



BUDGET | 2020

**TOWN ADMINISTRATOR'S
RECOMMENDED FY2020 BUDGET
& FY2020-24 CAPITAL PLAN**

TOWN OF SWAMPSCOTT, MASSACHUSETTS

swampscottma.gov



**TOWN OF SWAMPSCOTT, MASSACHUSETTS
FISCAL YEAR 2020
FINANCIAL PLAN & OPERATING BUDGET**

General, Capital Projects and Enterprise Funds
July 1, 2019 to June 30, 2020

BOARD OF SELECTMEN

Peter Spellios, Chairman
Patrick A. Jones, Vice Chairman
Naomi R. Dreeben
Donald M. Hause
Laura Spathanas

Sean R. Fitzgerald, Town Administrator
Gino A. Cresta, Jr., DPW Director/
Assist. TA (Operations)

M. Ronald Mendes, Esq., Treasurer/
Assist. TA (Administration)
Cheryl A. Herrick-Stella, Town Accountant

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Budget Calendar

Tax Policy and New Growth Guideline voted on	October 29
Capital Improvement Requests due	October 31
Budget Guide distributed with instructions	November 2
Department head meeting to discuss budget guidelines	November 26
Departments submit budget requests	November 30
Initial Department meetings	December 31st
Revenues Forecasted	by January 25
School Budget submitted	by February 10
Final budget review with departments	by February 10
Budget submitted to Selectmen for ratification	February 27
Budget submitted to Finance Committee	February 27
Selectmen ratification	by March 1
Capital Improvement Plan approved	by March
Finance Committee recommendations due	April 21
Warrant to printer	April 24
Warrant mailed to Town Meeting members	May 10

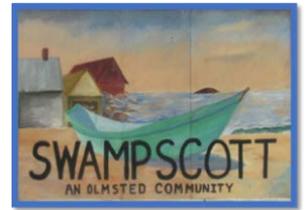




Town of Swampscott

OFFICE OF THE TOWN ADMINISTRATOR

Sean R. Fitzgerald



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February 27th 2019

To the Honorable Members of the Board of Selectmen and the residents of Swampscott:

What follows is the Town Administrator's Proposed Budget for the Town of Swampscott for Fiscal Year 2020. The FY20 Budget sets a strong agenda for the Town that continues the focus on advancing priorities established by the Board of Selectmen, Finance Committee, and Town Meeting Members.

I am pleased to report that the focus of the Town's elected and appointed officials creates a strong vision for Swampscott by striking a balance between prudent investments and affordability. This year's recommended budget meets the new guideline instituted by Swampscott's BOS and Finance Committee to balance the budget using just a 2% tax levy increase (instead of the 2.5% tax levy increase that is allowed by law), plus an additional \$425,000 (representing new growth), and eliminate the use of free cash (or one-time revenues) to balance the budget. The proposed FY2020 Budget reflects the Town's ongoing commitment to slowing tax increases and re-focusing instead on increasing efficiencies in our town spending. It is worth noting that this is the second annual budget in Swampscott that does not propose spending up to the maximum tax levy increase allowed by law.

FOCUS ON LONG RANGE FINANCIAL PLANNING

This past fall, a comprehensive 10-year financial forecast was developed utilizing historical information pulled from the DOR database by analyzing past performance and historical and prospective looking intelligence to determine rates of growth and expected financial events over the next 10-years. At that time the Board of Selectmen and Finance Committee elected to adopt a tax policy guideline for an increase of no more than a 2.0% to the base tax levy, plus an additional \$425,000 representing new growth. With this new policy in place and our projections on spending trends, that would have placed the FY2020 in deficit, if we continued with our current behaviors. I communicated the policy to all Department Heads and requested that they think critically about spending needs and find way to submit two budgets, one that was level funded and one that had a 5% decrease to expenses.

The priorities set by the elected officials have been worked on and supported by Swampscott's dedicated Department Heads over the last many months. We believe that this budget reflects the Town's priorities – including quality Town services with a focus on public safety, education, infrastructure, and community programs, while trying to remain within our current fiscal constraints.

As a Town, we held two major events this year that helped drive an ever-increasing connection to short- and long-range planning. This year, Swampscott's Selectmen held their first-ever Swampscott Idea Exchange that helped to serve as cornerstone for expanded community engagement. This type of outreach has helped to incorporate some terrific ideas in our 2020 operating budget and short- and long-range capital plans. I hope you will see in the following FY2020 budget and FY2020-24 capital plan how you helped influence the process. The Financial Summit was another great example of forward-thinking leadership by local officials and helped to work through some of the difficult financial discussions that are necessary to ensure we are spending every dollar wisely.

BUDGET OVERVIEW

This year, as with last year, the Town has spent time carefully evaluating every line in the Town Budget. I am pleased to report that the FY2020 proposed budget limits spending to an increase of 1.9% for general fund municipal departments. This proposed budget funds not only municipal services, but also some key services, such as some facilities costs & employee benefits, that are shared by both the School & other municipal departments. I am also pleased to report that funding for Swampscott's Public Schools is limited to 2% - as compared to average increases of about 3.3% over the past 5 years. The Enterprise (Water & Sewer) funds have been materially level funded over the past five years, and for FY2020 I am recommending an increase of 5.6% in order to adequately fund water & sewer infrastructure work and properly represent the cost of water & sewer operations within the enterprise funds.

This year, The Town's Budget also includes \$15,000 for the retainer of a consultant to assist the town in lobbying the State House for proper educational funding as the legislature takes a new look at state education funding formulas. It is our intention to seek to partner with other similarly situated communities to pool resources to ensure that we are no longer underfunded. We are not going to sit as a victim to underfunding, we are going to actively seek a solution. The FY2020 Town Budget also includes \$10,000 for consulting services to explore the relocation of the DPW and redevelopment of the DPW site.

FY2020 BUDGET PROCESS

This proposed budget submission is the beginning phase of the FY2020 budget approval process. The Board of Selectmen, Finance Committee and Capital Improvement Committee have all been integral in helping to shape this budget and overall financial plan. Some of the efforts that were undertaken to help create a the FY2020 financial plan were:

- *CIC Committee meetings starting in November well in advance of the presentation of the budget*
- *Development of a 10-year financial forecast provided the basis for detailed review of 10 years of revenue and expenses in the fall of 2018*
- *In-depth reviews and meetings with Department Heads to review every line and find innovative ways to meet the tax policy guidelines and maximize limited funds.*
- *Continued joint meetings & increased collaboration, communication and connectivity between the Board of Selectmen, the Finance Committee and the Capital Improvements Committee*

LOCAL AID/ GENERAL FUND REVENUE ESTIMATES

This past year, the Town has taken extra steps to review and forecast revenues based on a detailed review of prior year actuals and projected revenues. We have also taken into account our current and predicted economic environment to ensure that we are, not over estimating, but also not under estimating revenues. Based on this review, I am proposing a 3.64% increase in the estimated local

receipts used for the Proposed FY20 budget. It is important to understand that these receipts will be reviewed month-to-month and forecasted in the fall of 2019 as we look to set the tax classification and levy.

LOCAL AID

Increase of \$543,451, 10.51% over FY19, total FY20 budget \$5,716,285

- *The Governor's budget for FY20 included a substantial increase to Chapter 70 aid & a modest increase to the charter school reimbursement*
- *House Ways and Means budget will be released in mid-April which will give us a better idea if there would be any additional increase especially in Chapter 70 school funding.*

LOCAL RECEIPTS

Increase of \$203,309, 3.64% over FY19, total FY20 estimate \$5,795,809

- *Significant increases in investment income due to interest rates*
- *MOU with Retirement Board*
- *Based on history of revenue generation & economic analysis*
- *Additional analysis began recently with updates to the Town's annual tax classification process.*
- *The review stressed estimating revenue that, while conservative, is based on actual revenue.*

The Town budget includes more financial tools for my office to advance important planning and economic initiatives so that while we continue to instill a stronger budget discipline, we also work on improving revenue growth. It also includes strategic capital investments in our infrastructure, like paving, repairing seawalls, as well as community enhancements, like improved beach entrances. Some highlights of these additional strategic investments are outlined below and in greater detail in departmental and capital budgets:

ADMINISTRATION & FINANCE

Decrease of \$265,079, -7.1% over FY19, total FY20 budget: \$3,494,227

- *Major driver of decrease is expected and known retirements/contractual end of employment costs*
- *Collective Bargaining Agreements (CBAs) negotiated therefore reducing the salary reserve*
- *New provider of personal/liability insurance provided lower premiums*
- *Negotiated or transitioning IT services/costs to lower cost providers*

COMMUNITY & ECONOMIC DEVELOPMENT

Increase of \$24,147, +3.9% over FY19, total FY20 budget: \$640,276

- *Increase due to investments in personnel (i.e. contractual requirements)*
- *Additional funding for outside consulting projects to help with economic development opportunities*
- *Additional funding for the Historical Commission*

PUBLIC SERVICES

Decrease of \$5,603, -0.2% over FY19, total FY20 budget: \$3,301,178

- *Consolidation of staffing resources & staffing model for Facilities department*
- *Reduction in energy costs due to Green Communities efficiency projects*
- *Level funding solid waste*

ENTERPRISE FUNDS

Increase of \$336,705, +5.6% over FY19, total FY20 budget: \$6,335,212

- *Restructured several costs, including fuel, salaries, postage & mailing costs to allocate costs properly between general fund and enterprise funds.*

- *Regular comprehensive annual review of rate structure to ensure ratepayers properly pay for the cost of water & sewer operations with no subsidy from the general fund.*

PUBLIC SAFETY

Increase of \$336,668, +4.5% over FY19, total FY20 budget: \$7,764,622

- *Overall increase mainly due to Collective Bargaining Contract requirements*
- *Some savings due to employee census changes and retirements*
- *True cost of overtime is now budgeted in greater detail to reflect “minimum manning” costs*

HUMAN SERVICES

Increase of \$30,553, +3.3% over FY19, total FY20 budget: \$968,736

- *Overall increase mainly due to contractual CBA requirements*
- *Increase in library materials*

PUBLIC SCHOOLS

Increase of \$580,792, +2% over FY19, total FY20 budget: \$29,620,402

- *The FY20 Education budget is one of the most fiscally prudent budgets in recent years*
- *In-depth analysis was completed to determine where there could be cost-savings and efficiencies*
- *Swampscott High School was recognized as a National Blue-Ribbon school—one of the best in the Nation!*

CAPITAL

Funding for \$2,234,400 for key capital projects:

- *Improvements for Swampscott Beach Entrances; Additional Investments in Decorative Lights*
- *Funding for DPW Equipment; Police Vehicles; Technology, Infrastructure; Park Improvements*
- *Seawall Repairs; Town/School Building Repairs; Road Surface Management; Security Upgrades*

STABILIZATION

The FY20 budget has been carefully vetted with department heads to scrutinize costs and find areas where we could decrease some line items and add to others; a change for this budget year was a careful look at our reserves and stabilization funds. In prior fiscal years the stabilization transfers were imbedded within the operating budget, this year they will be presented as a separate free cash article. We have historically high levels of reserves, which is why we have elected to continue to put away a modest amount of money while employing our limited resources to other areas in the operating budget and capital plan.

Specifically, I am recommending \$600,000 be transferred from “Free Cash” as follows:

- *\$500,000 be placed in Swampscott’s Stabilization Fund*
- *\$100,000 be placed in Swampscott’s OPEB Trust Fund*

The OPEB Liability (primarily health insurance benefits to retired public employees) is an area that we will need to continue to focus in on as it was the single reason that is holding Swampscott back from the highest municipal bond rating. The fiscal prudence that has occurred over the past few years helped us to improve our bond rating from Standard & Poors from AA to AA+; however, we have a long-term goal to achieve their highest rating of AAA and this important goal requires Swampscott to address the OPEB Liability in a meaningful way. By making these investments now, and in the years to come, we will position Swampscott for another opportunity to seek a bond rating increase in coming years, ensuring the lowest cost for bonding and capital financing.

TAX RATE

This proposed budget provides a preliminary assumption of a 2.0% increase to the local property tax levy, plus an additional \$425,000 representing new growth. The new growth number is a data-point that we will continue to monitor and adjust accordingly as we seek to bring the Town finances in to balance. Last year, the Town brought in new growth of \$438,000 and it is estimated to be on pace with the prior fiscal year. We will continue to monitor building permits issued and develop a deeper analysis that studies the correlation between permit revenue and new growth captured.

This year, I will continue to work with the Board of Selectmen and Town Finance Staff to evaluate strategies to mitigate the impact of this year's Town budget on Swampscott's single-family tax bill. As part of these efforts, I anticipate that a fall Town Meeting may be helpful to focus on steps we can continue to take as we seek strategies to mitigate Swampscott's local property tax burden on Swampscott's hardworking families.

A FOCUS ON KEY CHALLENGES

While the Town's financial fundamentals are relatively solid, there are a number of structural challenges facing the Town that need to be acknowledged so that they can be addressed over the long-term. These challenges developed over a number of decades and cannot be fully solved in one budget cycle. For the past two years we have significantly slowed the growth of the operating budget and are at a point where we cannot continue to cut our way out of some of our financial challenges, without significantly impacting services, some of the challenges are:

- *The cost of retiree health insurance that is driven by the PEC agreement, costs the Town \$2.0 million a year and is growing at an extraordinary pace as the number of retirees on our health insurance far out paces the number of current employees.*
- *Collective Bargaining Agreements include language with costly manning requirements, stipends, incentives, differentials, steps, lanes, and other costly benefits that contribute to the total cost of these contracts. These cost items need to be factored along with annual Cost of Living Allowance (COLA) adjustments that are negotiated. While structural changes were negotiated for the majority of the Town unions, there is still more work to be done with the Town and School's CBAs.*
- *The cost of solid waste services has been increasing dramatically, in recent years. This means that each year, this line item increases to the detriment of other important services that the Town provides to citizens. We need to find a long-term solution to ensure these services are provided at a cost that is sustainable to the Town.*
- *We have also seen over the past decade a constant eroding of the commercial tax base in Town as many parcels that were previously commercial are giving way to residential development. Ensuring a vibrant local economy is necessary to making sure Swampscott preserves a sense of place, but it also provides a way of sharing the tax burden between residents and the business community that does not place an undue burden on either.*

LOOKING FORWARD

Today, as ever, I remain as excited about creating a future for Swampscott that we can all be proud to work toward. I am proud to also work with so many inspired and dedicated colleagues and elected board and committee members who bring their energy to finding creative ways to invest limited funds wisely, slow the overall growth of key budgets, while exploring other sources of funding to build a brighter future. This fundamental balance is important to strike as we work to make bold investments in Swampscott's infrastructure and enhancements that make our citizens passionate about living in such an extraordinary community.

This year, I want to highlight the leadership and support from the Town that helped to achieve outstanding progress in key areas:

- *Another year with a comprehensive tax classification process that lead to the second year of a tax reduction for the Average Single-Family Tax Bill.*
- *Completion of a 10-year detailed Financial Forecast that will drive long range financial planning*
- *A joint Financial Summit between the School Committee, Capital Improvement Committee, Finance Committee and Board of Selectmen focused on key financial metrics.*
- *Continued leadership as Swampscott worked with the Massachusetts School Building Authority to develop strategies for School Improvements*
- *Inspired work to develop Swampscott into an “Age Friendly” community.*

As a community, Swampscott must continue our focus on planning for the future, not simply financially, but what we expect Swampscott to be in the next 25 – 50 years. This means addressing how we enhance our commercial base, improve the delivery of our governmental and educational services, maintain and improve our beaches and environmental resources, while keeping Swampscott affordable.

I am inspired by the work of Swampscott’s Department Heads as they continue their efforts to think anew about the ways we can all improve the delivery of our services. It is an honor and a pleasure to serve this great Town. I am proud that Swampscott will continue to benefit from the dynamic leadership, strong financial position, sustainable infrastructure, and spirit of cooperation we have cultivated among Town Staff and Local Officials. I want to express my thanks and appreciation to Town Accountant Cheryl Herrick-Stella, Asst. Town Administrator/Town Treasurer Ron Mendes, Asst. Town Administrator/DPW Director Gino Cresta, and for all their passionate and inspiring leadership as we build a stronger and more sustainable future for Swampscott.

I would also like to especially thank Superintendent Pamela Angelakis, the School Committee and their entire dedicated team for the continued support and assistance in meeting our shared Town financial goals.

Lastly, I am grateful to Swampscott’s Board of Selectmen for their support of town staff and leadership and guidance on town priorities. I appreciate the Finance Committee and Capital Improvement Committee for their tireless dedication and focus on long-term fiduciary goals and our shared efforts to find strategic balance. And I also want to thank every town employee, committee volunteer, resident, Town Meeting member, our town’s legislative delegation—we are all eager to continue the work ahead to inspire the best in such a remarkable community!

Respectfully,



Sean R. Fitzgerald
Town Administrator

Town Organization

Background

Swampscott, Massachusetts, USA, is a beautiful and tranquil seaside community of 13,787 residents located 15 miles northeast of Boston along the coastline of the Atlantic Ocean. Our name, Swampscott, is of Native American origin, most probably from M'squompsk meaning red rock. It then became M'squompskut, for the phrase "at Red Rock" because of the red granite outcroppings that were visible to those offshore.



Swampscott offers a friendly, welcoming and nurturing family environment, an excellent pre-school to grade 12 public educational system, superb public safety and support systems, abundant youth sports opportunities and a town government which is responsive to the needs of its citizens.

Whether you are visiting our community or thinking about establishing residency, you'll find Swampscott to be an ideal choice. We offer the character of a seacoast community, fine restaurants and shopping areas and we're only about 20 minutes from Logan International Airport and the City of Boston.

Board of Selectmen

The Selectmen serve as the Town's Chief Executive Body. They have overall responsibility for the general operations of town government. While most other town boards and offices serve a particular function or purpose, the Selectmen's responsibilities are much broader. Selectmen play an active role and strong role in the overall management of town affairs. In Swampscott, the Selectmen, along with the Town Administrator, promote a team approach toward town management.

The members of the Board of Selectmen are:

Peter Spellios, Chair
Patrick A. Jones, Vice-Chair
Naomi R. Dreeben
Donald M. Hause
Laura Spathanas

School Committee

The School Committee has general charge and superintendence of the public schools. The School Committee establishes educational goals and policies for the schools consistent with the requirements of the laws of the commonwealth and standards established by the Commonwealth.

The members of the School Committee are:

Amy O'Connor, Chair
Gargi Cooper, Vice-Chair
Francis E. (Ted) Delano III
Carin Marshall
Suzanne Wright

Finance Committee

The primary duties of the Finance Committee are to advise and make recommendations to town meeting on the budget and other areas of municipal finance. It has authority to make transfers from the Town's Reserve Funds and may (with the concurrence of the Selectmen) authorize some budget transfers at fiscal year-end. In addition to its research and advisory role, the committee plays a vital role in financial planning.

The members of the Finance Committee are:

Timothy Dorsey, Vice Chair
Mary Polly Titcomb
Joan Hilario
Cinder McNerney
Mary Ellen Fletcher
Gail Rosenberg
Jill Sullivan

Boards and Commissions

In addition to being shaped and influenced by the Town's elected officials and appointed staff, Town policy and programs are impacted by the actions of the Town's Boards and Commissions. The size, responsibility and source of authority of the Town's Boards and Commissions vary. With the exception of those members who derive their appointments as a result of their position in Town government and the Town Charter mandating their membership, the Board of Selectmen appoints members. Boards and Commissions are autonomous in their decision-making capabilities, and are typically led by a chairperson and staffed by Town personnel.

Affordable Housing Trust
Andrew's Chapel Restoration
Committee
Article 6 Committee
Board of Assessors
Board of Health
Board of the Public Library
Capital Improvement Committee
Commission on Disability
Communications Committee
Conservation Commission
Council on Aging
Cultural Council
Earth Removal Advisory Committee
Emergency Management
Fence Viewers
Committee

Harbor & Waterfront Advisory
Historic District Commission
Historical Commission
Housing Authority
Open Space & Recreation Plan
Committee
Planning Board
Rail Trail Design & Construction
Advisory Committee
Recreation Commission
Renewable Energy Committee
Retirement Board
Swampscott Overdose Response
Team
Turf Field Advisory Committee
Zoning Board of Appeals

Principal Town Officers

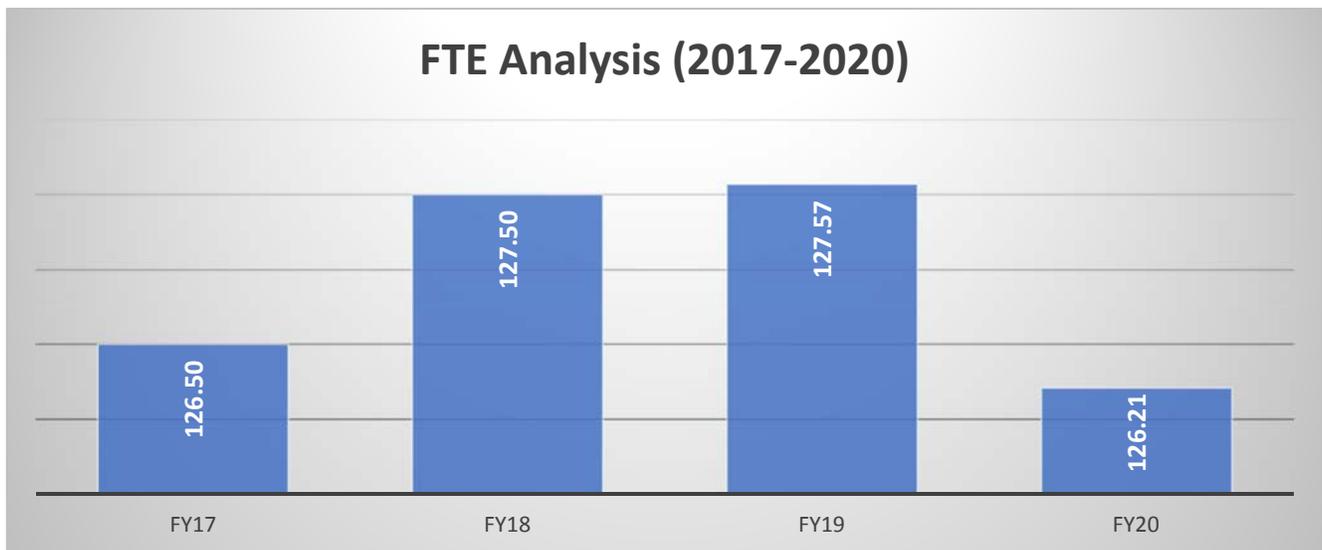
Department/	Official(s)	Additional Areas of Authority
Executive Administration	Sean R. Fitzgerald, Town Administrator	
Accounting	Cheryl Herrick-Stella, Town Accountant	
Assessing	John Speidel, Assistant Assessor	
Building	Max Kasper, Building Inspector	Facilities, Wiring, Plumbing,
Clerk	Susan J. Duplin, Town Clerk	
Community & Economic Dev.	Marzie Galazka, Director	
Council on Aging	Marilyn Hurwitz, Director	
Fire	Kevin Breen, Chief	Emergency Management
Health	Jeff Vaughn, Director	Animal Insp./Control
Library	Alyce Deveau, Director	
Human Resources	Julie DeLillo, Director	
Police	Ronald Madigan, Chief	
Public Schools	Pamela Angelakis, Superintendent	
Public Works	Gino A. Cresta, Jr. Assistant Town Administrator, Operations	Water, Sewer, Parks, Cemetery, Roads, Engineering
Recreation	Danielle Strauss, Recreation Director	
Treasury	M. Ronald Mendes, Asst. Town Administrator, Administration	
Veterans Services	Michael Sweeney, Veteran's Agent	

Town Personnel Analysis

The cost of non-school personnel to the Town is \$10.7 million dollars, or 33% of the General Fund operating budget. Because personnel costs are the most significant portion of the annual budget, it is critical for the Town to continue to stringently monitor this area. The Town Administrator has sought to review operations and make efficiency improvements, striving to maintain staffing levels and sharing human resources among departments, where possible.

The chart below shows the Town’s non-school headcount for FY20. Grant funded positions are not considered core positions, they will fluctuate with grant awards and may not be retained after the grants terminate. The table on the following page illustrates the headcount for FY20.

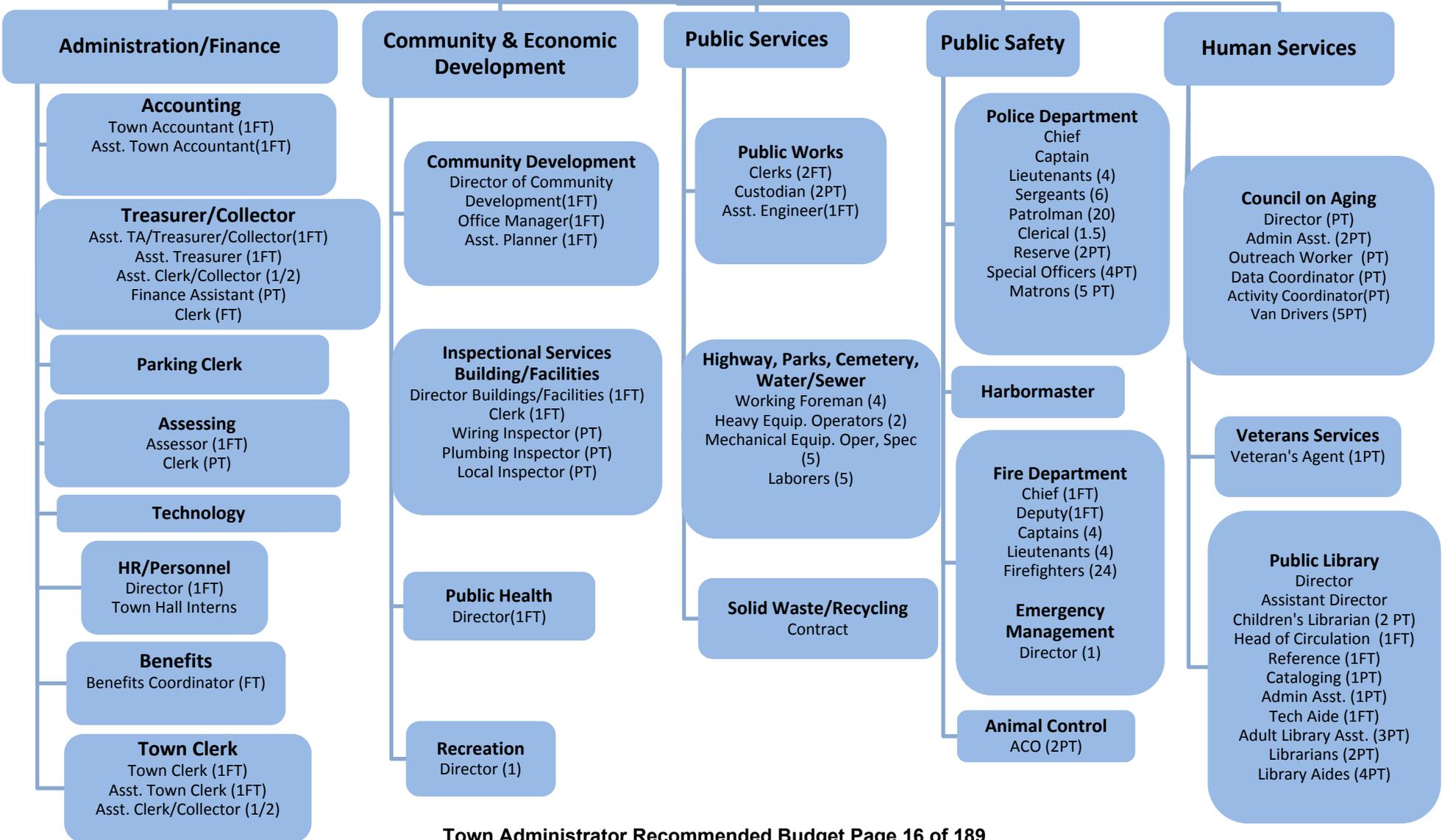
TOWN OF SWAMPSCOTT FTE Analysis



DEPT	FY 2017		FY 2018		FY 2019		FY 2020		FY2019-20 Differences	
	Head Count	FTE	Head Count	FTE						
TOWN ADMINISTRATOR	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	-	-
ACCOUNTING	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	-	-
ASSESSORS	3.00	2.50	3.00	2.50	3.00	2.50	3.00	2.50	-	-
BUILDING	7.00	4.10	7.00	4.10	7.00	4.10	7.00	4.10	-	-
COUNCIL ON AGING	11.00	3.30	12.00	3.80	12.00	3.80	12.00	3.80	-	-
DPW/WATER/SEWER	22.00	21.00	22.00	21.00	22.00	21.00	22.00	21.00	-	-
FACILITIES	1.00	0.50	1.00	1.00	1.00	1.00	-	-	(1.00)	(1.00)
FIRE	34.00	34.00	34.00	34.00	34.00	34.00	34.00	34.00	-	-
HEALTH	4.00	2.50	4.00	2.50	2.00	1.50	2.00	1.50	-	-
LIBRARY	18.00	10.08	18.00	10.08	18.00	10.08	18.00	10.08	-	-
HR	2.00	1.30	2.00	1.30	2.00	1.30	2.00	1.50	-	0.20
COMMUNITY DEVELOPMENT	2.00	1.50	2.00	1.50	3.00	3.00	3.00	3.00	-	-
POLICE	34.00	33.35	34.00	33.35	34.00	33.42	34.00	33.42	-	-
RECREATION	1.00	0.87	1.00	0.87	1.00	0.87	1.00	0.87	-	-
TECHNOLOGY	2.00	1.50	2.00	1.50	1.00	1.00	-	-	(1.00)	(1.00)
TOWN CLERK	2.00	2.00	2.00	2.00	2.50	2.50	2.50	2.50	-	-
TREASURER	4.00	4.00	4.00	4.00	3.50	3.50	4.50	3.94	1.00	0.44
		FY17		FY18		FY19		FY20		
TOTAL:	151.00	126.50	152.00	127.50	150.00	127.57	149.00	126.21	(1.00)	(1.36)

Board of Selectmen

Town Administrator
Administrative Assistant (1FT)



Budget Policy Objectives and Related Goals

The FY20 spending plan will allow the Town to maintain its commitment to the “Fundamentals,” a set of policy objectives that seek to promote a single, unified agenda. The primary focus of the Fundamentals includes:



Financial – steadily improving the Town’s financial condition through balancing budgets and advancing responsible reserve policies that strengthen local government’s flexibility to act on pressing needs while protecting against the impacts of economic downturns that could threaten municipal service delivery and the viability of Town government;

Economic Development – further supporting the Town through an aggressive agenda that seeks to attract new revenues in a variety of forms: commercial development, property tax, meals tax and building fees;

Neighborhood Enhancement – continually producing improvements in each and every neighborhood of the Town by updating infrastructure through a functioning Capital Improvement Program, cleaning streets, enhancing open space, and improving quality of life;

Community Development – fully encouraging partnerships between Town government and its stakeholders in Swampscott’s success. This includes other governmental entities, the business community, non-profit leaders, neighborhood groups and individual residents, in order to support a broad array of programs and initiatives that are supportive of the Town’s desire to make Swampscott a great place to live, work and play;

Public Safety – constantly improving upon the protection of the public and its property by initiating policy and providing the necessary resources, be it training, manning or equipment, to effectively carry-out the missions of the Town’s law enforcement, fire and emergency management agencies;

Governmental Philosophy – becoming a more open, responsive and responsible municipal government that not only hears the needs of its people, but develops and initiates efforts designed to address those needs in an honest, fair, equitable, accountable and cost-efficient manner;

Defining budgetary issues for FY 20 and the following years by developing a responsible plan to allow the Town to maintain and, where necessary and possible, expand services and programs.



Budget Overview

Building the Budget

The budget is a blueprint of Town services and facilities for Fiscal Year 2020. It identifies policy decisions by the Town Administrator and Board of Selectmen and guides the Town's operations.

Budget Format - The budget summary contains summary totals from all operating segments. The revenue section details revenue sources with expected trends. Each departmental section contains a department narrative, which includes organization, program functions, goals and financial data relating to the entire department. The Capital Improvement Plan (CIP) section details all expected capital program outlays in the current fiscal year, as well as a summary of the next following years.

Budget Procedure - The preparation of the Annual Budget for the Town is governed by the provisions of the Town Charter. The budget cycle for FY 20 was initiated in October 2018, at which time, the Town presented a comprehensive 10-year financial forecast, where the Board of Selectmen and Finance Committee establish a tax levy and new growth guideline for Budget 2020 and beyond.

During March and April, it is anticipated that the Finance Committee will conduct a series of budget review sessions. The Finance Committee budget proposal, as amended, shall be placed before town meeting for its approval, subject to further amendments on the floor.

Crucial Budget Processes - The Town Administrator has initiated budget processes that provide the policy context for identification of priorities and development of initiatives.



The budget process goals include:

1. Program of Services for the Community: The budget is designed to focus on financial information and missions and goals that have value added outcomes to the community through Town services. The Town Administrator and the Board of Selectmen will use the Town's Fundamental Principles as a basis for allocation choices and policy discussions. It also provides a basis for measuring progress toward goals during the budget period.

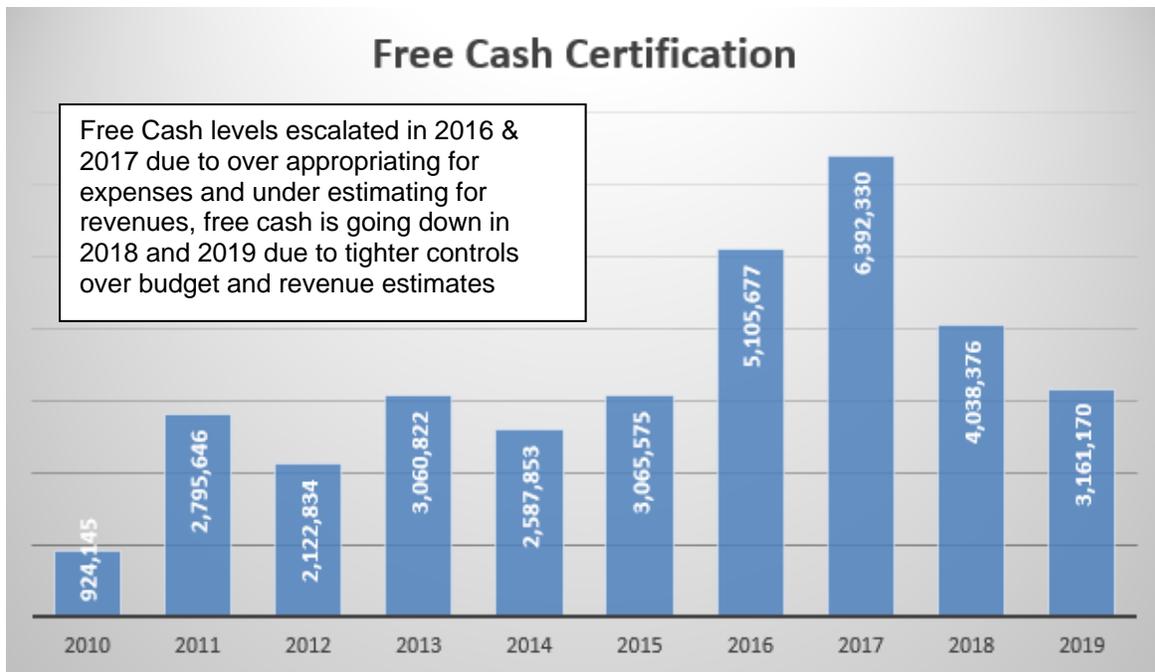
2. Financial Plan of Allocation and Resource Management: The budget establishes the plan and legal appropriations to allow the Town to operate during the fiscal year. It also provides broad goals related to the Town's overall financial position and identifies business decisions required to keep the Town financially viable and strong.

3. Communication Tool: The budget is intended to communicate to a broad range of readers, both locally and around the region, as well as the larger governmental and financial community. The budget expresses priorities and goals, assignments and plans, targets and hopes. It is a key statement of Town priorities.

Financial Reserve Policies

Fund balance and reserve policies should be established to protect the Town from unforeseen increases in expenditures, reductions in revenues, or a combination of both, or any other extraordinary events. Fund balance and reserve policies also serve to provide an additional source of funding for capital construction and replacement projects. Reserves should normally exceed 15% of the Town's operating budget.

There are two classes of reserves: 1) restricted reserves which are to be utilized only for purposes designated, and 2) unrestricted reserves which can be utilized at the discretion of authorized personnel. Reserve policies cover operating reserves, which provide for unanticipated expenditures or unexpected revenue losses during the year. Capital reserves, which provide for the normal replacement of existing capital plan and the financing of capital improvements. Cash flow reserves, which provide sufficient cash flow for daily financial needs. Contingency reserves which provide for unanticipated expenditures. The policies presented here are categorized in the following sections:



Operating

The maintenance of adequate operating reserves is essential to the financial strength and flexibility of the Town as a whole. Adequate operating reserves are integral parts of the financial structure of the Town and help make it possible for the Town to issue debt, among many other functions.

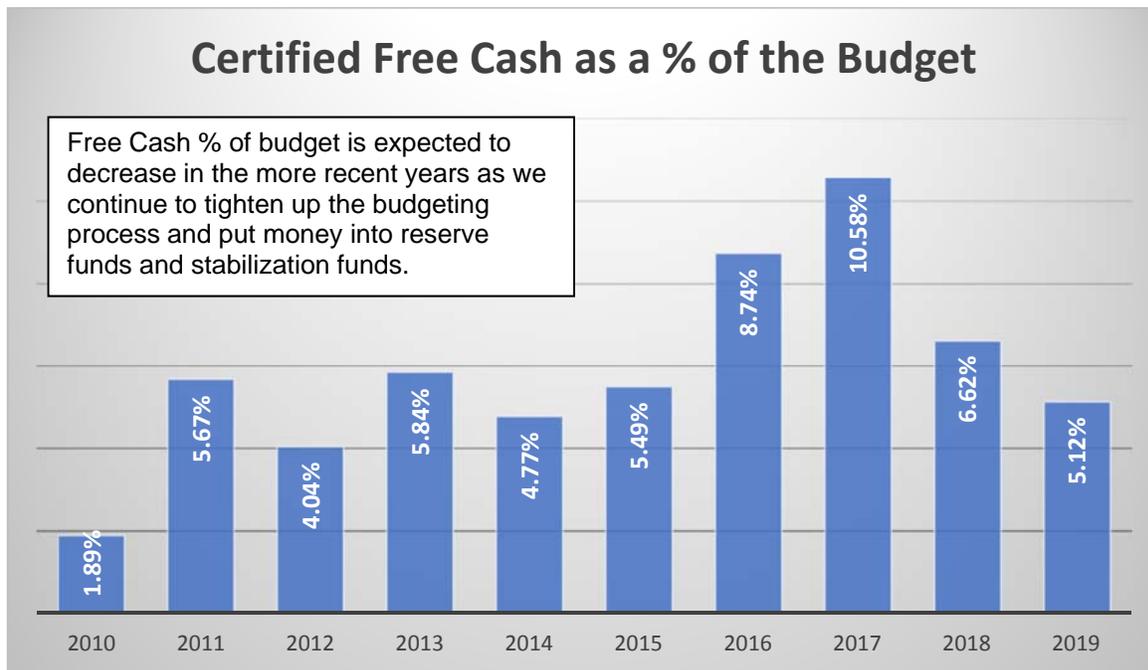
Undesignated Fund Balance

Undesignated fund balance shall be maintained at sufficient levels to absorb unpredictable revenue shortfalls and to insure desired cash flow levels. With regard to the General Fund, cash balances available at year-end shall, in combination with new revenues be sufficient to preclude any requirement for short-term debt to sustain Town operations. Should this fund balance fall below 5% of the "Fund Balance Floor," defined as revenues less Chapter 70 school aid, a plan

for expenditure reductions and/or revenue increases shall be submitted to the Selectmen during the next budget cycle.

Free Cash Reserves

This reserve provides for the temporary financing of unforeseen opportunities or needs of an emergency nature including increases in service delivery costs. This is the portion of undesignated fund balance certified by the Department of Revenue, Division of Local Services, as “Free Cash.” Monies held in this reserve may be appropriated during the current budget year and may also be used as a source of revenues for the ensuing budget year. Of all general fund reserves this is the most flexible.



Reserve Fund

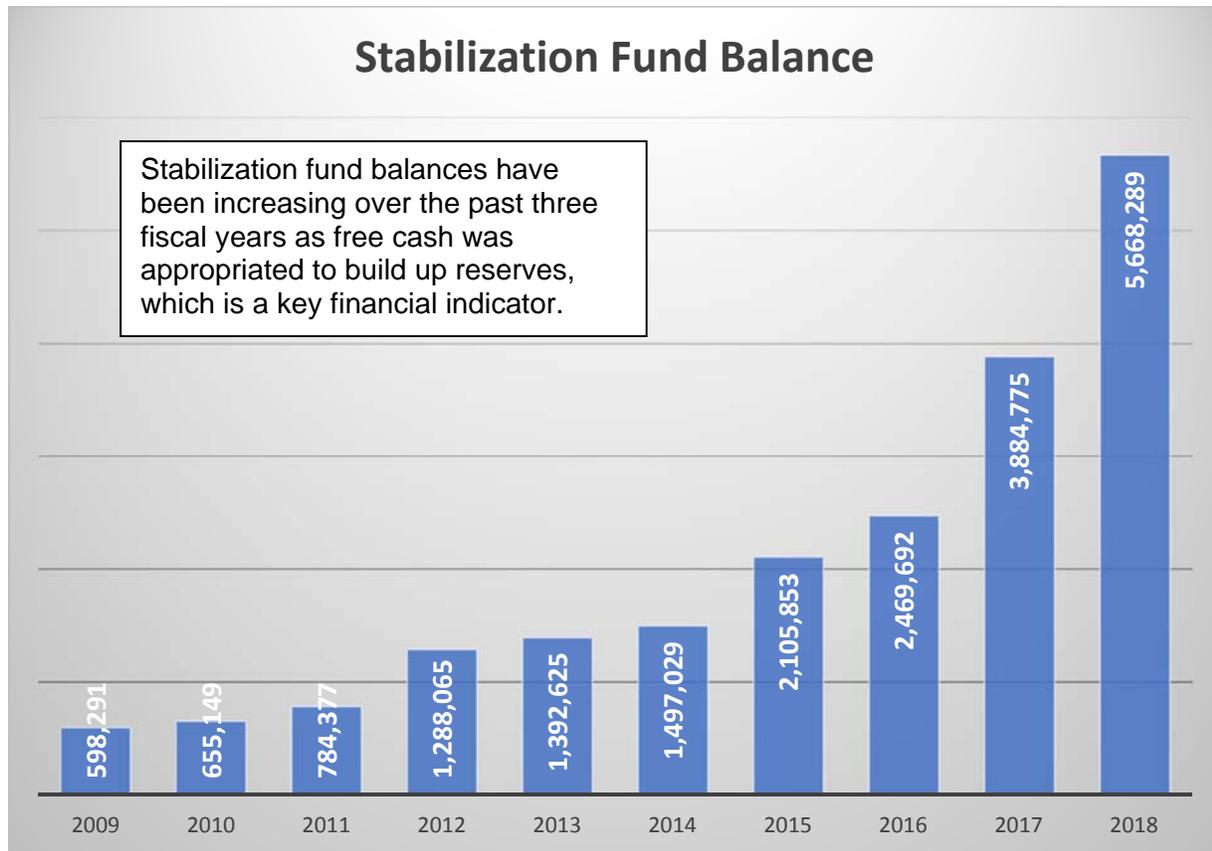
The Town shall establish and maintain an operating Contingency Reserve, which will provide for emergency expenditures and unanticipated revenue shortfalls. These funds will be used to avoid cash-flow interruptions, generate interest income and eliminate need for short-term borrowing and assist in maintaining an investment-grade bond rating. This reserve will be based upon a target 1% of budgeted expenditures in the General Fund. For reserve purposes, budgeting expenses are calculated upon the funds' total operating expense budget, excluding, ending fund balances, capital purchases, debt service for capital improvements and the current year's portion of principal and interest paid on outstanding school debt. The actual reserve level is determined as part of the budget adoption process.

Stabilization Fund

The purpose of this reserve is to provide long term financial stability for the Town while improving the Town's credit worthiness and flexibility. The provisions for this fund are dictated by Chapter 40 Section 5B of Massachusetts General Law. This fund may be appropriated for any purpose for which the Town would be authorized to borrow money under Section seven or eight of Chapter 44 of MGL or for any other lawful purpose. Appropriations from this fund are governed by statute and require a two-thirds affirmative vote of Town Meeting.

Capital Stabilization Fund

The purpose of the Capital Stabilization Fund is to provide an alternative means of funding capital projects in years when the debt management plan is unable to provide an adequate level of financing for desired projects.



OPEB Trust

The Town recently created a Trust Fund to offset the “Other Post-Employment Benefits” Liability, which largely represents the cost of providing health & life insurance benefits to retired employees of the Town. This Trust Fund will be invested to maximize investment income, while mitigating risk. The OPEB Trust currently covers approximately 1% of the present value of this liability. The goal is to increase this percentage by 0.5% per year while the Town is paying down its Pension Liability. When the Pension Liability is fully funded, which is expected to occur in 2032, this policy can be re-visited to fund the OPEB Trust at a more aggressive pace.

Development of the Fiscal Year 2020 Budget

The budget development process is structured to integrate long-term plans and issues with the specific choices and decisions in the budget. This year the Town Budget processes started with the development of a 10-year Financial Forecast. The Forecast helped to inform certain budget policies and decisions that needed to be made with the FY2020 budget (see page 156) for the full Financial Forecast presentation). Each department head sat with the Town Administrator and the Town Accountant to discuss their budget needs and provide reasoning why. They had to develop a budget that had level funded expenses and one that had a 5% reduction in expenses. In addition, the budget also incorporates:

Strategic Budget - Based on Long-Term Policies and Plans - The budget process begins with a review of the adopted long-term plans including the Financial Plan, the Capital Improvement Plan. The linkage to the long-term plans provides the strategic context for the budget and reinforces the budget's role of implementing priorities within these plans.

Financial Context for the Budget - The budget process begins with a rigorous gathering of information to identify the financial environment for the budget period. The Town Administrator and the Town Accountant review this data in order to develop the budget guidelines and policies that guide the then development of the fiscal year budget.

Toward the Future - One outcome of the budget process is to identify issues and challenges that the Town will address in the upcoming and future fiscal years. Looking beyond the current fiscal year, the Town will need to continue to address the OPEB liability and focus on areas of future revenue growth.

- Key Highlights
- Annual % revenue growth 3.15% vs. 10 year historical average of 2.61%
 - Annual % expense growth 3.18% vs. 10 year historical average of 2.31%
 - Utilizes a 2% tax levy plus new growth
 - Eliminates the use of free cash
 - Creates a deficit starting in FY2020
 - Forecast purposely does not solve budget or revenue problems
 - **FY2020 is a projection and will not likely be how the FY 2020 Budget will look like**

SWAMPSCOTT 10 YEAR SUMMARY OF PROJECTED REVENUES AND EXPENDITURES										
"DRAFT - FOR DISCUSSION PURPOSES ONLY"										
Property Taxes	FY2019	FY2020P	FY2021P	FY2022P	FY2023P	FY2024P	FY2025P	FY2026P	FY2027P	FY2028P
Tax Levy Limit Calculation										
Tax Levy Limit Base (prior year levy limit)	\$48,388,440	\$50,034,070	\$51,710,530	\$53,426,500	\$55,180,000	\$56,969,730	\$58,794,070	\$60,653,550	\$62,547,850	\$64,477,610
Annual Increase to Levy Limit (2.5%)	\$1,209,691	\$1,263,361	\$1,292,761	\$1,335,736	\$1,379,772	\$1,424,843	\$1,471,009	\$1,518,242	\$1,566,599	\$1,616,038
New Growth	\$58,594	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000
New Tax Levy Limit	\$50,056,025	\$51,717,431	\$53,428,291	\$55,186,966	\$56,980,772	\$58,819,573	\$60,700,079	\$62,621,792	\$64,584,449	\$66,598,648
PLUS: Other Expenditures	\$1,787,261	\$1,740,125	\$1,725,251	\$1,703,381	\$1,677,265	\$1,651,258	\$1,625,361	\$1,600,582	\$1,576,939	\$1,554,525
Maximum Allowable Tax Levy	\$51,843,286	\$53,457,556	\$55,153,542	\$56,890,347	\$58,658,037	\$60,470,831	\$62,325,720	\$64,222,374	\$66,161,388	\$68,139,173
Less: Policy Adjustment to Levy Limit (-5.5%)	\$29,192,620	\$29,192,620	\$29,192,620	\$29,192,620	\$29,192,620	\$29,192,620	\$29,192,620	\$29,192,620	\$29,192,620	\$29,192,620
Accumulated Excess Levy Capacity	\$22,650,666	\$24,264,936	\$25,960,922	\$27,697,727	\$29,465,417	\$31,268,211	\$33,113,100	\$35,009,754	\$36,958,768	\$38,956,553
Plus: Quarterly % of new debt issues (0.0004%)	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Total Property Tax Levy	\$48,492,394	\$50,234,530	\$52,003,393	\$53,810,250	\$55,668,082	\$57,568,281	\$59,510,072	\$61,492,526	\$63,515,257	\$65,578,128
Annual % Growth		3.53%	3.43%	3.35%	3.28%	3.21%	3.15%	3.09%	3.03%	2.97%
10 Year AVG (2009-2018)		2.61%								
Avg Single Family Tax Bill (Est.)	\$8,025	\$8,380	\$8,740	\$9,105	\$9,475	\$9,850	\$10,230	\$10,615	\$11,005	\$11,400
Avg Single Family Tax Bill (Est.)	2.52%	\$8,406	\$8,778	\$9,155	\$9,537	\$9,925	\$10,318	\$10,715	\$11,115	\$11,520
Difference	\$-381	\$-404	\$-430	\$-451	\$-473	\$-495	\$-517	\$-539	\$-561	\$-583
Other Revenue										
State Aid	\$5,107,345	\$5,250,804	\$5,397,263	\$5,546,722	\$5,699,181	\$5,854,640	\$6,013,100	\$6,174,559	\$6,339,018	\$6,506,477
Local Receipts	\$5,592,533	\$5,717,588	\$5,847,643	\$5,982,698	\$6,122,753	\$6,267,808	\$6,417,863	\$6,572,918	\$6,732,973	\$6,898,028
Enterprise Funds	\$1,868,508	\$1,881,411	\$1,894,314	\$1,907,217	\$1,920,120	\$1,933,023	\$1,945,926	\$1,958,829	\$1,971,732	\$1,984,635
Indirect Costs-Enterprise	\$652,408	\$642,408	\$632,408	\$622,408	\$612,408	\$602,408	\$592,408	\$582,408	\$572,408	\$562,408
Grants-Adjustments	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Free Cash (Transfer to Reserve Budget)	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Total Other Revenues	\$13,240,894	\$13,512,211	\$13,783,628	\$14,055,045	\$14,326,462	\$14,597,879	\$14,869,296	\$15,140,713	\$15,412,130	\$15,683,547
Annual % Growth		2.05%	1.96%	1.87%	1.78%	1.69%	1.60%	1.51%	1.42%	1.33%
10 Year AVG (2009-2018)		3.61%								
Total Property Tax Revenue	\$61,733,288	\$63,746,741	\$65,786,981	\$67,866,295	\$69,984,544	\$72,147,560	\$74,357,349	\$76,613,240	\$78,917,387	\$81,261,675
Annual % Growth		3.26%	3.13%	3.01%	2.89%	2.78%	2.67%	2.56%	2.45%	2.34%
10 Year AVG (2009-2018)		2.31%								
Expenditures										
Public Safety	\$18,200,000	\$18,500,000	\$18,800,000	\$19,100,000	\$19,400,000	\$19,700,000	\$20,000,000	\$20,300,000	\$20,600,000	\$20,900,000
Education	\$24,300,000	\$24,600,000	\$24,900,000	\$25,200,000	\$25,500,000	\$25,800,000	\$26,100,000	\$26,400,000	\$26,700,000	\$27,000,000
Public Works	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000
Human Services	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Culture & Recreation	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Senior Services	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Utilities-Funds	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Employee Benefits	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Probability Insurance	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Finance Committee Reserves (in thousands)	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
State and County Assessments	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Free Cash for Reserve (removed of budget)	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Total Expenditures	\$67,000,000	\$68,716,116	\$70,432,232	\$72,148,348	\$73,864,464	\$75,580,580	\$77,296,696	\$79,012,812	\$80,728,928	\$82,445,044
Annual % Growth		2.56%	2.51%	2.46%	2.41%	2.36%	2.31%	2.26%	2.21%	2.16%
10 Year AVG (2009-2018)		2.31%								
Annual Surplus/Deficit	\$0	-\$207,885	-\$1,102,841	-\$2,078,827	-3,054,813	-4,030,800	-5,006,787	-6,000,780	-7,000,780	-8,000,780
Cumulative Surplus/Deficit		-\$207,885	-\$1,310,770	-2,413,611	-3,482,424	-4,513,224	-5,506,011	-6,455,231	-7,359,451	-8,218,671

See Page 156

SAMPLE

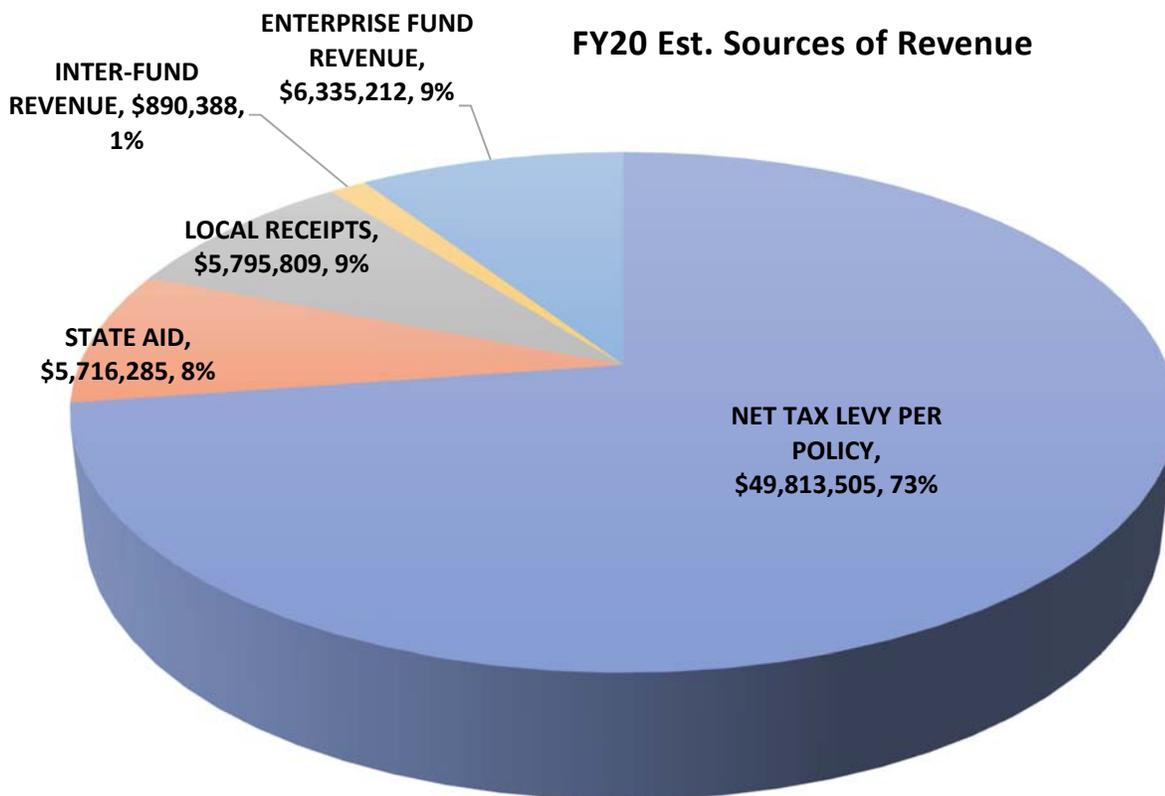


Overview of Estimated Revenue

A key component of the budget development process is the identification of revenue assumptions and projections to determine the range of choices that the Town can make in allocating resources. Due to the critical nature of this information the revenue analysis and the revenue projections are monitored, updated on a monthly basis. If significant changes in revenue streams were to present the potential for shortfalls, this process would allow for the action(s) to be made in time to maintain fiscal stability.

The Town does not have the statutory ability to change rates and formulas for many of its revenue sources. The rates and/or formulas for property tax and certain fines, for example, are set by the State. The Town may set user fees, permits and licenses. Property tax revenue is subjected to limitations in state law in the amount the town can raise from year to year.

Town revenues are divided into six basic categories recommended by the National Committee on Governmental Accounting. The categories are Property Taxes, Charges for Services, Licenses and Permits, Fines and Forfeits, Intergovernmental Revenue, and Miscellaneous Revenue. The following is a discussion of the Town's projections for those categories in FY 20.



PROPERTY TAXES

Real and Personal Property Tax

Although the significance as a percentage of all revenues can greatly differ from community to community, a primary source of revenue for municipalities in the Commonwealth is real and personal property taxes. For purposes of taxation, real property includes land, buildings and improvements erected or affixed to land and personal property consists of stock, inventory, furniture, fixtures and machinery. The Town's Board of Assessors determines the value of all taxable land, which is revalued at fair market value every five years and updated every year. The Town of Swampscott revalued all real property in FY2019 adjusting property values to within 90% of market value. FY2023 is the next scheduled revaluation year for the Town. The Town's Board of Assessors is also responsible for determining the value of personal property through an annual review process.

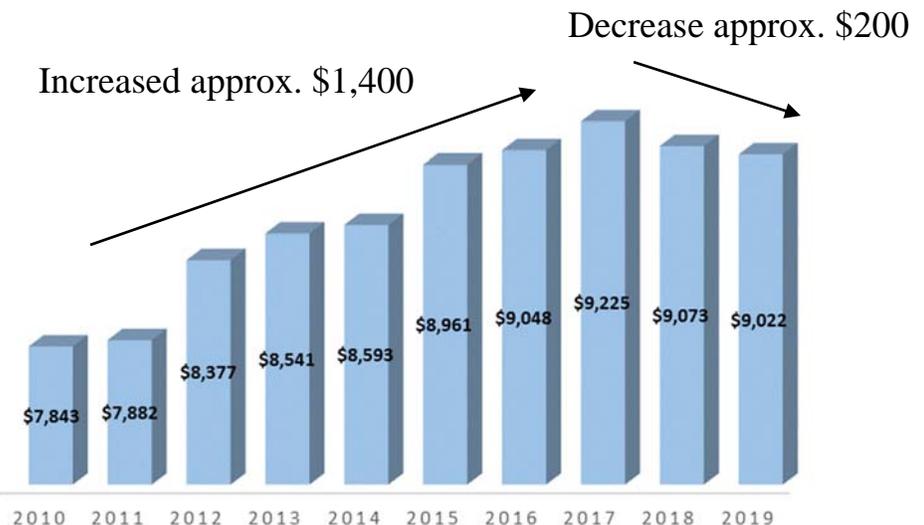
Major Points:

There are several major factors that influence the amount of revenue generated by real and personal property taxes:

- **Tax Levy Amount** – For the first time in many years, the Town reduced its overall tax levy in FY2019, which resulted in a net savings of \$152.00 per year to the average homeowner. In FY2020 the tax levy is expected to increase by 2.0%, plus new growth in order to fund the Town's basic operations.
- **Excess Capacity** – The Town has been assessing and collecting taxes significantly below state-imposed tax limitations under Propositions 2 ½. This excess taxing capacity allows the Town to have budgetary flexibility in years to come to fund unexpected operating budget increases, major capital projects or absorb the impacts if the economy were to take a sudden downturn.
- **Collection Rate** – It is important to note that the collection rate for property taxes in the Town is in excess of 98% per year. This high collection rate ensures the Town has sufficient cash flow to finance basic town operations.

AVERAGE SINGLE-FAMILY TAX BILL

The average single-family tax bill has decreased in the last two years. After a steady and dramatic increase in taxes from 2010, redistribution of taxes has decreased the average single-family bill \$223 from 2017.



The Town's Board of Assessors is also responsible for determining the value of personal property through an annual review process.

FY	Single Family Values	Single Family Parcels	Average Single Family Values	Single Family Tax Bill
2010	\$1,628,155,900	3,421	\$475,930	\$7,843
2011	\$1,627,172,200	3,427	\$474,810	\$7,882
2012	\$1,596,658,100	3,429	\$465,634	\$8,377
2013	\$1,554,460,700	3,429	\$453,328	\$8,541
2014	\$1,576,155,500	3,430	\$459,521	\$8,593
2015	\$1,799,074,500	3,443	\$522,531	\$8,961
2016	\$1,797,620,900	3,443	\$522,100	\$9,048
2017	\$1,822,855,500	3,448	Lowest in 4 years	\$9,225
2018	\$1,958,006,900	3,453	\$567,045	\$9,073
2019	\$2,052,999,200	3,459	\$593,524	\$9,022

Proposition 2 ½

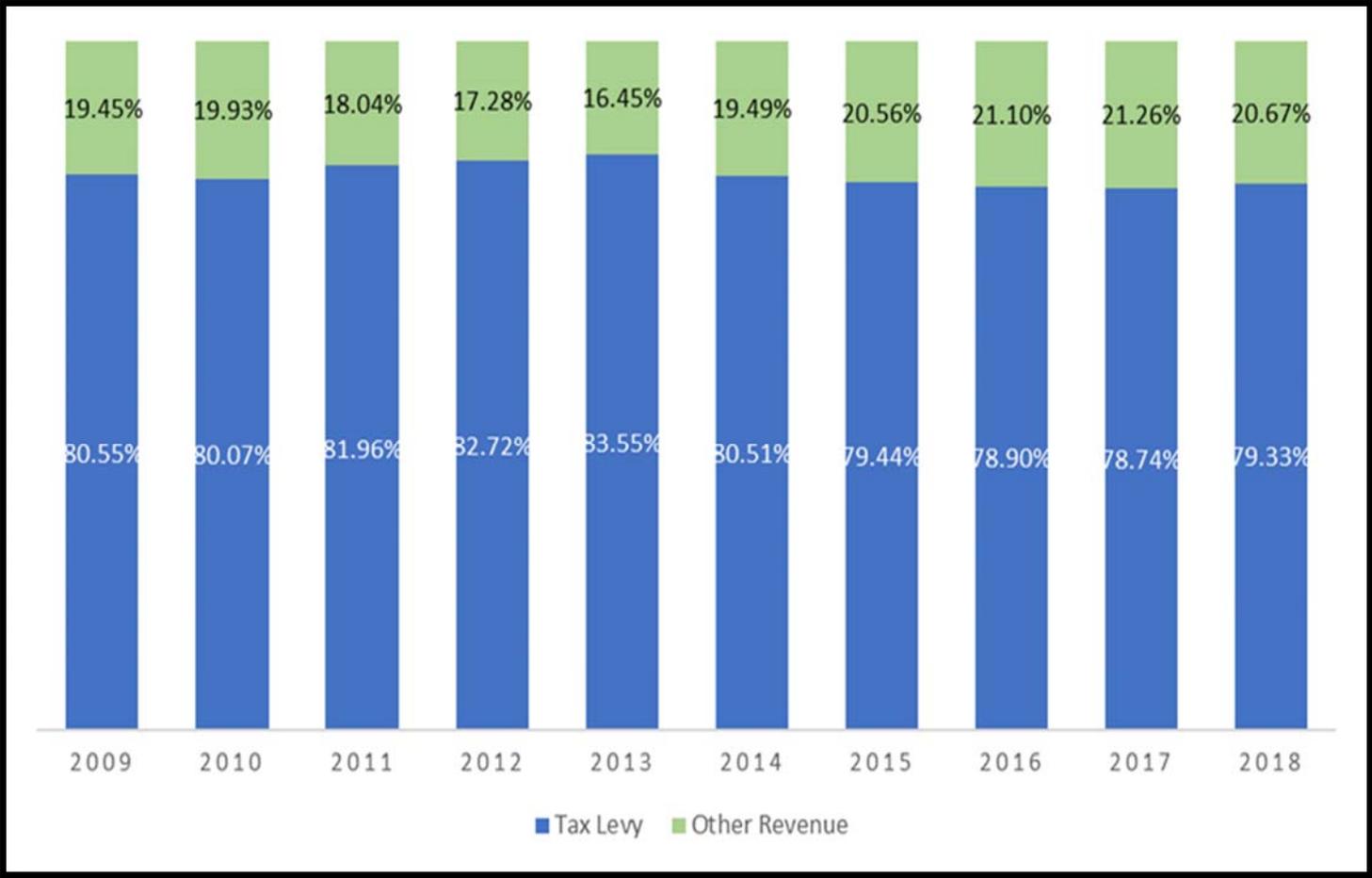
This legislative initiative was enacted in 1980 to limit the increases of property taxes in Massachusetts. Proposition 2 ½ has performed its tax limiting function since then in the following manner.

A community cannot raise more than 2 ½ % of last year's levy limit plus new growth or override or debt exclusion amounts. A community therefore must live within the increases prescribed by 2 ½ or a community can opt to attempt to pass an override or debt exclusion by successful voting at the polls. This gives voters control over how much property tax they are willing to pay.

PROPERTY TAX REVENUE AS A PERCENTAGE OF TOTAL GENERAL FUND REVENUE

The high percentage of property tax as a total of the general fund, is an indication of the Town’s continued dependency on this revenue source. Reductions in state aid or other General Fund revenues that are more volatile contribute to this trend. The high reliance on the property taxes to fund operations can have a considerable impact on the Town’s tax rate and taxing capacity if property values were to significantly decline. This trend can also have a significant impact on the Town’s cash flow if tax delinquencies grow. On the positive side, this funding source is more dependable resulting in a higher level of budget stability.

Swampscott has a heavy reliance on taxes to support their budget, over the last few years the % of revenue derived from the tax levy has dipped below the historic 80% mark



LOCAL RECEIPTS

While property taxes make up a significant portion of the Town's revenue sources, another important series of categories of revenue that make up a substantial part of the Town's financial picture is revenue obtained through local services, and are related directly to the local economy.

Major Points:

There are several categories of Local Receipts that are discussed below:

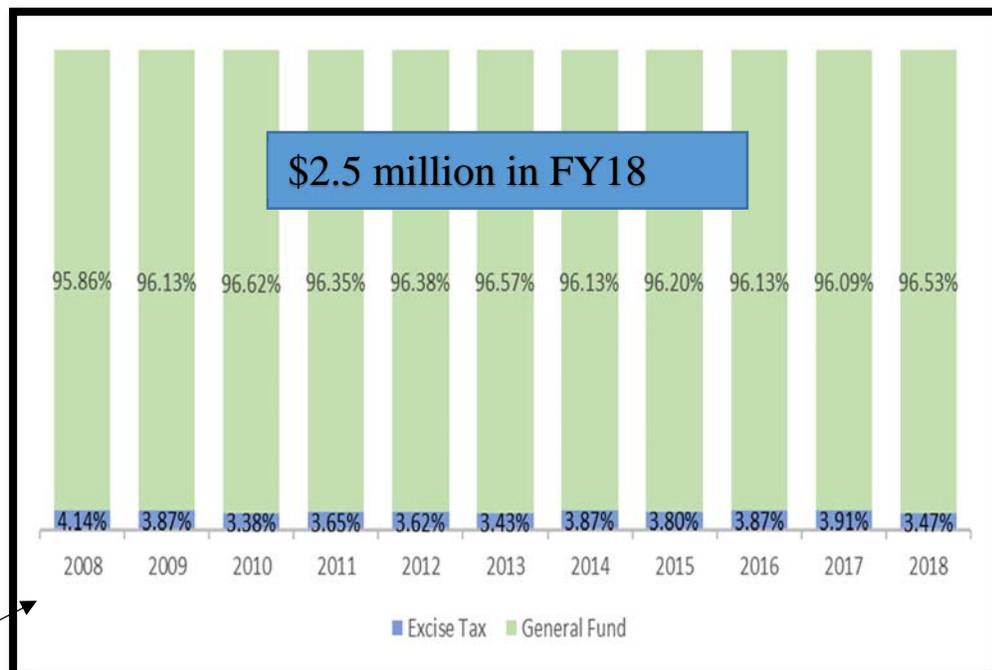
The Excise tax category of revenue has increased starting in FY 2013 as the economy and auto industry has improved. This revenue source can be volatile depending on numerous factors that influence vehicle sales. An increase in this revenue source reflects more and/or newer vehicles registered in Swampscott. The category is depended on multiple factors; therefore, it can be difficult to project. Factors can include, price change of vehicles, the volume of purchases and leases, and changes in the economy. Motor Vehicle Excise collections are authorized by Massachusetts General Law, Chapter 60A, Section 1. The excise tax is calculated by a formula of \$25 per \$1,000 of valuation. The town receives a tax commitment from the State Department of Motor Vehicles each month with the first and largest commitment usually issued in the month of January. This commitment is a good indicator of where this revenue category is trending.

Motor Vehicle Excise – These tax receipts are directly related to the economy because they are directly impacted by sales of motor vehicles, which is a cyclical market that rises and falls based on the local economy.

Meals Tax – These receipts from local restaurants can be impacted by economic development activities in town since they are directly proportional to the success of local restaurants.

Nahant School Tuition – This revenue line reflects the cost reimbursement the town receives in return for allowing the Town of Nahant to send students to Swampscott Public Schools. It is important that the Town cultivate its close relationship with Nahant in order to foster this important regional activity.

Licenses & Permits – The ability of the Town to attract development not only affects local property taxes, but is also reflected in the amount of fee revenue the Town is able to retain when developers file for building permits. This revenue item remaining strong is an indicator that the Town's local real estate market remains strong.



EXCISE TAX AS A PERCENTAGE OF TOTAL GENERAL FUND REVENUE

LOCAL RECEIPTS

Local receipts are comprised of permits, licenses, charges for services, fees, fines, investment income, and other miscellaneous revenues. Any increase/decrease in this area is an indication of the local economy and investment market. The small fluctuations in receipts year to year can be contributed to building permits, bond premiums, and investment income.

While property tax makes up a significant portion of the Town's Revenue sources, another important series of categories of revenue that make up a substantial part of the Town's financial picture is revenue obtained through local services and are related directly to the local economy.

STATE AID

In addition to local revenue sources, such as property taxes and local receipts, the Town also received support from the Commonwealth of Massachusetts to help offset costs locally.

Major Points:

The major categories of State Aid are as follows:

STATE AID PER CAPITA

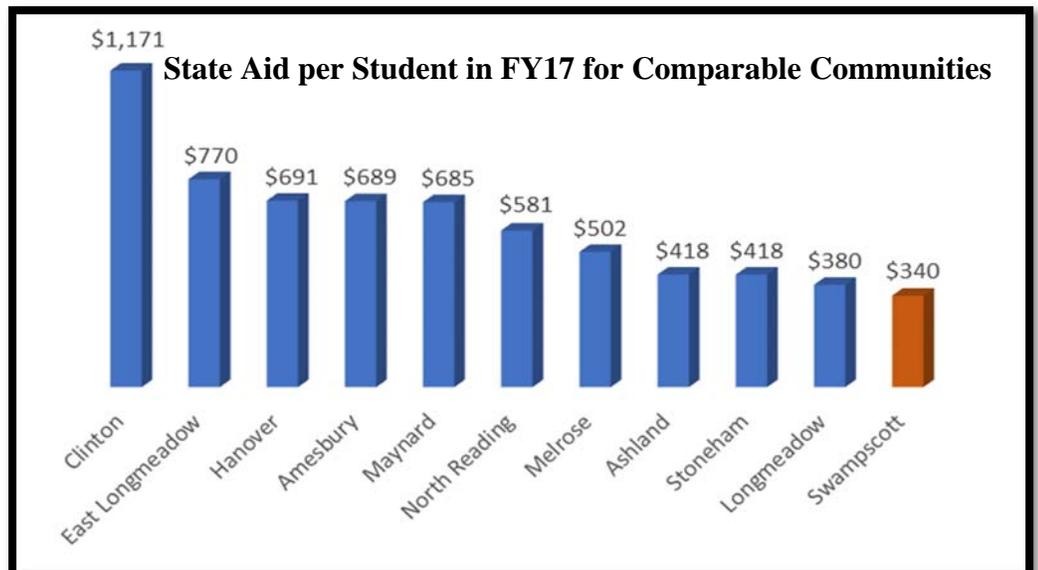
In addition to local revenue sources, such as property taxes and local receipts, the Town also receives support from the Commonwealth of Massachusetts to help offset costs locally. The State's largest local aid programs are tailored to help the municipalities that have relatively low revenue-generating abilities. Municipalities with higher local aid per capita tend to be those with lower property values. Compared to the peer group, Swampscott has higher average property assessments which account for the lower state aid.

Chapter 70 – This major line item of State Aid is the Commonwealth's method of supporting local public school in a way that is intended to ensure that there is parity amongst school districts throughout the Commonwealth.

Unrestricted Local Aid – This important source of funding is more designed to ensure funding parity amongst cities and towns for general operations.

Other Categories – There are some other categories that are intended to fund specific local issues that are important statewide.

State Assessments – In addition to providing support, the Town is also charged for several services that are paid for state-wide, but the Town benefits from these services, so the Town is charged a proportional share of the cost of these services.



TOWN OF SWAMPSCOTT

SUMMARY OF REVENUES & EXPENSES

	UNAUDITED ACTUAL FISCAL YEAR 2018*	BUDGETED/APPROVED FISCAL YEAR 2019	TOWN ADMINISTRATOR RECOMMENDED FISCAL YEAR 2020	
I. PROJECTED REVENUE				
TAX LEVY LIMIT CALCULATION				
TAX LEVY LIMIT BASE (prior fiscal year levy limit)	\$46,604,909	\$48,386,445	\$50,034,670	
ANNUAL INCREASE TO LEVY LIMIT (2.5%)	\$1,165,123	\$1,209,661	\$1,250,867	
NEW GROWTH	\$616,414	\$438,564	\$425,000	
NEW TAX LEVY LIMIT	\$48,386,445	\$50,034,670	\$51,710,537	3.35%
PLUS: DEBT EXCLUSION	\$1,794,646	\$1,766,111	\$1,746,757	
MAXIMUM ALLOWABLE TAX LEVY	\$50,181,091	\$51,800,781	\$53,457,294	3.20%
CALCULATION OF TAX LEVY				
TOTAL APPROPRIATIONS	\$64,714,067	\$67,138,619	\$68,741,643	2.39%
LESS: ENTERPRISE FUND OFFSETS	-\$813,115	-\$822,406	-\$895,388	
LESS: BUDGETED STATE AID	-\$4,219,742	-\$5,172,834	-\$5,716,285	
LESS: BUDGETED LOCAL RECEIPTS	-\$4,600,500	-\$5,592,500	-\$5,795,809	
LESS: BUDGETED ENTERPRISE FUND RECEIPTS	-\$6,021,632	-\$5,998,506	-\$6,335,212	
LESS: PEG FUND	-\$146,057	-\$105,465	-\$190,444	
LESS: TRANSFERS FROM FREE CASH	-\$1,175,000	-\$1,000,000	\$0	
LESS: OTHER AVAILABLE FUNDS	-\$30,000	\$0	\$0	
LESS: OVERLAY	\$323,734	-\$26,804	\$5,000	
SUBTOTAL (NET TAX LEVY)	\$48,031,755	\$48,420,103	\$49,813,505	2.88%
NET TAX LEVY PER POLICY			\$49,813,505	2.88%
EXCESS LEVY CAPACITY	\$2,149,336	\$3,380,678	\$3,643,789	7.78%
ACTUAL TAX COLLECTIONS	\$47,829,659			
STATE AID				
CHAPTER 70 AID	\$3,496,131	\$3,677,780	\$4,187,678	13.86%
UNRESTR. LOCAL AID	\$1,293,116	\$1,338,375	\$1,374,511	2.70%
CHARTER SCHOOL REIMB	\$107,457	\$61,710	\$58,267	-5.58%
VETERANS/ELDERLY EXEMPTIONS	\$66,377	\$70,373	\$70,373	0.00%
STATE OWNED LAND	\$1,266	\$1,372	\$1,495	8.97%
CHERRY SHEET OFFSETS-SUPPORT TO PUBLIC LIBRARIES	\$22,304	\$23,224	\$23,961	3.17%
STATE AID	\$4,986,651	\$5,172,834	\$5,716,285	10.51%
LOCAL RECEIPTS				
MOTOR VEHICLE EXCISE	\$2,475,024	\$2,450,000	\$2,500,000	2.04%
MEALS TAX	\$250,990	\$270,000	\$275,000	1.85%
BOAT EXCISE	\$5,085	\$4,500	\$4,590	2.00%
PENALTIES/INTEREST ON OVERDUE TAXES	\$167,886	\$165,000	\$190,300	15.33%
FEES	\$202,864	\$80,000	\$80,000	0.00%
RENTALS	\$153,502	\$190,000	\$190,000	0.00%
DEPT REVENUE - SCHOOL (NAHANT TUITION)	\$1,559,821	\$1,350,000	\$1,363,500	1.00%
DEPT REVENUE - LIBRARY	\$1,777	\$3,000	\$1,500	-50.00%
DEPT REVENUE - CEMETERY	\$47,785	\$50,000	\$50,000	0.00%
DEPT REVENUE - RECREATION	\$37,319	\$45,000	\$45,000	0.00%
DEPT REVENUE - OTHER	\$93,263	\$150,000	\$171,500	14.33%
LICENSES & PERMITS	\$509,612	\$500,000	\$468,569	-6.29%
FINES/FORFEITS	\$79,558	\$85,000	\$85,850	1.00%
INVESTMENT INCOME	\$181,936	\$100,000	\$200,000	100.00%
SPED MEDICAID REIMB	\$171,156	\$150,000	\$170,000	13.33%
MISC RECURRING**	\$106,933	\$0	\$0	
MISC NON-RECURRING**	\$82,448	\$0	\$0	
SUBTOTAL (LOCAL RECEIPTS)	\$6,126,959	\$5,592,500	\$5,795,809	3.64%
**(Note: DOR only allows these categories to be incl. in tax rate recap if received before tax rate set.)				

TOWN OF SWAMPSCOTT

SUMMARY OF REVENUES & EXPENSES

	UNAUDITED ACTUAL FISCAL YEAR 2018*	BUDGETED/APPROVED FISCAL YEAR 2019	TOWN ADMINISTRATOR RECOMMENDED FISCAL YEAR 2020	
INTER-FUND ADJUSTMENTS				
SEWER ENTERPRISE FUND REIMB/INDIRECT COSTS	\$406,558	\$411,204	\$447,694	8.87%
WATER ENTERPRISE FUND REIMB/INDIRECT COSTS	\$406,557	\$411,203	\$447,694	8.87%
OVERLAY BALANCE	-\$323,734	\$26,804	-\$5,000	-118.65%
SUBTOTAL INTER-FUND REVENUE	\$489,381	\$849,210	\$890,388	4.85%
ONE TIME REVENUE TO SUPPORT BUDGET				
FREE CASH USED TO REDUCE TAX RATE	\$1,000,000	\$1,000,000	\$0	
FREE CASH TO FUND OPERATING	\$175,000	\$0	\$0	
OTHER AVAILABLE FUNDS	\$30,000	\$0	\$0	
SUBTOTAL FROM ONE TIME REVENUE	\$1,205,000	\$1,000,000	\$0	-100.00%
TOTAL GENERAL FUND REVENUE	\$60,637,650	\$61,034,647	\$62,215,987	\$0
ENTERPRISE FUNDS				
SEWER RECEIPTS	\$2,252,801	\$2,400,029	\$2,472,788	3.03%
WATER RECEIPTS	\$3,587,878	\$3,598,478	\$3,862,424	7.33%
SUBTOTAL FROM ONE TIME REVENUE	\$5,840,679	\$5,998,506	\$6,335,212	5.61%
PEG FUNDS				
PEG RECEIPTS	\$146,057	\$105,465	\$190,444	80.58%
TOTAL REVENUE (INCL ENTERPRISE & PEG FUNDS)	\$66,624,386	\$67,138,619	\$68,741,643	2.39%
II. BUDGETED EXPENSES				
LEGISLATIVE/TOWN MEETING				
TOWN MODERATOR	\$32	\$200	\$200	0.00%
FINANCE COMMITTEE	\$210	\$2,750	\$3,000	9.09%
RESERVE FUND	\$60,000	\$275,000	\$250,000	-9.09%
TOTAL LEGISLATIVE/TOWN MEETING	\$60,242	\$277,950	\$253,200	-8.90%
ADMINISTRATION & FINANCE				
SELECTMEN	\$9,135	\$16,500	\$21,500	30.30%
TOWN ADMINISTRATOR	\$200,159	\$209,700	\$275,969	31.60%
TOWN ACCOUNTANT	\$244,882	\$236,137	\$256,606	8.67%
ASSESSORS	\$201,321	\$202,640	\$190,739	-5.87%
TREASURER/COLLECTOR	\$866,778	\$819,384	\$901,017	9.96%
INFORMATION TECHNOLOGY	\$485,867	\$544,650	\$515,116	-5.42%
PARKING ENFORCEMENT	\$2,324	\$3,500	\$3,000	-14.29%
LEGAL	\$114,824	\$127,500	\$150,000	17.65%
LIABILITY INSURANCE	\$586,098	\$580,000	\$462,500	-20.26%
HUMAN RESOURCES	\$479,796	\$804,341	\$496,800	-38.24%
TOWN CLERK/ELECTIONS	\$197,935	\$214,954	\$220,980	2.80%
TOTAL ADMINISTRATION & FINANCE	\$3,389,118	\$3,759,306	\$3,494,227	-7.05%
COMMUNITY & ECONOMIC DEVELOPMENT				
CONSERVATION COMMISSION	\$5,873	\$1,610	\$1,650	2.48%
COMMUNITY DEVELOPMENT	\$128,032	\$203,264	\$222,664	9.54%
BOARD OF APPEALS	\$5,594	\$7,500	\$7,500	0.00%
BUILDING DEPT	\$200,441	\$227,830	\$232,364	1.99%
HEALTH DEPT	\$100,777	\$110,425	\$109,048	-1.25%
RECREATION	\$50,958	\$64,250	\$62,800	-2.26%
HISTORICAL COMMISSION	\$1,137	\$1,250	\$4,250	240.00%
TOTAL COMMUNITY DEVELOPMENT	\$492,812	\$616,129	\$640,276	3.92%

TOWN OF SWAMPSCOTT

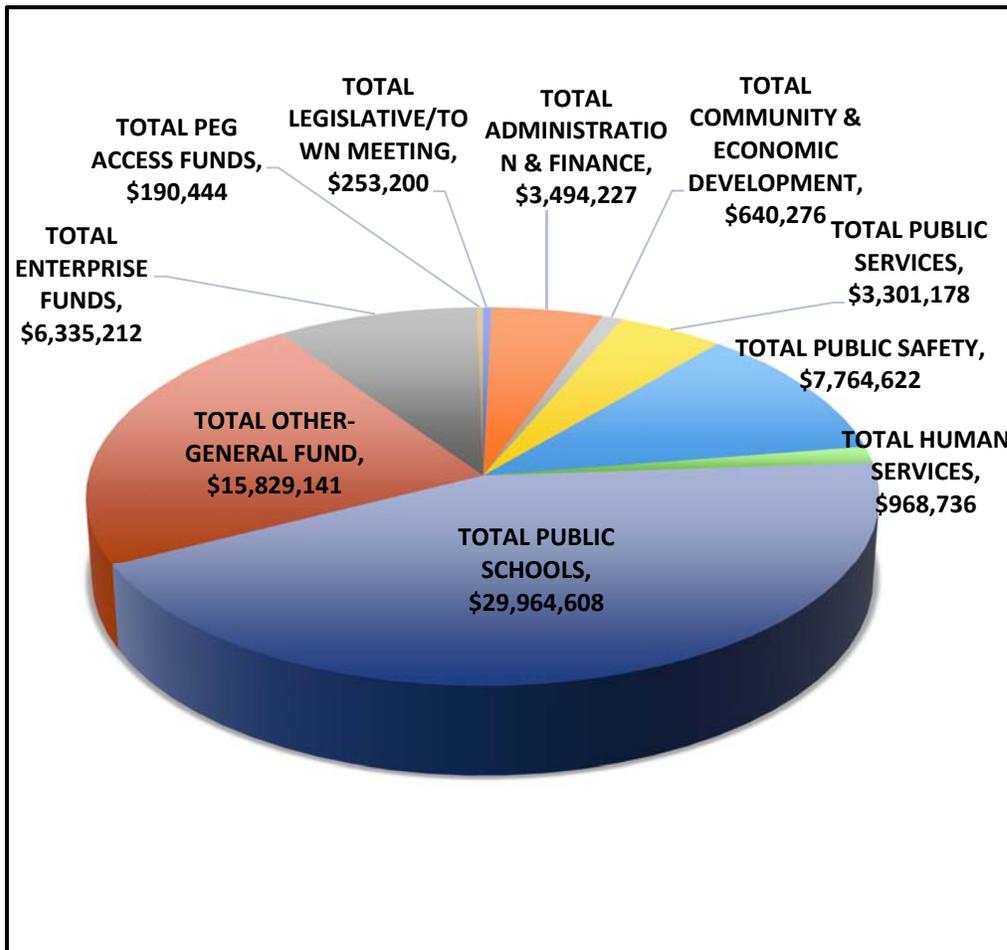
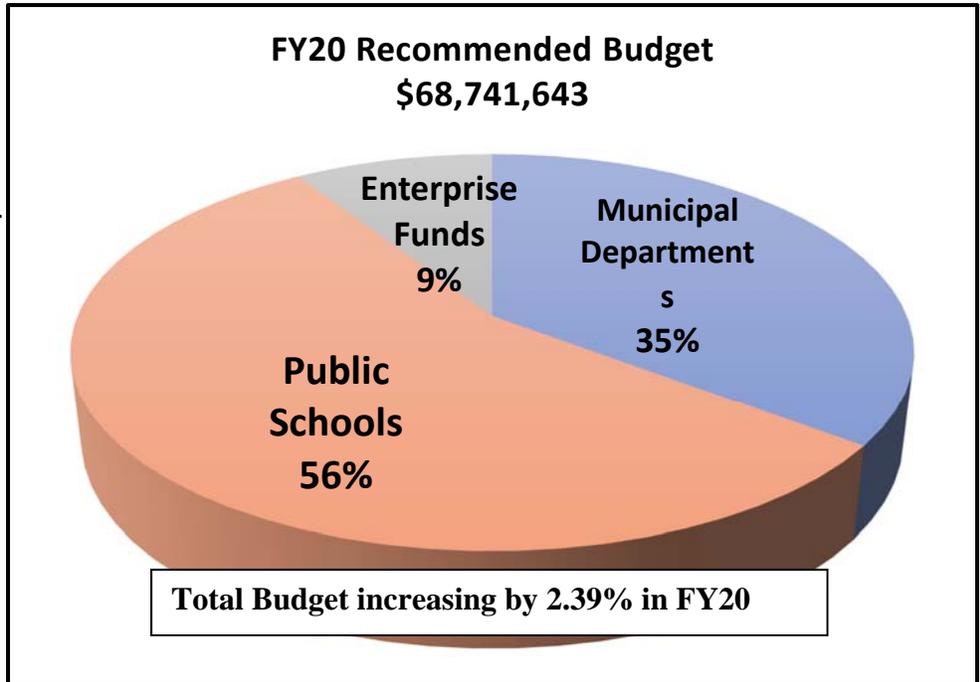
SUMMARY OF REVENUES & EXPENSES

	UNAUDITED ACTUAL FISCAL YEAR 2018*	BUDGETED/APPROVED FISCAL YEAR 2019	TOWN ADMINISTRATOR RECOMMENDED FISCAL YEAR 2020	
PUBLIC SERVICES				
FACILITIES	\$293,345	\$577,308	\$532,000	-7.85%
DPW-CEMETERY	\$170,359	\$180,186	\$191,463	6.26%
DPW-GENERAL	\$1,203,085	\$1,299,287	\$1,327,715	2.19%
SOLID WASTE/RECYCLING	\$1,263,432	\$1,250,000	\$1,250,000	0.00%
TOTAL PUBLIC SERVICES	\$2,930,221	\$3,306,781	\$3,301,178	-0.17%
PUBLIC SAFETY				
POLICE	\$4,124,639	\$3,935,761	\$4,098,076	4.12%
CONSTABLES	\$0	\$100	\$100	0.00%
HARBORMASTER	\$21,135	\$28,200	\$28,500	1.06%
FIRE	\$3,393,354	\$3,430,868	\$3,606,221	5.11%
EMERGENCY MGMT	\$2,941	\$10,000	\$9,000	-10.00%
ANIMAL CONTROL	\$19,925	\$23,025	\$22,725	-1.30%
TOTAL PUBLIC SAFETY	\$7,561,994	\$7,427,954	\$7,764,622	4.53%
HUMAN SERVICES				
SENIOR CENTER	\$124,762	\$136,803	\$139,665	2.09%
VETERANS SERVICES	\$56,619	\$68,200	\$68,200	0.00%
LIBRARY	\$740,975	\$733,180	\$760,871	3.78%
TOTAL HUMAN SERVICES	\$922,356	\$938,183	\$968,736	3.26%
PUBLIC SCHOOLS				
REGIONAL VOCATIONAL SCHOOL DISTRICT	\$315,111	\$344,206	\$344,206	0.00%
SWAMPSCOTT PUBLIC SCHOOLS	\$28,197,500	\$29,039,610	\$29,620,402	2.00%
TOTAL PUBLIC SCHOOLS	\$28,512,611	\$29,383,816	\$29,964,608	1.98%
OTHER-GENERAL FUND				
DEBT SERVICE	\$3,362,786	\$3,345,866	\$3,375,510	0.89%
EMPLOYEE BENEFITS	\$10,737,107	\$11,076,369	\$11,472,241	3.57%
STATE ASSESSMENTS	\$825,701	\$902,293	\$981,390	8.77%
TOTAL OTHER-GENERAL FUND	\$14,925,594	\$15,324,528	\$15,829,141	3.29%
TOTAL EXPENSES - GENERAL FUND	\$58,794,947	\$61,034,647	\$62,215,987	1.94%

ENTERPRISE FUNDS				
SEWER EXPENSES	\$2,163,219	\$2,400,029	\$2,472,788	3.03%
WATER EXPENSES	\$3,465,631	\$3,598,478	\$3,862,424	7.33%
TOTAL ENTERPRISE FUNDS	\$5,628,851	\$5,998,506	\$6,335,212	5.61%
PEG FUNDS				
PEG EXPENSES	\$146,057	\$105,465	\$190,444	80.58%
TOTAL PEG ACCESS FUNDS	\$146,057	\$105,465	\$190,444	80.58%
TOTAL BUDGET (INCL ENTERPRISE FUNDS)	\$64,569,855	\$67,138,619	\$68,741,643	2.39%

Overall Summary of the Town Budget:

The FY20 Budget pie chart to the right allocates funds in the Town General Fund that are for school related costs (i.e. healthcare). The total budget is **\$68,741,643** this represents an overall 2.39% increase. When adjusted to **allocate estimated shared costs**, the total includes **\$24,366,115** in the General Fund budget to support traditional municipal services such as Police, Public Works, Fire, Library; **\$6,335,212** to support the costs of the Water and Sewer Enterprise Systems and **\$37,849,872** to support the School Department and Regional Vocational School and **\$190,444** to support Public, Educational & Govt. Access Cable TV Fund.



The FY20 Budget graph to the left is based on how the budget is reported and voted on. The following are the highlights to the Town Administrator FY20 Budget:

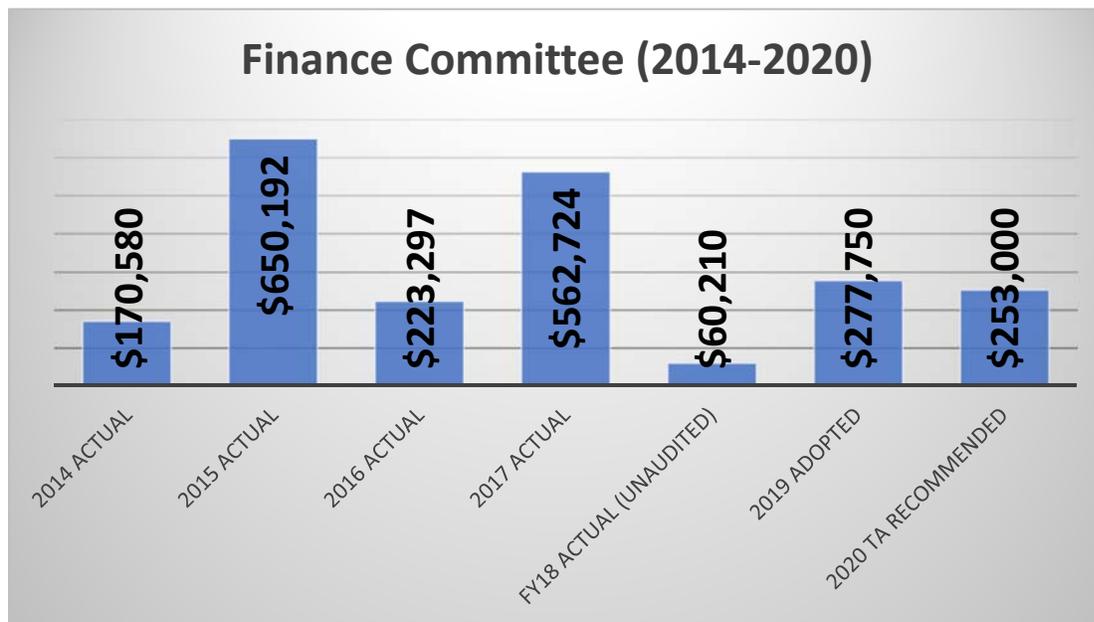
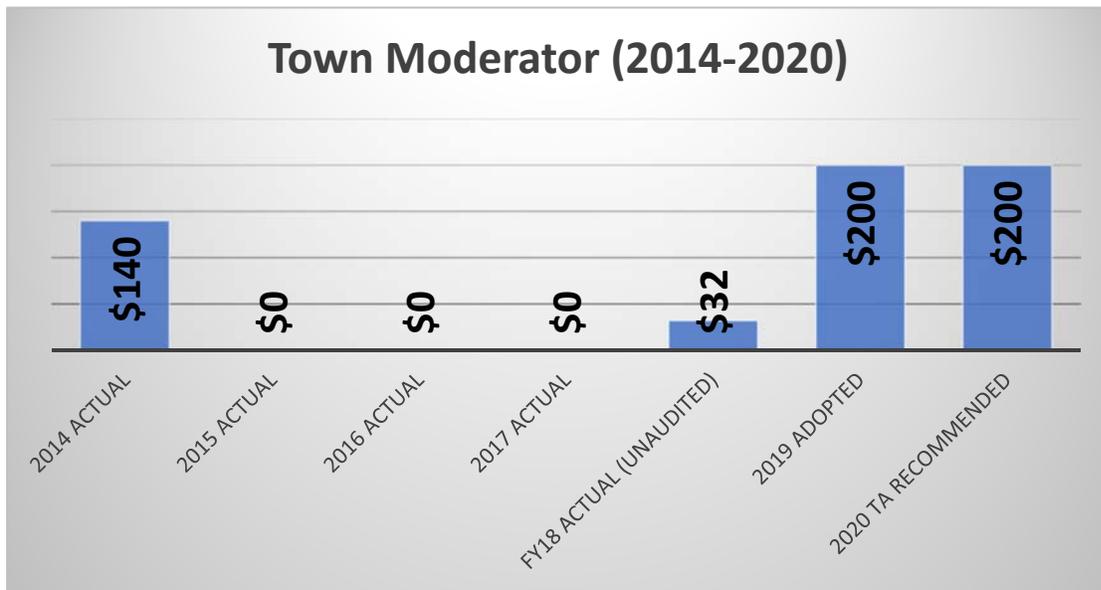
- Legislative/Town Meeting **decrease** by 8.9%
- Finance & Administration **decrease** by 7.0%
- Community & Economic Development **increase** by 3.92%
- Public Services **decrease** by 0.17%
- Public Safety **increase** by 4.53%
- Human Services **increase** by 3.26%
- Public Schools **increase** by 2.0%
- Other General Fund **increase** 3.29%
- Enterprise Funds **increase** by 5.61%

Town Meeting/Town Moderator/Finance Committee (pg. 121)

The legislative functions of town government rest primarily with the Town's Representative Town Meeting. The Town's 324 Town Meeting members are elected throughout the town by precinct, who sit as the legislative body of town government.

The Presiding Officer of Town Meeting is the Town Moderator, who is elected annually. The Town Moderator also serves as the appointing authority for several important committees, including the Finance Committee and Capital Improvement Committee.

The following budget provides for nominal expense reimbursements for the Town Moderator and members of the committees that are appointed by the Town Moderator.



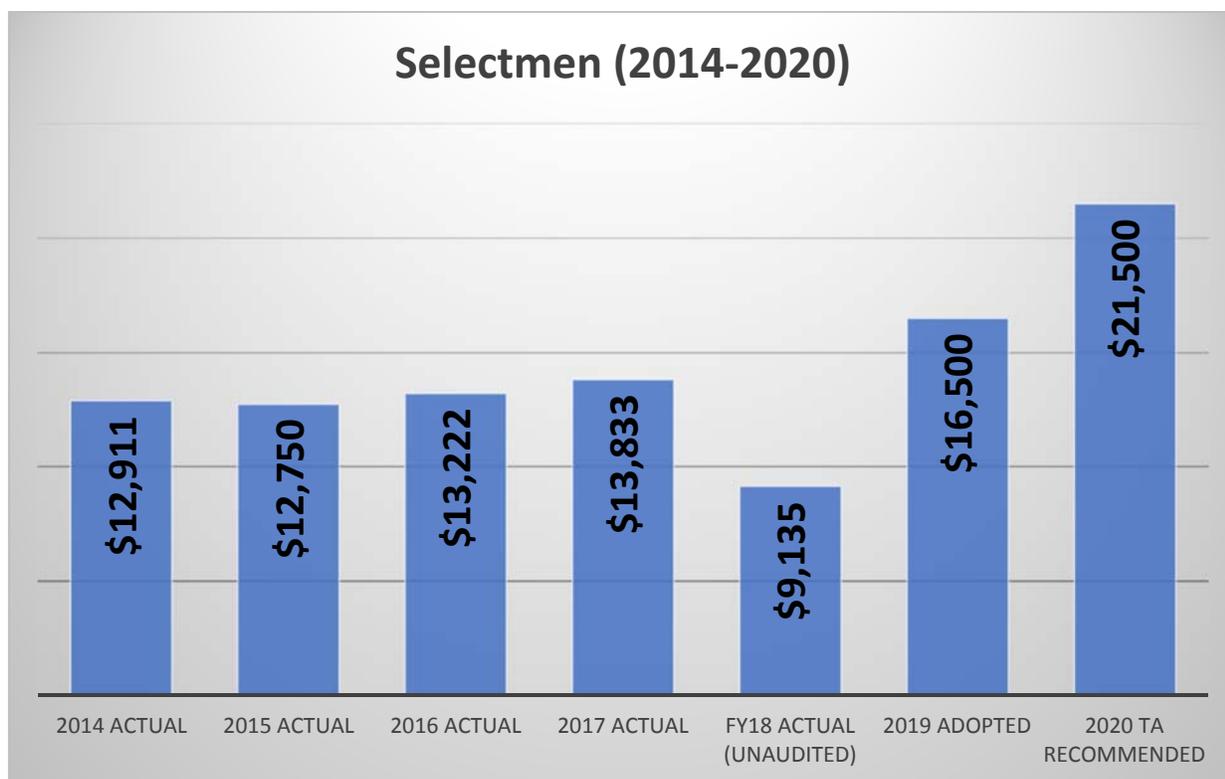
Board of Selectmen (pg. 121)

Mission Statement

In accordance with the Town Charter and local by-laws, the Board of Selectmen is a legislative body of five, elected town-wide on staggered terms. The Board's primary responsibilities include serving as a policy-making authority, appointing authority and licensing board.

Of significant responsibility is the approval of articles to be placed on town meeting warrants, adopting the annual Town Administrator submitted budget, the hiring of the Town Administrator, the approval of liquor and victualer licenses, the confirmation of employee appointments and the appointments to town boards and commissions.

The Board also serves ex-officio as the town's Water and Sewer Commissioners and is responsible for setting water and sewer rates.



Office of the Town Administrator (pg. 121)

Mission Statement

The Town Administrator is responsible for the daily administration of the operational and business affairs of the Town. The Town Administrator is the Chief Administrative, Financial and Procurement Officer of the Town and is the primary officer responsible for the implementation of Board of Selectmen policy and town by-laws. The Town Administrator sets the strategy of the Town in accordance with Board of Selectmen directives, sets overall operating goals for the Town, which determines the departmental goals, and oversees the efficient and effective administration of town government to achieve those goals.



Sean R. Fitzgerald, Town Administrator

The Town Administrator is responsible for ensuring the continued economic, social, and financial viability of the Town, and also for ensuring the delivery of quality services to the residents and taxpayers of the Town.

Significant Changes

This past year, the Town continued its effort on short- and long-range financial planning. Swampscott also, for the second year in a row, was able to see a reduction in the average single-family tax bill. This effort was supported by a careful review of Town finances and reflects an ongoing commitment by inspired elected and appointed officials to find a careful balance for Swampscott's spending.

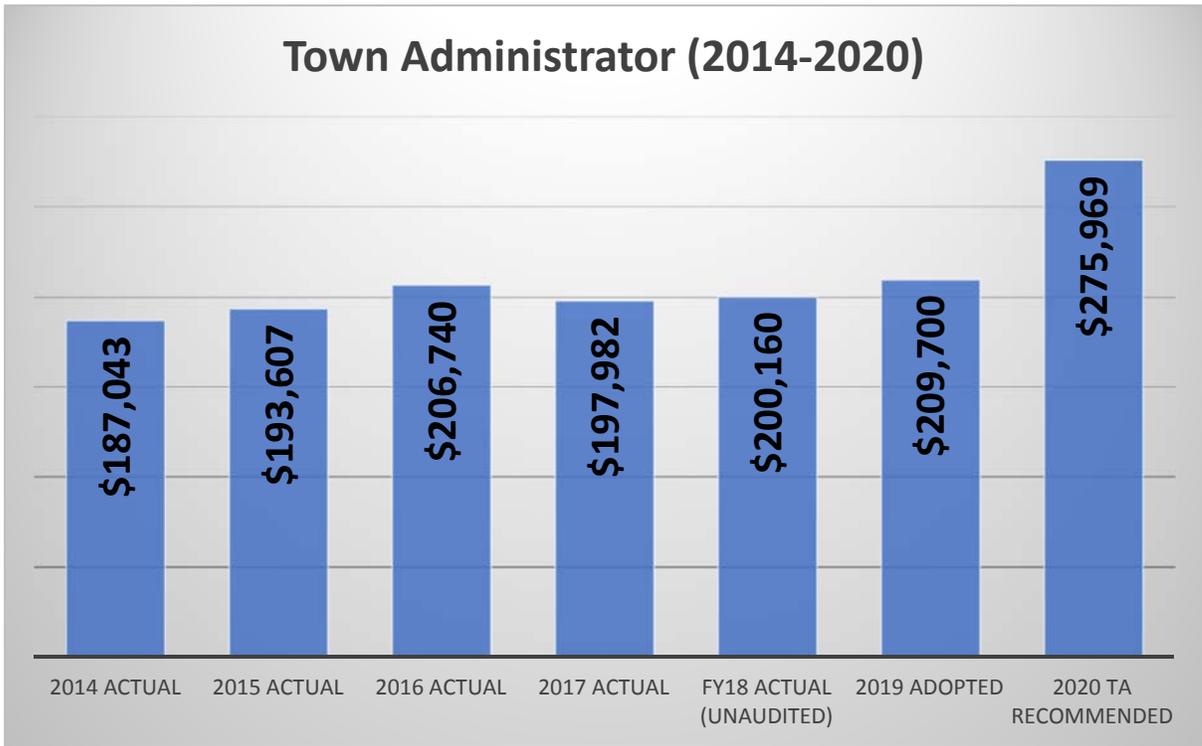
Previous Year Accomplishments

- Hiring of a new shared Human Resources Director serving the Town and Swampscott Public Schools; Hired a new Community Development Director; and negotiated multi-year employment contracts for the following employees:
 - Town Accountant, Asst. Town Administrator/Town Treasurer; Asst. Town Administrator/DPW Director; Police Chief; Fire Chief, Town Clerk, and Building Commissioner.
- Successfully negotiated all multi-year Collective Bargaining Agreements for the following groups:
 - Swampscott Police; Swampscott DPW; Swampscott Clerical; Swampscott Library; Swampscott Fire Department
- Supported initiatives to:
 - Continue the consolidation of services and operations at Town Hall.
 - Advance the development of the Town's Harbor Plan
 - Coordinate efforts to Regionalize the Town of Swampscott's Veteran's Services with the City of Lynn.
 - Worked with the Collins Center and Town Staff to prepare a 10-year Financial Forecast focused on short- and long-term economic sustainability.

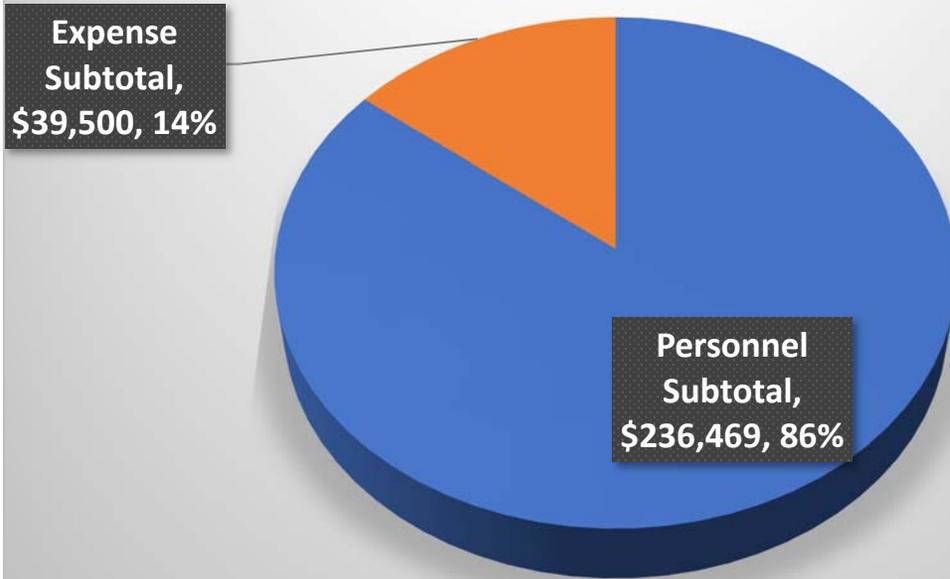
FY20 Goals

- Goal 1. **Steward Organizational Culture Change**
Continue to work with the Town Staff to develop a style and system of leadership that will ensure the effective provision of services, while supporting the delivery of the Board of Selectmen's goals and objectives.
- Goal 2. **Champion Swampscott Civic & Economic Development**
Create and market an attractive, entertainment, cultural, and Town Center district around Humphry Street; mitigate the impact of unwanted development.
- Goal 3. **Continue Focus on Land Use, Transit, and Development**
Make Swampscott a better place to live, work, learn, and play; a more diverse community; and a more sustainable community.
- Goal 4. **Maintain & Improve Community Facilities and Services**
Sustain Swampscott's unique spirit and sense of community; provide a safe and secure community; and support and enhance the quality of life.
- Goal 5. **Improve Town's Fiscal Condition**
Diversify revenue sources consistent with Town values to reduce pressure on residential property tax; identify and pursue internal operating efficiencies; and develop a strategic financial plan for long-term sustainability.
- Goal 6. **Plan Ahead for Swampscott and the Region.**

Town Administrator (2014-2020)



Town Administrator FY2020 Recommended Budget



Town Accountant (pg. 123)

Mission Statement

The Town Accountant provides the controllership and audit functions for the Town and its departments and agencies. The Accounting Department protects the fiduciary interests of the Town by ensuring that the financial records are accurately maintained and preserved; supervising and monitoring the expenditure of Town funds; utilizing sound accounting practices; and performing all other auditing and accounting functions pursuant to the Town Charter, Town By-Laws and laws of the Commonwealth of Massachusetts. The Town Accountant's office consists of two full time employees, the Town Accountant and the Assistant Town Accountant. The Accounting department handles the processing of all vendor payments for the Town and School, has control over the chart of accounts and determines appropriate and sufficient funding sources for expenses.



Cheryl Herrick-Stella, Town Accountant

The Accounting office is responsible for and maintains, supports and analyzes a general ledger that consists of more than 8,200 accounts. The role of the Accounting office is to ensure timely certification of "Free Cash" as well as a timely completion of the Town Audit. The Town Accountant plays a vital role to the Town Administrator providing analysis and reporting to strategically look at the Town Finances and make expenditures consistent with MGL.

Significant Changes

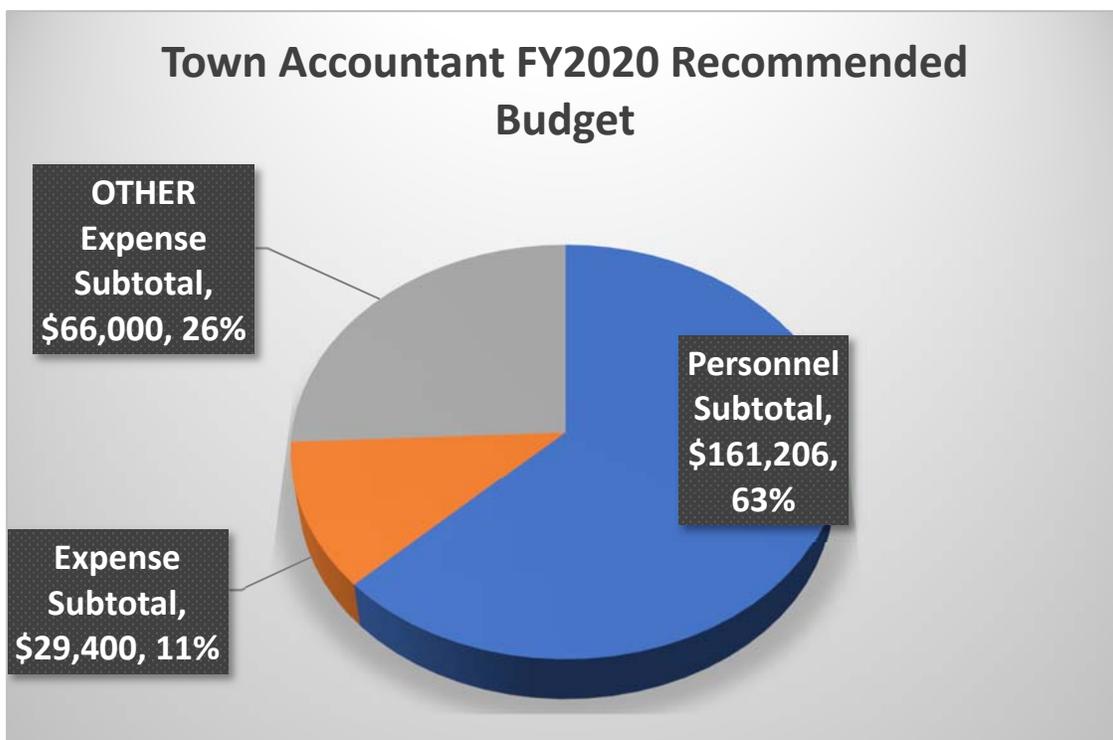
The Accounting office hired its first intern Patrick Luddy.

Previous Year Accomplishments

- Completed a 10-year in-depth financial forecast
- Analyzed contract costs and created a comprehensive presentation for the Financial Summit
- Continued to work with Munis to find cost savings
- Worked with my colleagues to create an analysis of water and sewer rates and presented to the BOS recommended rate changes that was driven by data
- Led the recruiting process for the combined HR director
- Continued to support my colleagues by spear-heading a number of presentations and analysis on various topics
- Instituted a quarterly expense and revenue analysis and presented to the elected boards

FY20 Goals

- Continue to work closely with the new school business manager, meeting monthly to discuss Town-wide financial issues
- Work with the Assistant Town Accountant to continue to improve upon the Accounting manual
- Collaborate with my colleagues to roll-out Munis modules and ensure we are getting the most out of our financial software.



Assessing (pg. 124)

Mission Statement

The Assessing Department provides the Town with fiscal stability by ensuring the Town's personal and real property is promptly, fairly, and equitably valued and classified. The Assessing Department determines fair market value of all property for the purposes of taxation. Additionally, the Department administers motor vehicle and boat excise taxes in a fair and efficient manner. The Department also administers the statutory exemption program for eligible taxpayers and administers the senior abatement work off program. In conjunction with the Town Accountant, the Assessors prepare the annual recap for the purpose of setting the annual tax rate.



John Speidel, Assist. Assessor

Significant Changes

Pamela Hogan retired after many years of dedicated service to the Town of Swampscott.

Previous Year Accomplishments

- Completed state mandated 2019 re-valuation of all real estate and property on time
- Completed Classification hearing and recap before December as a result tax bill were mailed on

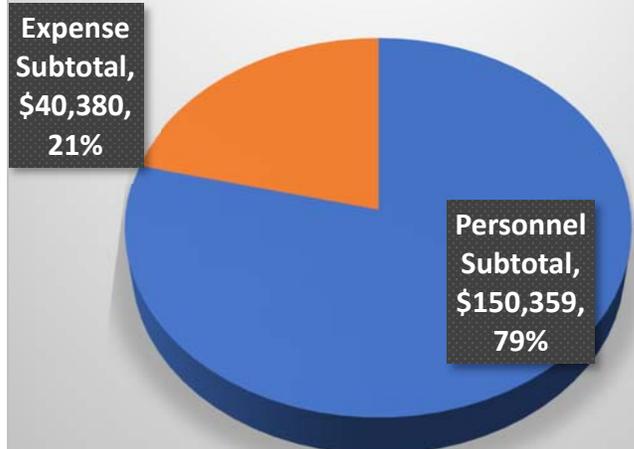
FY20 Goals

- To complete and submit new growth to the DOR by September 14, 2019;
- To complete Tax Recap and hold Classification Hearing by Thanksgiving;

Assessor (2014-2020)



Assessor's FY2020 Recommended Budget



Treasurer/Collector (pg. 125)

Mission Statement

The Treasurer's Office preserves, protects and manages the financial resources of the Town, among other responsibilities. The Treasurer is responsible for receipt, accurate accounting and prudent investment of all Town funds to maximize yields while maintaining adequate liquidity and ensuring compliance with Massachusetts General Laws, Town ordinances and any other applicable financial mandates. Responsible for maintaining and paying Town payroll.



**Ron Mendes, Assistent Town Administrator
Treasurer/Collector**

The Collector (serving as both tax collector and town collector) is responsible for providing a single point of contact to taxpayers and municipal customers for all financial transactions. The Collector is responsible for the billing, collection and accurate accounting of all taxes, fees and charges. The Collector's Office mails and processes payments for municipal invoices each year including property and personal property tax bills, automobile excise tax bills, water/sewer usage bills, boat excise tax bills, harbor mooring fee bills, fire alarm fee invoices and varying amounts of water service, sewer apportionment, school tuition, rent and non-contributory retirement reimbursement invoices.

Significant Changes

During Fiscal Year 2019 the office that has historically been known as the "Clerk/Collector's Office" of Town Hall has been re-branded as "Resident Customer Service." These changes involved better utilization of FTEs in the department to better fit with the re-organization. The Assistant Treasurer/Collector position was split into an Assistant Clerk/Collector position and an Assistant Treasurer position. The Assistant Clerk/Collector serves in a supervisory role for the Resident Customer Service office replacing an FTE that was opened due to a retirement. The Assistant Treasurer position oversees payroll and back-office operations related to customer service (i.e. processing payments, reconciling bank accounts, managing day to day treasury operations). Additionally, to assist the Treasury function with these responsibilities we have hired a part-time Finance Assistant utilizing part of an FTE from another department that was not filled.

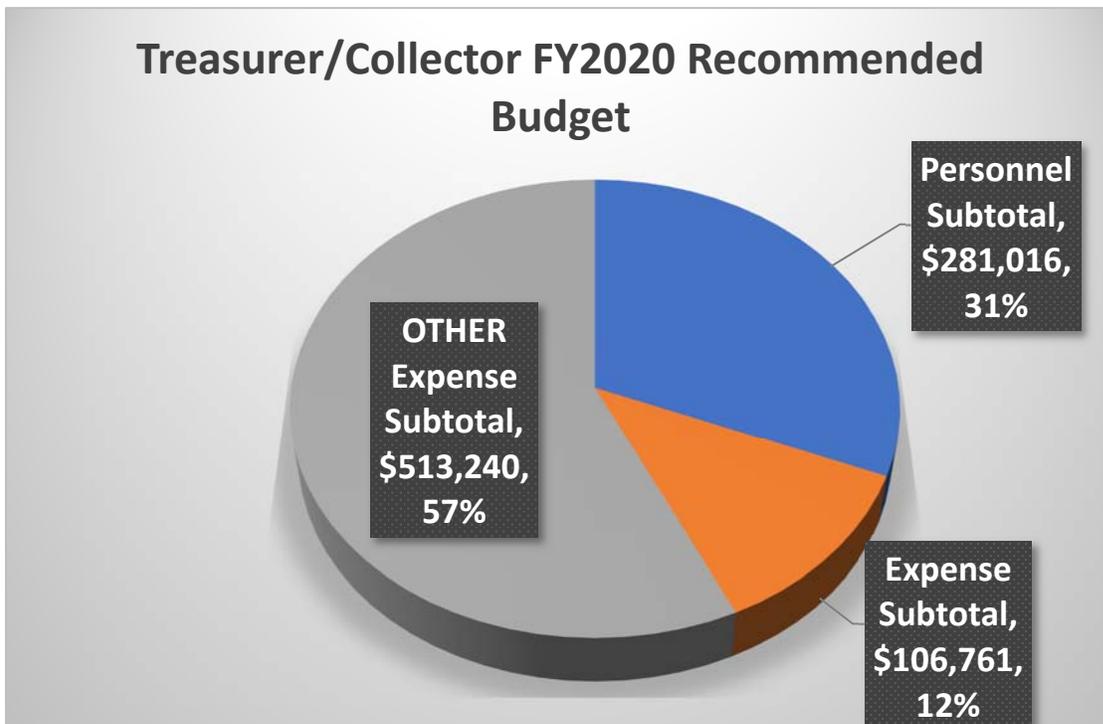
We have also consolidated several customer service responsibilities that have historically been handled in various departments into the Resident Customer Service office in order to avoid customer being sent from office to office to handle their business with the Town.

Previous Year Accomplishments

- Worked with the Collins Center to improve the Town's capacity for financial forecasting.
- Continued to work with the Town Administrator to re-organize town offices and staff to ensure redundancy in town operations.
- Updated the Capital Planning process to better facilitate decision making in a timelier manner.

FY20 Goals

- Work with the Collins Center to comprehensively update the Capital Planning process in order to have a draft capital plan ready by September 30th of each year.
- Continue working with the Town Administrator to effectively manage a changing organization within the Town Administration.
- Elevate the level of internal capability with respect to procurement in order to better manage purchasing and contracting functions amongst town department.



Technology (pg. 126)

Mission Statement

The Technology department maintains all aspects of our deployed systems throughout the town from phone switches and PC's to Swampscott's state of the art fiber optic network that connects our Town Hall, Police and Fire Departments, Senior Center, Library, High School and our Town Hall Annex. As the efficient use of our infrastructure and exchange of data between departments continues to grow, so too will the quality of service provided to the citizens of Swampscott.

Significant Changes

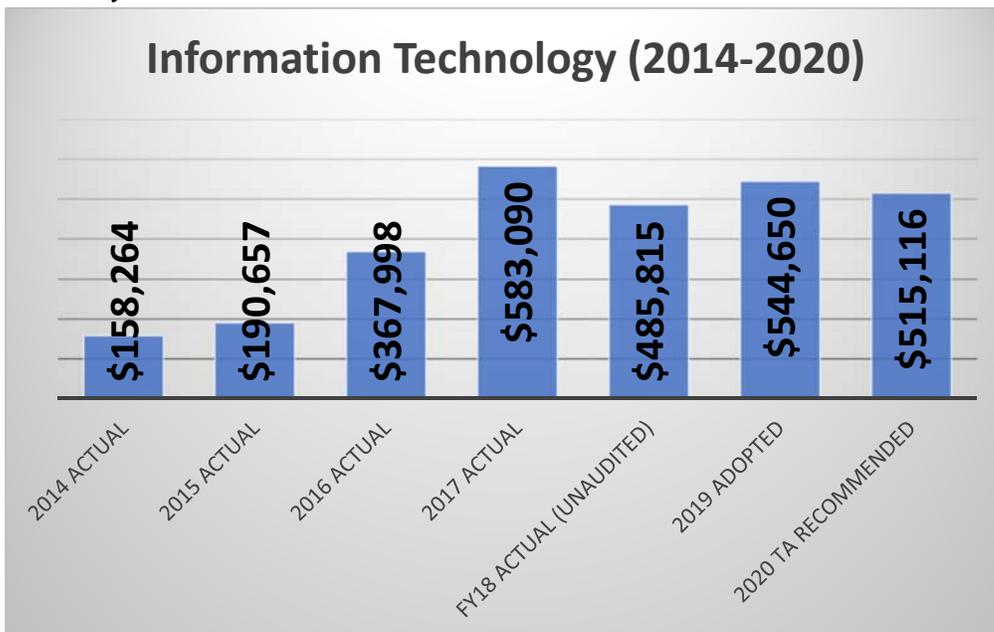
The most significant change during FY19 was the transition to a new Information Technology vendor to manage the day to day technology needs of town departments. The new vendor, HIQ Computers from Medford, MA, has hit the ground running by upgrading desktop environments, servers, and our data room.

Previous Year Accomplishments

- Transitions to new I.T. Vendor
- Replaced Servers, upgraded desktop computers and monitors, upgraded software
- Replaced telephone systems and hardware in the Senior Center and Library

FY20 Goals

- Continue with upgrades to desktop environments, including installation of power backup solutions, technology upgrades at the Library, and a re-organization of the data room in Town Hall
- Expand utilization of available software modules in Munis
- Begin comprehensive review of the Town's fiber optic network to prepare for upgrades if necessary



Human Resources (pg. 128)

Mission Statement

The Human Resources Department establishes and maintains an equitable personnel system that promotes the efficiency and economy of government and the morale and well-being of all Town employees. The Human Resources Department establishes and monitors Human Resource policies and procedures, ensures fair and consistent hiring practices, oversees the coordination of collective bargaining, manages employee benefits, acts as a liaison to managers, mediates employee relations issues and provides staff training and development opportunities. The Human Resources Department is responsible for recruiting, selecting, and developing employees on the basis of their abilities, knowledge, and skills and ensuring that the work environment and the procedural guidelines of the Department are free from any instances of discrimination of any kind.



Julie DeLillo, Human Resources Director

Significant Changes

In FY2019, the Town and Schools combined the Director of Human Resources into one (1) shared position to create efficiencies within the HR function.

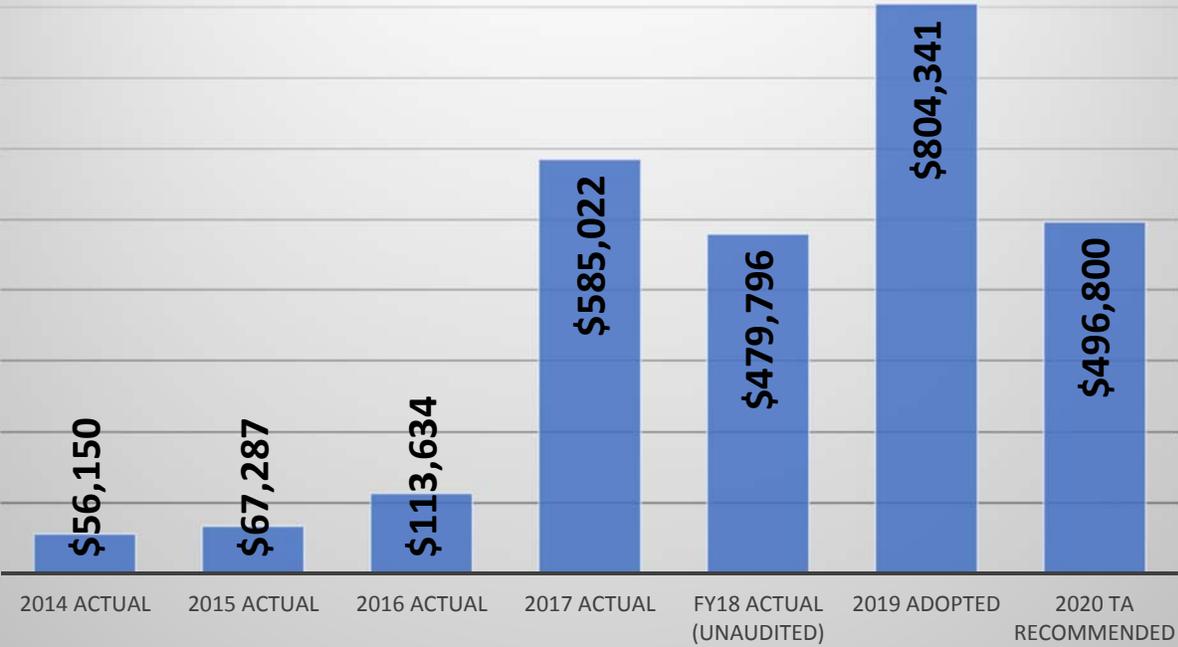
Previous Year Accomplishments

- Introduced an internship program for the Town that brought in its first 3 interns.
- Created a comprehensive Personnel policy for all non-union staff that establishes fundamental standards.
- Rolled out Employee Self Service for access to pay advices and personal data from mobile device
- Implemented a staff training for Office products
- Hired a full-time HR/Benefits Administrator to ensure quality customer service to staff

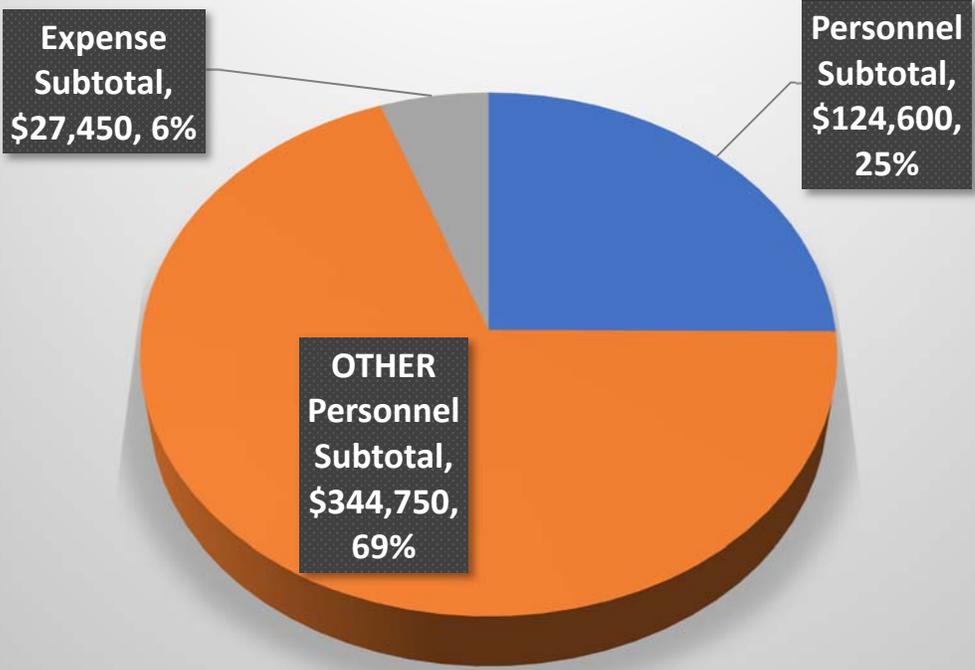
FY20 Goals

- Implement more staff development training.
- Begin implementing an automated time and attendance system
- Finalize a comprehensive Employee Handbook for Schools

Human Resources (2014-2020)



Human Resources FY2020 Recommended Budget



Town Clerk (pg. 129)

Mission Statement

The Town Clerk is the primary agent responsible for serving the public through the provision of public records, vital statistics (births, deaths, and marriages), elections and general information. The Town Clerk is the keeper of the public record and is responsible to document and certify the actions of all Annual and Special Town Meetings. The Clerk's Office is the official filing agent for the Town and as such accepts, processes, records and maintains all municipal records including, but not limited to, notices and minutes of all public meetings, appointments and resignations of public officials, bankruptcy filings, Planning Board and Zoning Board of Appeals applications and decisions and Certificates of Business and dog licenses. The Town Clerk insures that all public records are safely preserved and readily accessible for inspection and retrieval.



Sue Duplin, Town Clerk

The Town Clerk's Office is dedicated to providing a safe environment for voting, accurate tabulation and reporting of vote counts, up-to-date voter registration (through the VRIS system and through our office filing system), as well as information for candidates and help with voter registration. Our office operates under the Campaign and Political Finance laws to keep annual financial reports up to date. This office is responsible for overseeing the Annual Street Listing as compiled through the annual census.

Significant Changes

- 5 elections in 2018; 2/6/18 Special State Primary, 3/6/18 Special State, 4/24/18 Local, 9/4/18 State Primary & 11/6/18 State election
- Data entry of 950 2018 licensed dogs into City Hall Systems database for 2019 efficiency and moving forward
- Connie Hayes Retired

Previous Year Accomplishments

- 5 elections in 2018
- Re-precincting DRAFT completed & submitted to SEC 7/10/18 prior to deadline
- Submitted Attorney General packet as a result of May 21, 2018 ATM voted articles; A.G. Approved 9/4/18
- Early Voting in Town Hall for 2 weeks (10/22/18 thru 11/2/18) prior to the 11/6/18 State election

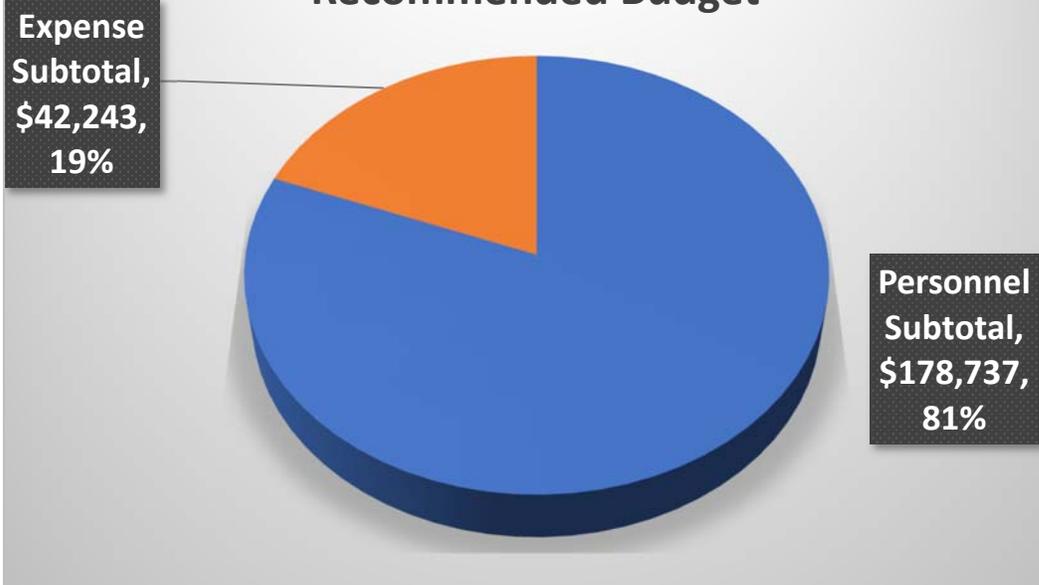
FY20 Goals

- Update Town Clerk's/Elections website pages
- Complete Codification project
- Implement new voting machines
- Training of An Assistant Town Clerk
- Complete 2020 Re-Precincting by Federal deadline
- Ethics compliance for all employees

Town Clerk/Elections (2014-2020)



Town Clerk/Elections FY2020 Recommended Budget



Community & Economic Development (pg. 131)

Mission Statement

The Office of Community Development shapes the future of Swampscott by: developing a vision for the community through the Master Plan and other planning documents; fostering key development design and land use through bylaws and regulations; improving our surroundings through environmental protections and leadership; preserving our unique heritage and culture; encouraging a broad range of housing and a business opportunities; and connecting our neighborhoods and points of interest with efficient and various transportation options.



Marzie Galazka Director of Community Development

The staff provides technical and administrative support for residential, commercial, and industrial development, subdivision control, and Wetlands Protection Act review. Support is also provided to develop new or revise existing bylaws and rules and regulations to remain compliant and appropriate with the evolving community.

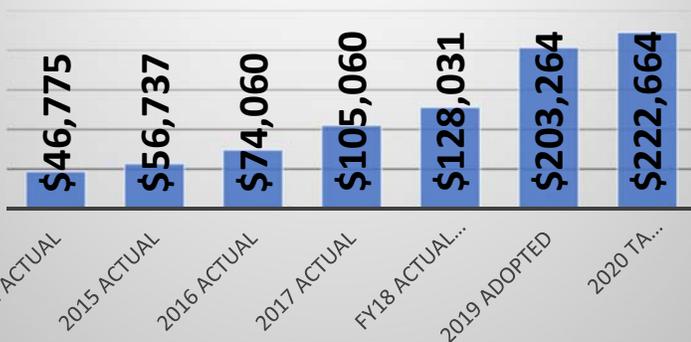
Significant Changes

The Planning Department was rebranded as the Office of Community & Economic Development with the merging of the Planning, Building, and Health Departments and hired a new Community Development Director Marzie Galazka.

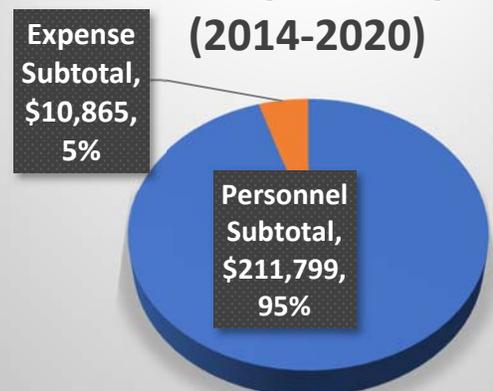
FY20 Goals

- Assist the Affordable Housing Trust by developing and launching an affordable housing grant process to distribute Trust funds to affordable housing development projects in the community
- Assist Planning Board with Master Plan implementation
- Work with other boards and committees to help support current and on-going community development & economic plans

Community Development (2014-2020)



Community Development (2014-2020)



Building Department (pg. 132)

Mission Statement

The Building Department enforces laws and state codes, promulgates and enforces reasonable rules and regulations relating to building construction, zoning enforcement, health and sanitation, and weights and measures for the purpose of protecting public health and safety. The Inspectional Services Department is also responsible for making inspections, issuing permits, licenses and certificates, and provides for appeals and variances as mandated by the state sanitary code, the state environmental code and various other State codes and Town By-Laws.



Max Kasper, Building Inspector

Significant Changes

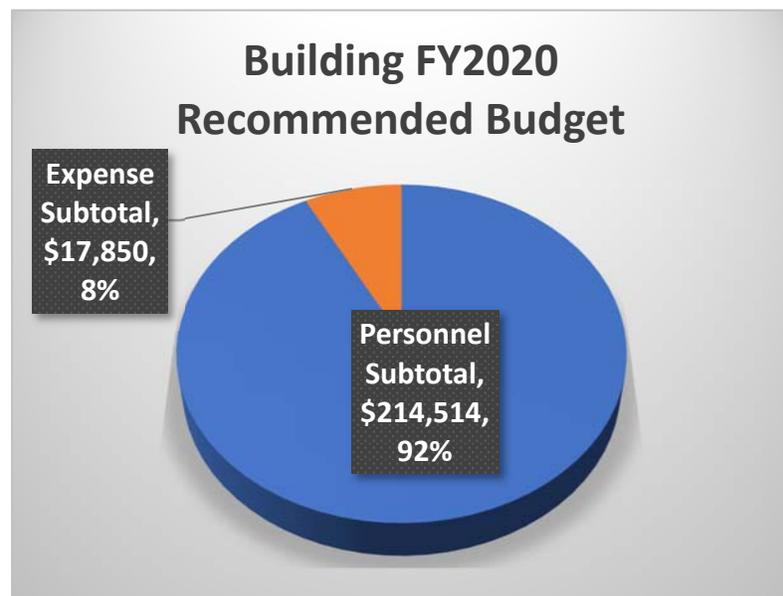
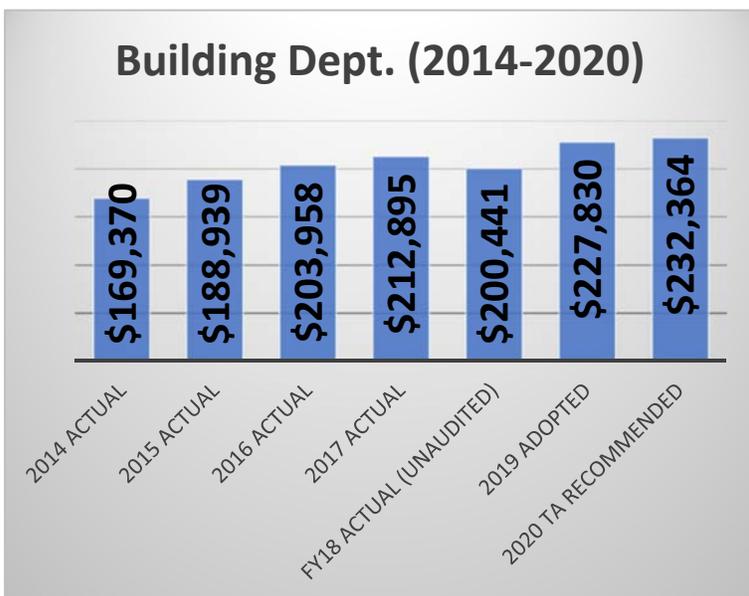
- Hiring of a new Local Building Inspector
- Integration of Facilities responsibilities for Town buildings into Building Department

Previous Year Accomplishments

- Implementation of brand-new permitting software offering online permitting
- Issued over 600 Building Permits

FY20 Goals

- Renovate Community Development offices and truly merge the departments
- Develop better planning and maintenance procedures for town owned buildings
- Fully utilize all capabilities of new permitting software including GIS integration and inter-departmental utilization



Health (pg. 134)

Mission Statement

The Health Department is dedicated to serve all of the people of Swampscott, and to promote healthy people, healthy families, healthy community and healthy surroundings through compassionate care, education and prevention. By working with other departments and communities we are committed to providing a safe and sound environment.



Jeff Vaughan, Health Director

Significant Changes

In November of 2018, Public Health Nurse Roseanne Bruno decided to take on a full-time nursing job after working part-time for eleven years in the Health Department. We wish her the best of luck and thank her for helping to keep our residents healthy.

Previous Year Accomplishments

- Developed Integrated Pest Management (IPM) plans that offer procedures for construction, roadwork, and demolition work that will result in more responsibility to contractors and to town projects in managing the dispersion of rodents, caused by this work, into the neighborhoods.
- Worked in collaboration with the Recreation Department to hold a Health and Wellness Fair to help introduce residents to new exercise techniques, local wellness programs, and ways to improve their overall health.
- Worked with youth to create a mural with town roots that would help educate other youth in town about alcohol use and substance abuse prevention.
- Increased Public Health Emergency infrastructure by recruiting 3-5 new resident volunteers with medical and emergency preparedness experience to our planning team.

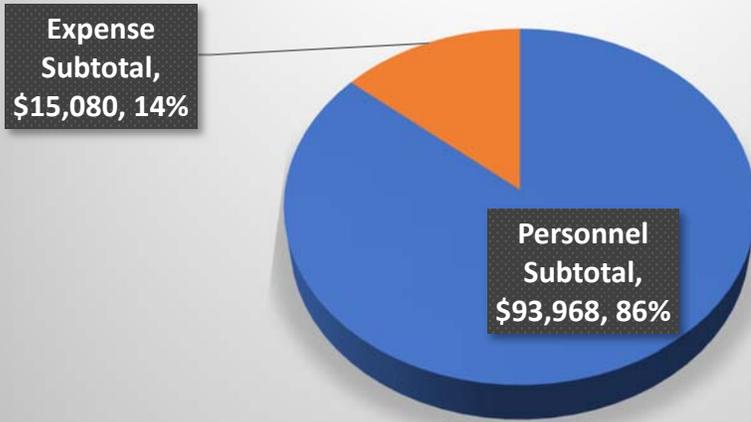
FY20 Goals

- Reduce curbside recycling contamination on 10-15 roads by conducting spot checks of recycle containers and offering “recycle smart” education.
- Improve Health Department webpage by adding 5 more educational links and keeping information current.
- Increase resident understanding of radon gas and its threat to health in their homes as we reside in a potentially high radon level area.
- Obtain a 100% compliance rate during underage tobacco and nicotine delivery device sales to minors enforcement stings.

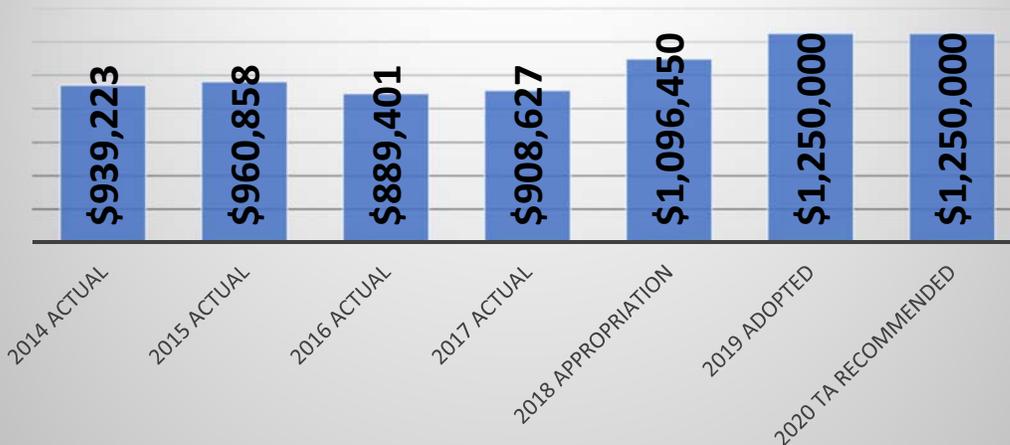
Health Dept. (2014-2020)



Health Dept. FY2020 Recommended Budget



Solid Waste/Recycling (2014-2020)



Recreation (pg. 135)

Mission Statement

The Recreation department provides the community with leisure time activities for adults and children. This includes beaches and lifeguards, sailing lessons, tennis, track and field, playground activities and a teen recreation center. In the winter months we offer enrichment programs for both adults and children. We also provide beach stickers and offer Community Events.



Danielle Strauss, Recreation Director

Events

- Harbor Festival at Fisherman's Beach in June with the Yacht Club, Rotary, SUP East Coast, Why Knot Fishing and the YMCA
- Annual Strawberry Festival and 4th of July Parade and concert in July
- By-weekly concerts and movies during the summer.
- Weekly Farmers Markets June -October
- White Court event in September
- Car Show
- Holiday Festival with the Police Parade and activities at Town Hall
- 1st Night Swampscott held on New Year's Eve at the High School
- Annual Egg Hunt on town Hall lawn

Significant Changes

Hired a Recreation Assistant who works part-time during the winter and full-time during the summer.

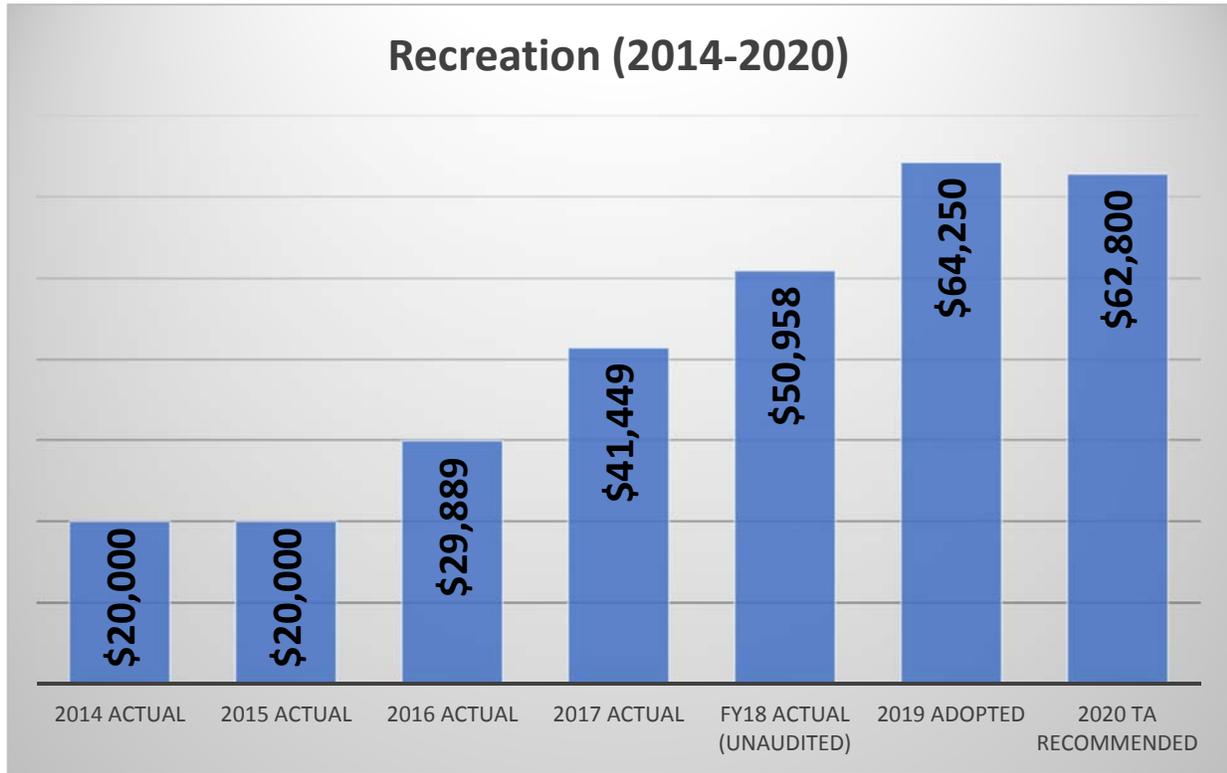
Previous Year Accomplishments

- Held a Health and Wellness Fair at Swampscott High School
- Worked with Reach Arts to utilize their building for art classes
- Held a very popular Community Night at Fishermen's Beach

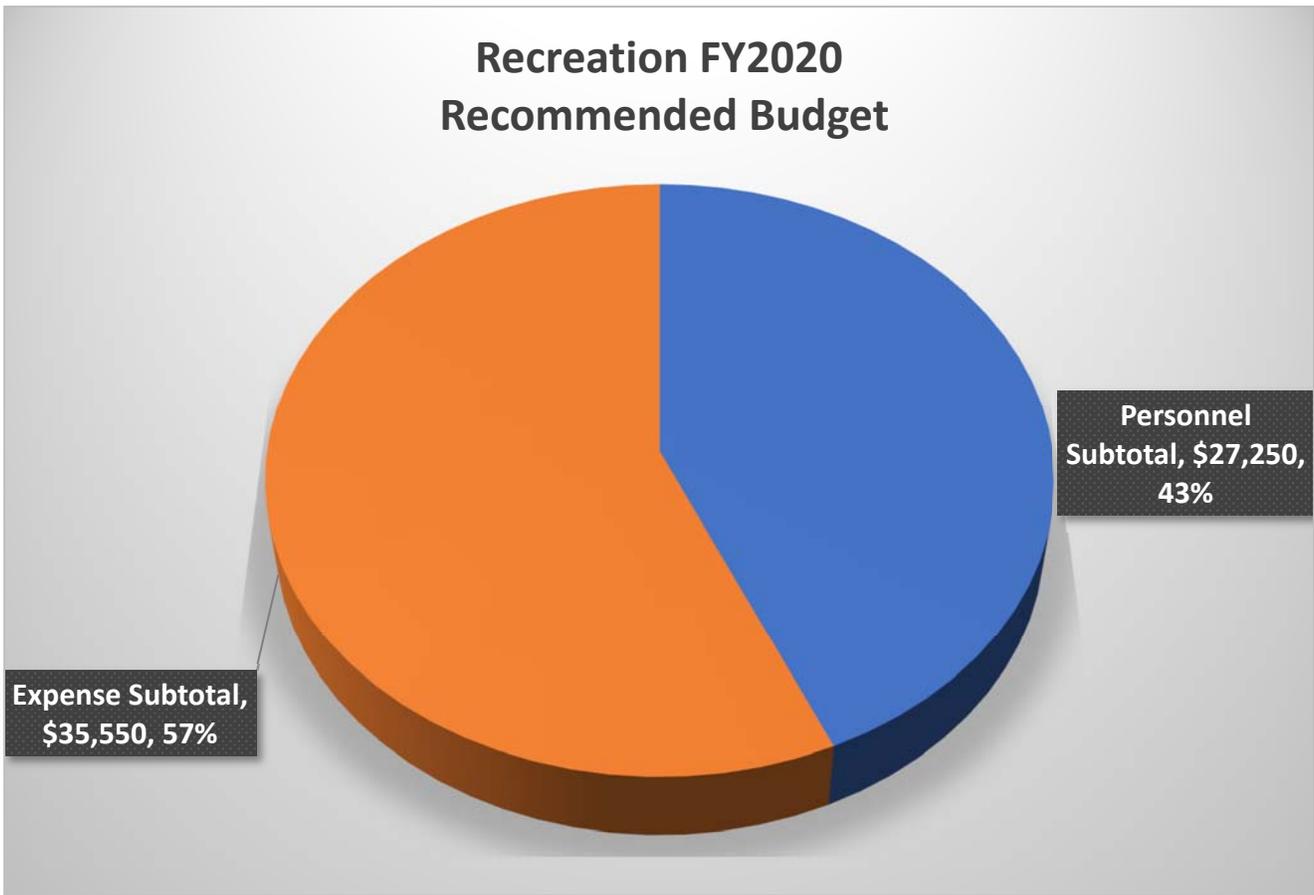
FY20 Goals

- Continue to look for and introduce new programs and events
- Create an Employee Handbook for Summer Staff
- Work with the Friends of Swampscott Sailing to raise awareness and improve enrollment numbers

Recreation (2014-2020)



Recreation FY2020 Recommended Budget



Facilities (pg. 136)

Mission Statement

The Town of Swampscott Department of Facilities Management provides effective and reliable property management of general government and school buildings. D.F.M. provides administrative services, operation services, housekeeping and technical support for specialized repairs, maintenance and continuous monitoring of buildings, grounds, building systems and equipment. The Department of Facilities Management is committed to the continuation of best practice in maintaining a safe and efficient environment.

Max Kasper, Facilities Director
(Town)
Tom Prentiss, Facilities Director
(School)

Significant Changes

Structure of the Department has shifted and is now run through a two-pronged leadership approach utilizing staff from the Building Department and School Department. The joint venture leadership approach is a collaboration allowing the Town and School managers to work together to help manage our facilities. Tom Prentiss now leads the school side of Facilities Management and Max Kasper is managing the non-school town buildings.

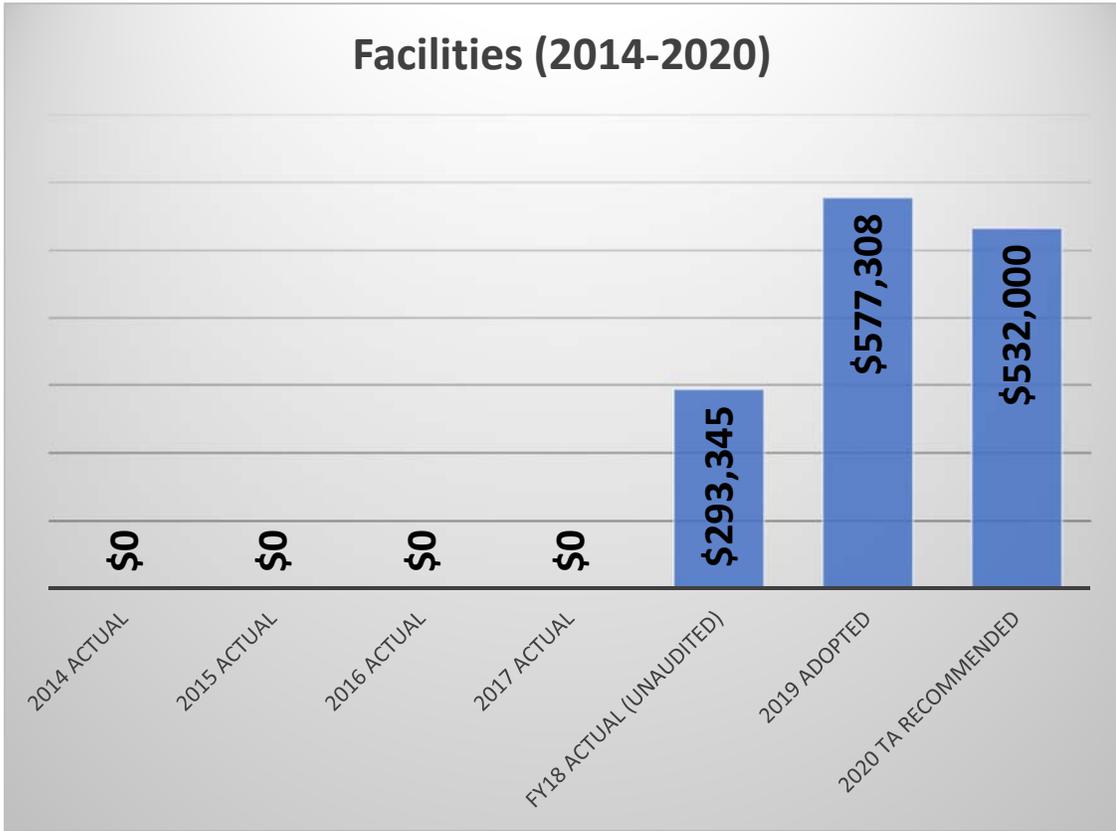
Previous Year Accomplishments

- We have maintained operations at all buildings; many of the buildings are older and need considerable investment and maintenance. We have improved the level of scrutiny over the capital needs of the town and continue to develop and improve the capital plan for town facilities.

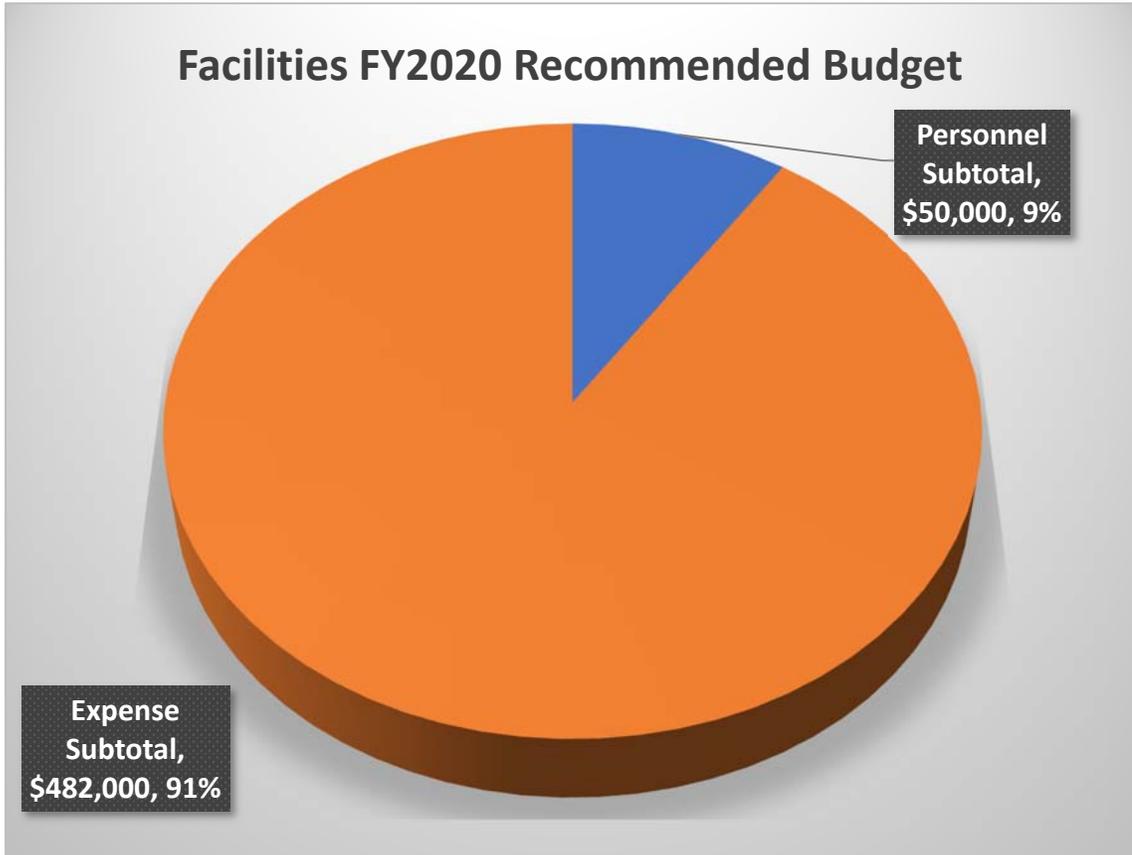
FY20 Goals

- Develop and implement better service contract procedures
- Improve procurement processes
- Continue to improve scrutiny on capital needs
- Implement better maintenance practices across town buildings

Facilities (2014-2020)



Facilities FY2020 Recommended Budget



Public Works (pg. 138)

Mission Statement

The Department of Public Works (DPW) provides professional quality maintenance, repair and construction services while maintaining 50 miles of streets, six parks and playgrounds and the Swampscott Cemetery. The DPW is also responsible for the ongoing maintenance of three municipal buildings, 48 miles of water mains, 47 miles of sewer mains, seven sewer lift stations, the sewer pumping station and over 40 vehicles and pieces of equipment. Additionally, the DPW is responsible for rapid response to all snow, ice and other inclement weather emergencies and conditions. The DPW enforces water, sewer and drainage by-laws, grants petitions of location for utilities, and maintains engineering records and Town maps. Lastly, the DPW plays a significant role in the daily operation of other Town departments in responding to requests for service. The Department budget is divided into four divisions: Public Works (General), Cemetery, Water and Sewer.



Gino Cresta, Assistent Town
Administrator/DPW Director

Significant Changes

There are no significant changes to report.

Administration

The departmental administration provides centralized administrative and management support for all departmental operations. Activities include policy development, program planning and procedural guidance, procurement and contract administration, position and budgetary management and community relations. The department administrators are responsible for fiscal administration, budgeting, and, most importantly, responding to the needs of the citizens of Swampscott for all matters relating to services and infrastructure, including, water, sewer, public facilities and roadways.

Engineering functions performed for the Department under the direction of the Director include the full range of administrative functions associated with the construction of public works projects, from initial design through closeout. Additionally, technical support is provided to other Town departments and agencies, including routine and special services in support of Town projects. Other engineering responsibilities include the maintenance of drawings and maps.

Public Works - General

This is the most visible operations section of the Department of Public Works, having the largest portion of the workforce and engaging in everyday activities that directly impact the citizens of the Town. The Director of Public Works is responsible for the supervision of employees in this division. Some activities vary seasonally, such as street sweeping and tree trimming in the spring, summer, and fall and snow and ice control in the winter. Other activities continue on a

year-round basis, such as litter removal, roadway repairs and sign replacements and installations. Personnel in this group also perform many hand labor-intensive activities such as emptying trash barrels, filling sand barrels and removing street debris.

Previous Year Accomplishments

- Planted 49 new trees throughout the Town. This effort was greatly assisted by the help of a town resident, who set up a GoFundMe Page, and the subsequent donation of 28 trees
- Removed 41 dead, near-dead, or otherwise hazardous trees. Trimmed over 200 trees
- Tree City USA recipient for the 27th consecutive year
- With the assistance of SavATree, completed the final phase of a town-wide shade tree evaluation study
- Placed 640 tons of asphalt while repairing damaged asphalt sidewalks using in-house labor
- Using Chapter 90 funding and plus an additional Town Meeting appropriation of \$200,000, completed a paving project which included Longwood Drive, Merrymount Drive, Worcester Ave, Hampshire Street, Sunset Drive, Fairview Ave, Stetson Ave, Sampson Ave, Stuart Street, Eureka Ave, Mountain Ave, Berkshire Street, Grant Road, Rock Ave, Essex Street (from the Lynn line to The Greenway), Elm Place, Essex Terrace and Lincoln House Point
- Utilized Beach Rake to manicure Town beaches three times a week during the summer months
- Managed snow removal operations during a relatively severe winter (twenty-two inches of snow above the annual average), including spreading close to 1700 tons of road salt and 3000 gallons of calcium chlorite

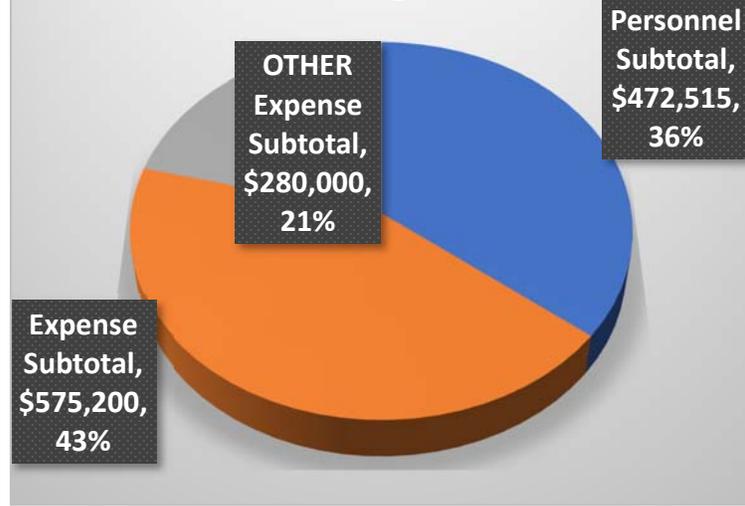
FY20 Goals

- Plant approximately 20-30 new trees at various locations around Town
- Continue utilizing Chapter 90 funding to support the soon to be updated Pavement Management Program
- Finish paving the middle section of the Phillips Park parking lot
- Apply for capital improvement funding to supplement the Town's Chapter 90 allocation
- Continue to replace damaged asphalt and concrete sidewalks using in-house resources
- Implement an equipment maintenance program
- Make necessary repairs to the Town's deteriorating seawalls
- Purchase additional sidewalk snow removal equipment to support the Town's new sidewalk clearing ordinance
- Work with FEMA to secure funding for damage to seawalls as a result of the March 3, 2018 nor'easter

Department of Public Works (2014-2020)



Department of Public Works FY2020 Recommended Budget



Buildings & Grounds

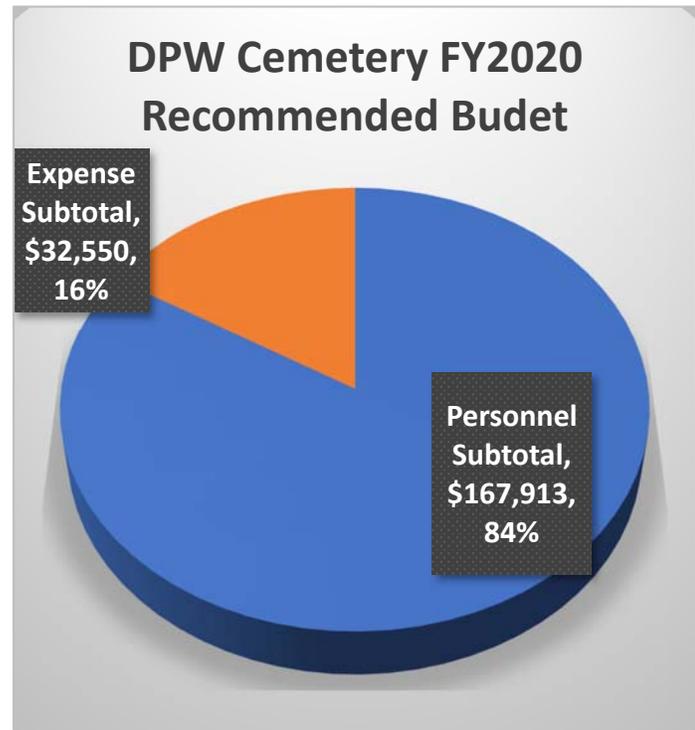
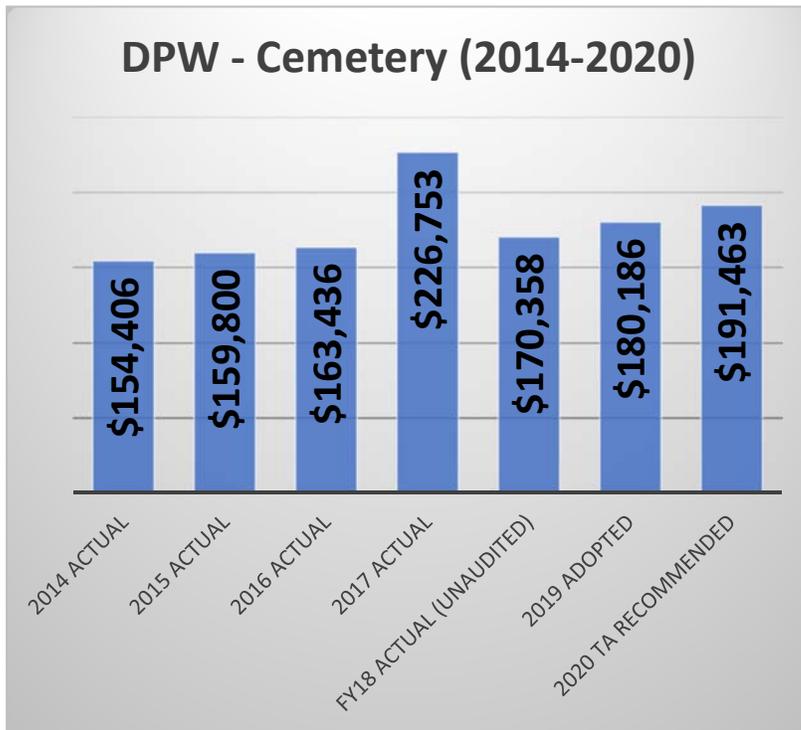
The Buildings and Grounds Division has primary responsibility for operation and maintenance of the Swampscott Cemetery and parks, including the grounds adjacent to the Schools. The Division interacts with other departments to address mutual needs and goals for internal and external municipal services.

Previous Year Accomplishments

- Worked with the Klamann family to install a magnificent new playground at Phillips Park
- Worked with the Hadley PTO to install new playground equipment at the Hadley School
- Installed new rubber surfacing at the Abbott Park Playground in an effort to make it truly ADA compliant.
- Oversaw the construction of the new \$2.5 million turf field at Blocksidge Field
- Responsible for 73 interments at the Swampscott Cemetery
- Planted 1700 geraniums at the Swampscott Cemetery
- Annual float repair at Fisherman's Beach
- Worked with the local resident, John McLaughlin, on the new planting design at the World War II Monument and Monument Park
- Installed 250 feet of granite curbing on Bates Road and 300 feet of granite curbing on Bondelevitch Way
- Installed 22 new decorative street lights on Humphrey Street and Monument Ave
- Made significant improvements to the beach entrances at Kings Beach and Fisherman's Beach, including the installation of beach markers

FY20 Goals

- Work with consultant to update the cemetery bylaws
- Pave roads inside the Swampscott Cemetery
- Install irrigation system on the Town Hall lawn
- Continue to improve the “Adopt an Island” program
- Continue to install new decorative street lights on Humphrey Street
- Complete the installation of sports lighting at Blocksidge Field
- Make improvements to the beach entrances at Whales Beach, New Ocean House Beach and Eiseman’s Beach, including the installation of beach markers



Police (pg. 141)

Mission Statement

The Swampscott Police Department is a community-oriented police department, committed to providing professional service to all, with fairness, compassion and respect, regardless of religion, age, race, color, creed, nationality or lifestyle. Working in concert with the community we endeavor to prevent crime, protect life and property, and preserve the peace, order and safety in Swampscott. We nurture public trust by holding ourselves to the highest standards of performance and ethics.



Ron Madigan, Chief of Police

In FY2018 there were 22,346 logged entries, 99 Arrests, 318 summonses issued for criminal offences, 1,626 Police Reports written, 3,018 Motor Vehicle citations issued and 1,631 Parking Tickets issued.

Significant Changes

The most significant impact to the Department over the last couple of years has been the spike in Opioid Overdoses.

In addition to training for our officers in the dynamics of addiction, seeking to destigmatize the issue and change the way officers have historically viewed the problem as primarily criminal, we initiated a police home visit program by officers with an outreach worker following an overdose. Toward that end we have partnered with a nationwide non-profit organization PAARI (Police Assisted Addiction and Recovery Initiative) to assist as a resource for treatment options.

Previous Year Accomplishments

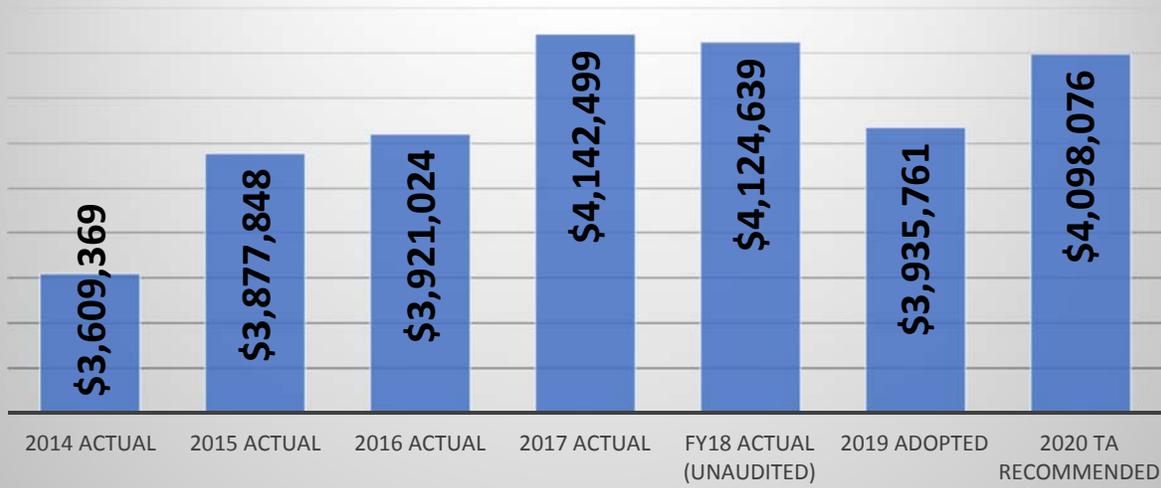
- To enhance our ability to respond to school threats Patrol Sergeants and the School Officer attended a three-day practical training on site at the Highschool.
- We worked with the school community to enhance school safety through response planning and environmental design. We reviewed our crisis response plans and conducted school lock down drill early in the school year for all schools
- We purchased a firearms training simulator and are in the process of making it operational
- We deployed the Speed Board trailer to the street for regular placement around town based on citizen's traffic complaints as well as areas identified by the Traffic Supervisor team as needing speed reduction and awareness and we installed three electronic pole mounted speed signs in fixed locations in town
- Annual in-service training classes were attended off site by all Officers at the Massachusetts Police Training academy. Training included CPR and First Responder first aid refresher, one full day of legal update training, one half day of Police interaction with people with mental illness, one half day of Integrating Communications, Assessment, and Tactics (ICAT), one half day of Defensive tactics and one-half day of Multi Agency Response to Active Shooter and Hostile Events (ASHE)
- We increased the application of in-house roll call instruction to include short training reviews of Department Policies and Procedures, emergency response plans as well as roll call training of current topics in policing.
- Two officers received driver safety training to evaluate the efficacy of the training and its application for additional officers in the future.
- We improved public outreach by Facebook and other social media communications media, striving to present timely information, including crime trends and safety, traffic impact from construction and emergency weather alerts.

- The Department assigned an officer to serve as the Elder Services Officer for outreach and crime prevention and as a liaison to the council on aging and residential communities. That officer also serves as a member of Swampscott For All Ages Committee (also known as Age Friendly Committee.)
- An officer was assigned to as the Civil Rights Officer whose role includes serving as the point person within the Department for bias or hate incidents or crimes. That Officer also worked to forge relationships with the faith-based community in Town, the ADL and CJP and Swampscott's S.U.R.E. (Swampscott Unites, Respects, Embraces Diversity.)
- We worked to implement the requirements of the sidewalk snow removal bylaw which involves the police department as the enforcement agent.
- We successfully achieved the transition of the Harbor Master function into the Police Department including managing the staffing and mooring oversight. Police Officers serving as Harbor Master and Assistant Harbor Masters engaged in regular patrols and sought to interact with the public in positive and helpful ways.

FY20 Goals

- We will train two instructors and conduct judgmental scenario-based firearms training on a simulator in addition to our regular twice annual live fire training and qualification and identify a program where the public can be exposed to the scenario training to foster an understanding of what officers must contend with when making decisions with respect to the use of force
- We will work to enhance the activities of the OPIOID Working Group to include participating in student and parent education meetings to enhance prevention with respect to drug abuse.
- We will explore the possible availability, partnering with PAARI, of access to a twenty (20) hour per week grant funded recovery coach position imbedded with the Police Department to provide timely information to people of available treatment and support resource options.
- Accreditation is an ongoing process and as such we will continue to review and perform to the standards, policies and procedures and be prepared for reaccreditation in two years
- We will increase outreach to seniors in the community and the Council on Aging.
- We will train officers to use the Department Records Management more effectively to include Detective Case Management and access and collection of data, including incident mapping, to drive traffic enforcement patrol deployment decisions.
- We will make use of publicly available conflict resolution options particularly with respect to neighbor disputes.
- We will increase public outreach generally through positive events and contacts.
- We will send Six Officers to driver training.

Police Department (2014-2020)



Police FY2020 Recommended Budget



Harbormaster (2014-2020)



Fire (pg. 145)

MISSION STATEMENT

The mission of the Swampscott Fire Department is to provide optimum protection from fire loss, and prompt and professional response to medical emergencies. Our objective is always to prevent loss of life and property through a proactive approach for fire prevention, however when fire does occur to contain and extinguish it with minimum loss. The fire department is comprised of three divisions. Suppression division is responsible for responding to all calls of an emergency nature. Fire prevention is responsible for all public fire related education as well as all code enforcement. Administration includes the office of the chief of department, training and operations, and fire investigation.



Kevin Breen, Fire Chief

Significant Changes

There were no significant changes.

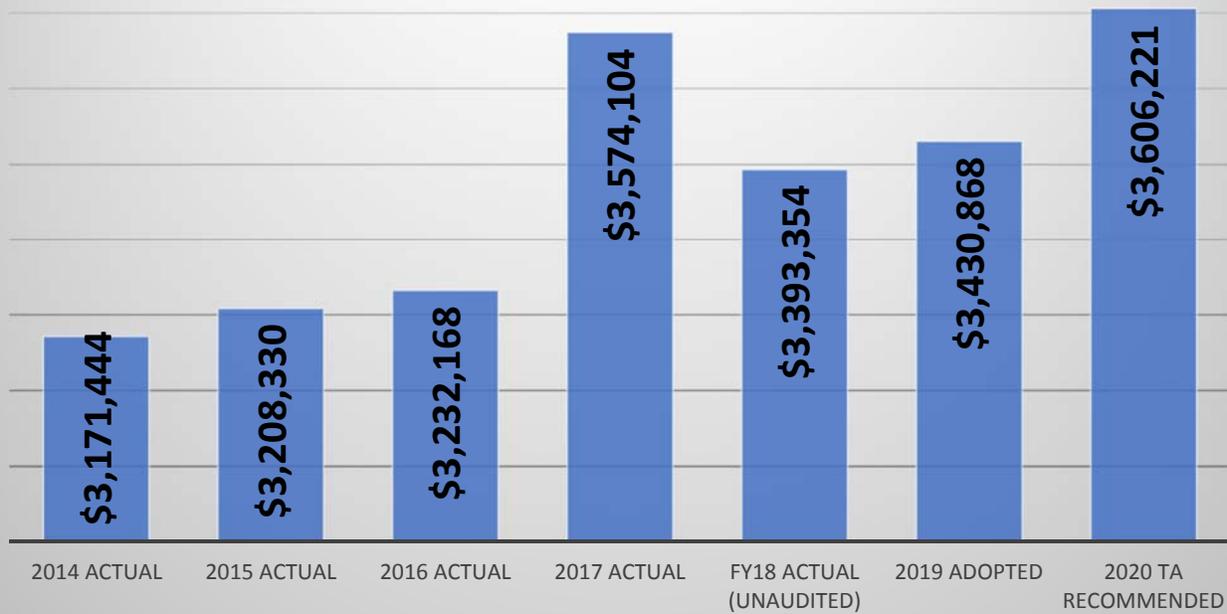
Previous Year Accomplishments

- During the last year we have hired one new Firefighters to replace retiring member.
- Appointed one new Captain and One new Lieutenant to replace retiring officers
- Members completed several specialized trainings in EMS, Rapid Intervention, live fire behavior analysis, as well as a nationally recognized training in Active Shooter Threat Response in conjunction with our Police Department.
- We secured a grant from the US Department of Homeland Security, for \$121,000 to replace all of the Department's Self-Contained Breathing Apparatus.
- Working with Mass Emergency Management we secured a grant for \$3,500 to purchase High visibility jackets and specialized wound care supplies.
- We continue to work with our architectural firm to work out the plan for a possible addition to the central fire station.

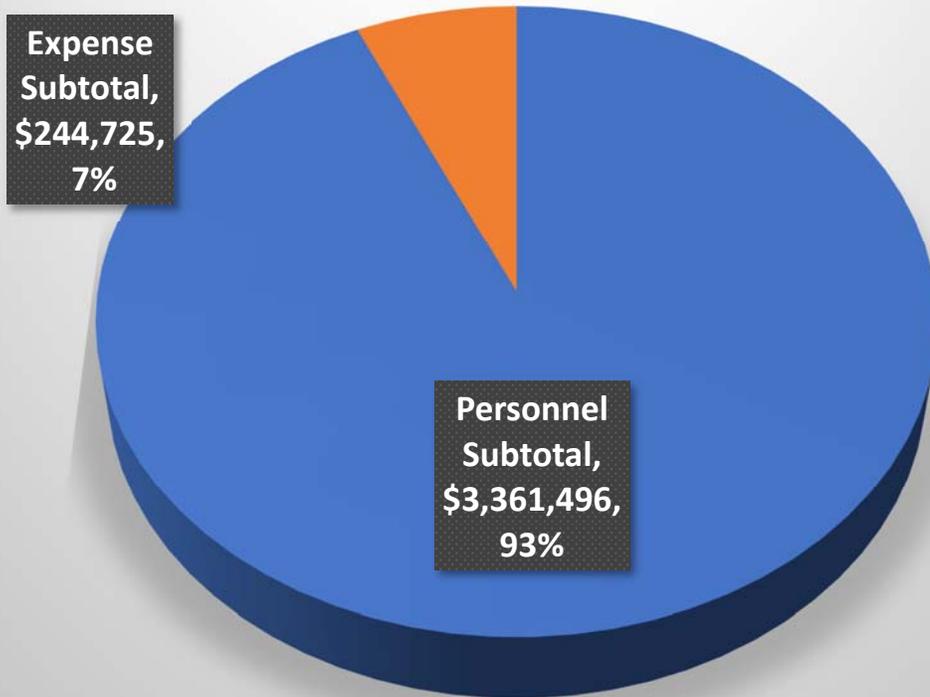
FY20 Goals

- To manage and complete purchase of new Engine 22 approved at Town Meeting, Delivery expected in the Spring
- To continue process of up-dating Department policies and procedures
- To improve Fire Department Social Media foot print i.e. Web Site Face Book etc.
- To implement software up-dates and install data tablets in front line apparatus
- To Manage process of selecting successor Fire Chief

Fire Department (2014-2020)



Fire Department FY2020 Recommended Budget



Emergency Management (pg. 147)

Mission Statement

The Emergency Management Agency and in particular the Director is responsible for obtaining and coordinating and managing resources in the event the Town has an incident, natural or manmade, that exceeds the resources and/or capabilities of the Town in order to minimize property loss and preserve life. The Director reports directly to Region 1 of the Massachusetts Emergency Management Agency at the State level and the Town Administrator and Board of Selectmen at the local level.

The Agency is mandated by Federal Law and the Town is required to maintain a current and up to date Comprehensive Emergency Management Plan that addresses “all hazards” and includes annexes for hazardous materials and Terrorism. The Director is the “White Team” representative for the Statewide Anti-terrorism Unified response Network (SATURN). The Agency is also active in the Local Emergency Planning Committee (LEPC) and the Community Emergency Response Team (CERT).

The Agency represents the Town in applying for grants or directing a grant to an appropriate department in the area of weapons of mass destruction (WMD), many of which the Town receives nothing for, but we still must participate in order to maintain eligibility for further grant considerations. The Agency is responsible for mitigation and financial recovery from natural disasters as well as hazardous accidents that may occur.

Significant Changes

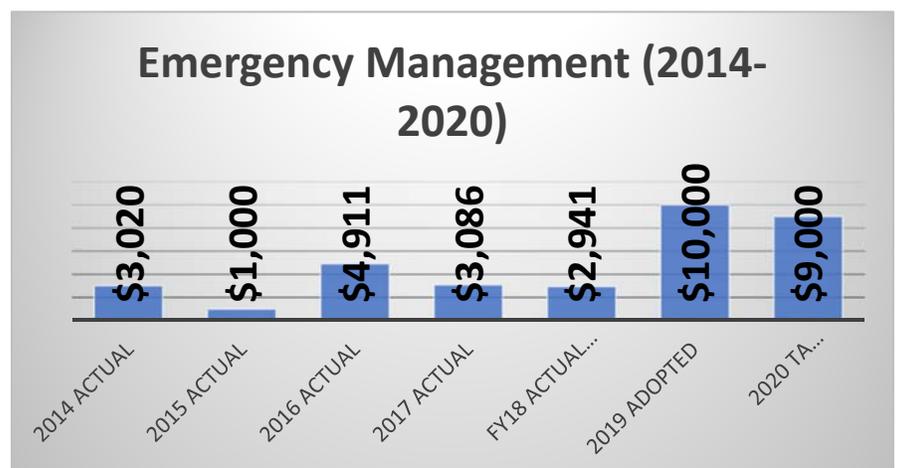
Made investments to the Emergency Management Budget for FY20.

Previous Year Accomplishments

Continued to work to strengthen the communications systems and enhance interoperability

FY20 Goals

- Conduct active shooter trainings for all Town employees
- Identify other trainings for Town employees
- Update Emergency Management policies & procedures
- Establish on-line training system to accomplish on-going NIMS Compliance up-dates



Council on Aging (pg. 148)

Mission Statement

The Swampscott Senior Center identifies the needs of the town's over sixty years of age population and designs, implements, promotes and coordinates new and existing elderly services. The Swampscott Senior Center will provide an atmosphere of welcome wherein members are treated with dignity and respect. The center is open to all seniors regardless of race, color, creed or sex. An outreach program will provide support and information to those seniors unable to come in to the center. The staff will assist members and volunteers as referral resources and advocates.



Marilyn Hurwitz, Senior Center
Director

Significant Changes

Restructured and eliminated the Assistant Director position and added a part-time administrative assistant.

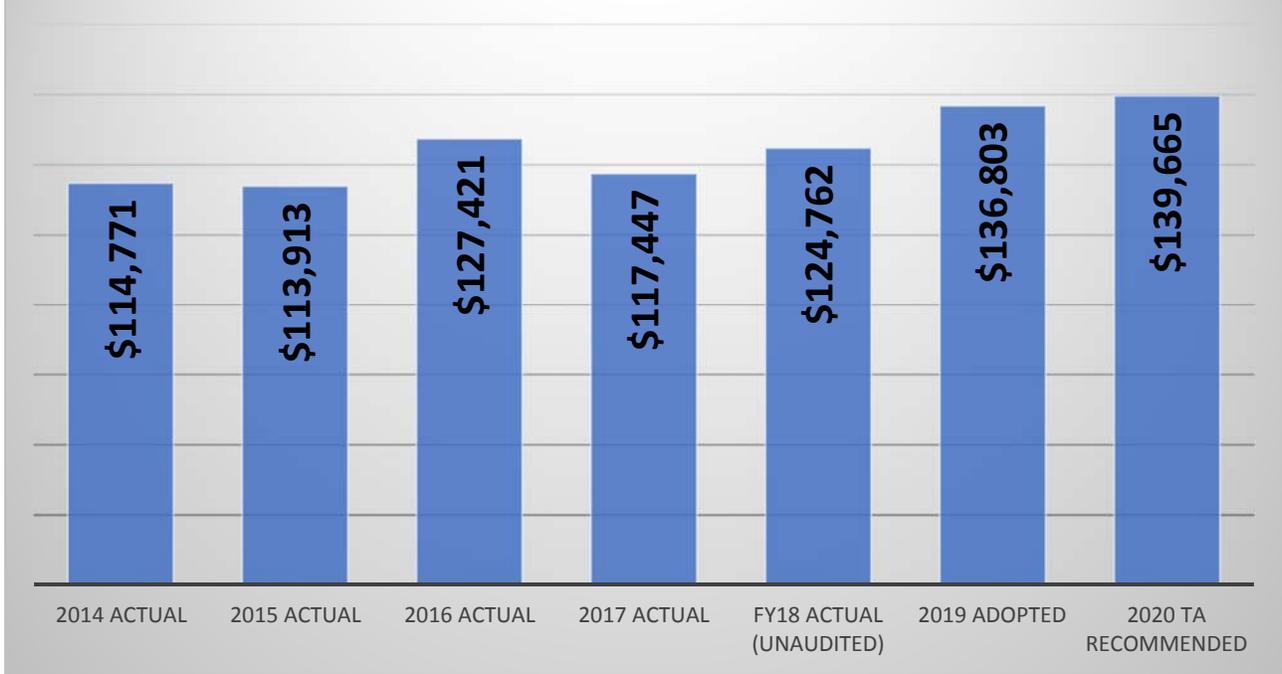
Previous Year Accomplishments

- Awarded a Capacity Building Grant from GLSS to support programs and health seminars
- Awarded DOT grant for a new 10 to 12 passenger van which will be delivered by June 2019
- Awarded an Eastern Bank Grant to trial test providing medical rides to our clients
- Increased programs and participation with new classes and special events such as Chair Yoga and a wine and cheese presentation
- Provided over 5000 congregate meals
- Assisted 951 shoppers
- Provided fuel assistance to 15 seniors
- Serviced over 75 SHINE appointments

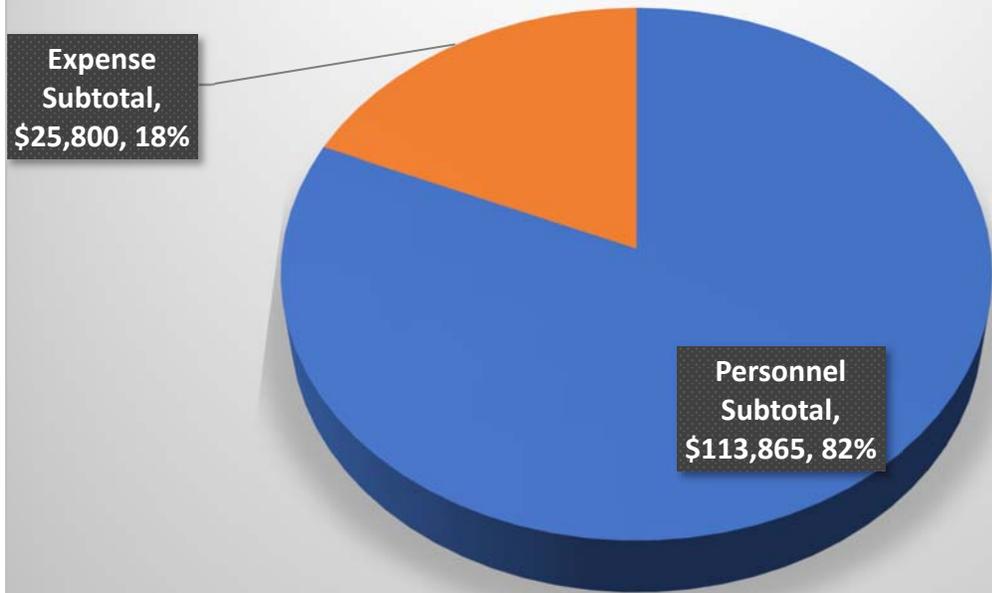
FY20 Goals

- To increase multi-generational programming;
- To work collaboratively with the Facilities Director for maintenance issues throughout FY20;
- To improve the intergenerational and community collaboration throughout FY20.

Senior Center (2014-2020)



Senior Center FY2020 Recommended Budget



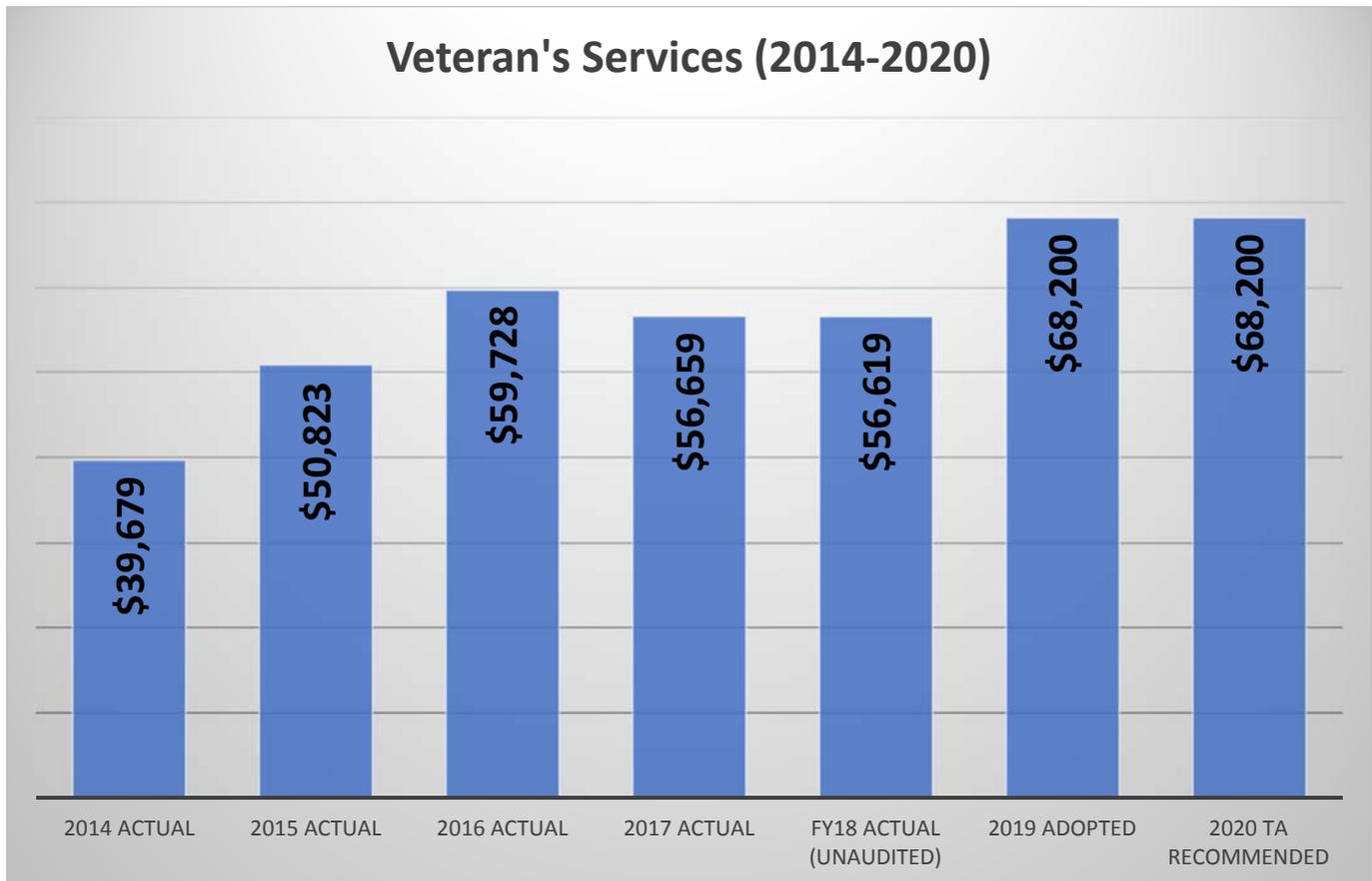
Veterans Services (pg. 149)

Mission Statement

The Veterans Services Department provides federal, state and local financial and medical assistance to veterans and their dependents residing in the Town (those eligible under MGL C115 and CMR 108). Under prescribed regulations, the Department assists all veterans in obtaining benefits for which they are entitled, including partial payment of burial expenses for indigent veterans.



Mike Sweeney, Veterans Agent



Public Library (pg. 149)

Mission Statement

Swampscott residents and visitors of all ages have access to current information and recreational material and programs at the Swampscott Public Library. The Swampscott Public Library provides to its users the information they want, in a timely manner, opportunities and support for lifelong learning, and curriculum support for students for local schools and home-based educators. We are committed to provide educational support, current titles, and basic information to the townspeople.



Alyce Deveau, Library Director

Significant Changes

- New Trustee, John Tripp was appointed
- Long time library cataloguer retired

Previous Year Accomplishments

- Increase circulation of materials yet again
- Worked with the Senior Center in some programming
- Added more educational programming
- Participated in the “Idea” day for the town
- Achieved movement on the restroom for the meeting room

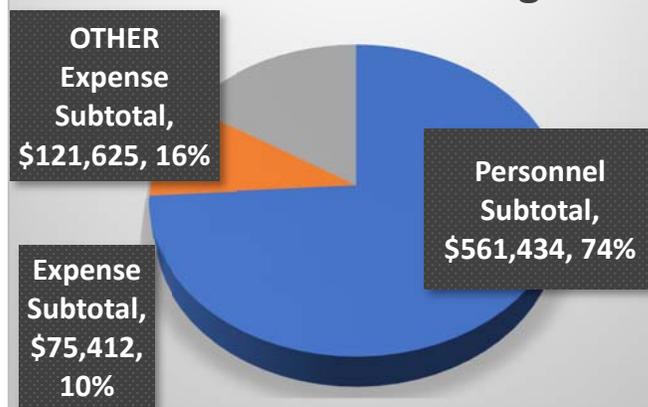
FY20 Goals

- Reallocate staff duties to be more current
- Continue to increase circulation of materials
- Develop a long-range plan for the building itself
- Add more inclusive programs

Library (2014-2020)



Library FY2020 Recommended Budget

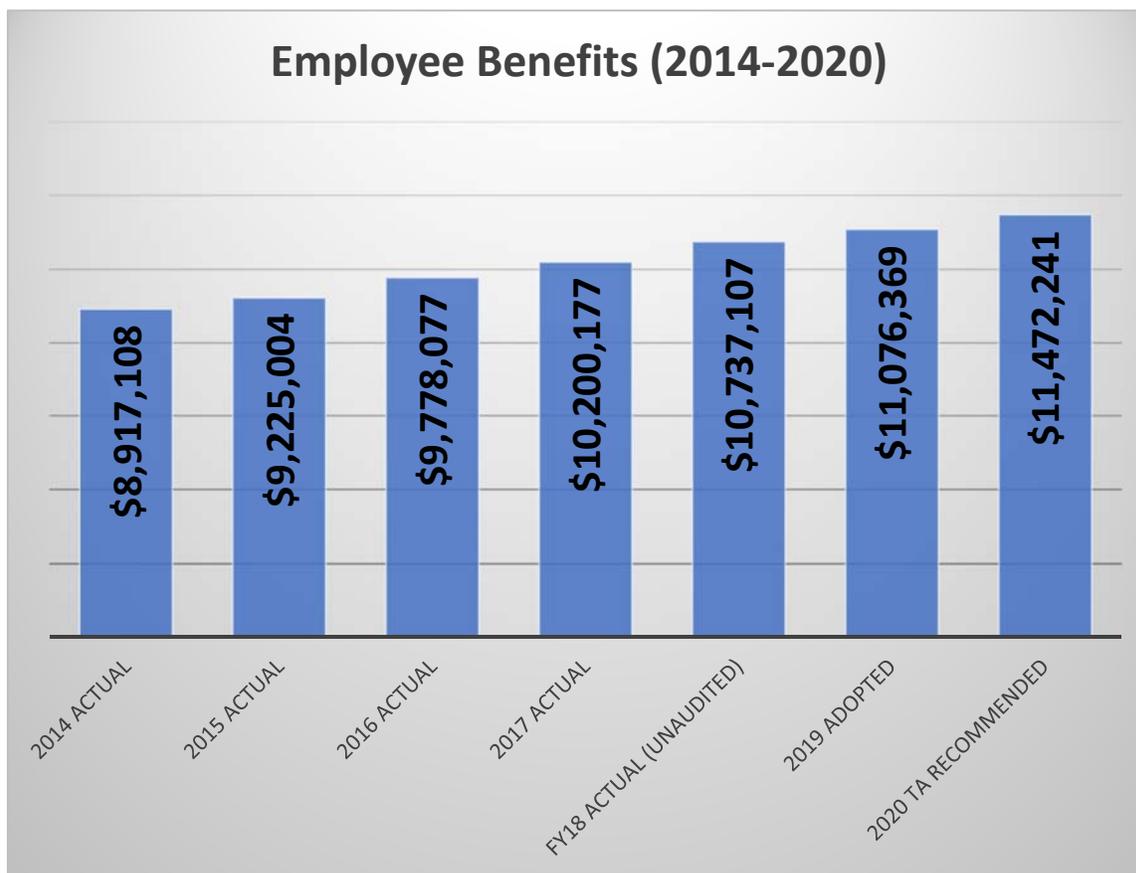


Employee Benefits (pg. 151)

Mission Statement

The re-organization of the budget created a new section for employee benefits, that now includes employee group health/life, dental, the pension contribution, unemployment, injury on duty (police/fire) and workers comp. Previously they were either stand-alone budgets, in other departmental budgets or in the unclassified section. Pursuant to MGL Chapter 32B, as a benefit of employment, any active, permanent employee of the Town who works in excess of twenty (20) hours per week is eligible for group health insurance coverage.

The Town offers insurance through the Commonwealth of Massachusetts Group Insurance Commission (GIC). Through the GIC, active employees and non-Medicare eligible retirees have the choice of nine plans: Fallon Direct Care, Fallon Select Care, Harvard Independence, Health New England, Tufts Navigator, Neighborhood Health, UniCare Basic Indemnity, UniCare Community Choice, and UniCare Plus; and six plans for Medicare eligible retirees: Fallon Senior Plan, Harvard Pilgrim Medicare Enhanced, Health New England MedPlus, Tufts Health Plan Medicare Complement, Tufts Health Plan Medicare Preferred, and UniCare Indemnity Medicare Extension.



Debt Service (pg. 151)

BONDED DEBT

This expenditure covers the cost of the principal payments of the Town's bonded debt with the exception of the Sewer and Water Enterprise Funds which appears in their respective budgets. This expenditure includes payment on the Town's recent long-term bonding and payment required from the Town's CIP.

General Debt Limit

Under Massachusetts' statutes, the General Debt Limit of the Town consists of a Normal Debt Limit and a Double Debt Limit. The Normal Debt Limit of the Town is 5 percent of the valuation of taxable property. The Town can authorize debt up to twice this amount (Double Debt Limit) with the approval of the State Emergency Finance Board.

There are many categories of general obligation debt which are exempt from and do not count against the General Debt Limit. Among others, these exempt categories include revenue anticipation notes and grant anticipation notes, emergency loans, loans exempted by special laws, certain school bonds, sewer project bonds and solid waste and solid waste disposal facility bonds (as approved by the Emergency Finance Board), and, subject to special debt limits, bonds for water, housing, urban renewal and economic development (subject to various debt limits) and electric and gas (subject to a separate limit to the General Debt Limit, inducing the same doubling provision). Industrial revenue bonds, electric revenue bonds and water pollution abatement revenue bonds are not subject to these debt limits. The General Debt Limit and the special debt limit for water bonds apply at the time the debt is authorized. The other special debt limits generally apply at the time the debt is incurred.

Communities have four basic ways to finance capital projects: pay-as-you-go financing, debt financing, public private ventures, and intergovernmental financing (such as the MWRA's interest free loan/grant program). Over-reliance on any one of these options can be risky to a local government's fiscal health. It can also restrict the municipality's ability to respond to changes in economic and fiscal conditions. The Town's policy makers are careful to choose the right combination of financing techniques.

Authorization of General Obligation Debt

Under the General Laws, bonds and notes of a Town are generally authorized by vote of two-thirds of all the members of the Town Meeting. Provision is made for a referendum on the filing of a petition bearing the requisite number of signatures that would require all the cost to be excluded from the Proposition 2 ½ taxation limits. Borrowing for certain purposes also requires administrative approval from the Commonwealth.

Temporary loans in anticipation of current revenues, grants and other purposes can be made without local legislative approval.

Types of Obligations

Under the statutes of the Commonwealth, the Town is authorized to issue general obligation indebtedness of the following types:

Serial Bonds and Notes - These are generally required to be payable in equal or diminishing annual principal amounts beginning no later than the end of the next fiscal year commencing after the date of issue and ending within the terms permitted by law. Level debt service is permitted for bonds or notes issued for certain purposes, and for those projects for which debt service has been exempted from property tax limitations. The maximum terms vary from one year to 40 years, depending on the purpose of the issue. Most of the purposes are capital projects. They may be made callable and redeemed prior to their maturity, and a redemption premium may be paid. Refunding bonds or notes may be issued subject to the maximum terms measured from the date of the original bonds or notes. Serial bonds may be issued as "qualified bonds" with the approval of the State Emergency Finance Board, subject to such conditions and limitations, (including restrictions on future indebtedness) as may be required by the Board. The State Treasurer is required to pay the debt service on "qualified bonds" and thereafter to withhold the amount of the debt service from state aid or other state payments. Administrative costs and any loss of interest income to the Commonwealth are to be assessed upon the Town.

Bond Anticipation Notes - These generally must mature within two years of their original dates of issuance, but may be refunded from time to time for a period not to exceed five years from their original dates of issuance, provided that (except for notes issued for certain school projects that have been approved for state school construction aid) for each year that the notes are refunded beyond the second year, they must be paid in part from revenue funds in an amount at least equal to the minimum annual payment that would have been required if the bonds had been issued at the end of the second year. The maximum term of bonds issued to refund bond anticipation notes is measured from the date of the original issue of the notes, except for notes issued for such State-aided school construction projects.

Revenue Anticipation Notes - Revenue Anticipation Notes are issued to meet current expenses in anticipation of taxes and other revenues. They must mature within one year but, if payable in less than one year, may be refunded from time to time up to one year from the original date of issue.

Grant Anticipation Notes - Grant Anticipation Notes are issued for temporary financing in anticipation of federal grants and state and county reimbursements. They must generally mature within two years, but may be refunded from time to time as long as the municipality remains entitled to the grant or reimbursement.

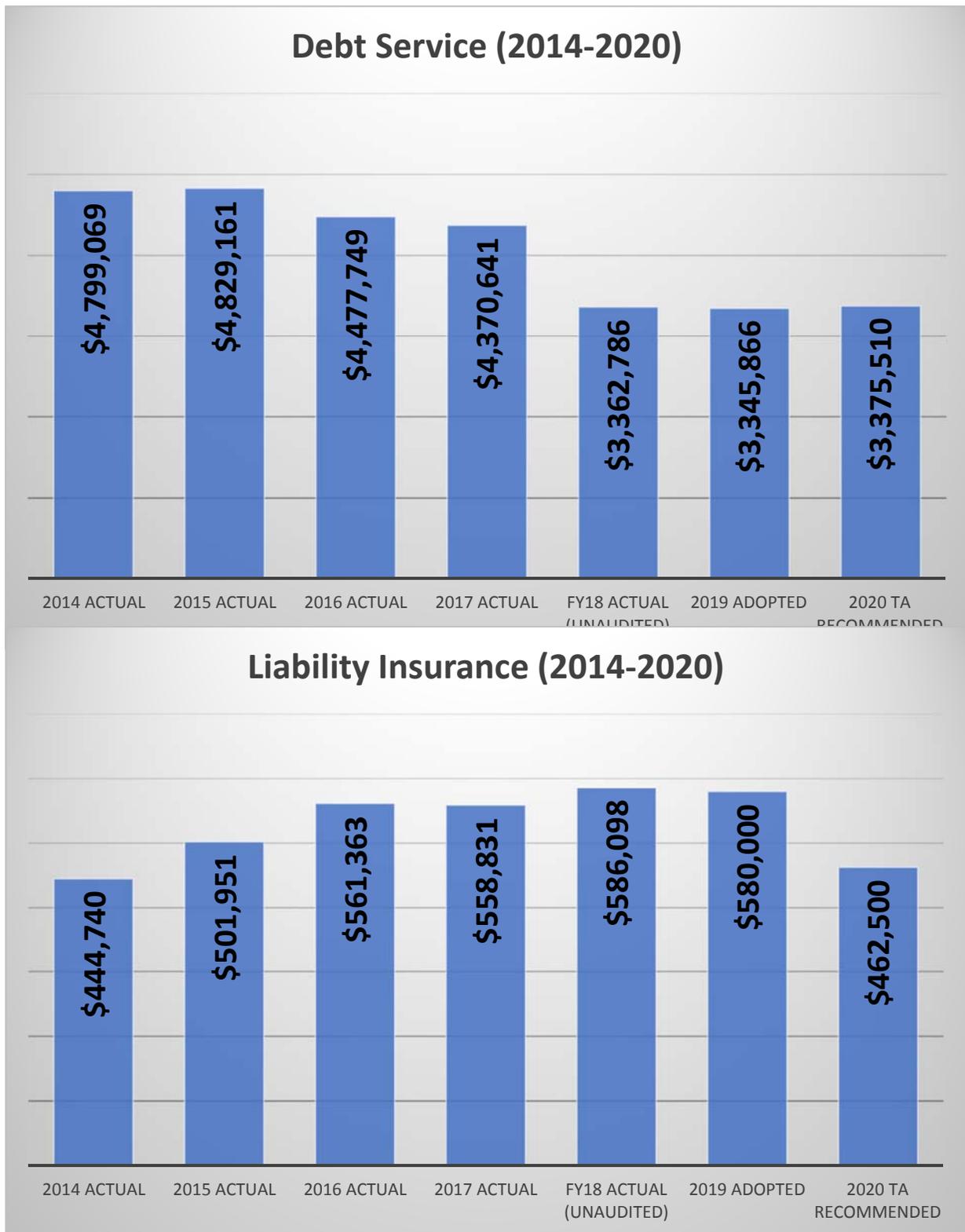
Revenue Bonds - Cities and towns may issue revenue bonds for solid waste disposal facilities and for projects financed under the Commonwealth's water pollution abatement revolving- loan program. In addition, cities and towns having electric departments may issue revenue bonds, and notes in anticipation of such bonds, subject to the approval of the state Department of Public Utilities. The Town of Swampscott does not have an electric department, and has not authorized any other Town revenue bonds.

Bond Ratings

The Town's bond rating increased in FY19 to "AA+", it is the goal to increase to their highest rating over the next few years to obtain the "AAA" rating.

Property & Liability Insurance & Debt Service

The property & liability budget is for the town and school and covers all general town buildings, equipment vehicles and any property. The Debt Service Budget is for all debt service town and school, but does not include Enterprise Fund debt, that is house in the Enterprise funds.



Cherry Sheet Assessments (pg. 152)

For the purpose of budgeting for FY 20, estimates based on historical data were developed.

RETIREMENT SYSTEM AUDIT

In compliance with Chapter 32 of the General Laws, the Public Employee Retirement Administration Commission conducts an examination of each municipal retirement system tri-annually.

MOTOR VEHICLE EXCISE

This assessment reimburses the State for a portion of the costs incurred by the Registry of Motor Vehicles in the preparation of annual Motor Vehicle Excise tax bills.

ELDERLY GOVERNMENTAL RETIREES

The Elderly Governmental Retirees plan is a contributory group health and life insurance plan established for Town employees who retired prior to the adoption of the Town's group policy. This allotment covers the administrative premium costs as determined by the State and is carried on the Cherry Sheet.

MOSQUITO CONTROL PROJECTS

Municipalities are assessed by the State for the costs of mosquito control services. All mosquito control projects are to be assessed their proportional expenses for the administration of the State Reclamation Board.

AIR POLLUTION CONTROL

The Air Pollution Commission supervises six districts statewide. The Commission is empowered through the Office of the Governor and has a mandate to control air pollution through the enforcement of Air Pollution Control Acts and Safety Standards.

METROPOLITAN AREA PLANNING COUNCIL

The Metropolitan Area Planning Council (MAPC) serves 101 communities as a clearinghouse for the Federal A-95 review process.

PUBLIC TRANSPORTATION

The Massachusetts Bay Transportation Authority (MBTA) provides bus/minibus, commuter rail transportation across the Town and to surrounding communities. The total annual MBTA assessment cannot increase by more than 2 ½ percent of the prior year's actual assessment unless new or expanded service has been documented.

SPECIAL EDUCATION ASSESSMENT

The State receives this reimbursement for providing special needs education to children enrolled in (1) state hospital schools or (2) private institutions, whose placements were made before 1975.

REGISTRY OF MOTOR VEHICLES-HOLD PROGRAM

Since 1995, the Parking Clerk has implemented a provision of Massachusetts General Laws Chapter 90 which enables the Town to request the State Registry of Motor Vehicles not to renew the license and registration of an operator/owner of a motor vehicle that has two or more outstanding parking tickets. This provision, enacted after the motorist has failed to pay the parking tickets and had an opportunity for a hearing, has resulted in a significant decrease in the number of delinquent payments.

Enterprise Funds (pg. 153)

Water and Sewer Enterprise Fund Budget Summary

The Water and Sewer Enterprise Fund are Town funds separated from others and dedicated to tracking and reporting all activities associated with the operation and maintenance of the water distribution and wastewater collection systems in the Town. Enterprise funds by State law are required to be self-sustaining, this requires that revenues from operations are sufficient to fund all direct and indirect expenditures of the fund.

Uses of funds in the Water and Sewer Enterprise Fund Budgets are comprised of the following categories: Direct Expenses, Wholesale Assessment from the MWRA and Lynn Sewer, Debt Service payments on enterprise funded long term debt, and other Indirect Costs.

The two major components of the Enterprise Fund Budgets are the MWRA/Lynn Sewer Assessments and Direct Costs. Included in the Direct Costs are salaries and expenses to operate the systems and pension costs associated with the employees who are charged to the systems.

Water & Sewer

This division is responsible for the wastewater collection and water distribution systems of the Town. Employees perform the operation and maintenance of the water and sewer infrastructure. The division also provides direct services on meter reading, meter installations and meter replacements.

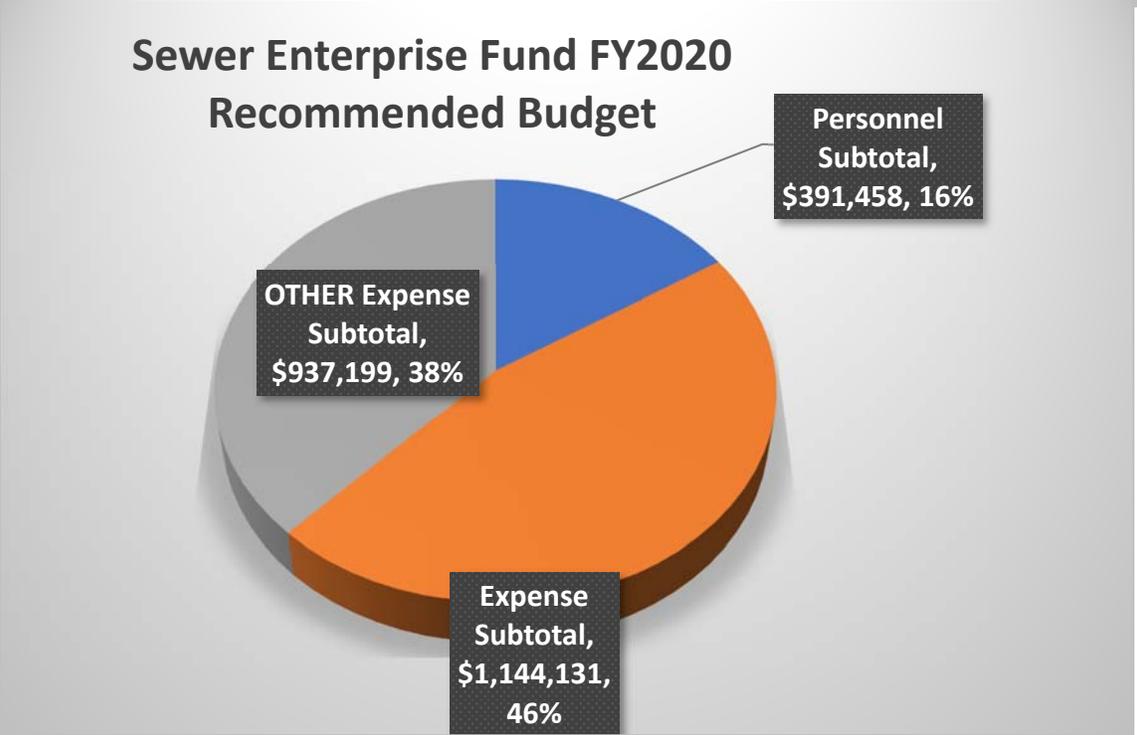
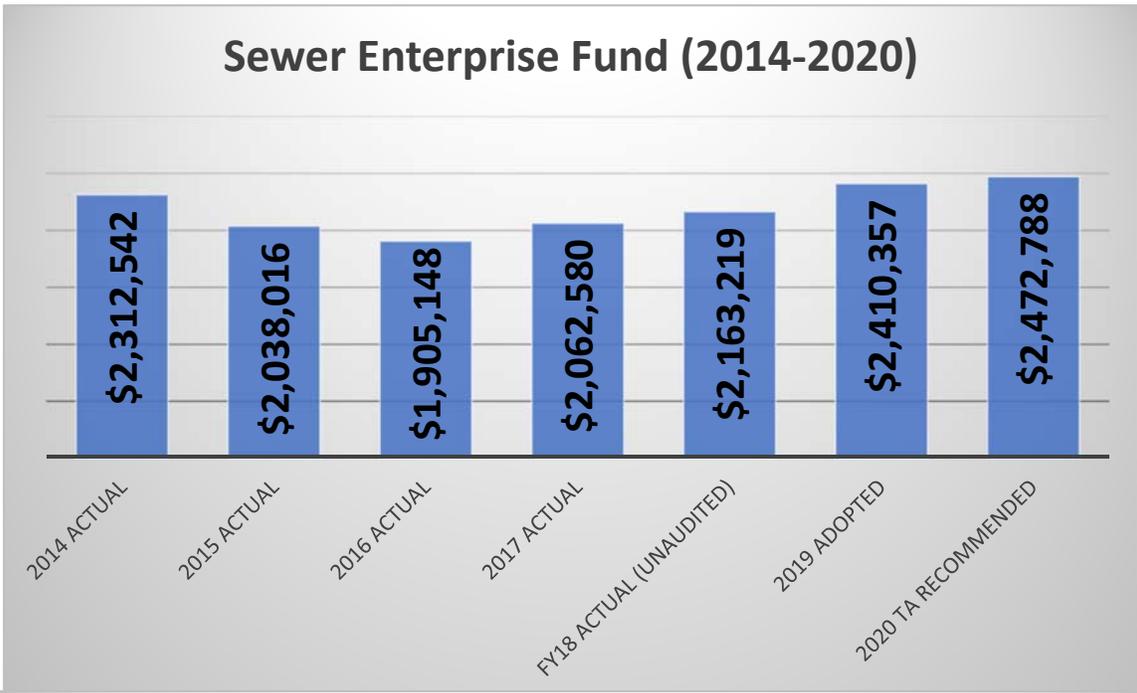
Previous Year Accomplishments:

- Completed Phase 1A sewer repairs as part of EPA Administrative Consent Order, which include replacing damaged sewer mains on Norfolk Ave, Barnstable Street, Franklin Ave, Minerva Street, Bristol Ave, Banks Road, Farragut Road, Paton Terrace and Essex Street
- Completed town-wide backflow testing
- Completed a town-wide hydrant flushing program
- Completed a town-wide leak detection survey
- Replaced 12 deficient hydrants
- Painted over 450 hydrants
- Repaired 5 water main breaks, and 14 water service leaks. All completed by Public Works staff
- Rebuilt 15 collapsed catch basins
- Repaired damaged section of 8-inch sewer main on Devens Road, as well as two other smaller repairs
- Continued quarterly sewer main maintenance program to deal with habitually troublesome mains

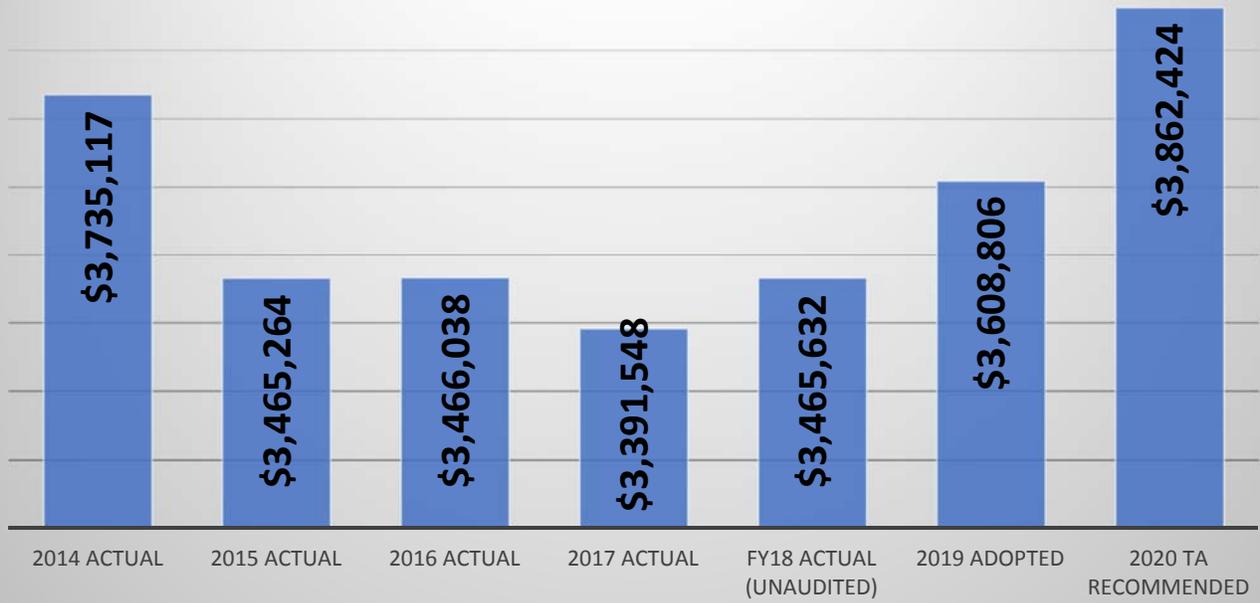
FY20 GOALS

- Complete Phase 1B sewer repairs as part of EPA Administrative Consent Order
- Continue to secure funds through the MWRA Local Water System Assistance Program (LWSAP) for future water system upgrades
- Explore securing funding through the States Revolving Fund (SRF) to assist with future phases of the EPA Administrative Consent Order

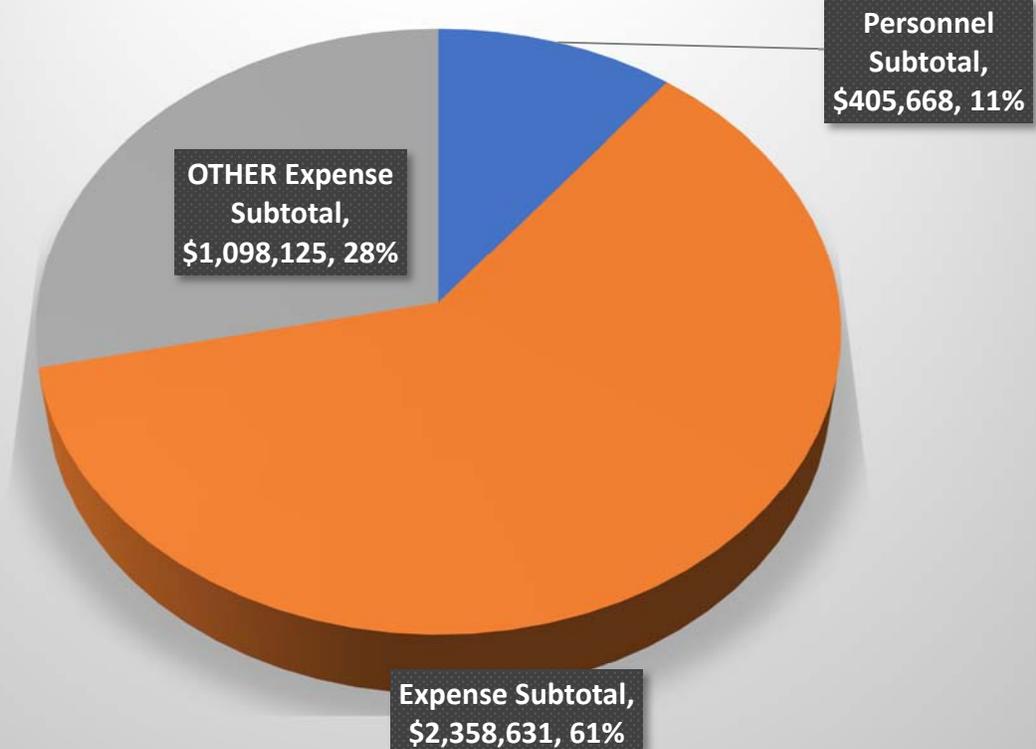
- Replace water mains on Millett Road, Crest Road, Oak Road, Shelton Road, Priscilla Road and Beverly Road
- Continue to replace 6-10 older hydrants a year
- Clean half of the Town's 825 catch basins



Water Enterprise Fund (2014-2020)



Water Enterprise Fund FY2020 Recommended Budget



SWAMPSCOTT PUBLIC SCHOOLS

Fiscal Year 2020

School Committee's Recommended Budget

July 1, 2019 – June 30, 2020

School Committee Members

Amy OConnor, Chair
Gargi Cooper, Vice Chair
Ted Delano
Carin Marshall
Suzanne Wright

Pamela R. H. Angelakis, M.A., M.Ed.

Superintendent of Schools

Swampscott Public Schools
207 Forest Street
Swampscott, MA

February 13, 2019

District Administrators

Open, Director of Curriculum

Martha Raymond, Director of Student Services

Martha Sybert, School Business Administrator

Julie DeLillo, Human Resources Director

Lytania Mackey, Director of Digital Learning & Educational Technology

Garrett Baker, Operations & Maintenance Supervisor

Thomas Prentiss, Director of Facilities

Latoya Ogunbona, METCO Director

Maureen Kellett, Chartwell's Director of School Nutrition

School Administrators

Swampscott High School

Lawrence Murphy, Interim Principal

Dennis Kohut, Assistant Principal

Colleen Cull, Dean of Students

Kelly Farley, Director of Athletics

Swampscott Middle School

Jason Calichman, Principal

Lori Sanborn, Assistant Principal

Clarke Elementary School

Jennifer Hunt, Principal

Hadley Elementary School

Ilana Bebchick, Principal (Kathleen Huntley, Interim Principal)

Stanley Elementary School

Lois Longin, Interim Principal

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Special thank you to the Reading Public Schools for the budget book format and to Lisa Harris for the Student Art work from grades 5-8 featured throughout the budget book.

School Committee Message

Dear Selectmen and Finance Committee,

We are pleased to present to you the FY20 budget for the Swampscott School District. The following document reflects the budget as voted and approved unanimously by the Swampscott School Committee on February 13, 2019.

As per our mandate, the committee has worked with the Superintendent and her staff to ensure that we are using every dollar of our budget efficiently and for the optimal benefit of all of our broad range of students.

Our annual budget submission provides the district with the opportunity to re-evaluate every program and service we offer. This zero-based budgeting allows us to create efficiencies as well as identify and solve redundancies. This is one of the ways we maintain our high district standards.

We are proud of the work our three committees have accomplished together, and we look forward to continued collaboration. We are committed to a sustainable budget for the benefit of our students, employees, and the town of Swampscott.

Respectfully,

A handwritten signature in blue ink, appearing to read "Amy Olson", with a long horizontal flourish extending to the right.

Chair, School Committee

Superintendent's Message

Dear School Committee,

The Leadership Team and I have been working tirelessly on the development of the FY20 Budget for the last couple of months. We will continue to refine it in the coming weeks when it will become finalized. My team and I are committed to the philosophy that all the decisions we make stem from our District Strategy and our priorities within that Strategy.

The budget we will be presenting will maintain our outstanding school district and continue to strengthen the School Department's partnership with the Town Hall. The 2020 budget will:

- Increase our budget by 2%
- Sustain strong and effective programs
- Keep class sizes in a desirable range
- Reprioritize staff and funds to increase budgets in the areas of greatest need and reduce lowest priority areas

In the early years of my tenure, and with the generous support of the town, we were able to restore many programs that had previously been cut, for example, elementary band and the library/media specialists at all levels. However, there has been a shift in the development of the school department budget over the last several years. We recognized that the town's budget allocations for the school department were not sustainable and therefore, last year, we took a new approach to our school department budget. We analyzed every line item and every program and looked to areas in which we could create efficiencies. During this FY20 budget season, we have done the same.

The Board of Selectmen and Finance Committee have committed to stop the ongoing practice of using the town's free cash to fund the operating budget. As a result, for the last several years the town's budget has only increased by 1%. At the same time, the school department's budget has continued to increase by more than double that, and this year will grow by 2%.

I am grateful for the continued support by the town of the school department's budget and hope to continue creating efficiencies that support student learning and experiences while recommending a budget that is sustainable for our community.

Regards,



Pamela R. H. Angelakis, M.A., M.Ed.
Superintendent of Schools

*updated January 16, 2018

District Strategy

SWAMPSCOTT PUBLIC SCHOOLS DISTRICT STRATEGY 2016-2019

VISION

The Swampscott Public Schools will engage all learners in a rigorous academic program, help them build positive relationships with teachers and peers, and guide them towards positive results.

THEORY OF ACTION

We will provide a psychologically safe environment, using data as part of an aligned system of curriculum, and provide meaningful professional development that will result in best practices in the classroom.

We will provide increased student support and elevate instructional practice in all schools, ensuring that we graduate students who possess skills to succeed in a changing global society.

PRIORITIES

1 Social Emotional Well Being

Create an inclusive learning environment that provides psychological safety through personnel, resources, and support structures designed to help students and staff experience emotional balance and personal academic success.

2 Educator Growth

Support professional development and collaboration to build educator expertise in which rigor (depth) is the focal point of effective teaching.

3 Curriculum & Instruction

Apply consistent standards-aligned curriculum and instruction that will incorporate higher level thinking.

4 Assessment & Data

Use data effectively from a variety of formal and informal assessments to promote and monitor student growth.

TECHNOLOGY

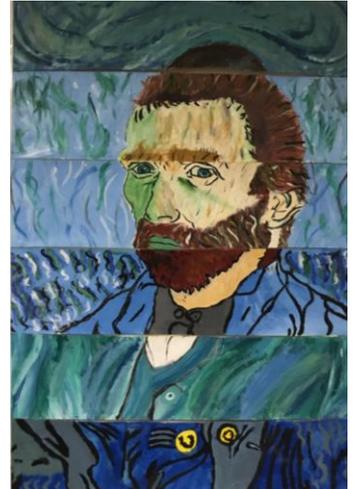
In order to successfully meet our priorities we will improve our technology infrastructure and ensure educators have the tools they need to develop students into digitally literate learners prepared to meet the challenges and opportunities of the world of today and the future.

Budget Drivers

The FY2020 School Committee's Recommended Budget is \$29,620,403 an increase of \$580,793 or 2.0%. The budget book provides details on the major budget drivers based on expenditure category. This proposed budget is within the recommended guidance of 2% growth. We will continue to review for efficiencies wherever possible.

The major drivers of the increase to the FY'20 budget include:

- An increase in salary expenditures to fund step and cost of living increases for collective bargaining association members and non-union employees
- An increase in special education costs, including an additional team chair and anticipated increases in special education tuitions and transportation
- Continued support for school security measures
- Improve our technology infrastructure



Budget Process and Timeline

The budget process begins in early to mid-November, the School Business Administrator reviews current staffing lists with building Principals, Director of Student Services and the Superintendent. Enrollment projections as well as student transitions are discussed and planned for. Department and school budget requests are then submitted to the Finance Office by the end of November. Throughout November and December, the Superintendent reviews the budget requests as well as the programmatic and financial implications of these requests taken as a whole. By late December, the Superintendent determines the size and scope of the budget.

In early January, the School Committee's Recommended Budget is submitted to the School Committee for consideration. During the month of January, the Superintendent and School Business Administrator present the program budgets to the School Committee for review and deliberation. The School Committee either requests changes to the budget or adopts the budget as proposed. Once adopted by the School Committee, the budget is then delivered to the Town Administrator who, in accordance with Town Charter, must submit a balanced budget to the Finance Committee in February.

The FY20 School Committee's Recommended Budget will be presented on the following dates:

- Wednesday, January 16th (Overview, Administration, and Regular Day Cost Centers)
- Wednesday, January 23rd (Special Education, District Wide Services Cost Centers, Public Hearing, and Questions)
- Wednesday, February 13th (School Committee Questions and Vote)

When the School Committee votes in early February on the budget, it will become the School Committee Budget, which is then presented to the Town Administrator.

The Town Administrator then presents a full Town budget to the Finance Committee which is within the available revenues for the Town.

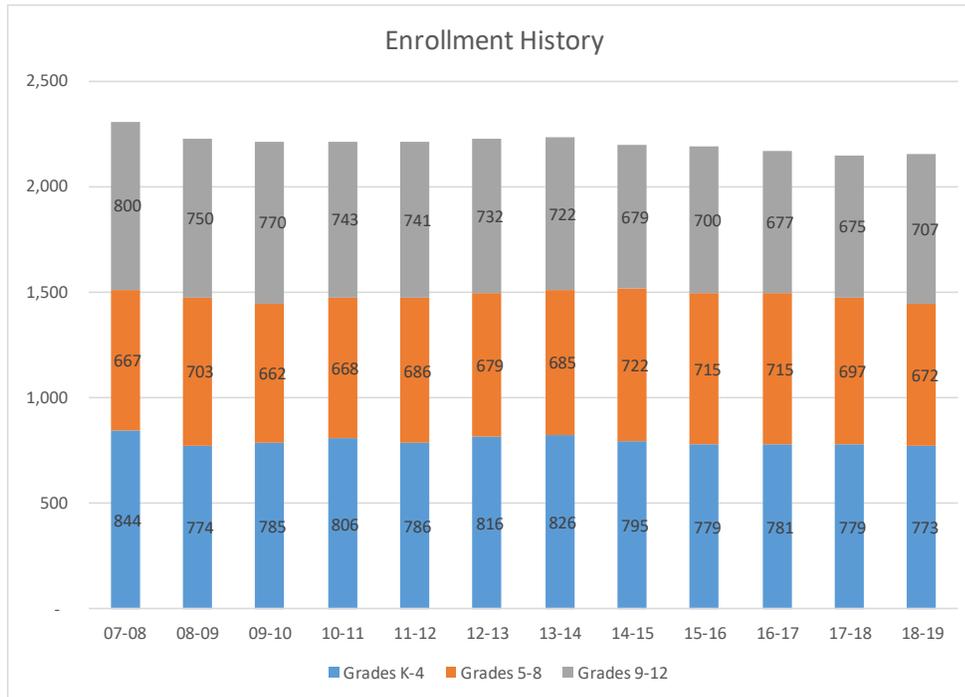
The School Committee budget will be presented in March to the Finance Committee of the Town who votes whether to refer the budget as is to Town Meeting or refer with changes. Town Meeting then has final approval authority.

By statute, Town Meeting can only vote the “bottom line” of the School Committee budget. It may vote to increase or reduce the total dollar value, but it cannot specify the line item to which the increase or decrease is to be made.

District Enrollment and Student Demographics

School districts in Massachusetts are required to report student enrollment and demographic data to the Massachusetts Department of Elementary and Secondary Education (MA DESE) three times per year: October 1, March 1, and Year End. We use the October 1 enrollment figures to evaluate staffing needs and identify patterns when developing the budget each year.

Swampscott Public Schools Enrollment Trends



K-12 Enrollment has been fairly consistent since peaking in FY08-09 at 2,311 students. The current K-12 enrollment is 2,152 per the Oct 1 2018 filing. While the net enrollment changes from '17-18 was an increase in five students there was some fluctuation between the middle school and high school as some larger middle school cohorts transitioned to the high school. The enrollment at the middle school decreased this year by 25 students while the high school enrollment increased by 32 students.

The Swampscott Public Schools provides special education services to eligible students ages three to twenty-two years deemed eligible through the special education team evaluation process. Eligibility is based on a determination that the child has a qualified disability that will limit the child’s ability to achieve effective progress in the regular education program without special accommodations. Instructional or other accommodations are outlined in the child’s Individual Education Program (IEP).

The figure below shows historical data reported to DESE regarding the number of students aged 6 – 21 years old with IEPs based on October 1 enrollment data. As this table indicates, the number of students receiving special education services has fluctuated over the years but has seen a steady increase in the last four years. There has been a 20.2% increase, or 59 additional students with IEP’s since 2015-16. The number of students, complexity and severity of needs contributes to the additional demands on our special education staff.

Trend of Special Education, Students on IEP’s and OOD placements

Academic Year	Total Enrollment	# of Students on IEP aged 6 - 21 yrs old	% of Students on IEP	# of Students Out of District
2008-09	2279	309	13.6%	29
2009-10	2256	276	12.2%	30
2010-11	2273	247	10.9%	29
2011-12	2277	242	10.6%	30
2012-13	2283	270	11.8%	26
2013-14	2293	295	12.9%	24
2014-15	2250	311	13.8%	24
2015-16	2249	292	13.0%	20
2016-17	2231	294	13.2%	26
2017-18	2207	326	14.8%	29
2018-19	2212	351	15.9%	27

The next table shows the enrollment for our high needs population, as defined by the Massachusetts DESE. What is apparent from the table below is that our English Language Learner (ELL) and economically disadvantaged populations have been steadily rising over the last several years. The number of students that meet the federal income guidelines for Economically Disadvantaged has increased by 69.6% or 133 students since FY09. We have also experienced a significant increase in our ELL population which has grown from 25 to 87 students, 248%, from FY09 to FY18.

Enrollment Trends for Other High Needs Populations

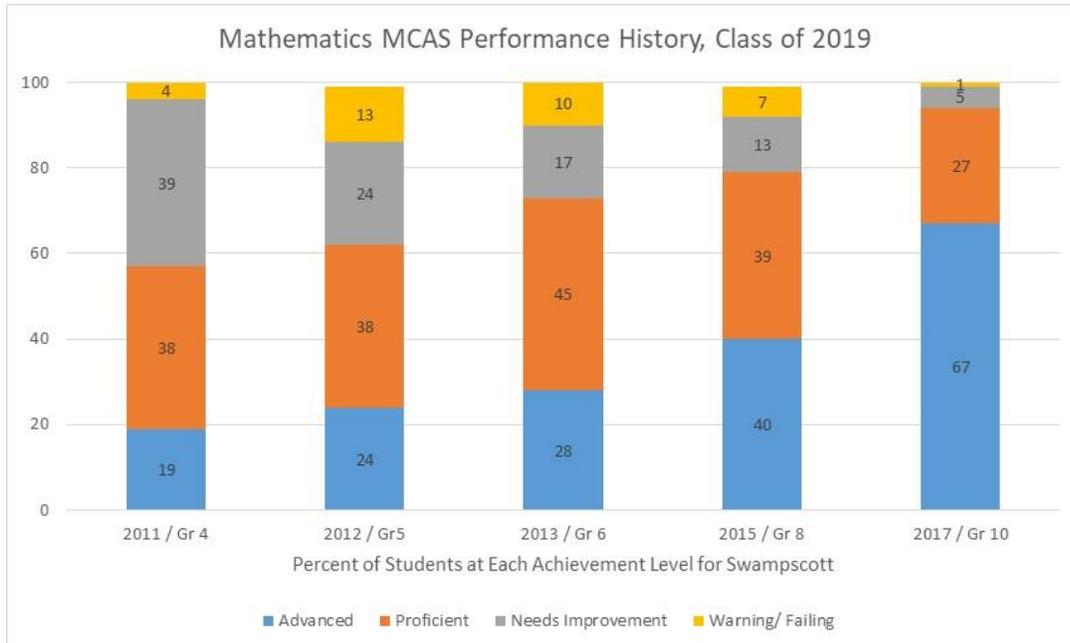
	First Language Not English		English Language Learner		Students With Disabilities		High Needs		Economically Disadvantaged	
	#	%	#	%	#	%	#	%	#	%
2008-09	113	5.0	25	1.1	341	14.8			191	8.4
2009-10	121	5.4	52	2.3	306	13.4			202	9.0
2010-11	127	5.6	58	2.6	274	11.9			260	11.4
2011-12	128	5.6	71	3.1	280	12.1			291	12.8
2012-13	138	6.0	69	3.0	303	13.1	634	27.5	348	15.2
2013-14	155	6.8	83	3.6	332	14.3	654	28.0	352	15.4
2014-15	170	7.6	73	3.2	341	15.0	621	27.3	260	11.6
2015-16	189	8.4	71	3.2	323	14.2	639	28.1	302	13.4
2016-17	225	10.1	90	4.0	329	14.6	648	28.7	315	14.1
2017-18	219	9.9	87	3.9	367	16.4	676	30.2	324	14.7

Student Achievement

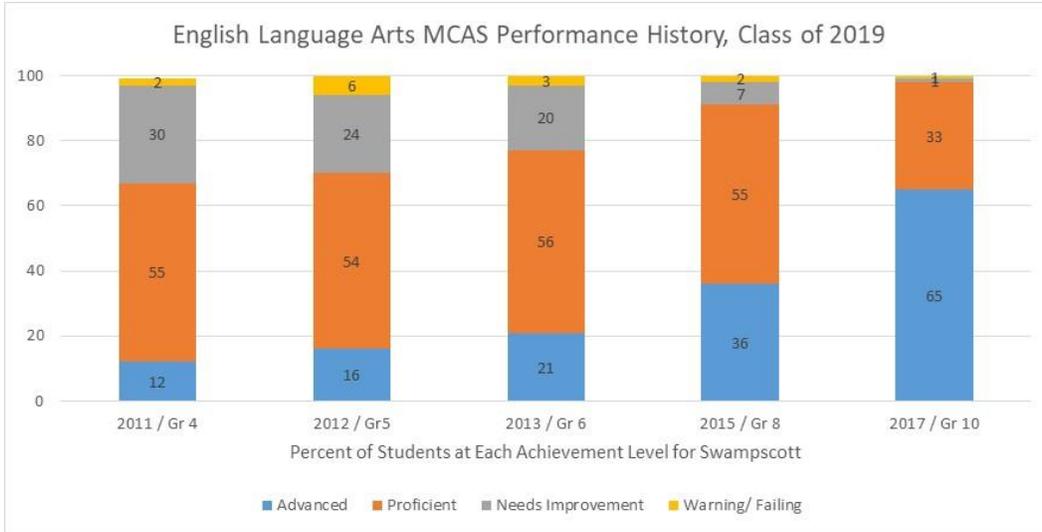
Swampscott Public Schools has a strong record of performance in academics. The Swampscott High School was nationally recognized in 2018 as a Blue Ribbon School by the U.S. Department of Education. There are a number of indicators or benchmarks that are traditionally used to measure the performance of district. These include performance on the Massachusetts Comprehensive Assessment System (MCAS), the Scholastic Aptitude Tests (SAT), American College Testing (ACT), and Advanced Placement exams.

One way to measure student success is to compare the MCAS performance over a time of a given cohort of students. The figures below show MCAS performance by the current graduating class (Class of 2019) in English Language Arts, Mathematics, and Science & Technology in Grades 4, 6, 7, 8, and 10.

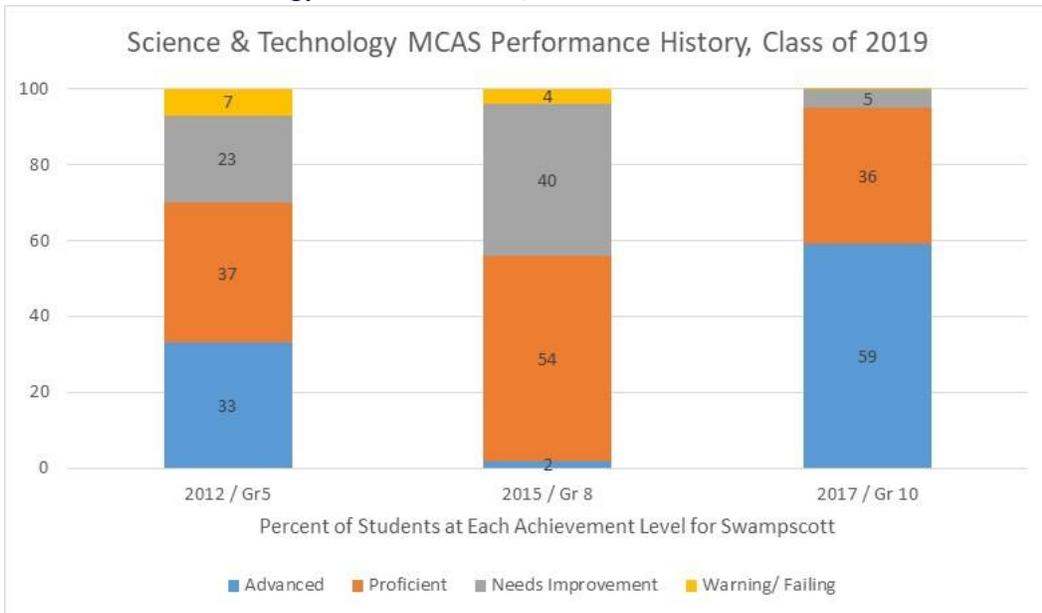
MCAS Math Performance Data, Class of 2019



MCAS ELA Performance Data, Class of 2019



MCAS Science & Technology Performance Data, Class of 2019





Swampscott High School Named National Blue Ribbon School

Swampscott High School was named a 2018 National Blue Ribbon School by the U.S. Department of Education, a designation earned by only .2 percent of schools in the country.

Swampscott High is one of only 349 schools – including 62 high schools -- nationwide to be honored, and one of only three schools in Massachusetts. There are approximately 31,000 high schools and 132,000 schools overall in the U.S.

Blue Ribbon schools are honored in one of two performance categories, based on metrics including test scores, attendance and graduation: Exemplary High Performing schools and Exemplary Achievement Gap Closing schools. Swampscott was recognized in the latter category.

The subgroups of students that factor into the achievement gap include minority (19% of Swampscott students), English not as the primary language (10%), special education (16%) and economically disadvantaged (15%). This Blue Ribbon designation reflects work that has been done over the last 5 years.

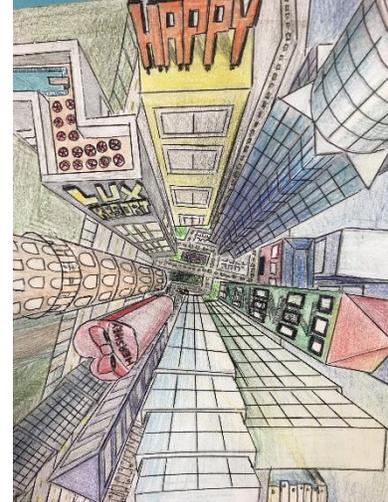
Swampscott High joins a short list of area schools to have earned Blue Ribbon status in the 36 years the DOE has been presenting the award, including: Sewell-Anderson Elementary in Lynn (2015); Lynnfield High (2006); Marblehead Middle School (1994-96); Tower School in Marblehead (1989-90); and Summer Street Elementary in Lynnfield (1985-86).



Superintendent Angelakis, Dennis Kohut, Lytania Mackey receive the award from the U.S. Department of Education

Organizational Section

Swampscott was first settled in 1629 as the eastern part (Ward One) of Lynn, and was set off and officially incorporated in 1852. A beach town north of Boston, measuring 3 square miles (7.8 km²), and abutting Salem, Marblehead and Lynn, Swampscott was an important destination for the wealthy at the beginning of the 20th century. While Revere Beach, which lies just several miles down the road, has the honor of technically being America's first public beach, Swampscott was the de facto first resort town. Lynn was the divider between the poor beach and the rich resort town. The name "Swampscott" comes from the language of a local Native American tribe, and means "red rock".



Swampscott's public school system includes three elementary schools, Hadley School, Clarke School, and Stanley School, one middle school, Swampscott Middle School, and one high school, Swampscott High School. The Machon elementary school was shut down in 2008/9, but the property remains on the district's rolls. A new building was completed in 2007 for Swampscott High School. In 2011, Swampscott considered installing a wind turbine, with the approximate height of a 30-story building on the property of the Swampscott Middle School, but ultimately rejected the project.

There are five schools in the Swampscott Public Schools: Swampscott High School (grades 9-12), Swampscott Middle School (grades 5-8), and three elementary schools (grades K-4): Clarke, Hadley and Stanley. Swampscott also has an integrated Preschool program with classrooms located at Swampscott Middle School. The table below provides Swampscott Public School Enrollment as of October 1, 2018.

Source Wikipedia

Enrollment Data as of Oct 1st 2018

Enrollment as of Oct 1st	18-19
PreK	60
Clarke	213
Hadley	321
Stanley	239
Swampscott Middle	672
Swampscott High	707
Total Enrollment	2,212

Swampscott participates in the Metropolitan Council for Educational Opportunity (METCO), a voluntary desegregation program which brings approximately 54 students, grades K-12, from Boston to Swampscott. Swampscott is one of nineteen member districts of the North Shore Education Consortium. Swampscott Public Schools is able to partner with other districts in the area to provide special education as well as professional development and other services to our students and staff at a lower cost than a single district alone could secure the same services.

Swampscott Public Schools is a member of the National IPA, a cooperative purchasing group. Swampscott Public Schools utilizes the National IPA collaborative bid process and leverages COMMBUYS, the procurement system for the Commonwealth to reduce costs. This allows the district to get the best value on purchases of goods and services.

Organization Structure

School Committee

The Swampscott School Committee consists of five members elected by the voters of Swampscott for three-year terms. The current membership and terms of the Swampscott School Committee are as follows:

Amy OConnor, Chair, Term Expires 2019

Gargi Cooper, Vice Chair, Term Expires 2020

Ted Delano, Term Expires 2021

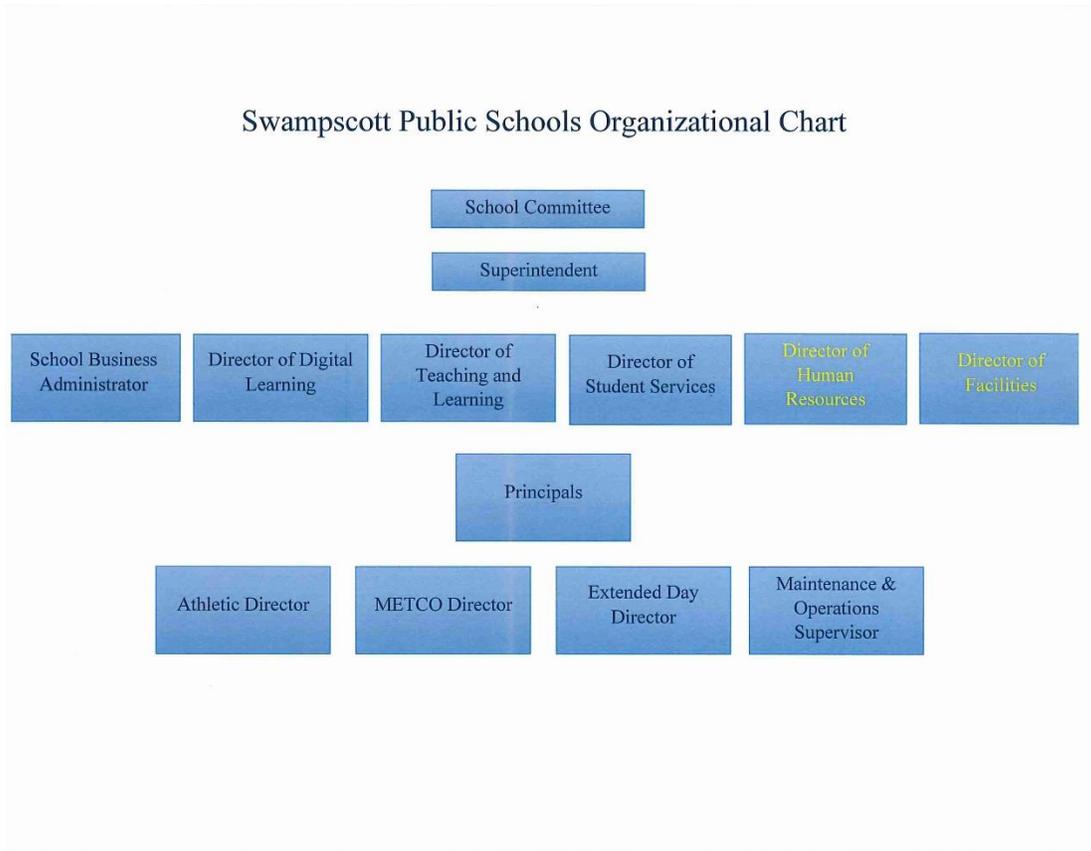
Carin Marshall, Term Expires 2019

Suzanne Wright, Term Expires 2020

Under Massachusetts General Laws, Chapter 70, the School Committee has the power to select and to terminate the Superintendent, review and approve the budget, and establish the educational goals and policies for the schools in the district consistent with the requirements of law and statewide goals and standards established by the Board of Education

School Department

The table below details the organizational structure for the school department.



Local Funding for Education

The School Committee and Administration are appreciative of the support that the taxpayers of Swampscott provide to the schools and are mindful of the budgetary implications on the taxpayers when developing our budget proposal. We feel a strong obligation to be transparent and accountable as to how we use the resources we are provided.

Swampscott relies heavily on local revenue sources to fund public education, most notably, local property taxes. In 1980, a ballot initiative in Massachusetts to limit the growth of local property taxes passed. This law, referred to Proposition 2 ½, went into effect in 1982. Essentially, the personal property tax may not increase more than 2.5% of the prior year's levy limit, plus new growth and any overrides or exclusions. A community may vote to allow for a Proposition 2 ½ override vote to permanently increase the tax burden. Below is a table showing the historical population, registered voters, property valuations and tax rates.

Town and Tax Trend Data

	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018
Population	13,190	11,004	11,474	13,913	13,777
Number of Voters	7,080	7,627	8,465	9,601	10,291
Valuation of Real Estate	\$2,057,750,774	\$2,347,019,493	\$2,388,163,338	\$2,447,445,742	\$2,651,648,719
Commercial Valuation	\$120,256,551	\$124,326,233	\$125,027,888	\$123,980,284	\$140,489,144
Industrial Valuation	\$10,931,900	\$11,331,300	\$11,336,700	\$11,429,600	\$13,001,200
Valuation of Personal Property	<u>\$33,849,520</u>	<u>\$33,914,490</u>	<u>\$36,142,200</u>	<u>\$33,291,050</u>	<u>\$41,940,440</u>
Total Assessment Value	\$2,222,788,745	\$2,516,591,516	\$2,560,670,126	\$2,616,146,676	\$2,847,079,503
Residential Tax Rate per \$1,000 Valuation	\$18.70	\$17.15	\$17.33	\$17.45	\$16.00

The school department budget is the largest budget of any municipal department in the town of Swampscott. The figure below shows the breakdown of how the average tax bill for FY17 in Swampscott was spent. As you can see, the funding for the education of children in our district represented 42.4% of the average tax bill for FY17.

FY17 Expenditures and Average Tax Bill

	Total Expenditures		% of Total Expenditures	FY17 Average Tax Bill		% of Total Expenditures
	FY17			\$		
General Government	\$2,863,252		4.4%	\$401		4.4%
Public Safety	\$7,798,388		11.8%	\$1,093		11.8%
Education	\$27,896,247		42.4%	\$3,910		42.4%
Public Works	\$2,301,129		3.5%	\$323		3.5%
Health & Human Services	\$352,677		0.5%	\$49		0.5%
Culture & Recreation	\$769,104		1.2%	\$108		1.2%
Pension Benefits	\$10,835,360		16.5%	\$1,519		16.5%
Employee Benefits	\$7,496,742		11.4%	\$1,051		11.4%
Property and Liability Insurance	\$558,831		0.8%	\$78		0.8%
State and County Charges	\$683,482		1.0%	\$96		1.0%
Debt Service - Principal	\$3,427,797		5.2%	\$480		5.2%
Debt Service - Interest	\$829,148		1.3%	\$116		1.3%
Total Expenditures	\$65,812,157			\$9,225		

The current tax rate of the Town supports educational and municipal expenditures and is set by the Town Assessor’s Office, with approval by the Massachusetts Department of Revenue, on an annual basis.

In the figure below, we compare the average tax bill in Swampscott to four other communities that are often used as peers for benchmarking and comparison purposes. As you can see from the table below, over the past five years, the size of Swampscott’s tax bill has maintained a rank of 1 out of 5. With regard to the statewide ranking, that figure too has remained relatively consistent ranging from 26 to 32 over the past five years, placing Swampscott’s average tax bill among the highest 15% in the Commonwealth.

Average Tax Bill vs Peer Communities

Comparable Community	FY 2013			FY 2014			FY 2015			FY 2016			FY 2017		
	Average Tax Bill	Statewide Rank	Table Rank	Average Tax Bill	Statewide Rank	Table Rank	Average Tax Bill	Statewide Rank	Table Rank	Average Tax Bill	Statewide Rank	Table Rank	Average Tax Bill	Statewide Rank	Table Rank
Georgetown	\$5,116	100	5	\$5,291	98	5	\$6,080	74	5	\$6,237	76	5	\$6,523	74	5
Lynnfield	\$7,573	38	2	\$7,810	38	2	\$8,021	39	3	\$8,219	39	3	\$8,525	38	3
Marblehead	\$7,092	46	4	\$7,360	44	4	\$7,669	42	4	\$7,974	42	4	\$8,307	41	4
North Reading	\$7,257	42	3	\$7,467	41	3	\$8,022	38	2	\$8,241	38	2	\$8,565	37	2
Swampscott	\$8,541	26	1	\$8,593	28	1	\$8,961	27	1	\$9,048	29	1	\$9,225	32	1

Per Pupil Spending

Educating children is a labor intensive enterprise. Our school district spends 80.6% of the funding it receives on the staff salaries. The remainder is spent on such items as instructional supplies, materials, and equipment; technology; out-of-district tuition and transportation; energy and utilities; and building repair and maintenance.

Each year the district files an End Of Year Report with DESE. Swampscott's average per pupil expenditure for in district students for FY17 was

\$16,422. The table below provides detail how the district allocated funds by DESE Category. As you would expect the majority of funds are spent on teacher salaries, 41.2%



Per Pupil Spending by Category

Description	General Fund	Grants and Revolving	Total Expenditures	\$ Per Pupil	Function as % of In District Exp.
Administration	\$1,504,157	\$0	\$1,504,157	\$678	3.8%
Instructional Leadership	\$1,800,347	\$100,900	\$1,901,247	\$857	4.8%
Teachers	\$14,380,720	\$647,299	\$15,028,019	\$6,775	38.0%
Other Teaching Services	\$2,609,170	\$885,037	\$3,494,207	\$1,575	8.8%
Professional Development	\$151,671	\$47,900	\$199,571	\$90	0.5%
Instructional Materials/Equip/Tech	\$363,736	\$176,038	\$539,774	\$243	1.4%
Guidance, Counseling, Testing	\$1,079,146	\$0	\$1,079,146	\$487	2.7%
Pupil Services	\$1,255,962	\$1,000,389	\$2,256,351	\$1,017	5.7%
Operations and Maintenance	\$3,042,897	\$35,903	\$3,078,800	\$1,388	7.8%
Benefits and Fixed Charges	\$7,387,051	\$2,555	\$7,389,606	\$3,332	18.7%
Total In-District Expenditures	\$33,574,857	\$2,896,021	\$36,470,878	\$16,442	92.3%
Total Out-of-District Expenditures	\$2,251,308	\$791,493	\$3,042,801		7.7%
Total Expenditures	\$35,826,165	\$3,687,514	\$39,513,679	\$17,360	100.0%

Trend of Per Pupil Spending by Category

Description	2015				2016				2017			
	\$ Per In-District Pupil	% Share of In-District	State Average	% Share of State	\$ Per In-District Pupil	% Share of In-District	State Average	% Share of State	\$ Per In-District Pupil	% Share of In-District	State Average	% Share of State
Administration	\$535	3.8%	\$531	3.7%	\$607	4.0%	\$548	3.7%	\$678	4.1%	\$553	3.6%
Instructional Leadership	\$894	6.3%	\$976	6.8%	\$884	5.8%	\$1,013	6.8%	\$857	5.2%	\$1,064	6.9%
Teachers	\$6,316	44.4%	\$5,619	38.9%	\$6,539	42.6%	\$5,814	38.8%	\$6,775	41.2%	\$5,989	38.7%
Other Teaching Services	\$1,348	9.5%	\$1,177	8.2%	\$1,293	8.4%	\$1,236	8.3%	\$1,575	9.6%	\$1,257	8.1%
Professional Development	\$63	0.4%	\$197	1.4%	\$58	0.4%	\$206	1.4%	\$90	0.5%	\$197	1.3%
Instructional Materials, Equip & Technology	\$144	1.0%	\$431	3.0%	\$193	1.3%	\$465	3.1%	\$243	1.5%	\$461	3.0%
Guidance, Counseling and Testing	\$403	2.8%	\$443	3.1%	\$448	2.9%	\$459	3.1%	\$487	3.0%	\$479	3.1%
Pupil Services	\$886	6.2%	\$1,430	9.9%	\$967	6.3%	\$1,495	10.0%	\$1,017	6.2%	\$1,575	10.2%
Operations and Maintenance	\$1,192	8.4%	\$1,140	7.9%	\$1,407	9.2%	\$1,125	7.5%	\$1,388	8.4%	\$1,149	7.4%
Insurance, Retirement Programs & Other	\$2,432	17.1%	\$2,491	17.3%	\$2,966	19.3%	\$2,610	17.4%	\$3,332	20.3%	\$2,733	17.7%
In-District Per Pupil Expenditure	\$14,213		\$14,437		\$15,363		\$14,970		\$16,442		\$15,459	
Total Per Pupil Expenditures	\$15,095		\$14,941		\$16,171		\$15,488		\$17,360		\$16,015	

General Education

Overall, total enrollment has declined slightly the last few years. The fluctuation between the elementary, middle school and high school has at times been significant. Enrollment is presented in two different charts for ease of comparison.

Enrollment Trends by School

Enrollment as of Oct 1st	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19
PreK	56	52	39	56	64	56	60	54	55	58	56	60
Clarke	260	218	226	228	227	230	227	209	201	206	197	213
Hadley	242	249	254	281	274	290	299	292	285	297	286	321
Stanley	342	307	305	297	285	296	300	294	293	278	296	239
Swampscott Middle	667	703	662	668	686	679	685	722	715	715	697	672
Swampscott High	800	750	770	743	741	732	722	679	700	677	675	707
Total Enrollment	2,367	2,279	2,256	2,273	2,277	2,283	2,293	2,250	2,249	2,231	2,207	2,212
% Change		-3.7%	-1.0%	0.8%	0.2%	0.3%	0.4%	-1.9%	0.0%	-0.8%	-1.1%	0.2%

Enrollment Trends by Grade Level

School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	SP	Total District
2007-08	56	139	153	162	172	153	161	171	210	190	164	217	196	223	-	2,367
2008-09	52	145	139	171	157	162	145	156	192	210	186	163	206	195	-	2,279
2009-10	39	187	142	133	163	160	158	140	176	188	206	189	160	211	4	2,256
2010-11	56	158	167	171	140	170	157	163	173	175	193	196	190	161	3	2,273
2011-12	64	145	161	168	171	141	163	158	192	173	153	197	205	183	3	2,277
2012-13	56	150	146	162	183	175	143	167	182	187	172	157	198	203	2	2,283
2013-14	60	161	154	160	163	188	172	141	195	177	188	177	153	202	2	2,293
2014-15	54	148	165	158	158	165	192	171	160	199	163	184	177	155	1	2,250
2015-16	55	145	148	167	157	161	168	192	191	164	182	163	194	161	1	2,249
2016-17	58	146	154	151	169	161	152	161	205	197	153	174	162	186	2	2,231
2017-18	56	159	143	158	151	168	166	155	174	202	182	157	178	156	2	2,207
2018-19	60	155	153	148	167	150	158	167	173	174	183	186	161	176	1	2,212

Special Education

Special education expenses present a unique challenge to school districts due to their variability and lack of predictability. Our goal is always to provide the highest quality services to students and to provide those within the district.

The figure below shows the number of students in each of the programs in the current school year. Descriptions of each program can be found in the Special Education Cost Center section of this document.

There have been a few opportunities where the district has excess capacity in a program. When this occurs we are able to enroll students from other districts and charge the sending district for tuition. These funds are deposited to a revolving fund and are used to offset the fixed costs for the program.

Enrollment in our In District Special Education Programs

Program	PreK	K	Gr 1	Gr 2	Gr 3	Gr 4	Gr 5	Gr 6	Gr 7	Gr 8	Gr 9	Gr 10	Gr 11	Gr 12	Post Grad	Total
Inclusion	24															24
Strive (Prek,Stanley)	3	2		2												7
Discovery Learning Ctr (Prek,Stanley,MS,HS)	5		3	1			1		3		1	3	1			18
Learning Academy (Hadley)		2	8	4	1	3										18
SOAR-Stanley		3	6	2	1	2										14
Lang. Based Learning Ctr (Clarke/MS)				1	2	1	4	7	1	2						18
Learning Center (Clarke/MS)					3	3	2	2	1	1						12
SAIL-MS							2	1								3
Harbor (MS and HS)								1		6	3	4	5	3		22
TASK (HS)											22	21	15	17		75
Transition Program															2	2
Resource Room Services (all schools)		7	9	15	12	18	14	22	24	25	5	3	3	1		158
Services Only		4	2	3	2		1									12
Total Enrollment	32	18	28	28	21	27	24	33	29	34	31	31	24	21	2	383

When we are unable to provide the necessary services for a child to be able to make effective progress, then it becomes necessary to place the child in an out of district program. In that case, the district is responsible for the tuition and transportation expense for that child. Depending upon the placement, out-of-district tuitions can range from a low of \$40,000 to a high of over \$300,000 for a private residential placement. The figure below details both the number of students ages 6 – 21 years old on IEP's and the number of students that have been placed out of district.

Trend of Special Education, Students on IEP's and OOD Placements

Academic Year	Total Enrollment	# of Students on IEP aged 6 - 21 yrs old	% of Students on IEP	# of Students Out of District
2008-09	2279	309	13.6%	29
2009-10	2256	276	12.2%	30
2010-11	2273	247	10.9%	29
2011-12	2277	242	10.6%	30
2012-13	2283	270	11.8%	26
2013-14	2293	295	12.9%	24
2014-15	2250	311	13.8%	24
2015-16	2249	292	13.0%	20
2016-17	2231	294	13.2%	26
2017-18	2207	326	14.8%	29
2018-19	2212	351	15.9%	27

Much of the financial support that the district receives from state and federal grants and reimbursement programs (e.g. Title I, school nutrition reimbursements, or circuit breaker) is driven by enrollments of certain populations of students. These groups often need additional services beyond the general education classroom. These populations include students receiving special education services, students whose first language is not English or who have limited proficiency in English, or economically challenged students. The figures below show enrollment for these subgroups in our district.

Enrollment Trends for Other High Needs Populations

	First Language Not English		English Language Learner		Students With Disabilities		High Needs		Economically Disadvantaged	
	#	%	#	%	#	%	#	%	#	%
2008-09	113	5.0	25	1.1	341	14.8			191	8.4
2009-10	121	5.4	52	2.3	306	13.4			202	9.0
2010-11	127	5.6	58	2.6	274	11.9			260	11.4
2011-12	128	5.6	71	3.1	280	12.1			291	12.8
2012-13	138	6.0	69	3.0	303	13.1	634	27.5	348	15.2
2013-14	155	6.8	83	3.6	332	14.3	654	28.0	352	15.4
2014-15	170	7.6	73	3.2	341	15.0	621	27.3	260	11.6
2015-16	189	8.4	71	3.2	323	14.2	639	28.1	302	13.4
2016-17	225	10.1	90	4.0	329	14.6	648	28.7	315	14.1
2017-18	219	9.9	87	3.9	367	16.4	676	30.2	324	14.7

Financial Section

This year the School Committee’s Recommended Budget is organized into five Cost Centers, representing the high level program categories that comprise the District Budget. These include Administration, General Education, Special Education, School Facilities, and Other District Programs which includes Health Services, Athletics, Extracurricular Activities, and District-wide Technology.

The School Committee adopted the Cost Center approach for budget approval. These cost centers were established by a vote of the School Committee. In accordance with that vote, the Administration will be authorized to transfer funds within any cost center. The Administration must, however, obtain approval of the Committee to transfer funds between Cost Centers.



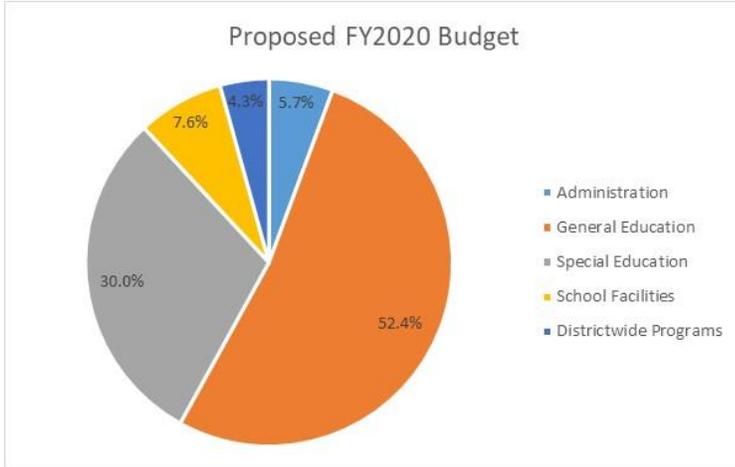
The table below shows the overall increase to the FY20 School Committee’s Recommended Budget is 2.0 % over the FY19 Adopted Budget, an increase of \$580,793. This proposed budget is within the recommended guidance of 2% growth. We will continue to review for efficiencies wherever possible.

General Fund Expenditures by Cost Center

	Actual Expenditures FY2017	Un-Audited Expenditures FY2018	Adopted Budget FY2019	Proposed Budget FY2020	% Change
Administration	1,506,247	1,420,608	1,685,723	1,674,532	-0.7%
General Education	15,339,213	15,178,298	16,041,938	15,515,875	-3.3%
Special Education	6,963,246	8,080,894	7,808,812	8,900,095	14.0%
School Facilities	2,326,221	2,543,924	2,195,451	2,254,630	2.7%
Districtwide Programs	1,256,114	1,439,017	1,307,686	1,275,270	-2.5%
Grand Total	27,391,040	28,662,742	29,039,610	29,620,403	2.0%

The table below shows the cost centers as a percentage of the total budget. The largest cost center is General Education at 52.4% followed by Special Education at 30.0%. Administration, School Facilities and Districtwide Programs combine for 17.6%.

Cost Centers as Percentage of Total Proposed Budget



There are requirements for expenditure data reporting. Each school district reports the following expenditures as required in the annual End-of-Year Financial Report in accordance with M.G.L. c.72, s.3.

Below is information from DESE Category regarding expenditure categories:

DESE Object Code Expenditures

This section defines the category of goods or services purchased under the functional categories defined above.

Salaries Professional - *The full-time, part-time and prorated portions of payments to personnel services of a professional nature rendered to an education plan. Categories included as professional are Superintendents, Principals, Supervisors, Teachers, Librarians, Counselors, Psychologists and other professional educators.*

Salaries Secretarial and Clerical - *Payments for a grouping of assignments to perform the activities of preparing, transferring, transcribing, systematizing or preserving communications, records and transactions, regardless of the level of skills required.*

Salaries Other - *Payment for a grouping of assignments regardless of level of difficulty that relate to supportive services. Included as other salaries: Custodians, Aides, Substitutes, Paraprofessional, Food Service Personnel, School Bus Drivers, Cross Walk Guards and other classified salaries not identified as professional, secretarial and clerical.*

Contract Services - *Payments for services rendered by personnel who are not on the payroll and are not regular employees, including all related expenses covered by the contract.*

Supplies and Materials - *Materials and items of an expendable nature that is consumed, worn out or deteriorated in use, loses its identity through fabrication or incorporation into a different or more complex unit or substance*

Other Expenditures - *Expenditures not chargeable to another object code, such as dues, subscriptions and travel for staff as well as food, coal, fuel oil, gas, steam, wood, file servers.*

There have been a number of transitions in the Business Office which has resulted in different approaches to budget development. The FY19 budget was developed carrying funds for salary increases as part of the School Committee’s budget in the Administration Cost Center. The FY20 budget was developed with salary increases baked into the appropriate cost center and budget lines whenever possible. As a result in the

change in development approach there will be significant year over year changes when comparing FY19 Adopted Budget to the FY Proposed Budget.

General Fund Expenditures by Cost Center and DESE Category

	Actual Expenditures FY2017	Un-Audited Expenditures FY2018	Adopted Budget FY2019	Proposed Budget FY2020	% Change
Administration					
Professional Salaries	492,505	480,748	488,628	481,677	-1.4%
Clerical Salaries	312,991	329,351	338,740	414,524	22.4%
Other Salaries	256,548	248,211	277,253	287,686	3.8%
Contracted Services	82,045	51,773	56,000	81,000	44.6%
Supplies and Materials	30,913	40,705	64,344	60,000	-6.8%
Other Expenses	329,750	269,820	277,150	349,645	26.2%
Salaries TBD	1,494		183,608	-	-100.0%
Administration Total	1,506,247	1,420,608	1,685,723	1,674,532	-0.7%
General Education					
Professional Salaries	13,404,870	13,500,559	14,056,006	13,743,956	-2.2%
Clerical Salaries	494,108	461,433	449,394	456,371	1.6%
Other Salaries	913,818	695,408	951,963	685,187	-28.0%
Contracted Services	123,912	139,934	137,847	181,982	32.0%
Supplies and Materials	357,051	328,615	391,728	396,380	1.2%
Other Expenses	45,454	52,349	55,000	52,000	-5.5%
General Education Total	15,339,213	15,178,298	16,041,938	15,515,875	-3.3%
Special Education					
Professional Salaries	3,571,923	3,996,094	3,914,661	4,343,800	11.0%
Clerical Salaries	108,283	105,888	106,301	109,673	3.2%
Other Salaries	780,940	1,120,069	949,596	1,351,200	42.3%
Contracted Services	2,427,352	2,788,059	2,766,754	3,026,562	9.4%
Supplies and Materials	59,988	53,277	69,500	68,860	-0.9%
Other Expenses	14,760	17,507	2,000	-	-100.0%
Special Education Total	6,963,246	8,080,894	7,808,812	8,900,095	14.0%
School Facilities					
Other Salaries	885,826	897,259	936,198	952,883	1.8%
Contracted Services	800,418	941,460	510,000	505,000	-1.0%
Supplies and Materials	70,467	63,647	71,970	73,409	2.0%
Other Expenses	569,510	641,558	677,283	723,338	6.8%
School Facilities Total	2,326,221	2,543,924	2,195,451	2,254,630	2.7%
Districtwide Programs					
Professional Salaries	653,961	790,060	729,505	721,501	-1.1%
Clerical Salaries	54,927	68,877	53,775	57,819	7.5%
Other Salaries	294,812	244,435	283,006	276,088	-2.4%
Supplies and Materials	10,318	5,935	7,400	7,400	0.0%
Other Expenses	242,096	329,711	234,000	212,462	-9.2%
Districtwide Programs Total	1,256,114	1,439,017	1,307,686	1,275,270	-2.5%
Grand Total	27,391,040	28,662,742	29,039,610	29,620,403	2.0%

Cost Center Budgets

Administration

The Administration Cost Center Budget contains salary and expenses for the Central Office team as well as expenditures for crossing guards, non-employee insurance, and school security. The budget funds all salary and benefit obligations to employees per the collective bargaining agreements and assumes a cost of living increase for non-represented employees.

Administrative Cost Center

	Actual Expenditures FY2017	Un-Audited Expenditures FY2018	Adopted Budget FY2019	Proposed Budget FY2020	% Change
Administration					
Professional Salaries	492,505	480,748	488,628	481,677	-1.4%
Clerical Salaries	312,991	329,351	338,740	414,524	22.4%
Other Salaries	256,548	248,211	277,253	287,686	3.8%
Contracted Services	82,045	51,773	56,000	81,000	44.6%
Supplies and Materials	30,913	40,705	64,344	60,000	-6.8%
Other Expenses	329,750	269,820	277,150	349,645	26.2%
Salaries TBD	1,494		183,608	-	-100.0%
Administration Total	1,506,247	1,420,608	1,685,723	1,674,532	-0.7%

The table below details the full time equivalents, FTE's, for the central office team. The change in FTE's for the professional salaries line of .40 FTE is a correction. The School Department and Town share the Director of Human Resources. There is an additional 1.0 FTE clerical staff budgeted for FY20. There was an identified need for additional staff to assist with payroll and human resources/benefits support. There was also a .40 increase to other salaries as it was determined the Lead Nurse could not be accomplished with a stipend given the volume of work involved with reporting and other mandated compliance issues. Other salaries also includes the Tech Coordinator stipend.

Administrative Cost Center FTE Detail

	Adopted FTE Budget FY2019	Proposed FTE Budget FY2020	Proposed Budget FY2020
Professional Salaries	4.00	3.60	481,677
Clerical Salaries	6.20	7.20	414,524
Other Salaries	10.25	11.05	301,677

Significant changes:

1210 – The FY19 Salary increase was budgeted in line 1110 School Committee

1410 – Additional 1.0 FTE to support payroll, human resources/benefits

1430 – Budgeted additional funds as we enter into contract negotiations

4400 – Final lease payment for Apple technology

5550 – Additional crossing guard locations added

Administrative Cost Center by DESE Function Code Detail

Code and Description	Actual	Un-Audited	Adopted	Proposed	% Change
	Expenditures FY2017	Expenditures FY2018	Budget FY2019	Budget FY2020	
1110 School Committee	12,502	14,041	205,708	14,200	-93.1%
1210 Superintendent	349,989	360,547	384,082	402,717	4.9%
1230 Other Districtwide Admin	122,440	117,740	119,240	110,000	-7.7%
1410 Business and Finance	278,861	297,011	307,096	367,749	19.8%
1420 Human Resources and Benefits	79,843	75,006	78,750	73,035	-7.3%
1430 Legal Service for School Committee	82,045	46,273	50,000	75,000	50.0%
1450 Administrative Technology—Districtwide	5,125	3,550	4,344	4,500	3.6%
2220 Department Heads (Non-Supervisory)	12,460		13,884	13,884	0.0%
2351 Professional Development	21,349	24,104	28,000	28,000	0.0%
2357 Professional Development	22,434	24,228	21,500	21,500	0.0%
3400 Food Services	3,527		5,000	5,000	0.0%
3600 School Security	162,820	162,053	162,314	163,802	0.9%
4400 Equipment	105,841	59,615	50,000	58,000	16.0%
5100 Employer Retirement Contributions	67,100	69,942	-	70,000	0.0%
5200 Other Non-Employee Insurance	10,959	10,876	10,500	10,710	2.0%
5260 Other Non-Employee Insurance	87,270	69,464	143,500	145,685	1.5%
5550 School Crossing Guards	81,680	86,158	101,805	110,750	8.8%
Total Expenditures	1,506,247	1,420,608	1,685,723	1,674,532	-0.7%

General Education

The General Education Cost Center Budget contains salary and expenses associated with the general education programs grades K-12. The budget funds all salary and benefit obligations to employees per the collective bargaining agreements and assumes a cost of living increase for non-represented employees.

General Education Cost Center

	Actual	Un-Audited	Adopted	Proposed	% Change
	Expenditures FY2017	Expenditures FY2018	Budget FY2019	Budget FY2020	
General Education					
Professional Salaries	13,404,870	13,500,559	14,056,006	13,743,956	-2.2%
Clerical Salaries	494,108	461,433	449,394	456,371	1.6%
Other Salaries	913,818	695,408	951,963	685,187	-28.0%
Contracted Services	123,912	139,934	137,847	181,982	32.0%
Supplies and Materials	357,051	328,615	391,728	396,380	1.2%
Other Expenses	45,454	52,349	55,000	52,000	-5.5%
General Education Total	15,339,213	15,178,298	16,041,938	15,515,875	-3.3%

The table below details the full time equivalents, FTE's, for general education. The FY20 Budgeted FTE's includes principals, teachers and other building based staff. We analyzed every line item and every program to identify areas where we could create efficiencies. There is a reduction in FTE at the high school. We will continue to review course offerings, number of sections, class size and scheduling (full year, semester, quarter) to look for ways to improve efficiencies. FY19 included FTE count for positions that were not carried in the FY19 Budget. The FTE reduction in FY20 is 6.0 FTE at the high school. The professional salaries line includes stipends for department heads, team leaders, and student activities.

Other Salaries includes 2.0 FTE tutors that were added in FY19 that will carry into FY20. There is an additional 1.0 Tutor budgeted in FY20 to support the Swift program. Other salaries also includes the budget for daily substitute teachers.

General Education Cost Center FTE Detail

	Adopted FTE Budget FY2019	Proposed FTE Budget FY2020	Proposed Budget FY2020
Professional Salaries	174.02	165.22	13,592,313
Clerical Salaries	8.93	8.93	456,371
Other Salaries	12.17	15.26	358,383

There was a line by line review for all non-compensated expenditures. FY20 budget were established based on a review of prior actual expenditures and the need for FY20.

2330 – There seems to be some inconsistency with regard to budgeting and actual expenditures for Paraeducators. The budget development for FY20 implemented position control to better aid in tracking staff migration from one school to another.

2430 - Pallets of paper were previously budgeted and expensed in 2210. This expense will be captured at the school level as an instructional supply.

3300 – There was a significant increase in the transportation expense for our homeless and foster care student population. This is a mandated expense that is unpredictable. The budget was increase by \$45,000 in FY20.

General Education Cost Center by DESE Function Code Detail

Code and Description		Actual	Un-Audited	Adopted	Proposed	% Change
		Expenditures	Expenditures	Budget	Budget	
		FY2017	FY2018	FY2019	FY2020	
2210	Department Heads (Non-Supervisory)	1,431,429	1,396,669	1,372,216	1,379,526	0.5%
2305	Teachers, Classroom	11,652,702	11,618,726	12,280,316	11,969,751	-2.5%
2315	Team Leaders	38,768		31,220	31,220	0.0%
2325	Substitute Teachers, Short-Term	389,920	367,392	377,000	345,873	-8.3%
2330	Paraprofessionals	422,498	246,272	443,043	265,394	-40.1%
2340	Librarians and Media Center Directors	219,281	287,650	256,059	275,363	7.5%
2357	Professional Development	65,138	61,288	97,000	50,000	-48.5%
2410	Textbooks	121,946	79,886	114,000	102,500	-10.1%
2415	Other Instructional Materials (Libraries)	26,046	12,247	24,400	14,400	-41.0%
2420	Other Instructional Services	4,506	9,769	12,500	9,000	-28.0%
2430	General Classroom Supplies	107,710	189,877	154,928	198,580	28.2%
2440	Other Instructional Services	1,996	-	2,000	2,000	0.0%
2451	Instructional Technology	19,689	5,435	11,000	11,000	0.0%
2710	Guidance and Adjustment Counselors	632,753	656,368	645,589	596,467	-7.6%
2720	Testing and Assessment	4,573	-	8,900	8,900	0.0%
3300	Transportation Services	117,576	139,934	137,847	181,982	32.0%
3520	Other Student Activities	76,347	61,785	73,920	73,920	0.0%
5150	Employee Separation Costs	-	45,000	-	-	0.0%
5300	Rental Lease of Equipment	6,336	-	-	-	0.0%
Total Expenditures		15,339,213	15,178,298	16,041,938	15,515,875	-3.3%

Special Education

The Special Education Cost Center Budget contains salary and expenses needed to provide special education and related services to our students on Individual Education Plans (IEP). This cost center includes out of district tuition and special education transportation for both in-district and out of district students. The budget funds all salary and benefit obligations to employees per the collective bargaining agreements and assumes a cost of living increase for non-represented employees.

Special Education Cost Center

	Actual	Un-Audited	Adopted	Proposed	% Change
	Expenditures	Expenditures	Budget	Budget	
	FY2017	FY2018	FY2019	FY2020	
Special Education					
Professional Salaries	3,571,923	3,996,094	3,914,661	4,343,800	11.0%
Clerical Salaries	108,283	105,888	106,301	109,673	3.2%
Other Salaries	780,940	1,120,069	949,596	1,351,200	42.3%
Contracted Services	2,427,352	2,788,059	2,766,754	3,026,562	9.4%
Supplies and Materials	59,988	53,277	69,500	68,860	-0.9%
Other Expenses	14,760	17,507	2,000	-	-100.0%
Special Education Total	6,963,246	8,080,894	7,808,812	8,900,095	14.0%

The table below details the full time equivalents, FTE's, for special education. The FY20 Budgeted FTE's includes the director, team chairs, teachers and all other staff. FY19 included FTE count for positions that were not carried in the FY19 Budget. There is an additional team chair to support the PreK student population. The professional salaries line includes team leader stipends and the costs associated with running the Extended School Year program.

Other Salaries includes 2.0 FTE tutors that were added in FY19 that will carry into FY20. There is an additional 1.0 Tutor budgeted in FY20 to support the Swift program. Other salaries also includes the budget for home/hospital tutors and the costs associated with running the Extended School Year program

Special Education Cost Center FTE Detail

	Adopted FTE Budget FY2019	Proposed FTE Budget FY2020	Proposed Budget FY2020
Professional Salaries	53.30	52.80	4,278,620
Clerical Salaries	2.00	2.00	109,673
Other Salaries	42.08	45.59	1,304,200

There was a line by line review for all non-compensated expenditures. FY20 budget were established based on a review of prior actual expenditures and the need for FY20.

1430 – Increase the legal services budget for on-going legal matters

3300 – Increase budget based on known out of district transportation agreements

9100 – 9400 – Increased budget based on known and potential out of district placements. FY20 Budget assumes using \$612,500 of circuit breaker funds.

Special Education Cost Center by DESE Function Code Detail

DESE Function Code and Description	Actual	Un-Audited	Adopted	Proposed	% Change
	Expenditures FY2017	Expenditures FY2018	Budget FY2019	Budget FY2020	
1430 Legal Service for Special Education	9,757	53,144	18,000	30,000	66.7%
2110 Curriculum Directors (Supervisory)	248,282	256,546	244,501	251,608	2.9%
2120 Department Heads (Non-Supervisory)	-	262,252	-	-	0.0%
2310 Teachers, Classroom	2,581,657	2,657,219	2,922,505	3,042,598	4.1%
2315 Team Leaders	17,421	-	29,798	29,798	0.0%
2320 Medical/ Therapeutic Services	816,272	899,902	778,330	898,133	15.4%
2330 Paraprofessionals	760,312	1,120,069	939,596	1,341,200	42.7%
2415 Other Instructional Materials (Libraries)	5,450	32,860	40,000	40,000	0.0%
2420 Other Instructional Services	116	5,842	1,500	1,500	0.0%
2430 General Classroom Supplies	34,457	702	-	-	0.0%
2440 Other Instructional Services	22,702	-	20,000	20,000	0.0%
2451 Instructional Technology	7,984	11,935	12,000	12,360	3.0%
2800 Psychological Services	437,663	482,501	438,828	595,337	35.7%
3300 Transportation Services	544,732	473,241	504,754	706,685	40.0%
5500 Other Fixed Charges	15,568	-	8,000	12,000	50.0%
9100 Tuition to Mass. Schools	40,958	57,679	30,000	37,080	23.6%
9300 Tuition to Non-Public Schools	726,394	1,213,702	1,147,710	1,468,094	27.9%
9400 Tuition to Collaboratives	693,520	553,300	673,290	413,703	-38.6%
Total Expenditures	6,963,246	8,080,894	7,808,812	8,900,095	14.0%

Circuit Breaker is the state special education reimbursement program. Started in FY04 to provide additional state funding to districts for high-cost special education students. The threshold for eligibility is tied to four times the state average foundation budget per pupil as calculated under the chapter 70 program, with the state paying a percent of the costs above that threshold. Districts are allowed to carryforward their full award to the next fiscal year. Swampscott takes advantage of this practice which allows for budget certainty.

The table below provides detail on past and projected Circuit Breaker awards and usage.

Circuit Breaker Trend Data

	FY17	FY18	FY19	FY20	FY21
<i>Carry Forward Award Balance</i>	557,034	318,868	449,557	612,745	638,000
Circuit Breaker Award	553,327	660,689	758,188	638,000 *	600,000
Circuit Breaker Expense	791,493	530,000	595,000	612,745	638,000
Ending Circuit Breaker Balance	318,868	449,557	612,745	638,000	600,000

* Estimated Circuit Breaker Award

Special Education Programs and Services

Swampscott Public Schools offers a number of in-district programs starting with an integrated Pre School and ending with a Transition Program for Young Adults. These programs support our students on IEP's. This section includes more detailed information about each of our in-district programs.

There have been a few opportunities where the district has excess capacity in a program. When this occurs we are able to enroll students from other districts and charge the sending district for tuition. These funds are deposited to a revolving fund and are used to offset the fixed costs for the program.

Enrollment in In-District Special Education Programs

Program	PreK	K	Gr 1	Gr 2	Gr 3	Gr 4	Gr 5	Gr 6	Gr 7	Gr 8	Gr 9	Gr 10	Gr 11	Gr 12	Post Grad	Total
Inclusion	24															24
Strive (Prek,Stanley)	3	2		2												7
Discovery Learning Ctr (Prek,Stanley,MS,HS)	5		3	1			1		3		1	3	1			18
Learning Academy (Hadley)		2	8	4	1	3										18
SOAR-Stanley		3	6	2	1	2										14
Lang. Based Learning Ctr (Clarke/MS)				1	2	1	4	7	1	2						18
Learning Center (Clarke/MS)					3	3	2	2	1	1						12
SAIL-MS							2	1								3
Harbor (MS and HS)								1		6	3	4	5	3		22
TASK (HS)											22	21	15	17		75
Transition Program															2	2
Resource Room Services (all schools)		7	9	15	12	18	14	22	24	25	5	3	3	1		158
Services Only		4	2	3	2		1									12
Total Enrollment	32	18	28	28	21	27	24	33	29	34	31	31	24	21	2	383

Integrated Preschool Integrated Preschool

The Integrated Preschool is designed to provide our youngest learners with an educational environment specially designed to meet the developmental needs of 3-5 year olds. Our integrated preschool program meets the needs of not only our students with disabilities, but also the learning needs of children with a typically developing profile. Our preschool program consists of six classes comprising of preschoolers with not only typically developing skills, but also a range of disabilities including developmental delays and autism spectrum disorder. Students are referred from early intervention, parents, private preschools, as well as other sources who contact us through our child find search. The integrated preschool program has two substantially separate programs and is designed to meet the needs of students who need an intensive approach to their education, including a smaller group setting and opportunities for more individualized instruction.

The Language Based Learning Center, Grades 2-4, Clarke Elementary School

The Language Based Learning Center is a highly structured classroom for students identified with a language based learning disability. Students may also have additional disabilities which impact learning. Students receive a daily small group or individual reading tutorial and instruction in English language arts and mathematics with an emphasis on individualized programming, skill building and direct teaching using a multisensory, sequential, and systematic approach. Students in the Language Based Learning Center may receive direct services from the speech and language pathologist based on individualized needs. The Language Based Learning Center aims to provide students with an instructional program and learning

environment that supports the development of academic, organizational and self-advocacy skills while also fostering positive social and emotional development.

The Learning Center, Grades 2-4, Clarke Elementary School

The Learning Center is a highly structured classroom for students who require daily direct instruction in academic skills especially in the areas of reading, writing and mathematics. Students requires a multi-sensory, systematic teaching approach with increased opportunities for experiential learning through thematic standards-based units and project-based learning. The mission of this class is to create an engaging learning experience through direct instruction and hands-on learning while weaving in needed therapies and individualized goals and objectives. The Learning Center aims to provide students with an instructional program and learning environment that supports the development of academic, organizational and self-advocacy skills while also fostering positive social and emotional development.

STRIVE Program, K-3, Clarke Elementary School

The STRIVE program is a nurturing, structured setting with a high staff to child ratio that addresses each student's unique individual learning style and behavior needs, as well as their social and interpersonal skills. Students in this class are often diagnosed on the autism spectrum and have a wide range of learning challenges. The classroom emphasizes structured teaching, hands-on learning and positive behavioral supports. The curriculum is based on state core standards but allows for modifications and adaptations regarding pace, style, implementation and individualization. The program facilitates opportunities for supported inclusion in the general education setting. Many of the students receive services from the speech and language pathologist, the occupational therapist and the physical therapist. A Board Certified Behavior Analyst (BCBA) consults with the special education teacher and ABA tutors in the program. The curriculum and environment aim to stimulate enthusiasm for learning and positive self-esteem.

Learning Academy, K-4, Hadley Elementary School

The Learning Academy is a therapeutic program designed to meet each student's social-emotional needs including teaching emotional regulation strategies and social skills while providing a challenging grade level curriculum in the inclusion setting or in a small group if needed. Students in this program have access to a quieter setting and a small staff to student ratio to support the development self-regulation skills and to provide behavioral interventions. Students have access to services that may include social skills groups with peers, counseling, and individual social coaching opportunities. The Learning Academy team works closely with all students' team members, such as the general education teacher, special education teacher, school psychologist, BCBA and parents, to ensure that all behavioral interventions are consistent across multiple learning settings to allow the student to access the curriculum to their fullest ability. Students are integrated into the inclusion settings with supports to generalize emotional regulation strategies into the general education setting when possible. The mission of this program is to provide students skills and strategies to self-monitor and regulate their behavior to be successful in the school community with inclusion in the general education classroom and the school community as a goal.

Discovery Learning Center, Stanley Elementary School - Grades K-4

The Discovery Learning Center services children in the elementary grades with diagnoses of autism spectrum disorder and other developmental and learning challenges. The program relies upon the principles of Applied Behavioral Analysis (ABA), which is used to help students gain skills in all areas including academics, communication, social skills and activities of daily living. A Board Certified Behavior Analyst (BCBA) consults to the program. A certified special educator, ABA tutors and Education Support Professionals (ESPs) assist in administering services throughout the school day. Each student's program is designed on an individualized basis to fit the needs of that student in accordance with his/her Individual Education Plan (IEP). The students require modifications and accommodations to the general schedule, and often behavior support plans, to be successful in school. Many of the students in the program also receive services from the speech and language pathologist, the occupational therapist and the physical therapist. The Discovery Learning Center also incorporates a focus on activities of daily living, where students learn functional life skills to advance their independence in all areas of their daily lives.

SOAR Inclusion Program, Stanley Elementary School - Grades K-4

The SOAR inclusion program supports students with high-functioning autism spectrum disorder and other disabilities that impact social, emotional, and behavioral regulation. Students in this program are fully included in the general education classroom with the support of an Education Support Professional (ESP) or ABA Tutor. A special educator provides inclusion support to the program. The school psychologist and a Board Certified Behavior Analyst (BCBA) work closely with the support staff, classroom teachers, and related service providers to address each student's individual social-emotional, developmental and academic needs according to their Individual Education Plans (IEPs). Many inclusion students benefit from frequent sensory and movement breaks and support in completing academic tasks. Students are also supported in their social skills development and receive social skills training as well as on-going facilitation with peer interactions. Staff use behavior management and intervention strategies based on the principles of Applied Behavior Analysis (ABA) combined with a structured social skills curriculum. The SOAR program strives to build a classroom climate that promotes understanding and acceptance of differences, where every child feels successful and reaches his or her full potential.

MIDDLE SCHOOL Grades 5-8 Intermediate Discovery Center

This program services children in the middle school grades with diagnoses of autism spectrum disorder, and other developmental or intellectual disabilities. Each student's school day is designed on an individualized basis to fit his/her unique needs. Learning takes place in one to one and small group settings throughout the school day utilizing the principles of applied behavior analysis (ABA) which is used to help students gain skills in all areas including academics, communication and social skills. Teachers focus on experiential learning, promoting competence and independence in Activities of Daily Living (ADLs), functional skills and pre-vocational skills. A Board Certified Behavioral Analyst (BCBA) oversees the program, a special education teacher, and ABA tutors with training in data collection and discrete trials help administer the services. Students participate in activities in the general education setting with support from ABA tutors throughout the school week. Students work collaboratively with peers in the Strive Program on project based learning. Related services such as speech and occupational therapies. The Learning Center is a highly structured classroom that addresses each student's unique individual learning style. Students require a multi-sensory, systematic teaching approach with increased opportunities for experiential learning through thematic standards-based units and project-based learning. The curriculum is based on state core standards but

generously allows for modifications and adaptations regarding pace, style, implementation and individualization. The classroom provides a small, nurturing, structured setting with a high staff to child ratio. The curriculum and environment aim to stimulate enthusiasm for learning and positive self-esteem. Students in the Learning Center may receive direct services from the speech and language pathologist based on individualized needs. The speech and language pathologist also collaborates with the special education teacher in the development of reading comprehension skills and social pragmatic skills. The mission of this class is to create an engaging learning experience through direct instruction and hands-on learning while weaving in needed therapies and individualized goals and objectives. Students work collaboratively with peers in the Discovery Program on project-based learning. The Learning Center endeavors to create a school culture that promotes acceptance, patience, diversity and inclusion.

SAIL (Supported Academic Inclusive Learning)

The Swampscott Middle School SAIL program provides supported academic inclusive learning to students. SAIL assists students in full-day social and academic support to specific students with autism spectrum disorder and social emotional difficulties with a focus on social pragmatics and social interactions. A special educator oversees the programming, and each classroom has full-time support personnel to provide assistance to students based on their Individualized Education Programs. Content area teacher, special educators and inclusion support staff work collaboratively to individualize instruction as needed. For students who require more personalized attention and instruction, a pull-out class may be offered. Services are offered based on an individual's needs which may include speech, occupational therapy, and facilitation in appropriate social interaction with their peers in and out of the classroom as well as social skills groups. The school psychologist consults to the program, provides skill based instruction in the area of executive functioning and social skills.

Resource Room Services, Middle School

The Swampscott Middle School offers an inclusive Special Education Program where students' individual needs are considered as the program is designed. Content area teachers and special education teachers work collaboratively to co-teach classes in math and language arts. For students who require more personalized attention and instruction, a small group language arts and/or mathematics may be offered. In-class support is available to students in social studies and science. Guided study support time is offered to students for pre-teaching skills, previewing reading and further developing organizational skills. Some students may have additional services as a task block to develop executive functioning skills and increased academic support. Services are offered based on an individual's needs and may also include speech, occupational therapy, counseling and social skills. The Middle School program is designed to meet the students' academic needs in addition to considering the unique social and emotional developmental needs of middle school students. This program strives to instill confidence and independence in students to enable them to become self-sufficient learners.

The Language Based Learning Center, Middle School

The Learning Center is a highly structured classroom for students identified with a language based learning disability. Students may also have additional disabilities which impact learning. Students receive a daily small group or individual reading tutorial and instruction in English language arts and mathematics with an emphasis on individualized programming, skill building and direct teaching using a multisensory, sequential, systematic approach. The use of assistive technology is integrated within the program across content areas.

Students are pre-taught vocabulary and concepts for science and social studies in which they join the general education classroom with supports. Students in the Language Based Learning Center may receive direct services from the speech and language pathologist based on individualized needs. The speech and language pathologist also collaborates with the special education teacher in the instructional areas of oral language, written language and comprehension. Students may also receive related services from the occupational therapist or the physical therapist. The Language Based Learning Center aims to provide students with an instructional program and learning environment that supports the development of academic, organizational and self-advocacy skills while also fostering positive social and emotional development.

Harbor Program

The Harbor Program provides a supportive learning community with direct case management to facilitate student progress. Students will work with staff to develop emotional regulation skills as well as manage academic expectations and pressures. A special focus is placed upon executive functioning skills. Counseling and supports will be integral parts of the program, along with close home-school communication. Harbor will also serve as a home base for students throughout the school day should they need assistance outside of their scheduled academic block. Staff will be monitoring progress of students to proactively manage obstacles before they turn into crises.

HIGH SCHOOL Grades 9-12 Task Management Classes Grades 9-12

Task Management is a 5-credit course based on the resource room model of special education instruction. Each task class is made up of a small group of students on an Individualized Educational Program (IEP) with mild to moderate disabilities, and one special education teacher. During class time, students are expected to work toward their IEP goals and are offered assistance with the material from their content area classes. In addition, each student is taught study skills appropriate for each individual's learning style. The goal is to not only increase student learning and achievement, but also for each student to develop a repertoire of study skills and strategies they can use independently in high school and beyond. Swampscott High School is split into a "lower house" of freshmen and sophomores and an "upper house" of juniors and seniors. Likewise, in task management, students are assigned to task management teachers by grade level in order to address the different needs of each grade level:

- Freshmen work on the transition from middle school to the new rigors of high school by becoming more familiar with their own learning styles and learning study and organizational skills.
- Sophomore students learn how to advocate for themselves. Within the task management class, they are given lessons on understanding their disability, dealing with test anxiety, good study habits, usage review, organization, English and Math MCAS review. Ultimately, as students, they become more accountable for their learning and responsibility within the classroom.
- Juniors and seniors are encouraged to become more independent by becoming effective self-advocates and applying learned skills and strategies to content area work. Time is also spent on transition planning which includes completing college applications and making plans for post-secondary education.

Co-teaching Classes

The co-teaching program at Swampscott High School consists of a group of content specific and special education teachers who collaborate to teach subject-area classes together within the general education classroom. Here at SHS, co-teaching resides within four content areas: Math, Science, English, and History. Numerous studies have documented the effectiveness of the co-teaching model in increasing overall student achievement. By combining the learning strategies of special education with the rigor of a mainstream classroom, teachers are able to not only accommodate those students on an IEP, but also offer universal design to students who do not receive special education services but benefit from alternative, brain-centered approaches to content and organization within the curriculum. In addition, the presence of two certified and licensed teachers not only improves the practice of each teacher through extensive planning and collaboration, it cuts the student/teacher ratio in half, allowing for more one-on-one attention for all students.

Inclusion Program – 9-12

This program was developed for students whose primary disability negatively impacts his/her social thinking abilities. Many students have diagnoses on the autism spectrum or social emotional difficulties. A key goal of this program is to support and provide assistance with social pragmatics and social interactions throughout the school day. Students are supported in the mainstream classes and in small group settings. Students also receive small group instruction for study and organizational skills as well as interpreting and developing appropriate responses to a variety of social interactions. This access to a safe supportive environment is a key component for students' success.

Language Based Learning Center Grades 9-12

This program offers a Task Management class in which focuses on the following skills: time management, organizational needs, writing, self-advocacy, reading comprehension, study techniques, academic support in content-area classes, test taking strategies, and communication skills. Special and general education teachers engage in ongoing communication in order to assess progress or problems in each class. Home to school communication is also a component of Task Management. The program also offers a modified English class. The class aligns with the national English anchor standards, but is offered at a more manageable pace and follows a more explicit instructional approach and sequence of essential skills and standards. The class is a small group and employs a variety of teaching techniques in order to ensure success for each student. The class primarily focuses on the following topics: reading comprehension, detailed writing skills, using templates/graphic organizers for brainstorming and/or developing an essay, making inferences, analyzing literature, identifying symbolism, understanding imagery, using and understanding figurative language, processing complex language, understanding various literary devices, improving grammar skills, understanding parts of speech, analyzing word origins, following the writing process, developing a thesis statement, writing persuasive essays, writing expository essays, writing narrative essays, as well as developing and presenting debates on an assigned topic. Each student's program is individualized to their specific area(s) of need per their IEP goals and objectives.

Discovery Learning Center- Grades 9-12

The Discovery Learning Center is a comprehensive academic and vocational program for high school students who have diverse learning styles. The Discovery Learning Center focuses on helping young adults discover and develop their individual strengths and interests with a focus on functional academics, activities

of daily living, social skills and pre-vocational skill building. Students have supported opportunities of inclusion with their peers in high interest areas to encourage the generalization of skills. Students are provided with varying degrees of academic support, social / emotional support, and therapies depending on their individual needs. A Board Certified Behavioral Analyst (BCBA) consults to the program, and to the special education teacher, and ABA tutors for support for skill building. Specific attention and time is given to learning in the community to generalize classroom skills across all settings.

Transition Program for Young Adults 19-22

The transition program is for young adults, ages 19 to 22, with diverse learning styles and a range of special needs. The Transition program focuses on helping young adults discover and develop their individual strengths and interests while preparing each student for an independent and fulfilling life in the community. The Transition Program curriculum focuses on functional academics, social skills, leisure skills, health and wellness, and activities of daily living that will help promote self confidence and self-esteem while promoting independence. A specific focus of the transition program is to experience vocational training and learning in the community setting.

Harbor Program

The Harbor Program provides a supportive learning community with direct case management to facilitate student progress. Students will work with staff to develop emotional regulation skills as well as manage academic expectations and pressures. A special focus is placed upon executive functioning skills. Counseling and supports will be integral parts of the program, along with close home-school communication. Harbor will also serve as a home base for students throughout the school day should they need assistance outside of their scheduled academic block.

School Facilities

The School Facilities Cost Center Budget contains salary and expenses needed to clean, heat and maintain our school buildings. The budget funds all salary and benefit obligations to employees per the collective bargaining agreements and assumes a cost of living increase for non-represented employees. Salaries account for 42.3% of the overall budget while other expenses (heat, utilities) account for 32.1%.

School Facilities Cost Center

	Actual Expenditures FY2017	Un-Audited Expenditures FY2018	Adopted Budget FY2019	Proposed Budget FY2020	% Change
School Facilities					
Other Salaries	885,826	897,259	936,198	952,883	1.8%
Contracted Services	800,418	941,460	510,000	505,000	-1.0%
Supplies and Materials	70,467	63,647	71,970	73,409	2.0%
Other Expenses	569,510	641,558	677,283	723,338	6.8%
School Facilities Total	2,326,221	2,543,924	2,195,451	2,254,630	2.7%

The table below details the FTE's for the school custodial and maintenance staff. Other salaries include an additional \$75,000 for overtime and summer staff.

School Facilities Cost Center FTE Detail

	Adopted FTE Budget FY2019	Proposed FTE Budget FY2020	Proposed Budget FY2020
Other Salaries	18.14	18.70	877,883

Significant changes:

4120 – There has been an increase in consumption of therm and the cost per therm will increase in FY20 by 24%, from the current cost of \$.4469 to \$.5543.

4130 – There has been an increase in Kwh usage at all buildings.

4400 – This is where the expense for the district copier lease is captured.

School Facilities Cost Center by DESE Function Code

Code and Description	Actual Expenditures FY2017	Un-Audited Expenditures FY2018	Adopted Budget FY2019	Proposed Budget FY2020	% Change
4110 Custodial Services	930,382	991,488	1,062,670	1,058,445	-0.4%
4120 Heating of Buildings	164,038	241,917	201,104	238,652	18.7%
4130 Utility Services	314,031	281,875	341,679	350,186	2.5%
4220 Maintenance of Buildings	775,851	469,388	455,498	472,847	3.8%
4225 Maintenance of Equipment	8,511	7,917	10,000	10,000	0.0%
4230 Maintenance of Equipment	3,600		4,500	4,500	0.0%
4300 Extraordinary Maintenance	50,478	441,491	-	-	0.0%
4400 Maintenance of Equipment	79,330	109,849	120,000	120,000	0.0%
Total Expenditures	2,326,221	2,543,924	2,195,451	2,254,630	2.7%

Districtwide Programs

The Districtwide Cost Center Budget contains salary and expenses for Health Services, Athletics, Extra Curricular and Technology. The budget funds all salary and benefit obligations to employees per the collective bargaining agreements and assumes a cost of living increase for non-represented employees.

Districtwide Programs Cost Center

	Actual Expenditures FY2017	Un-Audited Expenditures FY2018	Adopted Budget FY2019	Proposed Budget FY2020	% Change
Districtwide Programs					
Professional Salaries	653,961	790,060	729,505	721,501	-1.1%
Clerical Salaries	54,927	68,877	53,775	57,819	7.5%
Other Salaries	294,812	244,435	283,006	276,088	-2.4%
Supplies and Materials	10,318	5,935	7,400	7,400	0.0%
Other Expenses	242,096	329,711	234,000	212,462	-9.2%
Districtwide Programs Total	1,256,114	1,439,017	1,307,686	1,275,270	-2.5%

The table below details the FTE's for the districtwide programs. FY19 included FTE count for positions that were not carried in the FY19 Budget. There was a transfer of .30 FTE from High School Administration to Districtwide to create a 1.0 FTE Director of Digital Learning & Educational Technology.

Districtwide Programs Cost Center FTE Detail

	Adopted FTE Budget FY2019	Proposed FTE Budget FY2020	Proposed Budget FY2020
Professional Salaries	10.10	9.40	721,501
Clerical Salaries	1.00	1.00	57,819

Significant changes:

1450 – slight reduction as we have a number of projects that will be funded from the Capital Budget.

Districtwide Programs Cost Center by DESE Function Code Detail

Code and Description	Actual	Un-Audited	Adopted	Proposed	%
	Expenditures	Expenditures	Budget	Budget	
	FY2017	FY2018	FY2019	FY2020	
1450 Administrative Technology—Districtwide	244,964	289,517	294,727	257,466	-12.6%
3200 Medical/Health Services	385,551	439,904	378,723	392,005	3.5%
3510 Athletics	435,270	436,228	402,236	413,338	2.8%
3520 Other Student Activities	6,401	23,469	22,000	22,160	0.7%
4400 Equipment	-	27,314	-	-	0.0%
4450 Technology Maintenance	161,489	222,585	210,000	190,302	-9.4%
5500 Other Fixed Charges	22,439	-	-	-	0.0%
Total Expenditures	1,256,114	1,439,017	1,307,686	1,275,270	-2.5%

Swampscott Public Schools considers athletics an integral part of the educational experience. Athletics provides opportunities that will help students develop physically, mentally and emotionally. We view the competition of athletics as a healthy educational and psychological activity because it challenges each student to excel, helps each student discover their physical limits, and requires students to work cooperatively as members of a team. The principles of good sportsmanship and enjoyment of competition take precedence at all times and enhance the educational value of contests.

The tables below detail participation in the 30 athletic programs offered at the high school. We will continue to review program offerings and the athletic fee structure to assure programs are viable and sustainable.

Participation in High School Athletic Programs

FALL	SY17-18 2017	SY18-19 2018
Girls Volleyball	53	32
Girls Soccer	42	46
Boys Soccer	44	43
Golf	19	19
Football	44	46
Field Hockey	27	30
Boys Cross Country	20	22
Girls Cross Country	16	24
Cheering	17	25
Total	282	287

WINTER	SY17-18 2017	SY18-19 2018
Girls Basketball	40	41
Boys Basketball	43	42
Girls Indoor Track	56	31
Boys Indoor Track	70	66
Co-Ed Swimming & Diving	38	47
Girls Alpine Skiing	12	12
Boys Alpine Skiing	8	4
Girls Ice Hockey	3	3
Boys Ice Hockey	24	22
Cheer - Basketball	9	12
Gymnastics - Cooperative	4	7
Wrestling - Cooperative	9	10
Total	316	297

SPRING	SY18-19 2018	SY18-19 2019
Girls Lacrosse	36	
Boys Lacrosse	23	
Girls Outdoor Track	52	
Boys Outdoor Track	74	
Co-Ed Sailing	20	
Girls Tennis	27	
Boys Tennis	13	
Softball	34	
Baseball	58	
Total	337	0

The table below details participation in the athletic programs offered at the Middle School level. We will continue to review program offerings and the athletic fee structure to assure programs are viable and sustainable.

Participation in Middle School Athletics

FALL	SY17-18 2017	SY18-19 2018
Co-Ed Cross Country	120	96
Field Hockey	24	29
Total	144	125

WINTER	SY17-18 2017	SY18-19 2018
Girls Basketball	20	16
Boys Basketball	13	12
Boys Ice Hockey	20	23
Total	53	51

SPRING	SY17-18 2018	SY18-19 2019
Girls Outdoor Track	40	
Boys Outdoor Track	45	
Total	85	0

Revolving Funds

The district maintains approximately twenty special revenue revolving funds that were created and maintained in accordance with the states municipal finance laws as well as the Department of Revenue and Department of Elementary and Secondary Education (DESE) regulations.

Revolving Funds are established to dedicate specific sources of revenue from fees or charges to pay expenditures associated with providing the services for which the payment was made. Massachusetts General Law governs the fund balances, expenditures, and any required reporting.

The School Committee will submit a warrant requesting Town Meeting approve the establishment of a Non-Resident Tuition Revolving fund. This will allow for current tuition revenue collected to be deposited and used to offset the cost of in-district programs.

School Department Revolving Funds

Fund #	Revolving Fund	Balance 6/30/2016	FY17		Balance 6/30/2017	Net Gain/ (Loss)	FY18		Balance 6/30/2018	Net Gain/ (Loss)	FY19		Balance 12/31/2018
			Revenues	Direct Expenses			Revenues	Direct Expenses			Revenues	Direct Expenses	
500	School Rental	(0)	35,632	(35,632)	0	0	60,176	(39,105)	21,071	21,071	17,973	(7,469)	31,575
501	School Lunch	54,083	598,156	(568,913)	83,327	29,243	581,858	(542,694)	122,491	39,164	198,403	(169,827)	151,067
502	School Athletics	3,723	240,308	(243,888)	142	(3,580)	313,266	(308,533)	4,875	4,733	203,731	(115,643)	92,963
503	Drivers Education	24,410	53,436	(52,692)	25,155	744	52,644	(53,702)	24,097	(1,058)	17,037	(23,863)	17,271
504	Custodial Detail	-	-	-	-	-	-	-	0	-	-	-	0
505	Early Chld - Summer Prg	9,279	1,200	(1,675)	8,804	(475)	4,650	(880)	12,574	3,770	600	(5,935)	7,238
506	PreK Tuition	211,957	239,979	(443,109)	8,827	(203,130)	99,582	(92,912)	15,497	6,670	38,640	(78,879)	(24,742)
507	Extended Day	55,740	531,746	(564,841)	22,645	(33,095)	533,832	(517,684)	38,793	16,148	171,939	(227,412)	(16,679)
508	Gift - Swift/Harbor	23	4,044	-	4,067	4,044	-	(787)	3,280	(787)	-	-	3,280
511	Drama Club	5,112	5,788	(7,949)	2,951	(2,161)	5,954	(7,478)	1,427	(1,524)	1,450	-	2,877
512	SHS Drama	(3,276)	29,214	(24,946)	993	4,268	30,038	(23,042)	7,988	6,995	6,631	(14,952)	(333)
514	Summer Drama	5,257	10,754	(11,860)	4,151	(1,106)	10,907	(7,853)	7,206	3,054	4,069	(7,337)	3,937
515	Gelfand Donations	262,168	-	(252,483)	9,686	(252,483)	120,000	(74,913)	54,773	45,087	0	0	54,773
516	Ath & Extra Curr Donations	4,992	6,055	(8,021)	3,026	(1,966)	13,664	(7,907)	8,783	5,757	1,505	(4,255)	6,034
517	Curr & Prof Dev Donations	20,425	6,253	(11,110)	15,569	(4,857)	1,000	-	16,569	1,000	-	(4,115)	12,454
518	Transportation	3,092	3,910	(6,972)	30	(3,062)	75	-	105	75	3,000	0	3,105
519	Summer Camp	3,390	-	(1,700)	1,690	(1,700)	32	(1,255)	467	(1,223)	-	-	467
520	STEM Grant	7,494	19,502	(19,404)	7,592	98	-	-	7,592	0	-	-	7,592
521	HS Outdoor Classroom	271	-	(271)	-	(271)	-	-	0	0	-	-	0
522	Id's & Lanyards	910	555	0	1,465	555	440	(415)	1,490	25	230	-	1,720
523	ECLC Grant	-	-	-	-	-	25,000	-	25,000	25,000	-	(14,170)	10,830
550	Donations	473	-	-	473	0	-	-	473	0	-	0	473
		669,523	1,786,533	(2,255,464)	200,592	(468,931)	1,853,117	(1,679,159)	374,550	173,958	665,207	(673,856)	365,901

The District utilizes a few revolving funds to support some operational costs. More detail is provided on these specific funds.

The Athletic revolving fund helps support the cost of programing. It is the School Committee's goal to have the cost of athletic programs shared equally by the revolving fund and operating fund. As a result, is was necessary to increase the Athletic User Fee for FY20 for both the Middle School and High School programs.

The table below provides an historical account of the Athletic fund.

Athletic Revolving Fund

	Actual FY17	Actual FY18	Budget FY19	Budget FY20
Operating Expenses	\$435,270	\$436,228	\$402,236	\$413,338
Revolving Fund Exp	\$243,888	\$308,533	\$320,000	\$336,662
Total Cost of Program	\$679,158	\$744,761	\$722,236	\$750,000
Fee Revenue	\$205,655	\$275,259	\$282,000	\$326,775
Other Revenue	\$34,653	\$38,007	\$38,000	\$35,000
Revenue Generated	\$240,308	\$313,266	\$320,000	\$361,775
% of Cost supported by Revenue	35.4%	42.1%	44.3%	48.2%

School Building Rental Fund helps support the cost of heating and utilities. Revenue is generated through rental of our facilities to outside organizations and businesses. FY19 began with a surplus balance of \$21,071. As of February 1, 2019 billing was down 50% (\$10,000) from prior year at this time. Further review of the rental process and rate structure is needed at this time.

School Rental Revolving Fund

	Actual FY17	Actual FY18	Budget FY19	<i>Actual</i> <i>FY19</i>	Budget FY20
Rental Income	\$26,587	\$50,345	\$25,700	<i>\$10,017</i>	\$30,000
Parking Fee	\$9,045	\$9,831	\$9,300	<i>\$9,300</i>	\$9,300
Revenue Generated	\$35,632	\$60,176	\$35,000	<i>\$19,317</i>	\$39,300
Other Expenses	\$1,077	\$4,105	\$0	<i>\$3,469</i>	\$0
Custodial Staff	\$0	\$0	\$0		\$0
Heat/Utilities Support	\$34,555	\$35,000	\$35,000	<i>\$4,000</i>	\$35,000
Total Expenses	\$35,632	\$39,105	\$35,000	<i>\$7,469</i>	\$35,000

The Extended Day Program operates in our three elementary schools and middle school. The fund helps support the cost of heating and utilities. Revenue is generated through program fees. FY19 began with a surplus balance of \$38,793. The Extended Day Program has increased competition in FY19 as the YMCA opened a facility near Hadley Elementary School. We will continue to monitor revenue and expenses for this fund.

Extended Day Revolving Fund

	Actual FY17	Actual FY18	Budget FY19	Actual FY19	Budget FY20
Extended Day Fees	\$531,746	\$533,832	\$530,000	\$210,576	\$540,000
Other Fees	\$0	\$0	\$0	\$0	\$0
Revenue Generated	\$531,746	\$533,832	\$530,000	\$210,576	\$540,000
Other Expenses	\$36,433	\$54,907	\$50,000	\$26,101	\$50,000
Program Staff	\$323,408	\$315,277	\$325,000	\$167,573	\$345,000
Heat/Utilities Support	\$205,000	\$147,500	\$100,000	\$5,500	\$100,000
Total Expenses	\$564,841	\$517,684	\$475,000	\$199,174	\$495,000

The district operates an integrated Preschool Program located at the middle school. The funds generated by the program offset a portion of the staff salaries. Revenue is generated through tuition fees. FY19 began with a surplus balance of \$15,497. The School Committee voted for a modest increase of tuition rates for FY20.

Preschool Revolving Fund

	Actual FY17	Actual FY18	Budget FY19	Actual FY19	Budget FY20
PreSchool Fees	\$137,372	\$99,582	\$100,000	\$47,078	\$105,000
Non-Resident Tuition	\$102,607	\$0	\$225,000	\$97,177	\$225,000
Revenue Generated	\$239,979	\$99,582	\$325,000	\$144,255	\$330,000
Bank Fees	\$0	\$4,089	\$0	\$4,726	\$0
Teacher Salaries	\$217,691	\$71,202	\$305,968	\$0	\$171,101
Aide Salaries	\$176,609	\$65,702		\$74,880	\$124,651
Heat/Utilities Support	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$394,300	\$140,993	\$305,968	\$79,606	\$295,752

Grants

The district receives financial support from a number of federal and state grants and reimbursement programs including; Title I, Title IIA, IDEA and Circuit Breaker. The grant awards are for the most part driven by enrollment of certain populations of students.

Historical Grant Award

Source	Description	FY17 Award	FY18 Award	FY19 Award	FY20 Projected Award	Change Yr/Yr
Federal	Title I (305)	\$158,911	\$159,351	\$183,487	\$183,487	\$0
Federal	Title IIA (140)	\$31,415	\$43,394	\$46,723	\$46,723	\$0
Federal	Title IVa (309)	\$0	\$4,007	\$11,525	\$0	(\$11,525)
Federal	IDEA (240)	\$529,693	\$531,374	\$532,695	\$532,695	\$0
Federal	Early Childhood (262)	\$18,327	\$17,480	\$17,930	\$17,930	\$0
Federal	Special Ed. Prog Improv. (274)	\$17,640	\$0	\$0	\$0	\$0
Federal	Special Ed. Prog Improv. EC (298)	\$1,400	\$0	\$0	\$0	\$0
State	METCO (317)	\$417,158	\$369,698	\$403,569	\$403,569	\$0
State	Circuit Breaker	\$553,327	\$660,689	\$758,188	\$638,000	(\$120,188)
Private	Essex County Learning Community (ECLC)	\$0	\$0	\$25,000	\$25,000	\$0
Total Grant Support		\$1,727,871	\$1,785,993	\$1,979,117	\$1,847,404	(\$131,713)

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

LEGISLATIVE/TOWN MEETING										
TOWN MODERATOR	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
EXPENSES	Represents general expense reimbursements for the Town Moderator	\$140	\$0	\$0	\$0	\$32	\$200	\$0	\$200	0.0%
Expense Subtotal	Legal Line Item #1	\$140	\$0	\$0	\$0	\$32	\$200	\$0	\$200	0.0%
TOWN MODERATOR		\$140	\$0	\$0	\$0	\$32	\$200	\$0	\$200	0.0%
The Town Moderator presides over all annual and special town meeting, and also is the appointing authority for the Finance Committee, Capital Improvement Committee and several other positions as provided in the Town Charter.										
FINANCE COMMITTEE	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
SALARIES - COMMITTEE SECRETARY	Finance Committee Secretary Stipend	\$2,373	\$2,421	\$2,493	\$2,520	\$0	\$2,500	\$0	\$2,500	0.0%
Personnel Subtotal	Legal Line Item #2	\$2,373	\$2,421	\$2,493	\$2,520	\$0	\$2,500	\$0	\$2,500	0.0%
EXPENSES	MMA Membership Dues	\$204	\$650	\$204	\$204	\$210	\$250	\$265	\$500	100.0%
Expense Subtotal	Legal Line Item #3	\$204	\$650	\$204	\$204	\$210	\$250	\$265	\$500	100.0%
RESERVE FUND	Finance Committee Reserve Fund - Funds are not expensed directly out of the Reserve Fund, but transferred to Department Budgets with approval of Finance Committee	\$168,003	\$647,121	\$220,600	\$560,000	\$60,000	\$275,000	\$0	\$250,000	-9.1%
Total - Reserve Fund	Legal Line Item #4	\$168,003	\$647,121	\$220,600	\$560,000	\$60,000	\$275,000	\$0	\$250,000	-9.1%
FINANCE COMMITTEE (not incl. Reserve Fund Transfers)		\$170,580	\$650,192	\$223,297	\$562,724	\$60,210	\$277,750	\$265	\$253,000	-8.9%
The Finance Committee has authority to review the annual budget of the Town and to consider any or all municipal questions for the purpose of making reports or recommendations to the Town Meeting prior to adoption of their annual budget, as provided in M.G.L. Ch. 39, §16. The Finance Committee shall have authority to vote transfers from the reserve fund as provided in M.G.L. Ch. 40 §6. The membership of the Finance Committee shall consist of 9 members, chosen by and appointed by the										
LEGISLATIVE/TOWN MEETING		\$170,720	\$650,192	\$223,297	\$562,724	\$60,242	\$277,950	\$265	\$253,200	-8.9%

ADMINISTRATION & FINANCE										
SELECTMEN	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
MEMBERSHIPS	Annual Membership dues(Lynn Chamber, MMA, NHCC, ICMA) \$2.5K increase due to additional involvement in State and Regional Associations.	\$4,679	\$5,057	\$3,958	\$3,068	\$4,338	\$7,500	\$3,724	\$7,500	0.0%
COMMUNITY PROGRAMS	NEW LINE FOR FY20 - Events such as idea exchange.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	
OFFICE SUPPLIES/EXPENSES	Paper, Pens, Toner, Ink ordering of general supplies. i.e. copy paper, file folders, pencils, pens, paperclips, etc.	\$8,232	\$7,693	\$9,264	\$10,766	\$4,797	\$9,000	\$1,661	\$9,000	0.0%
Expense Subtotal	Legal Line Item #5	\$12,911	\$12,750	\$13,222	\$13,833	\$9,135	\$16,500	\$5,385	\$21,500	30.3%
SELECTMEN TOTAL		\$12,911	\$12,750	\$13,222	\$13,833	\$9,135	\$16,500	\$5,385	\$21,500	30.3%
The Board of Selectmen is the Chief Executive Authority for the Town and is primarily responsible for ensuring that policies and procedures are in place to ensure the overall effective and efficient management of all Town affairs. The Board also appoints and oversees the Town Administrator and works with the Town Administrator to ensure the day to day operations of town government, and delivery of services to Swampscott residents, occur as expected.										
TOWN ADMINISTRATOR	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
SALARIES - ADMIN ASSISTANT	Contract Salary of the Confidential Assistant to the Town Administrator and Board of Selectmen	\$50,345	\$51,349	\$56,898	\$62,315	\$52,065	\$53,000	\$26,135	\$55,000	3.8%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

ADMINISTRATION & FINANCE										
TOWN ADMINISTRATOR	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
SALARIES - TOWN ADMINISTRATOR	Contract Salary of the Town Administrator	\$132,600	\$137,758	\$137,962	\$125,696	\$129,800	\$131,100	\$63,029	\$150,000	14.4%
SICK INCENTIVE	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements	\$0	\$0	\$0	\$0	\$0	\$600	\$0	\$600	0.0%
OTHER COMPENSATION	This line covers various miscellaneous pay items, such as Vacation Buy Back, Stipends, Expense payouts, etc.	\$600	\$0	\$5,753	\$4,500	\$11,863	\$8,000	\$19,277	\$30,869	285.9%
Personnel Subtotal	Legal Line Item #6	\$183,545	\$189,107	\$200,612	\$192,510	\$193,728	\$192,700	\$108,441	\$236,469	22.7%
OFFICE SUPPLIES/EXPENSES	Paper, Pens, Toner, Ink ordering of general supplies. i.e. copy paper, file folders, pencils, pens, paperclips, etc.	\$3,497	\$4,500	\$6,128	\$5,472	\$6,432	\$5,000	\$929	\$5,000	0.0%
TOWN HALL GENERAL SUPPLIES	Water, coffee, hospitality supplies for committee meetings/State and Federal officials.	\$0	\$0	\$0	\$0	\$0	\$1,000	\$474	\$1,000	0.0%
MEMBERSHIP	Annual dues for various chamber of commerce and civic organizations (Lynn, NSCC, Essex National Heritage, Trustees of the Reservation, etc.)	\$0	\$0	\$0	\$0	\$0	\$1,500	\$280	\$1,500	0.0%
COMMUNITY PROG/TOWN HALL EVENTS	Funding for Community programs coordinated outside of recreation. (Student Government, community leadership, etc.)	\$0	\$0	\$0	\$0	\$0	\$2,000	\$2,814	\$3,000	50.0%
CIVIC RECOGNITION	Funding to support recognition of exemplary civic achievement and service to Swampscott.	\$0	\$0	\$0	\$0	\$0	\$2,500	\$3,054	\$2,500	0.0%
CONTRACTED/CONSULTING SERVICES	Consulting Services, including professional engineering; environmental services; economic development; traffic/transportation etc.	\$0	\$0	\$0	\$0	\$0	\$5,000	\$0	\$26,500	430.0%
Expense Subtotal	Legal Line Item #7	\$3,497	\$4,500	\$6,128	\$5,472	\$6,432	\$17,000	\$7,551	\$39,500	132.4%
TOWN ADMINISTRATOR TOTAL		\$187,043	\$193,607	\$206,740	\$197,982	\$200,160	\$209,700	\$115,992	\$275,969	31.6%
<p>The Town Administrator's Office supports the overall coordination of Town Departments, which collectively provide numerous services to the Town's residents. The Town Administrator is responsible for the implementation of decisions made by the Board of Selectmen and for the overall management of all Town departments, excluding the Swampscott Public Schools. The Town Administrator assists the Board of Selectmen in the development and formulation of Town policies, goals, and objectives, and keeps them informed of important budgetary/community issues, and is also responsible for representing the Town's interests throughout the region and beyond through coordination of activities with various local, state and federal agencies.</p>										
TOWN ACCOUNTANT	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
SALARIES - TOWN ACCOUNTANT	Contract Salary of the Town Accountant	\$94,591	\$96,483	\$99,926	\$119,497	\$85,000	\$80,000	\$45,673	\$100,000	25.0%
LONGEVITY	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements	\$0	\$0	\$0	\$0	\$0	\$850	\$0	\$900	5.9%
SICK INCENTIVE	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements	\$0	\$0	\$0	\$0	\$0	\$1,200	\$0	\$1,200	0.0%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

ADMINISTRATION & FINANCE										
TOWN ACCOUNTANT	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
OTHER COMPENSATION	This line covers various miscellaneous pay items, such as Vacation Buy Back, Stipends, etc., insurance opt-out for Town Accountant	\$5,992	\$5,016	\$5,164	\$3,953	\$14,885	\$3,600	\$1,777	\$4,019	11.6%
SALARIES - ASSISTANT ACCOUNTANT	Salary of the Assistant Town Accountant	\$48,568	\$49,693	\$54,300	\$56,638	\$55,086	\$55,087	\$27,013	\$55,087	0.0%
PART-TIME Staff	Accounting Intern	\$0	\$0	\$0	\$0	\$0	\$0	\$2,815	\$0	
Personnel Subtotal	Legal Line Item #8	\$149,151	\$151,192	\$159,390	\$180,087	\$154,971	\$140,737	\$77,279	\$161,206	14.5%
EDUCATIONAL EXPENSE	Membership Dues, Conferences, mileage and used for specific educational/skill enhancing courses excel, powerpoint, public speaking for Assistant Town Accountant & Town Accountant.	\$2,722	\$2,258	\$2,009	\$3,529	\$4,921	\$3,500	\$0	\$3,500	0.0%
CONTRACTED/CONSULTING SERVICES	Consulting Fees for various Accounting/Finance topics approximately once per month, training and support for Accounting office	\$8,916	\$10,213	\$12,606	\$33,351	\$15,480	\$18,000	\$18,243	\$18,000	0.0%
OFFICE SUPPLIES/EXPENSES	Paper, Pens, Toner, Ink ordering of general supplies. i.e. copy paper, file folders, pencils, pens, paperclips, etc.	\$4,913	\$6,136	\$5,836	\$5,080	\$4,450	\$3,800	\$2,251	\$3,800	0.0%
MEMBERSHIP	Membership for Town Accountant & Assistant to MMAAA, EMMAAA, MGFOA, GFOA, previously paid out of educational expense line	\$0	\$0	\$0	\$0	\$0	\$700	\$195	\$700	0.0%
CONFERENCES	Previously paid out of educational expense line for training programs and development for the Town Accountant and Assistant Town Accountant.	\$0	\$0	\$0	\$0	\$0	\$2,700	\$180	\$2,700	0.0%
MILEAGE	Previously paid out of educational expense line mileage reimbursement for travel to conferences and professional development programs	\$0	\$0	\$0	\$0	\$0	\$700	\$55	\$700	0.0%
Expense Subtotal	Legal Line Item #9	\$16,551	\$18,606	\$20,451	\$41,960	\$24,851	\$29,400	\$20,924	\$29,400	0.0%
AUDIT	Annual Town Audit-moved from unclassified because this function is managed by the Town Accountant	\$40,961	\$54,100	\$81,420	\$73,600	\$65,060	\$66,000	\$35,000	\$66,000	0.0%
OTHER Expense Subtotal	Legal Line Item #10	\$40,961	\$54,100	\$81,420	\$73,600	\$65,060	\$66,000	\$35,000	\$66,000	0.0%
TOWN ACCOUNTANT		\$206,663	\$223,898	\$261,261	\$295,647	\$244,882	\$236,137	\$133,203	\$256,606	8.7%

The Town Accountant provides the controllership and audit functions for the Town and its departments and agencies. The Accounting Department protects the fiduciary interests of the Town by ensuring that the financial records are accurately maintained and preserved; supervising and monitoring the expenditure of Town funds; utilizing sound accounting practices; and performing all other auditing and accounting functions pursuant to the Town Charter, Town By-Laws and laws of the Commonwealth of Massachusetts. The Town Accountant's office consists of two full time employees a, the Town Accountant and the Assistant Town Accountant. The Accounting department handles the processing of all vendor payments for the Town and School, has control over the chart of accounts and determines appropriate and sufficient funding sources for expenses. The Accounting office is responsible for and maintains, supports and analyzes a general ledger totaling 8,753 accounts. The role of the Accounting office is to ensure timely certification of "Free Cash" as well as a timely completion of the Town Audit. The Town Accountant plays a vital role to the Town Administrator providing analysis and reporting to strategically look at the Town Finances and make expenditures consistent with MGL. The Accounting office maintains 17,351 vendors, in FY18 we paid 11,127 invoices totaling \$38,705,651.49.

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

ADMINISTRATION & FINANCE										
ASSESSORS	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
ASSISTANT ASSESSOR	Salary of the Assistant Assessor	\$38,887	\$77,582	\$82,500	\$86,531	\$84,159	\$84,160	\$40,461	\$84,159	0.0%
CLERICAL SAL. & WAGES	Wages for 1 Full Time Clerk, 1 PT Clerk-CBA	\$65,993	\$70,216	\$70,578	\$75,035	\$72,507	\$71,225	\$35,556	\$65,000	-8.7%
LONGEVITY	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements-CBA	\$0	\$0	\$0	\$0	\$0	\$1,675	\$0	\$0	-100.0%
SICK INCENTIVE	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements-CBA	\$0	\$0	\$0	\$0	\$0	\$1,700	\$0	\$1,200	-29.4%
OTHER COMPENSATION	This line covers various miscellaneous pay items, such as Vacation Buy Back, Stipends, etc.-CBA	\$4,244	\$4,346	\$5,141	\$5,083	\$4,408	\$3,000	\$1,986	\$0	-100.0%
Personnel Subtotal	Legal Line Item #11	\$109,125	\$152,144	\$158,218	\$166,648	\$161,073	\$161,760	\$78,003	\$150,359	-7.0%
APPELLATE TAX BOARD	Real Estate Tax Appeals. Money is used for filing motions, obtaining finding of facts, to change cases from informal to formal, stenographers, certified mailings.	\$0	\$0	\$2,823	\$0	\$150	\$1,500	\$0	\$500	-66.7%
TRAVEL IN STATE	Based on average actual Mileage for conferences IRS standard rate (\$0.545) historically included pre-employment physicals, now in HR budget	\$0	\$384	\$236	\$9	\$88	\$250	\$0	\$370	48.0%
EDUCATION	Workshops, Conferences, Summer Conference, Lodging, Various Courses-Asst. Assessor Meetings, (Clerks) Appraisal License, Assessor License	\$1,513	\$1,744	\$3,250	\$0	\$2,267	\$1,800	\$100	\$2,000	11.1%
OFFICE SUPPLIES/EXPENSES	Paper, Pens, Toner, Ink ordering of general supplies. i.e. copy paper, file folders, pencils, pens, paperclips, etc.	\$1,794	\$2,345	\$1,995	\$1,756	\$2,405	\$2,000	\$971	\$2,000	0.0%
CONTRACTED CONSULTING SERVICES	Represents contracts for consulting services	\$62,125	\$52,673	\$12,300	\$10,000	\$35,338	\$35,000	\$35,000	\$35,000	0.0%
MEMBERSHIP	Previously included in membership line, Membership Dues - M.A.A.O. - \$100.00, E.C.A.A. - \$80.00	\$0	\$0	\$0	\$635	\$0	\$180	\$1,118	\$360	100.0%
FUEL	Previously in DPW budget 3 year average	\$0	\$0	\$0	\$0	\$0	\$150	\$53	\$150	0.0%
Expense Subtotal	Legal Line Item #12	\$65,431	\$57,145	\$20,604	\$12,400	\$40,247	\$40,880	\$37,242	\$40,380	-1.2%
ASSESSORS		\$174,556	\$209,290	\$178,822	\$179,049	\$201,321	\$202,640	\$115,245	\$190,739	-5.9%

The Assessor produces a database that reflects the taxable values of land, improvements, and personal property listed by the Assessor's Office. In addition to the taxable value, assessor's database cards must also indicate the current status of ownership, the owner's mailing address, and the existence of any exemptions as of the lien date. To accomplish this, the Assessor must discover, classify, and appraise all locally assessable property according to constitutional, and MA statutory requirements. The Swampscott Assessors' Office must appraise and assess approximately 5,537 parcels of taxable property in Town. The Assessors Office maintains a data base that consists of 5,918 parcels of real estate and personal property, with a value of \$3,135,091,004. The office records and tracks all sales of real estate and oversees hundreds of exemptions and abatements every year. The office also oversees the Senior Work Off Program as well as processing and servicing 14,000+ excise tax accounts.

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

ADMINISTRATION & FINANCE										
TREASURER/COLLECTOR	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
TREASURER/COLLECTOR	Contract Salary of the Assistant Town Administrator/Treasurer/Collector	\$71,761	\$77,079	\$76,500	\$80,256	\$101,000	\$101,000	\$50,000	\$107,000	5.9%
CLERICAL	Wages for 1 Full Time Clerk (previously 2 Full Time Clerks - one position eliminated due to retirement)-CBA	\$91,344	\$94,951	\$95,307	\$102,698	\$83,791	\$50,253	\$25,885	\$52,282	4.0%
PART-TIME STAFF	Intern 11 hours @ \$13 an hour 16 weeks & Part-time Treasurer help 15 hours @ \$22	\$0	\$0	\$0	\$0	\$0	\$0	\$1,710	\$19,460	
OTHER COMPENSATION	This line covers various miscellaneous pay items, such as Vacation Buy Back, Stipends, etc.-CBA	\$5,986	\$3,900	\$6,367	\$11,305	\$14,319	\$6,300	\$1,378	\$1,756	-72.1%
LONGEVITY includes 1/2 assistant clerk/collector	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements-CBA	\$0	\$0	\$0	\$0	\$0	\$1,400	\$0	\$2,875	105.4%
SICK INCENTIVE includes 1/2 assistant clerk/collector	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements-CBA	\$0	\$0	\$0	\$0	\$0	\$2,300	\$0	\$2,100	-8.7%
ASSISTANT TREASURER/COLLECTOR	Salary of the Assistant Treasurer + 1/2 of the Salary of the Assistant Clerk/Collector	\$48,568	\$49,620	\$54,000	\$57,697	\$60,177	\$82,631	\$31,944	\$95,543	15.6%
Personnel Subtotal	Legal Line Item #13	\$217,659	\$225,550	\$232,173	\$251,956	\$259,287	\$243,884	\$110,916	\$281,016	15.2%
CONFERENCES	Membership Dues, Conferences, workshops, Meetings, Treasurer school in Amherst originally included memberships and mileage	\$924	\$400	\$1,296	\$1,600	\$1,510	\$700	\$125	\$500	-28.6%
OFFICE SUPPLIES/EXPENSES	General Office Supplies (Paper, Pens, Toner, Ink) to cover the centralized ordering of general supplies. i.e. copy paper, file folders, pencils, pens, paperclips, etc.,	\$7,873	\$14,687	\$15,497	\$16,386	\$43,896	\$10,000	\$6,424	\$10,000	0.0%
TOWN POSTAGE ACCOUNT	Centralized line item to cover postage and mailing related expenses for all town departments	\$73,692	\$49,657	\$55,227	\$50,730	\$40,310	\$54,000	\$23,753	\$46,000	-14.8%
TAX TITLE	Expenses related to conducting tax takings	\$0	\$1,838	\$5,488	\$4,181	\$971	\$5,000	\$953	\$2,500	-50.0%
BANK SERVICE FEES	Lockbox Services	\$1,751	\$1,603	\$4,179	\$100	\$2,752	\$9,000	\$1,375	\$9,000	0.0%
MEMBERSHIP	Previously included in Conferences. Represents cost for joining professional associations to ensure compliance updates and continuing education	\$0	\$0	\$0	\$0	\$0	\$800	\$190	\$800	0.0%
CONTRACTED CONSULTING	Contracted consulting services to support the treasury department	\$0	\$0	\$0	\$0	\$0	\$0	\$29,383	\$22,000	
TRAVEL-IN STATE	previously in conferences. Represents cost of in-state travel to conferences, meeting, etc.	\$0	\$0	\$0	\$0	\$0	\$200	\$728	\$300	50.0%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

ADMINISTRATION & FINANCE										
TREASURER/COLLECTOR	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
SURETY BONDS	previously included with Office Supplies/Expenses. This covers cost of purchasing surety bonds on employees that handle cash	\$0	\$0	\$0	\$0	\$0	\$2,300	\$0	\$2,400	4.3%
PROCUREMENT SERVICES	Money owed to Salem for Procurement services	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$13,261	
INTEREST OWED	ATB cases interest	\$0	\$0	\$0	\$0	\$4,107	\$0	\$0	\$0	
Expense Subtotal	Legal Line Item #14	\$84,239	\$68,184	\$81,687	\$72,997	\$103,545	\$82,000	\$62,930	\$106,761	30.2%
PAYROLL TAXES	Primarily Employer Medicare Payroll Taxes	\$424,167	\$417,341	\$433,950	\$467,681	\$503,946	\$493,500	\$224,907	\$513,240	4.0%
OTHER Expense Subtotal	Legal Line Item #15	\$424,167	\$417,341	\$433,950	\$467,681	\$503,946	\$493,500	\$224,907	\$513,240	4.0%
TREASURER/COLLECTOR		\$726,065	\$711,075	\$747,811	\$792,633	\$866,778	\$819,384	\$398,753	\$901,017	49.4%
<p>This department is responsible for the basic Treasury functions of town government. The Treasurer function preserves, protects and manages the financial resources of the Town, among other responsibilities. The Treasurer is responsible for receipt, accurate accounting and prudent investment of all Town funds to maximize yields while maintaining adequate liquidity and ensuring compliance with Massachusetts General Laws, Town ordinances and any other applicable financial mandates. The Collector is responsible for providing a single point of contact to taxpayers and municipal customers for all financial transactions. The Collector is responsible for the billing, collection and accurate accounting of all taxes, fees and charges. The Collector function mails and processes payments for municipal invoices each year including property and personal property tax bills, automobile excise tax bills, water/sewer usage bills, boat excise tax bills, harbor mooring fee bills, fire alarm fee invoices and varying amounts of water service, sewer apportionment, school tuition, rent and non-contributory retirement reimbursement invoices. This expenditure covers the cost of the principal payments of the Town's bonded debt with the exception of the Sewer and Water Enterprise Funds which appears in their respective budgets. This expenditure includes payment on the Town's recent long-term bonding and payment required from the Town's CIP.</p>										
INFORMATION TECHNOLOGY	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
OTHER COMPENSATION	Previously included Longevity, Sick Incentive, Vacation buyback	\$0	\$0	\$1,838	\$3,346	\$51	\$0	\$0	\$0	
SICK INCENTIVE	Per contract \$300 semi-annually	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
IT COORDINATOR	Salary for an I.T. Coordinator	\$3,954	\$6,535	\$80,000	\$72,688	\$0	\$0	\$0	\$0	
COMPUTER TECHNICIAN	ELIMINATE POSITION (Provides support for the IT Director)	\$0	\$0	\$0	\$11,510	\$2,872	\$0	\$0	\$0	
Personnel Subtotal	Legal Line Item #16	\$3,954	\$6,535	\$81,839	\$87,544	\$2,923	\$0	\$0	\$0	
CONTRACTED CONSULTING SERVICES	Represents various contracts for different technology related services	\$115,735	\$146,355	\$241,777	\$456,671	\$97,310	\$66,500	\$50,408	\$74,000	11.3%
FINANCIAL SYSTEMS	Town Financial Software (Munis) per contract, prior years reconciliation of expenditures increased general fund appropriation for FY19 by \$135K for financial software	\$0	\$0	\$0	\$0	\$141,046	\$150,000	\$109,371	\$143,000	-4.7%
IT CONTRACT SERVICES	General IT Services; Network Security, PC Management, etc., prior years reconciliation of expenditures increased general fund appropriation for FY19	\$0	\$0	\$0	\$0	\$179,820	\$187,800	\$81,434	\$120,000	-36.1%
PHONE SYSTEM CONTRACT SERVICES	Town Telephone System (Voice systems/vertical) prior years reconciliation of expenditures increased general fund appropriation for FY19, contract is up in 2020, phones are leased so need to budget for new contract and potential investment in phone system	\$0	\$0	\$0	\$0	\$31,211	\$25,000	\$22,032	\$48,000	92.0%
EDUCATIONAL EXPENSES	Membership Dues, Conferences, mileage and used for specific educational/skill enhancing courses.	\$0	\$0	\$12,199	\$39	\$0	\$1,500	\$0	\$0	-100.0%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

ADMINISTRATION & FINANCE										
INFORMATION TECHNOLOGY	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
OFFICE SUPPLIES/EXPENSES	General Office Supplies (Paper, Pens, Toner, Ink) f general supplies. i.e. copy paper, file folders, pencils, pens, paperclips, monitors, desk chairs, cell phones, toner etc.	\$2,958	\$8,274	\$10,381	\$9,146	\$5,985	\$2,000	\$1,601	\$2,000	0.0%
WIRELESS PHONES	Represents a consolidation of several wireless accounts that have previously been set up at the department level in order to realize efficiencies, increase of 1920 for IPADS for incident view program on the engines	\$0	\$0	\$0	\$0	\$0	\$20,000	\$9,600	\$21,920	9.6%
HARDWARE/EQUIPMENT	Previously paid out of office supplies/expenses and other departmental budgets.	\$0	\$0	\$0	\$0	\$0	\$31,000	\$7,281	\$25,000	-19.4%
TECHNOLOGY SOFTWARE-Police	addition of QED Support and CJIS Computer Previously in IT budget, includes Crossmatch AFIS support, Delphi information sharing, QED support, etc.	\$0	\$0	\$0	\$0	\$0	\$14,750	\$10,552	\$14,750	0.0%
TECHNOLOGY-SOFTWARE-FIRE	Fire Programs, EMS Charts, Crew Sense, and Iam Responding, proprietary software. Fire Programs, \$6,983, EMS Charts-\$1,470, I Am Responding -\$800, Incident View-\$2,340, Overall Increase \$846	\$0	\$0	\$0	\$0	\$0	\$10,750	\$6,650	\$11,596	7.9%
TECHNOLOGY-BUILDING DEPT	Viewpoint Permitting Software annual licensing/service fee for permitting online cloud based system-New Account	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,000	
TECHNOLOGY-DPW	NEW LINE FOR FY20 -	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500	
COMPUTER MAINTENANCE AGREEMENTS-Library	DIFFERENT SOFTWARE MAINTENANCE AGREEMENTS- NOBLE-\$4828, Copier-\$522	\$0	\$0	\$0	\$0	\$0	\$5,350	\$0	\$5,350	0.0%
TELEPHONES (MOST TOWN DEPTS.)	Landline phones for majority of town departments	\$35,618	\$29,493	\$21,801	\$29,690	\$27,571	\$30,000	\$11,552	\$30,000	0.0%
Expense Subtotal	<u>Legal Line Item #17</u>	\$154,311	\$184,122	\$286,159	\$495,547	\$482,943	\$544,650	\$310,481	\$515,116	-5.4%
INFORMATION TECHNOLOGY		\$158,264	\$190,657	\$367,998	\$583,091	\$485,866	\$544,650	\$310,481	\$515,116	-5.4%
<p>The Technology department maintains all aspects of our deployed systems throughout the town from phone switches and PC's to Swampscott's state of the art fiber optic network that connects our Town Hall, Police and Fire Departments, Senior Center, Library, etc. As the efficient use of our infrastructure and exchange of data between departments continues to grow, so too will the quality of service being provided to the citizens of Swampscott. Preliminary Review, additional review will be needed. Budget has been significantly adjusted as prior year funding was out of PEG funds. Expenses have increased substantially, however personnel expense has decreased due to re-structuring. Historically financial system invoices were paid out of PEG funds, this expense alone is approximately \$135K a year. Library Maintenance agreements that were previously paid out of the library in the amount of \$5,350 are now paid out of the IT budget. Other expenses like Hardware or Apex the IT consulting firm for the town in FY17 was paid \$52,900 out of the PEG account. Wireless cell phones were historically paid out of PEG, departmental budgets and the IT budget, we have now consolidated that into the IT budget.</p>										
PARKING ENFORCEMENT	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
OFFICE SUPPLIES/EXPENSES	Parking Ticket Expenses	\$4,230	\$6,213	\$2,482	\$3,192	\$2,324	\$3,500	\$1,830	\$3,000	-14.3%
Expense Subtotal	<u>Legal Line Item #18</u>	\$4,230	\$6,213	\$2,482	\$3,192	\$2,324	\$3,500	\$1,830	\$3,000	-14.3%
PARKING ENFORCEMENT		\$4,230	\$6,213	\$2,482	\$3,192	\$2,324	\$3,500	\$1,830	\$3,000	-14.3%
<p>The Parking Clerk is the Hearing Officer that hears all appeals of Parking Tickets. Tickets are issued by the Police Department, and this cost represents the technology costs associated with enforcement of collecting parking tickets.</p>										

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

ADMINISTRATION & FINANCE										
LEGAL	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
TOWN COUNSEL CONTRACT EXP.	Legal Fees, Legal notices in the paper	\$237,511	\$168,034	\$128,416	\$146,033	\$114,824	\$127,500	\$36,124	\$140,000	9.8%
INTEREST OWED	Interest Owed on legal cases-NEW Account	\$0	\$0	\$0	\$0	\$0	\$0	\$190	\$10,000	
Expense Subtotal	Legal Line Item #19	\$237,511	\$168,034	\$128,416	\$146,033	\$114,824	\$127,500	\$36,314	\$150,000	17.6%
LEGAL		\$237,511	\$168,034	\$128,416	\$146,033	\$114,824	\$127,500	\$36,314	\$150,000	17.6%
The Legal Budget primarily represents attorney fees and other legal costs associated with providing the Town with professional legal advice and support.										
LIABILITY INSURANCE	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
PROPERTY & CASUALTY	Insurance for general town properties/equipment/vehicles/liability	\$444,740	\$501,951	\$561,363	\$558,831	\$586,098	\$580,000	\$410,468	\$462,500	-20.3%
Expense Subtotal	Legal Line Item #20	\$444,740	\$501,951	\$561,363	\$558,831	\$586,098	\$580,000	\$410,468	\$462,500	-20.3%
PROPERTY/LIABILITY		\$444,740	\$501,951	\$561,363	\$558,831	\$586,098	\$580,000	\$410,468	\$462,500	-20.3%
This Line Item represents the cost of general liability insurance for all town assets and covers general liability.										
HUMAN RESOURCES	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
HUMAN RESOURCES DIRECTOR	40% of Salary of the Director of Human Resources (remainder covered in School Dept budget)	\$53,463	\$55,497	\$67,765	\$70,797	\$48,332	\$68,858	\$23,158	\$46,000	-33.2%
PART TIME STAFF	Intern, Part time staff- \$13.00 hour, Lynn at current salary but reduce to 10 hours/week or as needed to help with retirees (\$11,500/year)-should this be split 50/50 with school?	\$0	\$0	\$0	\$0	\$0	\$0	\$1,378	\$8,000	
TOWN DEPT. INTERS/ PART-TIME/TEMPS	NEW LINE FOR FY20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	
LONGEVITY	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements	\$0	\$0	\$0	\$0	\$0	\$1,633	\$0	\$0	-100.0%
SICK INCENTIVE	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements	\$0	\$0	\$0	\$0	\$0	\$600	\$0	\$600	0.0%
OTHER COMPENSATION	This line covers various miscellaneous pay items, such as Vacation Buy Back, Stipends, etc.	\$1,015	\$1,015	\$1,103	\$1,368	\$1,368	\$1,400	\$2,500	\$0	-100.0%
HEALTH & BENEFIT COORDINATOR	Health & Benefit Coordinator going from 15h @ \$22.06	\$0	\$9,408	\$14,903	\$15,423	\$15,401	\$20,000	\$8,930	\$40,000	100.0%
Personnel Subtotal	Legal Line Item #21	\$54,477	\$65,919	\$83,771	\$87,588	\$65,101	\$92,491	\$35,966	\$124,600	34.7%
SALARY RESERVE	Contract negotiations, COLA, salary adjustments	\$0	\$0	\$27,948	\$0	\$230,207	\$290,000	\$212,521	\$135,000	-53.4%
CONTRACTUAL EMPLOYMENT SEPERATION AGREEMENTS-SCHOOL	End of Employment Agreements school, sick buy back, vacation buy back, outstanding settlements.	\$0	\$0	\$0	\$247,232	\$57,616	\$150,000	\$149,950	\$48,000	-68.0%
CONTRACTUAL EMPLOYMENT SEPERATION AGREEMENTS-TOWN	End of Employment Agreements town, sick buy back, vacation buy back, outstanding settlements.	\$0	\$0	\$0	\$247,232	\$121,143	\$200,000	\$14,490	\$125,000	-37.5%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

ADMINISTRATION & FINANCE										
HUMAN RESOURCES	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
PERFORMANCE MANAGEMENT	New Account to fund salary adjustments due to merit increases based on performance for non-union employees & changes in job classifications due to promotions/re-organizations	\$0	\$0	\$0	\$0	\$0	\$30,000	\$9,500	\$36,750	22.5%
OTHER Personnel Subtotal	Legal Line Item #22	\$0	\$0	\$27,948	\$494,464	\$408,966	\$670,000	\$386,461	\$344,750	-48.5%
OFFICE SUPPLIES/EXPENSES	General Office Supplies (Paper, Pens, Toner, Ink) to cover the centralized ordering of general supplies. i.e. copy paper, file folders, pencils, pens, paperclips, etc.	\$1,673	\$1,368	\$1,915	\$2,970	\$5,729	\$2,000	\$1,773	\$2,000	0.0%
PROFESSIONAL DEVELOPMENT-TOWN WIDE	TOWN WIDE TRAININGS (Office products, sexual harassment, continuing educational, etc.) North shore \$1,400 per training	\$0	\$0	\$0	\$0	\$0	\$15,000	\$2,800	\$6,500	-56.7%
EMPLOYEE TUITION REIMBURSEMENT	Fund Educational assistance & Tuition, per personnel plan employees are eligible to receive reimbursement of \$3,000 per year, three employees currently attending programs, anticipate at least one additional employee	\$0	\$0	\$0	\$0	\$0	\$12,000	\$0	\$9,000	-25.0%
MEMBERSHIP	Membership to HR Associations	\$0	\$0	\$0	\$0	\$0	\$250	\$863	\$500	100.0%
CONFERENCES	Conference registrations, hotels, meals	\$0	\$0	\$0	\$0	\$0	\$500	\$428	\$1,200	140.0%
TRAVEL-IN STATE	Mileage reimbursement 0.545 IRS standard rate	\$0	\$0	\$0	\$0	\$0	\$100	\$123	\$250	150.0%
HR Consultant	NEW LINE FOR FY20 - Consulting Services for scanning of documents, estimate based on prior experience	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Advertising	Advertising expense for recruitment purposes - Town and Schools	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	
EMPLOYMENT SCREENING	Pre-Employment physical & fit for duty physical, approx. \$200-350 per individual about 4 individuals a year Background checks, Assessment Centers approx. \$10K	\$0	\$0	\$0	\$0	\$0	\$12,000	\$265	\$2,000	-83.3%
EMPLOYEE RECOGNITION	Program designed to recognize outstanding employees, host employee events, employee appreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	
Expense Subtotal	Legal Line Item #23	\$1,673	\$1,368	\$1,915	\$2,970	\$5,729	\$41,850	\$6,252	\$27,450	-34.4%
HR/PERSONNEL		\$56,150	\$67,287	\$113,634	\$585,022	\$479,796	\$804,341	\$428,680	\$496,800	-38.2%
<p>The Human Resources Department establishes and maintains an equitable personnel system that promotes the efficiency and economy of government and the morale and well-being of all Town employees. The Department establishes and monitors personnel policies and procedures, ensures fair and consistent hiring activities, assists in the coordination of collective bargaining sessions, manages employee benefits and provides staff training and development opportunities. The Department is responsible for recruiting, selecting, and developing employees on the basis of their abilities, knowledge, and skills and ensuring that the work environment and the procedural guidelines of the Department are free from any instances of discrimination of any kind. It is the mission of the Human Resources Department to promote fairness, honesty and equal opportunities for all our employees. The department consists of the Human Resources Director, a full-time HR/Benefits Administrator and a part-time Retiree Benefits Coordinator.</p>										
TOWN CLERK/ELECTIONS	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
TOWN CLERK	Salary of the Town Clerk	\$60,591	\$61,803	\$66,276	\$69,513	\$67,774	\$67,609	\$34,736	\$74,538	10.2%
CLERICAL'S SAL. & WAGES	Wages for 1 Full Time Clerical Worker-Assistant Town Clerk position-new hire-CBA	\$46,643	\$47,576	\$50,146	\$55,868	\$58,367	\$50,902	\$24,925	\$51,256	0.7%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

ADMINISTRATION & FINANCE										
TOWN CLERK/ELECTIONS	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
Part-Time help	Connie coming in 900 hours part-time @29 an hour-New Account	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	
POLL WORKERS	Poll workers: Wardens, Clerks & checkers. 6 Poll Workers per Precinct are required By Law	\$2,585	\$8,675	\$7,145	\$16,385	\$10,778	\$12,780	\$8,330	\$11,000	-13.9%
LONGEVITY includes 1/2 assistant clerk/collector	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements-CBA	\$0	\$0	\$0	\$0	\$0	\$2,250	\$0	\$1,400	-37.8%
SICK INCENTIVE includes 1/2 assistant clerk/collector	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements-CBA	\$0	\$0	\$0	\$0	\$0	\$2,000	\$0	\$1,500	-25.0%
STIPEND	\$1,000 yearly 83.33 monthly CMMC stipend	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0	\$1,000	0.0%
CUSTODIANS	Polling locations set-up & break-down	\$150	\$300	\$0	\$150	\$182	\$800	\$0	\$500	-37.5%
OTHER COMPENSATION	This line covers various miscellaneous pay items, such as Vacation Buy Back, Stipends, etc., previously was for OT-no longer going to have OT with hiring of assistant town clerk	\$3,667	\$5,022	\$4,206	\$5,167	\$8,434	\$2,825	\$2,457	\$0	-100.0%
ASSISTANT CLERK/COLLECTOR	1/2 of the Salary of the Assistant Clerk/Collector	\$0	\$0	\$0	\$0	\$0	\$27,545	\$13,655	\$27,543	0.0%
Personnel Subtotal	Legal Line Item #24	\$113,637	\$123,376	\$127,774	\$147,083	\$145,536	\$167,711	\$84,102	\$178,737	6.6%
TRAVEL/SEMINARS	Conferences-summer conference, education conferences, includes mileage	\$1,368	\$2,533	\$2,606	\$1,690	\$3,004	\$1,800	\$0	\$1,800	0.0%
OFFICE SUPPLIES/EXPENSES	General Office Supplies (Paper, Pens, Toner, Ink) to cover the centralized ordering of general supplies. i.e. copy paper, file folders, pencils, pens, paperclips, etc., Covers the expense of the warrants to be printed, 400	\$4,575	\$4,157	\$3,939	\$5,216	\$14,888	\$7,500	\$1,736	\$4,500	-40.0%
TOWN MEETING	warrant envelopes twice/year for ATM & STM, total number of town meeting members 324	\$129	\$12,218	\$11,412	\$4,030	\$6,266	\$6,843	\$0	\$6,843	0.0%
ELECTION EXPENSES	voting machine, ballot printing, ballot programming, police details	\$15,252	\$17,197	\$22,624	\$28,715	\$25,146	\$26,000	\$11,761	\$24,000	-7.7%
MEMBERSHIP	IIMC, MTCA, NSCTCA dues previously funded through other line items	\$0	\$0	\$0	\$0	\$0	\$300	\$260	\$300	0.0%
MAINTENANCE-VOTING MACHINE	CURRENTLY PAID OUT OF ELECTIONS-Preventive Maintenance contract for Accuvote machines was \$1,575 a year ago, waiting for new invoice). State pays for Accuvote (handicapped machines maintenance)	\$0	\$0	\$0	\$0	\$0	\$1,800	\$0	\$1,800	0.0%
TOWN REPORTS	Printing and distribution of annual town reports-Previously in un-assigned category	\$2,058	\$3,000	\$190	\$2,658	\$3,096	\$3,000	\$0	\$3,000	0.0%
Expense Subtotal	Legal Line Item #25	\$23,383	\$39,104	\$40,771	\$42,310	\$52,400	\$47,243	\$13,758	\$42,243	-10.6%
TOWN CLERK/ELECTIONS TOTAL		\$137,020	\$162,480	\$168,545	\$189,393	\$197,935	\$214,954	\$97,860	\$220,980	2.8%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

ADMINISTRATION & FINANCE										
TOWN CLERK/ELECTIONS	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
<p>The Town Clerk is the primary agent responsible for serving the public through the provisions of public records & vital statistics (births, deaths, marriages). The Town Clerk is also the Chief Election Official responsible for planning, supervising and executing all local, state and federal elections including certifying election results to the Secretary of the Commonwealth. Responsible for providing a safe environment for voting, accurate tabulation and reporting of vote counts. The Town Clerk is the official filing agent for the Town as such accepts, processes, records and maintains all municipal records including, but not limited to, meetings notices and minutes of all public bodies, appointments and resignations of public officials, bankruptcy filings, Planning Board, Zoning Board and Historic District Commission applications and decisions along with Business Certificate filings. Administers Oaths of Office to all Elected & Appointed Officials. Continuously responsible for maintaining accurate residents and voter's information through the State's VRIS system (Voter Registration Information Systems). Maintains VRIS Compliance along with the state's mandated monthly calendar of compliance schedule. This office works in conjunction with the Office of Campaign and Political Finance adhering to campaign finance laws in keeping financial reports up to date on a yearly basis from any Local candidates or Ballot Question Committees, through the term of their office. Certifies local and state nomination and petition papers. This office is responsible for issuing and maintaining the Annual Census the end result being the Annual Street Listing. The Town Clerk is the Town's Liaison to the Federal Census Bureau. This office registers and issues dog licenses. This office also interacts with multiple state and federal agencies responsible for maintaining compliance with the Town's By-Laws, Charter and 73 Chapters, 451 sections of MGL'S. The Town Clerk is the keeper of the Town Seal. The Town Clerk is a Notary Public, Justice of the Peace & a Commissioner to Qualify Public Officers. Some 2018 Town Clerk's statistics include but are not limited to: Births 115, Marriages 44, Deaths 121, Business Certificates 85, Residents 14,276, Registered Voters 11,169, dogs licensed 995, Elections 5.</p>										
ADMINISTRATION & FINANCE		\$2,345,153	\$2,447,243	\$2,750,293	\$3,544,706	\$3,389,119	\$3,759,306	\$2,054,211	\$3,494,227	-7.1%

COMMUNITY & ECONOMIC DEVELOPMENT										
CONSERVATION COMMISSION	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
EXPENSES	Office Supplies	\$500	\$0	\$388	\$497	\$5,121	\$300	\$107	\$500	66.7%
MEMBERSHIPS	Membership Dues - MACC (amount based on 2017)	\$504	\$634	\$715	\$737	\$752	\$650	\$563	\$800	23.1%
PROFESSIONAL DEVELOPMENT	MACC conference and classes (classes are \$55/person; conference is \$110/person) - assume four members attend conference and four members take one class per year	\$0	\$0	\$0	\$0	\$0	\$660	\$110	\$350	-47.0%
Expense Subtotal	<u>Legal Line Item #26</u>	\$1,004	\$634	\$1,103	\$1,234	\$5,873	\$1,610	\$780	\$1,650	2.5%
CONSERVATION COMMISSION		\$1,004	\$634	\$1,103	\$1,234	\$5,873	\$1,610	\$780	\$1,650	2.5%
<p>The Conservation Commission is a BOS-appointed body made up for seven members. Under the Wetlands Protection Act (MGL Chap 131, Section 40), the Commission has jurisdiction over all of the wetlands in Swampscott and all land within the 100 foot buffer zone adjacent to the waterways and wetlands. The Commission is charged with protecting these natural resources to prevent pollution, protect drinking water, improve flood control, protect wildlife and fisheries. The members work to achieve community conservation goals including wetland, open space, and natural resource protection. The majority of their time is spent implementing the WPA and holding public meetings/hearings, conducting site visits, and issuing Determinations of Applicability and Orders of Conditions on proposed projects within their jurisdiction. Of the 3.2 square miles of land that makes up Swampscott, only 18% of that is open space (both public and private - parks, beaches, forests). Of that area, the Conservation Commission has direct administration over 57 acres of land (about 3% of the town's land area). In FY2017, the Commission handled two Requests for Determination of Applicability, six Notices of Intent, one Request to Amend an Orders of Condition, and three Requests for Certificates of Compliance. One of the bigger Notices of Intent that the Commission handled was the redevelopment of Blocksidge Field. Additionally, the Commission began taking action with property abutters to the Charles Ewing Woods conservation land to have encroachments into the land removed. The Commission also developed and approved a Management Plan for Harold King Forest.</p>										
PLANNING & DEVELOPMENT	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
SECRETARY SAL. & WAGES	Planning Board Secretary - No longer Funded	\$2,081	\$2,123	\$2,176	\$250	\$0	\$0	\$0	\$0	
DIR OF COMMUNITY DEVELOP	Salary of the Director of Community Development	\$40,986	\$51,833	\$68,446	\$78,663	\$76,668	\$80,000	\$1,500	\$100,000	25.0%
OFFICE MANAGER	Salary of the Community Development Office Manager	\$0	\$0	\$0	\$0	\$27,897	\$60,186	\$28,936	\$60,186	0.0%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

COMMUNITY & ECONOMIC DEVELOPMENT										
PLANNING & DEVELOPMENT	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
SENIOR PLANNER	Salary of the Senior Planner	\$0	\$0	\$0	\$21,978	\$19,703	\$48,213	\$0	\$48,213	0.0%
LONGEVITY	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements	\$0	\$0	\$0	\$0	\$0	\$1,500	\$0	\$1,600	6.7%
SICK INCENTIVE	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements	\$0	\$0	\$0	\$0	\$0	\$1,800	\$0	\$1,800	0.0%
OTHER COMPENSATION	This line covers various miscellaneous pay items, such as Vacation Buy Back, Stipends, etc.	\$0	\$0	\$100	\$1,157	\$1,771	\$2,700	\$0	\$0	-100.0%
Personnel Subtotal	Legal Line Item #27	\$43,067	\$53,956	\$70,722	\$102,048	\$126,039	\$194,399	\$30,436	\$211,799	9.0%
EXPENSES	Office supplies, business cards, registry expenses	\$2,380	\$1,131	\$891	\$1,329	\$508	\$1,100	\$394	\$1,100	0.0%
MEMBERSHIPS	Memberships - APA (\$215), MAPC (\$90), APBP (\$110)	\$101	\$440	\$640	\$465	\$0	\$415	\$0	\$415	0.0%
BOARD EXPENSES	Planning Board Expenses	\$1,227	\$1,210	\$1,806	\$1,218	\$969	\$1,000	\$0	\$1,000	0.0%
CONFERENCES	Conferences, hotel, meals, etc.	\$0	\$0	\$0	\$0	\$0	\$650	\$0	\$650	0.0%
TRAVEL-IN STATE	Mileage reimbursement	\$0	\$0	\$0	\$0	\$0	\$200	\$0	\$200	0.0%
EDUCATIONAL EXPENSES	Professional development classes	\$0	\$0	\$0	\$0	\$515	\$500	\$0	\$500	0.0%
CONTRACTED CONSULTING SERVICES	Assumes two small consulting projects of \$2,500	\$0	\$0	\$0	\$0	\$0	\$5,000	\$2,310	\$7,000	40.0%
Expense Subtotal	Legal Line Item #28	\$3,708	\$2,781	\$3,337	\$3,012	\$1,992	\$8,865	\$2,704	\$10,865	22.6%
PLANNING & DEVELOPMENT		\$46,775	\$56,737	\$74,060	\$105,060	\$128,031	\$203,264	\$33,140	\$222,664	9.5%
<p>The Office of Community Development is made up of the Director of Community Development (FT), Assistant Town Planner (PT), and Office Manager (FT). The office provides administrative support and guidance to the following Town bodies: all departments as needed, Planning Board, Zoning Board of Appeals, Conservation Commission, Open Space & Recreation Plan Committee, Renewable Energy Committee, Affordable Housing Trust, Historic District Commission, and Historical Commission.</p>										
BOARD OF APPEALS	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
SECRETARY SAL. & WAGES	ZBA Secretary - No longer Funded	\$2,081	\$2,123	\$2,187	\$250	\$0	\$0	\$0	\$0	
Personnel Subtotal	Legal Line Item #29	\$2,081	\$2,123	\$2,187	\$250	\$0	\$0	\$0	\$0	
LEGAL ADS	One ad a month @ ~ \$600/month (runs twice each month)	\$0	\$0	\$0	\$0	\$0	\$7,200	\$2,281	\$7,200	0.0%
OFFICE SUPPLIES/EXPENSES	Envelopes, paper	\$6,047	\$4,104	\$5,591	\$6,461	\$5,594	\$300	\$555	\$300	0.0%
Expense Subtotal	Legal Line Item #30	\$6,047	\$4,104	\$5,591	\$6,461	\$5,594	\$7,500	\$2,836	\$7,500	0.0%
BOARD OF APPEALS		\$8,128	\$6,227	\$7,778	\$6,711	\$5,594	\$7,500	\$2,836	\$7,500	0.0%
<p>The Zoning Board of Appeals is made up for five members (five-year terms) and three associates (two-year terms) all appointed by the Board of Selectmen. The Board is responsible for reviewing and approving applications for zoning relief by special permit and variance under the regulations set forth in the Zoning By-laws and MGL Chap 40A. The Board meets monthly and follows its rules and regulations fairly while giving due deference to reports of the Planning Board and Town departments, as well as the decision laws of the Commonwealth. The Board receives and reviews 35 applications for zoning relief each year on average. The ZBA is the primary land use regulatory board for the community.</p>										
BUILDING DEPT	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
BLDG.INSPECTOR'S SALARY	Salary of the Building Inspector	\$10,406	\$51,379	\$67,154	\$69,596	\$52,515	\$76,000	\$37,272	\$79,077	4.0%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

COMMUNITY & ECONOMIC DEVELOPMENT										
BUILDING DEPT	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
WIRE INSPECTOR'S SALARY	Salary of the Wiring Inspector	\$22,816	\$22,816	\$23,972	\$24,212	\$24,454	\$24,454	\$10,189	\$24,454	0.0%
CLERICAL'S SAL. & WAGES	Wages for 1 Full Time Clerical Worker-CBA	\$47,540	\$49,406	\$48,353	\$51,349	\$50,252	\$50,253	\$24,643	\$52,282	4.0%
ASST.PLUMBING INSP.SALARY	Salary of the Asst Plumbing inspector	\$1,000	\$1,000	\$1,250	\$1,263	\$1,263	\$1,263	\$638	\$1,263	0.0%
PLUMBING INSPECTORS SALAR	Salary of the Plumbing Inspector	\$22,816	\$22,816	\$24,972	\$25,222	\$25,474	\$25,474	\$10,614	\$25,474	0.0%
ASST. ELECTRIC INSPECTOR	Salary of the Asst Electric Inspector	\$1,000	\$1,000	\$1,250	\$1,263	\$1,275	\$1,275	\$638	\$1,275	0.0%
LOCAL INSPECTOR	Salary of the part-time Local Inspector, currently 10 hours per week	\$53,604	\$29,199	\$20,320	\$22,426	\$22,659	\$26,203	\$5,084	\$26,203	0.0%
LONGEVITY	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements-CBA	\$0	\$0	\$0	\$0	\$0	\$1,075	\$0	\$1,075	0.0%
SICK INCENTIVE	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements-CBA	\$0	\$0	\$0	\$0	\$0	\$1,400	\$0	\$1,400	0.0%
OTHER COMPENSATION	This line covers various miscellaneous pay items, such as Vacation Buy Back, Stipends, etc.-CBA	\$1,900	\$1,575	\$5,692	\$6,679	\$10,381	\$2,433	\$1,486	\$2,011	-17.3%
Personnel Subtotal	Legal Line Item #31	\$161,083	\$179,191	\$192,963	\$202,009	\$188,272	\$209,830	\$90,563	\$214,514	2.2%
OFFICE SUPPLIES/EXPENSES	General Office Supplies (Paper, Pens, Toner, Ink) to cover the centralized ordering of general supplies. i.e. copy paper, file folders, pencils, pens, paperclips, etc.,	\$8,288	\$9,748	\$10,033	\$9,252	\$9,267	\$12,200	\$655	\$1,800	-85.2%
EDUCATION	Professional development/courses, Previously included Membership dues, conferences & MBCIA meetings	\$0	\$0	\$0	\$1,633	\$0	\$2,000	\$239	\$2,000	
INSPECTIONS & TESTS	Weights and Measures-payment made to the Commonwealth-NEW ACCOUNT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	
TRAVEL	Previously in education, mileage at IRS standard rate	\$0	\$0	\$962	\$0	\$2,902	\$500	\$125	\$500	
MEMBERSHIP	Membership to various building/inspectional associations	\$0	\$0	\$0	\$0	\$0	\$500	\$0	\$500	
FUEL	based on average actuals provided by DPW	\$0	\$0	\$0	\$0	\$0	\$1,400	\$464	\$1,600	
BOOKS	CODE BOOKS, ZONING MANUALS, REFERENCE MATERIALS	\$0	\$0	\$0	\$0	\$0	\$800	\$248	\$800	
CLOTHING	UNIFORMS, JACKETS	\$0	\$0	\$0	\$0	\$0	\$300	\$300	\$0	
TOOLS/EQUIPMENT	TAPE MEASURES, TESTING STICK, HARD HATS-rename tools equipment clothing-includes both now	\$0	\$0	\$0	\$0	\$0	\$300	\$260	\$650	
Expense Subtotal	Legal Line Item #32	\$8,288	\$9,748	\$10,995	\$10,885	\$12,169	\$18,000	\$2,291	\$17,850	-85.2%
BUILDING TOTAL		\$169,370	\$188,939	\$203,958	\$212,895	\$200,441	\$227,830	\$92,854	\$232,364	-83.0%
<p>The Building Department enforces laws and state codes, promulgates and enforces reasonable rules and regulations relating to building construction and zoning enforcement for the purpose of protecting public health and safety. The Inspectional Services Department is also responsible for performing inspections, issuing permits & certificates, and enforcement of many State codes and Town By-Laws. The Building Department issued over 600 building permits and over 1,600 total permits in calendar year 2018. Our inspectors performed over 2,000 inspections, and generated over \$400,000 in 2018. The department has played a significant role in many large scale construction projects over the last few years with more major construction projects on the horizon. *Combining Clothing and Tools/Equipment into one line for FY20</p>										

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

COMMUNITY & ECONOMIC DEVELOPMENT										
HEALTH DEPT	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
HEALTH DIRECTOR	Salary of the Health Director	\$63,371	\$64,639	\$70,378	\$73,816	\$71,793	\$71,793	\$34,516	\$71,793	0.0%
CLERICAL'S SAL. & WAGES	Wages for 1 Full Time Clerical Worker. Position eliminated in FY19	\$47,435	\$50,079	\$49,291	\$49,435	\$0	\$0	\$0	\$0	
OVERTIME	Not Funded in FY19	\$0	\$0	\$802	\$167	\$213	\$0	\$0	\$0	
NURSE	Salary of the part-time Town Nurse	\$17,478	\$17,484	\$17,279	\$18,525	\$18,360	\$18,186	\$7,694	\$18,186	0.0%
BOARD OF HEALTH CLERK STIPEND	Stipend for BOH Meetings 3 hours per month at contracted overtime rate approx. \$128 a month	\$0	\$0	\$0	\$0	\$0	\$1,540	\$315	\$1,540	0.0%
LONGEVITY	Previously included with "Other Compensation" this is provided in the Personnel Policy	\$0	\$0	\$0	\$0	\$0	\$1,250	\$0	\$1,850	48.0%
SICK INCENTIVE	Previously included with "Other Compensation" this is provided in the Personnel Policy	\$0	\$0	\$0	\$0	\$0	\$600	\$0	\$600	0.0%
OTHER COMPENSATION	This line covers various miscellaneous pay items, such as Vacation Buy Back, Stipends, etc., \$500 animal inspector stipend, not currently part of the animal control duties, BOS appointment	\$2,950	\$2,356	\$2,600	\$10,435	\$2,866	\$1,381	\$0	\$0	-100.0%
Personnel Subtotal	Legal Line Item #33	\$131,234	\$134,559	\$140,350	\$152,378	\$93,232	\$94,750	\$42,525	\$93,968	-0.8%
OFFICE SUPPLIES/EXPENSES	Previously included memberships appropriation now below in new line \$2,275 and in state travel \$150, General Office Supplies (Paper, Pens, Toner, Ink) to cover the centralized ordering of general supplies. i.e. copy paper, file folders, pencils, pens, paperclips, etc. Signage for postings,	\$3,336	\$4,005	\$4,813	\$3,592	\$1,059	\$2,775	\$1,180	\$2,775	0.0%
INSPECTIONS & TESTS	Statutory Line 57: Previously included food inspections 1,400 appropriation transferred to new line below. Based on reconciliation of average spend. Supplies for Inspections and testing (thermometers, test strips, forms, equipment/clothing, educational material, marine water retesting	\$386	\$569	\$375	\$1,088	\$1,418	\$1,125	\$320	\$1,125	0.0%
STATE MANDATED CHARGES	Statutory Line 58: Bioserv - medical waste, public notifications, constable service, lab work-flu shots historically paid out of this line, now in new line below	\$2,246	\$2,218	\$1,577	\$6,469	\$5,068	\$1,530	\$450	\$1,530	0.0%
OUTSIDE SERVICES	Food Inspections, approximately 40 inspections	\$0	\$0	\$0	\$0	\$0	\$1,400	\$0	\$1,400	0.0%
FLU SHOTS	Sanofi - Flu Shots 282 flu-shots administered in FY18, get back reimbursement of \$5,900	\$0	\$0	\$0	\$0	\$0	\$6,500	\$6,305	\$6,500	0.0%
MEMBERSHIP/PROF DEVELOPMENT	mhoa \$65, mahb \$150, maphn \$100, naccho \$110, prof licenses \$150. conferences/seminars \$900, material associated w/ in-service trainings \$100	\$0	\$0	\$0	\$0	\$0	\$2,075	\$719	\$1,500	-27.7%
IN STATE TRAVEL	mileage \$150 @ standard IRS rate 0.545	\$0	\$0	\$0	\$0	\$0	\$150	\$86	\$130	-13.3%
FUEL	Allocated based on 3 year average	\$0	\$0	\$0	\$0	\$0	\$120	\$115	\$120	0.0%
Expense Subtotal	Legal Line Item #34	\$5,968	\$6,791	\$6,766	\$11,149	\$7,545	\$15,675	\$9,175	\$15,080	-3.8%
HEALTH DEPT		\$137,202	\$141,350	\$147,115	\$163,527	\$100,777	\$110,425	\$51,700	\$109,048	-1.2%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

COMMUNITY & ECONOMIC DEVELOPMENT										
HEALTH DEPT	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
RECYCLING BINS REVOLVING		2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
OTHER EXPENSES	Cost of purchasing recycling bins to be sold to residents	\$0	\$1,370	\$0	\$2,396	\$0	\$5,000	\$0	\$5,000	0.0%
Expense Subtotal	*Not a Legal Line item (informational purposes only)	\$0	\$1,370	\$0	\$2,396	\$0	\$5,000	\$0	\$5,000	0.0%
RECYCLING BINS REVOLVING (NOT A GENERAL FUND APPROPRIATION)		\$0	\$1,370	\$0	\$2,396	\$0	\$5,000	\$0	\$5,000	0.0%
HEALTH DEPT GENERAL FUND + REVOLVING FUND		\$137,202	\$142,720	\$147,115	\$165,923	\$100,777	\$115,425	\$51,700	\$114,048	-1.2%
REMAINING CASH BALANCE IN REVOLVING FUND		\$406	\$338	\$3,030	\$2,389	\$3,784	\$3,784	\$1,298		
<p>The Health Department is dedicated to serve all of the people of Swampscott, and to promote healthy people, healthy families, a healthy community and healthy surroundings through compassionate care, education and prevention. By working with other departments and communities we are committed to providing a safe and sound environment. In 2017 260 flu vaccinations were administered to residents and fire, police and dpw departments. Most for resident vaccine and admin supplies are recovered from reimbursement programs. Non-municipal recreation camps permits range from 1-6 on any given year, Communicable disease follow-ups for many diseases that the State finds in our residents are required to stop the spread of disease. 39 burial permits were issued, 7 swimming pool inspections in 2017. Approximately 2100 phone calls came through the office line in 2017. Health expects to perform over 115 food service inspections in fy2019. Anywhere from 5-15 housing violation inspections, 20-30 rodent complaint follow-ups, 70-80 beach water samples collected, hundreds of trash complaints, 1-2 lead paint determinations, over 20 animal inspector quarantines, compliance stings for tobacco vendors, and be able to provide education on virus, rodents, rabies, mosquitoes, ticks, exterior paint removal, dumpster usage, wild animals, beach water, air pollution, radon, lead paint, opioids, abandoned homes, food safety, healthy lifestyles, food recalls, recycling, composting, hazardous waste, residential kitchens, litter, sun safety, mercury warnings, climate change, chickens, porta-potties, hoarding, pesticides, semi-public pool operator testing, underage substance abuse, anti-idling, bat testing, trash limits and other options to dispose, and many more issues that arise throughout the year. In addition to the general fund appropriation the Health department manages a Recycling revolving account with an appropriation of \$5,000, bringing the total health program budget to \$114,048.00</p>										
RECREATION	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
AUXILIARY STAFF	Approx. 10 Life Guards over 3 months	\$20,000	\$20,000	\$22,271	\$25,000	\$25,000	\$25,000	\$25,017	\$27,250	9.0%
Personnel Subtotal	Legal Line Item #35	\$20,000	\$20,000	\$22,271	\$25,000	\$25,000	\$25,000	\$25,017	\$27,250	9.0%
BEACH STICKER PROCESSING	Printing, Beach sticker processing, now moved to new technology line for beach sticker processing	\$0	\$0	\$7,618	\$3,291	\$8,894	\$9,000	\$1,628	\$10,300	14.4%
COMMUNITY EVENTS	Community Events, First Night, Harbor Fest, Fisherman Beach Community Night.	\$0	\$0	\$0	\$13,158	\$9,944	\$10,000	\$9,168	\$7,250	-27.5%
LIFEGUARD SUPPLIES	Swim lines, mooring work, lifeguard equipment, porta potties. NEW ACCOUNT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000	
4th of July	Helps to supplement 4th of July revolving fund, funds performers, fireworks, parade, police details, concert expenses related to the 4th of July celebration. 4th of July expenses for FY18 total \$32,000, profit from golf tournament \$11,896 also receive donations for 4th of July approx. \$2,000 to supplement 4th of July activities.	\$0	\$0	\$0	\$0	\$7,120	\$20,000	\$13,400	\$15,000	-25.0%
FUEL	Fuel for Boats based on three year average-moving to recreation revolving	\$0	\$0	\$0	\$0	\$0	\$250	\$205	\$0	-100.0%
Expense Subtotal	Legal Line Item #36	\$0	\$0	\$7,618	\$16,449	\$25,958	\$39,250	\$24,400	\$35,550	-9.4%
RECREATION GENERAL FUND		\$20,000	\$20,000	\$29,889	\$41,449	\$50,958	\$64,250	\$49,417	\$62,800	-2.3%
A reduction in Community events will increase the cost to the Community going to the First Night event and omit a concert during the summer months. A reduction in 4th of July would reduce the size of the parade or omit the concert.										
RECREATION REVOLVING	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
RECREATION DIRECTOR	Salary of the Recreation Director	\$51,992	\$52,349	\$62,894	\$69,539	\$67,699	\$66,800	\$31,310	\$66,800	0.0%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

COMMUNITY & ECONOMIC DEVELOPMENT										
RECREATION REVOLVING	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
AUXILIARY STAFF	part-time & summer help tennis, sailing, park league, rec center, 25 park leaders, for approx. 50-60 staff, winter program staff	\$61,242	\$59,569	\$47,600	\$65,670	\$63,990	\$65,000	\$49,652	\$65,000	0.0%
Personnel Subtotal	*Not a Legal Line item (informational purposes only)	\$113,234	\$111,918	\$110,494	\$135,209	\$131,689	\$131,800	\$80,962	\$131,800	0.0%
OTHER EXPENSES	outside vendors for programs, supplies for all recreation programs, transportation, boat maintenance, moorings	\$83,354	\$82,851	\$82,660	\$99,140	\$88,460	\$107,000	\$77,605	\$108,400	1.3%
FARMERS MARKET	supplies, music, advertising and entertainment	\$8,881	\$4,159	\$4,561	\$3,212	\$2,773	\$4,400	\$1,840	\$3,000	-31.8%
SUMMER CONCERT	Music and sound for five concerts	\$625	\$384	\$4,886	\$5,796	\$5,226	\$6,800	\$5,150	\$6,800	0.0%
FIELD USE MAINTENANCE	Portable Restrooms and stipend for two individuals \$2500 each, in FY19 will be moving to a separate revolving fund	\$0	\$28,055	\$108	\$1,494	\$5,492	\$0	\$0	\$0	
Expense Subtotal	*Not a Legal Line item (informational purposes only)	\$92,860	\$115,449	\$92,215	\$109,642	\$101,951	\$118,200	\$84,596	\$118,200	0.0%
RECREATION REVOLVING FUND (NOT A GENERAL FUND APPROPRIATION)		\$206,094	\$227,367	\$202,709	\$244,851	\$233,640	\$250,000	\$165,557	\$250,000	0.0%
RECREATION GENERAL FUND & REVOLVING FUND TOTAL		\$226,094	\$247,367	\$232,598	\$286,300	\$284,598	\$314,250	\$214,974	\$312,800	-0.5%
REMAINING CASH BALANCE IN REVOLVING FUND		\$169,006	\$196,996	\$236,403	\$234,087	\$232,455	\$232,455	\$140,408		
<p>The Recreation Department provides the community with leisure time activities for adults and children. This includes beaches and lifeguards, sailing lessons (143 registrations), tennis(101 reg, preschool tennis 10 reg), track and field, basketball (winter 160 reg, Summer 28 reg) soccer(April clinic 31 reg, February 22 reg, Winter 22 reg.,Summer 12 reg, Super soccer stars 105 reg), playground programs(Park league 329 reg.) and a teen recreation center(69 reg) and mini camps (April vaca 30 reg, Art camp 12 reg, Cooking camp 12 reg,science camp 100 reg TV Studio camp 12 reg, Preschool Mad Science 15 reg.). This past year we added new adult programming which included pottery and cooking. As well as a new community Night event and Health Fair. The recreation department includes a revolving fund appropriation in the amount of \$250,000, this is used to pay for the recreation director's salary \$40.55 an hour for 30 hours \$63,253, \$1,800 cell phone & car stipend, vacation, sick incentive per contract, part-time & summer help tennis, sailing, park league, rec center, 25 park leaders, for approx. 50-60 staff avg. approx. \$65,000, , summer concerts, farmers market expenses, and expenses related to community programming mentioned above bringing total program budget to approximately \$314,000.</p>										
HISTORICAL COMMISSION	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
HISTORICAL COMMISSION	General Office Supplies (Paper, Pens, Toner, Ink) to cover the centralized ordering of general supplies. i.e. copy paper, file folders, pencils, pens, paperclips, etc.,	\$1,323	\$810	\$6,182	\$11,307	\$1,137	\$1,250	\$0	\$4,250	240.0%
Expense Subtotal	Legal Line Item #37	\$1,323	\$810	\$6,182	\$11,307	\$1,137	\$1,250	\$0	\$4,250	240.0%
HISTORICAL COMMISSION TOTAL		\$1,323	\$810	\$6,182	\$11,307	\$1,137	\$1,250	\$0	\$4,250	240.0%
<p>The Historical Commission seeks to preserve and protect the history of Swampscott through preserving historical structures, or by preserving the institutional memory of Swampscott's past and present for future generations. The Historical Commission is the enforcement agency for the Town's Demolition Delay Bylaw designed to be a tool in the box of the Town to preserve historical buildings.</p>										
COMMUNITY & ECONOMIC DEVELOPMENT (not incl Revolving Fu		\$383,802	\$414,696	\$470,084	\$542,183	\$492,811	\$616,129	\$230,727	\$640,276	3.9%

PUBLIC SERVICES										
FACILITIES	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
FACILITIES DIRECTOR	Salary of the Facilities Director	\$0	\$0	\$0	\$47,681	\$73,264	\$92,920	\$9,615	\$0	-100.0%
Part-time staff	NEW LINE FOR FY20- Part-time facilities/HVAC inspector dual role facilities/building support as well 19 hours	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

PUBLIC SERVICES										
FACILITIES	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
SICK INCENTIVE	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements.	\$0	\$0	\$0	\$0	\$0	\$600	\$0	\$0	-100.0%
OTHER COMPENSATION	This line covers various miscellaneous pay items, such as Vacation Buy Back, Stipends, etc. (two stipends)	\$0	\$0	\$0	\$0	\$1,072	\$1,788	\$0	\$20,000	1018.6%
Personnel Subtotal	Legal Line Item #38	\$0	\$0	\$0	\$47,681	\$74,336	\$95,308	\$9,615	\$50,000	-47.5%
EXPENSES-TOWN HALL	Includes carpentry, elevator, emergency generator; mechanical, electrical/plumbing services, groundskeeping, Equipment Supplies, Fire Systems, Janitorial Supplies, etc.	\$0	\$0	\$0	\$0	\$53,500	\$0	\$0	\$0	
CONTRACTED CONSULTING	NEW LINE FOR FY20 - Contracted-outside consulting projects- DOER green energy grant, green communities, HVAC assessment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000	
BUILDING MAINTENANCE-TOWN	Master Service Agreements for Town buildings: Elevator Services, Emergency Generator Services, Fire Protection Services, Housekeeping Services, HVAC Services, HVAC Controls -JCI Metasys.	\$0	\$0	\$0	\$0	\$30,035	\$70,000	\$35,092	\$70,000	0.0%
BUILDING MAINTENANCE-SCHOOL	Master Service Agreements for School buildings: Elevator Services, Emergency Generator Services, Fire Protection Services, Housekeeping Services, HVAC Services, HVAC Controls -JCI Metasys.	\$0	\$0	\$0	\$0	\$68,046	\$50,000	\$600	\$50,000	0.0%
OUTSIDE SERVICES-TOWN	Hiring outside vendors to service all Town buildings (i.e. Carpentry, Plumbing, Electrical, Engineering)	\$0	\$0	\$0	\$0	\$14,889	\$152,500	\$17,787	\$152,500	0.0%
OUTSIDE SERVICES-SCHOOL	Hiring outside vendors to service all School buildings (i.e. Carpentry, Plumbing, Electrical, Engineering)	\$0	\$0	\$0	\$0	\$50,000	\$50,000	\$0	\$50,000	0.0%
OFFICE SUPPLIES/EXPENSES	General Office Supplies (Paper, Pens, Toner, Ink) to cover the centralized ordering of general supplies. i.e. copy paper, file folders, pencils, pens, paperclips, etc.,	\$0	\$0	\$0	\$0	\$2,541	\$2,500	\$263	\$2,500	0.0%
CONFERENCES	MFAA membership, license renewals (approx. \$500), professional courses, tradesperson classes	\$0	\$0	\$0	\$0	\$0	\$1,500	\$0	\$1,500	0.0%
TRAVEL-IN STATE	Standard IRS Mileage rate	\$0	\$0	\$0	\$0	\$0	\$500	\$0	\$500	0.0%
UTILITIES - GAS - TOWN BLDGS	Natural Gas expense for Town Hall/Fish house/Cemetery/Chapel based on actuals	\$0	\$0	\$0	\$0	\$0	\$25,000	\$6,152	\$25,000	0.0%
UTILITIES - ELECTRIC - TOWN BLDGS	Electricity for general town buildings and properties including basketball courts, fish house, cemetery/chapel fields based on actuals	\$0	\$0	\$0	\$0	\$0	\$130,000	\$44,163	\$110,000	-15.4%
Expense Subtotal	Legal Line Item #39	\$0	\$0	\$0	\$0	\$219,009	\$482,000	\$104,057	\$482,000	0.0%
FACILITIES		\$0	\$0	\$0	\$47,681	\$293,345	\$577,308	\$113,672	\$532,000	-7.8%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

PUBLIC SERVICES										
FACILITIES	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
<p>The Town of Swampscott Department of Facilities Management provides effective and reliable property management of general government and school buildings. D.F.M. provides administrative services, operation services, housekeeping and technical support for specialized repairs, maintenance and continuous monitoring of buildings, grounds, building systems and equipment. The Department of Facilities Management is committed to the continuation of best practices in maintaining a safe and efficient environment. DFM manages 6 Municipal Buildings total 85,353sqft; Fire Station - 10,144 sqft; Fish House - 8,300 sqft; Library - 18,500sqft; Police Station - 24,280sqft; Senior Center - 3,474 sqft; Town Hall - 20, 655 sqft. School Buildings total 451,159sqft; Clarke School - 28,912 sqft; Field House - 7,500 sqft; Hadley School - 56,600 sqft.; High School - 179,747 sqft; Middle School - 140,000 sqft; Stanley School - 38,400 sqft; a total of 536,512 sqft of occupied buildings.</p>										
DPW-CEMETERY	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
OVERTIME	Weekend burials, 3 weekends before memorial day utilize the majority of overtime budget. Census change-CBA	\$7,566	\$10,499	\$5,338	\$13,124	\$10,519	\$11,000	\$2,119	\$11,000	0.0%
LONGEVITY	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements-CBA	\$0	\$0	\$0	\$0	\$0	\$2,650	\$0	\$3,063	15.6%
SICK INCENTIVE	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements-CBA	\$0	\$0	\$0	\$0	\$0	\$150	\$0	\$150	0.0%
OTHER COMPENSATION	This line covers various miscellaneous pay items, such as Vacation Buy Back, Stipends, etc.-CBA	\$0	\$0	\$10,946	\$2,233	\$2,190	\$2,725	\$0	\$2,200	-19.3%
LABORERS WAGES & SALARIES	Wages for 2 Full-Time Laborers allocation to Cemetery, plus 25% allocation of DPW Director Salary-CBA	\$126,780	\$131,452	\$126,278	\$138,904	\$138,715	\$141,511	\$65,466	\$151,500	7.1%
Personnel Subtotal	<u>Legal Line Item #40</u>	\$134,345	\$141,951	\$142,562	\$154,262	\$151,424	\$158,036	\$67,585	\$167,913	6.2%
FACILITIES EXPENSES	Line not Funded in FY19 - incorporated into Facilities Dept.	\$0	\$0	\$0	\$6,875	\$0	\$0	\$0	\$0	
EQUIPMENT MAINTENANCE	Backhoe, dump truck, lawn mower maintenance	\$800	\$2,000	\$2,000	\$2,056	\$2,780	\$2,300	\$1,224	\$2,500	8.7%
OFFICE SUPPLIES/EXPENSES	General Office Supplies (Paper, Pens, Toner, Ink) to cover the centralized ordering of general supplies. i.e. copy paper, file folders, pencils, pens, paperclips, etc., NO LONGER NEEDED MOVED TO EQUIP MAINT, BUILDING AND LANDSCAPING	\$18,497	\$14,999	\$17,991	\$15,551	\$15,269	\$0	\$0	\$0	
BUILDING EXPENSES	CHAPEL & CEMETERY GARAGE HEAT, MAINTENANCE & ELECTRIC, FY18 INCREASE DUE TO ADDITIONAL CHAPEL EXPENSES	\$0	\$0	\$0	\$0	\$0	\$9,000	\$4,093	\$7,300	-18.9%
LANDSCAPING	FLOWERS, LOAM, GRASS SEED AND GENERAL LANDSCAPING AND UPKEEP OF CEMETERY PREVIOUSLY IN OFFICE SUPPLIES	\$0	\$0	\$0	\$0	\$0	\$10,000	\$863	\$12,500	25.0%
Contracted consulting	Outside consulting-update review of bylaws, digitizing database-NEW ACCOUNT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
UNIFORMS	uniforms 2 INDIVIDUALS STIPEND \$625 per CBA	\$763	\$850	\$883	\$329	\$885	\$850	\$457	\$1,250	47.1%
Expense Subtotal	<u>Legal Line Item #41</u>	\$20,061	\$17,849	\$20,874	\$24,811	\$18,934	\$22,150	\$6,637	\$23,550	6.3%
DPW-CEMETERY		\$154,406	\$159,800	\$163,436	\$179,072	\$170,358	\$180,186	\$74,222	\$191,463	6.3%
OVERTIME	census change, overtime is used for the trash barrels at the beach, during summer sometime twice on weekend, typically takes 4 hours for 2 individuals, increased trash pick up-CBA	\$17,166	\$23,591	\$20,950	\$28,483	\$30,071	\$30,000	\$18,341	\$35,000	16.7%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

PUBLIC SERVICES										
DPW-CEMETERY	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
M.E.O.S.	Included in Laborers Wages below CBA	\$0	\$1,650	\$0	\$0	\$0	\$0	\$0	\$0	
POLICE DETAILS	based on 5 year average actual	\$2,463	\$4,439	\$3,185	\$5,222	\$4,100	\$5,000	\$3,982	\$5,000	0.0%
PART TIME LABOR/Seasonal	appropriation went from \$25K to \$30K, which is why it has increased over the past few years in spending levels 10-15 seasonal CBA	\$22,680	\$22,830	\$23,435	\$32,309	\$26,384	\$30,000	\$18,073	\$30,000	0.0%
LONGEVITY	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements CBA	\$0	\$0	\$0	\$0	\$0	\$5,600	\$0	\$3,463	-38.2%
SICK INCENTIVE	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements CBA	\$0	\$0	\$0	\$0	\$0	\$150	\$0	\$150	0.0%
OTHER COMPENSATION	This line covers various miscellaneous pay items, such as Vacation Buy Back, Stipends, etc. CBA	\$1,250	\$825	\$0	\$1,348	\$3,314	\$2,878	\$594	\$3,000	4.2%
PERSONNEL	Wages for 7 Full-Time Laborers allocation to DPW, plus 2 part-time custodial workers and approx., plus 25% allocation of DPW Director CBA	\$240,657	\$253,813	\$298,762	\$290,228	\$265,460	\$364,379	\$141,034	\$395,902	8.7%
DPW - INCENTIVES	Not funded in FY2019 CBA	\$0	\$1,000	\$0	\$177	\$0	\$0	\$0	\$0	
Personnel Subtotal	Legal Line Item #42	\$284,216	\$308,148	\$346,333	\$357,768	\$329,329	\$438,007	\$182,024	\$472,515	7.9%
BOARD EXPENSES	No Longer Funded after DPW Board abolished	\$0	\$175	\$0	\$0	\$0	\$0	\$3,685	\$0	
ADMINISTRATION BUILDING	Electricity, Gas, Plumbing, Maintenance (fire ext., HVAC, Cleaning Service, MOVED TO FACILITIES	\$53,841	\$53,972	\$55,253	\$49,536	\$0	\$0	\$0	\$0	
FUEL	Three year average of Gasoline & DIESEL FOR DPW is in total \$60k, which is for vehicles that are utilized for general DPW use and the water and sewer enterprise funds, allocation of the fuel is \$20k TO DPW \$20k TO SEWER \$20k TO WATER based off their usage of the vehicles	\$14,000	\$11,900	\$8,112	\$4,712	\$24,608	\$20,000	\$1,274	\$20,000	0.0%
EQUIPMENT MAINTENANCE	Parts, maintenance on equipment , TRUCKS, BACKHOES, FRONT END LOADER ABOUT 12 DPW, 4 WATER, 4 SEWER tires, general maintenance, repairs, majority of trucks in late 90's. spend down early and stop repairing vehicles mid-way through the year, now includes two way radios.	\$34,982	\$34,992	\$39,807	\$41,059	\$45,200	\$50,000	\$22,055	\$50,000	0.0%
SIGNS	street signs, need additional safety signs in FY19	\$2,500	\$1,283	\$2,878	\$3,479	\$1,648	\$3,500	\$3,498	\$6,000	71.4%
COMMUNICATIONS	phones & radios, cell phone bills & two way radios-moved to technology	\$2,500	\$3,500	\$3,297	\$3,331	\$2,765	\$0	\$0	\$0	
OPER EXP SUPPLIES	General Office Supplies, Fit for Duty physical, National Grid (Gas) Landscaping, flowers for TH, increase due to street sweepings, beach raking to haul away approx. additional \$20K. FOR FY18 PUT LANDSCAPING IN LANDSCAPING LINE \$5k. Allocated \$26K in new lines below, average actual is about \$48K	\$48,668	\$57,693	\$66,513	\$56,814	\$123,898	\$49,000	\$26,129	\$46,700	-4.7%
OPER EXP ELECTRIC	Electricity for general town buildings and properties including basketball courts, fields now included in facilities budget	\$24,478	\$21,581	\$13,980	\$31,875	\$13,879	\$0	\$2,477	\$0	

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

PUBLIC SERVICES										
DPW-CEMETERY	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
UNIFORMS	CLOTHING REIMBURSEMENTS TO EMPLOYEES AS PER CBA 625*4	\$1,215	\$1,676	\$2,208	\$1,459	\$1,029	\$1,700	\$2,888	\$2,500	47.1%
ELECTRICAL REPAIRS	TOWN WIDE electrical repairs	\$0	\$0	\$0	\$0	\$0	\$5,000	\$558	\$5,000	0.0%
DEBRIS REMOVAL	previously in operating exp. Beach raking street sweeping removal, underfunded, reconciliation resulted in shifting of cost to DPW	\$0	\$0	\$0	\$0	\$0	\$20,000	\$14,620	\$25,000	25.0%
WASTE PRODUCTS/REMOVAL	pet waste bags, large trash bags, waste removal products, underfunded reconciliation of accounts resulted in shifting of costs to DPW	\$0	\$0	\$0	\$0	\$0	\$6,000	\$2,991	\$7,000	16.7%
CUSTODIAN FISH HOUSE	Expenses related to operations of fish house, cleaning, electricity, plumbing, general repairs. FY15 had emergency repairs, FY18 had fire alarm unexpected repairs, average \$6344, but expect additional repairs for FY19	\$10,312	\$11,863	\$6,425	\$4,354	\$200	\$0	\$2,000	\$2,500	
OPER EXP FISH HOUSE	Not funded in FY2019	\$0	\$0	\$0	\$0	\$11,180	\$0	\$0	\$0	
TOWN VEHICLES MAINTENANCE	TOWN HALL VEHICLES & ANIMAL CONTROL, new line for vehicle maintenance, based on average cost of parts, 3 cars at \$1,500 per car a year in maintenance	\$0	\$0	\$0	\$0	\$0	\$4,500	\$3,941	\$7,500	66.7%
STREET LIGHTING & Traffic lights	ELECTRICITY FOR STREET LIGHTS & all town traffic lights, also includes MAINTENANCE, NEW LED LIGHTS CONSISTENTLY NEEDING REPLACEMENT, based on 5 year average & electricity savings due to LED lights. Street light and traffic light maintenance agreement, monthly charge	\$167,095	\$203,783	\$236,837	\$156,298	\$121,116	\$150,000	\$52,606	\$130,000	-13.3%
SHADE TREES	Purchase of trees APPROX. 20 at \$250 A TREE	\$2,516	\$4,000	\$3,993	\$3,999	\$3,193	\$4,000	\$5,226	\$7,500	87.5%
CONTRACT WORK	Tree Service, grounds up keep, TREE REMOVAL	\$2,273	\$8,525	\$5,000	\$7,413	\$6,400	\$7,500	\$0	\$7,500	0.0%
CONTRACT GRASS WORK	Mowing, trimming, NEW CONTRACT LOWER PRICE	\$90,344	\$83,889	\$105,319	\$72,939	\$94,121	\$75,000	\$43,754	\$75,000	0.0%
CONTRACT SIDEWALK WORK/PATCHING	Repair/replacement of sidewalks, moved \$8K from contract work to this line, moved \$5K from highway maintenance into this line to more accurately reflect the expenditures.	\$40,083	\$39,573	\$40,000	\$47,759	\$50,245	\$80,000	\$58,930	\$90,000	12.5%
CONTRACT WORK-PATCHING	Road repairs-NOW IN LINE ABOVE	\$11,483	\$7,920	\$8,000	\$8,000	\$8,254	\$0	\$0	\$0	
LANDSCAPING	Flowers/landscaping	\$4,648	\$14,144	\$5,001	\$5,009	\$8,447	\$15,000	\$5,578	\$18,000	20.0%
LEAF DISPOSAL	Clean-up, disposal of leaves contractual	\$24,000	\$21,000	\$24,000	\$24,000	\$24,000	\$24,000	\$12,000	\$5,000	-79.2%
GENERAL FIELD MAINTENANCE	Maintenance of fields	\$0	\$0	\$36,867	\$40,566	\$61,343	\$50,000	\$46,578	\$50,000	0.0%
HIGHWAY MAINTENANCE	STREET LINE PAINTING	\$25,000	\$20,039	\$29,500	\$24,029	\$22,436	\$20,000	\$27,683	\$20,000	0.0%
Expense Subtotal	<u>Legal Line Item #43</u>	\$559,939	\$601,508	\$692,987	\$586,631	\$623,962	\$585,200	\$338,471	\$575,200	-1.7%
SNOW & ICE OT	Plowing staff/Snow removal staff	\$0	\$0	\$0	\$0	\$0	\$0	\$2,464	\$80,000	
SNOW & ICE	Average actual \$235,000, now ADDING IN SNOW EMERGENCY LIGHTS \$1080 and \$40,000 to plow the schools	\$301,260	\$524,455	\$172,159	\$220,957	\$249,794	\$276,080	\$30,209	\$200,000	-27.6%
OTHER Expense Subtotal	<u>Legal Line Item #44</u>	\$301,260	\$524,455	\$172,159	\$220,957	\$249,794	\$276,080	\$32,673	\$280,000	1.4%
DPW-GENERAL		\$1,145,415	\$1,434,111	\$1,211,478	\$1,165,356	\$1,203,085	\$1,299,287	\$553,168	\$1,327,715	2.2%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

PUBLIC SERVICES										
DPW-CEMETERY	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
<p>The Department of Public Works (DPW) provides professional quality maintenance, repair and construction services while maintaining 50 miles of streets, six parks and playgrounds and the Swampscott Cemetery. The DPW is also responsible for the ongoing maintenance of three municipal buildings, 48 miles of water mains, 47 miles of sewer mains, seven sewer lift stations, the sewer pumping station and over 40 vehicles and pieces of equipment. Additionally, the DPW is responsible for rapid response to all snow, ice and other inclement weather emergencies and conditions. The DPW enforces water, sewer and drainage by-laws, grants petitions of location for utilities, and maintains engineering records and Town maps. Lastly, the DPW plays a significant role in the daily operation of other Town departments in responding to requests for service. The Department budget is divided into four divisions: Public Works (General), Cemetery, Water and Sewer. Transferred \$28K to facilities for general town building electric expense and \$7,500 for fish house expenses for a transfer out of \$35,500.</p>										
SOLID WASTE/RECYCLING	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
RUBBISH REMOVAL	Trash & Recycling costs- \$74 per ton per 1st proposal. (4000 tons as estimate), Swampscott pays set-up fee for Fall event (\$2000 each), plus misc. other costs (\$1,000-\$2,000). Overthrow stickers \$1200, Household hazard waste day set up \$3000, recycling calendars \$700, hazardous waste other \$400	\$939,223	\$960,858	\$889,401	\$908,627	\$1,263,432	\$1,250,000	\$559,668	\$1,250,000	0.0%
Expense Subtotal	<u>Legal Line Item #45</u>	\$939,223	\$960,858	\$889,401	\$908,627	\$1,263,432	\$1,250,000	\$559,668	\$1,250,000	0.0%
SOLID WASTE/RECYCLING		\$939,223	\$960,858	\$889,401	\$908,627	\$1,263,432	\$1,250,000	\$559,668	\$1,250,000	0.0%
<p>The solid waste/recycling budget supports 2 Hazardous waste collection events in conjunction with Marblehead - approx. 157 cars from Swampscott took part in 2017. Drop-off of rechargeable batteries / cellphones for recycling – approx. 45 lbs. recycled in 2017 (year-round). Drop-off of metal items offered 7x per year in conjunction with Boy Scouts. Curbside collection of Christmas trees and yard waste offered 9x per year – approx. 330 tons. Curbside recycle bins sold - 99. Many free “recycle” stickers given out for residents to place on other types of containers for recycling. Fluorescent bulbs, elemental mercury, thermostats drop-off (year-round). Town Hall / school paper and cardboard recycling – approx. 36 tons. The 5 year average tonnage for solid waste in Swampscott is approximately 4,000 tons per year. Overall recycling tonnage in Swampscott based on a 5 year average is approximately 2,700 tons.</p>										
PUBLIC SERVICES		\$2,239,043	\$2,554,769	\$2,264,316	\$2,300,736	\$2,930,220	\$3,306,781	\$1,300,730	\$3,301,178	-0.2%

PUBLIC SAFETY										
POLICE	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
CHIEF	Per Contract Base Salary	\$112,545	\$114,968	\$118,149	\$124,158	\$120,755	\$120,755	\$59,217	\$125,635	4.0%
CAPTAINS SALARY & WAGES	Per Contract Base Salary CBA	\$89,452	\$87,240	\$91,012	\$94,391	\$93,769	\$91,572	\$45,132	\$95,752	4.6%
LIEUTENANTS SAL. & WAGES	Per contract base salary 4 Lieutenants CBA	\$281,005	\$292,938	\$298,776	\$320,765	\$311,590	\$307,808	\$151,706	\$321,860	4.6%
SERGEANTS SALARY & WAGES	Per contract base salary 6 sergeants CBA	\$378,511	\$392,333	\$405,876	\$426,922	\$421,874	\$412,242	\$199,853	\$431,062	4.6%
PATROLMEN	Total Actual Base Salary Twenty Patrolmen. Projected based on anticipated step increases and census changes. Per CBA Note: Additional \$69000 from Schools for SRO backfill cost	\$970,573	\$969,887	\$1,058,393	\$1,111,912	\$1,177,807	\$1,143,609	\$551,411	\$1,194,256	4.4%
SECRETARY'S SAL. & WAGES	Per contract base CBA	\$54,916	\$56,303	\$58,650	\$60,987	\$59,788	\$59,166	\$29,160	\$61,867	4.6%
MATRONS	Level funded FY20	\$7,633	\$8,349	\$7,321	\$8,068	\$7,990	\$8,000	\$3,733	\$8,000	0.0%
PART-TIME CLERICAL	Actual Base Pay.	\$0	\$12,500	\$15,296	\$17,805	\$16,995	\$18,180	\$9,446	\$18,816	3.5%
INVESTIGATIONS & ID'S	Based on contract obligations. Stipends for specialized work assignments per CBA, reconciliation based on actual expenses	\$13,715	\$15,527	\$13,970	\$14,587	\$15,918	\$18,688	\$11,268	\$23,268	24.5%
EDUCATIONAL INCENTIVES	Quinn Bill, Based on contract obligations per CBA	\$356,570	\$346,282	\$348,246	\$366,476	\$347,751	\$343,228	\$173,859	\$351,874	2.5%
INJURY LEAVE	Individuals out on sick/injured leave-CBA	\$55,621	\$1,558	\$1,578	\$0	\$1,908	\$0	\$12,176	\$0	
OVERTIME/RESERVES & SPEC	5 Year Average Actual is 584K - Actual reduced result of \$69,000 SRO from Schools left in Patrolmen Line at end of year. Per CBA	\$611,310	\$697,482	\$721,176	\$737,319	\$726,997	\$551,800	\$307,262	\$557,591	1.0%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

PUBLIC SAFETY											
POLICE	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)	
OVERTIME TRAINING	FY17 ACTUAL \$96,925 Formerly included in overtime line, 8 hour class equates to \$14,000, for 5.75 classes, firearms, CPR first responder, etc. per CBA	\$0	\$0	\$0	\$0	\$0	\$80,500	\$35,554	\$84,175	4.6%	
OVERTIME COURT	Court and Shift holdover-Formerly included in Other Comp. Based on average actual per CBA	\$0	\$0	\$0	\$0	\$0	\$34,000	\$13,084	\$35,552	4.6%	
OVERTIME INVESTIGATIONS	Detective call outs and investigations after regular hours- Formerly included in Overtime. Based on average actual per CBA	\$0	\$0	\$0	\$0	\$0	\$16,000	\$9,366	\$16,730	4.6%	
OVERTIME 5&2 Schedule	Admin Schedule pay- Formerly included in Overtime. Based on average actual per CBA	\$0	\$0	\$0	\$0	\$0	\$16,200	\$5,791	\$16,940	4.6%	
LONGEVITY	Actual based on projected staffing . Formerly in other comp line. Per contract, CBA	\$0	\$0	\$0	\$0	\$0	\$106,614	\$51,725	\$103,972	-2.5%	
SICK INCENTIVE	PAID IN LIEU OF AN EARNED DAY.MAJORITY TAKE THE DAY FORGOING THE PAY INCENTIVE, previously included in other comp, per contract, CBA	\$0	\$0	\$0	\$0	\$0	\$2,500	\$300	\$2,500	0.0%	
OUT OF GRADE	BASED ON HISTORICAL USE-FORMERLY OTHER COMP, per contract CBA	\$0	\$0	\$0	\$0	\$0	\$10,000	\$4,057	\$10,400	4.0%	
EMT DEFIB	Per contract CBA - Advanced Medical Care stipend (FORMERLY EMT/Defib stipend, in OTHER COMP) per CBA	\$0	\$0	\$0	\$0	\$0	\$15,500	\$14,384	\$31,000	100.0%	
FITNESS INCENTIVE	FORMERLY OTHER COMP-Budget based on all individuals qualifying for this contractual cost per CBA	\$0	\$0	\$0	\$0	\$0	\$31,000	\$7,000	\$25,000	-19.4%	
HOLIDAY PAY	Based on actual contractual, CBA	\$114,366	\$108,976	\$115,932	\$119,875	\$120,627	\$121,708	\$129,810	\$130,293	7.1%	
VACATION BUY-BACK	Previously included \$106K in longevity, \$2,500 in sick incentive, which are appropriated above in new lines now only includes VACATION BUYBACK which varies year to year. Based on FY18 \$8,969 spend per CBA	\$114,272	\$183,166	\$209,897	\$176,944	\$196,453	\$10,000	\$8,802	\$10,400	4.0%	
SHIFT DIFF	Based on actuals, per contract, CBA	\$225,010	\$225,042	\$178,614	\$242,778	\$218,758	\$230,491	\$114,777	\$231,618	0.5%	
OTHER COMPENSATION	No longer used. Formerly covered various miscellaneous pay items, such as Vacation Buy Back, Stipends, etc. one time payments per new contract	\$0	\$0	\$0	\$0	\$0	\$0	\$144,000	\$0		
ACCREDITATION STIPEND	Stipend for Maintaining Accreditation per CBA	\$0	\$0	\$0	\$0	\$0	\$0	\$11,147	\$24,000		
Personnel Subtotal	Legal Line Item #46	\$3,385,499	\$3,512,551	\$3,642,886	\$3,822,989	\$3,838,980	\$3,749,561	\$2,104,021	\$3,912,561	4.3%	
EQUIPMENT MAINTENANCE	Shifted approx. \$30k to new equipment line which totals \$10,970, ammuniton is now a new line in the budget, that was previously paid out of this line in the approx. \$9,400 to other lines.	\$50,880	\$37,667	\$44,761	\$57,225	\$43,427	\$27,540	\$23,849	\$27,540	0.0%	
BUILDING MAINTENANCE	Certain expenses have be shifted to the Facilities Department (HVAC Elevator, Sprinkler systems, Electric and Natural Gas costs)	\$70,496	\$79,703	\$70,153	\$68,401	\$59,802	\$6,000	\$4,512	\$7,000	16.7%	
MOBILE RADIO	Based on actual \$7,500 contract, Radio support contract and parts/replacement for Base and Vehicle radios NEW- 1900 BAPERN RADIO Network (formerly Office in Line) Note: Support contract increased over fy18 budget	\$8,661	\$8,874	\$9,053	\$6,597	\$10,164	\$11,900	\$9,708	\$11,900	0.0%	

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

PUBLIC SAFETY										
POLICE	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
TRAINING/TESTING	Training Classes, Medical and Psych exams, firearms instructors \$355, medical & psych testing \$3,900, new proposed Municipal police institute training for \$3,000 online service to host training sessions in house see as potential overtime savings, actual class enrollment & instructor fees \$4,500 includes police academy training \$2,700 and training materials. Line item has consistently been underfunded.	\$10,784	\$20,309	\$10,225	\$22,621	\$15,325	\$18,250	\$3,317	\$16,450	-9.9%
CUSTODIAL SERVICES	Transferred this cost to the facilities budget	\$0	\$10,262	\$7,330	\$10,075	\$14,203	\$0	\$0	\$0	
POL-OFFICE SUPPLY/EXPENSE	Transferred \$14,750 to IT line for \$8,406 QED Support includes \$460 Crossmatch AFIS support also transferred \$5,785 for cell phones to IT budget, now includes Supplies, translators, phone system, copiers, telephone recording contract, printing services, cell phone searches. Now only includes general office supplies, copier contract, identification cards, law books, translator services, flu vaccine, investigative data search, parking tickets	\$19,978	\$32,232	\$23,369	\$37,087	\$26,536	\$17,500	\$13,744	\$17,500	0.0%
UNIFORMS	Uniforms & cleaning services Contractual 31 x 875=27125 +1200 MC+ Chief (1375) = 29700 plus (1000)new hire per CBA	\$28,071	\$31,457	\$27,107	\$27,612	\$32,426	\$30,700	\$22,231	\$30,700	0.0%
NEMLEC DUES	Annual Membership (propose combine with memberships) Membership increased to \$5,500	\$0	\$4,825	\$4,825	\$9,825	\$4,825	\$5,500	\$5,500	\$5,500	0.0%
FEES	Firearms License Fees	\$0	\$0	\$0	\$0	\$0	\$8,750	\$2,050	\$0	-100.0%
EQUIPMENT	One new Defibrillator \$1700. One new bicycle \$750. One time general equipment costs, crime scene supplies, investigative supplies, medical supplies, Narcan/supplies	\$0	\$0	\$0	\$0	\$0	\$10,970	\$140	\$6,100	-44.4%
AMMUNITION/WEAPONS	Taser = \$2800. Ammunition = 9,435 avg (Formerly in Training or Equipment in FY18)	\$0	\$0	\$0	\$0	\$0	\$10,500	\$4,333	\$9,765	-7.0%
CONFERENCES	(Formerly Office Line) Formerly charged to training (NEW FY18)	\$0	\$0	\$0	\$0	\$0	\$4,430	\$2,085	\$2,000	-54.9%
TRAVEL-IN STATE	Miles and Meals Primarily for training classes (formerly in Training Line), CBA mileage rates and contractually reimburse \$15 a day for meals per CBA	\$0	\$0	\$0	\$0	\$0	\$3,100	\$774	\$3,000	-3.2%
MEMBERSHIP	Formerly in Office Line.	\$0	\$0	\$0	\$0	\$0	\$3,060	\$25	\$3,060	0.0%
EDUCATION INCENTIVE	Per CBA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	
FUEL	Line Item for new cruisers - now in capital plan	\$0	\$0	\$0	\$0	\$0	\$28,000	\$11,128	\$35,000	25.0%
POLICE VEHICLES	Line Item for new cruisers - now in capital plan	\$35,000	\$139,969	\$81,314	\$80,066	\$78,950	\$0	\$0	\$0	
Expense Subtotal	<u>Legal Line Item #47</u>	\$223,870	\$365,297	\$278,138	\$319,510	\$285,659	\$186,200	\$103,397	\$185,515	-0.4%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

PUBLIC SAFETY										
POLICE	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
POLICE		\$3,609,369	\$3,877,848	\$3,921,024	\$4,142,499	\$4,124,639	\$3,935,761	\$2,207,418	\$4,098,076	4.1%
<p>The Swampscott Police Department is a community-oriented police department, committed to providing professional service to all, with fairness, compassion and respect, regardless of religion, age, race, color, creed, nationality or lifestyle. Working in concert with the community we endeavor to prevent crime, protect life and property, and preserve the peace, order and safety in Swampscott. We nurture public trust by holding ourselves to the highest standards of performance and ethics. The Police Department currently has 1 Chief, 1 Captain, 4 Lieutenants, 6 Sergeants and 20 Patrolmen. In 2017 there were 119 Arrests, 342 summons issued for criminal offences, 1,709 Police Reports written, 3,911 Motor Vehicle citations issued and 2,060 Parking Tickets issued. Police budget has had \$62,000 for building maintenance and \$18,000 in cleaning shifted to the consolidated budget. In FY19 the police vehicle appropriation of \$80,000 moved to the capital plan and \$14,750 in software expense in addition to \$5,785 in cell phone costs to the the IT budget. Total shift out \$180,535 The fuel allocation was shifted into the police budget \$28,000. Net appropriation shifted out of budget 152,535, overall appropriation increased \$71,151, this represents a 1% increase.</p>										
CONSTABLES	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
DEPT HEAD SALARY & WAGES	Line Item funds payment of Constable fees to elected constables. This line item is funded annually should the town need the services of any of the elected Constables.	\$0	\$0	\$0	\$0	\$0	\$100	\$0	\$100	0.0%
Personnel Subtotal	<u>Legal Line Item #48</u>	\$0	\$0	\$0	\$0	\$0	\$100	\$0	\$100	0.0%
CONSTABLES		\$0	\$0	\$0	\$0	\$0	\$100	\$0	\$100	0.0%
<p>This line pays for the Town to be able to utilize the services of the elected Constables should Departments choose to do so. Per MGL, personal payments to elected officials are required to be paid from line items voted separately by town meeting; therefore this line item cannot be included with other lines..</p>										
HARBORMASTER	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
OFFICER'S SALARY	increased to 10,500 for Harbormaster and \$1,100 per officer (3)	\$7,523	\$7,673	\$7,673	\$8,878	\$10,000	\$13,000	\$8,651	\$13,800	6.2%
HARBORMASTER PATROL	Funds anticipated overtime associated with harbor patrol, increased based on	\$0	\$0	\$0	\$0	\$0	\$6,500	\$3,142	\$6,700	3.1%
Personnel Subtotal	<u>Legal Line Item #49</u>	\$7,523	\$7,673	\$7,673	\$8,878	\$10,000	\$19,500	\$11,793	\$20,500	5.1%
EQUIPMENT	Kenwood Police mounted radio and antenna . Dock lines, fenders, anchor , mooring shackle and chain, purchase zodiak (proposed new expenditure in 2020)	\$4,842	\$12,277	\$13,182	\$4,504	\$0	\$1,500	\$274	\$1,500	0.0%
FUEL	Average fuel spend based on 3 years approx. \$200, includes oil changes, increase in FY19 based on increased patrols of the harbor., using less fuel	\$0	\$0	\$0	\$0	\$0	\$2,500	\$0	\$2,500	0.0%
MAINTENANCE	Fall winterization of engine, spring tune-up , shrink wrapping, maintenance of electronic systems etc.	\$0	\$0	\$0	\$0	\$11,135	\$3,700	\$368	\$3,000	-18.9%
UNIFORMS	4 US Coast Guard approved foul weather patrol coats, standard uniforms, khaki shorts, polo shirts , web gear	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0	\$1,000	0.0%
Expense Subtotal	<u>Legal Line Item #50</u>	\$4,842	\$12,277	\$13,182	\$4,504	\$11,135	\$8,700	\$641	\$8,000	-8.0%
HARBORMASTER		\$12,365	\$19,951	\$20,855	\$13,383	\$21,135	\$28,200	\$12,434	\$28,500	1.1%
<p>Last year was a transition period in the Harbormaster office. This coming season the harbormaster department will come under the Police Department. This merger of departments will ensure greater access and accountability. Since the position of Harbormaster includes full law enforcement authority on the water it is logical that the town utilizes its staff of trained Police officers. In addition to the Harbor Master's stipend, this proposed budget includes a \$1200 dollar stipend each for 3 Assistant Harbormasters. The Harbor Master and Assistants have completed an intensive, state mandated course for Harbor Masters in boating safety and navigation and are fully trained first responders. The budget request of \$6700 dollars would fund 12 two man patrols as designated by need for the fy20 boating season. The Swampscott Harbormaster is the primary Law enforcement agency within the coastal territory of the Town of Swampscott and patrols roughly 3.7 miles of coast as well as several beaches. Our primary mission is to oversee the mooring of boats in the harbor, to encourage boater safety generally and deter DWI while boating. The Harbormaster will assist in any water related emergencies as well as search and rescue operations occurring in our coastal waters.</p>										
POLICE/CONSTABLE/HARBORMASTER TOTAL		\$3,621,734	\$3,897,799	\$3,941,879	\$4,155,882	\$4,145,774	\$3,964,061	\$2,219,852	\$4,126,676	4.1%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

PUBLIC SAFETY										
FIRE	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
CHIEF	Contractual based on Employment Contract	\$110,007	\$108,253	\$119,959	\$126,940	\$124,372	\$122,428	\$61,957	\$128,870	5.3%
CAPTAINS SALARY & WAGES	Reconciliation caused \$400 increase, based on contractual CBA. Now includes educational incentives per contract	\$281,071	\$220,619	\$297,564	\$340,276	\$310,681	\$312,422	\$135,960	\$324,628	3.9%
LIEUTENANTS SAL. & WAGES	Reconciliation caused \$600 increase, based on contractual CBA. Now includes educational incentives per contract	\$385,004	\$329,511	\$291,638	\$305,260	\$291,817	\$275,502	\$141,560	\$286,608	4.0%
FIREMEN'S SAL. & WAGES	Overall \$16K reduction due to census change in workforce, contractual CBA. Now includes educational incentives per contract	\$1,240,281	\$1,299,522	\$1,392,846	\$1,429,439	\$1,388,648	\$1,437,207	\$674,235	\$1,487,166	3.5%
DEPUTY CHIEF	Contractual based on CBA	\$89,594	\$159,750	\$91,529	\$91,121	\$88,533	\$88,533	\$43,415	\$92,109	4.0%
OFFICE CLERK	Contractual based on CBA, new CBA includes back-up office clerk	\$6,081	\$2,622	\$1,582	\$6,702	\$6,519	\$6,519	\$3,197	\$8,138	24.8%
Fire investigations	New stipends per CBA new account	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,426	
SICK LEAVE BUY BACK	Based on the 5 year average for the Sick Incentive is, \$20,835, contractual CBA	\$27,685	\$19,790	\$22,853	\$30,885	\$11,111	\$21,000	\$5,195	\$41,106	95.7%
MECHANIC	Contractual based on CBA	\$6,081	\$6,200	\$10,829	\$6,702	\$6,519	\$6,519	\$3,197	\$6,782	4.0%
INJURY LEAVE	Shifted to overtime line. CBA	\$0	\$0	\$0	\$0	\$0	\$0	\$17,644	\$0	
OVERTIME-MINIMUM MANNING	Calculated Overtime Exposure per contractual CBA, based on usage history of vacation, personal, injury and sick time and the overtime rates per individual, based on 5 year overtime history model. Increase in FY19 of \$148K based off actuals and current rates of pay, now includes personal time which was \$49,655 and injury leave that was \$10K. CBA	\$503,238	\$555,075	\$397,595	\$593,750	\$504,615	\$513,328	\$235,017	\$540,213	5.2%
HOLIDAY PAY	Census change contractual based on CBA	\$100,985	\$98,413	\$107,666	\$104,152	\$110,926	\$129,994	\$47,303	\$115,000	-11.5%
UNIFORM ALLOWANCE	Per contract in CBA	\$21,000	\$19,200	\$19,800	\$22,867	\$20,400	\$20,400	\$19,800	\$20,400	0.0%
PERSONAL TIME	Rolled into Overtime Projection	\$0	\$0	\$600	\$0	\$0	\$0	\$0	\$0	
LONGEVITY	Census change per contract based on CB, historically included educational incentive which is now included in the payroll lines above CBA	\$28,400	\$36,698	\$37,015	\$67,675	\$43,474	\$31,900	\$8,220	\$54,000	69.3%
OUT-OF-GRADE PAY	This line has been reconciled in FY19, prior years charged to other payroll lines. The FY19 appropriation represents a 3 year average of what it should be per contract week over week paying out of grade CBA	\$966	\$800	\$1,108	\$0	\$2,558	\$5,977	\$3,805	\$5,977	0.0%
SHIFT DIFF-NIGHT	Census change contractual based on CBA	\$69,221	\$56,729	\$45,158	\$85,136	\$88,923	\$85,329	\$0	\$110,581	29.6%
WEEK END DIFFERENTIAL	Census change contractual based on CBA	\$90,552	\$99,680	\$131,486	\$99,675	\$101,221	\$106,661	\$0	\$110,581	3.7%
EMS TRAINING COORDINATOR	Contractual. This line has been reconciled in FY19, prior years charged to other payroll lines CBA	\$0	\$0	\$304	\$3,351	\$3,259	\$3,260	\$64	\$3,391	4.0%
FIRE TRAINING SUPERVISOR	Contractual. This line has been reconciled in FY19, prior years charged to other payroll lines CBA	\$0	\$0	\$365	\$3,351	\$3,259	\$3,260	\$1,598	\$3,391	4.0%
OTHER COMPENSATION	This line covers various miscellaneous pay items, such as Vacation Buy Back, Stipends, etc. CBA	\$0	\$0	\$0	\$0	\$0	\$0	\$77,046	\$0	
EMERGENCY MGMT STIPEND	Represents reimbursements for costs incurred relating to emergency management.	\$0	\$0	\$0	\$0	\$5,644	\$0	\$118	\$6,129	
TRAINING STIPEND	Represents reimbursements for training expenses incurred by employees. CBA	\$0	\$0	\$0	\$0	\$0	\$0	\$3,534	\$11,000	

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

PUBLIC SAFETY										
FIRE	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
Personnel Subtotal	<u>Legal Line Item #51</u>	\$2,960,166	\$3,012,863	\$2,969,898	\$3,317,282	\$3,112,479	\$3,170,239	\$1,482,865	\$3,361,496	6.0%
BUILDING EXPENSE	Transferred \$41,500 to facilities budget no longer includes elevator maintenance, generator maintenance, gas bills only includes home depot, general building expense items	\$38,006	\$32,992	\$41,076	\$39,997	\$36,917	\$8,500	\$1,766	\$8,500	0.0%
EQUIPMENT MAINTENANCE	5 year Average 60,273, Combine Hose into this line added into the average. Ladder truck repairs. \$13K.	\$40,832	\$36,670	\$62,339	\$60,374	\$91,195	\$62,374	\$17,182	\$62,374	0.0%
FIRE PREVENTIONS/COMMUNITY ENGAGEMENT	membership dues & reimbursements, dues for Essex county chiefs, international chief, mass fire chiefs association	\$3,412	\$2,427	\$3,188	\$3,490	\$1,674	\$4,000	\$1,900	\$4,000	0.0%
TRAVEL IN STATE	Fast Lane services, mainly chief or assistant going to meetings	\$131	\$246	\$156	\$410	\$143	\$500	\$29	\$500	0.0%
COMMUNICATIONS	Transferred \$2,200 Cell phone bills to IT budget, took 5 year average for radios, resulted in a \$300 overall decrease	\$4,435	\$2,808	\$4,650	\$4,959	\$1,128	\$2,500	\$826	\$2,500	0.0%
OFFICE SUPPLIES/EXPENSES	Reducing Basic Office supplies by \$850, Need to put in \$1,530 to cover OSHA Respirator Exams Will result in reduced office supplies	\$4,770	\$6,908	\$9,203	\$9,501	\$3,930	\$4,755	\$766	\$4,755	0.0%
FIRE HOSE	Based on historical average, 5 year average is \$1,875, Have been regularly replacing hose, willing to risk reduction of \$711 represents one length of 1 3/4" hose roughly	\$2,000	\$0	\$1,993	\$1,978	\$2,000	\$2,000	\$0	\$2,000	0.0%
PROTECTIVE CLOTHING	Ensemble cost for new hires \$4,200, helmets \$320 a piece, Made effort in FY 2019 to "get ahead" in gear replacement \$15,000 reduction will result in possible break in gear replacement program if sustained over more years	\$23,600	\$18,601	\$39,012	\$39,572	\$37,955	\$50,000	\$2,178	\$40,096	-19.8%
LYNN DISPATCH	\$5,000 contractual increase must be covered from reductions in other lines, most of this is coming from protective clothing line	\$78,000	\$76,222	\$75,271	\$77,234	\$80,125	\$85,000	\$43,260	\$90,000	5.9%
TRAINING	New contract requires all training paid at base rate. This represents about a 64% increase over previous flat stipend rate system. \$5,000 reductions represents the loss of about 2 outside programs, will work to bring in more low cost academy programs, will have to adjust in next budget when we see impact of increased training benefit per CBA	\$16,091	\$18,593	\$25,382	\$19,309	\$25,809	\$30,000	\$6,101	\$19,000	-36.7%
FUEL	Previously in DPW budget, based on 3 year average of \$8,221	\$0	\$0	\$0	\$0	\$0	\$8,500	\$3,810	\$8,500	0.0%
CONFERENCE	850 for Mass Chief's and 750 for NE Chief's historically paid under office supplies or training	\$0	\$0	\$0	\$0	\$0	\$2,500	\$0	\$2,500	0.0%
Expense Subtotal	<u>Legal Line Item #52</u>	\$211,277	\$195,467	\$262,271	\$256,823	\$280,875	\$260,629	\$77,817	\$244,725	-6.1%
FIRE		\$3,171,444	\$3,208,330	\$3,232,168	\$3,574,104	\$3,393,354	\$3,430,868	\$1,560,683	\$3,606,221	5.1%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

PUBLIC SAFETY										
FIRE	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
<p>Fire Department has 26 Firefighters, 4 Lieutenants, 4 Captains, and a deputy Chief and a Chief for a total compliment of 34 FTE. The Department responds each year to between 1,800 to 2,000 calls for service. In addition, the Department carries out hundreds of inspections. My goals for next year are to complete the purchase of our new engine. In 2018 Swampscott Fire Department responded to a total of 2,217 incidents. This represented an increase over 2017 when we responded to 2,187 total incidents and 2016 when we responded to 2125 total incidents. In 2018, 11 of these incidents were building fires, an additional 39 were classed as fires in such things as vehicles, vegetation, dumpsters etc. There are over 490 inspectable properties in the Town of Swampscott which include businesses and residential buildings with over 3 families. These properties are assigned to the company officers who inspect them on a rotating basis throughout the year and as changes are made to an occupancy in a process we call "in service inspections". In addition, the fire prevention office carries out annual inspections of each of the 5 school buildings as well as 24 liquor license establishments. Fire prevention is also responsible for carrying out all smoke certificate inspections at point of sale of property. In 2018 there were 365 of these inspections, 21 Oil burner inspections, and over 220 other permits issued for everything from Blasting, tank removals, to open burning and beach cooking permits. Training is an everyday occurrence at the Fire Station. In addition to mandatory EMS refresher training that is done on an on-going basis to fulfill the requirement of the National Registry of EMTs which require 24 Hours per recertification of "core" curriculum training, as well as another 24 hours of "targeted" training in specific areas such as hemorrhage control, back boarding, fractures etc.as well as training on defibrillator usage and NARCAN. Each group has company drills every shift on all aspects of firefighting, in addition we bring in outside instructors on a regular basis to give more intensive training such as fire scene strategy and tactics, and advanced pump operation Each October during Fire Prevention week we run an open house at the fire station, where we invite schools and pre-schools from around town to come in for refreshments and to learn about fire safety. Through our SAFE program, our instructors bring the message of Fire Safety to our school population and now our senior community as well. We cover such topics as encouraging people to check the batteries in their smoke detectors, to what to do in case of a fire such as having a safe meeting place and having families practice exit drills which we call EDITH drills (Exit Drills in The Home).</p>										
EMERGENCY MGMT	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
DIRECTOR	Represents Stipends paid to Fire Chief and Deputy Fire Chief to serve as EMT Directors	\$1,000	\$1,000	\$1,000	\$1,105	\$921	\$5,000	\$481	\$5,000	0.0%
Personnel Subtotal	<u>Legal Line Item #53</u>	\$1,000	\$1,000	\$1,000	\$1,105	\$921	\$5,000	\$481	\$5,000	0.0%
EXPENSES	5 year average is \$2,208	\$2,020	\$0	\$3,911	\$1,981	\$2,020	\$5,000	\$0	\$4,000	-20.0%
Expense Subtotal	<u>Legal Line Item #54</u>	\$2,020	\$0	\$3,911	\$1,981	\$2,020	\$5,000	\$0	\$4,000	-20.0%
EMERGENCY MGMT		\$3,020	\$1,000	\$4,911	\$3,086	\$2,941	\$10,000	\$481	\$9,000	-10.0%
<p>The Emergency Management Agency and in particular the Director is responsible for obtaining and coordinating and managing resources in the event the Town has an incident, natural or manmade, that exceeds the resources and/or capabilities of the Town in order to minimize property loss and preserve life. The Director reports directly to Region 1 of the Massachusetts Emergency Management Agency at the State level and the Town Administrator and Board of Selectmen at the local level. The Agency is mandated by Federal Law and the Town is required to maintain a current and up to date Comprehensive Emergency Management Plan that addresses "all hazards" and includes annexes for hazardous materials and Terrorism. The Director is the "White Team" representative for the Statewide Anti-terrorism Unified response Network (SATURN). The Agency is also active in the Local Emergency Planning Committee (LEPC) and the Community Emergency Response Team (CERT). The Agency represents the Town in applying for grants or directing a grant to an appropriate department in the area of weapons of mass destruction (WMD), many of which the Town receives nothing for, but we still must participate in order to maintain eligibility for further grant considerations. The Agency is responsible for mitigation and financial recovery from natural disasters as well as hazardous accidents that may occur.</p>										
ANIMAL CONTROL	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
ANIMAL CONTROL OFFICER	Includes 1 ACO \$1,366.43 monthly & 1 @ \$41.67 monthly ACO Backup- per diem, deceased animal personnel expense, average 5 year spend approx. \$18,000, actual is dependent on number of actual pick-ups	\$16,600	\$17,300	\$18,324	\$18,043	\$18,047	\$19,225	\$13,308	\$19,225	0.0%
Personnel Subtotal	<u>Legal Line Item #55</u>	\$16,600	\$17,300	\$18,324	\$18,043	\$18,047	\$19,225	\$13,308	\$19,225	0.0%
ACO EXPENSES	Animal Control Expenses, reimbursements, pet food, equipment, clothing, lab courier, 5 year average is \$600, can fluctuate based off need	\$4	\$0	\$300	\$695	\$184	\$800	\$394	\$700	-12.5%
BOARDING/POUND EXPENSES	Boarding animals, fluctuates depending on need	\$2,468	\$2,049	\$3,523	\$1,246	\$1,694	\$3,000	\$617	\$2,800	-6.7%
Expense Subtotal	<u>Legal Line Item #56</u>	\$2,472	\$2,049	\$3,823	\$1,942	\$1,878	\$3,800	\$1,011	\$3,500	-7.9%
ANIMAL CONTROL		\$19,072	\$19,349	\$22,147	\$19,985	\$19,925	\$23,025	\$14,319	\$22,725	-1.3%
PUBLIC SAFETY		\$6,815,270	\$7,126,478	\$7,201,105	\$7,753,057	\$7,561,994	\$7,427,954	\$3,795,335	\$7,764,622	4.5%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

HUMAN SERVICES										
SENIOR CENTER	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
DIRECTOR	1 PT Director 18H, previously included two part-time directors, now have 2 admin assistants	\$50,134	\$48,853	\$48,284	\$52,419	\$32,314	\$29,044	\$12,773	\$29,624	2.0%
ADMINISTRATIVE ASSISTANT	Now includes 2 PT staff, appropriation change due to census change, 1 PT Admin 15H & 1 PT admin 15H	\$0	\$0	\$15,077	\$13,055	\$21,149	\$28,433	\$12,619	\$28,433	0.0%
OUTREACH WORKER	1 Outreach Worker Paid 30H, paid partially out of revolving fund, pay increase due to increased responsibility as acting director in director's absence	\$11,728	\$14,584	\$12,467	\$12,518	\$29,418	\$33,088	\$16,687	\$33,750	2.0%
VAN DRIVER	4 Van Drivers	\$15,690	\$15,593	\$17,468	\$16,486	\$17,370	\$17,638	\$8,135	\$22,058	25.1%
PROGRAM COORDINATOR	No longer Funded	\$4,766	\$5,508	\$0	\$0	\$0	\$0	\$0	\$0	
Personnel Subtotal	<u>Legal Line Item #57</u>	\$82,318	\$84,537	\$93,296	\$94,477	\$100,251	\$108,203	\$50,215	\$113,865	5.2%
EXPENSES	Newspaper, office supplies, copier maintenance, (electric, maintenance contracts, cleaning contract moved to facilities).	\$32,453	\$29,376	\$34,125	\$22,970	\$24,511	\$16,500	\$2,236	\$13,000	-21.2%
Vehicle Maintenance	Repairs and maintenance on vans, based on 3 year average	\$0	\$0	\$0	\$0	\$0	\$1,200	\$532	\$1,200	0.0%
General Maintenance	general maintenance on vehicles	\$0	\$0	\$0	\$0	\$0	\$1,600	\$1,301	\$1,600	0.0%
Janitorial Supplies	Cleaning and general housekeeping supplies, paper towels, etc., based on 3 year average	\$0	\$0	\$0	\$0	\$0	\$2,200	\$875	\$2,200	0.0%
Community programs	Additional community services for intergenerational programs	\$0	\$0	\$0	\$0	\$0	\$5,000	\$0	\$5,500	10.0%
FUEL	based on 3 year average formerly in DPW, fuel for Senior Center vehicles	\$0	\$0	\$0	\$0	\$0	\$2,100	\$980	\$2,300	9.5%
Expense Subtotal	<u>Legal Line Item #58</u>	\$32,453	\$29,376	\$34,125	\$22,970	\$24,511	\$28,600	\$5,923	\$25,800	-9.8%
SENIOR CENTER - GENERAL FUND		\$114,771	\$113,913	\$127,421	\$117,447	\$124,762	\$136,803	\$56,138	\$139,665	2.1%
SENIOR CENTER REVOLVING		2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
SALARIES	Wages & Salaries of Senior Center Program Staff	\$0	\$0	\$0	\$1,219	\$1,845	\$1,500	\$0	\$5,152	243.5%
Personnel Subtotal	<u>*Not a Legal Line item (informational purposes only)</u>	\$0	\$0	\$0	\$1,219	\$1,845	\$1,500	\$0	\$5,152	243.5%
OTHER EXPENSES	All expenses for self-funded Senior Center programs	\$25,601	\$23,916	\$19,721	\$17,912	\$20,634	\$28,500	\$0	\$24,848	-12.8%
Expense Subtotal	<u>*Not a Legal Line item (informational purposes only)</u>	\$25,601	\$23,916	\$19,721	\$17,912	\$20,634	\$28,500	\$0	\$24,848	-12.8%
SENIOR CENTER REVOLVING		\$25,601	\$23,916	\$19,721	\$19,131	\$22,479	\$30,000	\$0	\$30,000	0.0%
SENIOR CENTER GENERAL FUND + REVOLVING FUND		\$140,372	\$137,830	\$147,143	\$136,578	\$147,241	\$166,803	\$56,138	\$169,665	1.7%
REMAINING CASH BALANCE IN REVOLVING FUND		\$15,298	\$24,270	\$30,274	\$34,557	\$37,084	\$37,084	\$34,040		

The Swampscott Senior Center identifies the needs of the town's over sixty years of age population and designs, implements, promotes and coordinates new and existing elderly services. The Swampscott Senior Center will provide an atmosphere of welcome wherein members are treated with dignity and respect. The center is open to all seniors regardless of race, color, creed or sex. An outreach program will provide support and information to those seniors unable to come in to the center. The staff will assist members and volunteers as referral resources and advocates. To design more inter-generational events to support a community of caring for all ages. Our weekly calendar includes but is not limited to: exercise classes, dance opportunities, yoga, tai chi, games from bridge to mahjongg, men's club, bowling, golf, knitting, art class and a weekly writing workshop. The Council on Aging program is also funded by a revolving fund with an annual appropriation of \$30,000, which is used to fund the van driver's salary for outside trips, outside programs and extra activities. The Senior Center also receives a Grant that ranges from \$27,000-\$32,000, which is 85% used to pay two salaries for part-time front desk/receptionists, printing, luncheons, and office supplies bringing the total Senior Center total program budget to approximately \$187,000. Transferred \$21,000 out of appropriation and \$2,100 in to budget causing a net transfer out of \$18,900, increasing the overall FY19 appropriation for the Senior Center budget by approximately \$2,500.

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

HUMAN SERVICES										
VETERANS SERVICES	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
VETERAN'S AGENT	Stipend for Veterans Agent - Not to be funded beginning in FY19 as Town transitions to a regional Veterans' Services District	\$10,250	\$10,455	\$10,455	\$11,623	\$11,094	\$0	\$925	\$0	
Personnel Subtotal	Legal Line Item #59	\$10,250	\$10,455	\$10,455	\$11,623	\$11,094	\$0	\$925	\$0	
VETERAN'S AGENT SERVICES	The Town will be entering into a Regional Veterans Services District to provide Veterans Services Regionally. This will replace hiring an on-staff Veterans Agent	\$0	\$0	\$0	\$0	\$0	\$20,000	\$0	\$20,000	0.0%
OFFICE SUPPLIES/EXPENSES	General Office Supplies (Paper, Pens, Toner, Ink) to cover the centralized ordering of general supplies. i.e. copy paper, file folders, pencils, pens, paperclips, etc.,	\$0	\$105	\$0	\$0	\$0	\$150	\$0	\$150	0.0%
MEMORIAL DAY	Parade and celebration expenses	\$2,203	\$2,502	\$2,298	\$2,544	\$2,397	\$2,500	\$0	\$2,500	0.0%
VETERAN'S DAY	Parade and celebration expenses	\$535	\$500	\$500	\$560	\$547	\$550	\$300	\$550	0.0%
Expense Subtotal	Legal Line Item #60	\$2,738	\$3,107	\$2,798	\$3,104	\$2,944	\$23,200	\$300	\$23,200	0.0%
ASSISTANCE	Chapter 115 Benefits to Veterans	\$26,690	\$37,261	\$46,475	\$41,932	\$42,581	\$45,000	\$25,152	\$45,000	0.0%
OTHER Expense Subtotal	Legal Line Item #61	\$26,690	\$37,261	\$46,475	\$41,932	\$42,581	\$45,000	\$25,152	\$45,000	0.0%
VETERANS SERVICES		\$39,679	\$50,823	\$59,728	\$56,659	\$56,619	\$68,200	\$26,377	\$68,200	0.0%
<p>The Veterans Services Department provides federal, state and local financial and medical assistance to veterans and their dependents residing in the Town (those eligible under MGL C115 and CMR 108). Under prescribed regulations, the Department assists all veterans in obtaining benefits for which they are entitled, including partial payment of burial expenses for indigent veterans. The Office of Veterans Services was mandated by Massachusetts General Law Chapter 115 and is overseen by the Massachusetts Department of Veterans services.</p>										
LIBRARY	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
DIRECTOR	1 Director 34H	\$69,365	\$72,502	\$80,848	\$84,797	\$83,570	\$82,474	\$40,444	\$84,123	2.0%
ASSISTANT DIRECTOR	1 Assistant Director 34H per CBA	\$50,043	\$51,344	\$61,145	\$64,131	\$63,574	\$62,374	\$30,587	\$63,621	2.0%
SECRETARY/BOOKKEEPER	1 PT Secretary 19H per CBA	\$15,197	\$13,094	\$19,578	\$24,456	\$25,101	\$23,840	\$11,694	\$25,444	6.7%
CHILDREN'S LIBRARIAN	1 @ 20 hrs. & 1 @ 19 hrs. per CBA	\$53,528	\$56,800	\$54,146	\$65,620	\$76,130	\$56,925	\$28,197	\$61,708	8.4%
CIRCULATION LIBRARIAN	1 Circulation Librarian- 35H per CBA	\$48,145	\$52,174	\$41,196	\$46,403	\$43,462	\$47,392	\$17,306	\$47,128	-0.6%
REFERENCE LIBRARIAN	1 Reference Librarian- 35H per CBA	\$48,145	\$49,658	\$47,280	\$46,199	\$47,394	\$47,392	\$23,740	\$50,567	6.7%
CATALOGER	1 Cataloger PT 20H per CBA	\$27,643	\$29,058	\$27,878	\$30,880	\$30,997	\$29,192	\$14,460	\$31,821	9.0%
LIBRARY ASSISTANTS	3 PT Library Assistants PT 1 @ 19H, 1 individual promoted from adult assistant to library assistant Under CBA.	\$45,100	\$49,377	\$50,277	\$88,360	\$64,944	\$63,834	\$30,806	\$68,759	7.7%
ADULT ASSISTANTS - P/T	Multiple- rates as per CBA	\$59,891	\$60,499	\$47,467	\$30,680	\$39,504	\$40,443	\$24,063	\$40,890	1.1%
AV PROCESSORS	1 FT AV Processor 35H per CBA	\$26,101	\$39,538	\$3,151	\$4,763	\$25,020	\$30,030	\$15,212	\$33,834	12.7%
LIBRARIAN	2 PT Librarians, per CBA	\$0	\$0	\$38,831	\$13,270	\$6,662	\$33,611	\$10,376	\$33,611	0.0%
LONGEVITY	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements, per CBA	\$0	\$0	\$0	\$0	\$0	\$8,349	\$0	\$8,536	2.2%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

HUMAN SERVICES										
LIBRARY	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
SICK INCENTIVE	Previously included with "Other Compensation" this is provided in the Personnel Policy as well as several collective bargaining agreements per CBA	\$0	\$0	\$0	\$0	\$0	\$5,775	\$0	\$5,891	2.0%
OTHER COMPENSATION	This line covers various miscellaneous pay items, such as Vacation Buy Back, Stipends, etc. per CBA	\$18,822	\$10,772	\$19,342	\$19,112	\$8,181	\$9,174	\$2,595	\$8,100	-11.7%
Personnel Subtotal	Legal Line Item #62	\$461,980	\$484,818	\$491,138	\$518,672	\$514,538	\$540,805	\$249,479	\$564,034	4.3%
TRAVEL IN STATE	Network meetings, Trainings, Library visits, mileage standard IRS rate 0.545	\$0	\$0	\$0	\$0	\$0	\$200	\$0	\$0	-100.0%
OFFICE SUPPLIES/EXPENSES	Average over 5 years of \$1,400. General Office Supplies (Paper, Pens, Toner, Ink) to cover the centralized ordering of general supplies. i.e. copy paper, file folders, pencils, pens, paperclips, water etc.	\$5,059	\$514	\$900	\$423	\$1,141	\$1,200	\$683	\$1,000	-16.7%
Building Expenses	Transferred \$49,000 appropriation to facilities budget General Building Supplies(Paper products, ice melt, light bulbs, cleaning supplies, maintenance repair needs)	\$46,539	\$96,263	\$46,247	\$44,950	\$44,302	\$3,000	\$1,281	\$3,000	0.0%
OUTSIDE SERVICES	Website expenses, Envisionware, Wowbrary- \$61,678), Zinnio- \$5264	\$0	\$0	\$0	\$0	\$0	\$67,000	\$38,525	\$70,262	4.9%
PROGRAMMING	EDUCATIONAL AND INFORMATION LECTURES	\$0	\$0	\$0	\$0	\$0	\$2,000	\$592	\$0	-100.0%
STAFF TRAINING	MICROSOFT, EVERGREEN, CURRENT TECHNOLOGY	\$0	\$0	\$0	\$0	\$0	\$1,500	\$0	\$0	-100.0%
TELEPHONE	Emergency Telephone in Elevator, based on average actual bills	\$0	\$0	\$0	\$0	\$0	\$950	\$256	\$950	0.0%
Expense Subtotal	Legal Line Item #63	\$51,598	\$96,777	\$47,147	\$45,373	\$45,443	\$75,850	\$41,337	\$75,212	-0.8%
LIBRARY MATERIALS	Appropriation has increased slightly by approx. \$3,000 Books, magazines, general materials, inter-library loan services previously included technology costs.	\$148,038	\$161,995	\$168,415	\$181,733	\$180,993	\$116,525	\$71,119	\$121,625	4.4%
OTHER Expense Subtotal	Legal Line Item #64	\$148,038	\$161,995	\$168,415	\$181,733	\$180,993	\$116,525	\$71,119	\$121,625	4.4%
LIBRARY		\$661,616	\$743,590	\$706,700	\$745,778	\$740,974	\$733,180	\$361,935	\$760,871	3.8%
LIBRARY REVOLVING	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
OTHER EXPENSES	All expenses for Library Programs	\$2,417	\$2,684	\$2,900	\$2,917	\$1,401	\$3,500	\$582	\$2,000	-42.9%
Expense Subtotal	*Not a Legal Line Item (informational purposes only)	\$2,417	\$2,684	\$2,900	\$2,917	\$1,401	\$3,500	\$582	\$2,000	-42.9%
LIBRARY REVOLVING (NOT A GENERAL FUND APPROPRIATION)		\$2,417	\$2,684	\$2,900	\$2,917	\$1,401	\$3,500	\$582	\$2,000	-42.9%
LIBRARY GENERAL FUND + REVOLVING FUND		\$664,034	\$746,274	\$709,600	\$748,695	\$742,375	\$736,680	\$362,517	\$762,871	3.6%
REMAINING CASH BALANCE IN REVOLVING FUND		\$193	\$297	\$697	\$294	\$303	\$303	\$33		
<p>In order for the Swampscott Public Library to retain its certification by the state, certain benchmarks must be met according to the Massachusetts Board of Library Commissioners. The library's budget must increase an average of 2.5% over a three year period. The library materials portion of the budget must be 16% of the total budget and the library must remain open a minimum of 40 hours. If all of these conditions aren't met, the library will lose its certification and become a stand alone institution. Citizens would not be allowed any interlibrary loans, would not have borrowing privileges at any other library, would not be eligible for state grants and would not receive any state aid. We have submitted a budget with a 5% reduction and one that is status quo, but even with that money must be deleted because of contractual rises in costs. In another scenario we could reduce Saturday hours from 10-4 to 10-1 to match our Friday schedule, in order to keep our same library materials. With any of these choices we would not fulfill our state requirements and we would be in danger of losing our certification.</p>										
HUMAN SERVICES (not incl Revolving Funds)		\$816,066	\$908,326	\$893,849	\$919,884	\$922,355	\$938,183	\$444,450	\$968,736	3.3%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

PUBLIC SCHOOLS										
PUBLIC SCHOOLS	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
REGIONAL VOCATIONAL SCHOOL DISTRICT	Assessment from North Shore Essex Regional School District	\$454,281	\$554,516	\$493,193	\$424,768	\$315,111	\$344,206	\$252,902	\$344,206	0.0%
SWAMPSCOTT PUBLIC SCHOOLS	Gross Appropriation for Swampscott Public Schools	\$25,137,197	\$24,520,865	\$26,218,448	\$27,391,039	\$28,197,500	\$29,039,610	\$12,412,564	\$29,620,402	2.0%
Expense Subtotal	<u>Legal Line Item #65</u>	\$25,591,478	\$25,075,381	\$26,711,641	\$27,815,807	\$28,512,611	\$29,383,816	\$12,665,465	\$29,964,608	2.0%
PUBLIC SCHOOLS		\$25,591,478	\$25,075,381	\$26,711,641	\$27,815,807	\$28,512,611	\$29,383,816	\$12,665,465	\$29,964,608	2.0%
This Line Item represents the amounts appropriated to support Public School costs.										
PUBLIC SCHOOLS		\$25,591,478	\$25,075,381	\$26,711,641	\$27,815,807	\$28,512,611	\$29,383,816	\$12,665,465	\$29,964,608	2.0%

DEBT SERVICE										
DEBT SERVICE	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
PRINCIPAL PAYMENTS	Principal on town bonds	\$3,637,232	\$3,697,154	\$3,576,037	\$3,532,367	\$2,609,672	\$2,460,866	\$971,047	\$2,599,490	5.6%
INTEREST PAYMENTS	Interest on town bonds	\$1,103,682	\$1,029,007	\$901,937	\$830,751	\$752,064	\$875,000	\$449,863	\$766,020	-12.5%
BOND ISSUANCE COSTS	Issuance costs related to bonds	\$58,155	\$103,000	-\$225	\$7,523	\$1,050	\$10,000	\$0	\$10,000	0.0%
Expense Subtotal	<u>Legal Line Item #66</u>	\$4,799,069	\$4,829,161	\$4,477,749	\$4,370,641	\$3,362,786	\$3,345,866	\$1,420,910	\$3,375,510	0.9%
DEBT SERVICE		\$4,799,069	\$4,829,161	\$4,477,749	\$4,370,641	\$3,362,786	\$3,345,866	\$1,420,910	\$3,375,510	0.9%
This Line Item represents mandatory costs for repayment of Town Debt. The portion of debt service that is excluded from Prop. 2 1/2 = \$1,767,967. The remainder is to be absorbed within the tax levy.										
DEBT SERVICE		\$4,799,069	\$4,829,161	\$4,477,749	\$4,370,641	\$3,362,786	\$3,345,866	\$1,420,910	\$3,375,510	0.9%

EMPLOYEE BENEFITS										
EMPLOYEE BENEFITS	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
UNEMPLOYMENT CLAIMS	UTMC & Unemployment Insurance Claims	\$4,580	\$408	\$0	\$0	\$484	\$10,000	\$2,590	\$20,000	100.0%
EMPLOYEE GROUP HEALTH/LIFE/DENTAL INSURANCE	Current healthcare costs are estimated based current plans total increase of 6.25% approx. \$350K increase for health, \$200 for additional LTD/Life policy, \$180K for dental split and \$55,200 for short-term disability-recommend LTD only this year approx. \$100K additional	\$4,375,558	\$4,577,835	\$4,930,652	\$5,112,553	\$5,268,491	\$5,600,000	\$2,220,770	\$5,854,573	4.5%
INJURY ON DUTY (POLICE/FIRE) MEDICAL/REHAB CLAIMS	Rehab, Prescriptions, Doc Appts. -Express Scripts, Mass General Hospital, New England Baptist, Reliant Rehab, Umass Memorial Medical, Alere home monitoring	\$96,253	\$139,522	\$155,416	\$123,324	\$161,175	\$125,000	\$23,322	\$125,000	0.0%
WORKERS COMP CLAIMS/EXPENSES	Worker's compensation plan, based on average actual and reduced in FY19 due to \$30,000 rebate applied based on worker's comp audit of FY16/17	\$333,052	\$268,100	\$237,899	\$275,412	\$236,086	\$270,000	\$197,101	\$250,000	-7.4%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

EMPLOYEE BENEFITS										
EMPLOYEE BENEFITS	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
EXPENSE- Town Accountant stipend	Pass-thru to cover expenses of the Swampscott Retirement System that are reimbursed from the Retirement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$34,878	\$0	
CONTRIB PENSION CONTRIB	PERAC sent a letter dated December 2018 with the statutory allocation required under MGL	\$4,050,402	\$4,205,622	\$4,419,812	\$4,654,590	\$5,036,574	\$5,034,769	\$5,034,769	\$5,186,068	3.0%
NON-CONTRIB PENSION CONT	Two individuals that did not contribute to the pension, but that receive pension benefits, historical policy no longer in place	\$57,263	\$33,517	\$34,297	\$34,297	\$34,297	\$36,600	\$17,149	\$36,600	0.0%
Expense Subtotal	<u>Legal Line Item #67</u>	\$8,917,108	\$9,225,004	\$9,778,077	\$10,200,177	\$10,737,107	\$11,076,369	\$7,530,578	\$11,472,241	3.6%
RETIREMENT/PENSIONS		\$8,917,108	\$9,225,004	\$9,778,077	\$10,200,177	\$10,737,107	\$11,076,369	\$7,530,578	\$11,472,241	3.6%
This Line Item represents the town's mandatory contributions to employee pensions.										
EMPLOYEE BENEFITS		\$8,917,108	\$9,225,004	\$9,778,077	\$10,200,177	\$10,737,107	\$11,076,369	\$7,530,578	\$11,472,241	3.6%

STATE ASSESSMENTS										
STATE ASSESSMENTS	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
STATE ASSESSMENTS	Assessments that are determined by the State	\$550,919	\$560,469	\$662,917	\$683,482	\$825,701	\$902,293	\$437,419	\$981,390	8.8%
Expense Subtotal	<u>*Not a Legal Line item (informational purposes only)</u>	\$550,919	\$560,469	\$662,917	\$683,482	\$825,701	\$902,293	\$437,419	\$981,390	8.8%
STATE ASSESSMENTS		\$550,919	\$560,469	\$662,917	\$683,482	\$825,701	\$902,293	\$437,419	\$981,390	8.8%
This line item is automatically deducted from State Local Aid and pays for state and regional services, such as MBTA, regional Mosquito Control, Charter Schools, School Choice, etc.										
STATE ASSESSMENTS		\$550,919	\$560,469	\$662,917	\$683,482	\$825,701	\$902,293	\$437,419	\$981,390	8.8%

TOTAL GENERAL FUND LINE ITEMS		\$27,037,150	\$28,716,338	\$28,721,687	\$30,877,590	\$30,282,334	\$31,650,831	\$17,214,625	\$32,251,379	1.9%
TOTAL OF GENERAL FUND FUNCTIONS		\$52,628,628	\$53,791,719	\$55,433,328	\$58,693,397	\$58,794,945	\$61,034,647	\$29,880,090	\$62,215,987	1.9%

FREE CASH - GENERAL FUND		\$2,587,853	\$3,065,575	\$5,105,677	\$6,392,330	\$4,038,376	\$3,161,170			
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ENTERPRISE FUNDS										
SEWER ENTERPRISE FUND	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
PERSONNEL	Salaries for sewer employees, census change, This decrease was the result of a re-allocation of personnel from sewer to DPW upon a reconciliation of expenditures Three individuals were shifted out of sewer 1 went to water and two went to DPW and two individuals were shifted in at a high out, low in - CBA	\$359,202	\$358,233	\$300,199	\$365,126	\$357,151	\$325,540	\$175,520	\$342,585	5.2%
OVERTIME	Overtime for sewer employees, decrease is due to census change and lower overtime rates for high out low in - CBA	\$2,824	\$2,759	\$5,238	\$20,327	\$8,326	\$15,000	\$2,804	\$15,300	2.0%
Longevity	Per contract after 5 years of service- CBA	\$0	\$0	\$0	\$0	\$0	\$1,975	\$0	\$1,750	-11.4%
Sick incentive	Per contract \$300 semi-annually - CBA	\$0	\$0	\$0	\$0	\$0	\$1,250	\$0	\$1,250	0.0%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

ENTERPRISE FUNDS										
SEWER ENTERPRISE FUND	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
Other comp	Per contract vacation buyback - CBA	\$0	\$0	\$0	\$0	\$0	\$2,073	\$500	\$2,073	0.0%
STANDBY	412.77 stand by 52 weeks plus holidays-CBA	\$0	\$14,417	\$4,284	\$0	\$22,636	\$27,000	\$12,025	\$27,000	0.0%
SEWER BLOCKS	overtime, moved to overtime - CBA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
POLICE DETAILS	Police details for sewer work - CBA	\$1,136	\$1,263	\$1,293	\$5,000	\$1,110	\$1,500	\$228	\$1,500	0.0%
Personnel Subtotal	Legal Line Item #68	\$363,162	\$376,672	\$311,013	\$390,453	\$389,223	\$374,338	\$191,076	\$391,458	4.6%
FUEL	Three year average of Gasoline & DIESEL FOR DPW is in total \$60k, which is for vehicles that are utilized for general DPW use and the water and sewer enterprise funds, allocation of the fuel is \$20k TO DPW \$20k TO SEWER \$20k TO WATER based off their usage of the vehicles	\$62,178	\$41,783	\$40,849	\$43,445	\$31,729	\$20,000	\$15,932	\$20,000	0.0%
EQUIPMENT/MAINTENANCE	equipment maintenance for trucks, backhoe, various equipment that are utilized for the sewer enterprise, vehicle maintenance historically underfunded	\$18,893	\$15,835	\$20,841	\$22,435	\$27,751	\$25,000	\$10,337	\$25,000	0.0%
LIFT STATION OPER/MAINT	lift stations	\$127,238	\$149,535	\$148,334	\$142,108	\$128,274	\$150,000	\$77,361	\$150,000	0.0%
OPER EXP ELECTRIC	pump station electricity	\$49,865	\$77,781	\$55,813	\$66,046	\$96,458	\$68,000	\$30,623	\$68,000	0.0%
PAVING	NEW LINE FOR FY20 -Paving utility trenches as a result of contract work	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	
UNIFORMS	Uniforms \$625 per contract total of 4 people census change - CBA	\$2,433	\$2,125	\$686	\$4,048	\$2,234	\$1,700	\$1,699	\$2,500	47.1%
EXPENSES	Concrete, Phone, Comm of MA fees, dig safe, asphalt	\$102,884	\$62,839	\$114,568	\$91,464	\$125,267	\$67,000	\$31,861	\$69,000	3.0%
SEWER RESERVE FUND	Statutory Line 68: Reserve fund for sewer	\$0	\$0	\$0	\$0	\$0	\$30,000	\$0	\$30,000	0.0%
LYNN SEWER	Lynn Water & Sewer, based on average actuals	\$876,216	\$613,806	\$655,706	\$540,878	\$702,072	\$720,000	\$470,107	\$720,000	0.0%
SEWER SYSTEM REPAIRS	Repairs for sewer system	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sewer bills	NE W LINE FOR FY20 - Kelly & Ryan services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000	
PROCUREMENT SERVICES	PROCUREMENT	\$0	\$0	\$0	\$0	\$2,500	\$0	\$0	\$6,631	
Expense Subtotal	Legal Line Item #69	\$1,239,707	\$963,704	\$1,036,797	\$910,424	\$1,116,285	\$1,081,700	\$637,919	\$1,144,131	5.8%
INDIRECT TOWN SERVICES	Allocation of town salaries and expenses	\$401,000	\$410,000	\$410,000	\$410,000	\$406,558	\$411,204	\$0	\$447,694	8.9%
ADMINISTRATION FEES/CHRG	administrative fees, reconciliation now based on average actual	\$913	\$1,391	\$367	\$343	\$319	\$1,000	\$153	\$1,000	0.0%
PENSION CONTRIBUTION	sewers pension contribution	\$135,560	\$144,699	\$118,481	\$147,643	\$133,209	\$143,511	\$143,511	\$148,380	3.4%
PRINCIPAL ON BONDS	principal on sewer bonds	\$154,610	\$122,832	\$15,798	\$148,864	\$92,762	\$268,276	\$93,095	\$238,616	-11.1%
INTEREST ON BONDS	interest on sewer bonds	\$17,591	\$18,718	\$12,691	\$54,852	\$24,864	\$120,000	\$53,690	\$101,509	-15.4%

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

ENTERPRISE FUNDS										
SEWER ENTERPRISE FUND	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
OTHER Expense Subtotal	<u>Legal Line Item #70</u>	\$709,673	\$697,640	\$557,337	\$761,703	\$657,711	\$943,991	\$290,449	\$937,199	-0.7%
SEWER ENTERPRISE FUND		\$2,312,542	\$2,038,016	\$1,905,148	\$2,062,580	\$2,163,219	\$2,400,029	\$1,119,444	\$2,472,788	3.0%
FREE CASH - SEWER FUND		\$662,150	\$653,093	\$844,650	\$1,247,356	\$1,488,209	\$1,793,139			
<p>This division is responsible for the wastewater collection of the Town. Employees perform the operation and maintenance of the sewer infrastructure. The division also provides direct services on meter reading, meter installations and meter replacements. There are 46 miles of sewer main in the Town of Swampscott. The sewer mains range in diameter from 6-inch to 12-inch. There are 2.7 miles of sewer force main. The majority of which is the 24-inch main that pumps from the Humphrey Street Station to the Lynn Wastewater Plant. There are eight pump stations in town, including the main pump station on Humphrey Street that pumps on average 1.3 million gallons per day to Lynn. Lastly, there are 1562 sewer manholes in town. Overall appropriation decrease was the result of a reconciliation of personnel from sewer to DPW to properly account for employees and the work they do with their respective departments. Three individuals were shifted out of sewer; one went to water and two went to DPW and two individuals were shifted in, this reduced the personnel budget by \$53,464. The sewer expense line dropped \$143,925 due to reconciliation of fuel expense and a review of average actuals for Lynn sewer, which dropped that appropriation by \$130,000.</p>										
WATER ENTERPRISE FUND	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
PERSONNEL	Salaries for water employees - CBA	\$336,891	\$351,789	\$398,406	\$321,565	\$320,145	\$305,631	\$155,984	\$337,331	10.4%
	Longevity	\$0	\$0	\$0	\$0	\$0	\$3,700	\$0	\$4,275	15.5%
	Sick incentive	\$0	\$0	\$0	\$0	\$0	\$1,250	\$0	\$1,250	0.0%
	Other comp	\$0	\$0	\$0	\$0	\$300	\$3,759	\$1,669	\$3,760	0.0%
STIPEND	Water d2 license stipend per contract \$2184*3 people - CBA	\$0	\$0	\$0	\$0	\$0	\$6,552	\$0	\$6,552	0.0%
OVERTIME	previously included standby in FY16 and FY17 -CBA	\$15,904	\$8,224	\$45,563	\$44,606	\$5,250	\$15,000	\$4,352	\$15,000	0.0%
STANDBY	\$412.75 two guys-CBA	\$45,152	\$32,889	\$3,458	\$0	\$24,131	\$27,000	\$10,686	\$27,000	0.0%
FLUSHING HYDRANTS	Overtime fluctuates depending on census-CBA	\$0	\$0	\$0	\$7,474	\$5,848	\$6,500	\$4,666	\$6,500	0.0%
POLICE DETAILS	police details for water work-CBA	\$5,855	\$5,577	\$2,370	\$3,303	\$4,333	\$4,000	\$1,138	\$4,000	0.0%
PART TIME LABOR	no longer in use	\$0	\$0	\$0	\$1,033	\$0	\$0	\$0	\$0	
Personnel Subtotal	<u>Legal Line Item #71</u>	\$403,802	\$398,479	\$449,798	\$377,982	\$360,007	\$373,392	\$178,495	\$405,668	8.6%
FUEL	Three year average of Gasoline & DIESEL FOR DPW is in total \$60k, which is for vehicles that are utilized for general DPW use and the water and sewer enterprise funds, allocation of the fuel is \$20k TO DPW \$20k TO SEWER \$20k TO WATER based off their usage of the vehicles	\$56,960	\$45,043	\$37,530	\$37,244	\$36,304	\$20,000	\$20,584	\$20,000	0.0%
PAVING	NEW LINE FOR FY20 - Paving utility trenches as a result of contract work	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	
EQUIPMENT/MAINTENANCE	equipment maintenance for trucks, backhoe, various equipment that are utilized for the water enterprise, vehicle maintenance historically underfunded	\$24,967	\$14,607	\$16,377	\$15,293	\$16,364	\$25,000	\$10,591	\$25,000	0.0%
WATER BILLS	historically utilized to pay for the paper associated with water bills	\$2,539	\$2,000	\$0	\$4,000	\$8,402	\$2,000	\$2,849	\$4,500	125.0%
UNIFORMS	4*625 per contract census change -CBA	\$1,852	\$2,000	\$1,835	\$1,562	\$1,598	\$1,700	\$2,570	\$2,500	47.1%
EXPENSES	hydrant replacement \$20K, historically underfunded, reconciliation of proper allocation of expenses increased appropriation	\$170,337	\$103,814	\$135,612	\$109,262	\$121,847	\$125,000	\$51,997	\$125,000	0.0%
WATER RESERVE FUND	reserve fund for water	\$0	\$0	\$0	\$0	\$0	\$25,000	\$0	\$25,000	0.0%
MWRA WATER	MWRA charge, FY18 charge \$1.9, historical increase 3.6% per year	\$1,793,971	\$1,947,771	\$1,832,634	\$1,846,291	\$1,904,733	\$2,042,000	\$813,205	\$2,100,000	2.8%
PROCUREMENT SERVICES	PROCUREMENT	\$0	\$0	\$0	\$0	\$2,500	\$0	\$0	\$6,631	

TOWN OF SWAMPSCOTT

TOWN ADMINISTRATOR'S RECOMMENDED FY2020 BUDGET

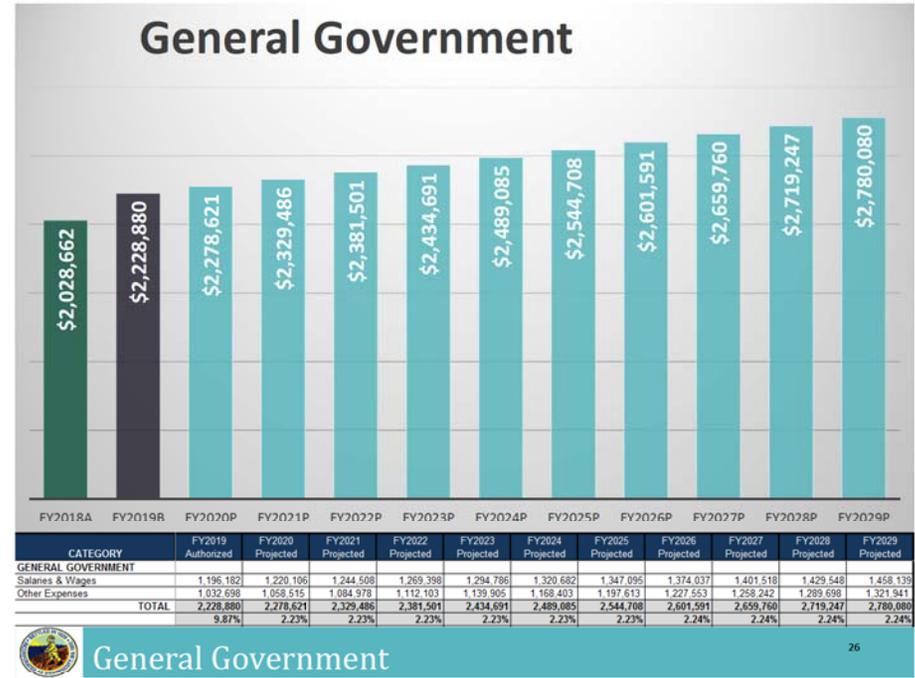
ENTERPRISE FUNDS										
WATER ENTERPRISE FUND	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
Expense Subtotal	<u>Legal Line Item #72</u>	\$2,050,627	\$2,115,234	\$2,023,988	\$2,013,653	\$2,091,747	\$2,240,700	\$901,796	\$2,358,631	5.3%
INDIRECT TOWN SERVICES	Allocation of town salaries and expenses	\$401,000	\$410,000	\$410,000	\$410,000	\$406,557	\$411,203	\$0	\$447,694	8.9%
PENSION CONTRIBUTION	Water Pension Contribution	\$149,874	\$146,448	\$117,120	\$145,707	\$154,241	\$145,130	\$145,130	\$143,378	-1.2%
PRINCIPAL ON BONDS	Principal on Water Bonds	\$712,756	\$389,660	\$465,133	\$441,206	\$453,080	\$427,053	\$237,053	\$507,053	18.7%
INTEREST ON BONDS	Interest on Water Bonds	\$17,057	\$5,444	\$0	\$3,000	\$0	\$1,000	\$0	\$0	-100.0%
OTHER Expense Subtotal	<u>Legal Line Item #73</u>	\$1,280,688	\$951,551	\$992,253	\$999,913	\$1,013,878	\$984,386	\$382,183	\$1,098,125	11.6%
WATER ENTERPRISE FUND		\$3,735,117	\$3,465,264	\$3,466,038	\$3,391,548	\$3,465,632	\$3,598,478	\$1,462,474	\$3,862,424	7.3%
FREE CASH - WATER FUND		\$1,054,831	\$882,512	\$555,834	\$523,934	\$922,558	\$1,241,391			
<p>This division is responsible for the water distribution systems of the Town. Employees perform the operation and maintenance of the water and sewer infrastructure. The division also provides direct services on meter reading, meter installations and meter replacements. There are 4,550 Domestic and 1,157 Irrigation meters in Town. Total usage for 2017 was 510.165 million gallons of water. The main driver behind the appropriation decrease was the reconciliation of personnel, which amounted to a decrease \$47,921, three individuals shifted out of water and one shifted into the water enterprise fund to accurately reflect responsibilities. The majority of the remainder change was the result of the reconciliation of fuel expenses.</p>										
ENTERPRISE FUNDS		\$6,047,659	\$5,503,280	\$5,371,186	\$5,454,128	\$5,628,851	\$5,998,507	\$2,581,919	\$6,335,212	5.6%

PUBLIC, EDUCATIONAL & GOVERNMENTAL (P.E.G.) CABLE TV FUND										
P.E.G. ACCESS	Description (Justification)	2014 Actual	2015 Actual	2016 Actual	2017 Actual	FY18 Actual (unaudited)	2019 Adopted	FY19 Y-T-D as of 12/31	2020 TA Recommended	% Incr/ (Decr)
Coordinator	Cable TV Coordinator Stipend	\$83,274	\$84,973	\$105,399	\$104,783	\$109,818	\$15,250	\$9,438	\$20,000	
Asst Producer	Permanent Part-time staff	\$0	\$0	\$0	\$0	\$0	\$3,000	\$0	\$5,000	
Video Inters	temporary positions, students	\$0	\$0	\$0	\$2,564	\$3,564	\$10,000	\$1,581	\$8,000	
Personnel Subtotal	<u>Legal Line Item #74</u>	\$83,274	\$84,973	\$105,399	\$107,347	\$113,382	\$28,250	\$11,019	\$33,000	16.8%
New Equipment	Various A/V equipment to continue services.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	
Dues & Subscriptions	Related membership organizations, software and web services.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,350	
Training	Local and national public access conferences	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200	
General Supplies	General office and media supplies.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,550	
Equipment Warranties & Replacement	Cablecast equipment warranties and repair budget for A/V gear.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,500	
EXPENSES	Capital & Other Expenses	\$41,304	\$27,998	\$186,995	\$225,973	\$32,675	\$77,215	\$48,563	\$134,844	
Expense Subtotal	<u>Legal Line Item #75</u>	\$41,304	\$27,998	\$186,995	\$225,973	\$32,675	\$77,215	\$48,563	\$157,444	103.9%
P.E.G. ACCESS		\$124,578	\$112,971	\$292,394	\$333,320	\$146,057	\$105,465	\$59,582	\$190,444	80.6%
CASH BALANCE - P.E.G. FUND		\$328,410	\$282,836	\$149,824	\$21,540	\$83,918	\$83,918	\$123,683		
<p>The Public, Education and Government (PEG) ACCESS line supports the production and distribution of town and school related content on cable channels provided by Comcast and Verizon, as well as over the internet. PEG is currently managed by the Cable TV</p>										
PUBLIC, EDUCATIONAL & GOVERNMENTAL (P.E.G.) CABLE TV FUND		\$124,578	\$112,971	\$292,394	\$333,320	\$146,057	\$105,465	\$59,582	\$190,444	80.6%

TOTAL LINE ITEMS		\$33,209,387	\$34,332,589	\$34,385,266	\$36,665,037	\$36,057,242	\$37,754,803	\$19,856,125	\$38,777,035	2.7%
TOTAL APPROPRIATIONS		\$58,800,865	\$59,407,970	\$61,096,907	\$64,480,844	\$64,569,853	\$67,138,619	\$32,521,590	\$68,741,643	2.4%

FINANCIAL PROJECTION CATEGORIES:

- General Government includes: Moderator, Finance Committee, BOS, Town Admin, Accounting, Assessing, Treasury, HR, IT, Town Clerk & Community Development
- DOR 10 year historical average increase for General Govt. 6.4%
- Technology funding skewed the historical average
 - 2013 & 2017 anomalies, increases of 22.3% and 23.2% respectively
- DOR average growth excluding anomalies is 2.3%
 - The 5-year DOR Historical average is 7.3% and the 3-year DOR Historical average is 8.5%
- **PROJECTION UTILIZES AN AVERAGE ANNUAL GROWTH 2.23% BASED ON ASSUMPTIONS**



Can be found at www.swampscottma.gov

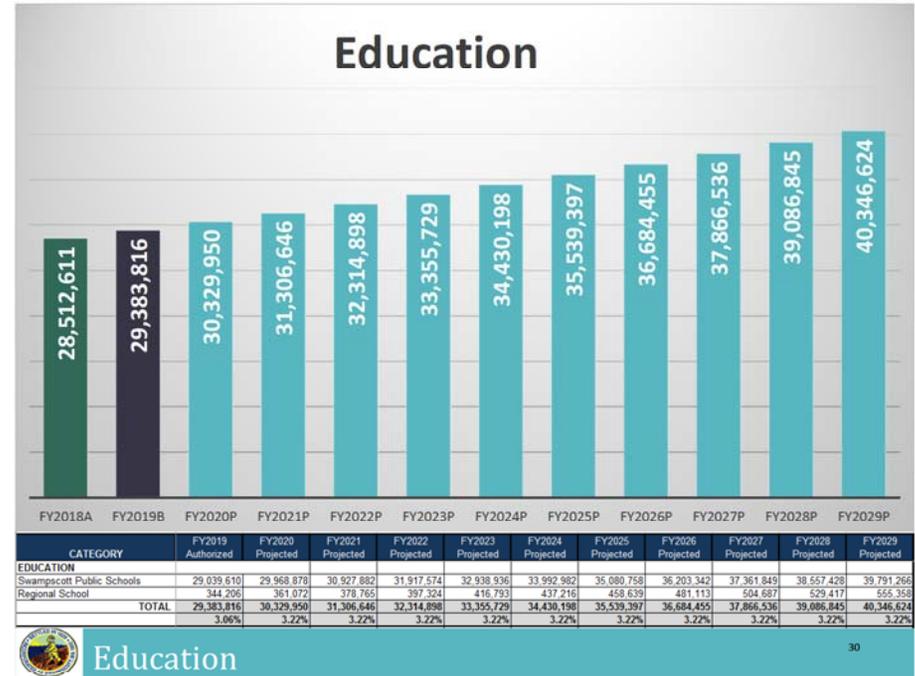
FINANCIAL PROJECTION CATEGORIES:

- Public Safety includes police, Fire, Weights & Measures, EM, Parking Clerk, Harbormaster
- DOR 10 year historical average increase for Public Safety 2.7%
 - Given recent negotiations and changes to public safety contracts determined a weighted average was a more accurate measure weighting the recent years a bit more heavily than the historical years
 - The 5-year DOR Historical average is 2.7% and the 3-year DOR Historical average is 1.7%
- **PROJECTION UTILIZES AN AVERAGE ANNUAL GROWTH 2.28% BASED ON ASSUMPTIONS**



FINANCIAL PROJECTION CATEGORIES:

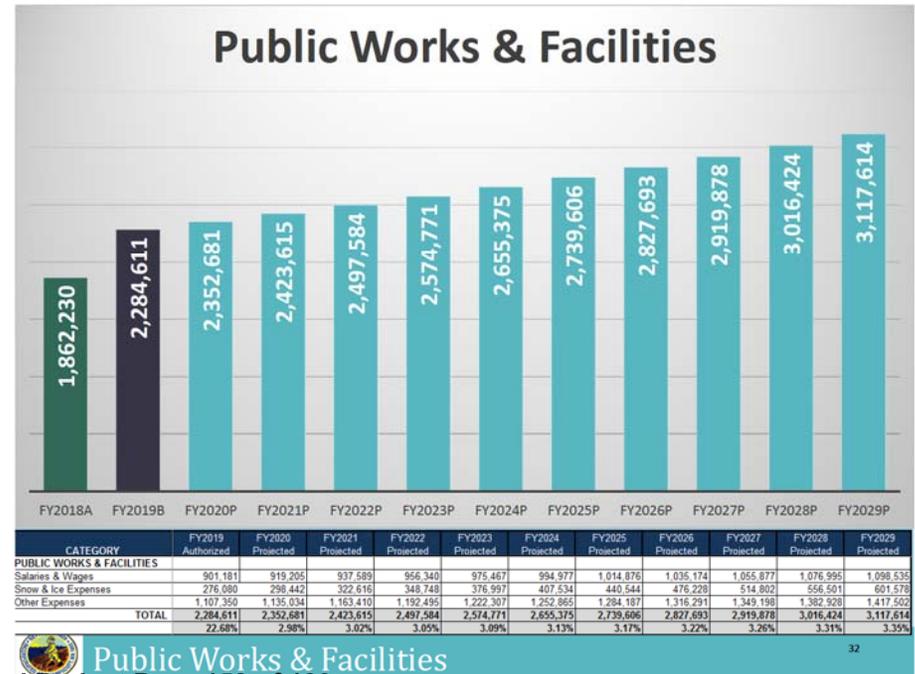
- Education includes Swampscott Public School and Regional School Assessment
- DOR 10 year historical average increase for Education 2.9%
 - Given recent negotiations and changes to teachers contracts determined a weighted average was a more accurate measure weighting the recent years a bit more heavily than the historical years
 - The 5-year average is 3.4% and the 3-year average is 4.6%
- Regional School Assessment is growing at 4.9%, historical average over 10 years
- **PROJECTION UTILIZES AN AVERAGE ANNUAL GROWTH 3.22% BASED ON ASSUMPTIONS**



Can be found at www.swampscottma.gov

FINANCIAL PROJECTION CATEGORIES:

- Public Works & Facilities includes Facilities, Building dept., Cemetery & Snow & Ice
- DOR 10 year historical average increase for Public Works & Facilities 7.0%
 - Major driver of is the snow & ice line item
 - Introduction of facility budget/position created an anomaly
 - The 5-year average is 16.3% and the 3 year average is 9.8%
- **PROJECTION UTILIZES AN AVERAGE ANNUAL GROWTH 3.16% BASED ON ASSUMPTIONS**



FINANCIAL PROJECTION CATEGORIES:

- Human Services includes Health, Animal Control, Senior Center and Veterans
- DOR 10 year historical average increase for Human Services 2.0%
 - 80% of the Human Services expense are the solid waste line item
 - The 5-year average is 2.7% and the 3 year average is (3.2)%
 - Solid Waste average taking using two years with Hiltz and two years with Republic is 8.5%

PROJECTION UTILIZES AN AVERAGE ANNUAL GROWTH 6.3% BASED ON ASSUMPTIONS

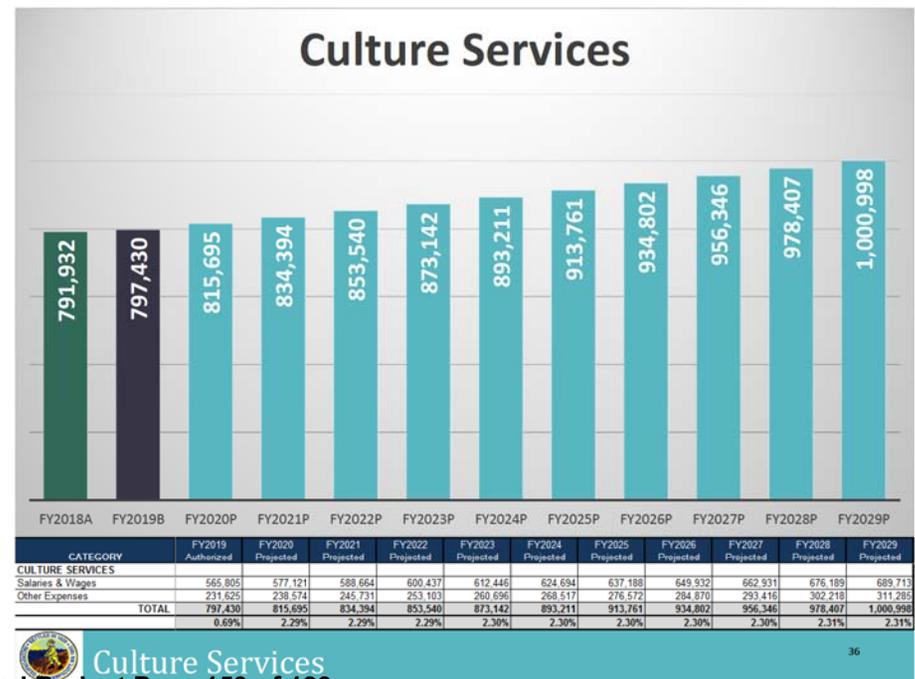


Can be found at www.swampscottma.gov

FINANCIAL PROJECTION CATEGORIES:

- Culture Services includes Library & Recreation
- DOR 10 year historical average increase for Culture Services 4.4%
 - Two anomalies -25.9% in 2015 and 45.9% in 2016
 - Excluding the anomalies the average increase is 3.0%
 - Required spending limit for the library to receive state aid is 2.5% over 3 years
 - Salaries increase based on union contract and expenses by 3.0%
 - Estimate Recreation expenses remaining flat
 - The 5-year average is 6.7% and the 3 year average is 17.8%

PROJECTION UTILIZES AN AVERAGE ANNUAL GROWTH 2.3% BASED ON ASSUMPTIONS



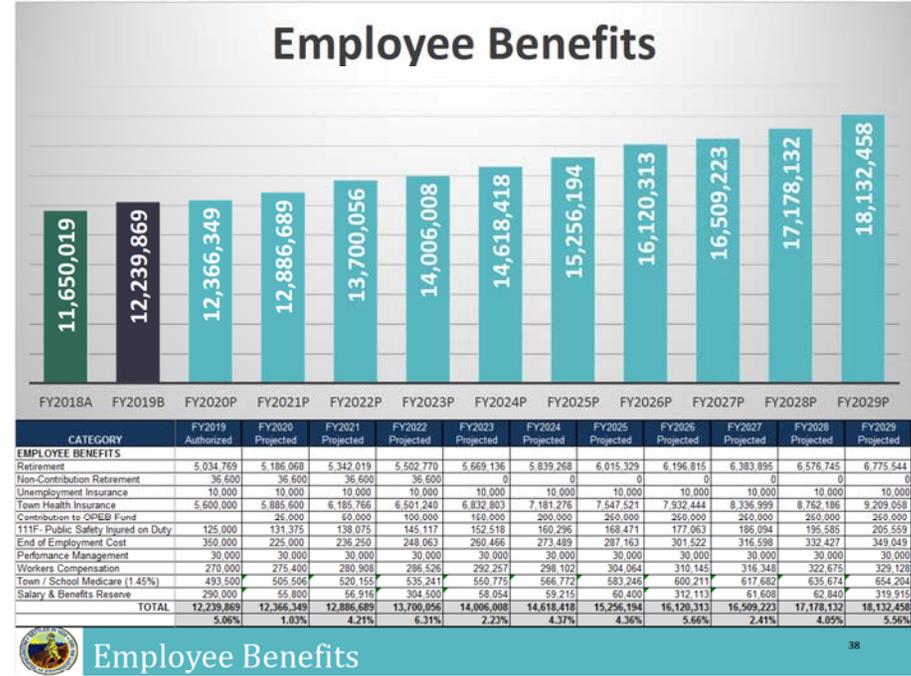
FINANCIAL PROJECTION CATEGORIES:

- Employee Benefits includes Retirement, Unemployment, 111F, End of Employment, Workers Compensation, Medicare, Salary Reserve
- DOR includes a number of the Employee Benefit categories in Unclassified, but not all some of the smaller categories are mixed into General Govt.

DOR 10 year historical average is 3.6% for Unclassified, with main expense drivers is the Retirement obligation and Health insurance Adjusted projection to reflect increasing retirement obligation

- Retirement funding schedule is set by the Retirement Board & we are obligated to fund
- Employer contributions to health Insurance rates continue to rise
- Locked into a GIC contract that we are unable to negotiate

PROJECTION UTILIZES AN AVERAGE ANNUAL GROWTH 4.02% BASED ON ASSUMPTIONS



Can be found at www.swampscottma.gov

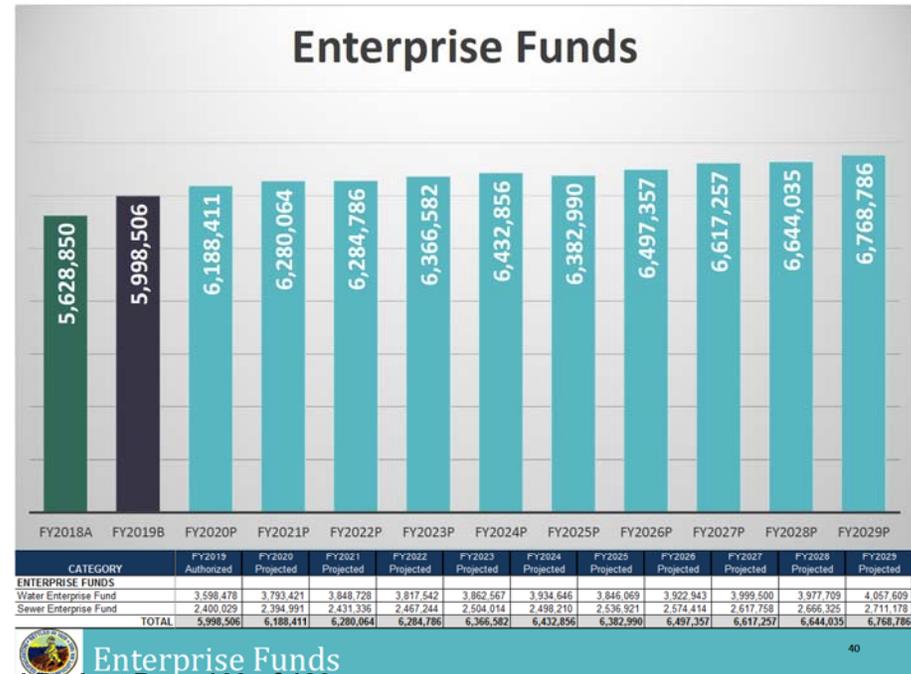
FINANCIAL PROJECTION CATEGORIES:

- Enterprise funds are self sustaining and are supported by their revenue

DOR 10 year historical average increase for Enterprise Funds is 2.3%

- We are currently estimating an increase, based on the actual debt schedule for the enterprise funds
- Current & future reconciliations of expenses & additional analysis on water & sewer rates for the enterprise funds might have an impact on the expense % increase

PROJECTION UTILIZES AN AVERAGE ANNUAL GROWTH 1.2% BASED ON ASSUMPTIONS

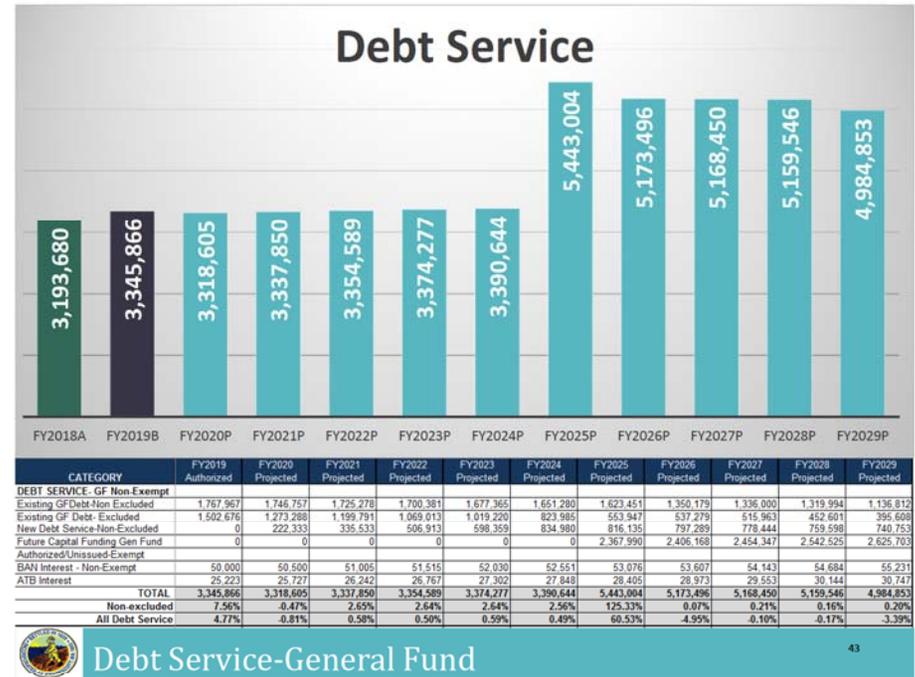


- FINANCIAL PROJECTION CATEGORIES:
 - Debt Service includes General Fund Debt
- DOR 10 year historical average increase for Debt Services (6.3%)
 - Major driver is the reduction of the high school principal pay down
 - Includes introduction of debt for a new school in 2025
 - Follows the debt management plan to fund capital projects year over year

• PROJECTION UTILIZES AN AVERAGE ANNUAL GROWTH 5.33% BASED ON ASSUMPTIONS



DEBT SERVICE OVERVIEW



Debt Service-General Fund

Can be found at www.swampscottma.gov

- FINANCIAL PROJECTION CATEGORIES:
 - Property/Liability includes Property & Liability Insurance and the Finance Committee Reserve Fund
 - DOR includes insurance in the unclassified category, however it a small piece approximately 5% of the overall category
- DOR 10 year historical average increase for Unclassified is 3.6%
 - Projection is in line with 3.0% MIAA increase on insurance
 - Finance Committee Reserve Fund remains static at current level

• PROJECTION UTILIZES AN AVERAGE ANNUAL GROWTH 2.1% BASED ON ASSUMPTIONS



PROPERTY/LIABILITY & RESERVES OVERVIEW

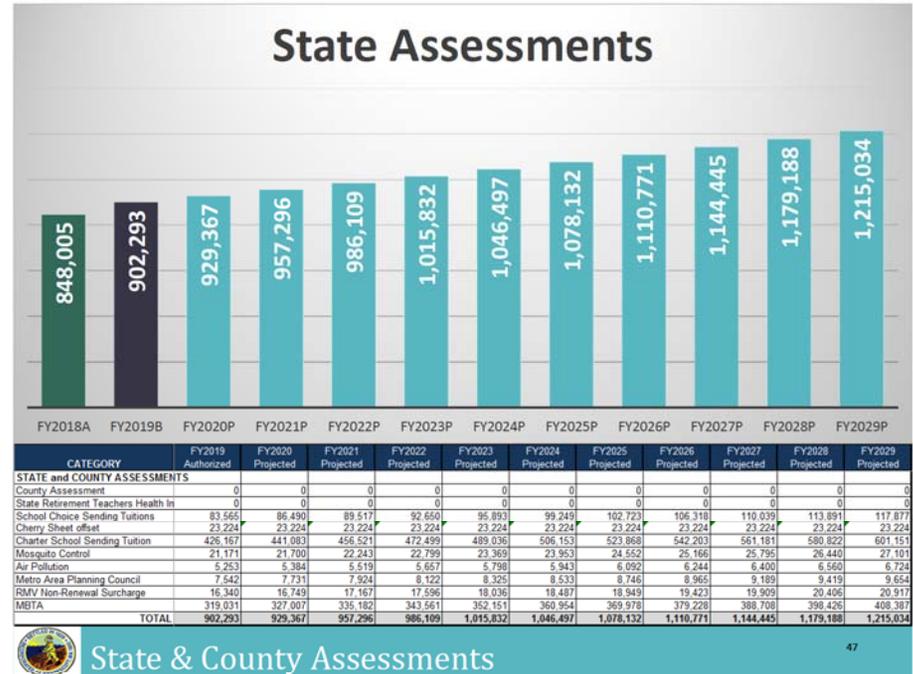


Property/Liability Insurance & Reserve Fund

FINANCIAL PROJECTION CATEGORIES:

- DOR includes state assessments in the unclassified category, however it a small piece approximately 7% of the overall category
- DOR 10 year historical average increase for Unclassified is 3.6%
 - School choice assessment in FY18 was 97% increase over FY17, makes up 7.8% of our assessments
 - Charter school assessment in FY18 was 47% increase over FY17, makes up 48% of our assessments
 - School choice budgeted FY19 is 26% higher than FY18
 - Charter school budgeted FY19 is 4% higher than FY18

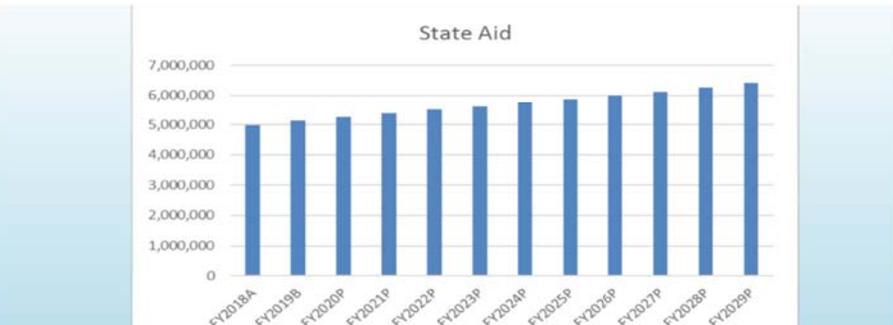
PROJECTION UTILIZES AN AVERAGE ANNUAL GROWTH 3.02% BASED ON ASSUMPTIONS



STATE & COUNTY ASSESSMENTS OVERVIEW

State & County Assessments

Can be found at www.swampscottma.gov



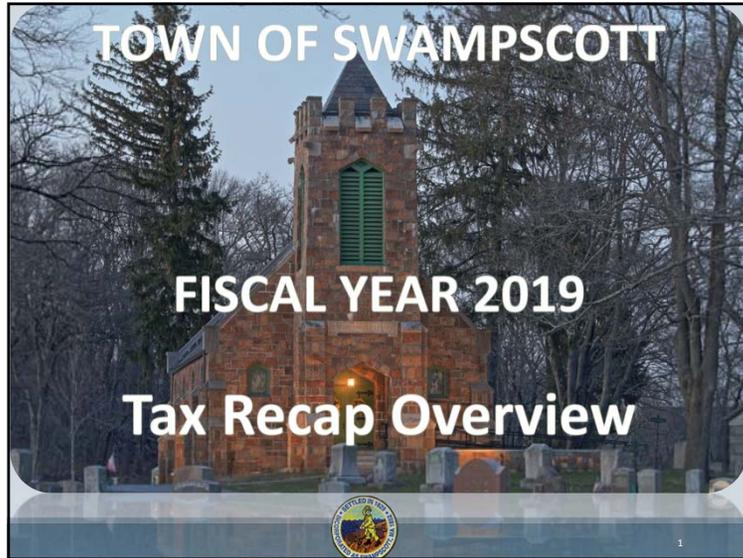
Revenue Projections Swampscott	FY2018 Actual	FY2019 Authorized	FY2020 Projected	FY2021 Projected	FY2022 Projected	FY2023 Projected	FY2024 Projected	FY2025 Projected	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected
STATE AID CHERRY SHEET												
Chapter 70 Education Aid	\$3,496,131	\$3,677,780	3,751,336	3,826,362	3,902,890	3,980,947	4,060,566	4,141,778	4,224,613	4,309,105	4,395,288	4,483,193
Unrestricted General Government Aid	\$1,293,116	\$1,338,375	1,378,526	1,419,882	1,462,478	1,506,353	1,551,543	1,598,090	1,646,032	1,695,413	1,746,276	1,798,664
Charter School Reimbursement	\$107,457	\$26,023	26,023	26,023	26,023	26,023	26,023	26,023	26,023	26,023	26,023	26,023
School Lunch	0	0	0	0	0	0	0	0	0	0	0	0
School Choice Receiving Tuition	0	0	0	0	0	0	0	0	0	0	0	0
Veterans Benefits	\$26,913	\$30,909	30,909	30,909	30,909	30,909	30,909	30,909	30,909	30,909	30,909	30,909
Exemptions VBS and Elderly	39,464	39,464	39,464	39,464	39,464	39,464	39,464	39,464	39,464	39,464	39,464	39,464
State Owned Land	1,266	1,372	1,372	1,372	1,372	1,372	1,372	1,372	1,372	1,372	1,372	1,372
Cherry Sheet offset	22,304	23,224	23,224	23,224	23,224	23,224	23,224	23,224	23,224	23,224	23,224	23,224
TOTAL Cherry Sheet	4,986,551	5,137,147	5,250,854	5,367,236	5,486,360	5,608,292	5,733,102	5,860,859	5,991,638	6,125,511	6,262,555	6,402,849
		3.02%	2.21%	2.22%	2.22%	2.22%	2.23%	2.23%	2.23%	2.24%	2.24%	2.24%

10 year projection of State Aid



Revenue Projections Swampscott	FY2018 Actual	FY2019 Authorized	FY2020 Projected	FY2021 Projected	FY2022 Projected	FY2023 Projected	FY2024 Projected	FY2025 Projected	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected
ESTIMATED LOCAL RECEIPTS												
Motor Vehicle Excise	2,475,024	2,450,000	2,526,750	2,624,501	2,716,359	2,811,431	2,909,831	3,011,676	3,117,084	3,226,182	3,339,096	3,455,967
Other Excise - Boat	5,085	4,500	4,500	4,682	4,775	4,871	4,968	5,068	5,169	5,272	5,378	5,485
Meals Tax	250,900	270,000	275,400	280,908	286,526	292,257	298,102	304,064	310,145	316,348	322,675	329,128
Penalties/Interest on Taxes and Excise	167,886	165,000	168,300	171,666	175,089	178,601	182,173	185,817	189,533	193,324	197,190	201,134
Other Assessments	0	0	0	0	0	0	0	0	0	0	0	0
Water	0	0	0	0	0	0	0	0	0	0	0	0
Fees	202,864	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Rentals	153,502	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000
Departmental Revenue - Schools	1,559,821	1,350,000	1,363,500	1,377,135	1,390,006	1,404,815	1,418,864	1,433,052	1,447,383	1,461,857	1,476,475	1,491,240
Departmental Revenue - Libraries	1,777	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Departmental Revenue - Cemeteries	47,785	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Departmental Revenue - Recreation	37,319	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Other Departmental Revenue	93,263	150,000	151,500	153,015	154,545	156,091	157,652	159,228	160,820	162,429	164,053	165,693
Licenses-Permits	509,612	500,000	510,000	520,000	530,004	541,216	552,040	563,081	574,343	585,830	597,546	609,497
Fines and Forfeits	79,548	85,000	85,850	86,709	87,576	88,451	89,338	90,229	91,132	92,043	92,961	93,883
Investment Income	181,058	100,000	106,000	110,250	115,263	121,551	127,828	134,010	140,110	147,249	155,133	162,880
Misc Non-Recurring	0	0	0	0	0	0	0	0	0	0	0	0
Misc. Recurring	0	0	0	0	0	0	0	0	0	0	0	0
SPED Medicaid Reimbursement	171,156	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
TOTAL Local Receipts	5,037,578	5,562,500	5,717,890	5,847,066	5,980,153	6,117,284	6,258,554	6,404,224	6,554,319	6,709,030	6,869,512	7,032,978
		-5.61%	-2.24%	-2.26%	-2.28%	-2.29%	-2.31%	-2.33%	-2.34%	-2.36%	-2.36%	-2.36%

10 year projection of State Aid



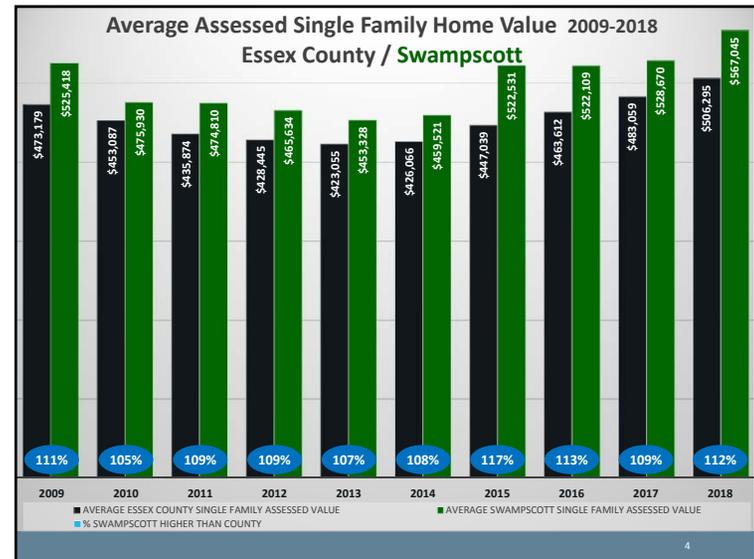
FY2019 INTERIM ADJ OF VALUES – COMP. 2018 v. 2019

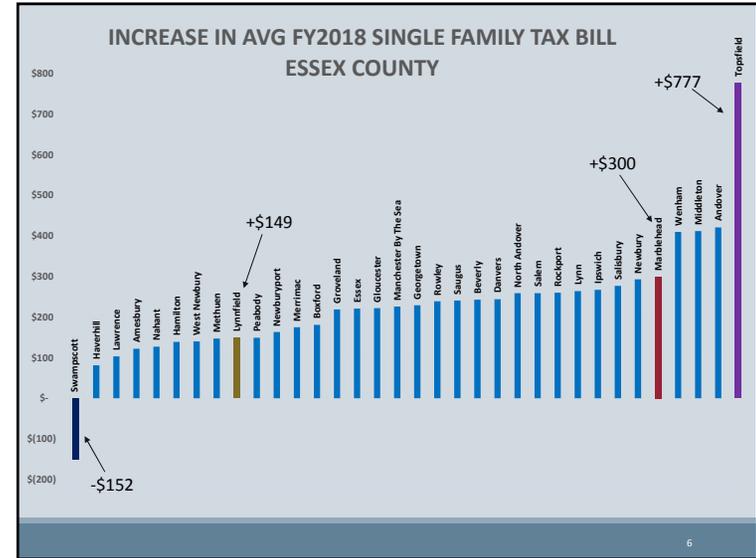
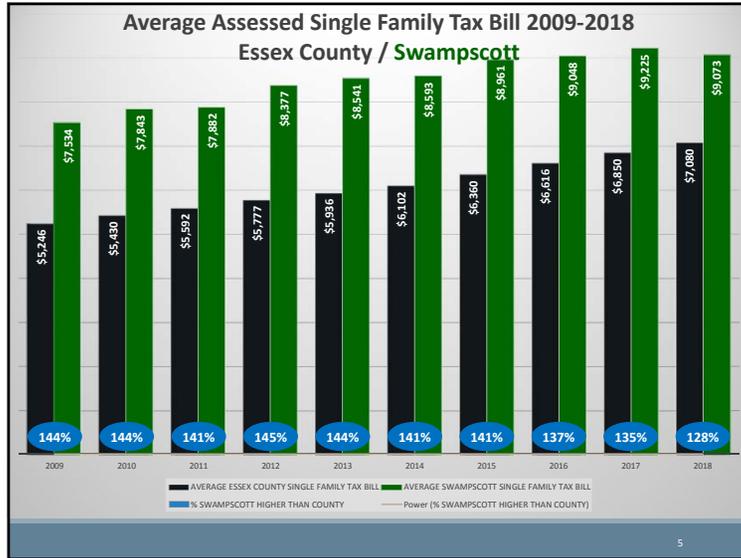
Class Code	Description	FY 2018 Parcel Count	FY 2018 Assessed Value	FY 2019 Parcel Count	FY 2019 Assessed Value	Assessed Value Diff	Assessed Value % Diff
101	Single Family	3,453	1,958,006,900	3,459	2,052,999,200	94,992,300	4.9%
102	Condominiums	1,067	331,750,700	1,116	369,550,600	37,799,900	11.4%
MISC 103,109	Miscellaneous Residential	12	9,602,000	12	9,741,100	139,100	1.4%
104	Two - Family	430	197,735,900	426	206,261,500	8,525,600	4.3%
105	Three - Family	54	30,640,000	53	31,447,700	807,700	2.6%
111-125	Apartment	18	96,988,000	18	103,508,600	6,520,600	6.7%
130-32,106	Vacant / Accessory Land	215	16,149,700	209	17,679,400	1,529,700	9.5%
300-393	Commercial	89	128,690,800	89	142,593,000	13,902,200	10.8%
400-442	Industrial	26	13,001,200	26	14,445,800	1,444,600	11.1%
CH 61B LAND	Recreational	5	2,359,413	5	2,423,564	64,151	2.7%
012-043	Multi-use – Res./ Commercial	38	20,214,450	39	22,112,570	923,549	8.6%
EXEMPT	Exempt Property	117	122,725,750	116	119,083,750	-3,642,000	-3.0%
Total Class 1	TOTAL RESIDENTIAL	5,287	2,651,648,719	5,332	2,802,887,168	151,238,449	5.7%
Total Class 3	TOTAL COMMERCIAL	94	140,489,144	99	155,460,066	14,970,922	10.7%
Total Class 4	TOTAL INDUSTRIAL	26	13,001,200	26	14,445,800	1,444,600	11.1%
Total Class 5	TOTAL PERSONAL PROPERTY	325	41,940,440	345	43,214,220	1,273,780	3.0%

Can be found at www.swampscottma.gov

SWAMPSCOTT AVERAGE SINGLE-FAMILY TAX BILLS

FISCAL YEAR	AVERAGE ESSEX COUNTY SINGLE FAMILY ASSESSED VALUE	AVERAGE ESSEX COUNTY SINGLE FAMILY TAX BILL	AVERAGE SWAMPSCOTT SINGLE FAMILY ASSESSED VALUE	AVERAGE SWAMPSCOTT SINGLE FAMILY TAX BILL	Variance Avg. Single Family vs. Essex County
2018	\$506,295	\$7,080	\$567,045	\$9,073	\$1,993
2017	\$483,059	\$6,850	\$528,670	\$9,225	\$2,375
2016	\$463,612	\$6,615	\$522,108	\$9,048	\$2,433
2015	\$447,039	\$6,360	\$522,531	\$8,961	\$2,601
2014	\$426,066	\$6,101	\$459,520	\$8,593	\$2,492
2013	\$423,055	\$5,935	\$453,327	\$8,540	\$2,605
2012	\$428,445	\$5,777	\$465,633	\$8,376	\$2,599
2011	\$435,874	\$5,591	\$474,809	\$7,881	\$2,290
2010	\$453,087	\$5,429	\$475,929	\$7,843	\$2,414
2009	\$473,178	\$5,246	\$525,417	\$7,534	\$2,288

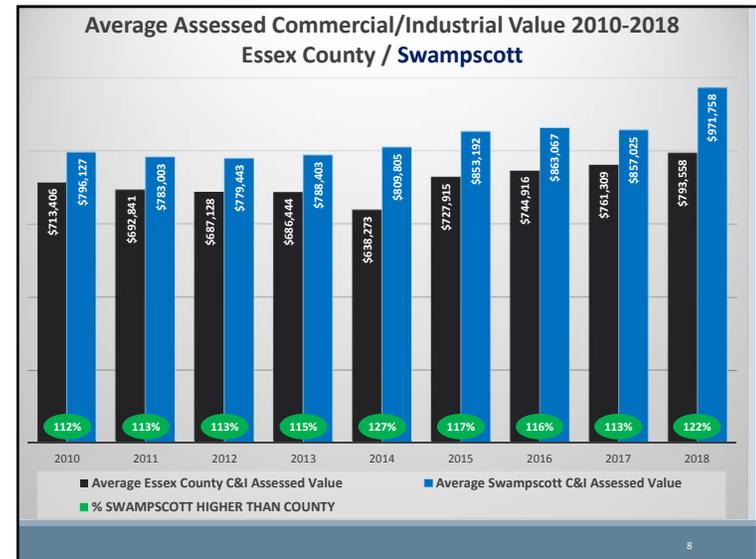


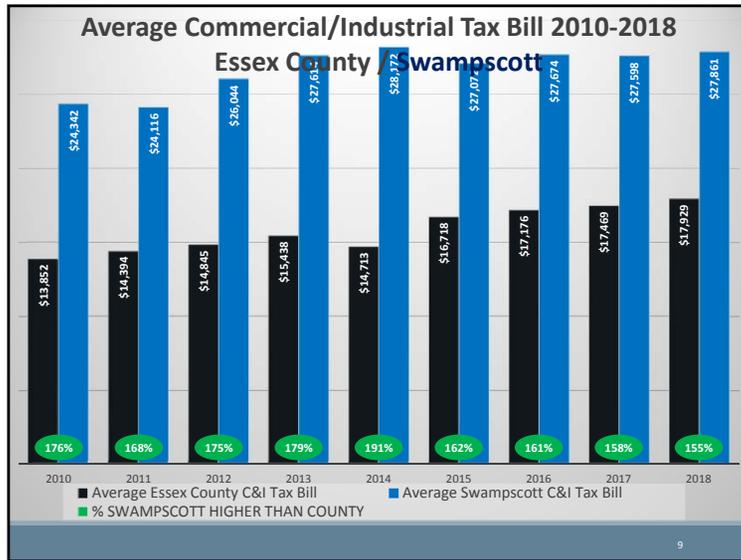


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Swampscott Average Commercial/Industrial Tax Bill

FISCAL YEAR	AVERAGE ESSEX COUNTY COMMERCIAL/INDUSTRIAL ASSESSED VALUE	AVERAGE ESSEX COUNTY COMMERCIAL/INDUSTRIAL TAX BILL	AVERAGE SWAMPSCOTT COMMERCIAL/INDUSTRIAL ASSESSED VALUE	AVERAGE SWAMPSCOTT COMMERCIAL/INDUSTRIAL TAX BILL	Variance Avg. Swampscott Commercial vs. Essex County
2010	\$713,406	\$13,852	\$796,127	\$24,342	\$10,490
2011	\$692,841	\$14,394	\$783,003	\$24,116	\$9,722
2012	\$687,128	\$14,845	\$779,443	\$26,044	\$11,199
2013	\$686,444	\$15,438	\$788,403	\$27,614	\$12,175
2014	\$638,273	\$14,713	\$809,805	\$28,172	\$13,459
2015	\$727,915	\$16,718	\$853,192	\$27,072	\$10,354
2016	\$744,916	\$17,176	\$863,067	\$27,674	\$10,499
2017	\$761,309	\$17,469	\$857,025	\$27,598	\$10,129
2018	\$793,558	\$17,929	\$971,458	\$27,861	\$9,932

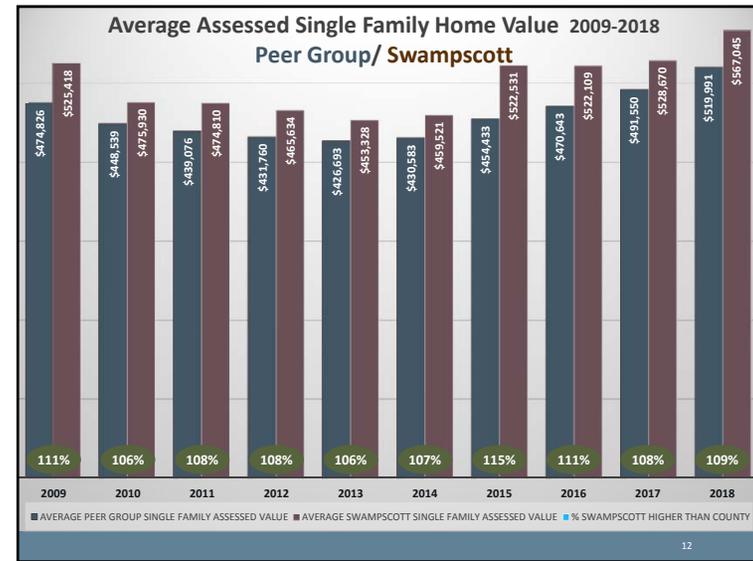


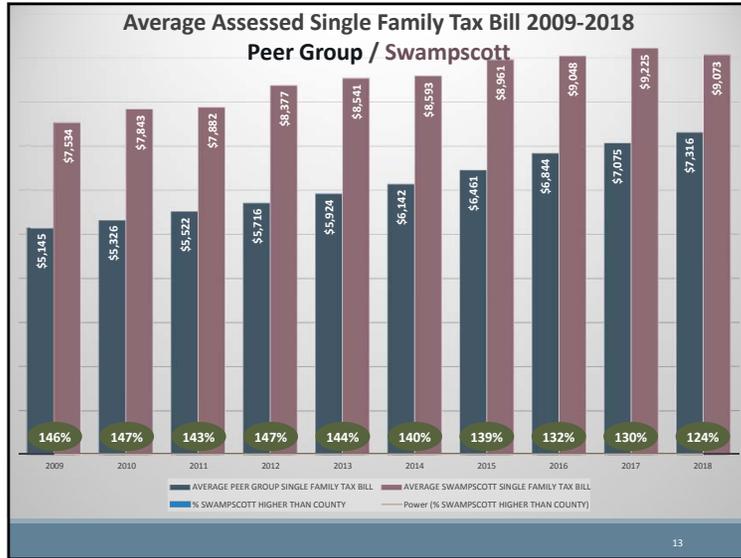


Can be found at www.swampscottma.gov

SWAMPSCOTT AVERAGE SINGLE-FAMILY TAX BILLS

FISCAL YEAR	AVERAGE PEER GROUP SINGLE FAMILY ASSESSED VALUE	AVERAGE PEER GROUP SINGLE FAMILY TAX BILL	AVERAGE SWAMPSCOTT SINGLE FAMILY ASSESSED VALUE	AVERAGE SWAMPSCOTT SINGLE FAMILY TAX BILL	Variance Peer Group
2018	\$519,991	\$7,316	\$567,045	\$9,073	\$1,757
2017	\$491,550	\$7,075	\$528,670	\$9,225	\$2,150
2016	\$470,643	\$6,844	\$522,108	\$9,048	\$2,204
2015	\$454,433	\$6,461	\$522,531	\$8,961	\$2,501
2014	\$430,583	\$6,142	\$459,520	\$8,593	\$2,451
2013	\$426,693	\$5,924	\$453,327	\$8,540	\$2,616
2012	\$431,760	\$5,716	\$465,633	\$8,376	\$2,660
2011	\$439,076	\$5,522	\$474,809	\$7,881	\$2,360
2010	\$448,539	\$5,326	\$475,929	\$7,843	\$2,517
2009	\$474,826	\$5,145	\$525,417	\$7,534	\$2,389





Can be found at www.swampscottma.gov

CALCULATION OF A SINGLE TAX RATE

Class	Full and Fair Cash Valuation	Percentage Share
1. Residential	2,802,887,168	92.93%
2. Open Space	0	0.00%
3. Commercial	155,460,066	5.16%
4. Industrial	14,445,800	0.48%
5. Personal Prop.	43,214,220	1.43%
TOTALS	3,016,007,254	100.00%

C.I.P. Total Percentage Share = 7.07%

$(\text{Tax Levy} / \text{Total Value}) * 1,000 = \text{Single Tax Rate per } \1000 in Value
 $(\$48,420,103 / \$3,016,007,254) * 1000 = \$16.05 \text{ per } \$1000 \text{ in Assessed Value}$

FY2019 Revenue to be Raised:

II. Amounts to be raised	
IIa. Appropriations (col.(b) through col.(g) from page 4)	66,575,430.01
IIb. Other amounts to be raised	
1. Amounts certified for tax title purposes	0.00
2. Debt and interest charges not included on page 4	0.00
3. Final Awards	0.00
4. Total overlay deficit	0.00
5. Total cherry sheet offsets (see cherry sheet 1-ER)	23,551.00
6. Revenue deficits	0.00
7. Offset receipts deficits Ch. 44, Sec. 53E	0.00
8. CPA other unappropriated/unreserved	
9. Snow and ice deficit Ch. 44, Sec. 31D	
10. Other :	
TOTAL Iib (Total lines 1 through 10)	23,551.00
IIc. State and county cherry sheet charges (C.S. 1-EC)	857,452.00
IId. Allowance for abatements and exemptions (overlay)	26,804.10
IIe. Total amount to be raised (Total IIa through IId)	67,483,237.11

The balance in the Overlay is \$733,585

Aid to Libraries → 23,551.00

Overlay is an estimate needed to pay for tax appeals and is added to the amount of revenue needed

This is the amount of revenue needed to be raised in FY19

FY2019 Local Receipts Estimate:



Receipt Type Description	(a) Actual Receipts Fiscal 2018	(b) Estimated Receipts Fiscal 2019
MOTOR VEHICLE EXCISE	2,475,024.00	2,350,000.00
OTHER EXCISE		
a.Meals	250,990.00	245,000.00
b.Room	0.00	0.00
c.Other	1,085.00	4,500.00
d.Cannabis	0.00	0.00
PENALTIES AND INTEREST ON TAXES AND EXCISES	167,886.00	165,500.00
PAYMENTS IN LIEU OF TAXES	0.00	0.00
CHARGES FOR SERVICES - WATER	0.00	0.00
CHARGES FOR SERVICES - SEWER	0.00	0.00
CHARGES FOR SERVICES - HOSPITAL	0.00	0.00
CHARGES FOR SERVICES - SOLID WASTE FEES	0.00	0.00
OTHER CHARGES FOR SERVICES	0.00	0.00
FEES	202,864.00	195,000.00
a.Cannabis Impact Fee	0.00	0.00
RENTALS	139,622.00	150,000.00
DEPARTMENTAL REVENUE - SCHOOL	1,458,821.00	1,455,000.00
DEPARTMENTAL REVENUE - LIBRARIES	1,322.00	1,500.00
DEPARTMENTAL REVENUE - CEMETERIES	47,282.00	45,500.00
DEPARTMENTAL REVENUE - RECREATION	37,319.00	35,500.00
OTHER DEPARTMENTAL REVENUE	93,263.00	90,000.00
LICENSES AND PERMITS	509,612.00	475,000.00
SPECIAL ASSESSMENTS	0.00	0.00
FINES AND FORFEITS	79,558.00	70,000.00
INVESTMENT INCOME	181,936.00	160,000.00
MEDICAID REIMBURSEMENT	0.00	150,000.00
MISCELLANEOUS RECURRENT	0.00	0.00
MISCELLANEOUS NON-REC	0.00	0.00
TOTALS	6,126,959.00	5,592,500.00

Annotations:

- Auto Sales are down this year (points to Motor Vehicle Excise)
- Meals Tax (points to Meals)
- Interest charged on Late Tax Bills (points to Penalties and Interest)
- Nahant Tuition (points to Departmental Revenue - School)
- Dept. Revenues (points to Departmental Revenue - Libraries)
- Building Permits (points to Licenses and Permits)
- This is first used to offset the amount of revenue needed (points to Medicaid Reimbursement)

FY2019 State Aid:



Typically referred to as "Cherry Sheet" by state & local officials.

State Aid is primarily Educational Aid and Unrestricted Aid

This is next used to offset the amount of revenue needed

Category	Amount
A. EDUCATION:	
Distributions and Reimbursements:	
Chapter 70	3,742,064
School Transportation	0
Charter Tuition Reimbursement	29,414
Smart Growth	0
Offset Items - Reserve for Direct Expenditure:	
School Choice Receiving Tuition	0
Sub-Total, All Education Items	3,771,478
B. GENERAL GOVERNMENT:	
Distributions and Reimbursements:	
Unrestricted General Government Aid	1,338,375
Local Share of Racing Taxes	0
Regional Public Libraries	0
Urban Revitalization	0
Veterans Benefits	30,909
Emp: VBS and Elderly	39,464
State Owned Land	1,374
Offset Item - Reserve for Direct Expenditure:	
Public Libraries	23,551
Sub-Total, All General Government:	1,433,673
C. TOTAL ESTIMATED RECEIPTS:	5,205,151

Can be found at www.swampscottma.gov

FY2019 Revenue to be Raised:



Category	Amount
III. Estimated receipts and other revenue sources	
IIIa. Estimated receipts - State	
1. Cherry sheet estimated receipts	5,205,151.00
2. Massachusetts school building	0.00
TOTAL IIIa	5,205,151.00
IIIb. Estimated receipts - Local	
1. Local receipts not allocated (part IIIa)	5,592,500.00
2. Offset Receipts (Schedule A-1)	0.00
3. Enterprise Funds (Schedule A-7)	5,998,507.00
4. Community Preservation Funds (See Schedule A-4)	0.00
TOTAL IIIb	11,591,007.00
IIIc. Revenue sources appropriated for particular purposes	
1. Free cash (page 4, col (c))	1,168,726.01
2. Other available funds (page 4, col (d))	98,250.00
TOTAL IIIc	1,266,976.01
IIId. Other revenue sources appropriated specifically to reduce the tax rate	
1a. Free cash, appropriated on or before June 30, 2018	1,000,000.00
1b. Free cash, appropriated on or after July 1, 2018	0.00
2. Municipal light surplus	1,000.00
3. Other source	1,000.00
TOTAL IIId	1,003,000.00
IIIe. Total estimated (Total IIIa thro IIIe)	19,063,134.01
IV. Summary of total amount to be raised	
a. Total amount to be raised (from IIIe)	67,483,237.11
b. Total estimated receipts and other revenue sources (from IIIa)	19,063,134.01
c. Total real and personal property tax levy (from Ic)	48,420,103.10
d. Total receipts from all sources (total IVb plus IVc)	67,483,237.11

Annotations:

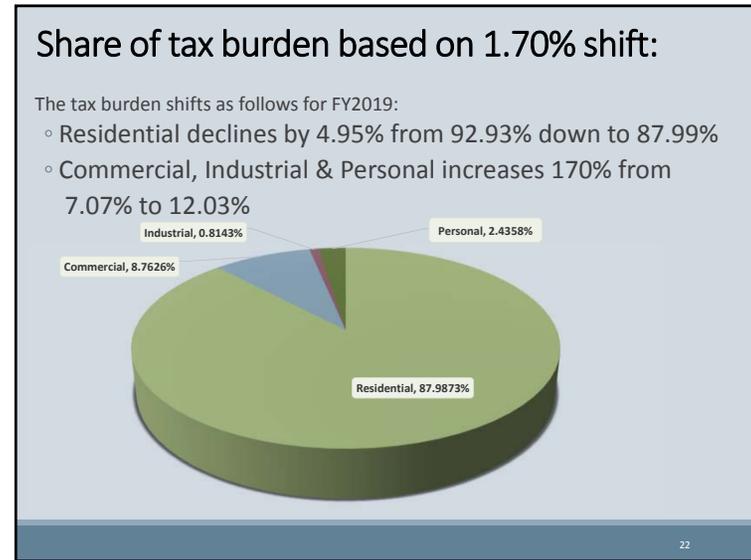
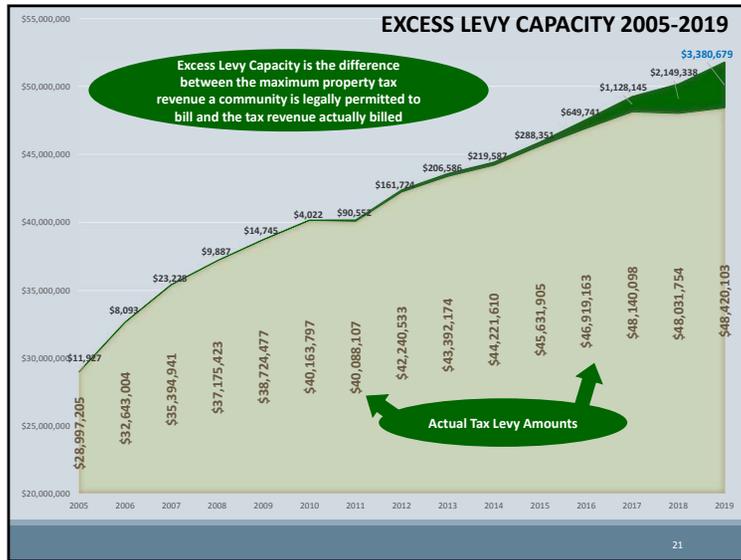
- Carried over from prior 2 slides (points to Cherry sheet estimated receipts)
- Water & Sewer Enterprise Fund Est. Revenue (points to Enterprise Funds)
- Total Revenue other than property taxes (points to Total IIIb)
- Tax Levy for FY2019 = 71.3% of spending (points to Total IIIe)

FY2019 Tax Levy Limit:



Category	Amount
II. TO CALCULATE THE FY 2019 LEVY LIMIT	
A. FY 2018 Levy Limit from I.	48,386,446
A1. ADD Amended FY 2018 Growth	0
B. ADD (IIA + IIA1)*2.5%	1,209,661
C. ADD FY 2019 New Growth	438,564
C1. ADD FY 2019 New Growth Adjustment	0
D. ADD FY 2019 Override	0
E. ADD FY 2019 Subtotal	50,034,671
F. FY 2019 Levy Ceiling	75,400,181
II. FY 2019 Levy Limit	50,034,671
III. TO CALCULATE THE FY 2019 MAXIMUM ALLOWABLE LEVY	
A. FY 2019 Levy Limit from II.	50,034,671
B. FY 2019 Debt Exclusion(s)	1,766,111
C. FY 2019 Capital Expenditure Exclusion(s)	0
D. FY 2019 Stabilization Fund Override	0
E. FY 2019 Other Adjustment	0
F. FY 2019 Water/Sewer	0
G. FY 2019 Maximum Allowable Levy	\$ 51,800,782

Note: FY19 Tax Levy = \$48,420,103 (7.0% under the Max.)



Can be found at www.swampscottma.gov

FY2019 Tax Rate Recap:

I. TAX RATE SUMMARY

Ia. Total amount to be raised (from IIe)	67,483,237.11
Ib. Total estimated receipts and other revenue sources (from IIIe)	19,063,134.01
Ic. Tax Levy (Ia minus Ib)	48,420,103.10
Id. Distribution of Tax Rates and levies	

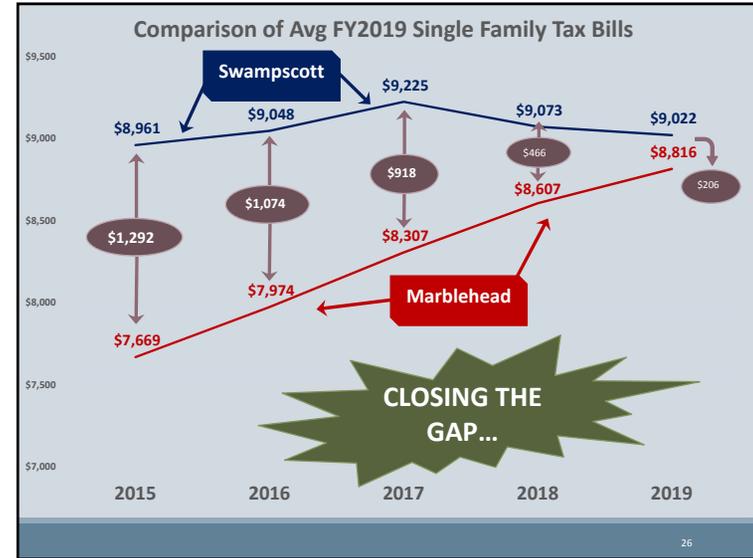
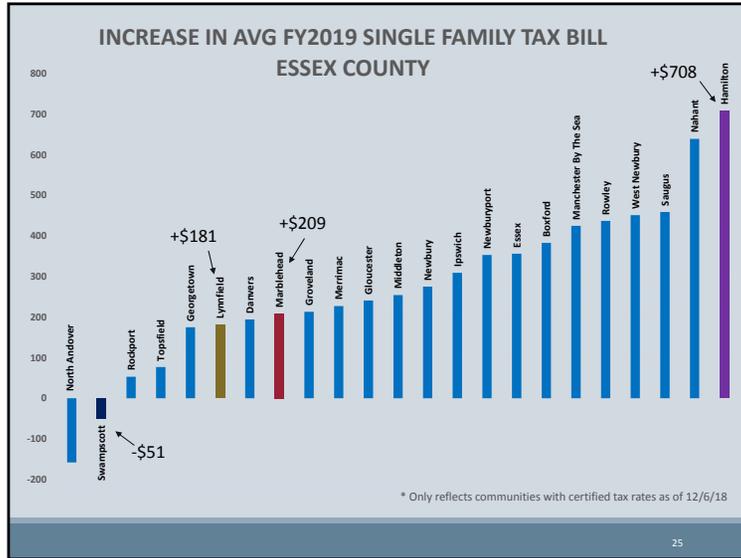
Represents 170% C.I.P. Shift

CLASS	(b) Levy percentage (from IAS)	(c) Ic above times each percent in col (b)	(d) Valuation by class (from LA-5)	(e) Tax Rates (c) / (d) x 1000	(f) Levy by class (d) x (e) / 1000
Residential	87.9873	42,603,541.37	2,802,807,168.00	15.20	42,603,084.95
Net of Exempt					
Open Space	0.0000	0.00	0.00	0.00	0.00
Commercial	8.7626	4,242,859.95	155,460,066.00		
Net of Exempt			154,475,952.00	27.45	4,240,364.88
Industrial	0.8143	394,284.90	14,445,000.00	27.45	396,537.21
SUBTOTAL	97.5642	2,972,793,034.00			47,340,787.04
Personal	2.4358	1,179,416.07	43,214,220.00	27.29	1,179,316.06
TOTAL	100.0000	3,016,007,254.00			48,420,103.10

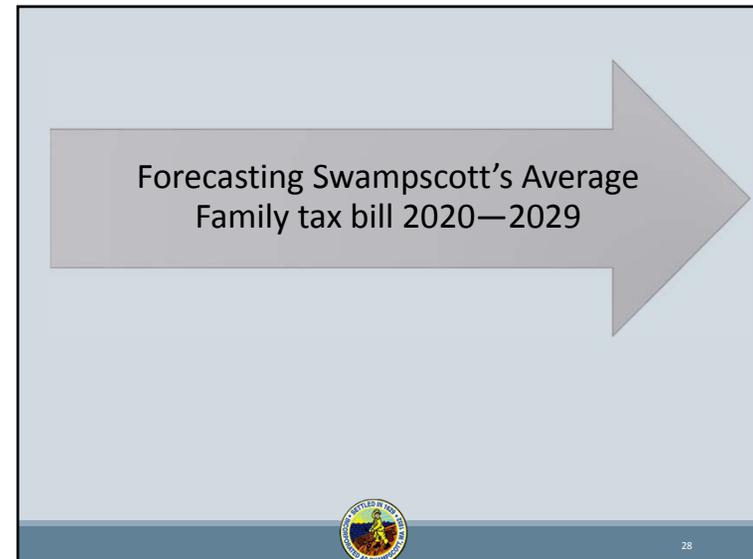
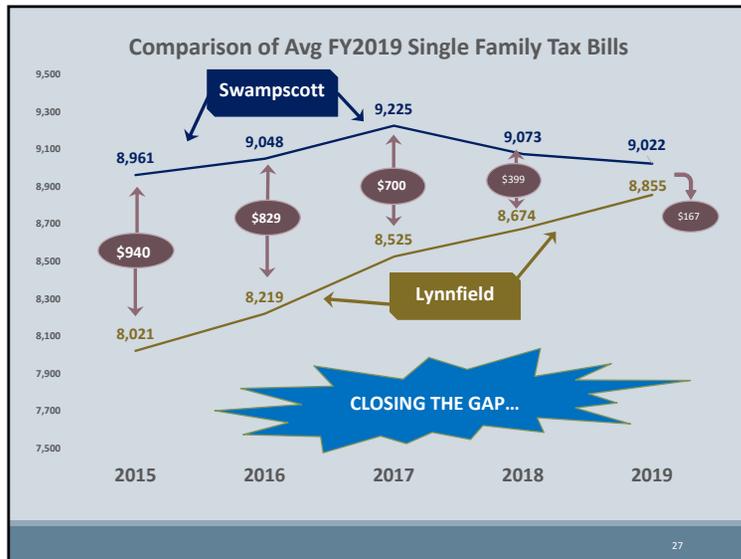
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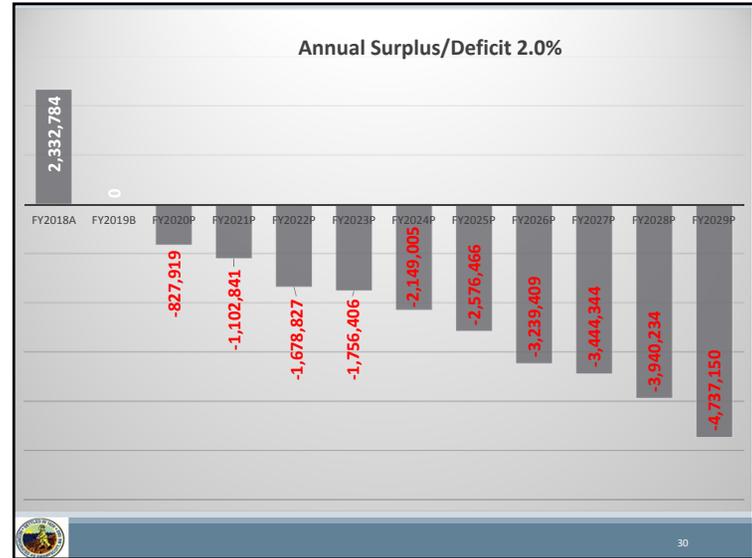
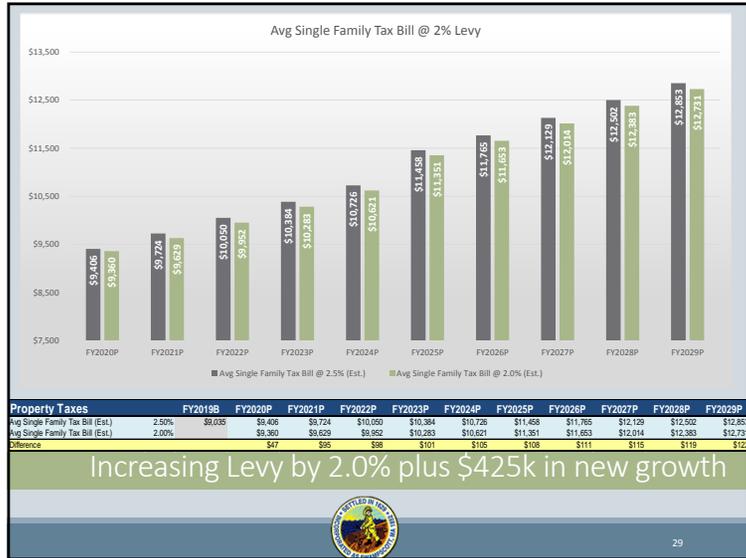
CIP SHIFT: 170%

Description	FY2019 ANALYSIS				FY2018 vs. FY2019 COMPARISON ANALYSIS			
	FY 2019 Assessed Value	FY 2019 Average Assessed Value	FY2019 Average Tax Bill	FY2019 Class Percentage	Assessed Value Diff	Assessed Value % Diff	Average Tax Bill Diff	Average Tax Bill % Diff
Single Family	\$2,052,999,200	\$593,524	\$9,022	73.25%	\$94,992,300	4.9%	-\$51	-0.56%
Condominiums	\$369,550,600	\$331,139	\$5,033	13.18%	\$37,799,900	11.4%	\$59	1.18%
Miscellaneous Residential	\$9,741,100	\$811,758	\$12,339	0.35%	\$139,100	1.4%	-\$464	-3.62%
Two - Family	\$206,261,500	\$484,182	\$7,360	7.36%	\$8,525,600	4.3%	\$2	0.03%
Three - Family	\$31,447,700	\$593,353	\$9,019	1.12%	\$807,700	2.6%	-\$60	-0.66%
Apartment	\$103,508,600	\$5,750,478	\$87,407	3.69%	\$6,520,600	6.7%	\$1,196	1.39%
Vacant / Accessory Land	\$17,679,400	\$84,590	\$1,286	0.63%	\$1,529,700	9.5%	\$84	6.98%
Multi-use - Residential	\$11,699,068	\$299,976	\$4,560	0.42%	\$923,549	8.6%	\$23	0.50%
TOTAL RESIDENTIAL	\$2,802,887,168	\$525,673	\$7,990	100.00%	\$151,238,449	5.7%	-\$34	-0.43%
Tax Rate			\$15.20					
Commercial	\$142,593,000	\$1,602,169	\$43,980	66.91%	\$13,902,200	10.8%	\$2,292	5.50%
Multi-use - Commercial	\$10,443,502	\$267,782	\$7,351	4.90%	\$1,004,571	10.6%	\$189	2.65%
Recreational	\$2,423,564	\$484,713	\$13,305	1.14%	\$64,151	2.7%	-\$299	-2.20%
Industrial	\$14,445,800	\$555,608	\$15,251	6.78%	\$1,444,600	11.1%	\$835	5.79%
Individuals / Partnerships / Associations / Trusts / LLC	\$2,575,470	\$12,942	\$353	1.21%	\$528,100	25.8%	\$32	10.07%
Corporations	\$5,702,890	\$42,244	\$1,153	2.68%	\$262,960	4.8%	-\$38	-3.20%
Manufacturing	\$33,120	\$16,560	\$452	0.02%	\$0	0.0%	-\$2	-4.85%
Public Utilities	\$19,310,990	\$9,655,495	\$263,498	9.06%	\$475,310	2.5%	-\$6,605	-2.45%
Centrally Valued Telephone	\$3,425,900	\$1,712,950	\$46,746	1.61%	\$140,400	4.3%	-\$368	-0.78%
Centrally Valued Pipelines	\$11,271,300	\$11,271,300	\$307,594	5.29%	\$75,200	0.7%	-\$13,510	-4.21%
Wireless Telephone	\$894,550	\$223,638	\$6,103	0.42%	-\$208,190	-18.9%	-\$1,804	-22.81%
TOTAL COMMERCIAL	\$155,460,066	\$1,168,873	\$32,086	72.94%	\$14,970,922	10.7%	\$1,401	4.57%
Tax Rate			\$27.45					
TOTAL INDUSTRIAL	\$14,445,800	\$555,608	\$15,251	6.78%	\$1,444,600	11.1%	\$835	5.79%
Tax Rate			\$27.45					
TOTAL PERSONAL PROPERTY	\$43,214,220	\$125,259	\$3,418	20.28%	\$1,273,780	3.0%	-\$283	-7.64%
Tax Rate			\$27.29					
TOTAL C.I.P.	\$213,120,086			100.00%	\$17,689,302	9.1%		



Can be found at www.swampscottma.gov





Can be found at www.swampscottma.gov

NEW GROWTH/FREE CASH POLICY

- New Growth to be estimated at \$425,000
- Eliminate the use of free cash to balance the operating budget

TAX LEVY POLICY

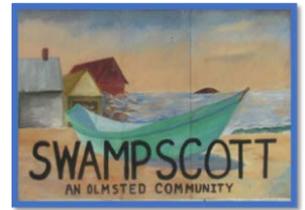
- Tax Levy to increase by no more than 2%, plus \$425K in new growth.



Town of Swampscott

OFFICE OF THE TOWN ADMINISTRATOR

Sean R. Fitzgerald



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February 27th 2019

To the Honorable Members of the Board of Selectmen and the residents of Swampscott:

This year, Town Staff worked hard to put together a detailed review of Town capital projects. We focused on broadening the timeline for capital projects from 5-year plan to a 30-year plan. This longer horizon will help support a more careful planning process as we seek to stabilize the Town tax rate and meet the broader goals in Swampscott's Master Plan.

1. OVERVIEW AND PURPOSE OF THE CIP

Swampscott Town Officials and staff, like our counterparts in other communities in Massachusetts, expend a great deal of effort each year establishing a municipal budget. This budget must realistically balance the ever-increasing needs and costs of delivering services to their constituents while at the same time staying within the financial constraints mandated by available tax revenues. In an acknowledgement of the precariousness of the annual budgetary process, the Town Charter mandates the use of a Capital Improvements Program (CIP) to aid town officials in scheduling the investment of Town resources.

The Charter provides the legal guidance as to authorization, purpose, description and preparation of the CIP. The CIP also serves to prepare a financial plan for capital projects included in the Master Plan. The primary goal of the CIP is to schedule the expenditures so that the peaks and valleys in the Town's annual tax levy are mitigated to the extent possible. The largest of expenditures are anticipated and scheduled while the smaller expenditures are worked in around them to help stabilize the tax rate.

This document is structured to provide a multi-year recommended program of major capital projects and expenditures. The Swampscott CIP is a budgetary document that schedules all anticipated major capital Town expenditures for an extended period of time and includes a fiscal analysis that aids in prioritizing the expenditures. The program, when adopted and fully utilized, serves to ensure that the services and facilities necessary to meet the community's needs are provided in accordance with the financial capabilities of Swampscott.

2. ADVANTAGES OF A CIP

A Capital Improvements Program offers many advantages including the following:

1. Stabilizes year-to-year variations in capital outlays.
2. Pre-emptive acquisitions are made more feasible and defensible (e.g., land acquired for town uses such as water supply, waste disposal, and recreation).
3. In conjunction with capital reserve funds, interest payments may be reduced or eliminated by having the cash on hand for purchases rather than having to purchase bonds.
4. Enables towns to establish growth control measures (in conjunction with the master plan).
5. Facilitates implementation of the master plan through scheduling of proposed projects over a period of time. This type of programming can eliminate duplication and a random approach in making capital outlays.
6. Furnishes a total picture of the municipality's major needs, discourages piecemeal expenditures, and serves to coordinate the activities of various departments.
7. Establishes priorities for projects on the basis of need and cost, and permits anticipation of revenues and expenditures.
8. Serves as a public information tool by explaining to the public the Town's plans for major expenditures.

3. CIC COMMITTEE MEMBERSHIP

The Capital Improvements Committee (CIC) is comprised of five (5) members appointed by the Town Moderator. The Town Administrator and Director of Public Works serve as ex-officio (non-voting) members of the CIC.

4. DEFINITION OF A CAPITAL IMPROVEMENT

The Swampscott Town Charter establishes a threshold value at \$20,000 to be considered for inclusion in the CIP, the project must exceed the threshold value, have a useful life of three (3) years or more, and not be considered an annual, on-going, operating expense. Projects that require bond financing are also included in the CIP.

Examples of such improvements include:

- *Land acquisition for public purpose*
- *Vehicles*
- *Buildings*
- *Equipment and machinery with a useful life of greater than 3 years*
- *Major building or facility renovations and repairs*
- *Road renovations resulting in long-term improvement in road capacity or conditions*
- *Special studies such as resource assessments or development of a Master Plan*
- *Computer facilities including all upgrades and replacements*

5. PREPARATION, ADOPTION, AND REVIEW OF THE CIP

Each year at the request of the Town Administrator, town staff send the appropriate sections of the CIP text document to all Town Department Heads and ask for updates, changes and additions. This request is planned for the late spring/early summer time frame with a stated reply deadline of early to mid-summer. The Town Staff accumulate the returned information and post it to the Master CIP document, highlighting those items that have changed from the previous year. Town Staff also update the Master CIP Text document and spreadsheet to indicate the new multi-year range.

Beginning in late spring, staff also update the latest approved CIP spreadsheet by removing the previous year's columns, adding a column for last year's approved amounts and adding a new year to maintain the multi-year history. These columns should be highlighted until they are reviewed and approved by the CIC Committee. Town staff captures Information from last year's approved CIP for the current year, the official votes on all Town Warrant Articles, and the most current Town Report to include in the "Town Meeting Approved" column.

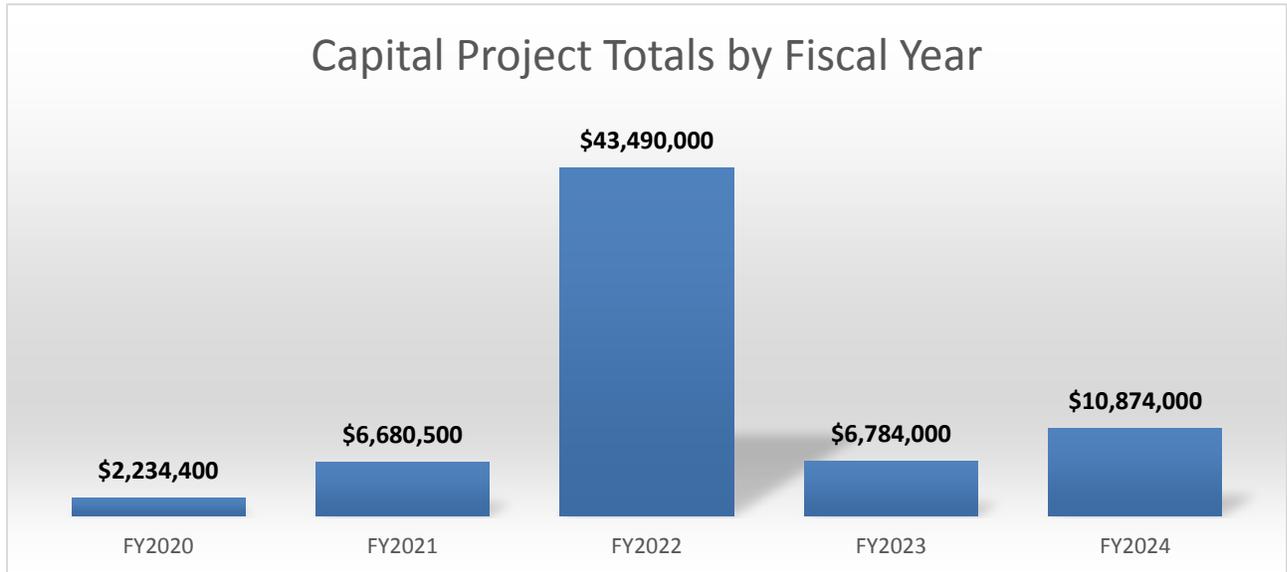
At each CIC meeting, Department recommendations are reviewed and vetted by the Committee for potential update to the CIP spreadsheet. If there are any projects that the Committee would like more information about, they either request that Town staff obtain the information or ask that a Department Head come to the next meeting to explain the project(s). Once the Committee has considered a project and decided to include it in the spreadsheet, the highlighting is removed. If the project is not to be included in the spreadsheet, then the text is removed from the CIP Text document.

The CIC Committee will continue to meet to fully understand all of the changes or additions to capital projects and their associated costs and to finalize the numbers and text associated with each project. Upon final review, the Committee tries to balance or level-fund the requests for the multi-year period. Once this is accomplished, the Committee votes to adopt the recommended CIP and submits the CIP to the Board of Selectmen for further consideration and final adoption; and also, to the Finance Committee with recommendations to Town Meeting to make the necessary appropriations for the first year of the plan.

The Board of Selectmen then formally reviews, potentially amends, and approves the final CIP after which the CIP is presented to the Finance Committee with recommendations for the necessary appropriations to fund the projects included in the first year of the plan.

The following chart shows the recommended CIP expenses for the range of the recommended CIP. The chart shows at a quick glance how successful the level-funding effort has been.

2020-2024 CAPITAL IMPROVEMENT PROGRAM (Net Expenses By Year - \$ In Thousands)



**The 2022 includes an estimated \$40M project to fund a new elementary school*

6. 2020-2024 DEBT MANAGEMENT PLAN

Attached to this letter is a spreadsheet that provides a comprehensive snapshot of the Town's current outstanding debt portfolio, as well as planned additional debt to fund the projects provided in the recommended CIP. This comprehensive look at the Town's debt is necessary to ensure that the Town takes on appropriate levels of debt to finance the long-term capital needs of the Town.

7. 2020-2024 CIP PROJECTS

Also attached is a spreadsheet that contains a description of projects sorted by project start year and then by department.

It is my hope that these documents will help the CIC Committee with the presentation of the 2020-2024 CIP to the Board of Selectmen and Finance Committee and will help all committees and boards better understand the nature of the capital projects and how they impact/influence the financial stability of the Town Swampscott.

In closing, I want to thank the members of Swampscott's Capital Improvement Committee and Assistant Town Administrator Ron Mendes for all of the great assistance and efforts to forge a comprehensive update for the Town's Capital Improvement Planning. This effort will take a number of years to evolve but I am confident that it will be one of the more important financial planning tools for Swampscott's financial stability.

Respectfully,

Sean R. Fitzgerald
Town Administrator

COMMUNITY DEVELOPMENT

Capital Planning Analysis

Updated Information

Project 2020-01

Phillips Beach Bath House/Restrooms
Est. Cost: \$ 25,000 in FY2020
Est. Cost: \$240,000 in FY2021
Replaces current Port-a-Potties and provides for an ADA Accessible Bathroom/Shower/Snack Bar



Similar to restrooms at Devereaux Beach, Marblehead



COMMUNITY DEVELOPMENT

Capital Planning Analysis

Updated Information

Project 2020-02

Re-Design/Construction of Beach Entrances
New Ocean/Preston/Whales/Eiseman's Beaches
Est. Cost: \$200,000 in FY2020 (phase 1)
Est. Cost: \$250,000 in FY2021 (phase 2)



COMMUNITY DEVELOPMENT

Capital Planning Analysis

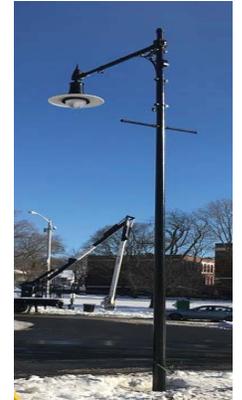
Project 2020-03

Purchase of 15 decorative street light poles
Est. Cost: \$150,000 in FY2020

The Town has purchased several street light poles from National Grid from Fisherman's Beach to the Lynn City Limit, and has been changing out all of the street light poles from Fisherman's Beach, along Humphrey Street, to the Lynn City Limit (including the street light poles on Monument Ave).

These street lights are of the design originally conceived of by Elihu Thomson and are being installed to beautify this area of town that serves as a gateway to the community.

This project in FY2020 will purchase 15 additional light poles and will complete this project.



PUBLIC WORKS

Capital Planning Analysis

PROJECT 2020-04

Purchase/Lease of Sidewalk Snow Tractor
Est. Cost: \$150,000 in FY2020
Replaces 1977 Bombardier



PUBLIC WORKS

Capital Planning Analysis

PROJECT 2020-05

Purchase/Lease of Commercial Leaf Vacuum
Est. Cost: \$30,000 in FY2020
Replaces 1987 Tarco Leaf Vacuum



PUBLIC WORKS

Capital Planning Analysis

PROJECT 2020-07

Purchase of One-Ton Dump Truck with Plow
Est. Cost: \$75,000 in FY2020
Replaces 2005 Chevrolet Silverado



PUBLIC WORKS

Capital Planning Analysis

PROJECT 2020-06

Purchase of Infield Grooming Machine
Est. Cost: \$15,000 in FY2020
Replaces 1996 Smith Co. Lovebug Machine



PUBLIC WORKS

Capital Planning Analysis

PROJECT 2020-08

Purchase of Electric Charging Stations
& Municipal Electric Vehicles
Est. Cost: \$55,000 in FY2020
Est. Cost: \$35,000 in FY2022
Est. Cost: \$35,000 in FY2024



PUBLIC WORKS

Capital Planning Analysis

PROJECT 2020-09

Purchase of Electronic Traffic Advisory Signs
 Est. Cost: \$ 20,000 in FY2020
 Est. Cost: \$ 20,000 in FY2021
 Est. Cost: \$ 20,000 in FY2022

The Traffic Study Advisory Committee is recommending funding to update the Town's existing supply of Electronic Traffic Advisory signs and purchase additional signs to address the issue of speeding on many residential streets that motorists utilize as "cut throughs."



Residents have been providing feedback to the Traffic Study Advisory Committee regarding excessive speeding on "cut through" streets.

Traffic Advisory signs have proven to be an effective traffic calming measure. Advising motorists that they are driving too fast will encourage drivers to SLOW DOWN.



PUBLIC WORKS

Capital Planning Analysis

PROJECT 2020-11

Annual Sea Wall/Storm Damage Repairs
 Est. Cost: \$200,000 in FY2020
 Est. Cost: \$210,000 in FY2021
 Est. Cost: \$220,000 in FY2022
 Est. Cost: \$230,000 in FY2023
 Est. Cost: \$240,000 in FY2024

This addition to the capital plan is an annual program designed to augment available state and federal funding to keep sea walls and storm water systems in a status of good repair at all times.

The Town's Sea Walls and its Storm Water System is a significant capital asset that requires constant attention and maintaining this as part of the capital plan will help the town deal with the effects of climate change.



PUBLIC WORKS

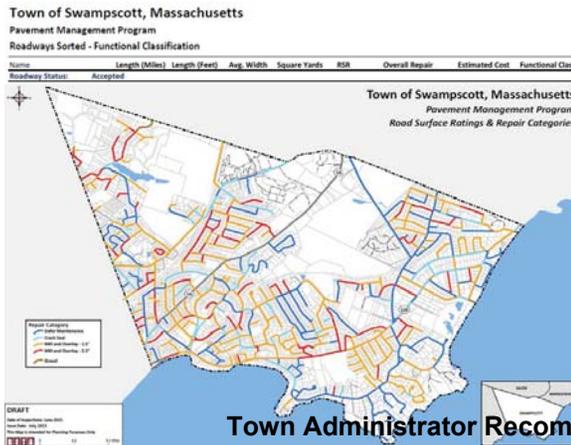
Capital Planning Analysis

PROJECT 2020-10

Annual non-Ch. 90 Street Repair Program
 Est. Cost: \$235,000 in FY2020
 Est. Cost: \$210,000 in FY2021
 Est. Cost: \$215,000 in FY2022
 Est. Cost: \$220,000 in FY2023
 Est. Cost: \$225,000 in FY2024

The annual non-Ch. 90 street repair program is a locally funded supplement to the state-funded Chapter 90 street repair program and ensures that the Town's streets are properly maintained, safe and accessible for the public.

In FY2020, the Town will need to revise its Pavement Management Program that serves as a guide to which streets are maintained on a year to year basis.



PUBLIC WORKS

Capital Planning Analysis

ANNUAL WATER MAIN REPAIR PROGRAM

Est. Cost: \$500,000 in FY2022
 Est. Cost: \$500,000 in FY2024

This program has been funded through the MWRA Water Main Repair program's 0% interest loan program. However, due to changes in the interest rate market this program is coming to an end; however, the Town still has water mains that require maintenance.

The Town's water main system is a significant capital asset that requires constant maintenance to ensure the unimpeded flow of potable water into Swampscott households, and funding this work through the capital program is essential to ensuring that this system is properly functioning.

The plan provides \$500,000 in funding in alternate fiscal years starting in FY2022.



PUBLIC WORKS

Capital Planning Analysis

ANNUAL SEWER MAIN REPAIR PROGRAM

Est. Cost: \$2,540,000 in FY2021
Est. Cost: \$3,709,000 in FY2023



Eliminating Cross-Contamination in Stacey's Brook Watershed

- CIPP Sewer Mainlines
- Lining Manholes
- Replacing Laterals
- Capping Underdrains



This program is in connection with requirements from the federal EPA and state DEP that the Town mitigate flow of wastewater into the ocean via Stacy's Brook.

The Town is currently in Phase II of this project and will be seeking funding for the next phase of this project in FY2021 and the final phase in FY2023.

Beyond these phases, the Town expects to continue its investment in maintenance of the wastewater distribution system. This system is an important capital asset that requires constant maintenance in order to mitigate potential discharge of contaminants into the environment. The plan will provide \$500,000 in funding in alternate fiscal years starting in FY2025.

PUBLIC WORKS

Capital Planning Analysis

PROJECT 2020-12

Upgrades to Sewer Lift Stations
Est. Cost: \$60,000 in FY2020



Wastewater leaking from pipes



Overflow

The Town maintains several Lift Stations, which serve as pumping stations that direct the flow of wastewater from Swampscott households into the City of Lynn's wastewater collection system, where wastewater is ultimately collected at Lynn Water & Sewer's Wastewater Treatment facility located on the Lynnway.

These lift stations serve a vital role in transmitting wastewater from Swampscott households and businesses for treatment by the facility in Lynn. Upgrades to the technology and infrastructure of these lift station is required occasionally in order to ensure that these pumps operate continually.

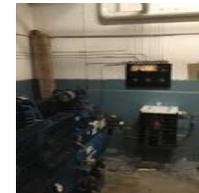
SCHOOL/TOWN FACILITIES

Capital Planning Analysis

PROJECT 2020-13

School Districtwide Plumbing/Electrical/HVAC/Building Envelope Upgrades

Est. Cost: \$ 78,000 in FY2020
Est. Cost: \$115,000 in FY2021
Est. Cost: \$640,000 in FY2022
Est. Cost: \$120,000 in FY2023
Est. Cost: \$620,000 in FY2024



Outdated temperature control panels



Outdated boilers



Roof Upgrades needed



Outdated Unit Ventilators

The Town's School Buildings are major capital assets of the Town that are heavily used and must be upgraded continually in order to ensure that all building systems are up to date.

These upgrades involve projects at the Clarke & Stanley Schools, the Field House and some minor upgrades at the Middle School.

The list of upgrades are on the following slide:

SCHOOL/TOWN FACILITIES

Capital Planning Analysis

PROJECT 2020-13

School Districtwide Plumbing/Electrical/HVAC/Building Envelope Upgrades:

Project	FY2020	FY2021	FY2022	FY2023	FY2024
Clarke School Bldg Envelope Upgrades (Roof, Masonry, Windows, Finishes)	\$20,000	\$10,000		\$50,000	\$130,000
Clarke School Mechanical/Electrical/Plumbing/Heating (new boiler in FY2022)		\$15,000	\$500,000		
Field House Bldg Envelope (Roof, Masonry, Windows, Finishes)	\$25,000	\$70,000	\$20,000		
High School (HVAC Control Syst.)		\$20,000			
Stanley School Bldg Envelope Upgrades (Roof, Masonry, Windows, Finishes)			\$60,000	\$50,000	
Stanley School Mechanical/Electrical/Plumbing/Heating (new boiler/HVAC Control Syst. in FY2024)	\$33,000		\$60,000	\$20,000	\$490,000
TOTALS:	\$78,000	\$115,000	\$640,000	\$120,000	\$620,000

SCHOOL/TOWN FACILITIES

Capital Planning Analysis

PROJECT 2020-14

Middle School Roof/HVAC/
Windows & Frames Upgrades
Est. Cost: \$ 100,000 in FY2020
Est. Cost: \$1,425,000 in FY2021
Est. Cost: \$ 585,000 in FY2022
Est. Cost: \$ 635,000 in FY2023

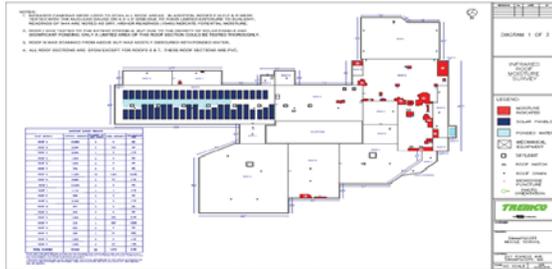


Outdated boilers



Roof Leaks

Outdated Emergency Generator



Recommended Roof Replacement

The Town's Middle School was originally built in the 1960's and is in intensive need of substantial repairs. From a roof that needs to be replaced, to new boilers, a new HVAC Control System, as well as updated windows and window frames, there is much that needs to be done to bring the state of this building to an acceptable level.

The FY2020 request of \$100,000 will be utilized to hire consultants who can provide a complete scope of the work that needs to be done in this building. Once that consulting work is done, we will likely update the estimated cost of work to be done.

SCHOOL/TOWN FACILITIES

Capital Planning Analysis

PROJECT 2020-15

School Districtwide Security
Upgrades
Est. Cost: \$ 35,000 in FY2020
Est. Cost: \$ 30,000 in FY2021

The Security System that is present at the Elementary & Middle Schools are in need of upgrades in order to provide state of the art security for these school buildings.

Currently, the ability of the Police Dept. to access the cameras is often compromised due to outdated technology.

This project will make needed upgrades to the security surveillance systems at the Elementary & Middle Schools.



Need surveillance system upgrades

SCHOOL/TOWN FACILITIES

Capital Planning Analysis

PROJECT 2020-16
Town Hall Upgrades

Est. Cost: \$ 190,000 in FY2020
Est. Cost: \$ 230,000 in FY2023

The Town Hall building is in need of upgrades to the building envelope. The roof needs to have some of the slate tiles repaired/replaced and many of the exterior bricks need re-pointing to prevent seepage into the building.



Slate Roof tiles need repair



Exterior work needed



Est. Cost for Exterior Work:
\$40,000

SCHOOL/TOWN FACILITIES

Capital Planning Analysis

PROJECT 2020-16
Town Hall Upgrades

Est. Cost: \$ 190,000 in FY2020
Est. Cost: \$ 230,000 in FY2023

Additionally, the Building & Community Development spaces in the building need to be re-designed to make better use of these spaces for the combined Community Development and Inspectional Services offices.

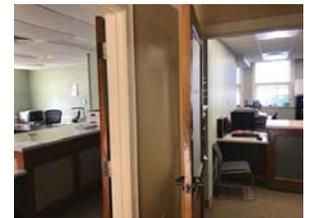


Re-design open space to accommodate combined operation

Est. Cost to re-design spaces:
\$150,000



Convert underutilized vault into office space



Combine divided customer service spaces into a more compact space.

Still seeking additional information

SCHOOL/TOWN FACILITIES

Capital Planning Analysis

PROJECT 2020-16
Town Hall Upgrades

Est. Cost: \$ 190,000 in FY2020
Est. Cost: \$ 230,000 in FY2023

In FY2022 we advise converting a large section of the basement into a large meeting space outfitted as studio space for televising meetings in Town Hall.

This project can be partially paid for through the PEG Cable TV revenues. The Town is beginning contract negotiations with Verizon and will seek to partially fund this project through these negotiations.



Convert un-used basement space into useable meeting space

Est. Cost to upgrade basement into TV Studio/Meeting Room: \$230,000



PUBLIC SAFETY

Capital Planning Analysis

PROJECT 2020-18

Purchase of Tactical EMS Gear
Est. Cost: \$ 25,000 in FY2020

The Fire Dept. is requesting, in cooperation with the Police Dept., ballistic protective equipment needed to comply with a new Fire response protocol (NFPA 3000) to an active shooter threat that requires Fire and EMS to now enter a threat zone along with police in order to rescue wounded victims.



Bullet-proof vests allow EMTs to enter "warm" zones during active shooter incidents



Other protective gear will prevent EMTs from being injured in the event they need to enter active shooter scenarios

PUBLIC SAFETY

Capital Planning Analysis

PROJECT 2020-17

Purchase of Fire Service Equipment:
Replace obsolete air bags
Est. Cost: \$ 26,400 in FY2020
Design services for Fire Sta. addition & Purchase Gear Washing Machine
Est. Cost: \$ 58,500 in FY2021
Purchase utility truck & apron repairs
Est. Cost: \$ 100,000 in FY2022
Replace Squad 21
Est. Cost: \$ 75,000 in FY2023
Replace Ladder Truck
Est. Cost: \$1,550,000 in FY2024



Current set of air bags purchased in 2004 and are past recommended life span



Current turnout gear washer is 18 years old and does not meet current standards

The Fire Dept. is requesting the purchase of a new set of Lifting Air Bags to replace the bags purchased in 2004 (15 years ago). The Department needs to ensure it has up to date life saving equipment.

The Fire Dept. will also be asking for a new Turnout Gear washing machine. The current machine is 18 years old and does not meet current standard for cancer and disease prevention.

PUBLIC SAFETY

Capital Planning Analysis

PROJECT 2020-19
Police Communications Replacement Program

Purchase of BAPERN Control Unit
Est. Cost: \$ 25,000 in FY2020
Replace CCTV Cameras & Server
Est. Cost: \$ 30,000 in FY2021
Replace Main & Backup Repeaters
Est. Cost: \$ 75,000 in FY2022
Replace Dispatch Console Electronics
Est. Cost: \$130,000 in FY2023
Replace Portable Radios
Est. Cost: \$ 35,000 in FY2024



BAPERN Unit is 17 years old.



Dispatch Control Equipment



CCTV Cameras & Servers

The Police Dept. is requesting upgrades to its communications equipment over the next five years in order to ensure that vital police communications equipment is kept up to date with the region.

PUBLIC SAFETY

Capital Planning Analysis

**PROJECT 2020-20
Police Dept. Equipment
Replacement Program**

- Purchase of Ballistic Vests
Est. Cost: \$ 30,000 in FY2020
- Purchase of Body Cameras
Est. Cost: \$ 80,000 in FY2021
- Purchase of parking ticket units
Est. Cost: \$ 25,000 in FY2022
- Purchase of cruiser laptops
Est. Cost: \$ 35,000 in FY2023
- Purchase of Fingerprint scanner
Est. Cost: \$ 20,000 in FY2024

The Police Dept. is requesting funding for a multi-year equipment replacement program to purchase needed law enforcement equipment



New vests needed in FY2020 due to wear and tear



Body Cameras to be purchased in FY2021



Replace cruiser laptops in FY2023



New automated parking ticket units to be purchased in FY2022



New live-scan fingerprint unit to be purchased in FY2024

PUBLIC SAFETY

Capital Planning Analysis

**PROJECT 2020-21
POLICE CRUISER FLEET MGMT PROGRAM**

- Est. Cost: \$40,000 in FY2020
- Est. Cost: \$80,000 in FY2021
- Est. Cost: \$40,000 in FY2022
- Est. Cost: \$80,000 in FY2023
- Est. Cost: \$40,000 in FY2024

The Police Vehicle Fleet is made up of a combination of Front Line MARKED Patrol Units, UNMARKED administrative and Detective Units and two Harley Davidson Police Motorcycles.

Cruisers are replaced at roughly 75,000 odometer miles and must account for added wear and tear of idling on engine & other parts Ford Motor Co.'s formula for engine oil change (idling hours x 33 = miles equivalent engine)

Ex. At this writing Unit 52 with 62,516 miles has 11,419 engine hours x33 = 376,827 engine equivalency miles.



PARKS & RECREATION

Capital Planning Analysis

**PROJECT 2020-22
PARKS & RECREATION FACILITIES
IMPROVEMENT PROGRAM**

- Upgrades to Windsor Ave Playground
Est. Cost: \$ 40,000 in FY2020
- Upgrades to Linscott Park
Est. Cost: \$100,000 in FY2021
- Installation of Splash Park
Est. Cost: \$125,000 in FY2022
- Upgrades to Johnson & Jackson Parks
Est. Cost: \$100,000 in FY2023
- Upgrades to Phillips Park (Basketball Courts)
Est. Cost: \$ 40,000 in FY2024



Windsor Ave Playground equipment is old, rusty and outdated. Proposal is to replace with modern, safer, equipment, and to fence in basketball court.



Total Weight:	4,268.00 lbs
Total Volume:	447.93 m ³
Equipment List:	\$26,300.00
Discount Grant:	\$7,896.00
Products Subtotal:	\$18,424.00
Products by Other:	\$11,850.00
Installation:	\$0.00
Estimated Sales Tax*:	\$0.00
Freight:	\$0.00
Code: Needed	
Grand Total:	\$30,224.00



Splash Park concepts planned for construction in FY2022



TECHNOLOGY/OTHER

Capital Planning Analysis

**PROJECT 2020-23
SCHOOL TECHNOLOGY UPGRADES**

Project Description	FY2020
A.) 30 Mac desktops, keyboards, mice for the digital learning lab at SMS in the library. Current devices can no longer be upgraded.	\$30,000
B.) The 11-year-old World Language Lab computers are failing and need to be replaced. We can keep the monitors, lowering our cost for 29 devices (28 students, 1 teacher)	\$20,000
C.) 2 Carts of PCs with 25 devices each, for our business department. This frees up a classroom and replaces the outdated typing lab (11 years old)	\$50,000
D.) Replace projectors in each classroom at SMS & ELE so that teachers can project wirelessly from their laptops (75 classrooms - 40 at SMS, 10 Clarke, 10 Stanley, 15 Hadley)	\$30,000
E.) Aging smartboards (8-10 years old) will be replaced K-8 \$1800 per smartboard- 8 in each elementary replaced and 16 replaced at SMS (4 per grade)	\$75,000
F.) Upgrade Central office, business office, special education office, and all admin assistants in the district to new PCs. Currently using PCs that are over 10 years old. Sluggish performance.	\$20,000
G.) Additional access points in all the buildings to allow for more students to gain access to the internet. Project is estimated to cost \$60k, of which 50% will qualify for erate reimbursement.	\$30,000
H.) Phase I of SHS network closet updates. Closets are 12 years old and do not have capacity to support current network access demands.	\$70,000
TOTAL SCHOOL TECHNOLOGY CAPITAL REQUEST FY2020	\$325,000



Capital Planning Analysis

PROJECT 2020-24
TOWN TECHNOLOGY UPGRADES

Upgrades to Town Hall Data Room & Police Dept. Servers & Library Upgrades
 Est. Cost: \$ 50,000 in FY2020
 Time Mgmt. Software purchase & Replacement of Town Hall phones
 Est. Cost: \$ 185,000 in FY2021
 Replacement of Fiber Optic Network
 Est. Cost: \$ 60,000 in FY2022
 Technology upgrades
 Est. Cost: \$ 50,000 in FY2023
 Technology upgrades
 Est. Cost: \$ 50,000 in FY2024



Older model desktops & monitors need replacement



Data Room needs to be re-organized and re-built

Capital Planning Analysis

PROJECT 2020-25

Public, Educational & Governmental (PEG) Local Access Upgrades:
 Est. Cost: \$135,000 in FY2020
 Est. Cost: \$115,000 in FY2021
 Est. Cost: \$240,000 in FY2022
 Est. Cost: \$110,000 in FY2023
 Est. Cost: \$ 95,000 in FY2024



Need to upgrade drivers, servers and other obsolete equipment



Need to upgrade stations to HD

The Town's Cable TV Local Access Stations are in much need of upgrades. While we have made many strides to upgrade the quality of the local access channels, we also need to improve the quantity and content that is provided.

It is important to note that these upgrades are paid for through the contracts with Verizon and Comcast from charges that are passed through to Cable TV consumers.

Capital Planning Analysis

PROJECT 2020-25

Public, Educational & Governmental (PEG) Local Access Upgrades:

Projects:	FY2020	FY2021	FY2022	FY2023	FY2024
Town Hall Cablecast Upgrade to HD	\$35,000				
Upgrade to Network - Drives/Servers/Back ups		\$25,000			\$25,000
Set up VLAN (Town Hall, Police, Library)	\$37,000				
Expand VLAN (Blockside Field, ReachArts)		\$25,000	\$50,000		
Meeting Room - Basic A/V - Two Camera		\$20,000	\$20,000	\$20,000	\$20,000
Full Portable Studio (switcher and cameras)	\$36,000				
Portable Switcher		\$12,000			
Studio Lighting - monthly OBR	\$27,000	\$14,500			
B129 Upgrades			\$30,000		
Multi Camera production Studio (Library or Town Hall)			\$120,000		
Desktop Computers		\$8,500			
Portable Single Camera/Mic		\$10,000			
Portable Cameras (wireless)			\$20,000		
High School Studio - New Intercom System				\$30,000	
High School Studio - New Studio Cameras				\$60,000	
Conv. of Town Hall basement space into TV Studio				\$115,000	
Upgrade/Replacement to existing equipment					\$50,000
TOTALS:	\$135,000	\$115,000	\$240,000	\$225,000	\$95,000

Capital Planning Analysis

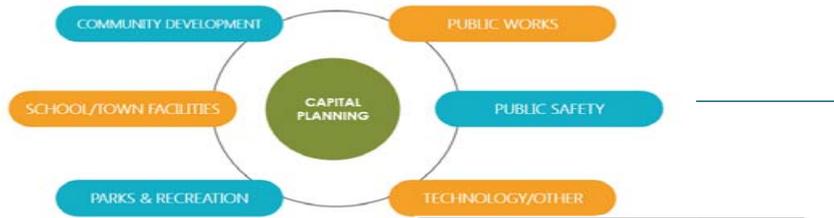
PROJECT 2020-26

NEW VOTING MACHINES

Purchase of New Voting Machines in anticipation of 2020 Presidential Election
 Est. Cost: \$ 60,000 in FY2020



Clerk's Office needs to purchase replacement voting machines before next Presidential Primary Election in March 2020



Possible major projects "Down the Road" that are in the Capital Plan:

- Replacement of Hadley School FY2022
- Expansion/Addition to Fire Station FY2024
- Renovation of Swampscott Library FY2024



TOWN OF SWAMPSCOTT

*****DRAFT FY2020-2024 CAPITAL PLAN LIST OF PROJECTS ***DRAFT*****

DEPARTMENT	PROJECT	FY2020	FY2021	FY2022	FY2023	FY2024	Footnotes
BUILDING DEPT	FILE DIGITIZATION		\$25,000				
COMMUNITY DEVELOPMENT/DPW	PHILLIPS BEACH BATHHOUSE/RESTROOM	\$25,000	\$240,000				
COMMUNITY DEVELOPMENT/DPW	RE-DESIGN/CONSTRUCTION OF BEACH ENTRANCES	\$200,000	\$250,000				
COMMUNITY DEVELOPMENT	PURCHASE/INSTALLATION OF NEW STREET LIGHTS	\$150,000					
COMMUNITY DEVELOPMENT	COMMUNITY BRANDING/MARKETING			\$50,000	\$35,000		
COMMUNITY DEVELOPMENT	UPDATED SIGNAGE-BRANDING/MARKETING				\$150,000		
COMMUNITY DEVELOPMENT	VACANT LOT ACQUISITION-135 FOSTER/WINDSOR PARK		\$20,000	\$60,000			
COMMUNITY DEVELOPMENT	PALMER POND BOARDWALK RECONSTRUCTION					\$364,000	
COMMUNITY DEVELOPMENT	40R SMART GROWTH-VINNIN SQ		\$40,000				
DPW	SIDEWALK SNOW TRACTOR	\$150,000					
DPW	COMPRESSOR			\$25,000			
DPW	LEAF VACUUM	\$30,000					
DPW	HOT TOP ROLLER		\$15,000				
DPW	STREET SWEEPER					\$150,000	
DPW	INFIELD GROOMING MACHINE	\$15,000					
DPW	FRONT END LOADER W/ PLOW			\$150,000			
DPW	BACKHOE/LOADER				\$120,000		
DPW	1 TON DUMP TRUCK W/ PLOW				\$100,000		
DPW	1 TON DUMP TRUCK W/ PLOW					\$100,000	
DPW	1 TON DUMP TRUCK W/ PLOW				\$100,000		
DPW	1 TON DUMP TRUCK W/ PLOW	\$75,000					
DPW	SKID STEER LOADER				\$50,000		
DPW	TRAFFIC MESSAGE BOARD			\$25,000			
DPW	STUMP GRINDER		\$30,000				
DPW	SANDER TRUCK				\$95,000		
DPW	BUCKET TRUCK					\$120,000	
DPW	TOWN HALL ELECTRIC VEHICLES & CHARGING STATIONS	\$55,000		\$35,000		\$35,000	
DPW	ELECTRONIC TRAFFIC ADVISORY SIGNS	\$20,000	\$20,000	\$20,000			
DPW	ANNUAL NON-CH 90 STREET REPAIRS	\$235,000	\$210,000	\$215,000	\$220,000	\$225,000	
DPW	SEA WALL REPAIRS/STORM WATER SYSTEM REPAIRS	\$200,000	\$210,000	\$220,000	\$230,000	\$240,000	1
DPW-WATER ENTERPRISE	WATER MAIN REPAIR PROGRAM			\$500,000		\$500,000	
DPW-SEWER ENTERPRISE	SEWER REHAB/STACYS BROOK/SEWER MAIN REPAIRS		\$2,540,000		\$3,709,000		
DPW-SEWER ENTERPRISE	UPGRADES TO SEWER LIFT STATIONS	\$60,000					
FACILITIES-SCHOOL	SCHOOL DISTRICTWIDE ROOF/PLUMBING/ELECTRICAL/HVAC REPAIRS	\$78,000	\$115,000	\$640,000	\$120,000	\$620,000	2
FACILITIES-SCHOOL	MIDDLE SCHOOL UPGRADES	\$100,000	\$1,425,000	\$585,000	\$635,000		
FACILITIES-SCHOOL	SCHOOL DISTRICT-SECURITY UPGRADES	\$35,000	\$30,000				
FACILITIES-SCHOOL	NEW ELEMENTARY SCHOOL			\$40,000,000			
FACILITIES-TOWN	DPW YARD-EXTERIOR WALLS/DOORS				\$100,000	\$50,000	
FACILITIES-TOWN	FISH HOUSE REPAIRS		\$312,000	\$35,000		\$25,000	
FACILITIES-TOWN	LIBRARY UPGRADES		\$75,000	\$40,000	\$65,000	\$900,000	
FACILITIES-TOWN	OLD POLICE STATION UPGRADES					\$270,000	
FACILITIES-TOWN	TOWN HALL UPGRADES	\$50,000	\$140,000		\$115,000		
FACILITIES-TOWN	FIRE STATION UPGRADES		\$30,000			\$5,220,000	
FIRE DEPT	EQUIPMENT REPLACEMENT	\$51,400	\$58,500	\$100,000	\$75,000		
FIRE DEPT	MUNICIPAL FIRE ALARM UPGRADES		\$20,000		\$20,000		
FIRE DEPT	EOC BUILD OUT		\$60,000				
FIRE DEPT	NEW LADDER TRUCK					\$1,550,000	
LIBRARY	TECHNOLOGY UPGRADES	\$25,000					
POLICE DEPT	RADIO EQUIPMENT REPLACEMENT	\$25,000	\$30,000	\$75,000	\$130,000	\$35,000	
POLICE DEPT	EQUIPMENT PURCHASES/REPLACEMENT	\$30,000	\$80,000	\$25,000	\$35,000	\$20,000	

TOWN OF SWAMPSCOTT

*****DRAFT FY2020-2024 CAPITAL PLAN LIST OF PROJECTS ***DRAFT*****

DEPARTMENT	PROJECT	FY2020	FY2021	FY2022	FY2023	FY2024	Footnotes
POLICE DEPT	FLEET ROTATION	\$40,000	\$80,000	\$40,000	\$80,000	\$40,000	
PARKS & RECREATION	WINDSOR AVE PLAYGROUND UPGRADES	\$40,000					
PARKS & RECREATION	LINSCOTT PARK UPGRADES		\$100,000				
PARKS & RECREATION	CHILDREN'S SPLASH PARK			\$125,000			
PARKS & RECREATION	JOHNSON PARK UPGRADES				\$50,000		
PARKS & RECREATION	JACKSON PARK UPGRADES				\$50,000		
PARKS & RECREATION	PHILLIPS PARK UPGRADES					\$40,000	
TECHNOLOGY-SCHOOL DEPT	TECHNOLOGY UPGRADES	\$325,000	\$225,000	\$225,000	\$225,000	\$225,000	3
TECHNOLOGY-TOWN	ANNUAL UPGRADES TO WORK STATIONS & SERVERS	\$25,000	\$75,000	\$60,000	\$50,000	\$50,000	
TECHNOLOGY-TOWN	TIME MANAGEMENT SOFTWARE		\$110,000				
TECHNOLOGY-TOWN	PEG UPGRADES	\$135,000	\$115,000	\$240,000	\$225,000	\$95,000	4
TOWN CLERK	NEW VOTING MACHINES	\$60,000					

PROJECT TOTALS:	\$2,234,400	\$6,680,500	\$43,490,000	\$6,784,000	\$10,874,000
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FUNDING SOURCES

NON-EXCLUDED BORROWING	GENERAL FUND BORROWING	\$1,900,000	\$1,880,000	\$1,050,000	\$2,500,000	\$2,609,000
	WATER/SEWER BORROWING		\$2,200,000	\$250,000	\$3,500,000	\$250,000
DEBT EXCLUSIONS				\$40,000,000		\$6,120,000
TRANSFERS FROM OTHER FUNDS:	CAPITAL STABILIZATION	\$139,400	\$300,000	\$250,000		
	PEG	\$135,000	\$115,000	\$240,000	\$225,000	\$95,000
	GEN FUND FREE CASH	\$0	\$1,845,500	\$1,450,000	\$350,000	
	WATER FUND FREE CASH			\$250,000		\$250,000
	SEWER FUND FREE CASH	\$60,000	\$340,000		\$209,000	
CAPITAL LEASES	FIRE LADDER TRUCK					\$1,550,000
TOTAL FUNDING SOURCES:		\$2,234,400	\$6,680,500	\$43,490,000	\$6,784,000	\$10,874,000
SHORTFALL		\$0	\$0	\$0	\$0	\$0

TOWN OF SWAMPSCOTT

*****DRAFT FY2020-2024 CAPITAL PLAN LIST OF PROJECTS ***DRAFT*****

DEPARTMENT	PROJECT	FY2020	FY2021	FY2022	FY2023	FY2024 <small>Footnotes</small>
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Footnotes:

1. The DPW received a quote to repair the wall at King's Beach for \$600K, which we are advised can be accomplished in phases over FY2020-2022.

2. The following are the planned upgrades to the School buildings:

Project	FY2020	FY2021	FY2022	FY2023	FY2024
Clarke School Bldg Envelope Upgrades (Roof, Masonry, Windows, Finishes)	\$20,000	\$10,000		\$50,000	\$130,000
Clarke School Mechanical/ Electrical/Plumbing/Heating (new boiler in FY2022)		\$15,000	\$500,000		
Field House Bldg Envelope (Roof, Masonry, Windows, Finishes)	\$25,000	\$70,000	\$20,000		
High School (HVAC Control Syst.)		\$20,000			
Stanley School Bldg Envelope Upgrades (Roof, Masonry, Windows, Finishes)			\$60,000	\$50,000	
Stanley School Mechanical/ Electrical/Plumbing/Heating (new boiler/HVAC Control Syst. in FY2024)	\$33,000		\$60,000	\$20,000	\$490,000
TOTAL SCHOOL BUILDING UPGRADE REQUESTS:	\$78,000	\$115,000	\$640,000	\$120,000	\$620,000

3. The following are the planned upgrades to the School Technology:

Project Description	FY2020	FY2021	FY2022	FY2023	FY2024
ESTIMATES		\$225,000	\$225,000	\$225,000	\$225,000
A.) 30 Mac desktops, keyboards, mice for the digital learning lab at SMS in the library. Current devices can no longer be upgraded.	\$30,000				
B.) The 11-year-old World Language Lab computers are failing and need to be replaced. We can keep the monitors, lowering our cost for 29 devices (28 students, 1 teacher)	\$20,000				
C.) 2 Carts of PCs with 25 devices each, for our business department. This frees up a classroom and replaces the outdated typing lab (11 years old)	\$50,000				
D.) Replace projectors in each classroom at SMS & ELE so that teachers can project wirelessly from their laptops (75 classrooms - 40 at SMS, 10 Clarke, 10 Stanley, 15 Hadley)	\$30,000				
E.) Aging smartboards (8-10 years old) will be replaced K-8 \$1800 per smartboard- 8 in each elementary replaced and 16 replaced at SMS (4 per grade)	\$75,000				
F.) Upgrade Central office, business office, special education office, and all admin assistants in the district to new PCs. Currently using PCs that are over 10 years old. Sluggish performance.	\$20,000				
G.) Additional access points in all the buildings to allow for more students to gain access to the internet. Project is estimated to cost \$60k, of which 50% will qualify for erate reimbursement.	\$30,000				
H.) Phase I of SHS network closet updates. Closets are 12 years old and do not have capacity to support current network access demands.	\$70,000				
TOTAL SCHOOL TECHNOLOGY CAPITAL REQUEST FY2020:	\$325,000	\$225,000	\$225,000	\$225,000	\$225,000

4. The following are the planned upgrades to Public, Educational & Governmental Programming:

Project Description	FY2020	FY2021	FY2022	FY2023	FY2024
Town Hall Cablecast Upgrade to HD	\$35,000				
Upgrade to Network - Drives/Servers/Back ups		\$25,000			\$25,000
Set up VLAN (Town Hall, Police, Library)	\$37,000				
Expand VLAN (Blockside Field, ReachArts)		\$25,000	\$50,000		
Meeting Room - Basic A/V - Two Camera		\$20,000	\$20,000	\$20,000	\$20,000
Full Portable Studio (switcher and cameras)	\$36,000				
Portable Switcher		\$12,000			
Studio Lighting - monthly OBR	\$27,000	\$14,500			
B129 Upgrades			\$30,000		
Multi Camera production Studio (Library or Town Hall)			\$120,000		
Desktop Computers		\$8,500			
Portable Single Camera/Mic		\$10,000			
Portable Cameras (wireless)			\$20,000		
High School Studio - New Intercom System				\$30,000	
High School Studio - New Studio Cameras				\$60,000	
Conversion of Town Hall basement space into a TV Studio/Meeting Room				\$115,000	
Upgrade/Replacement to existing equipment					\$50,000
TOTALS:	\$135,000	\$115,000	\$240,000	\$225,000	\$95,000

5. The amounts of Free Cash are unlikely to be available if FY2021-22 at these levels; therefore the Town will need to identify funding to cover the projects listed or modify the project list in these years.



TOWN OF SWAMPSCOTT - OFFICE OF THE TREASURER DEBT MANAGEMENT PLAN

FY 2020 - FY 2024

		<u>O/S Debt 6-30-18</u>	<u>FY 2019</u>	<u>O/S Debt 6-30-19</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>
Debt Excluded from Prop. 2 1/2									
PAYOFF:									
PROP 2 1/2 DEBT EXCLUSION LEVY INCREASE:			<u>\$1,766,110</u>		<u>\$1,744,993</u>	<u>\$1,723,604</u>	<u>\$1,698,817</u>	<u>\$1,675,915</u>	<u>\$1,649,931</u>
Total Principal:	2035	\$17,863,408	\$1,257,367	\$16,606,040	\$1,272,367	\$1,287,367	\$1,302,367	\$1,317,367	\$1,327,367
Total Interest:			\$510,599		\$474,390	\$437,911	\$398,014	\$359,998	\$323,913
Debt Excluded from Prop. 2 1/2 - TOTALS:		<u>\$17,863,408</u>	<u>\$1,767,967</u>	<u>\$16,606,040</u>	<u>\$1,746,757</u>	<u>\$1,725,278</u>	<u>\$1,700,381</u>	<u>\$1,677,365</u>	<u>\$1,651,280</u>
New General Fund Excluded Debt to fund Capital Plan	PAYOFF								
				Added Debt					
Over Administered									
FY 22 Project Projected Principal (Est. 30 Yr Paydown)	2037			\$40,000,000				\$1,333,333	\$1,333,333
Projected Interest	3.33%							\$1,332,000	\$1,287,600
FY 24 Project Projected Principal (Est. 20 Yr Paydown)	2039			\$6,120,000					
Projected Interest	3.50%								
Other Debt (not excl. from Prop. 2 1/2)	PAYOFF:								
Total Principal:	2038	\$9,104,877	\$1,352,430	\$7,899,871	\$1,298,498	\$972,244	\$877,362	\$862,362	\$696,962
Total Interest:			\$241,465		\$264,790	\$227,547	\$191,651	\$156,858	\$127,023
Other Debt (not excl. from Prop. 2 1/2) - TOTALS		<u>\$9,104,877</u>	<u>\$1,593,894</u>	<u>\$7,899,871</u>	<u>\$1,563,288</u>	<u>\$1,199,791</u>	<u>\$1,069,013</u>	<u>\$1,019,220</u>	<u>\$823,985</u>
Authorized / Unissued Debt	Useful Life			Project Amt.					
Principal (General Fund 15-30 years)				\$3,150,000	\$28,343	\$181,666	\$181,666	\$181,666	\$181,666
Interest (3.00% 15-30 Years)					\$25,151	\$93,312	\$87,874	\$82,436	\$76,997
TOTAL Authorized/Unissued - TOTALS:				<u>\$3,150,000</u>	<u>\$53,494</u>	<u>\$274,979</u>	<u>\$269,540</u>	<u>\$264,102</u>	<u>\$258,664</u>
New General Fund Debt to fund Capital Plan	PAYOFF								
				Added Debt					
Budgeted									
FY 20 Projects Projected Principal (Est. 15 Year Avg.)	2035			\$1,900,000		\$126,667	\$126,667	\$126,667	\$126,667
Projected Interest	3.25%					\$61,750	\$57,633	\$53,517	\$49,400
FY 21 Projects Projected Principal (Est. 15 Year Avg.)	2036			\$1,850,000			\$123,333	\$123,333	\$123,333
Projected Interest	3.33%						\$61,661	\$57,550	\$53,439
FY 22 Projects Projected Principal (Est. 15 Year Avg.)	2037			\$1,050,000				\$70,000	\$70,000
Projected Interest	3.33%							\$34,965	\$32,634
FY 23 Projects Projected Principal (Est. 15 Year Avg.)	2038			\$2,500,000					\$166,667
Projected Interest	3.50%								\$87,500
FY 24 Projects Projected Principal (Est. 15 Year Avg.)	2039			\$2,600,000					
Projected Interest	3.50%								
EST. Principal - TOTAL					\$0	\$126,667	\$250,000	\$320,000	\$486,667
EST. Interest					\$0	\$61,750	\$119,294	\$146,031	\$222,973
New General Fund Debt to fund Capital Plan - TOTALS:				<u>\$9,900,000</u>	<u>\$0</u>	<u>\$188,417</u>	<u>\$369,294</u>	<u>\$466,031</u>	<u>\$709,640</u>



TOWN OF SWAMPSCOTT - OFFICE OF THE TREASURER DEBT MANAGEMENT PLAN

FY 2020 - FY 2024

	<u>O/S Debt 6-30-18</u>	<u>FY 2019</u>	<u>O/S Debt 6-30-19</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>
PROJECTED NON -EXCL DEBT SERVICE								
Total Principal:	\$9,104,877	\$1,352,430	\$7,899,871	\$1,326,841	\$1,280,577	\$1,309,028	\$1,364,028	\$1,365,295
Total Interest:		\$241,465		\$289,940	\$382,610	\$398,819	\$385,325	\$426,994
PROJECTED NON-EXCL DEBT SERVICE - TOTALS:	\$9,104,877	\$1,593,894	\$7,899,871	\$1,616,781	\$1,663,187	\$1,707,847	\$1,749,354	\$1,792,289
% Increase:				1.44%	2.87%	2.69%	2.43%	2.45%

PROJECTED ALL GENERAL FUND DEBT SERVICE								
Total Principal:	\$26,968,285	\$2,609,797	\$24,505,911	\$2,599,208	\$2,567,944	\$2,611,396	\$4,014,729	\$4,025,996
Total Interest:		\$752,064		\$764,330	\$820,521	\$796,833	\$2,077,323	\$2,038,506
PROJECTED ALL GENERAL FUND DEBT SERVICE - TOTALS:	\$26,968,285	\$3,361,861	\$24,505,911	\$3,363,538	\$3,388,465	\$3,408,228	\$6,092,052	\$6,064,502
% Increase:				0.05%	0.74%	0.58%	78.75%	-0.45%

Principal (Water)	\$2,284,105	\$397,053	\$2,987,052	\$507,053	\$494,999	\$395,000	\$370,000	\$370,000
Interest								
Principal (Sewer)	\$3,369,460	\$268,276	\$3,071,184	\$238,616	\$240,215	\$240,450	\$240,810	\$196,577
Interest		\$108,087		\$101,509	\$92,181	\$82,795	\$73,407	\$64,475
PROJECTED DEBT SERVICE - Water & Sewer	\$5,653,565	\$773,416	\$6,058,236	\$847,178	\$827,395	\$718,245	\$684,217	\$631,052

Outstanding Debt Benchmark

	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>
TOTAL OUTSTANDING DEBT:	\$32,861,850	\$33,714,147	\$32,776,323	\$31,818,164	\$69,889,652	\$67,757,446	\$70,224,873
TOTAL Est. Equalized Valuation:	\$3,001,502,900	\$3,001,502,900	\$3,076,540,473	\$3,076,540,473	\$3,153,453,984	\$3,153,453,984	\$3,232,290,334
Debt as a % of Equalized Valuation:	1.0948%	1.1232%	1.0654%	1.0342%	2.2163%	2.1487%	2.1726%
Optimal/Target Ratio:	0.75% - 1.75%	0.75% - 1.75%	0.75% - 1.75%	0.75% - 1.75%	0.75% - 1.75%	0.75% - 1.75%	0.75% - 1.75%

Debt Service as a % of Total Revenue Benchmark

	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>
TOTAL DEBT SERVICE:	\$3,996,380	\$4,135,277	\$4,210,717	\$4,215,859	\$4,126,473	\$6,776,269	\$6,695,554
TOTAL PROJECTED REVENUE:	\$64,424,803	\$65,130,861	\$67,482,085	\$69,918,188	\$72,442,235	\$75,057,400	\$77,766,972
Debt Service as a % of Total Revenue	6.2032%	6.3492%	6.2398%	6.0297%	5.6962%	9.0281%	8.6098%

Stabilization/Reserve Fund Balances

	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>
General Stabilization Fund:	\$5,058,310	\$5,571,649	\$6,071,649	\$6,571,649	\$7,071,649	\$7,571,649	\$8,071,649
Capital Stabilization Fund:	\$609,980	\$861,337	\$811,337	\$811,337	\$811,337	\$1,061,337	\$1,311,337
Free Cash:	\$4,038,376	\$3,161,170	\$2,250,000	\$2,100,000	\$1,900,000	\$1,500,000	\$1,125,000
TOTAL Stabilization Funds/Reserves	\$9,706,666	\$9,594,156	\$9,132,986	\$9,482,986	\$9,782,986	\$10,132,986	\$10,507,986
Reserves as a % of Total Revenue	15.0667%	14.7306%	13.5339%	13.5630%	13.5045%	13.5003%	13.5121%
Optimal/Target Ratio:	12.0 - 16.0%	12.0 - 16.0%	12.0 - 16.0%	12.0 - 16.0%	12.0 - 16.0%	12.0 - 16.0%	12.0 - 16.0%

Town Administrator Recommended Budget Page 188 of 188

MAJOR DEBT BENCHMARKS

