



TOWN OF FALMOUTH
FISCAL YEAR 2023 BUDGET

TABLE OF CONTENTS

1	Executive Summary
	Town Manager's Budget Message
	Selectman's Budget Policy
	Consolidated Financial Summary Schedule
	Budget Process Description
	Town Organizational Chart
2	Revenue Detail
3	General Government Budget
	Town Manager / Select Board
	Finance
	Reserve Fund
	Town Accountant
	Assessing
	Treasurer/Collector
	Town Counsel
	Personnel
	Disability Commission
	Information Technology
	Geographic Info Systems
	Town Clerk
	Elections
	Town Meeting
	Town Moderator
4	Public Safety Budget
	Consolidated Communications
	Fire/Rescue Department
	Police Department
	Marine & Environmental Services
5	Community Development Budget
	Conservation Department
	Planning Department
	Zoning Appeals
	Building Department
	Health Department
6	Department of Public Works Budget
	Admin & Engineering Division
	Street Lighting
	Facilities Maintenance Division
	Highway Division
	Snow & Ice
	Vehicle Fuel
	Solid Waste Collection
	Waste Management Facility
	Bikeways
	Fleet Services Division
	Tree & Parks Maintenance Division
	Wastewater Division
	Water Division
	Renewable Energy
7	Community Services Budget
	Senior Services
	Veterans' Services
	Human Services
	Public Library
	Recreation Department
	Beach Department
8	Education Department Budget
	School Department
	Upper Cape Regional Technical School
9	Employee Benefits Budget
	Retirement Benefits
	Unemployment
	Health Insurance
	Life Insurance
	Medicare
	Other Employee Benefits
	Court Judgements
10	Insurance & Reserve Budget
11	Debt Detail
12	Appendices
	Fund Balance Schedule
	Fiscal Policy
	Community Profile
	Glossary



TOWN OF FALMOUTH

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FY2023 BUDGET MESSAGE

Submitted to Falmouth Select Board

12-17-2021

The Falmouth Home Rule Charter provides that a comprehensive budget including all functions of the Town and a related Budget Message be submitted to the Falmouth Select Board each year prior to the first day of January. The proposed budget is to be transmitted to the Finance Committee prior to January 16 to allow the Committee to undertake its work. I respectfully submit the attached budget to members of the Select Board for your review along with this Fiscal Year 2023 Budget Message.

BACKGROUND

We are completing our journey through the second challenging year of the world-wide COVID-19 pandemic and its considerable twists and turns. At one time, Town Hall and Town administrative offices were staffed and functioned continuously under a mandatory masking order. Since Labor Day, 2021 these same staff offices have been operating under a mask advisory. To the credit of Falmouth Town employees, the Town has been able to function in a “business-as-usual” manner throughout this pandemic – continuing to deliver all municipal services to Falmouth’s residents and business community. Falmouth’s Police and Fire first responders have consistently been willing to place themselves in potential harm’s way in providing public safety services to Falmouth neighborhoods, for which we are all truly grateful.

INTRODUCTION

This FY23 Town budget represents a challenging balance between the dynamic of increasing requests for Town services/staffing/expenditures and the continued reality of moderately increasing revenues. To responsibly manage the Town’s affairs, one must thoughtfully take the long view and be respectful of the revenue limits provided in the Commonwealth under Proposition 2 ½. The

relevant Policy of the Select Board affirms that the Town continues to responsibly fund financial reserves. Following a period of significant growth of Free Cash through multiple fiscal years, the Town had begun to see carryovers of Free Cash begin to trend downward through Fiscal Year 2020.

Given the financial uncertainty of the pandemic which fundamentally began its significant impact in March, 2020 – the Town responsibly began to exercise appropriate caution in budgeting and spending, focusing on the maintenance of the Town’s basic municipal services. We were very gratified to experience consistent revenue growth during the pandemic rather than the revenue reduction which many had predicted and which caused us to move forward cautiously to avoid the cutbacks in services and staff which a number of communities in the Commonwealth experienced due to less disciplined budgeting and spending. At the recent November, 2021 Town Meeting, a significant package of capital and non-capital spending was affirmed for the present FY22 which has been greatly facilitated by the responsible and disciplined budgeting embraced by the Select Board and affirmed by the Finance Committee.

Falmouth has retained its coveted AAA Bond Rating through this entire period, which is representative of the responsible manner in which the Town’s finances continue to be managed. The financial benefits of this highest municipal bond rating are ongoing to Falmouth taxpayers.

BUDGET OVERVIEW – REVENUES

Four major components of revenue are routinely used to fund the Town’s annual operating budget, these being: Property Taxes, State Aid, Estimated Local Receipts, and Other Available Funds. Consistent with the Select Board’s Operating Budget Policy Statement adopted on August 31, 2021, the maximum total revenue growth from property taxes is a 2.5% increase from FY2022.

Recently, new growth was certified for FY22 in the amount of \$1.6 Million, a significant increase from what the Town had originally projected – driven by an exceptional increase in local building activity during the past year of the pandemic. This new growth has increased the Town’s property tax base for FY23, which has allowed the Town and School to address certain fundamental budget needs. For FY2023, we are projecting an increase in local estimated receipts in the amount of \$1.3 Million, following a cautious period of budgeting as noted due to the uncertainties of the COVID-19 pandemic on the local, state and national economy. As of early December, 2021 the State has not finalized its budget for

FY2022. Proceeding cautiously, we have level-funded our estimated State Aid revenues at \$10.937 Million. No budget shortfalls are projected at this time.

At their recently-concluded November session, Town Meeting members voted to increase the Local Room Excise Tax from 5% to 6% and to put in place a 3% Community Impact Fee for short-term, professionally managed rentals, both to become effective as of July 1, 2022. We will be requesting that Town Meeting appropriate these supplemental revenues to the Falmouth Affordable Housing Fund. In a complementary action on the capital spending side (as opposed to the operating budget), Town Meeting members also voted to approve the appropriation of \$4 Million for affordable housing support purposes through the Falmouth Affordable Housing Fund. At their pre-Town Meeting session on November 15, the Select Board voted to recommend that Town Meeting consider appropriating future local room excise tax revenues for affordable housing purposes as well.

BUDGET OVERVIEW – EXPENSES

Falmouth joins all municipalities in being challenged in the traditional cost-escalating areas of employee health insurance, retirement, negotiated annual contractual salary increases, workers' compensation and general property and liability insurance. Recurring cost increases in pension contributions (and secondarily health insurance) present a daunting challenge under the strict revenue limitations of the Commonwealth's Proposition 2 ½. Some of the municipal employee collective bargaining units have been settled for FY2023. The Town remains in negotiation with unions representing Firefighters, Consolidated Communications and Library. A set-aside for potential cost-of-living adjustments will be provided in a separate April, 2022 Town Meeting warrant article. To preserve Falmouth's ability to recruit and retain an appropriately skilled workforce, adjustments to wage scales are selectively incorporated into negotiated union contracts as the competitive market dictates. Collective bargaining units have been settled with a 2% cost-of-living adjustment. This 2% set-aside is indeed sustainable, reflective of the necessary caution exercised by the Town in negotiating Town-side collective bargaining agreements.

With this FY2023 Appropriations Budget, I am proposing the addition of multiple mission-critical positions to public safety and public health. This priority is representative of the continued policy direction from the Select Board as reflected in the Board's Annual Strategic Plan Retreat process and subsequent

determinative actions. I am specifically proposing to create three additional firefighter positions, two additional police officer positions and one additional assistant health agent position in public health. As has been discussed regularly at Select Board meetings, the continuing need for these additional positions to provide primary services to Falmouth residents has been amply demonstrated by expanding service demands clearly in evidence during the COVID-19 pandemic. In addition, I am requesting an expanded allocation of funding for the School Department beyond the 2.3% overall expenditure target. This is further representative of expanded administrative and support needs which began in response to the pandemic and have been underwritten by relatively short-term federal grant funding to education.

Supplemental funding is also included to enhance the rate of compensation for the Town's seasonal positions in the Beach Department, Public Works and related departments which has clearly become necessary to attract and retain qualified workers to staff seasonal positions and to reflect another adjustment in the minimum wage. A set-aside of funds is also proposed to allow the utilization of signing bonuses for certain seasonal positions.

An increase in salaries, due to a reclassification of AFSCME A positions approved at the November Town Meeting is included in this budget. There is also an increase involving the Public Works union positions which follows from a recent salary market survey.

The Town's annual solid waste contract is expiring in mid-year, 2022. We are involved in the negotiation process for this important local service which has historically included curbside pickup of trash and recyclables for residential properties. Given a number of market and resource-driven factors, we anticipate the likelihood of a significant increase in the cost of this municipal service. An additional \$750,000 has been allocated in the solid waste collection budget.

HEALTH INSURANCE

No recommendation on a potential rate increase as of the timing of this FY23 Budget presentation has been forthcoming from the Cape Cod Municipal Health Group (CCMHG), with which the Town of Falmouth is affiliated for group health insurance cost-effectiveness purposes. The CCMHG has a significant reserve balance at present which enables them to consider recommending minimal rate increases and occasional premium holidays. It does appear that the increase, if any, will be modest. Although the actual proposed health insurance

rate increase will not be finalized until early in the coming calendar year, we have determined to level-fund the health insurance line at \$15.55 Million.

RETIREMENT

The Falmouth Retirement Board voted four years ago to adopt an assessment schedule which would fully fund the Retirement System's unfunded liability by 2034. For FY2023, this requires a 5.03% increase from the previous year.

TOWN INSURANCE

The general insurance line item for Falmouth has been estimated to increase by 2.86% for FY23. The Town has sufficient reserves in the Workers' Compensation Trust Fund at this time to hedge against any unanticipated increases.

SCHOOLS

School Department funding is planned to increase by the target of 2.3% with supplemental funding of \$250,000 derived from the new growth increase to assist with additional expenses due to the pandemic which would include additional personal protective equipment, heating/ventilating/air conditioning maintenance and upgrades and payroll processing expenses. The School Department has received significant federal grant funds to offset salaries and expenses generated due to the pandemic. We anticipate federal funding significantly decreasing, necessitating that a portion of these expenses be moved to the operating budget in the next few years.

In communication with the Superintendent of the Upper Cape Regional Technical School (UCRTS), we understand that there is an anticipated increase of eleven students from Falmouth to UCRTS for the coming fiscal year. There is a 10% increase in the proposed budget to accommodate these additional students to UCRTS, which amounts to \$337,845. Final cost confirmation of this potential increase will not be available until February/March of 2022 at which time any necessary further adjustments will be made.

FUNDING RESERVES

The Other Post-Employment Benefits Trust Fund will be funded in the amount of \$500,000 and there will be an allocation of \$1.032 Million to the Capital Stabilization Fund, underscoring the ongoing importance of maintaining and enhancing the Town's ability to maintain and improve Town infrastructure without increasing the tax burden. Continuing the action from FY22, the Workers' Compensation Trust will no longer be separately funded since the Town has now fully insured Workers' Compensation liabilities. The Town will continue to spend from this account to offset the workers compensation premium until the fund is depleted. Other Available Funds include other-sourced revenues such as parking revenues, embarkation fees, waterways improvement, energy receipts, wetlands protection and municipal golf revenues, which are routinely transferred into the General Fund in order to support the debt service payments and other Operating expenses.

DEBT

Last Fiscal Year, the Town refinanced \$10.75 Million in debt with a net savings of \$1.9 Million over ten years. Such routine savings increases "debt drop-off" to allow the cost-effective funding of further capital facility projects.

Once again, during the current fiscal year, Standard and Poor's rating service has reaffirmed the Town's coveted AAA Bond Rating with the latest bond issuance. The AAA bond rating, first achieved by Falmouth in 2018, is the highest rating available in assessing the quality of a local government's bonds and is reflective of an overall quality assessment of the financial and administrative management of a local municipality. Fewer than 25% of municipalities in the Commonwealth have earned this highest possible bond rating. As noted in the past, this AAA bond rating saves Falmouth taxpayers from \$50,000 - \$250,000 in financing costs on a typical ten-year municipal bond.

CONCLUDING REMARKS

Residents of Falmouth receive all the public service benefits of a "full service" municipality for the hard-earned tax dollars which they have entrusted to this Town. The basic services of local government include police, fire/rescue, health, public works, marine and environmental services, communications,

library, recreation, human services and water and wastewater utilities among others. Increasingly fewer municipalities in the Commonwealth continue to make a regular "house call," with weekly curbside trash (and twice-monthly recycling) pickup of all single-family residential properties at no additional charge to Falmouth taxpayers. The consistent maintenance of this package of comprehensive municipal services is significantly beyond that of the majority of surrounding communities. I thank my fellow Town employees for their steadfast commitment to delivering these comprehensive, basic municipal services to ensure the quality of life in Falmouth every day.

Through the leadership and commitment of many dedicated individuals, the Town of Falmouth continues to remain in strong fiscal health. Through disciplined, reasonable service expansions consistent with identified and recurring revenues, Falmouth is able to maintain a level of consistent and high quality basic municipal services to which the community has become accustomed. Maintaining this strong fiscal health requires the setting of budget priorities and the willingness to stand behind them, as demands for ever-increasing services within the context of modestly increasing revenues is a fact of municipal life.

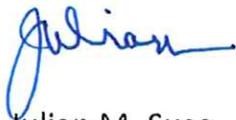
Fundamental to this is the strategic leadership of the Falmouth Select Board. The Board utilizes a thoughtful and deliberative Strategic Planning Process and embraces appropriately disciplined Budget Policies while concurrently continuing to fund reserves in a responsible, business-like manner. Also instrumental to this successful process has been the steadfast and informed, hands-on participation and critical support of the members of the Finance Committee. This commitment to continuity and partnership in a collaborative and respectful process ensures that the primary quality of life that residents of Falmouth enjoy is maintained and strengthened in a responsible, cost-effective manner.

I look forward to meeting with members of the Select Board at 7PM on Monday, January 3 for the formal presentation of this FY2023 Proposed Budget. As ordained by the Falmouth Town Charter, we have a very compact time frame to review, discuss and conclude the executive-level budget process with the Board's consideration and adoption of the proposed Budget. The final, proposed Budget is then due to be transmitted to the Finance Committee "...on or before January 16." I further welcome the opportunity to join the Finance Committee in the weeks to come as they undertake their important work on this FY23 Budget in preparation for the upcoming April, 2022 Town Meeting.

Thank you to Finance Director Jennifer Mullen for her consistent professionalism, commitment to quality and diligent dedication to this critical annual budget process. I also thank Assistant Town Manager Peter Johnson-Staub for his experienced, professional assistance with the evolution of this proposed Budget. My thanks to Town Accountant Victoria Rose, Assistant to the Finance Director Melanie Bush, Town Treasurer/Collector Patricia O'Connell and Director of Assessing Trisha Favulli for their collective dedication and consistent professional work as primary members of Falmouth's Finance Department. These staff professionals are committed to collaborating as a team to ensure ongoing quality and responsible stewardship in the Town's fundamental financial activities. I further thank all Falmouth Department Heads for their dedicated, hands-on involvement in this annual budget process, begun back in September. Thank you to each of my many colleagues for the inspiring commitment to quality and stewardship which you bring to your work each day.

I thank members of the Falmouth Select Board for this opportunity to be of service to you as Town Manager. Our collective work on this FY2023 Budget has a profound impact on all of those that we are so privileged to serve.

Respectfully Submitted,



Julian M. Suso
Falmouth Town Manager

BUDGET OVERVIEW

	FY 22	FY 23	FY 23	FY22 TO FY23	%
	VOTED	REQUESTS	RECOMMEND	CHANGE	CHANGE
PROPERTY TAX					
Base	101,542,950	105,745,915	105,745,915	4,202,965	
Amended New Growth	-	-	-	-	
2.5% increase	2,538,574	2,643,648	2,643,648	105,074	
Override					
New Growth	1,664,391	800,000	800,000	(864,391)	
Debt Exclusions (DE-1)	10,775,114	10,463,791	10,463,791	(311,323)	
Short Term Debt		402,198	402,198	402,198	
Revenue to offset Water/Wastewater debt	(1,334,748)	(1,200,000)	(1,200,000)	134,748	
Debt Stabilization		(107,490)	(107,490)	(107,490)	
CC Commission	523,790	520,000	520,000	(3,790)	
Excess Levy Capacity	-	-	-	-	
TOTAL TAX LEVY	115,710,071	119,268,062	119,268,062	3,557,991	3.07%
STATE REVENUE					
Chapter 70	6,871,209	6,871,209	6,871,209	-	
Charter Tuition Reimbursements	465,911	465,911	465,911	-	
School Choice	1,014,870	1,014,870	1,014,870	-	
Subtotal Education	8,351,990	8,351,990	8,351,990	-	
Unrestricted General Government Aid	1,523,687	1,523,687	1,523,687	-	
Veterans Benefits	342,550	342,550	342,550	-	
Exemptions: Vets, Blind, Surv Spouses & Elderly	160,498	160,498	160,498	-	
State Owned Land	513,702	513,702	513,702	-	
Public Libraries	45,220	45,220	45,220	-	
Subtotal General Government	2,585,657	2,585,657	2,585,657	-	
TOTAL STATE REVENUE	10,937,647	10,937,647	10,937,647	-	0.00%
LOCAL ESTIMATED RECEIPTS					
Motor Vehicle Excise	4,000,000	4,250,000	4,250,000	250,000	6.25%
**Other Excise	1,550,000	1,550,000	1,550,000	-	
Penalties and Interest	575,000	575,000	575,000	-	
PILOT	165,000	165,000	165,000	-	
Charges for Services - Water	8,000,000	8,400,000	8,400,000	400,000	5.00%
Charges for Services - Trash Disposal	100,000	100,000	100,000	-	
Other Charges for Services	3,900,000	4,000,000	4,000,000	100,000	2.56%
Fees	225,000	225,000	225,000	-	
Rentals	100,000	100,000	100,000	-	
Departmental Revenue - Libraries	1,500	15,000	15,000	13,500	
Departmental Revenue - Recreation	20,000	20,000	20,000	-	
Licenses and Permits	1,600,000	1,900,000	1,900,000	300,000	18.75%
Special Assessments	700,000	1,000,000	1,000,000	300,000	
Fines and Forfeits	80,000	80,000	80,000	-	
Investment Income	40,000	40,000	40,000	-	
Misc. Recurring	140,000	140,000	140,000	-	
Misc. Non-Recurring	-	-	-	-	
TOTAL ESTIMATED RECEIPTS	21,196,500	22,560,000	22,560,000	1,363,500	6.43%
OTHER AVAILABLE FUNDS					
Parking Meter Fund	203,500	203,500	203,500	-	0.00%
Embarkation Fees	350,500	350,500	350,500	-	
Wetlands Fund	50,000	50,000	50,000	-	
Title V Program	20,000	20,000	20,000	-	0.00%
Energy Receipts	330,669	314,269	314,269	(16,400)	-4.96%
Road Betterment	116,307	112,757	112,757	(3,550)	-3.05%
Golf Revenues	400,000	400,000	400,000	-	0.00%
Community Preservation Fund	943,519	613,538	613,538	(329,981)	-34.97%
Bond Premiums	14,808	14,808	14,808	-	0.00%
Waterways Fund	131,291	128,341	128,341	(2,950)	-2.25%
Debt Stabilization Fund	111,812	107,490	107,490	(4,322)	-3.87%
Receipts Reserved - Sewer	50,000	50,000	50,000	-	
Free Cash					
TOTAL OTHER AVAILABLE FUNDS	2,722,406	2,365,203	2,365,203	(357,203)	-13.12%
TOTAL REVENUES	150,566,624	155,130,912	155,130,912	4,564,288	

FY23 BUDGET

DEPT #	DEPT NAME	FY 2022 RECOMMEND	FY 2023 REQUESTS	FY 2023 RECOMMEND	FY22vsFY23	(Review)
113	TOWN MEETING	42,000	43,500	43,500	1,500	3.57%
114	TOWN MODERATOR	1,500	1,500	1,500	-	0.00%
122	TOWN MANAGER/SELECT BOARD	732,105	747,210	747,210	15,105	2.06%
131	FINANCE	140,097	142,749	142,749	2,652	1.89%
132	RESERVE FUND	325,001	325,001	325,001	-	0.00%
135	TOWN ACCOUNTANT	261,869	270,061	270,061	8,192	3.13%
141	ASSESSING	432,887	459,736	459,736	26,849	6.20%
145	TREASURER/COLLECTOR	646,599	673,793	673,793	27,194	4.21%
151	TOWN COUNSEL	537,386	550,732	550,732	13,346	2.48%
152	PERSONNEL	325,280	326,254	326,254	974	0.30%
155	INFORMATION TECHNOLOGY	1,016,431	1,023,697	1,023,697	7,266	0.71%
156	GEOGRAPHIC INFO SYSTEMS	106,177	110,702	110,702	4,525	4.26%
161	TOWN CLERK	352,435	365,395	365,395	12,960	3.68%
162	ELECTIONS	55,500	104,200	104,200	48,700	87.75%
171	CONSERVATION DEPARTMENT	327,068	372,656	340,823	13,755	4.21%
175	PLANNING DEPARTMENT	294,671	319,435	319,435	24,764	8.40%
176	ZONING APPEALS	146,185	160,588	160,588	14,403	9.85%
192	DPW-FACILITIES MAINT DIVISION	1,133,537	1,195,635	1,195,635	62,098	5.48%
193	PROP, LIAB, WRKR COMP INSURANCE	1,750,000	1,800,000	1,800,000	50,000	2.86%
210	POLICE DEPARTMENT	7,027,875	7,876,236	7,523,123	495,248	7.05%
220	FIRE/RESCUE DEPARTMENT	8,378,269	8,734,546	8,734,546	356,277	4.25%
230	CONSOLIDATED COMMUNICATIONS	740,546	788,929	788,929	48,383	6.53%
241	BUILDING DEPARTMENT	764,826	818,733	818,733	53,907	7.05%
295	MARINE & ENVIRONMNTL SERVICES	1,095,224	1,136,465	1,136,465	41,241	3.77%
300	SCHOOL DEPARTMENT	51,514,729	52,950,000	52,950,000	1,435,271	2.79%
390	UPPER CAPE REGIONAL TECH	3,378,453	3,716,298.30	3,716,298.30	337,845	10.00%
411	DPW-ADMIN/ENGINEERING DIV	890,847	1,045,389	1,045,389	154,542	17.35%
422	DPW-HIGHWAY DIV	1,498,566	6,495,336	6,495,336	4,996,770	333.44%
423	DPW-SNOW & ICE	375,000	375,000	375,000	-	0.00%
424	DPW-STREETLIGHTING	105,000			(105,000)	-100.00%
425	DPW-VEHICLE FUEL	335,000			(335,000)	-100.00%
426	DPW-FLEET SERVICES	502,028	525,155	525,155	23,127	4.61%
429	DPW-TREE & PARKS MAINT DIV	1,267,948	1,342,319	1,342,319	74,371	5.87%
431	DPW-WASTE MGT FACILITY	363,878	368,973	368,973	5,095	1.40%
433	DPW-SOLID WASTE COLLECTION	3,841,500			(3,841,500)	-100.00%
440	DPW-WASTEWATER DIVISION	1,653,305	1,729,239	1,729,239	75,934	4.59%
450	DPW-WATER DIVISION	3,287,652	3,449,815	3,449,815	162,163	4.93%
460	DPW-RENEWABLE ENERGY	35,482	15,000	15,000	(20,482)	-57.73%
510	HEALTH DEPARTMENT	434,774	532,312	532,312	97,538	22.43%
541	SENIOR SERVICES	548,285	575,869	575,869	27,584	5.03%
543	VETERANS' SERVICES	604,023	616,998	616,998	12,975	2.15%
560	DISABILITY COMMISSION	250	250	250	-	0.00%
599	HUMAN SERVICES	535,318	552,826	551,437	16,119	3.01%

DEPT #	DEPT NAME	FY 2022 RECOMMEND	FY 2023 REQUESTS	FY 2023 RECOMMEND	FY22vsFY23	(Review)
610	PUBLIC LIBRARY	2,158,548	2,193,524	2,193,524	34,976	1.62%
630	RECREATION DEPARTMENT	596,830	614,748	614,748	17,918	3.00%
632	BEACH DEPARTMENT	821,084	911,136	911,136	90,052	10.97%
633	BIKEWAYS	2,000			(2,000)	-100.00%
1753	LT EXCLUDED DEBT	10,890,757	10,463,791	10,463,791	(426,966)	-3.92%
1754	LT UNEXCLUDED DEBT	4,176,485	3,374,029	3,374,029	(802,456)	-19.21%
1755	ST EXCLUDED PRINCIPAL & INTEREST	20,000	402,198	402,198	382,198	0.00%
1911	RETIREMENT	9,638,209	10,140,235	10,140,235	502,026	5.21%
1913	UNEMPLOYMENT	145,000	145,000	145,000	-	0.00%
1914	HEALTH INSURANCE	15,245,305	15,245,305	15,245,305	-	0.00%
	SCHOOL DEPARTMENT	7,012,840	7,012,840	7,012,840	-	
	TOWN/RETIRES	8,232,465	8,232,465	8,232,465	-	
1915	LIFE INSURANCE	9,232	9,232	9,232	-	0.00%
1916	MEDICARE TAX	920,000	975,000	975,000	55,000	5.98%
1919	EMPLOYEE BENEFITS	218,200	218,200	218,200	-	0.00%
1941	COURT JUDGMENTS	500	500	500	-	0.00%
	TOTALS	142,647,656	147,331,430	146,945,095	4,297,439	3.01%
					Updated	12/17/2021



**TOWN OF FALMOUTH
SELECT BOARD
Fiscal Year 2023
Operating Budget Policy
Proposed August 30, 2021**

INTRODUCTION

The Town of Falmouth, Select Board hereby establishes the following Fiscal Year 2023 (FY2023) budget policy in order to continue to strengthen the financial position of our community as memorialized in **FY2022-2026 Strategic Plan Goal II.A - Promote Long-Term Financial Stability of Town Operations.**

This policy recognizes and amplifies the existing financial policies of the Town and clarifies strategies for meeting the goals contained therein. The FY2023 Budget Policy is intended to establish guidelines to ensure the strong fiscal health of the Town of Falmouth as we continue to follow the sound management practices that have enabled us to meet the Town's financial goals in order to promote quality of life for Falmouth residents.

The FY2023 budget shall be based on conservative and achievable estimates of available revenues. The FY2022 budget established a baseline for municipal services offered within a sustainable operating budget. Recommended expenses shall continue to be analyzed within a framework of local revenues. Early action shall be taken to address projected shortfalls to ensure that the Town is providing service levels that can be sustained with our anticipated revenue stream over the next few years.

The Town of Falmouth will seek to establish a level service budget which limits increases in order to maintain operations under the proposition 2½ levy capacity. The Town will not rely on the use of non-recurring revenues such as free cash, stabilization or other one-time revenues to support the operating budget, but will continue to monitor its stream of recurring revenues with

the ongoing goal of identifying additional local revenues to support and enhance service levels in our community.

In establishing a budget ceiling for the coming fiscal year, the Select Board adopts a maximum tax revenue growth of 2.5% above the FY2022 levy and an estimated new growth component of \$700,000.

The operating budget is supported by four major revenue sources: tax levy, state aid, local receipts and other available funds. Among those, the tax levy is the only source of revenue that predictably increases each year. This additional revenue shall be allocated to operating budgets primarily for fixed costs and the Select Board's Strategic Plan.

After a one-year hiatus from funding reserves in FY2021 due to the pandemic, the Town will continue to fund appropriations to the Capital Projects Fund and Other Post Employment Benefits (OPEB) funds in the amount of \$1,532,079 from recurring revenues that have been designated as a portion of the operating budget.

The Board may revisit a budget ceiling based on any significant unanticipated, but documented revenue increases which may provide additional flexibility. The Board notes that revenue increases do not necessarily indicate automatic line item budget increases. Individual line item budgets may require reductions or lower proportional growth in order to live within the overall budget increase.

To assist the Town Manager and our Department Managers as they develop an operational budget for the Select Board's review, the following policies will apply:

REVENUE POLICY

Local Estimated Receipts

The Town will continue to maintain the goal of conservatively budgeting local estimated receipts to responsibly avoid any future revenue deficits and to help meet the Town's goals for financial stability. Projected FY2021 revenues were very conservative due to the uncertainty the pandemic would have on the economy but actual revenues were very strong during the pandemic which justified an increase for FY2022. We will continue to monitor local receipts and anticipate a modest increase for FY2023 may be warranted.

State Revenues

State revenues increased from FY2021 to FY2022; however, there was a corresponding increase in State Assessments. At this early stage, the Town will project level funding for state revenues and will monitor and adjust accordingly.

Property Taxes

The Town will present an operating budget that is consistent with the revenues available within the limits of proposition 2 ½ and no additional property taxes beyond this are proposed to support FY2023 operations. The Board shall continue to evaluate temporary property tax increases including capital and debt exclusions for the financing of significant capital improvements or other one-time, major expenses, but will avoid the use of permanent overrides to fund the operating budget.

APPROPRIATION POLICY

To protect the Town's conservative budget strategy, appropriations shall be limited to the existing programs and fixed cost increases. Town Departments shall endeavor to limit any significant increase in requested budgets unless there is a fixed cost increase in place to support a current service that the Town offers. Department Heads will submit budgets that do not exceed a 2.3% annual increase.

Strategic Priorities

To further guide the Town Manager in the development of the FY2023 Budget, the Select Board has adopted a five-year Strategic Plan FY2022-FY2026. Priority shall be placed on maintaining public health and safety and basic municipal services.

Increase Reserves

This section shall address three separate reserves; General Stabilization Fund, Capital Stabilization Fund and the OPEB Trust Fund. For the fourth year, the Town will not further appropriate funds into the General Stabilization Fund. The Fund balance is \$7,256,033 which exceeds the overall policy goal of 5% of the previous year's operating budget not including excluded debt. The Town will fund the Other Post Employment Benefit Trust Fund in the amount of \$500,000.

The Town will allocate the same fixed amount to the Capital Stabilization Fund that has been allocated for many years - \$1,032,079. This amount was initially established based on 75% of the meals tax and an amount from the tax levy. We have found this fixed amount continues to be sufficient to meet capital needs in combination with Free Cash and borrowing. After assessing basic service needs, the Town will continue to review revenue growth and make recommendations as necessary to responsibly increase reserves.

Budget Schedule

September 1

- The Town Manager requests and receives from all financial officers the estimated revenues for the next fiscal year

September 15

- The Town Manager will submit to the Select Board a five year Capital Improvements Plan (CIP), which shall include supporting data, cost estimates, methods of financing, recommended time schedules, etc.
- The Select Board acts on the Town Manager's submitted CIP, sending it to the Finance Committee which will offer recommendations to the Town Meeting

October 1

- The School Committee shall submit a budget request "in sufficient time" and "in sufficient detail" to enable the Town Manager to assess the probable impact of the School Department's budget on the local town budget
- The Select Board, with advisement of the Town Manager, issue a policy statement relating to the budget for the next fiscal year, establishing the outer limits of possible budget growth for the town

October 15

- The Finance Committee shall publish in one or more newspapers of general circulation in the Town the general summary of the CIP and state 1) the time and places where copies of the CIP are available for inspection, and 2) the date, time and place of a public hearing on the CIP to be held by the Finance Committee

November 15

- All department heads and multimember bodies submit budget requests to the Finance Director

January 1

- The Town Manager submits a comprehensive budget for all town functions for the ensuing fiscal year and an accompanying budget message to the Select Board

January 15

- The Select Board adopts the budget with or without recommendations

January 16

- The Select Board submits the budget to the Finance Committee - including the School Committee's budget

30 Days Prior to Town Meeting

- A public hearing shall be held by the Finance Committee on the CIP

April

- The Select Board shall be responsible for presenting the budget to the Town Meeting, where appropriations may be approved and the budget shall be adopted with or without amendments prior to the next fiscal year

June 30

- Capital Project appropriations with no activity in the past three years or projects that have been completed will be closed

BUDGET PROCESS DESCRIPTION

Operating Budget

The Town of Falmouth budget process begins no later than the first day of October, when the Town Manager receives estimated revenues from financial officer(s). Town financial official(s) consult with state officials to determine estimated local aid figures to be received, conduct conservative revenue forecasts while avoiding deficit spending, and review fees to ensure self-sustaining operations. Actual revenues are monitored continuously by town financial officers to ensure that projections are on target.

No later than the first day of October, the Select Board issues a budget policy statement for the upcoming fiscal year with advice and guidance of the Town Manager. This policy sets the scope of the budget and limits spending growth to manageable levels. Generally, the Board mandates conservative revenue projections and disallows the use of one-time revenues for ongoing operations.

With this policy to guide them, no later than the first week of November department heads and multimember bodies submit their budget requests to the Finance Director. Budget meetings are held during the month of November with the Town Manager, Assistant Town Manager and Finance Director to assess the needs of the departments. Additionally, the School Department is asked to submit a budget request “in sufficient time” and “in sufficient detail” to allow the Town Manager to assess the School Department’s requested budget impact on the town’s overall budget. Discussion between town and school officials start in the month of August and is considered when developing the budget policy recommendations to the Select Board.

No later than the first of January, the Town Manager submits a comprehensive budget for all town functions for the upcoming fiscal year, along with a budget message, to the Select Board. The budget message outlines certain policies, describes important budget priorities, describes major changes in funding, summarizes the town’s debt position, and may also include any other information deemed appropriate by the Town Manager. This budget details all proposed expenditures by department, office, multimember body, and/or specific purposes.

Within fifteen days of the first of January, the Select Board reviews and adopts the budget with or without recommendations and transmits that budget to the Finance Committee either on or before the sixteenth of January. The Finance Committee assigns one member to all departments. The member reviews all departmental requests with department representatives and makes recommendations to the Finance Committee. The Finance Committee then makes a recommendation to Town Meeting.

The Town holds two annual Town Meetings, one in April and one in November. Traditionally the Capital Budget is presented and voted on in November and the operating budget in April. At least four weeks prior to Town Meeting the warrant is published in the local newspaper and is required to be posted at Town Hall and all precincts seven days prior to Town Meeting.

A special Town Meeting has the same requirements but the warrant is required to be posted in Town Hall and all precincts fourteen days prior to Town Meeting. The warrant booklets with recommendations are to be mailed to all Town Meeting members at least ten days prior to Town Meeting.

The Fiscal year begins July first and ends June thirtieth of the following year.

BUDGET PROCESS DESCRIPTION

Capital Budget

Capital planning plays a critical role in economic development, transportation, communication, delivery of essential services, environmental management and ensuring a high quality of life for town residents. According to the town's fiscal policy; capital projects are assessed based on the following criteria: imminent threats to the health and safety of citizens or property, preservation of operations, legal requirement of federal or state agencies, improvement of infrastructure, and improvement in the efficiency and effectiveness of service delivery.

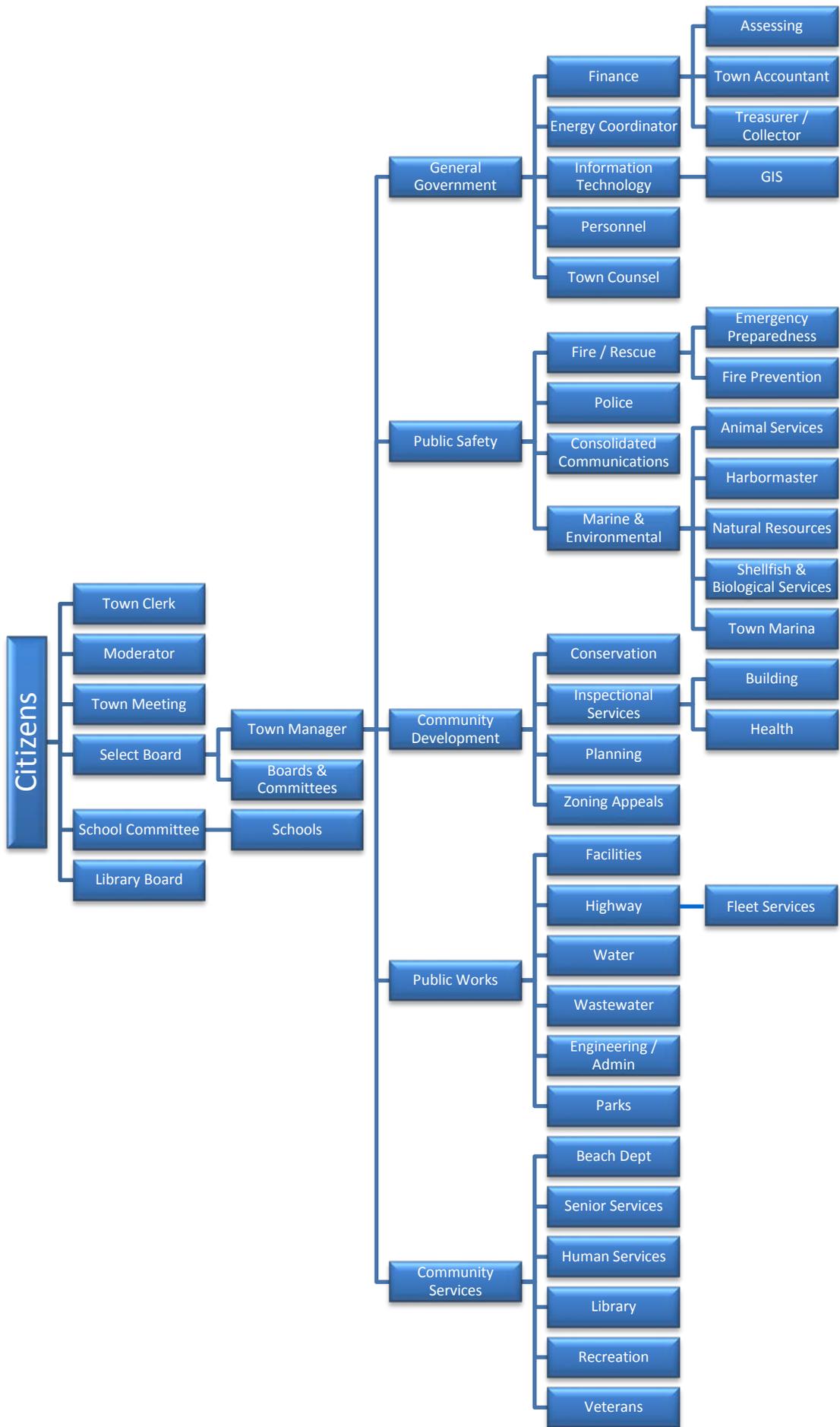
The Town Manager prepares a five-year capital improvement plan (CIP), which includes a clear summary of its contents, a list of capital improvements proposed for the next five (5) fiscal years along with supporting data, cost estimates, financing methods and recommended time schedules, and the estimated annual cost of operating and maintaining any facilities or equipment that is to be built or acquired. This is submitted to the Select Board no later than the fifteenth of September.

All proposed capital improvements recommended for funding shall be included in the CIP. Except for emergency situations, any requests or Town Meeting articles submitted for capital expenditures that have not been submitted through the CIP process should be referred to the Town Manager at the appropriate time of year and should include appropriate justifying information for inclusion in the CIP.

The Select Board reviews the Capital Improvement Plan and recommendations for funding and submits the CIP to the Finance Committee for their review no later than the middle of September. The Finance Committee reviews and makes recommendations to Town Meeting. Projects ranging from \$25,000 to \$1 million can be considered for available funds, while projects greater than \$1 million may more appropriately require borrowing, capital exclusion, or available funds.

The Finance Committee is responsible for publishing in one or more newspapers of general circulation in the town the general summary of the CIP and a notice stating the time and place where copies of the CIP are available for inspection, as well as the date, time, and place no less than seven days following the publication when the committee will conduct a public hearing on the plan. The public hearing is to be conducted at least thirty days prior to Town Meeting.

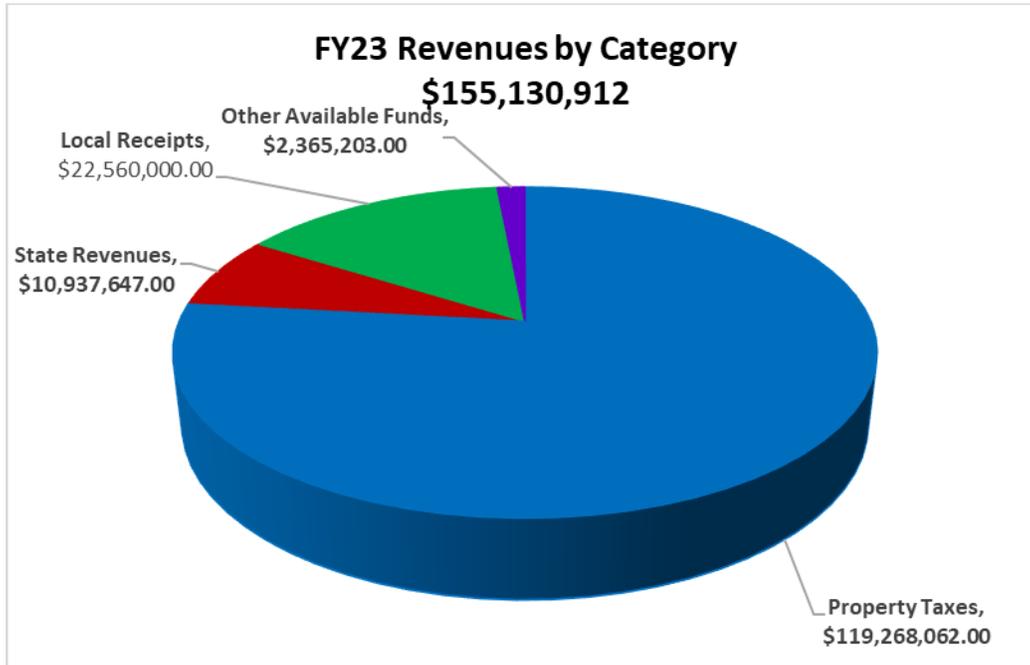
The town maintains a Capital Stabilization Fund, which was created to address the town's infrastructure needs and to dedicate revenue to address those needs. The fund is also a source for the town's CIP spending, and funds may be used instead of taking on debt to minimize costs. Capital project appropriations are closed at the end of the fiscal year if there has been no activity in the past three years and if the project has been completed.



Revenue

OVERVIEW

The Town of Falmouth receives revenue from a variety of sources, such as property taxes, meals and hotel taxes, water and sewer fees, fines, State aid, and a variety of grants. General Fund Revenue is classified into four main categories: Property Taxes, Local Receipts, State Revenues, and Other Available Funds. Property taxes are by-and-large the most significant source of revenue, comprising more than three-quarters of total revenue in FY22. The chart below summarizes the projected FY23 revenue by category.



Five-Year Budget Revenue Analysis

Revenue Category	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Estimated	FY23 Budgeted
Property Taxes	\$103,152,300.00	\$106,710,553.00	\$111,443,732.00	\$115,710,255.00	\$119,268,062.00
State Revenues	\$10,980,749.00	\$11,213,580.00	\$10,405,359.00	\$10,937,647.00	\$10,937,647.00
Local Receipts	\$28,188,702.00	\$22,051,000.00	\$19,730,000.00	\$21,196,500.00	\$22,560,000.00
Other Available Funds	\$4,756,056.00	\$3,701,309.00	\$4,531,324.00	\$2,722,406.00	\$2,365,203.00
Total	\$147,077,807.00	\$143,676,442.00	\$146,110,415.00	\$150,566,808.00	\$155,130,912.00

REVENUE POLICY- ADOPTED BY THE SELECT BOARD ON SEPTEMBER 11, 2017

- I. Revenue Policy
 - a. On or before the first day of October each year, the Town Manager shall request and receive from all financial officers the estimated revenues for the next fiscal year (Charter sec. 8-3a).
 - b. Finance officials will consult with state officials to get a timely report on state receipts in order to estimate local aid for the next fiscal year.
 - c. Revenue forecasts for local receipts and state aid shall be conservative and revenue deficits will be avoided at all costs.

Revenue

- d. Annually, fees will be re-examined and possible new revenue sources will be recommended for adoption by the Select Board in order to maximize revenue potential.
- e. Town officials will explore new grant opportunities and scrutinize such opportunities in order to maximize their potential. Future costs will be examined and a recommendation made if the grant will be financially feasible and in the best interest of Town services.
- f. Town officials will review a comparison of estimated revenues against actuals in order to determine if adjustments need to be made.
- g. Actual revenues will be monitored monthly to determine if they are on pace with forecasts or if Management needs to act on any shortfall.
- h. User charges and fees will be set to recover not more than 100% of the total direct and indirect costs associated with their respective programs.

REVENUE FORECASTING

Annually, the Select Board adopts a policy statement that guides Town management for revenue estimation purposes. Generally speaking, the Town is conservative in its forecasting so as to avoid revenue deficits. In order to estimate local receipts and state aid, Town officials may rely on historical trend analysis, an assessment of the local and State economy or other external factors that may impact revenue, and consultation with State officials. In order to strengthen and diversify revenue streams, the Town may examine existing fee structures, identify potential new revenue sources, and seek grant opportunities.

We are completing our journey through the second challenging world-wide COVID-19 pandemic and its considerable twists and turns. For Fiscal Year 2021 the Town found it prudent to reduce state aid and estimated local receipts to hedge against an economic downturn due to the pandemic. Fiscal Year 2021 revenues were higher than pre-pandemic which led to a one-year high free cash certification. The Town estimates were increased in FY 22 and at this time our receipts are higher than last year. This positive revenue trend has enabled the Town to increase our estimates in FY 23. In addition to increased estimates the Town's building permit revenue has increased substantially due to the pandemic which has led to a high new growth number for FY 22 that will increase the Town's base property tax revenue for FY 23.

PROPERTY TAXES

In FY22, property taxes comprised approximately three-quarters of the Town's annual revenue, making it the most significant revenue source. This is typical of many cities and towns in Massachusetts. Property taxes are assessed on real property (e.g. land and buildings) as well as personal property (e.g. merchandise and machinery). An individual's personal effects are exempt from the personal property tax. The Assessing Department is responsible for assessing the full and fair cash value of real and personal property in Falmouth. Every three years, a full revaluation must be performed in accordance with State law. Falmouth's next revaluation is in 2023.

Proposition 2½

Annual tax levy growth is constrained by Proposition 2½, the Massachusetts General Law that limits the annual growth in a municipality's total tax levy (i.e., revenue generated by property taxes) to 2.5%, plus an allowance for new growth. New growth is new development in the Town or changes to properties that result in higher assessed value; it does not include increased value due to revaluation. New growth is heavily influenced by Local and State economic factors.

Revenue

Actual New Growth						
FISCAL YEAR	RESIDENTIAL	OPEN SPACE	COMMERCIAL	INDUSTRIAL	PERSONAL PROPERTY	TOTAL
2011	601,659	-	41,550	2,976	131,416	777,601
2012	539,260	-	17,322	21,032	74,192	651,806
2013	753,100	-	23,922	3,952	78,679	859,653
2014	797,250	-	43,264	11,868	76,582	928,964
2015	613,495	-	47,469	4,439	150,506	815,909
2016	574,162	-	12,665	6,821	413,759	1,007,407
2017	735,032	-	43,403	3,464	150,639	932,538
2018	608,999	133	27,932	78,294	237,687	953,045
2019	654,984	-	20,375	4,838	103,530	783,727
2020	910,067	-	30,153	4,226	148,566	1,093,012
2021	881,028	-	52,238	4,117	91,629	1,029,012
2022	1,401,551		120,968	4,635	137,237	1,664,391
AVERAGE	752,655	11	38,974	12,113	146,214	949,967

State law also allows a municipality to increase taxes beyond the levy limit with voter approval. An override of this limit by voters becomes a permanent part of the tax levy calculation in future years and is best used for recurring expenses in the regular operating budget. A debt exclusion may also be approved by voters to increase the levy limit temporarily to fund capital projects. Generally, these projects are financed by borrowing and the annual debt service is added to the levy limit each year until the project is paid off. Currently, the Town has the following debt exclusions:

Revenue

Purpose(s) of Exclusion Vote	FY 2023 Gross Debt Services Excludable	Reimbursements Adjustments	FY 2023 Net Excluded Debt Service
New Silver \$850k	16,410.00		16,410.00
Sludge \$450k	34,955.00		34,955.00
MWPAT Waste Tr. Plant \$250k	17,286.93		17,286.93
MWPAT New Silver \$7.55M	116,625.00		116,625.00
Mullen Hall Const Ref \$7,311k	0.00		0.00
Mullen Hall Plans Ref \$207,550			0.00
Library Const \$1,117,446	68,510.00		68,510.00
Library Suppl. \$406,000	23,190.00		23,190.00
FHS Const. \$5M	347,500.00		347,500.00
FHS Const. \$5,689,554	348,100.00		348,100.00
DPW Ren/Const \$5,425k	286,000.00		286,000.00
Wastewater Plant (MWPAT Share)	775,987.64		775,987.64
Construction FHS \$6,195,500	298,470.00		298,470.00
Construction FHS \$4,598,150	290,618.38		290,618.38
Design/Planning Main Library	16,968.76		16,968.76
Design/Planning Main Library	5,656.26		5,656.26
New Silver Wastewater \$150k			0.00
Municipal Land - Rapoza	29,937.00		29,937.00
Library \$4,72M	186,094.00		186,094.00
DPW Bld Suppl \$160k	11,240.00		11,240.00
FHS Supplemental \$18.8M	1,432,050.00		1,432,050.00
New Silver Wastewater - Adv Ref \$16	10,200.00		10,200.00
Wastewater Plant (Town) - Adv Ref	39,780.00		39,780.00
Supplemental Fire HQ Building - Adv Ref	20,400.00		20,400.00
Design Falmouth High School - Adv Ref	178,500.00		178,500.00
Comp Wastewater MMgmt Plan Construction	1,049,272.56		1,049,272.56
FHS Ren/Const \$4,164,000	387,962.50		387,962.50
Water Treatment Design	269,800.00	8,894.75	260,905.25
Water Treatment Plant	2,397,789.67	4,625.27	2,393,164.40
Wastewater Management Plan	362,817.88	0.00	362,817.88
Lawrence School windows	166,320.00	0.00	166,320.00
Senior Center	816,406.00		816,406.00
Synthetic Athletic Field	146,500.00		146,500.00
Wastewater Management Plan	309,376.00		309,376.00
Totals	10,460,723.58	13,520.02	10,447,203.56

Revenue

FY23 Property Tax Calculation

PROPERTY TAX	FY21 Actual	FY22 Estimated	FY23 Budget
Base	\$97,107,511	\$101,542,950	\$105,745,915
2.5% increase	\$2,427,869	\$2,538,578	\$2,643,648
New Growth	\$1,036,244	\$1,664,391	\$800,000
Override	\$971,507		
Debt Exclusions (DE-1)	\$11,203,910	\$10,775,114	\$10,463,791
Short Term Debt			\$402,198
Revenue to offset Water/Wastewater debt	-\$1,823,004	-\$1,334,748	-\$1,200,000
Debt Stabilization	\$0	\$0	-\$107,490
CC Commission/Barnstable County Tax	\$519,796	\$523,790	\$520,000
TOTAL TAX LEVY	\$111,443,833	\$115,710,075	\$119,268,062

STATE REVENUES

This category represents approximately 7.2% of total revenues in FY22. The Town did not have a decrease in state aid, therefore the Town projects level funding for FY23. Town management periodically monitors state revenues and consults with state officials to discuss any changes in state aid.

STATE REVENUE	FY21 Actual	FY22 Estimated	FY23 Budget
Chapter 70	\$6,780,099	\$6,280,000	\$6,871,209
Charter School Tuition Reimbursements	\$300,000	\$162,715	\$465,911
School Lunch			
School Choice	\$828,938	\$964,705	\$1,014,870
MSBA Reimbursements			
Subtotal Education	\$7,909,037	\$7,407,420	\$8,351,990
Unrestricted General Government Aid	\$1,472,161	\$1,200,000	\$1,523,687
Veterans Benefits	\$333,486	\$343,465	\$342,550
Exemptions: Vets, Blind, Surv Spouses & Elderly	\$20,080	\$188,612	\$160,498
State Owned Land	\$473,240	\$457,974	\$513,702
Public Libraries	\$41,506	\$35,628	\$45,220
Subtotal General Government	\$2,340,473	\$2,225,679	\$2,585,657
TOTAL STATE REVENUE	\$10,249,510	\$9,633,099	\$10,937,647

State Revenues Category Descriptions

Education Aid

- **Chapter 70** – Chapter 70 funding (also known as “School Aid”) is funding which helps equalize education spending per pupil throughout the Commonwealth. This formula takes into account various municipal characteristics like property values, per capita income, school enrollment data, and other indicators in order to calculate how much school aid a city or town will receive.
- **Charter School Tuition Reimbursements** – This revenue partially reimburses municipal governments for the costs of tuition for students sent to charter schools.

General Government Aid

- **Unrestricted General Government Aid** – This revenue source (also known as UGGA or “Local Aid”) goes directly to municipal general funds in order to support local programs. Local aid funding is discretionary, which allows municipalities to fund vital programs like police, fire protection, schools, roads, and public works.

Revenue

- **Veterans Benefits** – Under Massachusetts General Law, municipalities can submit applications for reimbursement of amounts spent on veterans’ benefits and the benefits of veteran dependents. If applications are accepted, the state will refund 75% of all municipal expenditures for veterans’ benefits.
- **Exemptions: Veterans, Blind Persons, Surviving Spouses, Elderly, & Motor Vehicle** – This exemptions revenue reimburses municipalities for giving certain tax exemptions for qualifying individuals (like veterans, the disabled, etc.). Reimbursements are based on a specific formula.
- **State Owned Land** – This specific revenue source reimburses municipalities for certain types of land owned by the Commonwealth which are tax-exempt. Most notably, these include the Frances A. Crane Wildlife Management Area and Washburn Island.
- **Public Libraries** – This revenue is made up of three grant awards: the Library Incentive Grant (LIG), the Municipal Equalization Grant (MEG), and the Nonresident Circulation Offset (NRC). LIG helps maintain minimum levels of library resources and services, and provides an incentive to improve library services. MEG funding functions like other equalizing state funding, meant to correct disparities in access to revenue sources for certain municipalities. NRC funding helps to offset the costs associated with circulating reading materials to residents of other communities.

LOCAL RECEIPTS

This category will account for approximately 14.5% of total revenues in FY23. Local receipts are an important part of Falmouth’s overall revenue profile, and assist local government in maintaining levels of service. As Proposition 2½ limits property tax revenue opportunities, local receipts like user fees, departmental revenues, and charges for service help relieve pressure on municipal budgets and allow for better service delivery overall through the direct payment for services allocated. The Town decreased projected local receipts due to the pandemic. As of December 2021 local receipts have been somewhat strong and the Town will project FY23 receipts \$1.3m higher than FY22.

On January 1, 2019, a new short term rental tax went into effect. In November of 2021, Town Meeting voted to increase hotel/motel tax from 5 to 6% and adopt a community impact fee of 3% of short term rentals. All additional revenues are dedicated to affordable housing. Breakdown below:

SHORT TERM RENTAL TAX	For Bookings After	
	January 1, 2020	July 1, 2022
State	5.70%	5.70%
Falmouth (increased to 6% effective 7/1/22)	5.00%	6.00%
Cape Cod Water Quality Fund		
via a State Water Commission	2.75%	2.75%
Community Impact Fee		3.00%
TOTAL	13.45%	17.45%

The Select Board recently voted to dedicate revenue from the short term rental tax to affordable housing.

Revenue

LOCAL ESTIMATED RECEIPTS	FY21 Actual	FY22 Estimated	FY23 Budget
Motor Vehicle Excise	\$5,883,278	\$4,000,000	\$4,250,000
**Other Excise	\$2,782,864	\$1,550,000	\$1,550,000
Cannabis	\$0	\$0	\$0
Penalties and Interest	\$890,365	\$575,000	\$575,000
PILOT	\$283,466	\$165,000	\$165,000
Charges for Services - Water	\$8,383,706	\$8,000,000	\$8,400,000
Charges for Services - Trash Disposal	\$168,930	\$100,000	\$100,000
Other Charges for Services	\$4,318,022	\$3,900,000	\$4,000,000
Fees	\$546,661	\$225,000	\$225,000
Rentals	\$144,638	\$100,000	\$100,000
Departmental Revenue - Libraries	\$1,533	\$1,500	\$15,000
Departmental Revenue - Recreation	\$55,845	\$20,000	\$20,000
Licenses and Permits	\$2,351,930	\$1,600,000	\$1,900,000
Special Assessments	\$999,701	\$700,000	\$1,000,000
Fines and Forfeits	\$141,719	\$80,000	\$80,000
Investment Income	\$107,979	\$40,000	\$40,000
Misc. Recurring	\$397,934	\$140,000	\$140,000
Misc. Non-Recurring	\$745,716	\$0	\$0
TOTAL ESTIMATED RECEIPTS	\$28,204,285	\$21,196,500	\$22,560,000

Local Receipts Category Descriptions

- **Motor Vehicle Excise Tax** – In accordance with Massachusetts General Law, each year motor vehicles are taxed at a rate of \$25 per thousand dollars of assessed vehicle worth in conjunction with a depreciation schedule calculated by the MA Department of Revenue.
- **Other Excise Tax** – An excise is defined as either an event or a privilege. Ownership of specific vehicles other than an automobile (a boat, for instance) would qualify under this category, along with other such classified instances or privileges. This also includes Meals and Rooms tax.
- **Cannabis** – Estimated revenue received from Host Community agreement for municipal marijuana.
- **Penalties & Interest** – Penalties and interest are revenues derived from residents delinquent on taxes and other payments owed to the municipal government.
- **PILOT/Payments in Lieu of Taxes** – Payments made by tax-exempt organizations in lieu of taxes, often abbreviated PILOT.
- **Charges for Services (Water)** – Charges for water services are revenues derived from payments for water service from town users.
- **Charges for Services (Trash Disposal)** – Similarly, chargers for trash disposal services are revenues derived from payments for trash removal from town users.
- **Other Charges for Services** – Other charges for services are revenue derived from charges for services, for instance police details.
- **Fees** – Fees are otherwise revenue collected from various municipal departments, such as photocopying fees or use of facilities.
- **Rentals** – This category represents revenue derived from municipal properties rented out for public and/or private use.
- **Departmental Revenue (Libraries)** – This category includes all revenues derived directly from Falmouth’s public libraries, including late fees and other activities.
- **Departmental Revenue (Recreation)** – This category includes all revenues derived directly from the recreation department, including fees for field usage, sports, certain programs, and other such activities.

Revenue

- **Licenses and Permits** – Licenses and permits include alcohol licenses and building permit fees and other such regulated activities by the Falmouth Town Code.
- **Special Assessments** – Water and Sewer Betterments.
- **Fines and Forfeits** – This category represents revenue collected through violation of town laws and ordinances.
- **Investment Income** – This is the bank interest the Town earns on cash
- **Misc. Recurring** – This category represents Medicaid aid for the School Department
- **Misc. Non-Recurring** – One-time reimbursements to the Town.

OTHER AVAILABLE FUNDS

This category represents approximately 1.5% of total revenues in FY23, making it the smallest revenue category. This category is comprised of certain revenue-generating municipal activities not included in other categories, such as the town's Parking Meter Fund and Embarkation Fees.

OTHER AVAILABLE FUNDS	FY21 Actual	FY22 Estimated	FY23 Budget
Parking Meter Fund	\$203,500	\$203,500	\$203,500
Embarkation Fees	\$350,500	\$350,500	\$350,500
Wetlands Fund	\$50,000	\$50,000	\$50,000
Title V Program	\$31,050	\$20,000	\$20,000
Energy Receipts	\$358,883	\$330,669	\$314,269
Road Betterment	\$119,856	\$116,307	\$112,757
Golf Revenues	\$400,000	\$400,000	\$400,000
Community Preservation Fund	\$1,090,449	\$943,519	\$613,538
Bond Premiums	\$16,095	\$14,808	\$14,808
Waterways Fund	\$131,291	\$131,291	\$128,341
Debt Stabilization Fund	\$1,229,700	\$111,812	\$107,490
Receipts Reserved - Sewer	\$50,000	\$50,000	\$50,000
Free Cash	\$500,000	\$0	
TOTAL OTHER AVAILABLE FUNDS	\$4,531,324	\$2,722,406	\$2,365,203

Other Available Funds Category Descriptions

- **Parking Meter Fund** – Receipts from the use of parking meters are deposited into this fund and are used to support the parking meter operation at the Police Department.
- **Embarkation Fees** – Embarkation fees are imposed on fares collected from passengers utilizing ferry service per trip. This revenue is collected by the state, which then distributes fee revenue based on a statutory formula. Fees are generally raised from communities within Barnstable, Bristol, Dukes, and Nantucket Counties.
- **Wetlands Fund** – Receipts are from conservation commission fees that supports the department.
- **Title V Program** – Title V is a Massachusetts law relating to cesspools and otherwise private waste disposal systems requiring that these systems be inspected and certified before the sale of a home. Falmouth's Title V Program generates funds from payments to the Board of Health for such inspections.
- **Energy Receipts** – This is a fund that was established by special legislation. All revenue generated by alternate sources of energy are deposited into this fund. This fund primarily supports the debt service payments on Wind 1.

Revenue

- **Road Betterment** – Road betterment is a key issue in any municipality, which prompted Falmouth to create a fund which derives income from public and private roads in the community. The fund is then used to support debt issuances in order to maintain roads in the town.
- **Golf Revenues** – The category represents revenues derived from Falmouth’s municipal golf course(s). Falmouth Country Club renewed its leasing agreement with Billy Casper Golf in 2015, an entity which manages the Falmouth Country Club in exchange for payments to the town.
- **Community Preservation Fund** – Falmouth’s Community Preservation (CP) Fund supports community-oriented projects involving housing, historic and open space preservation, and recreation. Revenue is collected from a 3% property tax surcharge and an annual matching contribution from the Commonwealth that has averaged 33% per year over the first ten years of the CP Fund. The CP Fund was created in 2005 after Falmouth residents voted to replace the Cape Cod Land Bank program with the fund, which assumed repayment obligation of \$30 million in Land Bank debt, along with expanded local obligations.
- **Bond Premiums** – are deposited into this fund and are used to offset the interest costs for debt service budgeted in the general fund.
- **Waterways Fund** – These are mooring fees that are used to offset the debt service for the marina and related water infrastructure projects.
- **Debt Stabilization Fund** – This fund was established to offset the debt service for the water filtration plant, little pond sewer service area project and library debt that was transferred from excluded to un-excluded debt.

TOWN MANAGER/SELECT BOARD



MISSION – Select Board

To provide strong community leadership to ensure a high quality of life through the promotion of:

- An atmosphere for a good local economy
- Environmental stewardship
- Growth management
- Long-term financial stability
- Professional, quality and accountable service
- Responsiveness to community issues and concerns

We are committed to engaging all segments of our diverse community and facilitating Town-wide consensus and unity of purpose.

DESCRIPTION

The Select Board is the chief executive and policy making body of the Town of Falmouth. The Town Manager is the chief administrative officer of the town and is responsible for administering and coordinating all employees, activities and departments placed by general law, the Town Charter, or bylaw under the control of the Select Board and the Town Manager. The Town Manager shall implement the goals and carry out the policies of the Select Board.

In addition to supervising all Town departments and supporting the Select Board, the staff of this office administer alcohol, food and entertainment licenses and administer the Town's property and liability insurance programs.

GOALS

The Falmouth Select Board goals are detailed in the Strategic Plan which is updated each summer. The priority areas identified during the summer of 2021 were:

1. Health and Public Safety
2. Financial and Economic Stability and Community Development
3. Water and Wastewater Management
4. Improve Organizational Effectiveness
5. Energy Conservation & Solid Waste Management
6. Coastal Resources, Infrastructure and Beaches
7. Enhance Community Engagement

For further details on the Strategic Plan, visit: [Five-Year-Strategic-Plan-FY2022---FY2026-Adopted-8-30-2021 \(falmouthma.gov\)](https://www.falmouthma.gov/Five-Year-Strategic-Plan-FY2022---FY2026-Adopted-8-30-2021)

TOWN MANAGER/SELECT BOARD

TOWN MANAGER / SELECT BOARD						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-122-5110	SALARY & WAGES FULL TIME	\$520,234	\$470,251	\$619,675	\$634,780	\$634,780
TOTAL SALARIES		\$520,234	\$470,251	\$619,675	\$634,780	\$634,780
01-122-5280	FIREWORKS*	\$15,000	\$0	\$15,000	\$15,000	\$15,000
01-122-5298	GREEN HEAD FLY CONTROL*	\$3,300	\$3,300	\$3,300	\$3,300	\$3,300
01-122-5302	PROF/TECH-APPRAISAL*	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
01-122-5319	PROF/TECH-CONTRACTUAL	\$38,610	\$27,192	\$38,610	\$38,610	\$38,610
01-122-5340	COMMUNICATION-PRINTING	\$600	\$167	\$600	\$600	\$600
01-122-5341	COMMUNICATION-TELEPHONE	\$1,075	\$1,386	\$1,075	\$1,075	\$1,075
01-122-5342	COMMUNICATION-POSTAGE	\$2,000	\$1,300	\$2,000	\$2,000	\$2,000
01-122-5343	COMMUNICATION-ADVERTISING	\$2,800	\$5,124	\$2,800	\$2,800	\$2,800
01-122-5345	COMMUNICATION-TOWN REPORT*	\$4,500	\$4,103	\$4,500	\$4,500	\$4,500
01-122-5349	COMMUNICATION-ADVT/CHMBR*	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
01-122-5375	CELEBRATIONS	\$700	\$0	\$700	\$700	\$700
01-122-5380	REMOVE JUNK VEHICLES	\$1,000	\$165	\$1,000	\$1,000	\$1,000
01-122-5382	OTR PRCH SV-BBAY ACT COM*	\$620	\$620	\$620	\$620	\$620
01-122-5420	OFFICE SUPPLIES	\$2,000	\$2,288 *	\$2,000	\$2,000	\$2,000
01-122-5710	IN-STATE TRAVEL	\$4,300	\$658	\$4,300	\$4,300	\$4,300
01-122-5711	AUTO ALLOWANCE	\$6,000	\$6,023	\$6,000	\$6,000	\$6,000
01-122-5720	OUT-OF STATE TRAVEL*	\$4,300	\$0	\$4,300	\$4,300	\$4,300
01-122-5730	DUES & MEMBERSHIPS	\$10,000	\$13,001	\$10,000	\$10,000	\$10,000
01-122-5780	ADMINISTRATIVE EXPENSE	\$625	\$328	\$625	\$625	\$625
TOTAL EXPENSES		\$112,430	\$80,655	\$112,430	\$112,430	\$112,430
TOTAL DEPARTMENTAL EXPENSES		\$632,664	\$550,906	\$732,105	\$747,210	\$747,210

TOWN MANAGER/SELECT BOARD

FY23 SALARIES & WAGES

TOWN MANAGER / SELECT BOARD - 122

	Group	Grade	FY23 STEP	Name	Job Title	Rate	Hrs/wk	Weekly	Wks	Total	
1				SUSO JULIAN M	TOWN MANAGER	96.43	40	3,857.20	52.2	\$201,346	
2	24	11	10	JOHNSON STAUB PETER	ASST TOWN MANAGER	64.96	40	2,598.40	52.2	\$135,636	
3	24	8	5	HARTMAN JACQUELYN	DIVERSITY COORDINATOR	42.45	20	849.00	52.2	\$44,318	
4	24	6	10	FERONI CARLA	HOUSING COORDINATOR	43.32	40	1,732.80	52.2	\$90,452	
5	24	4	10	DAVIDSON DIANE S	OFFICE MGR/LIC ADMIN	35.88	37.5	1,345.50	52.2	\$70,235	
6	24	3	9	DOWNEY PHYLLIS	ADMINISTRATIVE ASSISTANT	30.29	37.5	1,135.88	52.2	\$59,293	
7				BROWN DOUGLAS	SELECT BOARD CHAIR	500.00	1	500.00	12	\$6,000	
8				TAYLOR NANCY	SELECT BOARD MEMBER	416.67	1	416.67	12	\$5,000	
9				PATTERSON SAMUEL	SELECT BOARD MEMBER	416.67	1	416.67	12	\$5,000	
10				ENGLISH BRAGA MEGAN	SELECT BOARD MEMBER	416.67	1	416.67	12	\$5,000	
11				SCOTT PRICE ONJALÉ	SELECT BOARD MEMBER	416.67	1	416.67	12	\$5,000	
12				VACANT	INTERN					\$7,500	
						FTE	5				\$634,780

FINANCE



DEPARTMENT MISSION

To coordinate all functions of the finance department in order to provide exceptional financial reporting and customer service to the Citizens of the Community and all Town of Falmouth Departments.

DEPARTMENT DESCRIPTION

Oversees the functions of Accounting, Assessing, Collections and Treasury. Serves as the Chief Financial Advisor to the Town of Falmouth’s elected and appointed officials; and performs the duties of the Chief Procurement Officer.

DEPARTMENT GOALS

1. Recommend Financial Policies that maintain the Town’s AAA Bond Rating
2. Establish a system-wide purchase order system
3. Continue to Enhance financial reporting to Town Meeting and Citizens

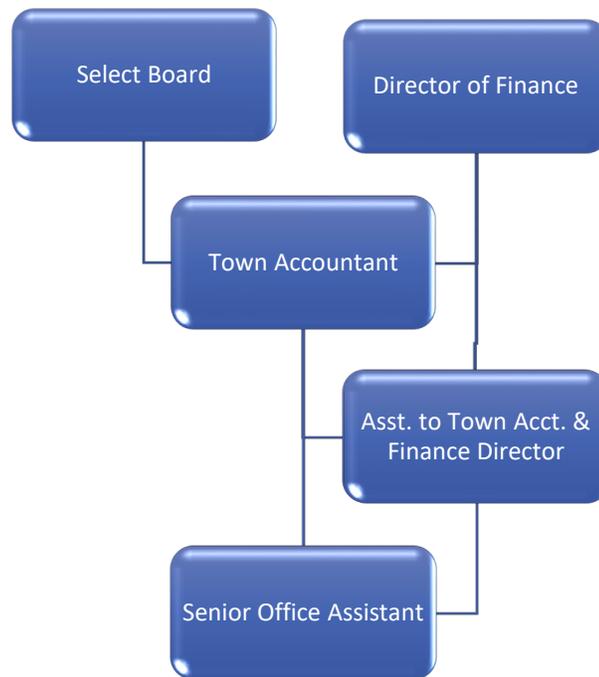
<i>FINANCE</i>						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-131-5110	SALARY & WAGES FULL TIME	\$134,375	\$134,361	\$134,375	\$139,637	\$139,637
TOTAL SALARIES		\$134,375	\$134,361	\$134,375	\$139,637	\$139,637
01-131-5340	COMMUNICATION-PRINTING	\$500	\$530	\$500	\$500	\$500
01-131-5341	COMMUNICATION-TELEPHONE	\$612	\$515	\$612	\$612	\$612
01-131-5420	OFFICE SUPPLIES	\$500	\$1,063	\$500	\$500	\$500
01-131-5710	IN-STATE TRAVEL	\$1,000	\$300	\$1,000	\$1,000	\$1,000
01-131-5730	DUES & MEMBERSHIPS	\$500	\$685	\$500	\$500	\$500
TOTAL EXPENSES		\$3,112	\$3,093	\$3,112	\$3,112	\$3,112
TOTAL DEPARTMENTAL EXPENSES		\$137,487	\$137,454	\$137,487	\$142,749	\$142,749

<i>FINANCE - 131</i>											
<i>FINANCE - 131</i>											
Group	Grade	FY23 STEP	Name	Job Title	Rate	Hrs/Wk	Weekly	Wks	Total		
1	24	11	10	JENNIFER MULLEN	FINANCE DIRECTOR	64.96	40	2,598.40	52.2	135,636	
				JENNIFER MULLEN	STIPEND	76.63	1	76.63	52.2	4,000	
					FTE		1				139,637

RESERVE FUND

<i>RESERVE FUND</i>						
		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-132-5785	RESERVE FUND	\$325,000	\$60,000	\$325,001	\$325,001	\$325,001
TOTAL EXPENSES		\$325,000	\$60,000	\$325,001	\$325,001	\$325,001

TOWN ACCOUNTANT



DEPARTMENT MISSION

To monitor and implement internal controls to safeguard the integrity of the Town's financial management, as well as maintaining control of all Town funds, disbursements and financial records in compliance with Massachusetts General Laws, the Massachusetts Department of Revenue and the By-Laws of the Town of Falmouth.

DEPARTMENT DESCRIPTION

Functions of the Accounting office include processing payroll and vendor accounts payable and submitting warrants for approval. The Town Accountant keeps detailed records of all receipts and expenditures for the Town. The department maintains all grants and contracts and assists with the annual audit. Prepares all financial reports for Department of Revenue.

DEPARTMENT GOALS

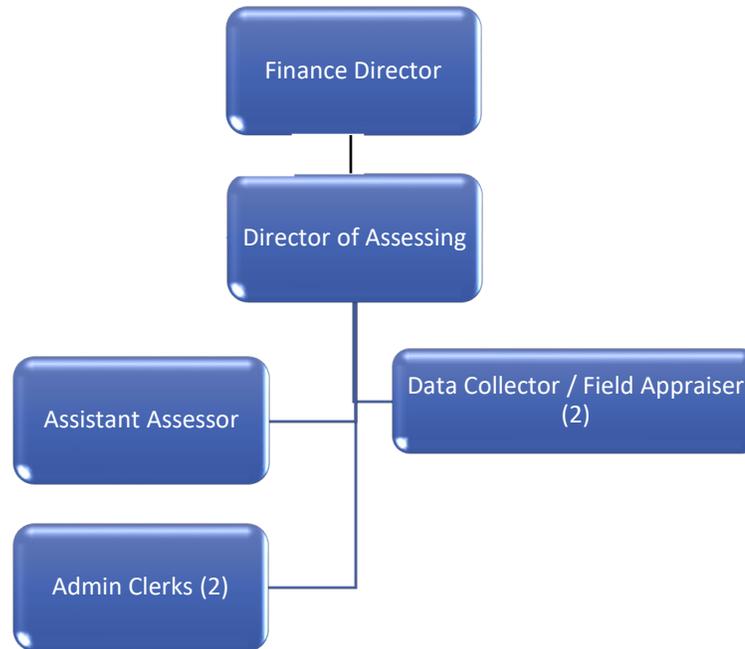
1. Work with Finance Director to implement a Town wide purchase order system.
2. Continue to provide financial information to Town Departments, Federal and State agencies, and Taxpayers.
3. Maintain excellent customer service and communication to the public and all departments.
4. Continue to help and train in SRO, MMS, Harpers and Vadar.
5. Ongoing cross training.

TOWN ACCOUNTANT

TOWN ACCOUNTANT						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-135-5110	SALARY & WAGES FULL TIME	\$183,992	\$183,912	\$194,144	\$202,336	\$202,336
TOTAL SALARIES		\$183,992	\$183,912	\$194,144	\$202,336	\$202,336
01-135-5301	PROF/TECH-ANNUAL AUDIT*	\$65,000	\$60,000 *	\$65,000	\$65,000	\$65,000
01-135-5341	COMMUNICATION-TELEPHONE	\$200	\$0	\$200	\$200	\$200
01-135-5342	COMMUNICATION-POSTAGE	\$25	\$0	\$25	\$25	\$25
01-135-5420	OFFICE SUPPLIES	\$600	\$967	\$600	\$600	\$600
01-135-5710	IN-STATE TRAVEL	\$1,700	\$794	\$1,700	\$1,700	\$1,700
01-135-5730	DUES & MEMBERSHIPS	\$200	\$150	\$200	\$200	\$200
TOTAL EXPENSES		\$67,725	\$61,910	\$67,725	\$67,725	\$67,725
TOTAL DEPARTMENTAL EXPENSES		\$251,717	\$245,823	\$261,869	\$270,061	\$270,061

FY23 SALARIES & WAGES											
TOWN ACCOUNTANT - 135											
	Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/ WK	Weekly	Wks	Total	
1	24	9	10	ROSE VICTORIA A	TOWN ACCOUNTANT	52.56	40	2,102.40	52.2	\$109,745	
2	11	10	3	VACANT	ASST TO TOWN ACCT	31.07	37.5	1,165.13	52.2	\$60,820	
3	11	7	3	TRACY MARTIN	ADMIN CLERK	25.36	24	608.64	52.2	\$31,771	
						FTE	2.6				\$202,336

ASSESSING



DEPARTMENT MISSION

To provide the taxpayers and government of the Town of Falmouth with accurate, courteous, professional, and timely service in all areas of assessing.

DEPARTMENT DESCRIPTION

Assessors, as required by Massachusetts law, value all the real and personal property within their community. They are responsible for valuing every property, from single-family residences to the largest of commercial and industrial enterprises. Every five years, Assessors must submit these values to the State Department of Revenue for certification. Assessors are also responsible for maintaining the values in the years between certifications, this is known as an interim year change. This is done so that each property taxpayer in the community pays his or her share of the cost of local government in proportion to the amount of money the property is worth. Assessors are also responsible for the motor vehicle and boat excise tax bills. The Assessors act on all requests for exemption and abatement of taxes and betterments. The Assessors are the holder of the assessment records, which includes the property record cards and Assessors' maps.

DEPARTMENT GOALS

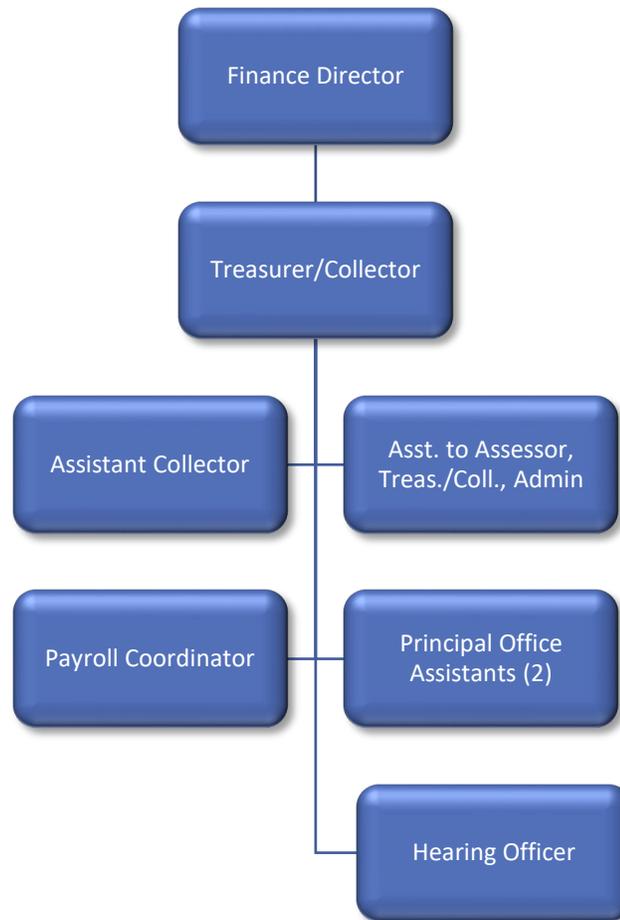
1. Cyclical re-inspection so that each parcel is inspected at least once in every nine years. This is an annual goal. To reach that goal we will need to inspect 2,400 parcels annually
2. Continue a mandated Commercial income and expense program, we will begin reviewing all Utility accounts with appraisers as mandated by the DOR
3. Ongoing staff cross training
4. Place historical digital records online
5. Implement a Household Personal Property program

ASSESSING

ASSESSING						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-141-5110	SALARY & WAGES FULL TIME	\$367,825	\$353,744	\$402,027	\$425,921	\$425,921
01-141-5191	OTHR PERS SERV-UNIFRM ALW	\$100	\$100	\$100	\$100	\$100
TOTAL SALARIES		\$367,925	\$353,844	\$402,127	\$426,021	\$426,021
01-141-5240	REPR/MAINT-OFFICE EQUIP	\$100	\$0	\$100	\$100	\$100
01-141-5319	PROF/TECH-CONTRACT SERV	\$8,900	\$4,700 *	\$21,600	\$24,000	\$24,000
01-141-5340	COMMUNICATION-PRINTING	\$200	\$220	\$100	\$100	\$100
01-141-5341	COMMUNICATION-TELEPHONE	\$350	\$0	\$250	\$250	\$250
01-141-5342	COMMUNICATION-POSTAGE	\$2,500	\$2,500	\$2,500	\$3,000	\$3,000
01-141-5420	OFFICE SUPPLIES	\$900	\$876	\$900	\$900	\$900
01-141-5583	OTHER SUPPLIES-UNIFRMS	\$700	\$668	\$700	\$700	\$700
01-141-5710	IN-STATE EDUCATION/MTGS	\$3,440	\$1,390	\$3,440	\$3,440	\$3,440
01-141-5711	AUTO ALLOWANCE	\$1,200	\$0	\$600	\$600	\$600
01-141-5730	DUES & MEMBERSHIPS	\$625	\$525	\$570	\$625	\$625
TOTAL EXPENSES		\$18,915	\$10,879	\$30,760	\$33,715	\$33,715
TOTAL DEPARTMENTAL EXPENSES		\$386,840	\$364,723	\$432,887	\$459,736	\$459,736

ASSESSING - 141											
FY23 SALARIES & WAGES											
	Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	25	9	10	FAVULLI PATRICIA	DIR OF ASSESSING	54.66	40	2,186.40	52.2	\$114,130	
2	11	12	7	CABRAL BRUCE	ASST ASSESSOR	41.62	37.5	1,560.75	52.2	\$81,471	
3	11	9	5	HOOVER ALAN M	PPTY LISTED FIELD APPRAISER	31.41	37.5	1,177.88	52.2	\$61,485	
4	11	9	4	JAMES JOYCE	PPTY LISTED FIELD APPRAISER	30.20	37.5	1,132.50	52.2	\$59,117	
5	11	7	7	COOK DARYL	ADMIN CLERK	29.67	37.5	1,112.63	52.2	\$58,079	
6	11	7	4	KOWZIC JESSICA	ADMIN CLERK	26.38	37.5	989.25	52.2	\$51,639	
							FTE	6			\$425,921

TREASURER/COLLECTOR



DEPARTMENT MISSION

Our mission is to provide the highest level of service to the citizens of Falmouth and the departments within town government by working collaboratively, accurately, and professionally towards promoting financial stability of Town operations to assure principal is protected, liquidity is maintained and yields are safely maximized.

DEPARTMENT DESCRIPTION

This office collects Real Estate & Personal Property Taxes; Motor Vehicle & Boat Excise; Parking Tickets; Moorings; and Water Bills. We issue Municipal Lien Certificates; Shellfish Permits; Beach and Dump Permits. Maintain banking accounts and investments, borrowing and funding. Cash Receipts, Cash Disbursements, Payroll Processing, Tailings and Tax Title Collection.

DEPARTMENT GOALS

1. Continue to provide timely and accurate depositing and reporting of all monies received from Town Departments, Taxpayers, Mortgage Companies, State and Federal agencies, and other outside sources.
2. Consider the needs of the taxpayers when implementing new billing and payment methods, using wise financial judgment. (Partner w/Invoice Cloud and Vadar)
3. Successfully completed an online registration for permits; beach, disposal and shellfish.
4. Continue to streamline deposit tracking and reporting and payment system processing that is efficient for our residents and visitors when conducting business at town hall.
5. Continue to monitor interest rates to maximize the Town's return on investment; consolidate bank accounts.
6. Continue to streamline processing of vendor and payroll warrants.(Harpers implemented 2020)

TREASURER/COLLECTOR

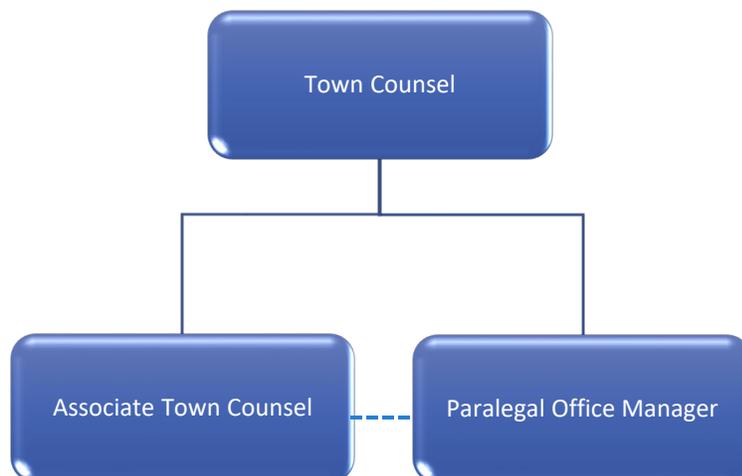
7. Release individuals that are “marked” for non-renewal at the RMV for their license and plates due to non-payment of excise and/or parking.
8. Continue to research tax title accounts and auction process. (Selectman 2022)
9. Continue to research performance bond accounts in order to identify owners.
10. Receive, record, and deposit all monies (cash, checks, credit cards, and EFT's) taken in from the various departments and governmental agencies. Maintain accurate and complete cash receipt book and disbursement records to include credit card and bank statement reconciliations. Handling communication and collection of NSF and closed account return checks. Attending monthly Falmouth Retirement Board meeting and preparing/presenting monthly reconciliation including wiring of funds.
11. Monitoring the monies from state and federal agencies such as Commonwealth of Massachusetts, Cherry Sheet receipts, grants, etc. Managing and disbursing funds for Performance Bonds for various departments.
12. Maintain debt records for new and existing obligations working with Finance Director, financial advisor, and bond counsel for borrowing and debt repayment. Responsible for timely debt payments.
13. Administer and prepare Tax Title request letters for payment and follow-up on established payment schedules to bring taxpayers up-to-date and avoid foreclosure. Working with Town Counsel to address non-payment and foreclosure proceedings.
14. Fund and produce weekly payroll and vendor warrant, creating and submitting ACH, wires, and federal tax files. Responsible for preparing and submitting 945 vehicle and meals tax, 1099's. Interacting with employees, public and vendors for lost checks, stop payments, and reissues. Handling procedural process of unclaimed checks or tailings, deferred comp plan monitoring, and monitor payroll tax payments and reporting.
15. Networking with other town's treasurer's offices and other departments to look at ways of improving efficiencies, sharing ideas, and solving issues.
16. Continue to process parking tickets from patrolmen, schedule hearings and send follow-ups notices(Moving to a cloud based system Fy 2022)
17. Complete Tax Title deed research and prepare legal advertisement yearly.
18. Issue municipal lien certificates which are a legal, binding document when a property is sold or refinanced; betterment releases for property improvement pay-offs through Barnstable County Registry of Deeds.

TREASURER/COLLECTOR

TREASURER/COLLECTOR						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-145-5110	SALARY & WAGES FULL TIME	\$413,003	\$395,142	\$419,379	\$446,573	\$446,573
01-145-5130	SALARY & WAGES OVERTIME	\$5,000	\$5,646	\$5,000	\$5,000	\$5,000
TOTAL SALARIES		\$418,003	\$400,789	\$424,379	\$451,573	\$451,573
01-145-5240	REPR/MAINT OFFICE EQUIP	\$1,500	\$1,649	\$1,500	\$1,500	\$1,500
01-145-5300	PROF/TECH - LEGAL/TAX TITLE	\$18,000	\$4,101 *	\$18,000	\$18,000	\$18,000
01-145-5301	PROF/TECH -MWPAT NON EXM FEES	\$7,000	\$500	\$7,000	\$7,000	\$7,000
01-145-5302	PROF/TECH-MWPAT EXMPT FEES	\$25,000	\$14,318	\$25,000	\$25,000	\$25,000
01-145-5307	PROF/TECH-BOND/BANK FEES	\$25,000	\$15,855	\$25,000	\$25,000	\$25,000
01-145-5308	PROF/TECH-CREDIT CRD FEES	\$17,000	\$21,343	\$17,000	\$17,000	\$17,000
01-145-5319	PROF/TECH-CONT SRVCS	\$25,000	\$51,979 *	\$25,000	\$25,000	\$25,000
01-145-5340	COMMUNICATION - PRINTING	\$11,500	\$18,881	\$11,500	\$11,500	\$11,500
01-145-5341	COMMUNICATION - TELEPHONE	\$400	\$103	\$400	\$400	\$400
01-145-5342	COMMUNICATION - POSTAGE	\$48,000	\$44,804	\$48,000	\$48,000	\$48,000
01-145-5420	OFFICE SUPPLIES	\$1,600	\$1,127	\$1,600	\$1,600	\$1,600
01-145-5710	IN-STATE TRAVEL	\$2,800	\$292	\$2,800	\$2,800	\$2,800
01-145-5730	DUES & MEMBERSHIPS	\$420	\$165	\$420	\$420	\$420
01-145-5780	MUNICIPAL BOND EXPENSE	\$38,500	\$2,500	\$38,500	\$38,500	\$38,500
01-145-5781	STAFF DEVELOPMENT	\$500	\$75	\$500	\$500	\$500
TOTAL EXPENSES		\$222,220	\$177,692	\$222,220	\$222,220	\$222,220
TOTAL APPROPRIATION		\$640,223	\$578,480	\$646,599	\$673,793	\$673,793

FY23 SALARIES & WAGES											
TREASURER/COLLECTOR - 145											
	Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	9	10	O CONNELL PATRICIA	TOWN COLLECTOR	52.56	40	2,102.40	52.2	\$109,745	
				O CONNELL PATRICIA	COLL/TREAS STIPEND	171.40	1	171.40	52.2	\$8,947	
2	11	10	5	LOPES MARY ELLEN L	ASST COLLECTOR	33.61	37.5	1,260.38	52.2	\$65,792	
3	11	10	5	BUSH MELANIE J	ASST TO ASSESS, TREAS, FINDI	33.61	37.5	1,260.38	52.2	\$65,792	
4	11	9	7	HARVEY SUSAN E	PAYROLL COORDINATOR	33.97	37.5	1,273.88	52.2	\$66,496	
5	11	8	7	REBELO MELINDA	PRIN OFC ASST	31.75	37.5	1,190.63	52.2	\$62,151	
6	11	8	7	EATON PATRICIA	PRIN OFC ASST	31.75	37.5	1,190.63	52.2	\$62,151	
7				PRATT BARBARA S	HEARING OFFICER	186.19	1	186.20	12	\$5,500	
						FTE	6				\$446,573

TOWN COUNSEL



DEPARTMENT MISSION

The Town of Falmouth Legal Department serves as legal advisor, counselor and advocate for the Town of Falmouth, its boards, officers and elected officials. The department's mission is to provide each board, officer or elected official with information on current statutes, regulations and case law on a variety of legal issues relative to the functioning of a municipal government. When appropriate the department represents its municipal clients before the courts and administrative tribunals of the Commonwealth. The department is also responsible for approving municipal contracts, drafting by-laws, coordinating efforts with outside or special counsel and initiating municipal code enforcement actions. Services are provided in a timely and efficient manner offering each board, officer or elected official the opportunity to make informed and correct judgment to advance the common good of the community.

DEPARTMENT DESCRIPTION

The office of Town Counsel provides legal services to the Town. Department staff consists of the Town Counsel, one Associate Town Counsel and a Paralegal/Office Manager. The department provides services in four basic programs as follows:

1. **Litigation Program**
2. **General Legal Services Program**
3. **Town Meeting/Legislative Programs**
4. **Education and Training Programs**

DEPARTMENT GOALS

Litigation Program Goal: To represent the Town and its departments, boards and committee in trials and hearings before courts, administrative agencies and tribunals.

- Trial preparation including legal research, drafting and preparation of pleadings, briefs and motions, conducting relevant discovery, assembly of administrative records and related matters including mediation and settlement.
- Trials and hearings including appearances in court, and before administrative agencies and tribunals.
- Appellate court practice including prosecuting and defending matters on appeal with attendant legal research and drafting and preparation of appellate briefs and record appendices.
- Maintain liaison with special counsel for insurance defense, labor matters, cable TV licensing and other matters as needed.
- Prepare periodic reports.

General Legal Services Program Goal: To attend to general legal matters of the Town.

TOWN COUNSEL

- Real estate matters including land acquisition, easements, licenses, leases, tax takings and eminent domain matters.
- Advise officials and department heads on legal matter including procurement, contracts, open meeting law, public records law, conflict of interest law, liability issues and recent developments in laws and procedures.
- Attend public meetings as requested.
- Prepare opinions on legal matters to auditors concerning potential or contingent liabilities.
- Attend continuing legal education programs in areas related to municipal law.

Town Meeting/Legislative Program Goal: To prepare for and assist in the conduct of Town Meeting and to participate in the legislative and regulatory functions of the Town.

- Prepare for and attend all sessions of Town Meetings.
- Draft, edit and revise rules, regulations and policies.

Education and Training Program Goal: To educate and train officials, department heads and employees in legal matters relevant to their duties and responsibilities.

- To conduct periodic training sessions.
- To prepare periodic memorandum for distribution.
- To respond to and answer questions of legal significance.

TOWN COUNSEL						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-151-5110	SALARY & WAGES-PERMANENT	\$311,455	\$311,351	\$320,866	\$334,012	\$334,012
01-151-5120	SALARY & WAGES-TEMPORARY	\$3,500	\$0	\$3,500	\$3,500	\$3,500
TOTAL SALARIES		\$314,955	\$311,351	\$324,366	\$337,512	\$337,512
01-151-5270	RENT/LEASE-BUILDING	\$24,720	\$24,000	\$24,720	\$24,720	\$24,720
01-151-5300	PROF/TECH SPEC COUNSEL*	\$285,000 *	\$257,260	\$150,000	\$150,000	\$150,000
01-151-5301	PROF/TECH-RECORDING FEES	\$1,500	\$528	\$1,500	\$1,500	\$1,500
01-151-5340	COMMUNICATION-PRINTING	\$500	\$0	\$500	\$500	\$500
01-151-5341	COMMUNICATION-TELEPHONE	\$1,800	\$1,876	\$1,800	\$1,800	\$1,800
01-151-5342	COMMUNICATION-POSTAGE	\$950	\$949	\$950	\$950	\$950
01-151-5400	CASE EXPENSES	\$8,500	\$6,046	\$8,500	\$8,500	\$8,500
01-151-5420	OFFICE SUPPLIES	\$2,500	\$1,869	\$3,000	\$3,000	\$3,000
01-151-5425	OFFICE SUPPLY-LAW BOOKS	\$17,500	\$16,628 *	\$17,700	\$17,700	\$17,700
01-151-5711	AUTO ALLOWANCE	\$2,000	\$0	\$2,000	\$2,000	\$2,000
01-151-5730	DUES & MEMBERSHIPS	\$1,600	\$1,036	\$1,600	\$1,600	\$1,600
01-151-5781	STAFF DEVELOPMENT	\$950	\$50	\$750	\$950	\$950
TOTAL EXPENSES		\$347,520	\$310,243	\$213,020	\$213,220	\$213,220
TOTAL DEPARTMENTAL EXPENSES		\$662,475	\$621,594	\$537,386	\$550,732	\$550,732

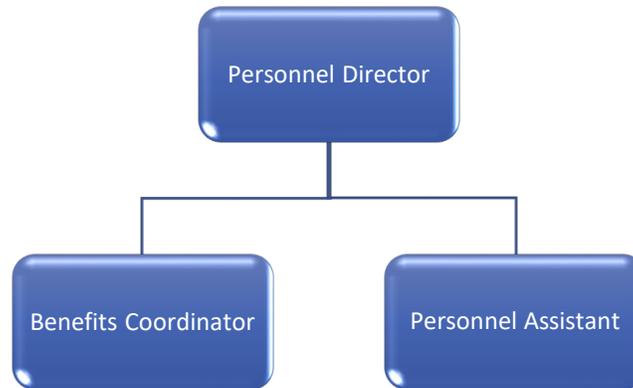
TOWN COUNSEL

FY23 SALARIES & WAGES

TOWN COUNSEL - 151

	Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	12	10	DUFFY JR FRANK K	TOWN COUNSEL	69.84	40.00	2,793.60	52.20	145,826	
2	24	10	10	VACANT	ASSOC TOWN COUNSEL	56.49	40.00	2,259.60	52.20	117,951	
3	24	4	10	FISH KIMBERLY A	PARAL/ADM ASST	35.88	37.50	1,345.50	52.20	70,235	
						<i>FTE</i>	3				334,012

PERSONNEL



DEPARTMENT MISSION

The mission of the Personnel Department is to provide the leadership, direction, and support needed to attract, retain, and develop talented individuals, while promoting a productive and efficient workplace, in order to align ourselves with the ever changing needs of the Town of Falmouth.

DEPARTMENT DESCRIPTION

The Personnel Department provides high quality programs and services relating to Recruitment, Labor & Employee Relations, Compensation, Benefits, Training & Development and Diversity, all while ensuring that the town is in compliance with local, state and federal employment/labor regulations.

GOALS

1. **Benefits & Compensation**

Continue to implement classification/compensation study recommendations for select groups of positions and unions. The study, which will be completed in FY22, will illustrate for the town how our current salary compares to comparable communities and will provide recommendations, methods and guidelines for achieving the overall aspects of the study. The goal is to then implement these recommendations which will improve our market position so that we can recruit and retain highly qualified individuals, while maintaining fiscal responsibility.

2. **Performance Management**

Implement Performance Evaluations for select unions. This goal is designed to address our ability to better manage the performance of our employees. The benefits of instituting performance evaluations range from increasing job satisfaction and motivation, better morale, teamwork and open communication as well as improving performance.

3. **Recruitment & Retention**

Research and implement new recruitment and retention strategies to address the tight labor market. Compensation for several of the bargaining units has increased in response to market studies that were completed and it is the intention of the HR Department to implement and expand marketing efforts and social media presence, candidate sourcing and proactive recruitment efforts. The department will also use data analytics to measure success in advertising and outreach efforts.

4. **Training and Development**

Provide quality, cost-effective training and development designed to increase organizational productivity and enrichment.

PERSONNEL

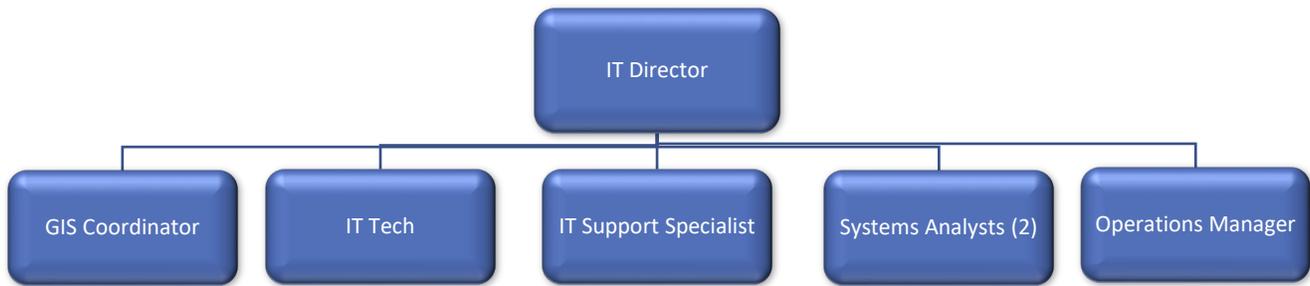
PERSONNEL						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-152-5110	SALARY & WAGES FULL TIME	\$215,281	\$207,306	\$221,030	\$218,189	\$218,189
01-152-5135	RECORDING MEETINGS	\$36,400	\$36,287	\$36,400	\$40,000	\$40,000
TOTAL SALARIES		\$251,681	\$243,592	\$257,430	\$258,189	\$258,189
01-152-5304	PROF/TECH-TRAINING	\$6,700	\$1,825	\$6,700	\$6,700	\$6,700
01-152-5317	PROF/TECH-MEDICAL SERV	\$10,000	\$18,830	\$10,000	\$10,000	\$10,000
01-152-5319	PROF/TECH-CONTRACTUAL SERV	\$30,000	\$24,650	\$30,000	\$30,000	\$30,000
01-152-5340	COMMUNICATION-PRINTING	\$900	\$903	\$900	\$900	\$900
01-152-5341	COMMUNICATION-TELEPHONE	\$405	\$618	\$405	\$620	\$620
01-152-5342	COMMUNICATION-POSTAGE	\$2,100	\$1,116	\$2,100	\$2,100	\$2,100
01-152-5343	COMMUNICATION-ADVT VCNCY	\$13,000	\$11,346 *	\$13,000	\$13,000	\$13,000
01-152-5420	OFFICE SUPPLIES	\$1,800	\$1,568	\$1,800	\$1,800	\$1,800
01-152-5585	OTHER SUPPLIES-SUBSCRIPTN	\$300	\$0	\$300	\$300	\$300
01-152-5710	IN-STATE TRAVEL	\$950	\$0	\$950	\$950	\$950
01-152-5730	DUES & MEMBERSHIPS	\$800	\$494	\$800	\$800	\$800
01-152-5781	STAFF DEVELOPMENT	\$895	\$50	\$895	\$895	\$895
*01-152-5343 - FY21 EXPENDITURES INCLUDE FY20 ENCUMBRANCES						
TOTAL EXPENSES		\$67,850	\$61,399	\$67,850	\$68,065	\$68,065
TOTAL DEPARTMENTAL EXPENSES		\$319,531	\$304,991	\$325,280	\$326,254	\$326,254

PERSONNEL - 152											
FY23 SALARIES & WAGES											
Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total		
1	24	9	10	COLEMAN DENISE B	PERSONNEL DIRCT	52.56	40	2,102.40	52.2	109,745	
				COLEMAN DENISE B	STIPEND - ADA	28.85	1	28.85	52.2	1,506	
2	24	3	10	BELAIR CATHY-LYNNE	BENEFITS COORD	31.21	37.5	1,170.38	52.2	61,094	
3	24	2	5	ELY HANNAH G	OFFICE ASSIST-PERSONNEL	23.42	37.5	878.25	52.2	45,845	
						FTE	3				218,189

DISABILITY COMMISSION

<i>DISABILITY COMMISSION</i>						
		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-560-5340	COMMUNICATION-PRINTING	\$150	\$0	\$150	\$150	\$150
01-560-5420	OFFICE SUPPLIES	\$100	\$0	\$100	\$100	\$100
TOTAL EXPENSES		\$250	\$0	\$250	\$250	\$250

INFORMATION TECHNOLOGY



DEPARTMENT MISSION

FIT provides reliable, secure, integrated technology solutions aligned with strategic goals, while delivering excellence in customer service.

In support of this mission, we will:

- Demonstrate operational and technical excellence through a commitment to professionalism and continuous process improvement.
- Partner with Falmouth staff to understand the information systems requirements of the staff and their customers.
- Provide leadership and planning for the effective and strategic use of emerging technologies.

DEPARTMENT DESCRIPTION

FIT provides reliable, secure, integrated technology solutions aligned with strategic goals, while delivering excellence in customer service.

DEPARTMENT GOALS

1. Business and IT Strategic Alignment
2. A Skilled and Knowledgeable IT Workforce
3. Secure & Reliable IT Infrastructure
4. Effective and Efficient Management of Desktop Hardware and Applications
5. Management of Software Development Efforts for an Effective and Efficient Support of Business Processes and Service Delivery
6. Efficient User Support and Quality Assurance
7. Effective IT Controls and Standards

INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY DEPARTMENT						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-155-5110	SALARY & WAGES FULL TIME	\$554,594	\$550,927	\$576,831	\$584,097	\$584,097
01-155-5130	ADDITIONAL GROSS-OVERTIME	\$16,000	\$12,637	\$10,000	\$10,000	\$10,000
TOTAL SALARIES		\$570,594	\$563,565	\$586,831	\$594,097	\$594,097
01-155-5240	REPR/MAINT-OFFICE EQUIP	\$30,000	\$35,702 *	\$22,600	\$22,600	\$22,600
01-155-5267	REPR/MAINT-COMPUTER SYSTEM	\$300,000	\$332,868 *	\$300,000	\$300,000	\$300,000
01-155-5313	PROF/TECH-CNTRTL SERV*	\$7,000	\$4,237	\$7,000	\$7,000	\$7,000
01-155-5341	COMMUNICATION-TELEPHONE	\$32,500	\$21,290	\$32,500	\$32,500	\$32,500
01-155-5347	COMMUNICATION-INTERNET	\$25,000	\$15,897	\$25,000	\$25,000	\$25,000
01-155-5420	OFFICE SUPPLIES	\$5,000	\$1,034	\$5,000	\$5,000	\$5,000
01-155-5582	OTHER SUPPLIES-COMPUTER	\$18,500	\$26,784	\$18,500	\$18,500	\$18,500
01-155-5710	IN-STATE TRAVEL	\$1,000	\$350	\$1,000	\$1,000	\$1,000
01-155-5781	STAFF DEVELOPMENT	\$3,000	\$0	\$3,000	\$3,000	\$3,000
01-155-5875	COMPUTER EQUIP & SOFTWARE*	\$15,000	\$7,595	\$15,000	\$15,000	\$15,000
TOTAL EXPENSES		\$437,000	\$445,756	\$429,600	\$429,600	\$429,600
TOTAL DEPARTMENTAL EXPENSES		\$1,007,594	\$1,009,321	\$1,016,431	\$1,023,697	\$1,023,697

FY23 SALARIES & WAGES											
INFORMATION TECHNOLOGY - 155											
	Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	10	10	VACANT	DIRECTOR OF IT	56.49	40	2,259.60	52.2	117,951	
2	24	7	3	VACANT	COMPUTER OP MGR	36.99	40	1,479.60	52.2	77,235	
3	24	6	10	BOTTOMLEY MICHAEL	SYSTEMS ANALYST	43.32	40	1,732.80	52.2	90,452	
4	24	6	4	VACANT	SYSTEMS ANALYST	36.30	40	1,452.00	52.2	75,794	
5	24	5	8	DEPRIZIO ANTHONY J	NETWK COMP TECH	38.89	40	1,555.60	52.2	81,202	
6	24	3	4	VACANT	IT SUPPORT SPECIALIST	26.13	40	1,045.20	52.2	54,559	
7	11	12	7	SEJKORA THOMAS	NETWK COMP TECH-PUB SFTY	41.62	40	1,664.80	52.2	86,903	
							FTE	7			584,097

GEOGRAPHIC INFORMATION SYSTEMS



DEPARTMENT MISSION

The mission of the Falmouth GIS Department is to assist, promote, and develop a shared geographic information system resource for local decision makers and the general public.

DEPARTMENT DESCRIPTION

Geographic Information System - An **automated** system composed of **hardware, software, data and people** used to create, store, display and analyze spatial data and related attribute data

DEPARTMENT GOALS & PERFORMANCE MEASURES

In pursuing its mission, the Falmouth GIS Department must be designed to:

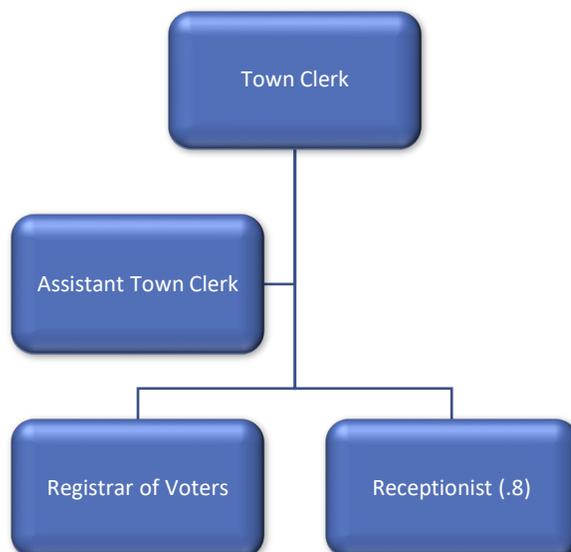
1. Maximize data quality for system users through maintenance procedures developed with the data layers home Department of over 75 layers.
2. Engage in research and development to take advantage of improvements in GIS and data technology.
3. Update and maintain Falmouth's digital cadastral parcel base map as well as our other infrastructure data layers and departmental layers.
4. Promote increased awareness about GIS technology and applications to the Town of Falmouth Departments, public and private agencies.
5. Provide user-friendly public access
6. Assist all Departments and Boards in meeting their missions and goals by providing appropriate GIS services.

GEOGRAPHIC INFORMATION SYSTEMS

GEOGRAPHIC INFO SYSTEMS						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-156-5110	SALARY & WAGES-PERMANENT	\$86,944	\$86,925	\$88,677	\$90,452	\$90,452
TOTAL SALARIES		\$86,944	\$86,925	\$88,677	\$90,452	\$90,452
01-156-5267	COMPUTER REPAIR/MAINT	\$14,500	\$1,408	\$14,500	\$17,500	\$17,500
01-156-5420	OFFICE SUPPLIES	\$1,750	\$1,063	\$1,750	\$1,000	\$1,000
01-156-5710	IN-STATE TRAVEL	\$250	\$0	\$250	\$250	\$250
01-156-5781	STAFF DEVELOPMENT	\$1,000	\$0	\$1,000	\$1,500	\$1,500
TOTAL EXPENSES		\$17,500	\$2,471	\$17,500	\$20,250	\$20,250
TOTAL DEPARTMENTAL EXPENSES		\$104,444	\$89,396	\$106,177	\$110,702	\$110,702

FY23 SALARIES & WAGES											
GEOGRAPHIC INFO SYSTEMS - 156											
	Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	6	10	SHEA ROBERT J	GIS COORDINATOR	43.32	40	1,732.80	52.2	90,452	
TOTAL SALARIES						FTE	1				90,452

TOWN CLERK



DEPARTMENT MISSION

1. To carry out the policies of the Select Board, the regulations of the Commonwealth of Massachusetts, and meet the needs of the residents of our community.
2. Respond to all inquiries, providing knowledge and assistance in a professional, consistent, and impartial manner to all citizens.
3. To administer fair and accurate elections, guaranteeing access to every citizen.
4. To maintain factual public records, preserving and documenting the history of our community.
5. To be proactive in promoting and preserving the proud traditions of our Community.

DEPARTMENT DESCRIPTION

Interacts tactfully and appropriately with the general public answering general questions and direct the general public to appropriate department. Conducts research and produce attest copies, Issues various licenses and permits, participates in community meetings providing information as requested

Conduct all elections in conformance with federal and state laws and regulations, staff and prepare polling locations, process absentee ballots, test voting equipment, prepare the ballot for local elections, certify and report results, administer campaign finance law for local elections, administer oaths of office.

Register birth certificates received from hospital Create birth record for at home birth, delayed record of birth, out of commonwealth birth, process Acknowledgement of Parentage, Review and register submitted Death Certificates, receive and review Intentions, prepare Marriage Certificate, scan & index records into Laserfiche, print copies for town records to be bound in books, prepare documents to be sent to the Registry of Vital Records with monthly report.

Records all Board of Appeals applications, Board of Appeals Decisions, Planning Board filings, Select Board decisions, Sundry filings, process non-criminal violations, processes underground fuel storage applications, Records and posts all meeting notices, maintaining and safeguarding town records, in accordance with statutory requirements

Record census forms with changes-including creating and modifying households members, voter and family information, moving inactive voters, recording veteran status, occupation, party status deleting residents as warranted Register new voters, change addresses and deleting voters as necessary. Maintain state voter data base.

TOWN CLERK

DEPARTMENT GOALS

1. Respond to all inquiries, providing knowledge and assistance in a professional, consistent, and impartial manner to all citizens.
2. To administer fair and accurate elections, guaranteeing access to every citizen.
3. To maintain factual public records, preserving and documenting the history of our community.
4. To be proactive in promoting and preserving the proud traditions of our Community.

TOWN CLERK						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-161-5110	SALARY & WAGES-PERMANENT	\$248,566	\$248,797	\$306,985	\$320,545	\$320,545
01-161-5120	SALARY & WAGES-REGISTRARS	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
01-161-5127	SALARY & WAGES - CENSUS	\$2,000	\$2,036	\$0	\$2,000	\$2,000
01-161-5130	ADDITIONAL GROSS-OVERTIME	\$1,000	\$645	\$0	\$1,000	\$1,000
TOTAL SALARIES		\$252,816	\$252,728	\$308,235	\$324,795	\$324,795
01-161-5240	REPR/MAINT-OFFICE EQUIP	\$500	\$590	\$500	\$500	\$500
01-161-5305	PROF/TECH-ARCHIVING	\$5,000	\$1,610	\$5,000	\$2,000	\$2,000
01-161-5340	COMMUNICATION-PRINTING	\$6,000	\$5,768	\$6,000	\$6,000	\$6,000
01-161-5341	COMMUNICATION-TELEPHONE	\$100	\$0	\$0	\$0	\$0
01-161-5342	COMMUNICATION-POSTAGE	\$13,000	\$7,073	\$15,000	\$15,000	\$15,000
01-161-5343	COMMUNICATION-ADVERTISING	\$1,000	\$1,976	\$1,000	\$1,000	\$1,000
01-161-5347	COMMUNICATION-CODE UPDATE	\$10,000	\$3,686	\$10,000	\$10,000	\$10,000
01-161-5349	COMMUNICATION-STREET LIST	\$2,500	\$2,048	\$2,500	\$2,500	\$2,500
01-161-5420	OFFICE SUPPLIES	\$1,500	\$672	\$1,500	\$1,500	\$1,500
01-161-5430	SUPPLIES-LICENSES	\$500	\$452	\$500	\$500	\$500
01-161-5710	IN-STATE TRAVEL	\$1,600	\$729	\$1,600	\$1,000	\$1,000
01-161-5730	DUES & MEMBERSHIPS	\$590	\$505	\$600	\$600	\$600
TOTAL EXPENSES		\$42,290	\$25,108	\$44,200	\$40,600	\$40,600
TOTAL DEPARTMENTAL EXPENSES		\$295,106	\$277,835	\$352,435	\$365,395	\$365,395

TOWN CLERK - 161											
FY23 SALARIES & WAGES											
Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total		
1			PALMER MICHAEL	TOWN CLERK	48.18	40	1,927.39	52.2	100,610		
2	11	10	ROBBINS LAURIE C	ASST TOWN CLERK	34.95	37.5	1,310.63	52.2	68,415		
3	11	8	GONSALVES SUZANNE	PRINICIPAL ASST	31.75	37.5	1,190.63	52.2	62,151		
4	11	7	VACANT	OFFICE ASST	24.39	37.5	914.63	52.2	47,743		
5	11	5	BARBARA RYMSHA	SWTCHBRD/RECPTN	24.92	32	797.44	52.2	41,626		
						FTE	4.85			320,545	

ELECTIONS

<i>ELECTIONS</i>						
		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-162-5120	SALARY & WAGES PART TIME	\$70,000 *	\$68,040	\$22,000	\$70,000	\$70,000
TOTAL SALARIES		\$70,000	\$68,040	\$22,000	\$70,000	\$70,000
01-162-5270	RENTL/LEASE-BUILDING	\$3,000	\$3,000	\$1,500	\$3,000	\$3,000
01-162-5319	PROF/TECH MAINT CONTRACTS	\$9,000	\$15,412	\$15,000	\$15,000	\$15,000
01-162-5340	COMMUNICATION-PRINTING	\$12,000	\$8,099	\$12,000	\$12,000	\$12,000
01-162-5341	COMMUNICATION-TELEPHONE	\$200	\$495	\$1,000	\$200	\$200
01-162-5343	COMMUNICATION-ADVERTISING	\$6,000	\$1,618	\$2,000	\$2,000	\$2,000
01-162-5586	OTHER SUPPLIES-ELECTION	\$1,500	\$2,496	\$2,000	\$2,000	\$2,000
TOTAL EXPENSES		\$31,700	\$31,120	\$33,500	\$34,200	\$34,200
TOTAL DEPARTMENTAL EXPENSES		\$101,700	\$99,160	\$55,500	\$104,200	\$104,200

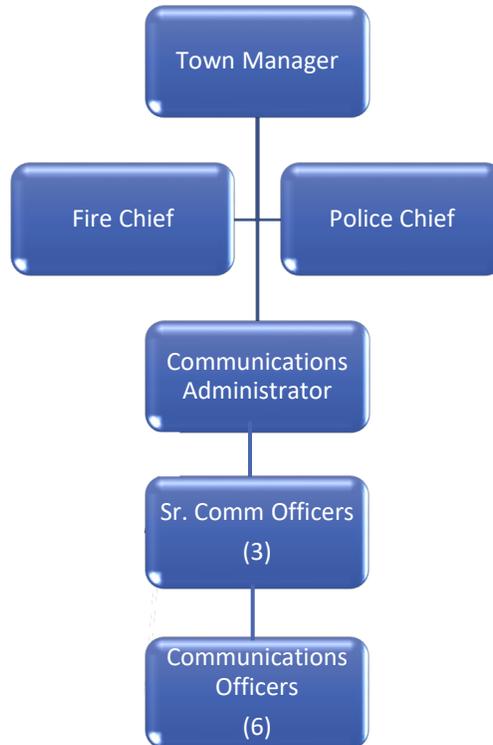
TOWN MEETING

TOWN MEETING						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-113-5120	SALARY & WAGES PART TIME	\$4,000	\$1,176	\$2,000	\$2,000	\$2,000
01-114-5120	SALARY & WAGES PART TIME	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
TOTAL SALARIES		\$4,000	\$1,176	\$2,000	\$3,500	\$3,500
01-113-5311	PROF/TECH-INTERPRETOR	\$3,000	\$0	\$3,000	\$3,000	\$3,000
01-113-5316	PROF/TECH-STENOGRAPHER	\$7,000	\$5,281 *	\$7,000	\$7,000	\$7,000
01-113-5340	COMMUNICATION-PRINTING	\$8,000	\$9,212	\$9,000	\$9,000	\$9,000
01-113-5342	COMMUNICATION-POSTAGE	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
01-113-5343	COMMUNICATION-ADVERTISING	\$10,500	\$10,413	\$15,000	\$15,000	\$15,000
01-113-5380	OTR PRCH SERV-SOUND SYSTM	\$4,000	\$6,430	\$4,000	\$4,000	\$4,000
TOTAL EXPENSES		\$34,500	\$33,336	\$40,000	\$40,000	\$40,000
TOTAL DEPARTMENTAL EXPENSES		\$38,500	\$34,512	\$42,000	\$43,500	\$43,500

TOWN MODERATOR

<i>TOWN MODERATOR</i>						
		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-114-5120	SALARY & WAGES PART TIME	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
TOTAL SALARIES		\$1,500	\$1,500	\$1,500	\$1,500	\$1,500

CONSOLIDATED COMMUNICATIONS



DEPARTMENT MISSION

Everything we do is designed to serve the community. To provide those who need us with a sense of safety and security. To ensure that those in our community get the best public safety services possible and help them be able to live a better life in a world with a higher sense of safety and self.

We do that by providing outstanding customer service to the public; by taking the time to ensure everyone we deal with is treated as if they were a member of our own family. We help our Police Officers and Fire Fighters respond to emergency events quickly, safely and efficiently. We work to ensure that every single caller feels like they are important.

We answer 911 calls and are emergency telecommunications dispatchers for the Town of Falmouth Massachusetts.

DEPARTMENT DESCRIPTION

The Falmouth Emergency Communications Center is responsible for providing emergency communications and all related secondary functions for the Public Safety agencies within the Town of Falmouth. Consisting of a Communications Administrator, three (3) Senior Dispatchers and six (6) Dispatchers we serve a population of 35,000 to 100,000 residents and visitors on a daily basis with two (2) dispatchers on duty at all times. In fiscal year 2020 we logged approx. 31,000 incidents and answered over 8,500 calls on the 911 system.

DEPARTMENT GOALS

1. Quality Assurance / Quality Improvement

As a Public Safety agency our number one priority must always be to provide the best possible services to the citizens of Falmouth and the other Public Safety partners we work with. By continuing and expanding our QA/QI program we can better ensure the services our agency provides to the community meet the high level of service expected by our stakeholders while also providing us with areas of needed improvement. A high quality QA/QI

CONSOLIDATED COMMUNICATIONS

program is not only seen as an industry standard, but helps to reduce liability on the Town by ensuring high standards for service are met.

2. Improving Technology

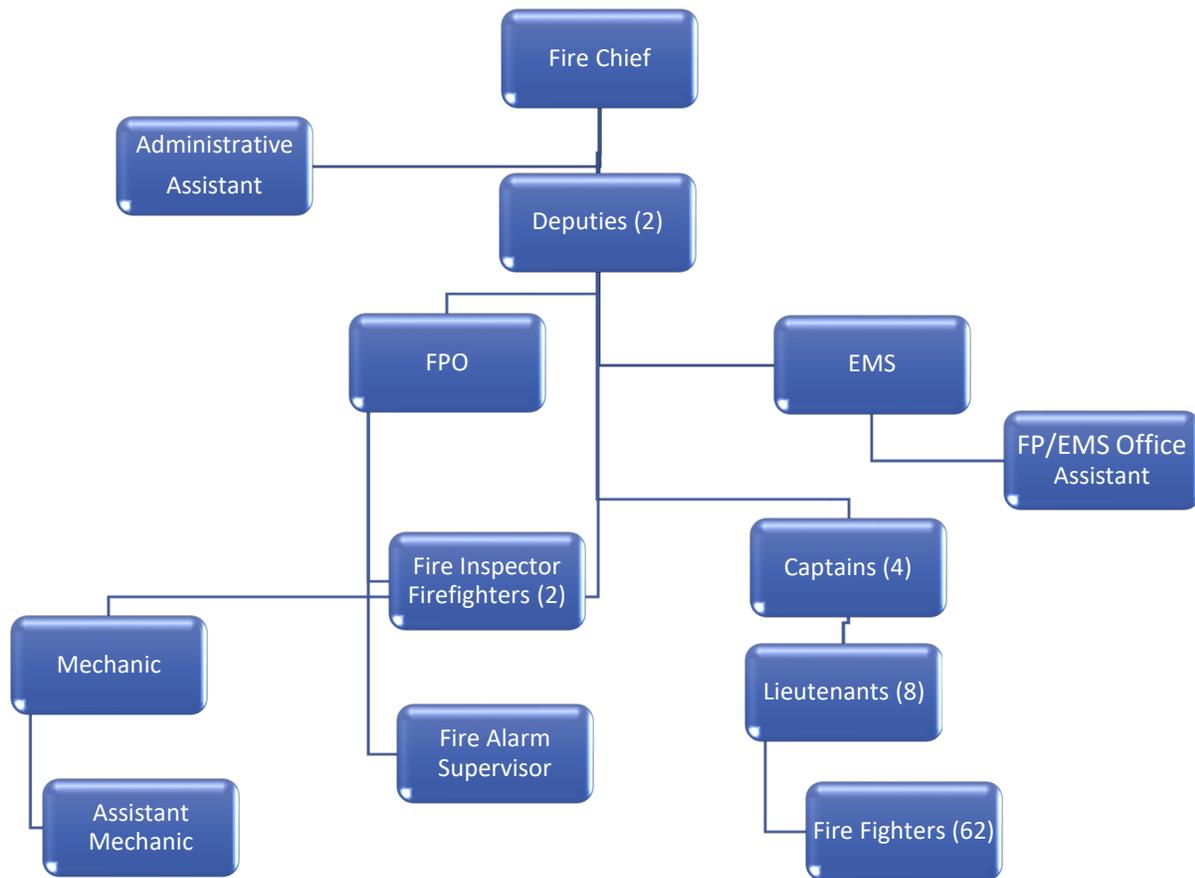
Some of our key technology infrastructure is approaching end of useful life or is no longer being directly supported by the vendors. These are areas that we will need to work with our Police and Fire counterparts to address in the near future. As with everything we do our systems need to be designed to work with and improve not only our operations but those of our partner agencies. Planning for replacement solutions along with the incorporation of other needed technology to streamline processes and minimize fiscal impacts to the community will be a critical task as we move forward.

CONSOLIDATED COMMUNICATIONS

CONSOLIDATED COMMUNICATIONS						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-230-5110	SALARY & WAGES FULL TIME	\$551,353 *	\$455,818	\$555,634	\$576,079	\$576,079
01-230-5115	EVENING/NIGHT SHIFT DIFFERENTIAL	\$0	\$0	\$5,304	\$9,000	\$9,000
01-230-5120	TEMPORARY-PER DIEM	\$10,000	\$0	\$10,000	\$0	\$0
01-230-5130	OVERTIME	\$65,000	\$175,769	\$65,000	\$75,000	\$75,000
01-230-5140	HOLIDAY	\$24,340	\$18,587	\$21,836	\$23,500	\$23,500
TOTAL SALARIES		\$650,693	\$650,174	\$657,774	\$683,579	\$683,579
01-230-5319	PROF/TECH-CONTRACT SERVICE	\$42,482	\$46,731 *	\$42,482	\$65,000	\$65,000
01-230-5340	COMMUNICATION-PRINTING	\$750	\$301	\$750	\$750	\$750
01-230-5341	COMMUNICATION-TELEPHONE	\$8,040	\$7,204	\$8,040	\$8,100	\$8,100
01-230-5342	COMMUNICATION-POSTAGE	\$250	\$0	\$250	\$250	\$250
01-230-5346	REPR/MAINT-COMPUTER	\$10,000	\$9,479	\$10,000	\$10,000	\$10,000
01-230-5420	OFFICE SUPPLIES	\$7,500	\$6,608	\$7,500	\$7,500	\$7,500
01-230-5583	OTHER SUPPLIES-UNIFORMS	\$3,250	\$2,014	\$3,250	\$3,250	\$3,250
01-230-5730	DUES & MEMBERSHIPS	\$1,000	\$566	\$1,000	\$1,000	\$1,000
01-230-5781	STAFF DEVELOPMENT	\$9,500	\$1,163	\$9,500	\$9,500	\$9,500
TOTAL EXPENSES		\$82,772	\$74,065	\$82,772	\$105,350	\$105,350
TOTAL DEPARTMENTAL EXPENSES		\$733,465	\$724,240	\$740,546	\$788,929	\$788,929

FY23 SALARIES & WAGES											
CONSOLIDATED COMMUNICATIONS - 230											
	Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/ WK	Weekly	Wks	Total	
1	24	7	10	CAMPBELL CHRISTOPHER	COMM ADMINISTRATOR	45.52	40	1,820.80	52.2	95,046	
2	45	2	9	TAVARES JEFFREY	SR COMM OFFICER	28.64	40	1,145.60	52.2	59,800	
3	45	2	7	MEISSNER TIMMY	SR COMM OFFICER	26.60	40	1,064.00	52.2	55,541	
4	45	2	4	VACANT	SR COMM OFFICER	24.00	40	960.00	52.2	50,112	
5	45	1	9	BLINN MARY	COMMUNICATIONS OFFICER	27.28	40	1,091.20	52.2	56,961	
6	45	1	6	SYLVIA MARY	COMMUNICATIONS OFFICER	24.48	40	979.20	52.2	51,114	
7	45	1	6	BONCEK JOHN R	COMMUNICATIONS OFFICER	24.48	40	979.20	52.2	51,114	
8	45	1	6	FOLEY JOSEPH	COMMUNICATIONS OFFICER	24.48	40	979.20	52.2	51,114	
9	45	1	5	SEAN LOWE	COMMUNICATIONS OFFICER	23.66	40	946.40	52.2	49,402	
10	45	1	4	VACANT	COMMUNICATIONS OFFICER	22.86	40	914.40	52.2	47,732	
11				EVENING SHIFT DIFFERENTIAL	(3 OFFICERS)	0.50	120	60.00	52.2	3,132	
12				NIGHT SHIFT DIFFERENTIAL	(3 OFFICERS)	0.80	120	96.00	52.2	5,011	
						FTE	10			576,079	

FIRE/RESCUE DEPARTMENT



MISSION STATEMENT OF THE FALMOUTH FIRE/RESCUE DEPARTMENT

To provide to the citizens and visitors of our town the most effective, efficient, and expedient emergency services for the protection of life and property due to fire, medical emergencies, and natural or man-made disasters.

DEPARTMENT DESCRIPTION

The FFRD is a full-service Fire/EMS agency consisting of 86 full time personnel. We provide Fire Suppression, Advanced Life Support EMS services, Fire Prevention/Inspection, Community Risk Reduction and Emergency Management services to a diverse population of 35,000 to 100,000 residents and visitors. Our department continues to see increased calls for Fire/EMS services. Even though we were impacted like many other first responders because of the COVID pandemic, calls for service will amount to approx. 8,000 calls by the end of this calendar year.

DEPARTMENT GOALS

Staffing: Fire Suppression/EMS

After the approval of 8 additional Firefighters, through a successful override vote, and the addition of 2 Firefighters budgeted for January 1st, 2021, these positions, along with other vacancies created by resignations, retirements, and a termination, have been filled through the civil service hiring process. These firefighters will continue to ensure safety for Fire/EMS responders as outlined in the current staffing agreement. Shift staffing will continue to improve with the successful completion of the required Massachusetts Fire Academy Recruit training and department orientation programs.

FIRE/RESCUE DEPARTMENT

The Department continues to advocate for increased staffing to improve firefighter safety and community coverage by having enough personnel at the start of each shift to address the daily calls for town-wide Fire and EMS responses. This is part of an ongoing plan based on new station planning and resource deployment as we look to the future of public safety for our community. Our budget proposes an additional request of six (6) firefighters to raise shift staffing twenty (20) firefighters per shift. This coincides with our future staffing plan recently present to the BOS. We would request two (2) firefighters in FY23 and an additional two (2) firefighters in each subsequent FY to attain six (6) personnel. Further, our department wishes to explore additional staffing based on ongoing discussions and input by the Board of Selectmen that would not limit us to the current request of six (6), but to explore additional staffing to maintain daily staffing levels reduced by time off requests, military leave, injury's etc. We welcome ongoing discussions and planning to determine how to achieve personnel increases through responsible budget planning.

Building Maintenance/Station Improvements:

The Falmouth Fire Rescue Department is responsible for maintaining 5 fire stations throughout Town. Time continues to influence these buildings and although general maintenance is provided through the DPW Facilities Maintenance Division, annual inspections are conducted by Fire Department staff to review our building needs. Major repairs or upgrades may require funding through Town Meeting, as warranted, and evaluations are ongoing.

The Town is endeavoring to move forward with plans to design and construct a new station, as recommended in the McGrath Fire Station Location Study, to be located at 878 Sandwich Rd. in Hatchville.

Consideration and ongoing discussion to plan for a combined North/West fire station will be addressed soon as part of the McGrath study as well. Additions, renovation, or upgrades are not prudent for either the North Falmouth or West Falmouth Stations due to the age and size of those buildings and lot size limitations.

Ongoing window repairs, security (locks) and door hardware updates are currently being reviewed for the East Falmouth station as well as others. Facilities Manager Greg Endicott, is working with the Town Administration to take advantage of an energy grant that would enable the replacement of an original oil burner system, installation of a new heating and cooling system (HVAC) and conversion to natural gas at the East Falmouth Station. If successful, we will no longer be dependent on the use of fuel oil for this building.

The Headquarters (Main St.) Station has developed problems with the HVAC system, which is now approaching twenty years in age, and replacement parts are difficult to find when an issue arises. This is being monitored for future upgrades or replacement. A new emergency generator is schedule for installation in November. This will replace the current 2002 generator that provides emergency power to our main Station and Emergency Operations Center (EOC) located on the 2nd floor.

We continue to periodically meet with the facilities manager to review pending projects and work order requests for all our stations.

Technology:

Firefighters, while on duty, are alerted to Fire or EMS calls through a current system that uses out-of-date technology. This current system is an old telegraph cable system that, when activated for an incident alerts personnel with bells in all five stations. Regardless of where in town the incident is, each station's bells sound. This type of alerting system requires significant maintenance since each station is connected by a series of cables strung throughout Town on telephone poles (circa 1929). Modern alerting systems utilize internet connectivity and are used in conjunction with our Dispatch Center's Computer Aided Dispatch system (CAD). Through a CIP request for the upcoming Fall 2021 TM, we hope for approval to obtain a new station alerting system that will be installed in all 5 stations.

Additionally, we were successful in obtaining a grant from the Commonwealth of Massachusetts to improve our communications infrastructure and interoperability capabilities statewide. The grant funding provided replacements and upgrades to mobile and portable radios for all our response vehicles and personnel that will enable us to be ready for the forthcoming statewide digital conversion.

Vehicle and equipment upgrade or replacement:

Department vehicles, whether fire engines, ambulances, or command vehicles, provide the means to perform our jobs as Fire and EMS responders. In most instances, there is an end-of-life date attached to each or a timeframe to place our apparatus in reserve. We follow NFPA standards which outline what is required for maintaining vehicles, ambulance apparatus and equipment in the fire service. Our department has been very proactive and diligent in maintaining our resources with the support of our Mechanic Division. They provide essential work to provide regular service and are on site

FIRE/RESCUE DEPARTMENT

to manage any unforeseen mechanical issues. However, at some point it becomes cost prohibitive to keep repairing equipment that is kept in service beyond its normal life span. The Department has been very diligent in making replacement requests through the Department's Capital Improvement Plan over the years. The Town in return recognizes the work we perform and supports our requests. Through the CIP for the upcoming Fall TM, the department has requested replacement of our 1965 Boston Whaler (boat) that is transported on a trailer through town for any marine type incidents. This resource is used for marine emergencies (Fire/EMS) and utility services that allow for oil boom deployment for any fuel spill encountered in our jurisdiction, in conjunction with the State DEP. We have requested replacement of our 2013 Shift Commanders vehicle which is beginning to show signs of body rust and other mechanical issues. This vehicle serves as a command vehicle to assist managing the many emergency scenes we encounter. It provides a platform as an Incident Command Post for our department and the other agencies we work in conjunction with at an emergency. Lastly, we have requested funds to replace our reserve 2009 ambulance which needs to be taken out of service after many years of providing the town with emergency medical response. We are hopeful that we will be successful with all our vehicle and marine resource CIP requests as we continue to address the many calls for assistance each day throughout the entire community.

FIRE/RESCUE DEPARTMENT

FIRE/RESCUE DEPARTMENT						
		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-220-5110	SALARY & WAGES FULL TIME	\$5,784,037	\$5,436,151	\$6,396,370	\$6,681,506	\$6,681,506
01-220-5130	ADDITIONAL GROSS-OVERTIME	\$1,550,000 *	\$1,695,664	\$650,000	\$700,000	\$700,000
01-220-5140	DIFFERENTIAL-HOLIDAY	\$294,025	\$285,626	\$318,993	\$335,000	\$335,000
01-220-5143	DIFFERNETAL-EDCTL INCTV*	\$44,466	\$45,300	\$52,466	\$56,000	\$56,000
01-220-5190	EMS TRAINING	\$120,000	\$71,778	\$120,000	\$120,000	\$120,000
01-220-5191	OTHR PERS SERV-UNIFRM ALW	\$40,550	\$32,300	\$40,550	\$38,150	\$38,150
01-220-5192	TRAINING - FIRE	\$40,000	\$40,485	\$40,000	\$40,000	\$40,000
01-220-5193	HAZARDOUS WASTE TRAINING	\$15,000	\$14,881	\$15,000	\$15,000	\$15,000
TOTAL SALARIES		\$7,888,078	\$7,622,185	\$7,633,379	\$7,985,656	\$7,985,656
01-220-5211	ENERGY-FUEL OIL	\$15,000	\$6,649	\$15,000	\$15,000	\$15,000
01-220-5212	ENERGY-ELECTRICITY	\$68,000	\$54,635	\$68,000	\$68,000	\$68,000
01-220-5213	ENERGY-NATURAL GAS	\$40,000	\$20,955	\$40,000	\$40,000	\$40,000
01-220-5240	REPR/MAINT-OFFICE EQUIP	\$1,800	\$344	\$1,800	\$1,800	\$1,800
01-220-5242	REPR/MAINT-VEHICLE	\$72,000	\$69,179	\$72,000	\$72,000	\$72,000
01-220-5251	REPR/MAINT-ALARM/RADIO	\$22,000	\$26,331 *	\$22,000	\$22,000	\$22,000
01-220-5271	RENTL/LEASE-EQUIPMENT	\$4,450	\$6,593	\$4,450	\$4,450	\$4,450
01-220-5280	EMERGENCY MANAGEMENT	\$6,500	\$5,368 *	\$6,500	\$6,500	\$6,500
01-220-5309	PROF/TECH APPARATUS	\$7,500	\$10,116	\$7,500	\$7,500	\$7,500
01-220-5319	PROF/TECH-CONTRACT SERVICE	\$139,500	\$145,917 *	\$139,500	\$139,500	\$139,500
01-220-5340	COMMUNICATION-PRINTING	\$2,000	\$1,023 *	\$2,000	\$2,000	\$2,000
01-220-5341	COMMUNICATION-TELEPHONE	\$22,000	\$20,995	\$22,000	\$22,000	\$22,000
01-220-5342	COMMUNICATION-POSTAGE	\$2,000	\$459	\$2,000	\$2,000	\$2,000
01-220-5345	COMMUNICATION-FIRE ALARM	\$10,000	\$8,539 *	\$10,000	\$10,000	\$10,000
01-220-5346	REPR/MAINT-COMPUTER	\$7,500	\$4,616	\$7,500	\$7,500	\$7,500
01-220-5389	OTR PRCH SERV-PRAMDC PRG	\$27,540	\$27,600	\$27,540	\$27,540	\$27,540
01-220-5420	OFFICE SUPPLIES	\$6,500	\$8,589 *	\$6,500	\$6,500	\$6,500
01-220-5429	OFFICE SUPPLIES-AMBULANCE	\$1,000	\$275	\$1,000	\$1,000	\$1,000
01-220-5430	REPR/MAINT-SCUBA EQUIPMNT	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
01-220-5431	REPR/MAINT-AMB MED EQUIP	\$51,000	\$45,670 *	\$51,000	\$51,000	\$51,000
01-220-5432	REPR/MAINT-FIRE EQUIPMENT	\$6,800	\$6,235	\$6,800	\$6,800	\$6,800
01-220-5434	OTHER SUPPLIES-MECHANICS	\$3,000	\$770	\$3,000	\$3,000	\$3,000
01-220-5481	GASOLINE	\$1,000	\$1,620	\$1,000	\$1,000	\$1,000
01-220-5500	MEDICL/SURGICAL SUPPLIES	\$62,300	\$63,868 *	\$62,300	\$62,300	\$62,300
01-220-5583	OTHER SUPPLIES-CLOTHING	\$55,000	\$61,443 *	\$55,000	\$59,000	\$59,000
01-220-5588	OTHER SUPPLIES-FIRE	\$7,500	\$6,938	\$7,500	\$7,500	\$7,500
01-220-5711	AUTO ALLOWANCE	\$2,000	\$9,809	\$2,000	\$2,000	\$2,000
01-220-5720	OUT-OF STATE TRAVEL*	\$2,000	\$0	\$2,000	\$2,000	\$2,000
01-220-5730	DUES & MEMBERSHIPS	\$3,500	\$3,163 *	\$3,500	\$3,500	\$3,500
01-220-5781	STAFF DEVELOPMENT	\$60,000	\$92,563 *	\$60,000	\$60,000	\$60,000
01-220-5784	FIRE PREVENTION	\$6,500	\$3,619 *	\$6,500	\$6,500	\$6,500

FIRE/RESCUE DEPARTMENT

Account #	Account Description	FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
		Appropriated	Expended	Appropriated	Requested	Approved
01-220-5865	FIRE EQUIPMENT & GEAR*	\$25,000	\$37,409 *	\$25,000	\$25,000	\$25,000
TOTAL EXPENSES		\$744,890	\$755,288	\$744,890	\$748,890	\$748,890
TOTAL DEPARTMENTAL EXPENSES		\$8,632,968	\$8,377,473	\$8,378,269	\$8,734,546	\$8,734,546

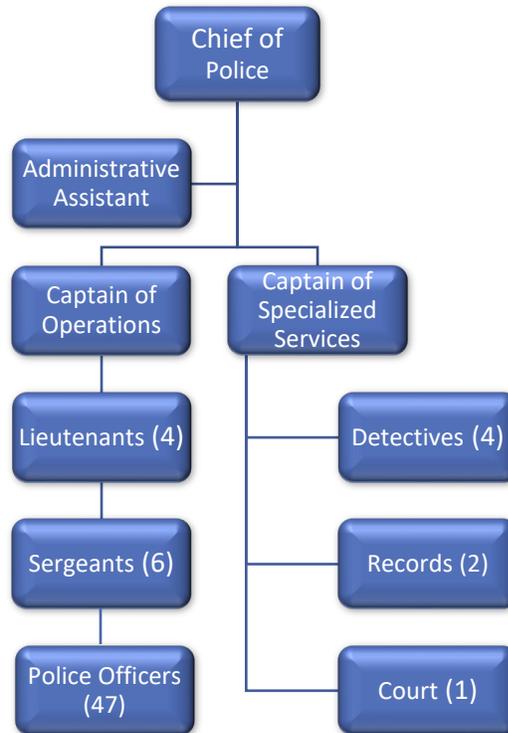
FY23 SALARIES & WAGES

FIRE/RESCUE DEPARTMENT - 220										FIRE - FY21 SALARY TABLES		
	Group	Grade	Step	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total		
1	24	11	10	SMITH TIMOTHY R	FIRE CHIEF	63.69	40	2,547.60	52.2	\$ 132,985		
				<i>EMD ALLOWANCE \$10,000</i>				192.31	52	\$ 10,000		
				<i>PM STIPEND \$4,500</i>				86.54	52	\$ 4,500		
				<i>CA STIPEND \$3,500</i>				67.31	52	\$ 3,500	\$ 150,985	
2	12	4	6	THRASHER SCOTT J	DEPUTY CHIEF	47.90	42	2,011.80	52.2	\$ 105,016		
3	12	4	5	ABSTEN CHAD E	DEPUTY CHIEF	46.75	42	1,963.50	52.2	\$ 102,495		
4	12	3	6	STARBAR SCOTT	CAPTAIN	43.15	42	1,812.30	52.2	\$ 94,602		
5	12	3	6	BERGERON JR ROBERT T	CAPTAIN	43.15	42	1,812.30	52.2	\$ 94,602		
6	13	3	6	GIROUARD BRUCE D	CAPTAIN	43.15	42	1,812.30	52.2	\$ 94,602		
7	12	3	5	GAVIN, RYAN	CAPTAIN	42.11	42	1,768.62	52.2	\$ 92,322		
8	12	2	6	DEYO MARK	LIEUTENANT	38.87	42	1,632.54	52.2	\$ 85,219		
9	12	2	5	BARTOS ANN M	LIEUTENANT	37.93	42	1,593.06	52.2	\$ 83,158		
10	12	2	5	WAGGETT JEFFRY	LIEUTENANT	37.93	42	1,593.06	52.2	\$ 83,158		
11	12	2	5	WELLINGTON BEN	LIEUTENANT	37.93	42	1,593.06	52.2	\$ 83,158		
12	12	2	5	BAILEY TIMOTHY	LIEUTENANT	37.93	42	1,593.06	52.2	\$ 83,158		
13	12	2	5	ELLIS SEAN K	LIEUTENANT	37.93	42	1,593.06	52.2	\$ 83,158		
14	12	2	5	HAMBLIN CHRISTOPHER E	LIEUTENANT	37.93	42	1,593.06	52.2	\$ 83,158		
15	12	2	5	FRIEL PATRICK W	LIEUTENANT	37.93	42	1,593.06	52.2	\$ 83,158		
16	15	1	6	O'MALLEY CRAIG B	F P O	46.62	40	1,864.80	52.2	\$ 97,343		
17	15	1	5	ROGERS TERRENCE A	EMS SUPERVISOR	45.50	40	1,820.00	52.2	\$ 95,004		
18	14	2	6	DEMELLO BOYD W	F P I	40.53	40	1,621.20	52.2	\$ 84,627		
19	14	2	6	RIVERA ALLEN	F P I	40.53	40	1,621.20	52.2	\$ 84,627		
20	14	4	6	MARTIN GERALD H	FIRE ALARM SUPT	38.62	40	1,544.80	52.2	\$ 80,639		
				<i>WEEKLY ALLOWANCE</i>		13.20	1	13.20	52.2	\$ 689	\$ 81,328	
21	15	3	6	ROSE JOHN F	MASTER MECHANIC	38.62	40	1,544.80	52.2	\$ 80,639		
				<i>WEEKLY ALLOWANCE</i>		13.20	1	13.20	52.2	\$ 689	\$ 81,328	
22	15	4	5	ELLIOTT JOHN J	ASST MECHANIC	30.33	40	1,213.20	52.2	\$ 63,329		
				<i>WEEKLY ALLOWANCE</i>		13.20	1	13.20	52.2	\$ 689	\$ 64,018	
23	24	13	10	STROHM KIMBERLEE	ADMIN ASST.	32.88	37.5	1,233.00	52.2	\$ 64,363		
24	11	7	2	GEGGATT JOAN	OFFICE ASST.	25.36	37.5	951.00	52.2	\$ 49,642		
25				HEARING OFFICER						\$ 3,438		
26	12	1	4	BANNISH AARON	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244		
27	13	1	3	BARRY MICHAEL JR.	FIREFIGHTER	30.47	42	1,279.74	52.2	\$ 66,802		
28	13	1	3	BEARY ROBERT	FIREFIGHTER	30.47	42	1,279.74	52.2	\$ 66,802		
29	12	1	4	BORSELLI JONATHAN	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244		
30	12	1	4	BOYAR DAMIAN	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244		
31	13	1	5	BROWN CHRISTOPHER	FIREFIGHTER	32.75	42	1,375.50	52.2	\$ 71,801		
32	12	1	5	BUSH STEVEN	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577		

FIRE/RESCUE DEPARTMENT

FY23 SALARIES & WAGES										
FIRE/RESCUE DEPARTMENT - 220							FIRE - FY21 SALARY TABLES			
	Group	Grade	Step	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total
33	12	1	3	CAHILL KEVIN	FIREFIGHTER	31.26	42	1,312.92	52.2	\$ 68,534
34	12	1	6	COWAN CHRISTOPHER G	FIREFIGHTER	34.93	42	1,467.06	52.2	\$ 76,581
35	12	1	4	CRAVEN JAMES	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244
36	13	1	3	DEGREGORIO DOMENIC	FIREFIGHTER	30.47	42	1,279.74	52.2	\$ 66,802
37	13	1	3	DEIULIIS NICHOLAS	FIREFIGHTER	30.47	42	1,279.74	52.2	\$ 66,802
38	12	1	6	DEMATOS STEPHEN F	FIREFIGHTER	34.39	42	1,444.38	52.2	\$ 75,397
39	13	1	2	ESPERIAN NEVIN	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804
40	12	1	5	FERREIRA CASEY D	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
41	12	1	5	FLYNN ROBERT P	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
42	12	1	5	FREEMAN JR TED K	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
43	12	1	4	FREITAS BRENDON	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244
44	12	1	5	FRISBEE JAY A	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
45	13	1	3	GOLDEN JUSTIN	FIREFIGHTER	30.47	42	1,279.74	52.2	\$ 66,802
46	12	1	6	GUTHRIE BRIAN M	FIREFIGHTER	34.39	42	1,444.38	52.2	\$ 75,397
47	12	1	5	KOSLOWSKY RANDY	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
48	13	1	2	LARAIA STEVEN	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804
49	13	1	3	LAWLOR STEPHEN	FIREFIGHTER	30.47	42	1,279.74	52.2	\$ 66,802
50	12	1	5	LOCKERSON, ERYN	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
51	12	1	6	LOPES JR DANIEL L	FIREFIGHTER	34.39	42	1,444.38	52.2	\$ 75,397
52	12	1	5	MARTIN JAMES E	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
53	12	1	4	MARTINO JR ROBERT	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244
54	12	1	4	MATHIESON ANDREW M	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244
55	12	1	5	MCBRIDE LAURA J	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
56	12	1	3	MCENTEE CHRISTOPHER	FIREFIGHTER	31.26	42	1,312.92	52.2	\$ 68,534
57	12	1	5	MEAU JR JEFFREY	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
58	13	1	3	MOSES CHRISTIAN	FIREFIGHTER	30.47	42	1,279.74	52.2	\$ 66,802
59	12	1	5	MUELLER MICHAEL A	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
60	13	1	6	MURPHY STEPHEN	FIREFIGHTER	33.53	42	1,408.26	52.2	\$ 73,511
61	13	1	2	MURRAY SEAMUS	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804
62	13	1	3	NAWOICHIK ADAM	FIREFIGHTER	30.47	42	1,279.74	52.2	\$ 66,802
63	13	1	2	O'BRIEN DALLAS	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804
64	13	1	3	O'BRIEN SHANE	FIREFIGHTER	30.47	42	1,279.74	52.2	\$ 66,802
65	13	1	2	O'CONNOR MICHAEL	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804
66	12	1	3	OLIVEIRA CARLOS	FIREFIGHTER	31.26	42	1,312.92	52.2	\$ 68,534
67	12	1	3	OLSEN JONAH	FIREFIGHTER	31.26	42	1,312.92	52.2	\$ 68,534
68	12	1	4	PAYNE SCOTT	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244
69	12	1	5	PECCI BRIAN D	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
70	12	1	6	PLACK LANCE G	FIREFIGHTER	34.39	42	1,444.38	52.2	\$ 75,397
71	12	1	5	SABENS HENRY C	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
72	12	1	3	SILVA TYLER	FIREFIGHTER	31.26	42	1,312.92	52.2	\$ 68,534
73	12	1	3	SUTHERLAND JOSHUA	FIREFIGHTER	31.26	42	1,312.92	52.2	\$ 68,534
74	12	1	4	TAYLOR CHRIS	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244
75	13	1	3	WALLS RICHARD	FIREFIGHTER	30.47	42	1,279.74	52.2	\$ 66,802
76	13	1	2	WELLS BRIAN	FIREFIGHTER	28.95	42	1,215.90	52.2	\$ 63,470
77	12	1	4	WHITED MATTHEW	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244
78	12	1	4	WILSON BLAKE	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244
79	13	1	3	WYMAN MACKENZIE	FIREFIGHTER	30.47	42	1,279.74	52.2	\$ 66,802
80	12	1	5	ZIMMERMAN NICHOLAS J	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
81	13	1	6	ZUNIGA MICHAEL	FIREFIGHTER	33.53	42	1,408.26	52.2	\$ 73,511
82	12	1	2	DESROCHERS NATHAN	FIREFIGHTER	28.95	42	1,215.90	52.2	\$ 63,470
83	13	1	2	DEPRIZIO ANTHONY	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804
84	13	1	2	HERRIN ABIJAH	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804
85	13	1	2	TOLBERT BRADLEY	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804
86	13	1	2	KINSELLA CHRISTOPHER	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804
87	12	1	2	VACANT (EDWARDS/GALLAGHER)	FIREFIGHTER	28.95	42	1,215.90	52.2	\$ 63,470
88	12	1	2	VACANT	FIREFIGHTER	28.95	42	1,215.90	52.2	\$ 63,470
89	12	1	2	VACANT	FIREFIGHTER	28.95	42	1,215.90	52.2	\$ 63,470
90	12	1	2	VACANT	FIREFIGHTER	28.95	42	1,215.90	52.2	\$ 63,470
										\$ 6,527,036
SICK LEAVE BUYBACK EST.										\$ 33,000
VACATION BUYBACK EST.										\$ 58,000
TOTAL:										\$ 6,681,506

POLICE DEPARTMENT



DEPARTMENT MISSION

It is the mission of the Falmouth Police Department to safeguard the lives and property of all people within our community. Our mandate is to do so with honor and integrity, while at all times conducting ourselves with the highest ethical standards.

DEPARTMENT DESCRIPTION

The Falmouth Police Department provides professional police service, to all Falmouth residents and visitors, while respecting individual rights and human dignity. We embody and reflect our core values, and departmental standards in the performance of our duties in order to enhance the quality of life for all our citizens. We continue to build upon this vision through open communication, mutual respect and receptiveness to new ideas.

DEPARTMENT GOALS

1. Increase awareness and educate the community on the impact of Mental Illness.
2. Meet the standards set forth by the MA Police Accreditation.
3. Build relationships within the community to better understand and combat Opiate Addiction.

POLICE DEPARTMENT

POLICE DEPARTMENT						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-210-5110	SALARY & WAGES FULL TIME	\$4,963,169	\$4,563,866	\$5,156,320	\$5,544,541	\$5,544,541
01-210-5125	PART TIME-SUMMER PATROL	\$60,000	\$18,579	\$60,000	\$60,000	\$60,000
01-210-5128	FLSA WAGE ADJUSTMENT	\$9,288	\$2,704	\$9,288	\$9,288	\$9,288
01-210-5130	ADDITIONAL GROSS-OVERTIME	\$360,000	\$612,531	\$360,000	\$612,531	\$400,000
01-210-5132	ADDITIONAL GROSS-COURT	\$72,000	\$12,485	\$72,000	\$82,000	\$72,000
01-210-5133	MAIN STREET PATROL	\$12,000	\$0	\$12,000	\$12,000	\$12,000
01-210-5134	ADDITIONAL GROSS-DRUG INVEST.	\$45,000	\$7,347	\$45,000	\$45,000	\$45,000
01-210-5140	DIFFERENTIAL-HOLIDAY	\$103,000	\$118,025	\$103,000	\$118,025	\$118,025
01-210-5143	DIFFERENTIAL-EDCTL INCTV*	\$414,213	\$359,558	\$408,379	\$433,906	\$433,906
01-210-5191	OTHR PERS SERV-UNIFORM ALW	\$56,875	\$40,596	\$56,875	\$57,800	\$57,800
01-210-5192	OTHR PERS SERV-TRAINING	\$100,000	\$149,032	\$100,000	\$160,000	\$100,000
TOTAL SALARIES		\$6,195,545	\$5,884,721	\$6,382,862	\$7,135,091	\$6,852,560
01-210-5212	ENERGY-ELECTRICITY	\$51,365	\$39,643	\$51,365	\$51,365	\$51,365
01-210-5213	ENERGY-NATURAL GAS	\$15,000	\$9,169	\$15,000	\$15,000	\$15,000
01-210-5240	REPR/MAINT-OFFICE EQUIP	\$5,000	\$3,104	\$5,000	\$5,000	\$5,000
01-210-5242	REPR/MAINT-VEHICLE	\$30,000	\$21,257	\$30,000	\$30,000	\$30,000
01-210-5243	REPR/MAINT-EQUIPMENT	\$2,950	\$1,370 *	\$2,950	\$2,950	\$2,950
01-210-5250	REPR/MAINT-PARKING METERS	\$66,000	\$56,310 *	\$66,000	\$66,000	\$66,000
01-210-5251	REPR/MAINT-RADIO (FCC)	\$5,150	\$0	\$5,150	\$5,150	\$5,150
01-210-5267	REPR/MAINT-COMPUTER SYSTEM	\$40,000	\$36,533	\$45,000	\$45,000	\$45,000
01-210-5303	PHYSICALS	\$14,150	\$7,960	\$14,150	\$21,500	\$21,500
01-210-5306	PROF/TECH-TOWING	\$2,000	\$1,637	\$2,000	\$2,000	\$2,000
01-210-5318	PROF/TECH-CONTRACT SERVIC	\$56,000	\$46,652	\$56,000	\$56,000	\$56,000
01-210-5340	COMMUNICATION-PRINTING	\$7,000	\$8,442 *	\$7,000	\$7,000	\$7,000
01-210-5341	COMMUNICATION-TELEPHONE	\$34,000	\$34,465	\$34,000	\$41,832	\$34,000
01-210-5342	COMMUNICATION-POSTAGE	\$4,843	\$786	\$4,843	\$4,843	\$4,843
01-210-5418	SUPPLIES COMMUNITY POLICING	\$4,000	\$1,227	\$4,000	\$4,000	\$4,000
01-210-5420	OFFICE SUPPLIES	\$5,200	\$2,749	\$5,200	\$5,200	\$5,200
01-210-5421	OFFICE SUPPLIES-XEROX	\$2,000	\$0	\$2,000	\$2,000	\$2,000
01-210-5424	OFFICE SUPPLIES-REC TAPES	\$150	\$139	\$150	\$150	\$150
01-210-5425	OFFICE SUPPLIES-LAW BOOKS	\$750	\$945	\$750	\$1,000	\$750
01-210-5435	SUPPLIES - DETECTIVE DIV	\$2,500	\$999	\$2,500	\$2,500	\$2,500
01-210-5454	CUST/HSKP SUPPLY-FIRE EXTG	\$1,000	\$0	\$1,000	\$1,000	\$1,000
01-210-5483	OTHER SUPPLIES-PHOTOGRPHY	\$2,000	\$2,632	\$2,000	\$2,000	\$2,000
01-210-5485	VEHICLE SUPPLIES-TIRES	\$8,800	\$12,977	\$8,800	\$12,000	\$12,000
01-210-5490	FOOD SUPPLIES-PRISONERS	\$3,000	\$3,237	\$3,000	\$4,000	\$3,000
01-210-5500	MEDICAL SUPPLIES-FIRST AD	\$7,430	\$5,933	\$7,430	\$8,930	\$7,430
01-210-5543	PUB WKS SUPPLIES-FLARES	\$1,325	\$117	\$1,325	\$1,325	\$1,325
01-210-5582	OTHER SUPPLIES-COMPUTER	\$6,000	\$6,542	\$6,000	\$6,000	\$6,000
01-210-5583	OTHER SUPPLIES-UNIFORMS	\$30,000	\$45,915 *	\$30,000	\$75,000	\$45,000
01-210-5584	OTHER SUPPLIES-BIKE PATRL	\$2,900	\$769	\$2,900	\$2,900	\$2,900
01-210-5587	OTHER SUPPLIES-RANGE	\$30,000	\$41,366	\$30,000	\$60,000	\$30,000

POLICE DEPARTMENT

POLICE DEPARTMENT						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-210-5710	IN-STATE TRAVEL	\$3,000	\$114	\$3,000	\$3,000	\$3,000
01-210-5720	OUT OF STATE TRAVEL*	\$12,000	\$2,866	\$12,000	\$12,000	\$12,000
01-210-5730	DUES & MEMBERSHIPS	\$5,500	\$5,427	\$5,500	\$5,500	\$5,500
01-210-5780	ADMINISTRATIVE EXPENSE	\$2,000	\$1,756	\$2,000	\$2,000	\$2,000
01-210-5782	DRUG INVESTIGATION EXP	\$35,000	\$0	\$35,000	\$35,000	\$35,000
01-210-5787	OTHR CHARGES- TRAINING	\$17,000	\$15,743	\$17,000	\$17,000	\$17,000
01-210-5801	POLICE CRUISERS*	\$125,000	\$121,193	\$125,000	\$125,000	\$125,000
TOTAL EXPENSES		\$640,013	\$539,977	\$645,013	\$741,145	\$670,563
TOTAL DEPARTMENTAL EXPENSES		\$6,835,558	\$6,424,698	\$7,027,875	\$7,876,236	\$7,523,123

FISCAL YEAR 2023 SALARIES AND WAGES

POLICE DEPARTMENT								
1	1	POLICE CHIEF DUNNE, EDWARD	52.2	40	91.84	191,762		
		STIPEND COMMUNICATION ADMINISTRATOR	52.2	1	67.32	3,514	195,276	
1	24	10	10	CAPTAIN REID, BRIAN TAM - GRADE 10 - STEP 10	52.2	40	55.38	115,634
				STIPEND - 20 YEAR			14,000	129,634
2	24	10	9	CAPTAIN LOEWEN, BRIAN TAM - GRADE 10 - STEP 9	52.2	40	53.78	112,293
				STIPEND - 20 YEAR (April 2022)			14,000	126,293
1		LT		LIEUTENANT DECOSTA, DOUGLAS STEP 23	52.2	40	55.97	116,866
2		LT		LIEUTENANT DOYLE, SEAN STEP 23	52.2	40	55.97	116,866
3		LT		LIEUTENANT KINSELLA, BRIAN STEP 23	52.2	40	55.97	116,866
4		LT		LIEUTENANT SIMONEAU, MICHAEL STEP 4	52.2	40	50.88	106,238
1		SGT		SERGEANT / BREATH TEST ADMIN CUMMINGS, JAMES STEP 4 (STEP 5 03-20-24 FY 24)	52.2	40	41.96	87,613
				SPECIALIZATION	52.2		50.00	2,610
2		SGT		SERGEANT / SX OFFENDER ADMIN DONAHUE, JAMIE STEP 4 (STEP 5 AFTER 5-06-23 FY 23)	52.2	40	41.96	87,613
				SPECIALIZATION	52.2		50.00	2,610

POLICE DEPARTMENT

FISCAL YEAR 2023 SALARIES AND WAGES

POLICE DEPARTMENT

3	SGT	SERGEANT / DETAIL SERGEANT FERRER, ELVIRA STEP 3 (STEP 3 AFTER 12/14/22)	52.2	40	40.74	85,066	
		SPECIALIZATION	52.2		50.00	2,610	87,676
4	SGT	SERGEANT / FIREARMS INSTRUCTOR GUTHRIE, BENJAMIN STEP 5	52.2	40	44.06	91,998	
		SPECIALIZATION	52.2		50.00	2,610	94,608
5	SGT	SERGEANT / DETAIL SERGEANT HERGT, RYAN STEP 3 (STEP 3 AFTER 12/13/22)	52.2	40	40.74	85,066	
		SPECIALIZATION	52.2		50.00	2,610	87,676
6	SGT	SERGEANT VACANT STEP 2	52.2	40	39.55		82,581
1	P/FED	DETECTIVE BARTOLOMEI, CHRISTOPHER STEP 10	52.2	37.5	39.32	76,969	
		SPECIALIZATION	52.2		45.00	2,349	79,319
2	P/FED	DETECTIVE CARPENTER, RONALD STEP 10	52.2	37.5	39.32	76,969	
		SPECIALIZATION	52.2		45.00	2,349	79,319
3	P/FED	DETECTIVE LOEWEN, ANDREW T. STEP 10	52.2	37.5	39.32	76,969	
		SPECIALIZATION	52.2		45.00	2,349	79,319
4	P/FED	DETECTIVE MASSI, DAVID M. STEP 10	52.2	37.5	39.32	76,969	
		SPECIALIZATION	52.2		45.00	2,349	79,319
PATROLMEN							
1	P/FED	SEX ASSAULT INVESTIGATOR ANDRADE, MEGHAN STEP 5 (STEP 10 AFTER 03-21-25 FY25)	52.2	37.5	37.99	74,366	
		SPECIALIZATION	52.2		36.00	1,879	76,246
2	P/FED	BATCHELDER, KEITH STEP 10	52.2	37.5	39.32	76,969	76,969
3	P/FED	BOWERS, CONNOR STEP 3 (STEP 3 IN NOV 2022 FY23)	52.2	37.5	34.94	68,396	68,396
4	P/FED	SRT / SX ASSAULT INVESTIGATOR BRANDT, TIMOTHY J. STEP 5 (STEP 10 03-23-2025 FY 25)	52.2	37.5	37.99	74,366	
		SPECIALIZATION	52.2		45.00	2,349	76,715
5	P/FED	SRT / FIREARMS INSTRUCTOR CARDOSO, NEWTON J. STEP 5 (STEP 10 9-29-2024 FY25)	52.2	37.5	37.99	74,366	
		SPECIALIZATION	52.2		45.00	2,349	76,715
6	P/FED	CASTLEBERRY, JOHN STEP 10	52.2	37.5	39.32	76,969	76,969
7	P/FED	COSTA, ELSON STEP 3 (STEP 3 IN SEPT 2022 FY23)	52.2	37.5	34.94	68,396	68,396
8	P/FED	CURTIS, ROBERT P. STEP 10	52.2	37.5	39.32	76,969	76,969

POLICE DEPARTMENT

FISCAL YEAR 2023 SALARIES AND WAGES

POLICE DEPARTMENT

9	P/FED	DACEY, JOHN STEP 5 (STEP 5 12-20-2022 FY23)	52.2	37.5	37.99	74,366	
10	P/FED	DEPONTE, JOHN L. STEP 5 (STEP 10 05-03-2025 FY 25)	52.2	37.5	37.99	74,366	74,366
11	P/FED	DESMARAIS, DANIEL J STEP 2 (STEP 2 8-1-2022 FY23)	52.2	37.5	33.37	65,322	65,322
12	P/FED	DEVITO, ANTHONY R. SPECIALIZATION	52.2	37.5	39.32	76,969	
			52.2		36.00	1,879	78,849
13	P/FED	FIREARMS INSTRUCTOR / VEHICLE MAINT EISEN DEAN STEP 10	52.2	37.5	39.32	76,969	
		SPECIALIZATION	52.2		45.00	2,349	79,319
14	P/FED	SX ASSAULT INVESTIGATOR ESPINOZA, SAMANTHA STEP 5 (STEP 5 12-20-2022 FY23)	52.2	37.5	37.99	74,366	
		SPECIALIZATION	52.2		36.00	1,879	76,246
15	P/FED	FERRER, RUBEN STEP 10	52.2	37.5	39.32		76,969
16	P/FED	GARRISON, ERIC STEP 3 (STEP 3 9-7-2022 FY23)	52.2	37.5	34.94		68,396
17	P/FED	HAZELTON, BRYAN STEP 10	52.2	37.5	39.32		76,969
18	P/FED	JONES, CRAIG STEP 3 (STEP 3 11-1-2022 FY23)	52.2	37.5	34.94		68,396
19	P/FED	KESTER, KAITLIN STEP 3 (STEP 3 9-3-2022 FY23)	52.2	37.5	34.94		68,396
20	P/FED	KOSKY, WILLIAM G. STEP 10	52.2	37.5	39.32		76,969
21	P/FED	KOTFILA MICHAEL T. STEP 5 (STEP 10 02-06-2024 FY24)	52.2	37.5	37.99		74,366
22	P/FED	LAWLER, DEVIN T STEP 2 (STEP 2 08-08-2022 FY23)	52.2	37.5	33.37		65,322
23	P/FED	LEIGHTON, CHAD A. STEP 10	52.2	37.5	39.32		76,969
24	P/FED	LIVINGSTON, CHRISTOPHER STEP 5 (STEP 10 09-13-2024 FY 25)	52.2	37.5	37.99		74,366
25	P/FED	MAGUIRE, THOMAS STEP 10	52.2	37.5	39.32		76,969
26	P/FED	MARTIN, MELISSA M. STEP 5 (STEP 10 07-07-2023 FY 24)	52.2	37.5	37.99		74,366
27	P/FED	MASSI, JULIA E. STEP 5 (STEP 10 09-12-2024 FY 25)	52.2	37.5	37.99		74,366
28	P/FED	MAURER, EDWARD STEP 10	52.2	37.5	39.32		76,969
29	P/FED	MOY, KYLE W STEP 2 (STEP 2 SEPT 22 FY 23)	52.2	37.5	33.37	65,322	65,322
30	P/FED	SRT / SX ASSAULT INVESTIGATOR MURRAY, CODY STEP 5 (STEP 10 08-01-2026 FY 27)	52.5	37.5	37.99	74,793	
		SPECIALIZATION	52.2		45.00	2,349	77,143
31	P/FED	NARBONNE, TYLER STEP 5 (STEP 10 7-08-2023 FY 24)	52.2	37.5	37.99		74,366
32	P/FED	OLIVER, JOSHUA RUSSELL STEP 10	52.2	37.5	39.32	76,969	

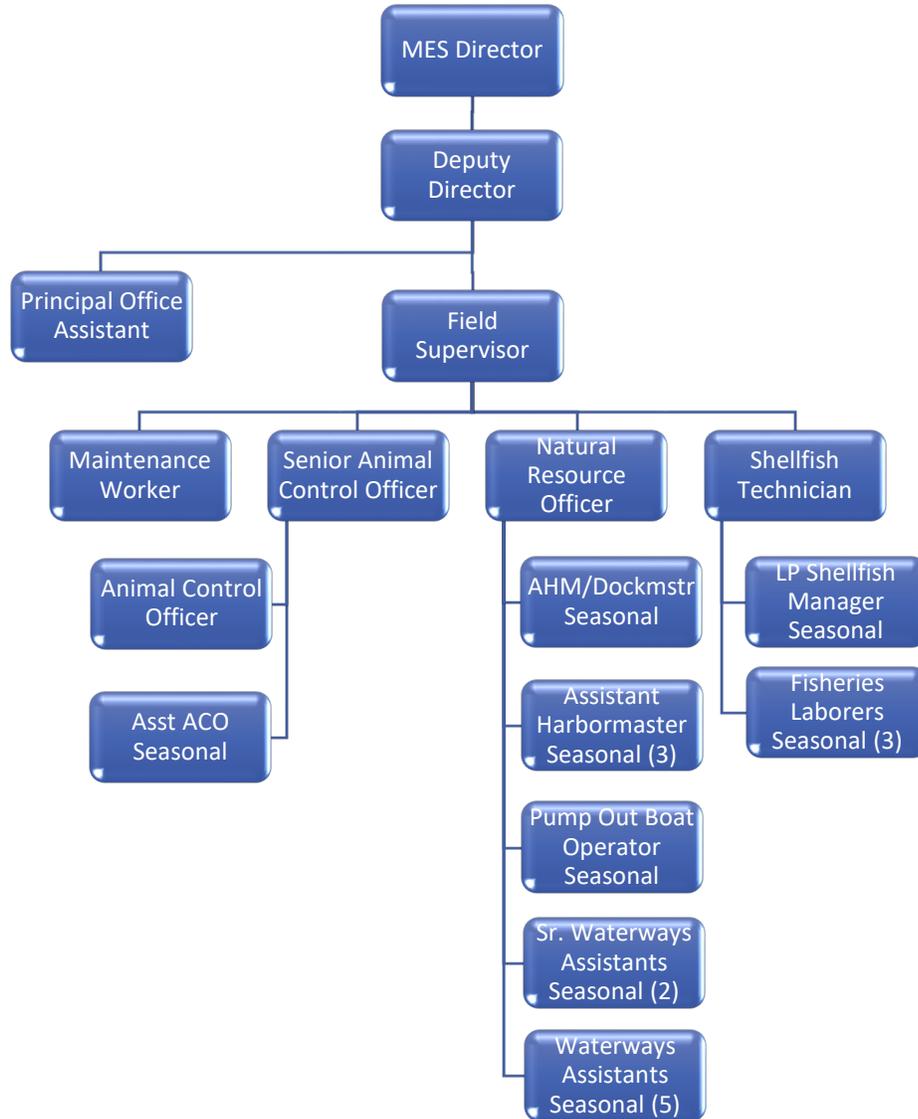
POLICE DEPARTMENT

FISCAL YEAR 2023 SALARIES AND WAGES

POLICE DEPARTMENT

33	P/FED	FIREARMS INSTRUCTOR / SRT PORTER, JAMES F. STEP 10	52.2	37.5	39.32	76,969		
		SPECIALIZATION	52.2		45.00	2,349		79,319
34	P/FED	SRT ROGERS, JAMES B. STEP 10	52.2	37.5	39.32	76,969		
		SPECIALIZATION	52.2		36.00	1,879		78,849
35	P/FED	RUTA, KURT STEP 3 (STEP 3 10-27-2022 FY23)	52.2	37.5	34.94			68,396
36	P/FED	SX ASSAULT INVESTIGATOR SENIOR, STEPHEN P. STEP 5 (STEP 10 03-22-25 FY 25)	52.2	37.5	37.99	74,366		
		SPECIALIZATION	52.2		36.00	1,879		76,246
37	P/FED	SILVA, SHAWN STEP 3 (STEP 3 NOVEMBER 2022 FY23)	52.2	37.5	34.94			68,396
39	P/FED	COURT OFFICER STEFANELLI, PAUL W STEP 10	52.2	37.5	39.32	76,969		
		SPECIALIZATION	52.2		45.00	2,349		79,319
39	P/FED	WALKER, SEAN F. STEP 10	52.2	37.5	39.32			76,969
40	P/FED	VACANT FUNDED STEP 1	52.2	37.5	31.42			61,505
41	P/FED	VACANT FUNDED STEP 1	52.2	37.5	31.42			61,505
42	P/FED	VACANT FUNDED STEP 1	52.2	37.5	31.42			61,505
43	P/FED	VACANT FUNDED STEP 1	52.2	37.5	31.42			61,505
44	P/FED	VACANT FUNDED STEP 1	52.2	37.5	31.42			61,505
45	P/FED	VACANT FUNDED STEP 1	52.2	37.5	31.42			61,505
46	P/FED	VACANT FUNDED STEP 1	52.2	37.5	31.42			61,505
47	P/FED	VACANT FUNDED STEP 1	52.2	37.5	31.42			61,505
48	P/FED	VACANT FUNDED STEP 1	52.2	37.5	31.42			61,505
49	P/FED	VACANT FUNDED STEP 1-NEW	52.2	37.5	31.42			61,505
50	P/FED	VACANT FUNDED STEP 1-NEW	52.2	37.5	31.42			61,505
1 11	4	7 PRKG METER MECHANIC/TECHNICIAN THOMPSON LLOYD	52.2	20	24.22			25,286
2 11	4	4 PARKING CONTROL ATTENDANT BELLI, MICHAEL R.	52.2	40	21.53			44,955
3 11	7	5 ADMIN CLERK UTTARO, JANET	52.2	37.5	27.43			53,695
4 11	7	3 ADMIN CLERK TIRRELL, CHRISTIE R	52.2	37.5	25.36			49,643
5 24	3A	6 ADMINISTRATIVE ASSISTANT NICKERSON, KRISTIN (TAM)	52.2	37.5	29.22			57,199
		SPECIAL CATEGORY NIGHT DIFFERENTIAL 18 PERSONNEL	52.2	1	35.00			32,886
		SPECIAL CATEGORY NIGHT DIFFERENTIAL 18 PERSONNEL	52.2	1	55.00			51,678
		6 SPECIAL CATEGORY FIELD TRAINING	52.2	1	2500.00			2,500
		MAX SICK LEAVE TO SELL						20,000
		FITNESS & WELLNESS PROGRAM						26,250
								<u>5,544,541</u>

MARINE & ENVIRONMENTAL SERVICES



DEPARTMENT MISSION

The mission of the Marine & Environmental Services department is to provide for the protection, preservation, enhancement and healthy ecological function of the towns natural resources; to provide services intended to protect the safety of people and vessels who use our woodlands, waterways and waterside facilities; to preserve, protect and enhance our shellfish and finfish populations and to provide professional and responsive domestic and wildlife animal services.

DEPARTMENT DESCRIPTION

The department consists of four separate divisions including Harbormaster, Natural Resources, Shellfish and Biological Services, and Animal Services. The department also runs the Falmouth Town Marina and operates the Dog Pound Facility on Blacksmith Shop Road.

DEPARTMENT GOALS

1. Finalize software selection and implementation for seasonal slip management.
2. Complete reconstruction of the Waquoit Bay and West Falmouth Boat Ramps. Both postponed due to additional permit requirements and Covid-19.
3. Finalize Upper Coonamessett River Restoration project and filings

MARINE & ENVIRONMENTAL SERVICES

MARINE & ENVIRONMENTAL SERVICES						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-295-5110	SALARY & WAGES-PERMANENT	\$591,495	\$539,292	\$619,055	\$645,942	\$645,942
01-295-5120	SALARY & WAGES-TEMPORARY	\$178,236	\$115,769	\$179,925	\$199,673	\$199,673
01-295-5130	ADDITIONAL GROSS-OVERTIME	\$15,000	\$14,739	\$15,000	\$15,000	\$15,000
01-295-5132	ADDITIONAL GROSS-COURT	\$500	\$689	\$500	\$500	\$500
01-295-5133	SALARY & WAGES STAND BY	\$6,744	\$0	\$6,744	\$3,850	\$3,850
01-295-5143	DIFFERENTIAL-EDCTL INCTV	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000
01-295-5191	OTHR PERS SERV-UNIFRM ALW	\$10,000	\$6,816	\$10,000	\$7,500	\$7,500
TOTAL SALARIES		\$810,975	\$686,304	\$840,224	\$881,465	\$881,465
01-295-5212	ENERGY-ELECTRICITY	\$60,000	\$39,930	\$60,000	\$53,000	\$53,000
01-295-5213	ENERGY-NATURAL GAS	\$10,000	\$10,186	\$10,000	\$10,000	\$10,000
01-295-5240	REPR/MAINT-OFFICE EQUIP	\$400	\$576	\$400	\$400	\$400
01-295-5243	REPR/MAINT-EQUIPMENT	\$30,000	\$33,851	\$30,000	\$35,000	\$35,000
01-295-5263	REPR/MAINT-SIGNAGE	\$1,000	\$1,434	\$1,000	\$1,000	\$1,000
01-295-5312	PROF/TECH EMERG MED SERV	\$500	\$360	\$500	\$500	\$500
01-295-5318	PROF/TECH-CONTRCT SERVICE	\$5,000	\$4,216	\$5,000	\$5,000	\$5,000
01-295-5319	FLOAT MAINTENANCE	\$25,000	\$16,671	\$25,000	\$25,000	\$25,000
01-295-5317	PROF/TECH - PROPAGATION*	\$62,500	\$62,383	\$62,500	\$62,500	\$62,500
01-295-5340	COMMUNICATION-PRINTING	\$3,700	\$1,610	\$3,700	\$3,700	\$3,700
01-295-5341	COMMUNICATION-TELEPHONE	\$6,500	\$4,517	\$6,500	\$6,500	\$6,500
01-295-5342	COMMUNICATION-POSTAGE	\$3,200	\$1,579	\$3,200	\$3,200	\$3,200
01-295-5343	COMMUNICATION-ADVERTISING	\$550	\$325	\$550	\$550	\$550
01-295-5380	OTR PRCH SERV-MSPCA*	\$500	\$160	\$500	\$500	\$500
01-295-5393	OPS-ANIML DISEASE PREVNT*	\$4,000	\$3,940	\$4,000	\$4,000	\$4,000
01-295-5419	CUSTDL/HSKPING SPLY-POUND	\$500	\$0	\$500	\$500	\$500
01-295-5420	OFFICE SUPPLIES	\$4,000	\$4,043	\$4,000	\$4,000	\$4,000
01-295-5430	SITE IMPROVEMENT	\$20,000	\$18,396	\$20,000	\$20,000	\$20,000
01-295-5481	GASOLINE	\$6,000	\$2,057	\$6,000	\$6,000	\$6,000
01-295-5490	FOOD SUPPLIES-DOG FOOD	\$1,000	\$983	\$1,000	\$0	\$0
01-295-5584	OTR SUPPLY-CHNS/LGTS/BUOYS	\$2,000	\$8,059 *	\$2,000	\$5,000	\$5,000
01-295-5587	OTHER SUPPLIES-DNR	\$1,700	\$1,157	\$1,700	\$1,700	\$1,700
01-295-5710	IN-STATE TRAVEL	\$500	\$0	\$500	\$500	\$500
01-295-5730	DUES & MEMBERSHIPS	\$450	\$200	\$450	\$450	\$450
01-295-5781	STAFF DEVELOPMENT	\$6,000	\$5,759	\$6,000	\$6,000	\$6,000
TOTAL EXPENSES		\$255,000	\$222,391	\$255,000	\$255,000	\$255,000
TOTAL DEPARTMENTAL EXPENSES		\$1,065,975	\$908,695	\$1,095,224	\$1,136,465	\$1,136,465

MARINE & ENVIRONMENTAL SERVICES

FY23 SALARIES & WAGES

MARINE AND ENVIRONMENTAL SERVICES - 295

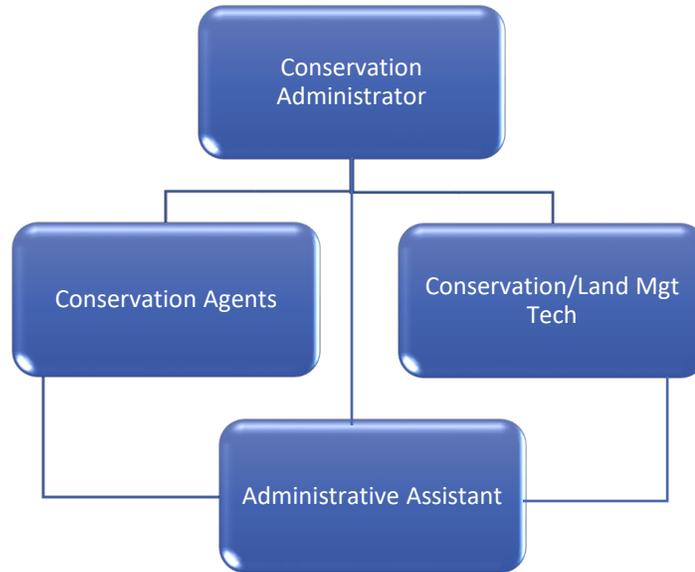
	Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	25	10	10	FRASER GREGG P	DIRECTOR	59.31	40	2,372.40	52.2	123,839	
2	25	8	10	MARTINSEN III ROY CHARLES	DEPUTY DIRECTOR	49.68	40	1,987.20	52.2	103,732	
3	11	10	2	VACANT	FIELD SUPERVISOR	29.88	40	1,195.20	52.2	62,389	
4	11	9	7	DONAHUE DANIEL J	NATURAL RES OFFICER	33.97	40	1,358.80	52.2	70,929	
5	11	9	5	LOVELY CHRISTINA	MARINE FISHERS TECH/BIOLOGS	31.41	37.5	1,177.88	52.2	61,485	
6	11	8	4	CUSHMAN PAULA	PRINCIPAL OFFICE ASST	28.23	37.5	1,058.63	52.2	55,260	
7	11	8	4	GOW JESSICA	SR ANIMAL CONTROL OFFICER	28.23	40	1,129.20	52.2	58,944	
8	11	7	4	SILVA JENNA	ANIMAL CONTROL OFFICER	26.38	40	1,055.20	52.2	55,081	
9	11	6	7	ANGLIN CHRISTOPHER	MES MAINT WORKER	27.73	37.5	1,039.88	52.2	54,281	
						FTE	9				645,942

MARINE AND ENVIRONMENTAL SERVICES TEMP - 295

FY23 SALARIES & WAGES

	Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	29	8	4		AHM DOCKMASTER	24.06	40	962.40	16	15,398	
2	29	7	5		ASST HARBORMASTER	23.61	40	944.40	16	15,110	
3	29	7	4		ASST HARBORMASTER	22.49	20	449.80	16	7,197	
4	29	7	4		ASST HARBORMASTER	22.49	20	449.80	16	7,197	
5	29	6	2		ASST ANIMAL CONTROL OFCR	19.06	40	762.40	18	13,723	
6	29	5	3		PUMP OUT BOAT OPER	18.71	40	748.40	15	11,226	
7	29	4	3		SENIOR WWA	17.48	40	699.20	16	11,187	
8	29	4	3		SENIOR WWA	17.48	40	699.20	16	11,187	
9	29	3	3		WATERWAYS ASSISTANT	16.34	40	653.60	16	10,458	
10	29	3	3		WATERWAYS ASSISTANT	16.34	40	653.60	16	10,458	
11	29	3	3		WATERWAYS ASSISTANT	16.34	40	653.60	16	10,458	
12	29	3	3		WATERWAYS ASSISTANT	16.34	40	653.60	16	10,458	
13	29	3	3		WATERWAYS ASSISTANT	16.34	40	653.60	16	10,458	
14	23	7	2		SHELLFISH MANAGER	21.31	36	767.16	26	19,946	
15	23	6	4		SHELLFISH HUSBANDRY TECH	21.55	36	775.80	26	20,171	
16	23	4	2		SHELLFISH LABORER	17.41	36	626.76	24	15,042	
						FTE	4.8				199,673
									TOTAL	SALARIES	845,616

CONSERVATION DEPARTMENT



DEPARTMENT MISSION

The mission of the Falmouth Conservation Commission is to implement the goals of the Massachusetts Wetlands Protection Act (CMR 10.00) and the Falmouth Wetlands Regulations (Code of Falmouth chapter 235). The Commission serves to protect and conserve the plants, animals, and natural communities that are dependent upon the wetlands resources of the Town of Falmouth. This is accomplished by regulating activities deemed by the Conservation Commission as likely to have a significant or cumulative effect upon the values of these resource areas, namely, but not limited to, public or private water supply protection; groundwater protection; flood control; erosion and sedimentation control; storm damage prevention; water pollution control; fisheries, shellfish, wildlife and plant species and habitat protection; agriculture; aesthetics; and recreation and aquaculture. Additionally, the Falmouth Conservation Commission manages all Town conservation lands in order to protect and sustain these natural ecosystems for current and future generations to use and enjoy.

DEPARTMENT DESCRIPTION

The Commission is responsible for reviewing and issuing decisions on all permit applications submitted under the Massachusetts Wetland Protection Act and the Falmouth Wetland Bylaw and Regulations. Additionally the Commission is responsible for managing Town owned land under the Commission's jurisdiction.

DEPARTMENT GOALS & PERFORMANCE MEASURES

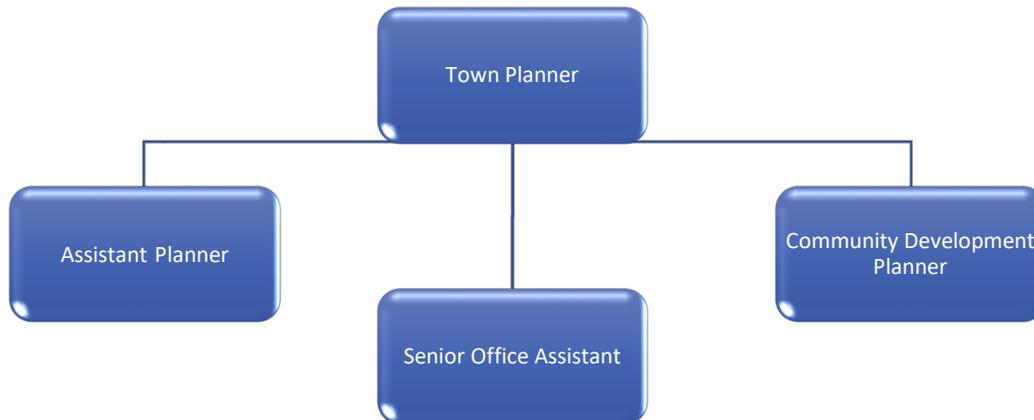
1. The Department's goal is to review all applications and issue the required permits, compliances, and determinations within the regulatory time frame.
2. The Department's goal is to monitor and provide stewardship to all land under the Conservation Commissions jurisdiction, as well as, monitor all Conservation Restrictions (CR) held by the Commission. In the past year, with the assistance of AmeriCorps placements, the Conservation Department has continued the Conservation Restriction monitoring program.

CONSERVATION DEPARTMENT

CONSERVATION DEPARTMENT						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-171-5110	SALARY & WAGES FULL TIME	\$284,581	\$284,437	\$297,768	\$342,356	\$310,523
01-171-5130	ADDITIONAL GROSS-OVERTIME	\$7,000	\$3,397	\$7,000	\$7,000	\$7,000
TOTAL SALARIES		\$291,581	\$287,835	\$304,768	\$349,356	\$317,523
01-171-5290	PETERSON FARM MANAGEMENT*	\$200	\$0	\$0	\$0	\$0
01-171-5307	PROF/TECH-RECORDING FEES*	\$400	\$65	\$400	\$400	\$400
01-171-5319	PROF/TECH-CONTRCT SERV*	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
01-171-5340	COMMUNICATION-PRINTING	\$1,800	\$171	\$1,800	\$1,800	\$1,800
01-171-5341	COMMUNICATION-TELEPHONE	\$2,500	\$2,556	\$2,500	\$2,500	\$2,500
01-171-5342	COMMUNICATION-POSTAGE	\$2,700	\$3,301	\$2,700	\$3,500	\$3,500
01-171-5343	COMMUNICATION-ADVERTISING	\$150	\$55	\$150	\$150	\$150
01-171-5420	OFFICE SUPPLIES	\$1,000	\$1,244 *	\$1,000	\$1,500	\$1,500
01-171-5583	OTHER SUPPLIES-UNIFORM	\$1,000	\$1,132	\$1,000	\$1,200	\$1,200
01-171-5584	OTHER SUPPLIES-FIELD EQUI	\$1,000	\$856	\$1,000	\$1,000	\$1,000
01-171-5710	IN-STATE TRAVEL	\$2,000	\$2,391	\$2,000	\$2,500	\$2,500
01-171-5730	DUES & MEMBERSHIPS	\$1,250	\$765	\$1,250	\$1,250	\$1,250
01-171-5781	STAFF DEVELOPMENT	\$3,300	\$0	\$3,300	\$2,500	\$2,500
TOTAL EXPENSES		\$22,300	\$17,536	\$22,100	\$23,300	\$23,300
TOTAL DEPARTMENTAL EXPENSES		\$313,881	\$305,370	\$326,868	\$372,656	\$340,823

FY23 SALARIES & WAGES											
CONSERVATION DEPARTMENT - 171											
	Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	8	10	LINCOLN JENNIFER	ADMINISTRATOR	47.77	40	1,910.80	52.2	99,744	
				LINCOLN JENNIFER	STIPEND CRAC						
2	11	9	6	KASPRZYK MARK	CONS/MES TECH	32.67	40	1,306.80	52.2	68,215	
3	11	9	3	NEWTON KEVIN	CONSERVTN AGENT	29.04	40	1,161.60	52.2	60,636	
4	11	9	3	BERGERON ALISSA	CONSERVTN AGENT	29.04	19	551.76	52.2	28,802	
5	11	8	3	COUGHLIN AMY	PRINCIPAL OFFICE ASSISTANT	27.14	37.5	1,017.75	52.2	53,127	
						FTE	4.4				310,523

PLANNING DEPARTMENT



DEPARTMENT MISSION

The Planning Department is committed to providing the highest-quality, professional level of service to guide the long-term physical and socioeconomic development in the Town of Falmouth. The Department works to understand what aspects of the town are most valued by the residents, and build upon those strengths. The Department also investigates those characteristics of the town's regulatory culture and development patterns that no longer serve the present needs of the community and works to improve those areas of weakness. The Town of Falmouth is fortunate to have significant areas of competitive advantage within the regional economy and the Planning Department strives to leverage those strengths to the maximum extent possible, while monitoring emerging trends to prepare for future difficulties, and to take advantage of future opportunities.

DEPARTMENT DESCRIPTION

The Planning Board studies and makes recommendations on the long term growth of the Town.

The Planning Board also reviews site plans and special permits under the zoning bylaw and subdivision plans under the Subdivision Control Law.

The Planning Department assists the Planning Board in the administration of its duties as well as assisting other town departments with land use responsibilities.

DEPARTMENT GOALS

1. Planning Board Program

Consistently provide the Planning Board with the highest possible level of support in their regulatory, legislative, and long-term planning efforts throughout the fiscal year by:

- Carefully review plans, negotiate changes with applicants, conduct research and adequately prepare for and attend all Planning Board meetings, write sound decisions, and provide accurate answers to inquiries from board members, applicants and the public.
- Increasing efforts to offer extra training and technical assistance to the Planning Board to keep them up-to-date on current topics and best practices within the larger field.
- Incorporate the changes of the Cape Cod Commission Regional Policy Plan into the Local Comprehensive Plan process prior to seeking approval at Town Meeting
- Encouraging discussions among the Board members on how to better integrate long-range planning into their everyday decision making to guide the town's physical growth and development.
- Implementing the Board of Selectmen's strategic plan for long-term economic sustainability.

PLANNING DEPARTMENT

- Setting aside 10 meetings a year to discuss current topic in planning and how they relate to local goals and initiatives.
- Advancing a vision plan endorsed by the Planning Board & Board of Selectmen to address how to best manage redevelopment in the town.

Goals from 2021-22 Performance Evaluation conducted with Town Manager

1. Create a Community Development Department
2. Davis Straits Form Based Code (FBC) at the ~~November 2021~~ now April 2021 Town Meeting
3. Mixed Residential and Commercial Overlay District (MRCOD) for November 2021 Town Meeting
4. Recodification of the Zoning Bylaw anticipated for November 2021 Town Meeting
5. Update Local Comprehensive Plan to be consistent with CCC regional Policy Plan (multiple years)
6. Facilitate timely implementation of new PermitEyes (digital permitting) System
7. Continue to submit quarterly Department Reports in a timely manner

2. Historical Commission Program

Consistently provide the Falmouth Historical Commission (FHC) with the highest possible level of support in their regulatory work throughout the fiscal year by:

- Carefully review proposals, negotiate changes with applicants, conduct research and adequately prepare for and attend all FHC meetings, write sound decisions, and provide accurate answers to inquiries from board members, applicants and the public.
- Increasing efforts to offer extra training and technical assistance to the FHC to keep them up-to-date on current topics and best practices within the larger field.
- Incorporate recommendations of the Town of Falmouth Preservation Plan.
- Incorporate recommendations of the Historical Character Element of the Local Comprehensive Plan.
- Update/increase the properties listed on the Massachusetts Cultural Resources Survey (MACRIS) and the Falmouth List of Significant Buildings.
- Complete (ongoing) Phase 4 Inventory of Historic Resources funded by Falmouth CPC and Mass Historical Commission grant.

3. Interaction with all other Town of Falmouth Staff, citizens, applicants, other levels of government, and other interested parties

Serve as a resource for the ZBA, Building, Conservation, Health, and Public Works Departments, Town Counsel, and the residents of the Town of Falmouth.

Professionally represent the Town of Falmouth in interactions with Barnstable County, the Commonwealth, the federal government, and professional organizations by:

- Working closely with other town departments with regards to special permits, zoning bylaw interpretation, and comprehensive permits.
- Fully integrate the planning and permitting functions of the Planning Board and Zoning Board of Appeals for a more effective and efficient process for new projects.
- Providing timely and accurate responses to inquiries.
- Providing adequate and appropriate notice to residents of proposed changes and opportunities to provide public input.
- Provide support for the coastal resilience efforts
- Work with the Falmouth Department of Public Works on implementing the recommendations of the Transportation Master Plan for Route 28/Main Street
- Incorporate into the Planning function including the development of bylaws, regulations and policies the impact of the climate emergency resolution adopted by April 2020 Annual Town Meeting

PLANNING DEPARTMENT

PLANNING DEPARTMENT						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-175-5110	SALARY & WAGES FULL TIME	\$287,991	\$214,374	\$283,742	\$308,506	\$308,506
TOTAL SALARIES		\$287,991	\$214,374	\$283,742	\$308,506	\$308,506
01-175-5319	PROF/TECH CONTRACT SERV	\$2,000	\$2,200	\$2,000	\$2,000	\$2,000
01-175-5341	COMMUNICATION-TELEPHONE	\$654	\$618	\$654	\$654	\$654
01-175-5342	COMMUNICATION-POSTAGE	\$725	\$725	\$725	\$725	\$725
01-175-5343	COMMUNICATION-ADVERTISING	\$4,000	\$1,360	\$4,000	\$4,000	\$4,000
01-175-5420	OFFICE SUPPLIES	\$500	\$3,540 *	\$500	\$500	\$500
01-175-5710	IN-STATE TRAVEL	\$750	\$127	\$750	\$750	\$750
01-175-5730	DUES & MEMBERSHIPS	\$800	\$1,034	\$800	\$800	\$800
01-175-5781	STAFF DEVELOPMENT	\$1,500	\$0	\$1,500	\$1,500	\$1,500
TOTAL EXPENSES		\$10,929	\$9,604	\$10,929	\$10,929	\$10,929
TOTAL DEPARTMENTAL EXPENSES		\$298,920	\$223,978	\$294,671	\$319,435	\$319,435

FY23 SALARIES & WAGES										
PLANNING DEPARTMENT - 175										
	Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total
1	24	9	10	BOTT THOMAS	TOWN PLANNER	52.56	40	2,102.40	52.2	109,745
2	24	6	9	CORNOCK JEDEDIAH	ASST TOWN PLANNER	42.06	40	1,682.40	52.2	87,821
3	24	6	8	SHOEMAKER MICHAELA	COMM DEV PLANNER	40.85	24	980.40	52.2	51,177
4	11	8	6	TONDERA MELINDA	PRIN OFF ASSIST	30.53	37.5	1,144.88	52.2	59,762
						FTE	3.64			308,506

ZONING APPEALS



DEPARTMENT MISSION

The mission of the Zoning Board of Appeals is to hear petitions and render decisions on applications for those seeking zoning relief (typically for nonconforming properties) in the form of a Special Permit, Variance, Appeal (as of the decision of the Building Commissioner) or a Comprehensive Permit (M.G.L. Ch. 40B, for the creation of affordable housing).

DEPARTMENT DESCRIPTION

The Zoning Board of Appeals is a quasi-judicial Board (functioning similar to a court), comprised of seven resident volunteers, appointed by the Select Board, to impartially review and vote on applications submitted. The Board holds public hearings, and invites public testimony, as well as Town department comments to consider, in order to render objective, reasoned land use decisions for zoning matters, based on Massachusetts General Laws (M.G.L.) Chapters 40A and B of the and the Town of Falmouth Zoning By-Laws.

Massachusetts General Laws set forth the requirements for the Zoning Board of Appeals functions, including notification of the public, conduct for hearings, and reporting of Decisions. The Zoning Board of Appeals maintains files with all documents submitted, which are available for public review. All agendas, applications, Decisions and Minutes for meetings are available on the Town website, in the Town Clerk's office, and in the Zoning Board of Appeals office. The office staff answers inquiries from property owners and residents, and provides assistance regarding navigating the application and hearing process.

The Zoning Administrator is authorized to issue Administrative Approvals for minor requests or modifications, and signs off on building permit applications. The Zoning Administrator also provides technical and legal guidance to the Board and public, and is responsible for drafting all Board Decisions.

DEPARTMENT GOALS

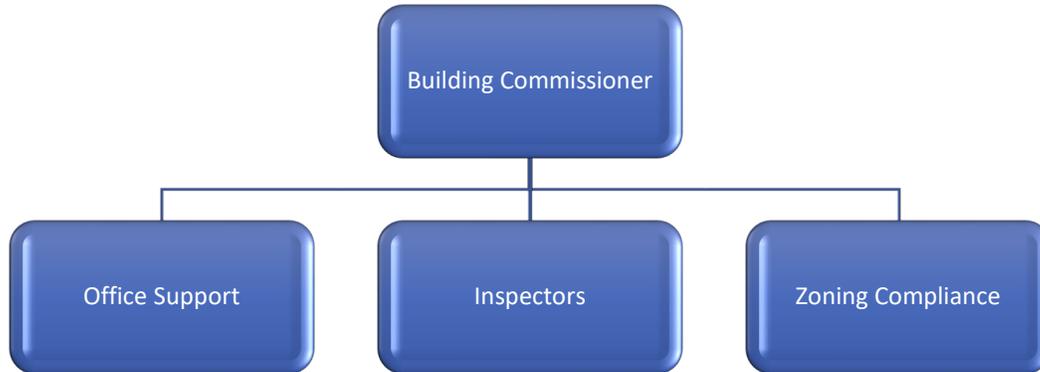
1. Continue to update Board policies and practices.
2. Work on the implementation of Permit Eyes permitting software, to increase public accessibility to information, and provide the status of applications under review by the Town.
3. Continue educational opportunities for Board Members/Workshops.
4. Continue participation on Zoning By-Law recodification and necessary By-Law updates.
5. Continue to improve interdepartmental communication within the Town.
6. Continue to maintain a level-funded budget that includes minimal increases.

ZONING APPEALS

ZONING APPEALS						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-176-5110	SALARY & WAGES FULL TIME	\$134,545	\$134,206	\$137,135	\$151,538	\$151,538
TOTAL SALARIES		\$134,545	\$134,206	\$137,135	\$151,538	\$151,538
01-176-5319	PROF/TECH CONTRACT SERV*	\$600	\$0	\$600	\$600	\$600
01-176-5340	COMMUNICATION-PRINTING	\$700	\$476	\$700	\$700	\$700
01-176-5341	COMMUNICATION-TELEPHONE	\$600	\$582	\$600	\$600	\$600
01-176-5342	COMMUNICATION-POSTAGE	\$4,200	\$2,500	\$4,200	\$4,200	\$4,200
01-176-5420	OFFICE SUPPLIES	\$1,100	\$899	\$1,100	\$1,100	\$1,100
01-176-5711	AUTO ALLOWANCE	\$350	\$282 *	\$350	\$350	\$350
01-176-5730	DUES & MEMBERSHIPS	\$300	\$185	\$300	\$300	\$300
01-176-5781	STAFF DEVELOPMENT	\$1,200	\$80	\$1,200	\$1,200	\$1,200
TOTAL EXPENSES		\$9,050	\$5,004	\$9,050	\$9,050	\$9,050
TOTAL DEPARTMENTAL EXPENSES		\$143,595	\$139,210	\$146,185	\$160,588	\$160,588

FY23 SALARIES & WAGES											
ZONING APPEALS - 176											
	Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	25	7	9	STOCKMAN NOREEN	ZBA ADMINISTRATOR	45.06	40	1,802.40	52.2	94,085	
2	11	8	5	DEMELLO ASHLEY	SR OFFCE ASSIST	29.35	37.5	1,100.63	52.2	57,453	
						FTE	2				151,538

BUILDING DEPARTMENT



DEPARTMENT MISSION

The mission of the Inspectional Services Department is to protect the public's safety and welfare by providing up-to date information and timely inspections. To ensure all buildings conform to the requirements of the Massachusetts State Building Codes, Massachusetts Architectural Access Board regulations and to the Town of Falmouth Zoning By-Laws. Provide ongoing communication and education to the public, business community and other departments

DEPARTMENT DESCRIPTION

The Building and Zoning Department is a department that enforces the Town's building codes and zoning regulations, issues building permits, responds to structural emergencies and inspects new and existing buildings. The Building Department is overseen by the Building Commissioner who is responsible for ensuring the department adheres to the Massachusetts State building codes, Massachusetts Architectural Access Board regulation and the Town of Falmouth's Zoning By-Laws.

The Building Department employs a Building Commissioner, two full-time Building Inspectors and one part-time Building Inspector, one full-time Plumbing Inspector, an alternate Plumbing Inspector, one full-time Electrical Inspector, three full-time Office Assistants, one part-time Office Assistant, and one full-time Assistant Zoning Compliance Agent.

DEPARTMENT GOALS

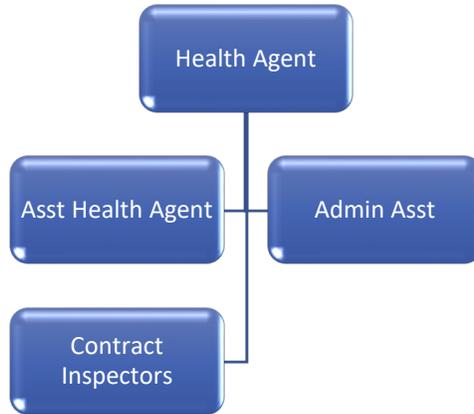
1. Have in place a full time permanent Building Commissioner.
2. Maintain excellent customer service and effective communication to the public and other departments.
3. Continue to provide up-to-date information and inspections through permit eyes online permitting
4. To complete Phase 5 and finish the Microfiche File Scanning project. Total project included files from 1927-2003.

BUILDING DEPARTMENT

BUILDING DEPARTMENT						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-241-5110	SALARY & WAGES-PERMANENT	\$648,363	\$624,352	\$676,511	\$691,333	\$691,333
01-241-5120	SALARY & WAGES-TEMP/VAC	\$40,865	\$39,678	\$40,865	\$60,000	\$60,000
01-241-5130	ADDITIONAL GROSS-OVERTIME	\$5,000	\$3,120	\$5,000	\$5,000	\$5,000
TOTAL SALARIES		\$694,228	\$667,150	\$722,376	\$756,333	\$756,333
01-241-5240	REPR/MAINT-OFFICE EQUIP	\$1,500	\$0	\$1,500	\$1,500	\$1,500
01-241-5305	PROF/TECH-ARCHIVING	\$15,000	\$4,959	\$15,000	\$33,750	\$33,750
01-241-5319	PROFSNL/TECHNCL-OTHER	\$1,000	\$398	\$1,000	\$1,000	\$1,000
01-241-5340	COMMUNICATION-PRINTING	\$2,500	\$1,224	\$2,500	\$2,500	\$2,500
01-241-5341	COMMUNICATION-TELEPHONE	\$5,500	\$4,722	\$5,500	\$5,500	\$5,500
01-241-5342	COMMUNICATION-POSTAGE	\$1,500	\$1,309	\$1,500	\$1,500	\$1,500
01-241-5420	OFFICE SUPPLIES	\$5,000	\$9,591	\$5,000	\$5,000	\$5,000
01-241-5422	OFFICE SUPPLIES W & M	\$100	\$0	\$100	\$100	\$100
01-241-5583	OTHER SUPPLIES-UNIFORMS	\$1,200	\$1,428	\$1,200	\$2,400	\$2,400
01-241-5584	OTHER SUPPLIES W & M	\$450	\$370	\$450	\$450	\$450
01-241-5711	AUTO ALLOWANCE	\$1,800	\$667	\$1,800	\$1,800	\$1,800
01-241-5712	AUTO ALLOWANCE W & M	\$1,500	\$760	\$1,500	\$1,500	\$1,500
01-241-5730	DUES & MEMBERSHIPS	\$900	\$577	\$900	\$900	\$900
01-241-5780	ADMINISTRATIVE EXPENSES	\$1,700	\$0	\$1,700	\$1,700	\$1,700
01-241-5781	STAFF DEVELOPMENT	\$2,500	\$0	\$2,500	\$2,500	\$2,500
01-241-5783	STAFF DEVELOPMENT W & M	\$300	\$375	\$300	\$300	\$300
TOTAL EXPENSES		\$42,450	\$26,379	\$42,450	\$62,400	\$62,400
TOTAL DEPARTMENTAL EXPENSES		\$736,678	\$693,529	\$764,826	\$818,733	\$818,733

BUILDING DEPARTMENT - 241											
FY23 SALARIES & WAGES											
	Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	9	10	VACANT	BLDG COMMISSION	52.56	40	2,102.40	52.2	109,745	
2	11	11	7	ROBBINS RUSSELL	PLUMB & GAS INS	38.90	40	1,556.00	52.2	81,223	
3	11	11	4	SINCLAIR WILLIAM	ELEC INSPECTOR	34.58	40	1,383.20	52.2	72,203	
4	11	11	4	STREET GARY	LOCAL INSPECTOR	34.58	19	657.02	52.2	34,296	
5	11	11	4	BONOAN GILBERT	LOCAL INSPECTOR	34.58	40	1,383.20	52.2	72,203	
6	11	11	2	QUINN TERRANCE	LOCAL INSPECTOR	31.97	40	1,278.80	52.2	66,753	
7	11	9	6	MARSHALL PAMELA	ADMIN ASST	32.67	37.5	1,225.13	52.2	63,952	
8	11	9	3	DICKINSON JONATHAN	ASST ZONING OFF	29.04	40	1,161.60	52.2	60,636	
9	11	7	6	DOCKETT CHRISTOPHER	OFFICE ASST GEN	28.53	19.5	556.34	52.2	29,041	
10	11	7	4	PARKER JULIE	ADMIN CLERK	26.38	37.5	989.25	52.2	51,639	
11	11	7	3	KATIE PIERIAS	ADMIN CLERK	25.36	37.5	951.00	52.2	49,642	
							FTE	10			691,333

HEALTH DEPARTMENT



DEPARTMENT MISSION

The Health Department aims to protect and improve the health of the community of Falmouth.

DEPARTMENT DESCRIPTION

PUBLIC HEALTH:

COVID-19 contact tracing, guidance enforcement, outreach and eventual vaccinations. Work with the Visiting Nurses Association, Mass DPH and other state agencies, other municipalities, county health, town departments and boards on all things COVID-19 related.

Annual flu vaccination clinics.

Public outreach on public health issues such as tick-borne disease, EEE, West Nile Virus, etc.

Maintain a sharps return program (kiosk) for the public to return used needles.

Enforce state and local tobacco regulations.

FOOD SAFETY:

The Health Department is to promote safe food service to the public through a program of frequent inspections at food service establishments, timely re-inspections for violations of regulations and education of managers and food handlers. The state food safety program calls for routine inspections of all year-round, residential, seasonal and mobile food service establishments operating in the Town of Falmouth; including vendors at all public events held at the Barnstable County Fairgrounds, farmer's markets and other temporary events at various locations.

SEPTIC SYSTEMS/TITLE 5:

The Health Department is responsible for onsite waste water (septic) system installations which includes plan reviews, permit issuance, site soil evaluations, system installation inspections, final compliance process and record retention for the life of the septic system.

The Department also reviews all building permit applications along with ZBA and Planning referrals for Title 5 compliance.

COMMUNITY SANITATION:

The Health Department is responsible for:

- Inspecting and licensing public and semi-public swimming pools
- Licensing and monitoring public and semi-public beaches
- Inspecting and licensing hotels, motels, camps and recreational camps/day camps
- Perform housing inspections as requested for compliance with the State Housing Code
- Conduct household hazardous waste collections with other upper cape towns and the Cape Cod Cooperative Extension Service

BOARD OF HEALTH

The Health Agents work with the Board of Health on all aspects of public health such as code compliance, variances and local upgrade approvals for septic systems, public health outreach and developing/revising local health regulations.

HEALTH DEPARTMENT

DEPARTMENT GOALS

1. Continue working on COVID-19 related contact tracing, outreach and guidance enforcement. Conduct large vaccination clinics as vaccine arrives.
2. Utilize staffing strategies in order to fulfill the requirements of all the various state and local regulations, especially during peak times during the year when inspection and permitting demands are greatest, while still maintaining the ability to serve the public's needs.
3. Improve departmental processes and adding staff to aid in better service to the public.
4. Increase involvement with other departments, committees and community groups where they may need the support of the Health Department/ Board of Health.

HEALTH DEPARTMENT						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-510-5110	SALARY & WAGES-PERMANENT	\$264,710	\$213,163	\$284,944	\$365,882	\$365,882
01-510-5120	SALARY & WAGES-TEMPORARY	\$25,000	\$56,648	\$25,000	\$30,000	\$30,000
01-510-5130	SALARY & WAGES-OT	\$5,000	\$0	\$5,000	\$5,000	\$5,000
01-510-5191	OTHR PERS SERV-UNIFRM ALW	\$0	\$275 *	\$0	\$0	\$0
TOTAL SALARIES		\$294,710	\$270,086	\$314,944	\$400,882	\$400,882
01-510-5319	PROF/TECH-CONTRACT SERV*	\$25,000	\$16,768	\$25,000	\$25,000	\$25,000
01-510-5340	COMMUNICATION-PRINTING	\$1,500	\$568	\$1,500	\$1,500	\$1,500
01-510-5341	COMMUNICATION-TELEPHONE	\$1,800	\$2,112	\$1,800	\$2,500	\$2,500
01-510-5342	COMMUNICATION-POSTAGE	\$1,250	\$943	\$1,250	\$1,250	\$1,250
01-510-5343	COMMUNICATION-ADVERTISING	\$750	\$619	\$750	\$750	\$750
01-510-5377	HAZARDOUS WASTE COLLECTN*	\$29,500	\$31,742 *	\$29,500	\$40,000	\$40,000
01-510-5420	OFFICE SUPPLIES	\$2,000	\$1,331	\$2,000	\$2,000	\$2,000
01-510-5500	MEDICAL/SURGICAL SUPPLIES	\$3,100	\$2,016	\$3,100	\$3,000	\$3,000
01-510-5512	EDUC SUPPLY-TCHING MTRLS	\$200	\$0	\$200	\$200	\$200
01-510-5583	OTHR SUPPLIES-UNIFRMS	\$600	\$107	\$600	\$600	\$600
01-510-5584	OTHER SUPPLIES-DEPARTMENT	\$6,000	\$5,536	\$6,000	\$6,000	\$6,000
01-510-5710	IN-STATE TRAVEL	\$150	\$0	\$150	\$150	\$150
01-510-5730	DUES & MEMBERSHIPS	\$2,000	\$345	\$2,000	\$2,500	\$2,500
TOTAL EXPENSES		\$73,850	\$62,086	\$73,850	\$85,450	\$85,450
01-522-5303	PROF/TECH-CONTRACT SERV	\$45,980	\$12,092	\$45,980	\$45,980	\$45,980
TOTAL EXPENSES		\$45,980	\$12,092	\$45,980	\$45,980	\$45,980
TOTAL DEPARTMENTAL EXPENSES		\$414,540	\$344,264	\$434,774	\$532,312	\$532,312

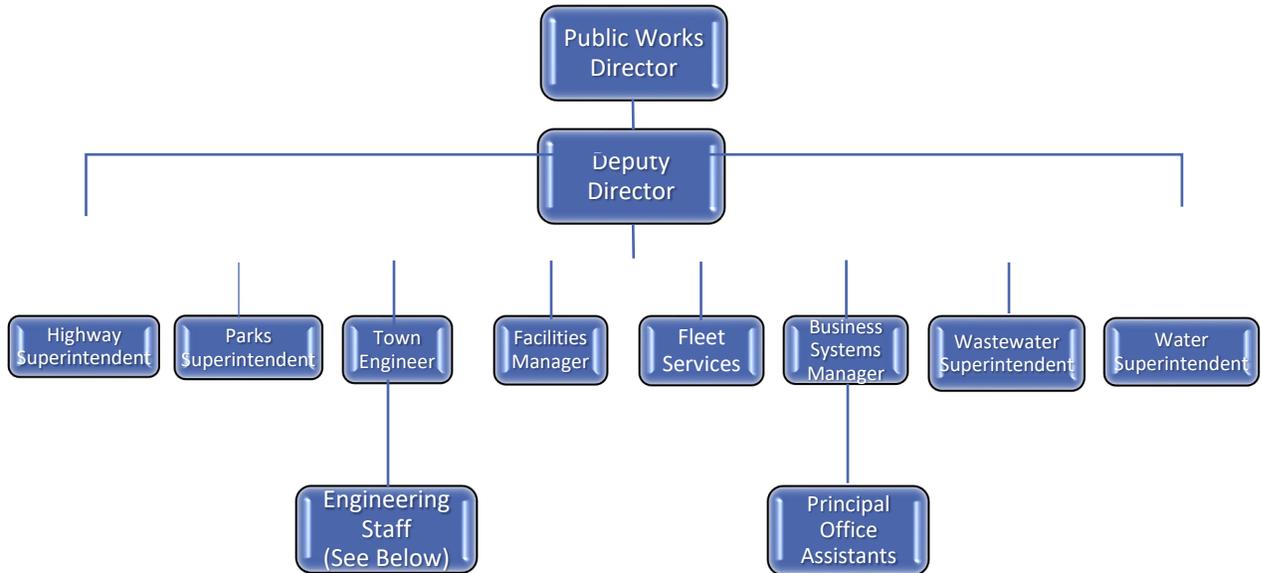
HEALTH DEPARTMENT

FY23 SALARIES & WAGES

HEALTH DEPARTMENT - 510

	Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	25	9	10	MCGANN SCOTT	HEALTH AGENT	54.66	40	2,186.40	52.2	114,130	
2	11	11	7	LANGLER MALLORY	ASST HEALTH AGENT	38.90	40	1,556.00	52.2	81,223	
3	11	8	7	KINCHLA LINDA	PRIN OFF ASSIST	31.75	37.5	1,190.63	52.2	62,151	
4	11	7	2	MORGAN CARDOSO	ADMIN CLERK	24.39	37.5	914.63	52.2	47,743	
5	11	9	3	TBD - REQUEST	HEALTH INSPECTOR (NEW)	29.04	40	1,161.60	52.2	60,635	
						FTE	5				365,882

DPW-ADMINISTRATION AND ENGINEERING DIVISION

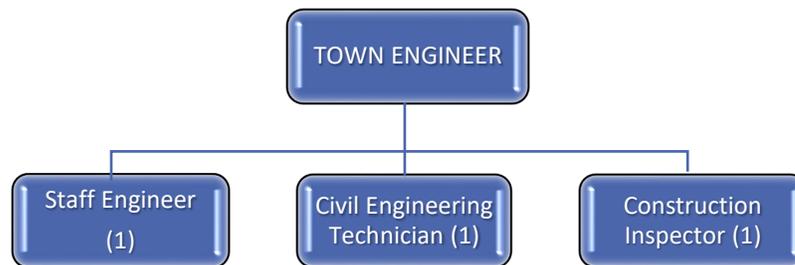


ADMINISTRATION DEPARTMENT MISSION

To preserve, protect and improve our community’s infrastructure systems and provide responsive Public Works services that meet the ever-changing needs of the community, promote community character and enhance the quality of life for the benefit of all.

ADMINISTRATION DEPARTMENT DESCRIPTION

Public Works Administration staff is responsible for and oversees all functions of Engineering, Water Systems, Wastewater Systems, Roads, Bridges, Parks, Solid Waste / Recycling Services, Snow & Ice control, Facility Management, Fleet Services and Beach maintenance.



ENGINEERING DIVISION MISSION

To provide design and construction inspection services, management coordination, oversight of contract design, and construction of public works projects.

To provide engineering technical support and guidance to Department of Public Works divisions and other Town departments, boards, committees, and commissions.

To provide routine and special survey services in support of town projects and monitor compliance with EPA’s National Pollutant Discharge Elimination System (NPDES) program.

ENGINEERING DESCRIPTION

DPW-ADMINISTRATION AND ENGINEERING DIVISION

The Engineering Division supports the Department of Public Works by providing engineering and field support to the Divisions within the Department. Engineering also provides technical review of projects under consideration by various boards, committees and commissions. Engineering is also responsible for approval of street opening and access permits and subsequent inspection of the work.

DEPARTMENT GOALS & PERFORMANCE MEASURES

1. Prepare and administer contract documents for infrastructure projects assuring quality work is completed on schedule and at the best value for the Town.
2. Oversee design and permitting for future Public Works projects.
3. Use web page to improve permitting process and street acceptance process.
4. Use web page to streamline bidding process for construction projects.
5. Inspection of construction projects and collection of as built data.
6. Timely review of projects for various boards, committees and commissions.
7. Comply with EPA mandates under the NPDES program.

DPW-ADMINISTRATION AND ENGINEERING DIVISION

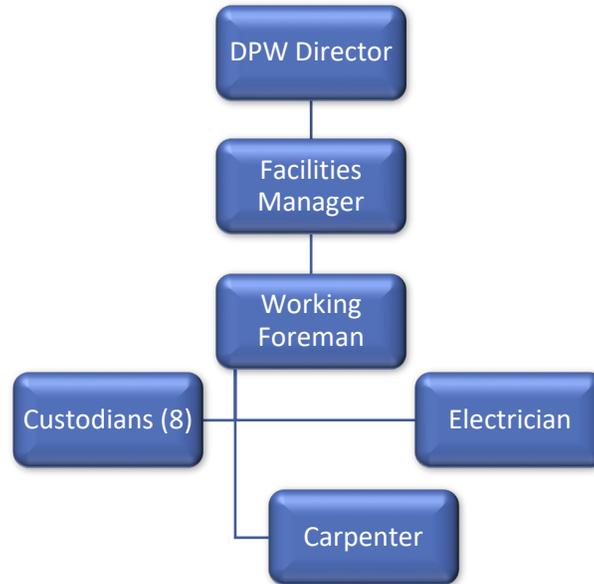
DPW ADMIN & ENGINEERING DIVISION						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-411-5110	SALARY & WAGES-PERMANENT	\$777,765	\$638,278	\$773,647	\$823,189	\$823,189
01-411-5191	OTHR PERS SERV-UNIFRM ALW	\$16,000	\$12,873	\$16,000	\$16,000	\$16,000
TOTAL SALARIES		\$793,765	\$651,151	\$789,647	\$839,189	\$839,189
01-411-5240	REPR/MAINT-OFFICE EQUIP	\$19,000	\$23,271	\$23,000	\$23,000	\$23,000
01-411-5340	COMMUNICATION-PRINTING	\$1,200	\$1,042	\$1,200	\$1,200	\$1,200
01-411-5341	COMMUNICATION-TELEPHONE	\$4,000	\$3,797	\$4,000	\$4,000	\$4,000
01-411-5342	COMMUNICATION-POSTAGE	\$800	\$866	\$800	\$800	\$800
01-411-5343	COMMUNICATION-ADVERTISING	\$500	\$0	\$500	\$500	\$500
01-411-5420	OFFICE SUPPLIES	\$6,500	\$4,355	\$6,500	\$6,500	\$6,500
01-411-5583	OTHER SUPPLIES-UNIFORMS	\$50,000	\$25,488 *	\$50,000	\$50,000	\$50,000
01-411-5710	IN-STATE TRAVEL	\$500	\$10	\$500	\$500	\$500
01-411-5720	OUT OF STATE TRAVEL *	\$1,700	\$0	\$1,700	\$1,700	\$1,700
01-411-5730	DUES & MEMBERSHIPS	\$2,000	\$753	\$3,000	\$3,000	\$3,000
01-411-5781	STAFF DEVELOPMENT	\$10,000	\$3,094	\$10,000	\$10,000	\$10,000
TOTAL EXPENSES		\$96,200	\$62,675	\$101,200	\$101,200	\$101,200
TOTAL DEPARTMENTAL EXPENSES		\$889,965	\$713,826	\$890,847	\$940,389	\$940,389

FY23 SALARIES & WAGES											
DPW ADMIN & ENGINEERING DIVISION - 411											
	Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	11	10	McCONARTY PETER	PUBLIC WORK DIR	64.96	40	2,598.40	52.2	135,636	
2	24	10A	9	VACANT	DEPUTY DIRECTOR	58.99	40	2,359.60	52.2	123,171	
3	24	10	10	McCLOUGHLIN JAMES	TOWN ENGINEER	56.49	40	2,259.60	52.2	117,951	
4	24	6	6	MOIR SAMANTHA	BUSINES SYS MGR	38.51	40	1,540.40	52.2	80,409	
5	11	13	7	SCHLUTER SCOTT C	STAFF ENGINEER	44.53	40	1,781.20	52.2	92,979	
6	11	10	7	CROFT NICHOLAS	CIV ENG TECH	36.35	40	1,454.00	52.2	75,899	
7	11	9	4	BENNETT, CHRISTOPHER	CONSTRUCTN INSP	30.20	40	1,208.00	52.2	63,058	
8	11	8	5	MILLER PAMELA	PRN OFFICE ASST	29.35	37.5	1,100.63	52.2	57,453	
9	11	8	4	FRYE REBECCA	PRN OFFICE ASST	28.23	37.5	1,058.63	52.2	55,260	
10	23	6	3	RYTHER MARY	SOLID WASTE/RECYCLING ED	21.55	19	409.45	52.2	21,373	
						FTE	9.5				823,189

DPW-ADMINISTRATION AND ENGINEERING DIVISION

STREET LIGHTING						
		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-424-5212	ENERGY - ELECTRICITY	\$105,000	\$65,914 *	\$105,000	\$105,000	\$105,000
TOTAL EXPENSES		\$105,000	\$65,914	\$105,000	\$105,000	\$105,000

DPW - FACILITIES MAINTENANCE DIVISION



DEPARTMENT MISSION

To ensure that the Town of Falmouth has a professional, well-trained and knowledgeable staff to maintain its entire town-owned facilities by using the guidelines, which will be developed by the Facilities Manager.

DEPARTMENT DESCRIPTION

The Facilities Maintenance Department is responsible for maintaining Town-owned facilities with the exception of the schools. The department consists of (8) Custodians, (1) Working Foreman, (1) Carpenter, (1) Electrician, and a Facilities Manager. Duty assignments are distributed through work orders from the Facilities Manager to the Working Foremen and assigned to personnel for completion. Buildings are staffed 7 days a week.

DEPARTMENT GOALS

1. Reduce energy cost in all Town-owned buildings
2. Review all general maintenance cost for each building and create a plan to accomplish the need

DPW - FACILITIES MAINTENANCE DIVISION

DPW - FACILITIES MAINTENANCE DIVISION						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-192-5110	SALARY & WAGES-PERMANENT	\$698,457	\$619,727	\$737,937	\$768,885	\$768,885
01-192-5120	SALARY & WAGES-TEMPORARY	\$17,500	\$21,793	\$17,500	\$17,500	\$17,500
01-192-5130	ADDITIONAL GROSS-OVERTIME	\$7,500	\$15,903	\$7,500	\$7,500	\$7,500
TOTAL SALARIES		\$723,457	\$657,423	\$762,937	\$793,885	\$793,885
01-192-5212	ENERGY-ELECTRICITY	\$61,000	\$55,771	\$61,000	\$61,000	\$61,000
01-192-5213	ENERGY-NATURAL GAS	\$18,000	\$2,174 *	\$18,000	\$18,000	\$18,000
01-192-5241	REPR/MAINT-CONTRACT SERV*	\$107,000	\$101,604	\$107,000	\$128,500	\$128,500
01-192-5243	REPR/MAINT-EQUIPMENT	\$23,000	\$25,106	\$23,000	\$26,000	\$26,000
01-192-5341	COMMUNICATION-TELEPHONE	\$5,500	\$5,611	\$5,500	\$6,150	\$6,150
01-192-5345	COMMUNICATION-ALARM	\$12,000	\$10,027	\$12,000	\$13,000	\$13,000
01-192-5450	CUSTODL/HOUSKPNG SUPPLIES	\$35,000	\$32,723	\$35,000	\$35,000	\$35,000
01-192-5453	CUSTODIAL SUPPLIES-BEACH*	\$4,000	\$1,032	\$4,000	\$4,000	\$4,000
01-192-5534	PUB WKS SUPPLY-ELECTRICAL	\$3,000	\$2,658	\$3,000	\$3,000	\$3,000
01-192-5710	IN-STATE TRAVEL	\$600	\$0	\$600	\$600	\$600
01-192-5730	DUES & MEMBERSHIPS	\$500	\$0	\$500	\$500	\$500
01-192-5801	FACILITIES MAINTENANCE*	\$101,000	\$64,398 *	\$101,000	\$106,000	\$106,000
TOTAL EXPENSES		\$370,600	\$301,104	\$370,600	\$401,750	\$401,750
TOTAL DEPARTMENTAL EXPENSES		\$1,094,057	\$958,527	\$1,133,537	\$1,195,635	\$1,195,635

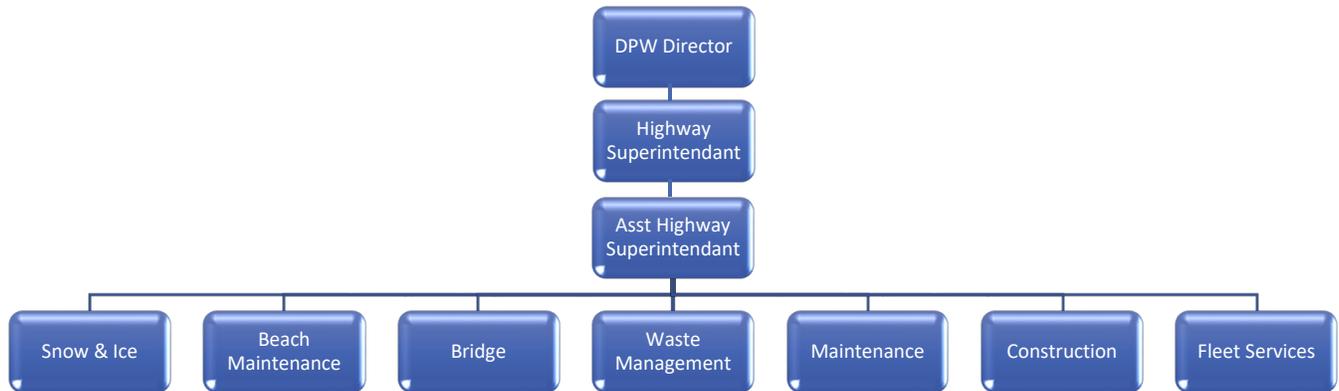
DPW - FACILITIES MAINTENANCE DIVISION

FY23 SALARIES & WAGES

DPW - FACILITIES MAINTENANCE DIVISION - 192

	Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	Differentia
1	25	9	10	ENDICOTT GREGORY	FACIL MAINT MANAGER	54.66	40	2,186.40	52.2	114,130	
2	11	10	7	KING WAYNE M	ELECTRICIAN	36.35	40	1,454.00	52.2	75,899	
3	11	9	7	MONIZ DANIEL	WKG FOREMAN-FAC	33.97	40	1,358.80	52.2	70,929	
4	11	9	7	URBAN PETER	CARP/CREW LEAD.	33.97	40	1,358.80	52.2	70,929	
5	11	6	7	GOMES THERESA	CUSTODIAN	27.73	40	1,109.20	52.2	57,900	1,670
6	11	6	7	MCCLEAN ALAN L	CUSTODIAN	27.73	40	1,109.20	52.2	57,900	
7	11	6	7	GOMEZ WILFER	CUSTODIAN	27.73	40	1,109.20	52.2	57,900	1,044
8	11	6	5	DARMON MICHAEL D	CUSTODIAN	25.64	40	1,025.60	52.2	53,536	1,044
9	11	6	4	MOOREHEAD JOHN	CUSTODIAN	24.65	40	986.00	52.2	51,469	1,044
10	11	6	4	LEONARD DANIEL	CUSTODIAN	24.65	40	986.00	52.2	51,469	
11	11	6	3	CONN CHRISTOPHER	CUSTODIAN	23.71	40	948.40	52.2	49,506	1,044
12	11	6	4	OTERO EDWIN	CUSTODIAN	24.65	40	986.00	52.2	51,469	
TOTAL						FTE	12				768,885

DPW - HIGHWAY DIVISION



DEPARTMENT MISSION

To provide quality service throughout the community through the promotion of:

- Growth management
- Work related safety practices
- Responsiveness to residents' complaints and concerns

To protect, preserve, and improve the Town's infrastructure and related assets in a manner which meets and enhances the current and future social and economic needs of the community and contributes to a healthy, safe and quality environment for the Town's citizens and visitors alike.

To continue to act as first responders in our role as members of the local Emergency Planning Committee by carrying out natural disaster planning and response.

To continue to provide support to the many departments throughout the Town seeking help with specific projects throughout the years.

DEPARTMENT DESCRIPTION

The Highway Division carries a considerable role in the maintenance and management of a wide variety of the Town's infrastructure.

Roadway maintenance

The Highway Division is responsible for the general maintenance and construction of our nearly 260+ miles of road, 65 miles of sidewalk, 3000 catch basins, as well as over 4000 street signs and posts. Common duties consist of Storm water drainage, asphalt repair and Paving, Street sweeping, catch basin cleaning, traffic markings, litter control, roadside mowing, guardrail maintenance, and road grading to name a few. Snow and Ice control is a large part of our operations in the winter months. Keeping roadways safe during all storm events is critical in the well-being and safety of the public and the first responders.

Waste Management

Curbside collection along with the Towns Waste Management and Compost facility also fall under The Highway Division. Duties consisting of overseeing the curbside collection contract and managing the operation of the Town Facilities on Thomas B. Landers and Blacksmith shop rd., which takes in a wide range of wastes like, demolition, rubbish, metals, recyclables, waste oils, appliances as well as leaves and grass at our compost facility.

Eel Pond Bridge

The draw-bridge on Water Street in Woods Hole is also maintained and managed by the Highway Division. This consists of staffing, scheduled maintenance, storm preparation's and scheduled openings for marine traffic in and out of Eel pond.

Beaches

Seasonal staffing and coordination of maintenance for the towns 11 Public Beaches is also managed by the Highway Division. Tasks such as spring clean-up of the parking lots, fences, striping the parking lots, repair and placement of trash receptacles, lifeguard stands, bike racks, signage and rubbish collection.

Shining Sea bikeway

Bikeway maintenance is shared by both the Highway and Parks Division. The Highway division handles the Asphalt, Sign and Traffic Markings for the 14 Mile shared use path.

DPW - HIGHWAY DIVISION

DEPARTMENT GOALS

1. Provide effective and quality customer service to other departments as well as the general public.
2. Continue to work pro-actively with department heads, committees and the public.
3. Improve communications with the public through the introduction of the Towns new web site.
4. Provide more Job specific training to improve productivity and quality service.
5. Continue ADA (Americans with Disabilities) sidewalk improvements for the disabled residents of Falmouth.

Continue to produce an ongoing assessment of future roads in need of rehabilitation through our road analysis program.

<i>DPW - HIGHWAY DIVISION</i>						
		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-422-5110	SALARY & WAGES-PERMANENT	\$1,010,840	\$905,472	\$1,021,356	\$1,096,745	\$1,096,745
01-422-5120	SALARY & WAGES - BEACHES	\$81,660	\$59,758	\$81,660	\$84,109	\$84,109
01-422-5130	ADDITIONAL GROSS-OVERTIME	\$60,000	\$36,898	\$45,000	\$45,000	\$45,000
TOTAL SALARIES		\$1,152,500	\$1,002,128	\$1,148,016	\$1,225,854	\$1,225,854
01-422-5212	ENERGY-ELECTRICITY	\$54,500	\$49,363	\$54,500	\$54,500	\$54,500
01-422-5213	ENERGY-NATURAL GAS	\$30,000	\$21,142 *	\$30,000	\$30,000	\$30,000
01-422-5243	REPR/MAINT-EQUIPMENT	\$3,000	\$4,415	\$3,000	\$3,000	\$3,000
01-422-5251	REPR/MAINT-TOWN PROPERTY	\$110,000	\$105,816	\$110,000	\$110,000	\$110,000
01-422-5271	RENTL/LEASE-EQUIPMENT	\$4,300	\$0	\$4,300	\$4,300	\$4,300
01-422-5319	PROF/TECH BCH CONT SERV*	\$60,000	\$52,403	\$70,000	\$70,000	\$70,000
01-422-5340	COMMUNICATION-PRINTING	\$200	\$208	\$200	\$200	\$200
01-422-5341	COMMUNICATION-TELEPHONE	\$7,000	\$17,772	\$7,000	\$7,000	\$7,000
01-422-5342	COMMUNICATION-POSTAGE	\$50	\$0	\$50	\$50	\$50
01-422-5343	COMMUNICATION-ADVERTISING	\$50	\$566	\$50	\$50	\$50
01-422-5530	PUBLIC WORKS SUPPLIES	\$25,000	\$18,209	\$25,000	\$25,000	\$25,000
01-422-5531	PUB WKS SUPPLIES-BEACH*	\$5,000	\$3,510	\$5,000	\$5,000	\$5,000
01-422-5532	PUB WKS SUPPLY-STRET MATRL	\$30,000	\$27,867	\$30,000	\$30,000	\$30,000
01-422-5533	PUB WKS SUPPLY-TOOLS	\$0	\$0	\$5,000		
01-422-5710	IN-STATE TRAVEL	\$200	\$0	\$200	\$200	\$200
01-422-5730	DUES & MEMBERSHIPS	\$250	\$0	\$250	\$250	\$250
01-422-5780	LICENSES & PERMITS	\$6,000	\$4,605	\$6,000	\$6,000	\$6,000
TOTAL EXPENSES		\$335,550	\$305,876	\$350,550	\$345,550	\$345,550
TOTAL DEPARTMENTAL EXPENSES		\$1,488,050	\$1,308,005	\$1,498,566	\$1,571,404	\$1,571,404

DPW - HIGHWAY DIVISION

SNOW & ICE

		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-423-5120	SALARY & WAGES-SNOW	\$180,000	\$93,852	\$180,000	\$180,000	\$180,000
01-423-5541	PUB WKS SUPPLY-SNOW & ICE	\$345,000 *	\$320,665	\$195,000	\$195,000	\$195,000
TOTAL DEPARTMENTAL EXPENSES		\$525,000	\$414,516	\$375,000	\$375,000	\$375,000

VEHICLE FUEL

		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-425-5481	VEHICLE SUPPLY-GASOLINE	\$160,000	\$79,219	\$160,000	\$160,000	\$160,000
01-425-5482	VEHICLE SUPPLY-DIESEL GAS	\$175,000	\$109,160	\$175,000	\$175,000	\$175,000
TOTAL EXPENSES		\$335,000	\$188,379	\$335,000	\$335,000	\$335,000

SOLID WASTE COLLECTION

		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-433-5292	OTR PRP SRV-RUBSH CNTRCT*	\$1,892,000	\$1,816,133	\$1,968,000	\$2,323,040	\$2,323,040
01-433-5379	OTR PRCH SER-CURB RECYCL*	\$960,000	\$955,115	\$998,500	\$1,203,267	\$1,203,267
01-433-5393	OTR PRCH SRV-SEMAS CNTRT*	\$1,011,000 *	\$918,898	\$875,000	\$1,060,625	\$1,060,625
TOTAL EXPENSES		\$3,863,000	\$3,690,146	\$3,841,500	\$4,586,932	\$4,586,932

BIKEWAYS

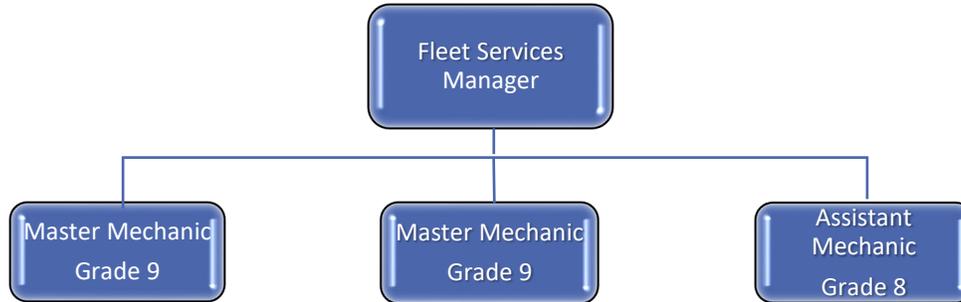
		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-633-5340	COMMUNICATION-PRINTING	\$2,000	\$163 *	\$2,000	\$2,000	\$2,000
TOTAL EXPENSES		\$2,000	\$163	\$2,000	\$2,000	\$2,000

DPW - HIGHWAY DIVISION

DPW - WASTE MANAGEMENT FACILITY						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-431-5110	SALARY & WAGES-PERMANENT	\$149,295	\$146,405	\$152,278	\$157,373	\$157,373
01-431-5130	ADDITIONAL GROSS-OVERTIME	\$8,000	\$5,738	\$8,000	\$8,000	\$8,000
01-431-5131	ADDITIONAL GROSS-REPLCMNT	\$1,000	\$1,155	\$1,000	\$1,000	\$1,000
01-431-5140	DIFFERENTIAL-HOLIDAY	\$4,300	\$3,086	\$4,300	\$4,300	\$4,300
TOTAL SALARIES		\$162,595	\$156,385	\$165,578	\$170,673	\$170,673
01-431-5212	ENERGY-ELECTRICITY	\$1,800	\$1,076	\$1,800	\$1,800	\$1,800
01-431-5213	ENERGY-NATURAL GAS	\$1,600	\$4,085	\$1,600	\$5,000	\$5,000
01-431-5243	REPR/MAINT-EQUIPMENT	\$5,500	\$2,766	\$5,500	\$5,500	\$5,500
01-431-5271	OTR PRCH SERV/CONST&DEMO	\$37,500	\$49,774	\$37,500	\$37,500	\$37,500
01-431-5294	OTR PROP SERV-RECYC SERV	\$77,500	\$35,290 *	\$77,500	\$55,100	\$55,100
01-431-5296	WASTE OIL-RECYCLING	\$1,000	\$4,435	\$1,000	\$5,000	\$5,000
01-431-5297	OTR PURCH SRV-BULB RECYC	\$1,000	\$1,629	\$1,000	\$1,000	\$1,000
01-431-5319	PRF/TECH WELL MONITORING	\$55,000	\$21,081	\$55,000	\$55,000	\$55,000
01-431-5330	OTR CONTR SERV/SCREEN-GRND	\$15,000	\$15,000	\$15,000	\$30,000	\$30,000
01-431-5340	COMMUNICATION-PRINTING	\$1,500	\$979	\$1,500	\$1,500	\$1,500
01-431-5341	COMMUNICATION-TELEPHONE	\$400	\$1,102	\$400	\$400	\$400
01-431-5530	PUBLIC WORKS SUPPLIES	\$500	\$508	\$500	\$500	\$500
TOTAL EXPENSES		\$198,300	\$137,725	\$198,300	\$198,300	\$198,300
TOTAL DEPARTMENTAL EXPENSES		\$360,895	\$294,109	\$363,878	\$368,973	\$368,973

DPW - WASTE MANAGEMENT FACILITY - 431											
FY23 SALARIES & WAGES											
	Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	26	7	4	REBELO CARLOS E	MEO II HWY	27.50	40	1,100.00	52.2	57,420	
2	26	7	2	REBELO JOSEPH	CREW LEADER HWY	25.42	40	1,016.80	52.2	53,077	
3	26	4	4	BALDIC WILLIAM J	LABORER	22.45	40	898.00	52.2	46,876	
						FTE	3				157,373

DPW - FLEET SERVICES DIVISION



DEPARTMENT MISSION

Fleet services is an organizational unit within the Department of Public Works that establishes fleet maintenance policies and procedures for all vehicles for the Town of Falmouth Public Works departments and Town Hall vehicles to ensure safe, reliable, and cost efficient use and dependability. It also is to provide safe and efficient, economically and environmentally sound transportation and related support services that are responsive to the needs of Public Works departments and to conserve vehicle value and equipment investment.

- Perform Preventive Maintenance, Service and Repairs.
- Responses to Emergency and other maintenance needs.
- To Control Costs and Reliability to Minimize Down Time.
- 24 HR. Fuel Service, Emergency Road Service.

DEPARTMENT STATEMENT:

The goal of Fleet Management is to support Public Works departments and agencies in the delivery of municipal services by ensuring that the town vehicles and all related equipment are available, dependable and safe to operate and to deliver quality service at a cost effective rate. Located on Gifford Street our central garage provides 24 Hr. fueling, repair, storage and support services for the Town Of Falmouth. Presently, we are researching new technologies that will allow the fleet to be powered by sustainably produced energy sources in an effort to take the fleet into the 21st century.

The current department staffing consists of the New Fleet Manager, 2 Grade 9 Master Mechanics and 1 Assistant Mechanic to service the town's fleet over 150 vehicles, equipment and ancillary equipment for Public Works, Town Hall, and other Town Departments.

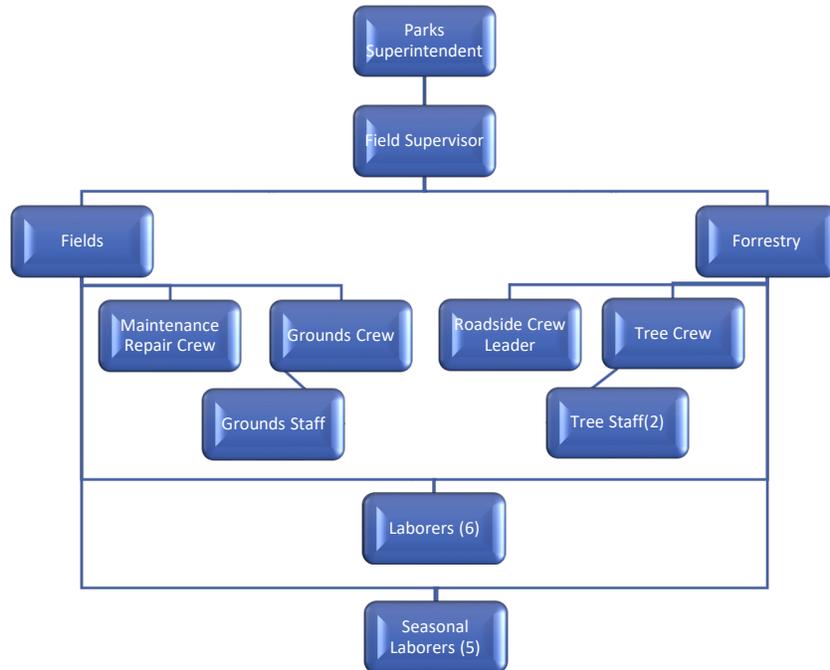
The Fleet services department is a newly formed standalone department that was previously part of the Public Works Highway Department. Fleet Services was created to keep up with the ever changing technology in the transportation industry that is common place in all energy efficient and computerized systems of new vehicles and equipment. The department is investing in new software diagnostics and equipment to help provided the most cost efficient and dependable service and support to maintain the investment the town makes to provide services to the tax payers of the Town of Falmouth.

DPW - FLEET SERVICES DIVISION

DPW - FLEET SERVICES DIVISION						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-426-5110	SALARY & WAGES-PERMANENT	\$247,261	\$238,605	\$255,028	\$265,155	\$265,155
01-426-5130	ADDITIONAL GROSS-OVERTIME	\$5,000	\$2,474	\$5,000	\$5,000	\$5,000
TOTAL SALARIES		\$252,261	\$241,079	\$260,028	\$270,155	\$270,155
01-426-5480	VEHICLE SUPPLIES-MAINT	\$180,000	\$179,787	\$180,000	\$190,000	\$190,000
01-426-5484	GREASE & LUBRICATION	\$17,000	\$17,007 *	\$17,000	\$18,000	\$18,000
01-426-5485	VEHICULAR SUPPLIES-TIRES	\$30,000	\$27,177	\$30,000	\$32,000	\$32,000
01-426-5533	PUB WKS SUPPLY-TOOLS	\$5,000	\$4,958	\$5,000	\$5,000	\$5,000
01-426-5783	FUEL DEPOT EXPENSES	\$10,000	\$3,684	\$10,000	\$10,000	\$10,000
TOTAL EXPENSES		\$242,000	\$232,612	\$242,000	\$255,000	\$255,000
TOTAL DEPARTMENTAL EXPENSES		\$494,261	\$473,691	\$502,028	\$525,155	\$525,155

FY23 SALARIES & WAGES											
DPW - FLEET SERVICES DIVISION - 426											
	Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	8	6	RIVERA EDWIN	FLEET SERVICES MANAGER	42.45	40	1,698.00	52.2	88,636	
2	26	9	4	COTTER TIMOTHY	MECHANIC/WELDER	31.48	40	1,259.20	52.2	65,730	
3	26	9	4	MCLEAN WILLIAM	MECHANIC/WELDER	31.48	40	1,259.20	52.2	65,730	
4	26	4	3	LEWIS JONATHAN	MEOIII/ASST MECHANIC	21.58	40	863.20	52.2	45,059	
							FTE	4			265,155

DPW-TREE & PARKS MAINTENANCE DIVISION



DEPARTMENT MISSION

To provide professional, responsive, maintenance services for the continued use of:

- **Town Athletic Fields**
- **Playgrounds**
- **Parks**
- **Cemeteries**
- **School Grounds**
- **Public Facilities**
- **Shining Sea Bike Path**

To provide public safety, and enhancements of all public park, school and street trees.

To provide professional public guidance regarding insect/pest control.

To provide proper grounds keeping on all of schools, recreational fields and infrastructures.

To provide more job specific training to improve productivity and work quality.

To forge alliances with citizen groups, local businesses, and committees and to accomplish beautification projects that exceed budget limitations that make Falmouth the Jewel of the Cape.

DEPARTMENT DESCRIPTION

The administration of the Division's program budget includes four categories: Town Trees, Grounds, and Maintenance, Special /Seasonal, and Administrative categories.

The Administrative category includes the personnel management of 16 full time employees and 4-6 long term seasonal employees. Administration of employees by the Park Superintendent and include payroll management, project management and quality control, licensure and training compliance with regard to pesticide application, certified arborist licensing, and operation of heavy equipment, and trucks. The Division administrators oversee the integration of volunteer

DPW-TREE & PARKS MAINTENANCE DIVISION

labor by groups such as AmeriCorps, the Professional Business Women Association of Cape Cod, the Falmouth Garden Club, County Sheriff's and Community Service programs, Babe Ruth, Little league,

Administration of maintenance operations includes the weekly grass mowing and related duties of 247 acres of turf, numerous landscapes ranging from formal to xeriscape, 6 historic cemeteries, 19 playgrounds, 6 outdoor basketball courts, 6 tennis court sites (with multiple courts each), Goodwill Park and Town Forest, 36 flagpoles, athletic field layout and line painting for all school sports schedules, Falmouth Recreation programs and irrigation system repair and maintenance at 8 facilities.

Operation of street trees and vegetation maintenance on 260 miles of Town and County roads (adhering to MGL compliance), 11 miles of bike path and an active American elm preservation program (compliance with MGL C 132) has gained "Tree City USA" status by the American Arbor Day Foundation. Storm planning and management, 24 hour emergency response with regard to street trees, daily public service requests, site visits, and execution of service requests are a large part of administrative duties. Street tree hazard assessment also make up daily duties of the Tree Warden. The appointment of Town Insect Pest Control Officer (MGL C 132 to the Tree Warden; creates a State liaison for the identification and potential management of control programs for such defoliators as the gypsy moth, and winter moth.)

Timely telephone and electronic mail response, VUE Works management, correspondence, sound project management, procurement of goods and services, safety training and compliance, technical guidance to Town Departments, committees and special interest groups, public presentations, and special events coordination and assistance, all make up percentages of administrative duties.

DPW-TREE & PARKS MAINTENANCE DIVISON

DPW - TREE & PARKS MAINTENANCE DIVISION						
		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-429-5110	SALARY & WAGES-PERMANENT	\$830,022	\$780,644	\$846,037	\$906,108	\$906,108
01-429-5120	SALARY & WAGES-TEMPORARY	\$90,000	\$34,950	\$90,000	\$90,000	\$90,000
01-429-5130	ADDITIONAL GROSS-OVERTIME	\$10,000	\$35,109	\$10,000	\$20,000	\$20,000
	TOTAL SALARIES	\$930,022	\$850,703	\$946,037	\$1,016,108	\$1,016,108
01-429-5212	ENERGY-ELECTRICITY	\$1,811	\$583	\$1,811	\$1,811	\$1,811
01-429-5243	REPR/MAINT-EQUIPMENT	\$10,000	\$9,709 *	\$10,000	\$10,000	\$10,000
01-429-5257	REPR/MAINT-FLAGS/POLES	\$2,500	\$2,173	\$2,500	\$2,500	\$2,500
01-429-5258	REPR/MAINT-PARKS	\$46,500	\$50,919	\$46,500	\$46,500	\$46,500
01-429-5259	REPR/MAINT-SCHL GROUNDS	\$45,000	\$24,116	\$45,000	\$45,000	\$45,000
01-429-5260	REPR/MAINT-ELM TREES	\$50,000	\$38,814	\$50,000	\$50,000	\$50,000
01-429-5261	REPR/MAINT-REC GROUNDS	\$35,000	\$22,517	\$35,000	\$35,000	\$35,000
01-429-5295	OTR PROP SERV-CEMTRY CARE	\$2,500	\$0	\$2,500	\$2,500	\$2,500
01-429-5296	OTR PROP SRV-XMAS DISPLAY	\$7,000	\$3,476	\$7,000	\$7,000	\$7,000
01-429-5319	PROF/TECH-CONTRACT SERV*	\$15,000	\$12,115	\$15,000	\$15,000	\$15,000
01-429-5340	COMMUNICATION-PRINTING	\$200	\$0	\$200	\$200	\$200
01-429-5341	COMMUNICATION-TELEPHONE	\$6,000	\$7,282	\$6,000	\$10,000	\$10,000
01-429-5343	COMMUNICATION-ADVERTISING	\$100	\$0	\$100	\$400	\$400
01-429-5397	OTR PRCH SRV-DVSVL CMTRY*	\$700	\$0	\$700	\$700	\$700
01-429-5398	OTR PRCH SRV-WDSHL CMTRY*	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
01-429-5466	GRNDS KPNG SUPPLIES	\$80,000	\$71,360	\$80,000	\$80,000	\$80,000
01-429-5530	PUBLIC WORKS SUPPLIES	\$13,000	\$11,549	\$13,000	\$13,000	\$13,000
01-429-5710	IN-STATE TRAVEL	\$400	\$0	\$400	\$400	\$400
01-429-5730	DUES & MEMBERSHIPS	\$4,000	\$1,798	\$4,000	\$4,000	\$4,000
01-429-5780	ADMINSTRATIVE EXPENSES	\$1,000	\$5,147	\$1,000	\$1,000	\$1,000
	TOTAL EXPENSES	\$321,911	\$262,757	\$321,911	\$326,211	\$326,211
	TOTAL DEPARTMENTAL EXPENSES	\$1,251,933	\$1,113,460	\$1,267,948	\$1,342,319	\$1,342,319

DPW-TREE & PARKS MAINTENANCE DIVISON

FY23 SALARIES & WAGES

DPW - TREE & PARKS MAINTENANCE DIVISON - 429

	Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	9	6	PEARSON JEREMIAH	SUP PRKS & FORS	46.71	40	1,868.40	52.2	97,530	
2	24	12	7	VACANT (UNFUNDED)	ASST SUPT PARKS	0.00	0	0.00	52.2	0	
3	26	10	4	PLESCIA RICHARD J	FIELD SUPERVISOR	33.69	40	1,347.60	52.2	70,345	
4	26	9	4	SPERONI SHAWN M	ASST FIELD SUPERVISOR	31.48	40	1,259.20	52.2	65,730	
5	26	9	3	POTTER MARTIN	CREW LEADER FOREST	30.27	40	1,210.80	52.2	63,204	
6	26	8	4	BARRETT MARK E	CREW LEADR TREE	29.42	40	1,176.80	52.2	61,429	
7	26	8	4	DUARTE MICHAEL	PARKS CREW LEADER	29.42	40	1,176.80	52.2	61,429	
8	26	8	3	TASSINARI MICHAEL	CREW LEADER	28.29	40	1,131.60	52.2	59,070	
9	26	6	4	REZENDES MICHAEL	TREE MAINT WKR	25.70	40	1,028.00	52.2	53,662	
10	26	6	4	GEGGATT GREGORY	TREE MAINT WKR	25.70	40	1,028.00	52.2	53,662	
11	26	6	1	PRESTON DANIEL	GROUNDSKEEPER/MAINT WKR	22.85	40	914.00	52.2	47,711	
12	26	4	2	VACANT	PARKS LABORER	20.75	40	830.00	52.2	43,326	
13	26	4	4	MEDEIROS JAMES M	PARKS LABORER	22.45	40	898.00	52.2	46,876	
14	26	4	4	MURCHISON LEON	PARKS LABORER	22.45	40	898.00	52.2	46,876	
15	26	4	4	KINSELLA KENNETH	P W LABORER	22.45	40	898.00	52.2	46,876	
16	26	4	3	TRAVERS JONATHAN	LABORER	21.58	40	863.20	52.2	45,059	
17	26	4	2	VACANT	PARKS LABORER	20.75	40	830.00	52.2	43,326	
						FTE	17				906,108

DPW - WASTEWATER DIVISION



DEPARTMENT MISSION

Protect, maintain and enhance the Town of Falmouth’s water quality, public health and economic vitality through effective environmental management of wastewater facilities.

DEPARTMENT DESCRIPTION

The Wastewater Division operates and maintains the Town’s Main Wastewater Treatment Facility (WWTF) and the smaller New Silver Beach WWTF and their respective wastewater collection and transmission systems, including 11 lift stations and approximately 37 miles of sewer main. The Wastewater Division has a total of approximately 2328 sewer customers. The Wastewater Division serves the remainder of properties in Town by accepting and processing septage from their septic systems and cesspools. The Wastewater Division is responsible for compliance with groundwater discharge permits for each of the Town’s two WWTFs.

DEPARTMENT GOALS FOR FY 23

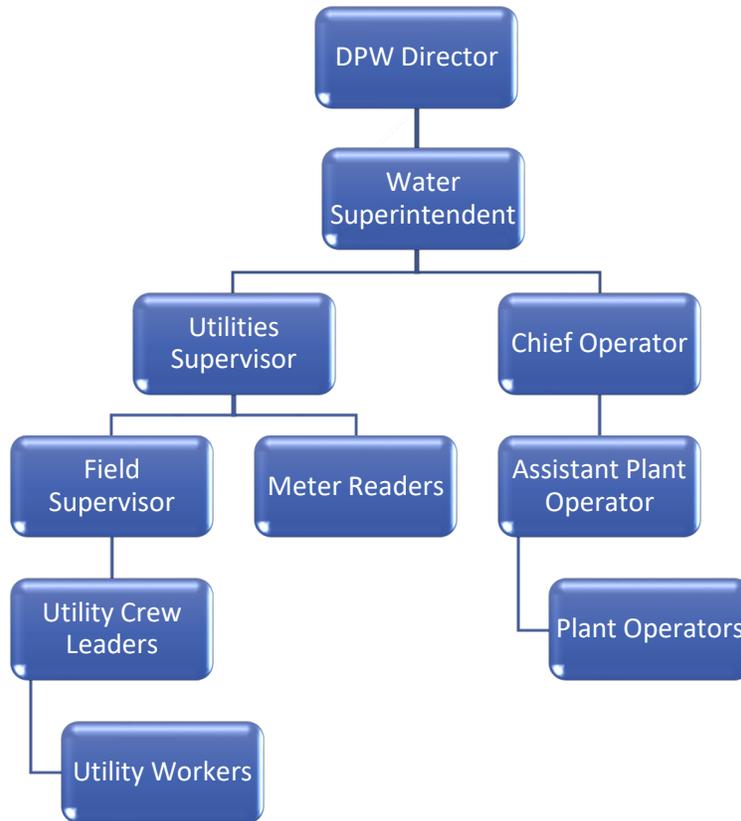
1. Manage the Town’s wastewater facilities in such a way as to meet regulatory requirements and emergency preparedness in a manner acceptable to the public. Complete and submit monthly, quarterly and semiannual reports with required WWTF and monitoring well data, demonstrating compliance.
2. Oversee the Owner’s Project Manager and Engineer in the design of improvements to the Town’s Wastewater Treatment Facility, in order to accommodate additional wastewater flow and continue to meet permit requirements. Apply for a State Revolving Fund loan for the project and bid the project.
3. Continue to work with the Department of Public Works Director, the Water Quality Management Committee and the Town’s Engineering Consultant to make progress in the Town’s Comprehensive Wastewater Management Planning (CWMP) Process. Specifically, plan for additional treated water recharge capacity and refine the collection and transmission system requirements for the next phases of sewerage. The Town submitted a CWMP/Notice of Project Change Update to the Department of Environmental Protection in FY 20; in FY 23, the Wastewater Division will work with the others listed above to submit a Targeted Watershed Management Plan to the state for the Great Pond watershed.

DPW - WASTEWATER DIVISION

DPW - WASTEWATER DIVISION						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-440-5110	SALARY & WAGES-PERMANENT	\$600,342	\$527,449	\$611,763	\$658,889	\$658,889
01-440-5130	ADDITIONAL GROSS-OVERTIME	\$49,562	\$48,902	\$45,000	\$50,108	\$45,000
TOTAL SALARIES		\$649,903	\$576,351	\$656,763	\$708,997	\$703,889
01-440-5211	ENERGY-FUEL OIL	\$10,640	\$7,599	\$10,640	\$10,640	\$10,640
01-440-5212	ENERGY-ELECTRICITY	\$315,000	\$260,515	\$315,000	\$315,000	\$315,000
01-440-5240	REPR/MAINT-OFFICE EQUIP	\$3,350	\$448	\$3,350	\$3,350	\$3,350
01-440-5243	REPR/MAINT-EQUIPMENT	\$120,000	\$209,737 *	\$120,000	\$140,000	\$140,000
01-440-5291	OTR PROP SRV-WELL MONITOR	\$20,000	\$12,610	\$20,000	\$20,000	\$20,000
01-440-5310	OTR PRCH SVC-SLUDG HAUL	\$210,000	\$204,214 *	\$210,000	\$210,000	\$210,000
01-440-5311	OTR PRCH SVC-LAB ANALYSIS	\$65,000	\$71,686	\$65,000	\$65,000	\$65,000
01-440-5318	PROF/TECH-CONT SERV	\$0	\$1,674	\$0	\$0	\$0
01-440-5319	GRINDER PUMP GENERATOR SVC	\$67,000	\$7,297	\$67,000	\$67,000	\$67,000
01-440-5340	COMMUNICATION-PRINTING	\$1,000	\$0	\$1,000	\$1,000	\$1,000
01-440-5341	COMMUNICATION-TELEPHONE	\$11,132	\$10,880 *	\$11,132	\$11,132	\$11,132
01-440-5342	COMMUNICATION-POSTAGE	\$500	\$652	\$500	\$500	\$500
01-440-5484	VHCLR SUPPLY-GRSE & LBRCT	\$500	\$0	\$500	\$500	\$500
01-440-5530	PUBLIC WORKS SUPPLIES	\$6,300	\$14,268	\$6,300	\$10,000	\$10,000
01-440-5533	PUB WKS SUPPLY-TOOLS	\$500	\$239	\$500	\$500	\$500
01-440-5535	PUB WKS SUPPLY-CHEMICALS	\$155,000	\$153,047	\$155,000	\$155,000	\$155,000
01-440-5536	PUB WKS SUPPLY-METRS/FTNGS	\$2,000	\$2,962	\$2,000	\$2,000	\$2,000
01-440-5710	IN-STATE TRAVEL	\$200	\$0	\$200	\$200	\$200
01-440-5730	DUES & MEMBERSHIPS	\$420	\$50	\$420	\$420	\$420
01-440-5781	STAFF DEVELOPMENT-LICENSE	\$8,000	\$1,430	\$8,000	\$8,000	\$8,000
*01-440-5243/5310/5341 - FY21 EXPENDITURES INCLUDE FY20 ENCUMBRANCES						
*01-440-5318 - LINE ADDED FOR FY23 FUNDING						
TOTAL EXPENSES		\$996,542	\$959,309	\$996,542	\$1,020,242	\$1,020,242
TOTAL DEPARTMENTAL EXPENSES		\$1,646,445	\$1,535,660	\$1,653,305	\$1,729,239	\$1,724,131

DPW WASTEWATER DIVISION - 440											
FY23 SALARIES & WAGES											
	Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Annual	
1	24	10	10	LOWELL AMY A	WW SUPERINTENDENT	56.49	40	2,259.60	52.2	117,951	
2	26	15	4	PIRES CHARLES R JR	CHIEF WWTP OPERATOR	47.25	40	1,890.00	52.2	98,658	
3	26	13	3	KELLER KRUSER	ASST CHF WWTP OPERATOR	39.68	40	1,587.20	52.2	82,852	
4	26	10	4	DEVONIS STEVEN M	WWTP OPERATOR	33.69	40	1,347.60	52.2	70,345	
5	26	10	1	MELEMED CORY	WWTP OPERATOR	29.95	40	1,198.00	52.2	62,536	
6	26	10	2	VACANT	WWTP OPERATOR	31.15	40	1,246.00	52.2	65,041	
7	26	8	2	VACANT	WWTP OPERATOR 1	27.20	40	1,088.00	52.2	56,794	
8	26	7	1	HOLBROOK MAXWELL	WWTP OPERATOR 2	24.45	40	978.00	52.2	51,052	
9	26	6	4	RON MACLAUGHLIN	WW MAINT WORKER	25.70	40	1,028.00	52.2	53,662	
							FTE	9			658,889

DPW - WATER DIVISION



DEPARTMENT MISSION

To provide the Town with safe, potable drinking water through careful management and operation of the existing sources of water, and through ongoing maintenance and operation of the distribution system.

DEPARTMENT DESCRIPTION

The water department is responsible for operation of the distribution system and for operating the wells and water treatment plants. There is a distribution supervisor and a chief operator.

The Distribution supervisor, the backhoe operators, the utility workers and the meter readers are responsible for the 387 miles of water main, the 21,458 service connections, and the 2987 hydrants. Staff are responsible for repairing any leaks that occur. The distribution includes four water storage tanks.

The chief operator oversees the operation and maintenance of the two treatment plants – Long Pond Water Treatment Plant and the Crooked Pond Water Treatment Plant. The chief operator and operations staff is also responsible for the operation of the town's four wells and the interconnection to the upper cape regional water system. Operators are responsible for regulatory compliance testing with a program of daily, weekly and monthly sampling of the treatment process and water within the distribution system and for compiling and reporting to the DEP and DEM operational parameters and lab results.

DEPARTMENT GOALS

Prepare and issue water bills bi-annually, set rates to cover the cost of all operating expenses as well as capital items, replace/renew greater than 6% of all meters each year (15 year functional cycle), flush 20% of the distribution system annually, paint 20% of the hydrants annually, replace 1% of pipe annually, comply with regulatory reporting requirements, prepare and make public presentations to increase awareness and understanding of the water department's responsibilities.

DPW - WATER DIVISION

DPW - WATER DIVISION						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-450-5110	SALARY & WAGES-PERMANENT	\$1,235,652	\$1,084,190	\$1,270,552	\$1,370,715	\$1,370,715
01-450-5130	ADDITIONAL GROSS-OVERTIME	\$68,000	\$107,264	\$68,000	\$88,000	\$88,000
01-450-5133	ADDITIONAL GROSS-STANDBY	\$17,000	\$25,894	\$17,000	\$17,000	\$17,000
01-450-5134	ADD'L GROSS STANDBY-PLANT	\$36,800	\$34,689	\$36,800	\$36,800	\$36,800
TOTAL SALARIES		\$1,357,452	\$1,252,037	\$1,392,352	\$1,512,515	\$1,512,515
01-450-5212	ENERGY-ELECTRICITY	\$580,000	\$496,417	\$580,000	\$580,000	\$580,000
01-450-5213	ENERGY-NATURAL GAS	\$60,000	\$34,539 *	\$60,000	\$60,000	\$60,000
01-450-5240	REPR/MAINT-OFFICE EQUIP	\$3,500	\$4,271	\$3,500	\$4,000	\$4,000
01-450-5243	RPR/MAINTENANCE, EQUIPMEN	\$220,000	\$237,471 *	\$220,000	\$260,000	\$260,000
01-450-5244	REPR MAINT-WATER TANK	\$10,000	\$5,165	\$10,000	\$10,000	\$10,000
01-450-5245	REPR/MAINT WATER LINES	\$45,000	\$27,030 *	\$45,000	\$45,000	\$45,000
01-450-5255	REPR/MAINT-SERVICE CNCTNS	\$45,000	\$44,609	\$45,000	\$45,000	\$45,000
01-450-5256	REPR/MAINT-HYDRANTS	\$25,000	\$32,113	\$25,000	\$25,000	\$25,000
01-450-5263	REPR/MAINT-STREETS/ROADS	\$55,000	\$79,318	\$55,000	\$55,000	\$55,000
01-450-5309	PROF/TECH-ENGINEERS	\$10,000	\$47,911	\$10,000	\$10,000	\$10,000
01-450-5310	PROF/TECH LAB TESTING	\$74,000	\$73,219	\$74,000	\$75,000	\$75,000
01-450-5319	PROF/TECH-CONTRACT SERVICE	\$60,000	\$79,722	\$60,000	\$60,000	\$60,000
01-450-5340	COMMUNICATION-PRINTING	\$10,000	\$19,824	\$10,000	\$10,000	\$10,000
01-450-5341	COMMUNICATION-TELEPHONE	\$14,500	\$14,796	\$14,500	\$15,000	\$15,000
01-450-5342	COMMUNICATION-POSTAGE	\$23,000	\$22,253	\$23,000	\$23,000	\$23,000
01-450-5530	PUBLIC WORKS SUPPLIES	\$8,000	\$10,907	\$8,000	\$8,000	\$8,000
01-450-5533	PUB WKS SUPPLY-TOOLS	\$10,000	\$14,428	\$10,000	\$10,000	\$10,000
01-450-5535	PUB WKS SUPPLY-CHEMICALS	\$120,000	\$120,767 *	\$120,000	\$120,000	\$120,000
01-450-5536	PUB WKS SUPPLY-METRS/FTNGS	\$45,000	\$44,111	\$45,000	\$45,000	\$45,000
01-450-5537	PUB WKS SUPPLY-PIPING	\$25,000	\$18,318	\$25,000	\$25,000	\$25,000
01-450-5710	IN-STATE TRAVEL	\$300	\$0	\$300	\$300	\$300
01-450-5730	DUES & MEMBERSHIPS	\$4,000	\$2,410	\$4,000	\$4,000	\$4,000
01-450-5735	PERMITS/REGISTRATIONS	\$38,000	\$17,731	\$38,000	\$38,000	\$38,000
01-450-5781	STAFF DEVELOPMENT	\$10,000	\$11,115	\$10,000	\$10,000	\$10,000
01-450-5788	REGIONAL WTR COOPERATIVE*	\$245,000 *	\$227,309 *	\$225,000	\$225,000	\$225,000
01-450-5865	WATER METER REPLACEMENT*	\$175,000	\$172,604	\$175,000	\$175,000	\$175,000
TOTAL EXPENSES		\$1,915,300	\$1,858,359	\$1,895,300	\$1,937,300	\$1,937,300
TOTAL DEPARTMENTAL EXPENSES		\$3,272,752	\$3,110,396	\$3,287,652	\$3,449,815	\$3,449,815

DPW - WATER DIVISION

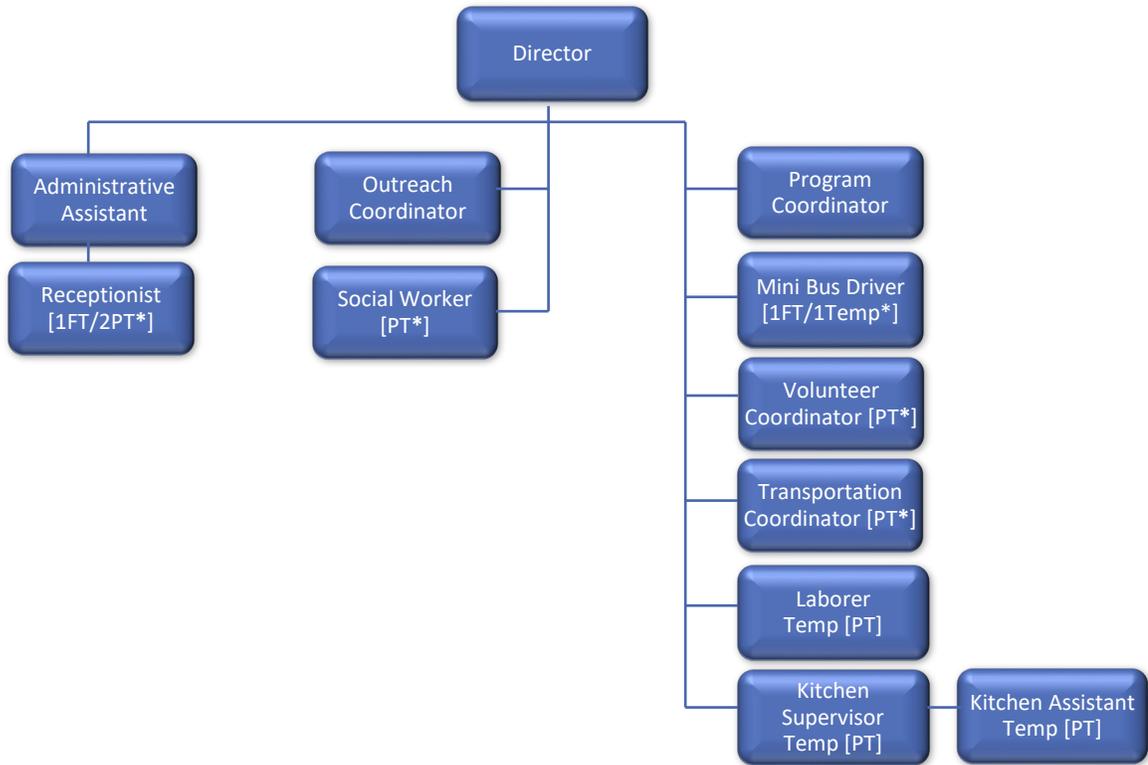
FY23 SALARIES & WAGES

DPW WATER DIVISION - 450											
	Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	10	10	O'BRIEN CATHAL	WATER SUPERINTENDENT	56.49	40	2,259.60	52.2	117,951	
2	26	15	1	FITZGERALD BRETT	WTR UTIL SUPERVISOR	42.00	40	1,680.00	52.2	87,696	
3	26	15	1	REGHITTO MICHAEL	CHIEF WTP OPERATOR	42.00	40	1,680.00	52.2	87,696	
4	26	13	4	MOITZA MARK R	ASST CHIEF WTP OPERATOR	41.27	40	1,650.80	52.2	86,172	
5	26	12	4	POWERS GREGORY	ASST WTR UTIL SUPERVISOR	38.57	40	1,542.80	52.2	80,534	
6	26	10	4	GERVASI MICHAEL J	WATER PLANT OPER.	33.69	40	1,347.60	52.2	70,345	
7	26	10	2	BERGMAN SEAN J	WATER PLANT OPR	31.15	40	1,246.00	52.2	65,041	
8	26	10	2	VACANT	WATER PLANT OPR	31.15	40	1,246.00	52.2	65,041	
9	26	8	4	BUCKLEY SEAN B	CREW LEADER	29.42	40	1,176.80	52.2	61,429	
10	26	8	4	DUGGAN CHRISTOPHER	UTIL CREW LEADR	29.42	40	1,176.80	52.2	61,429	
11	26	8	2	GARDINER BRIAN	WATER PLANT OPR	27.20	40	1,088.00	52.2	56,794	
12	26	8	1	JENSEN JOHN	UTIL CREW LEADR	26.16	40	1,046.40	52.2	54,622	
13	26	6	1	CORNIFFE ORAINEY	UTIL MAINT WKR	22.85	40	914.00	52.2	47,711	
14	26	6	1	VACANT	UTIL MAINT WKR	22.85	40	914.00	52.2	47,711	
15	26	6	1	VACANT	UTIL MAINT WKR	22.85	40	914.00	52.2	47,711	
16	26	6	1	MARQUES TAYLOR	UTILITIES MAINT	22.85	40	914.00	52.2	47,711	
17	26	5	4	DIMONDA GREGORY	UTIL METR READR	24.02	40	960.80	52.2	50,154	
18	26	5	4	REED CHRISTOPHER	UTIL METR READR	24.02	40	960.80	52.2	50,154	
19	11	9	7	SIMMONS CHRISTINE	ADMIN ASSIST.	33.97	37.5	1,273.88	52.2	66,496	
21	11	9	4	SWANSTROM KYLE	ENGINEERING TECH	30.20	40	1,208.00	52.2	63,058	
22	11	8	4	TROPEANO DAYLENE	POA/BILLING COOR.	28.23	37.5	1,058.63	52.2	55,260	
						FTE	22				1,370,715

RENEWABLE ENERGY

<i>RENEWABLE ENERGY</i>						
		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-460-5243	REPR/MAINT-EQUIPMENT	\$5,000	\$19,031	\$5,000	\$5,000	\$5,000
01-460-5319	PROF/TECH-CONTRACTUAL	\$28,658	\$5,529 *	\$28,658	\$10,000	\$10,000
01-460-5341	COMMUNICATION-TELEPHONE	\$1,824	\$1,192	\$1,824	\$0	\$0
TOTAL EXPENSES		\$35,482	\$25,752	\$35,482	\$15,000	\$15,000

SENIOR SERVICES



*Indicates State Formula Grant funded.

DEPARTMENT MISSION

The Falmouth Senior Services Department manages the Senior Center with a mission to serve all residents over the age of 60 by addressing their needs, identifying and developing resources of assistance, providing information and referrals to other community agencies, and offering programs and services that promote healthy aging and enhance quality of life.

DEPARTMENT DESCRIPTION

The Senior Center functions as a prominent resource hub and focal point for social and support services serving as a gateway to connecting older adults, families and caregivers to vital community services.

Senior Center Core Programs:

- Outreach & Advocacy
- Support & Professional Services
- Health & Wellness
- Social & Recreational

DEPARTMENT GOALS

1. Operations: Expand hours of operation to offer evening hours.
2. Outreach: Enhance outreach services to Falmouth's senior residents and establish a Senior Community Support Team.
3. Community Relations: Improve communications, public relations, networking, and education to connect older adults, their families and caregivers to the programs, resources, and services available that specifically support senior needs.
4. Programming:
 - a. Streamline online program registration process.
 - b. Evaluate program offerings and expand program of services options.
 - c. Restructure Transportation Program to address unmet needs.
 - d. Recruit Volunteers to support the expanding program of services.

SENIOR SERVICES

SENIOR SERVICES						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-541-5110	SALARY & WAGES-PERMANENT	\$358,177	\$269,396	\$367,210	\$380,794	\$380,794
01-541-5120	SALARY & WAGES-TEMP/VAC	\$51,000	\$12,067	\$51,000	\$65,000	\$65,000
TOTAL SALARIES		\$409,177	\$281,463	\$418,210	\$445,794	\$445,794
01-541-5212	ENERGY-ELECTRICITY	\$26,000	\$26,961	\$42,000	\$42,000	\$42,000
01-541-5213	ENERGY-NATURAL GAS	\$30,000	\$2,435	\$5,000	\$5,000	\$5,000
01-541-5243	REPR/MAINT-EQUIPMENT	\$2,750	\$452	\$2,750	\$2,750	\$2,750
01-541-5319	PROF/TECH-CONT SERV	\$60,000	\$15,026	\$60,000	\$60,000	\$60,000
01-541-5340	COMMUNICATION-PRINTING	\$425	\$248	\$425	\$425	\$425
01-541-5341	COMMUNICATION-TELEPHONE	\$4,700	\$3,816	\$4,700	\$4,700	\$4,700
01-541-5342	COMMUNICATION-POSTAGE	\$4,500	\$2,240	\$4,500	\$4,500	\$4,500
01-541-5420	OFFICE SUPPLIES	\$3,000	\$883 *	\$3,000	\$3,000	\$3,000
01-541-5584	OTHER SUPPLIES-DEPARTMENT	\$3,000	\$2,204 *	\$3,000	\$3,000	\$3,000
01-541-5710	IN-STATE TRAVEL	\$1,200	\$106	\$1,200	\$1,200	\$1,200
01-541-5730	DUES & MEMBERSHIPS	\$3,500	\$649	\$3,500	\$3,500	\$3,500
TOTAL EXPENSES		\$139,075	\$55,021	\$130,075	\$130,075	\$130,075
TOTAL DEPARTMENTAL EXPENSES		\$548,252	\$336,483	\$548,285	\$575,869	\$575,869

SENIOR SERVICES - 541										
FY23 SALARIES & WAGES										
Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1 24	8	10	BISHOP JILL D	SENIOR SERVICES DIRECTOR	47.77	40	1,910.80	52.2	99,744	
2 24	4	4	HADDAD LAUREN E	OUTREACH COORD	30.05	40	1,202.00	52.2	62,744	
3 11	9	7	COYNE KATHLEEN A	ADMIN ASST	33.97	37.5	1,273.88	52.2	66,496	
5 11	8	4	PALMER MARIE	PROGRAM COORDINATOR	28.23	40	1,129.20	52.2	58,944	
6 11	6	3	VACANT	VAN DRIVER	23.71	40	948.40	52.2	49,506	
7 11	5	3	VACANT	RECEPTIONIST	22.15	37.5	830.63	52.2	43,359	
						FTE	6			380,794

VETERANS' SERVICES



DEPARTMENT MISSION

To carry out the policies and duties of the veterans' services department, providing complete and thorough federal, state, and local benefits to all of Falmouth's eligible veterans and their families to include:

- Compile and forward all available federal benefit claims for processing
- Establish positive communications and cooperation between all community organizations and Town departments
- Provide guidance, sympathy and support to families as graves officer and ensure/oversee respect for all grave sites in all Town cemeteries
- Provide ceremonies to honor and commemorate veterans
- Submit accurate, detailed documents and reports for state reimbursements
-

DEPARTMENT DESCRIPTION

The primary mission and responsibility of the local veterans' agent is to advise and assist resident veterans and their dependents in availing themselves of Federal and/or State benefits for which they may be eligible; also, to perform varied duties in disbursing and administering the State veterans' services program of financial and/or medical benefits as referred to below.

There are two sources of benefits and services available to eligible veterans in Massachusetts. The first, which is familiar to all veterans, is the Federal Program commonly known as VA benefits. The second source is a state sponsored program which provides needy, eligible veterans and their dependents with financial and/or medical assistance. Massachusetts is the only State in the USA to dedicate a program of services to its' resident, eligible, veteran population. In accordance with Massachusetts General Law, MGL Chapter 115.

The eligibility criteria for State and Federal benefits vary according to source and type of benefit. Inquiries pertaining to eligibility should first be directed to the Veterans' Services Office so we can provide particulars or refer the matter to a more knowledgeable source. Inquiries are recommended and encouraged either by telephone or E-mail as noted on the Town's website. Personal appointments are also available, preferably, on a call-first basis. All personal data is considered highly confidential.

DEPARTMENT GOALS

Honoring Those Who Served U.S.

1. **Integrity:** Act with high moral principle. Adhere to the highest professional standards. Maintain the trust and confidence of all with whom I engage.
2. **Commitment:** Work diligently to serve Veterans and other beneficiaries. Be driven by an earnest belief in VA's mission. Fulfill my individual responsibilities and organizational responsibilities.
3. **Advocacy:** Be truly Veteran-centric by identifying, fully considering, and appropriately advancing the interests of Veterans and other beneficiaries.
4. **Respect:** Treat all those I serve and with whom I work with dignity and respect. Show respect to earn it.
5. **Excellence:** Strive for the highest quality and continuous improvement. Be thoughtful and decisive in leadership, accountable for my actions, willing to admit mistakes, and rigorous in correcting them.

VETERANS' SERVICES

VETERANS' SERVICES						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-543-5110	SALARY & WAGES-PERMANENT	\$138,018 *	\$139,091	\$142,573	\$153,548	\$153,548
01-543-5130	ADDITIONAL GROSS-OVERTIME	\$1,500	\$173	\$1,500	\$1,500	\$1,500
TOTAL SALARIES		\$139,518	\$139,264	\$144,073	\$155,048	\$155,048
01-543-5261	REPR/MAINT-MONUMENTS	\$2,000	\$2,202	\$2,000	\$2,000	\$2,000
01-543-5295	OTR PROP SRV-GRAVE MAINT*	\$1,200	\$1,200	\$1,200	\$3,200	\$3,200
01-543-5340	COMMUNICATION-PRINTING	\$350	\$60	\$350	\$350	\$350
01-543-5341	COMMUNICATION-TELEPHONE	\$700	\$618	\$700	\$700	\$700
01-543-5342	COMMUNICATION-POSTAGE	\$700	\$700	\$700	\$700	\$700
01-543-5420	OFFICE SUPPLIES	\$1,000	\$801	\$1,000	\$1,000	\$1,000
01-543-5584	OTR SUPPLY-VETS COUNCIL*	\$3,000	\$2,459	\$3,000	\$3,000	\$3,000
01-543-5710	IN-STATE TRAVEL	\$500	\$0	\$500	\$500	\$500
01-543-5770	VETS ORDINARY BENEFITS*	\$450,000	\$399,852	\$450,000	\$450,000	\$450,000
01-543-5781	STF DVLPMENT-MA VETS CNFR	\$500	\$70	\$500	\$500	\$500
TOTAL EXPENSES		\$459,950	\$407,962	\$459,950	\$461,950	\$461,950
TOTAL DEPARTMENTAL EXPENSES		\$599,468	\$547,226	\$604,023	\$616,998	\$616,998

FY23 SALARIES & WAGES											
VETERANS' SERVICES - 543				Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	25	5	10	LINCOLN DORRANCE JR	DIRECTOR OF VET	42.91	40	1,716.40	52.2	89,596	
2	11	9	6	CADOGAN JULIE	ADMIN ASSIST	32.67	37.5	1,225.13	52.2	63,952	
							FTE	2			153,548

HUMAN SERVICES



DEPARTMENT MISSION

The mission of the Human Services Department is to support and empower Falmouth residents and strengthen the community as a whole through advocacy, broad community participation and by ensuring access to a comprehensive range of health and human services.

DEPARTMENT DESCRIPTION

The department is staffed with licensed, master's level social workers who provide a variety of professional services and activities that promote the health and well-being of residents and the community at large. Activities include:

- Initial needs assessment, mental health counseling, support groups, case management, and advocacy services to any resident or town employee who is unable to access mental health care in the private sector
- Clinical consultation and outreach services to town departments, schools, human service agencies, community organizations and residents
- Comprehensive assessment, triage, information and referral
- Broad participation in a variety of community projects to advance effectiveness of programs and services
- Conduct community human services related needs assessment and implement an annual, competitive *Request for Proposals* process to address those needs
- Liaison to the Falmouth Human Services Committee and the Falmouth Commission on Substance Use

DEPARTMENT GOALS & PERFORMANCE MEASURES

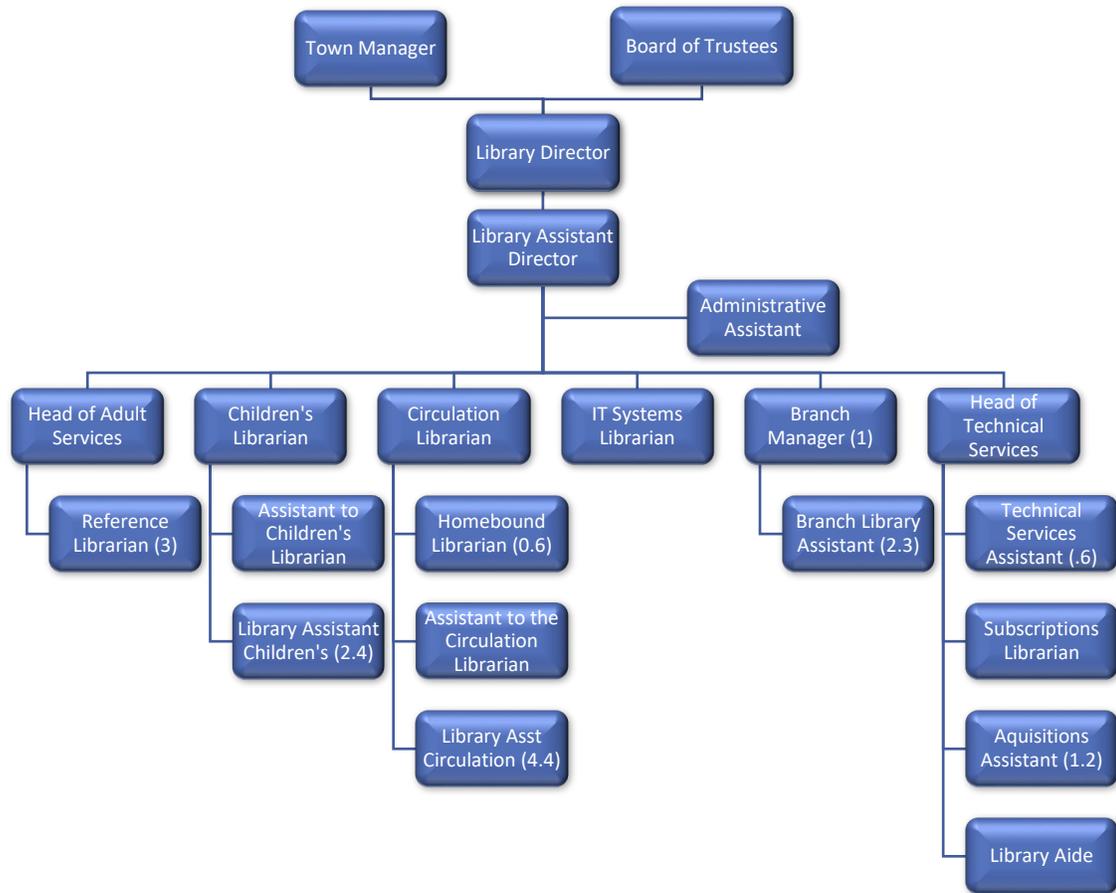
1. To ensure that all Falmouth residents and town employees have access to comprehensive assessment and therapeutic mental health and/or substance use services to enable optimal functioning in their daily lives.
2. To enhance communication and promote collaboration among town departments, schools, human service agencies, and community organizations to address resident needs
3. To identify changing and/or unmet human service related needs of residents and the community and promote the development of new initiatives, programs or services to address those needs
4. To ensure that all residents have access to community resource information, referral, and advocacy services to assist them in their daily lives.
5. To collaborate with and support the work of the Falmouth Human Services Committee and the Falmouth Commission on Substance Use.

HUMAN SERVICES

HUMAN SERVICES						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-599-5110	SALARY & WAGES-PERMANENT	\$379,790	\$379,602	\$394,593	\$406,869	\$405,480
TOTAL SALARIES		\$379,790	\$379,602	\$394,593	\$406,869	\$405,480
01-599-5240	REPR/MAINT-OFFICE EQUIP	\$2,500	\$1,355	\$7,075	\$7,213	\$7,213
01-599-5270	RENTL/LEASE-BUILDING	\$29,479	\$28,620	\$28,620	\$28,620	\$28,620
01-599-5319	PROF/TECH INTERPRETER	\$1,000	\$0	\$1,000	\$1,000	\$1,000
01-599-5340	COMMUNICATION-PRINTING	\$850	\$1,023	\$850	\$1,500	\$1,500
01-599-5341	COMMUNICATION-TELEPHONE	\$900	\$829	\$900	\$900	\$900
01-599-5342	COMMUNICATION-POSTAGE	\$300	\$0	\$300	\$300	\$300
01-599-5345	COMMUNICATION-ALARM	\$360	\$420	\$360	\$420	\$420
01-599-5384	OTR PRCH SRV-SUPPORT SVCS*	\$10,000	\$9,800	\$10,000	\$10,000	\$10,000
01-599-5386	OTR PRCH SERV-MENTAL HEALTH*	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
01-599-5387	OTR PRCH SERV-OUTMIGRATION PRVN*	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
01-599-5391	OTR PRCH SRV-SUB ABUSE COMM*	\$5,000	\$989	\$5,000	\$5,000	\$5,000
01-599-5392	OTR PRCH SRV-SUB ABUSE*	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
01-599-5399	OTR PRCH SRV-HOMLESSPREVN*	\$20,000	\$20,000	\$20,000	\$25,000	\$25,000
01-599-5420	OFFICE SUPPLIES	\$1,800	\$1,280	\$1,800	\$1,800	\$1,800
01-599-5711	AUTO ALLOWANCE	\$2,500	\$284	\$2,500	\$2,000	\$2,000
01-599-5730	DUES & MEMBERSHIPS	\$320	\$204	\$320	\$204	\$204
01-599-5781	STAFF DEVELOPMENT	\$2,000	\$1,134	\$2,000	\$2,000	\$2,000
TOTAL EXPENSES		\$137,009	\$125,938	\$140,725	\$145,957	\$145,957
TOTAL DEPARTMENTAL EXPENSES		\$516,799	\$505,539	\$535,318	\$552,826	\$551,437

FY23 SALARIES & WAGES										
HUMAN SERVICES - 599										
Group	Grade	FY23 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1 24	9	10	HAUPTMANN SUZANNE K	DIRECTOR HUMAN SERVICES	52.56	40	2,102.40	52.2	109,745	
2 24	6	10	ABBOTT MARK A *	CLINICAL SOCIAL WORKER	43.32	37.5	1,624.50	52.2	84,799	
3 24	6	10	RODGERS ELIZABETH	CLINICAL SOCIAL WORKER	43.32	37.5	1,624.50	52.2	84,799	
4 24	6	10	DELAUTER DIANE*	CLINICAL SOCIAL WORKER	43.32	27.5	1,191.30	52.2	62,186	
5 11	9	6	CLONDAS SUSAN J	ADMIN ASSIST	32.67	37.5	1,225.13	52.2	63,952	
						FTE	4.8			405,480

PUBLIC LIBRARY



DEPARTMENT MISSION

The Falmouth Public Library engages and empowers the community through its programs, services and its collections that inform, educate and entertain.

DEPARTMENT DESCRIPTION

The Library supports a population of 30,993 , which expands to well over 100,000 in the summer months. The Main Library, with branches located in North and East Falmouth, house the largest and most comprehensive collection of the Cape libraries. Governed by a seven-member elected Board of Trustees, the Library operates as a town department receiving its core funding through a town appropriation. The Board of Trustees, the Friends of the Falmouth Public Library and the Library Support Fund provide additional funding that is used to enhance library services with programs for the children, teens, and adults of the community. The Library supports the community with a collection of over 150,000 items not including the digital collections. The Falmouth Public Library is a highly valued community resource and is part of the Cape and Islands Library Network.

DEPARTMENT PRIORITIES AND GOALS

1. Sustain and Build Community Connections
2. Provide locations and opportunities for learning and personal growth as well as a robust offering of public programming.
3. Provide excellent quality service in comfortable and accessible facilities by well-trained staff.
4. Sustain and expand core Library services that are valued by and important to the community.

PUBLIC LIBRARY

PUBLIC LIBRARY						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-610-5110	SALARY & WAGES-PERMANENT	\$1,610,350	\$1,527,009	\$1,629,965	\$1,633,341	\$1,633,341
TOTAL SALARIES		\$1,610,350	\$1,527,009	\$1,629,965	\$1,633,341	\$1,633,341
01-610-5211	ENERGY-FUEL OIL	\$3,500	\$1,370	\$3,500	\$3,500	\$3,500
01-610-5212	ENERGY-ELECTRICITY	\$70,000	\$55,849	\$70,000	\$70,000	\$70,000
01-610-5213	ENERGY-NATURAL GAS	\$12,500	\$15,610	\$12,500	\$16,000	\$16,000
01-610-5243	REPR/MAINT-EQUIPMENT	\$3,000	\$417	\$3,000	\$2,500	\$2,500
01-610-5271	RENTL/LEASE-EQUIPMENT	\$200	\$0	\$200	\$200	\$200
01-610-5318	PROFSL/TECHNCL-LIBRARY-W FAL *	\$19,313	\$19,313	\$19,313	\$24,650	\$24,650
01-610-5319	PROFSL/TECHNCL-LIBRARY-WH*	\$19,313	\$19,313	\$19,313	\$24,650	\$24,650
01-610-5341	COMMUNICATION-TELEPHONE	\$3,100	\$3,090	\$3,100	\$3,100	\$3,100
01-610-5342	COMMUNICATION-POSTAGE	\$1,400	\$1,100	\$1,400	\$1,400	\$1,400
01-610-5346	COMMUNICATION-COMPTR LINE	\$1,800	\$1,907	\$1,800	\$4,800	\$4,800
01-610-5347	COMMUNICATION-COP RES SHR	\$60,042	\$54,383	\$60,042	\$62,335	\$62,335
01-610-5380	OTR PRCH SRV-CNTRCT SRVC	\$24,500	\$25,636	\$24,500	\$26,000	\$26,000
01-610-5510	EDUC SUPPLY-BOOKS *	\$267,616	\$267,616	\$267,616 *	\$278,748	\$278,748
01-610-5580	OTHER SUPPLIES-LIBRARY	\$17,000	\$13,258	\$17,000	\$17,000	\$17,000
01-610-5582	OTHER SUPPLIES-COMPUTER	\$11,000	\$8,998	\$11,000	\$11,000	\$11,000
01-610-5711	AUTO ALLOWANCE	\$2,000	\$1,054	\$2,000	\$2,000	\$2,000
01-610-5730	DUES & MEMBERSHIPS	\$300	\$223	\$300	\$300	\$300
01-610-5875	TECHNOLOGY	\$12,000	\$15,499	\$12,000	\$12,000	\$12,000
TOTAL EXPENSES		\$528,584	\$504,636	\$528,584	\$560,183	\$560,183
TOTAL DEPARTMENTAL EXPENSES		\$2,138,934	\$2,031,644	\$2,158,549	\$2,193,524	\$2,193,524

PUBLIC LIBRARY

FY23 SALARIES & WAGES

PUBLIC LIBRARY - 610										
Group	Grade	FY23 STEP	Name	Job Title	Rate	Hours	weekly	Wks	Total	
1	22	6	7	AIKEN CAROLINE M	LIBASST OVERDUE (CIRC)	24.26	37.5	909.75	52.2	47,489
2	22	10	7	AMON TAMMY	CIRC LIBRARIAN	31.80	37.5	1,192.50	52.2	62,249
3	22	10	7	BORDEN MARGARET L	BRANCH LIB EAST	31.80	33	1,049.40	52.2	54,779
4	22	7	7	CAREY RYAN MATTHEW	LIB ASST - EAST	25.95	32.5	843.38	52.2	44,024
5	24	10	10	COLLINS LINDA E	LIBRARY DIRECTOR	55.38	40	2,215.20	52.2	115,633
6	22	10	7	COOK PETER D	INFO SYSTEMS LI	31.80	37.5	1,192.50	52.2	62,249
7	22	6	7	COUCH CHRISTIE	TECH SERV ASST	24.26	20	485.20	52.2	25,327
8	22	11	7	DEWALL KIMBERY	TECH SERV LIBR	34.02	37.5	1,275.75	52.2	66,594
9	22	8	7	DURIVAGE DARRYL J.	TECH SERV ASSOC	27.77	24	666.48	52.2	34,790
10	22	11	7	ERICKSON JILL	ADLT SERV REF L	34.02	37.5	1,275.75	52.2	66,594
11	22	9	7	FARLAND ELIZABETH	ADMIN ASSISTANT	29.71	37.5	1,114.13	52.2	58,157
12	22	10	7	FORD LAURA E S	CHILDRENS LIBRY	31.80	37.5	1,192.50	52.2	62,249
13	22	6	7	GARDNER JANET	AQU ASST	24.26	23	557.98	52.2	29,127
14	23	3	4	HADDON SHELBY	LIB AIDE	17.60	10	176.00	52.2	9,187
15	23	6	4	HARPER JEANNE	LIB ASST	21.55	19.5	420.23	52.2	21,936
16	23	3	4	HARVEY MAURA	LIB AIDE	17.60	10	176.00	52.2	9,187
17	22	10	6	HENKEN SUSAN	REF LIBRARIAN	30.57	37.5	1,146.38	52.2	59,841
18	22	7	5	HOWLAND LISA	LIB ASST-CHILD	24.00	25	600.00	52.2	31,320
19	22	8	7	HUNT KIM	SUBS LIBRN	27.77	37.5	1,041.38	52.2	54,360
20	22	10	5	KROHN MEGEN	REF LIB	29.27	37.5	1,097.63	52.2	57,296
21	23	3	3	LERNER LANA	LIB AIDE	16.91	10	169.10	52.2	8,827
22	22	6	4	LIEBERMAN LORI	LIB ASST CHILD	21.56	29	625.24	52.2	32,638
23	23	3	7	LITTLE JOSIE	LIBRARY AID	19.78	10	197.80	52.2	10,325
24	22	7	7	MAURER JOSEPH	LIB ASST CIRC	25.95	37.5	973.13	52.2	50,797
25	22	6	7	MCCAVITT NICOLAS O	ACQUIS ASST-REC	24.26	20	485.20	52.2	25,327
26	22	7	7	MURPHY MARTHA	LIB ASST CHILD	25.95	22	570.90	52.2	29,801
27	22	10	3	OCONNOR JESSICA	REFERENCE LIBRN	27.18	37.5	1,019.25	52.2	53,205
28	22	7	7	ROSE GAIL	LIB ASST ILL	25.95	37.5	973.13	52.2	50,797
29	23	6	4	STERNER DENISE	LIB ASST CIRC	21.55	15.5	334.03	52.2	17,436
30	22	6	7	WALBERT REBEKAH	LIB ASST/ARAV	24.26	37.5	909.75	52.2	47,489
31	22	6	7	WALSH, STEPHEN	LIB ASST CIR	24.26	37.5	909.75	52.2	47,489
32	24	8	10	WOODWARD JENNIFER	ASST LIBRARY DIR	46.83	40	1,873.20	52.2	97,781
33	22	8	7	WOOL LAURA	LIB TO HMEBOUND	27.77	24	666.48	52.2	34,790
34	23	6	1	VACANT NON UNION	LIB ASST CIRC	19.16	10.5	201.18	52.2	10,502
35	23	6	1	VACANT NON UNION	LIB ASST CIRC	19.16	10.5	201.18	52.2	10,502
36	22	6	1	VACANT	TECH SERVICE	19.17	20	383.40	52.2	20,013
37	22	7	1	VACANT	LIB ASST CHILD	20.51	37.5	769.13	52.2	40,148
				SEASONAL/SUB HELP						8,833
				SHIFT DIFFERENTIAL	\$2.00/HR @ 56 HRS/WK				52.2	5,846
				SUNDAY HOURS						24,407
				MORNING HOURS						34,000
						FTE	27.8			1,633,341

RECREATION DEPARTMENT



DEPARTMENT MISSION

Mission and philosophy of the Recreation Department is for its programs to emphasize a safe and healthy environment that provides sportsmanship, respect, responsibility and team work while always increasing self-esteem. We feel that through this philosophy winning and losing will not be as important as learning and fun for all.

We do not stop playing because we are old, we grow old because we stop playing.
Play Hard is our department motto.

DEPARTMENT DESCRIPTION

The Falmouth Recreation Department is responsible for providing programs for the youth, mid-age, and senior populations of the Town of Falmouth. These programs include Summer Adventure Program and Teen Extreme program that include numerous field trips and activities. Youth Soccer, Basketball, and Baseball as well as providing classes like science and technology. Mother/Son and Father/Daughter dances. We have open Basketball and glass art classes and let the Falmouth Community School and Senior center use our available rooms for classes. The gymnasium has Adult Soccer, Volleyball, Basketball and Pickleball as well plus availability for youth activities.

DEPARTMENT GOALS

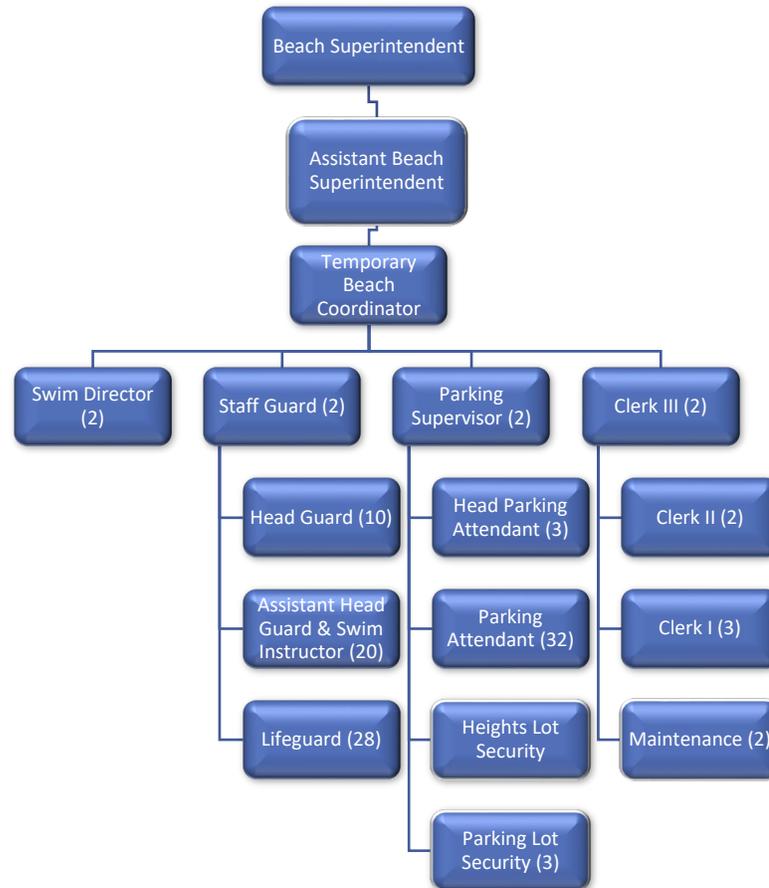
1. To improve the quality of life for our residents through recreational programs and special events.
2. To continue improving customer service.
3. To continue to look for and add new and diversified programs.
4. To work toward upgrading the Gus Cnty Community building (outside grounds, inside appearance) as well building needs, (tables, chairs, fixing leaking doors).
5. To develop a system that will help us count the number of building users by group and age.
6. Build a relationship with the Senior Center that benefits both Community and Town Departments.
7. To keep moving forward applying for CPC grants to rehabilitate the towns Tennis Courts and work with DPW to continue to improve the athletic fields and their maintenance.

RECREATION DEPARTMENT

RECREATION DEPARTMENT						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-630-5110	SALARY & WAGES-PERMANENT	\$300,534	\$288,492	\$326,154	\$336,337	\$336,337
01-630-5120	SALARY & WAGES-TEMPORARY	\$80,517	\$17,611	\$80,000	\$87,735	\$87,735
01-630-5130	ADDITIONAL GROSS-OVERTIME	\$3,500	\$1,276	\$3,500	\$3,500	\$3,500
TOTAL SALARIES		\$384,551	\$307,380	\$409,654	\$427,572	\$427,572
01-630-5212	ENERGY-ELECTRICITY	\$33,700	\$21,647	\$33,700	\$33,700	\$33,700
01-630-5213	ENERGY-NATURAL GAS	\$29,935	\$14,252	\$29,935	\$29,935	\$29,935
01-630-5243	REPR/MAINT-EQUIPMENT	\$10,000	\$3,759	\$10,000	\$10,000	\$10,000
01-630-5319	PROF/TECH-CONTRACT SERV*	\$30,000	\$29,671	\$30,000	\$30,000	\$30,000
01-630-5340	COMMUNICATION-PRINTING	\$4,500	\$0	\$4,500	\$4,500	\$4,500
01-630-5341	COMMUNICATION-TELEPHONE	\$2,250	\$1,700	\$2,250	\$2,250	\$2,250
01-630-5342	COMMUNICATION-POSTAGE	\$200	\$0	\$200	\$200	\$200
01-630-5354	RECREATIONL-YTH BSKTBALL*	\$7,950	\$0	\$7,950	\$7,950	\$7,950
01-630-5357	RECREATIONAL-YTH SOCCER*	\$12,500	\$8,951	\$12,500	\$12,500	\$12,500
01-630-5359	RECREATNL-SOFTBALL GIRLS*	\$1,000	\$0	\$1,000	\$1,000	\$1,000
01-630-5363	RECREATNL-YTH SUMMER CMP*	\$35,000	\$4,799	\$35,000	\$35,000	\$35,000
01-630-5364	RECREATNL-YOUTH SAILING*	\$1,500	\$937	\$1,500	\$1,500	\$1,500
01-630-5365	RECREATNL-YTH INDOOR SOC*	\$1,800	\$0	\$1,800	\$1,800	\$1,800
01-630-5366	RECREATNL-YOUTH BASEBALL*	\$5,600	\$175	\$5,600	\$5,600	\$5,600
01-630-5367	RECRTNL-ADULT MEN BSKTBL*	\$6,350	\$0	\$6,350	\$6,350	\$6,350
01-630-5372	RECREATIONAL-TOWN BAND*	\$2,391	\$2,391	\$2,391	\$2,391	\$2,391
01-630-5420	OFFICE SUPPLIES	\$1,500	\$420	\$1,500	\$1,500	\$1,500
01-630-5710	IN-STATE TRAVEL	\$250	\$0	\$250	\$250	\$250
01-630-5730	DUES & MEMBERSHIPS	\$750	\$325	\$750	\$750	\$750
TOTAL EXPENSES		\$187,176	\$89,026	\$187,176	\$187,176	\$187,176
TOTAL DEPARTMENTAL EXPENSES		\$571,727	\$396,406	\$596,830	\$614,748	\$614,748

RECREATION DEPARTMENT - 630											
FY23 SALARIES & WAGES											
Group	Grade	FY23 STEP	Name	Job Title	Rate	Hour	Weekly	Wks	Total		
1	24	8	8	OLENICK JOSEPH E	REC DIRECTOR	45.03	40	1,801.20	52.2	94,023	
2	11	8	4	ANTHONY BENNETT	PROGRAM DIRECTOR	28.23	40	1,129.20	52.2	58,944	
3	11	8	2	ADAM SOUWEINE	PROGRAM DIRECTOR	26.10	40	1,044.00	52.2	54,497	
4	11	8	4	KEANEY JACQUELINE M	PROGRAM DIRECTOR	28.23	40	1,129.20	52.2	58,944	
5	11	7	3	DEMERS LINDSEY	ADMIN CLERK-RECREATION	25.36	37.5	951.00	52.2	49,642	
6	23	6	1	VACANT	YEAR ROUND PART-TIME	19.93	19.5	388.64	52.2	20,287	
						FTE	5.5				336,337

BEACH DEPARTMENT



DEPARTMENT MISSION

The Town of Falmouth, its Beach Committee and the Beach Department staff are dedicated to assuring that a trip to Falmouth beaches is a pleasant, enjoyable and safe experience for the thousands of residents, guests and tourists who use our beaches each year. Staff members of the Falmouth beaches are professional, knowledgeable, courteous, friendly and informative. Each staff member is expected to embody this spirit throughout the season. We take pride in the natural beauty of the beaches and our performance will help to keep them safe, clean and enjoyable to all.

DEPARTMENT DESCRIPTION

The Beach Department is responsible for maintaining and staffing 10 beaches in Falmouth, as well as selling resident and non-resident beach parking permit stickers. It also provides swimming lessons for children 4 years old and up, and conducts a lifeguard training class for young adults 15 years and older. Beaches include Bristol Beach, Chapoquoit Beach, Falmouth Heights Beach, Grew's Pond, Megansett Beach, Menauhant Beach, Old Silver Beach, Stoney Beach, Surf Drive Beach, and Wood Neck Beach.

DEPARTMENT GOALS & PERFORMANCE MEASURES

1. Beach Restoration and Nourishment
2. Handicapped Accessibility
3. Staff Development/Safety
4. Beach Cleanliness and Sanitation
5. Restore Deteriorated Beach Gates, Stairs, Dune Walls and Fencing

BEACH DEPARTMENT

<i>BEACH DEPARTMENT</i>						
Account #	Account Description	FY 2021 Appropriated	FY 2021 Expended	FY 2022 Appropriated	FY 2023 Requested	FY 2023 Approved
01-632-5120	SALARY & WAGES-TEMPORARY	\$696,931	\$657,993	\$744,509	\$833,411	\$833,411
TOTAL SALARIES		\$696,931	\$657,993	\$744,509	\$833,411	\$833,411
01-632-5212	ENERGY-ELECTRICITY	\$1,800	\$2,616	\$1,800	\$2,250	\$2,250
01-632-5272	RENTL/LEASE-POOL	\$1,000	\$810	\$1,000	\$1,000	\$1,000
01-632-5340	COMMUNICATION-PRINTING	\$7,000	\$6,321	\$7,000	\$7,000	\$7,000
01-632-5341	COMMUNICATION-TELEPHONE	\$7,800	\$9,188	\$7,800	\$8,500	\$8,500
01-632-5343	COMMUNICATION-ADVERTISING	\$300	\$0	\$300	\$300	\$300
01-632-5345	COMMUNICATION-SECURTY SYS	\$900	\$910	\$900	\$900	\$900
01-632-5420	OFFICE SUPPLIES	\$500	\$543	\$500	\$500	\$500
01-632-5500	MEDICAL/SURGICAL SUPPLIES	\$2,500	\$2,533	\$2,500	\$2,500	\$2,500
01-632-5583	OTHER SUPLIES-UNFM/ACCSRS	\$9,000	\$8,169	\$9,000	\$9,000	\$9,000
01-632-5584	OTHER SUPLIES-SAFETY EQPT	\$3,500	\$1,287 *	\$3,500	\$3,500	\$3,500
01-632-5585	OTHER SUPPLIES-DEPT	\$7,900	\$5,106 *	\$7,900	\$7,900	\$7,900
01-632-5711	AUTO ALLOWANCE	\$5,875	\$4,239	\$5,875	\$5,875	\$5,875
01-632-5781	STAFF DEVELOPMENT	\$3,500	\$530	\$3,500	\$3,500	\$3,500
01-632-5800	BEACH NOURISHMENT*	\$25,000	\$7,530	\$25,000	\$25,000	\$25,000
TOTAL EXPENSES		\$76,575	\$49,780	\$76,575	\$77,725	\$77,725
TOTAL DEPARTMENTAL EXPENSES		\$773,506	\$707,773	\$821,084	\$911,136	\$911,136

BEACH DEPARTMENT

FY23 SALARIES & WAGES

BEACH DEPARTMENT - 632											
	Group	Grade	Step	#	Job Title	Rate	Hour	Weekly	Wks	Total	
1	29	11	4	1	SUPERINTENDENT	29.35	50	1,467.50	12	17,610	
2	29	11	4	1	SUPERINTENDENT PRE/POST	29.35	20	587.00	40	23,480	
3	29	9	5	1	ASST SUPERINTENDENT	27.03	50	1,351.50	12	16,218	
4	29	9	5	1	ASST SUPER PRE/POST	27.03	12	324.36	30	9,731	
5	29	8	5	2	SWIM PROGRAM DIR	25.27	40	1,010.80	9.5	19,205	
6	29	8	5	1	SWIM PROG DIR PRE/POST	25.27	40	1,010.80	1	1,011	
7	29	7	2	1	HEAD FISCAL CLERK	20.40	15	306.00	9.5	2,907	
8	29	7	2	1	HEAD FISCAL CLERK PRE/POST	20.40	25	510.00	6	3,060	
9	29	7	4	1	STAFF GUARD	22.49	50	1,124.50	9.5	10,683	
10	29	7	4	1	STAFF GUARD PRE/POST	22.49	25	562.25	6	3,374	
11	29	7	1	1	HEAD FISCAL CLERK	19.43	37.5	728.63	9.5	6,922	
12	29	7	2	1	STAFF GUARD	20.40	50	1,020.00	9.5	9,690	
13	29	7	3	2	P.A. SUPERVISOR	21.42	50	1,071.00	9.5	20,349	
14	29	7	3	1	P.A. SUPERVISOR PRE/POST	21.42	25	535.50	6	3,213	
15	29	6	3	1	HEAD GUARD	21.02	45	945.90	9.5	8,986	
16	29	6	2	1	HEAD GUARD	19.06	45	857.70	9.5	8,148	
17	29	6	1	8	HEAD GUARD	18.16	45	817.20	9.5	62,107	
18	29	5	1	10	WATRSAFETY/ASST HD GUARD	16.97	42.5	721.23	9.5	68,516	
19	29	5	2	7	WATRSAFETY/ASST HD GUARD	17.82	42.5	757.35	9.5	50,364	
20	29	5	3	1	WATRSAFETY/ASST HD GUARD	18.71	42.5	795.18	9.5	7,554	
21	29	5	5	2	WATRSAFETY/ASST HD GUARD	20.62	42.5	876.35	9.5	16,651	
22	29	4	1	20	LIFEGUARD	15.86	42.5	674.05	9.5	128,070	
23	29	4	2	8	LIFEGUARD	16.65	42.5	707.63	9.5	53,780	
24	29	3	3	1	CLERK II	16.34	30	490.20	9.5	4,657	
25	29	3	1	1	CLERK II	14.82	30	444.60	9.5	4,224	
26	29	3	3	1	CLERK II PRE/POST	16.34	30	490.20	5	2,451	
27	29	3	2	2	HEAD PARKING ATTENDANT	15.56	45	700.20	9.5	13,304	
28	29	3	5	1	HEAD PARKING ATTENDANT	18.01	45	810.45	9.5	7,699	
29	29	3	1	1	PARKING LOT SECURITY	14.82	28	414.96	9.5	3,942	
30	29	3	2	1	PARKING LOT SECURITY	15.56	28	435.68	9.5	4,139	
31	29	3	3	1	PARKING LOT SECURITY	16.34	28	457.52	9.5	4,346	
32	29	2	1	11	PARKING LOT ATTENDANT	14.25	42.5	605.63	9.5	63,288	
33	29	2	2	9	PARKING LOT ATTENDANT	14.96	42.5	635.80	9.5	54,361	
34	29	2	3	4	PARKING LOT ATTENDANT	15.71	42.5	667.68	9.5	25,372	
35	29	2	4	3	PARKING LOT ATTENDANT	16.50	42.5	701.25	9.5	19,986	
36	29	2	5	5	PARKING LOT ATTENDANT	17.32	42.5	736.10	9.5	34,965	
37	29	2	2	2	CLERK I	14.96	30	448.80	9.5	8,527	
38	29	2	3	1	CLERK I	15.71	30	471.30	9.5	4,477	
39	29	2	2	1	CLERK I PRE/POST	14.96	30	448.80	9.5	4,264	
40	29	2	3	1	CLERK I PRE/POST	15.71	30	471.30	5	2,357	
41	29	2	1	2	MAINTENANCE	17.32	15	259.80	9.5	4,936	
42	n/a	n/a	n/a	1	HEIGHTS LOT SECURITY	16.50	28	462.00	9.5	4,389	
43	n/a	n/a	n/a	1	TEMP BEACH COORDINATOR	24.05	40	962.00	9.5	9,139	
44	n/a	n/a	n/a	1	TEMP BEACH COORD PRE/POS	24.05	40	962.00	1	962	
TOTAL EMPLOYEES:				125		FTE	19.6				
											833,411

FALMOUTH SCHOOL DEPARTMENT

<i>FALMOUTH SCHOOL DEPARTMENT</i>						
		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
	SCHOOL DEPARTMENT	\$54,521,124	\$54,104,168 *	\$51,514,729	\$52,950,000	\$52,950,000
TOTAL EXPENSES		\$54,521,124	\$54,104,168	\$51,514,729	\$52,950,000	\$52,950,000

UPPER CAPE REGIONAL TECHNICAL SCHOOL

UPPER CAPE REGIONAL TECHNICAL SCHOOL						
		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-390-5320	UPPER CAPE REGIONAL VOCATIONAL	\$3,072,537	\$3,072,537	\$3,273,660	\$3,611,505	\$3,611,505
01-390-5500	CAPITAL	\$104,793	\$104,793	\$104,793	\$104,793	\$104,793
TOTAL EXPENSES		\$3,177,330	\$3,177,330	\$3,378,453	\$3,716,298	\$3,716,298

RETIREMENT BENEFITS

<i>RETIREMENT BENEFITS</i>						
		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-911-5171	FRINGE BEN-RETRMNT PYRL*	\$8,955,150	\$8,952,150	\$9,620,709	\$10,122,735	\$10,122,735
01-911-5182	FRINGE BEN-N/CNTRB PENSIN*	\$17,000 *	\$16,844	\$17,500	\$17,500	\$17,500
01-911-5184	FRINGE BEN-RET BRD OE	\$0	\$1,616	\$0	\$0	\$0
TOTAL EXPENSES		\$8,972,150	\$8,970,610	\$9,638,209	\$10,140,235	\$10,140,235

UNEMPLOYMENT

<i>UNEMPLOYMENT</i>						
		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-913-5174	FRINGE BEN-UNEMPLOYMENT*	\$305,000 *	\$319,408 *	\$145,000	\$145,000	\$145,000
TOTAL EXPENSES		\$305,000	\$319,408	\$145,000	\$145,000	\$145,000

HEALTH INSURANCE

<i>HEALTH INSURANCE BENEFITS</i>						
		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-914-5177	FRINGE BEN-HEALTH INS TWN	\$6,282,495	\$5,698,539	\$6,442,495	\$6,442,495	\$6,442,495
01-914-5178	FRINGE BEN-HEALTH INS SCH	\$6,955,712	\$6,731,351	\$6,955,712	\$6,955,712	\$6,955,712
01-914-5179	FRINGE BEN-HEALTH RETIRE	\$1,847,098	\$1,536,846	\$1,847,098	\$1,847,098	\$1,847,098
TOTAL EXPENSES		\$15,085,305	\$13,966,736	\$15,245,305	\$15,245,305	\$15,245,305

LIFE INSURANCE

<i>LIFE INSURANCE</i>						
		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-915-5175	FRINGE BEN-LIFE INS TWN	\$4,288	\$3,069	\$4,288	\$4,288	\$4,288
01-915-5176	FRINGE BEN-LIFE INS SCH	\$4,944	\$1,894	\$4,944	\$4,944	\$4,944
TOTAL EXPENSES		\$9,232	\$4,963	\$9,232	\$9,232	\$9,232

MEDICARE

<i>MEDICARE TAX</i>						
		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-916-5179	EMPLOYER CONTRIBUTION*	\$920,000	\$994,743	\$920,000	\$975,000	\$975,000
TOTAL EXPENSES		\$920,000	\$994,743	\$920,000	\$975,000	\$975,000

OTHER EMPLOYEE BENEFITS

OTHER EMPLOYEE BENEFITS						
		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-919-5142	FRINGE BEN-LONGEVITY*	\$112,000	\$93,421	\$112,000	\$112,000	\$112,000
01-919-5152	FRINGE BEN-SCK LV BYBACK*	\$24,500	\$19,919	\$24,500	\$24,500	\$24,500
01-919-5170	EMP ASSIS PROG TWN/SCHL*	\$16,700	\$15,729	\$16,700	\$16,700	\$16,700
01-919-5171	MGL CH41 MEDICAL EXP*	\$15,000	\$2,922 *	\$15,000	\$15,000	\$15,000
01-919-5172	FRINGE BENEFIT - OTHER*	\$13,000	\$10,905	\$13,000	\$13,000	\$13,000
01-919-5180	FRINGE BEN LTD SCH/TOWN*	\$37,000	\$27,498	\$37,000	\$37,000	\$37,000
TOTAL EXPENSES		\$218,200	\$170,393	\$218,200	\$218,200	\$218,200

COURT JUDGMENTS

<i>COURT JUDGMENTS</i>						
		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-941-5760	CLAIMS & JUDGMENTS*	\$500	\$0	\$500	\$500	\$500
TOTAL EXPENSES		\$500	\$0	\$500	\$500	\$500

PROPERTY, LIABILITY AND WORKERS' COMPENSATION

<i>PROPERTY, LIABILITY & WORKERS' COMP INSURANCE</i>						
		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-193-5740	OVERALL TOWN INSURANCE	\$1,690,724	\$0	\$1,724,538	\$0	\$0
01-193-5741	GEN LIABILITY END PREMIUMS	\$0	\$846,912	\$0	\$1,024,000	\$1,024,000
01-193-5742	GEN LIABILITY - CLAIMS	\$0	\$722	\$0	\$1,000	\$1,000
01-193-5744	WRKRS COMP - LOD PREMIUMS	\$0	\$363,136	\$0	\$400,000	\$400,000
01-193-5745	WRKRS COMP - CLAIMS/RETRO	\$0	\$331,284	\$0	\$375,000	\$375,000
TOTAL EXPENSES		\$1,690,724	\$1,542,054	\$1,724,538	\$1,800,000	\$1,800,000

DEBT

DEBT SERVICE - EX PRINCIPAL

		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-710-5910	PRINCIPAL - BONDS EXCLUDED	\$8,346,104	\$8,346,104	\$8,341,883	\$8,197,138	\$8,197,138
01-710-5910	PRINCIPAL - BONDS EX ESTIMATED	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES		\$8,346,104	\$8,346,104	\$8,341,883	\$8,197,138	\$8,197,138

DEBT SERVICE - EX INTEREST

		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-750-5915	INTERST - BONDS EXCLUDED	\$2,873,798	\$2,873,798	\$2,504,873	\$2,266,651	\$2,266,651
01-750-5915	INTERST - BONDS EX ESTIMATED	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES		\$2,873,798	\$2,873,798	\$2,504,873	\$2,266,651	\$2,266,651

DEBT SERVICE - UNEX PRINCIPAL

		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-711-5910	PRINCIPAL-BONDS NOT EXCLUDED	\$2,455,754	\$2,455,754	\$2,453,134	\$2,164,539	\$2,164,539
01-711-5911	PRINCIPAL-CPA BONDS	\$926,050	\$926,050	\$836,000	\$541,000	\$541,000
01-711-5912	PRINCIPAL-WPAT LOANS	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES		\$3,381,804	\$3,381,804	\$3,289,134	\$2,705,539	\$2,705,539

DEBT SERVICE - UNEX INTEREST

		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-751-5915	INTEREST - BONDS NOT EXCLUDED	\$902,774	\$902,774	\$779,832	\$595,950	\$595,950
01-751-5916	INTEREST - CPA BONDS	\$151,819	\$151,819	\$107,519	\$72,538	\$72,538
01-751-5917	INTEREST - WPAT LOANS	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES		\$1,054,593	\$1,054,593	\$887,351	\$668,488	\$668,488

DEBT - SHORT TERM INTEREST DEPARTMENT

		FY 2021	FY 2021	FY 2022	FY 2023	FY 2023
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-752-5910	PAYDOWNS - SHORT TERM NOTES	\$0	\$0	\$0	\$400,000	\$400,000
01-752-5920	INTEREST - SHORT TERM NOTES	\$0	\$0	\$0	\$2,198	\$2,198
01-753-5925	INTEREST - OTHER	\$0	\$0	\$20,000		
TOTAL EXPENSES		\$0	\$0	\$20,000	\$402,198	\$402,198

MUNICIPAL DEBT

OVERVIEW

The Town of Falmouth issues debt to finance significant capital projects which maintain or improve the quality of life for residents. Properly managed debt is a major component of an effective financial management strategy and plays an important role in preserving the Town's credit rating. A strong credit rating allows the Town to borrow at favorable rates. The following are the Town's current bond ratings:

Rating Agency	2016 Credit Rating	Explanation
Moody's	Aa2	Bonds that are rated Aa are judged to be of high quality with low credit risk. Together with the Aaa group they comprise what are generally known as high-grade bonds. The modifier 2 indicates that the issue is in the mid-range of its category.
Standard & Poor's	AAA	An obligation rated AAA has the highest rating assigned by S&P Global Ratings. The obligor's capacity to meet its financial commitments on the obligation is extremely strong.

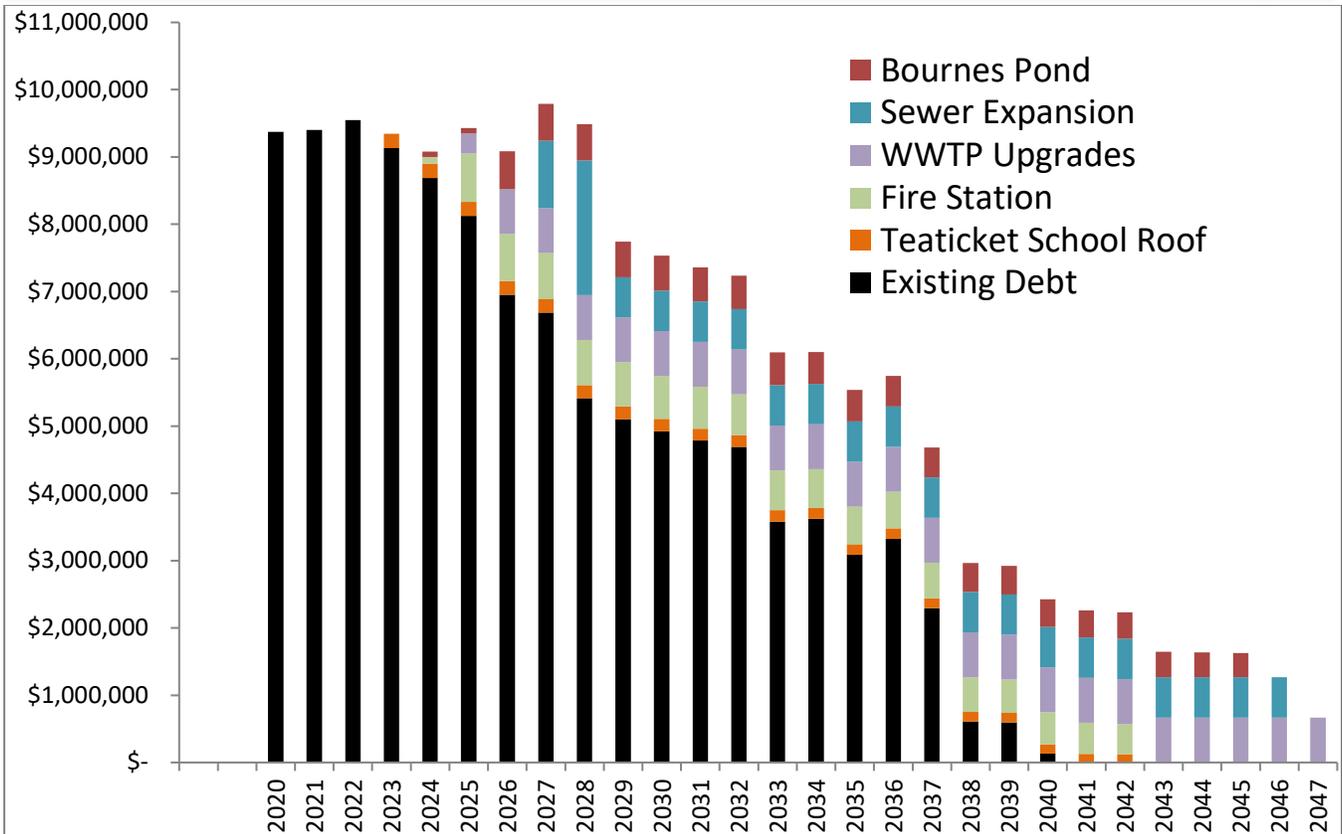
Massachusetts General Laws authorize a municipality to issue debt under certain circumstances and for various durations. Debt is typically used to finance capital projects or those that require significant cash outlays. The most commonly used method is general obligation bonds, which are supported by the full faith and credit of the municipality. They are issued for a period of time ranging from 5 to 30 years, during which time principal and interest payments are made. Making payments over time has the advantage of allowing the capital expenditures to be amortized over the life of the project. Recently, the Town has used GO bonds to finance the Senior Center. There are other types of financing methods that the Town may also use in certain circumstances, including various advantaged State programs. For instance the construction of the Water Filtration Plant and Little Pond Sewer Service Area borrowed through the Clean Water Trust at 2% and 0% respectively. Properly structured municipal debt is tax-exempt, which is attractive to many investors who, in turn, require less interest than they would from non-tax-exempt investments.

For a deeper explanation of municipal debt, see the State DOR DLS's primer on municipal debt (May 2016): <http://www.mass.gov/dor/docs/dls/mdmstuf/technical-assistance/best-practices/understandingmunicipaldebt.pdf>

DEBT MANAGEMENT POLICY

- I. Debt Policy
 - a. Long term debt and debt exclusions will be issued for purposes authorized by M.G.L. Chapter 44 sections 7 and 8.
 - b. Excluded debt and debt exclusions will be issued in a manner that stabilizes the tax levy over a number of years. The Finance Director will maintain a financing plan that calculates the current and future debt capacity.

MUNICIPAL DEBT



- c. The Town will attempt to vote all significant debt ballot questions (over \$1,000,000) exempt from the limits of proposition of 2½.
- d. General fund debt service, exclusive of debt funded from dedicated revenue sources, shall not exceed 5% of expenditures.
- e. The Town will continually pursue opportunities to acquire capital by means other than conventional borrowing such as grants and low-or-zero interest loans from State or Federal agencies.
- f. The Town will maintain good communications with bond rating agencies, the Town's financial advisor and bond counsel and work closely with them to ensure that all legal requirements are met and that the lowest possible interest rate can be obtained. This includes preparation of the Official Statement.

AUTHORIZATION PROCEDURE AND LIMITATIONS

Borrowing authorizations are affirmed on behalf of the Town by vote of two-thirds of all the Town Meeting Members present and voting at an annual or special town meeting, subject to a referendum vote if the borrowing is excluded from proposition 2½. Borrowings for certain purposes require state administrative approval. Temporary debt in anticipation of the revenue of the fiscal year in which the debt is incurred or in anticipation of certain state and county reimbursements are generally authorized by majority vote. Provision is made for temporary loans in anticipation of federal grants and for other purposes in certain circumstances without Town Meeting's authorization.

DEBT LIMITS

The general debt limit of the Town consists of the normal debt limit and double debt limit. The normal debt limit is 5% of the valuation of taxable property as last equalized by the State Department of Revenue. The Town can authorize debt up to this amount without State approval. It can authorize debt up to twice this amount (the

MUNICIPAL DEBT

double debt limit) with the approval of the State Municipal Finance Oversight Board composed of the State Treasurer, State Auditor, Attorney General and Director of Accounts.

Falmouth's normal debt limit is approximately \$659.3 million whereas total outstanding debt inside the limit amounts to approximately \$49.5 million (projected as of June 30, 2021), or less than 11.8% of the limit.

There are many categories of general obligation debt which are exempt from and do not count against the normal 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 bonds, solid waste disposal facility bonds and economic development bonds supported by tax increment financing; and subject to special debt limits, bonds for water (limited to 10% of equalized valuation), housing, urban renewal, and economic development (subject to various debt limits), and electric, gas community antenna television systems, telecommunications systems (subject to a separate limit equal to the general debt limit, including the same doubling provision). Revenue bonds are not subject to these debt limits. The normal debt limit and the special debt limit for water bonds apply at the time debt are authorized. The other special debt limits generally apply at the time the debt is incurred.

Revenue Anticipation Notes

The amount borrowed in each fiscal year by the issue of revenue anticipation notes is limited to the tax levy of the prior fiscal year, together with the net receipts in the prior fiscal year from the motor vehicle excise and certain payments made by the Commonwealth in lieu of taxes. The fiscal year ends on June 30. Notes may mature in the following fiscal year, and notes may be refunded into the following fiscal year to the extent of the uncollected, unabated current tax levy and certain other items, including revenue deficits, overlay deficits, final judgments and lawful unappropriated expenditures, which are to be added to the next tax levy, but excluding deficits arising from a failure to collect taxes of earlier years. In any event, the period from an original borrowing to its final maturity cannot exceed one year.

MUNICIPAL DEBT

CURRENT DEBT POSITION

As of June 30, 2020, the Town is projected to have \$151,865,916 of outstanding long-term debt. See table below.

Town of Falmouth, Massachusetts
Long-Term Debt Outstanding as of June 30, 2021
Including Subsequent Issues

Aggregate Debt Service

Date	Principal	Interest	Total P+I
06/30/2022	8,946,677.71	2,651,750.55	11,598,428.26
06/30/2023	11,137,676.01	3,011,005.72	14,148,681.73
06/30/2024	10,667,474.91	2,639,090.91	13,306,565.82
06/30/2025	9,898,108.39	2,338,806.86	12,236,915.25
06/30/2026	8,994,592.46	2,028,773.36	11,023,365.82
06/30/2027	8,669,485.12	1,748,687.40	10,418,172.52
06/30/2028	7,437,375.37	1,487,276.97	8,924,652.34
06/30/2029	7,241,169.21	1,269,006.40	8,510,175.61
06/30/2030	6,612,131.63	1,070,135.82	7,682,267.45
06/30/2031	6,362,786.64	892,256.17	7,255,042.81
06/30/2032	6,419,400.24	728,145.53	7,147,545.77
06/30/2033	5,486,998.42	577,506.57	6,064,504.99
06/30/2034	5,560,599.18	445,260.26	6,005,859.44
06/30/2035	5,425,223.53	321,814.66	5,747,038.19
06/30/2036	4,560,895.47	219,524.31	4,780,419.78
06/30/2037	3,604,837.98	134,046.37	3,738,884.35
06/30/2038	2,258,168.08	75,412.37	2,333,580.45
06/30/2039	2,269,146.75	45,906.37	2,315,053.12
06/30/2040	1,827,565.01	20,737.52	1,848,302.53
06/30/2041	1,039,122.85	-	1,039,122.85
06/30/2042	1,040,682.27	-	1,040,682.27
06/30/2043	1,042,244.27	-	1,042,244.27
06/30/2044	1,043,808.84	-	1,043,808.84
06/30/2045	1,045,375.00	-	1,045,375.00
06/30/2046	1,046,944.73	-	1,046,944.73
06/30/2047	522,282.03	-	522,282.03
Total	\$130,160,772.10	\$21,705,144.12	\$151,865,916.22

The Town is well-positioned with regards to its debt. Debt is managed under a strong policy and within the framework of a comprehensive financial strategy. In FY21, net general fund debt service represented approximately 2.4% of total FY21 budget appropriations, well within the policy limit of 5% as set by the Select Board. Debt service does not impinge on the Town's ability to deliver high-quality municipal services on an annual basis.

In June 2021, the Town refunded \$10,750,000 in bonds which resulted in a true interest cost of 0.7285% and produced a savings of \$1,932,242 over the next ten years. The Town continues to manage its current debt within the debt drop-off window.

Fund-wide Financial Analysis of the Governmental Funds

As noted earlier, the Town uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Governmental Funds – The focus of the Town’s *governmental funds* is to provide information on near- term inflows, outflows, and balances of *spendable* resources. Such information is useful in assessing the Town’s financing requirements. In particular, *unassigned fund balance* may serve as a useful measure of a government’s net resources available for spending at the end of the fiscal year.

The following discussion summarizes the highlights in Governmental Funds:

General Fund – The General Fund is the Town’s operating fund. Typical, the operating fund is designed for revenues to equal expenditures. Given the robust economy in Massachusetts particularly in Barnstable County, which recently was designated as a Metropolitan Statistical Area, operating funds have been generating a surplus for the last several years. This continued for the first three quarters of the fiscal year and this result was able to leverage a fourth quarter shelter in place requirement mandated by the Governor.

Revenues in the General Fund exceeded forecasts by \$3.7 million; experiences were observed through all revenue categories. As previously discussed, the economy continued to remain robust through the first three quarters of the fiscal year. Excise, user charges, licenses, permits and investment income all outpaced their estimates.

Strong budget management and conservative estimates had a similar impact on expenditures. Across the board favorable results caused expenditures to end below budget by about \$4.9 million. These savings were observed in many categories with benefits, public safety and general government being the largest beneficiaries. The shelter in place fourth quarter lockdown also resulted in less activity, contributing to this result.

This favorable budget operating result of \$8.6 million was offset by appropriations from surplus, mostly for capital, which led to the General Fund decreasing over the prior year by almost \$0.8 million.

The Town’s Unassigned Fund Balance reported in the General Fund was over \$29.5 million (19.9% of General Fund expenditures). Total Fund Balance in the General Fund was approximately \$43.8 million (29.5% of General Fund expenditures).

Receipts Reserved for Appropriation increased by almost \$0.2 million, as revenues exceeded net other financing uses. This was also a function of the strength in the economy in the first three quarters which slowed down in the fourth quarter as revenues in this group of funds is typically generated from charges. Fund balance of over \$7.0 million is classified as restricted in this fund.

Community Preservation Fund operations were flat. This fund is used to accumulate balances that will be used for open space purchases, historical preservation and affordable housing. Sources of revenue are from property taxes, intergovernmental

receipts and interest income. The restricted fund balance is almost \$7.7 million, and it approximates the prior year balance.

Capital Projects Fund increased by over \$9.9 million. This was primarily due to a bond issuance to subsidize capital expenditures. The fund had carried a deficit of \$5.1 million into the current year due to prior year capital expenditures being subsidized by short-term borrowings. This bond issuance was used to refinance this deficit as well as current year expenditures thus the significant increase. The restricted fund balance is over \$4.8 million at year-end.

Sewer Capital Projects Fund increased by over \$1.9 million, also due to a bond issuance. The restricted fund balance is over \$2.7 million at year-end.

Nonmajor Governmental Funds increased by \$0.6 million. Since these funds are for the most part designed to accommodate money in equals money out, the increase was primarily due to timing. The majority of the fund balance, almost \$8.8 million, is restricted with a trivial balance included as nonspendable.

Proprietary Funds – The Town’s proprietary funds consist completely of the Water Utility Services Fund which provides the same type of information found in the government-wide financial statements under Business-type activities. At the end of the year, net position of the Water Fund was approximately \$61.8 million, which represents an almost \$1.4 million increase from the prior year. The primary cause of this was a transfer from the General Fund for capital purposes.

Fiduciary Funds – The Town’s fiduciary funds are comprised of the Town’s Private Purpose Trust Funds, its Other Postemployment Benefits Trust and its Pension Trust Fund. Total Net Position of these funds is almost \$159.8 million.

The Pension Fund is used to pay pension benefits to retirees. The net position at the end of the year was about \$156.7 million or over \$23.7 million greater than the prior year. This was primarily due to robust market conditions during the year ended December 31, 2019.

The Private Purpose Trust Funds make up almost \$1.9 million of the net position balance at year-end; These assets are used strictly for purposes outside of the public domain such as scholarships and public assistance and increased due to earnings from investments exceeding distributions.

In addition, the Town has elected to establish a trust under Chapter 32B Section 20 of the MGL whose sole purpose will be to accumulate funds to reduce the Town’s unfunded net postemployment liability. This fund increased by approximately \$0.6 million to almost \$1.3 million due to a contribution made by the Town in excess of premiums paid for retirees and investment income. The Town anticipates the use of an annual dedicated budget source to fund a portion of the annually determined contribution in future years.

FUND BALANCES - GOVERNMENTAL FUNDS

LAST TEN FISCAL YEARS

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
General Fund:										
Nonspendable.....	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted.....	1,256,120	1,239,725	1,185,116	984,742	1,125,122	1,208,751	1,115,435	872,359	900,235	729,687
Committed.....	917,863	2,142,426	3,534,511	5,040,876	7,768,355	9,077,570	8,045,314	10,936,681	12,152,907	12,336,381
Assigned.....	483,699	444,267	990,687	2,288,500	1,074,035	761,367	1,459,796	1,129,906	1,307,788	1,222,125
Unassigned.....	5,984,413	7,909,172	12,124,497	16,497,937	20,397,223	25,304,234	30,774,762	32,789,666	30,216,724	29,527,652
Total general fund.....	<u>\$ 8,642,095</u>	<u>\$ 11,735,590</u>	<u>\$ 17,834,811</u>	<u>\$ 24,812,055</u>	<u>\$ 30,364,735</u>	<u>\$ 36,351,922</u>	<u>\$ 41,395,307</u>	<u>\$ 45,728,612</u>	<u>\$ 44,577,654</u>	<u>\$ 43,815,845</u>
All Other Governmental Funds:										
Nonspendable.....	\$ 175,000	\$ 175,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Restricted.....	13,996,941	15,994,844	17,909,959	19,744,510	20,671,283	20,892,447	30,710,789	30,392,226	25,701,966	31,343,343
Unassigned.....	(1,727,559)	-	(237,619)	(1,168,247)	(1,580,820)	(6,423,618)	-	-	(6,985,440)	-
Total all other governmental funds.....	<u>\$ 12,444,382</u>	<u>\$ 16,169,844</u>	<u>\$ 17,697,340</u>	<u>\$ 18,601,263</u>	<u>\$ 19,115,463</u>	<u>\$ 14,493,829</u>	<u>\$ 30,735,789</u>	<u>\$ 30,417,226</u>	<u>\$ 18,741,526</u>	<u>\$ 31,368,343</u>

CHANGES IN FUND BALANCES - GOVERNMENTAL FUNDS

LAST TEN FISCAL YEARS

	2011	2012	2013 (1)	2014	2015	2016	2017	2018	2019	2020
Revenues:										
Real estate and personal property taxes,										
net of tax refunds.....	\$ 81,481,045	\$ 83,902,790	\$ 87,516,351	\$ 90,338,338	\$ 93,207,932	\$ 96,483,363	\$ 99,341,261	\$ 102,678,006	\$ 105,641,420	\$ 109,060,137
Intergovernmental.....	27,832,805	28,264,776	29,442,086	30,501,985	22,552,993	28,309,281	29,494,958	29,340,010	28,939,936	34,963,020
Motor vehicle and boat excise.....	5,090,088	5,432,960	5,693,657	6,226,730	6,537,926	7,111,477	7,182,338	7,567,368	7,578,503	7,748,576
Licenses and permits.....	1,400,728	1,346,154	1,326,924	1,584,592	1,533,147	1,586,794	1,599,548	1,902,911	1,838,477	2,116,063
Departmental and other.....	6,528,294	6,953,249	7,092,173	5,027,671	5,370,356	4,476,309	4,103,869	4,307,193	5,887,826	4,287,485
User charges.....	-	-	1,252,472	4,432,147	4,454,984	4,368,924	4,981,417	5,468,989	5,692,621	6,277,380
Special assessments.....	-	-	537,047	614,815	676,290	595,922	574,957	2,673,785	1,267,535	1,231,949
Penalties and interest on taxes.....	622,102	495,965	669,442	630,497	869,751	938,734	731,749	621,244	636,734	765,150
Fines and forfeitures.....	157,549	180,815	167,681	200,551	182,135	149,664	173,772	216,884	194,492	181,661
Investment income.....	656,279	710,854	452,940	690,638	303,354	837,876	523,711	71,512	1,808,183	1,227,157
Contributions.....	95,891	389,347	51,477	170,668	188,013	124,845	130,466	93,293	154,442	455,883
Total Revenue.....	123,864,781	127,676,910	134,202,250	140,418,632	135,876,881	144,983,189	148,838,046	154,941,195	159,640,169	168,314,461
Expenditures:										
General government.....	4,536,346	7,124,797	7,323,139	6,440,941	7,157,171	7,903,574	8,568,812	8,413,665	10,067,363	7,680,786
Public safety.....	11,787,298	12,245,128	12,351,239	14,008,485	13,819,385	14,328,228	13,275,575	15,032,777	15,808,560	16,510,163
Education.....	48,587,890	48,799,262	49,585,452	50,369,634	50,703,445	52,834,990	52,907,941	53,841,918	55,450,860	55,407,467
Public works.....	7,627,289	7,225,393	8,824,072	9,477,696	11,735,478	10,112,969	9,755,016	10,171,488	9,810,067	10,317,173
Health and human services.....	1,380,348	1,375,662	1,540,919	1,594,344	2,018,716	2,018,065	1,888,921	1,570,920	1,662,623	3,548,256
Culture and recreation.....	2,989,253	3,179,105	2,885,551	2,172,736	2,884,538	2,673,272	2,581,246	3,130,854	2,987,595	2,990,124
Pension and fringe benefits.....	26,873,665	28,626,931	28,561,412	30,123,813	22,724,129	25,802,885	29,928,369	31,480,427	32,375,846	36,189,561
Community development.....	1,426,544	1,860,257	510,508	400,016	506,772	1,500,974	1,739,406	303,282	551,127	1,546,127
State and county charges.....	1,988,068	2,254,336	2,498,313	2,665,805	2,769,084	2,668,658	2,852,594	3,094,656	3,632,780	4,088,464
Capital outlay and other.....	11,116,998	1,461,500	3,188,075	4,811,266	6,720,713	29,025,155	22,711,719	9,800,626	16,107,831	17,581,706
Debt service:										
Principal.....	6,822,288	6,765,256	8,809,879	8,801,551	8,324,354	8,710,279	8,906,961	10,184,535	15,568,683	9,606,092
Interest.....	3,685,383	3,983,736	4,570,789	4,255,972	3,975,218	3,737,405	3,684,898	3,544,488	2,888,621	2,796,775
Total Expenditures.....	128,821,370	124,901,363	130,649,348	135,122,259	133,339,003	161,316,454	158,801,458	150,569,636	166,911,956	168,262,694
Excess of revenues over (under) expenditures.....	(4,956,589)	2,775,547	3,552,902	5,296,373	2,537,878	(16,333,265)	(9,963,412)	4,371,559	(7,271,787)	51,767
Other Financing Sources (Uses):										
Issuances from bonds and notes.....	19,792,000	4,509,000	-	-	3,975,000	15,425,539	29,684,482	-	-	14,410,000
Issuances from refunding bonds.....	-	5,430,800	-	-	21,441,445	-	3,025,000	-	-	8,770,410
Premiums from debt issuances.....	-	632,381	-	-	1,263,542	-	594,773	-	-	3,463,041
Payments to refunded bond escrow agent.....	-	(6,063,181)	-	-	(22,181,914)	-	(3,276,155)	-	-	(11,909,133)
Transfers in.....	5,003,013	2,759,432	7,363,968	8,632,799	6,062,887	9,815,137	7,620,345	3,955,743	5,002,042	6,192,853
Transfers out.....	(3,591,848)	(3,225,022)	(4,460,187)	(6,048,005)	(7,031,958)	(7,541,858)	(6,399,688)	(4,312,560)	(10,556,913)	(9,113,930)
Total other financing sources (uses).....	21,203,165	4,043,410	2,903,781	2,584,794	3,529,002	17,698,818	31,248,757	(356,817)	(5,554,871)	11,813,241
Net change in fund balance.....	\$ 16,246,576	\$ 6,818,957	\$ 6,456,683	\$ 7,881,167	\$ 6,066,880	\$ 1,365,553	\$ 21,285,345	\$ 4,014,742	\$ (12,826,658)	\$ 11,865,008
Debt service as a percentage of noncapital expenditures.....	8.93%	8.71%	10.50%	10.02%	9.71%	9.41%	9.25%	9.75%	12.24%	8.23%

(1) In fiscal year 2013, the Town reclassified its Sewer, Golf Course and Harbormaster and Waterways activities from the business-type activities to the governmental activities.

The following table reflects the Town's fund equity categorizations:

	General	Receipts Reserved for Appropriation	Community Preservation	Capital Projects	Sewer Capital Projects	Nonmajor Governmental Funds	Total
Nonspendable:							
Perpetual permanent funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000
Restricted:							
Ferry fee receipts	-	1,382,775	-	-	-	-	1,382,775
Title V program	-	231,828	-	-	-	-	231,828
Golf course	-	584,192	-	-	-	-	584,192
Waterways	-	934,483	-	-	-	-	934,483
Energy revolving	-	1,496,648	-	-	-	-	1,496,648
Parking meter receipts	-	401,753	-	-	-	-	401,753
Debt service	296,610	-	-	-	-	-	296,610
Town federal and state grants	-	-	-	-	-	1,052,611	1,052,611
School federal and state grants	-	-	-	-	-	447,861	447,861
Transfer station revolving fund	-	-	-	-	-	329,974	329,974
Other town revolving funds	-	-	-	-	-	303,020	303,020
School revolving funds	-	-	-	-	-	3,457,445	3,457,445
Town gift funds	-	-	-	-	-	793,519	793,519
School gift funds	-	-	-	-	-	49,046	49,046
Capital outlay - special assessments	-	1,775,053	-	756,247	-	-	2,531,300
Capital outlay - schools	-	-	-	303,197	-	-	303,197
Capital outlay - senior center	-	-	-	600,541	-	-	600,541
Capital outlay - energy management	-	-	-	510,581	-	-	510,581
Capital outlay - coastal erosion	-	-	-	2,360,000	-	-	2,360,000
Capital outlay - sewer	-	-	-	-	2,746,551	-	2,746,551
Capital outlay - other purposes	-	-	-	311,190	-	-	311,190
Community preservation	-	-	7,689,769	-	-	-	7,689,769
Employee benefits	433,077	-	-	-	-	-	433,077
Affordable housing trust	-	-	-	-	-	1,847,764	1,847,764
Conservation trust	-	-	-	-	-	296,762	296,762
Other trust funds	-	-	-	-	-	209,059	209,059
Other purposes	-	471,474	-	-	-	-	471,474
Committed:							
Document management	243,438	-	-	-	-	-	243,438
Cable access	144,410	-	-	-	-	-	144,410
Property revaluations	235,460	-	-	-	-	-	235,460
Building improvements	486,070	-	-	-	-	-	486,070
Facilities maintenance	686,897	-	-	-	-	-	686,897
Information technology	479,827	-	-	-	-	-	479,827
Conservation projects	245,958	-	-	-	-	-	245,958
Other general government articles	915,258	-	-	-	-	-	915,258
Police equipment	345,647	-	-	-	-	-	345,647
Police site improvements	66,617	-	-	-	-	-	66,617
Fire equipment	1,794,253	-	-	-	-	-	1,794,253
Marine services	733,310	-	-	-	-	-	733,310
Education	1,414,397	-	-	-	-	-	1,414,397
Public works infrastructure	2,560,368	-	-	-	-	-	2,560,368
Public works equipment	1,159,415	-	-	-	-	-	1,159,415
Other public works	472,621	-	-	-	-	-	472,621
Other purposes	352,435	-	-	-	-	-	352,435
Assigned:							
Education	870,512	-	-	-	-	-	870,512
Unemployment	169,154	-	-	-	-	-	169,154
Other purposes	182,459	-	-	-	-	-	182,459
Unassigned	29,527,652	-	-	-	-	-	29,527,652
Total Fund Balances	\$43,815,845	\$ 7,278,206	\$7,689,769	\$ 4,841,756	\$2,746,551	\$ 8,812,061	\$75,184,188

TOWN OF FALMOUTH, MASSACHUSETTS

STATEMENT OF NET POSITION
JUNE 30, 2020

	Primary Government			(December 31, 2019)
	Governmental Activities	Business-Type Activities	Total	Component Unit
Assets				
Cash and cash equivalents	\$ 63,324,000	\$ 4,341,602	\$ 67,665,602	\$ 472,612
Investments	20,627,527	597,681	21,225,208	-
Receivables, net of allowance for uncollectibles:				
Real estate and personal property taxes	2,981,561	-	2,981,561	-
Tax liens and deferrals	2,333,199	-	2,333,199	-
Excise	953,465	-	953,465	-
User fees	-	1,215,235	1,215,235	-
Special assessments	23,448,550	181,694	23,630,244	-
Departmental and other	802,054	-	802,054	17,340
Notes receivable	-	-	-	36,551
Intergovernmental	3,386,522	57,780	3,444,302	-
Prepaid items	-	-	-	3,001
Property held for sale	-	-	-	85,763
Capital assets, not being depreciated	89,449,412	1,486,126	90,935,538	-
Capital assets, net of accumulated depreciation	222,694,748	102,869,511	325,564,259	-
Total Assets	430,001,038	110,749,629	540,750,667	615,267
Deferred Outflows of Resources				
Related to net other postemployment benefits liability	31,385,227	572,034	31,957,261	-
Related to net pension liability	6,342,361	282,585	6,624,946	-
Deferred charge on refunding	855,113	-	855,113	-
Total Deferred Outflows of Resources	38,582,701	854,619	39,437,320	-
Liabilities				
Warrants and accounts payable	6,663,428	99,920	6,763,348	11,802
Accrued payroll	3,389,795	-	3,389,795	-
Retainage payable	228,653	-	228,653	-
Other liabilities	21,399	-	21,399	-
Unearned revenue	-	-	-	1,000
Interest expense	1,086,258	-	1,086,258	-
Long-term liabilities:				
Due within one year	10,679,267	2,637,729	13,316,996	-
Due in more than one year	355,563,337	46,823,039	402,386,376	-
Total Liabilities	377,632,137	49,560,688	427,192,825	12,802
Deferred Inflows of Resources				
Related to net other postemployment benefits liability	3,466,405	63,178	3,529,583	-
Related to net pension liability	3,678,659	163,903	3,842,562	-
Total Deferred Inflows of Resources	7,145,064	227,081	7,372,145	-
Net Position				
Net investment in capital assets	212,130,408	63,240,739	275,371,147	-
Restricted:				
Nonexpendable permanent funds	25,000	-	25,000	-
Expendable permanent funds	2,353,585	-	2,353,585	-
Community preservation	7,797,709	-	7,797,709	-
Federal and State grants	3,380,852	-	3,380,852	-
Debt service	26,593,574	-	26,593,574	-
Gift funds	842,565	-	842,565	-
Property held for sale	-	-	-	85,763
Unrestricted	(169,317,155)	(1,424,260)	(170,741,415)	516,702
Total Net Position	\$ 83,806,538	\$ 61,816,479	\$ 145,623,017	\$ 602,465

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

STATEMENT OF ACTIVITIES
YEAR ENDED JUNE 30, 2020

Functions/Programs	Expenses	Program Revenues			Net (Expenses) Revenues and Changes in Net Position			(December 31, 2019) Component Unit
		Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Governmental Activities	Business-Type Activities	Total	
Primary Government:								
<i>Governmental Activities:</i>								
General government	\$ 12,920,940	\$ 1,994,735	\$ 113,152	\$ 295,000	\$ (10,518,053)		\$ (10,518,053)	\$ -
Public safety	29,281,207	5,884,722	133,884	600,000	(22,662,601)		(22,662,601)	-
Education	90,350,751	771,944	24,607,927	-	(64,970,880)		(64,970,880)	-
Public works	17,324,213	2,368,431	86,507	2,425,628	(12,443,647)		(12,443,647)	-
Health and human services	4,825,910	162,740	553,327	-	(4,109,843)		(4,109,843)	-
Culture and recreation	6,085,455	1,688,780	457,718	2,315,044	(1,623,913)		(1,623,913)	-
Interest expense	3,002,258	-	299,958	-	(2,702,300)		(2,702,300)	-
Community development	1,546,127	-	-	765,384	(780,743)		(780,743)	-
Total Governmental Activities	165,336,861	12,871,352	26,252,473	6,401,056	(119,811,980)		(119,811,980)	-
<i>Business-Type Activities:</i>								
Water	8,214,702	6,651,037	-	33,542		\$ (1,530,123)	(1,530,123)	-
Total Business-type Activities	8,214,702	6,651,037	-	33,542		(1,530,123)	(1,530,123)	-
Total Primary Government	\$ 173,551,563	\$ 19,522,389	\$ 26,252,473	\$ 6,434,598	(119,811,980)	(1,530,123)	(121,342,103)	-
Component Unit:								
Falmouth EDIC	\$ 258,071	\$ 142,010	\$ -	\$ 80,000				\$ (36,061)
Total Component Unit	\$ 258,071	\$ 142,010	\$ -	\$ 80,000				(36,061)
General Revenues:								
Real and personal property taxes					109,628,166	-	109,628,166	-
Motor vehicle and other excise					7,760,411	-	7,760,411	-
Grants and contributions not restricted to specific programs					1,651,911	-	1,651,911	-
Penalties and interest on taxes					765,150	-	765,150	-
Unrestricted investment income					1,227,157	14,748	1,241,905	5,898
Other					-	-	-	804
Transfers (net)					(2,921,077)	2,921,077	-	-
Total General Revenues and Transfers					118,111,718	2,935,825	121,047,543	6,702
Change in Net Position					(1,700,262)	1,405,702	(294,560)	(29,359)
Net Position:								
Beginning of year, as restated (see Note IV)					85,506,800	60,410,777	145,917,577	631,824
End of year					\$ 83,806,538	\$ 61,816,479	\$ 145,623,017	\$ 602,465

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

GOVERNMENTAL FUNDS
BALANCE SHEET
JUNE 30, 2020

	General	Receipts Reserved for Appropriation	Community Preservation	Capital Projects	Sewer Capital Project	Nonmajor Governmental Funds	Total Governmental Funds
Assets:							
Cash and cash equivalents	\$ 30,797,885	\$ 7,191,401	\$ 7,775,211	\$ 7,378,909	\$ 3,651,719	\$ 6,528,875	\$ 63,324,000
Investments	18,248,942	-	-	-	-	2,378,585	20,627,527
Receivables, net of allowance for uncollectibles:							
Real estate and personal property taxes	2,923,951	-	57,610	-	-	-	2,981,561
Tax liens and deferrals	2,282,869	-	50,330	-	-	-	2,333,199
Excise	953,465	-	-	-	-	-	953,465
Special assessments	100,815	22,562,816	-	784,919	-	-	23,448,550
Other	747,095	54,959	-	-	-	-	802,054
Intergovernmental	3,147,441	31,846	-	28,153	138,093	40,989	3,386,522
Due from other funds	-	-	-	-	-	-	-
Total Assets	59,202,463	29,841,022	7,883,151	8,191,981	3,789,812	8,948,449	117,856,878
Deferred Outflows of Resources	-	-	-	-	-	-	-
Total Assets and Deferred Outflows of Resources	\$ 59,202,463	\$ 29,841,022	\$ 7,883,151	\$ 8,191,981	\$ 3,789,812	\$ 8,948,449	\$ 117,856,878
Liabilities:							
Warrants and accounts payable	\$ 3,199,777	\$ -	\$ 85,442	\$ 2,406,628	\$ 835,193	\$ 136,388	\$ 6,663,428
Accrued payroll and withholdings	3,389,795	-	-	-	-	-	3,389,795
Retainage payable	-	-	-	158,678	69,975	-	228,653
Other liabilities	21,399	-	-	-	-	-	21,399
Due to other funds	-	-	-	-	-	-	-
Total Liabilities	6,610,971	-	85,442	2,565,306	905,168	136,388	10,303,275
Deferred Inflows of Resources:							
Unavailable revenues - property taxes	3,826,831	-	107,940	-	-	-	3,934,771
Unavailable revenues - excise taxes	953,465	-	-	-	-	-	953,465
Unavailable revenues - special assessments	100,815	22,562,816	-	784,919	-	-	23,448,550
Unavailable revenues - other	747,095	-	-	-	-	-	747,095
Unavailable revenues - intergovernmental	3,147,441	-	-	-	138,093	-	3,285,534
Total Deferred Inflows of Resources	8,775,647	22,562,816	107,940	784,919	138,093	-	32,369,415
Fund Balances:							
Nonspendable	-	-	-	-	-	25,000	25,000
Restricted	729,687	7,278,206	7,689,769	4,841,756	2,746,551	8,787,061	32,073,030
Committed	12,336,381	-	-	-	-	-	12,336,381
Assigned	1,222,125	-	-	-	-	-	1,222,125
Unassigned	29,527,652	-	-	-	-	-	29,527,652
Total Fund Balances	43,815,845	7,278,206	7,689,769	4,841,756	2,746,551	8,812,061	75,184,188
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	\$ 59,202,463	\$ 29,841,022	\$ 7,883,151	\$ 8,191,981	\$ 3,789,812	\$ 8,948,449	\$ 117,856,878

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

**RECONCILIATION OF THE GOVERNMENTAL FUNDS BALANCE SHEET
TOTAL FUND BALANCES TO THE STATEMENT OF NET POSITION
JUNE 30, 2020**

Total Governmental Fund Balances		\$ 75,184,188
Capital assets used in governmental activities are not financial resources and therefore are not reported in the funds.		312,144,160
Other long-term assets are not available to pay for current period expenditures and, therefore, are reported as unavailable revenue in the funds		32,369,415
In the Statement of Activities, interest is accrued on outstanding long-term debt whereas in the governmental funds, interest is not reported until due.		(1,086,258)
Deferred outflows and inflows of resources to be recognized in future expense are not available resources and, therefore, are not reported in the funds:		
Deferred charge on refunding transactions	855,113	
Deferred outflows related to net other postemployment benefits liability	31,385,227	
Deferred outflows related to net pension liability	6,342,361	
Deferred inflows related to net other postemployment benefits liability	(3,466,405)	
Deferred inflows related to net pension liability	<u>(3,678,659)</u>	
Net effect of reporting deferred outflows and inflows of resources		31,437,637
Long-term liabilities are not due and payable in the current period and therefore are not reported in the government funds:		
Bonds and notes payable	(106,982,025)	
Unamortized premiums on bonds	(4,332,148)	
Landfill monitoring	(330,000)	
Compensated absences	(1,694,600)	
Net pension liability	(69,137,064)	
Net other postemployment benefits liability	<u>(183,766,767)</u>	
Net effect of reporting long-term liabilities		<u>(366,242,604)</u>
Net Position of Governmental Activities		<u>\$ 83,806,538</u>

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

GOVERNMENTAL FUNDS
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
YEAR ENDED JUNE 30, 2020

	General	Receipts Reserved for Appropriation	Community Preservation	Capital Projects	Sewer Capital Project	Nonmajor Governmental Funds	Total Governmental Funds
Revenues:							
Real and personal property taxes	\$ 105,968,114	\$ -	\$ 3,092,023	\$ -	\$ -	\$ -	\$ 109,060,137
Intergovernmental	23,815,773	394,571	765,384	1,128,457	-	8,858,835	34,963,020
Motor vehicle and other excises	7,748,576	-	-	-	-	-	7,748,576
Licenses and permits	2,116,063	-	-	-	-	-	2,116,063
Departmental and other	1,932,661	1,498,788	-	-	-	856,036	4,287,485
User charges	6,277,380	-	-	-	-	-	6,277,380
Special assessments	940,829	158,375	-	132,745	-	-	1,231,949
Penalties and interest on taxes	754,563	-	10,587	-	-	-	765,150
Fines and forfeitures	181,661	-	-	-	-	-	181,661
Investment income	1,037,811	-	102,374	-	-	86,972	1,227,157
Contributions and donations	-	-	-	-	-	455,883	455,883
Total Revenues	<u>150,773,431</u>	<u>2,051,734</u>	<u>3,970,368</u>	<u>1,261,202</u>	<u>-</u>	<u>10,257,726</u>	<u>168,314,461</u>
Expenditures:							
Current:							
General government	8,236,717	-	3,000	17,929	-	236,459	8,494,105
Public safety	17,409,942	-	-	-	-	291,149	17,701,091
Education	53,526,099	-	203,695	495,838	-	4,009,792	58,235,424
Public works	11,940,952	-	381,431	1,291,931	1,894,834	86,774	15,595,922
Health and human services	1,699,885	-	-	4,549,388	-	1,848,371	8,097,644
Culture and recreation	3,207,864	-	319,354	-	-	2,384,271	5,911,489
Pension and fringe benefits	36,189,561	-	-	-	-	-	36,189,561
Community development	-	-	1,546,127	-	-	-	1,546,127
State and county tax assessments	4,088,464	-	-	-	-	-	4,088,464
Debt service:							
Principal	9,606,092	-	-	-	-	-	9,606,092
Interest	2,796,775	-	-	-	-	-	2,796,775
Total Expenditures	<u>148,702,351</u>	<u>-</u>	<u>2,453,607</u>	<u>6,355,086</u>	<u>1,894,834</u>	<u>8,856,816</u>	<u>168,262,694</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	<u>2,071,080</u>	<u>2,051,734</u>	<u>1,516,761</u>	<u>(5,093,884)</u>	<u>(1,894,834)</u>	<u>1,400,910</u>	<u>51,767</u>
Other Financing Sources (Uses)							
Transfers in	3,160,628	72,225	-	2,535,000	-	425,000	6,192,853
Transfers out	(5,528,302)	(1,895,052)	(1,567,169)	(123,407)	-	-	(9,113,930)
Issuance of refunding bonds	8,770,410	-	-	-	-	-	8,770,410
Payments to refunding escrow agent	(10,567,755)	-	-	-	-	(1,341,378)	(11,909,133)
Premiums on bonds and notes	1,332,130	-	-	1,790,000	200,000	140,911	3,463,041
Issuance of bonds and notes	-	-	-	10,810,000	3,600,000	-	14,410,000
Total Other Financing Sources (Uses)	<u>(2,832,889)</u>	<u>(1,822,827)</u>	<u>(1,567,169)</u>	<u>15,011,593</u>	<u>3,800,000</u>	<u>(775,467)</u>	<u>11,813,241</u>
Net Change in Fund Balances	<u>(761,809)</u>	<u>228,907</u>	<u>(50,408)</u>	<u>9,917,709</u>	<u>1,905,166</u>	<u>625,443</u>	<u>11,865,008</u>
Fund Balances, Beginning	<u>44,577,654</u>	<u>7,049,299</u>	<u>7,740,177</u>	<u>(5,075,953)</u>	<u>841,385</u>	<u>8,186,618</u>	<u>63,319,180</u>
Fund Balances, Ending	<u>\$ 43,815,845</u>	<u>\$ 7,278,206</u>	<u>\$ 7,689,769</u>	<u>\$ 4,841,756</u>	<u>\$ 2,746,551</u>	<u>\$ 8,812,061</u>	<u>\$ 75,184,188</u>

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

**RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES
IN FUND BALANCES OF GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES
YEAR ENDED JUNE 30, 2020**

Net Change in Fund Balances - Total Governmental Fund Balances **\$ 11,865,008**

Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. In addition, when a capital asset is disposed of, a gain or loss is calculated and reported in the Statement of Activities whereas in the governmental funds, proceeds are reported as revenues. The net amounts are reflected here as reconciling items:

Capital outlays	\$ 17,581,706	
Depreciation expense	(9,869,900)	
Net effect of reporting capital assets		7,711,806

The issuance of long-term debt provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither has any effect on net position. Also governmental funds report the effect of premiums, discounts, and similar items when debt is first issued, whereas these amounts are amortized in the Statement of Activities. The net amounts are reflected here as reconciling items:

Issuance of refunding bonds	(8,770,410)	
Premiums from bonds and notes	(3,463,041)	
Amortization of deferred charge on refunding	(305,756)	
Amortization of premiums on bonds and notes payable	176,482	
Issuance of bonds and notes	(14,410,000)	
Payments to refunding escrow agent	11,909,133	
Repayments of debt	9,606,092	
Net effect of reporting long-term debt		(5,257,500)

Revenues in the Statement of Activities that do not provide current financial resources are unavailable in the Statement of Revenues, Expenditures and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable differ between the two statements. The amount presented represents the following differences derived from unavailable revenue.

(1,756,785)

In the Statement of Activities, interest is accrued on outstanding long-term debt; whereas in governmental funds interest is not reported until due. The net amount presented here as a reconciling item represents the difference in accruals between this year and the prior year.

(76,209)

Some expenses reported in the Statement of Activities do not require the use of current financial resources and therefore are not reported as expenditures in the governmental funds:

Compensated absences	(120,596)	
Other postemployment benefits	(11,271,247)	
Pension benefits	(2,824,739)	
Landfill liability	30,000	

Net effect of reporting long-term liabilities (14,186,582)

Change in Net Position of Governmental Activities **\$ (1,700,262)**

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

**PROPRIETARY FUNDS
STATEMENT OF NET POSITION
JUNE 30, 2020**

		Business-type Activities -	
		<u>Enterprise Funds</u>	
		Water	
		<u>Enterprise</u>	
Assets:			
Current Assets:			
Cash and cash equivalents	\$	4,341,602	
Investments		597,681	
Receivables (net)			
User fees		1,215,235	
Special assessments		1,915	
Intergovernmental		<u>5,272</u>	
Total Current Assets		<u>6,161,705</u>	
Noncurrent Assets:			
Receivables (net):			
Special assessments		179,779	
Intergovernmental		52,508	
Capital assets, not being depreciated		1,486,126	
Capital assets, net of accumulated depreciation		<u>102,869,511</u>	
Total Noncurrent Assets		<u>104,587,924</u>	
Total Assets		<u>110,749,629</u>	
Deferred Outflows of Resources:			
Related to net other postemployment benefits liability		572,034	
Related to net pension liability		<u>282,585</u>	
Total Deferred Outflows of Resources		<u>854,619</u>	
Liabilities:			
Current Liabilities:			
Warrants and accounts payable		99,920	
Compensated absences		16,264	
Bonds and notes payable		<u>2,621,465</u>	
Total Current Liabilities		<u>2,737,649</u>	
Noncurrent Liabilities:			
Compensated absences		48,791	
Bonds and notes payable		40,344,457	
Net pension liability		3,080,412	
Net other postemployment benefits liability		<u>3,349,379</u>	
Total Noncurrent Liabilities		<u>46,823,039</u>	
Total Liabilities		<u>49,560,688</u>	
Deferred Inflows of Resources:			
Related to net other postemployment benefits liability		63,178	
Related to net pension liability		<u>163,903</u>	
Total Deferred Inflows of Resources		<u>227,081</u>	
Net Position:			
Net investment in capital assets		63,240,739	
Unrestricted		<u>(1,424,260)</u>	
Total Net Position	\$	<u>61,816,479</u>	

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

**PROPRIETARY FUNDS
STATEMENT OF REVENUES, EXPENSES,
AND CHANGES IN NET POSITION
YEAR ENDED JUNE 30, 2020**

	Business-type Enterprise Funds
	Water Enterprise
Operating Revenues:	
Charges for services	\$ 6,651,037
Total Operating Revenues	6,651,037
Operating Expenses:	
Operating costs	3,947,194
Depreciation	3,241,724
Total Operating Expenses	7,188,918
Total Operating Income	(537,881)
Nonoperating Revenues (Expenses):	
Interest expense	(1,025,784)
Interest income	14,748
Total Nonoperating Revenues (Expenses)	(1,011,036)
Income Before Capital Contributions and Transfers	(1,548,917)
Capital contributions	33,542
Transfers in	2,921,077
Change in Net Position	1,405,702
Net Position at Beginning of Year, as restated (see Note IV)	60,410,777
Net Position at End of Year	\$ 61,816,479

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

STATEMENT OF CASH FLOWS -
 PROPRIETARY FUNDS
 YEAR ENDED JUNE 30, 2020

	Business-type Activities - Enterprise Funds Water Enterprise
Cash Flows from Operating Activities:	
Receipts from users	\$ 6,412,485
Payments to vendors	(2,655,852)
Payments to employees	(1,373,739)
Net Cash Provided by Operating Activities	<u>2,382,894</u>
Cash Flows from Noncapital Financing Activities:	
Transfers in	2,921,077
Net Cash Provided by Noncapital Financing Activities	<u>2,921,077</u>
Cash Flows from Capital and Related Financing Activities:	
Proceeds from issuance of bonds	2,914,590
Premiums from issuance of bonds	399,586
Proceeds from capital grants	5,168
Proceeds from capital assessments	32,155
Acquisition and construction of capital assets	(5,145,974)
Principal payments on bonds and notes	(2,562,277)
Payments to refunding escrow agent	(194,032)
Interest expense	(1,100,502)
Net Cash Used for Capital and Related Financing Activities	<u>(5,651,286)</u>
CASH FLOWS FROM INVESTING ACTIVITIES:	
Investment of operating cash, net	(14,748)
Investment income	14,748
Net Cash Provided by Investing Activities	<u>-</u>
Net Change in Cash and Cash Equivalents	(347,315)
Cash and Cash Equivalents:	
Beginning of Year	<u>4,688,917</u>
End of Year	<u>\$ 4,341,602</u>
Reconciliation of Operating Income (Loss) to Net Cash Provided by (Used in) Operating Activities:	
Operating income	\$ (537,881)
Adjustments to Reconcile Operating Income (Loss) to Net Cash Provided by (Used in) Operating Activities:	
Depreciation	3,241,724
Changes in assets, deferred outflows, liabilities and deferred inflows:	
User fees receivable	(238,552)
Deferred outflows of resources	146,082
Warrants and accounts payable	(424,688)
Compensated absences	11,004
Net pension liability	(568,531)
Net other postemployment benefits liability	611,372
Deferred inflows of resources	142,364
Net Cash Provided by Operating Activities	<u>\$ 2,382,894</u>
Noncash capital and related financing activities:	
Amortization of bond premium	\$ 74,718
Governmental debt subsidies	5,168
Change in fair value of investments	(4,030)

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

**STATEMENT OF NET POSITION
FIDUCIARY FUNDS
JUNE 30, 2020**

	Pension and Other Employee Benefit Trust Funds	Private Purpose Trust Funds	Agency Funds
Assets:			
Cash and Cash Equivalents	\$ 1,503,604	\$ -	\$ 1,582,543
Investments (at fair value):			
Equity securities	-	1,859,263	-
Domestic equity mutual funds	62,226,104	-	-
International equity mutual funds	14,023,241	-	-
Fixed income mutual funds	30,666,661	-	-
Private equity funds	16,909,318	-	-
Real estate funds	12,086,208	-	-
PRIT	20,571,813	-	-
Total Investments	156,483,345	1,859,263	-
Receivables:			
Other receivables	1,661	-	93,891
Total Receivables	1,661	-	93,891
Total Assets	157,988,610	1,859,263	1,676,434
Liabilities:			
Warrants and accounts payable	40,721	-	-
Payroll liabilities	-	-	868,773
Performance bonds	-	-	633,114
Other	-	-	174,547
Total Liabilities	40,721	-	1,676,434
Net Position:			
Restricted for pensions	156,659,231	-	-
Restricted for other postemployment benefits	1,288,658	-	-
Held in trust for private purposes	-	1,859,263	-
Total Net Position	\$ 157,947,889	\$ 1,859,263	\$ -

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS
STATEMENT OF CHANGES IN NET POSITION
FIDUCIARY FUNDS
YEAR ENDED JUNE 30, 2020

	Pension and Other Employee Benefit Trust Funds	Private Purpose Trust Funds
Additions		
Contributions:		
Employer	\$ 13,885,143	\$ -
Employee	3,173,956	-
Other	1,105,195	196,330
Total Contributions	<u>18,164,294</u>	<u>196,330</u>
Investment income:		
Interest and dividends	1,358,164	36,786
Net appreciation in fair value of investments	23,013,631	4,887
Less - investment management fees	(1,022,521)	-
Net investment earnings	<u>23,349,274</u>	<u>41,673</u>
Total Additions (net)	<u>41,513,568</u>	<u>238,003</u>
Deductions		
Benefit payments to pensioners and beneficiaries	16,807,129	-
Member refunds	173,170	-
Transfers and reimbursements to other systems	651,489	-
Payroll expenses of the System	180,630	-
Other administrative expenses	160,316	-
Scholarships	-	4,200
Human services	-	25,924
Total Deductions	<u>17,972,734</u>	<u>30,124</u>
CHANGE IN NET POSITION	23,540,834	207,879
NET POSITION AT BEGINNING OF YEAR	<u>134,407,055</u>	<u>1,651,384</u>
NET POSITION AT END OF YEAR	<u>\$ 157,947,889</u>	<u>\$ 1,859,263</u>

See accompanying notes to basic financial statements.

Town of Falmouth

Fiscal Policy

Board of Selectmen Voted to Approve

September 11, 2017

I. Introduction

The Town of Falmouth recognizes the challenges involved with managing and operating a first-class, full service municipality within the confines of the legally restricted revenue raising authority provided to cities and towns in the Commonwealth of Massachusetts. With growing expenditure pressure for labor costs, fringe benefits, insurance and infrastructure maintenance a systematic and concerted effort is required for all financial decisions in order to be successful in providing sustainable service levels under the restrictions created by proposition 2 ½. The Town of Falmouth has recognized these challenges and over the long term understands that consistent short and long term financial planning, conservative budgeting techniques, and professional management can result in high quality service levels that contribute strongly to the quality of life in our community while maintaining affordable property taxes.

These financial policies serve to memorialize the critical financial considerations that govern financial decision making at the local level; and contribute to stabilizing our tax levy, controlling expenditures and protecting sufficient levels of fund balances to guarantee internal financial stability regardless of economic uncertainty.

II. Goals

- a. Support Business and Community Development to sustain a vibrant local economy
- b. Promote Long Term Financial Stability of Town Operations through sound financial planning and practices
- c. Sustain and improve the Town's high AA+ bond rating
- d. Minimize financial risk
- e. Submit and maintain a Comprehensive Annual Financial Report

III. Revenue Policy

- a. On or before the first day of October each year, the Town Manager shall request and receive from all financial officers the estimated revenues for the next fiscal year (Charter sec. 8-3a).
- b. Finance officials will consult with state officials to get a timely report on state receipts in order to estimate local aid for the next fiscal year.
- c. Revenue forecasts for local receipts and state aid shall be conservative and revenue deficits will be avoided at all costs.
- d. Annually, fees will be re-examined and possible new revenue sources will be recommended for adoption by the Board of Selectmen in order to maximize revenue potential.
- e. Town officials will explore new grant opportunities and scrutinize such opportunities in order to maximize their potential. Future costs will be examined and a

recommendation made if the grant will be financially feasible and in the best interest of Town services.

- f. Town officials will review a comparison of estimated revenues against actuals in order to determine if adjustments need to be made.
 - g. Actual revenues will be monitored monthly to determine if they are on pace with forecasts or if Management needs to act on any shortfall.
 - h. User charges and fees will be set to recover not more than 100% of the total direct and indirect costs associated with their respective programs.
- IV. Operating budget policy
- a. On or before the first day of November of each year, the Board of Selectmen, after consulting with the Town Manager, shall issue a policy statement relating to the budget for the next fiscal year. The statement shall establish the outer limits of possible budget growth for the Town (Charter sec. 8-3c).
 - i. The operating budget shall be submitted using conservative revenue projections to sufficiently cover projected appropriations.
 - ii. The Town will avoid relying on one-time revenues to fund on-going operations.
 - b. All department heads and multimember bodies shall submit budget requests to the Finance Director on or prior to the first day of December each year taking into consideration the Board of Selectmen's budget policy and Town Manager's directives. The budget request submitted by the School Committee shall be submitted in sufficient time, and in sufficient detail, to enable the Town Manager to assess the probable impact of the School Department's budget upon the local town budget (Charter sec. 8-3D).
 - c. On or prior to the first day of January of each year, the Town Manager shall submit to the Board of Selectmen a comprehensive budget for all town functions for the ensuing fiscal year and an accompanying budget message (Charter sec. 8-3e).
 - d. The budget message shall explain the budget both in fiscal terms and in terms of what specific projects are contemplated in the year ahead.
 - i. Outline the proposed financial policies of the Town for the ensuing fiscal year.
 - ii. Describe the important features of the budget.
 - iii. Indicate any major changes from the current year in financial policies, revenues and expenditures, together with reasons for such changes.
 - iv. Summarize the Town's debt position
 - v. Include such other material as the Town Manager may deem appropriate. (Charter sec. 8-3f)
 - e. The budget shall indicate proposed expenditures for current operations during the ensuing fiscal year, detailed by departments, offices, multimember bodies and specific purposes.
 - f. The Board of Selectmen shall within 15 days of January 1st adopt the budget with or without recommendations, and submit it to the Finance committee on or before the 16th day of January of each year. The Board of Selectmen shall also transmit the budget request of the School Committee to the Finance committee (Charter sec. 8-4a).
- V. Appropriation/Expenditure policy
- a. Appropriations are approved through Town Meeting in April and November.
 - b. Budgeted appropriations will be monitored against expenses weekly by the accounting office and monthly by department heads to ensure such expenditures do not exceed the authorized budget.

- c. Expenses will be monitored to ensure proper procurement procedures have been met and an approved contract is on file.
- d. Invoices will be submitted in a timely fashion and authorized by the appropriate signatory authority
- e. Capital Project appropriations will be closed at the end of the fiscal year if there has been no activity in the past three years and if the project has been completed.

VI. Reserve Fund Balance Policy

Maintaining adequate reserves presents a strong picture of financial performance which increases the confidence of investors, credit rating agencies and the banking industry which potentially contributes to a higher bond rating and access to capital.

- a. The Town shall provide a reserve fund appropriation within each annual budget to be managed by the Finance Committee and the amount will not be less than \$325,000
- b. At a minimum, the Town shall maintain a range of 5-15% of operating budget expenditures in the undesignated fund balance and general stabilization fund.
- c. The Town will maintain a range of 15-25% of operating budget expenditures categorized as unassigned fund balance to include but not limited to:
 - i. Undesignated fund balance
 - ii. General Stabilization Account
 - iii. Capital stabilization account
 - iv. Water Stabilization Account
 - v. Special Education Stabilization Account
- d. The Town will not rely on reserves to sustain operating deficits or operations. The use of such reserves will be limited to assisting the Town with short term or unanticipated, emerging financial stress.

VII. Capital Improvement and Stabilization Fund Policy

Capital planning and budgeting is central to economic development, transportation, communication, delivery of essential services, environmental management and maintaining the quality of life of our citizens. Much of what is accomplished by local government depends on a sound long-term investment in infrastructure and equipment. In that regard, the Town recognizes conditions that necessitate capital intervention and include:

- *Imminent threat to the health and safety of citizens/property*
- *Preservation of operations*
- *Legal requirement of Federal or State agencies*
- *Improvement of infrastructure*
- *Improvement in the efficiency and effectiveness of service delivery*

The Town endeavors to conduct the following to satisfy these objectives:

- a. The Town Manager shall prepare a five-year capital improvement plan which shall include a clear summary of its contents; a list of capital improvements proposed to be undertaken during the next five (5) fiscal years, together with supporting data; cost estimates, methods of financing and recommended time schedules; and the estimated annual cost of operating and maintaining the facilities or equipment to be constructed or acquired. (Charter sec. 8-6a) Recognizing the strong need to plan and prioritize capital spending in order to maintain the fiscal stability of the Town, it shall be the policy

of the Town that all proposed capital improvements recommended for funding shall have been included in the Capital Improvement Program. Except for emergency situations, any such requests or Town Meeting articles submitted for capital expenditures that have not been submitted through the Capital Improvement Programming process should be referred at the appropriate time of year to the Town Manager for consideration; all projects must be submitted in a timely manner in the capital request form, including justifying backup information, as may be required by the Town Manager as instructions for submitting projects.

- b. Funding for the capital plan will be in accordance with the recommendations from the Town Manager, as follows:
 - i. \$25,000-\$1,000,000 - available funds
 - ii. Greater than \$1,000,000 - borrowing, capital exclusion or available funds
- c. The Finance Committee (the Committee) shall publish, in one (1) or more newspapers of general circulation in the Town, the general summary of the capital improvements plan and a notice stating:
 - i. The time and places where copies of the capital improvements plan are available for inspection
The date, time and place, not less than (7) days following such publication, when the Committee shall conduct a public hearing on said plan. The public hearing should be conducted at least thirty (30) days prior to Town Meeting at which the capital budget is acted upon (Charter sec. 8-7a,b).
- d. Capital Stabilization Fund-The Capital Stabilization Fund was created to address the Town's aging infrastructure needs and to dedicate a revenue source to address those needs.
- e. At a minimum, the Town will continue to dedicate 75% of the meals tax revenue to the Capital Stabilization Fund. The Town will maintain a balance of 2-5% of the operating budget in the fund.
- f. The Capital Stabilization Fund will also be used as a funding source for the Town's capital improvement plan.
- g. The capital stabilization fund may be used in lieu of borrowing to minimize the Town's borrowing and interest costs.

VIII. Debt Policy

Debt is an effective way to finance capital improvements. Properly managed debt helps to preserve the Town's credit rating and is an effective approach to managing the Town's long term capital assets that maintain or improve its quality of life.

- a. Long term debt and debt exclusions will be issued for purposes authorized by M.G.L. Chapter 44 sections 7 and 8.
- b. Excluded debt and debt exclusions will be issued in a manner that stabilizes the tax levy over a number of years. The Finance Director will maintain a financing plan that calculates the current and future debt capacity.
- c. The Town will attempt to vote all significant debt ballot questions (over \$1,000,000) exempt from the limits of proposition of 2 ½.
- d. General fund debt service, exclusive of debt funded from dedicated revenue sources, shall not exceed 5% of expenditures.
- e. The Town will continually pursue opportunities to acquire capital by means other than conventional borrowing; such as grants, and low-or-zero interest loans from State or Federal agencies.

- f. The Town will maintain good communications with bond rating agencies, the Town's financial advisor and bond counsel and work closely with them to ensure that all legal requirements are met and that the lowest possible interest rate can be obtained. This includes preparation of the Official Statement.

COMMUNITY PROFILE FOR FALMOUTH, MASSACHUSETTS

TOWN OF FALMOUTH, MASSACHUSETTS

General

The Town is situated on Cape Cod, 72 miles southeast of Boston and 239 miles from New York City. Located in Barnstable County, on the shoulder or southwest end of Cape Cod, it is bordered on the south by Martha's Vineyard Sound and Nantucket Sound and on the West by Buzzards Bay. First settled in 1660, Falmouth was incorporated as a town in 1686. It occupies a land area of 45 square miles with a year round population of 31,531 (2010 federal census) and a summer population of approximately 90,000.

The Town is primarily a residential resort community with a highly stable summer population. A substantial portion of its summer residents either own property in Falmouth or are repeat visitors.

Subject to the legislative decisions made by a representative town meeting, the affairs of the Town are administered by a board of five selectman, elected for overlapping three-year terms, and a Town Manager. The Finance Director serves as the Town's chief financial officer.

The following table sets forth the principal executive officials of the Town.

PRINCIPAL TOWN OFFICIALS

<u>Title</u>	<u>Name</u>	<u>Selection/Term</u>	<u>Term Expires</u>
Select Board, Chair	Douglas C. Brown	Elected/3 Yrs.	2022
Select Board, Vice Chair	Nancy R. Taylor	Elected/3 Yrs.	2023
Select Board	Megan English Braga	Elected/3 Yrs.	2022
Select Board	Onjalé Scott Price	Elected/3 Yrs.	2024
Select Board	Samuel H. Patterson	Elected/3 Yrs.	2023
Town Manager	Julian M. Suso	Appointed	2024
Assistant Town Manager	Peter Johnson-Staub	Appointed	Indefinite
Finance Director	Jennifer Mullen	Appointed	Indefinite
Town Clerk	Michael C. Palmer	Elected/3 Yrs.	2022
Town Counsel	Frank K. Duffy Jr.	Appointed	Dec. 2021
Treasurer/Collector	Patricia O'Connell	Appointed	2021
Town Accountant	Victoria Rose	Appointed/3 Yrs.	2022

Municipal Services

The Town provides general governmental services for the territory within its boundaries, including police and fire protection, public education in grades kindergarten through twelve, 3 libraries, road maintenance, trash collection, curbside recycling, a sanitary landfill, and parks and recreational facilities. Water is supplied by the Town Water Department from ground and surface water sources. Technical education in grades nine through twelve is provided by the Upper Cape Cod Regional Vocational Technical School District.

The Town's principal water supply is Long Pond, a surface water supply. In 2017 a new water filtration plant with a rated capacity of 8.4 MGD was placed into service. The Town also has four wells constructed between 1980 and 2005 that produce approximately 2.6 MGD of water. Combined these sources provide 11 MGD of water. Winter demand is 2 to 3 MGD and peak seasonal summer demand is 8 – 10 MGD. Water is distributed through 398 miles of mains. 1.6343 billion gallons of water were pumped from all sources in 2017 and were distributed to the 21,475 service accounts.

COMMUNITY PROFILE FOR FALMOUTH, MASSACHUSETTS

The Town's distribution system includes 2948 hydrants and there are three elevated storage tanks and one ground level storage tank with a total storage volume of 8.0 Million Gallons.

The Town has participated in the Title V Community Septic Management Program through the Massachusetts Clean Water Trust (the "Trust") and has borrowed money from the Trust and has lent the proceeds to homeowners who, otherwise, would not be able to replace failing septic systems. Administration of the program is supported by the Barnstable County Department of Health and Environment. A lien is placed on the homeowner's property and the homeowner loan repayment is added to their annual real estate tax bill. On July 25, 2005, the Falmouth Board of Selectmen voted to authorize homeowners to participate in the Barnstable County Community Septic Management Program created to administer these same types of loans in lieu of the Town's direct involvement in the future.

Barnstable County has opened a District Court House in Falmouth which also serves the upper-cape towns of Bourne and Mashpee.

The Cape Cod Regional Transit Authority provides bus service to the Town. The principal services provided by Barnstable County are a jail and house of correction, a registry of deeds and a judicial court system.

The Woods Hole, Martha's Vineyard and Nantucket Steamship Authority provides ferry service to the islands of Nantucket and Martha's Vineyard. Woods Hole is a village within the Town.

Education

The Town provides public education for grades kindergarten through twelve. The Town operates four elementary schools as well as two middle schools. One middle school houses grades five and six and another grades seven and eight. The Town also operates one high school. Total capacity at the Falmouth Elementary Schools is estimated at 2,500. Total capacity at the middle and high schools is 1,851 and 1,800, respectively. The following table sets forth the trend in enrollments for the various schools in Falmouth.

PUBLIC SCHOOL ENROLLMENTS (as of October 1)

	Actual				
	2016	2017	2018	2019	2020
Elementary (K-4)	1,436	1,546	1,395	1,227	1,135
Middle/Jr. High (5-8)	1,164	1,158	1,137	1,109	1,021
High School (9-12)	905	869	858	907	824
Totals	3,505	3,573	3,390	3,243	2,980

Industry and Commerce

Falmouth's economic base is characterized by a strong retail and service sector with a growing industrial segment. Since the 1970's, the Town's population has grown at a rate far above state and nation-wide levels. As increasing numbers of people have chosen to live in Falmouth on a year-round basis, the Town's retail and service sectors have expanded to meet the needs of the increase in population. Supplementing these sectors is the industrial component of Falmouth's economy, which has traditionally centered on printing, lumberyards and construction.

Falmouth's location between Buzzards Bay and the Atlantic Ocean has helped the Town develop into one of the largest oceanographic and marine research centers in the country. The Town is the home of such renowned

COMMUNITY PROFILE FOR FALMOUTH, MASSACHUSETTS

institutions as the Woods Hole Oceanographic Institution, Marine Biological Laboratory (“MBL”), the National Marine Fisheries Service, United States Geological Survey, and the National Academy of Science. In addition, Falmouth serves as the home for the largest Coast Guard base on the continental United States.

The Otis Air National Guard Base is partially located in Falmouth and each of the adjacent towns of Mashpee, Bourne, and Sandwich, and is part of the Joint Base Cape Cod. The Joint Base Cape Cod employs an average of 1,500 people on a year-round basis, and the number of service personnel on base can reach as high as 7,000 during the summer months.

Economic Development

The Town’s Economic Development and Industrial Corporation (“EDIC”) continues its efforts to diversify the local economy through development of Falmouth Technology Park and Raymond Business and Technology Park. Development of Falmouth Technology Park, which consists of 22 lots on 106 acres, has been ongoing since 1979 when the Town of Falmouth set aside 114 acres for creation of a technology park. To date, all lots have been sold to Corner Fabrications which built a manufacturing facility in 2006. As reported in the EDIC’s recently completed Silver Anniversary Oral History, the park hosts close to 400 jobs at more than a dozen companies. The majority of Falmouth Technology Park residents are engaged in research and/or value added manufacturing.

Falmouth Station Restoration - In 2015, the Falmouth EDIC entered into a long term ground lease with Mass DOT to acquire and renovate the historic Falmouth Station located at 59 Depot Avenue. In conjunction with the lease, Mass DOT provided the Falmouth EDIC with a \$1.4 million grant to renovate the Station. With the help of its members, local representatives, local business leaders and Mass DOT, the project was recently completed in the spring of 2017.

Solar Array - The town of Falmouth owns a 40-acre capped and closed landfill that, until solar was introduced, was sitting vacant and providing no benefits to the town or the local community, but requiring on-going maintenance and expense to keep up. The EDIC worked collaboratively with the town to perform initial feasibility studies, obtain town meeting approvals, and an interconnection agreement. Through a competitive public bid process, Citizens Energy Corporation was selected as the winning vendor to develop, design, finance, construct, and own the solar asset. The total economic benefit to the community over the life of the project is projected to be over \$14 million.

Industry

The Town of Falmouth has a substantial amount of industry. The Education and Health Services industry is the leading economic pursuit. The table below sets forth the major categories of income and employment in the Town during the following calendar years.

COMMUNITY PROFILE FOR FALMOUTH, MASSACHUSETTS

Industry	Calendar Year Average				
	2015	2016	2017	2018	2019
Construction	676	700	735	782	857
Manufacturing	464	461	495	595	505
Trade, Transportation and Utilities	2,088	1,084	2,109	2,099	2,173
Information	204	203	189	233	207
Financial Activities	302	316	318	314	301
Professional and Business Services	2,329	2,348	2,328	2,314	2,375
Education and Health Services	4,087	4,036	4,101	3,916	3,846
Leisure and Hospitality	2,493	2,602	2,629	2,588	2,648
Other Services	399	398	386	404	396
Public Administration	1,396	1,422	1,421	1,407	1,430
Total Employment	14,438	13,570	14,711	14,652	14,738
Number of Establishments	1,150	1,168	1,153	1,177	1,179
Average Weekly Wages	\$970	\$985	\$1,006	\$1,035	\$1,061
Total Wages	\$730,162,569	\$747,782,021	\$773,297,405	\$785,993,371	\$815,032,005

Source: Massachusetts Department of Education and Training. Data based upon place of employment, not place of residence. Due to the reclassification the U.S. Department of Labor now uses the North American Industry Classification System (NAICS) as the basis for the assignment and tabulation of economic data by industry.

LARGEST EMPLOYERS

The following table lists the Town's largest employers, exclusive of the Town itself.

<u>Name</u>	<u>Product/Function</u>	<u>Approximate No. of Employees</u>
Woods Hole Oceanographic Institution	Oceanographic Research	4,999-10,000
Joint Base Cape Cod	Military Base	1,833 (1)
Woods Hole, Martha's Vineyard and Nantucket Steamship Authority	Ferry Service	999-5000
Falmouth Hospital	General Hospital	999-5000
Marine Biological Laboratory (MBL)	Biological Research	499-2000
Sea Crest Hotel & Motor Inn.	Convention Hotel	499-2000
Walmart	Retail	499-2000
Windfall Market	Market	499-2000
JML Care Center Rehabilitation	Rehabilitation	499-2000
United States Geological Survey (USGS)	Oceanographic Research	249-1000
Royal Nursing Center	Nursing Center	249-1000

Source: Executive Office of Labor and Workforce Development

(1) The Joint Base Cape Cod is partially located in Falmouth and each of the Towns of Mashpee, Bourne and Sandwich. The number of reserve personnel reporting on weekends ranges from 0 to 3,000.

Labor Force, Employment and Unemployment Rate

According to the Massachusetts Division of Employment and Training, in April 2021, the Town had a total labor force of 14,951 of which 13,874 were employed and 1077, or 7.2%, were unemployed, as compared with 5.9%

COMMUNITY PROFILE FOR FALMOUTH, MASSACHUSETTS

for the Commonwealth (unadjusted), although it is likely that the COVID-19 pandemic will adversely affect unemployment levels nationwide. Employment levels generally increase during the summer months.

The following table sets forth the Town's average labor force and unemployment rates, as well as the unemployment rates for the Commonwealth and the United States, for calendar years 2016 through 2020.

Year	Labor Force	UNEMPLOYMENT RATES			
		Town of Falmouth Unemployment Rate	Massachusetts Unemployment Rate	United States Unemployment Rate	
2020	13,730	10.1 %	8.1 %	6.7 %	
2019	15,681	3.6	2.9	3.9	
2018	15,845	4.1	3.3	3.9	
2017	15,475	4.6	3.7	4.4	
2016	15,254	4.5	3.9	4.9	

SOURCE: Mass. Division of Employment and Training, Federal Reserve Bank of Boston and U.S. Bureau of Labor Statistics. Data based upon place of residence, not place of employment. Monthly data are unadjusted.

Building Permits

The following table sets forth the number of building permits issued and the estimated dollar value of new construction and alterations to date. The estimated dollar values are builders' estimates and are generally considered to be conservative. Permits are filed and estimated valuations are shown for both private construction and Town projects.

Calendar Year	BUILDING PERMITS							
	New Construction				Additions/Alterations		Totals	
	Residential		Non-Residential		No.	Value	No	Value
2020	145	59,602,655.00	10	24,158,143.00	2,563	71,957,528.00	2,718	155,718,326.00
2019	96	43,180,442.00	17	17,311,242.00	2,857	74,629,826.00	2,970	135,121,510.00
2018	115	41,259,285.00	3	8,937,909.00	2,857	80,342,502.00	2,975	130,539,696.00
2017	85	25,604,952.00	6	1,095,000.00	1,929	94,306,811.00	2,020	121,006,763.00
2016	71	27,769,500.00	7	3,454,063.00	2,759	65,840,769.00	2,837	97,064,332.00

Transportation and Utilities

The principal highways serving the Town include State Routes 28, 28A and 151. The Cape Cod Regional Transit Authority provides bus service to fourteen towns on the Cape, including Falmouth. Private bus companies provide service to Providence, Boston and New York. The Hyannis Municipal Airport, which is located in the Town of Barnstable, provides daily air service to Boston and New York City. The Woods Hole Martha's Vineyard and Nantucket Steamship Authority provides ferry service to the islands of Nantucket and Martha's Vineyard. Established trucking firms provide competitive service locally and to long-distance points.

Gas and electric services are provided by established private utilities.

The table below sets forth the Town's retail sales in comparison with the State's for the years shown below.

COMMUNITY PROFILE FOR FALMOUTH, MASSACHUSETTS

RETAIL SALES

	<u>Falmouth</u>	<u>Massachusetts</u>
Establishments:		
2007	179	25,469
2002	178	25,932
1997	186	26,209
Sales(000):		
2007	\$477,941	\$88,082,966
2002	421,198	75,183,807
1997	296,721	58,578,048
Per Capita Sales:		
2007	\$14,634	\$13,873
2002	12,896	11,842
1997	10,612	9,736

SOURCE: 2007, 2002 and 1997 U.S. Census of Retail Trade.

Population, Income and Wealth Levels

The following table shows the median age, median family income and per capita income for the Town for the last four censuses.

	<u>Falmouth</u>	<u>Massachusetts</u>	<u>United States</u>
Median Age:			
2010	50.8	39.1	37.2
2000	45.0	36.5	35.3
1990	38.6	33.6	32.9
Median Family Income:			
2010	\$77,488	\$81,165	\$51,114
2000	47,500	61,664	50,046
1990	40,655	44,367	35,225
Per Capita Income:			
2010	\$38,334	\$33,966	\$27,344
2000	26,292	25,952	21,587
1990	17,131	17,224	14,420

SOURCE: U.S. Bureau of the Census.

On the basis of the 2010 Federal census, the Town has a population density of 712 persons per square mile.

POPULATION TRENDS

<u>2010</u>	<u>2000</u>	<u>1990</u>	<u>1980</u>
31,531	32,660	27,960	23,640

GLOSSARY

Balanced Budget: An annual general appropriation resulting in a consolidated net surplus that is not less than 0.

CMR: The Code of Massachusetts Regulations; Massachusetts state agencies issue regulations, which are compiled in the Code of Massachusetts Regulations (CMR).

Debt Exclusion: An action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2½. By approving a debt exclusion, a community calculates its annual levy limit under Proposition 2½, then adds the excluded debt service cost. The amount is added to the levy limit for the life of the debt only and may increase the levy above the levy ceiling.

Enterprise Fund: An enterprise fund, authorized by MGL Ch. 44 §53F½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs--are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services. See DOR IGR 08-101

Excess Levy Capacity: The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the Select Board or City Council must be informed of excess levy capacity and their acknowledgment must be submitted to DOR when setting the tax rate.

Equalized Valuation/EQV: The determination of an estimate of the full and fair cash value (FFCV) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each City and Town in the Commonwealth.

Fiscal Year (FY): Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins July 1 and ends June 30. The designation of the fiscal year is that of the calendar year in which the fiscal year ends. Since 1976, the federal government fiscal year has begun on October 1 and ended September 30.

Free Cash: Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Free cash is not available for appropriation until certified by the Director of Accounts.

GLOSSARY

General Fund: The fund used to account for most financial resources and activities governed by the normal town meeting/city council appropriation process.

GIS: A geographic information system (GIS) is a system to manage and display digital mapping. A GIS stores the shape of individual map features (a street segment, a parcel of land) along with descriptive information (often called feature "attributes"). The system can integrate assessors' property data, water and sewer line networks.

Indirect Costs: Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

Levy: The amount a community raises through the property tax. The levy can be any amount up to the levy limit, which is re-established every year in accordance with Proposition 2½ provisions.

Levy Limit: A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2½). It states that the real and personal property taxes imposed by a City or Town may only grow each year by 2½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion.

Local Aid: Revenue allocated by the Commonwealth to Cities, Towns, and Regional School Districts. Estimates of local aid are transmitted to Cities, Towns, and Districts annually by the "Cherry Sheets." Most Cherry Sheet aid programs are considered general fund revenues and may be spent for any purpose, subject to appropriation.

Local Receipts: Locally-generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet.

Motor Vehicle Excise (MVE): A locally-imposed annual tax assessed to owners of motor vehicles registered to an address within the community, in accordance with MGL Chapter 60A. The excise tax rate is set by statute at \$25.00 per \$1000 of vehicle value. Owner registration and billing information is maintained by the State Registry of Motor Vehicles and is made available to a City or Town, or to the Deputy Collector who represents it.

New Growth: The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the assessed value associated with new construction, renovations and other increases by the prior year tax rate. The additional tax revenue is then incorporated into the calculation of the next year's levy limit.

GLOSSARY

PILOT/ Payment in Lieu of Taxes: An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the organization agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.

Proposition 2½: A state law enacted in 1980, Proposition 2½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.

Revaluation: The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. Every three years, assessors must submit property values to the DOR for certification. Assessors must also maintain fair cash values in the years between certifications so that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of his property.

Recap Sheet/Recap/Tax Rate Recapitulation Sheet: A document submitted by a City or Town to the Massachusetts Department of Revenue (DOR) in order to set a property tax rate. The recap sheet shows all estimated revenues and actual appropriations that affect the property tax rate. The recap sheet should be submitted to the DOR by September 1 (in order to issue the first-half semiannual property tax bills before October 1) or by December 1 (in order to issue the third quarterly property tax bills before January 1).

Schedule A: A statement of revenues, expenditures and other financing sources, uses, changes in fund balance and certain balance sheet account information prepared annually by the accountant or auditor at the end of the fiscal year. This report is based on the fund account numbers and classifications contained in the Uniform Massachusetts Accounting System (UMAS) manual.

Special Revenue Fund: Funds, established by statute only, containing revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include receipts reserved for appropriation, revolving funds, grants from governmental entities, and gifts from private individuals or organizations.

Stabilization Fund: A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL Ch. 40 §5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax levy. The total of all stabilization fund balances shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of Town Meeting or City Council is required to establish, amend the purpose of, or appropriate money into or from the Stabilization Fund. (See DOR IGR 04-201)

GLOSSARY

Senior Work-Off Program: The Select Board, Town Council or Mayor with the approval of the City Council in a community that has accepted G.L. Ch. 59 §5K may establish a property tax work-off program for taxpayers over 60 years old. Under the program, participating taxpayers volunteer their services to the municipality in exchange for a reduction in their tax bills.

Title 5: On-site sewage disposal systems are governed by Title 5 of the Massachusetts State Environmental Code (310 CMR 15.000). For more information, see:
<http://www.mass.gov/eea/agencies/massdep/water/wastewater/septic-systems-title-5.html>

User Charges / Fees: A municipal funding source where payment is collected from the user of a service to help defray the cost of providing the service. Any increases in the fees must satisfy the three tests set forth in the so called Emerson case. (See Emerson College v. Boston, 391 Mass. 415 (1984))

Many definitions were adapted from the Massachusetts Department of Revenue's Municipal Finance Glossary (May 2008). For additional definitions, please see: <http://www.mass.gov/dor/docs/dls/publ/misc/dlsmfgl.pdf>