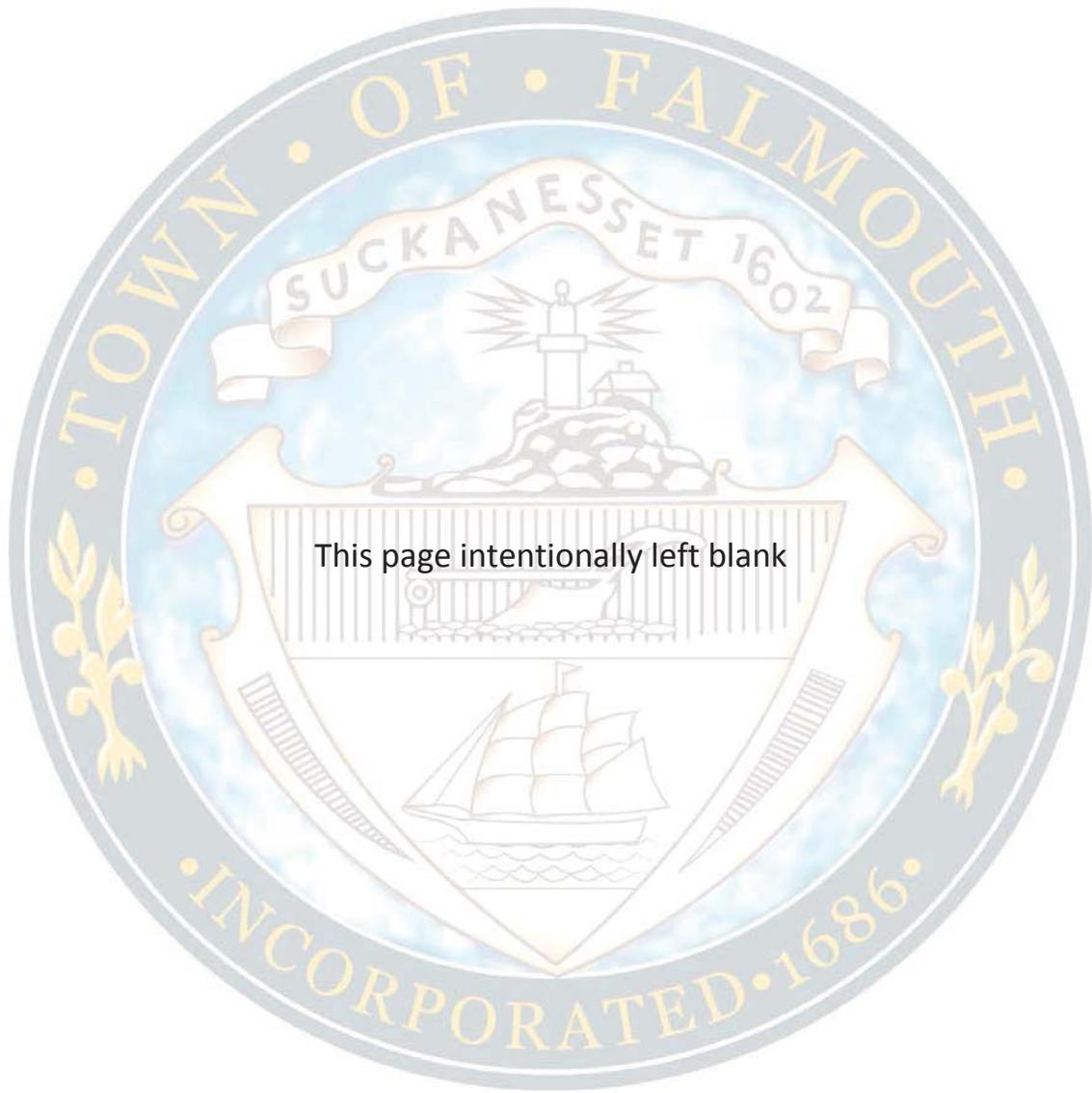


# EXECUTIVE SUMMARY



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# TOWN OF FALMOUTH

Office of the Town Manager & Selectmen

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## **FY2020 BUDGET MESSAGE**

Submitted to Board of Selectmen

December 21, 2018

### **Introduction**

The Falmouth Home Rule Charter provides that a comprehensive budget including all Town functions and a related budget message be submitted each year to the Board of Selectmen prior to the first day of January. I respectfully submit the attached budget to members of the Board for your review along with this Fiscal Year 2020 Budget Message.

The FY20 Town budget represents a challenging balance between the dynamic of increasing requests for Town services and expenditures and the normal reality of moderately increasing revenues. As the relevant Policy of the Board of Selectmen affirms, Falmouth continues to responsibly fund financial reserves. At the same time, the Town's free cash continues to increase reasonably. This, of course, is not an accident, but rather the predictable result of diligent and disciplined financial management within every Town department. Selectmen's financial policies underscore that the Town conducts itself in a business-like manner on behalf of Falmouth taxpayers. This consistent commitment to financial discipline, stewardship and management has recently resulted in the Town's receiving an AAA Bond Rating from Standard and Poor's, a milestone achieved for the first time by the Town of Falmouth (I will comment further on this later in this Budget Message). Through this cautious and disciplined budgeting and management, Falmouth has been positioned in the last few years to seize a reasonable, rare opportunity to allow a much-needed expansion of public safety personnel in direct response to expanding public service needs.

FY20 continues a pattern of thoughtful, conservative revenue forecasting. When combined with this past record of experienced departmental management, unique but welcomed financial circumstances as to recurring revenues allows this relatively rare opportunity to propose adding certain targeted public safety positions providing direct service to citizens while respecting and living within the

boundaries of the Commonwealth's Proposition 2 ½. This will be further expanded upon in the pages to come.

### **Budget Overview – Revenues**

Four major components of revenue are used to fund the annual operating budget, these being: Property Taxes, State Aid, Estimated Local Receipts, and Other Available Funds. Consistent with the Board of Selectmen's Operating Budget Policy Statement adopted on September 10, 2018, the maximum total revenue growth from property taxes is a 2.5% increase from FY2019. This is supplemented by \$700,000 in new growth within the property tax levy. This represents the third consecutive year in which the Town of Falmouth has estimated \$700,000 in new growth. At the State tax revenue hearing held on December 5, local economists in the Commonwealth indicated that they are concerned about the effects of a potentially slowing economy on State tax receipts in FY2020. At this early stage, there is no indication of a decrease in Local Aid from the State. We continue to monitor the situation with State Aid closely; at this time, it is projected to be level-funded by the Commonwealth at FY2019 levels.

Local Estimated Receipts have been increased by \$2.6 Million over last fiscal year. Of this total, fully \$1.2 Million is attributable to the increase in water revenue and sewer betterment revenue to pay for the new Water Filtration Facility and the Little Pond Sewer Service area debt service. The remaining \$1.4 Million is attributable to the continued strong economy, some additional significant local revenue and estimated receipt growth over the last few years.

Ambulance service fees were increased by the Board of Selectmen in both 2017 and 2018. These fee increases have facilitated periodic moderate increases in public safety staffing in the Fire Department. The recent approval by Selectmen of a Host Community Agreement for a medical marijuana facility within Falmouth is anticipated to provide an additional \$100,000+ annually in new fee revenue, which will significantly facilitate the needed increase in Police Department public safety staffing proposed for FY20. No budget shortfalls are projected at this time.

## **Budget Overview – Expenses**

Falmouth and all other municipalities continue to be 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 health insurance and pension contributions present a daunting challenge under the strict revenue limitations of Proposition 2 ½. Several of the municipal employee collective bargaining units have now settled with a 2% annual cost-of-living adjustment. The Town is still negotiating with the Fire, Police Sergeants, AFSCME A and AFSCME C bargaining units; a set-aside for potential cost-of-living adjustments will be provided in a separate April Town Meeting warrant article. The 2% set-aside for contractual cost-of-living salary increases for Town personnel is indeed sustainable, reflective of the necessary caution exercised by the Town in negotiating Town-side collective bargaining agreements.

With this FY2020 Budget, I am proposing six (6) new, full-time public safety positions and two (2) new, full-time positions in the parks department. As a reminder, we have been gradually adding new Firefighter positions in the last few budget years. Specifically, one new firefighter in both Fiscal Years 2017 and 2018 and three new firefighter positions in the current Fiscal Year 2019. Of these six (6) proposed, new public safety positions, two (2) are new firefighter positions and four (4) are new Police officers. The two (2) new full-time positions in the parks department allow the creation of an additional crew which is necessary in order to maintain the expanding responsibility for community recreation fields as prioritized by Selectmen and Town Meeting. We have been upgrading Town and School fields through the Town's Capital Plan since FY18 and these two additional maintenance positions are imperative to assist the Town in taking proper care of the fields at a sustained quality level that represents a reasonable expectation from the Falmouth community.

The Police Department has continued to experience significant increases in demands for service. This has increased the challenge to Police Chief Dunne in responding to variable public safety issues in neighborhoods throughout the Falmouth community. As reported in the recent past, the transition to a Consolidated Communications Center has provided some partial assistance in addressing this challenge by making additional Police Officers available to Chief Dunne to assign in a manner consistent with good public safety management

practices. Nonetheless, the Police Department continues to operate with a lower level of police officer staffing than prior to the national recession of ten years ago.

The past several years has seen an alarming expansion in public safety demands related to the state and national opiate epidemic. This also comes at a time when incidences of alcohol abuse continue to pose a challenge along with the troubling expansion of other behavior-altering drugs. The proposed addition of the four police officer positions in the FY20 Budget is a proper response to the realities of these same expanding public safety demands. This will allow Chief Dunne to appropriately expand the important service work of the Department, reflective of the Falmouth community's evolving public safety needs within the Town's villages and neighborhoods including consideration of expanding the School Resource Officer Program to a second assigned position.

As noted above, this proposed FY20 Budget requests two (2) new firefighter positions. Approval of two additional positions in the Fire Department for FY20 will, for the first time, fund 16 firefighter/paramedic positions for each of the Department's rotating shifts. This has been an ongoing goal of this Town Manager in working with Chief Small to marshal the appropriate level of fire resources among the Town's multiple stations. This therefore continues the thoughtful and reasonable response to documented, increasing calls, primarily for ambulance/rescue services.

Be aware that some Town departments reflect more than a 2.3% increase in their proposed operating budgets, due to the existence of contractual step increases and cost-of-living adjustments that, while funded in a Warrant Article separately in the past, are now implemented into the FY20 Annual Operating Budget as a matter of recurring spending obligations. This proposed Budget also incorporates three part-time, seasonal assistants in Marine and Environmental Services for animal control and related purposes and within the Recreation Department additional seasonal hours to assist and expand the necessary staff support for the successful summer camp programs that Recreation provides.

Construction is now underway for the new Senior Center. If all proceeds as planned, this exciting new facility will be available for occupancy and full operation in the first quarter of calendar year 2020. The FY20 proposed budget includes some anticipated accommodation for definitive operating needs planned to begin as early as January 2020. This includes the full-time position of program coordinator as well as additional funds for expanded utilities and similar items. We will be closely monitoring the process of construction which should allow us to better "fine-tune" the timing of other support staffing/operational needs

including custodial, clerical and/or others that can be brought to the November Town Meeting in the coming year with much more definitive information.

### **Health Insurance**

The Cape Cod Municipal Health Group (CCMHG), with which the Town is affiliated for group cost-effectiveness purposes, has projected a potential for “only a single-digit” increase in employee health insurance for the first time in the last few years. The rates are based upon claims experience, which has fared reasonably well in the last year. In addition, the CCMHG has a significant reserve balance that may be used to reduce these rates even further. The actual proposed health insurance rate increase will not be finalized until early in the coming calendar year. At present, we believe that the coming health insurance increase can be addressed with a 5% increase in the Town Budget in FY20. Traditionally, the health insurance line item has had a surplus, which has enabled us to address health insurance increases conservatively.

### **Retirement**

Three years ago, the Retirement Board voted to adopt an assessment schedule that would fully fund the Retirement System’s unfunded liability by 2034. For FY20, this requires a 6.91% increase from the previous year.

### **Employee Increases**

As noted earlier, the Town is involved in good faith bargaining with certain collective bargaining units at present, and has settled with others. Reflective of the voted action by the recent November Town Meeting, the budgeted amount for seasonal employees has been increased to appropriately reflect the competitive market for those partial-year employees.

### **Town Insurance**

Falmouth’s general insurance line item has an estimated increase of 5%. In significant part, this reflects the increases in additional coverage necessary for the recent expansions involving the Water Filtration Facility and wastewater infrastructure. Workers’ compensation claims experience has remained steady

while property and liability insurance is projected to have this 5% increase. At this time, the Town has sufficient reserves in the Workers' Compensation Trust fund to hedge against any unanticipated increases.

## **Schools**

Falmouth faces a second consecutive year of increases in education costs due to an expansion of student enrollment specifically attending the Upper Cape Regional Technical School (UCRTS). For FY20, this represents an increase of \$375,000 in mandated funding to UCRTS, attributable in significant part to an additional five (5) students attending Upper Cape Tech. Final cost confirmation on this increase will not be available until February/March of 2019.

School Department funding is proposed to increase by 2.3% in the FY20 budget. By contrast, in the current (FY19) fiscal year, the School Department required supplemental funding in the amount of 2.65%; with the prior notification and collaboration at that time, the Town was able to incorporate that larger increase into the Selectmen's annual budget policy. The FY20 proposed expansion of two parks employees are further reflective of the need for expanded year-round maintenance of athletic fields serving the School Department as well as community recreation needs. As already noted, it is anticipated that this FY20 Budget will allow consideration of a second School Resource Officer position.

## **Funding Reserves**

As per the Selectmen's Policy, the Town will *not* further appropriate funds into the General Stabilization Fund. The fund balance has reached \$6,221,136 which is within range of the overall policy goal of 5% of the previous year's operating budget not including excluded debt. The sum of \$440,000 previously distributed to the General Stabilization Fund will be re-distributed to the Other Post-Employment Benefits Trust Fund (\$400,000) and the Worker's Compensation Trust Fund (\$40,000). There will be an allocation of \$1,032,079 to the Capital Stabilization Fund as in previous years, ensuring the continued importance of maintaining and bolstering these critically important Town reserves. 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 minor operating expenses.

## **Debt**

The exempt debt has increased in the last few years attributable to the payment of principal and interest for the new Water Filtration Facility as well as principal payments for the Little Pond Sewer Project. We have been transferring funds from the Debt Stabilization Fund to offset the large debt increases and to ensure that the tax levy increase is not in excess of new growth and the allowable 2.5%. This year the allocation from debt stabilization is being reduced as receipts from water and special assessments are being applied to the balance of the \$1.2 Million debt. Within the last three years, Falmouth has issued \$82.5 Million in debt without raising the tax levy beyond the allowable 2.5% plus new growth. This is an exceptional achievement, accomplished through the strong fiscal policies adopted by the Board of Selectmen and a carefully conceived and executed management plan implemented through all Town operating departments. Incorporated into the FY20 budget is \$600,000 for short-term interest. The Town will be borrowing approximately \$17 Million in January 2019 for the new Senior Center, High School Athletic Field and comprehensive wastewater-related projects.

## **AAA Bond Rating Upgrade**

Within the past year, the Town of Falmouth received a confirmation that its municipal bond rating from Standard and Poor's (S & P) was upgraded to AAA status from the previous AA+. The AAA bond rating 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 government. As per the Massachusetts Department of Local Services website, Falmouth is now among only 62 municipalities in the Commonwealth that have achieved this AAA rating from S & P – which represents less than 18% of all the communities in Massachusetts. This bond rating upgrade for Falmouth (compared to the previous AA+ rating) delivers financial savings anywhere from 5 to 25 basis points, which results in \$50,000 - \$250,000 in reduced costs on a \$10 Million municipal bond over a standard twenty-year term. This is the first time the Town of Falmouth has ever achieved this "highest available" municipal bond

rating and it represents the culmination of a multi-year process and achievement of an identified goal of the Board of Selectmen – all continued, positive financial news for Falmouth taxpayers whose hard-earned tax dollars are entrusted to the stewardship of your local government. Given the January 2019 borrowing referred to above in the amount of \$17 Million, this AAA bond rating upgrade is particularly timely in providing a significant long-term, ongoing financial benefit to taxpayers.

### **Concluding Remarks**

For their hard-earned tax dollars, residents of Falmouth receive all the public service support of a “full service municipality.” While this obviously includes police, fire/rescue and public works, Falmouth’s basic local government services also include an award-winning, state-of-the-art water filtration system and wastewater system. In addition, Falmouth still makes “house calls,” with weekly curbside trash (and twice-monthly recycling) pickup of all single-family residential properties at no additional charge. I thank my fellow employees of the Town of Falmouth for delivering these comprehensive, basic municipal services to Falmouth residents every day.

I am gratified that through the leadership and commitment of many dedicated individuals, the Town of Falmouth continues to remain in strong fiscal health. Through disciplined, modest 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 which is beyond that of the majority of surrounding communities. Fundamental to this is the consistent leadership of the Board of Selectmen. The Board utilizes a thoughtful and deliberative Strategic Planning Process and embraces appropriately conservative Budget Policies while concurrently continuing to fund reserves in a responsible, business-like manner. Also primary to this successful process has been the continued and informed, hands-on participation and critical support of the Finance Committee. This commitment to continuity and partnership in a collaborative 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 Selectmen at 7PM on Monday, January 7 in the Selectmen’s Meeting Room at Town Hall for the formal presentation of this FY2020 Proposed Budget. As per the Falmouth Town Charter, we have a very

compact timeframe to review, discuss and conclude the executive-level budget process with Selectmen's consideration and adoption of the proposed Budget. This proposed Budget is then due to be transmitted to the Finance Committee "...on or before January 16." I welcome the opportunity to join with Finance Director Jennifer Petit in working collaboratively with the Finance Committee in the weeks to come as they undertake their important deliberative work on the Falmouth FY20 Budget in preparation for the upcoming April Town Meeting.

I thank Finance Director Jennifer Petit for her consistent professionalism, commitment to quality and her dedication to this critically important annual budget process. I thank Assistant Town Manager Peter Johnson-Staub for his experienced insight and professional assistance with the evolution of this proposed Budget. I thank Town Accountant Victoria Rose, Assistant to the Town Accountant and Finance Director Anne Bastille, Town Treasurer/Collector Patricia O'Connell, and Director of Assessing Trisha Favulli for their dedication and consistent professional work as primary members of Falmouth's Finance Department, committed to collaborating as a team of professionals to ensure ongoing quality and responsible stewardship in our fundamental financial activities. I also thank all Falmouth Department Heads for their deliberative, hands-on involvement in this annual budget process, begun several months ago to ensure the comprehensiveness of this important work. Thank you for the commitment to quality which you bring to your work each day.

Thank you to members of the Falmouth Board of Selectmen for this opportunity to be of service to you as Town Manager. We all recognize that our collective work on this FY2020 Budget has a profound impact on all of those we are so privileged to serve.

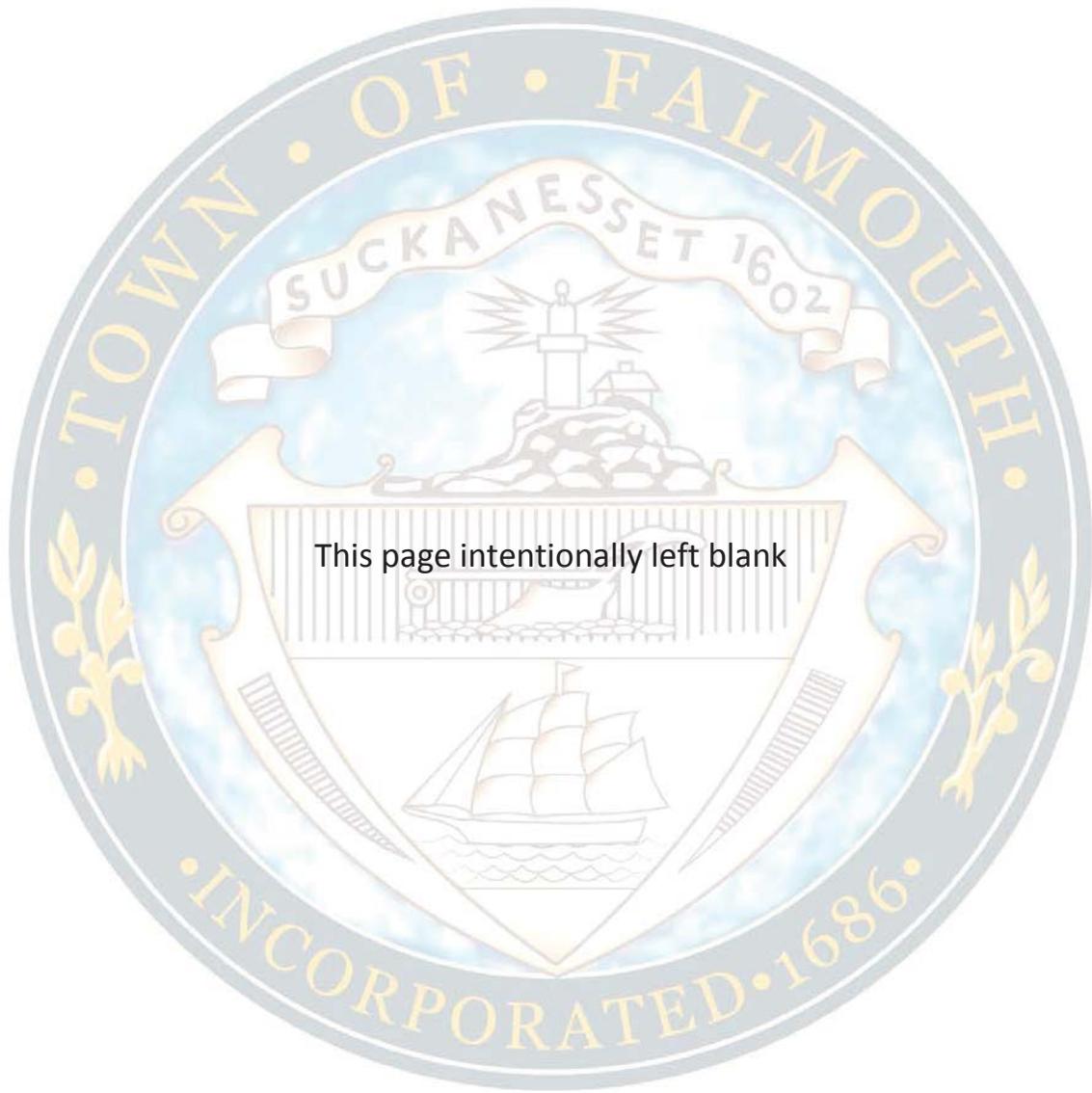
Respectfully Submitted,



Julian M. Suso

Falmouth Town Manager

December 21, 2018



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## BUDGET OVERVIEW

		FY 19	FY 20	FY 20	FY18 TO FY19	%
		VOTED	REQUESTS	RECOMMEND	CHANGE	CHANGE
<b>PROPERTY TAX</b>						
Base		90,621,701	93,670,971	93,670,971	3,049,270	
Amended New Growth		-	-	-	-	
2.5% increase		2,265,543	2,341,774	2,341,774	76,232	
New Growth		783,727	700,000	700,000	(83,727)	
Debt Exclusions (DE-1)		10,186,201	10,817,418	10,817,418	631,217	
Short Term Debt		-	(600,000)	(600,000)	(600,000)	
Revenue to offset Water/Wastewater debt		(1,200,000)	(1,200,000)	(1,200,000)	-	
Debt Exclusion ST Interest		-	-	-	-	
CC Commission		514,232	515,000	515,000	768	
Excess Levy Capacity		-	-	-	-	
<b>TOTAL TAX LEVY</b>		<b>103,171,404</b>	<b>106,245,163</b>	<b>106,245,163</b>	<b>3,073,759</b>	<b>2.98%</b>
<b>STATE REVENUE</b>						
Chapter 70		6,623,382	6,623,382	6,623,382	-	
Charter Tuition Reimbursements		294,835	294,835	294,835	-	
School Lunch		-	-	-	-	
School Choice		620,762	620,762	620,762	-	
MSBA Reimbursements		962,492	685,368	685,368	(277,124)	
Subtotal Education		8,501,471	8,224,347	8,224,347	(277,124)	
Unrestricted General Government Aid		1,433,458	1,433,458	1,433,458	-	
Veterans Benefits		310,489	310,489	310,489	-	
Exemptions: Vets, Blind, Surv Spouses & Elderly		163,018	163,018	163,018	-	
State Owned Land		738,580	738,580	738,580	-	
Public Libraries		33,892	33,892	33,892	-	
Subtotal General Government		2,679,437	2,679,437	2,679,437	-	
<b>TOTAL STATE REVENUE</b>		<b>11,180,908</b>	<b>10,903,784</b>	<b>10,903,784</b>	<b>(277,124)</b>	
<b>LOCAL ESTIMATED RECEIPTS</b>						
Motor Vehicle Excise		4,000,000	4,500,000	4,500,000	500,000	12.50%
**Other Excise		1,560,000	1,560,000	1,560,000	-	
Cannabis		-	100,000	100,000	-	
Penalties and Interest		575,000	575,000	575,000	-	
PILOT		165,000	165,000	165,000	-	
Charges for Services - Water		7,512,926	8,250,000	8,250,000	737,074	9.81%
Charges for Services - Trash Disposal		100,000	150,000	150,000	50,000	
Other Charges for Services		3,520,000	4,000,000	4,000,000	480,000	13.64%
Fees		200,000	250,000	250,000	50,000	
Rentals		100,000	100,000	100,000	-	
Departmental Revenue - Libraries		15,000	30,000	30,000	15,000	
Departmental Revenue - Recreation		120,000	120,000	120,000	-	
Licenses and Permits		1,290,000	1,290,000	1,290,000	-	0.00%
Special Assessments		400,000	1,000,000	1,000,000	600,000	
Fines and Forfeits		80,000	80,000	80,000	-	
Investment Income		40,000	140,000	140,000	100,000	
Misc. Recurring		40,000	40,000	40,000	-	
Misc. Non-Recurring		-	-	-	-	
<b>TOTAL ESTIMATED RECEIPTS</b>		<b>19,717,926</b>	<b>22,350,000</b>	<b>22,350,000</b>	<b>2,632,074</b>	<b>13.35%</b>
<b>OTHER AVAILABLE FUNDS</b>						
Parking Meter Fund		200,000	200,000	200,000	-	0.00%
Embarkation Fees		350,500	350,500	350,500	-	
Wetlands Fund		50,000	50,000	50,000	-	
Title V Program		41,697	41,226	41,226	(471)	-1.13%
Energy Receipts		378,982	368,932	368,932	(10,050)	-2.65%
Road Betterment		147,358	123,407	123,407	(23,951)	-16.25%
Golf Revenues		604,382	606,107	606,107	1,725	0.29%
Community Preservation Fund		1,424,629	1,142,169	1,142,169	(282,460)	-19.83%
Bond Premiums		89,059	80,347	80,347	(8,712)	-9.78%
Waterways Fund		135,753	134,791	134,791	(962)	-0.71%
Debt Stabilization Fund		1,333,696	729,700	729,700	(603,996)	-45.29%
Receipts Reserved - Sewer		-	50,000	50,000	-	
<b>TOTAL OTHER AVAILABLE FUNDS</b>		<b>4,756,056</b>	<b>3,877,179</b>	<b>3,877,179</b>	<b>(878,877)</b>	<b>-18.48%</b>
<b>TOTAL REVENUES</b>						
		<b>138,826,294</b>	<b>143,376,126</b>	<b>143,376,126</b>	<b>4,549,832</b>	

		<b>FY 19</b>	<b>FY 20</b>	<b>FY 20</b>	<b>FY18 TO FY19</b>	<b>%</b>
		<b>VOTED</b>	<b>REQUESTS</b>	<b>RECOMMEND</b>	<b>CHANGE</b>	<b>CHANGE</b>

**BUDGET**

General Government	4,401,170	4,552,346	4,489,636	88,466	2.01%
Public Safety	14,834,047	16,116,788	15,642,205	808,158	5.45%
Public Works and Facilities	14,017,584	14,927,193	14,566,677	549,093	3.92%
Community Development	1,627,462	1,686,909	1,659,241	31,779	1.95%
Community Services	4,560,633	5,043,782	4,814,781	254,148	5.57%
Education	50,718,507	52,107,977	52,193,357	1,474,850	2.91%
Employee Benefits	24,286,764	25,610,381	25,589,381	1,302,617	5.36%
Ins & Reserve	1,610,213	1,690,724	1,690,724	80,511	5.00%
Debt Service	16,173,744	16,132,512	16,132,512	(41,232)	-0.25%
<b>TOTAL OPERATING BUDGET</b>	<b>132,230,124</b>	<b>137,868,611</b>	<b>136,778,514</b>	<b>4,548,390</b>	<b>3.44%</b>

**TOWN MEETING ARTICLES**

Additional Budget Appropriations					
Capital Stabilization	1,032,079	1,032,079	1,032,079	-	
Stabilization General	440,000	-	-	(440,000)	
OPEB Trust	100,000	500,000	500,000	400,000	
Workers Comp Trust	100,000	140,000	140,000	40,000	
COLAs	200,000	200,000	200,000	-	
<b>TOTAL TOWN MEETING ARTICLES</b>	<b>1,872,079</b>	<b>1,872,079</b>	<b>1,872,079</b>	<b>-</b>	<b>0.00%</b>

**TAX RECAP APPROPRIATIONS**

Assessments	3,496,612	3,584,027	3,584,027	87,415	
Overlay	553,720	475,000	475,000	(78,720)	
State Aid Offsets	654,654	654,654	654,654	-	
<b>TOTAL RECAP APPROPRIATIONS</b>	<b>4,704,986</b>	<b>4,713,681</b>	<b>4,713,681</b>	<b>8,695</b>	<b>0.18%</b>

<b>*TOTAL APPROPRIATIONS</b>	<b>138,807,189</b>	<b>144,454,372</b>	<b>143,364,274</b>	<b>4,557,085</b>	<b>3.28%</b>
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<b>REVENUES MINUS EXPENDITURES</b>	19,104	(1,078,246)	11,852	(7,253)	
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**FY20 BUDGET**

DEPT #	DEPT NAME	FY 2019 RECOMMEND	FY 2020 REQUESTS	FY 2020 RECOMMEND	FY19vsFY20	(Review)
113	TOWN MEETING	39,750	38,500	38,500	(1,250)	-3.14%
114	TOWN MODERATOR	1,500	1,500	1,500	-	0.00%
122	SELECTMEN/TOWN MANAGER	575,598	579,473	579,473	3,875	0.67%
131	FINANCE	128,322	130,939	130,939	2,617	2.04%
132	FINANCE COMMITTEE/RESERVE FUND	325,000	325,000	325,000	-	0.00%
135	TOWN ACCOUNTANT	216,181	219,618	229,618	13,437	6.22%
141	ASSESSORS	352,622	370,351	370,351	17,729	5.03%
145	TOWN TREASURER/COLLECTOR	554,567	557,742	557,742	3,175	0.57%
151	TOWN COUNSEL	520,302	528,209	528,209	7,907	1.52%
152	PERSONNEL	298,087	347,505	312,015	13,928	4.67%
155	INFORMATION TECHNOLOGY	916,490	1,000,410	963,190	46,700	5.10%
156	GIS	101,062	102,732	102,732	1,670	1.65%
161	TOWN CLERK	276,289	279,767	279,767	3,478	1.26%
162	ELECTIONS	95,400	70,600	70,600	(24,800)	-26.00%
171	CONSERVATION	274,642	283,086	284,286	9,644	3.51%
175	PLANNING DEPARTMENT	268,754	306,769	279,101	10,347	3.85%
176	ZONING APPEALS	131,711	135,045	135,045	3,334	2.53%
192	DPW - FACILITIES MTNC	995,275	1,073,239	1,035,384	40,109	4.03%
193	PROP, LIAB, WRKR COMP INSURANCE	1,610,213	1,690,724	1,690,724	80,511	5.00%
210	POLICE DEPARTMENT	6,171,376	6,766,733	6,733,233	561,857	9.10%
220	FIRE/RESCUE	7,041,609	7,679,835	7,231,619	190,010	2.70%
230	CONSOLIDATED COMMUNICATIONS	673,297	654,783	661,916	(11,381)	-1.69%
241	BUILDING DEPARTMENT	656,191	666,148	664,948	8,757	1.33%
295	MARINE & ENV SERVICES	947,765	1,015,437	1,015,437	67,672	7.14%
300	SCHOOL DEPARTMENT	47,823,129	48,923,061	48,923,061	1,099,932	2.30%
390	UPPER CAPE REGIONAL	2,895,378	3,184,916	3,270,296	374,918	12.95%
411	DPW - ADMIN/ENGINEERING	788,182	825,636	825,636	37,454	4.75%
422	DPW - HIGHWAY	1,791,957	1,541,043	1,444,645	(347,312)	-19.38%
###	DPW - FLEET SERVICES	-	573,430	463,880	463,880	
423	DPW - SNOW & ICE	375,000	375,000	375,000	-	0.00%
424	DPW - STREETLIGHTING	105,000	105,000	105,000	-	0.00%
425	DPW - VEHICLE GASOLINE	318,388	422,856	335,000	16,612	5.22%
429	DPW - PARKS DEPARTMENT	1,139,245	1,237,654	1,208,797	69,552	6.11%
431	DPW - WASTE MGT FACILITY	357,948	360,842	360,842	2,894	0.81%
433	DPW - SOLID WASTE	3,403,000	3,546,000	3,546,000	143,000	4.20%
440	DPW - WASTEWATER	1,491,125	1,619,165	1,619,165	128,040	8.59%
450	DPW - WATER DEPARTMENT	3,218,806	3,211,846	3,211,846	(6,960)	-0.22%
460	RENEWABLE ENERGY	33,658	35,482	35,482	1,824	5.42%
510	HEALTH DEPARTMENT	296,164	295,861	295,861	(303)	-0.10%
522	CLINICS & NURSES	45,980	55,980	45,980	-	0.00%
541	SENIOR CENTER/COUNCIL ON AGING	279,590	501,980	340,097	60,507	21.64%
543	VETERANS SERVICES	588,302	598,485	598,485	10,183	1.73%
560	DISABILITY COMMISSION	250	250	250	-	0.00%

DEPT #	DEPT NAME	FY 2019 RECOMMEND	FY 2020 REQUESTS	FY 2020 RECOMMEND	FY19vsFY20	(Review)
599	HUMAN SERVICES	478,103	487,006	487,006	8,903	1.86%
610	FALMOUTH PUBLIC LIBRARY	2,019,137	2,151,660	2,097,211	78,074	3.87%
630	RECREATION DEPARTMENT	488,331	524,788	524,788	36,457	7.47%
632	BEACHES	658,960	721,653	718,984	60,024	9.11%
633	BIKEWAYS	1,980	1,980	1,980	-	0.00%
1753	LT EXCLUDED DEBT	11,237,752	10,982,787	10,982,787	(254,965)	-2.27%
1754	LT UNEXCLUDED DEBT	4,935,992	4,549,725	4,549,725	(386,267)	-7.83%
1755	ST EXCLUDED PRINCIPAL & INTEREST	-	600,000	600,000	600,000	0.00%
1911	RETIREMENT	7,904,970	8,451,144	8,451,144	546,174	6.91%
1913	UNEMPLOYMENT	145,000	166,000	145,000	-	0.00%
1914	HEALTH INSURANCE	15,128,862	15,885,305	15,885,305	756,443	5.00%
	SCHOOL DEPARTMENT	6,752,002	7,089,602	7,089,602	337,600	
	TOWN/RETIREES	8,376,860	8,795,703	8,795,703	418,843	
1915	LIFE INSURANCE	9,232	9,232	9,232	-	0.00%
1916	MEDICARE TAX	880,000	880,000	880,000	-	0.00%
1919	EMPLOYEE BENEFITS	218,200	218,200	218,200	-	0.00%
1941	COURT JUDGMENTS	500	500	500	-	0.00%
	<b>TOTALS</b>	<b>132,230,124</b>	<b>137,868,611</b>	<b>136,778,514</b>	<b>4,548,390</b>	<b>3.44%</b>
					Updated	12/20/2018



**TOWN OF FALMOUTH  
BOARD OF SELECTMEN**

**Fiscal Year 2020**

**Operating Budget Policy**

**Voted by Board of Selectmen on September 10, 2018**

**INTRODUCTION**

The Town of Falmouth, Board of Selectmen hereby establishes the following Fiscal Year 2020 budget policy in order to continue to strengthen the financial position of our community as memorialized in **FY2019-2023 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 Fiscal 2020 Budget Policy is intended to establish guidelines to ensure the strong fiscal health of the Town of Falmouth as we continue to strengthen the management practices in order to move toward meeting the Town's financial goals in order to promote quality of life for Falmouth residents.

The FY2020 budget shall be based on conservative and achievable estimates of available revenues. The FY2019 budget established a baseline for municipal services offered within a sustainable operating budget. Recommended expenses shall continue to be analyzed within a multi-year 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 supported within our anticipated revenue stream over the next five years.

The Town of Falmouth will seek to establish a level service budget which limits increases in order to sustain 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 sustain the operating budget, but will continue to monitor its stream of recurring revenues with the ongoing goal of identifying additional local revenues that could continue to support maintaining and enhancing service levels in our community.

In establishing a budget ceiling for the coming fiscal year, the Selectmen adopt a maximum tax revenue growth of 2.5% above the fiscal year 2019 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 and local receipts are the only source of revenue projected to increase. This additional revenue shall be allocated to operating budgets as determined by priority such as fixed costs and the Board of Selectmen's Strategic Plan.

The Town will continue to level fund appropriations to trust funds in the amount of \$1,672,079 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 Board of Selectman's review, the following policies will apply:

## **REVENUE POLICY**

### **Local Estimated Receipts**

Recent history of revenue growth will allow an increase in allocation of estimated receipts consistent with the Town's policy of conservative revenue estimates. This circumstance will permit the Town to fund additional public safety positions in the operating budget. 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 through increases in general fund reserves. The receipts estimated to support the Annual Operating Budget will not include Meals Tax Revenue.

### **State Revenues**

The FY 2019 state budget increased state aid to cities and towns. At this early date, the Town will project level funding of state aid until the State's FY 2020 budget has been further developed. The Town continues to monitor potential new revenues from seasonal lodging taxes.

### **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 2020 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 services of the Town. Additional staff resources, fundamentally in Public Safety, are being evaluated to existing programs and services only. Town Departments shall endeavor to limit any significant increase in appropriations 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 2.30% annual increase.

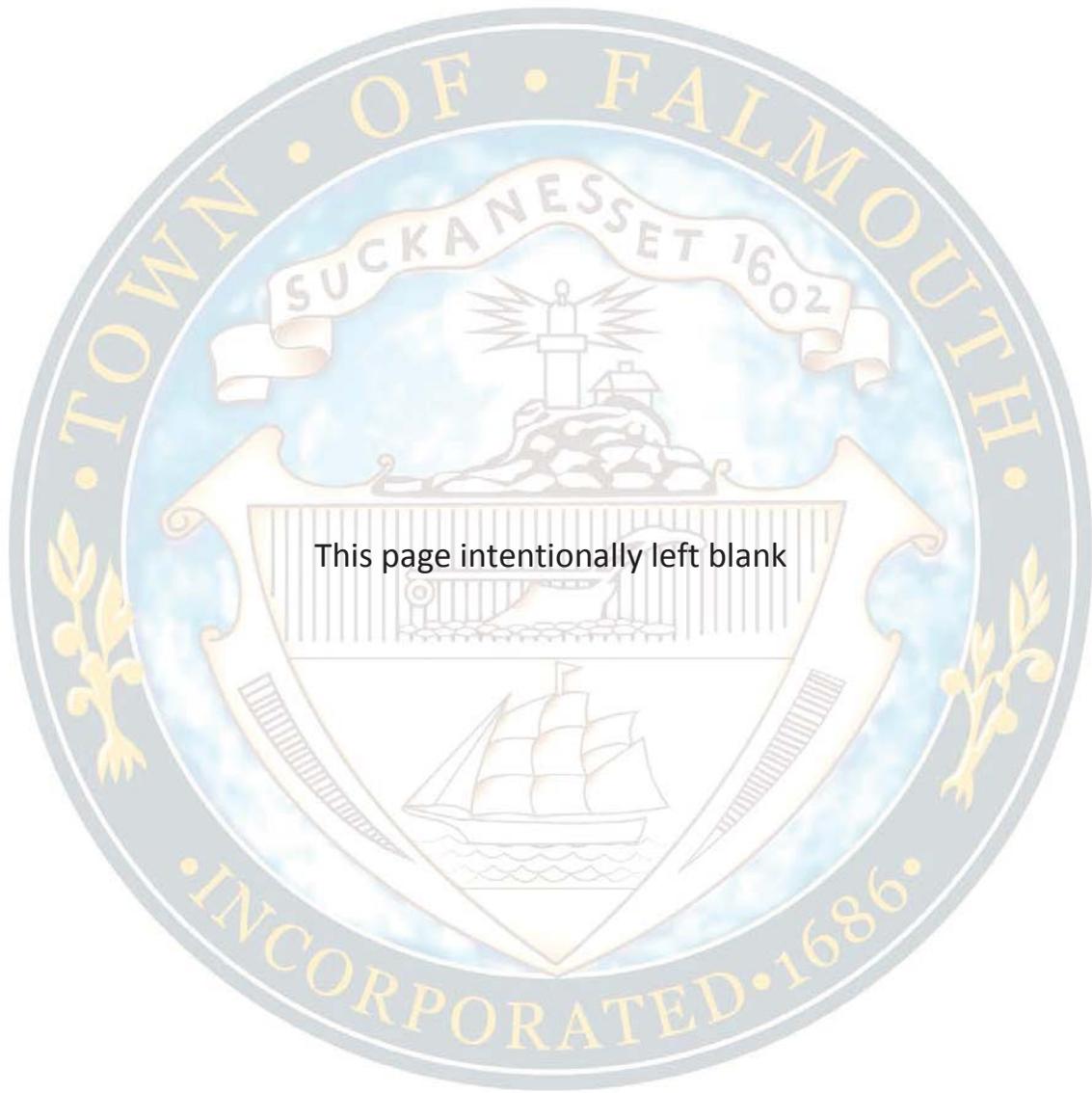
### **Strategic Priorities**

To further guide the Town Manager in the development of the 2020 Budget, the Board of Selectmen has adopted a five-year Strategic Plan FY 2019-2023. Requests for new programs shall be consistent with the Board of Selectmen's Strategic Plan and where appropriate have an identified revenue source. Priority shall be placed on maintaining and improving basic public services that are justified based on community needs and strategic priority.

### **Increase Reserves**

This section shall address four separate reserves; General Stabilization Fund, Capital Stabilization Fund, OPEB Trust Fund and the Worker's Compensation Trust Fund. The Town will not further appropriate funds into the General Stabilization Fund. The Fund balance has reached \$6,221,136 which is within range of the overall policy goal of 5% of the previous year's operating budget not including excluded debt. The sum of \$440,000 previously distributed to the General Stabilization Fund will be re-distributed to the Other Post Employment Trust fund (\$400,000) and the Workers Compensation Trust Fund (\$40,000).

There shall be an appropriation to the Capital Stabilization Fund which will consist of 75% of the previous year's meals tax revenue and the remainder from the property tax levy in the amount of \$1,032,079. After assessing basic service needs, the Town will continue to review revenue growth and make recommendations as necessary to responsibly increase reserves that may be in excess of the budget policy.



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# 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 Board of Selectmen a five year Capital Improvements Plan (CIP), which shall include supporting data, cost estimates, methods of financing, recommended time schedules, etc.
- The Board of Selectmen 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 Board of Selectmen, 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 Board of Selectmen

January 15

- The Board of Selectmen adopts the budget with or without recommendations

January 16

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

30 Days Prior to Town Meeting

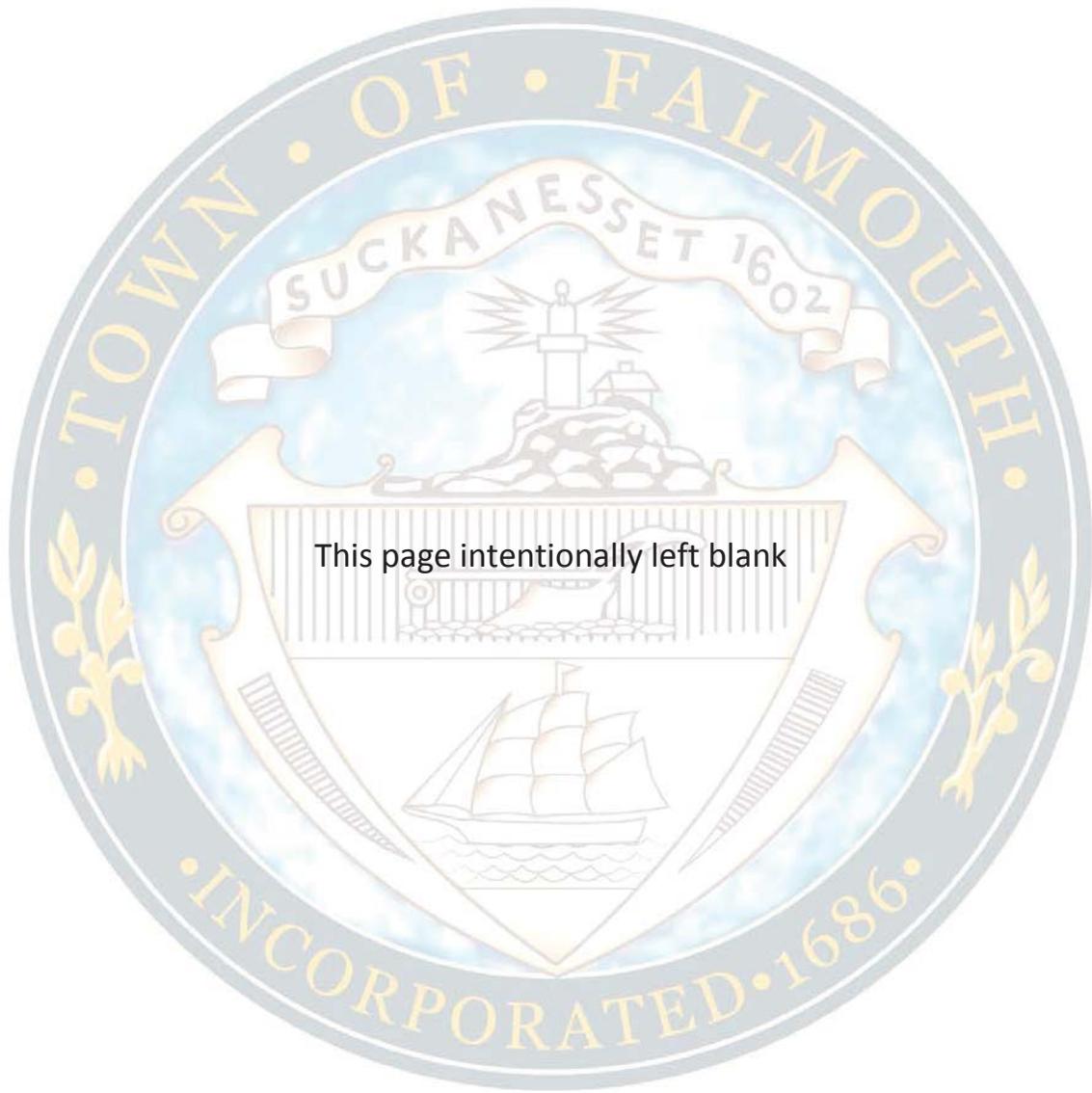
- A public hearing shall be held by the Finance Committee on the CIP

April

- The Board of Selectmen 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



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# 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 Board of Selectmen 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 Board of Selectmen.

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 Board of Selectmen. 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 Board of Selectmen 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 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.

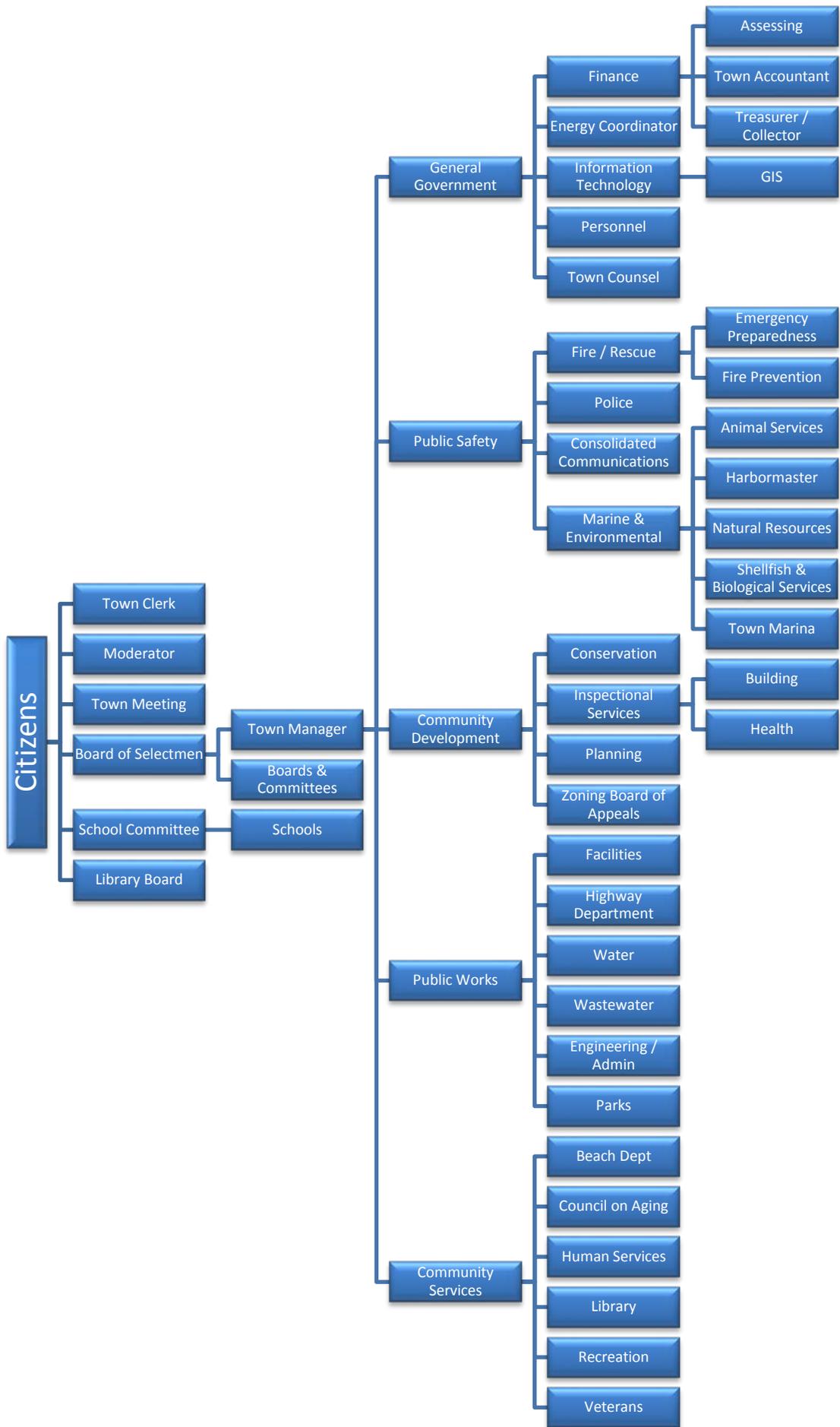
The Town Manager prepares a five-year capital improvement plan (CIP), which includes a clear summary of its contents, a list of capital improvements proposed for the next five (5) fiscal years along with supporting data, cost estimates, financing methods and recommended time schedules, and the estimated annual cost of operating and maintaining any facilities or equipment that is to be built or acquired. This is submitted to the Board of Selectmen 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 Board of Selectmen 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.

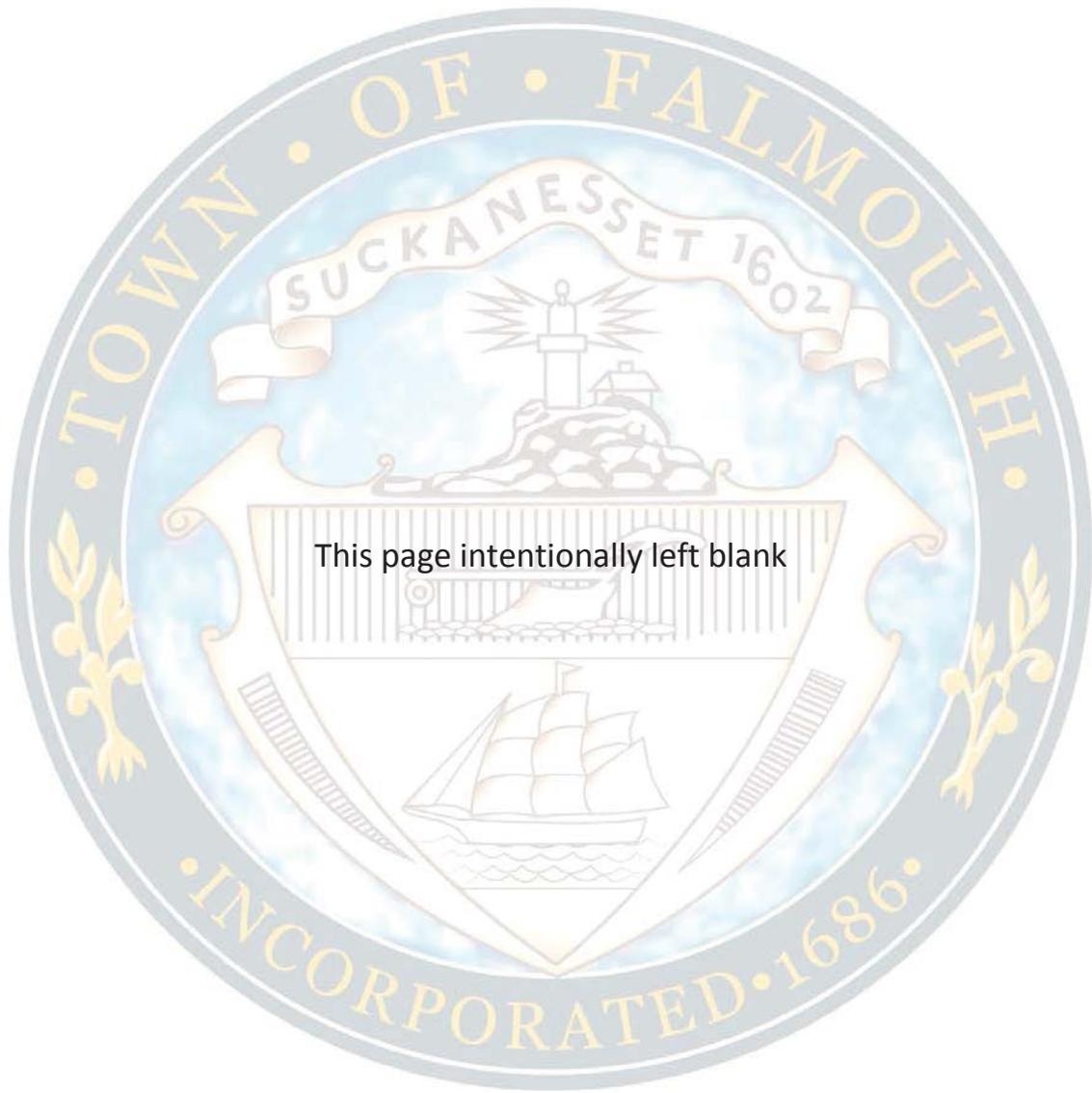
The town maintains a Capital Stabilization Fund, which was created to address the town's infrastructure needs and to dedicate revenue to address those needs. The fund is also a source for the town's CIP spending, and funds may be used instead of taking on debt to minimize costs. Capital project appropriations 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.





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# REVENUE DETAIL

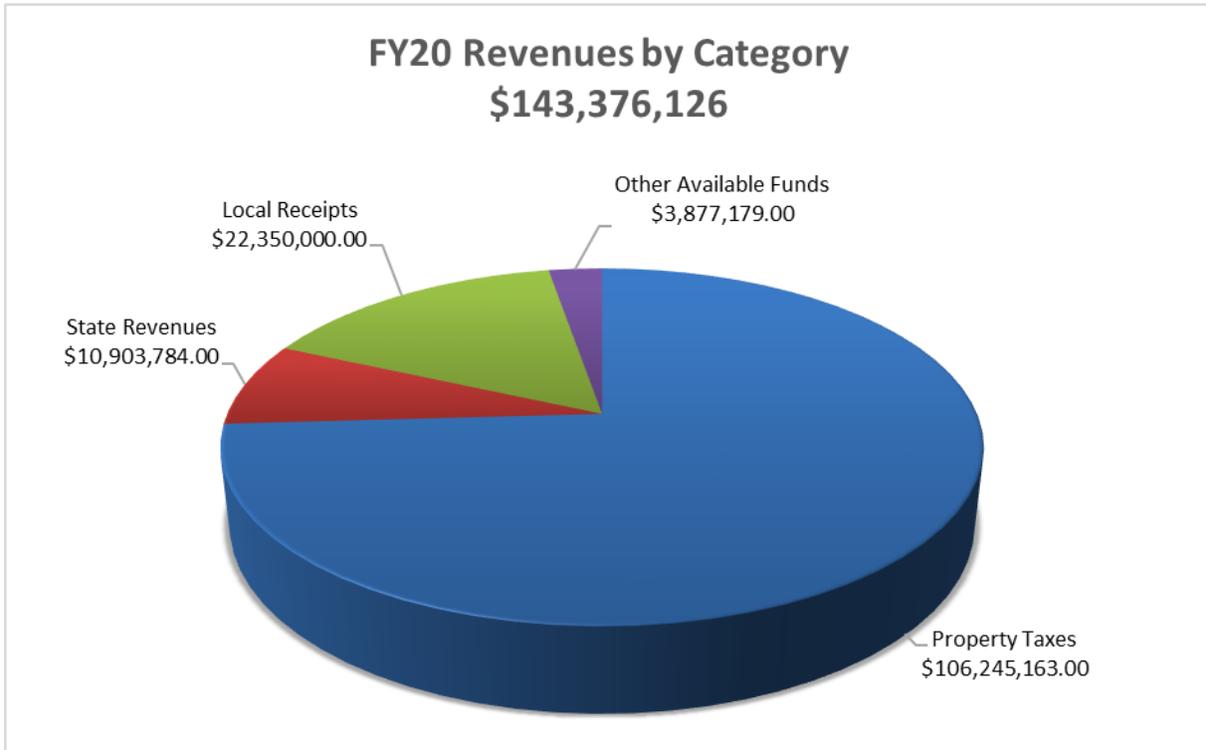


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# Revenue

## 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. 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 FY2019. The chart below summarizes the projected FY2020 revenue by category.



### Five-Year Budget Revenue Analysis

Revenue Category	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimated	FY20 Budgeted
Property Taxes	\$94,510,055.00	\$96,324,425.00	\$99,757,350.36	\$103,171,404.00	\$106,245,163.00
State Revenues	\$9,470,565.00	\$10,110,025.00	\$10,492,256.00	\$11,180,908.00	\$10,903,784.00
Local Receipts	\$23,198,609.00	\$24,451,563.00	\$26,059,798.00	\$19,717,926.00	\$22,350,000.00
Other Available Funds	\$4,396,308.00	\$4,994,402.00	\$5,212,755.00	\$4,756,056.00	\$3,877,179.00
<b>Total</b>	<b>\$131,575,537.00</b>	<b>\$135,880,415.00</b>	<b>\$141,522,159.36</b>	<b>\$138,826,294.00</b>	<b>\$143,376,126.00</b>

### REVENUE POLICY- ADOPTED BY THE BOARD OF SELECTMEN 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.

## Revenue

- 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.

### REVENUE FORECASTING

Annually, the Board of Selectmen 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.

### PROPERTY TAXES

In FY2019, 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 2021.

#### *Proposition 2 ½*

Annual tax levy growth is constrained by Proposition 2 ½, 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
2009	708,317	-	53,378	13,949	165,716	941,360
2010	713,932	-	25,405	6,806	106,366	852,509
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	237,867	953,225
2019	654,984	-	20,375	4,838	103,530	783,727
AVERAGE	\$663,654	\$12	\$32,426	\$14,404	\$153,568	\$864,064

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. The Town does not anticipate any Proposition 2 ½ overrides. A debt exclusion may also be approved by voters to increase the levy limit temporarily to fund capital projects. The Town anticipates requesting a debt exclusion for the All New Purpose Field located at the High School. 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

Purposes(s) of Exclusion Vote	FY 2020 Gross Debt Service Excludable	Reimbursements Adjustments	FY 2020 Net Excluded Debt Service
New Silver \$850k	\$19,440.00	\$1,727.33	\$17,712.67
Sludge \$450k	38,800.00	972.50	37,827.50
MWPAT Waste Tr. Plant \$250k	17,286.66	0.00	17,286.66
MWPAT New Silver \$7.55M	116,625.00		116,625.00
Mullen Hall Const Ref \$7,311k	802,950.00	685,368.00	117,582.00
Mullen Hall Plans Ref \$207,550	22,800.00		22,800.00
Library Const \$1,117,446	85,150.00	3,377.60	81,772.40
Library Suppl. \$406,000	26,925.00	1,155.47	25,769.53
FHS Const. \$5M	382,900.00	15,170.03	367,729.97
FHS Const. \$5,689,554	438,493.76	17,207.06	421,286.70
DPW Ren/Const \$5,425k	317,200.00		317,200.00
Wastewater Plant (MWPAT Share)	773,231.20		773,231.20
Construction FHS \$6,195,500	375,418.76		375,418.76
Construction FHS \$4,598,150	319,368.76	1,088.43	318,280.33
Design/Planning Main Library	18,693.76		18,693.76
Design/Planning Main Library	11,506.26		11,506.26
New Silver Wastewater \$150k	5,275.00		5,275.00
Municipal Land - Rapoza	32,812.50		32,812.50
Library \$4,72M	227,800.00	9,471.73	218,328.27
DPW Bld Suppl \$160k	12,600.00	314.48	12,285.52
FHS Supplemental \$18.8M	1,720,793.76	8,815.01	1,711,978.75
New Silver Wastewater - Adv Ref \$16	16,780.00		16,780.00
Wastewater Plant (Town) - Adv Ref	45,560.00		45,560.00
Supplemental Fire HQ Building - Adv Ref	28,020.00		28,020.00
Design Falmouth High School - Adv Ref	209,980.00		209,980.00
FHS Ren/Const \$4,164,000	417,662.50	3,664.34	413,998.16
Water Treatment Plant	2,396,827.22	5,946.78	2,390,880.44
Wastewater Management Plan	1,629,766.70	0.00	1,629,766.70
Lawrence School windows	179,520.00	0.00	179,520.00
Water Treatment Plant Design/Plan - \$3M	292,600.00	11,436.11	281,163.89
<b>Totals</b>	<b>\$10,982,786.84</b>	<b>\$765,714.87</b>	<b>\$10,217,071.97</b>

## FY2020 Property Tax Calculation

PROPERTY TAX	FY18 Actual	FY19 Estimated	FY20 Budget
<b>Base</b>	\$87,481,370	\$90,621,701	\$93,670,971
2.5% increase	\$2,187,034	\$2,265,543	\$2,341,774
New Growth	\$953,225	\$783,727	\$700,000
Debt Exclusions (DE-1)	\$10,297,985	\$10,186,201	\$10,217,418
<b>Short Term Debt</b>	\$0	\$0	\$0
<b>Revenue to offset Water/Wastewater debt</b>	-\$1,200,000	-\$1,200,000	-\$1,200,000
<b>Debt Exclusion ST Interest</b>	\$0	\$0	\$0
CC Commission/Barnstable County Tax	\$467,935	\$514,232	\$515,000
<b>TOTAL TAX LEVY</b>	<b>\$100,187,549</b>	<b>\$103,171,404</b>	<b>\$106,245,163</b>

# Revenue

## STATE REVENUES

This category represents approximately 7.6% of total revenues in FY2020. The Town projects that state aid will be level funded next year. Town management periodically monitors state revenues and consults with state officials to discuss any changes in state aid.

STATE REVENUE	FY18 Actual	FY19 Estimated	FY20 Budget
Chapter 70	\$6,110,688	\$6,623,382	\$6,623,382
Charter School Tuition Reimbursements	\$149,439	\$294,835	\$294,835
School Choice	\$600,233	\$620,762	\$620,762
MSBA Reimbursements	\$962,492	\$962,492	\$685,368
<b>Subtotal Education</b>	<b>\$7,822,852</b>	<b>\$8,501,471</b>	<b>\$8,224,347</b>
Unrestricted General Government Aid	\$1,384,984	\$1,433,458	\$1,433,458
Veterans Benefits	\$485,006	\$310,489	\$310,489
Exemptions: Vets, Blind, Surv Spouses & Elderly	\$27,636	\$163,018	\$163,018
State Owned Land	\$738,580	\$738,580	\$738,580
Public Libraries	\$33,198	\$33,892	\$33,892
<b>Subtotal General Government</b>	<b>\$2,669,404</b>	<b>\$2,679,437</b>	<b>\$2,679,437</b>
<b>TOTAL STATE REVENUE</b>	<b>\$10,492,256</b>	<b>\$11,180,908</b>	<b>\$10,903,784</b>

### 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.
- **MSBA Reimbursement** – Prior to 2006, the Massachusetts School Building Authority (MSBA) offered reimbursements for partial principal and interest paid for bonds issued for the construction of new school buildings and the renovation of older buildings. Currently reimbursements are paid so the Town can pay for design and construction before bonds are issued. The current method lowers the borrowing amount. Reimbursements are based on a specific formula which accounts for local economic indicators like poverty, property value, and incomes, as well as steps municipalities take to better manage and allocate disbursed funding. MSBA reimbursement decreased \$277,124 due to the last principal payment for Morse Pond School.

#### 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.
- **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.

## Revenue

- **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 15.5% of total revenues in FY2020. Local receipts are an important part of Falmouth's overall revenue profile, and assist local government in maintaining levels of service. As Proposition 2 ½ 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.

LOCAL ESTIMATED RECEIPTS	FY18 Actual	FY19 Estimated	FY20 Budget
Motor Vehicle Excise	\$5,210,553	\$4,000,000	\$4,500,000
<b>**Other Excise</b>	\$2,262,545	\$1,560,000	\$1,560,000
Cannabis	\$0	\$0	\$100,000
Penalties and Interest	\$604,753	\$575,000	\$575,000
PILOT	\$171,537	\$165,000	\$165,000
Charges for Services - Water	\$8,358,396	\$7,512,926	\$8,250,000
Charges for Services - Trash Disposal	\$169,113	\$100,000	\$150,000
Other Charges for Services	\$4,274,582	\$3,520,000	\$4,000,000
Fees	\$294,333	\$200,000	\$250,000
Rentals	\$179,859	\$100,000	\$100,000
Departmental Revenue - Libraries	\$23,874	\$15,000	\$30,000
Departmental Revenue - Recreation	\$147,236	\$120,000	\$120,000
Licenses and Permits	\$1,883,017	\$1,290,000	\$1,290,000
Special Assessments	\$1,045,227	\$400,000	\$1,000,000
Fines and Forfeits	\$171,153	\$80,000	\$80,000
Investment Income	\$231,913	\$40,000	\$140,000
Misc. Recurring	\$599,638	\$40,000	\$40,000
Misc. Non-Recurring	\$432,069		
<b>TOTAL ESTIMATED RECEIPTS</b>	<b>\$26,059,798</b>	<b>\$19,717,926</b>	<b>\$22,350,000</b>

#### 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.
- **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.

## Revenue

- **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, charges 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.
- **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 2.7% of total revenues in FY2020, 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	FY18 Actual	FY19 Estimated	FY20 Budget
Parking Meter Fund	\$212,076	\$200,000	\$200,000
Embarkation Fees	\$350,500	\$350,500	\$350,500
Wetlands Fund	\$50,000	\$50,000	\$50,000
Title V Program	\$41,697	\$41,697	\$41,226
Energy Receipts	\$386,307	\$378,982	\$368,932
Road Betterment	\$212,282	\$147,358	\$123,407
Golf Revenues	\$605,832	\$604,382	\$606,107
Community Preservation Fund	\$1,481,164	\$1,424,629	\$1,142,169
Bond Premiums	\$98,553	\$89,059	\$80,347
Waterways Fund	\$136,616	\$135,753	\$134,791
Debt Stabilization Fund	\$1,637,728	\$1,333,696	\$729,700
Receipts Reserved - Sewer	\$0	\$0	\$50,000
<b>TOTAL OTHER AVAILABLE FUNDS</b>	<b>\$5,212,755</b>	<b>\$4,756,056</b>	<b>\$3,877,179</b>

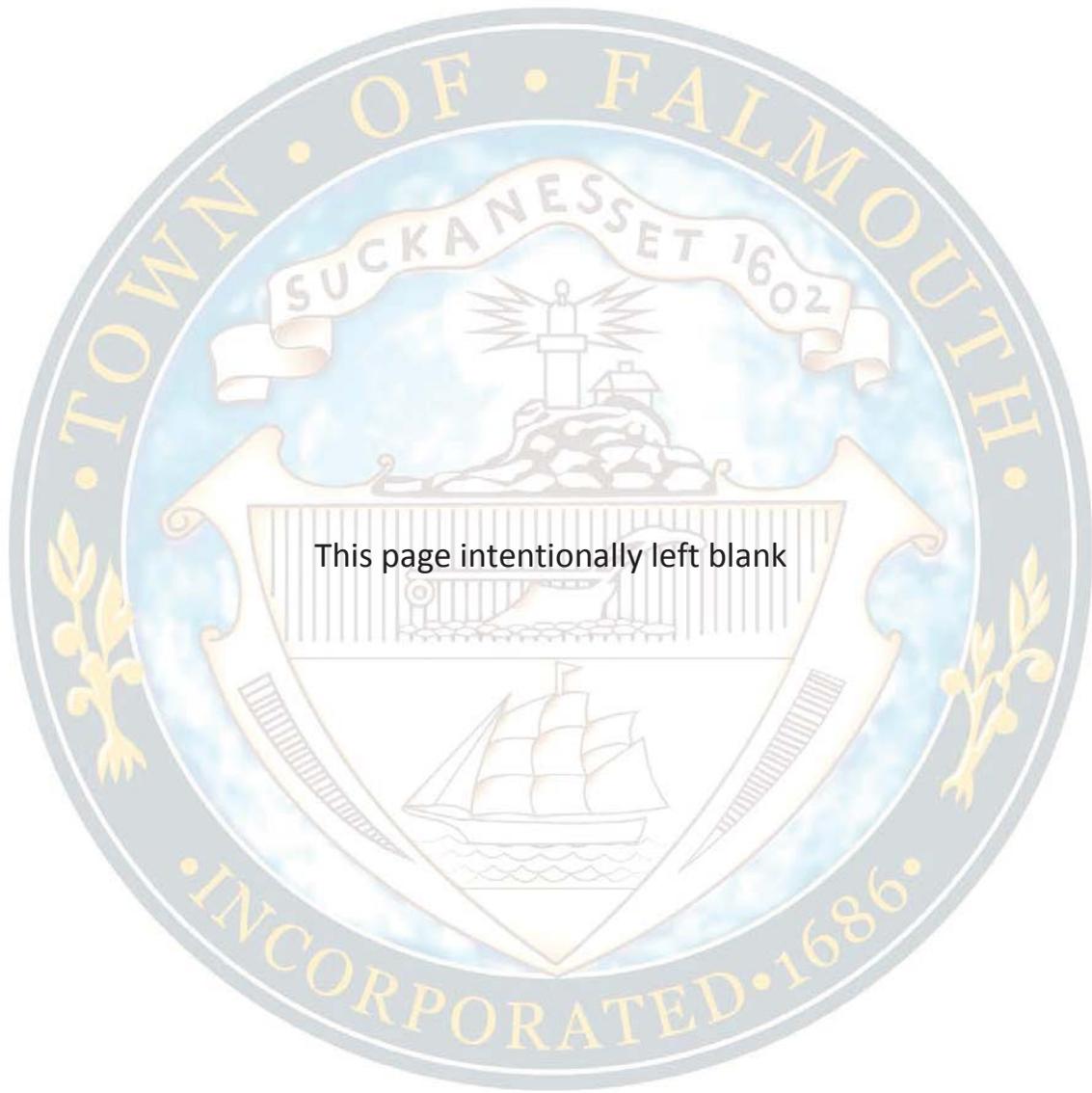
#### Other Available Funds Category Descriptions

- **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.

## Revenue

- **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.
- **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.

**GENERAL GOVERNMENT  
BUDGET**



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# TOWN MANAGER/BOARD OF SELECTMEN

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## **MISSION – Board of Selectmen**

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 Board of Selectmen 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 Board of Selectmen and the Town Manager. The Town Manager shall implement the goals and carry out the policies of the Board of Selectmen.

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

## **GOALS**

The Board of Selectmen goals are detailed in the Strategic Plan which is updated each summer. The priority areas identified during the summer of 2018 are:

1. Enhance Community Engagement
2. Balance Financial and Economic Stability with Community Development
3. Maintain Coastal Resources, Infrastructure and Beaches
4. Conserve and Manage Resources
5. Manage Water and Wastewater
6. Promote Health and Public Safety

For further details on the Strategic Plan, visit: <http://www.falmouthmass.us/748/Five-Year-Strategic-Plan>.

# TOWN MANAGER/BOARD OF SELECTMEN

TOWN MANAGER/BOARD OF SELECTMEN						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-122-5110	SALARY & WAGES FULL TIME	\$447,441	\$434,938	\$464,168	\$468,043	\$468,043
<b>TOTAL SALARIES</b>		<b>\$447,441</b>	<b>\$434,938</b>	<b>\$464,168</b>	<b>\$468,043</b>	<b>\$468,043</b>
01-122-5280	FIREWORKS*	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
01-122-5298	GREEN HEAD FLY CONTROL*	\$2,800	\$2,800	\$2,800	\$2,800	\$2,800
01-122-5302	PROF/TECH-APPRAISAL*	\$5,000	\$0	\$5,000	\$5,000	\$5,000
01-122-5319	PROF/TECH-CONTRACTUAL	\$38,610	\$18,185	\$38,610	\$38,610	\$38,610
01-122-5340	COMMUNICATION-PRINTING	\$600	\$532	\$600	\$600	\$600
01-122-5341	COMMUNICATION-TELEPHONE	\$1,075	\$1,224	\$1,075	\$1,075	\$1,075
01-122-5342	COMMUNICATION-POSTAGE	\$2,000	\$1,503	\$2,000	\$2,000	\$2,000
01-122-5343	COMMUNICATION-ADVERTISING	\$2,800	\$3,482	\$2,800	\$2,800	\$2,800
01-122-5345	COMMUNICATION-TOWN REPORT*	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
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	\$0	\$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	\$2,639	\$2,000	\$2,000	\$2,000
01-122-5710	IN-STATE TRAVEL	\$4,300	\$2,341	\$4,300	\$4,300	\$4,300
01-122-5711	AUTO ALLOWANCE	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
01-122-5720	OUT-OF STATE TRAVEL*	\$4,300	\$1,296	\$4,300	\$4,300	\$4,300
01-122-5730	DUES & MEMBERSHIPS	\$10,000	\$11,688	\$10,000	\$10,000	\$10,000
01-122-5780	ADMINISTRATIVE EXPENSE	\$625	\$2,344	\$625	\$625	\$625
01-122-5798	UNPAID BILLS	\$4,072	\$4,072	\$0	\$0	\$0
01-122-5799	PRIOR YEAR ENCUMBRANCES	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$115,502</b>	<b>\$87,726</b>	<b>\$111,430</b>	<b>\$111,430</b>	<b>\$111,430</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$562,943</b>	<b>\$522,664</b>	<b>\$575,598</b>	<b>\$579,473</b>	<b>\$579,473</b>

FY20 SALARIES & WAGES											
TOWN MANAGER/BOARD OF SELECTMEN - 122											
	Group	Grade	FY19 STEP	Name	Job Title	Rate	Hrs/wk	Weekly	Wks	Total	
1				SUSO JULIAN M	TOWN MANAGER	90.71	40	3,628.40	52.2	\$189,402	
2	24	11	10	JOHNSON STAUB PETER	ASST TOWN MANGR	61.22	40	2,448.80	52.2	\$127,827	
3	24	4	10	DAVIDSON DIANE S	OFF MGR/LIC ADM	33.81	37.5	1,267.88	52.2	\$66,183	
4	24	3	6	DOWNEY PHYLLIS	ADMIN ASST	26.12	37.5	979.50	52.2	\$51,130	
5				MORAN SUSAN	CHAIRMAN	500.00	0	-	12	\$6,000	
6				JONES DOUG	SELECTMEN	416.67	0	-	12	\$5,000	
7				PATTERSON SAMUEL	SELECTMEN	416.67	0	-	12	\$5,000	
8				ENGLISH BRAGA MEGAN	SELECTMEN	416.67	0	-	12	\$5,000	
9				BROWN DOUGLAS	SELECTMEN	416.67	0	-	12	\$5,000	
10				VACANT (FUNDED FY19)	INTERN					\$7,500	
							<b>FTE</b>	<b>5</b>			<b>\$468,043</b>
** FERONI CARLA					HOUSING COORDINATOR	40.82	40	1632.8	52.2	\$	85,232
Funded by Affordable Housing Trust Fund (8 hours funded by Recaptured CDBG Funds)											

# 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

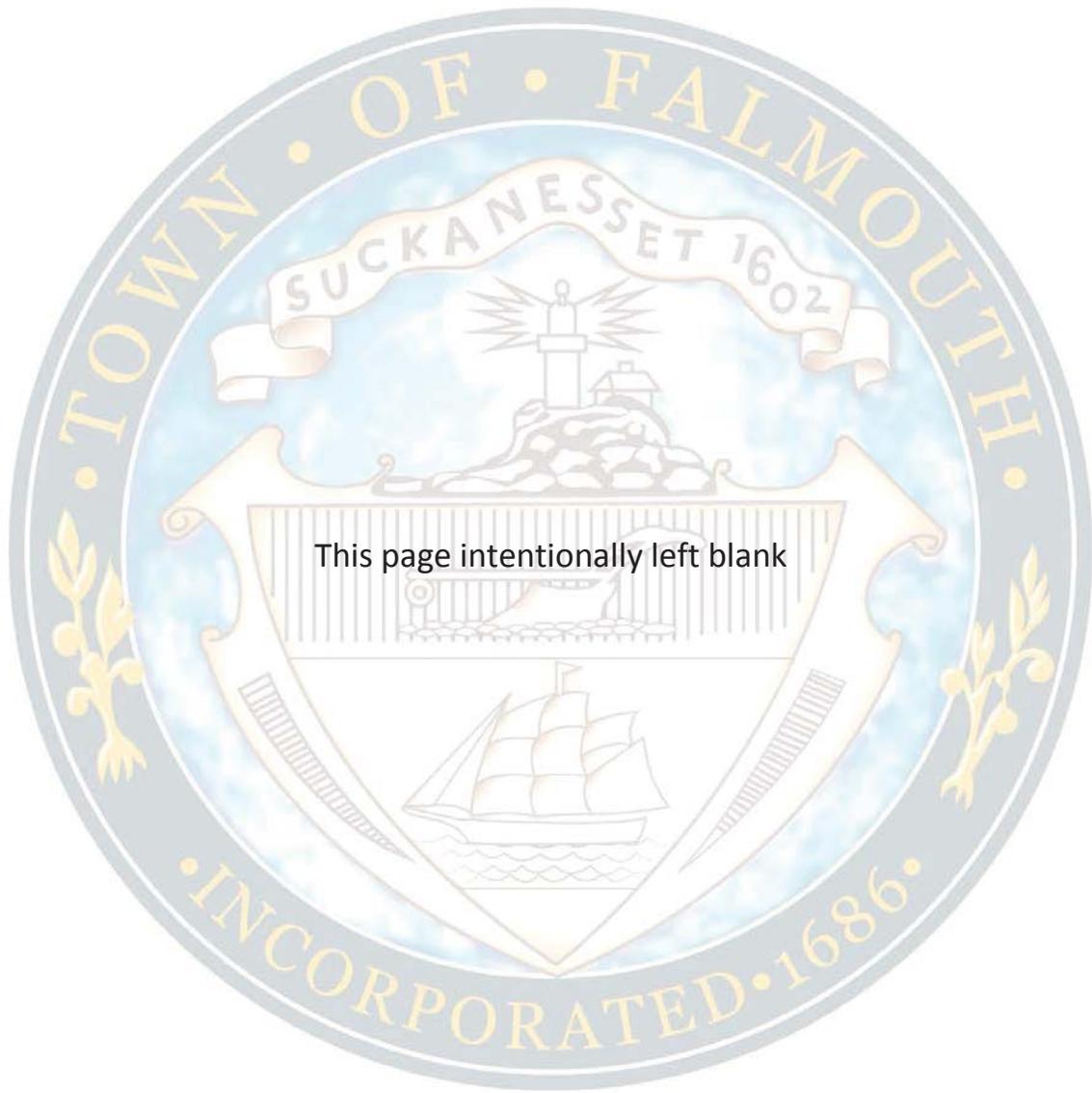
Oversees the functions of accounting, assessing, Collections and Treasury. Serves as the Chief Financial Advisor to the Town of Falmouth’s elected and appointed officials; and performs the duties of the Chief Procurement Officer.

## DEPARTMENT GOALS

1. Convert the existing Utility Billing System to a user friendly supported system
2. Establish a system-wide purchase order system
3. Continue to Enhance financial reporting to Town Meeting and Citizens

<i>FINANCE DEPARTMENT</i>						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-131-5110	SALARY & WAGES FULL TIME	\$122,457	\$122,387	\$125,322	\$127,827	\$127,827
<b>TOTAL SALARIES</b>		<b>\$122,457</b>	<b>\$122,387</b>	<b>\$125,322</b>	<b>\$127,827</b>	<b>\$127,827</b>
01-131-5340	COMMUNICATION-PRINTING	\$500	\$605	\$500	\$500	\$500
01-131-5341	COMMUNICATION-TELEPHONE	\$0	\$0	\$0	\$612	\$612
01-131-5420	OFFICE SUPPLIES	\$500	\$1,164	\$500	\$500	\$500
01-131-5710	IN-STATE TRAVEL	\$1,500	\$61	\$1,500	\$1,000	\$1,000
01-131-5730	DUES & MEMBERSHIPS	\$500	\$850	\$500	\$500	\$500
<b>TOTAL EXPENSES</b>		<b>\$3,000</b>	<b>\$2,681</b>	<b>\$3,000</b>	<b>\$3,112</b>	<b>\$3,112</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$125,457</b>	<b>\$125,068</b>	<b>\$128,322</b>	<b>\$130,939</b>	<b>\$130,939</b>

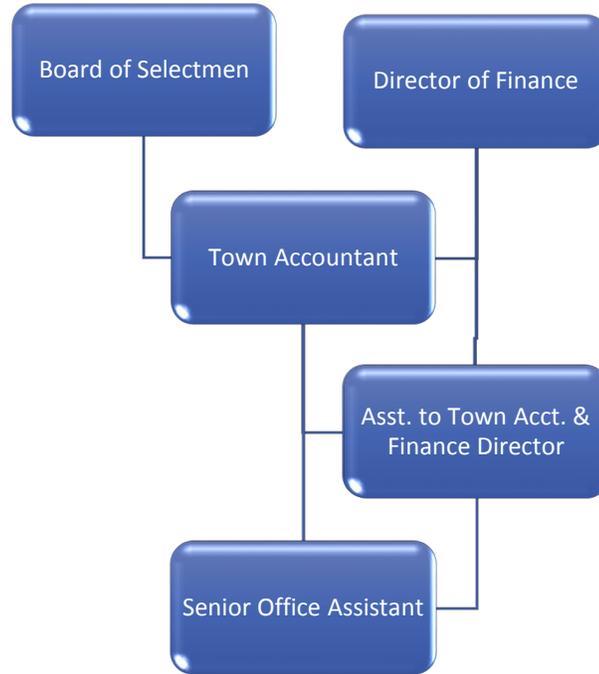
<i>FINANCE DEPARTMENT - 131</i>										
Group	Grade	FY20 STEP	Name	Job Title	Rate	Hrs/Wk	Weekly	Wks	Total	
1	24	11	10	JENNIFER PETIT	61.22	40	2,448.80	52.2	127,827	
					FTE	1				127,827



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# FINANCE – Town Accountant

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## 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 the weekly town-wide accounts payable and payroll processes, including processing all invoices and payrolls, and creating and submitting warrants for approval. General ledger accounts are analyzed and reconciled. The Town Accountant submits the combined balance sheet, schedule A and free cash certification request annually to the State. The department maintains fixed asset records and assists with the annual audit, retains grants and contracts, monitors grant and contract spending and processes invoices and collects revenue for the Town's special details. These financial controls are essential to properly safeguard taxpayer's dollars.

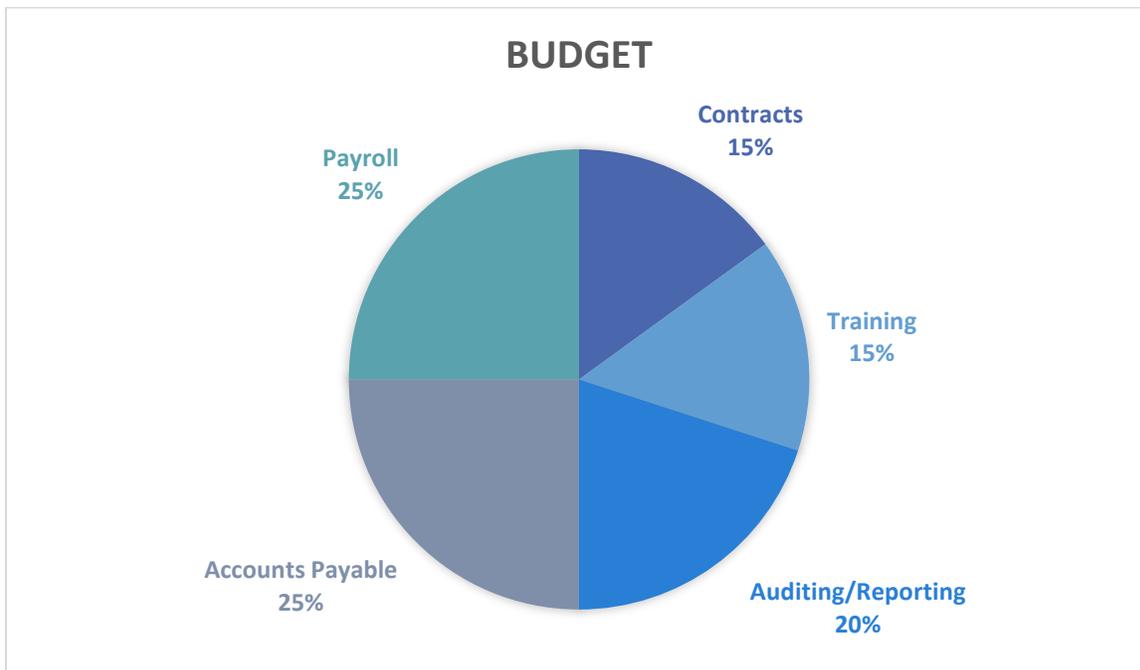
## DEPARTMENT GOALS

1. Provide cost effective, quality customer service to all departments along with the general public
2. Improve customer service and communication throughout Town
3. Implement a Town wide purchase order system and instruct departments how to use it successfully
4. Organize and teach personnel on Softright payroll
5. Educate departments on Softright reporting

# FINANCE – Town Accountant

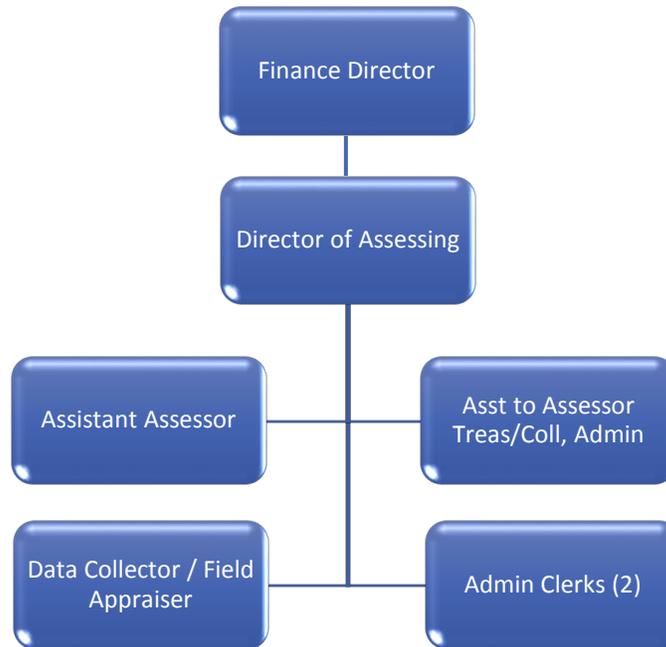
TOWN ACCOUNTANT						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-135-5110	SALARY & WAGES FULL TIME	\$159,848	\$159,831	\$168,516	\$171,953	\$171,953
<b>TOTAL SALARIES</b>		<b>\$159,848</b>	<b>\$159,831</b>	<b>\$168,516</b>	<b>\$171,953</b>	<b>\$171,953</b>
01-135-5301	PROF/TECH-ANNUAL AUDIT*	\$45,000	\$50,000	\$45,000	\$45,000	\$55,000
01-135-5341	COMMUNICATION-TELEPHONE	\$240	\$0	\$240	\$240	\$240
01-135-5342	COMMUNICATION-POSTAGE	\$25	\$0	\$25	\$25	\$25
01-135-5420	OFFICE SUPPLIES	\$600	\$1,028	\$600	\$600	\$600
01-135-5710	IN-STATE TRAVEL	\$1,500	\$1,445	\$1,500	\$1,500	\$1,500
01-135-5730	DUES & MEMBERSHIPS	\$300	\$195	\$300	\$300	\$300
<b>TOTAL EXPENSES</b>		<b>\$47,665</b>	<b>\$52,668</b>	<b>\$47,665</b>	<b>\$47,665</b>	<b>\$57,665</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$207,513</b>	<b>\$212,499</b>	<b>\$216,181</b>	<b>\$219,618</b>	<b>\$229,618</b>

FY20 SALARIES & WAGES										
TOWN ACCOUNTANT - 135										
	Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/ WK	Weekly	Wks	Total
1	24	9	8	ROSE VICTORIA A	TOWN ACCOUNTANT	46.70	40	1868	52.2	\$97,510
2	11	9	4	BASTILLE ELIZABETH A	ASST TO TOWN ACCT & FIN DIR	24.98	37.5	936.75	52.2	\$48,898
3	11	6	4	TRACY MARTIN	SR OFFICE ASST	20.39	24	489.36	52.2	\$25,545
						<b>FTE</b>	<b>2.6</b>			<b>\$171,953</b>



# FINANCE – Assessor

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## 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.

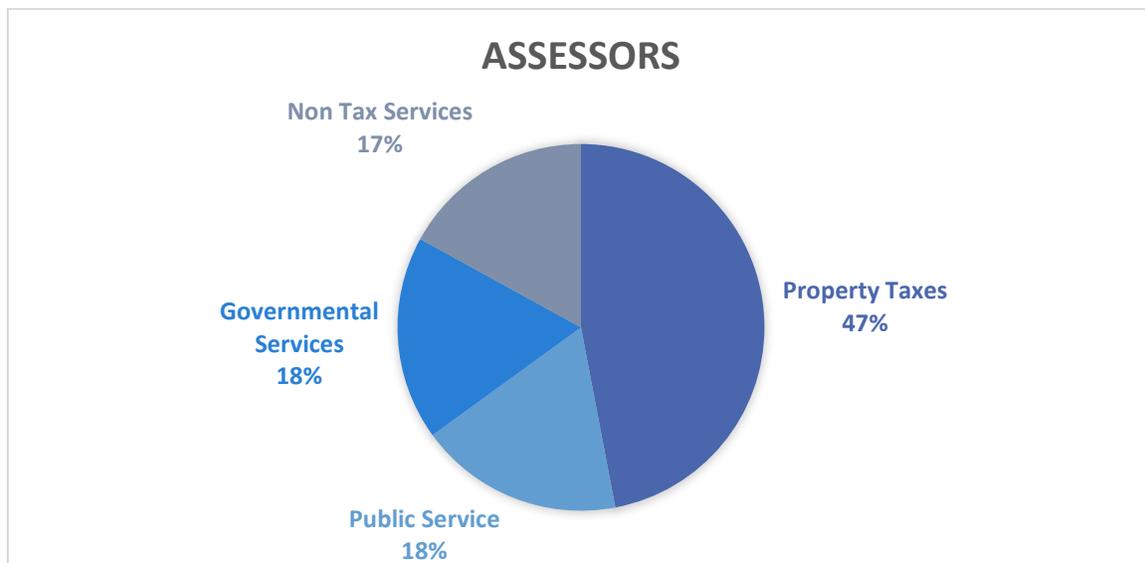
## DEPARTMENT GOALS

1. Cyclical re-inspection so that each parcel is inspected at least once in every nine year cycle
2. Implement robust betterment program to transition off of Topgun
3. Implement a strong boat excise program to transition off of Topgun
4. Continue a mandated Commercial income and expense program
5. Ongoing staff cross training
6. Place historical digital records online

# FINANCE – Assessor

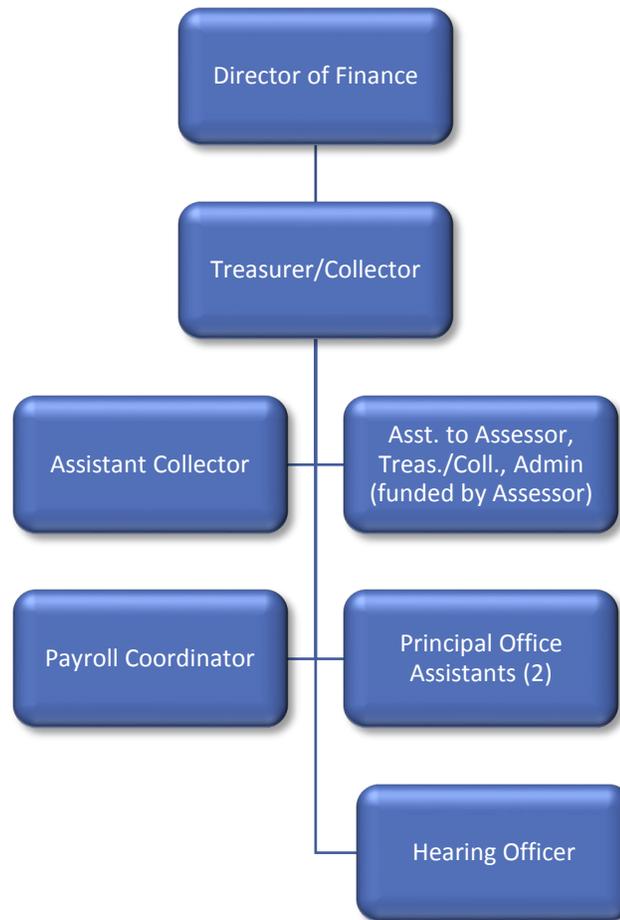
ASSESSORS						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-141-5110	SALARY & WAGES FULL TIME	\$336,503	\$312,852	\$332,857	\$350,086	\$350,086
01-141-5191	OTHR PERS SERV-UNIFRM ALW	\$500	\$289	\$500	\$500	\$500
<b>TOTAL SALARIES</b>		<b>\$337,003</b>	<b>\$313,142</b>	<b>\$333,357</b>	<b>\$350,586</b>	<b>\$350,586</b>
01-141-5240	REPR/MAINT-OFFICE EQUIP	\$100	\$84	\$100	\$100	\$100
01-141-5319	PROF/TECH-CONTRACT SERV	\$8,900	\$900	\$8,900	\$8,900	\$8,900
01-141-5340	COMMUNICATION-PRINTING	\$600	\$2,091	\$600	\$1,100	\$1,100
01-141-5341	COMMUNICATION-TELEPHONE	\$350	\$306	\$350	\$350	\$350
01-141-5342	COMMUNICATION-POSTAGE	\$3,500	\$2,750	\$3,500	\$3,500	\$3,500
01-141-5420	OFFICE SUPPLIES	\$750	\$1,075	\$750	\$750	\$750
01-141-5710	IN-STATE EDUCATION/MTGS	\$3,440	\$1,572	\$3,440	\$3,440	\$3,440
01-141-5711	AUTO ALLOWANCE	\$700	\$665	\$1,000	\$1,000	\$1,000
01-141-5730	DUES & MEMBERSHIPS	\$625	\$350	\$625	\$625	\$625
01-141-5799	PRIOR YEAR ENCUMBRANCES	\$0	\$0	\$0		
<b>TOTAL EXPENSES</b>		<b>\$18,965</b>	<b>\$9,793</b>	<b>\$19,265</b>	<b>\$19,765</b>	<b>\$19,765</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$355,968</b>	<b>\$322,935</b>	<b>\$352,622</b>	<b>\$370,351</b>	<b>\$370,351</b>

ASSESSORS - 141											
FY20 SALARIES & WAGES											
Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total		
1	25	9	8	PATRICIA FAVULLI	DIR ASSESSING	46.70	40	1,868.00	52.2	\$97,510	
2	11	12	4	RITCHIE NANCY A	ASST ASSESSOR	30.60	37.5	1,147.50	52.2	\$59,900	
3	11	10	5	BUSH MELANIE J	ASST ASSESS ADM	27.79	37.5	1,042.13	52.2	\$54,399	
4	11	7	5	VACANT	ASST TO ASSESSOR	24.28	37.5	910.50	52.2	\$47,528	
5	11	7	7	COOK DARYL	ADMIN CLERK	24.54	37.5	920.25	52.2	\$48,037	
6	11	7	4	KOWZIC JESSICA	ADMIN CLERK	21.82	37.5	818.25	52.2	\$42,713	
						<b>FTE</b>	<b>6</b>				<b>\$350,086</b>



# FINANCE – Treasurer/Collector

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## 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)
3. Seek to implement an online registration for permits; beach, disposal and shellfish.(Looking at vendors currently)
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.

## FINANCE – Treasurer/Collector

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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. (Dec. 2018 meeting set up)
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, check, state tax, and federal tax files. Responsible for preparing and submitting 941, 945, vehicle and meals tax, MA quarterly wage report (QUEST), 1099’s and W-2’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 payroll garnishments.
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.
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.

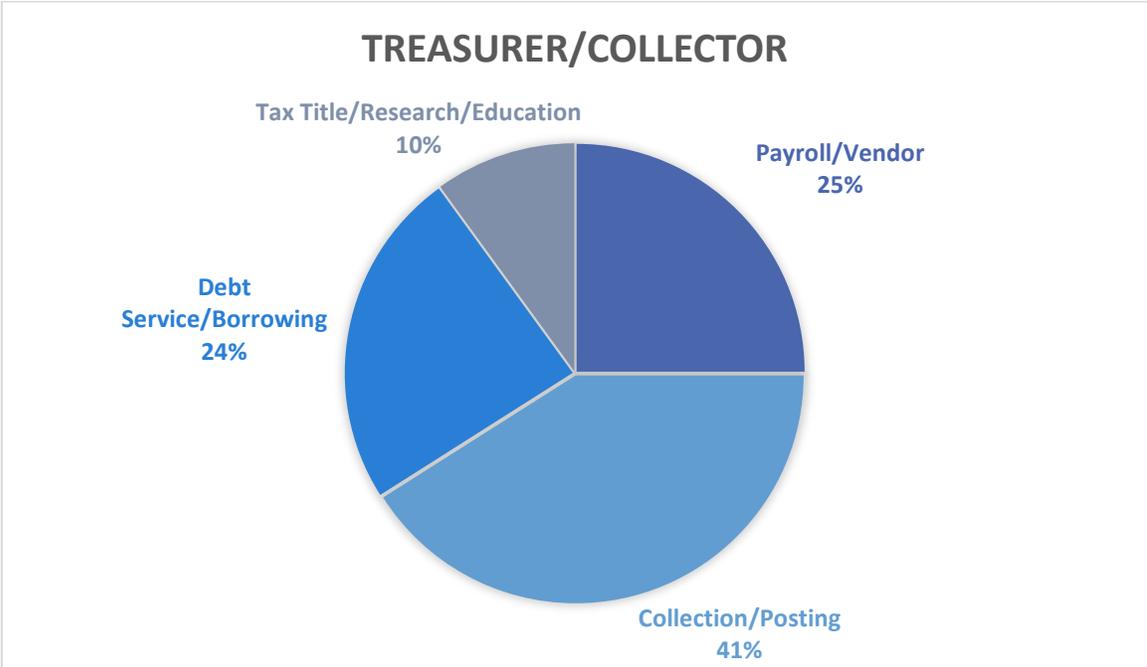
# FINANCE – Treasurer/Collector

TOWN TREASURER/COLLECTOR						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-145-5110	SALARY & WAGES FULL TIME	\$322,594	\$322,585	\$327,347	\$330,522	\$330,522
01-145-5130	SALARY & WAGES OVERTIME	\$0	\$0	\$5,000	\$5,000	\$5,000
<b>TOTAL SALARIES</b>		<b>\$322,594</b>	<b>\$322,585</b>	<b>\$332,347</b>	<b>\$335,522</b>	<b>\$335,522</b>
01-145-5240	REPR/MAINT OFFICE EQUIP	\$1,500	\$2,216	\$1,500	\$1,500	\$1,500
01-145-5300	PROF/TECH - LEGAL/TAX TITLE	\$18,000	\$2,508	\$18,000	\$18,000	\$18,000
01-145-5301	PROF/TECH -MWPAT NON EXM FEES	\$7,000	\$5,190	\$7,000	\$7,000	\$7,000
01-145-5302	PROF/TECH-MWPAT EXMPT FEES	\$25,000	\$11,956	\$25,000	\$25,000	\$25,000
01-145-5307	PROF/TECH-BOND/BANK FEES	\$25,000	\$15,277	\$25,000	\$25,000	\$25,000
01-145-5308	PROF/TECH-CREDIT CRD FEES	\$17,000	\$18,882	\$17,000	\$17,000	\$17,000
01-145-5319	PROF/TECH-CONT SRVCS	\$25,000	\$3,048	\$25,000	\$25,000	\$25,000
01-145-5340	COMMUNICATION - PRINTING	\$11,500	\$5,972	\$11,500	\$11,500	\$11,500
01-145-5341	COMMUNICATION - TELEPHONE	\$400	\$408	\$400	\$400	\$400
01-145-5342	COMMUNICATION - POSTAGE	\$48,000	\$44,042	\$48,000	\$48,000	\$48,000
01-145-5420	OFFICE SUPPLIES	\$1,600	\$1,744	\$1,600	\$1,600	\$1,600
01-145-5710	IN-STATE TRAVEL	\$2,800	\$2,750	\$2,800	\$2,800	\$2,800
01-145-5730	DUES & MEMBERSHIPS	\$420	\$310	\$420	\$420	\$420
01-145-5780	MUNICIPAL BOND EXPENSE	\$38,500	\$2,023	\$38,500	\$38,500	\$38,500
01-145-5781	STAFF DEVELOPMENT	\$500	\$839	\$500	\$500	\$500
<b>TOTAL EXPENSES</b>		<b>\$222,220</b>	<b>\$117,164</b>	<b>\$222,220</b>	<b>\$222,220</b>	<b>\$222,220</b>
<b>TOTAL APPROPRIATION</b>		<b>\$544,814</b>	<b>\$439,749</b>	<b>\$554,567</b>	<b>\$557,742</b>	<b>\$557,742</b>

COLLECTOR/TREASURER - 145											
FY20 SALARIES & WAGES											
	Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	9	10	O CONNELL PATRICIA	TOWN COLLECTOR	49.53	40	1,981.20	52.2	\$103,419	
				O CONNELL PATRICIA	COLL/TREAS STIPEND	171.40	1	171.40	52.2	\$8,947	
2	11	10	7	CECIL TRACEY EP	ASST COLLECTOR	30.06	37.5	1,127.25	52.2	\$58,842	
3	11	9	7	HARVEY SUSAN E	PAYROLL COORDINATOR	28.10	37.5	1,053.75	52.2	\$55,006	
4	11	8	7	LOPES MARY ELLEN L	PRIN OFC ASST	26.26	37.5	984.75	52.2	\$51,404	
5	11	8	7	EATON PATRICIA	PRIN OFC ASST	26.26	37.5	984.75	52.2	\$51,404	
6				PRATT BARBARA S	HEARING OFFICER	0.00	0	0.00	12	\$1,500	
							<b>FTE</b>	<b>5</b>			<b>\$330,522</b>
										<b>OVERTIME</b>	<b>\$5,000</b>
											<b>\$335,522</b>

# FINANCE – Treasurer/Collector

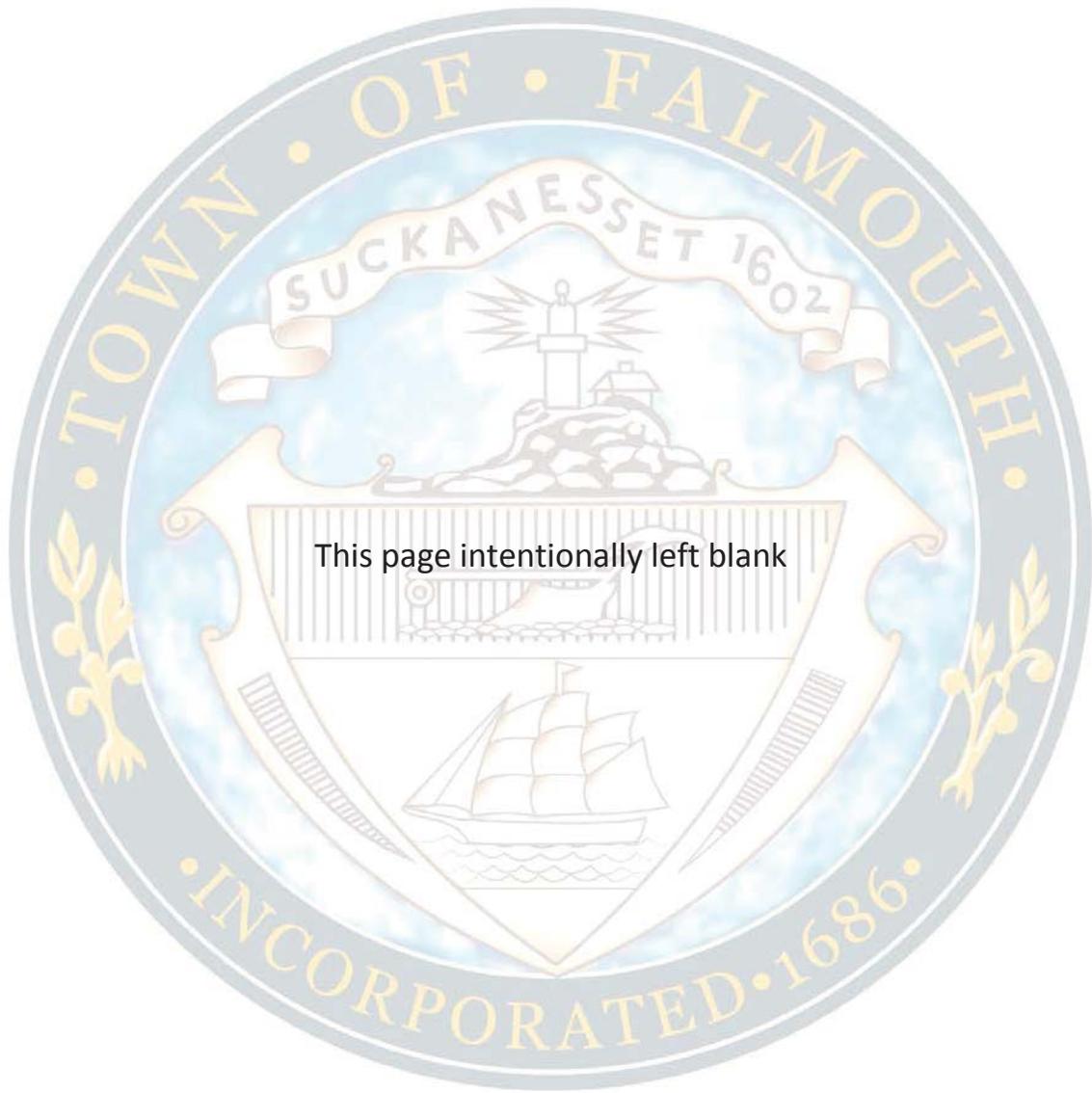
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# FINANCE COMMITTEE – RESERVE FUND

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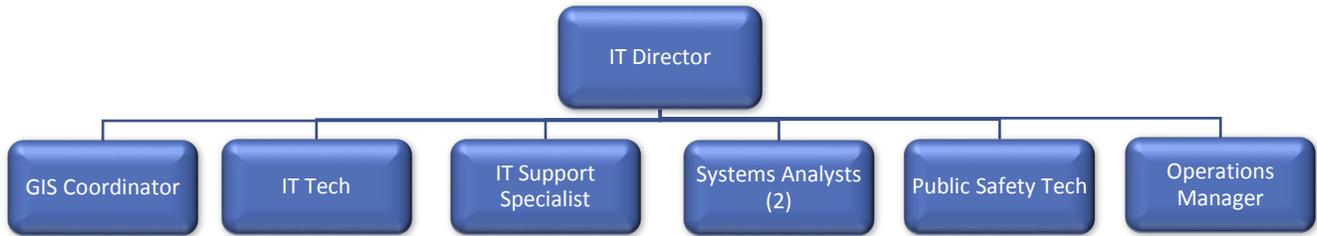
<i>RESERVE FUND</i>						
		FY 2018	FY 2018	FY 2019	FY 2020	FY 2020
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-132-5785	RESERVE FUND	\$152,698	\$0	\$325,000	\$325,000	\$325,000
<b>TOTAL EXPENSES</b>		<b>\$152,698</b>	<b>\$0</b>	<b>\$325,000</b>	<b>\$325,000</b>	<b>\$325,000</b>



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# INFORMATION TECHNOLOGY

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## 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

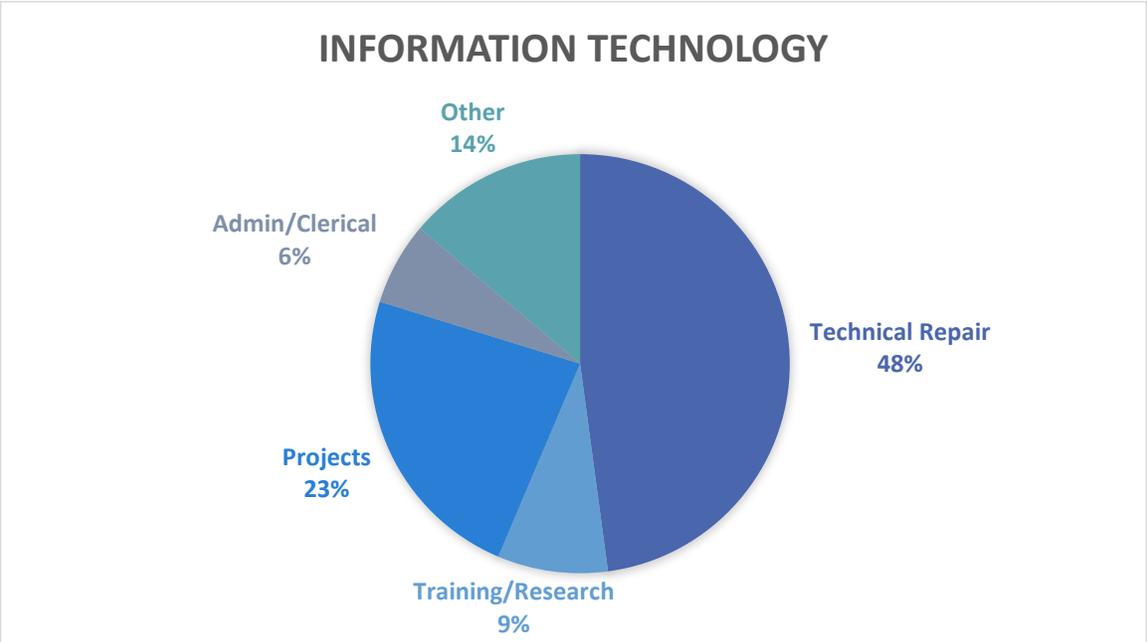
# INFORMATION TECHNOLOGY

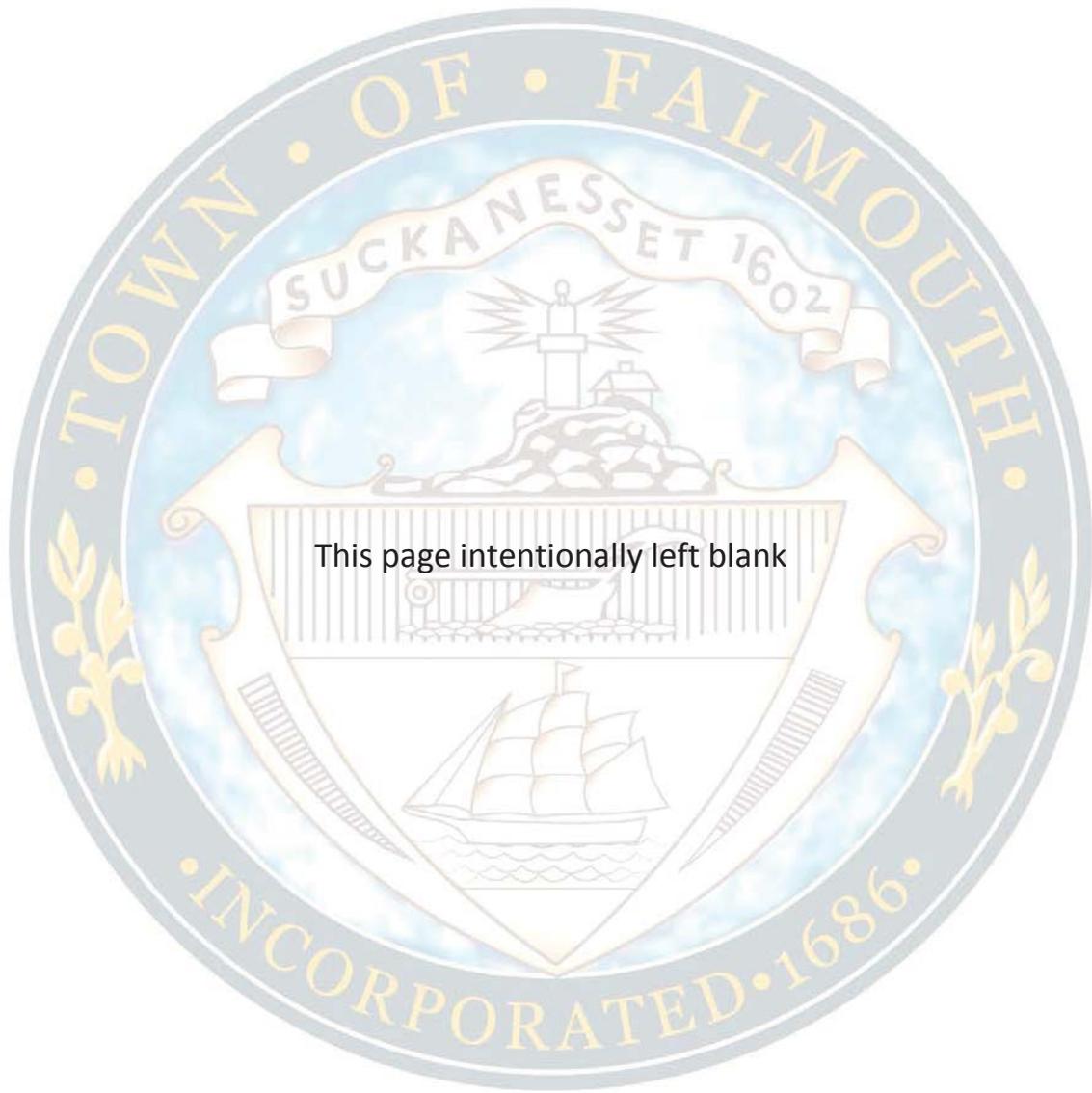
INFORMATION TECHNOLOGY DEPARTMENT						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-155-5110	SALARY & WAGES FULL TIME	\$529,914	\$406,783	\$544,091	\$535,000	\$538,140
01-155-5130	ADDITIONAL GROSS-OVERTIME	\$10,000	\$14,488	\$10,000	\$16,000	\$16,000
<b>TOTAL SALARIES</b>		<b>\$539,914</b>	<b>\$421,271</b>	<b>\$554,091</b>	<b>\$551,000</b>	<b>\$554,140</b>
01-155-5240	REPR/MAINT-OFFICE EQUIP	\$48,123	\$56,007	\$48,123	\$55,510	\$49,000
01-155-5267	REPR/MAINT-COMPUTER SYSTM	\$192,000	\$185,972	\$220,000	\$265,550	\$265,550
01-155-5313	PROF/TECH-CNTRTL SERV*	\$5,000	\$5,000	\$7,000	\$7,000	\$7,000
01-155-5341	COMMUNICATION-TELEPHONE	\$33,784	\$18,331	\$25,000	\$25,000	\$25,000
01-155-5347	COMMUNICATION-INTERNET	\$19,776	\$16,107	\$19,776	\$45,000	\$20,000
01-155-5420	OFFICE SUPPLIES	\$5,000	\$2,978	\$5,000	\$5,000	\$5,000
01-155-5582	OTHER SUPPLIES-COMPUTER	\$18,500	\$21,344	\$18,500	\$25,850	\$18,500
01-155-5710	IN-STATE TRAVEL	\$1,000	\$672	\$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*	\$101,000	\$31,309	\$15,000	\$16,500	\$15,000
<b>TOTAL EXPENSES</b>		<b>\$427,183</b>	<b>\$337,720</b>	<b>\$362,399</b>	<b>\$449,410</b>	<b>\$409,050</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$967,097</b>	<b>\$758,991</b>	<b>\$916,490</b>	<b>\$1,000,410</b>	<b>\$963,190</b>

FY20 SALARIES & WAGES											
INFO/TECHNOLOGY - 155											
	Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	10	10	BANWARTH GREGORY	DIR INFO TECH	53.23	40	2,129.20	52.2	111,144	
2	24	7	3	VACANT	COMPUTER OP MGR	34.85	40	1,394.00	52.2	72,767	
3	24	6	9	BOTTOMLEY MICHAEL	SYSTEMS ANALYST	39.64	40	1,585.60	52.2	82,768	
4	24	6	9	PANTANO ADRIANA	SYSTEMS ANALYST	39.64	40	1,585.60	52.2	82,768	
5	24	5	5	DEPRIZIO ANTHONY J	NETWK COMP TECH	33.57	40	1,342.80	52.2	70,094	
6	24	5	5	SEGRIN ROBERT	NETWK COMP TECH	33.57	40	1,342.80	52.2	70,094	
7	24	3	2	VACANT	IT SUPPORT SPECIALIST	23.23	40	929.20	52.2	48,504	
							<b>FTE</b>	<b>7</b>			<b>538,140</b>

# INFORMATION TECHNOLOGY

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## 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

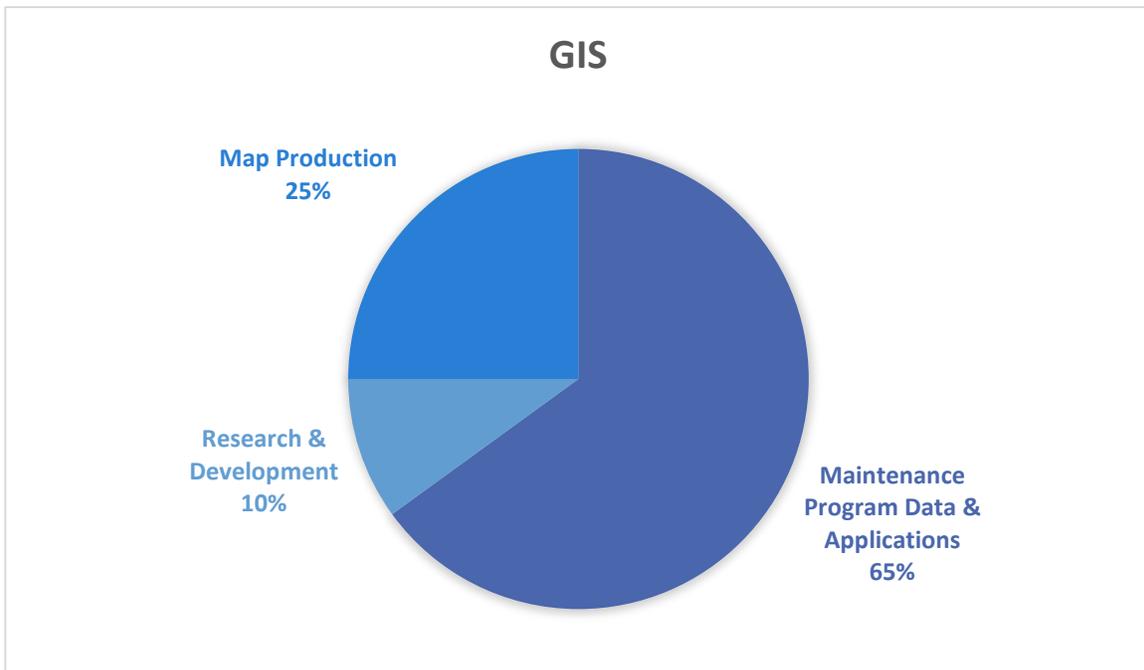
In pursuing its mission, the Falmouth GIS Department must be designed to:

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.

# GIS

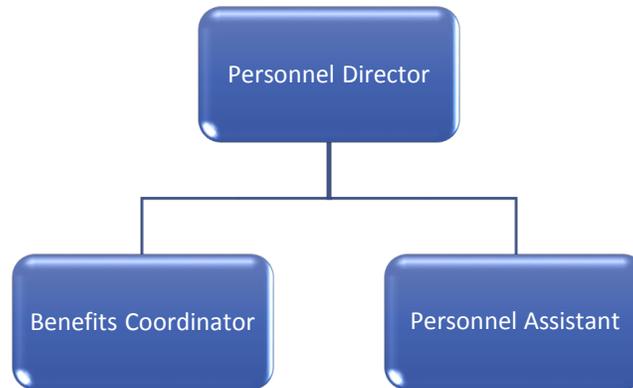
GEOGRAPHIC INFO SYSTEMS						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-156-5110	SALARY & WAGES-PERMANENT	\$81,625	\$81,619	\$83,562	\$85,232	\$85,232
<b>TOTAL SALARIES</b>		<b>\$81,625</b>	<b>\$81,619</b>	<b>\$83,562</b>	<b>\$85,232</b>	<b>\$85,232</b>
01-156-5267	COMPUTER REPAIR/MAINT	\$14,500	\$15,176	\$14,500	\$14,500	\$14,500
01-156-5420	OFFICE SUPPLIES	\$1,750	\$903	\$1,750	\$1,750	\$1,750
01-156-5710	IN-STATE TRAVEL	\$250	\$0	\$250	\$250	\$250
01-156-5781	STAFF DEVELOPMENT	\$1,000	\$606	\$1,000	\$1,000	\$1,000
<b>TOTAL EXPENSES</b>		<b>\$17,500</b>	<b>\$16,685</b>	<b>\$17,500</b>	<b>\$17,500</b>	<b>\$17,500</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$99,125</b>	<b>\$98,304</b>	<b>\$101,062</b>	<b>\$102,732</b>	<b>\$102,732</b>

FY20 SALARIES & WAGES											
GIS - 156											
Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total		
1	24	6	10	SHEA ROBERT J	GIS COORDINATOR	40.82	40	1,632.80	52.2	85,232	
<b>TOTAL SALARIES</b>						<b>FTE</b>	<b>1</b>				<b>85,232</b>



# PERSONNEL

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## 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. **Recruitment**  
**Provide managers with high quality recruitment/workforce planning programs, resulting in obtaining the best possible talent.**
  - a. Continue to reduce the recruitment cycle for filling positions.
  - b. In an effort to attract the best possible talent, identify new recruitment sources, including increased social media presence for recruitment
2. **Training and Development**  
**Build a culture of learning within the Town**
  - a. Continue to implement series of training for managers, based on Training Needs Assessment which will be conducted in FY19
3. **Benefits & Compensation**  
**Administer quality and fiscally responsible programs and services to best meet the ever changing benefits and compensation market**
  - a. Evaluate plan design and pricing of voluntary plans.
  - b. Implement classification/compensation study for select groups of positions and unions.
4. **HR Operations**  
**Identify opportunities to improve HR processes to better meet stakeholder expectations**
  - a. Participate in "Intranet" working group and implement recommendations. The intranet will offer an employee "self service" program and give employees and manager access to a variety of important internal HR related information.

# PERSONNEL

## 5. Labor & Employee Relations

Equip managers and employees with the tools, resources and a policy framework that facilitates an effective work and labor/employee relations environment.

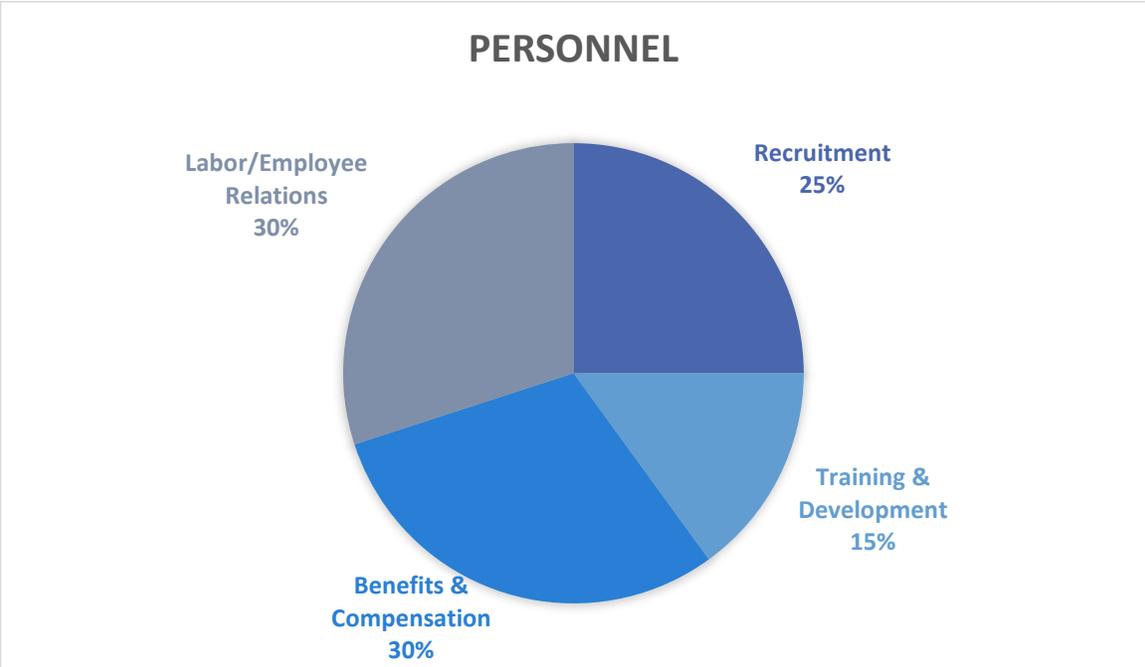
- Support adherence to labor-related policies and procedures through continued education of employees and supervisors
- Continue to identify, create and provide efficient HR policies and tools for managers, which will assist with legal compliance.

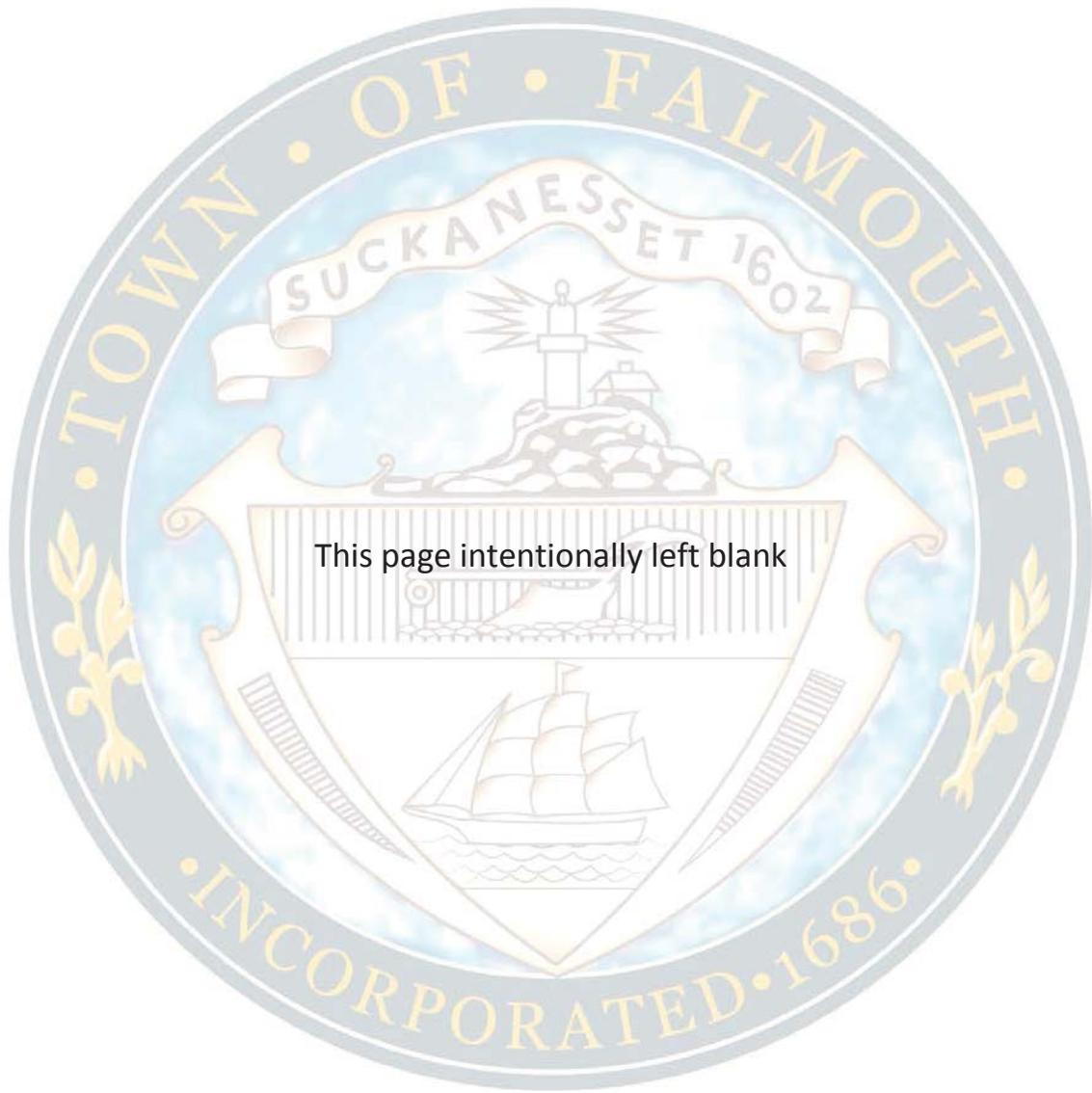
PERSONNEL DEPARTMENT						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-152-5110	SALARY & WAGES FULL TIME	\$215,842	\$209,724	\$202,713	\$208,145	\$208,145
01-152-5135	RECORDING MEETINGS	\$28,000	\$24,418	\$28,000	\$36,400	\$36,400
	TEMP HR CONTRACTOR	\$0	\$0	\$0	\$35,490	\$0
<b>TOTAL SALARIES</b>		<b>\$243,842</b>	<b>\$234,142</b>	<b>\$230,713</b>	<b>\$280,035</b>	<b>\$244,545</b>
01-152-5304	PROF/TECH-TRAINING	\$6,700	\$1,445	\$6,700	\$6,700	\$6,700
01-152-5317	PROF/TECH-MEDICAL SERV	\$10,000	\$6,559	\$10,000	\$10,000	\$10,000
01-152-5319	PROF/TECH-CONTRACTUAL SERV	\$30,000	\$20,083	\$30,000	\$30,000	\$30,000
01-152-5340	COMMUNICATION-PRINTING	\$900	\$162	\$900	\$900	\$900
01-152-5341	COMMUNICATION-TELEPHONE	\$200	\$0	\$200	\$200	\$200
01-152-5342	COMMUNICATION-POSTAGE	\$2,100	\$1,612	\$2,100	\$2,100	\$2,100
01-152-5343	COMMUNICATION-ADV VCNCY	\$11,000	\$11,348	\$13,000	\$13,000	\$13,000
01-152-5420	OFFICE SUPPLIES	\$1,800	\$1,558	\$1,800	\$1,800	\$1,800
01-152-5585	OTHER SUPPLIES-SUBSCRIPTN	\$300	\$0	\$300	\$300	\$300
01-152-5710	IN-STATE TRAVEL	\$775	\$364	\$775	\$775	\$775
01-152-5730	DUES & MEMBERSHIPS	\$704	\$798	\$704	\$800	\$800
01-152-5781	STAFF DEVELOPMENT	\$895	\$185	\$895	\$895	\$895
<b>TOTAL EXPENSES</b>		<b>\$65,374</b>	<b>\$44,113</b>	<b>\$67,374</b>	<b>\$67,470</b>	<b>\$67,470</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$309,216</b>	<b>\$278,255</b>	<b>\$298,087</b>	<b>\$347,505</b>	<b>\$312,015</b>

FY20 SALARIES & WAGES											
HUMAN RESOURCES - 152				Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	9	10	COLEMAN DENISE B	PERSONNEL DIRCT	49.53	40	1,981.20	52.2	103,419	
2	24	3	10	BELAIR CATHY-LYNNE	BENEFITS COORD	29.41	37.5	1,102.88	52.2	57,570	
3	24	2	8	NICKERSON KRISTIN J	PERSONNEL ASST	24.09	37.5	903.38	52.2	47,156	
							<b>FTE</b>	<b>3</b>			<b>208,145</b>

# PERSONNEL

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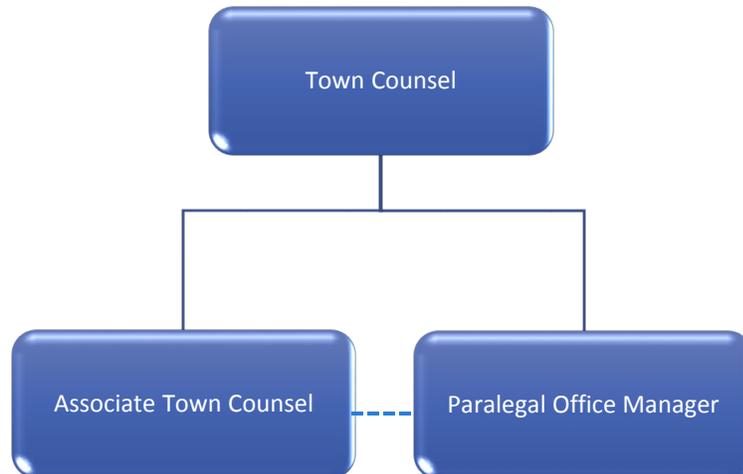




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# TOWN COUNSEL (Legal Services Department)

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## 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 (Legal Services Department)

- 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.

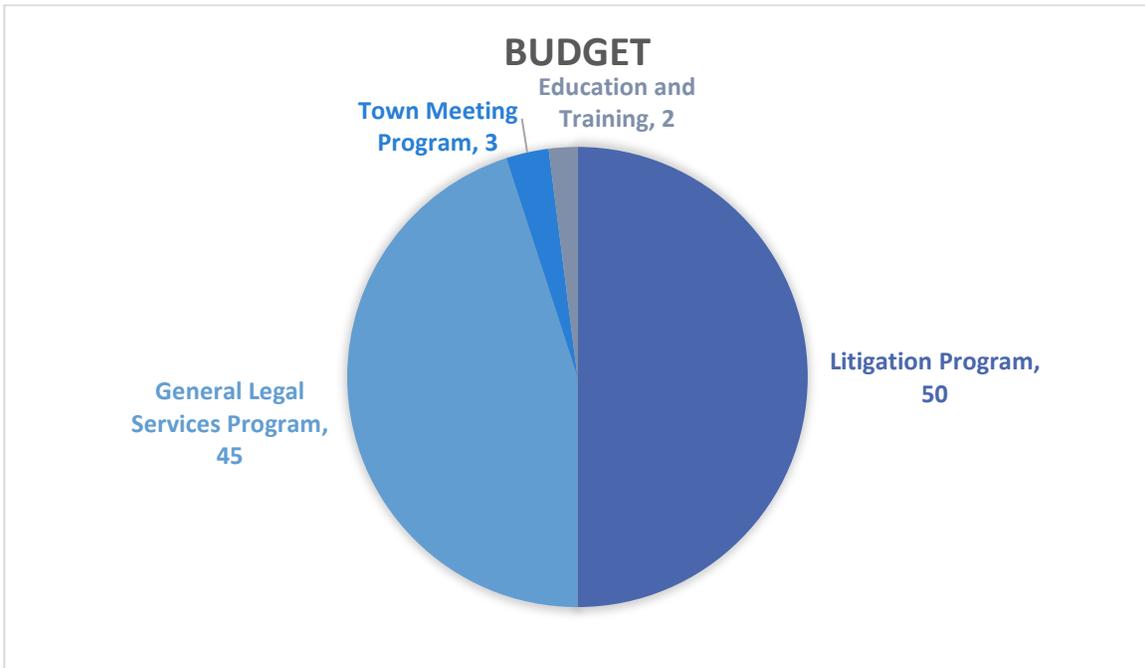
**Education and Training Program Goal:** To educate and train officials, department heads and employees in legal matters relevant to their duties and responsibilities.

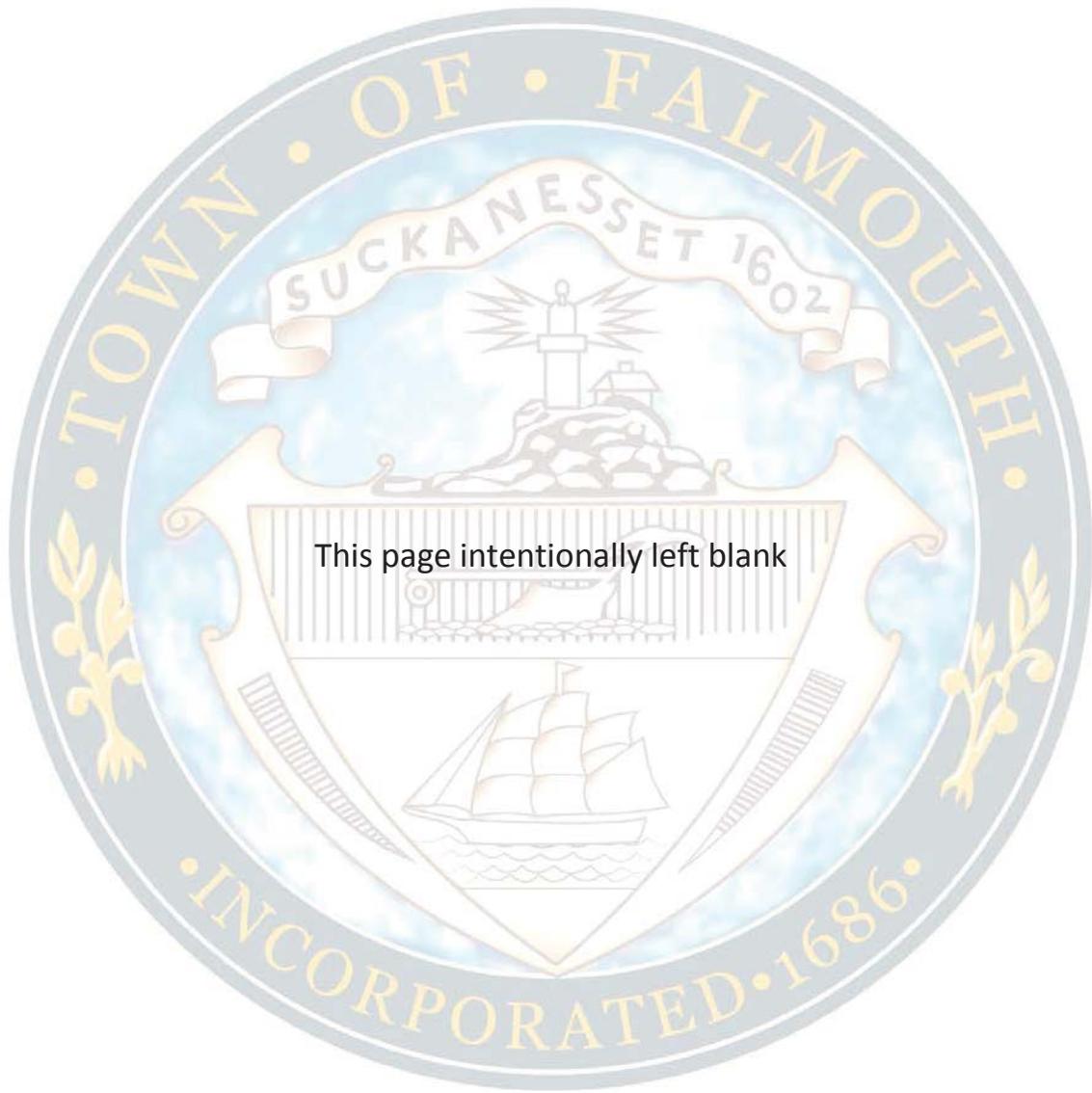
- To conduct periodic training sessions.
- To prepare periodic memorandum for distribution.
- To respond to and answer questions of legal significance.

<b>LEGAL SERVICES DEPARTMENT</b>						
<b>Account #</b>	<b>Account Description</b>	<b>FY 2018 Appropriated</b>	<b>FY 2018 Expended</b>	<b>FY 2019 Appropriated</b>	<b>FY 2020 Requested</b>	<b>FY 2020 Approved</b>
01-151-5110	SALARY & WAGES-PERMANENT	\$301,598	\$301,369	\$308,582	\$314,739	\$314,739
01-151-5120	SALARY & WAGES-TEMPORARY	\$3,500	\$1,522	\$3,500	\$3,500	\$3,500
<b>TOTAL SALARIES</b>		<b>\$305,098</b>	<b>\$302,890</b>	<b>\$312,082</b>	<b>\$318,239</b>	<b>\$318,239</b>
01-151-5270	RENT/LEASE-BUILDING	\$24,720	\$24,000	\$24,720	\$24,720	\$24,720
01-151-5300	PROF/TECH SPEC COUNSEL*	\$270,000	\$354,074	\$150,000	\$150,000	\$150,000
01-151-5301	PROF/TECH-RECORDING FEES	\$1,500	\$1,276	\$1,500	\$1,500	\$1,500
01-151-5340	COMMUNICATION-PRINTING	\$500	\$0	\$500	\$500	\$500
01-151-5341	COMMUNICATION-TELEPHONE	\$750	\$680	\$750	\$750	\$750
01-151-5342	COMMUNICATION-POSTAGE	\$950	\$0	\$950	\$950	\$950
01-151-5400	CASE EXPENSES	\$8,500	\$6,740	\$8,500	\$8,500	\$8,500
01-151-5420	OFFICE SUPPLIES	\$1,750	\$3,094	\$1,750	\$2,500	\$2,500
01-151-5425	OFFICE SUPPLY-LAW BOOKS	\$15,000	\$15,422	\$15,000	\$16,000	\$16,000
01-151-5711	AUTO ALLOWANCE	\$2,000	\$1,129	\$2,000	\$2,000	\$2,000
01-151-5730	DUES & MEMBERSHIPS	\$1,600	\$975	\$1,600	\$1,600	\$1,600
01-151-5781	STAFF DEVELOPMENT	\$950	\$723	\$950	\$950	\$950
<b>TOTAL EXPENSES</b>		<b>\$328,220</b>	<b>\$408,112</b>	<b>\$208,220</b>	<b>\$209,970</b>	<b>\$209,970</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$633,318</b>	<b>\$711,002</b>	<b>\$520,302</b>	<b>\$528,209</b>	<b>\$528,209</b>

# TOWN COUNSEL (Legal Services Department)

FY20 SALARIES & WAGES											
LEGAL - 151											
	Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	12	10	DUFFY JR FRANK K	TOWN COUNSEL	65.81	40.00	2,632.40	52.20	137,411	
2	24	10	10	HARRIS PATRICIA	ASSOC TOWN COUN	53.23	40.00	2,129.20	52.20	111,144	
3	24	4	10	FISH KIMBERLY A	PARAL/ADM ASST	33.81	37.50	1,267.88	52.20	66,183	
							<b>FTE</b>	<b>3</b>			<b>314,739</b>

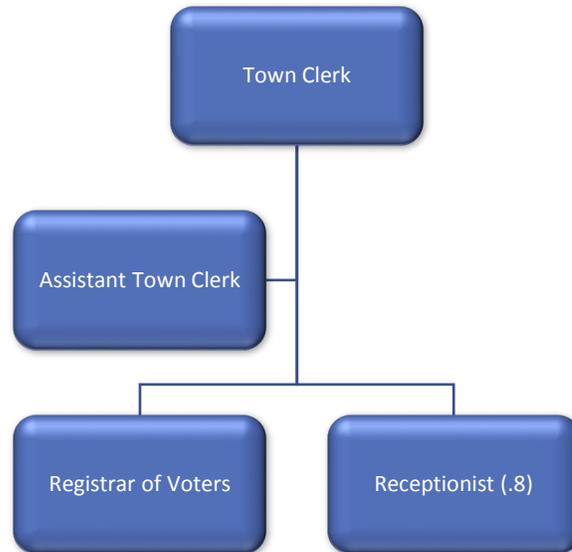




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# TOWN CLERK

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## DEPARTMENT MISSION

1. To carry out the policies of the Board of Selectmen, 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 application, Board of Appeals Decisions Planning Boards filings Selectmen 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

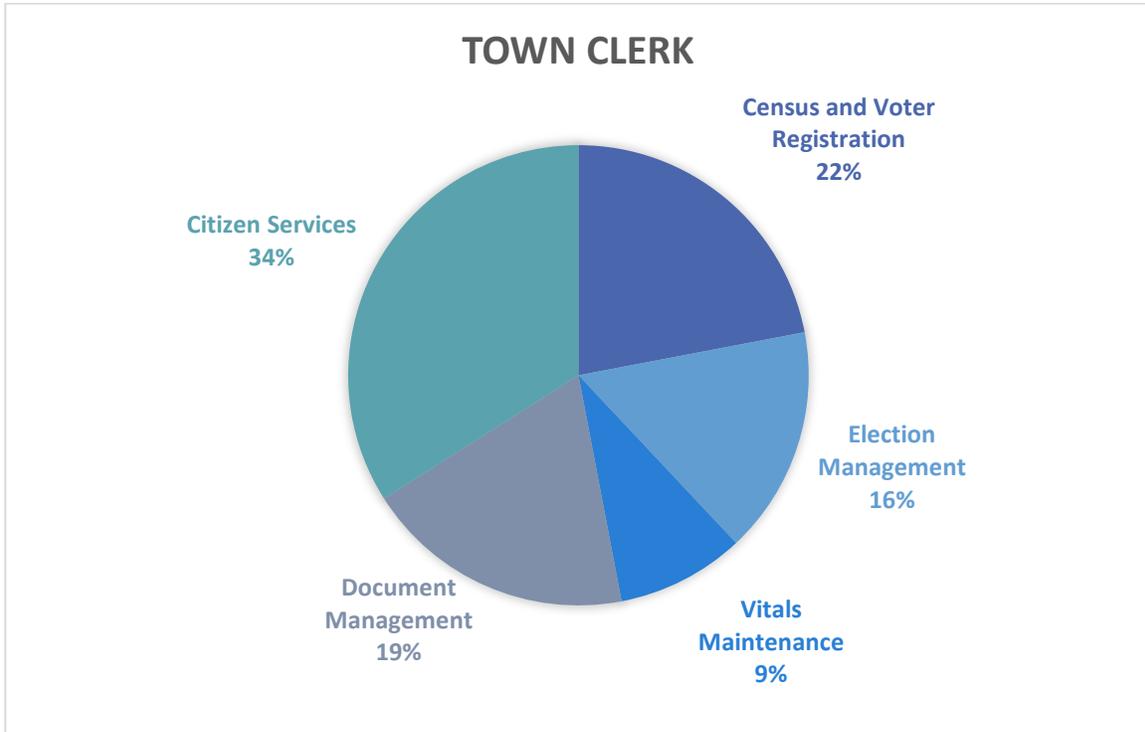
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2. To administer fair and accurate elections, guaranteeing access to every citizen.
3. To maintain factual public records, preserving and documenting the history of our community.
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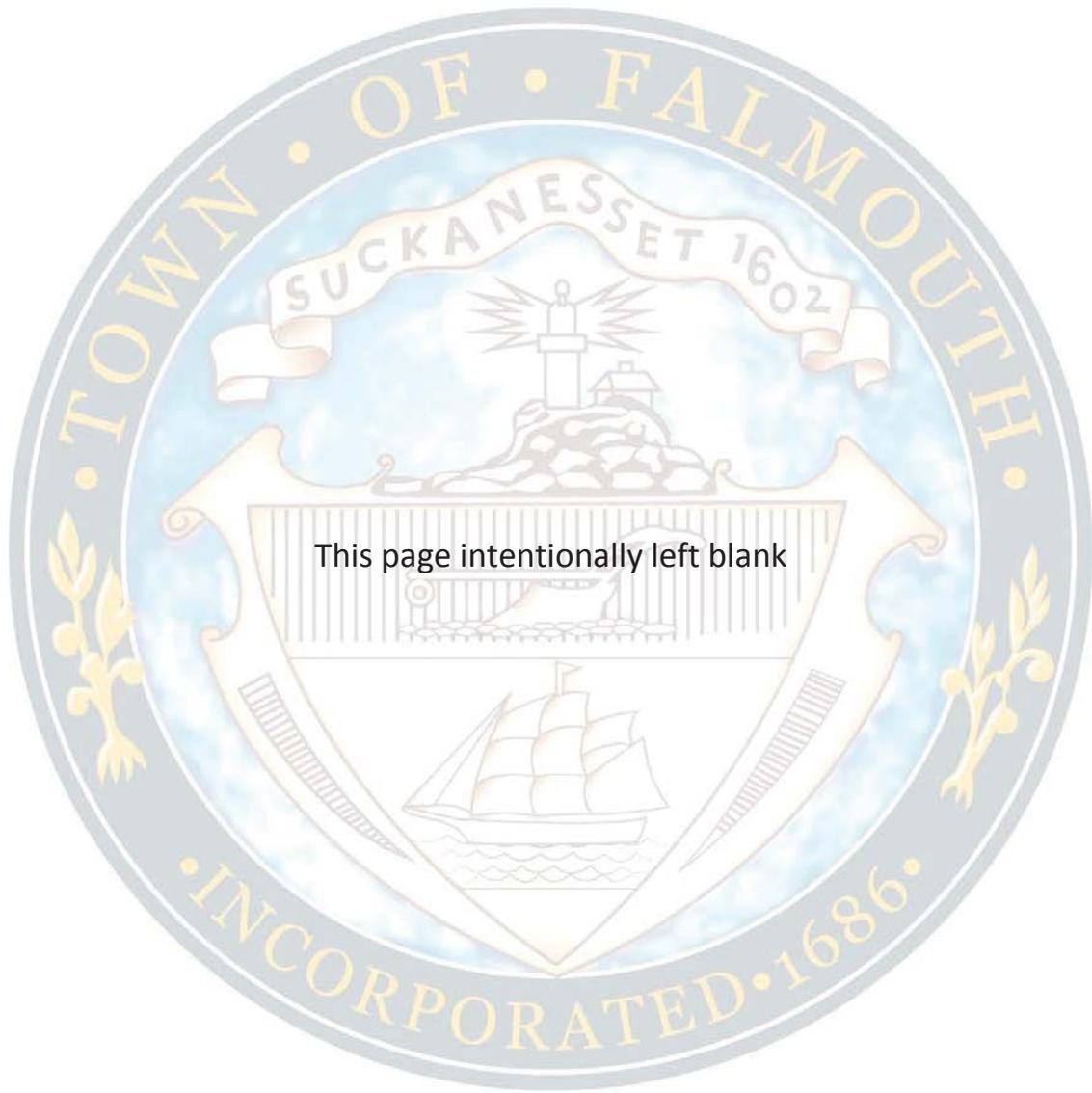
<b>TOWN CLERK</b>						
<b>Account #</b>	<b>Account Description</b>	<b>FY 2018 Appropriated</b>	<b>FY 2018 Expended</b>	<b>FY 2019 Appropriated</b>	<b>FY 2020 Requested</b>	<b>FY 2020 Approved</b>
01-161-5110	SALARY & WAGES-PERMANENT	\$225,274	\$225,537	\$232,099	\$235,277	\$235,277
01-161-5120	SALARY & WAGES-REGISTRARS	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
01-161-5127	SALARY & WAGES - CENSUS	\$1,000	\$1,441	\$1,000	\$1,000	\$1,000
01-161-5130	ADDITIONAL GROSS-OVERTIME	\$1,000	\$0	\$1,000	\$1,000	\$1,000
<b>TOTAL SALARIES</b>		<b>\$228,524</b>	<b>\$228,228</b>	<b>\$235,349</b>	<b>\$238,527</b>	<b>\$238,527</b>
01-161-5240	REPR/MAINT-OFFICE EQUIP	\$500	\$0	\$500	\$500	\$500
01-161-5305	PROF/TECH-ARCHIVING	\$4,000	\$4,672	\$4,000	\$5,000	\$5,000
01-161-5340	COMMUNICATION-PRINTING	\$5,000	\$5,258	\$5,000	\$5,000	\$5,000
01-161-5341	COMMUNICATION-TELEPHONE	\$100	\$0	\$100	\$100	\$100
01-161-5342	COMMUNICATION-POSTAGE	\$14,000	\$9,873	\$14,000	\$13,000	\$13,000
01-161-5343	COMMUNICATION-ADVERTISING	\$1,000	\$0	\$1,000	\$1,000	\$1,000
01-161-5347	COMMUNICATION-CODE UPDATE	\$10,000	\$6,050	\$10,000	\$10,000	\$10,000
01-161-5349	COMMUNICATION-STREET LIST	\$2,500	\$2,177	\$2,500	\$2,500	\$2,500
01-161-5420	OFFICE SUPPLIES	\$1,200	\$856	\$1,200	\$1,500	\$1,500
01-161-5430	SUPPLIES-LICENSES	\$500	\$383	\$500	\$500	\$500
01-161-5710	IN-STATE TRAVEL	\$1,600	\$1,087	\$1,600	\$1,600	\$1,600
01-161-5730	DUES & MEMBERSHIPS	\$540	\$520	\$540	\$540	\$540
<b>TOTAL EXPENSES</b>		<b>\$40,940</b>	<b>\$30,876</b>	<b>\$40,940</b>	<b>\$41,240</b>	<b>\$41,240</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$269,464</b>	<b>\$259,104</b>	<b>\$276,289</b>	<b>\$279,767</b>	<b>\$279,767</b>

<b>TOWN CLERK - 161</b>										
<b>FY20 SALARIES &amp; WAGES</b>										
	Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total
1				PALMER MICHAEL	TOWN CLERK	45.23	40	1,809.20	52.2	94,440
2	11	9	7	ROBBINS LAURIE C	ASST TOWN CLERK	28.10	37.5	1,053.75	52.2	55,006
3	11	8	7	GONSALVES SUZANNE	PRINCIPAL ASST	26.26	37.5	984.75	52.2	51,404
4	11	5	6	BARBARA RYMSHA	SWTCHBRD/RECPTN	20.61	32	659.52	52.2	34,427
						<b>FTE</b>	<b>3.85</b>			<b>235,277</b>

# TOWN CLERK

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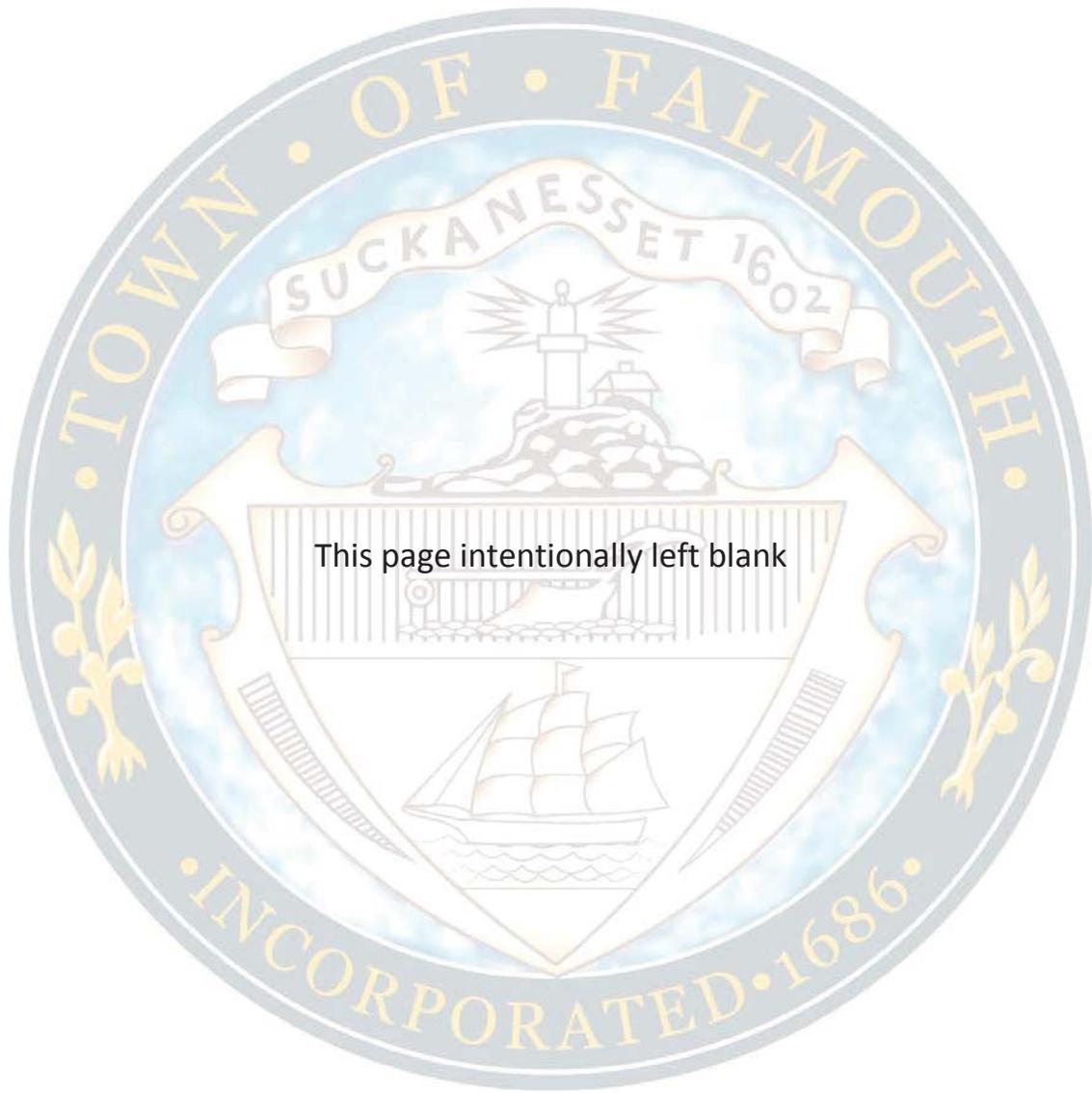




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# TOWN MEETING

<i>TOWN MEETING</i>						
<b>Account #</b>	<b>Account Description</b>	<b>FY 2018 Appropriated</b>	<b>FY 2018 Expended</b>	<b>FY 2019 Appropriated</b>	<b>FY 2020 Requested</b>	<b>FY 2020 Approved</b>
01-113-5120	SALARY & WAGES PART TIME	\$2,000	\$1,811	\$4,000	\$4,000	\$4,000
<b>TOTAL SALARIES</b>		<b>\$2,000</b>	<b>\$1,811</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>
01-113-5311	PROF/TECH-INTERPRETOR	\$3,000	\$0	\$3,000	\$3,000	\$3,000
01-113-5316	PROF/TECH-STENOGRAPHER	\$7,000	\$5,907	\$7,000	\$7,000	\$7,000
01-113-5319	PROF/TECH MAINT CONTRACTS	\$0	\$0	\$1,250	\$0	\$0
01-113-5340	COMMUNICATION-PRINTING	\$8,000	\$6,355	\$8,000	\$8,000	\$8,000
01-113-5342	COMMUNICATION-POSTAGE	\$2,000	\$1,000	\$2,000	\$2,000	\$2,000
01-113-5343	COMMUNICATION-ADVERTISING	\$10,500	\$5,386	\$10,500	\$10,500	\$10,500
01-113-5380	OTR PRCH SERV-SOUND SYSTM	\$4,000	\$3,380	\$4,000	\$4,000	\$4,000
<b>TOTAL EXPENSES</b>		<b>\$34,500</b>	<b>\$22,028</b>	<b>\$35,750</b>	<b>\$34,500</b>	<b>\$34,500</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$36,500</b>	<b>\$23,839</b>	<b>\$39,750</b>	<b>\$38,500</b>	<b>\$38,500</b>

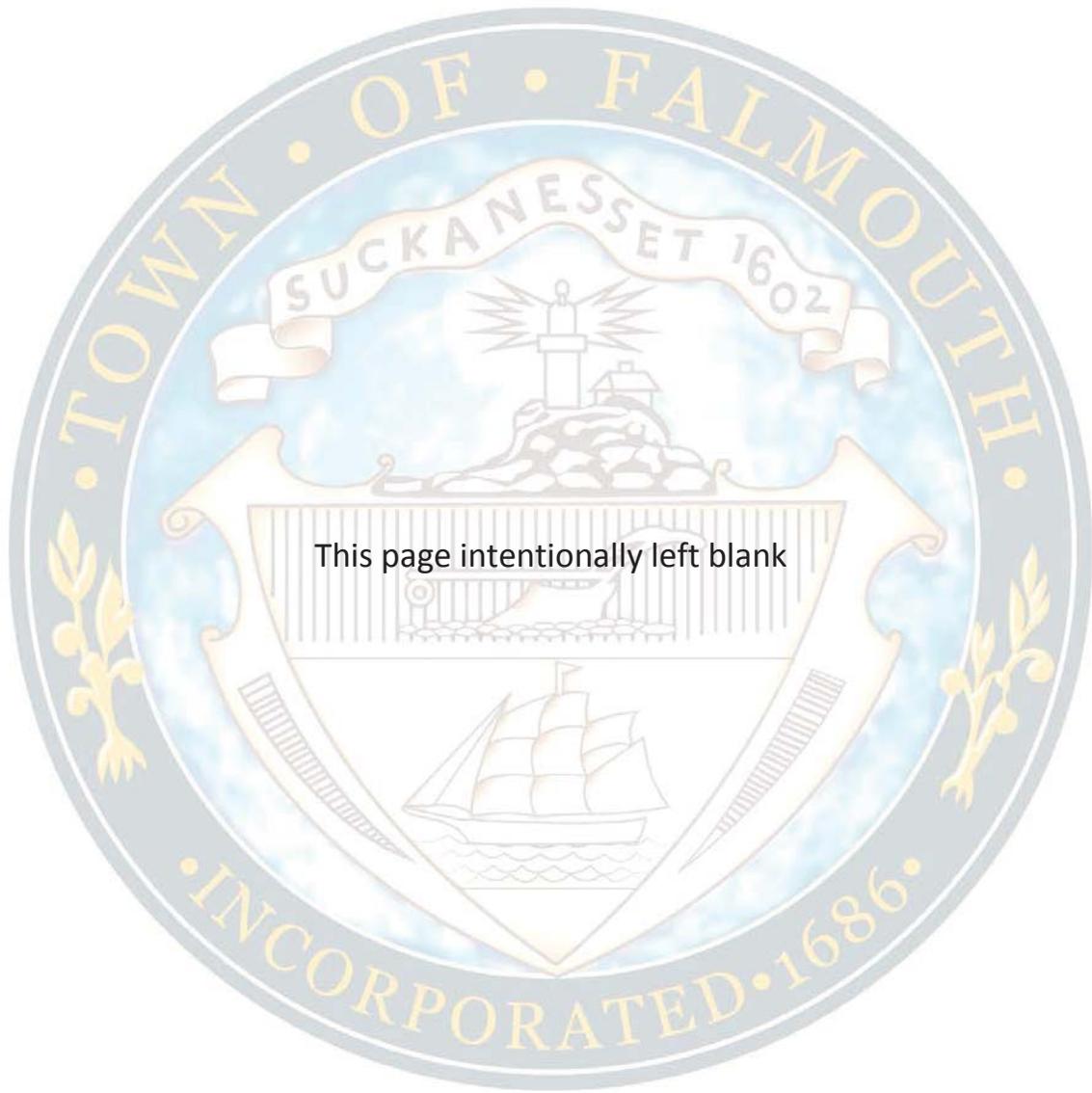


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# TOWN MODERATOR

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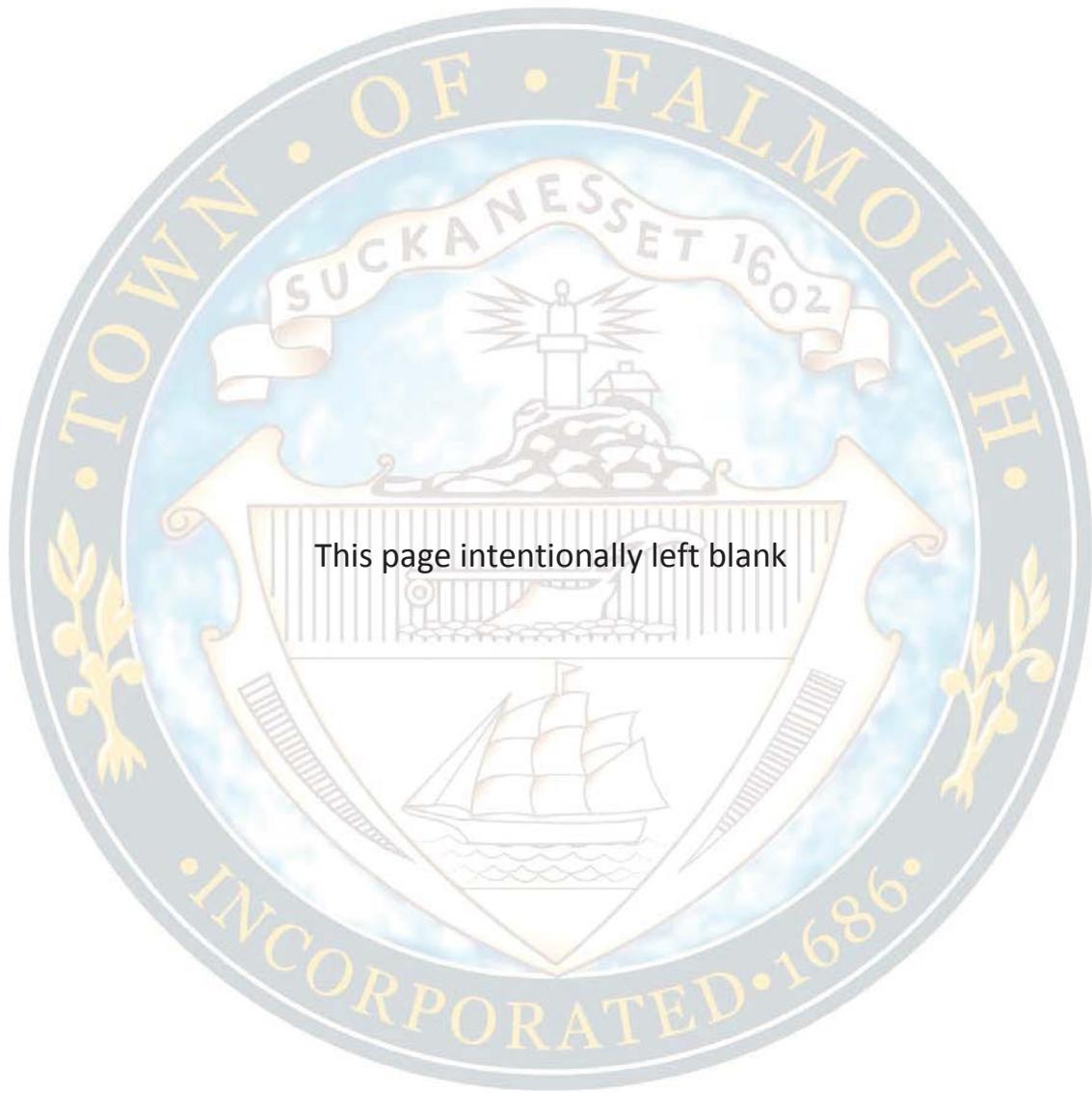
<i>TOWN MODERATOR</i>						
		FY 2018	FY 2018	FY 2019	FY 2020	FY 2020
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-114-5120	SALARY & WAGES PART TIME	\$1,500	\$750	\$1,500	\$1,500	\$1,500
<b>TOTAL SALARIES</b>		<b>\$1,500</b>	<b>\$750</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$1,500</b>



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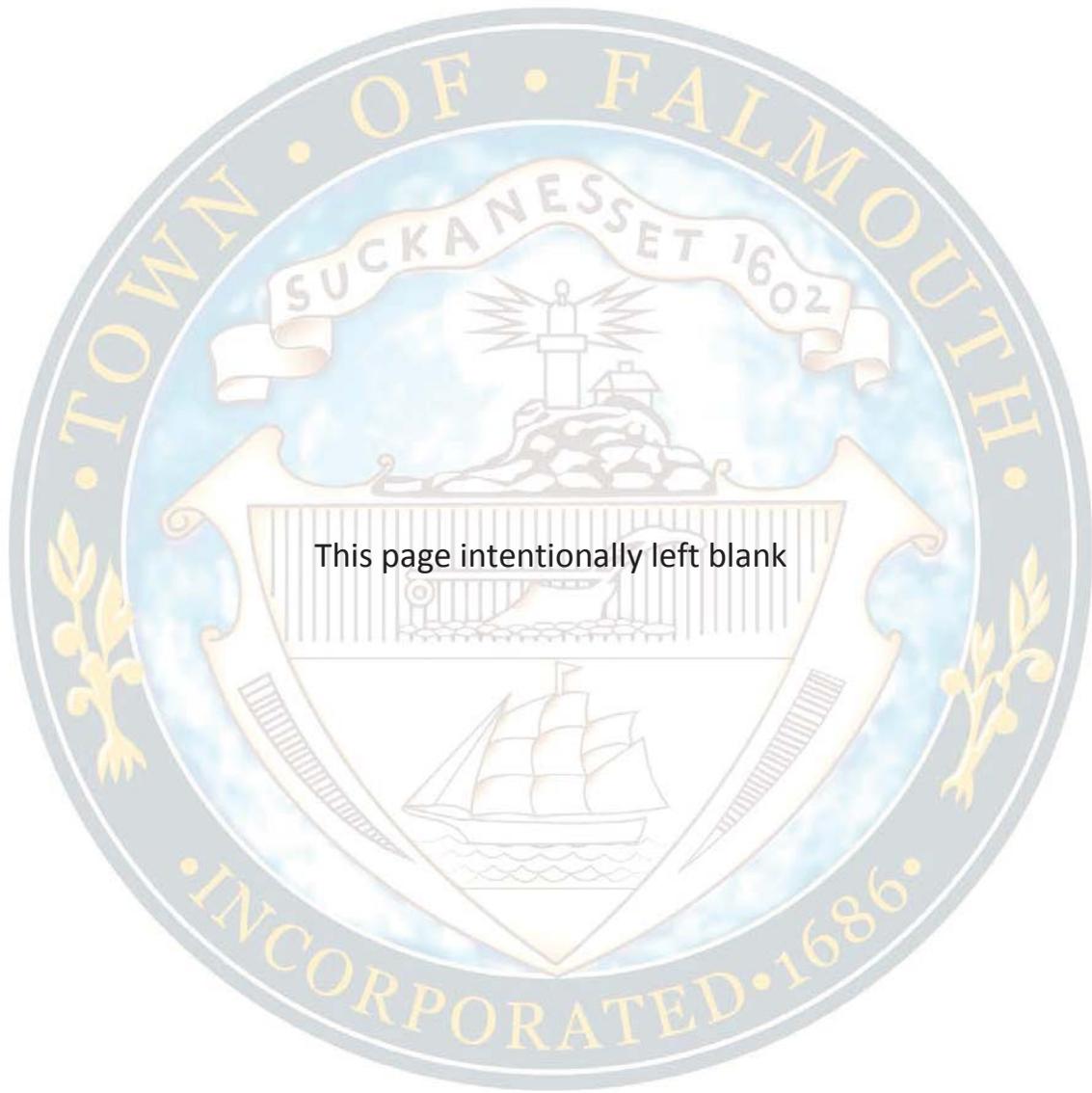
# ELECTIONS

<i>ELECTIONS</i>						
		<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
01-162-5120	SALARY & WAGES PART TIME	\$20,000	\$18,642	\$72,000	\$44,000	\$44,000
<b>TOTAL SALARIES</b>		<b>\$20,000</b>	<b>\$18,642</b>	<b>\$72,000</b>	<b>\$44,000</b>	<b>\$44,000</b>
01-162-5270	RENTL/LEASE-BUILDING	\$1,250	\$1,000	\$3,000	\$2,000	\$2,000
01-162-5319	PROF/TECH MAINT CONTRACTS	\$9,000	\$2,543	\$5,000	\$9,000	\$9,000
01-162-5340	COMMUNICATION-PRINTING	\$8,500	\$6,430	\$12,000	\$12,000	\$12,000
01-162-5341	COMMUNICATION-TELEPHONE	\$100	\$334	\$200	\$100	\$100
01-162-5343	COMMUNICATION-ADVERTISING	\$1,000	\$216	\$2,000	\$2,000	\$2,000
01-162-5586	OTHER SUPPLIES-ELECTION	\$1,000	\$383	\$1,200	\$1,500	\$1,500
<b>TOTAL EXPENSES</b>		<b>\$20,850</b>	<b>\$10,906</b>	<b>\$23,400</b>	<b>\$26,600</b>	<b>\$26,600</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$40,850</b>	<b>\$29,549</b>	<b>\$95,400</b>	<b>\$70,600</b>	<b>\$70,600</b>



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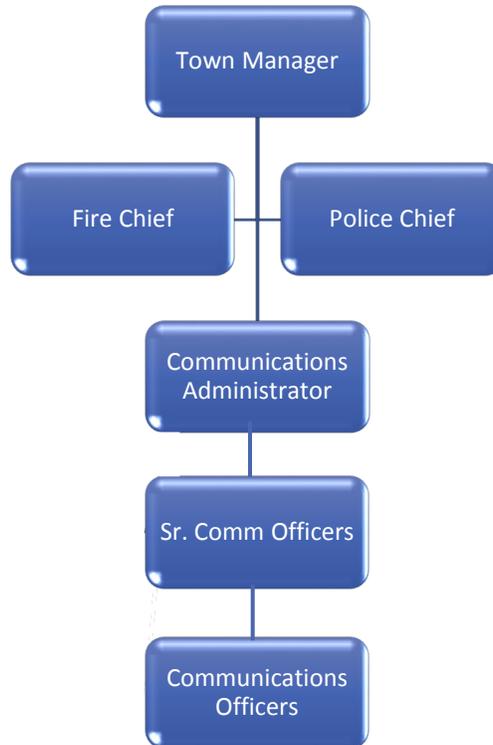
**PUBLIC SAFETY  
BUDGET**



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# CONSOLIDATED COMMUNICATIONS

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## DEPARTMENT MISSION

The Mission of the Falmouth Communications Center is to provide enhanced quality and effective communication to first responders in a prompt, courteous and professional manner. To provide our citizens and visitors with a reliable, state of the art, emergency communications system handled by well-trained, courteous Telecommunications.

## DEPARTMENT DESCRIPTION

The Falmouth Communications Center is responsible for providing emergency communications and all related incidental functions for communicating and public safety dispatching services between the public and public safety agencies to include other Town services such as Public Works, Marine/Harbor Master and Animal Control

## DEPARTMENT GOALS

1. Provide professional communication services to first responders and to the citizens and visitors of Falmouth.
2. Provide up-to-date training to department personnel as required by MGL.

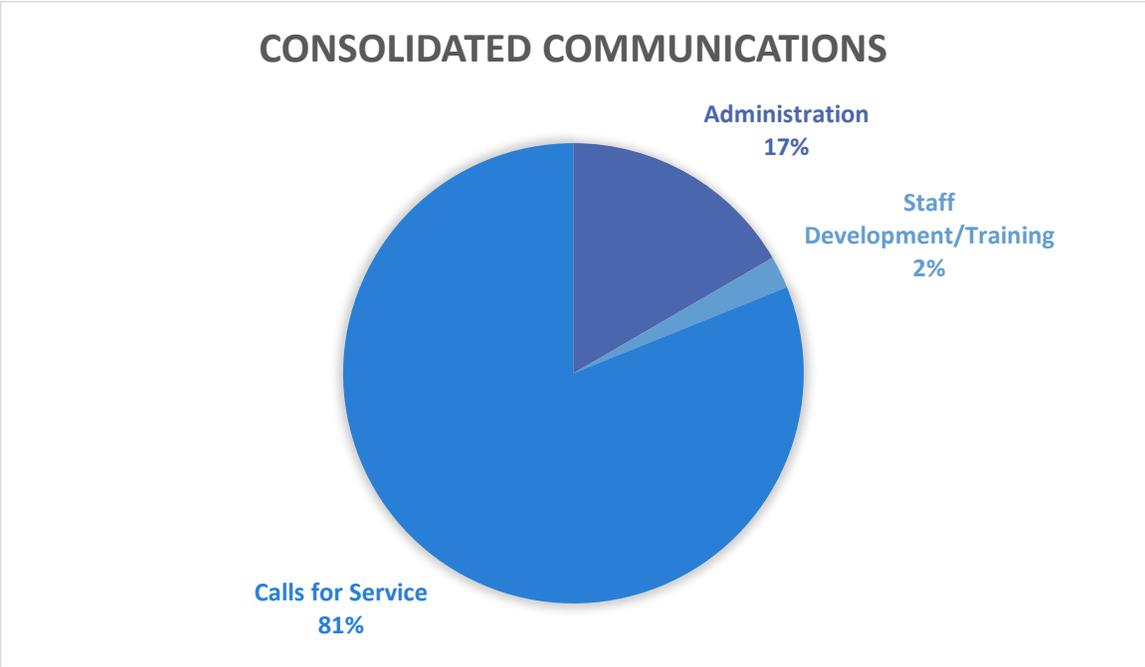
# CONSOLIDATED COMMUNICATIONS

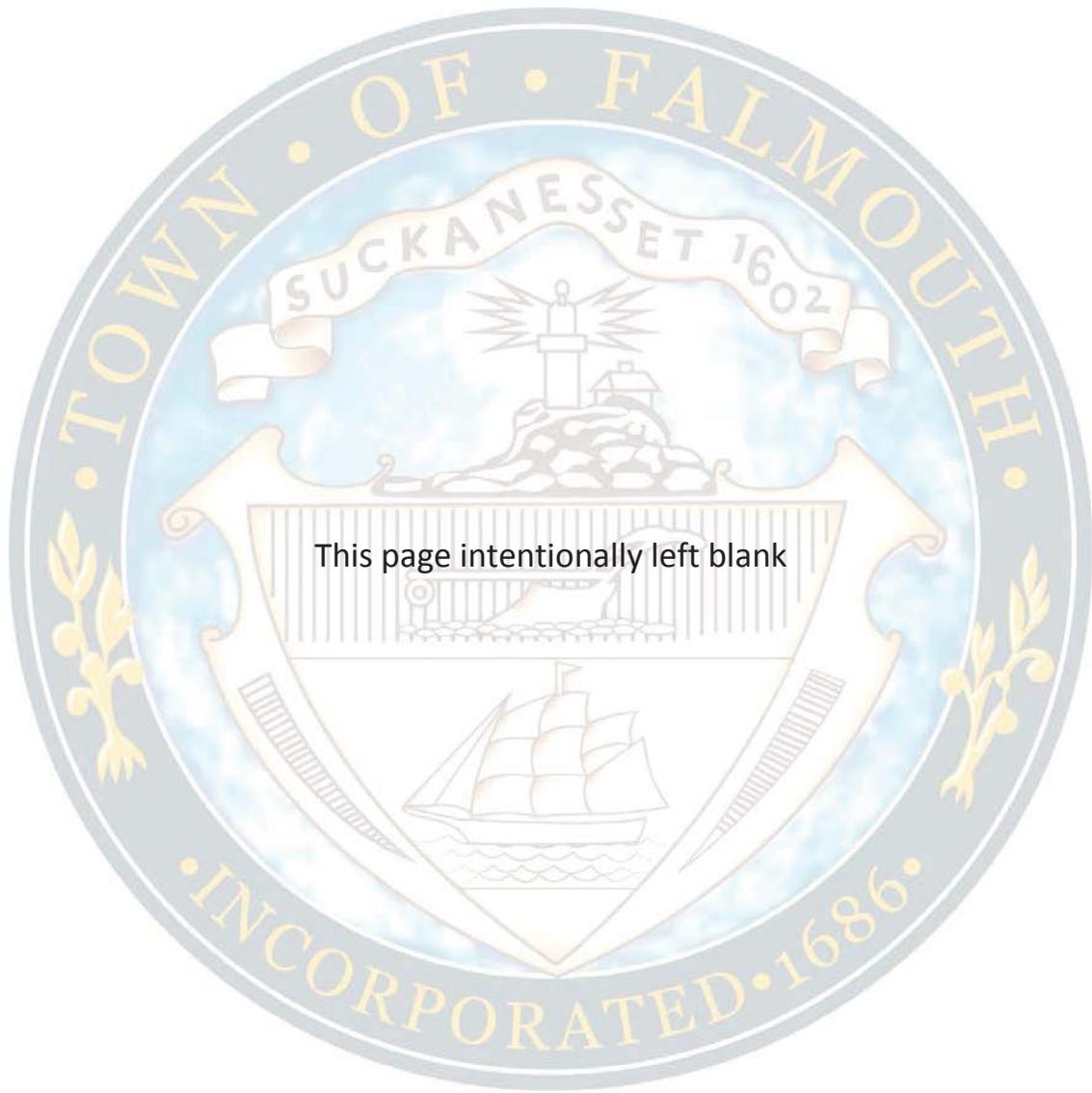
CONSOLIDATED COMMUNICATIONS						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-230-5110	SALARY & WAGES FULL TIME	\$526,565	\$494,829	\$538,859	\$518,622	\$515,752
01-230-5120	TEMPORARY-PER DIEM	\$0	\$0	\$0	\$0	\$10,000
01-230-5130	OVERTIME	\$49,438	\$105,554	\$59,648	\$60,841	\$60,841
01-230-5140	HOLIDAY	\$24,423	\$0	\$26,652	\$27,185	\$27,185
<b>TOTAL SALARIES</b>		<b>\$600,426</b>	<b>\$600,383</b>	<b>\$625,159</b>	<b>\$606,648</b>	<b>\$613,778</b>
01-230-5319	PROF/TECH-CONTRACT SERVICE	\$13,614	\$17,159	\$19,500	\$19,500	\$19,500
01-230-5340	COMMUNICATION-PRINTING	\$1,500	\$306	\$750	\$750	\$750
01-230-5341	COMMUNICATION-TELEPHONE	\$7,500	\$5,116	\$7,500	\$7,500	\$7,500
01-230-5342	COMMUNICATION-POSTAGE	\$1,500	\$0	\$250	\$250	\$250
01-230-5346	REPR/MAINT-COMPUTER	\$3,750	\$6,155	\$3,750	\$3,750	\$3,750
01-230-5420	OFFICE SUPPLIES	\$7,500	\$4,922	\$7,500	\$7,500	\$7,500
01-230-5730	DUES & MEMBERSHIPS	\$2,250	\$792	\$1,000	\$1,000	\$1,000
01-230-5781	STAFF DEVELOPMENT	\$8,051	\$6,713	\$7,888	\$7,888	\$7,888
<b>TOTAL EXPENSES</b>		<b>\$45,665</b>	<b>\$41,162</b>	<b>\$48,138</b>	<b>\$48,138</b>	<b>\$48,138</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$646,091</b>	<b>\$641,545</b>	<b>\$673,297</b>	<b>\$654,786</b>	<b>\$661,916</b>

FY20 SALARIES & WAGES												
CONSOLIDATED COMMUNICATIONS - 230												
	Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/ WK	Weekly	Wks	Total		
1	24	7	2	VACANT	Comm Administrator	33.19	40	1,327.60	52.2	69,301		
2	45	2	9	LEMAY CHRISTOPHER	Sr Comm Officer	27.53	40	1,101.20	52	57,262		
3	45	2	9	TAVARES JEFFREY	Sr Comm Officer	27.53	40	1,101.20	52	57,262		
4	45	1	9	BLINN MARY	Communications Officer	26.22	40	1,048.80	52	54,538		
5	45	1	5	KESTER KAITLIN	Communications Officer	22.74	40	909.60	52	47,299		
6	45	1	5	LOWE SEAN	Communications Officer	22.74	40	909.60	52	47,299		
7	45	1	4	ENTWISLE KATHRYN	Communications Officer	21.97	40	878.80	52	45,698		
8	45	1	4	MEISSNER TIMMY	Communications Officer	21.97	40	878.80	52	45,698		
9	45	1	4	MORRELL DEBRA	Communications Officer	21.97	40	878.80	52	45,698		
10	12	1	4	FOLEY JOSEPH	Communications Officer	21.97	40	878.80	52	45,698		
						<b>FTE</b>	<b>10</b>					<b>515,752</b>

# CONSOLIDATED COMMUNICATIONS

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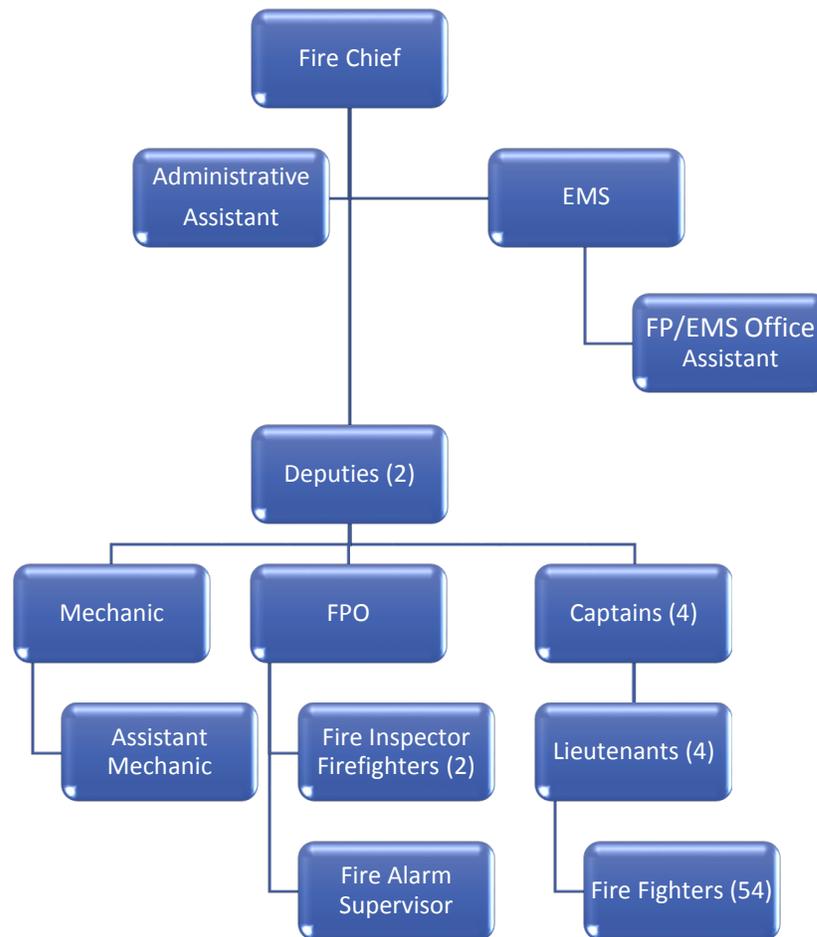




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# FIRE/RESCUE DEPARTMENT

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## 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 74 full time personnel. We provide Fire Suppression, Advanced Life Support EMS services, and Fire Prevention/Inspection, Community Risk Reduction and Emergency Management services to a diverse population of 35,000 to 100,000 residents and visitors. Last year, we responded to more than 8,000 emergency calls out of five fire stations.

## DEPARTMENT GOALS (Selectmen)

During its annual Strategic Planning retreat, the Board of Selectmen reviewed strategic priorities from Fiscal 2019-2023 and cited Promoting Health and Public Safety as its sixth strategic priority area:

Public Health and Safety are fundamental governmental functions. In this planning area the Board will develop goals to address town wide issues of concern including, updating the Falmouth Emergency Management Plan, and enhancing public safety services town wide. The Town will focus on efforts to efficiently use our limited staffing and budgetary resources to sustain a high quality of public safety in the Town of Falmouth.

# FIRE/RESCUE DEPARTMENT

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During this planning period the Board of Selectmen's strategic goals for Health and Public Safety are:

## 6.1 Collaborate among departments to respond to substance misuse crisis including opiate misuse

Although not specifically listed as a stakeholder on this issue, The FFRD is an active participant in the Opioid Coalition of Falmouth, in conjunction with the Falmouth Police, Falmouth Public Schools, Cape Cod Healthcare as well as many other partners. We provide in-classroom education to every 8<sup>th</sup> grade class in the Town, addressing the opioid crisis, as well as Narcan education and training.

Performance Measure: To see a marked decrease in opiate overdoses in the next 5 years

## 6.3 Review and Update the Emergency Management Plan

In January of last year, the Town, in conjunction with the Woods Hole Group, presented an updated Falmouth Multi-Hazard Mitigation Plan. Additionally, we continue to plan and conduct training with both Falmouth Police and Falmouth Public School personnel, covering a wide variety of potential incidents including fires, mass casualty incidents (MCI's) and the Incident Command System.

Performance Measure: To see a reduction or elimination of, and to initiate sustained action(s), to reduce or eliminate the short and long-term risk to human life and property from both man-made and natural hazards, such as floods, hurricanes, winter storms, tornadoes, earthquakes, etc. in the next 0-10 years.

## 6.5 Enhance public safety services town wide

Performance Measure: See below

## DEPARTMENT GOALS (FFRD)

### 1. STAFFING: FIRE SUPPRESSION/EMS

To reach a minimally acceptable level of shift staffing in order to meet the requirements of a typical day, and to provide a uniform number of firefighter/paramedics per shift, I am requesting funding to hire 10 additional firefighter/paramedics. (As a side note, the ambulance fee increases approved by the Board of Selectmen in the past 2 years has raised and should continue to raise approx. \$800,000 per year in additional revenue over FY'16 receipts. Additionally, we anticipate an additional \$180,000 in Medicare reimbursement to the Town this year). The current staffing levels at the FFRD have not appreciably changed in almost 40 years. In that time span, our annual emergency call volume has gone from about 1850 calls to the approx. 8000 emergency calls we answer today. The level of sophistication required today in order to appropriately respond to the wide variety of calls (Fire Suppression, EMS, Hazardous Materials, and Technical Rescue etc.) has risen exponentially. We can no longer afford to staff front line emergency vehicles with off duty personnel, and hope that they are available when needed. An appropriate staffing level will virtually eliminate the 1-person fire truck, (which "places the Town in a very exposed position", MMA Study, 1990), place a 4th ambulance in service 24/7, greatly improve effective response times and provided significant improvements in patient care, fire suppression and firefighter safety. This will prove to be a much more efficient and effective use of manpower, rather than relying on call back (off duty) personnel. We must eliminate the longstanding practice of wasting compensated time on travelling to and from call back stations, allowing more efficient use of these dollars.

### 2. STAFF DEVELOPEMENT

A proper and thorough training program for new recruits is a vital component of any professional fire rescue organization. By the nature of our profession, firefighters constantly face risk of injury or death. Lack of experience or training is often a factor in firefighter injuries or fatalities. In order to cover the expense of Mass Fire Academy training for new recruits, I am requesting a modest \$15,000 increase in the Staff Development line item.

# FIRE/RESCUE DEPARTMENT

FIRE DEPARTMENT						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-220-5110	SALARY & WAGES FULL TIME	\$4,961,396	\$4,678,579	\$5,162,226	\$5,762,970	\$5,319,754
01-220-5130	ADDITIONAL GROSS-OVERTIME	\$700,000	\$987,760	\$625,000	\$625,000	\$625,000
01-220-5140	DIFFERENTIAL-HOLIDAY	\$245,000	\$232,879	\$276,043	\$294,025	\$294,025
01-220-5143	DIFFERNETAL-EDCTL INCTV*	\$36,000	\$29,007	\$36,000	\$36,000	\$36,000
01-220-5190	EMS TRAINING	\$120,000	\$106,947	\$120,000	\$120,000	\$120,000
01-220-5191	OTHR PERS SERV-UNIFRM ALW	\$32,450	\$28,700	\$32,450	\$36,950	\$36,950
01-220-5192	TRAINING - FIRE	\$40,000	\$46,140	\$40,000	\$40,000	\$40,000
01-220-5193	HAZARDOUS WASTE TRAINING	\$15,000	\$7,300	\$15,000	\$15,000	\$15,000
<b>TOTAL SALARIES</b>		<b>\$6,149,846</b>	<b>\$6,117,312</b>	<b>\$6,306,719</b>	<b>\$6,929,945</b>	<b>\$6,486,729</b>
01-220-5211	ENERGY-FUEL OIL	\$15,000	\$10,612	\$15,000	\$15,000	\$15,000
01-220-5212	ENERGY-ELECTRICITY	\$68,000	\$59,701	\$68,000	\$68,000	\$68,000
01-220-5213	ENERGY-NATURAL GAS	\$40,000	\$35,749	\$40,000	\$40,000	\$40,000
01-220-5240	REPR/MAINT-OFFICE EQUIP	\$1,800	\$770	\$1,800	\$1,800	\$1,800
01-220-5242	REPR/MAINT-VEHICLE	\$72,000	\$98,808	\$72,000	\$72,000	\$72,000
01-220-5251	REPR/MAINT-ALARM/RADIO	\$22,000	\$13,987	\$22,000	\$22,000	\$22,000
01-220-5271	RENTL/LEASE-EQUIPMENT	\$4,450	\$1,422	\$4,450	\$4,450	\$4,450
01-220-5280	EMERGENCY MANAGEMENT	\$6,500	\$1,770	\$6,500	\$6,500	\$6,500
01-220-5309	PROF/TECH APPARATUS TEST	\$7,500	\$6,142	\$7,500	\$7,500	\$7,500
01-220-5319	PROF/TECH-CONTRACT SERVICE	\$139,500	\$150,920	\$139,500	\$139,500	\$139,500
01-220-5340	COMMUNICATION-PRINTING	\$2,000	\$605	\$2,000	\$2,000	\$2,000
01-220-5341	COMMUNICATION-TELEPHONE	\$22,000	\$19,009	\$22,000	\$22,000	\$22,000
01-220-5342	COMMUNICATION-POSTAGE	\$2,000	\$1,423	\$2,000	\$2,000	\$2,000
01-220-5345	COMMUNICATION-FIRE ALARM	\$10,000	\$3,926	\$10,000	\$10,000	\$10,000
01-220-5346	REPR/MAINT-COMPUTER	\$7,500	\$328	\$7,500	\$7,500	\$7,500
01-220-5389	OTR PRCH SERV-PRAMDC PRG	\$27,540	\$27,455	\$27,540	\$27,540	\$27,540
01-220-5420	OFFICE SUPPLIES	\$6,500	\$3,291	\$6,500	\$6,500	\$6,500
01-220-5429	OFFICE SUPPLIES-AMBULANCE	\$1,000	\$164	\$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	\$36,528	\$51,000	\$51,000	\$51,000
01-220-5432	REPR/MAINT-FIRE EQUIPMENT	\$6,800	\$3,743	\$6,800	\$6,800	\$6,800
01-220-5434	OTHER SUPPLIES-MECHANICS	\$3,000	\$0	\$3,000	\$3,000	\$3,000
01-220-5481	GASOLINE	\$1,000	\$1,771	\$1,000	\$1,000	\$1,000
01-220-5500	MEDICL/SURGICAL SUPPLIES	\$62,300	\$51,083	\$62,300	\$62,300	\$62,300
01-220-5583	OTHER SUPPLIES-CLOTHING	\$49,000	\$72,042	\$55,000	\$55,000	\$55,000
01-220-5588	OTHER SUPPLIES-FIRE	\$7,500	\$38,075	\$7,500	\$7,500	\$7,500
01-220-5711	AUTO ALLOWANCE	\$2,000	\$717	\$2,000	\$2,000	\$2,000
01-220-5720	OUT-OF STATE TRAVEL*	\$2,000	\$1,636	\$2,000	\$2,000	\$2,000
01-220-5730	DUES & MEMBERSHIPS	\$3,500	\$3,375	\$3,500	\$3,500	\$3,500
01-220-5781	STAFF DEVELOPMENT	\$35,000	\$50,972	\$50,000	\$65,000	\$60,000
01-220-5784	FIRE PREVENTION	\$6,500	\$1,828	\$6,500	\$6,500	\$6,500
01-220-5865	FIRE EQUIPMENT & GEAR*	\$25,000	\$24,930	\$25,000	\$25,000	\$25,000
<b>TOTAL EXPENSES</b>		<b>\$713,890</b>	<b>\$726,781</b>	<b>\$734,890</b>	<b>\$749,890</b>	<b>\$744,890</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$6,863,736</b>	<b>\$6,844,093</b>	<b>\$7,041,609</b>	<b>\$7,679,835</b>	<b>\$7,231,619</b>

# FIRE/RESCUE DEPARTMENT

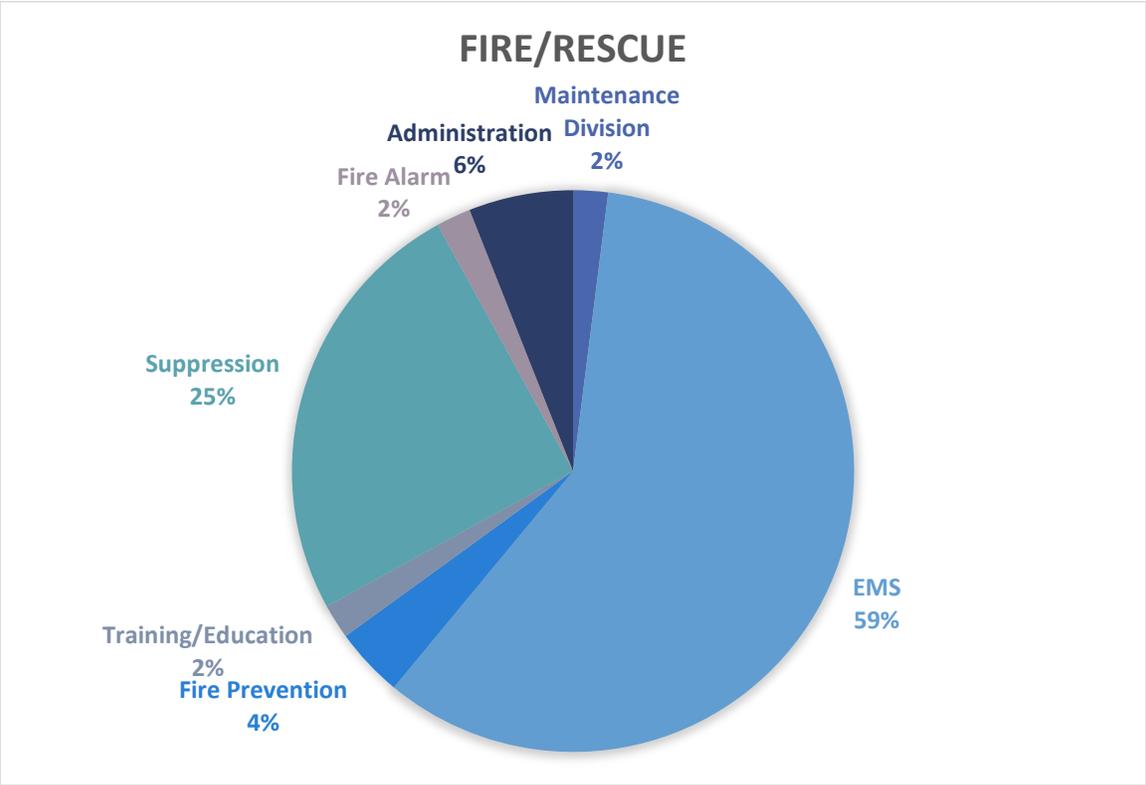
## FY20 SALARIES & WAGES

FIRE DEPARTMENT - 220										
	Group	Grade	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	11	9	SMALL MICHAEL F	FIRE CHIEF	60.0200	40	2,400.80	52.2	\$ 125,322
				EMD ALLOWANCE \$10,000				192.31	52	\$ 10,000
				PM STIPEND \$4,500				86.54	52	\$ 4,500
				CA STIPEND \$3,500				67.31	52	\$ 3,500
				EDU STIPEND \$1,287				24.75	52	\$ 1,287
2	D/M	6		SMITH TIMOTHY R	DEPUTY CHIEF	43.7700	42	1,838.34	52.2	\$ 95,961
3	D/M	6		THRASHER SCOTT J	DEPUTY CHIEF	43.7700	42	1,838.34	52.2	\$ 95,961
4	C/M	5		ABSTEN CHAD E	CAPTAIN	38.4700	42	1,615.74	52.2	\$ 84,342
5	C/M	5		BERGERON JR ROBERT T	CAPTAIN	38.4700	42	1,615.74	52.2	\$ 84,342
6	C/E	6		GIROUARD BRUCE D	CAPTAIN	38.4200	42	1,613.64	52.2	\$ 84,232
7	C/M	5		GAVIN, RYAN	CAPTAIN	38.4700	42	1,615.74	52.2	\$ 84,342
8	L/M	5		BARTOS ANN M	LIEUTENANT	34.6500	42	1,455.30	52.2	\$ 75,967
9	L/M	6		STARBARD SCOTT	LIEUTENANT	35.5200	42	1,491.84	52.2	\$ 77,874
10	L/M	5		WAGGETT JEFFRY	LIEUTENANT	34.6500	42	1,455.30	52.2	\$ 75,967
11	L/M	4		ROGERS TERENCE A	LIEUTENANT	33.8100	42	1,420.02	52.2	\$ 74,125
12	EMS/M	5		O'MALLEY CRAIG B	EMS SUPERVISOR	42.1400	40	1,685.60	52.2	\$ 87,988
13	FPO/E	6		TROTT MELVIN	F P O	42.3700	40	1,694.80	52.2	\$ 88,469
14	FPI/E	6		DEMELLO BOYD W	F P I	37.4600	40	1,498.40	52.2	\$ 78,216
15	FPI/E	5		RIVERA, ALLEN	F P I	36.5400	40	1,461.60	52.2	\$ 76,296
16	FA	6		MARTIN GERALD H	FIRE ALARM SUPT	35.6600	40	1,426.40	52.2	\$ 74,458
				WEEKLY ALLOWANCE		13.2000	1	13.20	52.2	\$ 689
										\$ 75,147
17	MM	6		ROSE JOHN F	MASTER MECHANIC	35.6600	40	1,426.40	52.2	\$ 74,458
				WEEKLY ALLOWANCE		13.2000	1	13.20	52.2	\$ 689
										\$ 75,147
18	AM	5		ELLIOTT JOHN J	ASST MECHANIC	27.8400	40	1,113.60	52.2	\$ 58,130
				WEEKLY ALLOWANCE		13.2000	1		52.2	\$ 689
										\$ 58,819
1		M3A	10	STROHM KIMBERLEE	ADMIN ASST.	30.9900	37.5	1,162.13	52.2	\$ 60,663
2		7	4	GEGGATT JOAN	OFFICE ASST.	21.8200	37.5	818.25	52.2	\$ 42,713
3				HEARING OFFICER						\$ 2,500
1	FF	M	5	BAILEY TIMOTHY	FIRE FIGHTER	30.9300	42	1,299.06	52.2	\$ 67,811
2	FF	M	3	BANNISH AARON	FIRE FIGHTER	29.4400	42	1,236.48	52.2	\$ 64,544
3	FF	M	3	BORSELLI JONATHAN	FIREFIGHTER	29.4400	42	1,236.48	52.2	\$ 64,544
4	FF	M	3	BOYER, DAMIAN	FIREFIGHTER	29.4400	42	1,236.48	52.2	\$ 64,544
5	FF	M	3	BROWN CHRISTOPHER	FIREFIGHTER	29.4400	42	1,236.48	52.2	\$ 64,544
6	FF	M	5	BUSH STEVEN	FIRE FIGHTER	30.9300	42	1,299.06	52.2	\$ 67,811
7	FF	M	1	VACANT (CLEMENTS W)	FIRE FIGHTER	25.2700	42	1,061.34	52.2	\$ 55,402
8	FF	M	5	COWAN CHRISTOPHER G	FIRE FIGHTER	30.9300	42	1,299.06	52.2	\$ 67,811
9	FF	M	3	CRAVEN JAMES	FIRE FIGHTER	29.4400	42	1,236.48	52.2	\$ 64,544
10	FF	M	3	DELUCA BRANDON	FIRE FIGHTER	29.4400	42	1,236.48	53.2	\$ 64,544
11	FF	M	6	DEMATOS STEPHEN F	FIRE FIGHTER	31.7100	42	1,331.82	52.2	\$ 69,521
12	FF	M	6	DEYO MARK	FIRE FIGHTER	31.7100	42	1,331.82	52.2	\$ 69,521
13	FF	M	4	EDWARDS MATTHEW T	FIRE FIGHTER	30.1800	42	1,267.56	52.2	\$ 66,167
14	FF	M	6	ELLIS SEAN K	FIREFIGHTER	31.7100	42	1,331.82	52.2	\$ 69,521
15	FF	M	5	FERREIRA CASEY D	FIRE FIGHTER	30.9300	42	1,299.06	52.2	\$ 67,811
16	FF	M	4	FLYNN ROBERT P	FIREFIGHTER	30.1800	42	1,267.56	52.2	\$ 66,167
17	FF	E	6	FORSBERG PAUL	FIREFIGHTER	30.9000	42	1,297.80	52.2	\$ 67,745
18	FF	M	4	FREEMAN JR TED K	FIREFIGHTER	29.4400	42	1,236.48	52.2	\$ 64,544
19	FF	M	3	FREITAS BRENDON	FIREFIGHTER	29.4400	42	1,236.48	52.2	\$ 64,544
20	FF	M	5	FRIEL PATRICK W	FIREFIGHTER	30.9300	42	1,299.06	52.2	\$ 67,811
21	FF	M	5	FRISBEE JAY A	FIREFIGHTER	30.9300	42	1,299.06	52.2	\$ 67,811
22	FF	M	1	VACANT (GAUVIN M)	FIREFIGHTER	25.2700	42	1,061.34	52.2	\$ 55,402
23	FF	E	6	GONSALVES PATRICK R	FIREFIGHTER	30.9000	42	1,297.80	52.2	\$ 67,745
24	FF	M	6	GUTHRIE BRIAN M	FIREFIGHTER	31.7100	42	1,331.82	52.2	\$ 69,521
25	FF	M	4	HAMBLIN CHRISTOPHER E	FIRE FIGHTER	30.1800	42	1,267.56	52.2	\$ 66,167
26	FF	M	5	KOSLOWSKY RANDY	FIREFIGHTER	30.9300	42	1,299.06	52.2	\$ 67,811
27	FF	M	4	LOCKERSON, ERYN	FIREFIGHTER	30.1800	42	1,267.56	53.2	\$ 66,167
28	FF	M	6	LOPES JR DANIEL L	FIREFIGHTER	31.7100	42	1,331.82	52.2	\$ 69,521
29	FF	M	3	MARCOUX ALYSSA	FIREFIGHTER	29.4400	42	1,236.48	52.2	\$ 64,544
30	FF	M	4	MARTIN JAMES E	FIREFIGHTER	30.1800	42	1,267.56	52.2	\$ 66,167
31	FF	M	4	MARTINO JR ROBERT	FIREFIGHTER	30.1800	42	1,267.56	52.2	\$ 66,167



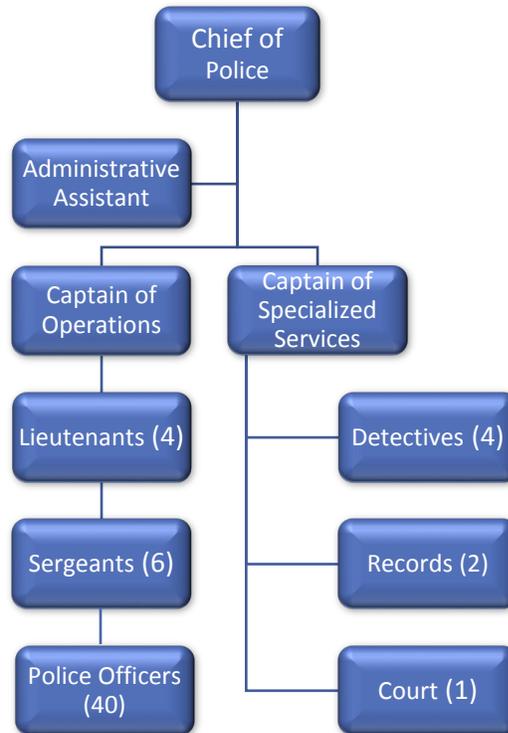
# FIRE/RESCUE DEPARTMENT

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# POLICE

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## 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

<b>POLICE DEPARTMENT</b>						
		<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
01-210-5110	SALARY & WAGES FULL TIME	\$4,230,736	\$4,086,485	\$4,415,450	\$4,930,037	\$4,930,037
01-210-5125	PART TIME-SUMMER PATROL	\$50,000	\$50,161	\$50,000	\$50,000	\$50,000
01-210-5128	FLSA WAGE ADJUSTMENT	\$9,288	\$776	\$9,288	\$9,288	\$9,288
01-210-5130	ADDITIONAL GROSS-OVERTIME	\$410,000	\$558,176	\$360,000	\$360,000	\$360,000
01-210-5132	ADDITIONAL GROSS-COURT	\$72,000	\$65,341	\$72,000	\$75,000	\$72,000
01-210-5133	MAIN STREET PATROL	\$7,600	\$7,665	\$7,600	\$12,000	\$12,000
01-210-5134	ADDITIONAL GROSS-DRUG INVEST.	\$45,000	\$28,721	\$45,000	\$45,000	\$45,000
01-210-5140	DIFFERENTIAL-HOLIDAY	\$103,000	\$41,739	\$103,000	\$103,000	\$103,000
01-210-5143	DIFFERENTIAL-EDCTL INCTV*	\$366,983	\$366,960	\$390,813	\$428,683	\$428,683
01-210-5191	OTHR PERS SERV-UNIFRM ALW	\$56,875	\$48,015	\$56,875	\$56,875	\$56,875
01-210-5192	OTHR PERS SERV-TRAINING	\$60,000	\$122,291	\$70,000	\$90,000	\$70,000
	<b>TOTAL SALARIES</b>	<b>\$5,411,482</b>	<b>\$5,376,328</b>	<b>\$5,580,026</b>	<b>\$6,159,883</b>	<b>\$6,136,883</b>
01-210-5212	ENERGY-ELECTRICITY	\$51,365	\$38,805	\$51,365	\$51,365	\$51,365
01-210-5213	ENERGY-NATURAL GAS	\$15,000	\$14,049	\$15,000	\$15,000	\$15,000
01-210-5240	REPR/MAINT-OFFICE EQUIP	\$5,000	\$2,286	\$5,000	\$5,000	\$5,000
01-210-5242	REPR/MAINT-VEHICLE	\$27,000	\$22,919	\$27,000	\$27,000	\$27,000
01-210-5243	REPR/MAINT-EQUIPMENT	\$2,950	\$1,270	\$2,950	\$2,950	\$2,950
01-210-5250	REPR/MAINT-PARKING METERS	\$47,076	\$59,328	\$62,500	\$62,500	\$62,500
01-210-5251	REPR/MAINT-RADIO (FCC)	\$5,150	\$4,406	\$5,150	\$5,150	\$5,150
01-210-5267	REPR/MAINT-COMPUTER SYSTM	\$32,500	\$50,972	\$37,000	\$37,000	\$37,000
01-210-5303	PHYSICALS	\$6,000	\$5,395	\$6,000	\$6,000	\$6,000
01-210-5306	PROF/TECH-TOWING	\$2,000	\$882	\$2,000	\$2,000	\$2,000
01-210-5318	PROF/TECH-CONTRACT SERVIC	\$56,000	\$38,007	\$56,000	\$56,000	\$56,000
01-210-5340	COMMUNICATION-PRINTING	\$7,000	\$3,645	\$7,000	\$7,000	\$7,000
01-210-5341	COMMUNICATION-TELEPHONE	\$33,037	\$26,910	\$33,037	\$33,037	\$33,037
01-210-5342	COMMUNICATION-POSTAGE	\$4,843	\$4,365	\$4,843	\$4,843	\$4,843
01-210-5418	SUPPLIES COMMUNITY POLICING	\$4,000	\$4,542	\$4,000	\$4,000	\$4,000
01-210-5420	OFFICE SUPPLIES	\$5,200	\$4,592	\$5,200	\$5,200	\$5,200
01-210-5421	OFFICE SUPPLIES-XEROX	\$1,680	\$2,137	\$2,000	\$2,000	\$2,000
01-210-5424	OFFICE SUPPLIES-REC TAPES	\$150	\$145	\$150	\$150	\$150
01-210-5425	OFFICE SUPPLIES-LAW BOOKS	\$600	\$900	\$700	\$700	\$700
01-210-5435	SUPPLIES - DETECTIVE DIV	\$2,500	\$2,568	\$2,500	\$3,000	\$2,500
01-210-5454	CUST/HSKP SUPPLY-FIRE EXTG	\$1,000	\$124	\$1,000	\$1,000	\$1,000
01-210-5483	OTHER SUPPLIES-PHOTOGRPHY	\$1,575	\$980	\$2,000	\$2,000	\$2,000
01-210-5485	VEHICLE SUPPLIES-TIRES	\$8,800	\$4,305	\$8,800	\$8,800	\$8,800
01-210-5490	FOOD SUPPLIES-PRISONERS	\$3,000	\$1,461	\$3,000	\$3,000	\$3,000
01-210-5500	MEDICAL SUPPLIES-FIRST AD	\$4,000	\$3,994	\$7,430	\$7,430	\$7,430
01-210-5543	PUB WKS SUPPLIES-FLARES	\$1,325	\$1,398	\$1,325	\$1,325	\$1,325
01-210-5582	OTHER SUPPLIES-COMPUTER	\$5,000	\$12,605	\$6,000	\$6,000	\$6,000
01-210-5583	OTHER SUPPLIES-UNIFORMS	\$30,000	\$24,653	\$30,000	\$30,000	\$30,000
01-210-5584	OTHER SUPPLIES-BIKE PATRL	\$2,900	\$3,407	\$2,900	\$2,900	\$2,900
01-210-5587	OTHER SUPPLIES-RANGE	\$25,000	\$33,449	\$30,000	\$40,000	\$30,000
01-210-5710	IN-STATE TRAVEL	\$3,000	\$1,141	\$3,000	\$3,000	\$3,000

# POLICE

POLICE DEPARTMENT						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-210-5720	OUT OF STATE TRAVEL*	\$7,000	\$7,000	\$7,000	\$12,000	\$12,000
01-210-5730	DUES & MEMBERSHIPS	\$5,500	\$3,964	\$5,500	\$5,500	\$5,500
01-210-5780	ADMINISTRATIVE EXPENSE	\$2,000	\$1,297	\$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	\$7,708	\$17,000	\$17,000	\$17,000
01-210-5801	POLICE CRUISERS*	\$100,000	\$94,008	\$100,000	\$100,000	\$100,000
<b>TOTAL EXPENSES</b>		<b>\$561,151</b>	<b>\$489,614</b>	<b>\$591,350</b>	<b>\$606,850</b>	<b>\$596,350</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$5,972,633</b>	<b>\$5,865,942</b>	<b>\$6,171,376</b>	<b>\$6,766,733</b>	<b>\$6,733,233</b>

## FISCAL YEAR 2020 SALARIES AND WAGES

POLICE DEPARTMENT								
1	1	POLICE CHIEF DUNNE, EDWARD	52.2	40	81.74	170,673		
		STIPEND COMMUNICATION ADMINISTRATOR	52.2	1	67.32	3,514		
1	16	10	CAPTAIN REID, BRIAN TAM - GRADE 10 - STEP 10 JULY 2019	52.2	40	53.23	111,145	
		STIPEND - 20 YEAR				7,000		
2	16	10	10	CAPTAIN SMITH, CAPTAIN TAM - GRADE 10 - STEP 10 JULY 2019	52.2	40	53.23	111,145
		STIPEND - 20 YEAR				7,000		
1		LT	LIEUTENANT DECOSTA, DOUGLAS STEP 23	52.2	40	49.62	103,607	
2		LT	LIEUTENANT DOYLE, SEAN STEP 23	52.2	40	49.62	103,607	
3		LT	LIEUTENANT HAMILTON, CHRISTOPHER STEP 23	52.2	40	49.62	103,607	
4		LT	LIEUTENANT KINSELLA, BRIAN STEP 23	52.2	40	49.62	103,607	
1		SO	SERGEANT/DETAIL SERGEANT KARL, JAMIE STEP 4 (AFTER 10 YRS 06-25-2022 FY 22)	52.2	40	38.74	80,890	
			SPECIALIZATION	52.2		45	2,349	
2		SO	SERGEANT/DETAIL SERGEANT LOEWEN, BRIAN STEP 4 (AFTER 10 YRS 05-24-2020 FY 20)	47.2	40	38.74	73,142	
			AFTER 10 YEARS	5	40	39.90	7,981	
			SPECIALIZATION	52.2		45	2,349	

# POLICE

## FISCAL YEAR 2020 SALARIES AND WAGES

### POLICE DEPARTMENT

3	SO	SERGEANT / BREATH TEST ADMIN CUMMINGS, JAMES STEP 4 (AFTER 10 YRS 03-01-2024 FY 24)	52.2	40	38.74	80,890	
		SPECIALIZATION	52.2		45	2,349	83,239
4	SO	SERGEANT / FIREARMS INSTRUCTOR GUTHRIE, BENJAMIN STEP 4 (AFTER 10 YRS 11-16-2022 FY 23)	52.2	40	38.74	80,890	
		SPECIALIZATION	52.2		45	2,349	83,239
5	SO	SERGEANT ROGERS, MICHAEL AFTER 10 YRS	52.2	40	39.90	83,312	83,312
6	SO	SERGEANT/ OUTREACH CORD. SIMONEAU, MICHAEL STEP 4 (AFTER 10 YRS 11-02-2024 FY 25)	52.2	40	38.74	80,890	
		SPECIALIZATION	52.2		45	2,349	83,239
1	P/FED	DETECTIVE BARTOLOMEI, CHRISTOPHER MASTER	52.2	37.5	35.12	68,748	
		SPECIALIZATION	52.2		45	2,349	71,097
2	P/FED	CARPENTER, RONALD MASTER	52.2	37.5	35.12	68,748	
		SPECIALIZATION	52.2		45	2,349	71,097
3	P/FED	SCHOOL RESOURCE OFFICER DONAHUE, JAMIE MASTER	52.2	37.5	35.12	68,748	
		SPECIALIZATION	52.2		36	1,879	70,628
4	P/FED	DETECTIVE LOEWEN, ANDREW T. MASTER	52.2	37.5	35.12	68,748	
		SPECIALIZATION	52.2		45	2,349	71,097
5	P/FED	DETECTIVE MASSI, DAVID M. MASTER	52.2	37.5	35.12	68,748	
		SPECIALIZATION	52.2		45	2,349	71,097
6	P/FED	COURT OFFICER STEFANELLI, PAUL W. STEP 5 ( MASTER 06/03/22)	52.2	37.5	33.94	66,438	
		SPECIALIZATION	52.2		45	2,349	68,788
PATROLMEN							
7	P/FED	ANDRADE, MEGHAN E. (SEX ASSAULT INV) STEP 5 (08-21-19)	45.2	37.5	33.94	57,529	
		STEP 4	7	37.5	32.00	8,401	
		SPECIALIZATION	52.2		36.00	1,879	67,809
9	P/FED	BENEDETTI, KEITH J. MASTER	52.2	37.5	35.12	68,748	
10	P/FED	BRAND TODD MASTER	52.2	37.5	35.12	68,748	

# POLICE

## FISCAL YEAR 2020 SALARIES AND WAGES

### POLICE DEPARTMENT

11	P/FED	BRANDT, TIMOTHY J. (SRT) STEP 5 (08-21-19)	45.2	37.5	33.94	57,529	
		STEP 4	7	37.5	32.00	8,401	
		SPECIALIZATION	52.2		36.00	1,879	67,809
12	P/FED	BUSCH, ALEXANDER (SRT) STEP 4 (JANUARY 2020)	26.2	37.5	32.00	31,441	
		STEP 3	26	37.5	31.21	30,430	
		SPECIALIZATION	52.2		36.00	1,879	63,750
13	P/FED	CABRAL, GEORGE MASTER	52.2	37.5	35.12		68,748
14	P/FED	CARDOSO, NEWTON J. (SRT) STEP 5 (10-30-19)	35.2	37.5	33.94	44,801	
		STEP 4	17	37.5	32.00	20,401	
		SPECIALIZATION	52.2		36.00	1,879	67,082
15	P/FED	CASTLEBERRY, JOHN MASTER	52.2	37.5	35.12		68,748
16	P/FED	CURTIS, ROBERT P. MASTER	52.2	37.5	35.12		68,748
17	P/FED	DEMIRANDA, DONALD G. STEP 5 (MASTER 02-06-2025)	52.2	37.5	33.94		66,438
18	P/FED	DEPONTE, JOHN L. STEP 5 10-30-2019	35.2	37.5	33.94	44,801	
		STEP 4	17	37.5	32.00	20,401	65,202
19	P/FED	DEVITO, ANTHONY R. (SRT) MASTER	52.2	37.5	35.12	68,748	
		SPECIALIZATION	52.2		36	1,879	70,628
20	P/FED	FIREARMS INSTRUCTOR EISEN DEAN MASTER	52.2	37.5	35.12	68,748	
		SPECIALIZATION	52.2		45	2,349	71,097
21	P/FED	FERRER, ELVIRA M. (SEX ASSAULT INV) MASTER ON 01/07/2018	52.2	37.5	35.12	68,748	
		SPECIALIZATION	52.2		36.00	1,879	70,628
22	P/FED	FERRER, RUBEN MASTER	52.2	37.5	35.12		68,748
23	P/FED	HARRIS CLIFFORD T. (SEX ASSAULT INV) MASTER	52.2	37.5	35.12	68,748	
		SPECIALIZATION	52.2		36.00	1,879	70,628
24	P/FED	HAZELTON, BRYAN MASTER	52.2	37.5	35.12		68,748
25	P/FED	HERGT, RYAN (SEX ASSAULT INV) STEP 5 (08-21-19)	45.2	37.5	33.94	57,529	
		STEP 4	7	37.5	32.00	8,401	
		SPECIALIZATION	52.2		45.00	2,349	68,279
26	P/FED	KOSKY, WILLIAM G. MASTER	52.2	37.5	35.12		68,748
27	P/FED	KOTFILA MICHAEL T. STEP 5 (MASTER 02-06-2025)	52.2	37.5	33.94		66,438
28	P/FED	LEIGHTON, CHAD A. MASTER	52.2	37.5	35.12		68,748

# POLICE

## FISCAL YEAR 2020 SALARIES AND WAGES

### POLICE DEPARTMENT

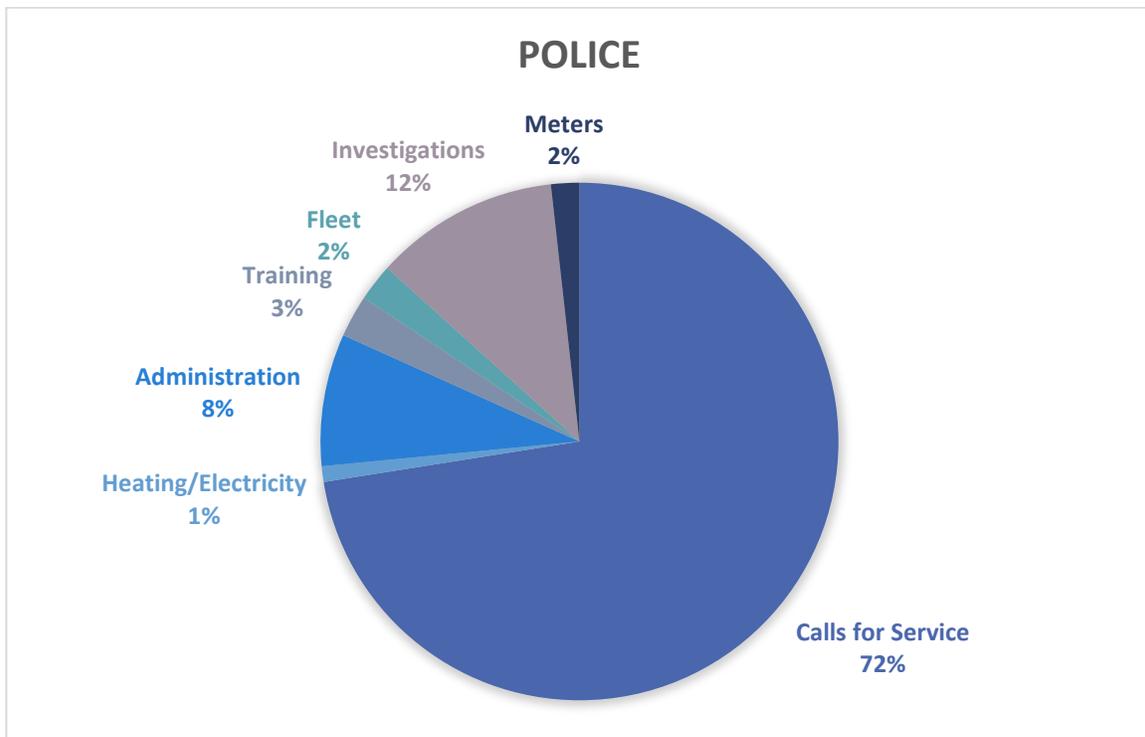
29	P/FED	LIVINGSTON, CHRISTOPHER STEP 5 (MASTER 02-06-2025)	52.2	37.5	33.94		66,438
30	P/FED	MAGUIRE, THOMAS MASTER	52.2	37.5	35.12		68,748
31	P/FED	MARKEN CHARLES MASTER	52.2	37.5	35.12		68,748
32	P/FED	MARTIN, MELISSA M. STEP 5 (MASTER 07-07-2023)	52.2	37.5	33.94		66,438
33	P/FED	MASSI, JULIA E. STEP 5 (MASTER 02-06-2025)	52.2	37.5	33.94		66,438
34	P/FED	MAURER, EDWARD MASTER	52.2	37.5	35.12		68,748
35	P/FED	MOORE, RYAN P. STEP 5 ( MASTER 3-11-2022)	52.2	37.5	33.94		66,438
36	P/FED	MURRAY, CODY STEP 4 (JANUARY 2020)	26.2	37.5	32.00	31,441	
		STEP 3	26	37.5	31.21	30,430	
		SPECIALIZATION	52.2		36.00	1,879	63,750
37	P/FED	NARBONNE, TYLER STEP 5 ( MASTER 7-08-2023)	52.2	37.5	33.94		66,438
38	P/FED	OLIVER, JOSHUA RUSSELL STEP 5 (MASTER 03-12-2022)	52.2	37.5	33.94		66,438
39	P/FED	FIREARMS INSTRUCTOR PORTER, JAMES F. MASTER	52.2	37.5	35.12	68,748	
		SPECIALIZATION	52.2		45.00	2,349	71,097
40	P/FED	FIREARMS INSTRUCTOR ROGERS, JAMES B. MASTER OFFICER	52.2	37.5	35.12	68,748	
		SPECIALIZATION	52.2		45.00	2,349	71,097
41	P/FED	SENIOR, STEPHEN P. STEP 5 08-21-19	45.2	37.5	33.94	57,529	
		STEP 4	7	37.5	32.00	8,401	65,930
42	P/FED	WALKER, SEAN F. MASTER	52.2	37.5	35.12		68,748
43	P/FED	WHITING, PAUL STEP 5 (MASTER OFFICER 12/11/2027)	52.2	37.5	33.94		66,438
44	P/FED	STUDENT OFFICERS DACEY, JOHN	52.2	37.5	29.80		58,334
45	P/FED	STUDENT OFFICER SOARES, SAMANTHA	52.2	37.5	29.80		58,334
46	P/FED	STUDENT OFFICER TIPTON, JOSHUA	52.2	37.5	29.80		58,334
47	P/FED	<b>VACANT UNFUNDED ( PATROL OFFICER)</b>	<b>52.2</b>	<b>37.5</b>	<b>28.06</b>		<b>54,928</b>
48	P/FED	<b>VACANT UNFUNDED ( PATROL OFFICER)</b>	<b>52.2</b>	<b>37.5</b>	<b>28.06</b>		<b>54,928</b>
49	P/FED	<b>VACANT UNFUNDED ( PATROL OFFICER)</b>	<b>52.2</b>	<b>37.5</b>	<b>29.80</b>		<b>58,334</b>
50	P/FED	<b>VACANT UNFUNDED ( PATROL OFFICER)</b>	<b>52.2</b>	<b>37.5</b>	<b>29.80</b>		<b>58,334</b>
1	13	3	7				
		PARKING METER THOMPSON LLOYD	52.2	20	18.72		19,544

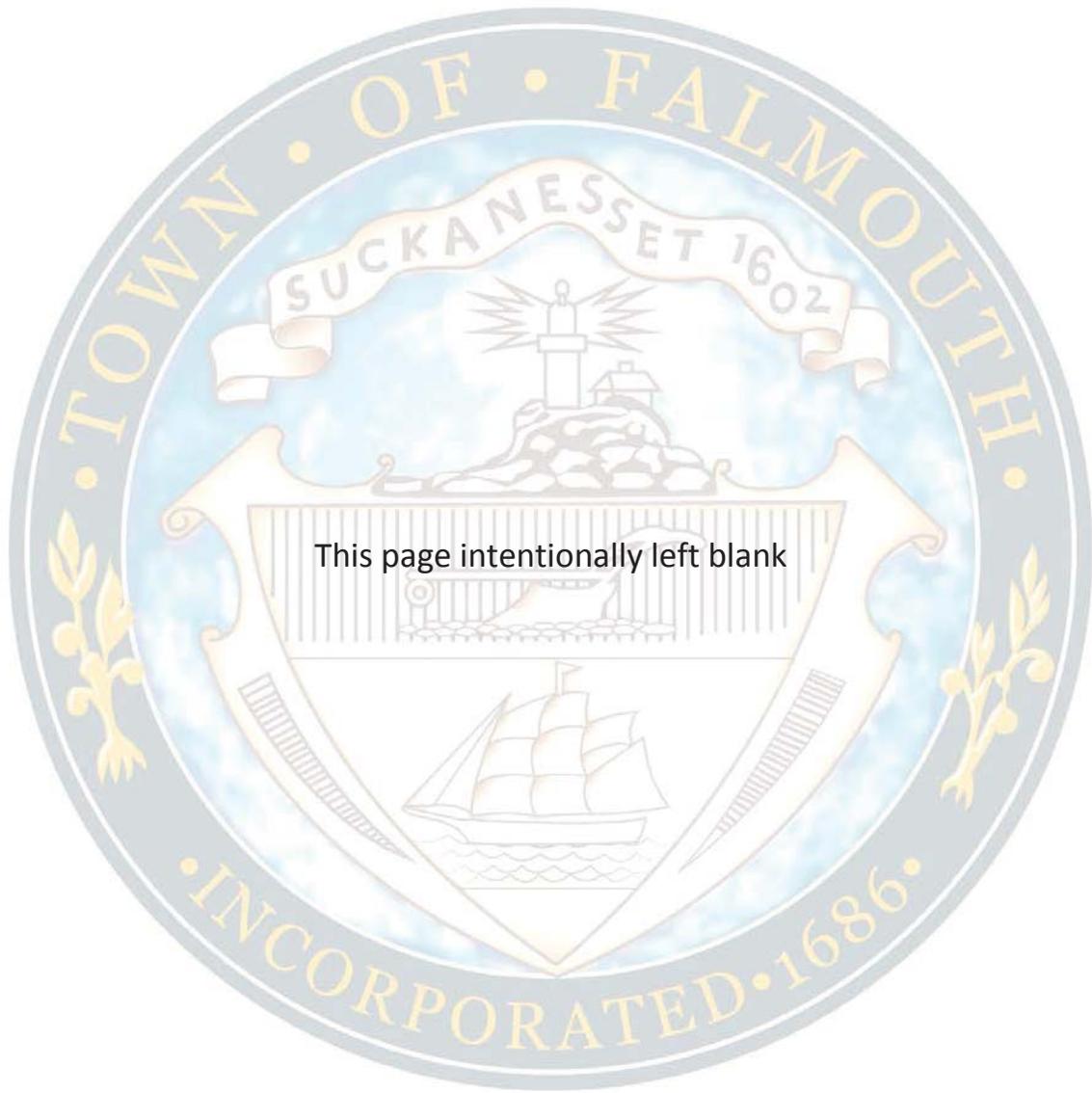
# POLICE

## FISCAL YEAR 2020 SALARIES AND WAGES

### POLICE DEPARTMENT

2	13	4	4	PARKING CONTROL ATTENDANT BELLI, MICHAEL R.	52.2	40	17.81			37,188
3	13	6	5	SENIOR OFFICE ASSISTANT UTTARO, JANET	52.2	37.5	21.20			41,500
4	13	6	7	SENIOR OFFICE ASSISTANT PACHECO KIMBERLY	52.2	37.5	22.93			44,886
5	16	3A	10	ADMINISTRATIVE ASSISTANT REBELO MELINDA (TAM)	52.2	37.5	31.61			61,877
				SPECIAL CATEGORY NIGHT DIFFERENTIAL 18 PERSONNEL	52.2	1	35.00			32,886
				SPECIAL CATEGORY NIGHT DIFFERENTIAL 18 PERSONNEL	52.2	1	50.00			46,980
			6	SPECIAL CATEGORY FIELD TRAINING	52.2	1	2,500.00			2,500
				MAX SICK LEAVE TO SELL						20,000
				FITNESS & WELLNESS PROGRAM						26,250
										4,930,037

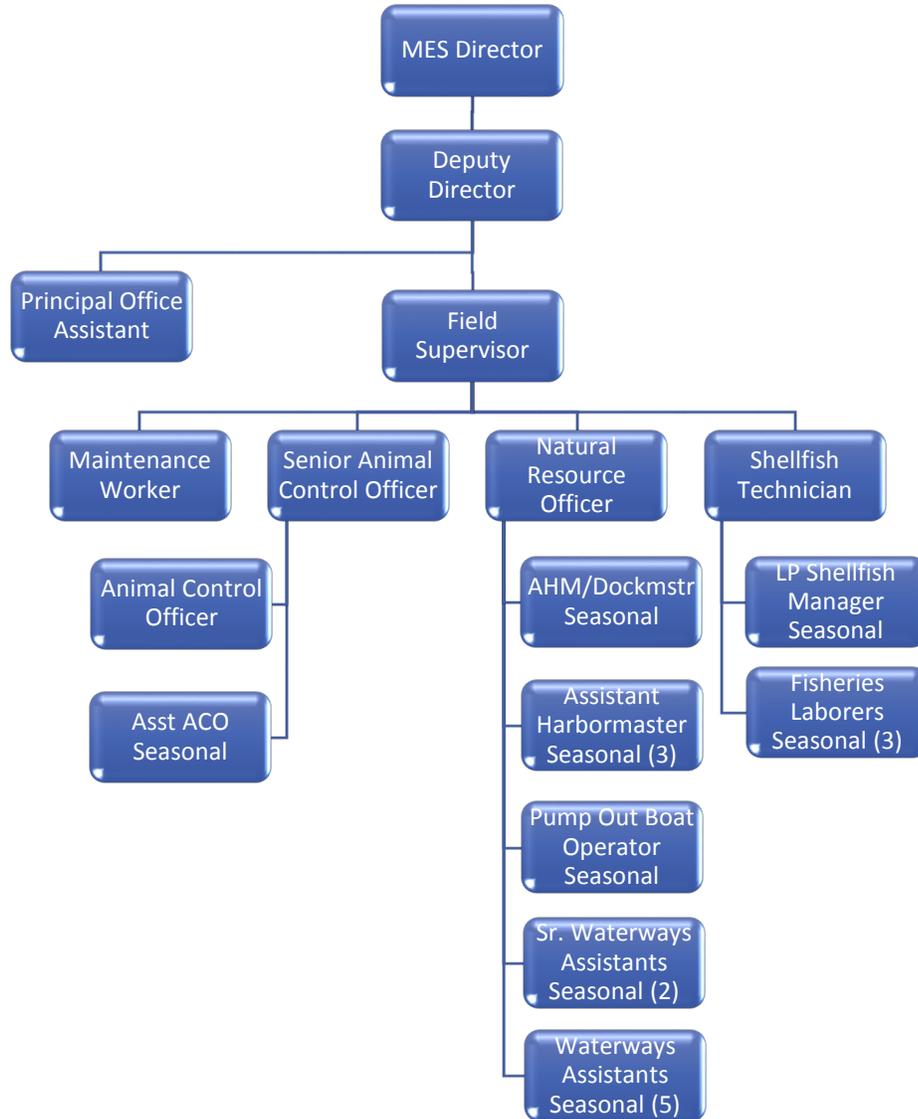




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# MARINE & ENVIRONMENTAL SERVICES

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## 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 conversion from Topgun mooring and boat management system to the newly acquired Mooring info software program including linkage to SoftRight.
2. Complete reconstruction of the Waquoit Bay and West Falmouth Boat Ramps.

# MARINE & ENVIRONMENTAL SERVICES

3. Complete herring run reconstruction project between Bog Pond and Bourne Pond in Waquoit.

<i>DEPARTMENT OF MARINE &amp; ENVIRON SERV</i>						
<b>Account #</b>	<b>Account Description</b>	<b>FY 2018 Appropriated</b>	<b>FY 2018 Expended</b>	<b>FY 2019 Appropriated</b>	<b>FY 2020 Requested</b>	<b>FY 2020 Approved</b>
01-295-5110	SALARY & WAGES-PERMANENT	\$528,513	\$490,773	\$543,069	\$562,873	\$562,873
01-295-5120	SALARY & WAGES-TEMPORARY	\$106,238	\$108,642	\$142,196	\$170,064	\$170,064
01-295-5130	ADDITIONAL GROSS-OVERTIME	\$15,000	\$17,314	\$15,000	\$15,000	\$15,000
01-295-5132	ADDITIONAL GROSS-COURT	\$500	\$0	\$500	\$500	\$500
01-295-5143	DIFFERENTIAL-EDCTL INCTV	\$9,000	\$8,966	\$9,000	\$9,000	\$9,000
01-295-5191	OTHR PERS SERV-UNIFRM ALW	\$10,000	\$9,980	\$10,000	\$10,000	\$10,000
<b>TOTAL SALARIES</b>		<b>\$669,251</b>	<b>\$635,675</b>	<b>\$719,765</b>	<b>\$767,437</b>	<b>\$767,437</b>
01-295-5212	ENERGY-ELECTRICITY	\$65,000	\$41,023	\$65,000	\$60,000	\$60,000
01-295-5213	ENERGY-NATURAL GAS	\$5,000	\$9,487	\$5,000	\$10,000	\$10,000
01-295-5240	REPR/MAINT-OFFICE EQUIP	\$400	\$429	\$400	\$400	\$400
01-295-5243	REPR/MAINT-EQUIPMENT	\$20,000	\$39,996	\$20,000	\$30,000	\$30,000
01-295-5263	REPR/MAINT-SIGNAGE	\$1,000	\$1,021	\$1,000	\$1,000	\$1,000
01-295-5312	PROF/TECH EMERG MED SERV	\$500	\$268	\$500	\$500	\$500
01-295-5317	PROF/TECH - PROPAGATION*	\$62,500	\$62,475	\$62,500	\$62,500	\$62,500
01-295-5318	PROF/TECH-CONTRCT SERVICE	\$5,000	\$4,451	\$5,000	\$5,000	\$5,000
01-295-5319	FLOAT MAINTENANCE	\$15,000	\$11,762	\$15,000	\$25,000	\$25,000
01-295-5340	COMMUNICATION-PRINTING	\$1,700	\$742	\$1,700	\$1,700	\$1,700
01-295-5341	COMMUNICATION-TELEPHONE	\$6,500	\$5,763	\$6,500	\$6,500	\$6,500
01-295-5342	COMMUNICATION-POSTAGE	\$3,200	\$1,303	\$3,200	\$3,200	\$3,200
01-295-5343	COMMUNICATION-ADVERTISING	\$550	\$162	\$550	\$550	\$550
01-295-5380	OTR PRCH SERV-MSPCA*	\$500	\$339	\$500	\$500	\$500
01-295-5393	OPS-ANIML DISEASE PREVNT*	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
01-295-5419	CUSTDL/HSKPING SPLY-POUND	\$500	\$93	\$500	\$500	\$500
01-295-5420	OFFICE SUPPLIES	\$4,000	\$4,498	\$4,000	\$4,000	\$4,000
01-295-5430	SITE IMPROVEMENT	\$15,000	\$5,952	\$15,000	\$15,000	\$15,000
01-295-5481	GASOLINE	\$6,000	\$5,104	\$6,000	\$6,000	\$6,000
01-295-5490	FOOD SUPPLIES-DOG FOOD	\$1,000	\$1,031	\$1,000	\$1,000	\$1,000
01-295-5584	OTR SUPPLY-CHNS/LGTS/BUOYS	\$2,000	\$2,970	\$2,000	\$2,000	\$2,000
01-295-5587	OTHER SUPPLIES-DNR	\$1,700	\$1,985	\$1,700	\$1,700	\$1,700
01-295-5710	IN-STATE TRAVEL	\$500	\$135	\$500	\$500	\$500
01-295-5730	DUES & MEMBERSHIPS	\$450	\$230	\$450	\$450	\$450
01-295-5781	STAFF DEVELOPMENT	\$6,000	\$1,411	\$6,000	\$6,000	\$6,000
<b>TOTAL EXPENSES</b>		<b>\$228,000</b>	<b>\$206,629</b>	<b>\$228,000</b>	<b>\$248,000</b>	<b>\$248,000</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$897,251</b>	<b>\$842,304</b>	<b>\$947,765</b>	<b>\$1,015,437</b>	<b>\$1,015,437</b>

# MARINE & ENVIRONMENTAL SERVICES

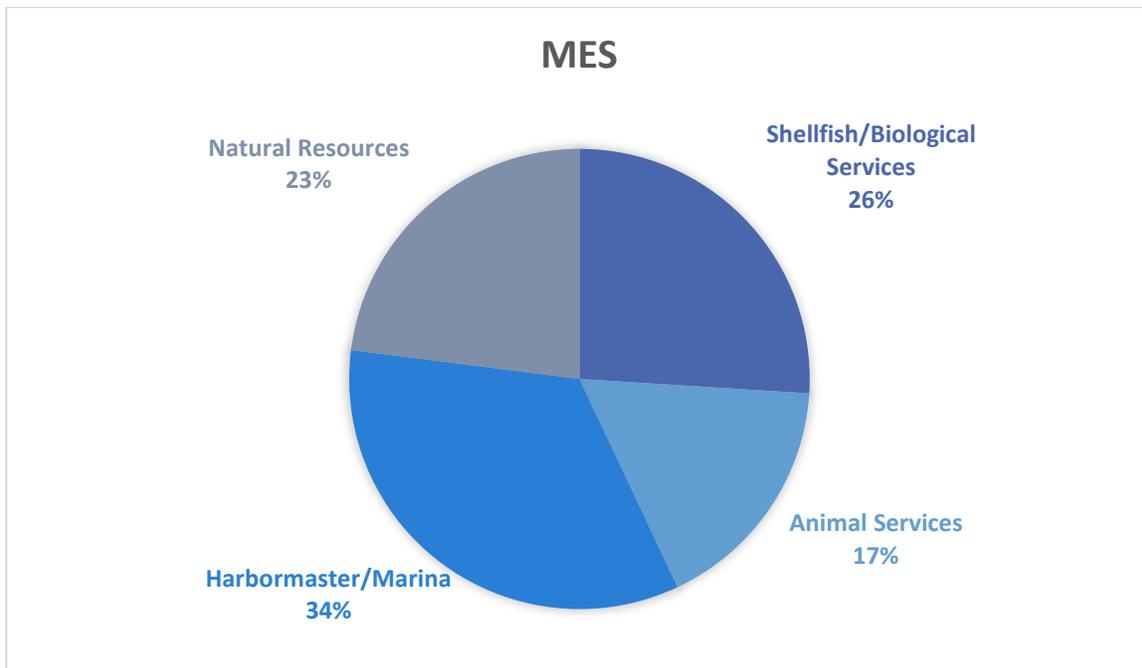
## FY20 SALARIES & WAGES

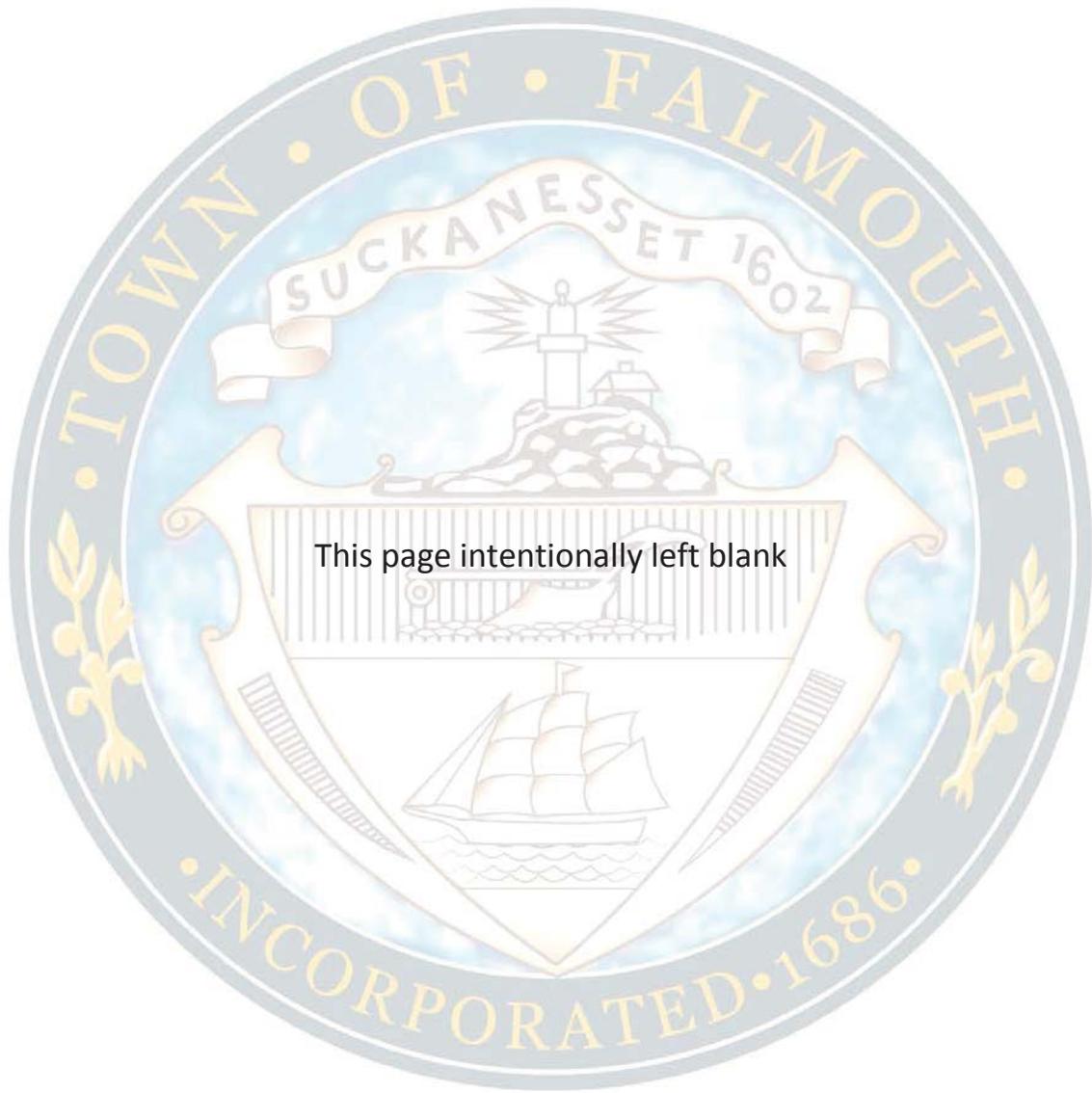
### MARINE AND ENVIRONMENTAL SERVICES - 295

	Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	25	10	10	FRASER GREGG P	DIRECTOR	53.23	40	2,129.20	52.2	111,144	
2	25	8	10	MARTINSEN III ROY CHARLES	DEPUTY DIRECTOR	45.01	40	1,800.40	52.2	93,981	
3	11	10	7	LANG PHILIP	FIELD SUPERVISOR	30.63	40	1,225.20	52.2	63,955	
4	11	9	7	DONAHUE DANIEL J	NATURAL RES OFFICER	28.67	40	1,146.80	52.2	59,863	
5	11	8	4	CUSHMAN PAULA	PRINCIPAL OFFICE ASST	23.81	37.5	892.88	52.2	46,608	
6	11	8	4	GOW JESSICA	SR ANIMAL CONTR	23.81	40	952.40	52.2	49,715	
7	11	7	6	LOVELY CHRISTINA	FISHERIES TECHNICIAN	24.08	37.5	903.00	52.2	47,137	
8	11	7	3	CORREIA JENNA L	ANIMAL CONTROL OFCR	21.40	40	856.00	52.2	44,683	
9	11	6	7	CHRISTOPHER ANGLIN	MES MAINT WORKER	23.39	37.5	877.13	52.2	45,786	
						<b>FTE</b>	<b>9</b>			<b>562,873</b>	<b>562,873</b>

### MARINE AND ENVIRONMENTAL SERVICES TEMP - 295 FY20 SALARIES & WAGES

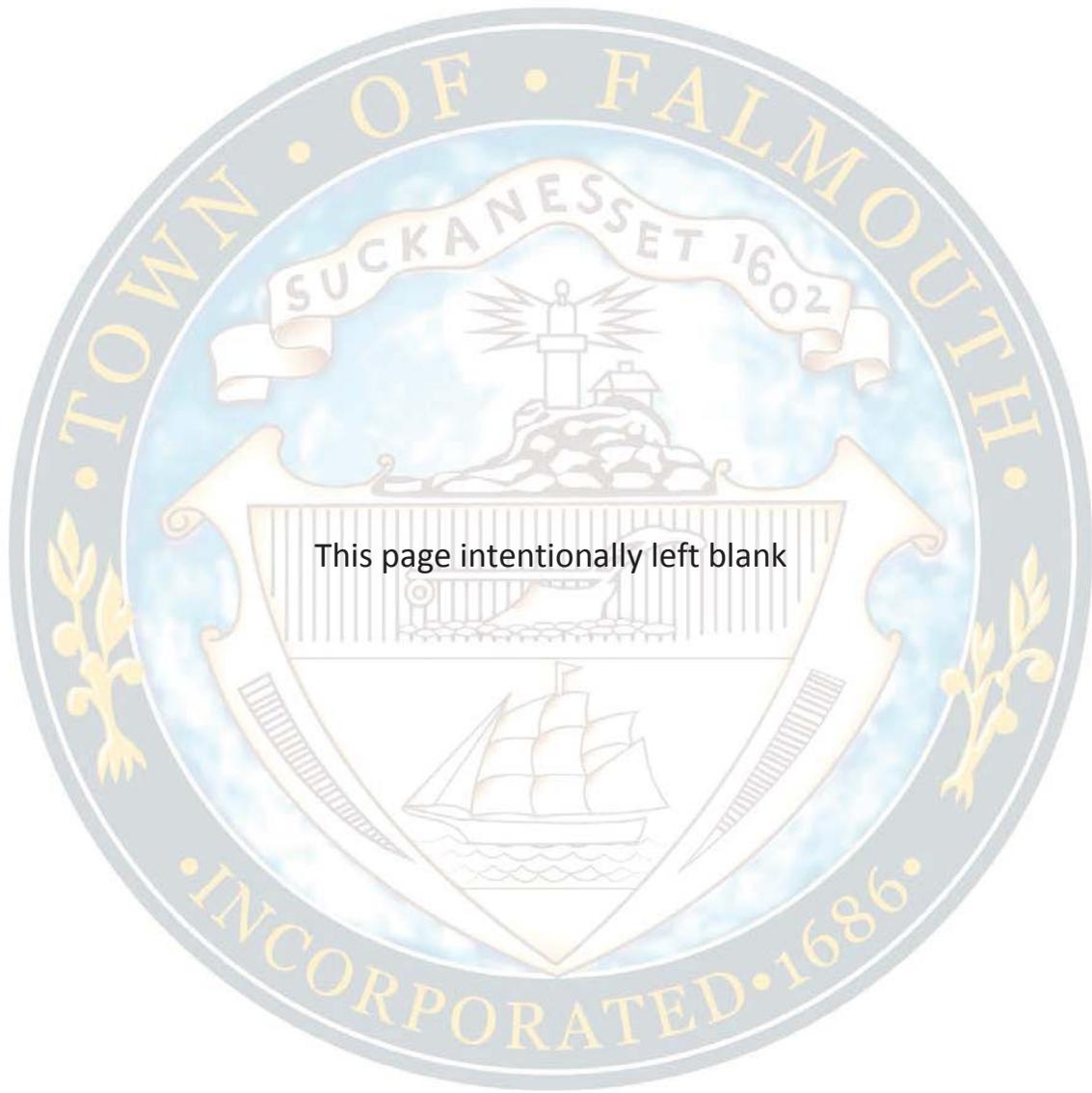
	Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	29	8	3		AHM DOCKMASTER	22.13	40	885.20	16	14,163	
2	29	7	3		ASST HARBORMASTER	20.68	20	413.60	16	6,618	
3	29	7	3		ASST HARBORMASTER	20.68	20	413.60	16	6,618	
4	29	7	3		ASST HARBORMASTER	20.68	40	827.20	16	13,235	
5	29	6	1	NEW REQUESTED POSITION	ASST ANIMAL CONTROL OFCR	15.90	40	636.00	14	8,904	
6	29	5	2		PUMP OUT BOAT OPER	16.45	40	658.00	9	5,922	
7	29	4	3		SENIOR WWA	16.88	40	675.20	16	10,803	
8	29	4	3		SENIOR WWA	16.88	40	675.20	16	10,803	
9	29	3	3		WATERWAYS ASSISTANT	15.78	40	631.20	16	10,099	
10	29	3	2		WATERWAYS ASSISTANT	13.82	40	552.80	16	8,845	
11	29	3	2		WATERWAYS ASSISTANT	13.82	40	552.80	16	8,845	
12	29	3	2		WATERWAYS ASSISTANT	13.82	40	552.80	16	8,845	
13	29	3	2		WATERWAYS ASSISTANT	13.82	40	552.80	16	8,845	
14					LP SHELLFISH MANAGER	20.00	36	720.00	26	18,720	
15					SHELLFISH LABORER 1	16.00	36	576.00	26	14,976	
16					SHELLFISH LABORER 2	16.00	36	576.00	24	13,824	
						<b>FTE</b>	<b>4.8</b>			<b>170,064</b>	<b>170,064</b>
									<b>TOTAL</b>	<b>SALARIES</b>	<b>732,937</b>





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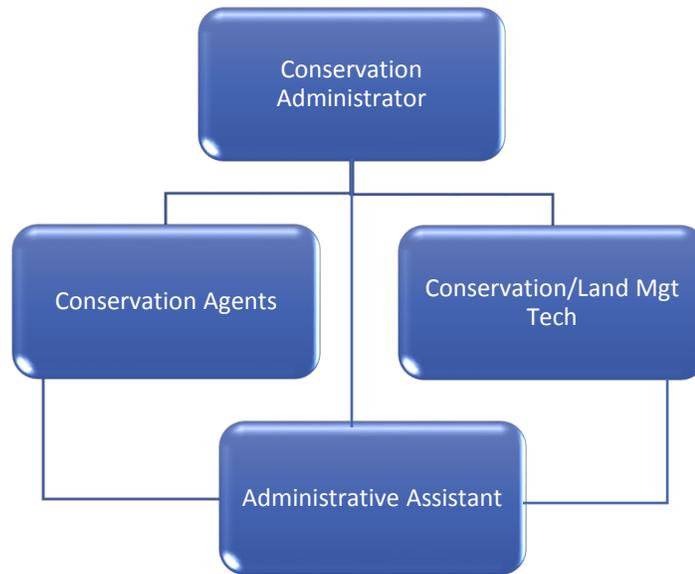
# COMMUNITY DEVELOPMENT BUDGET



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# CONSERVATION DEPARTMENT

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## 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 of 21 days.
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 been developing baseline a monitoring program for all Town owned land.

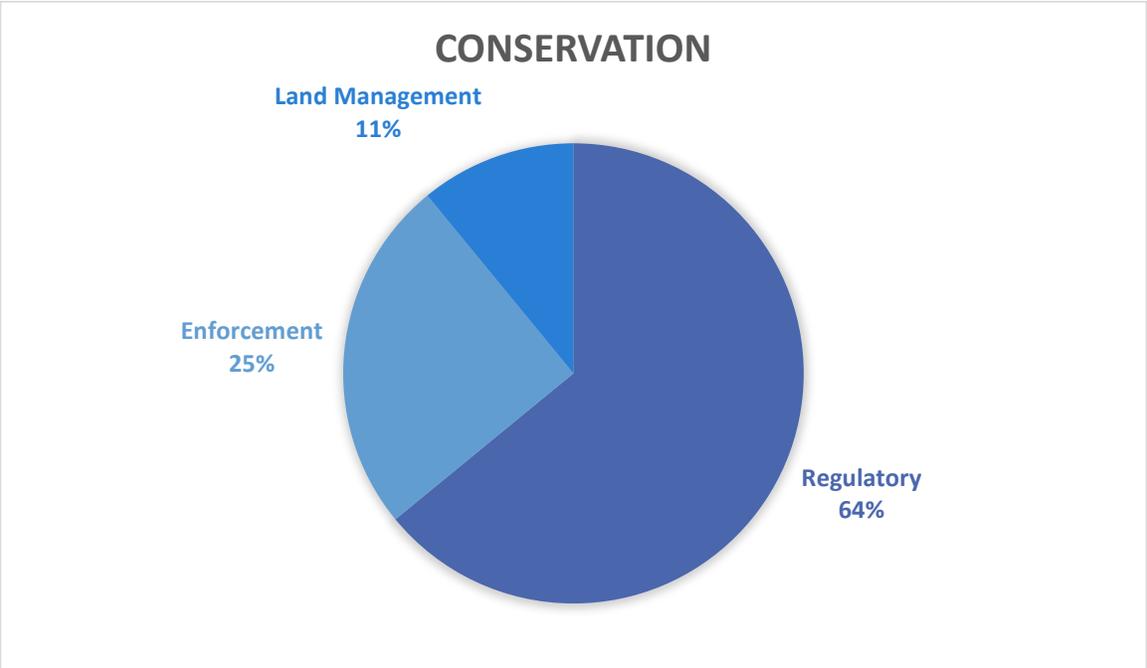
# CONSERVATION DEPARTMENT

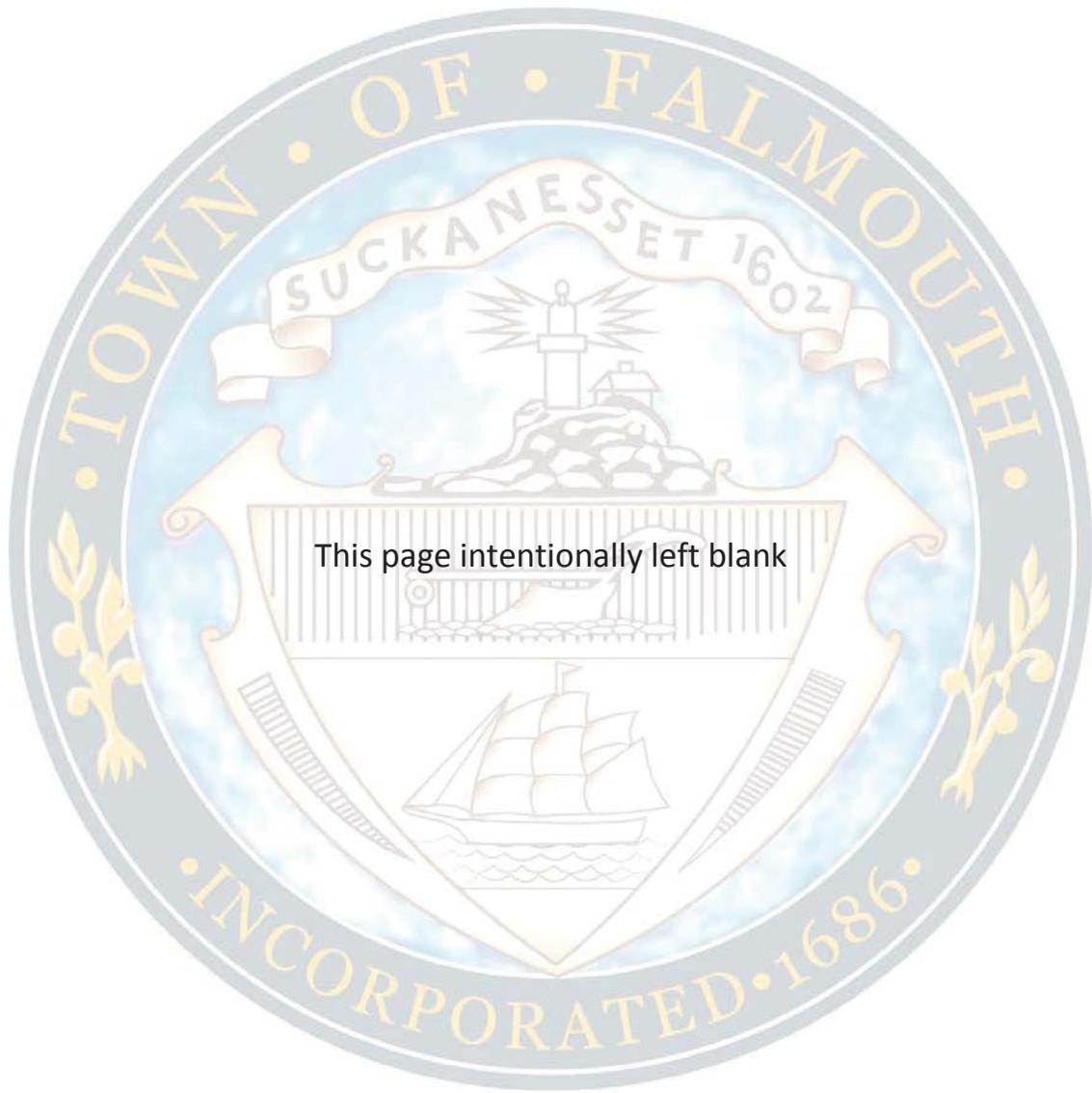
CONSERVATION DEPARTMENT						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-171-5110	SALARY & WAGES FULL TIME	\$228,624	\$214,127	\$257,142	\$257,336	\$257,336
01-171-5130	ADDITIONAL GROSS-OVERTIME	\$1,000	\$927	\$1,000	\$7,000	\$7,000
<b>TOTAL SALARIES</b>		<b>\$229,624</b>	<b>\$215,053</b>	<b>\$258,142</b>	<b>\$264,336</b>	<b>\$264,336</b>
01-171-5290	PETERSON FARM MANAGEMENT*	\$200	\$69	\$200	\$200	\$200
01-171-5307	PROF/TECH-RECORDING FEES*	\$400	\$0	\$400	\$400	\$400
01-171-5319	PROF/TECH-CONTRCT SERV*	\$5,000	\$7,500	\$3,000	\$5,000	\$5,000
01-171-5340	COMMUNICATION-PRINTING	\$1,800	\$112	\$1,800	\$1,800	\$1,800
01-171-5341	COMMUNICATION-TELEPHONE	\$2,400	\$1,836	\$2,500	\$2,500	\$2,500
01-171-5342	COMMUNICATION-POSTAGE	\$2,700	\$1,232	\$2,700	\$2,700	\$2,700
01-171-5343	COMMUNICATION-ADVERTISING	\$150	\$44	\$150	\$150	\$150
01-171-5420	OFFICE SUPPLIES	\$1,000	\$1,072	\$1,000	\$1,000	\$1,000
01-171-5583	OTHER SUPPLIES-UNIFORM	\$600	\$600	\$750	\$750	\$750
01-171-5584	OTHER SUPPLIES-FIELD EQUI	\$750	\$579	\$750	\$1,000	\$1,000
01-171-5710	IN-STATE TRAVEL	\$500	\$71	\$500	\$500	\$1,700
01-171-5730	DUES & MEMBERSHIPS	\$950	\$958	\$1,250	\$1,250	\$1,250
01-171-5781	STAFF DEVELOPMENT	\$1,500	\$450	\$1,500	\$1,500	\$1,500
<b>TOTAL EXPENSES</b>		<b>\$17,950</b>	<b>\$14,522</b>	<b>\$16,500</b>	<b>\$18,750</b>	<b>\$19,950</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$247,574</b>	<b>\$229,575</b>	<b>\$274,642</b>	<b>\$283,086</b>	<b>\$284,286</b>

CONSERVATION - 171											
Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total		
1	24	8	10	MCKAY JENNIFER	ADMINISTRATOR	45.01	40	1,800.40	52.2	93,981	
2	11	8	7	KASPRZYK MARK	CONS/MES TECH	26.26	40	1,050.40	52.2	54,831	
3	11	8	3	LYNCH BRENDAN	CONSERVTN AGENT	22.45	40	898.00	52.2	46,876	
4	11	8	1	VACANT	CONSERVTN AGENT	20.75	19	394.25	52.2	20,580	
5	11	7	3	COUGHLIN AMY	ADMIN CLERK	20.98	37.5	786.75	52.2	41,068	
						<b>FTE</b>	<b>4.4</b>				<b>257,336</b>

# CONSERVATION DEPARTMENT

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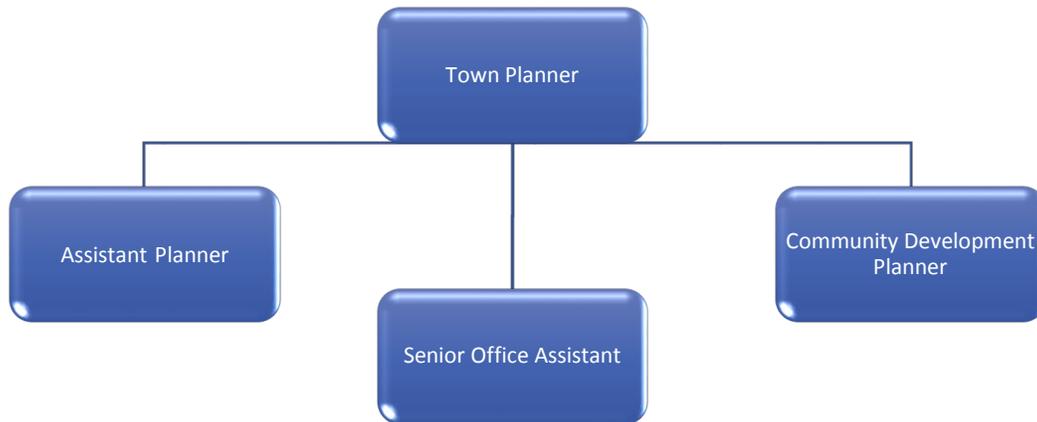




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# PLANNING DEPARTMENT

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## 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.
- Setting aside 4 meetings a year to discuss current topic in planning and how they relate to local goals and initiatives.

# PLANNING DEPARTMENT

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- Advancing a vision plan endorsed by the Planning Board & Board of Selectmen to address how to best manage redevelopment in the town.

## 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.
- Monitoring the feedback received from the public regarding the use of the Design Guidelines adopted on September 15, 2011.
- Incorporate recommendations of the Cape Cod Commission Woods Hole Historic District Planning Study.
- 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.

## 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 Department, 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 and implementation of the Falmouth Multi-Hazard Mitigation Plan
- Work with the Falmouth Department of Public Works on implementing the recommendations of the Transportation Master Plan for Route 28/Main Street

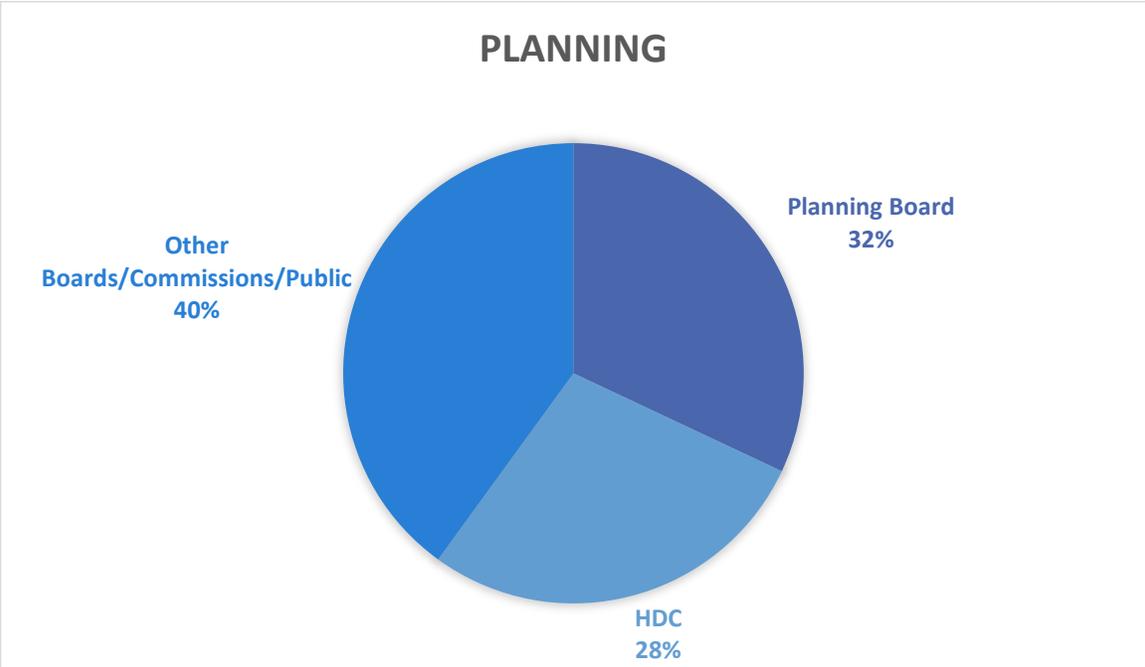
# PLANNING DEPARTMENT

PLANNING DEPARTMENT						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-175-5110	SALARY & WAGES FULL TIME	\$245,897	\$204,230	\$260,629	\$295,894	\$268,976
<b>TOTAL SALARIES</b>		<b>\$245,897</b>	<b>\$204,230</b>	<b>\$260,629</b>	<b>\$295,894</b>	<b>\$268,976</b>
01-175-5319	PROF/TECH CONTRACT SERV	\$2,500	\$1,541	\$2,500	\$2,500	\$2,500
01-175-5341	COMMUNICATION-TELEPHONE	\$100	\$150	\$100	\$100	\$100
01-175-5342	COMMUNICATION-POSTAGE	\$725	\$561	\$725	\$725	\$725
01-175-5343	COMMUNICATION-ADVERTISING	\$2,000	\$2,798	\$2,000	\$4,000	\$4,000
01-175-5420	OFFICE SUPPLIES	\$500	\$412	\$500	\$500	\$500
01-175-5710	IN-STATE TRAVEL	\$750	\$1,091	\$750	\$750	\$750
01-175-5730	DUES & MEMBERSHIPS	\$800	\$997	\$800	\$800	\$800
01-175-5781	STAFF DEVELOPMENT	\$750	\$575	\$750	\$1,500	\$750
<b>TOTAL EXPENSES</b>		<b>\$8,125</b>	<b>\$8,125</b>	<b>\$8,125</b>	<b>\$10,875</b>	<b>\$10,125</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$254,022</b>	<b>\$212,355</b>	<b>\$268,754</b>	<b>\$306,769</b>	<b>\$279,101</b>

FY20 SALARIES & WAGES										
PLANNING - 175										
	Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total
1	24	9	10	BOTT THOMAS M	TOWN PLANNER	49.53	40	1,981.20	52.2	103,419
2	24	6	6	PACHECO COREY	ASST TOWN PLANNER	36.28	40	1,451.20	52.2	75,753
3	24	6	2	VACANT	COMM DEV PLANNER	32.23	24	773.52	52.2	40,378
4	11	8	6	MARANCHIE MELINDA	PRIN OFF ASSIST	25.25	37.5	946.88	52.2	49,427
						<b>FTE</b>	<b>3.64</b>			<b>268,976</b>

# PLANNING DEPARTMENT

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# ZONING APPEALS

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## **DEPARTMENT MISSION**

The mission of Zoning Appeals is to hear and make decisions on applications before the Zoning Board of Appeals. The Zoning Administrator assists taxpayers and individuals who come before the Board to feel confident in the process and procedures of a public hearing and discuss process with them so they understand why and what they are applying for and what may or may not be approved and write decisions made by the Board for each application. The Zoning Appeals staff have to follow M.G.L. Chapter 40A in notifying the public and advertising each hearing; and is required to maintain files for each application and special permit/variance/appeal/comprehensive. The staff services the public in a very professional, helpful and caring manner.

## **DEPARTMENT DESCRIPTION**

The Zoning Board of Appeals is a 'quasi-judicial' Board that hears application on Special Permits, Variances, Appeals and Comprehensive Permits – decision making is based on the Zoning Bylaws with an objective overview as to the intent of the bylaws and what is in the best interest of the Town.

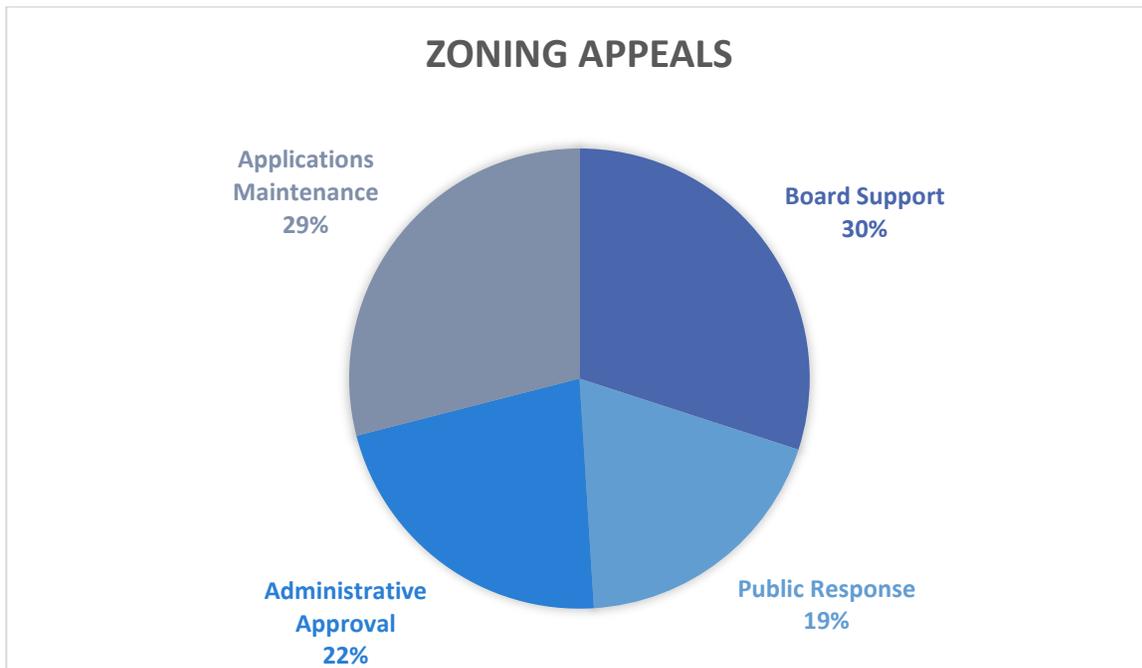
## **DEPARTMENT GOALS**

1. Utilize Muncity
2. Education Board Members/Workshops
3. Improve communication with the Administration and the Board of Selectmen
4. Continue to maintain a budget that includes minimal increases.

# ZONING APPEALS

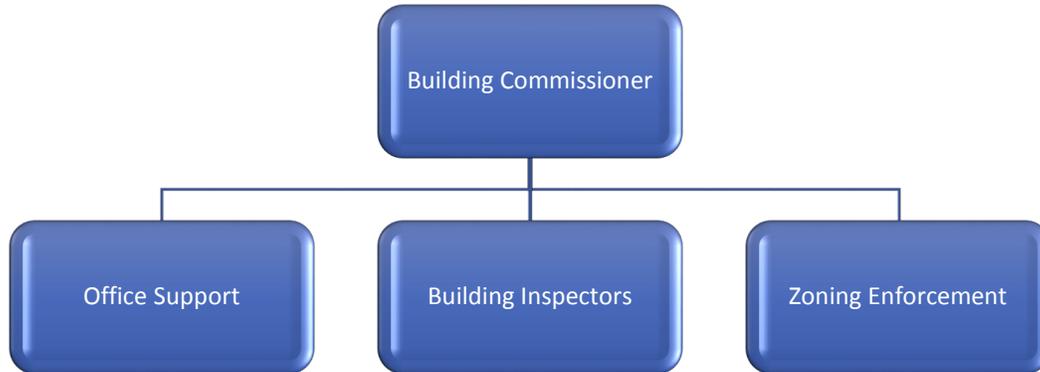
ZONING APPEALS						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-176-5110	SALARY & WAGES FULL TIME	\$121,649	\$121,600	\$125,061	\$128,395	\$128,395
<b>TOTAL SALARIES</b>		<b>\$121,649</b>	<b>\$121,600</b>	<b>\$125,061</b>	<b>\$128,395</b>	<b>\$128,395</b>
01-176-5319	PROF/TECH CONTRACT SERV*	\$600	\$100	\$600	\$600	\$600
01-176-5340	COMMUNICATION-PRINTING	\$700	\$489	\$700	\$700	\$700
01-176-5341	COMMUNICATION-TELEPHONE	\$100	\$602	\$600	\$600	\$600
01-176-5342	COMMUNICATION-POSTAGE	\$1,800	\$1,700	\$1,800	\$1,800	\$1,800
01-176-5420	OFFICE SUPPLIES	\$1,100	\$461	\$1,100	\$1,100	\$1,100
01-176-5711	AUTO ALLOWANCE	\$350	\$0	\$350	\$350	\$350
01-176-5730	DUES & MEMBERSHIPS	\$300	\$44	\$300	\$300	\$300
01-176-5781	STAFF DEVELOPMENT	\$1,200	\$100	\$1,200	\$1,200	\$1,200
<b>TOTAL EXPENSES</b>		<b>\$6,150</b>	<b>\$3,497</b>	<b>\$6,650</b>	<b>\$6,650</b>	<b>\$6,650</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$127,799</b>	<b>\$125,097</b>	<b>\$131,711</b>	<b>\$135,045</b>	<b>\$135,045</b>

FY20 SALARIES & WAGES											
ZONING APPEALS - 176											
	Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	25	6	10	STOCKMAN NOREEN	ZBA ADMINISTRATOR	40.82	40	1,632.80	52.2	85,232	
2	11	6	6	DEMELLO ASHLEY	SR OFFCE ASSIST	22.05	37.5	826.88	52.2	43,163	
						<i>FTE</i>	<b>2</b>				<b>128,395</b>



# BUILDING DEPARTMENT

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## DEPARTMENT MISSION

To protect the public's safety and welfare by ensuring that all construction, reconstruction, alterations, repairs, moving, demolition of buildings and structures conform to the requirements of all state building, mechanical, electrical, plumbing and gas codes while adhering to the Town of Falmouth's Zoning By-Laws.

## DEPARTMENT DESCRIPTION

The Building and Zoning Department is a department that enforces the town's building codes and zoning regulations, issues building permits, licenses, registers and disciplines certain construction trades, responds to structural emergencies and inspects new and existing buildings. Its regulations are compiled in the Town of Falmouth Home Rule Charter.

The Department of Buildings and Zoning is overseen by a Commissioner who is responsible for ensuring the agency meets the development and safety objectives determined by each current administration. The Department includes both development and enforcement units, overseen by building and zoning officers that report directly to the agency's Commissioner.

In addition to the building and zoning officers, the department employs a plumbing inspector, an alternate plumbing inspector, an electrical inspector, an alternate electrical inspector and three full time office assistants.

The Building Commissioner is Rod Palmer who has held the position since July of 2016.

## DEPARTMENT GOALS

1. Maintain excellent customer service by continuing to provide prompt and efficient responses to all inquiries and requests;
2. Update online permitting services to be more user friendly and consistent with office processes ;
3. Transfer Microfiche files ranging from 1920's through 2000 into electronic documents;
4. Cross-train office support to ensure consistent customer service;

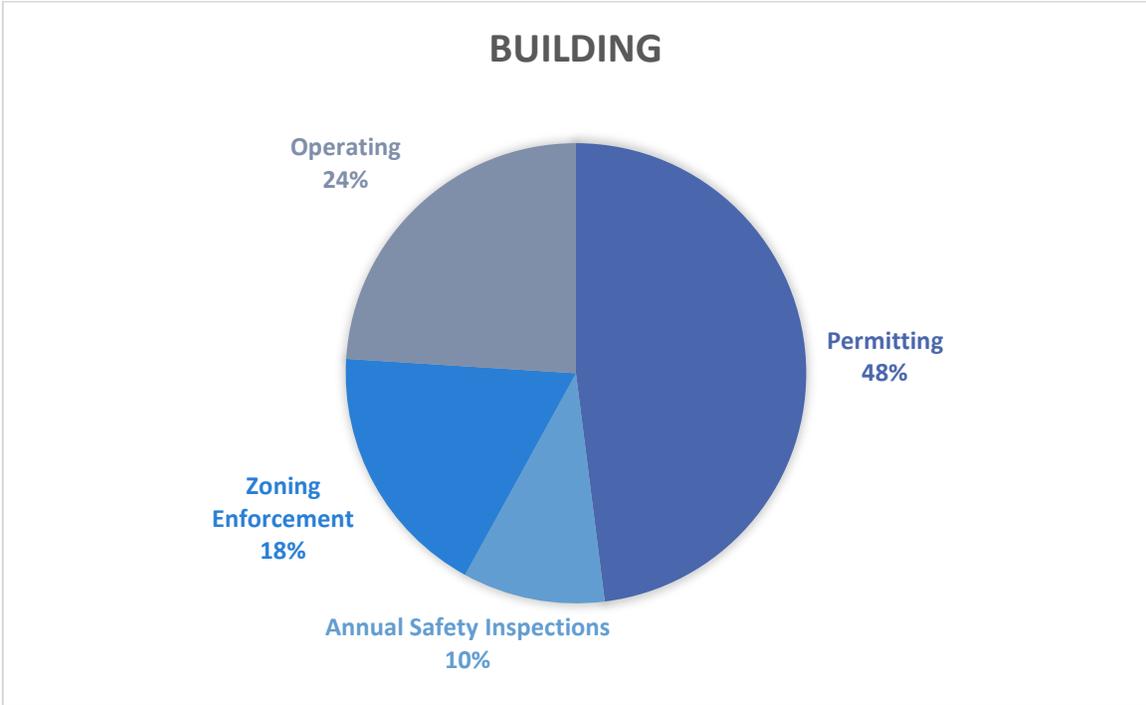
# BUILDING DEPARTMENT

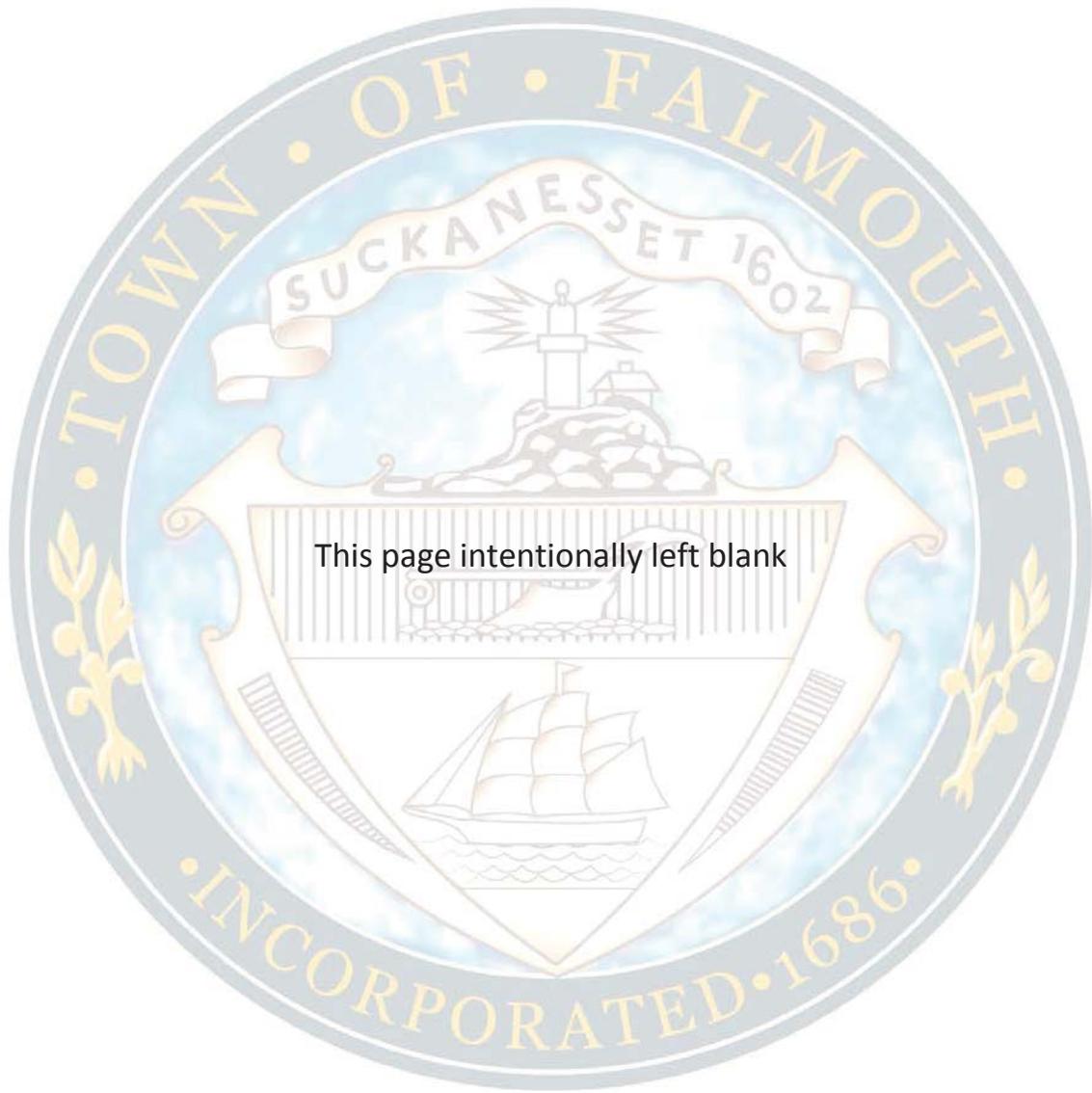
BUILDING DEPARTMENT						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-241-5110	SALARY & WAGES-PERMANENT	\$501,844	\$474,781	\$585,276	\$588,233	\$588,233
01-241-5120	SALARY & WAGES-TEMP/VAC	\$30,865	\$38,904	\$30,865	\$30,865	\$30,865
01-241-5130	ADDITIONAL GROSS-OVERTIME	\$5,000	\$95	\$5,000	\$5,000	\$5,000
01-241-5191	OTHR PERS SERV-UNIFRM ALW	\$1,200	\$1,116	\$1,200	\$1,200	\$1,200
<b>TOTAL SALARIES</b>		<b>\$538,909</b>	<b>\$514,896</b>	<b>\$622,341</b>	<b>\$625,298</b>	<b>\$625,298</b>
01-241-5240	REPR/MAINT-OFFICE EQUIP	\$1,500	\$0	\$1,500	\$1,500	\$1,500
01-241-5305	PROF/TECH-ARCHIVING	\$10,000	\$19,300	\$10,000	\$15,000	\$15,000
01-241-5319	PROFSNL/TECHNCL-OTHER	\$1,000	\$0	\$1,000	\$1,000	\$1,000
01-241-5340	COMMUNICATION-PRINTING	\$2,500	\$374	\$2,500	\$2,500	\$2,500
01-241-5341	COMMUNICATION-TELEPHONE	\$3,000	\$3,712	\$3,000	\$4,000	\$4,000
01-241-5342	COMMUNICATION-POSTAGE	\$1,500	\$357	\$1,500	\$1,500	\$1,500
01-241-5420	OFFICE SUPPLIES	\$5,000	\$4,320	\$5,000	\$5,000	\$5,000
01-241-5422	OFFICE SUPPLIES W & M	\$100	\$90	\$100	\$100	\$100
01-241-5584	OTHER SUPPLIES W & M	\$350	\$310	\$350	\$350	\$350
01-241-5711	AUTO ALLOWANCE	\$2,000	\$2,023	\$2,000	\$3,000	\$1,800
01-241-5712	AUTO ALLOWANCE W & M	\$1,500	\$679	\$1,500	\$1,500	\$1,500
01-241-5730	DUES & MEMBERSHIPS	\$900	\$360	\$900	\$900	\$900
01-241-5780	ADMINISTRATIVE EXPENSES	\$1,700	\$0	\$1,700	\$1,700	\$1,700
01-241-5781	STAFF DEVELOPMENT	\$2,500	\$1,336	\$2,500	\$2,500	\$2,500
01-241-5783	STAFF DEVELOPMENT W & M	\$300	\$155	\$300	\$300	\$300
<b>TOTAL EXPENSES</b>		<b>\$33,850</b>	<b>\$33,016</b>	<b>\$33,850</b>	<b>\$40,850</b>	<b>\$39,650</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$572,759</b>	<b>\$547,911</b>	<b>\$656,191</b>	<b>\$666,148</b>	<b>\$664,948</b>

BUILDING DEPARTMENT - 241											
FY20 SALARIES & WAGES											
	Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	9	10	PALMER RODMAN	BLDG COMMISSION	49.53	40	1,981.20	52.2	103,419	
2	11	11	7	ROBBINS RUSSELL	PLUMB & GAS INS	32.17	40	1,286.80	52.2	67,171	
3	11	11	7	STUBBINS GARY R	LOCAL INSPECTOR	32.17	40	1,286.80	52.2	67,171	
4	11	11	5	WILSON DAVID	ELEC INSPECTOR	29.74	40	1,189.60	52.2	62,097	
5	11	11	1	VACANT	LOCAL INSPECTOR	25.42	40	1,016.80	52.2	53,077	
6	11	11	1	VACANT (FUNDED FY19)	LOCAL INSPECTOR	25.42	19	482.98	52.2	25,212	
7	11	9	6	PAMELA MARSHALL	ADMIN ASST	27.02	37.5	1,013.25	52.2	52,892	
8	11	8	7	FITZPATRICK OLIVE J	ASST ZONING OFF	26.26	40	1,050.40	52.2	54,831	
9	11	7	2	VACANT	ADMIN CLERK	20.17	37.5	756.38	52.2	39,483	
10	11	7	3	JULIE PARKER	ADMIN CLERK	20.98	37.5	786.75	52.2	41,068	
11	11	5	7	DOCKETT CHRISTOPHER	OFFICE ASST GEN	21.43	19.5	417.89	52.2	21,814	
							<b>FTE</b>	<b>10</b>			<b>588,233</b>

# BUILDING DEPARTMENT

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# HEALTH DEPARTMENT

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## DEPARTMENT MISSION

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

## DEPARTMENT DESCRIPTION

### FOOD SAFETY:

The Health Department is to promote safe food service to the public through a program of frequent inspections at food service establishments, to include public schools and both public and private institutions, 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

### PUBLIC HEALTH:

Work with the Visiting Nurses Association with communicable disease surveillance and investigation and with annual flu vaccination clinics.

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

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

### 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

## DEPARTMENT GOALS

1. 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.
2. Improve service by altering processes within the department, such as streamlining the data retrieval/ records requests process.
3. Increase involvement with other departments and committees where they may need the support of the Health Department/ Board of Health.

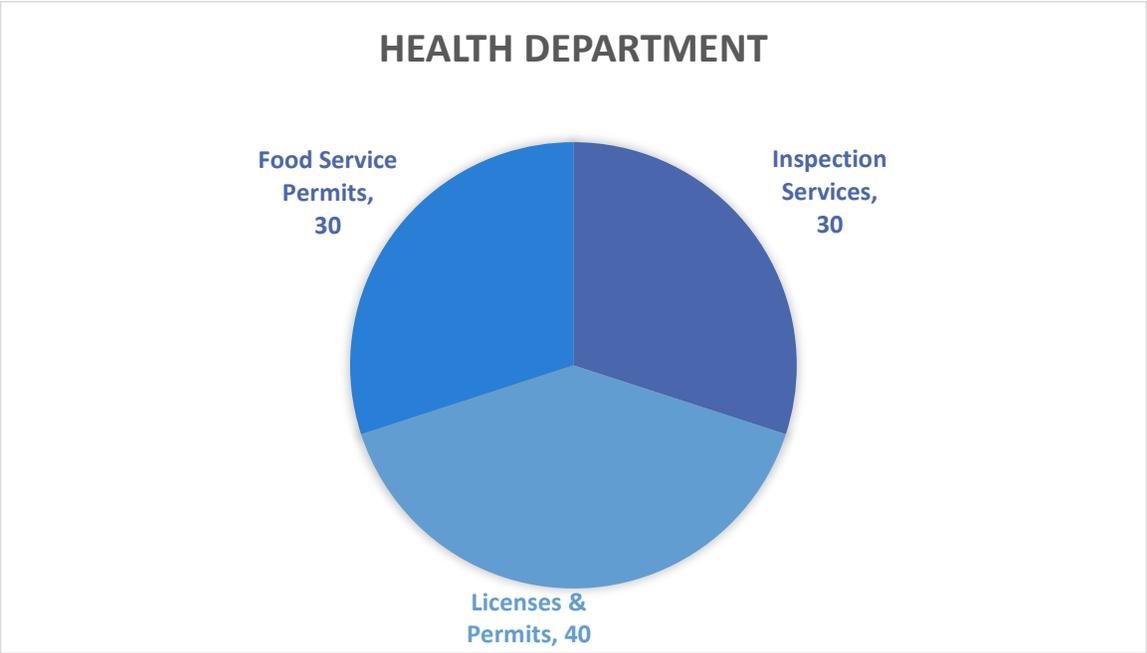
# HEALTH DEPARTMENT

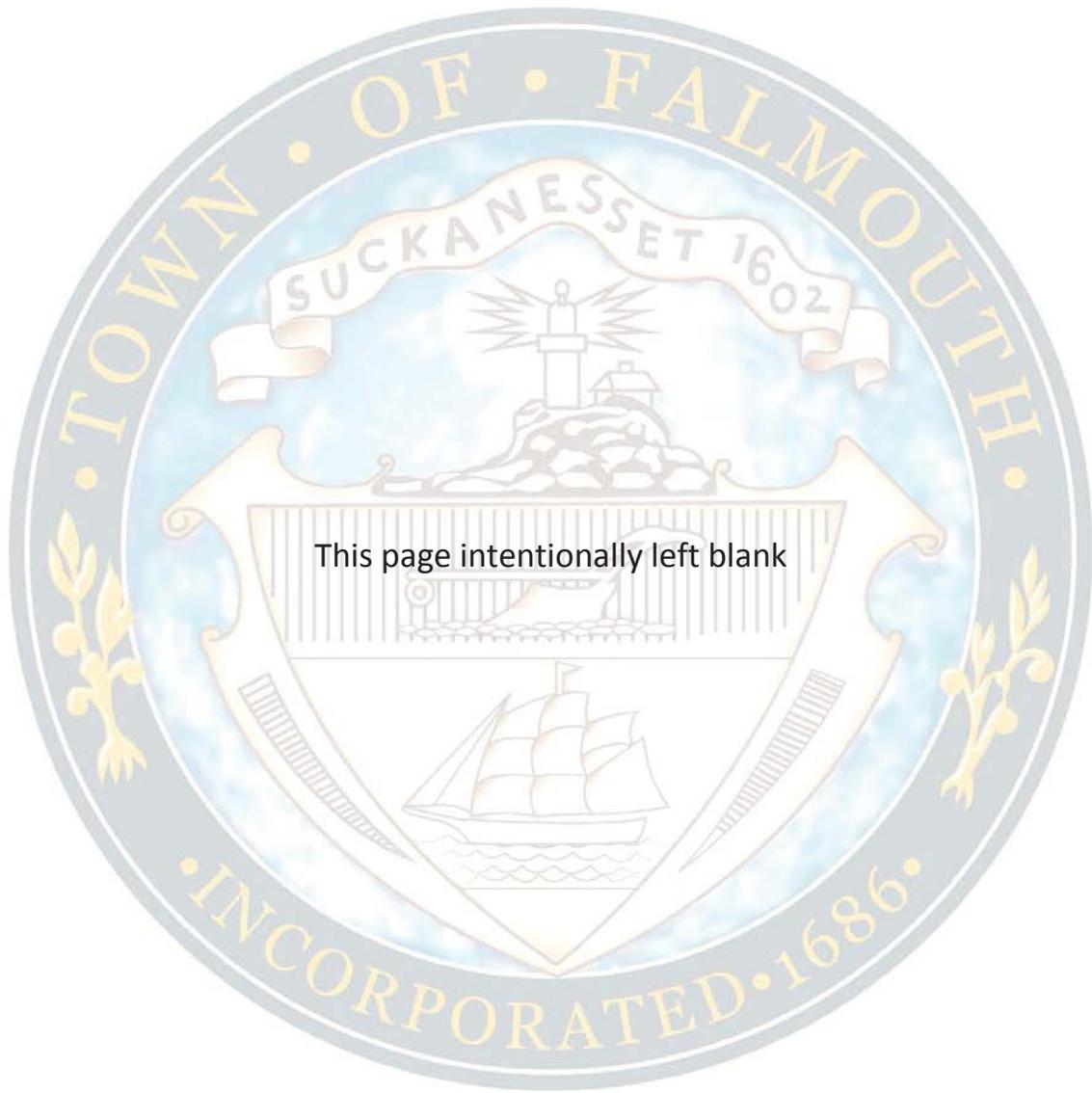
HEALTH DEPARTMENT						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-510-5110	SALARY & WAGES-PERMANENT	\$223,178	\$221,493	\$212,514	\$211,011	\$211,011
01-510-5120	SALARY & WAGES-TEMPORARY	\$10,000	\$6,404	\$20,000	\$20,000	\$20,000
01-510-5191	OTHR PERS SERV-UNIFRM ALW	\$600	\$400	\$600	\$600	\$600
<b>TOTAL SALARIES</b>		<b>\$233,778</b>	<b>\$228,297</b>	<b>\$233,114</b>	<b>\$231,611</b>	<b>\$231,611</b>
01-510-5319	PROF/TECH-CONTRACT SERV*	\$15,400	\$15,400	\$25,000	\$25,000	\$25,000
01-510-5340	COMMUNICATION-PRINTING	\$1,500	\$1,643	\$1,500	\$1,500	\$1,500
01-510-5341	COMMUNICATION-TELEPHONE	\$1,800	\$1,215	\$1,800	\$1,800	\$1,800
01-510-5342	COMMUNICATION-POSTAGE	\$950	\$0	\$950	\$950	\$950
01-510-5343	COMMUNICATION-ADVERTISING	\$600	\$225	\$600	\$600	\$600
01-510-5377	HAZARDOUS WASTE COLLECTN*	\$28,000	\$11,298	\$28,000	\$28,000	\$28,000
01-510-5420	OFFICE SUPPLIES	\$750	\$1,793	\$750	\$1,250	\$1,250
01-510-5500	MEDICAL/SURGICAL SUPPLIES	\$3,100	\$2,016	\$3,100	\$3,100	\$3,100
01-510-5512	EDUC SUPPLY-TCHING MTRLS	\$200	\$215	\$200	\$200	\$200
01-510-5584	OTHER SUPPLIES-DEPARTMENT	\$200	\$18	\$200	\$200	\$200
01-510-5710	IN-STATE TRAVEL	\$100	\$1,093	\$100	\$150	\$150
01-510-5730	DUES & MEMBERSHIPS	\$850	\$360	\$850	\$1,500	\$1,500
<b>TOTAL EXPENSES</b>		<b>\$53,450</b>	<b>\$35,277</b>	<b>\$63,050</b>	<b>\$64,250</b>	<b>\$64,250</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$287,228</b>	<b>\$263,574</b>	<b>\$296,164</b>	<b>\$295,861</b>	<b>\$295,861</b>

HEALTH DEPARTMENT - 510											
Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total		
1	25	9	8	MCGANN SCOTT	HEALTH AGENT	46.70	40	1,868.00	52.2	97,510	
2	11	11	5	LANGLER MALLORY	ASST HEALTH AGENT	29.74	40	1,189.60	52.2	62,097	
3	11	8	7	KINCHLA LINDA	PRIN OFF ASSIST	26.26	37.5	984.75	52.2	51,404	
						<b>FTE</b>	<b>3</b>			<b>211,011</b>	

# HEALTH DEPARTMENT

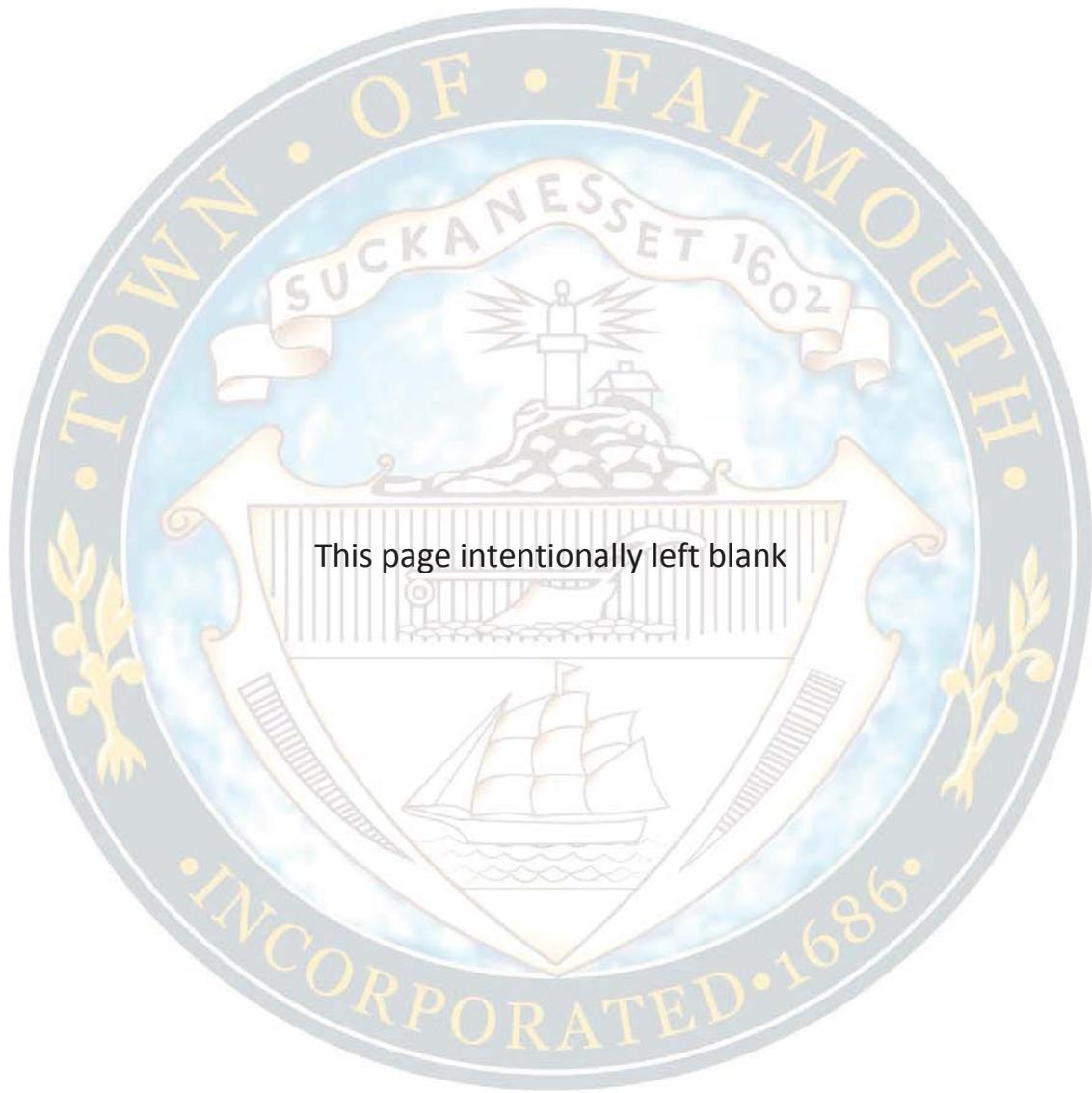
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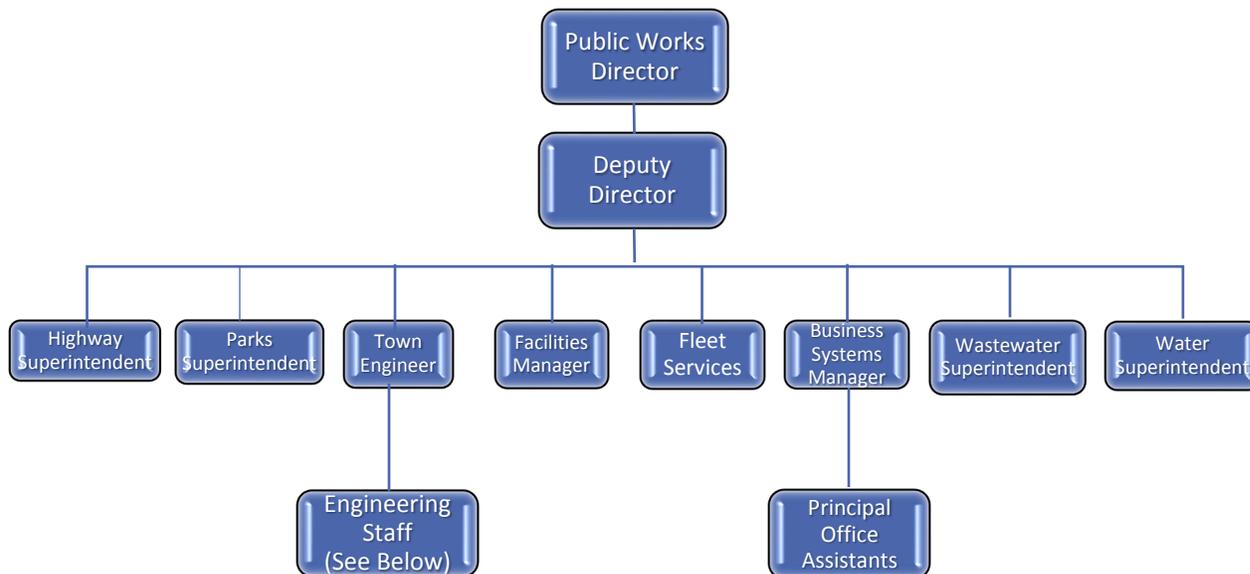
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**DEPARTMENT OF PUBLIC  
WORKS BUDGET**



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# DPW-Administration and Engineering Division

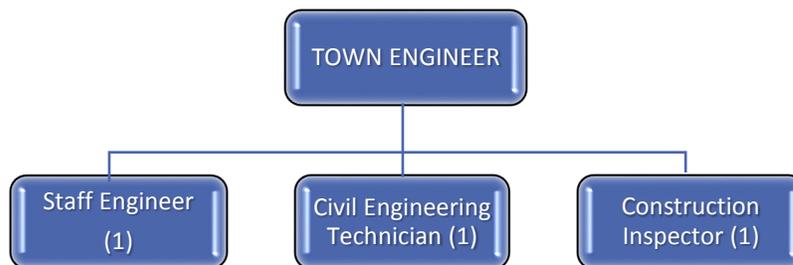


## ADMINISTRATION DEPARTMENT MISSION

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

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.

# DPW-Administration and Engineering Division

## DEPARTMENT GOALS & PERFORMANCE MEASURES

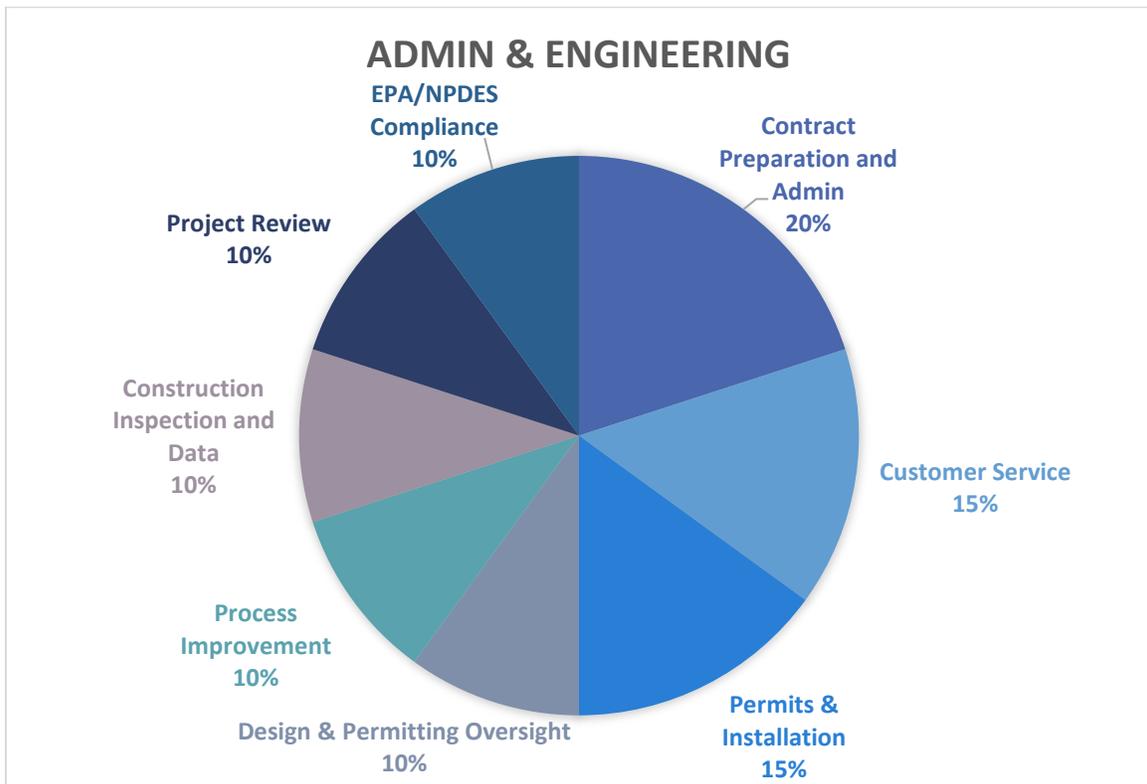
1. Prepare and administer contract documents for infrastructure projects assuring quality work is completed on schedule and at the best value for the Town.
2. Oversee design and permitting for future Public Works projects.
3. Use web page to improve permitting process and street acceptance process.
4. 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.

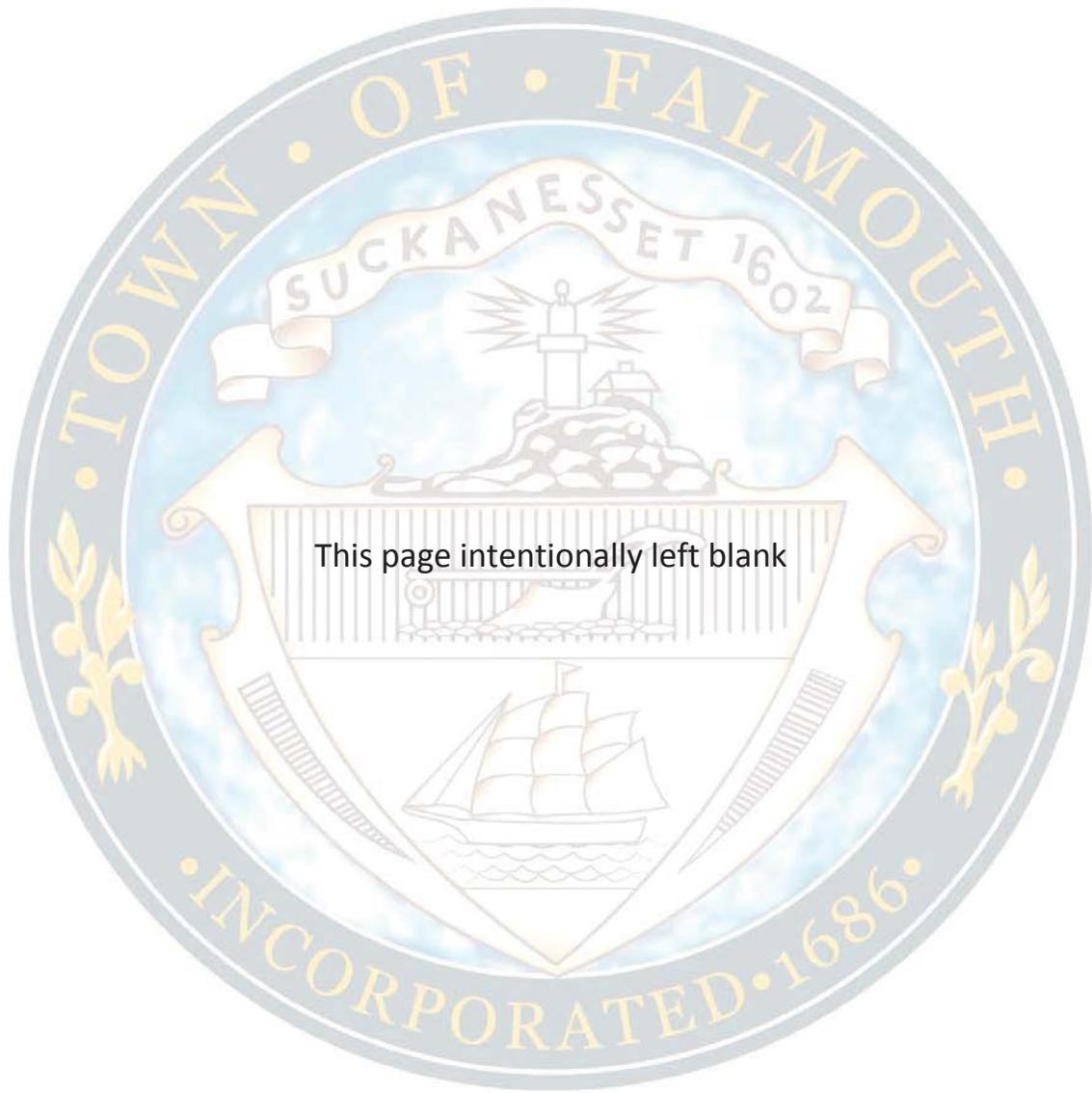
DPW ADMIN & ENGINEERING DEPARTMENT						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-411-5110	SALARY & WAGES-PERMANENT	\$673,562	\$673,541	\$702,432	\$719,836	\$719,836
01-411-5191	OTHR PERS SERV-UNIFRM ALW	\$19,250	\$19,603	\$19,250	\$16,000	\$16,000
<b>TOTAL SALARIES</b>		<b>\$692,812</b>	<b>\$693,144</b>	<b>\$721,682</b>	<b>\$735,836</b>	<b>\$735,836</b>
01-411-5240	REPR/MAINT-OFFICE EQUIP	\$13,000	\$12,788	\$13,000	\$13,000	\$13,000
01-411-5340	COMMUNICATION-PRINTING	\$800	\$132	\$800	\$800	\$800
01-411-5341	COMMUNICATION-TELEPHONE	\$3,500	\$3,445	\$3,500	\$4,000	\$4,000
01-411-5342	COMMUNICATION-POSTAGE	\$800	\$300	\$800	\$800	\$800
01-411-5343	COMMUNICATION-ADVERTISING	\$400	\$0	\$500	\$500	\$500
01-411-5420	OFFICE SUPPLIES	\$5,700	\$5,042	\$5,700	\$6,500	\$6,500
01-411-5583	OTHER SUPPLIES-UNIFORMS	\$29,500	\$35,234	\$31,500	\$50,000	\$50,000
01-411-5710	IN-STATE TRAVEL	\$1,000	\$57	\$1,000	\$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	\$713	\$2,000	\$2,000	\$2,000
01-411-5781	STAFF DEVELOPMENT	\$6,000	\$1,800	\$6,000	\$10,000	\$10,000
<b>TOTAL EXPENSES</b>		<b>\$64,400</b>	<b>\$59,511</b>	<b>\$66,500</b>	<b>\$89,800</b>	<b>\$89,800</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$757,212</b>	<b>\$752,655</b>	<b>\$788,182</b>	<b>\$825,636</b>	<b>\$825,636</b>

FY20 SALARIES & WAGES											
DPW ADMIN/ENG - 411											
	Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	11	10	JACK RAYMOND A	PUBLIC WORK DIR	61.22	40	2,448.80	52.2	127,827	
				JACK RAYMOND A	LICENSURE STIPEND	134.62	1	134.62	52.2	7,027	
2	24	10A	10	MCCONARTY PETER	DEPUTY DIRECTOR	57.23	40	2,289.20	52.2	119,496	
3	24	10	10	MCLOUGHLIN JAMES	TOWN ENGINEER	53.23	40	2,129.20	52.2	111,144	
4	24	6	3	MOIR SAMANTHA	BUSINES SYS MGR	33.19	40	1,327.60	52.2	69,301	
5	11	13	7	SCHLUTER SCOTT C	STAFF ENGINEER	36.83	40	1,473.20	52.2	76,901	
6	11	10	7	CROFT NICHOLAS	CIV ENG TECH	30.06	40	1,202.40	52.2	62,765	
7	11	9	4	BENNETT, CHRISTOPHER	CONSTRUCTN INSP	24.98	40	999.20	52.2	52,158	
8	11	8	5	MILLER PAMELA	PRN OFFICE ASST	24.28	37.5	910.50	52.2	47,528	
9	11	8	4	FLUKER REBECCA	PRN OFFICE ASST	23.34	37.5	875.25	52.2	45,688	
							<b>FTE</b>	<b>9</b>			<b>719,836</b>

# DPW-Administration and Engineering Division

STREET LIGHTING DEPARTMENT						
		FY 2018	FY 2018	FY 2019	FY 2020	FY 2020
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-424-5212	ENERGY - ELECTRICITY	\$100,000	\$92,315	\$105,000	\$105,000	\$105,000
<b>TOTAL EXPENSES</b>		<b>\$100,000</b>	<b>\$92,315</b>	<b>\$105,000</b>	<b>\$105,000</b>	<b>\$105,000</b>

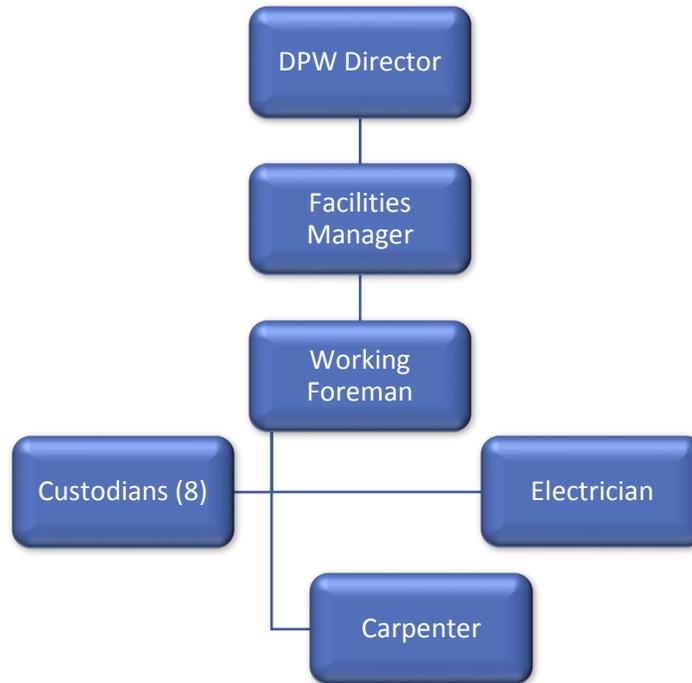




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# FACILITIES MAINTENANCE

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## DEPARTMENT MISSION

To ensure that the Town of Falmouth has a professional, well –trained and knowledgeable staff to maintain it 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 consist 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.

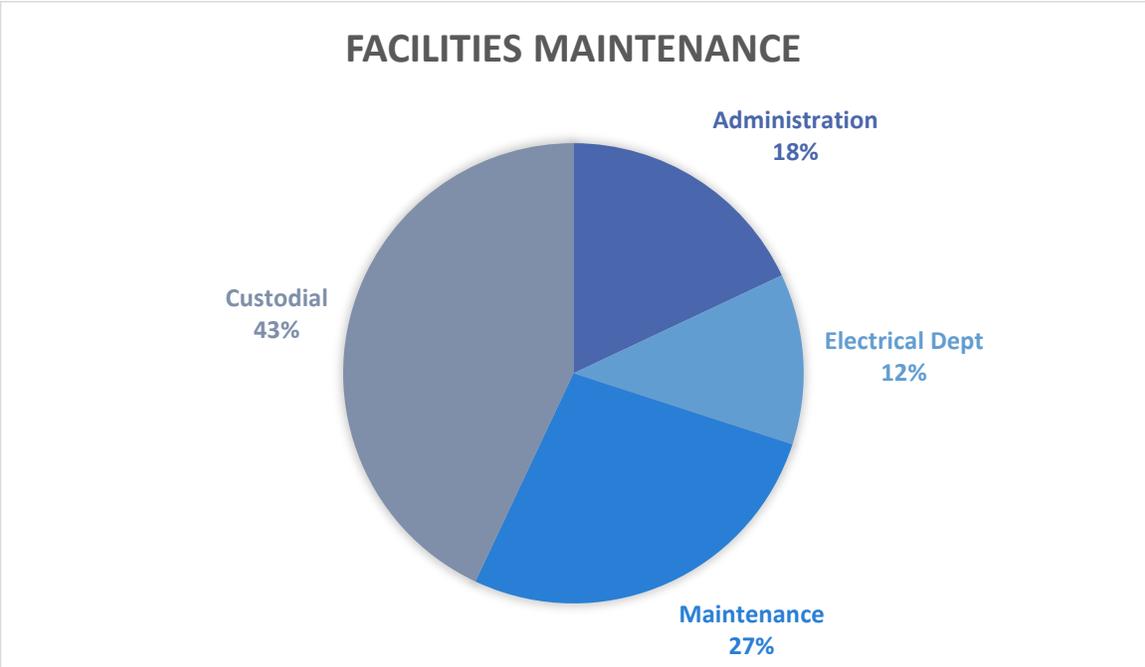
## DEPARTMENT GOALS

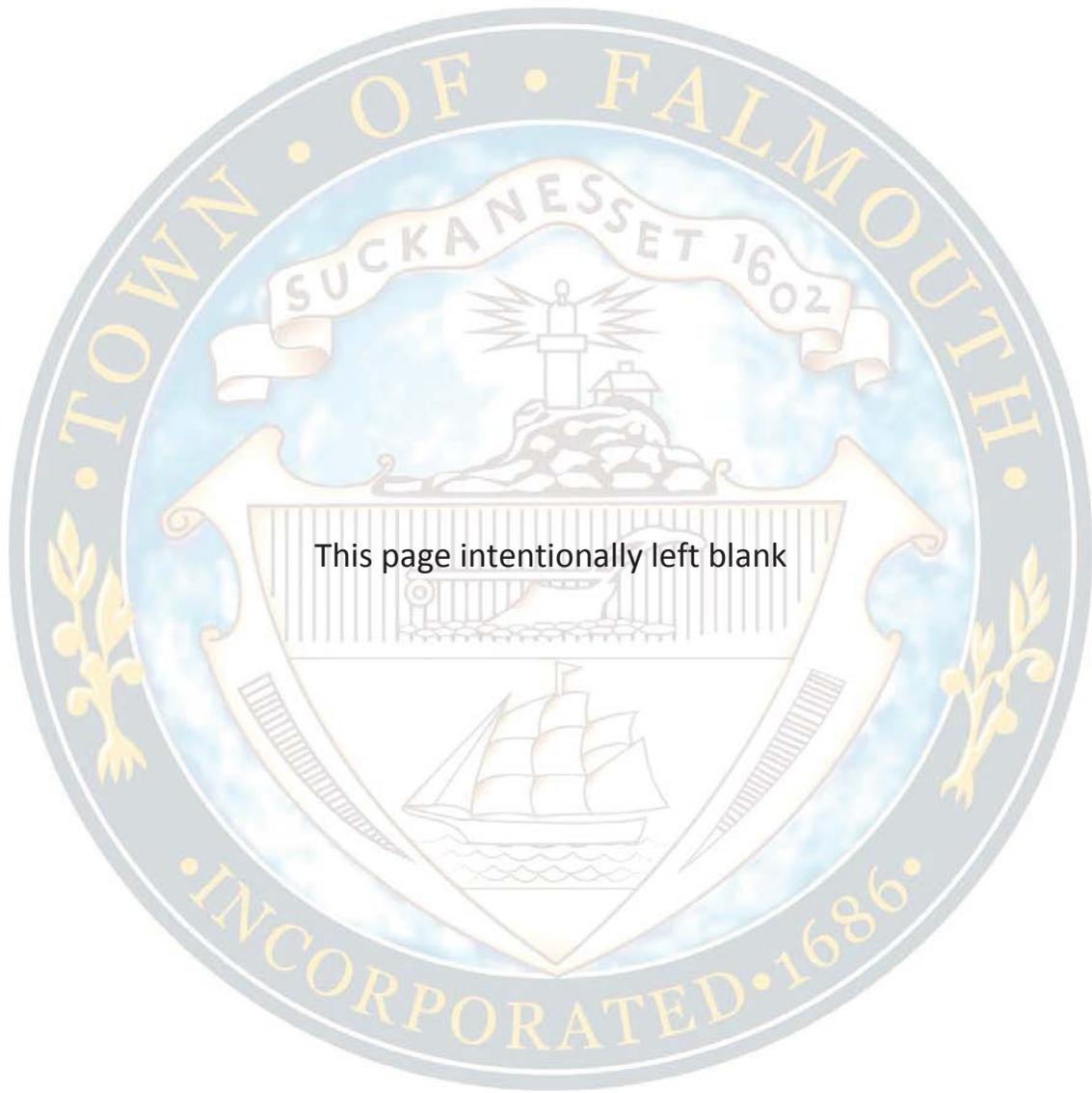
1. Reduce energy cost in all Town owned buildings
2. Review all general maintenance cost for each building and create a plan to accomplish the need



# FACILITIES MAINTENANCE

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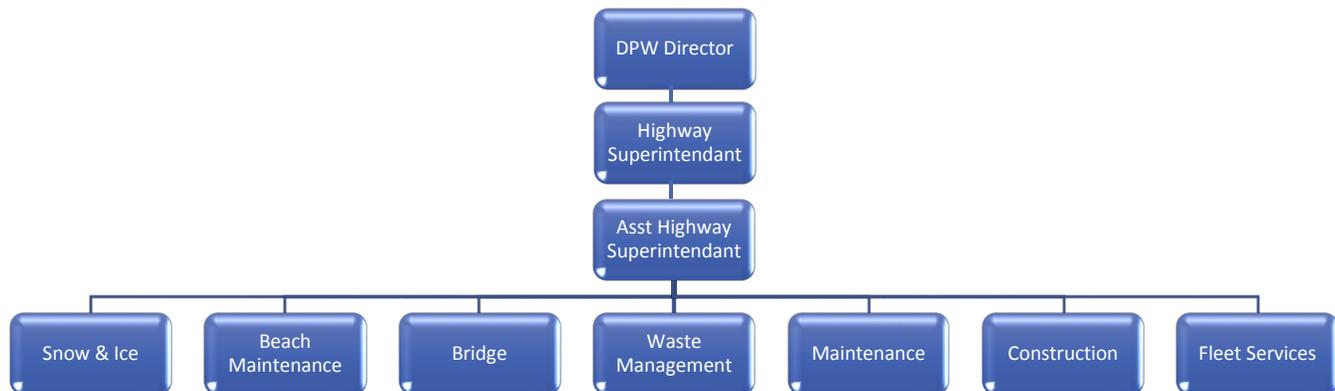




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# DPW - Highway Division

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## 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.

<b>HIGHWAY CONSTR &amp; MAINT DEPARTMENT</b>						
<b>Account #</b>	<b>Account Description</b>	<b>FY 2018 Appropriated</b>	<b>FY 2018 Expended</b>	<b>FY 2019 Appropriated</b>	<b>FY 2020 Requested</b>	<b>FY 2020 Approved</b>
01-422-5110	SALARY & WAGES-PERMANENT	\$1,140,257	\$1,083,790	\$1,156,314	\$1,006,340	\$1,006,340
01-422-5120	SALARY & WAGES - BEACHES	\$61,349	\$50,529	\$70,093	\$77,755	\$77,755
01-422-5120	SALARY & WAGES TEMPORARY				\$66,398	\$0
01-422-5130	ADDITIONAL GROSS-OVERTIME	\$40,000	\$74,752	\$50,000	\$70,000	\$50,000
<b>TOTAL SALARIES</b>		<b>\$1,241,606</b>	<b>\$1,209,071</b>	<b>\$1,276,407</b>	<b>\$1,220,493</b>	<b>\$1,134,095</b>
01-422-5212	ENERGY-ELECTRICITY	\$54,500	\$48,073	\$54,500	\$54,500	\$54,500
01-422-5213	ENERGY-NATURAL GAS	\$30,000	\$31,273	\$30,000	\$30,000	\$30,000
01-422-5243	REPR/MAINT-EQUIPMENT	\$3,000	\$90	\$3,000	\$3,000	\$3,000
01-422-5251	REPR/MAINT-TOWN PROPERTY	\$110,000	\$95,612	\$110,000	\$110,000	\$110,000
01-422-5271	RENTL/LEASE-EQUIPMENT	\$6,160	\$4,564	\$4,300	\$4,300	\$4,300
01-422-5319	PROF/TECH BCH CONT SERV*	\$30,000	\$28,231	\$30,000	\$35,000	\$30,000
01-422-5340	COMMUNICATION-PRINTING	\$200	\$175	\$200	\$200	\$200
01-422-5341	COMMUNICATION-TELEPHONE	\$7,000	\$16,546	\$7,000	\$7,000	\$7,000
01-422-5342	COMMUNICATION-POSTAGE	\$50	\$0	\$50	\$50	\$50
01-422-5343	COMMUNICATION-ADVERTISING	\$50	\$109	\$50	\$50	\$50
01-422-5480	VEHICLE SUPPLIES-MAINT	\$205,000	\$201,710	\$155,000	\$0	\$0
01-422-5484	GREASE & LUBRICATION	\$17,000	\$9,530	\$17,000	\$0	\$0
01-422-5485	VEHICULAR SUPPLIES-TIRES	\$25,000	\$23,270	\$25,000	\$0	\$0
01-422-5530	PUBLIC WORKS SUPPLIES	\$25,000	\$24,979	\$25,000	\$25,000	\$25,000
01-422-5531	PUB WKS SUPPLIES-BEACH*	\$5,000	\$4,937	\$5,000	\$10,000	\$5,000
01-422-5532	PUB WKS SUPPLY-STRET MATRL	\$30,000	\$24,300	\$30,000	\$30,000	\$30,000
01-422-5533	PUB WKS SUPPLY-TOOLS	\$5,000	\$4,749	\$5,000	\$5,000	\$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	\$7,161	\$6,000	\$6,000	\$6,000
01-422-5783	FUEL DEPOT EXPENSES	\$5,000	\$4,079	\$8,000	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$564,410</b>	<b>\$529,388</b>	<b>\$515,550</b>	<b>\$320,550</b>	<b>\$310,550</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$1,806,016</b>	<b>\$1,738,460</b>	<b>\$1,791,957</b>	<b>\$1,541,043</b>	<b>\$1,444,645</b>

# DPW - Highway Division

FY20 SALARIES & WAGES												
HIGHWAY - 01422												
	Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Permanent Total	Seasonal Total	
1	24	9	5	GRADY JR JAMES F	SUPERINTENDENT	42.70	40	1,708.00	52.2	89,158		
2	26	12	7	SOUZA MICHAEL S	ASST. SUPT. HWY	35.49	40	1,419.60	52.2	74,103		
3	26	9	7	MARSHALL PETER	FIELD SUPERVISOR	29.01	40	1,160.40	52.2	60,573		
4	26	9	7	FITZGERALD BRETT	FIELD SUPERVISOR	29.01	40	1,160.40	52.2	60,573		
5	26	8	7	POTTER DOUGLAS	MEO III	27.14	40	1,085.60	52.2	56,668		
6	26	8	7	WOODWARD JAMES M	MEO III	27.14	40	1,085.60	52.2	56,668		
7	26	8	7	DUARTE MICHAEL	MEO III	27.14	40	1,085.60	52.2	56,668		
8	26	7	7	MACLAUGHLIN RONALD	MEO II	25.38	40	1,015.20	52.2	52,993		
9	26	7	7	FREEMAN TODD	MEO II	25.38	40	1,015.20	52.2	52,993		
10	26	7	7	MENDES JORGE M	MEO II	25.38	40	1,015.20	52.2	52,993		
11	26	7	4	NANGLE BRETT	MEO II	22.35	40	894.00	52.2	46,667		
12	26	6	7	GEGGATT GREGORY	MEO I	23.73	40	949.20	52.2	49,548		
13	26	6	1	VACANT	MEO I	18.57	40	742.80	52.2	38,774		
14	26	6	2	BELL MICHAEL	MEO I	19.31	40	772.40	52.2	40,319		
15	26	5	7	BOTELHO MICHAEL A	BRIDGE TENDER	22.20	40	888.00	52.2	46,354		
16	26	4	7	BOWEN CALVIN	HWY LABORER	20.74	40	829.60	52.2	43,305		
17	26	4	7	CAMPBELL IGOL	P W LABORER	20.74	40	829.60	52.2	43,305		
18	26	4	4	FALLIN-HORNSGURG SAWYER	HWY LABORER	18.24	40	729.60	52.2	38,085		
19	26	4	1	VACANT	HWY LABORER	16.22	40	648.80	52.2	33,867		
20	23	3	3	FERREIRA WILLIAM J	P/T BRIDGETENDR	16.25	5	81.25	52.2	4,241		
21	23	3	3	MOUNTFORD THOMAS P	BRIDGE TNDR-SNL	16.25	5	81.25	52.2	4,241		
22	23	3	3	CANTY DAVID W	BRIDGE TNDR-SNL	16.25	5	81.25	52.2	4,241		
									<b>subtotal</b>	<b>1,006,340</b>	<b>0</b>	
HIGHWAY DIVISION 01422 Beach Maintenance FY20 SALARIES & WAGES												
	Group	Grade		Name	Job Title	Rate	Hour	Weekly	Wks	Total		
1	29	3-2	(14wks)*		MAINTENANCE LABORER	15.90	40	636.00	14	8,904		
2	29	3-2	(14wks)*		MAINTENANCE LABORER (4) PRE/POST SEASON	15.90	40	636.00	14	8,904		
3	29	3-2		*	MAINTENANCE LABORER	15.90	40		14	8,904		
4	29	3-2		*	MAINTENANCE LABORER	15.90	40		14	8,904		
5	29	3-2		*	MAINTENANCE LABORER	15.90	40		14	8,904		
6	29	3-2		*	MAINTENANCE LABORER	15.90	40		14	8,904		
7	29	6-3	(10 wks)		EQUIPMENT OPERATOR	15.90	32	508.80	10	5,088		
8	29	6-3	(8 wks)		PRE-POST SEASON EQUIPMENT OPERATOR	15.90	10	159.00	8	1,272		
9	29	6-2	(12 wks)*		MAINTENANCE FOREMAN	17.01	40	680.40	12	8,165		
10	29	6-3	(8 wks)		PRE/POST SEASON WORKING FOREMAN	17.01	40	680.40	8	5,443		
11	29	3-2	(12 wks)		BEACH PARKING LOT SECURITY	12.98	28	363.44	12	4,361		
									<b>Subtotal</b>	<b>77,753</b>		

# DPW - Highway Division

<b>SNOW &amp; ICE DEPARTMENT</b>						
		FY 2018	FY 2018	FY 2019	FY 2020	FY 2020
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-423-5120	SALARY & WAGES-SNOW	\$73,500	\$72,979	\$180,000	\$180,000	\$180,000
<b>TOTAL SALARIES</b>		<b>\$73,500</b>	<b>\$72,979</b>	<b>\$180,000</b>	<b>\$180,000</b>	<b>\$180,000</b>
01-423-5299	OTR PROP SERV-PLOWING	\$329,250	\$124,655	\$49,250	\$49,250	\$49,250
01-423-5481	GASOLINE*	\$1,500	\$0	\$1,500	\$1,500	\$1,500
01-423-5482	DIESEL FUEL*	\$10,000	\$0	\$15,000	\$15,000	\$15,000
01-423-5541	PUB WKS SUPPLY-SNOW & ICE	\$210,750	\$415,247	\$129,250	\$129,250	\$129,250
<b>TOTAL EXPENSES</b>		<b>\$551,500</b>	<b>\$539,902</b>	<b>\$195,000</b>	<b>\$195,000</b>	<b>\$195,000</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$625,000</b>	<b>\$612,881</b>	<b>\$375,000</b>	<b>\$375,000</b>	<b>\$375,000</b>

<b>VEHICLE FUEL DEPARTMENT</b>						
		FY 2018	FY 2018	FY 2019	FY 2020	FY 2020
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-425-5481	VEHICLE SUPPLY-GASOLINE	\$170,000	\$115,130	\$204,268	\$251,713.00	\$160,000
01-425-5482	VEHICLE SUPPLY-DIESEL GAS	\$180,000	\$155,010	\$114,120	\$171,143.00	\$175,000
<b>TOTAL EXPENSES</b>		<b>\$350,000</b>	<b>\$270,140</b>	<b>\$318,388</b>	<b>\$422,856.00</b>	<b>\$335,000</b>

<b>SOLID WASTE COLLECTION DEPARTMENT</b>						
		FY 2018	FY 2018	FY 2019	FY 2020	FY 2020
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-433-5292	OTR PRP SRV-RUBSH CNTRCT*	\$1,758,000	\$1,667,461	\$1,722,000	\$1,813,000	\$1,813,000
01-433-5379	OTR PRCH SER-CURB RECYCL*	\$962,000	\$873,513	\$890,000	\$922,000	\$922,000
01-433-5393	OTR PRCH SRV-SEMAS CNTRT*	\$772,000	\$725,220	\$791,000	\$811,000	\$811,000
<b>TOTAL EXPENSES</b>		<b>\$3,492,000</b>	<b>\$3,266,195</b>	<b>\$3,403,000</b>	<b>\$3,546,000</b>	<b>\$3,546,000</b>

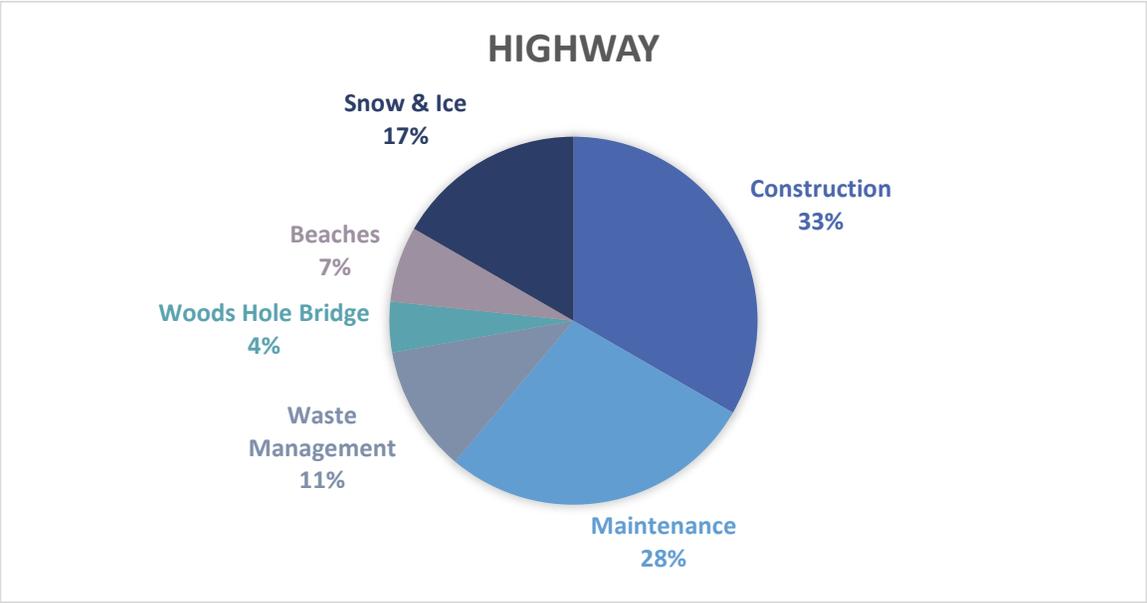
# DPW - Highway Division

WASTE MANAGEMENT FACILITY DEPARTMENT						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-431-5110	SALARY & WAGES-PERMANENT	\$141,398	\$142,928	\$146,348	\$149,242	\$149,242
01-431-5130	ADDITIONAL GROSS-OVERTIME	\$8,000	\$7,194	\$8,000	\$8,000	\$8,000
01-431-5131	ADDITIONAL GROSS-REPLCMNT	\$1,000	\$184	\$1,000	\$1,000	\$1,000
01-431-5140	DIFFERENTIAL-HOLIDAY	\$4,300	\$4,379	\$4,300	\$4,300	\$4,300
<b>TOTAL SALARIES</b>		<b>\$154,698</b>	<b>\$154,684</b>	<b>\$159,648</b>	<b>\$162,542</b>	<b>\$162,542</b>
01-431-5212	ENERGY-ELECTRICITY	\$1,800	\$1,182	\$1,800	\$1,800	\$1,800
01-431-5213	ENERGY-NATURAL GAS	\$1,600	\$3,027	\$1,600	\$1,600	\$1,600
01-431-5243	REPR/MAINT-EQUIPMENT	\$5,500	\$2,076	\$5,500	\$5,500	\$5,500
01-431-5271	OTR PRCH SERV/CONST&DEMO	\$37,500	\$37,252	\$37,500	\$37,500	\$37,500
01-431-5294	OTR PROP SERV-RECYC SERV	\$77,500	\$26,833	\$77,500	\$77,500	\$77,500
01-431-5296	WASTE OIL-RECYCLING	\$1,000	\$625	\$1,000	\$1,000	\$1,000
01-431-5297	OTR PURCH SRV-BULB RECYC	\$1,000	\$2,477	\$1,000	\$1,000	\$1,000
01-431-5319	PRF/TECH WELL MONITORING	\$55,000	\$22,477	\$55,000	\$55,000	\$55,000
01-431-5330	OTR CONTR SERV/SCREEN-GRND	\$15,000	\$30,000	\$15,000	\$15,000	\$15,000
01-431-5340	COMMUNICATION-PRINTING	\$1,500	\$1,325	\$1,500	\$1,500	\$1,500
01-431-5341	COMMUNICATION-TELEPHONE	\$400	\$952	\$400	\$400	\$400
01-431-5530	PUBLIC WORKS SUPPLIES	\$500	\$170	\$500	\$500	\$500
<b>TOTAL EXPENSES</b>		<b>\$198,300</b>	<b>\$128,396</b>	<b>\$198,300</b>	<b>\$198,300</b>	<b>\$198,300</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$352,998</b>	<b>\$283,080</b>	<b>\$357,948</b>	<b>\$360,842</b>	<b>\$360,842</b>

WASTE MGMT - 431											
FY20 SALARIES & WAGES											
	Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	26	7	7	REBELO CARLOS E	MEO II HWY	25.38	40	1,015.20	52.2	52,993	
2	26	7	7	SANTOS JR ERNEST	CREW LEADER HWY	25.38	40	1,015.20	52.2	52,993	
3	26	4	7	BALDIC WILLIAM J	LABORER	20.74	40	829.60	52.2	43,305	
						<b>FTE</b>	<b>3</b>				<b>149,292</b>

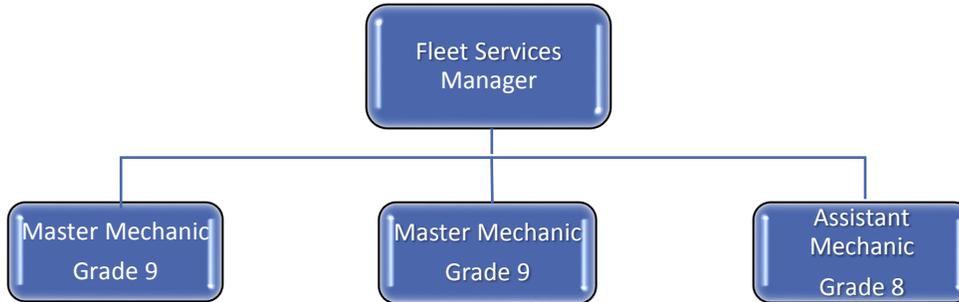
# DPW - Highway Division

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# DPW - Fleet Services

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## 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.

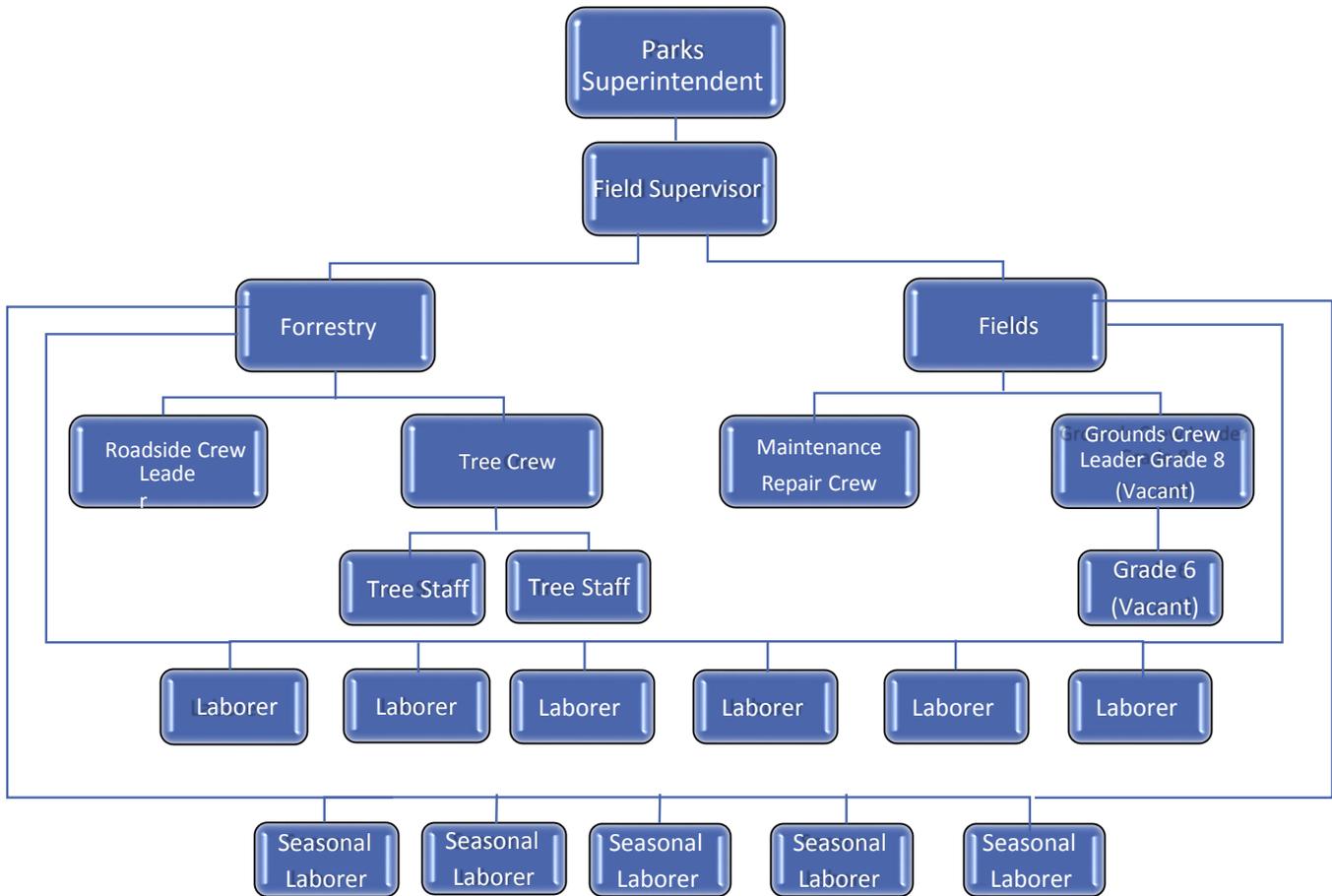
The Fleet services department is a newly formed standalone department that was previously part of the Public Works Highway Department. Fleet Services was created to keep up with the ever changing technology in the transportation industry that is common place in all energy efficient and computerized systems 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

FLEET SERVICES DEPARTMENT						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-###-5110	SALARY & WAGES-PERMANENT				\$253,880	\$253,880
01-###-5130	ADDITIONAL GROSS-OVERTIME				\$5,000	\$5,000
<b>TOTAL SALARIES</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$258,880</b>	<b>\$258,880</b>
01-###-5243	REPAIR/MAINT SHOP EQUIP				\$20,000	\$0
01-###-5343	COMMUNICATION- PRINTING				\$200	\$0
01-###-5480	VEHICLE SUPPLIES-MAINT	\$205,000	\$201,710	\$155,000	\$205,000	\$155,000
01-###-5484	GREASE & LUBRICATION	\$17,000	\$9,530	\$17,000	\$20,000	\$17,000
01-###-5485	VEHICULAR SUPPLIES-TIRES	\$25,000	\$23,270	\$25,000	\$35,000	\$25,000
01-###-5530	PUBLIC WORKS SUPPLIES				\$10,000	\$0
01-###-5533	PUB WRKS SUPPLY-TOOLS				\$10,000	\$0
01-###-5710	IN STATE TRAVEL				\$100	\$0
01-###-5730	DUES & MEMBERSHIPS				\$250	\$0
01-###-5780	LICENSES & PERMITS				\$4,000	\$0
01-###-5783	FUEL DEPOT EXPENSES	\$5,000	\$4,079	\$8,000	\$10,000	\$8,000
<b>TOTAL EXPENSES</b>		<b>\$252,000</b>	<b>\$238,590</b>	<b>\$205,000</b>	<b>\$314,550</b>	<b>\$205,000</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$252,000</b>	<b>\$238,590</b>	<b>\$205,000</b>	<b>\$573,430</b>	<b>\$463,880</b>

FY20 SALARIES & WAGES											
FLEET SERVICES - ###											
	Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	8	4	REYNOLDS JAMES	FLEET SERVICES MANAGER	37.69	40	1,507.60	52.2	78,697	
2	26	9	7	COTTER TIMOTHY	MECHANIC/WELDER	29.01	40	1,160.40	52.2	60,573	
3	26	9	7	DALLACOSTA RICHARD E	MECHANIC/WELDER	29.01	40	1,160.40	52.2	60,573	
4	26	8	6	MCLEAN WILLIAM	MEOIII/ASST MECHANIC	25.88	40	1,035.20	52.2	54,037	
						<b>FTE</b>	<b>3</b>			<b>253,880</b>	

# DPW-Parks Division



## DEPARTMENT MISSION

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

- **Town Athletic Fields**
- **Playgrounds**
- **Parks**
- **Cemeteries**
- **School Grounds**
- **Public Facilities**

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

To provide professional public guidance regarding insect/pest control.

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 15 full time employees and 6-8 long-term seasonal employees. Administration of employees by the Park Superintendent include payroll management, project management and quality control, licensure and training compliance with regard to pesticide application, professional forester licensing, and operation of heavy equipment and trucks. The Division administrators oversee the integration of volunteer labor by groups such as the Falmouth Council for Civic Beautification, the Professional Business Women Association of Cape Cod, the Falmouth Garden Club, County Sheriff's Department, Community Service programs, and cemetery conservators.

# DPW-Parks Division

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Administration of maintenance operations includes weekly grass mowing and related duties of 247 acres of turf, numerous landscapes ranging from formal to xeriscape, 6 historic cemeteries and related headstone conservator duties, 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.

Administrative duties include 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.

## **FY20 UPDATED GOALS AND IMPLEMENTATION PLAN THAT INCLUDES THE ADDITION OF TWO EMPLOYEES**

In FY20, The Parks Division will be refining and implementing goals to include the additional requirements demanded of our department. We are anticipating the addition of two new positions to help achieve these additional tasks. The addition of a Grade 8 Crew Leader and a Grade 6 Maintenance Worker will allow more flexibility in the department with additional licenses, technical experience, and daily task versatility. This will also allow the Parks Departments have another crew to manage and implement turf maintenance and cultural practices such as aeration, dethatching, seeding, topdressing, irrigation, and fertility to all parks and athletic fields. This crew would be separate from the regular mowing crew and would be able to administer such maintenance tasks as listed above as well as taking on equipment based construction and seasonal and holiday cleanups to our downtown parks and common areas. These two positions give us the ability fill the absence of crew leaders or operators and will give our parks and schools the attention they deserve.

1. **ATHLETIC FIELDS:** Administer cultural practices to our Athletic fields (mowing, aerating, topdressing, seeding, and fertility) as well as field marking for school based sporting events.
2. **GROUNDS:** Landscaping is needed on all of our parks, schools, and public buildings this requires fall and spring cleanups, annual planting, and pruning, weeding, and mulching. The addition of another crew will allow these tasks to be completed without taking away staff from the daily mowing requirements.
3. **TREES:** With the increasing possibilities of tree disease and our large population of Elm trees, our department needs to increase our attention to provide up to date arboricultural services to our street, parks, and historic tree population.
4. **GENERAL DAILY MAINTENANCE:** In recent years, Public Works reconstructed and added playgrounds throughout Town. Additional staff and resources are required to maintain and improve our playgrounds. The increasing demands on our department to include properties, equipment, cemeteries, and recreational infrastructure will be manageable with the addition of staff.
5. **HOLIDAY PREPARATIONS:** The Town prides themselves on our complex holiday display. This requires a large amount of preparation, maintenance, setup, removal and proper storage.
6. **ADMINISTRATIVE DUTIES:** Provide responsive phone and email response, manage projects and procurement. Abiding by all Safe work practices under OSHA and ANSI standards, technical guidance to other departments and public presentations.

# DPW-Parks Division

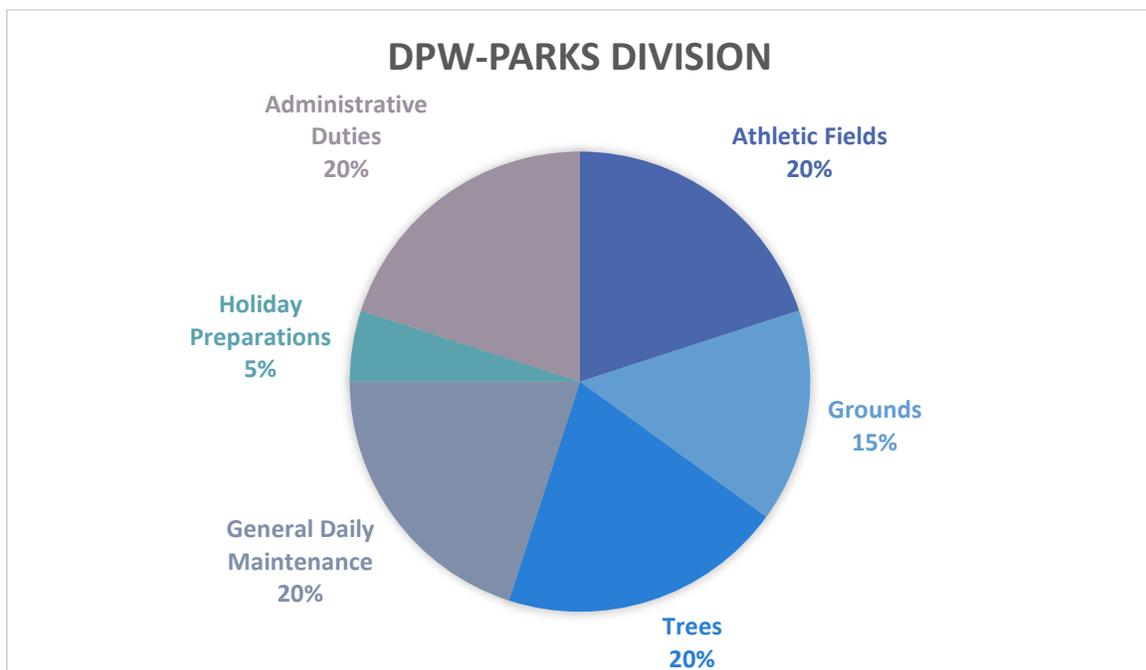
<b>TREE &amp; PARK MAINTENANCE DEPARTMENT</b>						
		<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
01-429-5110	SALARY & WAGES-PERMANENT	\$754,479	\$705,137	\$793,523	\$806,343	\$841,986
01-429-5120	SALARY & WAGES-TEMPORARY	\$82,822	\$56,997	\$82,822	\$93,000	\$80,000
01-429-5130	ADDITIONAL GROSS-OVERTIME	\$12,000	\$38,775	\$12,000	\$30,000	\$10,000
	<b>TOTAL SALARIES</b>	<b>\$849,301</b>	<b>\$800,908</b>	<b>\$888,345</b>	<b>\$929,343</b>	<b>\$931,986</b>
01-429-5212	ENERGY-ELECTRICITY	\$1,800	\$811	\$1,800	\$1,811	\$1,811
01-429-5243	REPR/MAINT-EQUIPMENT	\$25,000	\$21,737	\$30,000	\$10,000	\$10,000
01-429-5257	REPR/MAINT-FLAGS/POLES	\$2,000	\$2,266	\$2,000	\$2,500	\$2,500
01-429-5258	REPR/MAINT-PARKS	\$46,500	\$41,493	\$46,500	\$46,500	\$46,500
01-429-5259	REPR/MAINT-SCHL GROUNDS	\$37,500	\$32,333	\$37,500	\$45,000	\$37,500
01-429-5260	REPR/MAINT-ELM TREES	\$30,000	\$42,071	\$30,000	\$50,000	\$50,000
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	\$5,000	\$4,497	\$7,000	\$7,000	\$7,000
01-429-5319	PROF/TECH-CONTRACT SERV*	\$10,000	\$10,000	\$10,000	\$15,000	\$15,000
01-429-5340	COMMUNICATION-PRINTING	\$200	\$0	\$200	\$200	\$200
01-429-5341	COMMUNICATION-TELEPHONE	\$5,000	\$5,947	\$5,000	\$6,000	\$6,000
01-429-5343	COMMUNICATION-ADVERTISING	\$100	\$0	\$100	\$100	\$100
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	\$66,000	\$56,176	\$61,000	\$101,000	\$80,000
01-429-5530	PUBLIC WORKS SUPPLIES	\$13,000	\$12,913	\$13,000	\$13,000	\$13,000
01-429-5710	IN-STATE TRAVEL	\$400	\$0	\$400	\$400	\$400
01-429-5730	DUES & MEMBERSHIPS	\$1,000	\$1,208	\$1,000	\$1,400	\$1,400
01-429-5780	ADMINSTRATIVE EXPENSES	\$1,000	\$3,688	\$1,000	\$4,000	\$1,000
	<b>TOTAL EXPENSES</b>	<b>\$248,900</b>	<b>\$236,339</b>	<b>\$250,900</b>	<b>\$308,311</b>	<b>\$276,811</b>
	<b>TOTAL DEPARTMENTAL EXPENSES</b>	<b>\$1,098,201</b>	<b>\$1,037,247</b>	<b>\$1,139,245</b>	<b>\$1,237,654</b>	<b>\$1,208,797</b>

# DPW-Parks Division

## FY20 SALARIES & WAGES

### DPW PARK DEPARTMENT - 429

	Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	9	3	PEARSON JEREMIAH	SUP PRKS & FORS	40.25	40	1,610.00	52.2	84,042	
2	26	12	7	VACANT (UNFUNDED)	ASST SUPT PARKS	0.00	0	0.00	52.2	0	
3	26	10	7	PLESCIA RICHARD J	FIELD SUPERVISOR	31.02	40	1,240.80	52.2	64,770	
4	26	9	7	SPERONI SHAWN M	ASST FIELD SUPERVISOR	29.01	40	1,160.40	52.2	60,573	
5	26	9	7	FERNANDEZ ANDREO	CREW LEADER FOREST	29.01	40	1,160.40	52.2	60,573	
6	26	8	7	BARRETT MARK E	CREW LEADR TREE	27.14	40	1,085.60	52.2	56,668	
7	26	8	3	TASSINARI MICHAEL	CREW LEADER	22.99	40	919.60	52.2	48,003	
8	26	6	7	REZENDES MICHAEL	TREE MAINT WKR	23.73	40	949.20	52.2	49,548	
9	26	6	7	KINSELLA KENNETH	TREE MAINT WKR	23.73	40	949.20	52.2	49,548	
10	26	4	7	ANDREWS MICHAEL J	PARKS LABORER	20.74	40	829.60	52.2	43,305	
11	26	4	7	REBELO JOSEPH	PARKS LABORER	20.74	40	829.60	52.2	43,305	
12	26	4	7	MEDEIROS JAMES M	PARKS LABORER	20.74	40	829.60	52.2	43,305	
13	26	4	7	MURCHISON LEON	PARKS LABORER	20.74	40	829.60	52.2	43,305	
14	26	4	5	WHITED MATTHEW	PARKS LABORER	18.97	40	758.80	52.2	39,609	
15	26	4	3	O'BRIEN JR DANIEL J	LABORER	17.54	40	701.60	52.2	36,624	
16	26	4	1	VACANT (FUNDING FY20)	P W LABORER	16.22	40	648.80	52.2	33,867	
17	26	8	2	VACANT (NEW POSITION FY20)	PARKS CREW LEADER	22.11	40	884.40	52.2	46,166	
18	26	6	1	VACANT (NEW POSITION FY20)	GROUNDSKEEPER/MAINT WKR	18.57	40	742.80	52.2	38,774	
						<b>FTE</b>	<b>17</b>				<b>841,986</b>



# DPW - Wastewater

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## 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. Once all of the properties are connected to the sewer in the recently completed Little Pond Sewer Project Area, the Wastewater Division will have a total of approximately 2375 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 reporting and compliance with groundwater discharge permits for each of its two WWTFs.

## DEPARTMENT GOALS FOR FY 20

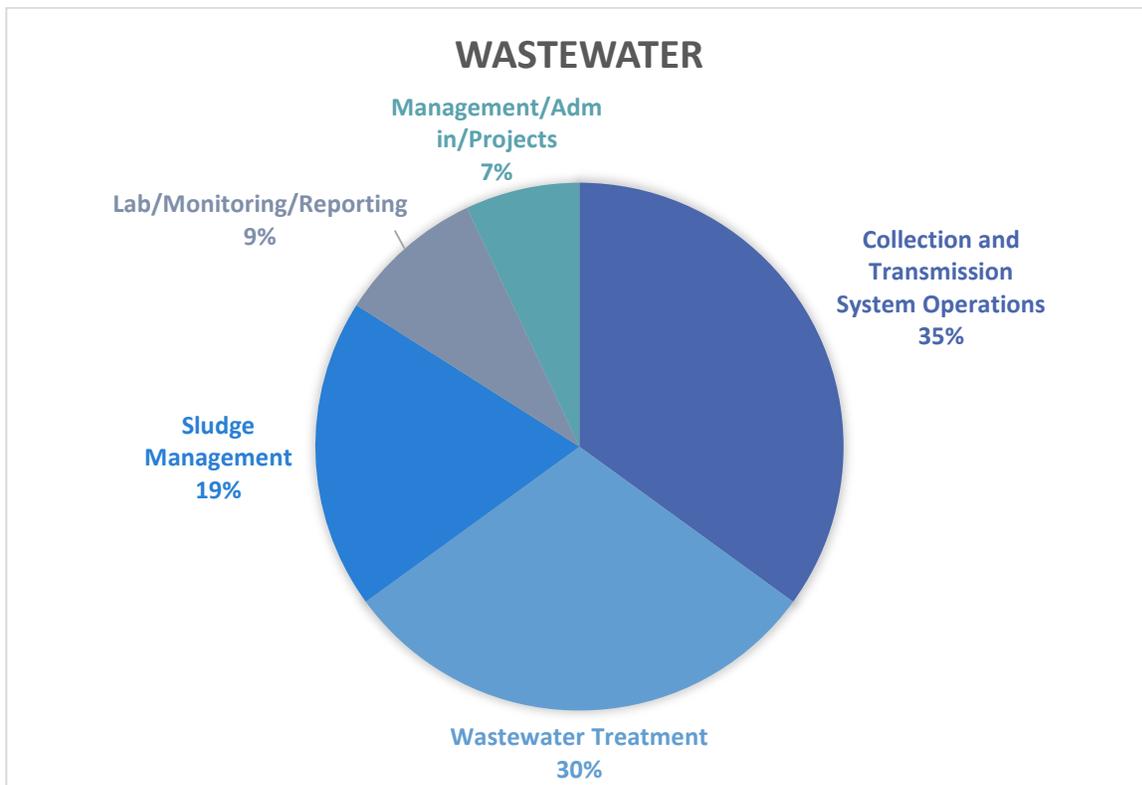
1. Ensure the connection of the last Little Pond Sewer Service Area properties to the newly completed LPSSA sewer system and close out all related permits. Ensure that all new customers are being properly billed for sewer service.
2. Manage the Town's wastewater facilities in such a way as to meet regulatory 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.
3. Work with the Department of Public Works Director, the Water Quality Management Committee and the Town's Engineering Consultant to prepare and submit a Comprehensive Wastewater Management Plan / Notice of Project Change Update to the Department of Environmental Protection by December of 2019.

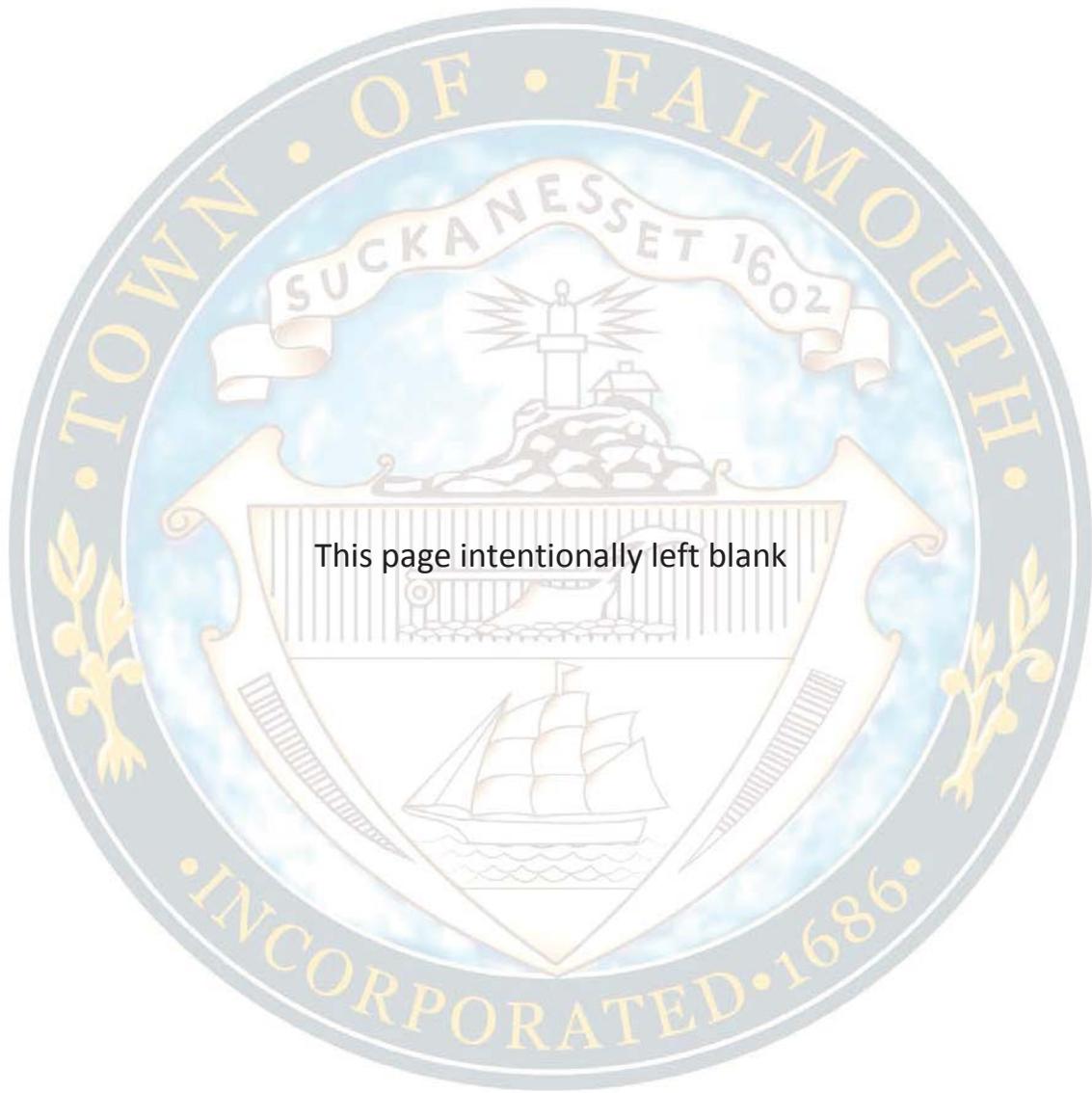
# DPW - Wastewater

WASTEWATER DEPARTMENT						
		FY 2018	FY 2018	FY 2019	FY 2020	FY 2020
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-440-5110	SALARY & WAGES-PERMANENT	\$552,589	\$462,323	\$577,506	\$591,781	\$591,781
01-440-5130	ADDITIONAL GROSS-OVERTIME	\$48,190	\$40,923	\$49,178	\$48,843	\$48,843
<b>TOTAL SALARIES</b>		<b>\$600,779</b>	<b>\$503,246</b>	<b>\$626,684</b>	<b>\$640,623</b>	<b>\$640,623</b>
01-440-5211	ENERGY-FUEL OIL	\$10,640	\$9,432	\$10,640	\$10,640	\$10,640
01-440-5212	ENERGY-ELECTRICITY	\$240,200	\$250,841	\$240,000	\$275,000	\$275,000
01-440-5240	REPR/MAINT-OFFICE EQUIP	\$350	\$454	\$350	\$350	\$350
01-440-5243	REPR/MAINT-EQUIPMENT	\$95,000	\$117,866	\$95,000	\$120,000	\$120,000
01-440-5291	OTR PROP SRV-WELL MONITOR	\$20,000	\$13,919	\$20,000	\$20,000	\$20,000
01-440-5310	OTR PRCH SVC-SLUDG HAUL	\$210,000	\$167,062	\$210,000	\$210,000	\$210,000
01-440-5311	OTR PRCH SVC-LAB ANALYSIS	\$40,000	\$25,564	\$40,000	\$65,000	\$65,000
01-440-5319	GRINDER PUMP GENERATOR SVC	\$77,000	\$2,685	\$77,000	\$77,000	\$77,000
01-440-5340	COMMUNICATION-PRINTING	\$1,000	\$346	\$1,000	\$1,000	\$1,000
01-440-5341	COMMUNICATION-TELEPHONE	\$11,132	\$10,614	\$11,132	\$11,132	\$11,132
01-440-5342	COMMUNICATION-POSTAGE	\$500	\$363	\$500	\$500	\$500
01-440-5484	VHCLR SUPPLY-GRSE & LBRCT	\$500	\$0	\$500	\$500	\$500
01-440-5530	PUBLIC WORKS SUPPLIES	\$6,300	\$14,927	\$6,300	\$6,300	\$6,300
01-440-5533	PUB WKS SUPPLY-TOOLS	\$500	\$988	\$500	\$500	\$500
01-440-5535	PUB WKS SUPPLY-CHEMICALS	\$130,000	\$166,338	\$145,000	\$170,000	\$170,000
01-440-5536	PUB WKS SUPPLY-METRS/FTNGS	\$2,000	\$3,671	\$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	\$3,900	\$5,537	\$3,900	\$8,000	\$8,000
<b>TOTAL EXPENSES</b>		<b>\$849,642</b>	<b>\$790,658</b>	<b>\$864,442</b>	<b>\$978,542</b>	<b>\$978,542</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$1,450,421</b>	<b>\$1,293,904</b>	<b>\$1,491,126</b>	<b>\$1,619,165</b>	<b>\$1,619,165</b>

# DPW - Wastewater

FY20 SALARIES & WAGES											
DPW WASTEWATER UTILITIES - 440											
	Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Annual	
1	24	10	10	LOWELL AMY A	WSTEWATR SUPER	53.23	40	2,129.20	52.2	111,144	
2	26	15	7	PIRES CHARLES R JR	CHIEF WWTP OPR	43.21	40	1,728.40	52.2	90,222	
3	26	13	3	KELLER KRUSER	ASST WWTP CHF OPR	32.25	40	1,290.00	52.2	67,338	
4	26	10	7	PARSONS STEPHEN H	WWTP OPERATOR	31.02	40	1,240.80	52.2	64,770	
5	26	10	7	DEVONIS STEVEN M	WWTP OPERATOR	31.02	40	1,240.80	52.2	64,770	
6	26	10	2	VACANT	WWTP OPERATOR	25.31	40	1,012.40	52.2	52,847	
7	26	8	3	MELEMED CORY	WWTP OPERATOR 1	22.99	40	919.60	52.2	48,003	
8	26	7	2	DEVIN MASSARSKY	WWTP OPERATOR 2	20.66	40	826.40	52.2	43,138	
9	26	6	7	RON MACLAUGHLIN	WW MAINT WORKER	23.73	40	949.20	52.2	49,548	
						<b>FTE</b>	<b>9</b>				<b>591,781</b>
DPW WASTEWATER UTILITIES - 440											
FY20 OVERTIME											
						Avg OT Rate	HRS/DAY		DAYS/YR	Annual	
				scheduled (weekends)		44.24	5.5		104.4	25,403	
				holidays		44.24	5		12	2,654	
				unscheduled / call back*		44.24	1.29		365	20,785	
											<b>48,843</b>
*Assumes 9 hours of unscheduled overtime / call back per week											
											<b>640,623</b>

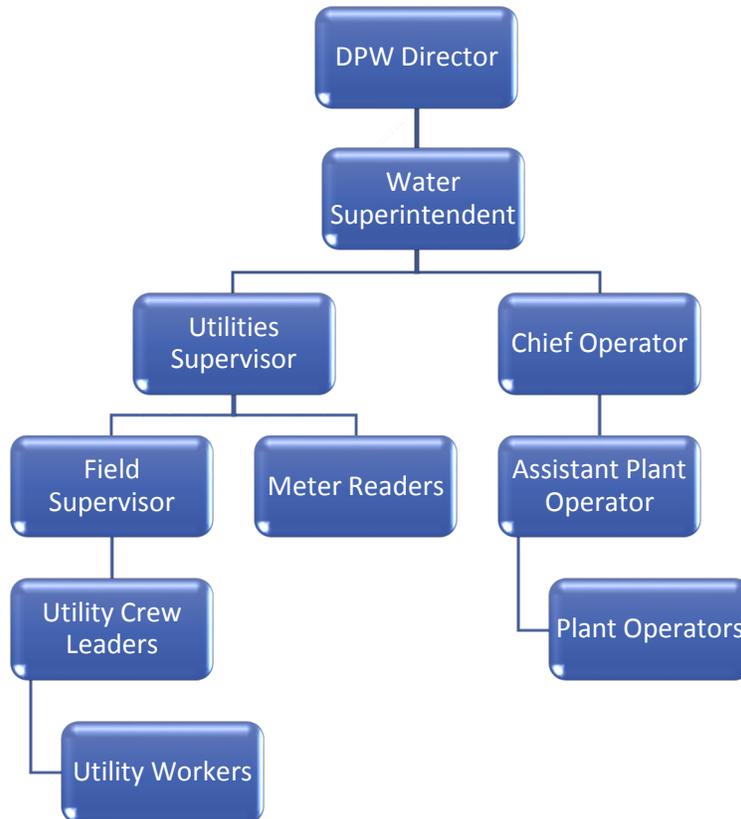




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# DPW - Water Department

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## 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

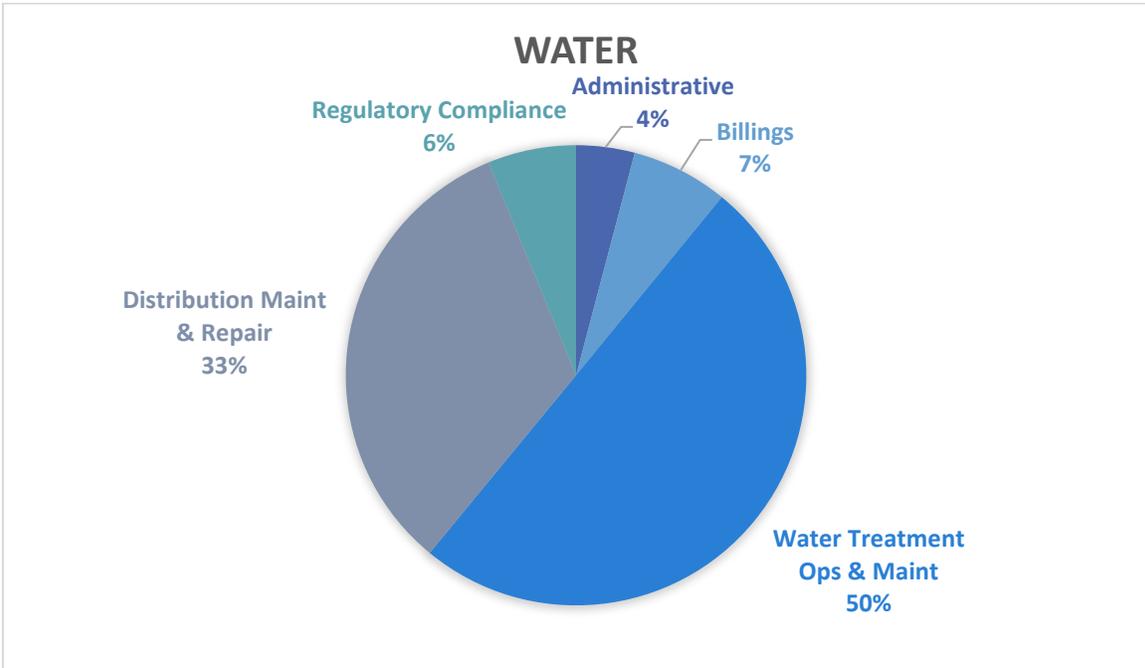
Prepare and issue water bills bi-annually, set rates to cover the cost of all operating expenses as well as capital items, replace/renew greater than 6% of all meters each year (15 year functional cycle), flush 20% of the distribution system annually, paint 20% of the hydrants annually, replace 1% of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

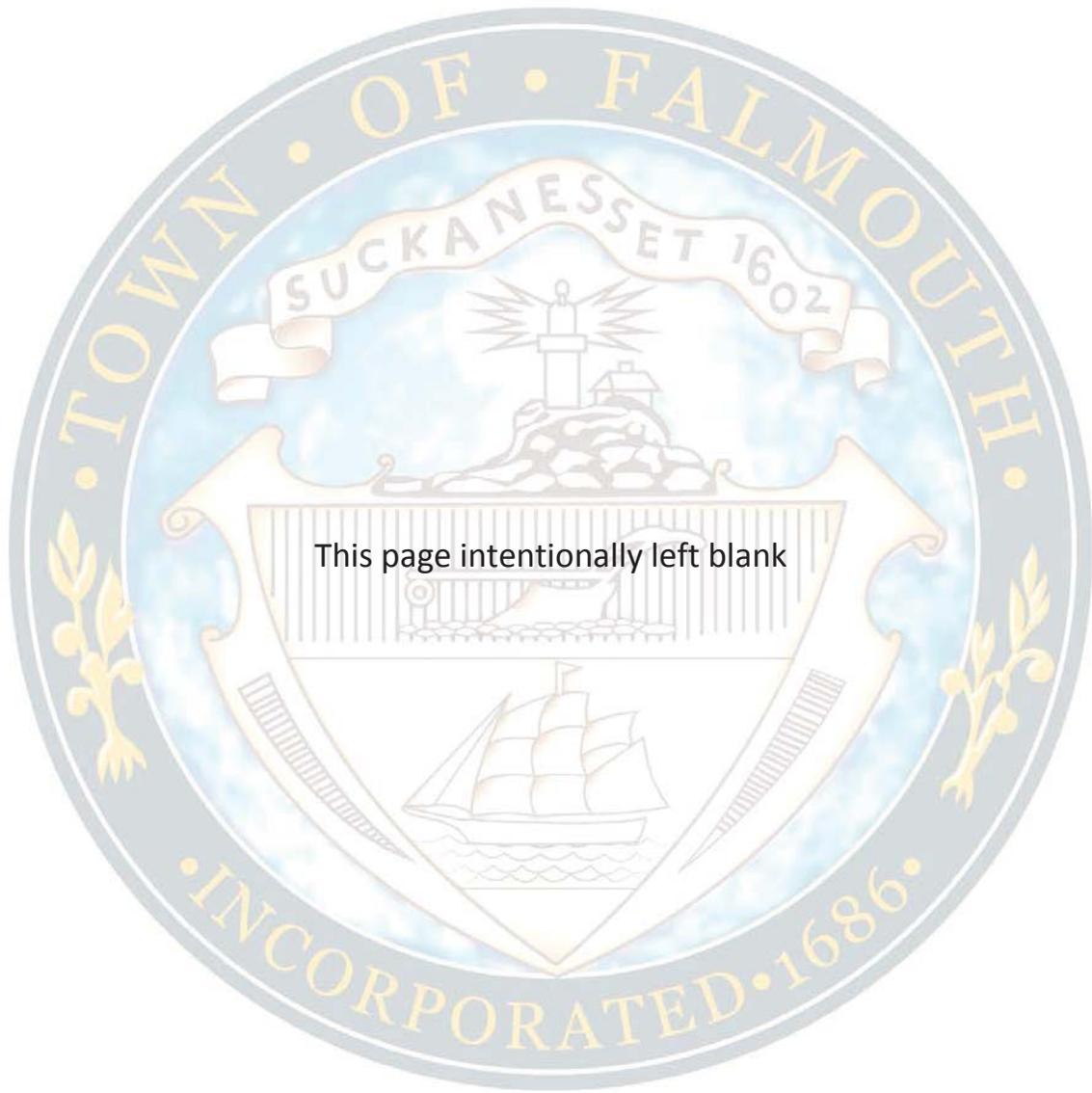
# DPW - Water Department

WATER DEPARTMENT						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-450-5110	SALARY & WAGES-PERMANENT	\$1,097,766	\$967,014	\$1,175,506	\$1,201,546	\$1,201,546
01-450-5130	ADDITIONAL GROSS-OVERTIME	\$63,000	\$117,300	\$64,500	\$66,500	\$66,500
01-450-5133	ADDITIONAL GROSS-STANDBY	\$15,000	\$14,877	\$17,000	\$17,000	\$17,000
01-450-5134	ADD'L GROSS STANDBY-PLANT	\$30,000	\$34,594	\$36,000	\$36,000	\$36,000
<b>TOTAL SALARIES</b>		<b>\$1,205,766</b>	<b>\$1,133,785</b>	<b>\$1,293,006</b>	<b>\$1,321,046</b>	<b>\$1,321,046</b>
01-450-5212	ENERGY-ELECTRICITY	\$680,000	\$509,297	\$720,000	\$600,000	\$600,000
01-450-5213	ENERGY-NATURAL GAS	\$44,000	\$55,697	\$35,000	\$60,000	\$60,000
01-450-5240	REPR/MAINT-OFFICE EQUIP	\$2,000	\$3,432	\$2,000	\$3,500	\$3,500
01-450-5243	RPR/MAINTENANCE, EQUIPMEN	\$110,000	\$149,403	\$110,000	\$160,000	\$160,000
01-450-5244	REPR MAINT-WATER TANK	\$10,000	\$11,841	\$12,000	\$12,000	\$12,000
01-450-5245	REPR/MAINT WATER LINES	\$45,000	\$34,553	\$45,000	\$45,000	\$45,000
01-450-5255	REPR/MAINT-SERVICE CNCTNS	\$25,000	\$47,538	\$25,000	\$45,000	\$45,000
01-450-5256	REPR/MAINT-HYDRANTS	\$25,000	\$26,634	\$20,000	\$30,000	\$30,000
01-450-5263	REPR/MAINT-STREETS/ROADS	\$20,000	\$46,494	\$20,000	\$45,000	\$45,000
01-450-5309	PROF/TECH-ENGINEERS	\$5,000	\$86,343	\$5,000	\$5,000	\$5,000
01-450-5310	PROF/TECH LAB TESTING	\$60,000	\$57,712	\$64,000	\$74,000	\$74,000
01-450-5319	PROF/TECH-CONTRACT SERVICE	\$60,000	\$38,325	\$60,000	\$60,000	\$60,000
01-450-5340	COMMUNICATION-PRINTING	\$12,000	\$7,907	\$10,000	\$10,000	\$10,000
01-450-5341	COMMUNICATION-TELEPHONE	\$9,000	\$14,283	\$14,000	\$14,500	\$14,500
01-450-5342	COMMUNICATION-POSTAGE	\$23,000	\$26,849	\$23,000	\$27,500	\$27,500
01-450-5530	PUBLIC WORKS SUPPLIES	\$2,500	\$11,178	\$4,500	\$12,000	\$12,000
01-450-5533	PUB WKS SUPPLY-TOOLS	\$7,000	\$10,749	\$7,000	\$10,000	\$10,000
01-450-5535	PUB WKS SUPPLY-CHEMICALS	\$229,000	\$133,318	\$229,000	\$150,000	\$150,000
01-450-5536	PUB WKS SUPPLY-METRS/FTNGS	\$45,000	\$8,588	\$45,000	\$45,000	\$45,000
01-450-5537	PUB WKS SUPPLY-PIPING	\$25,000	\$1,111	\$25,000	\$25,000	\$25,000
01-450-5710	IN-STATE TRAVEL	\$300	\$0	\$300	\$300	\$300
01-450-5730	DUES & MEMBERSHIPS	\$4,000	\$3,598	\$4,000	\$4,000	\$4,000
01-450-5735	PERMITS/REGISTRATIONS	\$35,000	\$14,307	\$37,000	\$38,000	\$38,000
01-450-5781	STAFF DEVELOPMENT	\$9,000	\$6,519	\$9,000	\$15,000	\$15,000
01-450-5788	REGIONAL WTR COOPERATIVE*	\$225,000	\$164,271	\$225,000	\$225,000	\$225,000
01-450-5865	WATER METER REPLACEMENT*	\$175,000	\$167,252	\$175,000	\$175,000	\$175,000
<b>TOTAL EXPENSES</b>		<b>\$1,886,800</b>	<b>\$1,637,199</b>	<b>\$1,925,800</b>	<b>\$1,890,800</b>	<b>\$1,890,800</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$3,092,566</b>	<b>\$2,770,985</b>	<b>\$3,218,806</b>	<b>\$3,211,846</b>	<b>\$3,211,846</b>

# DPW - Water Department

FY20 SALARIES & WAGES											
DPW WATER UTILITIES - 450											
	Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	10	10	RAFFERTY STEPHEN	WATER SUPER	53.23	40	2,129.20	52.2	111,144	
2	26	15	2	VACANT	WTR UTIL SUPER	35.50	40	1,420.00	52.2	74,124	
3	26	15	2	VACANT	CHIEF OPERATOR WTP	35.50	40	1,420.00	52.2	74,124	
4	26	13	5	MOITOZA MARK R	ASST CHIEF OPER	34.88	40	1,395.20	52.2	72,829	
5	26	12	7	POWERS GREGORY	ASST WTR UTIL S	35.49	40	1,419.60	52.2	74,103	
6	26	10	5	VEZINA MATTHEW	WATER PLANT OPER.	28.47	40	1,138.80	52.2	59,445	
7	26	10	4	REGHITTO MICHAEL	WATER PLANT OPR	27.83	40	1,113.20	52.2	58,109	
8	26	10	4	BERGMAN SEAN	WATER PLANT OPR	27.83	40	1,113.20	52.2	58,109	
9	26	9	2	VACANT	ENGINEER TECH	23.66	37.5	887.25	52.2	46,314	
10	26	8	7	BUCKLEY SEAN B	CREW LEADER	27.14	40	1,085.60	52.2	56,668	
11	26	8	7	DUGGAN CHRISTOPHER	CREW LEADER	27.14	40	1,085.60	52.2	56,668	
12	26	8	4	MARKS JAMES	CREW LEADR	23.91	40	956.40	52.2	49,924	
13	26	8	2	VACANT	WATER PLANT OPR	22.11	40	884.40	52.2	46,166	
14	26	6	5	GARDINER BRIAN	UTIL MAINT WKR	21.72	40	868.80	52.2	45,351	
15	26	6	4	ATKINSON CRAIG	UTILITIES MAINT	20.89	40	835.60	52.2	43,618	
16	26	6	3	GOMES JOSEPH	UTIL MAINT WKR	20.08	40	803.20	52.2	41,927	
17	26	6	3	ROGERS RICHARD	UTIL MAINT WKR	20.08	40	803.20	52.2	41,927	
18	26	5	7	DIMONDA GREGORY	UTIL METR READR	22.20	40	888.00	52.2	46,354	
19	26	5	7	REED CHRISTOPHER	UTIL METR READR	22.20	40	888.00	52.2	46,354	
21	11	9	7	SIMMONS CHRISTINE	ADMIN ASSIST.	28.10	37.5	1,053.75	52.2	55,006	
22	11	8	2	DAYLENE TROPEANO	POA BILLING COOR.	22.11	37.5	829.13	52.2	43,280	
						<b>FTE</b>	<b>22</b>				<b>1,201,546</b>



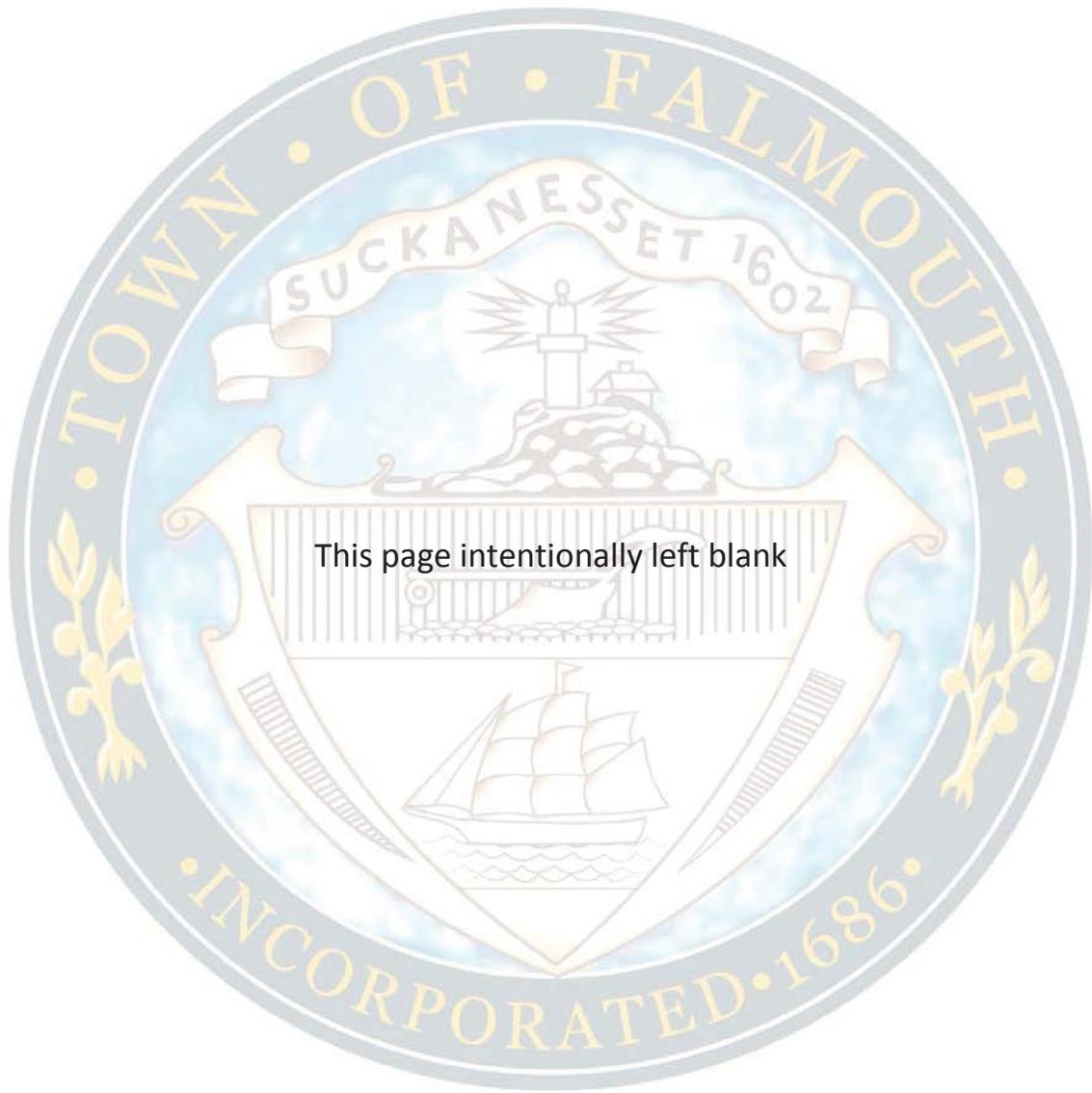


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# RENEWABLE ENERGY

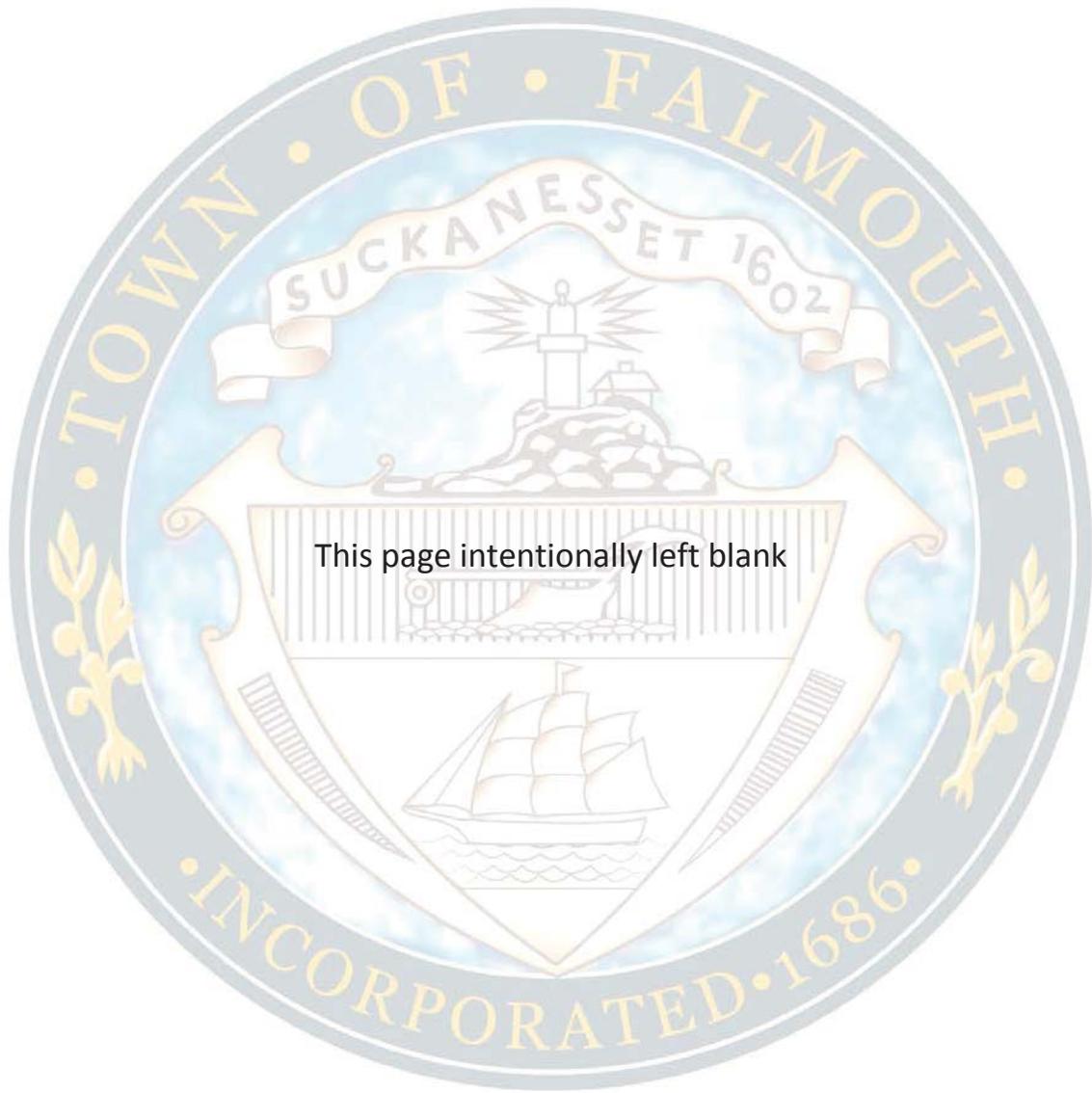
<i>RENEWABLE ENERGY</i>						
		<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
01-460-5243	REPR/MAINT-EQUIPMENT	\$35,150	\$525	\$5,000	\$5,000	\$5,000
01-460-5319	PROF/TECH-CONTRACTUAL	\$169,333	\$3,945	\$28,658	\$28,658	\$28,658
01-460-5341	COMMUNICATION-TELEPHONE	\$1,824	\$1,772	\$0	\$1,824	\$1,824
<b>TOTAL EXPENSES</b>		<b>\$206,307</b>	<b>\$6,242</b>	<b>\$33,658</b>	<b>\$35,482</b>	<b>\$35,482</b>

\*Requested FY 19 telephone budget was not approved. However, communication with turbines is required for remote monitoring and service until wind turbines are decommissioned and/or removed from site.



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**COMMUNITY SERVICES  
BUDGET**



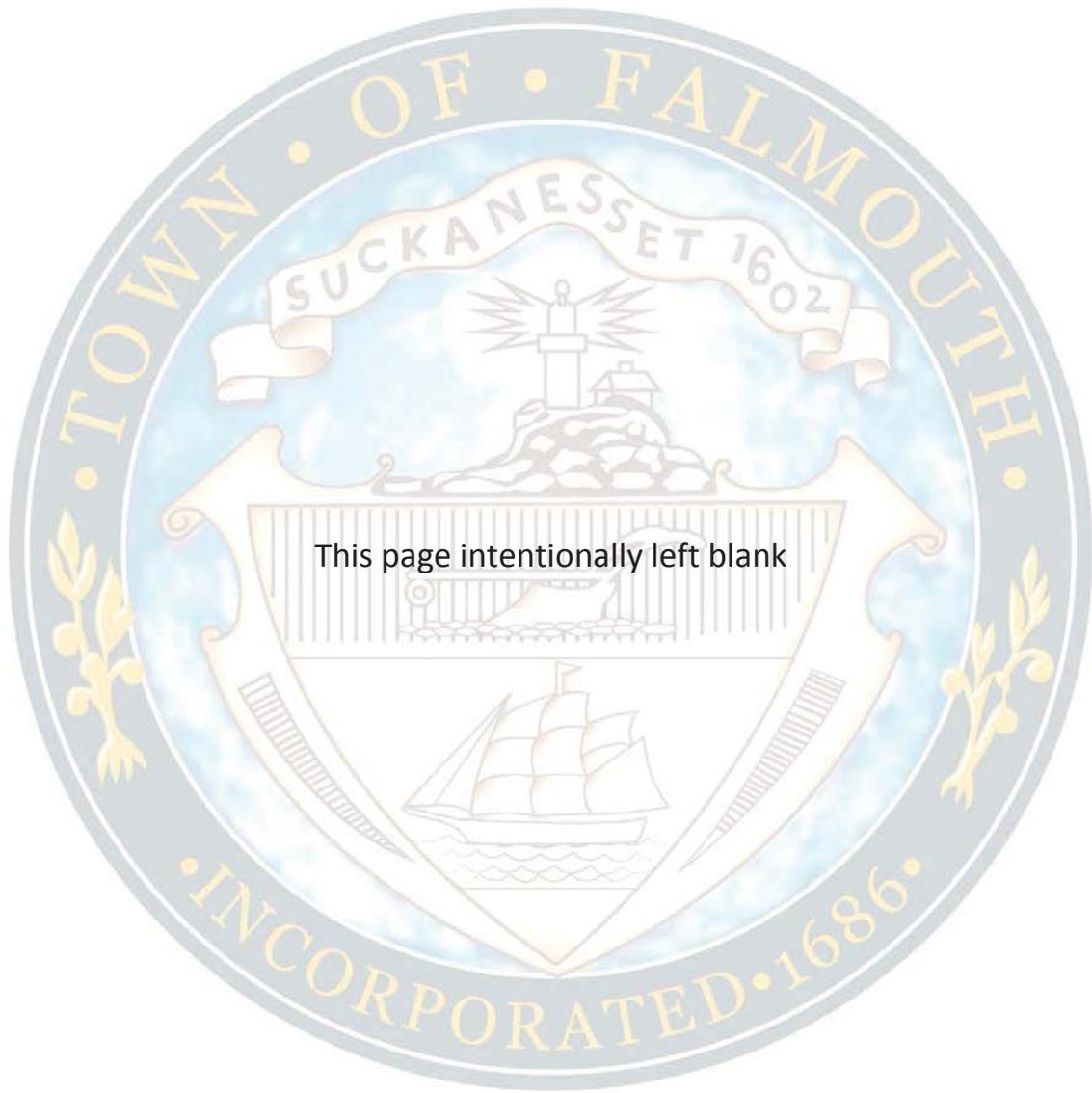
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# CLINICS AND NURSES

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<i>CLINICS AND NURSES</i>						
<b>Account #</b>	<b>Account Description</b>	<b>FY 2018 Appropriated</b>	<b>FY 2018 Expended</b>	<b>FY 2019 Appropriated</b>	<b>FY 2020 Requested</b>	<b>FY 2020 Approved</b>
01-522-5303	PROF/TECH-CONTRACT SERV	\$45,980	\$45,980	\$0	\$55,980	\$45,980
01-599-5303	PROF/TECH-CONTRACT SERV	\$0	\$0	\$45,980	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$45,980</b>	<b>\$45,980</b>	<b>\$0</b>	<b>\$55,980</b>	<b>\$45,980</b>

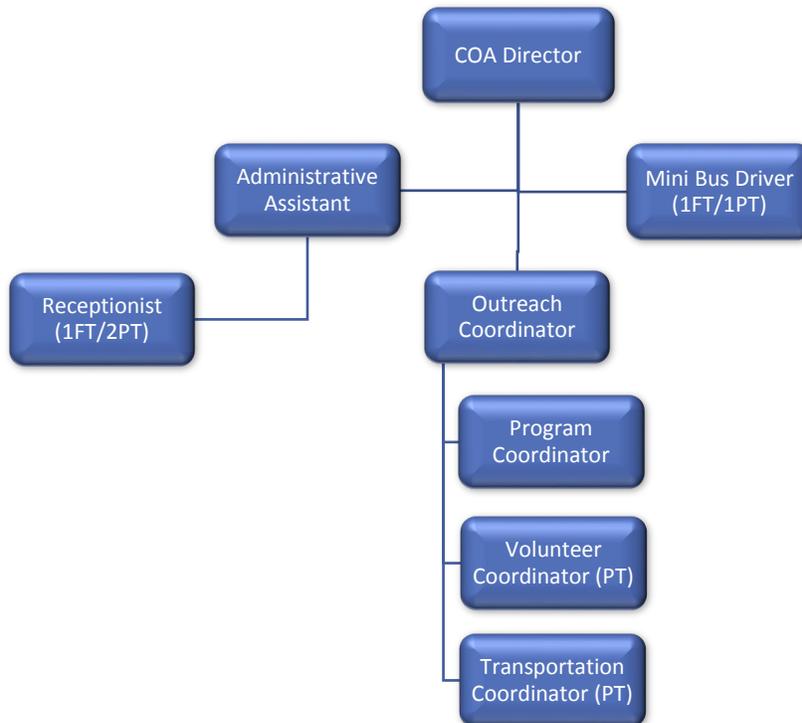
\*\*Note - this budget was moved to Human Services by the Finance Committee for FY19 - see different account numbers



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# SENIOR CENTER/COUNCIL ON AGING

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## DEPARTMENT MISSION

The mission of the Falmouth Council on Aging Senior Center is to advocate on behalf of the Falmouth Residents age 60+ in addressing their needs by identifying and developing resources of assistance, provide information, referrals to other community agencies, outreach, health services, transportation, education and recreation programs and activities. There is a special emphasis in promoting healthy aging and enhancing 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** – Serving seniors, families and caregivers by providing information and referrals, support and assistance in assessing needs and accessing senior services.

**Support & Professional Services** – Providing vital professional and support services for our aging community that directly links with our outreach programs and services.

**Health & Wellness** – Educational and physical programming for various levels of ability and diverse program needs to support healthy aging.

**Social & Recreational** – Activities that appeal specifically to older adults, are interesting, and promote personal growth and social engagement.

## DEPARTMENT GOALS

1. Operations: Construct and begin operations of a new center as identified in the BOS Strategic Plan.
2. Outreach: Enhance the level of outreach services to Falmouth's frailest and vulnerable senior residents.

# SENIOR CENTER/COUNCIL ON AGING

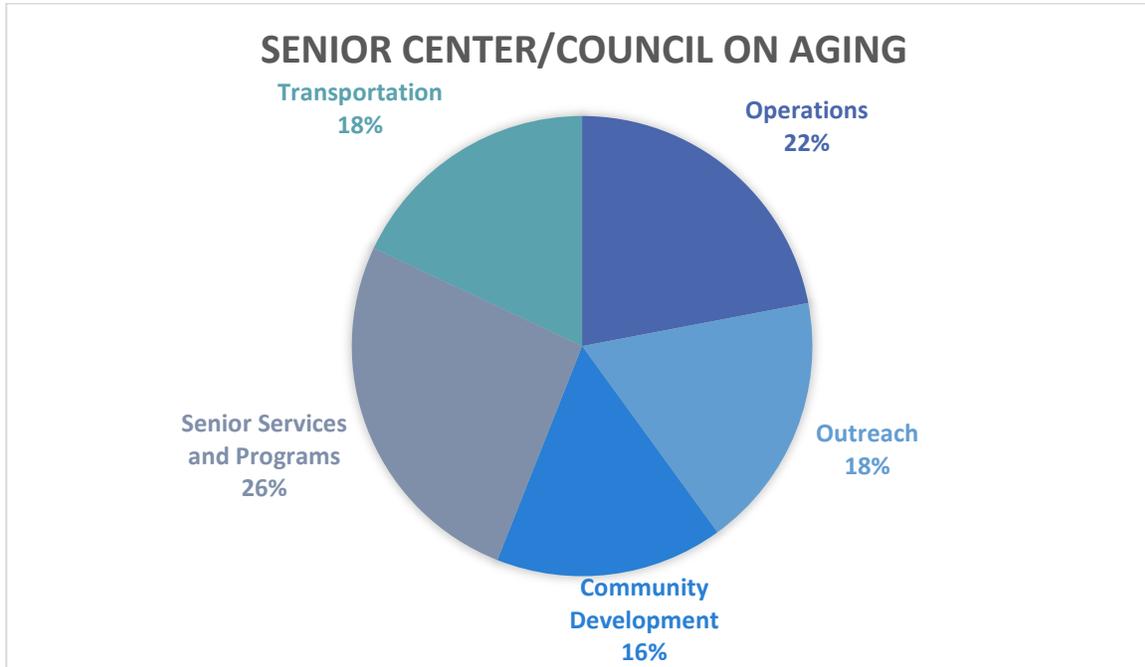
3. Community Development: Improve communications, public relations, networking and education to connect older adults, their families and caregivers to the programs, resources and services available that specifically support senior needs.
4. Programming: Build collaborative efforts with other local organizations to offer a wider variety of programs and services for all older adults within our community.
5. Transportation: Build the volunteer base that serves the transportation program.

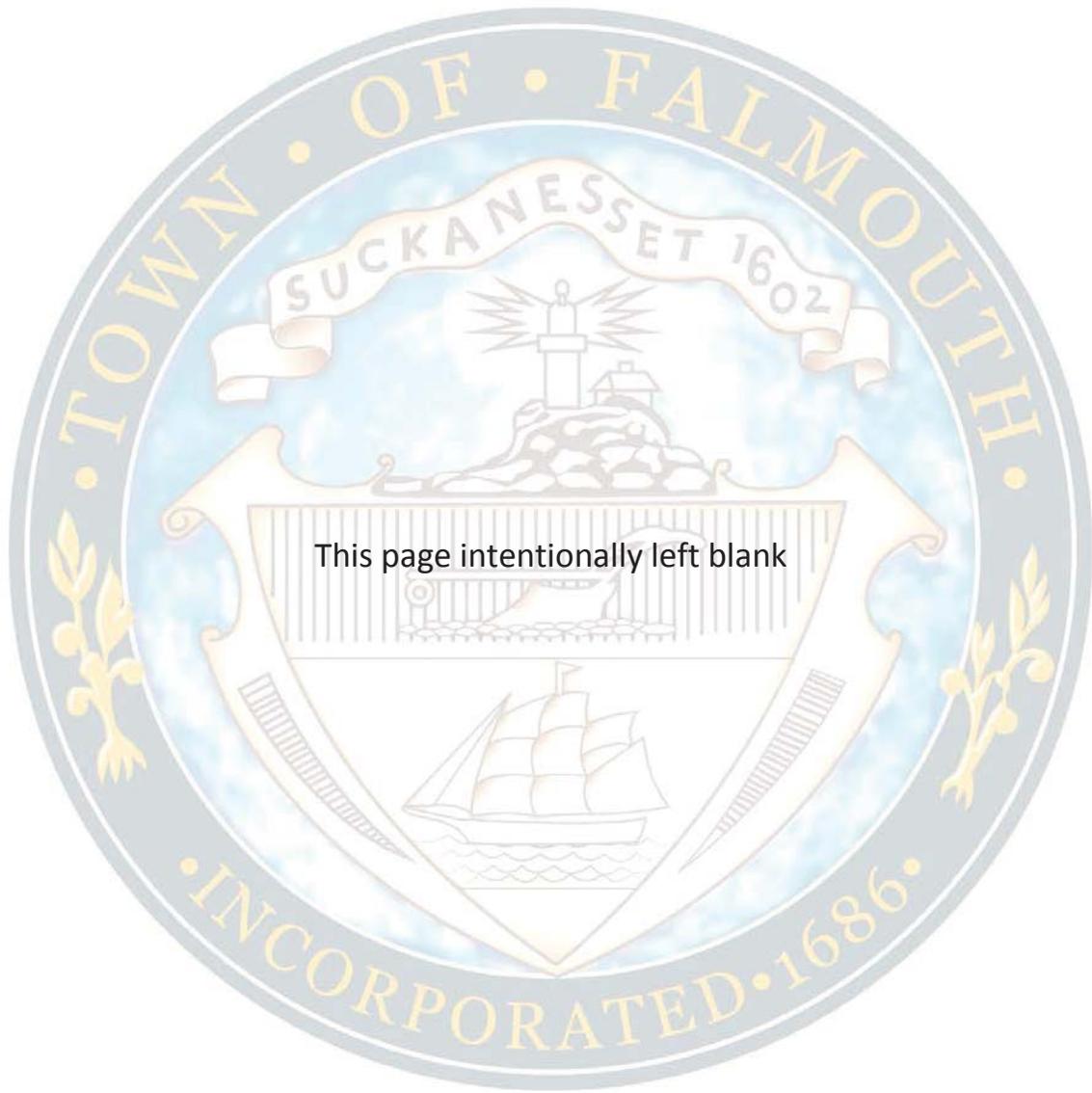
SENIOR CENTER/COUNCIL ON AGING						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-541-5110	SALARY & WAGES-PERMANENT	\$208,479	\$212,234	\$246,940	\$394,385	\$280,322
01-541-5120	SALARY & WAGES-TEMP/VAC	\$11,500	\$0	\$11,500	\$11,500	\$11,500
<b>TOTAL SALARIES</b>		<b>\$219,979</b>	<b>\$212,234</b>	<b>\$258,440</b>	<b>\$405,885</b>	<b>\$291,822</b>
01-541-5212	ENERGY-ELECTRICITY	\$2,650	\$2,538	\$2,650	\$26,000	\$13,000
01-541-5213	ENERGY-NATURAL GAS	\$3,150	\$3,727	\$3,150	\$32,000	\$15,000
01-541-5243	REPR/MAINT-EQUIPMENT	\$2,750	\$1,897	\$2,750	\$7,500	\$2,750
01-541-5340	COMMUNICATION-PRINTING	\$425	\$278	\$425	\$1,500	\$425
01-541-5341	COMMUNICATION-TELEPHONE	\$2,100	\$2,418	\$2,300	\$8,100	\$2,300
01-541-5342	COMMUNICATION-POSTAGE	\$4,500	\$3,625	\$4,500	\$5,200	\$4,500
01-541-5377	OTR PCH SER-MEALS WHEELS*	\$15,000	\$0	\$0	\$0	\$0
01-541-5385	OTR PRCH SER-VLNTR ELDLY*	\$1,000	\$0	\$0	\$0	\$0
01-541-5420	OFFICE SUPPLIES	\$725	\$788	\$725	\$4,125	\$3,000
01-541-5584	OTHER SUPPLIES-DEPARTMENT	\$850	\$806	\$850	\$6,000	\$3,000
01-541-5710	IN-STATE TRAVEL	\$1,200	\$916	\$1,200	\$2,000	\$1,200
01-541-5730	DUES & MEMBERSHIPS	\$2,450	\$2,574	\$2,600	\$3,670	\$3,100
<b>TOTAL EXPENSES</b>		<b>\$36,800</b>	<b>\$19,567</b>	<b>\$21,150</b>	<b>\$96,095</b>	<b>\$48,275</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$256,779</b>	<b>\$231,802</b>	<b>\$279,590</b>	<b>\$501,980</b>	<b>\$340,097</b>

SENIOR CENTER/COUNCIL ON AGING - 541										
Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1 24	8	10	BISHOP JILL D	COA DIRECTOR	45.01	40	1,800.40	52.2	93,981	
2 24	4	5	VACANT	OUTREACH COORD	29.18	40	1,167.20	52.2	60,928	
3 11	9	7	COYNE KATHLEEN A	ADMIN ASST	28.10	37.5	1,053.75	52.2	55,006	
5 11	8	2	NEW POSITION FY20	PROGRAM COORDINATOR	21.58	40	863.20	26.1	22,530	
4 11	6	7	MONIZ LINDA M	MINI BUS DRIVER	22.93	40	917.20	52.2	47,878	
						<b>FTE</b>	<b>4.5</b>			<b>280,322</b>

# SENIOR CENTER/COUNCIL ON AGING

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# VETERANS' SERVICES

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## 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

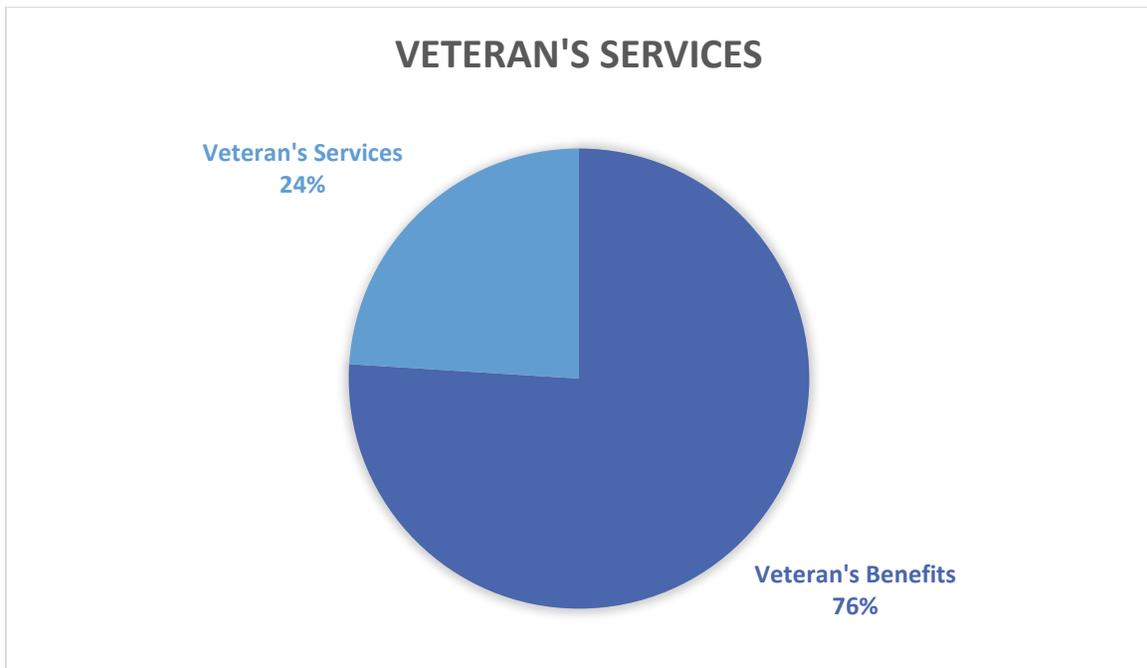
Honoring Those Who Served U.S.

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 DEPARTMENT						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-543-5110	SALARY & WAGES-PERMANENT	\$124,468	\$124,471	\$128,702	\$132,585	\$132,585
01-543-5130	ADDITIONAL GROSS-OVERTIME	\$1,200	\$1,139	\$1,200	\$1,500	\$1,500
<b>TOTAL SALARIES</b>		<b>\$125,668</b>	<b>\$125,610</b>	<b>\$129,902</b>	<b>\$134,085</b>	<b>\$134,085</b>
01-543-5261	REPR/MAINT-MONUMENTS	\$2,000	\$1,265	\$2,000	\$2,000	\$2,000
01-543-5295	OTR PROP SRV-GRAVE MAINT*	\$1,200	\$1,130	\$1,200	\$1,200	\$1,200
01-543-5340	COMMUNICATION-PRINTING	\$300	\$128	\$300	\$300	\$300
01-543-5341	COMMUNICATION-TELEPHONE	\$200	\$614	\$200	\$700	\$700
01-543-5342	COMMUNICATION-POSTAGE	\$700	\$450	\$700	\$700	\$700
01-543-5420	OFFICE SUPPLIES	\$300	\$924	\$0	\$1,000	\$1,000
01-543-5584	OTR SUPPLY-VET'S COUNCIL*	\$3,000	\$1,825	\$3,000	\$3,000	\$3,000
01-543-5710	IN-STATE TRAVEL	\$500	\$207	\$500	\$500	\$500
01-543-5770	VETS ORDINARY BENEFITS*	\$450,000	\$412,699	\$450,000	\$450,000	\$450,000
01-543-5781	STF DVLPMENT-MA VETS CNFR	\$500	\$240	\$500	\$5,000	\$5,000
<b>TOTAL EXPENSES</b>		<b>\$458,700</b>	<b>\$419,482</b>	<b>\$458,400</b>	<b>\$464,400</b>	<b>\$464,400</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$584,368</b>	<b>\$545,092</b>	<b>\$588,302</b>	<b>\$598,485</b>	<b>\$598,485</b>

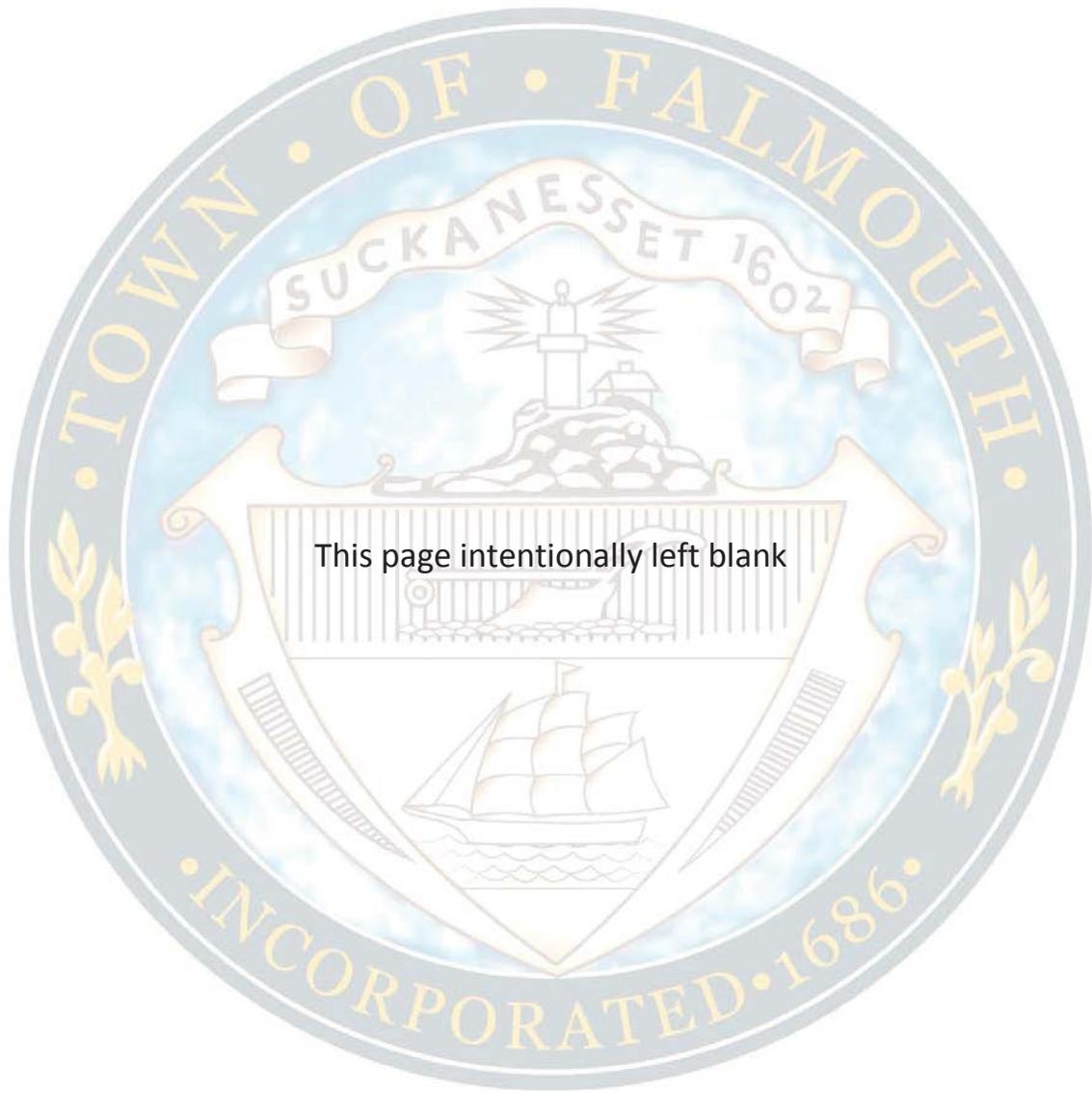
FY20 SALARIES & WAGES											
VETERANS SERVICES - 543											
Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total		
125	5	10	LINCOLN DORRANCE JR	DIRECTOR OF VET	38.88	40	1,555.20	52.2	81,181		
211	8	7	CADOGAN JULIE	PRIN OFFCE ASST	26.26	37.5	984.75	52.2	51,404		
						<b>FTE</b>	<b>2</b>			<b>132,585</b>	



# DISABILITY COMMISSION

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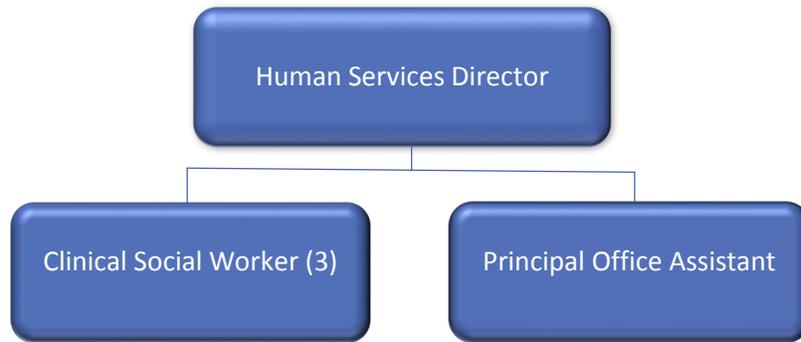
<i>DISABILITY COMMISSION</i>						
		FY 2018	FY 2018	FY 2019	FY 2020	FY 2020
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-560-5340	COMMUNICATION-PRINTING	\$150	\$102	\$150	\$150	\$150
01-560-5420	OFFICE SUPPLIES	\$100	\$108	\$100	\$100	\$100
<b>TOTAL EXPENSES</b>		<b>\$250</b>	<b>\$211</b>	<b>\$250</b>	<b>\$250</b>	<b>\$250</b>



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# HUMAN SERVICES

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## 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, 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 Substance Abuse Commission

## DEPARTMENT GOALS & PERFORMANCE MEASURES

1. To ensure that all Falmouth residents and town employees have ready access to comprehensive assessment and therapeutic mental health and/or substance abuse 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 Substance Abuse commission.

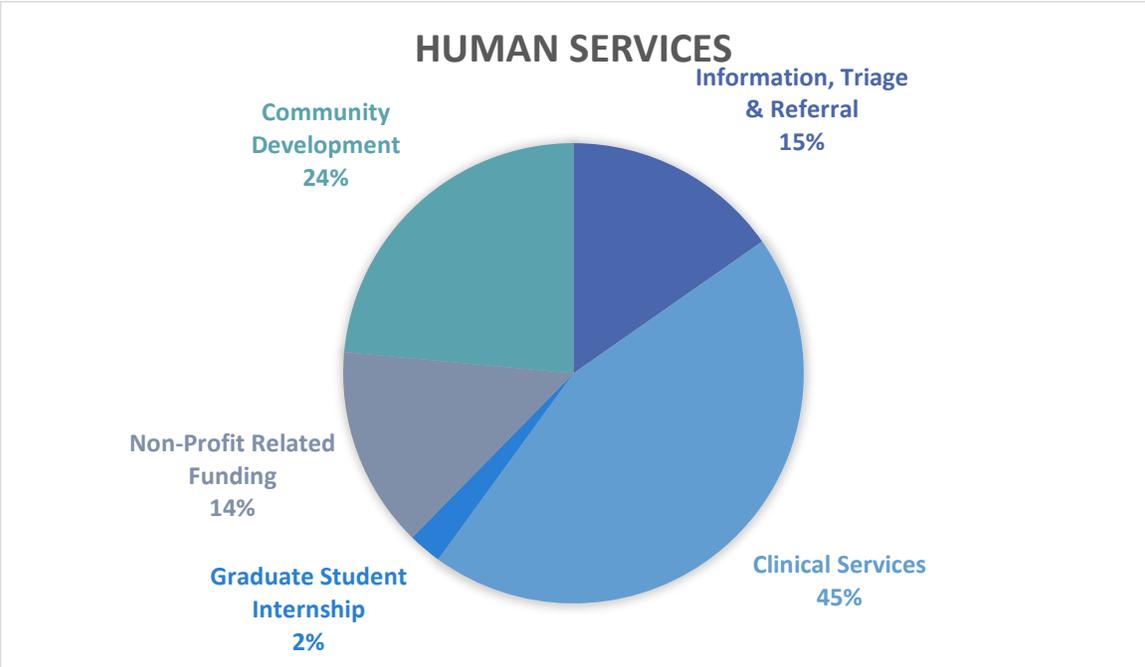
# HUMAN SERVICES

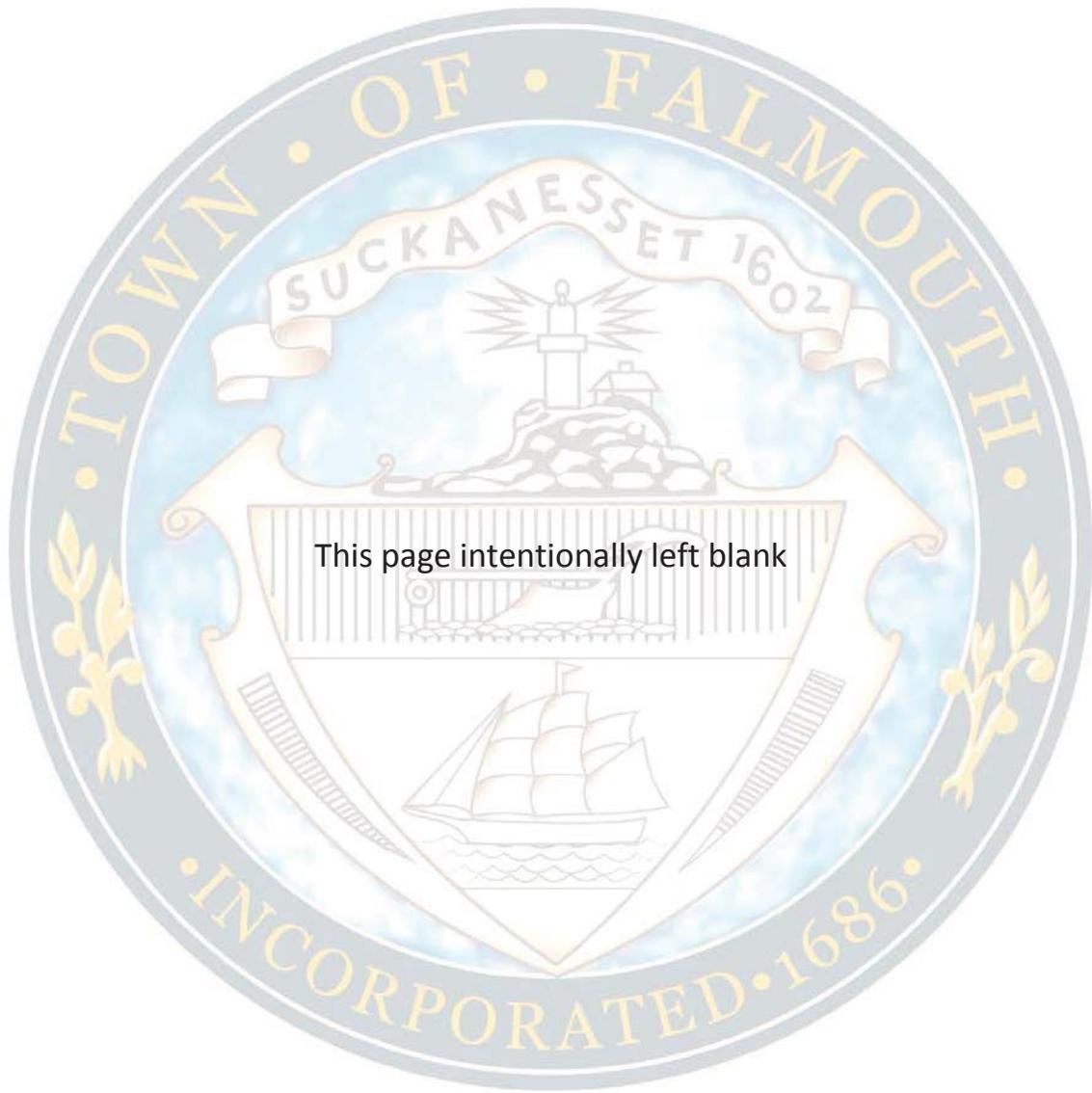
HUMAN SERVICES DEPARTMENT						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-599-5110	SALARY & WAGES-PERMANENT	\$338,951	\$306,275	\$343,003	\$350,222	\$350,222
<b>TOTAL SALARIES</b>		<b>\$338,951</b>	<b>\$306,275</b>	<b>\$343,003</b>	<b>\$350,222</b>	<b>\$350,222</b>
01-599-5240	REPR/MAINT-OFFICE EQUIP	\$2,000	\$3,184	\$2,550	\$2,500	\$2,500
01-599-5270	RENTL/LEASE-BUILDING	\$27,960	\$27,960	\$28,620	\$29,479	\$29,479
01-599-5319	PROF/TECH INTERPRETER	\$1,000	\$431	\$1,000	\$1,000	\$1,000
01-599-5340	COMMUNICATION-PRINTING	\$700	\$486	\$850	\$850	\$850
01-599-5341	COMMUNICATION-TELEPHONE	\$900	\$819	\$900	\$900	\$900
01-599-5342	COMMUNICATION-POSTAGE	\$400	\$375	\$300	\$300	\$300
01-599-5345	COMMUNICATION-ALARM	\$325	\$333	\$360	\$360	\$360
01-599-5384	OTR PRCH SRV-SUPPORT SVCS	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
01-599-5386	OTR PRCH SERV-MENTAL HEALTH	\$17,000	\$17,000	\$20,000	\$20,000	\$20,000
01-599-5387	OTR PRCH SERV-OUTMIGRATION PRVN*	\$20,000	\$16,000	\$20,000	\$20,000	\$20,000
01-599-5391	OTR PRCH SRV-SUB ABUSE COMM*	\$8,000	\$8,000	\$5,000	\$5,000	\$5,000
01-599-5392	OTR PRCH SRV-SUB ABUSE*	\$18,700	\$18,700	\$20,000	\$20,000	\$20,000
01-599-5399	OTR PRCH SRV-HOMLESSPREVN*	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
01-599-5420	OFFICE SUPPLIES	\$1,600	\$1,644	\$1,600	\$1,600	\$1,600
01-599-5711	AUTO ALLOWANCE	\$2,500	\$1,520	\$2,500	\$2,500	\$2,500
01-599-5730	DUES & MEMBERSHIPS	\$145	\$44	\$220	\$220	\$220
01-599-5781	STAFF DEVELOPMENT	\$1,200	\$1,291	\$1,200	\$2,075	\$2,075
<b>TOTAL EXPENSES</b>		<b>\$132,430</b>	<b>\$127,787</b>	<b>\$135,100</b>	<b>\$136,784</b>	<b>\$136,784</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$471,381</b>	<b>\$434,062</b>	<b>\$478,103</b>	<b>\$487,006</b>	<b>\$487,006</b>

FY20 SALARIES & WAGES										
HUMAN SERVICES - 599										
Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1 24	9	8	HAUPTMANN SUZANNE K	DIRECTOR H S	46.70	40	1,868.00	52.2	97,510	
2 24	6	10	ABBOTT MARK A	CLINCL SOCL WRK	40.82	35	1,428.70	52.2	74,578	
3 24	6	9	RODGERS ELIZABETH	CLINICAL SOCIAL	39.64	36	1,427.04	52.2	74,491	
4 24	6	8	DELAUTER DIANE*	CLINICAL SOC WK	38.49	26	1,000.74	52.2	52,239	
5 11	8	7	CLONDAS SUSAN J	PRIN OFF ASST	26.26	37.5	984.75	52.2	51,404	
						<b>FTE</b>	<b>4.3</b>			<b>350,222</b>

# HUMAN SERVICES

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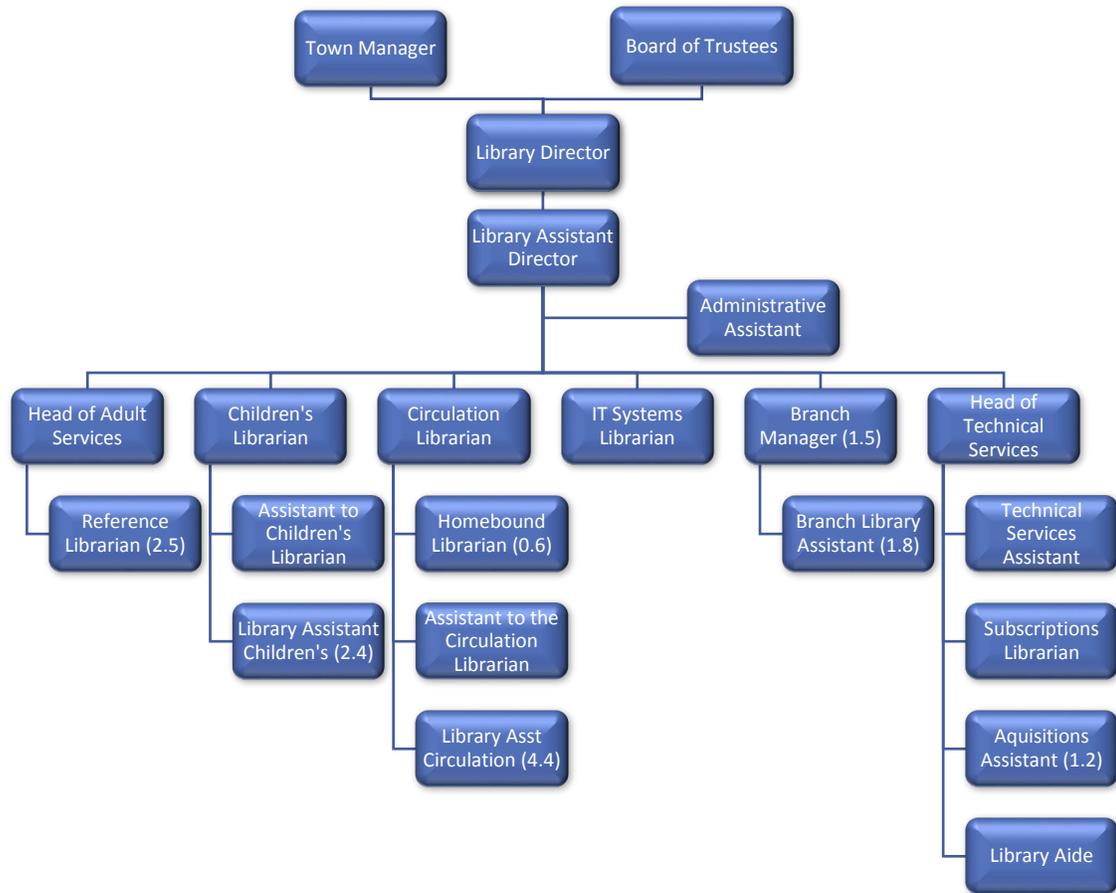




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# PUBLIC LIBRARY

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## 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 31,532, which expands to 108,000 in the summer. The Main Library, with branches located in North and East Falmouth, house the largest and most comprehensive collection of 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 and the Friends of the Falmouth Public Library provide additional funding that is used to enhance library services with programs for the children, teens and adults of the community. The Library had over 350,000 visitors this past year and serves many more with digital services and collections. The Falmouth Public Library is a highly valued community resource and is part of the Cape and Islands Library Network.

## DEPARTMENT GOALS

1. Provide and promote library spaces that respond to user needs
2. Plan for the regular and recurring updating and replacement of technology
3. Respond to needs identified by the community for literacy in the use of the library collections, resources, and services
4. Improve access and develop outdoor reading space at the East Branch

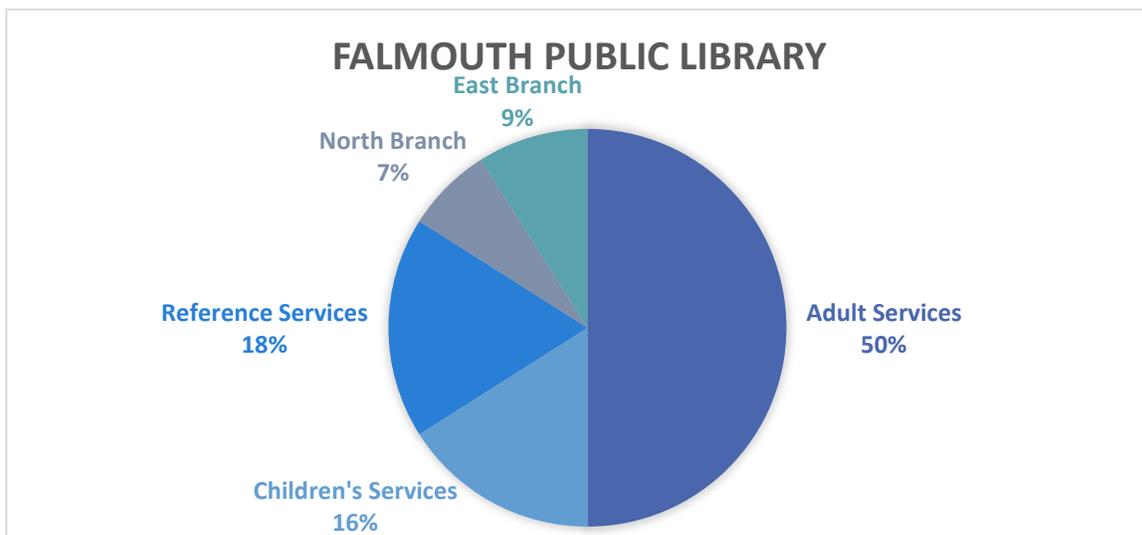
# PUBLIC LIBRARY

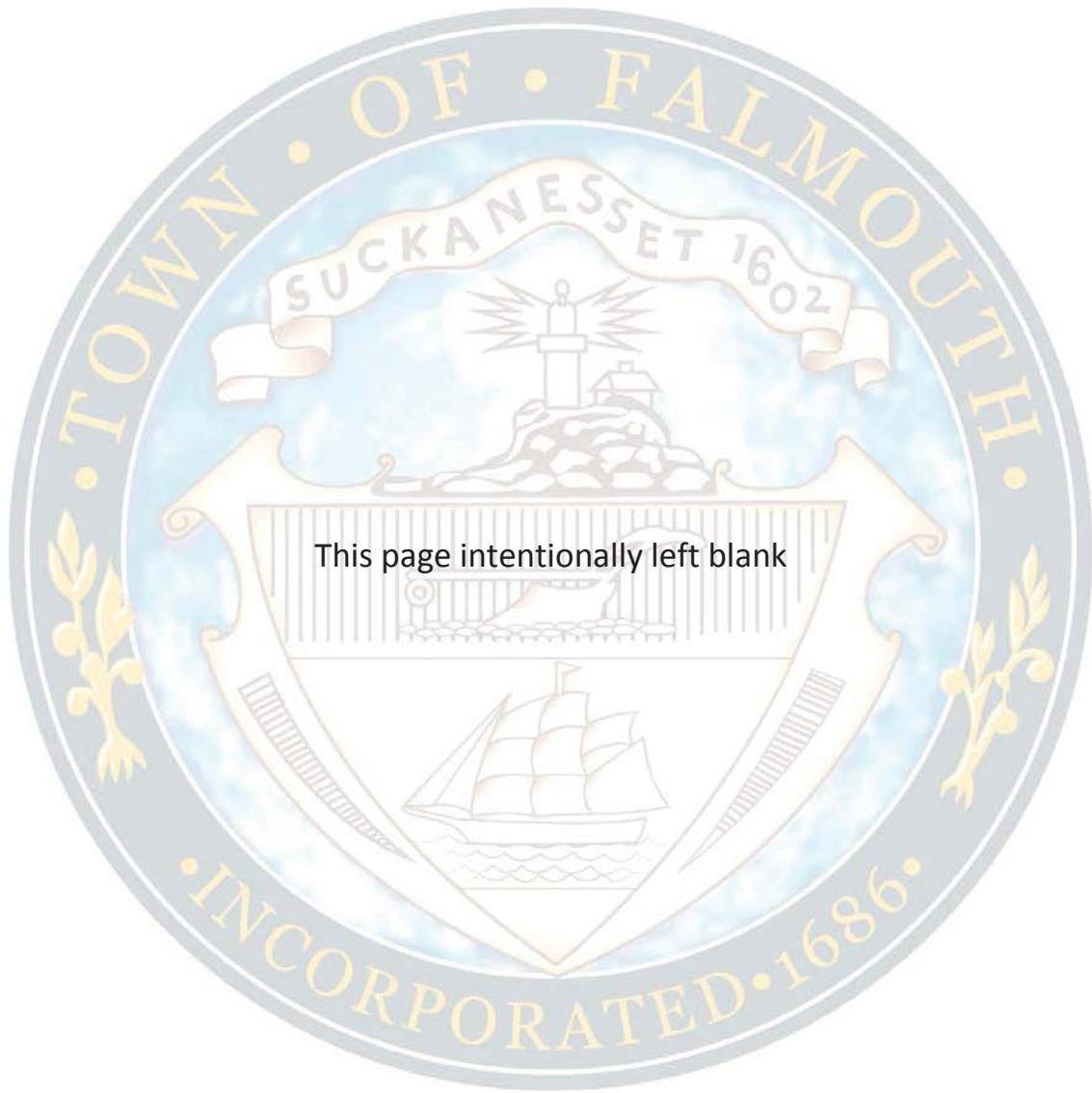
<i>PUBLIC LIBRARY</i>						
		<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
01-610-5110	SALARY & WAGES-PERMANENT	\$1,482,293	\$1,469,070	\$1,487,063	\$1,625,846	\$1,571,397
<b>TOTAL SALARIES</b>		<b>\$1,482,293</b>	<b>\$1,469,070</b>	<b>\$1,487,063</b>	<b>\$1,625,846</b>	<b>\$1,571,397</b>
01-610-5211	ENERGY-FUEL OIL	\$3,650	\$2,074	\$3,650	\$3,000	\$3,000
01-610-5212	ENERGY-ELECTRICITY	\$70,000	\$63,123	\$78,000	\$75,000	\$75,000
01-610-5213	ENERGY-NATURAL GAS	\$15,000	\$20,987	\$12,000	\$12,000	\$12,000
01-610-5243	REPR/MAINT-EQUIPMENT	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
01-610-5271	RENTL/LEASE-EQUIPMENT	\$200	\$196	\$200	\$200	\$200
01-610-5318	PROFSL/TECHNCL-LIBRARY-W FAL*	\$19,313	\$19,313	\$19,313	\$19,313	\$19,313
01-610-5319	PROFSL/TECHNCL-LIBRARY-WH*	\$19,313	\$19,313	\$19,313	\$19,313	\$19,313
01-610-5341	COMMUNICATION-TELEPHONE	\$3,000	\$3,051	\$3,000	\$3,100	\$3,100
01-610-5342	COMMUNICATION-POSTAGE	\$3,029	\$1,317	\$1,800	\$1,800	\$1,800
01-610-5346	COMMUNICATION-COMPTR LINE	\$3,060	\$1,598	\$1,800	\$1,800	\$1,800
01-610-5347	COMMUNICATION-COP RES SHR	\$59,894	\$57,858	\$67,243	\$65,500	\$65,500
01-610-5380	OTR PRCH SRV-CNTRCT SRVC	\$16,450	\$16,053	\$16,500	\$20,500	\$20,500
01-610-5510	EDUC SUPLY-BOOKS *	\$259,097	\$259,097	\$269,455	\$262,488	\$262,488
01-610-5580	OTHER SUPPLIES-LIBRARY	\$13,650	\$20,167	\$14,000	\$15,000	\$15,000
01-610-5582	OTHER SUPPLIES-COMPUTER	\$10,500	\$10,733	\$11,000	\$12,000	\$12,000
01-610-5711	AUTO ALLOWANCE	\$2,000	\$1,851	\$2,000	\$2,000	\$2,000
01-610-5730	DUES & MEMBERSHIPS	\$300	\$212	\$300	\$300	\$300
01-610-5875	TECHNOLOGY	\$10,800	\$10,850	\$11,000	\$11,000	\$11,000
<b>TOTAL EXPENSES</b>		<b>\$510,756</b>	<b>\$509,293</b>	<b>\$532,074</b>	<b>\$525,814</b>	<b>\$525,814</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$1,993,049</b>	<b>\$1,978,364</b>	<b>\$2,019,137</b>	<b>\$2,151,660</b>	<b>\$2,097,211</b>

# PUBLIC LIBRARY

## FY20 SALARIES & WAGES

PUBLIC LIBRARY - 610											
	Group	Grade	FY20 STEP	Name	Job Title	Rate	Hours	weekly	Wks	Total	
1	22	6	7	AIKEN CAROLINE M	LIBASST OVERDUE	23.79	37.5	892.13	52.2	46,569	
2	22	10	7	AMON TAMMY	CIRC LIBRARIAN	31.18	37.5	1,169.25	52.2	61,035	
3	23	3	7	ASHWORTH LORRAINE	LIBRARY AIDE	19.39	10	193.90	52.2	10,122	
4	23	6	2	ASLANIAN PAUL G	LIB ASST CIRC	19.54	14	273.56	52.2	14,280	
4	22	10	7	BORDEN MARGARET L	BRANCH LIB EAST	31.18	33	1,028.94	52.2	53,711	
5	22	10	7	BURGESS DONNA	REFERENCE LIBRN	31.18	20	623.60	52.2	32,552	
6	23	3	7	BURGESS KATHLEEN H	LIBRARY AIDE	19.39	10	193.90	52.2	10,122	
7	22	7	7	CAREY RYAN MATTHEW	LIB ASST - EAST	25.45	32.5	827.13	52.2	43,176	
8	24	10	8	COLLINS LINDA E	LIBRARY DIRECTOR	50.20	40	2,008.00	52.2	104,818	
9	22	10	7	COOK PETER D	INFO SYSTEMS LI	31.18	37.5	1,169.25	52.2	61,035	
10	22	6	4	COUCH CHRISTIE	TECH SERV ASST	21.15	20	423.00	52.2	22,081	
11	22	11	7	DEWALL KIMBERY	TECH SERV LIBR	33.36	37.5	1,251.00	52.2	65,302	
12	23	3	3	DONOVAN LISA	LIB AIDE	16.58	10	165.80	52.2	8,655	
13	22	8	7	DURIVAGE DARYL J.	TECH SERV ASSOC	27.23	20	544.60	52.2	28,428	
14	22	11	7	ERICKSON JILL	ADLT SERV REF L	33.36	37.5	1,251.00	52.2	65,302	
15	22	9	7	FARLAND ELIZABETH	ADMIN ASSISTANT	29.14	37.5	1,092.75	52.2	57,042	
16	22	10	7	FORD LAURA E S	CHILDRENS LIBRY	31.18	37.5	1,169.25	52.2	61,035	
17	22	6	4	GARDNER JANET	AQU ASST	21.15	23	486.45	52.2	25,393	
18	22	8	7	HUNT KIM	SUBS LIBRN	27.23	37.5	1,021.13	52.2	53,303	
19	22	6	7	HUSSEY SANDRA	LIB ASST-CHILD	23.79	28	666.12	52.2	34,771	
20	22	10	7	LEE FAITH R	REF LIB	31.18	37.5	1,169.25	52.2	61,035	
21	23	3	5	LITTLE JOSIE	LIBRARY AID	17.92	10	179.20	52.2	9,354	
22	23	6	7	LYNCH CHRISTINE M	LIB ASST CIRC	23.77	15	356.55	52.2	18,612	
23	23	7	4	MAURER JOSEPH	LIB AIDE	22.61	17	384.37	52.2	20,064	
24	22	6	7	MCCAIVITT NICOLAS O	ACQUIS ASST-REC	23.79	20	475.80	52.2	24,837	
25	22	10	7	MCNEE LAURIE	SUPERVISR-NORTH	31.18	24.5	763.91	52.2	39,876	
26	23	6	7	MOREAU ROBERT L	LIB AST/ON-CALL	23.77	13	309.01	52.2	16,130	
27	22	6	7	MURPHY MARTHA B	LIB ASST CHILD	23.79	29	689.91	52.2	36,013	
28	23	3	2	O'CONNOR JESSICAL L	LIB AIDE	15.93	10	159.30	52.2	8,315	
28	22	7	7	PLUEDDEMANN MAREN T	TECH SERVICES ASST	25.45	37.5	954.38	52.2	49,818	
29	22	7	7	ROSE GAIL	LIB ASST ILL	25.45	37.5	954.38	52.2	49,818	
30	22	6	6	SEALES STEPHANIE	LIB ASST	22.87	33	754.71	52.2	39,396	
31	22	7	7	SKINNER DONNA J	CHILDS LIB ASST	25.45	37.5	954.38	52.2	49,818	
32	22	6	7	WALBERT REBEKAH	LIB ASST/ARAV	23.79	37.5	892.13	52.2	46,569	
33	22	6	7	WALSH, STEPHEN	LIB ASST CIR	23.79	25	594.75	52.2	31,046	
34	24	8	8	WOODWARD JENNIFER	ASST LIBRARY DIR	42.43	40	1,697.20	52.2	88,594	
35	22	8	7	WOOL LAURA	LIB TO HMEBOUND	27.23	24	653.52	52.2	34,114	
36	22	10	2	VACANT	REF LIBRARIAN	25.63	37.5	961.13	52.2	50,171	
				<b>SEASONAL/SUB HELP</b>						<b>8,833</b>	
				<b>SHIFT DIFFERENTIAL</b>	<b>\$2.00/HR @ 56 HRS/WK</b>				<b>52.2</b>	<b>5,846</b>	
				<b>SUNDAY HOURS</b>						<b>24,407</b>	
						<b>FTE</b>	<b>27.9</b>				<b>1,571,397</b>

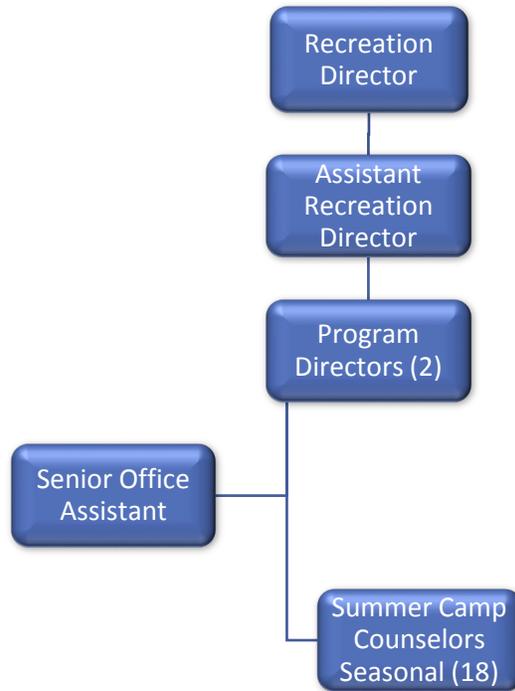




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# RECREATION

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## 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 Canty 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.

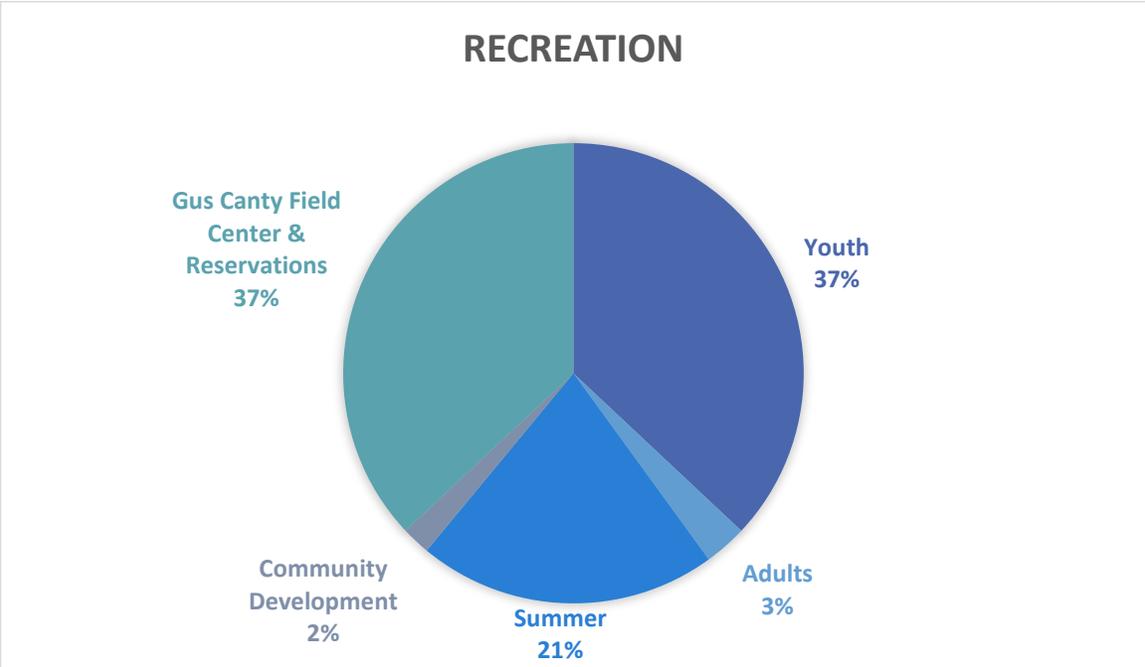
# RECREATION

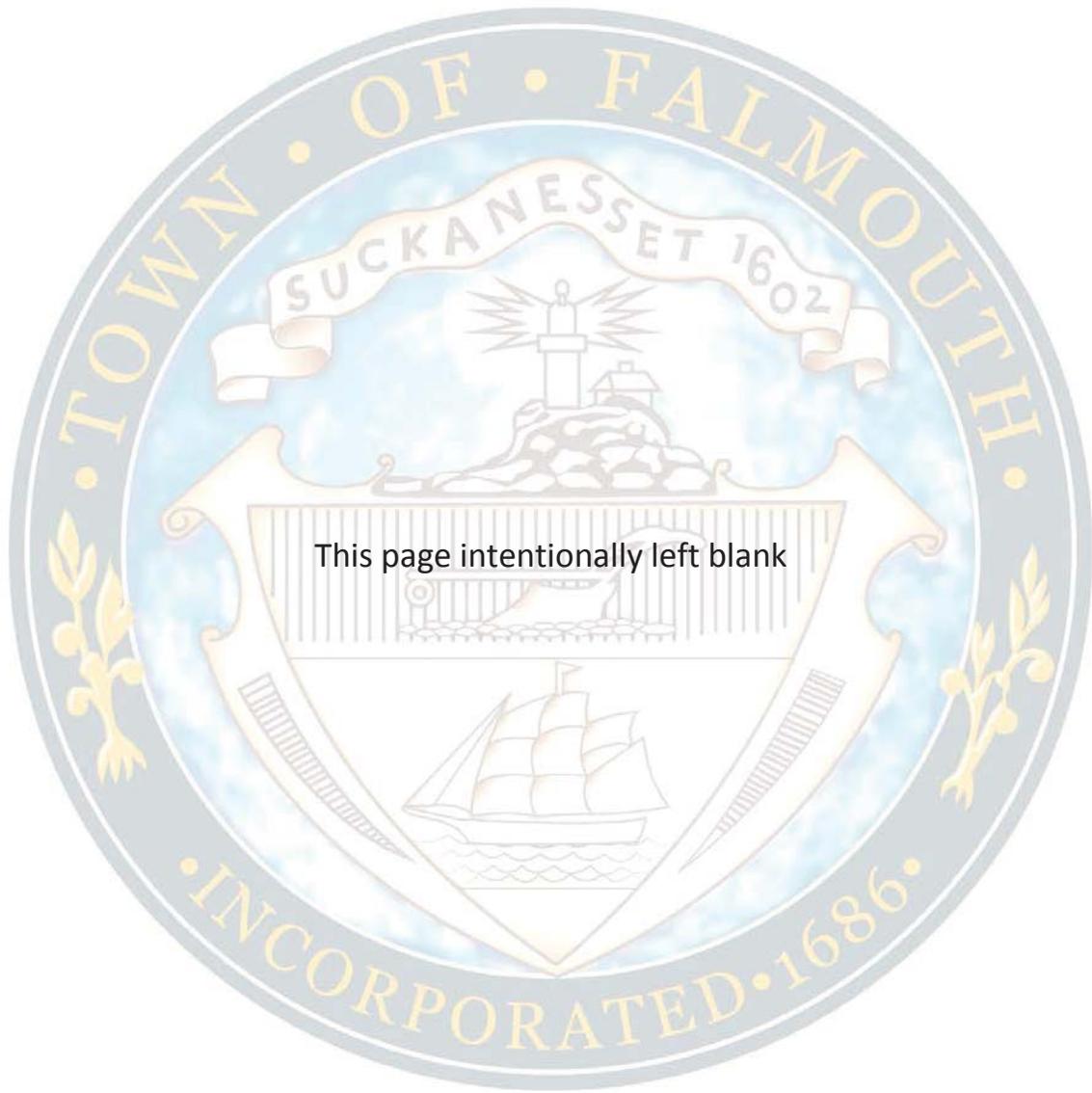
RECREATION DEPARTMENT						
Account #	Account Description	FY 2018 Appropriated	FY 2018 Expended	FY 2019 Appropriated	FY 2020 Requested	FY 2020 Approved
01-630-5110	SALARY & WAGES-PERMANENT	\$278,036	\$199,724	\$259,611	\$271,300	\$271,300
01-630-5120	SALARY & WAGES-TEMPORARY	\$52,974	\$75,901	\$52,974	\$77,742	\$77,742
01-630-5130	ADDITIONAL GROSS-OVERTIME	\$3,500	\$7,182	\$3,500	\$3,500	\$3,500
<b>TOTAL SALARIES</b>		<b>\$334,510</b>	<b>\$282,807</b>	<b>\$316,085</b>	<b>\$352,542</b>	<b>\$352,542</b>
01-630-5212	ENERGY-ELECTRICITY	\$33,700	\$29,939	\$33,700	\$33,700	\$33,700
01-630-5213	ENERGY-NATURAL GAS	\$32,435	\$20,289	\$32,435	\$30,935	\$30,935
01-630-5243	REPR/MAINT-EQUIPMENT	\$8,000	\$6,021	\$8,000	\$8,000	\$8,000
01-630-5319	PROF/TECH-CONTRACT SERV*	\$42,070	\$43,469	\$17,070	\$17,070	\$17,070
01-630-5340	COMMUNICATION-PRINTING	\$4,500	\$1,538	\$4,500	\$4,500	\$4,500
01-630-5341	COMMUNICATION-TELEPHONE	\$2,250	\$1,970	\$2,250	\$2,250	\$2,250
01-630-5342	COMMUNICATION-POSTAGE	\$200	\$0	\$200	\$200	\$200
01-630-5354	RECREATIONL-YTH BSKTBALL*	\$8,450	\$8,417	\$8,450	\$8,450	\$8,450
01-630-5357	RECREATIONAL-YTH SOCCER*	\$13,000	\$12,383	\$13,000	\$13,000	\$13,000
01-630-5359	RECREATNL-SOFTBALL GIRLS*	\$1,000	\$0	\$1,000	\$1,000	\$1,000
01-630-5363	RECREATNL-YTH SUMMER CMP*	\$31,500	\$30,682	\$31,500	\$33,000	\$33,000
01-630-5364	RECREATNL-YOUTH SAILING*	\$1,500	\$1,398	\$1,500	\$1,500	\$1,500
01-630-5365	RECREATNL-YTH INDOOR SOC*	\$1,800	\$1,257	\$1,800	\$1,800	\$1,800
01-630-5366	RECREATNL-YOUTH BASEBALL*	\$5,600	\$4,768	\$5,600	\$5,600	\$5,600
01-630-5367	RECRTNL-ADULT MEN BSKTBL*	\$6,350	\$5,380	\$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	\$1,442	\$1,500	\$1,500	\$1,500
01-630-5710	IN-STATE TRAVEL	\$250	\$450	\$250	\$250	\$250
01-630-5730	DUES & MEMBERSHIPS	\$750	\$375	\$750	\$750	\$750
<b>TOTAL EXPENSES</b>		<b>\$197,246</b>	<b>\$172,169</b>	<b>\$172,246</b>	<b>\$172,246</b>	<b>\$172,246</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$531,756</b>	<b>\$454,975</b>	<b>\$488,331</b>	<b>\$524,788</b>	<b>\$524,788</b>

RECREATION DEPARTMENT - 630											
FY20 SALARIES & WAGES											
Group	Grade	FY20 STEP	Name	Job Title	Rate	Hour	Weekly	Wks	Total		
1	24	8	5	OLENICK JOSEPH E	REC DIRECTOR	38.84	40	1,553.60	52.2	81,098	
2	11	9	2	VACANT	ASST DIRECTOR	23.09	40	923.60	52.2	48,212	
3	11	8	4	FLYNN MATTHEW	PROGRAM DIRECTOR	23.34	40	933.60	52.2	48,734	
4	11	8	2	KEANEY JACQUELINE M	PROGRAM DIRECTOR	21.58	40	863.20	52.2	45,059	
5	11	6	2	VACANT	SR. OFFICE ASST	18.85	37.5	706.88	52.2	36,899	
6				JOHN SCHARFF	YEAR ROUND PART-TIME	18.85	19.5	216.45	52.2	11,298	
						<b>FTE</b>	<b>5.5</b>				<b>271,300</b>

# RECREATION

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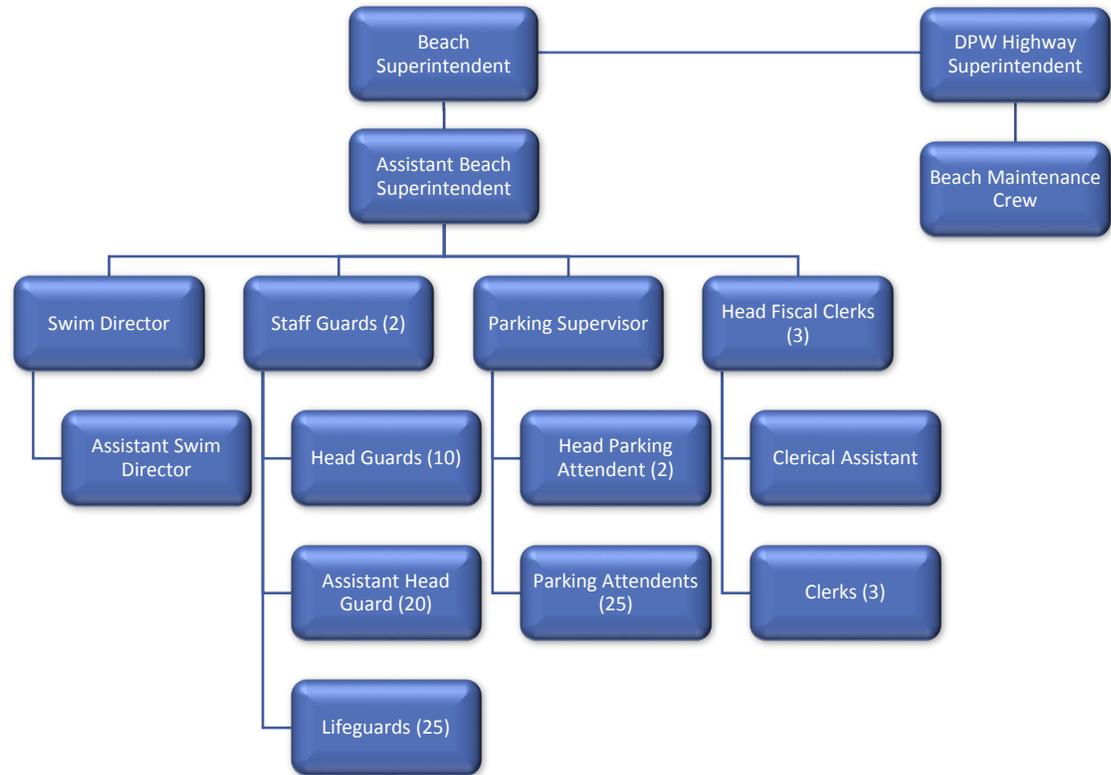




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# BEACH DEPARTMENT

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## 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 stickers. It also provides swimming lessons for children 4 years old and up, and conducts a lifeguard training class for children 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. New Bathhouse Design
4. New Food Serving Windows
5. Staff Development/Safety
6. Beach Cleanliness and Sanitation
7. Restore Deteriorated Beach Gates, Stairs, Dune Walls and Fencing

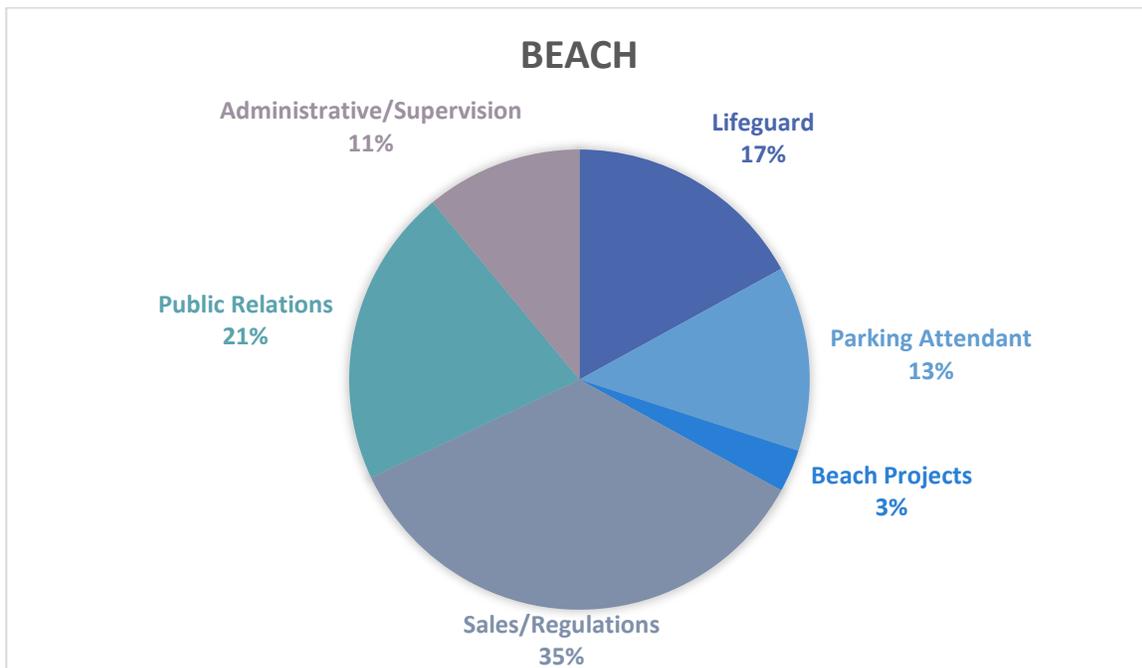
# BEACH DEPARTMENT

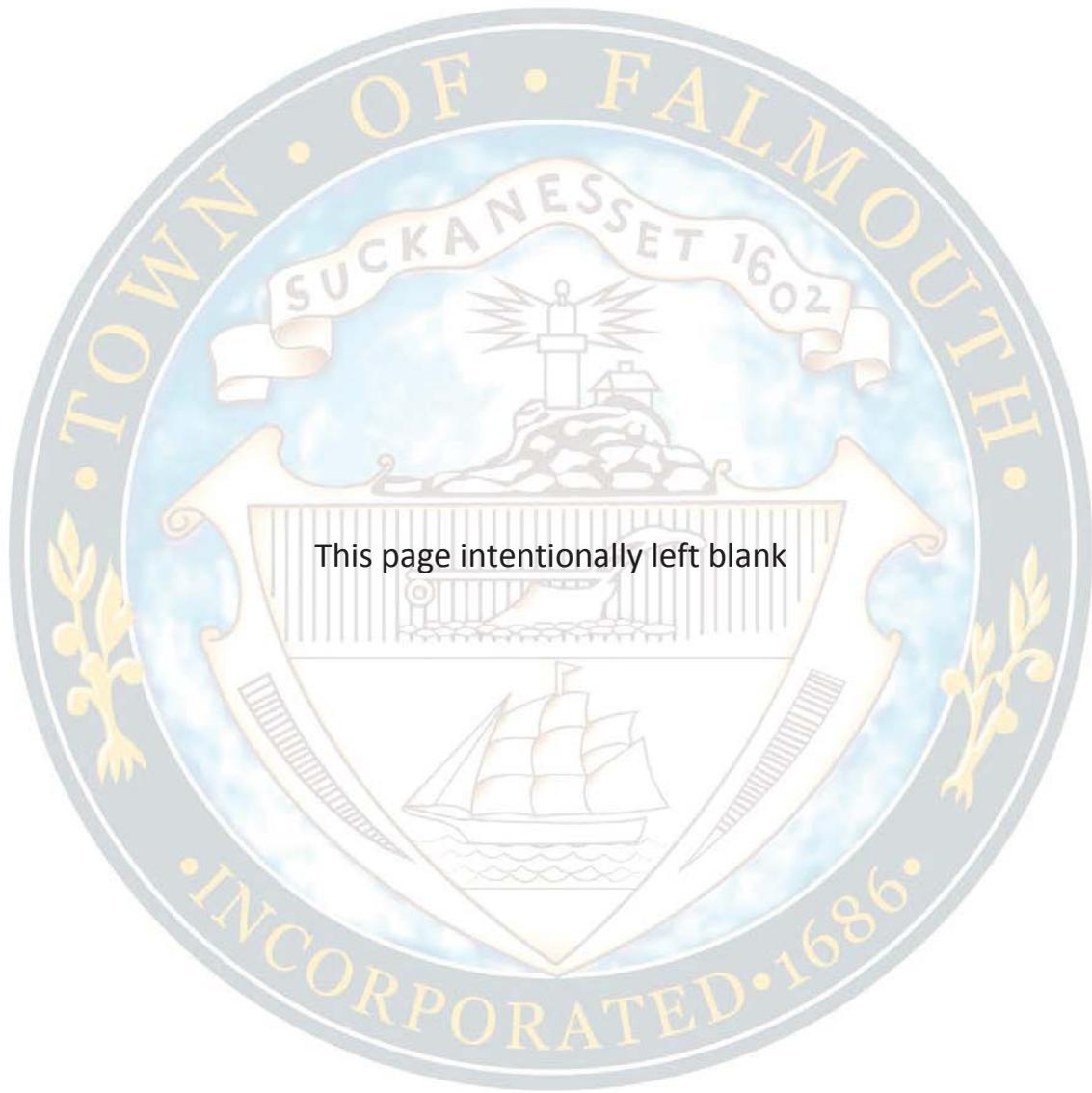
<i>BEACH DEPARTMENT</i>						
		<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
01-632-5120	SALARY & WAGES-TEMPORARY	\$555,926	\$514,255	\$584,785	\$642,178	\$643,609
<b>TOTAL SALARIES</b>		<b>\$555,926</b>	<b>\$514,255</b>	<b>\$584,785</b>	<b>\$642,178</b>	<b>\$643,609</b>
01-632-5212	ENERGY-ELECTRICITY	\$1,800	\$1,768	\$1,800	\$1,800	\$1,800
01-632-5272	RENTL/LEASE-POOL	\$1,000	\$956	\$1,000	\$1,000	\$1,000
01-632-5340	COMMUNICATION-PRINTING	\$7,000	\$5,229	\$7,000	\$8,000	\$7,000
01-632-5341	COMMUNICATION-TELEPHONE	\$5,800	\$6,648	\$7,800	\$7,800	\$7,800
01-632-5343	COMMUNICATION-ADVERTISING	\$300	\$304	\$100	\$300	\$300
01-632-5345	COMMUNICATION-SECURTY SYS	\$600	\$299	\$600	\$600	\$600
01-632-5420	OFFICE SUPPLIES	\$500	\$404	\$500	\$500	\$500
01-632-5500	MEDICAL/SURGICAL SUPPLIES	\$2,500	\$2,281	\$2,200	\$2,500	\$2,200
01-632-5583	OTHER SUPLIES-UNFM/ACCSRS	\$8,000	\$9,911	\$8,000	\$9,000	\$9,000
01-632-5584	OTHER SUPLIES-SAFETY EQPT	\$3,900	\$4,643	\$2,900	\$5,700	\$2,900
01-632-5585	OTHER SUPPLIES-DEPT	\$7,900	\$5,329	\$7,900	\$7,900	\$7,900
01-632-5711	AUTO ALLOWANCE	\$6,375	\$5,677	\$5,875	\$5,875	\$5,875
01-632-5781	STAFF DEVELOPMENT	\$3,500	\$3,336	\$3,500	\$3,500	\$3,500
01-632-5800	BEACH NOURISHMENT*	\$25,000	\$6,855	\$25,000	\$25,000	\$25,000
<b>TOTAL EXPENSES</b>		<b>\$74,175</b>	<b>\$53,641</b>	<b>\$74,175</b>	<b>\$79,475</b>	<b>\$75,375</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$630,101</b>	<b>\$567,896</b>	<b>\$658,960</b>	<b>\$721,653</b>	<b>\$718,984</b>

# BEACH DEPARTMENT

## FY20 SALARIES & WAGES

BEACH DEPARTMENT - 632 FY20											
	Group	Grade	Step	#	Job Title	Rate	Hour	Weekly	Wks	Total	
1	29	1	1	10	PARKING LOT ATT	12.00	40	480.00	10	48,000	
2	29	1	2	10	PARKING LOT ATT	12.60	40	504.00	10	50,400	
3	29	1	3	5	PARKING LOT ATT	13.23	40	529.20	10	26,460	
4	29	2	2	3	CLERKS	13.10	40	524.00	10	15,720	
5	29	2	2	2	CLERKS PRE/POST	13.10	40	524.00	1	1,048	
6	29	3	2	1	CLERICAL ASST	13.63	20	272.60	10	2,726	
7	29	7	3	1	CLERICAL ASST PRE/POST	18.76	20	375.20	1	375	
8	29	3	3	2	HEAD PRKG ATTEND	14.31	45	643.95	10	12,879	
9	29	3	3	1	PARKING SUPER	14.31	50	715.50	10	7,155	
10	29	7	3	10	LIFEGUARD	18.76	42.5	797.30	9	71,757	
11	29	4	1	15	LIFEGUARD	13.89	42.5	590.33	9	79,694	
12	29	5	1	10	WATRSAFETY/ASST HD GUARD	14.86	42.5	631.55	9	56,840	
13	29	5	2	10	WATRSAFETY/ASST HD GUARD	15.60	42.5	663.00	10	66,300	
14	29	6	1	5	HEAD GUARD	15.90	42.5	675.75	9	30,409	
15	29	6	2	5	HEAD GUARD	16.70	42.5	709.75	10	35,488	
16	29	7	2	1	HEAD FIS CLERK PRE/POST	17.86	25	446.50	3	1,340	
17	29	7	2	1	HEAD FISCAL CLERK	17.86	25	446.50	10	4,465	
18	29	7	1	2	HEAD FISCAL CLERK	17.01	25	425.25	10	8,505	
19	29	7	3	2	STAFF GUARD	18.76	50	938.00	10	18,760	
20	29	7	3	2	STAFF GUARD PRE/POST	18.76	20	375.20	4	3,002	
21	29	7	3	1	ASST SWIM DIR	18.76	40	750.40	9	6,754	
22	29	7	3	1	ASST SWIM DIR PRE/POST	18.76	40	750.40	1	750	
23	29	8	3	1	SWIM PROGRAM DIR	20.07	40	802.80	9	7,225	
24	29	8	3	1	SWIM PROG DIR PRE/POST	20.07	40	802.80	2	1,606	
25	29	9	3	1	ASST SUPERINTENDENT	21.47	50	1,073.50	12	12,882	
26	29	9	3	1	ASST SUPER PRE/POST	21.47	12	257.64	30	7,729	
27	29	11	3	1	SUPERINTENDENT	24.48	50	1,224.00	12	14,688	
28	29	11	3	1	SUPER PRE/POST	24.48	20	489.60	40	19,584	
<b>TOTAL EMPLOYEES:</b>				<b>106</b>			<b>FTE</b>	<b>19</b>			
					<b>PA'S FOR HEIGHTS</b>					<b>3,980</b>	
					<b>EXTENDED SEASON COSTS</b>					<b>27,090</b>	<b>643,609</b>

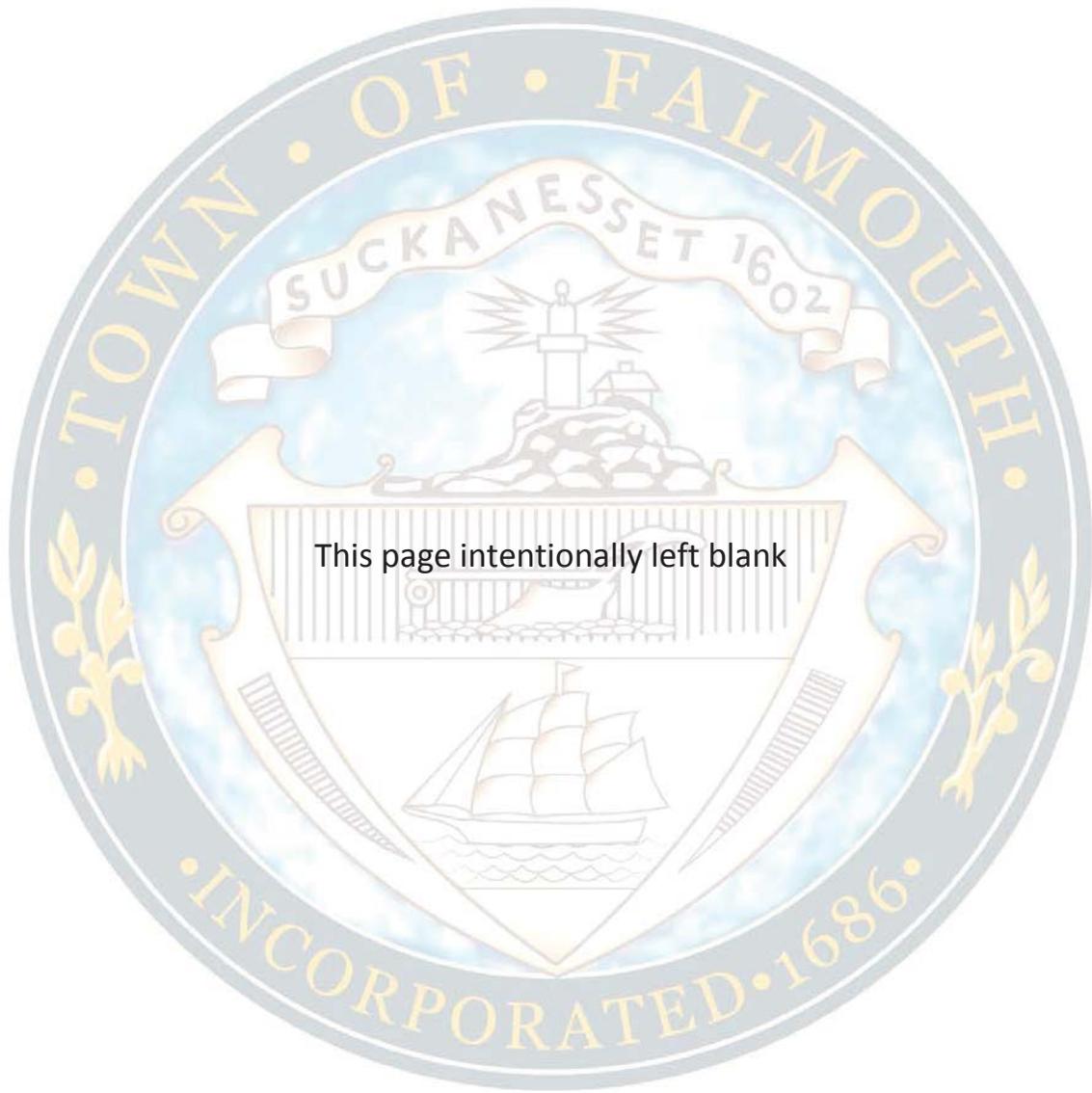




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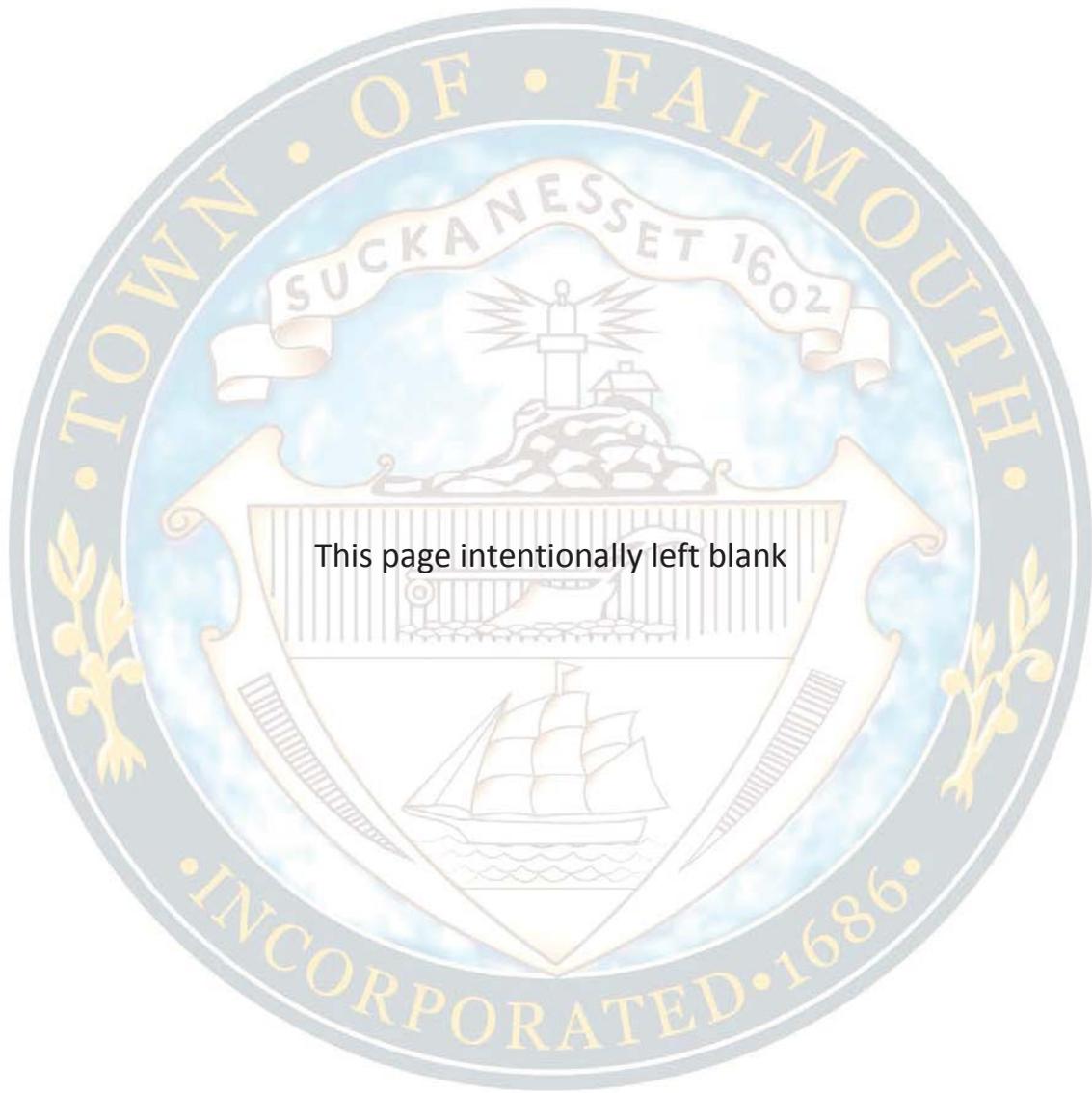
# BIKEWAYS

<i>BIKEWAYS</i>						
		<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
01-633-5340	COMMUNICATION-PRINTING	\$1,860	\$1,800	\$1,980	\$1,980	\$1,980
<b>TOTAL EXPENSES</b>		<b>\$1,860</b>	<b>\$1,800</b>	<b>\$1,980</b>	<b>\$1,980</b>	<b>\$1,980</b>



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**EDUCATION DEPARTMENT  
BUDGET**

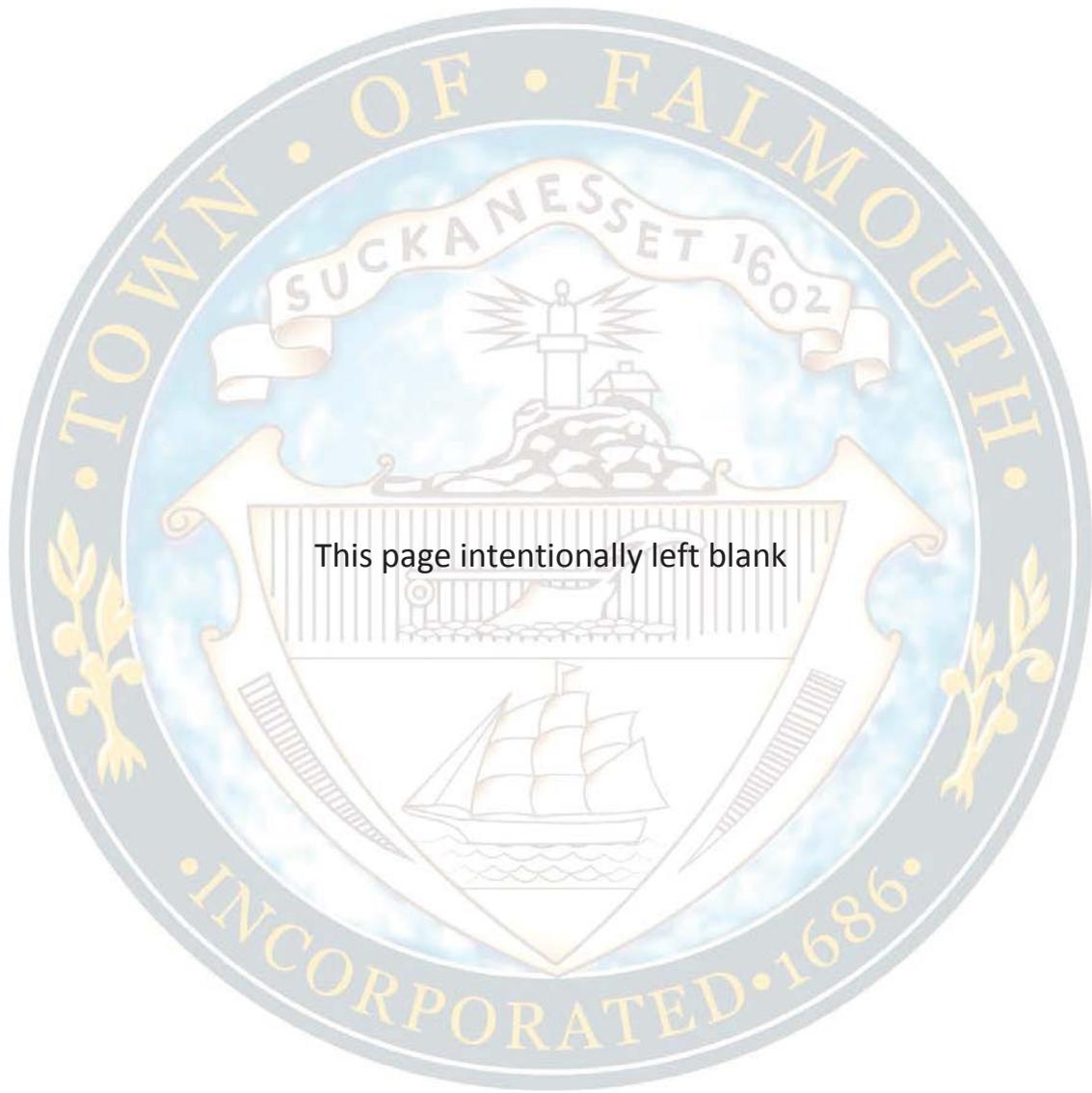


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# FALMOUTH SCHOOL DEPARTMENT

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<i>FALMOUTH SCHOOL DEPARTMENT</i>						
		FY 2018	FY 2018	FY 2019	FY 2020	FY 2020
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
	SCHOOL DEPARTMENT	\$46,588,529	\$43,576,189	\$47,823,129	\$48,923,061	\$48,923,061
<b>TOTAL EXPENSES</b>		<b>\$46,588,529</b>	<b>\$43,576,189</b>	<b>\$47,823,129</b>	<b>\$48,923,061</b>	<b>\$48,923,061</b>

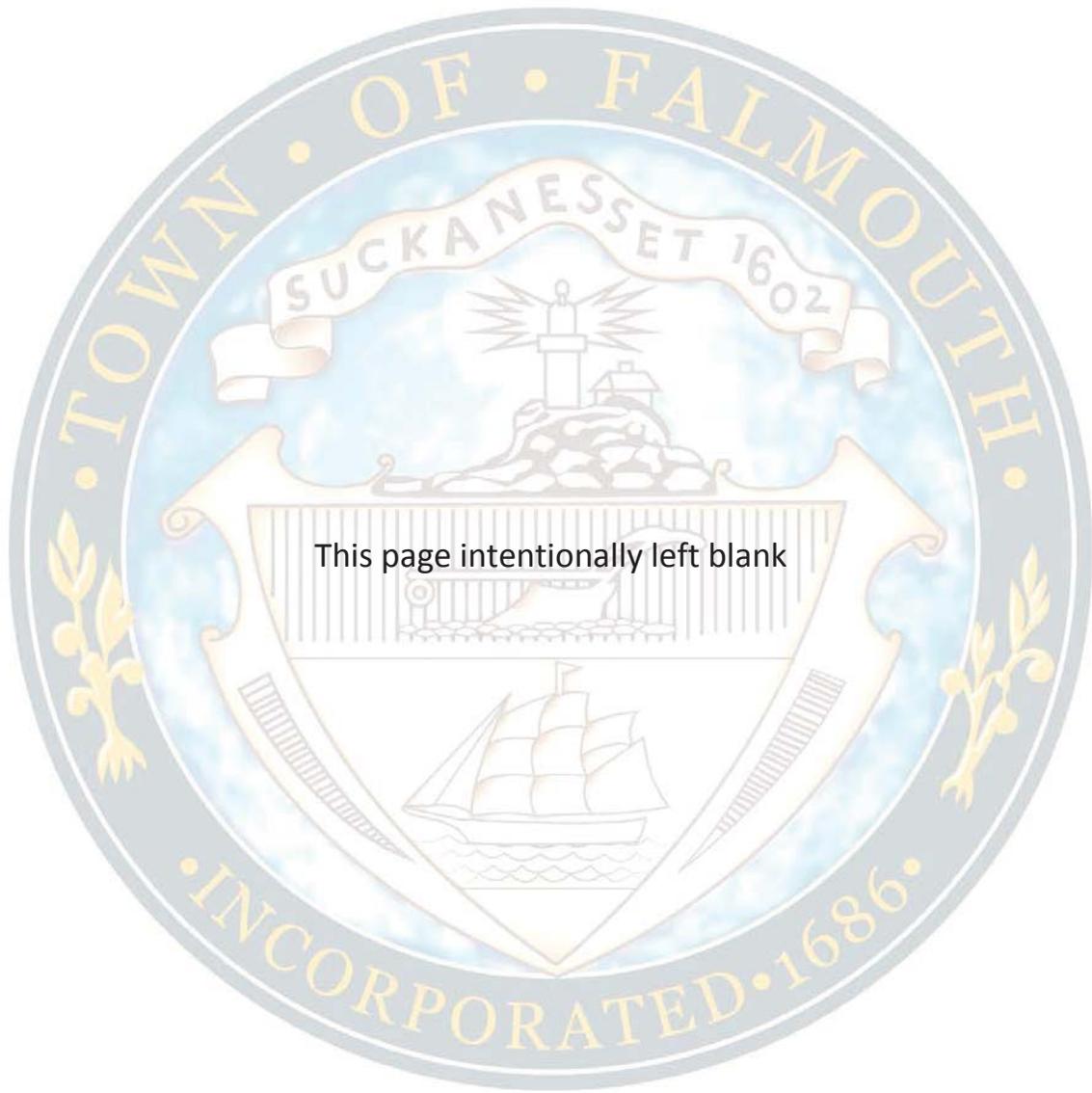


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# UPPER CAPE REGIONAL TECHNICAL SCHOOL

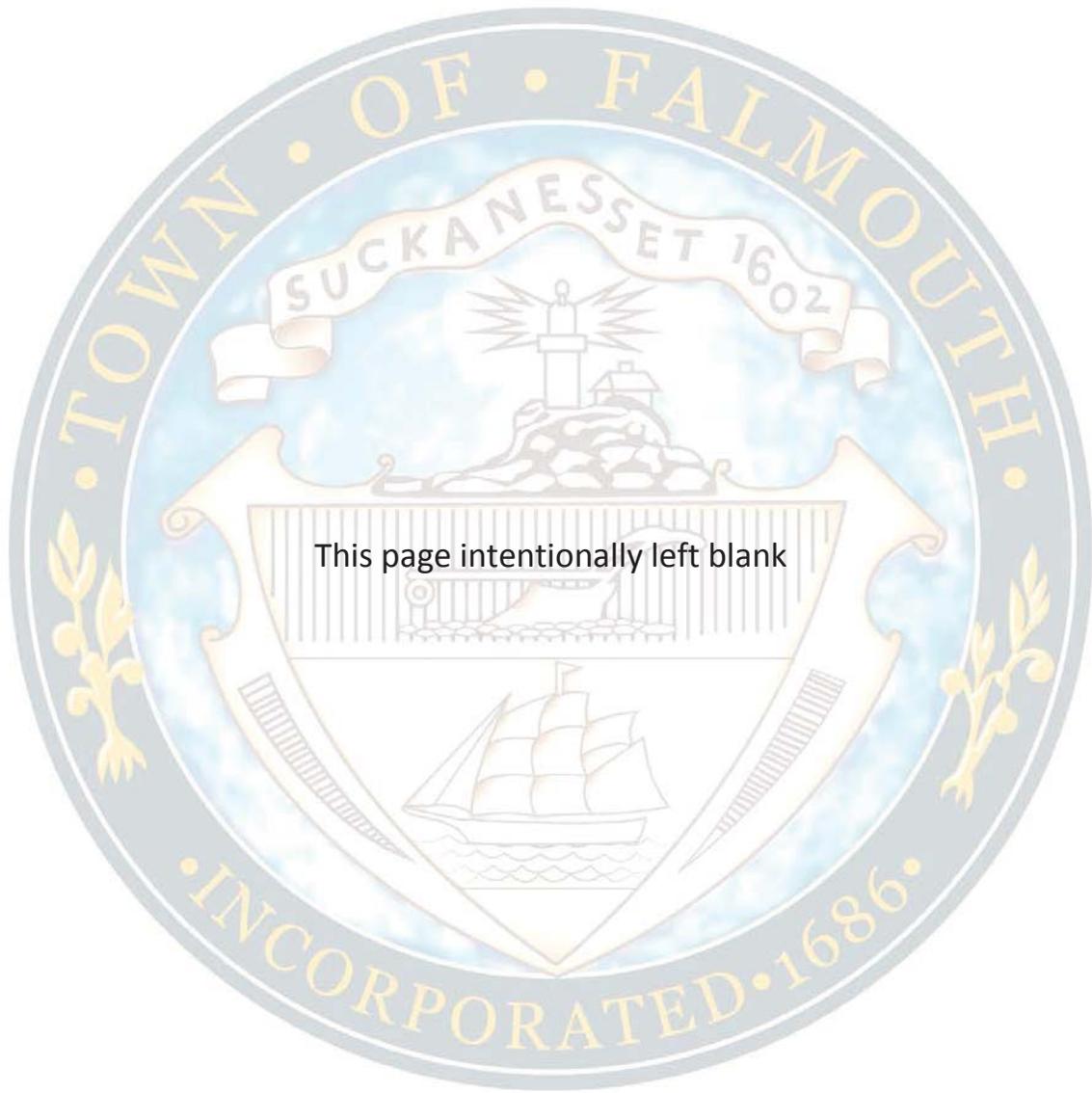
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<i>UPPER CAPE REGIONAL TECHNICAL SCHOOL</i>						
		<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
	UPPER CAPE REGIONAL VOKE	\$2,520,163	\$2,520,163	\$2,791,949	\$3,166,867	\$3,167,022
	CAPITAL	\$103,429	\$103,429	\$103,429	\$103,274	\$103,274
	<b>TOTAL EXPENSES</b>	<b>\$2,623,592</b>	<b>\$2,623,592</b>	<b>\$2,895,378</b>	<b>\$3,270,141</b>	<b>\$3,270,296</b>



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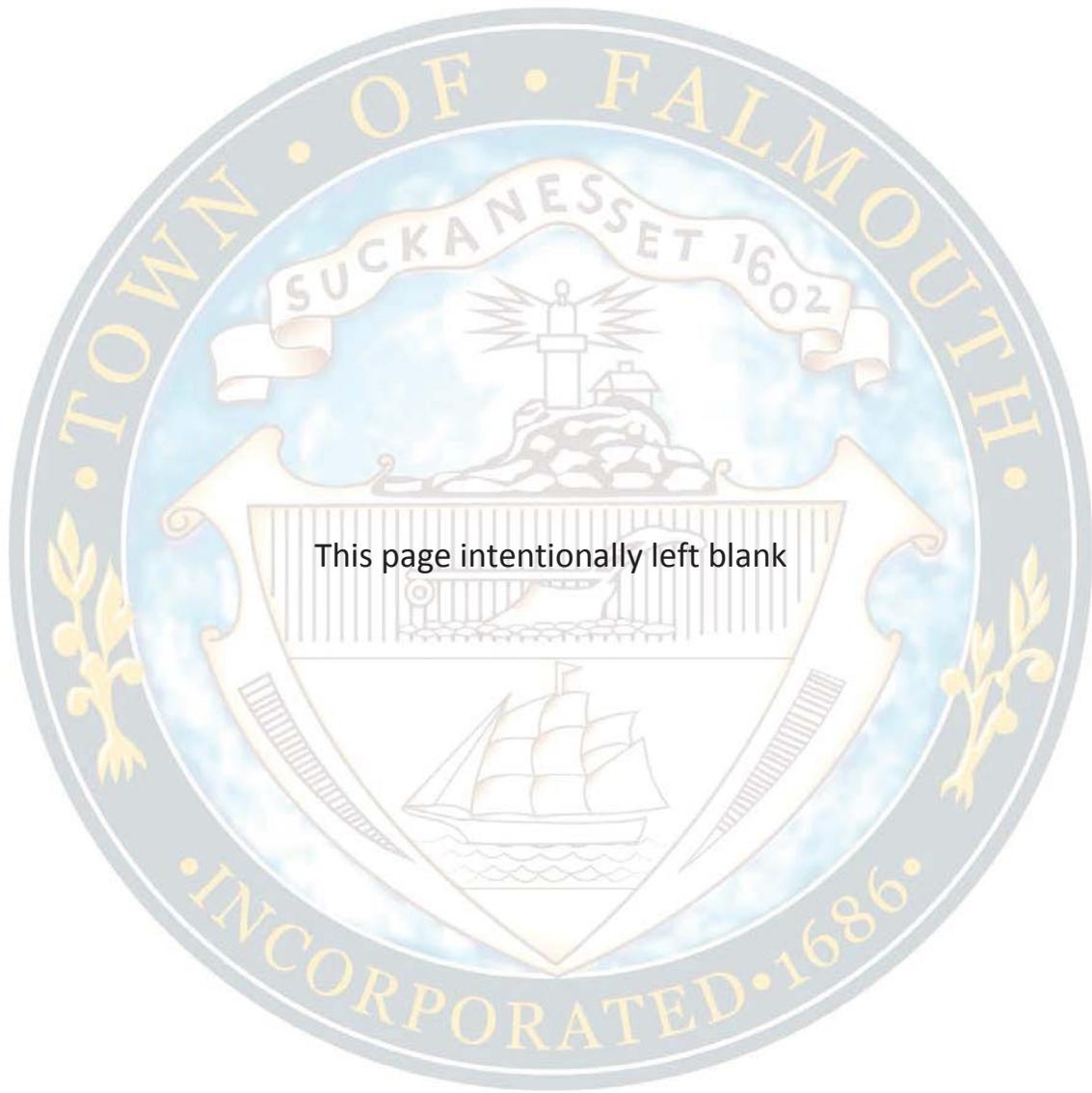
# EMPLOYEE BENEFITS BUDGET



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# RETIREMENT BENEFITS

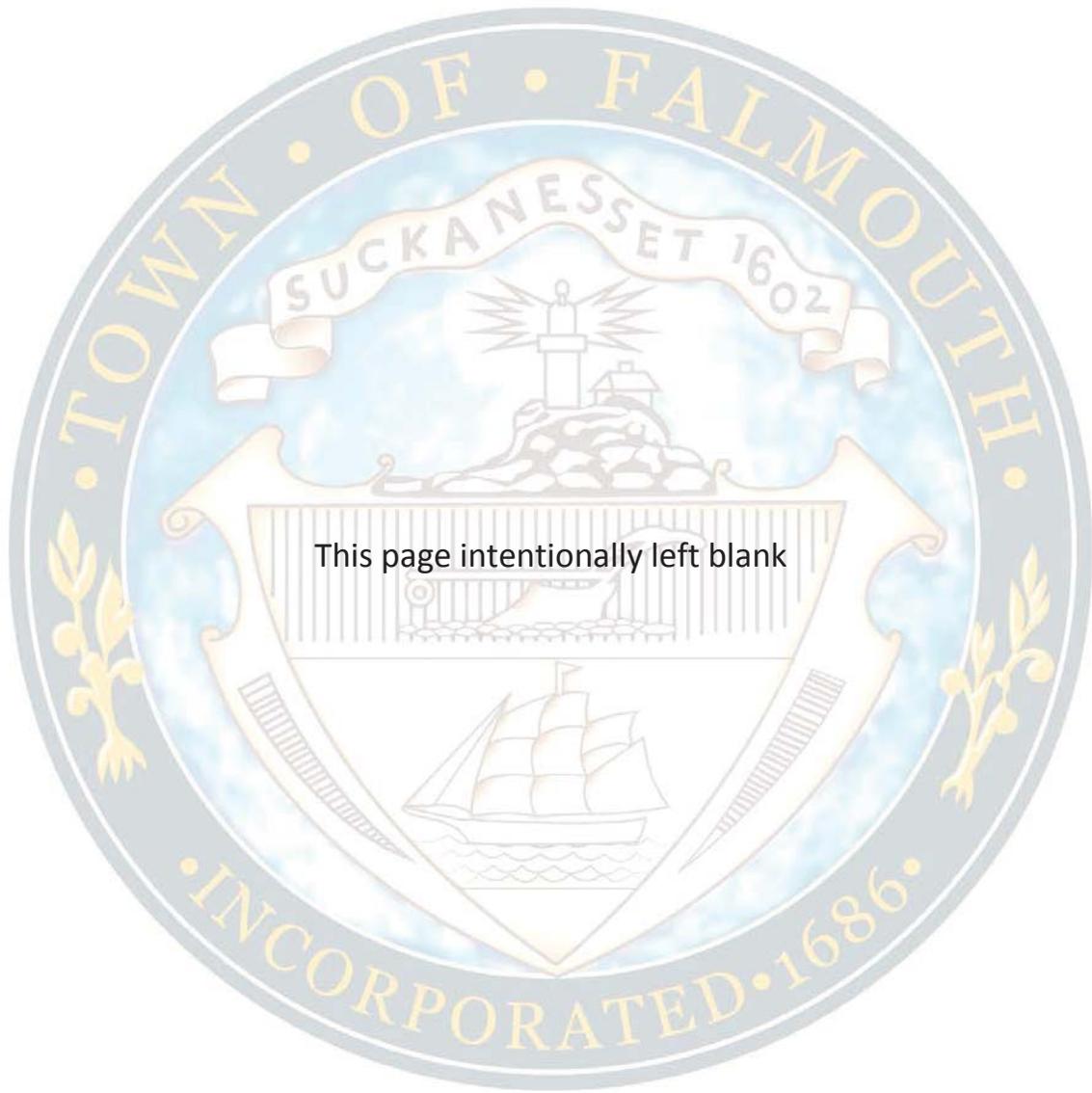
<i>RETIREMENT BENEFITS</i>						
		<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
01-911-5171	FRINGE BEN-RETRMNT PY RL*	\$7,450,583	\$7,450,583	\$7,889,970	\$8,436,144	\$8,436,144
01-911-5182	FRINGE BEN-N/CNTRB PENS*	\$15,600	\$15,576	\$15,000	\$15,000	\$15,000
01-911-5184	FRINGE BEN-RET BRD OE	\$0	-\$3,111	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$7,466,183</b>	<b>\$7,463,048</b>	<b>\$7,904,970</b>	<b>\$8,451,144</b>	<b>\$8,451,144</b>



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# UNEMPLOYMENT

<i>UNEMPLOYMENT</i>						
		<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
01-913-5174	FRINGE BEN-UNEMPLOYMENT*	\$195,000	\$165,425	\$145,000	\$166,000	\$145,000
<b>TOTAL EXPENSES</b>		<b>\$195,000</b>	<b>\$165,425</b>	<b>\$145,000</b>	<b>\$166,000</b>	<b>\$145,000</b>

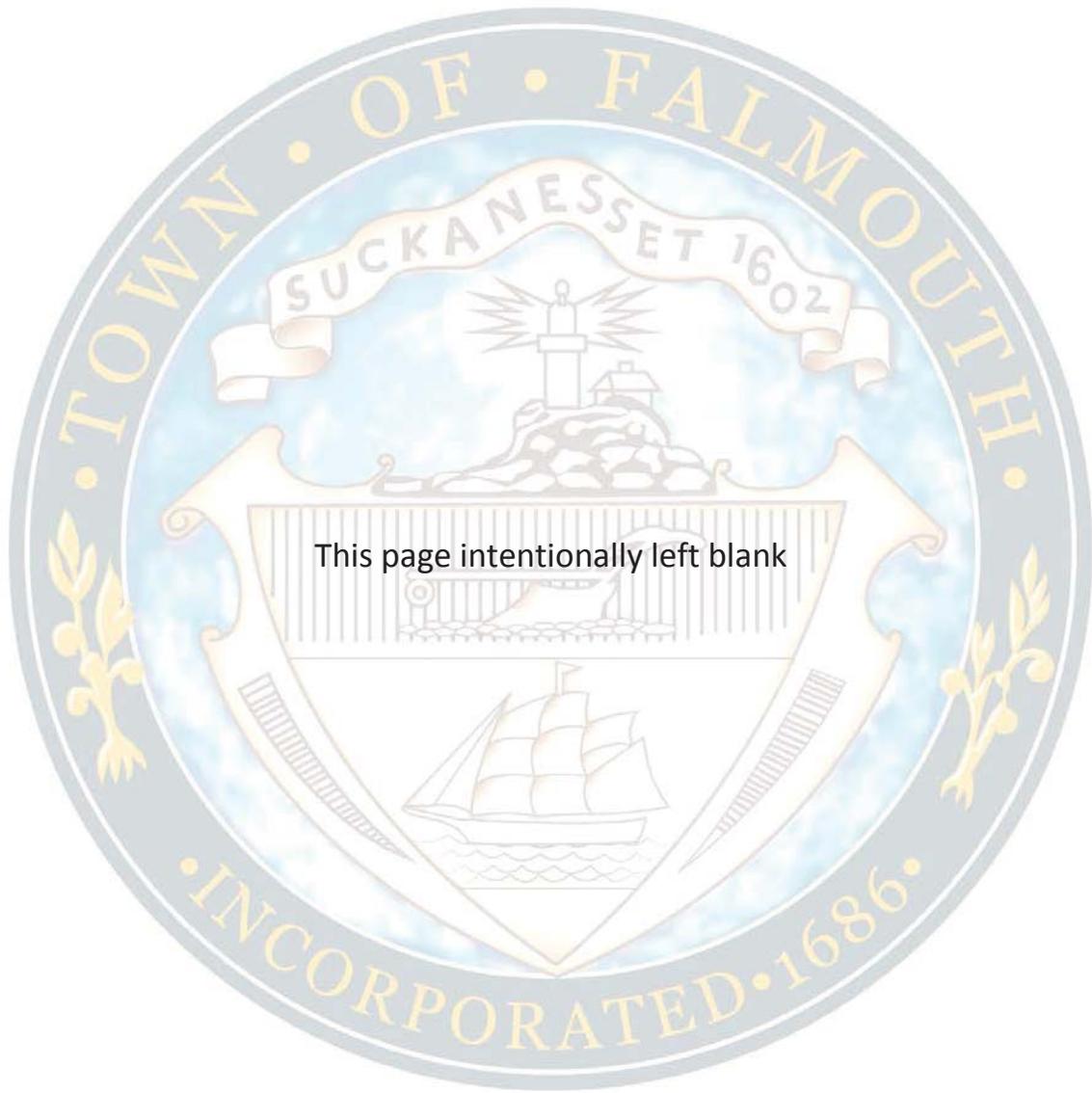


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# HEALTH INSURANCE

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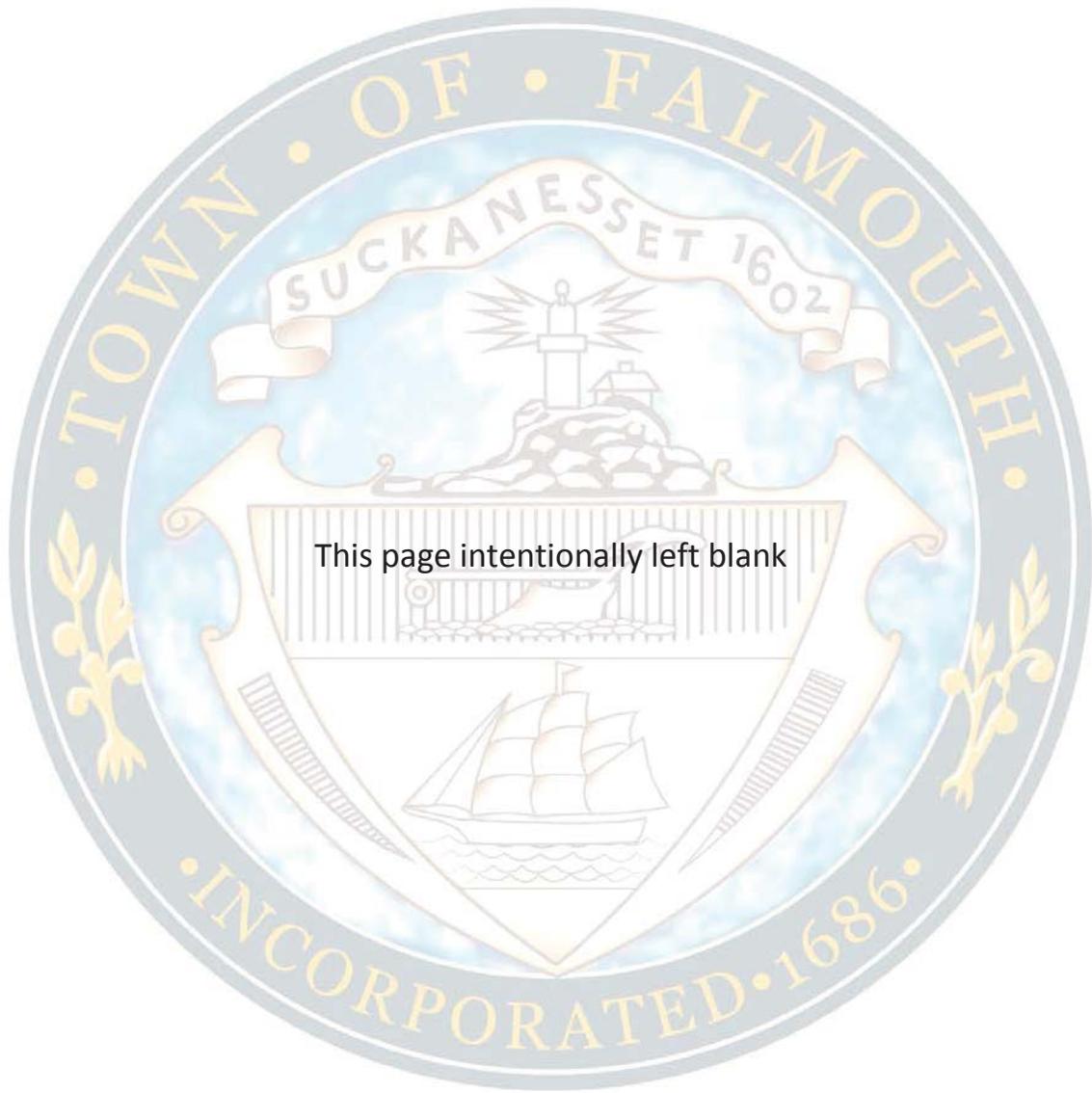
<i>HEALTH INSURANCE BENEFITS</i>						
		<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
01-914-5177	FRINGE BEN-HEALTH INS TWN	\$5,744,289	\$5,366,536	\$6,578,478	\$6,948,605	\$6,948,605
01-914-5178	FRINGE BEN-HEALTH INS SCH	\$6,404,290	\$6,273,539	\$6,752,002	\$7,089,602	\$7,089,602
01-914-5179	FRINGE BEN-HEALTH RETIRE	\$1,467,460	\$1,318,216	\$1,798,382	\$1,847,098	\$1,847,098
<b>TOTAL EXPENSES</b>		<b>\$13,616,039</b>	<b>\$12,958,291</b>	<b>\$15,128,862</b>	<b>\$15,885,305</b>	<b>\$15,885,305</b>



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# LIFE INSURANCE

<i>LIFE INSURANCE</i>						
		<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
01-915-5175	FRINGE BEN-LIFE INS TWN	\$4,288	\$3,617	\$4,288	\$4,288	\$4,288
01-915-5176	FRINGE BEN-LIFE INS SCH	\$4,944	\$4,215	\$4,944	\$4,944	\$4,944
<b>TOTAL EXPENSES</b>		<b>\$9,232</b>	<b>\$7,832</b>	<b>\$9,232</b>	<b>\$9,232</b>	<b>\$9,232</b>

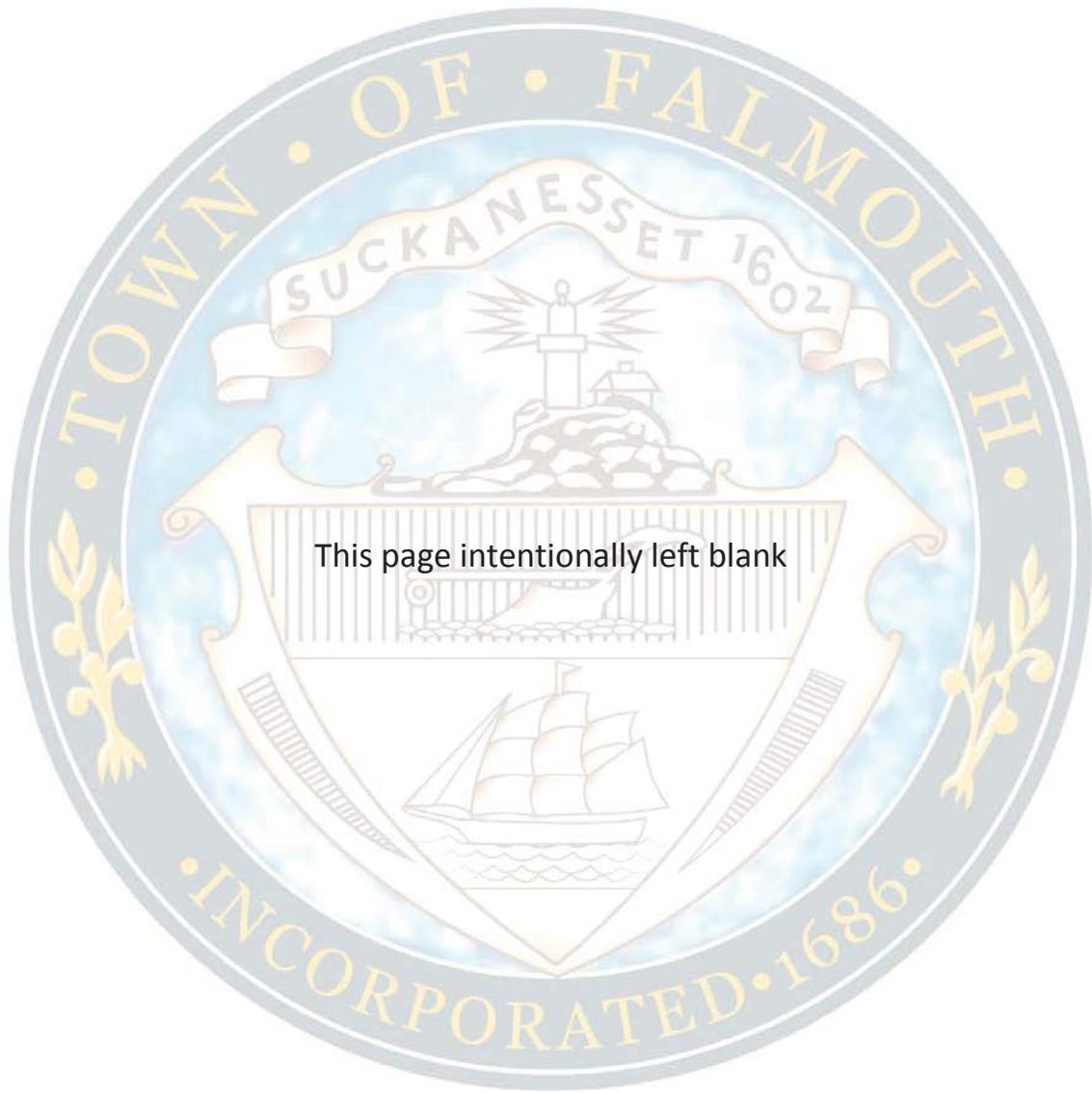


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# MEDICARE

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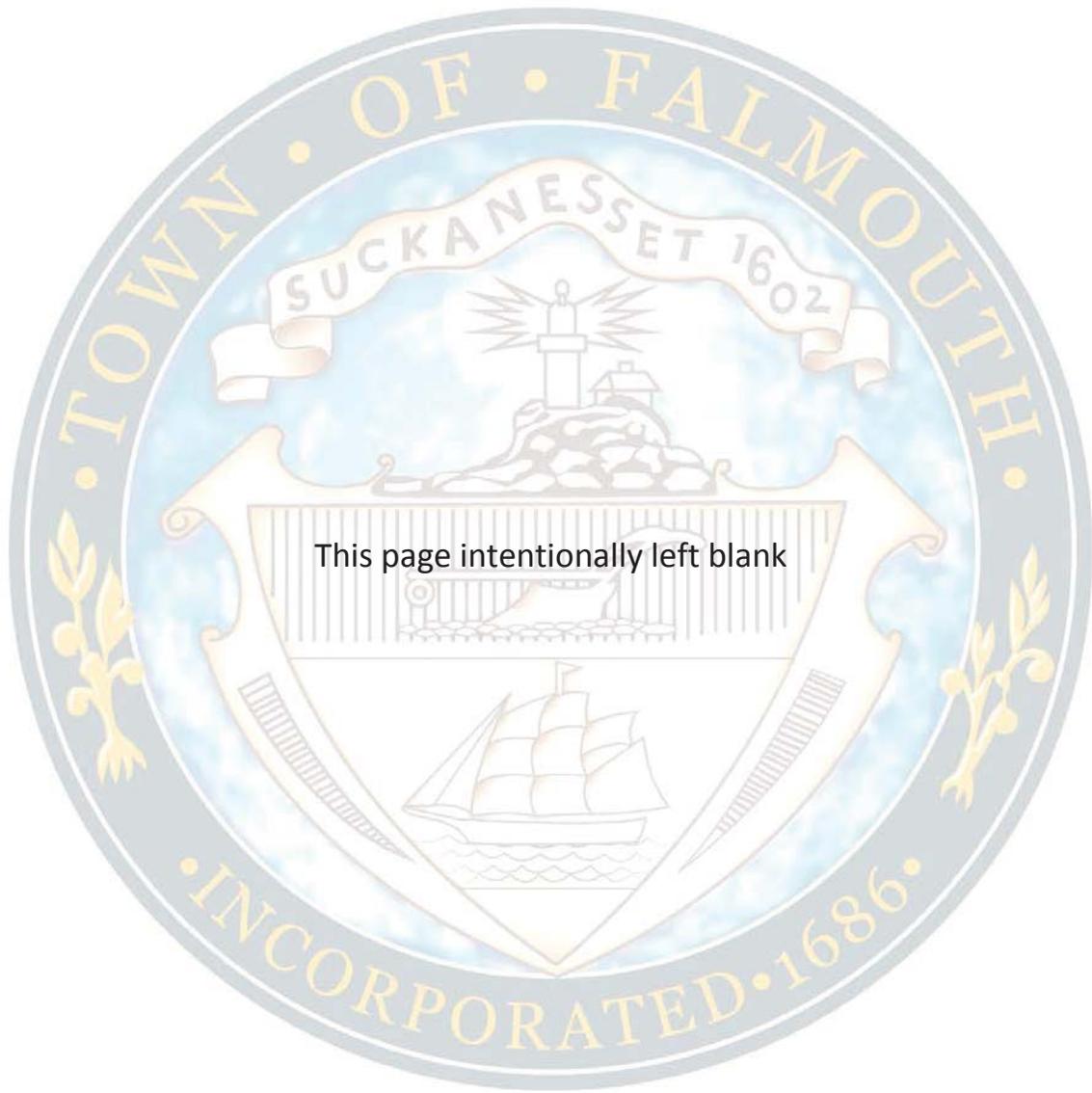
<i>MEDICARE TAX</i>						
		<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
01-916-5179	EMPLOYER CONTRIBUTION*	\$867,500	\$865,608	\$880,000	\$880,000	\$880,000
<b>TOTAL EXPENSES</b>		<b>\$867,500</b>	<b>\$865,608</b>	<b>\$880,000</b>	<b>\$880,000</b>	<b>\$880,000</b>



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# OTHER EMPLOYEE BENEFITS

<i>OTHER EMPLOYEE BENEFITS</i>						
		<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
01-919-5142	FRINGE BEN-LONGEVITY*	\$112,000	\$90,559	\$112,000	\$112,000	\$112,000
01-919-5152	FRINGE BEN-SCK LV BYBACK*	\$24,500	\$22,469	\$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	\$14,950	\$15,000	\$15,000	\$15,000
01-919-5172	FRINGE BENEFIT - OTHER*	\$13,000	\$10,464	\$13,000	\$13,000	\$13,000
01-919-5180	FRINGE BEN LTD SCH/TOWN*	\$37,000	\$25,509	\$37,000	\$37,000	\$37,000
<b>TOTAL EXPENSES</b>		<b>\$218,200</b>	<b>\$179,680</b>	<b>\$218,200</b>	<b>\$218,200</b>	<b>\$218,200</b>

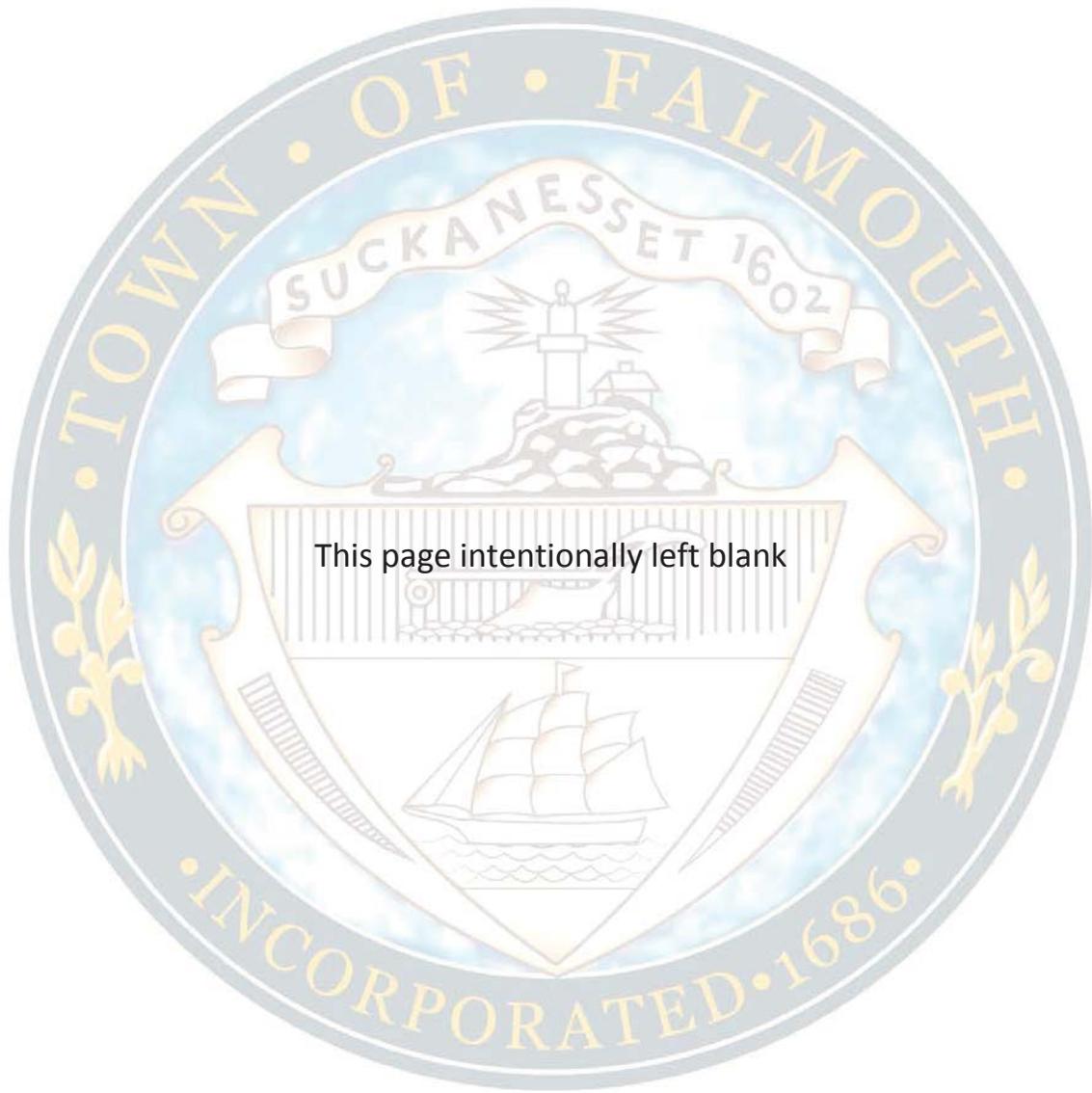


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# COURT JUDGMENTS

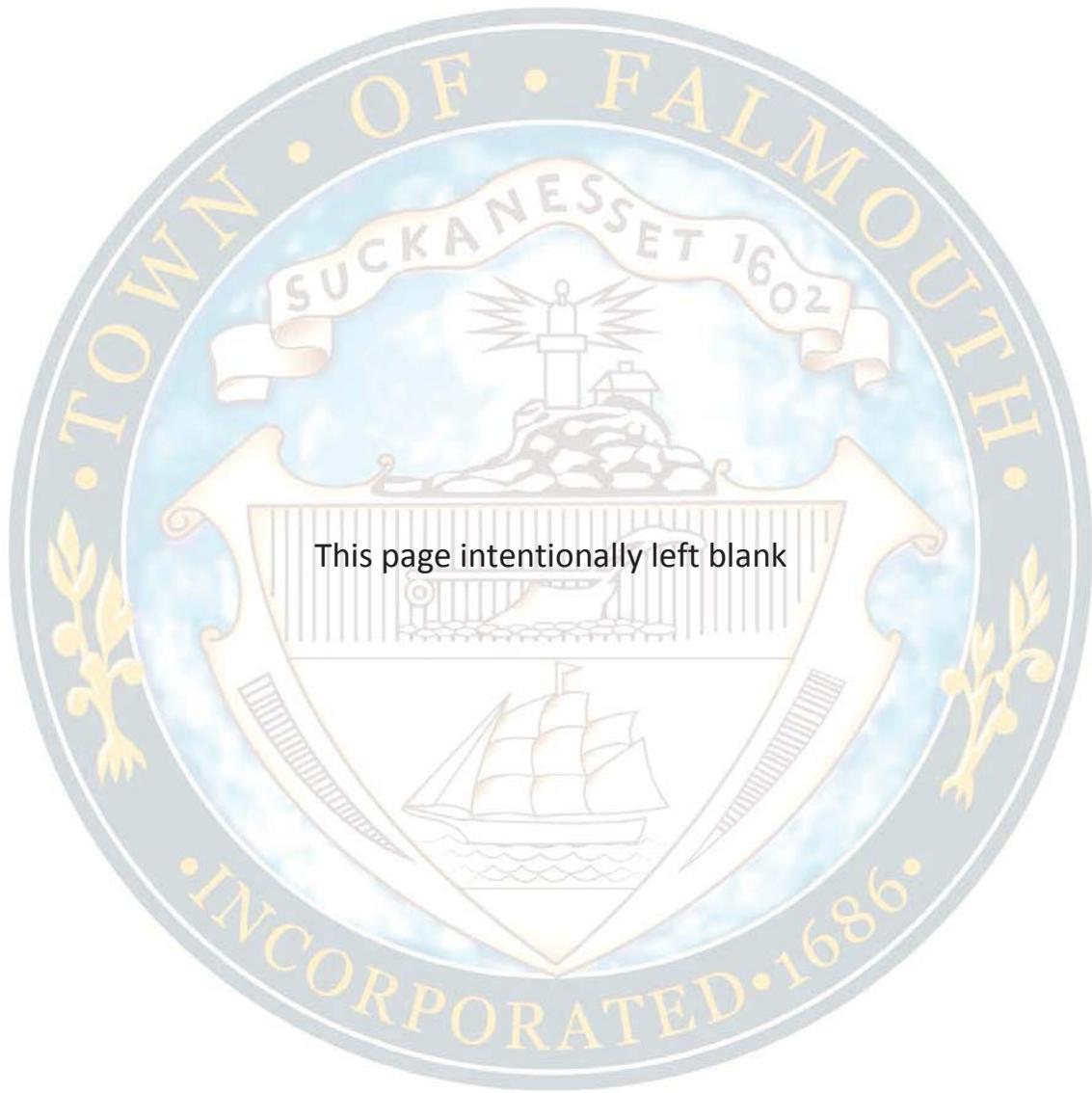
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<i>COURT JUDGMENTS</i>						
		<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
01-941-5760	CLAIMS & JUDGMENTS*	\$500	\$500	\$500	\$500	\$500
<b>TOTAL EXPENSES</b>		<b>\$500</b>	<b>\$500</b>	<b>\$500</b>	<b>\$500</b>	<b>\$500</b>



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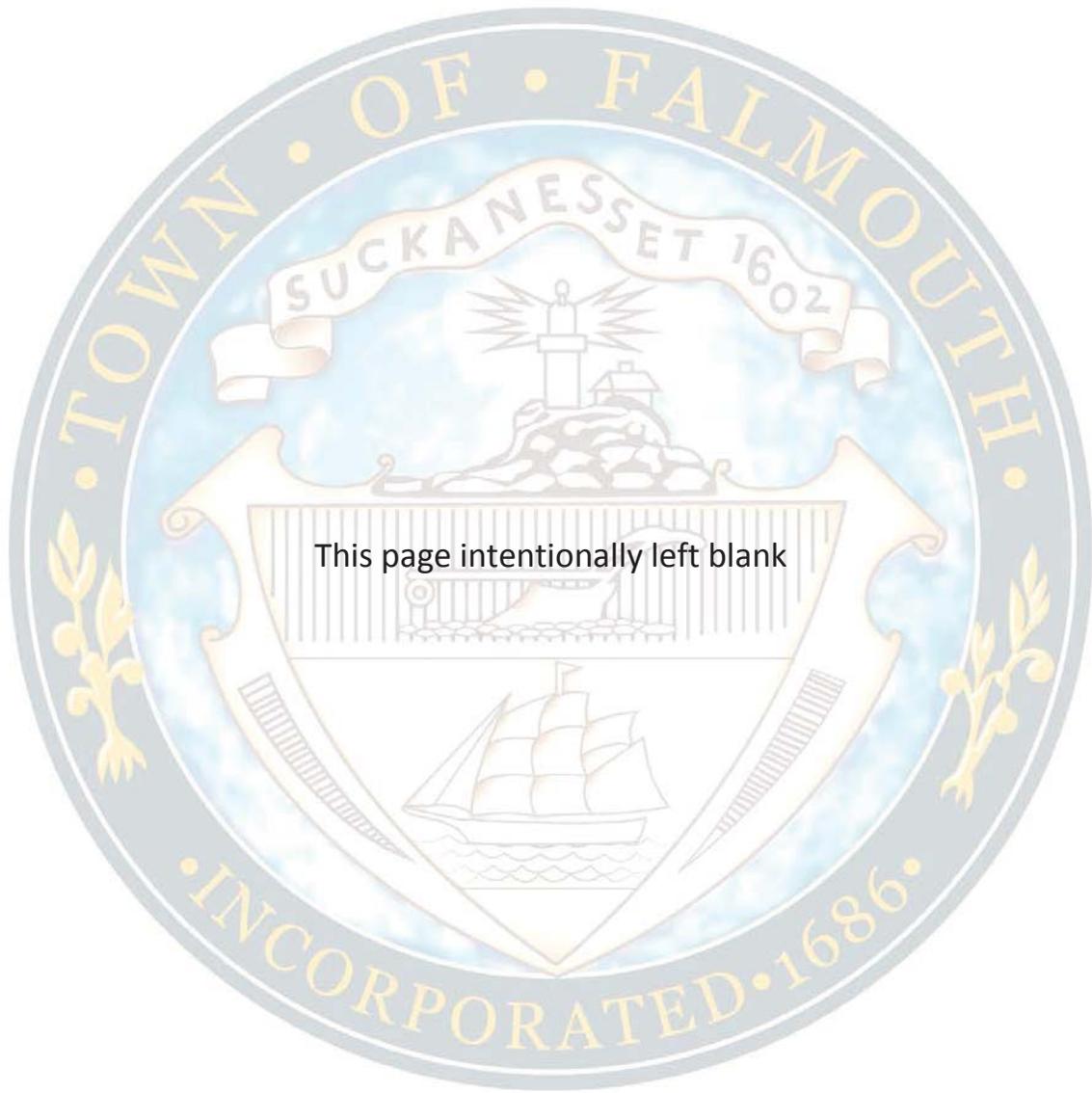
# INSURANCE & RESERVE BUDGET



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# PROPERTY, LIABILITY AND WORKERS' COMPENSATION

<i>PROPERTY, LIABILITY &amp; WORKERS' COMP INSURANCE</i>						
		<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
01-193-5740	OVERALL TOWN INSURANCE	\$1,504,872	\$0	\$1,610,213	\$1,690,724	\$1,690,724
01-193-5741	GEN LIABILITY END PREMIUMS	\$0	\$785,142	\$0	\$0	\$0
01-193-5742	GEN LIABILITY - CLAIMS	\$0	\$1,598	\$0	\$0	\$0
01-193-5744	WRKRS COMP - LOD PREMIUMS	\$0	\$440,574	\$0	\$0	\$0
01-193-5745	WRKRS COMP - CLAIMS/RETRO	\$0	\$67,468	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,504,872</b>	<b>\$1,294,781</b>	<b>\$1,610,213</b>	<b>\$1,690,724</b>	<b>\$1,690,724</b>



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# DEBT DETAIL

# DEBT

## DEBT SERVICE - EX PRINCIPAL

		FY 2018	FY 2018	FY 2019	FY 2020	FY 2020
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-710-5910	PRINCIPAL - BONDS EXCLUDED	\$8,301,452	\$8,300,904	\$8,591,932	\$8,547,100	\$8,547,100
01-710-5910	PRINCIPAL - BONDS EX ESTIMATED	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$8,301,452</b>	<b>\$8,300,904</b>	<b>\$8,591,932</b>	<b>\$8,547,100</b>	<b>\$8,547,100</b>

## DEBT SERVICE - EX INTEREST

		FY 2018	FY 2018	FY 2019	FY 2020	FY 2020
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-750-5915	INTERST - BONDS EXCLUDED	\$3,049,677	\$3,036,952	\$2,645,820	\$2,435,687	\$2,435,687
01-750-5915	INTERST - BONDS EX ESTIMATED	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$3,049,677</b>	<b>\$3,036,952</b>	<b>\$2,645,820</b>	<b>\$2,435,687</b>	<b>\$2,435,687</b>

## DEBT SERVICE - UNEX PRINCIPAL

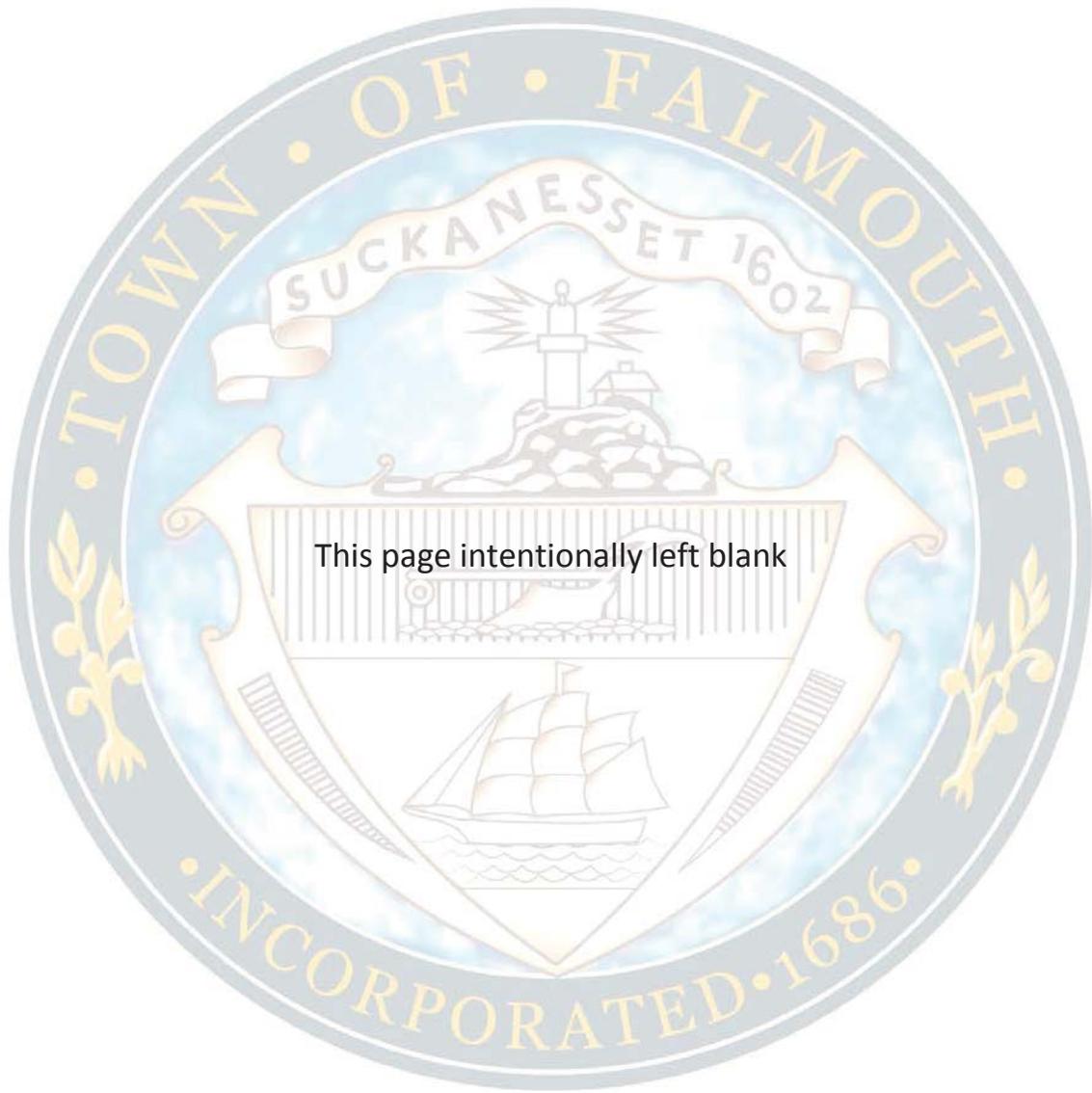
		FY 2018	FY 2018	FY 2019	FY 2020	FY 2020
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-711-5910	PRINCIPAL-BONDS NOT EXCLUDED	\$2,642,076	\$2,642,076	\$2,606,874	\$2,581,978	\$2,581,978
01-711-5911	PRINCIPAL-CPA BONDS	\$1,200,000	\$1,200,000	\$1,193,000	\$955,000	\$955,000
01-711-5912	PRINCIPAL-WPAT LOANS	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$3,842,076</b>	<b>\$3,842,076</b>	<b>\$3,799,874</b>	<b>\$3,536,978</b>	<b>\$3,536,978</b>

## DEBT SERVICE - UNEX INTEREST

		FY 2018	FY 2018	FY 2019	FY 2020	FY 2020
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-751-5915	INTEREST - BONDS NOT EXCLUDED	\$1,037,097	\$1,037,097	\$904,489	\$825,578	\$825,578
01-751-5916	INTEREST - CPA BONDS	\$281,164	\$281,164	\$231,629	\$187,169	\$187,169
01-751-5917	INTEREST - WPAT LOANS	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,318,261</b>	<b>\$1,318,260</b>	<b>\$1,136,118</b>	<b>\$1,012,747</b>	<b>\$1,012,747</b>

## DEBT - SHORT TERM INTEREST DEPARTMENT

		FY 2018	FY 2018	FY 2019	FY 2020	FY 2020
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-752-5910	PAYDOWNS - SHORT TERM NOTES	\$0	\$1,200,000	\$0	\$0	\$0
01-752-5920	INTEREST - SHORT TERM NOTES	\$0	\$0	\$0	\$600,000	\$600,000
01-753-5925	INTEREST - OTHER	\$1,244	\$1,244	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,244</b>	<b>\$1,201,244</b>	<b>\$0</b>	<b>\$600,000</b>	<b>\$600,000</b>



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# 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. In recent years, the Town has used GO bonds to finance Lawrence School Windows project, design of the Little Pond Sewer Service Area and Water Filtration Plant Project. 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.

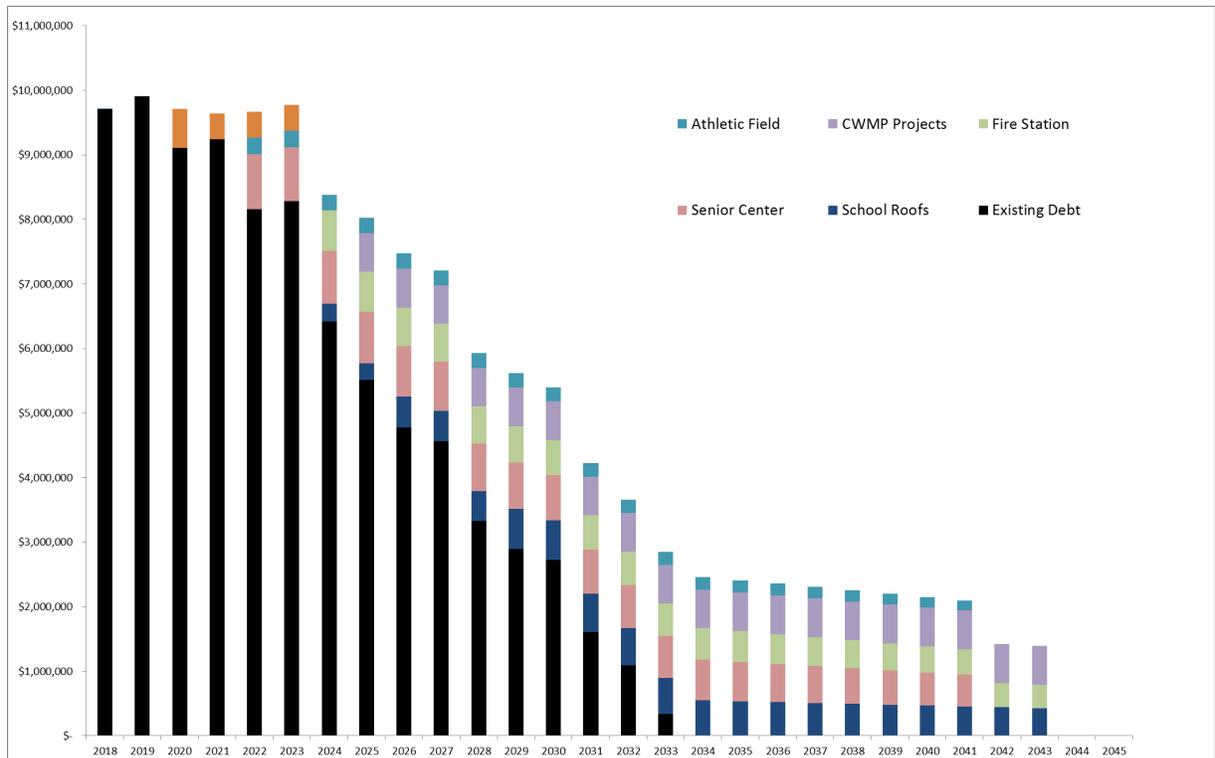
For a deeper explanation of municipal debt, see the State DOR DLS's primer on municipal debt (May 2016):

<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 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.

## 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 2 ½. 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 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.

## MUNICIPAL DEBT

Falmouth's normal debt limit is approximately \$594.6 million whereas total outstanding debt inside the limit amounts to approximately \$115.4 million (projected as of June 30, 2018), or less than 19.4% 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, 2018, the Town is projected to have \$196,490,928 of outstanding long-term debt. See table below.

**Town of Falmouth, Massachusetts**  
 Total Long-Term Debt Outstanding  
 Projected as of June 30, 2018  
**Aggregate Debt Service**

Date	Principal	Interest	Total P+I
06/30/2018			
06/30/2019	12,415,753.73	3,813,494.46	16,193,155.09
06/30/2020	12,110,053.73	3,528,396.49	15,604,014.62
06/30/2021	11,937,949.72	3,157,946.61	15,063,458.23
06/30/2022	11,890,356.00	2,758,131.07	14,618,301.47
06/30/2023	10,834,611.00	2,322,837.00	13,129,367.40
06/30/2024	10,369,683.00	2,013,012.80	12,356,765.00
06/30/2025	9,590,590.00	1,778,331.86	11,345,460.66
06/30/2026	8,672,348.00	1,528,217.10	10,179,573.50
06/30/2027	8,357,515.00	1,302,306.14	9,641,299.14
06/30/2028	6,985,680.00	1,100,770.71	8,070,398.31
06/30/2029	6,734,749.00	933,418.88	7,654,585.08
06/30/2030	6,070,987.00	778,673.30	6,838,547.10
06/30/2031	5,816,918.00	638,218.65	6,446,493.05
06/30/2032	5,883,808.00	501,858.01	6,379,492.01
06/30/2033	4,791,683.00	382,594.05	5,170,572.65
06/30/2034	4,865,561.00	285,547.74	5,149,873.94
06/30/2035	4,820,463.00	188,502.14	5,008,965.14
06/30/2036	3,956,413.00	109,911.79	4,066,324.79
06/30/2037	3,000,634.00	48,133.85	3,048,767.85
06/30/2038	1,654,243.00	13,199.85	1,667,442.85
06/30/2039	1,665,501.00	4,431.37	1,669,932.37
06/30/2040	1,224,199.00		1,224,199.00
06/30/2041	1,226,037.00		1,226,037.00
06/30/2042	1,227,877.00		1,227,877.00
06/30/2043	1,229,720.00		1,229,720.00
06/30/2044	1,231,566.00		1,231,566.00
06/30/2045	1,233,414.00		1,233,414.00
06/30/2046	1,235,266.00		1,235,266.00
06/30/2047	710,886.00		710,886.00
Total	<u>\$161,744,465.18</u>	<u>\$27,187,933.87</u>	<u>\$188,621,755.25</u>

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 FY2019, net general fund debt service represented approximately 3.5% of total FY2019 appropriations, well within the policy limit of 5% as set by the Board of Selectmen. Non-general fund debt service is paid by dedicated revenue sources rather than the tax levy. Debt service does not impinge on the Town's ability to deliver high-quality municipal services on an annual basis.

In January, 2019, the Town will issue approximately \$17m in short term debt for the following projects; Senior Center, Athletic Field and sewer projects. At this time the interest rate is projected at 2.25% with an interest payment of approximately \$600,000. The Town continues to manage its current debt within the debt drop-off window.

# APPENDICES

## **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, *unrestricted fund balance* may serve as a useful measure of a government’s net resources available for spending at the end of the fiscal year.

As of the close of the current fiscal year, the Town’s governmental funds balance sheet reported a combined ending fund balance of almost \$72.1 million, an increase of almost \$21.3 million over the prior year. This was primarily due to an increase in the Sewer Capital Projects Funds as the issuance of bonds exceeded the timing of expenditures in this fund by almost \$15.9 million. In addition, the impact of a continued expanding economy was felt in the General Fund. Local receipts, taxes and excise were all well above forecasted amounts and strict appropriation control resulted in significant turn backs at year-end leading to a positive result of about \$5.0 million. In the remainder of the funds, revenues closely approximated expenses.

The Town’s Unassigned Fund Balance reported in the General Fund was nearly \$30.8 million (23.1% of General Fund expenditures). Total Fund Balance in the General Fund was approximately \$41.4 million (31.1% of General Fund expenditures). These were both the beneficiary of the operating results discussed in the previous paragraph.

The Town reported a restricted fund balance of approximately \$5.9 million in the Community Preservation Major Fund, and \$2.6 million in the Capital Projects Fund, both of which are consistent with the prior year.

The Sewer Capital Project Fund reports a restricted fund balance of approximately \$9.6 million an increase of \$15.9 million as discussed above.

The Nonmajor Governmental Funds restricted balance increased slightly to approximately \$12.6 million as revenues exceeded expenditures and transfers by approximately \$0.6 million.

**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 \$56.3 million, which represents an approximately \$2.3 million increase from the prior year due to an increase in water rates and the capital grant previously discussed.

**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 over \$129.1 million.

The Pension Fund is used to pay pension benefits to retirees. The net position at the end of the year was over \$127.0 million or about \$9.8 million greater than the prior year. This was primarily due to better than expected market conditions regarding investments.

The Private Purpose Trust Funds make up almost \$1.6 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 by a diminimus amount 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 Postemployment Benefits. This fund increased by approximately \$0.1 million to almost \$0.5 million due to a contribution made by the Town in excess of premiums paid for retirees. 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**

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013 (1)</u>	<u>2013</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
General Fund:										
Nonspendable.....	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted.....	-	-	-	1,256,120	1,239,725	1,185,116	984,742	1,125,122	1,208,751	1,115,435
Committed.....	-	519,539	-	917,863	2,142,426	3,534,511	5,040,876	7,768,355	9,077,570	8,045,314
Assigned.....	2,556,722	1,863,711	1,478,625	483,699	444,267	990,687	2,288,500	1,074,035	761,367	1,459,796
Unassigned.....	<u>4,803,169</u>	<u>1,737,515</u>	<u>3,556,345</u>	<u>5,984,413</u>	<u>7,909,172</u>	<u>12,124,497</u>	<u>16,497,937</u>	<u>20,397,223</u>	<u>25,304,234</u>	<u>30,774,762</u>
Total general fund.....	<u>\$ 7,359,891</u>	<u>\$ 4,120,765</u>	<u>\$ 5,034,970</u>	<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>
All Other Governmental Funds:										
Nonspendable.....	\$ 402,340	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Restricted.....	12,663,275	12,016,966	11,571,175	13,996,941	15,994,844	17,909,959	19,744,510	20,671,283	20,892,447	30,710,789
Unassigned.....	<u>(15,960,672)</u>	<u>(17,902,001)</u>	<u>(11,941,244)</u>	<u>(1,727,559)</u>	-	<u>(237,619)</u>	<u>(1,168,247)</u>	<u>(1,580,820)</u>	<u>(6,423,618)</u>	-
Total all other governmental funds.....	<u>\$ (2,895,057)</u>	<u>\$ (5,710,035)</u>	<u>\$ (195,069)</u>	<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>

Note: The Town implemented GASB 54 in fiscal year 2011. All previous years (2007 - 2010) data presented were restated to conform to GASB 54 presentation.

CHANGES IN FUND BALANCES - GOVERNMENTAL FUNDS

LAST TEN FISCAL YEARS

	2008	2009	2010	2011	2012	2013 (1)	2014	2015	2016	2017
<b>Revenues:</b>										
Real estate and personal property taxes, net of tax refunds.....	\$ 70,780,815	\$ 73,035,670	\$ 77,077,234	\$ 81,481,045	\$ 83,902,790	\$ 87,516,351	\$ 90,338,338	\$ 93,207,932	\$ 96,483,363	\$ 99,341,261
Intergovernmental.....	35,987,070	34,062,883	27,691,325	27,832,805	28,264,776	29,442,086	30,501,985	22,552,993	28,309,281	29,494,958
Motor vehicle and boat excise.....	5,002,392	5,156,717	4,412,792	5,090,088	5,432,960	5,693,657	6,226,730	6,537,926	7,111,477	7,182,338
Licenses and permits.....	1,223,416	1,190,247	1,172,147	1,400,728	1,346,154	1,326,924	1,584,592	1,533,147	1,586,794	1,599,548
Departmental and other.....	6,760,524	5,544,096	8,301,663	6,528,294	6,953,249	7,092,173	5,027,671	5,370,356	4,476,309	4,103,869
User charges.....	-	-	-	-	-	1,252,472	4,432,147	4,454,984	4,368,924	4,981,417
Special assessments.....	-	-	-	-	-	537,047	614,815	676,290	595,922	574,957
Penalties and interest on taxes.....	407,366	403,425	453,662	622,102	495,965	669,442	630,497	869,751	938,734	731,749
Fines and forfeitures.....	211,101	184,383	166,161	157,549	180,815	167,681	200,551	182,135	149,664	173,772
Investment income.....	523,121	595,307	2174347	656,279	710,854	452,940	690,638	303,354	837,876	523,711
Contributions.....	1,161,919	321,708	94,452	95,891	389,347	51,477	170,668	188,013	124,845	130,466
<b>Total Revenue.....</b>	<b>122,057,724</b>	<b>120,494,436</b>	<b>121,543,783</b>	<b>123,864,781</b>	<b>127,676,910</b>	<b>134,202,250</b>	<b>140,418,632</b>	<b>135,876,881</b>	<b>144,983,189</b>	<b>148,838,046</b>
<b>Expenditures:</b>										
General government.....	6,840,162	5,415,951	4,198,976	4,536,346	7,124,797	7,323,139	6,440,941	7,157,171	7,903,574	8,568,812
Public safety.....	12,177,096	11,611,908	11,740,520	11,787,298	12,245,128	12,351,239	14,008,485	13,819,385	14,328,228	13,275,575
Education.....	47,220,856	51,041,808	48,509,077	48,587,890	48,799,262	49,585,452	50,369,634	50,703,445	52,834,990	52,907,941
Public works.....	7,124,005	7,149,510	7,180,438	7,627,289	7,225,393	8,824,072	9,477,696	11,735,478	10,112,969	9,755,016
Health and human services.....	1,368,740	1,474,984	1,424,349	1,380,348	1,375,662	1,540,919	1,594,344	2,018,716	2,018,065	1,888,921
Culture and recreation.....	3,720,341	3,012,783	2,808,150	2,989,253	3,179,105	2,885,551	2,172,736	2,884,538	2,673,272	2,581,246
Pension and fringe benefits.....	20,446,882	21,809,399	24,577,158	26,873,665	28,626,931	28,561,412	30,123,813	22,724,129	25,802,885	29,928,369
Community development.....	4,300,480	2,064,029	2,637,258	1,426,544	1,860,257	510,508	400,016	506,772	1,500,974	1,739,406
State and county charges.....	1,775,359	1,965,572	2,140,141	1,988,068	2,254,336	2,498,313	2,665,805	2,769,084	2,668,658	2,852,594
Capital outlay and other.....	27,576,990	16,967,695	23,039,817	11,116,998	1,461,500	3,188,075	4,811,266	6,720,713	29,025,155	22,711,719
Debt service:										
Principal.....	3,912,341	4,917,695	5,252,968	6,822,288	6,765,256	8,809,879	8,801,551	8,324,354	8,710,279	8,906,961
Interest.....	2,671,604	3,537,975	3,674,298	3,685,383	3,983,736	4,570,789	4,255,972	3,975,218	3,737,405	3,684,898
<b>Total Expenditures.....</b>	<b>139,134,856</b>	<b>130,969,309</b>	<b>137,183,150</b>	<b>128,821,370</b>	<b>124,901,363</b>	<b>130,649,348</b>	<b>135,122,259</b>	<b>133,339,003</b>	<b>161,316,454</b>	<b>158,801,458</b>
Excess of revenues over (under) expenditures.....	(17,077,132)	(10,474,873)	(15,639,367)	(4,956,589)	2,775,547	3,552,902	5,296,373	2,537,878	(16,333,265)	(9,963,412)
<b>Other Financing Sources (Uses):</b>										
Issuances from bonds and notes.....	862,450	5,831,000	22,772,000	19,792,000	4,509,000	-	-	3,975,000	15,425,539	29,684,482
Issuances from refunding bonds.....	-	-	-	-	5,430,800	-	-	21,441,445	-	3,025,000
Premiums from debt issuances.....	-	-	-	-	632,381	-	-	1,263,542	-	594,773
Payments to refunded bond escrow agent.....	-	-	-	-	(6,063,181)	-	-	(22,181,914)	-	(3,276,155)
Transfers in.....	1,973,440	231,950	4,990,855	5,003,013	2,759,432	7,363,968	8,632,799	6,062,887	9,815,137	7,620,345
Transfers out.....	(909,705)	(874,565)	(5,694,317)	(3,591,848)	(3,225,022)	(4,460,187)	(6,048,005)	(7,031,958)	(7,541,858)	(6,399,688)
<b>Total other financing sources (uses).....</b>	<b>1,926,185</b>	<b>5,188,385</b>	<b>22,068,538</b>	<b>21,203,165</b>	<b>4,043,410</b>	<b>2,903,781</b>	<b>2,584,794</b>	<b>3,529,002</b>	<b>17,698,818</b>	<b>31,248,757</b>
<b>Net change in fund balance.....</b>	<b>\$ (15,150,947)</b>	<b>\$ (5,286,488)</b>	<b>\$ 6,429,171</b>	<b>\$ 16,246,576</b>	<b>\$ 6,818,957</b>	<b>\$ 6,456,683</b>	<b>\$ 7,881,167</b>	<b>\$ 6,066,880</b>	<b>\$ 1,365,553</b>	<b>\$ 21,285,345</b>
Debt service as a percentage of noncapital expenditures.....	5.90%	7.42%	7.82%	8.93%	8.71%	10.50%	10.02%	9.71%	9.41%	9.25%

(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	Community Preservation	Capital Projects	Sewer Capital Projects	Nonmajor Governmental Funds	Total
Nonspendable:						
Perpetual permanent funds	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000
Restricted:						
Ferry fee receipts	-	-	-	-	1,118,585	1,118,585
Wind turbine grant	-	-	-	-	500,000	500,000
Title V program	-	-	-	-	302,350	302,350
Other town federal and state grants	-	-	-	-	804,476	804,476
School federal and state grants	-	-	-	-	1,850,706	1,850,706
Golf course	-	-	-	-	1,099,939	1,099,939
Waterways	-	-	-	-	711,877	711,877
Energy revolving	-	-	-	-	1,208,381	1,208,381
Parking meter receipts	-	-	-	-	303,375	303,375
Transfer station revolving fund	-	-	-	-	202,094	202,094
Other town revolving funds	-	-	-	-	520,285	520,285
School revolving funds	-	-	-	-	622,580	622,580
Town gift funds	-	-	-	-	497,369	497,369
School gift funds	-	-	-	-	28,451	28,451
Capital outlay - special assessments	-	-	999,091	-	-	999,091
Capital outlay - schools	-	-	220,538	-	-	220,538
Capital outlay - library renovation	-	-	270,007	-	-	270,007
Capital outlay - energy management	-	-	908,498	-	-	908,498
Capital outlay - sewer	-	-	-	9,570,068	-	9,570,068
Capital outlay - other purposes	-	-	187,292	-	-	187,292
Community preservation	-	5,928,142	-	-	-	5,928,142
Employee benefits	125,635	-	-	-	-	125,635
Debt service	989,800	-	-	-	-	989,800
Affordable housing trust	-	-	-	-	2,342,587	2,342,587
Conservation trust	-	-	-	-	276,927	276,927
Other trust funds	-	-	-	-	237,171	237,171
Committed:						
Consolidated dispatch center	332,946	-	-	-	-	332,946
Skateboard park	300,000	-	-	-	-	300,000
Building improvements	1,131,676	-	-	-	-	1,131,676
Facilities maintenance	472,781	-	-	-	-	472,781
Other general government articles	1,670,331	-	-	-	-	1,670,331
Police equipment	342,111	-	-	-	-	342,111
Fire equipment	325,016	-	-	-	-	325,016
Marine services	353,775	-	-	-	-	353,775
Other public safety articles	169,882	-	-	-	-	169,882
Public works infrastructure	1,619,306	-	-	-	-	1,619,306
Public works equipment	748,212	-	-	-	-	748,212
Other purposes	579,278	-	-	-	-	579,278
Assigned:						
Purchase orders	1,459,796	-	-	-	-	1,459,796
Unassigned	30,774,762	-	-	-	-	30,774,762
<b>Total Fund Balances</b>	<b>\$41,395,307</b>	<b>\$5,928,142</b>	<b>\$ 2,585,426</b>	<b>\$ 9,570,068</b>	<b>\$ 12,652,153</b>	<b>\$72,131,096</b>

**TOWN OF FALMOUTH, MASSACHUSETTS**

**STATEMENT OF NET POSITION  
JUNE 30, 2017**

	Primary Government			Component Unit
	Governmental Activities	Business-Type Activities	Total	
<b>Assets</b>				
Cash and cash equivalents	\$ 52,633,741	\$ 1,573,295	\$ 54,207,036	\$ 381,677
Investments	19,245,598	555,357	19,800,955	-
Receivables, net of allowance for uncollectibles:				
Real estate and personal property taxes	2,067,817	-	2,067,817	-
Tax liens and deferrals	1,728,976	-	1,728,976	-
Excise	1,372,326	-	1,372,326	-
User fees	-	1,185,268	1,185,268	-
Special assessments	4,363,798	192,582	4,556,380	-
Departmental and other	1,525,576	-	1,525,576	-
Notes receivable	-	-	-	119,835
Intergovernmental	13,807,969	762,418	14,570,387	271,303
Prepaid items	-	-	-	1,019
Property held for sale	-	-	-	85,763
Capital assets, not being depreciated	119,373,363	48,614,713	167,988,076	-
Capital assets, net of accumulated depreciation	176,851,441	53,407,055	230,258,496	-
<b>Total Assets</b>	<b>392,970,605</b>	<b>106,290,688</b>	<b>499,261,293</b>	<b>859,597</b>
<b>Deferred Outflows of Resources</b>				
Deferred pensions	10,811,000	482,000	11,293,000	-
Deferred charge on refunding	1,039,982	-	1,039,982	-
<b>Total Deferred Outflows of Resources</b>	<b>11,850,982</b>	<b>482,000</b>	<b>12,332,982</b>	<b>-</b>
<b>Liabilities</b>				
Warrants and accounts payable	2,969,526	771,104	3,740,630	160,714
Accrued payroll	3,241,392	-	3,241,392	-
Retainage payable	23,800	96,391	120,191	-
Other liabilities	11,958	-	11,958	-
Interest expense	1,162,773	-	1,162,773	-
Bond anticipation notes payable	185,000	5,939,917	6,124,917	-
Long-term liabilities:				
Due within one year	10,824,012	2,336,121	13,160,133	-
Due in more than one year	230,935,744	41,302,539	272,238,283	-
<b>Total Liabilities</b>	<b>249,354,205</b>	<b>50,446,072</b>	<b>299,800,277</b>	<b>160,714</b>
<b>Deferred Inflows of Resources</b>	<b>937,000</b>	<b>42,000</b>	<b>979,000</b>	<b>-</b>
<b>Net Position</b>				
Net investment in capital assets	177,614,636	56,579,087	234,193,723	-
Restricted:				
Nonexpendable permanent funds	25,000	-	25,000	-
Expendable permanent funds	2,856,685	-	2,856,685	-
Community preservation	5,996,968	-	5,996,968	-
Capital outlay	6,877,727	-	6,877,727	-
Federal and State grants	4,576,117	-	4,576,117	-
Debt service	8,651,416	-	8,651,416	-
Gift funds	525,820	-	525,820	-
Property held for sale	-	-	-	85,763
Unrestricted	(52,593,987)	(294,471)	(52,888,458)	613,120
<b>Total Net Position</b>	<b>\$ 154,530,382</b>	<b>\$ 56,284,616</b>	<b>\$ 210,814,998</b>	<b>\$ 698,883</b>

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

STATEMENT OF ACTIVITIES  
YEAR ENDED JUNE 30, 2017

Functions/Programs	Expenses	Program Revenues			Net (Expenses) Revenues and Changes in Net Position			Component Unit
		Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Governmental Activities	Business-Type Activities	Total	
<b>Primary Government:</b>								
<i>Governmental Activities:</i>								
General government	\$ 19,773,863	\$ 1,323,350	\$ 231,072	\$ -	\$ (18,219,441)		\$ (18,219,441)	\$ -
Public safety	22,810,827	4,899,474	142,724	59,807	(17,708,822)		(17,708,822)	-
Education	78,308,426	1,533,283	21,042,033	1,032,393	(54,700,717)		(54,700,717)	-
Public works	14,660,542	1,559,807	60,643	1,389,439	(11,650,653)		(11,650,653)	-
Health and human services	3,286,793	126,900	626,953	-	(2,532,940)		(2,532,940)	-
Culture and recreation	5,139,478	1,728,584	596,191	-	(2,814,703)		(2,814,703)	-
Interest expense	3,444,397	-	433,354	-	(3,011,043)		(3,011,043)	-
Community development	1,739,406	-	-	590,288	(1,149,118)		(1,149,118)	-
Total Governmental Activities	149,163,732	11,171,398	23,132,970	3,071,927	(111,787,437)		(111,787,437)	-
<i>Business-Type Activities:</i>								
Water	6,112,808	7,720,631	-	383,112		\$ 1,990,935	1,990,935	-
Total Business-type Activities	6,112,808	7,720,631	-	383,112		1,990,935	1,990,935	-
Total Primary Government	\$ 155,276,540	\$ 18,892,029	\$ 23,132,970	\$ 3,455,039	(111,787,437)	1,990,935	(109,796,502)	-
<b>Component Unit:</b>								
Falmouth EDIC	\$ 445,704	\$ 231,175	\$ -	\$ 390,504				\$ 175,975
Total Component Unit	\$ 445,704	\$ 231,175	\$ -	\$ 390,504				175,975
<b>General Revenues:</b>								
					99,217,665	-	99,217,665	-
					7,296,890	-	7,296,890	-
					2,072,280	-	2,072,280	-
					731,749	-	731,749	-
					523,711	12,337	536,048	961
					-	-	-	1,300
					1,220,657	(1,220,657)	-	-
Total General Revenues and Transfers					111,062,952	(1,208,320)	109,854,632	2,261
Change in Net Position					(724,485)	782,615	58,130	178,236
<b>Net Position:</b>								
Beginning of year					155,254,867	55,502,001	210,756,868	520,647
End of year					\$ 154,530,382	\$ 56,284,616	\$ 210,814,998	\$ 698,883

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

GOVERNMENTAL FUNDS  
BALANCE SHEET  
JUNE 30, 2017

	General	Community Preservation	Capital Projects	Sewer Capital Project	Nonmajor Governmental Funds	Total Governmental Funds
<b>Assets:</b>						
Cash and cash equivalents	\$ 29,823,316	\$ 6,025,049	\$ 2,573,885	\$ 4,365,654	\$ 9,845,837	\$ 52,633,741
Investments	16,378,253	-	-	-	2,867,345	19,245,598
Receivables, net of allowance for uncollectibles:						
Real estate and personal property taxes	2,015,033	52,784	-	-	-	2,067,817
Tax liens and deferrals	1,712,934	16,042	-	-	-	1,728,976
Excise	1,372,326	-	-	-	-	1,372,326
Special assessments	3,378,985	-	913,316	-	71,497	4,363,798
Other	1,525,576	-	-	-	-	1,525,576
Intergovernmental	7,523,523	-	133,421	6,026,327	124,698	13,807,969
Due from other funds	17,067	-	-	-	-	17,067
<b>Total Assets</b>	<b>63,747,013</b>	<b>6,093,875</b>	<b>3,620,622</b>	<b>10,391,981</b>	<b>12,909,377</b>	<b>96,762,868</b>
<b>Deferred Outflows of Resources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Assets and Deferred Outflows of Resources</b>	<b>\$ 63,747,013</b>	<b>\$ 6,093,875</b>	<b>\$ 3,620,622</b>	<b>\$ 10,391,981</b>	<b>\$ 12,909,377</b>	<b>\$ 96,762,868</b>
<b>Liabilities:</b>						
Warrants and accounts payable	\$ 2,107,059	\$ 96,907	\$ 35,180	\$ 561,720	\$ 168,660	\$ 2,969,526
Accrued payroll and withholdings	3,241,392	-	-	-	-	3,241,392
Retainage payable	-	-	-	23,800	-	23,800
Other liabilities	11,958	-	-	-	-	11,958
Bond anticipation notes payable	-	-	86,700	98,300	-	185,000
Due to other funds	-	-	-	-	17,067	17,067
<b>Total Liabilities</b>	<b>5,360,409</b>	<b>96,907</b>	<b>121,880</b>	<b>683,820</b>	<b>185,727</b>	<b>6,448,743</b>
<b>Deferred Inflows of Resources:</b>						
Unavailable revenues - property taxes	3,190,887	68,826	-	-	-	3,259,713
Unavailable revenues - excise taxes	1,372,326	-	-	-	-	1,372,326
Unavailable revenues - special assessments	3,378,985	-	913,316	-	71,497	4,363,798
Unavailable revenues - other	1,525,576	-	-	-	-	1,525,576
Unavailable revenues - intergovernmental	7,523,523	-	-	138,093	-	7,661,616
<b>Total Deferred Inflows of Resources</b>	<b>16,991,297</b>	<b>68,826</b>	<b>913,316</b>	<b>138,093</b>	<b>71,497</b>	<b>18,183,029</b>
<b>Fund Balances:</b>						
Nonspendable	-	-	-	-	25,000	25,000
Restricted	1,115,435	5,928,142	2,585,426	9,570,068	12,627,153	31,826,224
Committed	8,045,314	-	-	-	-	8,045,314
Assigned	1,459,796	-	-	-	-	1,459,796
Unassigned	30,774,762	-	-	-	-	30,774,762
<b>Total Fund Balances</b>	<b>41,395,307</b>	<b>5,928,142</b>	<b>2,585,426</b>	<b>9,570,068</b>	<b>12,652,153</b>	<b>72,131,096</b>
<b>Total Liabilities, Deferred Inflows of Resources, and Fund Balances</b>	<b>\$ 63,747,013</b>	<b>\$ 6,093,875</b>	<b>\$ 3,620,622</b>	<b>\$ 10,391,981</b>	<b>\$ 12,909,377</b>	<b>\$ 96,762,868</b>

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, 2017**

<b>Total Governmental Fund Balances</b>		<b>\$ 72,131,096</b>
Capital assets used in governmental activities are not financial resources and therefore are not reported in the funds.		296,224,804
Other long-term assets are not available to pay for current period expenditures and, therefore, are reported as unavailable revenue in the funds		18,183,029
In the Statement of Activities, interest is accrued on outstanding long-term debt whereas in the governmental funds, interest is not reported until due.		(1,162,773)
Deferred outflows and inflows of resources to be recognized in future expense are not available resources and, therefore, are not reported in the funds:		
Changes in proportion and differences between Town contributions and the proportionate share of contributions	66,000	
Net difference between projected and actual earnings on pension plan investments	4,232,000	
Changes of assumptions	6,513,000	
Net difference between expected and actual experience	(937,000)	
Deferred charge on refunding transactions	<u>1,039,982</u>	
Net effect of reporting deferred outflows and inflows of resources		10,913,982
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	(130,825,925)	
Unamortized premiums on bonds	(1,488,428)	
Landfill monitoring	(420,000)	
Compensated absences	(1,459,378)	
Net pension liability	(66,260,000)	
Other postemployment benefits	<u>(41,306,025)</u>	
Net effect of reporting long-term liabilities		<u>(241,759,756)</u>
<b>Net Position of Governmental Activities</b>		<b><u>\$ 154,530,382</u></b>

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, 2017

	General	Community Preservation	Capital Projects	Sewer Capital Project	Nonmajor Governmental Funds	Total Governmental Funds
<b>Revenues:</b>						
Real and personal property taxes	\$ 96,455,200	\$ 2,886,061	\$ -	\$ -	\$ -	\$ 99,341,261
Intergovernmental	21,275,351	590,288	2,305,931	-	5,323,388	29,494,958
Motor vehicle and other excises	7,182,338	-	-	-	-	7,182,338
Licenses and permits	1,599,548	-	-	-	-	1,599,548
Departmental and other revenue	1,239,110	-	-	-	2,864,759	4,103,869
User charges	4,981,417	-	-	-	-	4,981,417
Special assessments	356,737	-	218,220	-	-	574,957
Penalties and interest on taxes	719,701	12,048	-	-	-	731,749
Fines and forfeitures	173,772	-	-	-	-	173,772
Investment income	449,622	13,630	-	-	60,459	523,711
Contributions and donations	-	-	-	-	130,466	130,466
<b>Total Revenues</b>	<b>134,432,796</b>	<b>3,502,027</b>	<b>2,524,151</b>	<b>-</b>	<b>8,379,072</b>	<b>148,838,046</b>
<b>Expenditures:</b>						
Current:						
General government	10,001,277	-	1,458,619	-	93,483	11,553,379
Public safety	15,409,960	-	1,412	-	237,086	15,648,458
Education	47,369,740	-	3,768,021	-	5,700,400	56,838,161
Public works	10,514,503	-	1,289,324	10,875,330	50,161	22,729,318
Health and human services	1,550,722	-	-	-	338,199	1,888,921
Culture and recreation	2,860,932	-	6,500	-	163,561	3,030,993
Pension and fringe benefits	29,928,369	-	-	-	-	29,928,369
Community development	-	1,739,406	-	-	-	1,739,406
State and county tax assessments	2,852,594	-	-	-	-	2,852,594
Debt service:						
Principal	8,906,961	-	-	-	-	8,906,961
Interest	3,684,898	-	-	-	-	3,684,898
<b>Total Expenditures</b>	<b>133,079,956</b>	<b>1,739,406</b>	<b>6,523,876</b>	<b>10,875,330</b>	<b>6,582,890</b>	<b>158,801,458</b>
<b>Excess (Deficiency) of Revenues Over (Under) Expenditures</b>	<b>1,352,840</b>	<b>1,762,621</b>	<b>(3,999,725)</b>	<b>(10,875,330)</b>	<b>1,796,182</b>	<b>(9,963,412)</b>
<b>Other Financing Sources (Uses)</b>						
Transfers in	4,828,636	-	2,100,000	-	691,709	7,620,345
Transfers out	(1,481,709)	(2,137,795)	(928,032)	-	(1,852,152)	(6,399,688)
Issuance of refunding bonds	3,025,000	-	-	-	-	3,025,000
Payments to refunding escrow agent	(3,276,155)	-	-	-	-	(3,276,155)
Premiums on bonds and notes	594,773	-	-	-	-	594,773
Issuance of bonds and notes	-	-	2,913,300	26,771,182	-	29,684,482
<b>Total Other Financing Sources (Uses)</b>	<b>3,690,545</b>	<b>(2,137,795)</b>	<b>4,085,268</b>	<b>26,771,182</b>	<b>(1,160,443)</b>	<b>31,248,757</b>
<b>Net Change in Fund Balances</b>	<b>5,043,385</b>	<b>(375,174)</b>	<b>85,543</b>	<b>15,895,852</b>	<b>635,739</b>	<b>21,285,345</b>
<b>Fund Balances, Beginning</b>	<b>36,351,922</b>	<b>6,303,316</b>	<b>2,499,883</b>	<b>(6,325,784)</b>	<b>12,016,414</b>	<b>50,845,751</b>
<b>Fund Balances, Ending</b>	<b>\$ 41,395,307</b>	<b>\$ 5,928,142</b>	<b>\$ 2,585,426</b>	<b>\$ 9,570,068</b>	<b>\$ 12,652,153</b>	<b>\$ 72,131,096</b>

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, 2017**

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**Net Change in Fund Balances - Total Governmental Fund Balances** **\$ 21,285,345**

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	\$ 22,711,719	
Capital asset impairment	\$ (7,341,044)	
Depreciation expense	<u>(8,003,715)</u>	
Net effect of reporting capital assets		7,366,960

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	(3,025,000)	
Premiums from bonds and notes	(594,773)	
Amortization of deferred charge on refunding	(61,623)	
Amortization of premiums on bonds and notes payable	169,972	
Issuance of bonds and notes	(29,684,482)	
Payments to refunding escrow agent	3,276,155	
Repayments of debt	<u>8,906,961</u>	
Net effect of reporting long-term debt		(21,012,790)

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. (1,619,456)

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. 132,152

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	27,432	
Other postemployment benefits	(4,699,128)	
Pension benefits	(2,235,000)	
Landfill liability	<u>30,000</u>	
Net effect of reporting long-term liabilities		<u>(6,876,696)</u>

**Change in Net Position of Governmental Activities** **\$ (724,485)**

See accompanying notes to basic financial statements.

**TOWN OF FALMOUTH, MASSACHUSETTS**

**PROPRIETARY FUNDS  
STATEMENT OF NET POSITION  
JUNE 30, 2017**

		Business-type Activities - Enterprise Funds
		Water Enterprise
<b>Assets:</b>		
Current Assets:		
Cash and cash equivalents	\$	1,573,295
Investments		555,357
Receivables (net)		
User fees		1,185,268
Special assessments		2,344
Intergovernmental		694,405
Total Current Assets		4,010,669
Noncurrent Assets:		
Receivables (net):		
Special assessments		190,238
Intergovernmental		68,013
Capital assets, not being depreciated		48,614,713
Capital assets, net of accumulated depreciation		53,407,055
Total Noncurrent Assets		102,280,019
<b>Total Assets</b>		106,290,688
<b>Deferred Outflows of Resources</b>		482,000
<b>Liabilities:</b>		
Current Liabilities:		
Warrants and accounts payable		771,104
Retainage payable		96,391
Bond anticipation notes payable		5,939,917
Compensated absences		14,817
Bonds and notes payable		2,321,304
Total Current Liabilities		9,143,533
Noncurrent Liabilities:		
Compensated absences		44,450
Bonds and notes payable		37,555,114
Net pension liability		2,951,000
Other postemployment benefits		751,975
Total Noncurrent Liabilities		41,302,539
<b>Total Liabilities</b>		50,446,072
<b>Deferred Inflows of Resources</b>		42,000
<b>Net Position:</b>		
Net investment in capital assets		56,579,087
Unrestricted		(294,471)
<b>Total Net Position</b>	\$	56,284,616

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, 2017**

	Business-type Enterprise Funds
	Water Enterprise
<b>Operating Revenues:</b>	
Charges for services	\$ 7,720,631
<b>Total Operating Revenues</b>	7,720,631
<b>Operating Expenses:</b>	
Operating costs	3,520,054
Depreciation	2,032,542
<b>Total Operating Expenses</b>	5,552,596
<b>Total Operating Income</b>	2,168,035
<b>Nonoperating Revenues (Expenses):</b>	
Interest expense	(560,212)
Interest income	12,337
<b>Total Nonoperating Revenues (Expenses)</b>	(547,875)
<b>Income Before Capital Contributions and Transfers</b>	1,620,160
Capital contributions	383,112
Transfers out	(1,220,657)
<b>Change in Net Position</b>	782,615
<b>Net Position at Beginning of Year</b>	55,502,001
<b>Net Position at End of Year</b>	\$ 56,284,616

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

STATEMENT OF CASH FLOWS -  
 PROPRIETARY FUNDS  
 YEAR ENDED JUNE 30, 2017

	Business-type Activities - <u>Enterprise Funds</u> Water <u>Enterprise</u>
<b>Cash Flows from Operating Activities:</b>	
Receipts from users	\$ 7,560,405
Payments to vendors	(2,033,574)
Payments to employees	(1,248,034)
<b>Net Cash Provided by Operating Activities</b>	<u>4,278,797</u>
<b>Cash Flows from Noncapital Financing Activities:</b>	
Transfers out	(1,220,657)
<b>Net Cash Used for Noncapital Financing Activities</b>	<u>(1,220,657)</u>
<b>Cash Flows from Capital and Related Financing Activities:</b>	
Proceeds from issuance of bond anticipation notes	16,687,737
Proceeds from issuance of refunding bonds	1,540,000
Proceeds from issuance of bonds	15,320,673
Premiums from issuance of bonds	134,565
Proceeds from capital grants	372,506
Proceeds from capital assessments	46,737
Acquisition and construction of capital assets	(17,614,401)
Paydowns of bond anticipation notes	(15,688,312)
Payments to refunding escrow agent	(1,615,000)
Principal payments on bonds and notes	(1,618,671)
Interest expense	(639,957)
<b>Net Cash Used for Capital and Related Financing Activities</b>	<u>(3,074,123)</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>	
Investment of operating cash, net	(12,337)
Investment income	12,337
<b>Net Cash Provided by Investing Activities</b>	<u>-</u>
<b>Net Change in Cash and Cash Equivalents</b>	(15,983)
<b>Cash and Cash Equivalents:</b>	
<b>Beginning of Year</b>	<u>1,589,278</u>
<b>End of Year</b>	<u><b>\$ 1,573,295</b></u>
<b>Reconciliation of Operating Income (Loss) to Net Cash Provided by (Used in) Operating Activities:</b>	
Operating income	\$ 2,168,035
Adjustments to Reconcile Operating Income (Loss) to Net Cash Provided by (Used in) Operating Activities:	
Depreciation	2,032,542
Changes in assets, deferred outflows, liabilities and deferred inflows:	
User fees receivable	(160,226)
Deferred outflows of resources	(144,000)
Warrants and accounts payable	67,319
Compensated absences	(8,536)
Net pension liability	202,000
Other postemployment benefits	79,663
Deferred inflows of resources	42,000
<b>Net Cash Provided by Operating Activities</b>	<u><b>\$ 4,278,797</b></u>
Noncash capital and related financing activities:	
Amortization of bond premium	\$ 79,745
Governmental debt subsidies	4,867

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

STATEMENT OF NET POSITION  
FIDUCIARY FUNDS  
JUNE 30, 2017

	Pension Trust Fund (December 31, 2016)	Other Postemployment Benefits Trust Fund	Private Purpose Trust Funds	Agency Funds
<b>Assets:</b>				
Cash and Cash Equivalents	\$ 1,692,136	\$ -	\$ -	\$ 2,034,021
Investments (at fair value):				
Equity securities	26,535,056	241,811	1,614,863	-
Pooled funds:				
Domestic equity	25,220,627	-	-	-
International equity	11,653,976	-	-	-
Fixed income	23,438,751	224,663	-	-
Private equity and venture capital	12,102,733	-	-	-
Real estate	11,199,159	-	-	-
PRIT	11,668,327	-	-	-
Total Investments	121,818,629	466,474	1,614,863	-
Receivables:				
Employer and employee contributions	3,648,100	-	-	-
Other receivables	216	-	-	-
Total Receivables	3,648,316	-	-	-
<b>Total Assets</b>	<b>127,159,081</b>	<b>466,474</b>	<b>1,614,863</b>	<b>2,034,021</b>
<b>Liabilities:</b>				
Warrants and accounts payable	108,669	-	-	370,239
Payroll liabilities	-	-	-	979,405
Performance bonds	-	-	-	595,665
Other	-	-	-	88,712
<b>Total Liabilities</b>	<b>108,669</b>	<b>-</b>	<b>-</b>	<b>2,034,021</b>
<b>Net Position:</b>				
Held in trust for pension benefits	127,050,412	-	-	-
Held in trust for other postemployment benefits	-	466,474	-	-
Held in trust for private purposes	-	-	1,614,863	-
<b>Total Net Position</b>	<b>\$ 127,050,412</b>	<b>\$ 466,474</b>	<b>\$ 1,614,863</b>	<b>\$ -</b>

See accompanying notes to basic financial statements.

**TOWN OF FALMOUTH, MASSACHUSETTS**  
**STATEMENT OF CHANGES IN NET POSITION**  
**FIDUCIARY FUNDS**  
**YEAR ENDED JUNE 30, 2017**

	Pension Trust Fund (December 31, 2016)	Other Postemployment Benefits Trust Fund	Private Purpose Trust Funds
<b>Additions</b>			
Contributions:			
Employer	\$ 7,296,200	\$ 3,972,125	\$ -
Employee	2,902,265	-	-
Transfers from other systems	227,554	-	-
Reimbursements from other systems	494,895	-	-
From Commonwealth of Massachusetts	114,258	-	-
Total Contributions	<u>11,035,172</u>	<u>3,972,125</u>	<u>-</u>
Other income	5,727	-	-
Investment income:			
Interest and dividends	1,793,912	10,103	33,852
Net appreciation in fair value of investments	9,612,567	-	-
Less - investment management fees	(861,847)	-	-
Net investment earnings	<u>10,544,632</u>	<u>10,103</u>	<u>33,852</u>
<b>Total Additions (net)</b>	<u>21,585,531</u>	<u>3,982,228</u>	<u>33,852</u>
<b>Deductions</b>			
Benefit payments to pensioners and beneficiaries	10,771,992	3,872,125	-
Member refunds	143,100	-	-
Transfers to other systems	251,290	-	-
Reimbursements to other systems	255,499	-	-
Payroll expenses of the System	163,815	-	-
Other administrative expenses	131,160	-	-
Human services	-	-	14,974
<b>Total Deductions</b>	<u>11,716,856</u>	<u>3,872,125</u>	<u>14,974</u>
<b>CHANGE IN NET POSITION</b>	9,868,675	110,103	18,878
<b>NET POSITION AT BEGINNING OF YEAR</b>	<u>117,181,737</u>	<u>356,371</u>	<u>1,595,985</u>
<b>NET POSITION AT END OF YEAR</b>	<u>\$ 127,050,412</u>	<u>\$ 466,474</u>	<u>\$ 1,614,863</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 1<sup>st</sup> adopt the budget with or without recommendations, and submit it to the Finance committee on or before the 16<sup>th</sup> 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.

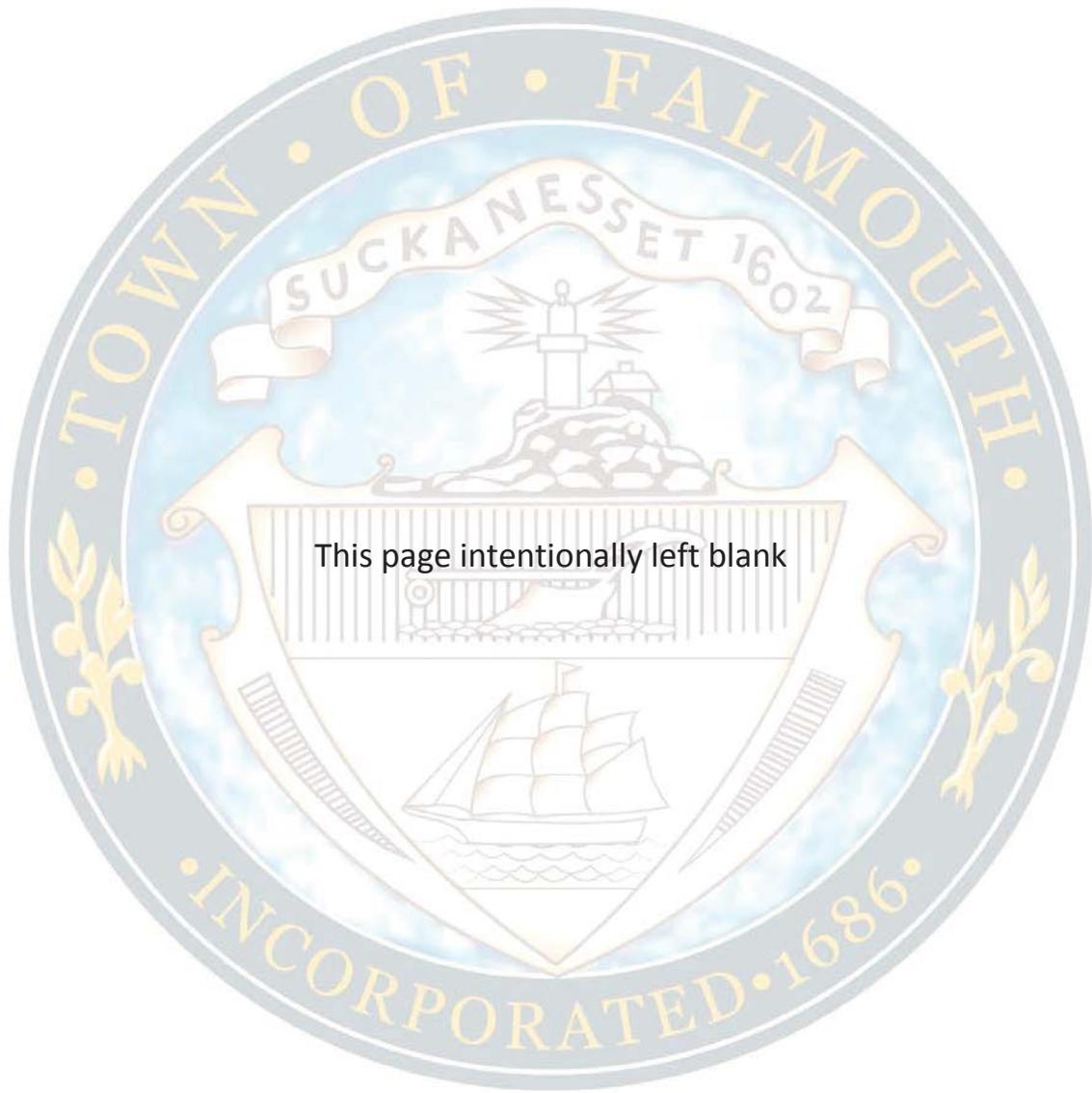
- b. Funding for the capital plan will be in accordance with the recommendations from the Town Manager, as follows:
  - i. \$25,000-\$1,000,000 - available funds
  - ii. Greater than \$1,000,000 - borrowing, capital exclusion or available funds
- c. The Finance Committee (the Committee) shall publish, 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.



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# 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>
Selectman, Chair	Susan L. Moran	Elected/3 Yrs.	2020
Selectman	Doug Jones	Elected/3 Yrs.	2021
Selectman	Megan English	Elected/3 Yrs.	2019
Selectman	Samuel H. Patterson	Elected/3 Yrs.	2020
Selectman	Douglas C. Brown	Elected/3 Yrs.	2019
Town Manager	Julian M. Suso	Appointed	2020
Assistant Town Manager	Peter Johnson-Staub	Appointed	Indefinite
Finance Director	Jennifer Petit	Appointed	Indefinite
Town Clerk	Michael C. Palmer	Elected/3 Yrs.	2019
Town Counsel	Frank K. Duffy Jr.	Appointed	Dec. 2018
Treasurer/Collector	Patricia O'Connell	Appointed/3 Yrs.	2021
Town Accountant	Victoria Rose	Appointed/3 Yrs.	2019

### 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 hospital, 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		
	2014	2015	2016	2017	2018
Elementary (K-4)	1,550	1,470	1,436	1,546	1,395
Middle/Jr. High (5-8)	1,139	1,184	1,164	1,158	1,137
High School (9-12)	865	881	905	869	858
Totals	3,554	3,535	3,505	3,573	3,390

## 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.

**ArtsFalmouth** - The mission of ArtsFalmouth is to celebrate and promote local arts and culture. Its purpose is to raise awareness and increase the public’s exposure to the arts in the Falmouth area; provide a forum for ideas for the arts and cultural community; stimulate cooperative planning and programming among its members; and represent the interests of the cultural community to the town and its citizens. ArtsFalmouth intends to improve the community using arts as a vehicle and to foster a local creative economy that will strengthen both the arts and the business community. ArtsFalmouth was launched by an Adams Grant from the Mass Cultural Council in 2005. Originally named CONNECT, a consortium of The Cape Cod Theatre Project, the Cape Cod Conservatory, Falmouth Academy and Historic Highfield, the grant was matched two to one by private donors. Its purpose was to stimulate economic activity by encouraging the arts.

**Raymond Park** - In the fall of 2003, the EDIC invested \$3 million to acquire twenty acres (including a 10,000 square foot building) in North Falmouth. The EDIC acquired the site because it is one of the last Light-Industrial zoned properties in Falmouth. Since the EDIC acquired the site, Benthos Corporation (the site owner) has been able to reverse its fortunes and was acquired last year by the Teledyne Corporation. Benthos Corporation is now expanding operations on its existing campus and plans to double employment over the next few years. The Falmouth EDIC subdivided the aforementioned site, now known as Raymond Business and Technology Park, into ten lots and constructed a system of interior roadways and utilities. Six lots have been sold and are being developed. The EDIC has retained ownership of three lots, which are being reconfigured for maximum density prior to being marketed for sale.

**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

# COMMUNITY PROFILE FOR FALMOUTH, MASSACHUSETTS

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.

**Technology Park** - The Falmouth Technology Park is located in West Falmouth off Thomas B. Landers Road. In 1979 Falmouth Town Meeting purchased 420 acres, with 114 acres set aside for the Falmouth Technology Park. In 1981 the EDIC was created and took on the task of developing the park. Over 15 businesses call the park home. Today the Falmouth Technology Park stands as a model for multifaceted, cooperative economic development efforts on Cape Cod.

**704 Main Street** - The Falmouth EDIC assisted the Town and the Falmouth Housing Authority in acquiring the property for the development of 704 Main Street, a mixed-use retail and affordable housing development, which was vital to the redevelopment of the East Main Street neighborhood of downtown Falmouth.

## 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.

Industry	Calendar Year Average				
	2013	2014	2015	2016	2017
Construction	644	670	676	700	735
Manufacturing	463	460	464	461	495
Trade, Transportation and Utilities	2,088	2,125	2,088	1,084	2,109
Information	198	198	204	203	189
Financial Activities	322	319	302	316	318
Professional and Business Services	2,380	2,363	2,329	2,348	2,328
Education and Health Services	4,052	4,059	4,087	4,036	4,101
Leisure and Hospitality	2,426	2,532	2,493	2,602	2,629
Other Services	408	395	399	398	386
Public Administration	1,382	1,384	1,396	1,422	1,421
<b>Total Employment</b>	<b>14,363</b>	<b>14,505</b>	<b>14,438</b>	<b>13,570</b>	<b>14,711</b>
Number of Establishments	1,114	1,150	1,150	1,168	1,153
Average Weekly Wages	\$909	\$936	\$970	\$985	\$1,006
<b>Total Wages</b>	<b>\$680,596,909</b>	<b>\$707,579,901</b>	<b>\$730,162,569</b>	<b>\$747,782,021</b>	<b>\$773,297,405</b>

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.

# COMMUNITY PROFILE FOR FALMOUTH, MASSACHUSETTS

## 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 Institute	Oceanographic Research	4,999-1,000
Joint Base Cape Cod	Military Base	1,833 (1)
Woods Hole, Martha's Vineyard and Nantucket Steamship Authority	Ferry Service	999-500
Falmouth Hospital	General Hospital	999-500
Marine Biological Laboratory (MBL)	Biological Research	499-200
Sea Crest Hotel & Motor Inn.	Convention Hotel	499-200
Walmart	Retail	499-200
Windfall Market	Restaurant/Inn	499-200
United States Geological Survey (USGA)	Oceanographic Research	249-100
Royal Nursing Center	Nursing Center	249-100

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 July 2018, the Town had a total labor force of 18,082 of which 17,449 were employed and 633, or 3.5%, were unemployed, as compared with 3.9% for the Commonwealth (unadjusted). 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 2013 through 2017.

## UNEMPLOYMENT RATES

Year	Labor Force	Town of Falmouth	Massachusetts	United States
		Unemployment Rate	Unemployment Rate	Unemployment Rate
2017	15,475	4.6 %	3.7 %	4.4 %
2016	15,254	4.5	3.9	4.9
2015	15,327	6	4.9	5.3
2014	15,322	6.6	5.8	6.2
2013	15,176	6.8	6.7	7.4

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

# COMMUNITY PROFILE FOR FALMOUTH, MASSACHUSETTS

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.

## BUILDING PERMITS

Calendar Year	New Construction							
	Residential		Non-Residential		Additions/Alterations		Totals	
	No.	Value	No.	Value	No.	Value	No	Value
2018 (2)	88	\$ 41,113,485	2	\$ 1,664,909	2,143	\$ 57,562,236	2,233	\$ 100,340,630
2017	85	25,604,952	6	1,095,000	1,929	94,306,811	2,020	121,006,763
2016	71	27,769,500	7	3,454,063	2,759	65,840,769	2,837	97,064,332
2015	82	34,557,243	16	137,760,225 (1)	2,981	58,236,725	3,079	230,554,193
2014	85	41,408,041	6	3,892,941	2,785	73,345,636	2,876	118,646,618

(1) Increase attributable to raw water pump station, ozone building and water treatment plant.

(2) Issued through October, 2018.

## 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.

## RETAIL SALES

	<u>Falmouth</u>	<u>Massachusetts</u>
<b>Establishments:</b>		
2007	179	25,469
2002	178	25,932
1997	186	26,209
<b>Sales(000):</b>		
2007	\$477,941	\$88,082,966
2002	421,198	75,183,807
1997	296,721	58,578,048
<b>Per Capita Sales:</b>		
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.

# COMMUNITY PROFILE FOR FALMOUTH, MASSACHUSETTS

## 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.

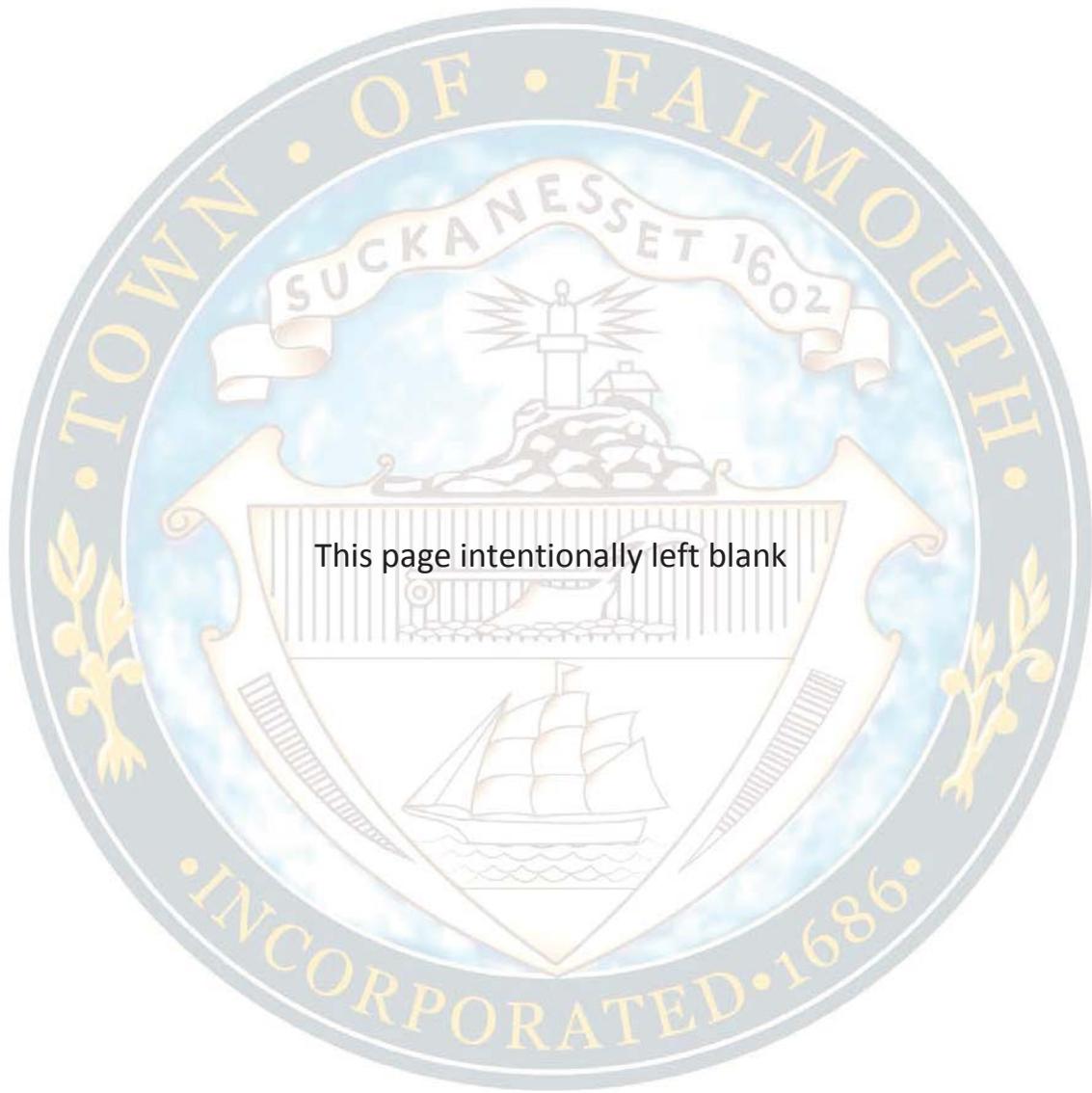
	<u>Falmouth</u>	<u>Massachusetts</u>	<u>United States</u>
<b>Median Age:</b>			
2010	50.8	39.1	37.2
2000	45.0	36.5	35.3
1990	38.6	33.6	32.9
<b>Median Family Income:</b>			
2010	\$77,488	\$81,165	\$51,114
2000	47,500	61,664	50,046
1990	40,655	44,367	35,225
<b>Per Capita Income:</b>			
2010	\$38,334	\$33,966	\$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



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## 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 board of selectmen 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 board of selectmen, 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>*