

# Fiscal Year 16 Town Administrator's Budget Message

## 1 INTRODUCTION AND SUMMARY MATERIAL

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It is once again my privilege to present a balanced budget for the Town of Harwich. The balancing of the budget always comes as a challenge in an effort to try to meet the needs of the organization/community in terms of local services while also balancing the cost to the community's taxpayers. This budget maintains a level of service consistent with last year for municipal operations with some limited exceptions. This budget also offers a look at what additional level of effort it would take to provide an expansion of services for the residents of Harwich on the municipal side.

Monomoy Regional School District, in its presentation to the Board of Selectmen at their meeting of February 9, 2015, presented a budget that it considers to be a level of service budget consistent with their needs. The Monomoy presentation included a net reduction in staff of 10 full-time equivalent employees through the introduction of a seven class day as opposed to the current eight class per day schedule in operation at the high school. This balanced budget includes provision for this funding level as presented by the superintendent.

Once again various reports from Standard & Poor's have been reviewed to assess the town's standing in the ratings world. Management continues to strive and has made some gains in our first year to improving some of the areas sought for improvement by Standard & Poor's. These are detailed in this budget message. Last year the top 10 management characteristics of highly rated US public finance issuers were discussed with those being:

1. Focus On Structural Balance
2. Strong Liquidity Management
3. Regular Economic and Revenue Updates To Identify Shortfalls Early
4. An Established Rainy Day/Budget Stabilization Reserve
5. Prioritizing Spending Plans And Establish Contingency Plans For Operating Budgets
6. Strong Long-Term And Contingent Liability Management (OPEB)
7. A Multi-year Financial Plan In Place And Considers The Affordability Of Actions Or Plans Before They Become Part Of The Annual Budget
8. A Formal Debt Management Policy In Place To Evaluate Future Debt Profile
9. A Pay-As-You-Go Financing Strategy As Part Of The Operating And Capital Budget
10. A Well-Defined And Coordinated Economic Development Strategy

Standard & Poor's ratings services undertook an evaluation of the revised criteria US general obligation debt that took place from September 2013 to September 2014 that will also be

discussed in part. The two reports reviewed include "The Updated General Obligation Criteria Reflect The US Local Government Sectors Strength And The Importance Of Qualitative Analysis" dated October 3, 2014 and "US Local Government Rating Review Shows Varied Economic Conditions Being Met With Sound Financial Underpinnings" dated December 10, 2014.

## 2 BUDGET COMPARISONS FISCAL YEARS 2015 AND 2016

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This document is designed to provide overview of the FY 16 budget. The total **revenue** for FY 16 total **\$56,857,906** and the total anticipated **expenditures** are **\$56,825,059** leaving a modest surplus of \$32,847. The FY 16 budget projection for state aid is level funded due to the election of the new Governor. The Governor's house 2 proposal (state budget) is not anticipated until the beginning of March 2015.

On the **revenue side**, our primary source of revenue comes from **local property taxes** as governed by Proposition 2 ½. The total amount anticipated for fiscal year 2016 is **\$43,323,664** which is a **6.6%** increase. The primary basis for the increase is \$963,016 which comes from 2.5% of the levy plus \$200,000 anticipated for new growth. *These two factors account for approximately 3.2% of the overall increase.* Voter approved capital exclusions and debt exclusions including MRSD high school debt with the additional assessment from the Cape Cod Commission of \$204,340. The total anticipated *additional* revenue from the levy is \$2,430,917.

The **State Aid** calculation is more difficult. First the Governor's budget is not due out until the beginning of March after the completion of this budget message. The finance team has decided to in essence level fund state aid for revenue and to make adjustments to our Barnstable County tax in our Cape Cod Commission assessments of which leads to a modest decrease in our net state aid. The administration is concerned that the new governor has indicated he will avoid cuts to municipal aid but also has to contend with a state budget shortfall in this current fiscal year and a projected one for next.

Undesignated fund balance is better known as "**Free Cash**" is projected to be approximately \$1.3 million. The Accounting Department is currently working with the Department of Revenue to finalize this number. The FY 16 Budget calls for \$350,000 of free cash to be allocated for snow and ice removal costs already anticipated to be over by \$200,000 based upon our last storm. The plan also calls for \$100,000 from free cash to be used to add to our stabilization account. The balance of \$850,000 would be used to fund the FY 16 capital program. The use of one-time money such as free cash should be used to fund capital or emergency type of appropriation such as excessive costs of snow and ice removal. Ideally, a larger portion of free cash would be used to build additional reserves.

I also plan to use \$100,000 from our overlay surplus to support the budget as well as \$100,000 from the Allen Harbor Betterments.

**Local receipts** will account for \$10,080,368 of the FY 16 budget which is an increase of 9%. A key component in this increase is the dedication of \$300,000 which is a new but recurring receipt from CVEC electric receipts derived from the solar array on our former landfill. The board had committed in collective bargaining to utilize this revenue to offset salary increases. Administration is concerned because this is a new funding source and where we believe it will be at the \$300,000 level, we do not yet have the receipts to prove that out and current litigation from the builder of the solar array raises additional concern. Also, the issue of taxation of the infrastructure and our requirement to pay the taxation of the infrastructure is being determined in the courts as to whether the equipment is taxable or not.

Other local receipts that have shown favorable signs that appear to be sustainable are in ambulance fees which are slated to increase by \$100,000 over the fiscal year 2014 actual numbers. The hotel and motel tax and meals tax also reflect modest increases while the motor vehicle and spoke revenues are also up as well.

One area of concern has been raised by the accounting department in the area of solid waste disposal and recycling in which previously the full amount of the revenue was captured in local receipts however the revenue from the recycling was used as an offset to the solid waste disposal fees. This accounting adjustment has been corrected for the FY 16 budget but does leave the local receipts number less than previous years.

Overall the total increase in the sources of funds comes to 7.1%. The overall increase comes to \$3,771,652 of which \$1,723,502 comes from MRSD high school debt.

On the **expense side** of the equation, on the designated town operating budget, the increase was 7.6%. The salary and wage component in general, not accounting for step increases, had an overall increase of approximately 3.5% made up of the 2% budget adjustment for July 1, 2015, funding the second half of the FY 15 wage adjustment and the differential between a 52.4 week year versus the 52 week year in FY 15. Some items of note include: one of the largest increases is the inclusion of the middle school building maintenance fund of \$165,000, a proposed increase in the Board of Selectmen salary and wages from \$7,500 to \$10,000 in total, an increase of \$25,000 for the Finance Committee reserve fund, information technology went up due to the anticipated purchase of cost savings hardware and software such as the ability to scan bills and record the scanned images into the Accounts Payable software as well as funds for employee self-service for changes to tax withholding. The salary and wages of administration went up by 6.8% to take into account Selectmen's policy directive of replacing longevity and to have the Assistant salary be compatible with the market which is currently not.

The expense side also shows various changes such as the formation of the Community Development Department in which secretarial support for Health, Conservation, Planning and Building have been consolidated into the Community Development Department budget. Overall this adjustment has resulted in modest cost savings. We have also incorporated the telephone budget into the IT Department's budget. The dispatch elements that were previously included

in Police as they were related to Fire has been moved into Fire since the relationship between the Fire department in the Sheriff's more direct.

**Salary and wages** for the FY 16 budget include the negotiated and the anticipated negotiated settlements FY 15 does provide for a modest amount for FY 16. The salary and wages also incorporate in part a Board of Selectmen directive to transition away from percentage based longevity payments. Town of Harwich has eight unions with the following breakdown: the Highway and Maintenance Union and the Harwich Employees Association have settled for three-year agreements and have addressed the issue of longevity. The Firefighters, Police Superiors, Police Patrol, Dispatchers and Water Union are settled for FY 15 and negotiations are pending for FY 16. The Department Heads union is still in active negotiation for FY 15.

**Education** is a large portion of our overall budget. In general, due to the new Governor's timeline for submitting his new budget in March the education numbers will be susceptible to change based upon the Governor's budget in the overview of that budget by the legislative body. Cape Cod Technical High School prepared an overall budget increase of approximately 4 ½% however they were going to use transfer funds to decrease that down to approximately 3%. This budget includes 3%. Monomoy Regional School District operating assessment increased by 4.99%, transportation increased by 7.82% and debt service for the new high school increase by approximately \$1.3 million which the voters have exempted from Proposition 2 ½ thus resulting in an overall increase of 13.91%. The budget is balanced based upon Monomoy's February 9 presentation to the Board of Selectmen

In total, Administration reduced requests and departments by over **\$200,000** and has identified **\$1,190,000** in enhancement of services that have been presented for the Board of Selectmen's review.

*If these balance budget recommendations are not taken, then the Town will need to either increase local taxes or reduce operating costs by a like amount in order to bring the budget back into balance.*

### 3 MAJOR INITIATIVES FISCAL YEAR 2016 BUDGET

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As in last year's Budget Message, Administration is attempting to highlight various initiatives or concerns in each of the budget cycles so that adjustments can be discussed and/or plans can be developed to alleviate prior to a greater significant impact being realized.

#### A. Enhancement Of Services/MRSD structural deficit

Last year in the development of the budget administration made every effort to balance the budget based upon existing information at the time. It was not lost on Administration that there was a high level of expectation that the municipal side budgets would be allowed to enhance services to the residents based upon significant savings from Monomoy. Upon

reflection, I have requested the departments to submit budgets that identify enhancement of services. Due to the limiting of funds and Monomoy's need to compete in the highly competitive school choice marketplace the opportunity for enhancement of services has been significantly curtailed. However, for planning purposes the departments have submitted and I will present the following enhancement of services potential:

<u>Concept</u>	<u>Scaled-Down Version</u>	<u>Full Version</u>
COA increase nurses hours 10 hours per week	\$20,600	
Fire enhanced ambulance coverage	1 person \$103,000	3 persons \$309,000
Police enhanced patrol	1 person \$81,000	2 persons \$162,000
Harbor full-time assistant	add'l 21 hours per week	\$31,500
Highway- Highway, Disposal & Park	1 person \$50,000	3 people \$140,000
Electrician, Plumber & Equip. Oper./Cust.	Custodian \$40,500	3 people \$168,250
Library Open On Mondays 1 FTE plus hours	\$71,000 school year only	\$85,539 all year
Fringe benefits health insurance	\$21,000 per each person	
<b>Totals</b>	<b>\$523,600 scaled-down</b>	<b>\$1,189,889 full version</b>

**Monomoy Regional School District** has indicated in the FY 16 budget that even with scheduled modifications that will result in a net reduction of 10 FTEs that the budget is built upon potentially one-time revenues as was the FY 15 Budget. The one-time revenues identified as \$600,000 from their undesignated fund balance certified from the FY 14 Budget.

It would be my recommendation if the Board of Selectmen chose to contemplate an override to fund the above that such override be below \$1 million and be done as a combined school/town effort. The above numbers would have to be scaled back in order to achieve the under \$1 million override. Careful consideration should be made that the potential exists for an override in FY 17 if some budget trends continue at existing levels.

#### B. Organizational Transitions/Restructuring The Organization:

The past year has been challenging from the perspective of an unanticipated number of personnel changes in the department head ranks with the transition of Finance Director/Town Accountant, Town Treasurer, Water Superintendent, Police Chief, Deputy Police Chief, two Police Lieutenants, Director of Golf and the Assistant Director of Golf. These transitions have put heavy stress on administration to either fill in or oversee the recruitment of replacements for these various positions resulting in delaying more broad scale restructuring of the organization. As these transitions are completed, work will commence on improving the human resources operations of the Town which has been commenced in the form of working on a new Personnel Handbook, restructuring of the Community Development Department and organizational changes to the Police department.

### C. Infrastructure Improvement and Sales – Waterways, Environmental And Buildings

The Town has been faced with significant challenges in the form of improvements to its harbors of which Saquatucket Harbor is under review for development of waterside improvements and with the pending purchase of the Downey property landside improvements to follow on a multimillion dollar scale. The wastewater project has progressed this year with proposed development of special legislation to form a regulatory authority to progress in accordance with the 208 plan. A funding concept has also been presented based upon the development of the legislature of a water/wastewater funding mechanism similar to CPA. Significant additional work is still needed in this area but some progress has been made. Lastly, considerable focus was made at the beginning of calendar 2014 to repurpose the Middle School to ultimately no avail; however, a new committee has been formed and is continuing the work on repurposing. FY 15 included the budget allocation of \$125,000 to keep the building up and with now a longer timeline Administration has been working with departments to attempt to make some limited use of the building which should benefit from a revenue perspective as well as insurance perspective but with a new request of the hundred and \$165,000 for FY 16. Action is necessary to transition this building to another purpose outside the scope of government.

### D. Review Of Departmental Operations For Self-Sufficiency

The Town has made use of Massachusetts General Laws, Chapter 44, Section 53, with all of its subsections to make use of self-supporting or enterprise type of operations. The Finance Director working with administration has secured the services of a consultant to review our operations in Water, Harbors, Golf and Recreation. This study is still underway and is anticipated to be received shortly. Due to the large number of personnel changes efforts in this area have not been as developed as administration would like. As the transitioned personnel settled itself out administration hopes to return to focus in this area.

### E. Standard & Poor's Rating Criteria

The multiple reports that have been reviewed from Standard & Poor's indicates in general that many municipalities have increased their ratings, however, the majority of which have moved from a single A to an AA with the lesser number moving to AAA. The reports which will be attached in the appendices of this budget message also show that despite varied economic conditions that exist in the overall economy, that sound financial underpinnings of quality management commitment to principles laid out by Standard & Poor's, that municipalities are a good investment for bondholders to invest in. I am strongly encouraged where other towns on the Cape have achieved rating upgrades that we will also be able to achieve set upgrade, I do believe, however, that it will be imperative to have the new team in place and committed to the same goals in concert with the Board of Selectmen. I believe that we have taken one solid step with the Board's approval of the Investment Policy something that was noted in our recent audits. Where the undesignated fund balance in FY 14 was \$1.4 million and then dropped in FY 15 to just over \$400,000 and now on the verge of having an undesignated fund balance

certified in the neighborhood of \$1.3 million brings us back to a level I believe the Town should attempt to sustain.

#### 4 HISTORICAL TAX LEVY DATA

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The Assessing department has prepared several slides included in the presentation that show a fairly high level of consistency in the base levy limit percent increases from fiscal year 2009 through fiscal year 16 ranging consistently been the 3 ½ to 4% increase with the 2014 year at a higher level due to an override levy. The base limits in dollars also show a steady increase which reflect a strong ability of the Town to meet its financial obligations. Finally the levy limit calculation chart that shows a willingness on the voters part to not only support the Proposition 2 1/2 levels but to also approved on a consistent basis both capital and debt exclusions and on rare occasions general overrides with the most recent being in Fiscal Year 13.

#### 5 FINANCIAL FORECASTING

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The Charter for the Town of Harwich includes a component in which a five-year financing plan is prepared for the Board of Selectmen's review and for planning purposes. This projection was completed and presented to the Board of Selectmen in the late fall. Projections show the opportunity to balance the budget with the growing challenges in the outer years. The finance team and I will continue to work on making the projections is accurate of the tool is possible in order to predict what actions will be necessary in moving the community forward in order to stay within the confines of Proposition 2 ½. As always, alternative revenue sources must be explored and cost containment measures taken in order to provide resiliency and improve our ability to balance the budget. As in any revenue and expenditure forecast, the accuracy of the first year is very high and the accuracy of the out years is lower, though no person can truly predict or guarantee future developments with great certainty. The transition in the financial management team will give an opportunity to review current models which I believe to be fundamentally sound and make improvements and refinements where possible.

#### 6 SPECIFIC BUDGET DATA

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Items of significance such as State Aid, Meals and Room Tax, group health and life and solar revenues will be monitored and maintained to see what areas of change in these categories will be realized.

- **State aid:** is an area in which in general due to the amount we receive being offset by state charges is generally an area of not significant concern. I do believe it is important to continue to monitor state aid however for changes to the Chapter 70 funding formula, regional transportation reimbursements, special education reimbursements

and alterations to school choice issues could potentially have a very significant impact on Monomoy's budget and thus an impact on our budget.

- **Meals and room tax** has provided an alternative revenue source for the Town that takes advantage of the Town being a tourist destination spot on Cape Cod. The amounts generated continue to modestly increase and provide the funding source outside of Proposition 2 ½ thereby making it, for better or worse, more contingent upon economic factors related to tourism.
- **Group health and life insurance:** is a very complex problem as rates are based upon experience which when experience has been good and increases are modest and years in which experience has been poor than rates have climbed higher. The Town is a member of The Cape Cod Municipal Health Care Group which has the advantage of a larger pool of insured lives thereby making the group more credible than if the Town was to be left on its own. The health insurance line item changed significantly from Fiscal Year 2012 to Fiscal Year 2013 with the departure of insured lives to Monomoy Regional School District. The trend that exists in the health insurance marketplace as it exists within our group is that active employees have had higher loss experience thus driving a partially subsidized rate increase of 10% while retirees over the age of 65 participate in senior plans which have been having better experience and with changes in federal regulation premiums have dropped in many cases over the past few years. This trend has allowed for the overall increases in health insurance to be modest. How long these trends continue is unknown but the group is proactive by promoting wellness concepts. The impact of federal regulations known as Obama Care do present challenges as our plans may be assessed additional fees in order to fund other parts of the federal health care plan.

## 7 DEBT STRUCTURE

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Any good financial planning document will include how the town structures and funds its debt. The Town's debt structure for the General Fund has increased from FY 15 to FY 16 due primarily to factors the first being the beginning payments of principal on the Monomoy Regional High School project and with other approved additional debt exclusion items. This significant increase from FY 15 into FY 16 is the spike in a declining overall debt situation. Significant challenges such as the redevelopment of Saquatucket harbor waterside and landside issues will present significant challenge as well as the overall impact of the Wastewater Implementation Plan consistent with Cape Cod's 208 plan. The funding of the Wastewater Implementation Plan will be significant and need to be funded over a multi-decade period of time. Administration in working with the Finance Department will look to attempt to the best of our ability to maintain some consistency in the debt service over time.

Water is an enterprise operation and should be self-supported by rates. The debt schedule shows that some debt is falling off opening the way for new debt without an impact on the



rates. It is a plan that as debt falls off additional capital projects will be pursued and use of the available cash to meet the needs of the capital program of the water system. In my capacity as Acting Water Superintendent I have been working closely with the Water Commission to discuss these concepts as we attempt to meet of water infrastructure needs not only now but well into the future.

## 8 CAPITAL BUDGET

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The FY 16 Capital Budget process was revised this year with the introduction of new forms prepared in cooperation with the Finance Committee, Capital Outlay Committee and Administration to provide additional information for the Seven-Year Capital Budget Plan. I believe the departments did a very good job in providing a seven-year look ahead for the needs of the community.

The Capital Budget component will be broken down based upon funding sections that include utilization of Free Cash, General Fund borrowing capacity, capital exclusions, debt exclusions, Golf Maintenance Fund, Chapter 90, Water Enterprise and other funding mechanisms. The funding is predicated upon the recommendations of the Town Administrator and will differ slightly from those of the Capital Outlay Committee.

***Free cash funding source:***

• Fire department	Station One roof replacement	\$88,512
• Fire department	Station One HVAC system	\$95,000
• Public Works	Mac or Peterbilt truck	\$150,000
• Public Works	Elgin mechanical sweeper	\$175,000
• Public Works	DPW highway barn repairs	\$156,087
• Recreation	Beach stairway replacement/renovations	\$45,000
• Wastewater	Cold Brook Attenuation Study part two of two	\$50,000
• Wastewater	Purchase property in E. Harwich for recharge	\$500,000
• Wastewater	Continue Comp. Wastewater plan	\$75,000
<b>Total</b>		<b>\$834,599</b>

***General Fund borrowing capacity***

• Wastewater	Muddy Creek increase regulatory changes	\$500,000
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***capital exclusions***

• Fire department	Three cardiac monitors/3 – AED’s	\$134,946
• Fire department	New ambulance increase inventory	\$312,000
• Fire department	New Chiefs vehicle	\$38,290
<b>Total</b>		<b>\$485,236</b>

### Debt exclusions

• Harbormaster	Saquatucket harbor waterside designed	\$500,000
• Public Works	Five-Year Road Maintenance Program	\$250,000
• Wastewater	Purchase property in E. Harwich for recharge	\$500,000
<b>Total</b>		<b>\$1,250,000</b>

Please see additional items on attached spreadsheet. An effort has been made to limit the number of capital exclusions and debt exclusions that will be on the ballot so as to attempt to minimize the impact above and beyond the additional debt being absorbed by the financing of the Monomoy Regional High School.

## 9 RESERVE FUND BALANCES

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Administration considers reserves in a general way to include in part available undesignated fund balance otherwise known as "Free Cash", Stabilization Fund, OPEB Trust Fund and any other sources applicably recognized by the various bond rating agencies such as Standard & Poor's. It continues to be the intent of this administration to move reserves to the range of 8% to 12% over the next several years. This improvement in reserves from our current level of 5.4% will be one of the key components in order for the town to progress from our current AA plus rating to the highest rating of AAA.

## 10 ECONOMIC DEVELOPMENT STRATEGY

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Administration will continue to review current practices and adopt a multifaceted economic development strategy over the next several years. The essential elements of the strategy include:

- Advocates for single tax rate stability and tax policy and water fee policy
- Promote pro-business from the environment businesses seeking to come to town. Research efforts of the Chamber of Commerce, the County and various state agencies to seek out opportunities.
- Continue to support efforts to promote the Town in general and enhance tourist efforts.
- Actively market surplus property for sale such as the middle school and promote business development utilizing in part local newspaper stories
- Review and/or expand our pro-business incentives.
- Keep up with infrastructure roots, water to promote benefit of town services, including schools.
- Continue to work to develop new business strategies for promoting solar businesses and fiber loops.

## 11 CONCLUSION AND THANKS

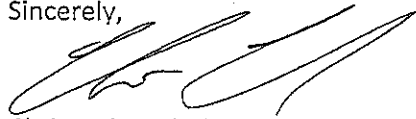
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The FY 2016 budget is balanced and I believe that the following suggestions included in the message will strengthen the town financially economically and improve our overall operational resiliency.

Lastly I'd like to express my sincere appreciation to the financial management team. I believe that Mary McIsaac who has departed was an outstanding member will be missed but I look forward to working with Amy Duffy, the former Assistant and now new Town Treasurer. I will also miss David Ryan who will be retiring shortly for his tireless dedication to the Town of Harwich and its improvement. I would also like to thank the other team members who will continue on and have been instrumental in the development of this year's budget David Scannell, Foster Banford and Diane Shaughnessy for their assistance. It would also like to thank Julie Quintero Schulz for her efforts this year insisting in restructuring and improving our human resources capabilities and also to Sandy Robinson and Ann Steidel for their exceptional work in coordination and oversight of the process of developing 2016 budget. They continue to appreciate all of the Department heads in their efforts in submitting thoughtful capital and operating budgets and working with administration provide a high level of services.

Most important, I wish to thank the Board of Selectmen and the residents of the community for their continuing support that I have been given to this point and I look forward to continue to work with both groups in the adoption of the fiscal year 2016 budget and organization to continue to provide a higher level of service to the community at large.

Sincerely,



Christopher Clark

Town Administrator

February 17, 2015

Town of Harwich  
Sources/Uses  
FY 2016

Town of Harwich  
BUDGET 2016

5/7/2014

Budget  
FY 2015

2/12/2015

Budget  
FY 2016

Line					Line
#	SOURCES OF FUNDS	FY 2015	FY 2016	%	#
1	Tax Levy Limit (R/E & PP)	40,630,825	43,323,664	5.6%	1
4	Local Receipts	9,249,060	10,080,368	9.0%	4
5	State Aid				5
6	Cherry Sheet	639,396	641,654	0.4%	6
7	School Building Assistance	993,195	993,195	0.0%	7
8	Overlay Surplus	100,000	100,000	0.0%	8
9	Transfers:				9
10					10
11	Harbor Capital Imp. Fund #1626	-	65,839	100.0%	11
12	Cable Fund (Comcast) #1614	233,275	239,107	2.4%	12
13	Septic Loans #1701	17,358	17,358	0.0%	13
14	Water Enterprise Indirect Cost #1320	495,520	590,931	16.1%	14
15-a	FEMA #1199	13,650	13,991	2.4%	15-a
15-b	Alan Harbor Betterments #1740	-	100,000	100.0%	15-b
15-c	Road Betterments #1702+#1703	30,100	29,525	-1.9%	15-c
16	CPA Funds (land Bank) #8027	683,875	662,275	-3.3%	16
17	sub total:	1,473,778	1,719,026	16.6%	14
18	TOTAL SOURCES	53,086,254	56,857,906	7.1%	18
19					19
20	USES OF FUNDS				20
21	Charges:				21
22	RECAP, Offset	12,740	14,998	17.7%	22
23	State-Cherry Sheet Charges (ccc & BC Tax)	622,897	635,849	2.1%	23
24	Overlay (Abatements- Taxes)	440,000	450,000	2.3%	24
25	TOTAL CHARGES	1,075,637	1,100,847	2.3%	25
26					26
27					27
28	NET AVAILABLE Sources	52,010,617	55,757,059	7.2%	28
29-a					29-a
29-b	Town Operating Budget	19,521,648	20,996,351	7.6%	29-b
30	Semi-Fixed Cost				30
31	Barnstable County Retirement	2,217,735	2,283,370	3.0%	31
32	Debt Service	3,610,560	3,615,484	0.1%	32
33	Health Insurance	4,048,837	4,079,543	0.8%	33
34	Property & Liab. Insurance	531,373	548,561	3.2%	34
35a	ARTICLES included in Tax Levy	675,215	-	0.0%	35a
35b	Unemployment	35,000	35,000	0.0%	35b
35c	Mega assessment (for FY 04-06)	23,925	-	0.0%	35c
36	Total Fixed Cost	11,142,645	10,561,957	-5.2%	36
37					37
38	Cape Cod Tech HS	1,248,331	1,285,781	3.0%	38
39	Monomony Regional School District	20,070,183	22,861,667	13.9%	39
40					40
41	TOTAL USES	53,058,444	56,806,604	7.1%	41
42					42
43	NET SOURCES & USES	\$ 27,810	\$ 51,303		43

SOURCES & USES

10:09 AM

Prepared by dryan 2/17/2015

## TOWN OF HARWICH CAPITAL BUDGET REQUEST SUMMARY (FY 16 TO 22)

Original 10/7/2014

Revision 3: 2/13/2015

<u>Department</u>	<u>Project</u>	<u>P</u>	<u>Funding Source</u>	<u>TA Rec</u>	<u>COC Rec</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>	<u>FY 22</u>	<u>Notes</u>
Admin	Harwich Center Initiative - StreetScape Only	1					\$ 50,000	\$ 500,000					
Admin	Demolition Harbormasters Building on Bank Street	1	\$ -		Below \$50K	\$ 28,000							Below Capital Threshold
Admin	Demolition Former West Harwich School on Bells Neck	1	\$ -		Below \$50K	\$ 26,000							Below Capital Threshold
Admin	Demolition of Middle School Building on Sisson	1				TBD							
ADMIN SUB-TOTAL			\$ -	\$ -		\$ 54,000	\$ 50,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	
Community Center	Roof Replacement	1B								\$ 240,000			
Community Center	Carpet Replacement	1B							\$ 76,320	\$ -			
Community Center	Gym Floor Resurface	1C				\$ 56,223							
Community Center	HVAC Repair and Updates	1A					\$ 105,000						
Community Center	Generator Installation	E1										\$ 105,000	
COMMUNITY CENTER SUB-TOTAL			\$ -	\$ -		\$ 56,223	\$ 105,000	\$ 76,320	\$ 240,000	\$ -	\$ 105,000		
Conservation	Harwich Artificial Reef		Grant				\$ 275,000						
CONSERVATION SUB-TOTAL						\$ -	\$ -	\$ 275,000	\$ -	\$ -	\$ -	\$ -	
Fire	3-Cardiac Monitors/3-AED's	E1 CE	\$ 134,946	\$ 134,946	\$ 134,946								
Fire	Ambulance (Add one) Station 2 Coverage	E1 CE	\$ 312,000	\$ 312,000	\$ 312,000								
Fire	New Chief's Vehicle	E1 CE	\$ 38,290	Below \$50K	\$ 38,290								
Fire	Ambulance Replacement	E1				\$ 254,600							
Fire	Pumper Truck Replacement	E1				\$ 490,000	\$ -						
Fire	Replace Radios Portable and Mobiles	E1				\$ 360,000							
Fire	Ambulance Replacement	E1					\$ 267,830						
Fire	Pumper Truck Replacement	E1						\$ 540,000					
Fire	Ambulance Replacement	E1							\$ 295,613				
Fire	Ladder Truck Replacement	E1								\$ 1,080,000			
Fire	Ambulance Replacement	E1										\$ 326,175	
Fire	Replace Station One Roof	1A FC	\$ 88,512	\$ 88,512	\$ 88,512								
Fire	Station One HVAC System	1B FC	\$ 95,000	\$ 95,000	\$ 95,000								
Fire	Station Two Air Conditioning Replacement	2B		Below \$50K	\$ 22,000								Below Capital Threshold
Fire	Station One Carpet Replacement	1B			\$ -	\$ 23,300							Below Capital Threshold
Fire	Station One Air Compressor	2B			\$ 6,000								
Fire	Replace PlymoVent Exhaust System Stations 1 & 2	1B					\$ 103,000						
Fire	Replace Overhead Door Apparatus Stations 1 & 2	1B						\$ 83,000					
FIRE SUB-TOTAL			\$ 668,748	\$ 630,458	\$ 690,748	\$ 1,133,900	\$ 370,830	\$ 623,000	\$ 295,613	\$ 1,080,000	\$ 326,175		
Golf	Repair Sink Hole in Parking Lot	Golf	\$ 75,000	\$ 75,000	\$ 235,000								
Golf	New Golf Cart Building	1B			\$ -		\$ 850,000						
Golf	Dredging Irrigation Pond	2B					\$ 120,000						
Golf	Renovation of old Maintenance building	3							\$ 150,000				

GOLF SUB-TOTAL				\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 970,000	\$ -	\$ 150,000	\$ -	\$ -
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Department	Project	Funding		TA Rec	COC Rec	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	Notes
		P	Source										
Harbormaster	Wychmere Outer Harbor Jetty Study and Construction	1C									\$ -	\$ 75,000	
Harbormaster	Wychmere Outer Harbor Dredging	1B								\$ 500,000			
Harbormaster	Wychmere Public Bathrooms	3B	FC	\$ -	\$ 75,000	\$ 75,000							
Harbormaster	Saquatucket Harbor Landside Design and Construction	2B			\$ -	\$ -	\$ -	\$ 250,000	\$ 2,500,000				
Harbormaster	Saquatucket Harbor Waterside Design and Construction	2B	DE	\$ 500,000	\$ 500,000	\$ 500,000	\$ 7,000,000	\$ -					
Harbormaster	Herring River Ramp Replacement	2A							\$ 65,000				
Harbormaster	Maintenance Dredging 2017	1A				\$ 300,000							
Harbormaster	Study Allen Harbor Jetty Reconstruction	2B					\$ 50,000						
Harbormaster	Allen Harbor Jetty Reconstruction Study and Construction	1A							\$ 180,000	\$ 1,820,000			
Harbormaster	Maintenance Dredging 2019	1A							\$ 300,000				
Harbormaster	Project Round Cove Ramp Replacement and Bulkhead	1A					\$ 187,000						

HARBORMASTER SUB-TOTAL				\$ 500,000	\$ 575,000	\$ 575,000	\$ 7,300,000	\$ 487,000	\$ 2,865,000	\$ 680,000	\$ 1,820,000	\$ 75,000	
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Library	Library Interior Modifications/Renovations	B						\$ 100,000					
Library	Brooks Library Generator and Installation	A							\$ 110,000				
Library	Library Exterior Modifications/Renovations	A		\$ -	\$ -	\$ 65,000							
Library	Library Roof Replacement	A					\$ 135,000						

LIBRARY SUB-TOTAL				\$ -	\$ -	\$ 65,000	\$ 135,000	\$ 100,000	\$ 110,000	\$ -	\$ -	\$ -	
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Natural Resources	Shellfish Lab at Wychmere Harbor	1A	Other	\$ 425,000	\$ 425,000	\$ 425,000							
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NATURAL RESOURCES SUB-TOTAL				\$ 425,000	\$ 425,000	\$ 425,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
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Planning	Exterior Historic Renovations - Albro House	1	CPC	\$ -	\$ -	\$ 50,000							
Planning	Interior Renovations - Albro House	1	FC	\$ -	\$ -	\$ 85,000							
Planning	Walkway Reconstruction Bank Street Center to Rte 28	2			\$ -	\$ 231,000							
Planning	Walkway Reconstruction Rte 28 SAQ to Harwichport	3			\$ -	\$ -	\$ 292,200						

PLANNING SUB-TOTAL				\$ -	\$ -	\$ 366,000	\$ 292,200	\$ -	\$ -	\$ -	\$ -	\$ -	
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Police	Police Radio Replacement Plan - Dash Mounted	1A				\$ 46,247							
Police	Police Radio Replacement Plan - Dash Mounted	1A				\$ 13,213							
Police	Police Radio Replacement Plan - Portables	1A				\$ 183,720							
Police	Police Radio Replacement Plan - Remote Head Mounted	1A				\$ 34,029							
Police	Carpets for Building			\$ -	Below \$50K	\$ 20,000	\$ -						Below Capital Threshold
Police	Painting various areas of Building					TBD							
Police	Septic System Repairs			\$ -	\$ 100,000	\$ 100,000							

POLICE SUB-TOTAL				\$ -	\$ 100,000	\$ 120,000	\$ 277,209	\$ -	\$ -	\$ -	\$ -	\$ -	
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<u>Department</u>	<u>Project</u>	<u>Funding</u>		<u>TA Rec</u>	<u>COC Rec</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>	<u>FY 22</u>	<u>Notes</u>
		<u>P</u>	<u>Source</u>										
Public Works	5-Year Road Maintenance Plan	1B	DE	\$ 250,000	\$ -	\$ 1,337,903	\$ 1,445,667	\$ 1,419,339	\$ 1,427,487	\$ 1,422,640	TBD	TBD	
			Ch. 90	\$ 1,000,000	\$ 700,000								
Public Works	Mack or Peterbuilt	E1	FC	\$ 150,000	\$ 150,000	\$ 150,000							
Public Works	Elgin Mechanical Sweeper	E1	FC	\$ 175,000	\$ 175,000	\$ 175,000							
Public Works	MSW (Trash) Trailer	E1	FC	\$ -	\$ 65,000	\$ 65,000							
Public Works	Vehicle Listing (FY 17 to 22) Summary	E1					\$ 245,000	\$ 355,000	\$ 305,000	\$ 255,000	\$ 292,000	\$ 270,000	
Public Works	DPW Highway Barn Repairs	FC		\$ 156,087	\$ 156,087	\$ 156,087							Incl. Drain,Air,Gutters &Boiler
Public Works	Maintenance Facility									\$ 250,000			
PUBLIC WORKS SUB-TOTAL				\$ 1,731,087	\$ 1,246,087	\$ 1,883,990	\$ 1,690,667	\$ 1,774,339	\$ 1,732,487	\$ 1,677,640	\$ 542,000	\$ 270,000	

<u>Department</u>	<u>Project</u>	<u>Funding</u>		<u>TA Rec</u>	<u>COC Rec</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>	<u>FY 22</u>	<u>Notes</u>
		<u>P</u>	<u>Source</u>										
Rec & Youth	Beach Stairway Replacement/Renovations	1A	FC	\$ 45,000	\$ 45,000	\$ 143,350							
Rec & Youth	Red River Beach Parking Lot Paving/Overlay	1B		\$ -	\$ -	\$ 225,000							
Rec & Youth	Bank Street Beach parking Lot Paving /Overlay	1B						\$ 98,000					
Rec & Youth	Pleasant Road Beach Parking Lot Paving/Overlay	1B						\$ 112,000					
Rec & Youth	Red River Beach Restroom Renovation	1B							\$ 150,000				
RECREATION AND YOUTH SUB-TOTAL				\$ 45,000	\$ 45,000	\$ 368,350	\$ -	\$ 98,000	\$ 112,000	\$ 150,000	\$ -	\$ -	

Wastewater	Cold Brook Natural Attenuation Study Part 2 of 2	1B	FC	\$ 50,000	\$ 50,000	\$ 50,000							
Wastewater	Cold Brook Natural Attenuation Design and Construction	2B						\$ 2,000,000					
Wastewater	Restoration of Hinckey's Pond	3C	CPC	\$ -	\$ -	\$ 500,000							
Wastewater	Purchase Property In E Harwich for Recharge	3B	DE	\$ 500,000	\$ 500,000	\$ 500,000							
Wastewater	1st Phase of Pleasant Bay Watershed Collection System	1B						\$ 19,800,000					
Wastewater	1st Phase Pleasant Bay Collection System (South) Design	1B			\$ -	\$ 2,500,000							
Wastewater	Continued Comp Wastwater Management Plan.& Impl.	1B	FC	\$ 75,000	\$ -	\$ 75,000							
Wastewater	Purchase Capacity in Chatham Wastewater Plant	1B				\$ 11,600,000							
Wastewater	2nd Phase (North) Pleasant Bay Watershed Design	3B					\$ 810,000						
Wastewater	2nd Phase (North) Pleasant Bay Watershed Construction	1B							\$ 350,000	\$ 12,600,000			
Wastewater	Evaluate Phosphorus Issues in Seymour Pond & Action	1B											
Wastewater	Muddy Creek Supplemental Funding Regulatory Changes	B		\$ 500,000		\$ 500,000							
WASTEWATER SUB-TOTAL				\$ 1,125,000	\$ 550,000	\$ 1,125,000	\$ 14,600,000	\$ 22,610,000	\$ 350,000	\$ 12,600,000	\$ -	\$ -	

Water	Lothrop Ave Water Tank Replacement Engineering	1	Capital	\$ 200,000	\$ 200,000	\$ 200,000							
Water	Lothrop Ave Water Tank Replacement Construction	1	Capital Bond				\$ 2,400,000						
Water	Pleasant Lake Avenue Tank Rehabilitation	1							\$ 1,500,000				
Water	Engineering for Asbestos Pipe Project	1								\$ 250,000			
Water	Construction/Renovation Asbestos Pipe Project	1										TBD	
Water	Vehicle Replacements (F-350 FY16 & Excavator FY18)	1	Capital	\$ 35,000	Below \$50K	\$ 35,000	\$ 120,000						

WATER SUB-TOTAL	\$ 235,000	\$ 200,000	\$ 235,000	\$ 2,400,000	\$ 120,000	\$ -	\$ 1,500,000	\$ 250,000	\$ -	
TOTAL										
GRAND TOTALS	\$ 4,804,835	\$ 3,771,545	\$ 5,908,088	\$ 27,935,199	\$ 27,410,169	\$ 5,868,807	\$ 17,293,253	\$ 3,692,000	\$ 776,175	\$ 88,883,691

Funding Summary

Tax Levy	\$ -
Borrowing within Prop 2 1/2	\$ 500,000
Free Cash	\$ 834,599
Community Preservation Funds	\$ -
Capital Exclusion	\$ 485,236
Debt Exclusion	\$ 1,250,000
Grants	
Golf Maintenance Fund	\$ 75,000
Chapter 90	\$ 1,000,000
Gifts	
Enterprise Account (Water)	\$ 235,000
Water/Wastewater Infrastructure Funds (Potential)	
Other: Shellfish Lab Lease	\$ 425,000
Confirmation Total	\$ 4,804,835

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