

**TOWN OF HARWICH**  
**BOARD OF SELECTMEN & FINANCE COMMITTEE**  
**Joint Budget Hearings**  
**Town Hall - Donn B. Griffin Room**  
**Saturday, February 27, 2016**  
**8:00 A.M. – 6:00 P.M.**

I. **CALL TO ORDER**

II. **NEW BUSINESS**

A. Joint budget hearings:

8:05 am	Police Department
8:35 am	Fire and Rescue
9:05 am	DPW
9:35 am	Harbors/Waterways
10:05 am	Break (10 mins)
10:15 am	Golf
10:45 am	Water Department
11:15 am	Wastewater
11:45 am	Assessors
12:15 pm	Lunch Break (45 mins)
1:00 pm	Treasurer/Collector
1:30 pm	IT
2:00 pm	COA
2:30 pm	Youth & Recreation
3:00 pm	Break (15 mins)
3:15 pm	Community Center
3:45 pm	Brooks Library
4:15 pm	Administration, Town Hall Ops & All Others

III. **ADJOURNMENT**

*\*Per the Attorney General's Office: The Board of Selectmen may hold an open session for topics not reasonably anticipated by the Chair 48 hours in advance of the meeting following "New Business."*

*If you are deaf or hard of hearing or are a person with a disability who requires an accommodation, contact the Selectmen's Office at (508) 430-7512 ext. 2*

**Authorized Posting Officer:**

**Posted by:** \_\_\_\_\_  
**Town Clerk**

\_\_\_\_\_  
Sandra Robinson, Admin. Secretary

**Date:** February 22, 2016

## APPENDIX A

### Standard Questions

1. What are the differences between the FY16 budget and FY17 proposed budget?
2. What are the reasons for any increases or decreases?
3. Are you adding/reducing any personnel or hours?
4. What are your top budgeting priorities for FY17?
5. Are there any expenses that could be deferred? Impact?
6. Recap of revenues anticipated and their source?
7. Any pricing changes?
8. Any revolving fund or receipts reserve changes and reasons?

# **FY 2017 Budget Questions and Responses**

## **Harwich Police Department**

### **Board of Selectmen and Finance Committee**

#### **Questions 1 and 2:**

**What are the differences between the FY 2016 budget and the FY 2017 proposed budget?**

**What are the reasons for any increase or decrease?**

Under salary and wages (including all salary and wages, overtime, longevity and sick time buyback) has increased from \$3,156,853 (FY 2016) to \$3,160,821(FY 2017). This represents an increase of \$3,968. This amount includes the salary for one enhancement of services additional patrol officer. This position, if funded, will provide enhanced services as we deal with the opiate crisis.

The reason the salary and wage account is basically identical to FY2016, is due to the amount of retirements that occurred within our department. Longer serving officers who were at top salary step were replaced by new officers that are at a lower salary. In addition, departmental retirement cost (sick leave buyback and vacation cost) will decrease in FY2017.

Expenses have increased from \$387,900 (FY 2016) to \$427,919 (FY 2017). This represents an increase of **\$40,019**. It should be noted that in the FY 2017 budget that several budgeted items regarding building maintenance and repair have been transferred to the control of the Highway Department, for the proposed centralized building maintenance budget.

Capital Expenditures have risen increased from \$152,933 (FY 2016) to \$165,151 (FY 2017). This is an increase of \$12,218.

**Below are justifications of increases / modifications in our request for major line items. One line item in particular, 5121, gas, decreased by over \$2,000.**

**Line 5179 Clothing: increase of \$5,400**

In the new contracts with patrol officers, it was agreed that the police department would include \$4,000 toward the purchase of Honor Guard Uniforms. This amount will be used to pay for one half the amount of each uniform with the officers paying the remaining cost through the use of their clothing allowance or through private funds.

The remaining cost in this line item is attributed to the proposed Enhancement of Services Officer clothing and dry cleaning allowances.

**Line 5242 Office Equipment: increase of \$5,884 Due to the below information, this account is now \$116 less than last year**

The additional cost in this line item is attributed to a \$1,000 increase in our support agreement with our record management vendor, a \$1,000 increase in the maintenance of security system, the purchase of updated investigative software for the detective unit (\$1,259) and the purchase of Power DMS (\$6,200) which is crucial to the development and updating of our policy and procedures as we continue in our quest for certification and accreditation. The purchase of this program will also provide assistance in decreasing our liability when our policies are challenged in court. Some reductions were made in the line item as well to bring the total additional cost to \$5,884. Due to the recognized issue with our policies and procedures, the Power DMS has been purchased with a reserve fund transfer, which resulted in this line item being decreased by \$116 over FY 2016. In addition \$3,025 was removed from our original request and placed within the Centralized Maintenance Budget

**Line 5243 Other Repairs:** Due to the transfer of funds to a centralized maintenance budget, This item has decreased from our initial request of \$16,230 to \$5,640.

**Line 5344 Telephone: increase of \$1,792**

The increase in this line item is attributed to the additional mobile devices supplied to our detective unit, Chief of Police and Deputy Chief of Police. These devices allow mobile access to our record management system, and State of Massachusetts data bases.

**Line 5380 Other Purchased Services: increase of \$6,432**

The additional cost in this line item is attributed to a \$1,000 increase in the cost of sending officers (2) to the Recruit Training Academy, and \$8,182 in additional college tuition cost (contractual item). Other reductions in this line item have reduced the increase to \$6,432.

**Line 5420 Office Supplies: increase of \$1,050**

The increase in this line item is due to the increase in cost of toner and ink for our printers and copy machines.

**Line 5430 Maintenance / Repairs: increase of \$33,205**

This increase is directly related to two needed projects at the public safety complex. The first project the replacement of nearly all carpet in the building. Approximately two to three years after the building was completed many areas of the carpeting became detached from the subfloor (cement), and began to separate at the seams causing hazardous situations. The architect for the building was contacted but was of little help. The company that constructed the building went out of business. The town Director of Maintenance has obtained a quote of **\$25,000** to replace this item. The second project involves the regrading and paving of a grass area adjacent to the parking area that is used by the police vehicles. This was suggested when the building was constructed but due to budget issues was not done. The regrading and paving of this area, will not only solve the issue of a parking shortage which often occurs during training sessions, events or when storm coverage is present, but will assist with the removal of snow during heavy storms. As of now there is only an extremely limited area to relocate the plowed snow and that creates less available parking spaces. The cost of this is **\$13,000** with the highway department performing all the preparatory work. In addition to the above, **\$3,000** was removed from this line item and placed in the Centralized Maintenance Account. Reductions in other areas of this line item has brought the increase to \$33,205.

**Line 5580 Other Supplies: increase of \$6,290 With the below information, this account is now \$290 more than last year.**

With the hiring of Chief David Guillemette, several areas of departmental operations were reviewed. Presently, and possibly temporary, we have eliminated one position in our highway safety unit (we still presently have four motor vehicle accident Reconstructionist) and will replace it with one officer that will be assigned on an on call basis to the regional Special Weapons and Tactics Team. The cost of equipment for this officer is \$2,500.

The Citizen Police Academy has been totally updated by our staff. We have proposed \$1,000 be budgeted for polo shirts for the participants in this class as in done in several other towns. This will bring recognition to these citizens and a sense of pride in their accomplishments.

During our recent firearm qualifications, several of our issued side arms malfunctioned to the point they were inoperable. Most of our side arms are over seven years old. The cost to trade our firearms in and change to a small caliber has been quoted at \$6,000. The cost to repair our firearms is well in excess of this amount by several thousand dollars. The new firearms will also come with a warranty which the majority of our firearms no longer have. **Due to the emergent situation of this issue, this item has been purchased with funds from reserve account transfer.**

With other reductions in this line item, the increase in this line item is **\$290.**

**Line 5730 Dues / Subscriptions: increase of \$2,280**

The law books that were utilized by the Harwich Police were quite old. New law books were purchased with monthly updates sent to us. The cost of these updates is \$2,280 per year. This will allow the police officers to keep up with the most recent laws and court case decisions.

**Line 5850 Capital Outlay: increase of \$12,218**

This line item has increased due to the normal increase in the cost of automobiles. The cost on many occasions will rise 10% per year for the same vehicle (including equipment. We are purchasing the same amount of units as last year, with three units to replace patrol vehicles that will have or currently approximately 120,000 miles on them. One other unit will be purchased for the Chief of Police, with his current vehicle being reassigned within the department.

**Question 3:**

**Are you adding/reducing any personnel or hours?**

During the failed override attempt of 2005, many patrol officers were lost. Since that time, with only a minor exception, our patrol strength has remained the same. With the current opiate crisis that is facing this town, state, and country, we are asking for one additional officer be added to our patrol force. This position would allow for an additional officer, as current strength allows, be assigned to work in conjunction with our detective unit in the position of a Patrol/Investigator to concentrate on this crisis and the additional crimes caused by this crisis.

**Question 4:**

**What are your top budgeting priorities for FY2017?**

Our budgeting priorities would be the additional patrol officer position (as it takes nearly one year from the time the applicant is interviewed until that person is working as a police officer on his/her own if the police recruit academy is needed), and the purchase of the requested vehicles. The amount of mileage our vehicles have (at or near 120,000) far exceed recommended replacement mileage.

**Question 5:**

**Are there any expenses that could be deferred? What would be the impact?**

The only identifiable expenses that could be deferred would be the regrading and paving to create additional parking and enhance snow removal, and the replacement of the carpeting within the building. The carpeting, in some areas, can and has created a "trip and fall" type hazard. A delay in re-grading and paving would continue to limit the parking during storms which creates significant issues and causes snow removal to be inefficient and time consuming.

**Question 6:**

**Recap of revenues anticipated and their sources?**

The revenues that are generated by the police department are limited to such items as firearm's license fees, administrative cost for detail billing, printed report fees, etc.

**Question 7:**

**Are any pricing/fee changes proposed?**

No

**Question 8:**

**Are any revolving funds or receipts reserve changes proposed and for what reasons?**

No proposals are being considered.

## **FY 2017 Budget Questions and Responses**

### **Harwich Police Department Communications**

#### **Board of Selectmen and Finance Committee**

##### **Questions 1 and 2:**

**What are the differences between the FY 2016 budget and the FY 2017 proposed budget?  
What are the reasons for any increase or decrease?**

Salary and wages have increased from \$257,415 (FY 2016) to \$262,435 (FY 2017). This represents an increase of \$5,020. This amount includes salary adjustments per current contract.

Attempts will be made during FY 2017 to hire local citizens to become part time, on call dispatchers. The budget for this line item has increased from \$16,328 during FY 2016 to \$16,815 (\$487) for FY 2017.

Overtime has increased from \$117,384 in FY 2016 to \$134,368 in FY 2017 (\$16,984). This increase is primarily due to the contractual salary adjustments for our dispatchers and for members of the Harwich Fire Department that provide IT services.

Longevity and Holiday pay has increased as well due to contractual obligations. The total increase in these accounts amounts to \$4,189.

Education incentive has increased from \$7,524 in FY 2016 to \$10,236 in FY 2017. This increase is due to an employee obtaining her Associates Degree.

The only other increase of note is the request under line item 5349 (Other Communications Services) in which we are requesting \$15,000 to remodel the dispatch center to provide enhanced customer service. The current dispatch configuration will change so that when a citizen enters the lobby of the public safety complex they will see the dispatcher sitting directly behind the window in the dispatch office. This will enhance customer interaction.



**Question 3:**

**Are you adding/reducing any personnel or hours?**

The Harwich Police Department will not increase or reduce any hours for our fulltime personnel. It is our hope that we will hire local citizens to become part time or on call dispatchers to operational cost and train these part time employees to fill any full time openings that become available.

**Question 4:**

**What are your top budgeting priorities for FY2017?**

The budgeting priorities for the upcoming fiscal year would be to retain the current staffing levels, while at the same time remodeling the dispatch center to allow more efficient customer interaction.

**Question 5:**

**Are there any expenses that could be deferred? What would be the impact?**

The remodel could be deferred, but that would not allow the enhancement of customer service.

**Question 6:**

**Recap of revenues anticipated and their sources?**

N/A

**Question 7:**

**Are any pricing/fee changes proposed?**

No

**Question 8:**

**Are any revolving funds or receipts reserve changes proposed and for what reasons?**

No proposals are being considered.



# Harwich Fire Department



*Fire Suppression*

*Prevention*

*Emergency Services*

Norman M. Clarke Jr., Chief of Department

David J. LeBlanc, Deputy Fire Chief

## Harwich Fire Department – Fiscal Year 2017 Budget Presentation Documentation Questions

1. *What are the differences between the FY16 budget and the FY 17 proposed budget?*

The major differences between the FY16 and FY17 budget are as follows;

Capital Budget – Request for an ambulance and a Chief's car. The ambulance is part of the every other year replacement program. The Chief's vehicle replacement is part of the fleet replacement plan. The building maintenance requests were submitted at the request of Sean Libby and they represent needed repairs to the Fire Station on Sisson Rd. The heating, AC and flooring are all original to the building.

We removed \$57,000 from the capital requests for automatic CPR machines and sought a grant opportunity for funding. We also sought grant funding for MDT/tablets to connect us with the County Dispatch facility, which was not in this year's budget request, but most likely would be in FY18.

We also adjusted the Capital Plan by reducing the amount for the Engine in FY18 by \$200,000 and removed the forestry replacement from FY23 for \$295,000.

We also were able to defer the radio upgrade expense after discussions with the State and the Town Administrator. Between Police, Fire and the rest of the town departments, this was over a million dollars.

Operating Budget – The largest increases are a result of the 2% economic adjustment and contractual obligations for step, vacation, education and longevity increase. Our request also reflects the addition of 2 positions. We have been working with the Town Administrator to increase staffing to meet the increasing call volume and try and limit increases in the overtime budget. By referring to the brief explanation of how the Department operates, you can see that even with our current resources, it only take one or two incidents to tax the on duty shift strength. While the day positions were originally added to increase the number of personnel available to respond during our busiest times, the reality is that we are often operating at our shift minimum, even with those positions. Ultimately increasing the shifts to 8 personnel, so that the shift minimum could increase from 6 to 7 would provide the best efficiency for the Department.

While we understand the need to cut these positions from this year's budget, it does not lessen the need for more personnel. We feel we can maintain the same level of service, provided the remainder of the budget is funded, without the positions. Our plan would be to submit the positions again next year in hopes to improve the level of service we provide.



# Harwich Fire Department



*Fire Suppression*

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Norman M. Clarke Jr., **Chief of Department**

David J. LeBlanc, **Deputy Fire Chief**

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Other changes include a significant increase to the Fire Dispatch line item. As the Sheriff's Office moves forward toward the new regional facility, eventually the subsidy provided by the Sheriff will go away and the towns will bear the full cost of operating the center. The attached budget schedule reflects a four plan to ultimately eliminate that subsidy. What the schedule does not reflect is additional agencies being added to the center to help defer some expense. If the new center is not built, our ultimate expense for dispatch in FY20 would be \$265,000. The Sheriff has agreed to hold the increase at the 40% level, the FY17 amount, based largely on discussions with Chief Clarke about our inability to continue to pay the increased rates and consideration of moving our dispatch back to Harwich if there was not some relief. We will monitor this closely and look into the cost of maintaining our own dispatch versus the higher fees as we go forward.

The Training budget decreased because of changes in the certification/recertification process for Emergency medical Technicians and Paramedics. While our Paramedics recertification is done off site, and split up over each budget year, the EMTs recertify every other year and it is done in house. This year we are also recertifying the EMTs as well. So that increase is included in the overall decrease of that line item.

This year we added funding into our vehicle maintenance budget for unexpected repairs, or needed upgrades, that would not normally be the responsibility of the DPW maintenance program. This fund would be requested each year and available for unforeseen projects or repairs. For the first year we would use the funds to make some modifications to the Ladder that were not done during the refurbishment and to paint the Ladder to match the rest of the Fire Department fleet. Since the Ladder is not scheduled to be replaced until FY23, we thought it was appropriate to undertake this project at this time. With the Engine replacement scheduled for next year, the ladder would be the last vehicle in the fleet with the old paint scheme.

The other notable increase is in the EMS equipment area. There are three reasons for this increase. We have one Automatic External Defibrillator that is approaching its end of life and needs to be replaced. We also have two RAD-57 carbon monoxide meters that we are purchasing a maintenance contract for. This will cover their calibration and routine repair. Finally we are contracting with a company to decontaminate the ambulance twice yearly.

2. *What are the reasons for any increases or decreases?*

Much of the reasons for the increases are explained in the previous answer. There are some increases that represent actual prices based on quotes for leases or service agreement that were not detailed above.



# Harwich Fire Department



*Fire Suppression*

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*Emergency Services*

Norman M. Clarke Jr., Chief of Department

David J. LeBlanc, Deputy Fire Chief

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3. *Are you adding/reducing any personnel or hours?*

We requested two additional personnel in our budget.

4. *What are your top budgeting priorities for FY17?*

The top budget priority is for the Fire Department to continue to maintain the level of service it currently provides. At over 4000 incidents per year it takes a combination of personnel and overtime to meet the demand. Obviously some things are unpredictable, such as winter storms or a dramatic increase in incidents, but we are confident that this budget accurately reflects what is needed for us to meet the current demand.

5. *Are there any expenses that could be deferred? What would be the impact?*

At this time we feel that we have already made adjustments in our budget request, or agreed to work with the Town Administrator on areas he has cut, so that there are no other areas we could cut further.

6. *Recap of revenues anticipated and their sources?*

The only sources of revenue from Fire Department operations are ambulance billing and fees from inspections. For the calendar year 2015 ambulance billing generated \$1,538,943.20, and Inspections generated \$44,327.

7. *Are any pricing/fee changes proposed?*

At this time we do not plan on making any changes to the existing fee schedule. We investigated increase the ambulance billing and found that currently we are at the high end of the billing rates and that ultimately whatever fee was not paid by insurance would be shifted back to the citizens, thus potentially creating a hardship. There are some programs available that may augment the ambulance billing by subsidizing what is not covered by medicare. We will continue to look into these programs this year.

8. *Are any revolving funds or receipts reserve changes proposed and for what reasons?*

None.



# Harwich Fire Department



*Fire Suppression*

*Prevention*

*Emergency Services*

Norman M. Clarke Jr., **Chief of Department**

David J. LeBlanc, **Deputy Fire Chief**

## Harwich Fire Department – Fiscal Year 2017 Budget Presentation Documentation Department Description

The Harwich Fire Department provides Fire and Emergency Medical protection for the citizens and visitors of the Town of Harwich. The Department provides this service from two Fire Stations, staffed twenty four hours a day. The Department also provides Inspections, Education, and other services to ensure a safer community.

The Chief of Department is Norman Clarke Jr. Department personnel consist of a Deputy Fire Chief, Fire Prevention Officer, Emergency Medical Services Officer, an Administrative Assistant, a Fire Prevention Clerk, four Fire Captains, four Fire Lieutenants, and twenty two Firefighters. Of these firefighters, seventeen are paramedics, and thirteen are Emergency Medical Technicians.

Each shift consists of a Captain and three firefighters at the Sisson Road Firehouse, and a Lieutenant and two firefighters at the East Harwich Firehouse. There are also two firefighters assigned to work day shifts. The minimum shift strength is three personnel at each station.

The Department responded to 4294 incidents in 2015. An incident is created when a call is received to the dispatch center; only one incident number is assigned to a call, regardless of how many apparatus or personnel respond. An incident could require anywhere from one station and three personnel to both stations and a recall of all off duty personnel. The Department maintains a fleet of four engines, one aerial ladder, three Advanced Life Support ambulances (a fourth is on order), a forestry/brush unit, a pickup, and four staff vehicles.

The average ambulance call requires the response of three personnel, one being a paramedic. Once the ambulance is committed to transport, personnel are recalled to backfill the fire station to maintain a minimum of two personnel available to respond to the next incident. When operating a our shift minimum of six, an ambulance call in the Headquarters District requires one firefighter from Station 2 to respond as the third person to assist with the transport.

Engine responses usually require three personnel, we often respond with two because of other incidents that are ongoing. The National Standard for Engine staffing is four. While we often can accomplish the task at hand with two, it does not take much for the amount of work required to quickly overwhelm the personnel on hand. Often we are forced to respond with both stations, or recall personnel from off duty to meet the needs of a particular incident.

Serious Motor Accidents, building fires, large scale mutual aid incidents often require a recall of the entire department to assist. Some incidents require just the recall of a group, one off duty shift, to assist. Incidents requiring these types of recalls are less frequent and this is a system that has worked well because it allows the Department to scale the response based on personnel needed.



# Harwich Fire Department



*Fire Suppression*

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*Emergency Services*

Norman M. Clarke Jr., **Chief of Department**

David J. LeBlanc, **Deputy Fire Chief**

## Harwich Fire Department – Fiscal Year 2017 Budget Presentation Documentation Department Description - 2

The Fire Prevention Office and Fire Inspector provide inspections for home re-sales, new construction, commercial properties and oil burner systems. As part of this process plans are reviewed to ensure they meet the current code. This is an area that is just as important to the safety of our citizens as it often prevents incidents that may happen and ensures that they homes and properties are protected.

The Emergency Medical Services Officer is responsible for all training related to recertification of Emergency Medical Technicians and Paramedics. He also is responsible for licensing and certification of ambulances, maintenance of equipment and ordering of supplies.



# Harwich Fire Department



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Norman M. Clarke Jr., Chief of Department

David J. LeBlanc, Deputy Fire Chief

## Harwich Fire Department – Fiscal Year 2017 Budget Presentation Documentation

### Incidents and Statistics

<b>Total Incidents</b>	4294	<b>Total EMS transports</b>	2274
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#### Incidents by Call Type

Incident Type	Total
Fire/Explosion	72
Overpressure/Rupture	3
Rescue Call/EMS	3296
Hazardous Condition	152
Service Call	206
Good Intent Call	150
False Call	407
Severe Weather/Natural Disaster	2
Special Type/Complaint	6

#### Incidents by Village

Village	Total
North Harwich	179
South Harwich	222
East Harwich	1316
West Harwich	412
Pleasant Lake	322
Harwich Center	1042
Harwichport	564
Mutual Aid	184

#### Mutual Aid Breakdown

#### Incidents by Station/District

Headquarters	2087
Station 2	2023
Mutual Aid	184

Town	Total
Brewster	70
Chatham	51
Dennis	44
Eastham	2
Hyannis	1
Orleans	11
Provincetown	1
Wellfleet	2
Yarmouth	2



# Harwich Fire Department



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Norman M. Clarke Jr., Chief of Department

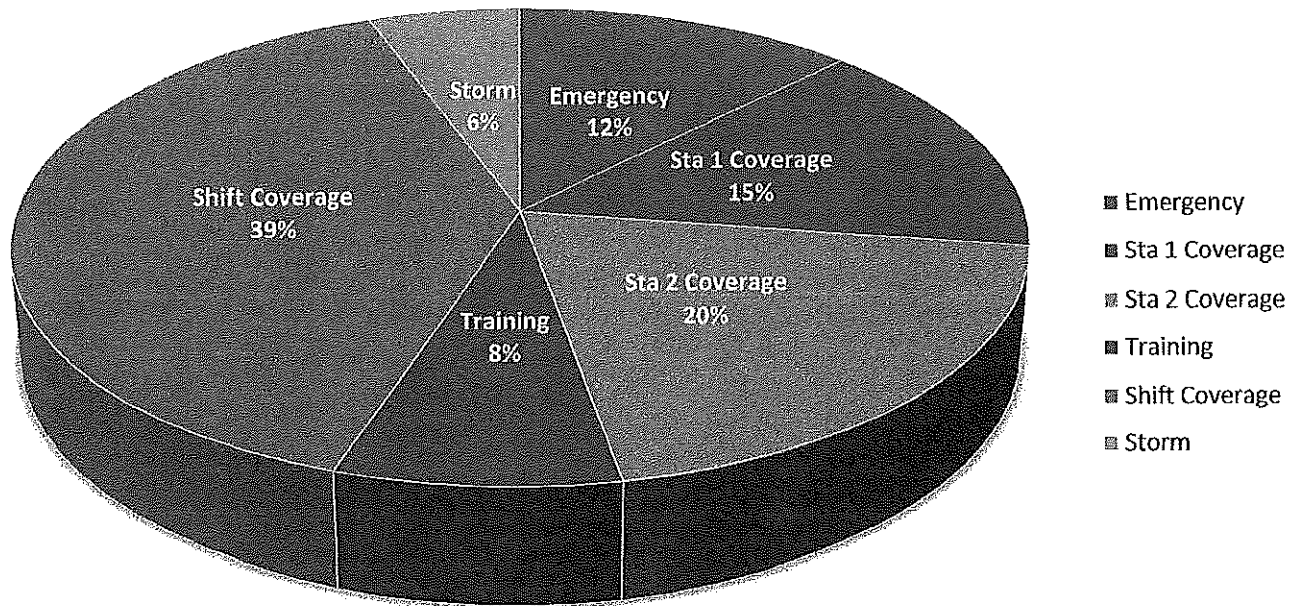
David J. LeBlanc, Deputy Fire Chief

## Harwich Fire Department – Fiscal Year 2017 Budget Presentation Documentation

2015 increase in incidents – 7%

2015 increase in Fontaine incidents – 34%

### Overtime



- Shift coverage includes vacation leave, sick leave, personal leave and train leave coverage; as well as Overtime for Administrative purposes and town details.
- The percentages represent a breakdown of hours in each category, not dollar amounts.





# Harwich Fire Department



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David J. LeBlanc, Deputy Fire Chief

## Harwich Fire Department – Fiscal Year 2017 Budget Presentation Documentation

### Fontaine Medical Center

Responses for calendar year 2015

Total Responses – 447

Harwich Fire Department Transports – 416

Billing Receipts - \$304,660.48

Responses for calendar year 2014

Total Responses – 330

Harwich Fire Department Transports – 311

Billing Receipts - \$199,000.00

**Estimated Total Fees by Town - Combined Dispatch and CMED\***  
**Based on a % Reduction in Budget Deficiency**  
**Current Customers and Bourne**  
**10/29/2015**

		40%	60%	80%	100%
Town or Fire District	2010 US Census Population	FY17 Estimated Fee	FY18 Estimated Fee	FY19 Estimated Fee	FY20 Estimated Fee
Barnstable Fire District	2,412	\$18,369.14	\$28,770.29	\$40,047.32	\$52,251.28
Bourne*	19,754	\$150,441.09	\$235,625.31	\$327,982.89	\$427,931.93
Brewster	9,820	\$74,786.45	\$117,132.76	\$163,045.05	\$212,731.17
Dennis*	14,207	\$108,196.65	\$169,460.81	\$235,884.02	\$307,766.98
Harwich	12,243	\$93,239.36	\$146,034.26	\$203,275.01	\$265,220.74
Mashpee	14,006	\$106,665.89	\$167,063.28	\$232,546.74	\$303,412.70
Orleans	5,890	\$44,856.64	\$70,255.80	\$97,793.83	\$127,595.38
Wellfleet	2,750	\$20,943.25	\$32,801.94	\$45,659.26	\$59,573.39
West Barnstable Fire District	3,278	\$24,964.36	\$39,099.92	\$54,425.83	\$71,011.48
<b>TOTAL</b>	<b>84,360</b>	<b>\$642,462.82</b>	<b>\$1,006,244.36</b>	<b>\$1,400,659.95</b>	<b>\$1,827,495.06</b>

\*Does not include the the "Emergency Medical Dispatch Fee" for Bourne and Dennis which is posted as revenue.

Town	FY17 EMD Fee 40%	FY18 EMD Fee 60%	FY19 EMD Fee 80%	FY20 EMD Fee 100%
Bourne	\$24,755.20	\$37,132.80	\$49,510.40	\$61,888.00
Dennis	\$22,351.20	\$33,526.80	\$44,702.40	\$55,878.00
Total	\$47,106.40	\$70,659.60	\$94,212.80	\$117,766.00

1. What are the differences between the FY16 budget and the FY17 proposed budget

**See attached worksheet**

**\* Please note: \$173,209 was added to a new line item #529000 "Other Property Related Services" for Centralized Building Maintenance per Board of Selectmen request. This has not been included in this presentation, as we are still trying to finalize numbers.**

2. What are the reasons for any increases or decreases?

**See attached worksheet**

3. Are you adding/reducing any personnel or hours?

**All salary increases are contractual except \$61,993 for the addition of a new full-time Plumber to augment the Facilities Maintenance Staff per direction of the Board of Selectmen.**

4. What are your top budgeting priorities for FY16?

**EXPENSE BUDGET**

**Funding 5380 (Purchased Services) at the requested level in order to maintain our high level of customer service at the Disposal Area and to preserve the strong revenue stream.**

**ARTICLES**

**Road Maintenance - \$700,000 to fund our Road Maintenance Program in accordance with the Capital Plan**

**Vehicles - \$475,000 to fund our Vehicle Replacement Plan in accordance with the Capital Plan**

5. Are there any expenses that could be deferred? Impact?

**Not to my knowledge**

6. Recap of revenues anticipated and their source?

**In FY-15, we turned in over \$2.156 million from Disposal Area revenue. We are on par for FY-16 and anticipate revenue to be strong for FY-17**

7. Any pricing changes?

**We are in the process of analyzing data to make recommendations for pricing changes in April**

8. Any revolving fund or receipts reserve changes and reasons?

**None**

## TOTAL BUDGET SUMMARY

EXPENSES FY-2017 REQUEST	\$	2,013,385	
SALARIES & WAGES FY-2017 REQUEST	\$	<u>2,436,680</u>	
TOTAL FY-2017 REQUEST	\$	4,450,065	
EXPENSES FY-2016 VOTED	\$	1,881,905	
SALARIES & WAGES FY-2016 VOTED	\$	<u>2,274,937</u>	
TOTAL FY-2016 VOTED	\$	4,156,842	
FY-2017 REQUEST	\$	4,450,065	
FY-2016 VOTED	\$	<u>4,156,842</u>	
<b>TOTAL INCREASE OVER FY-2016</b>	<b>\$</b>	<b>293,224</b>	<b>7.05%</b>
LESS INCREASED DISPOSAL COSTS	\$	<u>(164,303)</u>	
TOTAL INCREASE WITHOUT DISPOSAL COSTS	\$	128,921	<b>3.10%</b>

## EXPENSE BUDGET SUMMARY

TOTAL FY-2017 REQUEST	\$	2,013,385	
FY-2016 VOTED	\$	1,881,905	
 INCREASE	 \$	 131,480	 <b>6.99%</b>

### BUDGET INCREASES

5179 - Contractual and Actual Increases	\$	648	
5211 - Budgeted as Instructed	\$	(1,140)	
5212 - Budgeted as Instructed	\$	(6,021)	
5230 - Budgeted as Instructed	\$	(591)	
5242 - Increase in Copier Service Contract	\$	200	
5243 - Increase Locksmith Service to Actual	\$	1,250	
5270 - Increase in days for Bucket Truck (Gall Wasp)	\$	2,700	
5306 - Increase to reflect actual costs	\$	1,565	
5344 - Increase to reflect actual costs	\$	525	
* <b>5380 - Increased tonnage &amp; contract rate - MSW</b>	<b>\$</b>	<b>34,665</b>	
* <b>5380 - Increased tonnage &amp; contract rate - C&amp;D</b>	<b>\$</b>	<b>129,638</b>	
5481 - Decreased Bulk Fuel to reflect bid prices	\$	(33,000)	
5580 - Increase for Greenhead Fly Control	\$	100	
5730 - Increase for BCPWA mtgs & newspaper subscription	\$	941	
 Total Increase	 \$	 131,480	
Less Increased Disposal Costs	\$	(164,303)	
	\$	(32,823)	

#### INCREASED DISPOSAL COSTS

* 5380 - Increased tonnage & contract rate - MSW	\$	34,665	
* 5380 - Increased tonnage & contract rate - C&D	\$	129,638	
	\$	164,303	

Revenue Budget for FY15	\$	(1,797,515.00)	
Actual Revenue for FY15	\$	(2,156,537.90)	
 Increased Revenue from Disposal	 \$	 359,022.90	

**Total Budget Change excluding Disposal Costs increases -1.74%**

## SALARIES & WAGES BUDGET SUMMARY

TOTAL FY-2017 REQUEST	\$	2,436,680	
FY-2016 VOTED	\$	<u>2,274,937</u>	
 INCREASE	 \$	 161,744	 <b>7.11%</b>

### Increases not including Step/Contractual Increases

EOS - BM Position - Plumber	\$	61,993
Lincoln Hooper Reclassification	\$	3,093
Brian Albee - Reclassification	\$	<u>6,279</u>
 Total Non-Contract / Unbudgeted Increases	 \$	 71,364

Total Budget Increase	\$	161,744
Less Non-Contract Increases	\$	<u>(71,364)</u>
 Contractual Increases	 \$	 90,380

<b>Non-Contractual increases over FY16</b>	<b>3.14%</b>
<b>Contractual increases over FY16</b>	<b><u>3.97%</u></b>
	<b>7.11%</b>

### FY-17 BUDGET

OBJECT CODE	DESCRIPTION	VOTED FY-2016	REQUEST FY-2017	CHANGE	TA CUTS	REVISED BUDGET	EXPLANATION
5179	Other Fringe for Employees	\$ 31,996	\$ 32,644	+ \$ 648		\$ 32,644	Contractual Increases & 1 additional person
5211	Utilities: Heat & Light	\$ 33,900	\$ 32,760	- \$ 1,140		\$ 32,760	Per budget calculation instructions
5212	Gas Utility	\$ 23,121	\$ 17,100	- \$ 6,021		\$ 17,100	Per budget calculation instructions
5230	Water Utility	\$ 4,048	\$ 3,457	- \$ 591		\$ 3,457	Per budget calculation instructions
5241	Vehicle Repair Service	\$ -	\$ -				
5242	Office Equipment Repair	\$ 900	\$ 1,100	+ \$ 200		\$ 1,100	New copier - more expensive maint. agreement
5243	Other Maint/Repair Service	\$ 82,000	\$ 83,250	+ \$ 1,250		\$ 83,250	Increased locksmith service to actual
5270	Rentals & Leases	\$ 19,000	\$ 21,700	+ \$ 2,700		\$ 21,700	2 additional days for Bucket Truck (Gall Wasp)
5290	Other Property Related Ser.	\$ -	\$ -				
5306	Medical or Related Service	\$ 5,135	\$ 6,700	+ \$ 1,565		\$ 6,700	Increased to reflect actual costs
5309	Other Profess/Tech Service	\$ -	\$ -				
5341	Advertising	\$ 1,200	\$ 1,200			\$ 1,200	
5344	Telephone & Teledata Serv.	\$ 9,575	\$ 10,100	+ \$ 525		\$ 10,100	Increased to reflect actual costs
5380	Purchased Service	\$ 969,856	\$1,134,159	+ \$164,303		\$1,134,159	Increased tonnage & contract rate (MSW/C&D)
5420	Office Supplies	\$ 8,000	\$ 8,000			\$ 8,000	
5430	Maintenance/Repair Supplies	\$ 31,000	\$ 31,000			\$ 31,000	
5450	Custodial Supplies	\$ 43,850	\$ 43,850			\$ 43,850	
5481	Bulk Fuel	\$ 186,785	\$ 153,785	- \$ 33,000		\$ 153,785	Decreased to reflect lower fuel prices
5489	Vehicle Supplies & Parts	\$ 270,000	\$ 270,000			\$ 270,000	
5530	Public Works Supplies	\$ 75,000	\$ 75,000			\$ 75,000	
5540	Road Maintenance & Supplies	\$ 80,000	\$ 80,000			\$ 80,000	
5580	Other Supplies NEC	\$ 4,400	\$ 4,500	+ \$ 100		\$ 4,500	Increased for Greenhead Fly control
5730	Dues, Subsc., In-State Travel	\$ 2,139	\$ 3,080	+ \$ 941		\$ 3,080	BCPWA mtgs & Newspaper subscription
	<b>LINE ITEM EXPENSE TOTAL</b>	<b>\$1,881,905</b>	<b>\$2,013,385</b>	<b>+ \$131,480</b>		<b>\$2,013,385</b>	
5850	Capital Expenditure	\$ -	\$ 43,209		- \$ 43,209	\$ -	
				<b>6.99%</b>			

	FY16 VOTED	FY17 REQUEST	DIFFERENCE	% CHANGE
<b>HIGHWAY SALARIES</b>	\$ 892,782.81	\$ 919,152.63	\$ 26,369.82	2.95%
FT	\$ 864,423.69	\$ 889,850.13	\$ 25,426.44	2.94%
PT-YR ROUND	\$ 12,104.40	\$ 12,302.50	\$ 198.10	1.64%
SEASONAL	\$ 16,254.72	\$ 17,000.00	\$ 745.28	4.59%
<b>CEMETERY SALARIES</b>	\$ 120,929.44	\$ 123,646.08	\$ 2,716.64	2.25%
FT	\$ 100,757.92	\$ 102,646.08	\$ 1,888.16	1.87%
SEASONAL	\$ 20,171.52	\$ 21,000.00	\$ 828.48	4.11%
<b>PARK SALARIES</b>	\$ 203,096.48	\$ 217,180.40	\$ 14,083.92	6.93%
FT	\$ 152,945.12	\$ 164,966.80	\$ 12,021.68	7.86%
SEASONAL	\$ 50,151.36	\$ 52,213.60	\$ 2,062.24	4.11%
<b>BLDG MAINT SALARIES</b>	\$ 178,329.76	\$ 243,419.04	\$ 65,089.28	36.50%
FT	\$ 178,329.76	\$ 243,419.04	\$ 65,089.28	36.50%
<b>LANDFILL SALARIES</b>	\$ 482,895.76	\$ 504,202.69	\$ 21,306.93	4.41%
FT	\$ 424,793.20	\$ 444,905.44	\$ 20,112.24	4.73%
PT-YR ROUND	\$ 49,297.92	\$ 50,103.65	\$ 805.73	1.63%
SEASONAL	\$ 8,804.64	\$ 9,193.60	\$ 388.96	4.42%
<b>CUSTODIAL SALARIES</b>	\$ 253,518.59	\$ 259,508.61	\$ 5,990.02	2.36%
FT	\$ 235,676.67	\$ 240,435.01	\$ 4,758.34	2.02%
PT-YR ROUND	\$ 17,841.92	\$ 19,073.60	\$ 1,231.68	6.90%
<b>HIGHWAY OT</b>	\$ 55,219.01	\$ 47,895.76	\$ (7,323.25)	-13.26%
<b>CEMETERY OT</b>	\$ 4,687.26	\$ 4,793.10	\$ 105.84	2.26%
<b>PARK OT</b>	\$ 7,114.90	\$ 12,155.61	\$ 5,040.71	70.85%
<b>BLDG MAINT OT</b>	\$ 8,294.11	\$ 15,819.83	\$ 7,525.72	90.74%
<b>LANDFILL OT</b>	\$ 45,299.72	\$ 52,275.26	\$ 6,975.54	15.40%
<b>CUSTODIAL OT</b>	\$ 10,343.68	\$ 10,549.76	\$ 206.08	1.99%
<b>SICK BONUS</b>	\$ 12,425.00	\$ 11,225.00	\$ (1,200.00)	-9.66%
<b>SICK BUYBACK</b>		\$ 14,856.73	\$ 14,856.73	
<b>TOTAL</b>	\$ 2,274,936.52	\$ 2,436,680.50	\$ 161,743.98	7.11%



## DPW STAFFING COMPARISON FY95-FY16

	HIGHWAY FULL-TIME	VEHICLE MAINT. FULL-TIME	DISPOSAL FULL-TIME	PARK FULL-TIME	CEMETERY FULL-TIME	BLDG MAINT FULL-TIME	TOTAL FULL-TIME STAFF
FY95	9	2	6	1	2	0	20
FY96	9	2	6	1	2	0	20
FY97	9	2	6	1	2	0	20
FY98	9	2	6	2	2	0	21
FY99	11	2	6	2	2	2	25
FY00	11	2	6	2	2	2	25
FY01	11	2	6	2	2	2	25
FY02	10	2	7	2	2	2	25
FY03	9.5	2	7.5	2	2	2	25
FY04	10.5	2	6.5	2	2	2	25
FY05	11	2	7	2	2	2	26
FY06	7	2	7	2	0	2	20
FY07	8	2	7	2	0	2	21
FY08	8	2	7	2	0	2	21
FY09	8	3.5	7	2	2	2	24.5
FY10	8	3.5	7	2	2	2	24.5
FY11	8	3.5	7	2	2	2	24.5
FY12	8	3.5	7	2	2	2	24.5
FY13	8	3.5	7	2	2	2	24.5
FY14	8	3.5	7	2	2	3	25.5
FY15	8	3.5	7	3	2	3	26.5
FY16	8	3.5	8	3	2	3	27.5

## Joint Selectmen/Finance Committee Brief

February 27, 2016

Harbormaster Department

**Questions 1-5 - The following answers are provided; FY17 proposed budget included as enclosure (1) for reference:**

### Salary & Wages:

1. The only increases relating to full-time, year-round part-time and seasonal employees relate to the 2% increase per union contracts. Object 511800, 511900, 512000
2. Longevity – 3% for Tom Telemanick (\$495.84 increase from previous year); this is an HEA union contract raise. Object 514000

**\* There are no additions or reductions in personnel or hours.**

### Other:

1. Fringe Benefits - \$250 increase for shoe allowance for Harbormaster per SEIU contract. Object 517900
2. Utilities (Gas, Oil, Water) – All utilities adjusted based on 5% increase of FY16 actual (per TA direction). Object 521200, 523000, 541000
3. Building Maintenance – FY16 budget of \$10,000 for building maintenance and repair was reduced by \$4000; the \$4000 was transferred to DPW (Facilities). Object 524300
4. Rentals & Leases – Budget reduced by \$550, as the funding for the waste Water Treatment Contract was transferred to DPW (Facilities). Object 527000
5. Grounds Keeping Supplies – Increase of \$1000 to account for maintenance of newly acquired Downey Property. Object 546000
6. Capital Outlay – Increase of \$3200 from previous year to run fresh water line to east bulkhead offloading area, complete paving of offloading area, and replace aged shingles and windows of pump-out & equipment shed. **(potential defer)** Object 585000
7. Dredging (**New Budget Line Item**) – Historically, annual dredging costs have been funded as a capital expense. Dredging is a predictable and recurring annual cost, and therefore \$150,000 is being included in the FY17 operating budget. **\*Top Budget Priority** Object 586000

In summary, the only significant increase to the FY17 operating budget is the inclusion of dredging funds.

**Question 6** – See enclosure (1)

**Question 7** – There are no pricing/fee changes for the upcoming 2016 boating season, however, I anticipate an approximate 10% rate increase on all slips and moorings for the 2017 season; outlined in enclosure (2).

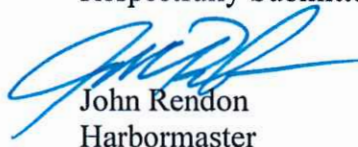
**Question 8** – The department has two receipts reserve funds:

- Account 1621 – Mooring Fees and 50% Boat Excise Tax; generates approx \$110K annually.
- Account 1626 – Waterway User Fee; generates approx \$76K annually.

The Waterway User Fee account (1626) is currently being utilized to pay the debt service on the Town's share for the Wychmere Town Pier replacement project; town's share is \$478K.

As outlined in enclosure (2), I have proposed to utilize the Mooring Fee account (1621) to pay a portion of the debt service on a \$7 million bond over a 20 year period for the Saquatucket Marina Reconstruction project (priority 1 capital project).

Respectfully Submitted,



John Rendon  
Harbormaster

Enclosure (1) – Harbormaster Department FY17 Proposed Budget

Enclosure (2) – Harbormaster Department 5-Year Revenue Comparison

Enclosure (3) – SAQ Marina Reconstruction Business Plan

	<b>FY15</b>	<b>FY14</b>	<b>FY13</b>	<b>FY12</b>
<b>Saquatucket Dockage:</b>	\$575,961.35	\$544,021.43	\$540,812.46	\$575,833.56
<b>Visitor Dockage</b>	\$121,755.33	\$122,088.66	\$143,359.14	\$119,117.56
<b>Mooring Permit Fee</b>	\$79,030.00	\$79,285.00	\$75,900.00	\$75,805.00
<b>Allen Town Dock</b>	\$29,488.28	\$30,303.50	\$26,324.60	\$27,927.15
<b>Ramp Fee Collected</b>	\$23,550.00	\$29,105.00	\$24,776.00	\$22,947.00
<b>Wychmere Town Pier</b>	\$22,274.25	\$23,443.54	\$23,444.21	\$24,318.54
<b>Electric Use</b>	\$31,924.65	\$29,047.00	\$27,514.00	\$19,346.00
<b>Offload Permit Fee</b>	\$29,401.50	\$25,711.00	\$16,671.00	\$15,676.81
<b>List Waiting Fee</b>	\$12,400.00	\$12,080.00	\$12,975.00	\$12,760.00
<b>Waterways User Fee</b>	\$76,077.50	\$75,253.26	\$71,212.66	\$23,563.27
<b>Fuel Commission</b>	\$8,757.66	\$7,603.40	\$7,188.18	\$7,405.51
<b>Ice Receipts</b>	\$1,849.10	\$2,832.00	\$2,743.00	\$2,018.50
<b>MSA Fee</b>	\$600.00	\$600.00	\$600.00	\$600.00
<b>Restaurant Tie-up</b>	\$818.00	\$605.00	\$259.00	\$333.00
<b>Fish Weir Permit</b>	\$50.00	\$50.00	\$50.00	\$50.00
<b>Allen Parking Rental</b>	\$15,847.25	\$15,847.25	\$15,093.00	\$15,093.00
<b>Mooring Drop/Haul/Inspect</b>	\$10.00	\$0.00	\$40.00	\$110.00
<b>FW Service Fee</b>	\$1,700.00	\$1,600.00	\$0.00	\$0.00
<b>Late Fees</b>	\$856.66	\$0.00	\$0.00	\$0.00
<b>1/2 Boat Excise Tax</b>	\$25,000.00	\$24,681.00		
	\$1,057,351.53	\$1,024,157.04	\$988,962.25	\$942,904.90

FY11
\$533,674.10
\$145,718.69
\$75,655.00
\$25,265.22
\$21,490.00
\$21,377.01
\$20,960.00
\$15,693.00
\$13,380.35
\$19,780.56
\$7,207.11
\$1,871.00
\$800.00
\$221.00
\$50.00
\$15,093.00
\$80.00
\$0.00
\$0.00
\$918,316.04



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TOWN OF HARWICH - LIVE DATA  
DEPARTMENT BUDGET REQUESTS

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BUDGET PROJECTION 20171 FY 2017 Operating Budget

ORG	OBJECT PROJ ACCOUNT DESCRIPTION	CURRENT ADJ BUDGET	PROJECTED ACTUAL	REQUEST	PERCENT CHANGE
016331	511800 PART-TIME YEAR-ROUND S&W 0100-6-633-0000-000-000-0-1-511800- Board Clerk Grade OA-2/S4 Waterways Committee 60 Hours x \$19.81 - Anticipated 2% increase.	941.40 1.00	.00 1,188.60	1,188.60 1,188.60	26.26
016331	511900 SALARIES & WAGES 0100-6-633-0000-000-000-0-1-511900- HARBOR MASTER M4/STEP 10 Anticipated 2% increase DOCKHAND G2/6 2088/hrs @ \$23.02/hr EXECUTIVE ASSISTANT G8/6 1,827/hrs. @ \$30.89/hr. DEPUTY HARBORMASTER G9/2 152/hrs. @ \$27.15/hr G9/3 1,928/hrs. @ \$28.38/hr	237,091.35 1.00 1.00 1.00 1.00	169,922.37 83,597.31 48,065.76 56,436.03 58,843.44	246,942.54 83,597.31 48,065.76 56,436.03 58,843.44	4.16
016331	512000 SEASONAL S&W 0100-6-633-0000-000-000-0-1-512000- ASSISTANT HARBORMASTER \$14.54/hr x 40/hrs x 16/wks - Anticipated 2% increase. HARBOR ASSISTANT \$11.48/hr x 40/hrs x 16/wks - Anticipated 2% increase. EVENING ASSISTANT HARBORMASTER \$14.54/hr x 35/hrs x 25/wks * This position extends beyond 16 weeks due to the Tuna Season. - Anticipated 2% increase	28,250.00 1.00 1.00 1.00	37,210.00 9,305.60 7,347.20 12,722.50	29,375.30 9,305.60 7,347.20 12,722.50	3.98
016331	513000 OVERTIME 0100-6-633-0000-000-000-0-1-513000- -	1,000.00 1.00	1,000.00 1,000.00	1,000.00 1,000.00	.00
016331	514000 LONGEVITY 0100-6-633-0000-000-000-0-1-514000- M. MORRIS LONGEVITY - 2% Frozen @ 2% T. TELESMANICK LONGEVITY - 3%	1,692.69 1.00 1.00	1,199.66 746.56 1,441.97	2,188.53 746.56 1,441.97	29.29
016331	515007 SICK LEAVE BONUS PER CONTRACT 0100-6-633-0000-000-000-0-1-515007- SICK BONUS - Per HEA Contract. SICK BONUS - Per SEIU Contract.	1,300.00 3.00 1.00	1,200.00 325.00 350.00	1,325.00 975.00 350.00	1.92

BUDGET PROJECTION 20171 FY 2017 Operating Budget

ORG	OBJECT PROJ	ACCOUNT DESCRIPTION	CURRENT ADJ BUDGET	PROJECTED ACTUAL	REQUEST	PERCENT CHANGE
016332	517900	OTHER FRINGE BENEFITS	1,200.00	1,200.00	1,450.00	20.83
	0100-6-633-0000-000-000-0-2-517900-	SHOE ALLOWANCE	2.00	150.00	300.00	
		* Per HEA Contract.				
		STAFF & VOLUNTEER SHIRTS	1.00	500.00	500.00	
		HARBORMASTER UNIFORM SHIRT & PANTS	1.00	400.00	400.00	
		SHOE ALLOWANCE	1.00	250.00	250.00	
		* For Harbormaster per SEIU Contract.				
016332	521100	ELECTRIC UTILITY PWR HEAT LITE	10,000.00	10,000.00	10,000.00	.00
	0100-6-633-0000-000-000-0-2-521100-	ALLEN HARBOR	1.00	500.00	500.00	
		SAQUATUCKET	1.00	8,000.00	8,000.00	
		WYCHMERE HARBOR	1.00	500.00	500.00	
		BANK STREET	1.00	1,000.00	1,000.00	
016332	521200	GAS UTILITY	3,300.00	2,600.00	2,800.00	-15.15
	0100-6-633-0000-000-000-0-2-521200-	SHOP HEAT	1.00	2,800.00	2,800.00	
		*Decrease based on 5% increase of FY15 actual.				
016332	523000	WATER UTILITY	6,300.00	6,000.00	6,800.00	7.94
	0100-6-633-0000-000-000-0-2-523000-	SHOP ON BANK ST, WYCHMERE PIER, ALLEN	1.00	6,800.00	6,800.00	
		HARBOR AND SQUATUCKET HARBOR, FUEL DOCK				
		* Increase based on 5% increase of FY15 actual and FY16 utilization.				
016332	524300	OTHER MAINT/REPAIR SERVICE	10,000.00	10,000.00	6,000.00	-40.00
	0100-6-633-0000-000-000-0-2-524300-	BANK ST BUILDING REPAIRS/MAINT.	1.00	2,000.00	2,000.00	
		SAQUATUCKET BUILDING REPAIRS/MAINT.	1.00	5,000.00	5,000.00	
		WYCHMERE/ALLEN BATHROOM REPAIRS/MAINT.	1.00	1,000.00	1,000.00	
		TOOLS/MAINT. SUPPLIES	1.00	2,000.00	2,000.00	
		Central Maint.	1.00	4,000.00	-4,000.00	
016332	527000	RENTALS & LEASES	7,335.00	7,335.00	6,785.00	-7.50
	0100-6-633-0000-000-000-0-2-527000-	PLYMOUTH SIGN	1.00	120.00	120.00	
		MASS AUDUBON	1.00	5,000.00	5,000.00	
		* Coastal Waterbird Management Agreement (minimum amount).				
		WASTE WATER TREATMENT CONTRACT	1.00	550.00	550.00	
		POST OFFICE BOX RENTAL	1.00	140.00	140.00	
		NAUTICAL SOFTWARE SOLUTIONS	1.00	1,125.00	1,125.00	
		* Annual contract renewal.				
		MISC	1.00	400.00	400.00	
		Central Maint.	1.00	550.00	-550.00	

BUDGET PROJECTION 20171 FY 2017 Operating Budget

ORG	OBJECT PROJ	ACCOUNT DESCRIPTION	CURRENT ADJ BUDGET	PROJECTED ACTUAL	REQUEST	PERCENT CHANGE
016332	529000	OTHER PROPERTY RELATED SERVICE	14,750.00	14,750.00	14,750.00	.00
	0100-6-633-0000-000-000-0-2-529000-	HOLDING TANKS	1.00	2,000.00	2,000.00	
		RUBBISH	1.00	12,750.00	12,750.00	
016332	530300	DATA PROCESSING SVS	.00	8,000.00	120.00	.00
	0100-6-633-0000-000-000-0-2-530300-	MASTERCARD/VISA FEES	1.00	120.00	120.00	
		*InvoiceCloud monthly fee.				
016332	530600	MEDICAL OR RELATED SERVICES	200.00	200.00	200.00	.00
	0100-6-633-0000-000-000-0-2-530600-	MEDICAL KITS AND REPLACING MATERIAL	1.00	200.00	200.00	
016332	530900	PROFESSIONAL/TECH SERVICE	3,200.00	3,200.00	3,200.00	.00
	0100-6-633-0000-000-000-0-2-530900-	POND BUOYS DEPLOY & RETRIEVE	1.00	3,200.00	3,200.00	
016332	534100	ADVERTISING	200.00	200.00	200.00	.00
	0100-6-633-0000-000-000-0-2-534100-	OPEN POSITIONS & SUMMER POSITIONS	1.00	200.00	200.00	
016332	534400	TELEPHONE & TELEDATA SERVICES	.00	.00	.00	.00
	0100-6-633-0000-000-000-0-2-534400-	COMCAST INTERNET	1.00	.00	.00	
016332	541000	ENERGY SUPPLIES EXC VHLCL FUEL	1,500.00	970.00	2,400.00	60.00
	0100-6-633-0000-000-000-0-2-541000-	OIL HEAT SAQUATUCKET	1.00	2,400.00	2,400.00	
		-Increase based 5% on FY15 actuals.				
016332	542000	OFFICE SUPPLIES	1,600.00	1,600.00	1,600.00	.00
	0100-6-633-0000-000-000-0-2-542000-	REGULAR OFFICE SUPPLIES	1.00	800.00	800.00	
		COPIER SUPPLIES	1.00	300.00	300.00	
		OFFICE FURNITURE	1.00	500.00	500.00	
016332	543000	MAINT/REP SUP-BLDGS&EQUIPMENT	15,000.00	12,000.00	15,000.00	.00
	0100-6-633-0000-000-000-0-2-543000-	DOCK REPAIR/MAINT (Electric/Plumbing)	1.00	10,000.00	10,000.00	
		FLOAT REPAIR/MAINT (Decking/Hardware/Piles)	1.00	5,000.00	5,000.00	
016332	545000	CUSTODIAL SUPPLIES	1,300.00	1,300.00	1,300.00	.00
	0100-6-633-0000-000-000-0-2-545000-	CUSTODIAL SUPPLIES	1.00	1,300.00	1,300.00	





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DEPARTMENT BUDGET REQUESTS

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bgdeptra

BUDGET PROJECTION 20171 FY 2017 Operating Budget

ORG	OBJECT PROJ	ACCOUNT DESCRIPTION	CURRENT ADJ BUDGET	PROJECTED ACTUAL	REQUEST	PERCENT CHANGE
016332	546000	GROUNDSKEEPING SUPPLIES	1,200.00	1,200.00	2,200.00	83.33
	0100-6-633-0000-000-000-0-2-546000-					
		GARDENING	1.00	300.00	300.00	
		LANDSCAPE	1.00	300.00	300.00	
		OTHER	1.00	600.00	600.00	
		DOWNNEY PROPERTY	1.00	1,000.00	1,000.00	
016332	548100	BULK FUEL	9,000.00	9,000.00	9,000.00	.00
	0100-6-633-0000-000-000-0-2-548100-					
		PUMPOUT BOATS (2)	2.00	500.00	1,000.00	
		HARBOR PATROL BOAT	1.00	2,000.00	2,000.00	
		DEPARTMENT VEHICLES	1.00	6,000.00	6,000.00	
016332	548900	OTHER VEHIC SUPPLIES & PARTS	5,000.00	5,000.00	5,000.00	.00
	0100-6-633-0000-000-000-0-2-548900-					
		REPAIR/MAINT TO ALL BOATS & TRAILERS	1.00	5,000.00	5,000.00	
016332	553000	PUBLIC WORKS SUPPLIES	4,000.00	4,000.00	5,000.00	25.00
	0100-6-633-0000-000-000-0-2-553000-					
		AIDS TO NAVIGATION (Buoys/Hardware)	1.00	2,800.00	2,800.00	
		VESSEL/TRAILER PERMITS	1.00	1,200.00	1,200.00	
		SIGNAGE/FLAGS	1.00	1,000.00	1,000.00	
016332	558000	OTHER SUPPLIES NEC	600.00	600.00	600.00	.00
	0100-6-633-0000-000-000-0-2-558000-					
		ICE BLOCKS/CUBES	1.00	600.00	600.00	
016332	573000	DUES,SUBSCR. & IN STATE TRAVEL	200.00	200.00	200.00	.00
	0100-6-633-0000-000-000-0-2-573000-					
		TRAVEL/MILEAGE REIMBURSEMENT	1.00	50.00	50.00	
		MEMBERSHIP/DUES	1.00	150.00	150.00	
		- Harbormaster Association Dues.				
016332	585000	CAPITAL OUTLAY	6,800.00	8,000.00	10,000.00	47.06
	0100-6-633-0000-000-000-0-2-585000-					
		EAST BULKHEAD IMPROVEMENTS	1.00	10,000.00	10,000.00	
		* Complete offload area paving, run water supply to offload/pump-out dock and replace aged shingles & windows on equipment/pump-out shed.				
016332	586000	DREDGING	.00	.00	150,000.00	.00
	0100-6-633-0000-000-000-0-2-586000-					
		CHANNEL DREDGING	1.00	150,000.00	150,000.00	
016338	585000	CAPITAL OUTLAY FIN-COM DEFINIT	.00	.00	.00	.00
	0100-2-633-0000-000-000-0-8-585000-					

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 mmorris


TOWN OF HARWICH - LIVE DATA  
 DEPARTMENT BUDGET REQUESTS

P 5  
 bgdeptra

BUDGET PROJECTION 20171 FY 2017 Operating Budget

ORG	OBJECT PROJ	ACCOUNT DESCRIPTION	CURRENT ADJ BUDGET	PROJECTED ACTUAL	REQUEST	PERCENT CHANGE
01633N2	545900	ENCUMBERED EXPENSE	.00	.00	.00	.00
		0100-6-633-0000-000-000-N-2-545900-				
		BUDGET CEILING:			372,960.44	
		TOTALS:	372,960.44	317,887.03	536,624.97	43.88
** END OF REPORT - Generated by Michelle Morris **						

# Memo

**To:** Christopher Clark, Town Administrator  
**From:** John C. Rendon, Harbormaster   
**Date:** December 7, 2015  
**Subject:** Saquatucket Municipal Marina Reconstruction – Business Plan

1. **Project Description Overview** – The marina reconstruction project includes the replacement of the 191 boat slips and associated services, to include plumbing, electrical, lighting, wireless internet, fire suppression, and bubbler system. With four passenger boats 40 foot in length or greater that operate out of the harbor, the project will include the construction of a handicap accessible ramp system to bring the marina into compliance with the American with Disability Act (ADA) requirements. Also included in the project is the dredging of approximately 12,500 cubic yards of material to bring the marina within the permitted depth.

2. **Justification** - The current docks at Saquatucket Harbor are over 30 years old and are well beyond their useful life. The wood decking and framing is worn & splintered, the connecting hardware is rusted, bent and failing, and the foam flotation is saturated and deteriorated. The current docks are extremely unstable and pose a safety concern for the hundreds of patrons that transit the docks on a daily basis; of particular concern are the large groups of people that walk the docks to go to and from the large passenger boats that operate out of Saquatucket Harbor. In addition, the existing fire suppression piping system is not functional, the antiquated bubbler system is ineffective, the aging plumbing system requires constant repair, and the main electrical lines that bring power to the slip pedestals are brittle and worn, posing a fire hazard.

3. **Recommendation** – 2015 annual Town Meeting approved \$500,000 for the engineering design and required permitting for the reconstruction of the marina and required dredging. Bourne Consulting Engineering was awarded the project based upon a competitive bid. In consideration with previous harbor studies (2013 Vine Associates, 2011 Cape Cod Commission, and 2009 Coastal Engineering) and design requirements outlined by town officials, Bourne Engineering is nearing completion of the marina reconstruction design shown in enclosure (1) and the dredge footprint shown in enclosure (2). Tables 1 and 2 outline important elements of the proposed design.

**Table 1**

Slip Categories	Existing Layout	Proposed
20' Slips	67	65
30' Slips	77	77
40' Slips	47	49
50' Slips	-	7
Passenger Boat Slips	-	4
Total	191	202

**Table 2**

Slip Length (ft)	Finger Pier Width (ft)	Double Slip Width (ft)		Fairway Width (ft)	
		Proposed	Existing	Min.	Preferred
20	3.0	20.5	19 - 22	30.0	35.0
30	3.0	27.0	22.5 – 29.7	45.0	52.5
40	4.0	34.0	33.5	60.0	70.0
50	4.0	38.0	N/A	75.0	87.5

**4. Benefits** – The following benefits will be immediately realized with the construction of a new dock system and dredging of shoaled areas within the channel and marina basin:

- Proposal calls for the main floats to be made of concrete, and will be 8' wide instead of the existing 6' wide timber floats. This will greatly improve the stability of the dock system, and the overall safety conditions for the hundreds of patrons of all ages that transit the docks on a daily basis during the boating season.
- Bringing the municipal marina into compliance with ADA requirements with the construction of a handicap accessible ramp system will provide full access for all, including elderly and handicap personnel. A huge benefit for the four passenger boats that currently are adversely affected by the lack of handicap access.
- Currently there are many boats with slips along the north bulkhead that are aground at low tide due to severe shoaling. Dredging the basin to the permit depth of 6 feet will ensure the full utilization of all slips within the marina for many years to come.
- Reduced maintenance cost and improved safety conditions. Under the current conditions of the harbor, a significant amount of staff time and department funds are expended in trying to maintain the aging plumbing and electrical service within the marina. Worn and leaking water lines and valves are in constant need of repair and replacement and an inordinate amount of funds are required to hire an electrician to fix electrical outages due to old and brittle lines and outlets. The poor condition of the electrical service is a real safety issue; on a number of occasions we have had near fires resulting from chaffed and worn power lines. Exacerbating this safety concern is the lack of a functional fire suppression system, which would be replaced.
- An additional 11 slips will be available for permitting, resulting in additional revenue. (See Tables 1 and 5)
- 7 of the 11 additional slips will be large enough to accommodate a 50' plus boat; as such a new 50' slip category will be created resulting in additional revenue. (See Tables 1 and 5)
- The increased number of slips will provide additional transient dockage opportunities during the season, resulting in increased revenue.
- Improved organizational structure of the marina. Passenger boats, including the ferry, will be grouped along the east end of the bulkhead where the handicap accessible ramp system will be constructed. Charter boats will be grouped in a location that is visible to the visiting public, and commercial fishing boats will be grouped in a location that is close to the offloading bulkhead. Currently these classes of boats are spread arbitrarily throughout the marina.
- The addition of a wireless internet service at the marina is highly desired and almost a necessity in today's technology driven society. Without question, we will be able to increase dockage fees

with clear justification once the docks have been renewed and increased/updated services have been provided. Again, a clear benefit will be additional revenue from increased fees. (See Table 5)

- Not only will the functionality of the harbor be improved, but the character and beautification of the harbor will be drastically improved as well, increasing the appeal of the town of Harwich as a vacation destination.

5. **Costs** – The cost estimate provided by Bourne Engineering for the marina reconstruction project, to include dredging, is approximately \$7 million. Table 3 below outlines the estimated costs:

**Table 3**

ITEM	Estimated Costs
Mobilization	\$600,000
Demolition	\$290,000
Site Prep	\$50,000
Bulkhead Repairs	\$150,000
Dredging estimate (12,500 cy)	\$1,250,000
Access Pier	\$49,000
ADA Access	\$366,000
Main Pier	\$389,000
Main Pier Fingers	\$132,000
East Pier	\$784,000
East Pier Fingers	\$446,000
West Pier	\$841,000
West Pier Fingers	\$411,000
Utilities	\$467,000
Sub-Total	\$6,225,000
Contingency	\$950,000
<b>Total Estimate Cost</b>	<b>\$7,175,000</b>

6. **Funding** - While the estimated cost of \$7 million is a significant investment, the Harbormaster Department generates over \$1 million annually, much of which is from seasonal and transient dockage at the municipal marina. Every year the department generates a surplus of revenue when compared to the cost of running the department. Table 4 below well illustrates this fact over the past 10 years (numbers provided by previous Finance Director, Dave Ryan).

**Table 4**

	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
<b>Annual Revenue</b>	872,501	826,383	846,835	796,698	949,713	944,411	921,528	996,564	994,984	1,023,577
Dept Direct Costs	290,487	296,757	298,670	335,020	353,744	273,184	276,705	296,306	291,098	345,839
Dept Indirect Costs	112,454	116,560	121,782	112,153	122,033	131,992	132,457	139,199	142,311	147,000
Dept Total Costs	402,941	413,317	420,451	447,173	475,777	405,176	409,162	435,505	433,410	492,839
<b>Surplus Revenue</b>	<b>469,560</b>	<b>413,066</b>	<b>426,384</b>	<b>349,524</b>	<b>473,936</b>	<b>539,235</b>	<b>512,366</b>	<b>561,059</b>	<b>561,574</b>	<b>530,738</b>

Town of Harwich  
 Harbormaster's Office  
 715 Main Street – PO Box 207  
 Harwich, MA 02646  
 Phone (508) 430-7532  
 Fax (508) 430-7535

Much of the surplus revenue from the department has been allocated to the general fund over the years. While it may be unlikely that all of the annual surplus revenue can be used to fund the marina reconstruction project, I do think that a portion of the surplus revenue, revenue generated from the boaters, should be dedicated to the project. This surplus revenue, combined with other revenue sources, and new revenue generated as a result of the marina upgrade, will contribute greatly towards paying the debt service on a \$7 million bond over a 20 year term. In addition, I have submitted a Seaport Economic Council grant application for \$1 million (max allowed) to help fund the project. The Council and Port Professionals group will consider the application in the first meeting of FY17. I recommend the following sources of revenue be used to help fund the project:

**Table 5**

Sources of Revenue	Annual Revenue for Debt Service	Notes
Mooring/Boat Excise Account (1621)	\$75,000	Approx \$110K annual revenue is deposited in a revolving account from mooring & boat excise fees; remaining funds used for maintenance.
Dockage & Mooring Rate Increase	\$70,000	Upon completion of the marina reconstruction project, will recommend a 10% dockage & mooring fee increase.
11 Additional Slips at SAQ Marina	\$75,000	11 additional slips in the 40' & 50' boat categories will be created in the new marina design.
Additional Slip at Wychmere	\$4,500	1 additional slip was created with the reconstruction of the Wychmere town pier.
Winter Boat Storage (Downey Property)	\$35,000	Lease two open areas on the old Downey property for winter boat storage; similar to current lease with AH Marine.
Existing Surplus Revenue	\$150,000	A reasonable amount of the \$500K plus surplus revenue that the department generates annually.
<b>Total</b>	<b>\$409,500</b>	

**7. Saquatucket Harbor Landside Renovation** - A separate, but associated project to renovate the landside area of Saquatucket Harbor is underway as well. Included in the landside project is the adjacent 2.2 acre Downey Property that the town recently purchased to support harbor operations. A site plan has been developed and is currently under review by town officials. The main objectives of the plan are to improve the safety of pedestrian access, improve the efficiency of harbor operations, and enhance the character, beauty, and attractiveness of the harbor for boaters and non-boaters alike. The plan includes a new Harbormaster Office, a leased waterfront Café restaurant, leased seasonal vendor shacks, and a boardwalk with seating areas that overlook the marina. In addition, on the former Downey Property the plan calls for creative landscaping to enhance the appearance of the area. A new multi-purpose building will be located on the property that will serve as a consolidated ticketing office for the four Passenger Boat owners, a Harbormaster Department maintenance facility, and leased office space. In addition, a much needed increase of vehicle parking spaces (approx 80) will be available during the summer boating season, and the same area will be utilized for winter boat storage in the off-season. Lastly, but importantly is the plan for a sidewalk leading to the harbor. Significant annual revenue will be generated from the various aspects of the landside plan. Site plan included as enclosure (3).

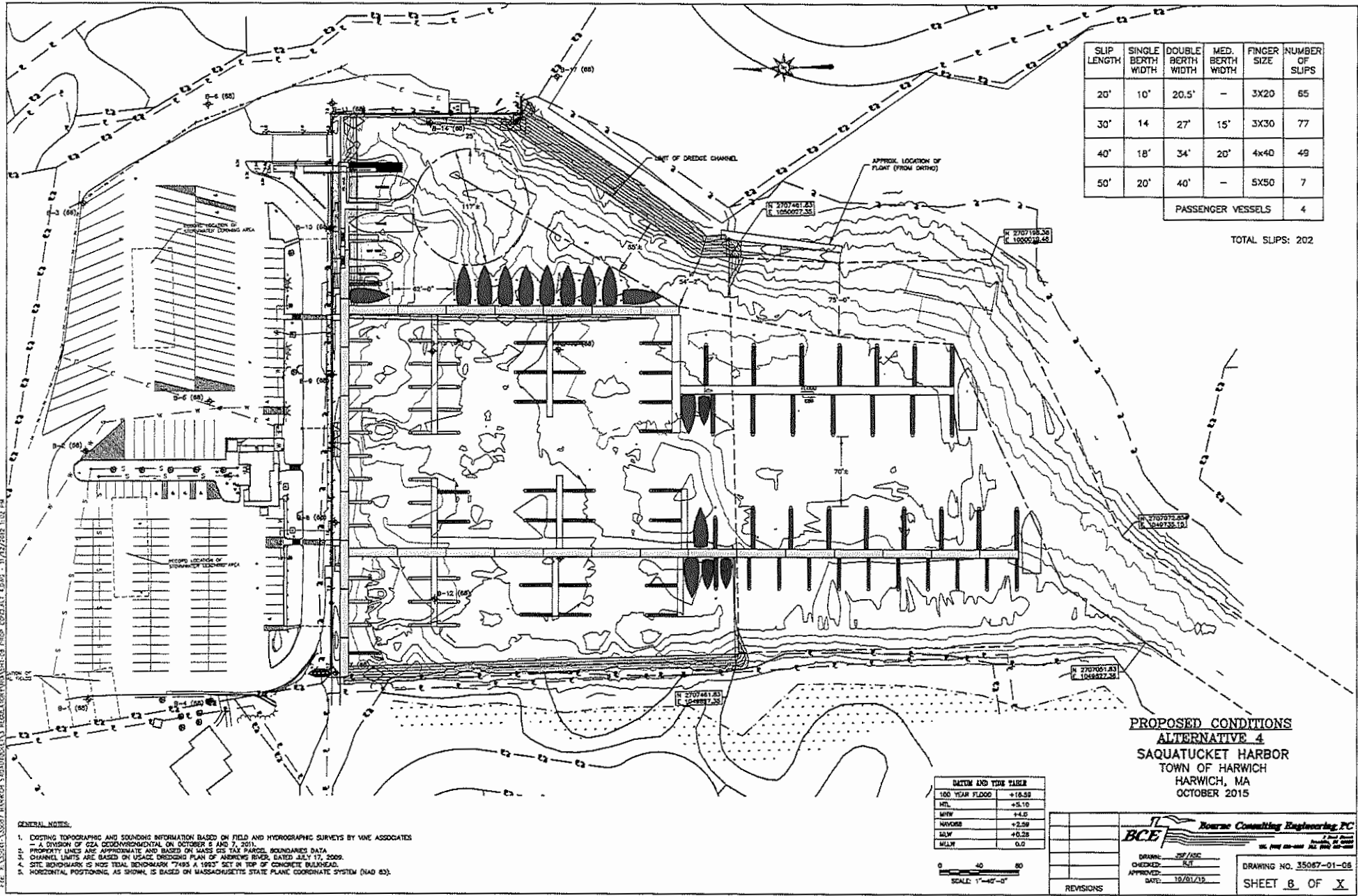
**8. Summary** - The diversity of users that operate out of Saquatucket Harbor is what makes it a unique and special place, contributing greatly to the character, appeal and economy of the town. Outside of real

Town of Harwich  
Harbormaster's Office  
715 Main Street – PO Box 207  
Harwich, MA 02646  
*Phone (508) 430-7532*  
*Fax (508) 430-7535*

estate taxes, tourism accounts for approximately sixty five percent of the town's revenue. The harbors, particularly Saquatucket, draw a tremendous volume of tourists of all ages, young and old. Providing docks that are safe and stable, and provide access for everyone, including handicap and elderly personnel, is one of the main objectives of this project. In addition, Saquatucket Harbor is the workplace for many commercial fisherman and passenger boat owners and it is critical that the town provides a marina infrastructure that enables them to safely and effectively conduct their business. Clearly this project would go a long way to achieving the Town's stated goals of upgrading and modernizing harbor facilities, maximizing economic and recreational opportunities, and increasing accessibility while protecting the area's environment, neighborhood character, and maritime history.

Enclosure: (1) Proposed Marina Dock Design  
(2) Proposed Dredge Area  
(3) Proposed Saquatucket Harbor Landside Site Plan

Copy: (1) Chairman, Board of Selectmen  
(2) Chairman, Waterways Committee  
(3) Assistant, Town Administrator



SLIP LENGTH	SINGLE BERTH WIDTH	DOUBLE BERTH WIDTH	MED. BERTH WIDTH	FINGER SIZE	NUMBER OF SLIPS
20'	10'	20.5'	-	3X20	65
30'	14'	27'	15'	3X30	77
40'	18'	34'	20'	4x40	49
50'	20'	40'	-	5X50	7
PASSENGER VESSELS					4

TOTAL SLIPS: 202

100 YEAR FLOOD	+18.59
M.T.L.	+5.10
M.T.W.	+4.5
M.T.V.S.B.	+2.59
LOW	+0.28
M.L.W.	0.0

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SCALE: 1"=40'-0"

**PROPOSED CONDITIONS  
ALTERNATIVE 4**  
SAQUATUCKET HARBOR  
TOWN OF HARWICH  
HARWICH, MA  
OCTOBER 2015

**BCE** *Boorne Consulting Engineering, P.C.*  
200 West Street, Suite 200, Harwich, MA 02543  
Tel: (508) 238-0000 Fax: (508) 238-0001

REVISIONS

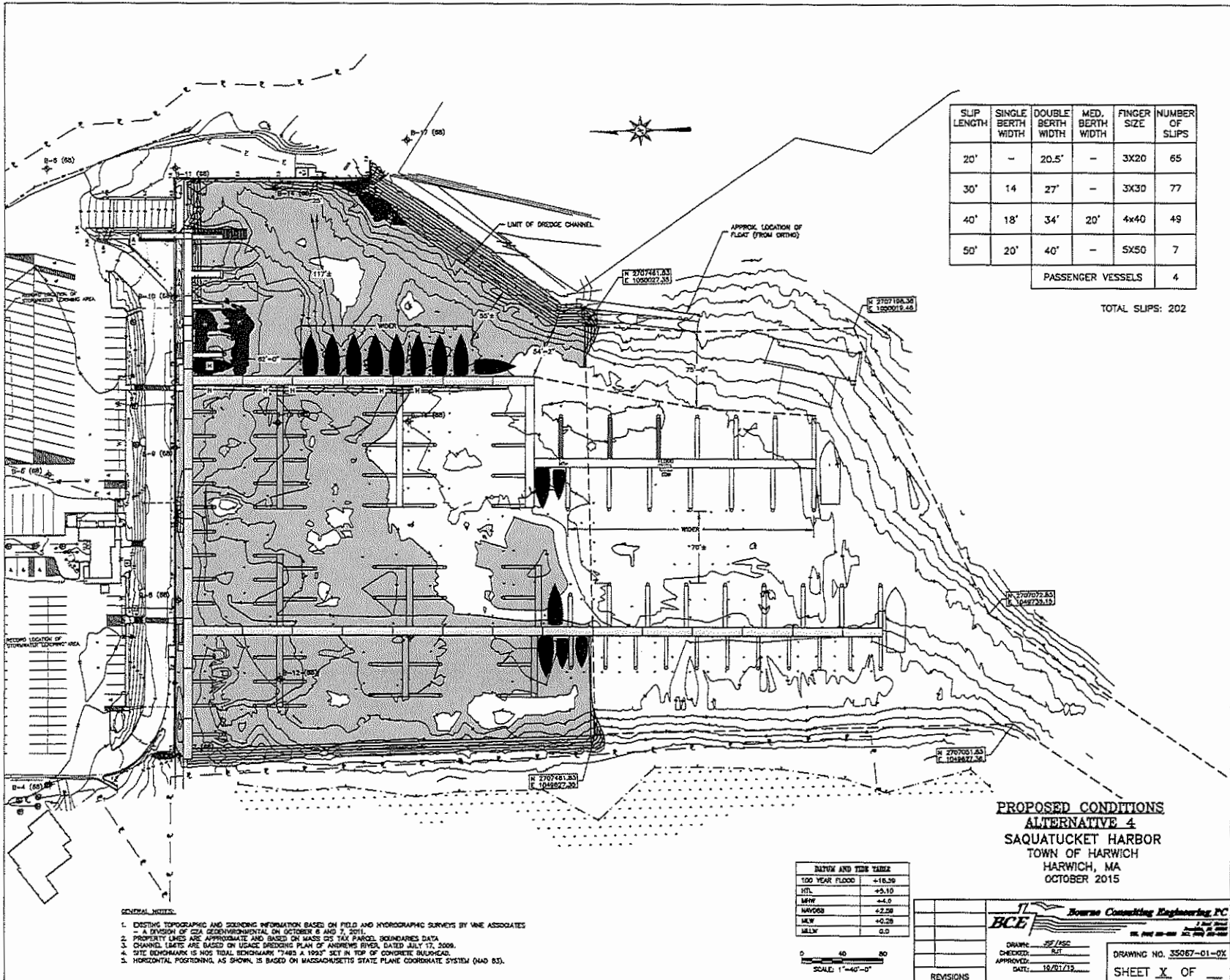
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CHECKED: RLT  
APPROVED:  
DATE: 10/01/15

DRAWING NO. 35087-01-08  
SHEET 6 OF X

**GENERAL NOTES:**  
 1. COSTING TOPOGRAPHIC AND SOUNDING INFORMATION BASED ON FIELD AND HYDROGRAPHIC SURVEYS BY VME ASSOCIATES - A DIVISION OF CZA OCEANOGRAPHICAL ON OCTOBER 6 AND 7, 2011.  
 2. PROPERTY LINES ARE APPROXIMATE AND BASED ON MASS GIS TAX PARCEL BOUNDARIES DATA.  
 3. CHANNEL LIMITS ARE BASED ON USACE ENGINEERING PLAN OF ANDREW RIVER, DATED JULY 17, 2009.  
 4. SITE BENCHMARK IS 1925 TIDAL BENCHMARK "7493 A 1923" SET ON TOP OF CONCRETE BULKHEAD.  
 5. HORIZONTAL POSITIONING, AS SHOWN, IS BASED ON MASSACHUSETTS STATE PLANE COORDINATE SYSTEM (NAD 83).

211111





SLIP LENGTH	SINGLE BERTH WIDTH	DOUBLE BERTH WIDTH	MED. BERTH WIDTH	FINGER SIZE	NUMBER OF SLIPS
20'	-	20.5'	-	3X20	65
30'	14	27'	-	3X30	77
40'	18'	34'	20'	4x40	49
50'	20'	40'	-	5X50	7
PASSENGER VESSELS					4

TOTAL SLIPS: 202

**PROPOSED CONDITIONS  
ALTERNATIVE 4  
SAQUATUCKET HARBOR  
TOWN OF HARWICH  
HARWICH, MA  
OCTOBER 2015**

DATUM AND TIDE TABLE	
100 YEAR FLOOD	+16.30
HLL	+5.10
MHW	+4.0
MHCSS	+2.25
MW	+2.25
MLLW	0.0

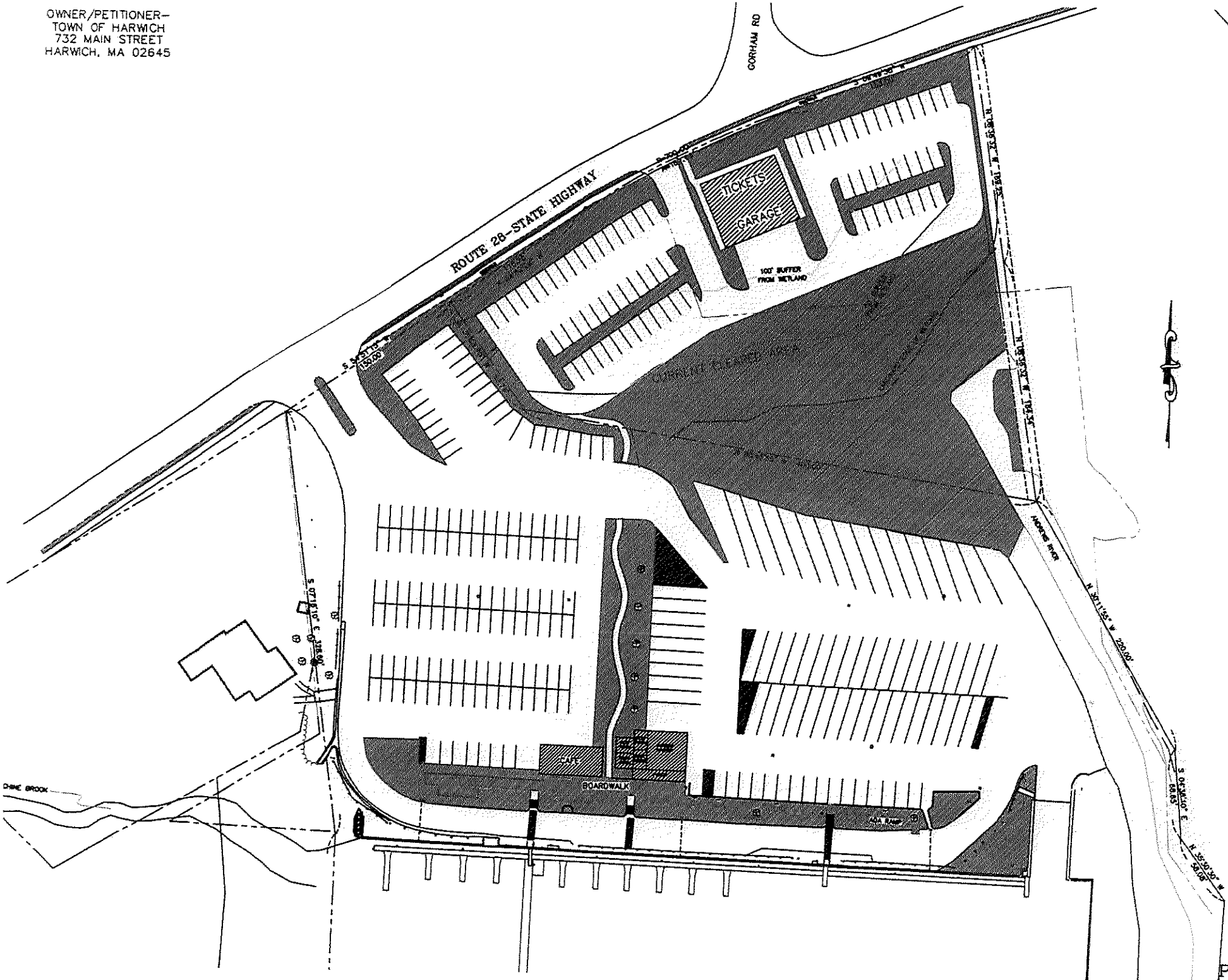
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- GENERAL NOTES:
- EXISTING TOPOGRAPHIC AND SOUNDING INFORMATION BASED ON FIELD AND HYDROGRAPHIC SURVEYS BY VME ASSOCIATES - A DIVISION OF CEA ENVIRONMENTAL ON OCTOBER 8 AND 7, 2011.
  - PROPERTY LINES ARE APPROXIMATE AND BASED ON MASS GIS TAX PARCEL BOUNDARIES DATA.
  - CHANNEL DEPTHS ARE BASED ON USACE BEDROCK PLAN OF ANDREWS RIVER, DATED JULY 17, 2008.
  - SITE BENCHMARK IS HOS TIDAL BENCHMARK 7483 A 1929' SET IN TOP OF CONCRETE BULKHEAD.
  - HORIZONTAL POSITIONING, AS SHOWN, IS BASED ON MASSACHUSETTS STATE PLANE COORDINATE SYSTEM (MAD 83).

		<b>Bourne Consulting Engineering PC</b> <small>INCORPORATED IN MASSACHUSETTS</small>	
DRAWN: <i>JS/SC</i> CHECKED: <i>RLT</i> APPROVED: _____ DATE: 10/21/15	REVISIONS   	DRAWING NO. 35067-01-0X SHEET <u>X</u> OF <u>    </u>	

OWNER/PETITIONER-  
TOWN OF HARWICH  
732 MAIN STREET  
HARWICH, MA 02645

PLAN 121



PRELI

Golf Department  
 FY17 Proposed Budget Questions

1. What are the differences between the FY16 budget and the FY 17 proposed budget?

The major differences between the FY16 and proposed FY17 budgets are:

Payroll

Pro Shop Staff Reorganization:

New Positions – Office Assistant & Seasonal

Operations Manager

Regrade – Executive Assistant

+2% per union contracts

Ass. Superintendent from 1%-2% longevity

School Grounds Project – overtime increased by \$38,000 (offset by new revenue)

Expenses

Electric + 5% & +\$6,000 (to pay restaurant electric)

Maintenance/Repair - +\$15,000 Kitchen/restaurant furniture

Public Works Supplies - +\$44,000 School Grounds (offset by new revenue)

New range ball dispenser \$10,000

2. What are the reasons for any increases or decreases?

Described above

3. Are you adding/reducing any personnel or hours?

The proposed FY17 budget reflects the pro shop staff reorg that was implemented in June, 2016.

Other than the three positions involved in the reorg there are no new hires or added hours.

4. What are your top budgeting priorities for FY17?

Top Budgeting priorities are to:

Maintain high level golf course conditions in a competitive environment

Continue to provide and improve customer service and staff efficiency (reorg).

Address areas of the restaurant that have been neglected (kitchen & furniture).

Improved customer service and additional income with new range ball dispenser.

5. Are there any expenses that could be deferred? What would be the impact?

No. Any deferred expenses would negatively affect future revenues.

6. Recap of revenues anticipated and their sources?

Greens Fees	\$809,881
Driving Range	\$65,415
Resident Membership	\$632,340
Car Rental	\$246,696
Non-Resident Membership	\$17,024
Miscellaneous	\$24,137

**Total**

**\$1,795,493**

7. Are any pricing/fee changes proposed?

Yes. \$2 surcharge added to all green fees. \$1 surcharge added to all cart fees. The surcharges will be collected in a fund with the intent of paying for future infrastructure projects.

Cranberry Valley

Rate Changes for 2016

Annual Pass (no change recommended)

Adult Harwich or Chatham Resident	\$770
Adult Eastham or Orleans Resident	\$870
Adult Other Non-Resident	\$1070
Junior Harwich and Chatham Resident 1 (7-17 yrs as of May 1st)	\$125
Junior Harwich and Chatham Resident 2 (18-21 yrs as of May 1st)	\$150
Junior Non Resident	\$350

Memberships include ½ price for range balls

\*discounted range balls

Golf Improvement Fund Fee of \$75 is included in adult resident and non-resident membership fees.

Golf Improvement Fund Fee of \$125 is included in the adult Eastham and Orleans fee.

**GREENS FEES:**

Monday - Thursday	2015	2016
March 16th - June 2nd	\$40	*\$42
June 6th - Sept 2nd	\$67	*\$69
Sept 6th - Dec 10th	\$40	
*\$42		
Friday, Saturday, Sunday, & Holidays		
March 12th - April 24th	\$56	*\$58
April 29th - Oct 10th	\$70	*\$72
October 14th - October 23rd	\$56	*\$58
October 28th - December 11th	\$40	*\$42

**MISCELLANEOUS FEES:**

2015 2016

MID-DAY RATE (Mon-Thu, 1:00PM - 3:00PM)	\$50	*\$52
MID-DAY RATE (Fri-Sun, 1:00PM - 3:00PM)	\$60	*\$62
TWILIGHT RATE (AFTER 3:30PM)	\$30	*\$32
		*4pm in June, July & August
BACK NINE WITH MEMBER (First hour of play only)	\$34	*\$36
TEMPORARY GREENS FEE	\$22	

MEMBER GOLF CART 18 HOLE	\$18	*\$19
MEMBER GOLF CART 9 HOLE	\$9	*\$10
GOLF CART 18 HOLE (PER PERSON)	\$20	*\$21
GOLF CART 9 HOLE (PER PERSON)	\$10	*\$11
WALKING CART 18 HOLES	\$8	
WALKING CART 9 HOLES	\$4	
RANGE BALLS LARGE BUCKET	\$8	
RANGE BALLS SMALL BUCKET	\$5	
RANGE PASS	\$300	*\$250

Member Small Range Bucket	\$2.50	*\$3
Member Large Range Bucket	\$4	*\$5

9 Hole Rate – Sunday & Thursday after 1pm

\*based on availability \$36

8. Are any revolving funds or receipts reserve changes proposed and for what reasons?

Below are the articles for Town Meeting that address proposed changes to funds:

Warrant Submissions

This would be an addendum to the existing 53 E.5 Revolving fund for the Pro Shop: to seek approval for the expanded use of the Pro Shop revolving fund to include the distribution of funds for ongoing maintenance, and modernization of the Pro Shop (store) and the CVGC “Club House” building including the Kitchen. The present expense limit of \$200,000 would be raised to \$250,000.

AMEND EXISTING 53E.5 REVOLVING FUND FOR THE PRO SHOP AT CRANBERRY VALLEY GOLF COURSE

ARTICLE: To see if the Town will vote to approve for the expanded use of the Pro Shop Revolving Fund to include the distribution of funds for ongoing maintenance and modernization of the Pro Shop (store) and the CVGC “Club House” building including the kitchen, and to act fully thereon. By request of the Golf Director and Golf Committee.

Explanation:

*The present expense limit of \$200,000 would be raised to \$250,000.*

ESTABLISH NEW CAPITAL INFRASTRUCTURE REVITALIZATION FUND AT CRANBERRY VALLEY GOLF COURSE

ARTICLE: To see if the Town will vote to establish a new Capital Fund to be known as the “*Capital Infrastructure Revitalization Fund*” at Cranberry Valley Golf Course pursuant to the provisions of Massachusetts General Laws Chapter 40, 5F, to be funded by a new surcharge on all green fees collected in the amount of \$2 and a \$1 surcharge on all cart fees starting in 2016 golf season, and to act fully thereon. By request of the Golf Director and the Golf Committee

Explanation:

*Expenditures from the fund can be used for Infrastructure improvements (CVGC infrastructure as listed: Club House facilities, Maintenance facilities, and everything else that supports revenue generation. This includes water resources, energy resources, mechanicals, septic, property boundary strategies, our car park, and maintenance of roads throughout the property), including future debt payments along with design, planning and construction phases as they present themselves.*

*There is no secret to staying ahead of the competition in today’s ever competitive Municipal golf market. The HGC is meeting the challenge and is dedicated not only to recognizing immediate needs, but also in long range strategies that look to the future. How to pay for these projects without creating hardship on the entire Town, keeping balance with goals of the Town, and being good stewards of this valuable resource demand good planning.*

*Currently the golf operation uses two funds: The Golf Improvement Fund (Chapter 40, 5F) - dedicated to projects that directly address needs associated with on course improvements (major tree removal, tee box renovation etc.) in correlation with USGA recommendations, and a Pro Shop Revolving Fund designed to address needs associated with the operation of the Pro Shop business.*

*There is no direct funding mechanism to address Infrastructure improvements. Therefore, the committee will seek to establish this new fund. The estimated revenue collected will generate roughly \$50,000 dedicated for these purposes.*

Respectfully submitted by Roman Greer, Director of Golf

# FY 17 Water Dept. Budget Questionnaire

## STANDARD QUESTIONS:

### 1. What are the differences between the FY16 budget and the FY 17 proposed budget?

For the proposed FY17 Water Department budget and analysis of FY15 actual expenditures was done and each line was reviewed and adjusted up or down to meet anticipated spending. Some of the major adjustments are detailed below.

#### Salary & Wages:

- I. The department has added an additional line item containing \$43,745 to account for additional overtime that will be incurred through after hours water main flushing.
- II. Salary & Wages category saw a total increase of 9.8% - Please see explanation of increase in the following question.

#### Expenses:

- I. The department has added a line item containing \$50,000 to fund an Irrigation Cross-Connection Survey.
- II. The department has added an expense line for costs associated with repairs performed under the service tight protection plan.
- III. Expenses category (excluding indirect expenses, principal, and long term debt) saw a total increase of 14.8% - Please see explanation of increase in the following question.

### 2. What are the reasons for any increases or decreases?

#### Salary & Wages:

- I. In recent years the Departments flushing program was adjusted to perform flushing operations during normal business hours. The impacts of this are reduced flushing rates and an overall less effective flushing. As a result of recent contract negotiations, the anticipated overtime for FY17 was reduced in comparison to the FY15 actual expenses allowing the department to resume after hours flushing.
- II. The total Salary & Wages increase of 9.8% can be attributed to the reclassification of four positions. The long vacant position of Assistant Water Superintendent was filled, two equipment operator positions were vacated and reclassified as Distribution Operations Foreman and Distribution Operator/Mechanic. The Department also has a vacant Distribution Laborer position which received an adjustment in pay scale. The Distribution Laborer position has been difficult to fill and maintain employment and

the department is hoping an increase in pay scale will bring a more experienced and well-rounded applicant.

**Expenses:**

- I. The department has added a line item containing \$50,000 to fund an Irrigation Cross-Connection Survey

In the Water Dept. Rules and Regulations there is currently a provision for the testing of irrigation backflow devices. Having a properly functioning backflow device inline prior to interconnection with the municipal water supply is extremely important to public health & safety. It is believed the existing database of irrigation backflow devices does not represent the true number of interconnections within the water system, it is believed to be much higher. This line item has been put in the FY17 budget to fund a town wide survey for irrigation interconnections. Once a database has been compiled the department will be able to monitor the testing of the devices.

- II. The department has added an expense line for costs associated with repairs performed under the service tight protection plan

In an effort to better track expenses associated with the service tight protection plan the department has added an expense line for which all materials utilized for the repair or replacement of a water service will be paid for.

- III. Expenses category (excluding indirect expenses, principal, and long term debt) saw a total increase of 14.8%

9.5% of this 14.8% increase is split between two major increases in the expense category of the budget. The first being the Irrigation Backflow Survey, and second being a 66% increase to the Meters, Read Devices & Supplies line item. In FY16 the department made a big stride in its radio read meter change out program and would like to continue in an expedited manner. In addition to the radio read meters the department is also funding the replacement of the oldest large meters within the water system. An additional contributor to the 14.8% increase is a \$43,714 increase to the utilities line which represents 3.8% of the overall increase.

3. Are you adding/reducing any personnel or hours?

In FY17 the department does not intend on adding any additional positions to the department. There is currently a vacant position that is funded and is scheduled to be filled. The flushing program will result in additional overtime which is budgeted for in the Flushing Overtime line.

4. What are your top budgeting priorities for FY17?

The top budgeting priorities for FY17 are to continue the radio read meter replacement program and update the flushing program.



5. Are there any expenses that could be deferred? What would be the impact?

Deferment of either the flushing or meter change out program would not be ideal. Delaying the implementation of a proper flushing program will have an impact on the water quality throughout the distribution system. Since the North Westgate Treatment Plant has been put online there is close to total removal of iron and manganese in all treated water sources. A proper flushing program will help remove the residual sediment within the water main which will help prevent discoloration from fire protection efforts and water main breaks. The radio read meter change out program is nearing completion and stopping now would result in less efficient meter reading operations.

6. Recap of revenues anticipated and their sources?

The FY17 revenue projection of \$4,159,359 is a 5.9% increase over FY16 (with no rate increase). Budgeting for solar revenue is the greatest contributor to this increase. The water rates projection is based on a 3-year average of billable consumption at current rates. Recurring service projections such as seasonal on/off, fire sprinkler service and backflow inspection, are based on actual figures. Miscellaneous sources of revenue include customer reimbursement for police details, water markouts and property transfer fees.

7. Are any pricing/fee changes proposed?

The department has no plans for increasing the water rates in FY17

8. Are any revolving funds or receipts reserve changes proposed and for what reasons?

None Proposed

# APPENDIX B

HEARING SCHEDULE  
Saturday, February 27, 2015  
8:00 am – 6:00 pm

8:00 am	Call the meeting to Order
8:05 am	Police Department
8:35 am	Fire and Rescue
9:05 am	DPW
9:35 am	Harbors/Waterways
10:05 am	Break (10 mins)
10:15 am	Golf
10:45 am	Water Department
11:15 am	Wastewater
11:45 pm	Building
12:15 pm	Lunch Break (45 mins)
1:00 pm	Assessors
1:30 pm	Treasurer/Collector
2:00 pm	IT/Channel 18
2:30 pm	COA
3:00 pm	Break (15 mins)
3:15 pm	Youth & Recreation
3:45 pm	Community Center
4:15 pm	Brooks Library
4:45 pm	Administration, Town Hall Ops & All Others

# Wastewater Update –

## Budget planning and Joint Selectman/Finance Committee Hearings

Town of Harwich, Massachusetts



Presentation on  
February 27<sup>th</sup>, 2016

**CDM  
Smith**®

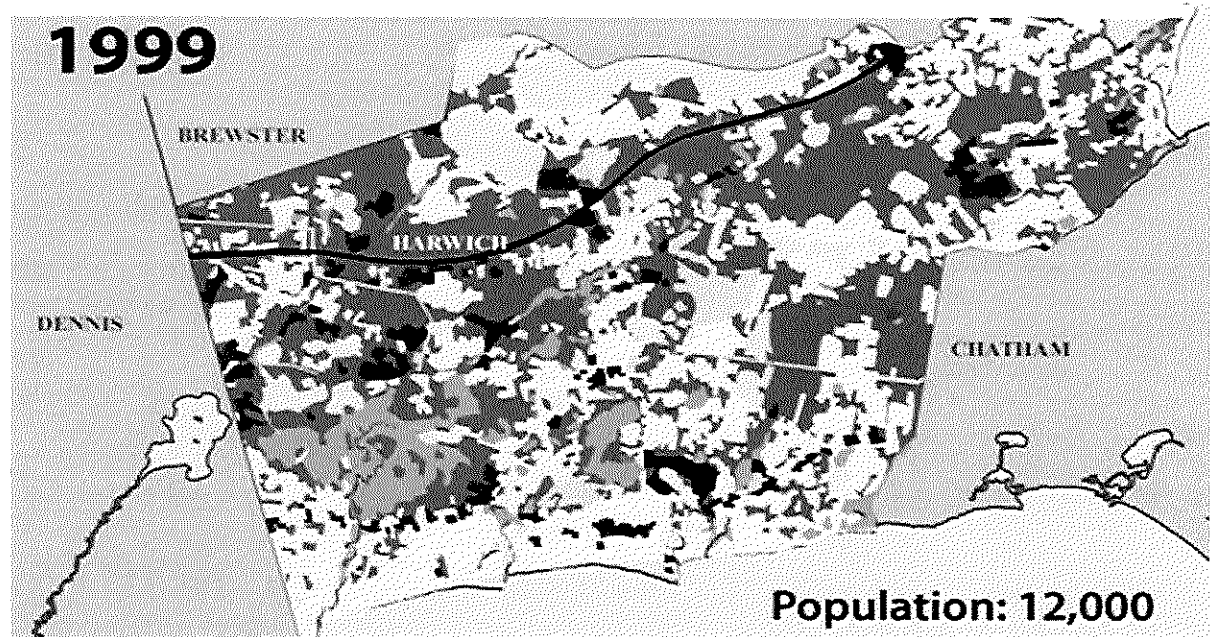
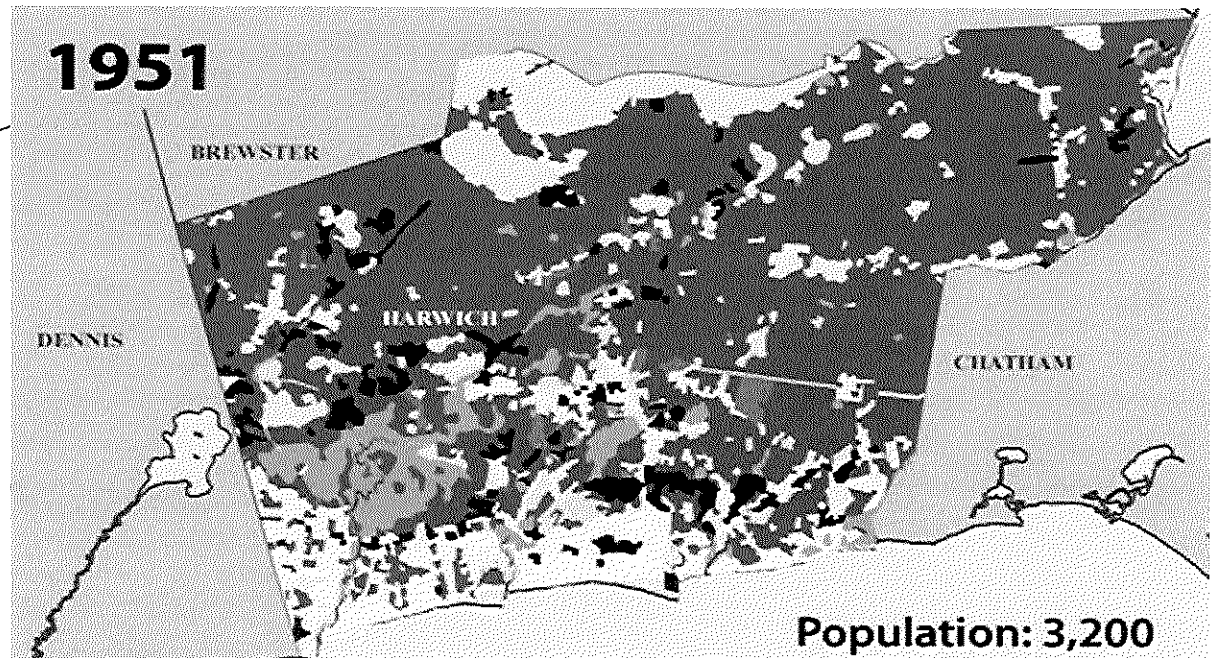
# Wastewater Implementation Committee (WIC)



- WIC Members:
  - Peter de Bakker, Chair
  - Chris Harlow, Vice Chair
  - Allin Thompson, Clerk
  - Jeremy Gingras
  - Danette Gonsalves
  - Heinz Proft – Natural Resources Director
  - Bob Cafarelli – Town Engineer
- Liaisons: Michael MacAskill, Chris Clark, Noreen Donahue
- Consultant: CDM Smith (David Young)

# Harwich Land Use Development 1951 and 1999

- 400% population growth from 1951 to 1999



# What is the Massachusetts Estuaries Project (MEP)?



- Partnership
  - Massachusetts DEP (Department of Environmental Protection)
  - UMASS/Dartmouth School of Marine Science and Technology (SMAST)
  - Local communities
  - Also CCC and USGS
- Ongoing program to protect/improve coastal water quality
- Monitoring/evaluating environmental health of coastal embayments

# What is a Comprehensive Wastewater Management Plan (CWMP)?



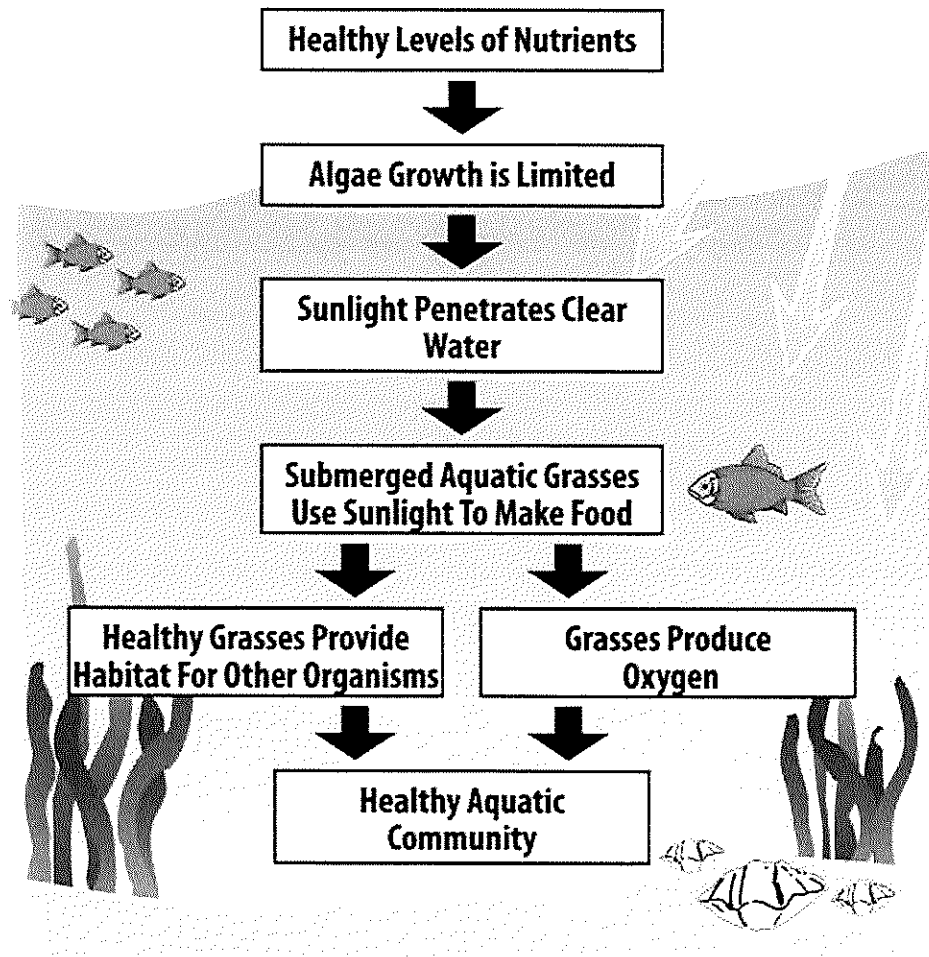
- Addresses Town-wide Wastewater Management Needs
  - Nitrogen Management (MEP)
  - Pond Water Quality
  - Drinking Water
  - Title 5 Issues
  - Socio – Economic



# Beaches, Rivers & Harbors Are Severely Impacted By Nutrients



**Healthy  
Nutrient Levels**

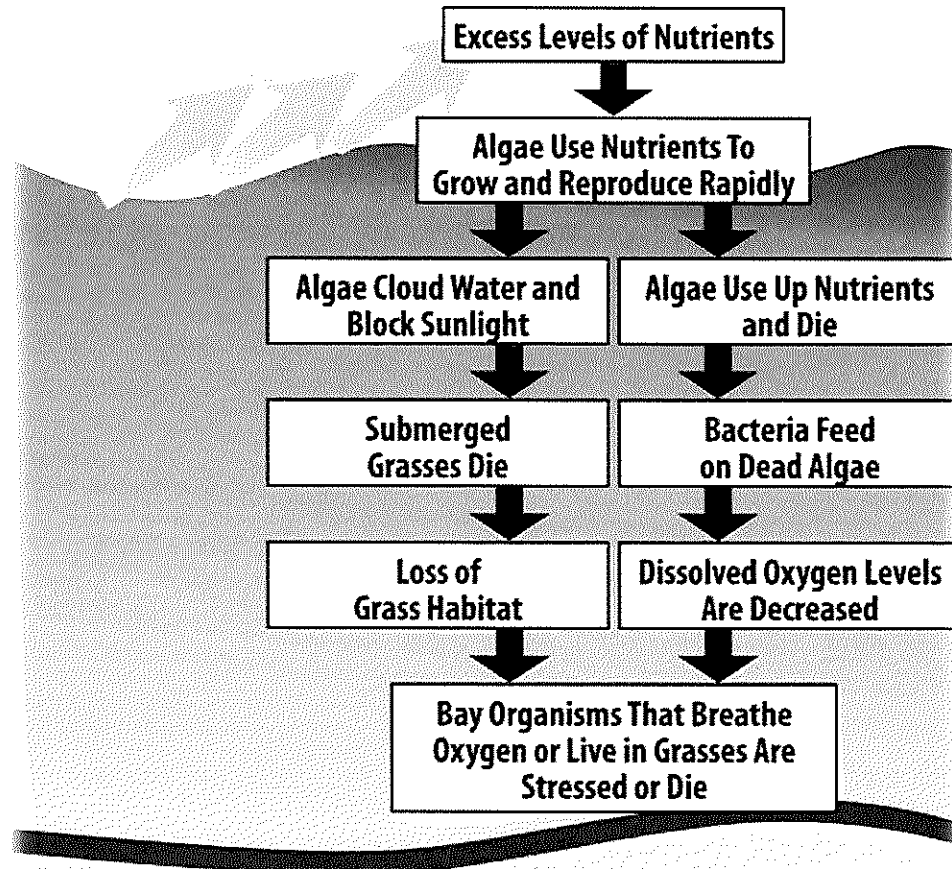




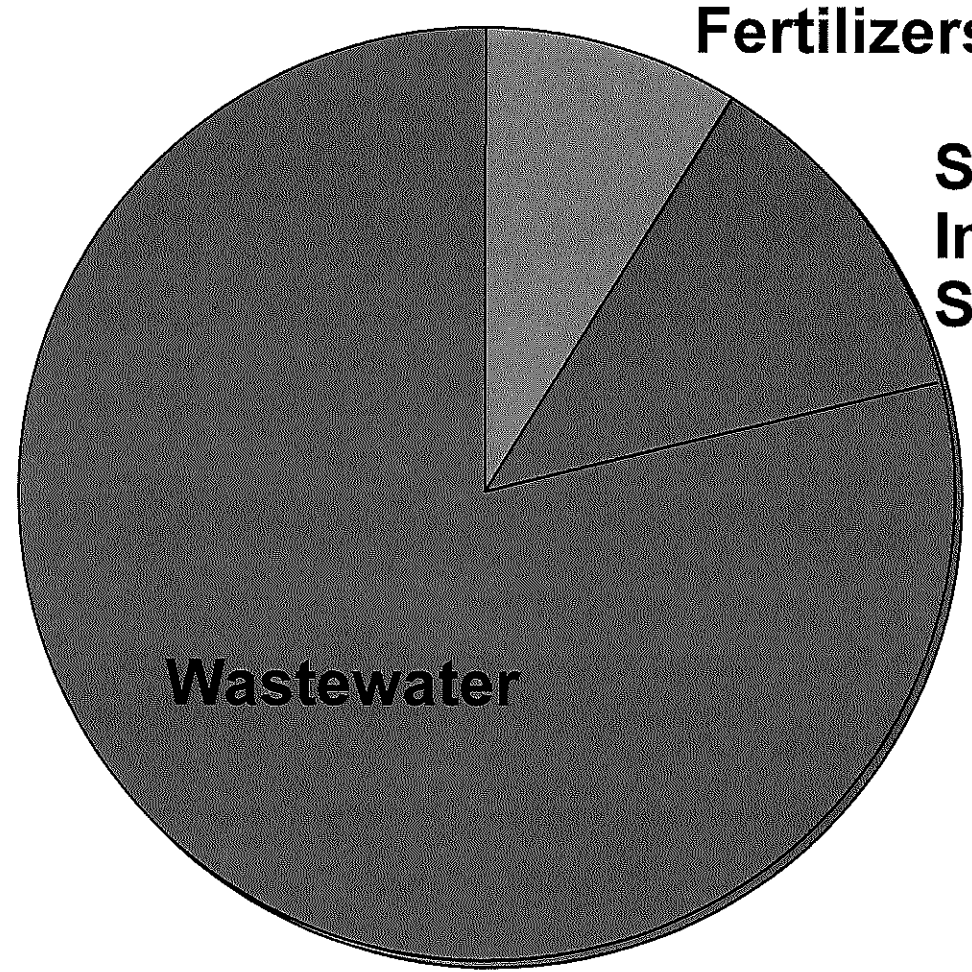
# Beaches, Rivers & Harbors Are Severely Impacted By Nutrients



**Unhealthy Nutrients Levels**



# Controllable Sources of Nitrogen



**Fertilizers**

**Stormwater -  
Impervious  
Surfaces**

**Wastewater**

**Local Control - Typical**

CDM  
Smith

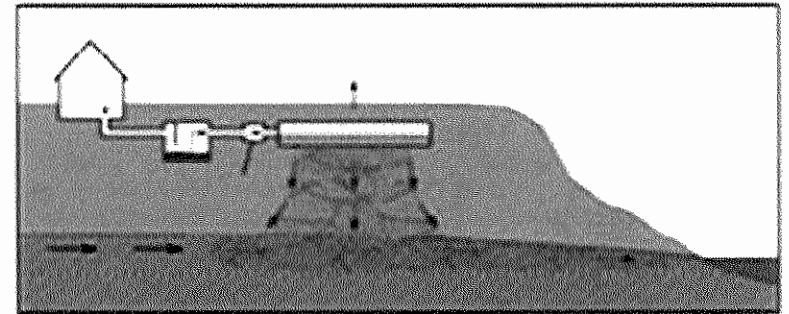
# Nutrients From Title 5 Septic Systems Is Our Biggest Issue



## Septic Systems Permit Nitrogen to:

Invade Our Ground  
Water

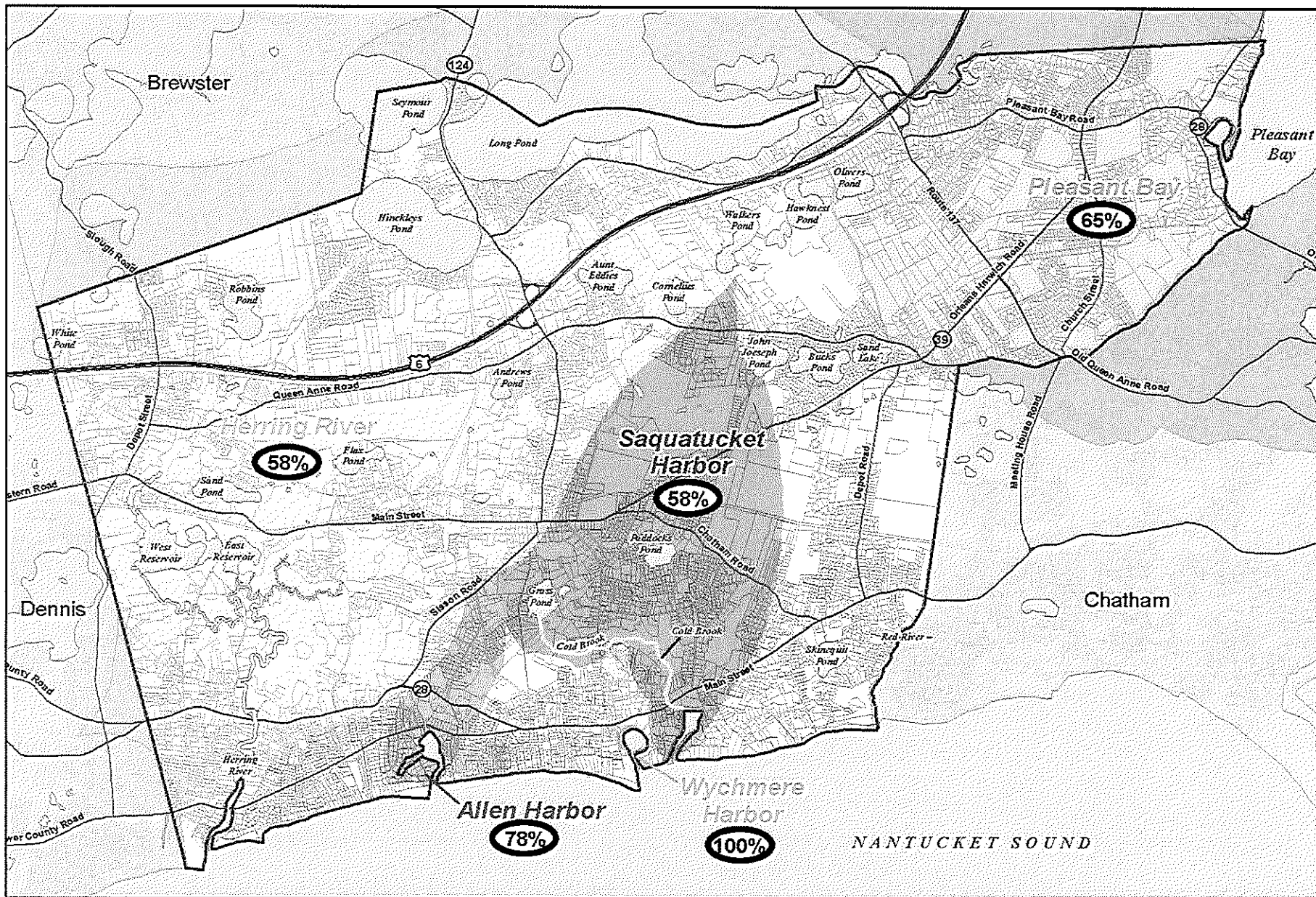
Travel with  
Groundwater to the  
Beaches & Rivers



# Total Maximum Daily Load (TMDL) for Total Nitrogen



- MassDEP (Department of Environmental Protection) has issued TMDLs for total nitrogen for the Herring River Estuarine System and the Allen, Wychmere and Saquatucket Harbor Embayment Systems and Pleasant Bay.
- TMDLs based on information presented in the MEP reports.
- Authority is provided by Federal Clean Water Act (CWA)

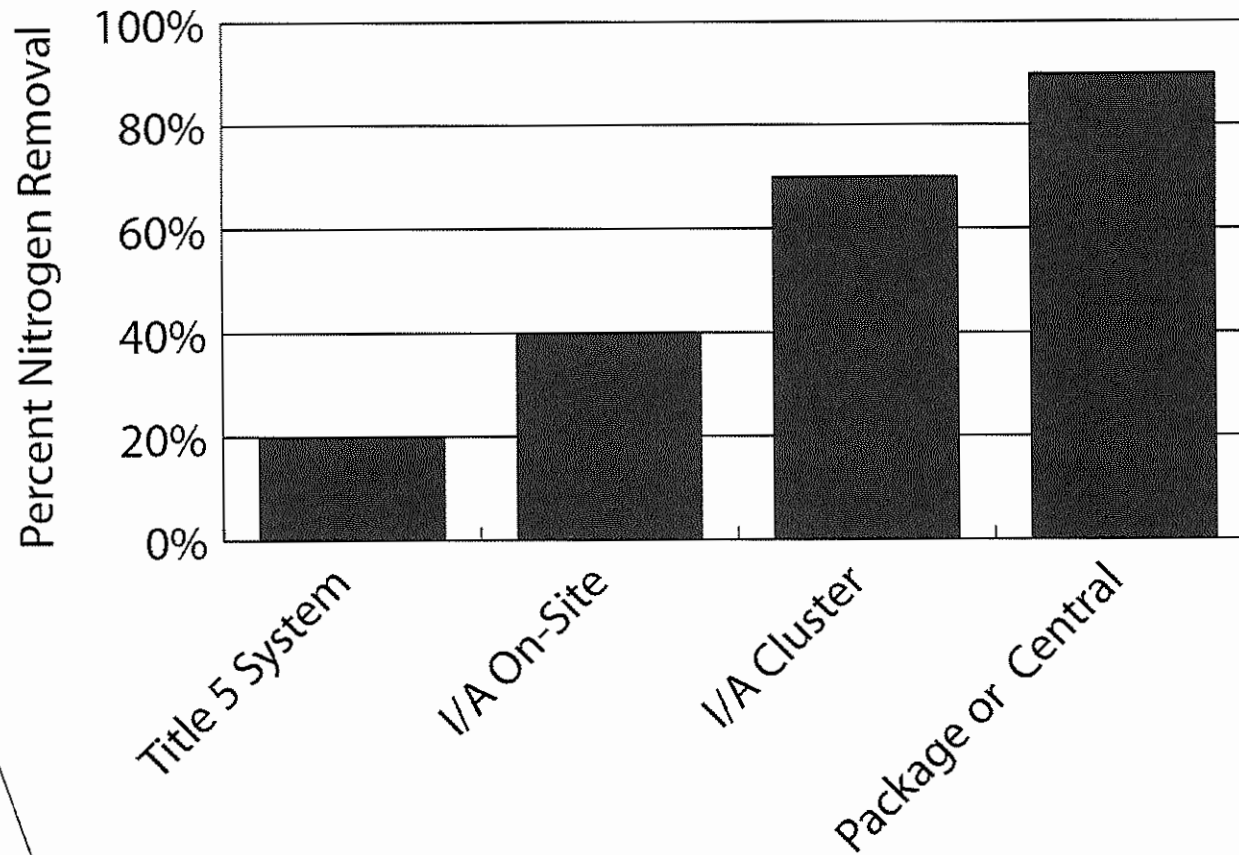


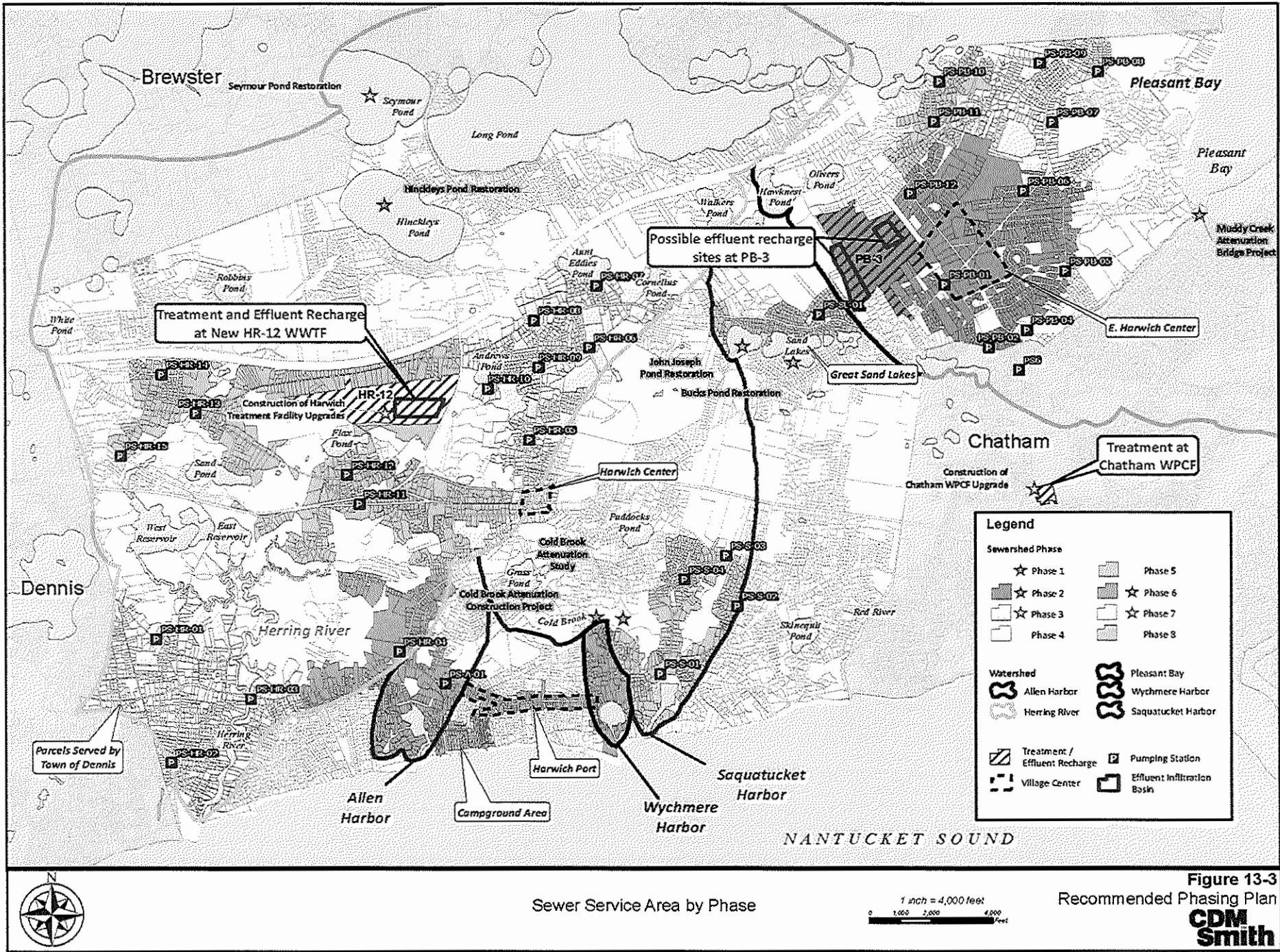
	<b>Legend</b>		<p style="text-align: center;"><b>Town of Harwich Comprehensive Wastewater Management Plan</b></p> <p style="text-align: center;">1 inch = 4,000 feet</p>	<p style="text-align: right;"><b>Figure 13-2</b> Watershed Septic Load Reductions</p>
	Allens Harbor	Saquatucket Harbor		
	Herring River	Wychmere Harbor		
	Pleasant Bay	Septic Load Decrease to Meet Threshold		

# Nitrogen Removal By Technology



## Effluent Nitrogen Levels of Treatment





Sewer Service Area by Phase

1 inch = 4,000 feet  
 0 1,000 2,000 4,000 Feet

Figure 13-3  
 Recommended Phasing Plan



## East Harwich in Early Phases



- Phase 1 focuses on natural nitrogen attenuation aspects.
- Phases 2 and 3 address East Harwich
  - Pleasant Bay watershed is largest watershed requiring greatest amount of nitrogen removal.
  - Utilizes regional approach for cost efficiencies
  - Protects only Harwich drinking water wells which have shown some impact from nitrogen.
  - Provides sewer utility to East Harwich Village Commercial District.
  - Pushes Harwich only treatment plant out 15 years.



# Nitrogen Reduction via Increased Flushing at Muddy Creek (nearly completed)



# Nitrogen Reduction by Natural Attenuation at Cold Brook Bogs – Bank Street (final presentation April 2016)



## WIC Strategy



- Everyone in town contributes to the nitrogen problem so everyone should help pay for the restoration of water quality.
- Develop a dedicated funding source that will help stabilize costs over the life of the program.
- Include a component that links water use (nitrogen contributed) to the amount a resident or business owner pays.

## Program update

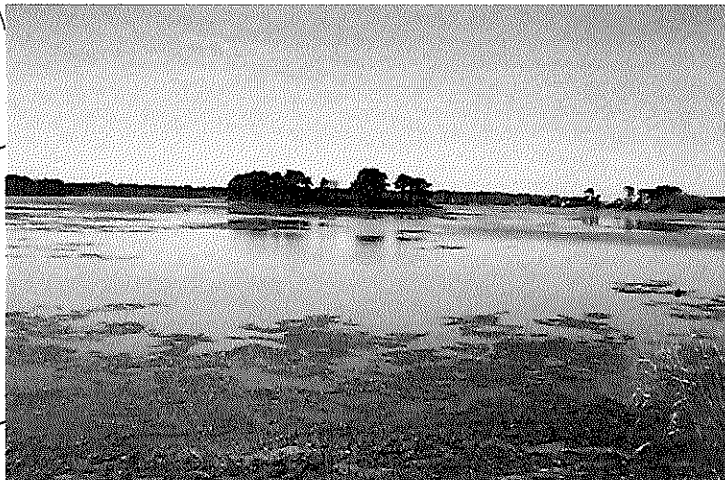
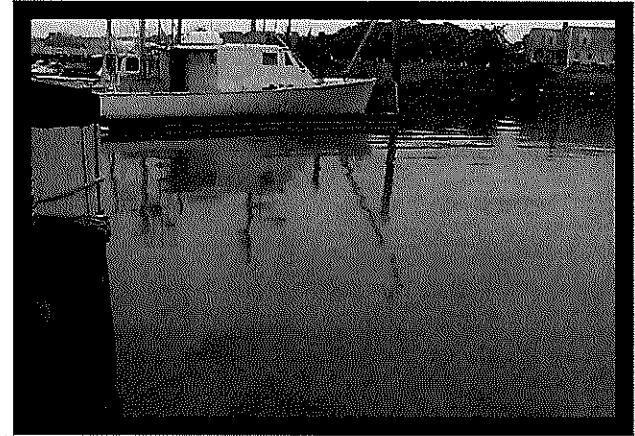


- The CWMP is intended to be a living document that will adapt depending on results of earlier implementation phases.
- Muddy Creek – nearly completed
- Harwich/Chatham **IMA** nearing final agreement
- March 2016 file CWMP with regulatory agencies
- Cold Brook Natural attenuation study – April 2016
- Begin the Cape Cod Commission (DRI) Development of Regional Impact review process – likely 6 months+
- June 2016 file for each watershed with CCC how the town intends to meet the TMDLS. CCC has a template to fill out. CCC with file this with the EPA.

# The Consequences...



- “The cost of doing nothing is economically devastating to every Cape homeowner.”
  - Cape Cod Commission – 208 Plan, 2014



Algae Bloom in Allen Harbor, Harwich, Swan Pond, Dennis and Mill Creek, Yarmouth

## Section 208 Water Quality Management Plan



- January 2013 Commonwealth directed Cape Cod Commission to update 1978 Sec. 208 Area Wide Water Quality Plan to address nitrogen pollution in Cape Cod embayments.
- March 2015 submitted plan for Massachusetts DEP review.
- June 2015 CCC recommended designating each Cape Cod town (15) as a Waste Treatment Management Agency.
- June 2015 Governor Charlie Baker certified Cape Cod's final section 208 Area Wide Water Quality Management Plan.
- Sept. 2015 approved by US Environmental Protection Agency.
- A watershed-based approach to restore embayment water quality on Cape Cod. (Recommendations & Strategies)

Site Scale

Neighborhood

Watershed

Cape-Wide

Prevention

### Nitrogen Removal Possibilities



Remediation of Existing Development



Fertilizer Management



Transfer of Development Rights



Stormwater BMPs



Compact Development



Standard Title 5 Systems



Conventional Treatment



I/A Title 5 Systems



Cluster & Satellite Treatment Systems



Advanced Treatment



I/A Enhanced Systems



Wastewater Collection Systems



Effluent Disposal Systems



Toilets: Urine Diverting



Constructed Wetlands: Surface Flow



Toilets: Composting



Constructed Wetlands: Subsurface Flow



Toilets: Packaging



Stormwater: Bioretention / Soil Media Filters



Toilets: Incinerating



Stormwater: Wetlands



Phytoremediation



Eco-Machines & Living Machines



Phytobuffers



Fertigation Wells



Permeable Reactive Barrier



Shellfish and Salt Marsh Habitat Restoration



Aquaculture/Shellfish Farming



Inlet / Culvert Widening



Pond and Estuary Dredging

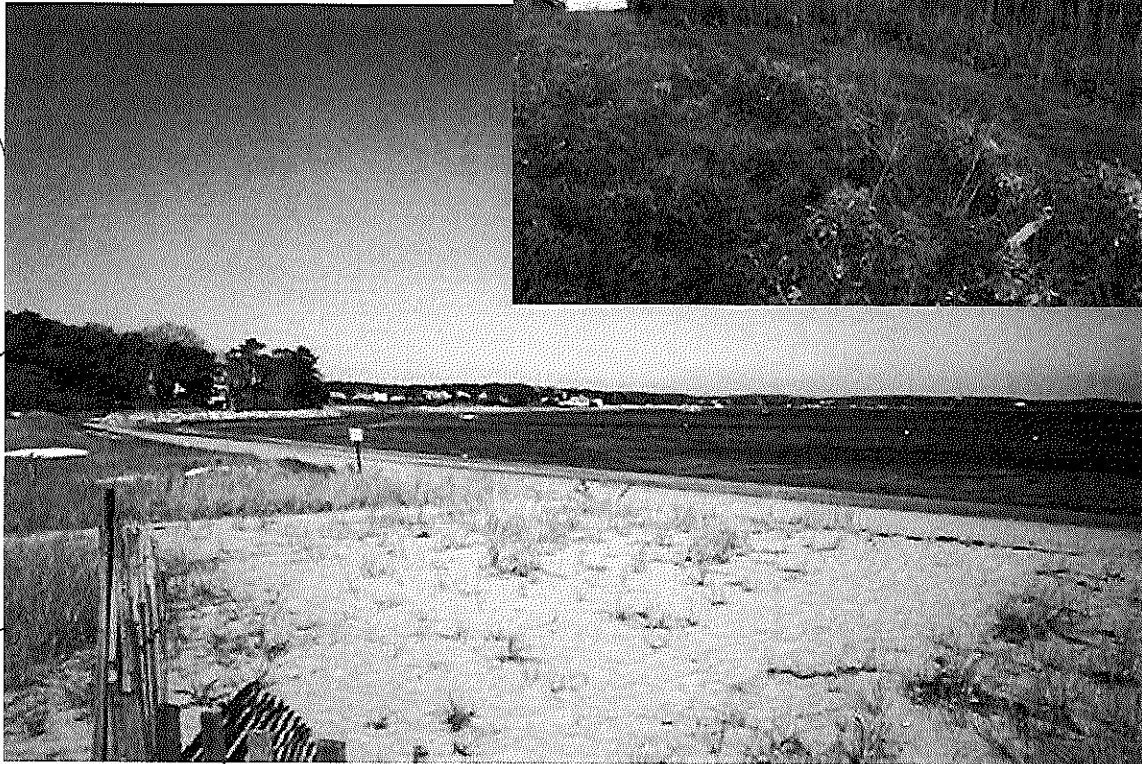
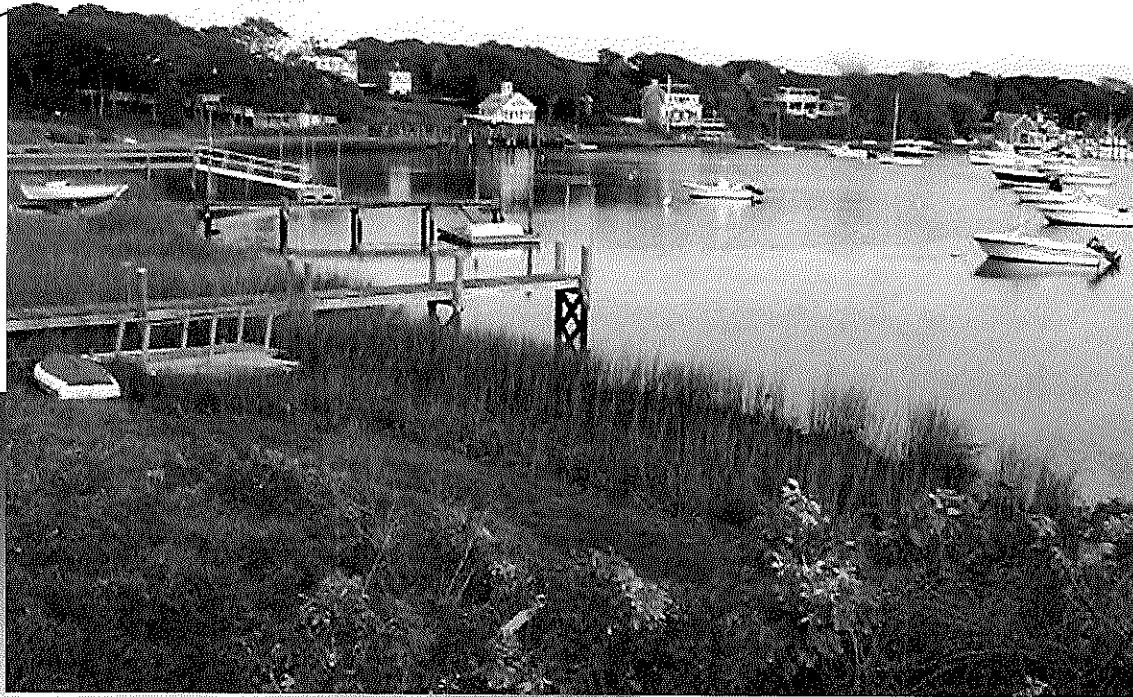


Construct. Wetlands, Groundwater, Salt Water Flooding

Reduction

Remediation

Questions  
and  
Comments:





# Recommended WIC Cost Recovery Model Components



- Infrastructure investment fund
- Town-wide property tax
- Sewer enterprise account/ water use surcharge

## ASSESSING DEPARTMENT

**1. What are the differences between the FY16 budget and the FY17 proposed budget?**

Salaries, wages and longevity decreased by 68.47%.  
Overtime and sick bonus increased by 18.84%.

**2. What are the reasons for any increases or decreases?**

Salaries, wages and longevity decreased due to the passing of Dave Scannell. The slight increase in overtime is to ensure that the department can accomplish all of the taxpayers and Town's requests.

**3. Are you adding/reducing any personnel or hours?**

No.

**4. What are your top budgeting priorities for FY17?**

Enhancement of Services (EOS) to assist our most vulnerable taxpayers in the community. This service will be funded by free cash.

**5. Are there any expenses that could be deferred? What would be the impact?**

No.

**6. Recap of revenues anticipated and their sources?**

\$1,200 from copies and information requests; and  
\$6,750 from abutter's lists.

**7. Are any pricing/fee changes proposed?**

No, not at this time.

**8. Are any revolving funds or receipts reserve changes proposed and for what reasons?**

No.

Treasurer / Collector

1. What are the differences between the fy16 & fy17 proposed budget?

salary increases per contracts

health insurance increase

2. What are the reasons for any increases or decreases?

new union contracts

new insurance rates for FY 2017

3. Are you adding/reducing any personnel or hours?

reducing sticker sales hours by one hour per day

4. What are your top budgeting priorities for FY17?

increase cost of Municipal Lien Certificates from \$25

possibly eliminating 1 or 2 tax bill mailings to decrease postage costs

5. Are there any expenses that could be deferred? Impact?

no

6. Recap of revenues anticipated and their source?

tax bill revenues

water bill receipts

MLC receipts

7. Any pricing changes?

postage rates may increase

8. Any revolving fund or receipts reserve changes and reasons?

n/a

**COA DEPARTMENT ANSWERS TO APPENDIX A  
STANDARD QUESTIONS FOR FY 17 BUDGET PROPOSAL**

- 1) Differences between FY16 and FY 17 Budgets:
- 2) What are the reasons for any increases or decreases?

**FY16 Town Total Salary & Wages (does NOT include Grant position)  
\$323,291.26 + \$12,964.72 Longevity + \$2275 Sick Bonuses  
=\$338,530.98 Grand Total**

**FY17 Town Total Salary & Wages (does NOT include Grant position) \$  
336,614.04 + \$13,965.31 Longevity + \$2300 Sick Bonuses =\$352,879.35  
Grand Total  
Difference=\$14,348.37**

Town Nurse is full time now 40 hours so salary is different and longevity is different. The rest is 2% COLA increases and Step increases.

**TOTAL COA EXPENSE BUDGET**

**FY16= \$ 64,668.86**

**FY17=\$72,696.80**

**\$8027.94 difference**

\$7,500 is the cost of Harwich Residents attending the Orleans Adult Day Center-Multi- Town Municipal agreement.

\$200 Program Advertising (level funded for 8 years prior)

\$60 Telephones (per Foster)

\$92.58 Dues-.18 per senior from .16 per senior for Masss Councils on Aging Dues.

\$175.36 Mileage-Town Nurse 40 hours now seeing more patients per day.

(\$8,027.94)

- 3) Are you adding/reducing any personnel or hours?

We are adding Per Diem Chef hours for a total of \$2,949.75. The Chef has vacation days, personal days and sick time allotted to her. I am

trying to be fiscally responsible for coverage for her and with my time, as I am the only coverage currently. This service requires Serve-Safe Certification etc. so cannot be done by volunteers.

This per diem Chef is Grade 1 Step 1 \$17.59 per hour in FY17.

**4) What are your top budgeting priorities for FY 17?**

The 2 big items of priority for the COA are the Per Diem Chef and the Adult Day Center Cost.

**5) Are there any expenses that could be deferred? What would be the impact?**

No, we already deferred \$200.

I had originally put the advertising line item at \$1200 (a \$400 increase) as that is what the Dept. needs and we have gone 8 years at level funding for that line item. Then at our COA Budget Mtg. with the Town Administrator, Asst. Town Administrator and Town Accountant, we agreed to defer \$200 of that increase. So it is now a \$200 increase and the line item is \$1,000.

**6) Recap of revenues anticipated and their sources?**

The 2 sources of revenue the COA has are donations for the dining program and the Activity Program fees both of which go into the Revolving Account. Last year FY15 this amount was \$18,081.00 and was predicted to be \$10,250. I would anticipate between \$18,000 and \$19,000 for this year.

**7) Are there any pricing/fee changes proposed? No.**

**8) Are there any revolving funds or receipts reserve changes proposed and for what reasons? No changes.**

**Budget Planning Notes- Recreation Department – Joint BOS/Fin. Comm. Meeting**

**January 19, 2016**

The Recreation and Youth Department and Commission have submitted a FY2017 Budget consisting of three separate areas: Expenses, Seasonal Salary and Wages, and Year-Round Salary and Wages. Our requests are the following:

<b>Seasonal Salary and Wages-</b>	<b>\$173,580 (level funded from FY16)</b>
<b>Year Round Salary and Wages-</b>	<b>\$220,294 (5.6 % increase from FY16)</b>
<b>Expenses-</b>	<b>\$57,325 (8.8% decrease from FY16)</b>
<b>Total Budget Request-</b>	<b>\$451,399 (1.5 % increase from FY16)</b>

The following notes are based on the guideline standard questions issued to Department Heads on December 10, 2015.

**1- *What are the differences between the FY16 budget and FY17 proposed budget?***

-The FY17 proposed budget for Year Round salary and wages includes a request of \$220,294 which is a 5.6 % increase from FY16 due to contractual and union obligations.

-The FY 17 proposes a 8.8 % decrease in funding due to the removal of \$5500 from line item 5430 Maint/Rep Bldgs & Equip. \$5500 to be re-allocated to Building Maintenance Division budget.

**2- *What are the reasons for any increases or decreases?***

-Year Round Salary and Wages- all increases are derived from Union Contractual increases.

-Expenses- Our expense budget is decreasing due to re-allocation of \$5500 to Building Maintenance Division budget.

**3- *Are you adding/reducing any personnel or hours?***

We are not proposing any addition or reduction of personnel or hours.

**4- *What are your top budgeting priorities for FY16?***

The Recreation and Youth Department's top budgeting priorities for the coming Fiscal year are to maintain consistent staffing both seasonally and year-round within the Department. A stable year-round Recreation Staff is what allows us to continue to provide a wide variety of offerings and services to residents, as well as, managing the 53 town fields, parks, and beaches under the Recreation Department and Commission jurisdiction. In turn, a stable and fully financially supported seasonal staff ensures the overall safety of our countless summer visitors and residents that patronize our town beaches.

**5- *Are there any expenses that could be deferred? Impact?***

We feel that all of our Expenses are necessary to successfully run the Recreation Department and to maintain and build upon the success that we have had in the past. We are not adding any new expenses/staff etc.

**6- *Recap of revenues anticipated and their source?***

Summer Swim Lesson Program-	\$10,000 (all other programs in Rev Fund)
General Fund Programs-	\$7,500

Daily Beach Passes-	\$85,000
Beach Stickers-	\$280,000
Beach Vendor Contracts-	\$25,000
Beach Parking Violations-	\$35,000
Total Anticipated Revenue FY16-	\$442,500

7- ***Any pricing changes?***

We do not have any anticipated pricing changes at this time. The Recreation and Youth Commission will be reviewing their fee schedule at their February meeting.

8- ***Any revolving fund or receipts reserve changes and reasons?***

We are not seeking to change the status of our 53E1/2 Recreation Revolving Fund or it's \$120,000 annual expenditure limit.

Submitted By:

Eric Beebe-Recreation and Youth Director

2-1-16

**APPENDIX A**

**STANDARD QUESTIONS:**

1. The proposed FY 17 budget is 5.6 percent lower than the FY 16 budget. The FY 17 budget is totaled at \$286,642.04 in comparison to the FY 16 budget which was totaled at \$303,517.52.
  
2. Any line item increases are contractual or as directed by the Town Administrator. The decreases are attributable to changes in line item 5243 and line item 5380 due to the transfer of funds from the **Community Center budget** to Facilities Management. The chart detailing the budget comparison between FY 16 and FY 17 is as follows:

	General Fund	2016 CY Rev Budget	2017 Projection Level 1	Percent Change	Reason for Increase/Decrease
511800	Part-Time Year-Round S&W	20,144.00	21,579.48	7.1%	Contractual
511900	Saleries & Wages	118,668.93	120,908.44	1.9%	Contractual
513000	Overtime	500.00	500.00	0.0%	~
514000	Longevity	819.59	1,607.02	~	Contractual
515007	Sick Leave Bonus Per Contract	650.00	650.00	0.0%	Contractual
521100	Electric Utility	57,502.00	60,377.10	5.0%	Electric as directed from Town Admin.
521200	Gas Utility	48,532.00	48,532.00	0.0%	Level funded
523000	Water Utility	1,320.00	1,452.00	10.0%	Water Increase as directed by memo
524300	Other Maint/Repair Service	28,500.00	10,180.00	0.0%	~
538000	Other Purchased Services	17,906.00	11,881.00	-33.6%	Included Required Inspections
542000	Office Supplies	2,975.00	2,975.00	0.0%	Office Supply - Lease of new copier
54600	Groundskeeping Supplies	6,000.00	6,000.00	0.0%	~
<b>Total General Fund</b>		<b>303,517.52</b>	<b>286,642.04</b>	<b>-5.6%</b>	

3. We are not currently making any changes to personnel or hours. The Community Center is currently open 88 hours per week, though staff coverage is limited to 64 hours per week. These hours breakdown as follows:



**Hours of Operation:**

<b>Day</b>	<b>Hours of Operation</b>	<b>Total Hours</b>
Monday - Friday	6:00 AM – 10:00 PM	16 x 5 days = 80
Saturday	9:00 AM – 5:00 PM	8
<b>Total</b>		<b>88 hours</b>

**Staff Coverage:**

<b>Staff Member</b>	<b>Hours per Week</b>	
Samantha Estabrook, Principal Clerk	35	
Person 1	19	
Person 2	10	
<b>Total</b>		<b>64 hours</b>

In addition to the Community Center staff member hours outlined above, there is custodial coverage from Monday through Friday from 6:00 AM to 9:00 AM to open the building and from 8:00 PM to 10:00 PM to close the building. This totals 25 hours of limited custodial staff coverage per week.

While the custodial coverage of the building provided in the mornings and evenings is crucial to the success of our operations, there are still 25 hours with no front desk coverage at all. This leaves no one to answer the phones, respond to patrons' questions, concerns, or requests, or to direct people to meeting spaces. This also means that there are already 25 hours per week with only one Town of Harwich employee on site which could be potentially dangerous in the event of an emergency.

Given the ever increasing demand for Community Center use and extended hours and the reality that we are already short staffed for our current hours of operation, it is not feasible to reduce the number of staff members or staff hours at the Center.

4. We need a fully funded budget to maintain our standards of operation.
5. There are no expenses that could be deferred without jeopardizing the functioning of the building.
6. The main sources of revenue for the year to date for FY 16 are as follows. Our anticipated revenues for FY 17 are consistent with our numbers from the current fiscal year.

Revenue Source	Fiscal Year to Date Total (02/10/2016)
Program Fees	\$817.00
Passport Fees	\$7,370.00
Building Use Fees	\$6,615.00
<b>Total:</b>	<b>\$14,858.00</b>

This year to date total of \$14,858.00 is relative to an estimated annual revenue for FY 16 of \$22,850.00. Therefore, we are currently at 65 percent of our year end estimate.

Additionally, we have taken in \$45,072.00 in revenue in the fiscal year to date from Weight Room memberships. This revenue is contributed to the revolving fund.

7. We are currently looking at increasing our facility room use fees at the request of the Board of Selectmen. A draft proposal is as follows:

Room	Current Fee	Proposed Fee	Percent Increase
<b>Activity Rooms</b>			
Single Use	\$35	\$40	14.3%
Yearly (104 max uses)	\$150	\$165	10.0%
<b>Multipurpose Room</b>			
Single Use	\$50	\$60	20.0%
Yearly (104 max uses)	\$250	\$275	10.0%
<b>Gymnasium</b>			
Single Use	\$100	\$125	25.0%
Yearly (104 max uses)	\$400	\$450	12.5%
<b>Average Percent Increase:</b>			<b>15.3%</b>

This draft has been discussed at a public meeting with clubs and organizations who rent rooms in the Community Center. It was widely supported by all in attendance. It is currently being discussed further with the Community Center Facilities Committee.

8. There are no proposed changes to revolving funds or receipts reserve at this time.

## **Sandy Robinson**

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**From:** Virginia Hewitt <vhewitt@clamsnet.org>  
**Sent:** Friday, February 12, 2016 3:54 PM  
**To:** Sandy Robinson  
**Cc:** Christopher Clark; Charleen Greenhalgh; Mary Warde; Emily Milan; Megan Hoye; Sean Libby; Andrew Gould; Linda Cebula  
**Subject:** Library - Additional Info for BOS FinCom Budget Hearing  
**Attachments:** FY17 Library Budget Packet for BOS FinCom Budget Hearing.pdf

Attached is the supplemental budget information from the Library for the Selectmen and Finance Committee's budget hearings.

Preparing this packet took longer than anticipated as I ran into some difficulty trying to reconcile what MUNIS shows with what we submitted. The differences stem from incorrect amounts being transferred from the Library budget to Highway for centralized maintenance. The details are included in the packet but here is a summary:

1. \$231 was taken from our Water line with a note that it was transferred to centralized maintenance. That should not have happened. That amount is for a charge from the Water Dept to have the fire protection sprinkler system hooked up to Town water. It does not involve maintenance on the hook-up. It's a connection charge.
2. We should have retained \$4000 in our Maintenance line but MUNIS shows \$5500 staying in our line. Highway should have received \$96855 for their line for Library building maintenance but they only received \$95586.

The attached packet I prepared reflects the correct amount in the correct lines that should be in our budget.

Thanks,  
Ginny

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**Virginia A. Hewitt**  
**Library Director**  
Brooks Free Library  
739 Main St., Harwich MA 02645  
508-430-7562, ext 8  
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## BROOKS FREE LIBRARY

### RESPONSE TO STANDARD QUESTIONS FOR SELECTMEN AND FINANCE COMMITTEE BUDGET HEARINGS

Feb. 11, 2016

1. What are the differences between the FY16 budget and the FY 17 proposed budget?

The Library re-opened on Mondays on Sept. 14, 2015. The FY17 budget includes funding for 6 days of operation for the full fiscal year.

#### Expenses:

See attached spreadsheet for details – The expense spreadsheet includes a breakdown on the categories included in each budget line and amount in those categories. It also shows the amount of increase or decrease for each line and the % of increase or decrease.

#### Major items of note:

- Most of the building maintenance funds have been transferred to the Highway & Maintenance Dept. The Library is keeping \$4000 in our Building Maintenance line and \$96855 should have been transferred to Hwy. A spreadsheet of Library maintenance expenses that transferred to Hwy is included in this packet. (Note: As of 2/11/16 MUNIS shows \$5500 remaining in the Library budget for maintenance and Highway received \$95586 for Library maintenance.)
- Line 5230 Water should be \$997, which includes \$231 in charges for the fire sprinkler hookup. As of 2/11/16 MUNIS shows that \$231 was removed from this line and transferred into the Highway Dept's centralized maintenance lines. This should not have occurred. It is not a maintenance item. This \$231 is a charge from the Water Dept. to have the fire sprinkler system hooked up to Town water.
- Line 5420 Office and Line 5580 Other Supplies Not included Elsewhere ("Library Supplies") – This year the Office Supply line was increased and a compensating reduction was taken in Library Supplies to better reflect expenditures in the different categories of supplies. The net increase between two lines is +\$350 (+2.0% increase combined for the two lines).
- Line 5309 Professional/Technical Services – This line is up \$2111 (4.9%) as a result of increase in the cost of our membership in the CLAMS consortium. Our membership fee is increasing \$2045 (5.2%) despite the fact that CLAMS has level funded their FY17 budget. This increase is a direct result of decreased funding in Line 7000-9506 Library Resource Sharing and Technology in the State budget.

#### Salary and Wages:

See attached spreadsheet for details.

There are no increases in positions or additional hours for positions except for fully implementing the Monday re-opening. Staff members are already working the additional hours for Mondays, started in Sept. 2015 to save costs. The FY17 budget includes the additional costs for July and August.

Salary and Wages are up \$51,648.81 (8.99%) for FY17 as a result of the addition of Mondays in July and August , a 2% cost-of-living increase and contractual step increases and increases in longevity payments. Of the 17 permanent (not substitutes) staff members, 16 will receive a step increase or increase in longevity.

<b>Salary &amp; Wages Breakdown of Increased Cost</b>		
Amount	Reason	Percent of the Overall Increase
13,077.00	Mondays in July and August	25.32%
11,752.43	2% COLA	22.75%
26,819.38	Step increases (11), Increases in Longevity (6)	51.93%
51,648.81	Increase	

The budget makes one change that has no monetary impact. The budget has had one line for "substitutes" (official title: Circulation Assistant.) We use more of these funds in the summer, when use of the Library doubles, so we have sufficient staff covering the public desks to meet the demand for service. This year we have reduced the amount of money in the line for substitute Circulation Assistants in order to create a temporary summer hire Circulation Assistant for 36 hours per week for 9 weeks. Not only does this reflect how we actually use the funds, separating the "seasonal" use from year round substitute funds will make it much easier for us to gauge throughout year how much we really have available. The total amount requested for Circulation Assistants has not changed and the summer hire will not incur entitlement to benefits or unemployment.

2. What are the reasons for any increases or decreases?

See above responses and attached spreadsheets.

3. Are you adding/reducing any personnel or hours?

No new positions or increases in hours are included in this budget. It does, however, as planned, extend the Monday openings that began in Sept. 2015 for the full year.

To reduce FY16 expenses the Library re-opening on Mondays began in Sept. The FY17 budget includes the additional cost of staffing Mondays in July and August. Staff members will continue to work the hours already funded since Sept. 2015.

4. What are your top budgeting priorities for FY17?

Transfer of Building Maintenance funds to the centralized Facilities Management Division in the Highway and Maintenance Dept.

Funding for exterior preservation work on the historic portions of the Library building. At the Feb. 11, 2016 meeting of the Community Preservation Committee the CPC voted to re-consider this project and voted to approve the \$540,000 in new funds needed to preserve the exterior of the two historic portions of the building. This preservation work is in being done in compliance with the Dept. of Interior standards on historic preservation and has been reviewed by the Massachusetts Historical Commission, which sent a letter stating they concur with the assessment, recommendations and treatment method. The FY17 project includes funds to chemically strip and remove paint, replace rotted wood and re-paint. It also includes restoration work on the columns. Funds to accomplish additional work identified in the assessment, including window repairs, repair of the buckling brick sidewalk, landscaping and streetscape improvements are being deferred to future years. The \$540,000 in historic preservation funds approved by the CPC will still require Town Meeting approval. Any work that involves a change in the design, material, color or the outward appearance visible from a public way will require a Certificate of Appropriateness from the Historic District Historical Commission.

5. Are there any expenses that could be deferred? What would be the impact?

No, nothing can be deferred. These are routine operating expenses. Nothing additional or extraordinary.

6. Recap of revenues anticipated and their sources?

Library deposits to the General Fund come from overdue fines and patron payments for printing.

FY15 -	\$6841.91
FY16 YTD thru 1/31/16	\$4596.25

Note: the FY16 year-to-date amount may appear high but is consistent with prior years at this time. Receipts are higher at the start of the fiscal year during the summer season when use of the library doubles.

The amount of revenue from overdue fines has been decreasing steadily each year over the past ten years as it has become much easier for patrons to renew their items online and they also receive automated "courtesy notice" reminders, so overdue fines are not incurred.

We anticipate this trend to continue, so to be conservative, we estimate FY17 revenue will be \$5000.

7. Are any pricing/fee changes proposed?

No.

8. Are any revolving funds or receipts reserve changes proposed and for what reasons?

No revolving funds or receipts reserved funds.

Brooks Free Library Expense History and FY17 Request

updated Feb. 11 2016

Line		FY14 Expended	FY15 Budget	FY15 Expended	FY16 Request	FY16 Voted	FY17 Request	Change	Percent	Notes
5179	Other fringe benefits			375	625	625	655	30	4.8 %	5 pre-employment physicals at \$131 each (5% increase). <i>Note: May be too low - As of 2/10/16 5 new hires &amp; 2-3 more anticipated</i>
5211	Electric	25,894	31,465	27,591	33,347	32,795	34,435	1,640	5.0 %	Adds 20% to July & August for addition of Mondays plus Town instructions add 5%.
5212	Gas	13,408	13,369	10,797	17,076	17,076	16,200	-876	-5.1 %	Town instructions add 5%. Don't have data on 6 days use yet. Calculation-added 20% to FY15,14 &13 expenditure & use to account for Mondays, plus 5% = \$15671.
5230	Water	841	981	886.2	950	950	997	47	4.9 %	Fire Sprinkler hookup \$231, Backflow tests \$368, Use \$398 (Use includes incrs .20 for 6th day of use) Town instructions - add 5%. <i>Note: As of 2/11/16 MUNIS shows that \$231 for the fire sprinkler hook-up was removed and transferred into the Highway Dept's centralized maintenance lines. This should not have occurred. It is not a maintenance item. This \$231 is a charge from the Water Dept. to have the fire sprinkler system hooked up to Town water.</i>
5243	Maint & Repair	43,968	48,555	54,308	60,382	56,382	4,000	Most moved to Hwy & Maint		\$4000 to Stay in Library budget. \$96855 transferred to Library Maint line in Highway & Maint budget. <i>Note: As of 2/11/16 MUNIS shows \$5500 remaining in the Library budget for maintenance when only \$4000 should be staying in our budget. MUNIS also shows the Highway Dept. received \$95586 for Library maintenance when they should have received \$96855.</i>
	Trash removal	468	500	468	500	500	500			Weekly pickup of 2 large barrells. 5% incrs over FY15 actual of \$482.
	Building Equip /Physical Plant						1,500			book carts, book trucks, shelving, spinners

	<i>Disaster Recovery Supplies</i>						500			tarps, containers, rescubes, fans, protective equipment, water damage supplies, etc.
	<i>Miscellaneous Custodial</i>		1,641				1,500			trash cans, floor mats, buckets, shovels, brooms, floor mats, tissues, sanitizer, wipes, absorbant, etc
5309	<b>Prof/ Tech Serv</b>	40,147	42,057	41,649	43,313	43,313	45,424	2,111	4.9 %	\$41749 CLAMS Membership, \$2455 Library Software, \$1220 Assitive Technology software. Note: line is up \$2111 (4.9%) as a result of increase in CLAMS Membership. CLAMS incrs \$2045 (5.2%). CLAMS budget level but incrs fee is result of reduced funds for libraries in State budget
5420	<b>Office Supplies</b>	4,086	4,200	6,110	4,300	4,300	5,550	1,250	29.1 %	Compensating reduction of \$900 in Line 5580 Library supplies to better reflect expenditures in the different categories. Net increase between two lines is +\$350 (+2.0% increase combined for the two lines). This line includes: \$900 paper, \$3600 toner, \$950 misc consumables, \$100 other.
5341	<b>Advertising</b>	68	160	22	160	160	160	0	0.0 %	required for advertising vacant positions.
5580	<b>Other Supplies NEC ("Library Supplies" and Technology)</b>	12,088	13,900	12,874	13,250	13,250	12,350	-900	-6.8 %	\$7000 computers \$900 peripherals/devices /networking, \$2100 materials proc/protection, \$950 circ supplies, \$1300 Info Matls/Signage, \$100 Other. Note: \$900 reduction this line moved to Line 5420 Office Supplies to better reflect spending on different categories of supplies. Net increase between two lines is +\$350 (+2.0% increase combined for the two lines)
5730	<b>Dues, Sub &amp; Travel</b>	2,091	2,325	2,179	2,625	2,625	3,110	485	18.5 %	\$1400 Mileage, \$400 Conference/Workshops, \$1310 Dues (ALA/NELA/MLA/MLTA/Chamber). Note: FY15 expended - \$3017 (\$2179 budget + \$838 Trust & Gift). FY14 expended - \$3613 (\$2091 budget \$2091 & \$1522 trust)
5100	<b>Educ. Supplies</b>	100,154	120,000	120,039	142,000	140,867	145,000	4,133	2.9 %	Includes books, audio, video, periodicals, electronic resources, etc. for use by patrons. FY18 projected \$150554. Note: If building maint. stays in Library budget would need \$154000 in FY17.
<b>Total Expenses</b>		242,745	277,012	276,830	318,028	312,343	267,881	-44,462	-14.2 %	

\$7920 increase (w/out Maint) = 2.96% increase



FY17 Salary and Wages Worksheet -

updated Feb. 10 2016

Name		Step on 6/30/15	Ann Date	Dates	Gr/ Step	Salary	Weeks	Hours	Hours	Sub Total	FY17 Total	Notes	Increase in Longevi	Step Increase
Hewitt, Virginia	Library Director	M4/10	7/1	7/1/16-6/30/17	M4/1	83,598	salary	35		83,598.00			X	
				longevity	0.06					5,015.88	88,613.88			
vacant	Asst Director	9/6	3/1	7/1/16-2/28/17	9/6	32.39	52.20	35		59,176.53	59,176.53	estimate filling 3/1/16	X	
Pickett, Jennifer	Reference Librn	8/6	12/10	7/1/16-6/30/17	8/6	30.99	52.20	35		56,618.73				
				longevity	.04					2,264.75	58,883.48		X	
Carpenter, Ann	Youth Librn	8/6	12/17	7/1/16-6/30/17	8/6	30.99	52.20	35		56,618.73				
				longevity	0.04					2,264.75	58,883.48		X	
Martell, Suzanne	Staff Librarian	7/6	10/11	7/1/16-6/30/17	7/6	29.37	52.20	35		53,658.99				
			May	longevity						3,756.13	57,415.12		X	
Milan, Emily	Staff Librn	7/5	7/1	7/1/16-6/30/17	7/6	29.37	52.2	35		53,658.99	53,658.99			X
Hoye, Megan	Admin/Ref Assistan	5/2	11/3	7/1/16-11/2/16	5/2	22.35	17.80	30		11,934.90				X
				11/3/16-6/30/1	5/3	23.36	34.40	30		24,107.52	36,042.42			
Paine, Pam	Senior Library Tech	4/6	3/18	7/1/16-6/30/17	4/6	25.39	52.20	24		31,808.59			X	
				longevity	.01					318.09	32,126.68			
Clingan, Joanne	Senior Library Tech	4/5	1/1	7/1/16-12/31/1	4/5	24.30	26.20	18		11,459.88				X
				1/1/17-6/30/17	4/6	25.39	26.00	18		11,882.52	23,342.40			
vacant	Shift Supervisor	5/1	1/1	7/1/16-1/3/17	5/1	21.39	26.00	17		9,454.38				X
				1/4/17-6/30/17	5/2	22.35	26.20	17		9,954.69	19,409.07			
Inman, Phil	Senior Library Tech	4/6	4/15	7/1/16-6/30/17	4/6	25.39	52.20	17		22,531.09		frozen longevity \$238.56, will begin		
				longevity	frozen					238.56	22,769.65	increasing again in FY18		
Kelley, Lee	Senior Library Tech	4/3	7/1	7/1/16-6/30/17	4/5	24.30	52.20	18		22,832.28	22,832.28			X
Burke, Carla	Asstv Tech Coord	6/4	7/1	7/1/16-6/30/17	6/6	27.99	52.20	9		13,149.70	13,149.70			X



FY17 Library Building Maintenance Transferred to Centralized Maintenance

updated Feb. 11 2016

Maint & Repair	43,968	48,555	54,308	59,882	56,382	96,855	One-time projects \$44,000 (Sprinkler Repairs \$15,000, Smoke detectors \$29,000) W/out those request is \$56855
<i>HVAC</i>	7,529	9,769	7,375	9,883	9,883	10,506	\$1800 PM/svc contract + \$6706 ave last 3.3 years repairs + \$2000 continue energy efficiency program tying in heat and air on same thermostat in 2 locations
<i>Fire Alarm/Sprinkler</i>	12,149	6,648	5,725	8,180	8,180	7,601	\$3334 inspection contract (FY16 cost of \$3176 +5%) and \$4267 average repairs last 3.3 years.
<i>Fire &amp; Security Alarm</i>	889	1,117	1,029	1,129	1,129	1,119	\$383 Fire alarm monitoring; \$284 Security alarm; \$227 warranty and inspection; \$225 service calls
<i>Elevator Maint</i>	4,193	4,902	5,761	4,866	4,866	4,938	\$3839 PM/month full service contract + \$1099 ave repairs last 3.3 yrs. Note:contract is thru May 2018.
<i>Electrical Work</i>	3211 + <i>deferred work</i>	5,000	22,180	5,000	5,000	5,000	FY16 YTD thru Nov - approx \$10,000 (not incldg inverter). FY15 expended \$22180 on flickering/ dimming light prob. None of this has addressed other fixture repairs; large backlog.
<i>Ext. Painting</i>	4,400	7,500	4,400	7,500	7,500	7,500	Ongoing maint. program, paint portion exterior each year
<i>Pest Control</i>	517	533	617	533	533	533	Monthly service. 5% price incr over FY16 \$517
<i>Light Bulbs</i>	648	2,000	2,165	2,000	2,000	2,000	FY15 expended \$2165
<i>Plumbing</i>	1,044	2,506	98	1,762	1,762	1,827	<i>average last 4.3 years repair costs</i>
<i>Fire Ext</i>	217	205	152	254	254	230	<i>average last 4 years costs</i>
<i>Septic Pumping</i>	460	475	505	475	475	606	FY15 cost \$505 + 20% for addtnl day (incrsd use)
<i>Handicapped Door Repairs</i>				8,000	8,000	0	Work to be completed in FY16
<i>Grounds</i>	0	0	0	3,000	3,000	3,000	Spring and/or fall cleanup of overgrown perimeter of upper parking lot and area between parking lots.
<i>Emerg Lt Inverter</i>	1,320	2,400	1,250	2,000	2,000	4,195	\$1312 annual insp (5% incr over FY16 \$1250) + \$2883 ave repairs 3 years

<i>Interior Painting</i>	0	0	0	5,000	0	3,500	<i>Requested for years but not funded. Work cont to be deferred. Last painted 1998.</i>
<i>Locksmith</i>	0	3,000	110	300	300	300	<i>Lock repairs and key replacements</i>
<i>Smoke, Heat and Duct Detectors</i>						29,000	<i>On FY17 Capital Plan. Could be article rather than in budget. Detectors at end of life, will cause supervisory trouble that requires service. Ext expensive for service to repl individual detectors.</i>
<i>Sprinkler Repairs</i>						15,000	<i>Numerous leaks discovered in multi-year flow test of dry system in Oct 2015. Current estimate \$10,000 but is likely ext low. Prev work in 2008 was \$17000 and there are more extensive leaks in more locations now. Could fund work by RFT in FY16 or article for FY17 rather than budget. Danger in waiting until FY17 is water damage if system is activated.</i>

96,855

Note: As of 2/11/16 MUNIS shows \$5500 remaining in the Library budget for maintenance when only \$4000 should be staying in our budget. MUNIS also shows the Highway Dept. received \$95586 for Library maintenance when they should have received \$96855.

MUNIS shows that \$231 for the fire sprinkler hook-up was removed from Line 5230 Water and transferred into the Highway Dept's centralized maintenance lines. This should not have occurred. It is not a maintenance item. This \$231 is a charge from the Water Dept. to have the fire sprinkler system hooked up to Town water.



TOWN OF

HARWICH

*732 Main Street  
Harwich, MA 02645*

CONSERVATION COMMISSION

(508)-430-7538 FAX (508)430-7531

February 10, 2016

1. What are the differences between the FY16 budget and the FY17 proposed budget?

The two differences are that instead of asking for \$3,000 for the water utility for the Town Gardens, we are only asking for \$2,400, and we are asking for the creation of a part-time technical assistant to the Conservation Administrator.

2. What are the reasons for any increases or decreases?

Last year we found that we did not need all \$3,000 for the cost of watering at the town gardens, and it was a dry year. If we do need a little extra this year, we do have the ability to take it out of another item.

Over the past few years, the role the Conservation Administrator has played in town projects has changed and increased. The Conservation Administrator is now involved in a number of large town projects, such as the Muddy Creek Project, the Artificial Reef Project, as well as numerous committees other than the Conservation Commission, such as the Real Estate and Open Space Committee, Trails Committee, Saquatucket Development Committee, and the Coastal Processes Workgroup of the Pleasant Bay Alliance. Over the past few years, the Conservation Administrator has also made it a priority to manage the 1000+ acres of conservation land the town owns better. It is very worthwhile for the Town to have the Conservation Administrator involved in these endeavors, but it puts a strain on my ability to do a comprehensive review of projects that are going in front of the Conservation Commission, and it takes me more time to get administrative permits for minor projects out than I would like to. I typically work more hours than normal in each workweek, and take things home with me when I am on a deadline and just do not have enough time in the office. Myself and my administrative staff take great pride in the quality of work and customer service that we provide, and having a part-time technical assistant would greatly assist in turning permits around quicker and allowing the Conservation Administrator the time to do comprehensive reviews of projects that require much time and effort.

3. Are you adding/reducing any personnel or hours?

I am requesting to add a part-time technical assistant to the Conservation Department at 19 hours per week, with a grade of HEA GR 9, Step 1 pay of \$25.99/hr, for a total annual pay of \$25,782.08. This grade is consistent with other types of assistants on the HEA pay scale. I would like to attract individuals with some experience in the Conservation Field.

4. What are your top budget priorities for FY17?

The Conservation budget is fairly consistent and straight-forward from year-to-year. The main priority is to get a part-time technical assistant to help with project review, minor permits, and customer service.

5. Are there any expenses which could be deferred? What would be the impact?

The only additional expense being requested is for a part-time technical staff person. Not receiving this person would continue to put a strain on a department which offers a number of great services to this community. Not receiving an assistant may result in the Conservation Administrator scaling back on some of the committee meetings (other than Conservation) that she participates, in order to get her main job of adequately reviewing filings and preparing the Conservation Commission done. Something I take great pride in is the quality of my work. Lately due to increased work duties, the quality is not up to my standard, though it may be up to others.

We live in a beautiful coastal community. A few main reasons people love to live and vacation in Harwich is due to the natural beauty of our beaches, marshes, and conservation lands. This position would allow this Department to continue managing our conservation lands and protecting our sensitive wetlands effectively, thus continuing to attract people to this cape town.

6. Recap of revenues anticipated and their sources.

In a typical year, the Conservation Department takes in approximately \$10,000-\$15,000 in hearing and town fees. A portion of the state fee for a Notice of Intent application goes into a 'wetlands' account to only be used for the purpose of upholding the Massachusetts Wetlands Protection Act. Last year we took in just under \$8,000 in this account, and have used it to pay for third party consultants on contentious conservation filings and for a *Codium* study at Red River Beach. We have also used this account to send the Conservation Commissioners and the Conservation Administrator to workshops in the event that we need to spend more than we have in the line item dedicated to this in our budget. The fees for the community gardens brought in \$3,470 last year, and about the same is anticipated for this year.

7. Are any pricing/fee changes proposed?

The permit fees for Harwich Conservation are pretty consistent with others in surrounding towns so no increase is proposed this year. Two years ago the fee went up for community garden plots, and no increase is proposed this year.

8. Are any revolving funds or receipts reserve changes proposed and for what reasons?

The 'Wetlands' account, which can only be used for Conservation purposes, is proposed to formally become a revolving fund this year. This will help this department self-fund third party reviews of projects, as well as wetland-related studies and projects. It will allow this department to plan for future studies and pay for management plans on how to best manage and protect our wetland resource areas.



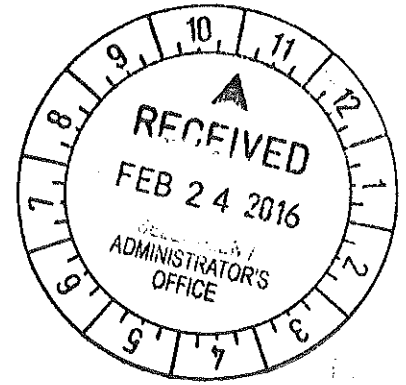
TOWN OF

HARWICH

732 Main Street  
Harwich, MA 02645

CONSERVATION COMMISSION

(508)-430-7538 FAX (508)430-7531



February 23, 2016

To: The Town of Harwich Selectmen  
From: Amy Usowski, Conservation Administrator

RE: Budget Request for a Part-Time Technical Assistant to the Conservation Administrator

First, thank you for your time and consideration of my request for a part-time (19hrs/wk) technical assistant to the Conservation Administrator. The proposal is to bring a qualified staff person on at HEA Gr 9 Step 1 at \$25.99/hr. The reasons that I am requesting this position are stated below.

Over the past four years that I have been the Conservation Administrator, the role this position plays in town government has greatly evolved. Prior to my tenure, the primary duty of the Conservation Administrator was to administer the Massachusetts Wetlands Protection Act and Harwich Wetlands Protection Bylaw by reviewing incoming applications and making professional recommendations to the Conservation Commission on these proposed projects. Some land management did occur, and the town gardens have always been overseen by this department.

The Conservation Commission is one of the most busy and controversial boards in Town. The Commission works primarily with waterfront homeowners. The Conservation Commission used to meet once a month for hearings and once a month for a working meeting. Now we meet twice a month for hearings. We had 72 hearings for Notices of Intent last year, and 22 Requests for Determination of Applicability. We issue numerous Order of Conditions, Certificates of Compliance, and Extension permits. Annually I process over 100 minor Administrative Review Permits myself. We live in a beautiful coastal community, and the decisions that the Conservation Commission and I make are key in keeping Harwich a place where people want to live and visit.

Over the past few years, I have been called upon to take part in and sometimes staff more and more committees and projects. I was appointed as vice-chair to the Saquatucket Development Committee, attend Trails Committee and Real Estate and Open Space Committee meetings, am a member of the Muddy Creek team, am the Harwich Representative to the Coastal Processes Workgroup of the Pleasant Bay Alliance, am the main staff person directing the Artificial Reef Project, am a member of the Cape Cod Network of Conservation Administrators, and above all, am staff support to the Conservation Commission. Also, as the second floor in town hall is now Community



Development, and is managed by the 4 permitting department heads, more of my time is spent managing the office where before it wasn't. I thoroughly enjoy taking part in all of these groups and projects, but it can take a lot of time away from my being able to complete my main duty, which is to conduct site visits, meet with applicants and engineers, review filings that come in under the Wetlands Protection Act and Bylaw, and make professional recommendations to the Conservation Commission.

The people of Harwich greatly value their conservation land, as clearly shown from the over 300 survey results from the Draft 2016 Open Space and Recreation Plan. The past four years, the Conservation Commission, Trails Committee, and I have made it a priority to 1) create management plans for our conservation areas and 2) manage them better. This takes time, effort, and outreach. We recruit volunteers from the public and use groups such as AmeriCorps Cape Cod. In addition to monitoring and managing 1000+ acres of conservation land, my department also manages the Community Gardens on Sisson Rd. There are approximately 100 gardeners there. Management of the gardens involves selling plots, lining up a farmer to till them each year, cleaning the plots and surrounding area around them, lining the plots each year, trouble-shooting leaks in the water system with the Maintenance Department, and making sure everyone follows the rules. Last year we started an electronic database of the gardeners to enhance communication and promote more of a community there. Gardeners can share useful tips with each other, and we even started a weekly drop-off of excess veggies to the homeless shelter in Hyannis.

Some of the other activities that I am involved with in my role of Conservation Administrator are as follows:

- Reviewing each building and health permit that comes in to ensure no activities are being proposed within Conservation jurisdiction that have not already been approved by myself or the Conservation Commission.
- Leading educational natural history walks for the public at our conservation areas several times a year.
- Hosting workshops that promote native planting, reducing water usage and fertilization, and planting for pollinators.
- Organizing the Harwich Tour de Trash event with HCT and town volunteers.
- Hosting the annual Arbor Day Seedling Giveaway
- Co-managing an AmeriCorps Cape Cod volunteer with HCT two days a week from October-July annually.
- Attending and sending the Commissioners to various workshops each year to advance our knowledge in the Conservation field.

The benefits that the Conservation Department provides to the Harwich community are vast. I have two wonderful administrative staff that I share with the Health Department, and without them we would not be able to accomplish half of the things we do. I have learned how to manage my time to the absolute best of my ability while trying to adequately protect the sensitive environmental resources of the town, lend support to various committees, and promote greater sense of community in the Town. The duties of the part-time technical staff person would be as follows:

- Complete site visits for and issue the Administrative Review Permits
- Assist the Conservation Administrator with review of incoming applications for Notices of Intent, Requests for Determination of Applicability, Certificates of Compliance, Extension Permits, etc. Attend Conservation Commission meetings occasionally.

- Lead some land management efforts such as trail maintenance and continuing to maintain/enlarge field habitat at Thompson's Field.
- Staff the Trails Committee
- Monitor town-owned properties that do not have trails for dumping/encroachment, and monitor town properties with Conservation Restrictions.
- Assist with planning of the events bulleted above.

Again, thank you for your consideration, and I will be at the meeting on Feb 27<sup>th</sup> in the late afternoon to answer any questions you may have.

Amy Usowski  
Conservation Administrator  
Town of Harwich

# APPENDIX A

## HEALTH

### STANDARD QUESTIONS:

1. What are the differences between the FY16 budget and the FY 17 proposed budget?
  - PART TIME HEALTH INSPECTOR- ADDITION OF CALL-OUT/ BACK FILL/ SPECIAL EVENT COVERAGE HOURS 105 HRS ( 15 DAYS) = \$3270.75
  - OTHER PURCHASED SERVICES- EXPENSES- increase by \$1500 ( 4,000 to 5500) this is used for contract inspectors for field work. We have overspent due to increased workload. This item is preventative to adding more staff on payroll.
2. What are the reasons for any increases or decreases?
  - Increase in field activity for constructions and septic systems
  - There is currently no budget for call out- part time fund. Monies were removed and put into the Community Development budget
3. Are you adding/reducing any personnel or hours?
  - no
4. What are your top budgeting priorities for FY17?

Maintain current staff levels
5. Are there any expenses that could be deferred? What would be the impact?

No new expenses
6. Recap of revenues anticipated and their sources?

2015 annual report- \$143,944
7. Are any pricing/fee changes proposed?

A few large project/environmental review fees were added in 2015
8. Are any revolving funds or receipts reserve changes proposed and for what reasons?
  - no

## APPENDIX A – Natural Resources Department

1. **What are the differences between the FY 16 and the FY 17 proposed budget?**  
Very small differences – primarily level funding request.
2. **What are the reasons for any increases or decreases?** There are 2% contract increases for the salaries & wages which also includes the seasonal employment.
3. **Are you adding/reducing any personnel or hours?** No
4. **What are your top budgeting priorities for FY 17?** They would be the Professional/Tech Services WATER QUALITY TESTING and the Public Works Supplies SHELLFISH LAB SEED.
5. **Are there any expenses that could be deferred? No. What would be the impact?** N/A
6. **Recap of revenues anticipated and their sources?** Sale of Commercial and Recreational Shellfish Permits – approximately \$8,500 yr.
7. **Are any pricing/fee changes proposed?** No. Will review and propose Shellfish permit pricing/fee in another year.
8. **Are any revolving funds or receipts reserve changes proposed and for what reasons?** No.

## Channel 18

### STANDARD QUESTIONS:

1. What are the differences between the FY16 budget and the FY 17 proposed budget?

*No differences besides regular salary increases*

2. What are the reasons for any increases or decreases?

*Salary*

3. Are you adding/reducing any personnel or hours?

*No*

4. What are your top budgeting priorities for FY17?

*Continue to maintain and upgrade equipment*

5. Are there any expenses that could be deferred? What would be the impact?

*No*

6. Recap of revenues anticipated and their sources?

*No revenue sources*

7. Are any pricing/fee changes proposed?

*NO*

8. Are any revolving funds or receipts reserve changes proposed and for what reasons?

*NO*



**TOWN OF HARWICH  
FINANCE DIVISION**

**732 MAIN STREET, HARWICH, MA 02645  
TEL: 508-430-7518 FAX: 508-430-7504**

**Andrew Gould  
Finance Director/Town Accountant**

**Wendy Tulloch  
Assistant Town Accountant**

Date: February 16, 2016

To: Selectmen

cc: Chris Clark

From: Andrew Gould

Subject: FY 2017 budget

In regard to the FY 2017 budget, there are not any new changes to the accountant's budget other than 2% salary increase. There will not be any step increases due to one new employee and one promotion. There will also not be any longevity for the same reason, so the salary amount is actually going to be a slight reduction.

Expenditures will increase slightly due to the audit contract. The increase is \$ 1,500. Everything else is level funded.

BOARD OF SELECTMEN & FINANCE COMMITTEE - BUDGET HEARING SCHEDULE

**Call the meeting to Order 8:00am– Peter Hughes will Chair the Morning Session**

8:05 am	Police Department	Art. 12* (Carpeting, Modify Dispatch Center, Landscaping) Art. 47 (Door-to-Door Bylaw)
8:35 am	Fire and Rescue	Art. 11* (Chief's Vehicle, Chest Compression System & Air Compressor) Art. 12* (Station Flooring, Boiler) Art. 13 (Ambulance)
9:05 am	DPW	Art. 5 (Snow & Ice Deficit) Art. 12* (Middle School Maintenance, Transfer Station Roof) Art. 19 (Road Maintenance Program) Art. 20 (Vehicles) Art. 21 (Equipment)
9:35 am	Harbors/Waterways	Art. 17 (Reconstruct Saquatucket Harbor) Art. 18 (Engineering for Landside of Saquatucket Harbor)
10:05 am	Break (10 mins)	
10:15 am	Golf	Art. 14 (Landscape Reclamation) Art. 15 (Construct New Tees) Art. 16 (Establish New Capital Infrastructure Fund)
10:45 am	Water Department	Art. 8 (Water Dept. Budget) Art. 22 (Excavator) Art. 23 (Rehab Lothrop Ave. Tank) Art. 24 (SCADA Software)
11:15 am	Wastewater	Art. 25 (IMA with Chatham) Art. 26 (Enact Sewer Use General Bylaw)
11:45 pm	Assessors	Art. 44 (Prop Tax Abate for Nat'l Guard & Reservists) Art. 45 (Senior Exemption) Art. 46 (Create Supplemental Senior Exemption)
12:15 pm	Lunch Break (45 mins)	

**1:00 pm Reconvene – Dana DeCosta will Chair the Afternoon Session**

1:00 pm	Treasurer/Collector	
1:30 pm	IT	
2:00 pm	COA	
2:30 pm	Youth & Recreation	Art. 37 (CPC – Whitehouse Field Fencing)
3:00 pm	Break (15 mins)	
3:15 pm	Community Center	
3:45 pm	Brooks Library	Art. 12* (Library Smoke/Heat Detectors) Art. 41 (Library Restoration)
4:15 pm	Administration, Town Hall Ops & All Others	Art. 3. (Elected Officials Salaries) Art. 4 (Town Operating Budget) Art. 6 (MRSD Budget) Art. 7 (CCTech Budget) Art. 9 (Capital Plan) Art. 10 (Amend Personnel Bylaw) Art. 11* (Harwich Port Parking Lot) Art. 27 (CPC Adm. Costs – Acquisition of Tax Title) Art. 34 (W. Harwich School Rehab & Preservation) Art. 43 (MGL c.111 §26C to allow septic installer on BOH) Art. 53 (Reconst. Ginger Plum Lane thru betterment) Art. 54 (Chase & Harwich Port Libraries Defray Expenses) Art. 55 (Promote Harwich) Art. 56 (Annual Allocation of Mass Cultural Council) Art. 59 (Transfer Property to Cemetery Dept.) Art. 60 (Department Revolving Funds Authorization) Art. 62 (Stabilization Fund) Art. 63 (OPEB Trust Fund) Art. 64 (Prior Year Bills)

\* Article 11 – Capital Items Funded from Free Cash – Under \$50,000 Includes:

Fire Chief's Vehicle	\$ 42,000
Chest Compression System	\$ 5,900
Fire Air Compression	\$ 12,000
Harwich Port Parking Lot	\$ 30,000

\*Article 12 – Facilities Maintenance and Repair Fund Includes:

Middle School Maintenance	\$125,000
Fire Station Flooring	\$ 42,000
Fire Boiler	\$130,000
Library Smoke/Heat Detect	\$ 29,000
Police Carpeting	\$ 29,000
Transfer Station Roof	\$122,000
Modify Dispatch Center	\$ 15,000
Landscape Public Safety	\$ 13,000

**Recommended Motion for the Board of Selectmen: I move to include Articles 3–26, 27, 43– 47, and 53-64 in the Annual Town Meeting Warrant.**