



TOWN OF FALMOUTH  
FISCAL YEAR 2022 BUDGET



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# TOWN OF FALMOUTH

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## **FY2022 BUDGET MESSAGE**

Submitted to Falmouth Select Board

12-23-2020

The Falmouth Home Rule Charter directs that a comprehensive budget including all functions of the Town and a related Budget Message be submitted to the Falmouth Select Board each year prior to the first day of January. The attached FY 2022 Budget is respectfully submitted to members of the Select Board for your review along with this Fiscal Year 2022 Budget Message.

### **BACKGROUND**

Prior to proceeding with a discussion of the significant challenges the Town faces with the upcoming FY22 Budget, it is imperative that I present and recount the changes necessarily made to the FY21 Budget which occurred after that budget was submitted and presented to the Select Board and Finance Committee back in January, 2020.

As all are aware, a world-wide pandemic resulted in a health crisis which impacted the national, state and local economies on multiple levels. A stay-at-home order was issued by Governor Baker, affecting personal contacts and travel. Governor Baker's emergency directives had multiple impacts, including the temporary closure of some businesses, the closure of in-person K-12 classes, and the halting of elective surgeries and related medical procedures to ensure that hospital staff and beds were available for persons infected with the COVID-19 virus. In the last several months, persons have been permitted to resume limited daily activity, schools and businesses have reopened to limited capacity, and most medical procedures have resumed. The April, 2020 Town Meeting was postponed until June 22 when that meeting could take place in the High School stadium outdoor venue with a limited agenda. Between April and June, the Town found it prudent and responsible to reduce projected revenues due to the multiple uncertainties of the pandemic and the anticipated present and future impacts it would have on the economy. For the FY21 single budget year only, the Town did

not fund the reserve accounts and reduced the health insurance appropriation. Revenues for FY22 are projected to be greater than for FY21 given the presumption that a coronavirus vaccine will be available and widely distributed by the spring of 2021 and that, hopefully, businesses will be able to once again operate at full capacity. Realistically, it will likely take a couple of years to fully analyze and responsibly adjust to the impact this devastating pandemic has had on the overall economy and local municipal receipts.

At all times during this pandemic, the employees at Town Hall, Town administrative offices and all other public services continued to work primarily on-site and without interruption. Although the need to protect the health and safety of all employees and residents necessitated a temporary closure of Town administrative offices to the public – all employees and municipal functions continued to operate, serving the public through creative remote access means via telephone, mail, internet communications and related approaches for several months from March 18 until reopening to public access on October 13, 2020.

In May, 2020 we were most gratified that Falmouth voters overwhelmingly approved a proposed permanent override of \$971,507 to allow the hiring of eight full-time firefighters in furtherance of successfully implementing a five fire station model which includes the mandatory assignment of two firefighters to each piece of fire or rescue equipment beginning on July 1, 2020. Following multiple public forums and discussions which provided facts and information on Fire Department operations, this was the first permanent override passed by Falmouth voters in thirty years and represents a significant vote of confidence in the management of the Falmouth Fire Department to proceed with the proposed staffing model to the public safety benefit of the entire Town! Coincident with this initiative, the Town brought to closure a comprehensive, third-party consultant analysis by McGrath Consulting Group analyzing three-years of actual Fire Department fire/rescue run data which concluded that the five fire station model is most appropriate for the Town of Falmouth and that a new, replacement fifth fire station should be pursued. This new, replacement fifth fire station has been included in the Town's official Capital Plan approved by the Select Board. A Citizens Committee to recommend the optimum area of location for this new, replacement fifth fire station was appointed by the Select Board early in 2020 and completed its work recently with the recommendation that the new replacement station be located in the Central Town/Hatchville area as further recommended by the McGrath Consulting Group. The routine monitoring and analysis of Fire Department actual run/response data since July 1 has affirmed that average

response times to **all areas of Falmouth** have markedly improved with this new fire staffing management model.

## **INTRODUCTION**

This FY2022 Town Budget represents a challenging balance between estimated revenues as it relates to the state of the economy and the dynamic of requests for Town services/expenditures. Due to the anticipated decrease in revenues, the Select Board requested a 1.5% budget increase for all Town departments and **not** the usual 2.3% as in the recent past. After a one-year hiatus of funding the reserve accounts, this FY22 Budget will continue to fund reserves as the relevant Policy of the Falmouth Select Board. At the same time, the Town's free cash has declined slightly due to the pandemic-related reduction in Town revenues.

The Select Board's financial policies underscore that the Town continues to conduct 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. This elevated bond rating is enjoyed by less than 25% of all municipalities in the Commonwealth, and results in the substantial savings to taxpayers of \$50,000 - \$200,000 for a \$10 Million twenty-year municipal bond.

Through this cautious and disciplined budgeting, particularly during the current health crisis and economic downturn, Falmouth has positioned itself to maintain level municipal services without layoffs or furloughs as has been experienced by many other communities in the Commonwealth. FY22 continues a pattern of thoughtful, conservative revenue forecasting and maintenance of all critical, basic municipal services to Falmouth residents.

## **BUDGET OVERVIEW – REVENUES**

Four major components of revenue are routinely used to fund the Town's annual operating budget, these being: Property Taxes, State Aid, Estimated Local Receipts, and Other Available Funds. Consistent with the Select Board's Operating Budget Policy Statement adopted on September 21, 2020, the

maximum total revenue growth from property taxes is a 2.5% increase from FY2021. This is supplemented by \$700,000 in New Growth. As of early December, the State has not finalized its budget for FY2021. However, legislative action that was taken over the summer established zero cuts to State Aid for cities and Towns. At this time, there is considerable uncertainty as to what the State budget will be for FY22. Therefore, proceeding cautiously, we are reducing our estimated State Aid revenues by 8.5% which amounts to \$907,153.

Local Estimated Receipts decreased by \$950,000 from FY2020 to FY2021. Due to the pandemic, there were losses in several categories of Local Receipts. However, there were also significant gains to Falmouth, such as hotel/motel excise and building permits. The increase in hotel/motel was due to the additional tax on rental properties and particularly the increase of that tax from 4% to 5% which the Select Board recommended and that Town Meeting voted to approve effective on January 1, 2020.

For FY2022, we are projecting an increase in estimated receipts (we significantly decreased them for FY2021) to slightly more than pre-pandemic levels. We believe the economy will rebound in FY22 since there should be a COVID-19 vaccine available for all citizens, facilitating reasonable recovery. We are projecting that restrictions will be lifted for businesses and people will start traveling more abundantly. We constantly monitor the situation and will adjust projections accordingly as time permits. No budget shortfalls are projected at this time.

## **BUDGET OVERVIEW – EXPENSES**

All municipalities, including Falmouth, 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 FY2022. The Town is still negotiating with unions representing Police Officers, Firefighters, Consolidated Communications, Public Works and Library. A set-aside for potential cost-of-living adjustments will be provided in a separate April Town Meeting warrant article. 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 remaining collective bargaining units were settled with a 2% cost-of-living adjustment. This 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 FY2022 Appropriations Budget, I am proposing a level service operating budget with a single exception – a supplemental, full-time clerk in the Town Clerk’s Office. This past calendar year we saw the expansion of early voting and voting by mail. We anticipate that this trend will continue. This additional position will assist with the influx of duties supported by the voting expansion and it appears increasingly important that the Clerk’s Office be less reliant on a temporary position(s) as in the past to meet expanding customer needs. Also, added in the proposed Budget is the existing Housing Coordinator position that has been funded from the Affordable Housing Fund in the past as well as a half-time Diversity Officer position which was created and funded per Town Meeting action at the June 22 rescheduled Town Meeting session, with the other half of this position appearing in the School Department budget. Lastly, there is an adjustment in the wage scale for AFSCME A and seasonal personnel that was affirmed pre-pandemic to reflect the competitive market for those mission-critical, partial year public service employees. As a reminder, the current year’s FY21 approved budget included the creation of two Police Officer and two Firefighter positions for ½ year funding (beginning January 1, 2021). For FY22 these additional public safety positions will need to be funded for the full twelve month calendar year.

## **HEALTH INSURANCE**

The Cape Cod Municipal Health Group (CCMHG), with which the Town is affiliated for group health insurance cost-effectiveness purposes, has not yet made a recommendation on a rate increase as of the timing of this FY22 Budget presentation. However, the consensus appears to be that an increase would be minimal. The Town will, therefore, only increase the health insurance line by the amount voted in the recent voter-approved override for eight firefighter positions – which is \$160,000. The CCMHG has a significant reserve balance which enables them to recommend minimal rate increases. The actual proposed health insurance rate increase will not be finalized until early in the coming calendar year.

## **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 2022, this requires a 7.42% increase from the previous year, which includes an estimated amount for the eight new firefighter positions funded by the override for FY21.

## **TOWN INSURANCE**

Falmouth's general insurance line item has been estimated to increase by 1.5% for FY22. At this time, the Town has sufficient reserves in the Workers' Compensation Trust Fund to hedge against any unanticipated increases.

## **SCHOOLS**

Following communication with the Superintendent of the Upper Cape Regional Technical School (UCRTS), we understand that there is an anticipated increase of eight students from Falmouth to UCRTS for FY22. The anticipated additional funding necessary to address this increase is approximately \$290,000. Final cost confirmation of this potential increase will not be available until February/March of 2021.

School Department funding is planned to increase by 2.5% in the FY22 Budget. The Town proposed a 1.5% increase as per the Select Board's adopted Budget Policy and the remaining portion will be funded from the Special Education Stabilization Account.

## **FUNDING RESERVES**

As previously noted, the Town did not fund the reserves in FY21 due to the uncertainty of revenues. Since the Town feels we are rebounding in revenues for FY22, we will resume funding these reserve accounts. The OPEB Trust Fund will be funded in the amount of \$500,000 and 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. The Workers' Compensation Trust Fund will no longer be funded since the Town has fully insured our Workers' Compensation liabilities. The Town will continue to spend from this account to offset the workers compensation premium until the fund is depleted. Other Available Funds include other-sourced revenues such as parking revenues, embarkation fees, waterways improvement, energy receipts, wetlands protection and municipal golf revenues, which are routinely transferred into the General Fund in order to support the debt service payments and other Operating expenses.

## **DEBT**

Last Fiscal Year, the Town refinanced \$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 financed the new Senior Center and the new Synthetic Athletic Field at Falmouth High School, the Main Street Water Main Replacement and miscellaneous Wastewater Projects. The Town has not issued any debt since last fiscal year. In FY22, the Town will not have to use the debt stabilization fund to offset unanticipated debt increases. The Town will ensure that the tax levy does not increase by more than 2.5% excluding New Growth.

Standard and Poor's rating service has reaffirmed the Town's coveted AAA Bond Rating with the 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. Fewer than 25% of municipalities in the Commonwealth have this highest possible bond rating which, as noted earlier, saves Falmouth taxpayers from \$50,000 - \$250,000 in financing costs on a typical ten year municipal bond.

## **CONCLUDING REMARKS**

For the hard-earned tax dollars which Falmouth residents entrust to this municipality, residents of Falmouth receive all the public service support of a "full service" municipality. These basic local government services include police, fire/rescue, public works, marine and environmental services, and water and

wastewater utilities. Falmouth remains among a diminishing number of municipalities that continue to make “house call,” with weekly curbside trash (and twice-monthly recycling) pickup of all single-family residential properties at no additional charge to taxpayers. I thank my fellow employees for diligently delivering these comprehensive, basic municipal services to ensure the quality of life in Falmouth every day. The consistent maintenance of this package of comprehensive municipal services is significantly beyond that of the majority of surrounding communities.

The dedicated leadership of the Falmouth Select Board is fundamental to this process. This includes utilizing a thoughtful and deliberative Strategic Planning Process and embracing appropriately conservative Budget Policies with taxpayer resources while funding reserves in a responsible manner. Also primary to the success of this approach is the continued hands-on participation and support of the Finance Committee. This collaborative partnership ensures that quality is maintained in a professional, cost-effective manner.

I look forward to meeting with members of the Select Board at 7PM on Monday, January 4 in virtual session for the formal presentation of this FY2022 Proposed Budget. As the Falmouth Charter ordains, we have a very compact time frame to review, discuss and conclude the executive-level budget process with the Board’s consideration and adoption of the proposed Budget. This proposed Budget is then due to be transmitted to the Finance Committee “...on or before January 16.” I welcome the opportunity to join with the Finance Committee in the coming weeks as they undertake their important analysis work on this Falmouth FY22 Budget in preparation for the upcoming April, 2021 Town Meeting.

My thanks to Finance Director Jennifer Mullen for her consistent professionalism, her commitment to quality and steadfast dedication to this mission-critical annual budget process. I also thank Assistant Town Manager Peter Johnson-Staub for his experienced, professional assistance with the evolution of this proposed Budget. Thank you to 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 collective dedication and consistent professional work as primary members of Falmouth’s Finance Department. These staff professionals are committed to collaborating as a team to ensure ongoing quality and responsible stewardship in the Town’s fundamental financial activities. In addition, I thank all Falmouth Department Heads for their dedicated, hands-on involvement in this annual

budget process, begun several months ago. Thank you to each of my many colleagues for the inspiring commitment to quality and stewardship which you bring to your work each day.

Thank you to members of the Falmouth Select Board for this opportunity to be of service to you as Town Manager. Our collective work on this FY2022 Budget has a profound impact on all those we are so privileged to serve.

Respectfully Submitted,



Julian M. Suso  
Falmouth Town Manager



## BUDGET OVERVIEW

		FY 21	FY 22	FY 22	FY21 TO FY22	%
		VOTED	REQUESTS	RECOMMEND	CHANGE	CHANGE
<b>PROPERTY TAX</b>						
Base		97,105,757	101,541,152	101,541,152	4,435,395	
Amended New Growth		-	-	-	-	
2.5% increase		2,427,644	2,538,529	2,538,529	110,885	
Override		971,507				
New Growth		1,036,244	700,000	700,000	(336,244)	
Debt Exclusions (DE-1)		11,203,910	10,879,740	10,879,740	(324,170)	
Short Term Debt						
Revenue to offset Water/Wastewater debt		(1,823,004)	(1,200,000)	(1,200,000)	623,004	
Debt Stabilization			(111,812)	(111,812)	(111,812)	
CC Commission		519,796	520,000	520,000	204	
Excess Levy Capacity		-	-	-	-	
<b>TOTAL TAX LEVY</b>		<b>111,441,854</b>	<b>114,867,609</b>	<b>114,867,609</b>	<b>3,425,755</b>	3.07%
<b>STATE REVENUE</b>						
Chapter 70		6,780,099	6,280,000	6,280,000	(500,099)	
Charter Tuition Reimbursements		339,821	162,715	162,715	(177,106)	
School Choice		900,101	964,705	964,705	64,604	
Subtotal Education		8,020,021	7,407,420	7,407,420	(612,601)	
Unrestricted General Government Aid		1,472,161	1,200,000	1,200,000	(272,161)	
Veterans Benefits		343,465	343,465	343,465	-	
Exemptions: Vets, Blind, Surv Spouses & Elderly		188,612	188,612	188,612	-	
State Owned Land		473,240	457,974	457,974	(15,266)	
Public Libraries		42,753	35,628	35,628	(7,125)	
Subtotal General Government		2,520,231	2,225,679	2,225,679	(294,552)	
<b>TOTAL STATE REVENUE</b>		<b>10,540,252</b>	<b>9,633,099</b>	<b>9,633,099</b>	<b>(907,153)</b>	-8.61%
<b>LOCAL ESTIMATED RECEIPTS</b>						
Motor Vehicle Excise		4,000,000	4,500,000	4,500,000	500,000	12.50%
**Other Excise		800,000	1,650,000	1,650,000	850,000	
Penalties and Interest		575,000	575,000	575,000	-	
PILOT		130,000	165,000	165,000	35,000	
Charges for Services - Water		7,800,000	8,500,000	8,500,000	700,000	8.97%
Charges for Services - Trash Disposal		100,000	100,000	100,000	-	
Other Charges for Services		3,700,000	4,000,000	4,000,000	300,000	8.11%
Fees		225,000	225,000	225,000	-	
Rentals		80,000	100,000	100,000	20,000	
Departmental Revenue - Libraries		5,000	15,000	15,000	10,000	
Departmental Revenue - Recreation		20,000	20,000	20,000	-	
Licenses and Permits		1,235,000	1,500,000	1,500,000	265,000	21.46%
Special Assessments		800,000	1,000,000	1,000,000	200,000	
Fines and Forfeits		80,000	80,000	80,000	-	
Investment Income		40,000	40,000	40,000	-	
Misc. Recurring		140,000	140,000	140,000	-	
Misc. Non-Recurring		-	-	-	-	
<b>TOTAL ESTIMATED RECEIPTS</b>		<b>19,730,000</b>	<b>22,610,000</b>	<b>22,610,000</b>	<b>2,880,000</b>	14.60%
<b>OTHER AVAILABLE FUNDS</b>						
Parking Meter Fund		203,500	203,500	203,500	-	0.00%
Embarkation Fees		350,500	350,500	350,500	-	
Wetlands Fund		50,000	50,000	50,000	-	
Title V Program		31,050	20,000	20,000	(11,050)	-35.59%
Energy Receipts		358,883	330,669	330,669	(28,214)	-7.86%
Road Betterment		119,856	116,307	116,307	(3,549)	-2.96%
Golf Revenues		400,000	400,000	400,000	-	0.00%
Community Preservation Fund		1,090,449	943,519	943,519	(146,930)	-13.47%
Bond Premiums		16,095	14,808	14,808	(1,287)	-8.00%
Waterways Fund		131,291	131,291	131,291	-	0.00%
Debt Stabilization Fund		1,229,700	111,812	111,812	(1,117,888)	-90.91%
Receipts Reserved - Sewer		50,000	50,000	50,000	-	
Free Cash		500,000				
<b>TOTAL OTHER AVAILABLE FUNDS</b>		<b>4,531,324</b>	<b>2,722,406</b>	<b>2,722,406</b>	<b>(1,808,918)</b>	-39.92%
<b>TOTAL REVENUES</b>		<b>146,243,430</b>	<b>149,833,114</b>	<b>149,833,114</b>	<b>3,589,684</b>	

	FY 21	FY 22	FY 22	FY21 TO FY22	%
	VOTED	REQUESTS	RECOMMEND	CHANGE	CHANGE
<b>BUDGET</b>					
General Government	4,715,282	5,031,916	4,975,267	259,985	5.51%
Public Safety	16,360,966	17,653,085	17,241,914	880,948	5.38%
Public Works and Facilities	14,991,840	15,431,930	15,289,743	297,903	1.99%
Community Development	1,905,614	1,953,756	1,953,556	47,942	2.52%
Community Services	5,150,436	5,276,131	5,253,346	102,910	2.00%
Education	53,396,147	54,522,059	54,522,059	1,125,912	2.11%
Employee Benefits	25,330,387	26,176,446	26,176,446	846,059	3.34%
Ins & Reserve	1,724,538	1,750,000	1,750,000	25,462	1.48%
Debt Service	15,656,289	15,062,317	15,062,317	(593,972)	-3.79%
<b>TOTAL OPERATING BUDGET</b>	<b>139,231,499</b>	<b>142,857,640</b>	<b>142,224,648</b>	<b>2,993,149</b>	<b>2.15%</b>
<b>TOWN MEETING ARTICLES</b>					
Additional Budget Appropriations					
Capital Stabilization		1,032,079	1,032,079	1,032,079	
Stabilization General		-	-	-	
OPEB Trust		500,000	500,000	500,000	
Override	971,507			(971,507)	
COLAs	300,000	350,000	350,000	50,000	
<b>TOTAL TOWN MEETING ARTICLES</b>	<b>1,271,507</b>	<b>1,882,079</b>	<b>1,882,079</b>	<b>610,572</b>	<b>48.02%</b>
<b>TAX RECAP APPROPRIATIONS</b>					
Assessments	4,379,197	4,415,000	4,415,000	35,803	
Overlay	300,000	300,000	300,000	-	
State Aid Offsets	942,854	1,000,333	1,000,333	57,479	
<b>TOTAL RECAP APPROPRIATIONS</b>	<b>5,622,051</b>	<b>5,715,333</b>	<b>5,715,333</b>	<b>93,282</b>	<b>1.66%</b>
<b>*TOTAL APPROPRIATIONS</b>	<b>146,125,057</b>	<b>150,455,052</b>	<b>149,822,060</b>	<b>3,697,003</b>	<b>2.53%</b>

<b>REVENUES MINUS EXPENDITURES</b>	118,373	(621,938)	11,054	(107,319)
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**FY22 BUDGET**

DEPT #	DEPT NAME	FY 2021 RECOMMEND	FY 2022 REQUESTS	FY 2022 RECOMMEND	FY20vsFY21	(Review)
113	TOWN MEETING	46,000	42,000	42,000	(4,000)	-8.70%
114	TOWN MODERATOR	1,500	1,500	1,500	-	0.00%
122	TOWN MANAGER/SELECT BOARD	590,664	732,105	732,105	141,441	23.95%
131	FINANCE	137,487	140,097	140,097	2,610	1.90%
132	RESERVE FUND	325,001	325,000	325,001	-	0.00%
135	TOWN ACCOUNTANT	251,717	261,869	261,869	10,152	4.03%
141	ASSESSING	386,840	432,887	432,887	46,047	11.90%
145	TREASURER/COLLECTOR	640,223	646,599	646,599	6,376	1.00%
151	TOWN COUNSEL	527,475	537,386	537,386	9,911	1.88%
152	PERSONNEL	319,531	325,280	325,280	5,749	1.80%
155	INFORMATION TECHNOLOGY	1,007,594	1,070,331	1,016,431	8,837	0.88%
156	GEOGRAPHIC INFO SYSTEMS	104,444	108,927	106,177	1,733	1.66%
161	TOWN CLERK	295,106	352,435	352,435	57,329	19.43%
162	ELECTIONS	81,700	55,500	55,500	(26,200)	-32.07%
171	CONSERVATION DEPARTMENT	313,881	327,068	327,068	13,187	4.20%
175	PLANNING DEPARTMENT	298,920	294,671	294,671	(4,249)	-1.42%
176	ZONING APPEALS	141,595	146,185	146,185	4,590	3.24%
192	DPW-FACILITIES MAINT DIVISION	1,094,057	1,174,537	1,133,537	39,480	3.61%
193	PROP, LIAB, WRKR COMP INSURANCE	1,724,538	1,750,000	1,750,000	25,462	1.48%
210	POLICE DEPARTMENT	6,835,558	7,140,753	7,027,875	192,317	2.81%
220	FIRE/RESCUE DEPARTMENT	7,732,968	8,639,084	8,378,269	645,301	8.34%
230	CONSOLIDATED COMMUNICATIONS	726,465	778,024	740,546	14,081	1.94%
241	BUILDING DEPARTMENT	736,678	764,826	764,826	28,148	3.82%
295	MARINE & ENVIRONMNTL SERVICES	1,065,975	1,095,224	1,095,224	29,249	2.74%
300	SCHOOL DEPARTMENT	50,218,817	51,014,729	51,014,729	795,912	1.58%
390	UPPER CAPE REGIONAL TECH	3,177,330	3,507,330	3,507,330	330,000	10.39%
411	DPW-ADMIN/ENGINEERING DIV	889,965	890,847	890,847	882	0.10%
422	DPW-HIGHWAY DIV	1,488,050	1,519,566	1,498,566	10,516	0.71%
423	DPW-SNOW & ICE	375,000	375,000	375,000	-	0.00%
424	DPW-STREETLIGHTING	105,000	105,000	105,000	-	0.00%
425	DPW-VEHICLE FUEL	335,000	335,000	335,000	-	0.00%
426	DPW-FLEET SERVICES	494,261	528,528	502,028	7,767	1.57%
429	DPW-TREE & PARKS MAINT DIV	1,251,933	1,267,948	1,267,948	16,015	1.28%
431	DPW-WASTE MGT FACILITY	360,895	363,878	363,878	2,983	0.83%
433	DPW-SOLID WASTE COLLECTION	3,663,000	3,841,500	3,841,500	178,500	4.87%
440	DPW-WASTEWATER DIVISION	1,646,445	1,658,792	1,653,305	6,860	0.42%
450	DPW-WATER DIVISION	3,252,752	3,335,852	3,287,652	34,900	1.07%
460	DPW-RENEWABLE ENERGY	35,482	35,482	35,482	-	0.00%
510	HEALTH DEPARTMENT	414,540	421,006	420,806	6,266	1.51%
541	SENIOR SERVICES	548,252	548,285	548,285	33	0.01%
543	VETERANS' SERVICES	598,968	616,023	604,023	5,055	0.84%
560	DISABILITY COMMISSION	250	250	250	-	0.00%
599	HUMAN SERVICES	516,799	536,103	535,318	18,519	3.58%

DEPT #	DEPT NAME	FY 2021 RECOMMEND	FY 2022 REQUESTS	FY 2022 RECOMMEND	FY20vsFY21	(Review)
610	PUBLIC LIBRARY	2,138,934	2,167,031	2,167,031	28,097	1.31%
630	RECREATION DEPARTMENT	571,727	606,830	596,830	25,103	4.39%
632	BEACH DEPARTMENT	773,506	799,609	799,609	26,103	3.37%
633	BIKEWAYS	2,000	2,000	2,000	-	0.00%
1753	LT EXCLUDED DEBT	11,219,902	10,879,741	10,879,741	(340,161)	-3.03%
1754	LT UNEXCLUDED DEBT	4,436,387	4,182,576	4,182,576	(253,811)	-5.72%
1755	ST EXCLUDED PRINCIPAL & INTEREST	-	-	-	-	0.00%
1911	RETIREMENT	8,972,150	9,638,209	9,638,209	666,059	7.42%
1913	UNEMPLOYMENT	145,000	145,000	145,000	-	0.00%
1914	HEALTH INSURANCE	15,085,305	15,245,305	15,245,305	160,000	1.06%
	SCHOOL DEPARTMENT	6,955,712	7,012,840	7,012,840	57,128	
	TOWN/RETIREEES	8,629,593	8,232,465	8,232,465	(397,128)	
1915	LIFE INSURANCE	9,232	9,232	9,232	-	0.00%
1916	MEDICARE TAX	900,000	920,000	920,000	20,000	2.22%
1919	EMPLOYEE BENEFITS	218,200	218,200	218,200	-	0.00%
1941	COURT JUDGMENTS	500	500	500	-	0.00%
	<b>TOTALS</b>	<b>139,731,499</b>	<b>142,857,640</b>	<b>142,224,648</b>	<b>2,993,149</b>	<b>2.14%</b>
					Updated	12/23/2020



**TOWN OF FALMOUTH  
SELECT BOARD  
Fiscal Year 2022  
Operating Budget Policy  
Voted September 21, 2020**

**INTRODUCTION**

The Town of Falmouth, Select Board hereby establishes the following Fiscal Year 2022 budget policy in order to continue to strengthen the financial position of our community as memorialized in **FY2021-2025 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 2022 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 FY2022 budget shall be based on conservative and achievable estimates of available revenues. The COVID 19 pandemic has disrupted planning for sustainable future revenues. The FY2021 budget established a baseline for municipal services offered within a sustainable operating budget taking into account reduced revenues due to the current pandemic. Recommended expenses shall continue to be analyzed within a framework of local revenues. Early action shall be taken to address projected shortfalls to ensure that the Town is providing service levels that can be supported within our anticipated revenue stream over the next few years.

The Town of Falmouth will seek to establish a level service budget which limits increases in order to 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 2021 levy and an estimated new growth component of \$700,000.

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

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

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

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

## **REVENUE POLICY**

### **Local Estimated Receipts**

The Town will continue to maintain the goal of conservatively budgeting local estimated receipts to responsibly avoid any future revenue deficits and to help meet the Town's goals for financial stability. The uncertainty of the local economy due to the pandemic makes it difficult to predict FY2022 revenues. For the last six months, local receipt revenues have been adequate to justify a modest increase from Fiscal Year 2021 estimates. Fiscal Year 2021 estimated receipts were significantly decreased due to the public health crisis. We will continue to monitor receipts and adjust accordingly.

### **State Revenues**

As of September 21, the FY 2020 state budget has not been finalized, however the legislature has declared that there will not be a cut to state aid in the current fiscal year. The uncertainty surrounding state aid at this early juncture is difficult to predict. In FY 21 The Town projected a \$770,000 state aid decrease and will project the same amount for FY 2022.

### **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 2022 operations. The Board shall continue to evaluate temporary property tax increases including capital and debt exclusions for the financing of significant capital improvements or other one-time, major expenses, but will avoid the use of permanent overrides to fund the operating budget.

## **APPROPRIATION POLICY**

To protect the Town's conservative budget strategy, appropriations shall be limited to the existing programs and fixed cost increases. Town Departments shall endeavor to limit any significant increase in 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 1.5%% annual increase.

### **Strategic Priorities**

To further guide the Town Manager in the development of the 2022 Budget, the Select Board has adopted a five-year Strategic Plan FY 2021-2025. Priority shall be placed on maintaining public health and public safety and basic municipal services.

### **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 third year, the Town will not further appropriate funds into the General Stabilization Fund. The Fund balance is \$6,752,364 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. The Town will no longer fund the workers compensation trust since the liability has been incorporated into the operating budget.

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

October 1

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

October 15

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

November 15

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

January 1

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

January 15

- The Select Board adopts the budget with or without recommendations

January 16

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

30 Days Prior to Town Meeting

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

April

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

June 30

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



# BUDGET PROCESS DESCRIPTION

## **Operating Budget**

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

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

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

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

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

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

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

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

# BUDGET PROCESS DESCRIPTION

## **Capital Budget**

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

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

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

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

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

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

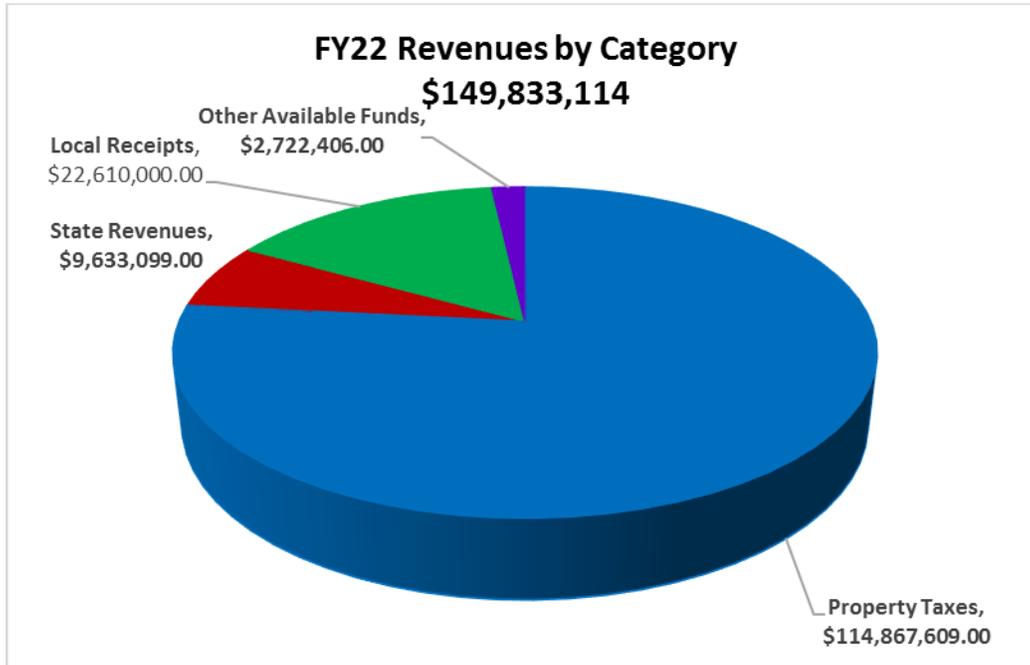




# Revenue

## OVERVIEW

The Town of Falmouth receives revenue from a variety of sources, such as property taxes, meals and hotel taxes, water and sewer fees, fines, State aid, and a variety of grants. 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 FY21. The chart below summarizes the projected FY22 revenue by category.



### Five-Year Budget Revenue Analysis

Revenue Category	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Estimated	FY22 Budgeted
Property Taxes	\$99,757,350.00	\$103,152,300.00	\$106,710,553.00	\$111,443,732.00	\$114,867,609.00
State Revenues	\$10,492,256.00	\$10,980,749.00	\$11,213,580.00	\$10,405,359.00	\$9,633,099.00
Local Receipts	\$26,059,798.00	\$28,188,702.00	\$22,051,000.00	\$19,730,000.00	\$22,610,000.00
Other Available Funds	\$5,212,755.00	\$4,756,056.00	\$3,701,309.00	\$4,531,324.00	\$2,722,406.00
<b>Total</b>	<b>\$141,522,159.00</b>	<b>\$147,077,807.00</b>	<b>\$143,676,442.00</b>	<b>\$146,110,415.00</b>	<b>\$149,833,114.00</b>

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

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

## Revenue

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

### REVENUE FORECASTING

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

In March, 2020 a world-wide pandemic impacted the economy on multiple levels. A stay-at-home order was issued, businesses were closed, and elective surgeries and procedures were halted to ensure that hospital staff and beds were available for people sick with the COVID 19 virus. In the last 8 months, people have been allowed to resume activity but are somewhat limited, businesses have reopened to limited capacity, and surgeries have resumed. The April 2020 Town Meeting was postponed until June when Town Meeting Members could meet outside in order to minimize risk of exposure to the virus. Between April and June the Town found it prudent to reduce projected state aid and local receipt revenues for FY21 to reflect a down-turn in the economy. FY22 revenues are projected higher than FY21 due to the fact that a vaccine will likely be widely distributed in the Spring of 2021. The Town projects that businesses will be able to open at full capacity and the economy will improve. It will take a couple of years to fully analyze the impact the pandemic had on the economy and local receipts.

### PROPERTY TAXES

In FY21, property taxes comprised approximately three-quarters of the Town's annual revenue, making it the most significant revenue source. This is typical of many cities and towns in Massachusetts. Property taxes are assessed on real property (e.g. land and buildings) as well as personal property (e.g. merchandise and machinery). An individual's personal effects are exempt from the personal property tax. The Assessing Department is responsible for assessing the full and fair cash value of real and personal property in Falmouth. Every three years, a full revaluation must be performed in accordance with State law. Falmouth's next revaluation is in 2023.

#### *Proposition 2½*

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

# Revenue

is heavily influenced by Local and State economic factors.

Actual New Growth						
FISCAL YEAR	RESIDENTIAL	OPEN SPACE	COMMERCIAL	INDUSTRIAL	PERSONAL PROPERTY	TOTAL
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
2021	881,028.00	-	52,238.00	4,117.00	91,629.00	1,029,012.00
AVERAGE	698,581.00	11.00	32,142.00	12,736.00	146,963.00	890,432.00

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. In May of 2020, the voters approved a proposition 2½ override in the amount of \$971,507 for the hiring of eight (8) additional firefighters. This amount is added to the levy base in FY21 which carries over FY22 and beyond. The cost is approximately \$.078 per \$1,000 of property valuation. 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 2022 Gross Debt Services Excludable	Reimbursement Adjustments	FY 2022 Net Excluded Debt Service
New Silver \$850k	17,505.00		17,505.00
Sludge \$450k	39,555.00		39,555.00
MWPAT Waste Tr. Plant \$250k	17,287.12		17,287.12
MWPAT New Silver \$7.55M	116,625.00		116,625.00
Mullen Hall Const Ref \$7,311k	46,125.00		46,125.00
Mullen Hall Plans Ref \$207,550	-		-
Library Const \$1,117,446	73,360.00		73,360.00
Library Suppl. \$406,000	23,355.00		23,355.00
FHS Const. \$5M	359,300.00		359,300.00
FHS Const. \$5,689,554	362,100.00		362,100.00
DPW Ren/Const \$5,425k	296,400.00		296,400.00
Wastewater Plant (MWPAT Share)	775,622.88		775,622.88
Construction FHS \$6,195,500	318,370.00		318,370.00
Construction FHS \$4,598,150	300,618.00		300,618.00
Design/Planning Main Library	17,568.76		17,568.76
Design/Planning Main Library	5,856.26		5,856.26
New Silver Wastewater \$150k	-		-
Municipal Land - Rapoza	30,937.00		30,937.00
Library \$4,72M	198,775.00		198,775.00
DPW Bld Suppl \$160k	11,190.00		11,190.00
FHS Supplemental \$18.8M	1,642,468.76		1,642,468.76
New Silver Wastewater - Adv Ref \$16	12,640.00		12,640.00
Wastewater Plant (Town) - Adv Ref	42,360.00		42,360.00
Supplemental Fire HQ Building - Adv Ref	21,200.00		21,200.00
Design Falmouth High School - Adv Ref	185,500.00		185,500.00
Comp Wastewater MMgmt Plan Construction	1,049,272.00		1,049,272.00
FHS Ren/Const \$4,164,000	397,862.50		397,862.50
Water Treatment Design	277,400.00	10,588.99	266,811.01
Water Treatment Plant	2,384,372.00	5,506.27	2,378,865.73
Wastewater Management Plan	372,417.88		372,417.88
Lawrence School windows	170,720.00		170,720.00
Senior Center	840,156.00		916,841.00
Synthetic Athletic Field	151,250.00		164,303.00
Wastewater Management Plan	318,376.00		347,434.00
<b>Totals</b>	<b>10,876,545.16</b>	<b>16,095.26</b>	<b>10,979,245.90</b>

# Revenue

## FY22 Property Tax Calculation

PROPERTY TAX	FY20 Actual	FY21 Estimated	FY22 Budget
<b>Base</b>	\$93,670,897	\$97,105,757	\$101,541,152
2.5% increase	\$2,341,817	\$2,427,644	\$2,538,529
New Growth	\$1,094,797	\$1,036,244	\$700,000
Override		\$971,507	
Debt Exclusions (DE-1)	\$10,520,683	\$11,203,910	\$10,879,740
<b>Short Term Debt</b>			
<b>Revenue to offset Water/Wastewater debt</b>	-\$794,533	-\$1,823,004	-\$1,200,000
<b>Debt Stabilization</b>	-\$620,334	\$0	-\$111,812
CC Commission/Barnstable County Tax	\$507,117	\$519,796	\$520,000
<b>TOTAL TAX LEVY</b>	<b>\$106,720,444</b>	<b>\$111,441,854</b>	<b>\$114,867,609</b>

## STATE REVENUES

This category represents approximately 7.1% of total revenues in FY21. Due to the uncertainty of the pandemic and the State budget not being finalized until December, 2020 the Town projects a decrease in state aid of approximately 7.5% next year. Town management periodically monitors state revenues and consults with state officials to discuss any changes in state aid.

STATE REVENUE	FY20 Actual	FY21 Estimated	FY22 Budget
Chapter 70	\$6,780,099.00	\$6,780,099.00	\$6,280,000.00
Charter School Tuition Reimbursements	\$446,542.00	\$339,821.00	\$162,715.00
School Lunch			
School Choice	\$849,129.00	\$900,101.00	\$964,705.00
MSBA Reimbursements			
<b>Subtotal Education</b>	<b>\$8,075,770.00</b>	<b>\$8,020,021.00</b>	<b>\$7,407,420.00</b>
Unrestricted General Government Aid	\$1,472,161.00	\$1,472,161.00	\$1,200,000.00
Veterans Benefits	\$312,432.00	\$343,465.00	\$343,465.00
Exemptions: Vets, Blind, Surv Spouses & Elderly	\$170,438.00	\$188,612.00	\$188,612.00
State Owned Land	\$461,240.00	\$473,240.00	\$457,974.00
Public Libraries	\$36,171.00	\$42,753.00	\$35,628.00
<b>Subtotal General Government</b>	<b>\$2,452,442.00</b>	<b>\$2,520,231.00</b>	<b>\$2,225,679.00</b>
<b>TOTAL STATE REVENUE</b>	<b>\$10,528,212.00</b>	<b>\$10,540,252.00</b>	<b>\$9,633,099.00</b>

### State Revenues Category Descriptions

#### Education Aid

- **Chapter 70** – Chapter 70 funding (also known as “School Aid”) is funding which helps equalize education spending per pupil throughout the Commonwealth. This formula takes into account various municipal characteristics like property values, per capita income, school enrollment data, and other indicators in order to calculate how much school aid a city or town will receive.
- **Charter School Tuition Reimbursements** – This revenue partially reimburses municipal governments for the costs of tuition for students sent to charter schools.
- **MSBA Reimbursement** – Prior to 2006, the Massachusetts School Building Authority (MSBA) offered reimbursements for partial principal and interest paid for bonds issued for the construction of new school buildings and the renovation of older buildings. Currently reimbursements are paid so the Town can pay for design and construction before bonds are issued. The current method lowers the borrowing amount. Reimbursements are based on a

# Revenue

specific formula which accounts for local economic indicators like poverty, property value, and incomes, as well as steps municipalities take to better manage and allocate disbursed funding. MSBA reimbursement decreased \$277,124 due to the last principal payment for Morse Pond School.

## General Government Aid

- **Unrestricted General Government Aid** – This revenue source (also known as UGGA or “Local Aid”) goes directly to municipal general funds in order to support local programs. Local aid funding is discretionary, which allows municipalities to fund vital programs like police, fire protection, schools, roads, and public works.
- **Veterans Benefits** – Under Massachusetts General Law, municipalities can submit applications for reimbursement of amounts spent on veterans’ benefits and the benefits of veteran dependents. If applications are accepted, the state will refund 75% of all municipal expenditures for veterans’ benefits.
- **Exemptions: Veterans, Blind Persons, Surviving Spouses, Elderly, & Motor Vehicle** – This exemptions revenue reimburses municipalities for giving certain tax exemptions for qualifying individuals (like veterans, the disabled, etc.). Reimbursements are based on a specific formula.
- **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 FY22. Local receipts are an important part of Falmouth’s overall revenue profile, and assist local government in maintaining levels of service. As Proposition 2½ limits property tax revenue opportunities, local receipts like user fees, departmental revenues, and charges for service help relieve pressure on municipal budgets and allow for better service delivery overall through the direct payment for services allocated. The Town decreased projected local receipts due to the pandemic. As of December 2020 local receipts have been somewhat strong and the Town will project FY22 receipts \$2.5m higher than FY21.

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

SHORT TERM RENTAL TAX	For Bookings After	
	July 1, 2019**	January 1, 2020
State	5.70%	5.70%
Falmouth (increased to 5% effective 1/1/2020)	4.00%	5.00%
Cape Cod Water Quality Fund		
via a State Water Commission	2.75%	2.75%
<b>TOTAL</b>	<b>12.45%</b>	<b>13.45%</b>

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

# Revenue

LOCAL ESTIMATED RECEIPTS	FY20 Actual	FY21 Estimated	FY22 Budget
Motor Vehicle Excise	\$5,129,787	\$4,000,000	\$4,500,000
<b>**Other Excise</b>	\$2,546,564	\$800,000	\$1,650,000
Cannabis	\$0	\$0	\$0
Penalties and Interest	\$773,995	\$575,000	\$575,000
PILOT	\$144,786	\$130,000	\$165,000
Charges for Services - Water	\$8,212,576	\$7,800,000	\$8,500,000
Charges for Services - Trash Disposal	\$136,080	\$100,000	\$100,000
Other Charges for Services	\$4,516,120	\$3,700,000	\$4,000,000
Fees	\$343,296	\$225,000	\$225,000
Rentals	\$90,716	\$80,000	\$100,000
Departmental Revenue - Libraries	\$12,707	\$5,000	\$15,000
Departmental Revenue - Recreation	\$44,455	\$20,000	\$20,000
Licenses and Permits	\$2,095,843	\$1,235,000	\$1,500,000
Special Assessments	\$972,984	\$800,000	\$1,000,000
Fines and Forfeits	\$148,630	\$80,000	\$80,000
Investment Income	\$612,753	\$40,000	\$40,000
Misc. Recurring	\$310,033	\$140,000	\$140,000
Misc. Non-Recurring	\$1,148,600	\$0	\$0
<b>TOTAL ESTIMATED RECEIPTS</b>	<b>\$27,239,923</b>	<b>\$19,730,000</b>	<b>\$22,610,000</b>

## Local Receipts Category Descriptions

- **Motor Vehicle Excise Tax** – In accordance with Massachusetts General Law, each year motor vehicles are taxed at a rate of \$25 per thousand dollars of assessed vehicle worth in conjunction with a depreciation schedule calculated by the MA Department of Revenue.
- **Other Excise Tax** – An excise is defined as either an event or a privilege. Ownership of specific vehicles other than an automobile (a boat, for instance) would qualify under this category, along with other such classified instances or privileges. 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 FY22, 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	FY20 Actual	FY21 Estimated	FY22 Budget
Parking Meter Fund	\$200,000.00	\$203,500.00	\$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	\$30,829.00	\$31,050.00	\$20,000.00
Energy Receipts	\$368,932.00	\$358,883.00	\$330,669.00
Road Betterment	\$123,407.00	\$119,856.00	\$116,307.00
Golf Revenues	\$550,000.00	\$400,000.00	\$400,000.00
Community Preservation Fund	\$1,142,169.00	\$1,090,449.00	\$943,519.00
Bond Premiums	\$80,347.00	\$16,095.00	\$14,808.00
Waterways Fund	\$134,791.00	\$131,291.00	\$131,291.00
Debt Stabilization Fund	\$620,334.00	\$1,229,700.00	\$111,812.00
Receipts Reserved - Sewer	\$50,000.00	\$50,000.00	\$50,000.00
Free Cash	\$0.00	\$500,000.00	\$0.00
<b>TOTAL OTHER AVAILABLE FUNDS</b>	<b>\$3,701,309.00</b>	<b>\$4,531,324.00</b>	<b>\$2,722,406.00</b>

#### Other Available Funds Category Descriptions

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

## Revenue

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



# TOWN MANAGER/SELECT BOARD

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## **MISSION – Select Board**

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

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

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

## **DESCRIPTION**

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

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

## **GOALS**

The Falmouth Select Board goals are detailed in the Strategic Plan which is updated each summer. The priority areas identified during the summer of 2020 were:

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

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

# TOWN MANAGER/SELECT BOARD

TOWN MANAGER / SELECT BOARD						
		FY 2020	FY 2020	FY 2021	FY 2022	FY 2022
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-122-5110	SALARY & WAGES FULL TIME	\$468,043	\$463,077	\$520,234	\$619,675	\$619,675
<b>TOTAL SALARIES</b>		<b>\$468,043</b>	<b>\$463,077</b>	<b>\$520,234</b>	<b>\$619,675</b>	<b>\$619,675</b>
01-122-5280	FIREWORKS*	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
01-122-5298	GREEN HEAD FLY CONTROL*	\$2,800	\$2,800	\$3,300	\$3,300	\$3,300
01-122-5302	PROF/TECH-APPRAISAL*	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
01-122-5319	PROF/TECH-CONTRACTUAL	\$38,610	\$25,260	\$38,610	\$38,610	\$38,610
01-122-5340	COMMUNICATION-PRINTING	\$600	\$652	\$600	\$600	\$600
01-122-5341	COMMUNICATION-TELEPHONE	\$1,075	\$1,236	\$1,075	\$1,075	\$1,075
01-122-5342	COMMUNICATION-POSTAGE	\$2,000	\$957	\$2,000	\$2,000	\$2,000
01-122-5343	COMMUNICATION-ADVERTISING	\$2,800	\$3,556	\$2,800	\$2,800	\$2,800
01-122-5345	COMMUNICATION-TOWN REPORT*	\$4,000	\$3,995	\$4,500	\$4,500	\$4,500
01-122-5349	COMMUNICATION-ADVT/CHMBR*	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
01-122-5375	CELEBRATIONS	\$700	\$0	\$700	\$700	\$700
01-122-5380	REMOVE JUNK VEHICLES	\$1,000	\$165 *	\$1,000	\$1,000	\$1,000
01-122-5382	OTR PRCH SV-BBAY ACT COM*	\$620	\$620	\$620	\$620	\$620
01-122-5420	OFFICE SUPPLIES	\$2,000	\$7,273	\$2,000	\$2,000	\$2,000
01-122-5710	IN-STATE TRAVEL	\$4,300	\$2,176	\$4,300	\$4,300	\$4,300
01-122-5711	AUTO ALLOWANCE	\$6,000	\$6,046	\$6,000	\$6,000	\$6,000
01-122-5720	OUT-OF STATE TRAVEL*	\$4,300	\$422	\$4,300	\$4,300	\$4,300
01-122-5730	DUES & MEMBERSHIPS	\$10,000	\$12,221	\$10,000	\$10,000	\$10,000
01-122-5780	ADMINISTRATIVE EXPENSE	\$625	\$3,754	\$625	\$625	\$625
<b>TOTAL EXPENSES</b>		<b>\$111,430</b>	<b>\$101,132</b>	<b>\$112,430</b>	<b>\$112,430</b>	<b>\$112,430</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$579,473</b>	<b>\$564,209</b>	<b>\$632,664</b>	<b>\$732,105</b>	<b>\$732,105</b>
	*01-122-5380 INCLUDES FY19 ENCUMBRANCES					
	*01-122-5110 - FY21 APPROPRIATION INCLUDES 42K FOR DIVERSITY, EQUITY AND INCLUSION COORDINATOR POSITION VOTED AT APRIL ATM					
	*01-122-5110 - INCLUDES 2 ADDTL POSITIONS - HOUSING COORD (PREV PD FROM ARTICLE) AND A DIVERSITY, EQUITY AND INCLUSION COORD (50%) REFERENCED ABOVE					

# TOWN MANAGER/SELECT BOARD

## FY22 SALARIES & WAGES

### TOWN MANAGER / SELECT BOARD - 122

	Group	Grade	FY22 STEP	Name	Job Title	Rate	Hrs/wk	Weekly	Wks	Total		
1				SUSO JULIAN M	TOWN MANAGER	94.37	40	3,774.80	52.2	\$197,045		
2	24	11	10	JOHNSON STAUB PETER	ASST TOWN MANAGER	63.69	40	2,547.60	52.2	\$132,985		
3	24	8	5	VACANT	DIVERSITY COORDINATOR	40.41	20	808.20	52.2	\$42,188		
4	24	6	10	FERONI CARLA	HOUSING COORDINATOR	42.47	40	1,698.80	52.2	\$88,677		
5	24	4	10	DAVIDSON DIANE S	OFFICE MGR/LIC ADMIN	35.18	37.5	1,319.25	52.2	\$68,865		
6	24	3	8	DOWNEY PHYLLIS	ADMINISTRATIVE ASSISTANT	28.82	37.5	1,080.75	52.2	\$56,415		
7				ENGLISH BRAGA MEGAN	SELECT BOARD CHAIR	500.00	0	-	12	\$6,000		
8				JONES DOUG	SELECT BOARD MEMBER	416.67	0	-	12	\$5,000		
9				PATTERSON SAMUEL	SELECT BOARD MEMBER	416.67	0	-	12	\$5,000		
10				BROWN DOUGLAS	SELECT BOARD MEMBER	416.67	0	-	12	\$5,000		
11				TAYLOR NANCY	SELECT BOARD MEMBER	416.67	0	-	12	\$5,000		
12				VACANT	INTERN					\$7,500		
						<b>FTE</b>	<b>5</b>				<b>\$619,675</b>	
				** 50% OF THE DIVERSITY, EQUITY AND INCLUSION COORDINATOR WILL BE PAID IN THE FALMOUTH PUBLIC SCHOOLS BUDGET								
				*** HOUSING COORDINATOR SALARY PREVIOUSLY PAID OUT OF AN ARTICLE AND 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. Establish a system-wide purchase order system
3. Continue to Enhance financial reporting to Town Meeting and Citizens

<i>FINANCE</i>						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-131-5110	SALARY & WAGES FULL TIME	\$132,377 *	\$132,377	\$134,375	\$136,985	\$136,985
<b>TOTAL SALARIES</b>		<b>\$132,377</b>	<b>\$132,377</b>	<b>\$134,375</b>	<b>\$136,985</b>	<b>\$136,985</b>
01-131-5340	COMMUNICATION-PRINTING	\$500	\$530	\$500	\$500	\$500
01-131-5341	COMMUNICATION-TELEPHONE	\$612	\$618	\$612	\$612	\$612
01-131-5420	OFFICE SUPPLIES	\$500	\$269	\$500	\$500	\$500
01-131-5710	IN-STATE TRAVEL	\$1,000	\$891	\$1,000	\$1,000	\$1,000
01-131-5730	DUES & MEMBERSHIPS	\$500	\$685	\$500	\$500	\$500
<b>TOTAL EXPENSES</b>		<b>\$3,112</b>	<b>\$2,993</b>	<b>\$3,112</b>	<b>\$3,112</b>	<b>\$3,112</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$135,489</b>	<b>\$135,370</b>	<b>\$137,487</b>	<b>\$140,097</b>	<b>\$140,097</b>
*01-131-5110 - APPROPRIATION INCLUDES 4.55K COLA XFER (STIPEND NOT ACCOUNTED FOR IN FY20)						

<i>FINANCE - 131</i>											
<i>FY22 SALARIES &amp; WAGES</i>											
Group	Grade	FY22 STEP	Name	Job Title	Rate	Hrs/Wk	Weekly	Wks	Total		
1	24	11	JENNIFER MULLEN	FINANCE DIRECTOR	63.69	40	2,547.60	52.2	132,985		
			JENNIFER MULLEN	STIPEND	76.63	1	76.63	52.2	4,000		
						<b>FTE</b>	<b>1</b>			<b>136,985</b>	



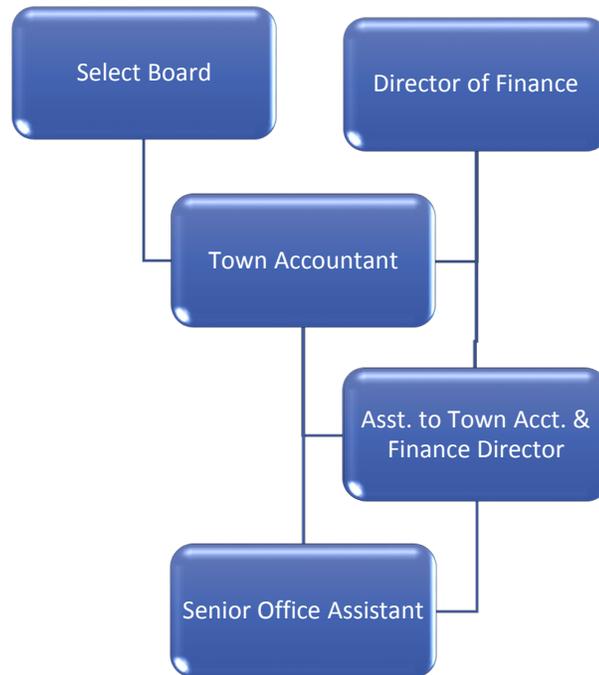
# RESERVE FUND

<i>RESERVE FUND</i>						
		FY 2020	FY 2020	FY 2021	FY 2022	FY 2022
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-132-5785	RESERVE FUND	\$325,000	\$51,500	\$325,001	\$325,001	\$325,001
<b>TOTAL EXPENSES</b>		<b>\$325,000</b>	<b>\$51,500</b>	<b>\$325,001</b>	<b>\$325,001</b>	<b>\$325,001</b>



# TOWN ACCOUNTANT

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## DEPARTMENT MISSION

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

## DEPARTMENT DESCRIPTION

Functions of the Accounting office include 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. Implement a Town wide purchase order system.
2. Cross train staff on new VADAR software program.
3. Continue to provide financial information to Town Departments, Federal and State agencies, and Taxpayers.
4. Continue to improve on customer service and communication.

# TOWN ACCOUNTANT

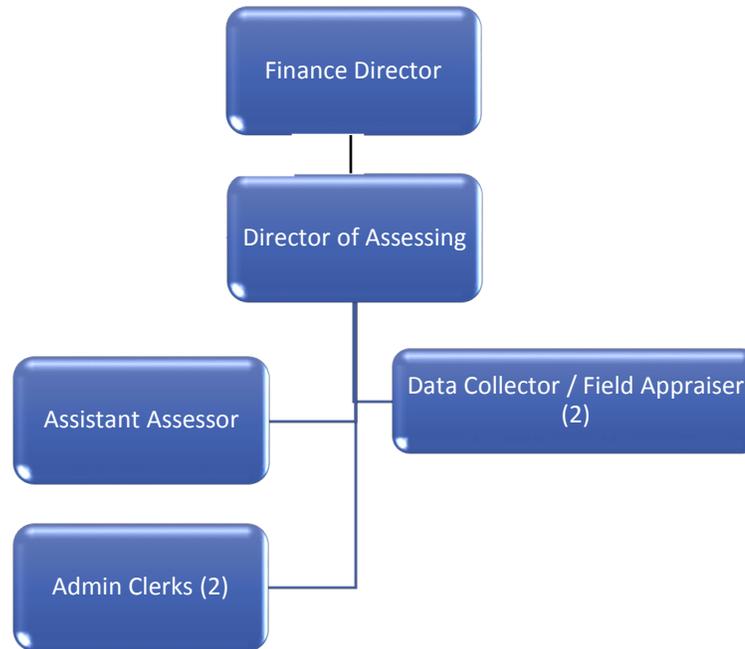
TOWN ACCOUNTANT						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-135-5110	SALARY & WAGES FULL TIME	\$174,253 *	\$174,237	\$183,992	\$194,144	\$194,144
<b>TOTAL SALARIES</b>		<b>\$174,253</b>	<b>\$174,237</b>	<b>\$183,992</b>	<b>\$194,144</b>	<b>\$194,144</b>
01-135-5301	PROF/TECH-ANNUAL AUDIT*	\$55,000	\$45,000	\$65,000	\$65,000	\$65,000
01-135-5341	COMMUNICATION-TELEPHONE	\$240	\$0	\$200	\$200	\$200
01-135-5342	COMMUNICATION-POSTAGE	\$25	\$0	\$25	\$25	\$25
01-135-5420	OFFICE SUPPLIES	\$600	\$776	\$600	\$600	\$600
01-135-5710	IN-STATE TRAVEL	\$1,500	\$583	\$1,700	\$1,700	\$1,700
01-135-5730	DUES & MEMBERSHIPS	\$300	\$145	\$200	\$200	\$200
<b>TOTAL EXPENSES</b>		<b>\$57,665</b>	<b>\$46,504</b>	<b>\$67,725</b>	<b>\$67,725</b>	<b>\$67,725</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$231,918</b>	<b>\$220,741</b>	<b>\$251,717</b>	<b>\$261,869</b>	<b>\$261,869</b>

\*01-135-5110 - FY20 APPROPRIATION INCLUDES A 2.3K COLA XFER

FY22 SALARIES & WAGES											
TOWN ACCOUNTANT - 135											
	Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/ WK	Weekly	Wks	Total	
1	24	9	10	ROSE VICTORIA A	TOWN ACCOUNTANT	51.53	40	2061.2	52.2	\$107,595	
2	11	9	3	BASTILLE ELIZABETH A	ASST TO TOWN ACCT & FIN DIR	29.04	37.5	1089	52.2	\$56,846	
3	11	6	3	TRACY MARTIN	SR OFFICE ASST	23.71	24	569.04	52.2	\$29,704	
						<b>FTE</b>	<b>2.6</b>				<b>\$194,144</b>

# ASSESSING

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## DEPARTMENT MISSION

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

## DEPARTMENT DESCRIPTION

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

## DEPARTMENT GOALS

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

# ASSESSING

ASSESSING						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-141-5110	SALARY & WAGES FULL TIME	\$350,086	\$328,956	\$367,825	\$402,027	\$402,027
01-141-5191	OTHR PERS SERV-UNIFRM ALW	\$500	\$394	\$100	\$100	\$100
<b>TOTAL SALARIES</b>		<b>\$350,586</b>	<b>\$329,350</b>	<b>\$367,925</b>	<b>\$402,127</b>	<b>\$402,127</b>
01-141-5240	REPR/MAINT-OFFICE EQUIP	\$100	\$0	\$100	\$100	\$100
01-141-5319	PROF/TECH-CONTRACT SERV	\$8,900	\$6,541	\$8,900	\$21,600	\$21,600
01-141-5340	COMMUNICATION-PRINTING	\$1,100	\$427	\$200	\$100	\$100
01-141-5341	COMMUNICATION-TELEPHONE	\$350	\$0	\$350	\$250	\$250
01-141-5342	COMMUNICATION-POSTAGE	\$3,500	\$0	\$2,500	\$2,500	\$2,500
01-141-5420	OFFICE SUPPLIES	\$750	\$384	\$900	\$900	\$900
01-141-5583	OTHER SUPPLIES-UNIFORMS	\$0	\$0	\$700	\$700	\$700
01-141-5710	IN-STATE EDUCATION/MTGS	\$3,440	\$980	\$3,440	\$3,440	\$3,440
01-141-5711	AUTO ALLOWANCE	\$1,000	\$531	\$1,200	\$600	\$600
01-141-5730	DUES & MEMBERSHIPS	\$625	\$570	\$625	\$570	\$570
<b>TOTAL EXPENSES</b>		<b>\$19,765</b>	<b>\$9,434</b>	<b>\$18,915</b>	<b>\$30,760</b>	<b>\$30,760</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$370,351</b>	<b>\$338,784</b>	<b>\$386,840</b>	<b>\$432,887</b>	<b>\$432,887</b>

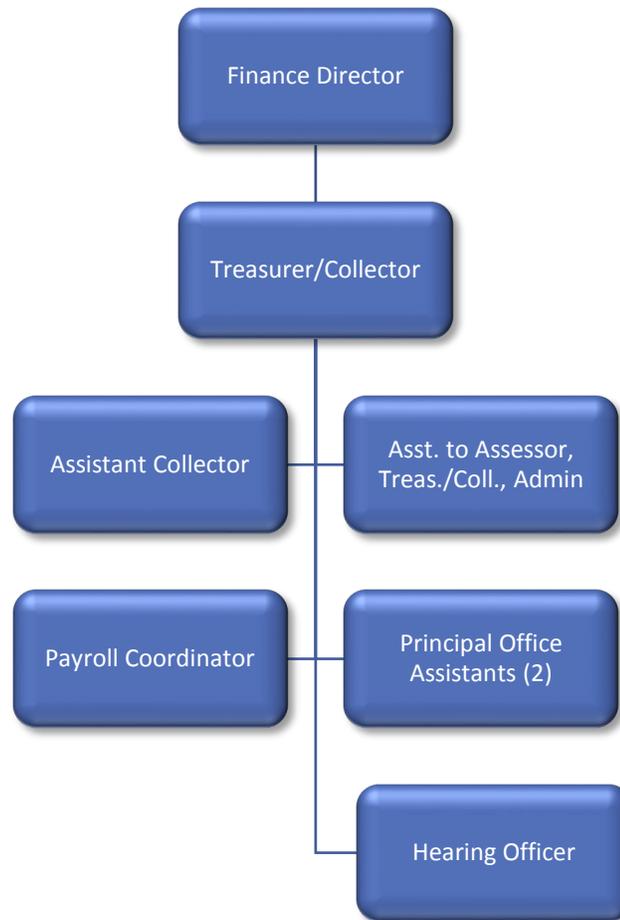
01-141-5191/5583 Most of Uniform Allowance moved to Regular Expenses for Fiscal 21 - Only set amount for Director of Assessing should go through Payroll, rest goes through the Vendor Warrant

ASSESSING - 141											
FY22 SALARIES & WAGES											
Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total		
1	25	9	10	FAVULLI PATRICIA	DIR OF ASSESSING	50.52	40	2,020.80	52.2	\$105,486	
2	11	12	6	CABRAL BRUCE	ASST ASSESSOR	40.02	37.5	1,500.75	52.2	\$78,339	
3	11	8	5	HOOVER ALAN M	PPTY LISTED FIELD APPRAISER	29.35	37.5	1,100.63	52.2	\$57,453	
4	11	8	4	JAMES JOYCE	PPTY LISTED FIELD APPRAISER	28.23	37.5	1,058.63	52.2	\$55,260	
5	11	7	6	COOK DARYL	ADMIN CLERK	28.53	37.5	1,069.88	52.2	\$55,847	
6	11	7	3	KOWZIC JESSICA	ADMIN CLERK	25.36	37.5	951.00	52.2	\$49,642	
						<b>FTE</b>	<b>5.8</b>				<b>\$402,027</b>

\*\* Patricia Favulli - FY21 AFSCME B

# TREASURER/COLLECTOR

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## DEPARTMENT MISSION

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

## DEPARTMENT DESCRIPTION

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

## DEPARTMENT GOALS

1. Continue to provide timely and accurate depositing and reporting of all monies received from Town Departments, Taxpayers, Mortgage Companies, State and Federal agencies, and other outside sources.
2. Consider the needs of the taxpayers when implementing new billing and payment methods, using wise financial judgment. (Partner w/Invoice Cloud and Vadar)
3. Seek to implement an online registration for permits; beach, disposal and shellfish( Bonsai coming in January 2021).
4. Continue to streamline deposit tracking and reporting and payment system processing that is efficient for our residents and visitors when conducting business at town hall.
5. Continue to monitor interest rates to maximize the Town's return on investment; consolidate bank accounts.
6. Continue to streamline processing of vendor and payroll warrants.(Harpers implemented 2020)

## TREASURER/COLLECTOR

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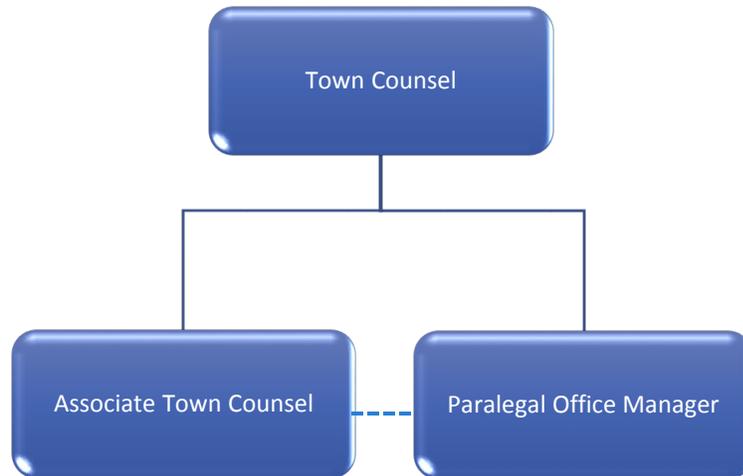
7. Release individuals that are “marked” for non-renewal at the RMV for their license and plates due to non-payment of excise and/or parking.
8. Continue to research tax title accounts and auction process. (Selectman 2021)
9. Continue to research performance bond accounts in order to identify owners.
10. Receive, record, and deposit all monies (cash, checks, credit cards, and EFT’s) taken in from the various departments and governmental agencies. Maintain accurate and complete cash receipt book and disbursement records to include credit card and bank statement reconciliations. Handling communication and collection of NSF and closed account return checks. Attending monthly Falmouth Retirement Board meeting and preparing/presenting monthly reconciliation including wiring of funds.
11. Monitoring the monies from state and federal agencies such as Commonwealth of Massachusetts, Cherry Sheet receipts, grants, etc. Managing and disbursing funds for Performance Bonds for various departments.
12. Maintain debt records for new and existing obligations working with Finance Director, financial advisor, and bond counsel for borrowing and debt repayment. Responsible for timely debt payments.
13. Administer and prepare Tax Title request letters for payment and follow-up on established payment schedules to bring taxpayers up-to-date and avoid foreclosure. Working with Town Counsel to address non-payment and foreclosure proceedings.
14. Fund and produce weekly payroll and vendor warrant, creating and submitting ACH, wires, and federal tax files. Responsible for preparing and submitting 945 vehicle and meals tax, 1099’s. Interacting with employees, public and vendors for lost checks, stop payments, and reissues. Handling procedural process of unclaimed checks or tailings, deferred comp plan monitoring, and monitor payroll tax payments and reporting.
15. Networking with other town’s treasurer’s offices and other departments to look at ways of improving efficiencies, sharing ideas, and solving issues.
16. Continue to process parking tickets from patrolmen, schedule hearings and send follow-ups notices.
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.





# TOWN COUNSEL

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## DEPARTMENT MISSION

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

## DEPARTMENT DESCRIPTION

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

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

## DEPARTMENT GOALS

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

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

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

# TOWN COUNSEL

- 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 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-151-5110	SALARY & WAGES-PERMANENT	\$314,739	\$296,801	\$311,455	\$320,866	\$320,866
01-151-5120	SALARY & WAGES-TEMPORARY	\$3,500	\$0	\$3,500	\$3,500	\$3,500
<b>TOTAL SALARIES</b>		<b>\$318,239</b>	<b>\$296,801</b>	<b>\$314,955</b>	<b>\$324,366</b>	<b>\$324,366</b>
01-151-5270	RENTL/LEASE-BUILDING	\$24,720	\$24,000	\$24,720	\$24,720	\$24,720
01-151-5300	PROF/TECH SPEC COUNSEL*	\$250,000 *	\$219,117	\$150,000	\$150,000	\$150,000
01-151-5301	PROF/TECH-RECORDING FEES	\$1,500	\$645	\$1,500	\$1,500	\$1,500
01-151-5340	COMMUNICATION-PRINTING	\$500	\$606	\$500	\$500	\$500
01-151-5341	COMMUNICATION-TELEPHONE	\$750	\$1,724	\$1,800	\$1,800	\$1,800
01-151-5342	COMMUNICATION-POSTAGE	\$950	\$181	\$950	\$950	\$950
01-151-5400	CASE EXPENSES	\$8,500	\$776	\$8,500	\$8,500	\$8,500
01-151-5420	OFFICE SUPPLIES	\$2,500	\$2,847	\$2,500	\$3,000	\$3,000
01-151-5425	OFFICE SUPPLY-LAW BOOKS	\$16,000	\$17,243 *	\$17,500	\$17,700	\$17,700
01-151-5711	AUTO ALLOWANCE	\$2,000	\$880	\$2,000	\$2,000	\$2,000
01-151-5730	DUES & MEMBERSHIPS	\$1,600	\$1,317	\$1,600	\$1,600	\$1,600
01-151-5781	STAFF DEVELOPMENT	\$950	\$205	\$950	\$750	\$750
<b>TOTAL EXPENSES</b>		<b>\$309,970</b>	<b>\$269,540</b>	<b>\$212,520</b>	<b>\$213,020</b>	<b>\$213,020</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$628,209</b>	<b>\$566,341</b>	<b>\$527,475</b>	<b>\$537,386</b>	<b>\$537,386</b>
*01-151-5300 - FY20 APPROPRIATION INCLUDES \$100K BUDGET XFER						
*01-151-542 INCLUDES FY19 ENCUMBRANCES						

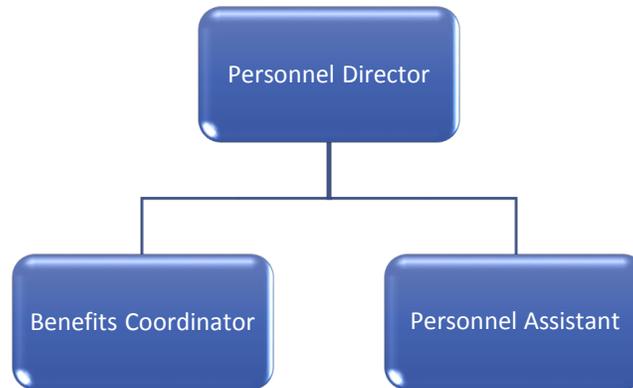
# TOWN COUNSEL

FY22 SALARIES & WAGES											
TOWN COUNSEL - 151											
	Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	12	10	DUFFY JR FRANK K	TOWN COUNSEL	68.47	40.00	2,738.80	52.20	142,965	
2	24	10	8	MULLIN IRIE	ASSOC TOWN COUNSEL	52.22	40.00	2,088.80	52.20	109,035	
3	24	4	10	FISH KIMBERLY A	PARAL/ADM ASST	35.18	37.50	1,319.25	52.20	68,865	
						<b>FTE</b>	<b>3</b>				<b>320,866</b>



# PERSONNEL

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## DEPARTMENT MISSION

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

## DEPARTMENT DESCRIPTION

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

## GOALS

1. **Recruitment & Retention**
  - 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.
  - b. Implement Off-Boarding process, to include identification of trends and solutions relating to turnover.
2. **Benefits & Compensation**
  - a. Continue to implement classification/compensation study for select groups of positions and unions.
3. **Labor & Employee Relations**
  - a. Explore methods of opening the lines of communication with management, employees and labor unions in order to effectively represent the interests of the town, including the consideration of offering Joint-Labor Management Meetings.
  - b. Promote proactive approach to resolving HR related matters and promoting a productive and efficient workplace by encouraging leadership to tap into HR best practice approaches when confronted with a complex employee/labor relations matter, such as performance management and state/federal employment law.
  - c. 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.
4. **Training and Development**
  - a. Provide quality, cost-effective training and development designed to increase organizational productivity and enrichment.

# PERSONNEL

PERSONNEL						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-152-5110	SALARY & WAGES FULL TIME	\$210,370 *	\$210,350	\$215,281	\$221,030	\$221,030
01-152-5135	RECORDING MEETINGS	\$36,400	\$32,445	\$36,400	\$36,400	\$36,400
<b>TOTAL SALARIES</b>		<b>\$246,770</b>	<b>\$242,795</b>	<b>\$251,681</b>	<b>\$257,430</b>	<b>\$257,430</b>
01-152-5304	PROF/TECH-TRAINING	\$6,700	\$633	\$6,700	\$6,700	\$6,700
01-152-5317	PROF/TECH-MEDICAL SERV	\$10,000	\$11,039	\$10,000	\$11,000	\$10,000
01-152-5319	PROF/TECH-CONTRACTUAL SERV	\$30,000	\$29,500	\$30,000	\$30,000	\$30,000
01-152-5340	COMMUNICATION-PRINTING	\$900	\$483	\$900	\$900	\$900
01-152-5341	COMMUNICATION-TELEPHONE	\$200	\$631	\$405	\$405	\$405
01-152-5342	COMMUNICATION-POSTAGE	\$2,100	\$407	\$2,100	\$2,100	\$2,100
01-152-5343	COMMUNICATION-ADVT VCNCY	\$13,000	\$9,217	\$13,000	\$13,000	\$13,000
01-152-5420	OFFICE SUPPLIES	\$1,800	\$1,496	\$1,800	\$1,800	\$1,800
01-152-5585	OTHER SUPPLIES-SUBSCRIPTN	\$300	\$0	\$300	\$300	\$300
01-152-5710	IN-STATE TRAVEL	\$775	\$237	\$950	\$950	\$950
01-152-5730	DUES & MEMBERSHIPS	\$800	\$758	\$800	\$800	\$800
01-152-5781	STAFF DEVELOPMENT	\$895	\$0	\$895	\$895	\$895
<b>TOTAL EXPENSES</b>		<b>\$67,470</b>	<b>\$54,400</b>	<b>\$67,850</b>	<b>\$68,850</b>	<b>\$67,850</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$314,240</b>	<b>\$297,195</b>	<b>\$319,531</b>	<b>\$326,280</b>	<b>\$325,280</b>
*01-152-5110 - FY20 APPROPRIATION INCLUDES 2.225K COLA XFER						

PERSONNEL - 152											
FY22 SALARIES & WAGES											
Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total		
1	24	9	10	COLEMAN DENISE B	PERSONNEL DIRCT	51.53	40	2,061.20	52.2	107,595	
				COLEMAN DENISE B	STIPEND - ADA	28.85	1		52.2	1,506	
2	24	3	10	BELAIR CATHY-LYNNE	BENEFITS COORD	30.60	37.5	1,147.50	52.2	59,900	
3	24	2	10	NICKERSON KRISTIN J	PERSONNEL ASST	26.58	37.5	996.75	52.2	52,030	
						<b>FTE</b>	<b>3</b>				<b>221,030</b>

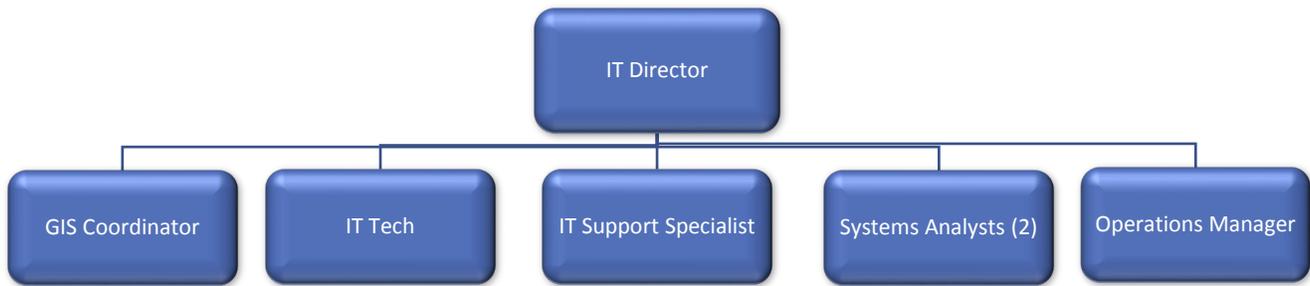
# DISABILITY COMMISSION

<i>DISABILITY COMMISSION</i>						
		FY 2020	FY 2020	FY 2021	FY 2022	FY 2022
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
01-560-5340	COMMUNICATION-PRINTING	\$150	\$0	\$150	\$150	\$150
01-560-5420	OFFICE SUPPLIES	\$100	\$0	\$100	\$100	\$100
<b>TOTAL EXPENSES</b>		<b>\$250</b>	<b>\$0</b>	<b>\$250</b>	<b>\$250</b>	<b>\$250</b>



# INFORMATION TECHNOLOGY

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## DEPARTMENT MISSION

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

*In support of this mission, we will:*

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

## DEPARTMENT DESCRIPTION

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

## DEPARTMENT GOALS

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

# INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY DEPARTMENT						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-155-5110	SALARY & WAGES FULL TIME	\$538,140	\$443,776	\$554,594	\$576,831	\$576,831
01-155-5130	ADDITIONAL GROSS-OVERTIME	\$16,000	\$4,220	\$16,000	\$16,000	\$10,000
<b>TOTAL SALARIES</b>		<b>\$554,140</b>	<b>\$447,996</b>	<b>\$570,594</b>	<b>\$592,831</b>	<b>\$586,831</b>
01-155-5240	REPR/MAINT-OFFICE EQUIP	\$49,000	\$39,759	\$30,000	\$30,000	\$22,600
01-155-5267	REPR/MAINT-COMPUTER SYSTM	\$265,550	\$285,995 *	\$300,000	\$330,000	\$300,000
01-155-5313	PROF/TECH-CNTRTL SERV*	\$7,000	\$489	\$7,000	\$7,000	\$7,000
01-155-5341	COMMUNICATION-TELEPHONE	\$25,000	\$21,758	\$32,500	\$33,000	\$32,500
01-155-5347	COMMUNICATION-INTERNET	\$20,000	\$7,729	\$25,000	\$25,000	\$25,000
01-155-5420	OFFICE SUPPLIES	\$5,000	\$5,012	\$5,000	\$5,000	\$5,000
01-155-5582	OTHER SUPPLIES-COMPUTER	\$18,500	\$32,866	\$18,500	\$28,500	\$18,500
01-155-5710	IN-STATE TRAVEL	\$1,000	\$469	\$1,000	\$1,000	\$1,000
01-155-5781	STAFF DEVELOPMENT	\$3,000	\$1,158	\$3,000	\$3,000	\$3,000
01-155-5875	COMPUTER EQUIP & SOFTWARE*	\$15,000	\$5,229	\$15,000	\$15,000	\$15,000
<b>TOTAL EXPENSES</b>		<b>\$409,050</b>	<b>\$400,464</b>	<b>\$437,000</b>	<b>\$477,500</b>	<b>\$429,600</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$963,190</b>	<b>\$848,460</b>	<b>\$1,007,594</b>	<b>\$1,070,331</b>	<b>\$1,016,431</b>
*01-155-5267 - INCLUDES FY19 ENCUMBRANCES						

FY22 SALARIES & WAGES											
INFORMATION TECHNOLOGY - 155											
	Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	10	10	BANWARTH GREGORY	DIRECTOR OF IT	55.38	40	2,215.20	52.2	115,633	
2	24	7	3	VACANT	COMPUTER OP MGR	36.26	40	1,450.40	52.2	75,711	
3	24	6	10	BOTTOMLEY MICHAEL	SYSTEMS ANALYST	42.47	40	1,698.80	52.2	88,677	
4	24	6	10	PANTANO ADRIANA	SYSTEMS ANALYST	42.47	40	1,698.80	52.2	88,677	
5	24	5	7	DEPRIZIO ANTHONY J	NETWK COMP TECH	37.03	40	1,481.20	52.2	77,319	
6	24	5	7	SEJKORA THOMAS	NETWK COMP TECH-PUB SFTY	37.03	40	1,481.20	52.2	77,319	
7	24	3	4	COX THOMAS	IT SUPPORT SPECIALIST	25.62	40	1,024.80	52.2	53,495	
							<b>FTE</b>	<b>7</b>			<b>576,831</b>

# GEOGRAPHIC INFO SYSTEMS

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## DEPARTMENT MISSION

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

## DEPARTMENT DESCRIPTION

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

## DEPARTMENT GOALS & PERFORMANCE MEASURES

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

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

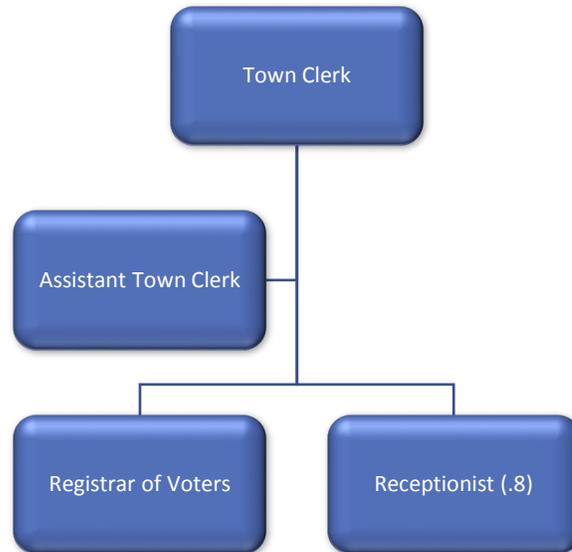
# GEOGRAPHIC INFO SYSTEMS

GEOGRAPHIC INFO SYSTEMS						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-156-5110	SALARY & WAGES-PERMANENT	\$85,532 *	\$85,527	\$86,944	\$88,677	\$88,677
<b>TOTAL SALARIES</b>		<b>\$85,532</b>	<b>\$85,527</b>	<b>\$86,944</b>	<b>\$88,677</b>	<b>\$88,677</b>
01-156-5267	COMPUTER REPAIR/MAINT	\$14,500	\$14,020	\$14,500	\$17,500	\$14,500
01-156-5420	OFFICE SUPPLIES	\$1,750	\$1,059	\$1,750	\$1,500	\$1,750
01-156-5710	IN-STATE TRAVEL	\$250	\$0	\$250	\$250	\$250
01-156-5781	STAFF DEVELOPMENT	\$1,000	\$0	\$1,000	\$1,000	\$1,000
<b>TOTAL EXPENSES</b>		<b>\$17,500</b>	<b>\$15,079</b>	<b>\$17,500</b>	<b>\$20,250</b>	<b>\$17,500</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$103,032</b>	<b>\$100,606</b>	<b>\$104,444</b>	<b>\$108,927</b>	<b>\$106,177</b>
*01-156-5110 - FY20 APPROPRIATION INCLUDES \$300 COLA XFER						

FY22 SALARIES & WAGES											
GEOGRAPHIC INFO SYSTEMS - 156											
	Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	6	10	SHEA ROBERT J	GIS COORDINATOR	42.47	40	1,698.80	52.2	88,677	
<b>TOTAL SALARIES</b>						<b>FTE</b>	<b>1</b>				<b>88,677</b>

# TOWN CLERK

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## DEPARTMENT MISSION

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

## DEPARTMENT DESCRIPTION

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

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

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

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

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

# TOWN CLERK

## DEPARTMENT GOALS

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

TOWN CLERK						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-161-5110	SALARY & WAGES-PERMANENT	\$242,177 *	\$242,171	\$248,566	\$306,985	\$306,985
01-161-5120	SALARY & WAGES-REGISTRARS	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
01-161-5127	SALARY & WAGES - CENSUS	\$1,000	\$0	\$2,000	\$0	\$0
01-161-5130	ADDITIONAL GROSS-OVERTIME	\$1,000	\$905	\$1,000	\$0	\$0
<b>TOTAL SALARIES</b>		<b>\$245,427</b>	<b>\$244,326</b>	<b>\$252,816</b>	<b>\$308,235</b>	<b>\$308,235</b>
01-161-5240	REPR/MAINT-OFFICE EQUIP	\$500	\$0	\$500	\$500	\$500
01-161-5305	PROF/TECH-ARCHIVING	\$5,000	\$1,522	\$5,000	\$5,000	\$5,000
01-161-5340	COMMUNICATION-PRINTING	\$5,000	\$3,016	\$6,000	\$6,000	\$6,000
01-161-5341	COMMUNICATION-TELEPHONE	\$100	\$0	\$100	\$0	\$0
01-161-5342	COMMUNICATION-POSTAGE	\$13,000	\$23,046	\$13,000	\$15,000	\$15,000
01-161-5343	COMMUNICATION-ADVERTISING	\$1,000	\$0	\$1,000	\$1,000	\$1,000
01-161-5347	COMMUNICATION-CODE UPDATE	\$10,000	\$6,344	\$10,000	\$10,000	\$10,000
01-161-5349	COMMUNICATION-STREET LIST	\$2,500	\$2,457	\$2,500	\$2,500	\$2,500
01-161-5420	OFFICE SUPPLIES	\$1,500	\$843	\$1,500	\$1,500	\$1,500
01-161-5430	SUPPLIES-LICENSES	\$500	\$441	\$500	\$500	\$500
01-161-5710	IN-STATE TRAVEL	\$1,600	\$1,062	\$1,600	\$1,600	\$1,600
01-161-5730	DUES & MEMBERSHIPS	\$540	\$545	\$590	\$600	\$600
<b>TOTAL EXPENSES</b>		<b>\$41,240</b>	<b>\$39,275</b>	<b>\$42,290</b>	<b>\$44,200</b>	<b>\$44,200</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$286,667</b>	<b>\$283,601</b>	<b>\$295,106</b>	<b>\$352,435</b>	<b>\$352,435</b>

\*01-161-5110 - FY20 APPROPRIATION INCLUDES A \$6.9K COLA XFER

TOWN CLERK - 161											
FY22 SALARIES & WAGES											
Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total		
1			PALMER MICHAEL	TOWN CLERK	47.24	40	1,889.60	52.2	98,637		
2	11	9	6	ROBBINS LAURIE C	ASST TOWN CLERK	32.67	37.5	1,225.13	52.2	63,952	
3	11	8	6	GONSALVES SUZANNE	PRINCIPAL ASST	30.53	37.5	1,144.88	52.2	59,762	
4	11	5	5	BARBARA RYMSHA	SWTCHBRD/RECPTN	23.96	32	766.72	52.2	40,023	
5	11	6	2	VACANT	OFFICE ASST	22.79	37.5	854.63	52.2	44,611	
						<b>FTE</b>	<b>4.85</b>				<b>306,985</b>

\*\* Micahel Palmer wage includes 2% COLA increase that will be in April 2021 TM Article

# ELECTIONS

<i>ELECTIONS</i>						
<b>Account #</b>	<b>Account Description</b>	<b>FY 2020 Appropriated</b>	<b>FY 2020 Expended</b>	<b>FY 2021 Appropriated</b>	<b>FY 2022 Requested</b>	<b>FY 2022 Approved</b>
01-162-5120	SALARY & WAGES PART TIME	\$60,000 *	\$59,377	\$50,000	\$22,000	\$22,000
<b>TOTAL SALARIES</b>		<b>\$60,000</b>	<b>\$59,377</b>	<b>\$50,000</b>	<b>\$22,000</b>	<b>\$22,000</b>
01-162-5270	RENT/LEASE-BUILDING	\$2,000	\$1,800	\$3,000	\$1,500	\$1,500
01-162-5319	PROF/TECH MAINT CONTRACTS	\$9,000	\$13,179	\$9,000	\$15,000	\$15,000
01-162-5340	COMMUNICATION-PRINTING	\$12,000	\$10,701	\$12,000	\$12,000	\$12,000
01-162-5341	COMMUNICATION-TELEPHONE	\$100	\$754	\$200	\$1,000	\$1,000
01-162-5343	COMMUNICATION-ADVERTISING	\$2,000	\$1,714	\$6,000	\$2,000	\$2,000
01-162-5586	OTHER SUPPLIES-ELECTION	\$15,500 *	\$11,421	\$1,500	\$2,000	\$2,000
<b>TOTAL EXPENSES</b>		<b>\$40,600</b>	<b>\$39,569</b>	<b>\$31,700</b>	<b>\$33,500</b>	<b>\$33,500</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$100,600</b>	<b>\$98,946</b>	<b>\$81,700</b>	<b>\$55,500</b>	<b>\$55,500</b>
*01-162-5120 INCLUDES \$10K RESERVE FUND XFER & A \$6K BUDGET XFER / 01-162-5586 INCLUDES A \$14K BUDGET XFER						



# TOWN MEETING

TOWN MEETING						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-113-5120	SALARY & WAGES PART TIME	\$4,000	\$991	\$4,000	\$2,000	\$2,000
<b>TOTAL SALARIES</b>		<b>\$4,000</b>	<b>\$991</b>	<b>\$4,000</b>	<b>\$2,000</b>	<b>\$2,000</b>
01-113-5311	PROF/TECH-INTERPRETOR	\$3,000	\$0	\$3,000	\$3,000	\$3,000
01-113-5316	PROF/TECH-STENOGRAPHER	\$7,000	\$4,250	\$7,000	\$7,000	\$7,000
01-113-5340	COMMUNICATION-PRINTING	\$8,000	\$8,210	\$8,000	\$9,000	\$9,000
01-113-5342	COMMUNICATION-POSTAGE	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
01-113-5343	COMMUNICATION-ADVERTISING	\$10,500	\$10,026	\$18,000	\$15,000	\$15,000
01-113-5380	OTR PRCH SERV-SOUND SYSTM	\$4,000	\$2,675	\$4,000	\$4,000	\$4,000
<b>TOTAL EXPENSES</b>		<b>\$34,500</b>	<b>\$27,161</b>	<b>\$42,000</b>	<b>\$40,000</b>	<b>\$40,000</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$38,500</b>	<b>\$28,152</b>	<b>\$46,000</b>	<b>\$42,000</b>	<b>\$42,000</b>



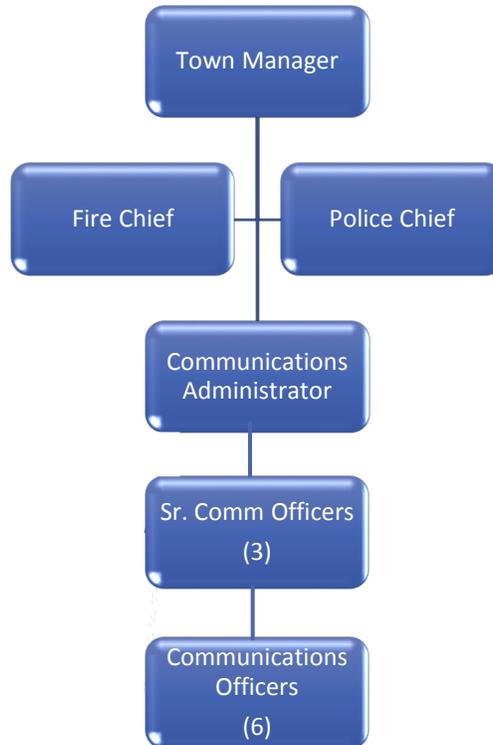
# TOWN MODERATOR

<i>TOWN MODERATOR</i>						
		FY 2020	FY 2020	FY 2021	FY 2022	FY 2022
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-114-5120	SALARY & WAGES PART TIME	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
<b>TOTAL SALARIES</b>		<b>\$1,500</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$1,500</b>



# CONSOLIDATED COMMUNICATIONS

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## DEPARTMENT MISSION

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

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

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

## DEPARTMENT DESCRIPTION

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

## DEPARTMENT GOALS

### 1. Quality Assurance / Quality Improvement

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

# CONSOLIDATED COMMUNICATIONS

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

## **2. Improving Technology**

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

## **3. Staffing**

Our agency has seen some staffing deficits over the last year due to employees choosing other career paths. We have we have dropped as low as 5 staff members covering all shifts we are taking steps to aggressively work our way back to full staff. During FY20 we saw a slight decrease in overall call volume due to the COVID-19 pandemic. It is important to note however that the numbers suggest that our call volumes would have continued to increase over previous years as they have in the past if it were not for the pandemic. Our numbers directly correlate to the activities of our public safety partners in the Police and Fire Departments as well as incidents that occur community. Based on our FY20 numbers our staff handled an average of approximately 85 emergency incidents per day. That numbers does 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 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.

# CONSOLIDATED COMMUNICATIONS

CONSOLIDATED COMMUNICATIONS						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-230-5110	SALARY & WAGES FULL TIME	\$516,252 *	\$502,776	\$544,353	\$555,634	\$555,634
01-230-5115	EVENING/NIGHT SHIFT DIFFERENTIAL	\$0	\$0	\$0	\$5,304	\$5,304
01-230-5120	TEMPORARY-PER DIEM	\$10,000	\$0	\$10,000	\$10,000	\$10,000
01-230-5130	OVERTIME	\$125,841 *	\$158,008	\$65,000	\$65,000	\$65,000
01-230-5140	HOLIDAY	\$27,185	\$18,467	\$24,340	\$21,836	\$21,836
<b>TOTAL SALARIES</b>		<b>\$679,278</b>	<b>\$679,251</b>	<b>\$643,693</b>	<b>\$657,774</b>	<b>\$657,774</b>
01-230-5319	PROF/TECH-CONTRACT SERVICE	\$19,500	\$18,634	\$42,482	\$53,000	\$42,482
01-230-5340	COMMUNICATION-PRINTING	\$750	\$549	\$750	\$750	\$750
01-230-5341	COMMUNICATION-TELEPHONE	\$7,500	\$7,377 *	\$8,040	\$24,300	\$8,040
01-230-5342	COMMUNICATION-POSTAGE	\$250	\$0	\$250	\$250	\$250
01-230-5346	REPR/MAINT-COMPUTER	\$3,750	\$2,082	\$10,000	\$20,000	\$10,000
01-230-5420	OFFICE SUPPLIES	\$7,500	\$6,716 *	\$7,500	\$7,500	\$7,500
01-230-5583	OTHER SUPPLIES-UNIFORMS	\$0	\$0	\$3,250	\$3,950	\$3,250
01-230-5730	DUES & MEMBERSHIPS	\$1,000	\$897	\$1,000	\$1,000	\$1,000
01-230-5781	STAFF DEVELOPMENT	\$7,888	\$5,047	\$9,500	\$9,500	\$9,500
<b>TOTAL EXPENSES</b>		<b>\$48,138</b>	<b>\$41,301</b>	<b>\$82,772</b>	<b>\$120,250</b>	<b>\$82,772</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$727,416</b>	<b>\$720,552</b>	<b>\$726,465</b>	<b>\$778,024</b>	<b>\$740,546</b>
*01-230-5110 - FY20 APPROPRIATION INCLUDES \$500 COLA XFER						
*01-230-5130 - FY20 APPROPRIATION INCLUDES \$65K BUDGET XFER						
*01-230-5341/01-230-5420 INCLUDE FY19 ENCUMBRANCES						
*01-230-5583 - NEW LINE ITEM FOR FY21						

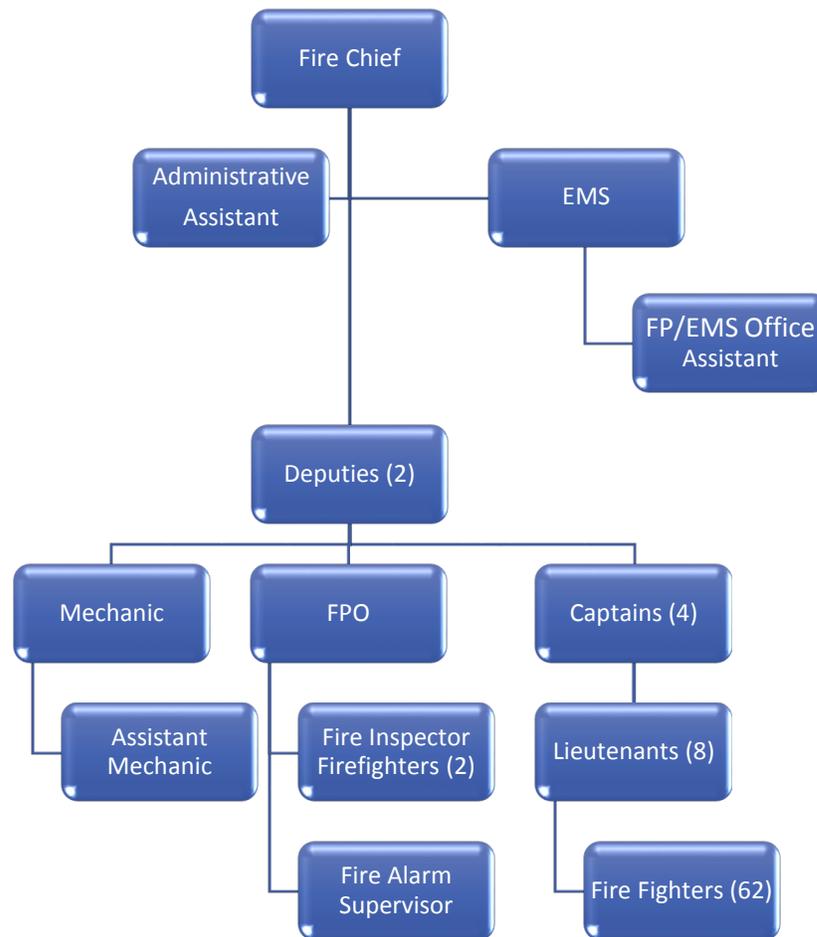
FY22 SALARIES & WAGES												
CONSOLIDATED COMMUNICATIONS - 230												
	Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/ WK	Weekly	Wks	Total		
1	24	7	10	CAMPBELL CHRISTOPHER	Comm Administrator	44.63	40	1,785.20	52.2	93,187		
2	45	2	9	TAVARES JEFFREY	Sr Comm Officer	28.64	40	1,145.60	52	59,571		
3	45	2	6	MEISSNER TIMMY	Sr Comm Officer	25.71	40	1,028.40	52	53,477		
4	45	2	4	VACANT	Sr Comm Officer	24.00	40	960.00	52	49,920		
5	45	1	9	BLINN MARY	Communications Officer	27.28	40	1,091.20	52	56,742		
6	45	1	5	SYLVIA MARY	Communications Officer	23.66	40	946.40	52	49,213		
7	45	1	5	BONCEK JOHN R	Communications Officer	23.66	40	946.40	52	49,213		
8	45	1	5	FOLEY JOSEPH	Communications Officer	23.66	40	946.40	52	49,213		
9	45	1	4	SEAN LOWE	Communications Officer	22.86	40	914.40	52	47,549		
10	45	1	4	VACANT	Communications Officer	22.86	40	914.40	52	47,549		
11				EVENING SHIFT DIFFERENTIAL	(3 Officers)	0.35	120	42.00	52	2,184		
12				NIGH SHIFT DIFFERENTIAL	(3 OFFICERS)	0.50	120	60.00	52	3,120		
						<b>FTE</b>	<b>10</b>					<b>560,938</b>

\*\* AFSCME C: FY21 SALARY TABLE



# FIRE/RESCUE DEPARTMENT

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## MISSION STATEMENT OF THE FALMOUTH FIRE/RESCUE DEPARTMENT

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

## DEPARTMENT DESCRIPTION

The FFRD is a full service Fire/EMS agency consisting of 86 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

### Staffing: Fire Suppression/EMS

It is obvious that the recent staffing change as of July 1<sup>st</sup> 2020, has made a positive impact on our ability to manage incidents. The recent approval of 8 additional Firefighters, through a successful override vote, and the addition of 2 Firefighters budgeted for January 1<sup>st</sup> 2021 will provide the additional staffing needed to continue to improve staffing levels. These 10 additional Firefighters will continue to provide safety for Fire/EMS responders as outlined in the current staffing agreement. We will continue to advocate for increased staffing in order to provide effective, efficient and expedient Fire and EMS responses for our community.

# FIRE/RESCUE DEPARTMENT

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## **Building Maintenance/Station Improvements:**

The Falmouth Fire Rescue Department is responsible for maintaining 5 fire stations throughout Town. Time has had an effect on these buildings and although general maintenance is provided through the DPW Facilities Maintenance Division, annual inspections are conducted by Fire Department staff. Building need issues are prioritized for each building. Major repairs or upgrades may require funding through Town Meeting if warranted.

The Town is working to design and build a new station as recommended in the recent McGrath Fire Station location study. This much-needed modern fire station, when put in service, will determine the disposition of the oldest fire station located in West Falmouth, which, built in 1933, has been deemed inadequate for the needs of the Department. Costs associated with making any changes to improve the station for newer modern fire apparatus are not warranted.

Consideration of the North Falmouth Station and a location for a North/West fire station will need to be addressed in the near future as part of the McGrath study. Additions, renovation or upgrades are not prudent due the size of the station situated on Old Main Rd.

The East Falmouth and North Falmouth Stations have some remaining station improvement funds, approved at Town Meeting. We are developing plans for both stations by prioritizing remaining work that can be conducted with these funds. Both stations require construction of an additional bedroom to address the increase in staffing for both stations.

Additionally, the North Falmouth Station is being evaluated for a vehicle ventilation system to address the lack of proper ventilation of vehicle exhaust fumes, which affect the air quality for personnel at this station.

The Headquarters and Woods Hole Stations do not require any significant work or upgrades at this time.

We will periodically meet with the soon-to-be announced Facilities Manager to review pending projects and work requests in the near future.

## **Technology:**

Firefighters, while on duty, are alerted to Fire or EMS calls through a current system that uses out of date technology. This current system is an old telegraph cable system that when activated alerts personnel with bells in each station. Regardless of where in Town the incident is, each station is alerted. This type of alerting system requires significant maintenance since each station is connected by a series of cables strung through Town on telephone poles. Newer alerting systems utilize internet connectivity and are used in conjunction with our Dispatch Centers Computer Aided Dispatch system (CAD). A call is entered into the CAD and then only the station to be dispatched to a call is alerted. Ramped up tones, rather than bells are used along with colored LED lighting that signals the type of call (Red-Fire, Blue-EMS). This newer alerting equipment is not as stressful for personnel, who during the nighttime, are startled by a bell, which according to fire service studies, can cause cardiac stress. A system with an escalating tone and overhead lighting to alert personnel does not cause as much stress when activated.

The new system will require installation in all 5 stations and will be part of our Capital Improvement planning (CIP) request at a future Town meeting (November 2021) due to the cost. This project is in conjunction with the ongoing effort to remove commercial buildings from this telegraph cable system used by the FFRD.

## **Vehicle and equipment upgrade or replacement:**

Vehicles, whether fire engines, ambulances, etc., in our Department, provide the means to perform our jobs as Fire and EMS responders. In most instances, there is an end-of-life date attached to each or timeframe to place our apparatus in reserve. We follow NFPA standards that outline what is required for maintaining vehicles, ambulance apparatus and equipment in the fire service. Our Department has been very proactive and diligent in maintaining our resources with the support of our Mechanic Division. They provide essential work to provide regular service and are on site to manage any unforeseen mechanical issues. However, at some point it becomes cost prohibitive to keep repairing equipment that is kept in service beyond its normal life span. The Department has been very diligent in making replacement requests through the Department's Capital Improvement Plan over the years. The Town in return recognizes the work we perform and supports our requests. We will continue to evaluate our vehicles and equipment and plan accordingly.

# FIRE/RESCUE DEPARTMENT

FIRE/RESCUE DEPARTMENT						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-220-5110	SALARY & WAGES FULL TIME	\$5,354,754 *	\$5,505,909 *	\$5,784,037	\$6,396,370	\$6,396,370
01-220-5130	ADDITIONAL GROSS-OVERTIME	\$850,000 *	\$1,001,166	\$650,000	\$650,000	\$650,000
01-220-5140	DIFFERENTIAL-HOLIDAY	\$294,025	\$268,291	\$294,025	\$318,993	\$318,993
01-220-5143	DIFFERENTIAL-EDCTL INCTV*	\$36,000	\$36,000	\$44,466	\$52,466	\$52,466
01-220-5190	EMS TRAINING	\$120,000	\$78,818	\$120,000	\$120,000	\$120,000
01-220-5191	OTHR PERS SERV-UNIFRM ALW	\$36,950	\$33,200	\$40,550	\$40,550	\$40,550
01-220-5192	TRAINING - FIRE	\$40,000	\$21,621	\$40,000	\$40,000	\$40,000
01-220-5193	HAZARDOUS WASTE TRAINING	\$15,000	\$5,412	\$15,000	\$15,000	\$15,000
<b>TOTAL SALARIES</b>		<b>\$6,746,729</b>	<b>\$6,950,417</b>	<b>\$6,988,078</b>	<b>\$7,633,379</b>	<b>\$7,633,379</b>
01-220-5211	ENERGY-FUEL OIL	\$15,000	\$13,000	\$15,000	\$15,000	\$15,000
01-220-5212	ENERGY-ELECTRICITY	\$68,000	\$54,119	\$68,000	\$68,000	\$68,000
01-220-5213	ENERGY-NATURAL GAS	\$40,000	\$20,613	\$40,000	\$40,000	\$40,000
01-220-5240	REPR/MAINT-OFFICE EQUIP	\$1,800	\$1,016	\$1,800	\$1,800	\$1,800
01-220-5242	REPR/MAINT-VEHICLE	\$72,000	\$80,024	\$72,000	\$72,000	\$72,000
01-220-5251	REPR/MAINT-ALARM/RADIO	\$22,000	\$19,406	\$22,000	\$22,000	\$22,000
01-220-5271	RENTL/LEASE-EQUIPMENT	\$4,450	\$3,022	\$4,450	\$4,450	\$4,450
01-220-5280	EMERGENCY MANAGEMENT	\$6,500	\$2,148	\$6,500	\$6,500	\$6,500
01-220-5309	PROF/TECH APPARATUS	\$7,500	\$8,802	\$7,500	\$7,500	\$7,500
01-220-5319	PROF/TECH-CONTRACT SERVICE	\$139,500	\$136,752 *	\$139,500	\$139,500	\$139,500
01-220-5340	COMMUNICATION-PRINTING	\$2,000	\$1,893	\$2,000	\$2,000	\$2,000
01-220-5341	COMMUNICATION-TELEPHONE	\$22,000	\$20,424	\$22,000	\$22,000	\$22,000
01-220-5342	COMMUNICATION-POSTAGE	\$2,000	\$705	\$2,000	\$2,000	\$2,000
01-220-5345	COMMUNICATION-FIRE ALARM	\$10,000	\$6,916	\$10,000	\$10,000	\$10,000
01-220-5346	REPR/MAINT-COMPUTER	\$7,500	\$8,885 *	\$7,500	\$7,500	\$7,500
01-220-5389	OTR PRCH SERV-PRAMDC PRG	\$27,540	\$25,870	\$27,540	\$27,540	\$27,540
01-220-5420	OFFICE SUPPLIES	\$6,500	\$4,878 *	\$6,500	\$6,500	\$6,500
01-220-5429	OFFICE SUPPLIES-AMBULANCE	\$1,000	\$872	\$1,000	\$1,000	\$1,000
01-220-5430	REPR/MAINT-SCUBA EQUIPMNT	\$4,000	\$4,030	\$4,000	\$4,000	\$4,000
01-220-5431	REPR/MAINT-AMB MED EQUIP	\$51,000	\$50,749 *	\$51,000	\$51,000	\$51,000
01-220-5432	REPR/MAINT-FIRE EQUIPMENT	\$6,800	\$7,316	\$6,800	\$6,800	\$6,800
01-220-5434	OTHER SUPPLIES-MECHANICS	\$3,000	\$2,596	\$3,000	\$3,000	\$3,000
01-220-5481	GASOLINE	\$1,000	\$1,150	\$1,000	\$1,000	\$1,000
01-220-5500	MEDICL/SURGICAL SUPPLIES	\$62,300	\$64,942 *	\$62,300	\$62,300	\$62,300
01-220-5583	OTHER SUPPLIES-CLOTHING	\$55,000	\$42,185	\$55,000	\$55,000	\$55,000
01-220-5588	OTHER SUPPLIES-FIRE	\$7,500	\$25,027	\$7,500	\$7,500	\$7,500
01-220-5711	AUTO ALLOWANCE	\$2,000	\$4,956	\$2,000	\$2,000	\$2,000
01-220-5720	OUT-OF STATE TRAVEL*	\$2,000	\$1,083	\$2,000	\$2,000	\$2,000
01-220-5730	DUES & MEMBERSHIPS	\$3,500	\$3,269	\$3,500	\$3,500	\$3,500
01-220-5781	STAFF DEVELOPMENT	\$60,000	\$58,222	\$60,000	\$60,000	\$60,000
01-220-5784	FIRE PREVENTION	\$6,500	\$3,292	\$6,500	\$6,500	\$6,500

# FIRE/RESCUE DEPARTMENT

FIRE/RESCUE DEPARTMENT						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-220-5865	FIRE EQUIPMENT & GEAR*	\$25,000	\$18,659	\$25,000	\$25,000	\$25,000
<b>TOTAL EXPENSES</b>		<b>\$744,890</b>	<b>\$696,821</b>	<b>\$744,890</b>	<b>\$744,890</b>	<b>\$744,890</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$7,491,619</b>	<b>\$7,647,238</b>	<b>\$7,732,968</b>	<b>\$8,378,269</b>	<b>\$8,378,269</b>
*01-220-5110 - FY20 APPROPRIATION INCLUDES \$35K RESERVE FUND XFER						
*01-220-5130 - FY20 APPROPRIATION INCLUDES \$225K BUDGET XFER						
*01-220-5110/5319/5346/5420/5431/5500/5865 INCLUDES FY19 ENCUMBRANCES						

FY22 SALARIES & WAGES											
FIRE/RESCUE DEPARTMENT - 220							FIRE: FISCAL 21 SALARY TABLES				
	Group	Grade	Step	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	11	9	SMITH TIMOTHY R	FIRE CHIEF (A)	61.84	40	2,473.60	52.2	\$ 129,122	
				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	\$ 147,122
2	12	4	3	ABSTEN CHAD E	DEPUTY CHIEF (A)	43.54	42	1,828.68	52.2	\$ 95,457	
3	12	4	6	THRASHER SCOTT J	DEPUTY CHIEF	47.90	42	2,011.80	52.2	\$ 105,016	
4	12	3	4	STARBAR SCOTT	CAPTAIN (A)	40.20	42	1,688.40	52.2	\$ 88,134	
5	12	3	6	BERGERON JR ROBERT T	CAPTAIN	43.15	42	1,812.30	52.2	\$ 94,602	
6	13	3	6	GIROUARD BRUCE D	CAPTAIN	42.06	42	1,766.52	52.2	\$ 92,212	
7	12	3	5	GAVIN, RYAN	CAPTAIN	42.11	42	1,768.62	52.2	\$ 92,322	
8	12	2	5	BARTOS ANN M	LIEUTENANT	37.93	42	1,593.06	52.2	\$ 83,158	
9	12	2	4	MEAU JR JEFFREY A	LIEUTENANT (A)	36.21	42	1,520.82	52.2	\$ 79,387	
10	12	2	5	WAGGETT JEFFRY	LIEUTENANT	37.93	42	1,593.06	52.2	\$ 83,158	
11	12	2	4	WELLINGTON BEN	LIEUTENANT	36.21	42	1,520.82	52.2	\$ 79,387	
12	12	2	4	BAILEY TIMOTHY	LIEUTENANT	36.21	42	1,520.82	52.2	\$ 79,387	
13	12	2	5	DEYO MARK	LIEUTENANT	37.93	42	1,593.06	52.2	\$ 83,158	
14	12	2	5	ELLIS SEAN K	LIEUTENANT	37.93	42	1,593.06	52.2	\$ 83,158	
15	12	2	4	HAMBLIN CHRISTOPHER E	LIEUTENANT	36.21	42	1,520.82	52.2	\$ 79,387	
16	15	2	4	ROGERS TERRENCE A	EMS SUPERVISOR	43.65	40	1,746.00	52.2	\$ 91,141	
17	15	1	6	O'MALLEY CRAIG B	F P O	46.62	40	1,864.80	52.2	\$ 97,343	
18	14	2	6	DEMELLO BOYD W	F P I	40.53	40	1,621.20	52.2	\$ 84,627	
19	14	2	6	RIVERA ALLEN	F P I	40.53	40	1,621.20	52.2	\$ 84,627	
20	14	4	6	MARTIN GERALD H	FIRE ALARM SUPT	38.62	40	1,544.80	52.2	\$ 80,639	
				WEEKLY ALLOWANCE		13.20	1	13.20	52.2	\$ 689	\$ 81,328
21	15	3	6	ROSE JOHN F	MASTER MECHANIC	38.62	40	1,544.80	52.2	\$ 80,639	
				WEEKLY ALLOWANCE		13.20	1	13.20	52.2	\$ 689	\$ 81,328
22	15	4	5	ELLIOTT JOHN J	ASST MECHANIC	30.33	40	1,213.20	52.2	\$ 63,329	
				WEEKLY ALLOWANCE		13.20	1	13.20	52.2	\$ 689	\$ 64,018
23	24	13	10	STROHM KIMBERLEE	ADMIN ASST.	32.88	37.5	1,233.00	52.2	\$ 64,363	
24	11	7	2	GEGGATT JOAN	OFFICE ASST.	24.39	37.5	914.63	52.2	\$ 47,743	
25				HEARING OFFICER						\$ 2,500	
26	12	1	3	BANNISH AARON	FIRE FIGHTER	31.26	42	1,312.92	52.2	\$ 68,534	
27	12	1	4	BORSELLI JONATHAN	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244	
28	12	1	4	BOYAR DAMIAN	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244	
29	13	1	5	BROWN CHRISTOPHER	FIREFIGHTER	33.53	42	1,408.26	52.2	\$ 73,511	
30	12	1	5	BUSH STEVEN	FIRE FIGHTER	34.39	42	1,444.38	52.2	\$ 75,397	
31	12	1	3	CAHILL KEVIN	FIRE FIGHTER	31.26	42	1,312.92	52.2	\$ 68,534	
32	12	1	5	COWAN CHRISTOPHER G	FIRE FIGHTER	33.56	42	1,409.52	52.2	\$ 73,577	

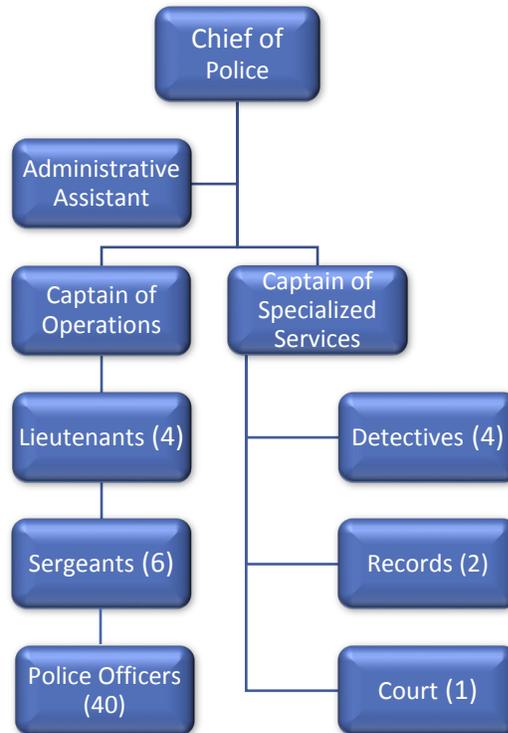
# FIRE/RESCUE DEPARTMENT

FY22 SALARIES & WAGES											
FIRE/RESCUE DEPARTMENT - 220						FIRE: FISCAL 21 SALARY TABLES					
	Group	Grade	Step	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
33	12	1	3	CRAVEN JAMES	FIRE FIGHTER	31.26	42	1,312.92	52.2	\$ 68,534	
34	13	1	3	DEGREGORIO DOMENIC	FIRE FIGHTER	30.47	42	1,279.74	52.2	\$ 66,802	
35	12	1	6	DEMATOS STEPHEN F	FIRE FIGHTER	34.39	42	1,444.38	52.2	\$ 75,397	
36	12	1	4	EDWARDS MATTHEW T	FIRE FIGHTER	32.04	42	1,345.68	52.2	\$ 70,244	
37	12	1	5	FERREIRA CASEY D	FIRE FIGHTER	33.56	42	1,409.52	52.2	\$ 73,577	
38	12	1	4	FLYNN ROBERT P	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244	
39	12	1	4	FREEMAN JR TED K	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244	
40	12	1	4	FREITAS BRENDON	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244	
41	12	1	5	FRIEL PATRICK W	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577	
42	12	1	5	FRISBEE JAY A	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577	
43	13	1	3	GOLDEN JUSTIN	FIREFIGHTER	30.47	42	1,279.74	52.2	\$ 66,802	
44	12	1	6	GUTHRIE BRIAN M	FIREFIGHTER	34.39	42	1,444.38	52.2	\$ 75,397	
45	12	1	5	KOSLOWSKY RANDY	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577	
46	13	1	3	LAWLOR STEPHEN	FIREFIGHTER	30.47	42	1,279.74	52.2	\$ 66,802	
47	12	1	4	LOCKERSON, ERYN	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244	
48	12	1	6	LOPES JR DANIEL L	FIREFIGHTER	34.39	42	1,444.38	52.2	\$ 75,397	
49	12	1	5	MARTIN JAMES E	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577	
50	12	1	4	MARTINO JR ROBERT	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244	
51	12	1	4	MATHIESON ANDREW M	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244	
52	12	1	4	MCBRIDE LAURA J	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244	
53	13	1	3	MCENTEE CHRISTOPHER	FIREFIGHTER	30.47	42	1,279.74	52.2	\$ 66,802	
54	12	1	5	MUELLER MICHAEL A	FIRE FIGHTER	33.56	42	1,409.52	52.2	\$ 73,577	
55	13	1	6	MURPHY STEPHEN	FIREFIGHTER	33.53	42	1,408.26	52.2	\$ 73,511	
56	13	1	3	O'BRIEN SHANE	FIREFIGHTER	30.47	42	1,279.74	52.2	\$ 66,802	
57	12	1	3	OLIVEIRA CARLOS	FIREFIGHTER	31.26	42	1,312.92	52.2	\$ 68,534	
58	13	1	3	OLSEN JONAH	FIREFIGHTER	30.47	42	1,279.74	52.2	\$ 66,802	
59	12	1	3	PAYNE SCOTT	FIREFIGHTER	31.26	42	1,312.92	52.2	\$ 68,534	
60	12	1	5	PECCI BRIAN D	FIRE FIGHTER	33.56	42	1,409.52	52.2	\$ 73,577	
61	12	1	6	PLACK LANCE G	FIREFIGHTER	34.39	42	1,444.38	52.2	\$ 75,397	
62	12	1	5	SABENS HENRY C	FIREFIGHTER	33.56	42	1,409.52	52.2	\$ 73,577	
63	13	1	3	SILVA TYLER	FIREFIGHTER	30.47	42	1,279.74	52.2	\$ 66,802	
64	12	1	3	SWARTZ ERIC	FIREFIGHTER	31.26	42	1,312.92	52.2	\$ 68,534	
65	12	1	4	TAYLOR CHRIS	FIRE FIGHTER	32.04	42	1,345.68	52.2	\$ 70,244	
66	13	1	3	WALLS RICHARD	FIREFIGHTER	30.47	42	1,279.74	52.2	\$ 66,802	
67	13	1	3	WHITED MATTHEW	FIREFIGHTER	30.47	42	1,279.74	52.2	\$ 66,802	
68	12	1	4	WILSON BLAKE	FIRE FIGHTER	32.04	42	1,345.68	52.2	\$ 70,244	
69	13	1	3	WYMAN MACKENZIE	FIREFIGHTER	30.47	42	1,279.74	52.2	\$ 66,802	
70	12	1	4	ZIMMERMAN NICHOLAS J	FIREFIGHTER	32.04	42	1,345.68	52.2	\$ 70,244	
71	13	1	6	ZUNIGA MICHAEL	FIREFIGHTER	33.53	42	1,408.26	52.2	\$ 73,511	
72	13	1	2	BEARY ROBERT	FIRE FIGHTER	28.19	42	1,183.98	52.2	\$ 61,804	
73	13	1	2	MOSES CHRISTIAN	FIRE FIGHTER	28.19	42	1,183.98	52.2	\$ 61,804	
74	13	1	2	NAWOICHIK ADAM	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804	
75	13	1	2	BARRY MICHAEL JR.	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804	
76	13	1	2	DEIULIIS NICHOLAS	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804	
77	12	1	2	SUTHERLAND JOSHUA	FIREFIGHTER	28.95	42	1,215.90	52.2	\$ 63,470	
78	13	1	2	VACANT- OVERRIDE	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804	
79	13	1	2	VACANT- OVERRIDE	FIRE FIGHTER	28.19	42	1,183.98	52.2	\$ 61,804	
80	13	1	2	VACANT- OVERRIDE	FIRE FIGHTER	28.19	42	1,183.98	52.2	\$ 61,804	
81	13	1	2	VACANT- OVERRIDE	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804	
82	12	1	2	VACANT- OVERRIDE	FIREFIGHTER	28.95	42	1,215.90	52.2	\$ 63,470	
83	12	1	2	VACANT- OVERRIDE	FIREFIGHTER	28.95	42	1,215.90	52.2	\$ 63,470	
84	12	1	2	VACANT- OVERRIDE	FIREFIGHTER	28.95	42	1,215.90	52.2	\$ 63,470	
85	12	1	2	VACANT- OVERRIDE	FIREFIGHTER	28.95	42	1,215.90	52.2	\$ 63,470	
86	13	1	2	VACANT- 1/1/21	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804	
87	13	1	2	VACANT- 1/1/21	FIREFIGHTER	28.19	42	1,183.98	52.2	\$ 61,804	
										\$ 6,062,823	
<b>SICK LEAVE BUYBACK EST.</b>										\$ 33,000	
<b>VACATION BUYBACK EST.</b>										\$ 50,000	
<b>TOTAL:</b>										\$ 6,396,370	



# POLICE DEPARTMENT

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## DEPARTMENT MISSION

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

## DEPARTMENT DESCRIPTION

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

## DEPARTMENT GOALS

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

# POLICE DEPARTMENT

POLICE DEPARTMENT						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-210-5110	SALARY & WAGES FULL TIME	\$4,930,037	\$4,427,906	\$4,963,169	\$5,156,320	\$5,156,320
01-210-5125	PART TIME-SUMMER PATROL	\$50,000	\$37,259	\$60,000	\$60,000	\$60,000
01-210-5128	FLSA WAGE ADJUSTMENT	\$9,288	\$4,104	\$9,288	\$9,288	\$9,288
01-210-5130	ADDITIONAL GROSS-OVERTIME	\$360,000	\$562,118	\$360,000	\$360,000	\$360,000
01-210-5132	ADDITIONAL GROSS-COURT	\$72,000	\$37,517	\$72,000	\$72,000	\$72,000
01-210-5133	MAIN STREET PATROL	\$12,000	\$7,076	\$12,000	\$12,000	\$12,000
01-210-5134	ADDITIONAL GROSS-DRUG INVEST.	\$45,000	\$7,335	\$45,000	\$45,000	\$45,000
01-210-5140	DIFFERENTIAL-HOLIDAY	\$103,000	\$96,946	\$103,000	\$103,000	\$103,000
01-210-5143	DIFFERENTIAL-EDCTL INCTV*	\$428,683	\$400,583	\$414,213	\$408,379	\$408,379
01-210-5191	OTHR PERS SERV-UNIFORM ALW	\$56,875	\$43,888 *	\$56,875	\$56,875	\$56,875
01-210-5192	OTHR PERS SERV-TRAINING	\$70,000	\$157,164	\$100,000	\$140,000	\$100,000
<b>TOTAL SALARIES</b>		<b>\$6,136,883</b>	<b>\$5,781,894</b>	<b>\$6,195,545</b>	<b>\$6,422,862</b>	<b>\$6,382,862</b>
01-210-5212	ENERGY-ELECTRICITY	\$51,365	\$38,595	\$51,365	\$51,365	\$51,365
01-210-5213	ENERGY-NATURAL GAS	\$15,000	\$9,269	\$15,000	\$15,000	\$15,000
01-210-5240	REPR/MAINT-OFFICE EQUIP	\$5,000	\$3,282	\$5,000	\$5,000	\$5,000
01-210-5242	REPR/MAINT-VEHICLE	\$27,000	\$20,658	\$30,000	\$30,000	\$30,000
01-210-5243	REPR/MAINT-EQUIPMENT	\$2,950	\$1,282 *	\$2,950	\$2,950	\$2,950
01-210-5250	REPR/MAINT-PARKING METERS	\$62,500	\$63,610 *	\$66,000	\$66,000	\$66,000
01-210-5251	REPR/MAINT-RADIO (FCC)	\$5,150	\$4,897	\$5,150	\$5,150	\$5,150
01-210-5267	REPR/MAINT-COMPUTER SYSTM	\$37,000	\$38,773	\$40,000	\$41,640	\$45,000
01-210-5303	PHYSICALS	\$6,000	\$7,500	\$14,150	\$14,300	\$14,150
01-210-5306	PROF/TECH-TOWING	\$2,000	\$793	\$2,000	\$2,000	\$2,000
01-210-5318	PROF/TECH-CONTRACT SERVIC	\$56,000	\$49,275	\$56,000	\$67,200	\$56,000
01-210-5340	COMMUNICATION-PRINTING	\$7,000	\$6,989	\$7,000	\$7,850	\$7,000
01-210-5341	COMMUNICATION-TELEPHONE	\$33,037	\$33,921	\$34,000	\$39,132	\$34,000
01-210-5342	COMMUNICATION-POSTAGE	\$4,843	\$4,841	\$4,843	\$4,843	\$4,843
01-210-5418	SUPPLIES COMMUNITY POLICING	\$4,000	\$5,741	\$4,000	\$4,000	\$4,000
01-210-5420	OFFICE SUPPLIES	\$5,200	\$2,979	\$5,200	\$5,200	\$5,200
01-210-5421	OFFICE SUPPLIES-XEROX	\$2,000	\$2,771	\$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	\$950	\$750	\$1,000	\$750
01-210-5435	SUPPLIES - DETECTIVE DIV	\$2,500	\$1,117	\$2,500	\$2,500	\$2,500
01-210-5454	CUST/HSKP SUPPLY-FIRE EXTG	\$1,000	\$950	\$1,000	\$1,000	\$1,000
01-210-5483	OTHER SUPPLIES-PHOTOGRPHY	\$2,000	\$132	\$2,000	\$2,000	\$2,000
01-210-5485	VEHICLE SUPPLIES-TIRES	\$8,800	\$5,820	\$8,800	\$8,800	\$8,800
01-210-5490	FOOD SUPPLIES-PRISONERS	\$3,000	\$1,325	\$3,000	\$3,000	\$3,000
01-210-5500	MEDICAL SUPPLIES-FIRST AD	\$7,430	\$7,025	\$7,430	\$8,930	\$7,430
01-210-5543	PUB WKS SUPPLIES-FLARES	\$1,325	\$1,100	\$1,325	\$1,325	\$1,325
01-210-5582	OTHER SUPPLIES-COMPUTER	\$6,000	\$6,341 *	\$6,000	\$6,000	\$6,000
01-210-5583	OTHER SUPPLIES-UNIFORMS	\$30,000	\$35,319	\$30,000	\$56,656	\$30,000
01-210-5584	OTHER SUPPLIES-BIKE PATRL	\$2,900	\$3,320	\$2,900	\$2,900	\$2,900
01-210-5587	OTHER SUPPLIES-RANGE	\$30,000	\$29,134	\$30,000	\$60,000	\$30,000
01-210-5710	IN-STATE TRAVEL	\$3,000	\$2,199	\$3,000	\$3,000	\$3,000

# POLICE DEPARTMENT

POLICE DEPARTMENT						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-210-5720	OUT OF STATE TRAVEL*	\$12,000	\$4,684	\$12,000	\$12,000	\$12,000
01-210-5730	DUES & MEMBERSHIPS	\$5,500	\$4,944	\$5,500	\$5,500	\$5,500
01-210-5780	ADMINISTRATIVE EXPENSE	\$2,000	\$1,583	\$2,000	\$2,000	\$2,000
01-210-5782	DRUG INVESTIGATION EXP	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
01-210-5787	OTHR CHARGES- TRAINING	\$17,000	\$12,279	\$17,000	\$17,000	\$17,000
01-210-5801	POLICE CRUISERS*	\$100,000	\$102,905 *	\$125,000	\$125,000	\$125,000
<b>TOTAL EXPENSES</b>		<b>\$596,350</b>	<b>\$551,452</b>	<b>\$640,013</b>	<b>\$717,891</b>	<b>\$645,013</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$6,733,233</b>	<b>\$6,333,346</b>	<b>\$6,835,558</b>	<b>\$7,140,753</b>	<b>\$7,027,875</b>
*01-210-5191/5243/5250/5582/5801 INCLUDE FY19 ENCUMBRANCES						

## FISCAL YEAR 2022 SALARIES AND WAGES

### POLICE DEPARTMENT

1	1	POLICE CHIEF DUNNE, EDWARD	52.2	40	90.04	188,004	
		STIPEND COMMUNICATION ADMINISTRATOR	52.2	1	67.32	3,514	191,518
1	16	CAPTAIN REID, BRIAN TAM - GRADE 10 - STEP 10	52.2	40	55.38	115,634	
		STIPEND - 20 YEAR				7,000	122,634
2	16	CAPTAIN VACANT TAM - GRADE 10 - STEP 10 JULY 2020	52.2	40	55.38	115,634	
		STIPEND - 20 YEAR				7,000	122,634
1	LT	LIEUTENANT DECOSTA, DOUGLAS STEP 23	52.2	40	49.62	103,607	103,607
2	LT	LIEUTENANT DOYLE, SEAN STEP 23	52.2	40	49.62	103,607	103,607
3	LT	LIEUTENANT HAMILTON, CHRISTOPHER STEP 23	52.2	40	49.62	103,607	103,607
4	LT	LIEUTENANT KINSELLA, BRIAN STEP 4 (STEP 23 10-15-2020 FY 23)	52.2	40	45.11	94,190	94,190
1	SO	SERGEANT / BREATH TEST ADMIN CUMMINGS, JAMES STEP 4 (STEP 5 03-20-24 FY 24)	52.2	40	41.13	85,880	
		SPECIALIZATION	52.2		50	2,610	88,490
2	P/FED	SERGEANT DONAHUE, JAMIE STEP 4 (STEP 5 AFTER 5-06--23 FY 23)	52.2	40	41.13	85,880	85,880

# POLICE DEPARTMENT

## FISCAL YEAR 2022 SALARIES AND WAGES

### POLICE DEPARTMENT

3	SO	SERGEANT /FIREARMS INSTRUCTOR GUTHRIE, BENJAMIN STEP 5	52.2	40	43.19	90,181	
		SPECIALIZATION	52.2		50	2,610	92,792
4	SO	SERGEANT/DETAIL SERGEANT KARL, JAMIE STEP 5 (07-26-2022 FY 23)	52.2	40	41.13	85,880	
		SPECIALIZATION	52.2		50	2,610	88,490
5	SO	SERGEANT/DETAIL SERGEANT LOEWEN, BRIAN STEP 5	52.2	40	43.19	90,181	
		SPECIALIZATION	52.2		50	2,610	92,791
6	SO	SERGEANT ROGERS, MICHAEL STEP 5	52.2	40	43.19	90,181	90,181
7	SO	SERGEANT/ OUTREACH CORD. SIMONEAU, MICHAEL STEP 5	52.2	40	43.19	90,181	
		SPECIALIZATION	52.2		50	2,610	92,792
1	P/FED	DETECTIVE BARTOLOMEI, CHRISTOPHER STEP 10	52.2	37.5	35.12	68,748	
		SPECIALIZATION	52.2		45	2,349	71,097
2	P/FED	DETECTIVE CARPENTER, RONALD STEP 10	52.2	37.5	35.12	68,748	
		SPECIALIZATION	52.2		45	2,349	71,097
3	P/FED	SEX ASSAULT INVESTIGATOR / SRO HERGT, RYAN STEP 5 (STEP 10 AFTER 03-20-2025 FY 25)	52.2	37.5	33.94	66,438	
		SPECIALIZATION	52.2		45	2,349	68,788
4	P/FED	DETECTIVE LOEWEN, ANDREW T. STEP 10	52.2	37.5	35.12	68,748	
		SPECIALIZATION	52.2		45	2,349	71,097
5	P/FED	DETECTIVE MASSI, DAVID M. STEP 10	52.2	37.5	35.12	68,748	
		SPECIALIZATION	52.2		45	2,349	71,097
6	P/FED	COURT OFFICER STEFANELLI, PAUL W. STEP 10 (AFTER 06/03/22 FY 22)	5	37.5	35.12	6,586	
		STEP 5	47.2	37.5	33.94	60,074	
		SPECIALIZATION	52.2		45	2,349	69,009
PATROLMEN							
7	P/FED	SEX ASSAULT INVESTIGATOR ANDRADE, MEGHAN STEP 5 ( STEP 10 AFTER 03-21-25 FY25)	52.2	37.5	33.94	66,438	
		SPECIALIZATION	52.2		36.00	1,879	68,318
8	P/FED	BATCHELDER, KEITH STEP 10	52.2	37.5	35.12	68,748	68,748

# POLICE DEPARTMENT

## FISCAL YEAR 2022 SALARIES AND WAGES

### POLICE DEPARTMENT

9	P/FED	BOWERS, CONNOR STEP 2 (STEP 3 COMPLETION OF F.T.)	52.2	37.5	29.80	58,334	58,334
10	P/FED	SPECIAL RESPONSE TEAM (SRT) BRANDT, TIMOTHY J. STEP 5 (STEP 10 03-23-2025 FY 25)	52.2	37.5	33.94	66,438	
		SPECIALIZATION	52.2		36.00	1,879	68,318
11	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
12		CASTLEBERRY, JOHN STEP 10	52.2	37.5	35.12		68,748
13	P/FED	COSTA, ELSON STEP 2 (STEP 3 COMPLETED F.T. 9-3-20)	52.2	37.5	29.80		58,334
14	P/FED	CURTIS, ROBERT P. STEP 10	52.2	37.5	35.12		68,748
15	P/FED	DACEY, JOHN STEP 4 12-20-2021	27.2	37.5	32.00	32,641	
		STEP 2	25	37.5	31.21	29,260	61,901
16	P/FED	DEMIRANDA, DONALD G. STEP 5 (STEP 10 09-14-2024)	52.2	37.5	33.94		66,438
17	P/FED	DEPONTE, JOHN L. STEP 5 (STEP 10 05-03-2025 FY 25)	52.2	37.5	33.94	66,438	66,438
18	P/FED	DEVITO, ANTHONY R. STEP 10	52.2	37.5	35.12	68,748	68,748
19	P/FED	FIREARMS INSTRUCTOR EISEN DEAN STEP 10	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	32.00	32,641	
		STEP 2	25	37.5	31.21	29,260	61,901
21	P/FED	SEX ASSAULT INVESTIGATOR FERRER, ELVIRA STEP 10	52.2	37.5	35.12	68,748	
		SPECIALIZATION	52.2		36.00	1,879	70,628
22	P/FED	FERRER, RUBEN STEP 10	52.2	37.5	35.12		68,748
23	P/FED	GARRISON, ERIC STEP 2 (STEP 3 COMPLETED F.T. 9-7-20)	52.2	37.5	29.80		58,334
24	P/FED	HAZELTON, BRYAN STEP 10	52.2	37.5	35.12		68,748
25	P/FED	JONES, CRAIG STEP 2 (STEP 3 COMPLETION OF F.T. )	52.2	37.5	29.80		58,334
26	P/FED	KESTER, KAITLIN STEP 2 (STEP 3 COMPLETED F.T. 9-3-20 )	52.2	37.5	29.80		58,334
27	P/FED	KOSKY, WILLIAM G. STEP 10	52.2	37.5	35.12		68,748
28	P/FED	KOTFILA MICHAEL T. STEP 5 (MASTER 02-06-2024)	52.2	37.5	33.94		66,438
29	P/FED	LEIGHTON, CHAD A. STEP 10	52.2	37.5	35.12		68,748
30	P/FED	LIVINGSTON, CHRISTOPHER STEP 5 (STEP 10 09-13-2024 FY 25)	52.2	37.5	33.94		66,438

# POLICE DEPARTMENT

## FISCAL YEAR 2022 SALARIES AND WAGES

### POLICE DEPARTMENT

31	P/FED	MAGUIRE, THOMAS STEP 10	52.2	37.5	35.12		68,748
32	P/FED	MARTIN, MELISSA M. STEP 5 (STEP 10 07-07-2023 FY 24)	52.2	37.5	33.94		66,438
33	P/FED	MASSI, JULIA E. STEP 5 (STEP 10 09-12-2024 FY 25)	52.2	37.5	33.94		66,438
34	P/FED	MAURER, EDWARD STEP 10	52.2	37.5	35.12		68,748
35	P/FED	MOORE, RYAN P. STEP 10 3-11-2022 FY 22	17	37.5	35.12	22,390	
		STEP 5	35.5	37.5	33.94	45,183	67,573
36	P/FED	SPECIAL RESPONSE TEAM (SRT) MURRAY, CODY STEP 5 (STEP 10 08-01-2026 FY 27)	52.5	37.5	33.94	66,820	
		SPECIALIZATION	52.2		36.00	1,879	68,700
37	P/FED	NARBONNE, TYLER STEP 5 (STEP 10 7-08-2023 FY 24)	52.2	37.5	33.94		66,438
38	P/FED	OLIVER, JOSHUA RUSSELL STEP 10 03-12-2022 FY 22	17	37.5	35.12	22,390	
		STEP 5	35.5	37.5	33.94	45,183	67,573
39	P/FED	FIREARMS INSTRUCTOR PORTER, JAMES F. STEP 10	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. STEP 10	52.2	37.5	35.12	68,748	
		SPECIALIZATION	52.2		45.00	2,349	71,097
41	P/FED	RUTA, KURT STEP 2 (STEP 3 COMPLETION OF F.T. )	52.2	37.5	29.80		58,334
42	P/FED	SENIOR, STEPHEN P. STEP 5 (STEP 10 AFTER 03-22-25 FY 25)	52.2	37.5	33.94		66,438
43	P/FED	SILVA, SHAWN STEP 2 (STEP 3 COMPLETION OF F.T. )	52.2	37.5	29.80		58,334
44	P/FED	WALKER, SEAN F. STEP 10	52.2	37.5	35.12		68,748
45	P/FED	ACADEMY GOULART, ASHLEE STEP 2	52.2	37.5	29.80		58,334
46	P/FED	ACADEMY MURPHY, RYAN STEP 2	52.2	37.5	29.80		58,334
47	P/FED	ACADEMY REINE, TYRONE STEP 2	52.2	37.5	29.80		58,334
48	P/FED	VACANT FUNDED STEP 1	52.2	37.5	28.06		54,928
49	P/FED	VACANT FUNDED STEP 1	52.2	37.5	28.06		54,928
50	P/FED	VACANT FUNDED STEP 1	52.2	37.5	28.06		54,928
51	P/FED	VACANT FUNDED STEP 1	52.2	37.5	28.06		54,928
1 13	3	6	PARKING METER THOMPSON LLOYD	52.2	20	21.77	22,728
2 13	4	3	PARKING CONTROL ATTENDANT BELLI, MICHAEL R.	52.2	40	20.71	43,243

# POLICE DEPARTMENT

## FISCAL YEAR 2022 SALARIES AND WAGES

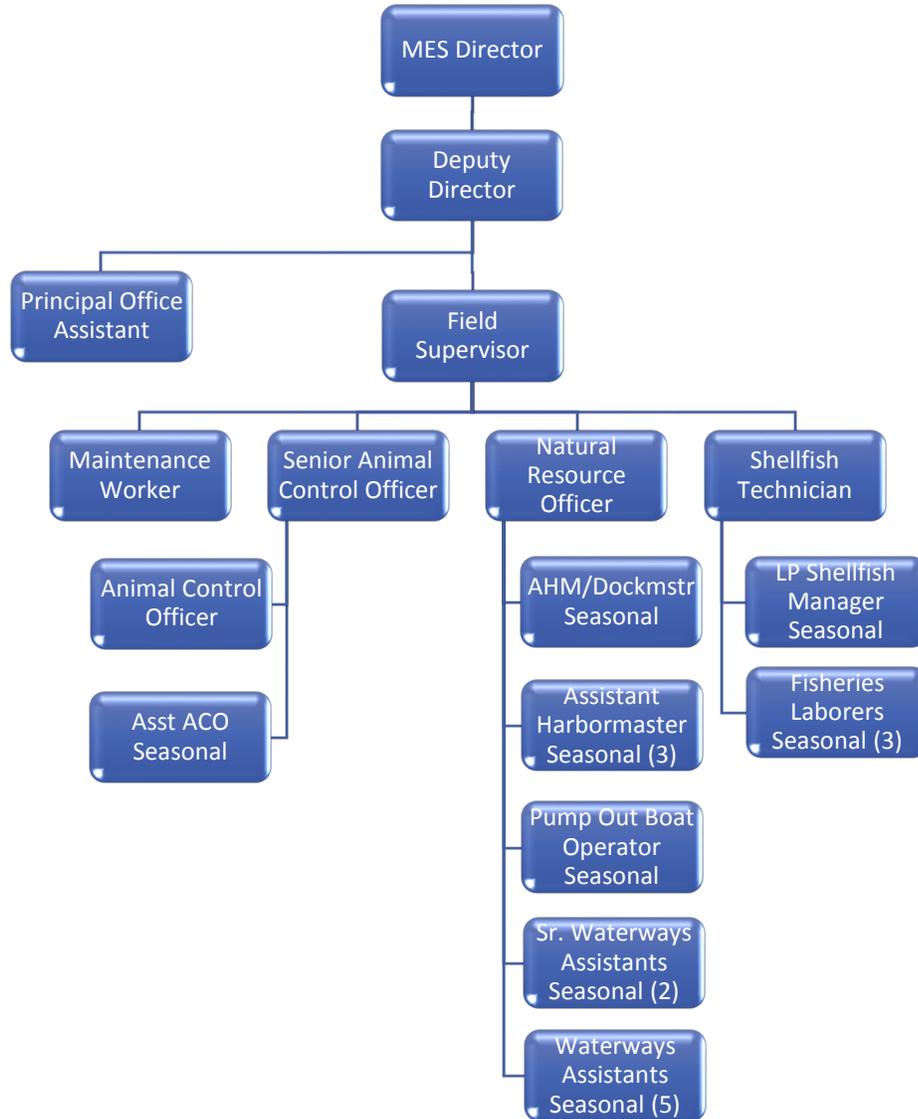
### POLICE DEPARTMENT

3	13	6	4	SENIOR OFFICE ASSISTANT UTTARO, JANET	52.2	37.5	24.65		48,253
4	13	6	2	SENIOR OFFICE ASSISTANT TIRRELL, CHRISTIE R	52.2	37.5	23.71		46,413
5	16	3A	10	ADMINISTRATIVE ASSISTANT REBELO MELINDA (TAM)	52.2	37.5	32.88		64,363
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
									<u>5,156,319</u>



# MARINE & ENVIRONMENTAL SERVICES

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## DEPARTMENT MISSION

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

## DEPARTMENT DESCRIPTION

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

## DEPARTMENT GOALS

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

# MARINE & ENVIRONMENTAL SERVICES

MARINE & ENVIRONMENTAL SERVICES						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-295-5110	SALARY & WAGES-PERMANENT	\$562,873	\$527,644	\$591,495	\$619,055	\$619,055
01-295-5120	SALARY & WAGES-TEMPORARY	\$170,064	\$100,201	\$178,236	\$179,925	\$179,925
01-295-5130	ADDITIONAL GROSS-OVERTIME	\$15,000	\$11,586	\$15,000	\$15,000	\$15,000
01-295-5132	ADDITIONAL GROSS-COURT	\$500	\$405	\$500	\$500	\$500
01-295-5133	SALARY & WAGES STAND BY	\$0	\$0	\$6,744	\$6,744	\$6,744
01-295-5143	DIFFERENTIAL-EDCTL INCTV	\$9,000	\$8,843	\$9,000	\$9,000	\$9,000
01-295-5191	OTHR PERS SERV-UNIFRM ALW	\$10,000	\$6,260	\$10,000	\$10,000	\$10,000
<b>TOTAL SALARIES</b>		<b>\$767,437</b>	<b>\$654,939</b>	<b>\$810,975</b>	<b>\$840,224</b>	<b>\$840,224</b>
01-295-5212	ENERGY-ELECTRICITY	\$60,000	\$37,303	\$60,000	\$60,000	\$60,000
01-295-5213	ENERGY-NATURAL GAS	\$10,000	\$9,060	\$10,000	\$10,000	\$10,000
01-295-5240	REPR/MAINT-OFFICE EQUIP	\$400	\$118	\$400	\$400	\$400
01-295-5243	REPR/MAINT-EQUIPMENT	\$30,000	\$29,347	\$30,000	\$30,000	\$30,000
01-295-5263	REPR/MAINT-SIGNAGE	\$1,000	\$2,286	\$1,000	\$1,000	\$1,000
01-295-5312	PROF/TECH EMERG MED SERV	\$500	\$338	\$500	\$500	\$500
01-295-5318	PROF/TECH-CONTRCT SERVICE	\$5,000	\$2,629	\$5,000	\$5,000	\$5,000
01-295-5319	FLOAT MAINTENANCE	\$25,000	\$25,445	\$25,000	\$25,000	\$25,000
01-295-5317	PROF/TECH - PROPAGATION*	\$62,500	\$59,434	\$62,500	\$62,500	\$62,500
01-295-5340	COMMUNICATION-PRINTING	\$1,700	\$691	\$3,700	\$3,700	\$3,700
01-295-5341	COMMUNICATION-TELEPHONE	\$6,500	\$5,166	\$6,500	\$6,500	\$6,500
01-295-5342	COMMUNICATION-POSTAGE	\$3,200	\$2,700	\$3,200	\$3,200	\$3,200
01-295-5343	COMMUNICATION-ADVERTISING	\$550	\$166	\$550	\$550	\$550
01-295-5380	OTR PRCH SERV-MSPCA*	\$500	\$321	\$500	\$500	\$500
01-295-5393	OPS-ANIML DISEASE PREVNT*	\$4,000	\$2,553	\$4,000	\$4,000	\$4,000
01-295-5419	CUSTDL/HSKPING SPLY-POUND	\$500	\$72	\$500	\$500	\$500
01-295-5420	OFFICE SUPPLIES	\$4,000	\$3,613	\$4,000	\$4,000	\$4,000
01-295-5430	SITE IMPROVEMENT	\$15,000	\$15,014	\$20,000	\$20,000	\$20,000
01-295-5481	GASOLINE	\$6,000	\$2,199	\$6,000	\$6,000	\$6,000
01-295-5490	FOOD SUPPLIES-DOG FOOD	\$1,000	\$998	\$1,000	\$1,000	\$1,000
01-295-5584	OTR SUPPLY-CHNS/LGTS/BUOYS	\$2,000	\$343	\$2,000	\$2,000	\$2,000
01-295-5587	OTHER SUPPLIES-DNR	\$1,700	\$1,136	\$1,700	\$1,700	\$1,700
01-295-5710	IN-STATE TRAVEL	\$500	\$0	\$500	\$500	\$500
01-295-5730	DUES & MEMBERSHIPS	\$450	\$270	\$450	\$450	\$450
01-295-5781	STAFF DEVELOPMENT	\$6,000	\$3,431	\$6,000	\$6,000	\$6,000
<b>TOTAL EXPENSES</b>		<b>\$248,000</b>	<b>\$204,635</b>	<b>\$255,000</b>	<b>\$255,000</b>	<b>\$255,000</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$1,015,437</b>	<b>\$859,574</b>	<b>\$1,065,975</b>	<b>\$1,095,224</b>	<b>\$1,095,224</b>

# MARINE & ENVIRONMENTAL SERVICES

## FY22 SALARIES & WAGES

### MARINE AND ENVIRONMENTAL SERVICES - 295

	Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	25	10	10	FRASER GREGG P	DIRECTOR	54.29	40	2,171.60	52.2	113,358	
2	25	8	10	MARTINSEN III ROY CHARLES	DEPUTY DIRECTOR	45.91	40	1,836.40	52.2	95,860	
3	11	10	6	LANG PHILIP	FIELD SUPERVISOR	34.95	40	1,398.00	52.2	72,976	
4	11	9	6	DONAHUE DANIEL J	NATURAL RES OFFICER	32.67	40	1,306.80	52.2	68,215	
5	11	8	3	CUSHMAN PAULA	PRINCIPAL OFFICE ASST	27.14	37.5	1,017.75	52.2	53,127	
6	11	8	3	GOW JESSICA	SR ANIMAL CONTROL OFFICER	27.14	40	1,085.60	52.2	56,668	
7	11	7	5	LOVELY CHRISTINA	FISHERIES TECHNICIAN	27.43	37.5	1,028.63	52.2	53,694	
8	11	7	3	SILVA JENNA	ANIMAL CONTROL OFFICER	25.36	40	1,014.40	52.2	52,952	
9	11	6	6	ANGLIN CHRISTOPHER	MES MAINT WORKER	26.67	37.5	1,000.13	52.2	52,207	
						<b>FTE</b>	<b>9</b>				<b>619,055</b>

\*\* Fraser/Martinsen III - FY21 AFSCME B

### MARINE AND ENVIRONMENTAL SERVICES TEMP - 295

## FY22 SALARIES & WAGES

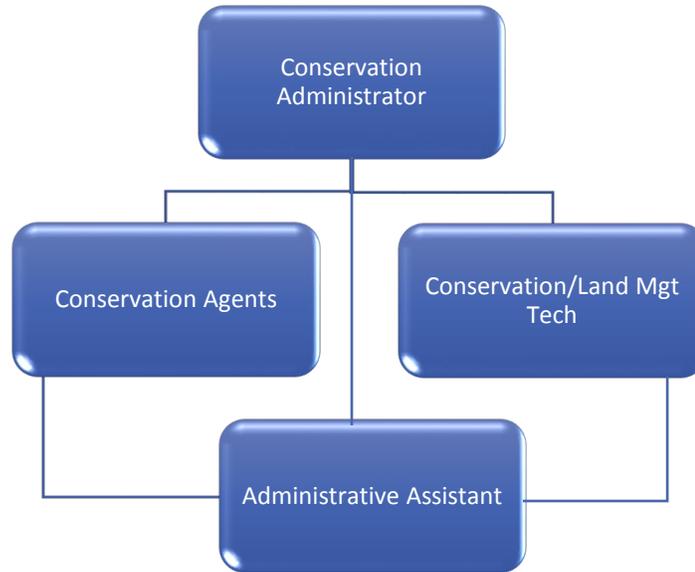
	Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	29	8	4		AHM DOCKMASTER	22.13	40	885.20	16	14,163	
2	29	7	5		ASST HARBORMASTER	21.71	40	868.40	16	13,894	
3	29	7	4		ASST HARBORMASTER	20.68	20	413.60	16	6,618	
4	29	7	4		ASST HARBORMASTER	20.68	20	413.60	16	6,618	
5	29	6	2		ASST ANIMAL 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	23	7	2		Shellfish Manager	21.21	36	763.56	26	19,853	
15	23	6	2		Shellfish Husbandry Tech	19.93	36	717.48	26	18,654	
16	23	4	1		Shellfish Laborer	16.72	36	601.92	24	14,446	
						<b>FTE</b>	<b>4.8</b>				<b>179,925</b>
									<b>TOTAL</b>	<b>SALARIES</b>	<b>798,981</b>

\*\* SEASONAL: FISCAL 21 SALARY TABLE



# CONSERVATION DEPARTMENT

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## DEPARTMENT MISSION

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

## DEPARTMENT DESCRIPTION

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

## DEPARTMENT GOALS & PERFORMANCE MEASURES

1. The Department's goal is to review all applications and issue the required permits, compliances, and determinations within the regulatory time frame of 21 days.
2. The Department's goal is to monitor and provide stewardship to all land under the Conservation Commissions jurisdiction, as well as, monitor all Conservation Restrictions (CR) held by the Commission. In the past year, with the assistance of AmeriCorps placements, the Conservation Department has continued the Conservation Restriction monitoring program.

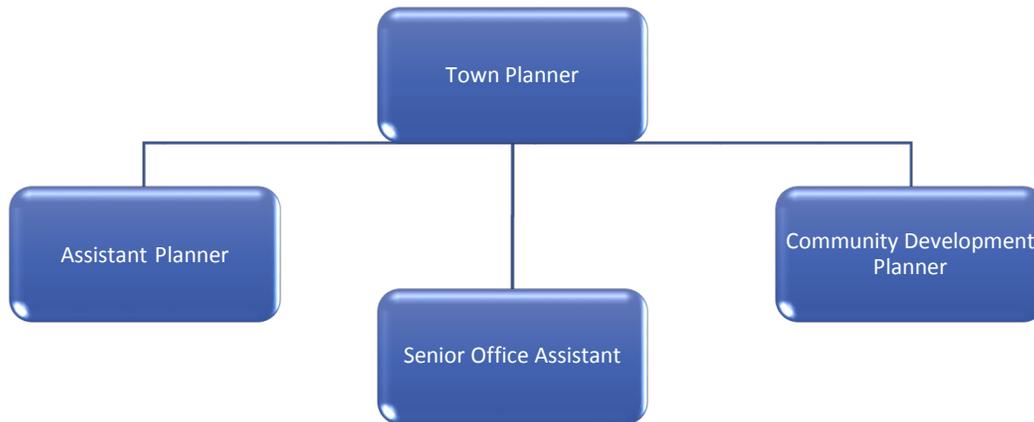
# CONSERVATION DEPARTMENT

CONSERVATION DEPARTMENT						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-171-5110	SALARY & WAGES FULL TIME	\$270,236 *	\$270,058	\$284,581	\$297,768	\$297,768
01-171-5130	ADDITIONAL GROSS-OVERTIME	\$7,000	\$7,135	\$7,000	\$7,000	\$7,000
<b>TOTAL SALARIES</b>		<b>\$277,236</b>	<b>\$277,193</b>	<b>\$291,581</b>	<b>\$304,768</b>	<b>\$304,768</b>
01-171-5290	PETERSON FARM MANAGEMENT*	\$200	\$103 *	\$200	\$200	\$200
01-171-5307	PROF/TECH-RECORDING FEES*	\$400	\$0	\$400	\$400	\$400
01-171-5319	PROF/TECH-CONTRCT SERV*	\$5,000	\$2,500	\$5,000	\$5,000	\$5,000
01-171-5340	COMMUNICATION-PRINTING	\$1,800	\$122	\$1,800	\$1,800	\$1,800
01-171-5341	COMMUNICATION-TELEPHONE	\$2,500	\$2,401	\$2,500	\$2,500	\$2,500
01-171-5342	COMMUNICATION-POSTAGE	\$2,700	\$1,505	\$2,700	\$2,700	\$2,700
01-171-5343	COMMUNICATION-ADVERTISING	\$150	\$0	\$150	\$150	\$150
01-171-5420	OFFICE SUPPLIES	\$1,000	\$785	\$1,000	\$1,000	\$1,000
01-171-5583	OTHER SUPPLIES-UNIFORM	\$750	\$1,149	\$1,000	\$1,000	\$1,000
01-171-5584	OTHER SUPPLIES-FIELD EQUI	\$1,000	\$531	\$1,000	\$1,000	\$1,000
01-171-5710	IN-STATE TRAVEL	\$1,700	\$2,053	\$2,000	\$2,000	\$2,000
01-171-5730	DUES & MEMBERSHIPS	\$1,250	\$1,068	\$1,250	\$1,250	\$1,250
01-171-5781	STAFF DEVELOPMENT	\$1,500	\$260	\$3,300	\$3,300	\$3,300
<b>TOTAL EXPENSES</b>		<b>\$19,950</b>	<b>\$12,477</b>	<b>\$22,300</b>	<b>\$22,300</b>	<b>\$22,300</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$297,186</b>	<b>\$289,670</b>	<b>\$313,881</b>	<b>\$327,068</b>	<b>\$327,068</b>
*01-171-5110 - FY20 APPROPRIATION INCLUDES A 12.9K COLA XFER						
*01-171-5290 INCLUDES A FY19 ENCUMBRANCE						

FY22 SALARIES & WAGES											
CONSERVATION DEPARTMENT - 171											
	Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	24	8	10	LINCOLN JENNIFER	ADMINISTRATOR	46.83	40	1,873.20	52.2	97,781	
				LINCOLN JENNIFER	STIPEND CRAC	57.70	1	57.70	52.2	3,012	
2	11	8	6	KASPRZYK MARK	CONS/MES TECH	30.53	40	1,221.20	52.2	63,747	
3	11	8	3	NEWTON KEVIN	CONSERVTN AGENT	27.14	40	1,085.60	52.2	56,668	
4	11	8	3	BERGERON ALISSA	CONSERVTN AGENT	27.14	19	515.66	52.2	26,917	
5	11	7	3	COUGHLIN AMY	ADMIN CLERK	25.36	37.5	951.00	52.2	49,642	
							<b>FTE</b>	<b>4.4</b>			<b>297,768</b>

# PLANNING DEPARTMENT

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## DEPARTMENT MISSION

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

## DEPARTMENT DESCRIPTION

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

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

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

## DEPARTMENT GOALS

### 1. Planning Board Program

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

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

# PLANNING DEPARTMENT

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- Setting aside 10 meetings a year to discuss current topic in planning and how they relate to local goals and initiatives.
- Advancing a vision plan endorsed by the Planning Board & Select Board 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.
- Incorporate recommendations of the Town of Falmouth Preservation Plan.
- Incorporate recommendations of the Historical Character Element of the Local Comprehensive Plan.
- Update/increase the properties listed on the Massachusetts Cultural Resources Survey (MACRIS) and the Falmouth List of Significant Buildings.
- Complete Phase 4 Inventory of Historic Resources funded by Falmouth CPC and Mass Historical Commission grant.

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

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

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

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

# PLANNING DEPARTMENT

PLANNING DEPARTMENT						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-175-5110	SALARY & WAGES FULL TIME	\$270,376 *	\$270,346	\$287,991	\$283,742	\$283,742
<b>TOTAL SALARIES</b>		<b>\$270,376</b>	<b>\$270,346</b>	<b>\$287,991</b>	<b>\$283,742</b>	<b>\$283,742</b>
01-175-5319	PROF/TECH CONTRACT SERV	\$2,500	\$2,600	\$2,000	\$2,000	\$2,000
01-175-5341	COMMUNICATION-TELEPHONE	\$100	\$618	\$654	\$654	\$654
01-175-5342	COMMUNICATION-POSTAGE	\$725	\$725	\$725	\$725	\$725
01-175-5343	COMMUNICATION-ADVERTISING	\$4,000	\$1,708	\$4,000	\$4,000	\$4,000
01-175-5420	OFFICE SUPPLIES	\$500	\$897	\$500	\$500	\$500
01-175-5710	IN-STATE TRAVEL	\$750	\$1,425	\$750	\$750	\$750
01-175-5730	DUES & MEMBERSHIPS	\$800	\$883	\$800	\$800	\$800
01-175-5781	STAFF DEVELOPMENT	\$1,500	\$90	\$1,500	\$1,500	\$1,500
<b>TOTAL EXPENSES</b>		<b>\$10,875</b>	<b>\$8,947</b>	<b>\$10,929</b>	<b>\$10,929</b>	<b>\$10,929</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$281,251</b>	<b>\$279,293</b>	<b>\$298,920</b>	<b>\$294,671</b>	<b>\$294,671</b>
*01-175-5110 - FY20 APPROPRIATION INCLUDES 1.4K COLA XFER						

FY22 SALARIES & WAGES										
PLANNING DEPARTMENT - 175										
	Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total
1	24	9	10	BOTT THOMAS M	TOWN PLANNER	51.53	40	2,061.20	52.2	107,595
2	24	6	2	VACANT	ASST TOWN PLANNER	33.53	40	1,341.20	52.2	70,011
3	24	6	7	SHOEMAKER MICHAELA M	COMM DEV PLANNER	38.86	24	932.64	52.2	48,684
4	11	8	5	MARANCHIE MELINDA	PRIN OFF ASSIST	29.35	37.5	1,100.63	52.2	57,453
						<b>FTE</b>	<b>3.64</b>			<b>283,742</b>



# ZONING APPEALS

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## DEPARTMENT MISSION

The mission of the Zoning Board of Appeals is to hear petitions and render decisions on applications for those seeking zoning relief (typically for nonconforming properties) in the form of a special permit, variance, appeal 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 Select Board. The Board holds public hearings, and receives testimony, as part of rendering objective, impartial decisions, based on Chapters 40A and B of 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, conduct for hearings, and reporting Decisions. The Zoning Board of Appeals maintains files with all documents submitted, which are available for public review. All agendas, applications, Decisions and Minutes for meetings are available on the Town website, the Town Clerk's office, and the Zoning Board of Appeals office. The office staff answers inquiries from property owners and residents, and provides assistance regarding navigating the application and hearing process.

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

## DEPARTMENT GOALS

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

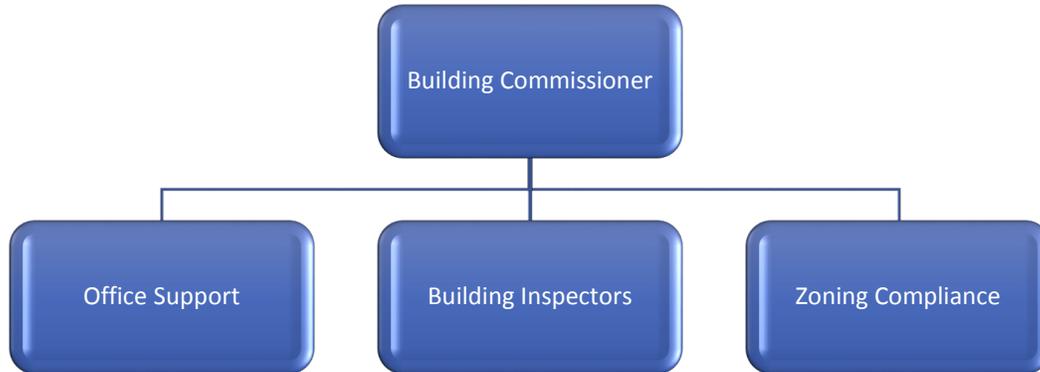
# ZONING APPEALS

ZONING APPEALS						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-176-5110	SALARY & WAGES FULL TIME	\$130,245 *	\$130,203	\$132,545	\$137,135	\$137,135
<b>TOTAL SALARIES</b>		<b>\$130,245</b>	<b>\$130,203</b>	<b>\$132,545</b>	<b>\$137,135</b>	<b>\$137,135</b>
01-176-5319	PROF/TECH CONTRACT SERV*	\$600	\$0	\$600	\$600	\$600
01-176-5340	COMMUNICATION-PRINTING	\$700	\$476	\$700	\$700	\$700
01-176-5341	COMMUNICATION-TELEPHONE	\$600	\$582	\$600	\$600	\$600
01-176-5342	COMMUNICATION-POSTAGE	\$1,800	\$2,800	\$4,200	\$4,200	\$4,200
01-176-5420	OFFICE SUPPLIES	\$1,100	\$564	\$1,100	\$1,100	\$1,100
01-176-5711	AUTO ALLOWANCE	\$350	\$59	\$350	\$350	\$350
01-176-5730	DUES & MEMBERSHIPS	\$300	\$52	\$300	\$300	\$300
01-176-5781	STAFF DEVELOPMENT	\$1,200	\$0	\$1,200	\$1,200	\$1,200
<b>TOTAL EXPENSES</b>		<b>\$6,650</b>	<b>\$4,532</b>	<b>\$9,050</b>	<b>\$9,050</b>	<b>\$9,050</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$136,895</b>	<b>\$134,735</b>	<b>\$141,595</b>	<b>\$146,185</b>	<b>\$146,185</b>
*01-176-5110 - FY20 APPROPRIATION INCLUDES A 1.85K COLA XFER						

FY22 SALARIES & WAGES											
ZONING APPEALS - 176											
	Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	25	6	10	STOCKMAN NOREEN	ZBA ADMINISTRATOR	41.64	40	1,665.60	52.2	86,944	
2	11	6	5	DEMELLO ASHLEY	SR OFFCE ASSIST	25.64	37.5	961.50	52.2	50,190	
						<b>FTE</b>	<b>2</b>				<b>137,135</b>
** Noreen Stockman - FY21 AFSCME B											

# BUILDING DEPARTMENT

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## DEPARTMENT MISSION

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

## DEPARTMENT DESCRIPTION

The Building and Zoning Department is a department that enforces the Town's building codes and zoning regulations, issues building permits, 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 full-time Plumbing Inspector, an alternate Plumbing Inspector, one full-time Electrical Inspector, two alternate Electrical Inspectors, three full-time Office Assistants, one part-time Office Assistant, and one full-time Assistant Zoning Compliance Agent.

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 4 of the Microfiche File Scanning project;+
4. To continue to cross-train and educate employees to ensure consistent customer service and efficiency;

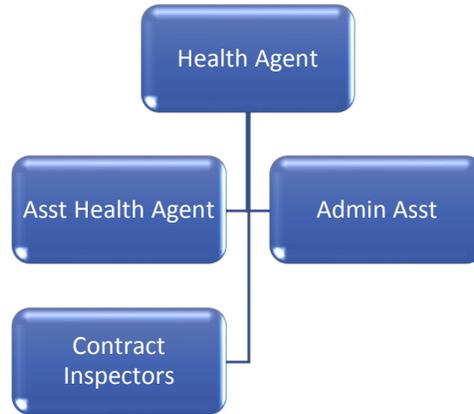
# BUILDING DEPARTMENT

BUILDING DEPARTMENT						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-241-5110	SALARY & WAGES-PERMANENT	\$588,233	\$575,985	\$648,363	\$676,511	\$676,511
01-241-5120	SALARY & WAGES-TEMP/VAC	\$30,865	\$36,483	\$40,865	\$40,865	\$40,865
01-241-5130	ADDITIONAL GROSS-OVERTIME	\$5,000	\$2,275	\$5,000	\$5,000	\$5,000
01-241-5191	OTHR PERS SERV-UNIFRM ALW	\$1,200	\$2,098	\$0	\$0	\$0
<b>TOTAL SALARIES</b>		<b>\$625,298</b>	<b>\$616,840</b>	<b>\$694,228</b>	<b>\$722,376</b>	<b>\$722,376</b>
01-241-5240	REPR/MAINT-OFFICE EQUIP	\$1,500	\$0	\$1,500	\$1,500	\$1,500
01-241-5305	PROF/TECH-ARCHIVING	\$15,000	\$19,957 *	\$15,000	\$15,000	\$15,000
01-241-5319	PROFSNL/TECHNCL-OTHER	\$1,000	\$271	\$1,000	\$1,000	\$1,000
01-241-5340	COMMUNICATION-PRINTING	\$2,500	\$990	\$2,500	\$2,500	\$2,500
01-241-5341	COMMUNICATION-TELEPHONE	\$4,000	\$4,915	\$5,500	\$5,500	\$5,500
01-241-5342	COMMUNICATION-POSTAGE	\$1,500	\$427	\$1,500	\$1,500	\$1,500
01-241-5420	OFFICE SUPPLIES	\$5,000	\$3,352	\$5,000	\$5,000	\$5,000
01-241-5422	OFFICE SUPPLIES W & M	\$100	\$68	\$100	\$100	\$100
01-241-5583	OTHER SUPPLIES-UNIFRMS	\$0	\$0	\$1,200	\$1,200	\$1,200
01-241-5584	OTHER SUPPLIES W & M	\$350	\$686	\$450	\$450	\$450
01-241-5711	AUTO ALLOWANCE	\$1,800	\$1,068	\$1,800	\$1,800	\$1,800
01-241-5712	AUTO ALLOWANCE W & M	\$1,500	\$832	\$1,500	\$1,500	\$1,500
01-241-5730	DUES & MEMBERSHIPS	\$900	\$280 *	\$900	\$900	\$900
01-241-5780	ADMINISTRATIVE EXPENSES	\$1,700	\$41	\$1,700	\$1,700	\$1,700
01-241-5781	STAFF DEVELOPMENT	\$2,500	\$1,031	\$2,500	\$2,500	\$2,500
01-241-5783	STAFF DEVELOPMENT W & M	\$300	\$250	\$300	\$300	\$300
<b>TOTAL EXPENSES</b>		<b>\$39,650</b>	<b>\$34,168</b>	<b>\$42,450</b>	<b>\$42,450</b>	<b>\$42,450</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$664,948</b>	<b>\$651,009</b>	<b>\$736,678</b>	<b>\$764,826</b>	<b>\$764,826</b>
01-241-5191/5583	Uniform Allowance moved to Regular Expenses for Fiscal 21 - not paid through payroll but as reimbursement through the Vendor Warrant					
*FY20 Expended - Includes FY19 Encumbrances						

FY22 SALARIES & WAGES										
BUILDING DEPARTMENT - 241										
	Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total
1	24	9	10	PALMER RODMAN	BLDG COMMISSION	51.53	40	2,061.20	52.2	107,595
2	11	11	6	ROBBINS RUSSELL	PLUMB & GAS INS	37.40	40	1,496.00	52.2	78,091
3	11	11	6	STUBBINS GARY R	LOCAL INSPECTOR	37.40	40	1,496.00	52.2	78,091
4	11	11	3	SINCLAIR WILLIAM	ELEC INSPECTOR	33.25	40	1,330.00	52.2	69,426
5	11	11	3	STREET GARY	LOCAL INSPECTOR	33.25	19	631.75	52.2	32,977
6	11	11	3	BONOAN GILBERT	LOCAL INSPECTOR	33.25	40	1,330.00	52.2	69,426
7	11	9	5	MARSHALL PAMELA	ADMIN ASST	31.41	37.5	1,177.88	52.2	61,485
8	11	8	3	DICKINSON JONATHAN	ASST ZONING OFF	27.14	40	1,085.60	52.2	56,668
9	11	7	3	PARKER JULIE	ADMIN CLERK	25.36	37.5	951.00	52.2	49,642
10	11	7	2	KATIE PIERIAS	ADMIN CLERK	24.39	37.5	914.63	52.2	47,743
11	11	5	6	DOCKETT CHRISTOPHER	OFFICE ASST GEN	24.92	19.5	485.94	52.2	25,366
							<b>FTE</b>	<b>10</b>		
										<b>676,511</b>

# HEALTH DEPARTMENT

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## **DEPARTMENT MISSION**

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

## **DEPARTMENT DESCRIPTION**

### **FOOD SAFETY:**

The Health Department is to promote safe food service to the public through a program of frequent inspections at food service establishments, 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.

<b>HEALTH DEPARTMENT</b>						
<b>Account #</b>	<b>Account Description</b>	<b>FY 2020 Appropriated</b>	<b>FY 2020 Expended</b>	<b>FY 2021 Appropriated</b>	<b>FY 2022 Requested</b>	<b>FY 2022 Approved</b>
01-510-5110	SALARY & WAGES-PERMANENT	\$211,011	\$188,999	\$264,710	\$270,976	\$270,976
01-510-5120	SALARY & WAGES-TEMPORARY	\$20,000	\$19,292	\$25,000	\$25,000	\$25,000
01-510-5130	SALARY & WAGES-OT	\$0	\$0	\$5,000	\$5,000	\$5,000
01-510-5191	OTHR PERS SERV-UNIFRM ALW	\$600	\$120	\$0	\$0	\$0
<b>TOTAL SALARIES</b>		<b>\$231,611</b>	<b>\$208,410</b>	<b>\$294,710</b>	<b>\$300,976</b>	<b>\$300,976</b>
01-510-5319	PROF/TECH-CONTRACT SERV*	\$25,000	\$21,824	\$25,000	\$25,000	\$25,000
01-510-5340	COMMUNICATION-PRINTING	\$1,500	\$658	\$1,500	\$1,500	\$1,500
01-510-5341	COMMUNICATION-TELEPHONE	\$1,800	\$1,056	\$1,800	\$1,800	\$1,800
01-510-5342	COMMUNICATION-POSTAGE	\$950	\$900	\$1,250	\$950	\$1,250
01-510-5343	COMMUNICATION-ADVERTISING	\$600	\$360	\$750	\$750	\$750
01-510-5377	HAZARDOUS WASTE COLLECTN*	\$28,000	\$11,741	\$29,500	\$30,000	\$29,500
01-510-5420	OFFICE SUPPLIES	\$1,250	\$1,246	\$2,000	\$2,000	\$2,000
01-510-5500	MEDICAL/SURGICAL SUPPLIES	\$3,100	\$1,692	\$3,100	\$3,100	\$3,100
01-510-5512	EDUC SUPPLY-TCHING MTRLS	\$200	\$0	\$200	\$200	\$200
01-510-5583	OTHR SUPPLIES-UNIFRMS	\$0	\$0	\$600	\$600	\$600
01-510-5584	OTHER SUPPLIES-DEPARTMENT	\$200	\$118	\$6,000	\$6,000	\$6,000
01-510-5710	IN-STATE TRAVEL	\$150	\$400	\$150	\$150	\$150
01-510-5730	DUES & MEMBERSHIPS	\$1,500	\$0	\$2,000	\$2,000	\$2,000
<b>TOTAL EXPENSES</b>		<b>\$64,250</b>	<b>\$39,995</b>	<b>\$73,850</b>	<b>\$74,050</b>	<b>\$73,850</b>
01-522-5303	PROF/TECH-CONTRACT SERV	\$75,980 *	\$72,866	\$45,980	\$45,980	\$45,980
<b>TOTAL EXPENSES</b>		<b>\$75,980</b>	<b>\$72,866</b>	<b>\$45,980</b>	<b>\$45,980</b>	<b>\$45,980</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$371,841</b>	<b>\$321,271</b>	<b>\$414,540</b>	<b>\$421,006</b>	<b>\$420,806</b>
*01-522-5303 - CLINICS & NURSES FY20 APPROPRIATION INCLUDES \$30K BUDGET XFER						
NOTE: UNIFORM REIMBURSEMENT MOVED FROM SALARY GROUP TO EXPENSE GROUP IN FY21						

# HEALTH DEPARTMENT

## FY22 SALARIES & WAGES

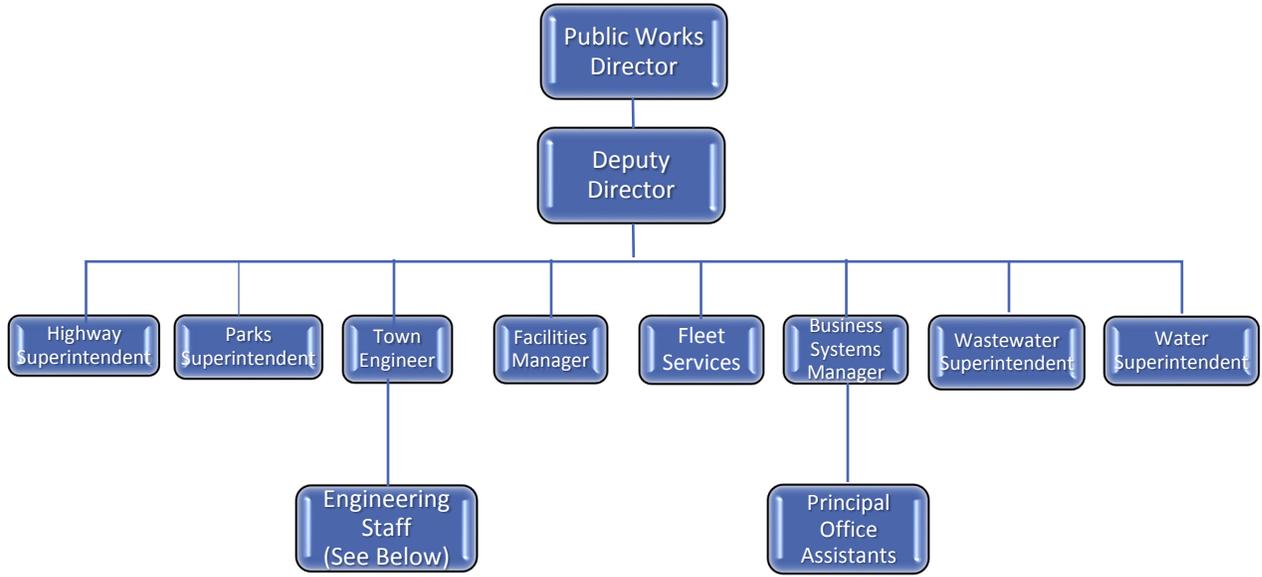
### HEALTH DEPARTMENT - 510

	Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1	25	9	10	MCGANN SCOTT	HEALTH AGENT	50.52	40	2,020.80	52.2	105,486	
2	11	11	2	MILLER-BEDAU SHERI	ASST HEALTH AGENT	31.97	40	1,278.80	52.2	66,753	
3	11	8	6	KINCHLA LINDA	PRIN OFF ASSIST	30.53	37.5	1,144.88	52.2	59,762	
4	11	6	3	VACANT	OFFICE ASST/ADMIN CLERK	23.71	37.5	746.63	52.2	38,974	
						<b>FTE</b>	<b>4</b>				<b>270,976</b>
				** Scott McGann - FY21 AFSCME B							



# DPW-ADMINISTRATION AND ENGINEERING DIVISION

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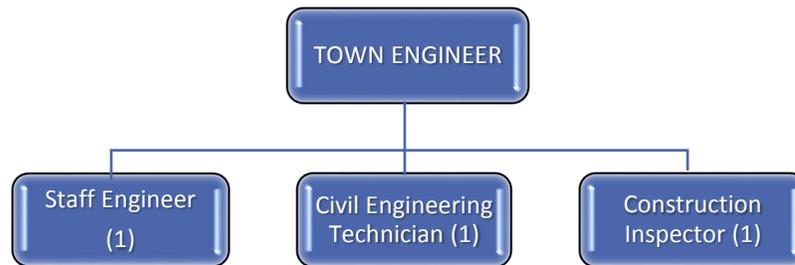


## ADMINISTRATION DEPARTMENT MISSION

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 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-411-5110	SALARY & WAGES-PERMANENT	\$719,836	\$698,400	\$777,765	\$773,647	\$773,647
01-411-5191	OTHR PERS SERV-UNIFRM ALW	\$16,000	\$13,010	\$16,000	\$16,000	\$16,000
<b>TOTAL SALARIES</b>		<b>\$735,836</b>	<b>\$711,411</b>	<b>\$793,765</b>	<b>\$789,647</b>	<b>\$789,647</b>
01-411-5240	REPR/MAINT-OFFICE EQUIP	\$13,000	\$11,458	\$19,000	\$23,000	\$23,000
01-411-5340	COMMUNICATION-PRINTING	\$800	\$674	\$1,200	\$1,200	\$1,200
01-411-5341	COMMUNICATION-TELEPHONE	\$4,000	\$2,733	\$4,000	\$4,000	\$4,000
01-411-5342	COMMUNICATION-POSTAGE	\$800	\$0	\$800	\$800	\$800
01-411-5343	COMMUNICATION-ADVERTISING	\$500	\$0	\$500	\$500	\$500
01-411-5420	OFFICE SUPPLIES	\$6,500	\$6,367	\$6,500	\$6,500	\$6,500
01-411-5583	OTHER SUPPLIES-UNIFORMS	\$50,000	\$32,695	\$50,000	\$50,000	\$50,000
01-411-5710	IN-STATE TRAVEL	\$500	\$44	\$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	\$1,211	\$2,000	\$3,000	\$3,000
01-411-5781	STAFF DEVELOPMENT	\$10,000	\$6,877	\$10,000	\$10,000	\$10,000
<b>TOTAL EXPENSES</b>		<b>\$89,800</b>	<b>\$62,060</b>	<b>\$96,200</b>	<b>\$101,200</b>	<b>\$101,200</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$825,636</b>	<b>\$773,471</b>	<b>\$889,965</b>	<b>\$890,847</b>	<b>\$890,847</b>

DPW ADMIN & ENGINEERING DIVISION - 411										
FY22 SALARIES & WAGES										
	Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total
1	24	11	10	McCONARTY PETER	PUBLIC WORK DIR	63.69	40	2,547.60	52.2	132,985
2	24	14	2	VACANT	DEPUTY DIRECTOR	46.98	40	1,879.20	52.2	98,094
3	24	10	10	MCLOUGHLIN JAMES	TOWN ENGINEER	55.38	40	2,215.20	52.2	115,633
4	24	6	5	MOIR SAMANTHA	BUSINES SYS MGR	36.65	40	1,466.00	52.2	76,525
5	11	13	6	SCHLUTER SCOTT C	STAFF ENGINEER	42.82	40	1,712.80	52.2	89,408
6	11	10	6	CROFT NICHOLAS	CIV ENG TECH	34.95	40	1,398.00	52.2	72,976
7	11	9	3	BENNETT, CHRISTOPHER	CONSTRUCTN INSP	29.04	40	1,161.60	52.2	60,636
8	11	8	4	MILLER PAMELA	PRN OFFICE ASST	28.23	37.5	1,058.63	52.2	55,260
9	11	8	3	FRYE REBECCA	PRN OFFICE ASST	27.14	37.5	1,017.75	52.2	53,127
10	23	6	1	VACANT	SOLID WASTE/RECYCLING ED	19.16	19	364.04	52.2	19,003
							<b>FTE</b>	<b>9.5</b>		<b>773,647</b>

\*\* NON-ALIGNED: FISCAL 21 SALARY TABLE

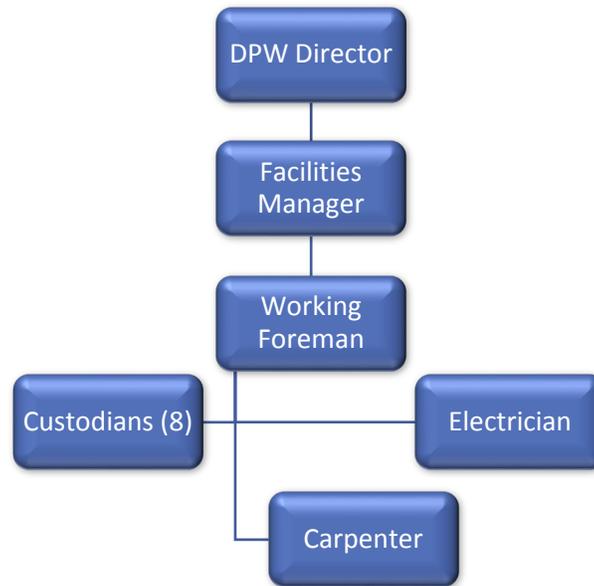
# DPW-ADMINISTRATION AND ENGINEERING DIVISION

<i>STREET LIGHTING</i>						
		FY 2020	FY 2020	FY 2021	FY 2022	FY 2022
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-424-5212	ENERGY - ELECTRICITY	\$105,000	\$79,084 *	\$105,000	\$105,000	\$105,000
<b>TOTAL EXPENSES</b>		<b>\$105,000</b>	<b>\$79,084</b>	<b>\$105,000</b>	<b>\$105,000</b>	<b>\$105,000</b>
*01-424-5212 INCLUDES A FY19 ENCUMBRANCE						



# DPW - FACILITIES MAINTENANCE DIVISION

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## DEPARTMENT MISSION

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

## DEPARTMENT DESCRIPTION

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

## DEPARTMENT GOALS

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

# DPW - FACILITIES MAINTENANCE DIVISION

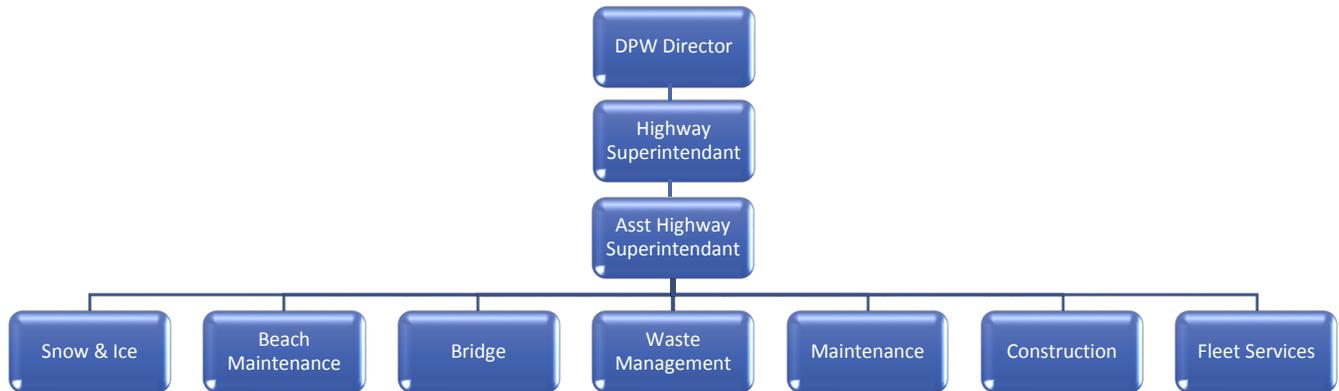
DPW - FACILITIES MAINTENANCE DIVISION						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-192-5110	SALARY & WAGES-PERMANENT	\$643,834 *	\$636,310	\$698,457	\$737,937	\$737,937
01-192-5120	SALARY & WAGES-TEMPORARY	\$17,500	\$22,312	\$17,500	\$17,500	\$17,500
01-192-5130	ADDITIONAL GROSS-OVERTIME	\$7,500	\$10,212	\$7,500	\$7,500	\$7,500
<b>TOTAL SALARIES</b>		<b>\$668,834</b>	<b>\$668,833</b>	<b>\$723,457</b>	<b>\$762,937</b>	<b>\$762,937</b>
01-192-5212	ENERGY-ELECTRICITY	\$61,000	\$57,115 *	\$61,000	\$61,000	\$61,000
01-192-5213	ENERGY-NATURAL GAS	\$18,000	\$2,480	\$18,000	\$18,000	\$18,000
01-192-5241	REPR/MAINT-CONTRACT SERV*	\$107,000	\$119,181 *	\$107,000	\$135,000	\$107,000
01-192-5243	REPR/MAINT-EQUIPMENT	\$23,000	\$17,243	\$23,000	\$36,000	\$23,000
01-192-5341	COMMUNICATION-TELEPHONE	\$5,000	\$4,127	\$5,500	\$5,500	\$5,500
01-192-5345	COMMUNICATION-ALARM	\$12,000	\$10,366	\$12,000	\$12,000	\$12,000
01-192-5450	CUSTODL/HOUSKPNG SUPPLIES	\$32,000	\$36,046	\$35,000	\$35,000	\$35,000
01-192-5453	CUSTODIAL SUPPLIES-BEACH*	\$4,000	\$3,996	\$4,000	\$4,000	\$4,000
01-192-5534	PUB WKS SUPPLY-ELECTRICAL	\$3,000	\$1,569	\$3,000	\$3,000	\$3,000
01-192-5710	IN-STATE TRAVEL	\$600	\$0	\$600	\$600	\$600
01-192-5730	DUES & MEMBERSHIPS	\$450	\$155	\$500	\$500	\$500
01-192-5801	FACILITIES MAINTENANCE*	\$101,000	\$103,305 *	\$101,000	\$101,000	\$101,000
<b>TOTAL EXPENSES</b>		<b>\$367,050</b>	<b>\$355,585</b>	<b>\$370,600</b>	<b>\$411,600</b>	<b>\$370,600</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$1,035,884</b>	<b>\$1,024,418</b>	<b>\$1,094,057</b>	<b>\$1,174,537</b>	<b>\$1,133,537</b>
*01-192-5110 - FY20 APPROPRIATION INCLUDES A \$500 COLA XFER						
*01-192-5212/01-192-5241/01-192-5801 INCLUDE FY19 ENCUMBRANCES						

DPW - FACILITIES MAINTENANCE DIVISION - 192												
Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	Differential		
1	25	9	10	VACANT	FACIL MAINT MANAGER	50.52	40	2,020.80	52.2	105,486		
2	11	10	6	KING WAYNE M	ELECTRICIAN	34.95	40	1,398.00	52.2	72,976		
3	11	9	6	MONIZ DANIEL	WKG FOREMAN-FAC	32.67	40	1,306.80	52.2	68,215		
4	11	9	6	URBAN PETER	CARP/CREW LEAD.	32.67	40	1,306.80	52.2	68,215		
5	11	6	6	GOMES THERESA	CUSTODIAN	26.67	40	1,066.80	52.2	55,687	1,664	
6	11	6	6	MCLEAN ALAN L	CUSTODIAN	26.67	40	1,066.80	52.2	55,687		
7	11	6	6	GOMEZ WILFER	CUSTODIAN	26.67	40	1,066.80	52.2	55,687	1,040	
8	11	6	4	CARLEY JAMES	CUSTODIAN	24.65	40	986.00	52.2	51,469	1,040	
9	11	6	4	DARMON MICHAEL D	CUSTODIAN	24.65	40	986.00	52.2	51,469	1,664	
10	11	6	3	MOOREHEAD JOHN	CUSTODIAN	23.71	40	948.40	52.2	49,506	1,040	
11	11	6	3	LEONARD DANIEL	CUSTODIAN	23.71	40	948.40	52.2	49,506		
12	11	6	2	VACANT	CUSTODIAN	22.79	40	911.60	52.2	47,586		
<b>TOTAL</b>						<b>FTE</b>	<b>12</b>				<b>737,937</b>	

\*\* AFSCME B: FY21 SALARY TABLE

# DPW - HIGHWAY DIVISION

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## DEPARTMENT MISSION

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

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

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

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

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

## DEPARTMENT DESCRIPTION

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

### Roadway maintenance

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

### Waste Management

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

### Eel Pond Bridge

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

### Beaches

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

### Shining Sea bikeway

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

# DPW - HIGHWAY DIVISION

## DEPARTMENT GOALS

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

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

<i>DPW - HIGHWAY DIVISION</i>						
<b>Account #</b>	<b>Account Description</b>	<b>FY 2020 Appropriated</b>	<b>FY 2020 Expended</b>	<b>FY 2021 Appropriated</b>	<b>FY 2022 Requested</b>	<b>FY 2022 Approved</b>
01-422-5110	SALARY & WAGES-PERMANENT	\$1,006,340	\$984,368	\$1,010,840	\$1,021,356	\$1,021,356
01-422-5120	SALARY & WAGES - BEACHES	\$77,755	\$52,312	\$81,660	\$81,660	\$81,660
01-422-5130	ADDITIONAL GROSS-OVERTIME	\$50,000	\$53,194	\$60,000	\$60,000	\$45,000
<b>TOTAL SALARIES</b>		<b>\$1,134,095</b>	<b>\$1,089,873</b>	<b>\$1,152,500</b>	<b>\$1,163,016</b>	<b>\$1,148,016</b>
01-422-5212	ENERGY-ELECTRICITY	\$54,500	\$44,908	\$54,500	\$54,500	\$54,500
01-422-5213	ENERGY-NATURAL GAS	\$30,000	\$21,794	\$30,000	\$30,000	\$30,000
01-422-5243	REPR/MAINT-EQUIPMENT	\$3,000	\$243	\$3,000	\$3,000	\$3,000
01-422-5251	REPR/MAINT-TOWN PROPERTY	\$110,000	\$136,201	\$110,000	\$110,000	\$110,000
01-422-5271	RENTL/LEASE-EQUIPMENT	\$4,300	\$1,170	\$4,300	\$4,300	\$4,300
01-422-5319	PROF/TECH BCH CONT SERV*	\$30,000	\$30,000	\$60,000	\$75,000	\$70,000
01-422-5340	COMMUNICATION-PRINTING	\$200	\$0	\$200	\$200	\$200
01-422-5341	COMMUNICATION-TELEPHONE	\$7,000	\$12,643	\$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	\$0	\$823 *	\$0	\$0	\$0
01-422-5530	PUBLIC WORKS SUPPLIES	\$25,000	\$15,765	\$25,000	\$25,000	\$25,000
01-422-5531	PUB WKS SUPPLIES-BEACH*	\$5,000	\$4,513	\$5,000	\$6,000	\$5,000
01-422-5532	PUB WKS SUPPLY-STRET MATRL	\$30,000	\$24,225	\$30,000	\$30,000	\$30,000
01-422-5533	PUB WKS SUPPLY-TOOLS	\$5,000	\$5,159	\$0	\$5,000	\$5,000
01-422-5710	IN-STATE TRAVEL	\$200	\$0	\$200	\$200	\$200
01-422-5730	DUES & MEMBERSHIPS	\$250	\$400	\$250	\$250	\$250
01-422-5780	LICENSES & PERMITS	\$6,000	\$4,320	\$6,000	\$6,000	\$6,000
<b>TOTAL EXPENSES</b>		<b>\$310,550</b>	<b>\$302,165</b>	<b>\$335,550</b>	<b>\$356,550</b>	<b>\$350,550</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$1,444,645</b>	<b>\$1,392,039</b>	<b>\$1,488,050</b>	<b>\$1,519,566</b>	<b>\$1,498,566</b>
**The above FY20 Appropriation 5480 was moved to the Fleet Services Budget in FY19						
*01-422-5480 INCLUDES FY19 ENCUMBRANCES						

# DPW - HIGHWAY DIVISION

FY22 SALARIES & WAGES													
DPW - HIGHWAY DIVISION - 422													
	Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total			
1	24	9	7	GRADY JR JAMES F	SUPERINTENDENT	47.15	40	1,886.00	52.2	98,449			
2	26	12	7	SOUZA MICHAEL S	ASST. SUPT. HWY	36.20	40	1,448.00	52.2	75,586			
3	26	9	7	MARSHALL PETER	FIELD SUPERVISOR	29.59	40	1,183.60	52.2	61,784			
4	26	9	2	VACANT	FIELD SUPERVISOR	24.13	40	965.20	52.2	50,383			
5	26	8	7	POTTER DOUGLAS	MEO III	27.68	40	1,107.20	52.2	57,796			
6	26	8	7	WOODWARD JAMES M	MEO III	27.68	40	1,107.20	52.2	57,796			
7	26	8	7	DUARTE MICHAEL	MEO III	27.68	40	1,107.20	52.2	57,796			
8	26	7	7	FREEMAN TODD	MEO II	25.89	40	1,035.60	52.2	54,058			
9	26	7	7	MENDES JORGE M	MEO II	25.89	40	1,035.60	52.2	54,058			
10	26	7	3	CLARK JOSHUA	MEO II	21.92	40	876.80	52.2	45,769			
11	26	7	6	NANGLE BRETT	MEO II	24.66	40	986.40	52.2	51,490			
12	26	6	3	VACANT	MEO I	20.49	40	819.60	52.2	42,783			
13	26	6	4	NORTON CRAIG	MEO I	21.31	40	852.40	52.2	44,495			
14	26	6	4	BELL MICHAEL	MEO I	21.31	40	852.40	52.2	44,495			
15	26	5	7	BOTELHO MICHAEL A	BRIDGE TENDER	22.64	40	905.60	52.2	47,272			
16	26	4	7	BOWEN CALVIN	HWY LABORER	21.15	40	846.00	52.2	44,161			
17	26	4	7	CAMPBELL IGOL	P W LABORER	21.15	40	846.00	52.2	44,161			
18	26	4	3	BAKER DALE	HWY LABORER	17.89	40	715.60	52.2	37,354			
19	26	4	3	O'CONNOR KELSEY	HWY LABORER	17.89	40	715.60	52.2	37,354			
20	23	3	5	FERREIRA WILLIAM J	P/T BRIDGETENDR	18.28	5	91.40	52.2	4,771			
21	23	3	5	MOUNTFORD THOMAS P	BRIDGE TNDR-SNL	18.28	5	91.40	52.2	4,771			
22	23	3	5	CANTY DAVID W	BRIDGE TNDR-SNL	18.28	5	91.40	52.2	4,771			
							<b>FTE 19.38</b>				<b>1,021,356</b>		
				** DPW/NON-ALIGNED: FISCAL 21 SALARY TABLE									
DPW - HIGHWAY DIVISION 422 - Beach Maintenance													
FY21 SALARIES & WAGES													
	Group	Grade		Name	Job Title	Rate	Hour	Weekly	Wks	Total			
1	29	6-1	(14wks)	*	MAINTENANCE LABORER	16.70	40	668.00	14	9,352			
2	29	6-1	(14wks)	*	MAINTENANCE LABORER (4) PRE/POST SEASON	16.70	40	668.00	14	9,352			
3	29	6-1		*	MAINTENANCE LABORER	16.70	40		14	9,352			
4	29	6-1		*	MAINTENANCE LABORER	16.70	40		14	9,352			
5	29	6-1		*	MAINTENANCE LABORER	16.70	40		14	9,352			
6	29	6-1		*	MAINTENANCE LABORER	16.70	40		14	9,352			
7	29	6-1	(10 wks)		EQUIPMENT OPERATOR	16.70	32	534.40	10	5,344			
8	29	6-1	(8 wks)		PRE-POST SEASON EQUIPMENT OPERATOR	16.70	10	167.00	8	1,336			
9	29	7-1	(12 wks)	*	MAINTENANCE FOREMAN	17.86	40	714.40	12	8,573			
10	29	7-1	(8 wks)		PRE/POST SEASON WORKING FOREMAN	17.86	40	714.40	8	5,715			
11	29	3-1	(12 wks)		BEACH PARKING LOT SECURITY	13.63	28	381.64	12	4,580			
											<b>81,660</b>		
				** SEASONAL: FISCAL 21 SALARY TABLE									

# DPW - HIGHWAY DIVISION

SNOW & ICE						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-423-5120	SALARY & WAGES-SNOW	\$180,000	\$33,021	\$180,000	\$180,000	\$180,000
<b>TOTAL SALARIES</b>		<b>\$180,000</b>	<b>\$33,021</b>	<b>\$180,000</b>	<b>\$180,000</b>	<b>\$180,000</b>
01-423-5299	OTR PROP SERV-PLOWING	\$49,250	\$15,365	\$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	\$154,492	\$129,250	\$129,250	\$129,250
<b>TOTAL EXPENSES</b>		<b>\$195,000</b>	<b>\$169,857</b>	<b>\$195,000</b>	<b>\$195,000</b>	<b>\$195,000</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$375,000</b>	<b>\$202,878</b>	<b>\$375,000</b>	<b>\$375,000</b>	<b>\$375,000</b>

VEHICLE FUEL						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-425-5481	VEHICLE SUPPLY-GASOLINE	\$160,000	\$130,290	\$160,000	\$160,000	\$160,000
01-425-5482	VEHICLE SUPPLY-DIESEL GAS	\$175,000	\$170,515	\$175,000	\$175,000	\$175,000
<b>TOTAL EXPENSES</b>		<b>\$335,000</b>	<b>\$300,804</b>	<b>\$335,000</b>	<b>\$335,000</b>	<b>\$335,000</b>

SOLID WASTE COLLECTION						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-433-5292	OTR PRP SRV-RUBSH CNTRCT*	\$1,818,000 *	\$1,782,991	\$1,892,000	\$1,968,000	\$1,968,000
01-433-5379	OTR PRCH SER-CURB RECYCL*	\$927,000 *	\$899,253	\$960,000	\$998,500	\$998,500
01-433-5393	OTR PRCH SRV-SEMAS CNTRT*	\$837,500 *	\$824,717	\$811,000	\$875,000	\$875,000
<b>TOTAL EXPENSES</b>		<b>\$3,582,500</b>	<b>\$3,506,961</b>	<b>\$3,663,000</b>	<b>\$3,841,500</b>	<b>\$3,841,500</b>
*01-433-5292 FY20 APPROPRIATION INCLUDES \$5K BUDGET XFER						
*01-433-5379 FY20 APPROPRIATION INCLUDES \$5K BUDGET XFER						
*01-433-5393 FY20 APPROPRIATION INCLUDES \$20K BUDGET XFER AND A \$6.5K RESERVE FUND XFER						

BIKEWAYS						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-633-5340	COMMUNICATION-PRINTING	\$1,980	\$700	\$2,000	\$2,000	\$2,000
<b>TOTAL EXPENSES</b>		<b>\$1,980</b>	<b>\$700</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>

# DPW - HIGHWAY DIVISION

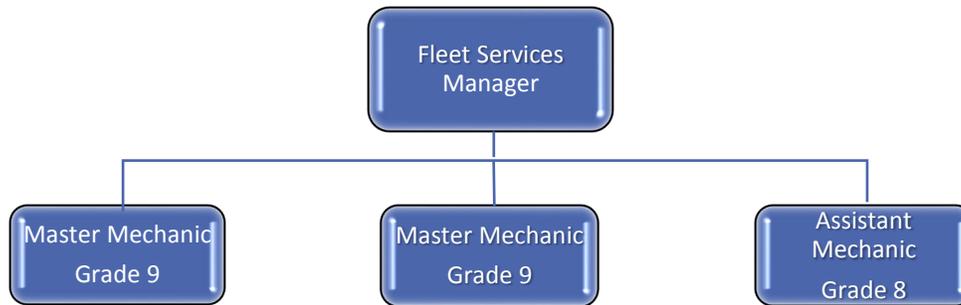
DPW - WASTE MANAGEMENT FACILITY						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-431-5110	SALARY & WAGES-PERMANENT	\$149,242	\$133,062	\$149,295	\$152,278	\$152,278
01-431-5130	ADDITIONAL GROSS-OVERTIME	\$8,000	\$4,754	\$8,000	\$8,000	\$8,000
01-431-5131	ADDITIONAL GROSS-REPLCMNT	\$1,000	\$2,036	\$1,000	\$1,000	\$1,000
01-431-5140	DIFFERENTIAL-HOLIDAY	\$4,300	\$4,004	\$4,300	\$4,300	\$4,300
<b>TOTAL SALARIES</b>		<b>\$162,542</b>	<b>\$143,855</b>	<b>\$162,595</b>	<b>\$165,578</b>	<b>\$165,578</b>
01-431-5212	ENERGY-ELECTRICITY	\$1,800	\$1,171	\$1,800	\$1,800	\$1,800
01-431-5213	ENERGY-NATURAL GAS	\$1,600	\$3,536	\$1,600	\$1,600	\$1,600
01-431-5243	REPR/MAINT-EQUIPMENT	\$5,500	\$3,428	\$5,500	\$5,500	\$5,500
01-431-5271	OTR PRCH SERV/CONST&DEMO	\$37,500	\$37,973	\$37,500	\$37,500	\$37,500
01-431-5294	OTR PROP SERV-RECYC SERV	\$77,500	\$25,785	\$77,500	\$77,500	\$77,500
01-431-5296	WASTE OIL-RECYCLING	\$1,000	\$1,708	\$1,000	\$1,000	\$1,000
01-431-5297	OTR PURCH SRV-BULB RECYC	\$1,000	\$3,804	\$1,000	\$1,000	\$1,000
01-431-5330	OTR CONTR SERV/SCREEN-GRND	\$15,000	\$30,000 *	\$15,000	\$15,000	\$15,000
01-431-5319	PRF/TECH WELL MONITORING	\$55,000	\$13,317 *	\$55,000	\$55,000	\$55,000
01-431-5340	COMMUNICATION-PRINTING	\$1,500	\$892	\$1,500	\$1,500	\$1,500
01-431-5341	COMMUNICATION-TELEPHONE	\$400	\$941	\$400	\$400	\$400
01-431-5530	PUBLIC WORKS SUPPLIES	\$500	\$378	\$500	\$500	\$500
<b>TOTAL EXPENSES</b>		<b>\$198,300</b>	<b>\$122,933</b>	<b>\$198,300</b>	<b>\$198,300</b>	<b>\$198,300</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$360,842</b>	<b>\$266,788</b>	<b>\$360,895</b>	<b>\$363,878</b>	<b>\$363,878</b>
*01-431-5330/01-431-5319 INCLUDE FY19 ENCUMBRANCES						

DPW - WASTE MANAGEMENT FACILITY - 431											
Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total		
1	26	7	REBELO CARLOS E	MEO II HWY	25.89	40	1,035.60	52.2	54,058		
2	26	7	SANTOS JR ERNEST	CREW LEADER HWY	25.89	40	1,035.60	52.2	54,058		
3	26	4	BALDIC WILLIAM J	LABORER	21.15	40	846.00	52.2	44,161		
						<b>FTE</b>	<b>3</b>				<b>152,278</b>
** DPW: FISCAL 21 SALARY TABLE											



# DPW - FLEET SERVICES DIVISION

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## DEPARTMENT MISSION

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

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

## DEPARTMENT STATEMENT:

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

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

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

# DPW - FLEET SERVICES DIVISION

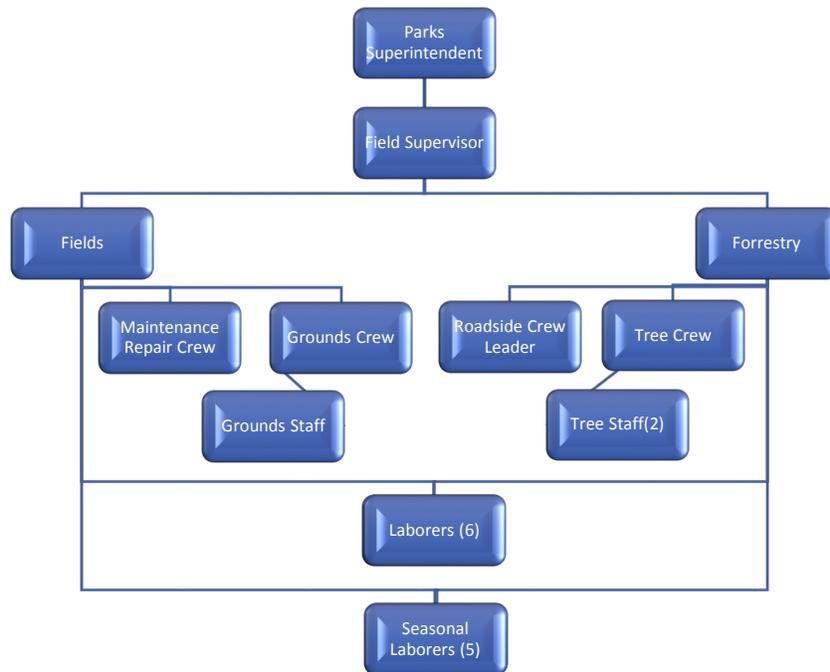
DPW - FLEET SERVICES DIVISION						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-426-5110	SALARY & WAGES-PERMANENT	\$253,880	\$205,866	\$247,261	\$255,028	\$255,028
01-426-5130	ADDITIONAL GROSS-OVERTIME	\$5,000	\$582	\$5,000	\$5,000	\$5,000
<b>TOTAL SALARIES</b>		<b>\$258,880</b>	<b>\$206,448</b>	<b>\$252,261</b>	<b>\$260,028</b>	<b>\$260,028</b>
01-426-5341	COMMUNICATION- PHONE	\$0	\$0	\$0	\$1,000	\$0
01-426-5480	VEHICLE SUPPLIES-MAINT	\$155,000	\$175,546	\$180,000	\$190,000	\$180,000
01-426-5484	GREASE & LUBRICATION	\$17,000	\$10,287	\$17,000	\$18,500	\$17,000
01-426-5530	PUBLIC WORKS SUPPLIES	\$0	\$0	\$0	\$5,000	\$0
01-426-5485	VEHICULAR SUPPLIES-TIRES	\$25,000	\$9,491	\$30,000	\$32,000	\$30,000
01-426-5533	PUB WKS SUPPLYS-TOOLS	\$0	\$0	\$5,000	\$6,000	\$5,000
01-426-5780	LICENSES & PERMITS	\$0	\$0	\$0	\$6,000	\$0
01-426-5783	FUEL DEPOT EXPENSES	\$8,000	\$5,487	\$10,000	\$10,000	\$10,000
<b>TOTAL EXPENSES</b>		<b>\$205,000</b>	<b>\$200,811</b>	<b>\$242,000</b>	<b>\$268,500</b>	<b>\$242,000</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$463,880</b>	<b>\$407,259</b>	<b>\$494,261</b>	<b>\$528,528</b>	<b>\$502,028</b>

DPW - FLEET SERVICES DIVISION - 426										
FY22 SALARIES & WAGES										
	Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total
1	24	8	5	RIVERA EDWIN	FLEET SERVICES MANAGER	40.41	40	1,616.40	52.2	84,376
2	26	9	7	COTTER TIMOTHY	MECHANIC/WELDER	29.59	40	1,183.60	52.2	61,784
3	26	9	7	MCLEAN WILLIAM	MECHANIC/WELDER	29.59	40	1,183.60	52.2	61,784
4	26	8	2	LEWIS JONATHAN	MEOIII/ASST MECHANIC	22.55	40	902.00	52.2	47,084
							<b>FTE</b>	<b>4</b>		<b>255,028</b>

\*\* DPW: FISCAL 21 SALARY TABLE

# DPW-TREE & PARKS MAINTENANCE DIVISION

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## 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.

## DEPARTMENT DESCRIPTION

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

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

## DPW-TREE & PARKS MAINTENANCE DIVISON

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

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

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

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

# DPW-TREE & PARKS MAINTENANCE DIVISON

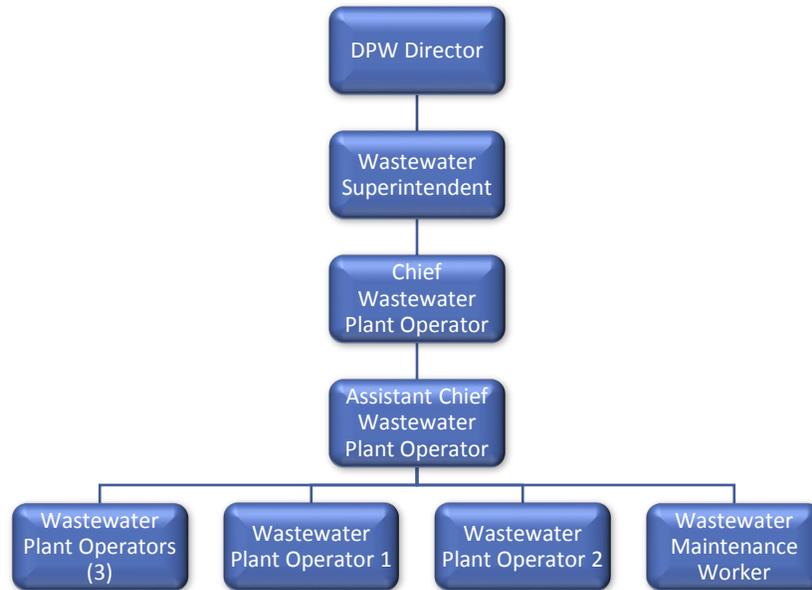
DPW - TREE & PARKS MAINTENANCE DIVISION						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-429-5110	SALARY & WAGES-PERMANENT	\$841,986	\$708,772	\$830,022	\$846,037	\$846,037
01-429-5120	SALARY & WAGES-TEMPORARY	\$80,000	\$44,230	\$90,000	\$90,000	\$90,000
01-429-5130	ADDITIONAL GROSS-OVERTIME	\$10,000	\$38,386	\$10,000	\$10,000	\$10,000
<b>TOTAL SALARIES</b>		<b>\$931,986</b>	<b>\$791,387</b>	<b>\$930,022</b>	<b>\$946,037</b>	<b>\$946,037</b>
01-429-5212	ENERGY-ELECTRICITY	\$1,811	\$382 *	\$1,811	\$1,811	\$1,811
01-429-5243	REPR/MAINT-EQUIPMENT	\$10,000	\$7,674	\$10,000	\$10,000	\$10,000
01-429-5257	REPR/MAINT-FLAGS/POLES	\$2,500	\$2,413	\$2,500	\$2,500	\$2,500
01-429-5258	REPR/MAINT-PARKS	\$46,500	\$45,194	\$46,500	\$46,500	\$46,500
01-429-5259	REPR/MAINT-SCHL GROUNDS	\$37,500	\$28,990	\$45,000	\$45,000	\$45,000
01-429-5260	REPR/MAINT-ELM TREES	\$50,000	\$49,393	\$50,000	\$50,000	\$50,000
01-429-5261	REPR/MAINT-REC GROUNDS	\$0	\$0	\$35,000	\$35,000	\$35,000
01-429-5295	OTR PROP SERV-CEMTRY CARE	\$2,500	\$0	\$2,500	\$2,500	\$2,500
01-429-5296	OTR PROP SRV-XMAS DISPLAY	\$7,000	\$5,085	\$7,000	\$7,000	\$7,000
01-429-5319	PROF/TECH-CONTRACT SERV*	\$15,000	\$15,046 *	\$15,000	\$15,000	\$15,000
01-429-5340	COMMUNICATION-PRINTING	\$200	\$0	\$200	\$200	\$200
01-429-5341	COMMUNICATION-TELEPHONE	\$6,000	\$4,174	\$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	\$80,000	\$64,377	\$80,000	\$80,000	\$80,000
01-429-5530	PUBLIC WORKS SUPPLIES	\$13,000	\$8,615	\$13,000	\$13,000	\$13,000
01-429-5710	IN-STATE TRAVEL	\$400	\$271	\$400	\$400	\$400
01-429-5730	DUES & MEMBERSHIPS	\$1,400	\$1,610	\$4,000	\$4,000	\$4,000
01-429-5780	ADMINSTRATIVE EXPENSES	\$1,000	\$3,925	\$1,000	\$1,000	\$1,000
<b>TOTAL EXPENSES</b>		<b>\$276,811</b>	<b>\$238,349</b>	<b>\$321,911</b>	<b>\$321,911</b>	<b>\$321,911</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$1,208,797</b>	<b>\$1,029,737</b>	<b>\$1,251,933</b>	<b>\$1,267,948</b>	<b>\$1,267,948</b>
01-429-5212/01-429-5319 INCLUDE FY19 ENCUMBRANCES						

# DPW-TREE & PARKS MAINTENANCE DIVISON

FY22 SALARIES & WAGES												
DPW - TREE & PARKS MAINTENANCE DIVISON - 429												
	Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total		
1	24	9	5	PEARSON JEREMIAH	SUP PRKS & FORS	44.42	40	1,776.80	52.2	92,749		
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	31.64	40	1,265.60	52.2	66,064		
4	26	9	7	SPERONI SHAWN M	ASST FIELD SUPERVISOR	29.59	40	1,183.60	52.2	61,784		
5	26	9	5	POTTER MARTIN	CREW LEADER FOREST	27.15	40	1,086.00	52.2	56,689		
6	26	8	7	BARRETT MARK E	CREW LEADR TREE	27.68	40	1,107.20	52.2	57,796		
7	26	8	7	DALLACOSTA RICHARD E	PARKS CREW LEADER	27.68	40	1,107.20	52.2	57,796		
8	26	8	5	TASSINARI MICHAEL	CREW LEADER	25.37	40	1,014.80	52.2	52,973		
9	26	6	7	REZENDES MICHAEL	TREE MAINT WKR	24.20	40	968.00	52.2	50,530		
10	26	6	7	GEGGATT GREGORY	TREE MAINT WKR	24.20	40	968.00	52.2	50,530		
11	26	4	7	ANDREWS MICHAEL J	PARKS LABORER	21.15	40	846.00	52.2	44,161		
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	21.15	40	846.00	52.2	44,161		
14	26	4	7	MURCHISON LEON	PARKS LABORER	21.15	40	846.00	52.2	44,161		
15	26	4	7	KINSELLA KENNETH	P W LABORER	21.15	40	846.00	52.2	44,161		
16	26	4	5	TRAVERS JONATHAN	LABORER	19.35	40	774.00	52.2	40,403		
18	26	6	1	PRESTON DANIEL	GROUNDSKEEPER/MAINT WKR	18.57	40	742.80	52.2	38,774		
						<b>FTE</b>	<b>17</b>				<b>846,037</b>	
				** DPW: FISCAL 21 SALARY TABLE								

# DPW - WASTEWATER DIVISION

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## DEPARTMENT MISSION

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

## DEPARTMENT DESCRIPTION

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

## DEPARTMENT GOALS FOR FY 22

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 submitted a CWMP/Notice of Project Change Update to the Department of Environmental Protection in December of 2019; in FY 22, the Wastewater Division will work with the others listed above to submit a Targeted Watershed Management Plan to the state for the Great Pond watershed.

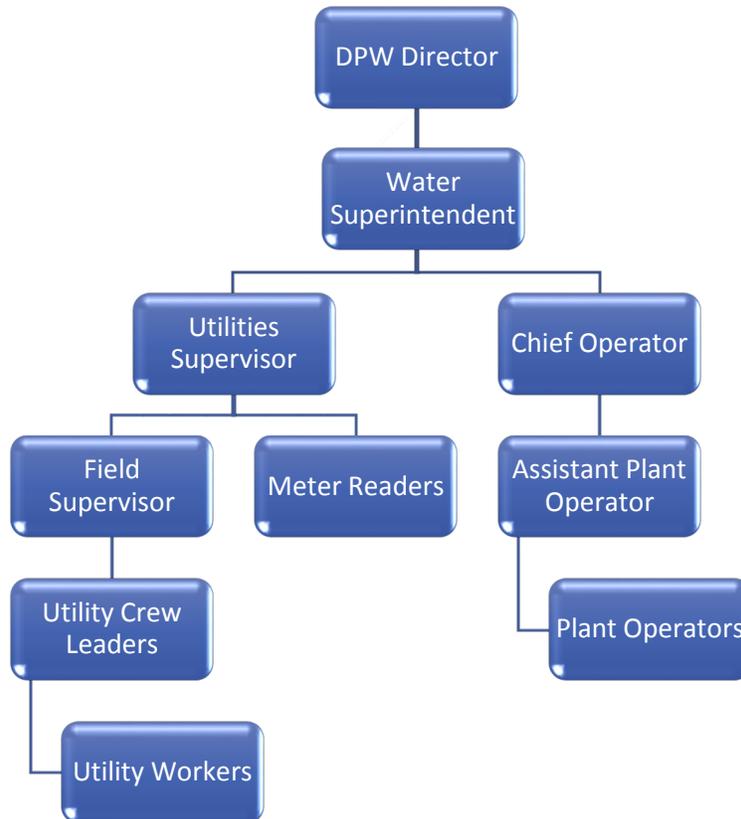
# DPW - WASTEWATER DIVISION

DPW - WASTEWATER DIVISION						
Account #	Account Description	FY 2020	FY 2020	FY 2021	FY 2022	FY 2022
		Appropriated	Expended	Appropriated	Requested	Approved
01-440-5110	SALARY & WAGES-PERMANENT	\$591,781	\$538,605	\$600,342	\$611,763	\$611,763
01-440-5130	ADDITIONAL GROSS-OVERTIME	\$48,842	\$44,908	\$49,562	\$50,487	\$45,000
<b>TOTAL SALARIES</b>		<b>\$640,623</b>	<b>\$583,513</b>	<b>\$649,903</b>	<b>\$662,250</b>	<b>\$656,763</b>
01-440-5211	ENERGY-FUEL OIL	\$10,640	\$13,587	\$10,640	\$10,640	\$10,640
01-440-5212	ENERGY-ELECTRICITY	\$275,000	\$271,192	\$315,000	\$315,000	\$315,000
01-440-5240	REPR/MAINT-OFFICE EQUIP	\$350	\$0	\$3,350	\$3,350	\$3,350
01-440-5243	REPR/MAINT-EQUIPMENT	\$120,000	\$188,575	\$120,000	\$120,000	\$120,000
01-440-5291	OTR PROP SRV-WELL MONITOR	\$20,000	\$13,068	\$20,000	\$20,000	\$20,000
01-440-5310	OTR PRCH SVC-SLUDG HAUL	\$210,000	\$175,987 *	\$210,000	\$210,000	\$210,000
01-440-5311	OTR PRCH SVC-LAB ANALYSIS	\$65,000	\$51,286	\$65,000	\$65,000	\$65,000
01-440-5319	GRINDER PUMP GENERATOR SVC	\$77,000	\$8,071	\$67,000	\$67,000	\$67,000
01-440-5340	COMMUNICATION-PRINTING	\$1,000	\$113	\$1,000	\$1,000	\$1,000
01-440-5341	COMMUNICATION-TELEPHONE	\$11,132	\$10,250 *	\$11,132	\$11,132	\$11,132
01-440-5342	COMMUNICATION-POSTAGE	\$500	\$1,105	\$500	\$500	\$500
01-440-5484	VHCLR SUPPLY-GRSE & LBRCT	\$500	\$1,714	\$500	\$500	\$500
01-440-5530	PUBLIC WORKS SUPPLIES	\$6,300	\$11,804	\$6,300	\$6,300	\$6,300
01-440-5533	PUB WKS SUPPLY-TOOLS	\$500	\$1,328	\$500	\$500	\$500
01-440-5535	PUB WKS SUPPLY-CHEMICALS	\$170,000	\$136,630	\$155,000	\$155,000	\$155,000
01-440-5536	PUB WKS SUPPLY-METRS/FTNGS	\$2,000	\$2,882	\$2,000	\$2,000	\$2,000
01-440-5710	IN-STATE TRAVEL	\$200	\$0	\$200	\$200	\$200
01-440-5730	DUES & MEMBERSHIPS	\$420	\$125	\$420	\$420	\$420
01-440-5781	STAFF DEVELOPMENT-LICENSE	\$8,000	\$3,574	\$8,000	\$8,000	\$8,000
<b>TOTAL EXPENSES</b>		<b>\$978,542</b>	<b>\$891,293</b>	<b>\$996,542</b>	<b>\$996,542</b>	<b>\$996,542</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$1,619,165</b>	<b>\$1,474,806</b>	<b>\$1,646,445</b>	<b>\$1,658,792</b>	<b>\$1,653,305</b>
*01-440-5310/01-440-5341 INCLUDE FY19 ENCUMBRANCES						

DPW WASTEWATER DIVISION - 440												
FY22 SALARIES & WAGES												
	Group	Grade	FY21 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Annual		
1	24	10	10	LOWELL AMY A	WSTEWATR SUPER	55.38	40	2,215.20	52.2	115,633		
2	26	15	7	PIRES CHARLES R JR	CHIEF WWTP OPR	44.07	40	1,762.80	52.2	92,018		
3	26	13	5	KELLER KRUSER	ASST CHF WWTP OPR	35.58	40	1,423.20	52.2	74,291		
4	26	10	7	PARSONS STEPHEN H	WWTP OPERATOR	31.64	40	1,265.60	52.2	66,064		
5	26	10	7	DEVONIS STEVEN M	WWTP OPERATOR	31.64	40	1,265.60	52.2	66,064		
6	26	10	3	MELEMED CORY	WWTP OPERATOR	26.85	40	1,074.00	52.2	56,063		
7	26	8	2	VACANT	WWTP OPERATOR 1	22.55	40	902.00	52.2	47,084		
8	26	7	2	VACANT	WWTP OPERATOR 2	21.08	40	843.20	52.2	44,015		
9	26	6	7	RON MACLAUGHLIN	WW MAINT WORKER	24.20	40	968.00	52.2	50,530		
						<b>FTE</b>	<b>9</b>				<b>611,763</b>	
			**	DPW: FISCAL 21 SALARY TABLE								

# DPW WATER DIVISION

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## DEPARTMENT MISSION

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

## DEPARTMENT DESCRIPTION

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

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

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

## DEPARTMENT GOALS

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

# DPW WATER DIVISION

DPW - WATER DIVISION						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-450-5110	SALARY & WAGES-PERMANENT	\$1,201,546	\$986,917	\$1,235,652	\$1,270,552	\$1,270,552
01-450-5130	ADDITIONAL GROSS-OVERTIME	\$66,500	\$112,646	\$68,000	\$105,000	\$68,000
01-450-5133	ADDITIONAL GROSS-STANDBY	\$17,000	\$23,070	\$17,000	\$20,000	\$17,000
01-450-5134	ADD'L GROSS STANDBY-PLANT	\$36,000	\$36,223	\$36,800	\$40,000	\$36,800
<b>TOTAL SALARIES</b>		<b>\$1,321,046</b>	<b>\$1,158,856</b>	<b>\$1,357,452</b>	<b>\$1,435,552</b>	<b>\$1,392,352</b>
01-450-5212	ENERGY-ELECTRICITY	\$600,000	\$453,211 *	\$580,000	\$580,000	\$580,000
01-450-5213	ENERGY-NATURAL GAS	\$60,000	\$32,404	\$60,000	\$60,000	\$60,000
01-450-5240	REPR/MAINT-OFFICE EQUIP	\$3,500	\$2,320	\$3,500	\$3,500	\$3,500
01-450-5243	RPR/MAINTENANCE, EQUIPMEN	\$160,000	\$278,837 *	\$220,000	\$220,000	\$220,000
01-450-5244	REPR MAINT-WATER TANK	\$12,000	\$8,850 *	\$10,000	\$10,000	\$10,000
01-450-5245	REPR/MAINT WATER LINES	\$45,000	\$26,438 *	\$45,000	\$45,000	\$45,000
01-450-5255	REPR/MAINT-SERVICE CNCTNS	\$45,000	\$43,826	\$45,000	\$45,000	\$45,000
01-450-5256	REPR/MAINT-HYDRANTS	\$30,000	\$22,564	\$25,000	\$25,000	\$25,000
01-450-5263	REPR/MAINT-STREETS/ROADS	\$45,000	\$56,944	\$55,000	\$55,000	\$55,000
01-450-5309	PROF/TECH-ENGINEERS	\$5,000	\$23,415	\$10,000	\$15,000	\$10,000
01-450-5310	PROF/TECH LAB TESTING	\$74,000	\$70,167	\$74,000	\$74,000	\$74,000
01-450-5319	PROF/TECH-CONTRACT SERVICE	\$60,000	\$26,424 *	\$60,000	\$60,000	\$60,000
01-450-5340	COMMUNICATION-PRINTING	\$10,000	\$10,887 *	\$10,000	\$10,000	\$10,000
01-450-5341	COMMUNICATION-TELEPHONE	\$14,500	\$11,836	\$14,500	\$14,500	\$14,500
01-450-5342	COMMUNICATION-POSTAGE	\$27,500	\$21,278	\$23,000	\$23,000	\$23,000
01-450-5530	PUBLIC WORKS SUPPLIES	\$12,000	\$106	\$8,000	\$8,000	\$8,000
01-450-5533	PUB WKS SUPPLY-TOOLS	\$10,000	\$31,326	\$10,000	\$10,000	\$10,000
01-450-5535	PUB WKS SUPPLY-CHEMICALS	\$150,000	\$81,447	\$120,000	\$120,000	\$120,000
01-450-5536	PUB WKS SUPPLY-METRS/FTNGS	\$45,000	\$22,672	\$45,000	\$45,000	\$45,000
01-450-5537	PUB WKS SUPPLY-PIPING	\$25,000	\$0	\$25,000	\$25,000	\$25,000
01-450-5710	IN-STATE TRAVEL	\$300	\$0	\$300	\$300	\$300
01-450-5730	DUES & MEMBERSHIPS	\$4,000	\$480	\$4,000	\$4,000	\$4,000
01-450-5735	PERMITS/REGISTRATIONS	\$38,000	\$30,829	\$38,000	\$38,000	\$38,000
01-450-5781	STAFF DEVELOPMENT	\$15,000	\$11,001 *	\$10,000	\$10,000	\$10,000
01-450-5788	REGIONAL WTR COOPERATIVE*	\$225,000	\$115,391 *	\$225,000	\$225,000	\$225,000
01-450-5865	WATER METER REPLACEMENT*	\$175,000	\$174,593	\$175,000	\$175,000	\$175,000
<b>TOTAL EXPENSES</b>		<b>\$1,890,800</b>	<b>\$1,557,245</b>	<b>\$1,895,300</b>	<b>\$1,900,300</b>	<b>\$1,895,300</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$3,211,846</b>	<b>\$2,716,101</b>	<b>\$3,252,752</b>	<b>\$3,335,852</b>	<b>\$3,287,652</b>
*01-450-5212/5243/5244/5245/5319/5340/5781/5788 INCLUDE FY19 ENCUMBRANCES						

# DPW WATER DIVISION

## FY22 SALARIES & WAGES

DPW WATER DIVISION - 450												
	Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total		
1	24	10	10	VACANT	WATER SUPERINTENDENT	55.38	40	2,215.20	52.2	115,633		
2	26	15	3	FITZGERALD BRETT	WTR UTIL SUPERVISOR	37.66	40	1,506.40	52.2	78,634		
3	26	15	4	VEZINA MATTHEW	CHIEF WTP OPERATOR	39.17	40	1,566.80	52.2	81,787		
4	26	13	7	MOITOA MARK R	ASST CHIEF WTP OPERATOR	38.73	40	1,549.20	52.2	80,868		
5	26	12	7	POWERS GREGORY	ASST WTR UTIL SUPERVISOR	36.20	40	1,448.00	52.2	75,586		
6	26	10	6	REGHITTO MICHAEL	WATER PLANT OPR	30.21	40	1,208.40	52.2	63,078		
7	26	10	6	GERVASI MICHAEL J	WATER PLANT OPER.	30.21	40	1,208.40	52.2	63,078		
8	26	10	2	VACANT	WATER PLANT OPR	25.82	40	1,032.80	52.2	53,912		
9	26	8	7	BUCKLEY SEAN B	CREW LEADER	27.68	40	1,107.20	52.2	57,796		
10	26	8	7	DUGGAN CHRISTOPHER	UTIL CREW LEADR	27.68	40	1,107.20	52.2	57,796		
11	26	8	4	ATKINSON CRAIG	UTIL CREW LEADR	24.39	40	975.60	52.2	50,926		
12	26	8	2	GARDINER BRIAN	WATER PLANT OPR	22.11	40	884.40	52.2	46,166		
13	26	6	5	GOMES JOSEPH	UTIL MAINT WKR	22.16	40	886.40	52.2	46,270		
14	26	6	4	JENSEN JOHN	UTIL MAINT WKR	21.31	40	852.40	52.2	44,495		
15	26	6	2	VACANT	UTIL MAINT WKR	19.70	40	788.00	52.2	41,134		
16	26	6	2	VACANT	UTILITIES MAINT	19.70	40	788.00	52.2	41,134		
17	26	5	7	DIMONDA GREGORY	UTIL METR READR	22.64	40	905.60	52.2	47,272		
18	26	5	7	REED CHRISTOPHER	UTIL METR READR	22.64	40	905.60	52.2	47,272		
19	11	9	6	SIMMONS CHRISTINE	ADMIN ASSIST.	32.67	37.5	1,225.13	52.2	63,952		
21	11	9	3	SWANSTROM KYLE	ENGINEERING TECH	29.04	40	1,161.60	52.2	60,636		
22	11	8	3	TROPEANO DAYLENE	POA/BILLING COOR.	27.14	37.5	1,017.75	52.2	53,127		
						<b>FTE</b>	<b>22</b>				<b>1,270,552</b>	
				** DPW: FISCAL 21 SALARY TABLE								



# RENEWABLE ENERGY

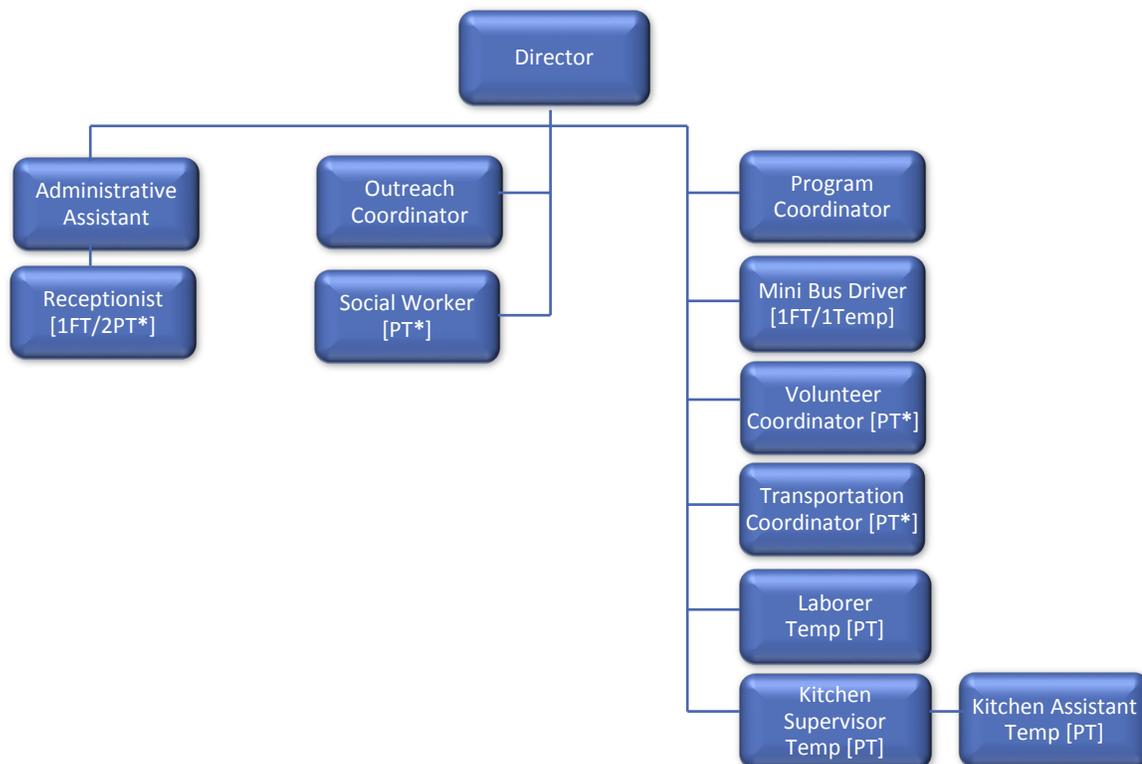
<i>RENEWABLE ENERGY</i>						
		FY 2020	FY 2020	FY 2021	FY 2022	FY 2022
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-460-5243	REPR/MAINT-EQUIPMENT	\$5,000	\$300	\$5,000	\$5,000	\$5,000
01-460-5319	PROF/TECH-CONTRACTUAL	\$28,658	\$6,341	\$28,658	\$28,658	\$28,658
01-460-5341	COMMUNICATION-TELEPHONE	\$1,824	\$1,590	\$1,824	\$1,824	\$1,824
<b>TOTAL EXPENSES</b>		<b>\$35,482</b>	<b>\$8,231</b>	<b>\$35,482</b>	<b>\$35,482</b>	<b>\$35,482</b>

\* Maintenance of the turbines and cable communication with the turbines is required to keep them in working order until their final disposition is determined.



# SENIOR SERVICES

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\*Indicates State Formula Grant funded.

## DEPARTMENT MISSION

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

## DEPARTMENT DESCRIPTION

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

Senior Center Core Programs:

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

## DEPARTMENT GOALS

1. Operations: Expand hours of operation of the new center.
2. Outreach: Enhance the level of outreach services to Falmouth's frailest and vulnerable senior residents.
3. Community Relations: Improve communications, public relations, networking and education to connect older adults, their families and caregivers to the programs, resources and services available that specifically support senior needs.
4. Programming:
  - a. Evaluate program offerings and develop community partnerships to offer a wider variety of programs and services.
  - b. Enhance the Café/Kitchen food program.
  - c. Restructure Transportation Program to address unmet needs.
  - d. Recruit Volunteers to support the expanding program of services.

# SENIOR SERVICES

SENIOR SERVICES						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-541-5110	SALARY & WAGES-PERMANENT	\$280,322	\$269,448	\$358,177	\$367,210	\$367,210
01-541-5120	SALARY & WAGES-TEMP/VAC	\$11,500	\$0	\$51,000	\$51,000	\$51,000
<b>TOTAL SALARIES</b>		<b>\$291,822</b>	<b>\$269,448</b>	<b>\$409,177</b>	<b>\$418,210</b>	<b>\$418,210</b>
01-541-5212	ENERGY-ELECTRICITY	\$13,000	\$16,780	\$26,000	\$42,000	\$42,000
01-541-5213	ENERGY-NATURAL GAS	\$15,000	\$2,569	\$30,000	\$5,000	\$5,000
01-541-5243	REPR/MAINT-EQUIPMENT	\$2,750	\$347	\$2,750	\$2,750	\$2,750
01-541-5319	PROF/TECH-CONT SERV	\$0	\$0	\$60,000	\$60,000	\$60,000
01-541-5340	COMMUNICATION-PRINTING	\$425	\$170	\$425	\$425	\$425
01-541-5341	COMMUNICATION-TELEPHONE	\$2,300	\$3,149	\$4,700	\$4,700	\$4,700
01-541-5342	COMMUNICATION-POSTAGE	\$4,500	\$2,400	\$4,500	\$4,500	\$4,500
01-541-5420	OFFICE SUPPLIES	\$3,000	\$823	\$3,000	\$3,000	\$3,000
01-541-5584	OTHER SUPPLIES-DEPARTMENT	\$3,000	\$1,955	\$3,000	\$3,000	\$3,000
01-541-5710	IN-STATE TRAVEL	\$1,200	\$864	\$1,200	\$1,200	\$1,200
01-541-5730	DUES & MEMBERSHIPS	\$3,100	\$1,086	\$3,500	\$3,500	\$3,500
<b>TOTAL EXPENSES</b>		<b>\$48,275</b>	<b>\$30,143</b>	<b>\$139,075</b>	<b>\$130,075</b>	<b>\$130,075</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$340,097</b>	<b>\$299,591</b>	<b>\$548,252</b>	<b>\$548,285</b>	<b>\$548,285</b>

SENIOR SERVICES - 541										
FY22 SALARIES & WAGES										
Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total	
1 24	8	10	BISHOP JILL D	SENIOR SERVICES DIRECTOR	46.83	40	1,873.20	52.2	97,781	
2 24	4	3	HADDAD LAUREN E	OUTREACH COORD	28.63	40	1,145.20	52.2	59,779	
3 11	9	6	COYNE KATHLEEN A	ADMIN ASST	32.67	37.5	1,225.13	52.2	63,952	
5 11	8	2	VACANT	PROGRAM COORDINATOR	26.10	40	1,044.00	52.2	54,497	
6 11	6	3	OLOUGHLIN KAREN	MINI BUS DRIVER	23.71	40	948.40	52.2	49,506	
7 11	6	1	VACANT (Unfunded)	MINI BUS DRIVER						
8 11	5	2	VACANT	RECEPTIONIST	21.30	37.5	798.75	52.2	41,695	
						<b>FTE</b>	<b>6</b>			<b>367,210</b>

# VETERANS' SERVICES

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## DEPARTMENT MISSION

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

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

## DEPARTMENT DESCRIPTION

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

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

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

## DEPARTMENT GOALS

Honoring Those Who Served U.S.

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

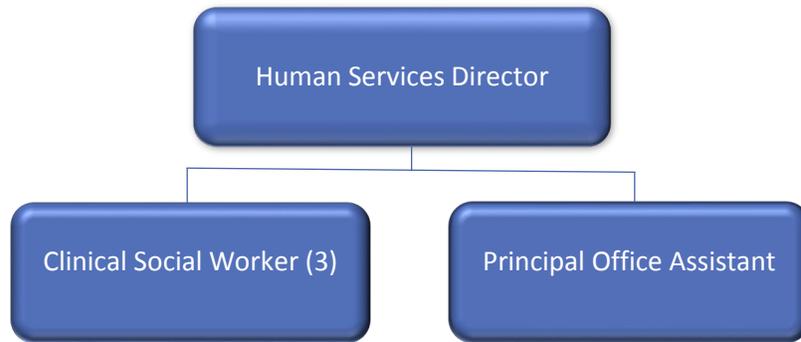
# VETERANS' SERVICES

VETERANS' SERVICES						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-543-5110	SALARY & WAGES-PERMANENT	\$134,035	\$134,715	\$137,518	\$142,573	\$142,573
01-543-5130	ADDITIONAL GROSS-OVERTIME	\$1,500	\$773	\$1,500	\$1,500	\$1,500
<b>TOTAL SALARIES</b>		<b>\$135,535</b>	<b>\$135,489</b>	<b>\$139,018</b>	<b>\$144,073</b>	<b>\$144,073</b>
01-543-5261	REPR/MAINT-MONUMENTS	\$2,000	\$1,915	\$2,000	\$2,000	\$2,000
01-543-5295	OTR PROP SRV-GRAVE MAINT*	\$1,200	\$1,200	\$1,200	\$3,200 *	\$1,200
01-543-5340	COMMUNICATION-PRINTING	\$300	\$44	\$350	\$350	\$350
01-543-5341	COMMUNICATION-TELEPHONE	\$700	\$618	\$700	\$700	\$700
01-543-5342	COMMUNICATION-POSTAGE	\$700	\$0	\$700	\$700	\$700
01-543-5420	OFFICE SUPPLIES	\$1,000	\$719	\$1,000	\$1,000	\$1,000
01-543-5584	OTR SUPPLY-VET'S COUNCIL*	\$3,000	\$945	\$3,000	\$3,000	\$3,000
01-543-5710	IN-STATE TRAVEL	\$500	\$109	\$500	\$500	\$500
01-543-5770	VETS ORDINARY BENEFITS*	\$450,000	\$441,589	\$450,000	\$460,000	\$450,000
01-543-5781	STF DVLPMENT-MA VETS CNFR	\$500	\$115	\$500	\$500	\$500
<b>TOTAL EXPENSES</b>		<b>\$459,900</b>	<b>\$447,254</b>	<b>\$459,950</b>	<b>\$471,950</b>	<b>\$459,950</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$595,435</b>	<b>\$582,743</b>	<b>\$598,968</b>	<b>\$616,023</b>	<b>\$604,023</b>
*Oak Grove Cemetary Assoc of Falmouth increased the yearly cost						

FY22 SALARIES & WAGES											
VETERANS' SERVICES - 543											
Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total		
1 25	5	10	LINCOLN DORRANCE JR	DIRECTOR OF VET	39.66	40	1,586.40	52.2	82,810		
2 11	8	6	CADOGAN JULIE	PRIN OFFCE ASST	30.53	37.5	1,144.88	52.2	59,762		
						<b>FTE</b>	<b>2</b>			<b>142,573</b>	
** Don Lincoln - FY21 AFSCME B											

# HUMAN SERVICES

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## DEPARTMENT MISSION

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

## DEPARTMENT DESCRIPTION

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

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

## DEPARTMENT GOALS & PERFORMANCE MEASURES

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

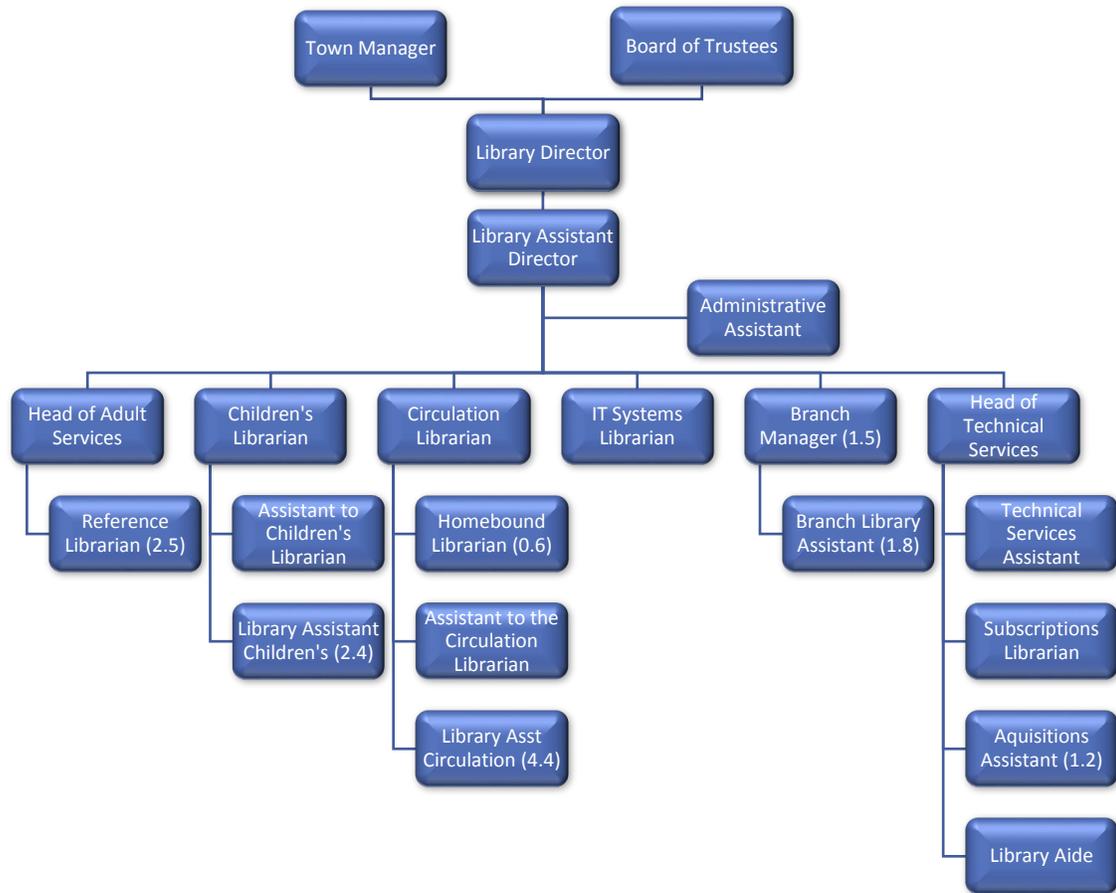
# HUMAN SERVICES

HUMAN SERVICES						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-599-5110	SALARY & WAGES-PERMANENT	\$352,772 *	\$352,735	\$379,790	\$394,593	\$394,593
<b>TOTAL SALARIES</b>		<b>\$352,772</b>	<b>\$352,735</b>	<b>\$379,790</b>	<b>\$394,593</b>	<b>\$394,593</b>
01-599-5240	REPR/MAINT-OFFICE EQUIP	\$2,500	\$1,986	\$2,500	\$7,075	\$7,075
01-599-5270	RENTL/LEASE-BUILDING	\$29,479	\$28,620	\$29,479	\$28,620	\$28,620
01-599-5319	PROF/TECH INTERPRETER	\$1,000	\$0	\$1,000	\$1,000	\$1,000
01-599-5340	COMMUNICATION-PRINTING	\$850	\$1,438	\$850	\$1,500	\$850
01-599-5341	COMMUNICATION-TELEPHONE	\$900	\$900	\$900	\$900	\$900
01-599-5342	COMMUNICATION-POSTAGE	\$300	\$0	\$300	\$300	\$300
01-599-5345	COMMUNICATION-ALARM	\$360	\$924	\$360	\$420	\$360
01-599-5384	OTR PRCH SRV-SUPPORT SVCS*	\$10,000	\$9,674	\$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	\$4,384	\$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	\$3,224	\$1,800	\$1,800	\$1,800
01-599-5711	AUTO ALLOWANCE	\$2,500	\$1,083	\$2,500	\$2,500	\$2,500
01-599-5730	DUES & MEMBERSHIPS	\$220	\$188	\$320	\$320	\$320
01-599-5781	STAFF DEVELOPMENT	\$2,075	\$585	\$2,000	\$2,075	\$2,000
<b>TOTAL EXPENSES</b>		<b>\$136,784</b>	<b>\$133,006</b>	<b>\$137,009</b>	<b>\$141,510</b>	<b>\$140,725</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$489,556</b>	<b>\$485,741</b>	<b>\$516,799</b>	<b>\$536,103</b>	<b>\$535,318</b>
*01-599-5110 - FY20 APPROPRIATION INCLUDES A \$2.55K COLA XFER						
*01-599-5240 - request increase due to technology upgrades of ZOOM for Health care and cloud based Electronic Medical Record						
*01-599-5340 - increase due to cost of legal ads for RFPs						

HUMAN SERVICES - 599											
FY22 SALARIES & WAGES											
Group	Grade	FY22 STEP	Name	Job Title	Rate	HRS/WK	Weekly	Wks	Total		
1	24	9	10	HAUPTMANN SUZANNE K	DIRECTOR HUMAN SERVICES	51.53	40	2,061.20	52.2	107,595	
2	24	6	10	ABBOTT MARK A	CLINICAL SOCIAL WORKER	42.47	37.5	1,592.63	52.2	83,135	
3	24	6	10	RODGERS ELIZABETH	CLINICAL SOCIAL WORKER	42.47	37.5	1,592.63	52.2	83,135	
4	24	6	10	DELAUTER DIANE*	CLINICAL SOCIAL WORKER	42.47	27.5	1,167.93	52.2	60,966	
5	11	8	6	CLONDAS SUSAN J	PRIN OFF ASST	30.53	37.5	1,144.88	52.2	59,762	
						<b>FTE</b>	<b>4.8</b>				<b>394,593</b>
*Diane Delauter will work a total of 37.5 hours:											
27.5 hours paid from the Human Services Budget											
10 hours paid from the Council On Aging State Formula Grant Allocation											

# PUBLIC LIBRARY

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## DEPARTMENT MISSION

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

## DEPARTMENT DESCRIPTION

The Library supports a population of 31,532, which expands to 108,000 in the summer. The Main Library, with branches located in North and East Falmouth, house the largest and most comprehensive collection of Cape libraries. Governed by a seven-member elected Board of Trustees, the Library operates as a town department receiving its core funding through a town appropriation. The Board of Trustees and the Friends of the Falmouth Public Library provide additional funding that is used to enhance library services with programs for the children, teens and adults of the community. The Library had over 350,000 visitors this past year and serves many more with digital services and collections. The Falmouth Public Library is a highly valued community resource and is part of the Cape and Islands Library Network.

## DEPARTMENT GOALS

1. Provide and promote library spaces that respond to user needs
2. Plan for the regular and recurring updating and replacement of 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 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-610-5110	SALARY & WAGES-PERMANENT	\$1,571,397	\$1,523,943	\$1,610,350	\$1,638,447	\$1,638,447
<b>TOTAL SALARIES</b>		<b>\$1,571,397</b>	<b>\$1,523,943</b>	<b>\$1,610,350</b>	<b>\$1,638,447</b>	<b>\$1,638,447</b>
01-610-5211	ENERGY-FUEL OIL	\$3,000	\$3,156	\$3,500	\$3,500	\$3,500
01-610-5212	ENERGY-ELECTRICITY	\$75,000	\$59,912	\$70,000	\$70,000	\$70,000
01-610-5213	ENERGY-NATURAL GAS	\$12,000	\$13,807	\$12,500	\$12,500	\$12,500
01-610-5243	REPR/MAINT-EQUIPMENT	\$1,500	\$833	\$3,000	\$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	\$3,100	\$3,354	\$3,100	\$3,100	\$3,100
01-610-5342	COMMUNICATION-POSTAGE	\$1,800	\$916	\$1,400	\$1,400	\$1,400
01-610-5346	COMMUNICATION-COMPTR LINE	\$1,800	\$1,738	\$1,800	\$1,800	\$1,800
01-610-5347	COMMUNICATION-COP RES SHR	\$65,500	\$64,868	\$60,042	\$60,042	\$60,042
01-610-5380	OTR PRCH SRV-CNTRCT SRVC	\$20,500	\$28,733	\$24,500	\$24,500	\$24,500
01-610-5510	EDUC SUPPLY-BOOKS *	\$262,488	\$238,998	\$267,616	\$267,616	\$267,616
01-610-5580	OTHER SUPPLIES-LIBRARY	\$45,000 *	\$16,636	\$17,000	\$17,000	\$17,000
01-610-5582	OTHER SUPPLIES-COMPUTER	\$12,000	\$14,800	\$11,000	\$11,000	\$11,000
01-610-5711	AUTO ALLOWANCE	\$2,000	\$1,182	\$2,000	\$2,000	\$2,000
01-610-5730	DUES & MEMBERSHIPS	\$300	\$220	\$300	\$300	\$300
01-610-5875	TECHNOLOGY	\$11,000	\$17,343	\$12,000	\$12,000	\$12,000
<b>TOTAL EXPENSES</b>		<b>\$555,814</b>	<b>\$505,122</b>	<b>\$528,584</b>	<b>\$528,584</b>	<b>\$528,584</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$2,127,211</b>	<b>\$2,029,066</b>	<b>\$2,138,934</b>	<b>\$2,167,031</b>	<b>\$2,167,031</b>
*01-610-5580 - FY20 APPROPRIATION INCLUDES \$30K BUDGET XFER						

# PUBLIC LIBRARY

## FY22 SALARIES & WAGES

PUBLIC LIBRARY - 610													
	Group	Grade	FY22 STEP	Name	Job Title	Rate	Hours	weekly	Wks	Total			
1	22	6	7	AIKEN CAROLINE M	LIBASST OVERDUE (CIRC)	24.26	37.5	909.75	52.2	47,489			
2	22	10	7	AMON TAMMY	CIRC LIBRARIAN	31.80	37.5	1,192.50	52.2	62,249			
3	23	6	4	ASLANIAN PAUL G	LIB ASST CIRC	21.55	14	301.70	52.2	15,749			
4	22	10	7	BORDEN MARGARET L	BRANCH LIB EAST	31.80	33	1,049.40	52.2	54,779			
4	23	3	7	BURGESS KATHLEEN H	LIBRARY AIDE	19.78	10	197.80	52.2	10,325			
5	22	7	7	CAREY RYAN MATTHEW	LIB ASST - EAST	25.95	32.5	843.38	52.2	44,024			
6	24	10	10	COLLINS LINDA E	LIBRARY DIRECTOR	54.29	40	2,171.60	52.2	113,358			
7	22	10	7	COOK PETER D	INFO SYSTEMS LI	31.80	37.5	1,192.50	52.2	62,249			
8	22	6	6	COUCH CHRISTIE	TECH SERV ASST	23.32	26	606.32	52.2	31,650			
9	22	11	7	DEWALL KIMBERY	TECH SERV LIBR	34.02	37.5	1,275.75	52.2	66,594			
10	22	8	7	DURIVAGE DARRYL J.	TECH SERV ASSOC	27.77	20	555.40	52.2	28,992			
11	22	11	7	ERICKSON JILL	ADLT SERV REF L	34.02	37.5	1,275.75	52.2	66,594			
12	22	9	7	FARLAND ELIZABETH	ADMIN ASSISTANT	29.71	37.5	1,114.13	52.2	58,157			
13	23	7	3	FILES TRACY	LIB ASST	22.19	17	377.23	52.2	19,691			
14	22	10	7	FORD LAURA E S	CHILDRENS LIBRY	31.80	37.5	1,192.50	52.2	62,249			
15	22	6	6	GARDNER JANET	AQU ASST	23.32	23	536.36	52.2	27,998			
16	23	3	4	HARPER JEANNE	LIB AIDE	17.60	10	176.00	52.2	9,187			
17	22	10	4	HENKEN SUSAN	REF LIBRARIAN	28.27	37.5	1,060.13	52.2	55,339			
18	22	6	4	HOWLAND LISA	LIB ASST CHILD	21.56	20	431.20	52.2	22,509			
19	22	8	7	HUNT KIM	SUBS LIBRN	27.77	37.5	1,041.38	52.2	54,360			
21	22	10	3	KROHN MEGEN	REFERENCE LIBRN	27.18	20	543.60	52.2	28,376			
22	22	10	7	LEE FAITH R	REF LIB	31.80	37.5	1,192.50	52.2	62,249			
23	23	6	3	LEMOYNE ANNEMARIE	LIB AST/ON-CALL	20.72	13	269.36	52.2	14,061			
				LIEBERMAN LORI	LIB AIDE	16.91	10	169.10	52.2	8,827			
24	23	3	7	LITTLE JOSIE	LIBRARY AID	19.78	10	197.80	52.2	10,325			
25	23	6	7	LYNCH CHRISTINE M	LIB ASST CIRC	24.25	15	363.75	52.2	18,988			
26	22	7	6	MAURER JOSEPH	LIB ASST CIRC	24.96	37.5	936.00	52.2	48,859			
27	22	6	7	MCCAIVITT NICOLAS O	ACQUIS ASST-REC	24.26	20	485.20	52.2	25,327			
28	22	6	7	MURPHY MARTHA B	LIB ASST CHILD	24.26	29	703.54	52.2	36,725			
28	22	7	7	ROSE GAIL	LIB ASST ILL	25.95	37.5	973.13	52.2	50,797			
29	22	7	7	SKINNER DONNA	LIB ASST CHILD	25.95	37.5	973.13	52.2	50,797			
30	23	3	4	STERNER DENISE	LIB AIDE	17.60	10	176.00	52.2	9,187			
31	22	6	7	WALBERT REBEKAH	LIB ASST/ARAV	24.26	37.5	909.75	52.2	47,489			
32	22	6	7	WALSH, STEPHEN	LIB ASST CIR	24.26	32	776.32	52.2	40,524			
33	24	8	10	WOODWARD JENNIFER	ASST LIBRARY DIR	45.91	40	1,836.40	52.2	95,860			
34	22	8	7	WOOL LAURA	LIB TO HMEBOUND	27.77	24	666.48	52.2	34,790			
35	22	10	1	VACANT	REFERENCE LIBRN	25.13	24.5	615.69	52.2	32,139			
36	23	3	2	VACANT	LIBRARY AIDE	16.25	10	162.50	52.2	8,483			
20	22	6	1	VACANT	LIB ASST-CHILD	19.17	28	536.76	52.2	28,019			
				<b>SEASONAL/SUB HELP</b>						<b>8,833</b>			
				<b>SHIFT DIFFERENTIAL</b>	<b>\$2.00/HR @ 56 HRS/WK</b>				<b>52.2</b>	<b>5,846</b>			
				<b>SUNDAY HOURS</b>						<b>24,407</b>			
				<b>MORNING HOURS</b>						<b>34,000</b>	<b>1,638,447</b>		
						<b>FTE</b>	<b>28.2</b>						
				** LIBRARY/NON-ALIGNED: FY21 SALARY TABLES									



# RECREATION DEPARTMENT

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## DEPARTMENT MISSION

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

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

## DEPARTMENT DESCRIPTION

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

## DEPARTMENT GOALS

1. To improve the quality of life for our residents through recreational programs and special events.
2. To continue improving customer service.
3. To continue to look for and add new and diversified programs.
4. To work toward upgrading the Gus 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.

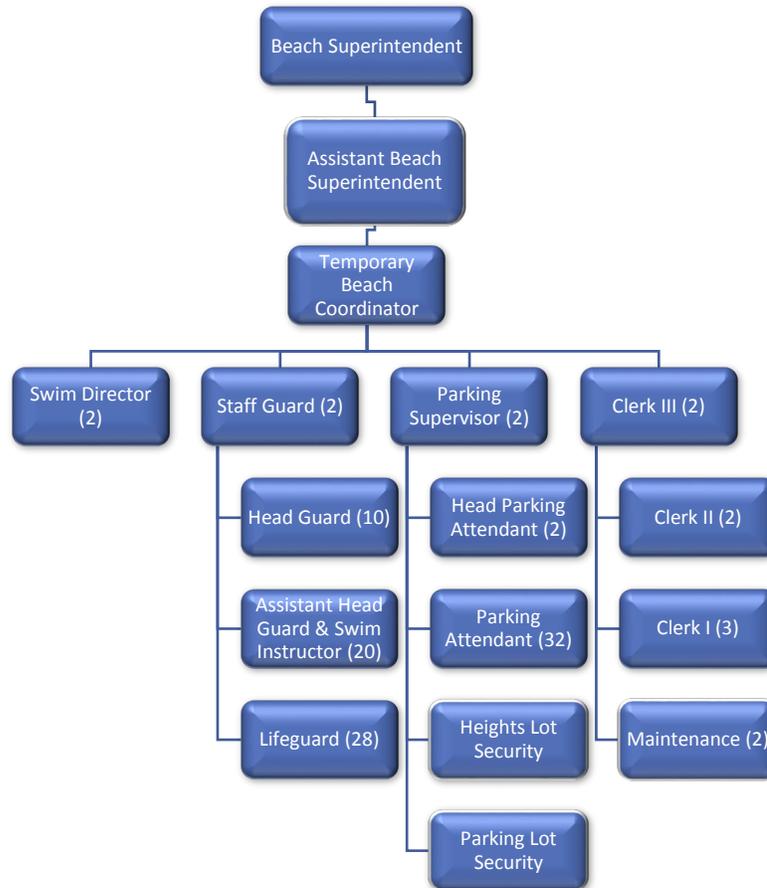
# RECREATION DEPARTMENT

RECREATION DEPARTMENT						
Account #	Account Description	FY 2020 Appropriated	FY 2020 Expended	FY 2021 Appropriated	FY 2022 Requested	FY 2022 Approved
01-630-5110	SALARY & WAGES-PERMANENT	\$271,300	\$271,730	\$300,534	\$326,154	\$326,154
01-630-5120	SALARY & WAGES-TEMPORARY	\$77,742	\$71,194	\$80,517	\$90,000	\$80,000
01-630-5130	ADDITIONAL GROSS-OVERTIME	\$3,500	\$2,406	\$3,500	\$3,500	\$3,500
<b>TOTAL SALARIES</b>		<b>\$352,542</b>	<b>\$345,330</b>	<b>\$384,551</b>	<b>\$419,654</b>	<b>\$409,654</b>
01-630-5212	ENERGY-ELECTRICITY	\$33,700	\$23,859	\$33,700	\$33,700	\$33,700
01-630-5213	ENERGY-NATURAL GAS	\$30,935	\$12,803	\$29,935	\$29,935	\$29,935
01-630-5243	REPR/MAINT-EQUIPMENT	\$8,000	\$4,980	\$10,000	\$10,000	\$10,000
01-630-5319	PROF/TECH-CONTRACT SERV*	\$37,070 *	\$33,733	\$30,000	\$30,000	\$30,000
01-630-5340	COMMUNICATION-PRINTING	\$4,500	\$1,445 *	\$4,500	\$4,500	\$4,500
01-630-5341	COMMUNICATION-TELEPHONE	\$2,250	\$1,799	\$2,250	\$2,250	\$2,250
01-630-5342	COMMUNICATION-POSTAGE	\$200	\$0	\$200	\$200	\$200
01-630-5354	RECREATIONL-YTH BSKTBALL*	\$8,450	\$6,676	\$7,950	\$7,950	\$7,950
01-630-5357	RECREATIONAL-YTH SOCCER*	\$13,000	\$9,575	\$12,500	\$12,500	\$12,500
01-630-5359	RECREATNL-SOFTBALL GIRLS*	\$1,000	\$0	\$1,000	\$1,000	\$1,000
01-630-5363	RECREATNL-YTH SUMMER CMP*	\$33,000	\$32,943	\$35,000	\$35,000	\$35,000
01-630-5364	RECREATNL-YOUTH SAILING*	\$1,500	\$845	\$1,500	\$1,500	\$1,500
01-630-5365	RECREATNL-YTH INDOOR SOC*	\$1,800	\$639	\$1,800	\$1,800	\$1,800
01-630-5366	RECREATNL-YOUTH BASEBALL*	\$5,600	\$2,396	\$5,600	\$5,600	\$5,600
01-630-5367	RECRTNL-ADULT MEN BSKTBL*	\$6,350	\$2,363	\$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	\$2,804	\$1,500	\$1,500	\$1,500
01-630-5710	IN-STATE TRAVEL	\$250	\$455	\$250	\$250	\$250
01-630-5730	DUES & MEMBERSHIPS	\$750	\$300	\$750	\$750	\$750
<b>TOTAL EXPENSES</b>		<b>\$192,246</b>	<b>\$140,006</b>	<b>\$187,176</b>	<b>\$187,176</b>	<b>\$187,176</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$544,788</b>	<b>\$485,336</b>	<b>\$571,727</b>	<b>\$606,830</b>	<b>\$596,830</b>
*01-630-5319 - FY20 APPROPRIATION INCLUDES \$20K BUDGET XFER						
*01-630-5340 INCLUDES FT19 ENCUMBRANCES						

RECREATION DEPARTMENT - 630										
Group	Grade	FY22 STEP	Name	Job Title	Rate	Hour	Weekly	Wks	Total	
1 24	8	7	OLENICK JOSEPH E	REC DIRECTOR	42.84	40	1,713.60	52.2	89,450	
2 11	8	3	ANTHONY BENNETT	PROGRAM DIRECTOR	27.14	40	1,085.60	52.2	56,668	
3 11	8	3	FLYNN MATTHEW	PROGRAM DIRECTOR	27.14	40	1,085.60	52.2	56,668	
4 11	8	3	KEANEY JACQUELINE M	PROGRAM DIRECTOR	27.14	40	1,085.60	52.2	56,668	
5 11	6	3	DEMERS LINDSEY	SR. OFFICE ASST	23.71	37.5	889.13	52.2	46,412	
6 23	6	2	ADAM SOUWEINE	YEAR ROUND PART-TIME	19.93	19.5	216.45	52.2	20,287	
						<b>FTE</b>	<b>5.5</b>			<b>326,154</b>
** NON-ALIGNED: FISCAL 21 SALARY TABLE										

# BEACH DEPARTMENT

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## DEPARTMENT MISSION

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

## DEPARTMENT DESCRIPTION

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

## DEPARTMENT GOALS & PERFORMANCE MEASURES

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

# BEACH DEPARTMENT

<i>BEACH DEPARTMENT</i>						
<b>Account #</b>	<b>Account Description</b>	<b>FY 2020 Appropriated</b>	<b>FY 2020 Expended</b>	<b>FY 2021 Appropriated</b>	<b>FY 2022 Requested</b>	<b>FY 2022 Approved</b>
01-632-5120	SALARY & WAGES-TEMPORARY	\$643,609	\$591,044	\$696,931	\$723,034	\$723,034
<b>TOTAL SALARIES</b>		<b>\$643,609</b>	<b>\$591,044</b>	<b>\$696,931</b>	<b>\$723,034</b>	<b>\$723,034</b>
01-632-5212	ENERGY-ELECTRICITY	\$1,800	\$1,767	\$1,800	\$1,800	\$1,800
01-632-5272	RENTL/LEASE-POOL	\$1,000	\$686	\$1,000	\$1,000	\$1,000
01-632-5340	COMMUNICATION-PRINTING	\$7,000	\$6,168	\$7,000	\$7,000	\$7,000
01-632-5341	COMMUNICATION-TELEPHONE	\$7,800	\$6,618	\$7,800	\$7,800	\$7,800
01-632-5343	COMMUNICATION-ADVERTISING	\$300	\$0	\$300	\$300	\$300
01-632-5345	COMMUNICATION-SECURTY SYS	\$600	\$299	\$900	\$900	\$900
01-632-5420	OFFICE SUPPLIES	\$500	\$542	\$500	\$500	\$500
01-632-5500	MEDICAL/SURGICAL SUPPLIES	\$2,200	\$3,303	\$2,500	\$2,500	\$2,500
01-632-5583	OTHER SUPLIES-UNFM/ACCSRS	\$9,000	\$9,871	\$9,000	\$9,000	\$9,000
01-632-5584	OTHER SUPLIES-SAFETY EQPT	\$2,900	\$2,883	\$3,500	\$3,500	\$3,500
01-632-5585	OTHER SUPPLIES-DEPT	\$7,900	\$5,394	\$7,900	\$7,900	\$7,900
01-632-5711	AUTO ALLOWANCE	\$5,875	\$6,422	\$5,875	\$5,875	\$5,875
01-632-5781	STAFF DEVELOPMENT	\$3,500	\$1,106	\$3,500	\$3,500	\$3,500
01-632-5800	BEACH NOURISHMENT*	\$25,000	\$24,439	\$25,000	\$25,000	\$25,000
<b>TOTAL EXPENSES</b>		<b>\$75,375</b>	<b>\$69,499</b>	<b>\$76,575</b>	<b>\$76,575</b>	<b>\$76,575</b>
<b>TOTAL DEPARTMENTAL EXPENSES</b>		<b>\$718,984</b>	<b>\$660,542</b>	<b>\$773,506</b>	<b>\$799,609</b>	<b>\$799,609</b>

# BEACH DEPARTMENT

## FY22 SALARIES & WAGES

BEACH DEPARTMENT - 632											
	Group	Grade	Step	#	Job Title	Rate	Hour	Weekly	Wks	Total	
1	29	11	4	1	SUPERINTENDENT	26.99	50	1,349.50	12	16,194	
2	29	11	4	1	SUPERINTENDENT PRE/POST	26.99	20	539.80	40	21,592	
3	29	9	3	1	ASST SUPERINTENDENT	22.55	50	1,127.50	12	13,530	
4	29	9	3	1	ASST SUPER PRE/POST	22.55	12	270.60	30	8,118	
5	29	8	3	2	SWIM PROGRAM DIR	21.07	40	842.80	9	15,170	
6	29	8	3	1	SWIM PROG DIR PRE/POST	21.07	40	842.80	1	843	
7	29	7	2	1	HEAD FISCAL CLERK	18.76	15	281.40	9.5	2,673	
8	29	7	2	1	HEAD FISCAL CLERK PRE/POST	18.76	25	469.00	6	2,814	
9	29	7	2	1	STAFF GUARD	18.76	50	938.00	9.5	8,911	
10	29	7	2	1	STAFF GUARD PRE/POST	18.76	25	469.00	6	2,814	
11	29	7	1	1	HEAD FISCAL CLERK	17.86	37.5	669.75	9.5	6,363	
12	29	7	1	1	STAFF GUARD	17.86	50	893.00	9.5	8,484	
13	29	7	1	2	LOT ATTENDANT SUPERVISOR	17.86	50	893.00	9.5	16,967	
14	29	7	1	1	P.A. SUPERVISOR PRE/POST	17.86	25	446.50	6	2,679	
15	29	6	2	3	HEAD GUARD	17.53	45	788.85	9.5	22,482	
16	29	6	1	7	HEAD GUARD	16.70	45	751.50	9.5	49,975	
17	29	5	2	10	WATRSAFETY/ASST HD GUARD	16.38	42.5	696.15	9.5	66,134	
18	29	5	1	10	WATRSAFETY/ASST HD GUARD	15.60	42.5	663.00	9.5	62,985	
19	29	4	1	28	LIFEGUARD	14.58	42.5	619.65	9.5	164,827	
20	29	3	3	2	CLERK II	15.03	30	450.90	9.5	8,567	
21	29	3	3	1	CLERK II PRE/POST	15.03	30	450.90	5	2,255	
22	29	3	2	2	HEAD PARKING ATTENDANT	14.31	45	643.95	9.5	12,235	
23	29	3	1	1	PARKING LOT SECURITY	13.63	28	381.64	9.5	3,626	
24	29	2	2	7	PARKING LOT ATTENDANT	13.76	42.5	584.80	9.5	38,889	
27	29	2	2	3	CLERK I	13.76	30	412.80	9.5	11,765	
28	29	2	2	2	CLERK I PRE/POST	13.76	30	412.80	5	4,128	
25	29	2	1	25	PARKING LOT ATTENDANT	13.10	42.5	556.75	9.5	132,228	
26	29	1	2	1	MAINTENANCE	13.23	15	198.45	9.5	1,885	
29	29	1	2	1	MAINTENANCE	13.23	6	79.38	9.5	754	
30	29			1	HEIGHTS LOT SECURITY	16.00	28	448.00	9.5	4,256	
31	29			1	TEMP BEACH COORDINATOR	22.23	40	889.20	9	8,003	
32	29			1	TEMP BEACH COORDINATOR P	22.23	40	889.20	1	889	
<b>TOTAL EMPLOYEES:</b>				<b>122</b>		<b>FTE</b>	<b>19.6</b>				
										<b>723,034</b>	

\*\* FY21 Seasonal Salary Table



# FALMOUTH SCHOOL DEPARTMENT

<i>FALMOUTH SCHOOL DEPARTMENT</i>						
		<b>FY 2020</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2022</b>
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
	SCHOOL DEPARTMENT	\$48,992,001	\$48,786,429 *	\$50,260,817 *	\$51,014,729	\$51,014,729
<b>TOTAL EXPENSES</b>		<b>\$48,992,001</b>	<b>\$48,786,429</b>	<b>\$50,260,817</b>	<b>\$51,014,729</b>	<b>\$51,014,729</b>
	*FY20 EXPENDITURES INCLUDES FY19 ENCUMBRANCES					
	*FY21 APPROPRIATION INCLUDES 42K VOTED AT APRIL ATM					



# 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	\$3,096,563	\$3,096,563	\$3,072,537	\$3,402,537	\$3,402,537
	CAPITAL	\$104,793	\$104,793	\$104,793	\$104,793	\$104,793
<b>TOTAL EXPENSES</b>		<b>\$3,201,356</b>	<b>\$3,201,356</b>	<b>\$3,177,330</b>	<b>\$3,507,330</b>	<b>\$3,507,330</b>



# RETIREMENT BENEFITS

RETIREMENT BENEFITS						
		FY 2020	FY 2020	FY 2021	FY 2022	FY 2022
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-911-5171	FRINGE BEN-RETRMNT PYRL*	\$8,436,144	\$8,431,144	\$8,955,150	\$9,620,709	\$9,620,709
01-911-5182	FRINGE BEN-N/CNTRB PENSN*	\$16,500 *	\$16,424	\$17,000	\$17,500	\$17,500
01-911-5184	FRINGE BEN-RET BRD OE	\$0	\$1,616	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$8,452,644</b>	<b>\$8,449,184</b>	<b>\$8,972,150</b>	<b>\$9,638,209</b>	<b>\$9,638,209</b>
*01-911-5182 - FY20 APPROPRIATION INCLUDES 1.5K BUDGET XFER						



# UNEMPLOYMENT

<i>UNEMPLOYMENT</i>						
		<b>FY 2020</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2022</b>
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
01-913-5174	FRINGE BEN-UNEMPLOYMENT*	\$245,000 *	\$81,424 *	\$145,000	\$145,000	\$145,000
<b>TOTAL EXPENSES</b>		<b>\$245,000</b>	<b>\$81,424</b>	<b>\$145,000</b>	<b>\$145,000</b>	<b>\$145,000</b>
	*01-913-5174 - FY20 APPROPRIATION INCLUDES \$100K BUDGET TRANSFER					
	*01-913-5174 - FY20 EXPENSE INCLUDES FY19 ENCUMBRANCES					



# HEALTH INSURANCE

<i>HEALTH INSURANCE BENEFITS</i>						
		<b>FY 2020</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2022</b>
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
01-914-5177	FRINGE BEN-HEALTH INS TWN	\$6,782,495	\$6,372,635	\$6,282,495	\$6,442,495	\$6,442,495
01-914-5178	FRINGE BEN-HEALTH INS SCH	\$6,955,712	\$6,589,170	\$6,955,712	\$6,955,712	\$6,955,712
01-914-5179	FRINGE BEN-HEALTH RETIRE	\$1,847,098	\$1,474,091	\$1,847,098	\$1,847,098	\$1,847,098
<b>TOTAL EXPENSES</b>		<b>\$15,585,305</b>	<b>\$14,435,895</b>	<b>\$15,085,305</b>	<b>\$15,245,305</b>	<b>\$15,245,305</b>
01-914-5177 - FY21 APPROPRIATION REDUCED AT APRIL ATM						



# LIFE INSURANCE

<i>LIFE INSURANCE</i>						
		FY 2020	FY 2020	FY 2021	FY 2022	FY 2022
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-915-5175	FRINGE BEN-LIFE INS TWN	\$4,288	\$2,943	\$4,288	\$4,288	\$4,288
01-915-5176	FRINGE BEN-LIFE INS SCH	\$4,944	\$1,819	\$4,944	\$4,944	\$4,944
<b>TOTAL EXPENSES</b>		<b>\$9,232</b>	<b>\$4,762</b>	<b>\$9,232</b>	<b>\$9,232</b>	<b>\$9,232</b>



# MEDICARE

<i>MEDICARE TAX</i>						
		<b>FY 2020</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2022</b>
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
01-916-5179	EMPLOYER CONTRIBUTION*	\$925,000 *	\$920,866	\$900,000	\$920,000	\$920,000
<b>TOTAL EXPENSES</b>		<b>\$925,000</b>	<b>\$920,866</b>	<b>\$900,000</b>	<b>\$920,000</b>	<b>\$920,000</b>
*01-916-5179 - FY20 APPROPRIATION INCLUDES 45K BUDGET XFER						



# OTHER EMPLOYEE BENEFITS

<i>OTHER EMPLOYEE BENEFITS</i>						
		<b>FY 2020</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2022</b>
<b>Account #</b>	<b>Account Description</b>	<b>Appropriated</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Approved</b>
01-919-5142	FRINGE BEN-LONGEVITY*	\$112,000	\$93,217	\$112,000	\$112,000	\$112,000
01-919-5152	FRINGE BEN-SCK LV BYBACK*	\$24,500	\$15,775	\$24,500	\$24,500	\$24,500
01-919-5170	EMP ASSIS PROG TWN/SCHL*	\$16,700	\$15,729	\$16,700	\$16,700	\$16,700
01-919-5171	MGL CH41 MEDICAL EXP*	\$15,000	\$14,360	\$15,000	\$15,000	\$15,000
01-919-5172	FRINGE BENEFIT - OTHER*	\$13,000	\$11,057	\$13,000	\$13,000	\$13,000
01-919-5180	FRINGE BEN LTD SCH/TOWN*	\$37,000	\$28,097	\$37,000	\$37,000	\$37,000
<b>TOTAL EXPENSES</b>		<b>\$218,200</b>	<b>\$178,235</b>	<b>\$218,200</b>	<b>\$218,200</b>	<b>\$218,200</b>



# COURT JUDGMENTS

COURT JUDGMENTS						
		FY 2020	FY 2020	FY 2021	FY 2022	FY 2022
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-941-5760	CLAIMS & JUDGMENTS*	\$500	\$0	\$500	\$500	\$500
<b>TOTAL EXPENSES</b>		<b>\$500</b>	<b>\$0</b>	<b>\$500</b>	<b>\$500</b>	<b>\$500</b>



# PROPERTY, LIABILITY AND WORKERS' COMPENSATION

<i>PROPERTY, LIABILITY &amp; WORKERS' COMP INSURANCE</i>						
		FY 2020	FY 2020	FY 2021	FY 2022	FY 2022
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-193-5740	OVERALL TOWN INSURANCE	\$1,690,724	\$0	\$1,724,538	\$1,750,000	\$1,750,000
01-193-5741	GEN LIABILITY END PREMIUMS	\$0	\$846,912	\$0	\$0	\$0
01-193-5742	GEN LIABILITY - CLAIMS	\$0	\$722	\$0	\$0	\$0
01-193-5744	WRKRS COMP - LOD PREMIUMS	\$0	\$363,136	\$0	\$0	\$0
01-193-5745	WRKRS COMP - CLAIMS/RETRO	\$0	\$331,284	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,690,724</b>	<b>\$1,542,054</b>	<b>\$1,724,538</b>	<b>\$1,750,000</b>	<b>\$1,750,000</b>



# DEBT

## DEBT SERVICE - EX PRINCIPAL

		FY 2020	FY 2020	FY 2021	FY 2022	FY 2022
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-710-5910	PRINCIPAL - BONDS EXCLUDED	\$8,547,100	\$8,365,982	\$9,346,104	\$8,341,883	\$8,385,884
01-710-5910	PRINCIPAL - BONDS EX ESTIMATED	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$8,547,100</b>	<b>\$8,365,982</b>	<b>\$9,346,104</b>	<b>\$8,341,883</b>	<b>\$8,385,884</b>

## DEBT SERVICE - EX INTEREST

		FY 2020	FY 2020	FY 2021	FY 2022	FY 2022
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-750-5915	INTERST - BONDS EXCLUDED	\$2,435,687	\$2,429,779	\$2,873,798	\$2,537,859	\$2,537,859
01-750-5915	INTERST - BONDS EX ESTIMATED	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$2,435,687</b>	<b>\$2,429,779</b>	<b>\$2,873,798</b>	<b>\$2,537,859</b>	<b>\$2,537,859</b>

## DEBT SERVICE - UNEX PRINCIPAL

		FY 2020	FY 2020	FY 2021	FY 2022	FY 2022
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-711-5910	PRINCIPAL-BONDS NOT EXCLUDED	\$2,581,978	\$2,581,977	\$2,455,744	\$2,458,134	\$2,458,134
01-711-5911	PRINCIPAL-CPA BONDS	\$955,000	\$955,000	\$926,050	\$836,000	\$836,000
01-711-5912	PRINCIPAL-WPAT LOANS	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$3,536,978</b>	<b>\$3,536,977</b>	<b>\$3,381,794</b>	<b>\$3,294,134</b>	<b>\$3,294,134</b>

## DEBT SERVICE - UNEX INTEREST

		FY 2020	FY 2020	FY 2021	FY 2022	FY 2022
Account #	Account Description	Appropriated	Expended	Appropriated	Requested	Approved
01-751-5915	INTEREST - BONDS NOT EXCLUDED	\$825,578	\$824,086	\$902,744	\$780,924	\$780,924
01-751-5916	INTEREST - CPA BONDS	\$187,169	\$187,169	\$151,819	\$107,519	\$107,519
01-751-5917	INTEREST - WPAT LOANS	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,012,747</b>	<b>\$1,011,255</b>	<b>\$1,054,563</b>	<b>\$888,443</b>	<b>\$888,443</b>



# MUNICIPAL DEBT

## OVERVIEW

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

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

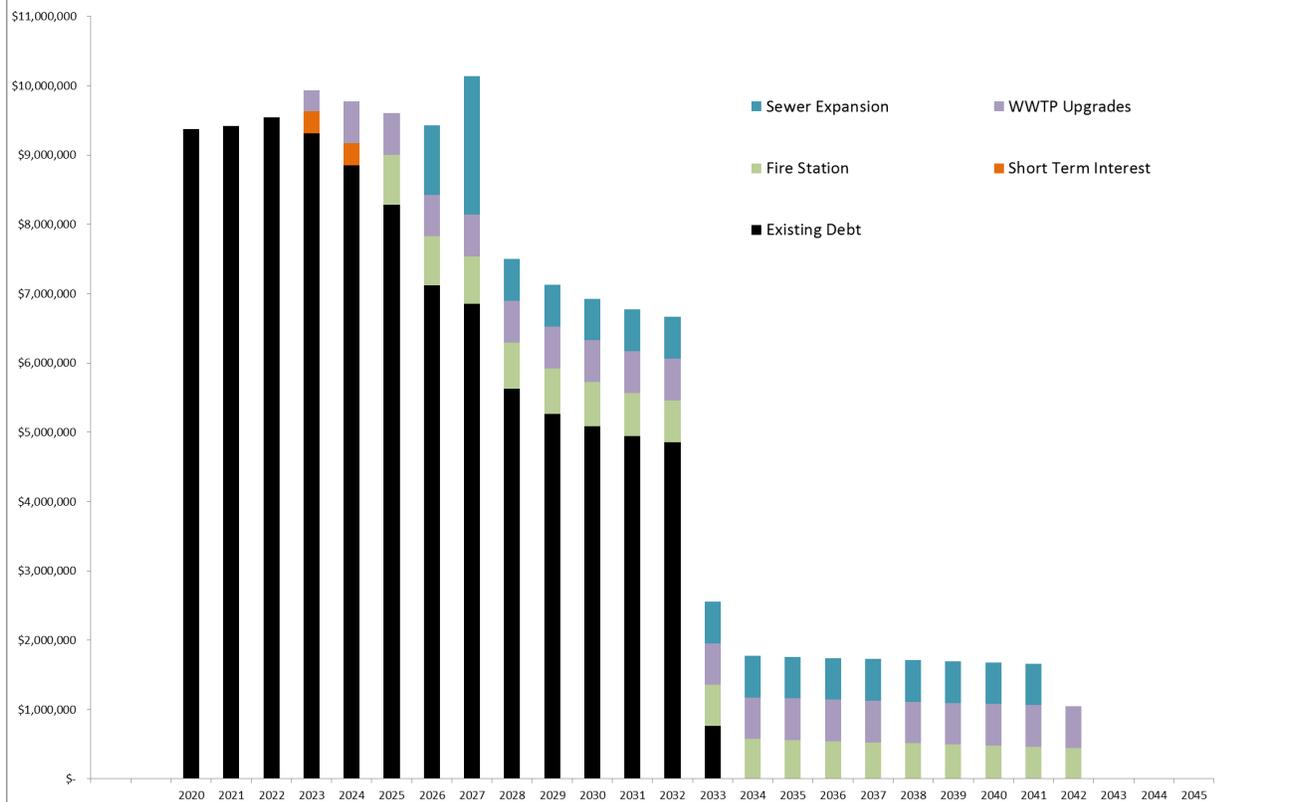
Massachusetts General Laws authorize a municipality to issue debt under certain circumstances and for various durations. Debt is typically used to finance capital projects or those that require significant cash outlays. The most commonly used method is general obligation bonds, which are supported by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

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

## DEBT MANAGEMENT POLICY

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

# MUNICIPAL DEBT



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

## AUTHORIZATION PROCEDURE AND LIMITATIONS

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

## DEBT LIMITS

The general debt limit of the Town consists of the normal debt limit and double debt limit. The normal debt limit is 5% of the valuation of taxable property as last equalized by the State Department of Revenue. The Town can authorize debt up to this amount without State approval. It can authorize debt up to twice this amount (the 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 \$659.3 million whereas total outstanding debt inside the limit amounts to approximately \$55.9 million (projected as of June 30, 2019), or less than 11.8% of the limit.

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

### *Revenue Anticipation Notes*

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

# MUNICIPAL DEBT

## CURRENT DEBT POSITION

As of June 30, 2020, the Town is projected to have \$173,010,511 of outstanding long-term debt. See table below.

**Town of Falmouth, Massachusetts**  
*Total Long-Term Debt Outstanding*  
*Projected as of June 30, 2020*

**Aggregate Debt Service**

Date	Principal	Interest	Total P+I
06/30/2020	-	-	-
06/30/2021	\$11,766,559.72	\$3,994,823.18	\$15,761,382.90
06/30/2022	\$11,728,693.71	\$3,433,268.57	\$15,161,962.28
06/30/2023	\$11,342,676.01	\$2,993,224.50	\$14,335,900.51
06/30/2024	\$10,867,474.91	\$2,629,312.80	\$13,496,787.71
06/30/2025	\$10,083,108.39	\$2,341,044.36	\$12,424,152.75
06/30/2026	\$9,174,592.46	\$2,038,223.36	\$11,212,815.82
06/30/2027	\$8,849,485.12	\$1,761,062.40	\$10,610,547.52
06/30/2028	\$7,607,375.37	\$1,502,901.97	\$9,110,277.34
06/30/2029	\$7,406,169.21	\$1,288,356.40	\$8,694,525.61
06/30/2030	\$6,772,131.63	\$1,088,235.82	\$7,860,367.45
06/30/2031	\$6,512,786.64	\$903,531.17	\$7,416,317.81
06/30/2032	\$6,579,400.24	\$731,970.53	\$7,311,370.77
06/30/2033	\$5,486,998.42	\$577,506.57	\$6,064,504.99
06/30/2034	\$5,560,599.18	\$445,260.26	\$6,005,859.44
06/30/2035	\$5,425,223.53	\$321,814.66	\$5,747,038.19
06/30/2036	\$4,560,895.47	\$219,524.31	\$4,780,419.78
06/30/2037	\$3,604,837.98	\$134,046.37	\$3,738,884.35
06/30/2038	\$2,258,168.08	\$75,412.37	\$2,333,580.45
06/30/2039	\$2,269,146.75	\$45,906.37	\$2,315,053.12
06/30/2040	\$1,827,565.01	\$20,737.52	\$1,848,302.53
06/30/2041	\$1,039,122.85	-	\$1,039,122.85
06/30/2042	\$1,040,682.27	-	\$1,040,682.27
06/30/2043	\$1,042,244.27	-	\$1,042,244.27
06/30/2044	\$1,043,808.84	-	\$1,043,808.84
06/30/2045	\$1,045,375.00	-	\$1,045,375.00
06/30/2046	\$1,046,944.73	-	\$1,046,944.73
06/30/2047	\$522,282.03	-	\$522,282.03
<b>Total</b>	<b>\$146,464,347.82</b>	<b>\$26,546,163.49</b>	<b>\$173,010,511.31</b>

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 FY20, net general fund debt service represented approximately 3.2% of total FY20 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 December 2019, the Town issued \$17,145,000 in new money for the senior center, athletic turf field, water mains and wastewater projects. Simultaneously, The Town refunded \$8,950,000 in bonds which resulted in an average interest rate of 1.929% and produced a savings of \$1,357,268 over the next ten years. The Town continues to manage its current debt within the debt drop-off window.

## **Fund-wide Financial Analysis of the Governments Funds**

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

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

The following discussion summarizes the highlights in Governmental Funds:

*General Fund* – The General Fund is the Town’s operating fund. Typical, the operating fund is designed for revenues to equal expenditures. Given the robust economy in Massachusetts particularly in Barnstable County, which recently was designated as a Metropolitan Statistical Area, operating funds have been generating a surplus for the last several years.

Revenues in the General Fund exceeded forecasts by \$8.7 million; experiences were observed through all revenue categories. As previously discussed, the economy continues to remain robust. Excise, user charges, licenses, permits and investment income all outpaced their estimates.

Strong budget management and conservative estimates had a similar impact on expenditures. Across the board favorable results caused expenditures to end below budget by about \$4.8 million. These savings were observed in many categories with benefits, public safety and general government being the largest beneficiaries.

This favorable budget operating result of \$13.2 million was offset by appropriations from surplus, mostly for capital, of over \$14.1 million and led to the General Fund decreasing over the prior year by almost \$1.2 million.

The Town’s Unassigned Fund Balance reported in the General Fund was over \$30.2 million (20.9% of General Fund expenditures). Total Fund Balance in the General Fund was approximately \$44.6 million (30.8% of General Fund expenditures). Both are very healthy amounts and indicative of a robust economy.

*Receipts Reserved for Appropriation* increased by almost \$0.6 million, as revenues exceeded net other financing uses. This was also a function of the robust economy as revenues in this group of funds is typically generated from charges. Fund balance of over \$7.0 million is classified as restricted in this fund.

*Community Preservation Fund* increased by almost \$0.9 million. This fund is used to accumulate balances that will be used for open space purchases and historical preservation. Sources of revenue are from property taxes, intergovernmental receipts and interest income. The increase brought the restricted fund balance to over \$7.7 million and was the result of less appropriations in the fund during 2019.

*Capital Projects Fund* decreased by over \$7.5 million. The Town continued to spend against prior year borrowings, thus revenues were limited to intergovernmental receipts and a modest amount of special assessments, while construction was over \$8.5 million. Fund balance consists of a deficit classified as unassigned of almost \$7.0 million and a restricted fund balance of over \$1.9 million for a total deficit of almost \$5.1 million. This deficit is expected to be cured by future bond issuances.

*Sewer Capital Projects Fund* decreased by over \$6.7 million as the Town began spending against a prior year bond issuance and also paid back almost \$5.2 million in debt. Remaining fund balance of over \$0.8 million is classified as restricted.

*Nonmajor Governmental Funds* increased by \$1.1 million. Since these funds are for the most part designed to accommodate money in = money out, the increase was primarily due to timing. The majority of the fund balance, almost \$8.2 million, is restricted with a very minor balance included as nonspendable.

*Proprietary Funds* – The Town’s proprietary funds consist completely of the Water Utility Services Fund which provides the same type of information found in the government-wide financial statements under Business-type activities. At the end of the year, net position of the Water Fund was approximately \$60.5 million, which represents an almost \$5.0 million increase from the prior year due. The primary cause of this was a transfer from the General Fund for capital purposes of over \$5.5 million. The slight reduction in operations of about \$0.5 million was related to wet weather conditions and less use of water.

*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 \$136.1 million.

The Pension Fund is used to pay pension benefits to retirees. The net position at the end of the year was about \$134.4 million or over \$10.6 million less than the prior year. This was primarily due to adverse market conditions during the year ended December 31, 2018.

The Private Purpose Trust Funds make up almost \$1.7 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 \$0.2 million to over \$0.7 million due to a contribution made by the Town in excess of premiums paid for retirees and investment income. The Town anticipates the use of an annual dedicated budget source to fund a portion of the annually determined contribution in future years.

FUND BALANCES - GOVERNMENTAL FUNDS

LAST TEN FISCAL YEARS

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>General Fund:</b>										
Nonspendable.....	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted.....	-	1,256,120	1,239,725	1,185,116	984,742	1,125,122	1,208,751	1,115,435	872,359	900,235
Committed.....	-	917,863	2,142,426	3,534,511	5,040,876	7,768,355	9,077,570	8,045,314	10,936,681	12,152,907
Assigned.....	1,478,625	483,699	444,267	990,687	2,288,500	1,074,035	761,367	1,459,796	1,129,906	1,307,788
Unassigned.....	3,556,345	5,984,413	7,909,172	12,124,497	16,497,937	20,397,223	25,304,234	30,774,762	32,789,666	30,616,724
<b>Total general fund.....</b>	<b>\$ 5,034,970</b>	<b>\$ 8,642,095</b>	<b>\$ 11,735,590</b>	<b>\$ 17,834,811</b>	<b>\$ 24,812,055</b>	<b>\$ 30,364,735</b>	<b>\$ 36,351,922</b>	<b>\$ 41,395,307</b>	<b>\$ 45,728,612</b>	<b>\$ 44,577,654</b>
<b>All Other Governmental Funds:</b>										
Nonspendable.....	\$ 175,000	\$ 175,000	\$ 175,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Restricted.....	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	25,701,966
Unassigned.....	(11,941,244)	(1,727,559)	-	(237,619)	(1,168,247)	(1,580,820)	(6,423,618)	-	-	(6,985,440)
<b>Total all other governmental funds.....</b>	<b>\$ (195,069)</b>	<b>\$ 12,444,382</b>	<b>\$ 16,169,844</b>	<b>\$ 17,697,340</b>	<b>\$ 18,601,263</b>	<b>\$ 19,115,463</b>	<b>\$ 14,493,829</b>	<b>\$ 30,735,789</b>	<b>\$ 30,417,226</b>	<b>\$ 18,741,526</b>

Note: The Town implemented GASB 54 in fiscal year 2011. The 2010 data presented were restated to conform to GASB 54 presentation.

CHANGES IN FUND BALANCES - GOVERNMENTAL FUNDS

LAST TEN FISCAL YEARS

	2010	2011	2012	2013 (1)	2014	2015	2016	2017	2018	2019
<b>Revenues:</b>										
Real estate and personal property taxes, net of tax refunds.....	\$ 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	\$ 105,641,420
Intergovernmental.....	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	28,939,936
Motor vehicle and boat excise.....	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	7,578,503
Licenses and permits.....	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	1,838,477
Departmental and other.....	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	5,887,826
User charges.....	-	-	-	1,252,472	4,432,147	4,454,984	4,368,924	4,981,417	5,468,989	5,692,621
Special assessments.....	-	-	557,047	614,815	676,290	676,290	595,922	574,957	2,673,785	1,267,555
Penalties and interest on taxes.....	453,662	622,102	495,965	609,442	630,497	869,751	938,734	731,749	621,244	636,734
Fines and forfeitures.....	166,161	157,549	180,815	167,681	200,551	182,135	149,664	173,772	216,884	194,492
Investment income.....	217,437	656,279	710,854	452,940	690,638	303,354	837,876	523,711	71,512	1,808,183
Contributions.....	94,452	95,891	389,347	51,477	170,668	188,013	124,845	130,466	93,293	154,442
<b>Total Revenue.....</b>	<b>121,543,783</b>	<b>123,864,781</b>	<b>127,676,910</b>	<b>134,202,250</b>	<b>140,418,632</b>	<b>135,876,881</b>	<b>144,983,189</b>	<b>148,838,046</b>	<b>154,941,195</b>	<b>159,640,169</b>
<b>Expenditures:</b>										
General government.....	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	10,067,363
Public safety.....	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	15,808,560
Education.....	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	55,450,860
Public works.....	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	9,810,067
Health and human services.....	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	1,662,623
Culture and recreation.....	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	2,987,595
Pension and fringe benefits.....	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	32,375,846
Community development.....	2,637,258	1,426,544	1,860,257	510,508	400,016	506,772	1,500,974	1,739,406	303,282	551,127
State and county charges.....	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	3,632,780
Capital outlay and other.....	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	16,107,831
Debt service:										
Principal.....	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	15,568,683
Interest.....	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	2,888,621
<b>Total Expenditures.....</b>	<b>137,183,150</b>	<b>128,821,370</b>	<b>124,901,363</b>	<b>130,649,348</b>	<b>135,122,259</b>	<b>133,339,003</b>	<b>161,316,454</b>	<b>158,801,458</b>	<b>150,569,636</b>	<b>166,911,956</b>
Excess of revenues over (under) expenditures.....	(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	(7,271,787)
<b>Other Financing Sources (Uses):</b>										
Issuances from bonds and notes.....	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.....	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	5,002,042
Transfers out.....	(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)	(10,556,913)
<b>Total other financing sources (uses).....</b>	<b>22,068,538</b>	<b>21,203,165</b>	<b>4,043,410</b>	<b>2,903,781</b>	<b>2,584,794</b>	<b>3,529,002</b>	<b>17,698,818</b>	<b>31,248,757</b>	<b>(356,817)</b>	<b>(5,554,871)</b>
<b>Net change in fund balance.....</b>	<b>\$ 6,429,171</b>	<b>\$ 16,246,576</b>	<b>\$ 6,818,957</b>	<b>\$ 6,456,683</b>	<b>\$ 7,881,167</b>	<b>\$ 6,066,880</b>	<b>\$ 1,365,553</b>	<b>\$ 21,285,345</b>	<b>\$ 4,014,742</b>	<b>\$ (12,826,658)</b>
Debt service as a percentage of noncapital expenditures.....	7.82%	8.93%	8.71%	10.50%	10.02%	9.71%	9.41%	9.25%	9.75%	12.44%

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

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

	General	Receipts Reserved for Appropriation	Community Preservation	Capital Projects	Sewer Capital Projects	Nonmajor Governmental Funds	Total
Nonspendable:							
Perpetual permanent funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000
Restricted:							
Ferry fee receipts	-	1,325,330	-	-	-	-	1,325,330
Title V program	-	252,336	-	-	-	-	252,336
Golf course	-	621,729	-	-	-	-	621,729
Waterways	-	780,558	-	-	-	-	780,558
Energy revolving	-	1,445,777	-	-	-	-	1,445,777
Parking meter receipts	-	381,813	-	-	-	-	381,813
Debt service	617,764	172,347	-	-	-	-	790,111
Town federal and state grants	-	-	-	-	-	610,322	610,322
School federal and state grants	-	-	-	-	-	251,141	251,141
Transfer station revolving fund	-	-	-	-	-	290,724	290,724
Other town revolving funds	-	-	-	-	-	226,883	226,883
School revolving funds	-	-	-	-	-	2,745,009	2,745,009
Town gift funds	-	-	-	-	-	454,591	454,591
School gift funds	-	-	-	-	-	37,174	37,174
Capital outlay - special assessments	-	1,666,678	-	911,916	-	-	2,578,594
Capital outlay - schools	-	-	-	225,389	-	-	225,389
Capital outlay - library renovation	-	-	-	219,481	-	-	219,481
Capital outlay - energy management	-	-	-	443,066	-	-	443,066
Capital outlay - sewer	-	-	-	-	841,385	-	841,385
Capital outlay - other purposes	-	-	-	109,635	-	-	109,635
Community preservation	-	-	7,740,177	-	-	-	7,740,177
Employee benefits	282,471	-	-	-	-	-	282,471
Affordable housing trust	-	-	-	-	-	3,052,074	3,052,074
Conservation trust	-	-	-	-	-	289,850	289,850
Other trust funds	-	-	-	-	-	203,850	203,850
Other purposes	-	402,731	-	-	-	-	402,731
Committed:							
Consolidated dispatch center	132,417	-	-	-	-	-	132,417
Skateboard park	299,398	-	-	-	-	-	299,398
Building improvements	502,817	-	-	-	-	-	502,817
Facilities maintenance	667,222	-	-	-	-	-	667,222
Information technology	529,577	-	-	-	-	-	529,577
Conservation projects	283,798	-	-	-	-	-	283,798
Other general government articles	769,178	-	-	-	-	-	769,178
Police equipment	272,971	-	-	-	-	-	272,971
Police site improvements	174,224	-	-	-	-	-	174,224
Fire equipment	2,349,822	-	-	-	-	-	2,349,822
Marine services	631,748	-	-	-	-	-	631,748
Education	1,698,569	-	-	-	-	-	1,698,569
Public works infrastructure	2,445,754	-	-	-	-	-	2,445,754
Public works equipment	1,258,539	-	-	-	-	-	1,258,539
Other purposes	136,873	-	-	-	-	-	136,873
Assigned:							
Information technology	33,034	-	-	-	-	-	33,034
Education	860,943	-	-	-	-	-	860,943
Facilities maintenance	42,188	-	-	-	-	-	42,188
Fire department	267,696	-	-	-	-	-	267,696
Other purposes	103,927	-	-	-	-	-	103,927
Unassigned	30,216,724	-	-	(6,985,440)	-	-	23,231,284
<b>Total Fund Balances</b>	<b>\$44,577,654</b>	<b>\$ 7,049,299</b>	<b>\$7,740,177</b>	<b>\$(5,075,953)</b>	<b>\$ 841,385</b>	<b>\$ 8,186,618</b>	<b>\$63,319,180</b>

TOWN OF FALMOUTH, MASSACHUSETTS

STATEMENT OF NET POSITION  
JUNE 30, 2019

	Primary Government			(December 31, 2018 Component Unit
	Governmental Activities	Business-Type Activities	Total	
<b>Assets</b>				
Cash and cash equivalents	\$ 68,763,733	\$ 4,688,917	\$ 73,452,650	\$ 504,003
Investments	19,286,018	582,933	19,868,951	-
Receivables, net of allowance for uncollectibles:				
Real estate and personal property taxes	1,755,727	-	1,755,727	-
Tax liens and deferrals	1,935,877	-	1,935,877	-
Excise	941,630	-	941,630	-
User fees	-	976,683	976,683	-
Special assessments	23,616,914	185,475	23,802,389	-
Departmental and other	837,975	-	837,975	17,000
Notes receivable	-	-	-	38,640
Intergovernmental	6,706,999	62,948	6,769,947	-
Prepaid items	-	-	-	2,946
Property held for sale	-	-	-	85,763
Capital assets, not being depreciated	93,709,625	1,486,126	95,195,751	-
Capital assets, net of accumulated depreciation	210,722,729	100,965,261	311,687,990	-
<b>Total Assets</b>	<b>428,277,227</b>	<b>108,948,343</b>	<b>537,225,570</b>	<b>648,352</b>
<b>Deferred Outflows of Resources</b>				
Deferred other postemployment benefits	11,218,931	128,906	11,347,837	-
Deferred pensions	19,566,662	871,795	20,438,457	-
Deferred charge on refunding	916,736	-	916,736	-
<b>Total Deferred Outflows of Resources</b>	<b>31,702,329</b>	<b>1,000,701</b>	<b>32,703,030</b>	<b>-</b>
<b>Liabilities</b>				
Warrants and accounts payable	6,307,776	524,608	6,832,384	16,528
Accrued payroll	3,370,474	-	3,370,474	-
Retainage payable	309,275	-	309,275	-
Other liabilities	11,968	-	11,968	-
Interest expense	1,010,049	-	1,010,049	-
Bond anticipation notes payable	16,400,000	-	16,400,000	-
Long-term liabilities:				
Due within one year	10,206,075	2,655,676	12,861,751	-
Due in more than one year	315,521,405	46,009,982	361,531,387	-
<b>Total Liabilities</b>	<b>353,137,022</b>	<b>49,190,266</b>	<b>402,327,288</b>	<b>16,528</b>
<b>Deferred Inflows of Resources</b>				
Deferred other postemployment benefits	9,703,780	176,863	9,880,643	-
Deferred pensions	1,318,068	58,727	1,376,795	-
<b>Total Deferred Inflows of Resources</b>	<b>11,021,848</b>	<b>235,590</b>	<b>11,257,438</b>	<b>-</b>
<b>Net Position</b>				
Net investment in capital assets	195,917,472	63,052,501	258,969,973	-
Restricted:				
Nonexpendable permanent funds	25,000	-	25,000	-
Expendable permanent funds	3,545,774	-	3,545,774	-
Community preservation	7,817,902	-	7,817,902	-
Federal and State grants	2,352,298	-	2,352,298	-
Debt service	29,666,164	-	29,666,164	-
Gift funds	491,765	-	491,765	-
Property held for sale	-	-	-	85,763
Unrestricted	(143,995,689)	(2,529,313)	(146,525,002)	546,061
<b>Total Net Position</b>	<b>\$ 95,820,686</b>	<b>\$ 60,523,188</b>	<b>\$ 156,343,874</b>	<b>\$ 631,824</b>

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

STATEMENT OF ACTIVITIES  
YEAR ENDED JUNE 30, 2019

Functions/Programs	Expenses	Program Revenues			Net (Expenses) Revenues and Changes in Net Position			(December 31, 2018) Component Unit
		Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Governmental Activities	Business-Type Activities	Total	
<b>Primary Government:</b>								
<i>Governmental Activities:</i>								
General government	\$ 15,246,101	\$ 2,129,645	\$ 229,043	\$ -	\$ (12,887,413)	\$ (12,887,413)	\$ -	
Public safety	28,338,433	5,477,552	110,033	209,000	(22,541,848)	(22,541,848)	-	
Education	81,536,717	1,721,817	22,131,309	-	(57,683,591)	(57,683,591)	-	
Public works	16,580,231	1,972,319	158,053	1,889,602	(12,560,257)	(12,560,257)	-	
Health and human services	2,807,955	177,909	675,652	-	(1,954,394)	(1,954,394)	-	
Culture and recreation	6,089,325	1,765,707	598,632	-	(3,724,986)	(3,724,986)	-	
Interest expense	2,816,838	-	292,389	172,347	(2,352,102)	(2,352,102)	-	
Community development	551,127	-	-	589,551	38,424	38,424	-	
Total Governmental Activities	153,966,727	13,244,949	24,195,111	2,860,500	(113,666,167)	(113,666,167)	-	
<i>Business-Type Activities:</i>								
Water	7,525,174	6,857,045	-	35,086	\$ (633,043)	(633,043)	-	
Total Business-type Activities	7,525,174	6,857,045	-	35,086	(633,043)	(633,043)	-	
Total Primary Government	\$ 161,491,901	\$ 20,101,994	\$ 24,195,111	\$ 2,895,586	(113,666,167)	(633,043)	(114,299,210)	-
<b>Component Unit:</b>								
Falmouth EDIC	\$ 150,329	\$ 132,861	\$ -	\$ -			\$ (17,468)	
Total Component Unit	\$ 150,329	\$ 132,861	\$ -	\$ -			(17,468)	
<b>General Revenues:</b>								
Real and personal property taxes					105,905,904	-	105,905,904	-
Motor vehicle and other excise					7,217,497	-	7,217,497	-
Grants and contributions not restricted to specific programs					2,172,038	-	2,172,038	-
Penalties and interest on taxes					636,734	-	636,734	-
Unrestricted investment income					1,808,183	33,609	1,841,792	763
Other					-	-	-	432
<b>Transfers (net)</b>					(5,554,871)	5,554,871	-	-
Total General Revenues and Transfers					112,185,485	5,588,480	117,773,965	1,195
Change in Net Position					(1,480,682)	4,955,437	3,474,755	(16,273)
<b>Net Position:</b>								
Beginning of year					97,301,368	55,567,751	152,869,119	648,097
End of year					\$ 95,820,686	\$ 60,523,188	\$ 156,343,874	\$ 631,824

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

GOVERNMENTAL FUNDS  
BALANCE SHEET  
JUNE 30, 2019

	General	Receipts Reserved for Appropriation	Community Preservation	Capital Projects	Sewer Capital Project	Nonmajor Governmental Funds	Total Governmental Funds
<b>Assets:</b>							
Cash and cash equivalents	\$35,916,563	\$ 6,874,764	\$ 7,752,748	\$ 12,939,406	\$ 932,942	\$ 4,347,310	\$ 68,763,733
Investments	15,715,244	-	-	-	-	3,570,774	19,286,018
Receivables, net of allowance for uncollectibles:							
Real estate and personal property taxes	1,720,483	-	35,244	-	-	-	1,755,727
Tax liens and deferrals	1,893,396	-	42,481	-	-	-	1,935,877
Excise	941,630	-	-	-	-	-	941,630
Special assessments	74,642	22,719,203	-	823,069	-	-	23,616,914
Other	738,332	99,643	-	-	-	-	837,975
Intergovernmental	5,874,923	74,892	-	176,293	138,093	442,798	6,706,999
Due from other funds	-	-	-	-	-	-	-
<b>Total Assets</b>	<b>62,875,213</b>	<b>29,768,502</b>	<b>7,830,473</b>	<b>13,938,768</b>	<b>1,071,035</b>	<b>8,360,882</b>	<b>123,844,873</b>
<b>Deferred Outflows of Resources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Assets and Deferred Outflows of Resources</b>	<b>\$62,875,213</b>	<b>\$ 29,768,502</b>	<b>\$ 7,830,473</b>	<b>\$ 13,938,768</b>	<b>\$ 1,071,035</b>	<b>\$ 8,360,882</b>	<b>\$ 123,844,873</b>
<b>Liabilities:</b>							
Warrants and accounts payable	\$ 4,547,007	\$ -	\$ 12,571	\$ 1,482,377	\$ 91,557	\$ 174,264	\$ 6,307,776
Accrued payroll and withholdings	3,370,474	-	-	-	-	-	3,370,474
Retainage payable	-	-	-	309,275	-	-	309,275
Other liabilities	11,968	-	-	-	-	-	11,968
Bond anticipation notes payable	-	-	-	16,400,000	-	-	16,400,000
Due to other funds	-	-	-	-	-	-	-
<b>Total Liabilities</b>	<b>7,929,449</b>	<b>-</b>	<b>12,571</b>	<b>18,191,652</b>	<b>91,557</b>	<b>174,264</b>	<b>26,399,493</b>
<b>Deferred Inflows of Resources:</b>							
Unavailable revenues - property taxes	3,289,017	-	77,725	-	-	-	3,366,742
Unavailable revenues - excise taxes	941,630	-	-	-	-	-	941,630
Unavailable revenues - special assessments	74,642	22,719,203	-	823,069	-	-	23,616,914
Unavailable revenues - other	738,332	-	-	-	-	-	738,332
Unavailable revenues - intergovernmental	5,324,489	-	-	-	138,093	-	5,462,582
<b>Total Deferred Inflows of Resources</b>	<b>10,368,110</b>	<b>22,719,203</b>	<b>77,725</b>	<b>823,069</b>	<b>138,093</b>	<b>-</b>	<b>34,126,200</b>
<b>Fund Balances:</b>							
Nonspendable	-	-	-	-	-	25,000	25,000
Restricted	900,235	7,049,299	7,740,177	1,909,487	841,385	8,161,618	26,602,201
Committed	12,152,907	-	-	-	-	-	12,152,907
Assigned	1,307,788	-	-	-	-	-	1,307,788
Unassigned	30,216,724	-	-	(6,985,440)	-	-	23,231,284
<b>Total Fund Balances</b>	<b>44,577,654</b>	<b>7,049,299</b>	<b>7,740,177</b>	<b>(5,075,953)</b>	<b>841,385</b>	<b>8,186,618</b>	<b>63,319,180</b>
<b>Total Liabilities, Deferred Inflows of Resources, and Fund Balances</b>	<b>\$62,875,213</b>	<b>\$ 29,768,502</b>	<b>\$ 7,830,473</b>	<b>\$ 13,938,768</b>	<b>\$ 1,071,035</b>	<b>\$ 8,360,882</b>	<b>\$ 123,844,873</b>

See accompanying notes to basic financial statements.

**TOWN OF FALMOUTH, MASSACHUSETTS**

**RECONCILIATION OF THE GOVERNMENTAL FUNDS BALANCE SHEET  
TOTAL FUND BALANCES TO THE STATEMENT OF NET POSITION  
JUNE 30, 2019**

<b>Total Governmental Fund Balances</b>		<b>\$ 63,319,180</b>
Capital assets used in governmental activities are not financial resources and therefore are not reported in the funds.		304,432,354
Other long-term assets are not available to pay for current period expenditures and, therefore, are reported as unavailable revenue in the funds		34,126,200
In the Statement of Activities, interest is accrued on outstanding long-term debt whereas in the governmental funds, interest is not reported until due.		(1,010,049)
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	916,736	
Deferred outflows related to other postemployment benefits	11,218,931	
Deferred outflows related to pensions	19,566,662	
Deferred inflows related to other postemployment benefits	(9,703,780)	
Deferred inflows related to pensions	<u>(1,318,068)</u>	
Net effect of reporting deferred outflows and inflows of resources		20,680,481
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	(105,072,707)	
Unamortized premiums on bonds	(1,045,589)	
Landfill monitoring	(360,000)	
Compensated absences	(1,574,004)	
Net pension liability	(81,897,217)	
Net other postemployment benefits liability	<u>(135,777,963)</u>	
Net effect of reporting long-term liabilities		<u>(325,727,480)</u>
<b>Net Position of Governmental Activities</b>		<b><u>\$ 95,820,686</u></b>

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

GOVERNMENTAL FUNDS  
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES  
YEAR ENDED JUNE 30, 2019

	General	Receipts Reserved for Appropriation	Community Preservation	Capital Projects	Sewer Capital Project	Nonmajor Governmental Funds	Total Governmental Funds
<b>Revenues:</b>							
Real and personal property taxes	\$ 102,612,088	\$ -	\$ 3,029,332	\$ -	\$ -	\$ -	\$ 105,641,420
Intergovernmental	21,869,054	491,868	589,551	611,942	-	5,377,521	28,939,936
Motor vehicle and other excises	7,578,503	-	-	-	-	-	7,578,503
Licenses and permits	1,838,477	-	-	-	-	-	1,838,477
Departmental and other	3,025,501	1,698,163	-	-	-	1,164,162	5,887,826
User charges	5,692,621	-	-	-	-	-	5,692,621
Special assessments	977,159	149,155	-	141,221	-	-	1,267,535
Penalties and interest on taxes	625,724	-	11,010	-	-	-	636,734
Fines and forfeitures	194,492	-	-	-	-	-	194,492
Investment income	1,571,921	-	67,371	-	-	168,891	1,808,183
Contributions and donations	-	-	-	-	-	154,442	154,442
<b>Total Revenues</b>	<u>145,985,540</u>	<u>2,339,186</u>	<u>3,697,264</u>	<u>753,163</u>	<u>-</u>	<u>6,865,016</u>	<u>159,640,169</u>
<b>Expenditures:</b>							
Current:							
General government	10,244,037	-	7,866	847,519	-	281,196	11,380,618
Public safety	17,329,055	-	-	-	-	394,764	17,723,819
Education	50,964,646	-	-	2,671,834	-	4,914,669	58,551,149
Public works	12,200,623	-	9,075	653,556	1,558,226	271,833	14,693,313
Health and human services	1,554,410	-	-	4,350,071	-	284,954	6,189,435
Culture and recreation	3,113,939	-	80,204	-	-	162,422	3,356,565
Pension and fringe benefits	32,375,846	-	-	-	-	-	32,375,846
Community development	-	-	551,127	-	-	-	551,127
State and county tax assessments	3,632,780	-	-	-	-	-	3,632,780
Debt service:							
Principal	10,393,255	-	-	-	5,175,428	-	15,568,683
Interest	2,888,621	-	-	-	-	-	2,888,621
<b>Total Expenditures</b>	<u>144,697,212</u>	<u>-</u>	<u>648,272</u>	<u>8,522,980</u>	<u>6,733,654</u>	<u>6,309,838</u>	<u>166,911,956</u>
<b>Excess (Deficiency) of Revenues Over (Under) Expenditures</b>	<u>1,288,328</u>	<u>2,339,186</u>	<u>3,048,992</u>	<u>(7,769,817)</u>	<u>(6,733,654)</u>	<u>555,178</u>	<u>(7,271,787)</u>
<b>Other Financing Sources (Uses)</b>							
Transfers in	3,588,301	268,741	-	375,000	-	770,000	5,002,042
Transfers out	(6,027,587)	(2,016,314)	(2,194,629)	(147,358)	-	(171,025)	(10,556,913)
<b>Total Other Financing Sources (Uses)</b>	<u>(2,439,286)</u>	<u>(1,747,573)</u>	<u>(2,194,629)</u>	<u>227,642</u>	<u>-</u>	<u>598,975</u>	<u>(5,554,871)</u>
<b>Net Change in Fund Balances</b>	<u>(1,150,958)</u>	<u>591,613</u>	<u>854,363</u>	<u>(7,542,175)</u>	<u>(6,733,654)</u>	<u>1,154,153</u>	<u>(12,826,658)</u>
<b>Fund Balances, Beginning, as restated (see note IV)</b>	<u>45,728,612</u>	<u>6,457,686</u>	<u>6,885,814</u>	<u>2,466,222</u>	<u>7,575,039</u>	<u>7,032,465</u>	<u>76,145,838</u>
<b>Fund Balances, Ending</b>	<u>\$ 44,577,654</u>	<u>\$ 7,049,299</u>	<u>\$ 7,740,177</u>	<u>\$ (5,075,953)</u>	<u>\$ 841,385</u>	<u>\$ 8,186,618</u>	<u>\$ 63,319,180</u>

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, 2019**

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**Net Change in Fund Balances - Total Governmental Fund Balances** **\$ (12,826,658)**

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	\$ 16,107,831	
Depreciation expense	(9,270,294)	
Net effect of reporting capital assets		6,837,537

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	198,207	
Repayments of debt	15,568,683	
Net effect of reporting long-term debt		15,705,267

Revenues in the Statement of Activities that do not provide current financial resources are unavailable in the Statement of Revenues, Expenditures and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable differ between the two statements. The amount presented represents the following differences derived from unavailable revenue. (1,599,253)

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. (64,801)

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	(89,954)	
Other postemployment benefits	(2,907,511)	
Pension benefits	(6,565,309)	
Landfill liability	30,000	
Net effect of reporting long-term liabilities		(9,532,774)

**Change in Net Position of Governmental Activities** **\$ (1,480,682)**

See accompanying notes to basic financial statements.

**TOWN OF FALMOUTH, MASSACHUSETTS**

**PROPRIETARY FUNDS  
STATEMENT OF NET POSITION  
JUNE 30, 2019**

		Business-type Activities - <u>Enterprise Funds</u> Water Enterprise
<b>Assets:</b>		
Current Assets:		
Cash and cash equivalents	\$	4,688,917
Investments		582,933
Receivables (net)		
User fees		976,683
Special assessments		1,970
Intergovernmental		5,168
Total Current Assets		<u>6,255,671</u>
Noncurrent Assets:		
Receivables (net):		
Special assessments		183,505
Intergovernmental		57,780
Capital assets, not being depreciated		1,486,126
Capital assets, net of accumulated depreciation		100,965,261
Total Noncurrent Assets		<u>102,692,672</u>
<b>Total Assets</b>		<u>108,948,343</u>
<b>Deferred Outflows of Resources:</b>		
Related to net other postemployment benefits liability		128,906
Related to net pension liability		871,795
Total Deferred Outflows of Resources		<u>1,000,701</u>
<b>Liabilities:</b>		
Current Liabilities:		
Warrants and accounts payable		524,608
Compensated absences		13,513
Bonds and notes payable		2,642,163
Total Current Liabilities		<u>3,180,284</u>
Noncurrent Liabilities:		
Compensated absences		40,538
Bonds and notes payable		39,845,778
Net pension liability		3,648,943
Net other postemployment benefits liability		2,474,723
Total Noncurrent Liabilities		<u>46,009,982</u>
<b>Total Liabilities</b>		<u>49,190,266</u>
<b>Deferred Inflows of Resources:</b>		
Related to net other postemployment benefits liability		176,863
Related to net pension liability		58,727
Total Deferred Inflows of Resources		<u>235,590</u>
<b>Net Position:</b>		
Net investment in capital assets		63,052,501
Unrestricted		(2,529,313)
<b>Total Net Position</b>	\$	<u>60,523,188</u>

See accompanying notes to basic financial statements.

**TOWN OF FALMOUTH, MASSACHUSETTS**

**PROPRIETARY FUNDS  
STATEMENT OF REVENUES, EXPENSES,  
AND CHANGES IN NET POSITION  
YEAR ENDED JUNE 30, 2019**

	Business-type Enterprise Funds
	Water Enterprise
<b>Operating Revenues:</b>	
Charges for services	\$ 6,857,045
<b>Total Operating Revenues</b>	6,857,045
<b>Operating Expenses:</b>	
Operating costs	4,434,530
Depreciation	2,120,988
<b>Total Operating Expenses</b>	6,555,518
<b>Total Operating Income</b>	301,527
<b>Nonoperating Revenues (Expenses):</b>	
Interest expense	(969,656)
Interest income	33,609
<b>Total Nonoperating Revenues (Expenses)</b>	(936,047)
<b>Income Before Capital Contributions and Transfers</b>	(634,520)
Capital contributions	35,086
Transfers in	5,554,871
<b>Change in Net Position</b>	4,955,437
<b>Net Position at Beginning of Year</b>	55,567,751
<b>Net Position at End of Year</b>	\$ 60,523,188

See accompanying notes to basic financial statements.

TOWN OF FALMOUTH, MASSACHUSETTS

STATEMENT OF CASH FLOWS -  
 PROPRIETARY FUNDS  
 YEAR ENDED JUNE 30, 2019

	Business-type Activities - Enterprise Funds Water Enterprise
<b>Cash Flows from Operating Activities:</b>	
Receipts from users	\$ 7,071,978
Payments to vendors	(2,376,358)
Payments to employees	(1,224,848)
<b>Net Cash Provided by Operating Activities</b>	<u>3,470,772</u>
<b>Cash Flows from Noncapital Financing Activities:</b>	
Transfers in	5,554,871
<b>Net Cash Provided by Noncapital Financing Activities</b>	<u>5,554,871</u>
<b>Cash Flows from Capital and Related Financing Activities:</b>	
Proceeds from issuance of bonds	146,932
Proceeds from capital grants	5,065
Proceeds from capital assessments	32,109
Acquisition and construction of capital assets	(2,436,139)
Principal payments on bonds and notes	(2,257,190)
Interest expense	(1,055,605)
<b>Net Cash Used for Capital and Related Financing Activities</b>	<u>(5,564,828)</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>	
Investment of operating cash, net	(33,609)
Investment income	33,609
<b>Net Cash Provided by Investing Activities</b>	<u>-</u>
<b>Net Change in Cash and Cash Equivalents</b>	3,460,815
<b>Cash and Cash Equivalents:</b>	
<b>Beginning of Year</b>	<u>1,228,102</u>
<b>End of Year</b>	<u><b>\$ 4,688,917</b></u>
<b>Reconciliation of Operating Income (Loss) to Net Cash Provided by (Used in) Operating Activities:</b>	
Operating income	\$ 301,527
Adjustments to Reconcile Operating Income (Loss) to Net Cash Provided by (Used in) Operating Activities:	
Depreciation	2,120,988
Changes in assets, deferred outflows, liabilities and deferred inflows:	
User fees receivable	214,933
Deferred outflows of resources	(769,910)
Warrants and accounts payable	489,565
Compensated absences	(12,156)
Net pension liability	1,096,030
Net other postemployment benefits liability	215,104
Deferred inflows of resources	(185,309)
<b>Net Cash Provided by Operating Activities</b>	<u><u>\$ 3,470,772</u></u>
Noncash capital and related financing activities:	
Amortization of bond premium	\$ 85,949
Governmental debt subsidies	5,065
Change in fair value of investments	17,090

See accompanying notes to basic financial statements.

**TOWN OF FALMOUTH, MASSACHUSETTS**

**STATEMENT OF NET POSITION  
FIDUCIARY FUNDS  
JUNE 30, 2019**

	Pension and Other Employee Benefit Trust Funds	Private Purpose Trust Funds	Agency Funds
<b>Assets:</b>			
Cash and Cash Equivalents	\$ 5,118,259	\$ -	\$ 1,967,561
Investments (at fair value):			
Equity securities	23,512,754	1,651,384	-
Domestic equity mutual funds	26,047,730	-	-
International equity mutual funds	11,539,768	-	-
Fixed income mutual funds	23,132,467	-	-
Private equity funds	13,937,248	-	-
Real estate funds	12,760,696	-	-
PRIT	18,506,557	-	-
<b>Total Investments</b>	<b>129,437,220</b>	<b>1,651,384</b>	<b>-</b>
Receivables:			
Other receivables	-	-	94,208
<b>Total Receivables</b>	<b>-</b>	<b>-</b>	<b>94,208</b>
<b>Total Assets</b>	<b>134,555,479</b>	<b>1,651,384</b>	<b>2,061,769</b>
<b>Liabilities:</b>			
Warrants and accounts payable	101,128	-	402,317
Due to brokers for securities purchased	47,296	-	-
Payroll liabilities	-	-	900,091
Performance bonds	-	-	634,934
Other	-	-	124,427
<b>Total Liabilities</b>	<b>148,424</b>	<b>-</b>	<b>2,061,769</b>
<b>Net Position:</b>			
Restricted for pensions	133,657,201	-	-
Restricted for other postemployment benefits	749,854	-	-
Held in trust for private purposes	-	1,651,384	-
<b>Total Net Position</b>	<b>\$ 134,407,055</b>	<b>\$ 1,651,384</b>	<b>\$ -</b>

See accompanying notes to basic financial statements.

**TOWN OF FALMOUTH, MASSACHUSETTS**

**STATEMENT OF CHANGES IN NET POSITION**

**FIDUCIARY FUNDS**

**YEAR ENDED JUNE 30, 2019**

	Pension and Other Employee Benefit Trust Funds	Private Purpose Trust Funds
<b>Additions</b>		
Contributions:		
Employer	\$ 13,004,211	\$ -
Employee	3,014,532	-
Other	814,512	-
Total Contributions	<u>16,833,255</u>	<u>-</u>
Investment income:		
Interest and dividends	2,555,557	44,200
Net appreciation in fair value of investments	(10,947,891)	45,832
Less - investment management fees	(1,016,915)	-
Net investment earnings	<u>(9,409,249)</u>	<u>90,032</u>
<b>Total Additions (net)</b>	<u>7,424,006</u>	<u>90,032</u>
<b>Deductions</b>		
Benefit payments to pensioners and beneficiaries	16,311,519	-
Member refunds	546,310	-
Transfers and reimbursements to other systems	765,139	-
Payroll expenses of the System	173,054	-
Other administrative expenses	154,754	-
Scholarships	-	1,500
Human services	-	11,958
<b>Total Deductions</b>	<u>17,950,776</u>	<u>13,458</u>
<b>CHANGE IN NET POSITION</b>	(10,526,770)	76,574
<b>NET POSITION AT BEGINNING OF YEAR</b>	<u>144,933,825</u>	<u>1,574,810</u>
<b>NET POSITION AT END OF YEAR</b>	<u>\$ 134,407,055</u>	<u>\$ 1,651,384</u>

See accompanying notes to basic financial statements.

## **Town of Falmouth**

### **Fiscal Policy**

#### **Board of Selectmen Voted to Approve**

**September 11, 2017**

#### **I. Introduction**

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

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

#### **II. Goals**

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

#### **III. Revenue Policy**

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

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

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

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

VI. Reserve Fund Balance Policy

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

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

VII. Capital Improvement and Stabilization Fund Policy

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

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

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

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

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

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

#### VIII. Debt Policy

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

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

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



# 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 E. English Braga	Elected/3 Yrs.	2022
Selectman	Douglas C. Brown	Elected/3 Yrs.	2022
Selectman	Douglas H. Jones	Elected/3 Yrs.	2021
Selectman	Samuel H. Patterson, Jr	Elected/3 Yrs.	2023
Selectman	Nancy R. Taylor	Elected/3 Yrs.	2023
Town Manager	Julian M. Suso	Appointed	2021
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
<b>Total Employment</b>	<b>14,505</b>	<b>14,438</b>	<b>13,570</b>	<b>14,711</b>	<b>14,652</b>
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.

Name	Product/Function	Approximate No. of Employees
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 force of 18,082 of which 17,449 were employed and 633, or 3.5%, were unemployed, as compared with 3.9% for

# COMMUNITY PROFILE FOR FALMOUTH, MASSACHUSETTS

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				
2020 (1)	138	55,162,655.00	9	24,158,143.00	2,520	85,589,685.00	2,667	164,910,483.00
2019	104	42,787,654.00	17	17,311,242.00	2,850	75,037,398.00	2,971	135,136,294.00
2018	115	41,259,285.00	3	8,937,909.00	2,857	80,342,502.00	2,975	130,539,696.00
2017	85	25,604,952.00	6	1,095,000.00	1,929	94,306,811.00	2,020	121,006,763.00
2016	71	27,769,500.00	7	3,454,063.00	2,759	65,840,769.00	2,837	97,064,332.00

(1) Issued through December 15, 2020

## Transportation and Utilities

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

Gas and electric services are provided by established private utilities.

# COMMUNITY PROFILE FOR FALMOUTH, MASSACHUSETTS

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

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

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

## Population, Income and Wealth Levels

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

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

SOURCE: U.S. Bureau of the Census.

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

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

## GLOSSARY

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

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

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

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

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

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

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

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

## GLOSSARY

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

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

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

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

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

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

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

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

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

## GLOSSARY

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

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

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

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

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

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

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

## GLOSSARY

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

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

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

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