

TOWN OF DENNIS MASSACHUSETTS



PROPOSED ANNUAL BUDGET FISCAL YEAR 2023

Elizabeth Sullivan
Town Administrator

TOWN OF DENNIS

MASSACHUSETTS



PROPOSED ANNUAL BUDGET
FOR THE FISCAL YEAR
BEGINNING JULY 1, 2022 AND ENDING JUNE 30, 2023

SELECT BOARD

CHRISTOPHER FLANAGAN, CHAIR

JOHN TERRIO, VICE CHAIR

CHRISTOPHER LAMBTON, LICENSING CHAIR

PAUL MCCORMICK, CLERK

SHERYL MCMAHON

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JAMES PLATH, CHAIR

ROBERT PRALL, VICE CHAIR

RACHEL BARONI

PETER MCDOWELL

LESTER JAY MURPHY

PATRICIA STONE

CARL MONROE

TOWN OF DENNIS

Community Profile

INCORPORATED: 1793

LAND AREA: 22 Sq. Miles

PUBLIC ROADS: 142 Miles

COUNTY: Barnstable

2021 POPULATION: 14,674

2021 LABOR FORCE: 7,149

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

**FY2022 TAX RATE PER
THOUSAND:** \$5.61

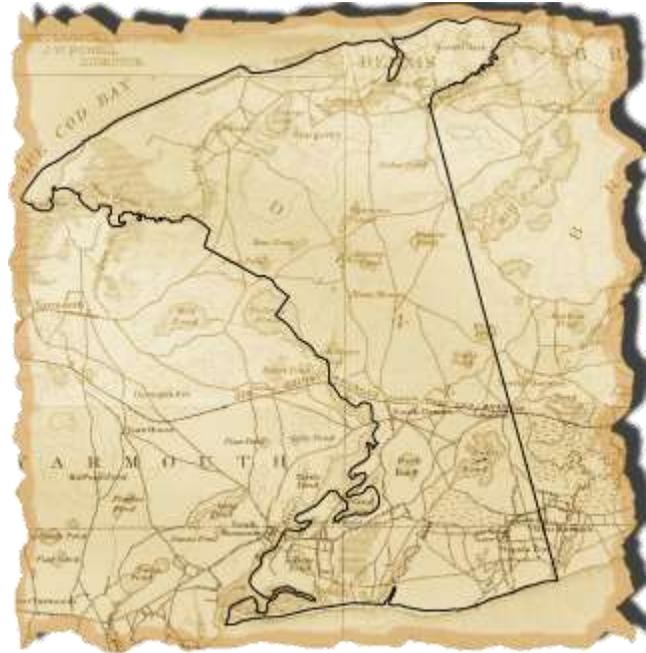
**2022 AVERAGE SINGLE FAMILY
HOME VALUE:** \$578,925

**2022 AVERAGE SINGLE FAMILY
TAX BILL:** \$3,248

**FY2023 Municipal Operating
Budget:** \$40,489,249

To find out more about Dennis'
municipal services, please visit:
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, 2021

Dear Honorable Select Board;

INTRODUCTION

I am pleased to present the Fiscal Year 2023 Proposed Budget, which incorporates the latest information available regarding revenue projections and departmental expenditure requests. The FY2023 budget is based on conservative and achievable estimates of available revenues.

As you know, last year the COVID-19 pandemic created challenges in planning for sustainable future revenues. The Town maintained 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 fiscal prudence assisted the town during the unprecedented and uncertain times and the town is in a better financial position going into FY2023 because of the collective efforts of many. 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 FY2023 Budget planning process commenced in early October this year. Budget guidelines were distributed on October 8, 2021, for departments to begin building their budgets. All Town departments were asked to prepare level service and level funded budgets with the exception of increases in contractual and other fixed costs.

In early November, I met with the senior managers from each department to review their budgets. I also met with the DY School Superintendent regarding FY2023 school budget areas of concern and the Dennis budget calendar. 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. However, I met with the DY School Superintendent and Assistant Superintendent together with Finance Director MaryAnne Gibbs, and incoming Finance Director Josee Young on November 2, 2021 to develop our plans for this year's budget building exercises. 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 30th and review departmental budgets during the month of December. In January, the Finance Committee will begin their review of the FY2023 Budget.

Enclosed in your budget books, you will find detailed documentation provided on the recommended budget for FY2023.

FISCAL YEAR 2023 BUDGET PROJECTIONS

The requested budget includes expenditures of \$66,884,564 balanced by non-tax levy revenues totaling \$16,134,449; an estimated tax levy of \$48,029,460 and debt exclusions for \$2,984,523 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 \$1,164,133 or 2.50%. A \$300,000 increase in the tax levy is attributed to new growth. 73% of all revenue used to fund Town services is raised through property tax. This is similar to the revenue split presented in the FY2022 budget. 92.82% of the real estate levy comes from the residential tax base.

The tax rate for FY2022 was approved at \$5.60 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, 2021. The total Fiscal Year 2022 Town valuation was \$8,586,044,220. The total estimated Fiscal Year 2023 Town valuation will be \$8,671,904,662. This represents a total valuation increase of \$85,860,442 or approximately 1.0%.

The average assessment for a single-family home in Dennis for FY2021 was \$520,700. The average assessment for a single family home in Dennis for FY2022 is \$578,925. For FY2022, the average single family tax bill is \$3,248 ($\$5.61/1000 \times \$578,925$). This compares to \$3,139 ($6.03/1000 \times \$520,700$) for FY2021. This is a net percent change of 11.8% and an average value projected tax dollar increase of \$109.

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 2019 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 FY2023 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 \$1,164,133
- Level funded State Aid at \$775,000
- 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 \$18,002,550. Debt service is \$1,202,084.
- Cape Tech school budget \$1,506,281 is based on estimated enrollment projections and second year of debt service for new school is \$709,164.

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

Wages – all nine (9) Collective Bargaining Agreements expire at the end of Fiscal Year 2022. Step increases for all applicable units/departments are included in the budget line items.

Administration is in active negotiations with all collective bargaining units at this time with the hope to bring new contracts approved by the Select Board to spring Town Meeting.

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 FY2023 is normally scheduled for early February.

Property & Liability Insurance (MIIA) – over the last several years this budget has continued to increase. As you may recall, at the Fall Town Meeting on November 2, 2021 this budget was amended by increasing the line item by \$115,000. This budget reflects the amended figure for fiscal year 2020 and includes a projected increase for FY 2023 as well. 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 2023 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 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, I am strongly recommending the Select Board support funding at spring Town Meeting that would support the initial design, engineering and survey work.

The Town is facing a cost of at least \$290 million over the next 40 years to implement the full Comprehensive Wastewater Management Plan. For any future economic development to occur in our commercially zoned areas, a wastewater solution needs to be implemented. If we do not act on our CWMP requirements, it is highly likely the Federal and State government, along with the Conservation Law Foundation, will step in and force residents to implement solutions at a far greater public and private cost than if we act promptly on our own.

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 this time, the recommended options for cost recovery plan for wastewater implementation include:

a) Landfill 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 \$654,203.

The present balance in the Wastewater Stabilization Fund is \$2,531,000.

b) Local Rooms Tax

Increase local excise rooms tax from 4% to 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.

Per the approved funding mechanism in 2021 the additional 2% of the rooms tax was \$43,641 and 25% of the total local excise was \$545,51, both amounts were transferred into the Wastewater Stabilization Fund.

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." The municipal Treasurer would be the custodian of the fund. Acceptance of the surcharge would require "approval of the legislative body and the acceptance of the voters of a city or town on a ballot question at the next regular municipal or state election; provided, however, that this section shall take effect on July 1 of the fiscal year after such acceptance or a later fiscal year as the city or town may designate."

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 \$661,159.

d) 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 would 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

The Town financial staff worked with their 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.

The above reflects the Dennis recommended wastewater program capital costs over 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 even though long-term that would be the recommended goal.

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 must 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

	Dennis	Yarmouth	Total
Minimum Contribution	\$10,094,558	\$22,202,464	\$32,297,022
Operating Assessment Above Minimum	\$7,468,905	\$15,174,043	\$22,642,948
Total Operating Assessment (Statutory Formula)	\$17,563,463	\$37,376,507	\$54,939,970
Debt Service	\$607,161	\$652,803	\$1,259,964
Total	\$18,170,624	\$38,029,310	\$56,199,934

We asked the Superintendent for a draft budget at this time for budgetary purposes only. They were kind enough to put something together for us but please remember this is only a draft budget at this time. We are working off of 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. FY2023 debt service of \$770,978 has been budgeted.

It is anticipated we should be in the new school by January 2023.

The building project schedule:

- April 30, 2021:** Groundbreaking
- November 4, 2021:** Topping Off Ceremony with MSBA
- April 2022:** Start Interior Finishing
- Oct 2022:** New Building Substantially Complete
- Oct 2022-Dec 2022:** Punchlist & Commissioning
- Nov 2022-Dec 2022:** Furnishings, Equipment, Technology Installation
- Jan 2023:** Ready for Occupancy

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 40 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.

- *The FY23 budget includes \$300,000 for improvements to public buildings as identified in the deferred maintenance plan by the Department of Public Works facilities division and per direction of the Select Board and Finance Committee.*

a) ADA Transition Plan and Remediation

From the FY2021, FY2022 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 FY2019, FY2020, FY2021, FY2022 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 dollars 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 Design and Bidding for Dennis Senior Center Renovations Project:

- November 19th – 50% CD Phase
- December 17th – 75% CD Phase
- December 23rd – 90% CD Phase
- March – Bidding Commences
- April – Filed Sub-bids and GC bids to be received and reviewed
- May – Annual Town Meeting Article for funding

Additionally, with the new addition in place, costs associated with staffing levels at the Senior Center will need to be reviewed both for expanded programming as well as custodial services

(municipal or contractual). I am recommending three service enhancements which are essential to the expanded operations of the Senior Center, including;

- Increase hours of the Transportation Coordinator to 40 hours/week
- Add a new part-time Program Coordinator at 19.5 hours per week (no benefits)
- Contractual custodial services for the building (same business model utilized at our golf facilities)

Further backup materials are included on the proposed service enhancements outlined above under new budget initiatives section.

c) Fire Station 2

At the Special Town Meeting held on November 2, 2021 the community voted to support the construction of a new Fire Station II contingent upon a successful Proposition 2 ½ debt exclusion vote for \$14,677,779. That vote is scheduled for December 7, 2021. Upon favorable result from ballot vote contract documents will be executed and a “Notice to Proceed” will be issued to the General Contractor (BC Construction Company, Inc.).

It is anticipated that the General Contractor will execute contract and provide insurance certificate and bonds required for project within two weeks of issuance of “Notice to Proceed”. The contract should be fully executed by both parties by the middle of December.

It is expected that the first kick-off meeting between General Contractor, Owner’s Project Manager, Designer and Town will occur the week of December 13th. It would be the intent to start ground clearing and grubbing the site soon after January 1, 2022. The anticipated completion date is estimated to be 14 months after ground breaking or February/March of 2023.

d) Solid Waste Disposal and Recycling

Massachusetts continues to lose disposal capacity for solid waste which has resulted in an increase cost in disposal for all municipalities in Massachusetts. The Town entered into a three-year Municipal Solid Waste (MSW) contract with Covanta SEMASS to tip at their Yarmouth Transfer Station, effective January 2020. Additionally, the Town has a 5-year contract to deliver MSW to the SEMASS facility in Rochester. This resulted in a manageable 2.49 % increase in Municipal Solid Waste (MSW) costs for FY 23.

The Board has been successful in mitigating increases in charges for the disposal of trash. The costs of trash disposal, construction and demolition (C&D) disposal, transportation, and recycling will continue to increase dramatically in an indiscriminate manner. Transportation costs for C & D are projected to increase by 13% in FY 23. This will create fiscal instability for the Town long term if left unaddressed. Fee increases for stickers, C&D, and recycling services for residents will need to be reviewed and considered in the future.

e) 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 be able to demonstrate funding mechanisms to mitigate for weather related events.

Dr. Bottero Road Project

The Town was awarded three grants Coastal Zone Management – to address mitigating the ongoing annual erosion and storm damage along Dr. Bottero Road in the vicinity of Chapin Beach. The grants enabled the Town to develop alternative designs, conduct pre-application meetings with the permitting agencies and commence Federal permitting.

We have had several meetings with the State and federal permitting agencies and are still in the Federal permitting process with the Dr. Bottero project. We also began the State permitting process under MESA. Additional measures being required by the agencies to prevent impacts to endangered species and insure the project is maintained after construction. These additional measures are increasing the project cost. The 2016 cost estimates for the life of the project was almost \$3.5 million. In 2018 revised estimates for the life of the project costs were \$5.1 million. This cost has likely increased due to recent requests for a long-term Conservation & Management Plan at Chapin Beach.

The Dennis Select Board and Dennis Beach Management Advisory Committee requested a meeting be held with all the ARC acquisition stakeholders to update on the work completed to date through grant funding received, and 2) determine stakeholder(s) interest of pursuing grant opportunities collaboratively as the ARC facility is still as vital to the regions shell fish industry.

A meeting was held in August with all stakeholders, a follow-up breakout meeting with the Select Board liaisons, BMAC and ARC is being coordinated. WHOI Sea Grant and Barnstable County have both offered assistance with grant writing should the town wish to pursue further grant funding to address the erosion at Dr. Bottero Road.

f) 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 2019 and will expire in Fiscal Year 2022. Over 71% of the Town's operating budget is made up of personnel costs. Negotiations on all contracts have commenced with the hope to be settled for spring Town Meeting. Guidance has been given by the Board, however, the impact of negotiations is an unknown at this time as collective bargaining is active and ongoing likely for the next few months. I will update the Board accordingly once contracts have been settled for your support in placing a Town Meeting Article when applicable.

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. In the last year we have seen this type of succession planning with both our Police Department and Fire Department as well as the retirement of our Finance Director.

Seasonal Salaries

In an effort to stay on target with the approved State minimum wage increases, effective January 1, 2019, which proposed increases to the minimum wage over the next five years, through January 1, 2023 ending at \$15.00/hour, I am recommending significant adjustments to the seasonal salaries. You may recall, the Select Board endorsed increases in Seasonal Salaries at Town Meeting in 2019 for FY2020 and FY2021. 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 am recommending 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 will also a line with collective bargaining and allow 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.

g) Health Insurance

After two years (FY2020 and FY2021) of seeing no increases in health insurance cost, in the current fiscal year (FY2022) the Town did see a 2.8% increase in the rates that were set for FY2021. Prior to the FY2020, the trend was approximately 6% increase each year. It is unknown at this time what the anticipated increase will be for FY2023. 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.

h) 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 thru 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 departments 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.

i) 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.

- *Recommendation for a permanent funding plan for the OPEB Liability Trust Fund*
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.

NEW INITIATIVES/BOARD GOALS PROPOSED FOR FY23

In keeping with the fiscal guidance and policies outlined in my FY23 budget message Departments have prepared level funded budgets with the exception of contractual increases. 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 want to highlight a few items for your consideration, these items and a few others will be brought back before you later in the budget planning process. A summary is provided here and each initiative has separate backup contained within your budget books.

1. Dennis Center for Active Living (COA/Senior Center)

Contractual Custodial Services –

This has been highlighted over the last several years in anticipation of the expanded building footprint. Similar to the Golf Club Houses and the Police Station, the town may want to consider utilizing contractual custodial services for the new Center for Active Living, which is 10,205 square feet of new construction.

Using the existing rates for the current part-time contractual services at townhall the projected calculation is:

\$7.96/sf x 10,205 new = \$81,232
 10% inflation factor = \$8,123
 10% offices and kitchen = \$8,123

Projected cost for FY23 = \$97,478 (See attached memo included from DPW).

2. Dennis Center for Active Living (COA/Senior Center)

Increase hours of the Transportation Coordinator to 40 hours/week – this is an increase in hours worked, and presently this is funded through a grant. Would remain a non-union FT position request to add to operating budget. The request is based on the demand for the services.
 Grade 12/Step 6 \$21.20/hr at 40hrs = \$44,265

3. Dennis Center for Active Living (COA/Senior Center)

Add a new part-time Program Coordinator at 19.5 hours per week (no benefits) – Program Coordinator to oversee operations of Adult Day Care Center respite programs and to supervise GAP PT Activity Director.
 Part-time, no benefits = \$24,000

4. Department of Public Works

Mowing/fertilizing of irrigated town properties - Contractual services DPW -

The Department of Public Works has struggled the past two years filling seasonal positions on the Highways and Grounds staff. This has directly impact to our ability to properly maintain grounds across town, most notably at the more manicured locations we refer to as the irrigated town properties. The subject properties are as follows:

- Town Hall - 685 Route 134 South Dennis, MA 02660
- Police Dept - 90 Bob Crowell Road South Dennis, MA 02660
- Fire Headquarters - 883 Main Street (Route 28) West Dennis, MA 02670
- Carleton Hall - 1006 Old Bass River Rd, Dennis, MA 02638
- Dennisport Public Library - 5 Hall St, Dennis Port, MA 02639
- Dept of Public Works – 120 Theophilus F. Smith Rd South Dennis, MA 02660
- Johnny Kelly Park - 180 Old Bass River Rd, South Dennis, MA 02660
- Seaside Ballfield – No street address, across street from 93 Seaside Ave, Dennis, MA 02638
- Rt 134 Islands – No address, also known as the island on Rt 134 named “Charlie Chamberlain Parkway”

To maintain these properties, it is essential that we have in place a robust feeding, cutting and watering program. This requires irrigation active from mid-April through early October, a fully programmed feeding and weed control program and weekly cutting for approximately 30 weeks. As evidenced this past summer, without adequate skilled help this is both unattainable and unsustainable. (See attached memo from DPW).

Combined annual maintenance:

Fertilizing	\$ 16,702.50
Mowing	\$ 98,400.00
<u>Total</u>	<u>\$ 115,102.50</u>

5. Classification and Compensation Study for SEIU A, B & Non-Union Employees

As part of the previous collective bargaining cycle a Classification and Compensation Study was approved in the amount of \$20,000. This study is actively underway by the Collins Center, and we are anticipating results in January. Any proposed adjustments to compensation are subject to review and further subject to appropriation. Although, not a part of the FY23 operating budget this will likely require a separate town meeting article to fund in the Spring of 2023. As soon as the study is completed an update will be provided.

CAPITAL

The capital budget process is actively underway at this time and will be submitted under separate cover. Over \$5 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 FY2023 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 FY2023 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 FY2023 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 MaryAnne Gibbs 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 2023 budget review as well as departmental budgets will commence with a presentation to the Select Board on November 30, 2021. The budget will be back before the Board on December 7, 2021, 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 month of January.

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 – DEPARTMENT HEAD BUDGET REVIEW MEETING SCHEDULE

ATTACHMENT C – BUDGET/TOWN MEETING ARTICLE REVIEW SCHEDULE

ATTACHMENT D – BUDGET CALENDAR

ATTACHMENT E – SELECT BOARD GOALS

ADDITIONAL BUDGETARY NEEDS

SEASONAL SALARY SCALE

FORECAST

ATTACHMENT A
– BUDGET GUIDELINES



MEMORANDUM

TO: DEPARTMENT HEADS

FROM: ELIZABETH SULLIVAN, TOWN ADMINISTRATOR

DATE: OCTOBER 6, 2021

SUBJECT: FY 2023 BUDGET GUIDELINES

Based on preliminary estimates for Fiscal 2023, at this time, the following budget guidelines are recommended to all Departments:

1. **Prepare a level funded budget** – No increase in services from FY2022. In your budget requests you should reflect current staffing levels.

Except for:

- 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.

Salary & Wages

Are according to Collective Bargaining Agreements, Non-Union Personnel Policies or Contracts from FY2022. All collective bargaining agreements will expire June 30, 2022. We are in process of setting up dates for negotiations for FY2023 and beyond. Please use FY2022 salary as per attached salary schedules. Remember to include steps at the FY2022 rate. This year we are budgeting 2088 hours.

Do not incorporate any new personnel requests into your budget.

2. **Seasonal Salaries**

Seasonal Salaries for FY2023 have not been approved by the Select Board. We will meet as a group, with all departments that have seasonal staff to discuss a strategic plan for seasonal salaries prior to approval by the Select Board. At this time, as you complete your department's "Seasonal Salary Worksheet" projecting seasonal manhours and salaries for FY2023, please use FY2022 seasonal salary schedule. Once seasonal salaries for FY2023 have been approved by the Select Board your departments "Seasonal Salary Worksheet" will be updated with the approved rates. If you have any new seasonal personnel requests that you are proposing for next year, please submit a narrative and other statistical or comparative documentation that support your request. Please do not incorporate any new seasonal personnel request into your budget.

Budgets are due to Accounting on or before Thursday October 21, 2021.

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 –
DEPARTMENT HEAD BUDGET
REVIEW MEETING SCHEDULE**

**DEPARTMENT SCHEDULE FOR BUDGET REVIEW WITH TOWN ADMINISTRATOR/ASSISTANT
TOWN ADMINISTRATOR/FINANCE DIRECTOR**

MEETING TIME	Wednesday - November 10, 2021	Friday - November 12, 2021
8:30-9:00	DPW - STREET LIGHTS - 422, 424	ADMINISTRATION - 122, 129, 131, 195, 599
9:00-9:30	TRANSFER STATION - SNOW AND ICE - 423, 433	ACCOUNTING/VETERANS - 135, 543
9:30-10:00	MUNICIPAL BUILDINGS - 192	POLICE - ANIMAL CONTROL - 210, 292
10:00-10:30	ENGINEERING - 411	BUILDING/SD HISTORIC/OKH - 241,691,692,693
10:30-11:00	HEALTH - 510	LEGAL - WORKERS COMP - INS - UNEMPLOYMENT - 151, 193, 910
11:00-11:30	NATURAL RESOURCES - 171	IT - 155
11:30-12:00	ASSESSING - 141, 142	PLANNING - 175
12:00-12:30	COA-COMMISSION ON DISABILITIES- 541, 548	LUNCH
12:30-1:00	RECREATION - 630	TOWN CLERK - ELECTIONS - 161, 162
1:00-1:30	BEACHES - 635	FIRE - 220
1:30-2:00	GOLF - 640	TREASURER/COLLECTOR - DEBT - TT - 147, 158, 710 751, 752
2:00-2:30	HARBOR - 295	CENTRAL PURCHASING-138
2:30-3:00	LIBRARY - 610	

ATTACHMENT C-
BUDGET/TOWN MEETING
ARTICLE REVIEW SCHEDULE

BUDGET/CAPITAL/ATM CALENDAR

FY2023	
DEPARTMENT CAPITAL REQUESTS DUE	SEPTEMBER 24, 2021
TOWN ADMINISTRATOR'S BUDGET GUIDELINES	
CAPITAL - TOWN ADMINISTRATOR INTRODUCTION	OCTOBER 27, 2021
CAPITAL MEETING WITH DEPARTMENTS	OCTOBER 20, 2021
BUDGETS DUE TO ACCOUNTING - BOTH MUNIS AND EXCEL	OCTOBER 8 – 25, 2021
REVIEW BUDGETS WITH TOWN ADMINISTRATOR AND ACCOUNTANT	NOVEMBER 9, 2021
	NOVEMBER 10, 2021
LAST DATE TO POST FEE BOOK	NOVEMBER 18, 2021
ASSESSORS CLASSIFICATION HEARING	NOVEMBER 16, 2021
SELECT BOARD FEE HEARING	DECEMBER 7, 2021
SELECT BOARD BUDGET MEETINGS- PRESENT BALANCED BUDGET TO SELECTMEN AND DEPARTMENT REVIEW	NOVEMBER 30, 2021
	DECEMBER 7 AND 14, 2021
ATM WARRANTS OPEN	JANUARY 7, 2022
CAPITAL OUTLAY PRESENTATION TO SELECT BOARD & FINANCE	JANUARY 18, 2022

SELECT BOARD REVIEW OF ARTICLES	FEBRUARY 8, 15, 22, 2022
FINCOM BUDGET MEETINGS	FEBRUARY 1-28, 2022
DUE DATE FOR ANNUAL TOWN MEETING ARTICLES (FOR CITIZENS PETITIONS) 4:00 DEADLINE	MARCH 15, 2022
ARTICLES CLOSE	MARCH 15, 2022
FINANCE COMMITTEE REVIEW ARTICLES	MARCH 1-30, 2022
SELECT BOARD SIGN WARRANT	APRIL 12, 2022
WARRANT SENT TO PRINTER	APRIL 15, 2022
LAST DAY TO POST & PUBLISH WARRANT-PER MGL CHPT. 39§10	APRIL 26, 2022
WATER DISTRICT ANNUAL MEETING	APRIL 19, 2022
ANNUAL TOWN MEETING	MAY 3, 2022
ANNUAL TOWN ELECTION	MAY 11, 2022

**ATTACHMENT D –
BUDGET CALENDAR**

TOWN OF DENNIS

FY2023 BUDGET MEETINGS

NOVEMBER 30, 2021

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
155 - INFORMATION TECH/DATA
158 - TAX TITLE
161 - TOWN CLERK
162 - ELECTIONS
195 - TOWN REPORTS

HEALTH AND HUMAN SERVICES

541 - COA
543 - VETERANS' SERVICES
548 - COMMISSION ON DISABILITIES
599 - HUMAN SERVICES

DEBT/SHARED EXPENSES

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

DECEMBER 7, 2021

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 14, 2021

PLANNING/COMM. DEVELOPMENT/DNR

171 - DNR
175 - PLANNING
241 - BUILDING INSPECTOR
510 - HEALTH INSPECTION SERVICES
691 - HISTORICAL COMMISSION
692 - SDH DISTRICT
693 - OKH HISTORICAL DISTRICT
CAPE COD REGIONAL TECHNICAL HIGH
SCHOOL
DENNIS-YARMOUTH REGIONAL HIGH
SCHOOLS

**ATTACHMENT E –
SELECT BOARD GOALS**

FY2022-23 SELECT BOARD GOALS
ADOPTED: OCTOBER 5, 2021

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

- Fill out the Building and Structures Committee to evaluate properties, maintenance needs, and make recommendations on how to finance a 5-year maintenance plan. Create and implement a strategy to address ADA accessibility issues for municipal buildings and properties. Work with the municipal building division to implement their plan for maintaining the towns buildings. Perhaps a capital override to fund.
- Beaches and Recreation: Decide on the Independence Pathway; continue work on Sea View Park/Pound Pond. Give serious consideration to a new recreation building for the town for both adults and children.
- Develop short-term goals around coastal resiliency and identify funding sources as needed to achieve those goals.

2. ADDRESS THE AFFORDABLE HOUSING CRISIS IN TOWN.

- Assist Board in identifying opportunities to increase affordable and attainable (work force) housing with existing Town-owned properties:
 - Release RFP for high density affordable housing development for general population at old DPW building site on Bob Crowell Rd.
 - Release RFP for high density affordable senior housing development on municipally held land between Town Hall and Funeral Home.
 - Repurpose old hotels and existing lots for opportunities for affordable housing.
 - Identify developed parcels of land for the Town to purchase through CPC funds for redevelopment of affordable housing.
- Implement recommendations within the approved Town Land Inventory, Ways to Water Report, ADA Transition Plan and Open Space Plan. Continue to work on the town land inventory list and assign properties.
- Working with the Zoning Bylaw Study Committee to conduct a public seminar on Pros & Cons of ADU Housing.

3. MAINTAIN AND ENHANCE THE TOWN'S FINANCIAL SUSTAINABILITY

- Conduct a comprehensive review of policies adopted by the Select Board, update as applicable. Additionally, assist Board with a comprehensive review of the beach sticker eligibility policy.
- Working with the OPEB Trust, assist the Board with a permanent funding strategy for the Other Post-Employment Benefits. Schedule presentation of OPEB Trustees funding recommendation.
- Seasonal Salaries. Need a discussion for the budget next year to find a way to increase salaries so the town can remain competitive with other seasonal employers. Implement a reward system for those employees that stay the full season. Finish the salary classification study.

4. TOWN OPERATIONS AND ADMINISTRATION

- Apply for federal grants outside of the ARPA monies given to the Town to fund projects in addition to the grants offered through the Commonwealth and Barnstable County. Specifically, grants offered through the Economic Development Administration: Build Back Better, Economic Adjustment Assistance, and Travel Tourism and Outdoor Recreation.

- The Licensing Board should take an in-depth look at the Noise bylaw(s) and enforcement. Create a special committee or a subcommittee of the Board to investigate modernizing the noise regulations, monitoring and enforcement.
- ORV access management plan for Crowes Pasture; consider action to mitigate damage – consider eliminated ORV access to beach and flats – take a hard look at environmental risk; have Conservation Commission review the conditions.

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

- Education of our residents to the benefits and the need to invest in wastewater. Evaluate the funding needed to implement a Phase I for constructing wastewater infrastructure and get funding passed ASAP. Decide on location for treated effluent discharge.
- Fund upgrades and improve technology at beach gates, and explore implementing a cashless system using credit card readers that are hard wired at the beaches. Continue the installation of Kiosk for paid parking at Municipal lots from Memorial Day to Labor Day. Pursue the concept of providing a “patron pay” shuttle service from a parking location in Town to beaches.

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

- Beautification of Town properties curb appeal; continue the work on the rehab and beautification of the Rt 28 corridor, encourage plantings without the use of irrigation.
- In coordination with the Road Safety Task Force, explore ways to assist in reducing car speed in neighborhoods; promote safe walking/running/biking. Sidewalks and/or bike lanes increased especially on roads leading to beaches, Hokum Rock and connecting the existing sidewalk on Rt 134.

**ADDITIONAL BUDGETARY
NEEDS**



Town of Dennis
Department of Public Works
120 Theophilus F. Smith Road Dennis, MA 02660
Telephone: (508) 760-6220 · Fax (508) 760-6223

Custodial Services

Dennis, MA
15 OCT 2021

Town Hall.

Approximately 4,464 sf cleaned by Partners over nine months for \$26,651.
Allocate this for 12 months = $(\$26,651 / 9) \times 12 = \$35,535$.
This equals \$7.96 / sf for the whole year (35,535 / 4,464 sf)

Therefore, estimated cost \$ 35,535
Plus 10% inflation to FY23 3,553

Projected cost for FY23 = \$ 39,088

Senior Center.

The Senior Center has 10,205 sf of new construction. Using the rates above to calculate the projected cost for cleaning the new construction is as follows:

\$7.96 / sf x 10,205 sf new = \$ 81,232
Add 10% inflation factor 8,123
Add 10% for offices/kitchen 8,123

Projected cost for FY23 = \$ 97,478

For both properties we're looking at a total cost of \$ 136,566.

By comparison, costs for a new skilled Custodian are approximately \$ 56,625.

Wages: \$ 42,575
33% Fringe: 14,050

Total \$ 56,625

****Note: Additional custodial services, whether town resources or outside services, will be req'd when the old portion of the Senior Center is renovated and put into full use (~12,348 SF).**



Town of Dennis
Department of Public Works
 120 Theophilus F. Smith Road Dennis, MA 02660
 Telephone: (508) 760-6220 · Fax (508) 760-6223

Mowing and fertilizing of irrigated town properties
Town of Dennis
21 OCT 2021

The Department of Public Works has struggled the past two years filling seasonal positions on the Highways and Grounds staff. This has directly impact to our ability to properly maintain grounds across town, most notably at the more manicured locations we refer to as the irrigated town properties. The subject properties are as follows:

- Town Hall - 685 Route 134 South Dennis, MA 02660
- Police Dept - 90 Bob Crowell Road South Dennis, MA 02660
- Fire Headquarters - 883 Main Street (Route 28) West Dennis, MA 02670
- Carleton Hall - 1006 Old Bass River Rd, Dennis, MA 02638
- Dennisport Public Library - 5 Hall St, Dennis Port, MA 02639
- Dept of Public Works – 120 Theophilus F. Smith Rd South Dennis, MA 02660
- Johnny Kelly Park - 180 Old Bass River Rd, South Dennis, MA 02660
- Seaside Ballfield – No street address, across street from 93 Seaside Ave, Dennis, MA 02638
- Rt 134 Islands – No address, also known as the island on Rt 134 named “Charlie Chamberlain Parkway”

To maintain these properties, it is essential that we have in place a robust feeding, cutting and watering program. This requires irrigation active from mid-April through early October, a fully programmed feeding and weed control program and weekly cutting for approximately 30 weeks. As evidenced this past summer, without adequate skilled help this is both unattainable and unsustainable.

To analyze the costs associated with this work we obtained budget pricing from two respected local contractors, one for a fertilizing program (All Cape Weed Control) and mowing (Jon Holmes & Son). We walked the subject properties with both so they could grasp the scope of what we need to do. Both got back to us shortly thereafter, the budgets they gave us for their respective trades are as follows:

Combined annual maintenance:	
Fertilizing	\$ 16,702.50
Mowing	<u>\$ 98,400.00</u>
Total	<u>\$ 115,102.50</u>

These numbers are inclusive of vehicles, tools, equipment, fuel, product, etc. Further, this work is assumed to be done on straight time hours.

Contracting this scope of work will enable the full-time Grounds crew and their seasonal counterparts to focus on other segments of work that have gone undone in recent years, such as planting beds, bushes, mulching, fencing, trimming / pruning, walkways, etc.

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 1st, 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 1st, 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.

1/1/2022 Minimum Wage \$14.25

1/1/2023 Minimum Wage \$15.00

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

DEPARTMENT/POSITION	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
GENERAL (All Departments)						
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			
DPW						
Laborer	17.50	18.00	18.50	19.00	19.50	20.00
BEACHES						
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			
CONSERVATION						
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			
ELECTIONS						
Clerk			15.00			
Inspector			15.00			
Registrar			15.75			
Warden			15.00			
GOLF						
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			
HARBORMASTER						
Assistant Harbor Master	18.00	18.50	19.00			
POLICE						
Matron (8am-12am)			17.00			
Matron (12am-8am)			19.00			
Special Police Officer			22.00			
RECREATION						
Recreation Counselor	16.50	17.00	17.50			
Recreation Program Coordinator	18.00	18.50	19.00			

**TOWN OF DENNIS
FY2025 SEASONAL HOURLY WAGE RATE SCALE - PROPOSAL**

DEPARTMENT/POSITION	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
GENERAL (All Departments)						
Office Clerk	16.25	16.75	17.25			
Library Assistant	18.25	18.75	19.25			
Sticker Seller	16.25	16.75	17.25			
Sticker Sales Supervisor	18.75	19.25	19.75			
Gate Attendant	15.75	16.25	16.75			
DPW						
Laborer	17.75	18.25	18.75	19.25	19.75	20.25
BEACHES						
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			
CONSERVATION						
Conservation Officer	17.25	17.75	18.25			
Naturalist-Plover Monitor	17.25	17.75	18.25			
Seasonal Staff Supervisor	19.25	19.75	20.25			
ELECTIONS						
Clerk			15.25			
Inspector			15.25			
Registrar			16.00			
Warden			15.25			
GOLF						
Clerk	15.25	15.50	15.75			
Ranger	15.25	15.50	15.75			
Starter	15.25	15.50	15.75			
Cart Attendants	15.75	16.25	16.75			
Range Pickers	15.75	16.25	16.75			
Laborer / Horticulturist	17.75	18.25	18.75	19.25	19.75	20.25
Bank Supervisor/Adv. sales			19.25			
Seasonal Golf Assistant			19.25			
HARBORMASTER						
Assistant Harbor Master	18.25	18.75	19.25			
POLICE						
Matron (8am-12am)			17.25			
Matron (12am-8am)			19.25			
Special Police Officer			22.25			
RECREATION						
Recreation Counselor	16.75	17.25	17.75			
Recreation Program Coordinator	18.25	18.75	19.25			

1/1/2021 Minimum Wage \$13.50							Current Salary Scale
ATM 5/8/2021							
TOWN OF DENNIS							
FY2022 SEASONAL HOURLY WAGE RATE SCALE							
DEPARTMENT/POSITION	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	
GENERAL (All Departments)							
Clerk I	13.50	14.00	14.50				
Sticker Seller	13.50	14.00	14.50				
Sticker Sales Supervisor	17.00	17.50	18.00				
Gate Attendant	14.00	14.00	14.00				
DPW							
Laborer	15.23	15.73	16.24	16.75	17.26	17.76	
BEACHES							
Bank Supervisor	17.26	17.76	18.27				
Beach/Lifeguard Supervisor	18.02	18.52	19.03				
Asst. Beach /Lifeguard Supervisor	17.00	17.26	17.51				
Head Lifeguard	16.24	16.49	16.75				
Lifeguard	15.50	15.60	15.80				
Beach Monitor	16.50	16.75	17.00				
CONSERVATION							
Conservation Officer	15.99	16.49	17.00				
Naturalist-Plover Monitor	15.99	16.49	17.00				
ELECTIONS							
Clerk			13.50				
Inspector			13.50				
Registrar			13.75				
Warden			13.50				
GOLF							
Clerk	13.50	13.70	13.90				
Bank Supervisor/Adv. sales			17.00				
Laborer I	15.23	15.73	16.24	16.75	17.26	17.76	
Ranger	13.50	13.70	13.90				
Starter	13.50	13.70	13.90				
Seasonal Golf Assistant			17.00				
HARBORMASTER							
Assistant Harbor Master	17.26	17.76	18.27				
POLICE							
Civilian Police Cadet	16.49	17.00	17.51				
Matron (8am-12am)			15.00				
Matron (12am-8am)			17.00				
Special Police Officer			20.00				
RECREATION							
Recreation Counselor	14.50	14.50	14.50				
Recreation Program Coord	15.25	15.25	15.25				



MEMORANDUM

TO: Department Heads

FROM: Deborah Heemsoth, Human Resources Director

DATE: September 27, 2021

SUBJECT: Seasonal Workforce FY2023 Budget Request Worksheet

As part of your FY2023 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 FY2022 Seasonal Staff will be returning for the FY2023 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)
- FY2023 Step
- FY2022 Rate of Pay (FY2023 Seasonal Salaries have not yet been approved by Select Board)
- 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 FY2023 proposed budget.

Completed worksheets are to be forwarded via email to my attention by Wednesday, October 20th.

Once seasonal salaries for FY2023 have been approved by the Select Board, the Seasonal Salary Worksheet will be updated with approved rates of pay.

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

Thank you.

FY2023 PROPOSED SEASONAL SALARY ADDITIONAL FUNDING REQUEST

<u>DEPARTMENT</u>	<u>BUDGET LINE</u>	<u>FY22 BUDGETED</u>		<u>FY23 PROPOSED</u>		<u>ADDITIONAL FY23</u>	
		<u>MANHOURS</u>	<u>SALARY</u>	<u>MANHOURS</u>	<u>BUDGETED SALARY</u>	<u>BUDGET REQUEST</u>	<u>BUDGET REQUEST</u>
TREASURER/COLLECTOR (Sticker Sellers)	100147-51200	1859.5	\$ 27,368.58	1859.5	\$ 50,684.98	\$	23,316.40
ELECTIONS(FY23 - 3 ELECTION YEAR)	100162-51200	960	\$ 12,357.50	2133	\$ 32,117.25	\$	19,759.75
HARBOR	100295-51200	1760	\$ 107,432.34	1760	\$ 114,584.40	\$	7,152.06
DNR	100171-51200	4020	\$ 68,695.00	4020	\$ 72,380.00	\$	3,685.00
DPW (HIGHWAY/GROUNDS)	100422-51200	10410	\$ 195,675.90	10410	\$ 210,154.20	\$	14,478.30
DPW (TRANSFER STATION)	100433-51200	1840	\$ 29,890.80	1840	\$ 34,960.00	\$	5,069.20
LIBRARY	100610-51200	500	\$ 7,106.00	500	\$ 9,000.00	\$	1,894.00
RECREATION	100630-51200	4004	\$ 58,215.50	4004	\$ 69,618.63	\$	11,403.13
BEACHES	100635-51200	48817	\$ 682,124.79	48817	\$ 794,419.56	\$	112,294.77
GOLF (FY23 - SEASONAL OFFICE CLK)	100640-51200	41404	\$ 603,983.35	42124	\$ 703,639.52	\$	99,656.17
						\$	298,708.78

Library FY 2023 Seasonal Salary Worksheet - Proposed

Last Name	First Name	Job Class Desc	FY22 Step	Department		FY23 STEP	Proposed FY23 Seasonal		
				Budgeted FY22 Hourly Rate of Pay	Budgeted Manhours		Budgeted Salary	Hourly Rate of Pay	Budgeted Manhours
Winslow	Lucy	Library Assistant	3	\$ 14.50	356.00	1	\$ 18.00	356.00	\$6,408.00
VACANT		Library Assistant	1	\$ 13.50	144.00	1	\$ 18.00	144.00	\$2,592.00
100610-51200									
Line 1 SEASONAL STAFFING:								500.00	\$ 7,106.00
								500.00	\$9,000.00

Treasurer/Collector - Sticker Sellers FY 2023 Seasonal Salary Worksheet - Proposed

		Department								
		Budgeted FY22		Proposed FY23						
Last Name	First Name	Job Class Desc	FY22 Step	Hourly Rate of Pay	Budgeted Manhours	Budgeted Salary	FY23 STEP	Seasonal Hourly Rate of Pay	Budgeted Manhours	Proposed Salary
Lynch	Juliana	Sticker Seller	1	13.50	65.00	\$ 877.50	1	16.00	65.00	1,040.00
Bowse	Beverly	Sticker Seller	1	13.50	273.25	\$ 3,688.88	2	16.50	273.25	4,508.63
Dykstra	Elizabeth	Sticker Seller	1	13.50	348.25	\$ 4,701.38	2	16.50	348.25	5,746.13
Flaherty	Christopher	Sticker Seller	1	13.50	329.50	\$ 4,448.25	2	16.50	329.50	5,436.75
Armstrong	Marie	Sticker Seller	2	14.00	202.50	\$ 2,835.00	3	17.00	202.50	3,442.50
Coyne	Caleb	Sticker Seller	3	14.50	250.75	\$ 3,635.88	3	17.00	250.75	4,262.75
Hoffman	Kathryn	Sticker Seller	2	14.00	71.25	\$ 997.50	3	17.00	71.25	1,211.25
Horan	Claire	Sticker Seller	3	14.50	101.00	\$ 1,464.50	3	17.00	101.00	1,717.00
vacant		Sticker Seller Supervisor					1	18.50	1000.00	18,500.00
Gilbert	Kathy	Office Assistant	AFSCME G1/S5	21.65	218.00	\$ 4,719.70	AFSCME G1/S6	22.11	218.00	4,819.98
					<u>1,859.50</u>	<u>\$ 27,368.58</u>			<u>2,859.50</u>	<u>\$ 50,684.98</u>

Budget Line 100147-51200

Elections FY 2023 Seasonal Salary Worksheet - Proposed

		Department									
		Budgeted FY22					Proposed FY23				
Last Name	First Name	Job Class Desc	FY22 Step	Hourly Rate of Pay	Budgeted Manhours	Budgeted Salary	FY23 STEP	Seasonal Hourly Rate of Pay	Budgeted Manhours	Proposed Salary	
N/A	N/A	Clerk	Step 3	\$ 12.75	200	\$ 2,550.00	Step 3	\$ 15.00	237	\$ 3,555.00	
N/A	N/A	Inspector	Step 3	\$ 12.75	450	\$ 5,737.50	Step 3	\$ 15.00	910	\$ 13,650.00	
N/A	N/A	Warden	Step 3	\$ 13.00	150	\$ 1,950.00	Step 3	\$ 15.00	823	\$ 12,345.00	
N/A	N/A	Registrar	Step 3	\$ 13.25	160	\$ 2,120.00	Step 3	\$ 15.75	163	\$ 2,567.25	
Insert Budget Line		<u>100-162</u>			Total	\$ 12,357.50			Total	\$ 32,117.25	

****Note** Increased budgeted manhours**

Going from a 1 Election year to a 3 Election year.

Also, per state mandate, In-Person Early Voting prior to State Primary and State Election.

HARBOR - 295 FY 2023 Seasonal Salary Worksheet - Proposed

FY22 ACTUAL				FY23 PROJECTED						
Department 295				Department 295						
Last Name	First Name	Job Class Desc	FY22 Step	Budgeted Hourly Rate of Pay	Budgeted Manhours	Budgeted Salary	FY23 Step	Budgeted Hourly Rate of Pay	Budgeted Manhours	Budgeted Salary
CAVE	CLINTON	ASST HARBORMASTER SEASONAL	3	\$ 18.27	459.60	\$ 8,396.89	3	\$ 19.00	459.60	\$ 8,732.40
CONNELLY	CAMERON	ASST HARBORMASTER SEASONAL	3	\$ 18.27	459.60	\$ 8,396.89	3	\$ 19.00	459.60	\$ 8,732.40
FRUEAN	MARK	ASST HARBORMASTER SEASONAL	3	\$ 18.27	459.60	\$ 8,396.89	3	\$ 19.00	459.60	\$ 8,732.40
MEI	RICK	ASST HARBORMASTER SEASONAL	3	\$ 18.27	459.60	\$ 8,396.89	3	\$ 19.00	459.60	\$ 8,732.40
RUHAN	KATHLEEN	ASST HARBORMASTER SEASONAL	3	\$ 18.27	459.60	\$ 8,396.89	3	\$ 19.00	459.60	\$ 8,732.40
TIERNEY	JOSEPH	ASST HARBORMASTER SEASONAL	3	\$ 18.27	459.60	\$ 8,396.89	3	\$ 19.00	459.60	\$ 8,732.40
ASST HARBORMASTER SEASONAL - STEP 3										
PHILBROOK	JACOB	ASST HARBORMASTER SEASONAL	2	\$ 17.76	459.60	\$ 8,162.50	3	\$ 19.00	459.60	\$ 8,732.40
CASHMAN	JOHN	ASST HARBORMASTER SEASONAL	2	\$ 17.76	459.60	\$ 8,162.50	3	\$ 19.00	459.60	\$ 8,732.40
ASST HARBORMASTER SEASONAL - STEP 2										
BRADY	PETER	ASST HARBORMASTER SEASONAL	1	\$ 17.50	459.60	\$ 8,043.00	2	\$ 18.50	459.60	\$ 8,502.60
SHEA	KEVIN	ASST HARBORMASTER SEASONAL	1	\$ 17.50	459.60	\$ 8,043.00	2	\$ 18.50	459.60	\$ 8,502.60
ASST HARBORMASTER SEASONAL - STEP 1										
100295-51200 - LINE 1 ASST HARBORMASTER SEASONAL:					4596.00	\$ 82,792.34			4596.00	\$ 86,864.40
VACANT		GATE ATTENDANT	3	\$ 14.00	440.00	\$ 6,160.00	3	\$ 16.50	440.00	\$ 7,260.00
GATE ATTENDANT - STEP 3										
VACANT		GATE ATTENDANT	1	\$ 14.00	440.00	\$ 6,160.00	1	\$ 15.50	440.00	\$ 6,820.00
VACANT		GATE ATTENDANT	1	\$ 14.00	440.00	\$ 6,160.00	1	\$ 15.50	440.00	\$ 6,820.00
VACANT		GATE ATTENDANT	1	\$ 14.00	440.00	\$ 6,160.00	1	\$ 15.50	440.00	\$ 6,820.00
GATE ATTENDANT - STEP 1										
100295-51200 - LINE 2 GATE ATTENDANT:					1760.00	\$ 24,640.00			1760.00	\$ 27,720.00
BUDGETED TOTAL 100295-51200 SALARIES & TEMP WAGES:						\$ 107,432.34				\$ 114,584.40

Department of Public Works 422 FY 2023 Seasonal Salary Worksheet - Proposed

		Department				Proposed FY23 Seasonal		
Last Name	First Name	Job Class Desc	FY22 Step	Budgeted Hourly Rate of Pay	Budgeted Manhours	Budgeted Salary	Hourly Rate of Pay	
Vacant		Laborer	1	\$15.23	660	\$10,051.80	\$17.50	
Vacant		Craft/Main Lab	11/1	\$18.42	660	\$12,157.20	\$18.42	
Total 100422-51021					1320	\$22,209.00	1320	\$23,707.20
		Department				Proposed FY23 Seasonal		
Last Name	First Name	Job Class Desc	FY22 Step	Budgeted Hourly Rate of Pay	Budgeted Manhours	Budgeted Salary	Hourly Rate of Pay	
Vacant		laborer	1	\$15.23	750	\$11,422.50	\$17.50	
Vacant		Laborer	1	\$15.23	750	\$11,422.50	\$17.50	
Enos	Tony	Laborer	6	\$17.76	750	\$13,320.00	\$20.00	
Salvatore	Nicole	Laborer	3	\$16.24	750	\$12,180.00	\$19.00	
Hasset	Tom	Laborer	6	\$17.76	750	\$13,320.00	\$20.00	
McLaughlin	Andrew	Laborer	6	\$17.76	750	\$13,320.00	\$20.00	
Norgeot	John	Laborer	6	\$17.76	750	\$13,320.00	\$20.00	
Larkowski	Cameron	Laborer	4	\$16.75	750	\$12,562.50	\$19.50	
Crowell	Robert	Craft/Main Lab	14/4	\$26.34	960	\$25,286.40	\$26.57	
Vacant		Craft/Main Lab	11/1	\$18.42	1300	\$23,946.00	\$18.42	
Vacant		Craft/Main Lab	11/1	\$18.42	750	\$13,815.00	\$18.42	
Vacant		Craft/Main Lab	11/1	\$18.42	750	\$13,815.00	\$18.42	
Seasonal Overtime aprox 650 hrs					650	\$17,946.00	650	\$17,946.00
Total 100422-51200					10410	\$195,675.90	10410	\$210,154.20

Department of Public Works 433 FY 2023 Seasonal Salary Worksheet

		Department				Proposed FY23 Seasonal		
Last Name	First Name	Job Class Desc	FY22 Step	Budgeted Hourly Rate of Pay	Budgeted Manhours	Budgeted Salary	Hourly Rate of Pay	
Bates	Finnian	Laborer	1	\$15.23	920	\$14,011.60	\$18.00	
Tierney	Brian	Laborer	5	\$17.26	920	\$15,879.20	\$20.00	
Total 100433-51200					1840	\$29,890.80	1840	\$34,960.00

Department of Natural Resources FY 2023 Seasonal Salary Worksheet - Proposed

Last Name	First Name	Job Class Desc	Department		FY22 Step	Hourly Rate of Pay	Budgeted Manhours	Budgeted Salary	FY23 STEP	Proposed Seasonal Hourly Rate of Pay	Budgeted Manhours	Proposed Salary
			Budgeted FY22	Budgeted FY23								
Egan	William	SEASONAL CONSERV OFFICER	1	\$ 15.99	660	\$10,873.20		2	\$ 17.50	660	\$ 11,550.00	
Queeney	Fallon	SEASONAL CONSERV OFFICER	2	\$ 16.49	660	\$ 10,883.40		3	\$ 18.00	660	\$ 11,880.00	
Carnes	Matthew	SEASONAL CONSERV OFFICER	1	\$ 15.99	660	\$10,873.20		2	\$ 17.50	660	\$ 11,550.00	
100171-51200 - SEASONAL CONSERV OFFICERS:												
Nance	Bailey	NATURALIST - PLOVER MONITOR	2	\$ 16.49	680	\$ 10,883.40		3	\$ 18.00	680	\$ 12,240.00	
WATTS	JANET	NATURALIST - PLOVER MONITOR	3	\$ 17.00	680	\$ 11,560.00		3	\$ 18.00	680	\$ 12,240.00	
100171-51200 - NATURALIST - PLOVER MONITOR:												
Vacant		OFFICE CLERK	1	\$ 18.00	143						\$	
100171-51200 - OFFICE CLERK:												
Vacant		SEASONAL STAFF SUPERVISOR	1	\$ 18.02	680	\$ 12,070.00		1	\$ 19.00	680	\$ 12,920.00	
100171-51200 - SEASONAL STAFF SUPERVISOR:												
FY2022 BUDGETED TOTAL 100171-51200 SALARIES & TEMP WAGES:												
PROPOSED TOTAL 100171-51200 SALARIES & TEMP WAGES:												
SUPPLEMENTAL REQUESTED FROM 100129-51150 SEASONAL SALARIES:												
Mazulis	Christopher	PLOVER ENFORCEMENT	2	16.49	680	\$ 10,883.40		3	\$ 18.00	680	\$ 12,240.00	
Starkweather	Abigail	PLOVER ENFORCEMENT	1	15.99	680	\$10,873.20		2	\$ 17.50	680	\$ 11,900.00	
PLOVER ENFORCEMENT: (Paid from BBF)												
											1360	\$ 24,140.00
												\$0.00

RECREATION - 630 FY 2023 Seasonal Salary Worksheet NON-REVOLVING ACCOUNT POSITIONS - Proposed

Department 630										
Budgeted FY23										
Last Name	First Name	Job Class Desc	FY22 Step	Hourly Rate of Pay	Budgeted Manhours	Budgeted Salary	FY23 Step	Hourly Rate of Pay	Budgeted Manhours	Budgeted Salary
DEPARDE	MARGARET	REC PROGRAM COORD SEAS	2	\$ 15.25	162	\$ 2,470.50	3	\$ 19.00	162	\$ 3,078.00
KENNEDY	HANNAH	REC PROGRAM COORD SEAS	2	\$ 15.25	162	\$ 2,470.50	3	\$ 19.00	162	\$ 3,078.00
REC PROGRAM COORDINATOR - STEP 3										
ANDERSON	SAMUEL	REC PROGRAM COORD SEAS	1	\$ 15.25	162	\$ 2,470.50	2	\$ 18.50	162	\$ 2,997.00
CULLEN	KAITLYN	REC PROGRAM COORD SEAS	1	\$ 15.25	162	\$ 2,470.50	2	\$ 18.50	162	\$ 2,997.00
MCCARTHY	ALLISON	REC PROGRAM COORD SEAS	1	\$ 15.25	162	\$ 2,470.50	2	\$ 18.50	162	\$ 2,997.00
REC PROGRAM COORDINATOR - STEP 2										
100630-51200 LINE 2 PROGRAM COORDINATOR:										
					810.00	\$ 12,352.50			810.00	\$ 15,147.00
DORNBACK	ANDREW	RECREATION COUNSELOR	3	\$14.50	249.45	\$ 3,617.03	3	\$17.50	249.45	\$ 4,365.38
HAUSS	MELISSA	RECREATION COUNSELOR	3	\$14.50	249.45	\$ 3,617.03	3	\$17.50	249.45	\$ 4,365.38
WILLIAMS	BRYDEN	RECREATION COUNSELOR	3	\$14.50	249.45	\$ 3,617.03	3	\$17.50	249.45	\$ 4,365.38
RECREATION COUNSELOR - STEP 3										
					748.35	\$ 10,851.08			748.35	\$ 13,096.13
CARROLL	MITCHELL	RECREATION COUNSELOR	2	\$14.50	249.45	\$ 3,617.03	3	\$17.50	249.45	\$ 4,365.38
DAVIS	JAYDA	RECREATION COUNSELOR	2	\$14.50	249.45	\$ 3,617.03	3	\$17.50	249.45	\$ 4,365.38
RECREATION COUNSELOR - STEP 3										
					498.90	\$ 7,234.05			498.90	\$ 8,730.75
Andre	Marcus	RECREATION COUNSELOR	1	\$ 14.50	249.45	\$ 3,617.03	2	\$ 17.00	249.45	\$ 4,240.65
Carrol	Colleen	RECREATION COUNSELOR	1	\$ 14.50	249.45	\$ 3,617.03	2	\$ 17.00	249.45	\$ 4,240.65
Foakes	Reese	RECREATION COUNSELOR	1	\$ 14.50	249.45	\$ 3,617.03	2	\$ 17.00	249.45	\$ 4,240.65
Foley	Patrick	RECREATION COUNSELOR	1	\$ 14.50	249.45	\$ 3,617.03	2	\$ 17.00	249.45	\$ 4,240.65
Goretti	Julia	RECREATION COUNSELOR	1	\$ 14.50	249.45	\$ 3,617.03	2	\$ 17.00	249.45	\$ 4,240.65
Lee	Bridget	RECREATION COUNSELOR	1	\$ 14.50	249.50	\$ 3,617.75	2	\$ 17.00	249.50	\$ 4,241.50
RECREATION COUNSELOR - STEP 2										
					1496.75	\$ 21,702.88			1496.75	\$ 25,444.75
100630-51200 LINE 1 COUNSELORS:										
					2744.00	\$ 39,788.00			2744.00	\$ 47,271.63
VACANT										
			1	\$ 13.50	450.00	\$ 6,075.00	1	\$ 16.00	450	\$ 7,200.00
100630-51200 LINE 3 - CLERK										
					450.00	\$ 6,075.00			450.00	\$ 7,200.00
BUDGETED TOTAL 100630-51200 SALARIES & TEMP WAGES:										
						\$ 58,215.50			4004.00	\$ 69,618.63

BEACHES - 635 FY 2023 Seasonal Salary Worksheet - Proposed

				FY22 ACTUAL				FY23 PROJECTED			
Last Name	First Name	Job Class Desc	FY22 Step	Department 635 Budgeted FY22 Hourly Rate of Pay	Budgeted Manhours	Budgeted Salary	FY23 Step	Department 635 Budgeted FY23 Hourly Rate of Pay	Budgeted Manhours	Budgeted Salary	
DOWNNEY	PATRICK	ASST BEACH/LG SUPERVISOR	3	\$ 17.51	456.00	\$ 7,984.56	3	\$ 20.00	456.00	\$ 9,120.00	
ASST BEACH/LG SUPERVISOR - STEP 3											
MORRICE	GEORGE	ASST BEACH/LG SUPERVISOR	2	\$ 17.26	456.00	\$ 7,870.56	3	\$ 20.00	456.00	\$ 9,120.00	
ASST BEACH/LG SUPERVISOR - STEP 3											
CLOONAN	IAN	ASST BEACH/LG SUPERVISOR	1	17.0000	456.00	\$ 7,752.00	2	\$ 19.75	456.00	\$ 9,006.00	
CURTIN	ROHAN	ASST BEACH/LG SUPERVISOR	1	17.0000	456.00	\$ 7,752.00	2	\$ 19.75	456.00	\$ 9,006.00	
ROBERTSON	MATTHEW	ASST BEACH/LG SUPERVISOR	1	17.0000	456.00	\$ 7,752.00	2	\$ 19.75	456.00	\$ 9,006.00	
ASST BEACH/LG SUPERVISOR - STEP 2											
100635-51200 LINE 2 - ASST BEACH/LG SUPERVISOR:											
SNYDER	KRISTEN	BANK SUPERVISOR	3	\$ 18.27	570.00	\$ 10,413.90	3	\$ 20.75	570.00	\$ 11,827.50	
MARTIN	VICTORIA	BANK SUPERVISOR	3	\$ 18.27	570.00	\$ 10,413.90	3	\$ 20.75	570.00	\$ 11,827.50	
BANK SUPERVISOR - STEP 3											
100635-51200 LINE 6 - BANKERS											
SHEEHAN	TIMOTHY	BEACH/LIFEGUARD SUPERVISOR	3	\$ 19.03	380.00	\$ 7,231.40	3	\$ 20.75	380.00	\$ 7,885.00	
BEACH/LIFEGUARD SUPERVISOR - STEP 3											
BEACH/LIFEGUARD SUPERVISOR - STEP 2											
GUAZZALOCA	EDWARD	BEACH/LIFEGUARD SUPERVISOR	1	\$ 18.02	380.00	\$ 6,847.60	2	\$ 20.50	380.00	\$ 7,790.00	
KEARNS	MACKENZIE	BEACH/LIFEGUARD SUPERVISOR	1	\$ 18.02	380.00	\$ 6,847.60	2	\$ 20.50	380.00	\$ 7,790.00	
BEACH/LIFEGUARD SUPERVISOR - STEP 1											
100635-51200 LINE 1 - SUPERVISORS											
GUAZZALOCA	EDWARD	BEACH MONITOR	3	\$ 17.00	173.50	\$ 2,949.50	3	\$ 19.25	173.50	\$ 3,339.88	
MURPHY	WILLIAM	BEACH MONITOR	3	\$ 17.00	173.50	\$ 2,949.50	3	\$ 19.25	173.50	\$ 3,339.88	
BEACH MONITOR - STEP 3											
MORRIS	JAMES	BEACH MONITOR	2	\$ 16.75	173.50	\$ 2,906.13	3	\$ 19.25	173.50	\$ 3,339.88	

Last Name	First Name	Job Class Desc	Department 635 Budgeted			Department 635 Budgeted			Budgeted Salary	Budgeted Manhours	Budgeted Rate of Pay	FY23 Step	Department 635 Budgeted		
			FY22 Step	FY22 Rate of Pay	Budgeted Manhours	Budgeted Salary	FY23 Step	FY23 Rate of Pay					Budgeted Manhours	Budgeted Salary	
BEACH MONITOR - STEP 2															
DEMO	STEPHANIE	BEACH MONITOR	1	\$ 16.50	173.50	\$ 2,862.75	2	\$ 18.75	173.50	\$ 3,253.13					
FLINT	VICTORIA	BEACH MONITOR	1	\$ 16.50	173.50	\$ 2,862.75	2	\$ 18.75	173.50	\$ 3,253.13					
QUINTERO	ALEXANDER	BEACH MONITOR	1	\$ 16.50	173.50	\$ 2,862.75	2	\$ 18.75	173.50	\$ 3,253.13					
REILLY YURKOVSKY	PETER	BEACH MONITOR	1	\$ 16.50	173.00	\$ 2,854.50	2	\$ 18.75	173.00	\$ 3,243.75					
TAYLOR	MAURA	BEACH MONITOR	1	\$ 16.50	173.00	\$ 2,854.50	2	\$ 18.75	173.00	\$ 3,243.75					
TURNER	LYNN	BEACH MONITOR	1	\$ 16.50	173.00	\$ 2,854.50	2	\$ 18.75	173.00	\$ 3,243.75					
BEACH MONITOR - STEP 1															
100635-51200 LINE 1 - MONITORS															
CARON	RYAN	GATE ATTENDANT	3	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
CASTONGUAY	SYDNEY	GATE ATTENDANT	3	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
HOLLIS	JENNIFER	GATE ATTENDANT	3	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
KENNEDY	TAYLOR	GATE ATTENDANT	3	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
MENOSKEY	JULIANNA	GATE ATTENDANT	3	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
MURPHY	TAYLOR	GATE ATTENDANT	3	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
OKEEFE	KARLY	GATE ATTENDANT	3	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
OLDHAM	JENNA	GATE ATTENDANT	3	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
PEREZ	NICHOLAS	GATE ATTENDANT	3	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
REGAN	GRACE	GATE ATTENDANT	3	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
SZMYT	JULIA	GATE ATTENDANT	3	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
CURTIN	ROHAN	GATE ATTENDANT	3	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
GALE	HANNAH	GATE ATTENDANT	3	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
HAZARD	MEGHAN	GATE ATTENDANT	3	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
ROETTIG	SAMUEL	GATE ATTENDANT	3	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
GATE ATTENDANT - STEP 3															
CONNAUGHTON															
CURTIN	PAUL	GATE ATTENDANT	2	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
DAVIS	CHRISTOPHER	GATE ATTENDANT	2	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
KENNEDY	RYAN	GATE ATTENDANT	2	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
MCGUIGGAN	SHANNON	GATE ATTENDANT	2	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
OLDHAM	CIARA	GATE ATTENDANT	2	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
POWERS	KARA	GATE ATTENDANT	2	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
SEIBEL	JILLIAN	GATE ATTENDANT	2	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
	ERIN	GATE ATTENDANT	2	\$ 14.00	342.29	\$ 4,792.06	3	\$ 16.50	342.29	\$ 5,647.79					
GATE ATTENDANT - STEP 2															
ANDERSON	JACLYN	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64					
GATE ATTENDANT - STEP 1															
2738.32 \$ 38,336.48															
5134.35 \$ 71,880.90															
1560.00 \$ 25,956.88															
1560.00 \$ 29,510.25															
5134.35 \$ 84,716.78															

Last Name	First Name	Job Class Desc	Department 635 Budgeted			Department 635 Budgeted				
			FY22 Step	FY22 Hourly Rate of Pay	Budgeted Manhours	Budgeted Salary	FY23 Step	FY23 Hourly Rate of Pay	Budgeted Manhours	Budgeted Salary
BENTON	SIMON	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
CARELLI	NICHOLAS	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
CUMMINGS	WILLIAM	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
DEMEO	JOSEPH	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
FAZIO	ISABELLA	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
FOSTER	STEPHEN	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
GILL	NICOLAS	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
GLYNN	BRENDEN	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
GUERIN	HANNAH	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
HEVEY	KATHARINE	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
HIGGINS	BRADY	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
KEATING	KILEY	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
KELLY	MARCUS	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
LEDUC	CHRISTINA	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
LOPEZ	MATTHEW	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
MAGLICH	ISABELLA	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
MALONEY	John	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
MARTELL	KYLE	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
MORIN	BENJAMIN	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
O'CONNOR	MAEVE	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
PEPPER	JACKSON	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
ROETTIG	CAROLINE	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
SMITH	MATTHEW	GATE ATTENDANT	1	\$ 14.00	342.29	\$ 4,792.06	2	\$ 16.00	342.29	\$ 5,476.64
VARRELL	Katherine	GATE ATTENDANT	1	\$ 14.00	342.37	\$ 4,793.18	2	\$ 16.00	342.37	\$ 5,477.92
GATE ATTENDANT - STEP 1					8557.33	\$ 119,802.62			8557.33	\$ 136,917.28
100635-51200 LINE 4 GATE ATTENDANTS:					16,430.00	\$ 230,020.00			16,430.00	\$ 266,816.34
WOLF	JULIANNA	HEAD LIFEGUARD	3	\$ 16.75	477.58	\$ 7,999.47	3	\$ 19.25	477.58	\$ 9,193.42
HEAD LIFEGUARD - STEP 3					477.58	\$ 7,999.47			477.58	\$ 9,193.42
GALLOWAY	LIAM	HEAD LIFEGUARD	2	\$ 16.49	477.58	\$ 7,875.29	3	\$ 19.25	477.58	\$ 9,193.42
KAHALY	CAITLIN	HEAD LIFEGUARD	2	\$ 16.49	477.58	\$ 7,875.29	3	\$ 19.25	477.58	\$ 9,193.42
MONAHAN	LILY	HEAD LIFEGUARD	2	\$ 16.49	477.58	\$ 7,875.29	3	\$ 19.25	477.58	\$ 9,193.42
HEAD LIFEGUARD - STEP 2					1432.74	\$ 23,625.88			1432.74	\$ 27,580.25
DOWNY	BRENDAN	HEAD LIFEGUARD	1	\$ 16.24	477.58	\$ 7,755.90	2	\$ 18.75	477.58	\$ 8,954.63
GOUVEIA	SAMANTHA	HEAD LIFEGUARD	1	\$ 16.24	477.58	\$ 7,755.90	2	\$ 18.75	477.58	\$ 8,954.63
MITROKOSTAS	MICHAEL	HEAD LIFEGUARD	1	\$ 16.24	477.58	\$ 7,755.90	2	\$ 18.75	477.58	\$ 8,954.63
HEAD LIFEGUARD - STEP 1					1432.74	\$ 23,267.70			1432.74	\$ 26,863.88

Last Name	First Name	Job Class Desc	Department 635 Budgeted				Department 635 Budgeted			
			FY22 Step	FY22 Rate of Pay	Budgeted Manhours	Budgeted Salary	FY23 Step	FY23 Rate of Pay	Budgeted Manhours	Budgeted Salary
ANTOS	KAILER	LIFEGUARD	3	15.80	477.58	\$ 7,545.76	3	18.00	477.58	\$ 8,596.44
GALLOWAY	BRIDGET	LIFEGUARD	3	15.80	477.58	\$ 7,545.76	3	18.00	477.58	\$ 8,596.44
HAMMOND	ASHLEY	LIFEGUARD	3	15.80	477.58	\$ 7,545.76	3	18.00	477.58	\$ 8,596.44
HAMMOND	REED	LIFEGUARD	3	15.80	477.58	\$ 7,545.76	3	18.00	477.58	\$ 8,596.44
HIGGINS	STEPHEN	LIFEGUARD	3	15.80	477.58	\$ 7,545.76	3	18.00	477.58	\$ 8,596.44
KEATING	JOHN	LIFEGUARD	3	15.80	477.58	\$ 7,545.76	3	18.00	477.58	\$ 8,596.44
MORRICE	MAREN	LIFEGUARD	3	15.80	477.58	\$ 7,545.76	3	18.00	477.58	\$ 8,596.44
PEREZ	ANNA	LIFEGUARD	3	15.80	477.58	\$ 7,545.76	3	18.00	477.58	\$ 8,596.44
PEREZ	NICHOLAS	LIFEGUARD	3	15.80	477.58	\$ 7,545.76	3	18.00	477.58	\$ 8,596.44
POWERS	ETHAN	LIFEGUARD	3	15.80	477.58	\$ 7,545.76	3	18.00	477.58	\$ 8,596.44
ROBERTSON	DAVID	LIFEGUARD	3	15.80	477.58	\$ 7,545.76	3	18.00	477.58	\$ 8,596.44
SANBORN	ALLIE	LIFEGUARD	3	15.80	477.58	\$ 7,545.76	3	18.00	477.58	\$ 8,596.44
SCHMIDT	CLARA	LIFEGUARD	3	15.80	477.58	\$ 7,545.76	3	18.00	477.58	\$ 8,596.44
WOLF	TYLER	LIFEGUARD	3	15.80	477.58	\$ 7,545.76	3	18.00	477.58	\$ 8,596.44
LIFEGUARD - STEP 3					6,686.12	\$ 105,640.70			6,686.12	\$ 120,350.16
ANDERSON	JAKE	LIFEGUARD	2	15.60	477.58	\$ 7,450.25	3	18.00	477.58	\$ 8,596.44
BOIS	TYLER	LIFEGUARD	2	15.60	477.58	\$ 7,450.25	3	18.00	477.58	\$ 8,596.44
BRYANT	ROCCO	LIFEGUARD	2	15.60	477.58	\$ 7,450.25	3	18.00	477.58	\$ 8,596.44
CONNOLLY	SINEAD	LIFEGUARD	2	15.60	477.58	\$ 7,450.25	3	18.00	477.58	\$ 8,596.44
DAVIS	RYAN	LIFEGUARD	2	15.60	477.58	\$ 7,450.25	3	18.00	477.58	\$ 8,596.44
DOWNNEY	EVAN	LIFEGUARD	2	15.60	477.58	\$ 7,450.25	3	18.00	477.58	\$ 8,596.44
ENNIS	MADELEINE	LIFEGUARD	2	15.60	477.58	\$ 7,450.25	3	18.00	477.58	\$ 8,596.44
FOLEY	OWEN	LIFEGUARD	2	15.60	477.58	\$ 7,450.25	3	18.00	477.58	\$ 8,596.44
KELLEY	DEVIN	LIFEGUARD	2	15.60	477.58	\$ 7,450.25	3	18.00	477.58	\$ 8,596.44
MOYLAN	DONALD	LIFEGUARD	2	15.60	477.58	\$ 7,450.25	3	18.00	477.58	\$ 8,596.44
RODRIGUEZ-SHAW	DELANEY	LIFEGUARD	2	15.60	477.58	\$ 7,450.25	3	18.00	477.58	\$ 8,596.44
LIFEGUARD - STEP 2					5253.38	\$ 81,952.73			5253.38	\$ 94,560.84
ARONE	PEYTON	LIFEGUARD	1	15.50	477.58	\$ 7,402.49	2	17.75	477.58	\$ 8,477.05
BLACK	ALEXANDER	LIFEGUARD	1	15.50	477.58	\$ 7,402.49	2	17.75	477.58	\$ 8,477.05
BOIS	HANA	LIFEGUARD	1	15.50	477.58	\$ 7,402.49	2	17.75	477.58	\$ 8,477.05
CHERICO	RYLAN	LIFEGUARD	1	15.50	477.58	\$ 7,402.49	2	17.75	477.58	\$ 8,477.05
CHOW	MARISSA	LIFEGUARD	1	15.50	477.58	\$ 7,402.49	2	17.75	477.58	\$ 8,477.05
CONNOLLY	DECLAN	LIFEGUARD	1	15.50	477.58	\$ 7,402.49	2	17.75	477.58	\$ 8,477.05
COUGHLIN-MICHON	ELLEN	LIFEGUARD	1	15.50	477.58	\$ 7,402.49	2	17.75	477.58	\$ 8,477.05
FOLEY	BROOKES	LIFEGUARD	1	15.50	477.58	\$ 7,402.49	2	17.75	477.58	\$ 8,477.05
GLYNN	SOPHIE	LIFEGUARD	1	15.50	477.58	\$ 7,402.49	2	17.75	477.58	\$ 8,477.05
HAMMOND	EMILY	LIFEGUARD	1	15.50	477.58	\$ 7,402.49	2	17.75	477.58	\$ 8,477.05
JAMES	ABBY	LIFEGUARD	1	15.50	477.58	\$ 7,402.49	2	17.75	477.58	\$ 8,477.05
JENNINGS	MATTHEW	LIFEGUARD	1	15.50	477.58	\$ 7,402.49	2	17.75	477.58	\$ 8,477.05

Department 635 Budgeted				Department 635 Budgeted						
Last Name	First Name	Job Class Desc	FY22 Step	FY22 Rate of Pay	Budgeted Manhours	Budgeted Salary	FY23 Step	FY23 Rate of Pay	Budgeted Manhours	Budgeted Salary
MANZELLA	EMMA	LIFEGUARD	1	\$ 15.50	477.58	\$ 7,402.49	2	\$ 17.75	477.58	\$ 8,477.05
MAZUR	MACKENZIE	LIFEGUARD	1	\$ 15.50	477.58	\$ 7,402.49	2	\$ 17.75	477.58	\$ 8,477.05
MORRICE	CHRISTIAN	LIFEGUARD	1	\$ 15.50	477.58	\$ 7,402.49	2	\$ 17.75	477.58	\$ 8,477.05
SANBORN	EMMA	LIFEGUARD	1	\$ 15.50	477.58	\$ 7,402.49	2	\$ 17.75	477.58	\$ 8,477.05
SHEA	MATTHEW	LIFEGUARD	1	\$ 15.50	477.58	\$ 7,402.49	2	\$ 17.75	477.58	\$ 8,477.05
SMITH	EVAN	LIFEGUARD	1	\$ 15.50	477.58	\$ 7,402.49	2	\$ 17.75	477.58	\$ 8,477.05
SZUMSKI	OLIVIA	LIFEGUARD	1	\$ 15.50	477.58	\$ 7,402.49	2	\$ 17.75	477.58	\$ 8,477.05
TAYLOR	RYAN	LIFEGUARD	1	\$ 15.50	477.58	\$ 7,402.49	2	\$ 17.75	477.58	\$ 8,477.05
ZAHNER	KAMRAN	LIFEGUARD	1	\$ 15.50	477.58	\$ 7,402.49	2	\$ 17.75	477.58	\$ 8,477.05
ZATERKA	NATALIE	LIFEGUARD	1	\$ 15.50	477.58	\$ 7,402.49	2	\$ 17.75	477.58	\$ 8,477.05
ZATERKA	THOMAS	LIFEGUARD	1	\$ 15.50	477.68	\$ 7,404.04	2	\$ 17.75	477.68	\$ 8,478.82
LIFEGUARD - STEP 1					10984.44	\$ 170,258.82			10984.44	\$ 194,973.81
100635-51200 LINE 3 LIFEGUARDS SEASONAL					26,267.00	\$ 412,745.29			26,267.00	\$ 473,522.35
BUDGETED TOTAL 100635-51200 SALARIES & TEMP WAGES:				9% Rain Retention		\$ 749,587.68	9% Rain Retention			\$ 862,226.93
						\$ (67,462.89)				\$ (67,807.37)
						\$ 682,124.79			48,817.00	\$ 794,419.56
			rain	\$ 67,462.89			rain	\$ 77,600.42		

Golf FY 2023 Seasonal Salary Worksheet - Proposed

EMPLOYEE #	LAST NAME	FIRST NAME	JOB CLASS	HOURS	FY2022 STEP	FY2022 RATE	FY2023 STEP	FY2023 RATE	FY2023 SALARY
CLERKS									
	VACANT	VACANT	GCS	432.75	1	\$ 13.50	1	\$ 15.00	6,491.25
32690	HIGGINS	PATRICIA	GCS	432.75	1	\$ 13.50	2	\$ 15.25	6,599.44
32643	OLIVERI	NICHOLAS	GCS	432.75	2	\$ 13.70	3	\$ 15.50	6,707.63
30853	ADAMS	WILLIAM	GCS	432.75	3	\$ 13.90	3	\$ 15.50	6,707.63
32476	ANGELO	JOSEPH	GCS	432.75	3	\$ 13.90	3	\$ 15.50	6,707.63
32478	BARONCELLI	LINDA	GCS	432.75	3	\$ 13.90	3	\$ 15.50	6,707.63
32289	CARR	MARLENE	GCS	432.75	3	\$ 13.90	3	\$ 15.50	6,707.63
32656	DEPERRO	RICHARD	GCS	432.75	2	\$ 13.70	3	\$ 15.50	6,707.63
32606	FERRIS	TERRI	GCS	432.75	2	\$ 13.70	3	\$ 15.50	6,707.63
31850	HETHERINGTON	WILLIAM	GCS	432.75	3	\$ 13.90	3	\$ 15.50	6,707.63
30954	LIERBERWIRTH	PAUL	GCS	432.75	3	\$ 13.90	3	\$ 15.50	6,707.63
31698	MURPHY	JEAN	GCS	432.75	3	\$ 13.90	3	\$ 15.50	6,707.63
32644	PAGE	DENNIS	GCS	432.75	2	\$ 13.70	3	\$ 15.50	6,707.63
32223	POISSANT	MICHAEL	GCS	432.75	3	\$ 13.75	3	\$ 15.50	6,707.63
31828	SCOTT	DAVID	GCS	432.75	3	\$ 13.90	3	\$ 15.50	6,707.63
31522	SIMON	RICHARD	GCS	432.75	3	\$ 13.90	3	\$ 15.50	6,707.63
32598	SHEPARD	RUTH	GCS	433	3	\$ 13.90	3	\$ 15.50	6,711.50
25858	ALLEN	JANET	BANK	870	3	\$ 17.00	3	\$ 19.00	16,530.00
	VACANT		OFFICE CLK	720		\$	1	\$ 16.00	11,520.00
		TOTAL HOURS		8947					141,758.94

STARTERS/RANGERS/CARTS

32796	MACGILPIN	GREGORY	GRS	315	1	\$ 13.50	2	\$ 15.25	4,803.75
32676	GRAMAZIO	RICO	GRS	315	1	\$ 13.50	2	\$ 15.25	4,803.75
32798	WEAR	KENNETH	GRS	315	1	\$ 13.50	2	\$ 15.25	4,803.75
32696	GUNNING	JAMES	GRS	315	1	\$ 13.50	2	\$ 15.25	4,803.75
32777	KISSANE	BRIAN	GSS	315	1	\$ 13.50	2	\$ 15.25	4,803.75
32799	CUTE	BRIAN	GRS	315.5	1	\$ 13.50	2	\$ 15.25	4,811.38
32715	DONOFRIO	JACK	GRS	315.5	1	\$ 13.50	2	\$ 15.25	4,811.38
32751	SULLIVAN	DAVID	GRS	315.5	1	\$ 13.50	2	\$ 15.25	4,811.38
32493	CLARKE	LARRY	GSS	315	2	\$ 13.70	3	\$ 15.50	4,882.50
39817	DOHERTY	EDWARD	GSS	315	3	\$ 13.90	3	\$ 15.50	4,882.50
32399	FLETT	KATHRYN	GSS	315	3	\$ 13.90	3	\$ 15.50	4,882.50
31591	GAIN	LAWRENCE	GSS	315	3	\$ 13.90	3	\$ 15.50	4,882.50
30984	HAMMOND	MICHAEL	GRS	315	3	\$ 13.90	3	\$ 15.50	4,882.50
32488	HUMPHREY	STEVEN	GRS	315	2	\$ 13.70	3	\$ 15.50	4,882.50

Golf FY 2023 Seasonal Salary Worksheet - Proposed

EMPLOYEE #	LAST NAME	FIRST NAME	JOB CLASS	HOURS	FY2022 STEP	FY2022 RATE	FY2023 STEP	FY2023 RATE	FY2023 SALARY
32662	MACOMBER	ABIGAIL	GCS	315	2 \$	13.70	3 \$	15.50	4,882.50
31622	MARTEN	MICHAEL	GRS	315	3 \$	13.90	3 \$	15.50	4,882.50
32473	PIMENTAL	JOSEPH	GRS	315	3 \$	13.90	3 \$	15.50	4,882.50
32299	ROONEY	JOHN	GRS	315	3 \$	13.90	3 \$	15.50	4,882.50
32654	SHORTER	MICHAEL	GRS	315	2 \$	13.70	3 \$	15.50	4,882.50
32340	SMALL	OLIVER	GRS	315	3 \$	13.90	3 \$	15.50	4,882.50
39705	WILLIAMS	JOSEPH	GRS	315	3 \$	13.90	3 \$	15.50	4,882.50
30947	ROONEY	DAVID	GRS	315	3 \$	13.90	3 \$	15.50	4,882.50
31624	AUFIERO	FREDERICK	GRS	315.5	3 \$	13.90	3 \$	15.50	4,890.25
32093	CANCELLIERI	MICHAEL	GRS	315.5	3 \$	13.90	3 \$	15.50	4,890.25
32090	FISKE	ROBERT	GRS	315.5	3 \$	13.90	3 \$	15.50	4,890.25
32679	COLLINS	MARK	GRS	315.5	3 \$	13.90	3 \$	15.50	4,890.25
31273	HORAN	ROBERT	GRS	315.5	3 \$	13.90	3 \$	15.50	4,890.25
30558	LYMAN	FRANCIS	GRS	315.5	3 \$	13.90	3 \$	15.50	4,890.25
32033	MAHONEY	WALTER	GRS	315.5	3 \$	13.90	3 \$	15.50	4,890.25
32613	GIARD	RONALD	GRS	315.5	3 \$	13.90	3 \$	15.50	4,890.25
31503	NICKLAW	MICHAEL	GRS	315.5	3 \$	13.90	3 \$	15.50	4,890.25
32330	O'SHEA	KEVIN	GRS	315.5	3 \$	13.90	3 \$	15.50	4,890.25
29715	PENDERGAST	EDWARD	GSS	315.5	3 \$	13.90	3 \$	15.50	4,890.25
31985	SLYMAN	THOMAS	GRS	315.5	3 \$	13.90	3 \$	15.50	4,890.25
30821	TANNER	DAVID	GSS	315.5	3 \$	13.90	3 \$	15.50	4,890.25
31137	WARD	ROBERT	GRS	315.5	3 \$	13.90	3 \$	15.50	4,890.25
32602	WHITE	STEVEN	GRS	315.5	2 \$	13.70	3 \$	15.50	4,890.25
				TOTAL HOURS		11664			180,161.63

HORT/LABORER

32788	IACHETTA	ZACHARY	SLCA	400	3 \$	16.24	6 \$	20.00	8,000.00
32066	RUTZICK	PHILIP	SLCA	400	5 \$	17.26	6 \$	20.00	8,000.00
				TOTAL HOURS		800			16,000.00

SEASONAL GOLF ASSISTANT

31266	HIRSCH	PAUL	SGA	1160	3 \$	17.00	3 \$	19.00	22,040.00
31626	SANTAMARIA	SUSAN	SGA	1160	3 \$	17.00	3 \$	19.00	22,040.00
				TOTAL HOURS		2320			44,080.00

SEASONAL LABORERS

				VACANT	1 \$	15.23	1 \$	17.50	19,600.00
				VACANT	1 \$	15.23	1 \$	17.50	19,600.00

Golf FY 2023 Seasonal Salary Worksheet - Proposed

EMPLOYEE #	LAST NAME	FIRST NAME	JOB CLASS	HOURS	FY2022 STEP	FY2022 RATE	FY2023 STEP	FY2023 RATE	FY2023 STEP	FY2023 RATE	FY2023 SALARY
	VACANT		SLCA	1120	1 \$	15.23	1 \$	17.50	1 \$	17.50	19,600.00
32645	MORRIS	WILLIAM	SLCA	300	1 \$	15.23	2 \$	18.00	2 \$	18.00	5,400.00
32677	MILANO	JAMES	SLCA	755	1 \$	15.23	2 \$	18.00	2 \$	18.00	13,590.00
32767	WHITE	BRIAN	SLCA	755	1 \$	15.23	2 \$	18.00	2 \$	18.00	13,590.00
32612	RAILTON	WILLIAM	SLCA	755	1 \$	15.23	2 \$	18.00	2 \$	18.00	13,590.00
32757	GUERIN	DAVID	SLCA	1120	1 \$	15.23	2 \$	18.00	2 \$	18.00	20,160.00
31451	O'LEARY	CORNELIUS	SLCA	1120	1 \$	15.23	2 \$	18.00	2 \$	18.00	20,160.00
32678	SULLIVAN	KEVIN	SLCA	300	2 \$	15.73	3 \$	18.50	3 \$	18.50	5,550.00
32714	STRUDWICK	IAN	SLCA	753	2 \$	15.73	3 \$	18.50	3 \$	18.50	13,930.50
32710	SPARKS	DAVID	SLCA	753	2 \$	15.73	3 \$	18.50	3 \$	18.50	13,930.50
32168	STANLEY	SHEA	SLCA	1120	2 \$	15.73	3 \$	18.50	3 \$	18.50	20,720.00
32159	KEENAN	DEREK	SLCA	300	3 \$	16.24	4 \$	19.00	4 \$	19.00	5,700.00
32160	KEENAN	JOHN	SLCA	300	3 \$	16.24	4 \$	19.00	4 \$	19.00	5,700.00
32356	CULHANE	HARRISON	SLCA	300	4 \$	16.24	4 \$	19.00	4 \$	19.00	5,700.00
32330	IACHETTA	ANTHONY	SLCA	1120	4 \$	16.75	5 \$	19.50	5 \$	19.50	21,840.00
32336	PROULX	STEVEN	SLCA	1120	4 \$	16.75	5 \$	19.50	5 \$	19.50	21,840.00
2010	BABINEAU	DONALD	SLCA	960	5 \$	17.26	6 \$	20.00	6 \$	20.00	19,200.00
31271	MCCARTHY	STEVE	SLCA	960	5 \$	17.26	6 \$	20.00	6 \$	20.00	19,200.00
31621	SCRIBNER	BRADLEY	SLCA	1120	5 \$	17.26	6 \$	20.00	6 \$	20.00	22,400.00
30730	SULLIVAN	WILLIAM	SLCA	1120	5 \$	17.26	6 \$	20.00	6 \$	20.00	22,400.00
		TOTAL HOURS		18393							343,401.00

TOTAL SALARY FY23 \$ 725,401.56
 3% RAIN FACTOR \$ (21,762.05)
 TOTAL REQUEST \$ 703,639.52

FORECAST

FORECAST 2019-2027 - Based on Assumptions

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Expense								
General Government	3,878,426	4,529,085	4,275,095	4,310,573	4,701,086	4,795,108	4,891,010	4,988,830
Public Safety	11,416,230	11,867,223	12,503,863	12,811,050	12,861,945	13,119,184	13,381,568	13,649,199
OPEB-\$300,000/Municipal Building Upkeep-\$300,000	-	-	-	300,000	600,000.00	600,000.00	600,000.00	600,000.00
Education--D/Y & Cape Tech	17,520,361	17,279,758	17,846,077	19,033,010	19,508,830	19,899,007	20,296,987	20,702,927
Education Debt-D/Y&Cape Tech	592,701	1,431,638	2,225,594	1,336,645	1,911,248	2,531,110	2,531,110	2,531,110
Public Works	5,067,159	5,224,774	5,555,462	5,638,645	5,826,762	5,804,983	5,804,983	5,804,983
Human Services	488,457	510,843	519,586	527,870	530,611	541,223	552,048	563,089
Culture and Recreation	3,315,720	3,389,622	3,599,936	3,644,495	3,702,547	3,776,598	3,852,130	3,929,172
Planning and Community Development	1,398,310	1,386,119	1,444,213	1,459,047	1,468,935	1,498,314	1,528,280	1,558,846
Shared Expenses (Fringe/Insurance)	7,643,152	7,875,819	8,102,007	8,238,151	8,670,833	9,364,500	10,113,660	10,922,752
Meals Tax Capital	450,000	450,000	-	450,000	450,000	450,000	450,000	450,000
Capital Improvement Plan-(Safer Grant)	300,000	300,000	300,000					
Capital Override	1,754,421	1,798,281	1,843,239	1,889,320	1,936,553	1,984,967	2,034,591	2,085,456
Debt-General Fund/CPA/OFU/EXEMPT/NON EXEMPT	2,303,468	2,167,961	3,340,736	2,789,031	2,725,070	2,779,571	2,835,163	2,891,866
Other charges -Assessments/Elected Officials	1,166,792	1,225,861	1,267,870	1,216,744	1,640,144	1,672,947	1,706,406	1,740,534
Overlay	350,000	300,000	300,000	490,000	350,000	300,000	300,000	300,000
Total Expense	57,645,197	59,736,984	63,123,678	64,134,581	66,884,564	69,117,511	70,877,934	72,718,763
	497,736	1,007,017	666,743	1,129,595	587,501	(986,524)	(1,539,763)	(1,728,866)
	35,510,922	36,829,762	39,279,317	39,418,862	40,487,789	41,679,481	42,958,840	44,308,737
Revenue								
Cherry Sheets	725,147	806,786	805,008	790,000	790,000	775,000	775,000	775,000
Local Receipts-Meals Tax	11,206,000	11,386,150	11,990,900	11,975,000	12,900,000	12,600,000	12,600,000	12,600,000
Available Funds(transfer,overlay,free cash, fire stabil.)	1,879,200	2,134,900	3,182,296	3,190,040	2,444,449	2,948,259	2,902,134	2,983,899
Non tax levy	13,810,347	14,327,836	15,978,204	15,955,040	16,134,449	16,323,259	16,277,134	16,358,899
Tax levy	40,989,617	42,279,695	43,636,887	45,061,996	46,565,326	48,029,460	49,530,196	50,798,451
2 1/2% increase	1,024,720	1,056,992	1,090,922	1,126,550	1,164,133	1,200,736	1,238,255	1,269,961
Allowable New Construction	265,357	300,989	334,186	376,781	300,000	300,000	30,000	300,000
Override	-	(789)	-	-	-	-	-	-
Tax levy limit	42,279,694	43,636,887	45,061,996	46,565,326	48,029,460	49,530,196	50,798,451	52,368,412
Other Adjustments:Cape Cod Commission	290,841	296,676	310,091	315,740	323,634	325,283	310,338	310,338
Debt Exclusion	2,052,892	2,482,602	2,440,130	2,428,069	2,984,523	1,952,249	1,952,249	1,952,249
Total Revenues	58,142,933	60,744,001	63,790,421	65,264,176	67,472,064	68,130,987	69,338,171	70,989,898