

# **TOWN OF DENNIS MASSACHUSETTS**



## **PROPOSED ANNUAL BUDGET FISCAL YEAR 2024**

Elizabeth Sullivan  
Town Administrator

# TOWN OF DENNIS

# MASSACHUSETTS



PROPOSED ANNUAL BUDGET  
FOR THE FISCAL YEAR  
BEGINNING JULY 1, 2023 AND ENDING JUNE 30, 2024

## SELECT BOARD

CHRISTOPHER LAMBTON, CHAIR

JOHN TERRIO, VICE CHAIR

CHRISTOPHER FLANAGAN

PAUL MCCORMICK, CLERK

JAMES PLATH, LICENSING CHAIR

## FINANCE COMMITTEE

ROBERT PRALL, CHAIR

CARL MONROE, VICE CHAIR

RACHEL BARONI

PETER MCDOWELL

LESTER JAY MURPHY

PATRICIA STONE

MARK DELLNER

# TOWN OF DENNIS

## *Community Profile*

**INCORPORATED:** 1793

**LAND AREA:** 22 Sq. Miles

**PUBLIC ROADS:** 142 Miles

**COUNTY:** Barnstable

**2022 POPULATION:** 14,903

**2022 LABOR FORCE:** 6,438

**FORM OF GOVERNMENT:**  
Five-member Select Board  
Town Administrator  
Open Town Meeting

**FY2023 TAX RATE PER  
THOUSAND:** \$4.67

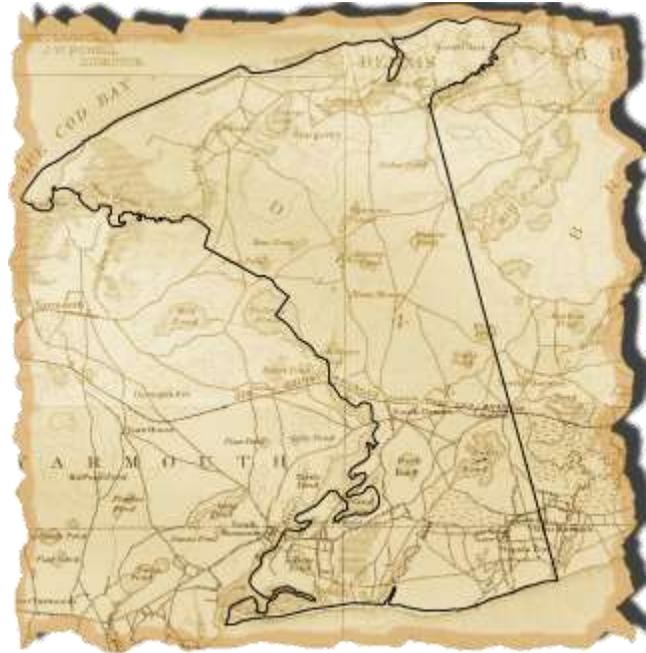
**2022 AVERAGE SINGLE FAMILY  
HOME VALUE:** \$743,855

**2022 AVERAGE SINGLE FAMILY  
TAX BILL:** \$3,474

**FY2024 Municipal Operating  
Budget:** \$44,353,273

To find out more about Dennis'  
municipal services, please visit:  
[www.town.dennis.ma.us](http://www.town.dennis.ma.us)

**DENNIS TOWN HALL  
685 ROUTE 134  
SOUTH DENNIS, MA 02660  
Phone: (508) 394-8300  
Fax: (508)394-8309**



Dennis, named an All American Town in 1978, combines its traditional New England heritage with modern day conveniences. The villages of East Dennis, Dennis and South Dennis feature scenic historic districts hailing back to whaling days, while tranquil tree-lined streets meander through Dennis Port and West Dennis. Sixteen inviting beaches lie on the warm waters of Nantucket Sound to the south and on the crisp refreshing waters of Cape Cod Bay to the north. Numerous recreation trails offer healthful relaxation, and well developed business districts throughout the villages provide ample goods and services.



TOWN OF DENNIS  
685 ROUTE 134  
SOUTH DENNIS, MA 02660

November 20, 2022

Dear Honorable Select Board;

### **INTRODUCTION**

I am pleased to present the Fiscal Year 2024 Proposed Budget, which incorporates the latest information available regarding revenue projections and departmental expenditure requests. The FY2024 budget is based on conservative and achievable estimates of available revenues.

As you know, over the last year our municipality along with the entire Country have been dealing with supply chain issues and inflation in nearly all costs of doing business. In addition, the market right now for the public sector remains extremely competitive for retaining talent. In some instances, this has created staffing shortages both with our seasonal employment as well as our full-time positions. Many tenured Department Heads have reached their maximum pension and are retiring and some mid-level employees have been recruited to different municipalities. The Town is underway with several reclassification studies, the results of said studies will be reviewed by the Select Board as soon as they are available later this winter. Finally, once classification studies are completed and with market conditions, to retain talent there may need to be adjustments considered.

Over the last year, local receipt revenues have been adequate to justify a modest increase from Fiscal Year 2022 estimates. We will continue to monitor receipts and adjust accordingly.

### **BUDGET PROCESS**

As you know, the FY2024 Budget planning process commenced in early October this year. Budget guidelines were distributed on October 6, 2022, for departments to begin building their budgets. All Town departments were asked to prepare level funded budgets with re-allocations to reflect actual spending. The previous three-year actuals were provided for this exercise. Increases in mandated costs such as contractual and other fixed costs are built into the budget.

In early November, I met with the senior managers from each department to review their budgets. As you know, we will not receive the DY Regional School District assessment number until late

January when the Governor releases the Chapter 70 State Aid budget. For budgeting purposes, I have budgeted consistent with the School Agreement, following a five-year foundation enrollment rolling average for the DY Regional School District. The figure used for the Cape Cod Regional Technical School was budgeted at an estimated per pupil amount.

In keeping with the budget schedule, the Select Board will review the Budget Message on November 29<sup>th</sup> and review departmental budgets during the month of December. In late January, and February the Finance Committee will begin their review of the FY2024 Budget.

Enclosed in your budget books, you will find detailed documentation provided on the recommended budget for FY2024.

### **FISCAL YEAR 2024 BUDGET PROJECTIONS**

The requested budget includes expenditures of \$70,726,078 balanced by non-tax levy revenues totaling \$17,504,675; an estimated tax levy of \$49,530,196 and debt exclusions for \$3,855,182 passed by referendum. It is shown within the budget as dedicated revenue that offsets expenditures shown in the debt service budget. The tax levy will increase by \$1,200,736 or 2.50%. A \$300,000 increase in the tax levy is attributed to new growth. In the projection 75.4% of all revenue used to fund Town services is raised through property tax. This is similar to the revenue split presented in the FY2023 budget. 94.25% of the real estate levy comes from the residential tax base.

The tax rate for FY2023 was approved at \$4.67 per \$1,000 of assessed valuation for residential and commercial property. The majority of the tax rate decrease is due to higher property values mainly in the residential class. A comprehensive revaluation update was completed per DOR requirements to reflect market conditions as of January 1, 2022. The total Fiscal Year 2023 Town valuation was \$10,889,719,150.

The average assessment for a single-family home in Dennis for FY2022 was \$578,915. The average assessment for a single family home in Dennis for FY2023 is \$743,855. For FY2023, the average single family tax bill is \$3,474 ( $\$4.67/1000 \times \$743,855$ ). This compares to \$3,242 ( $5.60/1000 \times \$578,915$ ) for FY2022. This is a net percent change of 7.2% and an average value projected tax dollar increase of \$232.

Revenue from sources other than the real estate tax can be identified in three broad categories: state aid, local receipts and available funds. State aid, local receipts and available funds are combined together with revenue generated from the real estate tax to fund most municipal appropriations.

### **BUDGET GOALS**

This budget is submitted consistent with several longstanding important objectives:

1. To submit a budget that complies with the statutory limitations of Proposition 2 ½;
2. To properly anticipate salary adjustments as per negotiated labor contracts and Town compensation policies;

3. To continue to reestablish the fiscal policies adopted by the Select Board. In 2022 the Town re-affirmed its long-term bond AAA rating. Factors cited were the Town's very strong management with robust financial policies and practices, solid budgetary performance, very respectable budgetary flexibility and liquidity, and very strong debt and contingent liability position as positive credit factors;
4. To continue the Town's commitment in pursuing a collaborative process with all standing committees to begin to evaluate all financial policies relating to budget management, funding, financial planning and other related fiscal policies so that there is consensus among the various committees as to budget and financing approach for FY2024 and beyond;
5. To identify emerging operational, capital and financial planning issues for future years;
6. To continue the Board's practice of not utilizing free cash as recurring revenue stream to supplement the budget;
7. To budget for school programs, consistent with the School Agreement that was recently amended and approved by Town Meeting in October of 2019, which includes a five-year foundation enrollment rolling average. To identify trends in the District School Budget Assessment so that the two Select Boards in Yarmouth and Dennis can develop timely and effective funding strategies that sustain and enhance District educational programs.

#### **BUDGET ASSUMPTIONS**

The following budget assumptions have been made:

- \$300,000 in new construction revenue
- 2.5% real estate tax revenue increases generating \$1,200,736
- Level funded State Aid at \$800,000
- Consistent with the Board's policy, no Free Cash is recommended to support the operating budget
- With the Dennis Yarmouth Regional District school assessment figure unknown at this time, and per the recent amendment to the Regional School Agreement the allocation for the Dennis Yarmouth Regional School District will follow a five-year foundation enrollment rolling average budget projected at \$18,452,232. Debt service is \$1,176,452.
- Cape Tech school budget \$1,497,407 is based on estimated enrollment projections and second year of debt service for new school is \$651,316.

There are several items within the budget that should be noted including;

**Wages** – all nine (9) Collective Bargaining Agreements have been negotiated and settled and expire at the end of Fiscal Year 2025. Step increases for all applicable units/departments are included in the budget line items.

**Health Insurance** – as of the writing of my budget message, the Health Insurance cost is unknown. The Cape Cod Municipal Health Group Board vote on the insurance rates for FY2024 is scheduled for February 2023. The current fiscal year (FY23) we saw an increase of 2.8%. Unknown at this time what the anticipated increase will be for FY2024. Employee benefits, especially health insurance represents one of the greatest challenges that the Town will face during the foreseeable future. It is expected that the health care industry will continue to recognize increases as experienced during recent years. As a result, it is expected that Health Insurance will be affected. At this time, we are budgeting a 5% increase as a placeholder. FY2023 is the first year with the change in Employee/Employer Split.

**Property & Liability Insurance (MIA)** – over the last several years this budget has continued to increase. As you may recall, we have had to amend this budget during Fall Town Meetings. MIA has suggested that we budget conservatively for a 10% increase. We anticipate insurance costs to continue to escalate however, we will not receive the exact figure until sometime in March.

#### **BUDGET CHALLENGES AND CONSIDERATIONS**

In your deliberations regarding the Fiscal Year 2024 budget, there remains a number of items requiring careful consideration for this budget submission and beyond;

##### **1. Wastewater Cost Recovery Funding Mechanisms are in place –**

*From FY2020, FY2021, FY2022, FY2023 Budget Messages with updates*

This is a critical challenge that the Town has worked diligently towards over many years. In particular, over the last several years significant work has been completed to set up the preferred funding mechanisms which are outlined below. In order to take advantage of coordinating with critical MassDOT work along Route 28 as well as the opportunity for the municipality to seek funding through the Cape Cod and Islands Water Protection Fund, funding was approved at spring 2022 Town Meeting to support the Phase 1 program design, engineering and survey work. The approved \$7.7 Million was funded using the cost recovery plan developed to date. Sources of funds included the Wastewater Stabilization Fund, the Water Infrastructure Investment Fund WIIF, the Solar Fund and free cash.

The Town is facing a cost of over \$300 million over the next 40 years to implement the full Comprehensive Wastewater Management Plan approved in 2021. For any future economic development to occur in our commercially zoned areas, a wastewater solution needs to be implemented. We need to continue to move forward and implement our CWMP so that Federal and State government, along with the Conservation Law Foundation, do not step in and force Dennis residents to implement solutions at a far greater public and private cost than if we act promptly on our own. Our next big funding challenge will be the construction costs for Phase 1 at the spring 2024 Annual Town Meeting.

**Development of Our Wastewater Recovery Program**

As you are aware, in May of 2017, the Wastewater Implementation Committee formed a Cost Recovery Subgroup to develop a preliminary recommended approach on cost recovery preferred options for the Town. The Cost Recovery subgroup included Diane Chamberlain, Chair of WIC, MaryAnne Gibbs, Bob Prall, Vice-Chair of the Finance Committee as well as myself. The group met numerous times over a seven-month period to assess the array of cost recovery options available to the Town. The recommended options were presented to this Committee on November 13, 2017, and the WIC voted to support the cost recovery options as presented. On Tuesday, November 28, 2017 the Cost Recovery group presented the recommended methods for cost recovery as it relates to Wastewater Implementation for the Town of Dennis in a joint meeting to the Select Board and the Finance Committee. After a lengthy presentation and robust discussion, the *Select Board voted unanimously (4-0) to endorse the Wastewater Cost Recovery Plan as presented by the Wastewater Cost Recovery Subgroup.*

At that time, the recommended options for the cost recovery plan for wastewater implementation included:

**a) Solar Fund Revenues –**

Dedicating solar revenue to the wastewater stabilization annually – completed and ongoing 2017, 2018, 2019, 2020, 2021 - Annually place funds from solar revenue into the Wastewater Stabilization Fund. The present balance in the solar revenue fund is \$621,794.

The present balance in the Wastewater Stabilization Fund is \$536,446

**b) Local Rooms Tax –**

Increase local excise rooms tax from 4%-6% - completed. At the October 2019 Town Meeting Article 10 approved increasing the local room occupancy excise tax by 2.0% to the state limit of 6.0% and dedicate that increase to the Wastewater Stabilization Fund.

The Town is dedicating 25% of the local room excise to the Wastewater Stabilization Fund annually – completed at the May 2019 Town Meeting under Article 50.

**c) Water Infrastructure Investment Fund –**

Adoption of the WIIF – Wastewater Infrastructure Investment Fund – October 2019 Town Meeting approved under Article 11 implementing a 1.0% surcharge to a dedicated wastewater infrastructure fund. A corresponding ballot question was also required at the May 2020 Election which was approved.

This new Massachusetts legislation, approved in August 2014, allows towns to impose a real estate tax surcharge of up to 3% to be set aside into a Municipal Water Infrastructure Investment Fund (WIIF), outside of Proposition 2½. This program would operate similarly to Community Preservation Act (CPA) funding but would be available to the Town exclusively for "maintenance, improvements and investments to municipal drinking, wastewater and stormwater infrastructure assets."

With the Town Meeting action taken and the corresponding ballot question passing, the Water Infrastructure Investment Fund or WIIF surcharge went into effect on the 2021 actual tax bills

which commenced January 1, 2021. The current balance in the Wastewater Infrastructure Investment Fund is \$325,559.

**d) Cape and Island Water Protection Fund –**

The Cape Cod and Islands Water Protection Fund (CCIWPF) was established by the Massachusetts Legislature in 2018 to help Cape Cod and Islands towns pay for necessary wastewater infrastructure and water quality remediation projects.

The CCIWPF is a dedicated fund within the state's Clean Water Trust set up to solely benefit communities on Cape Cod, Martha's Vineyard, and Nantucket. Its source of revenue is a 2.75% excise tax on traditional lodging and short-term rentals. The fund is administered by the existing Clean Water Trust and overseen by a management board comprised of representation from every member town from the region.

The Cape Cod and Islands Water Protection Fund Management Board votes to award subsidies to qualified and eligible water quality projects. Projects in excess of \$1 million will receive subsidies equal to 25% of the project costs. Projects of \$1 million or less will receive 50% subsidies.

Member communities must go through the Clean Water State Revolving Fund, or SRF, program to receive funds.

**e) Town-wide Property Tax Fund –**

A tax based on property value is the simplest method of cost recovery and is widely used to recover a municipality's capital costs. All wastewater system costs not recovered elsewhere can be added to the municipality's total expenditures for all other purposes, thus factoring into the overall property tax rate for the Town.

In Massachusetts, tax increases have become more difficult due to the constraints imposed by Proposition 2½. Therefore, the Town needs to consider the likelihood of requiring a tax override petition and/or a debt exclusion vote to raise taxes, depending on other concurrent initiatives in Town. From a property owner's perspective, property taxes are deductible from federal income taxes, compared with user charges or betterment fees, which cannot be deducted.

The rationale for such a widespread sharing of the burden is premised on the public health and environmental benefits received by the whole community, the improvement to the quality of life, continued viability of tourism via a natural and healthy seaside community, the maintenance of property values by preserving the Town's natural resources, and equity concerns.

These methods will be used to repay capital funds borrowed to implement the recommended program, which are typically borrowed via the Clean Water State Revolving Fund (SRF) loans for a 20- or 30-year period at up to 2.4% interest.

### **Estimated Costs Based on Recommendations**

Our Finance staff worked with our financial advisor Hilltop Securities, Inc. to develop a debt schedule reflecting existing and proposed Town debt during the implementation of the wastewater program. The debt schedule reflects existing tax-supported debt inside and outside of Proposition 2 ½ and adds in new debt for approved Town facilities and for the wastewater program implemented over eight phases as presented in Section 14 herein. The wastewater program is assumed to start in Year 2021 and be implemented over 40 years using 30-year bond payments from the State Revolving Fund (SRF) Loan program at 2.4% interest (to Year 2090). A debt service growth rate of 3.5% was utilized and the tax impact for a \$350,000 single family home was estimated.

### **Future Cost Items to be Addressed**

The fall 2022 Special Town Meeting funded the Wastewater Superintendent position within the operating budget for remaining FY23 and this will be built into the budget for FY2024.

The above reflects the Dennis recommended wastewater program capital costs to implement the eight-phase, 40-year implementation. Operation and maintenance (O&M) costs will also be incurred and it is recommended the Board of Sewer Commissioners determine the amount to be recovered from users in the initial years and the amount to be recovered using the means presented above. The initial phases of implementation will not have sufficient sewer system users to support full recovery of O&M costs even though long-term that would be the recommended goal.

The Town will need to decide whether to operate and maintain our new wastewater facilities with added in-house staff or to procure contract operators for the collection, water resource recovery facility or both. The cost for the path selected will be reflected in the O&M costs noted above.

Proposed Title 5 regulations currently out for comment would require the 40-year CWMP implementation period to be condensed in order to remove 75 percent of nitrogen in each nitrogen sensitive watershed within a 20-year period. This would require the Town to incur costs more quickly than currently proposed and would likely result in more costs being placed on the tax rate. Options to try and offset this impact need to be evaluated should these regulations go into effect in 2023.

### **Summary**

In order to fulfill the requirements of the cost recovery section of the Comprehensive Wastewater Management Plan, for the purposes of filing the plan with MEPA and the Cape Cod Commission, the Town needed to identify cost recovery mechanisms. However, funding options can always change or be modified; this is a Community project and further ongoing conversations will be necessary as the Town plans for the phasing of this 40 –year project.

## **2. School Funding Infrastructure & Operational Costs**

### **DY Regional School District**

We are working from projections given at this time for budgeting purposes but, the number may be higher. Given this unknown, all budgets have been level funded with the exception of contractual obligations and fixed costs. We will not know the Chapter 70 number until approved by the Governor. I will update as soon as more information becomes available from the School District.

### Cape Cod Regional Technical High School

The budget before you includes a 2 ½ increase but we will not have the firm figures from Cape Tech until February.

### DY Middle School Building project

As you know, the proposed facility is located on current district property and the DY School Building project replaces the existing Mattacheese Middle School and Wixon Innovation School with a new Mattacheese Middle School. This project was supported by the voters in both Dennis and Yarmouth. The proposed project once complete will create a new 186,500 square foot facility to replace the existing Mattacheese Middle School and Wixon Innovation School with a new grades 4-7 facility. FY2024 debt service of \$776,822 has been budgeted.

As of November 10, 2022, it is expected that the new facility will have Substantial Completion by the end of December 2022. The amount paid to date is \$94,521,795 currently there is a 48% balance in the contingency. The School Administration is preparing to move into the new school spring 2023.

### The building project schedule:

- 4-30-21 Formal Ground-Breaking Ceremony
- 6-10-21 General Contractor continues mobilization, clearing and grubbing
- 7-7-21 Drainage installation, Electrical/Plumbing conduit, footings/rebar, placement concrete footing/piers/walls
- 9-30-21 Continuation of foundation, conduit, form stripping, damp proofing, steel erection begins
- 11-4-21 Topping off Ceremony – last I-beam steel erected and put into place – main frame steel skeleton complete.
- 12-2-21 Metal decking installed and concrete placed, roofing ongoing, Concrete Masonry Unit walls being installed, stair placement, interior ductwork for HVAC ongoing
- 2-6-21 Vapor barrier installation, windows/doors, mechanical piping & ductwork, exterior sheathing, drywall & insulation, lighting for synthetic turf fields
- 6-2-22 Exterior siding & metal paneling, brick veneer, kitchen walk-in cooler/freezer installed, bathroom and hallway tilework ongoing
- 8-4-22 Masonry exterior complete, turf fields graded, tile and epoxy floors ongoing, kitchen hood installed, case work ongoing, gas meter installed, stair installed in main lobby, south courtyard sidewalk formed, athletic fields in process, sidewalks ongoing.
- 11-10-22 Turf fields installed, flooring complete, hydroseeding, furniture delivered, gym floor and bleachers installed, generator delivered and set, trees/plantings installed, playground/fitness area installed, lockers in place.

There are a few items that have not been delivered due to supply chain issues such as electrical panels and auditorium seats, etc., but the substantial completion is still anticipated for the end of December 2022.

Mattacheese School Building Committee  
Owner's Project Manager – PMA Consultants  
Designer – Perkins/Eastman  
General Contractor – Commodore Builders

### **3. Active and Future Buildings, Infrastructure & Large Capital Maintenance Projects, (in no particular order)**

There are many significant building and large capital projects that are of critical importance to the Town, public safety, and public works. Improvements are necessary to achieve optimal public service that drives revenue while balancing the quality of life for residents and tourists. That being said, there are over 60 municipal buildings located throughout the Town of Dennis. The average age of these structures is 45 years old. According to the current MA Interlocal Insurance Association (MIIA) "Statement of Values" the building inventory is worth approximately \$43 million dollars. There are many infrastructure projects actively underway and several in the planning/feasibility phase.

There are many deferred maintenance projects identified by the Department of Public Works facilities division. Current direction of the Select Board is to discuss building a certain amount of funding annually in the operating budget to address building maintenance projects.

- *At the Special Town Meeting in October 2022, \$125,000 was set aside for maintenance to public buildings in Dennis Port village.*

As the Board considers this recommendation to build into the operating budget there may also be an opportunity to set aside further Capital funding for municipal buildings to address deferred maintenance. There will need to be additional review and deliberation during the budget process as to whether both funding options will be implemented or which option the Select Board prefers.

#### **a) ADA Transition Plan and Remediation –**

*From the FY2021, FY2022, FY2023 Budget Messages with updates*

In 2019, through Community Development Block Grant Funding, Dennis contracted with Disabilities Access Consultants LLC for a full assessment of Town facilities with regards to compliance with the Americans with Disabilities Act (ADA). Dennis has \$7,729,855 in identified accessibility needs. Trail and sidewalk improvements will add to these costs. A presentation was made to the Select Board in the spring of 2019 summarizing the findings.

The purpose of the Town of Dennis Americans with Disabilities Act (ADA) Self-evaluation and Transition Plan 2019 Update is to document the results of the Town of Dennis' review of access to programs, services, activities, events, facilities, parks, beaches, trails and public rights-of-way by individuals with disabilities in order to determine if any discriminatory or potentially discriminatory practices, policies or procedures exist in accordance with the ADA. Title II of the ADA requires that public entities identify and evaluate any barriers or potential barriers that may deny individuals with disabilities access to the Town of Dennis programs, services and activities. Identified barriers are to be remediated with projected dates for the removal of barriers identified in the plan. *The ADA Self-evaluation and Transition Plan Update serves as framework to develop a road map to enhance access for individuals with disabilities*

*regarding the Town of Dennis facilities, programs, services and activities.* The ADA Self-evaluation is one tool that can guide the Town of Dennis through the barrier removal and implementation of the plan. This report contains findings and recommendations regarding the removal of potentially discriminatory barriers for individuals with disabilities. The development, implementation and the update of the ADA Self-evaluation and Transition Plan is required by the ADA and related accessibility standards for compliance for individuals with disabilities. This report describes the overall process and reports findings and recommendations to enhance the Town's compliance.

As the Board considers the budget and future budgets, the Town will need to prioritize and implement these needs, from those that can be addressed through routine maintenance, to future Town capital projects. The added funding will assist with these needs as well. The full report is available for review.

**b) Senior Center/COA Building Renovations and Addition Status –**

*From the FY2023, FY2022, FY2021, FY2020, FY2019 Budget Messages*

As you know, in 2016 Town Meeting authorized funding for the addition and or renovation of the Dennis COA in the amount of \$5.5 million and to transfer \$100,000 from Town Hall Renovation account for a total of \$5.6 million for an addition and renovation of existing Dennis Senior Center. Further, in 2018 the Select Board held several meetings to discuss the COA building project scope and budget. Due to escalating building costs within the current market, and in an effort to keep the project within budget, various options were presented to the Board. Ultimately, the Board decided to move forward with the addition on the COA and to identify funding as needed on an annual basis to address the existing portions of the COA building in need of repair.

The addition to the Senior Center was originally budgeted at \$5,600,000 and of that \$770,000 has been allocated to cover expenses associated with the OPM, Architect and Phone Utilities Charges; leaving a balance of \$4,830,000.

At this time, I am very pleased to report; we have completed the addition to the Dennis Center for Active Living and within the allocated budget. A Grand Opening was recently held in October.

On May 8, 2021 at the Annual Town Meeting \$280,000 was approved to pay for Owner Project Management (OPM) and Architectural/Engineering services to complete plans and specifications for bidding. May/June received draft contracts from legal counsel. July contract extensions negotiated with OPM and Architect. August 18, 2021 initial kick-off meeting held at Senior Center, floor plans and scope were discussed and clarified. Architect sent preliminary design schematics to mechanical engineer for input.

Design expected to be at 100% by end of December 2021. Bidding date will be as close to the Annual Town Meeting (May 2022) as possible, to be able to hold price of General Contractor. Upon favorable result of Annual Town Meeting vote a "Notice to Proceed" will be sent to the General Contractor and contract documents will be executed. It would be expected that work

would commence June/July of 2022 and be completed within 12 months for opening in June/July of 2023.

**Schedule for Renovations to Dennis Senior Center:**

Electrical rough-95% Main Level, 30% Lower Level

Plumbing rough-80% both levels

Sprinkler Lower Level-0% complete, Main Level-90% complete, attic-15% complete

Duct work rough-75% both levels

Heat water piping rough-100% both levels

AC rough-75 % both levels

Structural Steel- complete except for elevator hoisting beam

Interior Concrete-completed today (slab cut outs for plumbing, new column infills, Main Level deck at Library)

Interior Framing will be complete in the next few days now that the slabs have been placed.

This allows for mechanical roughs to be completed

Exterior Concrete-HVAC pad, Patio, sidewalks complete, all that remains is the handicap ramp out of large meeting room

Building exterior-insulation 100%

Site works-light pole bases complete, drainage structures and associated piping complete, backfill complete, subgrades complete

Substantial completion date is September 4, 2023. Please note “substantial completion” date has changed from July to September, due to unforeseen renovation problems and supply chain issues (i.e. septic pipe in basement requiring complete replacement, HVAC delivery date issues, etc.).

**c) Fire Station 2 –**

At the Special Town Meeting held on October 26, 2021 the community voted to support the construction of a new Fire Station II and a successful Proposition 2 ½ debt exclusion vote for \$14,677,779.

Currently, there have been six (6) change orders issued most of the cost involving finding unanticipated quantities of unsuitable material which have been found onsite and subsequent material handling. Working collaboratively with OPM, Designer and Contractor there have been limited impacts. It was acknowledged at the beginning of the project that if unsuitable material was found it may impact up to 50% of contingency (currently at approximately 30%). The onsite screening of existing material and re-use of material greatly reduced expense.

- 12-13-21 General Contractor starts mobilization, clearing and grubbing
- 1-7-22 Initial Kick-off Meeting with OPM, Designer, Contractor and Administration  
Weekly Construction meetings/monthly Fire Station 2 Committee initiated
- 1-13-22 Formal Ground-Breaking Ceremony
- 2-8-22 Excavation/Site work continues
- 3-28-22 Plumbing/Electrical conduit work under basement slab
- 4-4-22 Rebar placement begins

- 5-3-22 Placement of Concrete basement slab
- 5-20-22 Placement of Concrete basement walls
- 6-16-22 Damp proofing of foundation walls/backfilling
- 7-15-22 Apparatus Bay and Training room forms/rebar placement
- 7-29-22 Placement of Concrete Apparatus Bay walls
- 8-5-22 Placement of Concrete Training room walls
- 9-1-22 Trusses Delivered
- 9-13-22 Drainage infiltration system installed
- 9-26-22 Steel Deliveries begin
- 10-14-22 Steel erection begins
- 11-8-22 Masonry work begun in basement
- 11-22-22 Final Steel inspection – steel main frame/decking complete

Over the next few weeks the emphasis will be placement concrete decking, masonry, trusses, roofing and closing up building for winter work.

The above-mentioned earthwork, delay with steel delivery and windows due to supply chain insecurity has had a negative impact on the schedule. The construction team is working diligently to address these issues; expediting site inspections, shifting schedule of site work, expediting approval process to avoid unnecessary delay. The Contractor has prioritized as much work as possible to be completed by sub-contractors to start gaining time on schedule. Anticipated substantial completion date May/June of 2023 (moved from February/March of 2023). The debt service budgeted for FY2024 for Fire Station 2 is \$923,031.

Town of Dennis Building Committee  
Owner's Project Manager – CHA Consulting, Inc.  
Designer – The Galante Architecture Studio  
General Contractor – B.C. Construction Company, Inc.

#### **4. Solid Waste Disposal and Recycling –**

Due to the closure of most landfills in the state, Massachusetts' overall disposal capacity for solid waste has diminished substantially. This has created a market condition with limited competition for communities. The timing of our contract's expiration and the potential required capital investment further limit options. As a result, our Municipal Solid Waste (MSW) disposal cost continues to increase significantly. The Town's three-year (MSW) contract with Covanta SEMASS to tip at their Yarmouth Transfer Station and Rochester facility expires this December. Covanta has proposed a new disposal rate starting January 1st of \$109.17 per ton; FY23 budget is \$103 per ton. We started FY23 under budgeted by two dollars per ton disposed. All future increases will be based on the Consumer Price Index (CPI) with no ceiling or not to exceed threshold. Currently CPI (New England Region) is at 7.4 percent; down from a high over 9 percent. If this trend continues we will see a potential increase in per ton disposal this July to \$123.88. This will likely result in a disposal budget deficit for FY23 and a significant budgetary increase for FY2024. We are currently still in negotiations with Covanta and hope to achieve more favorable options. However, they are holding fast as a corporation on the no ceiling annual CPI increase.

The Board will once again be asked to explore options offsetting increases. The costs of MSW disposal, construction and demolition (C&D) disposal, yard waste and recycling will continue to increase dramatically. Recycling commodities that once provided a revenue stream to the Town now reflect a significant cost. Multiple commodities now cost more to recycle per ton than the disposal of MSW. C & D costs are also increasing significantly; Brush disposal is estimated to increase 80 percent. This will continue to add fiscal instability for the Town long term if left unaddressed. Fee increases for stickers, C&D, yard waste and recycling services will need to be reviewed and considered in the future.

The cost for compliance with our EPA, MassDEP MS4 Stormwater permitting has also been adversely affected by the landfill closures. Catch basin cleanings and street sweepings have been typically disposed of as daily cover at landfills or through a Beneficial Use Determination (BUD) approved by MassDEP. These materials are a controlled waste and must be handle in an appropriate manner. Their disposal is regulated and dictated based on laboratory testing. If the testing exceeds allowable BUD thresholds, proper disposal is extremely limited and very expensive; most require out of state disposal and MSW pricing. Our MS4 Stormwater Plan utilizes a combination of contracted and in-house services to perform our catch basin cleaning and street sweeping. Out-sourced catch basin cleaning (which includes disposal) is anticipating a 100 percent cost increase in FY2024. This is a per basin cleaned charge (1333 annually) and results in roughly 250 tons of waste the contractor is obligated to dispose of properly. Our in-house program results in roughly 800 tons requiring disposal. Both of these factors will result in a significant budget increase for FY2024.

##### **5. Coastal Resiliency and Mitigation from Storm Damages –**

The Town is impacted greatly by many natural hazards and a changing climate; this necessitates developing priority actions to improve our community's resilience to these threats. Annually, each winter season, we have coastal flooding storm events and beach erosion. In July of 2019, at the height of the summer tourist season, the Town faced significant damages from a tornado and associated straight line wind damages. The Town does not budget proactively for these natural hazards.

The Town of Dennis has been designated by the Executive Office of Energy and Environmental Affairs (EEA) as a Municipal Vulnerability Preparedness (MVP) Community for its completion of the Community Resilience Building planning process. This MVP Community designation indicates the Town's commitment to preparing for climate change. As an MVP Community, the Town of Dennis is eligible to apply for MVP Action Grants as administered by EEA and may receive increased standing in future state funding opportunities, allowing you to pursue implementation of priority actions. This will assist Town of Dennis to continue its efforts to plan and implement priority climate adaptation strategies.

However, setting aside funding to mitigate the impacts of storm damage should be a priority – the storms are only getting more frequent and worse. Further, this was a question on our last bond rating call for the Town, the bond rating agencies expect Cape communities to able to demonstrate funding mechanisms to mitigate for weather related events. We routinely seek out and receive grant funding however, further funding should be set aside for proactively mitigating storm events.

## **6. Collective Bargaining Agreements and Compensation –**

This budget includes all cost of living and contractual adjustments for Town employees in all Collective Bargaining Units; all labor contracts were approved by Town Meeting in 2022 at the spring and fall Town Meetings. All 9 contracts commenced July of 2023 and will expire in Fiscal Year 2025. Over 71% of the Town's operating budget is made up of personnel costs.

In keeping with the Select Board goals, four of the Collective Bargaining Units received funding for a Classification and Compensation Study. Through an RFP process the Collins Center was retained to conduct the study for each union respectively. As I noted earlier in my budget message the Town is at a critical moment where an increased number of people are leaving the workforce through retirement and job opportunities grow while the number of people looking for work has decreased. The public sector is feeling the strain of this shift which creates many challenges including but not limited to; financial, productivity and with morale of remaining staff.

The studies are underway and once completed by the Collins Center will be presented to the Select Board for review. In this current climate with the competitiveness of retaining talent in the public sector, it has not been uncommon for communities to conduct market adjustments for compensation when the analysis done presents data to support. Recently several different Cape communities have done market adjustments. I look forward to reviewing the results of the Classification and Compensation Studies with the Board in the near future.

### Recruitment and Preparing for a Retiring Workforce

The public sector, and Dennis is no exception, is experiencing a major shift in its workforce staff as baby boomers (age 54 – 72) move into retirement. When our baby boomers retire, they take with them years of historical and organizational knowledge, working relationships, and critical capabilities. As a Town we must be systematic about transferring their knowledge. Through succession planning the Town is able to rely on its employees to carry out the mission of the Town, while providing public service and meeting goals and objectives. Budgeting for succession planning is critical to the success of our municipality. You will note, I am recommending a line in the Town Administrators budget for temporary salaries for the purpose of retaining talent when we have gap periods due to retirement.

### Seasonal Salaries

In an effort to stay on target with the approved State minimum wage increases, On January 1, 2022, the State minimum hourly wage will increase again to \$14.25 and again January 1, 2023 to \$15.00 per hour. This will affect some seasonal positions and therefore, I recommended an increase for FY2023, FY2024, and FY2025. Municipalities must comply with the federal minimum wage which is lower than the state however, Dennis relies on revenue provided from its seasonal economy industry, to stay competitive with the seasonal job market the Town should be in line with the State minimum wage scale. The approval of the FY2023-FY2025 Seasonal Salary scale allows the seasonal salaries to remain proportionate with the salaries of the Town's permanent positions. Further details on seasonal salaries are included in the comprehensive analysis on all the seasonal salaries included in your budget workbook.

Seasonal Salaries for FY2024 have been approved by the Board of Selectmen and were used in departmental request for seasonal salaries.

### **7. Health Insurance –**

The Cape Cod Municipal Health Group Board vote on the insurance rates for FY2024 is scheduled for February 2023. The current fiscal year (FY23) we saw an increase of 2.8%; it is unknown at this time what the anticipated increase will be for FY2024. Employee benefits, especially health insurance represents one of the greatest challenges that the Town will face during the foreseeable future. It is expected that the health care industry will continue to recognize increases as experienced during recent years. As a result, it is expected that Health Insurance costs will be affected. I will update as soon as this number becomes available.

### **8. Fire Department Safer Grant and Mitigating the Budgetary Impacts –**

As you know, in FY2019 the Board adopted a funding strategy to mitigate the impact of the Fire Department Safer Grant expiring at the end of year three. As a result, we have reserved \$300,000 in the last three budget cycles through raise and appropriate. This amount was transferred each year to the Fire Department Safer Grant Stabilization Fund for a total of \$900,000. These funds will be used when we no longer receive the grant funding in FY2022. In FY2022, FY2023 and FY2024 we will transfer the \$300,000 each year into the Fire Department's budget. ***This is a lesser impact to the taxpayers by building it into the budget over the prior three-year period instead of raising it all at the end of the grant cycle.*** If we did not do this there was a chance of not having enough funds to keep all eight firefighters at the end of the grant period and beyond. *FY2024 is the last year, and those revenues will be lost in FY25 if not expended.*

### **9. Other Post-Employment Benefits (OPEB) –**

In Fiscal Year 2018, GASB 75 required all municipalities to record their unfunded OPEB liability on their financial statements.

OPEB liability remains a significant financial obligation. The Town through its OPEB Trust Committee has begun to make strides in this area by recommending and setting aside funding. As stated during the last few budget cycles, the Board provided policy direction in setting aside funding for this liability. I would suggest the Board continue to set aside a reoccurring amount from available funding sources annually. The OPEB Trust Committee will be meeting to make recommendation for a proposed article for Town Meeting on funding.

The Select Board goals include creating a funding plan for Other Post-Employment Benefits.

Per direction of the OPEB Trust, together with the Select Board; the strategy implemented last year was to budget \$300,000 each year, to raise and appropriate this amount and reserve it for OPEB costs. Setting aside funding each year will lessen the burden to the taxpayers and could address the liability as a permanent funding source for Other Post-Employment Benefits. This budget includes setting aside \$300,000 for OPEB costs.

### **NEW INITIATIVES/BOARD GOALS PROPOSED FOR FY2024**

**In keeping with the fiscal guidance and policies outlined in my FY2024 budget message, Departments have prepared level funded budgets with the exception of contractual increases in labor and vendor costs. However, there are a few service areas that have been previously discussed with the Select Board to enhance or increase. As the Select Board considers the budget over the next month, and we receive the final unknown figures for schools, health**

**insurance I will highlight a few items for your consideration, these items will be brought before you later in the budget planning process.**

### **CAPITAL**

The capital budget process is actively underway at this time and will be submitted under separate cover. Over \$8 million in requested capital investment projects is currently under review by the Capital Outlay Committee. Materials were forwarded to the Capital Outlay Committee in early October for the Committees review. Capital Outlay Committee is reviewing and plans to hold meetings thru December. In the coming months, once their work is completed, the Capital Outlay Committee will present their recommended plan to the Select Board.

### **FINANCIAL MANAGEMENT**

The fiscal condition of the Town remains stable due to very conservative budgeting, multi-year forecasts, and the review/implementation of reforms to increase savings and efficiencies.

Work is done throughout the year with Department Heads to evaluate and prioritize departmental needs and financial requests recognizing the need to be flexible and adapt to changing situations. As variables arise, such as broken equipment, staff injuries/illnesses/retirements, new regulations or requirements, or storm/weather-related issues, each Department Head keeps me apprised as to the issues and proposed remediation. All Department and Division Heads review budget to actual spending reports on a monthly basis, and are encouraged to review costs/charges for services and continually seek alternate funding sources to augment their programs and services.

### **CONCLUSION**

Strategic and conservation budget planning efforts have placed the Town in a much better financial position than many other towns in the Commonwealth. The challenge will be to maintain service level expectations within the desired funding parameters and retain our excellent AAA Bond Rating in accordance with the municipal guidelines used by rating agencies. We are entering that point that a dialogue needs to happen as to how we continue to sustain the salaries and benefits of the employees and retirees - because that is the majority of the budget. We provide services to our residents through administration and finance, education, public safety, public works, health and human services, and culture and recreation. Presenting a balanced budget for FY2024 in Dennis has not been easy. With unknown costs, and continued health crisis we are facing there may be a legitimate need to reduce budget as we go through the budget process.

As previously noted, there are still cost items and final figures needed at the time of this budget submittal. We await the formal transmittal of the Education budget recommendations by the Regional School Committees. Further review and deliberation of the Town Administrator Budget Submittal is planned by the Select Board followed by their transmittal of budget recommendations to the Finance Committee. Thus, it is likely that we will revisit some of the Town Administrator recommendations and update forecasts as we move through the upcoming months of the public budget review process.

I remain committed to performing my fiduciary responsibility in reviewing these escalating costs, and trying to find solutions or options to help the Town as a whole, and to continue with our collaborative approach to financial management, in partnership with the Select Board, Finance

Committee, and DY Regional School Committee, as we continue discussions of the core services our community desires and needs, with transparency of government operations. Town staff has been very successful with grant awards and we will continue to seek innovative funding and partnerships for programs and services.

We are also working to make the Budget document and presentations more visual and accessible to engage even more of our active constituency.

We remain committed to meeting the expectations of the Dennis residents. The FY2024 Recommended Budget is reflective of our collective efforts to provide exceptional services and of our commitment to continue working towards improving the community. The Administration and Senior Management Team will continue to work collaboratively to develop creative approaches that will position the Town to effectively confront our complex challenges and to improve and enhance services within the constraints of our available resources.

The release of this document will mark the beginning of a process in which additional information will become available over the coming months that will potentially require adjustments to operating and/or capital budgets prior to Town Meeting. I look forward to discussing the recommendations contained herewith with the appropriate Boards and Committees over the next several months.

I would like to thank the Select Board for its leadership and policy direction as it relates to the development of the FY2024 Budget. I would also like to thank the Finance Committee for all their support and work towards this important process. I want to recognize the Town's Department and Division Heads for their professionalism and commitment to the process. Both their input and institutional knowledge of their departments and the organization proved to be invaluable. I want to recognize Executive Assistant Courtney Butler and Assistant Town Administrator Greg Rounseville for all of their assistance and support in facilitating the work that goes into developing the budget. I am most of all grateful for our Finance Director Josee Cardinal who worked diligently and all her fiscal guidance to ensure the quality of this document and the budgetary process.

Finally, I also appreciate the knowledge, information, feedback, and support from the many taxpayers passionate about the community.

As always, I welcome your continued comments and input on how to make the Budget process and Summary more user-friendly.

#### **ACTION & NEXT STEPS**

As previously mentioned, it is likely that we will revisit some of the recommendations and update forecasts as we move through the next several months of the public budget review process.

The overall total Fiscal Year 2024 budget review as well as departmental budgets will commence with a presentation to the Select Board on November 29, 2022. The budget will be back before the Board on December 6, 2022, for secondary review and any final departmental presentations. I would ask the Board provide the Town Administrator with any guidance, suggestions, and/or support for the budget. In addition, Board members can begin to review the budget challenges and

fixed costs and consider any possible changes or strategic policy action steps that may be necessary to sustain this portion of the budget. Finally, I am hopeful to have the final School Districts assessments, as well as the final group health insurance figures in January. I will advise the Board accordingly as soon as these numbers become available. The recommended budget will be passed along to the Finance Committee for their review and analysis during the months of January and February.

I look forward to working with you throughout this important process, thank you for your time and thoughtful considerations.

Respectfully,



Elizabeth Sullivan  
Town Administrator

## **BUDGET MESSAGE ATTACHMENTS**

**ATTACHMENT A – BUDGET GUIDELINES**

**ATTACHMENT B – BUDGET/TOWN MEETING ARTICLE REVIEW SCHEDULE**

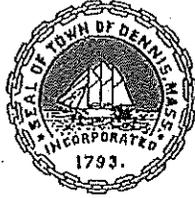
**ATTACHMENT D – BUDGET CALENDAR**

**ATTACHMENT E – SELECT BOARD GOALS**

**SEASONAL SALARY SCALE**

**FORECAST**

**ATTACHMENT A –  
BUDGET GUIDELINES**



## MEMORANDUM

**TO:** DEPARTMENT HEADS  
**FROM:** ELIZABETH SULLIVAN, TOWN ADMINISTRATOR  
**DATE:** OCTOBER 6, 2022  
**SUBJECT:** FY 2024 BUDGET GUIDELINES

---

Based on preliminary estimates for Fiscal 2024, at this time, the following budget guidelines are recommended to all Departments:

**1. Prepare budgets**

- a. Personnel – use current staffing levels at FY2024 rates.
- b. Services – overall services budgets will be level funded, but should be re-allocated to reflect actual spending. The previous three year actuals will be provided in the budget spreadsheets in the shared drive. Feel free to combine small amounts into one line. Try not to use “unclassified” line descriptions. The budget detail sheets will be linked to the budget summary workbook which will be the voted/approved budget. The detail lines will be for backup and discussion purposes.
- c. Budget Increases – requests for increases to services (overall increase not line to line changes) will be entered in a new column in the budget spreadsheet and requested using a new templated form. Any additional support/memos may be submitted as well.

**2. Increases in mandated costs and other fixed costs that must be covered; Contractual, Utilities, Health Insurance, Worker’s Compensation, Retirement, Group Insurance, Medicare, Central Purchasing/Electricity/Gasoline/Diesel, Property & Liability, Municipal Trash Collection will be shown in the budget increase column in your budget proposals.**

**3. Salary & Wages**

Departmental budgets for FY23 have all been adjusted for union settlements, non union increases and seasonal salary increases in your budget workbooks according to Collective Bargaining Agreements, Non-Union Personnel Policies or Contracts. Seven (7) Collective Bargaining Units Agreements were negotiated and approved by Town Meeting in May 2022 and the last two (2) Collective Bargaining Units Agreements have been negotiated and will go to Special Town Meeting in October for approval. All collective bargaining agreements will expire June 30, 2025. Please use as per attached salary schedules. Remember to revise descriptions for grade/step at the FY2024 rates.

**Please do not incorporate any new personnel requests into your budget.**

4. **Seasonal Salaries**

Seasonal Salaries for FY2024 have been approved by the Select Board and should be used in your departmental request for seasonal salaries. Again, this year along with your budget request you will be completing the "Seasonal Salary Worksheet", projecting seasonal man-hours and salaries for FY2024. This document will be used as backup to your department's seasonal salary request.

**Please do not incorporate any new seasonal personnel requests into your budget.**

If you have any new personnel requests that you are proposing for next year, please enter the amount in the new budget increase column and submit request using the new form with a memo and any other statistical or comparative documentation that supports your request.

Finance will be meeting with administrative staff on Thursday October 13th to review the budget guidelines and budget entry process.

Budgets are due to Accounting on or before Thursday November 3, 2022.

In addition, attached to this budget guideline is a tentative budget timeline/schedule. This is to give you an idea of what the schedule will be like going into the budget season up to Town Meeting. These dates are not set, but, will be used as an overall guideline for scheduling purposes. You will be notified of deadlines during the process.

Thank you for your anticipated cooperation in this upcoming budget season.

**ATTACHMENT B –  
BUDGET/TOWN MEETING  
ARTICLE REVIEW SCHEDULE**

# BUDGET-CAPITAL-TOWN MEETING CALENDAR

## FY2024

<b>SPECIAL TOWN MEETING - OCTOBER 25, 2022</b>	
OPEN SPECIAL TOWN MEETING WARRANT TO ARTICLES	TUESDAY, AUGUST 9, 2022
STM WARRANT CLOSES TO CITIZEN PETITION ARTICLES	SUNDAY, SEPTEMBER 9, 2022
DEADLINE TO SEND STM WARRANT TO NEWSPAPER (BY NOON)	TUESDAY, OCTOBER 11, 2022
LAST DATE TO POST SPECIAL TOWN MEETING WARRANT	WEDNESDAY, OCTOBER 13, 2022
<b>BUDGET CYCLE</b>	
DEPARTMENT CAPITAL REQUESTS DUE	FRIDAY, SEPTEMBER 23, 2022
BUDGET FY2023 INSTRUCTIONS ISSUED TO DEPARTMENTS	TUESDAY, OCTOBER 6, 2022
FY2023 BUDGET INPUT BY ALL DEPARTMENTS INTO EXCEL/MUNIS	<b>NO LATER THAN OCTOBER 25, 2022</b>
CAPITAL MEETING WITH DEPARTMENTS	WEDNESDAY, OCTOBER 19, 2022
LAST DATE TO POST FEE BOOK	THURSDAY, NOVEMBER 17, 2022
ASSESSORS CLASSIFICATION HEARING	TUESDAY, NOVEMBER 1, 2022
REVIEW BUDGETS WITH TOWN ADMINISTRATOR AND FINANCE DIRECTOR	November 8/9, 2022
SELECT BOARD BUDGET MEETINGS-PRESENT BALANCED BUDGET	NOVEMBER 29, DECEMBER 6, DECEMBER 13, 2022
SELECTMEN FEE HEARING	TUESDAY, DECEMBER 6, 2022
CAPITAL OUTLAY PRESENTATION TO BOARD OF SELECTMEN & FIN COMM	TUESDAY, JANUARY 10, 2023
<b>ANNUAL TOWN MEETING - MAY 2, 2023</b>	
ATM WARRANTS OPEN	FRIDAY, JANUARY 6, 2022
SELECTMEN AND DEPARTMENT REVIEW WITH PROPOSED ARTICLES	JANUARY 10, 2023
SELECTMEN REVIEW OF ARTICLES	FEBRUARY 28, MARCH 14, MARCH 28, 2023
FINCOM BUDGET MEETINGS	FEBRUARY 1-28, 2023
DUE DATE FOR ANNUAL TOWN MEETING ARTICLES (FOR CITIZENS PETITIONS) 4:00 DEADLINE	TUESDAY, MARCH 14, 2023
ARTICLES CLOSE	TUESDAY, MARCH 14, 2023
FINANCE COMMITTEE REVIEW ARTICLES	MARCH 1-30, 2023
SELECTMEN SIGN WARRANT	TUESDAY, APRIL 11, 2023
WARRANT POSTED & SENT TO PRINTER	FRIDAY, APRIL 14, 2023
WATER DISTRICT ANNUAL MEETING	TUESDAY, APRIL 18, 2023
LAST DAY TO POST WARRANT	TUESDAY, APRIL 25, 2023
ANNUAL TOWN ELECTION	TUESDAY, MAY 11, 2023 7:00AM - 8:00PM Polls open from

**ATTACHMENT C –  
BUDGET CALENDAR**

# TOWN OF DENNIS

## FY2024 BUDGET MEETINGS

### NOVEMBER 29, 2022

#### **GENERAL GOVERNMENT**

161 - TOWN CLERK  
162 - ELECTIONS

#### **PLANNING/COMM.DEVELOPMENT/DNR**

175 - PLANNING  
171 - DNR  
241 - BUILDING INSPECTOR  
510 - HEALTH INSPECTION SERVICES  
691 - HISTORICAL COMMISSION  
692 - SDH DISTRICT  
693 - OKH HISTORICAL DISTRICT

#### **HEALTH AND HUMAN SERVICES**

501 - COA  
543 - VETERANS' SERVICES  
548 - COMMISSION ON DISABILITIES

#### **DEBT/SHARED EXPENSES**

193 - PROPERTY/LIABILITY INSURANCE  
710 - RETIREMENT OF DEBT PRINCIPAL  
751 - INTEREST LT DEBT  
752 - SHORT TERM INTEREST  
910 - FRINGE BENEFITS

### DECEMBER 6, 2022

#### **GENERAL GOVERNMENT**

155 - INFORMATION TECH/DATA

#### **PUBLIC WORKS**

192 - PROPERTY/BUILDINGS  
411 - ENGINEERING  
422 - DPW  
423 - SNOW AND ICE  
424 - STREET LIGHTING  
433 - WASTE  
COLLECTION/DISPOSAL

#### **CULTURE AND RECREATION**

610 - LIBRARY  
630 - RECREATION  
635 - BEACHES  
640 - GOLF

#### **PUBLIC SAFETY**

210 - POLICE  
220 - FIRE  
292 - ANIMAL CONTROL  
295 - HARBORMASTER

### DECEMBER 13, 2022

#### **CAPE COD REGIONAL TECH HS**

DENNIS-YARMOUTH REGIONAL SD

#### **GENERAL GOVERNMENT**

122 - SELECT BOARD  
129 - TOWN ADMINISTRATOR  
131 - FINANCE COMMITTEE  
135 - FINANCE DEPARTMENT  
138 - CENTRAL PURCHASING

141 - ASSESSORS

142 - REVALUATION

147 - TREASURER/COLLECTOR

151 - LAW DEPARTMENT

158 - TAX TITLE

195 - TOWN REPORTS

#### **HEALTH AND HUMAN SERVICES**

599 - HUMAN SERVICES

**ATTACHMENT D –  
SELECT BOARD GOALS**

## **FY2023-24 SELECT BOARD GOALS**

**ADOPTED: AUGUST 23, 2022**

### **1. MAXIMIZE AND MANAGE THE USE OF TOWN BUILDINGS, FACILITIES, & LAND**

- Direct administration to have staff develop a cost effective five year plan for building maintenance to keep our existing town properties from falling into a state of excessive cost repair. Work with the Finance Committee to dedicate sufficient funding to meet the needs of preserving our infrastructure.
- Consider a redesign of Mayflower Beach parking lot access to allow for "off-street" drop-off; automatic exit gate.
- Determine the "best use" for the Wixon School: Develop and execute a redevelopment plan, after extensive staff and community discussion, for the Wixon Middle School for recreation, early education, leased office space, housing and/or general municipal purposes.

### **2. ADDRESS THE AFFORDABLE HOUSING CRISIS IN TOWN**

- Work on housing: Collaborate with the Affordable Housing Trust to execute the Dennis Port VIC Hall and the Bob Crowell Road housing developments while also identifying additional projects to pursue.
- Work to find ways to amend our zoning bylaws to allow multi-family affordable and workforce housing in areas of Dennis where it might now not be allowed; i.e.: in Industrial zoned property.

### **3. MAINTAIN AND ENHANCE THE TOWN'S FINANCIAL SUSTAINABILITY**

- Conduct a comprehensive review of the financial policies adopted by the Board of Selectmen, update as applicable.

### **4. TOWN OPERATIONS AND ADMINISTRATION**

- "Employee retention, satisfaction, and morale
  - Create a remote policy that enables staff to have flexibility.
  - Flexible scheduling for employees
  - Extend Town Hall hours on Tuesday night
  - Employee appreciation events in addition to number of years served
  - Consider salary study for all departments/unions
- Review of all departments and positions or work designations that may be outsourced to fulfill the town's needs. "
- Finish security update at town hall by a date certain; Plant the barricade of trees to curtain off the police department lot by fall

### **5. MAINTAIN AND IMPROVE THE DIVERSITY, VITALITY AND ECONOMIC SUCCESS OF THE TOWN**

- Assist and ensure early childcare and schooling for those in town that need it including keeping childcare in Dennisport.

### **6. MAINTAIN AND DEVELOP AMENITIES THAT CONTRIBUTE TO THE DESIRABILITY OF DENNIS AS A PLACE TO LIVE, WORK AND VISIT**

- In collaboration with the Alternative Energy Advisory Committee, identify locations and create a plan for automobile charging stations. Consider installing electric charging units for vehicles in town hall parking lot.

# **SEASONAL SCALE**



## MEMORANDUM

TO: Elizabeth Sullivan, Town Administrator

FROM: Deborah Heemsoth, Human Resources Director

DATE: November 17, 2021

SUBJECT: Seasonal Salary Scale for FY2023 – FY2025

On June 28, 2018 Governor Baker signed the “Grand Bargain Bill” which established changes to the State’s Minimum Wage. Massachusetts’ minimum wage will gradually increase over the next five years from \$11.00 to \$15.00 per hour. This coming January 1<sup>st</sup>, the State’s minimum wage will increase to \$14.25/hr.

- January 1, 2019: \$12.00
- January 1, 2020: \$12.25
- January 1, 2021: \$13.50
- January 1, 2022: \$14.25
- January 1, 2023: \$15.00

With the planned minimum wage increase effective this coming January 1<sup>st</sup>, the Town will once again have some seasonal positions’ hourly rates falling below the State’s minimum wage. Municipalities must comply with the federal minimum wage which is lower than the state however; Dennis relies on revenue provided from its seasonal economy industry, to stay competitive with the seasonal job market, therefore the Town should be in line with the State minimum wage scale.

The goals in creating a new seasonal salary schedule for FY 2023 - FY2025 were not only to increase salary rates for those positions falling below the new minimum wage requirement, but to also maintain the proportionate ratio that existed currently between seasonal positions and to remain competitive with surrounding communities. The approval of the FY2023-2025 Seasonal Salary Scale will also line up with collective bargaining and allowing the Town’s seasonal salaries to remain proportionate with the salaries of the Town’s permanent positions.

Seasonal employees have been known to shop from town to town for the best compensation. Although Dennis is a great employment experience that attraction disappears when hourly salaries differentiate by more than \$.50 per hour. A salary survey was conducted from neighboring towns

with similar seasonal positions. The findings of the survey were that on average Dennis seasonal salaries are lagging behind salaries in neighboring towns with similar positions.

At this time seasonal positions have not been hired for the upcoming season. The attached department worksheets and budgets were created with the assumption that all seasonal staff will be returning for the FY2023 season. As in the past the salary adjustment will be effective the first day of the new fiscal year, July 1, 2022.

Included with this memo is the requested FY2023 – FY2025 Seasonal Salary Scale, are the departments' seasonal salary worksheets with projected cost using the proposed seasonal salary scale.

Thank you.



## MEMORANDUM

TO: Department Heads

FROM: Deborah Heemsoth, Human Resources Director

DATE: October 23, 2022

SUBJECT: Seasonal Workforce FY2024 Budget Request Worksheet

As part of your FY204 department budget request for seasonal workforce, a worksheet is to be completed to provide backup to your request for seasonal salaries.

In preparing this worksheet you will assume that all FY2023 Seasonal Staff will be returning for the FY2024 season. List all seasonal positions in your department. If a position is vacant, list as "Vacant", Step 1.

On this worksheet you will provide:

- Names of seasonal staff, listed by position and step
- Position (Job Class Description)
- FY2024 Step
- FY2024 Rate of Pay
- Budgeted Man-hours needed for each position
- Budgeted Salary for each position

Line item request of Man-hours and salary on worksheet must match what is being requested in your FY2024 proposed budget.

Completed worksheets are to be forwarded via email to my attention by Wednesday, October 25th.

If you have any questions as you go through the process, please contact me.

Thank you.

1/1/2022 Minimum Wage \$14.25

1/1/2023 Minimum Wage \$15.00

SB Approved 2/15/2022

**TOWN OF DENNIS**  
**FY2023-2024 SEASONAL HOURLY WAGE RATE SCALE**

DEPARTMENT/POSITION	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
<b>GENERAL (All Departments)</b>						
Office Clerk	16.00	16.50	17.00			
Library Assistant	18.00	18.50	19.00			
Sticker Seller	16.00	16.50	17.00			
Sticker Sales Supervisor	18.50	19.00	19.50			
Gate Attendant	15.50	16.00	16.50			
<b>DPW</b>						
Laborer	17.50	18.00	18.50	19.00	19.50	20.00
<b>BEACHES</b>						
Bank Supervisor	20.25	20.50	20.75			
Beach/Lifeguard Supervisor	20.25	20.50	20.75			
Asst. Beach /Lifeguard Supervisor	19.50	19.75	20.00			
Head Lifeguard	18.25	18.75	19.25			
Lifeguard	17.50	17.75	18.00			
Beach Monitor	18.25	18.75	19.25			
<b>CONSERVATION</b>						
Conservation Officer	17.00	17.50	18.00			
Naturalist-Plover Monitor	17.00	17.50	18.00			
Seasonal Staff Supervisor	19.00	19.50	20.00			
<b>ELECTIONS</b>						
Clerk			15.00			
Inspector			15.00			
Registrar			15.75			
Warden			15.00			
<b>GOLF</b>						
Clerk	15.00	15.25	15.50			
Ranger	15.00	15.25	15.50			
Starter	15.00	15.25	15.50			
Cart Attendants	15.50	16.00	16.50			
Range Pickers	15.50	16.00	16.50			
Laborer / Horticulturist	17.50	18.00	18.50	19.00	19.50	20.00
Bank Supervisor/Adv. sales			19.00			
Seasonal Golf Assistant			19.00			
<b>HARBORMASTER</b>						
Assistant Harbor Master	18.00	18.50	19.00			
<b>POLICE</b>						
<b>CSO (new FY2022)</b>	<b>19.00</b>	<b>19.25</b>				
Matron (8am-12am)			17.00			
Matron (12am-8am)			19.00			
Special Police Officer			22.00			
<b>RECREATION</b>						
Recreation Counselor	16.50	17.00	17.50			
Recreation Program Coordinator	18.00	18.50	19.00			
<b>Tennis Instructor</b>	<b>22.00</b>				revolving fund	
<b>Sailing Instructor</b>		<b>17.00</b>			revolving fund	

# FORECAST



# TOWN OF DENNIS BUDGET FORECAST 2020-2023

## BUDGET OVERVIEW 2025

## HISTORIC BUDGET 2020-2023

## FORECAST 2025-2029

Expense	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
General Government	4,529,085	4,275,095	4,310,573	5,340,107	4,944,741	5,043,636	5,144,509	5,247,399	5,352,347	5,459,394
Public Safety	11,867,223	12,503,863	12,811,050	13,106,045	13,879,089	14,156,671	14,439,804	14,728,600	15,023,172	15,323,636
PEB-\$300,000/Municipal Building Upkeep-\$300,000.	-	-	300,000	100,000	-	-	-	-	-	-
Education-DIY & Cape Tech	17,279,758	17,846,077	19,033,010	19,463,063	19,628,665	20,021,259	20,421,684	20,830,117	21,246,720	21,671,654
Education Debt-DIY&Cape Tech	1,431,638	2,225,594	1,336,645	1,872,613	2,148,723	2,191,698	2,235,532	2,280,242	2,325,847	2,372,364
Human Services	5,224,774	5,555,462	5,635,645	5,715,050	6,424,981	6,553,481	6,684,550	6,818,241	6,954,606	7,093,698
Human Services	510,843	519,586	527,870	607,920	635,382	648,090	661,051	674,272	687,758	701,513
Culture and Recreation	3,389,622	3,599,936	3,644,495	3,732,707	3,934,719	4,013,413	4,093,682	4,175,555	4,259,066	4,344,248
Planning and Community Development	1,386,119	1,444,213	1,459,047	1,469,043	1,512,670	1,542,923	1,573,782	1,605,258	1,637,363	1,670,110
Shared Expenses (Fringe/Insurance)	7,875,819	8,102,007	8,238,151	8,923,125	9,422,550	10,176,354	10,990,462	11,869,699	12,819,275	13,844,817
Meals Tax Capital	450,000	-	450,000	382,264	450,000	450,000	450,000	450,000	450,000	450,000
Capital Improvement Plan-(Safer Grant)	300,000	300,000	-	-	-	-	-	-	-	-
Capital Override	1,798,281	1,843,239	1,889,320	1,936,553	1,984,967	2,034,591	2,085,456	2,137,592	2,191,032	2,245,808
Debt-General Fund/CPA/OF/EXEMPT/NON EXEMPT	2,167,961	3,340,736	2,789,031	3,170,140	3,599,141	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000
Other charges -Assessments/Elected Officials	1,225,861	1,267,870	1,216,744	765,444	773,995	789,475	805,265	821,370	837,797	854,553
Cherry Sheets	-	-	-	1,001,386	1,036,435	1,072,710	1,110,255	1,149,113	1,189,332	1,230,959
STM 10.25.22 Articles	-	-	-	263,244	-	-	-	-	-	-
Overlay	300,000	300,000	490,000	289,613	350,000	350,000	350,000	350,000	350,000	350,000
<b>Total Expense</b>	<b>59,736,984</b>	<b>63,123,678</b>	<b>65,102,480</b>	<b>68,198,704</b>	<b>70,726,078</b>	<b>72,644,300</b>	<b>74,646,030</b>	<b>76,737,460</b>	<b>78,924,316</b>	<b>81,212,754</b>
Revenue	1,007,017	666,743	3,825,256	192,414	495,700	37,844	(648,675)	(1,122,013)	(1,700,324)	(3,429,780)
Cherry Sheets	806,786	805,008	806,888	854,587	800,000	800,000	800,000	800,000	800,000	800,000
Local Receipts-Meals Tax	11,386,150	11,990,900	15,621,672	13,169,567	13,831,000	13,800,000	13,800,000	13,800,000	13,800,000	12,600,000
Available Funds(transfer,overlay,free cash, fire stabil.)	2,134,900	3,182,296	3,190,040	2,633,683	2,873,675	2,873,675	2,873,675	2,873,675	2,873,675	2,983,899
<b>Non tax levy</b>	<b>14,327,836</b>	<b>15,978,204</b>	<b>19,618,600</b>	<b>16,699,393</b>	<b>17,504,675</b>	<b>17,473,675</b>	<b>17,473,675</b>	<b>17,473,675</b>	<b>17,473,675</b>	<b>16,383,899</b>
Tax levy	42,279,695	43,636,887	45,061,996	46,565,326	48,029,460	49,530,196	51,068,451	52,375,162	53,984,541	55,584,155
2 1/2% increase	1,056,992	1,090,922	1,126,550	1,164,133	1,200,736	1,238,255	1,276,711	1,309,379	1,349,614	1,389,604
Allowable New Construction	300,989	334,186	376,781	300,000	300,000	300,000	30,000	300,000	250,000	250,000
Override	(789)	-	-	-	-	-	-	-	-	-
Tax levy limit	43,636,887	45,061,996	46,565,326	48,029,460	49,530,196	51,068,451	52,375,162	53,984,541	55,584,155	57,223,759
Other Adjustments:Cape Cod Commission	286,676	310,091	315,740	323,634	331,724	340,017	348,518	357,291	366,162	375,316
Debt Exclusion	2,482,602	2,440,130	2,428,069	3,338,632	3,855,182	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000
<b>Total Revenues</b>	<b>60,744,001</b>	<b>63,790,421</b>	<b>68,927,736</b>	<b>68,391,118</b>	<b>71,221,778</b>	<b>72,682,143</b>	<b>73,997,355</b>	<b>75,615,447</b>	<b>77,223,991</b>	<b>77,782,973</b>