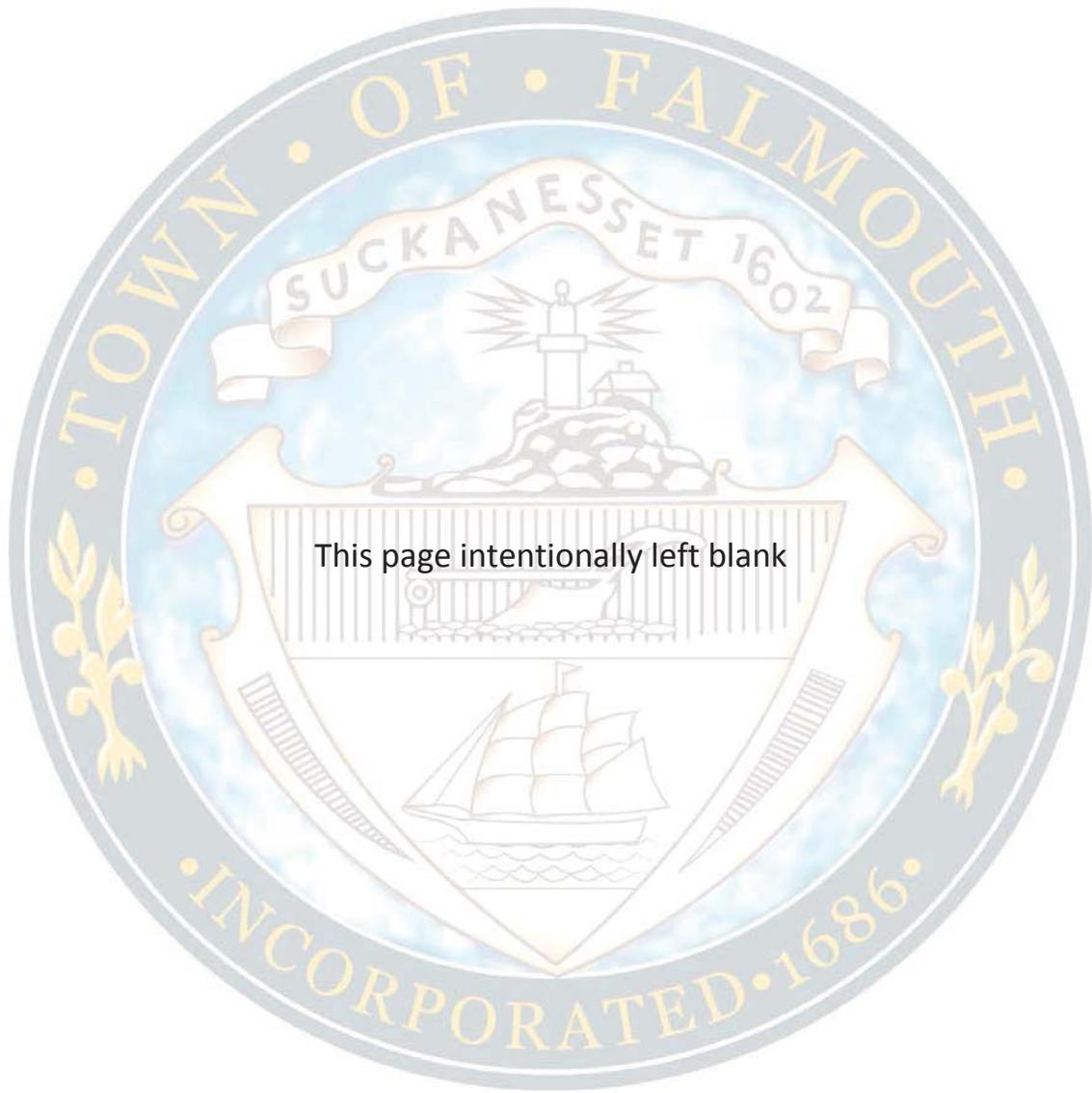


EXECUTIVE SUMMARY



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TOWN OF FALMOUTH

Office of the Town Manager & Selectmen

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FY 2021 BUDGET MESSAGE

Submitted to Board of Selectmen 12/23/2019

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 2021 Budget Message.

This FY21 Town budget represents a challenging balance between the dynamic of increasing requests for Town services/expenditures (particularly in the areas of public safety and the new, greatly expanded Senior Center) and the continued 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 remain stable with moderate increases. This is not of course 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 resulted in the reaffirmation of the Town's coveted AAA Bond Rating from national bond rating agency Standard and Poor's, a milestone achieved for the very first time by the Town of Falmouth in April, 2018. 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, significant expansion of public safety personnel in direct response to expanding public service needs. FY21 continues a pattern of thoughtful, conservative revenue forecasting and a disciplined, moderate expansion of public services.

BUDGET OVERVIEW – REVENUES

Four major components of revenue are routinely used to fund the Town's annual operating budget, these being: Property Taxes, State Aid, Estimated Local Receipts, and Other Available Funds. Consistent with the Board of Selectmen's Operating Budget Policy Statement adopted on September 9, 2019, the maximum total revenue growth from property taxes is a 2.5% increase from FY2020. This is supplemented by \$700,000 in New Growth with 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 recently on December 4, fiscal experts were cautioning slower revenue growth for FY2021. 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 FY2020 levels.

Local Estimated Receipts increased by \$2.6 Million from FY19 – FY20. 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 State and National economy, some additional significant local revenue and estimated receipt growth over the last few years.

In January of 2019, the Legislature enacted a Bill to apply the hotel/motel excise tax to all short-term rental units (e.g. Airbnb). With the expansion of this "room occupancy" excise tax, the Board of Selectmen recommended, and Town Meeting approved, an increase in the Town's tax rate for this excise tax from 4% to 5%, effective January 1, 2020. We are projecting an additional \$300,000 per year for additional revenue due to this 1% rate increase. It is still too early to reasonably project revenues on short-term rental units that are paying this excise tax for the first time effective July 1, 2019.

In addition, the Town has projected a \$250,000 increase in water revenues due to the recent water rate increase. This is important to cover the debt service for the Main Street Water Main replacement. Additional ongoing revenues from motor vehicle excise, investment income, ambulance fees and Medicaid reimbursement will cover a slight increase in new positions. 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. In general, 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 not yet been settled for FY21. The Town is still negotiating with unions representing the Police, Consolidated Communications, Public Works, Library and selected department heads. A set-aside for potential cost-of-living adjustments will be provided in a separate April Town Meeting warrant article. The remaining collective bargaining units were settled with a 2% cost-of-living adjustment. 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 FY2021 Appropriations Budget, I am proposing two (2) new, full-time general government positions – one in the Health Department and one shared half-time in the Collector/Treasurer's Office and half-time in the Assessor's Office. I am further proposing the funding of the part-time position of solid waste coordinator. In addition, I am proposing four (4) new, full-time public safety positions that would be effective January 1, 2021 – consisting of two (2) additional firefighters and two (2) additional police officers.

The Police Department has continued to experience significant expansions in demands for services, reflective of an expansion in service calls for police assistance. This has increased the challenge to Police Chief Dunne in responding to variable public safety issues in neighborhoods throughout the Falmouth community. The addition of these two police officer positions will facilitate enhanced police response to this increasing demand for community and neighborhood services.

The Town of Falmouth has been gradually adding new firefighter positions over the last several budget years – a total of seven newly funded firefighter positions over the past four budget years alone. More specifically, one new firefighter position was budgeted in both Fiscal Years 2017 and 2018, three new

firefighter positions in Fiscal Year 2019 and two new firefighter positions in the current Fiscal Year 2020. As noted, this proposed FY21 Budget maintains this expansionary trend in the Fire Department by requesting two (2) new firefighter positions. This therefore continues the thoughtful and reasonable response to documented, increasing calls primarily for ambulance/rescue services in the Fire Department. With the addition of these two new firefighter positions, nine (9) new firefighter positions have been proposed and funded within the past five fiscal years. The Fire Department budget also provides funding for promotional opportunities for up to four (4) upgrades from firefighter rank to Lieutenant.

It should be noted that there are funded positions in both the Fire and Police Departments that yet remain unfilled due to the lengthy Civil Service hiring process with which the Town of Falmouth is constantly challenged. Budgeting for these new public safety positions for January 1 of the Fiscal Year will allow the lengthy Statutory hiring process to be initiated at the start of the Fiscal Year on July 1.

The Health Department has historically been staffed with one full-time administrative assistant. An additional assistant is needed to facilitate customer service given the continuing trend in increasing required health inspections. The increase in personnel in the Assessor's Office will assist with mandatory valuation inspections to keep up with State Department of Revenue regulations requiring performing inspections on all properties every ten years. The additional hours in the Collector/Treasurer's Office will assist in critical procurement compliance consistent with State procurement regulations. This proposed Budget also incorporates additional operating hours in the Library Department and a small increment of additional operating hours in the Human Services Department.

Be aware that some Town departments reflect more than a 2.3% increase in their proposed operating budgets. This is due to the existence of contractual step increases and cost-of-living adjustments for those unions that have ratified collective bargaining contracts.

Construction was just completed for the new Senior Center and the projected opening date is within the first quarter of 2020, as anticipated. The FY21 proposed Senior Center budget includes an additional full-time receptionist, a part-time laborer, a part-time food service worker, and contractual cleaning services. The proposed food program will be operated through a revolving fund with a portion of the cost offset by receipts from the sale of food.

Health Insurance

The Cape Cod Municipal Health Group (CCMHG), with which the Town is affiliated for group health insurance cost-effectiveness purposes, has projected a potential maximum 2% increase in employee health insurance costs which follows a zero percent increase for this fiscal year. The rates are based upon claims experience, which has fared extremely well in the last two years. 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. Since health insurance rates can be volatile, the Town has typically budgeted increases in the 4% - 8% range which has periodically created a temporary surplus. This year, we believe that the modest health insurance increase can be accommodated with a 0% increase in the Town budget for FY21.

Retirement

Three years ago, the Falmouth Retirement Board voted to adopt an assessment schedule that would fully fund the Retirement System's unfunded liability by 2034. For Fiscal Year 2021, this requires a 6.16% increase from the previous year.

Employee Increases

As noted earlier, Falmouth is involved in good faith bargaining with certain collective bargaining units at present and has settled with others. To preserve the Town's ability to recruit and retain an appropriately skilled workforce, adjustments to wage scales are selectively incorporated into union contracts as the competitive market dictates. The budgeted amount for seasonal employees has been increased for the second consecutive year to appropriately reflect the competitive market for those mission-critical partial year public service employees.

Town Insurance

Falmouth's general insurance line item has been estimated to increase by 2%. At this time, the Town has sufficient reserves in the Workers' Compensation Trust Fund to hedge against any unanticipated increases.

Schools

Following a significant increase in enrollment for the Upper Cape Regional Technical School (UCRTS) in the present FY20, we understand that there is anticipated a slight decrease of four students for UCRTS for FY21. At this early stage, we are projecting a maximum increase of 10% in the Town's assessment due to the State Education Formula. Final cost confirmation on this potential increase will not be available until February/March of 2020.

School Department funding is proposed to increase by 2.5% in the FY21 budget. The increase in school funding will primarily be used to staff an additional full-time School Department position to coordinate specific educational programs in collaboration with WHOI, MBL, NOAA and other local scientific institutions for the benefit of Falmouth students. The Town was able to accommodate this expanded School Department request with additional recurring revenue from the increase in the local hotel/motel tax.

Funding Reserves

As per the Selectmen's Policy, for the second year the Town will appropriate no further funds into the General Stabilization Fund. The fund balance has reached \$6,589,985 which is within range of the overall policy goal of 5% of the previous year's operating budget not including excluded debt. The OPEB Trust Fund will be funded in the amount of \$500,000 and the Workers' Compensation Trust Fund in the amount of \$140,000. 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 the Town's ability to maintain and improve infrastructure without increasing the tax burden. 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 Town recently refinanced \$8.9 Million in debt with a net savings of \$1.3 Million over ten years. Simultaneously, the Town issued \$19.5 Million in bonds (new debt) in order to take advantage of historically very low interest rates and combined issuance costs. The Town has financed the new Senior Center and the new Synthetic Athletic Field at the High School, the Main Street Water Main Replacement and miscellaneous Wastewater Projects. To ensure that the tax levy does not increase by more than 2.5% excluding New Growth, the Town will be using debt stabilization funding to partially offset the principal and interest. Standard and Poor's has reaffirmed the Town's coveted AAA Bond Rating with this latest bond issuance. 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 municipality. The Town of Falmouth has saved approximately \$200,000 for taxpayers with this latest affirmation of the AAA bond rating. Finally, this is the first year that the General Fund will contribute \$200,000 to the municipal golf course debt.

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 a wastewater treatment system and an award winning, state-of-the-art water filtration 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 responsibly 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 significantly beyond that of the majority of surrounding communities.

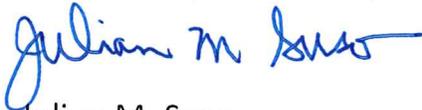
Fundamental to this is the dedicated leadership of the Falmouth Board of Selectmen. The Board utilizes a thoughtful and deliberative Strategic Planning Process and embraces appropriately conservative Budget Policies while concurrently continuing to fund reserves in a responsible, business-like manner. 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 6 in the Selectmen's Meeting Room at Town Hall for the formal presentation of this FY2021 Proposed Budget. As per the Falmouth Town Charter, we have a very compact time frame 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 the Finance Committee in the weeks to come as they undertake their important work on the Falmouth FY21 Budget in preparation for the April, 2020 Town Meeting.

I thank Finance Director Jennifer Mullen for her consistent professionalism, commitment to quality and her hands-on 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 dedicated, hands-on involvement in this annual budget process, begun several months ago to ensure the comprehensiveness of this important annual work. Thank you to each of you for the inspiring 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 FY2021 Budget has a profound impact on all of those who we are so privileged to serve.

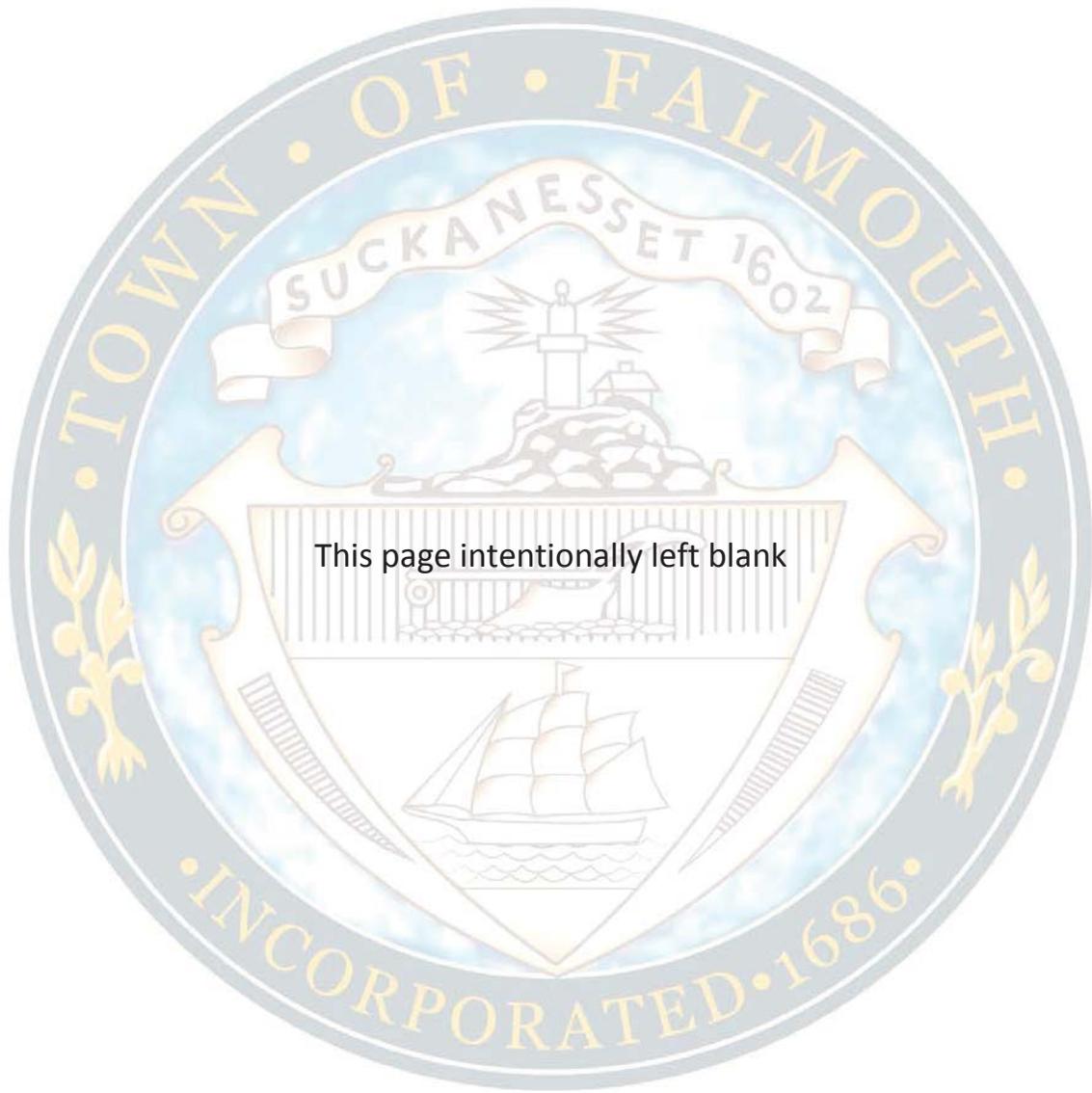
Respectfully Submitted,



Julian M. Suso

Falmouth Town Manager

December 23, 2019



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BUDGET OVERVIEW

		FY 20	FY 21	FY 21	FY20 TO FY21	%
		VOTED	REQUESTS	RECOMMEND	CHANGE	CHANGE
PROPERTY TAX						
Base		93,670,971	97,105,757	97,105,757	3,434,786	
Amended New Growth		-	-	-	-	
2.5% increase		2,341,774	2,427,644	2,427,644	85,870	
New Growth		1,093,012	700,000	700,000	(393,012)	
Debt Exclusions (DE-1)		10,708,052	11,219,124	11,219,124	511,072	
Short Term Debt		(490,634)			490,634	
Revenue to offset Water/Wastewater debt		(1,200,000)	(1,000,000)	(1,000,000)	200,000	
Debt Stabilization		-	(1,100,000)	(1,100,000)	(1,100,000)	
CC Commission		509,000	509,000	509,000	-	
Excess Levy Capacity		-	-	-	-	
TOTAL TAX LEVY		106,632,175	109,861,525	109,861,525	3,229,350	3.03%
STATE REVENUE						
Chapter 70		6,780,099	6,780,099	6,780,099	-	
Charter Tuition Reimbursements		446,542	446,542	446,542	-	
School Choice		849,129	849,129	849,129	-	
MSBA Reimbursements		685,368			(685,368)	
Subtotal Education		8,761,138	8,075,770	8,075,770	(685,368)	
Unrestricted General Government Aid		1,472,161	1,472,161	1,472,161	-	
Veterans Benefits		312,432	312,432	312,432	-	
Exemptions: Vets, Blind, Surv Spouses & Elderly		170,438	170,438	170,438	-	
State Owned Land		461,240	461,240	461,240	-	
Public Libraries		36,171	36,171	36,171	-	
Subtotal General Government		2,452,442	2,452,442	2,452,442	-	
TOTAL STATE REVENUE		11,213,580	10,528,212	10,528,212	(685,368)	
LOCAL ESTIMATED RECEIPTS						
Motor Vehicle Excise		4,425,000	4,600,000	4,600,000	175,000	3.95%
**Other Excise		1,560,000	1,860,000	1,860,000	300,000	
Penalties and Interest		575,000	575,000	575,000	-	
PILOT		165,000	165,000	165,000	-	
Charges for Services - Water		8,250,000	8,500,000	8,500,000	250,000	3.03%
Charges for Services - Trash Disposal		100,000	100,000	100,000	-	
Other Charges for Services		4,000,000	4,100,000	4,100,000	100,000	2.50%
Fees		225,000	225,000	225,000	-	
Rentals		100,000	100,000	100,000	-	
Departmental Revenue - Libraries		30,000	30,000	30,000	-	
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		900,000	1,000,000	1,000,000	100,000	
Fines and Forfeits		80,000	80,000	80,000	-	
Investment Income		191,700	250,000	250,000	58,300	
Misc. Recurring		40,000	140,000	140,000	100,000	
Misc. Non-Recurring		-	-	-	-	
TOTAL ESTIMATED RECEIPTS		22,051,700	23,135,000	23,135,000	1,083,300	4.91%
OTHER AVAILABLE FUNDS						
Parking Meter Fund		200,000	203,500	203,500	3,500	1.75%
Embarkation Fees		350,500	350,500	350,500	-	
Wetlands Fund		50,000	50,000	50,000	-	
Title V Program		30,829	31,050	31,050	221	0.72%
Energy Receipts		368,932	358,883	358,883	(10,049)	-2.72%
Road Betterment		123,407	119,856	119,856	(3,551)	-2.88%
Golf Revenues		550,000	400,000	400,000	(150,000)	-27.27%
Community Preservation Fund		1,142,169	1,090,449	1,090,449	(51,720)	-4.53%
Bond Premiums		80,347	16,095	16,095	(64,252)	-79.97%
Waterways Fund		134,791	131,291	131,291	(3,500)	-2.60%
Debt Stabilization Fund		620,334	1,229,700	1,229,700	609,366	98.23%
Receipts Reserved - Sewer		50,000	50,000	50,000	-	
TOTAL OTHER AVAILABLE FUNDS		3,701,309	4,031,324	4,031,324	330,015	8.92%
TOTAL REVENUES		143,598,764	147,556,061	147,556,061	3,957,297	

	FY 20	FY 21	FY 21	FY20 TO FY21	%
	VOTED	REQUESTS	RECOMMEND	CHANGE	CHANGE
BUDGET					
General Government	4,489,636	4,779,847	4,705,650	216,014	4.81%
Public Safety	15,642,205	17,128,754	16,360,966	718,761	4.60%
Public Works and Facilities	14,566,677	15,197,238	14,991,840	425,163	2.92%
Community Development	1,659,991	1,914,464	1,904,464	244,473	14.73%
Community Services	4,764,301	5,266,936	5,150,436	386,135	8.10%
Education	52,193,357	53,740,309	53,740,309	1,546,952	2.96%
Employee Benefits	25,289,381	25,830,387	25,830,387	541,006	2.14%
Ins & Reserve	1,690,724	1,724,538	1,724,538	33,814	2.00%
Debt Service	16,023,146	15,661,004	15,661,004	(362,142)	-2.26%
TOTAL OPERATING BUDGET	136,319,418	141,243,477	140,069,594	3,750,176	2.75%
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	500,000	300,000	100,000	
TOTAL TOWN MEETING ARTICLES	1,872,079	2,172,079	1,972,079	100,000	5.34%
TAX RECAP APPROPRIATIONS					
Assessments	4,216,867	4,322,289	4,322,289	105,422	
Overlay	475,000	300,000	300,000	(175,000)	
State Aid Offsets	885,300	885,300	885,300	-	
TOTAL RECAP APPROPRIATIONS	5,577,167	5,507,589	5,507,589	(69,578)	-1.25%
*TOTAL APPROPRIATIONS	143,768,664	148,923,145	147,549,262	3,780,598	2.63%

REVENUES MINUS EXPENDITURES

(169,900) (1,367,084) 6,800 176,699

FY21 BUDGET

DEPT #	DEPT NAME	FY 2020 RECOMMEND	FY 2021 REQUESTS	FY 2021 RECOMMEND	FY20vsFY21	(Review)
113	TOWN MEETING	38,500	46,000	46,000	7,500	19.48%
114	TOWN MODERATOR	1,500	1,500	1,500	-	0.00%
122	SELECTMEN/TOWN MANAGER	579,473	590,664	590,664	11,191	1.93%
131	FINANCE DEPARTMENT	130,939	137,487	137,487	6,548	5.00%
132	FINANCE COMMITTEE/RESERVE FUND	325,000	325,000	325,000	-	0.00%
135	TOWN ACCOUNTANT	229,618	251,717	251,717	22,099	9.62%
141	ASSESSORS	370,351	377,209	377,209	6,858	1.85%
145	TOWN TREASURER/COLLECTOR	557,742	640,223	640,223	82,481	14.79%
151	LEGAL DEPARTMENT	528,209	527,475	527,475	(734)	-0.14%
152	PERSONNEL DEPARTMENT	312,015	319,531	319,531	7,516	2.41%
155	INFORMATION TECH	963,190	1,081,791	1,007,594	44,404	4.61%
156	GIS	102,732	104,444	104,444	1,712	1.67%
161	TOWN CLERK	279,767	295,106	295,106	15,339	5.48%
162	ELECTIONS	70,600	81,700	81,700	11,100	15.72%
171	CONSERVATION	284,286	313,631	313,631	29,345	10.32%
175	PLANNING	279,851	298,020	298,020	18,169	6.49%
176	ZONING APPEALS	135,045	141,595	141,595	6,550	4.85%
192	DPW-FACILITIES MTNC	1,035,384	1,094,057	1,094,057	58,673	5.67%
193	PROP, LIAB, WRKR COMP INSURANCE	1,690,724	1,724,538	1,724,538	33,814	2.00%
210	POLICE DEPARTMENT	6,733,233	7,045,893	6,835,558	102,325	1.52%
220	FIRE/RESCUE DEPARTMENT	7,231,619	8,259,723	7,732,968	501,349	6.93%
230	CONSOLIDATED COMMUNICATIONS	661,916	757,163	726,465	64,549	9.75%
241	BUILDING INSPECTION	664,948	736,678	736,678	71,730	10.79%
295	DEPT OF MARINE & ENV SERVICES	1,015,437	1,065,975	1,065,975	50,538	4.98%
300	SCHOOL DEPARTMENT	48,992,001	50,218,817	50,218,817	1,226,816	2.50%
390	UPPER CAPE REGIONAL	3,201,356	3,521,492	3,521,492	320,136	10.00%
411	DPW - ADMIN/ENGINEERING	825,636	889,965	889,965	64,329	7.79%
422	DPW - HIGHWAY	1,444,645	1,559,448	1,488,050	43,405	3.00%
423	DPW-SNOW & ICE	375,000	375,000	375,000	-	0.00%
424	STREETLIGHTING	105,000	105,000	105,000	-	0.00%
425	VEHICLE FUEL	335,000	335,000	335,000	-	0.00%
426	FLEET SERVICES	463,880	553,261	494,261	30,381	6.55%
429	DPW-PARKS DEPARTMENT	1,208,797	1,251,933	1,251,933	43,136	3.57%
431	DPW-WASTE MGT FACILITY	360,842	360,895	360,895	53	0.01%
433	DPW-SOLID WASTE	3,546,000	3,663,000	3,663,000	117,000	3.30%
440	DPW-WASTEWATER	1,619,165	1,671,445	1,646,445	27,280	1.68%
450	DPW-WATER DEPARTMENT	3,211,846	3,302,752	3,252,752	40,906	1.27%
460	RENEWABLE ENERGY	35,482	35,482	35,482	-	0.00%
510	HEALTH DEPARTMENT	295,861	424,540	414,540	118,679	40.11%
541	SENIOR CENTER	340,097	664,752	548,252	208,155	61.20%
543	VETERANS SERVICES	593,985	598,968	598,968	4,983	0.84%
560	DISABILITY COMMISSION	250	250	250	-	0.00%
599	HUMAN SERVICES	487,006	516,799	516,799	29,793	6.12%

DEPT #	DEPT NAME	FY 2020 RECOMMEND	FY 2021 REQUESTS	FY 2021 RECOMMEND	FY20vsFY21	(Review)
610	FALMOUTH PUBLIC LIBRARY	2,097,211	2,138,934	2,138,934	41,723	1.99%
630	RECREATION DEPARTMENT	524,788	571,727	571,727	46,939	8.94%
632	BEACHES	718,984	773,506	773,506	54,522	7.58%
633	BIKEWAYS	1,980	2,000	2,000	20	1.01%
1753	LT EXCLUDED DEBT	10,982,787	11,219,124	11,219,124	236,337	2.15%
1754	LT UNEXCLUDED DEBT	4,549,725	4,441,880	4,441,880	(107,845)	-2.37%
1755	ST EXCLUDED PRINCIPAL & INTEREST	490,634			(490,634)	0.00%
1911	RETIREMENT	8,451,144	8,972,150	8,972,150	521,006	6.16%
1913	UNEMPLOYMENT	145,000	145,000	145,000	-	0.00%
1914	HEALTH INSURANCE	15,585,305	15,585,305	15,585,305.00	-	0.00%
	SCHOOL DEPARTMENT	6,955,712	6,955,712	6,955,712	-	
	TOWN/RETIRES	8,629,593	8,629,593	8,629,593	-	
1915	LIFE INSURANCE	9,232	9,232	9,232	-	0.00%
1916	MEDICARE TAX	880,000	900,000	900,000	20,000	2.27%
1919	EMPLOYEE BENEFITS	218,200	218,200	218,200	-	0.00%
1941	COURT JUDGMENTS	500	500	500	-	0.00%
	TOTALS	136,319,418	141,243,477	140,069,594	3,750,176	2.75%
					Updated	12/23/2019



**TOWN OF FALMOUTH
BOARD OF SELECTMEN
Fiscal Year 2021
Operating Budget Policy
Voted September 9, 2019**

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 **FY2020-2024 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 2021 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 FY2021 budget shall be based on conservative and achievable estimates of available revenues. The FY2020 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 2020 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 and the additional short term rental tax 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 modest increases that will enhance community services. 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 2020 state budget increased state aid to cities and towns. However, state assessments such as charter and school choice increased well beyond state aid revenue increases. At this early date, the Town will project level funding state aid until the State's FY 2021 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 2021 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 a potential modest increase in services. The Town will continue to evaluate public safety existing programs and services. 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 2021 Budget, the Board of Selectmen has adopted a five-year Strategic Plan FY 2020-2024. 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. For the second year, the Town will not further appropriate funds into the General Stabilization Fund. The Fund balance is \$6,589,985 which is within range of the overall policy goal of 5% of the previous year's operating budget not including excluded debt. The Town will fund the Other Post Employment Benefit Trust Fund in the amount of \$500,000 and the Workers Compensation Trust Fund in the amount of \$140,000.

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.

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

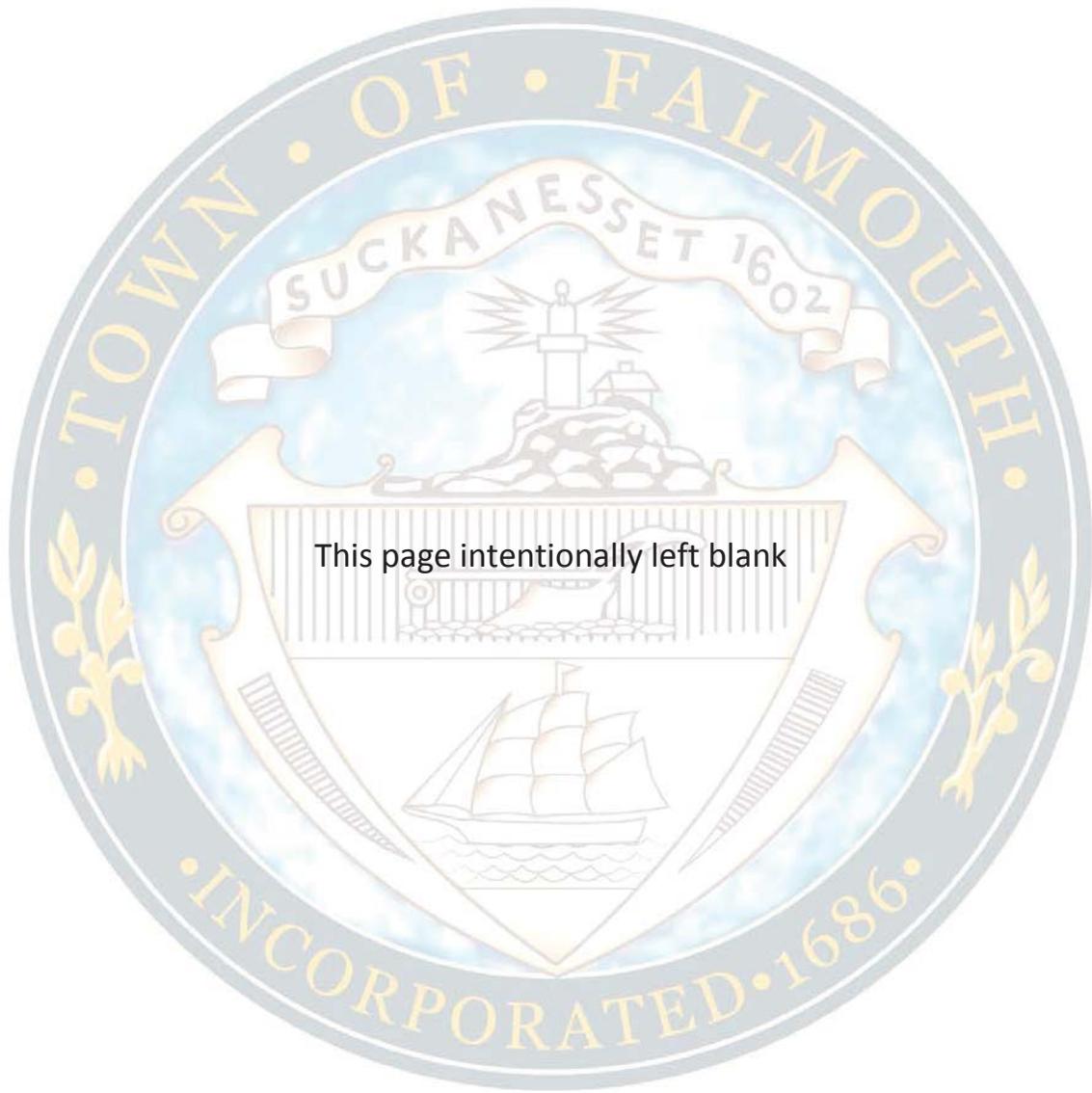
- A public hearing shall be held by the Finance Committee on the CIP

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 the Finance Committee. The Finance Committee then makes a recommendation to Town Meeting.

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

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

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

BUDGET PROCESS DESCRIPTION

Capital Budget

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

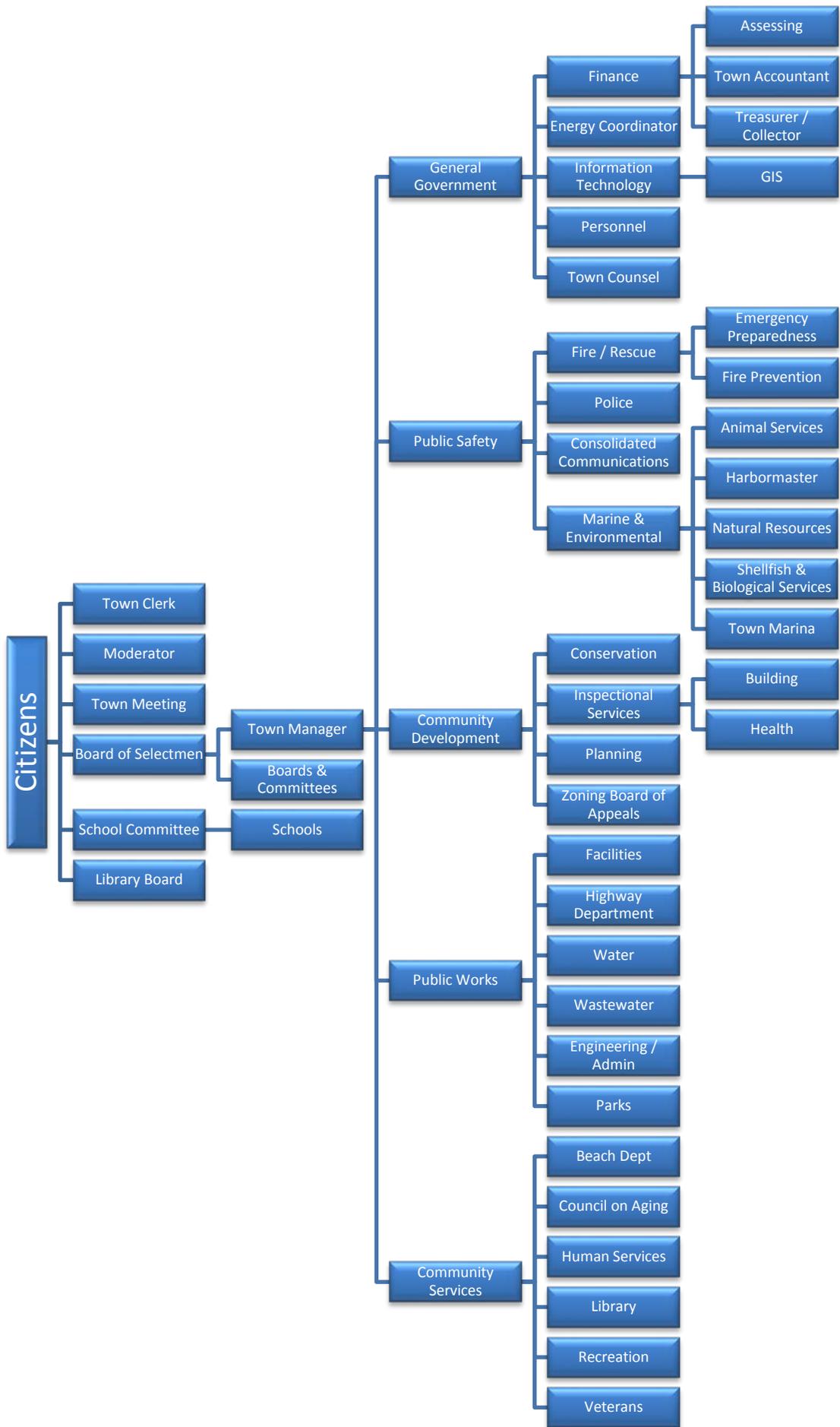
The Town Manager prepares a five-year capital improvement plan (CIP), which includes a clear summary of its contents, a list of capital improvements proposed for the next five (5) fiscal years along with supporting data, cost estimates, financing methods and recommended time schedules, and the estimated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

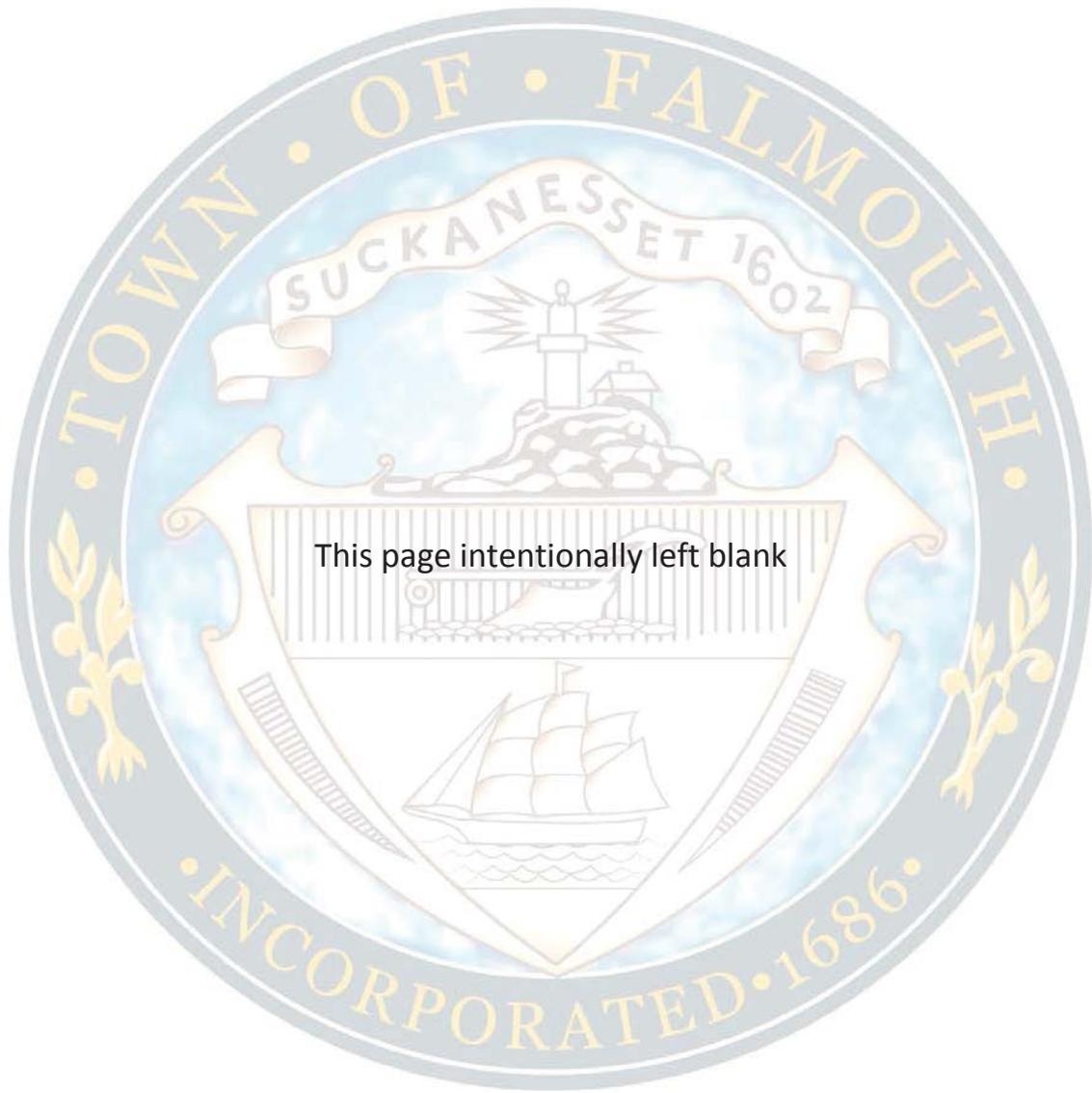
The town maintains a Capital Stabilization Fund, which was created to address the town's infrastructure needs and to dedicate revenue to address those needs. The fund is also a source for the town's CIP spending, and funds may be used instead of taking on debt to minimize costs. Capital project appropriations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

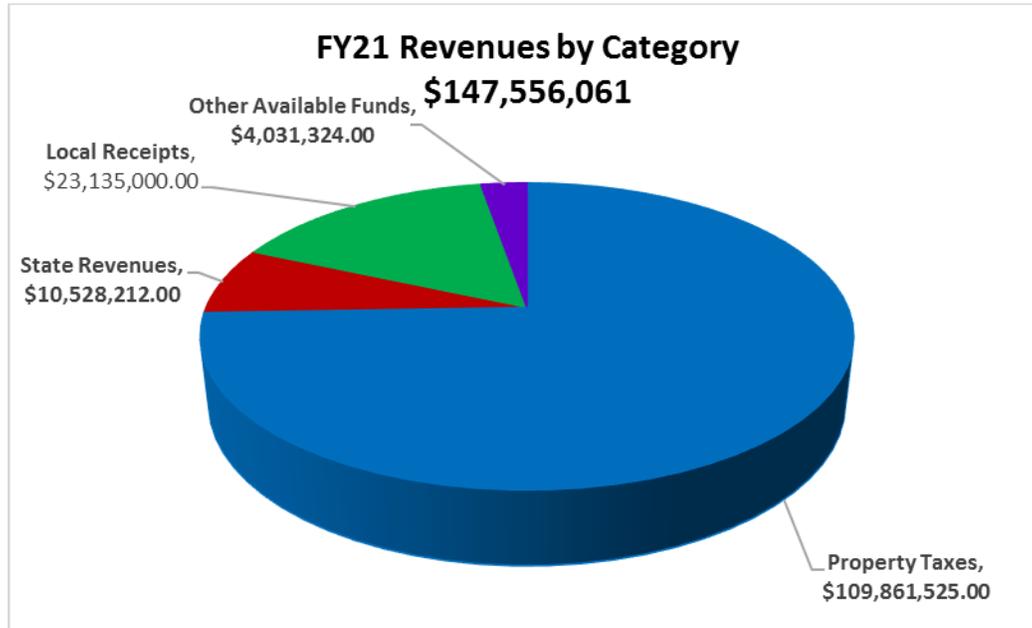


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Revenue

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 FY2020. The chart below summarizes the projected FY2021 revenue by category.



Five-Year Budget Revenue Analysis

Revenue Category	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Estimated	FY21 Budgeted
Property Taxes	\$96,344,425.00	\$99,757,350.00	\$103,152,300.00	\$106,710,553.00	\$109,861,525.00
State Revenues	\$10,110,025.00	\$10,492,256.00	\$10,980,749.00	\$11,213,580.00	\$10,528,212.00
Local Receipts	\$24,451,563.00	\$26,059,798.00	\$28,188,702.00	\$22,051,000.00	\$23,135,000.00
Other Available Funds	\$4,994,402.00	\$5,212,755.00	\$4,756,056.00	\$3,877,179.00	\$4,031,324.00
Total	\$135,900,415.00	\$141,522,159.00	\$147,077,807.00	\$143,852,312.00	\$147,556,061.00

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.
 - c. Revenue forecasts for local receipts and state aid shall be conservative and revenue deficits will be avoided at all costs.

Revenue

- d. Annually, fees will be re-examined and possible new revenue sources will be recommended for adoption by the 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 FY2020, 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
2010	713,932.00	-	25,405.00	6,806.00	106,366.00	852,509.00
2011	601,659.00	-	41,550.00	2,976.00	131,416.00	777,601.00
2012	539,260.00	-	17,322.00	21,032.00	74,192.00	651,806.00
2013	753,100.00	-	23,922.00	3,952.00	78,679.00	859,653.00
2014	797,250.00	-	43,264.00	11,868.00	76,582.00	928,964.00
2015	613,495.00	-	47,469.00	4,439.00	150,506.00	815,909.00
2016	574,162.00	-	12,665.00	6,821.00	413,759.00	1,007,407.00
2017	735,032.00	-	43,403.00	3,464.00	150,639.00	932,538.00
2018	608,999.00	133.00	27,932.00	78,294.00	237,687.00	953,045.00
2019	654,984.00	-	20,375.00	4,838.00	103,530.00	783,727.00
2020	910,067.00	-	30,153.00	4,226.00	148,566.00	1,093,012.00
AVERAGE	681,995.00	12.00	30,315.00	13,520.00	151,993.00	877,835.00

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. Generally, these projects are financed by borrowing and the annual debt service is added to the levy limit each year until the project is paid off. Currently, the Town has the following debt exclusions:

Revenue

Purpose(s) of Exclusion Vote	FY 2020 Gross Debt Services Excludable	Reimbursement Adjustments	FY 2020 Net Excluded Debt Service
New Silver \$850k	18,595.00		18,595.00
Sludge \$450k	37,329.00		37,329.00
MWPAT Waste Tr. Plant \$250k	17,286.66		17,286.66
MWPAT New Silver \$7.55M	116,625.00		116,625.00
Mullen Hall Const Ref \$7,311k	50,113.00		50,113.00
Mullen Hall Plans Ref \$207,550	-		-
Library Const \$1,117,446	82,059.00		82,059.00
Library Suppl. \$406,000	20,301.00		20,301.00
FHS Const. \$5M	359,218.76		359,218.76
FHS Const. \$5,689,554	399,318.29		399,318.29
DPW Ren/Const \$5,425k	306,800.00		306,800.00
Wastewater Plant (MWPAT Share)	777,002.79		777,002.79
Construction FHS \$6,195,500	337,535.00		337,535.00
Construction FHS \$4,598,150	310,618.76		310,618.76
Design/Planning Main Library	18,168.76		18,168.76
Design/Planning Main Library	11,156.26		11,156.26
New Silver Wastewater \$150k	5,322.51		5,322.51
Municipal Land - Rapoza	31,937.50		31,937.50
Library \$4,72M	213,784.00		213,784.00
DPW Bld Suppl \$160k	11,577.00		11,577.00
FHS Supplemental \$18.8M	1,684,643.76		1,684,643.76
New Silver Wastewater - Adv Ref \$16	16,180.00		16,180.00
Wastewater Plant (Town) - Adv Ref	43,960.00		43,960.00
Supplemental Fire HQ Building - Adv Ref	25,060.00		25,060.00
Design Falmouth High School - Adv Ref	199,640.00		199,640.00
Comp Wastewater MMgmt Plan Construction	1,049,272.00		1,049,272.00
FHS Ren/Const \$4,164,000	407,762.50		407,762.50
Water Treatment Design	285,000.00	10,588.99	274,411.01
Water Treatment Plant	2,397,141.00	5,506.27	2,391,634.73
Wastewater Management Plan	382,017.88		382,017.88
Lawrence School windows	175,120.00		175,120.00
Senior Center	916,841.00		916,841.00
Synthetic Athletic Field	164,303.00		164,303.00
Wastewater Management Plan	347,434.00		347,434.00
Totals	11,219,123.43	16,095.26	11,203,028.17

Revenue

FY2020 Property Tax Calculation

PROPERTY TAX	FY19 Actual	FY20 Estimated	FY21 Budget
Base	\$90,621,629	\$93,670,971	\$97,105,757
2.5% increase	\$2,265,541	\$2,341,774	\$2,427,644
New Growth	\$783,727	\$1,093,012	\$700,000
Debt Exclusions (DE-1)	\$10,154,915	\$10,708,052	\$11,219,124
Short Term Debt	\$0	-\$490,634	\$0
Revenue to offset Water/Wastewater debt	\$0	-\$1,200,000	-\$1,000,000
Debt Exclusion ST Interest	\$0	\$0	-\$1,100,000
CC Commission/Barnstable County Tax	\$479,633	\$515,000	\$509,000
TOTAL TAX LEVY	\$104,305,445	\$106,638,175	\$109,861,525

STATE REVENUES

This category represents approximately 7.1% of total revenues in FY2021. 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	FY19 Actual	FY20 Estimated	FY21 Budget
Chapter 70	\$6,623,382.00	\$6,780,099.00	\$6,780,099.00
Charter School Tuition Reimbursements	\$294,835.00	\$446,542.00	\$446,542.00
School Lunch			
School Choice	\$620,762.00	\$849,129.00	\$849,129.00
MSBA Reimbursements	\$962,492.00	\$685,368.00	\$0.00
Subtotal Education	\$8,501,471.00	\$8,761,138.00	\$8,075,770.00
Unrestricted General Government Aid	\$1,433,458.00	\$1,472,161.00	\$1,472,161.00
Veterans Benefits	\$310,489.00	\$312,432.00	\$312,432.00
Exemptions: Vets, Blind, Surv Spouses & Elderly	\$163,018.00	\$170,438.00	\$170,438.00
State Owned Land	\$738,580.00	\$461,240.00	\$461,240.00
Public Libraries	\$33,892.00	\$36,171.00	\$36,171.00
Subtotal General Government	\$2,679,437.00	\$2,452,442.00	\$2,452,442.00
TOTAL STATE REVENUE	\$11,180,908.00	\$11,213,580.00	\$10,528,212.00

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.

Revenue

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.
- **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 15.6% of total revenues in FY2021. 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.

On January 1, 2019, a new short term rental tax went into effect. For the Town of Falmouth, the breakdown will be as follows:

- **5.70%** to the State
- **4.00%** to Falmouth via the State. This increases to 5% effective January 1, 2020. This is the same rate that the Hotels and B&Bs currently pay.
- **2.75%** to Cape Cod Water Quality Fund via a State Water Commission, for appropriate wastewater/water quality projects

Total **12.45%** July 1, 2019

13.45% January 1, 2020

This tax applies to any bookings made after January 1, 2019 for rentals after July 1, 2019.

Revenue

LOCAL ESTIMATED RECEIPTS	FY19 Actual	FY20 Estimated	FY21 Budget
Motor Vehicle Excise	\$5,210,553	\$4,425,000	\$4,600,000
**Other Excise	\$2,262,545	\$1,560,000	\$1,860,000
Cannabis	\$0	\$0	\$0
Penalties and Interest	\$604,753	\$575,000	\$575,000
PILOT	\$171,537	\$165,000	\$165,000
Charges for Services - Water	\$8,358,396	\$8,250,000	\$8,500,000
Charges for Services - Trash Disposal	\$169,113	\$100,000	\$100,000
Other Charges for Services	\$4,274,582	\$4,000,000	\$4,100,000
Fees	\$294,333	\$225,000	\$225,000
Rentals	\$179,859	\$100,000	\$100,000
Departmental Revenue - Libraries	\$23,874	\$30,000	\$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	\$900,000	\$1,000,000
Fines and Forfeits	\$171,153	\$80,000	\$80,000
Investment Income	\$231,913	\$191,700	\$250,000
Misc. Recurring	\$0	\$40,000	\$140,000
Misc. Non-Recurring	\$432,069	\$0	\$0
TOTAL ESTIMATED RECEIPTS	\$25,460,160	\$22,051,700	\$23,135,000

Local Receipts Category Descriptions

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

Revenue

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

OTHER AVAILABLE FUNDS

This category represents approximately 2.7% of total revenues in FY2021, 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.

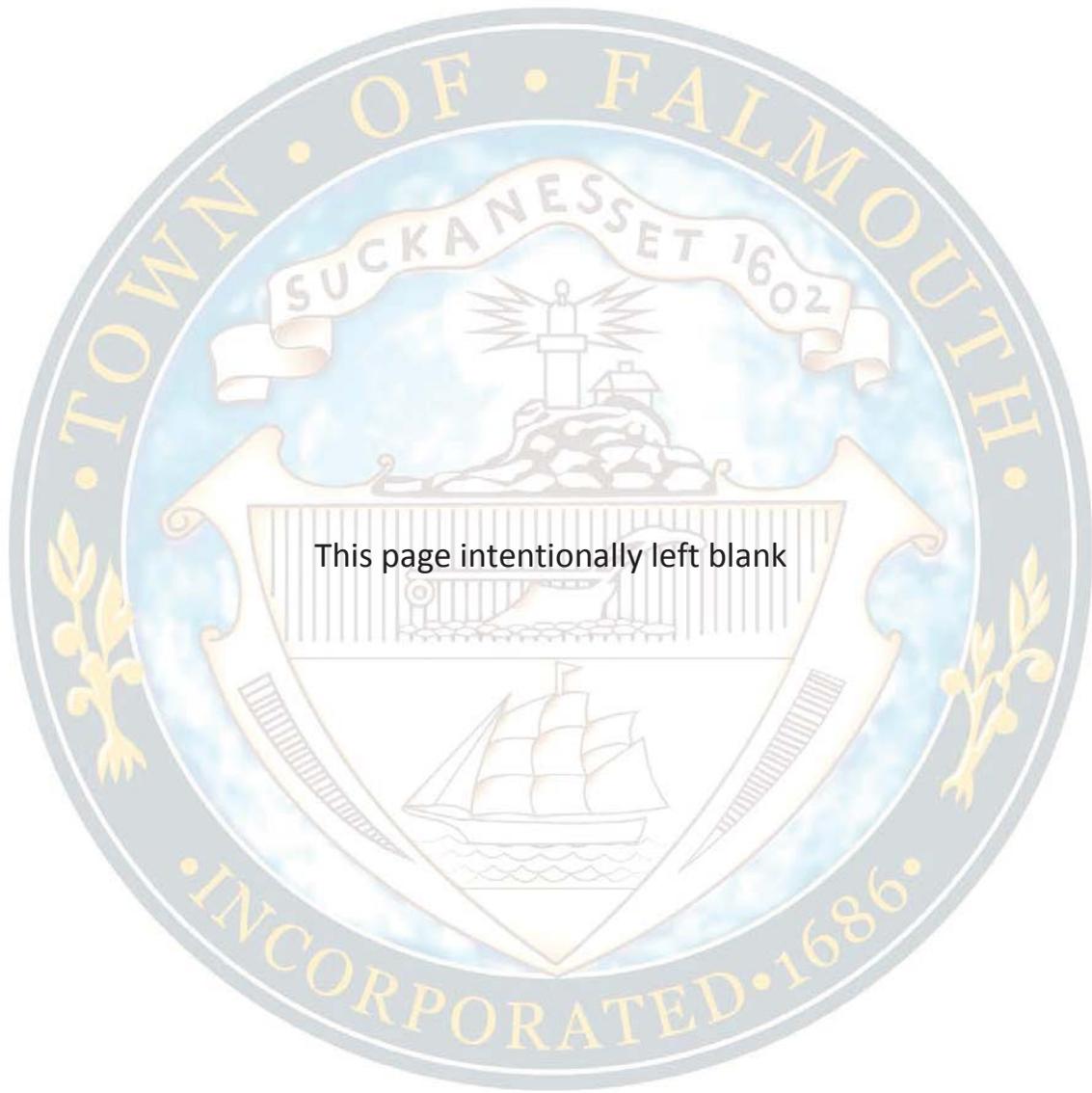
OTHER AVAILABLE FUNDS	FY19 Actual	FY20 Estimated	FY21 Budget
Parking Meter Fund	\$200,000.00	\$200,000.00	\$203,500.00
Embarkation Fees	\$350,500.00	\$350,500.00	\$350,500.00
Wetlands Fund	\$50,000.00	\$50,000.00	\$50,000.00
Title V Program	\$41,697.00	\$30,829.00	\$31,050.00
Energy Receipts	\$378,982.00	\$368,932.00	\$358,883.00
Road Betterment	\$147,358.00	\$123,407.00	\$119,856.00
Golf Revenues	\$604,382.00	\$550,000.00	\$400,000.00
Community Preservation Fund	\$1,424,629.00	\$1,142,169.00	\$1,090,449.00
Bond Premiums	\$89,059.00	\$80,347.00	\$16,095.00
Waterways Fund	\$135,753.00	\$134,791.00	\$131,291.00
Debt Stabilization Fund	\$1,333,696.00	\$620,334.00	\$1,229,700.00
Receipts Reserved - Sewer	\$0.00	\$50,000.00	\$50,000.00
TOTAL OTHER AVAILABLE FUNDS	\$4,756,056.00	\$3,701,309.00	\$4,031,324.00

Other Available Funds Category Descriptions

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

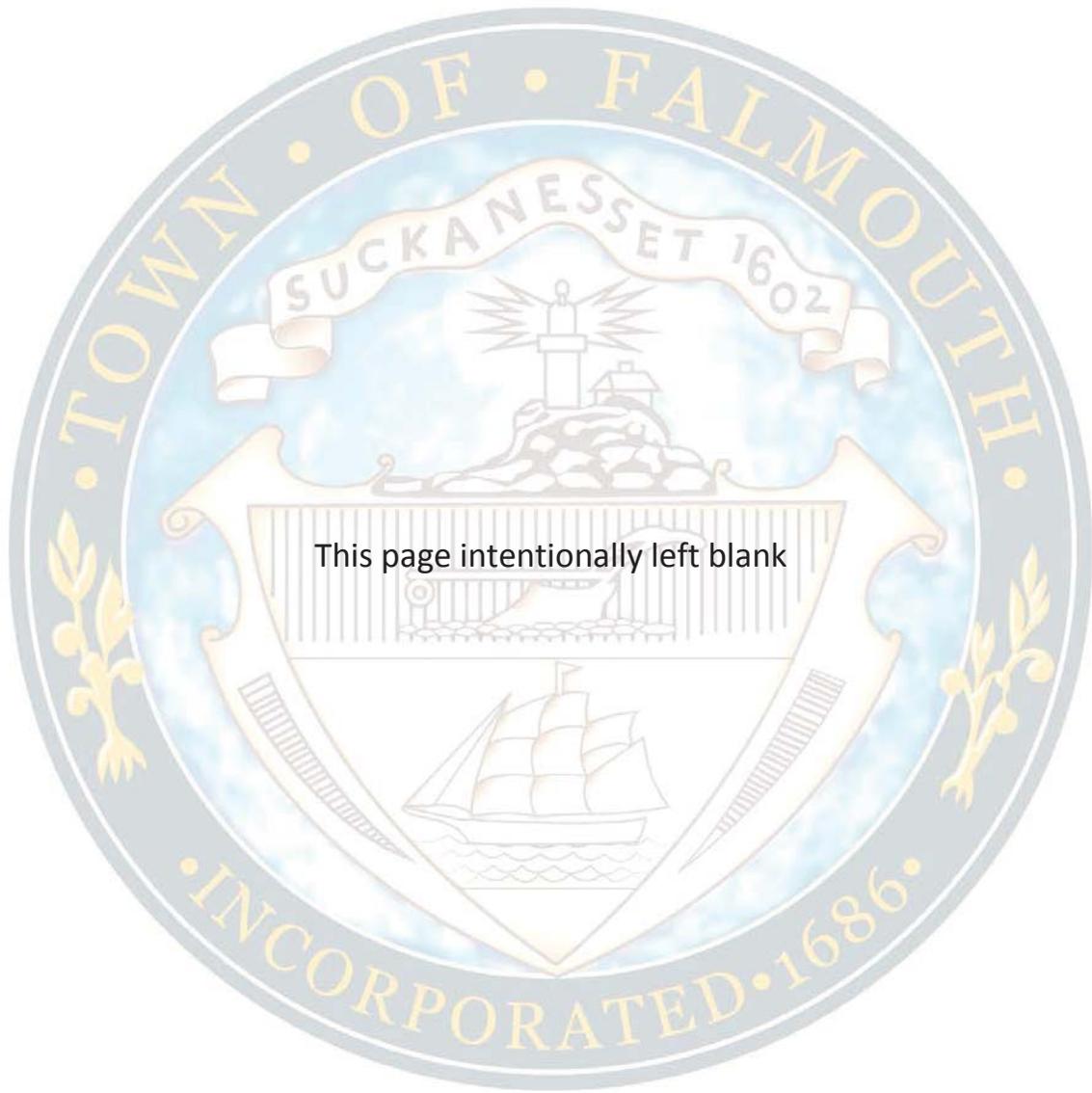
Revenue

- **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.



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**GENERAL GOVERNMENT
BUDGET**



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TOWN MANAGER/BOARD OF SELECTMEN



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 Falmouth Board of Selectmen goals are detailed in the Strategic Plan which is updated each summer. The priority areas identified during the summer of 2019 are:

1. Improve Organizational Effectiveness
2. Enhance Community Engagement
3. Financial and Economic Stability and Community Development
4. Coastal Resources, Infrastructure and Beaches
5. Resource Conservation Management
6. Water and Wastewater Management
7. 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 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-122-5110	SALARY & WAGES FULL TIME	\$464,168	\$448,739	\$468,043	\$478,234	\$478,234
TOTAL SALARIES		\$464,168	\$448,739	\$468,043	\$478,234	\$478,234
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	\$3,300	\$3,300
01-122-5302	PROF/TECH-APPRAISAL*	\$5,000	\$0	\$5,000	\$5,000	\$5,000
01-122-5319	PROF/TECH-CONTRACTUAL	\$38,610	\$18,724	\$38,610	\$38,610	\$38,610
01-122-5340	COMMUNICATION-PRINTING	\$600	\$523	\$600	\$600	\$600
01-122-5341	COMMUNICATION-TELEPHONE	\$1,075	\$1,229	\$1,075	\$1,075	\$1,075
01-122-5342	COMMUNICATION-POSTAGE	\$2,000	\$1,852	\$2,000	\$2,000	\$2,000
01-122-5343	COMMUNICATION-ADVERTISING	\$2,800	\$7,224	\$2,800	\$2,800	\$2,800
01-122-5345	COMMUNICATION-TOWN REPORT*	\$4,000	\$3,966	\$4,000	\$4,500	\$4,500
01-122-5349	COMMUNICATION-ADVT/CHMBR*	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
01-122-5375	CELEBRATIONS	\$700	\$700	\$700	\$700	\$700
01-122-5380	REMOVE JUNK VEHICLES	\$1,000	\$330	\$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	\$1,917	\$2,000	\$2,000	\$2,000
01-122-5710	IN-STATE TRAVEL	\$4,300	\$2,996	\$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	\$1,310	\$4,300	\$4,300	\$4,300
01-122-5730	DUES & MEMBERSHIPS	\$10,000	\$11,594	\$10,000	\$10,000	\$10,000
01-122-5780	ADMINISTRATIVE EXPENSE	\$625	\$1,890	\$625	\$625	\$625
01-122-5798	UNPAID BILLS	\$2,080	\$2,080	\$0	\$0	\$0
01-122-5799	PRIOR YEAR ENCUMBRANCES	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES		\$113,510	\$90,754	\$111,430	\$112,430	\$112,430
TOTAL DEPARTMENTAL EXPENSES		\$577,678	\$539,494	\$579,473	\$590,664	\$590,664

FY21 SALARIES & WAGES											
TOWN MANAGER / BOARD OF SELECTMEN - 122											
	Group	Grade	FY21 STEP	Name	Job Title	Rate	Hrs/wk	Weekly	Wks	Total	
1				SUSO JULIAN M	TOWN MANAGER	92.52	40	3,700.80	52.2	\$193,182	
2	24	11	10	JOHNSON STAUB PETER	ASST TOWN MANAGER	62.44	40	2,497.60	52.2	\$130,375	
3	24	4	10	DAVIDSON DIANE S	OFF MGR/LIC ADM	34.49	37.5	1,293.38	52.2	\$67,514	
4	24	3	7	DOWNEY PHYLLIS	ADMIN ASST	27.46	37.5	1,029.75	52.2	\$53,753	
5				ENGLISH BRAGA MEGAN	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				MORAN SUSAN	SELECTMEN	416.67	0	-	12	\$5,000	
9				BROWN DOUGLAS	SELECTMEN	416.67	0	-	12	\$5,000	
10				VACANT (FUNDED FY19)	INTERN					\$7,500	
						FTE	5				\$478,324
				** 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

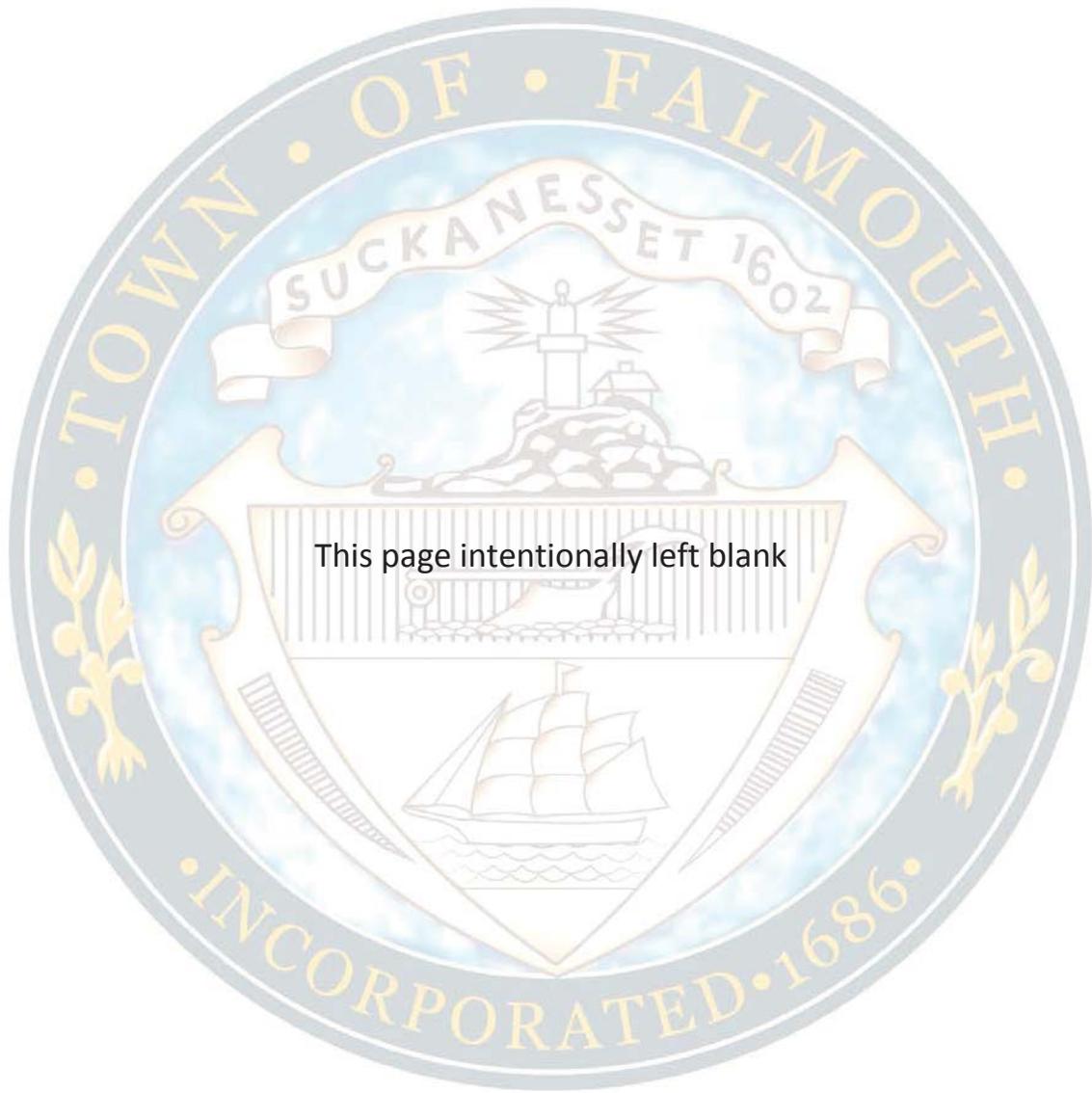
Oversees the functions of Accounting, Assessing, Collections and Treasury. Serves as the Chief Financial Advisor to the Town of Falmouth’s elected and appointed officials; and performs the duties of the Chief Procurement Officer.

DEPARTMENT GOALS

1. Recommend Financial Policies that maintain the Town’s AAA Bond Rating
2. Convert the existing Utility Billing System to a user friendly supported system
3. Establish a system-wide purchase order system
4. Continue to Enhance financial reporting to Town Meeting and Citizens

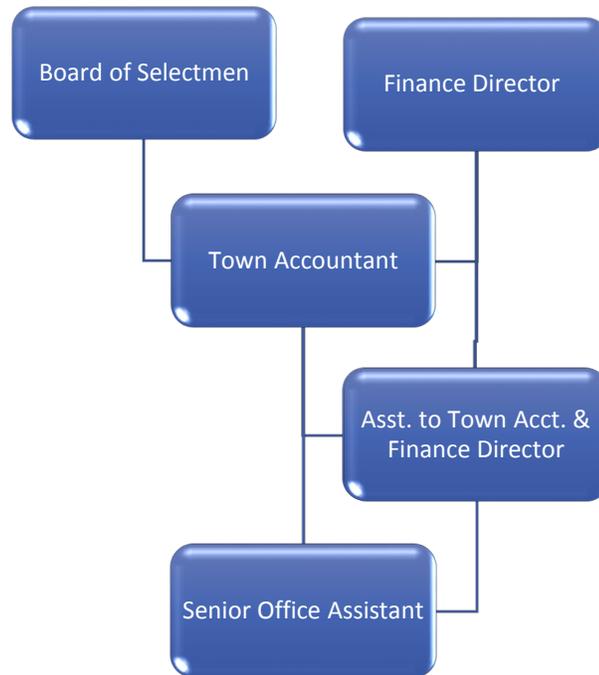
<i>FINANCE</i>						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-131-5110	SALARY & WAGES FULL TIME	\$125,322	\$124,842	\$127,827	\$134,375	\$134,375
TOTAL SALARIES		\$125,322	\$124,842	\$127,827	\$134,375	\$134,375
01-131-5340	COMMUNICATION-PRINTING	\$500	\$580	\$500	\$500	\$500
01-131-5341	COMMUNICATION-TELEPHONE	\$0	\$0	\$612	\$612	\$612
01-131-5420	OFFICE SUPPLIES	\$500	\$607	\$500	\$500	\$500
01-131-5710	IN-STATE TRAVEL	\$1,500	\$1,053	\$1,000	\$1,000	\$1,000
01-131-5730	DUES & MEMBERSHIPS	\$500	\$760	\$500	\$500	\$500
TOTAL EXPENSES		\$3,000	\$3,000	\$3,112	\$3,112	\$3,112
TOTAL DEPARTMENTAL EXPENSES		\$128,322	\$127,842	\$130,939	\$137,487	\$137,487

<i>FINANCE - 131</i>											
<i>FINANCE - 131</i>											
Group	Grade	FY21 STEP	Name	Job Title	Rate	Hrs/Wk	Weekly	Wks	Total		
1	24	11	10	JENNIFER MULLEN	FINANCE DIRECTOR	62.44	40	2,497.60	52.2	130,375	
				JENNIFER MULLEN	STIPEND	76.63	1	76.63	52.2	4,000	
					FTE		1				134,375



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TOWN ACCOUNTANT



DEPARTMENT MISSION

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

DEPARTMENT DESCRIPTION

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

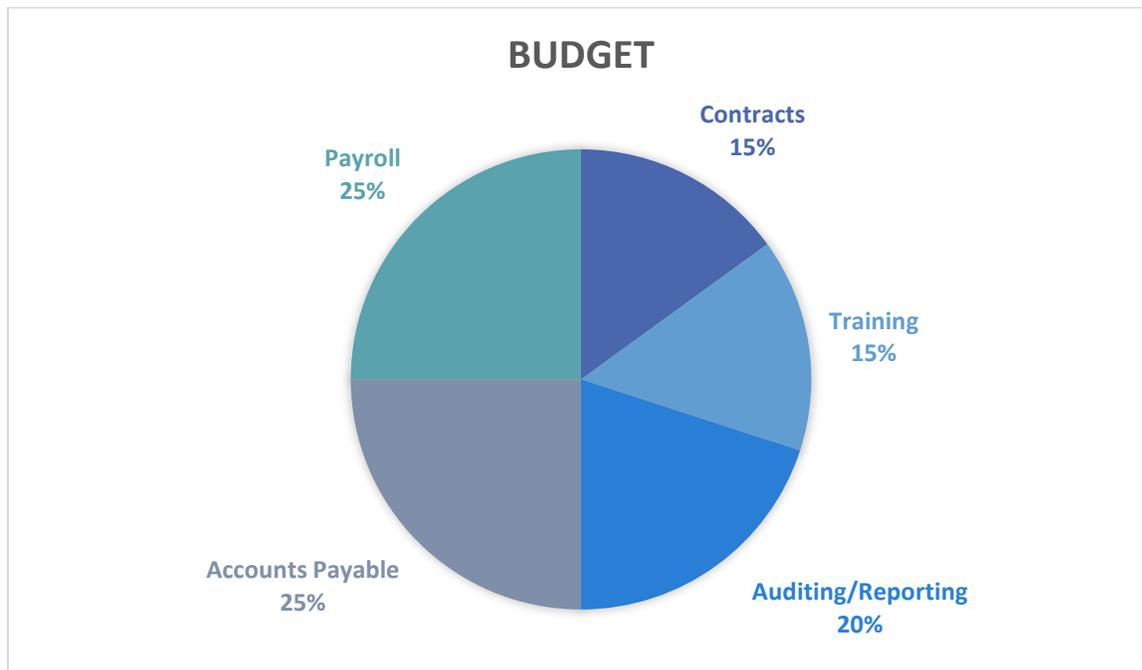
DEPARTMENT GOALS

1. Convert payroll to Harpers.
2. Implement a Town purchase order system and instruct departments how to use it successfully.
3. Improve customer service and communication throughout Town.
4. Continue to teach and educate personnel on Softright.

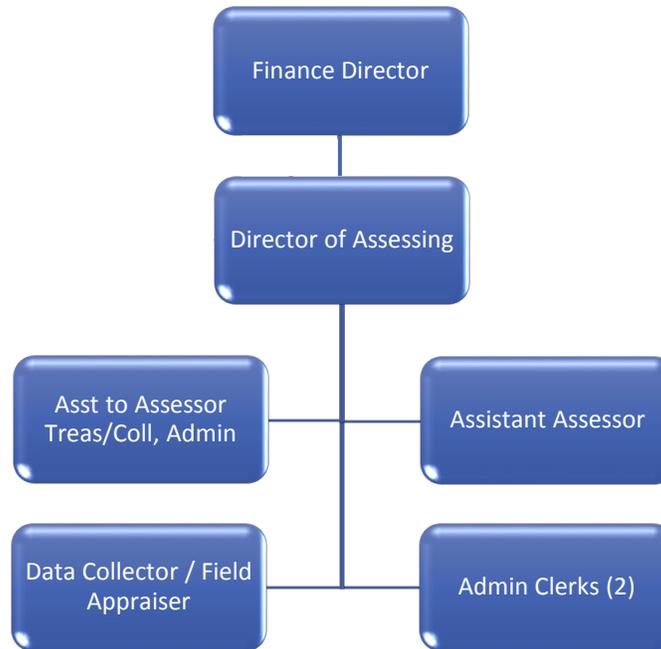
TOWN ACCOUNTANT

TOWN ACCOUNTANT						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-135-5110	SALARY & WAGES FULL TIME	\$168,516	\$155,137	\$171,953	\$183,992	\$183,992
TOTAL SALARIES		\$168,516	\$155,137	\$171,953	\$183,992	\$183,992
01-135-5301	PROF/TECH-ANNUAL AUDIT*	\$45,000	\$45,000	\$55,000	\$65,000	\$65,000
01-135-5341	COMMUNICATION-TELEPHONE	\$240	\$0	\$240	\$200	\$200
01-135-5342	COMMUNICATION-POSTAGE	\$25	\$0	\$25	\$25	\$25
01-135-5420	OFFICE SUPPLIES	\$600	\$559	\$600	\$600	\$600
01-135-5710	IN-STATE TRAVEL	\$1,500	\$1,910	\$1,500	\$1,700	\$1,700
01-135-5730	DUES & MEMBERSHIPS	\$300	\$145	\$300	\$200	\$200
TOTAL EXPENSES		\$47,665	\$47,614	\$57,665	\$67,725	\$67,725
TOTAL DEPARTMENTAL EXPENSES		\$216,181	\$202,751	\$229,618	\$251,717	\$251,717

FY21 SALARIES & WAGES											
TOWN ACCOUNTANT - 135											
	Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/ WK	Weekly	Wks	Total	
1	24	9	9	ROSE VICTORIA A	TOWN ACCOUNTANT	49.04	40	1961.6	52.2	\$102,396	
2	11	9	2	BASTILLE ELIZABETH A	ASST TO TOWN ACCT & FIN DIR	27.38	37.5	1026.75	52.2	\$53,596	
3	11	6	2	TRACY MARTIN	SR OFFICE ASST	22.35	24	536.4	52.2	\$28,000	
						FTE	2.6				\$183,992



ASSESSING



DEPARTMENT MISSION

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

DEPARTMENT DESCRIPTION

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

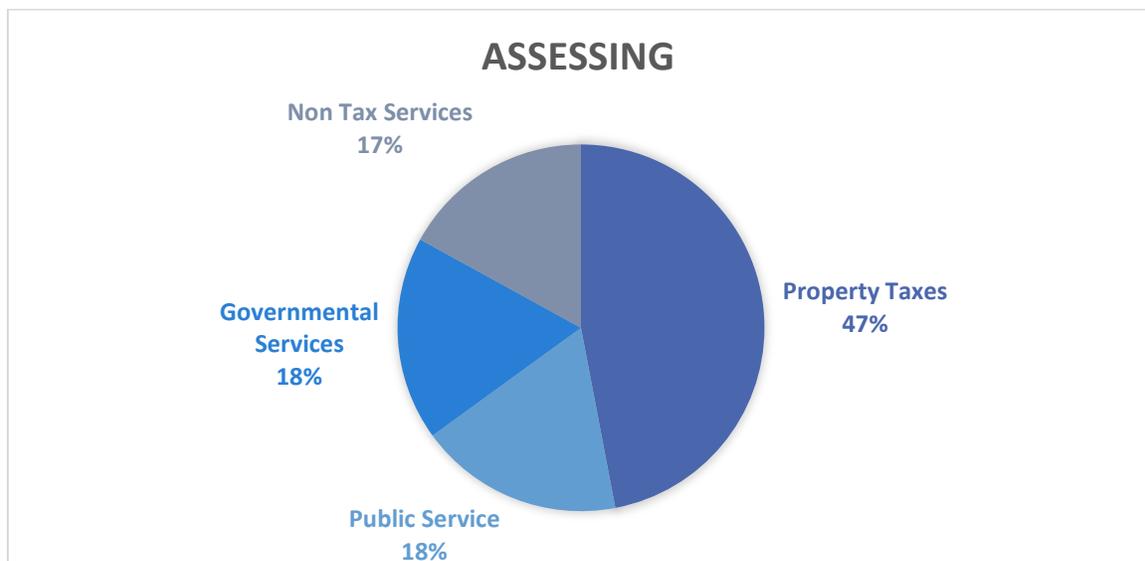
DEPARTMENT GOALS

1. Cyclical re-inspection so that each parcel is inspected at least once in every nine year cycle To reach that goal the Assessor's office will need to add additional staffing to the office.
2. Implement robust betterment program to transition off of Topgun, this software is in development
3. Continue a mandated Commercial income and expense program, we will begin all Utility accounts with appraisers as mandated by the DOR
4. Ongoing staff cross training
5. Place historical digital records online
6. Implement a House Hold Personal Property program

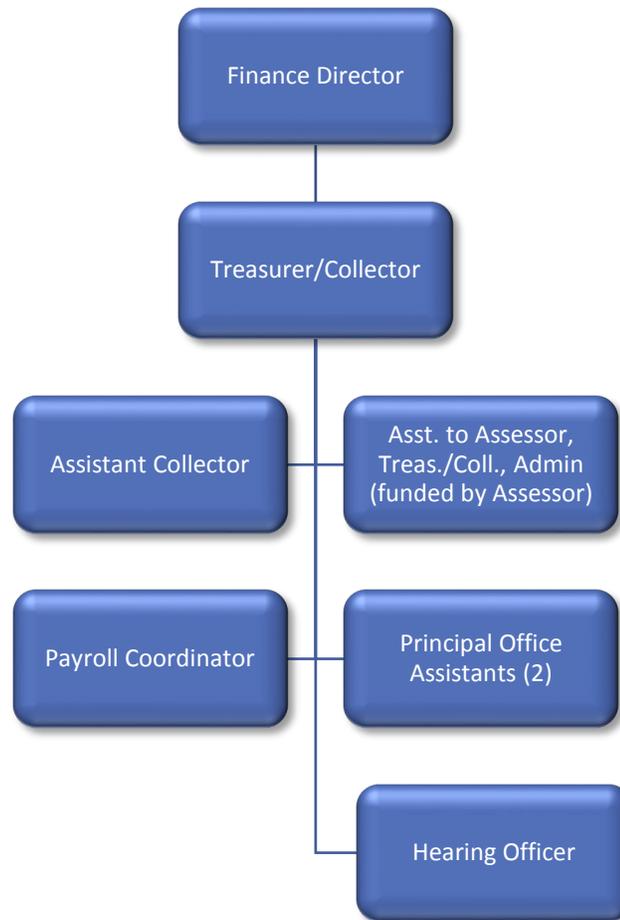
ASSESSING

ASSESSING						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-141-5110	SALARY & WAGES FULL TIME	\$332,857	\$313,113	\$350,086	\$358,194	\$358,194
01-141-5191	OTHR PERS SERV-UNIFRM ALW	\$500	\$320	\$500	\$100	\$100
TOTAL SALARIES		\$333,357	\$313,433	\$350,586	\$358,294	\$358,294
01-141-5240	REPR/MAINT-OFFICE EQUIP	\$100	\$0	\$100	\$100	\$100
01-141-5319	PROF/TECH-CONTRACT SERV	\$8,900	\$0	\$8,900	\$8,900	\$8,900
01-141-5340	COMMUNICATION-PRINTING	\$600	\$661	\$1,100	\$200	\$200
01-141-5341	COMMUNICATION-TELEPHONE	\$350	\$42	\$350	\$350	\$350
01-141-5342	COMMUNICATION-POSTAGE	\$3,500	\$500	\$3,500	\$2,500	\$2,500
01-141-5420	OFFICE SUPPLIES	\$750	\$920	\$750	\$900	\$900
01-141-5583	OTHER SUPPLIES-UNIFORMS	\$500	\$320	\$500	\$700	\$700
01-141-5710	IN-STATE EDUCATION/MTGS	\$3,440	\$2,420	\$3,440	\$3,440	\$3,440
01-141-5711	AUTO ALLOWANCE	\$1,000	\$958	\$1,000	\$1,200	\$1,200
01-141-5730	DUES & MEMBERSHIPS	\$625	\$450	\$625	\$625	\$625
TOTAL EXPENSES		\$19,765	\$6,270	\$20,265	\$18,915	\$18,915
TOTAL DEPARTMENTAL EXPENSES		\$353,122	\$319,702	\$370,851	\$377,209	\$377,209
01-141-5191/5583 Most of Uniform Allowance moved to Regular Expenses for Fiscal 21 - Only set amount for Director of Assessing should go through Payroll, rest goes through the Vendor Warrant						

ASSESSING - 141											
FY21 SALARIES & WAGES											
	Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	25	9	9	PATRICIA FAVULLI	DIR OF ASSESSING	48.08	40	1,923.20	52.2	\$100,391	
2	11	12	2	RITCHIE NANCY A	ASST ASSESSOR	33.54	37.5	1,257.75	52.2	\$65,655	
3	11	8	4	HOOVER ALAN M	PPTY LISTED FILED APPRAISER	27.67	37.5	1,037.63	52.2	\$54,164	
4	11	8	1	VACANT (NEW POSITION)	PROPERTY LISTER FIELD APPRA	24.60	30	738.00	52.2	\$38,524	
5	11	7	5	COOK DARYL	ADMIN CLERK	26.90	37.5	1,008.75	52.2	\$52,657	
6	11	7	2	KOWZIC JESSICA	ADMIN CLERK	23.91	37.5	896.63	52.2	\$46,804	
							FTE	5.8			\$358,194



TREASURER/COLLECTOR



DEPARTMENT MISSION

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

DEPARTMENT DESCRIPTION

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

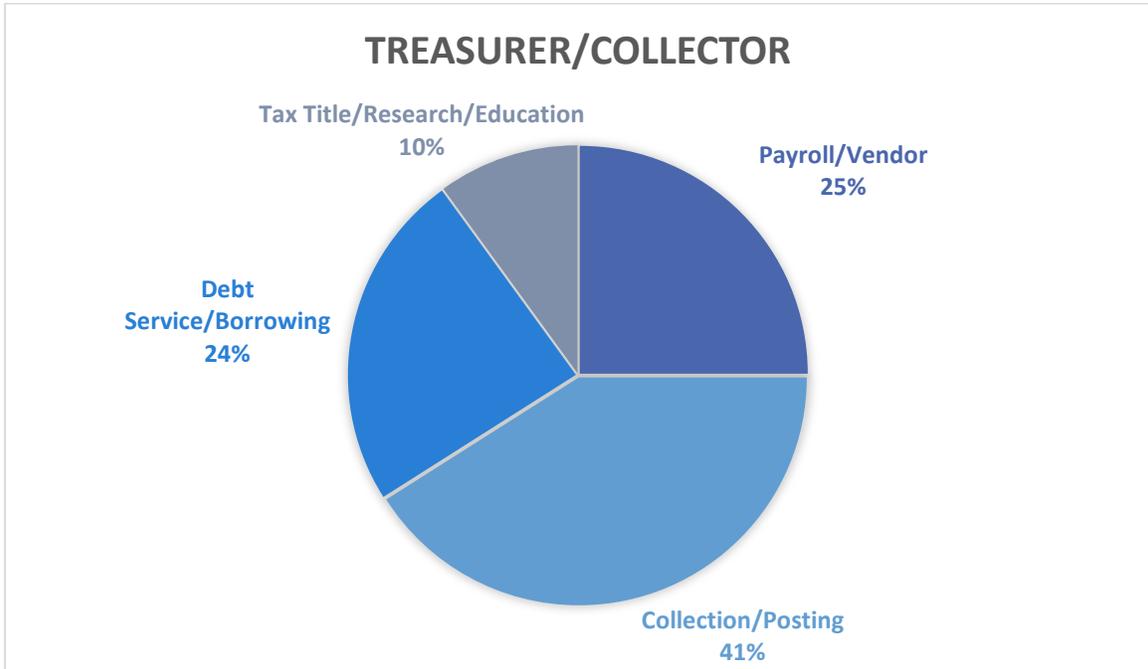
DEPARTMENT GOALS

1. Continue to provide timely and accurate depositing and reporting of all monies received from Town Departments, Taxpayers, Mortgage Companies, State and Federal agencies, and other outside sources.
2. Consider the needs of the taxpayers when implementing new billing and payment methods, using wise financial judgment. (Partner w/Invoice Cloud and Vadar)
3. Seek to implement an online registration for permits; beach, disposal and shellfish.(Coming in 2020)
4. Continue to streamline deposit tracking and reporting and payment system processing that is efficient for our residents and visitors when conducting business at town hall.
5. Continue to monitor interest rates to maximize the Town's return on investment; consolidate bank accounts.
6. Continue to streamline processing of vendor and payroll warrants.(Harpers coming Nov 2019)

TREASURER/COLLECTOR

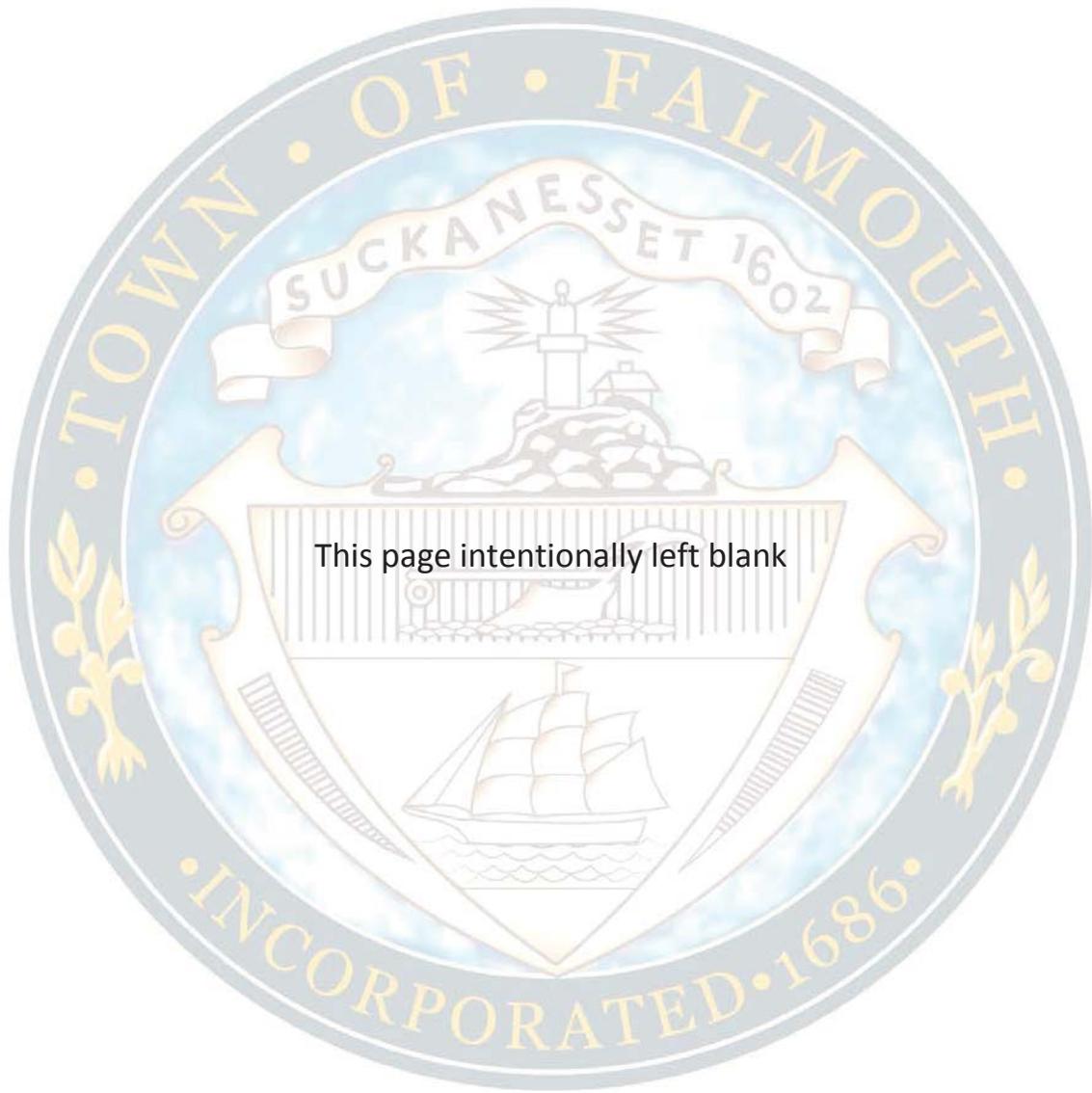
7. Release individuals that are “marked” for non-renewal at the RMV for their license and plates due to non-payment of excise and/or parking.
8. Continue to research tax title accounts and auction process. (Selectman meeting Jan 2020)
9. Continue to research performance bond accounts in order to identify 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.

TREASURER/COLLECTOR



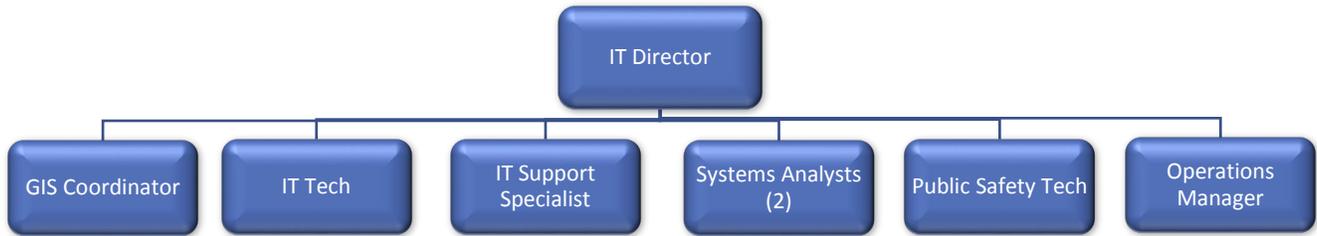
RESERVE FUND

<i>RESERVE FUND</i>						
		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-132-5785	RESERVE FUND	\$325,000	\$248,105	\$325,000	\$325,000	\$325,000
TOTAL EXPENSES		\$325,000	\$248,105	\$325,000	\$325,000	\$325,000



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INFORMATION TECHNOLOGY



DEPARTMENT MISSION

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

In support of this mission, we will:

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

DEPARTMENT DESCRIPTION

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

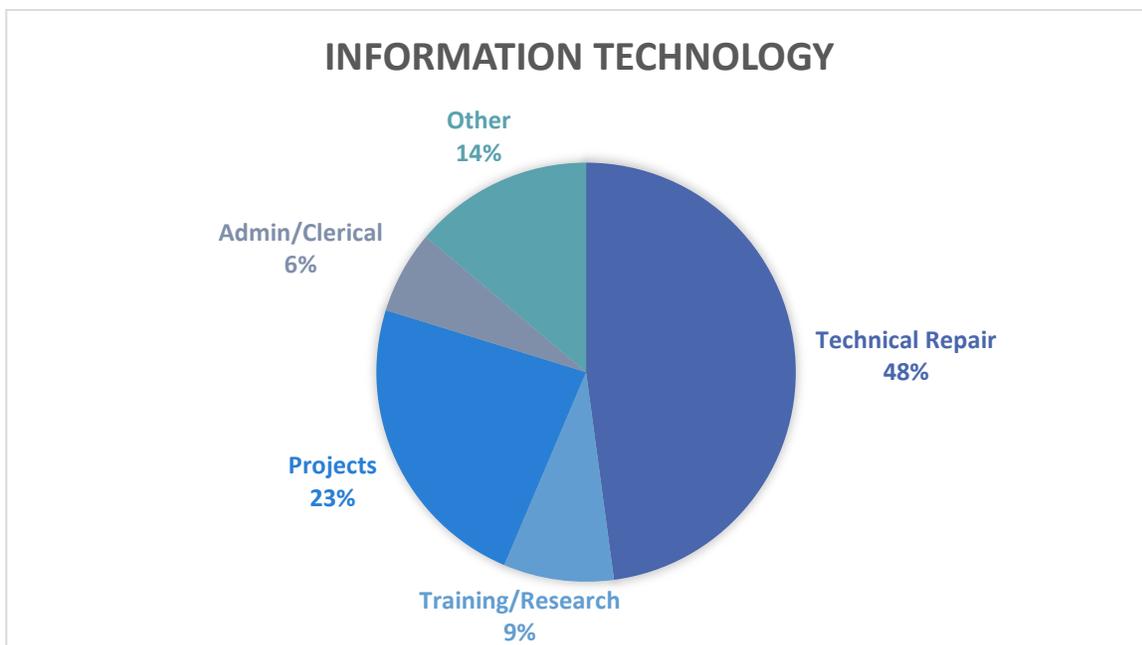
DEPARTMENT GOALS

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

INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-155-5110	SALARY & WAGES FULL TIME	\$544,091	\$471,516	\$538,140	\$554,594	\$554,594
01-155-5130	ADDITIONAL GROSS-OVERTIME	\$10,000	\$23,273	\$16,000	\$20,000	\$16,000
TOTAL SALARIES		\$554,091	\$494,789	\$554,140	\$574,594	\$570,594
01-155-5240	REPR/MAINT-OFFICE EQUIP	\$48,123	\$34,844	\$49,000	\$49,000	\$30,000
01-155-5267	REPR/MAINT-COMPUTER SYSTM	\$220,000	\$211,768	\$265,550	\$325,097	\$300,000
01-155-5313	PROF/TECH-CNTRL SERV*	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
01-155-5341	COMMUNICATION-TELEPHONE	\$25,000	\$29,035	\$25,000	\$32,500	\$32,500
01-155-5347	COMMUNICATION-INTERNET	\$19,776	\$13,985	\$20,000	\$46,100	\$25,000
01-155-5420	OFFICE SUPPLIES	\$5,000	\$5,681	\$5,000	\$5,000	\$5,000
01-155-5582	OTHER SUPPLIES-COMPUTER	\$18,500	\$20,665	\$18,500	\$18,500	\$18,500
01-155-5710	IN-STATE TRAVEL	\$1,000	\$886	\$1,000	\$1,000	\$1,000
01-155-5781	STAFF DEVELOPMENT	\$3,000	\$350	\$3,000	\$3,000	\$3,000
01-155-5875	COMPUTER EQUIP & SOFTWARE*	\$15,000	\$79,736	\$15,000	\$20,000	\$15,000
TOTAL EXPENSES		\$362,399	\$403,950	\$409,050	\$507,197	\$437,000
TOTAL DEPARTMENTAL EXPENSES		\$916,490	\$898,738	\$963,190	\$1,081,791	\$1,007,594

FY21 SALARIES & WAGES											
INFORMATION TECHNOLOGY - 155											
	Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	10	10	BANWARTH GREGORY	DIR INFO TECH	54.29	40	2,171.60	52.2	113,358	
2	24	7	3	VACANT	COMPUTER OP MGR	34.85	40	1,394.00	52.2	72,767	
3	24	6	10	BOTTOMLEY MICHAEL	SYSTEMS ANALYST	41.64	40	1,665.60	52.2	86,944	
4	24	6	10	PANTANO ADRIANA	SYSTEMS ANALYST	41.64	40	1,665.60	52.2	86,944	
5	24	5	6	DEPRIZIO ANTHONY J	NETWK COMP TECH	35.23	40	1,409.20	52.2	73,560	
6	24	5	2	VACANT	NETWK COMP TECH	31.32	40	1,252.80	52.2	65,396	
7	24	3	6	VACANT (BENVIE)	IT SUPPORT SPECIALIST	26.64	40	1,065.60	52.2	55,624	
							FTE	7			554,594



GEOGRAPHIC INFO SYSTEMS



DEPARTMENT MISSION

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

DEPARTMENT DESCRIPTION

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

DEPARTMENT GOALS & PERFORMANCE MEASURES

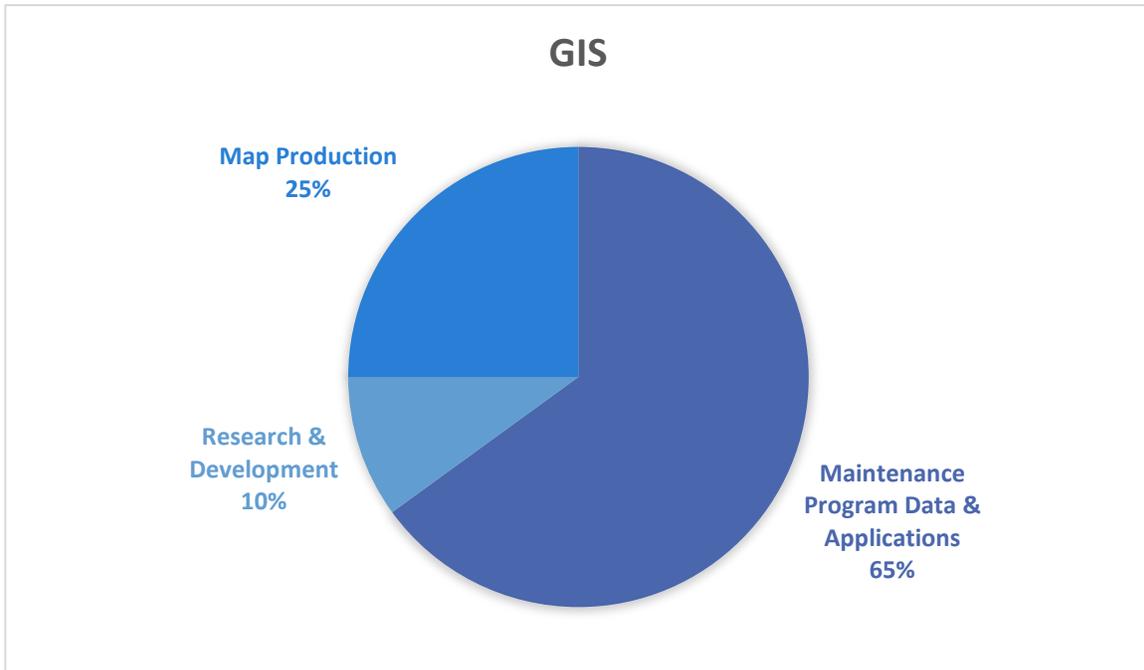
In pursuing its mission, the Falmouth GIS Department must be designed to:

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

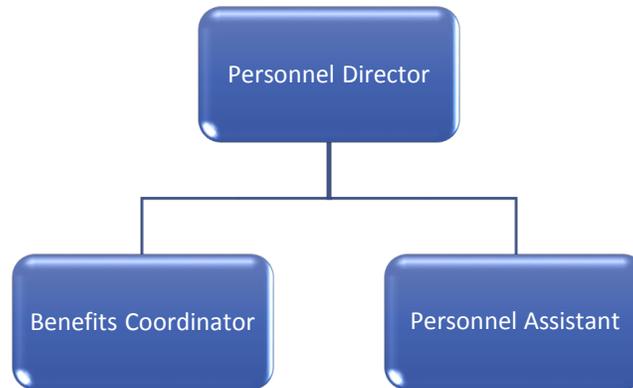
GEOGRAPHIC INFO SYSTEMS

GEOGRAPHIC INFO SYSTEMS						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-156-5110	SALARY & WAGES-PERMANENT	\$83,562	\$83,242	\$85,232	\$86,944	\$86,944
TOTAL SALARIES		\$83,562	\$83,242	\$85,232	\$86,944	\$86,944
01-156-5267	COMPUTER REPAIR/MAINT	\$14,500	\$13,799	\$14,500	\$14,500	\$14,500
01-156-5420	OFFICE SUPPLIES	\$1,750	\$658	\$1,750	\$1,750	\$1,750
01-156-5710	IN-STATE TRAVEL	\$250	\$0	\$250	\$250	\$250
01-156-5781	STAFF DEVELOPMENT	\$1,000	\$990	\$1,000	\$1,000	\$1,000
TOTAL EXPENSES		\$17,500	\$15,446	\$17,500	\$17,500	\$17,500
TOTAL DEPARTMENTAL EXPENSES		\$101,062	\$98,688	\$102,732	\$104,444	\$104,444

FY21 SALARIES & WAGES											
GEOGRAPHIC INFO SYSTEMS - 156											
Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total		
1	24	6	10	SHEA ROBERT J		41.64	40	1,665.60	52.2	86,944	
TOTAL SALARIES						FTE	1				86,944



PERSONNEL



DEPARTMENT MISSION

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

DEPARTMENT DESCRIPTION

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

GOALS

1. Recruitment

Provide managers with high quality recruitment/workforce planning programs, resulting in obtaining the best possible talent.

- a. Continue to implement new recruitment strategies and process improvements to the recruitment of a diverse workforce while maintaining efficiencies, maximizing technology and exploring industry trends.

2. Benefits & Compensation

Administer quality and fiscally responsible programs and services to best meet the ever changing benefits and compensation market

- a. Develop an Employee Benefits Guide to provide timely benefit education to new hires and existing employees
- b. Continue to implement classification/compensation study for select groups of positions and unions.

3. HR Operations

Identify opportunities to improve HR processes to better meet stakeholder expectations

- a. Fine tune HR Operations relating to new payroll system.

4. 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.

- a. Continue to strive for and negotiate contracts which are both economically viable and strategically aligned in terms of duration, benefits and the Town's operational needs.

5. Training and Development

Build a culture of learning within the Town

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

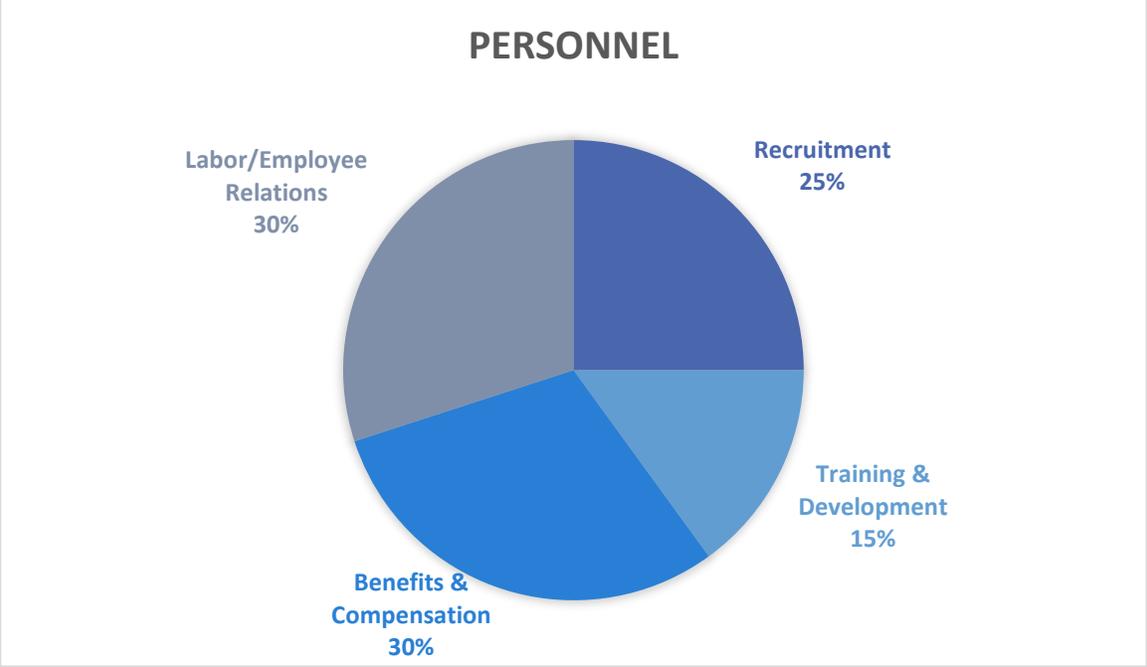
PERSONNEL

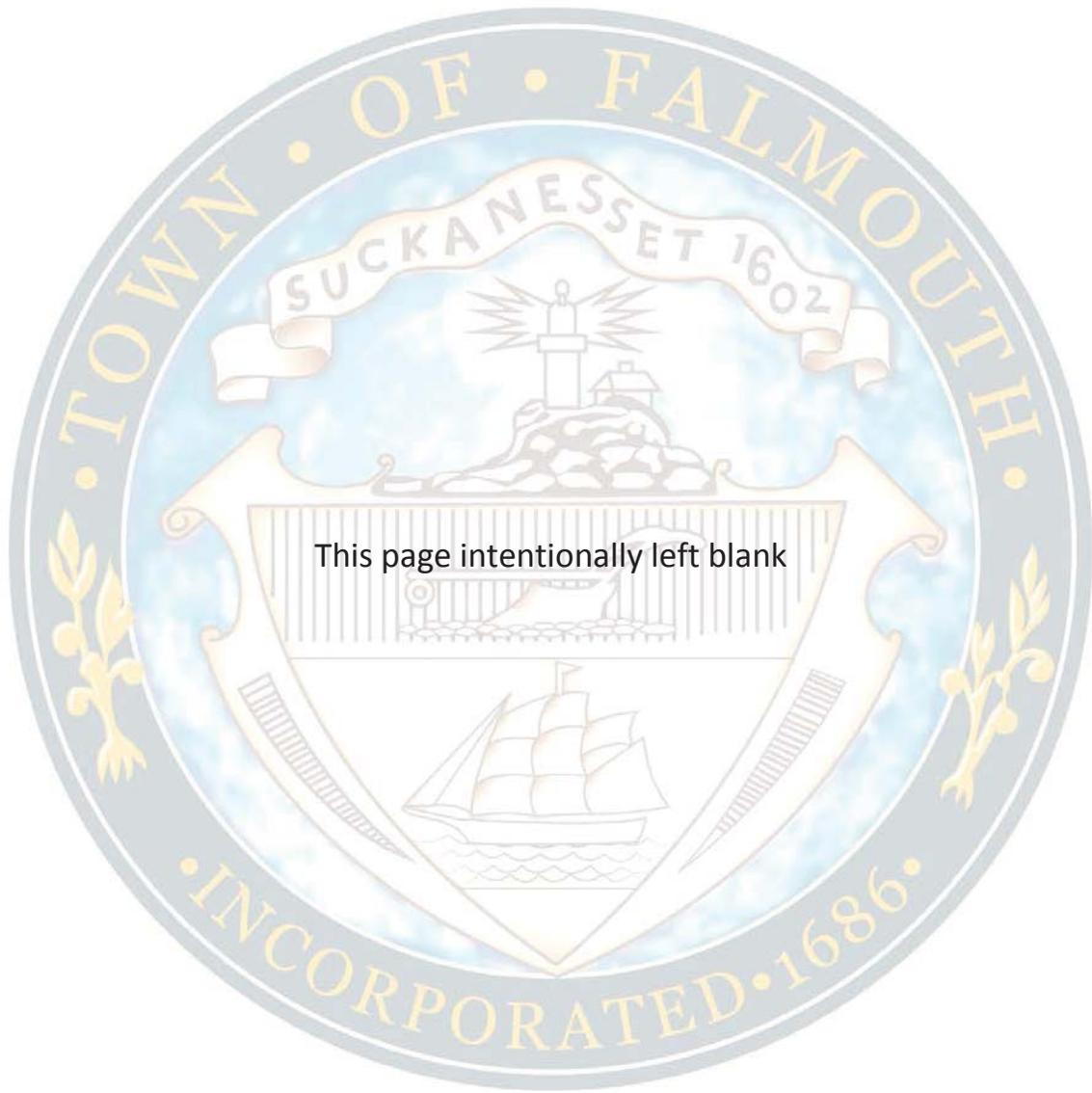
PERSONNEL						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-152-5110	SALARY & WAGES FULL TIME	\$202,713	\$203,437	\$208,145	\$215,281	\$215,281
01-152-5135	RECORDING MEETINGS	\$28,000	\$24,544	\$36,400	\$36,400	\$36,400
TOTAL SALARIES		\$230,713	\$227,981	\$244,545	\$251,681	\$251,681
01-152-5304	PROF/TECH-TRAINING	\$6,700	\$4,070	\$6,700	\$6,700	\$6,700
01-152-5317	PROF/TECH-MEDICAL SERV	\$10,000	\$16,924	\$10,000	\$10,000	\$10,000
01-152-5319	PROF/TECH-CONTRACTUAL SERV	\$30,000	\$25,000	\$30,000	\$30,000	\$30,000
01-152-5340	COMMUNICATION-PRINTING	\$900	\$499	\$900	\$900	\$900
01-152-5341	COMMUNICATION-TELEPHONE	\$200	\$0	\$200	\$405	\$405
01-152-5342	COMMUNICATION-POSTAGE	\$2,100	\$1,168	\$2,100	\$2,100	\$2,100
01-152-5343	COMMUNICATION-ADVT VCNCY	\$13,000	\$9,624	\$13,000	\$13,000	\$13,000
01-152-5420	OFFICE SUPPLIES	\$1,800	\$1,157	\$1,800	\$1,800	\$1,800
01-152-5585	OTHER SUPPLIES-SUBSCRIPTN	\$300	\$0	\$300	\$300	\$300
01-152-5710	IN-STATE TRAVEL	\$775	\$515	\$775	\$950	\$950
01-152-5730	DUES & MEMBERSHIPS	\$704	\$713	\$800	\$800	\$800
01-152-5781	STAFF DEVELOPMENT	\$895	\$616	\$895	\$895	\$895
TOTAL EXPENSES		\$67,374	\$60,287	\$67,470	\$67,850	\$67,850
TOTAL DEPARTMENTAL EXPENSES		\$298,087	\$288,268	\$312,015	\$319,531	\$319,531

PERSONNEL - 152											
FY21 SALARIES & WAGES											
Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total		
1	24	9	10	COLEMAN DENISE B	PERSONNEL DIRCT	50.52	40	2,020.80	52.2	105,486	
				COLEMAN DENISE B	STIPEND - ADA	28.85	1		52.2	1,506	
2	24	3	10	BELAIR CATHY-LYNNE	BENEFITS COORD	30.00	37.5	1,125.00	52.2	58,725	
3	24	2	9	NICKERSON KRISTIN J	PERSONNEL ASST	25.32	37.5	949.50	52.2	49,564	
						FTE	3				215,281

DISABILITY COMMISION						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-560-5340	COMMUNICATION-PRINTING	\$150	\$67	\$150	\$150	\$150
01-560-5420	OFFICE SUPPLIES	\$100	\$7	\$100	\$100	\$100
TOTAL EXPENSES		\$250	\$74	\$250	\$250	\$250

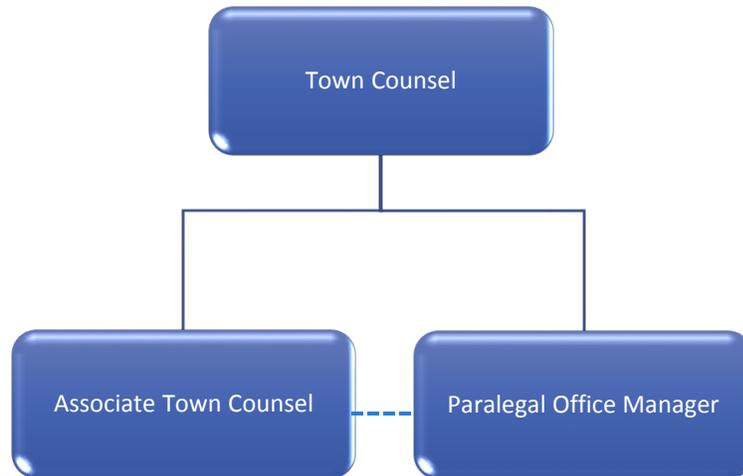
PERSONNEL





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TOWN COUNSEL



DEPARTMENT MISSION

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

DEPARTMENT DESCRIPTION

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

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

DEPARTMENT GOALS

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

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

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

TOWN COUNSEL

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

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

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

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

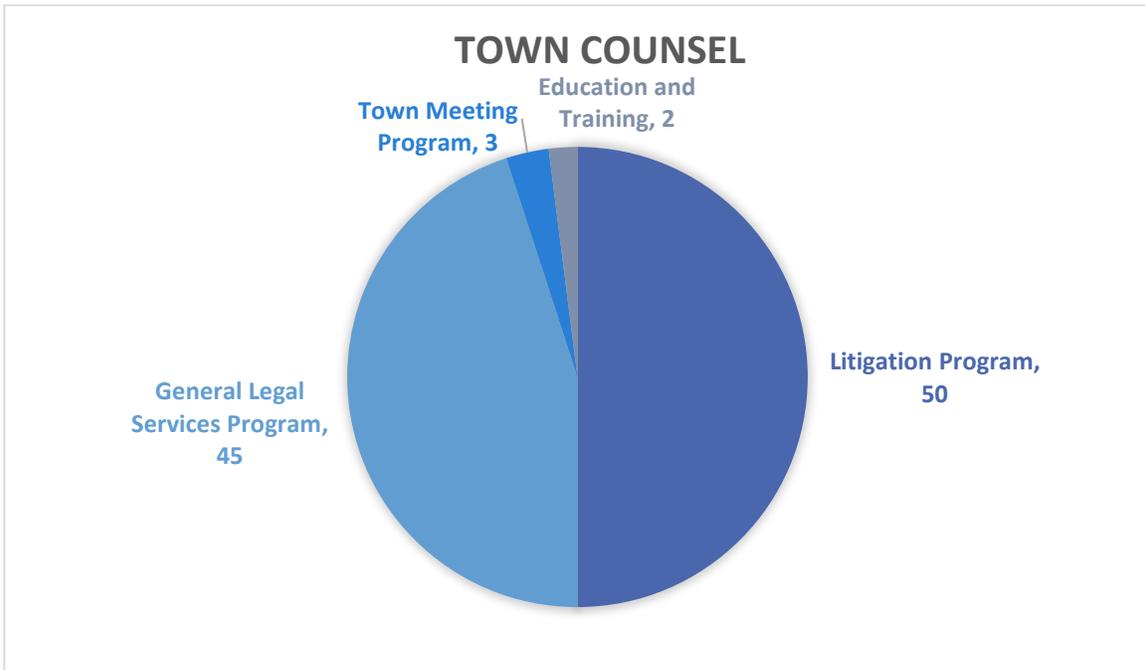
- To conduct periodic training sessions.
- To prepare periodic memorandum for distribution.
- To respond to and answer questions of legal significance.

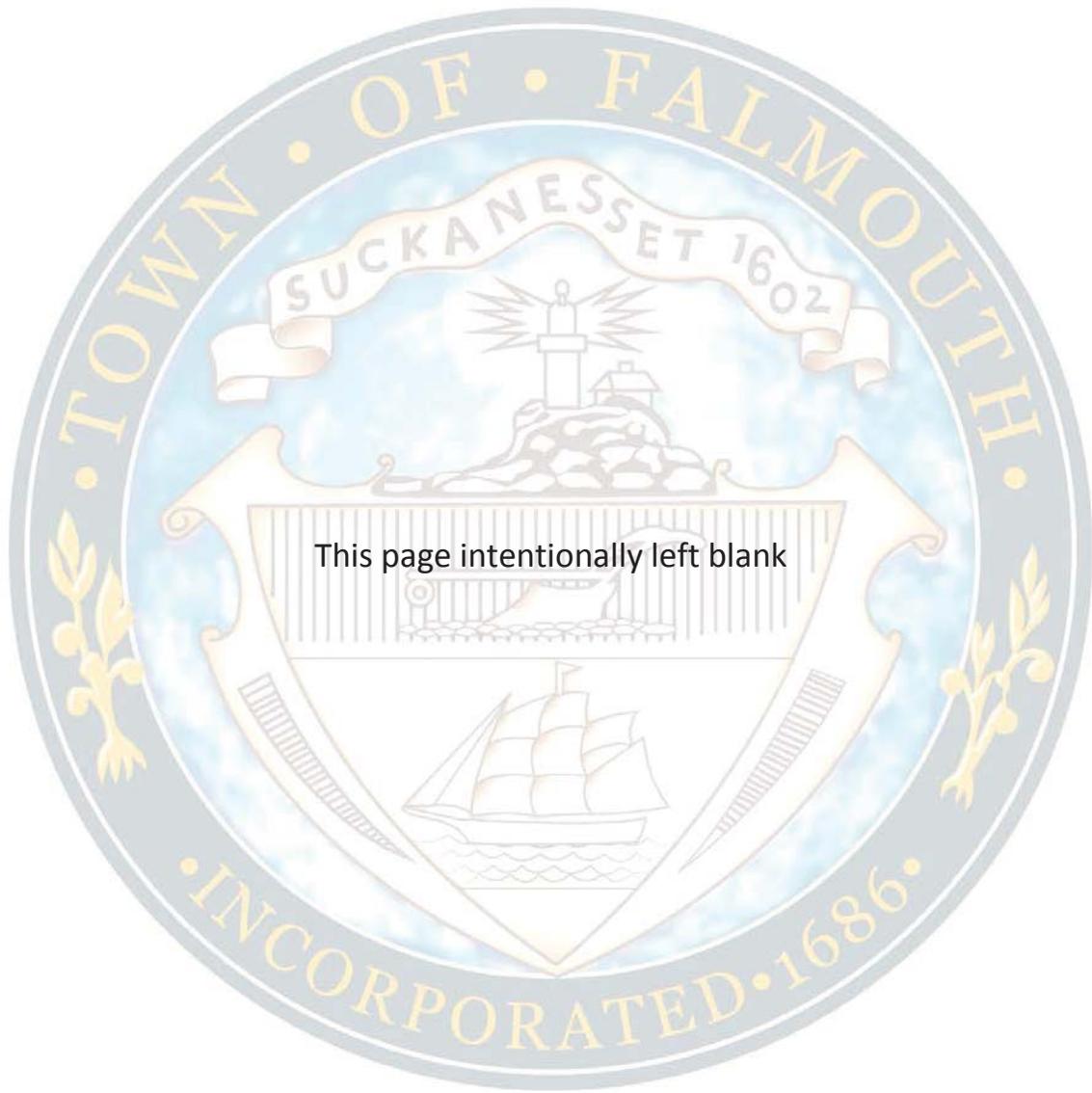
TOWN COUNSEL						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-151-5110	SALARY & WAGES-PERMANENT	\$308,582	\$302,970	\$314,739	\$311,455	\$311,455
01-151-5120	SALARY & WAGES-TEMPORARY	\$3,500	\$0	\$3,500	\$3,500	\$3,500
TOTAL SALARIES		\$312,082	\$302,970	\$318,239	\$314,955	\$314,955
01-151-5270	RENT/LEASE-BUILDING	\$24,720	\$24,000	\$24,720	\$24,720	\$24,720
01-151-5300	PROF/TECH SPEC COUNSEL*	\$210,000	\$204,974	\$150,000	\$150,000	\$150,000
01-151-5301	PROF/TECH-RECORDING FEES	\$1,500	\$1,020	\$1,500	\$1,500	\$1,500
01-151-5340	COMMUNICATION-PRINTING	\$500	\$0	\$500	\$500	\$500
01-151-5341	COMMUNICATION-TELEPHONE	\$750	\$1,273	\$750	\$1,800	\$1,800
01-151-5342	COMMUNICATION-POSTAGE	\$950	\$721	\$950	\$950	\$950
01-151-5400	CASE EXPENSES	\$8,500	\$2,658	\$8,500	\$8,500	\$8,500
01-151-5420	OFFICE SUPPLIES	\$1,750	\$2,178	\$2,500	\$2,500	\$2,500
01-151-5425	OFFICE SUPPLY-LAW BOOKS	\$15,000	\$16,458	\$16,000	\$17,500	\$17,500
01-151-5711	AUTO ALLOWANCE	\$2,000	\$1,329	\$2,000	\$2,000	\$2,000
01-151-5730	DUES & MEMBERSHIPS	\$1,600	\$701	\$1,600	\$1,600	\$1,600
01-151-5781	STAFF DEVELOPMENT	\$950	\$250	\$950	\$950	\$950
TOTAL EXPENSES		\$268,220	\$255,563	\$209,970	\$212,520	\$212,520
TOTAL DEPARTMENTAL EXPENSES		\$580,302	\$558,533	\$528,209	\$527,475	\$527,475

** 01-151-5300 received a reserve fund transfer of \$60K approved at the end of FY19

TOWN COUNSEL

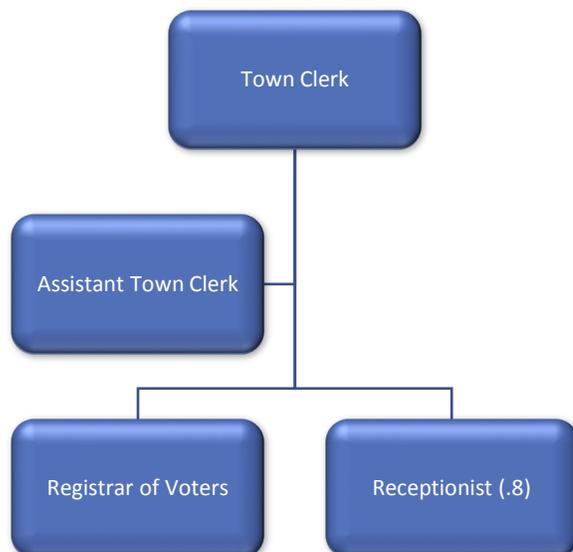
FY21 SALARIES & WAGES											
TOWN COUNSEL - 151											
	Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	12	10	DUFFY JR FRANK K	TOWN COUNSEL	67.13	40.00	2,685.20	52.20	140,167	
2	24	10	7	MULLIN IRIE	ASSOC TOWN COUN	49.70	40.00	1,988.00	52.20	103,774	
3	24	4	10	FISH KIMBERLY A	PARAL/ADM ASST	34.49	37.50	1,293.38	52.20	67,514	
						FTE	3				311,455





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TOWN CLERK



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

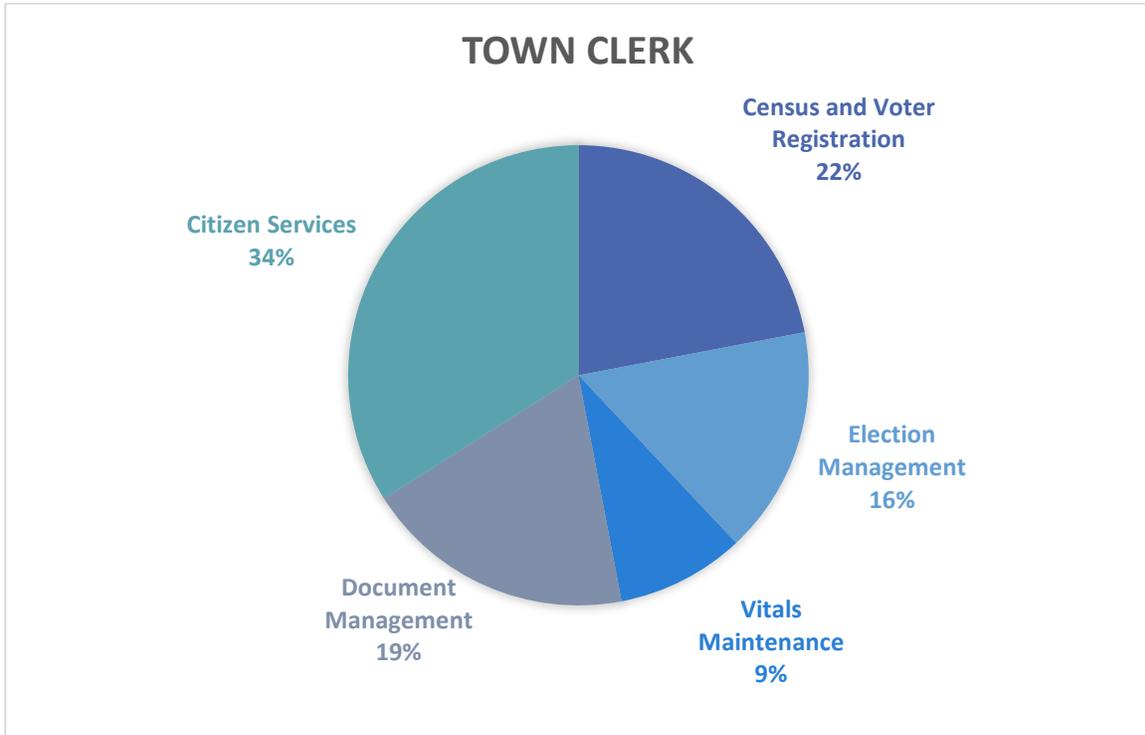
DEPARTMENT GOALS

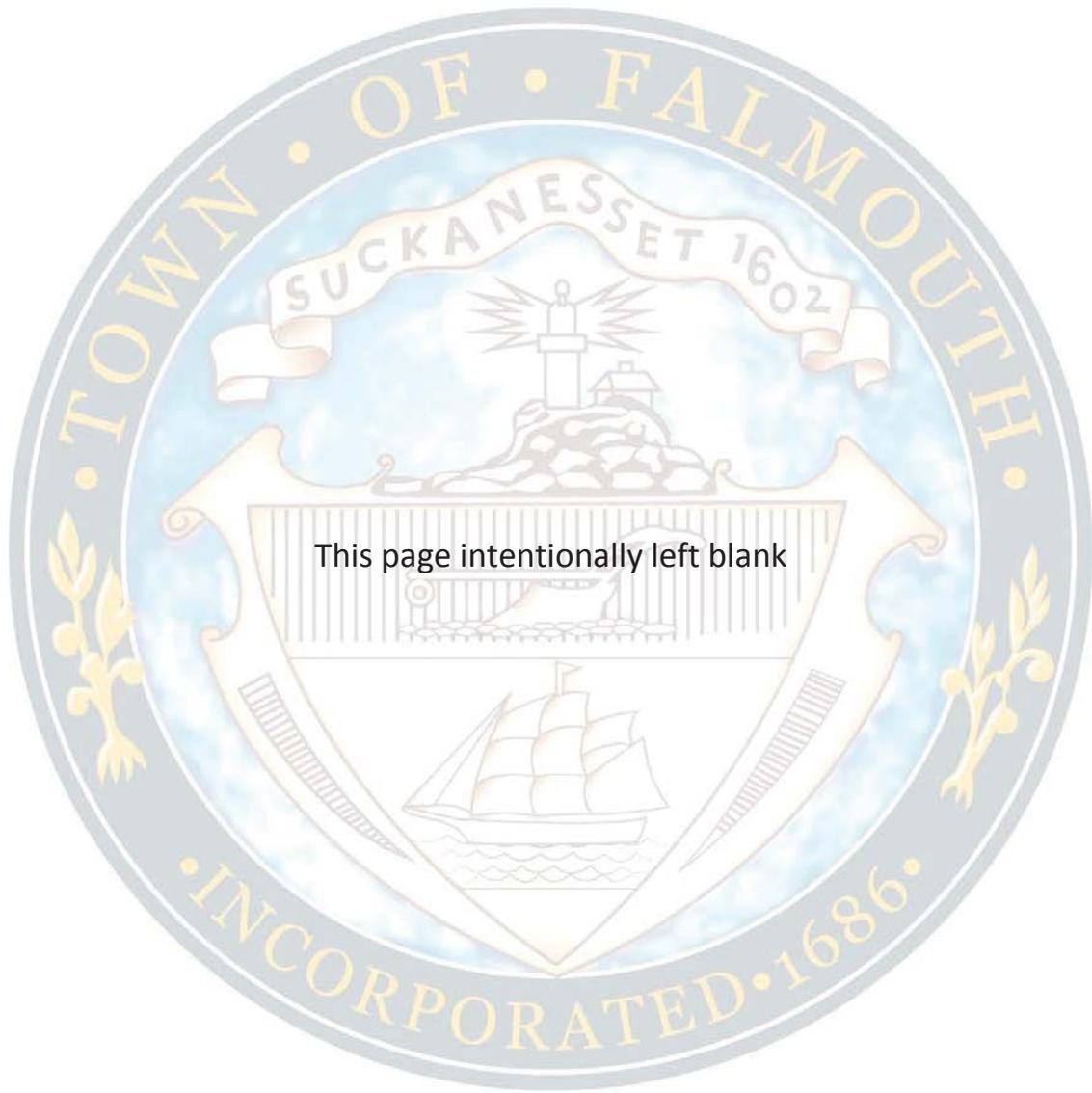
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2. To administer fair and accurate elections, guaranteeing access to every citizen.
3. To maintain factual public records, preserving and documenting the history of our community.
4. To be proactive in promoting and preserving the proud traditions of our Community.

TOWN CLERK						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-161-5110	SALARY & WAGES-PERMANENT	\$235,599	\$234,604	\$235,277	\$248,566	\$248,566
01-161-5120	SALARY & WAGES-REGISTRARS	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
01-161-5127	SALARY & WAGES - CENSUS	\$1,000	\$1,000	\$1,000	\$2,000	\$2,000
01-161-5130	ADDITIONAL GROSS-OVERTIME	\$1,000	\$964	\$1,000	\$1,000	\$1,000
TOTAL SALARIES		\$238,849	\$237,818	\$238,527	\$252,816	\$252,816
01-161-5240	REPR/MAINT-OFFICE EQUIP	\$500	\$490	\$500	\$500	\$500
01-161-5305	PROF/TECH-ARCHIVING	\$4,000	\$3,263	\$5,000	\$5,000	\$5,000
01-161-5340	COMMUNICATION-PRINTING	\$5,000	\$5,929	\$5,000	\$6,000	\$6,000
01-161-5341	COMMUNICATION-TELEPHONE	\$100	\$0	\$100	\$100	\$100
01-161-5342	COMMUNICATION-POSTAGE	\$14,000	\$11,807	\$13,000	\$13,000	\$13,000
01-161-5343	COMMUNICATION-ADVERTISING	\$1,000	\$360	\$1,000	\$1,000	\$1,000
01-161-5347	COMMUNICATION-CODE UPDATE	\$10,000	\$8,222	\$10,000	\$10,000	\$10,000
01-161-5349	COMMUNICATION-STREET LIST	\$2,500	\$2,450	\$2,500	\$2,500	\$2,500
01-161-5420	OFFICE SUPPLIES	\$1,200	\$1,126	\$1,500	\$1,500	\$1,500
01-161-5430	SUPPLIES-LICENSES	\$500	\$405	\$500	\$500	\$500
01-161-5710	IN-STATE TRAVEL	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600
01-161-5730	DUES & MEMBERSHIPS	\$540	\$590	\$540	\$590	\$590
TOTAL EXPENSES		\$40,940	\$36,242	\$41,240	\$42,290	\$42,290
TOTAL DEPARTMENTAL EXPENSES		\$279,789	\$274,060	\$279,767	\$295,106	\$295,106

FY21 SALARIES & WAGES												
TOWN CLERK - 161												
	Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total		
1				PALMER MICHAEL	TOWN CLERK	46.31	40	1,852.40	52.2	96,695		
2	11	9	5	ROBBINS LAURIE C	ASST TOWN CLERK	30.79	37.5	1,154.63	52.2	60,271		
3	11	8	5	GONSALVES SUZANNE	PRINICIPAL ASST	28.78	37.5	1,079.25	52.2	56,337		
4	11	5	4	BARBARA RYMSHA	SWTCHBRD/RECPTN	21.11	32	675.52	52.2	35,262		
						FTE	3.85				248,566	
				Palmer	*Wage includes 2% COLA increase that will be on April 2020 TM Article							

TOWN CLERK

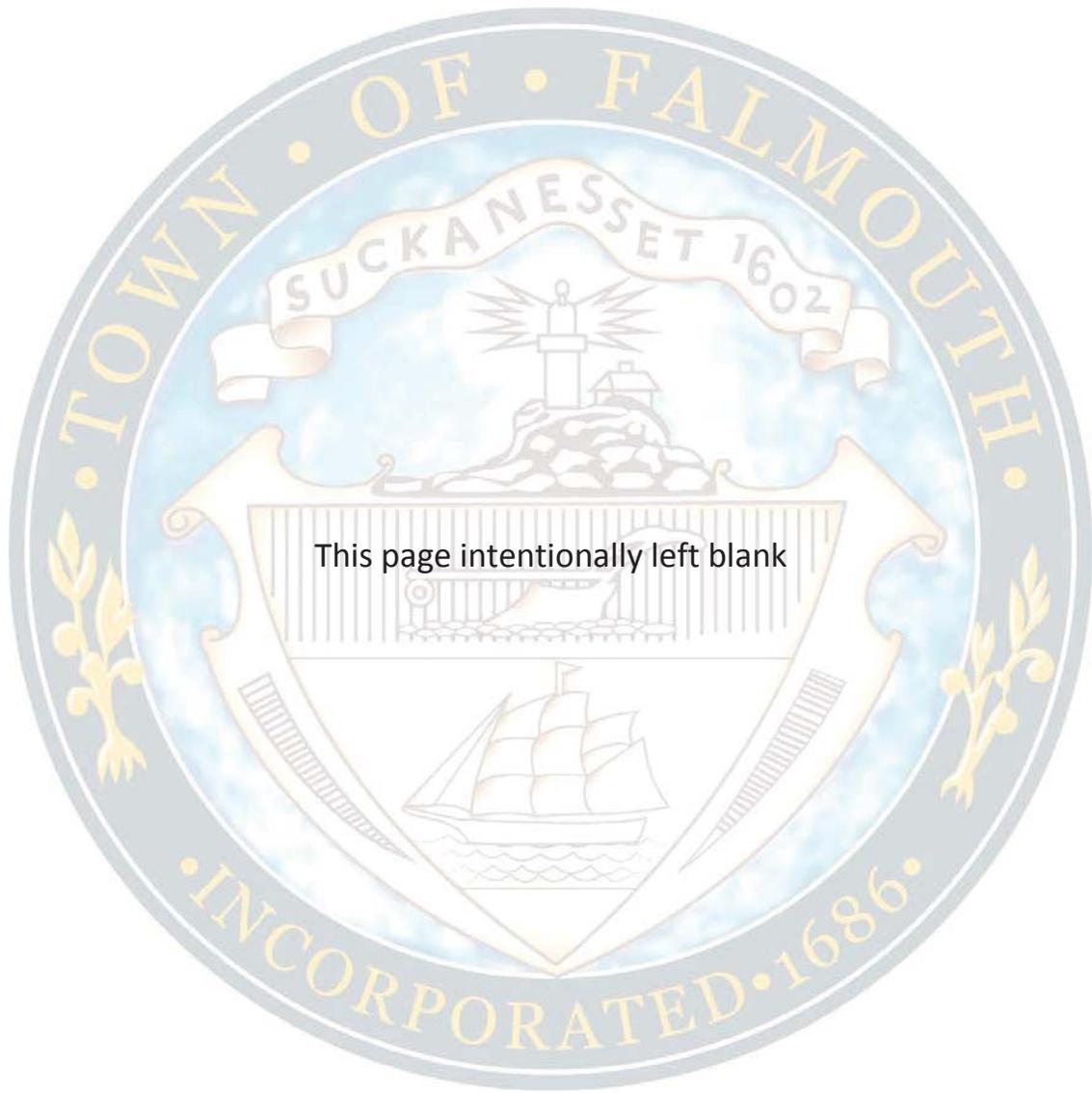




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TOWN MEETING

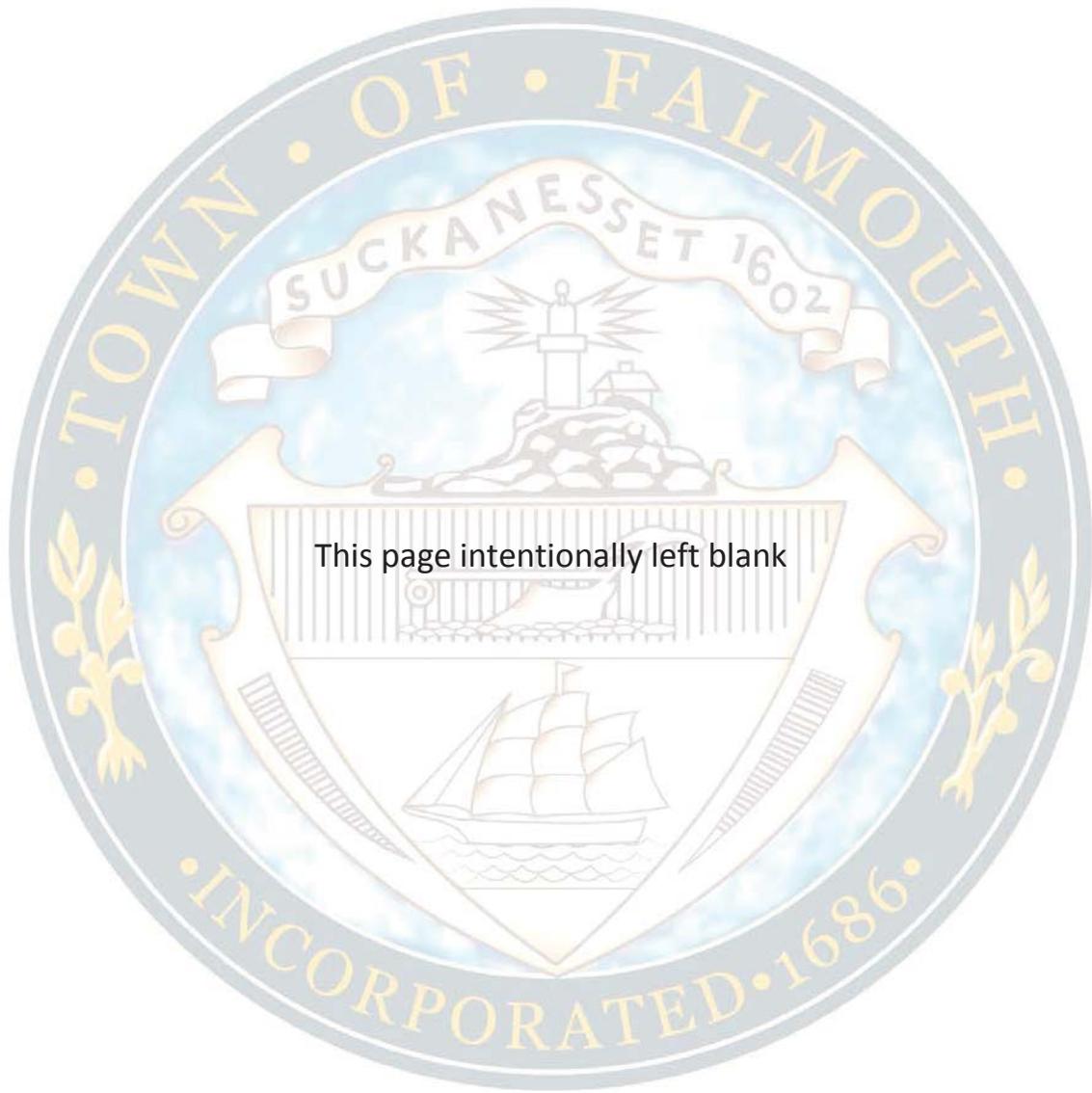
TOWN MEETING						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-113-5120	SALARY & WAGES PART TIME	\$4,000	\$1,537	\$4,000	\$4,000	\$4,000
TOTAL SALARIES		\$4,000	\$1,537	\$4,000	\$4,000	\$4,000
01-113-5311	PROF/TECH-INTERPRETOR	\$3,000	\$0	\$3,000	\$3,000	\$3,000
01-113-5316	PROF/TECH-STENOGRAPHER	\$7,000	\$6,488	\$7,000	\$7,000	\$7,000
01-113-5319	PROF/TECH MAINT CONTRACTS	\$1,250	\$0	\$0	\$0	\$0
01-113-5340	COMMUNICATION-PRINTING	\$8,000	\$7,180	\$8,000	\$8,000	\$8,000
01-113-5342	COMMUNICATION-POSTAGE	\$2,000	\$0	\$2,000	\$2,000	\$2,000
01-113-5343	COMMUNICATION-ADVERTISING	\$10,500	\$16,423	\$10,500	\$18,000	\$18,000
01-113-5380	OTR PRCH SERV-SOUND SYSTM	\$4,000	\$3,140	\$4,000	\$4,000	\$4,000
TOTAL EXPENSES		\$35,750	\$33,231	\$34,500	\$42,000	\$42,000
TOTAL DEPARTMENTAL EXPENSES		\$39,750	\$34,768	\$38,500	\$46,000	\$46,000



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TOWN MODERATOR

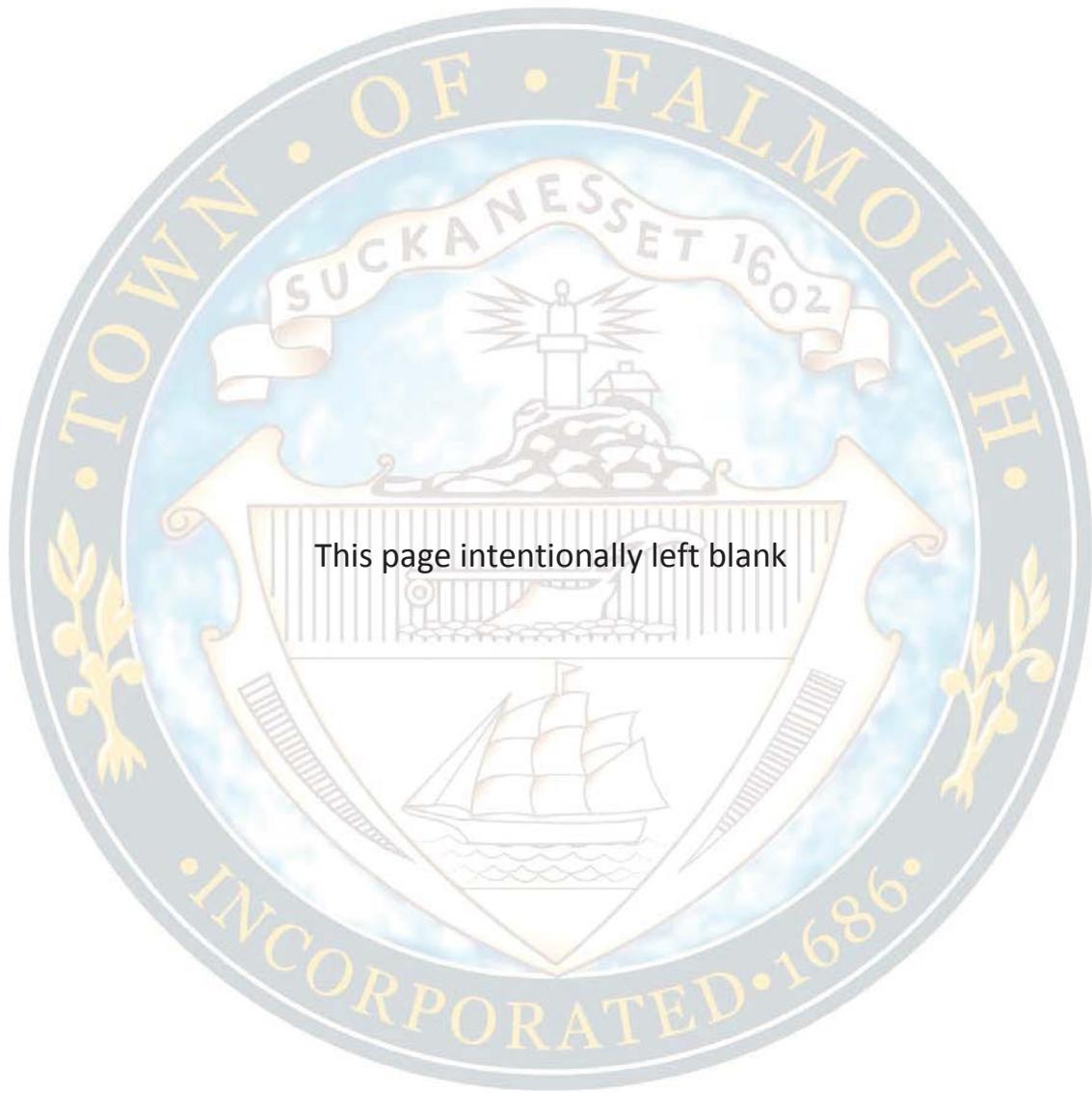
<i>TOWN MODERATOR</i>						
		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-114-5120	SALARY & WAGES PART TIME	\$1,500	\$2,250	\$1,500	\$1,500	\$1,500
TOTAL SALARIES		\$1,500	\$2,250	\$1,500	\$1,500	\$1,500
*FY19 expended includes encumbrance for FY18, spent in FY19						



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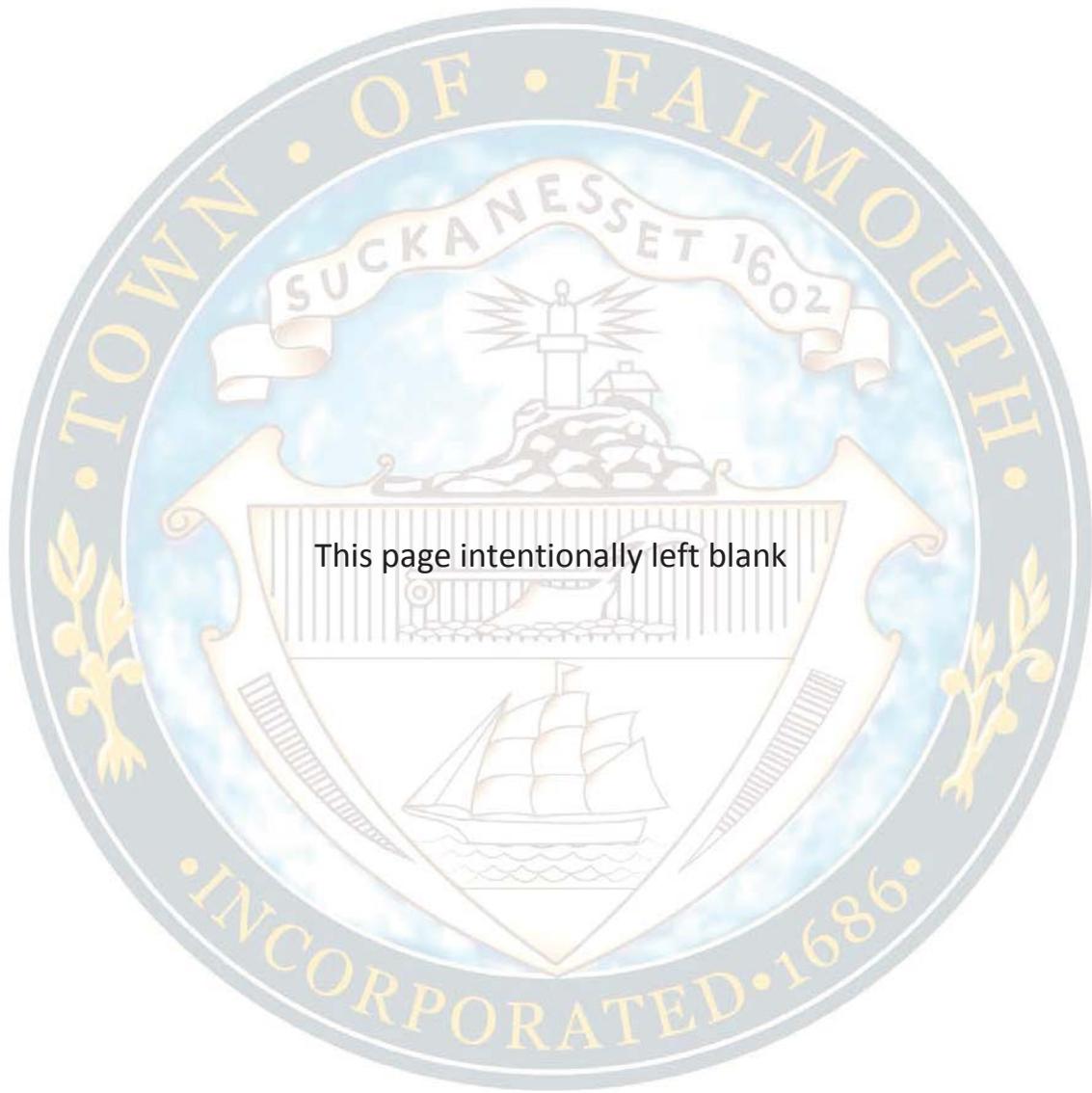
ELECTIONS

<i>ELECTIONS</i>						
		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-162-5120	SALARY & WAGES PART TIME	\$72,000	\$46,497	\$44,000	\$50,000	\$50,000
TOTAL SALARIES		\$72,000	\$46,497	\$44,000	\$50,000	\$50,000
01-162-5270	RENTL/LEASE-BUILDING	\$3,000	\$2,500	\$2,000	\$3,000	\$3,000
01-162-5319	PROF/TECH MAINT CONTRACTS	\$5,000	\$8,586	\$9,000	\$9,000	\$9,000
01-162-5340	COMMUNICATION-PRINTING	\$12,000	\$10,968	\$12,000	\$12,000	\$12,000
01-162-5341	COMMUNICATION-TELEPHONE	\$200	\$235	\$100	\$200	\$200
01-162-5343	COMMUNICATION-ADVERTISING	\$2,000	\$468	\$2,000	\$6,000	\$6,000
01-162-5586	OTHER SUPPLIES-ELECTION	\$1,200	\$588	\$1,500	\$1,500	\$1,500
TOTAL EXPENSES		\$23,400	\$23,346	\$26,600	\$31,700	\$31,700
TOTAL DEPARTMENTAL EXPENSES		\$95,400	\$69,843	\$70,600	\$81,700	\$81,700



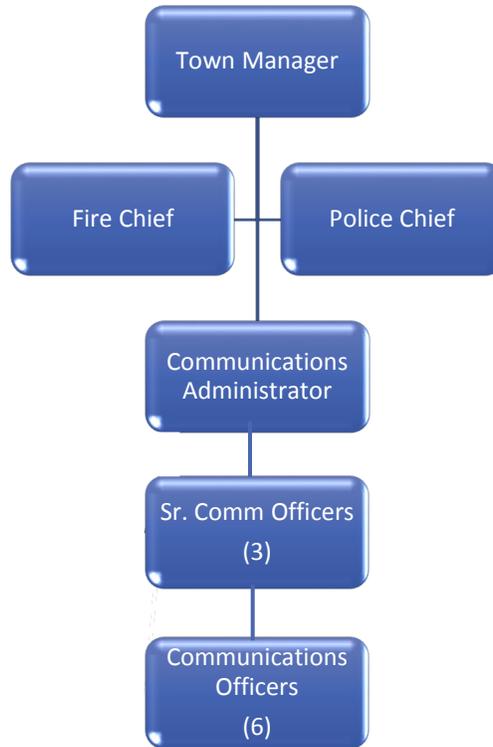
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**PUBLIC SAFETY
BUDGET**



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CONSOLIDATED COMMUNICATIONS



DEPARTMENT MISSION

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

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

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

DEPARTMENT DESCRIPTION

The Falmouth Emergency Communications Center is responsible for providing emergency communications and all related secondary functions for the Public Safety agencies within the Town of Falmouth. Consisting of a Communications Administrator, three (3) Senior Dispatchers and six (6) Dispatchers we serve a population of 35,000 to 100,000 residents and visitors on a daily basis with two (2) dispatchers on duty at all times. In fiscal year 2019 we logged approx. 33,500 incidents and answered over 8,500 calls on the 911 system.

DEPARTMENT GOALS

1. Staffing

Since our agencies inception we have consistently seen an annual increase in our call volumes. These numbers directly correlate to the increases in Police and Fire Department incidents in the community. As these agencies grow and their call volumes increase it directly impacts our agency workload. Based on our FY19 numbers our staff handles an average of just under 100 emergency incidents per day. That breaks down to an average of just over 3,700 emergencies incidents per dispatcher annually. These numbers do not include the hundreds of non-emergency business line calls and inquires we receive daily. By increasing our staffing levels our goal would be to

CONSOLIDATED COMMUNICATIONS

provide a higher level of service to both our internal and external customers, all while reducing our overtime expenditures by maintaining our minimum staffing levels while not backfilling time off during off peak hours.

2. Quality Assurance / Quality Improvement

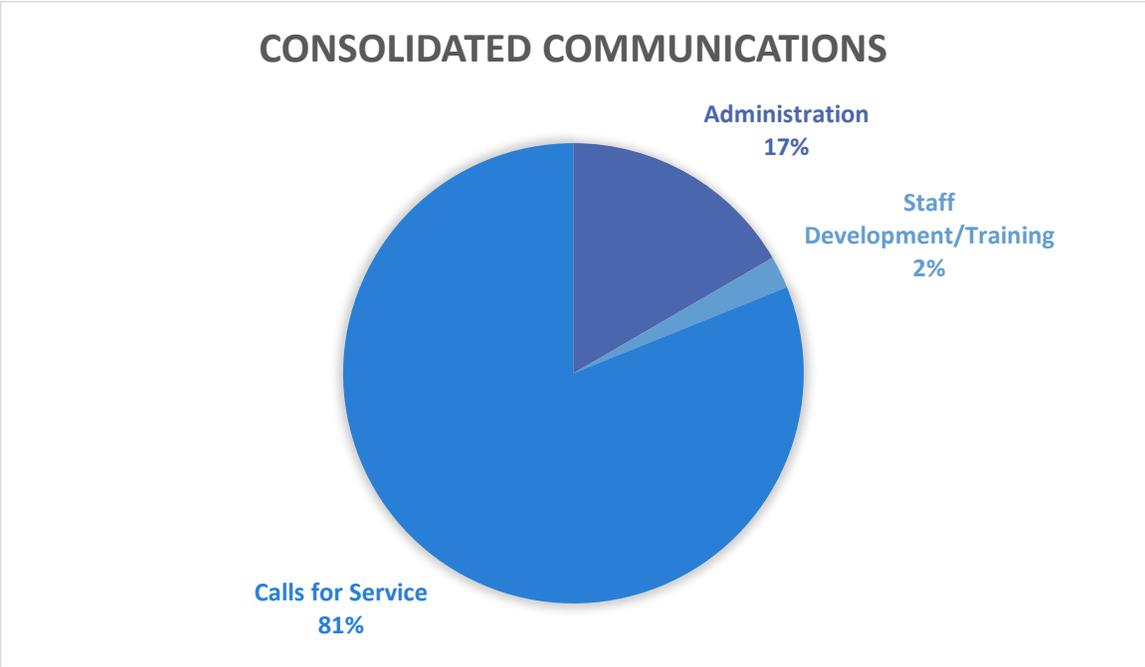
As a Public Safety agency our number one priority must always be to provide the best possible services to the citizens of Falmouth and the other Public Safety partners we work with. By implementing a QA/QI program we can better ensure the services our agency provides to the community are at a high level of services expected and also provides us with areas of needed improvement and clear paths of how to achieve those goals. A high quality QA/QI program is not only seen as an industry standard, but helps to not reduce liability on the Town by ensuring high standards for service are met.

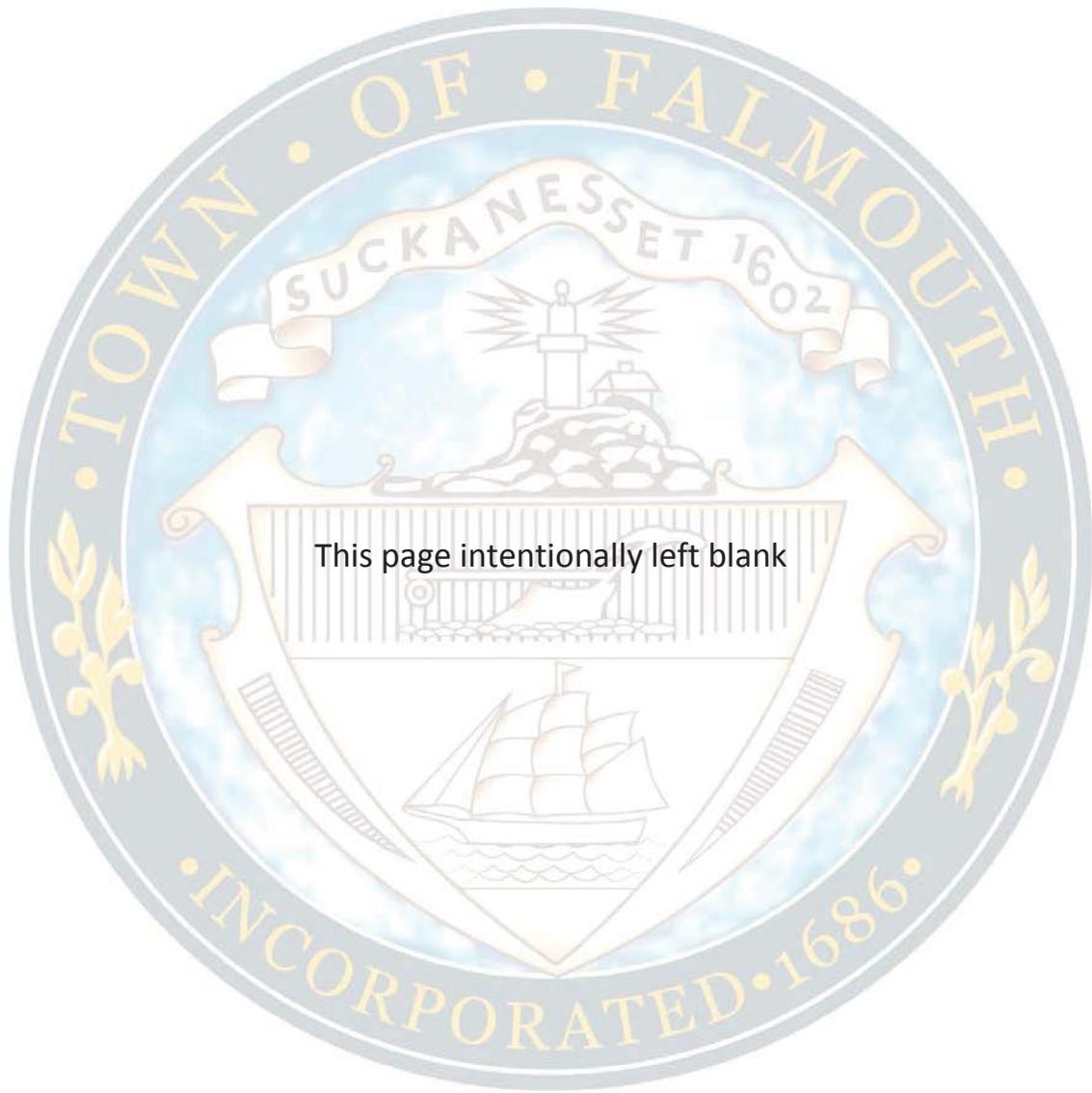
CONSOLIDATED COMMUNICATIONS						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-230-5110	SALARY & WAGES FULL TIME	\$538,859	\$439,835	\$515,752	\$590,051	\$544,353
01-230-5120	TEMPORARY-PER DIEM	\$0	\$0	\$10,000	\$5,000	\$10,000
01-230-5130	OVERTIME	\$67,948	\$175,058	\$60,841	\$55,000	\$65,000
01-230-5140	HOLIDAY	\$26,652	\$18,548	\$27,185	\$24,340	\$24,340
TOTAL SALARIES		\$633,459	\$633,441	\$613,778	\$674,391	\$643,693
01-230-5319	PROF/TECH-CONTRACT SERVICE	\$19,500	\$18,716	\$19,500	\$42,482	\$42,482
01-230-5340	COMMUNICATION-PRINTING	\$750	\$493	\$750	\$750	\$750
01-230-5341	COMMUNICATION-TELEPHONE	\$7,500	\$5,195	\$7,500	\$8,040	\$8,040
01-230-5342	COMMUNICATION-POSTAGE	\$250	\$0	\$250	\$250	\$250
01-230-5346	REPR/MAINT-COMPUTER	\$3,750	\$3,859	\$3,750	\$10,000	\$10,000
01-230-5420	OFFICE SUPPLIES	\$7,500	\$594	\$7,500	\$7,500	\$7,500
01-230-5583	OTHER SUPPLIES-UNIFORMS	\$0	\$0	\$0	\$3,250	\$3,250
01-230-5730	DUES & MEMBERSHIPS	\$1,000	\$235	\$1,000	\$1,000	\$1,000
01-230-5781	STAFF DEVELOPMENT	\$7,888	\$2,548	\$7,888	\$9,500	\$9,500
TOTAL EXPENSES		\$48,138	\$31,639	\$48,138	\$82,772	\$82,772
TOTAL DEPARTMENTAL EXPENSES		\$681,597	\$665,079	\$661,916	\$757,163	\$726,465

FY21 SALARIES & WAGES											
CONSOLIDATED COMMUNICATIONS - 230											
	Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/ WK	Weekly	Wks	Total	
1	24	7	10	CAMPBELL CHRISTOPHER	Comm Administrator	43.75	40	1,750.00	52.2	91,350	
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	7	KESTER KAITLIN	Communications Officer	24.35	40	974.00	52	50,648	
6	45	1	5	ENTWISLE KATHRYN	Communications Officer	22.74	40	909.60	52	47,299	
7	45	1	5	TOMAINO ROBERT	Communications Officer	22.74	40	909.60	52	47,299	
8	45	1	5	MEISSNER TIMMY	Communications Officer	22.74	40	909.60	52	47,299	
9	45	1	4	BONCEK JOHN R	Communications Officer	21.97	40	878.80	52	45,698	
10	45	1	4	FOLEY JOSEPH	Communications Officer	21.97	40	878.80	52	45,698	
						FTE	10			544,353	

**AFSCME C: FY19 Salary Table used - Only settled through 6/30/19

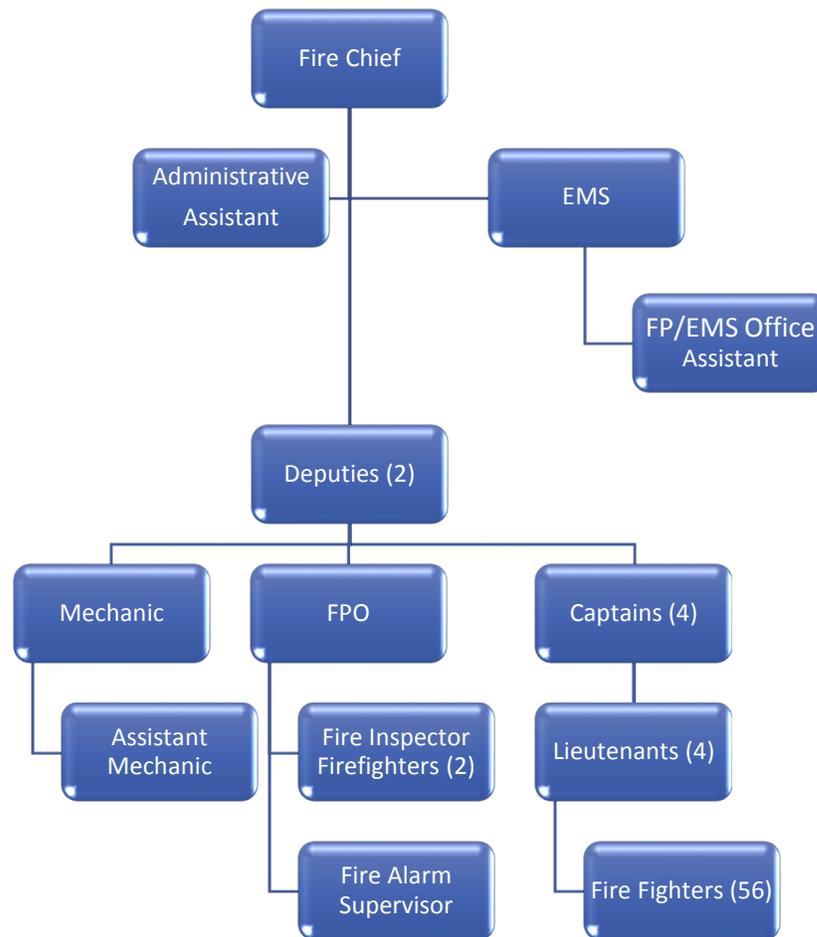
CONSOLIDATED COMMUNICATIONS





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FIRE/RESCUE DEPARTMENT



MISSION STATEMENT OF THE FALMOUTH FIRE/RESCUE DEPARTMENT

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

DEPARTMENT DESCRIPTION

The FFRD is a full service Fire/EMS agency consisting of 76 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 approx. 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.

To address the Board of Selectmen's strategic goals for Health and Public Safety are, the FFRD submits the following:

6.5 Enhance public safety services town wide

FIRE/RESCUE DEPARTMENT

DEPARTMENT GOALS

1. STAFFING: FIRE SUPPRESSION/EMS

Towards the goal of achieving an adequate level of shift staffing to meet the demands of a typical day, and to better enhance the deployment of firefighter/EMT/paramedics in Falmouth's fire stations, I am requesting funding to hire 8 additional firefighter/EMT/paramedics. Additionally, I am requesting funding to promote 4 current firefighters to the rank of Fire Lieutenant. While acknowledging the measured increase in staffing levels over the past few fiscal years, and the positive impact it has had, 8 new positions will be required to fill anticipated gaps in fire/rescue coverage, to keep response times to an acceptable level across the entire town and minimize wasteful overtime spending. As has been previously noted, our annual emergency call volume is approx. 8000 emergency calls/year. Effective July 1st, the longstanding practice of deploying 1 person responses to emergency calls in Falmouth will cease under the term of a new contract with the firefighters union. This contractual requirement will result in a significantly different response model. One major change will be the deployment of additional firefighters to the HQ (main), and East Falmouth fire stations. The promotion of four new Lieutenants will greatly enhance the overall efficiency of the Department, but more importantly will greatly enhance firefighter and public safety by addressing longstanding issues of adequate crew size, proper incident scene accountability and span of control. Lastly, increasing the number of fire Lieutenants will result in greater possibility for upward mobility in the FFRD, thereby improving our ability to recruit and retain firefighters in the future.

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						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-220-5110	SALARY & WAGES FULL TIME	\$5,162,226	\$4,569,125	\$5,319,754	\$6,195,792	\$5,784,037
01-220-5130	ADDITIONAL GROSS-OVERTIME	\$625,000	\$977,270	\$625,000	\$750,000	\$650,000
01-220-5140	DIFFERENTIAL-HOLIDAY	\$276,043	\$237,031	\$294,025	\$294,025	\$294,025
01-220-5143	DIFFERENTIAL-EDCTL INCTV*	\$36,000	\$31,779	\$36,000	\$44,466	\$44,466
01-220-5190	EMS TRAINING	\$120,000	\$120,025	\$120,000	\$120,000	\$120,000
01-220-5191	OTHR PERS SERV-UNIFORM ALW	\$32,450	\$27,878	\$36,950	\$40,550	\$40,550
01-220-5192	TRAINING - FIRE	\$40,000	\$38,192	\$40,000	\$40,000	\$40,000
01-220-5193	HAZARDOUS WASTE TRAINING	\$15,000	\$10,493	\$15,000	\$15,000	\$15,000
TOTAL SALARIES		\$6,306,719	\$6,011,793	\$6,486,729	\$7,499,833	\$6,988,078
01-220-5211	ENERGY-FUEL OIL	\$15,000	\$11,608	\$15,000	\$15,000	\$15,000
01-220-5212	ENERGY-ELECTRICITY	\$68,000	\$52,939	\$68,000	\$68,000	\$68,000
01-220-5213	ENERGY-NATURAL GAS	\$40,000	\$22,744	\$40,000	\$40,000	\$40,000
01-220-5240	REPR/MAINT-OFFICE EQUIP	\$1,800	\$180	\$1,800	\$1,800	\$1,800
01-220-5242	REPR/MAINT-VEHICLE	\$72,000	\$104,480	\$72,000	\$72,000	\$72,000
01-220-5251	REPR/MAINT-ALARM/RADIO	\$22,000	\$22,975	\$22,000	\$22,000	\$22,000
01-220-5271	RENT/LEASE-EQUIPMENT	\$4,450	\$0	\$4,450	\$4,450	\$4,450
01-220-5280	EMERGENCY MANAGEMENT	\$6,500	\$3,661	\$6,500	\$6,500	\$6,500

FIRE/RESCUE DEPARTMENT

FIRE/RESCUE DEPARTMENT						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-220-5309	PROF/TECH APPARATUS TEST	\$7,500	\$9,060	\$7,500	\$7,500	\$7,500
01-220-5319	PROF/TECH-CONTRACT SERVICE	\$139,500	\$134,299	\$139,500	\$139,500	\$139,500
01-220-5340	COMMUNICATION-PRINTING	\$2,000	\$1,925	\$2,000	\$2,000	\$2,000
01-220-5341	COMMUNICATION-TELEPHONE	\$22,000	\$19,336	\$22,000	\$22,000	\$22,000
01-220-5342	COMMUNICATION-POSTAGE	\$2,000	\$1,000	\$2,000	\$2,000	\$2,000
01-220-5345	COMMUNICATION-FIRE ALARM	\$10,000	\$9,207	\$10,000	\$10,000	\$10,000
01-220-5346	REPR/MAINT-COMPUTER	\$7,500	\$0	\$7,500	\$7,500	\$7,500
01-220-5389	OTR PRCH SERV-PRAMDC PRG	\$27,540	\$27,535	\$27,540	\$27,540	\$27,540
01-220-5420	OFFICE SUPPLIES	\$6,500	\$3,712	\$6,500	\$6,500	\$6,500
01-220-5429	OFFICE SUPPLIES-AMBULANCE	\$1,000	\$131	\$1,000	\$1,000	\$1,000
01-220-5430	REPR/MAINT-SCUBA EQUIPMNT	\$4,000	\$4,050	\$4,000	\$4,000	\$4,000
01-220-5431	REPR/MAINT-AMB MED EQUIP	\$51,000	\$49,409	\$51,000	\$51,000	\$51,000
01-220-5432	REPR/MAINT-FIRE EQUIPMENT	\$6,800	\$5,436	\$6,800	\$6,800	\$6,800
01-220-5434	OTHER SUPPLIES-MECHANICS	\$3,000	\$128	\$3,000	\$3,000	\$3,000
01-220-5481	GASOLINE	\$1,000	\$2,047	\$1,000	\$1,000	\$1,000
01-220-5500	MEDICL/SURGICAL SUPPLIES	\$62,300	\$51,162	\$62,300	\$62,300	\$62,300
01-220-5583	OTHER SUPPLIES-CLOTHING	\$55,000	\$57,654	\$55,000	\$55,000	\$55,000
01-220-5588	OTHER SUPPLIES-FIRE	\$7,500	\$6,345	\$7,500	\$7,500	\$7,500
01-220-5711	AUTO ALLOWANCE	\$2,000	\$607	\$2,000	\$2,000	\$2,000
01-220-5720	OUT-OF STATE TRAVEL*	\$2,000	\$1,811	\$2,000	\$2,000	\$2,000
01-220-5730	DUES & MEMBERSHIPS	\$3,500	\$3,798	\$3,500	\$3,500	\$3,500
01-220-5781	STAFF DEVELOPMENT	\$50,000	\$51,195	\$60,000	\$75,000	\$60,000
01-220-5784	FIRE PREVENTION	\$6,500	\$5,975	\$6,500	\$6,500	\$6,500
01-220-5865	FIRE EQUIPMENT & GEAR*	\$90,000	\$80,519	\$25,000	\$25,000	\$25,000
TOTAL EXPENSES		\$799,890	\$744,926	\$744,890	\$759,890	\$744,890
TOTAL DEPARTMENTAL EXPENSES		\$7,106,609	\$6,756,719	\$7,231,619	\$8,259,723	\$7,732,968

FIRE/RESCUE DEPARTMENT - 220										
FY21 SALARIES & WAGES										
	Group	Grade	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	11	9	SMALL MICHAEL F	FIRE CHIEF	62.44	40	2,497.60	52.2	\$ 130,375
				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	47.90	42	2,011.80	52.2	\$ 105,016
3	D/M	6		THRASHER SCOTT J	DEPUTY CHIEF	47.90	42	2,011.80	52.2	\$ 105,016
4	C/M	5		ABSTEN CHAD E	CAPTAIN	42.11	42	1,768.62	52.2	\$ 92,322
5	C/M	6		BERGERON JR ROBERT T	CAPTAIN	43.15	42	1,812.30	52.2	\$ 94,602
6	C/E	6		GIROUARD BRUCE D	CAPTAIN	42.06	42	1,766.52	52.2	\$ 92,212
7	C/M	5		GAVIN, RYAN	CAPTAIN	42.11	42	1,768.62	52.2	\$ 92,322
8	L/M	5		BARTOS ANN M	LIEUTENANT	37.93	42	1,593.06	52.2	\$ 83,158
9	L/M	6		STARBAR SCOTT	LIEUTENANT	38.87	42	1,632.54	52.2	\$ 85,219
10	L/M	5		WAGGETT JEFFRY	LIEUTENANT	37.93	42	1,593.06	52.2	\$ 83,158

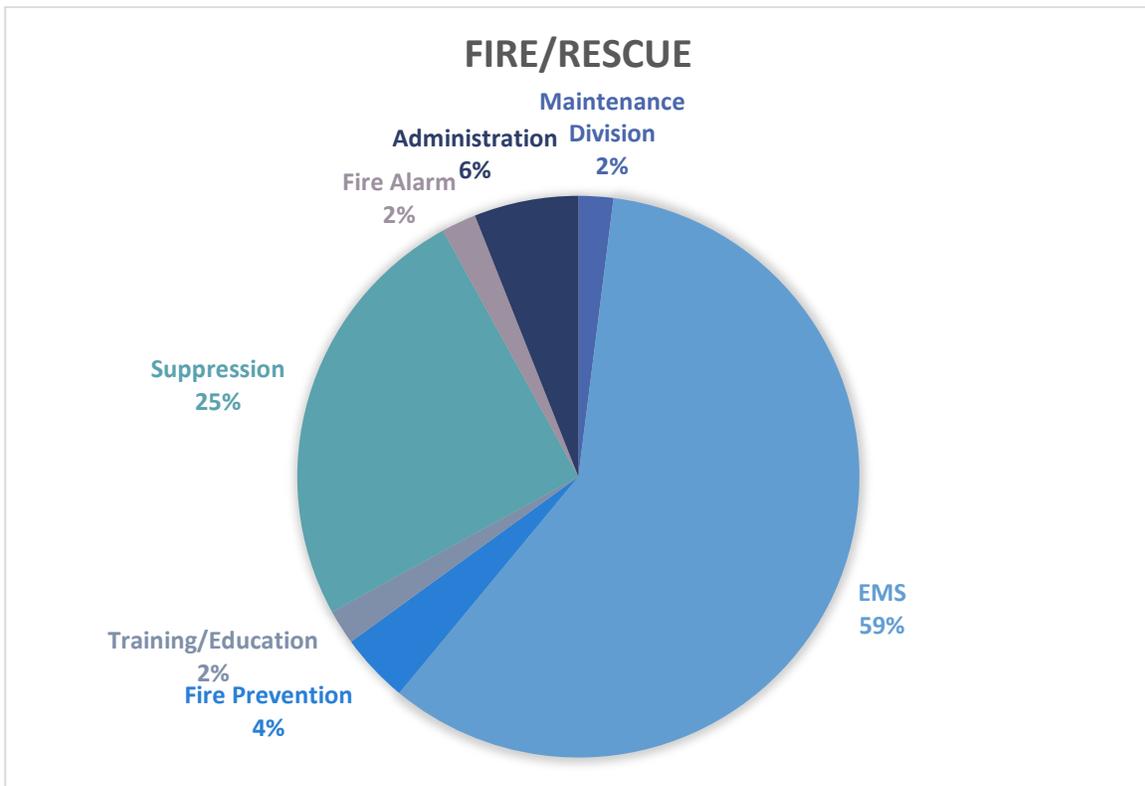
FIRE/RESCUE DEPARTMENT

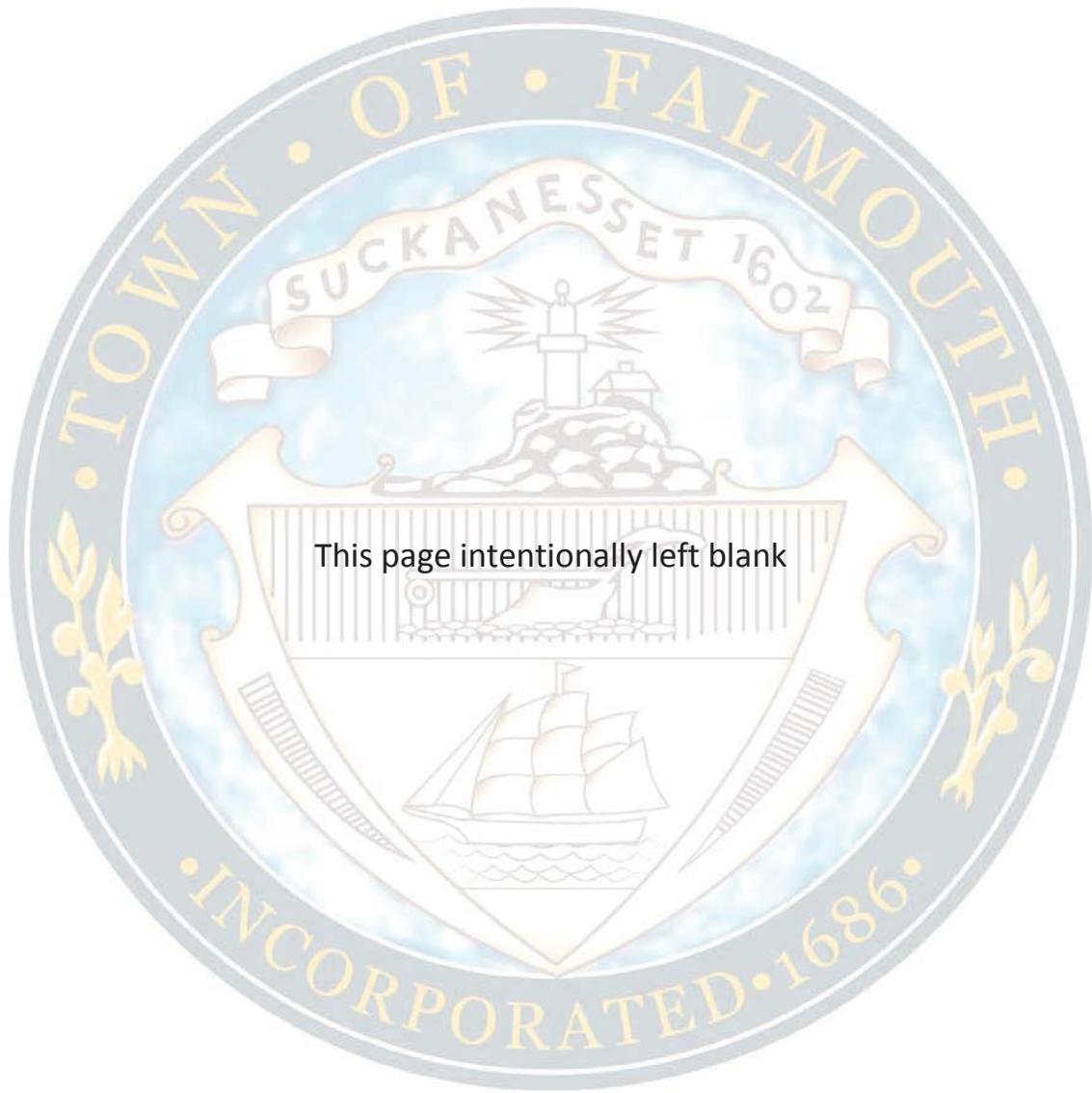
FY21 SALARIES & WAGES

FIRE/RESCUE DEPARTMENT - 220									
	Group	Grade	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total
11	L/M	4	ROGERS TERENCE A	LIEUTENANT	36.21	42	1,520.82	52.2	\$ 79,387
12	EMS/M	5	O'MALLEY CRAIG B	EMS SUPERVISOR	45.50	40	1,820.00	52.2	\$ 95,004
13	FPO/E	6	TROTT MELVIN	F P O	45.74	40	1,829.60	52.2	\$ 95,505
14	FPI/E	6	DEMELLO BOYD W	F P I	40.53	40	1,621.20	52.2	\$ 84,627
15	FPI/E	6	RIVERA ALLEN	F P I	40.53	40	1,621.20	52.2	\$ 84,627
16	FA	6	MARTIN GERALD H	FIRE ALARM SUPT	38.62	40	1,544.80	52.2	\$ 80,639
			WEEKLY ALLOWANCE		13.20	1	13.20	52.2	\$ 689 \$ 81,328
17	MM	6	ROSE JOHN F	MASTER MECHANIC	38.62	40	1,544.80	52.2	\$ 80,639
			WEEKLY ALLOWANCE		13.20	1	13.20	52.2	\$ 689 \$ 81,328
18	AM	5	ELLIOTT JOHN J	ASST MECHANIC	30.33	40	1,213.20	52.2	\$ 63,329
			WEEKLY ALLOWANCE		13.20	1	13.20	52.2	\$ 689 \$ 64,018
1		M3A 10	STROHM KIMBERLEE	ADMIN ASST.	32.24	37.5	1,209.00	52.2	\$ 63,110
2		7 2	GEGGATT JOAN	OFFICE ASST.	23.91	37.5	896.63	52.2	\$ 46,804
3			HEARING OFFICER						\$ 2,500
1	FF	M 5	BAILEY TIMOTHY	FIRE FIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
2	FF	M 3	BANNISH AARON	FIRE FIGHTER	31.26	42	1,312.92	52.2	\$ 68,534
3	FF	M 1	BARENGO CHARLES	FIRE FIGHTER	26.83	42	1,126.86	52.2	\$ 58,822
4	FF	M 4	BORSELLI JONATHAN	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244
5	FF	M 4	BOYAR DAMIAN	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244
6	FF	M 3	BROWN CHRISTOPHER	FIREFIGHTER	33.53	42	1,408.26	52.2	\$ 73,511
7	FF	M 5	BUSH STEVEN	FIRE FIGHTER	34.39	42	1,444.38	52.2	\$ 75,397
8	FF	E 2	CAHILL KEVIN	FIRE FIGHTER	28.19	42	1,183.98	52.2	\$ 61,804
9	FF	M 5	COWAN CHRISTOPHER G	FIRE FIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
10	FF	M 3	CRAVEN JAMES	FIRE FIGHTER	28.95	42	1,215.90	52.2	\$ 63,470
11	FF	E 2	DEGREGORIO	FIRE FIGHTER	28.19	42	1,183.98	52.2	\$ 61,804
12	FF	M 6	DEMATOS STEPHEN F	FIRE FIGHTER	34.39	42	1,444.38	52.2	\$ 75,397
13	FF	M 6	DEYO MARK	FIRE FIGHTER	34.39	42	1,444.38	52.2	\$ 75,397
14	FF	M 4	EDWARDS MATTHEW T	FIRE FIGHTER	32.04	42	1,345.68	52.2	\$ 70,244
15	FF	M 6	ELLIS SEAN K	FIREFIGHTER	34.39	42	1,444.38	52.2	\$ 75,397
16	FF	M 5	FERREIRA CASEY D	FIRE FIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
17	FF	M 4	FLYNN ROBERT P	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244
18	FF	M 4	FREEMAN JR TED K	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244
19	FF	M 4	FREITAS BRENDON	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244
20	FF	M 5	FRIEL PATRICK W	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
21	FF	M 5	FRISBEE JAY A	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
22	FF	M 2	GATELY, MATTHEW	FIREFIGHTER	28.95	42	1,215.90	52.2	\$ 63,470
23	FF	E 1	GOLDEN JUSTIN	FIREFIGHTER	26.06	42	1,094.52	52.2	\$ 57,134
24	FF	E 6	GONSALVES PATRICK R	FIREFIGHTER	33.53	42	1,408.26	52.2	\$ 73,511
25	FF	M 6	GUTHRIE BRIAN M	FIREFIGHTER	34.39	42	1,444.38	52.2	\$ 75,397
26	FF	M 5	HAMBLIN CHRISTOPHER E	FIRE FIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
27	FF	M 5	KOSLOWSKY RANDY	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
28	FF	E 1	LAWLOR STEPHEN	FIREFIGHTER	26.06	42	1,094.52	52.2	\$ 57,134
29	FF	M 4	LOCKERSON, ERYN	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244
30	FF	M 6	LOPES JR DANIEL L	FIREFIGHTER	34.39	42	1,444.38	52.2	\$ 75,397
31	FF	M 4	MARTIN JAMES E	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244
32	FF	M 4	MARTINO JR ROBERT	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244
33	FF	M 4	MATHIESON ANDREW M	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244
34	FF	M 4	MCBRIDE LAURA J	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244
35	FF	E 2	MCENTEE CHRISTOPHER	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804
36	FF	M 5	MEAU JR JEFFREY A	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
37	FF	M 5	MELANSON SCOTT R	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
38	FF	M 5	MUELLER MICHAEL A	FIRE FIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
39	FF	E 6	MURPHY STEPHEN	FIREFIGHTER	33.53	42	1,408.26	52.2	\$ 73,511
40	FF	E 1	O'BRIEN SHANE	FIREFIGHTER	26.06	42	1,094.52	52.2	\$ 57,134
41	FF	M 2	OLIVEIRA CARLOS	FIREFIGHTER	28.95	42	1,215.90	52.2	\$ 63,470

FIRE/RESCUE DEPARTMENT

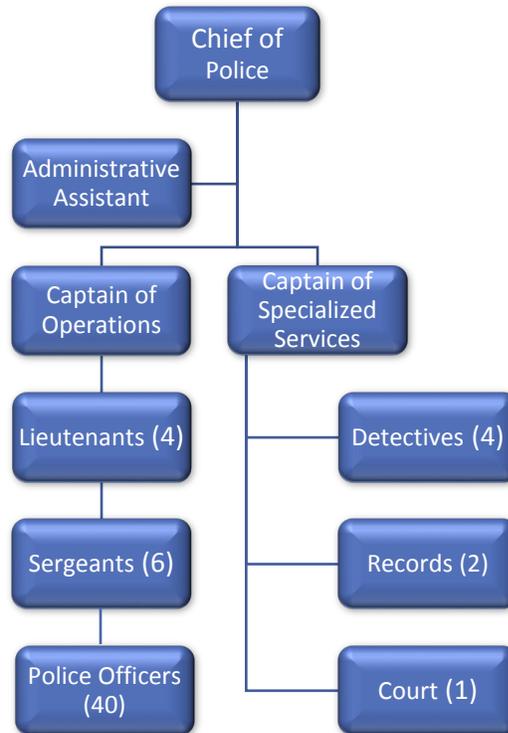
FY21 SALARIES & WAGES										
FIRE/RESCUE DEPARTMENT - 220										
	Group	Grade	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
42	FF	E	2	OLSEN JONAH	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804
43	FF	M	3	PAYNE SCOTT	FIREFIGHTER	31.26	42	1,312.92	52.2	\$ 68,534
44	FF	M	5	PECCI BRIAN D	FIRE FIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
45	FF	M	6	PLACK LANCE G	FIREFIGHTER	34.39	42	1,444.38	52.2	\$ 75,397
46	FF	M	5	SABENS HENRY C	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
47	FF	E	2	SILVA TYLER	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804
48	FF	M	3	SWARTZ ERIC	FIREFIGHTER	31.26	42	1,312.92	52.2	\$ 68,534
49	FF	M	3	TAYLOR CHRIS	FIRE FIGHTER	31.26	42	1,312.92	52.2	\$ 68,534
50	FF	E	2	TERENZIO ANDREW	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804
51	FF	E	2	WALLS RICHARD	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804
52	FF	M	5	WELLINGTON BEN	FIRE FIGHTER	33.56	42	1,409.52	52.2	\$ 73,577
53	FF	E	2	WHITED MATTHEW	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804
54	FF	E	1	WYMAN MACKENZIE	FIREFIGHTER	26.06	42	1,094.52	52.2	\$ 57,134
55	FF	M	4	ZIMMERMAN NICHOLAS J	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244
56	FF	E	6	ZUNIGA MICHAEL	FIREFIGHTER	33.53	42	1,408.26	52.2	\$ 73,511
63	FF	M	1	NEW POSITION	FIREFIGHTER	26.83	42	1,126.86	26.1	\$ 29,411
64	FF	M	1	NEW POSITION	FIREFIGHTER	26.83	42	1,126.86	26.1	\$ 29,411
										\$ 5,687,335
				Promotion of 4 FFs to Lt rank						\$ 13,702
				SICK LEAVE BUYBACK EST.						\$ 28,000
				VACATION BUYBACK EST.						\$ 55,000
									TOTAL:	\$ 5,784,037





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POLICE DEPARTMENT



DEPARTMENT MISSION

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

DEPARTMENT DESCRIPTION

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

DEPARTMENT GOALS

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

POLICE DEPARTMENT						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-210-5110	SALARY & WAGES FULL TIME	\$4,558,854	\$4,515,580	\$4,930,037	\$5,049,026	\$4,963,169
01-210-5125	PART TIME-SUMMER PATROL	\$50,000	\$48,755	\$50,000	\$60,000	\$60,000
01-210-5128	FLSA WAGE ADJUSTMENT	\$9,288	\$443	\$9,288	\$9,288	\$9,288
01-210-5130	ADDITIONAL GROSS-OVERTIME	\$724,566	\$708,363	\$360,000	\$360,000	\$360,000
01-210-5132	ADDITIONAL GROSS-COURT	\$72,000	\$56,587	\$72,000	\$72,000	\$72,000

POLICE DEPARTMENT

POLICE DEPARTMENT						
		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-210-5133	MAIN STREET PATROL	\$7,600	\$7,381	\$12,000	\$12,000	\$12,000
01-210-5134	ADDITIONAL GROSS-DRUG INVEST.	\$45,000	\$12,960	\$45,000	\$45,000	\$45,000
01-210-5140	DIFFERENTIAL-HOLIDAY	\$103,000	\$73,224	\$103,000	\$103,000	\$103,000
01-210-5143	DIFFERENTIAL-EDCTL INCTV*	\$405,813	\$395,223	\$428,683	\$414,213	\$414,213
01-210-5191	OTHR PERS SERV-UNIFRM ALW	\$56,875	\$43,443	\$56,875	\$56,875	\$56,875
01-210-5192	OTHR PERS SERV-TRAINING	\$70,000	\$159,639	\$70,000	\$140,000	\$100,000
	TOTAL SALARIES	\$6,102,996	\$6,021,598	\$6,136,883	\$6,321,402	\$6,195,545
01-210-5212	ENERGY-ELECTRICITY	\$51,365	\$39,143	\$51,365	\$51,365	\$51,365
01-210-5213	ENERGY-NATURAL GAS	\$15,000	\$10,262	\$15,000	\$15,000	\$15,000
01-210-5240	REPR/MAINT-OFFICE EQUIP	\$5,000	\$2,103	\$5,000	\$5,000	\$5,000
01-210-5242	REPR/MAINT-VEHICLE	\$27,000	\$28,414	\$27,000	\$30,000	\$30,000
01-210-5243	REPR/MAINT-EQUIPMENT	\$2,950	\$1,714	\$2,950	\$2,950	\$2,950
01-210-5250	REPR/MAINT-PARKING METERS	\$62,500	\$47,685	\$62,500	\$65,280	\$66,000
01-210-5251	REPR/MAINT-RADIO (FCC)	\$5,150	\$3,682	\$5,150	\$5,150	\$5,150
01-210-5267	REPR/MAINT-COMPUTER SYSTM	\$37,000	\$41,422	\$37,000	\$51,760	\$40,000
01-210-5303	PHYSICALS	\$6,000	\$2,215	\$6,000	\$14,150	\$14,150
01-210-5306	PROF/TECH-TOWING	\$2,000	\$1,527	\$2,000	\$2,000	\$2,000
01-210-5318	PROF/TECH-CONTRACT SERVIC	\$56,000	\$35,630	\$56,000	\$56,000	\$56,000
01-210-5340	COMMUNICATION-PRINTING	\$7,000	\$7,822	\$7,000	\$7,850	\$7,000
01-210-5341	COMMUNICATION-TELEPHONE	\$33,037	\$33,055	\$33,037	\$41,132	\$34,000
01-210-5342	COMMUNICATION-POSTAGE	\$4,843	\$4,745	\$4,843	\$4,843	\$4,843
01-210-5418	SUPPLIES COMMUNITY POLICING	\$4,000	\$3,682	\$4,000	\$4,000	\$4,000
01-210-5420	OFFICE SUPPLIES	\$5,200	\$5,098	\$5,200	\$5,200	\$5,200
01-210-5421	OFFICE SUPPLIES-XEROX	\$2,000	\$2,333	\$2,000	\$2,500	\$2,000
01-210-5424	OFFICE SUPPLIES-REC TAPES	\$150	\$150	\$150	\$150	\$150
01-210-5425	OFFICE SUPPLIES-LAW BOOKS	\$700	\$730	\$700	\$750	\$750
01-210-5435	SUPPLIES - DETECTIVE DM	\$2,500	\$2,387	\$2,500	\$3,000	\$2,500
01-210-5454	CUST/HSKP SUPPLY-FIRE EXTG	\$1,000	\$560	\$1,000	\$1,000	\$1,000
01-210-5483	OTHER SUPPLIES-PHOTOGRPHY	\$2,000	\$501	\$2,000	\$2,000	\$2,000
01-210-5485	VEHICLE SUPPLIES-TIRES	\$8,800	\$4,340	\$8,800	\$8,800	\$8,800
01-210-5490	FOOD SUPPLIES-PRISONERS	\$3,000	\$1,513	\$3,000	\$3,000	\$3,000
01-210-5500	MEDICAL SUPPLIES-FIRST AD	\$7,430	\$7,428	\$7,430	\$7,430	\$7,430
01-210-5543	PUB WKS SUPPLIES-FLARES	\$1,325	\$1,325	\$1,325	\$1,325	\$1,325
01-210-5582	OTHER SUPPLIES-COMPUTER	\$6,000	\$5,490	\$6,000	\$6,000	\$6,000
01-210-5583	OTHER SUPPLIES-UNIFORMS	\$30,000	\$25,456	\$30,000	\$64,456	\$30,000
01-210-5584	OTHER SUPPLIES-BIKE PATRL	\$2,900	\$2,824	\$2,900	\$2,900	\$2,900
01-210-5587	OTHER SUPPLIES-RANGE	\$30,000	\$29,998	\$30,000	\$60,000	\$30,000
01-210-5710	IN-STATE TRAVEL	\$3,000	\$2,538	\$3,000	\$3,000	\$3,000
01-210-5720	OUT OF STATE TRAVEL*	\$7,000	\$6,645	\$12,000	\$12,000	\$12,000
01-210-5730	DUES & MEMBERSHIPS	\$5,500	\$4,814	\$5,500	\$5,500	\$5,500
01-210-5780	ADMINISTRATIVE EXPENSE	\$2,000	\$1,756	\$2,000	\$2,000	\$2,000

POLICE DEPARTMENT

POLICE DEPARTMENT						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-210-5782	DRUG INVESTIGATION EXP	\$35,000	\$0	\$35,000	\$35,000	\$35,000
01-210-5787	OTHR CHARGES- TRAINING	\$17,000	\$6,844	\$17,000	\$17,000	\$17,000
01-210-5801	POLICE CRUISERS*	\$100,000	\$97,095	\$100,000	\$125,000	\$125,000
TOTAL EXPENSES		\$591,350	\$472,927	\$596,350	\$724,491	\$640,013
TOTAL DEPARTMENTAL EXPENSES		\$6,694,346	\$6,494,525	\$6,733,233	\$7,045,893	\$6,835,558

FISCAL YEAR 2021 SALARIES AND WAGES

POLICE DEPARTMENT							
1	1	POLICE CHIEF DUNNE, EDWARD	52.2	40	83.37	174,077	
		STIPEND COMMUNICATION ADMINISTRATOR	52.2	1	67.32	3,514	177,591
1	16	CAPTAIN REID, BRIAN					
	10	TAM - GRADE 10 - STEP 10 JULY 2019	52.2	40	54.29	113,358	
		STIPEND - 20 YEAR				7,000	120,358
2	16	CAPTAIN SMITH, CAPTAIN					
	10	TAM - GRADE 10 - STEP 10 JULY 2019	52.2	40	54.29	113,358	
		STIPEND - 20 YEAR				7,000	120,358
1	LT	LIEUTENANT DECOSTA, DOUGLAS	52.2	40	49.62	103,607	103,607
2	LT	LIEUTENANT DOYLE, SEAN	52.2	40	49.62	103,607	103,607
3	LT	LIEUTENANT HAMILTON, CHRISTOPHER	52.2	40	49.62	103,607	103,607
4	LT	LIEUTENANT KINSELLA, BRIAN	52.2	40	45.11	94,190	94,190
1	SO	SERGEANT / BREATH TEST ADMIN CUMMINGS, JAMES	52.2	40	40.31	84,168	
		SPECIALIZATION	52.2		50	2,610	86,778
6	P/FED	SERGEANT DONAHUE, JAMIE	9	40	40.31	14,512	
		STEP 3	43.2	40	39.14	67,634	82,147
2	SO	SERGEANT / FIREARMS INSTRUCTOR GUTHRIE, BENJAMIN	52.2	40	42.33	88,386	
		SPECIALIZATION	52.2		50	2,610	90,996

POLICE DEPARTMENT

FISCAL YEAR 2021 SALARIES AND WAGES

POLICE DEPARTMENT

3	SO	SERGEANT/DETAIL SERGEANT KARL, JAMIE STEP 4 (STEP 5 07-26-2022 FY 23)	52.2	40	40.31	84,168	
		SPECIALIZATION	52.2		50	2,610	86,778
4	SO	SERGEANT/DETAIL SERGEANT LOEWEN, BRIAN STEP 5	52.2	40	42.33	88,386	
		SPECIALIZATION	52.2		50	2,610	90,996
5	SO	SERGEANT ROGERS, MICHAEL STEP 5	52.2	40	42.33	88,386	88,386
6	SO	SERGEANT/ OUTREACH CORD. SIMONEAU, MICHAEL STEP 5	52.2	40	42.33	88,386	
		SPECIALIZATION	52.2		50	2,610	90,996
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	DETECTIVE LOEWEN, ANDREW T. MASTER	52.2	37.5	35.12	68,748	
		SPECIALIZATION	52.2		45	2,349	71,097
4	P/FED	DETECTIVE MASSI, DAVID M. MASTER	52.2	37.5	35.12	68,748	
		SPECIALIZATION	52.2		45	2,349	71,097
5	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	SEX ASSAULT INVESTIGATOR ANDRADE, MEGHAN STEP 5 (MASTER 08-21-2025)	52.2	37.5	33.94	66,438	
		SPECIALIZATION	52.2		36.00	1,879	68,318
8	P/FED	BATCHELDER, KEITH MASTER STEP	52.2	37.5	35.12		68,748
9	P/FED	BENEDETTI, KEITH J. MASTER	52.2	37.5	35.12		68,748
10	P/FED	SPECIAL RESPONSE TEAM (SRT) BRANDT, TIMOTHY J. STEP 5 (MASTER 08-21-2025)	52.2	37.5	33.94	66,438	
		SPECIALIZATION	52.2		36.00	1,879	68,318
11	P/FED	SPECIAL RESPONSE TEAM (SRT) BUSCH, ALEXANDER STEP 5 JANUARY 2021	22.2	37.5	33.94	28,256	
		STEP 4	30	37.5	32.00	36,001	
		SPECIALIZATION	52.2		36.00	1,879	66,136

POLICE DEPARTMENT

FISCAL YEAR 2021 SALARIES AND WAGES

POLICE DEPARTMENT

12	P/FED	SPECIAL RESPONSE TEAM (SRT) CARDOSO, NEWTON J. STEP 5 (MASTER STEP 10-30-2025)	52.2	37.5	33.94	66,438	
		SPECIALIZATION	52.2		36.00	1,879	68,318
13	P/FED	CASTLEBERRY, JOHN MASTER	52.2	37.5	35.12		68,748
14	P/FED	CURTIS, ROBERT P. MASTER	52.2	37.5	35.12		68,748
15	P/FED	DACEY, JOHN STEP 3 12-20-2020	27.2	37.5	31.21	31,835	
		STEP 2	25	37.5	29.8	27,938	59,773
16	P/FED	DEMIRANDA, DONALD G. STEP 5 (MASTER 02-06-2024)	52.2	37.5	33.94		66,438
17	P/FED	DEPONTE, JOHN L. STEP 5 10-30-2025	52.2	37.5	33.94	66,438	66,438
18	P/FED	SPECIAL RESPONSE TEAM (SRT) DEVITO, ANTHONY R. STEP 5 (MASTER STEP 10-30-2025)	52.2	37.5	35.12	68,748	
		SPECIALIZATION	52.2		36	1,879	70,628
19	P/FED	FIREARMS INSTRUCTOR EISEN DEAN MASTER	52.2	37.5	35.12	68,748	
		SPECIALIZATION	52.2		45	2,349	71,097
20	P/FED	ESPINOZA, SAMANTHA STEP 3 12-20-2020	27.2	37.5	31.21	31,835	
		STEP 2	25	37.5	29.8	27,938	59,773
21	P/FED	SEX ASSAULT INVESTIGATOR FERRER, ELVIRA MASTER	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	SEX ASSAULT INVESTIGATOR HARRIS, CLIFFORD 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	SEX ASSAULT INVESTIGATOR / SRO HERGT, RYAN STEP 5 MASTER 08-21-2005	52.2	37.5	33.94	66,438	
		SPECIALIZATION	52.2		45.00	2,349	68,788
26	P/FED	KOSKY, WILLIAM G. MASTER	52.2	37.5	35.12		68,748
27	P/FED	KOTFILA MICHAEL T. STEP 5 (MASTER 02-06-2024)	52.2	37.5	33.94		66,438
28	P/FED	LEIGHTON, CHAD A. MASTER	52.2	37.5	35.12		68,748

POLICE DEPARTMENT

FISCAL YEAR 2021 SALARIES AND WAGES

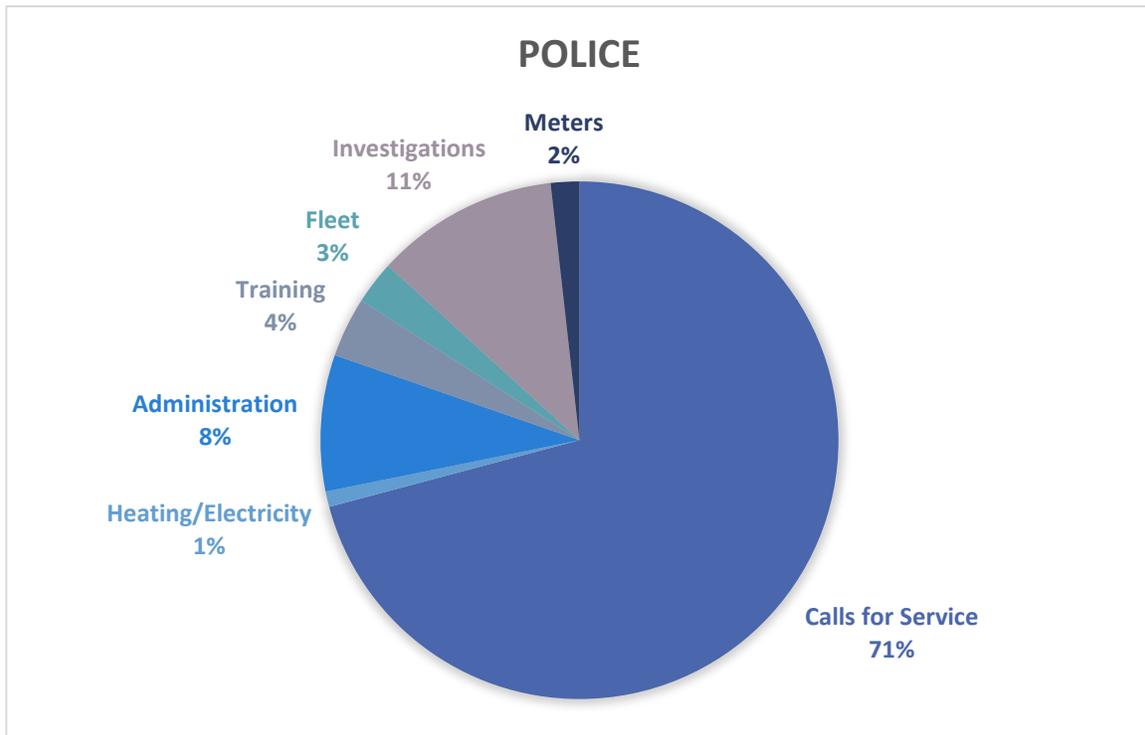
POLICE DEPARTMENT

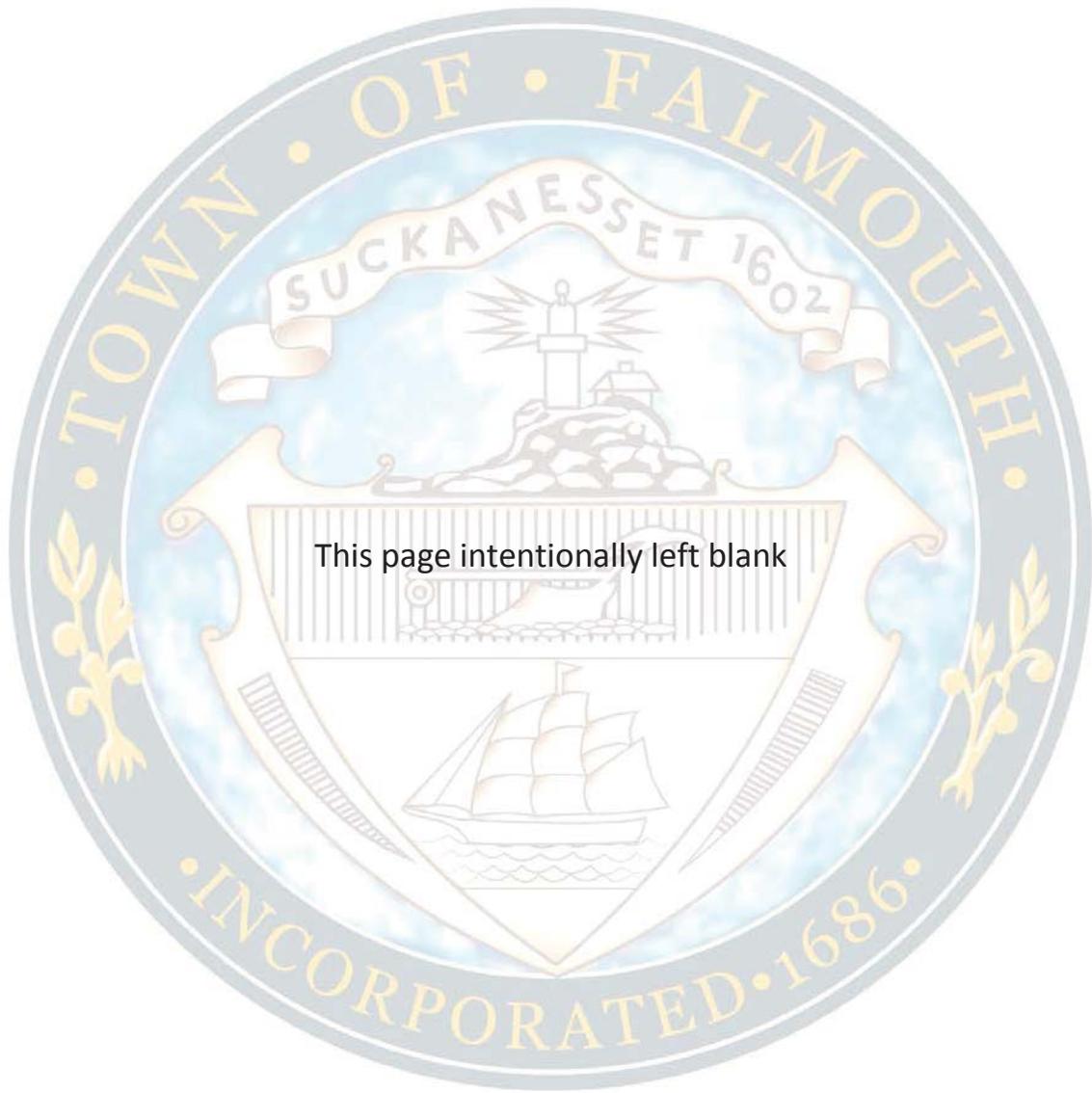
29	P/FED	LIVINGSTON, CHRISTOPHER STEP 5 (MASTER 02-06-2024)	52.2	37.5	33.94		66,438
30	P/FED	MAGUIRE, THOMAS MASTER	52.2	37.5	35.12		68,748
31	P/FED	MARKEN CHARLES MASTER	52.2	37.5	35.12		68,748
32	P/FED	MARTIN, MELISSA M. STEP 5 (MASTER 07-07-2023)	52.2	37.5	33.94		66,438
33	P/FED	MASSI, JULIA E. STEP 5 (MASTER 02-06-2024)	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	SPECIAL RESPONSE TEAM (SRT) MURRAY, CODY STEP 5 JANUARY 2021	22.2	37.5	33.94	28,256	
		STEP 4	30	37.5	32.00	36,001	
		SPECIALIZATION	52.2		36.00	1,879	66,136
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 MASTER 08-21-25	52.2	37.5	33.94		66,438
42	P/FED	WALKER, SEAN F. MASTER	52.2	37.5	35.12		68,748
43	P/FED	VACANT FUNDED (BRAND) ACADEMY	52.2	37.5	21.93		42,928
44	P/FED	VACANT FUNDED (CABRAL) ACADEMY	52.2	37.5	21.93		42,928
45	P/FED	VACANT FUNDED (TIPTON) ACADEMY	52.2	37.5	21.93		42,928
46	P/FED	VACANT FUNDED (WHITING) ACADEMY	52.2	37.5	21.93		42,928
47	P/FED	VACANT FUNDED - ACADEMY	52.2	37.5	21.93		42,928
48	P/FED	VACANT FUNDED - ACADEMY	52.2	37.5	21.93		42,928
49	P/FED	VACANT FUNDED - ACADEMY	52.2	37.5	21.93		42,928
50	P/FED	VACANT FUNDED - ACADEMY	52.2	37.5	21.93		42,928
51	P/FED	VACANT FUNDED - ACADEMY	26.1	37.5	21.93		21,464
52	P/FED	VACANT FUNDED - ACADEMY	26.1	37.5	21.93		21,464

POLICE DEPARTMENT

FISCAL YEAR 2021 SALARIES AND WAGES

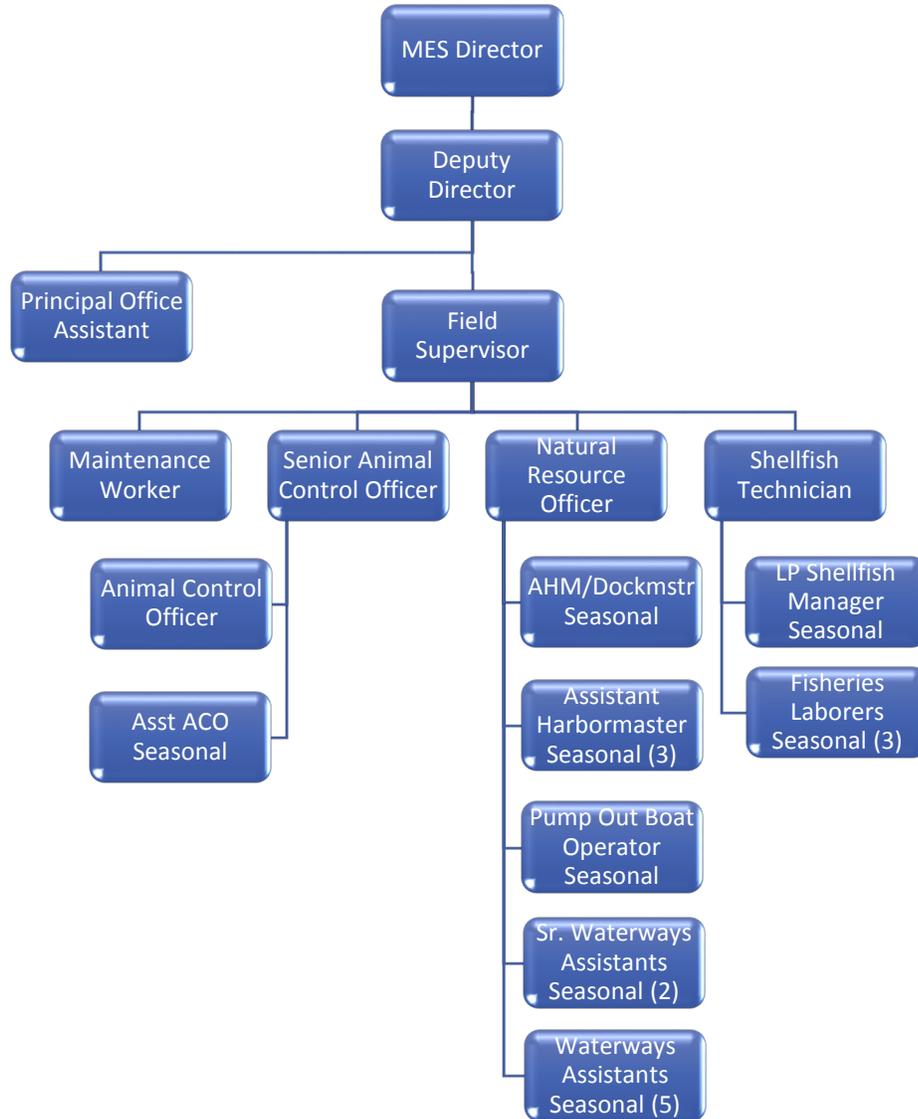
POLICE DEPARTMENT								
1	13	3	5	PARKING METER THOMPSON LLOYD	52.2	20	20.52	21,423
2	13	4	2	PARKING CONTROL ATTENDANT BELLI, MICHAEL R.	52.2	40	19.52	40,758
3	13	6	3	SENIOR OFFICE ASSISTANT UTTARO, JANET	52.2	37.5	23.24	45,493
4	13	6	2	SENIOR OFFICE ASSISTANT TIRRELL, CHRISTIE R	52.2	37.5	22.35	43,751
5	16	3A	10	ADMINISTRATIVE ASSISTANT REBELO MELINDA (TAM)	52.2	37.5	32.24	63,110
1				SPECIAL CATEGORY NIGHT DIFFERENTIAL 18 PERSONNEL	52.2	1	35.00	32,886
2				SPECIAL CATEGORY NIGHT DIFFERENTIAL 18 PERSONNEL	52.2	1	50.00	46,980
3			6	SPECIAL CATEGORY FIELD TRAINING	52.2	1	2,500.00	2,500
4				MAX SICK LEAVE TO SELL				20,000
5				FITNESS & WELLNESS PROGRAM				26,250
								4,963,169





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MARINE & ENVIRONMENTAL SERVICES



DEPARTMENT MISSION

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

DEPARTMENT DESCRIPTION

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

DEPARTMENT GOALS

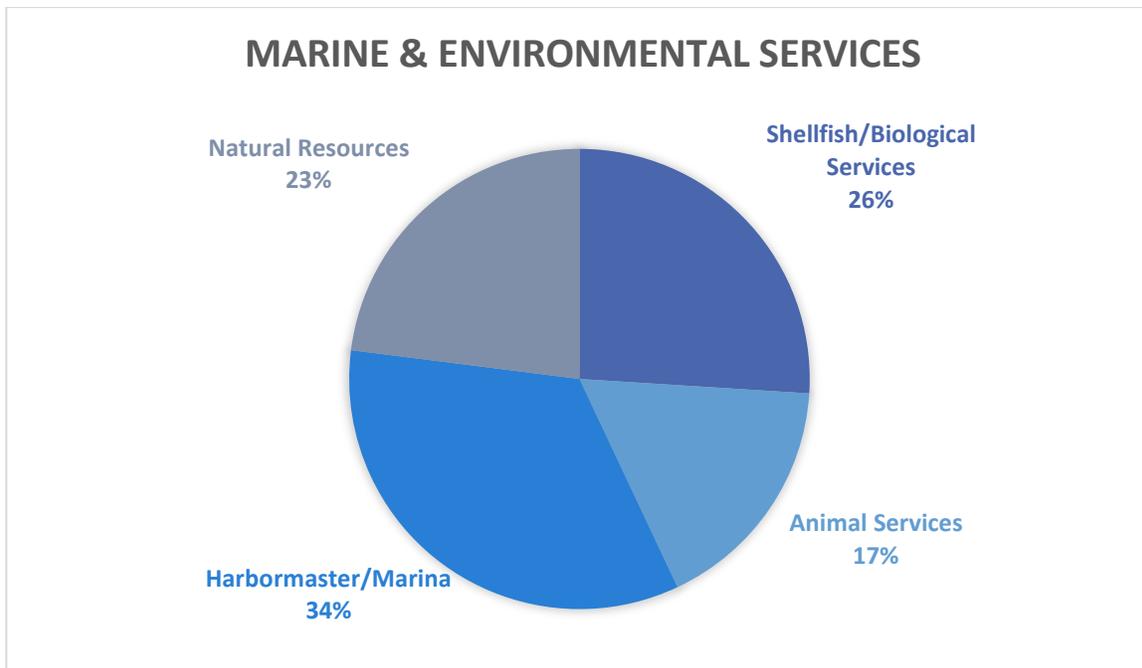
1. Finalize conversion from Topgun mooring and boat management system to the newly acquired Mooring info software program including linkage to SoftRight.
2. Complete reconstruction of the Waquoit Bay and West Falmouth Boat Ramps.
3. Complete herring run reconstruction project between Bog Pond and Bourne Pond in Waquoit.

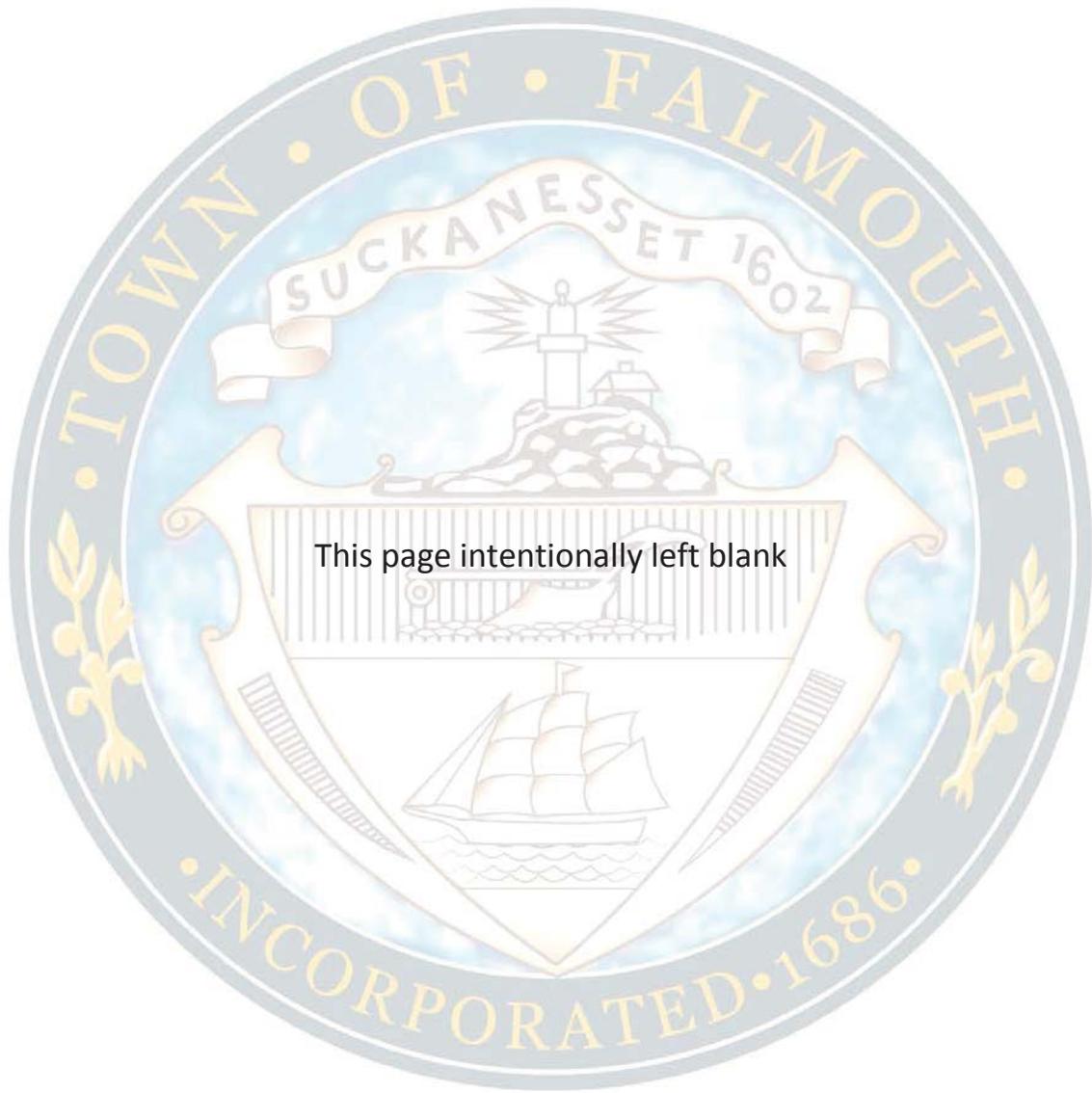
MARINE & ENVIRONMENTAL SERVICES

MARINE & ENVIRONMENTAL SERVICES						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-295-5110	SALARY & WAGES-PERMANENT	\$543,069	\$511,335	\$562,873	\$591,495	\$591,495
01-295-5120	SALARY & WAGES-TEMPORARY	\$142,196	\$133,275	\$170,064	\$178,236	\$178,236
01-295-5130	ADDITIONAL GROSS-OVERTIME	\$15,000	\$17,835	\$15,000	\$15,000	\$15,000
01-295-5132	ADDITIONAL GROSS-COURT	\$500	\$135	\$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	\$6,516	\$10,000	\$10,000	\$10,000
01-295-XXXX	SALARY & WAGES STAND BY				\$6,744	\$6,744
TOTAL SALARIES		\$719,765	\$678,061	\$767,437	\$810,975	\$810,975
01-295-5212	ENERGY-ELECTRICITY	\$65,000	\$34,910	\$60,000	\$60,000	\$60,000
01-295-5213	ENERGY-NATURAL GAS	\$5,000	\$10,443	\$10,000	\$10,000	\$10,000
01-295-5240	REPR/MAINT-OFFICE EQUIP	\$400	\$1,015	\$400	\$400	\$400
01-295-5243	REPR/MAINT-EQUIPMENT	\$20,000	\$31,501	\$30,000	\$30,000	\$30,000
01-295-5263	REPR/MAINT-SIGNAGE	\$1,000	\$1,068	\$1,000	\$1,000	\$1,000
01-295-5312	PROF/TECH EMERG MED SERV	\$500	\$539	\$500	\$500	\$500
01-295-5317	PROF/TECH - PROPAGATION*	\$62,500	\$62,375	\$62,500	\$62,500	\$62,500
01-295-5318	PROF/TECH-CONTRCT SERVICE	\$5,000	\$5,356	\$5,000	\$5,000	\$5,000
01-295-5319	FLOAT MAINTENANCE	\$15,000	\$18,942	\$25,000	\$25,000	\$25,000
01-295-5340	COMMUNICATION-PRINTING	\$1,700	\$1,242	\$1,700	\$3,700	\$3,700
01-295-5341	COMMUNICATION-TELEPHONE	\$6,500	\$5,689	\$6,500	\$6,500	\$6,500
01-295-5342	COMMUNICATION-POSTAGE	\$3,200	\$1,719	\$3,200	\$3,200	\$3,200
01-295-5343	COMMUNICATION-ADVERTISING	\$550	\$344	\$550	\$550	\$550
01-295-5380	OTR PRCH SERV-MSPCA*	\$500	\$140	\$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	\$325	\$500	\$500	\$500
01-295-5420	OFFICE SUPPLIES	\$4,000	\$4,155	\$4,000	\$4,000	\$4,000
01-295-5430	SITE IMPROVEMENT	\$15,000	\$32,995	\$15,000	\$20,000	\$20,000
01-295-5481	GASOLINE	\$6,000	\$4,404	\$6,000	\$6,000	\$6,000
01-295-5490	FOOD SUPPLIES-DOG FOOD	\$1,000	\$993	\$1,000	\$1,000	\$1,000
01-295-5584	OTR SUPLY-CHNS/LGTS/BUOYS	\$2,000	\$4,175	\$2,000	\$2,000	\$2,000
01-295-5587	OTHER SUPPLIES-DNR	\$1,700	\$2,103	\$1,700	\$1,700	\$1,700
01-295-5710	IN-STATE TRAVEL	\$500	\$227	\$500	\$500	\$500
01-295-5730	DUES & MEMBERSHIPS	\$450	\$550	\$450	\$450	\$450
01-295-5781	STAFF DEVELOPMENT	\$6,000	\$6,563	\$6,000	\$6,000	\$6,000
TOTAL EXPENSES		\$228,000	\$235,771	\$248,000	\$255,000	\$255,000
TOTAL DEPARTMENTAL EXPENSES		\$947,765	\$913,832	\$1,015,437	\$1,065,975	\$1,065,975

MARINE & ENVIRONMENTAL SERVICES

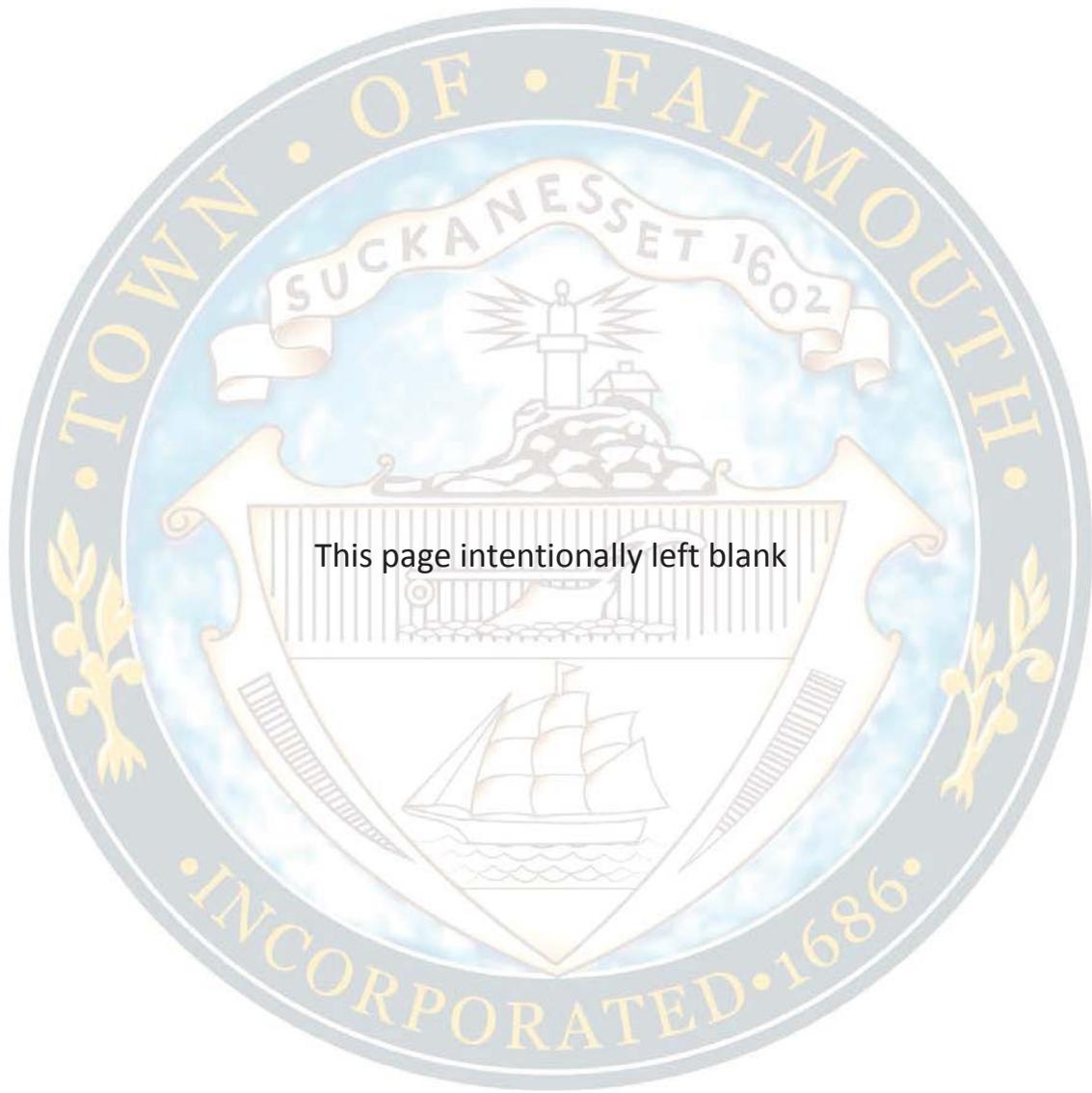
FY21 SALARIES & WAGES											
MARINE AND ENVIRONMENTAL SERVICES - 295											
	Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	25	10	10	FRASER GREGG P	DIRECTOR	53.23	40	2,129.20	52.2	111,144	
2	25	8	10	MARTINSEN III ROY CHARLES	DEPUTY DIRECTOR	45.01	40	1,800.40	52.2	93,981	
3	11	10	5	LANG PHILIP	FIELD SUPERVISOR	32.95	40	1,318.00	52.2	68,800	
4	11	9	5	DONAHUE DANIEL J	NATURAL RES OFFICER	30.79	40	1,231.60	52.2	64,290	
5	11	8	2	CUSHMAN PAULA	PRINCIPAL OFFICE ASST	25.59	37.5	959.63	52.2	50,092	
6	11	8	2	GOW JESSICA	SR ANIMAL CONTR	25.59	40	1,023.60	52.2	53,432	
7	11	7	4	LOVELY CHRISTINA	FISHERIES TECHNICIAN	25.86	37.5	969.75	52.2	50,621	
8	11	7	2	CORREIA JENNA L	ANIMAL CONTROL OFCR	23.91	40	956.40	52.2	49,924	
9	11	6	5	ANGLIN CHRISTOPHER	MES MAINT WORKER	25.14	37.5	942.75	52.2	49,212	
						FTE	9			591,495	
MARINE AND ENVIRONMENTAL SERVICES TEMP - 295 FY21 SALARIES & WAGES											
	Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	29	8	4		AHM DOCKMASTER	22.13	40	885.20	16	14,163	
2	29	7	5		ASST HARBORMASTER	21.71	40	868.40	16	13,894	
3	29	7	4		ASST HARBORMASTER	20.68	20	413.60	16	6,618	
4	29	7	4		ASST HARBORMASTER	20.68	20	413.60	16	6,618	
5	29	6	2		ASST ANIMAL CONTROL OFCR	17.53	40	701.20	14	9,817	
6	29	5	3		PUMP OUT BOAT OPER	17.20	40	688.00	9	6,192	
7	29	4	4		SENIOR WWA	16.88	40	675.20	16	10,803	
8	29	4	3		SENIOR WWA	16.08	40	643.20	16	10,291	
9	29	3	4		WATERWAYS ASSISTANT	15.78	40	631.20	16	10,099	
10	29	3	3		WATERWAYS ASSISTANT	15.03	40	601.20	16	9,619	
11	29	3	3		WATERWAYS ASSISTANT	15.03	40	601.20	16	9,619	
12	29	3	3		WATERWAYS ASSISTANT	15.03	40	601.20	16	9,619	
13	29	3	3		WATERWAYS ASSISTANT	15.03	40	601.20	16	9,619	
14					LP SHELLFISH MANAGER	20.00	36	720.00	26	18,720	
15					SHELLFISH LABORER 1	20.00	36	720.00	26	18,720	
16					SHELLFISH LABORER 2	16.00	36	576.00	24	13,824	
						FTE	4.8			178,236	
									TOTAL	SALARIES	769,731
*AFSCME B FY20 Rates - contract settled through FY20 only											





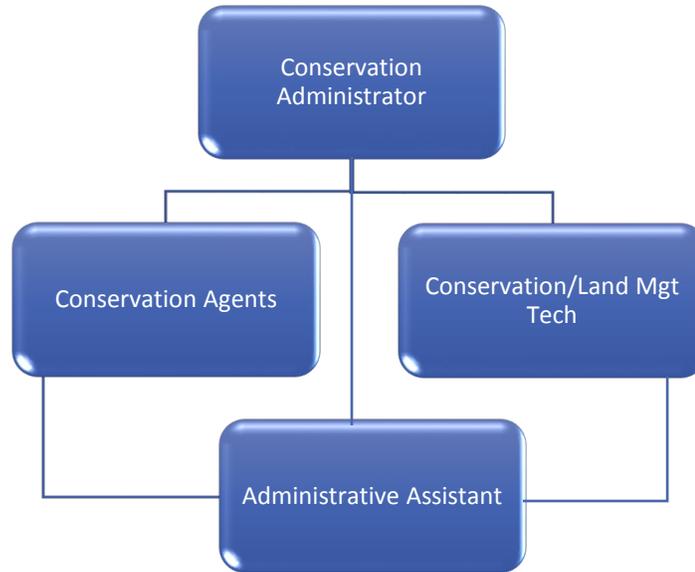
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COMMUNITY DEVELOPMENT BUDGET



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CONSERVATION DEPARTMENT



DEPARTMENT MISSION

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

DEPARTMENT DESCRIPTION

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

DEPARTMENT GOALS & PERFORMANCE MEASURES

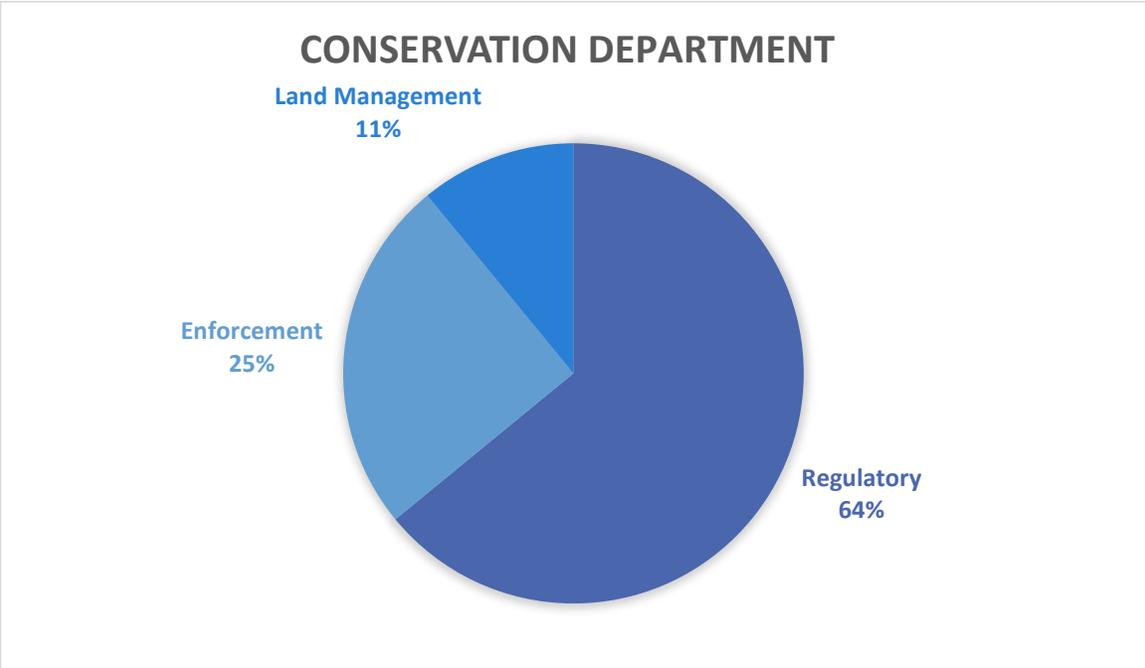
1. The Department's goal is to review all applications and issue the required permits, compliances, and determinations within the regulatory time frame of 21 days.
2. The Department's goal is to monitor and provide stewardship to all land under the Conservation Commissions jurisdiction, as well as, monitor 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.

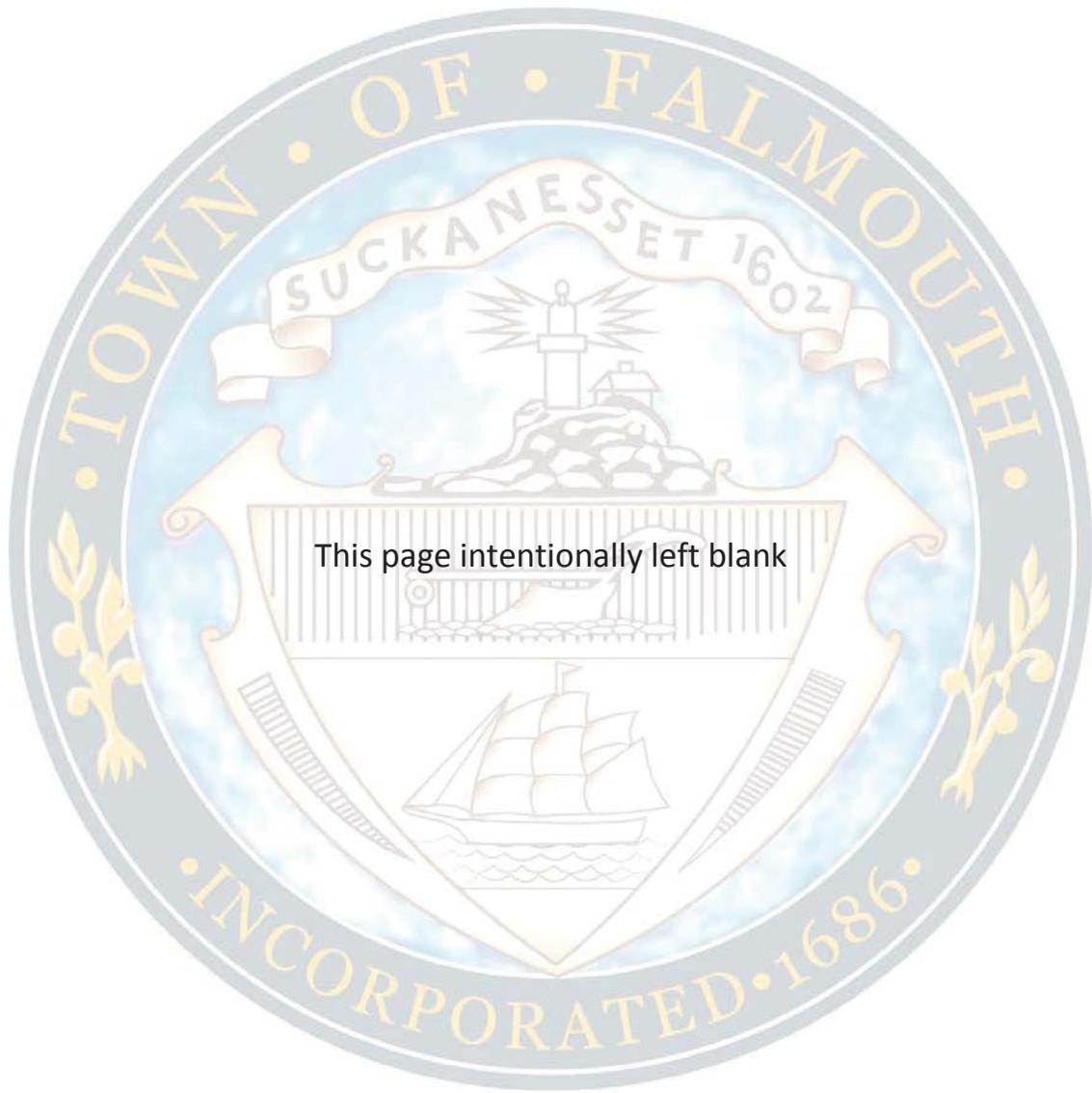
CONSERVATION DEPARTMENT

CONSERVATION DEPARTMENT						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-171-5110	SALARY & WAGES FULL TIME	\$257,142	\$253,035	\$257,336	\$284,581	\$284,581
01-171-5130	ADDITIONAL GROSS-OVERTIME	\$1,000	\$6,701	\$7,000	\$7,000	\$7,000
TOTAL SALARIES		\$258,142	\$259,736	\$264,336	\$291,581	\$291,581
01-171-5290	PETERSON FARM MANAGEMENT*	\$200	\$66	\$200	\$200	\$200
01-171-5307	PROF/TECH-RECORDING FEES*	\$400	\$0	\$400	\$400	\$400
01-171-5319	PROF/TECH-CONTRCT SERV*	\$3,000	\$3,000	\$5,000	\$5,000	\$5,000
01-171-5340	COMMUNICATION-PRINTING	\$1,800	\$413	\$1,800	\$1,800	\$1,800
01-171-5341	COMMUNICATION-TELEPHONE	\$2,500	\$2,236	\$2,500	\$2,500	\$2,500
01-171-5342	COMMUNICATION-POSTAGE	\$2,700	\$716	\$2,700	\$2,700	\$2,700
01-171-5343	COMMUNICATION-ADVERTISING	\$150	\$44	\$150	\$150	\$150
01-171-5420	OFFICE SUPPLIES	\$1,000	\$1,206	\$1,000	\$1,000	\$1,000
01-171-5583	OTHER SUPPLIES-UNIFORM	\$750	\$665	\$750	\$750	\$750
01-171-5584	OTHER SUPPLIES-FIELD EQUI	\$750	\$526	\$1,000	\$1,000	\$1,000
01-171-5710	IN-STATE TRAVEL	\$500	\$179	\$1,700	\$2,000	\$2,000
01-171-5730	DUES & MEMBERSHIPS	\$1,250	\$3,071	\$1,250	\$1,250	\$1,250
01-171-5781	STAFF DEVELOPMENT	\$1,500	\$2,080	\$1,500	\$3,300	\$3,300
TOTAL EXPENSES		\$16,500	\$14,202	\$19,950	\$22,050	\$22,050
TOTAL DEPARTMENTAL EXPENSES		\$274,642	\$273,937	\$284,286	\$313,631	\$313,631

FY21 SALARIES & WAGES											
CONSERVATION DEPARTMENT - 171											
	Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	8	10	MCKAY JENNIFER	ADMINISTRATOR	45.91	40	1,836.40	52.2	95,860	
				MCKAY JENNIFER	STIPEND CRAC	57.70	1	57.70	52.2	3,012	
2	11	8	5	KASPRZYK MARK	CONS/MES TECH	28.78	40	1,151.20	52.2	60,093	
3	11	8	2	NEWTON KEVIN	CONSERVTN AGENT	25.59	40	1,023.60	52.2	53,432	
4	11	8	2	VACANT	CONSERVTN AGENT	25.59	19	486.21	52.2	25,380	
5	11	7	2	COUGHLIN AMY	ADMIN CLERK	23.91	37.5	896.63	52.2	46,804	
						FTE	4.4				284,581

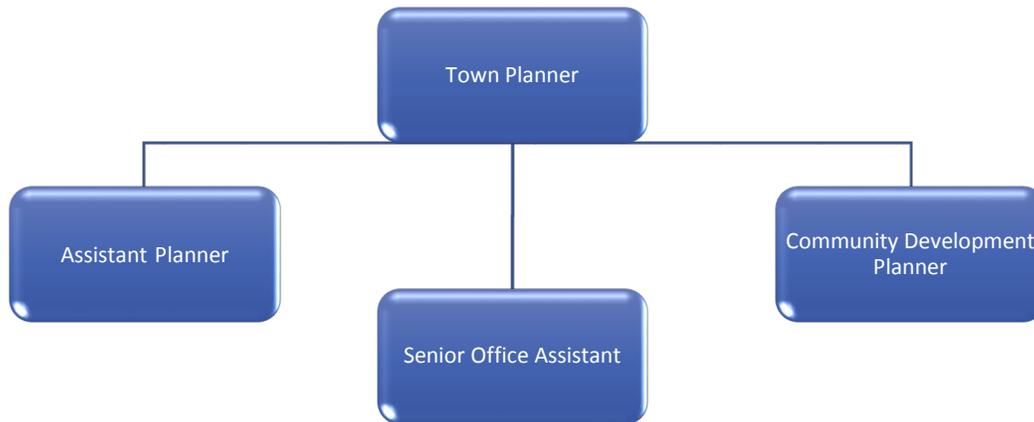
CONSERVATION DEPARTMENT





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PLANNING DEPARTMENT



DEPARTMENT MISSION

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

DEPARTMENT DESCRIPTION

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

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

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

DEPARTMENT GOALS

1. Planning Board Program

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

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

PLANNING DEPARTMENT

- Setting aside 4 meetings a year to discuss current topic in planning and how they relate to local goals and initiatives.
- Advancing a vision plan endorsed by the Planning Board & Board of Selectmen to address how to best manage redevelopment in the town.

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.

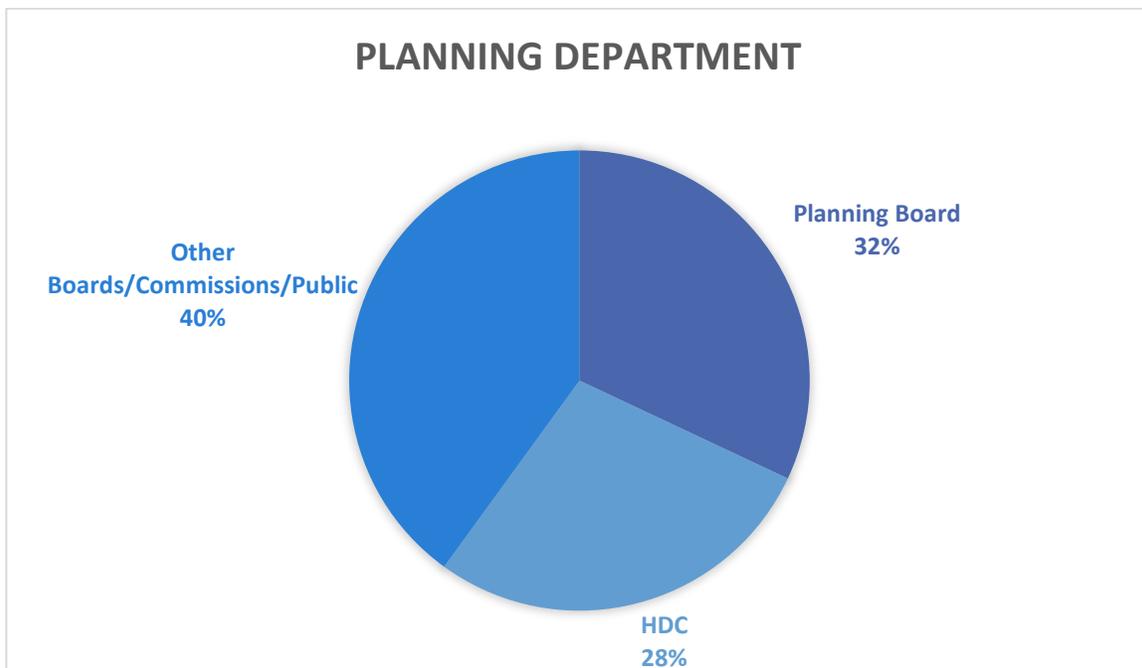
Professionally represent the Town of Falmouth in interactions with Barnstable County, the Commonwealth, the federal government, and professional organizations by:

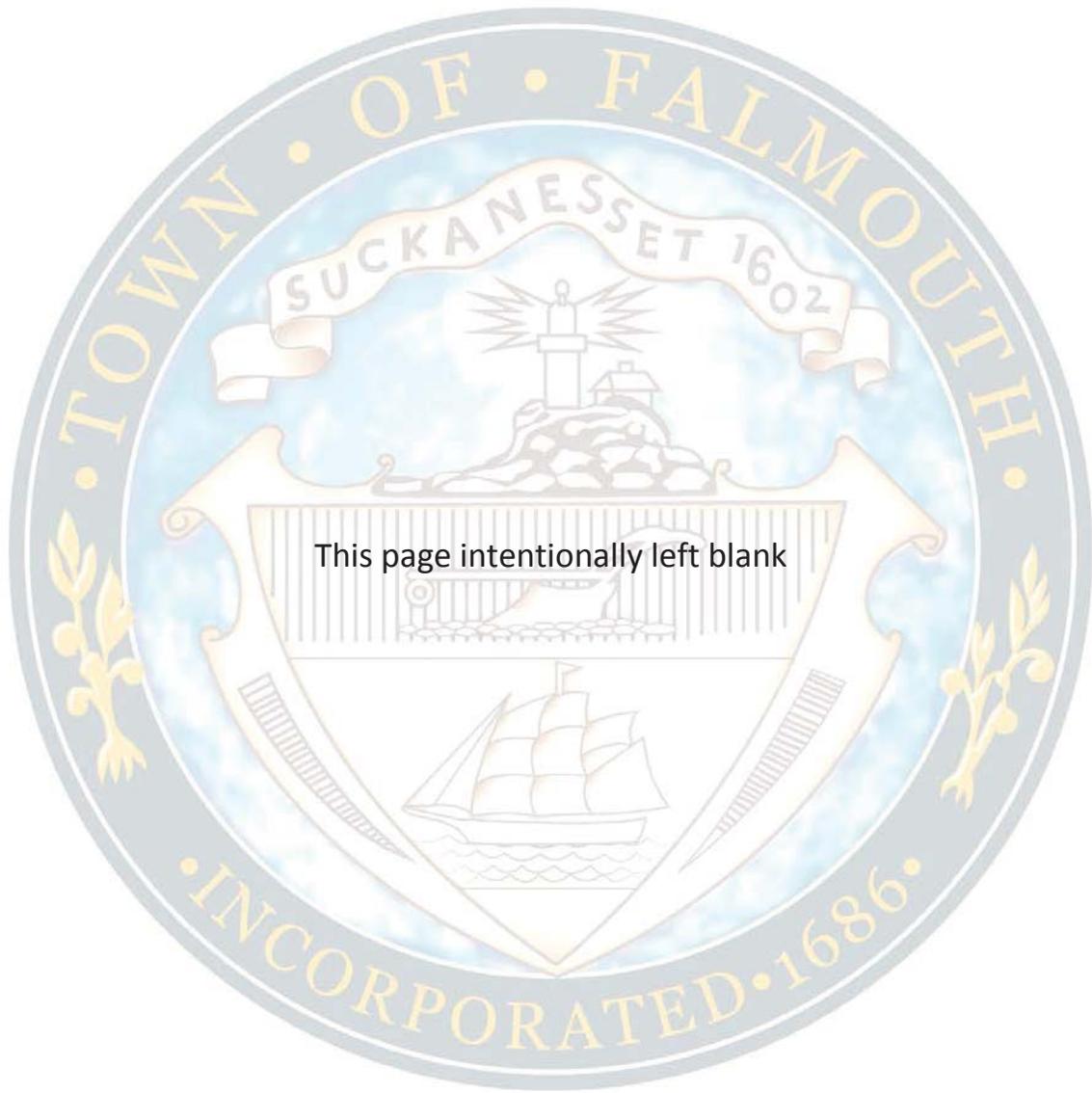
- Working closely with other town departments with regards to special permits, zoning bylaw interpretation, and comprehensive permits.
- Fully integrate the planning and permitting functions of the Planning Board and Zoning Board of Appeals for a more effective and efficient process for new projects.
- 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 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-175-5110	SALARY & WAGES FULL TIME	\$260,629	\$230,011	\$268,976	\$287,991	\$287,991
TOTAL SALARIES		\$260,629	\$230,011	\$268,976	\$287,991	\$287,991
01-175-5319	PROF/TECH CONTRACT SERV	\$2,500	\$243	\$2,500	\$2,000	\$2,000
01-175-5341	COMMUNICATION-TELEPHONE	\$100	\$614	\$100	\$654	\$654
01-175-5342	COMMUNICATION-POSTAGE	\$725	\$756	\$725	\$725	\$725
01-175-5343	COMMUNICATION-ADVERTISING	\$7,000	\$5,686	\$4,000	\$2,750	\$4,000
01-175-5420	OFFICE SUPPLIES	\$500	\$1,304	\$500	\$500	\$500
01-175-5710	IN-STATE TRAVEL	\$750	\$936	\$750	\$900	\$750
01-175-5730	DUES & MEMBERSHIPS	\$800	\$913	\$800	\$1,000	\$800
01-175-5781	STAFF DEVELOPMENT	\$750	\$539	\$1,500	\$1,500	\$1,500
TOTAL EXPENSES		\$13,125	\$10,992	\$10,875	\$10,029	\$10,929
TOTAL DEPARTMENTAL EXPENSES		\$273,754	\$241,003	\$279,851	\$298,020	\$298,920

FY20 SALARIES & WAGES											
PLANNING DEPARTMENT - 175											
	Group	Grade	FY20 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	9	10	BOTT THOMAS M	TOWN PLANNER	50.52	40	2,020.80	52.2	105,486	
2	24	6	8	PACHECO COREY	ASST TOWN PLANNER	39.26	40	1,570.40	52.2	81,975	
3	24	6	6	SHOEMAKER MICHAELA M	COMM DEV PLANNER	37.01	24	888.24	52.2	46,366	
4	11	8	4	MARANCHIE MELINDA	PRIN OFF ASSIST	27.67	37.5	1,037.63	52.2	54,164	
						FTE	3.64				287,991





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ZONING APPEALS



DEPARTMENT MISSION

The mission of the Zoning Board of Appeals is to hear petitions and render decisions on applications for those seeking zoning relief in the form of a special permit, variance, appeal or Comprehensive Permit (MGL Ch. 40B).

DEPARTMENT DESCRIPTION

The Zoning Board of Appeals is a quasi-judicial Board (functioning similar to a court), comprised of seven resident volunteers, appointed by the Board of Selectmen. The Board holds public hearings, and receives testimony, as part of rendering objective, impartial decisions, based on the Massachusetts General Laws (M.G.L.) and the Town of Falmouth Zoning By-Laws.

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

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

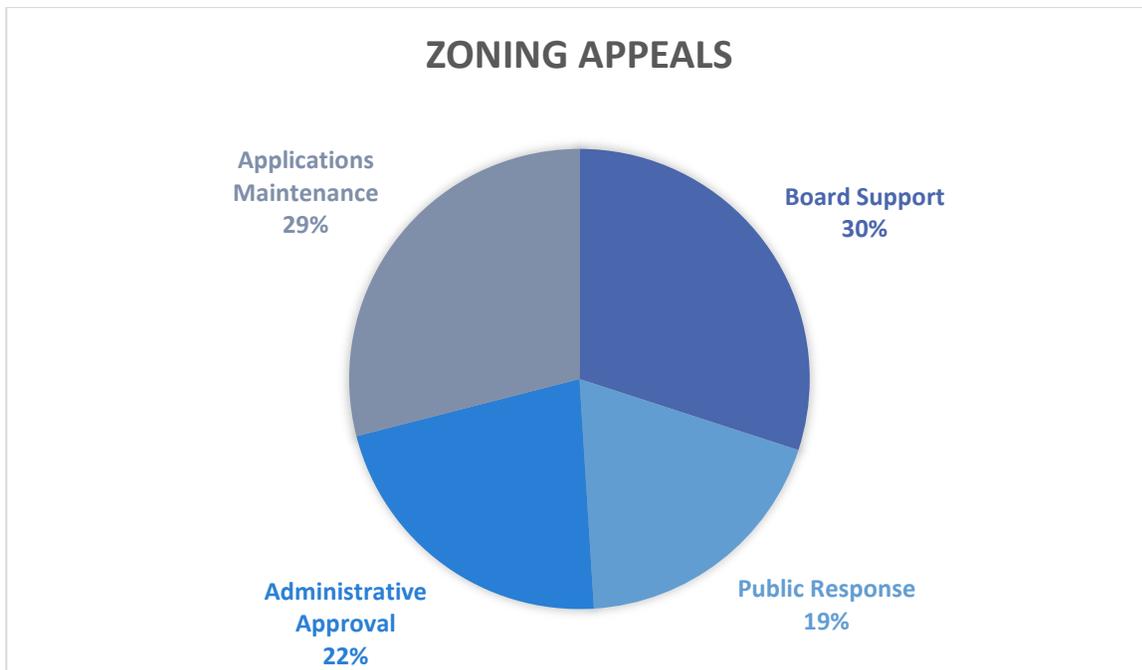
DEPARTMENT GOALS

1. Continue to update Board and office policies and practices.
2. Continue to improve communication with the Board of Selectmen and associated Town Departments.
3. Continue educational opportunities for Board Members/Workshops.
4. Continue participation on Zoning By-Law recodification.
5. Continue to maintain a budget that includes minimal increases.

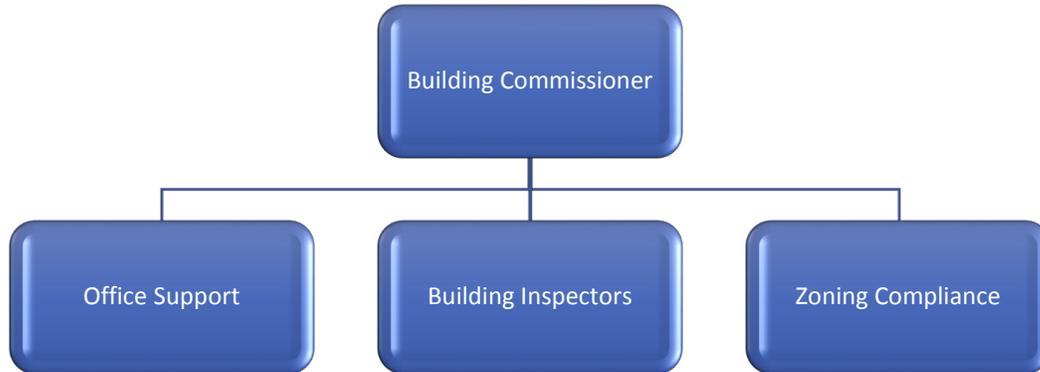
ZONING APPEALS

ZONING APPEALS						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-176-5110	SALARY & WAGES FULL TIME	\$145,061	\$141,651	\$128,395	\$132,545	\$132,545
TOTAL SALARIES		\$145,061	\$141,651	\$128,395	\$132,545	\$132,545
01-176-5319	PROF/TECH CONTRACT SERV*	\$600	\$0	\$600	\$600	\$600
01-176-5340	COMMUNICATION-PRINTING	\$700	\$294	\$700	\$700	\$700
01-176-5341	COMMUNICATION-TELEPHONE	\$600	\$580	\$600	\$600	\$600
01-176-5342	COMMUNICATION-POSTAGE	\$1,800	\$2,100	\$1,800	\$4,200	\$4,200
01-176-5420	OFFICE SUPPLIES	\$1,100	\$669	\$1,100	\$1,100	\$1,100
01-176-5711	AUTO ALLOWANCE	\$350	\$0	\$350	\$350	\$350
01-176-5730	DUES & MEMBERSHIPS	\$300	\$47	\$300	\$300	\$300
01-176-5781	STAFF DEVELOPMENT	\$1,200	\$0	\$1,200	\$1,200	\$1,200
TOTAL EXPENSES		\$6,650	\$3,690	\$6,650	\$9,050	\$9,050
TOTAL DEPARTMENTAL EXPENSES		\$151,711	\$145,341	\$135,045	\$141,595	\$141,595

FY21 SALARIES & WAGES											
ZONING APPEALS - 176											
	Group	Grade	FY21 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	4	DEMELLO ASHLEY	SR OFFICE ASSIST	24.17	37.5	906.38	52.2	47,313	
						FTE	2			132,545	
Stockman *using the FY20 AFSCME B table - contract only settled through FY20											



BUILDING DEPARTMENT



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, responds to structural emergencies and inspects new and existing buildings. The Building Department is overseen by the Building Commissioner who is responsible for ensuring the department adheres to state codes and the Town of Falmouth's Zoning By-Laws.

The Building Department employs a Building Commissioner, two Full time Building Inspectors and one part-time Building Inspector, one fulltime plumbing inspector, an alternate plumbing inspector, one full time electrical inspector, two alternate electrical inspectors, three full time office assistants and one part time office assistant.

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 current version of permitting software to be more user friendly and efficient with office procedures and online services;
3. To complete Phase 3 of the Microfiche File Scanning project that includes years ranging from 1985-1998
4. To continue to cross-train and educate employees to ensure consistent customer service and efficiency;

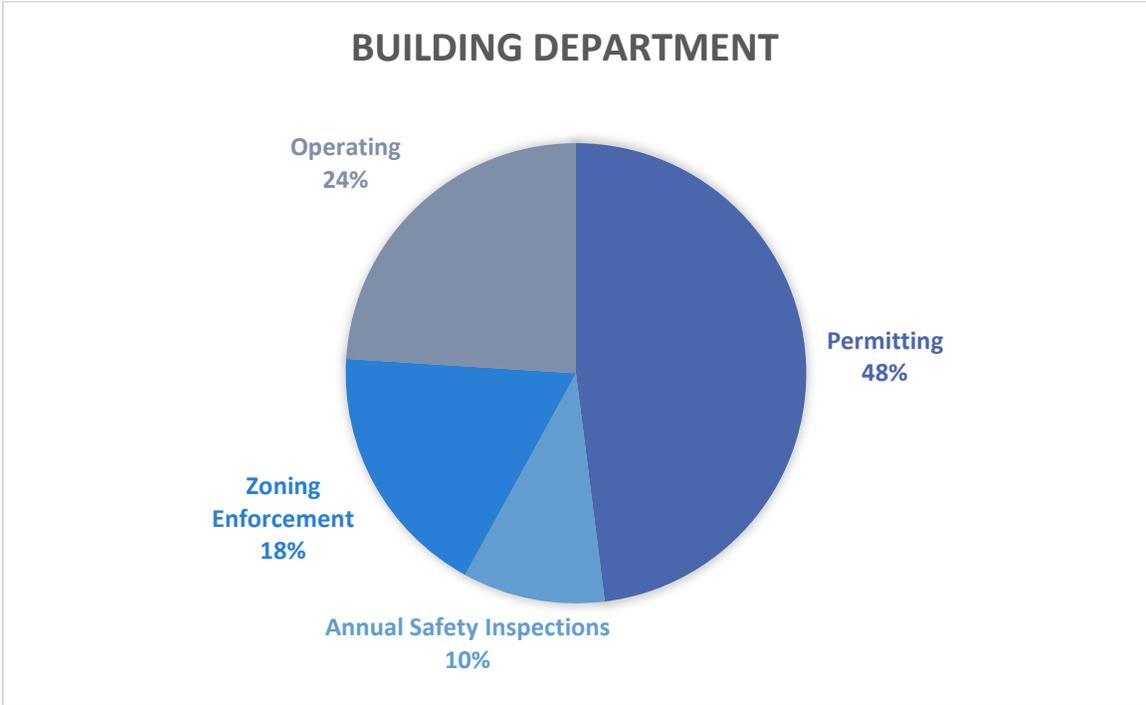
BUILDING DEPARTMENT

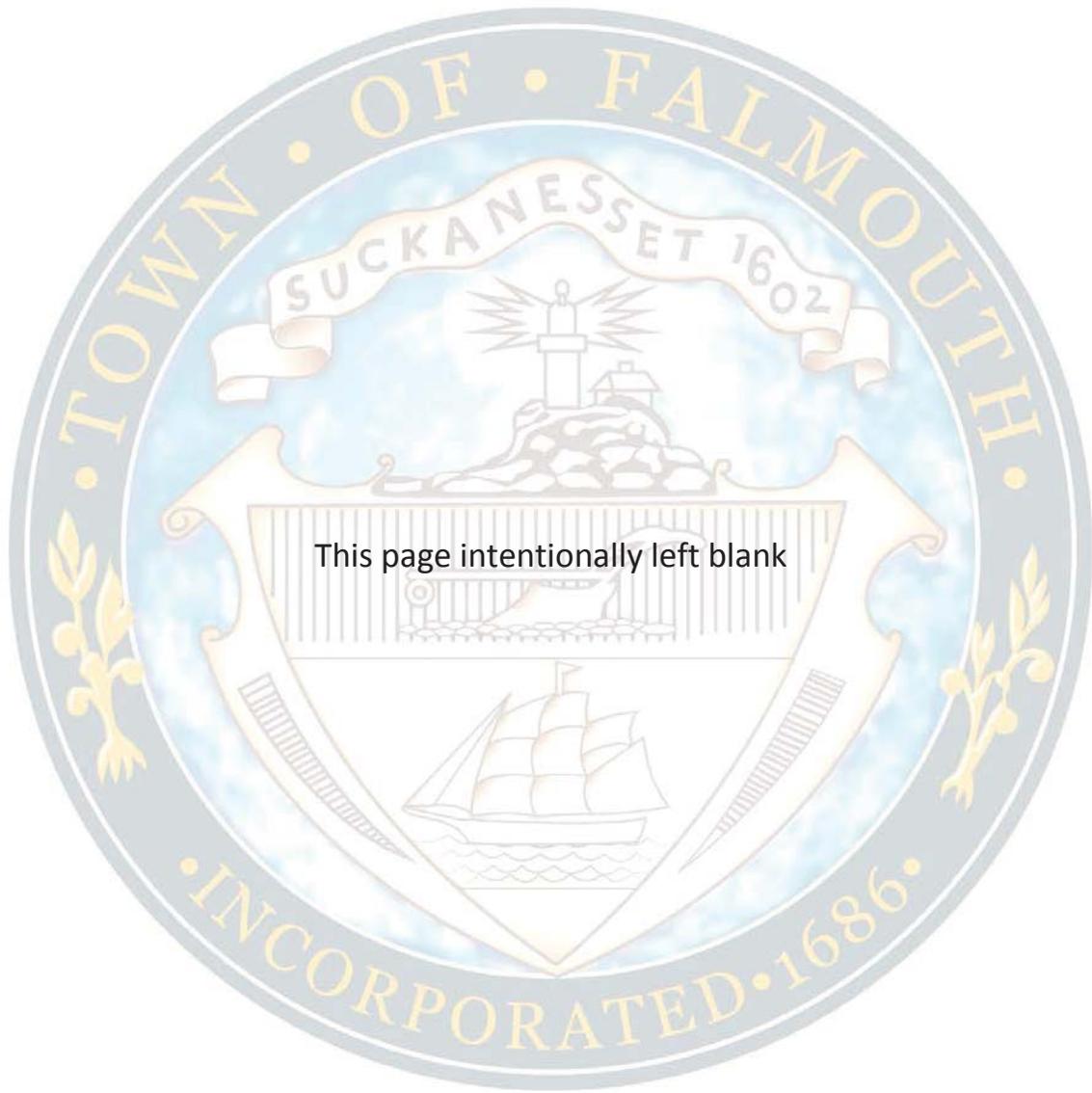
BUILDING DEPARTMENT						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-241-5110	SALARY & WAGES-PERMANENT	\$585,276	\$484,649	\$588,233	\$648,363	\$648,363
01-241-5120	SALARY & WAGES-TEMP/VAC	\$30,865	\$58,449	\$30,865	\$40,865	\$40,865
01-241-5130	ADDITIONAL GROSS-OVERTIME	\$5,000	\$0	\$5,000	\$5,000	\$5,000
01-241-5191	OTHR PERS SERV-UNIFRM ALW	\$1,200	\$869	\$1,200	\$0	\$0
TOTAL SALARIES		\$622,341	\$543,966	\$625,298	\$694,228	\$694,228
01-241-5240	REPR/MAINT-OFFICE EQUIP	\$1,500	\$0	\$1,500	\$1,500	\$1,500
01-241-5305	PROF/TECH-ARCHIVING	\$10,000	\$0	\$15,000	\$15,000	\$15,000
01-241-5319	PROFSNL/TECHNCL-OTHER	\$1,000	\$979	\$1,000	\$1,000	\$1,000
01-241-5340	COMMUNICATION-PRINTING	\$2,500	\$1,069	\$2,500	\$2,500	\$2,500
01-241-5341	COMMUNICATION-TELEPHONE	\$3,000	\$3,777	\$4,000	\$5,500	\$5,500
01-241-5342	COMMUNICATION-POSTAGE	\$1,500	\$300	\$1,500	\$1,500	\$1,500
01-241-5420	OFFICE SUPPLIES	\$5,000	\$2,946	\$5,000	\$5,000	\$5,000
01-241-5422	OFFICE SUPPLIES W & M	\$100	\$62	\$100	\$100	\$100
01-241-5583	OTHER SUPPLIES-UNIFRMS	\$0	\$0	\$0	\$1,200	\$1,200
01-241-5584	OTHER SUPPLIES W & M	\$350	\$448	\$350	\$450	\$450
01-241-5711	AUTO ALLOWANCE	\$2,000	\$2,623	\$1,800	\$1,800	\$1,800
01-241-5712	AUTO ALLOWANCE W & M	\$1,500	\$1,182	\$1,500	\$1,500	\$1,500
01-241-5730	DUES & MEMBERSHIPS	\$900	\$205	\$900	\$900	\$900
01-241-5780	ADMINISTRATIVE EXPENSES	\$1,700	\$0	\$1,700	\$1,700	\$1,700
01-241-5781	STAFF DEVELOPMENT	\$2,500	\$890	\$2,500	\$2,500	\$2,500
01-241-5783	STAFF DEVELOPMENT W & M	\$300	\$300	\$300	\$300	\$300
TOTAL EXPENSES		\$33,850	\$14,782	\$39,650	\$42,450	\$42,450
TOTAL DEPARTMENTAL EXPENSES		\$656,191	\$558,749	\$664,948	\$736,678	\$736,678

01-241-5191/5583 Uniform Allowance moved to Regular Expenses for Fiscal 21 - not paid through payroll but as reimbursement through the Vendor Warrant

FY21 SALARIES & WAGES										
BUILDING DEPARTMENT - 241										
	Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total
1	24	9	10	PALMER RODMAN	BLDG COMMISSION	50.52	40	2,020.80	52.2	105,486
2	11	11	5	ROBBINS RUSSELL	PLUMB & GAS INS	35.26	40	1,410.40	52.2	73,623
3	11	11	5	STUBBINS GARY R	LOCAL INSPECTOR	35.26	40	1,410.40	52.2	73,623
4	11	11	3	VACANT	ELEC INSPECTOR	32.60	40	1,304.00	52.2	68,069
5	11	11	2	STREET GARY	LOCAL INSPECTOR	31.34	19	595.46	52.2	31,083
6	11	11	2	BONOAN GILBERT	LOCAL INSPECTOR	31.34	40	1,253.60	52.2	65,438
7	11	9	4	MARSHALL PAMELA	ADMIN ASST	29.61	37.5	1,110.38	52.2	57,962
8	11	8	3	VACANT	ASST ZONING OFF	26.61	40	1,064.40	52.2	55,562
9	11	7	2	PARKER JULIE	ADMIN CLERK	23.91	37.5	896.63	52.2	46,804
10	11	7	2	MARION FAITH	ADMIN CLERK	23.91	37.5	896.63	52.2	46,804
11	11	5	5	DOCKETT CHRISTOPHER	OFFICE ASST GEN	23.49	19.5	458.06	52.2	23,910
							FTE	10		648,363

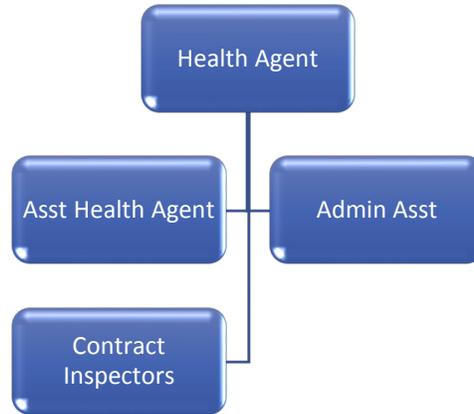
BUILDING DEPARTMENT





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HEALTH DEPARTMENT



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, 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, EEE, West Nile Virus, etc.

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

Enforce state and local tobacco regulations.

BOARD OF HEALTH

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

HEALTH DEPARTMENT

DEPARTMENT GOALS

1. 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 departmental processes and adding staff to aid in better service to the public.
3. Increase involvement with other departments, committees and community groups where they may need the support of the Health Department/ Board of Health.
4. Electronic food inspections for better data retention and trend analysis.

<i>HEALTH DEPARTMENT</i>						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-510-5110	SALARY & WAGES-PERMANENT	\$212,514	\$206,052	\$211,011	\$264,710	\$264,710
01-510-5120	SALARY & WAGES-TEMPORARY	\$20,000	\$2,623	\$20,000	\$25,000	\$25,000
01-510-5130	SALARY & WAGES-OT	\$0	\$0	\$0	\$5,000	\$5,000
01-510-5191	OTHR PERS SERV-UNIFRM ALW	\$600	\$522	\$600	\$0	\$0
TOTAL SALARIES		\$233,114	\$209,197	\$231,611	\$294,710	\$294,710
01-510-5319	PROF/TECH-CONTRACT SERV*	\$25,000	\$20,485	\$25,000	\$25,000	\$25,000
01-510-5340	COMMUNICATION-PRINTING	\$1,500	\$545	\$1,500	\$1,500	\$1,500
01-510-5341	COMMUNICATION-TELEPHONE	\$1,800	\$1,093	\$1,800	\$1,800	\$1,800
01-510-5342	COMMUNICATION-POSTAGE	\$950	\$470	\$950	\$1,250	\$1,250
01-510-5343	COMMUNICATION-ADVERTISING	\$600	\$671	\$600	\$750	\$750
01-510-5377	HAZARDOUS WASTE COLLECTN*	\$28,000	\$40,587	\$28,000	\$29,500	\$29,500
01-510-5420	OFFICE SUPPLIES	\$750	\$2,146	\$1,250	\$2,000	\$2,000
01-510-5500	MEDICAL/SURGICAL SUPPLIES	\$3,100	\$0	\$3,100	\$3,100	\$3,100
01-510-5512	EDUC SUPPLY-TCHING MTRLS	\$200	\$170	\$200	\$200	\$200
01-510-5583	OTHR SUPPLIES-UNIFRMS	\$0	\$0	\$0	\$600	\$600
01-510-5584	OTHER SUPPLIES-DEPARTMENT	\$200	\$54	\$200	\$6,000	\$6,000
01-510-5710	IN-STATE TRAVEL	\$100	\$64	\$150	\$150	\$150
01-510-5730	DUES & MEMBERSHIPS	\$850	\$2,330	\$1,500	\$2,000	\$2,000
01-522-5303	PROF/TECH-CONTRACT SERV	\$45,980	\$45,980	\$45,980	\$55,980	\$45,980
TOTAL EXPENSES		\$109,030	\$114,593	\$110,230	\$129,830	\$119,830
TOTAL DEPARTMENTAL EXPENSES		\$342,144	\$323,790	\$341,841	\$424,540	\$414,540
01-510-5130	New line item for OT					
01-510-5191/5583	Uniform Allowance moved to Regular Expenses for Fiscal 21 - not paid through payroll but as reimbursement through the Vendor Warrant					
01-522-5303	Clinics & Nurses moved to Health Department Budget					

HEALTH DEPARTMENT

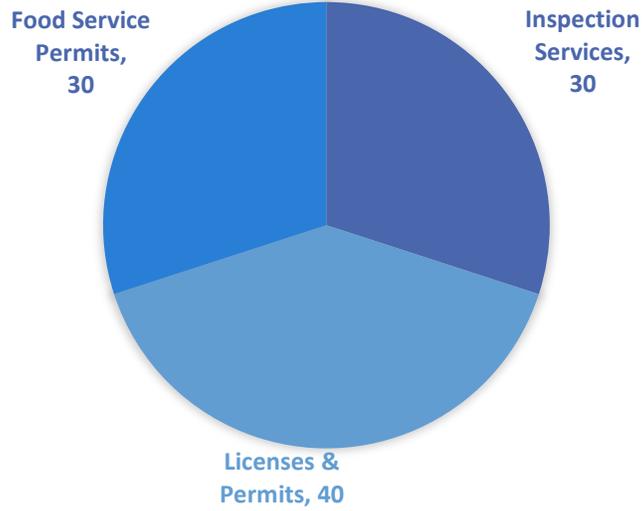
FY21 SALARIES & WAGES

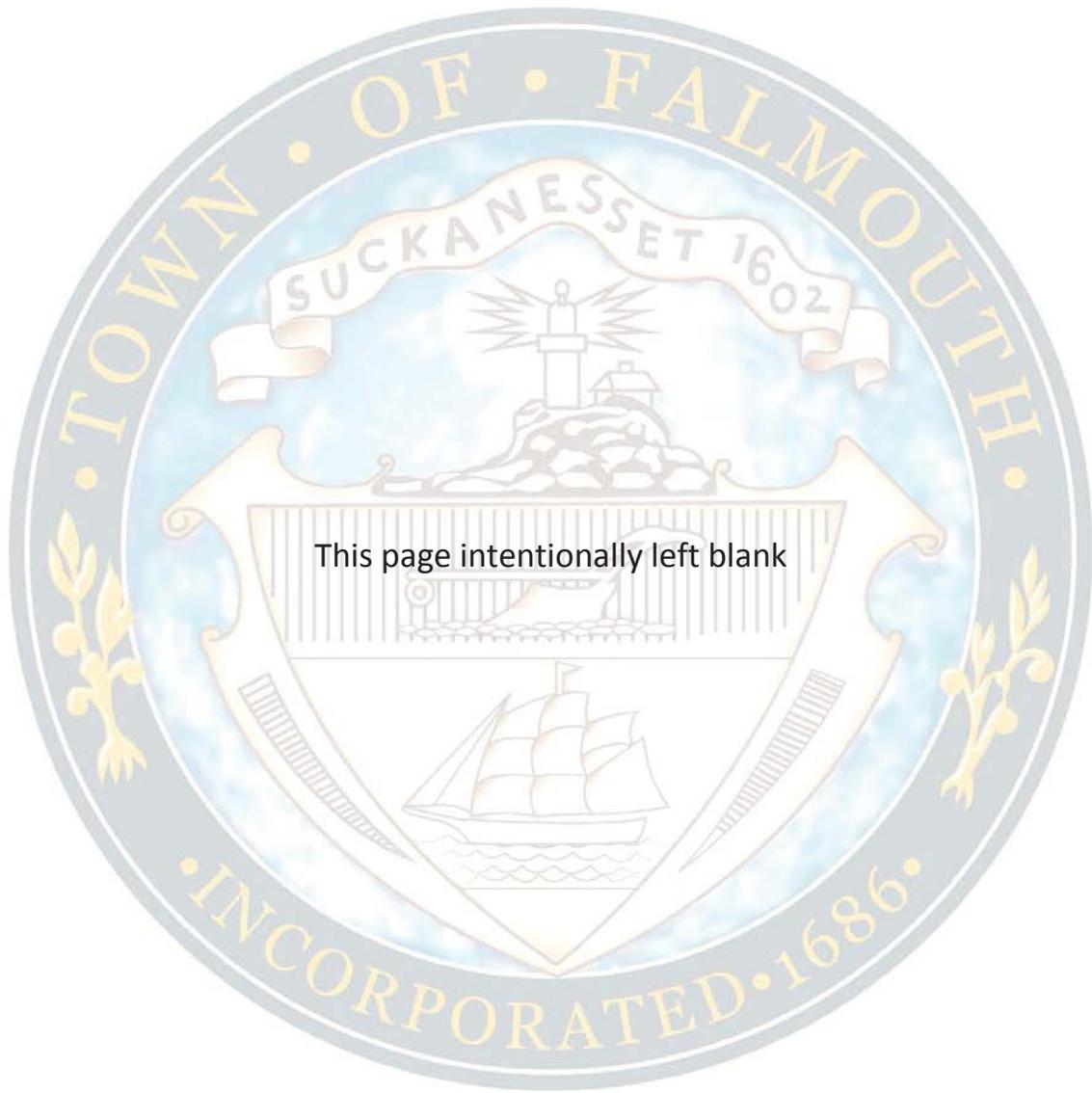
HEALTH DEPARTMENT - 510

	Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	25	9	9	MCGANN SCOTT	HEALTH AGENT	48.08	40	1,923.20	52.2	100,391	
2	11	11	6	LANGLER MALLORY	ASST HEALTH AGENT	32.60	40	1,304.00	52.2	68,069	
3	11	8	5	KINCHLA LINDA	PRIN OFF ASSIST	28.78	37.5	1,079.25	52.2	56,337	
4	11	6	3	TBD-REQUEST	OFFICE ASST/ADMIN CLERK	23.24	37.5	746.63	52.2	39,913	
						FTE	4				264,710

*AFSCME B Using FY20 Table - contract only settled through FY20

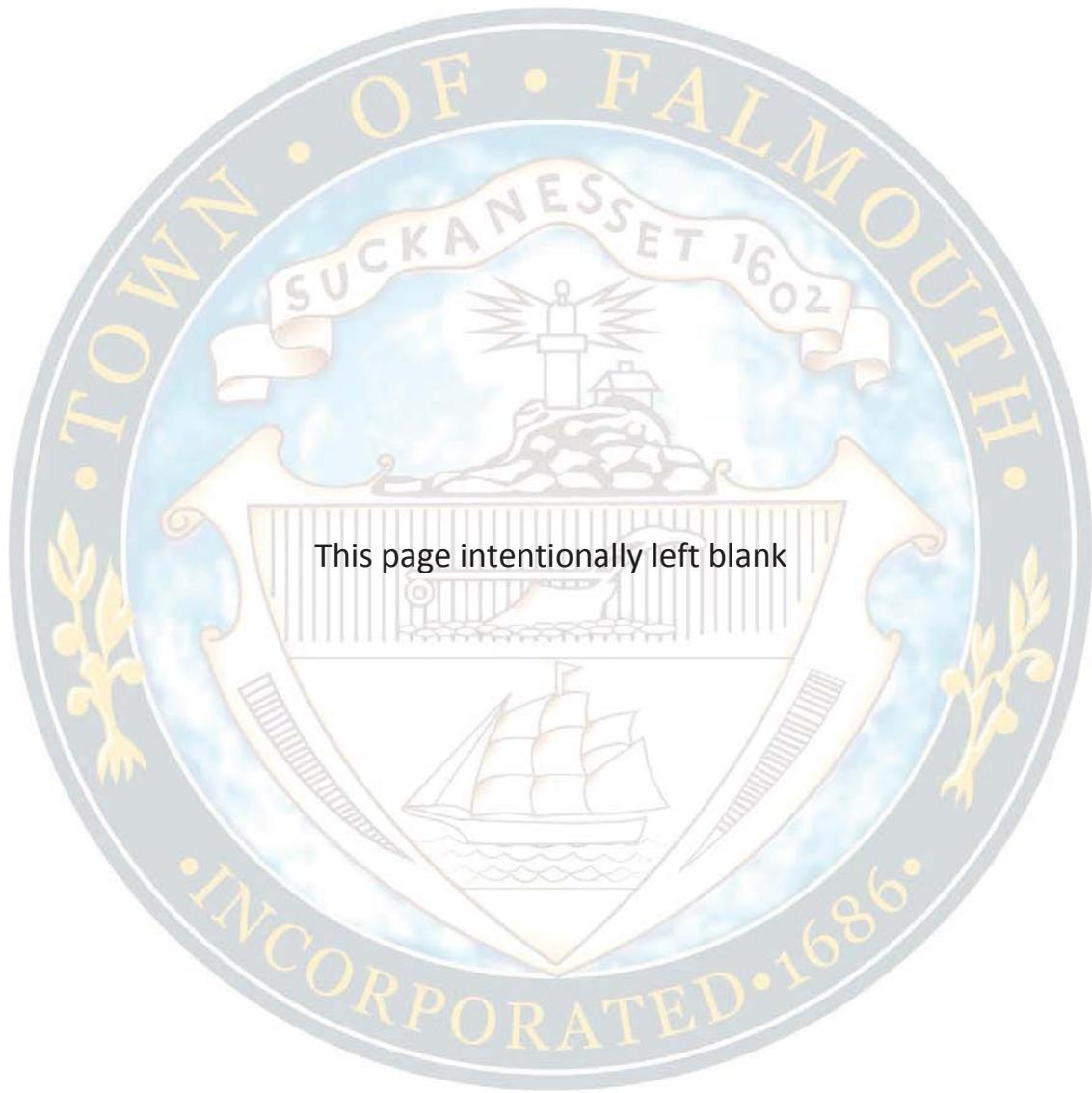
HEALTH DEPARTMENT





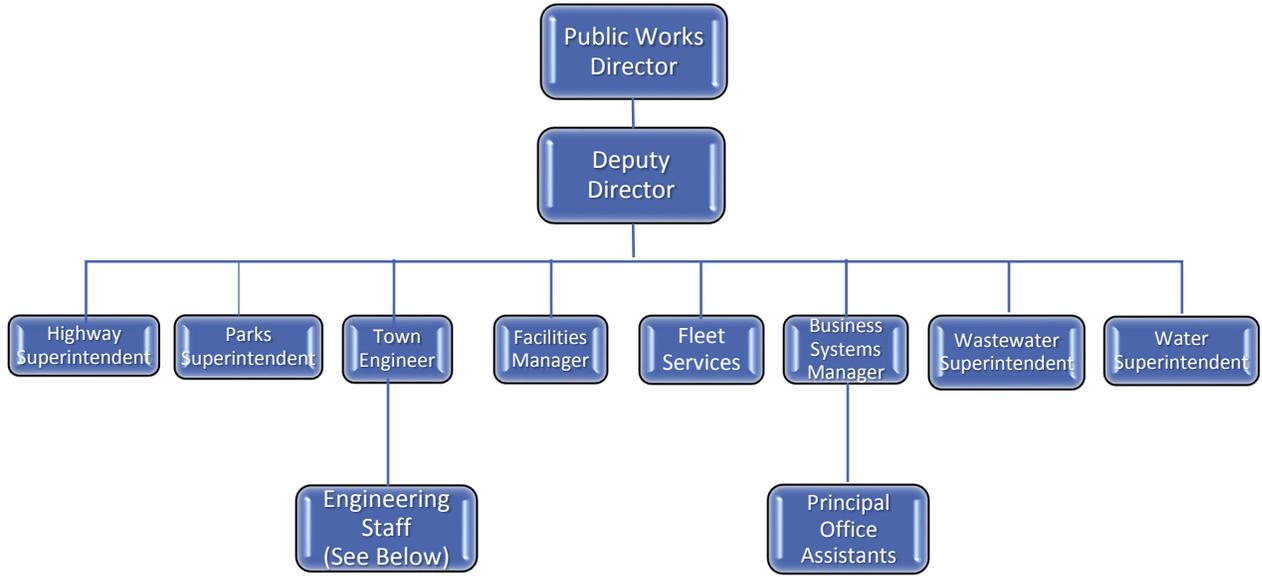
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**DEPARTMENT OF PUBLIC
WORKS BUDGET**



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DPW-ADMINISTRATION AND ENGINEERING DIVISION

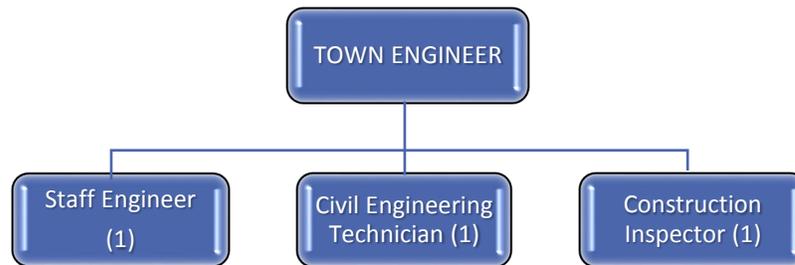


ADMINISTRATION DEPARTMENT MISSION

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

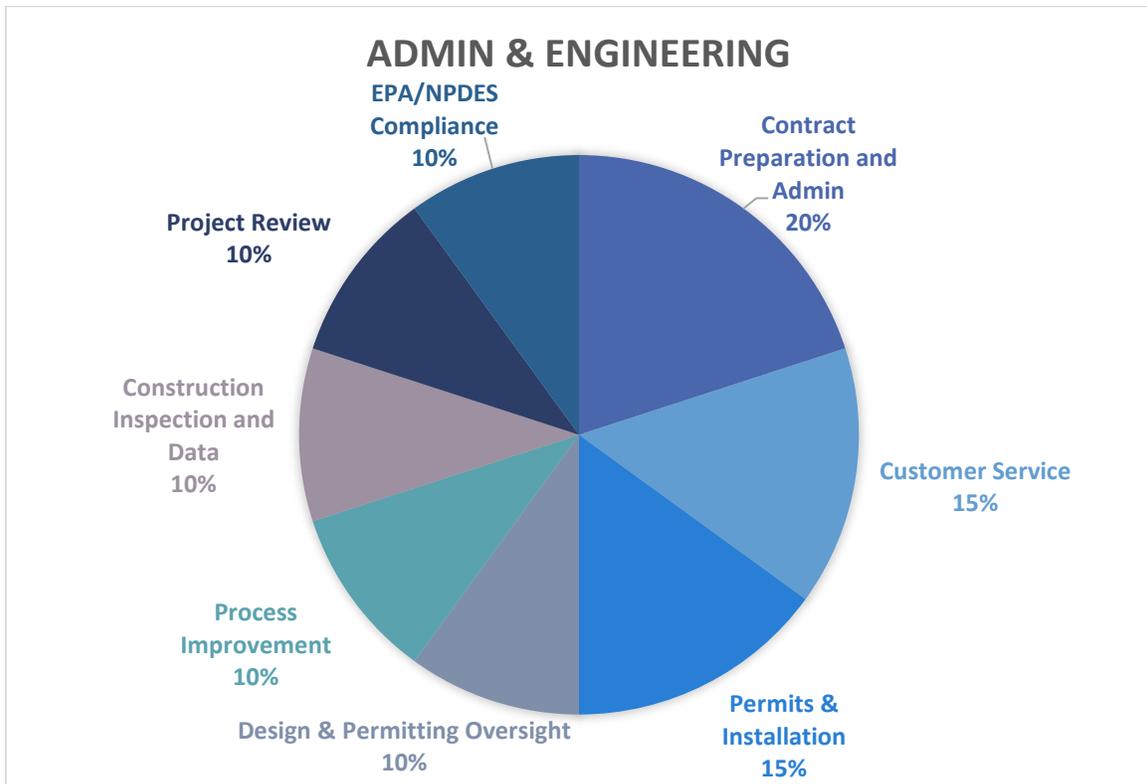
1. Prepare and administer contract documents for infrastructure projects assuring quality work is completed on schedule and at the best value for the Town.
2. Oversee design and permitting for future Public Works projects.
3. Use web page to improve permitting process and street acceptance process.
4.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

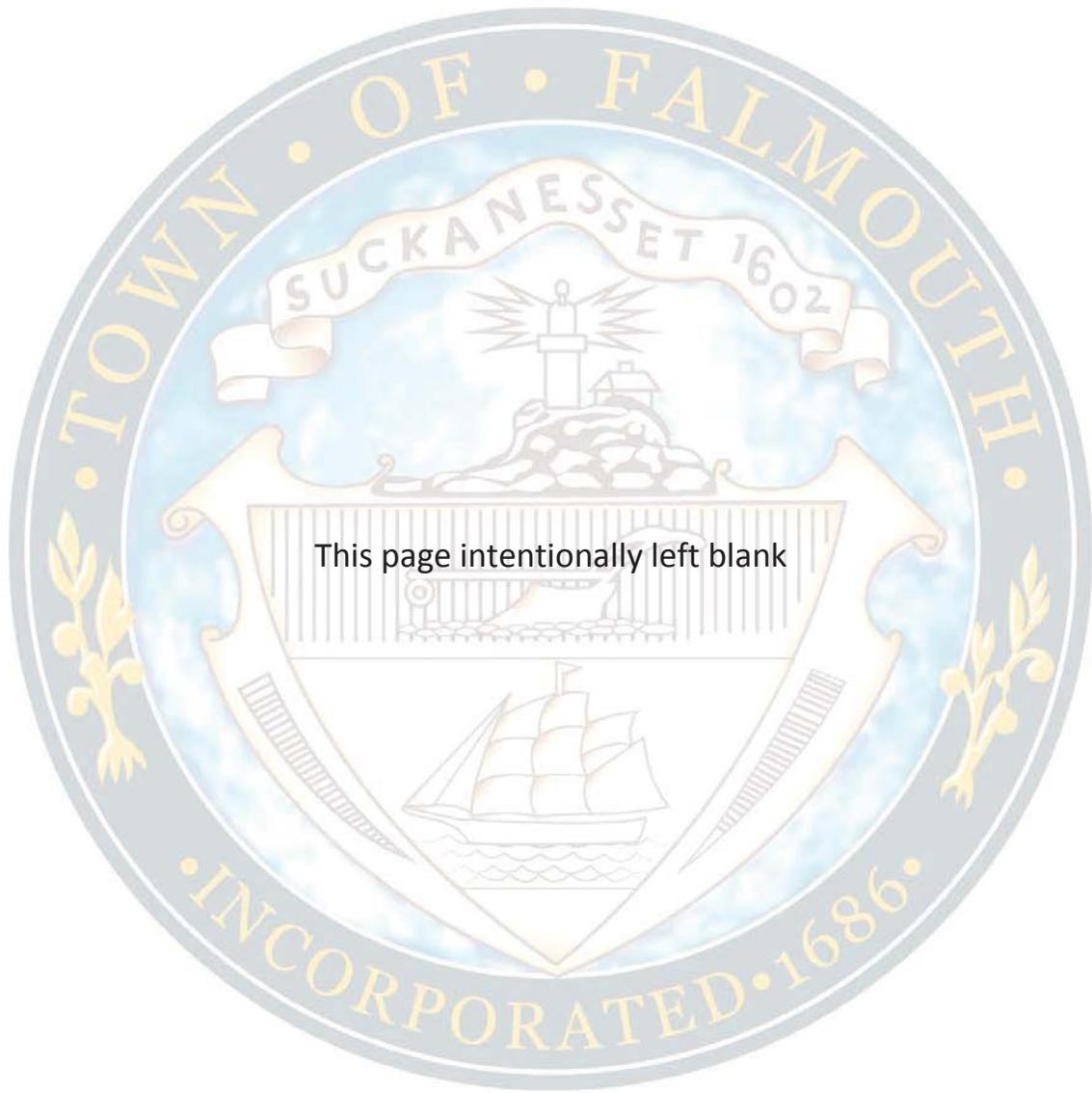
DPW ADMIN & ENGINEERING DIVISION						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-411-5110	SALARY & WAGES-PERMANENT	\$702,432	\$702,272	\$719,836	\$777,765	\$777,765
01-411-5191	OTHR PERS SERV-UNIFRM ALW	\$19,250	\$18,391	\$16,000	\$16,000	\$16,000
TOTAL SALARIES		\$721,682	\$720,663	\$735,836	\$793,765	\$793,765
01-411-5240	REPR/MAINT-OFFICE EQUIP	\$13,000	\$10,635	\$13,000	\$19,000	\$19,000
01-411-5340	COMMUNICATION-PRINTING	\$800	\$772	\$800	\$1,200	\$1,200
01-411-5341	COMMUNICATION-TELEPHONE	\$3,500	\$3,253	\$4,000	\$4,000	\$4,000
01-411-5342	COMMUNICATION-POSTAGE	\$800	\$500	\$800	\$800	\$800
01-411-5343	COMMUNICATION-ADVERTISING	\$500	\$0	\$500	\$500	\$500
01-411-5420	OFFICE SUPPLIES	\$5,700	\$5,148	\$6,500	\$6,500	\$6,500
01-411-5583	OTHER SUPPLIES-UNIFORMS	\$31,500	\$31,454	\$50,000	\$50,000	\$50,000
01-411-5710	IN-STATE TRAVEL	\$1,000	\$11	\$500	\$500	\$500
01-411-5720	OUT OF STATE TRAVEL*	\$1,700	\$0	\$1,700	\$1,700	\$1,700
01-411-5730	DUES & MEMBERSHIPS	\$2,000	\$972	\$2,000	\$2,000	\$2,000
01-411-5781	STAFF DEVELOPMENT	\$6,000	\$2,702	\$10,000	\$10,000	\$10,000
TOTAL EXPENSES		\$66,500	\$55,446	\$89,800	\$96,200	\$96,200
TOTAL DEPARTMENTAL EXPENSES		\$788,182	\$776,109	\$825,636	\$889,965	\$889,965

DPW ADMIN & ENGINEERING DIVISION - 411											
FY21 SALARIES & WAGES											
	Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	11	10	JACK RAYMOND A	PUBLIC WORK DIR	62.44	40	2,497.60	52.2	130,375	
				JACK RAYMOND A	LICENSURE STIPEND	134.62	1	134.62	52.2	7,027	
2	24	14	10	MCCONARTY PETER	DEPUTY DIRECTOR	58.37	40	2,334.80	52.2	121,877	
3	24	10	10	MCLOUGHLIN JAMES	TOWN ENGINEER	54.29	40	2,171.60	52.2	113,358	
4	24	6	4	MOIR SAMANTHA	BUSINES SYS MGR	34.89	40	1,395.60	52.2	72,850	
5	11	13	5	SCHLUTER SCOTT C	STAFF ENGINEER	40.37	40	1,614.80	52.2	84,293	
6	11	10	5	CROFT NICHOLAS	CIV ENG TECH	32.95	40	1,318.00	52.2	68,800	
7	11	9	2	BENNETT, CHRISTOPHER	CONSTRUCTN INSP	27.38	40	1,095.20	52.2	57,169	
8	11	8	3	MILLER PAMELA	PRN OFFICE ASST	26.61	37.5	997.88	52.2	52,089	
9	11	8	2	FLUKER REBECCA	PRN OFFICE ASST	25.59	37.5	959.63	52.2	50,092	
10				VACANT (NEW FY21)	SOLID WASTE/RECYCLING ED	20.00	19	380.00	52.2	19,836	
						FTE	9.5			777,765	

DPW-ADMINISTRATION AND ENGINEERING DIVISION

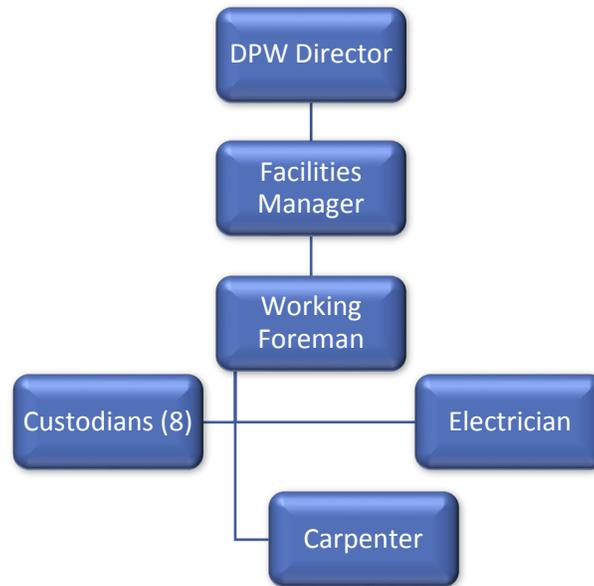
STREET LIGHTING						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-424-5212	ENERGY - ELECTRICITY	\$105,000	\$84,136	\$105,000	\$105,000	\$105,000
TOTAL EXPENSES		\$105,000	\$84,136	\$105,000	\$105,000	\$105,000





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DPW - FACILITIES MAINTENANCE



DEPARTMENT MISSION

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

DEPARTMENT DESCRIPTION

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

DEPARTMENT GOALS

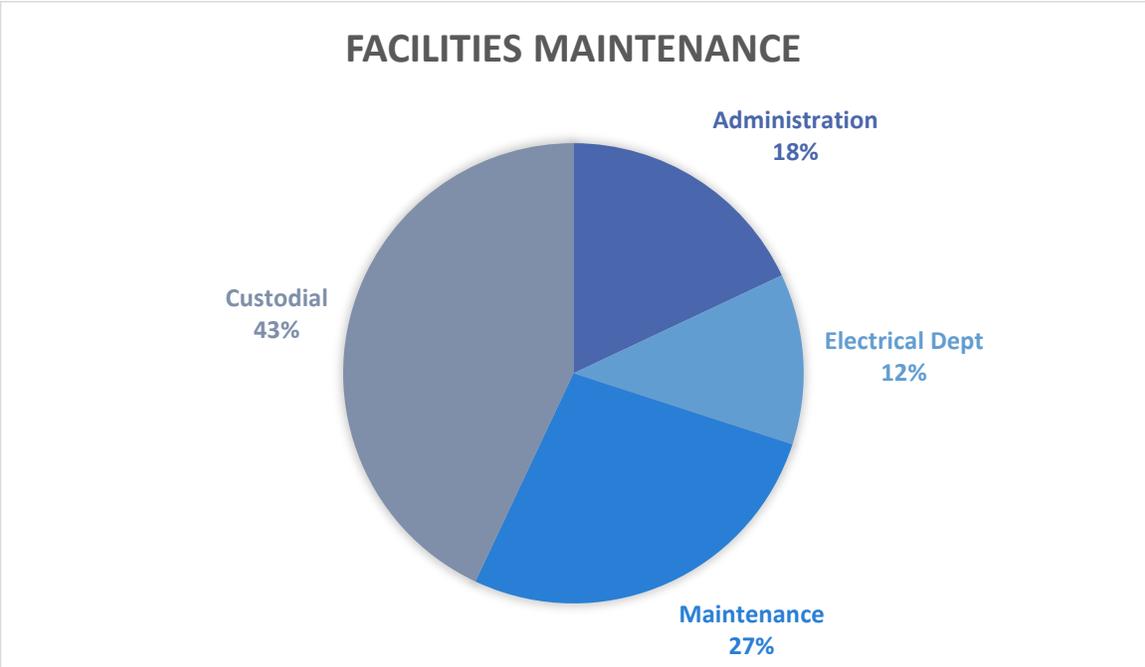
1. Reduce energy cost in all Town-owned buildings
2. Review all general maintenance cost for each building and create a plan to accomplish the need

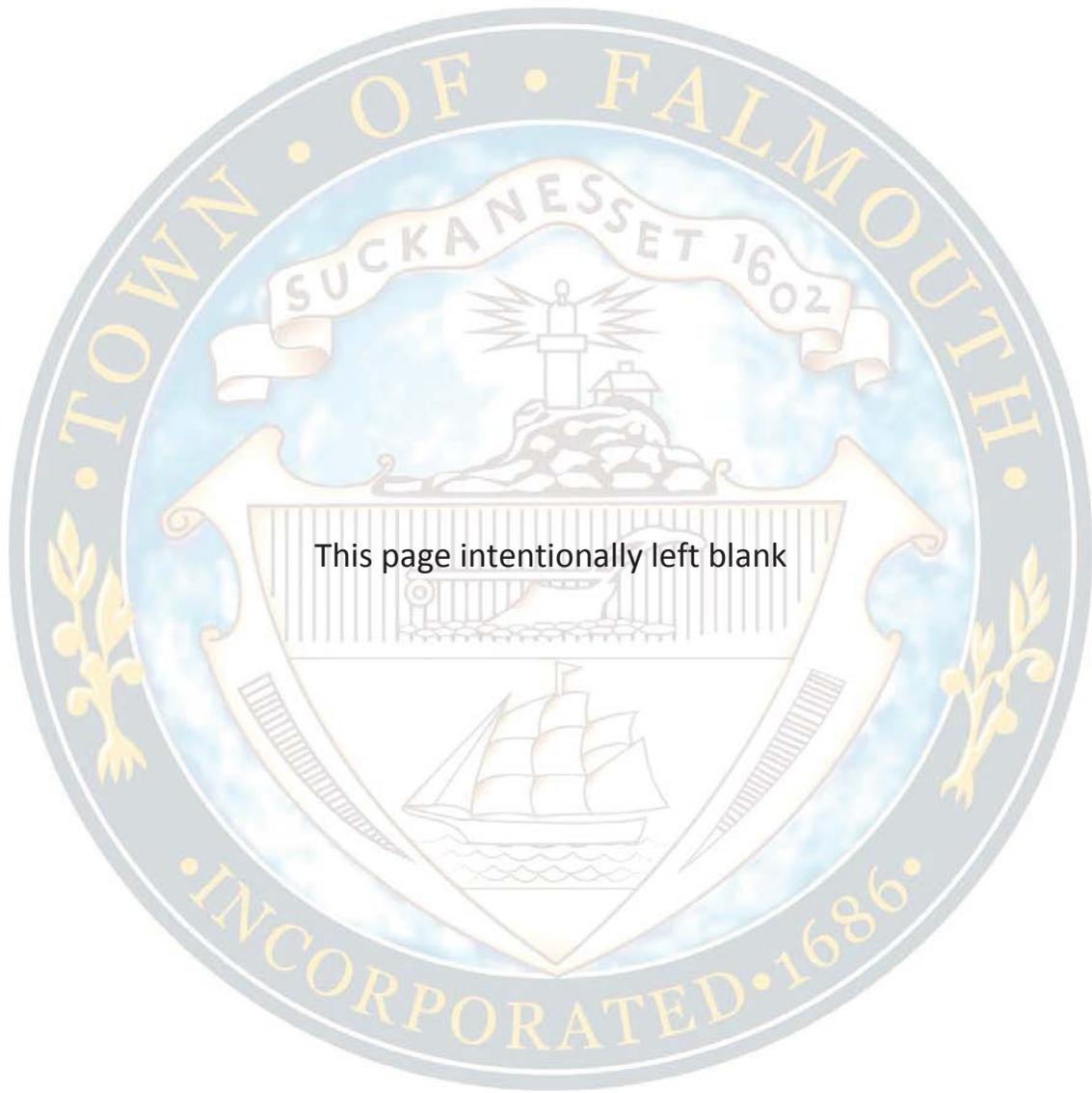
DPW - FACILITIES MAINTENANCE

DPW - FACILITIES MAINTENANCE						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-192-5110	SALARY & WAGES-PERMANENT	\$621,034	\$596,714	\$643,334	\$698,457	\$698,457
01-192-5120	SALARY & WAGES-TEMPORARY	\$17,500	\$0	\$17,500	\$17,500	\$17,500
01-192-5130	ADDITIONAL GROSS-OVERTIME	\$7,500	\$975	\$7,500	\$7,500	\$7,500
TOTAL SALARIES		\$646,034	\$597,690	\$668,334	\$723,457	\$723,457
01-192-5212	ENERGY-ELECTRICITY	\$61,000	\$50,286	\$61,000	\$61,000	\$61,000
01-192-5213	ENERGY-NATURAL GAS	\$17,000	\$5,380	\$18,000	\$18,000	\$18,000
01-192-5241	REPR/MAINT-CONTRACT SERV*	\$104,241	\$60,879	\$107,000	\$107,000	\$107,000
01-192-5243	REPR/MAINT-EQUIPMENT	\$19,000	\$14,931	\$23,000	\$23,000	\$23,000
01-192-5341	COMMUNICATION-TELEPHONE	\$5,000	\$4,380	\$5,000	\$5,500	\$5,500
01-192-5345	COMMUNICATION-ALARM	\$6,000	\$5,984	\$12,000	\$12,000	\$12,000
01-192-5450	CUSTODL/HOUSKPNG SUPPLIES	\$29,000	\$30,924	\$32,000	\$35,000	\$35,000
01-192-5453	CUSTODIAL SUPPLIES-BEACH*	\$4,000	\$3,178	\$4,000	\$4,000	\$4,000
01-192-5534	PUB WKS SUPPLY-ELECTRICAL	\$3,000	\$708	\$3,000	\$3,000	\$3,000
01-192-5710	IN-STATE TRAVEL	\$600	\$215	\$600	\$600	\$600
01-192-5730	DUES & MEMBERSHIPS	\$400	\$420	\$450	\$500	\$500
01-192-5801	FACILITIES MAINTENANCE*	\$100,000	\$74,354	\$101,000	\$101,000	\$101,000
TOTAL EXPENSES		\$349,241	\$251,638	\$367,050	\$370,600	\$370,600
TOTAL DEPARTMENTAL EXPENSES		\$995,275	\$849,327	\$1,035,384	\$1,094,057	\$1,094,057

FY21 SALARIES & WAGES											
DPW - FACILITIES MAINTENANCE - 192											
	Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	Differentia
1	25	9	10	NEWTON SHARDELLA	FACIL MAINT MANAGER	49.53	40	1,981.20	52.2	103,419	
2	11	10	5	KING WAYNE M	ELECTRICIAN	32.95	40	1,318.00	52.2	68,800	
3	11	9	5	MONIZ DANIEL	WKG FOREMAN-FAC	30.79	40	1,231.60	52.2	64,290	
4	11	9	5	URBAN PETER	CARP/CREW LEAD.	30.79	40	1,231.60	52.2	64,290	
5	11	6	5	GOMES THERESA	CUSTODIAN	25.14	40	1,005.60	52.2	52,492	626
6	11	6	5	MCCLEAN ALAN L	CUSTODIAN	25.14	40	1,005.60	52.2	52,492	626
7	11	6	5	GOMEZ WILFER	CUSTODIAN	25.14	40	1,005.60	52.2	52,492	626
8	11	6	3	CARLEY JAMES	CUSTODIAN	23.24	40	929.60	52.2	48,525	626
9	11	6	3	DARMON MICHAEL D	CUSTODIAN	23.24	40	929.60	52.2	48,525	626
10	11	6	2	MOOREHEAD JOHN	CUSTODIAN	22.35	40	894.00	52.2	46,667	
11	11	6	2	LEONARD DANIEL	CUSTODIAN	22.35	40	894.00	52.2	46,667	
12	11	6	2	CONNOR WILLIAM	CUSTODIAN	22.35	40	894.00	52.2	46,667	626
TOTAL						FTE	12				698,457
Newton *using the FY20 AFSCME B table - contract only settled through FY20											

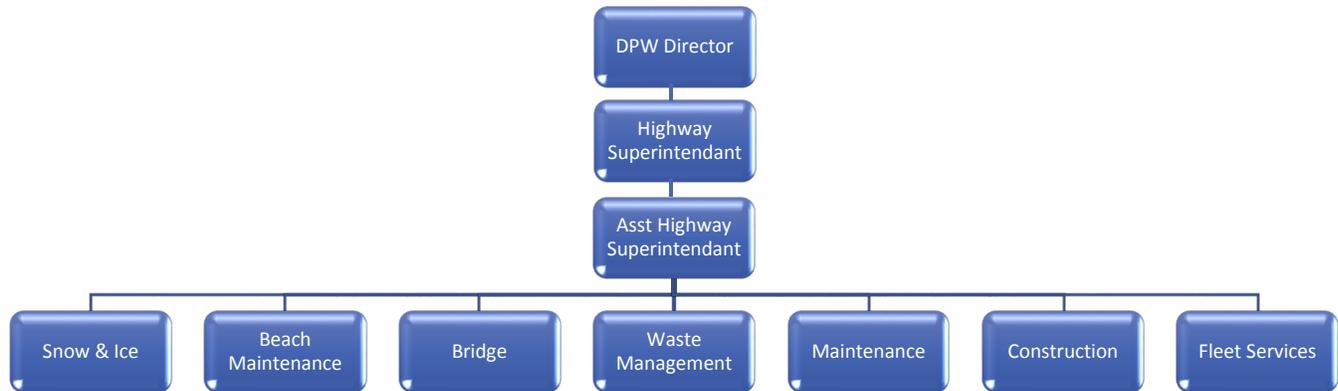
DPW - FACILITIES MAINTENANCE





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DPW - HIGHWAY DIVISION



DEPARTMENT MISSION

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

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

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

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

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

DEPARTMENT DESCRIPTION

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

Roadway maintenance

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

Waste Management

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

Eel Pond Bridge

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

Beaches

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

Shining Sea bikeway

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

DPW - HIGHWAY DIVISION

DEPARTMENT GOALS

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

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

<i>DPW - HIGHWAY DIVISION</i>						
		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-422-5110	SALARY & WAGES-PERMANENT	\$1,156,314	\$1,164,143	\$1,006,340	\$1,010,840	\$1,010,840
01-422-5120	SALARY & WAGES - BEACHES	\$70,093	\$43,397	\$77,755	\$81,660	\$81,660
01-422-5120	SALARY & WAGES TEMPORARY	\$0	\$0	\$0	\$66,398	\$0
01-422-5130	ADDITIONAL GROSS-OVERTIME	\$50,000	\$58,044	\$50,000	\$60,000	\$60,000
TOTAL SALARIES		\$1,276,407	\$1,265,584	\$1,134,095	\$1,218,898	\$1,152,500
01-422-5212	ENERGY-ELECTRICITY	\$54,500	\$46,886	\$54,500	\$54,500	\$54,500
01-422-5213	ENERGY-NATURAL GAS	\$30,000	\$18,586	\$30,000	\$30,000	\$30,000
01-422-5243	REPR/MAINT-EQUIPMENT	\$3,000	\$385	\$3,000	\$3,000	\$3,000
01-422-5251	REPR/MAINT-TOWN PROPERTY	\$110,000	\$105,944	\$110,000	\$110,000	\$110,000
01-422-5271	RENTL/LEASE-EQUIPMENT	\$4,300	\$597	\$4,300	\$4,300	\$4,300
01-422-5319	PROF/TECH BCH CONT SERV*	\$30,000	\$29,666	\$30,000	\$60,000	\$60,000
01-422-5340	COMMUNICATION-PRINTING	\$200	\$51	\$200	\$200	\$200
01-422-5341	COMMUNICATION-TELEPHONE	\$7,000	\$15,442	\$7,000	\$7,000	\$7,000
01-422-5342	COMMUNICATION-POSTAGE	\$50	\$0	\$50	\$50	\$50
01-422-5343	COMMUNICATION-ADVERTISING	\$50	\$0	\$50	\$50	\$50
01-422-5480	VEHICLE SUPPLIES-MAINT	\$205,000	\$192,842	\$0	\$0	\$0
01-422-5484	GREASE & LUBRICATION	\$17,000	\$16,533	\$0	\$0	\$0
01-422-5485	VEHICULAR SUPPLIES-TIRES	\$25,000	\$28,585	\$0	\$0	\$0
01-422-5530	PUBLIC WORKS SUPPLIES	\$25,000	\$18,187	\$25,000	\$25,000	\$25,000
01-422-5531	PUB WKS SUPPLIES-BEACH*	\$5,000	\$4,814	\$5,000	\$5,000	\$5,000
01-422-5532	PUB WKS SUPPLY-STRET MATRL	\$30,000	\$34,739	\$30,000	\$30,000	\$30,000
01-422-5533	PUB WKS SUPPLY-TOOLS	\$5,000	\$4,911	\$5,000	\$5,000	\$0
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	\$6,215	\$6,000	\$6,000	\$6,000
01-422-5783	FUEL DEPOT EXPENSES	\$8,000	\$6,757	\$0	\$0	\$0
TOTAL EXPENSES		\$565,550	\$531,142	\$310,550	\$340,550	\$335,550
TOTAL DEPARTMENTAL EXPENSES		\$1,841,957	\$1,796,726	\$1,444,645	\$1,559,448	\$1,488,050

**The above FY20 Appropriations 5480, 5484, 5485, 5783 were moved to the new Fleet Services Budget

DPW - HIGHWAY DIVISION

SNOW & ICE

		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-423-5120	SALARY & WAGES-SNOW	\$180,000	\$69,310	\$180,000	\$180,000	\$180,000
TOTAL SALARIES		\$180,000	\$69,310	\$180,000	\$180,000	\$180,000
01-423-5299	OTR PROP SERV-PLOWING	\$49,250	\$30,373	\$49,250	\$49,250	\$49,250
01-423-5481	GASOLINE*	\$1,500	\$0	\$1,500	\$1,500	\$1,500
01-423-5482	DIESEL FUEL*	\$15,000	\$0	\$15,000	\$15,000	\$15,000
01-423-5541	PUB WKS SUPPLY-SNOW & ICE	\$129,250	\$207,584	\$129,250	\$129,250	\$129,250
TOTAL EXPENSES		\$195,000	\$237,957	\$195,000	\$195,000	\$195,000
TOTAL DEPARTMENTAL EXPENSES		\$375,000	\$307,267	\$375,000	\$375,000	\$375,000

**\$79K was transferred from Salary & Wages (5120) to Expense (5541) at the end of Fiscal 19 - this is not reflected in the FY19 Appropriated Amounts

VEHICLE FUEL

		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-425-5481	VEHICLE SUPPLY-GASOLINE	\$204,268	\$128,322	\$160,000	\$160,000	\$160,000
01-425-5482	VEHICLE SUPPLY-DIESEL GAS	\$114,120	\$158,825	\$175,000	\$175,000	\$175,000
TOTAL EXPENSES		\$318,388	\$287,146	\$335,000	\$335,000	\$335,000

SOLID WASTE COLLECTION

		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-433-5292	OTR PRP SRV-RUBSH CNTRCT*	\$1,783,000	\$1,782,991	\$1,813,000	\$1,892,000	\$1,892,000
01-433-5379	OTR PRCH SER-CURB RECYCL*	\$899,300	\$899,253	\$922,000	\$960,000	\$960,000
01-433-5393	OTR PRCH SRV-SEMAS CNTRT*	\$791,000	\$824,717	\$811,000	\$811,000	\$811,000
TOTAL EXPENSES		\$3,473,300	\$3,506,961	\$3,546,000	\$3,663,000	\$3,663,000

BIKEWAYS

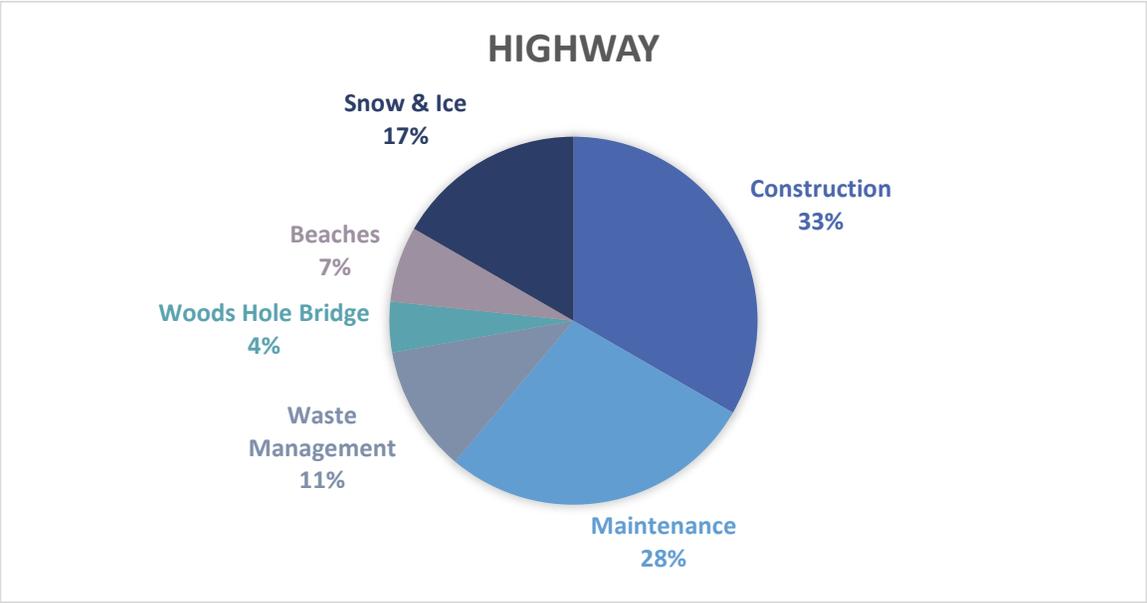
		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-633-5340	COMMUNICATION-PRINTING	\$1,980	\$1,720	\$1,980	\$2,000	\$2,000
TOTAL EXPENSES		\$1,980	\$1,720	\$1,980	\$2,000	\$2,000

DPW - HIGHWAY DIVISION

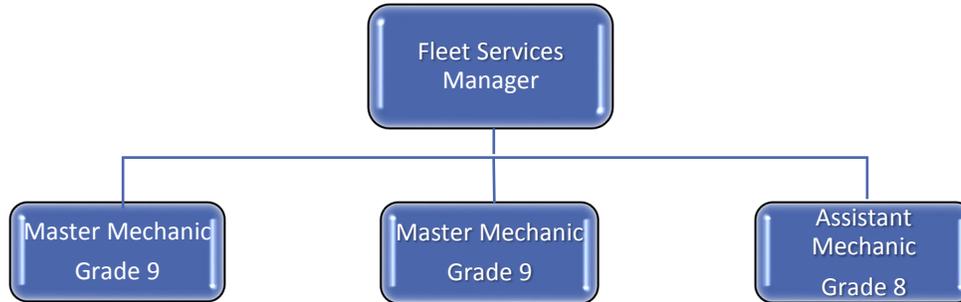
DPW - WASTE MANAGEMENT FACILITY						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-431-5110	SALARY & WAGES-PERMANENT	\$146,348	\$140,531	\$149,242	\$149,295	\$149,295
01-431-5130	ADDITIONAL GROSS-OVERTIME	\$8,000	\$6,883	\$8,000	\$8,000	\$8,000
01-431-5131	ADDITIONAL GROSS-REPLCMNT	\$1,000	\$922	\$1,000	\$1,000	\$1,000
01-431-5140	DIFFERENTIAL-HOLIDAY	\$4,300	\$3,925	\$4,300	\$4,300	\$4,300
TOTAL SALARIES		\$159,648	\$152,262	\$162,542	\$162,595	\$162,595
01-431-5212	ENERGY-ELECTRICITY	\$1,800	\$904	\$1,800	\$1,800	\$1,800
01-431-5213	ENERGY-NATURAL GAS	\$1,600	\$4,028	\$1,600	\$1,600	\$1,600
01-431-5243	REPR/MAINT-EQUIPMENT	\$5,500	\$42	\$5,500	\$5,500	\$5,500
01-431-5271	OTR PRCH SERV/CONST&DEMO	\$37,500	\$43,650	\$37,500	\$37,500	\$37,500
01-431-5294	OTR PROP SERV-RECYC SERV	\$77,500	\$31,041	\$77,500	\$77,500	\$77,500
01-431-5296	WASTE OIL-RECYCLING	\$1,000	\$675	\$1,000	\$1,000	\$1,000
01-431-5297	OTR PURCH SRV-BULB RECYC	\$1,000	\$1,690	\$1,000	\$1,000	\$1,000
01-431-5330	OTR CONTR SERV/SCREEN-GRND	\$15,000	\$0	\$15,000	\$15,000	\$15,000
01-431-5319	PRF/TECH WELL MONITORING	\$55,000	\$24,619	\$55,000	\$55,000	\$55,000
01-431-5340	COMMUNICATION-PRINTING	\$1,500	\$2,612	\$1,500	\$1,500	\$1,500
01-431-5341	COMMUNICATION-TELEPHONE	\$400	\$1,826	\$400	\$400	\$400
01-431-5530	PUBLIC WORKS SUPPLIES	\$500	\$0	\$500	\$500	\$500
TOTAL EXPENSES		\$198,300	\$111,087	\$198,300	\$198,300	\$198,300
TOTAL DEPARTMENTAL EXPENSES		\$357,948	\$263,348	\$360,842	\$360,895	\$360,895

DPW - WASTE MANAGEMENT FACILITY - 431											
Group	Grade	FY21 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	
						FTE	3				149,292
**using the FY20 DPW table - contract only settled through FY20											

DPW - HIGHWAY DIVISION



DPW - FLEET SERVICES



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

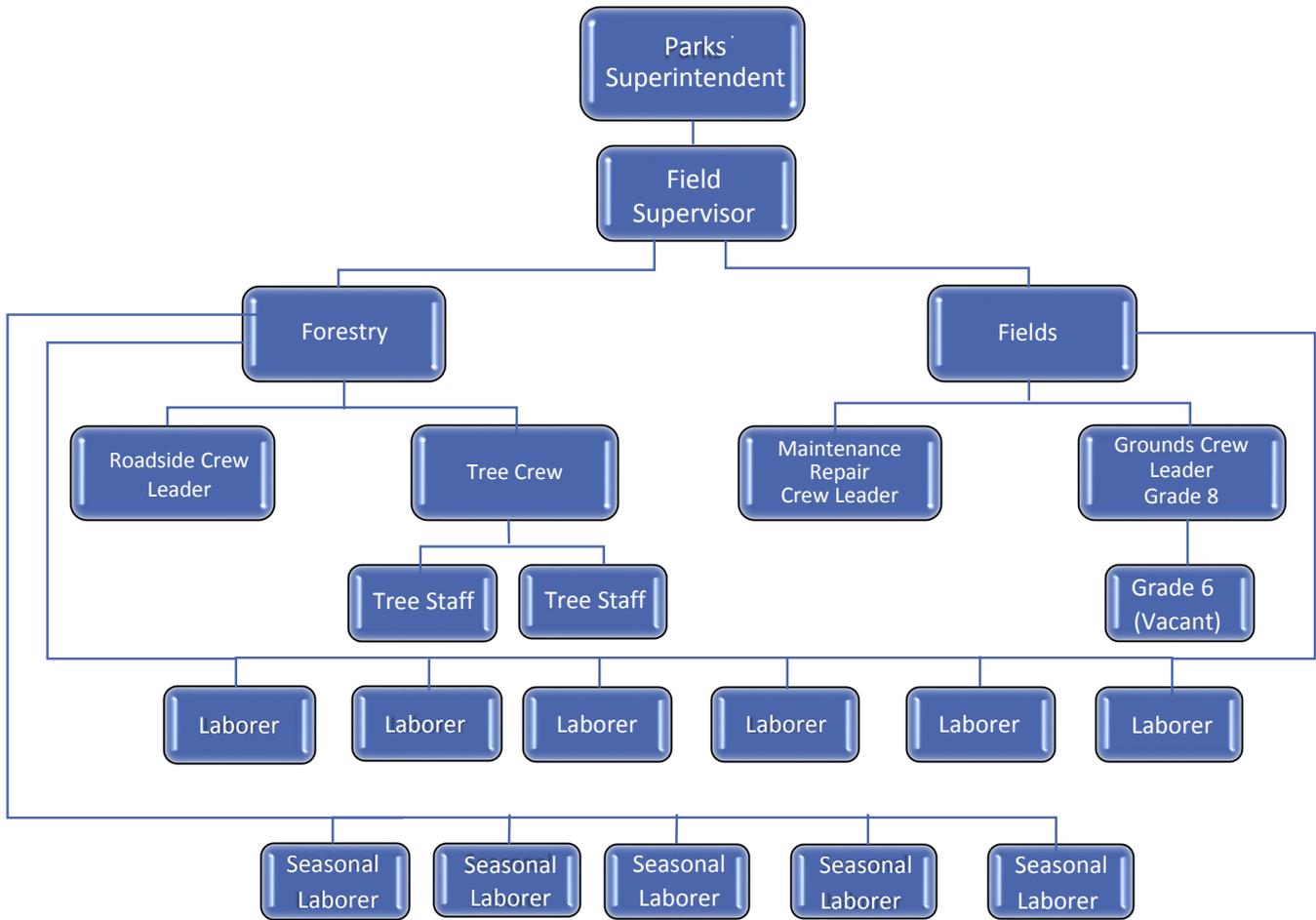
DPW - FLEET SERVICES						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-426-5110	SALARY & WAGES-PERMANENT	\$0	\$0	\$253,880	\$247,261	\$247,261
01-426-5130	ADDITIONAL GROSS-OVERTIME	\$0	\$0	\$5,000	\$5,000	\$5,000
TOTAL SALARIES		\$0	\$0	\$258,880	\$252,261	\$252,261
01-426-5480	VEHICLE SUPPLIES-MAINT *	\$205,000 *	\$192,842	\$155,000	\$215,000	\$180,000
01-426-5484	GREASE & LUBRICATION *	\$17,000 *	\$16,533	\$17,000	\$20,000	\$17,000
01-426-5485	VEHICULAR SUPPLIES-TIRES *	\$25,000 *	\$28,585	\$25,000	\$35,000	\$30,000
01-426-5783	FUEL DEPOT EXPENSES *	\$8,000 *	\$6,757	\$8,000	\$10,000	\$10,000
01-426-5533	PUB WKS SUPPLYS-TOOLS	\$0	\$0	\$0	\$15,000	\$5,000
01-426-5341	COMMUNICATION- PHONE	\$0	\$0	\$0	\$1,000	\$0
01-426-5780	LICENSES & PERMITS	\$0	\$0	\$0	\$5,000	\$0
TOTAL EXPENSES		\$255,000	\$244,718	\$205,000	\$301,000	\$242,000
TOTAL DEPARTMENTAL EXPENSES		\$255,000	\$244,718	\$463,880	\$553,261	\$494,261

*Above 2020 Appropriations were moved from the Highway Budget - FY19 Appropriations and Expenditures included for historical context

FY21 SALARIES & WAGES										
DPW - FLEET SERVICES - 426										
	Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total
1	24	8	5	REYNOLDS JAMES	FLEET SERVICES MANAGER	39.62	40	1,584.80	52.2	82,727
2	26	9	7	COTTER TIMOTHY	MECHANIC/WELDER	29.01	40	1,160.40	52.2	60,573
3	26	9	6	MCLEAN WILLIAM	MECHANIC/WELDER	27.68	40	1,107.20	52.2	57,796
4	26	8	2	VACANT	MEOIII/ASST MECHANIC	22.11	40	884.40	52.2	46,166
							FTE	4		247,261

DPW Union **using the FY20 DPW table - contract only settled through FY20

DPW-TREE & PARKS MAINTENANCE



DEPARTMENT MISSION

To provide professional, responsive, 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 park, school and street trees.

To provide professional public guidance regarding insect/pest control.

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

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

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

DPW-TREE & PARKS MAINTENANCE

DEPARTMENT DESCRIPTION

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

The Administrative category includes the personnel management of 16 full time employees and 4-6 long term seasonal employees. Administration of employees by the Park Superintendent and include payroll management, project management and quality control, licensure and training compliance with regard to pesticide application, certified arborist licensing, and operation of heavy equipment, and trucks. The Division administrators oversee the integration of volunteer labor by groups such as AmeriCorps, the Professional Business Women Association of Cape Cod, the Falmouth Garden Club, County Sheriff's and Community Service programs, Babe Ruth, Little league,

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

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

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

DPW-TREE & PARKS MAINTENANCE

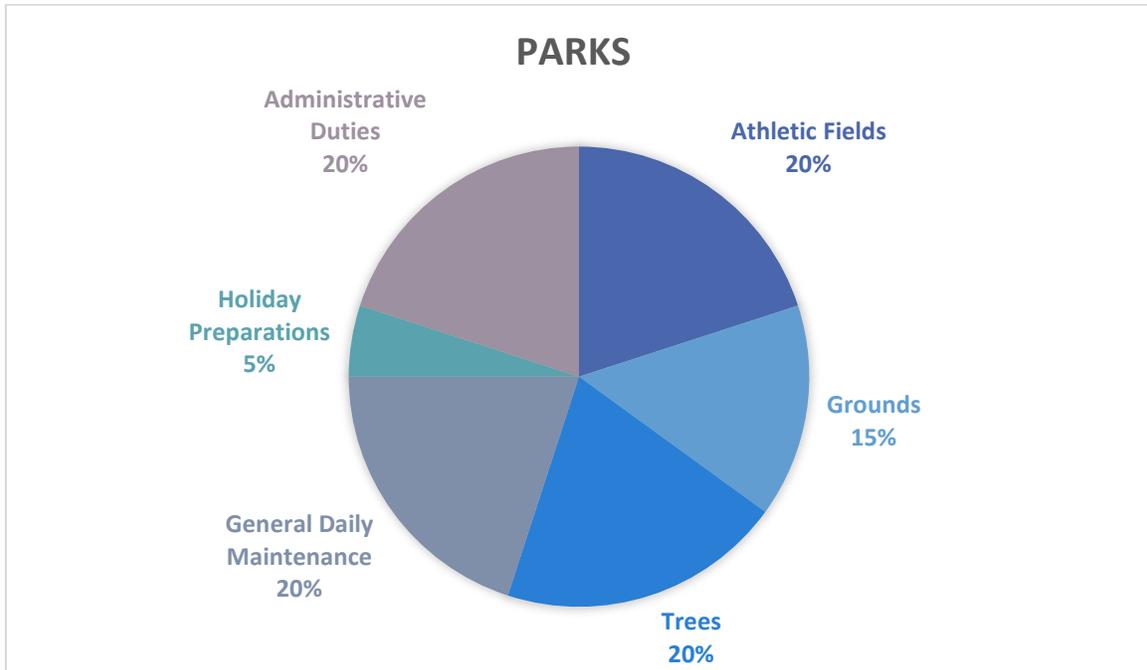
<i>DPW - TREE & PARKS MAINTENANCE</i>						
		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-429-5110	SALARY & WAGES-PERMANENT	\$793,523	\$744,701	\$841,986	\$830,022	\$830,022
01-429-5120	SALARY & WAGES-TEMPORARY	\$82,822	\$70,028	\$80,000	\$80,000	\$90,000
01-429-5130	ADDITIONAL GROSS-OVERTIME	\$12,000	\$24,090	\$10,000	\$20,000	\$10,000
	TOTAL SALARIES	\$888,345	\$838,819	\$931,986	\$930,022	\$930,022
01-429-5212	ENERGY-ELECTRICITY	\$1,800	\$473	\$1,811	\$1,811	\$1,811
01-429-5243	REPR/MAINT-EQUIPMENT	\$30,000	\$28,557	\$10,000	\$10,000	\$10,000
01-429-5257	REPR/MAINT-FLAGS/POLES	\$2,000	\$1,793	\$2,500	\$2,500	\$2,500
01-429-5258	REPR/MAINT-PARKS	\$46,500	\$41,710	\$46,500	\$46,500	\$46,500
01-429-5259	REPR/MAINT-SCHL GROUNDS	\$37,500	\$28,779	\$37,500	\$45,000	\$45,000
01-429-5260	REPR/MAINT-ELM TREES	\$30,000	\$29,920	\$50,000	\$50,000	\$50,000
01-429-XXXX	REPR/MAINT-REC GROUNDS	\$0	\$0	\$0	\$35,000	\$35,000
01-429-5295	OTR PROP SERV-CEMTRY CARE	\$2,500	\$0	\$2,500	\$2,500	\$2,500
01-429-5296	OTR PROP SRV-XMAS DISPLAY	\$7,000	\$5,655	\$7,000	\$7,000	\$7,000
01-429-5319	PROF/TECH-CONTRACT SERV*	\$10,000	\$8,216	\$15,000	\$15,000	\$15,000
01-429-5340	COMMUNICATION-PRINTING	\$200	\$51	\$200	\$200	\$200
01-429-5341	COMMUNICATION-TELEPHONE	\$5,000	\$5,263	\$6,000	\$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	\$61,000	\$57,262	\$80,000	\$80,000	\$80,000
01-429-5530	PUBLIC WORKS SUPPLIES	\$13,000	\$10,281	\$13,000	\$13,000	\$13,000
01-429-5710	IN-STATE TRAVEL	\$400	\$170	\$400	\$400	\$400
01-429-5730	DUES & MEMBERSHIPS	\$1,000	\$417	\$1,400	\$4,000	\$4,000
01-429-5780	ADMINSTRATIVE EXPENSES	\$1,000	\$4,495	\$1,000	\$1,000	\$1,000
	TOTAL EXPENSES	\$250,900	\$224,242	\$276,811	\$321,911	\$321,911
	TOTAL DEPARTMENTAL EXPENSES	\$1,139,245	\$1,063,061	\$1,208,797	\$1,251,933	\$1,251,933

DPW-TREE & PARKS MAINTENANCE

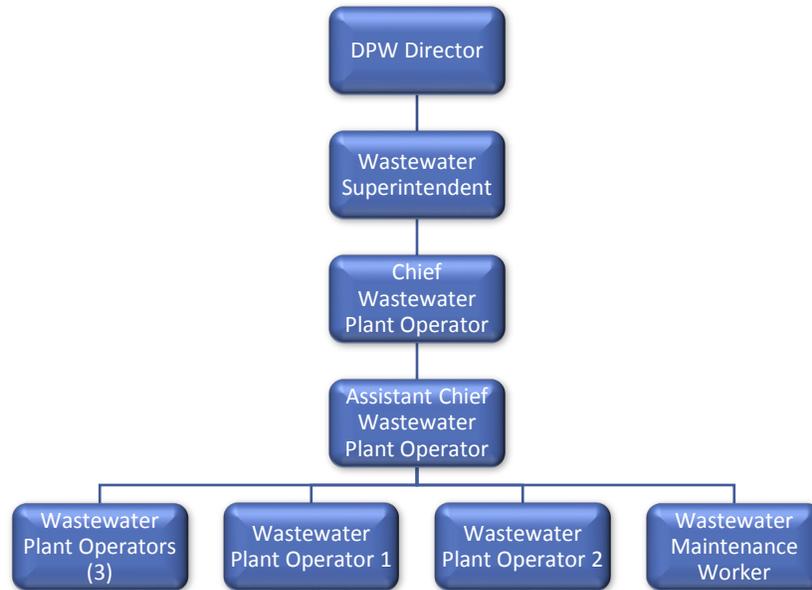
FY21 SALARIES & WAGES

DPW - TREE & PARKS MAINTENANCE - 429

	Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	9	4	PEARSON JEREMIAH	SUP PRKS & FORS	42.32	40	1,692.80	52.2	88,364	
2	24	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	7	DALLACOSTA RICHARD E	PARKS CREW LEADER	27.14	40	1,085.60	52.2	56,668	
8	26	8	4	TASSINARI MICHAEL	CREW LEADER	23.91	40	956.40	52.2	49,924	
9	26	6	7	REZENDES MICHAEL	TREE MAINT WKR	23.73	40	949.20	52.2	49,548	
10	26	6	7	GEGGATT GREGORY	TREE MAINT WKR	23.73	40	949.20	52.2	49,548	
11	26	4	7	ANDREWS MICHAEL J	PARKS LABORER	20.74	40	829.60	52.2	43,305	
12	26	4	7	REBELO JOSEPH	PARKS LABORER	20.74	40	829.60	52.2	43,305	
13	26	4	7	MEDEIROS JAMES M	PARKS LABORER	20.74	40	829.60	52.2	43,305	
14	26	4	7	MURCHISON LEON	PARKS LABORER	20.74	40	829.60	52.2	43,305	
15	26	4	7	KINSELLA KENNETH	P W LABORER	20.74	40	829.60	52.2	43,305	
16	26	4	4	O'BRIEN JR DANIEL J	LABORER	18.24	40	729.60	52.2	38,085	
17	26	6	1	VACANT	GROUNDSKEEPER/MAINT WKR	18.57	40	742.80	52.2	38,774	
						FTE	17				830,022
Salary Table 26 (DPW) **using FY20 DPW wages - only settled through FY20											



DPW - WASTEWATER DIVISION



DEPARTMENT MISSION

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

DEPARTMENT DESCRIPTION

The Wastewater Division operates and maintains the Town’s Main Wastewater Treatment Facility (WWTF) and the smaller New Silver Beach WWTF and their respective wastewater collection and transmission systems, including 11 lift stations and approximately 37 miles of sewer main. The Wastewater Division has a total of approximately 2325 sewer customers. The Wastewater Division serves the remainder of properties in Town by accepting and processing septage from their septic systems and cesspools. The Wastewater Division is responsible for compliance with groundwater discharge permits for each of its two WWTFs.

DEPARTMENT GOALS FOR FY 21

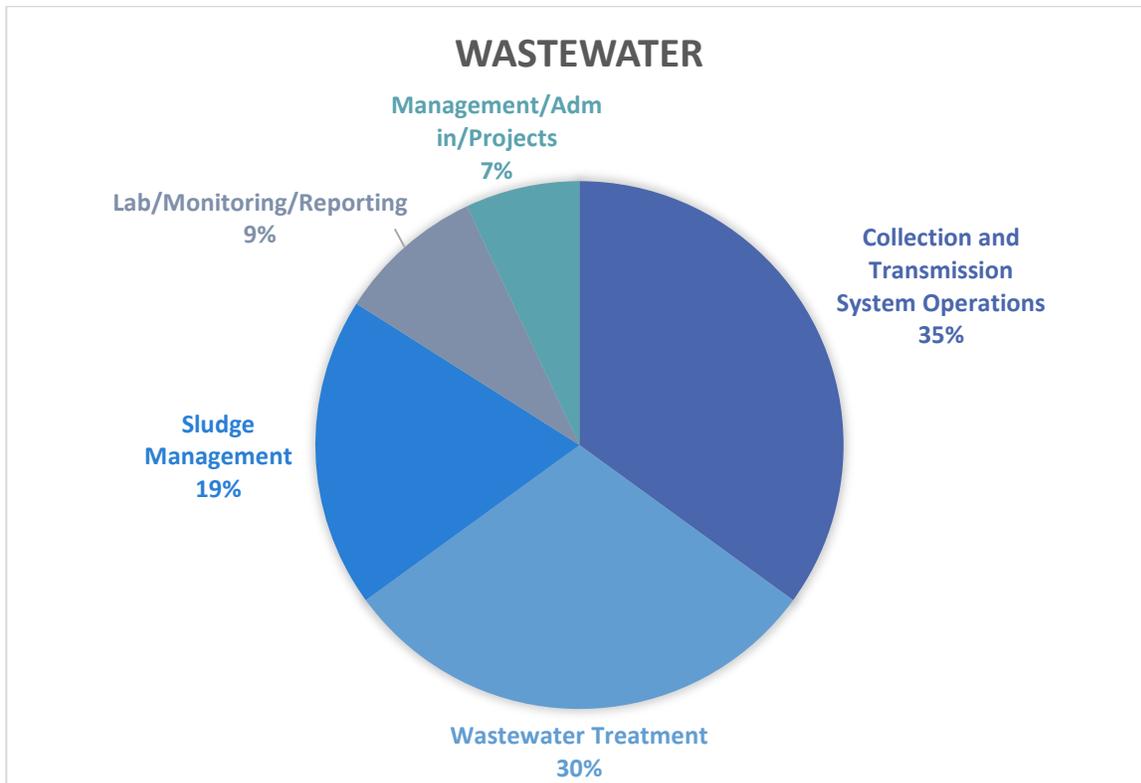
1. Manage the Town’s wastewater facilities in such a way as to meet regulatory requirements and emergency preparedness in a manner acceptable to the public. Complete and submit monthly, quarterly and semiannual reports with required WWTF and monitoring well data, demonstrating compliance.
2. Continue to work with the Department of Public Works Director, the Water Quality Management Committee and the Town’s Engineering Consultant to make progress in the Town’s Comprehensive Wastewater Management Planning (CWMP) Process; specifically, work to gain additional treated water recharge capacity, plan for additional WWTF upgrades, and define the collection and transmission system requirements for the next phases of sewerage. The Town is submitting a CWMP/Notice of Project Change Update to the Department of Environmental Protection by December of 2019; in FY 21, the Wastewater Division will work with the others listed above to submit a Targeted Watershed Management Plan to the state for the Great Pond watershed.

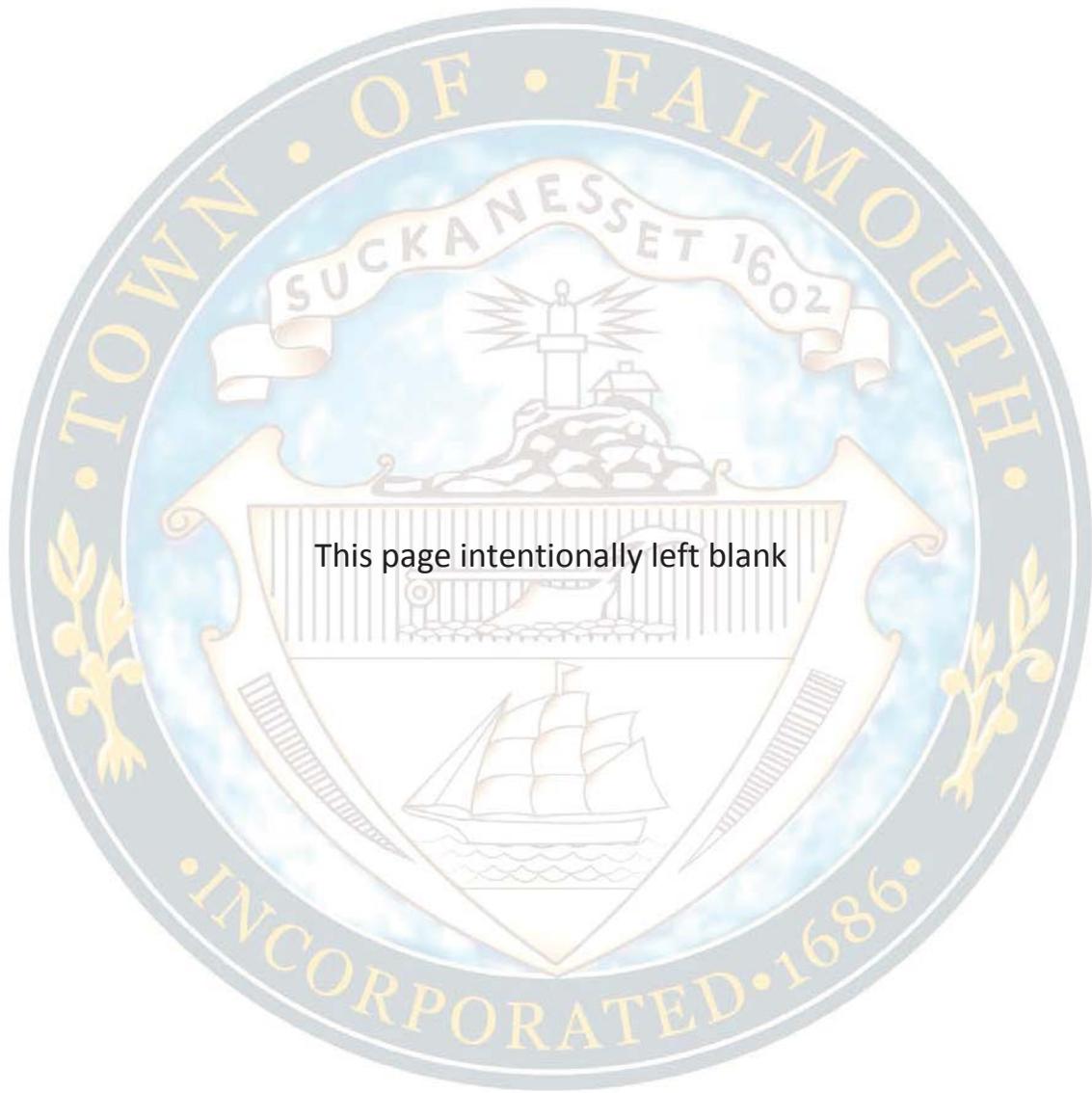
DPW - WASTEWATER DIVISION

DPW - WASTEWATER DIVISION						
		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-440-5110	SALARY & WAGES-PERMANENT	\$577,506	\$490,111	\$591,781	\$600,342	\$600,342
01-440-5130	ADDITIONAL GROSS-OVERTIME	\$49,178	\$41,768	\$48,842	\$49,562	\$49,562
TOTAL SALARIES		\$626,684	\$531,880	\$640,623	\$649,903	\$649,903
01-440-5211	ENERGY-FUEL OIL	\$10,640	\$10,890	\$10,640	\$10,640	\$10,640
01-440-5212	ENERGY-ELECTRICITY	\$240,000	\$311,785	\$275,000	\$315,000	\$315,000
01-440-5240	REPR/MAINT-OFFICE EQUIP	\$350	\$0	\$350	\$3,350	\$3,350
01-440-5243	REPR/MAINT-EQUIPMENT	\$95,000	\$179,385	\$120,000	\$120,000	\$120,000
01-440-5291	OTR PROP SRV-WELL MONITOR	\$20,000	\$13,550	\$20,000	\$20,000	\$20,000
01-440-5310	OTR PRCH SVC-SLUDG HAUL	\$210,000	\$185,424	\$210,000	\$210,000	\$210,000
01-440-5311	OTR PRCH SVC-LAB ANALYSIS	\$40,000	\$22,618	\$65,000	\$65,000	\$65,000
01-440-5319	GRINDER PUMP GENERATOR SVC	\$77,000	\$3,347	\$77,000	\$77,000	\$67,000
01-440-5340	COMMUNICATION-PRINTING	\$1,000	\$241	\$1,000	\$1,000	\$1,000
01-440-5341	COMMUNICATION-TELEPHONE	\$11,132	\$10,541	\$11,132	\$11,132	\$11,132
01-440-5342	COMMUNICATION-POSTAGE	\$500	\$274	\$500	\$500	\$500
01-440-5484	VHCLR SUPPLY-GRSE & LBRCT	\$500	\$1,556	\$500	\$500	\$500
01-440-5530	PUBLIC WORKS SUPPLIES	\$6,300	\$15,027	\$6,300	\$6,300	\$6,300
01-440-5533	PUB WKS SUPPLY-TOOLS	\$500	\$548	\$500	\$500	\$500
01-440-5535	PUB WKS SUPPLY-CHEMICALS	\$145,000	\$127,237	\$170,000	\$170,000	\$155,000
01-440-5536	PUB WKS SUPPLY-METRS/FTNGS	\$2,000	\$2,096	\$2,000	\$2,000	\$2,000
01-440-5710	IN-STATE TRAVEL	\$200	\$0	\$200	\$200	\$200
01-440-5730	DUES & MEMBERSHIPS	\$420	\$0	\$420	\$420	\$420
01-440-5781	STAFF DEVELOPMENT-LICENSE	\$3,900	\$3,234	\$8,000	\$8,000	\$8,000
TOTAL EXPENSES		\$864,442	\$887,752	\$978,542	\$1,021,542	\$996,542
TOTAL DEPARTMENTAL EXPENSES		\$1,491,126	\$1,419,632	\$1,619,165	\$1,671,445	\$1,646,445

DPW - WASTEWATER DIVISION

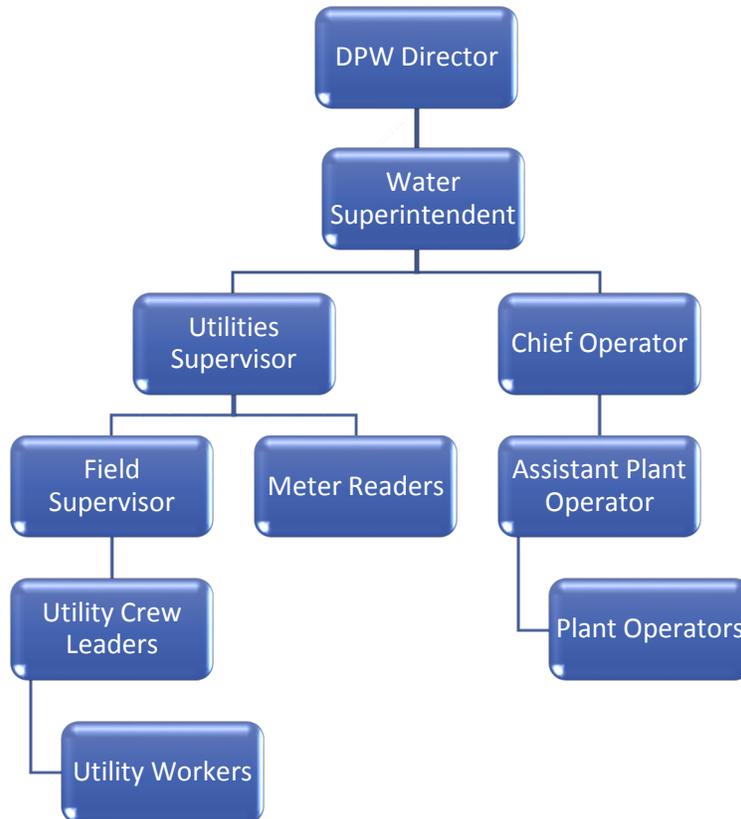
FY21 SALARIES & WAGES											
DPW WASTEWATER DIVISION - 440											
	Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Annual	
1	24	10	10	LOWELL AMY A	WSTEWATR SUPER	54.29	40	2,171.60	52.2	113,358	
2	26	15	7	PIRES CHARLES R JR	CHIEF WWTP OPR	43.21	40	1,728.40	52.2	90,222	
3	26	13	4	KELLER KRUSER	ASST CHF WWTP OPR	33.54	40	1,341.60	52.2	70,032	
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	4	MELEMED CORY	WWTP OPERATOR 1	23.91	40	956.40	52.2	49,924	
8	26	7	3	DEVIN MASSARSKY	WWTP OPERATOR 2	21.49	40	859.60	52.2	44,871	
9	26	6	7	RON MACLAUGHLIN	WW MAINT WORKER	23.73	40	949.20	52.2	49,548	
						FTE	9			600,342	
DPW WASTEWATER DIVISION - 440											
FY21 OVERTIME											
						Avg OT Rate	HRS/DAY		DAYS/YR	Annual	
				scheduled (weekends)		44.89	5.5		104.4	25,777	
				holidays		44.89	5		12	2,694	
				unscheduled / call back*		44.89	1.29		365	21,091	
										49,562	
*Assumes 9 hours of unscheduled overtime / call back per week											
										649,903	
**DPW FY20 Rates used - only settled through FY20											





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DPW – WATER DIVISION



DEPARTMENT MISSION

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

DEPARTMENT DESCRIPTION

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

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

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

DEPARTMENT GOALS

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

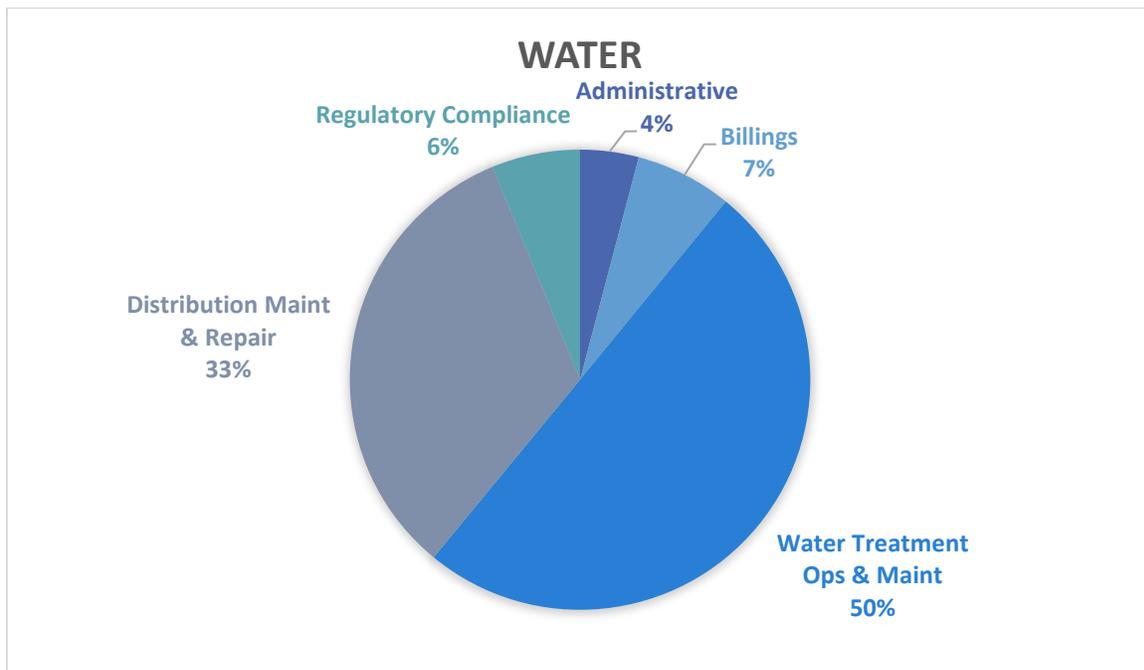
DPW – WATER DIVISION

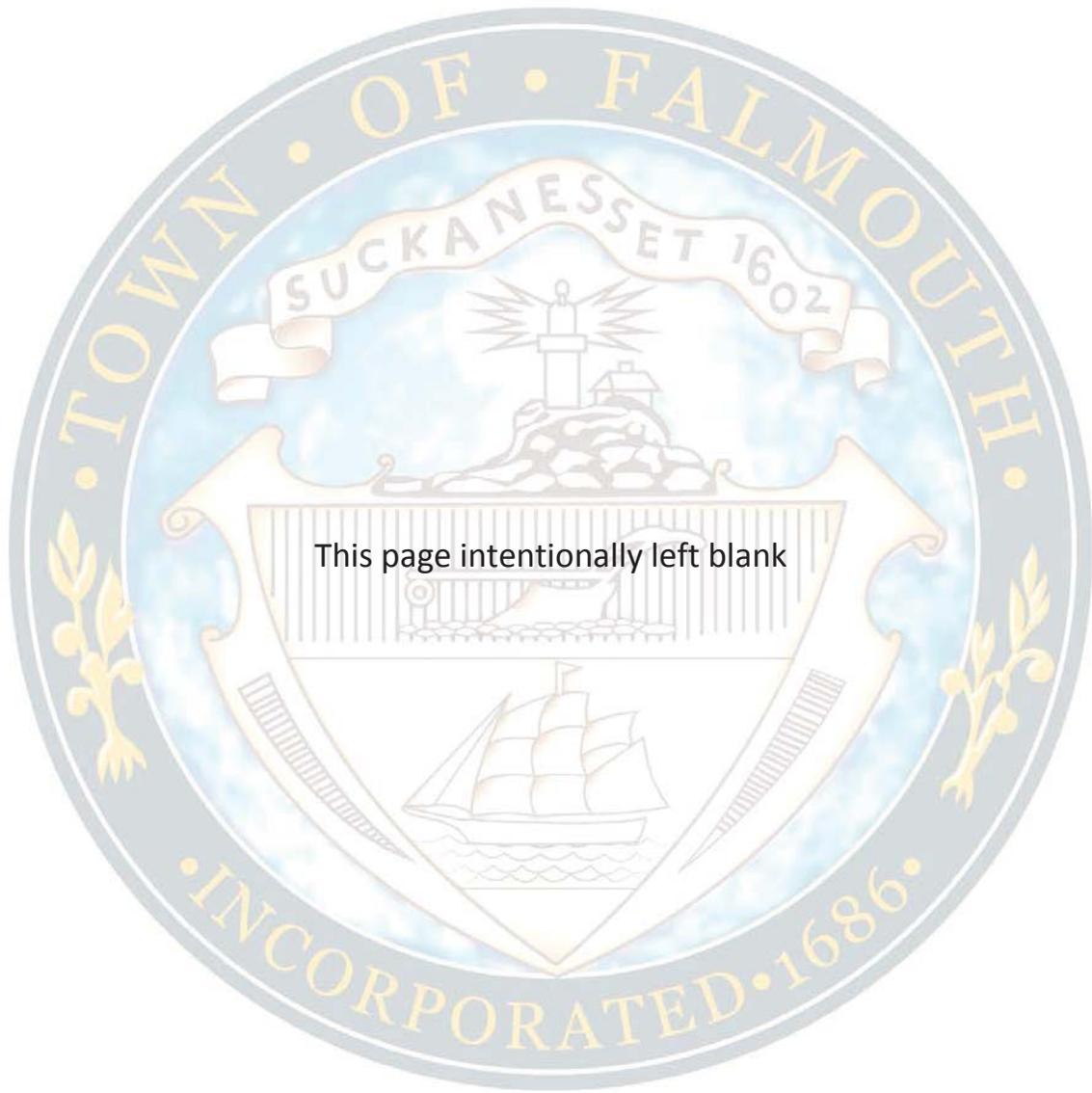
DPW - WATER DIVISION						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-450-5110	SALARY & WAGES-PERMANENT	\$1,175,506	\$946,557	\$1,201,546	\$1,235,652	\$1,235,652
01-450-5130	ADDITIONAL GROSS-OVERTIME	\$64,500	\$116,247	\$66,500	\$68,000	\$68,000
01-450-5133	ADDITIONAL GROSS-STANDBY	\$17,000	\$14,786	\$17,000	\$17,000	\$17,000
01-450-5134	ADD'L GROSS STANDBY-PLANT	\$36,000	\$40,085	\$36,000	\$36,800	\$36,800
TOTAL SALARIES		\$1,293,006	\$1,117,674	\$1,321,046	\$1,357,452	\$1,357,452
01-450-5212	ENERGY-ELECTRICITY	\$720,000	\$517,406	\$600,000	\$580,000	\$580,000
01-450-5213	ENERGY-NATURAL GAS	\$35,000	\$41,941	\$60,000	\$60,000	\$60,000
01-450-5240	REPR/MAINT-OFFICE EQUIP	\$2,000	\$2,058	\$3,500	\$3,500	\$3,500
01-450-5243	RPR/MAINTENANCE, EQUIPMEN	\$110,000	\$158,942	\$160,000	\$270,000	\$220,000
01-450-5244	REPR MAINT-WATER TANK	\$12,000	\$6,065	\$12,000	\$10,000	\$10,000
01-450-5245	REPR/MAINT WATER LINES	\$45,000	\$42,298	\$45,000	\$45,000	\$45,000
01-450-5255	REPR/MAINT-SERVICE CNCTNS	\$25,000	\$26,075	\$45,000	\$45,000	\$45,000
01-450-5256	REPR/MAINT-HYDRANTS	\$20,000	\$22,833	\$30,000	\$25,000	\$25,000
01-450-5263	REPR/MAINT-STREETS/ROADS	\$20,000	\$71,510	\$45,000	\$55,000	\$55,000
01-450-5309	PROF/TECH-ENGINEERS	\$5,000	\$13,833	\$5,000	\$10,000	\$10,000
01-450-5310	PROF/TECH LAB TESTING	\$64,000	\$63,250	\$74,000	\$74,000	\$74,000
01-450-5319	PROF/TECH-CONTRACT SERVICE	\$60,000	\$38,096	\$60,000	\$60,000	\$60,000
01-450-5340	COMMUNICATION-PRINTING	\$10,000	\$9,018	\$10,000	\$10,000	\$10,000
01-450-5341	COMMUNICATION-TELEPHONE	\$14,000	\$12,912	\$14,500	\$14,500	\$14,500
01-450-5342	COMMUNICATION-POSTAGE	\$23,000	\$20,174	\$27,500	\$23,000	\$23,000
01-450-5530	PUBLIC WORKS SUPPLIES	\$4,500	\$2,644	\$12,000	\$8,000	\$8,000
01-450-5533	PUB WKS SUPPLY-TOOLS	\$7,000	\$16,437	\$10,000	\$10,000	\$10,000
01-450-5535	PUB WKS SUPPLY-CHEMICALS	\$229,000	\$93,030	\$150,000	\$120,000	\$120,000
01-450-5536	PUB WKS SUPPLY-METRS/FTNGS	\$45,000	\$43,685	\$45,000	\$45,000	\$45,000
01-450-5537	PUB WKS SUPPLY-PIPING	\$25,000	\$25,158	\$25,000	\$25,000	\$25,000
01-450-5710	IN-STATE TRAVEL	\$300	\$0	\$300	\$300	\$300
01-450-5730	DUES & MEMBERSHIPS	\$4,000	\$3,479	\$4,000	\$4,000	\$4,000
01-450-5735	PERMITS/REGISTRATIONS	\$37,000	\$14,844	\$38,000	\$38,000	\$38,000
01-450-5781	STAFF DEVELOPMENT	\$9,000	\$9,692	\$15,000	\$10,000	\$10,000
01-450-5788	REGIONAL WTR COOPERATIVE*	\$225,000	\$181,280	\$225,000	\$225,000	\$225,000
01-450-5865	WATER METER REPLACEMENT*	\$175,000	\$169,775	\$175,000	\$175,000	\$175,000
TOTAL EXPENSES		\$1,925,800	\$1,606,434	\$1,890,800	\$1,945,300	\$1,895,300
TOTAL DEPARTMENTAL EXPENSES		\$3,218,806	\$2,724,108	\$3,211,846	\$3,302,752	\$3,252,752

DPW – WATER DIVISION

FY21 SALARIES & WAGES

DPW WATER DIVISION - 450													
	Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total			
1	24	10	10	RAFFERTY STEPHEN	WATER SUPER	54.29	40	2,171.60	52.2	113,358			
2	26	15	6	POWERS GREGORY	WTR UTIL SUPER	41.54	40	1,661.60	52.2	86,736			
3	26	15	3	VEZINA MATTHEW	CHIEF OPERATOR WTP	36.92	40	1,476.80	52.2	77,089			
4	26	13	6	MOITOZA MARK R	ASST CHIEF OPER	36.28	40	1,451.20	52.2	75,753			
5	26	12	7	VACANT	ASST WTR UTIL S	35.49	40	1,419.60	52.2	74,103			
6	26	10	5	REGHITTO MICHAEL	WATER PLANT OPR	28.47	40	1,138.80	52.2	59,445			
7	26	10	5	GERVASI MICHAEL J	WATER PLANT OPER.	28.47	40	1,138.80	52.2	59,445			
8	26	10	2	VACANT	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	3	ATKINSON CRAIG	CREW LEADR	22.99	40	919.60	52.2	48,003			
13	26	8	2	VACANT	WATER PLANT OPR	22.11	40	884.40	52.2	46,166			
14	26	6	6	GARDINER BRIAN	UTIL MAINT WKR	22.59	40	903.60	52.2	47,168			
15	26	6	4	GOMES JOSEPH	UTIL MAINT WKR	20.89	40	835.60	52.2	43,618			
16	26	6	4	ROGERS RICHARD	UTIL MAINT WKR	20.89	40	835.60	52.2	43,618			
17	26	6	2	VACANT	UTILITIES MAINT	19.31	40	772.40	52.2	40,319			
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	5	SIMMONS CHRISTINE	ADMIN ASSIST.	30.79	37.5	1,154.63	52.2	60,271			
22	11	8	2	TROPEANO DAYLENE	POA BILLING COOR.	25.59	37.5	959.63	52.2	50,092			
						FTE	22				1,235,652		
				DPW FY20 Rates used - contract only settled through FY20									



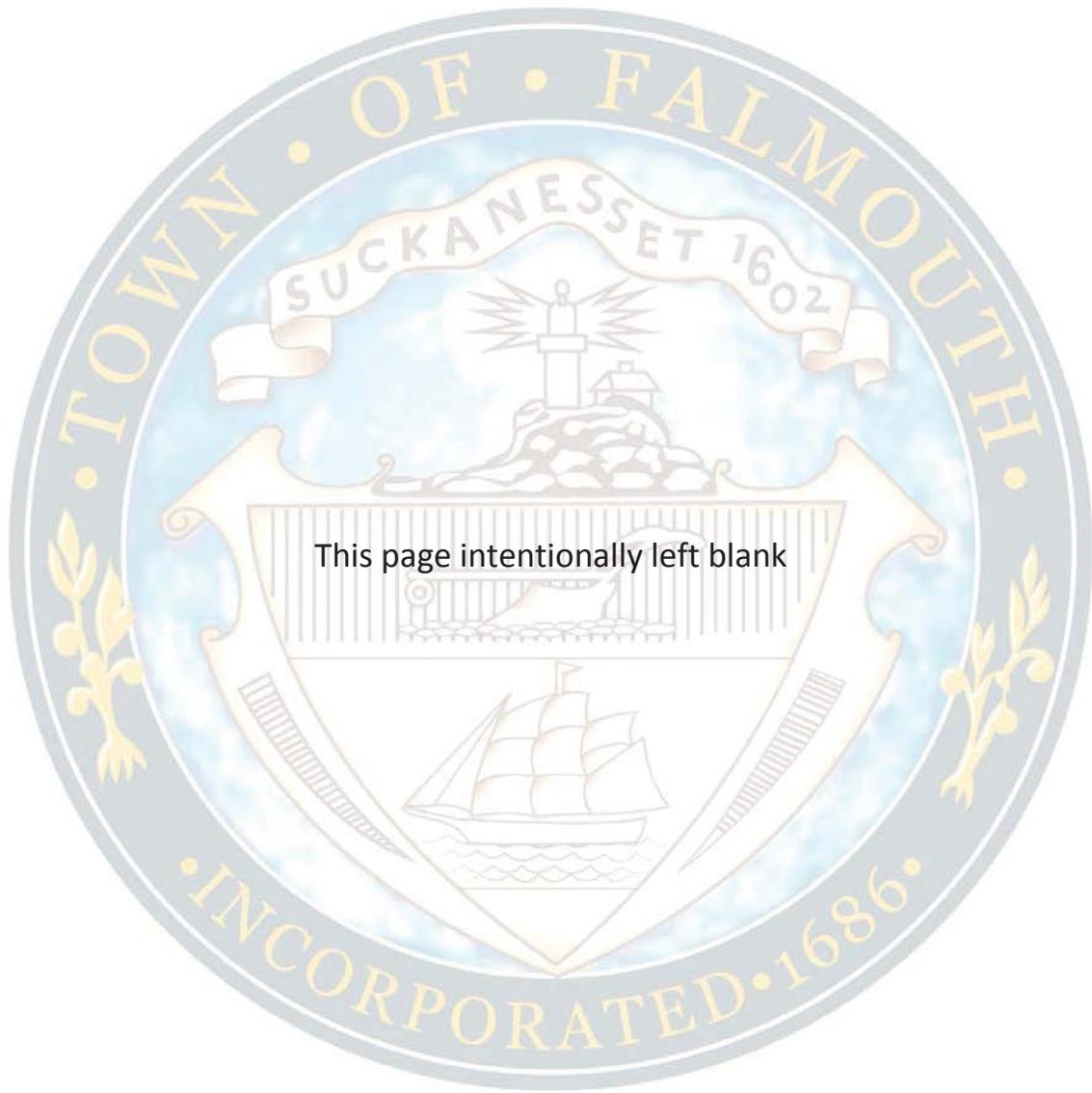


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RENEWABLE ENERGY

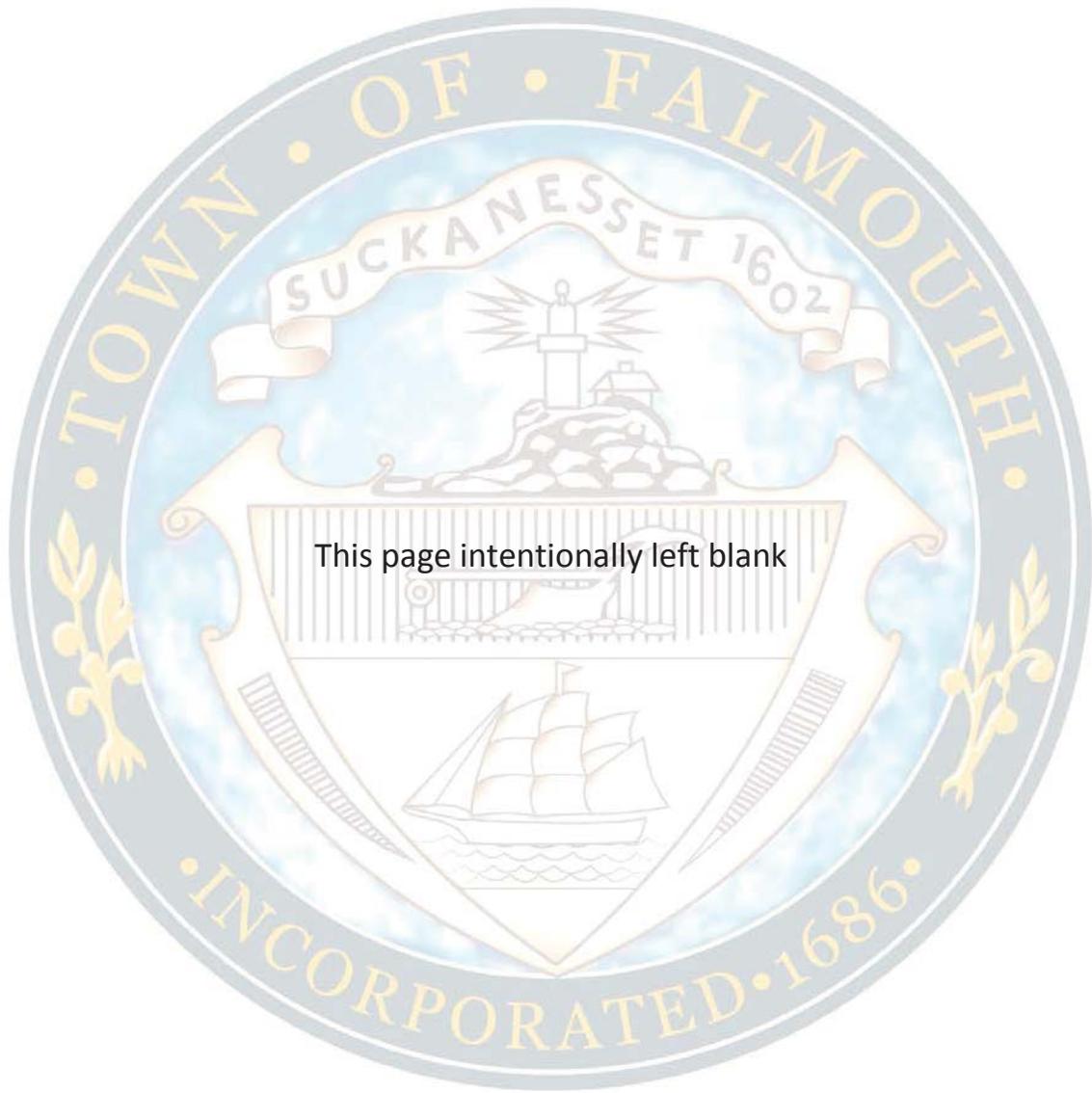
<i>RENEWABLE ENERGY</i>						
		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-460-5243	REPR/MAINT-EQUIPMENT	\$5,000	\$925	\$5,000	\$5,000	\$5,000
01-460-5319	PROF/TECH-CONTRACTUAL	\$28,658	\$21,257	\$28,658	\$28,658	\$28,658
01-460-5341	COMMUNICATION-TELEPHONE	\$0	\$1,793	\$1,824	\$1,824	\$1,824
TOTAL EXPENSES		\$33,658	\$23,975	\$35,482	\$35,482	\$35,482

* The Town is evaluating options for the wind turbines. Maintenance of the turbines and cable communication with the turbines is required to keep them in working order until their final disposition is determined.



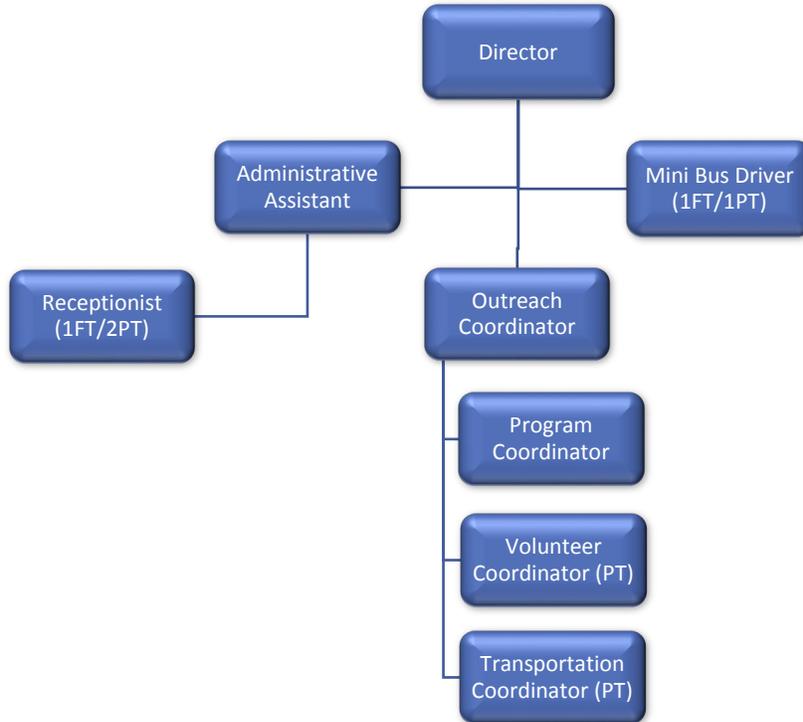
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**COMMUNITY SERVICES
BUDGET**



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SENIOR SERVICES



DEPARTMENT MISSION

The mission of the Falmouth 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: Expand hours of operation of the new center.
2. Outreach: Enhance the level of outreach services to Falmouth's frailest and vulnerable senior residents.

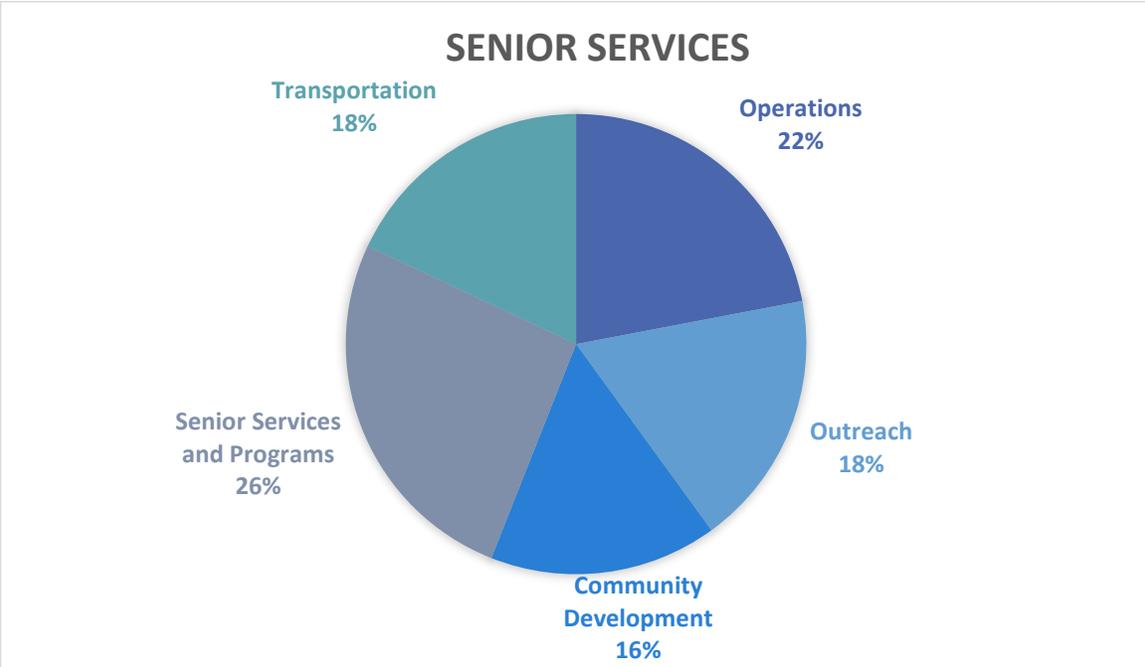
SENIOR SERVICES

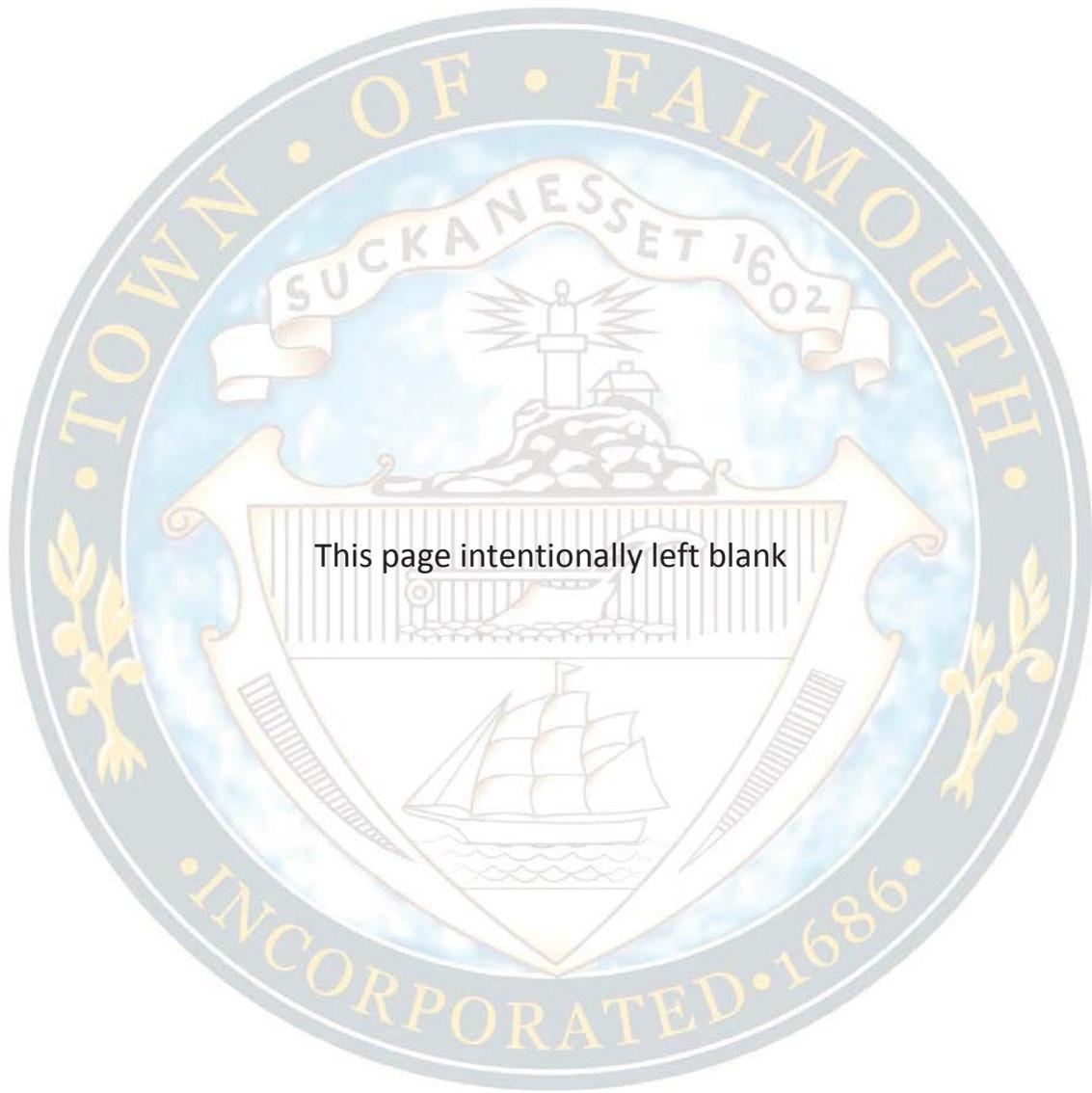
3. Community Development: Improve communications, public relations, networking and education to connect older adults, their families and caregivers to the programs, resources and services available that specifically support senior needs.
4. Programming: Build collaborative efforts with other local organizations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

SENIOR SERVICES						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-541-5110	SALARY & WAGES-PERMANENT	\$246,940	\$213,911	\$280,322	\$358,177	\$358,177
01-541-5120	SALARY & WAGES-TEMP/VAC	\$11,500	\$0	\$11,500	\$94,000	\$51,000
TOTAL SALARIES		\$258,440	\$213,911	\$291,822	\$452,177	\$409,177
01-541-5212	ENERGY-ELECTRICITY	\$2,650	\$2,649	\$13,000	\$26,000	\$26,000
01-541-5213	ENERGY-NATURAL GAS	\$3,150	\$2,730	\$15,000	\$30,000	\$30,000
01-541-5243	REPR/MAINT-EQUIPMENT	\$2,750	\$787	\$2,750	\$2,750	\$2,750
01-541-5319	PROF/TECH-CONT SERV	\$0	\$0	\$0	\$62,000	\$60,000
01-541-5340	COMMUNICATION-PRINTING	\$425	\$524	\$425	\$425	\$425
01-541-5341	COMMUNICATION-TELEPHONE	\$2,300	\$2,419	\$2,300	\$4,700	\$4,700
01-541-5342	COMMUNICATION-POSTAGE	\$4,500	\$2,225	\$4,500	\$4,500	\$4,500
01-541-XXXX	OTR PRCH SERV-PROGRAMS	\$0	\$0	\$0	\$71,500	\$0
01-541-5420	OFFICE SUPPLIES	\$725	\$189	\$3,000	\$3,000	\$3,000
01-541-5584	OTHER SUPPLIES-DEPARTMENT	\$850	\$558	\$3,000	\$3,000	\$3,000
01-541-5710	IN-STATE TRAVEL	\$1,200	\$478	\$1,200	\$1,200	\$1,200
01-541-5730	DUES & MEMBERSHIPS	\$2,600	\$391	\$3,100	\$3,500	\$3,500
TOTAL EXPENSES		\$21,150	\$12,951	\$48,275	\$212,575	\$139,075
TOTAL DEPARTMENTAL EXPENSES		\$279,590	\$226,862	\$340,097	\$664,752	\$548,252
**November 2019 Annual Town Meeting - Article 13 - Supplement the FY20 Budget \$100,000				\$440,097		

SENIOR SERVICES - 541										
Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
124	8	10	BISHOP JILL D	COA DIRECTOR	45.91	40	1,836.40	52.2	95,860	
224	4	2	HADDAD LAUREN E	OUTREACH COORD	27.21	40	1,088.40	52.2	56,814	
311	9	5	COYNE KATHLEEN A	ADMIN ASST	30.79	37.5	1,154.63	52.2	60,271	
511	8	2	VACANT (NEW FY20)	PROGRAM COORDINATOR	25.59	40	1,023.60	52.2	53,432	
611	6	5	MONIZ LINDA M	MINI BUS DRIVER	25.14	40	1,005.60	52.2	52,492	
711	6	1	VACANT (Unfunded)	MINI BUS DRIVER						
811	5	1	POSITION REQUEST	RECEPTIONIST	20.08	37.5	753.00	52.2	39,307	
						FTE	6			358,177

SENIOR SERVICES





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VETERANS' SERVICES



DEPARTMENT MISSION

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

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

DEPARTMENT DESCRIPTION

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

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

The eligibility criteria for State and Federal benefits vary according to source and type of benefit. Inquires 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.

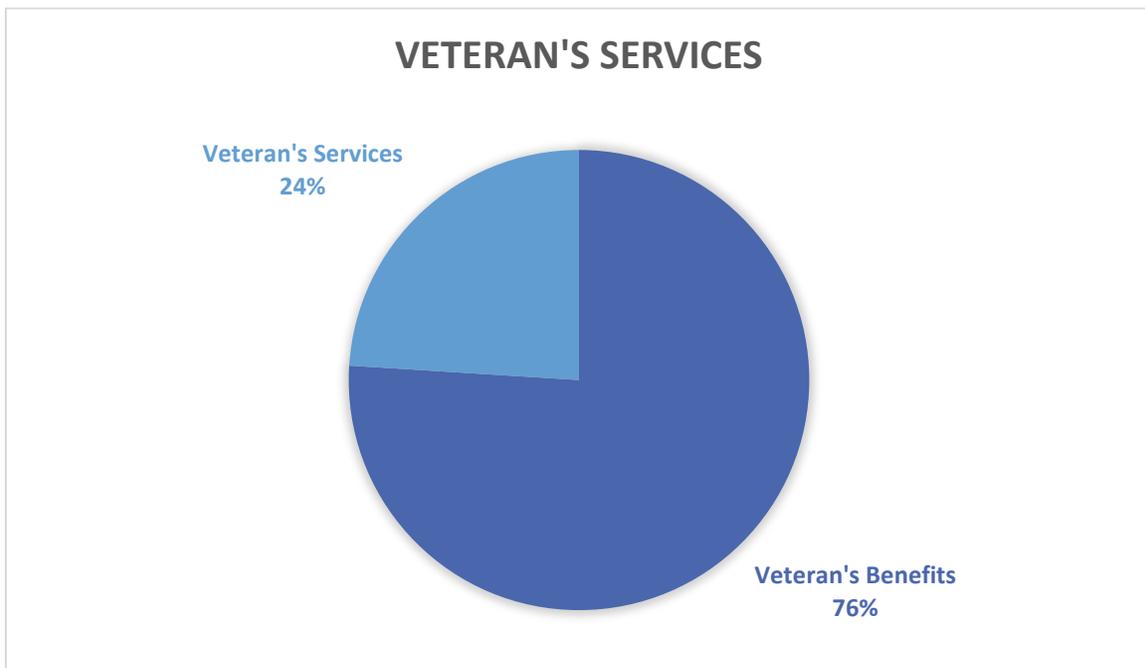
1. **Integrity:** Act with high moral principle. Adhere to the highest professional standards. Maintain the trust and confidence of all with whom I engage.
2. **Commitment:** Work diligently to serve Veterans and other beneficiaries. Be driven by an earnest belief in VA's mission. Fulfill my individual 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

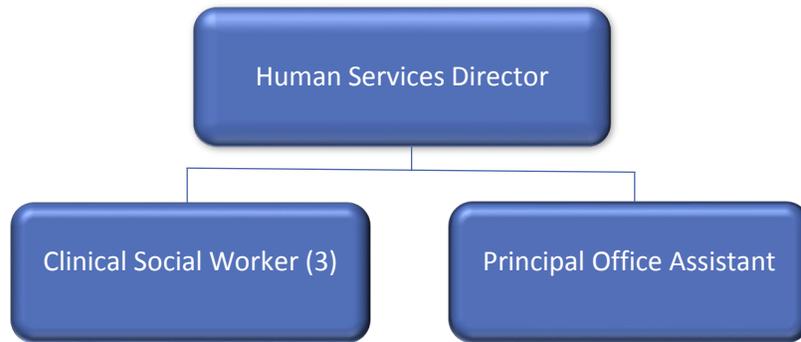
VETERAN'S SERVICES						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-543-5110	SALARY & WAGES-PERMANENT	\$128,702	\$128,209	\$132,585	\$137,518	\$137,518
01-543-5130	ADDITIONAL GROSS-OVERTIME	\$1,200	\$1,182	\$1,500	\$1,500	\$1,500
TOTAL SALARIES		\$129,902	\$129,390	\$134,085	\$139,018	\$139,018
01-543-5261	REPR/MAINT-MONUMENTS	\$2,000	\$1,184	\$2,000	\$2,000	\$2,000
01-543-5295	OTR PROP SRV-GRAVE MAINT*	\$1,200	\$1,055	\$1,200	\$1,200	\$1,200
01-543-5340	COMMUNICATION-PRINTING	\$300	\$319	\$300	\$350	\$350
01-543-5341	COMMUNICATION-TELEPHONE	\$200	\$646	\$700	\$700	\$700
01-543-5342	COMMUNICATION-POSTAGE	\$700	\$500	\$700	\$700	\$700
01-543-5420	OFFICE SUPPLIES	\$0	\$68	\$1,000	\$1,000	\$1,000
01-543-5584	OTR SUPPLY-VET'S COUNCIL*	\$3,000	\$2,268	\$3,000	\$3,000	\$3,000
01-543-5710	IN-STATE TRAVEL	\$500	\$0	\$500	\$500	\$500
01-543-5770	VETS ORDINARY BENEFITS*	\$450,000	\$415,568	\$450,000	\$450,000	\$450,000
01-543-5781	STF DVLPMENT-MA VETS CNFR	\$500	\$362	\$500	\$500	\$500
TOTAL EXPENSES		\$458,400	\$421,971	\$459,900	\$459,950	\$459,950
TOTAL DEPARTMENTAL EXPENSES		\$588,302	\$551,361	\$593,985	\$598,968	\$598,968

FY21 SALARIES & WAGES										
VETERAN'S SERVICES - 543				Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total
1	25	5	10	LINCOLN DORRANCE JR	DIRECTOR OF VET	38.88	40	1,555.20	52.2	81,181
2	11	8	5	CADOGAN JULIE	PRIN OFFCE ASST	28.78	37.5	1,079.25	52.2	56,337
						FTE	2			137,518

*AFSCME B Using FY20 Table - contract only settled through FY20



HUMAN SERVICES



DEPARTMENT MISSION

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

DEPARTMENT DESCRIPTION

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

- Initial needs assessment, mental health counseling, 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

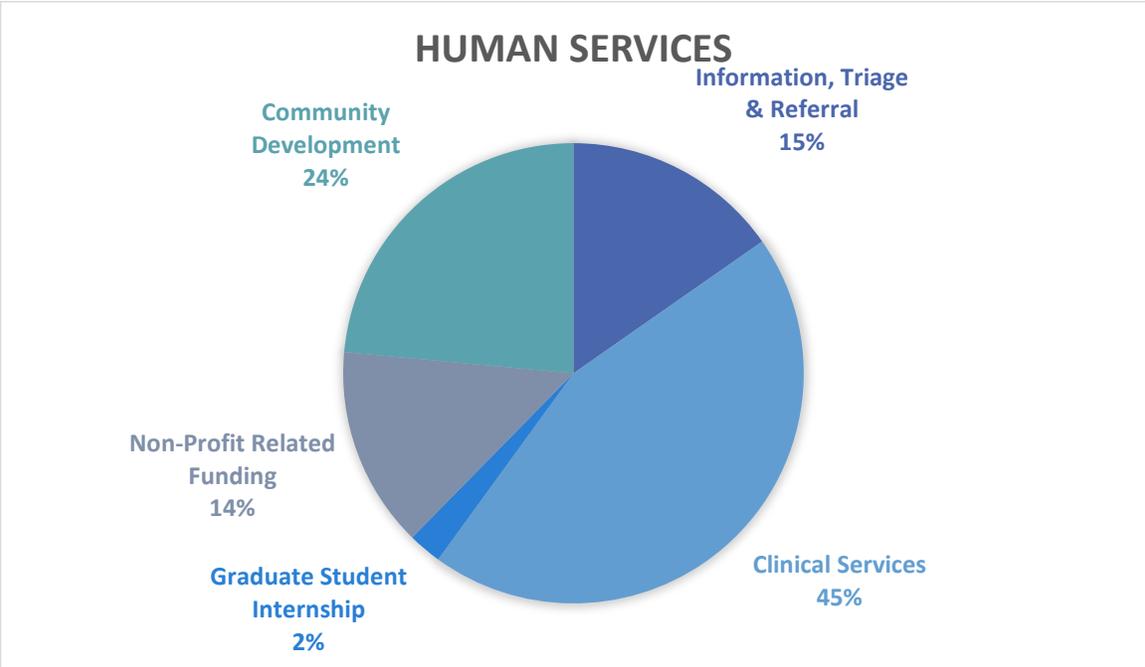
1. To ensure that all Falmouth residents and town employees have access to comprehensive assessment and therapeutic mental health and/or substance abuse services to enable optimal functioning in their daily lives.
2. To enhance communication and promote collaboration among town departments, schools, 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.

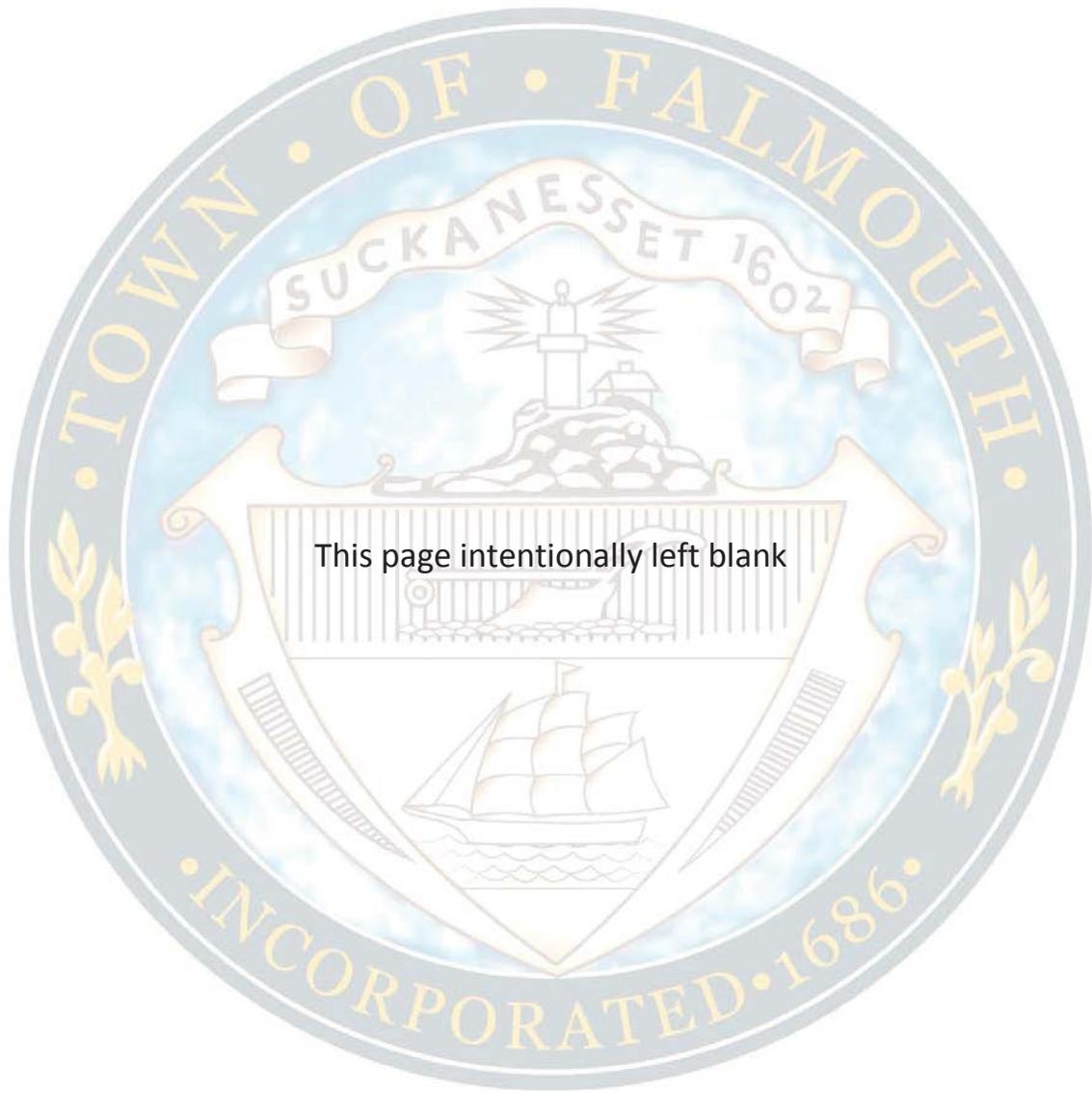
HUMAN SERVICES

HUMAN SERVICES DEPARTMENT						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-599-5110	SALARY & WAGES-PERMANENT	\$343,003	\$318,565	\$350,222	\$379,790	\$379,790
TOTAL SALARIES		\$343,003	\$318,565	\$350,222	\$379,790	\$379,790
01-599-5240	REPR/MAINT-OFFICE EQUIP	\$2,550	\$1,274	\$2,500	\$2,500	\$2,500
01-599-5270	RENTL/LEASE-BUILDING	\$28,620	\$28,620	\$29,479	\$29,479	\$29,479
01-599-5319	PROF/TECH INTERPRETER	\$1,000	\$0	\$1,000	\$1,000	\$1,000
01-599-5340	COMMUNICATION-PRINTING	\$850	\$701	\$850	\$850	\$850
01-599-5341	COMMUNICATION-TELEPHONE	\$900	\$811	\$900	\$900	\$900
01-599-5342	COMMUNICATION-POSTAGE	\$300	\$300	\$300	\$300	\$300
01-599-5345	COMMUNICATION-ALARM	\$360	\$340	\$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*	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
01-599-5387	OTR PRCH SERV-OUTMIGRATION PRVN*	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
01-599-5391	OTR PRCH SRV-SUB ABUSE COMM*	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
01-599-5392	OTR PRCH SRV-SUB ABUSE*	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
01-599-5399	OTR PRCH SRV-HOMLESSPREVN*	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
01-599-5420	OFFICE SUPPLIES	\$1,600	\$1,857	\$1,600	\$1,800	\$1,800
01-599-5711	AUTO ALLOWANCE	\$2,500	\$2,353	\$2,500	\$2,500	\$2,500
01-599-5730	DUES & MEMBERSHIPS	\$220	\$188	\$220	\$320	\$320
01-599-5781	STAFF DEVELOPMENT	\$1,200	\$2,315	\$2,075	\$2,000	\$2,000
TOTAL EXPENSES		\$135,100	\$133,757	\$136,784	\$137,009	\$137,009
TOTAL DEPARTMENTAL EXPENSES		\$478,103	\$452,323	\$487,006	\$516,799	\$516,799

FY21 SALARIES & WAGES											
HUMAN SERVICES - 599											
Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total		
1	24	9	9	HAUPTMANN SUZANNE K	DIRECTOR H S	49.04	40	1,961.60	52.2	102,396	
2	24	6	10	ABBOTT MARK A	CLINCL SOCL WRK	41.64	37.5	1,561.50	52.2	81,510	
3	24	6	10	RODGERS ELIZABETH	CLINICAL SOCIAL	41.64	37.5	1,561.50	52.2	81,510	
4	24	6	9	DELAUTER DIANE*	CLINICAL SOC WK	40.43	27.5	1,111.83	52.2	58,037	
5	11	8	5	CLONDAS SUSAN J	PRIN OFF ASST	28.78	37.5	1,079.25	52.2	56,337	
						FTE	4.8				379,790

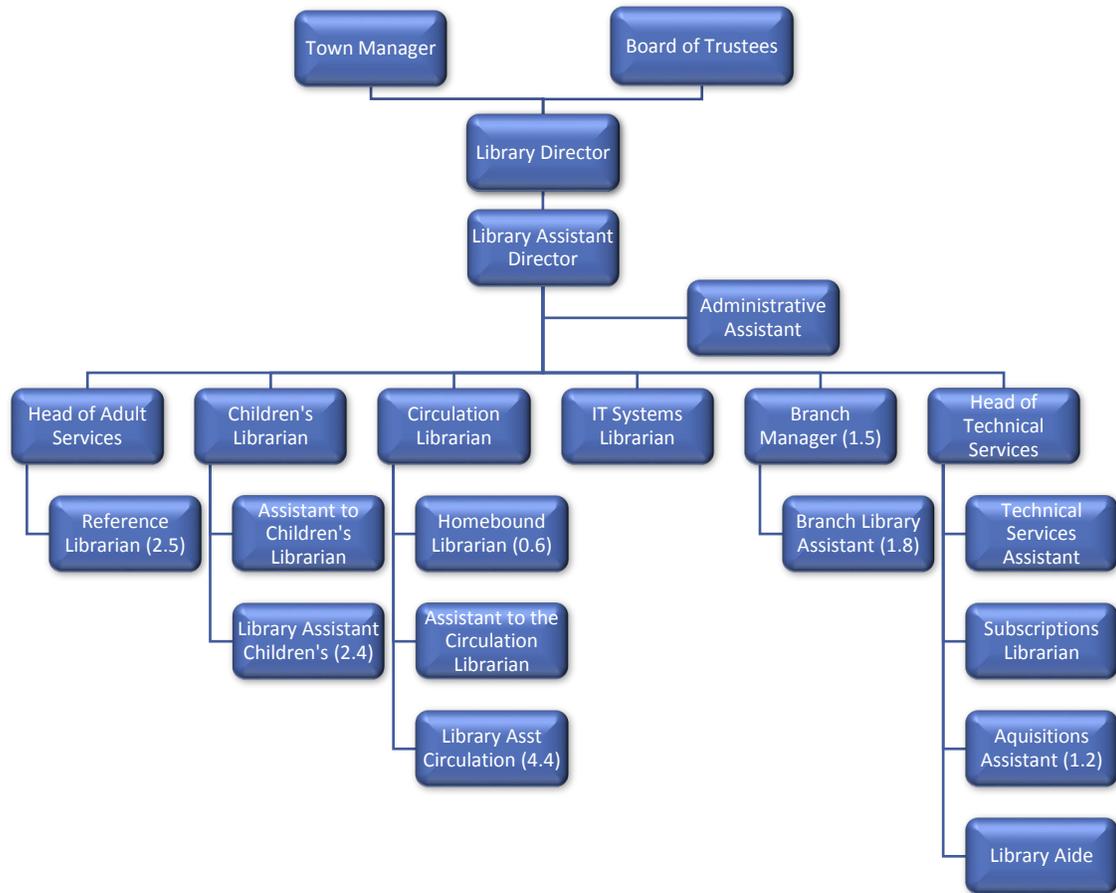
HUMAN SERVICES





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PUBLIC LIBRARY



DEPARTMENT MISSION

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

DEPARTMENT DESCRIPTION

The Library supports a population of 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 information technology
3. Respond to needs identified by the community for literacy in the use of the library collections, resources, and services
4. Preserve and provide access to local collections through on-going digitization of unique materials

PUBLIC LIBRARY

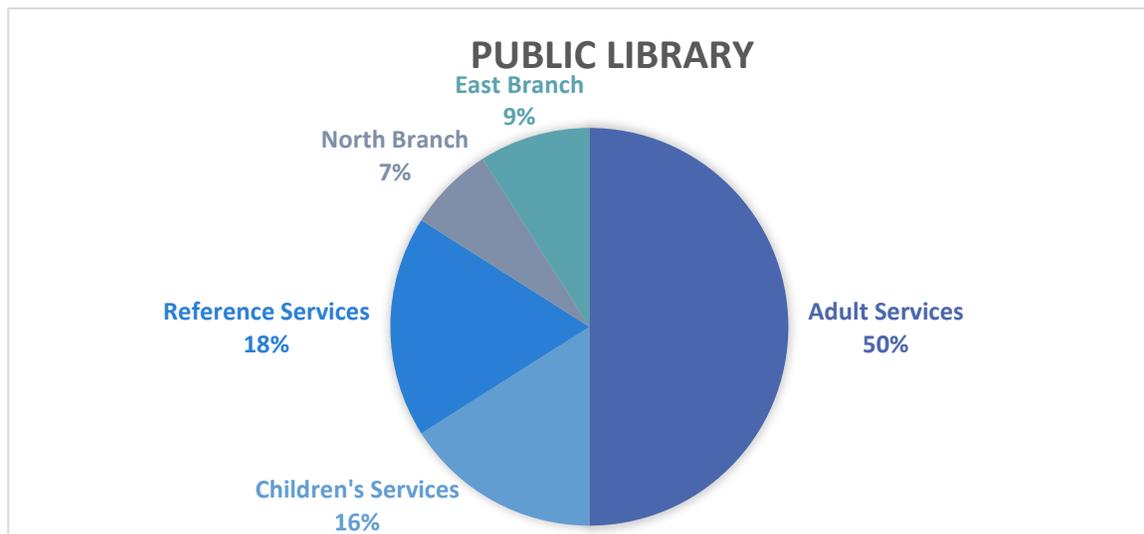
PUBLIC LIBRARY						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-610-5110	SALARY & WAGES-PERMANENT	\$1,518,687	\$1,492,873	\$1,571,397	\$1,610,350	\$1,610,350
TOTAL SALARIES		\$1,518,687	\$1,492,873	\$1,571,397	\$1,610,350	\$1,610,350
01-610-5211	ENERGY-FUEL OIL	\$3,650	\$3,138	\$3,000	\$3,500	\$3,500
01-610-5212	ENERGY-ELECTRICITY	\$78,000	\$63,061	\$75,000	\$70,000	\$70,000
01-610-5213	ENERGY-NATURAL GAS	\$12,000	\$12,485	\$12,000	\$12,500	\$12,500
01-610-5243	REPR/MAINT-EQUIPMENT	\$1,500	\$3,070	\$1,500	\$3,000	\$3,000
01-610-5271	RENTL/LEASE-EQUIPMENT	\$200	\$0	\$200	\$200	\$200
01-610-5318	PROFSL/TECHNCL-LIBRARY-W FAL*	\$19,313	\$19,313	\$19,313	\$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	\$3,021	\$3,100	\$3,100	\$3,100
01-610-5342	COMMUNICATION-POSTAGE	\$1,800	\$1,341	\$1,800	\$1,400	\$1,400
01-610-5346	COMMUNICATION-COMPTR LINE	\$1,800	\$1,750	\$1,800	\$1,800	\$1,800
01-610-5347	COMMUNICATION-COP RES SHR	\$67,243	\$66,336	\$65,500	\$60,042	\$60,042
01-610-5380	OTR PRCH SRV-CNTRCT SRVC	\$16,500	\$19,301	\$20,500	\$24,500	\$24,500
01-610-5510	EDUC SUPLY-BOOKS *	\$269,455	\$269,455	\$262,488	\$267,616	\$267,616
01-610-5580	OTHER SUPPLIES-LIBRARY	\$14,000	\$17,890	\$15,000	\$17,000	\$17,000
01-610-5582	OTHER SUPPLIES-COMPUTER	\$11,000	\$9,955	\$12,000	\$11,000	\$11,000
01-610-5711	AUTO ALLOWANCE	\$2,000	\$2,140	\$2,000	\$2,000	\$2,000
01-610-5730	DUES & MEMBERSHIPS	\$300	\$215	\$300	\$300	\$300
01-610-5875	TECHNOLOGY	\$11,000	\$11,686	\$11,000	\$12,000	\$12,000
TOTAL EXPENSES		\$532,074	\$523,469	\$525,814	\$528,584	\$528,584
TOTAL DEPARTMENTAL EXPENSES		\$2,050,761	\$2,016,342	\$2,097,211	\$2,138,934	\$2,138,934

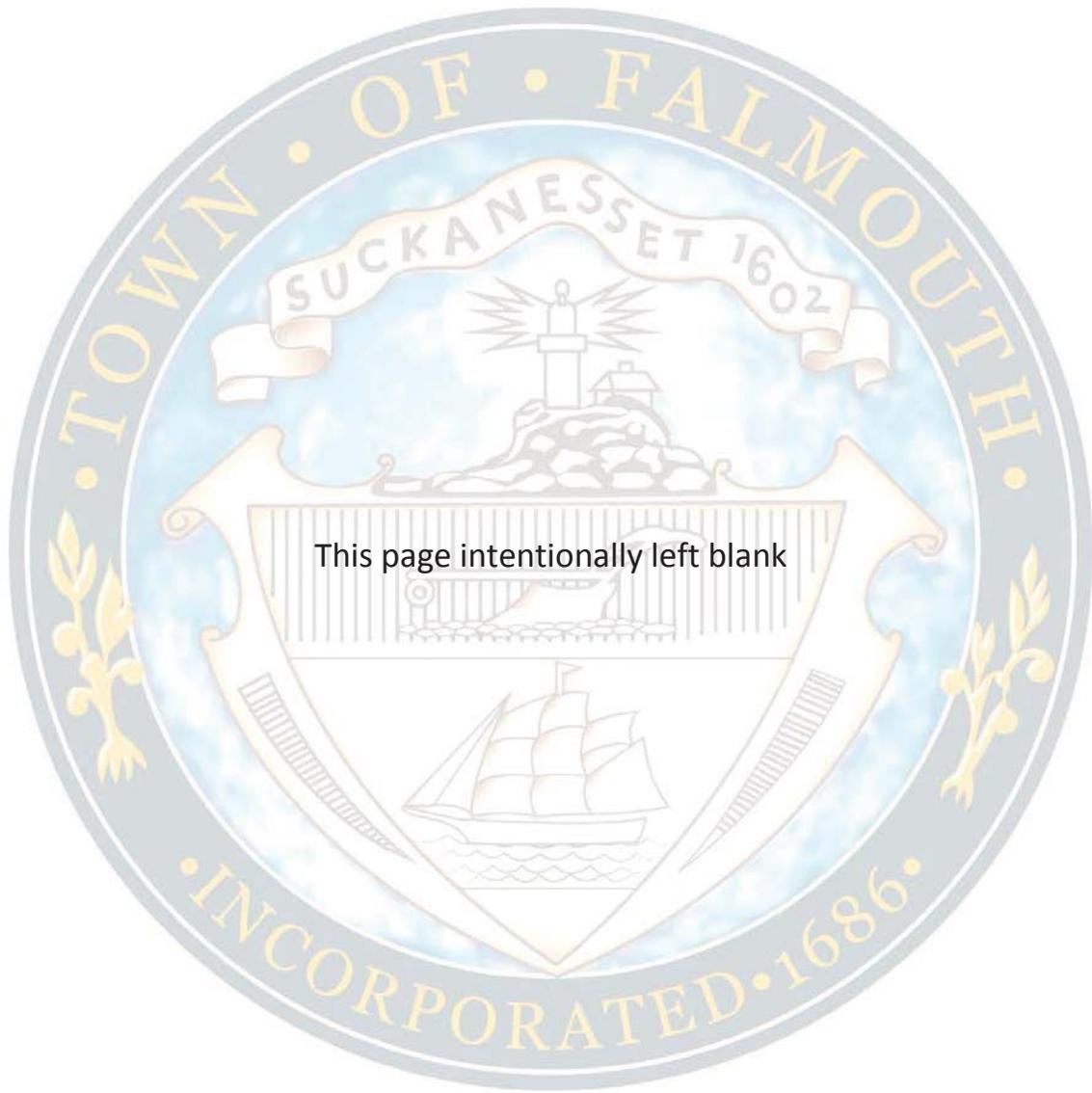
PUBLIC LIBRARY

FY21 SALARIES & WAGES

PUBLIC LIBRARY - 610											
	Group	Grade	FY21 STEP	Name	Job Title	Rate	Hours	weekly	Wks	Total	
1	22	6	7	AIKEN CAROLINE M	LIBASST OVERDUE (CIRC)	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	3	ASLANIAN PAUL G	LIB ASST CIRC	20.31	14	284.34	52.2	14,843	
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	9	COLLINS LINDA E	LIBRARY DIRECTOR	52.73	40	2,109.20	52.2	110,100	
9	22	10	7	COOK PETER D	INFO SYSTEMS LI	31.18	37.5	1,169.25	52.2	61,035	
10	22	6	5	COUCH CHRISTIE	TECH SERV ASST	21.99	26	571.74	52.2	29,845	
11	22	11	7	DEWALL KIMBERY	TECH SERV LIBR	33.36	37.5	1,251.00	52.2	65,302	
12	22	8	7	DURIVAGE DARRYL J.	TECH SERV ASSOC	27.23	20	544.60	52.2	28,428	
13	22	11	7	ERICKSON JILL	ADLT SERV REF L	33.36	37.5	1,251.00	52.2	65,302	
14	22	9	7	FARLAND ELIZABETH	ADMIN ASSISTANT	29.14	37.5	1,092.75	52.2	57,042	
15	22	10	7	FORD LAURA E S	CHILDRENS LIBRY	31.18	37.5	1,169.25	52.2	61,035	
16	22	6	5	GARDNER JANET	AQU ASST	21.99	23	505.77	52.2	26,401	
17	23	3	3	HARPER JEANNE	LIB AIDE	16.58	10	165.80	52.2	8,655	
18	22	10	3	HENKEN SUSAN	REF LIBRARIAN	26.65	37.5	999.38	52.2	52,167	
19	22	6	3	HOWLAND LISA	LIB ASST CHILD	20.33	20	406.60	52.2	21,225	
20	22	8	7	HUNT KIM	SUBS LIBRN	27.23	37.5	1,021.13	52.2	53,303	
21	22	6	7	HUSSEY SANDRA	LIB ASST-CHILD	23.79	28	666.12	52.2	34,771	
22	22	10	7	LEE FAITH R	REF LIB	31.18	37.5	1,169.25	52.2	61,035	
23	23	6	2	LEMOYNE ANNEMARIE	LIB AST/ON-CALL	19.54	13	254.02	52.2	13,260	
24	23	3	6	LITTLE JOSIE	LIBRARY AID	18.65	10	186.50	52.2	9,735	
25	23	6	7	LYNCH CHRISTINE M	LIB ASST CIRC	23.77	15	356.55	52.2	18,612	
26	22	7	5	MAURER JOSEPH	LIB ASST CIRC	23.53	37.5	882.38	52.2	46,060	
27	22	6	7	MCCAVITT NICOLAS O	ACQUIS ASST-REC	23.79	20	475.80	52.2	24,837	
28	22	10	7	McNEE LAURIE	SUPERVISR-NORTH	31.18	24.5	763.91	52.2	39,876	
28	22	6	7	MURPHY MARTHA B	LIB ASST CHILD	23.79	29	689.91	52.2	36,013	
29	23	7	3	O'CONNOR JESSICA	LIB AIDE (LIB ASST-NORTH)	21.75	17	369.75	52.2	19,301	
30	22	7	7	ROSE GAIL	LIB ASST ILL	25.45	37.5	954.38	52.2	49,818	
31	22	7	7	SKINNER DONNA	LIB ASST CHILD	25.45	37.5	954.38	52.2	49,818	
32	23	3	3	STERNER DENISE	LIB AIDE	16.58	10	165.80	52.2	8,655	
33	22	6	7	WALBERT REBEKAH	LIB ASST/ARAV	23.79	37.5	892.13	52.2	46,569	
34	22	6	7	WALSH, STEPHEN	LIB ASST CIR	23.79	32	761.28	52.2	39,739	
35	24	8	9	WOODWARD JENNIFER	ASST LIBRARY DIR	44.58	40	1,783.20	52.2	93,083	
36	22	8	7	WOOL LAURA	LIB TO HMEBOUND	27.23	24	653.52	52.2	34,114	
				SEASONAL/SUB HELP						8,833	
				SHIFT DIFFERENTIAL	\$2.00/HR @ 56 HRS/WK				52.2	5,846	
				SUNDAY HOURS						24,407	
				MORNING HOURS						34,000	
						FTE	28.3				1,610,350

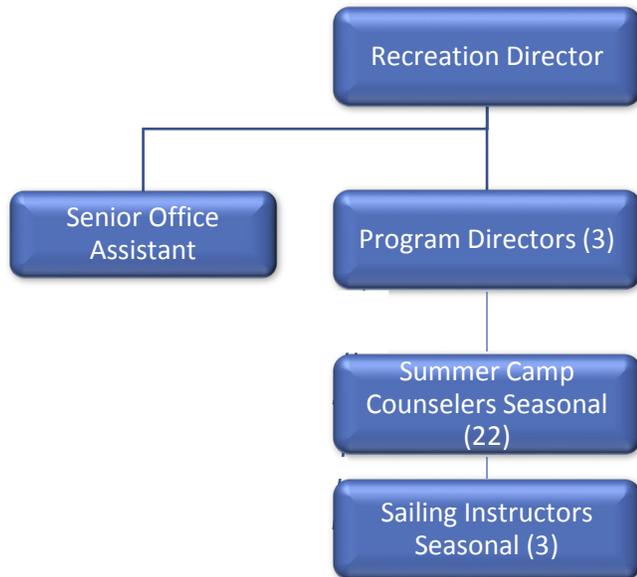
*LIBRARY/NON-ALIGNED FY20 SALARY TABLE USED FOR LIBRARY - ONLY SETTLED THROUGH FY20





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RECREATION DEPARTMENT



DEPARTMENT MISSION

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

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

DEPARTMENT DESCRIPTION

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

DEPARTMENT GOALS

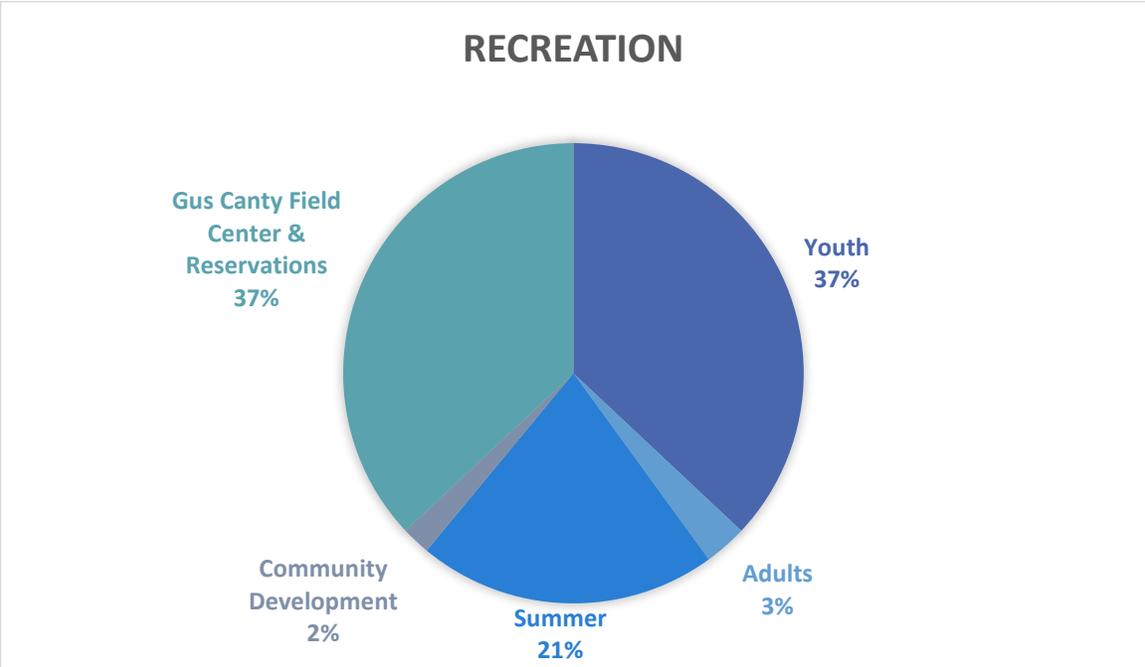
1. To improve the quality of life for our residents through recreational programs and special events.
2. To continue improving customer service.
3. To continue to look for and add new and diversified programs.
4. To work toward upgrading the Gus Cnty Community building (outside grounds, inside appearance)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

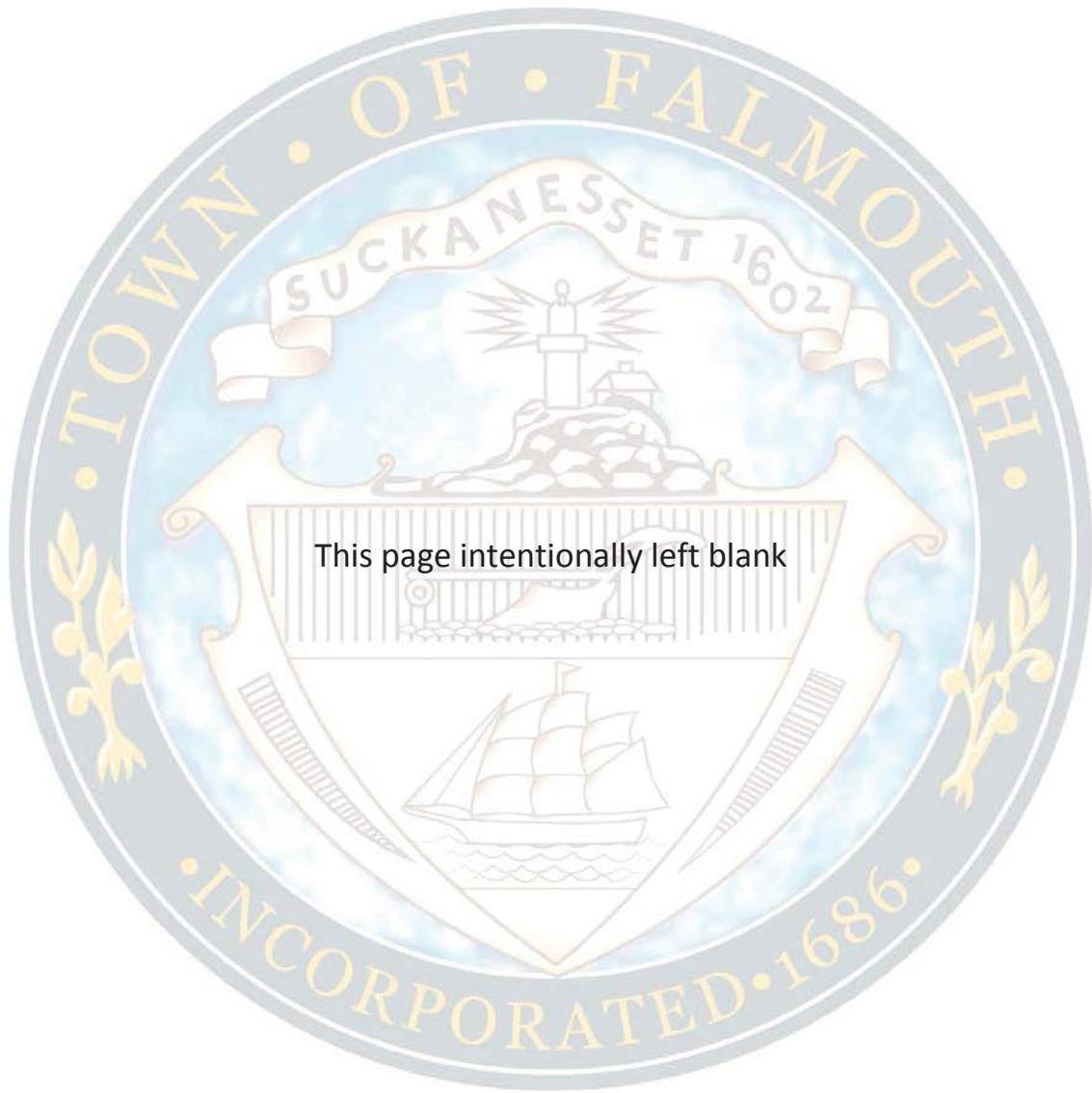
RECREATION DEPARTMENT

RECREATION DEPARTMENT						
Account #	Account Description	FY 2019 Appropriated	FY 2019 Expended	FY 2020 Appropriated	FY 2021 Requested	FY 2021 Approved
01-630-5110	SALARY & WAGES-PERMANENT	\$274,611	\$213,900	\$271,300	\$300,534	\$300,534
01-630-5120	SALARY & WAGES-TEMPORARY	\$52,974	\$107,470	\$77,742	\$80,517	\$80,517
01-630-5130	ADDITIONAL GROSS-OVERTIME	\$3,500	\$6,428	\$3,500	\$3,500	\$3,500
TOTAL SALARIES		\$331,085	\$327,797	\$352,542	\$384,551	\$384,551
01-630-5212	ENERGY-ELECTRICITY	\$33,700	\$25,547	\$33,700	\$33,700	\$33,700
01-630-5213	ENERGY-NATURAL GAS	\$32,435	\$13,715	\$30,935	\$29,935	\$29,935
01-630-5243	REPR/MAINT-EQUIPMENT	\$8,000	\$21,890	\$8,000	\$10,000	\$10,000
01-630-5319	PROF/TECH-CONTRACT SERV*	\$17,070	\$12,244	\$17,070	\$30,000	\$30,000
01-630-5340	COMMUNICATION-PRINTING	\$4,500	\$1,687	\$4,500	\$4,500	\$4,500
01-630-5341	COMMUNICATION-TELEPHONE	\$2,250	\$1,862	\$2,250	\$2,250	\$2,250
01-630-5342	COMMUNICATION-POSTAGE	\$200	\$0	\$200	\$200	\$200
01-630-5354	RECREATIONL-YTH BSKTBALL*	\$8,450	\$5,711	\$8,450	\$7,950	\$7,950
01-630-5357	RECREATIONAL-YTH SOCCER*	\$13,000	\$10,703	\$13,000	\$12,500	\$12,500
01-630-5359	RECREATNL-SOFTBALL GIRLS*	\$1,000	\$546	\$1,000	\$1,000	\$1,000
01-630-5363	RECREATNL-YTH SUMMER CMP*	\$31,500	\$31,499	\$33,000	\$35,000	\$35,000
01-630-5364	RECREATNL-YOUTH SAILING*	\$1,500	\$689	\$1,500	\$1,500	\$1,500
01-630-5365	RECREATNL-YTH INDOOR SOC*	\$1,800	\$1,136	\$1,800	\$1,800	\$1,800
01-630-5366	RECREATNL-YOUTH BASEBALL*	\$5,600	\$3,415	\$5,600	\$5,600	\$5,600
01-630-5367	RECRTNL-ADULT MEN BSKTBL*	\$6,350	\$4,500	\$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	\$923	\$1,500	\$1,500	\$1,500
01-630-5710	IN-STATE TRAVEL	\$250	\$21	\$250	\$250	\$250
01-630-5730	DUES & MEMBERSHIPS	\$750	\$1,050	\$750	\$750	\$750
TOTAL EXPENSES		\$172,246	\$139,530	\$172,246	\$187,176	\$187,176
TOTAL DEPARTMENTAL EXPENSES		\$503,331	\$467,327	\$524,788	\$571,727	\$571,727

RECREATION DEPARTMENT - 630										
Group	Grade	FY21 STEP	Name	Job Title	Rate	Hour	Weekly	Wks	Total	
1	24	8	6	OLENICK JOSEPH E	REC DIRECTOR	40.80	40	1,632.00	52.2	85,190
2	11	8	2	ANTHONY BENNETT	PROGRAM DIRECTOR	25.59	40	1,023.60	52.2	53,432
3	11	8	2	FLYNN MATTHEW	PROGRAM DIRECTOR	25.59	40	1,023.60	52.2	53,432
4	11	8	2	KEANEY JACQUELINE M	PROGRAM DIRECTOR	25.59	40	1,023.60	52.2	53,432
5	11	6	2	DEMERS LINDSEY	SR. OFFICE ASST	22.35	37.5	838.13	52.2	43,750
6	11	6	1	ADAM SOUWEINE	YEAR ROUND PART-TIME	21.49	19.5	216.45	52.2	11,298
						FTE	5.5			300,534

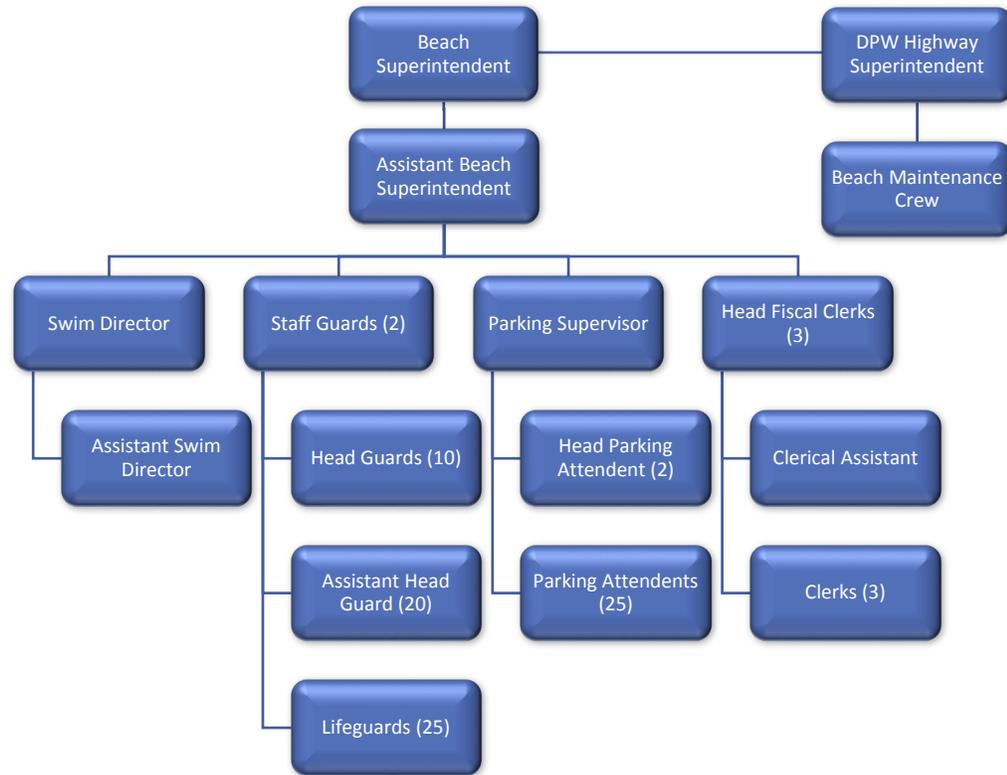
RECREATION DEPARTMENT





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BEACH DEPARTMENT



DEPARTMENT MISSION

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

DEPARTMENT DESCRIPTION

The Beach Department is responsible for maintaining and staffing 10 beaches in Falmouth, as well as selling resident and non-resident beach 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

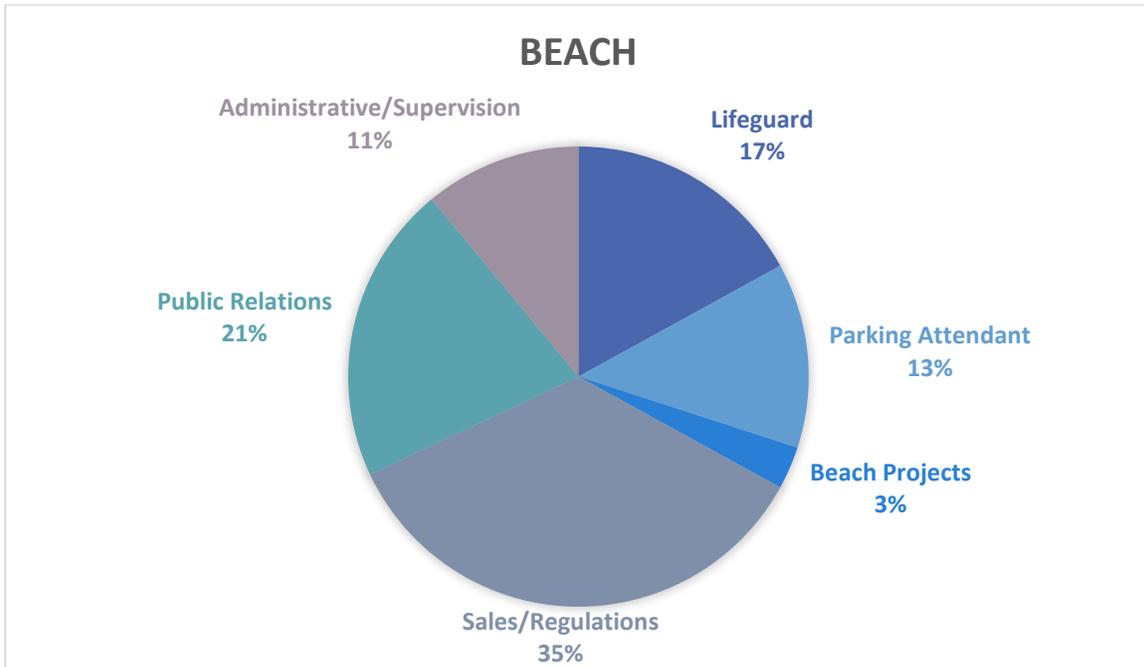
BEACH DEPARTMENT

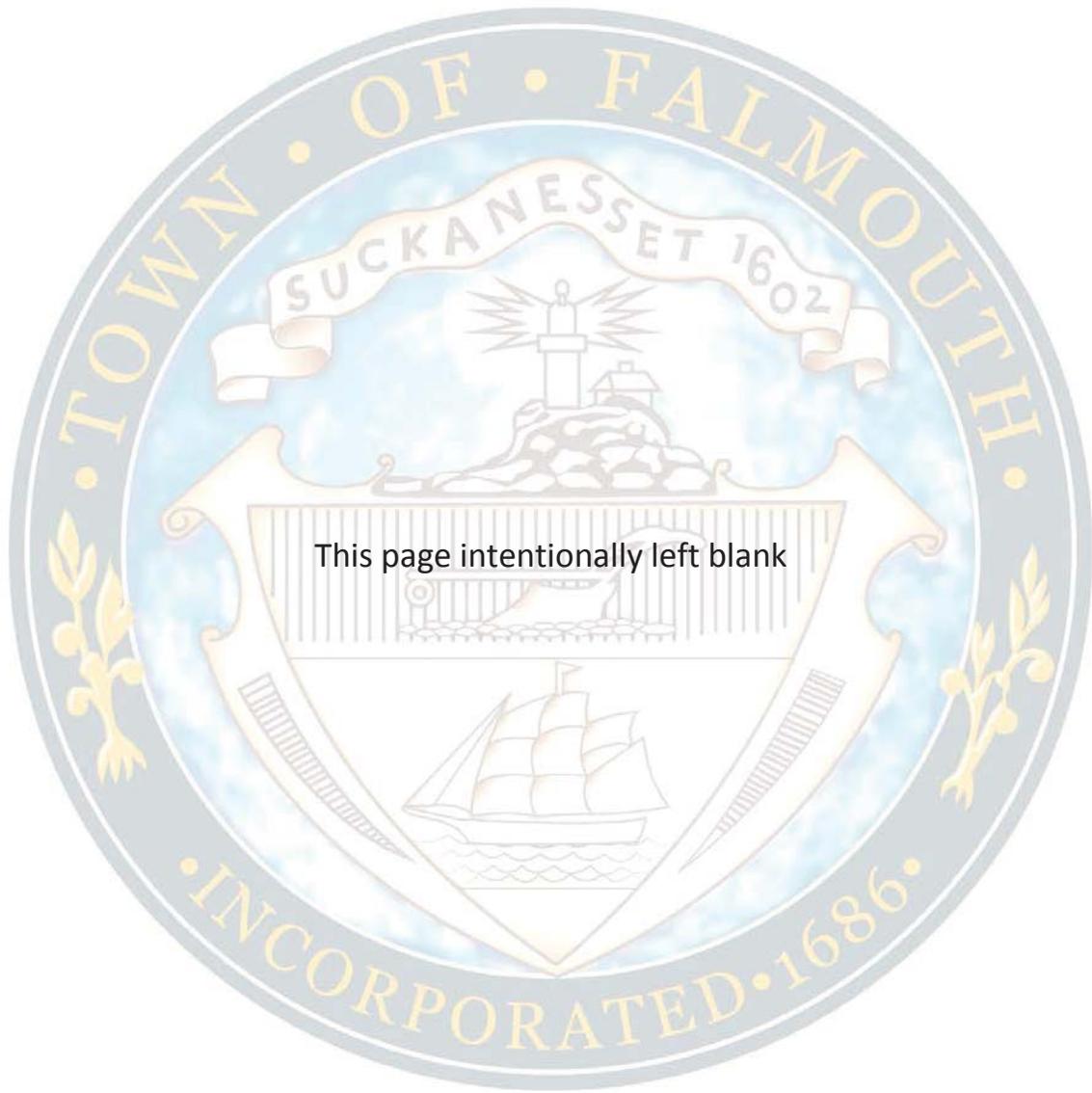
<i>BEACH DEPARTMENT</i>						
		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-632-5120	SALARY & WAGES-TEMPORARY	\$584,785	\$533,416	\$643,609	\$696,931	\$696,931
TOTAL SALARIES		\$584,785	\$533,416	\$643,609	\$696,931	\$696,931
01-632-5212	ENERGY-ELECTRICITY	\$1,800	\$1,716	\$1,800	\$1,800	\$1,800
01-632-5272	RENTL/LEASE-POOL	\$1,000	\$974	\$1,000	\$1,000	\$1,000
01-632-5340	COMMUNICATION-PRINTING	\$7,000	\$6,195	\$7,000	\$7,000	\$7,000
01-632-5341	COMMUNICATION-TELEPHONE	\$7,800	\$8,020	\$7,800	\$7,800	\$7,800
01-632-5343	COMMUNICATION-ADVERTISING	\$100	\$117	\$300	\$300	\$300
01-632-5345	COMMUNICATION-SECURTY SYS	\$600	\$438	\$600	\$900	\$900
01-632-5420	OFFICE SUPPLIES	\$500	\$420	\$500	\$500	\$500
01-632-5500	MEDICAL/SURGICAL SUPPLIES	\$2,200	\$3,020	\$2,200	\$2,500	\$2,500
01-632-5583	OTHER SUPLIES-UNFM/ACCSRS	\$8,000	\$6,990	\$9,000	\$9,000	\$9,000
01-632-5584	OTHER SUPLIES-SAFETY EQPT	\$2,900	\$3,203	\$2,900	\$3,500	\$3,500
01-632-5585	OTHER SUPPLIES-DEPT	\$7,900	\$9,552	\$7,900	\$7,900	\$7,900
01-632-5711	AUTO ALLOWANCE	\$5,875	\$5,144	\$5,875	\$5,875	\$5,875
01-632-5781	STAFF DEVELOPMENT	\$3,500	\$2,406	\$3,500	\$3,500	\$3,500
01-632-5800	BEACH NOURISHMENT*	\$25,000	\$30,180	\$25,000	\$25,000	\$25,000
TOTAL EXPENSES		\$74,175	\$78,375	\$75,375	\$76,575	\$76,575
TOTAL DEPARTMENTAL EXPENSES		\$658,960	\$611,791	\$718,984	\$773,506	\$773,506

BEACH DEPARTMENT

FY21 SALARIES & WAGES

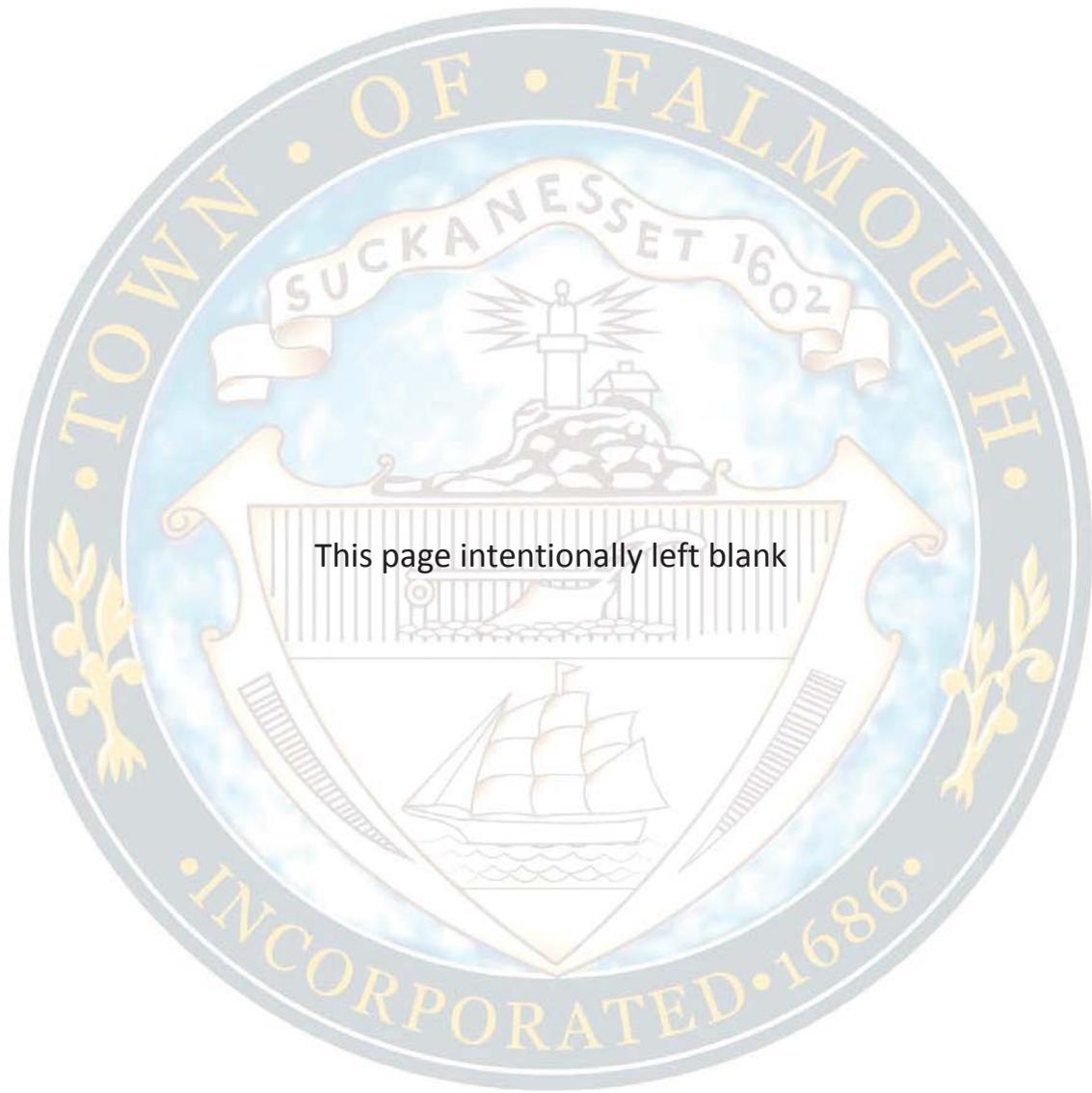
BEACH DEPARTMENT - 632											
	Group	Grade	Step	#	Job Title	Rate	Hour	Weekly	Wks	Total	
1	29	2	1	13	PARKING LOT ATT	13.10	40	524.00	10	68,120	
2	29	2	2	10	PARKING LOT ATT	13.76	40	550.40	10	55,040	
3	29	2	3	5	PARKING LOT ATT	14.45	40	578.00	10	28,900	
4	29	2	2	3	CLERKS	13.76	40	550.40	10	16,512	
5	29	2	2	2	CLERKS PRE/POST	13.76	40	550.40	1	1,101	
6	29	3	2	1	CLERICAL ASST	14.31	20	286.20	10	2,862	
7	29	7	3	1	CLERICAL ASST PRE/POST	19.69	20	393.80	1	394	
8	29	3	3	2	HEAD PRKG ATTEND	15.03	45	676.35	10	13,527	
9	29	3	3	1	PARKING SUPER	15.03	50	751.50	10	7,515	
10	29	7	3	10	LIFEGUARD	19.69	42.5	836.83	9	75,314	
11	29	4	1	15	LIFEGUARD	14.58	42.5	619.65	9	83,653	
12	29	5	1	10	WATRSAFETY/ASST HD GUARD	15.60	42.5	663.00	9	59,670	
13	29	5	2	10	WATRSAFETY/ASST HD GUARD	16.38	42.5	696.15	10	69,615	
14	29	6	1	5	HEAD GUARD	16.70	42.5	709.75	9	31,939	
15	29	6	2	5	HEAD GUARD	17.53	42.5	745.03	10	37,251	
16	29	7	2	1	HEAD FIS CLERK PRE/POST	18.76	25	469.00	3	1,407	
17	29	7	2	1	HEAD FISCAL CLERK	18.76	25	469.00	10	4,690	
18	29	7	1	2	HEAD FISCAL CLERK	17.86	25	446.50	10	8,930	
19	29	7	3	2	STAFF GUARD	19.69	50	984.50	10	19,690	
20	29	7	3	2	STAFF GUARD PRE/POST	19.69	20	393.80	4	3,150	
21	29	7	3	1	ASST SWIM DIR	19.69	40	787.60	9	7,088	
22	29	7	3	1	ASST SWIM DIR PRE/POST	19.69	40	787.60	1	788	
23	29	8	3	1	SWIM PROGRAM DIR	21.07	40	842.80	9	7,585	
24	29	8	3	1	SWIM PROG DIR PRE/POST	21.07	40	842.80	2	1,686	
25	29	9	3	1	ASST SUPERINTENDENT	22.55	50	1,127.50	12	13,530	
26	29	9	3	1	ASST SUPER PRE/POST	22.55	12	270.60	30	8,118	
27	29	11	4	1	SUPERINTENDENT	26.99	50	1,349.50	12	16,194	
28	29	11	4	1	SUPER PRE/POST	26.99	20	539.80	40	21,592	
TOTAL EMPLOYEES:				109			FTE	19.6			
					PA'S FOR HEIGHTS					3,980	
					EXTENDED SEASON COSTS					27,090	696,931





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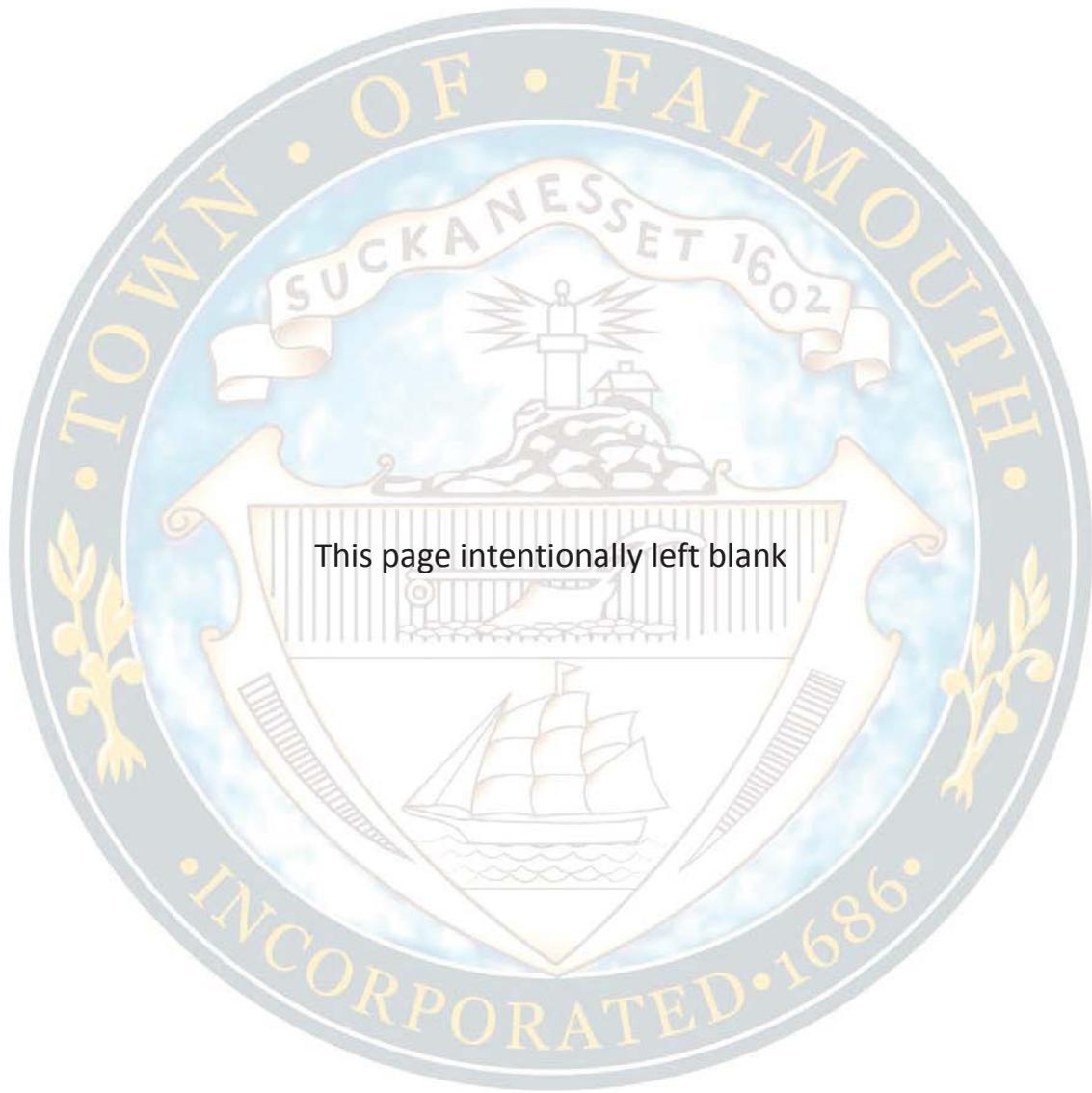
**EDUCATION DEPARTMENT
BUDGET**



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FALMOUTH SCHOOL DEPARTMENT

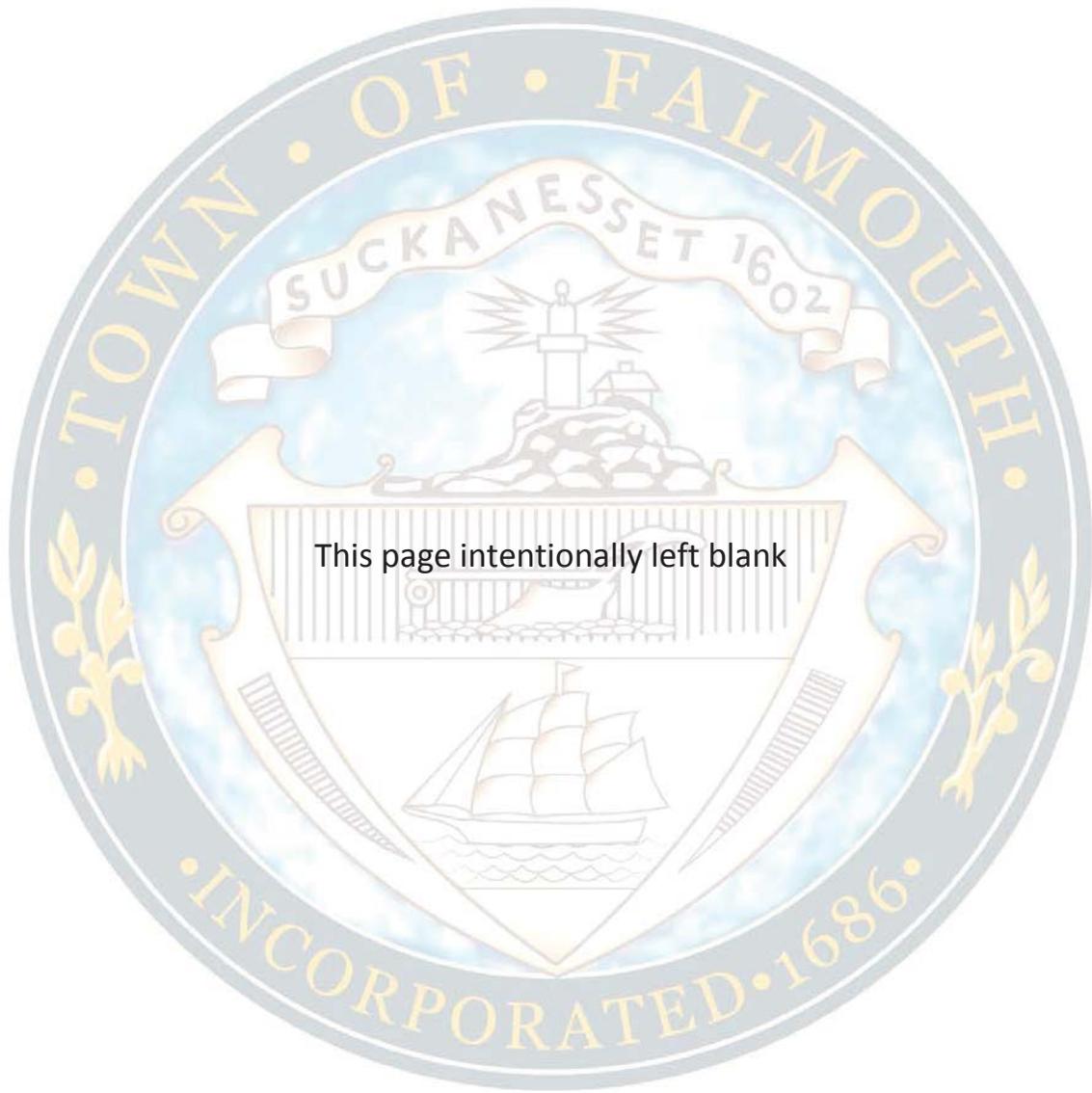
<i>FALMOUTH SCHOOL DEPARTMENT</i>						
		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
	SCHOOL DEPARTMENT	\$47,823,129	\$47,462,875	\$48,992,001	\$50,218,817	\$50,218,817
TOTAL EXPENSES		\$47,823,129	\$47,462,875	\$48,992,001	\$50,218,817	\$50,218,817



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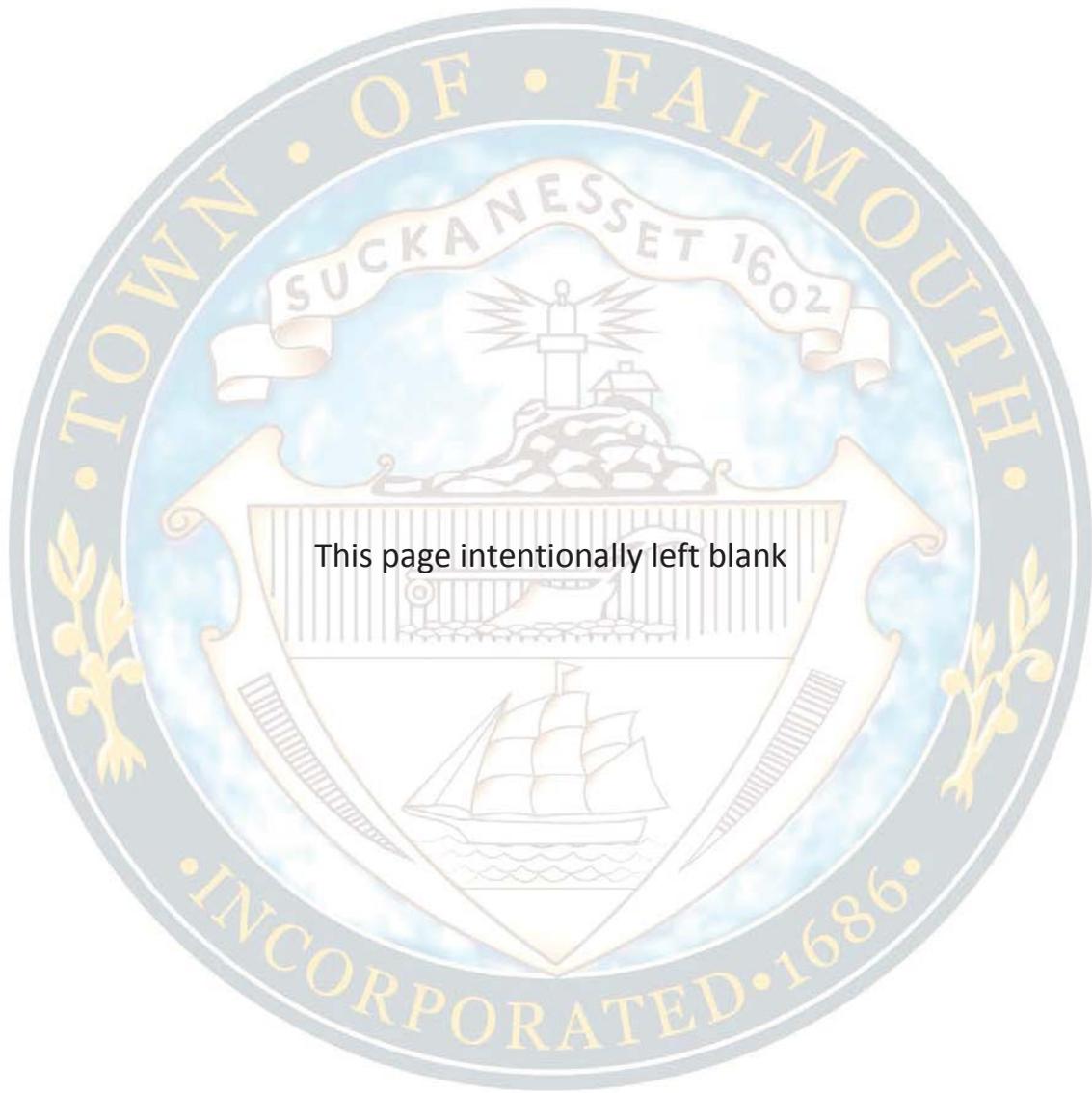
UPPER CAPE REGIONAL TECHNICAL SCHOOL

UPPER CAPE REGIONAL TECHNICAL SCHOOL						
		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
	UPPER CAPE REGIONAL VOCATIONAL	\$2,791,949	\$2,792,104	\$3,096,563	\$3,415,650.67	\$3,415,651
	CAPITAL	\$103,429	\$103,274	\$104,793	\$105,841	\$105,841
TOTAL EXPENSES		\$2,895,378	\$2,895,378	\$3,201,356	\$3,521,492	\$3,521,492



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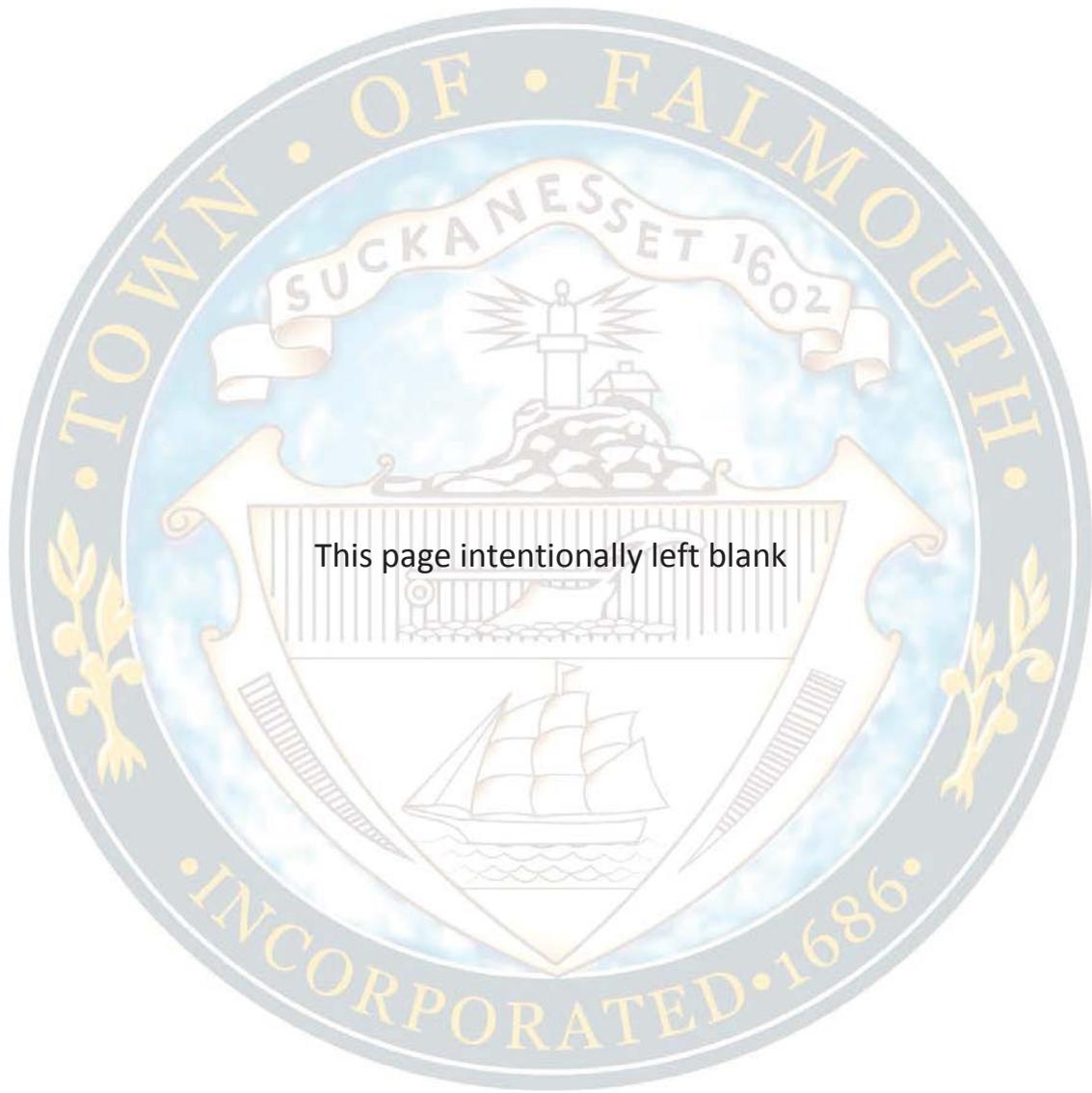
EMPLOYEE BENEFITS BUDGET



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RETIREMENT BENEFITS

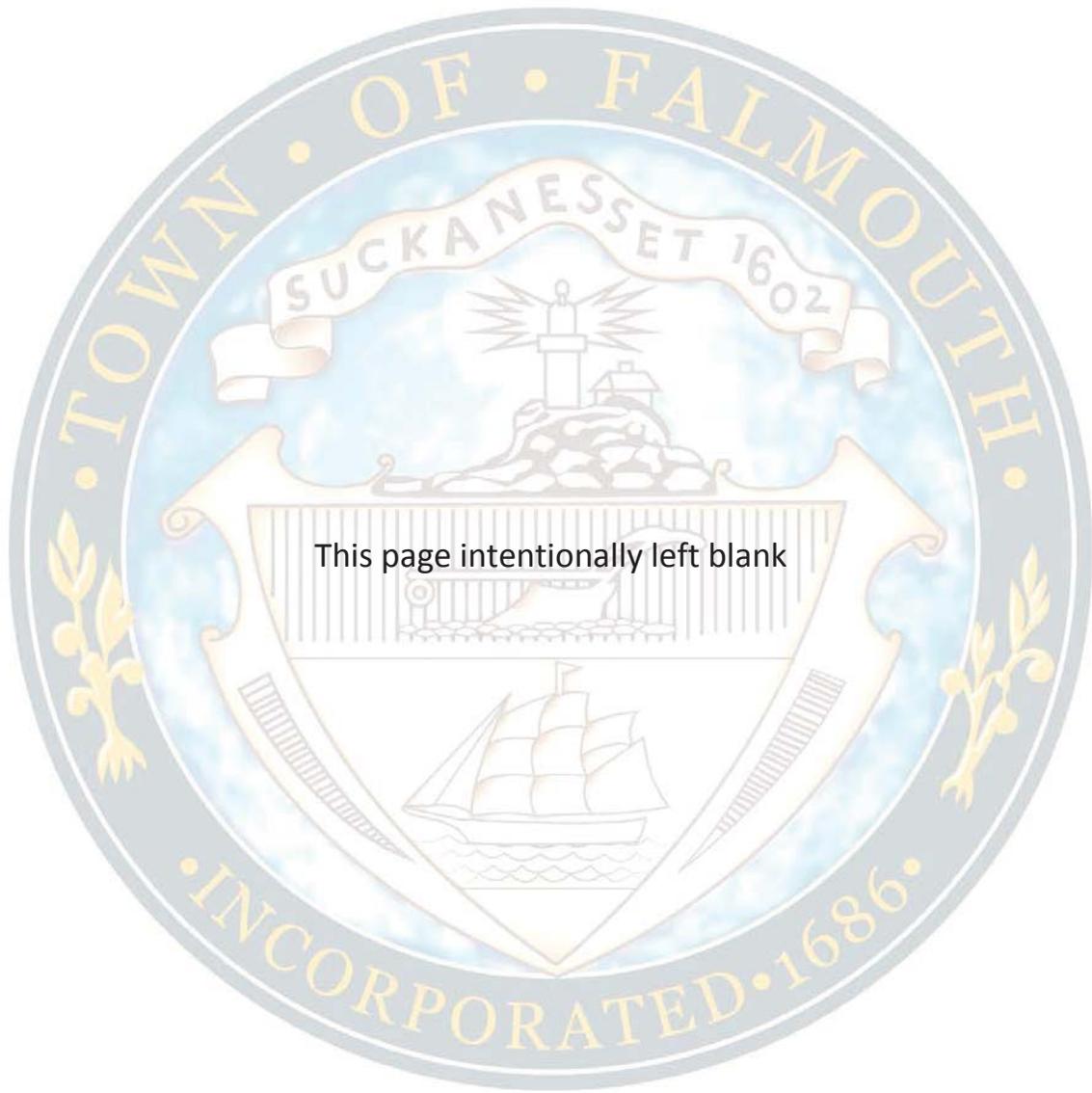
<i>RETIREMENT BENEFITS</i>						
		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-911-5171	FRINGE BEN-RETRMNT PY RL*	\$7,889,970	\$7,889,970	\$8,436,144	\$8,955,150	\$8,955,150
01-911-5182	FRINGE BEN-N/CNTRB PENSIN*	\$16,005	\$16,004	\$15,000	\$17,000	\$17,000
01-911-5184	FRINGE BEN-RET BRD OE	\$0	\$3,433	\$0	\$0	\$0
TOTAL EXPENSES		\$7,905,975	\$7,909,407	\$8,451,144	\$8,972,150	\$8,972,150
01-911-5184 - timing issue - this line item is reimbursed by Retirement - recvd 7/11/19						



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UNEMPLOYMENT

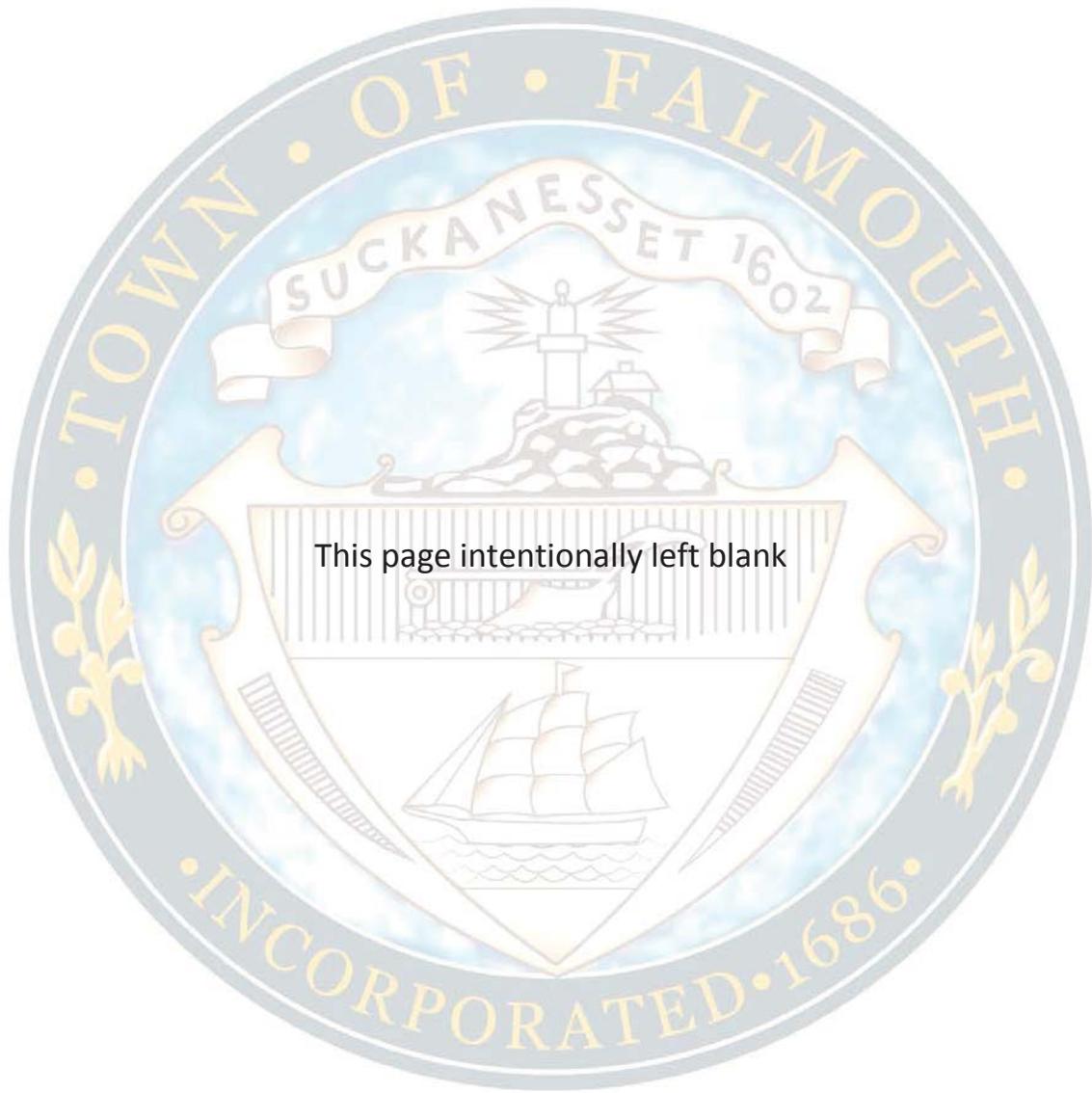
<i>UNEMPLOYMENT</i>						
		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-913-5174	FRINGE BEN-UNEMPLOYMENT*	\$145,000	\$90,968	\$145,000	\$145,000	\$145,000
TOTAL EXPENSES		\$145,000	\$90,968	\$145,000	\$145,000	\$145,000



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HEALTH INSURANCE

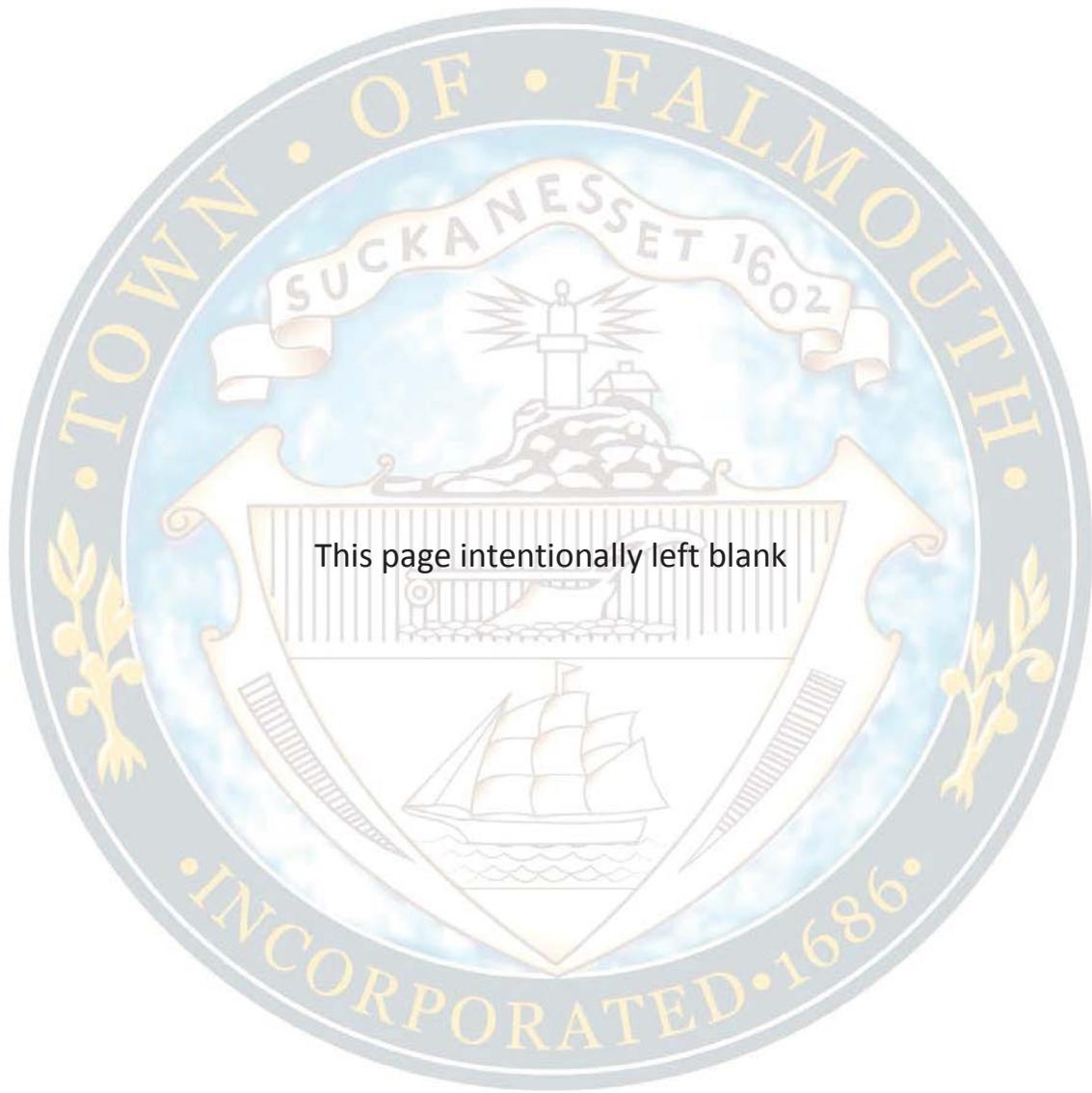
<i>HEALTH INSURANCE BENEFITS</i>						
		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-914-5177	FRINGE BEN-HEALTH INS TWN	\$6,228,478	\$5,604,627	\$6,782,495	\$6,782,495	\$6,782,495
01-914-5178	FRINGE BEN-HEALTH INS SCH	\$6,752,002	\$6,616,957	\$6,955,712	\$6,955,712	\$6,955,712
01-914-5179	FRINGE BEN-HEALTH RETIRE	\$1,798,382	\$1,391,681	\$1,847,098	\$1,847,098	\$1,847,098
TOTAL EXPENSES		\$14,778,862	\$13,613,265	\$15,585,305	\$15,585,305	\$15,585,305



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LIFE INSURANCE

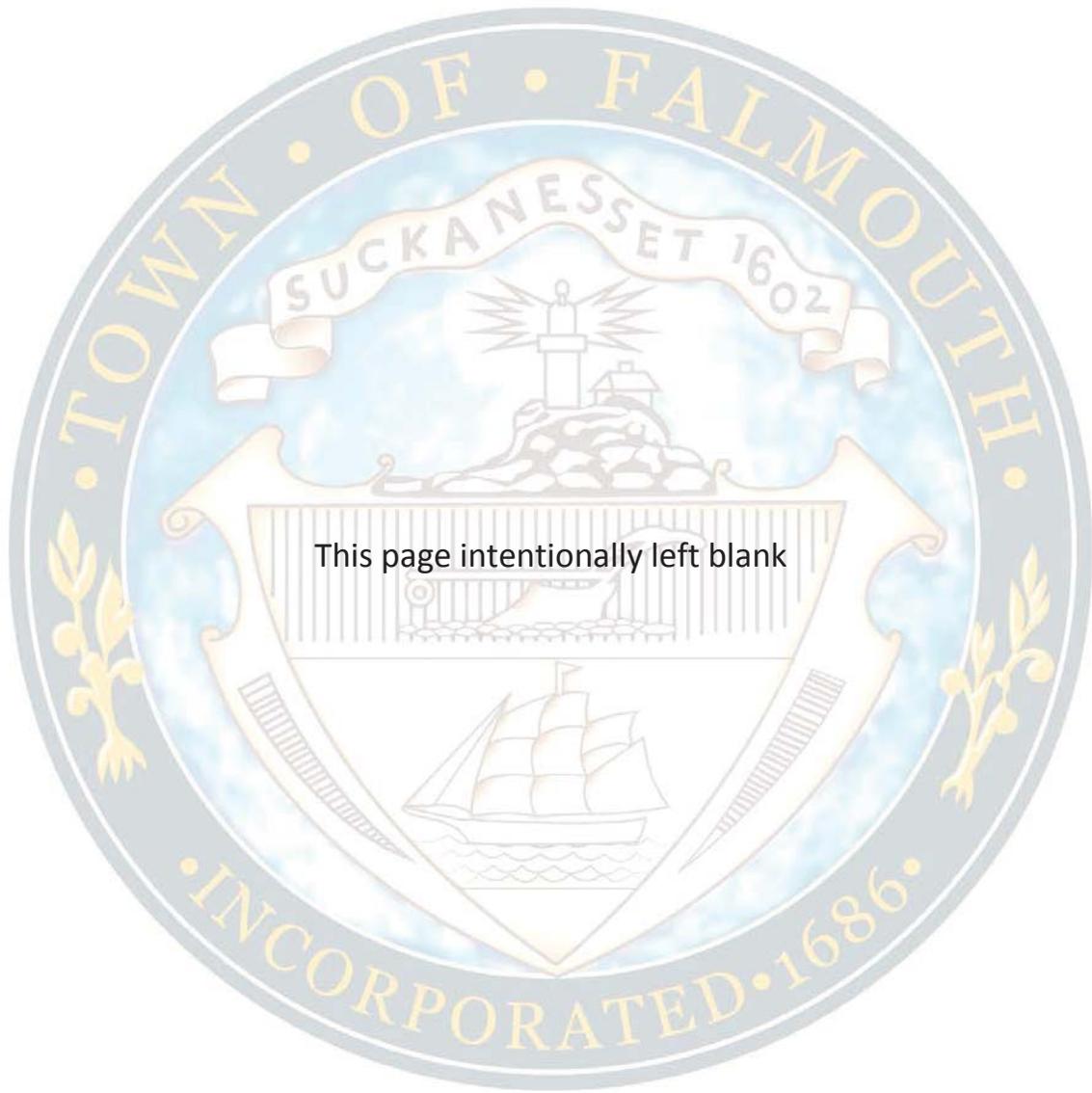
<i>LIFE INSURANCE</i>						
		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-915-5175	FRINGE BEN-LIFE INS TWN	\$4,288	\$2,954	\$4,288	\$4,288	\$4,288
01-915-5176	FRINGE BEN-LIFE INS SCH	\$4,944	\$2,088	\$4,944	\$4,944	\$4,944
TOTAL EXPENSES		\$9,232	\$5,042	\$9,232	\$9,232	\$9,232



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MEDICARE

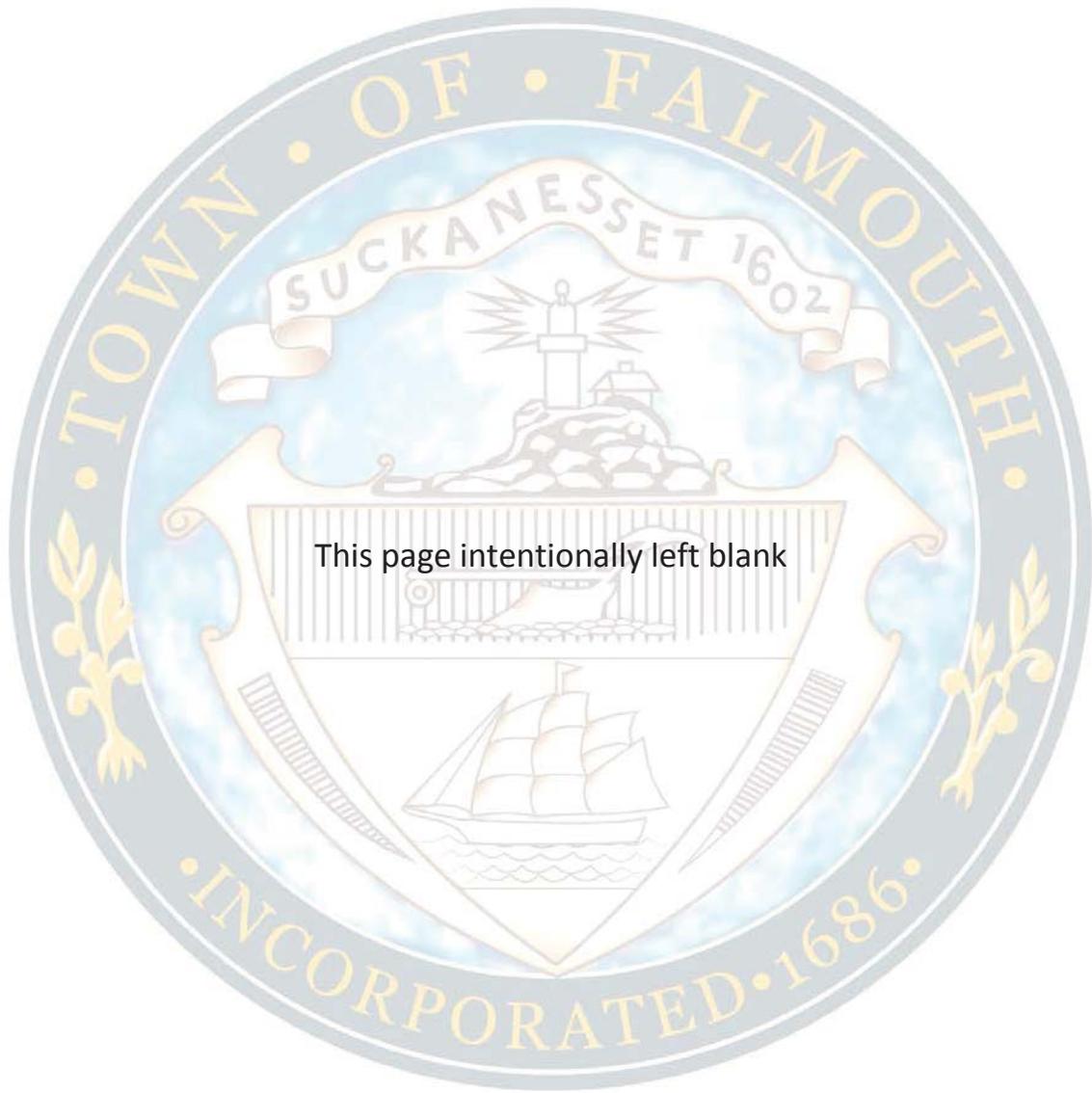
<i>MEDICARE TAX</i>						
		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-916-5179	EMPLOYER CONTRIBUTION*	\$895,000	\$894,297	\$880,000	\$900,000	\$900,000
TOTAL EXPENSES		\$895,000	\$894,297	\$880,000	\$900,000	\$900,000



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OTHER EMPLOYEE BENEFITS

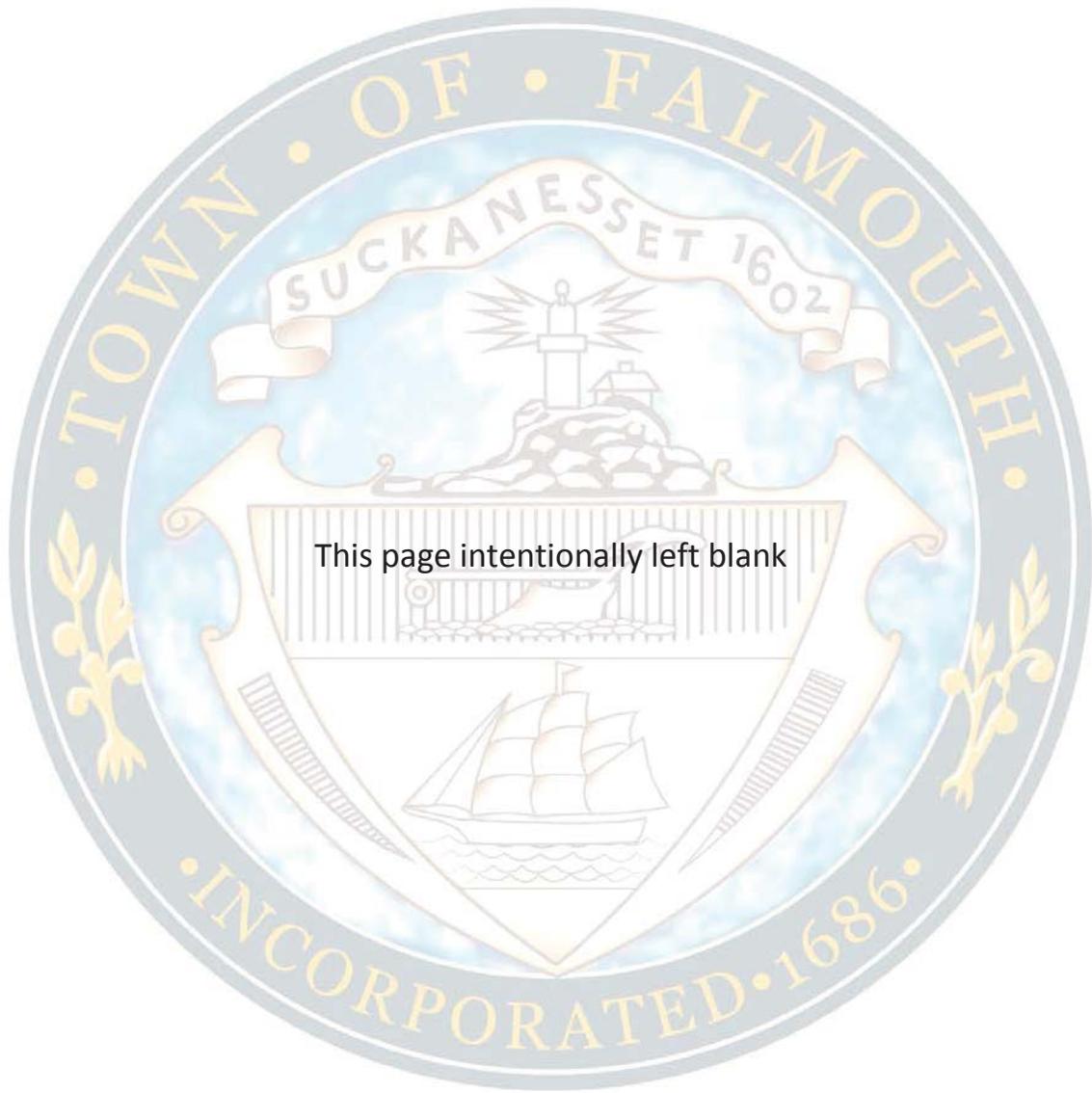
<i>OTHER EMPLOYEE BENEFITS</i>						
		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-919-5142	FRINGE BEN-LONGEVITY*	\$112,000	\$91,963	\$112,000	\$112,000	\$112,000
01-919-5152	FRINGE BEN-SCK LV BYBACK*	\$24,500	\$5,000	\$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	\$15,000	\$15,000	\$15,000	\$15,000
01-919-5172	FRINGE BENEFIT - OTHER*	\$13,000	\$10,738	\$13,000	\$13,000	\$13,000
01-919-5180	FRINGE BEN LTD SCH/TOWN*	\$37,000	\$27,805	\$37,000	\$37,000	\$37,000
TOTAL EXPENSES		\$218,200	\$166,234	\$218,200	\$218,200	\$218,200



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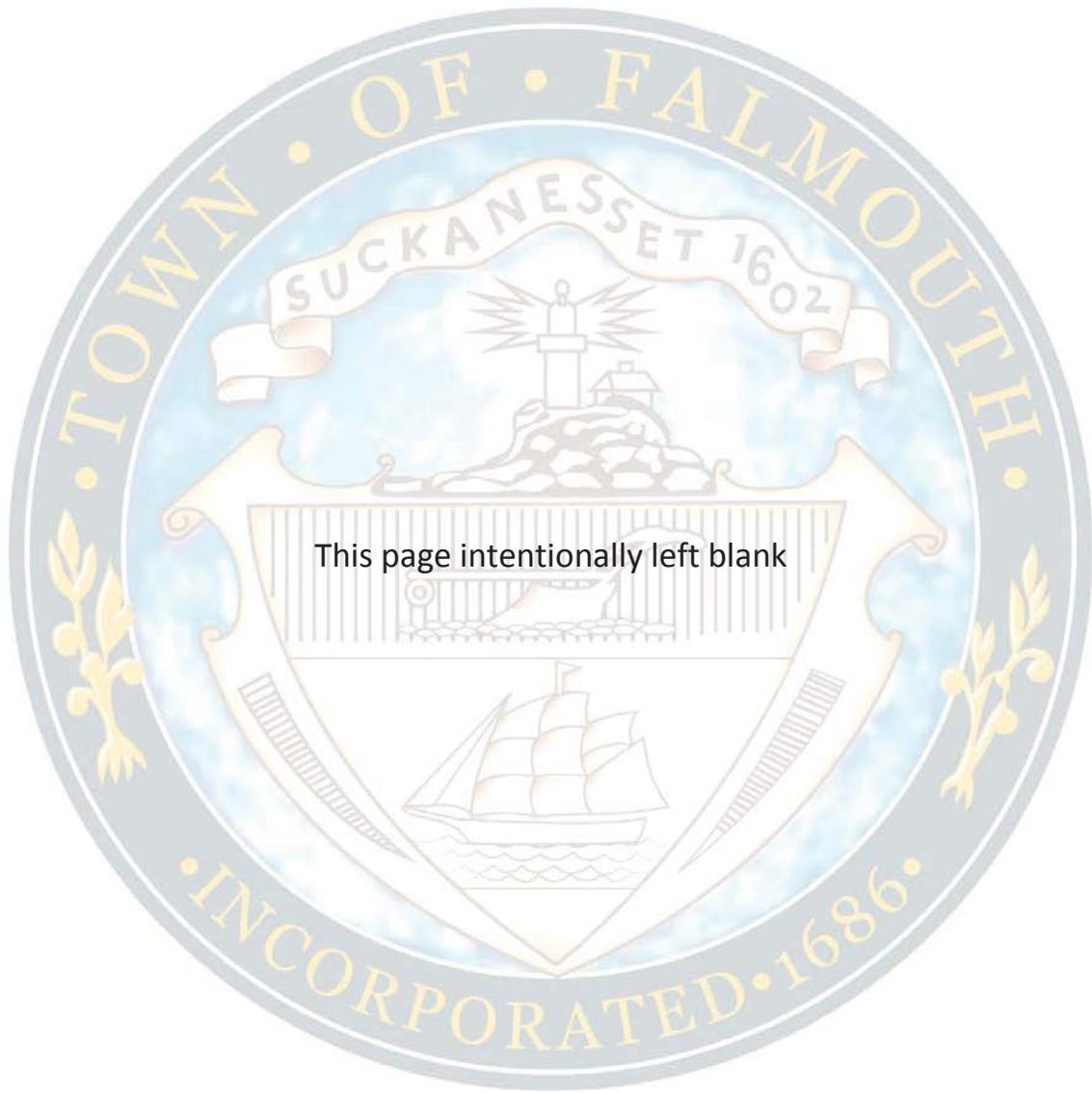
COURT JUDGMENTS

<i>COURT JUDGMENTS</i>						
		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-941-5760	CLAIMS & JUDGMENTS*	\$500	\$0	\$500	\$500	\$500
TOTAL EXPENSES		\$500	\$0	\$500	\$500	\$500



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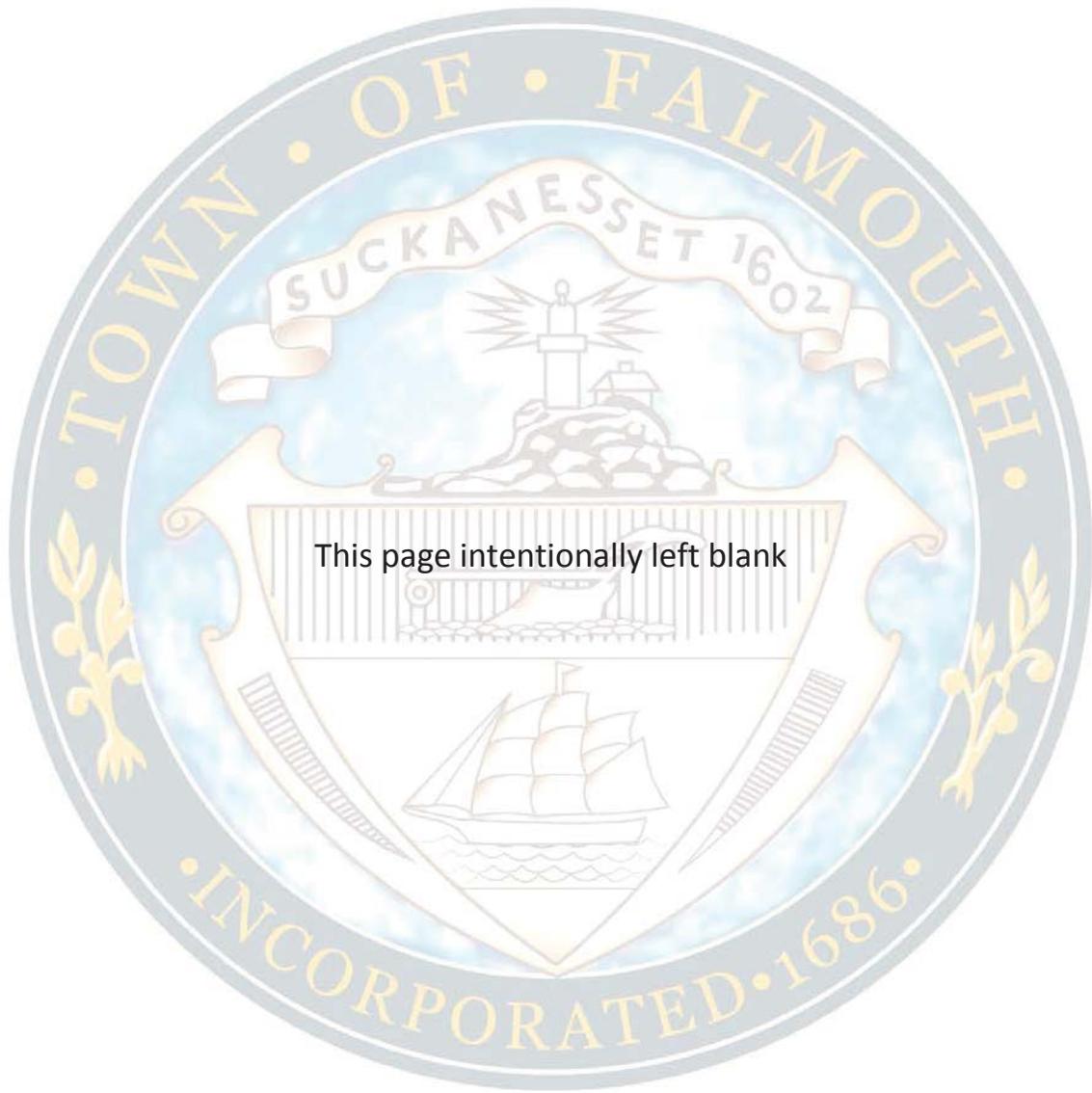
INSURANCE & RESERVE BUDGET



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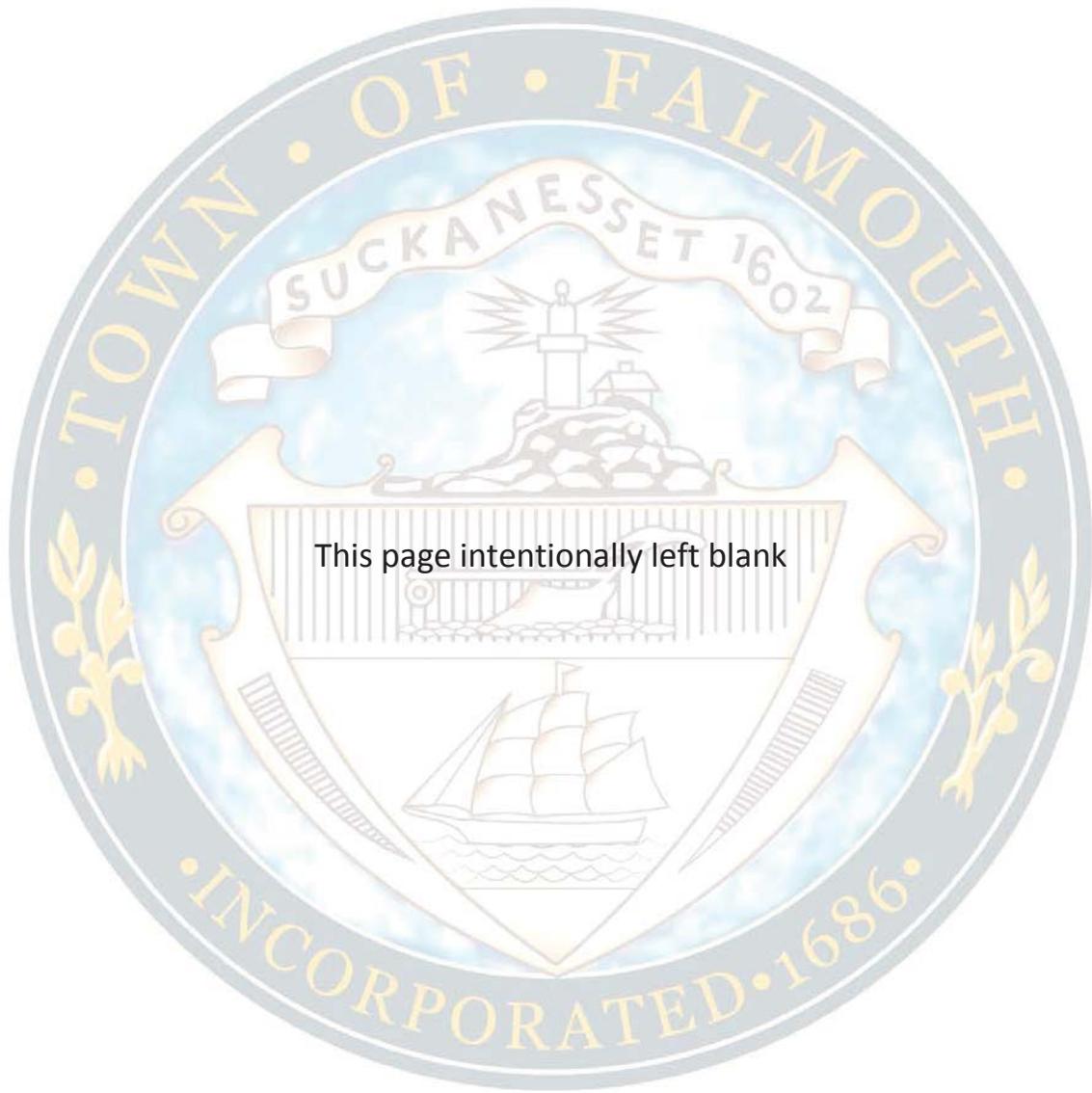
PROPERTY, LIABILITY AND WORKERS' COMPENSATION

<i>PROPERTY, LIABILITY & WORKERS' COMP INSURANCE</i>						
		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-193-5740	OVERALL TOWN INSURANCE	\$1,610,213	\$0	\$1,690,724	\$1,724,538	\$1,724,538
01-193-5741	GEN LIABILITY END PREMIUMS	\$0	\$639,174	\$0	\$0	\$0
01-193-5742	GEN LIABILITY - CLAIMS	\$0	\$20,436	\$0	\$0	\$0
01-193-5744	WRKRS COMP - LOD PREMIUMS	\$0	\$330,241	\$0	\$0	\$0
01-193-5745	WRKRS COMP - CLAIMS/RETRO	\$0	\$354,626	\$0	\$0	\$0
TOTAL EXPENSES		\$1,610,213	\$1,344,477	\$1,690,724	\$1,724,538	\$1,724,538



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DEBT DETAIL



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DEBT

DEBT SERVICE - EX PRINCIPAL

		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-710-5910	PRINCIPAL - BONDS EXCLUDED	\$8,591,932	\$8,591,932	\$8,547,100	\$8,346,104	\$8,346,104
01-710-5910	PRINCIPAL - BONDS EX ESTIMATED	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES		\$8,591,932	\$8,591,932	\$8,547,100	\$8,346,104	\$8,346,104

DEBT SERVICE - EX INTEREST

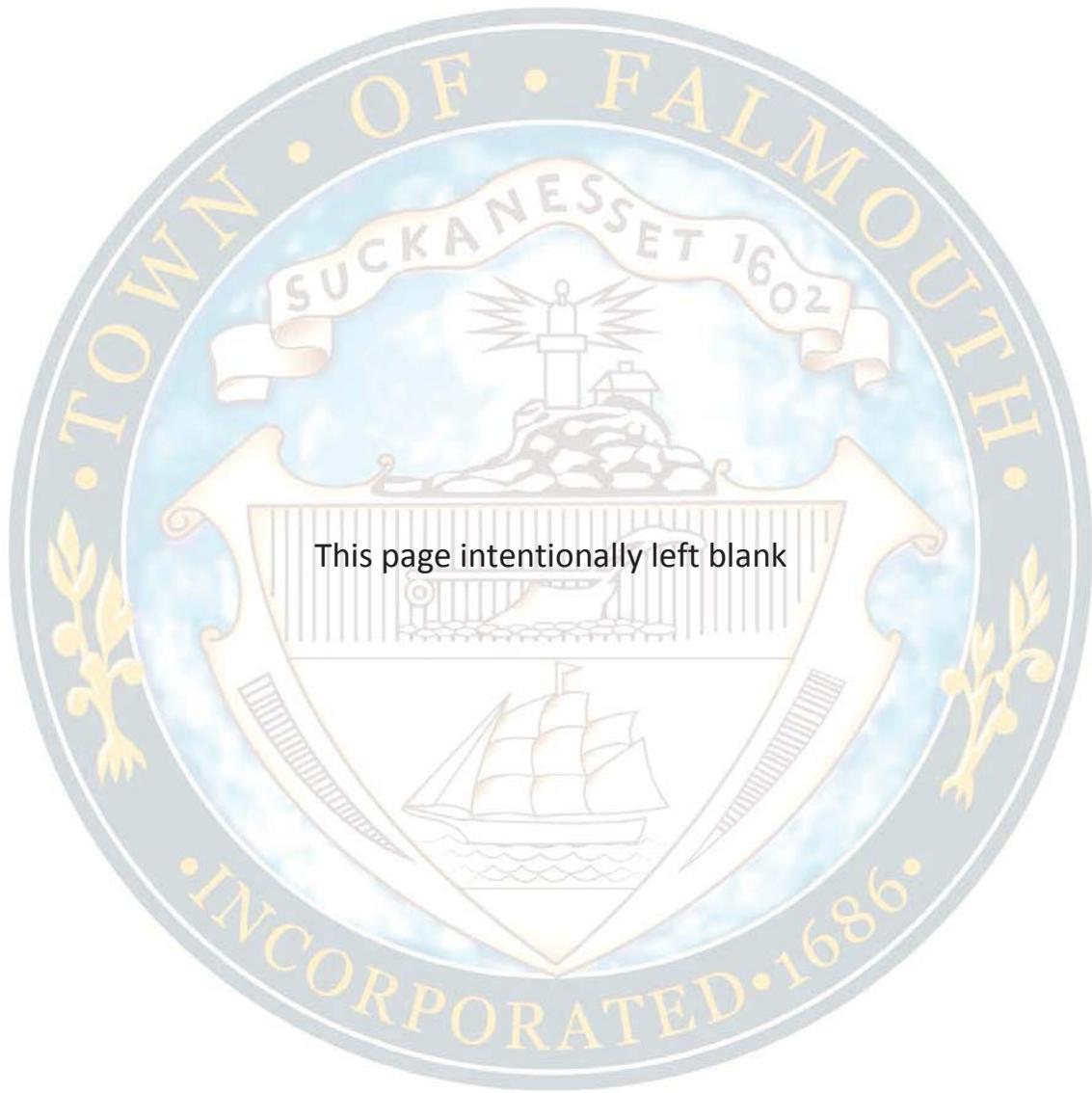
		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-750-5915	INTERST - BONDS EXCLUDED	\$2,645,820	\$2,614,526	\$2,435,687	\$2,873,020	\$2,873,020
01-750-5915	INTERST - BONDS EX ESTIMATED	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES		\$2,645,820	\$2,614,526	\$2,435,687	\$2,873,020	\$2,873,020

DEBT SERVICE - UNEX PRINCIPAL

		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-711-5910	PRINCIPAL-BONDS NOT EXCLUDED	\$2,606,874	\$2,606,874	\$2,581,978	\$2,460,744	\$2,460,744
01-711-5911	PRINCIPAL-CPA BONDS	\$1,193,000	\$1,193,000	\$955,000	\$926,050	\$926,050
01-711-5912	PRINCIPAL-WPAT LOANS	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES		\$3,799,874	\$3,799,874	\$3,536,978	\$3,386,794	\$3,386,794

DEBT SERVICE - UNEX INTEREST

		FY 2019	FY 2019	FY 2020	FY 2021	FY 2021
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-751-5915	INTEREST - BONDS NOT EXCLUDED	\$936,464	\$936,464	\$825,578	\$903,265	\$903,265
01-751-5916	INTEREST - CPA BONDS	\$199,654	\$199,654	\$187,169	\$151,819	\$151,819
01-751-5917	INTEREST - WPAT LOANS	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES		\$1,136,118	\$1,136,117	\$1,012,747	\$1,055,085	\$1,055,085



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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.

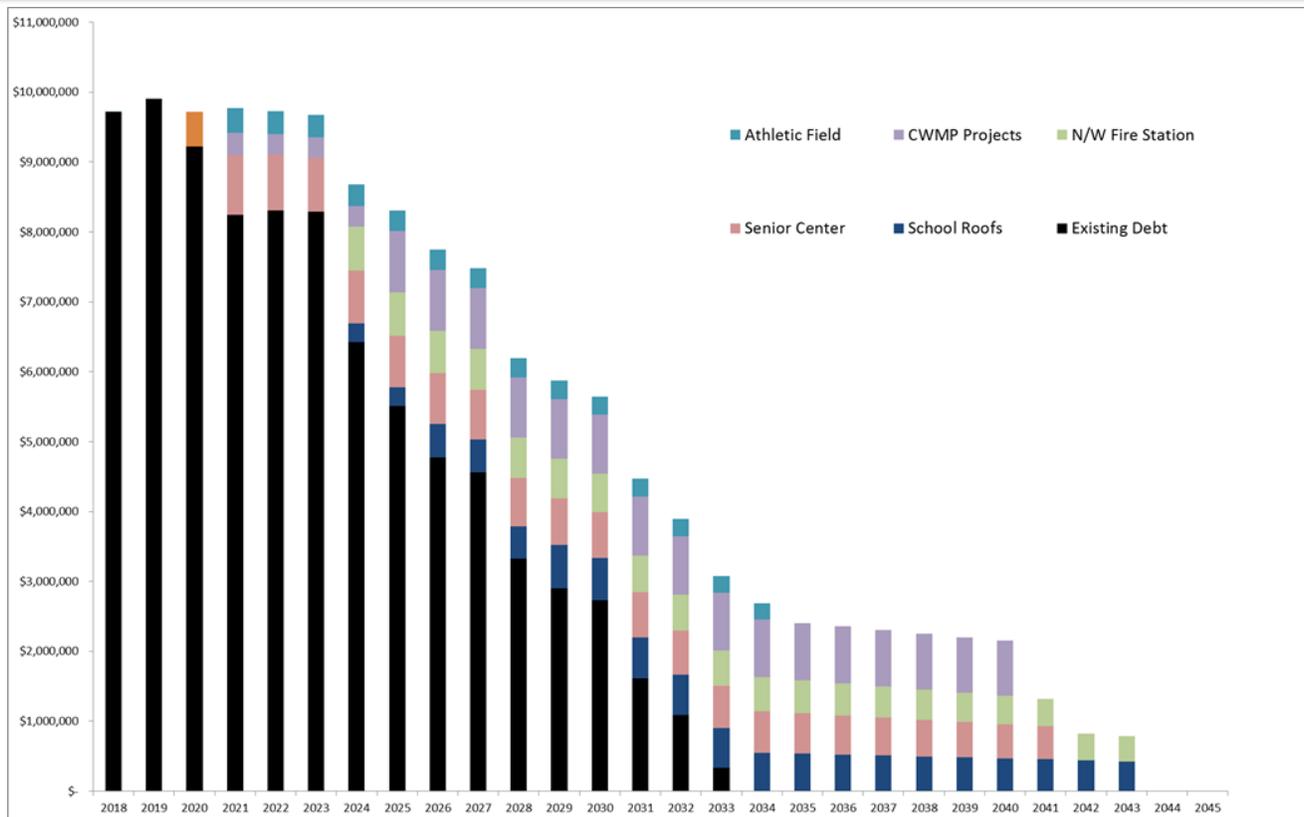
Massachusetts General Laws authorize a municipality to issue debt under certain circumstances and for various durations. Debt is typically used to finance capital projects or those that require significant cash outlays. The most commonly used method is general obligation bonds, which are supported by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

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

DEBT MANAGEMENT POLICY

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

MUNICIPAL DEBT



- c. The Town will attempt to vote all significant debt ballot questions (over \$1,000,000) exempt from the limits of proposition of 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

MUNICIPAL DEBT

Treasurer, State Auditor, Attorney General and Director of Accounts.

Falmouth's normal debt limit is approximately \$617.1 million whereas total outstanding debt inside the limit amounts to approximately \$80.1 million (projected as of June 30, 2019), or less than 13% 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, 2019

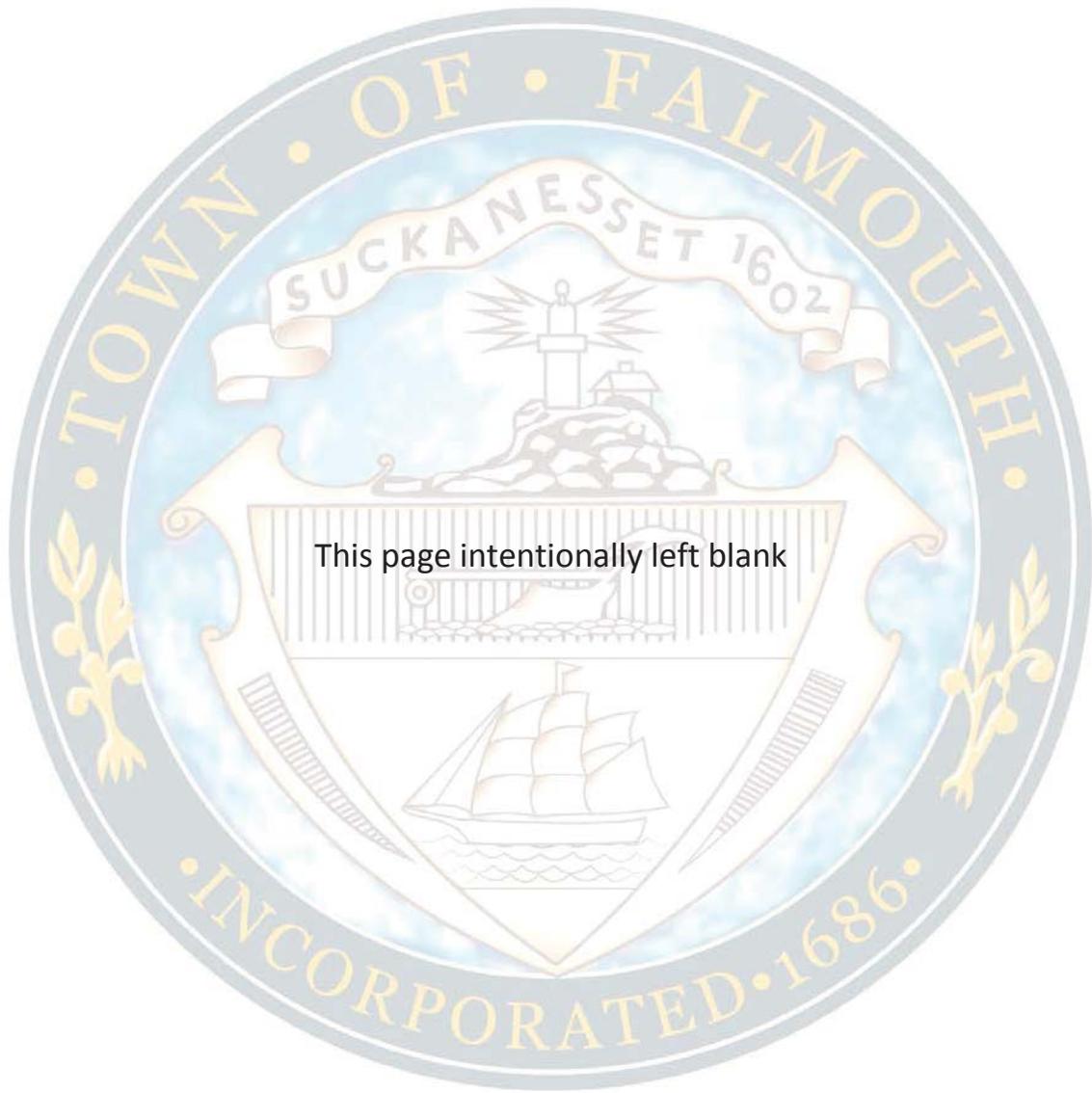
Aggregate Debt Service

Date	Principal	Interest	Total P+I
06/30/2019	-	-	-
06/30/2020	11,928,935.61	3,528,396.49	15,457,332.10
06/30/2021	11,756,559.72	3,157,946.61	14,914,506.33
06/30/2022	11,708,693.71	2,758,131.07	14,466,824.78
06/30/2023	10,652,676.01	2,322,837.00	12,975,513.01
06/30/2024	10,187,474.91	2,013,012.80	12,200,487.71
06/30/2025	9,408,108.39	1,778,331.86	11,186,440.25
06/30/2026	8,489,592.46	1,528,217.10	10,017,809.56
06/30/2027	8,174,485.12	1,302,306.14	9,476,791.26
06/30/2028	6,802,375.37	1,100,770.71	7,903,146.08
06/30/2029	6,551,169.21	933,418.88	7,484,588.09
06/30/2030	5,887,131.63	778,673.30	6,665,804.93
06/30/2031	5,632,786.64	638,218.65	6,271,005.29
06/30/2032	5,699,400.24	501,858.01	6,201,258.25
06/30/2033	4,606,998.42	382,594.05	4,989,592.47
06/30/2034	4,680,599.18	285,547.74	4,966,146.92
06/30/2035	4,635,223.53	188,502.14	4,823,725.67
06/30/2036	3,770,895.47	109,911.79	3,880,807.26
06/30/2037	2,814,837.98	48,133.85	2,862,971.83
06/30/2038	1,468,168.08	13,199.85	1,481,367.93
06/30/2039	1,479,146.75	4,431.37	1,483,578.12
06/30/2040	1,037,565.01	-	1,037,565.01
06/30/2041	1,039,122.85	-	1,039,122.85
06/30/2042	1,040,682.27	-	1,040,682.27
06/30/2043	1,042,244.27	-	1,042,244.27
06/30/2044	1,043,808.84	-	1,043,808.84
06/30/2045	1,045,375.00	-	1,045,375.00
06/30/2046	1,046,944.73	-	1,046,944.73
06/30/2047	522,282.03	-	522,282.03
Total	<u>\$144,153,283.43</u>	<u>23,374,439.41</u>	<u>\$167,527,722.84</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



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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 over \$76.1 million, an increase of over \$4.0 million over the prior year. This was primarily due to an increase in the general fund driven by continued positive operations of over \$4.0 million due to the continued expanding economy particularly in Barnstable County which was designated as a Metropolitan Statistical Area during the year. Sewer Capital Projects Funds decreased by almost \$2.0 million as the Town began spending against a prior year bond issuance. Each of the Community Preservation Fund and the aggregate Nonmajor Funds increased almost \$1.0 million and over \$0.8 million respectively due to the timing of revenues and expenditures. In the remainder of the funds, revenues closely approximated expenses.

The Town’s Unassigned Fund Balance reported in the General Fund was nearly \$32.8 million (23.8% of General Fund expenditures). Total Fund Balance in the General Fund was approximately \$45.8 million (33.1% 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 \$6.9 million in the Community Preservation Major Fund, up almost \$1.0 million from the prior year due to the timing of revenues and expenditures, and \$2.5 million in the Capital Projects Fund, which was consistent with the prior year.

The Sewer Capital Project Fund reports a restricted fund balance of approximately \$7.6 million a decrease of almost \$2.0 million as discussed above.

The Nonmajor Governmental Funds restricted balance increased slightly to approximately \$13.5 million as revenues exceeded expenditures and transfers by approximately \$0.8 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 \$55.6 million, which represents an almost \$1.0 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 almost \$146.5 million.

The Pension Fund is used to pay pension benefits to retirees. The net position at the end of the year was almost \$144.4 million or about \$17.3 million greater than the prior year. This was primarily due to better than expected market conditions during the year ended December 31, 2017.

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 net Postemployment liability. This fund increased by approximately \$0.1 million to almost \$0.6 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>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013 (1)</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</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	872,359
Committed.....	519,539	-	917,863	2,142,426	3,534,511	5,040,876	7,768,355	9,077,570	8,045,314	10,936,681
Assigned.....	1,863,711	1,478,625	483,699	444,267	990,687	2,288,500	1,074,035	761,367	1,459,796	1,129,906
Unassigned.....	<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>	<u>32,789,666</u>
Total general fund.....	<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>	<u>\$ 45,728,612</u>
All Other Governmental Funds:										
Nonspendable.....	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Restricted.....	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	30,392,226
Unassigned.....	<u>(17,902,001)</u>	<u>(11,941,244)</u>	<u>(1,727,559)</u>	<u>-</u>	<u>(237,619)</u>	<u>(1,168,247)</u>	<u>(1,580,820)</u>	<u>(6,423,618)</u>	<u>-</u>	<u>-</u>
Total all other governmental funds.....	<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>	<u>\$ 30,417,226</u>

Note: The Town implemented GASB 54 in fiscal year 2011. All previous years (2009 - 2010) data presented were restated to conform to GASB 54 presentation.

CHANGES IN FUND BALANCES - GOVERNMENTAL FUNDS

LAST TEN FISCAL YEARS

	2009	2010	2011	2012	2013 (1)	2014	2015	2016	2017	2018
Revenues:										
Real estate and personal property taxes, net of tax refunds.....	\$ 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	\$ 102,678,006
Intergovernmental.....	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	29,340,010
Motor vehicle and boat excise.....	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	7,567,368
Licenses and permits.....	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	1,902,911
Departmental and other.....	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	4,307,193
User charges.....	-	-	-	-	1,252,472	4,432,147	4,454,984	4,368,924	4,981,417	5,468,989
Special assessments.....	-	-	-	-	537,047	614,815	676,290	595,922	574,957	2,673,785
Penalties and interest on taxes.....	403,425	453,662	622,102	495,965	669,442	630,497	869,751	938,734	731,749	621,244
Fines and forfeitures.....	184,383	166,161	157,549	180,815	167,681	200,551	182,135	149,664	173,772	216,884
Investment income.....	595,307	2174347	656,279	710,854	452,940	690,638	303,354	837,876	523,711	71,512
Contributions.....	321,708	94,452	95,891	389,347	51,477	170,668	188,013	124,845	130,466	93,293
Total Revenue.....	120,494,436	121,543,783	123,864,781	127,676,910	134,202,250	140,418,632	135,876,881	144,983,189	148,838,046	154,941,195
Expenditures:										
General government.....	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	8,413,665
Public safety.....	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	15,032,777
Education.....	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	53,841,918
Public works.....	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	10,171,488
Health and human services.....	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	1,570,920
Culture and recreation.....	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	3,130,854
Pension and fringe benefits.....	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	31,480,427
Community development.....	2,064,029	2,637,258	1,426,544	1,860,257	510,508	400,016	506,772	1,500,974	1,739,406	303,282
State and county charges.....	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	3,094,656
Capital outlay and other.....	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	9,800,626
Debt service:										
Principal.....	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	10,184,535
Interest.....	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	3,544,488
Total Expenditures.....	130,969,309	137,183,150	128,821,370	124,901,363	130,649,348	135,122,259	133,339,003	161,316,454	158,801,458	150,569,636
Excess of revenues over (under) expenditures.....	(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)	4,371,559
Other Financing Sources (Uses):										
Issuances from bonds and notes.....	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.....	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	3,955,743
Transfers out.....	(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)	(4,312,560)
Total other financing sources (uses).....	5,188,385	22,068,538	21,203,165	4,043,410	2,903,781	2,584,794	3,529,002	17,698,818	31,248,757	(356,817)
Net change in fund balance.....	\$ (5,286,488)	\$ 6,429,171	\$ 16,246,576	\$ 6,818,957	\$ 6,456,683	\$ 7,881,167	\$ 6,066,880	\$ 1,365,553	\$ 21,285,345	\$ 4,014,742
Debt service as a percentage of noncapital expenditures.....	7.42%	7.82%	8.93%	8.71%	10.50%	10.02%	9.71%	9.41%	9.25%	9.75%

(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	-	-	-	-	1,183,962	1,183,962
Title V program	-	-	-	-	276,438	276,438
Other town federal and state grants	-	-	-	-	694,510	694,510
School federal and state grants	-	-	-	-	1,462,313	1,462,313
Golf course	-	-	-	-	826,471	826,471
Waterways	-	-	-	-	768,785	768,785
Energy revolving	-	-	-	-	1,342,674	1,342,674
Parking meter receipts	-	-	-	-	327,055	327,055
Transfer station revolving fund	-	-	-	-	265,310	265,310
Other town revolving funds	-	-	-	-	437,761	437,761
School revolving funds	-	-	-	-	1,109,268	1,109,268
Town gift funds	-	-	-	-	465,968	465,968
School gift funds	-	-	-	-	39,316	39,316
Capital outlay - special assessments	-	-	942,239	-	1,517,523	2,459,762
Capital outlay - schools	-	-	261,854	-	-	261,854
Capital outlay - library renovation	-	-	226,465	-	-	226,465
Capital outlay - energy management	-	-	926,029	-	-	926,029
Capital outlay - sewer	-	-	-	7,575,039	-	7,575,039
Capital outlay - other purposes	-	-	109,635	-	-	109,635
Community preservation	-	6,885,814	-	-	-	6,885,814
Employee benefits	166,112	-	-	-	-	166,112
Debt service	706,247	-	-	-	-	706,247
Affordable housing trust	-	-	-	-	2,262,717	2,262,717
Conservation trust	-	-	-	-	274,100	274,100
Other trust funds	-	-	-	-	210,980	210,980
Committed:						
Consolidated dispatch center	172,545	-	-	-	-	172,545
Skateboard park	299,650	-	-	-	-	299,650
Building improvements	625,957	-	-	-	-	625,957
Facilities maintenance	589,366	-	-	-	-	589,366
Information technology	406,576	-	-	-	-	406,576
Other general government articles	1,969,613	-	-	-	-	1,969,613
Police equipment	75,913	-	-	-	-	75,913
Police site improvements	540,143	-	-	-	-	540,143
Fire equipment	796,365	-	-	-	-	796,365
Marine services	629,588	-	-	-	-	629,588
Other public safety articles	169,882	-	-	-	-	169,882
Public works infrastructure	2,373,950	-	-	-	-	2,373,950
Public works equipment	741,709	-	-	-	-	741,709
Other purposes	1,545,424	-	-	-	-	1,545,424
Assigned:						
Information technology	87,727	-	-	-	-	87,727
Education	719,023	-	-	-	-	719,023
Solid waste	70,857	-	-	-	-	70,857
Wastewater	36,195	-	-	-	-	36,195
Insurance	49,739	-	-	-	-	49,739
Other purposes	166,365	-	-	-	-	166,365
Unassigned	32,789,666	-	-	-	-	32,789,666
Total Fund Balances	\$ 45,728,612	\$6,885,814	\$2,466,222	\$ 7,575,039	\$13,490,151	\$ 76,145,838

TOWN OF FALMOUTH, MASSACHUSETTS

STATEMENT OF NET POSITION
JUNE 30, 2018

	Primary Government			(December 31, 2017)
	Governmental Activities	Business-Type Activities	Total	Component Unit
Assets				
Cash and cash equivalents	\$ 58,115,385	\$ 1,228,102	\$ 59,343,487	\$ 502,080
Investments	17,803,317	549,324	18,352,641	-
Receivables, net of allowance for uncollectibles:				
Real estate and personal property taxes	1,573,435	-	1,573,435	-
Tax liens and deferrals	1,863,576	-	1,863,576	-
Excise	1,302,636	-	1,302,636	-
User fees	-	1,191,616	1,191,616	-
Special assessments	23,805,689	187,563	23,993,252	-
Departmental and other	1,035,438	-	1,035,438	16,667
Notes receivable	-	-	-	51,057
Intergovernmental	12,617,690	214,945	12,832,635	-
Prepaid items	-	-	-	1,033
Property held for sale	-	-	-	85,763
Capital assets, not being depreciated	86,675,644	50,110,854	136,786,498	-
Capital assets, net of accumulated depreciation	210,919,173	52,025,382	262,944,555	-
Total Assets	415,711,983	105,507,786	521,219,769	656,600
Deferred Outflows of Resources				
Related to net other postemployment benefits liability	3,704,682	262	3,704,944	-
Related to net pension liability	5,178,266	230,529	5,408,795	-
Related to charge on refunding	978,359	-	978,359	-
Total Deferred Outflows of Resources	9,861,307	230,791	10,092,098	-
Liabilities				
Warrants and accounts payable	2,934,937	35,043	2,969,980	8,503
Accrued payroll	3,303,742	-	3,303,742	-
Other liabilities	7,196	-	7,196	-
Interest expense	945,248	-	945,248	-
Long-term liabilities:				
Due within one year	10,992,475	2,364,756	13,357,231	-
Due in more than one year	294,087,816	47,350,128	341,437,944	-
Total Liabilities	312,271,414	49,749,927	362,021,341	8,503
Deferred Inflows of Resources				
Related to net other postemployment benefits liability	11,083,895	202,018	11,285,913	-
Related to net pension liability	4,916,613	218,881	5,135,494	-
Total Deferred Inflows of Resources	16,000,508	420,899	16,421,407	-
Net Position				
Net investment in capital assets	186,811,470	57,486,346	244,297,816	-
Restricted:				
Nonexpendable permanent funds	25,000	-	25,000	-
Expendable permanent funds	2,747,797	-	2,747,797	-
Community preservation	6,970,039	-	6,970,039	-
Federal and State grants	3,608,722	-	3,608,722	-
Debt service	30,884,116	-	30,884,116	-
Gift funds	505,284	-	505,284	-
Property held for sale	-	-	-	85,763
Unrestricted	(134,251,060)	(1,918,595)	(136,169,655)	562,334
Total Net Position	\$ 97,301,368	\$ 55,567,751	\$ 152,869,119	\$ 648,097

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

STATEMENT OF ACTIVITIES
YEAR ENDED JUNE 30, 2018

Functions/Programs	Expenses	Program Revenues			Net (Expenses) Revenues and Changes in Net Position			(December 31, 2017) Component Unit
		Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Governmental Activities	Business-Type Activities	Total	
Primary Government:								
<i>Governmental Activities:</i>								
General government	\$ 11,820,927	\$ 1,718,710	\$ 402,813	\$ 400,000	\$ (9,299,404)		\$ (9,299,404)	\$ -
Public safety	23,870,579	5,607,636	106,370	305,335	(17,851,238)		(17,851,238)	-
Education	78,668,134	1,274,973	20,957,575	26,049	(56,409,537)		(56,409,537)	-
Public works	15,199,826	1,778,774	19,494	23,832,654	10,431,096		10,431,096	-
Health and human services	2,911,949	141,775	627,792	-	(2,142,382)		(2,142,382)	-
Culture and recreation	5,540,743	1,583,136	774,013	-	(3,183,594)		(3,183,594)	-
Interest expense	3,143,954	-	383,275	-	(2,760,679)		(2,760,679)	-
Community development	303,282	-	-	508,847	205,565		205,565	-
Total Governmental Activities	141,459,394	12,105,004	23,271,332	25,072,885	(81,010,173)		(81,010,173)	-
<i>Business-Type Activities:</i>								
Water	6,523,023	7,086,150	-	39,385		\$ 602,512	602,512	-
Total Business-type Activities	6,523,023	7,086,150	-	39,385		602,512	602,512	-
Total Primary Government	\$ 147,982,417	\$ 19,191,154	\$ 23,271,332	\$ 25,112,270	(81,010,173)		(80,407,661)	-
Component Unit:								
Falmouth EDIC	\$ 1,079,895	\$ 183,260	\$ -	\$ 844,496				\$ (52,139)
Total Component Unit	\$ 1,079,895	\$ 183,260	\$ -	\$ 844,496				(52,139)
General Revenues:								
Real and personal property taxes					102,520,551	-	102,520,551	-
Motor vehicle and other excise					7,497,678	-	7,497,678	-
Grants and contributions not restricted to specific programs					2,123,564	-	2,123,564	-
Penalties and interest on taxes					621,244	-	621,244	-
Unrestricted investment income					71,512	(6,033)	65,479	155
Other					-	-	-	1,198
Transfers (net)					(356,817)	356,817	-	-
Total General Revenues and Transfers					112,477,732	350,784	112,828,516	1,353
Change in Net Position					31,467,559	953,296	32,420,855	(50,786)
Net Position:								
Beginning of year, as restated (see Note IV)					65,833,809	54,614,455	120,448,264	698,883
End of year					\$ 97,301,368	\$ 55,567,751	\$ 152,869,119	\$ 648,097

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

GOVERNMENTAL FUNDS
BALANCE SHEET
JUNE 30, 2018

	General	Community Preservation	Capital Projects	Sewer Capital Project	Nonmajor Governmental Funds	Total Governmental Funds
Assets:						
Cash and cash equivalents	\$ 36,069,535	\$ 6,927,150	\$ 2,366,175	\$ 2,442,105	\$ 10,310,420	\$ 58,115,385
Investments	15,050,347	-	-	-	2,752,970	17,803,317
Receivables, net of allowance for uncollectibles:						
Real estate and personal property taxes	1,530,423	43,012	-	-	-	1,573,435
Tax liens and deferrals	1,822,363	41,213	-	-	-	1,863,576
Excise	1,302,636	-	-	-	-	1,302,636
Special assessments	66,240	-	866,297	-	22,873,152	23,805,689
Other	934,452	-	3,972	-	97,014	1,035,438
Intergovernmental	6,442,325	-	100,047	5,385,517	689,801	12,617,690
Total Assets	63,218,321	7,011,375	3,336,491	7,827,622	36,723,357	118,117,166
Deferred Outflows of Resources	-	-	-	-	-	-
Total Assets and Deferred Outflows of Resources	\$ 63,218,321	\$ 7,011,375	\$ 3,336,491	\$ 7,827,622	\$ 36,723,357	\$ 118,117,166
Liabilities:						
Warrants and accounts payable	\$ 2,419,057	\$ 41,336	\$ -	\$ 114,490	\$ 360,054	\$ 2,934,937
Accrued payroll and withholdings	3,303,742	-	-	-	-	3,303,742
Other liabilities	7,196	-	-	-	-	7,196
Total Liabilities	5,729,995	41,336	-	114,490	360,054	6,245,875
Deferred Inflows of Resources:						
Unavailable revenues - property taxes	3,014,061	84,225	3,972	-	-	3,102,258
Unavailable revenues - excise taxes	1,302,636	-	-	-	-	1,302,636
Unavailable revenues - special assessments	66,240	-	866,297	-	22,873,152	23,805,689
Unavailable revenues - other	934,452	-	-	-	-	934,452
Unavailable revenues - intergovernmental	6,442,325	-	-	138,093	-	6,580,418
Total Deferred Inflows of Resources	11,759,714	84,225	870,269	138,093	22,873,152	35,725,453
Fund Balances:						
Nonspendable	-	-	-	-	25,000	25,000
Restricted	872,359	6,885,814	2,466,222	7,575,039	13,465,151	31,264,585
Committed	10,936,681	-	-	-	-	10,936,681
Assigned	1,129,906	-	-	-	-	1,129,906
Unassigned	32,789,666	-	-	-	-	32,789,666
Total Fund Balances	45,728,612	6,885,814	2,466,222	7,575,039	13,490,151	76,145,838
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	\$ 63,218,321	\$ 7,011,375	\$ 3,336,491	\$ 7,827,622	\$ 36,723,357	\$ 118,117,166

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, 2018**

Total Governmental Fund Balances		\$ 76,145,838
Capital assets used in governmental activities are not financial resources and therefore are not reported in the funds.		297,594,817
Other long-term assets are not available to pay for current period expenditures and, therefore, are reported as unavailable revenue in the funds		35,725,453
In the Statement of Activities, interest is accrued on outstanding long-term debt whereas in the governmental funds, interest is not reported until due.		(945,248)
Deferred outflows and inflows of resources to be recognized in future expense are not available resources and, therefore, are not reported in the funds:		
Deferred charge on refunding transactions	978,359	
Deferred outflows related to other postemployment benefits	3,704,682	
Deferred outflows related to pensions	5,178,266	
Deferred inflows related to other postemployment benefits	(11,083,895)	
Deferred inflows related to pensions	<u>(4,916,613)</u>	
Net effect of reporting deferred outflows and inflows of resources		(6,139,201)
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	(120,641,390)	
Unamortized premiums on bonds	(1,243,796)	
Landfill monitoring	(390,000)	
Compensated absences	(1,484,050)	
Net pension liability	(57,344,967)	
Net other postemployment benefits liability	<u>(123,976,088)</u>	
Net effect of reporting long-term liabilities		<u>(305,080,291)</u>
Net Position of Governmental Activities		<u>\$ 97,301,368</u>

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

GOVERNMENTAL FUNDS
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
YEAR ENDED JUNE 30, 2018

	General	Community Preservation	Capital Projects	Sewer Capital Project	Nonmajor Governmental Funds	Total Governmental Funds
Revenues:						
Real and personal property taxes	\$ 99,742,078	\$ 2,935,928	\$ -	\$ -	\$ -	\$ 102,678,006
Intergovernmental	21,198,000	908,847	1,573,043	-	5,660,120	29,340,010
Motor vehicle and other excises	7,567,368	-	-	-	-	7,567,368
Licenses and permits	1,902,911	-	-	-	-	1,902,911
Departmental and other	1,461,687	-	-	-	2,845,506	4,307,193
User charges	5,468,989	-	-	-	-	5,468,989
Special assessments	1,000,832	-	155,430	-	1,517,523	2,673,785
Penalties and interest on taxes	609,710	11,534	-	-	-	621,244
Fines and forfeitures	216,884	-	-	-	-	216,884
Investment income	75,756	29,827	-	-	(34,071)	71,512
Contributions and donations	-	-	-	-	93,293	93,293
Total Revenues	<u>139,244,215</u>	<u>3,886,136</u>	<u>1,728,473</u>	<u>-</u>	<u>10,082,371</u>	<u>154,941,195</u>
Expenditures:						
Current:						
General government	8,346,826	814,813	33,596	-	1,077,892	10,273,127
Public safety	15,713,774	-	67,230	-	507,193	16,288,197
Education	49,857,693	-	30,733	-	4,956,587	54,845,013
Public works	11,083,077	144,505	1,590,536	2,093,329	253,110	15,164,557
Health and human services	1,520,721	-	-	-	181,829	1,702,550
Culture and recreation	3,125,101	184,700	-	-	379,003	3,688,804
Pension and fringe benefits	31,480,427	-	-	-	-	31,480,427
Community development	-	303,282	-	-	-	303,282
State and county tax assessments	3,094,656	-	-	-	-	3,094,656
Debt service:						
Principal	10,184,535	-	-	-	-	10,184,535
Interest	3,544,488	-	-	-	-	3,544,488
Total Expenditures	<u>137,951,298</u>	<u>1,447,300</u>	<u>1,722,095</u>	<u>2,093,329</u>	<u>7,355,614</u>	<u>150,569,636</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	<u>1,292,917</u>	<u>2,438,836</u>	<u>6,378</u>	<u>(2,093,329)</u>	<u>2,726,757</u>	<u>4,371,559</u>
Other Financing Sources (Uses)						
Transfers in	3,676,474	-	86,700	98,300	94,269	3,955,743
Transfers out	(636,086)	(1,481,164)	(212,282)	-	(1,983,028)	(4,312,560)
Total Other Financing Sources (Uses)	<u>3,040,388</u>	<u>(1,481,164)</u>	<u>(125,582)</u>	<u>98,300</u>	<u>(1,888,759)</u>	<u>(356,817)</u>
Net Change in Fund Balances	<u>4,333,305</u>	<u>957,672</u>	<u>(119,204)</u>	<u>(1,995,029)</u>	<u>837,998</u>	<u>4,014,742</u>
Fund Balances, Beginning	<u>41,395,307</u>	<u>5,928,142</u>	<u>2,585,426</u>	<u>9,570,068</u>	<u>12,652,153</u>	<u>72,131,096</u>
Fund Balances, Ending	<u>\$ 45,728,612</u>	<u>\$ 6,885,814</u>	<u>\$ 2,466,222</u>	<u>\$ 7,575,039</u>	<u>\$ 13,490,151</u>	<u>\$ 76,145,838</u>

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

**RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES
IN FUND BALANCES OF GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES
YEAR ENDED JUNE 30, 2018**

Net Change in Fund Balances - Total Governmental Fund Balances **\$ 4,014,742**

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	\$ 9,800,626	
Depreciation expense	(8,430,613)	
Net effect of reporting capital assets		1,370,013

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:

Amortization of deferred charge on refunding	(61,623)	
Amortization of premiums on bonds and notes payable	244,632	
Repayments of debt	10,184,535	
Net effect of reporting long-term debt		10,367,544

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.

18,342,575

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.

217,525

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	(24,672)	
Other postemployment benefits	(2,152,854)	
Pension benefits	(697,314)	
Landfill liability	30,000	
Net effect of reporting long-term liabilities		(2,844,840)

Change in Net Position of Governmental Activities **\$ 31,467,559**

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

**PROPRIETARY FUNDS
STATEMENT OF NET POSITION
JUNE 30, 2018**

		Business-type Activities - Enterprise Funds
		Water Enterprise
Assets:		
Current Assets:		
Cash and cash equivalents	\$	1,228,102
Investments		549,324
Receivables (net)		
User fees		1,191,616
Special assessments		2,187
Intergovernmental		151,997
Total Current Assets		3,123,226
Noncurrent Assets:		
Receivables (net):		
Special assessments		185,376
Intergovernmental		62,948
Capital assets, not being depreciated		50,110,854
Capital assets, net of accumulated depreciation		52,025,382
Total Noncurrent Assets		102,384,560
Total Assets		105,507,786
Deferred Outflows of Resources:		
Related to net other postemployment benefits liability		262
Related to net pension liability		230,529
Total Deferred Outflows of Resources		230,791
Liabilities:		
Current Liabilities:		
Warrants and accounts payable		35,043
Compensated absences		16,552
Bonds and notes payable		2,348,204
Total Current Liabilities		2,399,799
Noncurrent Liabilities:		
Compensated absences		49,655
Bonds and notes payable		42,487,941
Net pension liability		2,552,913
Net other postemployment benefits liability		2,259,619
Total Noncurrent Liabilities		47,350,128
Total Liabilities		49,749,927
Deferred Inflows of Resources:		
Related to net other postemployment benefits liability		202,018
Related to net pension liability		218,881
Total Deferred Inflows of Resources		420,899
Net Position:		
Net investment in capital assets		57,486,346
Unrestricted		(1,918,595)
Total Net Position	\$	55,567,751

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, 2018**

	Business-type Enterprise Funds
	Water Enterprise
Operating Revenues:	
Charges for services	\$ 7,086,150
Total Operating Revenues	7,086,150
Operating Expenses:	
Operating costs	3,373,023
Depreciation	2,188,980
Total Operating Expenses	5,562,003
Total Operating Income	1,524,147
Nonoperating Revenues (Expenses):	
Interest expense	(961,020)
Interest income	(6,033)
Total Nonoperating Revenues (Expenses)	(967,053)
Income Before Capital Contributions and Transfers	557,094
Capital contributions	39,385
Transfers in	356,817
Change in Net Position	953,296
Net Position at Beginning of Year, as restated (see Note IV)	54,614,455
Net Position at End of Year	\$ 55,567,751

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

**STATEMENT OF CASH FLOWS -
PROPRIETARY FUNDS
YEAR ENDED JUNE 30, 2018**

	Business-type Activities - <u>Enterprise Funds</u> Water <u>Enterprise</u>
Cash Flows from Operating Activities:	
Receipts from users	\$ 7,079,802
Payments to vendors	(2,110,827)
Payments to employees	(1,346,933)
Net Cash Provided by Operating Activities	<u>3,622,042</u>
Cash Flows from Noncapital Financing Activities:	
Transfers in	356,817
Net Cash Used for Noncapital Financing Activities	<u>356,817</u>
Cash Flows from Capital and Related Financing Activities:	
Proceeds from issuance of bond anticipation notes	1,883,622
Proceeds from capital grants	4,965
Proceeds from capital assessments	39,439
Acquisition and construction of capital assets	(2,974,719)
Principal payments on bonds and notes	(2,211,235)
Interest expense	(1,066,124)
Net Cash Used for Capital and Related Financing Activities	<u>(4,324,052)</u>
CASH FLOWS FROM INVESTING ACTIVITIES:	
Investment of operating cash, net	6,033
Investment income (loss)	(6,033)
Net Cash Provided by Investing Activities	<u>-</u>
Net Change in Cash and Cash Equivalents	(345,193)
Cash and Cash Equivalents:	
Beginning of Year	<u>1,573,295</u>
End of Year	<u>\$ 1,228,102</u>
Reconciliation of Operating Income (Loss) to Net Cash Provided by (Used in) Operating Activities:	
Operating income	\$ 1,524,147
Adjustments to Reconcile Operating Income (Loss) to Net Cash Provided by (Used in) Operating Activities:	
Depreciation	2,188,980
Changes in assets, deferred outflows, liabilities and deferred inflows:	
User fees receivable	(6,348)
Deferred outflows of resources	251,209
Warrants and accounts payable	(161,181)
Compensated absences	6,940
Net pension liability	(398,087)
Net other postemployment benefits liability	(162,517)
Deferred inflows of resources	378,899
Net Cash Provided by Operating Activities	<u>\$ 3,622,042</u>
Noncash capital and related financing activities:	
Amortization of bond premium	\$ 105,104
Governmental debt subsidies	4,965
See accompanying notes to basic financial statements.	

TOWN OF FALMOUTH, MASSACHUSETTS

**STATEMENT OF NET POSITION
FIDUCIARY FUNDS
JUNE 30, 2018**

	Pension and Other Employee Benefit Trust Funds	Private Purpose Trust Funds	Agency Funds
Assets:			
Cash and Cash Equivalents	\$ 6,513,645	\$ -	\$ 2,015,876
Investments (at fair value):			
Equity securities	28,346,947	1,574,810	-
Corporate fixed income securities	167,076	-	-
U.S. government securities	228,617	-	-
Pooled funds:			
Domestic equity	28,933,546	-	-
International equity	15,106,333	-	-
Fixed income	21,455,469	-	-
Private equity and venture capital	14,513,050	-	-
Real estate	11,643,069	-	-
PRIT	18,194,402	-	-
Total Investments	138,588,509	1,574,810	-
Total Assets	145,102,154	1,574,810	2,015,876
Liabilities:			
Warrants and accounts payable	168,329	-	382,052
Payroll liabilities	-	-	915,397
Performance bonds	-	-	629,720
Other	-	-	88,707
Total Liabilities	168,329	-	2,015,876
Net Position:			
Restricted for pensions	144,373,877	-	-
Restricted for other postemployment benefits	559,948	-	-
Held in trust for private purposes	-	1,574,810	-
Total Net Position	\$ 144,933,825	\$ 1,574,810	\$ -

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

**STATEMENT OF CHANGES IN NET POSITION
FIDUCIARY FUNDS
YEAR ENDED JUNE 30, 2018**

	Pension and Other Employee Benefit Trust Funds	Private Purpose Trust Funds
Additions		
Contributions:		
Employer	\$ 11,807,381	\$ -
Employee	3,009,593	-
Transfers from other systems	330,058	-
Reimbursements from other systems	296,877	-
From Commonwealth of Massachusetts	37,137	-
Total Contributions	<u>15,481,046</u>	<u>-</u>
Other income	10,647	-
Investment income:		
Interest and dividends	1,617,423	(16,375)
Net appreciation in fair value of investments	18,044,397	-
Less - investment management fees	(1,032,893)	-
Net investment earnings	<u>18,628,927</u>	<u>(16,375)</u>
Total Additions (net)	<u>34,120,620</u>	<u>(16,375)</u>
Deductions		
Benefit payments to pensioners and beneficiaries	15,403,161	-
Member refunds	197,506	-
Transfers to other systems	405,099	-
Reimbursements to other systems	379,088	-
Payroll expenses of the System	169,378	-
Other administrative expenses	149,449	-
Scholarships	-	2,800
Human services	-	20,878
Total Deductions	<u>16,703,681</u>	<u>23,678</u>
CHANGE IN NET POSITION	17,416,939	(40,053)
NET POSITION AT BEGINNING OF YEAR	<u>127,516,886</u>	<u>1,614,863</u>
NET POSITION AT END OF YEAR	<u>\$ 144,933,825</u>	<u>\$ 1,574,810</u>

See accompanying notes to basic financial statements.

Town of Falmouth

Fiscal Policy

Board of Selectmen Voted to Approve

September 11, 2017

I. Introduction

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

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

II. Goals

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

III. Revenue Policy

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

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

- f. Town officials will review a comparison of estimated revenues against actuals in order to determine if adjustments need to be made.
- g. Actual revenues will be monitored monthly to determine if they are on pace with forecasts or if Management needs to act on any shortfall.
- h. User charges and fees will be set to recover not more than 100% of the total direct and indirect costs associated with their respective programs.

IV. Operating budget policy

- a. On or before the first day of November of each year, the Board of Selectmen, after consulting with the Town Manager, shall issue a policy statement relating to the budget for the next fiscal year. The statement shall establish the outer limits of possible budget growth for the Town (Charter sec. 8-3c).
 - i. The operating budget shall be submitted using conservative revenue projections to sufficiently cover projected appropriations.
 - ii. The Town will avoid relying on one-time revenues to fund on-going operations.
- b. All department heads and multimember bodies shall submit budget requests to the Finance Director on or prior to the first day of December each year taking into consideration the Board of Selectmen's budget policy and Town Manager's directives. The budget request submitted by the School Committee shall be submitted in sufficient time, and in sufficient detail, to enable the Town Manager to assess the probable impact of the School Department's budget upon the local town budget (Charter sec. 8-3D).
- c. On or prior to the first day of January of each year, the Town Manager shall submit to the Board of Selectmen a comprehensive budget for all town functions for the ensuing fiscal year and an accompanying budget message (Charter sec. 8-3e).
- d. The budget message shall explain the budget both in fiscal terms and in terms of what specific projects are contemplated in the year ahead.
 - i. Outline the proposed financial policies of the Town for the ensuing fiscal year.
 - ii. Describe the important features of the budget.
 - iii. Indicate any major changes from the current year in financial policies, revenues and expenditures, together with reasons for such changes.
 - iv. Summarize the Town's debt position
 - v. Include such other material as the Town Manager may deem appropriate. (Charter sec. 8-3f)
- e. The budget shall indicate proposed expenditures for current operations during the ensuing fiscal year, detailed by departments, offices, multimember bodies and specific purposes.
- f. The Board of Selectmen shall within 15 days of January 1st adopt the budget with or without recommendations, and submit it to the Finance committee on or before the 16th day of January of each year. The Board of Selectmen shall also transmit the budget request of the School Committee to the Finance committee (Charter sec. 8-4a).

V. Appropriation/Expenditure policy

- a. Appropriations are approved through Town Meeting in April and November.
- b. Budgeted appropriations will be monitored against expenses weekly by the accounting office and monthly by department heads to ensure such expenditures do not exceed the authorized budget.

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

VI. Reserve Fund Balance Policy

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

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

VII. Capital Improvement and Stabilization Fund Policy

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

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

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

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

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

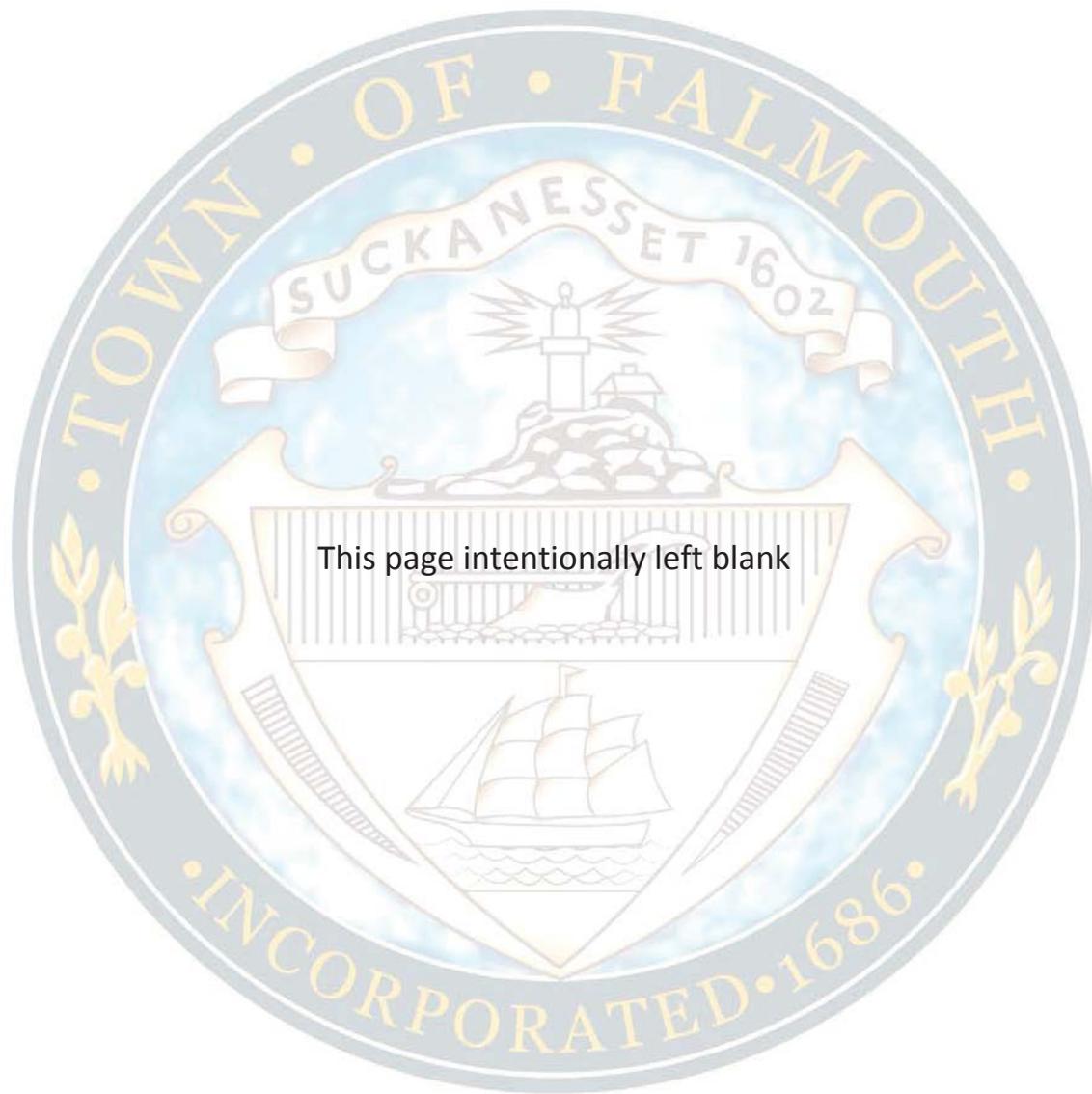
- b. Funding for the capital plan will be in accordance with the recommendations from the Town Manager, as follows:
 - i. \$25,000-\$1,000,000 - available funds
 - ii. Greater than \$1,000,000 - borrowing, capital exclusion or available funds
- c. The Finance Committee (the Committee) shall publish,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

VIII. Debt Policy

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

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

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



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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	Megan English	Elected/3 Yrs.	2022
Selectman	Susan L. Moran	Elected/3 Yrs.	2020
Selectman	Doug Jones	Elected/3 Yrs.	2021
Selectman	Samuel H. Patterson	Elected/3 Yrs.	2020
Selectman	Douglas C. Brown	Elected/3 Yrs.	2022
Town Manager	Julian M. Suso	Appointed	2020
Assistant Town Manager	Peter Johnson-Staub	Appointed	Indefinite
Finance Director	Jennifer Mullen	Appointed	Indefinite
Town Clerk	Michael C. Palmer	Elected/3 Yrs.	2022
Town Counsel	Frank K. Duffy Jr.	Appointed	Dec. 2021
Treasurer/Collector	Patricia O'Connell	Appointed/3 Yrs.	2021
Town Accountant	Victoria Rose	Appointed/3 Yrs.	2022

Municipal Services

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

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

COMMUNITY PROFILE FOR FALMOUTH, MASSACHUSETTS

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

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

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

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

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

Education

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

PUBLIC SCHOOL ENROLLMENTS (as of October 1)

	Actual					
	2014	2015	2016	2017	2018	2019
Elementary (K-4)	1,550	1,470	1,436	1,546	1,395	1,227
Middle/Jr. High (5-8)	1,139	1,184	1,164	1,158	1,137	1,109
High School (9-12)	865	881	905	869	858	907
Totals	3,554	3,535	3,505	3,573	3,390	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.

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

Solar Array - The town of Falmouth owns a 40-acre capped and closed landfill that, until solar was introduced, was sitting vacant and providing no benefits to the town or the local community, but requiring on-going maintenance and expense to keep up. The EDIC worked collaboratively with the town to perform initial feasibility studies, obtain town meeting approvals, and an interconnection agreement. Through a competitive

public bid process, Citizens Energy Corporation was selected as the winning vendor to develop, design, finance, construct, and own the solar asset. The total economic benefit to the community over the life of the project is projected to be over \$14 million.

Industry

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

COMMUNITY PROFILE FOR FALMOUTH, MASSACHUSETTS

Industry	Calendar Year Average				
	2014	2015	2016	2017	2018
Construction	670	676	700	735	782
Manufacturing	460	464	461	495	595
Trade, Transportation and Utilities	2,125	2,088	1,084	2,109	2,099
Information	198	204	203	189	233
Financial Activities	319	302	316	318	314
Professional and Business Services	2,363	2,329	2,348	2,328	2,314
Education and Health Services	4,059	4,087	4,036	4,101	3,916
Leisure and Hospitality	2,532	2,493	2,602	2,629	2,588
Other Services	395	399	398	386	404
Public Administration	1,384	1,396	1,422	1,421	1,407
Total Employment	14,505	14,438	13,570	14,711	14,652
Number of Establishments	1,150	1,150	1,168	1,153	1,177
Average Weekly Wages	\$936	\$970	\$985	\$1,006	\$1,035
Total Wages	\$707,579,901	\$730,162,569	\$747,782,021	\$773,297,405	\$785,993,371

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

LARGEST EMPLOYERS

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

<u>Name</u>	<u>Product/Function</u>	<u>Approximate No. of Employees</u>
Woods Hole Oceanographic 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
JML Care Center Rehabilitation	Rehabilitation	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

COMMUNITY PROFILE FOR FALMOUTH, MASSACHUSETTS

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.

Year	Labor Force	UNEMPLOYMENT RATES		
		Town of Falmouth Unemployment Rate	Massachusetts Unemployment Rate	United States Unemployment Rate
2018	15845	4.1 %	3.3 %	3.9 %
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

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

Building Permits

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

Calendar Year	New Construction				Additions/Alterations		Totals	
	Residential		Non-Residential		No.	Value	No	Value
	No.	Value	No.	Value				
2019 (1)	77	\$ 57,945,355	14	\$ 16,461,241	2,036	\$ 50,214,685	2,127	\$ 124,621,281
2018	115	41,259,285	3	8,937,909	2,857	80,342,502	2,975	130,539,696
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	2,981	58,236,725	3,079	230,554,193

(1) Issued through September 20, 2019

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.

COMMUNITY PROFILE FOR FALMOUTH, MASSACHUSETTS

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

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

Population, Income and Wealth Levels

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

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

SOURCE: U.S. Bureau of the Census.

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

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

GLOSSARY

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

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

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

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

Excess Levy Capacity: The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the 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>