,527.47	\$ 12,513.26	\$ 9,015.00	\$ 9,015.00	\$ 9,015.00	\$ -
1422520	527100	RENTAL EQUIP/FACILITIES	\$ 123,380.03	\$ 116,754.04	\$ 122,430.00	\$ 122,920.00	\$ 122,920.00	\$ 490.00
1422520	530900	TECHNICAL SERVICES	\$ 1,466.00	\$ 1,680.00	\$ 1,500.00	\$ 10,000.00	\$ 10,000.00	\$ 8,500.00
1422520	532100	CONFERENCES/MEETINGS	\$ 100.00	\$ 637.92	\$ 400.00	\$ 412.00	\$ 412.00	\$ 12.00
1422520	534300	BINDING & PRINTING	\$ -	\$ 904.68	\$ 175.00	\$ 175.00	\$ 175.00	\$ -
1422520	534400	POSTAGE	\$ -	\$ 32.13	\$ -	\$ -	\$ -	\$ -
1422520	538900	INTERDEPARTMENTAL SERVICES	\$ 5,899.68	\$ 19,316.98	\$ 7,000.00	\$ 14,420.00	\$ 14,420.00	\$ 7,420.00
1422520	573100	PROFESSIONAL DUES & SUBS	\$ 516.15	\$ 439.95	\$ 700.00	\$ 700.00	\$ 700.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 270,436.52	\$ 294,514.82	\$ 300,920.00	\$ 322,361.00	\$ 322,361.00	\$ 21,441.00
1422540	542000	OFFICE SUPPLIES	\$ 520.91	\$ 275.81	\$ 500.00	\$ 500.00	\$ 500.00	\$ -
1422540	542300	SPECIAL AGENCY SUPPLIES	\$ 7,797.82	\$ 2,124.99	\$ 9,100.00	\$ 9,300.00	\$ 9,300.00	\$ 200.00
1422540	542500	PRINTING & FORMS	\$ -	\$ 220.77	\$ -	\$ -	\$ -	\$ -
1422540	543000	BUILDING SUPPLIES	\$ 3,234.52	\$ 8,575.29	\$ 5,061.00	\$ 5,062.00	\$ 5,062.00	\$ 1.00
1422540	543100	EQUIPMENT PARTS	\$ 31,449.14	\$ 39,380.05	\$ 37,463.00	\$ 38,323.00	\$ 38,323.00	\$ 860.00
1422540	543300	ROADWAY MAINT SUPPLIES	\$ 66,929.20	\$ 74,541.37	\$ 80,351.00	\$ 80,351.00	\$ 80,351.00	\$ -
1422540	543400	TRAFFIC CONTROL SUPPLIES	\$ 16,298.50	\$ 22,177.94	\$ 25,620.00	\$ 25,657.00	\$ 25,657.00	\$ 37.00
1422540	545100	CLEANING SUPPLIES	\$ 634.65	\$ 788.88	\$ 500.00	\$ 565.00	\$ 565.00	\$ 65.00
1422540	548000	VEHICLE SUPPLIES	\$ 7,487.37	\$ 966.95	\$ 900.00	\$ 950.00	\$ 950.00	\$ 50.00
1422540	548100	FUELS & LUBRICANTS	\$ -	\$ 725.40	\$ -	\$ -	\$ -	\$ -
1422540	548400	TOOLS & EXPENDABLES	\$ 658.11	\$ 1,544.75	\$ 750.00	\$ 750.00	\$ 750.00	\$ -
1422540	558100	CLOTHING	\$ 5,400.00	\$ 837.72	\$ 5,700.00	\$ 10,500.00	\$ 10,500.00	\$ 4,800.00
		TOTAL MATERIALS & SUPPLIES	\$ 140,410.22	\$ 152,159.92	\$ 165,945.00	\$ 171,958.00	\$ 171,958.00	\$ 6,013.00
1422580	585100	EQUIPMENT	\$ 27,144.13	\$ 1,642.85	\$ 24,511.00	\$ 9,500.00	\$ 9,500.00	\$ (15,011.00)
		TOTAL CAPITAL OUTLAY	\$ 27,144.13	\$ 1,642.85	\$ 24,511.00	\$ 9,500.00	\$ 9,500.00	\$ (15,011.00)
		GRAND TOTAL DPW HIGHWAY-422	\$ 1,091,847.53	\$ 1,036,523.19	\$ 1,166,406.00	\$ 1,192,136.00	\$ 1,192,136.00	\$ 25,730.00

TOWN OF SCITUATE

FY 2022 BUDGET

DEPARTMENT: SNOW & ICE

MISSION STATEMENT:

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

FY 2022 SNOW & ICE 423 - GOALS

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

MAJOR BUDGET COMPONENTS:

Personnel cost	\$107,906	21.7%
Roadway maintenance	\$176,909	35.6%
Equipment	\$212,299	42.7%

FY 2022 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 2021 ACCOMPLISHMENTS:

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

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

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

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 423 SNOW & ICE - Michael Breen, Highway & Public Grounds Supervisor								
1423510	512000	OVERTIME	\$ 91,250.63	\$ 43,045.93	\$ 107,906.00	\$ 107,906.00	\$ 107,906.00	\$ -
		TOTAL PERSONAL SERVICES	\$ 91,250.63	\$ 43,045.93	\$ 107,906.00	\$ 107,906.00	\$ 107,906.00	\$ -
1423520	527100	EQUIPMENT RENTALS	\$ 159,764.43	\$ 53,939.74	\$ 176,909.00	\$ 176,909.00	\$ 176,909.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 159,764.43	\$ 53,939.74	\$ 176,909.00	\$ 176,909.00	\$ 176,909.00	\$ -
1423540	543100	EQUIPMENT PARTS	\$ 65,644.94	\$ 32,488.96	\$ 28,000.00	\$ 28,000.00	\$ 28,000.00	\$ -
1423540	543300	ROADWAY MAINTENANCE	\$ 133,506.17	\$ 97,504.48	\$ 183,449.00	\$ 183,449.00	\$ 183,449.00	\$ -
1423540	548000	VEHICLE SUPPLIES	\$ -	\$ -	\$ 100.00	\$ 100.00	\$ 100.00	\$ -
1423540	548400	TOOLS & EXPENDABLES	\$ 573.12	\$ 449.99	\$ 750.00	\$ 750.00	\$ 750.00	\$ -
		TOTAL MATERIALS & SUPPLIES	\$ 199,724.23	\$ 130,443.43	\$ 212,299.00	\$ 212,299.00	\$ 212,299.00	\$ -
		GRAND TOTAL SNOW & ICE - 423	\$ 450,739.29	\$ 227,429.10	\$ 497,114.00	\$ 497,114.00	\$ 497,114.00	\$ -

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Project	Account Description	2019 Actuals	2020 Actuals	2021 Actuals	2021 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 424 STREET LIGHTS - James Boudreau, Town Administrator										
1424520	521100		ELECTRICITY	\$ 128,985.64	\$ 110,286.67	\$ 24,728.59	\$ 125,000.00	\$ 125,000.00	\$ 125,000.00	\$ -

TOWN OF SCITUATE

FY 2022 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 2022 PUBLIC GROUNDS 429 – GOALS & RESPONSIBILITIES

1. Prune/trim trees all roadside and residential areas.
2. Sod field in problem area at SHS Backfield.
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.
7. Manage contractor's road work and sidewalk work in a cost effective manner.
8. Sales records and maintenance of two Town Cemeteries
9. Manage all town fuel Records
10. Manage maintenance on removal of town owned trees.
11. Manage maintenance of parks, athletic fields and town owned lots.

MAJOR BUDGE COMPONENTS:

Personnel cost	\$660,037	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.
4. Increased demand for higher level of service with limited staff and resources.
5. Increase amount of planning with limited resources to continue improving road road and sidewalks
6. Increase amount of tree trimming with limited staff.
7. Maintain all ballfields from April – November with a water ban restriction in effect.

2021 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.

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 429 DPW PUBLIC GROUNDS - PART OF PUBLIC WORKS - Michael Breen, Highway & Public Grounds Supervisor								
1429510	511000	REGULAR SALARIES	\$ 447,610.33	\$ 487,546.03	\$ 494,141.00	\$ 506,361.00	\$ 506,361.00	\$ 12,220.00
1429510	512000	OVERTIME	\$ 42,724.23	\$ 42,399.63	\$ 29,349.00	\$ 28,915.00	\$ 28,915.00	\$ (434.00)
1429510	513000	LONGEVITY	\$ 3,750.00	\$ 4,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ -
1429510	514000	EDUCATIONAL INCENTIVE	\$ 1,400.00	\$ -	\$ -	\$ -	\$ -	\$ -
1429510	518000	PART-TIME SALARIES	\$ -	\$ -	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ -
1429510	519000	SEASONAL SALARIES	\$ 50,175.50	\$ 34,872.50	\$ 100,980.00	\$ 106,590.00	\$ 106,590.00	\$ 5,610.00
1429510	519100	OTHER SALARIES	\$ 18,804.68	\$ 20,193.34	\$ 17,777.00	\$ 17,531.00	\$ 17,531.00	\$ (246.00)
		TOTAL PERSONAL SERVICES	\$ 564,464.74	\$ 589,261.50	\$ 648,497.00	\$ 665,647.00	\$ 665,647.00	\$ 17,150.00
1429520	524100	OFFICE MACHINE MAINT	\$ -	\$ 2,000.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ -
1429520	524200	REPAIR/MAINT PROP/EQ	\$ 36,125.08	\$ 21,544.91	\$ 47,824.00	\$ 49,274.00	\$ 49,274.00	\$ 1,450.00
1429520	524500	VEHICLE SERVICE	\$ 2,302.84	\$ 4,470.90	\$ 4,200.00	\$ 4,326.00	\$ 4,326.00	\$ 126.00
1429520	527100	RENTAL EQUIP/FACILIT	\$ 100,417.95	\$ 104,232.91	\$ 110,000.00	\$ 143,252.00	\$ 143,252.00	\$ 33,252.00
1429520	530900	TECHNICAL SERVICES	\$ -	\$ -	\$ 50.00	\$ 4,000.00	\$ 4,000.00	\$ 3,950.00
1429520	532100	CONFERENCES/MEETINGS	\$ -	\$ -	\$ 300.00	\$ 300.00	\$ 300.00	\$ -
1429520	534400	POSTAGE	\$ -	\$ -	\$ 50.00	\$ 50.00	\$ 50.00	\$ -
1429520	538900	INTERDEPARTMENTAL SERVICES	\$ 5,643.29	\$ 14,901.48	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00	\$ -
1429520	573100	PROFESSIONAL DUES & SUBS	\$ 1,291.15	\$ 370.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 145,780.31	\$ 147,520.20	\$ 171,574.00	\$ 210,352.00	\$ 210,352.00	\$ 38,778.00
1429540	542000	OFFICE SUPPLIES	\$ 35.89	\$ 130.86	\$ 250.00	\$ 250.00	\$ 250.00	\$ -
1429540	542300	SPECIAL AGENCY SUPPL	\$ 14,303.08	\$ 20,273.93	\$ 17,950.00	\$ 18,500.00	\$ 18,500.00	\$ 550.00
1429540	543000	BUILDING SUPPLIES	\$ 2,015.07	\$ 2,880.06	\$ 3,200.00	\$ 3,200.00	\$ 3,200.00	\$ -
1429540	543100	EQUIPMENT PARTS	\$ 16,165.31	\$ 25,902.81	\$ 25,414.00	\$ 25,000.00	\$ 25,000.00	\$ (414.00)
1429540	545100	CLEANING SUPPLIES	\$ 1,179.95	\$ 202.76	\$ 750.00	\$ 750.00	\$ 750.00	\$ -
1429540	546200	LANDSCAPING SUPPLIES	\$ 13,018.34	\$ 16,790.42	\$ 25,000.00	\$ 44,800.00	\$ 44,800.00	\$ 19,800.00
1429540	548000	VEHICLE SUPPLIES	\$ 849.05	\$ 165.75	\$ 750.00	\$ 750.00	\$ 750.00	\$ -
1429540	548100	FUELS & LUBRICANTS	\$ -	\$ 43.98	\$ -	\$ -	\$ -	\$ -
1429540	548400	TOOLS & EXPENDABLES	\$ 1,074.92	\$ 2,115.84	\$ 900.00	\$ 900.00	\$ 900.00	\$ -
1429540	558100	CLOTHING	\$ 5,904.50	\$ 451.44	\$ 5,750.00	\$ 11,250.00	\$ 11,250.00	\$ 5,500.00
		TOTAL MATERIALS & SUPPLIES	\$ 54,546.11	\$ 68,957.85	\$ 79,964.00	\$ 105,400.00	\$ 105,400.00	\$ 25,436.00
1429580	585100	EQUIPMENT	\$ 17,348.68	\$ 14,600.00	\$ 24,259.00	\$ 25,860.00	\$ 25,860.00	\$ 1,601.00
		TOTAL CAPITAL OUTLAY	\$ 17,348.68	\$ 14,600.00	\$ 24,259.00	\$ 25,860.00	\$ 25,860.00	\$ 1,601.00
		GRAND TOTAL DPW GROUNDS-429	\$ 782,139.84	\$ 820,339.55	\$ 924,294.00	\$ 1,007,259.00	\$ 1,007,259.00	\$ 82,965.00

TOWN OF SCITUATE

FY 2022 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 2022 DEPARTMENTAL GOALS AND OBJECTIVES

GOAL #1- To stop the spread of Covid-19. COVID-19 is a new respiratory disease, caused by a novel coronavirus that has not previously been seen in humans. Reported illnesses have ranged from mild symptoms to severe illness and death for confirmed COVID-19 cases. COVID-19 is spread mainly through close contact from person to person, including between people who are physically near each other (within about 6 feet). People who are infected but do not show symptoms can also spread the virus to others. The best way to prevent illness is to avoid being exposed to this virus. You can take steps to slow the spread.

- A. Stay at least 6 feet away from others, whenever possible. This is very important in preventing the spread of COVID-19.
- B. Cover your mouth and nose with a mask when around others. This helps reduce the risk of spread both by close contact and by airborne transmission.
- C. Wash your hands often with soap and water. If soap and water are not available, use a hand sanitizer that contains at least 60% alcohol.
- D. Avoid crowded indoor spaces and ensure indoor spaces are properly ventilated by bringing in outdoor air as much as possible. In general, being outdoors and in spaces with good ventilation reduces the risk of exposure to infectious respiratory droplets.
- E. Stay home and isolate from others when sick.
- F. Routinely clean and disinfect frequently touched surfaces.

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

- A. Continue ongoing collaboration with outside programs and entities (3 local golf courses) and other Town Departments to educate residents of Scituate about the importance for communities that could be elevated to critical, high or moderate risk for mosquito borne diseases to continue to take personal precautions against mosquito bites. These steps include using EPA-approved bug spray, wearing long sleeves and pants outdoors to reduce exposed skin, and by limiting outdoor activities in the hours from dusk to dawn when mosquitoes are most active.
- B. Source reduction (e.g., removing potential breeding sites, such as garbage cans, flower pots, bird baths, discarded auto-tires or other containers that hold water) is useful for decreasing the risk against EEE and WNV.
- C. When going outside to an area likely to have ticks:
 - Stick to main pathways and the center of trails when hiking.
 - Wear a light-colored, long-sleeved shirt with long pants and tuck your pants into your socks. This may be difficult to do when the weather is hot, but it will help keep ticks away from your skin and make it easier to spot a tick on your clothing.
 - Use bug repellents. Repellents that contain DEET can be used on your exposed skin. Permethrin is a product that can be used on your clothes. Always follow the product instructions and use repellents with no more than 30-35% DEET on adults and 10-15% DEET on children. Never use insect repellents on infants.
 - Talk to your veterinarian about the best ways to protect your pets and livestock from ticks and mosquitos.

GOAL #3 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 #4- 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.

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 510 BOARD OF HEALTH - Andrew Scheele, Board of Health Director								
1510510	511000	REGULAR SALARIES	\$ 193,048.30	\$ 214,413.00	\$ 248,249.00	\$ 276,037.00	\$ 276,037.00	\$ 27,788.00
1510510	513000	LONGEVITY	\$ 1,475.00	\$ 925.00	\$ 925.00	\$ 925.00	\$ 925.00	\$ -
1510510	518000	PART-TIME SALARIES	\$ 14,971.55	\$ 14,734.67	\$ 14,407.00	\$ 14,624.00	\$ 14,624.00	\$ 217.00
1510510	519100	OTHER SALARIES	\$ 404.54	\$ 508.92	\$ 490.00	\$ 498.00	\$ 498.00	\$ 8.00
		TOTAL PERSONAL SERVICES	\$ 209,899.39	\$ 230,581.59	\$ 264,071.00	\$ 292,084.00	\$ 292,084.00	\$ 28,013.00
1510520	524500	REPAIRS & MAINTENAN	\$ -	\$ -	\$ 100.00	\$ 100.00	\$ 100.00	\$ -
1510520	530900	TECHNICAL SERVICES	\$ 7,622.94	\$ 3,564.50	\$ 9,250.00	\$ 9,250.00	\$ 9,250.00	\$ -
1510520	532100	CONFERENCES/MEETINGS	\$ 785.00	\$ 395.00	\$ 1,150.00	\$ 1,150.00	\$ 1,150.00	\$ -
1510520	534300	BINDING & PRINTING	\$ 240.00	\$ -	\$ 375.00	\$ 375.00	\$ 375.00	\$ -
1510520	571100	MILEAGE REIMBURSEMENT	\$ 1,168.71	\$ 212.52	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ -
1510520	573100	PROFESSIONAL DUES & SUBS	\$ 235.00	\$ 60.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 10,051.65	\$ 4,232.02	\$ 12,575.00	\$ 12,575.00	\$ 12,575.00	\$ -
1510540	542000	OFFICE SUPPLIES	\$ 378.21	\$ 214.08	\$ 800.00	\$ 800.00	\$ 800.00	\$ -
1510540	542300	SPECIAL AGENCY SUPP	\$ (111.70)	\$ -	\$ -	\$ -	\$ -	\$ -
1510540	542500	PRINTING & FORMS	\$ 315.00	\$ -	\$ 300.00	\$ 300.00	\$ 300.00	\$ -
1510540	550000	MEDICAL SUPPLIES	\$ 371.34	\$ 281.51	\$ 485.00	\$ 485.00	\$ 485.00	\$ -
1510540	558100	CLOTHING	\$ 70.00	\$ -	\$ 150.00	\$ 150.00	\$ 150.00	\$ -
		TOTAL MATERIALS & SUPPLIES	\$ 1,022.85	\$ 495.59	\$ 1,735.00	\$ 1,735.00	\$ 1,735.00	\$ -
1510580	585300	OFFICE EQUIPMENT	\$ -	\$ 45.89	\$ 125.00	\$ 125.00	\$ 125.00	\$ -
		TOTAL CAPITAL OUTLAY	\$ -	\$ 45.89	\$ 125.00	\$ 125.00	\$ 125.00	\$ -
		GRAND TOTAL BOARD OF HEALTH - 510	\$ 220,973.89	\$ 235,355.09	\$ 278,506.00	\$ 306,519.00	\$ 306,519.00	\$ 28,013.00

(1) Social Services Director only funded for two quarters in FY21 due to vacancy.

TOWN OF SCITUATE

FY 2022 BUDGET

DEPARTMENT: 541 – Council on Aging

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

FY 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL 1: Plan for new programming and expansion of services for new Senior Center building and community campus. (Ongoing)

Objectives:

1. Identify and develop new program opportunities (ongoing);
2. Address staffing needs and fill increased volunteer opportunities for delivering services (Jul-Dec);
3. Provide parking monitoring plan to meet requirements of Planning Board using senior TWO volunteers to confirm adequacy of parking for ongoing Senior Center and community building use (Jul-Sep/Dec);
4. Coordinate Senior Center program and event schedule with Recreation Department per Planning Board to ensure safe and adequate distribution of parking spaces on shared campus site (ongoing);
5. Working with Facilities Department, identify areas of building operation and maintenance to manage for optimum use and efficiency.

GOAL 2: Develop in-house congregate Luncheon program, Café light fare options, and Home-delivered meals (Meals on Wheels) through new Senior Center and Senior Center kitchen facilities.

Objectives:

1. Transition from current SSES meal site to Senior Center in-house congregate luncheon program (Jul-Sep/Dec);
2. Coordinate staffing of Senior Center kitchen with necessary personnel and appropriate volunteers to support complete program (Jul-Sep/Dec);
3. Identify and implement Home-delivered Meals program, including advertising to client base and as volunteer opportunity (Jul-Dec);

GOAL 3: Identify components of the Age-Friendly Action Plan to develop and continue to promote the Age-Friendly Community concept through initiated events (ongoing).

Objectives:

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

GOAL 4: Reinitiate Director Certification process through Mass Council on Aging to facilitate future participation in Accreditation Process once the new building is in operation.

Objectives:

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

MAJOR BUDGET COMPONENTS

The major components of the budget for the Senior Center and COA has this year become more than ever about the staffing and how services are provided through each of our roles. The Senior Center staff has always operated as a team, pitching in wherever needed for any of the events or activities that warranted all-hands-on-deck, especially when providing food services (always) to celebrate and convene in any small way for our clientele who especially appreciated the social opportunities and the ways we could make our space more inviting. The response to Covid has highlighted the fact that we all provide some Outreach service, whether considering programs or other ideas for engagement. Becoming creative from our homes and banding together to connect with as many seniors as possible through a variety of means without physical contact was a challenge met with great care and compassion by all staff. As we returned to the workplace, each of the staff roles has retained its specific importance—whether Outreach, Transportation, Activities and Administrative operations—we have continued to provide them all.

I. Personal Services/Personnel Roles:

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

- Provides primary support, resources or direction for benefits eligibility, housing, household, food and other assistance for individuals and families in need. During Covid, most is over the phone or outside when in-person has been necessary.
- Supplements information and referrals for medical insurance and related questions along with trained SHINE volunteers—also, completely over the phone with paperwork dropped off and picked up as necessary;
- Works with SW in situations where additional provision of special skill set is required. [SSM/SW role has been to focus on frail and often mentally compromised older adults, as well as to provide clients of COA with initial counseling in challenging situations.]
 - Benefits from ongoing relationship with SW and SHINE volunteer for developing more specialized skills and knowledge to pass on to seniors/clients.
- Identifies proactive opportunities to broaden reach with older adult community and their families. Works with community volunteer groups to fill needs brought to attention and where resources exist for support—particularly during Covid with Community Christmas and SANDS, as well as with Food Pantry.

A2. Caregiver Support Group Facilitator – Formula Grant used to contract outside SW for facilitation of Caregiver Support Group @1.5 hours/month [\$1800].

B. Activities/Volunteer Coordinator - 25-hr PT position since April 2015; has received 1 non-standard increase; requesting Hourly Rate increase (from \$20.96 to \$22 – 5% or \$22.21 – 6%) to become comparable with market and other staff rates.

- Hourly rate associated with the position at this time is under market and not reflective of the corresponding responsibilities, professional status, and other COA staff compensation. As the new Senior Center facility provides for both more programs and more volunteer opportunities, the requirements of this role will increase. This role has been supported by the Formula Grant for 6 and ½ years, but the position should become a municipal position as it is critical to the operation and development of programming.

- Current role could be separated into Activities Coordinator and Volunteer Coordinator positions (25 hrs. for Activities Coordinator; 12 hrs. for Volunteer Coordinator);
 - Both roles are essential to any senior center for building our participant base and increasing our traditional volunteer base by appealing to younger adults and increasing student presence;
 - Or, option to hire an Activities/Marketing Assistant to provide support and administrative media work (10 hrs. to start). If Activities/Volunteer Coordinator position migrates to town budget, then we could put this position on the Formula Grant.
 - Activities and special programs are critical for appealing to our population and providing them with a reason to come and see what they can enjoy with others or pursue for stimulation. A variety of events is necessary to support a wide array of interests, and combining activities with opportunities for volunteering for all ages is equally important for providing connection and purpose.
 - Covid has required development of skills not only for reaching out electronically, but also for identifying those with less (or no) opportunity for or interest in using technology and trying to devise means to connect with them or making them more comfortable with use of technology. Communication in all manners has become crucial and adds to the task of creating opportunities for different segments of our population during this period of isolation for many older adults.
- C. Transportation Coordinator – 35 hr. full time position; budgeted salary divided between municipal budget and GATRA
- Schedules and coordinates all local, group and medical rides with clients and drivers;
 - Covid has required that groups are limited and may result in multiple rides to same location, i.e. supermarket. Medical rides are generally kept to 1 or 2 riders. Local rides have been curtailed except for essential errands such as supermarket or prescription pickup. Drivers and staff have also been used to pick up essentials and deliver using restrictive protocols for exchanges.
 - Ensures timely maintenance and current safety protocols for vehicles;
 - Generates information and standard reports to satisfy requirements of regional transit authority, state and local agencies;
 - During Covid, 2 of our 3 drivers have been immensely valuable in continuing to provide essential transportation services to our more vulnerable population requiring rides primarily to the supermarket on a weekly basis.
- D. Administrative/Office Assistant – 25 hr. PT; 10 hrs. added on FG in 2016/17 = 35 hr. position on municipal budget
- Significant support for Director in A/P and A/R role;
 - Support for Activities Coordinator for communicating with both instructors and registered participants, and involving general notice regarding class schedules, attendance and payments;

- Provides assistance for orienting volunteers with regard to system use, training, and work-sharing;
- Shares portion of program, event and trip coordination;
- Provides administrative assistance for Outreach services involving scheduling and communication of weekly and monthly professional appointments—this role has increased during Covid with regard to scheduling phone appointments for all manner of professional meetings and as support for our SHINE counselors;
- Serves as back-up for Transportation and helps to transition new staff;
- Primary data input and support through My Senior Center software. During Covid, communication means using our My Senior Center database have been critical and required ongoing updates and additions.

E. NEW Kitchen Manager proposed (15-19 hrs./wk.; \$21-23/hr. = 18 @ \$22=\$20,592)

- Plan menu and set budgets for daily lunches, home-delivered meals and special events;
- Prepare and serve lunches, special event buffets and dinners;
- Direct volunteers assisting in kitchen with food prep, service and clean-up;
- Manage refreshments and light lunch offerings for the Café daily;
- Order pantry food and manage supplies inventory;
- Help to develop meals program(s);
- Manage and maintain commercial kitchen equipment.

F. NEW Home-delivered Meals Coordinator (12-15 hrs./week; \$19/hr. ...)

- Solicit and schedule clients for weekly HDM;
- Schedule volunteer drivers for HDM deliveries;
- Assist Kitchen Manager with daily menu needs;
- Package meals and facilitate daily delivery by volunteer drivers;

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 (12-FG); or
 +Activities/Media Assistant (10-FG)
 NEW (priority):
 Kitchen Manager (15-19 hrs.)
 HDM Coordinator/Kitchen Assistant
 (TWO volunteer/FG; Launch services)

II. Programs, Outreach Services, Transportation (GATRA); Future: Meals Program

Information: Legal/Life/Long-term care and SHINE/Medicare and Health Insurance counseling, Benefits Counseling and Application Assistance, Emergency Preparedness, Annual Health & Lifestyle Fair;

Education & Stimulation: Aging Mastery, Falls Prevention Programs; Memory Training; Nutrition/Health/Medical; Lifelong Learning—Scituate History, Art History, Art classes, Crafts

Health/Fitness: Walking; Group exercise classes; Recreational opportunities

Socialization: Café Talks, Men's Breakfasts, Ladies Socials, Seasonal Luncheons, Dine-out Dinner/Lunch, Field Trips, Cards/Games;

Transportation: Supporting independence through COA-provided in-town van service; out-of-town and local medical rides; and out-of-town field trips. This service may be the primary or only connection to Senior Center for many older or disabled adults. Use of 2 vans provided by GATRA and one COA-owned van – all maintenance costs supported by the GATRA revolving fund/budget. Staffing consists of 3 part-time drivers at this time. Occasional need for 4th driver (uncertain as to return of 3rd driver at this time) as back-up or to support special trips, so we will be accepting applications to support 2 drivers for out-of-town medical and anticipation of returning to local rides, including transportation to new Senior Center for activities.

Meals Programs for Nutrition and Socialization: The ideal would be to provide in-house, freshly prepared daily meals for congregate group seating as well as lighter café options for those who want less formality. The lunches could still be provided for smaller numbers of people or in two different seatings if restrictions continue. The cost of lunch would be standardized, and a budget used to provide meals at limited or no additional cost to the budget; reservations would be required. Home-delivered meals would be prepared daily as well and sent with volunteer drivers. Cost for those meals could be less and supported by the Formula Grant or other donations. A budget for coffee and pantry items, linen service may need to be determined, but monies from years of donations in Gift account could provide for start-up costs. The Kitchen Manager should be instrumental in finding the most efficient resources and then the program could become self-sustaining.

III. Office/Environment; Marketing/Communication

Supplies: To directly support and sustain daily operation, program support, client information and communication via print materials, including brochures, flyers and invitations/correspondence;

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

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

IV. Marketing/Communication/Community Outreach

My Senior Center is our primary software program providing client and Senior Center program management, including records of visitors participating at the Senior Center and receiving services, report production for numbers, scheduling and tracking of rides, demographic and emergency contact information, and newsletter mailing, voice broadcast and e-mail lists. Costs of

Annual maintenance fee and occasional support of supplemental equipment or features supported by Formula Grant;

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;

Social Media—Facebook, Twitter, E-mail (Subscription for Constant Contact supplements newsletter publishing and use of My Senior Center communication);

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

Mariner articles and weekly updates, pictures;

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.

FY 2022 RISKS AND CHALLENGES

Supporting seniors demonstrating diminished cognitive and physical capacity and their families for activity opportunities and transportation services if lacking support system/companion resources (cont'd).

Providing opportunities for connection to less technologically inclined or capable seniors.

DEPARTMENTAL ACCOMPLISHMENTS

- Age-Friendly Community Initiative: Surveyed seniors and community venues to inform Action Plan submitted as of October 2020. Steering committee provided input and feedback during process for lead member drafting AP. All Steering Committee members and COA Board member, were provided draft of Action Plan and opportunity to comment before final version submitted.
- Furtherance of BOS office efforts to promote Centenarian program.
- Commitment to providing on-going information regarding new building status and updates.
- Programs to encourage/sustain healthy lifestyles and cultural appreciation:
 - o NEW: Monthly Art Appreciation series (SEF Grant-funded);
 - o Nordic walking poles and Trail Walking programs (cont'd);
 - o UCLA Memory Training (cont'd);
 - o Job Seekers Networking Group (cont'd);
 - o Café Talks (information, education, social);
 - o Monthly Men's Breakfasts (social, informational, local speakers);
 - o Chartered bus trips and local field trips (curtailed due to COVID)
- Regular activities:
 - o Crafting/Knitting/Quilting;
 - o Art/Painting;
 - o Local History classes and guest speakers;
 - o Cards/games: Mah Jongg, Hand & Foot, Scrabble, Poker
 - o Exercise/Fitness: Yoga(6); Balance(3), Tai Chi, Cardio, Arthritis, Zumba, Strength
 - o Recreation: Pickleball, Badminton, Softball League
 - o iPad Classes; monthly Tech Time with SHS Interact Club students

- Did not meet due to COVID:
 - o Aging Mastery Program—10-week Evidence-based Health & Lifestyle (4th year);
 - o Matter of Balance Program—8-week Evidence-based Health/Fall Prevention (1-2 years);
 - o Annual Dinner and Game night with SHS students (5th year)
 - o Annual Pickleball Tournament with SHS Physical Education students;
- Continued to develop Out-of-Town medical transportation using COA drivers/vans to reduce use of more expensive 3rd party contracted services.
 - o During COVID restrictions, Transportation was provided as an essential service from March/April and is ongoing:
 - Weekly supermarket rides following rigid restrictions, guidelines and safety protocols
 - Prescription pickups (drivers and staff)
 - Essential medical appointments
- COVID Outreach activities involving all of staff:
 - o Wellness/Friendly calls (March-May);
 - o Participation in Community collaboration with non-profit groups/volunteers, including SANDS, Community Christmas, Food Pantry, and Veterans Advisory Council to ensure requests for assistance were received and addressed by appropriate and available parties (March-June);
 - o Purchase of piano concert – aired multiple times during Memorial Day weekend on SCTV with YouTube video available (May);
 - o Social Media/Facebook engagement (May/June);
 - o Birthday calls (June)
 - o Grab-and-Go Volunteer Picnic Luncheon at Bandstand (June);
 - o Referrals/ongoing communication with SSES/Meals on Wheels and Food Pantry for clientele;
 - o Ongoing client outreach and phone consults for assistance regarding Unemployment and Economic relief government funds, family and household difficulties, medical and Medicare questions/scam identification, emergency housing interventions;
 - o Continuous communication with local legislators and social service agencies re: activities and provision of services;
 - o Assistance to group of high school students performing Community Service project for senior credit involving Kindness Rocks painting, solicitation of rock donations, notice to seniors to receive, coordination with Housing Authority for drop-offs.
- COVID virtual Programs/Activities:
 - o History class presentations with popular instructor—converted to video, uploaded to SCTV and Youtube; weekly e-mail and voice broadcast notifications (April-ongoing)
 - o Job Seekers Networking Group using Zoom (April-ongoing);
 - o Weekly Zoom Discussion Group (April-ongoing);
 - o Exercise videos recorded and broadcast on SCTV and e-mailed/on website (April-ongoing);
 - o Live exercise video provided via e-mail/Social media (April-ongoing);
 - o Live Zoom yoga classes (April-ongoing);
 - o Live outdoor exercise classes (July-ongoing);
 - o Use of Zoom for connecting existing groups, i.e. writing group, knitting, etc.
 - o Use of Zoom for providing ongoing speaker engagements;

DESCRIPTION OF REVENUE	FY19	FY20	FY21 YTD	FY22 Projected	Comments
EOEA Formula Grant	\$ 52,080 @ \$12/pe	\$ 52,080 @ \$12/pe	\$ 52,080 @ \$12/pe	\$ TBD @ TBD/pe	pe=per elder
GATRA Contract	\$101,000	\$106,000	[\$126,240]	\$126,240	increase 7/1/20
SES Title III MAP Grant	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	Medical rides
Gifts/Donations*	\$ 3,037	\$ 412	\$ 20,000 Transp/van		
Other Grants:					
MassDOT Helping Hands Rail/Trail Mini-grant		\$ 648			
Scituate Education Foundation	\$ 3,580 Memory	\$ 1,680 Art/Mind & Nordic	\$ 2,200 Self-care Retreat		
(Anticipated) Rotary Foundation			\$ 900 Aging Mastery		
Mass Council on Aging					
o Family Fun Walk	\$ 300	\$ 250			
o 50+ Job Seeker's	\$ 700	\$ 3,800			

*Gifts/Donations will include donations being solicited through private fundraising toward Building project, and have included amounts from Rotary Club, Scituate Health Services, and private donations. In addition, FOSS (Friends of Scituate Seniors) has provided support for our Parade Float as well as \$700 in both FY19 and FY20 to support free coffee for visitors to the Center as well as entertainment for our special events. In addition, LifeCare Center of Scituate donated a new gas grill and frequent food items/gifts to events.

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 541 COUNCIL ON AGING - Linda Hayes, Council on Aging Director								
1541510	511000	REGULAR SALARIES	\$ 174,287.36	\$ 164,241.62	\$ 132,763.00	\$ 133,990.00	\$ 133,990.00	\$ 1,227.00
1541510	513000	LONGEVITY	\$ 2,275.00	\$ 2,325.00	\$ 2,875.00	\$ 2,875.00	\$ 2,875.00	\$ -
1541510	518000	PART-TIME SALARIES	\$ -	\$ -	\$ 52,577.00	\$ 54,521.00	\$ 54,521.00	\$ 1,944.00
		TOTAL PERSONAL SERVICES	\$ 176,562.36	\$ 166,566.62	\$ 188,215.00	\$ 191,386.00	\$ 191,386.00	\$ 3,171.00
1541520	521100	ELECTRICITY (1)	\$ 3,703.85	\$ 3,057.34	\$ 3,700.00	\$ -	\$ -	\$ (3,700.00)
1541520	521300	NATURAL GAS (1)	\$ 2,875.59	\$ 2,319.55	\$ 3,000.00	\$ -	\$ -	\$ (3,000.00)
1541520	524200	REPAIR/MAINT PROP/	\$ 6,494.81	\$ 5,678.84	\$ 3,500.00	\$ 1,240.00	\$ 1,240.00	\$ (2,260.00)
1541520	527000	RENTALS & LEASES	\$ 622.39	\$ 865.59	\$ 1,000.00	\$ 300.00	\$ 300.00	\$ (700.00)
1541520	531100	SUPPORT SERVICES	\$ 1,268.20	\$ 1,074.50	\$ 1,500.00	\$ 2,000.00	\$ 2,000.00	\$ 500.00
1541520	532100	CONFERENCES/MEETINGS	\$ 30.00	\$ -	\$ 200.00	\$ 200.00	\$ 200.00	\$ -
1541520	534400	POSTAGE	\$ 1,049.66	\$ 1,033.73	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ -
1541520	571100	MILEAGE REIMBURSEMENT	\$ 471.32	\$ 315.29	\$ 700.00	\$ 300.00	\$ 300.00	\$ (400.00)
		TOTAL PURCHASE OF SERVICES	\$ 16,515.82	\$ 14,344.84	\$ 15,100.00	\$ 5,540.00	\$ 5,540.00	\$ (9,560.00)
1541540	542000	OFFICE SUPPLIES	\$ 1,897.90	\$ 907.29	\$ 1,800.00	\$ 2,000.00	\$ 2,000.00	\$ 200.00
1541540	545100	CLEANING SUPPLIES	\$ 224.31	\$ 390.65	\$ 400.00	\$ 500.00	\$ 500.00	\$ 100.00
		TOTAL MATERIALS & SUPPLIES	\$ 2,122.21	\$ 1,297.94	\$ 2,200.00	\$ 2,500.00	\$ 2,500.00	\$ 300.00
1541580	585300	EQUIPMENT	\$ 143.99	\$ 509.05	\$ 500.00	\$ 5,200.00	\$ 5,200.00	\$ 4,700.00
		TOTAL CAPITAL OUTLAY	\$ 143.99	\$ 509.05	\$ 500.00	\$ 5,200.00	\$ 5,200.00	\$ 4,700.00
		GRAND TOTAL COUNCIL ON AGING - 541	\$ 195,344.38	\$ 182,718.45	\$ 206,015.00	\$ 204,626.00	\$ 204,626.00	\$ (1,389.00)

(1) Transferred to Facilities Department budget

541 GATRA REVOLVING

Org	Object	Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 YTD	2022 Request	Comment
21002195	470000	GATRA - Other Intergovernmental Revenue	\$85,637.00	\$91,104.99	\$127,989.42	\$110,258.28	\$106,000.00	\$17,353.17	\$126,240.00	
21002195	510000	GATRA - Personal Services	\$26,435.50	\$62,534.43	\$73,303.85	\$72,231.72	\$61,482.00	\$22,045.55	\$61,160.00	
21002195	524500	GATRA - Vehicle Services	\$1,364.09	\$3,527.12	\$3,619.68	\$136.24	\$2,500.00	\$0.00	\$5,000.00	
21002195	527400	GATRA - Paratransit Ride	\$25,144.00	\$35,702.82	\$44,305.19	\$30,219.11	\$37,018.00	\$7,114.62	\$44,000.00	
21002195	548100	GATRA - Fuels & Lubricants	\$4,472.57	\$5,952.97	\$6,018.73	\$4,880.27	\$5,000.00	\$840.83	\$6,080.00	
21002195	570000	GATRA - Other Charges	\$173.91	\$1,127.73	\$754.42	\$1,095.42		\$0.00	\$10,000.00	
							\$0.00	-\$12,647.83	\$0.00	
TOTAL	Revenue		\$85,637.00	\$91,104.99	\$127,989.42	\$110,258.28	\$106,000.00	\$17,353.17	\$126,240.00	
TOTAL	Expenditures		\$57,590.07	\$108,845.07	\$128,001.87	\$108,562.76	\$106,000.00	\$30,001.00	\$126,240.00	

TOWN OF SCITUATE
FY 2022 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 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS:

GOAL#1:

Implement a new state of the art VA Telehealth system for the Town's veterans.

OBJECTIVES:

1. Order at no cost to the Town, a VA Telehealth on site system. (Jul)
2. Set up training for the department. (Aug-Jan)
3. Outreach using SCTV, local organization's newsletters, and local media outlets to inform the Town's veterans of this service. (Feb-May)

GOAL#2:

Update to a new improved State web system for monitoring and administering State's Chapter 115 program.

OBJECTIVES:

1. Oversee the transfer of the current files to the new system. (Jul-Sep)
2. Test the system to ensure it works efficiently to accomplish this goal. (Oct-Jan)
3. Monitor the system and request essential changes from the State. (Ongoing)

GOAL#3

Coordinate with Directors from IT/C.O.A regarding the ordering and installation of all new and upgraded office equipment for the Veteran's Office.

OBJECTIVES:

1. Review options for new equipment while maintaining budget costs. (Jul-Sep)
2. Oversee the installation and testing of the new office equipment. (Oct-Jan)
3. Monitor and make necessary changes to the new equipment. (Ongoing)

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 57.87% 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 \$84,410 or 39.91% 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 1.28% of the budget. The flagging of the town's veteran's graves and memorials are reimbursed at 75% rate from the state.

FY 2022 RISKS AND CHALLENGES:

FY2022 unfortunately will most likely be a continuance of the COVID-19 era of uncertainties. As of this budget submittal, all Department of Veteran Services (DVS) at the State level offices are stilling working remotely. This brings on challenges in the way of VA services to the veterans we serve. The new Telehealth system that this department is going to have installed should help with primary care appointments and Fully Developed Claim (FDC) appeals process. Any serious condition will have to be addressed through in person care. The two veteran's homes, Chelsea and Holyoke are currently not excepting any new veterans. This is due to the ongoing investigations and COVID-19 outbreaks. The Veteran Services Department has remained staffed throughout the COVID-19 pandemic which creates concerns with keeping the department staff and their families safe. The department continues to service our town's veterans and dependents and requires in person appointments. The town's Chapter 115 clients are in a high risk category. This department has been using mail or mail drop off to get the required documents to maintain their services. This department continues to work with the State and Federal VA offices to loosen some of the strict requirements for these programs during COVID-19. As with previous years, a COVID-19 FY2022 will only make the unforeseen challenges in the way of mental health issues, depression, anxiety, psychosis, substance abuse, suicide, dementia, Alzheimer's, PTSD, and service connected disability claims, even more challenging. Since veterans and their spouses are living longer, this has caused various complex issues for caregivers. These caregivers seek out guidance from the Town Veteran Services Department to navigate the overwhelming paperwork often required. The temporary closings of both Soldier's Homes and VA facilities due to COVID-19 creates even more challenging obstacles for caregivers and this department to get help and resources. The FY2022 Budget request for the Veteran Services Department is based on present and future analysis which will fulfill the accomplishments and challenges in providing health care and benefits to veterans and their eligible dependents in accordance with this Department's mission statement. Once again,

veterans will be seeking more assistance due to increases in property taxes, water taxes, food cost, prescription cost, and heating which will cause forecasting challenges for this department. As in the past years, this department will continue to seek out alternative resources for added relief for these services. Future forecasting will always be a challenge.

DEPARTMENTAL ACCOMPLISHMENTS:

- The Veteran Services Department has remained staffed throughout the COVID-19 pandemic; servicing its clients while maintaining social distancing regulations.
- Continue to submit FDC for our veterans and their dependents.
- Participate in weekly Zoom meetings with the State/Federal VA to keep up to date on all resources during the COVID-19 pandemic.
- Completed the Cudworth Cemetery expansion with 81 new full burial plots along with a new 96 niche Cremains Garden.
- The Veteran Services Department continues to conduct wellness checks on the departments Chapter 115 state clients. Calls or home visits are conducted before, during, and after serious storms. During COVID-19 the office made sure that all clients had food, Rx, A/C, and monetary needs were met.
- The Veteran Services Department continues to coordinate with local and state resources on a monthly basis. This keeps the department up to date on all new programs available.
- The Veteran Services Department continues to participate in ongoing 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 Veteran Services Department continues to help local veteran organizations with Veteran's Day, Wreaths Across America and local events throughout the year.
- This year's Memorial Day Parade and Ceremony was presented through a video due to the COVID-19 pandemic. It was videoed with the help of Mr. Seth Pfeiffer from SCTV and the Director of Veteran Services Department.

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 543 VETERANS - Veterans Services Officer								
1543510	511000	REGULAR SALARIES	\$ 63,463.65	\$ 65,059.16	\$ 69,564.00	\$ 68,863.00	\$ 68,863.00	\$ (701.00)
1543510	513000	LONGEVITY	\$ 800.00	\$ 800.00	\$ 1,075.00	\$ 1,375.00	\$ 1,375.00	\$ 300.00
1543510	518000	PART-TIME SALARIES	\$ 13,712.69	\$ 14,796.02	\$ 15,698.00	\$ 16,565.00	\$ 16,565.00	\$ 867.00
		TOTAL PERSONAL SERVICES	\$ 77,976.34	\$ 80,655.18	\$ 86,337.00	\$ 86,803.00	\$ 86,803.00	\$ 466.00
1543520	524100	OFFICE MACHINE MAINT	\$ -	\$ -	\$ -	\$ 500.00	\$ 500.00	\$ 500.00
1543520	530900	TECHNICAL SERVICES	\$ -	\$ -	\$ 500.00	\$ 500.00	\$ 500.00	\$ -
1543520	532100	CONFERENCES/MEETINGS	\$ 599.55	\$ 32.58	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ -
1543520	534400	POSTAGE	\$ -	\$ -	\$ -	\$ 300.00	\$ -	\$ -
1543520	538500	CARE OF VETERANS GRAVES	\$ 2,596.78	\$ 1,468.80	\$ 2,700.00	\$ 2,700.00	\$ 2,700.00	\$ -
1543520	538900	INTERDEPARTMENTAL CHARGES-HING	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1543520	571100	MILEAGE REIMBURSEMENT	\$ 204.48	\$ 82.61	\$ 400.00	\$ 400.00	\$ 400.00	\$ -
1543520	573100	PROFESSIONAL DUES & SUBS	\$ -	\$ 50.00	\$ 50.00	\$ 60.00	\$ 60.00	\$ 10.00
1543520	578100	SUBSIST/INC SUPPORT	\$ 77,209.20	\$ 78,903.84	\$ 120,750.00	\$ 120,750.00	\$ 120,750.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 80,610.01	\$ 80,537.83	\$ 125,650.00	\$ 126,460.00	\$ 126,160.00	\$ 510.00
1543540	542000	OFFICE SUPPLIES	\$ 188.80	\$ -	\$ 400.00	\$ 1,200.00	\$ 1,200.00	\$ 800.00
1543540	542300	SPECIAL AGENCY SUPPLI	\$ 892.00	\$ -	\$ 925.00	\$ 950.00	\$ 950.00	\$ 25.00
		TOTAL MATERIALS & SUPPLIES	\$ 1,080.80	\$ -	\$ 1,325.00	\$ 2,150.00	\$ 2,150.00	\$ 825.00
		GRAND TOTAL VETERANS-543	\$ 159,667.15	\$ 161,193.01	\$ 213,312.00	\$ 215,413.00	\$ 215,113.00	\$ 1,801.00

TOWN OF SCITUATE

FY 2022 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

Like virtually every other agency, committee, and organization, the Commission on Disabilities' activities were drastically altered and diminished due to the Covid-19 pandemic. Prior to the governor's declaration of a public health emergency in March, the Commission was in the process of planning our third annual Disabilities Awareness Event, set to take place on the 28th of that month. While we were disappointed to cancel this event, the Commission looks forward to holding the function when it is safe to do so.

The Commission continues to meet monthly via video conferencing and advocate for accessibility related issues throughout the town. We have assisted with many architectural review inquiries, including assessing ADA compliance with the new senior center, an outside area at the library, and multi-use developments throughout the Town. We allocated funds for the purchase of clear masks to donate to various Town agencies, which will assist those individuals who rely on lip reading for communication. We made public relations outreaches and completed a blog post for the website of STRIDE (Scituate Together for Representation, Inclusion, Diversity, and Equity) which highlighted the intersectionality of disability and other civil rights related issues. Additionally, the Commission collaborated with Independence Associates to raise awareness about their Young People's Group and other services.

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 549 COMMISSION ON DISABILITIES - Megan Sommer, Chair								
1549520	530800	TRAINING	\$ -	\$ -	\$ 500.00	\$ 500.00	\$ 500.00	\$ -
1549520	531100	SUPPORT SERVICES	\$ 500.00	\$ 3,229.96	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ -
1549520	532100	CONFERENCES/MEETINGS	\$ 582.16	\$ -	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 1,082.16	\$ 3,229.96	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ -
		GRAND TOTAL COMM ON DISAB-549	\$ 1,082.16	\$ 3,229.96	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ -

TOWN OF SCITUATE

FY 2022 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 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

- I. The library will work to bring back many of the programs and services that have been sidelined due to COVID-19. Depending on the status of a vaccine and the public safety steps that need to be taken at that time, the library hopes that the summer will allow for a slow ramp-up of some in-person programming as well as possibly some changes to the reduced services currently in place.**
 - a. Working with the Town Administrator, Facilities Director, and Board of Health Director, the library will seek to take safe steps to reopen some of the services and programs by reviewing current health data and trends.
 - b. It is likely that even with added services, some precautions with limiting and social distancing will still need to be in place. In order to prepare, the library will investigate strategies and tools that could help safely allow for programming. This could be as simple as using landscaping spray paint to mark socially distanced circles on the lawn for an outdoor storytime, or as complex as investing in Plexiglas barriers for study tables and other shared patron spaces.
 - c. The library will work with Facilities to determine when and how to open public spaces such as meeting and study rooms, which may still require a rigorous cleaning schedule in between uses.
- II. The library's Collection Development Policy is set up for a periodic five-year review which will take place this year.**
 - a. In this policy, the library will seek to specifically call out and elaborate on a plan to add more diverse voices to the collection.
 - b. The library will not only seek to strengthen its language, but will also set up targets for the percentage of the collection budget going forward that will be allocated to diverse voices.
 - c. The library will also statistically evaluate the use of the electronic collection and will seek to better align its budget expenditures between the print and electronic collections.
- III. Despite the difficulties of living in a COVID-19 environment, some services and programs that have been developed by the library to meet the unique challenges of this time may be worth keeping. The library will utilize statistics, patron and staff surveys, and anecdotal evidence to determine if some services should be continued beyond the explicit need implied with COVID precautions.**
 - a. The library will review statistics on the use of its "grab-and-go" pre-check system as well as a patron survey to determine if this service should be maintained. The ease of picking library items online and simply being able to walk out may continue to be appealing to busy patrons.
 - b. The library will evaluate whether some virtual programming should remain in place. Recognizing that varied schedules and availability can sometimes impact patrons' ability to participate in programming, the library will use statistics as well as a patron survey to see what programs are most popular in a virtual environment.

- c. The library will continue to evaluate its expenditures vs. usage of electronic collections to determine how to best allocate its budget. Electronic items are extremely expensive, and are often limited by usage or time period. The library must strike a balance between fulfilling loans of electronic items while continuing to purchase items in print.

IV. Become a fine-free library.

- a. With automatic renewals and extended due dates, fine revenue has steadily decreased year over year. The library brought in less than \$8,000 in revenue in FY20, and expects to continue to bring in less and less each year as more libraries become fine free. Currently, six libraries in the network have gone fine free, and many others are considering it. While the library understands that these funds go to support the General Fund, and that any revenue going into the town should not be taken for granted, the benefit to patrons would far outweigh the amount brought in. Not only would patron satisfaction increase, but staff time would be saved by removing fine collection from their responsibilities. The library would continue to charge for lost and damaged items. Fine free libraries are at this point no longer in their infancy, and there is solid data to show that going fine free does not reduce compliance in returning materials and does increase patron satisfaction. The library recommends that the library do away with fines in FY22 if not sooner.
- b. The library would work to create a marketing campaign that would educate patrons about going fine free, and emphasizing that damaged and lost items would still accrue fees, and that other libraries who still charge fees would continue to assess them to our patrons. This would need to be heavily marketed, and may include working with SCTV and local news outlets as well as the library's own (coming soon!) new website and its social media platforms.
- c. The library would work to track any issues that arise, and would evaluate impacts to the collection on a regular basis.

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

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

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

MAJOR BUDGET COMPONENTS

Salaries and Benefits—\$822,982

- 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.,--\$182,922

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

Building Management—\$90,135

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

- Cleaning Supplies (regular plus COVID-related expenses)

FY 2022 RISKS AND CHALLENGES

The library will likely continue to see risks and challenges associated with the pandemic well into FY22. The library has worked diligently to provide some level of service to patrons since the shutdown in mid-March of 2020. However, the services currently provided by the library cannot be, for safety reasons, at the same level of pre-COVID, especially in regards to programming. The library will need to seek alternate ways to continue to engage in the community, such as passive programming like take-and-make crafts, virtual programming, and perhaps limited in-person programming when it is safe to do so.

COVID challenges also impact patrons' ability to utilize another important library service, computer and printer use. The library currently limits patrons to one-hour blocks in order to reduce the time spent in the building, but it also recognizes that for many of our patrons this does not satisfy their computer needs. To this end, the Library Foundation has funded an effort to purchase six Chromebooks and nine Mobile Hot Spots that will be lent out to the public for a loan of two weeks.

The library has experienced some significant staff changes, with the retirement of long-time Adult Services Librarian Susan Pope. Taking over for Ms. Pope is Ann Lattinville, who has spent nearly a decade serving children and families as the Head of Children's Services. Ms. Lattinville brings with her a diverse background in public libraries and preservation. She also has brought a strong commitment to diversity and equity in collections, having completed a Diversity Audit of the Children's collection and made concrete steps to provide for a greater number of voices in that collection. She will now bring this expertise to the adult collection, and will be critical in creating a new Collection Development Policy that reflects that commitment.

DEPARTMENTAL ACCOMPLISHMENTS

The library, like the rest of the world, has had to quickly adapt to a very different world than it is used to. It has been one of the most challenging years on record, as the library has revamped its business model to meet the needs of today. When the state shutdown occurred, library staff worked quickly to set up a workflow and to continue to try to meet the needs of the community remotely.

One of the first things that was done was facilitated by the Friends of the Library. Knowing that the library would be unable to provide print materials to patrons through its own collection, a "Little Free Library" was set up right outside of the library's doors. The Library Director restocked the collection twice a week during the duration of the closure through the early fall. It is estimated that a minimum of 1,000 free books were given out to the community. The Friends Bookstore was virtually emptied for this endeavor, and we are very grateful to the Friends for their generosity.

The library also spent a significant amount of time working with patrons to access materials electronically. This included a great deal of support to teachers and students/families as they began to navigate online learning. In addition to our existing services, the library also took advantage of numerous offers for long-term trials of library products that are normally cost prohibitive.

Library staff also worked to create and facilitate virtual programming, as well as “take and make” crafts. During the closure, library staff created close to 30 virtual programming opportunities with approximately 1,300 views/participants. Children’s and Teens staff created a summer reading program with take-and-make crafts, virtual tracking, and the ability to enter raffles remotely.

Starting in early June, the library launched its “Curbside Pickup” process. This process took significant staff time and energy to develop, and was tweaked numerous times to improve efficiency. This service allowed patrons to come to the library’s lobby and pick up pre-ordered material, giving patrons a chance to access physical library materials for the first time in close to three months. In its first month, the library lent out over 2,000 items through curbside pickup. While this is significantly down from our normal numbers, it was rewarding to serve patrons with physical materials after months of being unable to lend. Initially curbside service only allowed for Scituate’s items to go out, but by August the delivery system was again up and running and patrons could access materials throughout the network and the state. Curbside steadily picked up and in July a total of 6,250 items were lent out.

In August, the library became one of the first libraries on the South Shore to reopen, and continues to be one of few libraries serving customers in person. The library again went through a significant phase of planning for this reopening, working with the Town Administrator, Board of Health, and Facilities to put things into place for patron and staff safety. The library is very appreciative of the support of other departments as well as the Town Administrator during reopening. This was one of the most difficult times that the staff have faced together, and yet staff surveys done both one week and one month after reopening indicated that they felt safe and secure with the processes that have been put into place for COVID. Curbside pickup was rebranded to “Grab and Go” and continues through today to allow patrons to quickly move in and out of the library. While items lent are still significantly lower than during non-COVID times, the library is proud to report that in August, September, and October, the library lent close to 35,000 items to residents as well as numerous non-residents who have come to enjoy browsing in one of the only libraries open to the public on the South Shore.

DESCRIPTION OF REVENUE	FY19	FY20	FY21 YTD	FY22 Projected	Comments
State Aid	\$20,565.06	\$21,000	\$22,973	unknown	
Friends' Funding	\$20,160	\$25,000	\$25,000	\$25,000	
Gift Account	\$8,513	\$3,600	\$247	unknown	
Trust Funds	\$0	\$0	\$0	unknown	
Foundation	*	\$0	\$5,000	unknown	
Lost Books	\$3,318	\$2,673	\$65	unknown	

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 610 LIBRARY - Jessi Finnie, Library Director								
1610510	511000	REGULAR SALARIES	\$ 574,169.66	\$ 567,583.12	\$ 573,522.00	\$ 583,154.00	\$ 583,154.00	\$ 9,632.00
1610510	512000	Overtime	\$ 16,117.02	\$ 15,269.77	\$ -	\$ -	\$ -	\$ -
1610510	513000	LONGEVITY	\$ 10,368.36	\$ 9,050.00	\$ 11,675.00	\$ 9,050.00	\$ 9,050.00	\$ (2,625.00)
1610510	517200	SICK LEAVE BUY BACK	\$ 1,500.00	\$ 500.00	\$ 2,800.00	\$ 1,500.00	\$ 1,500.00	\$ (1,300.00)
1610510	518000	PART-TIME SALARIES	\$ 194,968.47	\$ 189,142.07	\$ 224,891.00	\$ 230,695.00	\$ 230,695.00	\$ 5,804.00
1610510	519100	OTHER SALARIES	\$ 2,992.35	\$ 2,560.55	\$ 2,909.00	\$ 3,000.00	\$ 3,000.00	\$ 91.00
		TOTAL PERSONAL SERVICES	\$ 800,115.86	\$ 784,105.51	\$ 815,797.00	\$ 827,399.00	\$ 827,399.00	\$ 11,602.00
1610520	521100	ELECTRICITY	\$ 48,652.59	\$ 39,093.26	\$ 49,000.00	\$ 49,000.00	\$ 49,000.00	\$ -
1610520	521300	NATURAL GAS	\$ 8,094.01	\$ 7,032.46	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ -
1610520	524100	OFFICE MACHINE MAINT	\$ 1,088.80	\$ 5,003.27	\$ 5,130.00	\$ 3,650.00	\$ 3,650.00	\$ (1,480.00)
1610520	524200	REPAIR/MAINT PROP/EQUIP	\$ 18,265.14	\$ 15,633.84	\$ 14,675.00	\$ 14,675.00	\$ 14,675.00	\$ -
1610520	530900	TECHNICAL SERVICES	\$ -	\$ 5,394.72	\$ 7,098.00	\$ 7,450.00	\$ 7,450.00	\$ 352.00
1610520	532100	CONFERENCES/MEETINGS	\$ 790.94	\$ -	\$ 750.00	\$ 300.00	\$ 300.00	\$ (450.00)
1610520	534300	BINDING & PRINTING	\$ 19.07	\$ 302.49	\$ 300.00	\$ -	\$ -	\$ (300.00)
1610520	534400	POSTAGE	\$ 527.50	\$ 528.63	\$ 500.00	\$ 500.00	\$ 500.00	\$ -
1610520	538200	CUSTODIAL SERVICES	\$ 1,793.00	\$ 25.20	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ -
1610520	571100	MILEAGE REIMBURSEMENT	\$ 985.80	\$ 139.97	\$ 550.00	\$ 150.00	\$ 150.00	\$ (400.00)
1610520	573100	PROFESSIONAL DUES & SUBS	\$ 635.00	\$ 515.00	\$ 865.00	\$ -	\$ -	\$ (865.00)
1610520	573200	OCLN DUES	\$ 35,714.00	\$ 36,786.00	\$ 37,889.00	\$ 37,889.00	\$ 37,889.00	\$ -
1610520	573300	OTHER SUBSCRIPTIONS	\$ 12,705.93	\$ 14,483.83	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 129,271.78	\$ 124,938.67	\$ 142,557.00	\$ 139,414.00	\$ 139,414.00	\$ (3,143.00)
1610540	542000	OFFICE SUPPLIES	\$ 650.71	\$ 1,912.36	\$ 1,750.00	\$ 1,750.00	\$ 1,750.00	\$ -
1610540	542300	BOOKS & OTHER MEDIA	\$ 118,395.34	\$ 119,907.40	\$ 126,000.00	\$ 126,000.00	\$ 126,000.00	\$ -
1610540	542500	PRINTING & FORMS	\$ 659.35	\$ -	\$ -	\$ -	\$ -	\$ -
1610540	545100	CLEANING SUPPLIES	\$ 2,768.79	\$ 3,024.69	\$ 3,000.00	\$ 6,000.00	\$ 6,000.00	\$ 3,000.00
1610540	558000	OTHER SUPPLIES	\$ 2,525.43	\$ 1,617.95	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ -
		TOTAL MATERIALS & SUPPLIES	\$ 124,999.62	\$ 126,462.40	\$ 133,250.00	\$ 136,250.00	\$ 136,250.00	\$ 3,000.00
1610580	585100	EQUIPMENT	\$ 328.85	\$ -	\$ 2,000.00	\$ -	\$ -	\$ (2,000.00)
		TOTAL CAPITAL OUTLAY	\$ 328.85	\$ -	\$ 2,000.00	\$ -	\$ -	\$ (2,000.00)
		GRAND TOTAL LIBRARY - 610	\$ 1,054,716.11	\$ 1,035,506.58	\$ 1,093,604.00	\$ 1,103,063.00	\$ 1,103,063.00	\$ 9,459.00

TOWN OF SCITUATE

FY 2022 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 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL 1: Manage the new Community Turf Fields and Veterans Memorial Gymnasium, while upholding all new policies and procedures

- Implement new fcc structure and permit fields/gymnasium based on MA State COVID-19 Guidelines
- Permit to SHS and Adult/Youth Organizations and offer available times to private organizations
- Work with other Town Departments and user groups to help keep fields in pristine condition
- Coordinate new lighting schedule to accommodate field users
- Require user groups to submit a COVID-19 Plan of Action

GOAL 2: Offer our program and facility use at the highest level of safety while living with the COVID-19 Virus

- Follow all MA State and Town COVID-19 Guidelines
- Update all staff, instructors, and participants on Town/MA COVID-19 guidelines
- Communicate thoroughly with all personnel and keeping everyone informed on revised protocols, limitations and phasing
- Update programs accordingly based on Town/State Phasing plan
- Make sure all of our programming areas and rooms have are stocked with cleaning/sanitizing and first aid supplies and tracking logs are being kept on a daily basis by each program

GOAL 3: Work with Town Departments and Lifeguard Director to improve Beach Services

- Educate the public on low-risk COVID-19 protocol at the beaches
- Invite back Shawn DeRosa, Professional Aquatics Consultant, who has been training our Lifeguards annually for over twelve years. He was unable to attend last year due to COVID-19
- Continue to work alongside Harbormaster, Fire and Police with trainings/EAP
- Veteran lifeguards to construct daily training drills with new lifeguards and logging them in binder
- Make necessary upgrades to lifeguard equipment each year including new handheld radios for the four guarded beaches, beach chairs/chair shade
- Work alongside DPW with delivery and pickup schedule for equipment and supplies
- Keep all staff up to date on all State and Town COVID-19 guidelines
- Update COVID-19 signage when necessary
- Assist with parking lot improvements at Minot
- Streamline Shark Protocol and other marine life situations

MAJOR BUDGET COMPONENTS

The Recreation budget 630:

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

Beach Sticker Revolving Account budget:

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

Recreation Revolving Account budget:

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

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

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

FY 2022 RISKS AND CHALLENGES

- Loss of 2020 Spring season from COVID-19 virus. Recreation shut down March 13, 2020 and did not reopen to the public until July 6, 2020
- The unpredictable future of COVID-19 and having to adapt steadily with programming, beaches and fields
- Lifeguards started this past summer on June 15, two weeks earlier than when we typically start
- Staying current and informed on all State and Town COVID-19 Guidelines
- Keeping participation numbers low based on COVID-19 State Guidelines, while maintaining stability and consistency
- Strictly enforcing COVID-19 tracking policies
- Programming, parking and permitting through the Council on Aging Project
- Hiring and placing new volunteers and counselors during the Pandemic for Summer 2021
- Trainings for our counselors, volunteers, directors, and lifeguards after missing it last year due to COVID-19
- Finding new programs to offer during these unforeseen times (virtual or in-person)
- Keeping an abundance of sanitizing and cleaning supplies for all programs and facility
- Permitting Fields and asking for all outside organizations to submit a COVID-19 plan that meets State COVID-19 requirements
- Scheduling time in for grass fields to rest and rejuvenate
- Facility maintenance and upkeep of the building
- Volunteer and Counselor Application process for Summer 2021
- Current certifications and record keeping for all staff yearly
- Providing protocol for safe/adequate drop-off and pick up
- Use of the Veterans Memorial Gymnasium is limited to the Recreation Department and Council on Aging programs. We are preparing for when we will be able to permit to outside user groups, following all COVID-19 State guidelines

DEPARTMENTAL ACCOMPLISHMENTS

- Lifeguards did a tremendous job this season. There were numerous saves on the beaches
- The New Community Turf Field Project is complete
- During March and April of COVID-19 we went virtual. Offered free YouTube workouts and enrichment videos for some of our programming, including Exercise Ball, Restore the Core, Yoga, Basketball, Art & Crafts and more
- Planned out and programmed a very successful Summer 2020 when there was still a lot of unknowns with the virus. Many other Recreation Departments chose to forego the season
- The revised Field/Facility Permit and Fee Schedule was completed and voted on by Recreation Commission and Board of Selectman
- Tennis Courts at the Recreation Department were refinished, painted and lined. Pickleball lines added on to each of the five courts
- New programming added to our offerings include after school programming; Multi-Media Workshops, Art Classes, Ocean Explorations, Learn to Knit
- Renovations continued with our program rooms. Room A102 was freshly painted and new floors installed
- Hardwood floors in Multi-Purpose Room to be refinished
- The Veterans Memorial Gymnasium was freshly painted and floors refinished
- Reformatting the overall department to abide with COVID-19 guidelines. Hired a dedicated COVID-19 Consultant, responsible for keeping everyone informed of protocol and daily updates
- Our continued relationship with the CORSE Foundation (Community of Resources for Special Education)
- Our continued relationship with the School Department for the use of facilities and brainstorming new ways to collaborate with programming
- Our Mr. C's award this year is going to Matt Poirier for his years of contribution with the Recreation Department

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 630 RECREATION - Maura Glancy, Recreation Director								
1630510	511000	REGULAR SALARIES	\$ 134,789.40	\$ 140,586.37	\$ 152,034.00	\$ 155,830.00	\$ 155,830.00	\$ 3,796.00
1630510	513000	LONGEVITY	\$ 1,100.00	\$ 1,050.00	\$ 1,150.00	\$ 1,950.00	\$ 1,950.00	\$ 800.00
1630510	518000	PART-TIME SALARIES	\$ 19,171.32	\$ -	\$ -	\$ -	\$ -	\$ -
1630510	519100	OTHER SALARIES	\$ 871.28	\$ 938.79	\$ 924.00	\$ 937.00	\$ 937.00	\$ 13.00
		TOTAL PERSONAL SERVICES	\$ 155,932.00	\$ 142,575.16	\$ 154,108.00	\$ 158,717.00	\$ 158,717.00	\$ 4,609.00
1630520	524100	OFFICE MACHINE MAINT	\$ -	\$ -	\$ 269.00	\$ 270.00	\$ 270.00	\$ 1.00
1630520	532100	CONFERENCES/MEETINGS	\$ 711.08	\$ 570.00	\$ 700.00	\$ 700.00	\$ 700.00	\$ -
1630520	571100	MILEAGE REIMBURSEMENT	\$ 196.64	\$ 199.41	\$ 200.00	\$ 200.00	\$ 200.00	\$ -
1630520	573100	PROFESSIONAL DUES & SUBS	\$ -	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 907.72	\$ 1,019.41	\$ 1,419.00	\$ 1,420.00	\$ 1,420.00	\$ 1.00
1630540	542000	OFFICE SUPPLIES	\$ 129.84	\$ -	\$ 150.00	\$ 150.00	\$ 150.00	\$ -
		TOTAL MATERIALS & SUPPLIES	\$ 129.84	\$ -	\$ 150.00	\$ 150.00	\$ 150.00	\$ -
1630580	585100	EQUIPMENT	\$ 500.00	\$ -	\$ -	\$ -	\$ -	\$ -
		TOTAL CAPITAL OUTLAY	\$ 500.00	\$ -	\$ -	\$ -	\$ -	\$ -
		GRAND TOTAL RECREATION - 630	\$ 157,469.56	\$ 143,594.57	\$ 155,677.00	\$ 160,287.00	\$ 160,287.00	\$ 4,610.00

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	Actual YTD FY 2021	BUDGET FY 2021	BUDGET FY 2022
Opening Fund Balance	\$ 65,965.00	\$ 119,892.77	\$ 219,696.79	\$ 271,734.91	\$ 343,746.87	\$ 325,545.33	\$ 332,107.70	\$ 414,870.35	\$ 507,926.78	\$ 593,717.38	\$ 399,391.97	\$ -	\$ -
(+) 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	\$ 299,766.40	\$ 24,220.00	\$ 240,000.00	\$ 250,000.00
(-) Personal Services	\$ 114,016.09											<i>Estimated</i>	<i>Estimated</i>
(-) Seasonal Salaries		\$ 111,689.46	\$ 111,242.96	\$ 101,350.75	\$ 102,529.46	\$ 156,579.45	\$ 144,164.24	\$ 115,832.91	\$ 122,785.96	\$ 162,227.78	\$ 134,548.80	\$ 175,975.00	\$ 180,000.00
(-) Parking Enforcement		\$ 6,165.00	\$ 4,588.13	\$ 5,811.75	\$ 2,189.63	\$ 12,526.88	\$ 4,631.77	\$ 11,253.31	\$ 7,694.25	\$ 7,990.11	\$ 157.77	\$ 11,000.00	\$ 11,000.00
(-) Training*					\$ 3,000.00	\$ 3,000.00	\$ 3,150.00	\$ 3,464.00	\$ 3,936.00			\$ 5,500.00	\$ 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	\$ 18,684.33	\$ 11,536.42	\$ 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			\$ 4,012.50	\$ 10,525.00	\$ 10,525.00
(-) Technical Services*						\$ -	\$ 3,854.75				\$ 350.00		
(-) Environmental Testing*					\$ 805.00	\$ 3,792.85	\$ 2,150.00	\$ 2,630.00	\$ 1,340.00	\$ 3,910.00	\$ -	\$ 3,510.00	\$ 4,000.00
(-) Portable Sanitation*					\$ 6,665.57	\$ 9,127.07	\$ 5,877.00	\$ 9,950.58	\$ 13,509.04	\$ 15,617.56	\$ 4,026.00	\$ 15,000.00	\$ 15,000.00
(-) Storage Services*					\$ 782.64	\$ 1,871.00	\$ 1,560.00	\$ 2,678.00	\$ 1,175.00	\$ 1,475.00	\$ 696.00	\$ 1,424.00	\$ 1,632.00
(-) Postage & Printing		\$ 1,265.00	\$ 608.02	\$ 2,010.25	\$ 1,995.59	\$ 2,296.13	\$ 2,841.43	\$ 2,453.21	\$ 720.07	\$ 1,026.58	\$ 61.75	\$ 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	\$ -	\$ 5,731.29	\$ 4,424.17
(-) Clothing		\$ 2,920.55	\$ 2,730.14	\$ 4,085.35	\$ 3,605.48	\$ 1,026.00	\$ 4,100.50	\$ 1,545.45		\$ 3,295.90	\$ -	\$ 3,897.00	\$ 3,565.90
(-) Other Charges*	\$ 37,474.79	\$ 7,256.89	\$ 7,938.28	\$ 1,950.00	\$ -	\$ 12,355.44	\$ 74.84	\$ 5,180.66	\$ 15,457.76	\$ 8,014.42	\$ 296.56		
(-) Mileage Reimbursement		\$ 758.40	\$ 470.00	\$ 348.00	\$ 787.30	\$ -	\$ -						
(-) Prior Year Encumbrances		\$ 24,691.63	\$ 27,981.79			\$ -							
(-) Equipment		\$ 14,137.35	\$ 6,526.98	\$ 288.12	\$ 3,552.63	\$ 1,671.40	\$ 5,769.87	\$ 1,955.00		\$ 2,428.90	\$ -	\$ 20,000.00	\$ 20,000.00
(-) Parking Lot Improvements		\$ 1,515.00	\$ 7,992.24	\$ 46,269.50	\$ 102,506.46	\$ 46,727.60	\$ -		\$ -	\$ 269,217.70	\$ -		
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	\$ 494,091.81	\$ 155,685.80	\$ 271,762.29	\$ 274,247.07
(-) 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	\$ 399,391.97			
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	\$ 98,056.43	\$ 85,790.60	\$ (194,325.41)			
Cumulative Surplus (Deficit)	\$ 53,927.77	\$ 153,731.79	\$ 205,769.91	\$ 277,781.87	\$ 259,581.33	\$ 266,142.70	\$ 348,905.35	\$ 441,961.78	\$ 527,752.38	\$ 333,426.97			

Program Revolving Account Budget FY22

<u>Opening Balance</u>	\$	9,487.69
<u>Revenue</u>		
Total Regular Income	\$	477,739.50
Scholarships	\$	-6,772.00
Refunds and Credits	\$	-51,886.12
Total Income	\$	419,081.38
<u>Expenses for programs</u>	\$	-344,139.58
Total after expenses	\$	48,487.62
<u>Additional Expncses</u>		
Office supplies beyond budget	\$	1,489.31
Water	\$	256.06
COVID-19	\$	4,729.11
CDW Government	\$	222.95
Ricoh/Kenmark printer	\$	876.28
Building Renovations	\$	14,107.50
Fun Free Fridays	\$	529.85
Office payroll	\$	45,658.96
Total	\$	67,870.02
<u>Equipment</u>		
Capital plan for sailing docks	\$	52,315.00
<u>Total Additional Expenses supported by Revolving</u>	\$	48,487.62
Net Revenue from Programs	\$	-67,870.02
additional expenses unrelated to specific programs		
Total	\$	-19,382.40

VETERANS MEMORIAL GYMNASIUM

Opening Balance \$38,527.50

FY20 Revenue

Scituate Basketball Association + \$ 14,872.50
Scituate Youth Center + \$3,825.00
Total: \$18,697.00

Expenses

(Revolving Acct.) All American Sports Group, Floor Refinish - \$4,250.00
Coastal Painting, Painting of Gym - \$7,900.00
Gym Specialists, Servicing - \$1,580.00

FY20 Activity \$4,967.50

FIELD REVOLVING ACCOUNT BUDGET FY20

Opening Balance \$54,514.26

FY20 Revenue

Scallywags	+	\$250.00
Scituate Youth Center	+	\$5,660.00
Scituate Soccer Club	+	\$8,010.00
Scituate Flag Football	+	\$4,170.00
SciCoh Football	+	\$840.00
South Shore Peer Recovery	+	\$150.00
Scituate Little League	+	\$5,680.00
Scituate Youth Lacrosse	+	\$4,930.00
Total:		\$29,690.00

Expenses

Field Coordinator	-	\$14,717.00
Signage for Fields	-	\$409.00

FY 20 Activity **\$14,564.00**

TOWN OF SCITUATE

FY 2022 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.

This year the Commission faced many unexpected events. We elected a new chair after our long time chair and beloved plant expert Donna Bangert stepped down. Scituate experienced a severe drought affecting many of our plantings throughout our Town. The Covid Pandemic required new protocols for meetings and for reaching volunteers. The pandemic's safety regulations also curtailed and/or eliminated the Commission's activities such as Ship Shape Day and visits to schools. The use of remote meetings was challenging, however, through increased internet use and developing new protocols for our volunteers the Commission was able to complete many of our goals.

The Beautification Commission was particularly pleased with the Adopt-A-Lots and the implementation of phase 2 of the Town Hall Landscape. Both Kennedy Gardens and Steve Leach of Northern Oaks were instrumental in the design and plantings at the Town Hall. Commissioners volunteered to maintain the plants over the summer through diligent hose and hand watering. The Commission renovated some of our Adopt-A-Lots and maintained 12 railroad island and 7 traffic islands with professionals under contract. This coming year the Commission looks forward to choosing a new project to enhance our Town. We also look forward to once again conduct all our ongoing programs and our monthly meetings in person.

FY 2022 GOALS AND OBJECTIVES WITH KEY RESULT AREAS

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

1. Continue to improve appearance and longevity of **railroad crossing island** plantings:
 - Use compost instead of mulch to improve growing conditions in islands for better drought tolerance and more prolific blooms.
 - Split or replace poorly performing plants on a rotating basis.
2. Enhance and extend plant performance in volunteer maintained **Adopt-a-Lots**.
 - Continue to offer compost instead of mulch to improve growing conditions.
 - Continue to arrange a second plant distribution to offer late season perennials.
 - Solicit donations to provide aprons for volunteers.
 - Continue to maintain appearance of Town Hall through work with Building and Grounds to establish regimen for weed and invasive plant removal and pruning.
3. Continue **SHIP SHAPE DAY**
4. Continue to fund Adopt-a-Lot, Plant Scituate and Merchants' plant purchase programs.
5. Attract **Volunteers** :
 - Seek funds to provide gardening aprons or T-shirts for our AaL volunteers.

- Develop a monthly column in the *Mariner* to highlight AaL volunteers work.
6. Increase **Board Membership**
 7. Develop relationships with Boards and Commissions whose decisions may have a visible impact on the Town
 8. Increase **Publicity** on the WEB and in Print
 9. Promote a more uniform plant landscape on Front Street
 10. Seek special projects, such as the Town Hall project, to enhance the Scituate Landscape in key areas of our Town.

MAJOR BUDGET COMPONENTS

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

FY 2022 RISKS AND CHALLENGES

- **Pandemic** challenges may again impact our annual Ship Shape Day; face to face meetings; school contacts; meetings with merchants and full implementation of our programs.
- Maintenance of **Adopt-a-Lots** depends on volunteers.
- Cost of our **Merchant Flowers Program** is unpredictable. Every business in the Harbor, North Scituate and Greenbush is offered a \$50 voucher that can be used at a local greenhouse for flowers.
- 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.

ACCOMPLISHMENTS

- Implemented -and maintained by Commissioners through the summer -phase 2 of Town Hall Landscape as designed.
- Through e-mail, phone calls and developing safe protocols was able to solicit participation of 25 AaL volunteers.
- Maintained 24 Adopt-a-Lots around Town in beautiful, colorful condition with the help of 25 volunteer Caretakers of record.
- Major articles in the **Mariner** about the AaL program, Town hall project and Plant Scituate
- Invited to write regular articles about our AaL volunteers for the *Mariner*
- Renovated #16 at the tax office
- Through e-mail and (during phase 3) in person contacts managed our Merchant Flowers Program in North Scituate, Greenbush and the Harbor with 46 merchants participating.

- Worked with a professional under contract to maintain 12 large Railroad Crossing Islands and 7 traffic islands.
- Implemented Plant Scituate supported by the **Mariner** and school newsletters
- The Hatherly School grows marigolds from seeds as part of their curriculum.

FY 2022 REQUEST: \$ 26,586.00

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 650 BEAUTIFICATION - Mary Anne Palleiko, Chair								
1650540	546200	LANDSCAPING SUPPLIES	\$ 23,736.45	\$ 20,808.62	\$ 25,000.00	\$ 26,586.00	\$ 26,586.00	\$ 1,586.00
		TOTAL MATERIALS & SUPPLIES	\$ 23,736.45	\$ 20,808.62	\$ 25,000.00	\$ 26,586.00	\$ 26,586.00	\$ 1,586.00
		GRAND TOTAL BEAUTIFICATION - 650	\$ 23,736.45	\$ 20,808.62	\$ 25,000.00	\$ 26,586.00	\$ 26,586.00	\$ 1,586.00

November 4, 2020

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 2022 for Historical Buildings line #691. We understand the budget restraints due to Covid and are trying to keep our budget as low as possible.

Included again this year in the budget is compensation for oversight services. We have kept close track of oversight time spent so far in FY 2021. The FY 2021 request was based on 4.75 hours per week. We are assuming that amount of time will continue for FY 2022 with a rate of pay at \$16.00/hour we have kept that part of the budget request at \$4,000 for FY 2022.

One other concern we have is the Maintenance of Buildings line. As of October 15, 2020 the Lighthouse Rental Account balance is \$44,142.59 and the Mann House Rental Account balance is \$8129.78.

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 kept repair cost request for town owned historical buildings at \$12,000 in FY 2021 to the same \$12,000 for FY 2022.

Another concern is the cost of natural gas. A part of our repairs and upkeep will be making the Town owned buildings weathertight.

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,

Robert Chessia, Chairman Scituate Historical Society

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. 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 2021 we requested \$12,000.00 for repairs. For FY 2022 we are requesting \$12,000 for routine maintenance and repairs. Most of the repairs needed in FY 2022 are not eligible for CPA funding.

For many years Scituate Historical Society members have provided oversight for town owned historical buildings. Each year the time commitment has increased. Members respond to alarm activation, oversee repair projects, write bid requests, track expenditures, coordinate inspections, and arrange and supervise field trips to town owned historical sites. We know that what we are requesting doesn't come close to the amount of time spent, but we are willing to accept a modest amount of compensation. The amount of the request for FY 2021 was \$4,000.00. For FY 2022 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 2022 RISKS AND CHALLENGES

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

Lawson Tower: The bells need to be inspected on a regular basis due to the salt air environment. Verdin the company that does the inspection strongly recommends that inspections be done twice a year. Yearly maintenance is required on the Tower. We are replacing the four window in the clock room as well as repairing the door to the stairway. Painting needs to be done and will require the use of a crane or a man-lift, the landscaping especially the brick walkway needs to be done.

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, 2020 is \$44,142.59. A Community Preservation Project has been funded to address needed work on the Lantern Room of the Lighthouse. This project has been delayed due to Covid. We will probably have to resubmit this project to Community Preservation again.

Mann House: The balance in the Mann House Rental Account as of October 15, 2020 is \$8129.78 . 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 was not done and will be needed in 2022 they 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.

Lawson Gates: A section of the gate has separated from the pillar on the northern side and will have to be repaired and painted.

Massachusetts Humane Society Boathouse: We foresee no major repairs.

The Scituate Historical Society had submitted to the Scituate Community Preservation Committee an application for re-roofing the Boathouse. The final side of the roof was done this fall.

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.

We recently opened the Maritime & Irish Mousing Museum, the Grist Mill and Lawson Tower for a visit by the Irish Consul General and her family in conjunction with the ceremony at the Easter Rising Monument at Cole Parkway. We are working on plans to accommodate visits to the sites during these difficult times. The plans are changing per Massachusetts Covid policies and should mean additional costs to follow the law.

DESCRIPTION OF REVENUE	FY19	FY 2020	FY 2021	FY 2022
	\$18,000	\$19,100	\$20,200	\$20,200

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	FY21 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 691 HISTORICAL - Robert Chessia								
1691520	521100	ELECTRICITY	\$ 895.90	\$ 401.17	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ -
1691520	521300	NATURAL GAS	\$ 472.43	\$ 1,141.35	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -
1691520	524200	REPAIR/MAINT PROP/EQ	\$ 9,684.00	\$ 13,299.50	\$ 17,400.00	\$ 17,400.00	\$ 17,400.00	\$ -
1691520	534100	TELEPHONE	\$ 279.65	\$ 294.88	\$ 300.00	\$ 300.00	\$ 300.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 11,331.98	\$ 15,136.90	\$ 20,200.00	\$ 20,200.00	\$ 20,200.00	\$ -
		GRAND TOTAL HISTORICAL - 691	\$ 11,331.98	\$ 15,136.90	\$ 20,200.00	\$ 20,200.00	\$ 20,200.00	\$ -

TOWN OF SCITUATE

FY 2022 BUDGET

DEPARTMENT: #720 Debt

MISSION STATEMENT:

The Treasurer/Collector is responsible for coordinating all Town borrowing for both the tax supported and five self-supporting Enterprise Funds (golf, sewer, transfer station, water, and waterways). This includes the various short-term and long-term debt plan options for existing, and proposed borrowings, (e.g. bond anticipated notes (BANS); general obligation bonds; Massachusetts Clean Water Trust (formerly MWPAT) interim short-term, and long-term bonds; and interfund advance borrowings). The Treasurer/Collector works closely with the Town's financial advisor, and bond counsel on implement borrowing for departments in compliance with Massachusetts General Law with the assistance of the Town Clerk, Board of Selectmen, Town Administrator, and the Finance Director/Town Accountant to fulfill requirements of that role properly.

FY 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Goal 1:

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

Goal 2:

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

Goal 3:

Maintain the Town's positive bond rating and outlook.

MAJOR BUDGET COMPONENTS

For FY22, the total existing debt-excluded and tax-supported debt is \$1,799,369 while the total revenue supported Enterprise Fund debt is \$6,406,302

General Fund Debt Includes:

- Tax-Supported Non-Exempt Debt of \$1,774,369. (principal and interest)
- Tax-Supported Exempt Debt of \$6,406,302. (principal, interest, and fees)
- Projected Tax-Supported Debt of \$20,000. (principal and interest)
- Post Compliance Arbitrage Analysis \$5,000.

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

- Sewer \$1,890,303.
- Water \$3,195,733.
- Transfer Station \$5,000.
- Waterways \$433,382.
- Widows Walk \$252,876.

FY 2022 RISKS AND CHALLENGES

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

DEPARTMENTAL ACCOMPLISHMENTS

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

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Project	Account Description	2019 Actuals	2020 Actuals	2021 Actuals	2021 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 720 DEBT - Pamela Avitabile, Treasurer Collector										
1720590	591000		PRINCIPAL ON LONG-TERM DEBT	\$ 4,106,156.69	\$ 4,530,655.12	\$ 3,682,380.65	\$ 4,471,618.00	\$ 5,020,665.00	\$ 5,020,665.00	\$ 549,047.00
1720590	591500		INTEREST ON LONG-TERM DEBT	\$ 2,905,788.74	\$ 3,026,292.90	\$ 1,422,564.26	\$ 2,797,865.00	\$ 3,158,605.00	\$ 3,158,605.00	\$ 360,740.00
1720590	592000		OTHER DEBT SERVICES	\$ 6,561.64	\$ 4,095.00	\$ 5,585.00	\$ 5,000.00	\$ 6,400.00	\$ 6,400.00	\$ 1,400.00
1720590	592500		INTEREST ON SHORT-TERM NOTES	\$ 194,847.25	\$ 30,394.00	\$ -	\$ 238,825.00	\$ 20,000.00	\$ 20,000.00	\$ (218,825.00)
			Total	\$ 7,213,354.32	\$ 7,591,437.02	\$ 5,110,529.91	\$ 7,513,308.00	\$ 8,205,670.00	\$ 8,205,670.00	\$ 692,362.00

TOWN OF SCITUATE

FY 2022 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 10.2% over the FY21 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 FY22, the savings to the Town equals \$109,143.

In FY23, the assessment is expected to increase 8 % based on the 1/1/2020 actuarial date.

FY 2022 RISKS AND CHALLENGES

The unfunded liability continues to grow. The challenge will be to balance with other budgetary needs. Market conditions play a major role in recovering and maintaining the fund balance. FY22-23 Estimated Contributions show increases of close to 8% as previously advised by the Plymouth County Retirement System ; smoothing is hiding \$7.7M of additional gains as of 2015. Units expanding their payroll at a greater rate than the group, hiring older workers or hiring more Public Safety will see the largest increases in appropriation. Fiscal year ending 2020 estimates to have \$693,317,164 of unfunded liability with a funding ratio of 61%. The employer total cost is expected to increase until the unfunded liabilities are completely paid off. The funding schedule currently calls for 89.6% completion by 2029 (decreased from 2031 and 2034).

As of June 30, 2020 the unfunded accrued liability for Other Post-Employment Benefits (OPEB) was \$129,654,499. 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, 2020, the Town has \$1,266,874.37 in the OPEB account. The November 16, 2020 special town meeting warrant proposes to put the excess of meals tax collections and the room occupancy excise tax collections into the fund.

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Project	Account Description	2019 Actuals	2020 Actuals	2021 Actuals	2021 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 911 PENSION ASSESSMENT - Pamela Avitabile, Treasurer Collector										
1911512	519900		PLYMOUTH COUNTY RETIREMENT	\$ 4,730,553.00	\$ 4,875,453.00	\$ 5,221,978.00	\$ 5,221,978.00	\$ 5,759,996.00	\$ 5,759,996.00	\$ 538,018.00
1911512	596600		TRANSFER TO OPEB LIABILITY FUN	\$ 94,611.00	\$ 97,509.00	\$ 104,440.00	\$ 104,440.00	\$ 115,200.00	\$ 115,200.00	\$ 10,760.00
			Total	\$ 4,825,164.00	\$ 4,972,962.00	\$ 5,326,418.00	\$ 5,326,418.00	\$ 5,875,196.00	\$ 5,875,196.00	\$ 548,778.00

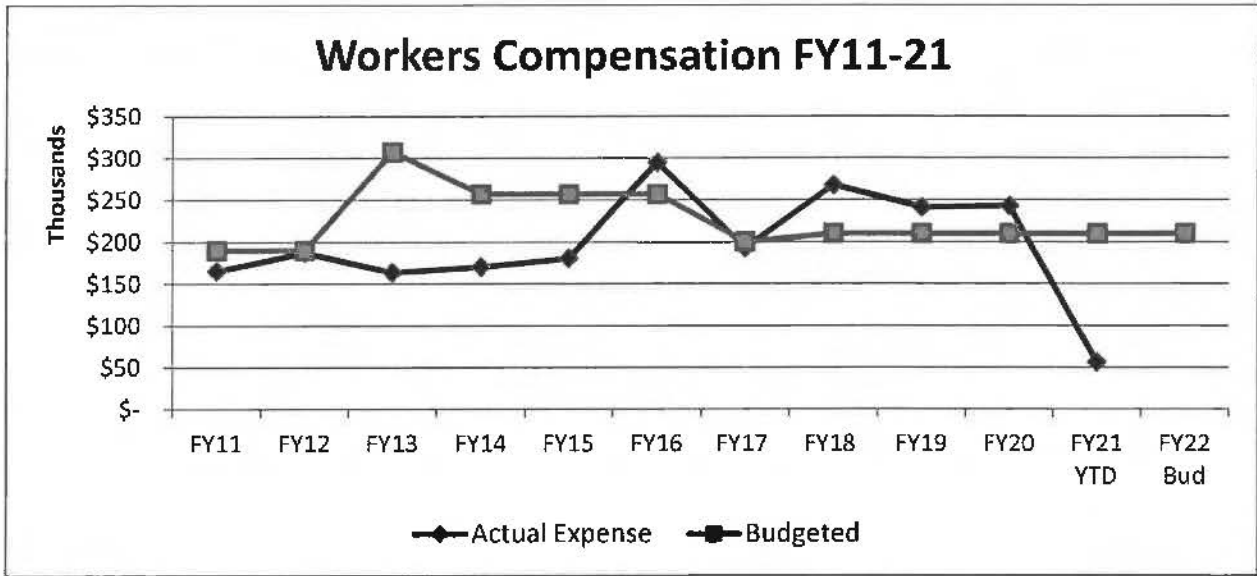
TOWN OF SCITUATE

FY 2022 BUDGET

DEPARTMENT: WORKERS' COMPENSATION 912

MISSION STATEMENT: N/A

Town of Scituate
Analysis of Workers' Compensation Trust Fund



MAJOR BUDGET COMPONENTS

This is a Trust Fund for self-insurance of the Town’s workers’ compensation costs of injuries incurred by employees at the workplace. It excludes public safety personnel. The budget line item consists of all medical and hospitalization costs, third party administration (TPA), stop/loss, lost wages and any necessitated legal representation. While this line item was reduced in FY17 by \$57,000 for the first time since 2010, utilization in FY17 through FY20 has required that the budget allocation remain at \$210,000 for FY18 – FY22. The Town changed its third party administrator for FY20. The Financial Forecast Committee reviews the balance in the trust fund annually.

FY 22 RISKS AND CHALLENGES

Claims have surpassed the annual allocation for the last three fiscal years which has had a negative impact on the trust fund balance. Our Trust Fund goal is \$750,000 and we are still short of that with a balance as of June 30, 2020 of \$450,181 which was an improvement over FY 2019.

Prior to 2010, underfunding resulted in expenses exceeding annual appropriation thus negating the intent of self-funding which is to build a substantive reserve to guard against catastrophic loss. The optimum goal long term is that the interest generated annually from the fund pay its ongoing administrative expenses such as the cost of the third party administrator and stop/loss premium cost.

This Fund is liquid and as a result, is viewed as an additional reserve asset by bond rating agencies.

Our insurance carrier, MIIA, provides a variety of training programs and staff takes advantage of several offerings. The Town has a Safety Committee composed of employees and management that reviews claims and injuries. Our continuing goal is to minimize risk and injury through training. These training sessions also reduce our annual insurance premiums.

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Project	Account Description	2019 Actuals	2020 Actuals	2021 Actuals	2021 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 912 WORKERS COMPENSATION - James Boudreau, Town Administrator										
1912515	519900		WORKERS COMPENSATION	\$ 210,000.00	\$ 210,000.00	\$ 210,000.00	\$ 210,000.00	\$ 210,000.00	\$ 210,000.00	\$ -

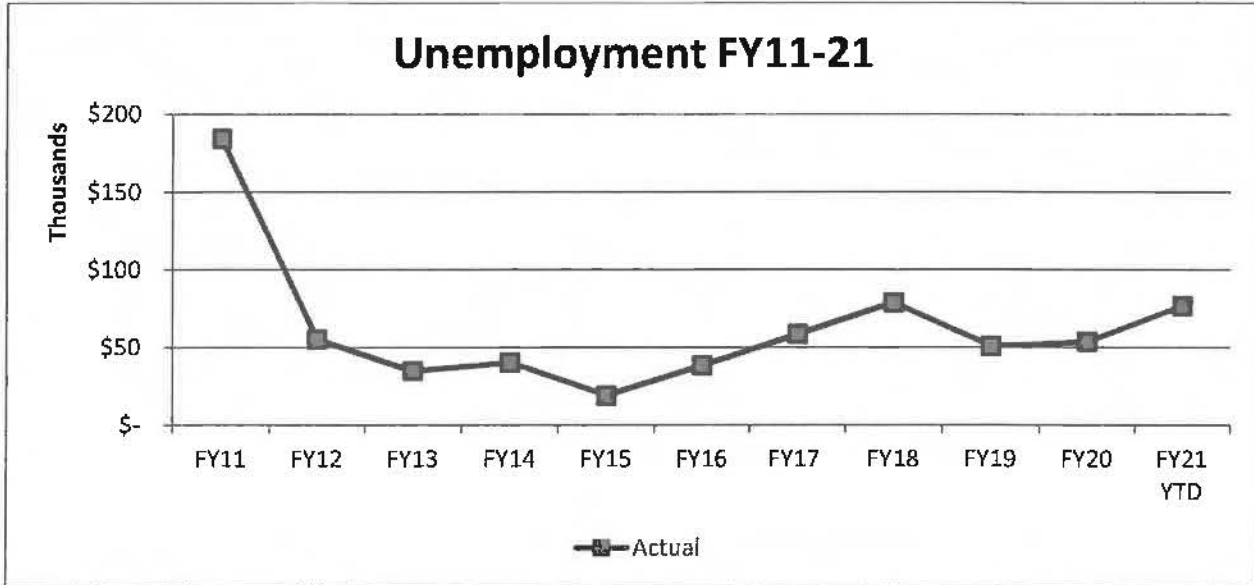
TOWN OF SCITUATE

FY 2022 BUDGET

DEPARTMENT: UNEMPLOYMENT 913

MISSION STATEMENT:

N/A



MAJOR BUDGET COMPONENTS

This account funds unemployment costs for eligible town and school employees no longer working for the Town. Typically, most costs are incurred during June, July and August. The Town engages an unemployment consultant to monitor and verify actual claims which help insure costs are warranted. The line item was significantly increased in FY 2021 to reflect the economic impact of the Coronavirus pandemic. For FY 2022, the proposed budget is 100% higher than a normal year at \$130,000.

FY 22 RISKS AND CHALLENGES

This line item fluctuates with the economy and personnel matters. It can vary widely in any given year so we typically take an average of expenditures over several years. Due to the Coronavirus pandemic, unemployment costs have increased as has the instances of fraudulent claims.

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Project	Account Description	2019 Actuals	2020 Actuals	2021 Actuals	2021 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 913 UNEMPLOYMENT - James Boudreau, Town Administrator										
1913515	519900		UNEMPLOYMENT INSURANCE	\$ 50,702.13	\$ 17,242.41	\$ 112,808.92	\$ 242,875.00	\$ 130,000.00	\$ 130,000.00	\$ (112,875.00)

TOWN OF SCITUATE

FY 2022 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 2022 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 8% (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 **not changed** for calendar year 2021 (6 months in FY22).

FY 2022 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 FY21 the yearly average cost to the Town for an individual plan is \$7,075 and for a family plan the average is \$15,545. 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.

There has been some employees that have taken an unpaid leave due to COVID. These employees now pay the Town directly for their health insurance. This has also increased the workload making sure that payments are received on a timely basis by each employee. Including Retirees, there are now 37 total people that pay the Town directly each month. Requiring the creation of payment coupons and payment tracking.

DEPARTMENTAL ACCOMPLISHMENTS

The Town has a Wellness Committee made up of employees from the town and school through the direction of MIAA. By offering a variety of wellness programs for all town employees the goal is to keep health costs down. Since COVID all programs are being offered online and are publicized via employee email. The Town continues to working with MIAA to promote their "Smart Shopper" 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.

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Project	Account Description	2019 Actuals	2020 Actuals	2021 Actuals	2021 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 914 CONTRIBUTORY GROUP INSURANCE - Pamela Avitabile, Treasurer Collector										
1914515	519900		CONTRIBUTORY GROUP INSURANCE	\$ 5,884,537.44	\$ 6,013,058.09	\$ 1,834,477.96	\$ 6,265,804.00	\$ 6,685,614.00	\$ 6,685,614.00	\$ 419,810.00

TOWN OF SCITUATE

FY 2022 BUDGET

DEPARTMENT: #916 Federal Taxes

MISSION STATEMENT:

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

FY 2022 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.

FY22 reflects a 4% annual increase over FY21 budget to account for cost of living and step increases.

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Project	Account Description	2019 Actuals	2020 Actuals	2021 Actuals	2021 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 916 FEDERAL TAXES - Pamela Avitabile, Treasurer Collector										
1916515	519900		FEDERAL TAXES	\$ 693,586.18	\$ 723,133.44	\$ 189,093.41	\$ 780,637.00	\$ 811,862.00	\$ 811,862.00	\$ 31,225.00

Town of Scituate

FY 2021 BUDGET

DEPARTMENT: Widow’s Walk Golf Course

Mission Statement:

Widow’s Walk Golf Course promises to offer the best valued golf experience on the South Shore by providing a well-manicured championship layout with excellent customer service. Scituate residents are granted policies and pricing to encourage a high level of activity from our community members. It is the intent of this Enterprise operation to maximize profits so they can be reinvested back into the property for continued growth.

FY 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Continued development of long range capital projects aimed at improving the golf course facilities such as the parking lot, golf course and irrigation system.
2. Team with golf committee on improvement recommendations and prioritization.
3. Meet with the Board of Selectmen, Town Administrator, Finance Director, and Facilities Director to clarify scope of recommended projects. (Ongoing)
4. Work with the Golf Course Superintendent to develop a long-term plan to improve the golfers experience by improving the following:
 - a. Conditions
 - b. Playability
 - c. Pace of play
5. Continue to promote the facility on social media to attract new golfers to Widow’s Walk which will provide us a larger customer base for the future.
6. Improve the golf merchandise operation by bringing in new vendors that will capture a wider range of customers.
7. Work with golf committee on options for improving the driving range surface so golf balls do not get stuck in the sand.

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	39%
- Debt for Clubhouse Renovation	\$252,876	18%
- Golf operations salaries	\$227,644	16%
- Equipment rentals & leases	\$72,663	5%
- Indirect Costs	\$59,263	4%
- Repairs & maintenance	\$50,000	3.5%
- Technical services	\$32,000	2.5%
- Electricity	\$21,000	1.5%
- Emergency Reserve	\$15,000	1%
- Equipment	\$10,000	0.75%
- Cart Supplies	\$10,000	0.75%

- Range Supplies	\$5,900	0.5%
- Natural Gas	\$3,000	0.25%
- Others	<u>\$9,350</u>	<u>0.67%</u>
*Total	\$1,313,440	100%

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

FY 2022 RISKS AND CHALLENGES

Golf is a very weather sensitive business, and as such there is inherent risk involved. We typically have had extremely dry summers which is great for revenue but does hinder course conditions. Covid-19 took the world by storm in 2020 but was great for the golf industry. We may have difficulty repeating those revenues records in FY 2022. We are confident however that our customer base widened significantly so which will provide long-term repeat business to Widow’s Walk.

Our largest operational challenge is the maintaining the driving range during peak times. We have a system in place for closing the range and “hand-picking” the balls out of the woods and sand but would prefer to not close it down at all. The Golf Committee along with our Golf Director will work on devising a plan to improve the driving range picking area so we can maximize profits long-term.

DEPARTMENTAL ACCOMPLISHMENTS

Our increase in revenues has allowed for the passing of the new clubhouse which is scheduled to be finished before the start of June 2021. This will increase our appeal to golfers who are looking for a more-advanced Food & Beverage operation for after their round. The maintenance staffs efforts to maintain great greens conditions through the 2020 drought was noticed by many of our golfers. The late Fall recovery to the fairways was attributed to having some rain, aerating properly and over-seeding specific areas for future growth. We also had a record number of rounds played in 2020 which was part due to Covid-19 and also our new software system which delivered a user-friendly booking system. We had great reviews about the new online tee time system which had the proper technology to handle such a unique year. The software company we choose, ForeUp, is a full-suite of technology that now runs our Website, Point-of-Sale & Tee Time System. Our customer’s check-in process has been expedited considerably due to this new software and provides a smoother, faster, more enjoyable process pre-golf.

Community Newspapers Reader’s Choice, “Best Golf Course”, Public Golf Course Regional winner over 80% of the years since course inception.

South Shore Living Magazine, “Best of the South Shore”, Public Golf Course winner five of the past eight years.

The “Walk the Walk” twilight golf program continues to be a valued offering and drives solid revenue and opportunities for both the golf course and its patrons.

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

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

Sound environmental practices associated with our status as an “Audubon Certified Cooperative Sanctuary” have helped with the attraction of abundant wildlife that is enjoyed by many residents, both golfers and non-golfers alike.

DESCRIPTION OF REVENUE	FY19	FY20	FY21 YTD 10/31	FY22 Projected	Comments
Dues – Season/Frequent Player	179,009	262,042	37,867	205,000	
Green Fees	617,360	587,491	490,908	750,000	
Rain Checks	-2,790	-2,218	-989	-3,000	
Cart Fees	216,812	215,499	195,399	225,000	
Club Rentals	2,908	12,517	0	5,000	
Range Fees	62,174	50,638	63,416	85,000	
Handicap Fees	11,293	7,170	1,655	7,000	
Golf Lessons	10,225	6,100	4,815	8,500	
Total Usage Fees	<u>1,096,991</u>	<u>1,139,239</u>	<u>793,071</u>	<u>1,282,500</u>	
Total Merchandise Sales	<u>72,016</u>	<u>45,865</u>	<u>48,996</u>	<u>70,000</u>	
Total Rentals	<u>29,946</u>	<u>29,946</u>	<u>6,791</u>	<u>30,000</u>	
Total Earning on Investments	<u>2,509</u>	<u>4,571</u>	<u>215</u>	<u>1,500</u>	
Total Miscellaneous Revenue	<u>415</u>	<u>18</u>	<u>0</u>	<u>0</u>	
Grand Total	<u>1,201,887</u>	<u>1,219,639</u>	<u>849,073</u>	<u>1,384,000</u>	

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	2021 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 661 Fund 6100 WIDOWS WALK ENTERPRISE - Ian Kelley, Director of Golf Operations								
61661510	511000	REGULAR SALARIES	\$ 75,988.63	\$ 104,456.07	\$ 88,593.00	\$ 86,939.00	\$ 86,939.00	\$ (1,654.00)
61661510	519000	SEASONAL SALARIES	\$ 108,115.35	\$ 89,440.69	\$ 140,360.00	\$ 150,040.00	\$ 150,040.00	\$ 9,680.00
		TOTAL PERSONAL SERVICES	\$ 184,103.98	\$ 193,896.76	\$ 228,953.00	\$ 236,979.00	\$ 236,979.00	\$ 8,026.00
61661520	521100	ELECTRICITY	\$ 16,263.20	\$ 19,146.01	\$ 19,000.00	\$ 21,000.00	\$ 21,000.00	\$ 2,000.00
61661520	521300	NATURAL GAS	\$ 3,348.55	\$ 1,887.27	\$ 4,000.00	\$ 3,000.00	\$ 3,000.00	\$ (1,000.00)
61661520	524000	REPAIRS & MAINTENANCE	\$ 26,242.28	\$ 38,112.78	\$ 40,500.00	\$ 50,000.00	\$ 40,500.00	\$ -
61661520	527000	RENTALS & LEASES	\$ 71,812.38	\$ 73,703.08	\$ 71,202.00	\$ 75,000.00	\$ 75,000.00	\$ 3,798.00
61661520	527300	OUTSIDE CART RENTALS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
61661520	530100	MANAGEMENT FEE	\$ 514,686.54	\$ 531,457.02	\$ 544,744.00	\$ 544,744.00	\$ 556,984.00	\$ 12,240.00
61661520	530200	MARKETING	\$ -	\$ 295.66	\$ 2,000.00	\$ 500.00	\$ 500.00	\$ (1,500.00)
61661520	530300	HANDICAP SERVICE	\$ 7,125.00	\$ 2,109.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ -
61661520	530900	TECHNICAL SERVICES	\$ 27,026.21	\$ 31,526.19	\$ 29,689.00	\$ 50,000.00	\$ 47,760.00	\$ 18,071.00
61661520	532100	CONFERENCES/MEETINGS	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ (100.00)
61661520	534100	TELEPHONE	\$ 2,134.84	\$ 2,235.76	\$ 2,250.00	\$ 2,250.00	\$ 2,250.00	\$ -
61661520	534400	POSTAGE & DELIVERY	\$ 32.16	\$ -	\$ 100.00	\$ 100.00	\$ 100.00	\$ -
61661520	571100	MILEAGE REIMBURSEMENT	\$ -	\$ -	\$ 50.00	\$ -	\$ -	\$ (50.00)
61661520	573100	PROFESSIONAL DUES & SUBS	\$ 940.00	\$ 1,528.50	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	\$ -
61661520	596000	INDIRECT COSTS	\$ 65,211.00	\$ 53,251.00	\$ 57,243.00	\$ 59,263.00	\$ 59,263.00	\$ 2,020.00
		TOTAL PURCHASE OF SERVICES	\$ 734,822.16	\$ 755,252.27	\$ 779,678.00	\$ 814,657.00	\$ 815,157.00	\$ 35,479.00
61661540	542000	OFFICE SUPPLIES	\$ 419.90	\$ 708.01	\$ 900.00	\$ 750.00	\$ 750.00	\$ (150.00)
61661540	542100	MERCHANDISE SUPPLIES	\$ 38,810.56	\$ 32,348.25	\$ 60,000.00	\$ 72,000.00	\$ 60,000.00	\$ -
61661540	542200	CART SUPPLIES	\$ 6,121.04	\$ 19,747.42	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ -
61661540	542400	RANGE SUPPLIES	\$ 2,276.92	\$ 1,720.73	\$ 4,800.00	\$ 5,900.00	\$ 4,800.00	\$ -
61661540	542500	PRINTING & FORMS	\$ 1,742.13	\$ 1,229.00	\$ 2,000.00	\$ 1,600.00	\$ 1,600.00	\$ (400.00)
61661540	558000	OTHER SUPPLIES	\$ 1,105.26	\$ 1,004.89	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ -
61661540	558100	CLOTHING	\$ -	\$ -	\$ 500.00	\$ 1,200.00	\$ 1,200.00	\$ 700.00
		TOTAL MATERIALS & SUPPLIES	\$ 50,475.81	\$ 56,758.30	\$ 79,850.00	\$ 93,100.00	\$ 80,000.00	\$ 150.00
61661560	578000	EMERGENCY RESERVE FUND	\$ -	\$ -	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ -
		TOTAL EMERGENCY RESERVE	\$ -	\$ -	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ -
61661580	580000	CAPITAL EXPENSES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
61661580	585100	EQUIPMENT	\$ 355.63	\$ 8,532.59	\$ 13,350.00	\$ 10,000.00	\$ 10,000.00	\$ (3,350.00)
		TOTAL CAPITAL OUTLAY	\$ 355.63	\$ 8,532.59	\$ 13,350.00	\$ 10,000.00	\$ 10,000.00	\$ (3,350.00)
61661590	591000	PRINCIPAL ON LONG TERM DEBT	\$ -	\$ -	\$ -	\$ 152,000.00	\$ 152,000.00	\$ 152,000.00

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	2021 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
61661590	591500	INTEREST ON LONG TERM DEBT	\$ -	\$ -	\$ -	\$ 100,876.00	\$ 100,876.00	\$ 100,876.00
		TOTAL DEBT SERVICE	\$ -	\$ -	\$ -	\$ 252,876.00	\$ 252,876.00	\$ 252,876.00
		GRAND TOTAL WIDOWS WALK ENT	\$ 969,757.58	\$ 1,014,439.92	\$ 1,116,831.00	\$ 1,422,612.00	\$ 1,410,012.00	\$ 293,181.00
TOTAL WIDOWS WALK ESTIMATED REVENUE							\$ 1,410,012.00	
SURPLUS/(DEFICIT)							\$ -	

Widow's Walk Enterprise Fund

	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Budget FY21	Proposed FY22 budget
Revenue:				DROUGHT		Rate Inc			
Dues	115,891	111,100	125,025	124,100	120,185	128,929	144,293	130,000	140,000
Frequent Players	46,400	44,099	58,138	41,772	36,524	50,080	117,749	40,000	65,000
Green Fees	681,356	686,607	742,270	571,483	588,212	617,360	587,491	604,000	750,000
Cart Fees	177,348	186,069	209,633	168,391	193,080	216,812	215,499	210,866	260,000
Club Rentals	1,809	1,270	171	1,445	1,491	13,431	12,517	750	5,000
Range Fees	61,960	64,121	62,568	49,447	54,998	62,174	50,638	45,000	85,000
Handicap Fees	10,580	10,856	11,440	11,450	11,020	11,293	7,170	7,000	7,000
Merchandise Sales	83,952	83,417	93,093	67,989	75,427	72,016	45,865	70,000	70,000
Restaurant Lease Income	48,450	55,000	49,500	71,502	12,834	29,946	29,946	12,000	30,000
Interest Income	100	40	186	117	135	2,509	4,571	215	1,012
Miscellaneous	7	33	26	47	58	415	18		-
Rain checks	(3,269)	(2,636)	(2,936)	(2,051)	(2,445)	(2,790)	(2,218)	(3,000)	(3,000)
Total Revenue	1,224,385	1,239,976	1,349,113	1,105,692	1,096,519	1,202,175	1,213,540	1,116,831	1,410,012
Expenses:									
Personal Services	168,559	166,129	173,114	168,332	172,066	184,104	193,897	228,953	236,979
Purchase of Services	573,248	560,052	632,784	655,308	640,301	669,611	702,001	722,435	755,894
Materials & Supplies	42,249	56,903	59,334	47,599	61,815	50,476	56,758	79,850	80,000
Indirect Costs	52,858	59,391	54,314	57,716	66,575	65,211	53,251	57,243	59,263
Capital Outlay					11,618	356	8,533	13,350	10,000
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	1,014,440	1,116,831	1,157,136
Surplus/(Deficit) before debt	359,474	397,501	429,567	71,737	(41,356)	162,417	199,100	-	252,876
Transfer from General Fund			11,500						
Transfer from W Walk Cap Stab					170,000				
Debt Service	378,563	381,300	382,200	382,500					252,876
Total Surplus/(Deficit)	(19,088)	16,201	58,867	(310,763)	(41,356)	162,417	199,100	-	-

Unappropriated Certified Retained Earnings as of July 1, 2020

Less amount proposed for Fall 2020 STM

Less amt needed to balance FY22 budget

Less amt to be used for FY22 Capital

Balance of Retained Earnings after FY21 STM

216,265

(135,500)

-

-

80,765

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**Town of Scituate
Widow's Walk Golf Course Enterprise Fund
Indirect Costs
Fiscal Year 2022 Budget**

Description	Basis	Allocation	%*	FY21 Budget	Total
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	1.19%	380,815	4,517
Town Accountant	Processing of warrants etc.	Total FY20 budget	1.19%	402,549	4,775
Treas/Collector	Collections, bank rec., payroll etc.	Total FY20 budget	1.19%	417,905	4,957
Facilities Director		Personal Services budget	2.00%	99,426	1,989
Insurance	Building,Auto, Liability etc.	From Insurance Company			20,872
Group Insurance	Town's Share of group insurance	Actual Contribution FY20 rates			7,177
Medicare	Town's Share of medicare	Actual FY20	1.45%		2,914
OPEB	Eligible -ees/total eligible X OPEB cost	Based on most recent actuary %	0.06%	104,440	61
Pensions and Retirement	Penison Costs	Based on actuarial breakdown done for PCRS	0.23%	5,221,978	12,001
				5.3%	59,263

* based on enterprise FY21 operating budget to total Town operating budget

TOWN OF SCITUATE

FY 2022 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 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Identify and implement emerging methods for improved management and handling of all waste including additional separation of recyclable materials such as glass and plastic and utilizing compactors to reduce hauling costs.
2. Evaluate and compare current rates on pay-to-throw away items such as construction and demolition debris, electronics and appliances to improve revenue rates.
3. Continue to seek Grant funding opportunities from the Department of Environmental Protection.
4. Educate users of the Transfer Station of proper recycling techniques to provide a cleaner product to our vendors.
5. Identify incentives to increase the participation in the use of the Scituate Transfer Station.

MAJOR BUDGET COMPONENTS

Disposal Costs \$775,000

Personnel \$278,507

Indirect Costs \$145,693.00

Technical Services \$95,000

Blue Bags \$90,000

Debt \$0

Repair & Maintenance \$28,750

FY 2022 RISKS AND CHALLENGES

Staffing continues to be a challenge. Short staff due to injury or earned time off requires utilizing staff from other DPW Departments to supplement staff at the Transfer Station. The Transfer Station originally opened with a staff of six. Over the past years the transfer station has operated with only four employees.

Covid 19 has impacted all of us. I want to thank all the employees at the Scituate Transfer Station for their dedication, who reported daily to maintain the same level of service that the residents of Scituate are accustomed to. Due to the virus many residents were home and many were cleaning their homes. This was evident in the number of blue bags sold in the spring of 2020.

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

Corrugated Cardboard was separated from the mixed paper stream due to its increase in recyclable value in an effort to reduce disposal costs.

Handling the disposal of waste and recycling from Municipal Buildings and all wastes generated at the beaches, parks and public areas with no assistance from the Town imposes increased disposal costs on the Transfer Station.

DEPARTMENTAL ACCOMPLISHMENTS

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 \$16,500.00.

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.

The recycling rate for 2019 averaged 59%.

The Scituate Transfer Station handled 2967 Tons of Municipal Solid Waste, 1275 tons of Paper, Cardboard, Plastic and Tin and 2501 Tons of Construction Debris.

DESCRIPTION OF REVENUE	FY20	FY21	FY21 YTD	FY22 Projected	Comments
Stickers	\$420,629	\$462,000	\$	\$462,000	
Blue Bags	\$495,025	\$485,000	\$	\$485,000	
Bulky Waste	\$527,152	\$509,625	\$	\$520,000	
Recycle	\$ 11,708	\$ 20,000	\$	\$ 20,000	
General Fund	\$0	\$0	\$	\$0	
Interest/Other	\$ 8,400	\$ 6,000	\$	\$ 5,000	

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	2021 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 433 Fund 6300 TRANSFER STATION ENTERPRISE - Sean McCarthy - Engineering Supervisor								
63433510	511000	REGULAR SALARIES	\$ 185,869.26	\$ 206,329.04	\$ 211,147.00	\$ 214,166.00	\$ 214,166.00	\$ 3,019.00
63433510	512000	OVERTIME	\$ 39,852.36	\$ 27,523.14	\$ 51,102.00	\$ 50,347.00	\$ 50,347.00	\$ (755.00)
63433510	513000	LONGEVITY	\$ 500.00	\$ 500.00	\$ 800.00	\$ 800.00	\$ 800.00	\$ -
63433510	517200	SICK LEAVE BUY BACK	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
63433510	519000	SEASONAL SALARIES	\$ 3,356.00	\$ 8,115.00	\$ 10,773.00	\$ 10,830.00	\$ 10,830.00	\$ 57.00
63433510	519100	OTHER SALARIES	\$ 4,170.79	\$ 4,768.85	\$ 4,685.00	\$ 4,646.00	\$ 4,646.00	\$ (39.00)
		TOTAL PERSONAL SERVICES	\$ 233,748.41	\$ 247,236.03	\$ 278,507.00	\$ 280,789.00	\$ 280,789.00	\$ 2,282.00
63433520	521100	ELECTRICITY	\$ 13,174.01	\$ 12,602.13	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00	\$ -
63433520	524200	REPAIR & MAINTENANCE	\$ 21,733.43	\$ 24,988.12	\$ 28,750.00	\$ 28,750.00	\$ 28,750.00	\$ -
63433520	524500	VEHICLE SERVICE	\$ 439.66	\$ 8,808.41	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ -
63433520	527100	HAULING CONTRACTS	\$ 757,160.62	\$ 834,763.05	\$ 775,000.00	\$ 780,000.00	\$ 780,000.00	\$ 5,000.00
63433520	530900	TECHNICAL SERVICES	\$ 62,255.54	\$ 70,174.41	\$ 92,000.00	\$ 94,000.00	\$ 84,686.00	\$ (7,314.00)
63433520	534100	TELEPHONE	\$ 464.87	\$ 464.38	\$ 300.00	\$ 300.00	\$ 300.00	\$ -
63433520	534300	BINDING & PRINTING	\$ -	\$ 667.24	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ -
63433520	573100	PROFESSIONAL DUES & SUBS	\$ 4,850.00	\$ 4,850.00	\$ 4,850.00	\$ 4,850.00	\$ 4,850.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 860,078.13	\$ 957,317.74	\$ 928,100.00	\$ 935,100.00	\$ 925,786.00	\$ (2,314.00)
63433540	542300	SUPPLIES	\$ 61,074.50	\$ 74,561.65	\$ 90,000.00	\$ 90,000.00	\$ 90,000.00	\$ -
63433540	542500	PRINTING & FORMS	\$ 85.83	\$ 81.66	\$ 140.00	\$ 140.00	\$ 140.00	\$ -
63433540	543000	BUILDING SUPPLIES	\$ 290.45	\$ 664.37	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	\$ -
63433540	543100	EQUIPMENT PARTS	\$ 10,640.17	\$ 17,711.16	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	\$ -
63433540	545100	CLEANING SUPPLIES	\$ 712.95	\$ 538.46	\$ 800.00	\$ 800.00	\$ 800.00	\$ -
63433540	548000	VEHICLE SUPPLIES	\$ 473.65	\$ 227.60	\$ 750.00	\$ 750.00	\$ 750.00	\$ -
63433540	548100	FUELS & LUBRICANTS	\$ 12,889.83	\$ 9,120.99	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ -
63433540	548400	TOOLS & EXPENDABLES	\$ 199.00	\$ 150.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ -
63433540	558100	CLOTHING	\$ 2,400.00	\$ -	\$ 2,400.00	\$ 4,400.00	\$ 4,400.00	\$ 2,000.00
		TOTAL MATERIALS & SUPPLIES	\$ 88,766.38	\$ 103,055.89	\$ 129,690.00	\$ 131,690.00	\$ 131,690.00	\$ 2,000.00
63433560	596000	INDIRECT COSTS	\$ 159,419.00	\$ 142,760.00	\$ 145,968.00	\$ 145,693.00	\$ 155,007.00	\$ 9,039.00
		TOTAL INDIRECT COSTS	\$ 159,419.00	\$ 142,760.00	\$ 145,968.00	\$ 145,693.00	\$ 155,007.00	\$ 9,039.00
63433580	585100	EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
63433580	585300	OFFICE EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		TOTAL CAPITAL OUTLAY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
63433590	591000	PRINCIPAL ON LONG TER	\$ 15,000.00	\$ 15,000.00	\$ -	\$ -	\$ -	\$ -
63433590	591500	INTEREST ON LONG TERM	\$ 1,350.00	\$ 750.00	\$ -	\$ -	\$ -	\$ -

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	2021 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
63433590	592500	INTEREST ON SHORT TERM	\$ -	\$ -	\$ -	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
		TOTAL DEBT SERVICE	\$ 16,350.00	\$ 15,750.00	\$ -	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
		GRAND TOTAL TRANSFER STATION ENT	\$ 1,358,361.92	\$ 1,466,119.66	\$ 1,482,265.00	\$ 1,498,272.00	\$ 1,498,272.00	\$ 16,007.00
		TOTAL TRANSFER STN ESTIMATED REVENUE					\$ 1,498,272.00	
		SURPLUS/(DEFICIT)					\$ -	

Transfer Station Enterprise Fund

	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Budget FY21	Proposed FY22 budget
Revenue:									
			<i>Rate reduction</i>	<i>Rate reduction</i>	<i>Rate restored</i>	<i>C & D inc \$.04</i>	<i>C & D inc \$.02 & Sticker +\$10</i>		
Transfer Station Stickers	431,721	433,395	385,195	379,493	444,738	422,135	420,629	462,000	462,000
Trash Bags	466,392	497,882	494,721	457,479	459,607	485,200	495,025	485,000	485,000
Recycling	45,351	35,100	24,378	20,359	23,115	17,500	11,708	20,000	20,000
Bulky Waste	255,515	227,606	264,120	247,582	330,406	453,769	527,152	509,265	528,000
Interest Income	2,141	2,443	5,117	5,744	7,878	12,679	8,440	6,000	3,272
Misc		12,994	255	642	1,908	2,222	5,550		
Total Revenue	1,201,119	1,209,421	1,173,786	1,111,299	1,267,651	1,393,505	1,468,503	1,482,265	1,498,272
Expenses:									
Personal Services	213,257	229,409	232,493	230,465	230,272	233,748	247,236	278,507	280,789
Purchase of Services	615,702	556,038	759,559	705,216	762,018	860,078	957,318	928,100	925,786
Materials & Supplies	113,328	108,865	146,286	95,204	100,978	88,766	103,056	129,690	131,690
Indirect Costs	131,025	132,362	90,738	153,616	164,846	159,419	142,760	145,968	155,007
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	1,450,370	1,482,265	1,493,272
Surplus/(Deficit) before debt payments	127,622	182,480	(55,290)	(73,202)	9,537	51,493	18,134	-	5,000
Transfer from General Fund	100,000	100,000	-	-	-	-	-	-	-
Debt Service	(78,967)	(70,887)	(18,150)	(17,550)	(16,950)	(16,350)	(15,750)	-	(5,000)
Total Surplus/(Deficit)	148,655	211,593	(73,440)	(90,752)	(7,413)	35,143	2,384	-	-
Unappropriated Certified Retained Earnings as of July 1, 2020									401,884
Less amount proposed for Fall 2020 STM									(58,542)
Less amt needed to balance FY22 budget									-
Less amt to be used for FY22 Capital									-
Balance of Retained Earnings after FY21 STM								-	343,342

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**Town of Scituate
Transfer Station Enterprise Fund
Indirect Costs
Fiscal Year 2022 Budget**

Description	Basis	Allocation	%*	FY21 Budget	Total
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	1.57%	380,815	5,995
Town Accountant	Processing of warrants etc.	Total FY20 budget	1.57%	402,549	6,337
Treas/Collector	Collections, bank rec., payroll etc.	Total FY20 budget	1.57%	417,905	6,579
Engineering Dept.	Engineering	1/2 of Town Engineer's Salary			48,141
DPW Admin. Dept.	Administration	1/5 of Director's Salary			27,700
Insurance	Building, Auto, Liability etc.	From Insurance Company			6,296
Group Insurance	Town's Share of group insurance.	Actual Contribution FY20 rates			5,634
Medicare	Town's Share of medicare.	Actual FY20	1.45%		3,199
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%	155,007

TOWN OF SCITUATE

FY 2022 BUDGET

DEPARTMENT: SEWER

MISSION STATEMENT:

Assure the proper collection and treatment of the Town's wastewater in an environmentally sound, safe and cost effective manner to protect human health while meeting NPDES (National Pollution Discharge and Elimination System) discharge permit and other regulated operating requirements. NPDES permit expired at the end of 2017. The new permit will require more stringent discharge parameters. Our primary objective is to implement our plans to meet the new requirements while maintaining and improving existing treatment systems. Our secondary objective is to make investments, repairs, and modernize equipment while restoring sewer system capacity by removing inflows and infiltration. In all areas we seek to increase resiliency of the wastewater systems and curtail ongoing operating and maintenance costs.

FY 2022 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, especially in North Scituate. Regional sewer effort being refocused towards investing in inflow and infiltration remediation in Scituate to restore capacity for areas IV and V of the sewer expansion plan.
5. Conduct comprehensive facilities plan and waste water management and best practices review for the WWTP, collection system, and nine pump stations. Results will provide evaluations for capital projects moving forward.
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 - \$1,890,303
2. Personal Services - \$590,024
3. Purchase of Services - \$863,464
 - Utilities – 47% = \$398,926 (Electricity and Natural Gas)
 - Rental Equipment – 29% = \$243,600 (Sludge Cake Hauled)
 - Repair & Maintenance – 15% = \$127,700
 - Technical Services – 8% = \$61,735 (SCADA/wireless, lab testing, Sandhill's PS flood Ins.)
4. Materials & Supplies - \$362,166
 - Chemicals & Lab Supplies – 56% = \$202,736
 - Equipment & Parts – 37% = \$133,580
 - Fuels & Lubes – 3% = \$10,500
5. Intergovernmental - \$287,383

FY 2022 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 more severe impacts on system capacity and wear and tear of equipment.
3. Providing and maintaining services under COVID. Current pandemic has created unanticipated costs and burdens for FY21 that will likely have impacts on FY22 and future years. Interruptions caused by the pandemic has led to a rubber banding of projects and sometimes dramatic increases in expected lead times or prices.
4. Characteristics of wastes received: The COVID pandemic has led to an increase in undesirable wastes entering the facility. These “undesirables” consist of primarily “flushable” wipes, which do not break down and bind up pumps and equipment. Public habits and water demands have become more unpredictable during COVID as well. Water use at high levels has caused the water department to need to run the plant more this year; resulting in even larger volumes of alum waste being sent to the sewer plant. The alum waste causes significant increases in soda-ash consumption and UV system wear and tear and power demands.

DEPARTMENTAL ACCOMPLISHMENTS:

1. The department has made significant improvements while undergoing a major maintenance overhaul over the last four 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. As part of a phased program, the SCADA systems at the WWTP and pump stations are being replaced and updated. The new SCADA system will have added support for treatment systems that were previously manually operated.
3. Electrical efficiency upgrades: The sewer division works closely with the Town facilities manager Kevin Kelly to apply for Green Communities Grant funding. This year the WWTP facility was awarded \$95,700 in grants and incentives to replace one of the main blowers at the facility.
4. Sewer inspections and backup and inflow prevention programs: Programs for locating and preventing backups and inflows into the town sewer system have been implemented. These policy changes will detect and prevent backups into private property and will remove inflow sources and restore capacity.
5. Collection System Maintenance: Training for confined space entry and inspections along with rapid deployment of department's vac-con has led to a reduction in the number of overflows. Crews are now able to deploy and retrieve certain equipment without need for confined space entry increasing productivity for jetting.

DESCRIPTION OF REVENUE	FY19	FY20	FY21 YTD	FY22 Projected	Comments
Taxes & Excise	9,669	6,861	440	9,000	
Penalties & Interest	11,259	13,833	7,806	7,000	
Sewer Usage	1,321,191	1,512,623	715,432	1,740,000	
Septage Disposal Fees	245,004	221,428	79,147	260,000	
Sewer Permits/Licenses	4,175	4,450	1,700	2,400	
Sewer Connection Fees	900,750	680,000	204,000	350,000	
Sewer Liens/Com.Interest	74,146	113,136	18,786	115,000	
Interest Income	32,133	43,648	2,497	8,500	
Misc.	18,427	4,399	5,765	0	
Betterment	1,271,549	1,261,408	88,325	1,247,449	
Total	3,888,303	3,861,786	1,124,898	3,739,349	

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	2021 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
Dept 440 Fund 6400 SEWER ENTERPRISE - William Branton, Sewer Supervisor								
64440510	511000	REGULAR SALARIES	\$ 373,215.78	\$ 458,137.72	\$ 472,797.00	\$ 486,882.00	\$ 486,882.00	\$ 14,085.00
64440510	512000	OVERTIME	\$ 46,864.36	\$ 44,905.59	\$ 49,777.00	\$ 51,572.00	\$ 51,572.00	\$ 1,795.00
64440510	513000	LONGEVITY	\$ 2,725.00	\$ 2,600.00	\$ 3,525.00	\$ 4,025.00	\$ 4,025.00	\$ 500.00
64440510	514000	EDUCATIONAL INCENTIVE	\$ 1,400.00	\$ -	\$ 1,625.00	\$ 1,625.00	\$ 1,625.00	\$ -
64440510	519000	SEASONAL SALARIES	\$ 2,998.50	\$ 1,146.00	\$ 14,305.00	\$ 14,877.00	\$ 14,877.00	\$ 572.00
64440510	519100	OTHER SALARIES	\$ 22,996.87	\$ 16,848.66	\$ 32,274.00	\$ 31,826.00	\$ 31,826.00	\$ (448.00)
		TOTAL PERSONAL SERVICES	\$ 450,200.51	\$ 523,637.97	\$ 574,303.00	\$ 590,807.00	\$ 590,807.00	\$ 16,504.00
64440520	521100	ELECTRICITY	\$ 374,581.52	\$ 299,107.29	\$ 367,104.00	\$ 374,446.00	\$ 367,104.00	\$ -
64440520	521300	NATURAL GAS	\$ 23,915.36	\$ 23,263.88	\$ 24,000.00	\$ 24,480.00	\$ 24,480.00	\$ 480.00
64440520	524100	OFFICE MACHINE MAINTENANCE	\$ 831.80	\$ 46.88	\$ 475.00	\$ 400.00	\$ 400.00	\$ (75.00)
64440520	524200	REPAIR & MAINTENANCE	\$ 117,737.69	\$ 112,523.60	\$ 103,000.00	\$ 125,700.00	\$ 103,000.00	\$ -
64440520	524500	VEHICLE SERVICE	\$ 1,922.15	\$ 2,459.90	\$ 4,600.00	\$ 4,600.00	\$ 4,600.00	\$ -
64440520	527100	RENTALS EQUIPMENT	\$ 159,396.88	\$ 175,009.71	\$ 220,600.00	\$ 243,600.00	\$ 220,600.00	\$ -
64440520	530800	TRAINING	\$ 3,157.18	\$ 3,381.75	\$ 7,200.00	\$ 14,500.00	\$ 7,200.00	\$ -
64440520	530900	TECHNICAL SERVICES	\$ 31,053.38	\$ 50,429.40	\$ 47,675.00	\$ 61,735.00	\$ 47,675.00	\$ -
64440520	531900	LEGAL SERVICES	\$ -	\$ -	\$ -	\$ 1,000.00	\$ -	\$ -
64440520	532100	CONFERENCES/MEETINGS	\$ 436.42	\$ 381.25	\$ 350.00	\$ 350.00	\$ 350.00	\$ -
64440520	534100	TELEPHONE	\$ 4,978.00	\$ 7,041.38	\$ 7,760.00	\$ 8,680.00	\$ 8,680.00	\$ 920.00
64440520	534300	BINDING & PRINTING	\$ 567.66	\$ -	\$ 350.00	\$ 350.00	\$ 350.00	\$ -
64440520	534400	POSTAGE & DELIVERY	\$ 114.38	\$ 194.14	\$ 350.00	\$ 350.00	\$ 350.00	\$ -
64440520	573100	PROFESSIONAL DUES & SUBS	\$ 814.00	\$ 926.25	\$ 1,273.00	\$ 1,273.00	\$ 1,273.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 719,506.42	\$ 674,765.43	\$ 784,737.00	\$ 861,464.00	\$ 786,062.00	\$ 1,325.00
64440540	542000	OFFICE SUPPLIES	\$ 458.81	\$ 352.99	\$ 750.00	\$ 750.00	\$ 750.00	\$ -
64440540	542300	SUPPLIES	\$ 981.72	\$ 982.44	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -
64440540	542500	PRINTING & FORMS	\$ -	\$ -	\$ 300.00	\$ 300.00	\$ 300.00	\$ -
64440540	543000	BUILDING SUPPLIES	\$ 1,234.61	\$ 1,350.13	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ -
64440540	543100	EQUIPMENT PARTS	\$ 87,244.58	\$ 79,166.16	\$ 96,800.00	\$ 129,080.00	\$ 80,000.00	\$ (16,800.00)
64440540	545100	CLEANING SUPPLIES	\$ 122.90	\$ 274.51	\$ 400.00	\$ 400.00	\$ 400.00	\$ -
64440540	548000	VEHICLE SUPPLIES	\$ 6,247.70	\$ 2,765.89	\$ 500.00	\$ 3,000.00	\$ 500.00	\$ -
64440540	548100	FUELS & LUBRICANTS	\$ 7,964.67	\$ 6,375.91	\$ 10,500.00	\$ 10,500.00	\$ 10,500.00	\$ -
64440540	548400	TOOLS & EXPENDABLES	\$ 38.97	\$ 65.97	\$ 250.00	\$ 1,500.00	\$ 1,500.00	\$ 1,250.00
64440540	550100	CHEMICAL & LAB SUPPLIES	\$ 148,563.50	\$ 147,154.70	\$ 138,481.00	\$ 202,736.00	\$ 148,481.00	\$ 10,000.00
64440540	558100	CLOTHING	\$ 3,185.00	\$ 250.00	\$ 3,600.00	\$ 6,600.00	\$ 6,600.00	\$ 3,000.00

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	2021 Budget	2022 Dept Req	2022 Town		
							Admin Recomm	\$ Change	
		TOTAL MATERIALS & SUPPLIES	\$ 256,042.46	\$ 238,738.70	\$ 254,381.00	\$ 357,666.00	\$ 251,831.00	\$ (2,550.00)	
64440560	596000	INDIRECT COSTS	\$ 241,985.00	\$ 257,395.00	\$ 257,018.00	\$ 287,383.00	\$ 287,383.00	\$ 30,365.00	
		TOTAL INDIRECT COSTS	\$ 241,985.00	\$ 257,395.00	\$ 257,018.00	\$ 287,383.00	\$ 287,383.00	\$ 30,365.00	
64440580	585100	EQUIPMENT	\$ -	\$ -	\$ -	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	
		TOTAL CAPITAL OUTLAY	\$ -	\$ -	\$ -	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	
64440590	591000	PRINCIPAL ON LONG TERM DEBT	\$ 1,885,430.28	\$ 1,433,923.96	\$ 1,418,650.00	\$ 1,516,795.00	\$ 1,516,795.00	\$ 98,145.00	
64440590	591500	INTEREST ON LONG TERM DEBT	\$ 253,593.28	\$ 266,866.54	\$ 233,007.00	\$ 356,374.00	\$ 356,374.00	\$ 123,367.00	
64440590	592000	OTHER DEBT SERVICES	\$ 14,475.68	\$ 12,279.96	\$ 10,662.00	\$ 9,134.00	\$ 9,134.00	\$ (1,528.00)	
64440590	592500	INTEREST ON SHORT TERM DEBT	\$ 36,288.91	\$ -	\$ 77,925.00	\$ 8,000.00	\$ 8,000.00	\$ (69,925.00)	
		TOTAL DEBT SERVICE	\$ 2,189,788.15	\$ 1,713,070.46	\$ 1,740,244.00	\$ 1,890,303.00	\$ 1,890,303.00	\$ 150,059.00	
		GRAND TOTAL SEWER ENT	\$ 3,857,522.54	\$ 3,407,607.56	\$ 3,610,683.00	\$ 3,989,623.00	\$ 3,808,386.00	\$ 197,703.00	
TOTAL SEWER ESTIMATED REVENUE							\$ 3,666,900.00		
SURPLUS/(DEFICIT)							\$ (141,486.00)		

Sewer Enterprise Fund

	Actual FY14	Actual FY15	Actual FY16	DROUGHT Actual FY17 *	Actual FY18	Actual FY19	Actual FY20	Budget FY21	Proposed FY22 budget
				50% free usage eliminated		5% Rate Inc	free usage eliminated	6% Rate Inc	
Revenue:									
Tax Liens	8,368	28,921	40,668	34,382	9,214	9,669	6,861	9,000	9,000
Sewer Use Charges*	975,298	1,008,416	1,017,776	1,160,054	1,295,226	1,321,191	1,512,623	1,641,801	1,850,000
Septage Disposal Fees*	234,024	216,087	263,694	257,958	296,906	245,004	221,428	300,000	300,000
Interest/Penalties	8,876	10,588	6,961	8,048	10,072	11,259	13,833	7,000	7,000
Sewerage Permits/Licenses	8,000	3,350	2,425	2,350	1,360	4,175	4,450	1,400	1,400
Sewer Connection Fees	182,000	196,000	273,000	77,000	77,000	900,750	680,000	400,000	456,000
Sewer Liens/Committed Interest	125,536	129,357	133,573	109,348	137,614	74,146	113,136	120,000	115,000
Interest Income	5,291	6,054	10,474	15,012	20,657	32,133	43,648	8,500	8,500
Misc	-	8,866	11,677	7,731	2,422	18,427	4,399	-	-
Total Revenue	1,547,392	1,607,638	1,760,248	1,671,883	1,850,470	2,616,753	2,800,379	2,487,701	2,746,900
Expenses:									
Personal Services	420,552	427,478	418,474	414,824	417,024	450,201	523,638	574,303	590,807
Purchase of Services	486,410	773,601	636,760	617,189	626,356	719,506	674,765	784,737	786,062
Materials & Supplies	188,255	222,069	219,950	199,917	197,821	256,042	238,739	254,381	251,831
Indirect Costs	199,962	187,777	193,115	206,553	238,646	241,985	257,395	257,018	287,383
Capital Outlay	-	-	-	3,276	5,000	-	-	-	2,000
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	1,694,537	1,870,439	1,918,083
Surplus/(Deficit) before debt payments	227,214	(3,287)	291,950	230,124	365,623	949,019	905,842	617,262	828,817
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)	(451,862)	(485,749)	(642,854)
Total Surplus/(Deficit) before Betterments	(61,439)	(267,716)	32,400	(6,642)	132,935	703,391	574,655	229,495	185,963
Betterments									
Revenue									
Added to Taxes	1,058,087	861,296	1,120,904	1,055,334	1,007,644	946,889	846,563	900,000	800,000
Paid in Advance	806,770	433,115	253,230	243,151	326,522	135,094	260,983	125,000	120,000
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)	(1,247,449)
Net Betterments	593,581	(12,563)	76,607	12,978	50,834	(189,566)	153,863	(229,495)	(327,449)
Net Surplus/(Deficit)	532,142	(280,279)	109,007	6,335	183,769	513,825	728,518	-	(141,486)
Unappropriated Certified Retained Earnings as of July 1, 2020									1,068,221
Less amount proposed for Fall 2020 STM									(250,000)
Less amt needed to balance FY22 budget									(141,486)
Less amt to be used for FY22 Capital									(229,625)
Balance of Retained Earnings after FY21 STM									447,110

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**Town of Scituate
Sewer Enterprise Fund
Indirect Costs
Fiscal Year 2022 Budget**

Description	Basis	Allocation	%*	FY21 Budget	Total
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	3.83%	380,815	14,603
Town Accountant	Processing of warrants etc.	Total FY20 budget	3.83%	402,549	15,437
Treas/Collector	Collections, bank rec., payroll etc.	Total FY20 budget	3.83%	417,905	16,026
Facilities Director		Personal Services budget	2.00%	99,426	1,989
Engineering Dept.	Engineering	1/8 of Engineer's Salary			12,035
DPW Admin. Dept.	Administration	1/5 of Director's Salary			27,700
Insurance	Building, Auto, Liability etc.	From Insurance Company			30,596
Group Insurance	Town's Share of group insurance	Actual Contribution FY20 rates			72,204
Medicare	Town's Share of medicare.	Actual FY20	1.45%		6,694
OPEB	Eligible -ees/total eligible X OPEB cost	Based on most recent actuary %	0.71%	104,440	741
Pensions and Retirement	Penison Costs	Based on actuarial breakdown done for PCRS	1.71%	5,221,978	89,357
				8.0%	287,383

* based on enterprise FY21 operating budget to total Town operating budget

TOWN OF SCITUATE

FY 2022 BUDGET

DEPARTMENT: DPW Water Division

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 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Continue efforts to eliminate brown water issues in hardest hit areas.
 - a. Continue unidirectional flushing program relying on enhanced data gathered during prior flushing projects and up to date infrastructure detail and locations.
 - b. Install new hydrants on dead end streets to facilitate flushing.
2. Continue design work on Surface Water Treatment Plant (SWTP).
 - a. Present engineering report findings to Board of Selectmen for vote and funding appropriation.
 - b. Work with Owners Project Manager (OPM) on pilot testing of existing and newer technologies for new SWTP.
 - c. Initiate evaluation of potential sites for distribution and office staff during construction of SWTP.
3. Continue to bring additional ground water into the system.
 - a. Continue ground water exploration at Dolan Well fields.
 - b. Oversee the construction of the new Greensand Filter Plant for well 17A with the goal of bringing the facility online mid-summer of 2021.
 - c. Continue ground water exploration at the 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 Flushing programs.

MAJOR BUDGET COMPONENTS

Debt Service	\$3,182,195.00	51.1 %
Personnel Cost	\$1,155,809.00	17.2 %
Intergovernmental	\$ 437,581.00	6.5 %
Utilities and Fuel	\$ 370,000.00	5.5 %
Charges & Assessments	\$ 354,000.00	5.3 %
Chemicals/Lab Supplies	\$ 250,000.00	3.7 %
Pipes, fittings, etc.	\$ 102,000.00	1.5 %
Service & Repairs	\$ 90,000.00	1.3 %
Technical Services	\$ 75,000.00	1.1 %

FY 2022 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 lack of 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.
- Adapting to changes in weather patterns considering two extreme droughts in past 5 years.
- Allocating time and resources to develop and implement new programs (flushing, valve exercising, and 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 especially under pandemic conditions.
- Maintaining excellent customer service levels under pandemic conditions with no ability to manage phone calls remotely.
- Ability to effectively communicate with residents in emergencies and planned repairs.

DEPARTMENTAL ACCOMPLISHMENTS

- Achieved increased certification levels for operators within Water Department -5 Distribution operators.
- Replaced older style meters with radio read meters in approximately 650 homes as part of ongoing meter replacement program.
- Identified one failed Trac Vac that caused several feet of sludge to build up in basin. Both distribution and treatment staff worked as a team and creatively pumped down the sedimentation basin with a pump we had in stock to existing lagoon resulting in a substantial cost savings to the department.
- Successfully installed pilot in place treatment for the removal of manganese from the water at the surface water treatment plant.
- Cleaned clear well tank at surface water treatment plant.
- Repaired 49 water service leaks and 12 water main breaks.
- Managed business continuation in all areas, including new meter installations, final read requests, lead and copper testing of 20 locations, billing deadlines, ongoing repairs and maintenance under extremely difficult pandemic conditions.
- Reduced complaints of brown water issues and addressed ongoing issues with timely visits and detailed responses.
- Utilizing the unidirectional flushing program flushed the entire distribution system. As a result of this program 37 valves were found in the closed position.

DESCRIPTION OF REVENUE	FY19	FY20	FY21 YTD	FY22 Projected	Comments
Water Use Charges	4,037,185	4,629,228	2,067,581	5,190,753	
Water Liens	193,346	215,742	21,726	250,000	
Water Installations	410,341	434,000	174,000	250,000	
Tax Liens	9,372	8,890	870	9,000	
Interest/Penalties	14,156	34,936	12,440	10,000	
Earnings on Investments	93,788	40,240	2,220	40,000	
FEMA Reimbursements		63,762			
Misc	21,713	3,210	308		
<hr/>					
TOTAL REVENUE	4,779,901	5,430,008	2,279,145	5,749,753	

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	2021 Budget	2022 Dept Req	2022 Town	
							Admin Recomm	\$ Change
Dept 450 Fund 6500 WATER ENTERPRISE - Sean Anderson, Water Supervisor								
65450510	511000	REGULAR SALARIES	\$ 815,827.90	\$ 861,296.15	\$ 945,831.00	\$ 956,785.00	\$ 956,785.00	\$ 10,954.00
65450510	512000	OVERTIME	\$ 135,971.65	\$ 151,004.55	\$ 141,869.00	\$ 144,321.00	\$ 144,321.00	\$ 2,452.00
65450510	512500	STANDBY	\$ -	\$ 21,014.53	\$ 19,160.00	\$ 18,877.00	\$ 18,877.00	\$ (283.00)
65450510	513000	LONGEVITY	\$ 5,325.00	\$ 4,075.00	\$ 5,875.00	\$ 5,375.00	\$ 5,375.00	\$ (500.00)
65450510	514000	EDUCATIONAL INCENTIVE	\$ 2,775.00	\$ 1,150.00	\$ 1,625.00	\$ 950.00	\$ 950.00	\$ (675.00)
65450510	519000	SEASONAL SALARIES	\$ -	\$ 480.00	\$ 8,770.00	\$ 9,120.00	\$ 9,120.00	\$ 350.00
65450510	519100	OTHER SALARIES	\$ 33,456.09	\$ 13,060.86	\$ 21,158.00	\$ 20,861.00	\$ 20,861.00	\$ (297.00)
		TOTAL PERSONAL SERVICES	\$ 993,355.64	\$ 1,052,081.09	\$ 1,144,288.00	\$ 1,156,289.00	\$ 1,156,289.00	\$ 12,001.00
65450520	521100	ELECTRICITY	\$ 246,332.62	\$ 207,805.59	\$ 247,000.00	\$ 322,000.00	\$ 322,000.00	\$ 75,000.00
65450520	521300	NATURAL GAS	\$ 11,901.51	\$ 14,877.45	\$ 13,000.00	\$ 20,000.00	\$ 20,000.00	\$ 7,000.00
65450520	524100	OFFICE MACHINE MAINTENANCE	\$ -	\$ -	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ -
65450520	524200	REPAIR & MAINTENANCE	\$ 79,431.18	\$ 299,172.36	\$ 90,000.00	\$ 90,000.00	\$ 90,000.00	\$ -
65450520	524500	VEHICLE SERVICE	\$ 4,769.19	\$ 2,718.41	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ -
65450520	527100	EQUIPMENT RENTAL	\$ 18,911.81	\$ 8,952.92	\$ 26,000.00	\$ 26,000.00	\$ 26,000.00	\$ -
65450520	530800	TRAINING	\$ -	\$ -	\$ -	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00
65450520	530900	TECHNICAL SERVICES	\$ 151,442.37	\$ 190,774.03	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00	\$ -
65450520	532100	CONFERENCES/MEETINGS	\$ 4,413.00	\$ 4,992.67	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	\$ -
65450520	534100	TELEPHONE	\$ 14,103.27	\$ 14,914.55	\$ 15,500.00	\$ 15,500.00	\$ 15,500.00	\$ -
65450520	534300	BINDING & PRINTING	\$ 13,744.86	\$ 9,483.91	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ -
65450520	534400	POSTAGE & DELIVERY	\$ 4,621.14	\$ 8,413.65	\$ 22,000.00	\$ 22,000.00	\$ 22,000.00	\$ -
65450520	534600	LEGAL ADVERTISING	\$ 2,171.52	\$ 48.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ -
65450520	538900	INTERDEPARTMENTAL	\$ 12,932.40	\$ 10,655.19	\$ 17,000.00	\$ 17,000.00	\$ 17,000.00	\$ -
65450520	571100	MILEAGE REIMBURSEMENT	\$ 3.15	\$ -	\$ 200.00	\$ 200.00	\$ 200.00	\$ -
65450520	573100	PROFESSIONAL DUES & SUBS	\$ 2,105.62	\$ 2,973.98	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ -
		TOTAL PURCHASE OF SERVICES	\$ 566,883.64	\$ 775,782.71	\$ 541,700.00	\$ 630,700.00	\$ 630,700.00	\$ 89,000.00
65450540	542000	OFFICE SUPPLIES	\$ 2,245.39	\$ 2,125.44	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ -
65450540	542300	SUPPLIES	\$ 87,650.32	\$ 84,272.14	\$ 102,000.00	\$ 102,000.00	\$ 102,000.00	\$ -
65450540	542500	PRINTING & FORMS	\$ -	\$ 140.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ -
65450540	543000	BUILDING SUPPLIES	\$ 1,434.66	\$ 343.11	\$ 11,500.00	\$ 11,500.00	\$ 11,500.00	\$ -
65450540	543100	EQUIPMENT PARTS	\$ 10,474.71	\$ 14,368.16	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ -
65450540	545100	CLEANING SUPPLIES	\$ 330.59	\$ 124.51	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ -
65450540	548000	VEHICLE SUPPLIES	\$ 6,091.41	\$ 2,284.23	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ -
65450540	548100	FUELS & LUBRICANTS	\$ 27,716.95	\$ 21,542.89	\$ 28,000.00	\$ 28,000.00	\$ 28,000.00	\$ -

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	2021 Budget	2022 Dept Req	2022 Town		\$ Change
							Admin Recomm		
65450540	548400	TOOLS & EXPENDABLES	\$ 2,061.51	\$ 1,697.50	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ -	
65450540	550100	CHEMICALS & LAB SUPPLIES	\$ 214,249.25	\$ 234,865.74	\$ 247,266.00	\$ 250,000.00	\$ 250,000.00	\$ 2,734.00	
65450540	558100	CLOTHING	\$ 7,450.00	\$ 382.97	\$ 8,400.00	\$ 13,400.00	\$ 13,400.00	\$ 5,000.00	
		TOTAL MATERIALS & SUPPLIES	\$ 359,704.79	\$ 362,146.69	\$ 425,166.00	\$ 432,900.00	\$ 432,900.00	\$ 7,734.00	
65450560	560200	CHARGES & ASSESSMENTS	\$ 406,991.22	\$ 266,358.76	\$ 354,000.00	\$ 354,000.00	\$ 354,000.00	\$ -	
		TOTAL CHARGES & ASSMNTS	\$ 406,991.22	\$ 266,358.76	\$ 354,000.00	\$ 354,000.00	\$ 354,000.00	\$ -	
65450561	596000	INDIRECT COSTS	\$ 362,939.00	\$ 377,832.00	\$ 416,022.00	\$ 437,581.00	\$ 437,581.00	\$ 21,559.00	
65450561	597800	EMERGENCY RESERVE	\$ -	\$ -	\$ -	\$ -	\$ 25,000.00	\$ 25,000.00	
		TOTAL INDIRECT COSTS	\$ 362,939.00	\$ 377,832.00	\$ 416,022.00	\$ 437,581.00	\$ 462,581.00	\$ 46,559.00	
65450580	585100	EQUIPMENT	\$ 11,674.60	\$ 16,576.40	\$ 28,130.00	\$ 28,130.00	\$ 28,130.00	\$ -	
65450580	585300	OFFICE EQUIPMENT	\$ -	\$ -	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ -	
		TOTAL CAPITAL OUTLAY	\$ 11,674.60	\$ 16,576.40	\$ 31,630.00	\$ 31,630.00	\$ 31,630.00	\$ -	
65450590	591000	PRINCIPAL ON LONG TERM DEBT	\$ 905,000.00	\$ 1,418,500.00	\$ 1,629,000.00	\$ 1,890,469.00	\$ 1,890,469.00	\$ 261,469.00	
65450590	591500	INTEREST ON LONG TERM DEBT	\$ 651,208.76	\$ 657,536.89	\$ 608,609.00	\$ 1,234,878.00	\$ 1,234,878.00	\$ 626,269.00	
65450590	592000	OTHER DEBT SERVICES	\$ 5,543.21	\$ -	\$ -	\$ 47,386.00	\$ 47,386.00	\$ 47,386.00	
65450590	592500	INTEREST SHORT TERM	\$ 209,955.17	\$ 193,102.00	\$ 232,939.00	\$ 23,000.00	\$ 23,000.00	\$ (209,939.00)	
		TOTAL DEBT SERVICE	\$ 1,771,707.14	\$ 2,269,138.89	\$ 2,470,548.00	\$ 3,195,733.00	\$ 3,195,733.00	\$ 725,185.00	
		GRAND TOTAL WATER ENT	\$ 4,473,256.03	\$ 5,119,916.54	\$ 5,383,354.00	\$ 6,238,833.00	\$ 6,263,833.00	\$ 880,479.00	
TOTAL WATER ESTIMATED REVENUE							\$ 6,263,833.00		
SURPLUS/(DEFICIT)							\$ -		

Water Enterprise Fund

	DROUGHT									
	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Budget FY21	Proposed FY22 budget	
Rate Increases	10%	19%	19%	0%	0%	20%	15.2%	11%,4th tier		
Revenue:										
Tax Liens	18,355	13,199	16,662	37,159	9,079	9,372	8,890	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	4,629,228	4,676,354	5,704,833	
Water Installation	200,075	228,520	280,500	127,500	200,007	410,341	434,000	325,000	250,000	
Interest/Penalties	6,488	8,827	11,457	12,951	11,579	14,156	34,936	8,000	10,000	
Water Liens/Committed Interest	310,975	310,661	432,979	338,181	338,319	193,346	215,742	325,000	250,000	
Interest Income	10,034	14,251	43,517	57,836	70,002	93,788	40,240	40,000	40,000	
FEMA Reimbursements							63,762		-	
Misc	4,145	1,171,797	8,646	43,968	4,908	21,713	3,210	-	-	
Total Revenue	3,123,994	4,879,392	4,464,847	4,261,805	4,324,865	4,779,901	5,430,009	5,383,354	6,263,833	
Expenses:										
Personal Services	724,258	761,546	823,881	848,639	863,668	993,356	1,052,081	1,144,288	1,156,289	
Purchase of Services	448,260	527,957	525,679	447,507	527,448	566,884	775,783	541,700	630,700	
Materials & Supplies	400,540	680,988	323,529	342,039	381,264	359,705	361,750	425,166	432,900	
Marshfield Water	266,597	297,512	257,060	328,337	332,236	406,991	266,359	354,000	354,000	
Indirect Costs	244,300	257,529	299,580	323,551	342,684	362,939	377,832	416,022	437,581	
Emergency Reserve									25,000	
Capital Outlay	22,972	15,702	25,680	57,604	247,462	11,675	16,576	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	2,850,381	2,912,806	3,068,100	
Surplus/(Deficit) before debt payments	1,017,067	2,338,157	2,209,439	1,914,129	1,630,104	2,078,352	2,579,628	2,470,548	3,195,733	
Debt Service	703,225	688,912	1,576,996	1,733,706	1,755,619	1,771,707	2,269,139	2,470,548	3,195,733	
Total Surplus/(Deficit)	313,842	1,649,245	632,443	180,423	(125,515)	306,645	310,490	-	-	
Unappropriated Certified Retained Earnings as of July 1, 2020									1,063,000	
Less amount proposed for Fall 2020 STM									(525,000)	
Less amt needed to balance FY22 budget									-	
Less amt to be used for FY22 Capital									(156,980)	
Balance of Retained Earnings after FY21 STM								-	381,020	

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**Town of Scituate
Water Enterprise Fund
Indirect Costs
Fiscal Year 2022 Budget**

Description	Basis	Allocation	%*	FY21 Budget	Total
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	5.72%	380,815	24,905
Town Accountant	Processing of warrants etc.	Total FY20 budget	5.72%	402,549	23,015
Treas/Collector	Collections, bank rec., payroll etc.	Total FY20 budget	5.72%	417,905	23,893
Facilities Director		Personal Services budget	2.00%	99,426	1,989
Engineering Dept.	Engineering	1/8 of Engineer's Salary			12,035
DPW Admin. Dept.	Administration	1/5 of Director's Salary			27,700
Insurance	Building, Auto, Liability etc.	From Insurance Company			45,484
Group Insurance	Town's Share of group insurance	Actual Contribution FY20 rates			99,175
Medicare	Town's Share of medicare	Actual FY20	1.45%		14,107
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
				8.1%	437,581

* based on enterprise FY21 operating budget to total Town operating budget

TOWN OF SCITUATE

FY 2022 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 2022 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Comprehensive Dredge Permit Project
 - a. Work with Town Engineer and Costal Resource to select project Consultant 7-21
 - b. Work with, Consultant, Costal Resource reviewing proposed dredge areas. 9-21
 - c. Work with Consultant, Local, State and Federal agencies on required documentation. 1-22
 - d. Work with Consultant, Local, State and Federal agencies on permitting 4-22

2. Continue Training Assistant Harbormasters, Customer Service
 - a. Work with full time staff on how to respond the public in a timely manner. 7-21
 - b. Work with AH on how to maintain a professional appearance during difficult situations. 9-21
 - c. Train AH on how to work with a demanding public. 1-22
 - d. Work with AH to ensure the marina patrons realize that their concerns are addressed. 4-22

4. Train Staff on new Harbormaster Boat
 - a. Train with Assistant Harbormasters on operation on new Harbormaster boat 7-21
 - b. Train with Assistant Harbormasters on navigations systems on new Harbormaster boat 9-21
 - c. Train staff on all systems on new Harbormaster boat. 1-22
 - d. Develop plans for maintenance and checklist on Harbormaster boats 4-22

3. Promote the Town of Scituate and Protect and the Waterways in Scituate
 - a. Work with boaters to promote “Keeping Scituate Waterways Clean”. 7-21
 - b. Continue to work with commercial fishermen to clean up the waterways. 9-21
 - c. Work with Dockwa to promote transit dockage in Scituate. 1-22
 - d. Establish a plan of most important to least critical areas to be dredged. 4-22

MAJOR BUDGET COMPONENTS

FY22	Dept Service	\$433,382	35%
	Personnel	\$429,455	34%
	Services	\$233,923	19%
	Supplies/Materials	\$48,125	4%
	Electricity	\$30,510	2%
	Tech Services	\$27,000	2%
	Boat Repairs	\$25,000	2%
	Fuel	\$17,000	1%
	Capital Outlay	\$13,000	1%
		\$1,257,395	

FY 2022 RISKS AND CHALLENGES

1. “Covid” if the virus continues with no vaccine, keeping facilities clean and safe.
2. Keeping Harbormaster employees safe, healthy while providing service “Covid”.
3. Cole Parkway Marina docks are deteriorating are in need of replacement.
4. Completing Cole Parkway Piling project by marina opening, “Covid”
5. Harbormasters office, restrooms and showers are not ADA compliant.
6. Maintenance dredging necessary to keep the waterways navigable.
7. Rates and fees must be addressed to keep up with the cost to operate the Harbormaster Department.

DEPARTMENTAL ACCOMPLISHMENTS

Maintained cleaned public portable restrooms, “Covid” Cole Parkway and Scituate Maritime Center. All Harbormaster staff responded accordingly while following “Covid” restrictions and provided uninterrupted service.

Payment due date were extended to accommodate any patrons effected by “Covid” with no loss of revenue.

Worked to keep all areas clean at Cole Parkway and the Maritime Center “Covid”.

Maintained the Harbormaster boats and kept them clean “Covid” and in good working order.

Added hand sanitizer at the top of marina gangways, “Covid”.

Maintained the landscaping around the Cole Parkway Marina and Maritime Center.

AH attended and completed a Chapter 90B course with the MA Environmental Police.
Patrolled Scituate waterways daily throughout the boating season.
Worked seamlessly with SFD and SPD Marine Unit during emergency events.
Maintained and picked up debris/trash in the waterways.
Attended all Waterways meetings and worked closely with Scituate Waterways.
Attended Waterways meetings remotely "Covid"
Worked with former and newly elected Waterways Chairman thru the transition.
Reached out to all marina owners and clubs to address their questions and concerns.
Educated staff on how to better communicate with patrons and residents.
Awarded \$100,000 grant amendment from Seaport for Cole Parkway Marina Rehabilitation/Pile Project.
Worked with Town Engineer, Coastal Resource Officer on Cole Parkway Project.
Worked with Town Engineer, Coastal Resource Officer on Comprehensive Dredge Permit RFP
Replaced loose and missing boards, repaired marina docks, floats and ramps, to make marinas safer.
Maintained Commercial Pier hoists, OSHA compliance and kept the area neat and picked up.
Worked with the Scituate Police and USCG during water rescues.
Trained with Scituate FD on Unit 3 Fire pump.
Sent 6 Assistant Harbormasters to Basic Crewman course training.
Successfully responded to multiple oil spills with SFD, MADEP, and USCG.
In-service training Plymouth Police Academy.
Attending Cape and Island Harbormaster and South Shore meetings.
Trained with SFD dive team search patterns and dive operations.
Harbormasters diving inspecting moorings, inspect the inspector
Maintained Harbormaster log
Mapped and identified all moorings
Trained all Assistant Harbormasters on dispatch duty, computer skills for online transient reservations "Dockwa".
Harbormaster outreach program, Sent severe weather warnings thru Constant Contact to Mooring, Private Marinas and Marina Patrons.
Deiced all Town owned floats saving cost of approximately \$50,000 yearly
Updated and added new medical supplies for all HM boats and HM building
Successfully utilized shallow draft 16ft inflatable boat in the rivers, enforcing "No Wake" regulation daily and increased patrols
Added five additional "No Wake" buoys in the North and South river
Continued with educating the public, Harbormaster life jacket loaner program
Worked with the SFD and spec the new Harbormaster Unit 3 and had SFD work with builder to spec Firefighting pump.
Continued to require HM staff underway to wear a life jacket while underway.
Replaced and added Public Safety radios
Maintained floating informational "Welcome to Scituate" sign
Awarded \$10,000 Grant, Fishing for Energy program with National Fish and Wildlife Foundation.
Worked with Scituate PD on parking enforcement on the pier for commercial parking

Worked with DPW, and Atlantic White Shark Conservancy, Dr. Skomal White Shark studies
 Maintained Harbormaster Facebook account
 Maintained a Harbormaster Instagram account
 Worked with facilities on heat and air conditioning systems for restrooms
 Worked with facilities and contractor on new fire alarm system at Harbormaster building
 Assisted the IT department on new security cameras
 Worked with Scituate Chamber of Commerce for the Towns first Lighted Boat Parade, Blessing of the Fleet.
 Continued with Memorial Day Veterans lost at Sea Ceremony.

DESCRIPTION OF REVENUE	FY19	FY20	FY21 YTD	FY22 Projected	Comments
Slip/Dingy Fees	\$ 685,905	\$ 662,548	\$ 84,682	\$ 675,000	
Moorings/Chapter 10A	\$ 115,617	\$ 94,659	\$ -	\$ 95,000	
Waterways	\$ 160,073	\$ 170,231	\$ 41,200	\$ 155,000	
Maintenance User Fee					
Town Pier Dockage	\$ 19,950	\$ 19,350	\$ 1,850	\$ 15,000	
Tie-ups	\$ 20,047	\$ 25,082	\$ 28,797	\$ 20,000	
Mooring Applications	\$ 3,953	\$ 3,580	\$ 3,655	\$ 3,600	
Ice	\$ 3,397	\$ 2,948	\$ -	\$ 3,000	"Covid"
Boat Yard/USCG Lease	\$ 155,837	\$ 161,096	\$ 50,000	\$ 150,000	
Pump-out Program	\$ 7,492	\$ 7,492	-	\$ 8,000	Eligible Reimbursement 1/1/20-12/31/2020
Interest on Earnings	\$ 26,078	\$ 23,032		\$ 3,000	
Misc. Fees, Tickets	\$ 3,749	\$ 3,982	\$ 970	\$ -	
Excise Tax	\$ 43,108	\$ 42,535	\$ 38,671		
Premium from Sale of Bonds	\$ <u>2,662</u>	\$ <u>4,062</u>	\$ <u>4,062</u>		
	\$1,247,868	\$ 1,220,597	\$ 253,887		
<u>Grant & Donations</u>					
SAC Grant Town Pier Rehab	\$ 144,781	\$ 144,771	\$ 129,797		
Harborwalk/Gift Account	\$ 4,617	\$ 1,419	\$ 400		
Shellfish Donation	\$ 25	\$ 25	\$ 25		
SEAC Marina Piling	\$ 70,000	\$ 89,281	\$ 284,286		
MCOD ADA	\$ 27,000	\$ -	\$ -		

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	2021 Budget	2022 Dept Req	2022 Town	
							Admin Recomm	\$ Change
Dept 298 Fund 6600 WATERWAYS ENTERPRISE - Stephen Mone, Harbormaster								
66298510	511000	REGULAR SALARIES	\$ 204,672.79	\$ 213,678.80	\$ 217,155.00	\$ 220,422.00	\$ 220,422.00	\$ 3,267.00
66298510	512000	OVERTIME	\$ 7,139.02	\$ 4,561.92	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ -
66298510	513000	LONGEVITY	\$ 1,300.00	\$ 500.00	\$ 2,400.00	\$ 2,700.00	\$ 2,700.00	\$ 300.00
66298510	519000	SEASONAL SALARIES	\$ 161,017.19	\$ 183,643.03	\$ 196,234.00	\$ 204,712.00	\$ 204,712.00	\$ 8,478.00
66298510	519100	OTHER SALARIES	\$ 1,006.42	\$ 1,142.88	\$ 647.00	\$ 647.00	\$ 647.00	\$ -
		TOTAL PERSONAL SERVICES	\$ 375,135.42	\$ 403,526.63	\$ 424,436.00	\$ 436,481.00	\$ 436,481.00	\$ 12,045.00
66298520	521100	ELECTRICITY	\$ 28,197.99	\$ 25,026.41	\$ 30,500.00	\$ 30,510.00	\$ 30,510.00	\$ 10.00
66298520	524100	OFFICE MACHINE MAINTENANCE	\$ 282.67	\$ 237.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ -
66298520	524200	REPAIR & MAINTENANCE	\$ 62,990.13	\$ 60,008.51	\$ 63,000.00	\$ 68,000.00	\$ 63,000.00	\$ -
66298520	529100	RUBBISH REMOVAL	\$ 3,096.61	\$ 2,419.00	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	\$ -
66298520	530100	MARINE PARK O & M COSTS	\$ 24,561.32	\$ 18,777.31	\$ 10,000.00	\$ 13,000.00	\$ 10,000.00	\$ -
66298520	530800	TRAINING	\$ 1,600.00	\$ 125.00	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ -
66298520	530900	TECHNICAL SERVICES	\$ 19,805.94	\$ 25,894.06	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ -
66298520	532100	CONFERENCES/MEETINGS	\$ 114.25	\$ 264.58	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ -
66298520	534100	TELEPHONE	\$ 732.59	\$ 783.17	\$ 3,084.00	\$ 3,100.00	\$ 3,100.00	\$ 16.00
66298520	534300	BINDING & PRINTING	\$ -	\$ 205.33	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ -
66298520	534400	POSTAGE & DELIVERY	\$ 836.48	\$ 864.80	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ -
66298520	534600	LEGAL ADVERTISING	\$ 132.66	\$ -	\$ 500.00	\$ 500.00	\$ 500.00	\$ -
66298520	571100	MILEAGE REIMBURSEMENT	\$ 305.05	\$ 261.63	\$ 350.00	\$ 350.00	\$ 350.00	\$ -
66298520	573100	PROFESSIONAL DUES & SUBS	\$ 299.00	\$ 450.00	\$ 425.00	\$ 425.00	\$ 425.00	\$ -
66298520	596000	INDIRECT COSTS	\$ 79,874.00	\$ 108,987.00	\$ 117,910.00	\$ 159,148.00	\$ 159,148.00	\$ 41,238.00
		TOTAL PURCHASE OF SERVICES	\$ 222,828.69	\$ 244,303.80	\$ 267,169.00	\$ 316,433.00	\$ 308,433.00	\$ 41,264.00
66298540	542000	OFFICE SUPPLIES	\$ 671.96	\$ 138.11	\$ 750.00	\$ 750.00	\$ 750.00	\$ -
66298540	542300	SUPPLIES	\$ 33,545.68	\$ 31,633.94	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ -
66298540	542500	PRINTING & FORMS	\$ 1,230.16	\$ 2,070.67	\$ 575.00	\$ 575.00	\$ 575.00	\$ -
66298540	543000	BUILDING SUPPLIES	\$ 3,133.84	\$ 3,383.13	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ -
66298540	545100	CLEANING SUPPLIES	\$ 1,483.57	\$ 749.12	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ -
66298540	546200	LANDSCAPING SUPPLIES	\$ 747.28	\$ -	\$ 1,600.00	\$ 1,600.00	\$ 1,600.00	\$ -
66298540	548100	FUELS & LUBRICANTS	\$ 17,748.76	\$ 16,993.90	\$ 17,000.00	\$ 17,500.00	\$ 17,500.00	\$ 500.00
66298540	558100	CLOTHING	\$ 2,691.28	\$ 2,926.87	\$ 3,700.00	\$ 3,700.00	\$ 3,700.00	\$ -
		TOTAL MATERIALS & SUPPLIES	\$ 61,252.53	\$ 57,895.74	\$ 64,625.00	\$ 65,125.00	\$ 65,125.00	\$ 500.00
66298580	585100	EQUIPMENT	\$ 2,795.34	\$ 181.52	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ -
66298580	588200	CAPITAL REPLACEMENT	\$ -	\$ 7,710.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ -

FY 2022 Town Administrator Recommended Budget

Org Code	Object	Account Description	2019 Actuals	2020 Actuals	2021 Budget	2022 Dept Req	2022 Town Admin Recomm	\$ Change
		TOTAL CAPITAL OUTLAY	\$ 2,795.34	\$ 7,891.52	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ -
66298590	591000	PRINCIPAL ON LONG TERM DEBT	\$ 300,000.00	\$ 314,250.00	\$ 325,000.00	\$ 366,000.00	\$ 366,000.00	\$ 41,000.00
66298590	591500	INTEREST ON LONG TERM DEBT	\$ 66,063.76	\$ 61,598.66	\$ 48,514.00	\$ 67,382.00	\$ 67,382.00	\$ 18,868.00
66298590	592500	INTEREST ON SHORT TERM DEBT	\$ 5,833.75	\$ -	\$ 16,856.00	\$ -	\$ -	\$ (16,856.00)
		TOTAL DEBT SERVICE	\$ 371,897.51	\$ 375,848.66	\$ 390,370.00	\$ 433,382.00	\$ 433,382.00	\$ 43,012.00
		GRAND TOTAL WATERWAYS ENT	\$ 1,033,909.49	\$ 1,089,466.35	\$ 1,159,600.00	\$ 1,264,421.00	\$ 1,256,421.00	\$ 96,821.00
TOTAL WATERWAYS ESTIMATED REVENUE							\$ 1,176,600.00	
SURPLUS/(DEFICIT)				Rate discussion December 2020			\$ (79,821.00)	

Waterways Enterprise Fund

	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Budget FY21	Proposed FY22 budget
Revenue:									
Boat Excise	39,816	40,360	40,692	39,761	40,378	43,108	42,535	40,000	40,000
Slip Fees	666,140	660,864	675,384	673,380	674,005	685,905	662,548	675,000	675,000
Mooring Fees	99,692	115,720	78,426	114,642	95,561	115,617	94,659	95,000	95,000
Marina User Fees*	74,125	78,000	150,500	160,750	156,795	160,073	170,231	155,000	160,000
Town Pier Fees	14,590	11,800	12,338	27,200	16,700	19,950	19,350	15,000	15,000
Overnight Tie-ups	33,278	16,415	18,924	23,742	28,381	20,047	25,082	20,000	25,000
Mooring Waiting List	2,078	2,622	5,706	3,690	9,050	3,953	3,580	3,600	3,600
Sale of Ice	3,273	2,421	3,530	3,126	2,961	3,397	2,948	3,000	3,000
Lease Income	116,245	127,759	143,502	136,441	153,822	155,837	161,096	150,000	155,000
Fines				100		3,749	3,982		-
Interest Income	3,277	2,720	3,051	8,984	14,868	26,078	23,032	3,000	5,000
State Grants			9,400		10,165	12,462			-
FEMA Reimbursements							145,728		
Misc	419	10,576	40	1,406	2,640	3,855	15,470		
Total Revenue	1,052,934	1,069,257	1,141,492	1,193,222	1,205,326	1,254,030	1,370,242	1,159,600	1,176,600
Expenses:									
Personal Services	304,915	288,684	354,576	374,181	373,230	375,135	403,527	424,436	436,481
Purchase of Services	97,650	91,286	101,113	112,886	97,638	142,955	136,427	149,259	149,285
Materials & Supplies	40,450	37,140	54,389	48,425	55,697	61,253	58,030	64,625	65,125
Indirect Costs	83,124	55,981	57,749	55,731	78,199	79,874	108,987	117,910	159,148
Capital Outlay	21,500	2,994	4,990	7,525	6,245	2,795	7,892	13,000	13,000
Capital Articles									
Total Operating Expenses	547,639	476,085	572,816	598,749	611,008	662,012	714,862	769,230	823,039
Surplus/(Deficit) before debt payments	505,295	593,172	568,676	594,473	594,318	592,018	655,380	390,370	353,561
Debt Service	473,554	451,079	438,254	405,136	381,953	371,898	375,849	390,370	433,382
Total Surplus/(Deficit)	31,742	142,093	130,422	189,337	212,365	220,121	279,531	-	(79,821)
Unappropriated Certified Retained Earnings as of July 1, 2020									567,747
Less amount proposed for Fall 2020 STM									-
Less amt needed to balance FY22 budget									-
Less amt to be used for FY22 Capital									(245,477)
Balance of Retained Earnings after FY21 STM									322,270

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**Town of Scituate
Waterways Enterprise Fund
Indirect Costs
Fiscal Year 2022 Budget**

Description	Basis	Allocation	%*	FY21 Budget	Total
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	1.23%	380,815	4,690
Town Accountant	Processing of warrants etc.	Total FY20 budget	1.23%	402,549	4,958
Treas/Collector	Collections, bank rec., payroll etc.	Total FY20 budget	1.23%	417,905	5,147
Assessors	Clerk in charge of Boat Excise	50% of clerk's salary.	50.00%	20,937	10,469
Facilities Director		Personal Services budget	2.00%	99,426	1,989
Insurance	Building, Auto, Liability etc.	From Insurance Company <i>Marina & Watercraft policy reduced 35%</i>			63,049
Group Insurance	Town's Share of group insurance	Actual Contribution FY20 rates			36,642
Medicare	Town's Share of medicare	Actual FY20	1.45%		4,649
OPEB	OPEB liability	Based on most recent actuary %	0.53%	104,440	554
Pensions and Retirement	Penison Costs	Based on actuarial breakdown done for PCRS	0.52%	5,221,978	27,002
				13.7%	159,148

* based on enterprise FY21 operating budget to total Town operating budget