

SELECTMEN'S MEETING AGENDA*

Donn B. Griffin Room, Town Hall

732 Main Street, Harwich, MA

Regular Meeting 6:30 P.M.

Monday, March 9, 2020

**As required by Open Meeting Law, you are hereby informed that the Town will be video and audio taping as well as live broadcasting this public meeting. In addition, anyone in the audience who plans to video or audio tape this meeting must notify the Chairman prior to the start of the meeting.*

I. CALL TO ORDER

II. PLEDGE OF ALLEGIANCE

III. WEEKLY BRIEFING

- A. Sewerage Work Improvement Phase 2 – Contract #1 – Construction Schedule – Weekly Update
- B. Sewerage Work Improvement Phase 2 – Contract #2 – Construction Schedule
- C. Chamber of Commerce – E. Harwich Update – Cyndi Williams, Executive Director, Harwich Chamber of Commerce

IV. PUBLIC COMMENTS/ANNOUNCEMENTS

V. CONSENT AGENDA

- A. Vote to approve the American Lung Association's Autumn Escape Bike Trek; Friday, September 25, 2020 through Sunday, September 27, 2020
- B. Vote to approve the waiver of a building department fee associated with the Dave Birtwell Memorial Walk for Alzheimer's at Brooks Park on May 9, 202 – (\$55.00 - application fee for the tent)

VI. PUBLIC HEARINGS/PRESENTATIONS (Not earlier than 6:30 P.M.)

- A. Discussion and possible vote to affirm the wastewater Phase 2 Contract #1 Traffic Control Plan for Routes 39 & 137
- B. Proposed change to Harbor Management Plan - Addition of a Class C Unattached Permit

VII. NEW BUSINESS

- A. Discussion and possible vote relative to Sparrowhawk Road sewer improvements
- B. Discussion and possible vote - Cultural Center Room Rental Agreement Update - Late Fee Charges
- C. Vote to approve seasonal all alcohol license for 30 Earle Road LLC DBA The Commodore Inn – 30 Earle Road
- D. Vote to approve seasonal all alcohol license for Mt Group LLC DBA Mad Minnow Bar and Kitchen – 554 Route 28
- E. Vote to approve seasonal all alcohol liquor license – Ten Yen LLC DBA Ten Yen – 554 Route 28

VIII. CONTRACTS

- A. Discussion and possible vote – Chapter 90 Project Request, Lower County Road – Resurfacing - \$409,506.00
- B. Discussion and possible vote – New Bedford Waste Services Solid Waste Disposal Agreement – Fee Schedule Attached
- C. Discussion and possible vote – Brooks Academy Museum Agreement

IX. OLD BUSINESS

- A. DHY Re-phasing Update – Dan Pelletier and Griffin Ryder
- B. Discussion and possible vote relative to FY2021 Annual Operating Budgets (2/10/20 – Draft Version)

X. TOWN ADMINISTRATOR'S REPORTS

- A. Budget/Warrant Timeline FY 2021
- B. Departmental Reports

XI. SELECTMEN'S REPORT

XII. 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 a person with a disability who requires an accommodation contact the Selectmen's Office at 508-430-7513.*

Authorized Posting Officer:

Posted by: _____
Town Clerk

Patricia Macura, Admin. Secretary

Date: _____
March 5, 2020

TOWN OF HARWICH, MASSACHUSETTS
SEWERAGE WORKS IMPROVEMENTS PHASE 2 – CONTRACT #1
SEWER PROJECT

CONSTRUCTION SCHEDULE – WEEKLY UPDATE

Date Submitted: March 9, 2020

One Week Look Ahead (03/09-03/13)

- Mainline Sewer Crew # 1
 - Continue Gravity Sewer Installation on Halls Path
 - Commence Gravity Sewer Installation on Chris Jo Beth
 - Subcontractors performing various tasks at various locations
Testing, Inverts, Casting Adjustments, Mandrel (RT 137 & RT 39)

- Mainline Sewer Crew # 2
 - Continue Installation on RT137
 - We are continuing thru the intersection.
 - Complete service laterals from Intersection to Continental
 - Continue Installation of Sewer Main toward Austin Road
 - The week will be a mix of full and partial detours
** Detour **

Two Week Look Ahead (03/16-03/20)

- Mainline Sewer Crew # 1
 - Continue Gravity Sewer Installation on Chris Jo Beth
 - Subcontractors performing various tasks at various locations
Testing, Inverts, Casting Adjustments, Mandrel (RT 137 & RT 39)

- Mainline Sewer Crew # 2
 - Continue Installation on RT137
From intersection working toward Austin Road.
** Detour **

Three Week Look Ahead (03/23-3/27)

- Mainline Sewer Crew # 1
 - Continue Gravity Sewer Installation on Chris Jo Beth
 - Subcontractors performing various tasks at various locations
Testing, Inverts, Casting Adjustments, Mandrel (RT 137 & RT 39)

- Mainline Sewer Crew # 2
 - Continue Installation on RT137
** Detour **

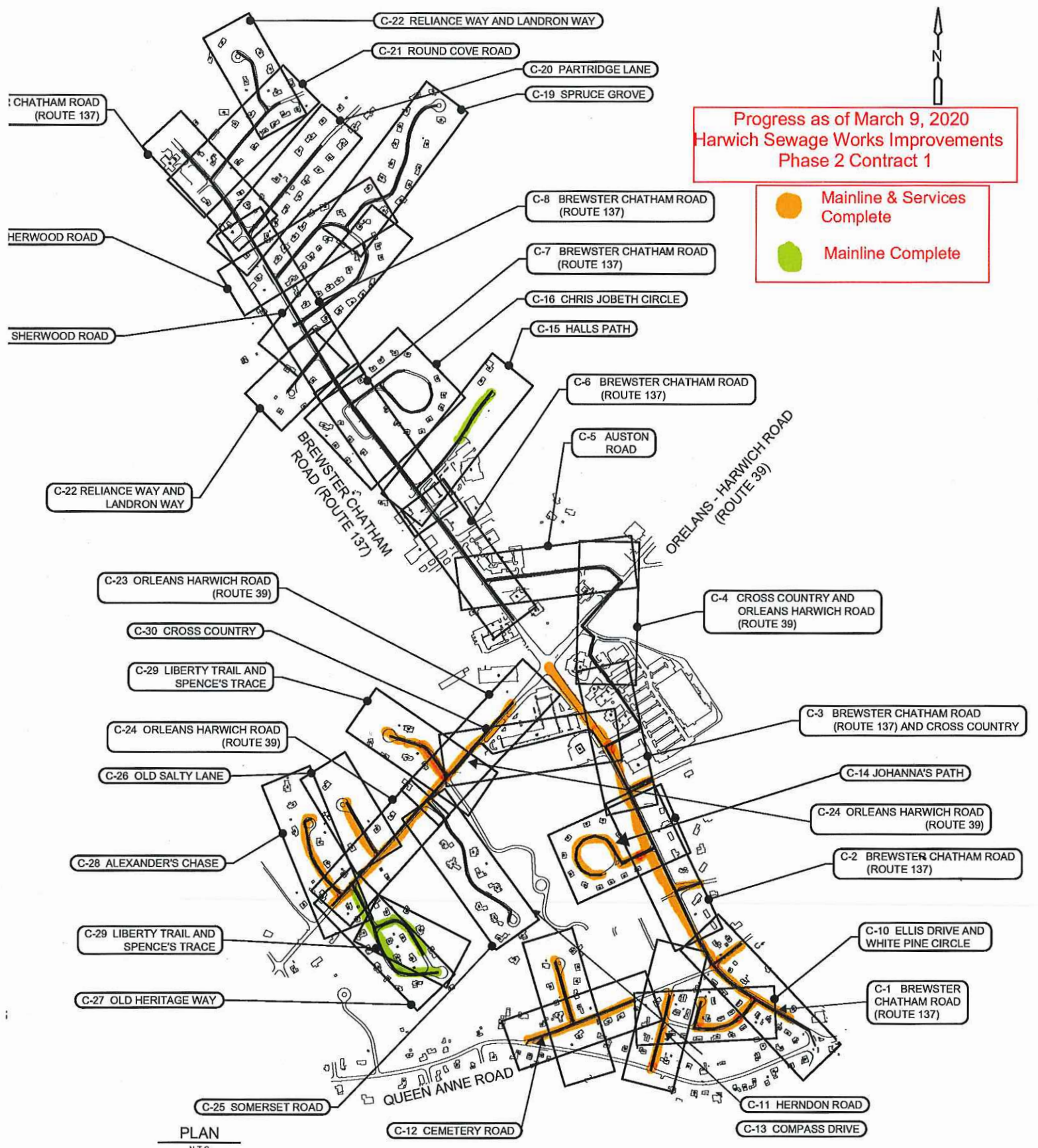
Please note that this is a projected schedule and will be adjusted accordingly based on the Contractor's actual progress and the weather. On an as needed basis auxiliary crews will be performing testing, installing inverts, raising castings, paving , and performing general cleanup at various locations throughout the project area.



Progress as of March 9, 2020
Harwich Sewage Works Improvements
Phase 2 Contract 1

● Mainline & Services Complete

● Mainline Complete



PLAN
N.T.S.

TOWN OF HARWICH, MASSACHUSETTS
SEWERAGE WORKS IMPROVEMENTS PHASE 2 – CONTRACT #2

CONSTRUCTION SCHEDULE – WEEKLY UPDATE

One Week Look Ahead (03/02-03/06)

- Mainline Sewer Crew # 1
 - Continue sewer on Sou'West Drive (C-10)
 - **Road closed between 137 and Church Street**
 - Start sewer on Nor'East Drive (C-11)
 - **Road closed between 137 and Church Street**

Two Week Look Ahead (03/09-03/13)

- Mainline Sewer Crew #1
 - Complete sewer on Nor'East Drive (C-11)
 - Services Sou'West & Nor'East
 - **Road closed between 137 and Church Street**

Three Week Look Ahead (03/16-03/20)

- Mainline Sewer Crew #1
 - Start sewer on Church Street (C-2)
 - **Road Closed between Bay Road and Queen Anne**

Please note that this is a projected schedule and will be adjusted accordingly based on the Contractor's actual progress and the weather. On an as needed basis auxiliary crews will be performing testing, installing inverts, raising castings, paving , and performing general cleanup at various locations throughout the project area.

HARWICH

The Warm Side of the Cape

East Harwich

is **OPEN** for Business

Follow the detour signs, it only takes a little bit longer to arrive.

Yes **WE'RE**
OPEN
FOR BUSINESS

SHOP HARWICH, SHOP SMALL, SHOP LOCAL

Please continue to come out & support
"Your" Local Businesses who are
always here for you!

Town of Harwich
Sewerage Works Improvements Phase 2 Contract 1
Sewer Project
Construction Schedule Weekly Update

Week Look Ahead (03/02-03/06)

- Mainline Sewer Crew # 1
- Continue Gravity Sewer Installation on Alexander Chase
- Commence Gravity Sewer Installation on Halls Path
- Subcontractors performing various tasks at various locations Testing, Inverts, Casting Adjustments, Mandrel (RT 137 & RT 39)
- Mainline Sewer Crew # 2
- Continue Installation on RT137 (Working Thru the Intersection for part of the week)

**** Detour ****

Two Week Look Ahead (03/09-03/13)

- Mainline Sewer Crew # 1
- Continue Gravity Sewer Installation on Halls Path
- Commence Gravity Sewer Installation on Chris Jo Beth
- Subcontractors performing various tasks at various locations Testing, Inverts, Casting Adjustments, Mandrel (RT 137 & RT 39)
- Mainline Sewer Crew # 2
- Continue Installation on RT137

**** Detour ****

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International Week Through March 8

Wed. Germany, Thurs. Poland, Fri. Mexico, Sat. Asia & Sun. Switzerland

Go online for more details

FAMOUS NOT FANCY



1421 Orleans Rd.
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Brazilian Blowout

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\$189 for medium hair - \$199 for long hair
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119 MA - 137

East Harwich, MA

The Cooperative Bank of Cape Cod POSITIVELY DIFFERENT

Our branch is open & our team
is here for all your banking needs!

1470 Route 39, Harwich | 508-432-1179

January 27, 2020

Larry G. Ballantine
Harwich Board of Selectmen
732 Main Street
Harwich, MA 02645

Dear Mr. Ballantine,

This year's American Lung Association's Autumn Escape Bike Trek is set to take place **Friday, September 25, through Sunday, September 27, 2020**. The Autumn Escape Bike Trek, now in its 36th year, is a three-day event to raise funds to help further our mission *to save lives by improving lung health and preventing lung disease*.

A maximum of 350 bicyclists will take part in the **Autumn Escape Bike Trek**. Riders participate at their own speed. All of the cyclists must wear ANSI approved helmets and are instructed to ride safely and follow all traffic laws and regulations. The **AEBT** will have both medical and mechanical support. We strive to limit our use of main roads when possible. Enclosed you will find a copy of our proposed route through your city/town.

I am contacting the Police Department and the Board of Selectmen/Town Manager for approval and recognition to pass through your town. Please sign this letter acknowledging your awareness of our event and return it the enclosed envelope no later than **March 15, 2020**. Your signature is necessary to obtain the appropriate State Highway Permits.

You can reach me with any questions or concerns at (781) 314-9000. Thank you for your continued support throughout the years.

More information is available on the **Annual Autumn Escape Bike Trek** at www.biketreknewengland.org.

Sincerely,



Paul Curley
Route Manager

Authorized Signature

Please Print Name/Title

Date

Northeast Office Locations

East Hartford, CT Framingham, MA Portsmouth, NH Buffalo, NY New York, NY White Plains, NY Williston, VT
Augusta, ME Springfield, MA Albany, NY Hauppauge, NY Rochester, NY Providence, RI

Donor Relations Center

45 Ash Street | East Hartford, CT 06108
Ph: 800-499-LUNG | Info@LungNE.org

1-800-LUNGUSA | Lung.org



FORM #7

OFFICE OF THE SELECTMEN
732 MAIN STREET
HARWICH, MA 02645
Telephone: (508) 430-7513

APPLICATION FOR LICENSE/PERMIT

PLEASE CHECK

ROAD RACE

CRAFT FAIR

OTHER

IN ACCORDANCE WITH THE PROVISIONS OF THE STATUTES RELATING THERETO, APPLICATION AS STATED ABOVE IS HEREBY MADE BY:

NAME OF BUSINESS American Lung Association PHONE 781 314 9002

BUSINESS ADDRESS 260 W. Exchange Street Ste 102B Cell 508942 4621

MAILING ADDRESS Providence, RI 02903

PLEASE STATE THE PURPOSE FOR WHICH LICENSE/PERMIT IS REQUESTED

36th Annual Autumn Escape Bike Trek 36th Annual

Day 2 of a 3 day bicycle ride to raise money to fight lung cancer and other lung diseases

DESCRIPTION OF ROAD RACE/CRAFT FAIR/OTHER EVENT TO BE LICENSED, PLEASE LIST DATE, TIME, LOCATION/ROUTE, ETC.

DATE XXXXXXXXXXXXXXXXXXXX Saturday Sept. 26, 2020

TIME 10 am - 2 pm

ROUTE/LOCATION route notes included

(please use reverse side if necessary)

Signature of Applicant

Route Manager

Title

060646594

Tax Exempt ID (for non-profit organizations)

Social Security Number of Federal Identification Number

Signature of Individual or Corporate Name

By Corporate Officer (if applicable)

*****REGULATORY COMPLIANCE FORM*****

THE EVENT(S) TO BE LICENSED AS DESCRIBED HEREIN HAVE BEEN REVIEWED AND APPROVED BY:

Ken M. Cadin 2/25/2020
Police Department Date

[Signature] 2/26/20
Building Commissioner Date

[Signature] 2/26/20
Recreation & Youth Commission Date

[Signature] 2-27-2020
Board of Health Date

[Signature] 2-26-2020
Fire Department Date

***Required signatures are to be obtained by the Applicant prior to submission of application with the Selectmen's Office.

For Office Use Only

FEE _____ CASH _____ CHECK _____

FOR _____

REVIEWED BY _____

DATE LICENSE ISSUED _____

Go	To	Signs	Direction	Location (roads of travel in Bold)	Landmarks	Fastest	Slowest
Harwich							
0.6	29.9	ss	straight	on Cape Cod Rail Trail	small dirt road	9:54	11:24
0.1	30	ss	straight	on Cape Cod Rail Trail	Western Rd (busy)		
0.5	30.5	ss	straight	on Cape Cod Rail Trail	Depot St./Bike Depot Shop		
0.6	31.1	ss	straight	on Cape Cod Rail Trail	dirt road		
0.4	31.5	ss	straight	on Cape Cod Rail Trail	Bells Neck Rd		
0.4	31.9	ss	straight	on Cape Cod Rail Trail	Lorthrop Ave		
0.5	32.4		straight	on Cape Cod Rail Trail	under tunnel/Main St.		
0.1	32.5	SIGN	bear right	onto Chatham Bike Path 2nd right off rotary	Bike Path Rotary		
0.9	32.7	ss	straight	on Cape Cod Rail Trail	Queen Anne Rd.		
0.2	33.5		straight	on Cape Cod Rail Trail	over Route 6		
0.8	34.5	ss	straight	on Cape Cod Rail Trail	Route 124/Pleasant Lake Ave		
1	35.5		straight	on Cape Cod Rail Trail	town line		
Brewster							
0.1	35.6	ss	straight	on Cape Cod Rail Trail	Route 124/Harwich Rd.	11:36	1:48
1.9	37.5	ss	straight	on Cape Cod Rail Trail	Route 137/Long Pond Rd.		
0.5	38	ss	straight	on Cape Cod Rail Trail	Underpass Rd.		
1.5	39.5	SIGN	left	onto Millstone Road	turn off bike path		
0.1	39.6	ss	left	onto Route 6A			
0.1	39.7		right	into Cape Cod Sea Camp	Finish Day 2	11:48	2:12
				3057 Main St., Route 6A, Brewster, MA 02631			



Alzheimer's Family Support Center

Created by caregivers for caregivers

2095 Main Street
Brewster, MA 02631
www.alzheimerscapecod.org

February 18, 2020

Larry G. Ballantine, Chair
Board of Selectmen
Town of Harwich Town Hall
732 Main St., Harwich, MA 02645

Dear Chairman Ballantine,

This letter is to request permission for the Annual Dave Birtwell Memorial Walk/Dance at Brooks Park on Saturday, May 9, 2020. The application for license/permit is attached.

This event is held in memory of Harwich resident Dave Birtwell to raise money for the Alzheimer's Family Support Center of Cape Cod. The AFSC is a non-profit organization which offers free support to individuals and families living with Alzheimer's and other dementia-related diseases.

We are also requesting a waiver of fees associated with permits for the event, specifically the \$55 Express Building Permit Application Fee for the tent. A copy of our tax-exempt letter is enclosed.

If you have questions, please contact me at cell 774 722-5739, email:
rcb13@verizon.net .

Sincerely,

A handwritten signature in black ink that reads "Pat Bertschy". The signature is written in a cursive, flowing style.

Pat Bertschy, Outreach Coordinator
Alzheimer's Family Support Center
Rcb13@verizon.net

Enclosures:
Application for License/Permit
Non-Profit letter

2020



OFFICE OF THE SELECTMEN
732 MAIN STREET
HARWICH, MA 02645
Telephone: (508) 430-7513

FORM #7

APPLICATION FOR LICENSE/PERMIT

PLEASE CHECK

ROAD RACE

CRAFT FAIR

WALK/
Picnic
 OTHER

IN ACCORDANCE WITH THE PROVISIONS OF THE STATUTES RELATING THERETO, APPLICATION AS STATED ABOVE IS HEREBY MADE BY:

NAME OF BUSINESS ALZHEIMER'S FAMILY Support CENTER PHONE 508.896.5170

BUSINESS ADDRESS 209.5 MAIN ST, BREWSTER, MA. 02621

MAILING ADDRESS Same

PLEASE STATE THE PURPOSE FOR WHICH LICENSE/PERMIT IS REQUESTED ANNUAL DAVE BIRTWELL MEMORIAL WALK FOR ALZHEIMER'S TO RAISE FUNDS TO SUPPORT THE FREE SERVICES OF THE ALZHEIMER'S FAMILY SUPPORT CENTER OF CAPE COD.

DESCRIPTION OF ROAD RACE/CRAFT FAIR/OTHER EVENT TO BE LICENSED, PLEASE LIST DATE, TIME, LOCATION/ROUTE, ETC.

DATE MAY 9, 2020

TIME 8:30 AM - 4 PM

ROUTE/LOCATION BROOKS PARK, ALONG BIKE PATH. 6K, 3.2 miles, START ON BIKE PATH AT OAK ST, BEHIND BROOKS PARK, CROSS RT. 39, TURN AT DEPOT ST. AND RETURN ON BIKE PATH TO BROOKS PARK

(please use reverse side if necessary)

Patricia B Bertochy
Signature of Applicant

Outreach & Development
Title

Social Security Number or Federal Identification Number

45-5545397
Tax Exempt ID (for non-profit organizations)

Signature of Individual or Corporate Name

By Corporate Officer (if applicable)

REGULATORY COMPLIANCE FORM

THE EVENT(S) TO BE LICENSED AS DESCRIBED HEREIN HAVE BEEN REVIEWED AND APPROVED BY:

[Signature] 2/12/20
Police Department Date

[Signature] 2/18/20
Building Commissioner Date

Recreation & Youth Commission Date

[Signature] 2/24/2020
Board of Health Date
[Signature]
Fire Department Date

***Required signatures are to be obtained by the Applicant prior to submission of application with the Selectmen's Office.

For Office Use Only

FEE _____ CASH _____ CHECK _____

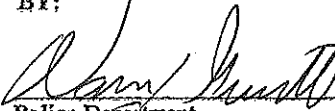
FOR _____


REVIEWED BY _____

DATE LICENSE ISSUED _____

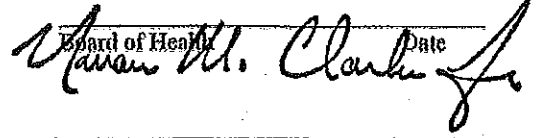
REGULATORY COMPLIANCE FORM

THE EVENT(S) TO BE LICENSED AS DESCRIBED HEREIN HAVE BEEN REVIEWED AND APPROVED BY:


Police Department 3/2/20
Date


Building Commissioner 2/18/20
Date


Recreation & Youth Commission 2/18/20
Date


Board of Health 2/18/20
Date
Fire Department 2/18/20
Date

***Required signatures are to be obtained by the Applicant prior to submission of application with the Selectmen's Office.

For Office Use Only

FEE _____ CASH _____ CHECK _____

FOR _____

REVIEWED BY _____

DATE LICENSE ISSUED _____

2020

Amount/Check# _____

PERMIT # _____

Town of Harwich
EXPRESS BUILDING PERMIT APPLICATION
RESIDENTIAL NON-STRUCTURAL PROJECTS
MUST COMPLY WITH ALL APPLICABLE ZONING BY LAWS AND CODES

RECEIVED

FEB 12 2020

BUILDING DEPT

SITE INFORMATION:

PROJECT SITE: BROOKS PARK, OAK ST. ESTIMATED COST: \$ NONE

ASSESSOR'S MAP & PARCEL #: 41/C6 HISTORIC DISTRICT: YES X NO _____

PROJECT INFORMATION: HOMEOWNER'S AFFIDAVIT REQUIRED IF OWNERS ARE DOING THEIR OWN WORK

APPLICANT NAME (PRINTED): PATRICIA BERTSCNY, ALZHEIMER'S FAMILY SUPPORT CENTER

APPLICANT SIGNATURE: Patricia Bertscny DATE: 2/12/20

\$75.00 Non-refundable Fee PER checked box/tent.

- RE-ROOF: # _____ SF: Strip Existing? Y or N SIDEWALL# _____ SQS. INSULATION
- REPLACE DOORS: # _____ AND / OR WINDOWS: #s _____

OTHER - Describe Project: VOLUNTEERS & PAID CREW WILL ERECT A 40'X40'

TENT & DANCE FLOOR, NO WALLS OR COOKING ON TENT, MORE THAN 25'

DEBRIS DISPOSAL LOCATION (MGL 40 §54) AWAY FROM STREET.

TENTS: **REQUIRES CONSERVATION SIGN OFF PRIOR TO SUBMITTAL:** _____

Attach Fire Grading Certificate and Seating/set up Plans WITH mean of egress

The applicant is directed to contact DIG-SAFE at 811 as required

SETBACK INFORMATION - 25' ON ALL STREET FRONTAGES; 20' FROM SIDE AND REAR LOT LINES

DIMENSIONS: 40'x40' SET UP DATE: 5/8/20

MAX. OCCUPANCY LOAD: _____ TAKE DOWN DATE: 5/11/20 (LATEST)

LEGAL OWNER INFORMATION:

LEGAL OWNER NAME: TOWN HARWICH REC. DEPT TELEPHONE: 508 430 7552

LEGAL MAILING ADDRESS: 100 OAK ST. TOWN/STATE/ZIP: HARWICH, MA 02645

LEGAL OWNER'S AUTHORIZATION: See attached Facility USE FORM DATE: 2/12/20
(required before issue of permit)

CONTRACTOR INFORMATION:

All building permits issued for work covered by MGL c.142A are required to contain the Registration Number of the registered home improvement contractor. Persons contracting with unregistered contractors do not have access to the guaranty fund as set forth in MGL c.142A

CONTRACTOR NAME: _____ ADDRESS: _____

TELEPHONE: _____ CELL: _____

LICENSE #: _____ H. I. REG #: _____

DEPARTMENT USE ONLY: Additional inspections and fees (as required) per building official: \$75 per inspection. BO initials
 FOOTING FRAME INSULATION OTHER

TOWN OF HARWICH, MASSACHUSETTS
SEWERAGE WORKS IMPROVEMENTS PHASE 2 – CONTRACT #1
SEWER PROJECT

CONSTRUCTION SCHEDULE – WEEKLY UPDATE

Date Submitted: March 9, 2020

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 - Complete service laterals from Intersection to Continental
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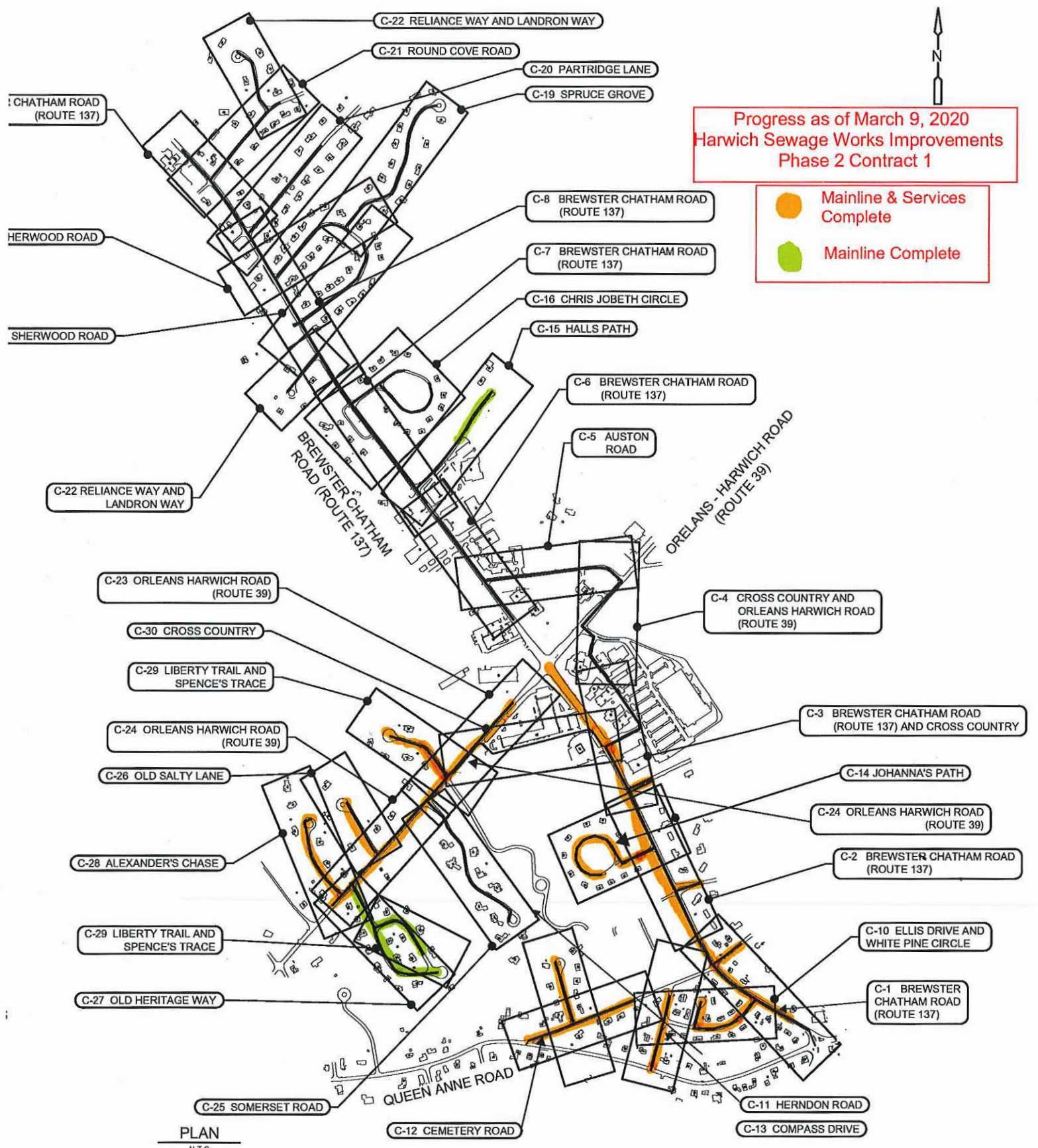
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Progress as of March 9, 2020
Harwich Sewage Works Improvements
Phase 2 Contract 1

-  Mainline & Services Complete
-  Mainline Complete



CHATHAM ROAD (ROUTE 137)

C-22 RELIANCE WAY AND LANDRON WAY

C-21 ROUND COVE ROAD

C-20 PARTRIDGE LANE

C-19 SPRUCE GROVE

HERWOOD ROAD

C-8 BREWSTER CHATHAM ROAD (ROUTE 137)

C-7 BREWSTER CHATHAM ROAD (ROUTE 137)

SHERWOOD ROAD

C-16 CHRIS JOBETH CIRCLE

C-15 HALLS PATH

C-22 RELIANCE WAY AND LANDRON WAY

C-6 BREWSTER CHATHAM ROAD (ROUTE 137)

C-5 AUSTON ROAD

C-23 ORLEANS HARWICH ROAD (ROUTE 39)

C-30 CROSS COUNTRY

C-29 LIBERTY TRAIL AND SPENCE'S TRACE

C-24 ORLEANS HARWICH ROAD (ROUTE 39)

C-26 OLD SALTY LANE

C-4 CROSS COUNTRY AND ORLEANS HARWICH ROAD (ROUTE 39)

C-3 BREWSTER CHATHAM ROAD (ROUTE 137) AND CROSS COUNTRY

C-14 JOHANNA'S PATH

C-24 ORLEANS HARWICH ROAD (ROUTE 39)

C-2 BREWSTER CHATHAM ROAD (ROUTE 137)

C-28 ALEXANDER'S CHASE

C-29 LIBERTY TRAIL AND SPENCE'S TRACE

C-27 OLD HERITAGE WAY

C-10 ELLIS DRIVE AND WHITE PINE CIRCLE

C-1 BREWSTER CHATHAM ROAD (ROUTE 137)

C-25 SOMERSET ROAD

C-12 CEMETERY ROAD

C-11 HERNDON ROAD

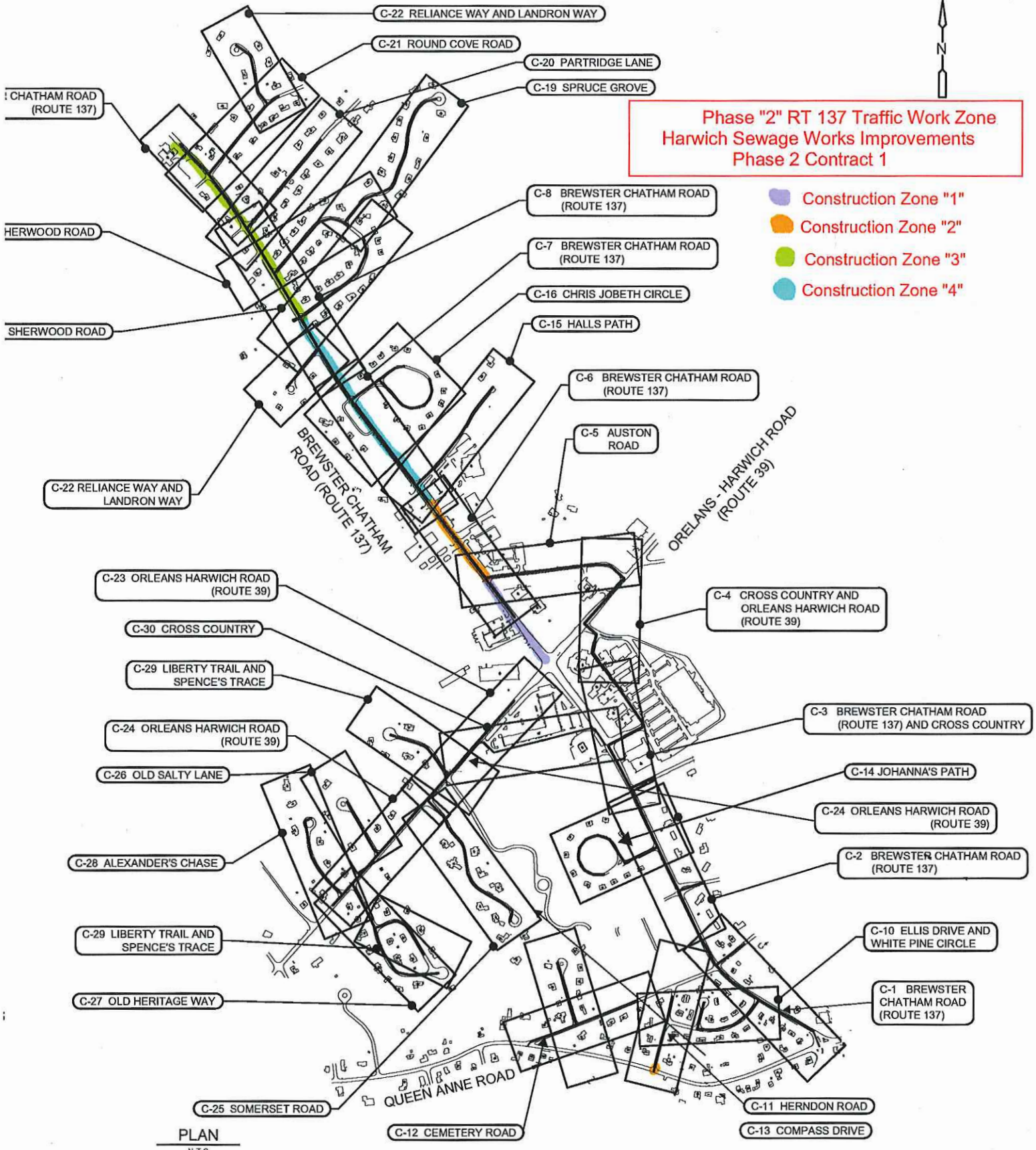
C-13 COMPASS DRIVE

PLAN
N.T.S.



**Phase "2" RT 137 Traffic Work Zone
Harwich Sewage Works Improvements
Phase 2 Contract 1**


-  Construction Zone "1"
-  Construction Zone "2"
-  Construction Zone "3"
-  Construction Zone "4"



PLAN
N.T.S.

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

Memo

To: Chairman, Board of Selectmen
Via: Joseph F. Powers, Interim Town Administrator
Chairman, Waterways Committee
From: John C. Rendon, Harbormaster 
Date: February 19, 2020
Subject: Unattached Charter (C) Permit

Ref: (a) Harbor Management Plan

As outlined in reference (a), a Class C Unattached permit allows a boat owner with a current U.S. Coast Guard (6-pack) license to carry up to six passengers for hire utilizing designated town facilities. Permits are assigned from the Unattached C Permit waitlist by the Harbormaster. The permit may only be issued to boats having possession of full season dockage (town or private) or mooring in the Town of Harwich. Currently two permits are allowed to be issued per Section 8.3, and both have been assigned. There are currently 20 people of the waitlist.

I request that the Board of Selectman authorize one additional Class C Unattached permit. As indicated by the lengthy waitlist, there is a demand for an additional permit. With the expansion of our marina facilities, one additional permit will have little to no increase in the use of parking and offloading areas, and will not adversely impact existing charter businesses operating out of Harwich.

**BOARD OF SELECTMEN
NOTICE OF PUBLIC HEARING
HARBOR MANAGEMENT PLAN**

The Harwich Board of Selectmen will hold a Public Hearing on Monday, March 9, 2020, no earlier than 6:30 PM during their regularly scheduled meeting. This hearing will be held in the Donn B. Griffin Room located at Town Hall, 732 Main Street, Harwich for the purpose of reviewing amendments to the Harbor Management Plan. All members of the public having an interest in this topic are cordially invited to attend the public hearing and provide information and testimony relevant to these proposals.

HARWICH BOARD OF SELECTMEN

The Cape Cod Chronicle
Feb 27, 2020

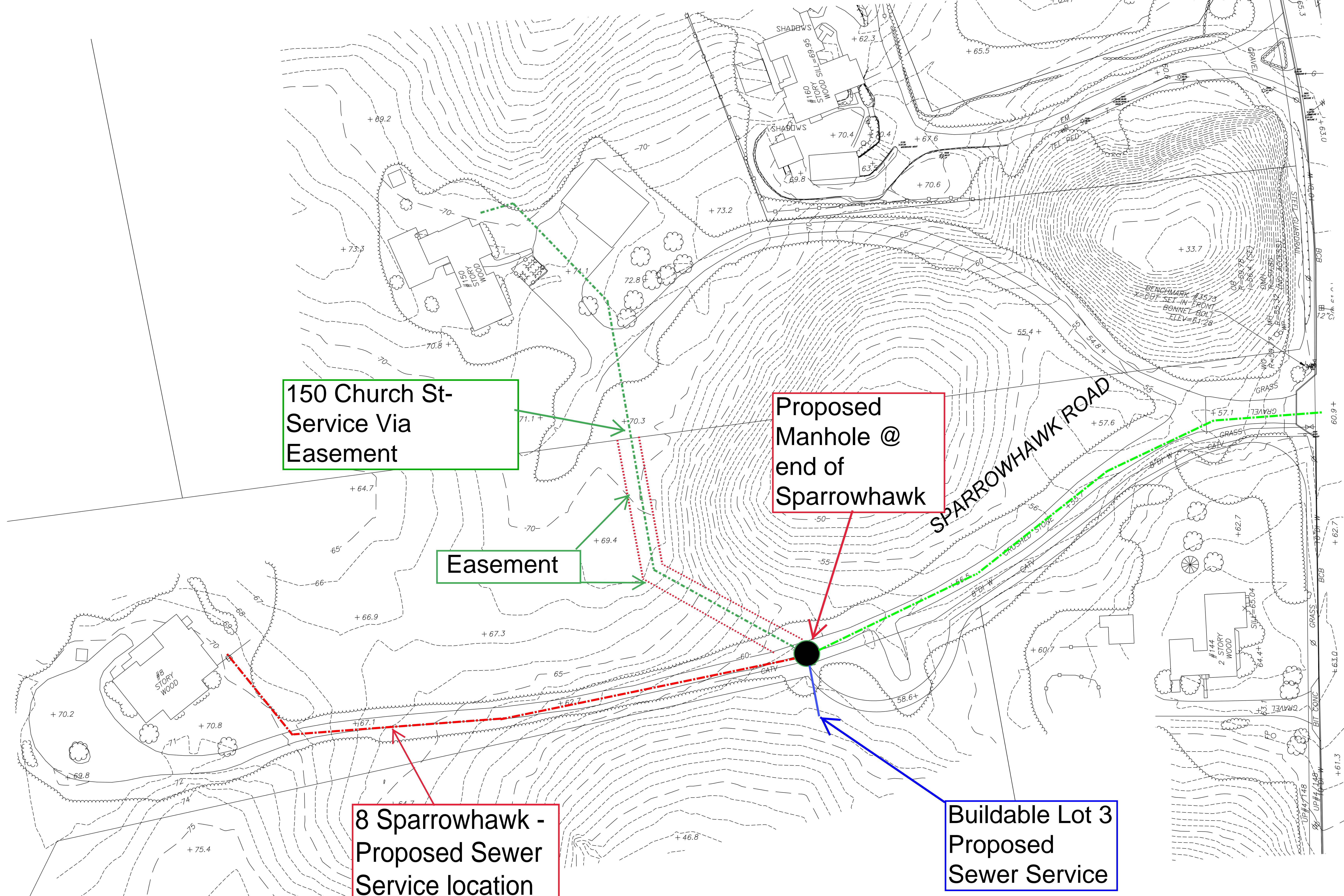
150 Church St-
Service Via
Easement

Proposed
Manhole @
end of
Sparrowhawk

Easement

8 Sparrowhawk -
Proposed Sewer
Service location

Buildable Lot 3
Proposed
Sewer Service



ROOM RENTAL AGREEMENT

This Agreement dated _____ 2020 by and between the Town of Harwich, Massachusetts (“Town”), acting by and through its Town Administrator, of 732 Main Street, Harwich, MA 02645, and Jennifer Clifford. (“Renter”).

WHEREAS, the Town owns the real property, known as the Harwich Cultural Center, located at 204 Sisson Rd., Harwich, MA, as shown on Harwich Assessor’s Map as Parcel 40 T6.

WHEREAS, the Renter is a claimed user of an area of the building described as Room _____ (and so designated on attached floor plan included in the Harwich Cultural Center Building Information packet).

NOW, THEREFORE, in consideration of the foregoing, and of the mutual promises and agreements contained herein, the parties agree as follows:

I. RENTAL AGREEMENT

Whereas in consideration of \$_____ and the mutual promises and agreements contained herein and the grant of a release from the Renter to the Town, the parties hereto agree as follows:

1. The Town grants the Renter a Rental Agreement to occupy a portion of the property described as Classroom #____ at 204 Sisson Rd. in its current location on Town Property, subject to the terms and conditions contained herein.
2. Attached to this Rental Agreement is the Harwich Cultural Center Building Information packet. The floor plan included in the packet indicates the designated Classroom #_____ with an “X”.
3. Renter Contact and Emergency Contact information:

Renter Name: _____

Renter Phone #: _____

Renter Address _____

Emergency Contact: _____

Emergency Contact Phone #: _____

4. The term of the Rental Agreement shall be for a period at will, commencing _____, 2020 and ending _____, 2021 when terminated pursuant to any provision hereof. At the end of this Rental Agreement, unless further extended, and Renter shall remove all personal property from the occupied area and surrender the area to the Town.
5. At the time this contract is signed, the Renter is required to pay first and last month’s rent. In each subsequent month, the **rental fee should be submitted on the ___ of each month**. Checks are payable to the Town of Harwich and should be submitted to Carolyn Carey at the Harwich Community Center, 100 Oak Street, Harwich, MA 02645.

6. The Rental Agreement is granted to the Renter for the intended purpose of operating a _____ and to complete active projects including painting and sewing.

Pending management approval, the Renter may also host a quarterly open house to show and sell
Please initial here: _____

items from the studio. The Renter is required to take occupancy within 30 days of signing the Rental Agreement, and maintain continuous use of the studio space throughout the term of the lease.

7. In this space, the Renter will describe in their own terms how they intend to use this space:

- 8. Space rented at the Harwich Cultural Center is not intended to be used to operate a business. If the Renter seeks to run any part or portion of a business, they must get special permission, in writing, from the Town Administrator.
- 9. Renter acknowledges that the building is owned by the Town.
- 10. Renter will not be allowed to have his/her dog accompany them inside of the Cultural Center building or their rented space. This excludes service dogs protected under the Americans with Disability Act guidelines.
- 11. Renter shall maintain the area occupied at their expense, in the same condition as the area is on the commencement of the Rental Agreement term, normal wear and tear only excepted.
- 12. Renter shall not make structural alterations, additions or improvements of any kind to the building, other than normal maintenance, without the permission of the Town Administrator.
- 13. Renter shall have no right to rent, transfer, assign or alienate the area in any way.
- 14. Renter shall be responsible for all sales tax and assessments on the area, if any.
- 15. Renter shall assume all risk of loss due to fire, storm or other casualty on the occupied area.
- 16. Should a substantial portion of the assigned area be substantially damaged by fire, storm or other casualty, this Rental Agreement shall terminate unless the Town Administrator approves the rebuilding and the Rental Agreement is extended.
- 17. The area is being rented by the Town in an "AS IS" condition and the Town excludes and disclaims all warranties, express or implied, with respect thereto, including without limitation, the habitability of any structures, the conditions (including, without limitation, both patent and latent defects) of any structures, improvements, or systems, the availability of any utilities, access, compliance of the properties with any applicable zoning, land use, environment or other legal requirements, the existence or non-existence of hazardous materials, asbestos, lead paint or other health hazards, and the implied warranties of merchantability or fitness or adequacy for any particular purpose or use. The Renter has rented the designated area after a full and complete examination thereof. Renter accepts the area in the condition or state in which it now is without any representation or warranty, express or implied in fact or by law, by the Town and without recourse to the Town, as to the title thereto, the nature, condition or usability thereof or the use or uses to which the occupied area may be put. The Town shall not be required to furnish any services or facilities or to make any repairs or alterations in or to the area, throughout the term, the Renter hereby assuming the full and sole responsibility for the condition, construction, repair and maintenance of the assigned area.
- 18. Renter agrees to indemnify and hold harmless, the Town, its successors, agents and assigns from any demand, judgment, or claim of any kind arising out of the use of the designated area by

Please initial here: _____

Renter, his agents, successors, guests or invitees. Such indemnification shall include, but not be limited to all costs, including reasonable attorney's fees, incurred by the Town in defending any such claim.

19. Renter agrees to submit an insurance certificate with at least \$1,000,000 Personal and Advertising Injury Limit and a \$1,000,000 Annual Aggregate Limit, with the Town named as an "Additional Insured". Renter also agrees to submit documentation of Worker's Compensation Insurance as required by law. All items shall be submitted within 30 days of the date of this agreement.
20. Renter agrees to submit to a CORI request form for each intended occupant of the area. Said form initially shall be submitted within 30 days of this agreement and prior to occupancy for any future occupants.
21. Renter agrees to comply with all laws and agrees not to use the area in any way that may be unlawful, improper, noisy, offensive, or contrary to any applicable statute, regulation, rule or bylaw. Renter agrees that the assigned area shall continue to be maintained in its customary and usual manner.
22. The Town shall pay heat and electricity costs. Renter shall be responsible for cleaning of the area and for disposal of trash in reasonable amounts. In compliance with the Fire Department regulations, space heaters, microwave ovens or refrigerators will not be allowed in any rooms.
23. No hazardous materials or wastes, shall be used, stored, disposed of, or allowed to remain in the assigned area at any time and the Renter shall be solely responsible for, and shall indemnify and hold harmless the Town from any and all damage in any way associated with the use, storage and/or disposal of same by the user.
24. Disputes: In any action, suit or other proceeding relating to the obligations of the parties hereunder, the non-prevailing party shall pay the reasonable legal fees and costs and expenses of the prevailing party.
25. Renter shall be solely responsible as between Town and Renter, for deaths or personal injuries to all persons and damage to any property, including damage by fire or other casualty, occurring in or on the assigned area and/or arising out of the use, control, condition or occupancy of the area by Renter, its agents, successors, guests and invitees, and the Renter agrees to indemnify and hold harmless the Town from any and all liability, including but not limited to costs, expenses, damages, causes of action, claimed, judgments and attorney's fees caused by or in any way arising out of the Renter's use of the occupied area for any of the aforesaid matters.
26. The parties acknowledge and agree that the Rental Agreement may be revoked by the Town for any purpose upon providing 30 days notice to the Renter.
27. It is agreed that any notice regarding this Renter by the Town may be mailed by first-class mail to Selectmen/Administrator's Office at 732 Main Street, Harwich, MA 02645.
28. Renter will be assessed a \$50 charge in the event a key has been misplaced in the building and requires a service call. In addition, the replacement of lost key(s) will result in a \$50 replacement fee per key made payable immediately to the Town of Harwich.
29. A \$100 Late Fee will be applied if the Renter fails to remit payment on or before the due date defined in Section #5 of this Rental Agreement. Failure to pay the required monthly rental and late fee will result in immediate forfeiture of the occupied area.

Please initial here: _____

30. By signing this Agreement, you acknowledge that you have read and will abide by the Town's Building Use Policy which is attached to this document. The Town reserves the right to make updates to this policy from time to time.

Executed as a sealed instrument on the day and the year first above written.

Town of Harwich
Town Administrator

Renter:

Name

Organization

Date

Date

OFFICE USE	
ORIGINAL START DATE	RENEWAL INTERVIEW DATE
FIRST/LAST RENTAL FEE CHECK NUMBER	CERTIFICATE OF INSURANCE

Please initial here: _____



Jean M. Lorizio, Esq.
Commission Chairman

Commonwealth Of Massachusetts
Alcoholic Beverages Control Commission
95 Fourth Street, Suite 3
Chelsea, MA 02150-2358

2020
Retail License Renewal

License Number: 03657-RS-0506

Municipality: HARWICH

License Name : 30 Earle Road LLC

License Class: Seasonal

DBA : The Commodore Inn

License Type: Restaurant

Premise Address: 30 Earle Road Harwich, MA 02671

License Category: All Alcoholic Beverages

Manager: John William Foley

I hereby certify and swear under penalties of perjury that:

1. I am authorized to sign this renewal pursuant to M.G.L. Chapter 138;
2. The renewed license is of the same class, type, category as listed above;
3. The licensee has complied with all laws of the Commonwealth relating to taxes; and
4. The premises are now open for business (if not, explain below).



Signature



Date

Additional Information:



Jean M. Lorizio, Esq.
Commission Chairman

**Commonwealth Of Massachusetts
Alcoholic Beverages Control Commission
95 Fourth Street, Suite 3
Chelsea, MA 02150-2358**

**2020
Retail License Renewal**

License Number: 00094-RS-0506

Municipality: HARWICH

License Name : Mt Group LLC

License Class: Seasonal

DBA : Mad Minnow Bar And Kitchen

License Type: Restaurant

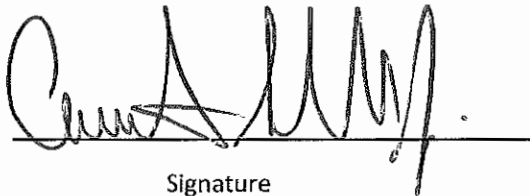
Premise Address: 554 Route 28 Harwich, MA 02646

License Category: All Alcoholic Beverages

Manager: Michael Strangfeld

I hereby certify and swear under penalties of perjury that:

1. I am authorized to sign this renewal pursuant to M.G.L. Chapter 138;
2. The renewed license is of the same class, type, category as listed above;
3. The licensee has complied with all laws of the Commonwealth relating to taxes; and
4. The premises are now open for business (if not, explain below).


Signature

FEB 26, 2020
Date

Additional Information:



Jean M. Lorizio, Esq.
Commission Chairman

**Commonwealth Of Massachusetts
Alcoholic Beverages Control Commission
95 Fourth Street, Suite 3
Chelsea, MA 02150-2358**

**2020
Retail License Renewal**

License Number: 03274-RS-0506

Municipality: HARWICH

License Name : TEN YEN LLC

License Class: Seasonal

DBA : Ten Yen

License Type: Restaurant


Premise Address: 554 Route 28 Unit B Harwich, MA 02646

License Category: All Alcoholic Beverages

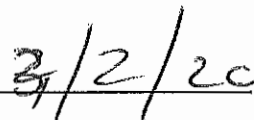
Manager: Michael Kwon Jacek

I hereby certify and swear under penalties of perjury that:

1. I am authorized to sign this renewal pursuant to M.G.L. Chapter 138;
2. The renewed license is of the same class, type, category as listed above;
3. The licensee has complied with all laws of the Commonwealth relating to taxes; and
4. The premises are now open for business (if not, explain below).



Signature



Date

Additional Information:







TOWN OF HARWICH

DEPARTMENT OF PUBLIC WORKS


273 Queen Anne Road • P.O. Box 1543 • Harwich, MA 02645

Telephone (508) 430-7555

Fax (508) 430-7598

MEMORANDUM

TO: Board of Selectmen

FROM: Lincoln S. Hooper, Director 

DATE: February 2, 2020

RE: Chapter 90 Project Request – Lower County Road

Attached for your review and signatures is a Chapter 90 Project Request for patching, crack sealing and chip sealing of Lower County Road in the amount of \$409,506. This request is consistent with a plan presented to and approved by the Board at the July 15, 2019 meeting. Currently, we have \$884,305 available in uncommitted Chapter 90 funds. Please sign all three copies of the Project Request form and return them to me so that I may submit them for State approval.

It should be noted that we had originally planned to bid a stand-a-lone patching project, believing that the size and scope of the project would lead to better pricing than is in our County Road Construction Bids. However, we included the Lower County Road patching in the County Bids that were just released and are satisfied that price we received represents a decent price.

Thank you for your consideration.

Cc: Joe Powers, Assistant Town Administrator

Attachments: Chapter 90 Project Request
Memo Dated July 10, 2019

CHAPTER 90 PROJECT REQUEST

CONTRACT ID # 50829
PROJECT # 20-04

CLASSIFICATION: Primary Road Local Road

CITY/TOWN HARWICH

PROJECT: LOWER COUNTY ROAD REHABILITATION

LOCATION: LOWER COUNTY ROAD LENGTH WIDTH:

PROJECT TYPE: Construction Reconstruction X Resurfacing X Improvement
 Other:

TYPICAL SECTION DETAILS: State depths, special treatments, etc...
Include sketch for Construction/Improvement Projects and Resurfacing/Rehabilitation Schedule

Surface:

Base Course:

Foundation:

Shoulders/Sidewalks:

Scope of Work: (Attach additional sheets if necessary to completely describe project)

PATCHING, CRACKSEALING, AND CHIPSEALING ENTIRE ROAD TO PRESERVE AND EXTEND ITS USEFUL LIFESPAN.

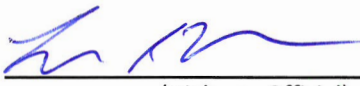
Work to be done Force Account Advertised Contract X Other: COUNTY BID

Estimated Cost (Attach estimate and list funding sources) \$ 409,506.78

CERTIFICATION

The design, engineering, construction, and future performance of the project, including maintenance, is the responsibility of the Municipality. The proposed work will conform to recognized engineering practices and construction methods.

I/We certify to the following: that the project is on a public way, and has a recorded layout; that all materials will comply with approved established specifications; that all weights and quantities will be accurate; that equipment rental rates are those established by the M.H.D. or the advertised low bid; that all documentation for expenditures will be for items incorporated into this project; that the documentation will be checked for accuracy, and will be endorsed in accordance with municipal procedures for accountability.

Prepared by: 
(Highway Official)

Signed: _____

(Duly Authorized Municipal Official(s))

Reviewed by: _____
(State Aid Engineer)

Approved by: _____
(District Highway Director)

Approved for: @

Date: _____

CHAPTER 90 ENVIRONMENTAL PUNCH LIST

City/Town HARWICH

MassHighway District # 5

Proposed Work Construction Resurfacing Improvement Other: _____


NOTE: ALL ENVIRONMENTAL PERMITS / APPROVALS MUST BE OBTAINED PRIOR TO CONSTRUCTION.

1. Will the pavement width increase 4 ft. or more for an aggregate length of 1000 ft. or more? Yes No
2. Will the bank or terrain (other than alteration required for installation of equipment or structures) be altered at a distance exceeding 10 ft. from the pavement? Yes No
3. Will the removal of 5 or more trees with diameters of 14 inches or more be required? Yes No
4. Will more than 300 ft. of stone wall be removed or altered? Yes No
5. Will the project involve construction of a parking lot with capacity of 50 cars or more? Yes No
6. Are any other MEPA review thresholds exceeded (see 301 CMR 11.00)? Yes No
 If your answer is YES to any of questions 1-6, you must file an Environmental Notification Form (ENF).*
7. Will the project be on a "Scenic Road" (Acts of 1973, C. 67)? Yes No
 If your answer is YES, your Planning Board or Selectmen / City Council must give written consent for cutting / removal of trees or changes to stone walls.
8. Have all necessary takings, easements, rights of entry, etc. been completed? Yes No
 If a County Hearing is required, it must be held prior to starting work.
9. Are archaeological, anthropological, historical, etc. problems / impacts anticipated? Yes No
10. Is any work proposed in or within 100 ft. of a wetland (stream, pond, swamp, etc.)? Yes No
 If your answer is YES, you must file the project with your local Conservation Commission prior to starting work.
11. If work is proposed in a wetland or water resource, a permit may be required from the Department of Environmental Protection, Corps of Engineers, etc.. Verify with agencies.* Yes No

* See Appendix K for a List of Environmental Agencies.

Validation

It is recognized that the purpose of this information is to assist the Massachusetts Highway Department in approving the Chapter 90 Project Request Form (of which this is a part). Accordingly, the information provided here is intended to be complete and correct with no intentional errors or material omissions. Any action taken by Mass. Highway on the basis of this information shall not legally or financially obligate Mass. Highway to support or defend the municipality, and the municipality shall save harmless Mass. Highway for any action.

Prepared by: 
(Highway Official)

Signed: _____

Date: 2/26/20

(Duly Authorized Municipal Official(s))

OFFICE OF THE TOWN ADMINISTRATOR

Christopher Clark, *Town Administrator*

Phone (508) 430-7513

Fax (508) 432-5039

732 MAIN STREET, HARWICH, MA 02645



MEMO

To: Board of Selectmen

From: Christopher Clark *CC* Griffin Ryder *GR* Lincoln S. Hooper *LH*
Town Administrator Town Engineer DPW Director

Dan Pelletier *DP* Chris Nickerson *CN* Tom Ockerbloom *T.O.*
Water Superintendent Harwich DPW Engineering Consultant

Re: Lower County Road Recommendations

Date: July 10, 2019

As a follow up to the 2019 Annual Town Meeting and the subsequent June 17, 2019 Board of Selectmen meeting, a meeting on July 10, 2019, was held in the Town of Harwich Administration Office to discuss the potential secondary recommendations for Lower County Road. The meeting was attended by Griffin Ryder, Town Engineer, Lincoln Hooper, DPW Director, Dan Pelletier, Water Department Superintendent, Chris Nickerson, Harwich DPW and Tom Ockerbloom, the Town's Engineering Consultant for the project and myself.

The July 10, 2019 meeting attendees agreed that from a pure engineering perspective the recommendation to fully reconstruct the roadway per the Town of Harwich FY 2020 Warrant Article 20 and the Contract Documents included in the public bid process continues to stand. This approach would have provided for a new roadway surface with a lifespan of approximately 25 years. However, as Town Meeting voted 'no' on Article 20 to appropriate the funds for the project the Board of Selectmen requested a secondary recommendation for Lower County Road be presented.

At the July 10, 2019 meeting, options for a Lower County Road secondary recommendation were discussed and reviewed in detail. After discussion, the following secondary recommendation was agreed upon: spend approximately \$350,000 to extend the life of the roadway for approximately 5 to 7 years. The proposed work includes permanent patching, drainage improvements (at 3 locations; Allen Harbor, Wequasset Road and Brooks Road), crack sealing and finally a chipseal surface treatment. The funding for this work would be primarily from the Town's Road Maintenance Plan. A request to the Water Department to share the cost for the permanent patch work associated with the previously installed water improvements would also help to fund the

project. A revised FY2020 Road Maintenance Budget which includes the secondary recommendation for Lower County Road is included as an attachment to this memo.

The tentative schedule for the work is to complete the permanent patching, drainage improvements and crack sealing in the Fall of 2019 and to install the chipseal surface treatment in the Spring of 2020. This proposed schedule is somewhat critical. If nothing is done in the Fall 2019 the roadway would run the risk of further degradation and potential failure of the roadway's base structure. The intent of the secondary recommendation for Lower County Road is to extend the roadway life (5-7 years) and prepare the roadway for winter conditions while maintaining the base structure to the maximum extent possible.

The extended lifespan of 5-7 years for Lower County Road will allow the Board of Selectmen and the Town to revisit the project down the road and to develop a potentially more permanent solution or plan for reconstructing the roadway and sidewalk, installing drainage solutions (beyond the 3 locations noted herein) and other appurtenant work. This future phase of work for Lower County Road could be developed as a Town project or potentially a MassDOT Transportation Improvement Project (TIP). The anticipated volume of land takings and property impacts required to construct a TIP eligible complete streets roadway cross-section could be problematic for the Town and result in the TIP project viability being unrealistic.

The 'do nothing' approach would potentially create other negative unintended consequences. If the permanent patches and the crack sealing is not completed in the Fall 2019, there is the potential for water intrusion into the pavement ultimately resulting in pavement heaving (freeze/thaw). The temporary patches and potential pavement heaving would likely be exacerbated by plow trucks clearing the roadways where the roadway would be further degraded/damaged likely resulting in pot holes developing. This could also result in damage to plow trucks. The main issue with pot holes in the winter is that asphalt mix plants are not open during the winter season and the pot holes would not be able to be repaired until the Spring, creating a potential safety issue for vehicles travelling along Lower County Road.

Please note that the recommendation for the chipseal surface treatment will result in a roadway surface with reduced ride quality as compared the original recommended solution (full resurfacing). Throughout the Town of Harwich chipseal is typically not utilized on main roadways due to the resulting reduced ride quality.

Also note that the proposed secondary recommendation described herein will not do anything to address Americans with Disabilities Act (ADA) accessibility for the existing substandard sidewalks along Lower County Road.

For reference, a copy of the June 13, 2019 Memorandum from DPW Director Lincoln Hooper is also included as an attachment to this Memorandum.

Thank you.

OFFICE OF THE TOWN ADMINISTRATOR

Phone (508) 430-7513

Fax (508) 432-5039

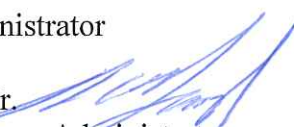


Robert C. Lawton, Jr.
Interim Assistant Town Administrator

732 MAIN STREET, HARWICH
02645

MEMO

TO: Joseph Powers
Interim Town Administrator

FROM: Robert C. Lawton, Jr. 
Interim Assistant Town Administrator

CC: Lincoln Hooper

RE: New Bedford Waste Services Solid Waste Disposal Agreement

DATE: March 2, 2020

Over the past several weeks we have been reviewing, with Town Counsel and the DPW Director, contracts for solid waste disposal. The contract with New Bedford Waste Services, LLC has been reviewed by Counsel and amended in accordance with his recommendations. DPW Director Lincoln Hooper has reviewed the changes and is in agreement with the final revised document. NBWS has signed the agreement, and we have the original signature page (attached).

The final agreement is herein submitted to you for review and to the Board of Selectmen for signature. The DPW Director will attend the Selectmen meeting on March 9, 2020 to answer any questions regarding the document.

RCL

MUNICIPAL SOLID WASTE DISPOSAL AGREEMENT

This Municipal Solid Waste Disposal Agreement (this “*Agreement*”) is entered into as of January 1 2020 (the “*Effective Date*”), by and between New Bedford Waste Services, LLC, a Massachusetts limited partnership (“*NBWS*”), and the Town of Harwich, Massachusetts, a body corporate and politic (“*Harwich*”). NBWS and Harwich are sometimes referred to individually as a “*Party*,” and collectively as the “*Parties*.”

Recitals

A. NBWS operates an recycling facility located at 48 Cranberry Highway, Route 28, Rochester, Massachusetts 02770 (the “*Facility*”); and

B. Harwich desires to deliver, and NBWS desires to accept for disposal at the Facility, certain quantities of Acceptable Facility Waste (hereinafter defined), in accordance with and subject to the provisions of this Agreement.

Agreement

NOW, THEREFORE, in consideration of the promises and of the mutual obligations undertaken herein, and intending to be legally bound, the Parties hereby agree as follows:

ARTICLE I - CERTAIN DEFINITIONS

As used in this Agreement, the following terms shall have the meanings set forth below:

“*Acceptable Facility Waste*” means mixed household solid waste generated within the boundaries of Harwich by residents and (i) which has the characteristics of solid waste normally collected or disposed of by residences, schools, churches and municipal offices and (ii) which is permitted under Applicable Law to be accepted at and processed by the Facility and which is not Unacceptable Facility Waste. Acceptable Waste must be of a size and composition such that the Facility is able to process it.

“*Acceptance Fee*” means the amounts set forth in Appendix A.

“*Affiliate*” shall mean New Bedford Waste Services and/or any entity, fifty percent (50%) or more of which is owned, directly or indirectly, or controlled by New Bedford Waste Services, LLC. These Affiliates of NBWS are intended to be third party beneficiaries of this Agreement.

“*Applicable Law*” means each and every applicable Federal, state, county, city or local law, statute, by-law, charter, ordinance, rule, regulation, order, Consent, permit, license or approval of any governmental, quasi-governmental, regulatory or administrative agency or authority or court or other tribunal having jurisdiction.

“*Billing Period*” means each calendar month during the Delivery Term.

“Consent” means any consent, approval, authorization, waiver, permit, grant, franchise, concession, agreement, license, exemption or order of, registration, certificate, declaration or filing with, or report or notice to, any governmental, quasi-governmental, regulatory or judicial body, entity, authority or tribunal.

“Delivery Term” means the period of time commencing on January 1, 2020 (the “Commencement Date”) and ending on 11:59 p.m. on December 31, 2022.

“Effective Date” means the first date above written.

“Facility Receiving Times” means with respect to the Facility, Monday through Friday from 7:00 a.m. to 4:00 p.m., exclusive of Holidays, or such other times as specified by NBWS upon thirty (30) days prior written notice.

“FOB” means freight on board.

“Holidays” mean New Year’s Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and Christmas Day.

“Indemnifying Party,” “Indemnified Party,” and **“Indemnified Parties”** have the meanings specified in Section 5.02 hereof.

“Loss” and **“Losses”** have the meanings specified in Section 5.02 hereof.

“Harwich’s Allocable Share” means, for a calendar year, a percentage equal to number of tons of Acceptable Facility Waste delivered by Harwich in the immediately preceding calendar year divided by the number of contracted tons (with a term of one year or longer) for the Facility for the immediately preceding calendar year.

“Term” has the meaning specified in Section 7.01 hereof.

“Ton” means a "short ton" of 2,000 pounds.

“Unacceptable Facility Waste” means: (i) any and all waste which by reason of its size, durability, composition, characteristics or quantity (A) is defined or regulated as, or which would result in Ash being described as, hazardous by any federal, state, county, city or local authority or (B) may present a danger to the public health, safety or welfare or to the environment; (ii) any and all waste that is required to be recycled or composted under Applicable Law; (iii) lead batteries, leaves, tires, white goods, yard waste, aluminum containers, metal or glass containers, single polymer plastics, recyclable paper, cathode ray tubes, asphalt pavement, brick, concrete, metal, wood and clean gypsum wall board, commercial and industrial wastes, pathological or biological waste, radioactive waste, motor vehicles, gas cylinders, tanks and drums of any kind, rolls of any material, liquid waste, gases of any type, PCB light ballasts, mercury bearing products, asbestos, air conditioners, tires, and animal carcasses; (iv) incinerator residue,

demolition and construction debris, regulated medical waste, substances in gaseous form, special nuclear or by-product materials within the meaning of the Atomic Energy Act of 1954, as amended, white goods, large or solid metallic objects (such as castings, forgings and gas cylinders) or any object greater than two (2) cubic feet in volume, any material greater than six (6) inches in diameter or four (4) feet in length (including steel or nylon rope, chains, cables or magnetic tape), any roll of material greater than twelve (12) inches in diameter (including carpeting, fencing, plastic, etc.), yard waste and non-burnable construction or demolition debris; and (v) any and all waste the disposal or processing of which at the Facility is prohibited by any applicable Facility Consent condition or by any Applicable Law; and (vi) any and all material that cannot be processed at the Facility or that has the reasonable possibility of adversely affecting the operation of any part of the Facility.

“Uncontrollable Circumstance” or ***“UCC”*** means any act, event or condition, occurring on or after the Effective Date, that has had, or may reasonably be expected to have, a material adverse effect on the rights or the obligations of a Party under this Agreement, or a material adverse effect on the Facility, if such act, event or condition is beyond the reasonable control of the Party relying thereon as justification for not performing an obligation or complying with any condition required of such Party under this Agreement including, without limitation, the following:

(a) an act of God, landslide, lightning, earthquake, fire, explosion, flood, acts of a public enemy, war, blockade, insurrection, riot or civil disturbance or any similar occurrence;

(b) the order and/or judgment of a federal, state or local court, administrative agency or governmental body;

(c) the suspension, termination, interruption, denial or failure of renewal of any Consent essential to the operation of the Facility;

(d) a labor dispute, strike, work slowdown or work stoppage involving essential employees or contractors;

(e) the partial or entire loss of, inability to obtain, or delay in the provision of any utility services, including water, sewerage, fossil fuels and electric power, necessary for operation of the Facility or blockage of access to the Facility;

(f) the inability of NBWS to obtain required supplies from anywhere within the continental United States; or

(g) the condemnation, taking, seizure, involuntary conversion or requisition of title to or use of the Facility or any portion thereof by action of any federal, state, county or local governmental, quasi-governmental or regulatory agency or authority which materially impacts operations at the Facility, as applicable.

(h) It is specifically understood that, without limitation, none of the following acts, events or circumstances shall constitute a UCC: (i) any act, event or circumstance that would not

have occurred if the Party asserting excuse of performance due to a UCC complied with its obligations under this Agreement, Applicable Law and/or the requirements and/or conditions of a Consent; (ii) changes in interest rates, inflation rates, labor costs, energy prices, insurance costs, commodity prices, currency values, exchange rates or other general economic conditions; (iii) changes in the financial condition of Harwich; (iv) union or labor work rules, requirements or demands that have the effect of increasing the number of employees employed by NBWS and its Affiliates and also at the Facility as applicable, or otherwise increasing the cost to NBWS and/or Affiliates of performance; and (v) any event the effect of which could have been prevented or avoided by the exercise of due care, foresight or due diligence on the part of the Party asserting excuse of performance resulting from a UCC, its agents, employees and subcontractors and (vi) reasonably anticipated and ordinary, seasonal weather conditions for the north eastern region of the United States.

ARTICLE II - DELIVERY AND ACCEPTANCE OF WASTE

2.01 Acceptable Facility Waste. During the Delivery Term, Harwich shall deliver or cause to be delivered FOB the Facility and NBWS shall accept, all the Acceptable Facility Waste generated within the municipal boundaries of Harwich over which it has control or the right to direct; provided, that, in the event the facility is unable to accept Acceptable Facility Waste, NBWS shall notify Harwich via email and Harwich will transport the Acceptable Facility Waste to the New Bedford Facility (New Bedford Waste Services, LLC 1245 Shawmut Avenue P.O. Box 50934 New Bedford, MA 02745), and the additional transportation cost shall be at NBWS' sole cost and expense, except that Harwich shall be responsible for such costs (to be determined on a case-by case basis and mutually agreed to by the parties in writing in advance of the transport) in the event that Acceptable Facility Waste is transported to the New Bedford due to Facility unavailability caused by an UCC, as defined in Article 1 herein. On or before July 1st of each calendar year during the Delivery Term, Harwich shall provide to NBWS a written estimate of the aggregate amount of Tons of Acceptable Facility Waste to be delivered to the Facility by or on behalf of Harwich during the next succeeding calendar year, and Harwich shall use commercially reasonable efforts to cause such Acceptable Facility Waste to be delivered to the Facility approximately ratably throughout the year, subject to seasonal fluctuations in waste flow. Harwich shall deliver or cause to be delivered Acceptable Facility Waste to the Facility during Facility Receiving Times, and shall comply with the hauler's rules and regulations of the Facility, as those rules and regulations are generally applied and are amended from time to time by NBWS, in the delivery and disposal of Acceptable Facility Waste at the Facility.

2.02 Weighing of Waste Deliveries. NBWS shall cause to be maintained weighing facilities at the Facility for the purpose of determining the total tonnage of Acceptable Facility Waste delivered to the Facility. The weighing facilities at the Facility shall be tested for accuracy at least once each calendar year, at the expense of the operator of such weighing facilities, and a copy of the most recent test results shall be disclosed to Harwich upon request. Upon reasonable notice to NBWS, Harwich, at its own expense, may audit the weighing facilities of Facility at a reasonable time designated by NBWS; provided, however, that NBWS shall bear the expense of such audit if the audit reveals the need for a material adjustment. NBWS shall cause any required adjustment revealed by a test or audit to be made promptly.

2.03 Inadvertent Deliveries of Unacceptable Facility Waste; Removal of Same;
Title. NBWS may inspect each delivery to the Facility made by or on behalf of Harwich and may weigh the delivery vehicle both before and after it is unloaded. Subject to Applicable Law, NBWS may reject any portion of a delivery by or on behalf of Harwich that NBWS reasonably determines does not constitute Acceptable Facility Waste, either before or after said delivery has been emptied from the delivery vehicle, and in conjunction with such rejection, NBWS may also reject the entire contents of a delivery vehicle if NBWS reasonably determines that a portion is Unacceptable Facility Waste. NBWS further may remove from the Facility, transport and dispose of all Unacceptable Facility Waste delivered by or on behalf of Harwich, as Harwich's agent and at Harwich's expense. Removal, transport and disposal of Unacceptable Facility Waste shall be accomplished in accordance with Applicable Laws. Title to Unacceptable Facility Waste never shall pass to NBWS; title to Acceptable Facility Waste shall pass to NBWS after inspection and acceptance at the Facility by NBWS.

2.04 Intentionally omitted.

ARTICLE III - SERVICE AND TIP FEE PAYMENTS

3.01 Service and Tip Fees. As compensation for the services to be rendered hereunder, for which NBWS shall invoice Harwich on a monthly basis as provided in Section 3.03: Harwich shall pay to NBWS the Acceptance Fee for each Ton of Acceptable Facility Waste delivered to the Facility by or on behalf of Harwich and accepted at the Facility by NBWS during the Term.

3.02 Billing. NBWS shall provide to Harwich an invoice for each calendar month during the Term for any amounts owed hereunder by Harwich to NBWS within ten (10) days of the end of such calendar month, and Harwich shall pay, reasonably dispute or partially pay and partially reasonably dispute the invoice within thirty (30) days after its receipt thereof. NBWS shall invoice Harwich at the address set forth in Article VII in accordance with the following procedures:

- (a) The invoice shall set forth the total tonnage of Acceptable Facility Waste delivered by or on behalf of Harwich to the Facility as weighed upon delivery to the Facility.
- (b) The invoice shall set forth a calculation showing the Acceptance Fee multiplied by the number of Tons of Acceptable Facility Waste and a reasonably-detailed description of any other amounts claimed to be due to NBWS from Harwich hereunder.
- (c) All such invoices submitted shall be generated on the basis of the official weigh scale records or tickets as of the delivery to the Facility.
- (d) The Parties shall provide to each other copies of all delivery and weight records in their possession and control of all hauling vehicles used in the performance of the

services hereunder and a monthly data file of all transactions. Copies of all such daily delivery and weight records shall be maintained by the Parties for at least one (1) year beyond the termination or expiration of this Agreement.

- (e) NBWS shall provide any other documentation reasonably requested by Harwich to substantiate each invoice.

3.03 Books and Records. Each Party shall cause those of its books and records relating to the quantity of Acceptable Facility Waste (including but not limited to Additional Tonnage) delivered by or on behalf of Harwich and accepted by NBWS to be available to representatives of the other Party for inspection upon reasonable notice and during normal business hours. All such inspections shall be conducted in such manner as not to cause interference with the operation of the Facility and such representatives shall comply with all reasonable rules adopted by the Party whose books and records are being inspected, or the owners or operators of the location where such books and records are made available, including rules relating to maintaining the safety of those persons present on the site where the books and records are located.

ARTICLE IV: REPRESENTATIONS AND COVENANTS

4.01 Harwich Representations. Harwich hereby represents and warrants to NBWS as follows:

(a) Harwich has developed the requisite expertise or has/may contract with parties who have such expertise, for performing the work required of it hereunder (including but not limited to the delivery of Acceptable Facility Waste to the Facility), has adequate resources and equipment in good working order together with fully trained and experienced personnel capable of performing the services required of it hereunder in a good and professional manner and in accordance with this Agreement, and exhibits the standard of care and skill normally exercised by professional contractors performing the same type of services. Harwich has obtained all Consents required to comply with all Applicable Law in the performance of the services required of it hereunder, and such Consents are valid and in full force and effect.

(b) Neither the execution nor the delivery by Harwich of this Agreement nor the performance by Harwich of its obligations hereunder (1) conflicts with, violates or results in a breach of any Applicable Law, or (2) conflicts with, violates or results in a breach of any term or condition of any judgment, decree, agreement, order or instrument to which Harwich is a party or by which Harwich is bound, or constitutes a default under any such judgment, decree, agreement, order or instrument.

4.02 NBWS Representations. NBWS, for itself and for its Affiliates, hereby represents and warrants to Harwich as follows:

(a) NBWS and its Affiliates are engaged in the solid waste disposal business, has developed the requisite expertise for performing that work, has adequate resources and equipment in good working order together with fully trained and experienced personnel capable

of performing the services required of it hereunder in a good and professional manner and in accordance with this Agreement, and exhibits the standard of care and skill normally exercised by professional contractors performing the same type of services. NBWS has obtained all Consents required to comply with all Applicable Law to the performance of the services required of it hereunder, and such Consents are valid and in full force and effect.

(b) The Facility is in compliance in all material respects with all Applicable Law. NBWS and its Affiliates has obtained all Consents required to comply with all Applicable Law applicable to the Facility and the performance of the services required of NBWS and its Affiliates hereunder and such Consents are valid and in full force and effect.

(c) Neither the execution nor the delivery by NBWS of this Agreement nor the performance by NBWS and/or its Affiliates of its obligations hereunder (1) conflicts with, violates or results in a breach of any Applicable Law, or (2) conflicts with, violates or results in a breach of any term or condition of any judgment, decree, agreement, order, contract or agreement or instrument to which NBWS and/or its Affiliates are a party or by which NBWS and/or its Affiliates are bound, or constitutes a default under any such judgment, decree, agreement, order or instrument.

(d) NBWS is a limited Partnership legally existing and in good standing under the laws of the Commonwealth of Massachusetts. NBWS has the power and authority, as a Massachusetts limited partnership, to execute, deliver and perform its obligations under this Agreement.

(e) Any Affiliates performing work hereunder are legally existing and in good standing under the laws of the Commonwealth of Massachusetts or are otherwise legally existing and in good standing under the laws of the jurisdiction where they were formed and are duly registered foreign entities in the Commonwealth of Massachusetts. The Affiliates have the power and authority, to execute, deliver and perform its obligation under this Agreement.

(f) This Agreement, when executed and delivered by NBWS, constitutes legal, valid and binding obligations of NBWS, enforceable in accordance with their respective terms and do not violate any provision of the NBWS's governing, organizational or charter documents or those of its Affiliates.

(g) There is no action, litigation, suit or proceeding at law or in equity pending or threatened in writing against NBWS or its Affiliates challenging the validity of the transactions contemplated by this Agreement or otherwise having any material impact on NBWS's ability to perform its obligations hereunder this Agreement, including any actions in bankruptcy either voluntary or involuntary.

4.03 Harwich Covenants. In addition to and without restricting in any way any other obligations or covenants set forth herein, Harwich covenants and agrees as follows:

(a) Harwich shall perform its obligations hereunder in a good, safe and workmanlike manner and in accordance with sound environmental practices.

(b) Upon reasonable written notice, Harwich shall provide to NBWS copies of all Consents issued to Harwich which are applicable to the services to be provided by Harwich hereunder.

(c) Harwich shall comply with all Applicable Law applicable to the services to be provided by Harwich hereunder.

(d) Harwich shall promptly notify NBWS of the occurrence of any event, condition, or occurrence, or legal, judicial, or regulatory proceedings that may result in: (1) the material noncompliance with any Applicable Law, but only if such noncompliance materially affects the ability of Harwich to perform its obligations according to the terms and conditions hereunder; (2) any material inaccuracy of, or material noncompliance with, any representations, warranties or covenants by Harwich in this Agreement; or (3) a material adverse effect upon the business, operations or affairs of Harwich or that may materially adversely affect the ability of Harwich to supply the services to be provided by Harwich hereunder.

4.04 NBWS Covenants. In addition to and without restricting in any way any other obligations or covenants set forth herein, NBWS, for itself and for its Affiliates, covenants and agrees as follows:

(a) NBWS shall perform its obligations hereunder in a good, safe and workmanlike manner and in accordance with sound environmental practices.

(b) Upon reasonable written notice, NBWS shall provide to Harwich copies of all Consents issued to NBWS which are applicable to the Facility, or the services to be provided by NBWS hereunder.

(c) NBWS shall (and shall cause the Facility to) comply with all Applicable Law applicable to the services to be provided by NBWS hereunder.

(d) NBWS shall promptly notify Harwich of the occurrence of any event, condition, or occurrence, or legal, judicial, or regulatory proceedings that may result in: (1) the material noncompliance with any Applicable Law, but only if such noncompliance materially affects the ability of NBWS to provide the services to be provided by NBWS hereunder; (2) any material inaccuracy of, or material noncompliance with, any representations, warranties or covenants by NBWS in this Agreement; or (3) a material adverse effect upon the business, operations or affairs of NBWS that materially affects the ability of NBWS to provide the services to be provided by NBWS hereunder.

ARTICLE V - INSURANCE & INDEMNITY

5.01 Insurance.

(a) Each Party shall obtain and maintain continuously through the Delivery Term, and furnish to the other Party certificates attesting to the existence of, the following applicable insurance:

(i) Workers' Compensation Insurance as prescribed or permitted by Applicable Law in Massachusetts.

(ii) Commercial General Liability and Property Damage Insurance, with Contractual Liability and Products/Completed Operations coverage, with primary limits of liability of \$1,000,000, combined occurrence, for bodily injury and property damage.

(iii) Commercial Automobile Liability Insurance as required by Applicable Law, but with limits of not less than \$1,000,000 per occurrence for bodily injury and property damage, combined single limit for all owned, leased, non-owned and hired autos.

(iv) Commercial Pollution Legal Liability Insurance with limits of liability as follows: NBWS - \$5,000,000 per claim; not applicable to Harwich.

(v) Excess Liability Insurance with limits of not less than \$5,000,000 per occurrence in the case of NBWS, and \$2,000,000 in the case of Harwich, supplementing the primary insurances required by (ii) and (iii) above.

(b) Each Party shall cause the aforementioned policies of insurance (other than the workers' compensation insurance) to be duly and properly endorsed by the insurance underwriter to (i) provide an endorsement naming as additional insureds, the other Party, its affiliates, and their respective owners, directors, employees and agents, and (ii) provide that they may not be canceled without thirty (30) days prior written notice being given to the other Party and in the event such insurance company will not provide such notice, then the insured Party shall immediately notify the other Party of such pending cancellation. If any of such insurance policies are written on a "claims-made" basis, upon termination or cancellation of such policy, whether during or after the Term, the Party shall be responsible for purchasing "tail" insurance coverage for acts and omissions occurring during the Delivery Term. Such tail insurance coverage must remain in place for three (3) years following completion of the Term. Each Party shall provide the other Party with a certificate of insurance issued by the insurance carrier or its agent evidencing that all insurance coverage, including the "tail" insurance required by this Section, is in effect. Annually, and as otherwise reasonably requested by the other Party, and upon each change in the insurance carried by a Party or a change in such Party's insurance underwriter, such Party will provide the other Party with evidence that the insurance required hereunder is in place.

5.02 Indemnity. To the fullest extent permitted by Applicable Law, each Party (the "*Indemnifying Party*") shall indemnify, defend and hold harmless the other Party, its parent

companies, partners, affiliates and subsidiary companies and their respective directors, officers, employees, agents, contractors, subcontractors, representatives, successors and assigns (each of the foregoing, an "**Indemnified Party**" and, collectively, the "**Indemnified Parties**"), from and against any and all claims, losses, liabilities, damages, fines, penalties, taxes, interest, fees, costs, or expenses (including, without limitation, reasonable attorneys' fees) (each, a "**Loss**" and collectively the "**Losses**") to the extent resulting or arising from (i) the acts, errors or omissions of the Indemnifying Party, its employees, agents, directors, officers, contractors or subcontractors; (ii) the breach of any representation, warranty, covenant or agreement of the Indemnifying Party under this Agreement; and/or (iii) the enforcement of this indemnity; provided, however, that the Indemnifying Party shall not be obligated to provide the indemnification hereunder to the extent that a Loss is caused by the negligence or willful misconduct of the Indemnified Party seeking indemnification. Neither Party shall have any liability to the other under this Agreement for any special, consequential, punitive, indirect or incidental damages, including loss of use, loss or delayed receipt or revenues, loss of anticipated profits, cost of capital loss of goodwill or similar damages. In no event shall Harwich be obligated to indemnify NBWS for any claim arising out of environmental pollution except to the extent such environmental pollution is the direct result of gross negligence or willful misconduct of an employee or representative of Harwich.

ARTICLE VI - DEFAULT AND TERMINATION

6.01 NBWS Events of Default. Each of the following shall constitute an "**Event of Default**" by NBWS:

- (a) NBWS, for itself and its Affiliates, shall fail to accept from Harwich the Acceptable Facility Waste NBWS has committed to accept hereunder;
- (b) NBWS, for itself and its Affiliates, shall breach any material representation, warranty, covenant or agreement under this Agreement or shall fail to timely perform any other material obligation under this Agreement; or
- (c) (i) NBWS shall be or become bankrupt or make an arrangement with or for the benefit of its creditors or consent to or acquiesce in the appointment of a receiver, trustee or liquidator for a substantial part of its property, or (ii) an involuntary bankruptcy, winding up, reorganization, insolvency arrangement or similar proceeding shall be instituted against NBWS under the laws of any jurisdiction, which proceeding has not been dismissed within ninety (90) days, or (iii) any action or answer shall be taken or filed by NBWS approving of, consenting to, or acquiescing in, any such proceeding, or (iv) the levy of any distress, execution or attachment upon the property of NBWS which shall materially interfere with its performance hereunder.

6.02 Harwich Events of Default. Each of the following shall constitute an "**Event of Default**" by Harwich:

- (a) Harwich shall fail to pay amounts owed to NBWS under this Agreement within thirty (30) days following receipt of an invoice from NBWS therefor;

(b) Harwich shall breach any material representation, warranty, covenant or agreement under this Agreement or shall fail to timely perform any other material obligation under this Agreement; or

(c) (i) Harwich shall be or become bankrupt or make an arrangement with or for the benefit of its creditors or consenting to or acquiescing in the appointment of a receiver, trustee or liquidator for a substantial part of its property, or (ii) a bankruptcy, winding up, reorganization, insolvency arrangement or similar proceeding shall be instituted by or against Harwich under the laws of any jurisdiction, which proceeding has not been dismissed within ninety (90) days, or (iii) any action or answer shall be taken or filed by Harwich approving of, consenting to, or acquiescing in such proceeding, or (iv) the levy of any distress, execution or attachment upon the property of Harwich which shall materially interfere with its performance hereunder.

6.03 Remedies. An Event of Default described in Section 6.01 and 6.02 shall become a “**Default**” under this Agreement if not cured within forty-five (45) days after written notification to the defaulting Party from the other Party describing in reasonable detail the nature of the Event of Default; provided, however, that such forty-five-day period shall be extended for up to an additional ninety (90) days so long as the breaching Party is actively and continuously pursuing good faith efforts to cure the Event of Default; provided, further, that an Event of Default of the character described in Sections 6.01(c) and 6.02(c) shall be a “**Default**” immediately, with or without delivery of such notice.

(a) Termination by Harwich. Harwich shall have the right to terminate this Agreement by delivering written notice to NBWS if: (i) NBWS shall be in Default, beyond all applicable notice and cure periods, under Section 6.01 (Harwich shall also be permitted to recover actual damages resulting from any such Default); or (ii) there is one or more Changes in Law, or a surcharge or surcharges based upon one or more Changes in Law (but only if the aggregate amount of the surcharge(s) over the Term would total at least five hundred thousand dollars (\$500,000)), affecting Harwich; or (iii) there is a UCC lasting more than one hundred and eighty (180) days. This Agreement shall terminate on the forty-fifth (45th) day following the date of such notice; provided, however, that a Default described in Section 6.01(c) shall not require notice by Harwich and shall terminate this Agreement forthwith.

(b) Termination by NBWS. NBWS shall have the right to terminate this Agreement by delivering written notice to Harwich if: (i) Harwich shall be in Default, beyond all applicable notice and cure periods, under Section 6.02 (NBWS shall also be permitted to recover actual damages resulting from any such Default); (ii) there is a UCC lasting more than one hundred and eighty (180) days affecting NBWS, the Facility, the Affiliates. This Agreement shall terminate on the forty-fifth (45th) day following the date of such notice.

(c) Damages. Except as otherwise provided in this Article VI, neither Party shall have the right to terminate this Agreement or to require specific performance by the other Party and damages shall ordinarily be considered an adequate remedy for a Default by either Party under this Agreement.

6.04 General.

Section 3.03 and Articles V and VI shall survive the termination or expiration of this Agreement.

6.05 No Liability for UCC. Subject to rights of termination as set forth in section 6.03 above and except for any obligation to pay money, neither Party shall be liable to the other for any failure or delay in performance of any obligation under this Agreement due to the occurrence of a UCC. The Party whose performance under this Agreement has been affected by a UCC shall provide prompt notice of the commencement and the cessation of such UCC to the other Party. Whenever a UCC shall occur, the Party claiming to be adversely affected thereby shall perform in accordance with this Agreement to the extent not adversely affected by such UCC (subject to the requirements of other contracts effective prior to the date hereof) and shall, as quickly as reasonably possible, attempt to eliminate the cause therefor, reduce costs and resume full performance under this Agreement.

ARTICLE VII – MISCELLANEOUS

7.01 Term. Unless sooner terminated in accordance with the terms hereof, this Agreement shall commence on the Effective Date and shall continue in effect until the end of the Delivery Term (the “*Term*”).

7.02 Assignment and Subcontracting. This Agreement may not be assigned by either Party without the prior written consent of the other Party, which consent shall not be unreasonably withheld, conditioned or delayed; provided, however, that either Party may assign this Agreement, without the prior written consent of the other Party, whether by operation of law, merger or otherwise, to any Affiliate, subsidiary, parent, or successor; provided, further, that no such assignment shall release the assigning Party from its obligations under this Agreement, unless the other Party expressly releases the assigning Party in writing.

7.03 Further Assurances. Each Party agrees to execute and deliver any instrument and to perform any acts that may be necessary or reasonably requested in order to give full effect to this Agreement.

7.04 Relationship of the Parties. Except as otherwise explicitly provided herein, no Party shall have any responsibility whatsoever with respect to services provided or contractual obligations assumed by the other Party and nothing in this Agreement shall be deemed to constitute any Party a partner, agent or legal representative of any other Party nor to create any fiduciary relationship between or among the Parties.

7.05 Notices. Except as otherwise expressly provided in this Agreement, any notices or communication required or permitted hereunder shall be in writing and sufficiently given if delivered in person or sent by certified or registered mail, postage prepaid, by commercial overnight courier, by telecopy (receipt confirmed) or by electronic mail as follows:

If to NBWS:

New Bedford Waste Services, LLC
1245 Shawmut Avenue
P.O. Box 50934
New Bedford, MA 02745
Attn: Michael A. Camara, President
mcamara@abcdisposal.com

With a copy to:

New Bedford Waste Services
Rochester Facility
48 Cranberry Highway Rochester, MA

If to Harwich via United States Postal Service mail/telecopy/electronic mail:

Town of Harwich
732 Main Street
Harwich, MA 02645
Phone: 508-430-7513
Fax: 508-432-5039
Attn: Joseph Powers, Interim Town Administrator
Email: jpowers@town.harwich.ma.us

Town of Harwich DPW
PO Box 1543
Harwich, MA 02645
Attn: Lincoln Hooper, DPW Director
Email: lhooper@harwichdpw.com

With Copy to Town Counsel at:
KP Law, P.C.
101 Arch Street, 12th Floor
Boston, MA 02110
Attn: Matthew G. Feher, Esq.
Email: MFeher@k-plaw.com

Changes in the respective addresses to which such notices may be directed may be made from time to time by any Party by written notice to the other Party.

7.06 Waiver. The waiver by either Party of a default or a breach of any provision of this Agreement by the other Party shall not operate or be construed to operate as a waiver of any other provision or subsequent default or breach. The making or the acceptance of a payment by either Party with knowledge of the existence of a default or breach shall not operate or be construed to operate as a waiver of that or any subsequent default or breach.

7.07 Modifications. The provisions of this Agreement shall (a) constitute the entire agreement between the Parties, and (b) be modified only in writing duly executed by the Party to be bound.

7.08 Headings. Captions and headings in this Agreement are for ease of reference only and do not constitute a part of this Agreement.

7.09 Governing Law/Dispute Resolution. This Agreement and any question concerning its validity, construction or performance shall be governed by Massachusetts law, irrespective of the principles of conflicts of law and this Agreement shall be enforceable, in whole or part in a court of competent jurisdiction located in the Commonwealth of Massachusetts. The Parties agree that any controversy, dispute or claim arising out of or relating to this Agreement or a breach of any of the terms or conditions of this Agreement, which cannot be resolved by the Parties within thirty (30) days after written notice by either Party, and shall be subject to nonbinding mediation.

7.10 Counterparts. This Agreement may be executed in more than one counterpart, each of which shall be deemed to be an original, but all of which shall be deemed the same instrument. Facsimile and portable document format (PDF) copies of signatures shall be deemed original signatures.

7.11 Severability. If any provision of this Agreement shall for any reason be determined to be invalid, illegal, or unenforceable in any respect, the Parties hereto shall negotiate in good faith and agree to such amendments, modifications, or supplements of or to this Agreement or such other appropriate actions as shall, to the maximum extent practicable in light of such determination, implement and give effect to the intentions of the Parties as reflected herein, and the other provisions of this Agreement shall, as so amended, modified, or supplemented, or otherwise affected by such action, remain in full force and effect.

7.12 Interest on Overdue Payments. All payments to be made under this Agreement outstanding after the applicable due date shall bear interest at the maximum lawful rate, or 1% per month, whichever rate is lower.

7.13 Non Appropriation Clause. Harwich and NBWS understand that a town meeting vote is required on an annual basis to appropriate funds for waste disposal. If Harwich fails to appropriate funds for waste disposal hereunder, then upon 30 days' written notice to NBWS, both parties shall be released from the commitments under this Agreement, and it shall be considered null and void.

[Signature page to follow.]

IN WITNESS WHEREOF, the Parties hereto have caused this Agreement to be executed as an instrument under seal by their duly authorized representatives as of the day and year first above written.

New Bedford Waste Services, LLC

By: Michael DeGroot
Name: Michael DeGroot
Title: President/CEO

Town of Harwich, Massachusetts

By its Board of Selectmen:

Finance Director
Carl Corbett

3/3/20
Date

[Signature page to Municipal Solid Waste Disposal Agreement]

APPENDIX A

Schedule of Acceptance Fees

The Acceptance Fee for each year during the Term of this Agreement shall be as follows:

January 1, 2020-December 31, 2020	\$93.75/Ton
January 1, 2021-December 31, 2021	\$96.09/Ton
January 1, 2022-December 31, 2022	\$98.50/Ton

OFFICE OF THE TOWN ADMINISTRATOR

Phone (508) 430-7513

Fax (508) 432-5039

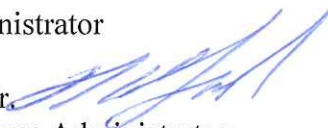


732 MAIN STREET, HARWICH
02645

Robert C. Lawton, Jr.
Interim Assistant Town Administrator

MEMO

TO: Joseph Powers
Interim Town Administrator

FROM: Robert C. Lawton, Jr. 
Interim Assistant Town Administrator

CC: David Spitz

RE: Brooks Academy Museum Agreement

DATE: March 2, 2020

Over a number of months we have been reviewing, with Town Counsel, the Brooks Academy Museum Committee, the town Building Maintenance Supervisor, and the Harwich Historical Society, Inc. the replacement building use agreement for the continued use of the Brooks Academy Museum by the Harwich Historical Society, Inc. The license agreement with the Historical Society has been reviewed by Counsel and amended in accordance with his recommendations. The Museum Committee, the Historical Society and Building Maintenance Supervisor have reviewed the changes and are in agreement with the final revised document. The Historical Society, Inc. has signed the agreement, and we have the original signature page (attached).

The final agreement is herein submitted to you for review and to the Board of Selectmen for signature.

RCL

Town of Harwich / Harwich Historical Society Inc.

Building Use License Agreement

This License Agreement made this 27th day of January, 2020 between the Town of Harwich, hereafter called the Town and The Harwich Historical Society Inc., hereafter called HHS. Town and HHS are sometimes referred to herein individually as "party" and collectively as "parties".

Whereas, the Town is the owner of record of certain property located at 80 Parallel Street, Harwich Massachusetts, designated on Assessor's Map 40 as Lot J9, known as Brooks Academy and property located at 72 Parallel Street designated on Assessor's Map 40 as Lot J7, known as A. Elmer Crowell Barn at Harwich Center (together, the "Premises");

Whereas the parties wish for HHS to operate an annual historical museum program for the benefit of the citizens of the Town of Harwich and members of the general public ("Permitted Use"), and the Town agrees to license to HHS the Premises for such purposes;

NOW THEREFORE, the TOWN hereby grant such entry and license to use the Premises to HHS, its agents, employees, contractors, and permittees, subject to the following terms and conditions;

1. HHS shall have sole responsibility and right to operate an annual museum program at the Premises.
2. HHS shall have use of the grounds of Brooks Academy in connection with the Permitted Use. The Town retains the right to use the grounds with approval of and in coordination with the Historical Society, such approval not to be unreasonably withheld or delayed. Any other use of the Premises for purposes other than the Permitted Use shall be governed by the Use Policy, attached as Exhibit I, and incorporated herein.
3. In consideration for this Agreement shall be a fee of \$1.00, the payment of all costs and expenses associated with the exercise of the rights granted hereunder, together with the observation and performance by HHS of all the obligations and covenants set forth within this Agreement to the reasonable satisfaction of the Town.
4. The Town shall pay for all water, electrical and heating utilities used by the HHS in connection with the Permitted Use, except as herein provided. The HHS shall be responsible for all telecommunications services payments, including alarm system charges.
5. The Town shall be responsible for maintenance of the exterior of the Premises in a safe attractive condition, major capital improvements to the Premises and the maintenance of all related building systems. All major capital expenditures funded by Town funds are subject to appropriation by Town Meeting and in the event such funds are not so appropriated, the Town's financial obligations under this Agreement may terminate as of the end of that current fiscal year without any liability imposed on the part of the

Town. HHS shall be responsible for all janitorial services, routine work to the building interior, and renovations which might be necessary in connection with the conduct of the Permitted Use. HHS will provide janitorial and paper supplies.

6. During the exercise of the rights hereby granted, HHS shall at all times conduct itself so as not to unreasonably interfere with the Town's use of the Premises described in section (2).
7. The Town shall be responsible for all necessary inspections and permits relative to the Premises.
8. The Permitted Use shall be exercised during the period beginning June 1st until the following May 31st of any year beginning as of the date first indicated above for a period of ten (10) consecutive years unless earlier terminated in accordance herewith (the "Term"). On or about March 31st of each year, HHS shall provide a copy of its annual museum program for the next year to the Brooks Academy Museum Commission, hereafter called the BAMC, or such party as shall be designated by the Town. The BAMC, or its substitute, shall determine if any repairs or improvements are necessary in order to continue adequate building maintenance at the Premises, and how these needs might best be met.
9. HHS shall be solely responsible for all costs related to the Permitted Use not specifically set forth herein as being the responsibility of the Town. In order to help defray the expenses of its program HHS may operate a Museum Gift Shop, lecturer, and other museum related events on the Premises, subject to approval of the Town.
10. Renovations to the Premises shall be undertaken only, with the prior written approval of the Town upon the recommendation of the BAMC after consultation with the HHS, and shall proceed only pursuant to a detailed plan and in conformance with the Secretary of the Interior's standards for historical preservation and all applicable federal, state or local laws and approvals. The BAMC and Town staff shall have access to the Premise to ensure that any work is performed in conformance with such applicable laws and approvals. This Agreement shall be interpreted in accordance with, and guided by the best interests of the Town, the preservation of the historic resources, and the advancement of the Permitted Use, viewed against the background of budgetary constraints.
11. Insurance Coverage of Premises. The HHS shall, at all times during the Term and at HHS's sole expense, insure the contents of the Premises owned by HHS.
12. Personal Injury Liability Insurance. HHS shall maintain in effect throughout the Term personal injury liability insurance covering the Premises and its appurtenances and the sidewalks fronting on them in the amount of \$1,000,000 for injury to or death of any one person, and \$2,000,000 for injury to or death of any number of persons in one occurrence. Such insurance shall specifically insure the Town against all liability assumed by it under this Agreement, as well as liability imposed by law.

13. All insurance policies required by this agreement shall name the Town as an additional insured and HHS shall provide thirty (30) days prior written notice of any cancellation, modification or termination of such insurance policies.
14. Written notices to the parties to this Agreement shall be mailed to the following addresses noted below. These addresses are subject to change, and the parties agree to inform each other of such changes as soon as practical.

Town of Harwich
Town Administrator
732 Main Street
Harwich, MA 02645

Harwich Historical Society Inc.
80 Parallel Street
Harwich, MA 02645

15. HHS agrees that it shall use and occupy the Premises at its own risk, and the Town shall not be liable to HHS or any of HHS's employees, agents or contractors for any injury or death to persons entering the Premises in connection with this Agreement, or loss or damage to vehicles, equipment or other personal property of any nature whatsoever of the HHS, or any of HHS's employees, agents or contractors, except if the injury, death, loss or damage is caused by the willful act or gross negligence of the Town. HHS agrees to indemnify, defend and hold harmless the Town from and against any and all claims, demands, suits, actions, costs, and judgments whatsoever, including reasonable attorneys' fees, which may be imposed upon, incurred by, or assessed against the Town by reason of (a) any failure on the part of HHS to comply with any provision or term required to be performed or complied with by HHS under this Agreement, or (b) for the death or injury to persons or property damage suffered by any person on account of or based upon the act, omission, fault, negligence or misconduct of any person whomsoever other than the Town including without limitation HHS or its board members, agents, employees, representatives, contractors, customers and/or invitees, and/or by HHS's exercise of its rights under this Agreement on or about the Premises. The foregoing agreement shall include any and all costs, expenses and liabilities incurred in the connection with any such claim or proceeding brought hereon, and the defense thereof with counsel acceptable to the Town or counsel selected by an insurance company which has accepted liability for any such claim. The provisions of this paragraph shall survive the expiration or termination of this Agreement.
16. This Agreement shall be revocable by either party upon written notice of the revocation at least sixty (60) days prior to the termination date stated within said notice.
17. In the event that this Agreement is so terminated by revocation of either party, or at the end of the Term, then HHS shall, at its own expense, remove all its facilities, apparatus,

- equipment and property from the Premises, and restore the Premises to its original condition as at the commencement of this Agreement, as nearly as reasonably possible.
18. This agreement shall not be construed as creating or vesting in HHS any estate in the Premises, but only the limited right of use as hereinabove stated.
 19. Modifications or amendments to this license shall be in writing and duly executed by the parties to be effective.
 20. All appropriate terms and provisions related to the restoration of the Premises affected hereby, shall survive the termination of this Agreement.
 21. This Agreement shall be governed and construed in accordance with the laws of the Commonwealth of Massachusetts.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed as a sealed instrument and signed in duplicate by their duly authorized representatives, on the date first indicated above.

FOR THE TOWN OF HARWICH

FOR THE HARWICH HISTORICAL SOCIETY, INC.

Carole De Christopher co-president

Jean Malvey co-president

Francis W. Johnson co-president

EXHIBIT 1

Brooks Academy Museum

Use Policy

Any activity of the Harwich Historical Society Inc. in keeping with the charge and objectives of the Society is considered a Museum program to be conducted by the Harwich Historical Society Inc. personnel as time and staff permits.

The Brooks Academy Museum will be open to the general public on a regularly published schedule. Groups or organizations requested a special or guided tour may be accommodated subject to prior approval of the Museum Director.

Special care will be taken to assure that proper safety and security measures are in effect and that staff supervision is available and in place accordingly when a use request is granted.

Requests for the use of the grounds and the parking area for other than a Museum program must be made in writing to the Brooks Academy Museum Commission at least one month prior to the date requested. Decisions regarding use will be made in conformance with the Town Wide Facilities Use Policy by the Brooks Academy Museum Commission.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/22/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Liberty Mutual Insurance PO Box 188065 Fairfield, OH 45018	CONTACT NAME: PHONE (A/C, No, Ext): 800-962-7132	FAX (A/C, No): 800-845-3666
	E-MAIL ADDRESS: BusinessService@LibertyMutual.com	
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A: Ohio Casualty Insurance Company		24074
INSURED Harwich Historical Society Inc 80 Parallel St Harwich MA 02645		
INSURER B:		
INSURER C:		
INSURER D:		
INSURER E:		
INSURER F:		

COVERAGES

CERTIFICATE NUMBER: 53731861

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	<input checked="" type="checkbox"/>	BKO58186975	11/23/2019	11/23/2020	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 15,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	XWO58545473	5/30/2019	5/30/2020	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 100,000 E.L. DISEASE - EA EMPLOYEE \$ 100,000 E.L. DISEASE - POLICY LIMIT \$ 500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

The Town of Harwich is Additional Insured if required by written contract or written agreement subject to General Liability Blanket Additional Insured Provision

CERTIFICATE HOLDER

The Town of Harwich
 732 Main Street
 Harwich MA 02645

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Samantha Hetterich

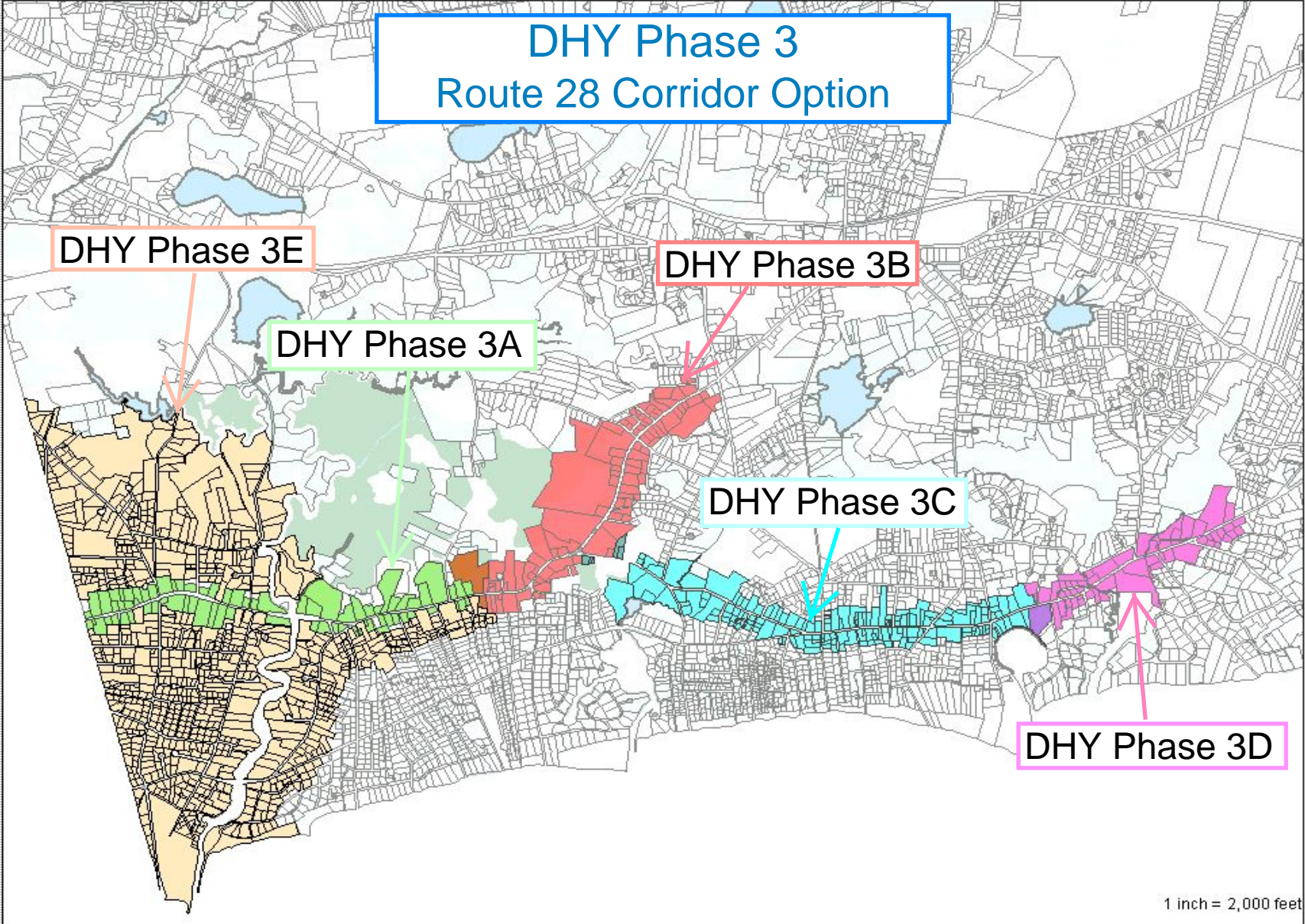
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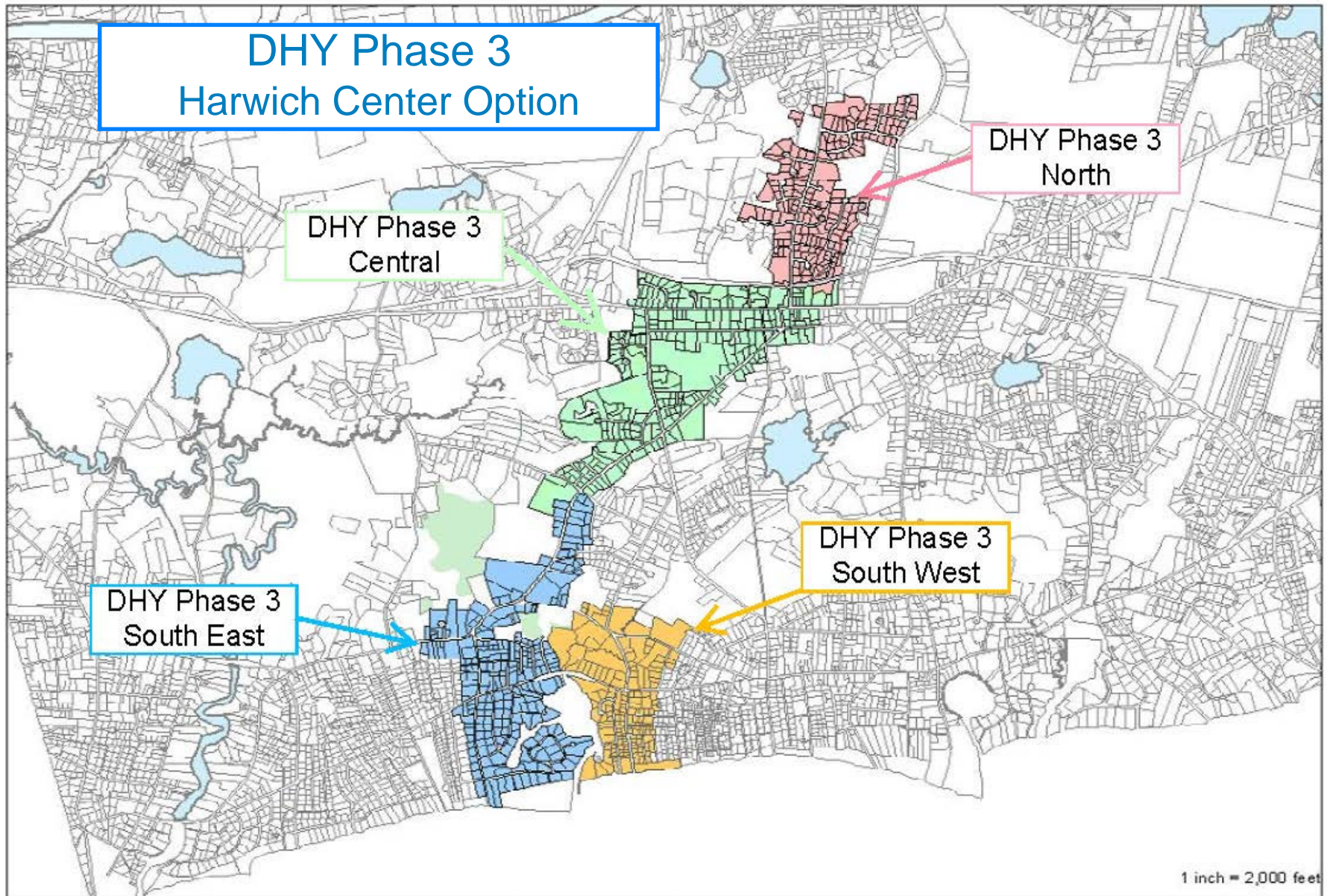
The ACORD name and logo are registered marks of ACORD

Funding Request Year	DHY Phase 3 - Route 28 Corridor	DHY Phase 3 - Harwich Center	Route 28	Harwich Center
TBD	Phase H2 Collection System, Contract 3 - Design & Construction	Phase H2 Collection System, Contract 3 - Design & Construction	\$8.4 M	\$8.4 M
2020	DHY WWTF – Design	DHY WWTF – Design	\$1.5 M	\$1.5 M
2021	Shared Conveyance to DHY WWTF – Design	Shared Conveyance to DHY WWTF – Design	\$0.2 M	\$0.2 M
	DHY Effluent Recharge – Design	DHY Effluent Recharge – Design	\$0.3 M	\$0.3 M
	Phase DHY1 Collection System – Design	DHY Phase 3 Central Collection System – Design	\$1.0 M	\$1.0 M
2022	DHY WWTF Construction	DHY WWTF Construction	\$22.31 M	\$22.31 M
	Shared Conveyance to DHY WWTF – Construction	Shared Conveyance to DHY WWTF – Construction	\$2.31 M	\$2.31 M
	DHY1 Shared Conveyance to Recharge (Bass River Golf & WWTF)	DHY1 Shared Conveyance to Recharge (Bass River Golf & WWTF)	\$2.0 M	\$2.0 M
	DHY WWTP Effluent Recharge – Construction (Bass River Golf & WWTF)	DHY WWTP Effluent Recharge – Construction (Bass River Golf & WWTF)	\$0.93 M	\$0.93 M
2023	Phase DHY 1 Collection System Phase 3A– Construction	DHY Phase 3 C	\$11.2 M	\$10.80
	Seymour Pond Restoration Project	Seymour Pond Restoration Project	\$0.4 M	\$0.4 M
2025	Phase DHY2 Collection System (Phase 3B)- Design	DHY Phase 3 North - Construction	\$1.0 M	\$9.2 M
2027	Phase DHY2 Collection System (Phase 3B)- Construction		\$6.1 M	
		DHY Effluent Recharge - Design & Construction	DHY Effluent Recharge - Design & Construction	\$2.0 M
2032	Phase DHY3 Collection System (Phase 3C & 3D) - Design & Construction	DHY Phase 3SW - Design & Construction	\$11.1 M	\$12.1 M
	DHY Effluent Recharge - Design & Construction	DHY Effluent Recharge - Design & Construction	\$0.5 M	\$0.5 M
2035	DHY WWTF Upgrade - Design & Construction	DHY WWTF Upgrade - Design & Construction	\$7.3 M	\$7.3 M
	DHY Effluent Recharge - Design & Construction	DHY Effluent Recharge - Design & Construction	\$1.5 M	\$1.5 M
2037	Phase DHY4 Collection System - Design & Construction	DHY Phase 3SE - Design & Construction	\$36.3 M	\$9.3 M
	Bucks Pond and John Joseph Pond Restoration Projects	Bucks Pond and John Joseph Pond Restoration Projects	\$0.7 M	\$0.7 M

DHY Phase 3 Route 28 Corridor Option



Funding Request Year	2023	2027	2032	2032	2037	Totals
Phase	DHY Phase 3A	DHY Phase 3B	DHY Phase 3C	DHY Phase 3D	DHY Phase 3E	
Parcels	88	80	131	46	800	1145
Est. Avg Flow	18,500	19,000	35,000	14,000	132,890	219,390
Collection System	\$11,200,000	\$6,100,000	\$8,100,000	\$3,000,000	\$36,300,000	\$64,700,000



Funding Request Year	2023	2027	2032	2037	Totals
Phase	DHY Phase 3 Central	DHY Phase 3 North	DHY Phase 3 South West	DHY Phase 3 South East	
Parcels	243	179	250	180	852
Est. Avg Flow	46,500	31,500	58,500	42,500	179,000
Collection System	\$10,800,000	\$9,200,000	\$12,100,000	\$9,300,000	\$41,400,000

FISCAL YEAR 2021
INTERIM TOWN ADMINISTRATOR'S PROPOSED OPERATING BUDGET



FEBRUARY 10, 2020

TOWN OF HARWICH, MA
PREPARED BY: CAROL COPPOLA, CPA
FINANCE DIRECTOR/TOWN ACCOUNTANT

OFFICE OF THE TOWN ADMINISTRATOR

Joseph F. Powers, *Interim Town Administrator*

Phone (508) 430-7513


Fax (508) 432-5039

732 MAIN STREET, HARWICH, MA



MEMO

TO: Board of Selectmen
Finance Committee

FROM: Joseph F. Powers, Interim  Town Administrator

CC: Carol Coppola, Finance Director

RE: Presentment of the FY 2021 Comprehensive Budget and Budget Message

DATE: Monday, February 10, 2020

I hereby present to the Board of Selectmen and Finance Committee of the Town of Harwich this budget message and attached Fiscal Year 2021 Comprehensive Budget in accordance with the Harwich Charter under Chapter 9, Section 2, clause 9-2-4.

This budget meets the requirements laid out in the Board of Selectmen's Goals for 2020; specifically Goal #2: Financial Leadership and Stability. The key point of this goal is to develop a budget which minimizes spending increases and is within the limits of Proposition 2 1/2.

Several objectives of this goal influenced and directed my actions to achieve a balanced budget which provides critical services and programs to the residents and taxpayers of the town. Those objectives are:

- Develop a budget which limits growth in operating expenses to no more than two percent and manages debt payments as much as possible to maintain level debt service obligations;
- Develop a debt budget which avoids the use of capital exclusions, limits the use of debt exclusions and is within the limits of Proposition 2 1/2 without the need for a general over-ride; and
- Develop new approaches to factually inform potential impacts resulting from budget decisions. Provide transparency in town finances.

This message builds on the objectives listed above to shape the narrative on how the budget was balanced.

Objective A: Limiting growth in operating expenses to no more than 2%:

“Develop a budget which limits growth in operating expenses to no more than two percent and manages debt payments as much as possible to maintain level debt service obligations.”

The former Town Administrator directed department heads on October 28, 2019 to build their FY 2021 budgets to maintain “our existing levels of services” but also “be prepared to reduce the Operating Budget down to 2%”.

Departmental budget reviews began in early December and went throughout the remainder of the month. After a preliminary assessment of the budgets presented and in consultation with the Finance Director, I advised department heads on January 21st and in a follow-up email on January 23rd to recommend reductions in their budgets to achieve the goal of limiting growth to no more than 2%. In addition to their recommended budget reductions, I directed them to be prepared to defend their department or program's core mission while striving to absorb the need for reductions.

These actions were necessitated by a projected budget deficit of nearly \$1,800,000. Consequently, it was necessary to cut beyond 2% to achieve a balanced budget which does not exceed 2% growth in operating expenses.

Bottom Line Numbers:

Proposed FY 2021 General Fund: Budget:	\$69,235,217
FY 2020 General Fund Budget:	<u>\$69,010,731</u>
Dollar Amount Increase:	\$ 224,486
Percentage Increase:	.33%

Negative influences:

- Increases in salaries and wages ranging from 4% to 9% approved in Fiscal Year 2020 placed considerable strain on departmental budgets;
- Pressure from the marketplace regarding commercial municipal solid waste services; and
- Greater than 2% increases in certain education costs, state and county assessments and property and liability insurance all impacted the bottom line.

Positive offsets:

- A decrease in overall assessment based on present decline in enrollment at Cape Cod Regional Technical High School; and
- No increase in approved health plan rates for active employee plans, dental plans and vision plans for Fiscal Year 2021 provided some relief.

Direct impact of reductions to ongoing programs

Wherever possible, reductions were made in the expense categories to avoid impacting on salaries and wages which is a direct impact on employees and their livelihoods. However, there are several instances where it was not possible to avoid cuts to salaries and wages. Whenever possible, the reductions offered by the impacted department heads were utilized based on their articulation of overall impact to the department or program's core mission.

The following departments bore additional reductions to achieve a balanced budget:

- Building;
- Cemetery;
- Conservation;
- Council on Aging;
- Health;
- Information Technology;
- Library;
- Public Works; and
- Youth Services

The Police and Fire Departments provided additional cuts to their operating expenses while still presenting budgets in excess of 2% growth. This was a judgement call by me to ensure sufficient staffing levels for public safety.

The Department of Public Works bore the brunt of budget reductions with a total percentage reduction of 2.32% year over year.

As referenced above and presented previously to the Board of Selectmen, the municipal solid waste (MSW) market within the Commonwealth is in flux due to external pressures on the marketplace among other factors.

The proposed DPW budget relies upon reductions made by the department head as is the case for several other departments. Reductions in commercial MSW as well as construction and debris include commensurate reductions in anticipated revenue.

There has been ample internal debate as to whether the Town should continue operating the transfer station on a seven days a week, 362 days a year schedule.

I urge the Board of Selectmen and Finance Committee to devote time for a discussion during your budget review deliberations as to whether we should reduce the overall transfer station operations to five days a week (closing on Wednesdays and Thursdays) and eliminate commercial MSW completely. While there are ramifications to revenue projections in the short-term, overall program savings could result in the long term. In any event, I believe the topic warrants further discussion.

The schedule for the departmental budget reviews to be held on Saturday, March 7, 2020 will offer sufficient time for the departments impacted by reductions to fully articulate the effects of the budget on their programs.

Objective B: Limit/avoid exclusions and overrides:

“Develop a debt budget which avoids the use of capital exclusions, limits the use of debt exclusions and is within the limits of Proposition 2 1/2 without the need for a general over-ride.”

There are two debt exclusions proposed within the Capital Outlay Plan for Fiscal Year 2021. They are for:

- The purchase of a pumper/ladder truck (known as a Quint) for the Fire Department - \$1,100,000; and
- \$700,000 for the DPW’s ongoing Five Year Road Maintenance plan.

Two items related to debt exclusions which *are not* being put forth at the Annual Town Meeting/Annual Town Election are:

- \$1,500,000 for the town’s share of proposed design work related to the DHY Treatment Facility; and
- \$8,400,000 to fund a third contract for the completion of Phase 2 of the CWMP in East Harwich.

The Town Clerk’s budget for FY 2021 accounts for a Special Town Meeting for September, 2020 and related Special Town Election for early October 2020 in the event that the town has made a decision on the proposed DHY Wastewater Partnership agreement (an article related to the same will be on the Annual Town Meeting) and significant progress is made on rephrasing future CWMP phases and establishing related funding mechanisms.

Objective C: New approaches to factually inform and provide transparency:

“Develop new approaches to factually inform potential impacts resulting from budget decisions. Provide transparency in town finances.”

Transparency and better efforts to inform are concepts that have shaped this budget development process; however the true achievement of this goal rests with the work done by the Finance Director to provide the Board of Selectmen and Finance Committee (and by extension Town Meeting) with broader and more comprehensive data and information in a format that is easy to read while providing more detail than in years past.

We will continue to provide transparency and access to information throughout the budget process and at Town Meeting to facilitate informed decision-making at each step along the way.

I offer my sincere gratitude to the Finance Director and the Department Heads for their participation and partnership in this difficult yet necessary process. Their commitment to this process and diligent efforts on a daily basis are a large part of what makes our town a great place to live, work and visit.

I look forward to working with you throughout the budget process in support of our town as we strive for a successful Town Meeting in May.

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SUMMARY OF ALL APPROPRIATED FUNDS

Fund	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - 21	Percent Change
General Fund	64,122,363	69,010,731	69,235,217	224,486	0.33%
Water Enterprise	4,222,832	4,333,865	4,304,493	(29,372)	-0.68%
Sewer Enterprise	-	225,000	376,100	151,100	67.16%
Total All Budgeted Funds	68,345,194	73,569,596	73,915,810	346,214	0.47%
Full-time Equivalent Employees					
General Fund	220.3	220.5	218.3	(2.2)	-1.02%
Water Enterprise	15.0	15.0	14.5	(0.5)	-0.11%
Sewer Enterprise			0.5	0.5	100.00%
Total FTE Appropriated	235.3	235.5	233.3	(2.2)	-0.95%

The Town of Harwich's total FY 2021 proposed operating budget for all appropriated funds is \$73,915,810. This represents an increase over the FY 2020 budget of \$346,214 or .47%. In addition to the General Fund this figure also includes two enterprise funds – Water and Sewer. Both General Fund and Enterprise Funds encompass the total annual appropriations.

The General Fund accounts for revenue and expenditures necessary to provide general government services. As the chief operating fund of the town, the General Fund contains uncommitted resources that may be used for general purposes. All financial resources that are not required to be accounted for in other funds are accounted for in the General Fund. The fund accounts for general municipal operations such as public safety, education, public works, parks and recreation, etc. User fees support the Water Enterprise Fund. Residents who access water services pay a fee to support the operation. The fees that are charged by the Water Enterprise Fund are set at levels that allow for them to cover all operational and capital costs. The Sewer Enterprise Fund is currently funded through a General Fund subsidy.

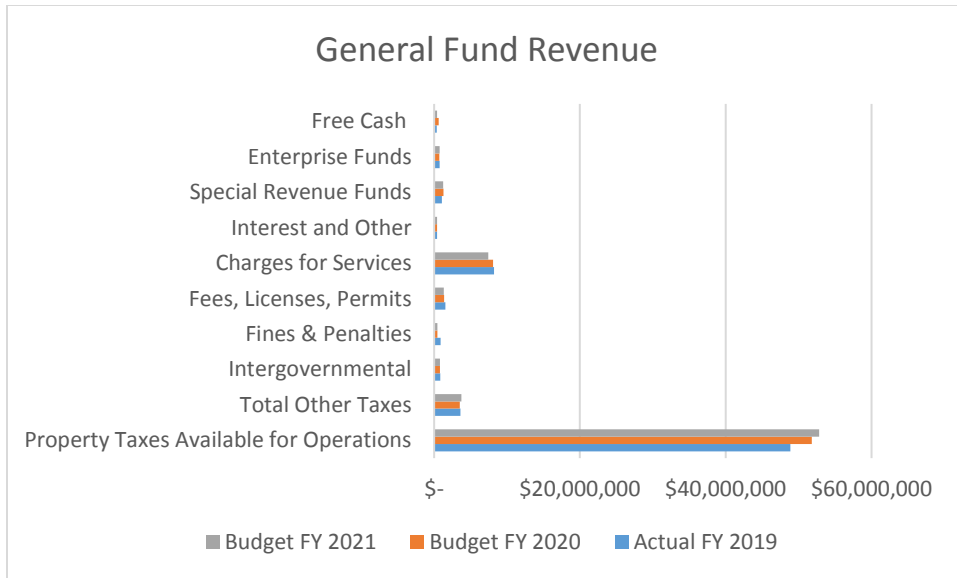
The General Fund budget is increasing \$224,486 in FY 2021 or .33%. Municipal operations are increasing \$252,069, education costs are increasing \$133,595, fixed costs are decreasing \$286,178 and transfers to support sewer operating costs are increasing \$125,000. The major contributors to the overall increase in the operating budget are contractual labor obligations.

The Water Enterprise Fund budget is decreasing in FY 2021 largely due to salary transfers to accurately reflect the work occurring within the Sewer Enterprise Fund.

The Sewer Enterprise Fund budget is increasing to include operation and maintenance costs as called for within the Inter Municipal Agreement with the Town of Chatham as well as anticipated internal operation costs. The Agreement with the Town of Chatham includes fixed and variable components, fixed costs include operation and maintenance of the wastewater plant located in Chatham; Harwich's agreed upon share is 23.08% of the total category cost. Variable costs consist of categories such as chemicals, utilities and solid waste disposal and are dependent on flow quantities. The Town anticipates flow to begin on or about the second quarter of fiscal year 2021.

GENERAL FUND REVENUE SUMMARY					
Property Taxes:	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - 21	Percent Change
Tax Levy	49,317,339	52,239,968	53,195,586	955,618	1.83%
Reserve for Abatements & Exemptions	(450,000)	(437,775)	(400,000)	37,775	-8.63%
Property Taxes Available for Operations	\$ 48,867,339	\$ 51,802,193	\$ 52,795,586	\$ 993,393	1.92%
Other Taxes:					
Motor Vehicle & Boat Excise Tax	\$ 2,407,537	\$ 2,350,000	\$ 2,375,000	25,000	1.06%
Motel/Hotel & Meals Excise Tax	1,124,753	1,100,000	1,310,000	210,000	19.09%
Payments in Lieu of Tax	61,960	55,000	55,000	-	0.00%
Total Other Taxes	\$ 3,594,250	\$ 3,505,000	\$ 3,740,000	235,000	6.70%
Other Resources:					
Intergovernmental	852,731	793,934	780,841	(13,093)	-1.65%
Fines & Penalties	883,127	427,794	428,800	1,006	0.24%
Fees, Licenses, Permits	1,536,555	1,362,200	1,325,360	(36,840)	-2.70%
Charges for Services	8,235,980	8,080,600	7,412,100	(668,500)	-8.27%
Interest and Other	397,835	395,079	400,500	5,421	1.37%
Special Revenue Funds	1,079,501	1,285,283	1,245,400	(39,883)	-3.10%
Enterprise Funds	732,843	720,295	730,290	9,995	1.39%
Free Cash	378,038	639,034	390,000	(249,034)	-38.97%
Total Other Resources	14,096,610	13,704,219	12,713,291	(990,928)	-7.23%
Total General Fund Resources	\$ 66,558,198	\$ 69,011,411	\$ 69,248,877	237,466	0.34%
FY 20 Base Levy	\$ 45,589,304				
Prop 2 1/2 allowable increase (2.5% of base)	1,139,733				
Estimated new property tax growth	400,000				
Cape Cod Commission environmental tax	240,570				
Debt exclusions - town	3,667,033				
Debt exclusions - schools	2,158,947				
Less reserve for abatements & exemptions	\$ 400,000				
FY 21 Tax Levy available for operations	\$ 52,795,586				

The Total General Fund Resources for FY 2021 are increasing \$237,466 over the FY 2020 budget or .34%, which results in a decrease in the use of free cash to support one-time expenses. Utilization of free cash in fiscal year 2020 was largely to support educational expenses (\$398,794), Barnstable County Wastewater support (\$100,000) and small capital purchases. Taxes provide nearly 82% of the funding for the General Fund budget. This includes property taxes, motor vehicle excise, hotel/motel and meals excise tax. Most of the revenue growth in FY 2021 is in property taxes and hotel/motel excise tax. The second largest funding group is charges for services. This category of revenue includes harbor, golf, disposal and recreational fees charged to participants as well as ambulance fees; the category encompasses nearly 11% of total revenue. All other sources, including free cash, comprise 7% of the total funding sources used to balance the budget.



Property Taxes:

Property taxes are projected to increase according to the provisions of Proposition 2 ½. Estimated new property tax growth is derived primarily from new building construction.

The Cape Cod Commission (CCC) assesses a tax that is added to the levy each year above the Proposition 2 ½ allowable increase. This tax assessment is required of each Cape Cod community.

Debt exclusions are voter approved projects and capital improvements that are added to the levy above the Proposition 2 ½ increase. These are equal to the respective debt service payments and they expire once the debt service obligation has been met.

Each year a provision for abatements and property tax exemptions is calculated, for FY 2021 a provision of \$400,000 is being set aside, this set aside reduces the available property taxes to fund operational costs.

Motor Vehicle Excise Tax:

Motor Vehicle Excise collections are authorized by Massachusetts General Law, Chapter 60A, Section 1. The excise tax is calculated by a formula of \$25 per \$1,000 of valuation. For FY 21 the Town is projecting a minimal increase in this tax.

Boat Excise Tax:

The boat excise tax has always been a relatively small revenue source to the Town and is set at \$10 per \$1,000 of valuation by the state. The state imposes a maximum taxable value of \$50,000 on vessels. This category is projected to be level in FY 21 based on prior year collections.

Motel/Hotel Excise Tax:

The Massachusetts Legislature enacted the Motel/Hotel Tax in 1985 as a local option excise tax on hotels, motels, and lodging houses (“bed and breakfasts”). The State has also enacted a tax on short term rentals, this excise tax is estimated at \$200,000 for FY 21. The Commonwealth administers the tax by collecting the local option portion from business establishments and sending them back to the cities and towns on a quarterly basis. Cities and towns now

have the option of adopting up to a 6% local tax on room sales. This revenue source is projected to increase 19% in FY 21.

Payments in Lieu of Tax (PILOT):

The Town of Harwich has a number of tax-exempt entities that provide an annual payment to the Town. A payment for state owned land is included under Intergovernmental Aid.

Intergovernmental:

This category of revenue consists of several state aid classifications. The estimate used for the FY 21 budget proposal is based on the Governor's proposed budget for FY 21, which was issued in January of 2020. The House and Senate will also propose budgets and then conference to reconcile their differences. Their budget is then sent to the Governor who can veto specific line items or make changes to state aid categories. The House and Senate can override any vetoes. Late June or early July, after the Town has already approved its budget, the state usually completes this process. As this is a political process, the Town has historically used the Governor's proposal to develop its budget and make budget adjustments subsequent to the state budget passage if necessary.

Fines & Penalties:

This category is comprised of various charges by the Police Department (false alarms, and non-criminal violations), Town Collector and Treasurer (interest and penalties on the late payment of taxes).

Fees, Licenses, Permits:

This category is comprised of various fees charged by the Selectmen's office (various licenses including beverage and franchise fees), Town Clerk (copies of vital statistics), Board of Health (sewerage permits and health inspection fees), Building Department (building, electrical, and plumbing permits) and renewable energy projects (solar arrays).

Charges for Services:

This category includes of recreational revenues (beach stickers and beach parking), ambulance fees, golf and harbor revenue as well as disposal area receipts.

Interest and Other:

This category is mainly comprised of revenue from investment income.

Special Revenue Funds:

This category includes revenue from Community Preservation Act to support land bank debt service, waterways and golf to support debt for Cranberry Valley golf course for infrastructure improvements and Saquatucket Harbor capital improvements. The PEG access fund fully funds the Channel 18 budget and the FEMA fund supports Emergency Management budget. A summary of Special Revenue Funds to support the FY 21 budget are as follows:

Special Revenue Funds	Balance on December 31, 2019	Estimated Annual Revenue	Amount Used for The FY 21 Operating Budget	Estimated Ending Balance
CPA (Land Bank Debt)	1,365,161	1,776,003	341,750	2,799,414
PEG Access Receipts Reserved Fund	1,231,239	375,935	210,107	1,397,067
Waterways Improvement Receipts Reserved Fund	300,591	346,130	204,806	441,915
Waterways Mooring Receipts Reserved Fund	318,132	125,123	153,056	290,199
Golf Improvement Fund	70,614	82,181	108,200	44,595
Allan Harbor Betterment Fund	35,000	65,000	131,210	(31,210)
Road Betterment Funds	145,437	60,000	51,100	154,337
Septic Loan Fund	1,392	15,779	17,171	0
FEMA Fund	30,575	10,000	13,855	26,720
Town Clerk State Aid	15,758	5,000	12,000	8,758
County Dog License	2,144	-	2,144	-
Total	3,516,043	2,861,151	1,245,400	5,131,794

Enterprise Funds:

Enterprise funds require a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. Revenues and expenses of the service are segregated into a fund with financial statements separate from all other governmental activities. Enterprise funds identify a total service cost that includes items such as pension assessments, health insurance, and organizational costs to support finance and administration services, and property and liability insurance which are budgeted as part of the General Fund. The mechanism used to identify and charge back these costs are contained within the indirect cost calculation. The FY 21 reimbursements from the Water Enterprise Fund is as follows:

Indirect Cost - Water Enterprise Fund	FY 2020	FY 2021
Town Administration	19,972	20,934
Finance Division	57,829	62,082
Water Department Employee Benefits	534,723	544,054
Property & Vehicle Insurance	60,051	59,579
Workers' Compensation Insurance	47,720	43,641
Total Indirect Cost - Water Enterprise Fund	720,295	730,290

Free Cash Reserves:

The Town will use \$390,000 in Free Cash reserves to balance the FY 21 operating budget. Flow from sewers is anticipated to commence early in the second quarter of FY 21. Operation and maintenance costs to support the Sewer Enterprise Fund have been included in the budget proposal. \$250,000 in Free Cash is proposed to support the relatively new Enterprise Fund. Free Cash is also proposed to support the purchase of a new police vehicle as well as small capital to be purchased in support of technology needs. The proposed use of Free Cash to support the operating budget is shown below as well as a summary of reserves.

Description	Amount
IT Capital Equipment	\$ 35,000
Police Cruiser & Equipment	\$ 55,000
Municipal Surface Drainage Plan & Improvements	\$ 50,000
Sewer Operating Budget	\$ 250,000
Total	\$ 390,000

Reserves				
Fiscal Year	Free Cash	Stabilization	OPEB Trust	Balance
FY 2010	\$442,284.00	\$898,298.00	\$300,000.00	\$1,640,582.00
FY 2011	\$1,535,321.00	\$980,855.00	\$300,000.00	\$2,816,176.00
FY 2012	-\$132,664.00	\$990,411.00	\$300,440.00	\$1,158,187.00
FY 2013	\$1,453,985.00	\$993,730.00	\$300,440.00	\$2,748,155.00
FY 2014	\$445,804.00	\$1,099,244.00	\$303,512.00	\$1,848,560.00
FY 2015	\$1,353,050.00	\$1,099,440.00	\$404,673.00	\$2,857,163.00
FY 2016	\$4,023,702.00	\$1,100,521.00	\$510,000.00	\$5,634,223.00
FY 2017	\$1,984,792.00	\$1,101,635.00	\$667,252.00	\$3,753,679.00
FY 2018	\$3,576,156.00	\$2,855,862.00	\$866,987.00	\$7,299,005.00
FY 2019	\$3,492,074.00	\$3,355,862.00	\$1,716,987.00	\$8,564,923.00
FY 2020 Estimated	\$1,466,115.00	\$4,402,184.00	\$3,303,020.00	\$9,171,319.00

Revolving Funds:

In addition to annually appropriated funds the Town relies heavily on revolving funds to support programs offered for public consumption and to support the ongoing operations of the community. The chart below presents all revolving funds authorized within the Town.

Revolving Funds	Balance on December 31, 2019	Estimated Annual Revenue	Estimated Annual Expenditures	Estimated Ending Balance	FY 20 Spending Limit
Recreation	18,164	190,700	189,935	18,929	175,000
Cranberry Valley Infrastructure Revitalization	85,490	71,611	30,000	127,101	140,000
Council on Aging	17,252	42,064	39,800	19,516	125,000
Golf Proshop & Restaurant	328,880	232,428	204,655	356,653	250,000
Community Center	268,501	75,622	38,887	305,236	100,000
Albro House	19,367	5,300	-	24,667	10,000
ADA Services	-	-	-	-	2,500
Sidewalk	53,405	3,000	-	56,405	50,000
Tax Title	1,823	31,550	26,800	6,573	36,000
Cultural Center	286,473	154,500	58,700	382,273	100,000
Cemetery	1,392	50,315	40,577	11,130	100,000
Wetlands	38,448	9,850	-	48,298	6,000
Total	1,119,195	866,940	629,354	1,356,781	1,094,500

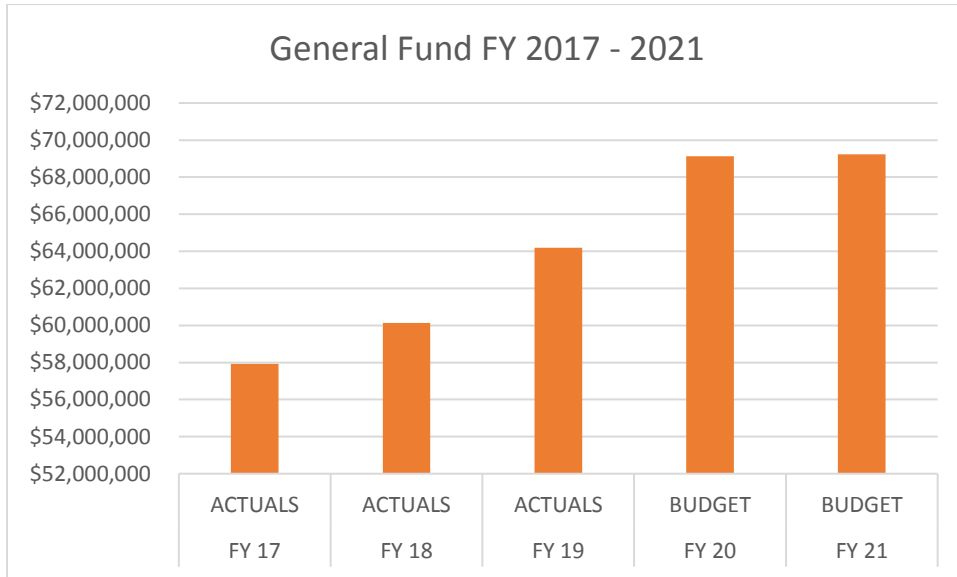
GENERAL FUND EXPENDITURE SUMMARY

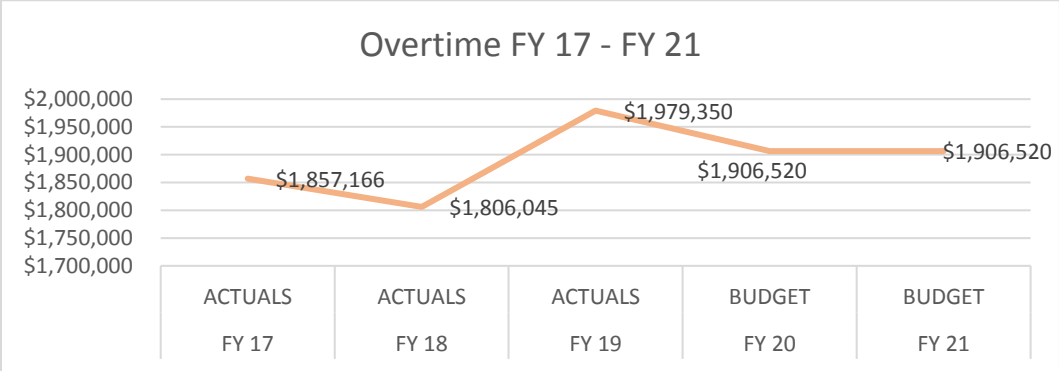
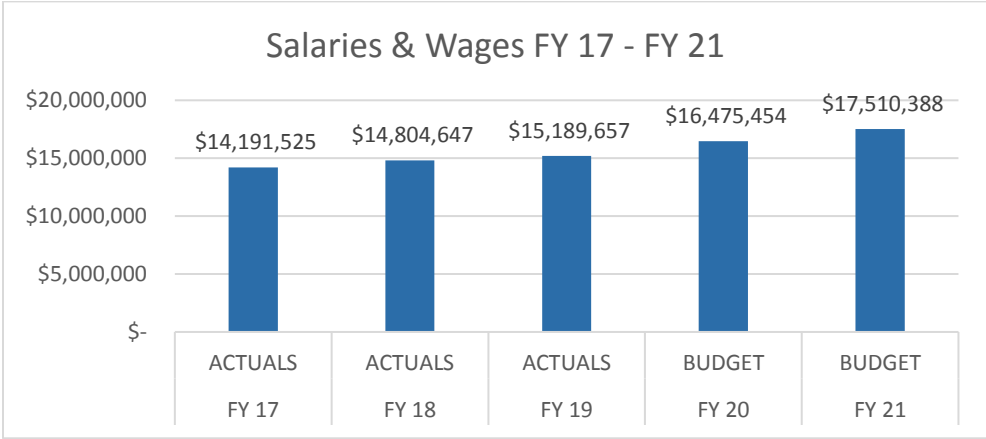
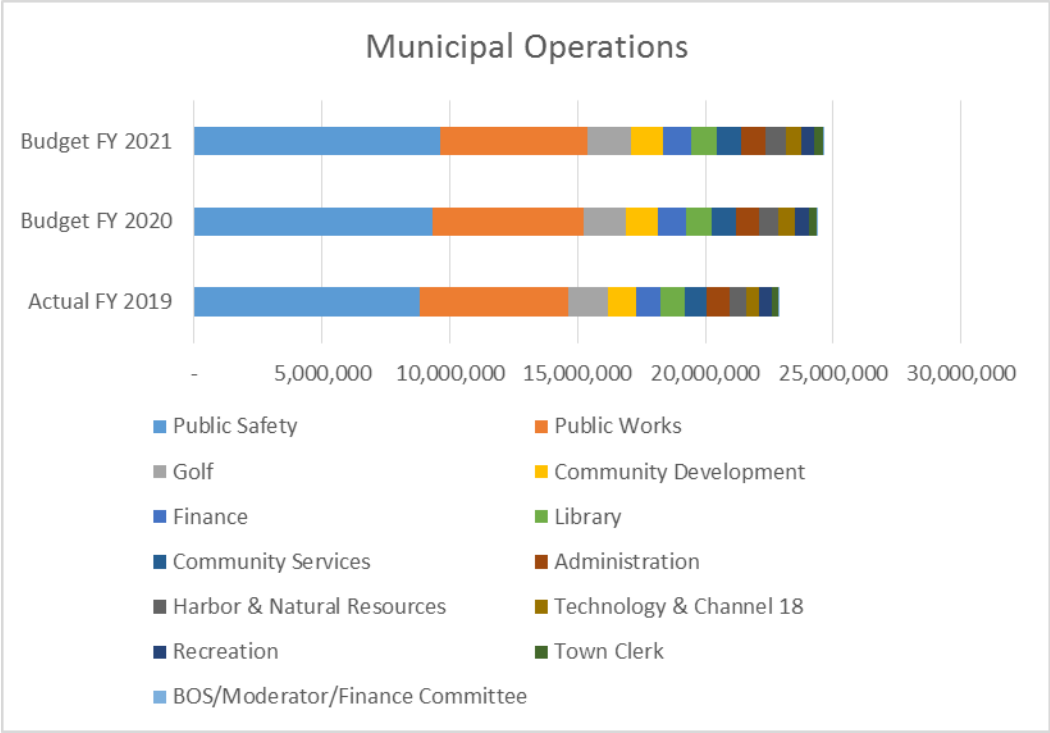
Municipal Operations	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - 21	Percent Change
Public Safety	8,829,771	9,304,345	9,617,362	313,017	3.36%
Public Works	5,794,030	5,927,070	5,789,398	(137,672)	-2.32%
Golf	1,546,170	1,667,607	1,671,902	4,295	0.26%
Community Development	1,109,224	1,244,959	1,283,840	38,881	3.12%
Finance	977,971	1,092,187	1,075,062	(17,125)	-1.57%
Library	932,792	995,483	1,014,918	19,435	1.95%
Community Services	878,674	963,527	968,977	5,450	0.57%
Administration	863,956	929,754	950,961	21,207	2.28%
Harbor & Natural Resources	664,977	749,909	761,575	11,666	1.56%
Technology & Channel 18	491,914	621,508	597,456	(24,053)	-3.87%
Recreation	517,133	550,697	536,219	(14,477)	-2.63%
Town Clerk	262,462	290,786	322,056	31,270	10.75%
BOS/Moderator/Finance Committee	20,982	27,075	27,250	175	0.65%
Total Municipal Operations	\$ 22,890,056	\$ 24,364,907	\$ 24,616,976	\$ 252,069	1.03%
Education:					
Monomoy Regional School District	\$ 25,609,390	\$ 26,643,415	\$ 27,340,929	697,514	2.62%
Cape Cod Regional Technical High School	1,581,236	2,332,198	1,768,279	(563,919)	-24.18%
Total Education	\$ 27,190,626	\$ 28,975,613	\$ 29,109,208	133,595	0.46%
Other Requirements/Costs:					
Employee Benefits	8,037,682	8,634,386	8,899,321	264,935	3.07%
Debt Service	4,710,046	5,379,126	4,722,027	(657,099)	-12.22%
State & County Assessments	701,638	702,047	764,572	62,525	8.91%
Property & Liability Insurance	414,225	464,545	505,211	40,666	8.75%
Celebrations & Other	10,630	14,844	14,844	-	0.00%
Veterans Benefits	97,461	125,263	128,058	2,796	2.23%
Reserve Fund	-	125,000	125,000	-	0.00%
Total Other Requirements	13,971,681	15,445,211	15,159,033	(286,178)	-1.85%
Total General Fund Before Transfers	\$ 64,052,363	\$ 68,785,731	\$ 68,885,217	99,486	0.14%
Transfers to Other Funds	70,000	225,000	350,000	125,000	55.56%
Grand Total General Fund	\$ 64,122,363	\$ 69,010,731	\$ 69,235,217	224,486	0.33%

Municipal Operations Full Time Equivalents

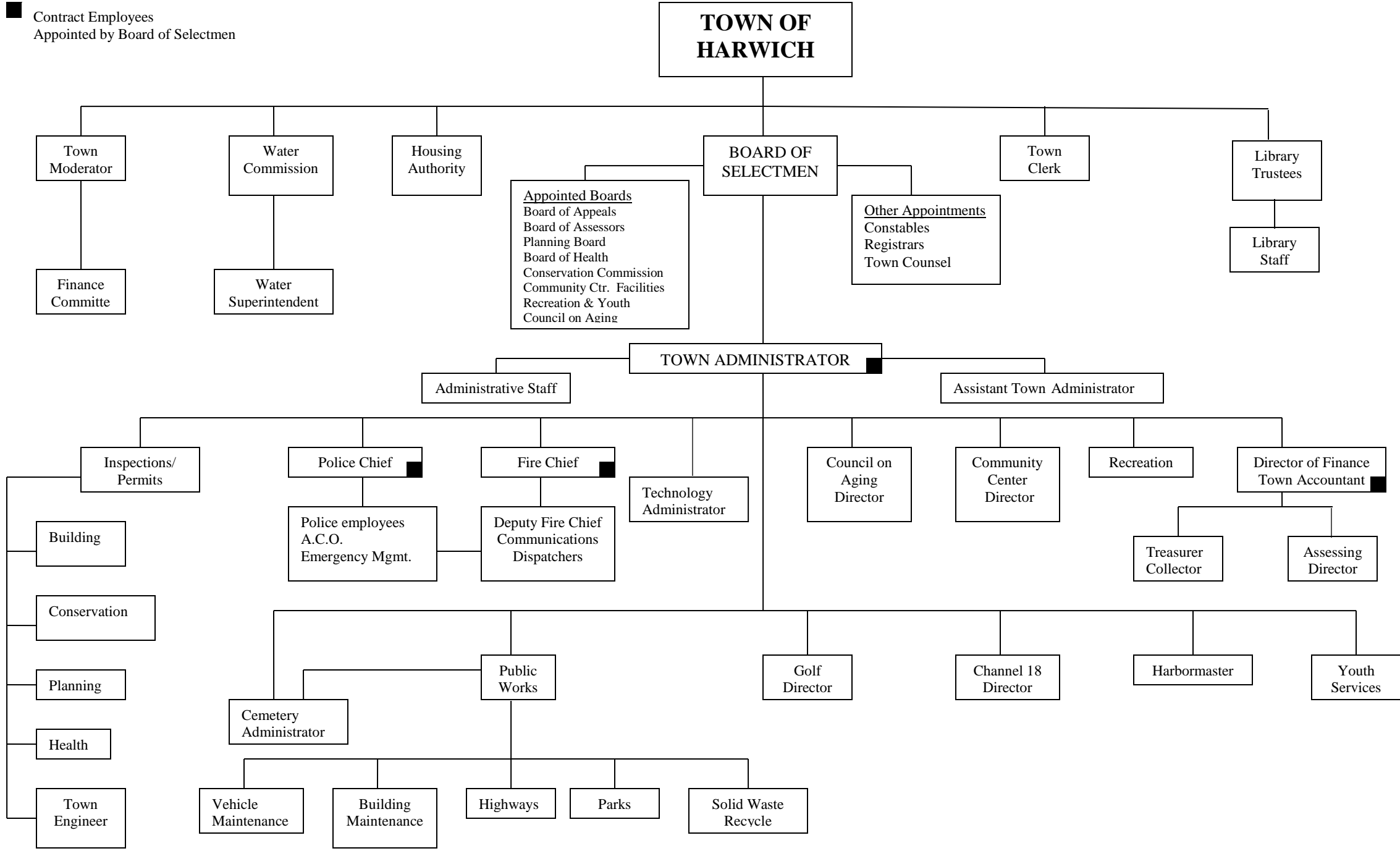
	FY 2019	FY 2020	FY 2021	Change FY 20 - 21	Percent Change
Administration	4.0	4.0	4.0	-	
Community Services	9.5	9.7	9.7	-	
Community Development	15.0	14.1	14.1	-	
Public Works	44.0	44.6	43.7	(0.9)	
Finance	10.1	10.1	10.1	-	
Golf	18.0	17.8	17.9	0.1	
Harbormaster	4.2	4.2	4.2	-	
Library	12.0	11.9	11.9	-	
Public Safety	84.8	84.4	84.0	(0.4)	
Technology	3.3	4.3	3.3	(1.0)	
Recreation	12.4	12.4	12.4	-	
Town Clerk	3.0	3.0	3.0	-	
Total FTE	220.3	220.5	218.3	(2.2)	-1.02%

The municipal operations budget is increasing \$252,069 or 1.03%. Total spending on education is increasing \$133,595 or .46%. Monomoy Regional School District assessment is increasing \$697,514 or 2.62% while Cape Cod Regional Technical High School's assessment is decreasing by \$563,919 or (24.18%) due to a reduction in enrollment of Harwich students. Other costs are decreasing \$286,178 or (1.85%). Most of the decrease is due a reduction in debt service obligations. The county retirement assessment increased 3.97% and health insurance for active employees was recently finalized at a zero percent increase for the second year in a row. Transfers to other funds will be increasing to support the Sewer Enterprise Fund.

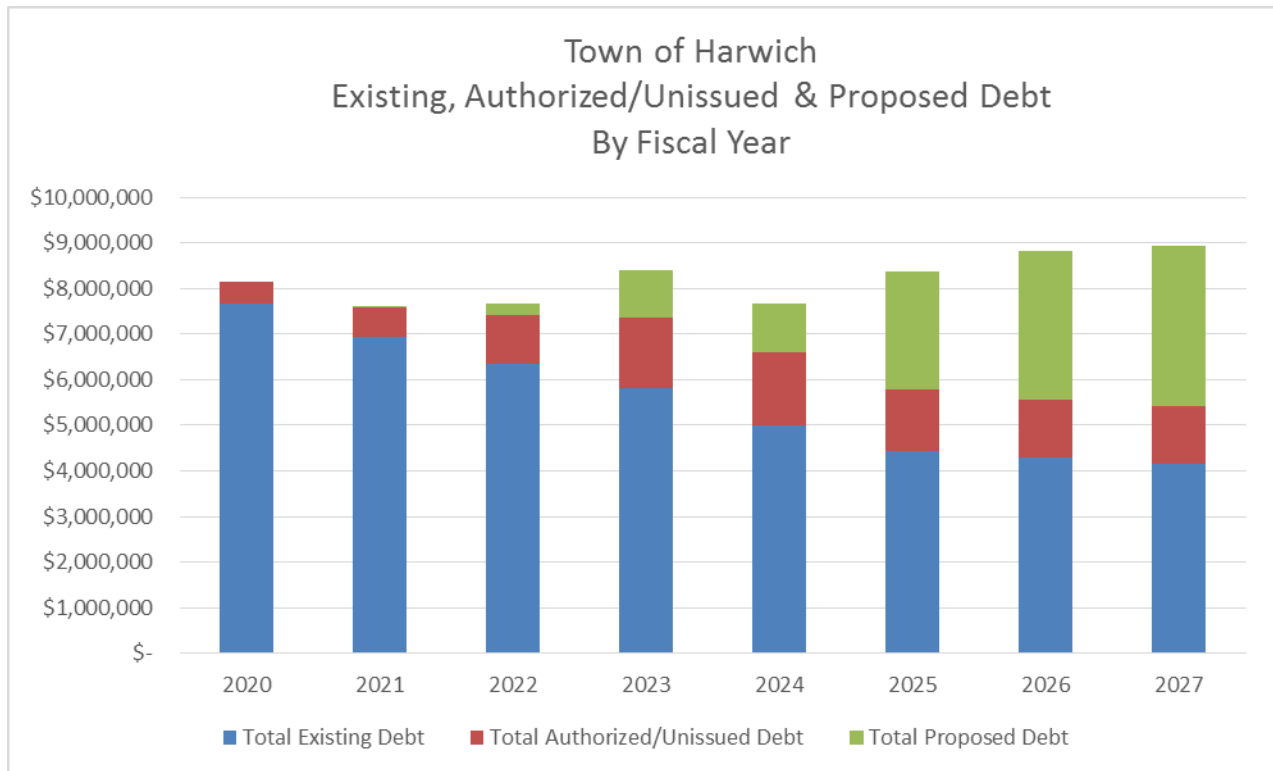
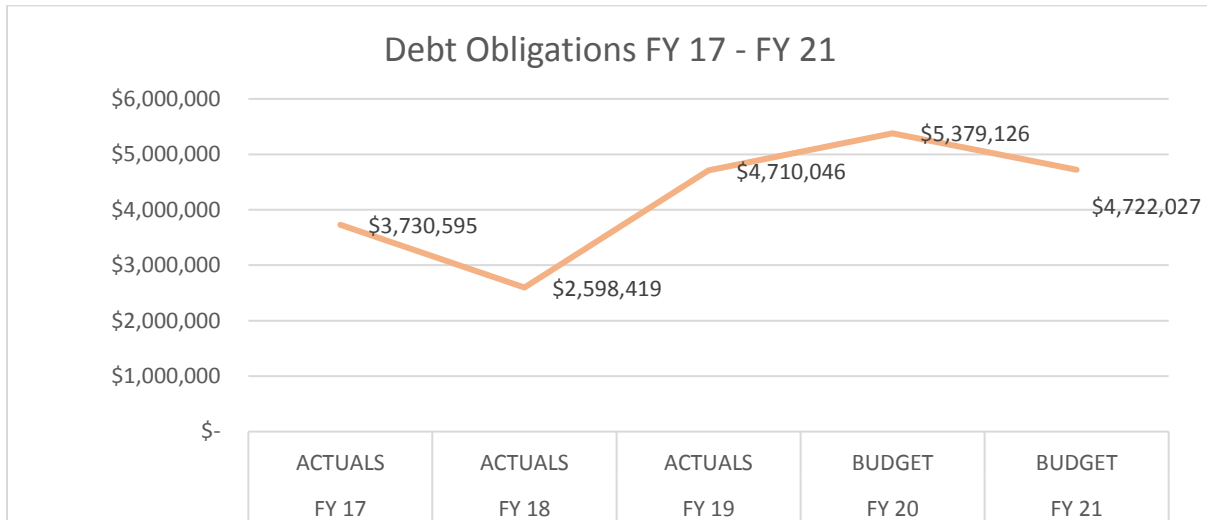




Contract Employees
 Appointed by Board of Selectmen



Long Term Debt Obligations



The budget process in Harwich provides an opportunity for individual departments to submit budget proposals that reflect their individual needs. During this process the Town Administrator provides guidance to employees as they build their budgets. Department leaders are asked to separate new programs/services in a specific category title Enhancement of Services (EOS). Unfortunately the Town Administrator was not able to support any of the enhancements within the constraints of Proposition 2 ½. The chart below summarizes these individual requests.

ORG	OBJ	DESCRIPTION	REQUEST	Department/Description
011351	516000	ENHANCEMENT OF SERVICES	\$ 5,250	Finance Division - Seasonal Intern
011352	573500	ENHANCEMENT OF SERVICES	\$ 20,320	Finance Division - Munis module - Socrata (financial transparency) and Munis training
011452	573500	ENHANCEMENT OF SERVICES	\$ 61,095	Town Clerk - Records Retention Clerk
014211	516000	ENHANCEMENT OF SERVICES	\$ 72,126	DPW - Building Maintenance Position H3/6 & New Disposal Area Position L4/4
015401	516000	ENHANCEMENT OF SERVICES	\$ 5,100	Community Center - Front desk for sick and vacation coverage
016301	516000	ENHANCEMENT OF SERVICES	\$ 37,763	Recreation - Program Specialist II
		Total EOS	\$ 201,654	

The Town Administrator is proposing a responsible budget that falls within the limits of Proposition 2 ½. In order to adhere to the Board of Selectmen’s goals and guidance on the preparation of the FY 21 budget, further budget reductions were necessary. A list of reductions and subsequent increases is provided below:

ORG	OBJ	DESCRIPTION	FY 2021 Request	FY 2021 TA Budget	Diff	Department/Description
01	596000	INTERFUND TRANSFER OUT	150,000	350,000	200,000	Fund Sewer Operations
011322	578001	RESERVE FUND	150,000	125,000	(25,000)	Level Fund
011442	534300	POSTAGE	50,000	41,500	(8,500)	year
011452	530900	OTHER PROFESSIONAL/TECH SVC	21,400	17,200	(4,200)	year
011482	517500	MEDICARE TOWN SHARE	262,888	242,888	(20,000)	Reduction in wages
011491	511900	SALARIES & WAGES	420,379	437,694	17,315	Support Staff Supervisor - Admin
011551	511900	SALARIES & WAGES	209,490	103,503	(105,987)	not fill unfilled FY 20 position
011551	515007	SICK LEAVE BONUS PER CONTRACT	700	350	(350)	Do fot fill unfilled FY 20 position
011552	542013	HARDWARE/SOFTWARE/OFFICE	89,655	87,555	(2,100)	TA Budget Reduction
011712	529000	PURCHASED SERVICES	4,000	-	(4,000)	TA Budget Reduction
011712	538000	PURCHASED SERVICES	930	-	(930)	TA Budget Reduction
011712	573000	DUES,SUBSCR. & IN STATE TRAVEL	765	45	(720)	TA Budget Reduction
011741	511900	SALARIES & WAGES	96,046	94,954	(1,092)	Anticipated overlap for Planner
012101	511800	PART-TIME YEAR-ROUND S&W	35,009	26,612	(8,397)	Reduce p/t records clerk position
012102	517900	CLOTHING	64,650	60,650	(4,000)	Remove anticipated retirement
012102	530600	MEDICAL OR RELATED SERVICES	9,964	8,165	(1,799)	Remove AED replacement
012102	530900	OTHER PROFESSIONAL/TECH SVC	50,224	42,504	(7,720)	testing
012102	538000	OTHER PURCHASED SERVICES	57,850	53,350	(4,500)	service fees
012102	543000	MAINT/REP SUP-BLDGS&EQUIPMENT	6,100	6,050	(50)	
012102	558000	OTHER SUPPLIES NEC	65,572	48,647	(16,925)	and computer replacement
012201	511800	PT S&W	48,649	65,029	16,380	Restore Office Assistant

ORG	OBJ	DESCRIPTION	FY 2021 Request	FY 2021 TA Budget	Diff	Department/Description
012201	513000	FD OT	971,667	955,287	(16,380)	Restore Office Assistant
012201	515009	EDUCATION INCENTIVE	205,839	189,438	(16,401)	Reduce education incentive
012202	524100	VEHICLE REPAIR SERVICE	18,000	8,000	(10,000)	Reduce maintenance and repair budget for special projects
012311	513000	OVERTIME	172,612	160,238	(12,374)	Reduce fire department drill training
012412	529000	OTHER PROPERTY RELATED SERVICE	10,000	-	(10,000)	Remove demolition of condemned structures
012412	573000	DUES,SUBSCR. & IN STATE TRAVEL	15,658	4,908	(10,750)	TA Budget Reduction
013012	532000	TUITION-STUDENTS AT OTHER SYST	2,324,806	1,768,279	(556,527)	CCRTHS - reduction in Harwich students
013022	532000	TUITION-STUDENTS AT OTHER SYST	27,304,425	27,340,930	36,505	MRSD Draft Budget
014211	511900	Hwy S&W	1,060,923	1,005,382	(55,541)	Reduce one open position - Hwy
014211	513000	OVERTIME	58,543	55,949	(2,594)	Reduce OT for open position
014212	517900	OTHER FRINGE BENEFITS	40,232	39,143	(1,089)	Eliminate commercial MSW, reduce C&D
014212	524300	OTHER MAINT/REPAIR SERVICE	97,250	76,650	(20,600)	DPW Budget Reduction
014212	527000	RENTALS & LEASES	35,500	16,000	(19,500)	Reduce rental of bucket truck and screener
014212	529000	OTHER PROPERTY RELATED SERVICE	252,700	242,700	(10,000)	Reduce anticipated repairs
014212	530600	MEDICAL OR RELATED SERVICES	7,200	6,645	(555)	Reduce first aid supplies & new employee physical
014212	538000	OTHER PURCHASED SERVICES	2,271,000	1,751,345	(519,655)	Reduce commercial MSW, reduce C&D
014212	543000	MAINT/REP SUP-BLDGS&EQUIPMENT	31,000	21,000	(10,000)	Reduce carpentry supplies
014212	545000	CUSTODIAL SUPPLIES	43,850	38,000	(5,850)	Reduce supplies for various buildings
014212	548100	BULK FUEL	180,972	156,923	(24,049)	Reduce fuel for vehicles
014212	553000	PUBLIC WORKS SUPPLIES	75,000	65,000	(10,000)	Reduce public works supplies
014212	554000	ROAD MAINTENANCE/SUPPLIES	75,400	25,400	(50,000)	Reduce Road Maintenance
014212	573000	DUES,SUBSCR. & IN STATE TRAVEL	3,277	1,527	(1,750)	Eliminate Hazwoper training
014231	513000	OVERTIME	50,000	40,000	(10,000)	Level fund snow & ice
014232	527000	RENTALS & LEASES	75,000	50,000	(25,000)	Level fund snow & ice
014232	553000	PUBLIC WORKS SUPPLIES	75,000	45,000	(30,000)	Level fund snow & ice
014912	573000	DUES,SUBSCR. & IN STATE TRAVEL	1,886	1,276	(610)	TA Budget Reduction
015101	511800	PART-TIME YEAR-ROUND S&W	43,117	39,861	(3,256)	TA Budget Reduction
015102	538000	OTHER PURCHASED SERVICES	6,900	6,000	(900)	TA Budget Reduction
015102	573000	DUES,SUBSCR. & IN STATE TRAVEL	4,080	2,986	(1,094)	TA Budget Reduction
015411	511800	PART-TIME YEAR-ROUND S&W	52,400	50,262	(2,138)	TA Budget Reduction
015412	530900	PROFESSIONAL/TECHNICAL SERVICE	10,800	5,938	(4,862)	TA Budget Reduction
015422	542000	OFFICE SUPPLIES	960	135	(825)	TA Budget Reduction
015432	577000	VETERANS BENEFITS	100,000	85,000	(15,000)	Level fund
016101	511800	PART-TIME YEAR-ROUND S&W	232,103	217,628	(14,475)	TA Budget Reduction
017764	591500	INTEREST ON LONG TERM DEBT	84,463	135,287	50,825	Phase 2 - Contract 2 debt
017781	591500	INTEREST ON LONG TERM DEBT	-	89,619	89,619	Chatham Pump Station debt
018212	563400	M V EXCISE ASSESSMENT	10,360	10,180	(180)	State Aid Assessments
018212	563900	MOSQUITO CONTROL ASSESSMENT	161,603	175,108	13,505	State Aid Assessments
018212	564000	AIR POLLUTION ASSESSMENT	7,482	7,627	145	State Aid Assessments
018212	566300	REGIONAL TRANSIT ASSESSMENT	105,353	107,986	2,633	State Aid Assessments
018312	562100	BARNSTABLE COUNTY TAX	218,910	223,101	4,191	State Aid Assessments
018352	562600	CAPE COD COMMISSON ASSSES	234,702	240,570	5,868	State Aid Assessments
019142	575000	GROUP HEALTH TOWN ACTIVE	2,802,360	2,611,589	(190,771)	Health Ins - 0% Increase & FY 20 unfilled positions remain unfilled
019142	575040	GRP HEALTH-SCHOOL RETIREES	634,264	626,529	(7,735)	Health Ins - 0% Increase
019142	575050	GROUP HEALTH-WATER ACTIVE	248,126	234,081	(14,045)	Health Ins - 0% Increase
019142	575060	GRP HEALTH-WATER RETIREES	51,507	50,263	(1,244)	Health Ins - 0% Increase
					(1,465,034)	

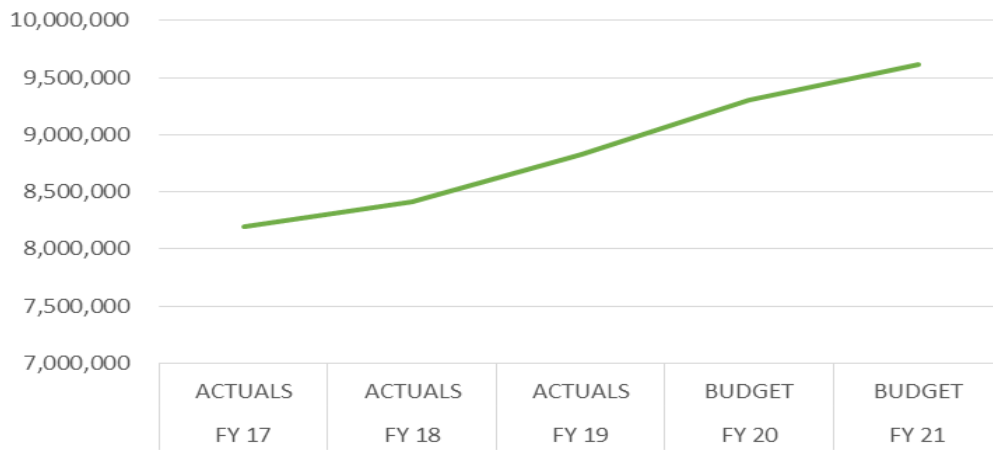
PUBLIC SAFETY - GENERAL FUND

Source of Funding	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - 21	Percent Change
Taxes	6,986,417	7,537,590	7,080,454	(457,137)	
Hotel/Motel & Meals Excise			521,648	521,648	
Intergovernmental			289,705	289,705	
Fines, Forfeitures, Penalties	10,056	7,300	7,300	-	
Fees, Licenses, Permits	121,001	105,400	104,400	(1,000)	
Charges for Services	1,664,188	1,600,000	1,600,000	-	
Special Revenue Funds	13,608	13,815	13,855	40	
Free Cash/Reserves	34,500	40,240	55,000	14,760	
Total Operating Source of Funding	\$ 8,829,771	\$ 9,304,345	\$ 9,617,362	\$ 368,017	3.96%
Expenditure Category					
Personnel	\$ 7,728,810	\$ 8,064,563	\$ 8,425,921	361,358	4.48%
Operating Expenses	969,861	1,151,270	1,081,441	(69,829)	-6.07%
Capital Outlay	131,100	88,512	110,000	21,488	24.28%
Total Appropriation	\$ 8,829,771	\$ 9,304,345	\$ 9,617,362	313,017	3.36%
Employee Benefits Allocation:					
Life Insurance			2,768		
Medicare			88,053		
Health Insurance			1,732,064		
County Retirement			1,139,661		
Retiree Payout Vacation & Sick Benefit			67,810		
Total Employee Benefits (1)			3,030,357		
Debt Service (1)			1,156,013		
Total Expenditures Including Benefits & Debt Service			\$ 13,803,732		
				-	
(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.					

Summary of Significant Budget Increases

The Public Safety budget includes budgets for police, fire, ambulance and emergency response departments. Public Safety's FY 21 proposed budget is increasing \$313,017 or 3.36% over the FY 20 budget. Personnel costs are increasing \$361,358 largely due to Collective Bargaining Agreements ratified by the Board of Selectmen and Bargaining Units. The capital outlay category supports the purchase of two police cruisers and necessary ancillary equipment. One of the cruisers is proposed to be funded from Free Cash.

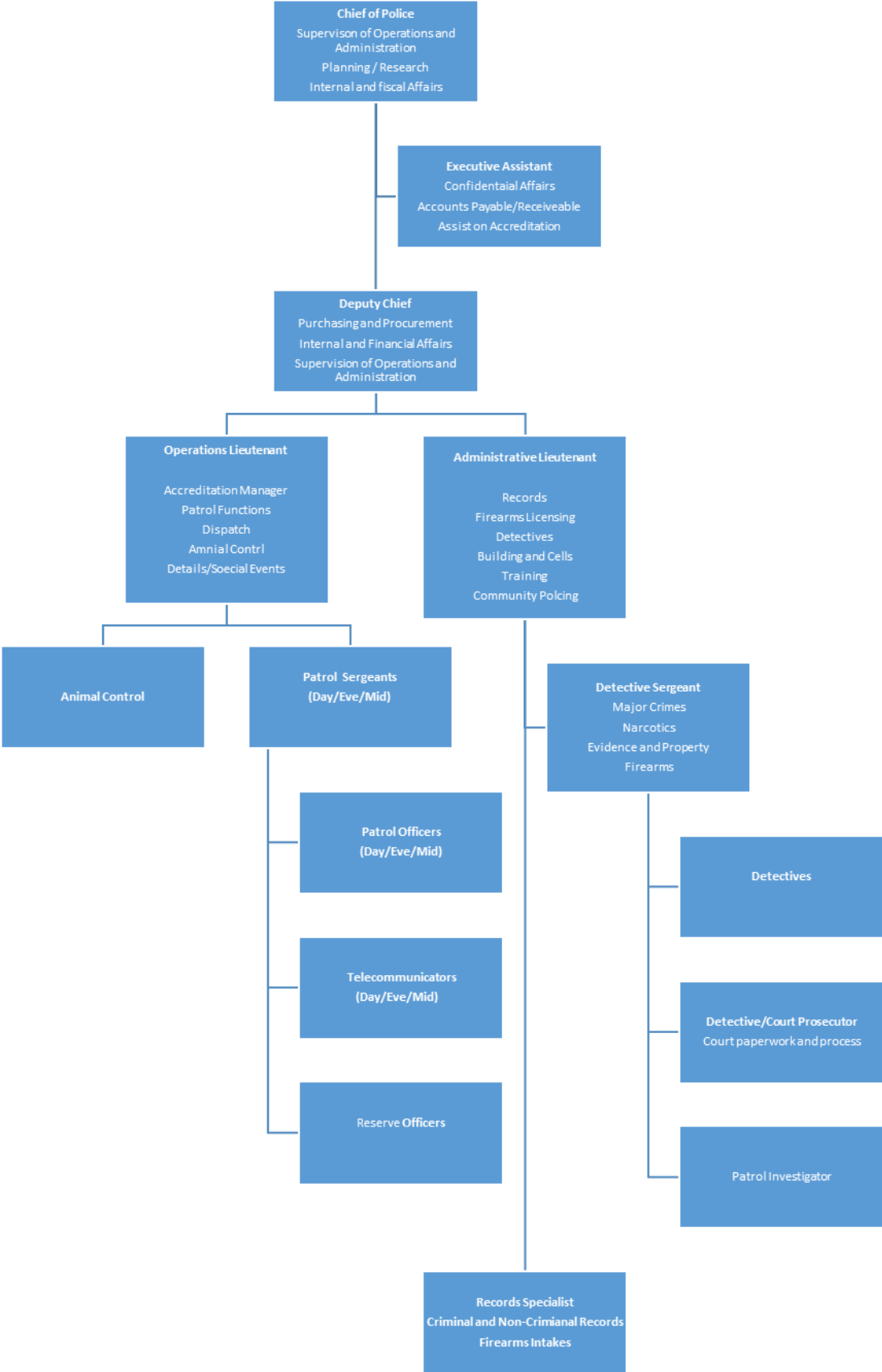
Public Safety Operating Budget FY 17 - FY 21

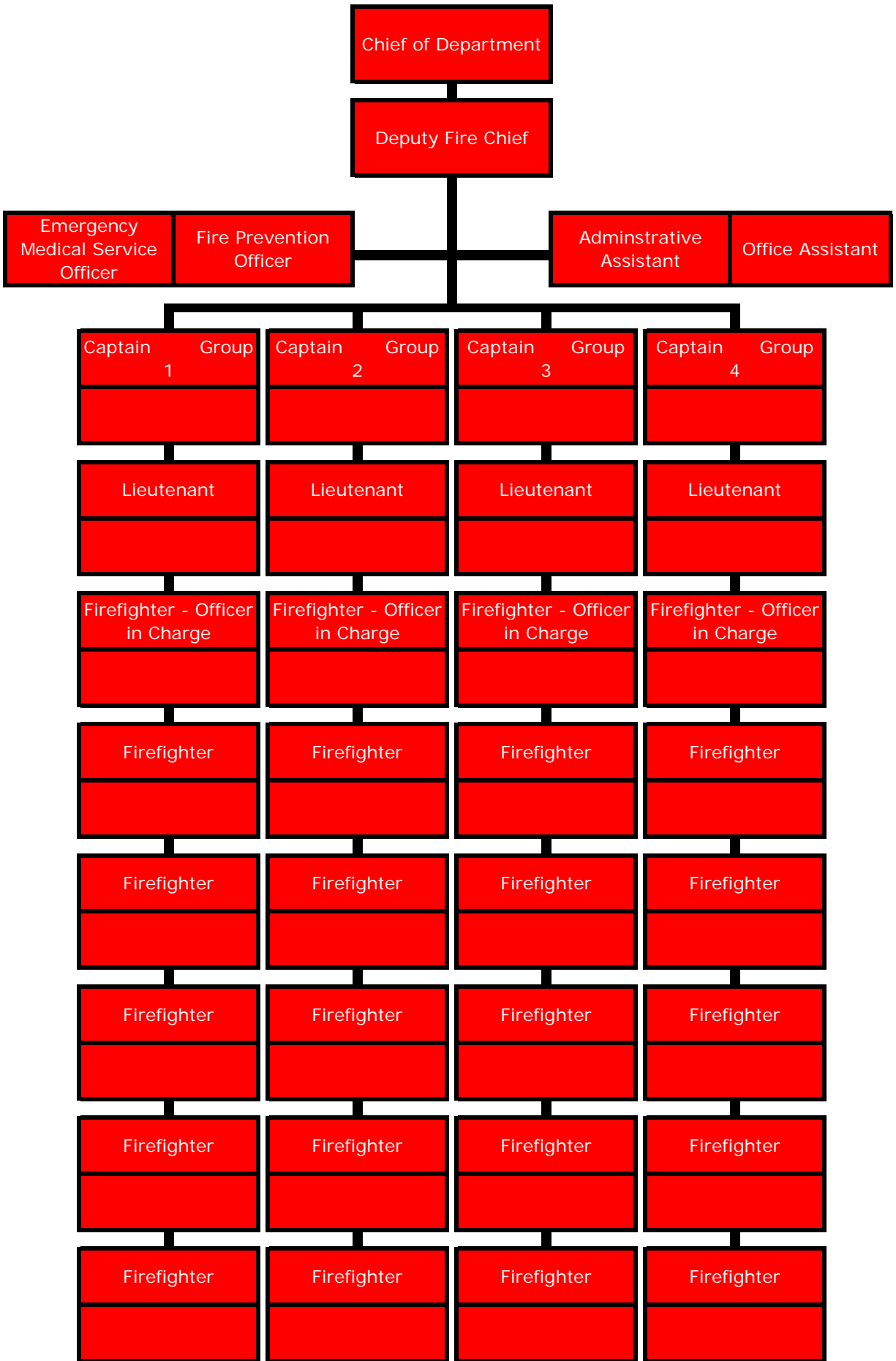


Full Time Equivalents

Police Department				
Job Title	FY 2019	FY 2020	FY 2021	Change
Animal Control Officer	1.0	1.0	1.0	-
Assistant to the Police Chief	1.0	1.0	1.0	-
Detective	2.0	2.0	2.0	-
Deputy Police Chief	1.0	1.0	1.0	-
Dispatch	7.0	7.0	7.0	-
Emergency Management	0.1	0.1	0.1	-
Leutenant	2.0	2.0	2.0	-
Police Chief	1.0	1.0	1.0	-
Office Assistant	0.6	0.3	0.3	-
Officer	24.3	24.3	24.3	-
Records Specialist	1.0	1.0	1.0	-
Seargent	5.0	5.0	5.0	-
Special Officers	0.2	0.2	0.2	-
Telecommunications	0.2	0.2	0.2	-
Full-time Equivalent Employees	46.5	46.1	46.1	-

Fire Department				
Job Title	FY 2019	FY 2020	FY 2021	Change
Assistant to the Fire Chief	0.6	0.6	0.6	-
Captain	4.0	4.0	4.0	-
Deputy Fire Chief	1.0	1.0	1.0	-
EMS Officer	1.0	1.0	1.0	-
Fire Chief	1.0	1.0	1.0	-
Fire Fighter	24.0	24.0	24.0	-
Fire Inspector	1.0	1.0	1.0	-
Fire Prevention Clerk	0.4	0.4	-	(0.4)
Leutenant	4.0	4.0	4.0	-
Full-time Equivalent Employees	37.0	37.0	36.6	(0.4)

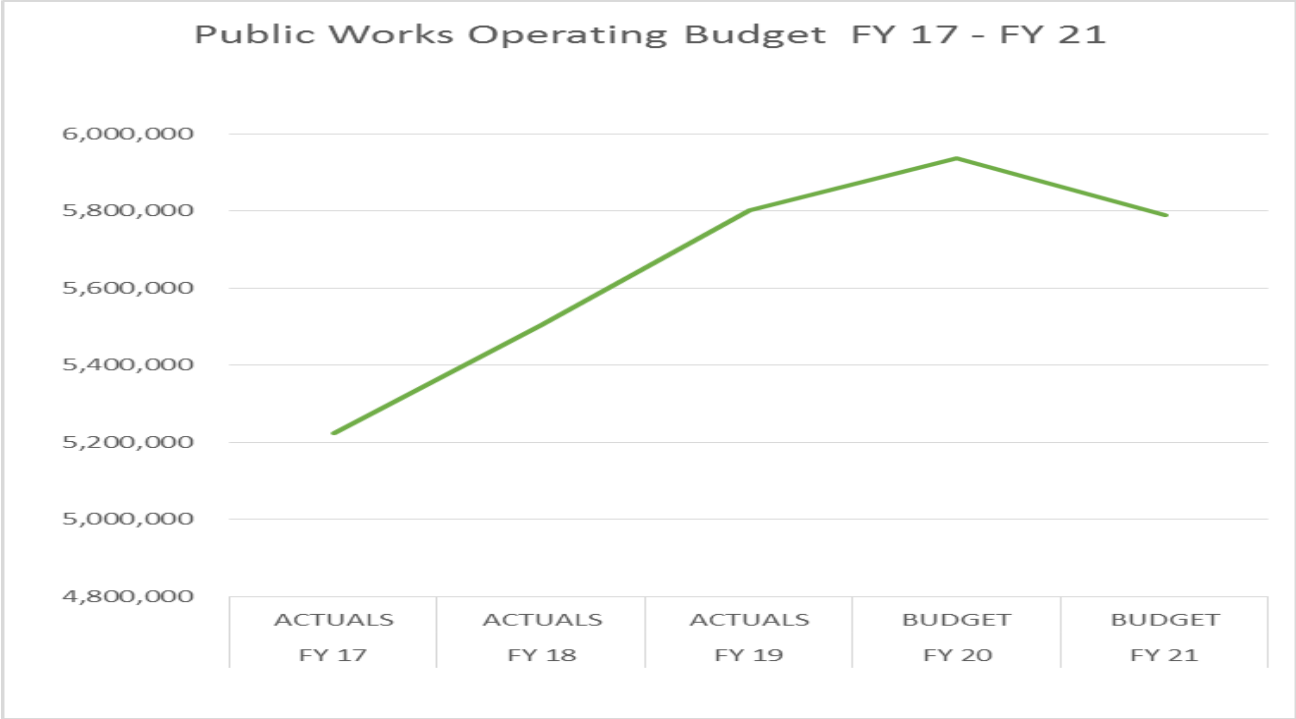




PUBLIC WORKS - GENERAL FUND					
Source of Funding	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - 21	Percent Change
Taxes	40,621	372,070	189,739	(182,331)	
Motor Vehicle Excise	2,380,708	2,325,000	2,350,000	25,000	
Hotel/Motel & Meals Excise			347,495	347,495	
Intergovernmental			179,664	179,664	
Charges for Services	3,372,701	3,230,000	2,722,500	(507,500)	
Total Operating Source of Funding	\$ 5,794,030	\$ 5,927,070	\$ 5,789,398	\$ (137,672)	-2.32%
Expenditure Category					
Personnel	\$ 2,769,891	\$ 2,840,275	\$ 2,845,955	5,680	0.20%
Operating Expenses	3,024,139	3,086,795	2,943,443	(143,352)	-4.64%
Total Appropriation	\$ 5,794,030	\$ 5,927,070	\$ 5,789,398	(137,672)	-2.32%
Employee Benefits Allocation:					
Life Insurance			1,242		
Medicare			53,006		
Health Insurance			908,727		
County Retirement			686,046		
Total Employee Benefits (1)			1,649,021		
Debt Service (1)			450,025		
Total Expenditures Including Benefits & Debt Service			\$ 7,888,444		
				-	
(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.					

Summary of Significant Budget Increases/Decreases

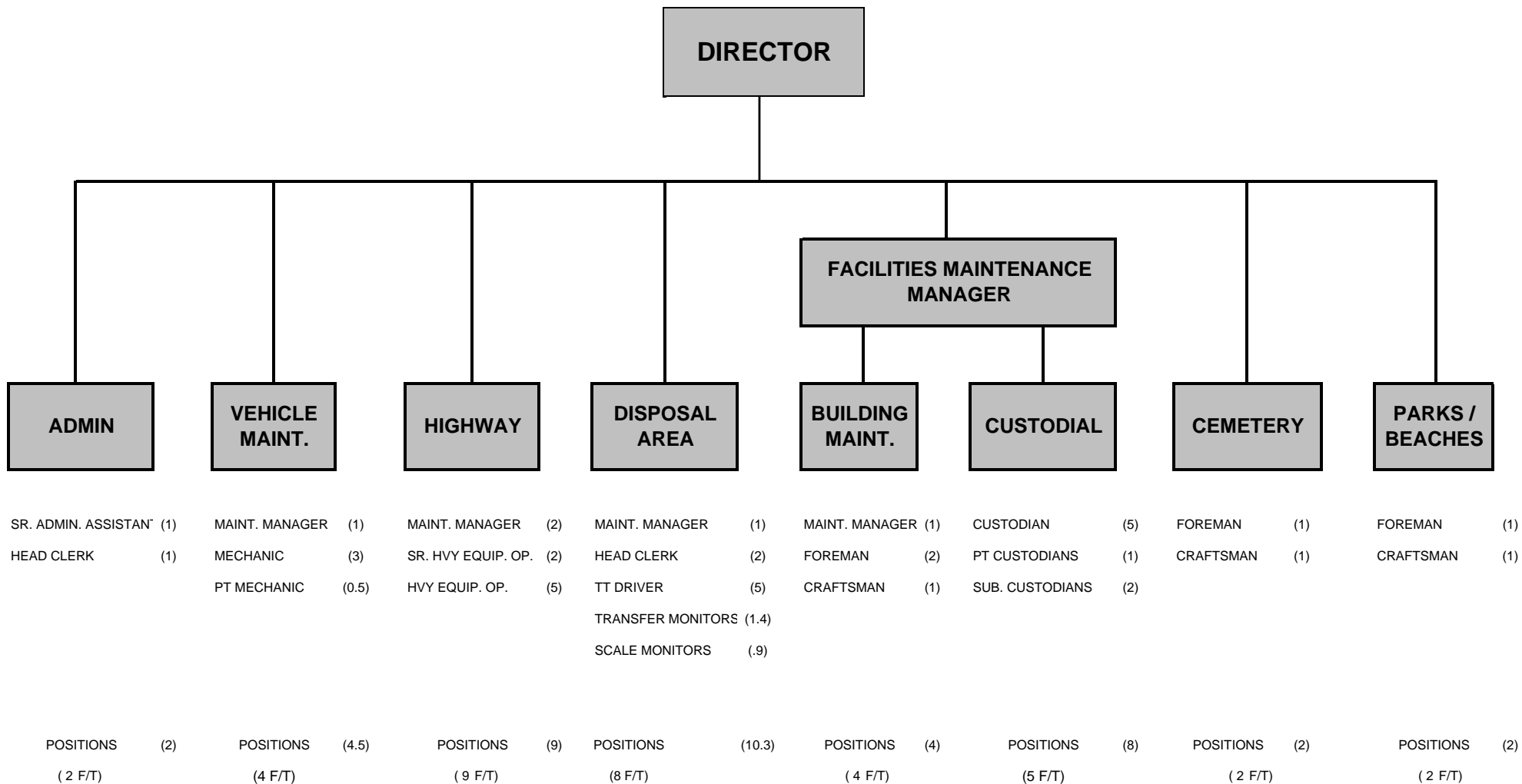
The Public Works Division is comprised of the Department of Public Works which includes roadways, facilities, parks and cemetery maintenance, disposal and custodial services. The division also includes cemetery administration, snow and ice and street lighting. There is a significant decrease in the proposed FY 21 budget of \$137,672 or a decrease of 2.32% largely due to the elimination of commercial municipal solid waste and a reduction in construction and demolition debris. Further the proposed budget includes a reduction of one full-time employee, a position that is currently vacant.



Public Works Division – Full Time Equivalents

Job Title	FY 2019	FY 2020	FY 2021	Change
Custodian	5.0	5.4	5.4	-
DPW Director	1.0	1.0	1.0	-
Head Clerk	2.0	2.0	3.0	1.0
Heavy Equip Oper/Truck Driver/Craftsman	8.0	7.0	7.0	-
Maintenance Manager	5.0	5.0	5.0	-
Mechanic	2.3	3.3	3.3	-
Scalehouse Operator	1.0	1.0	-	(1.0)
Seasonal Operations	3.7	3.8	3.9	0.1
Senior Heavy Equipment Operator	2.0	2.0	2.0	-
Senior Administrative Assistant	1.0	1.0	1.0	-
Small Equipment Operator	1.0	1.0	-	(1.0)
Substitute Custodian	0.6	0.8	0.8	0.0
Tractor Trailer Driver	4.0	4.0	5.0	1.0
Transfer/Scale Monitors	1.4	1.4	1.4	-
Working Foreman	5.0	5.0	4.0	(1.0)
Full-time Equivalent Employees	43.0	43.6	42.7	(0.9)
Job Title	FY 2019	FY 2020	FY 2021	Change
Cemetery Administrator	1.0	1.0	1.0	-
Full-time Equivalent Employees	1.0	1.0	1.0	-

HARWICH DPW ORGANIZATIONAL CHART

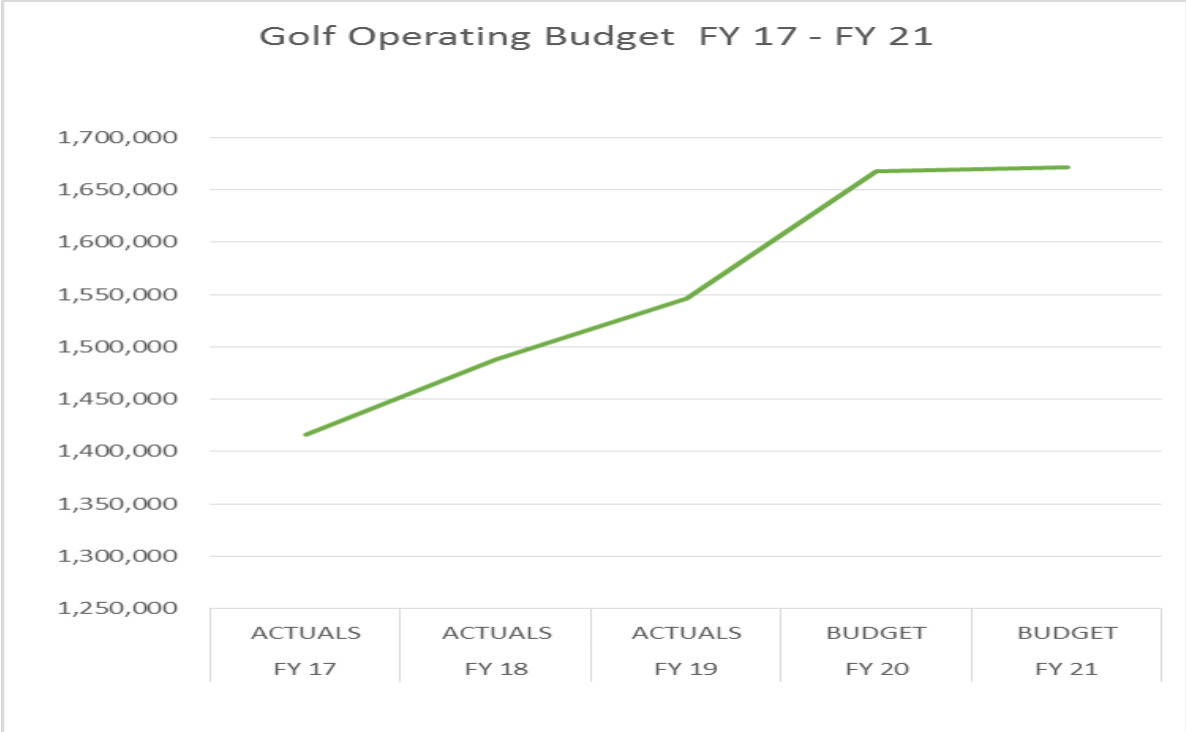


GOLF - GENERAL FUND

Source of Funding	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - 21	Percent Change
Taxes	(449,329)	(247,893)	(466,901)	(219,008)	
Hotel/Motel & Meals Excise			85,078	85,078	
Intergovernmental			127,525	127,525	
Charges for Services	1,895,899	1,776,500	1,818,000	41,500	
Special Revenue Funds	75,600	139,000	108,200	(30,800)	
Free Cash/Reserves	24,000			-	
Total Operating Source of Funding	\$ 1,546,170	\$ 1,667,607	\$ 1,671,902	\$ 4,295	0.26%
Expenditure Category					
Personnel	\$ 865,827	\$ 917,841	\$ 919,180	1,339	0.15%
Operating Expenses	614,144	676,766	679,722	2,956	0.44%
Capital Outlay	66,199	73,000	73,000	-	0.00%
Total Appropriation	\$ 1,546,170	\$ 1,667,607	\$ 1,671,902	4,295	0.26%
Employee Benefits Allocation:					
Life Insurance			267		
Medicare			15,307		
Health Insurance			227,073		
County Retirement			198,121		
Total Employee Benefits (1)			440,768		
Debt Service (1)			243,525		
Total Expenditures Including Benefits & Debt Service			\$ 2,356,195		
				-	
(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.					

Summary of Significant Budget Increases

The Golf Department proposes small changes to the proposed FY 21 budget. Employee turnover allowed for a slight reorganization of staff which resulted in reductions in personnel costs.



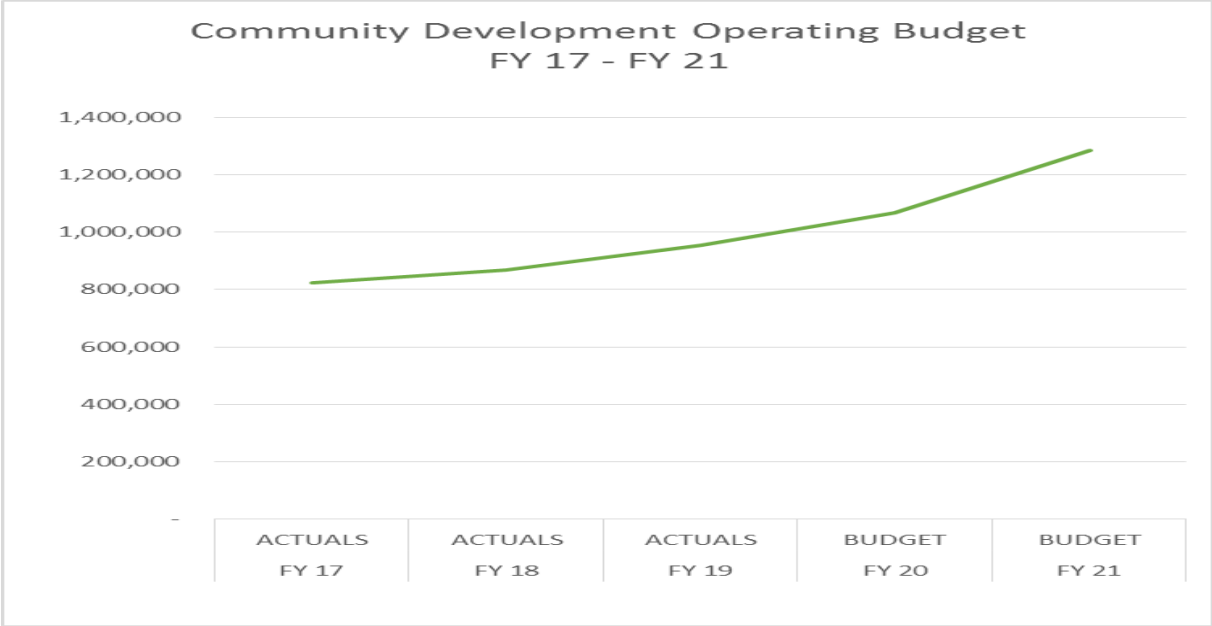
Golf Department - Full Time Equivalents

Job Title	FY 2019	FY 2020	FY 2021	Change
Administrative Assistant	-	0.8	0.8	-
Assistant Golf Operations Manager	-	0.6	1.0	0.4
Assistant Golf Superintendent	1.0	1.0	1.0	-
Executive Assistant	0.8	-	-	-
Foreman	1.0	1.0	1.0	-
Golf Director	1.0	1.0	1.0	-
Golf Superintendent	1.0	1.0	1.0	-
Greenskeeper I	1.0	1.0	1.0	-
Greenskeeper II	1.0	1.0	1.0	-
Mechanic	1.0	1.0	1.0	-
Office Assistant	0.8	-	-	-
Seasonal Golf Operations	5.7	5.7	5.3	(0.4)
Seasonal Golf Maintenance	3.7	3.7	3.7	-
Full-time Equivalent Employees	18.0	17.8	17.9	0.1

COMMUNITY DEVELOPMENT - GENERAL FUND					
Source of Funding	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - 21	Percent Change
Taxes	267,022	465,659	425,022	(40,637)	
Hotel/Motel & Meals Excise			27,697	27,697	
Intergovernmental			14,320	14,320	
Fees, Licenses, Permits	842,202	779,300	766,800	(12,500)	
Free Cash/Reserves			50,000	50,000	
Total Operating Source of Funding	\$ 1,109,224	\$ 1,244,959	\$ 1,283,840	\$ 38,881	3.12%
Expenditure Category					
Personnel	\$ 1,038,466	\$ 1,112,949	\$ 1,153,233	40,284	3.62%
Operating Expenses	70,758	132,010	130,606	(1,403)	-1.06%
Total Appropriation	\$ 1,109,224	\$ 1,244,959	\$ 1,283,840	38,881	3.12%
Employee Benefits Allocation:					
Life Insurance			330		
Medicare			11,754		
Health Insurance			223,834		
County Retirement			152,135		
Retiree Payout Vacation & Sick Benefit			16,696		
Total Employee Benefits (1)			404,751		
Debt Service (1)			-		
Total Expenditures Including Benefits & Debt Service			\$ 1,688,590		
				-	
(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.					

Summary of Significant Budget Increases

The Community Development Division encompasses Conservation, Planning, Community Development, Building and Health Departments. Overall the proposed FY 21 budget increases \$38,881 or 3.12%, the increase is largely due to contractual increases due to Collective Bargaining Agreements.



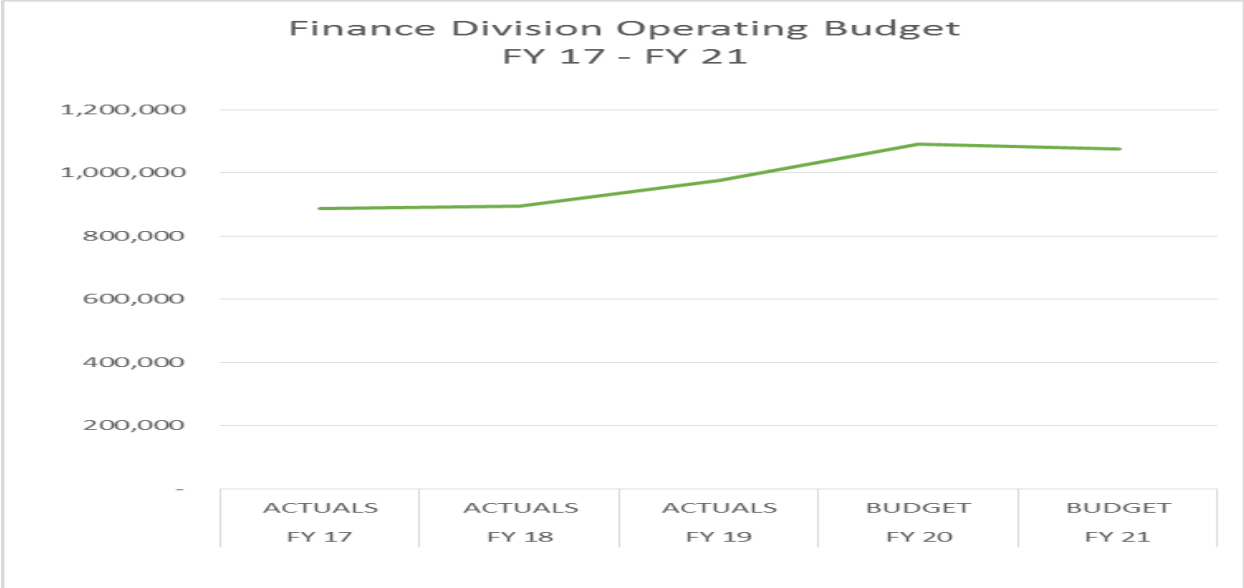
Community Development – Full Time Equivalents

Job Title	FY 2019	FY 2020	FY 2021	Change
Alternative Building Commissioner	0.1	0.1	0.1	-
Assistant Conservation Agent	1.0	1.0	1.0	-
Building Commissioner	1.0	1.0	1.0	-
Building Inspector	1.6	1.6	1.6	-
Conservation Administrator	1.0	1.0	1.0	-
Engineer	1.0	1.0	1.0	-
Executive Assistant	3.0	3.0	3.0	-
Health Director	1.0	1.0	1.0	-
Health Inspector	0.6	0.6	0.6	-
Gas, Plumbing & Electrical Inspector	0.6	0.6	0.6	-
Planning Assistant	1.0	1.0	1.0	-
Senior Health Agent	1.0	1.0	1.0	-
Shorebird Monitor	0.2	0.2	0.2	-
Surveyor	1.0	-	-	-
Town Planner	1.0	1.0	1.0	-
Full-time Equivalent Employees	15.0	14.1	14.1	-

FINANCE DIVISION - GENERAL FUND					
Source of Funding	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - 21	Percent Change
Taxes	(352,959)	230,375	459,337	228,962	
Hotel/Motel & Meals Excise			56,553	56,553	
Intergovernmental			84,239	84,239	
Fees, Licenses, Permits	12,291	11,850	12,350	500	
Interest & Other	1,318,639	792,133	400,500	(391,633)	
Enterprise Fund		57,829	62,082	4,253	
Total Operating Source of Funding	\$ 977,971	\$ 1,092,187	\$ 1,075,062	\$ (17,125)	-1.57%
Expenditure Category					
Personnel	\$ 696,521	\$ 767,758	\$ 774,309	6,551	0.85%
Operating Expenses	281,450	324,429	300,753	(23,676)	-7.30%
Total Appropriation	\$ 977,971	\$ 1,092,187	\$ 1,075,062	(17,125)	-1.57%
Employee Benefits Allocation:					
Life Insurance			457		
Medicare			9,843		
Health Insurance			191,679		
County Retirement			127,395		
Total Employee Benefits (1)			329,374		
Debt Service (1)					
			-		
Total Expenditures Including Benefits & Debt Service			\$ 1,404,436		
(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.					

Summary of Significant Budget Increases/Decreases

The Finance Division includes functions of Treasury, Collections, Assessing and Accounting. The proposed FY 21 budget is \$17,125 lower than the FY 20 budget. The Treasurer/Collector has proposed a reduction in the amount of times property tax bills are sent to property owners. Currently bills are mailed quarterly, the proposal supports mailings twice per year. The mailings will include return envelopes and a second payment stub.



Finance Division – Full Time Equivalents

Job Title	FY 2019	FY 2020	FY 2021	Change
Administrative Assistant	1.0	1.0	1.0	-
Assistant Assessor	1.0	1.0	1.0	-
Assistant Treasurer/Collector	1.0	1.0	1.0	-
Assistant Town Accountant	1.0	1.0	1.0	-
Assessing Director	1.0	1.0	1.0	-
Executive Assistant	2.0	2.0	2.0	-
Executive Assistant to the Finance Director	1.0	1.0	1.0	-
Finance Director	1.0	1.0	1.0	-
Seasonal - Customer Service	0.1	0.1	0.1	-
Treasurer/Collector	1.0	1.0	1.0	-
Full-time Equivalent Employees	10.1	10.1	10.1	-

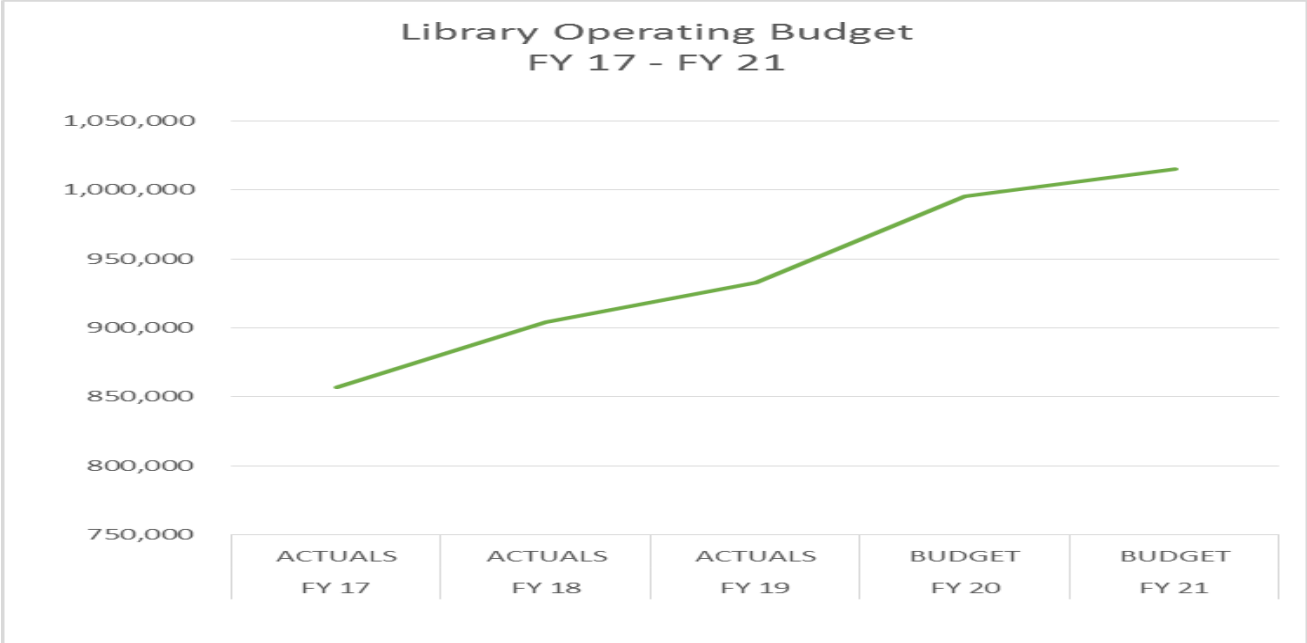
Finance Department				
	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated
Workload Indicators				
Vendor Payments Processed	14328	15233	15449	15550
G/L Accounts Maintained	N/A	N/A	15257	15265
G/L Transactions Processed	63640	83138	84844	85000
Treasury Department				
	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated
Workload Indicators				
Vendor Checks Processed	7005	7446	7541	7650
Payroll Checks Processed	2743	1499	1212	1000
Direct Deposits	12324	13697	14298	14500
Performance Measures				
	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated
Percentage of the net property tax levy collected in the fiscal year levied	99.10%	99.30%	98.50%	98.00%
Percentage of the new property tax levy collected to date including the amounts collected subsequent to the fiscal year levied	100.00%	99.80%	98.50%	98.00%
Assessing Department				
	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated
Performance Measures				
Total Properties Assessed	10915	10919	11362	11372
Number of RE Abatements Filed	24	27	38	20
% of Properties Filing Abatements	0.22%	0.25%	0.33%	0.18%
Number of Abatements Granted	14	20	22	15
Average Abatement Dollar per Appeal	799	1,155	1,945	1,713
Total Tax Dollar Value for Appeals Granted	11,189	23,106	42,784	25,693
Percentage of FY Tax Levy for Appeals Granted	0.03%	0.05%	0.09%	0.05%
Workload Indicators				
	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated
Appellate Tax Board Appeals Settled	2	3	2	2
Exemptions Processed	333	294	326	250
RE/PP Abatements Processed	39	33	68	30
MVE Abatements Processed	926	840	914	900
Building Permits Inspected	446	1250	1072	1000
Re-listing Inspections	563	2008	2770	1200
Property Transfers (Deeds) Processed	979	889	879	917

LIBRARY - GENERAL FUND

Source of Funding	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - 21	Percent Change
Taxes	926,978	990,483	930,620	(59,863)	
Hotel/Motel & Meals Excise			52,272	52,272	
Intergovernmental			27,026	27,026	
Fines, Forfeitures, Penalties	5,814	5,000	5,000	-	-
Total Operating Source of Funding	\$ 932,792	\$ 995,483	\$ 1,014,918	\$ 19,435	1.95%
Expenditure Category					
Personnel	\$ 665,422	\$ 713,111	\$ 725,619	12,508	1.75%
Operating Expenses	267,370	282,372	289,299	6,927	2.45%
Total Appropriation	\$ 932,792	\$ 995,483	\$ 1,014,918	19,435	1.95%
Employee Benefits Allocation:					
Life Insurance			235		
Medicare			9,292		
Health Insurance			125,182		
County Retirement			120,268		
Retiree Payout Vacation & Sick Benefit			20,383		
Total Employee Benefits (1)			275,361		
Debt Service (1)			-		
Total Expenditures Including Benefits & Debt Service			\$ 1,290,279		
(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.					

Summary of Significant Budget Increases

The Library's proposed budget for FY 21 represents an increase of \$19,435 or 1.95%. Increases to support operating expenditures in accordance with minimum spending requirements as required for state grant funding. Other increases are due to labor contracts currently in place.



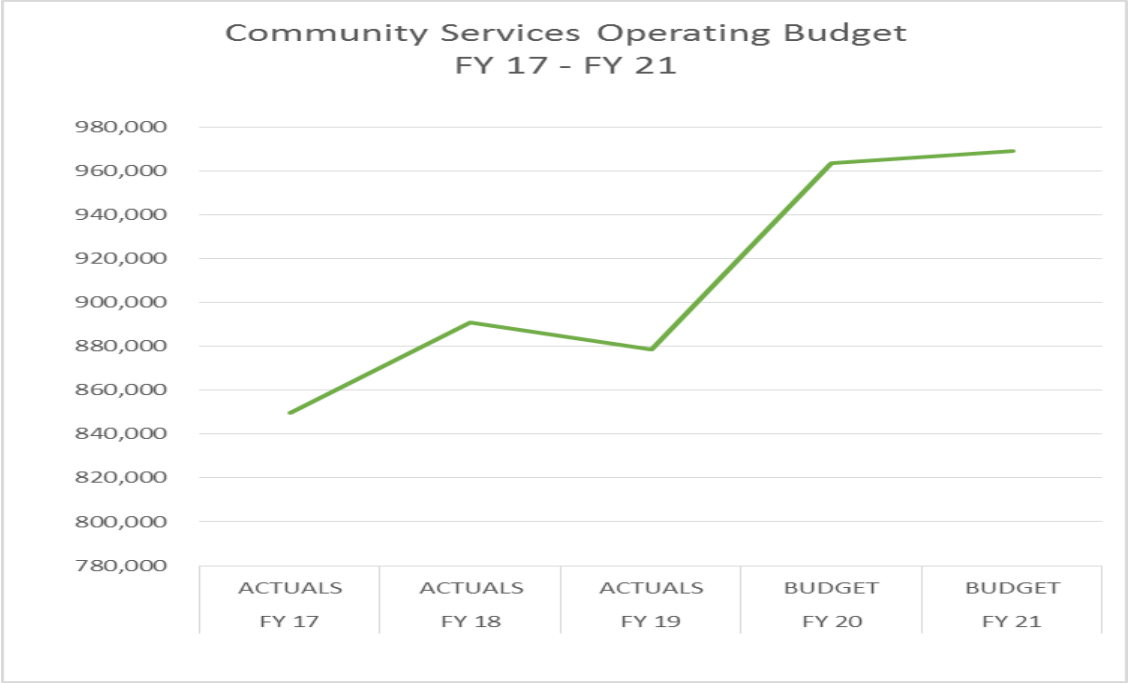
Library – Full Time Equivalents

Job Title	FY 2019	FY 2020	FY 2021	Change
Assistant Director	1.0	1.0	1.0	-
Assistive Tech Coordinator	0.3	0.3	0.3	-
Executive Assistant	0.9	1.0	1.0	-
Library Assistant	0.5	0.6	0.6	-
Library Director	1.0	1.0	1.0	-
Senior Library Technician	3.5	3.2	3.2	-
Shift Supervisor	0.5	0.5	0.5	-
Staff Librarian	2.0	2.0	2.0	-
Substitutes	0.2	0.2	0.2	-
Summer Library Assistant	0.2	0.2	0.2	-
Reference Librarian	1.0	1.0	1.0	-
Youth Librarian	1.0	1.0	1.0	-
Full-time Equivalent Employees	12.0	11.9	11.9	-

COMMUNITY SERVICES - GENERAL FUND					
Source of Funding	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - Percent 21	Change
Taxes	806,575	895,927	810,826	(85,101)	
Hotel/Motel & Meals Excise			61,008	61,008	
Intergovernmental			31,543	31,543	
Fees, Licenses, Permits	1,210	500	500	-	
Charges for Services	60,890	67,100	65,100	(2,000)	
Free Cash/Reserves	10,000	-	-	-	
Total Operating Source of Funding	\$ 878,674	\$ 963,527	\$ 968,977	\$ 5,450	0.57%
Expenditure Category					
Personnel	\$ 614,086	\$ 656,404	\$ 679,617	23,213	3.54%
Operating Expenses	264,588	307,123	289,359	(17,763)	-5.78%
Total Appropriation	\$ 878,674	\$ 963,527	\$ 968,977	5,450	0.57%
Employee Benefits Allocation:					
Life Insurance			377		
Medicare			8,872		
Health Insurance			165,281		
County Retirement			114,824		
Retiree Payout Vacation & Sick Benefit			-		
Total Employee Benefits (1)			289,354		
Debt Service (1)					
			-		
Total Expenditures Including Benefits & Debt Service			\$ 1,258,330		
				-	
(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.					

Summary of Significant Budget Increases/Decreases

The Community Services Division includes Council on Aging, the Community Center, Youth Service and Human Service Departments. Overall there is a slight increase to the individual budgets totaling \$5,450. Personnel costs comprise the largest increase due to contractual labor obligations.



Community Services – Full Time Equivalents

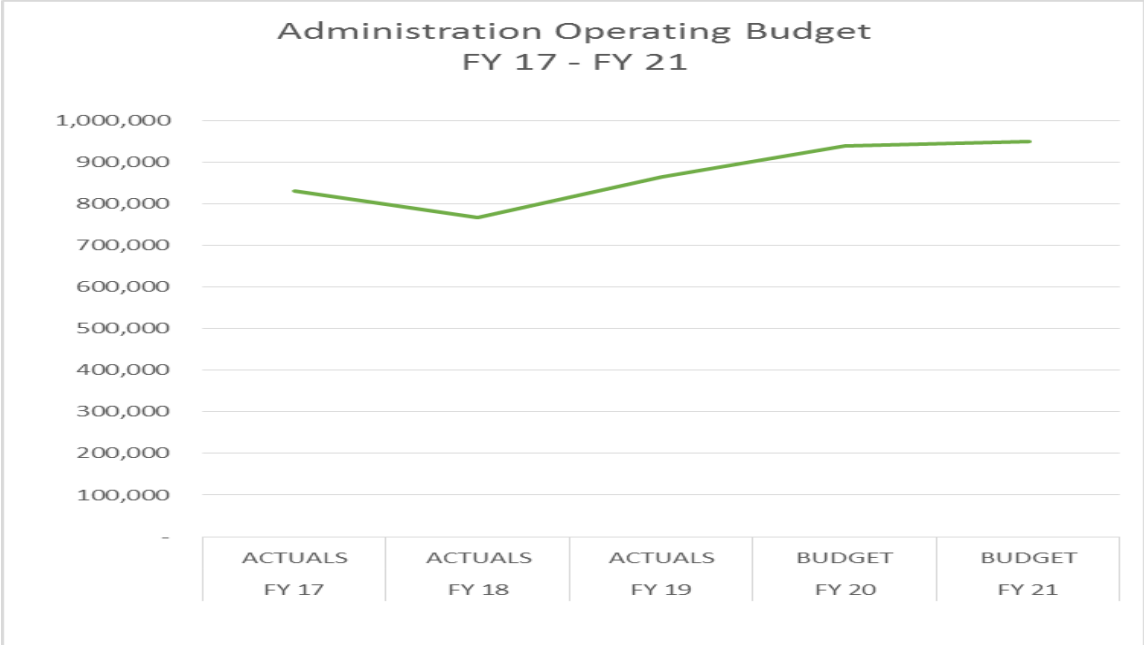
Community Center					
Job Title	FY 2019	FY 2020	FY 2021	Change	
Administrative Assistant	0.5	0.5	0.5	-	
Community Center Director	1.0	1.0	1.0	-	
Executive Assistant	1.0	1.0	1.0	-	
Full-time Equivalent Employees	2.5	2.5	2.5	-	
Council on Aging					
Job Title	FY 2019	FY 2020	FY 2021	Change	
Executive Assistant	1.0	1.0	1.0	-	
Council on Aging Director	1.0	1.0	1.0	-	
Nurse	1.0	1.0	1.0	-	
Van Driver	0.9	0.9	0.9	-	
Chef	1.1	1.1	1.1	-	
Social Services Coordinator	1.0	1.0	1.0	-	
Program Specialist	-	0.2	0.2	-	
Full-time Equivalent Employees	6.1	6.3	6.3	-	
Youth Services					
Job Title	FY 2019	FY 2020	FY 2021	Change	
Youth Counselor	1.0	1.0	1.0	-	
Full-time Equivalent Employees	1.0	1.0	1.0	-	

ADMINISTRATION - GENERAL FUND

Source of Funding	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - 21	Percent Change
Taxes	844,441	909,782	865,820	(43,962)	
Hotel/Motel & Meals Excise			42,324	42,324	
Intergovernmental			21,883	21,883	
Enterprise Fund	19,515	19,972	20,934	962	
Total Operating Source of Funding	\$ 863,956	\$ 929,754	\$ 950,961	\$ 21,207	2.28%
Expenditure Category					
Personnel	\$ 426,047	\$ 459,967	\$ 455,356	(4,611)	-1.00%
Operating Expenses	433,108	464,287	490,105	25,818	5.56%
Capital Outlay	4,801	5,500	5,500	-	0.00%
Total Appropriation	\$ 863,956	\$ 929,754	\$ 950,961	21,207	2.28%
Employee Benefits Allocation:					
Life Insurance			189		
Medicare			7,942		
Health Insurance			135,912		
County Retirement			102,790		
Retiree Payout Vacation & Sick Benefit			-		
Total Employee Benefits (1)			246,833		
Debt Service (1)			10,600		
Total Expenditures Including Benefits & Debt Service			\$ 1,208,394		
(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.					

Summary of Significant Budget Increases

Department budgets included within Administration include the Town Administrator, Legal Counsel, Constable, utility and maintenance budgets supporting the Albrow House, Old Recreation Building and the West Harwich School. In addition the budgets include town reports, advertising and solar array reimbursement for property tax assessments. Overall the proposed budget for FY 21 is increasing \$21,207 or 2.28%. \$5,750 of this increase supports advertising, \$4,290 supports the solar array reimbursement and \$15,000 supports a comprehensive review of existing job descriptions.



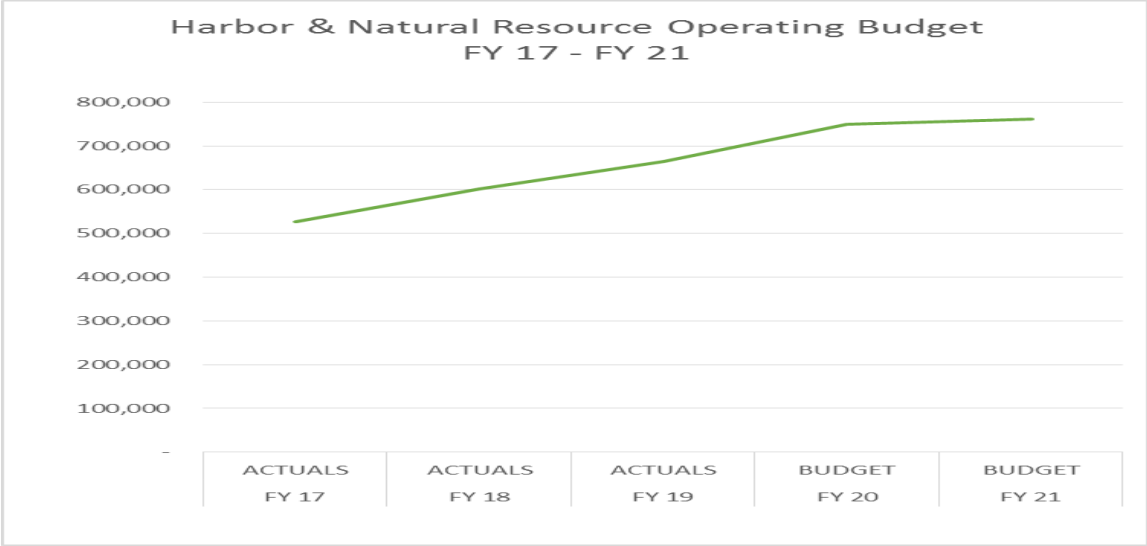
Administration – Full Time Equivalents

Job Title	FY 2019	FY 2020	FY 2021	Change
Administrative Assistant	1.0	1.0	1.0	-
Assistant Town Administrator	1.0	1.0	1.0	-
Executive Assistant to the Town Administrator	1.0	1.0	1.0	-
Town Administrator	1.0	1.0	1.0	-
Full-time Equivalent Employees	4.0	4.0	4.0	-

HARBOR & NATURAL RESOURCES - GENERAL FUND					
Source of Funding	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - 21	Percent Change
Taxes	(361,219)	(394,166)	(471,132)	(76,966)	
Boat Excise	26,829	25,000	25,000	-	
Hotel/Motel & Meals Excise			30,220	30,220	
Intergovernmental			15,624	15,624	
Fines, Forfeitures, Penalties	9,363	9,000	9,000	-	
Charges for Services	806,754	872,000	795,000	(77,000)	
Special Revenue Funds	173,250	238,075	357,863	119,788	
Free Cash/Reserves	10,000	-	-	-	
Total Operating Source of Funding	\$ 664,977	\$ 749,909	\$ 761,575	\$ 11,666	1.56%
Expenditure Category					
Personnel	\$ 413,516	\$ 444,489	\$ 457,035	12,546	2.82%
Operating Expenses	251,461	305,420	304,540	(880)	-0.29%
Total Appropriation	\$ 664,977	\$ 749,909	\$ 761,575	11,666	1.56%
Employee Benefits Allocation:					
Life Insurance			126		
Medicare			6,973		
Health Insurance			98,136		
County Retirement			90,247		
Retiree Payout Vacation & Sick Benefit			-		
Total Employee Benefits (1)			195,482		
Debt Service (1)			1,262,938		
Total Expenditures Including Benefits & Debt Service			\$ 2,219,994		
				-	
(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.					

Summary of Significant Budget Increases

Budgets for both Town Harbors and Natural Resources are included within the budget presented above. Overall the proposed budget supports an increase of \$11,666 or 1.56%. Increases in the area of contractual labor agreements are the most significant budget increases proposed for FY 21.



Harbor & Natural Resources – Full Time Equivalents

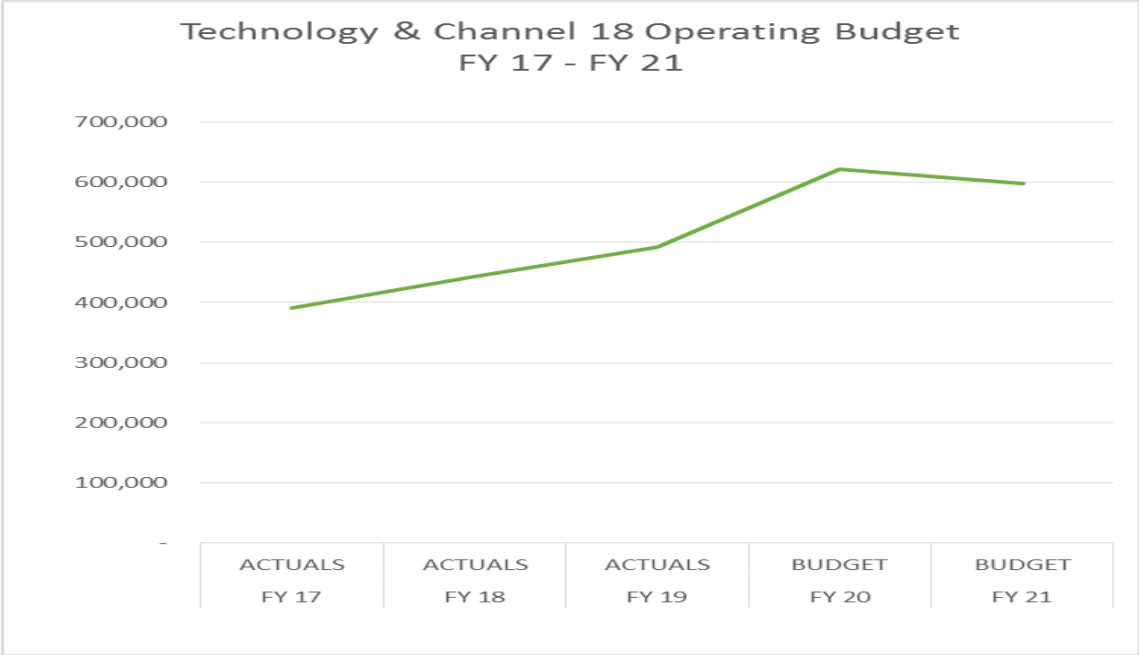
Harbor				
Job Title	FY 2019	FY 2020	FY 2021	Change
Assistant Harbormaster	1.0	1.0	1.0	-
Dockhand	1.0	1.0	1.0	-
Harbormaster	1.0	1.0	1.0	-
Substitute Custodian	0.2	0.2	0.2	
Waterways Specialist	1.0	1.0	1.0	-
Full-time Equivalent Employees	4.2	4.2	4.2	-
Natural Resources				
Job Title	FY 2019	FY 2020	FY 2021	Change
Natural Resources Director	1.0	1.0	1.0	-
Shellfish Lab Workers	0.3	0.3	0.3	-
Full-time Equivalent Employees	1.3	1.3	1.3	-

TECHNOLOGY AND CHANNEL 18 - GENERAL FUND

Source of Funding	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - 21	Percent Change
Taxes	335,459	402,915	298,050	(104,865)	
Hotel/Motel & Meals Excise			35,793	35,793	
Intergovernmental			18,506	18,506	
Special Revenue Funds	156,450	168,594	210,107	41,514	
Free Cash/Reserves	-	50,000	35,000	(15,000)	
Total Operating Source of Funding	\$ 491,909	\$ 621,508	\$ 597,456	\$ (24,053)	-3.87%
Expenditure Category					
Personnel	\$ 219,282	\$ 315,347	\$ 254,725	(60,621)	-19.22%
Operating Expenses	272,631	306,162	322,730	16,569	5.41%
Capital Outlay	-	-	20,000	20,000	
Total Appropriation	\$ 491,914	\$ 621,508	\$ 597,456	(24,053)	-3.87%
Employee Benefits Allocation:					
Life Insurance			79		
Medicare			5,470		
Health Insurance			66,822		
County Retirement			70,799		
Retiree Payout Vacation & Sick Benefit			33,838		
Total Employee Benefits (1)			177,007		
Debt Service (1)			-		
Total Expenditures Including Benefits & Debt Service			\$ 774,463		
				-	
(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.					

Summary of Significant Budget Increases/Decreases

Budgets for the Technology Department and Channel 18 are presented for FY 21. Overall the proposed budget is \$24,053 less than the current FY 20 budget largely due to the reduction of an unfilled position within the technology department. The Town is currently negotiating a new contract with Comcast, as such funding has been included to support necessary legal fees. Further funding to support ongoing Channel 18 broadcasting equipment has been added as a capital outlay item within the budget. PEG Access funds support 100% of the appropriations for Channel 18.



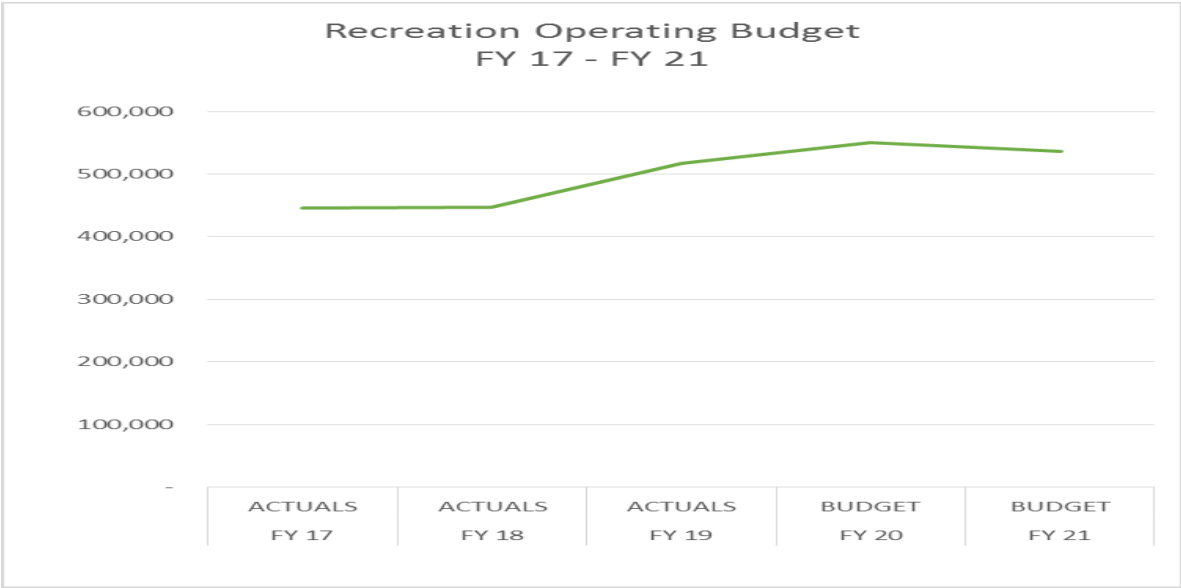
Technology and Channel 18 – Full Time Equivalents

Job Title	FY 2019	FY 2020	FY 2021	Change
Ch 18 Station Manager	1.0	1.0	1.0	-
Ch 18 Information Specialist	1.0	1.0	1.0	-
Technology Assistant		1.0	-	(1.0)
Technology Director	1.0	1.0	1.0	-
Videographer	0.3	0.3	0.3	-
Full-time Equivalent Employees	3.3	4.3	3.3	(1.0)

RECREATION - GENERAL FUND					
Source of Funding	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - 21	Percent Change
Taxes	81,585	142,197	80,572	(61,624)	
Hotel/Motel & Meals Excise			29,101	29,101	
Intergovernmental			15,046	15,046	
Charges for Services	435,548	408,500	411,500	3,000	
Total Operating Source of Funding	\$ 517,133	\$ 550,697	\$ 536,219	\$ (14,477)	-2.63%
Expenditure Category					
Personnel	\$ 461,823	\$ 493,122	\$ 490,644	(2,477)	-0.50%
Operating Expenses	46,281	45,575	45,575	-	0.00%
Capital Outlay	9,029	12,000	-	(12,000)	-100.00%
Total Appropriation	\$ 517,133	\$ 550,697	\$ 536,219	(14,477)	-2.63%
Employee Benefits Allocation:					
Life Insurance			110		
Medicare			6,973		
Health Insurance			63,863		
County Retirement			63,542		
Retiree Payout Vacation & Sick Benefit			-		
Total Employee Benefits (1)			134,488		
Debt Service (1)			-		
Total Expenditures Including Benefits & Debt Service			\$ 670,707		
(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.					

Summary of Significant Budget Increases/Decreases

Overall the Recreation Department's proposed FY 21 budget is lower than the current year by \$14,477 or a decrease of 2.63%. The decrease is largely from a reduction in capital outlay to support Whitehouse Field lighting. The capital expense is now budgeted within the Department of Public Works.



Recreation – Full Time Equivalents

Job Title	FY 2019	FY 2020	FY 2021	Change
Assistant Beach Supervisor	0.3	0.3	0.3	-
Beach Supervisor	0.3	0.3	0.3	-
Executive Assistant	1.0	1.0	1.0	-
Lifeguard	6.1	6.1	6.1	-
Parking Attendant	1.5	1.5	1.5	-
Parking Enforcement Officers	0.3	0.3	0.3	-
Program Specialist II	1.4	1.4	1.4	-
Recreation Director	1.0	1.0	1.0	-
Swimming Instructor	0.4	0.4	0.4	-
Waterfront Director	0.2	0.2	0.2	-
Full-time Equivalent Employees	12.4	12.4	12.4	-

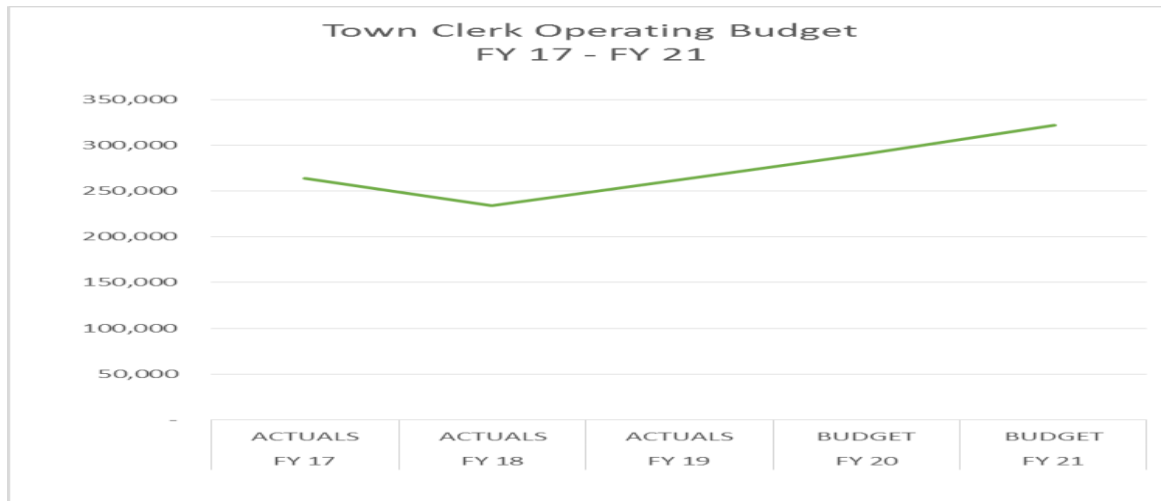
TOWN CLERK - GENERAL FUND

Source of Funding	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - 21	Percent Change
Taxes	202,299	255,771	243,989	(11,782)	
Hotel/Motel & Meals Excise			19,428	19,428	
Intergovernmental			10,045	10,045	
Fines, Forfeitures, Penalties	2,275	1,500	1,500	-	
Fees, Licenses, Permits	42,304	33,515	32,950	(565)	
Special Revenue Funds	15,585	-	14,144	14,144	
Total Operating Source of Funding	\$ 262,462	\$ 290,786	\$ 322,056	\$ 31,270	10.75%
Expenditure Category					
Personnel	\$ 229,276	\$ 253,418	\$ 272,756	19,338	7.63%
Operating Expenses	33,186	37,368	49,300	11,932	31.93%
Total Appropriation	\$ 262,462	\$ 290,786	\$ 322,056	31,270	10.75%
Employee Benefits Allocation:					
Life Insurance			126		
Medicare			2,949		
Health Insurance			43,799		
County Retirement			38,164		
Retiree Payout Vacation & Sick Benefit			-		
Total Employee Benefits (1)			85,038		
Debt Service (1)			-		
Total Expenditures Including Benefits & Debt Service			\$ 407,094		
(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.					

Summary of Significant Budget Increases

The Town Clerk budget for FY 21 has increased considerably due to the addition of state primary in September and the Presidential election in November. Increases in both personnel and operating expenses support the required additional work to be completed by the department in FY 21. The Commonwealth provides some funding for elections through a state aid program for early voting initiatives.

PERFORMANCE INDICATORS	2016	2017	2018	2019	Est 2020
Births Recorded	88	85	73	82	90
Births Certificates Issued	184	258	268	337	350
Marriages Recorded	103	79	90	62	110
Marriages Certificates Issued	151	204	170	263	275
Marriage Intentions	80	86	90	81	95
Deaths Recorded	239	220	240	230	250
Death Certificates Issued	1120	1046	939	1274	1300
Burial Permits Issued	103	62	117	153	165
Dog Licenses	1187	1235	1291	1249	1260
Kennel Licenses Recorded	13	12	8	4	4
Business Registration (d/b/a Certificates)	94	125	95	122	120
Underground Storage Registrations (Fuel)	16	16	16	16	16
Raffle Permits Issued	14	11	12	6	12
Utility Pole Hearings Recorded	10	31	2	16	15
Public Records Requests (FIOA)	12	33	17	40	45
Planning Board Applications Recorded	23	33	39	50	53
Board of Appeals Recorded	33	39	41	42	45
Voter Registrations and Deletions	1950	2089	2135	2458	2900



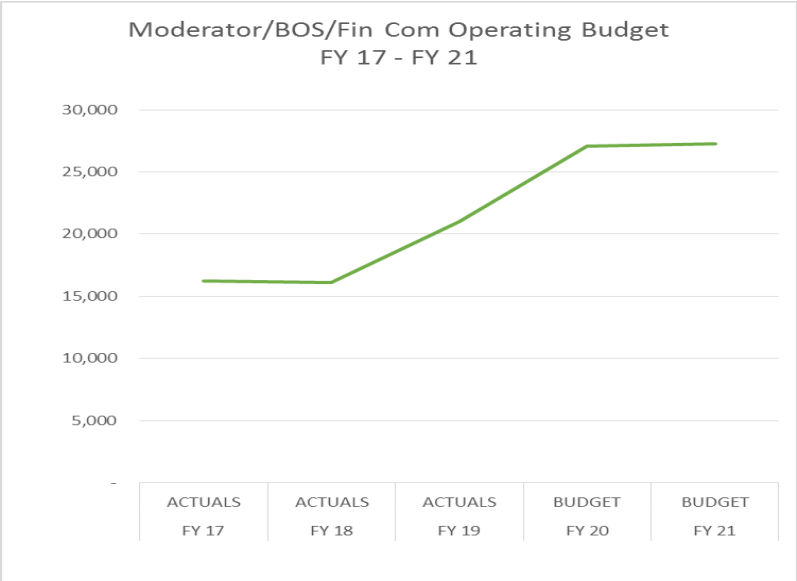
Town Clerk – Full Time Equivalents

Job Title	FY 2019	FY 2020	FY 2021	Change
Administrative Assistant	1.0	1.0	1.0	-
Assistant Town Clerk	1.0	1.0	1.0	-
Town Clerk	1.0	1.0	1.0	-
Full-time Equivalent Employees	3.0	3.0	3.0	-

BOS/MODERATOR/FINANCE COMMITTEE - GENERAL FUND					
Source of Funding	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - 21	Percent Change
Taxes	(152,155)	(100,260)	(99,706)	554	
Hotel/Motel & Meals Excise			1,382	1,382	
Intergovernmental			714	714	
Fees, Licenses, Permits	173,137	127,335	124,860	(2,475)	
Total Operating Source of Funding	\$ 20,982	\$ 27,075	\$ 27,250	\$ 175	0.65%
Expenditure Category					
Personnel	\$ 12,229	\$ 16,500	\$ 16,500	-	0.00%
Operating Expenses	8,753	10,575	10,750	175	1.65%
Total Appropriation	\$ 20,982	\$ 27,075	\$ 27,250	175	0.65%
Employee Benefits Allocation:					
Life Insurance			32		
Medicare			249		
Health Insurance			15,738		
County Retirement			-		
Retiree Payout Vacation & Sick Benefit			-		
Total Employee Benefits (1)			16,019		
Debt Service (1)					
			-		
Total Expenditures Including Benefits & Debt Service			\$ 43,269		
(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.					

Summary of Significant Budget Increases

Budgets supporting the Moderator, Board of Selectmen and Finance Committee are presented within the above table. No significant increases are proposed for the FY 21 budget.



SCHOOL DISTRICTS - GENERAL FUND					
Source of Funding	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - 21	Percent Change
Taxes	26,930,588	28,576,819	29,109,208	532,389	
Free Cash/Reserves	260,038	398,794	-	(398,794)	
Total Operating Source of Funding	\$ 27,190,626	\$ 28,975,613	\$ 29,109,208	\$ 133,595	0.46%
Expenditure Category					
Monomoy Regional School District	\$ 25,609,390	\$ 26,643,415	\$ 27,340,929	697,514	2.62%
Cape Cod Technical High School	1,581,236	2,332,198	1,768,279	(563,919)	-24.18%
Total Appropriation	\$ 27,190,626	\$ 28,975,613	\$ 29,109,208	133,595	0.46%
Employee Benefits Allocation:					
Life Insurance			1,397		
Medicare			-		
Health Insurance			647,233		
County Retirement			-		
Retiree Payout Vacation & Sick Benefit			-		
Total Employee Benefits (1)			648,630		
Debt Service (1)					
			47,700		
Total Expenditures Including Benefits & Debt Service			\$ 29,805,538		
(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.					

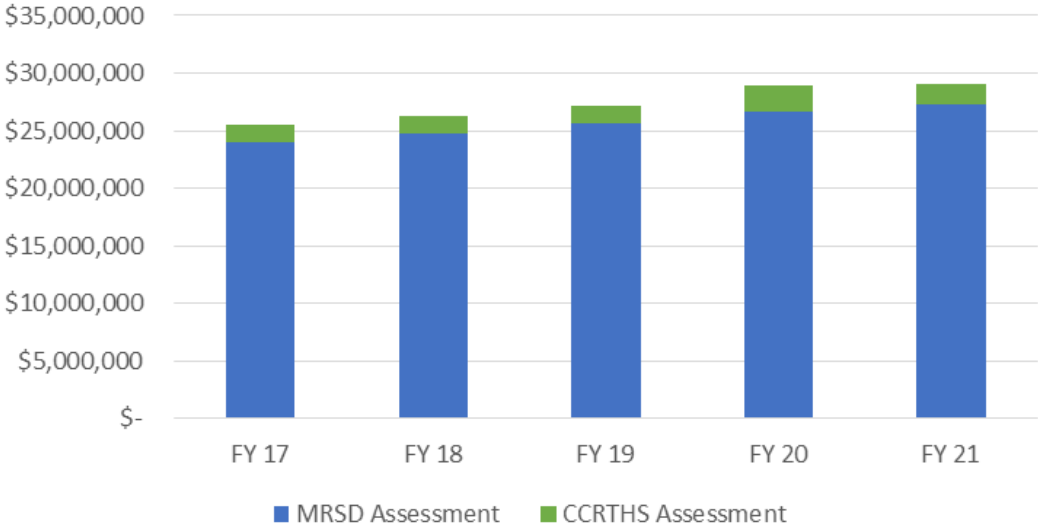
Summary of Significant Budget Increases/Decreases

The total proposed budget for school district assessment increases accounts for \$133,595 or .46%. Of these increases Monomoy Regional School District's budget increase is \$697,514 or 2.62% while Cape Cod Regional Technical High School's proposed budget represents a reduction over the current year assessment of \$563,919 or a decrease of 24.18% due to a reduction in enrollment for students residing in Harwich.

A three year rolling average for enrollment drives the educational assessment for Monomoy Regional School District; for FY 21 Harwich will be assessed at 74.35%, a .9% increase over FY 20. A three year rolling average for transportation is also included in the proposed budget up .5% reflecting additional ridership of Harwich pupils.

	FY 17	FY 18	FY 19	FY 20	FY 21
Operating	21,644,248	22,508,423	23,282,215	24,265,940	24,930,505
Capital	224,723	175,692	260,038	223,794	263,943
Transportation	412,558	367,275	430,896	495,663	577,016
Debt	1,776,772	1,708,359	1,636,241	1,658,018	1,569,466
MRSD Assessment	\$ 24,058,301	\$ 24,759,749	\$ 25,609,390	\$ 26,643,415	\$ 27,340,930
CCRTHS Assessment	\$ 1,437,053	\$ 1,487,362	\$ 1,581,237	\$ 2,332,198	\$ 1,768,279
Education Assessments	\$ 25,495,354	\$ 26,247,111	\$ 27,190,627	\$ 28,975,613	\$ 29,109,209

Educational Assessments



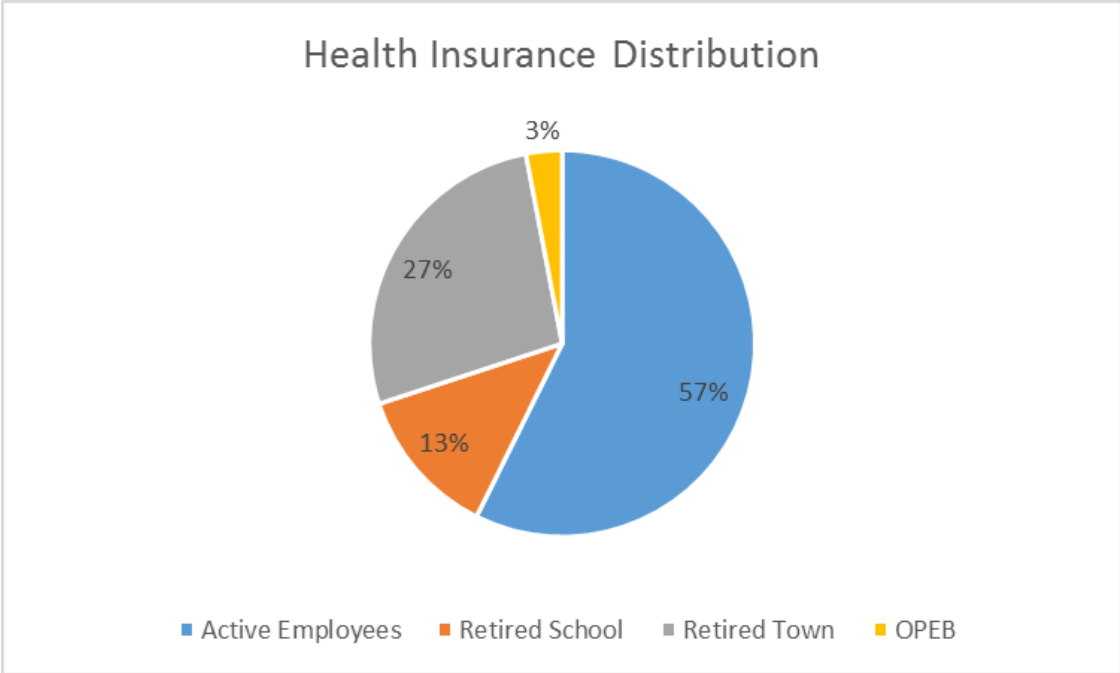
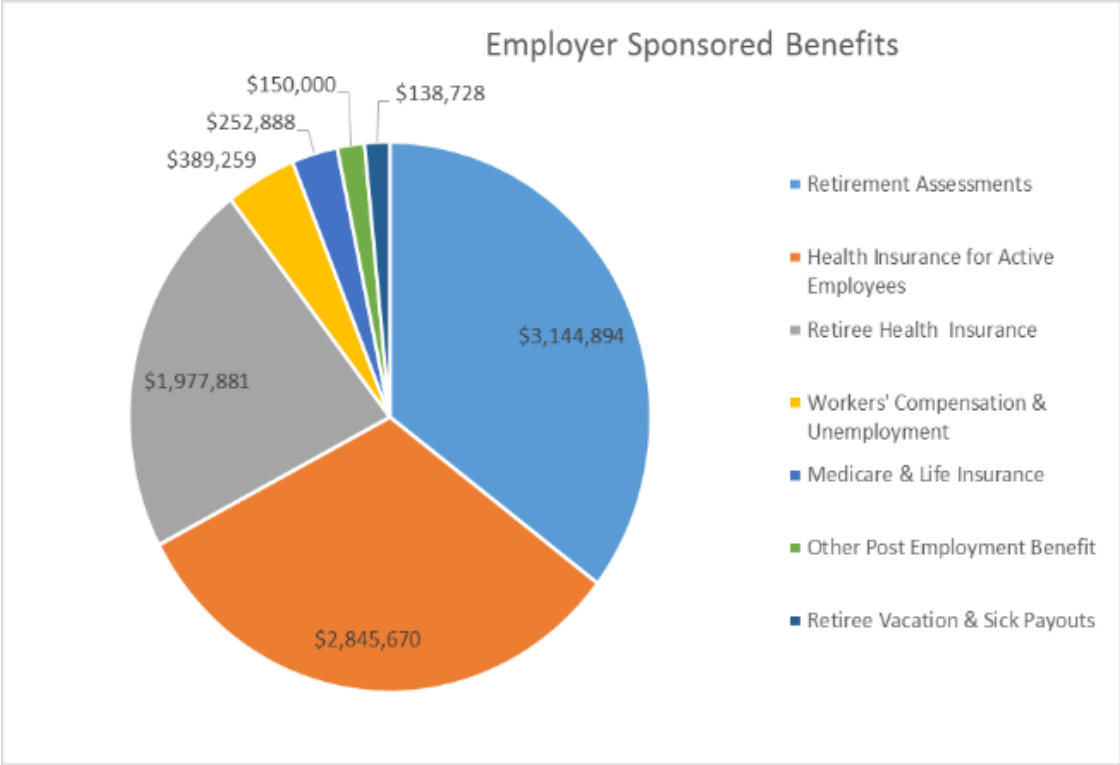
OTHER REQUIREMENTS - GENERAL FUND

Source of Funding	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 · Percent	
				21	Change
Taxes	14,041,681.30	15,670,210.47	14,967,800.97	(702,410)	
Special Revenue Funds	-	-	541,231	-	
Total Operating Source of Funding	\$ 14,041,681	\$ 15,670,210	\$ 15,509,032	\$ (702,410)	-4.48%
Expenditure Category					
Employee Benefits				-	
Retirement Assessments	\$ 2,763,836	\$ 3,024,763	\$ 3,144,894	120,131	3.97%
Health Insurance for Active Employees	2,900,862	3,045,881	2,845,670	(200,211)	-6.57%
Retiree Health Insurance	1,604,215	1,734,286	1,977,881	243,595	14.05%
Workers' Compensation & Unemployment	351,336	351,285	389,259	37,974	10.81%
Medicare & Life Insurance	246,359	230,942	252,888	21,946	9.50%
Other Post Employment Benefit	125,000	150,000	150,000	-	-
Retiree Vacation & Sick Payouts	46,074	97,229	138,728	41,499	42.68%
Total	\$ 8,037,682	\$ 8,634,386	\$ 8,899,321	264,935	3.07%
Debt Service, Assessments & Other					
Debt Service	4,710,046	5,379,126	4,722,027	(657,099)	-12.22%
Property & Liability Insurance	414,225	464,545	505,211	40,666	8.75%
Celebrations/Brooks Museum/Historical	10,630	14,844	14,844	-	0.00%
Veterans' District Assessment & Benefit Payment	97,461	125,263	128,058	2,795	2.23%
State & County Assessments	701,638	702,047	764,572	62,525	8.91%
Finance Committee Reserve	-	125,000	125,000	-	0.00%
Total	5,934,000	6,810,825	6,259,712	(551,113)	-8.09%
Subtotal Before Transfers	\$ 13,971,681	\$ 15,445,210	\$ 15,159,032	\$ (286,178)	-1.85%
				-	
Transfers					
Transfer to Sewer Enterprise Fund	\$ 70,000	\$ 225,000	\$ 350,000	125,000	55.56%
Total	\$ 70,000	\$ 225,000	\$ 350,000	125,000	55.56%
Grand Total Other Requirements	\$ 14,041,681	\$ 15,670,210	\$ 15,509,032	\$ (161,178)	-1.03%

Summary of Significant Budget Increases/Decreases

The categories of expenses within this table represent all employer sponsored benefit programs for all employees of the Town. The Town of Harwich, along with many other municipalities on Cape Cod, are experiencing an aging of population and employees. Budget increases support retirement of long term employees as well as additional costs of health insurance to be incurred upon their retirement. Modest increases in Medicare and workers' compensation support the workforce of over 200 full time equivalent employees.

The Town is required by federal and state law as well as negotiated labor contracts to provide employer sponsored benefits. This category of expenses include Barnstable County retirement assessment, health insurance for active and retired employees, Medicare, life insurance, unemployment and workers' compensation, an annual contribution to Other Post-Employment Benefits (OPEB) Trust Fund.



The Town will meet obligations for long term debt during fiscal year 2020, as such expiring debt reduced the overall budget by over \$650,000.

During the early part of October 2020 we anticipate flow of sewage to the Chatham wastewater plant to begin. Funding in support of operations and maintenance is also included as a transfer to the sewer enterprise fund.

WATER - ENTERPRISE FUND

Source of Funding	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - 21	Percent Change
User Fees	4,252,709	4,959,993	4,950,674	(9,319)	-0.19%
Interest & Other	82,686	77,046	77,742	696	0
Transfer In	59,768			-	
Total Operating Source of Funding	\$ 4,395,163	\$ 5,037,039	\$ 5,028,416	\$ (8,623)	-0.17%
Expenditure Category					
Personnel	\$ 1,240,467	\$ 1,337,473	\$ 1,321,050	(16,423)	-1.23%
Operational Expenses	1,296,977	1,484,995	1,468,390	(16,605)	-1.12%
Debt Service	752,366	741,102	721,345	(19,757)	-2.67%
Other Post Employment Benefits	50,000	50,000	50,000	-	0.00%
Transfer Out	883,022	720,295	730,290	9,995	1.39%
Total Appropriation	\$ 4,222,832	\$ 4,333,865	\$ 4,291,075	(42,790)	-0.99%

Summary of Significant Budget Increases/Decreases

The Water Enterprise Fund proposes an overall budget decrease of \$42,790 or .99%. The decrease is largely due to personnel cost shift from this enterprise fund to the sewer enterprise fund. Other cost reductions reflect the expiring long term debt obligations.

Water Enterprise Fund – Full Time Equivalents

Job Title	FY 2019	FY 2020	FY 2021	Change
Administrative Assistant	1	1	1	0
Assistant Superintendent	1	1	1	0
Distribution Mechanic/Operator II	1	1	1	0
Distribution Mechanic/Operator III	1	1	1	0
Distribution Operations Foreman	1	1	1	0
Electrician Journeyman	1	1	1	0
Executive Assistant	1	1	0.95	-0.05
Primary Distribution Operator	1	1	1	0
Secondary Distribution Operator D1	1	1	1	0
Secondary Distribution Operator D3	2	2	2	0
Superintendent (Water & Wastewater)	1	1	0.5	-0.5
Treatment Operator T2	2	2	2	0
Water Comptroller	1	1	1	0
Full-time Equivalent Employees	15	15	14.45	-0.55

SEWER - ENTERPRISE FUND

Source of Funding	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - 21	Percent Change
Transfer In - General Fund	70,000	225,000	350,000	125,000	
Total Operating Source of Funding	\$ 70,000	\$ 225,000	\$ 350,000	\$ 125,000	55.56%
Expenditure Category	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - 21	Percent Change
Personnel	\$ -	\$ -	\$ 77,285	77,285	
Operational Expenses	70,000	225,000	298,815	73,815	
Debt Service	-	-	-	-	
Other Post Employment Benefits	-	-	-	-	
Transfer Out	-	-	-	-	
Total Appropriation	\$ 70,000	\$ 225,000	\$ 376,100	151,100	67.16%

Summary of Significant Budget Increases/Decreases

Beginning in FY 21 the Town of Harwich will begin sending the flow of sewage to the Town of Chatham. In accordance with the Inter Municipal Agreement a milestone payment will be incurred in the amount of \$1,500,000 upon acceptance of the flow. In addition to the milestone payment Harwich will be responsible for operation and maintenance expenses to the Town of Chatham for both fixed and variable costs incurred. Further the Town of Harwich will experience internal operating costs to test, maintain, insure, repair and provide utilities to the pump stations located in the community. The table below provides summarized information of these estimated costs for operation.

	CHATHAM Request with Supplement	Fixed O&M Expenses	Q3 % (48.92%)	Flow Variable Expenses Q3 0% (Jul - Sept)	Q4 % (16.28)	Flow Variable Expenses Q4 0.25% (Oct - Dec)	Q1 % (11.33%)	Flow Variable Expenses Q1 1.49% (Jan - Mar)	Q2 % (23.48%)	Flow Variable Expenses Q2 1.25% (Apr-Jun)	Harwich FY21 Budget Request	
Operating Expenses												
A Personal Services											\$80,488.97	
IMA Regular Wages	28,788	23.08%	\$6,644.17			\$1,661.04		\$1,661.04		\$1,661.04	\$3,204.04	
HAR Superintendent											\$63,866.79	
HAR HWD Support (Admin & Meter Reading)											\$13,418.14	
A Personal Services	28,788										\$80,488.97	
Expenses												
IMA Testing	18,500			\$9,050.20	\$0.00	\$3,011.80	\$341.24	\$2,096.05	\$31.23	\$4,343.80	\$54.30	\$426.77
IMA Electric WWFT	137,000			\$67,020.40	\$0.00	\$22,303.60	\$2,527.00	\$15,522.10	\$231.28	\$32,167.60	\$402.10	\$3,160.37
IMA Gas Heat	34,500			\$16,877.40	\$0.00	\$5,616.60	\$636.36	\$3,908.85	\$58.24	\$8,100.60	\$101.26	\$795.86
IMA Plant Maintenance	145,000	23.08%	\$33,466.00			\$8,368.50		\$8,366.50		\$8,366.50	\$8,366.50	\$25,059.50
IMA Solid Waste Disposal	75,000			\$36,690.00	\$0.00	\$12,210.00	\$1,383.39	\$8,497.50	\$126.61	\$17,610.00	\$220.13	\$1,730.13
IMA Contract Services	584,000	23.08%	\$134,787.20			\$33,696.80		\$33,696.80		\$33,696.80	\$33,696.80	\$101,090.40
IMA Operational Supplies	750	23.08%	\$173.10			\$43.28		\$43.28		\$43.28	\$43.28	\$129.83
IMA Building & Grounds Maintenance	250	23.08%	\$57.70			\$14.43		\$14.43		\$14.43	\$14.43	\$43.28
IMA Chemicals	40,000			\$19,568.00	\$0.00	\$6,512.00	\$737.81	\$4,532.00	\$67.53	\$9,392.00	\$117.40	\$923.74
IMA Ground Water Monitoring	20,000	23.08%	\$4,616.00			\$1,154.00		\$1,154.00		\$1,154.00	\$1,154.00	\$3,462.00
HAR Contract Operations	375,000											\$150,000.00
HAR Generator Maintenance												\$7,500.00
HAR Electric Utility	7,500											\$600.00
HAR Nat Gas	600											\$650.00
HAR Printing & Postage & Office Services	650											-
HAR SCADA	-											-
B Expenses	1,141,650											\$295,610.87
Department Total												\$376,099.83
TOTAL Operating Expense	1,170,438											\$376,099.83

Sewer Enterprise Fund – Full Time Equivalents

Job Title	FY 2019	FY 2020	FY 2021	Change
Executive Assistant	0	0	0.05	0.05
Superintendent (Water & Wastewater)	0	0	0.5	0.5
Full-time Equivalent Employees	0	0	0.55	0.55

Long Term Debt Obligations

General Obligation Bonds & SRF Loans Outstanding as of June 30, 2019

\$195,088.95 Massachusetts Water Abatement Trust Dated February 2004

<u>Issue Year</u>	<u>Final Maturity Year</u>	<u>TIC</u>	<u>Par Amount</u>	<u>Principal Outstanding</u>
2004	2021	0%	\$195,088.95	\$21,878.45

\$1,405,000 General Obligation Land Acquisition Bonds Dated June 15, 2005

<u>Issue Year</u>	<u>Final Maturity Year</u>	<u>TIC ¹</u>	<u>Par Amount</u>	<u>Principal Outstanding</u>
2005	2020	3.57%	\$1,405,000	\$85,000

\$121,316 Massachusetts Water Pollution Abatement Trust Dated August 2005

<u>Issue Year</u>	<u>Final Maturity Year</u>	<u>TIC</u>	<u>Par Amount</u>	<u>Principal Outstanding</u>
2005	2023	0%	\$121,316	\$30,605

\$3,140,000 General Obligation Bonds Dated October 15, 2006

<u>Issue Year</u>	<u>Final Maturity Year</u>	<u>TIC ¹</u>	<u>Par Amount</u>	<u>Principal Outstanding</u>
2006	2021	3.69%	\$3,140,000	\$390,000

\$8,750,000 General Obligation Police Station Construction Bonds Dated February 15, 2009

<u>Issue Year</u>	<u>Final Maturity Year</u>	<u>TIC ¹</u>	<u>Par Amount</u>	<u>Principal Outstanding</u>
2009	2029	3.37%	\$8,750,000	\$4,250,000

\$8,525,000 General Obligation Refunding Bonds Dated September 16, 2009

<u>Issue Year</u>	<u>Final Maturity Year</u>	<u>TIC ¹</u>	<u>Par Amount</u>	<u>Principal Outstanding</u>
2009	2020	2.09%	\$8,525,000	\$455,000

\$1,592,000 General Obligation Bonds Dated March 15, 2010

<u>Issue Year</u>	<u>Final Maturity Year</u>	<u>TIC ¹</u>	<u>Par Amount</u>	<u>Principal Outstanding</u>
2010	2030	3.26%	\$1,592,000	\$830,000

\$4,962,000 General Obligation Bonds Dated October 1, 2011

<u>Issue Year</u>	<u>Final Maturity Year</u>	<u>TIC ¹</u>	<u>Par Amount</u>	<u>Principal Outstanding</u>
2011	2036	2.71%	\$4,962,000	\$2,850,000

\$5,485,000 General Obligation Refunding Bonds Dated October 30, 2012

<u>Issue Year</u>	<u>Final Maturity Year</u>	<u>TIC ¹</u>	<u>Par Amount</u>	<u>Principal Outstanding</u>
2012	2033	1.54%	\$5,485,000	\$2,735,000

\$2,900,000 General Obligation Allen Harbor Dredging Bonds Dated July 15, 2013

<u>Issue Year</u>	<u>Final Maturity Year</u>	<u>TIC ¹</u>	<u>Par Amount</u>	<u>Principal Outstanding</u>
2013	2022	1.71%	\$2,900,000	\$1,250,000

\$1,721,937.46 Massachusetts Water Pollution Abatement Trust Dated February 21, 2018

<u>Issue Year</u>	<u>Final Maturity Year</u>	<u>TIC</u>	<u>Par Amount</u>	<u>Principal Outstanding</u>
2018	2036	2.0%	\$1,721,937.46	\$1,642,746.20

\$12,525,000 General Obligation Municipal Purpose Loan of 2018 Bonds Dated June 21, 2018

<u>Issue Year</u>	<u>Final Maturity Year</u>	<u>TIC</u>	<u>Par Amount</u>	<u>Principal Outstanding</u>
2018	2038	2.79%	\$12,525,000	\$11,600,000

\$9,105,000 General Obligation Municipal Purpose Loan of 2019 Bonds Dated June 20, 2019

<u>Issue Year</u>	<u>Final Maturity Year</u>	<u>TIC</u>	<u>Par Amount</u>	<u>Principal Outstanding</u>
2019	2039	2.31%	\$9,105,000	\$9,105,000

¹ Does not include underwriter's spread or costs of issuance.

Town of Harwich Existing Debt Obligations
General and Water Enterprise Funds
Principal & Interest Obligations

Purpose	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28 - FY 40	Total
MCWT Title V	10,829	11,050								21,878
MCWT Title V	6,121	6,121	6,121	6,121	6,121					30,605
Land Acquisition - Keeler/Rose	88,400									88,400
School Roof Repairs	27,500	26,500	25,500							79,500
School Roof Repairs	22,000	21,200	20,400							63,600
Brooks Academy Repairs	11,000	10,600	10,200							31,800
Golf Course Renovations	82,500	79,500	76,500							238,500
Land Acquisition - Bascom	150,625	41,000								191,625
Recycling Facility	69,875	66,625								136,500
Land Acquisition - Church	53,500	46,125								99,625
Land Acquisition - Slowatycy	26,625	20,500								47,125
Old Post Road Betterment	5,200									5,200
Water Treatment Plant	105,563	102,563	100,125	97,688	95,063	92,438	89,813	87,000	243,000	1,013,250
McQuerty Road Betterment	16,350	15,900	15,300							47,550
Greensand Water Treatment Facility	203,970	200,070	194,870	190,808	187,655	184,178	180,440	176,540	1,529,580	3,048,110
Water Storage Tank	168,950	164,300	158,100							491,350
Land Acquisition - Krumin	36,575	35,525								72,100
Golf Course Clubhouse	57,475	55,825								113,300
Land Acquisition - Shea	191,000	185,900	180,800	170,775	166,650					895,125
Land Acquisition - Copelas	60,475	58,825	52,250	50,750						222,300
Police Station Planning	5,525	5,375	5,225	5,075						21,200
Golf Course	35,525									35,525
Water Storage Tank	146,206	137,981	134,831	131,681	129,056	121,881	119,631	112,438	682,553	1,716,259
Dredging	347,600	335,063	327,188	304,125						1,313,975
MCWT Water Improvements	116,232	116,250	116,289	116,289	116,310	116,330	116,351	116,372	1,048,400	1,978,802
Downey Land Acquisition	62,850	61,450	59,700	57,950	56,200	54,450	52,700	50,950	429,963	886,213
Muddy Creek Bridge	34,575	33,775	32,775	31,775	30,775	29,775	28,775	27,775	206,081	456,081
Saquatuucket Building/Boardwalk	245,314	236,600	229,850	223,100	216,350	209,600	202,850	196,100	1,644,513	3,404,276
Gingery Plum Way Betterment	16,400	16,000	15,500	15,000	14,500	14,000	13,500	13,000	62,800	180,700
Skinequit Road Betterment	19,800	19,200	18,450	17,700	6,950	6,700	6,450	6,200	22,300	123,750
Saquatuucket Harbor Improvements	602,575	587,775	564,275	546,025	527,775	504,525	481,525	463,775	2,367,700	6,645,950
Saquatuucket Harbor Design	112,300	103,500	99,000	94,500						409,300
Sewer Interconnection & Planning	828,102	795,975	755,475	655,475	468,975	220,475	213,475	206,475	1,823,981	5,968,409
Sewer - Cold Brook Planning	10,496	12,750	12,250	11,750	11,250	5,750	5,500	5,250		74,996
Fire Station #2 Construction	554,563	535,700	520,700	523,500	490,700	475,700	460,700	445,700	4,318,250	8,325,513
Cranberry Valley Infrastructure Imp	118,832	108,200	104,950	101,700	98,450	95,200	91,950	83,700	645,050	1,448,032
Police Station Construction	479,181	536,400	520,400	504,400	488,400	467,400	451,600	435,800	659,400	4,542,981
Existing Debt Obligations	\$ 5,130,608	\$ 4,790,122	\$ 4,357,004	\$ 3,856,186	\$ 3,111,179	\$ 2,598,401	\$ 2,515,259	\$ 2,427,075	\$ 15,683,570	\$ 44,469,406
School Debt Obligations	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28 - FY 40	Total
Cape Cod Regional Technical HS	910,435	589,481	588,999	572,592	556,186	539,779	523,372	506,966	4,908,871	9,696,681
Monomoy Regional School District	1,617,669	1,569,466	1,412,276	1,372,126	1,331,976	1,291,826	1,251,676	1,211,526	12,994,046	24,052,588
Total Existing Debt Obligations	\$ 7,658,712	\$ 6,949,069	\$ 6,358,279	\$ 5,800,905	\$ 4,999,342	\$ 4,430,006	\$ 4,290,308	\$ 4,145,567	\$ 33,586,487	\$ 78,218,675

Town of Harwich Authorized/Unissued Debt
Estimated Principal & Interest Obligations

Purpose	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28 - FY 51	Total
Wychmere Harbor Pier and Bulkhead	70,831	-								70,831
Road Maintenance FY 17	112,706	112,375	109,375	106,375	103,375	12,875				557,081
Fire Station #2 Planning	63,202	62,675	60,950	59,225						246,052
Wastewater IMA - Chatham	-	-	127,500	252,375	374,625	366,750	358,875	351,000	4,322,625	6,153,750
Road Maintenance FY 18	116,115	116,500	113,500	110,500	107,500	104,500	51,500			720,115
Road Maintenance FY 19	117,354	118,000	115,000	112,000	109,000	106,000	103,000			780,354
Cold Brook Design & Construction	-	-	195,118	190,642	186,168	181,694	177,221	172,747	1,436,822	2,540,410
Pleasant Bay Watershed Construction	-	135,287	737,889	737,888	738,427	737,888	737,888	737,888	17,709,004	22,272,160
Chatham Pump Station	-	89,619	217,645	213,164	208,683	204,203	199,722	195,241	2,390,898	3,719,174
Total Authorized/Unissued Debt Authorizations	\$ 480,207	\$ 634,456	\$ 1,676,976	\$ 1,782,169	\$ 1,827,779	\$ 1,713,909	\$ 1,628,205	\$ 1,456,875	\$ 25,859,349	\$ 37,059,925

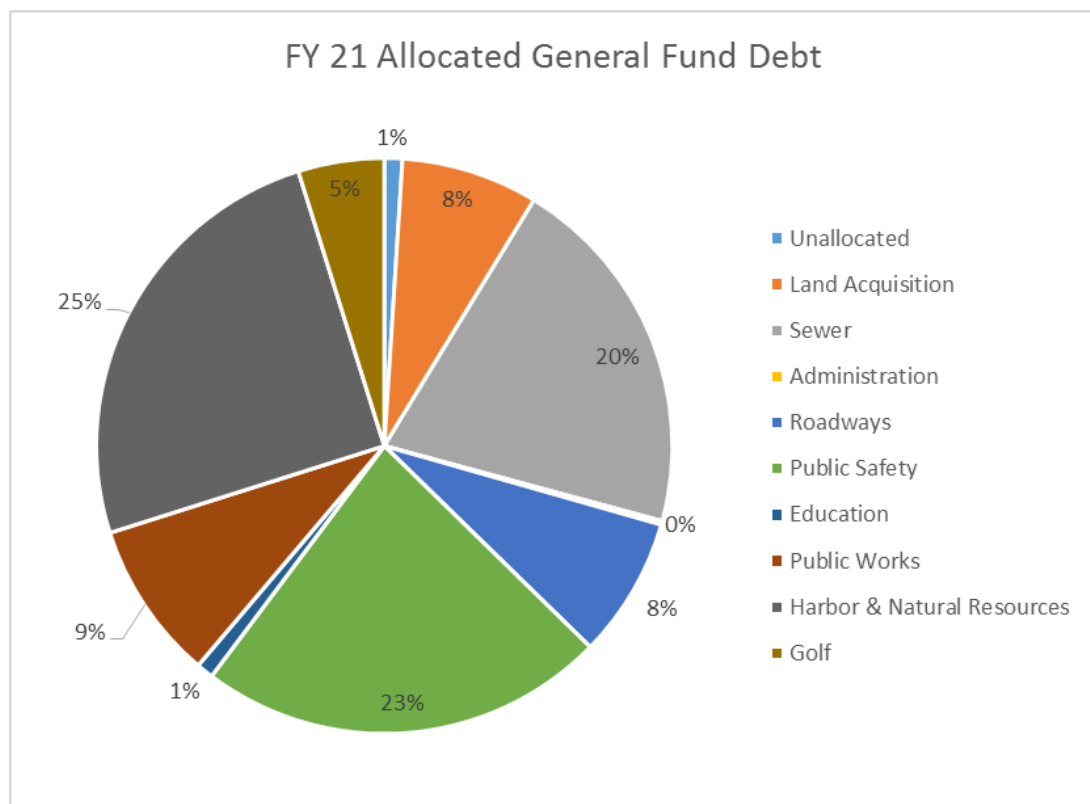
Town of Harwich Proposed Debt Authorizations
Estimated Principal & Interest Potential Obligations

Purpose	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28 - FY 70	Total
Quint - Fire Apparatus	-	15,000	117,071	114,321	111,571	108,821	106,071	103,321	727,571	1,403,750
Road Maintenance FY 21	-	-	94,500	92,050	89,600	87,150	84,700	82,250	304,500	834,750
Wastewater Phase - DHY	-	-	-	255,000	364,750	1,688,700	2,269,390	2,229,460	95,856,400	102,663,700
Allen Harbor Jetty Reconstruction	-	-	27,300	135,000	131,500	128,000	124,500	121,000	552,500	1,219,800
Road Maintenance FY 22	-	-	10,500	94,500	92,050	89,600	87,150	84,700	386,750	845,250
Road Maintenance FY 23	-	-	-	10,500	94,500	92,050	89,600	87,150	471,450	845,250
Pleasant Bay Watershed	-	-	58,800	292,600	292,180	291,760	291,340	290,920	7,136,500	8,654,100
Road Maintenance FY 24	-	-	-	-	10,500	94,500	92,050	89,600	558,600	845,250
Road Maintenance FY 25	-	-	-	-	-	10,500	94,500	92,050	648,200	845,250
Road Maintenance FY 26	-	-	-	-	-	-	10,500	94,500	740,250	845,250
DPW Facility & Mechanic Shop	-	-	-	-	-	-	18,000	102,000	1,539,000	1,659,000
SAQ Harbor East & North Bulkhead	-	-	-	-	-	-	22,500	117,000	1,824,000	1,963,500
Proposed Debt Obligations	\$ -	\$ 15,000	\$ 308,171	\$ 993,971	\$ 1,186,651	\$ 2,591,081	\$ 3,290,301	\$ 3,493,951	\$ 110,745,721	\$ 122,624,850

In FY 20 the Town will be extinguishing long term debt obligations for land acquisition, road betterments and golf course improvements. As the debt service continues to mature the budget reflects reductions in required principal and interest payments for existing debt. In August of FY 20 the Town refunded existing debt for the construction of the police station. The refunding resulted in a savings of over \$500,000 in interest over the life of the obligation.

A number of authorized and unissued debt exclusions are outstanding as of February 10, 2020. The majority support wastewater projects currently underway totaling over \$31M. Of these outstanding debt items \$4.5M was authorized for the Inter Municipal Agreement with the Town of Chatham. \$2.5M supports the construction of a pumping station located in Chatham, \$1.9M was previously authorized for the Cold Brook design and construction of sewers and \$22.2M is allocated to the Pleasant Bay Watershed sewers. The Town has received approval to secure funding with the Massachusetts Clean Water Trust at 0% interest for the Pleasant Bay Watershed project. Long term debt is calculated with interest rates in the vicinity of 3 – 3.5%, likely the actual debt will differ from the estimates provided.

The remaining proposed debt table provided above includes projects and infrastructure improvements identified within the 6 year capital plan. For sewer projects the above table includes projects through phase 4 of the Comprehensive Wastewater Management Plan. Within this category General Obligation Debt is calculated with interest rates also in the vicinity of 3 – 3.5%, these will also fluctuate as economic conditions continue to change.

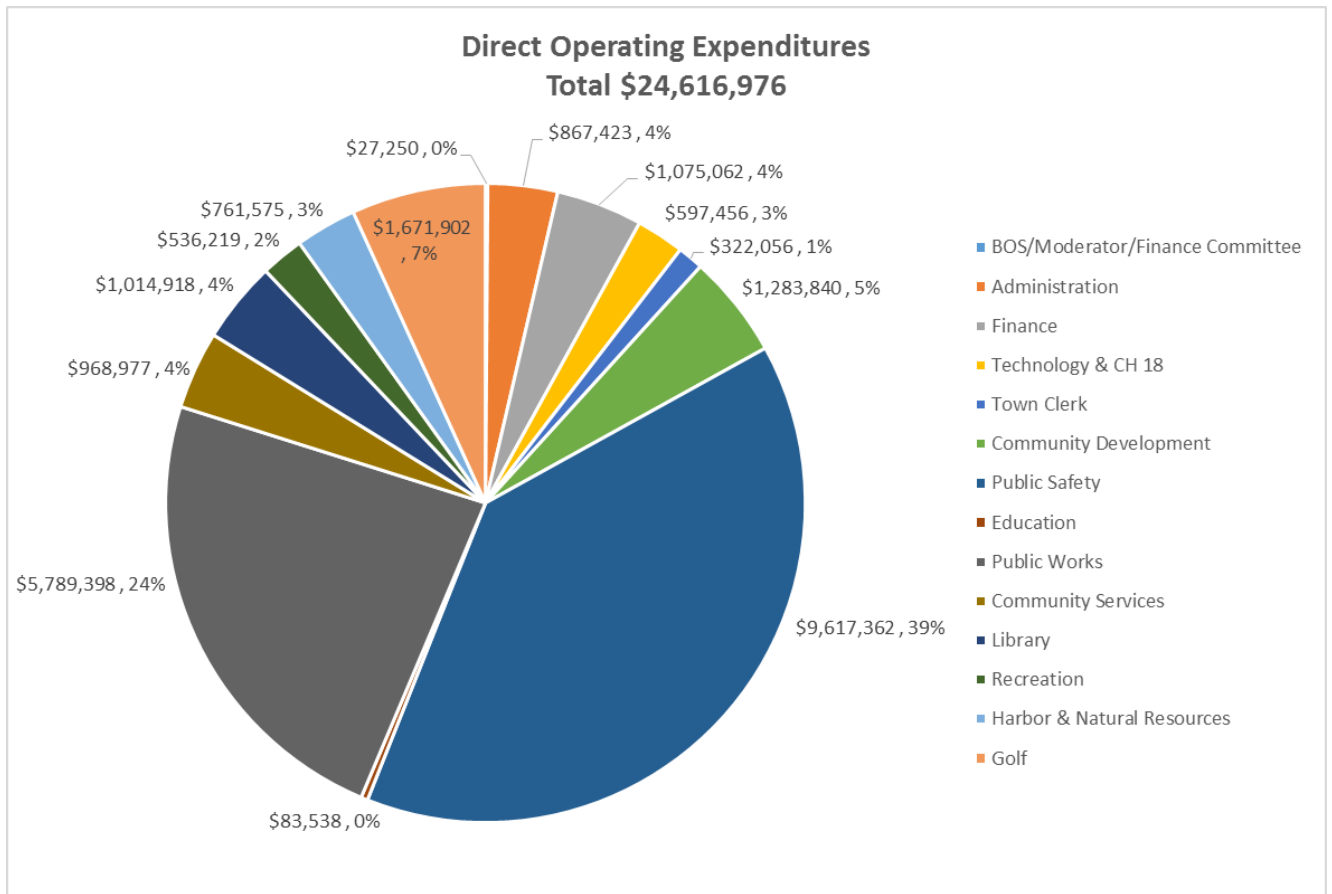


Fully Allocated Budget

A Fully Allocated Budget demonstrates the proposed FY 2021 General Fund operating budget on a full allocation basis. All costs included on the “Other Requirements” category are allocated to operating departments in an attempt to illuminate a fully allocated budget. For clarification, operating departments were not allocated to other departments in this exercise. Further numerous assumptions were made to assign costs, as we further refine this new approach our future assumptions will be more refined. All assumptions are based on budgeted projections, not actual costs.

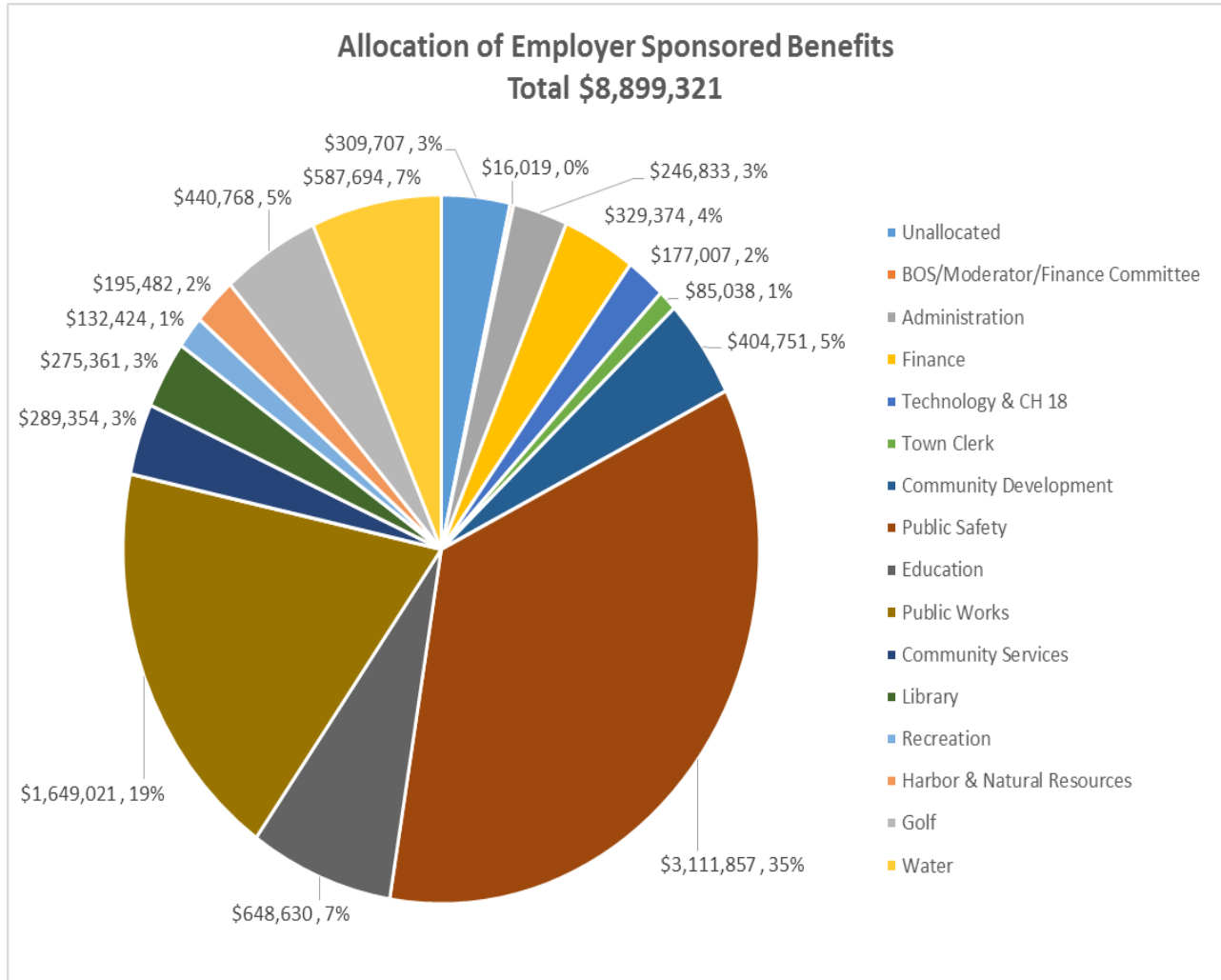
Direct Operating Expenditures by Department

The proposed FY 21 direct operating expenditures for all General Fund departments are as follows:



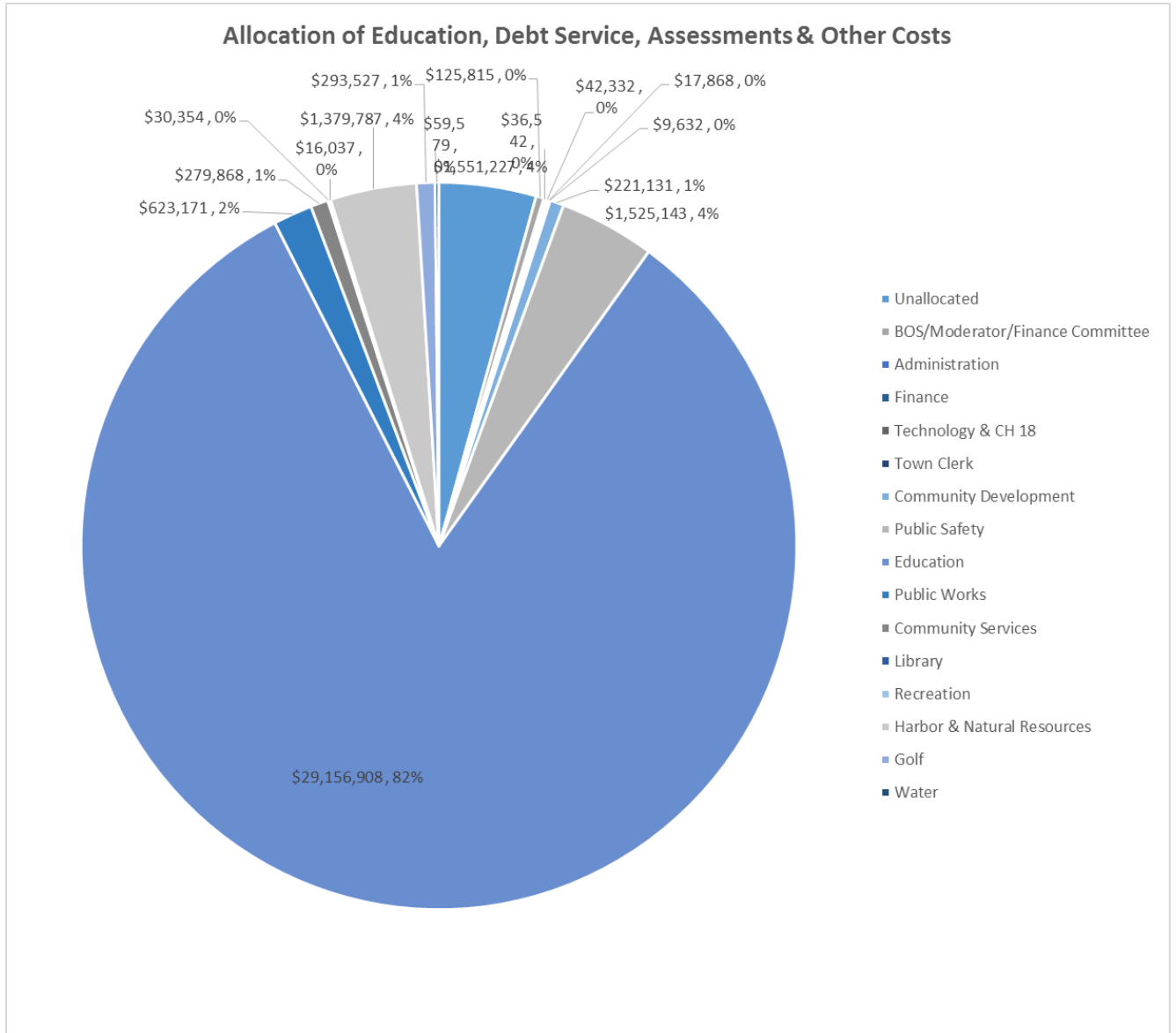
Allocation of Employee Benefits

The proposed FY 2021 budget for employer sponsored benefits in an allocated format is illustrated below:



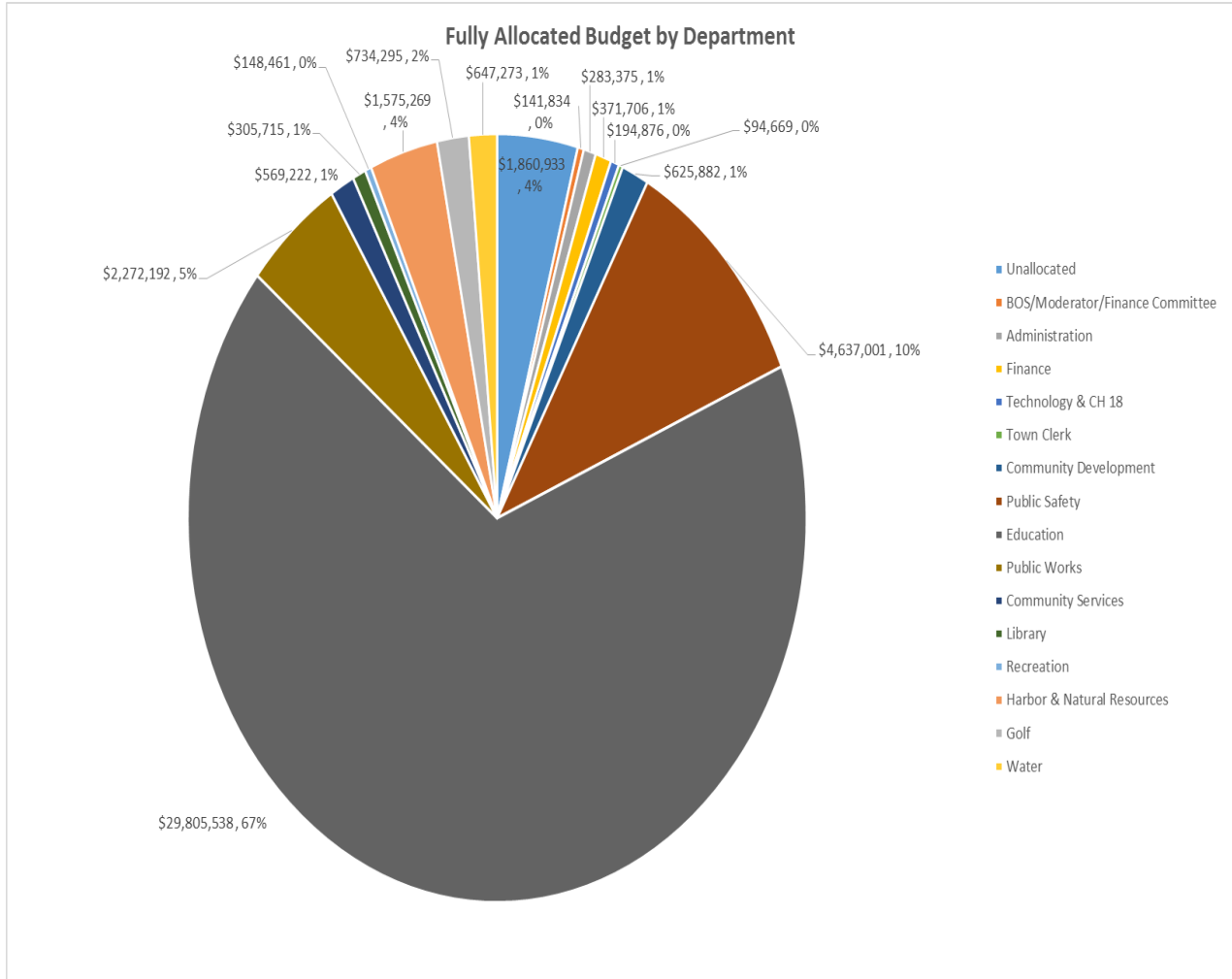
Allocation of Other Fixed Costs in the General Fund

The proposed FY 2021 budget for debt service, education, property & liability insurances, state and county assessments as well as veteran’s benefits and Finance Committee Reserve funds are allocated as follows:



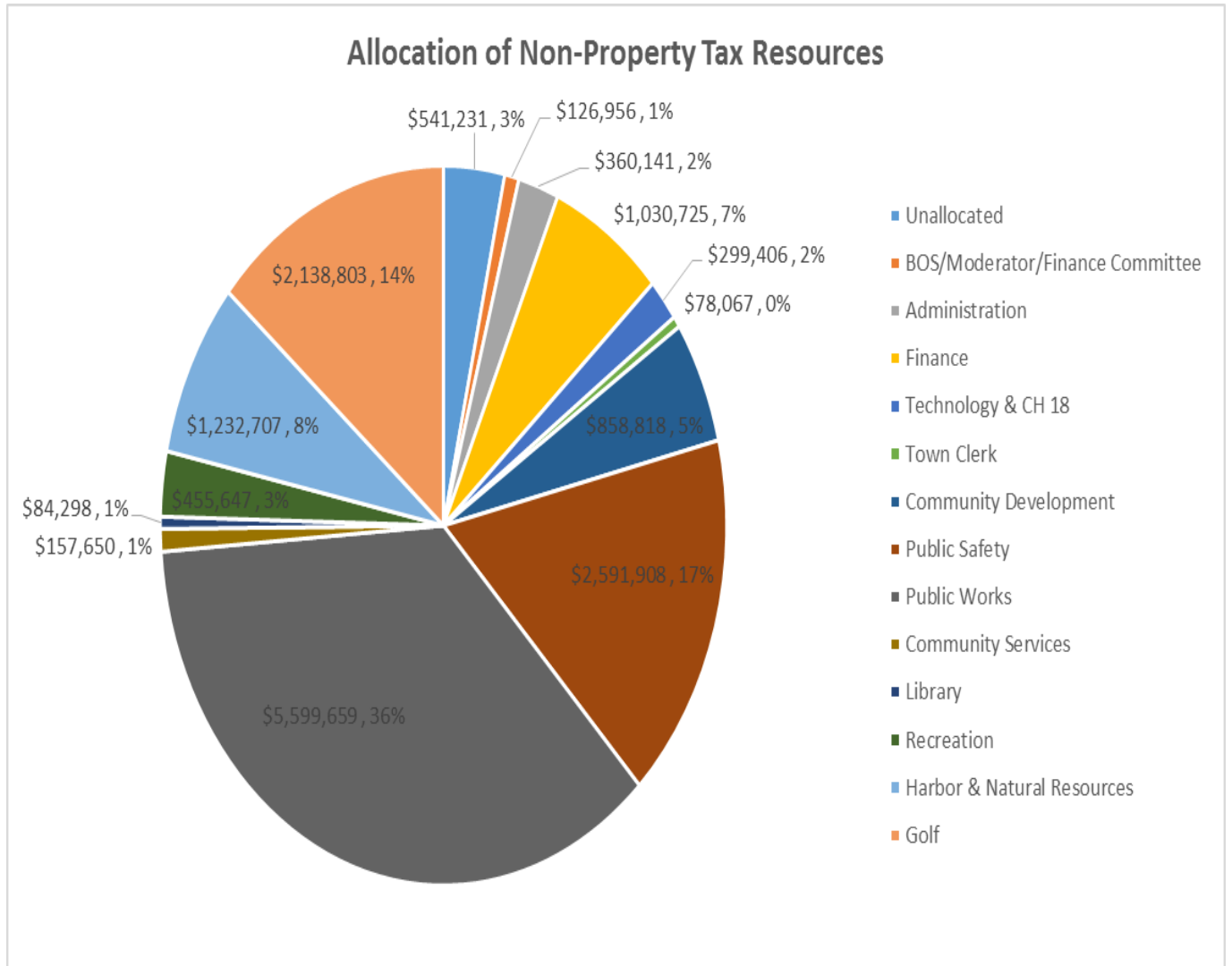
Fully Allocated Budget by Department

The proposed FY 2021 fully allocated General Fund budget by department operation is as follows:



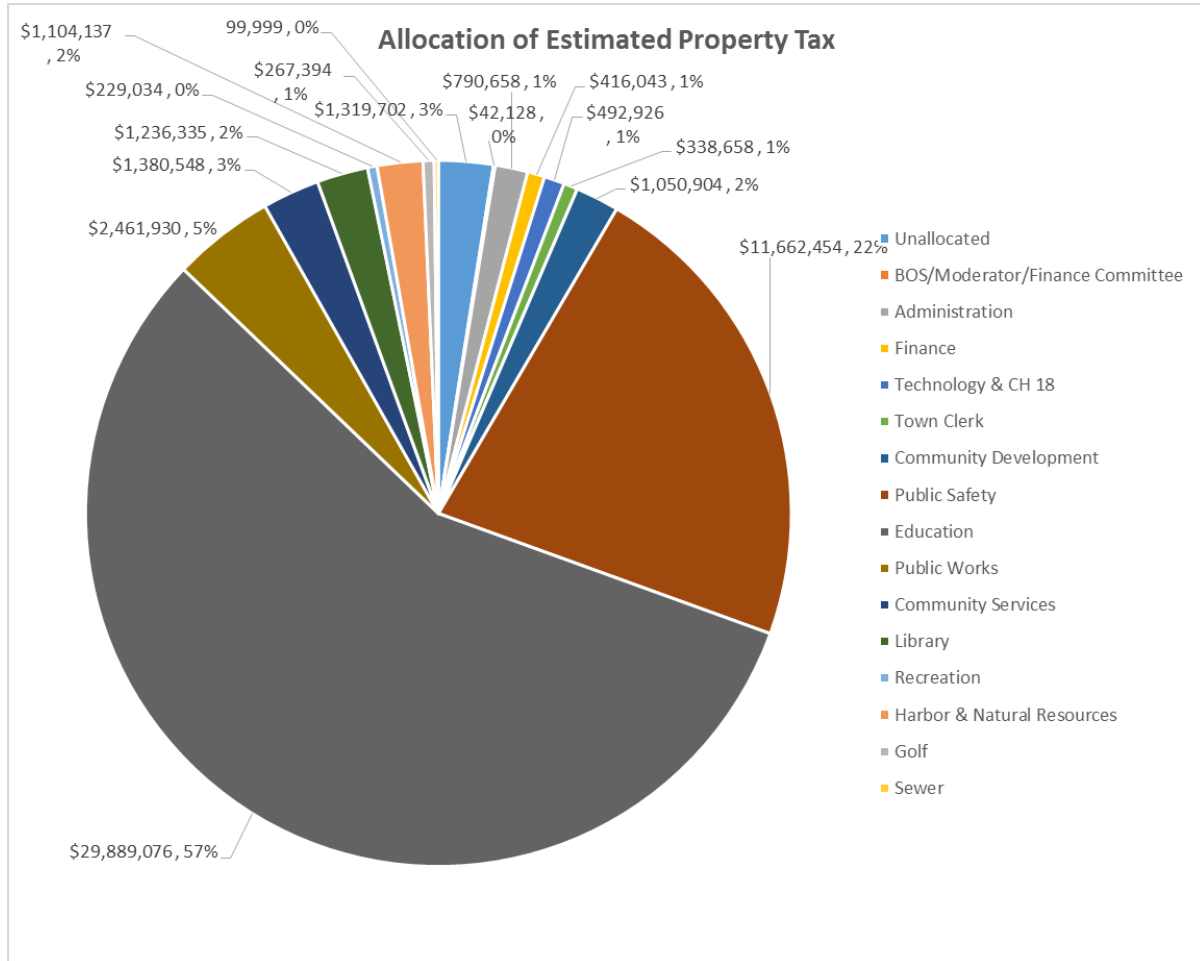
Allocation of Non-Property Tax Resources in the General Fund

The total estimated non-property tax resources used to balance the proposed FY 2021 General Fund budget includes all excise taxes, intergovernmental aid, charges for services and other receipts generated at the local level. The estimated allocations are as follows:



Estimated Property Tax Allocation by Department

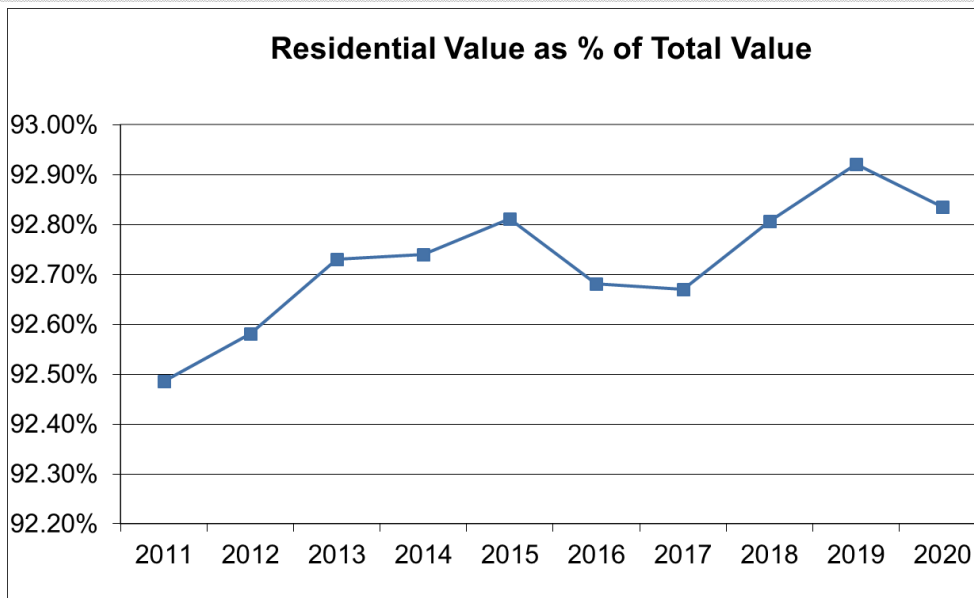
After netting all non-property tax resources against the fully allocated General Fund operating budget for FY 2021 by department, the net amount represents the estimated property tax support necessary for each department.



Single Family Home Value

	Average				Median			
	Value	% Incr	Tax \$\$	\$\$ Incr	Value	% Incr	Tax \$\$	\$\$ Incr
FY 20	\$ 568,100	4.83%	\$ 4,960	\$ 261	\$ 413,800	4.81%	\$ 3,612	\$ 190
FY 19	\$ 541,900	7.00%	\$ 4,698	\$ 242	\$ 394,800	6.04%	\$ 3,423	\$ 147
FY 18	\$ 506,400	6.61%	\$ 4,456	\$ 196	\$ 372,300	6.83%	\$ 3,276	\$ 150

Year	Assessed and Actual Values and Tax Rates						
	Residential Value	Residential & Personal Property Tax Rate	Commercial Value	Industrial Value	Personal Property	Total Commercial Value	Total Town Value
2011	\$4,302,286,678	\$7.70	\$254,909,182	\$30,476,500	\$64,157,150	\$349,542,832	\$4,651,829,510
2012	\$4,257,186,934	\$8.12	\$254,536,416	\$22,985,400	\$63,646,450	\$341,168,266	\$4,598,355,200
2013	\$4,154,166,443	\$8.58	\$237,620,107	\$18,169,700	\$69,888,320	\$325,678,127	\$4,479,844,570
2014	\$4,205,723,813	\$8.77	\$239,364,277	\$19,467,100	\$70,368,150	\$329,199,527	\$4,534,923,340
2015	\$4,362,218,987	\$8.97	\$245,771,003	\$19,809,600	\$72,314,360	\$337,894,963	\$4,700,113,950
2016	\$4,461,686,152	\$9.07	\$251,670,218	\$26,499,900	\$74,153,530	\$352,323,648	\$4,814,009,800
2017	\$4,617,995,392	\$8.97	\$259,151,168	\$28,645,900	\$77,454,040	\$365,251,108	\$4,983,246,500
2018	\$4,931,447,716	\$8.80	\$269,576,804	\$30,490,100	\$82,166,200	\$382,233,104	\$5,313,680,820
2019	\$5,281,196,190	\$8.67	\$278,842,570	\$30,042,500	\$93,413,130	\$402,298,200	\$5,683,494,390
2020	\$5,545,219,026	\$8.73	\$288,115,194	\$31,235,300	\$108,599,480	\$427,949,974	\$5,973,169,000



Expense Category	Proposed FY 2021	Unallocated	BOS/Moderator/Finance Committee	Administration	Finance	Technology & CH 18	Town Clerk	Community Development	Public Safety	Education	Public Works	Community Services	Library	Recreation	Harbor & Natural Resources	Golf	Enterprise Funds	Total
	Department Operations	24,616,976		27,250	867,423	1,075,062	597,456	322,056	1,283,840	9,617,362	83,538	5,789,398	968,977	1,014,918	536,219	761,575	1,671,902	-
Employee Benefits																		
Retirement Assessment	3,144,894			102,790	127,395	70,799	38,164	152,135	1,139,661		686,046	114,824	120,268	63,542	90,247	198,121	240,903	3,144,894
Health Insurance for Active Employees	2,845,670	-		92,440	114,568	63,670	34,321	136,817	1,024,908		616,968	103,262	108,158	57,144	81,160	178,172	234,081	2,845,670
Retiree Health Insurance	1,977,881	43,863	15,738	38,896	71,439		7,779	80,244	656,414	626,529	261,214	56,906	11,669	3,890	12,958	40,079	50,263	1,977,881
Other Post Employment Benefits	150,000	-	-	4,577	5,672	3,152	1,699	6,774	50,742	20,704	30,545	5,112	5,355	2,829	4,018	8,821	-	150,000
Workers' Compensation & Unemployment	389,259	264,118						81,500									43,641	389,259
Medicare	242,888		249	7,942	9,843	5,470	2,949	11,754	88,053	-	53,006	8,872	9,292	4,909	6,973	15,307	18,268	242,888
Life Insurance	10,000	1,725	32	189	457	79	126	330	2,768	1,397	1,242	377	235	110	126	267	539	10,000
Retiree Vacation & Sick Payouts	138,728					33,838		16,696	67,810				20,383					138,728
Total	8,899,321	309,707	16,019	246,833	329,374	177,007	85,038	404,751	3,111,857	648,630	1,649,021	289,354	275,361	132,424	195,482	440,768	587,694	8,899,320
Debt Service, Assessments & Other																		
Debt Service	4,722,027	1,551,227		10,600					1,156,013	47,700	450,025				1,262,938	243,525		4,722,027
Monomoy Regional School District	27,340,929									27,340,929								27,340,929
Cape Cod Technical High School	1,768,279									1,768,279								1,768,279
Property & Liability Insurance	505,211	-	300	9,548	11,834	6,577	3,545	14,132	187,367	-	63,728	10,666	11,172	5,903	102,456	18,404	59,579	505,211
Celebrations/Brooks Museum/Historical	14,844											14,844						14,844
Veterans' District Assessment & Benefit Payments	128,058											128,058						128,058
County Tax & Cape Cod Commission Assessments	463,671		515	16,394	20,318	11,292	6,087	24,264	181,764	-	109,417	18,313	19,182	10,134	14,393	31,598		463,671
Mosquito Control	175,108							175,108										175,108
Air Pollution Control	7,627							7,627										7,627
RMV Non-renewal Surcharge	10,180				10,180													10,180
Cape Cod Regional Transit Authority	107,986											107,986						107,986
Finance Committee Reserve	125,000		125,000															125,000
Total	35,368,920	1,551,227	125,815	36,542	42,332	17,868	9,632	221,131	1,525,143	29,156,908	623,171	279,868	30,354	16,037	1,379,787	293,527	59,579	35,368,920
Total Fixed Cost & Operating Expenditures	44,268,241	1,860,933	141,834	283,375	371,706	194,876	94,669	625,882	4,637,001	29,805,538	2,272,192	569,222	305,715	148,461	1,575,269	734,295	647,273	44,268,240
Transfers	350,000																350,000	350,000
Grand Total	69,235,217	1,860,933	169,084	1,150,799	1,446,768	792,331	416,726	1,909,722	14,254,363	29,889,076	8,061,590	1,538,198	1,320,633	684,681	2,336,844	2,406,197	997,273	69,235,216

Proposed FY 2021	General Fund															Enterprise Funds	Total			
	Unallocated	BOS/Moderator/Finance Committee	Administration	Finance	Technology & CH 18	Town Clerk	Community Development	Public Safety	Education	Public Works	Community Services	Library	Recreation	Harbor & Natural Resources	Golf					
Resources:																				
Motor Vehicle & Boat Excise	2,375,000									2,350,000				25,000					2,375,000	
Motel/Hotel & Meals Excise	1,310,000	1,382	42,324	56,553	35,793	19,428	27,697	521,648	-	347,495	61,008	52,272	29,101	30,220	85,078				1,310,000	
PILOT	55,000			55,000															55,000	
Intergovernmental	677,303	714	21,883	29,239	18,506	10,045	14,320	269,705		179,664	31,543	27,026	15,046	15,624	43,987				677,303	
Intergovernmental - Site Specific	103,538							20,000							83,538				103,538	
Charges for Services	7,412,100	-	-	-	-	-	-	1,600,000		2,722,500	65,100	-	411,500	795,000	1,818,000				7,412,100	
Fees, Licenses & Permits	1,325,360	124,860	275,000	12,350	-	32,950	766,800	104,400	-	-	-	-	-	9,000	-				1,325,360	
Fines & Penalties	428,800			415,000		1,500		7,300				5,000							428,800	
Interest & Other	400,500			400,500															400,500	
Special Revenue Funds	1,245,400	541,231			210,107	14,144		13,855						357,863	108,200				1,245,400	
Enterprise Funds	730,290		20,934	62,082															730,290	
Free Cash/Reserves	390,000				35,000		50,000	55,000											390,000	
Total Revenues Excluding Property Taxes	\$ 16,453,291	\$ 541,231	\$ 126,956	\$ 360,141	\$ 1,030,725	\$ 299,406	\$ 78,067	\$ 858,818	\$ 2,591,908	\$ -	\$ 5,599,659	\$ 157,650	\$ 84,298	\$ 455,647	\$ 1,232,707	\$ 2,138,803			\$ 897,274	\$ 16,453,291
Property Tax Support	\$ 52,781,926	\$ 1,319,702	\$ 42,128	\$ 790,658	\$ 416,043	\$ 492,926	\$ 338,658	\$ 1,050,904	\$ 11,662,454	\$ 29,889,076	\$ 2,461,930	\$ 1,380,548	\$ 1,236,335	\$ 229,034	\$ 1,104,137	\$ 267,394			\$ 99,999	\$ 52,781,925

**Town of Harwich
BUDGET 2021**

Line #	SOURCES OF FUNDS	Budget	
		FY 2020	FY 2021 %
1	Tax Levy Limit (R/E & PP)	52,239,968	53,195,586 1.8%
2	Local Receipts	13,773,433	13,210,298 -4.1%
3	<u>State Aid</u>		
4	Cherry Sheet	691,174	677,303 -2.0%
5	Overlay Surplus	100,000	200,000 100.0%
6	<u>Transfers:</u>		
7	Total Transfers In from Other Sources:	2,644,612	2,365,690 -10.5%
8	TOTAL SOURCES	69,449,186	69,648,877 0.3%
9	USES OF FUNDS		
10	<u>Charges:</u>		
11	State-Cherry Sheet Charges (CCC & BC Tax)	701,867	764,572 8.9%
12	Overlay (Abatements- Taxes)	437,775	400,000 -8.6%
13	<u>TOTAL CHARGES</u>	<u>1,123,358</u>	<u>1,164,572 3.7%</u>
14	<u>NET AVAILABLE Sources</u>	<u>68,325,828</u>	<u>68,484,305 0.2%</u>
15	Town Operating Budget	25,173,285	25,616,494 1.8%
16	<u>Semi-Fixed Cost</u>		
17	Barnstable County Retirement	3,024,763	3,144,894 4.0%
18	Debt Service	5,379,126	4,722,027 -12.2%
19	Health Insurance	4,790,067	4,833,551 0.9%
20	OPEB	150,000	150,000 0.0%
21	Property & Liab. Insurance	800,830	874,470 9.2%
23	Unemployment	15,000	20,000 33.3%
24	Total Fixed Cost	14,159,786	13,744,941 -2.9%
25	Cape Cod Tech HS	2,332,198	1,768,279 -24.2%
26	Monomoy Regional School District	26,643,415	27,340,929 2.6%
27	TOTAL USES	69,432,041	69,635,215 0.3%
29	NET SOURCES & USES	\$ 17,145	\$ 13,661

**Town of Harwich
Budget
Raise and Appropriate**

Town of Harwich Raise & Appropriate	FY 18 Actual	FY 19 Actual	FY 20 Budget	FY 21 Budget
BASE LEVY LIMIT	\$ 41,283,806	\$ 42,683,458	\$ 44,144,163	\$ 45,589,304
PLUS 2.5% LEVY	1,033,372	1,067,086	1,103,604	1,139,733
PLUS GROWTH	<u>366,280</u>	<u>393,619</u>	<u>341,536</u>	<u>400,000</u>
<u>SUBTOTAL</u>	42,683,458	44,144,163	45,589,304	47,129,036
CAPITAL EXCLUSION/ FIRE DEPT	420,000	-	-	-
EXCLUDED DEBT(DE-1)	1,816,989	3,337,870	3,848,155	3,667,033
MRSD HS Debt Sevice	1,635,757	1,611,912	1,658,018	1,569,466
CCRTHS			910,435	589,481
CAPE COD COMMISSION	<u>217,944</u>	<u>223,393</u>	<u>234,056</u>	<u>240,570</u>
<u>TAX LEVY LIMIT</u>	\$ 46,774,148	\$ 49,317,339	\$ 52,239,968	\$ 53,195,586
<u>Levy increase</u>	\$ 3,018,130	\$ 2,543,190	\$ 2,922,629	\$ 955,618
<u>Overlay (Abatements)</u>	\$ 413,262	\$ 450,000	\$ 437,775	\$ 400,000
<u>Overlay Surplus</u>	100,000	100,000	100,000	200,000

Raise and Appropriate

BUDGET FY 2021 REVENUES	Town Meeting				
	Actual FY2018	Actual FY2019	Budget FY2020	Budget FY2021	% Change
Real Estate & Personal Property Taxes	\$46,774,148	\$49,317,339	\$52,239,968	\$53,195,586	1.8%
Local Receipts:					
Excise Tax	2,372,767	2,407,537	2,350,000	2,375,000	1.1%
Hotel/Motel & Meals	1,098,022	1,124,753	1,100,000	1,310,000	19.1%
Ambulance	1,452,109	1,664,188	1,600,000	1,600,000	0.0%
Waste Disposal	3,110,693	3,372,701	3,280,000	2,722,500	-17.0%
Beach, Recreation & Youth	413,637	435,548	408,500	411,500	0.7%
Harbors & Landings	929,773	806,754	933,500	795,000	-14.8%
Golf Operations	1,856,221	1,895,899	1,791,500	1,818,000	1.5%
Other Local Receipts	2,231,851	3,016,935	2,309,933	2,178,298	-5.7%
Total Local Receipts	13,465,072	14,724,316	13,773,433	13,210,298	-10.3%
State Aid:					
Cherry Sheet	705,430	676,162	691,174	677,303	-2.0%
School Building Assistance	-	-	-	-	0.0%
Other:					
Free Cash	305,244	378,038	639,034	390,000	-39.0%
Overlay Surplus	100,000	100,000	100,000	200,000	100.0%
Waterways Mgmt.					#DIV/0!
Harbor Capital Improvement - Wychmere	110,930	62,808	72,227	0	-100.0%
Cable Fund (Comcast)	143,417	156,450	168,594	210,107	24.6%
Septic Loan	17,358	17,358	13,574	17,171	26.5%
Water Enterprise Indirect Costs	650,178	732,843	720,295	730,290	1.4%
FEMA	13,508	13,608	13,815	13,855	0.3%
Road Betterments	49,194	58,277	56,973	51,100	-10.3%
Allan Harbor Betterments	185,550	182,250	29,325	131,210	347.4%
Golf Improvement Fund		75,600	139,000	108,200	-22.2%
SAQ Mooring		103,125	136,888	153,056	11.8%
SAQ Waterways		70,125	101,188	204,806	102.4%
CPA Funds (Land Bank)	608,950	588,750	553,700	341,750	-38.3%
Dog License Fund				2,144	
Town Clerk State Aid		15,585	0	12,000	77.0%
Total Revenue	\$63,128,979	\$67,272,633	\$69,449,186	\$69,648,877	3.5%

TOWN OF HARWICH
Local Receipts

Local Receipts General Fund	Actual FY2018	Actual FY2019	Budget FY2020	Budget FY2021	2019 vs 2021 Variance
010004 432029 PRIOR YEAR RECOVERY	-	-	-	-	-
01000a 436004 Bldg. Use	-	-	-	-	-
010004 458901 MEDICAID	-	-	-	-	-
010004 481004 SALE OF PROPERTY	-	-	-	-	-
010004 481005 CC REG TECH FEE(RES OFFICER)	20,000	20,000	20,000	20,000	-
010004 484010 WORKERS COMP RECOVERY	-	-	-	-	-
010004 484026 MRSD REIMB. FOR SERVICE	-	-	-	-	-
010004 484099 GEN FUND MISC REVENUE	(3,912)	156,569	82,760	83,538	73,031
TOTAL GENERAL FUND - MISC REVENUE	16,088	176,569	102,760	103,538	73,031

011224 SELECTMEN - REV

011224-432029 PRIOR YEAR REVENUE	-	5,000	-	-	5,000
011224-436008 OLD REC BLDG/JR THEATER LEAS	11,388	4,015	6,500	6,500	(2,485)
011224 436005 FRANCISE FEES	39,614	82,154	40,000	40,000	42,154
011224 441000 LIQUOR LICENSES	69,616	73,178	72,000	70,000	3,178
011224 442001 HOTEL, MOTEL, INN	785	750	785	700	50
011224 442003 CABLE	-	-	-	-	-
011224 442004 JUNK COLLECTOR, DEALER	140	105	140	100	5
011224 442005 USED CAR DEALER	2,200	2,100	2,200	2,000	100
011224 442006 AMUSEMENT DEVICE LICENSE	100	-	100	-	-
011224 442008 TAXI/LIMO LICENSE	-	-	-	-	-
011224 442009 ENTERTAINMENT LICENSE	3,990	3,775	3,500	3,500	275
011224 442010 MOTION PICTURE LICENSE	-	-	-	-	-
011224 442011 ACTIONEER LICENSE	-	-	-	-	-
011224 442012 COMMON VICTUALLER LICENSE	2,250	2,000	2,050	2,000	-
011224 442013 OTHER FOOD SERVICE LICENSE	-	-	-	-	-
011224 445001 SHELLFISH PERMITS	-	-	-	-	-
011224 484014 BID DOC DEPOSIT NON REFUND	-	-	-	-	-
011224 45005 MISCELLANEOUS LIC/PERMITS	60	60	60	60	-
011224 469900 OTHER STATE REVENUE	-	-	-	-	-
011224-481004 SALE OF PROPERTY	-	-	-	-	-
011224 484004 PUBLIC RECORDS FEES	-	-	-	-	-
TOTAL SELECTMEN - REV	130,143	173,137	127,335	124,860	48,277

011414 432003 PHOTOCOPIES	856	1,007	850	850	157
011414-432045 ABUTTERS FEES	9,262	11,284	11,000	11,000	284
011414-461100 IN LIEU OF TAXES STATE	-	-	-	-	-
TOTAL ASSESSORS - REV	10,118	12,291	11,850	11,850	441

011454 TREASURER - REV

011454 431455 ADMINISTRATION FEES	-	-	-	-	-
011454 432003 PHOTOCOPIES	26	-	-	-	-
011454 432007 BOUNCED CHECK FEE	750	525	800	500	25
011454 480099 MISC	-	-	-	-	-
011445 482010 SALE OF BONDS	-	-	-	-	-

TOWN OF HARWICH
Local Receipts

Local Receipts General Fund	Actual FY2018	Actual FY2019	Budget FY2020	Budget FY2021	2019 vs 2021 Variance
011454 482001 INVESTMENT REVENUE	157,972	281,825	294,579	200,000	81,825
011454 484099 MISCELLANEOUS REVENUE	-	14,737			14,737
TOTAL TREASURER - REV	158,748	297,088	295,379	200,500	96,588
011464 COLLECTOR REV					-
-----					-
011464-414200 TAX TITLE	254,864	351,715	-	-	351,715
011464-414400 TAX DEFERRED REDEEMED	-	6,207	-	-	6,207
011464-414704 SEPTIC BETTERMENTS	-	-	-	-	-
011464 417001 PEN & INT REAL ESTATE TAXES	106,388	117,964	105,000	100,000	17,964
011464 417002 PEN & INT PERS PROP TAXES	10,724	12,495	10,000	10,000	2,495
011464 417003 PEN & INT MV EXCISE TAXES	107,332	101,383	105,000	100,000	1,383
011464 417004 PEN & INT BOAT EXCISE TAXES	2,428	4,535	2,000	2,000	2,535
011464 417005 PEN & INT TAX TITLE	152,658	237,586	163,994	175,000	62,586
011464 417006 PEN & INT DEFERRED TAXES	1,176	4,373	-	-	4,373
011464 417009 PENALTY & INTEREST LAND BANK					-
011464 417010 PEN & INT SEPTIC BETTERMENT	1,036	-	-	-	-
011464 417013 INTEREST CPC	-	-	-	-	-
011464 418001 IN LIEU OF TAXES LOCAL	58,616	61,960	55,000	55,000	6,960
011464 432001 COLLECTORS FEES & CHARGES	-	-	-	-	-
011464 432003 PHOTOCOPIES					-
011464 432008 MARKING FEES	10,680	10,320	10,000	10,000	320
011464 432009 MUNICIPAL LIEN CERTIFICATES	18,375	18,425	18,000	18,000	425
011464 484001 MISC	-	(20)	-	-	(20)
TOTAL COLLECTOR - REV	724,276	926,942	468,994	470,000	456,942
011614 TOWN CLERK - REV					-
-----					-
011614 432003 PHOTOCOPIES	1,115	454	1,000	500	(47)
011614 432011 DOG LICENCES	14,289	13,530	12,000	12,000	1,530
011614 432039 UTILITY POLES	40	320	40	100	220
011614 442017 BIRTH, MARRIAGE, DEATH CERT	16,240	21,140	16,000	16,000	5,140
011614 442018 BUSINESS CERTIFICATE	3,800	4,920	3,000	3,000	1,920
011614 442020 MEDICAL CERTIFICATES					-
011614 445002 RAFFLE PERMIT	120	60	100	50	10
011614 445007 GASOLINE STORAGE	375	350	375	300	50
011614 445015 BURIAL	1,120	1,530	1,000	1,000	530
011614 468500 INCREASE POLLING HOURS					-
011614 477000 NON CRIMINAL FINES FIRE	300	-	-	-	-
011614 477001 NON CRIMINAL FINES POLICE	125	100	-	-	100
011614 477002 NON CRIMINAL FINES HEALTH	-	25	-	-	25
011614 477006 NON CRIMINAL FINES HARBOR	500	50	-	-	50
011614 477007 NON CRIMINAL FINES CONSERVA	1,500	2,100	1,500	1,500	600
011614 484099 TOWN CLERK MISC		62			62
TOTAL TOWN CLERK - REV	39,524	44,641	35,015	34,450	10,191
011714 CONSERVATION - REV					-
011714 432038 GARDEN PLOTS	2,983	3,140	2,900	2,900	240
011714 436003 BOG LEASE	4,780	5,211	4,000	4,000	1,211
011714 437001 HEARINGS	10,661	10,333	10,000	10,000	333
011714 484099 COMSERV MISC REVENUE	5,420	3,845	5,000	3,500	345

TOWN OF HARWICH
Local Receipts

Local Receipts General Fund	Actual FY2018	Actual FY2019	Budget FY2020	Budget FY2021	2019 vs 2021 Variance
TOTAL CONSERVATION - REV	23,844	22,529	21,900	20,400	2,129
011744 TOWN PLANNER - REV					-
-----					-
011744 432003 PHOTOCOPIES	20				-
011744 432040 PLANNING LOCAL FILING FE	9,458	6,100	9,000	6,000	100
011744 437001 HEARINGS	16,786	36,037	16,000	16,000	20,037
011744 445005 MISC LICENSES/PERMITS	265	265	-	-	265
TOTAL TOWN PLANNER - REV	26,529	42,402	25,000	22,000	20,402
011764 BOARD OF APPEALS - REV					-
-----					-
011764 437001 HEARINGS	10,395	15,120	10,000	10,000	5,120
TOTAL BOARD OF APPEALS - REV	10,395	15,120	10,000	10,000	5,120
011994-421000 CVEC ELECTRIC FEES	270,608	272,162	295,000	275,000	(21,485)
012104 POLICE - REV					-
-----					-
012104 432015 POLICE ADMINISTRATION FEES	59,684	57,201	50,000	50,000	7,201
012104 4270012 AUCTION					-
012104 432016 POLICE INSURANCE CO FEES	-	-	-	-	-
012104 432017 USE OF CRUISER POLICE	10,370	6,570	7,700	6,500	70
012104 432050 FALSE ALARM FEES	-	-	-	-	-
012104 442008 TAXI/LIMO LICENSE	-	-	-	-	-
012104 445003 GUN PERMITS	6,525	5,525	5,400	5,400	125
012104 445004 FIREARMS DEALER					-
012104 445005 MISC LICENSES/PERMITS					-
012104 468000 REG OF MV FINES	6,589	8,714	6,500	6,500	2,214
012104 468100 COURT DEFAULT WARRANTS					-
012104 469501 COURT FINES	825	968	800	800	168
012104 477004 PARKING VIOLATIONS	-	375	-	-	375
012104 477005 RESTITUTION					-
012104 484099 MISCELLANEOUS REVENUE	-	-	-	-	-
TOTAL POLICE - REV	83,993	79,353	70,400	69,200	10,153
012204 FIRE - REV					-
-----					-
012204 432003 PHOTOCOPIES	100	230	-	-	230
012204 432018 FIRE/OIL BURNER INSPECTIONS	37,240	39,820	35,000	35,000	4,820
12204 4445006 BURN PERMITS	5,040	4,750	4,000	4,000	750
012204 445005 MISCELLANEOUS LICENSES/PERM	3,770	2,860	3,000	3,000	(140)
012204 445007 GASOLINE STORAGE	310	1,120	300	500	620
012204 469900 OTHER STATE REVENUE		63,565			
012204 484099 MISCELLANEOUS REVENUE	2,875	2,925	-	-	2,925
TOTAL FIRE - REV	49,335	115,270	42,300	42,500	9,205
012314 AMBULANCE - REV					-
-----					-
012314 437000 AMBULANCE FEES	1,452,109	1,664,188	1,600,000	1,600,000	64,188
TOTAL AMBULANCE - REV	1,452,109	1,664,188	1,600,000	1,600,000	64,188

**TOWN OF HARWICH
Local Receipts**

Local Receipts General Fund	Actual FY2018	Actual FY2019	Budget FY2020	Budget FY2021	2019 vs 2021 Variance
012414 BUILDING - REV					-
-----					-
01004 436004 Build Use Fee					-
012414 432003 PHOTOCOPIES	1,649	1,679	1,600	1,600	79
012414 432019 BUILDING INSPECTION	3,966	6,210	4,000	4,000	2,210
012414 432048 BLDG. APPLICATION FEES	-	-	-	-	-
012414 455008 BUILDING PERMITS	278,699	394,330	380,000	380,000	14,330
012414 455009 SIGN PERMITS	2,695	3,125	2,500	2,500	625
012414 455010 DEMO PERMITS	-	-	-	-	-
012414 455011 RENTAL DENSITY PERMIT	1,100	2,900	1,000	1,000	1,900
012414 494099 MISC REVENUE + Trenching	3,565	4,445	3,500	3,500	945
TOTAL BUILDING - REV	291,674	412,689	392,600	392,600	20,089
012424 GAS INSPECTION - REV					-
-----					-
012424 432020 GAS INPECTION &Trench Permits	47,545	53,595	50,000	50,000	3,595
TOTAL GAS INSPECTION - REV	47,545	53,595	50,000	50,000	3,595
012434 PLUMBING					-
-----					-
012434 432021 PLUMBING INSPECTION	49,765	61,040	55,000	55,000	6,040
TOTAL PLUMBING	49,765	61,040	55,000	55,000	6,040
012454 ELECTRICAL REVENUE					-
-----					-
012454 432023 ELECTRICAL INSPECTION	75,745	86,455	80,000	75,000	11,455
TOTAL ELECTRICAL REVENUE	75,745	86,455	80,000	75,000	11,455
012914 468600 EMERGENCY MGMT GRANT					-
012964 445001 SHELLFISH	9,645	9,363	9,000	9,000	1,417
014394 WASTE DISPOSAL REVENUE					-
-----					-
014394 424701 DISPOSAL AREA STICKERS	894,280	896,360	900,000	900,000	(3,640)
014394 424702 DISPOSAL REGULAR FEES	848,525	917,012	900,000	850,000	67,012
014394 424703 DISPOSAL COMMERCIAL FEES	1,252,243	1,483,134	1,400,000	900,000	583,134
014394 427010 RECYCLE NEWSPAPER	25,700	(11,696)	-	-	(11,696)
014394 427011 RECYCLE BOTTLES	16,588	22,662	16,000	12,500	10,162
014394 427012 RECYCLE OTHER ITEMS	4,352	2,283	4,000	-	2,283
014394 427013 RECYCLE METAL	69,005	62,946	60,000	60,000	2,946
TOTAL WASTE DISPOSAL REVENUE	3,110,693	3,372,701	3,280,000	2,722,500	650,201
014914 CEMETERY ADMINISTRATION REV					-
-----					-
014914 431455 ADMINISTRATION FEES	-	-	-	-	-
TOTAL CEMETERY ADMINISTRATION REV	-	-	-	-	-
015104 BOARD OF HEALTH					-
-----					-
015104 432003 PHOTOCOPIES	1,638	1,214	-	-	1,214

TOWN OF HARWICH
Local Receipts

Local Receipts General Fund	Actual FY2018	Actual FY2019	Budget FY2020	Budget FY2021	2019 vs 2021 Variance
015104 432025 TEST HOLES	17,600	21,670	20,000	20,000	1,670
015104 432037 FLU CLINIC FEES	-	-	-	-	-
015104 442001 HOTEL, MOTEL, INN	525	825	500	500	325
015104 442002 STABLE	2,640	1,360	800	800	560
015104 442004 JUNK COLLECTOR/RUBBISH HAUL	1,000	1,250	1,000	1,000	250
015104 442007 MASSAGE LICENSE					-
015104 442013 OTHER FOOD SERVICE LICENSE	21,995	19,445	18,000	18,000	1,445
015104 442014 TOBACCO LICENSE	1,175	1,275	500	500	775
015104 442015 FUNERAL DIRECTOR LICENSE	150	150	-	-	150
015104 445005 MISC LIC/PERMITS	13,300	13,675	12,000	12,000	1,675
015104 445010 SEPTAGE CARRIER	3,725	3,855	2,000	2,000	1,855
015104 445011 SEWERAGE PERMITS	36,315	32,283	35,000	35,000	(2,717)
015104 445012 WELL PERMITS	1,485	1,140	1,000	1,000	140
015104 445027 SWIMMING POOL	2,850	3,990	2,000	2,000	1,990
015104 445029 HEALTH INPECTION FEES	41,317	37,950	40,000	40,000	(2,050)
015104 484099 MISC REVENUE/ TRENCH INSP.	6,545	8,290	12,000	9,000	(710)
TOTAL BOARD OF HEALTH	152,261	148,372	144,800	141,800	6,572
015394 CHANNEL 18 TELEVISION STATION					-
-----					-
015394 432041 VIDEO TAPE COPIES	-	5	-	-	5
TOTAL CHANNEL 18 TELEVISION STATION	-	5	-	-	5
015404 COMMUNITY CENTER REVENUE					-
-----					-
015404-432003 PHOTOCOPIES	78	102	-	-	102
015404 432044 PROGRAM FEES	2,890	3,815	2,000	2,000	1,815
015404 42049 PASSPORT FEES	14,570	18,264	14,000	12,000	6,264
015404 436004 BUILDING USE	20,970	20,435	20,000	20,000	435
015404 484098 COM CENTER WEIGHT ROOM USE	-	-	15,000	15,000	(15,000)
TOTAL COMMUNITY CENTER REVENUE	38,508	42,616	51,000	49,000	(6,384)
015414 COUNCIL ON AGING					-
-----					-
015414 432044 PROGRAM FEES	15,684	15,846	15,000	15,000	846
015414 483003 CATERING REVENUE	1,145	2,428	1,100	1,100	1,328
TOTAL COUNCIL ON AGING	16,829	18,274	16,100	16,100	2,174
015424 YOUTH COUNSELOR					-
-----					-
015424 BLDG USE FEE	-	-	-	-	-
TOTAL VETERANS REVENUE	-	-	-	-	-
016104 LIBRARY REVENUE					-
-----					-
016104 432003 PHOTOCOPIES					-
016104 447003 FINES	5,565	5,814	5,000	5,000	814
016104 484099 MISC REVENUE					-
TOTAL LIBRARY REVENUE	5,565	5,814	5,000	5,000	814
016304 RECREATION & YOUTH REVENUE					-

TOWN OF HARWICH
Local Receipts

Local Receipts General Fund	Actual FY2018	Actual FY2019	Budget FY2020	Budget FY2021	2019 vs 2021 Variance
-----					-
016304 427014 BEACH CONCESSIONS	17,798	11,507	17,500	17,500	(5,993)
016304 432030 SUMMER PROGRAM FEES	9,425	15,250	15,000	8,000	7,250
016304 432044 PROGRAM FEES	1,695	2,130	1,000	1,000	1,130
016304 436004 BLDG USE	-	-	-	-	-
016304 445013 BEACH STICKERS	296,164	319,246	290,000	300,000	19,246
016304 445014 BEACH PARKING	88,555	87,415	85,000	85,000	2,415
TOTAL RECREATION & YOUTH REVENUE	413,637	435,548	408,500	411,500	24,048
016334 HARBORMASTER REVENUE					-
-----					-
016334 432002 TELEPHONE COMMISSION	-	-	-	-	-
016334 432042 MOORING AGENT FEES	600	600	500	500	100
016334 436000 OTHER DOCKAGE LATE FEES	10,064	10,640	9,000	10,000	640
016334 436001 HARBOR FUEL CONCESSION	6,449	7,597	9,000	7,500	97
016334 436002 ALLEN HARBOR PARKING RENTAL	10,900	10,900	10,000	10,000	900
016334 436300 SEASONAL DOCKAGE	729,951	551,950	650,000	550,000	1,950
016334 436400 VISITOR DOCKAGE	112,738	154,163	130,000	150,000	4,163
016334 445014 PARKING	-	1,970	-	-	1,970
016334 445200 OFFLOAD/WEIR PERMITS	28,106	35,013	30,000	35,000	13
016334 454012 RAMP FEES/PASSES	-	32,142	20,000	32,000	142
016334 469900 OTHER STATE REVENUE	29,285	-	-	-	-
016334 454010 Misc	1,680	1,780	75,000	-	1,780
TOTAL HARBORMASTER REVENUE	929,773	806,754	933,500	795,000	11,754
016914 HISTORIC COMM REVENUE					-
016914 437001 HEARINGS	715	1,210	500	500	710
TOTAL HISTORIC COMM REVENUE	715	1,210	500	500	710
016954 GOLF OPERATIONS REVENUE					-
-----					-
016954 427002 SNACK BAR CONCESSION	-	15,000	-	-	15,000
016954 432031 GREENS FEES	787,622	754,762	750,000	750,000	4,762
016954 432032 DRIVING RANGE	71,523	72,858	65,000	70,000	2,858
016954 432033 PULL CARTS	8,625	8,087	7,500	8,000	87
016954 432034 RESIDENTS FEES	690,839	718,012	700,000	710,000	8,012
016954 432035 CART RENTAL	246,824	265,011	240,000	250,000	15,011
016954 432046 NON RESIDENT GOLF MEMBERS	32,375	16,765	20,000	20,000	(3,235)
016954 432047 GOLF RANGE MEMBERSHIP	14,500	18,255	9,000	10,000	8,255
016954 432056 MEMBER CAPITAL FEE		21,428			
016954 484099 MISC REVENUE	3,914	5,720	0	0	5,720
TOTAL GOLF OPERATIONS REVENUE	1,856,221	1,895,899	1,791,500	1,818,000	56,471
Sub Total Local Receipts	\$ 9,994,283	\$ 11,192,026	\$ 10,323,433	\$ 9,525,298	1,564,142
-----					-
011464-484099 MOTOR VECH. & BOAT	\$ 2,372,767	\$ 2,407,537	\$ 2,350,000	\$ 2,375,000	32,537
011414-469901 MOTEL & HOTEL TAX(Current 4%)	674,717	684,793	680,000	880,000	(195,207)
Total Local Receipts	\$ 13,041,767	\$ 14,284,356	\$ 13,353,433	\$ 12,780,298	(162,670)
011414 699001 MEALS TAX (new .75%)	423,305	439,960	420,000	430,000	9,960
Total LOCAL RECEIPTS	\$ 13,465,072	\$ 14,724,316	\$ 13,773,433	\$ 13,210,298	1,411,432

**Town of Harwich
State Aid**

HARWICH State Aid	FY 18	FY 19	FY 20	FY 21
B. GENERAL GOVERNMENT:				
Distributions and Reimbursements:				
Lottery, Beano & charity Games	430,312	445,373	457,398	470,205
Annual Formula Local Aid				
Veterans	51,448	51,193	51,892	45,183
Exemptions: Vets, Blind & Surviving Spc	119,891	109,222	99,854	80,321
Exemptions: Elderly Ch 58s 9A;Ch59s5				
State Owned Land CH 58ss19A	74,511	74,511	82,030	81,594
Offset Items-Reserve for Direct Expenditures				
Public Libraries Ch.78 s 19A	<u>15,304</u>	<u>15,342</u>	<u>16,525</u>	<u>16,241</u>
 <u>Sub Total, All General Government</u>	 <u>691,466</u>	 <u>695,641</u>	 <u>707,699</u>	 <u>693,544</u>
<u>TOTAL ESTIMATE RECEIPTS</u>	<u>691,466</u>	<u>695,641</u>	<u>707,699</u>	<u>693,544</u>
 <u>Less: Offset Items-Reserve for Direct Expenditures</u>	 (15,304)	 (15,342)	 (16,525)	 (16,241)
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>Gross State Aid</u>	<u>676,162</u>	<u>680,299</u>	<u>691,174</u>	<u>677,303</u>
<u>LESS STATE CHARGES</u>				
County Assessments,-Barnstable County Tax	203,280	202,302	213,571	223,101
Cape Cod Commission	217,944	229,452	203,498	240,570
State Assessments and Charges	160,851	167,099	179,445	192,915
Transportation	100,277	102,784	105,353	107,986
<u>TOTAL ESTIMATE CHARGES</u>	<u>682,352</u>	<u>701,637</u>	<u>701,867</u>	<u>764,572</u>
 <u>TOTAL NET STATE AID</u>	 <u>\$ (6,190)</u>	 <u>\$ (21,338)</u>	 <u>\$ (10,693)</u>	 <u>\$ (87,269)</u>
 Off Sets	 \$ 15,304	 \$ 15,342	 \$ 16,525	 \$ 16,241
Debt Svc.				
Snow & Ice	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Off sets	<u>\$ 15,304</u>	<u>\$ 15,342</u>	<u>\$ 16,525</u>	<u>\$ 16,241</u>

TOWN OPERATION BUDGET 2021		Actual FY2018	Actual FY2019	Voted Budget FY2020	Town Meeting Budget FY2021	PCT CHANGE
1	MODERATOR S&W	-	-	1,000	1,000	0.0%
2	SELECTMEN S&W	7,500	12,000	12,500	12,500	0.0%
3	SELECTMEN - EXP	7,077	7,237	8,575	8,750	2.0%
4	Sub-Total	14,577	19,237	21,075	21,250	0.8%
5	FINANCE COMMITTEE S&W	745	229	3,000	3,000	0.0%
6	FINANCE COMMITTEE - EXP	809	1,516	2,000	2,000	0.0%
7	Sub-Total	1,554	1,744	5,000	5,000	0.0%
8	FINANCE COMMITTEE RESERVE FUND	-	-	125,000	125,000	0.0%
9	TOWN ACCOUNTANT - SAL	233,658	246,777	254,601	265,485	4.3%
10	TOWN ACCOUNTANT - EXP	3,626	2,570	10,875	7,875	-27.6%
11	AUDIT - EXP	37,900	40,505	40,000	40,000	0.0%
12	Sub-Total	275,183	289,853	305,476	313,360	2.6%
13	ASSESSORS - S&W	153,113	182,201	215,571	204,048	-5.3%
14	ASSESSORS - EXP	68,266	97,871	107,780	110,520	2.5%
15	Sub-Total	221,379	280,071	323,351	314,568	-2.7%
16	TOWN COLLECTIONS - S&W	12,476	12,837	16,000	16,000	0.0%
17	TOWN COLLECTIONS - EXP	3,154	3,760	3,800	5,500	44.7%
18	Sub-Total	15,631	16,597	19,800	21,500	8.6%
19	POSTAGE	46,452	39,128	55,000	41,500	-24.5%
20	Sub-Total	46,452	39,128	55,000	41,500	-24.5%
21	TREASURER - S&W	234,025	254,705	281,585	288,776	2.6%
22	TREASURER - EXP	102,106	97,616	106,974	95,358	-10.9%
23	Sub-Total	336,131	352,322	388,559	384,134	-1.1%
24	VACATION & SICK LEAVE BUY BACK	-	46,074	97,229	138,728	42.7%
25	MEDICARE	217,264	236,704	221,042	242,888	9.9%
26	ADMINISTRATION - S&W	418,242	425,860	459,259	454,648	-1.0%
27	ADMINISTRATION - EXP	75,450	74,692	81,879	96,879	18.3%
28	ADMINISTRATION - CAP OUTLAY	4,958	4,801	5,500	5,500	0.0%
29	UNION CONTRACTS	5,000	-	-	-	100.0%
30	Sub-Total	503,651	505,352	546,638	557,027	1.9%
31	LEGAL SERVICES - EXP	159,374	170,825	185,000	185,000	0.0%
32	CLAIMS & SUITS	-	-	500	500	0.0%
33	Sub-Total	159,374	170,825	185,500	185,500	0.0%
34	INFORMATION TECHNOLOGY - S&W	99,800	101,439	178,233	111,098	-37.7%
35	INFORMATION TECHNOLOGY - EXP	211,708	244,542	274,682	276,250	0.6%
36	Sub-Total	311,507	345,981	452,915	387,349	-14.5%
38	IT CHANNEL 18 - S&W	106,300	117,843	137,114	143,627	4.8%
39	IT CHANNEL 18 - EXP	24,790	28,089	31,480	66,480	111.2%
40	Sub-Total	131,091	145,933	168,594	210,107	24.6%
41	CONSTABLE S & W	356	188	708	708	0.0%

TOWN OPERATION BUDGET 2021		Actual FY2018	Actual FY2019	Voted Budget FY2020	Town Meeting Budget FY2021	PCT CHANGE
42	TOWN CLERK - S&W	202,280	229,276	253,418	272,756	7.6%
43	TOWN CLERK - EXP	30,684	33,186	37,368	49,300	31.9%
44	Sub-Total	232,964	262,462	290,786	322,056	10.8%
45	CONSERVATION - S&W	111,527	138,789	154,865	162,444	4.9%
46	CONSERVATION - EXP	6,673	8,198	9,185	4,845	-47.2%
47	Sub-Total	118,200	146,987	164,050	167,289	2.0%
48	TOWN PLANNER - S&W	69,515	87,324	93,443	95,480	2.2%
49	TOWN PLANNER - EXP	1,928	3,580	4,531	4,531	0.0%
50	Sub-Total	71,443	90,904	97,974	100,011	2.1%
51	BOARD OF APPEALS - S&W	-	-	-	-	0.0%
52	BOARD OF APPEALS - EXP	594	15	735	735	0.0%
53	Sub-Total	594	15	735	735	0.0%
54	ALBRO HOUSE - EXP	3,148	2,928	6,355	6,355	0.0%
55	OLD RECR BUILDING - EXP	5,321	4,123	7,627	7,627	0.0%
56	W. HARWICH SCHOOL - EXP	408	404	1,424	1,424	0.0%
57	Sub-Total	8,876	7,455	15,405	15,405	0.0%
58	COMMUNITY DEVELOPMENT - S&W	218,879	225,761	235,636	242,945	3.1%
59	COMMUNITY DEVELOPMENT - EXP	10,834	9,207	14,762	13,113	-11.2%
60	Sub-Total	229,713	234,968	250,398	256,058	2.3%
61	PUBLIC BUILDINGS REPAIRS	-	-	2,133	2,133	0.0%
62	TOWN/FIN COM REPORTS	7,658	7,766	10,000	10,000	0.0%
63	ADVERTISING	21,671	22,229	17,000	22,750	33.8%
64	POLICE - S&W	3,384,205	3,716,952	3,900,045	4,079,607	4.6%
65	POLICE - EXP	544,305	484,541	569,514	521,943	-8.4%
66	POLICE - CAP OUTLAY	121,482	131,100	88,512	110,000	24.3%
67	Sub-Total	4,049,992	4,332,593	4,558,071	4,711,550	3.4%
68	FIRE - S&W	3,353,682	3,872,857	3,990,453	4,180,721	4.8%
69	FIRE - EXP	394,875	362,291	450,761	426,903	-5.3%
71	Sub-Total	3,748,556	4,235,148	4,441,214	4,607,624	3.7%
72	AMBULANCE - S&W	112,767	137,969	168,750	160,238	-5.0%
73	EMS - EXP	136,314	118,467	122,495	124,095	1.3%
74	Sub-Total	249,081	256,436	291,245	284,333	-2.4%
75	EMERG. TELECOM - S&W	-	-	-	-	0.0%
76	EMERG. TELECOM - EXP	-	-	-	-	0.0%
77	Sub-Total	-	-	-	-	0.0%
78	BUILDING - S&W	246,408	291,192	322,832	337,190	4.4%
79	BUILDING - EXP	11,349	13,822	20,197	12,676	-37.2%
80	Sub-Total	257,757	305,013	343,029	349,866	2.0%
81	EMERG. MGMT - S&W	2,444	1,032	5,315	5,355	0.8%
82	EMERG. MGMT - EXP	3,317	4,562	8,500	8,500	0.0%
83	Sub-Total	5,761	5,593	13,815	13,855	0.3%
84	NATURAL RESOURCES - S&W	96,343	102,223	110,639	113,631	2.7%

TOWN OPERATION BUDGET 2021		Actual FY2018	Actual FY2019	Voted Budget FY2020	Town Meeting Budget FY2021	PCT CHANGE
85	NATURAL RESOURCES - EXP	26,998	27,835	28,380	28,200	-0.6%
86	Sub-Total	123,341	130,058	139,019	141,831	2.0%
87	PLEASANT BAY ALLIANCE	17,343	20,160	23,760	23,760	0.0%
88	TOWN ENGINEER - S&W	174,256	131,618	112,310	114,549	2.0%
89	TOWN ENGINEER - EXP	9,831	22,695	65,670	80,310	22.3%
90	Sub-Total	184,088	154,313	177,980	194,859	9.5%
91	HIGHWAY - S&W	2,495,639	2,623,322	2,730,844	2,734,521	0.1%
92	HIGHWAY - EXP	2,501,442	2,805,897	2,946,182	2,808,368	-4.7%
93	Sub-Total	4,997,081	5,429,219	5,677,026	5,542,889	-2.4%
94	SNOW/ICE - S&W	104,576	81,499	40,000	40,000	0.0%
95	SNOW/ICE - EXP	260,924	190,965	95,000	95,000	0.0%
96	Sub-Total	365,500	272,463	135,000	135,000	0.0%
97	STREET LIGHTS	31,372	22,731	40,000	35,000	-12.5%
98	INTERGOVERNMENTAL TRANS - WW COUNTY WW SUPPORT FUND		70,000	125,000 100,000	350,000 -	180.0% 100.0%
99	CEMETERY ADMIN - S&W	63,203	65,070	69,431	71,434	2.9%
100	CEMETERY ADMIN - EXP	3,164	4,546	5,613	5,075	-9.6%
101	Sub-Total	66,367	69,617	75,044	76,509	2.0%
102	BOARD OF HEALTH - S&W	139,795	163,782	193,863	200,625	3.5%
103	BOARD OF HEALTH - EXP	16,209	13,241	16,930	14,396	-15.0%
104	Sub-Total	156,004	177,023	210,793	215,022	2.0%
105	COMMUNITY CENTER S&W	165,498	176,286	185,367	193,389	4.3%
106	COMMUNITY CENTER EXP	131,306	117,063	142,556	128,054	-10.2%
107	Sub-Total	296,804	293,349	327,923	321,443	-2.0%
108	COUNCIL ON AGING - S&W	370,042	352,597	377,594	389,973	3.3%
109	COUNCIL ON AGING - EXP	63,690	63,932	77,507	74,070	-4.4%
110	Sub-Total	433,732	416,529	455,101	464,043	2.0%
111	YOUTH COUNSELOR - S&W	81,511	85,203	93,443	96,255	3.0%
112	YOUTH COUNSELOR - EXP	4,017	4,604	4,310	3,485	-19.1%
113	Sub-Total	85,528	89,807	97,753	99,740	2.0%
114	VETERANS EXPENSE/BENEFITS	99,997	97,461	125,263	128,058	2.2%
115	DISABILTY RIGHT - EXP	-	300	500	500	0.0%
116	HUMAN SERVICES	72,605	78,690	82,250	83,250	1.2%
117	LIBRARY - S&W	630,719	665,422	713,111	725,619	1.8%
118	LIBRARY - EXP	269,410	267,370	282,372	289,299	2.5%
119	Sub-Total	900,128	932,792	995,483	1,014,918	2.0%
120	RECREATION - SEASONAL - S&W	174,725	216,097	228,507	218,026	-4.6%
121	RECREATION - S&W	228,268	245,726	264,615	272,618	3.0%
122	RECREATION - EXP	41,735	46,281	45,575	45,575	0.0%
123	RECREATION - CAP OUTLAY	-	9,029	12,000	-	-100.0%
124	Sub-Total	444,728	517,133	550,697	536,219	-2.6%

TOWN OPERATION BUDGET 2021		Actual FY2018	Actual FY2019	Voted Budget FY2020	Town Meeting Budget FY2021	PCT CHANGE
125	HARBORMASTER -S&W	289,490	311,293	333,851	343,404	2.9%
126	HARBORMASTER - EXP	171,596	203,466	253,280	252,580	-0.3%
127	Sub-Total	461,086	514,759	587,131	595,984	1.5%
128	BROOKS ACAD MUSEUM COMMISSION	10,754	9,440	12,894	12,894	0.0%
129	HISTORICAL COMMISSION	540	-	-	-	0.0%
130	HISTORICAL COMMISSION	-	198	350	350	0.0%
131	Sub-Total	540	198	350	350	0.0%
132	CELEBRATIONS	1,299	992	1,600	1,600	0.0%
133	GOLF - S&W	798,628	865,827	917,841	919,180	0.1%
134	GOLF - EXP	621,381	614,144	676,766	679,722	0.4%
135	GOLF CAP OUTLAY	66,277	66,199	73,000	73,000	0.0%
136	Sub-Total	1,486,286	1,546,170	1,667,607	1,671,902	0.3%
137	GOLF IMA MRSD	-	82,000	82,760	83,538	0.9%
138	ELECTRICITY - CVEC	66,254	68,140	69,610	73,900	6.2%
139	Total Departmental Budgets	21,537,254	23,350,924	25,173,285	25,616,494	1.8%
140	Total Debt Service (Prin & Int)	2,494,459	4,710,046	5,379,126	4,722,027	-12.2%
141	STATE ASSESSMENTS	261,135	269,883	284,978	300,901	5.6%
142	BARNSTABLE CTY RETIREMENT	2,681,194	2,763,836	3,024,763	3,144,894	4.0%
143	CAPE COD COMMISSION ASSESSMENT	217,944	223,393	203,498	240,570	18.2%
144	BARNSTABLE COUNTY ASSESSMENT	203,280	208,362	213,571	223,101	4.5%
145	UNEMPLOYMENT COMPENSATION	5,087	32,401	15,000	20,000	33.3%
146	GROUP HEALTH INSURANCE	4,296,270	4,514,731	4,790,067	4,833,551	0.9%
147	OPEB	100,000	125,000	150,000	150,000	0.0%
148	GENERAL INSURANCE	656,366	726,142	790,830	854,470	8.0%
149	GENERAL INSURANCE DEDUCTIBLE	4,603	7,018	10,000	20,000	100.0%
150	TOTAL TOWN	32,457,592	36,931,737	40,035,118	40,126,007	0.2%
151	OVERLAY (Abatements/Exemptions)		450,000	437,775	400,000	
152	C C REGIONAL TECH HIGH MONOMOY REG. SCH. DISTRICT	1,487,362	1,581,236	2,332,198	1,768,279	-24.2%
153	TOTAL MRSD ASSESMENT	24,759,749	25,609,390	26,643,415	27,340,929	2.62%
154	TOTAL	58,704,703	64,572,363	69,448,506	69,635,215	0.3%
Reconciliation to Article:						
Total from line 154					\$	69,635,215
Less:						
State & County Assessments						764,572
Overlay						400,000
Wastewater/Sewer						350,000
Cape Cod Technical High School						1,768,279
Monomoy Regional School District						27,340,929
Total Reductions						30,623,780
Article					\$	39,011,435

FY 2018-2021

Debt Service by Departments

	FY 18	FY 19	FY 20	FY 21
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Land Acquisition (1997)-Principal - Church Land	50,000	50,000	50,000	45,000
Land Acquisition (1997)-Interest Church Land	8,500	6,000	3,500	1,125
Land Acquisition (2015)-Principal -Downey Prop	45,000	40,000	35,000	35,000
Land Acquisition (2015)-Interest - Downey Property	9,435	29,400	27,850	26,450
Land Acquisition (2000)-Principal Bascom	145,000	145,000	145,000	40,000
Land Acquisition (2000)-Interest - Bascom	20,125	12,875	5,625	1,000
Land Acquisition Slowatycki (2001)-Principal	25,000	25,000	25,000	20,000
Land Acquisition Slowatycki (2001)-Interest	4,125	2,875	1,625	500
Land Acquisition Krumin (2002)-Principal	40,000	40,000	35,000	35,000
Land Acquisition Krumin (2002)-Interest	3,900	2,700	1,575	525
Land Acquisition Copelas (2002)-Principal	55,000	55,000	55,000	55,000
Land Acquisition Copelas (2002)-Interest	8,775	7,125	5,475	3,825
Land Acquisition Shea (2002)-Principal	175,000	175,000	170,000	170,000
Land Acquisition Shea (2002)-Interest	31,425	26,175	21,000	15,900
Land Acquisition Keeler/Rose (2004)-Principal	90,000	90,000	85,000	-
Land Acquisition Keeler/Rose (2004)-Interest	10,600	7,000	3,400	-
Total Land	<u>721,885</u>	<u>714,150</u>	<u>670,050</u>	<u>449,325</u>
Police Station Repairs/Plans (2003)- Principal	5,000	5,000	5,000	5,000
Police Station Repairs/Plans (2003)- Interest	825	675	525	375
Fire Station 2 Planning - Principal		80,000	57,500	57,500
Fire Station 2 Planning - Interest		12,400	10,350	6,038
Fire Station 2 Construction - Principal			340,000	300,000
Fire Station 2 Construction - Interest			303,750	235,700
Public Safety Bldg.	450,000	450,000	445,000	400,000
Public Safety Bldg.Interest	194,463	180,963	162,963	136,400
Total Public Safety	<u>650,288</u>	<u>729,038</u>	<u>1,325,088</u>	<u>1,141,013</u>
Middle School Roof Principal	25,000	25,000	25,000	25,000
Middle School Roof Interest	3,600	3,500	2,500	1,500
High School Roof Principal	30,000	20,000	20,000	20,000
High School Roof Interest	4,600	2,800	2,000	1,200
Total Education	<u>58,200</u>	<u>51,300</u>	<u>49,500</u>	<u>47,700</u>
Landfill Capping (1999) - Principal	65,000	65,000	65,000	65,000
Landfill Capping (1999) - Interest	11,375	8,125	4,875	1,625
Road Maintenance Principal (2016)	50,000	50,000	100,000	-
Road Maintenance Interest (2016)	2,859	5,000	27,000	-
Road Maintenance Principal (2017)	-	50,000	-	100,000
Road Maintenance Interest (2017)	-	5,000	-	12,375
Road Maintenance Principal (2018)	-	-	100,000	100,000
Road Maintenance Interest (2018)	-	-	27,000	19,250
Road Maintenance Principal (2019)	-	-	100,000	100,000
Road Maintenance Interest (2019)	-	-	31,500	18,000
Total Highway	<u>337,241</u>	<u>183,125</u>	<u>455,375</u>	<u>416,250</u>
Old Post Road private repairs Prin.	10,000	5,000	5,000	-
Old Post Road private repairs- Int.	950	450	200	-
McGuerty Road private repairs- Prin.	15,000	15,000	15,000	15,000
McGuerty Road private repairs- Int.	2,100	1,650	1,350	900
Skinequi Road private repairs- Prin.	20,000	13,200	15,000	15,000

FY 2018-2021

Debt Service by Departments

	FY 18	FY 19	FY 20	FY 21
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Skinequi Road private repairs- Int.	1,144	5,168	4,800	4,200
Ginger Plum private way - Principal	-	14,047	10,000	10,000
Ginger Plum private way - Interest	-	3,762	6,400	6,000
Total Road Betterments	<u>49,194</u>	<u>58,277</u>	<u>57,750</u>	<u>51,100</u>
WW Phase 2A & 2B - Principal		276,814	296,786	210,000
WW Phase 2A & 2B - Interest		302,585	150,125	115,475
WW Ph 2A - IMA Design			430,000	400,000
WW Ph 2A - IMA Design			88,650	70,500
WW - Cold Brook Design			5,000	10,000
WW - Cold Brook Design			1,200	2,750
MCWAT Fees				135,287
WW - Ph 2 C Cold Brook Design			25,000	-
WW - Ph 2 C Cold Brook Design			20,925	-
WW - Chatham Pump Station			-	-
WW - Chatham Pump Station			-	89,619
Total Waste Water	-	<u>579,399</u>	<u>1,017,686</u>	<u>1,033,631</u>
Septic Loan Program #1	10,829	10,829	10,829	11,050
Septic Loan Program #2	6,529	6,529	6,121	6,121
Total Septic Loans	<u>17,358</u>	<u>17,358</u>	<u>16,950</u>	<u>17,171</u>
Brooks Academy Renovations Principal	10,000	10,000	10,000	10,000
Brooks Academy Renovations Interest	1,800	1,400	1,000	600
Total Brooks	<u>11,800</u>	<u>11,400</u>	<u>11,000</u>	<u>10,600</u>
Golf Clubhouse (2000)-Principal	60,000	55,000	55,000	55,000
Golf Clubhouse (2000)-Interest	5,850	4,125	2,475	825
Golf Course Irrigation System - Principal	115,000	110,000	35,000	-
Golf Course Irrigation System - Interest	6,075	2,700	525	-
Golf Course Bunkers Principal	75,000	75,000	75,000	75,000
Golf Course Bunkers Interest	13,500	10,500	7,500	4,500
CVGC Barn and Infrastructure - Principal	-	60,000	85,000	65,000
CVGC Barn and Infrastructure - Interest	-	48,000	54,000	43,200
Total Golf	<u>275,425</u>	<u>365,325</u>	<u>314,500</u>	<u>243,525</u>
Muddy Creek Bridge & Culvert - Principal	-	19,200	20,000	20,000
Muddy Creek Bridge & Culvert - Interest	-	15,360	14,575	13,775
Total Engineering General Fund	-	<u>34,560</u>	<u>34,575</u>	<u>33,775</u>
Allen Harbor Dredging (39.16% Betterment) Principal	330,000	330,000	320,000	315,000
Allen Harbor Dredging (39.16% Betterment) Interest	41,100	34,500	27,600	20,063
Total Dredging General Fund	<u>371,100</u>	<u>364,500</u>	<u>347,600</u>	<u>335,063</u>
SAQ Design - Principal		100,000	95,000	90,000
SAQ Design - Interest		20,000	17,300	13,500
SAQ Waterside - Principal		305,000	370,000	385,000
SAQ Waterside - Interest		240,000	232,575	227,225
SAQ Landside - Principal		150,000	120,000	120,000
SAQ Landside - Interest		120,000	96,950	92,150
Wychmere Pier Replacement - Principal	106,150	56,079	69,117	-
Wychmere Pier Replacement - Interest	4,781	6,729	3,110	-
BAN Interest	-	441,224	75,000	15,000
Total Harbor General Fund	<u>110,931</u>	<u>1,439,032</u>	<u>1,079,052</u>	<u>942,875</u>
MUNIS ROUNDING				
Total Debt SERVICE (PRIN & INT)General Fund	<u>\$ 2,603,422</u>	<u>\$ 4,547,464</u>	<u>\$ 5,379,126</u>	<u>\$ 4,722,026</u>

FY 2018-2021

Debt Service by Departments

	FY 18	FY 19	FY 20	FY 21
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Total Debt SERVICE (PRIN & INT)General Fund	\$ 2,603,422	\$ 4,547,464	\$ 5,379,126	\$ 4,722,026
Change from prior year	\$ 970,699	\$ (1,944,042)	\$ (831,662)	\$ 657,099
Water Debt Service Enterprise				
TRANSMISSION MAIN Water P	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
TRANSMISSION MAIN Water Int.	38,063	34,313	30,563	27,563
Water 2004 P	110,000	110,000	110,000	105,000
Water 2004 Int.	42,806	39,506	36,206	32,981
Water/Tank/2011 - Principal	155,000	155,000	155,000	155,000
Water/Tank/2011 - Interest	21,700	17,050	13,950	9,300
Water/Greensand/2011-Principal	130,000	130,000	130,000	130,000
Water/Greensand/2011-Interest	80,470	76,570	73,970	70,070
North Westgate WTP (SRF)=Principal	77,628	79,315	80,913	82,671
North Westgate WTP (SRF)-Interest	47,976	34,493	35,319	31,237
Water BAN - Principal	50,000	-	-	-
Water BAN - Interest	1,715	-	-	-
	830,358	751,247	740,920	718,821
Total Debt SERVICE (PRIN & INT)	\$ 2,603,422	\$ 5,298,710	\$ 6,120,046	\$ 5,440,848

Debt Funded by other available funds

CPC Debt (land bank)	608,950	588,750	553,700	341,750
Septic Loan Program #1	10,829	10,829	10,829	11,050
Septic Loan Program #2	6,529	6,529	6,121	6,121
Allen Harbor Betterment	-	182,250	104,071	131,210
Water debt paid by Water Fund	830,358	751,247	740,920	718,821
Golf Improvements (100% CVGC Cart Barn)		75,600	139,000	108,200
Harbor (Wynchmere Pier)	110,931	62,808	72,227	-
Harbor (Mooring)		103,125	101,188	204,806
Harbor (Waterways)		70,125	136,888	153,056
Road betterment	49,194	58,277	57,750	51,100
TOTAL deductions from Levy	786,433	1,909,540	1,922,694	1,726,115
Education - not Excluded Debt		51,300	49,500	47,700
TOTAL DE-1 EXCLUDED DEBT (from Tax Lev	1,816,989	3,337,870	4,147,852	3,667,033

Statistical Section



East Harwich Fire Station

Statistical Section

This part of the Town of Harwich's comprehensive annual financial report presents detailed information as a context for understanding what the information in the financial statements, note disclosures, and required supplementary information says about the Town's overall financial health.

Financial Trends

- These schedules contain trend information to help the reader understand how the Town's financial performance and well-being have changed over time.

Revenue Capacity

- These schedules contain information to help the reader assess the Town's most significant local revenue source, the property tax.

Debt Capacity

- These schedules present information to help the reader assess the affordability of the Town's current levels of outstanding debt and the Town's ability to issue additional debt in the future.

Demographic and Economic Information

- These schedules offer demographic and economic indicators to help the reader understand the environment within which the Town's financial activities take place.

Operating Information

- These schedules contain service and infrastructure data to help the reader understand how the information in the Town's financial report relates to the services the Town provides and the activities it performs.

SOURCES: Unless otherwise noted, the information in these schedules is derived from the comprehensive annual financial reports for the relevant year.

Net Position By Component

Last Ten Years

	2010	2011	2012	2013	2014	2015	2016	(as revised) 2017	2018	2019
Governmental activities										
Net investment in capital assets.....	\$ 52,547,816	\$ 51,959,245	\$ 52,699,878	\$ 52,374,860	\$ 52,837,023	\$ 53,791,322	\$ 56,460,827	\$ 59,469,911	\$ 59,186,082	\$ 60,136,904
Restricted.....	8,181,034	8,040,807	8,131,884	6,087,680	7,767,504	8,549,230	8,370,616	5,722,339	6,980,230	7,046,170
Unrestricted.....	<u>5,245,360</u>	<u>2,666,227</u>	<u>(3,113,601)</u>	<u>(6,512,217)</u>	<u>(8,670,952)</u>	<u>(31,243,743)</u>	<u>(27,808,099)</u>	<u>(46,205,784)</u>	<u>(47,758,544)</u>	<u>(46,002,205)</u>
Total governmental activities net position.....	\$ <u>65,974,210</u>	\$ <u>62,666,279</u>	\$ <u>57,718,161</u>	\$ <u>51,950,323</u>	\$ <u>51,933,575</u>	\$ <u>31,096,809</u>	\$ <u>37,023,344</u>	\$ <u>18,986,466</u>	\$ <u>18,407,768</u>	\$ <u>21,180,869</u>
Business-type activities										
Net investment in capital assets.....	\$ 9,953,276	\$ 11,551,259	\$ 12,098,465	\$ 11,558,803	\$ 11,929,482	\$ 11,235,181	\$ 10,706,776	\$ 12,268,450	\$ 13,874,150	\$ 13,203,237
Unrestricted.....	<u>2,562,450</u>	<u>3,078,139</u>	<u>3,530,953</u>	<u>4,145,597</u>	<u>3,750,094</u>	<u>5,149,897</u>	<u>3,509,809</u>	<u>652,672</u>	<u>(2,328,606)</u>	<u>(2,476,855)</u>
Total business-type activities net position.....	\$ <u>12,515,726</u>	\$ <u>14,629,398</u>	\$ <u>15,629,418</u>	\$ <u>15,704,400</u>	\$ <u>15,679,576</u>	\$ <u>16,385,078</u>	\$ <u>14,216,585</u>	\$ <u>12,921,122</u>	\$ <u>11,545,544</u>	\$ <u>10,726,382</u>
Primary government										
Net investment in capital assets.....	\$ 62,501,092	\$ 63,510,504	\$ 64,798,343	\$ 63,933,663	\$ 64,766,505	\$ 65,026,503	\$ 67,167,603	\$ 71,738,361	\$ 73,060,232	\$ 73,340,141
Restricted.....	8,181,034	8,040,807	8,131,884	6,087,680	7,767,504	8,549,230	8,370,616	5,722,339	6,980,230	7,046,170
Unrestricted.....	<u>7,807,810</u>	<u>5,744,366</u>	<u>417,352</u>	<u>(2,366,620)</u>	<u>(4,920,858)</u>	<u>(26,093,846)</u>	<u>(24,298,290)</u>	<u>(45,553,112)</u>	<u>(50,087,150)</u>	<u>(48,479,060)</u>
Total primary government net position.....	\$ <u>78,489,936</u>	\$ <u>77,295,677</u>	\$ <u>73,347,579</u>	\$ <u>67,654,723</u>	\$ <u>67,613,151</u>	\$ <u>47,481,887</u>	\$ <u>51,239,929</u>	\$ <u>31,907,588</u>	\$ <u>29,953,312</u>	\$ <u>31,907,251</u>

FY2015 reflects the implementation of GASB 68.
 FY2017 reflects the implementation of GASB 75.

Changes in Net Position

Last Ten Years

	2010	2011	2012	2013	2014	2015	2016	2017 (a)	2018	2019
Expenses										
Governmental activities:										
General government.....	\$ 5,787,671	\$ 5,911,252	\$ 6,294,029	\$ 4,477,098	\$ 4,529,058	\$ 4,188,411	\$ 5,179,542	\$ 5,290,047	\$ 5,798,473	\$ 5,586,547
Public safety.....	14,524,872	15,416,202	16,249,845	13,620,409	13,624,984	12,432,338	13,172,473	13,996,114	13,781,945	14,125,237
Education.....	20,234,651	21,090,133	21,699,049	21,789,074	22,751,503	22,333,529	25,225,308	26,444,962	26,979,835	27,706,467
Public works.....	8,765,415	8,811,754	9,618,093	8,562,148	9,968,987	10,357,930	9,545,765	10,085,199	12,333,394	10,132,868
Human services.....	2,566,832	2,059,364	2,150,044	2,314,405	2,014,775	1,825,742	1,805,606	1,857,258	1,971,772	1,860,906
Culture and recreation.....	5,438,952	5,230,583	5,931,980	7,698,789	5,272,952	4,664,382	5,161,159	5,108,459	5,717,217	6,212,939
Community preservation.....	-	-	-	-	-	-	-	97,390	88,219	262,485
Interest.....	1,119,991	1,000,510	874,085	688,728	662,307	624,347	518,438	451,254	485,291	941,593
Total government activities expenses.....	58,438,384	59,519,798	62,817,125	59,150,651	58,824,566	56,426,679	60,608,291	63,330,683	67,156,146	66,829,042
Business-type activities:										
Water.....	3,555,497	3,142,944	3,663,971	3,824,382	3,779,970	4,017,528	4,064,788	4,759,477	3,647,456	5,417,978
Total primary government expenses.....	\$ 61,993,881	\$ 62,662,742	\$ 66,481,096	\$ 62,975,033	\$ 62,604,536	\$ 60,444,207	\$ 64,673,079	\$ 68,090,160	\$ 67,156,146	\$ 72,247,020
Program Revenues										
Governmental activities:										
Education charges for services.....	\$ 661,318	\$ 797,810	\$ 624,645	\$ 39,857	\$ 2,216	\$ -	\$ -	\$ -	\$ -	\$ -
Public works charges for services.....	1,527,456	1,778,065	1,709,337	1,553,597	2,030,989	2,111,827	2,663,526	2,979,259	3,443,227	3,844,297
Culture and recreation charges for services.....	2,868,662	2,901,935	3,395,224	3,089,454	3,754,561	3,127,083	3,336,146	3,555,448	3,854,106	4,073,921
Other charges for services.....	2,224,193	2,131,532	2,270,103	2,015,173	2,846,976	2,895,705	2,736,733	3,095,105	2,643,033	3,738,247
Operating grants and contributions.....	8,485,086	9,613,606	8,904,353	5,100,667	4,761,309	2,034,958	1,899,658	1,021,267	675,551	886,785
Capital grant and contributions.....	539,038	768,456	663,258	667,249	912,606	1,862,815	4,803,000	4,072,965	3,124,074	1,097,971
Total government activities program revenues.....	16,305,753	17,991,404	17,566,920	12,465,997	14,308,657	12,032,388	15,439,063	14,724,044	13,739,991	13,641,221
Business-type activities:										
Charges for services - water.....	2,675,606	3,747,650	3,535,581	3,894,809	3,784,821	4,722,072	4,948,020	4,800,457	2,922,056	4,504,728
Total primary government program revenues.....	\$ 18,981,359	\$ 21,739,054	\$ 21,102,501	\$ 16,360,806	\$ 18,093,478	\$ 16,754,460	\$ 20,387,083	\$ 19,524,501	\$ 16,622,047	\$ 18,145,949
Net (Expense)/Revenue										
Governmental activities.....	\$ (42,132,631)	\$ (41,528,394)	\$ (45,250,205)	\$ (46,684,654)	\$ (44,515,909)	\$ (44,394,291)	\$ (45,169,228)	\$ (48,606,639)	\$ (53,416,155)	\$ (53,187,821)
Business-type activities.....	(879,891)	604,706	(128,390)	70,427	4,851	704,544	883,232	40,980	(725,400)	(913,250)
Total primary government net expense.....	\$ (43,012,522)	\$ (40,923,688)	\$ (45,378,595)	\$ (46,614,227)	\$ (44,511,058)	\$ (43,689,747)	\$ (44,285,996)	\$ (48,565,659)	\$ (54,141,555)	\$ (54,101,071)
General Revenues and other Changes in Net Position										
Governmental activities:										
Real estate and personal property taxes, net of tax refunds payable.....	\$ 34,529,435	\$ 35,584,755	\$ 37,792,886	\$ 37,971,741	\$ 39,513,264	\$ 42,191,684	\$ 43,216,843	\$ 44,467,932	\$ 46,865,775	\$ 49,151,540
Motor vehicle and other excise taxes.....	1,409,183	1,569,078	1,549,898	1,740,250	1,833,844	1,619,573	2,211,927	2,297,637	2,387,732	2,414,404
Hotel/Motel tax.....	405,249	446,821	500,138	534,951	553,174	939,539	649,119	678,226	674,717	684,793
Meals tax.....	108,763	281,647	308,570	334,050	328,522	359,441	379,689	406,465	423,305	439,960
Community preservation tax.....	1,021,395	1,059,753	1,104,656	1,135,123	1,174,624	1,287,789	1,267,529	1,311,440	1,366,320	1,445,251
Penalties and interest on taxes and excise.....	259,200	324,661	219,427	285,346	374,774	325,349	314,847	432,405	405,047	503,894
Payments in lieu of taxes.....	55,603	52,430	52,025	57,482	54,851	54,873	58,319	56,741	58,616	61,960
Grants and contributions not restricted to specific programs.....	379,514	364,333	364,336	364,336	646,248	578,188	668,191	552,299	538,689	580,046
Unrestricted investment income.....	116,921	42,878	29,091	52,315	77,492	40,044	108,189	120,365	167,256	749,074
Miscellaneous.....	-	-	(76,924)	2,125	-	-	-	-	-	-
Transfers.....	-	(1,505,893)	-	(3,394)	-	-	-	-	(50,000)	(70,000)
Total governmental activities.....	38,285,263	38,220,463	41,844,103	42,474,325	44,556,793	47,396,480	48,874,653	50,323,510	52,837,457	55,960,922
Business-type activities:										
Investment income.....	4,611	3,073	776	1,161	-	958	963	296	-	24,088
Transfers.....	-	1,505,893	-	3,394	-	-	-	-	(650,178)	70,000
Total primary government.....	\$ 38,289,874	\$ 39,729,429	\$ 41,844,879	\$ 42,478,880	\$ 44,556,793	\$ 47,397,438	\$ 48,875,616	\$ 50,323,806	\$ 52,187,279	\$ 56,055,010
Changes in Net Position										
Governmental activities.....	\$ (3,847,368)	\$ (3,307,931)	\$ (3,406,102)	\$ (4,210,329)	\$ 40,884	\$ 3,002,189	\$ 3,705,425	\$ 1,716,871	\$ (578,698)	\$ 2,773,101
Business-type activities.....	(875,280)	2,113,672	(127,614)	74,982	4,851	705,502	884,195	41,276	(1,375,578)	(819,162)
Total primary government.....	\$ (4,722,648)	\$ (1,194,259)	\$ (3,533,716)	\$ (4,135,347)	\$ 45,735	\$ 3,707,691	\$ 4,589,620	\$ 1,758,147	\$ (1,954,276)	\$ 1,953,939

(a) Beginning in fiscal year 2017, the Town has segregated noncapital community preservation expenses as a function.

Fund Balances, Governmental Funds

Last Ten Years

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
General Fund										
Reserved.....	\$ 2,971,608	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved.....	2,389,593	-	-	-	-	-	-	-	-	-
Restricted.....	-	-	-	16,843	59,735	59,735	59,735	-	-	-
Committed.....	-	3,784,777	1,346,210	2,883,956	1,028,708	2,282,380	5,147,433	1,428,213	655,728	1,021,754
Assigned.....	-	824,110	334,782	351,706	16,253	165,245	191,116	2,044,375	230,369	3,531,564
Unassigned.....	-	1,891,757	3,228,630	2,358,533	4,387,532	5,638,148	4,312,454	7,149,286	10,080,250	6,817,432
Total general fund.....	\$ 5,361,201	\$ 6,500,644	\$ 4,909,622	\$ 5,611,038	\$ 5,492,228	\$ 8,145,508	\$ 9,710,738	\$ 10,621,874	\$ 10,966,347	\$ 11,370,750
All Other Governmental Funds										
Unreserved, reported in:										
Special revenue funds.....	\$ 5,694,885	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital projects funds.....	316,089	-	-	-	-	-	-	-	-	-
Permanent funds.....	1,085,623	-	-	-	-	-	-	-	-	-
Nonspendable.....	-	799,692	769,863	149,669	156,746	156,746	137,442	601,676	575,620	588,952
Restricted.....	-	5,128,801	6,414,440	5,283,083	6,569,076	8,035,820	7,814,281	7,889,698	10,142,796	12,259,665
Committed.....	-	10,541	19,713	40,224	371,107	296,927	450,958	-	-	-
Unassigned.....	-	(135,988)	(157,699)	(2,694,905)	(241,162)	(1,000,618)	(3,791,429)	(2,608,172)	(985,252)	(28,755)
Total all other governmental funds.....	\$ 7,096,597	\$ 5,803,046	\$ 7,046,317	\$ 2,778,071	\$ 6,855,767	\$ 7,488,875	\$ 4,611,252	\$ 5,883,202	\$ 9,733,164	\$ 12,819,862

The Town implemented GASB 54 in year 2011, fund balances prior to year 2011 have been reported in the pre-GASB 54 format.

Changes in Fund Balances, Governmental Funds

Last Ten Years

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Revenues:										
Real estate and personal property taxes, net of tax refunds.....	\$ 35,470,833	\$ 36,681,949	\$ 38,273,160	\$ 39,265,378	\$ 40,628,331	\$ 43,275,829	\$ 44,240,027	\$ 45,906,995	\$ 46,824,452	\$ 49,180,230
Motor vehicle and other excise taxes.....	1,404,171	1,536,396	1,571,572	1,660,920	1,929,747	1,972,008	2,106,253	2,350,985	2,398,639	2,434,366
Hotel/motel tax.....	405,249	446,821	500,138	534,951	553,174	589,322	649,119	678,226	674,717	684,793
Meals tax.....	108,763	281,647	308,570	334,050	328,522	359,441	379,689	406,465	423,305	439,960
Other fees and charges for services.....	969,105	1,116,161	1,202,708	1,513,922	1,767,977	2,096,797	2,119,239	2,082,057	1,495,312	1,683,252
Penalties and interest on taxes and excise.....	259,200	324,661	219,376	284,963	372,574	307,873	314,847	410,681	405,047	503,894
Fees and rentals.....	-	-	-	-	-	-	-	-	264,414	107,521
Recreation fees.....	2,461,139	2,454,198	2,536,230	2,511,958	2,556,706	1,770,473	1,875,887	2,898,807	3,107,877	3,139,411
Sanitation fees.....	1,532,262	1,667,582	1,699,684	1,713,368	1,931,322	2,156,538	2,455,995	2,749,461	3,110,692	3,372,701
Payments in lieu of taxes.....	55,603	52,430	52,025	57,482	54,851	55,962	58,319	56,741	58,616	61,960
Licenses and permits.....	747,673	739,693	821,559	848,300	975,256	1,688,049	1,777,026	694,880	731,490	913,619
Intergovernmental.....	10,192,396	10,272,151	10,320,518	6,212,743	6,725,263	4,140,679	7,005,754	5,173,694	3,548,977	1,713,048
Departmental and other.....	1,689,445	1,779,018	2,336,766	756,280	1,450,236	1,248,203	1,614,355	1,630,206	2,024,635	2,635,738
Community preservation taxes.....	-	-	-	-	-	-	-	-	1,371,737	1,448,794
Community preservation state match.....	-	-	-	-	-	-	-	-	304,606	-
Special assessments.....	-	-	-	-	-	-	-	106,661	169,003	98,751
Contributions and donations.....	72,056	67,754	197,454	63,492	42,338	117,968	38,733	38,664	9,110	7,235
Investment income.....	162,718	178,213	79,584	72,098	90,754	48,887	108,189	120,365	167,256	749,074
Total revenues.....	55,530,613	57,598,674	60,119,344	55,829,905	59,407,051	59,828,029	64,743,432	65,304,888	67,089,885	69,174,347
Expenditures:										
General government.....	3,776,288	4,184,821	3,226,562	2,328,162	2,815,828	2,688,988	3,097,869	3,217,922	3,683,572	3,537,246
Public safety.....	10,130,915	7,471,552	8,467,745	7,570,722	8,107,909	8,433,586	8,909,986	9,024,268	9,597,470	14,432,126
Education.....	19,258,353	20,090,937	20,905,851	20,915,309	21,759,572	21,343,766	24,235,546	25,495,354	26,247,111	27,190,613
Public works.....	4,660,207	4,762,220	5,132,324	5,147,687	6,278,572	9,054,635	13,411,113	8,774,422	11,045,317	9,187,789
Human services.....	1,738,820	1,184,779	1,256,566	1,660,018	1,397,057	1,302,963	1,247,826	1,232,738	1,374,904	1,332,714
Culture and recreation.....	3,152,939	2,936,863	3,969,709	5,879,033	3,968,526	3,394,215	5,094,883	4,130,106	14,594,041	6,157,691
Community preservation.....	-	-	-	-	-	-	-	948,441	163,205	1,222,411
Pension benefits.....	-	-	-	-	-	-	-	2,364,925	2,681,194	2,542,729
Employee benefits.....	10,511,933	11,822,414	12,523,989	9,732,233	9,621,497	6,106,443	6,469,592	4,124,629	5,115,326	5,618,378
State and county charges.....	549,542	563,373	579,642	626,146	627,779	642,174	536,513	646,442	682,359	701,638
Debt service:										
Principal.....	3,382,250	3,259,013	3,662,227	3,269,227	2,825,000	2,812,358	2,802,358	2,777,358	1,782,356	2,687,358
Interest.....	1,625,893	1,476,810	904,485	707,299	643,018	662,513	548,892	485,197	498,958	1,189,155
Total expenditures.....	58,787,140	57,752,782	60,629,100	57,835,836	58,044,758	56,441,641	66,354,578	63,221,802	77,465,813	75,799,848
Excess (deficiency) of revenues over (under) expenditures.....	(3,256,527)	(154,108)	(509,756)	(2,005,931)	1,362,293	3,386,388	(1,611,146)	2,083,086	(10,375,928)	(6,625,501)
Other Financing Sources (Uses):										
Issuance of bonds and notes.....	92,000	-	162,000	-	2,900,000	-	-	-	12,525,000	9,105,000
Issuance of refunding bonds.....	8,525,000	-	-	3,565,000	-	-	-	-	-	-
Premium from issuance of bonds and notes.....	-	-	-	-	-	-	-	-	1,395,185	1,081,602
Premium from issuance of refunding bonds.....	-	-	-	343,949	-	-	-	-	-	-
Payments to refunded bond escrow agent.....	(8,525,000)	-	-	(3,908,949)	-	-	-	-	-	-
Transfers in.....	2,961,936	2,547,809	1,155,330	1,825,159	1,188,549	2,024,960	1,498,095	2,465,537	2,898,336	2,717,401
Transfers out.....	(2,946,716)	(2,547,809)	(1,155,330)	(1,828,553)	(1,492,062)	(2,124,960)	(1,498,095)	(2,465,537)	(2,248,158)	(2,787,401)
Total other financing sources (uses).....	107,220	-	162,000	(3,394)	2,596,487	(100,000)	-	-	14,570,363	10,116,602
Net change in fund balance.....	\$ (3,149,307)	\$ (154,108)	\$ (347,756)	\$ (2,009,325)	\$ 3,958,780	\$ 3,286,388	\$ (1,611,146)	\$ 2,083,086	\$ 4,194,435	\$ 3,491,101
Debt service as a percentage of noncapital expenditures.....	8.52%	8.20%	7.53%	6.88%	5.97%	6.16%	5.05%	5.61%	3.64%	5.98%

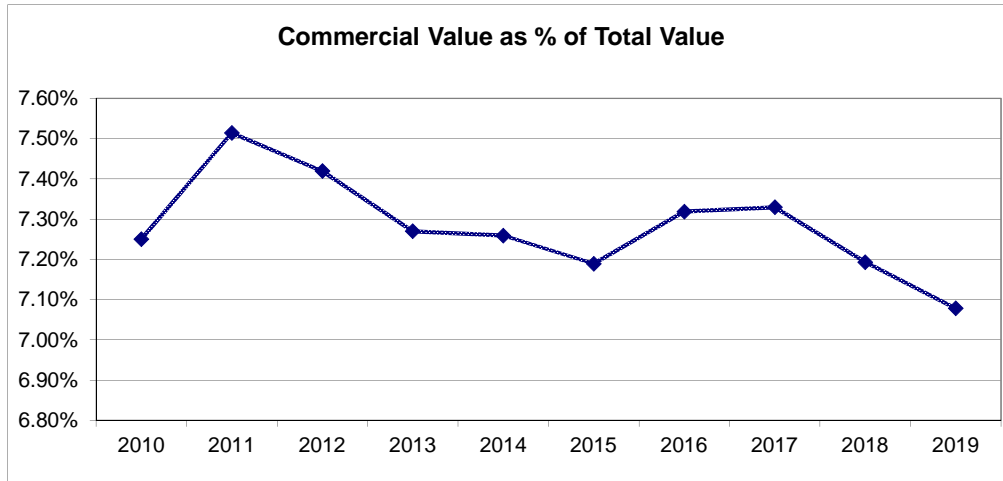
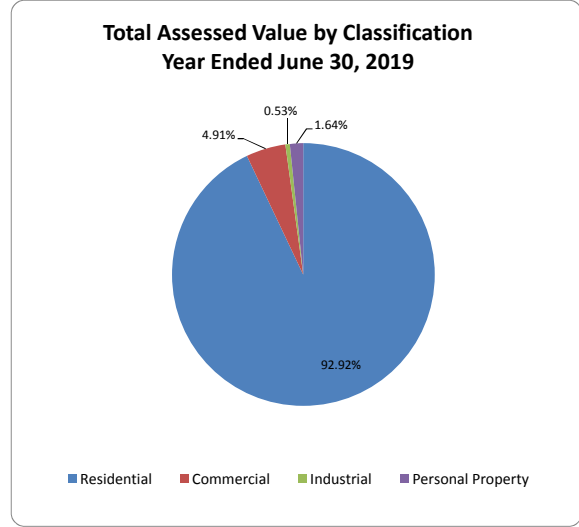
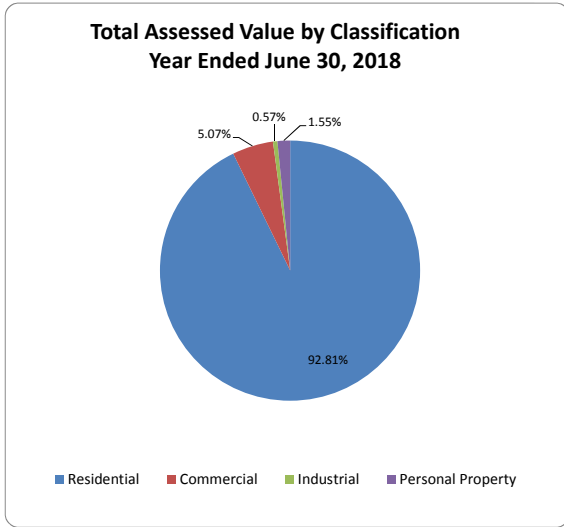
Notes:

Beginning in fiscal year 2017 the Town has segregated special assessment revenue and community preservation and pension benefit expenditures.

Assessed Value and Actual Value of Taxable Property by Classification and Tax Rates

Last Ten Years

Year	Assessed and Actual Values and Tax Rates								Total Town Value
	Residential Value	Residential & Personal Property Tax Rate	Commercial Value	Industrial Value	Personal Property	Total Commercial Value	Commercial Tax Rate	Total Direct Rate (1)	
2010	\$4,586,390,128	\$7.03	\$263,347,052	\$32,410,500	\$62,764,060	\$358,521,612	\$7.03	\$7.03	\$4,944,911,740
2011	\$4,302,286,678	\$7.70	\$254,909,182	\$30,476,500	\$64,157,150	\$349,542,832	\$7.70	\$7.70	\$4,651,829,510
2012	\$4,257,186,934	\$8.12	\$254,536,416	\$22,985,400	\$63,646,450	\$341,168,266	\$8.12	\$8.12	\$4,598,355,200
2013	\$4,154,166,443	\$8.58	\$237,620,107	\$18,169,700	\$69,888,320	\$325,678,127	\$8.58	\$8.58	\$4,479,844,570
2014	\$4,205,723,813	\$8.77	\$239,364,277	\$19,467,100	\$70,368,150	\$329,199,527	\$8.77	\$8.77	\$4,534,923,340
2015	\$4,362,218,987	\$8.97	\$245,771,003	\$19,809,600	\$72,314,360	\$337,894,963	\$8.97	\$8.97	\$4,700,113,950
2016	\$4,461,686,152	\$9.07	\$251,670,218	\$26,499,900	\$74,153,530	\$352,323,648	\$9.07	\$9.07	\$4,814,009,800
2017	\$4,617,995,392	\$8.97	\$259,151,168	\$28,645,900	\$77,454,040	\$365,251,108	\$8.97	\$8.97	\$4,983,246,500
2018	\$4,931,447,716	\$8.80	\$269,576,804	\$30,490,100	\$82,166,200	\$382,233,104	\$8.80	\$8.80	\$5,313,680,820
2019	\$5,281,196,190	\$8.67	\$278,842,570	\$30,042,500	\$93,413,130	\$402,298,200	\$8.67	\$8.67	\$5,683,494,390



(1) Weighted average direct tax rate, calculated as weighted average of residential, commercial and personal property tax rates.
 Source: Department of Revenue, Division of Local Services
 All property in the Commonwealth of Massachusetts is assessed at 100% of fair cash value.

Note: Chapter 59, Section 21C of the Massachusetts General Laws, known as "Proposition 2 1/2", imposes 2 separate limits on the annual tax levy of the Town. The primary limitation is that the tax levy cannot exceed 2 1/2 percent of the full and fair cash value. The secondary limitation is that the tax levy cannot exceed the maximum levy limit for the preceding year as determined by the State Commissioner of Revenue by more than 2 1/2 percent, subject to an exception for property added to the tax rolls and for certain substantial valuation increases other than as part of a general revaluation. The secondary limit may be exceeded in any year by a majority vote of the voters, however it cannot exceed the primary limitation.

Principal Taxpayers

Current Year and Nine Years Ago

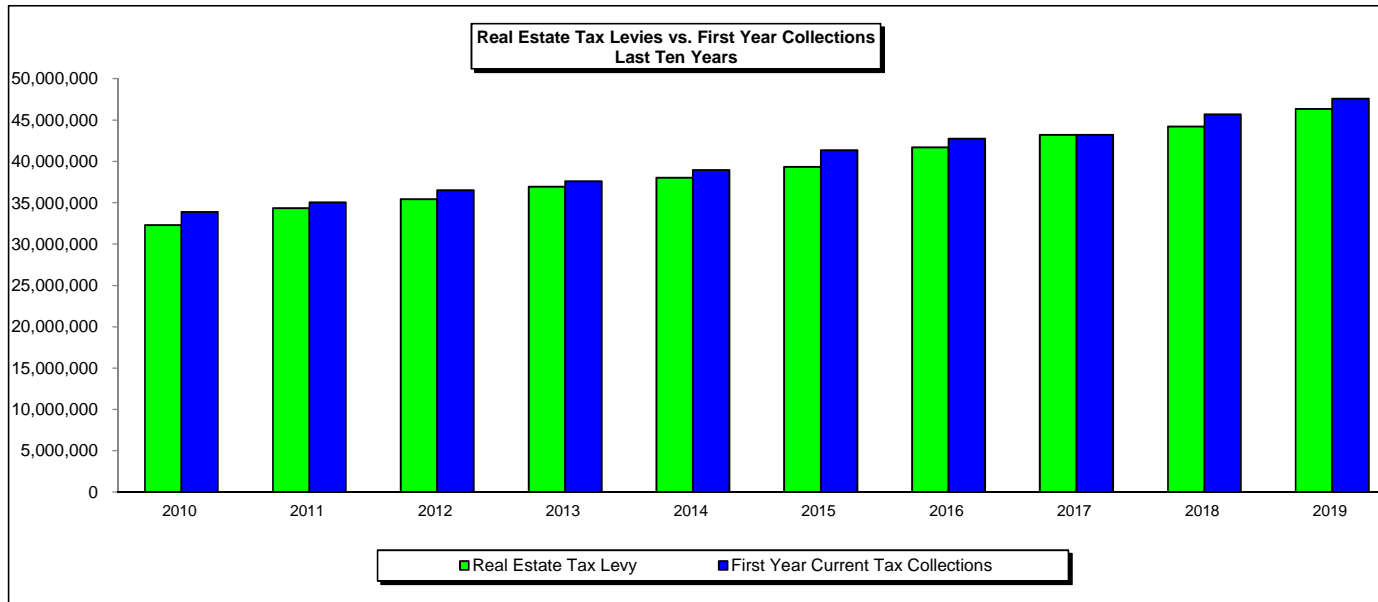
Name	Nature of Business	2019			2010		
		Assessed Valuation	Rank	Percentage of Total Taxable Assessed Value	Assessed Valuation	Rank	Percentage of Total Taxable Assessed Value
Wequasset Inn LLP	Inn	\$36,665,570	1	0.69%	\$34,469,720	1	0.66%
Colonial Gas	Utility	\$24,410,990	2	0.46%	\$15,795,220	4	0.30%
Nstar Service	Utility	\$19,575,950	3	0.37%	\$20,202,190	2	0.39%
WJG Realty Trust	Super Store/Stores	\$17,734,800	4	0.33%	\$17,476,200	3	0.33%
NPH Harwich LLC	Nursing Home	\$13,351,300	5	0.25%	\$13,084,600	5	0.25%
Wychmere Harbor R.E.	Inn	\$12,022,000	6	0.23%	\$11,673,300	6	0.22%
Individual	Individual Residence	\$10,583,500	7	0.20%	\$9,869,900	7	0.19%
Individual	Individual Residence	\$10,088,100	8	0.19%	\$8,184,730	9	0.16%
MS Harwich LLC	Super Market	\$8,780,000	9	0.17%	\$8,650,000	8	0.17%
Individual	Individual Residence	\$8,566,900	10	0.16%			
Linear Retail Harwich #1 LLC	Shopping Center				\$6,670,400	10	0.13%
	Totals	<u>\$161,779,110</u>		<u>3.04%</u>	<u>\$146,076,260</u>		<u>2.79%</u>

Source: Assessor's Department

Property Tax Levies and Collections

Last Ten Years

Year	(1) Total Tax Levy	Less Reserve for Abatements & Exemptions	(1) Net Tax Levy	Net as % of Total	First Year Current Tax Collections	Percent of Net Levy Collected	Delinquent Tax Collections	Total Tax Collections	Percent of Total Tax Collections to Net Tax Levy (2)
2010	\$34,762,730	\$400,000	\$34,362,730	98.85%	\$33,894,287	98.64%	\$319,621	\$34,213,908	99.57%
2011	\$35,819,087	\$400,000	\$35,419,087	98.88%	\$35,037,810	98.92%	\$290,882	\$35,328,692	99.74%
2012	\$37,338,644	\$400,000	\$36,938,644	98.93%	\$36,535,229	98.91%	\$325,236	\$36,860,465	99.79%
2013	\$38,437,066	\$420,000	\$38,017,066	98.91%	\$37,603,177	98.91%	\$377,041	\$37,980,218	99.90%
2014	\$39,771,278	\$430,000	\$39,341,278	98.92%	\$38,970,524	99.06%	\$372,296	\$39,342,820	100.00%
2015	\$42,160,022	\$440,000	\$41,720,022	98.96%	\$41,353,997	99.12%	\$283,280	\$41,637,277	99.80%
2016	\$43,663,069	\$451,039	\$43,212,030	98.97%	\$42,734,389	98.89%	\$415,253	\$43,149,642	99.86%
2017	\$44,699,721	\$467,623	\$44,232,098	98.95%	\$43,202,536	97.67%	\$381,846	\$43,584,382	98.54%
2018	\$46,761,271	\$413,262	\$46,348,009	99.12%	\$45,679,828	98.56%	\$600,618	\$46,280,446	99.85%
2019	\$49,275,896	\$450,000	\$48,825,896	99.09%	\$47,582,459	97.45%	\$0	\$47,582,459	97.45%



(1) Includes tax liens.

(2) If the actual abatements and exemptions are lower than the estimate, the actual collections can exceed the net levy.

Source: Official Statements, Town of Harwich.

Ratios of Outstanding Debt by Type

Last Ten Years

Year	Governmental Activities		Business-type Activities		Total Debt Outstanding	Percentage of Personal Income (2)	U. S. Census Population	Debt Per Capita
	General Obligation Bonds (1)	General Obligation Bonds (1)	General Obligation Bonds (1)	General Obligation Bonds (1)				
2010	\$ 30,205,003	\$ 3,845,000	\$ 30,205,003	\$ 3,845,000	\$ 34,050,003	7.88%	12,243	\$ 2,781
2011	26,510,990	3,655,000	26,510,990	3,655,000	30,165,990	7.84%	12,648	2,385
2012	23,010,763	8,265,000	23,010,763	8,265,000	31,275,763	7.24%	12,691	2,464
2013	19,696,536	7,905,000	19,696,536	7,905,000	27,601,536	6.24%	12,832	2,151
2014	19,754,271	7,430,000	19,754,271	7,430,000	27,184,271	6.38%	12,479	2,178
2015	16,941,913	8,838,232	16,941,913	8,838,232	25,780,145	6.07%	12,432	2,074
2016	14,434,369	8,568,638	14,434,369	8,568,638	23,003,007	4.32%	12,872	1,787
2017	11,584,637	7,999,249	11,584,637	7,999,249	19,583,886	3.68%	12,873	1,521
2018	23,660,458	7,427,194	23,660,458	7,427,194	31,087,652	6.20%	12,133	2,562
2019	30,879,284	6,857,943	30,879,284	6,857,943	37,737,227	7.08%	12,745	2,961

(1) Presented net of original issuance discounts and premiums.

(2) Personal income is disclosed on the Schedule of Demographic and Economic Statistics.

Source: Audited Financial Statements, U. S. Census

Ratios of General Bonded Debt Outstanding

Last Ten Years

Year	General Obligation Bonds	Percentage of Estimated Actual Taxable Value of Property (1)	Per Capita (2)
2010	\$ 34,050,003	0.69%	2,781
2011	30,165,990	0.65%	2,385
2012	31,275,763	0.68%	2,464
2013	27,601,536	0.62%	2,151
2014	27,184,271	0.60%	2,178
2015	25,780,145	0.55%	2,074
2016	23,003,007	0.48%	1,787
2017	19,583,886	0.39%	1,521
2018	31,087,652	0.59%	2,562
2019	37,737,227	0.66%	2,961

(1) Property value data is disclosed on the Schedule of Assessed Value of Taxable Property by Classification and Tax Rates.

(2) Population data is disclosed on the Schedule of Demographic and Economic Statistics.

Source: Audited Financial Statements, U. S. Census

Direct and Overlapping Governmental Activities Debt

As of June 30, 2019

<u>Overlapping Entities</u>	<u>Debt Outstanding</u>	<u>Percentage Applicable</u>	<u>Share of Overlapping Debt</u>
Debt repaid with property taxes			
Barnstable County.....	\$ 23,061,312	6.36%	\$ 1,466,699
Cape Cod Regional Technical High School.....	68,985,000	12.40%	8,554,140
Monomoy Regional School District.....	23,200,000	73.48%	<u>17,047,360</u>
Subtotal, overlapping debt.....			27,068,199
Town direct debt.....			<u>30,879,284</u>
Total direct and overlapping debt.....			<u>\$ 57,947,483</u>

Source: Official Statements

Note: The Town obtains the debt outstanding and percentages directly from Barnstable County.

Note: Overlapping governments are those that coincide, at least in part, with geographic boundaries of the Town. This schedule calculates the portion of the outstanding debt of those overlapping governments that is borne by the taxpayers of Town. This process recognizes that, when considering the government's ability to issue and repay long-term debt, the entire debt burden borne by the property taxpayers should be taken into account. However, this does not imply that every taxpayer is a resident, and therefore responsible for repaying the debt, of each overlapping government.

Computation of Legal Debt Margin

Last Ten Years

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Equalized Valuation.....	\$ <u>5,372,328,900</u>	\$ <u>5,372,328,900</u>	\$ <u>4,982,071,300</u>	\$ <u>4,982,071,300</u>	\$ <u>4,818,012,600</u>	\$ <u>4,818,012,600</u>	\$ <u>5,172,756,600</u>	\$ <u>5,172,756,600</u>	\$ <u>5,697,974,900</u>	\$ <u>5,697,974,900</u>
Debt Limit -5% of Equalized Valuation.....	\$ 268,616,445	\$ 268,616,445	\$ 249,103,565	\$ 249,103,565	\$ 240,900,630	\$ 240,900,630	\$ 258,637,830	\$ 258,637,830	\$ 284,898,745	\$ 284,898,745
Less:										
Outstanding debt applicable to limit.....	29,100,003	25,605,990	22,285,764	19,146,537	19,279,272	16,541,914	13,809,556	11,015,000	21,840,000	28,340,000
Authorized and unissued debt applicable to limit.....	<u>92,125</u>	<u>1,754,125</u>	<u>3,050,000</u>	<u>3,572,000</u>	<u>8,451,000</u>	<u>9,351,000</u>	<u>9,151,000</u>	<u>17,166,037</u>	<u>44,445,150</u>	<u>33,451,617</u>
Legal debt margin.....	\$ <u><u>239,424,317</u></u>	\$ <u><u>241,256,330</u></u>	\$ <u><u>223,767,801</u></u>	\$ <u><u>226,385,028</u></u>	\$ <u><u>213,170,358</u></u>	\$ <u><u>215,007,716</u></u>	\$ <u><u>235,677,274</u></u>	\$ <u><u>230,456,793</u></u>	\$ <u><u>218,613,595</u></u>	\$ <u><u>223,107,128</u></u>
Total debt applicable to the limit as a percentage of debt limit.....	10.87%	10.19%	10.17%	9.12%	11.51%	10.75%	8.88%	10.90%	23.27%	21.69%

Source: Assessor's Office

Demographic and Economic Statistics

Last Ten Years

Year	Population Estimates	Personal Income	Per Capita Personal Income	Median Age	School Enrollment	Unemployment Rate
2010	12,243	\$ 432,312,573	\$ 35,311 *	52.4 *	1,376	9.9%
2011	12,648	384,701,568	30,416	51.8	1,423	7.4%
2012	12,691	432,217,387	34,057	51.8	1,412	7.5%
2013	12,832	442,177,888	34,459 *	51.0 *	1,421	7.8%
2014	12,479	426,107,934	34,146	50.9	1,432	6.9%
2015	12,432	424,503,072	34,146	52.0	1,631	6.4%
2016	12,872	531,909,656	41,323	52.0	1,622	5.2%
2017	12,873	531,950,979	41,323	52.0	1,474	4.8%
2018	12,133	501,371,959	41,323	52.8	1,487	4.5%
2019	12,745	532,983,155	41,819	52.8	1,507	4.3%

Source: U. S. Census, Division of Local Services, and Annual Town Reports
 Median age and personal income is estimated based on most recent census data

* Five Year Average

Principal Employers (excluding Town)

Current Year and Nine Years Ago

Employer	Nature of Business	2019			2010		
		Employees	Rank	Percentage of Total Town Employment	Employees	Rank	Percentage of Total Town Employment
Stop & Shop Supermarket	Grocery Store	200	1	2.93%	200	1	3.16%
Wequasset Resort	Resort	150	2	2.20%	150	2	2.37%
Robert B. Our Co., Inc.	Construction	130	3	1.90%	130	3	2.05%
Epoch Health Care	Senior Health Care	120	4	1.76%	120	4	1.89%
Cape Cod Technical HS	Education	110	5	1.61%	110	5	1.74%
Fontaine Center	Medical Facility	100	6	1.46%	100	6	1.58%
Wychmere Harbor Beach & Tennis	Private Resort	92	7	1.35%	92	7	1.45%
Star Market	Grocery Store	90	8	1.32%	90	8	1.42%
Brax Landing	Restaurant	50	9	0.73%	50	9	0.79%
400 East	Restaurant	40	10	0.59%	40	10	0.63%
Totals		<u>1082</u>		<u>15.84%</u>	<u>1082</u>		<u>17.08%</u>

Source: Massachusetts Department of Employment and Training and Official Statements

Full-time Equivalent Town Employees by Function

Last Ten Years

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Function										
General government.....	22	22	23	23	27	28	28	29	29	29
Public safety.....	70	70	69	69	74	75	75	76	76	76
Education.....	300	320	-	-	-	-	-	-	-	-
Public works.....	42	45	47	46	49	50	51	52	52	52
Human services.....	7	8	8	7	8	10	11	11	11	11
Culture and recreation.....	20	20	19	20	20	22	23	22	22	22
Total	<u>461</u>	<u>485</u>	<u>166</u>	<u>165</u>	<u>178</u>	<u>185</u>	<u>188</u>	<u>190</u>	<u>190</u>	<u>190</u>

Source: Various Town Departments

Note: Beginning in fiscal year 2012, the Town joined a Regional School District.

Operating Indicators by Function/Program

Last Ten Years

Function/Program	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Fire Department										
Total incidents.....	3,942	4,069	3,900	3,900	4,014	4,294	4,322	4,205	5,029	N/A
Rescue/EMS.....	2,600	1,917	1,917	1,939	2,204	2,274	2,492	2,318	2,605	N/A
Inspectional Services Department										
Number of building permits (quick and zoning)...	1,045	1,007	1,099	1,157	1,395	1,047	1,331	1,242	1,321	1,389
Number of plumbing/gas permits.....	N/A	N/A	N/A	1,218	1,146	1,208	1,199	1,176	1,320	1,419
Number of electrical permits.....	N/A	N/A	N/A	780	774	804	904	935	916	951
Water/Sewer										
Number of gallons pumped (millions).....	770	683	781	711	752	854	853	699	773	N/A
Number of new services added.....	37	16	35	32	32	42	36	40	52	N/A
Number of main improvements.....	6	2	1	-	11	14	3	5	5	N/A
Highway										
Number of work orders.....	268	315	207	403	571	507	507	498	785	N/A
Cemetery										
Burials.....	72	95	N/A	N/A	77	81	88	83	62	N/A
Recreation										
Number of programs added.....	N/A	N/A	10	9	9	12	13	11	9	N/A
Number of participants-winter.....	N/A	N/A	N/A	308	310	408	426	389	385	N/A
Number of participants-spring.....	N/A	N/A	N/A	203	200	203	230	229	229	N/A
Number of participants-summer.....	N/A	N/A	N/A	927	952	662	1,028	1,161	1,250	N/A
Number of participants-fall.....	N/A	N/A	N/A	249	274	274	357	373	402	N/A
Police Department										
Arrests/PCs.....	348	199	197	175	190	216	235	216	210	N/A
Summons Arrests.....	179	450	166	136	172	141	135	135	156	N/A
Total Calls for Service.....	18,337	17,952	19,711	19,018	17,168	18,118	16,879	16,872	18,154	N/A

Source: Various Town Departments

N/A - Information not available

Several operating indicators are maintained on a calendar year basis. As a result, 2019 information is not yet available.

Capital Asset Statistics by Function/Program

Last Ten Years

<u>Function/Program</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
General Government										
Number of buildings.....	1	1	1	1	1	1	1	1	1	1
Police										
Number of stations.....	1	1	1	1	1	1	1	1	1	1
Fire										
Number of stations.....	2	2	2	2	2	2	2	2	2	2
Harbors										
Number of buildings.....	3	3	3	3	3	3	3	3	3	3
Public beaches.....	20	20	20	20	20	20	20	20	20	20
Public landings.....	3	3	3	3	3	3	3	3	3	3
Education										
Number of elementary schools.....	1	1	1	1	1	1	1	1	1	1
Number of middle schools.....	1	1	(A)	-	-	-	-	-	-	-
Number of high schools.....	1	1	1	1	(A)	-	-	-	-	-
Public Works										
Highway Department Building.....	1	1	1	1	1	1	1	1	1	1
Water pumping stations.....	14	14	14	14	14	14	14	14	14	14
Water corrosion facilities.....	5	5	5	5	5	5	5	5	5	5
Water storage tanks.....	3	3	3	3	3	3	3	3	3	3
Miles of water mains.....	210	210	210	210	210	210	210	210	210	210
Fire hydrants.....	1,333	1,349	1,349	1,349	1,360	1,360	1,360	1,360	1,360	1360
Service connections.....	9,806	9,844	9,869	9,887	9,824	9,848	9,925	9,823	9,957	N/A
Water office buildings.....	1	1	1	1	1	1	1	1	1	1
Water service garage (4 bays).....	1	1	1	1	1	1	1	1	1	1
Water equipment garage (1 bay).....	1	1	1	1	1	1	1	1	1	1
Water storage garage (1 bay).....	1	1	1	1	1	1	1	1	1	1
Cemeteries.....	16	16	16	16	17	17	17	17	17	17
Human Services										
Community Center.....	1	1	1	1	1	1	1	1	1	1
Culture and Recreation										
Brooks Academy, Town Museum.....	1	1	1	1	1	1	1	1	1	1
Cultural Center.....	-	-	-	-	-	-	1	1	1	1
Parks.....	6	6	6	6	6	6	6	6	6	6
Athletic fields.....	5	5	5	5	7	7	7	7	7	7
Golf courses.....	1	1	1	1	1	1	1	1	1	1
Golf clubhouses.....	1	1	1	1	1	1	1	1	1	1
Golf course buildings.....	1	1	1	1	1	1	1	1	1	1
Town owned libraries.....	1	1	1	1	1	1	1	1	1	1

Source: Various Town Departments

(A) The Town is now part of a Regional School District and these buildings are no longer utilized.

June 30, 2018 OPEB Valuation – Department Results

	Accounting	Assessor	Assessors	Building	Cemetery
Actuarial Accrued Liability by Participant Category					
1 Current retirees, beneficiaries and dependents	\$221,270	\$165,958	\$0	\$292,054	\$0
2 Current active employees	<u>174,707</u>	<u>0</u>	<u>111,963</u>	<u>30,127</u>	<u>157,691</u>
3 Total as of June 30, 2018: (1) + (2)	\$395,977	\$165,958	\$111,963	\$322,181	\$157,691
4 Actuarial value of assets as of June 30, 2018	<u>9,989</u>	<u>4,187</u>	<u>2,824</u>	<u>8,127</u>	<u>3,978</u>
5 UAAL as of June 30, 2018: (3)-(4)	\$385,988	\$161,771	\$109,139	\$314,054	\$153,713
Annual Required Contribution for Fiscal Year Ending June 30, 2019					
6 Normal Cost adjusted for timing	\$10,807	\$0	\$10,184	\$15,338	\$8,404
7 Amortization payment adjusted for timing	<u>22,151</u>	<u>9,284</u>	<u>6,263</u>	<u>18,023</u>	<u>8,821</u>
8 Total Actuarially Determined Contribution (ADC): (6) + (7)	\$32,958	\$9,284	\$16,447	\$33,361	\$17,225
9 Projected benefit payments for fiscal year ending June 30, 2019	\$20,285	\$17,985	\$1,221	\$28,119	\$29
Annual Required Contribution for Fiscal Year Ending June 30, 2020					
10 Normal Cost adjusted for timing	\$11,158	\$0	\$10,515	\$15,836	\$8,677
11 Amortization payment adjusted for timing	<u>22,871</u>	<u>9,586</u>	<u>6,467</u>	<u>18,609</u>	<u>9,108</u>
12 Total Actuarially Determined Contribution (ADC): (10) + (11)	\$34,029	\$9,586	\$16,982	\$34,445	\$17,785

Notes: Assets are allocated in proportion to total liability.
Adjustment for timing assumes payment in the middle of the fiscal year.

June 30, 2018 OPEB Valuation – Department Results

	Channel 18	COA	Community Center	Conservation	Disposal
Actuarial Accrued Liability by Participant Category					
1 Current retirees, beneficiaries and dependents	\$118,291	\$96,588	\$0	\$44,101	\$0
2 Current active employees	<u>44,929</u>	<u>148,873</u>	<u>176,239</u>	<u>26,020</u>	<u>276,642</u>
3 Total as of June 30, 2018: (1) + (2)	\$163,220	\$245,461	\$176,239	\$70,121	\$276,642
4 Actuarial value of assets as of June 30, 2018	<u>4,117</u>	<u>6,192</u>	<u>4,446</u>	<u>1,769</u>	<u>6,979</u>
5 UAAL as of June 30, 2018: (3)-(4)	\$159,103	\$239,269	\$171,793	\$68,352	\$269,663
Annual Required Contribution for Fiscal Year Ending June 30, 2019					
6 Normal Cost adjusted for timing	\$4,468	\$6,875	\$8,639	\$4,616	\$18,168
7 Amortization payment adjusted for timing	<u>9,130</u>	<u>13,731</u>	<u>9,859</u>	<u>3,923</u>	<u>15,475</u>
8 Total Actuarially Determined Contribution (ADC): (6) + (7)	\$13,598	\$20,606	\$18,498	\$8,539	\$33,643
9 Projected benefit payments for fiscal year ending June 30, 2019	\$5,759	\$9,569	\$43	\$4,401	\$57
Annual Required Contribution for Fiscal Year Ending June 30, 2020					
10 Normal Cost adjusted for timing	\$4,613	\$7,098	\$8,920	\$4,766	\$18,758
11 Amortization payment adjusted for timing	<u>9,427</u>	<u>14,177</u>	<u>10,179</u>	<u>4,050</u>	<u>15,978</u>
12 Total Actuarially Determined Contribution (ADC): (10) + (11)	\$14,040	\$21,275	\$19,099	\$8,816	\$34,736

Notes: Assets are allocated in proportion to total liability.
Adjustment for timing assumes payment in the middle of the fiscal year.

June 30, 2018 OPEB Valuation – Department Results

	Elected Official	Emergency Telecom	Engineer	Engineering	Fire
Actuarial Accrued Liability by Participant Category					
1 Current retirees, beneficiaries and dependents	\$281,073	\$0	\$31,708	\$101,796	\$2,110,248
2 Current active employees	<u>0</u>	<u>284,946</u>	<u>0</u>	<u>165,814</u>	<u>3,087,904</u>
3 Total as of June 30, 2018: (1) + (2)	\$281,073	\$284,946	\$31,708	\$267,610	\$5,198,152
4 Actuarial value of assets as of June 30, 2018	<u>7,090</u>	<u>7,188</u>	<u>800</u>	<u>6,751</u>	<u>131,131</u>
5 UAAL as of June 30, 2018: (3)-(4)	\$273,983	\$277,758	\$30,908	\$260,859	\$5,067,021
Annual Required Contribution for Fiscal Year Ending June 30, 2019					
6 Normal Cost adjusted for timing	\$0	\$25,099	\$0	\$11,535	\$249,649
7 Amortization payment adjusted for timing	<u>15,723</u>	<u>15,940</u>	<u>1,774</u>	<u>14,970</u>	<u>290,781</u>
8 Total Actuarially Determined Contribution (ADC): (6) + (7)	\$15,723	\$41,039	\$1,774	\$26,505	\$540,430
9 Projected benefit payments for fiscal year ending June 30, 2019	\$33,536	\$163	\$3,324	\$11,810	\$179,282
Annual Required Contribution for Fiscal Year Ending June 30, 2020					
10 Normal Cost adjusted for timing	\$0	\$25,915	\$0	\$11,910	\$257,764
11 Amortization payment adjusted for timing	<u>16,234</u>	<u>16,458</u>	<u>1,832</u>	<u>15,457</u>	<u>300,231</u>
12 Total Actuarially Determined Contribution (ADC): (10) + (11)	\$16,234	\$42,373	\$1,832	\$27,367	\$557,995

Notes: Assets are allocated in proportion to total liability.
Adjustment for timing assumes payment in the middle of the fiscal year.

June 30, 2018 OPEB Valuation – Department Results

	Golf	Harbor	Health	Highway	Library
Actuarial Accrued Liability by Participant Category					
1 Current retirees, beneficiaries and dependents	\$263,391	\$222,120	\$61,132	\$1,242,330	\$114,566
2 Current active employees	<u>645,003</u>	<u>76,253</u>	<u>6,674</u>	<u>2,003,832</u>	<u>406,663</u>
3 Total as of June 30, 2018: (1) + (2)	\$908,394	\$298,373	\$67,806	\$3,246,162	\$521,229
4 Actuarial value of assets as of June 30, 2018	<u>22,916</u>	<u>7,527</u>	<u>1,711</u>	<u>81,889</u>	<u>13,149</u>
5 UAAL as of June 30, 2018: (3)-(4)	\$885,478	\$290,846	\$66,095	\$3,164,273	\$508,080
Annual Required Contribution for Fiscal Year Ending June 30, 2019					
6 Normal Cost adjusted for timing	\$38,760	\$2,783	\$3,489	\$108,777	\$21,448
7 Amortization payment adjusted for timing	<u>50,815</u>	<u>16,691</u>	<u>3,793</u>	<u>181,588</u>	<u>29,157</u>
8 Total Actuarially Determined Contribution (ADC): (6) + (7)	\$89,575	\$19,474	\$7,282	\$290,365	\$50,605
9 Projected benefit payments for fiscal year ending June 30, 2019	\$33,233	\$31,974	\$7,683	\$120,258	\$15,674
Annual Required Contribution for Fiscal Year Ending June 30, 2020					
10 Normal Cost adjusted for timing	\$40,020	\$2,873	\$3,602	\$112,312	\$22,145
11 Amortization payment adjusted for timing	<u>52,466</u>	<u>17,233</u>	<u>3,916</u>	<u>187,490</u>	<u>30,105</u>
12 Total Actuarially Determined Contribution (ADC): (10) + (11)	\$92,486	\$20,106	\$7,518	\$299,802	\$52,250

Notes: Assets are allocated in proportion to total liability.
Adjustment for timing assumes payment in the middle of the fiscal year.

June 30, 2018 OPEB Valuation – Department Results

	Park	Planning	Police	Recreation	School
Actuarial Accrued Liability by Participant Category					
1 Current retirees, beneficiaries and dependents	\$0	\$259,587	\$3,968,151	\$64,101	\$11,476,262
2 Current active employees	<u>182,650</u>	<u>103,937</u>	<u>2,836,831</u>	<u>277,476</u>	<u>0</u>
3 Total as of June 30, 2018: (1) + (2)	\$182,650	\$363,524	\$6,804,982	\$341,577	\$11,476,262
4 Actuarial value of assets as of June 30, 2018	<u>4,608</u>	<u>9,170</u>	<u>171,666</u>	<u>8,617</u>	<u>289,506</u>
5 UAAL as of June 30, 2018: (3)-(4)	\$178,042	\$354,354	\$6,633,316	\$332,960	\$11,186,756
Annual Required Contribution for Fiscal Year Ending June 30, 2019					
6 Normal Cost adjusted for timing	\$6,026	\$10,178	\$207,298	\$7,377	\$0
7 Amortization payment adjusted for timing	<u>10,217</u>	<u>20,335</u>	<u>380,665</u>	<u>19,108</u>	<u>641,974</u>
8 Total Actuarially Determined Contribution (ADC): (6) + (7)	\$16,243	\$30,513	\$587,963	\$26,485	\$641,974
9 Projected benefit payments for fiscal year ending June 30, 2019	\$19	\$31,624	\$266,466	\$8,893	\$952,324
Annual Required Contribution for Fiscal Year Ending June 30, 2020					
10 Normal Cost adjusted for timing	\$6,222	\$10,509	\$214,036	\$7,617	\$0
11 Amortization payment adjusted for timing	<u>10,549</u>	<u>20,996</u>	<u>393,037</u>	<u>19,729</u>	<u>662,838</u>
12 Total Actuarially Determined Contribution (ADC): (10) + (11)	\$16,771	\$31,505	\$607,073	\$27,346	\$662,838

Notes: Assets are allocated in proportion to total liability.
Adjustment for timing assumes payment in the middle of the fiscal year.

June 30, 2018 OPEB Valuation – Department Results

	Town Administrator	Town Clerk	Town Hall	Transfer Station	Treasurer
Actuarial Accrued Liability by Participant Category					
1 Current retirees, beneficiaries and dependents	\$68,032	\$117,089	\$164,408	\$156,431	\$107,443
2 Current active employees	<u>149,901</u>	<u>156,603</u>	<u>0</u>	<u>0</u>	<u>174,425</u>
3 Total as of June 30, 2018: (1) + (2)	\$217,933	\$273,692	\$164,408	\$156,431	\$281,868
4 Actuarial value of assets as of June 30, 2018	<u>5,498</u>	<u>6,904</u>	<u>4,147</u>	<u>3,946</u>	<u>7,111</u>
5 UAAL as of June 30, 2018: (3)-(4)	\$212,435	\$266,788	\$160,261	\$152,485	\$274,757
Annual Required Contribution for Fiscal Year Ending June 30, 2019					
6 Normal Cost adjusted for timing	\$9,882	\$11,918	\$0	\$0	\$11,103
7 Amortization payment adjusted for timing	<u>12,191</u>	<u>15,310</u>	<u>9,197</u>	<u>8,751</u>	<u>15,767</u>
8 Total Actuarially Determined Contribution (ADC): (6) + (7)	\$22,073	\$27,228	\$9,197	\$8,751	\$26,870
9 Projected benefit payments for fiscal year ending June 30, 2019	\$4,364	\$7,617	\$12,764	\$10,491	\$10,788
Annual Required Contribution for Fiscal Year Ending June 30, 2020					
10 Normal Cost adjusted for timing	\$10,203	\$12,305	\$0	\$0	\$11,464
11 Amortization payment adjusted for timing	<u>12,587</u>	<u>15,808</u>	<u>9,496</u>	<u>9,035</u>	<u>16,279</u>
12 Total Actuarially Determined Contribution (ADC): (10) + (11)	\$22,790	\$28,113	\$9,496	\$9,035	\$27,743

Notes: Assets are allocated in proportion to total liability.
Adjustment for timing assumes payment in the middle of the fiscal year.

June 30, 2018 OPEB Valuation – Department Results

	Veterans	Water	Youth Counselor	Total
Actuarial Accrued Liability by Participant Category				
1 Current retirees, beneficiaries and dependents	\$161,246	\$1,157,531	\$0	\$23,066,907
2 Current active employees	<u>0</u>	<u>972,812</u>	<u>76,997</u>	<u>12,755,912</u>
3 Total as of June 30, 2018: (1) + (2)	\$161,246	\$2,130,343	\$76,997	\$35,822,819
4 Actuarial value of assets as of June 30, 2018	<u>4,068</u>	<u>53,741</u>	<u>1,942</u>	<u>903,684</u>
5 UAAL as of June 30, 2018: (3)-(4)	\$157,178	\$2,076,602	\$75,055	\$34,919,135
Annual Required Contribution for Fiscal Year Ending June 30, 2019				
6 Normal Cost adjusted for timing	\$0	\$50,374	\$5,017	\$868,212
7 Amortization payment adjusted for timing	<u>9,020</u>	<u>119,170</u>	<u>4,307</u>	<u>2,003,904</u>
8 Total Actuarially Determined Contribution (ADC): (6) + (7)	\$9,020	\$169,544	\$9,324	\$2,872,116
9 Projected benefit payments for fiscal year ending June 30, 2019	\$13,806	\$93,789	\$1,896	\$1,939,246
Annual Required Contribution for Fiscal Year Ending June 30, 2020				
10 Normal Cost adjusted for timing	\$0	\$52,011	\$5,180	\$896,429
11 Amortization payment adjusted for timing	<u>9,313</u>	<u>123,043</u>	<u>4,447</u>	<u>2,069,031</u>
12 Total Actuarially Determined Contribution (ADC): (10) + (11)	\$9,313	\$175,054	\$9,627	\$2,965,460

Notes: Assets are allocated in proportion to total liability.
Adjustment for timing assumes payment in the middle of the fiscal year.

Monomoy FY21 DRAFT Budget

January 23, 2020 Presentation to Monomoy Regional School Committee
January 27, 2020 Presentation to Harwich and Chatham Selectmen

Scott Carpenter, Superintendent
Katie Isernio, Business Manager



Monomoy FY21 DRAFT Budget

The 30,000 foot view

- ◆ This is a level staff budget, but because of declining enrollment at the elementary level and increasing enrollment at the high school level, FTE resources begin to shift to the upper grades.
- ◆ This budget maintains all existing services and programs.
- ◆ The declining number of children in Chatham, relative to Harwich, continues to shift the minimum required contribution (as calculated by the state) towards Harwich.

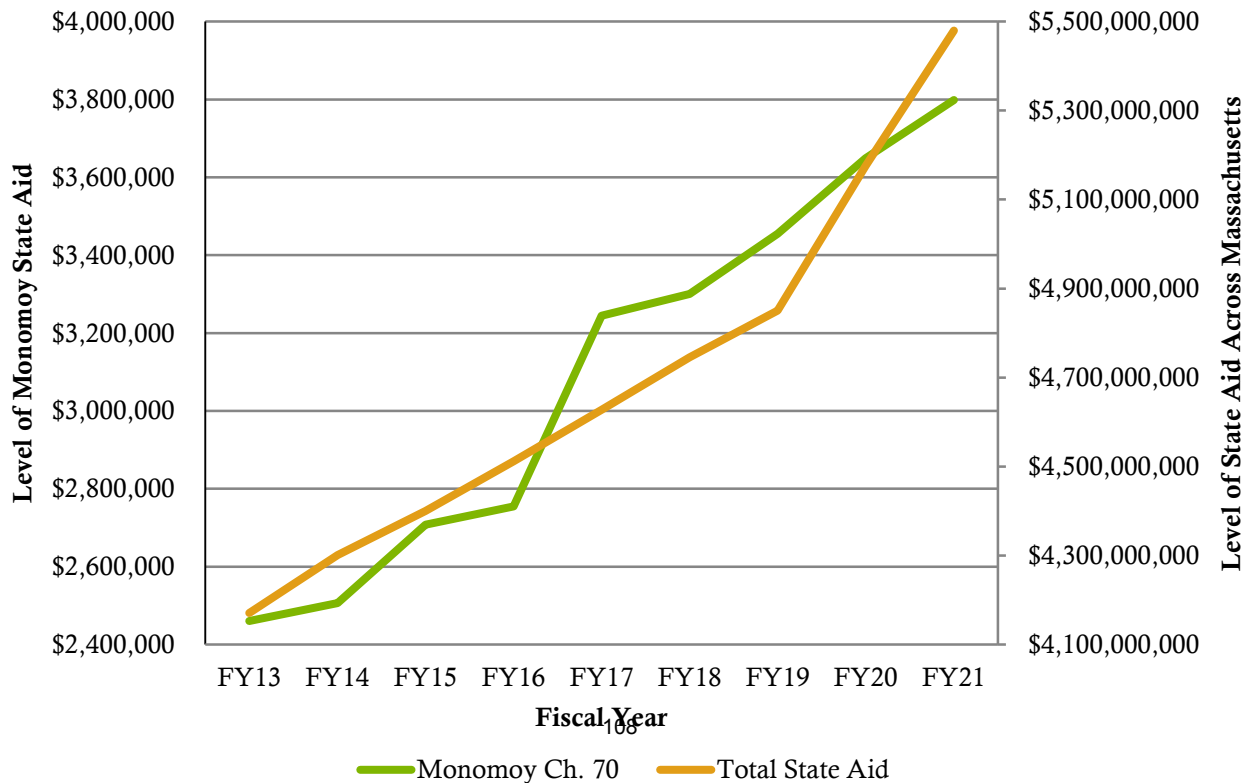
State Aid and Minimum Required Contribution

Chapter 70 Statutory Funding

- ◆ Chapter 70 is the Commonwealth's formula which defines the "foundation budget," the amount which needs to be spent to provide children an adequate education – this can vary based on the demographics and programs offered in districts. The foundation budget is adjusted annually by an "inflation factor."
- ◆ Within this formula is a minimum required contribution, based on a city or town's fiscal ability to provide its children an adequate education. The minimum required contribution is based on a combination of property value and income within the community. The minimum required contribution is adjusted each year by the Municipal Revenue Growth Factor, determined by the State, which is a measure of a community's change in annual revenues.
- ◆ Chapter 70 Aid from the state augments the community's "required minimum contribution" to bring the minimum school funding up to an adequate level (the foundation budget). Many municipalities, like Chatham and Harwich, choose to spend more on schools than their minimum required contribution.
- ◆ $\text{Foundation Budget} = \text{Minimum Required Contribution} + \text{Chapter 70 Aid}$

State Aid Trends

Trajectory of Chapter 70 State Aid FY13-FY21



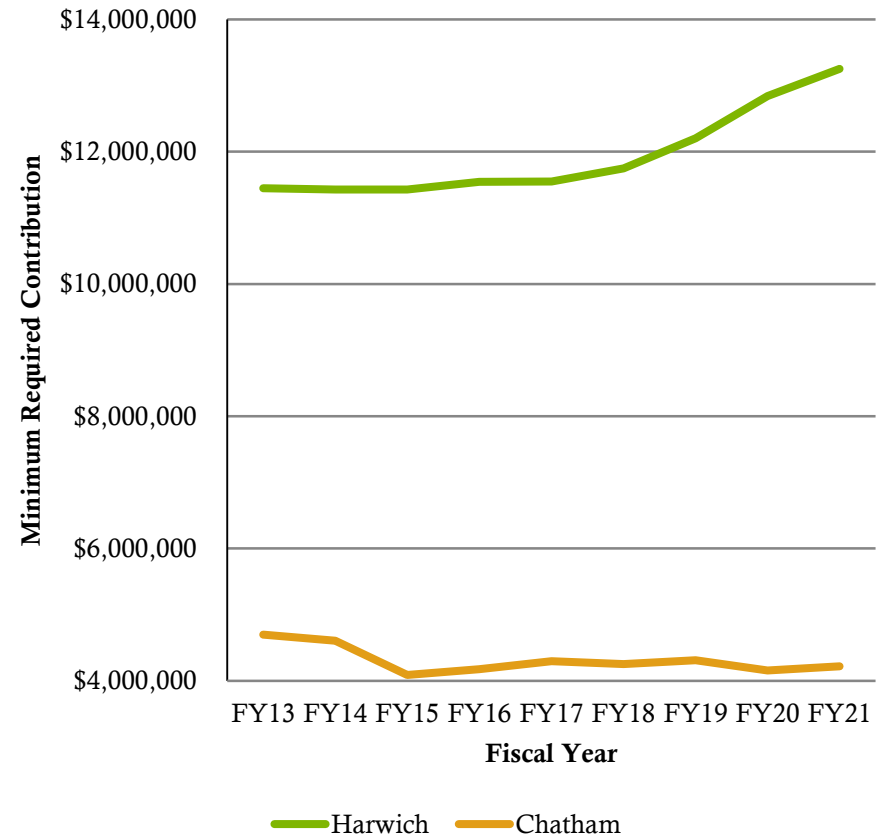
Minimum Required Contribution Trends

Minimum Required Contribution came out with the Governor's FY21 Budget January 22.

Chatham's Minimum Required Contribution increased by 1.5%; Harwich's increased 3.2%.

The differential in these increases is due to foundation enrollment trends and ultimately results in a difference in the percent increase in the assessment for our two towns.

Minimum Required Contribution FY13-FY21



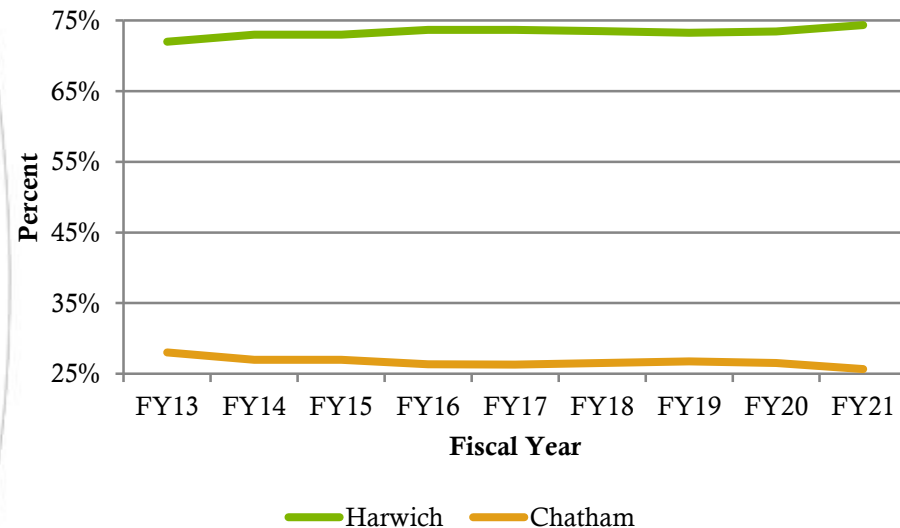
Foundation Enrollment Trends

The three-year rolling average for foundation enrollment is used to calculate the Assessment -- this does not include school choice students coming into the district. Foundation enrollment does include school choice students, attending other districts and charter schools, who live in Chatham and Harwich.

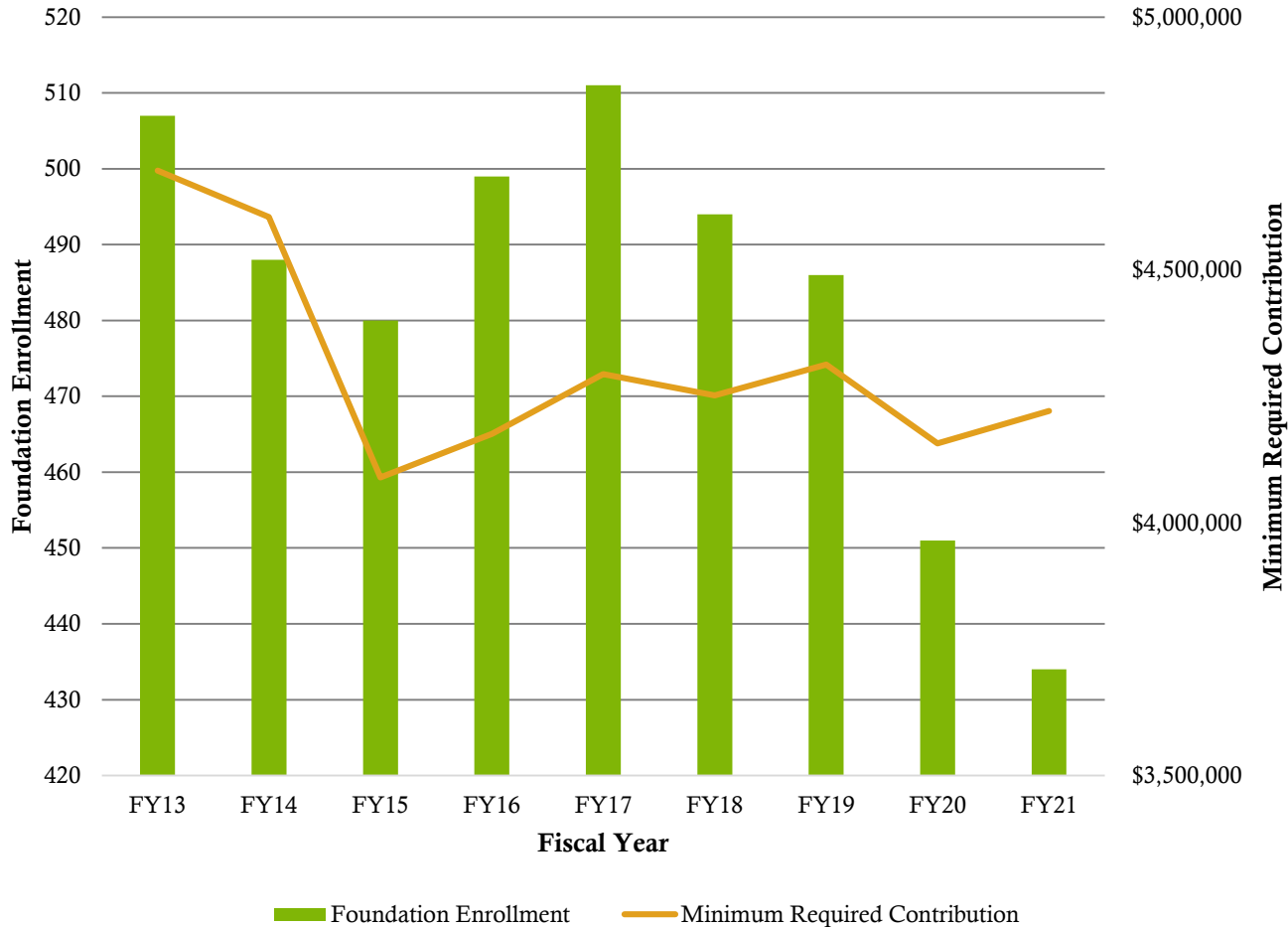
Behind the FY21 Budget is a three-year rolling average enrollment split 74.35% Harwich and 25.65% Chatham. In FY21, the three-year rolling average shifted 0.9% towards Harwich.

Three Year Rolling Average of Foundation Enrollment Percentages FY13-FY21

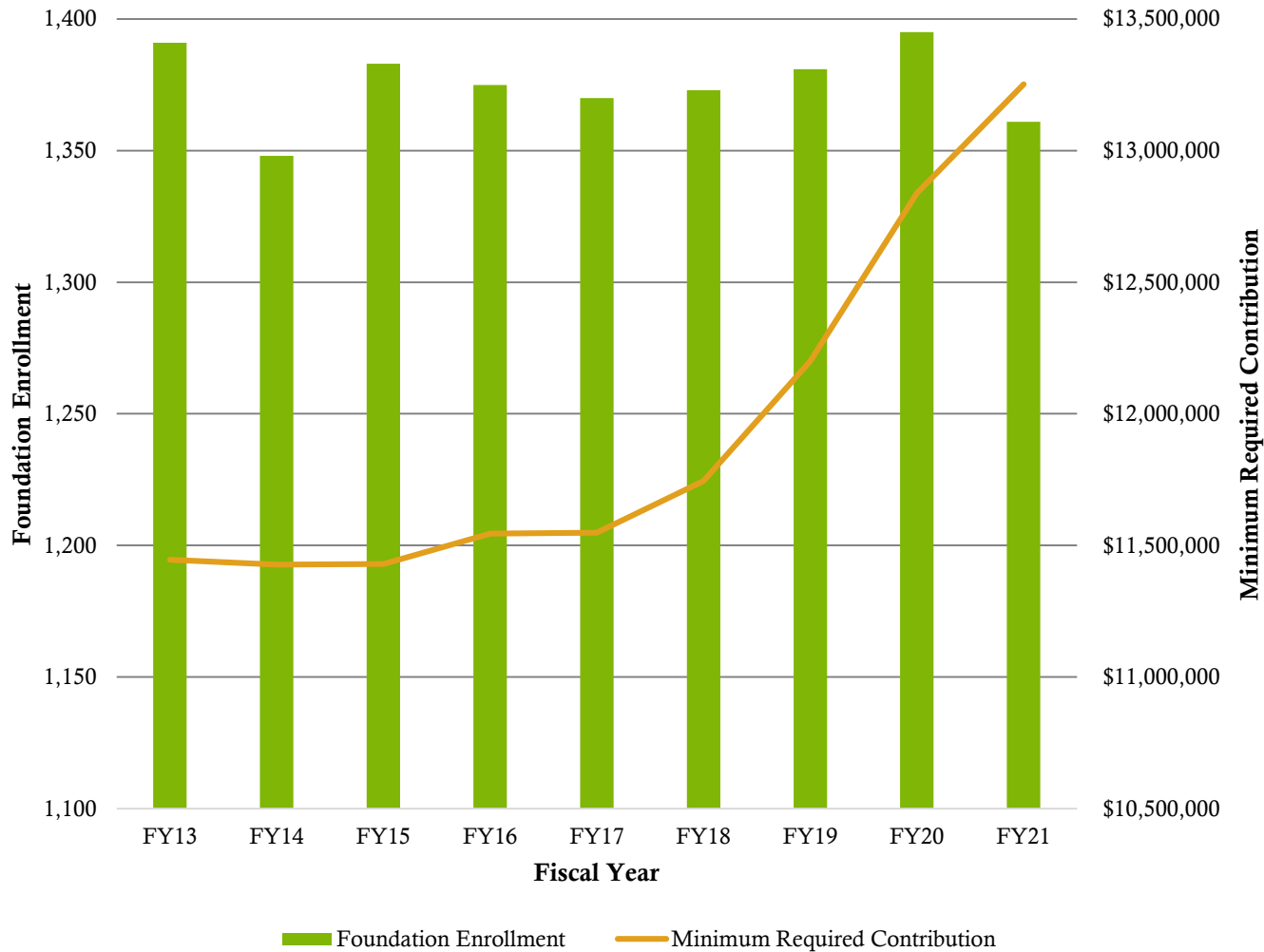
Used in Calculating Assessments



Chatham Foundation Enrollment vs. Minimum Required Contribution FY13-FY21



Harwich Foundation Enrollment vs. Minimum Required Contribution FY13-FY21



Harwich

Guidelines and Assumptions

Budget Development Guidelines

- ◆ Support the district's Mission Statement
 - ◆ *Monomoy Regional School District is a community of learners of all ages focused on building knowledge, positive character, and resiliency in a safe, supportive, creative, and challenging environment*

- ◆ Support advancement of the district's new 2018-2022 Strategic Plan Objectives
 - ◆ Expand Community Engagement and Partnerships
 - ◆ Strengthen Social and Emotional Well-Being
 - ◆ Close the Achievement Gap
 - ◆ Improve Curriculum, Instruction and Assessment for All Learners

- ◆ Maintain programs across the grade-levels and educationally supportive class size guidelines of 19±2 students per class at the middle & high school level 18±1 at the elementary level

- ◆ Complementary to the budgets and fiscal circumstances of the Towns of Chatham and Harwich.

FY21 Budget Assumptions

This is a Level Staff Budget with Level Services

- ◆ Anticipates level enrollment in our schools, with the high school beginning to grow in population, while the lower grade levels contract
- ◆ No changes to services at the lower grades, but 1.0 FTE of staffing will be reallocated to the high school
- ◆ Advance staff with contractually-obligated steps and lanes following ratified contracts with all bargaining units
- ◆ Uses January 22, 2020, FY21 Governor's numbers for Chapter 70 State Aid and Minimum Required Contributions.
- ◆ Health Insurance increase estimated at 6%, which is consistent with what the Town of Harwich is carrying in its budget as a placeholder. Rates should be set for FY21 by Cape Cod Municipal Health Group by the end of January.
- ◆ Three-year rolling average for Transportation shifts modestly towards Harwich by .50%
 - ◆ 25.20% (C) 74.80% (H)
- ◆ Three-year rolling average for Operations and Debt shifts modestly again towards Harwich by .90%
 - ◆ 25.65% (C) 74.35% (H)
- ◆ District's FY21 OPEB funding is maintained at the same level as FY20 at \$100,000
- ◆ Restores \$50,000 funding toward district's Stabilization account

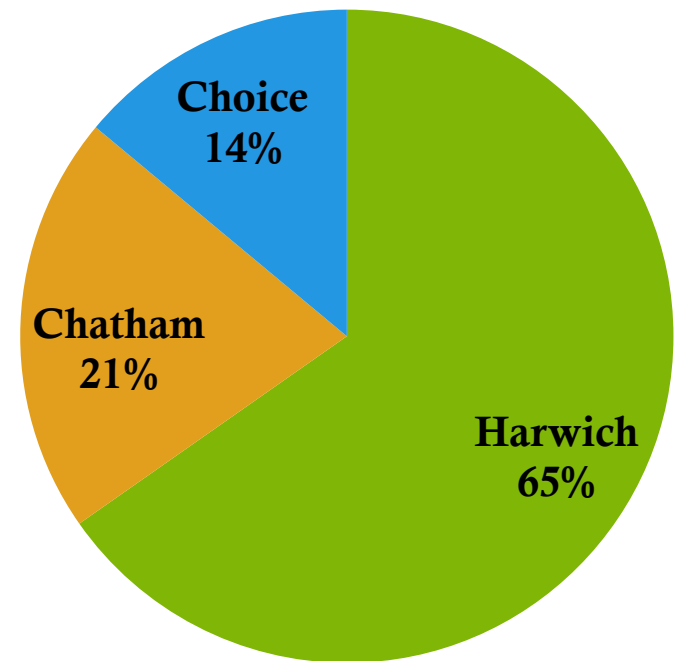
Important Factors Behind School Budgets

- Enrollment
- Class Size
- Staffing
- Out-of-district Placements
- School Choice and Charter School
- Strategic Initiatives

District Enrollment

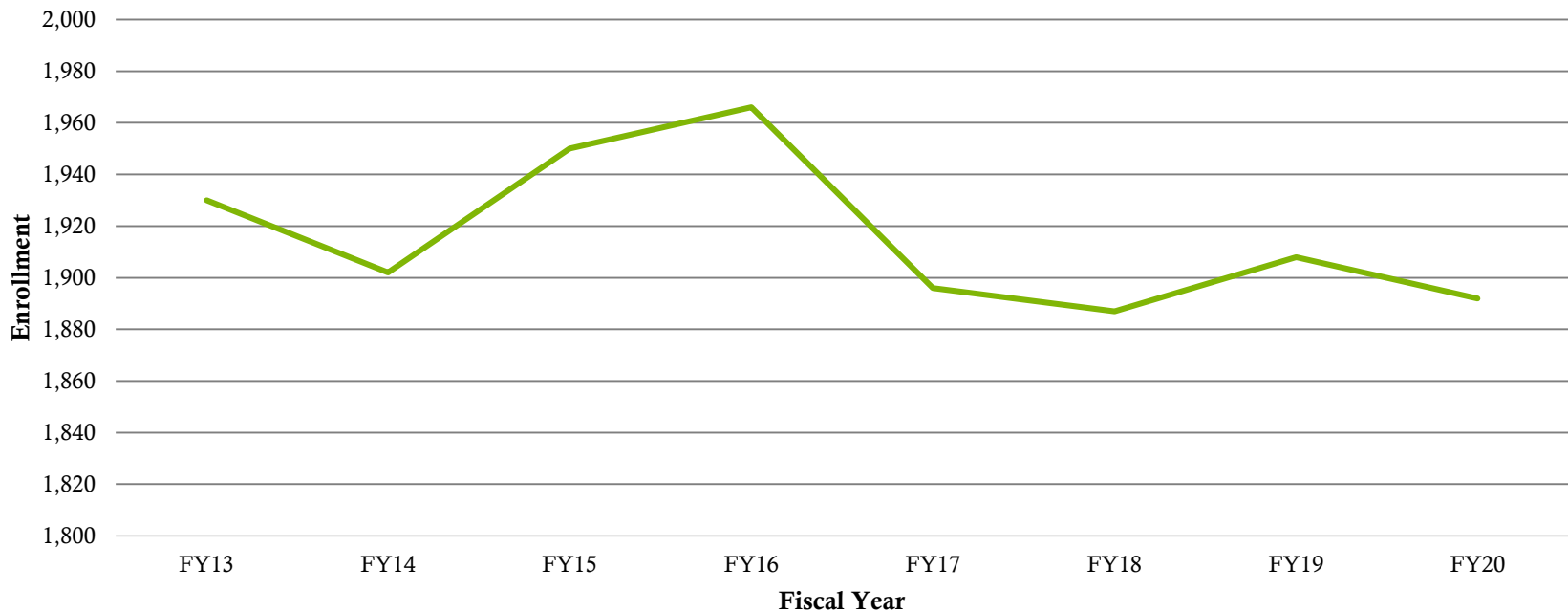
The three-year rolling average for foundation enrollment is used to calculate the Assessment -- this does not include school choice students coming into the district. Foundation enrollment does include school choice students, attending other districts and charter schools, who live in Chatham and Harwich.

Monomoy Enrollment 2019-2020



District Enrollment Trend

**Monomoy October 1 Enrollment FY13-FY20
(includes Preschool and SPED 18-22)**



The FY21 Budget presumes level enrollment, with an in-district enrollment equivalent to the present year's 1,892 students.

Anticipated Average Class Sizes

2020-2021

Chatham Elementary	
Kindergarten (2 classes)	17
1st Grade (2 classes)	17
2nd Grade (2 classes)	17
3rd Grade (2 classes)	15.5**
4th Grade (3 classes)	15.3**

Harwich Elementary	
Kindergarten (5 classes)	18
1st Grade (5 classes)	18
2nd Grade (5 classes)	17.8*
3rd Grade (6 classes)	19.3
4th Grade (5 classes)	20

Monomoy Regional Middle School <i>(presumes 8 sections/grade)</i>	
5th Grade	18.6
6th Grade	20
7th Grade	17

Monomoy Regional High School	
8th Grade Core Academic <i>(presumes 9 sections)</i>	21*
Grades 9-12 Core Academic	15-18

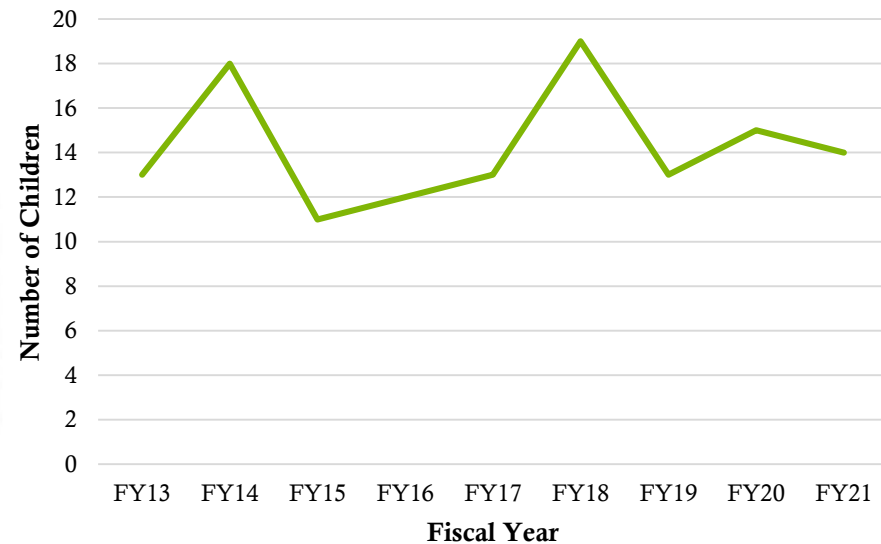
**Indicates resulting class size with FTE reduction of one FTE at Harwich Elementary and adding one FTE at the high school.*

***School choice will be used to help balance 3rd & 4th grade class size inequities, only to fill "empty seats."*

Special Education Out-of-District Trends

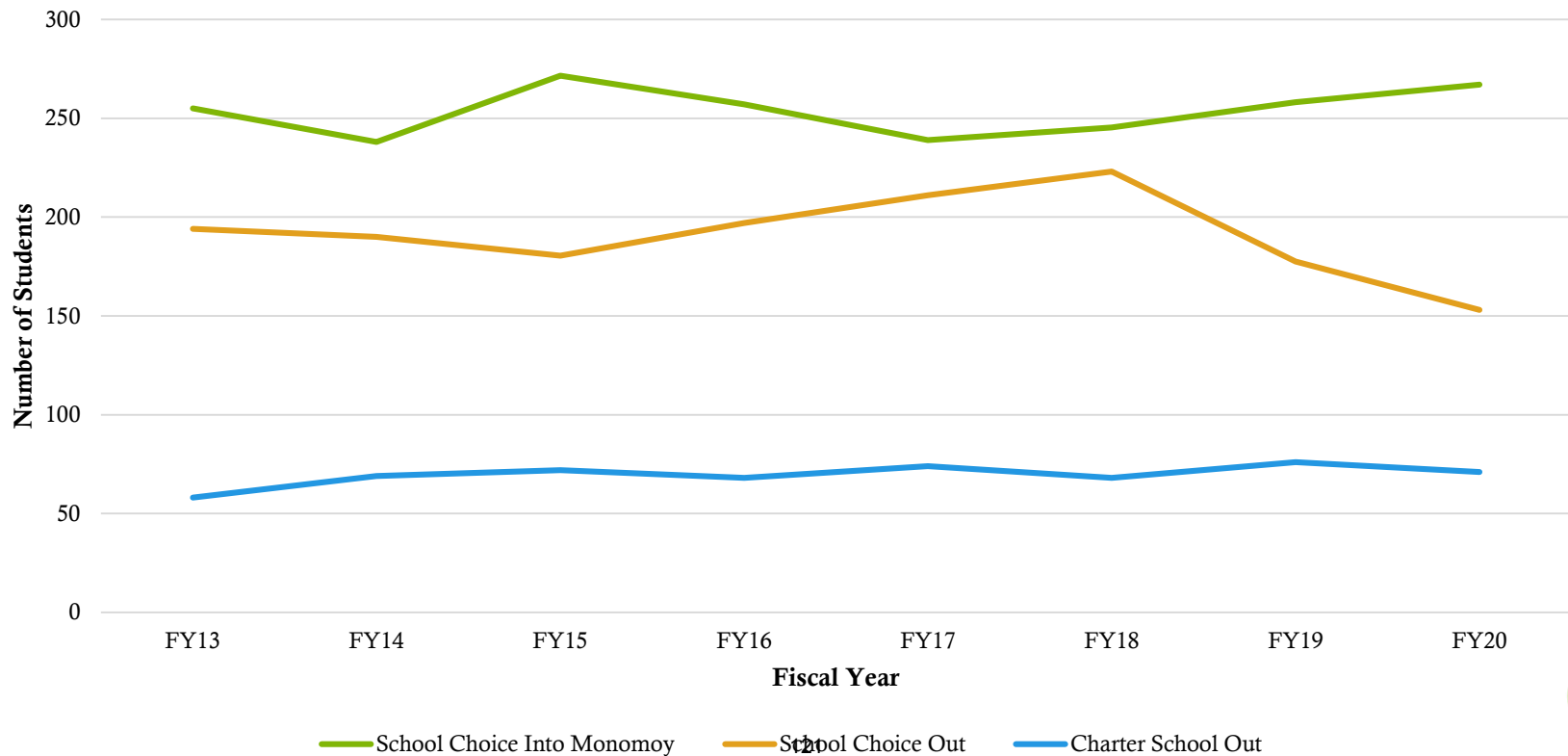
Rising out-of-district numbers and associated costs were a concern in FY20. As of January 23, 2020, this may be an area of some fiscal relief in FY21.

**Monomoy Out-of-District (OOD)
Placements FY13-FY21**



School Choice and Charter School Enrollment Trends

School Choice and Charter School Enrollments FY13-FY20



Budget Offsets & Expenses

- Excess & Deficiency
- School Choice
- Circuit Breaker
- School Choice and Charter School Tuitions

Excess and Deficiency

At the end of every fiscal year, any surplus or deficit in the district's general fund are closed out to the Excess & Deficiency fund (E&D). These are certified by the Department of Revenue annually. If the certified balance exceeds 5% of the proposed budget, the regional school committee must use the amount in excess of 5% as a revenue source to offset its proposed budget.

Fiscal Year	E&D	E&D Used	Fiscal Year offset by E&D (2 years later)
FY13	\$514,648		
FY14	\$1,401,630	\$600,000	to support FY16 Budget
FY15	\$967,615	\$331,821	to support FY17 Budget
FY16	\$1,665,707	\$371,326	to support FY18 Budget
FY17	\$1,891,678	\$705,000	to support FY19 Budget
FY18	\$1,592,984	\$550,000	to support FY20 Budget
FY19	\$2,095,281 This is over 5% by \$22,653.	\$550,000 Plus \$120,000 To support ELA Strategic Initiative	proposed to support FY21 Budget

School Choice

School Choice	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20 Budget	FY21 Projected
School Choice Revenue	\$1,555,378	\$1,507,345	\$1,683,336	\$1,508,000	\$1,359,051	\$1,352,531	\$1,424,309	\$1,352,531	\$1,352,531
School Choice Budget Offset	\$1,817,251	\$1,563,244	\$2,548,062	\$1,474,350	\$1,407,001	\$1,385,274	\$1,159,370	\$1,259,000	\$1,359,000
Projected Balance								\$594,191	

School choice revenues are used to offset salaries before calculating the assessments for our towns. \$100,000 more School Choice Revenue is used to offset the FY21 Budget, compared to the prior fiscal year.

Circuit Breaker

Circuit Breaker	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20 Budget	FY21 Projected
Circuit Breaker Revenue	\$454,141	\$525,197	\$492,116	\$348,691	\$359,035	\$186,150	\$324,069*	\$348,466	\$348,466
Circuit Breaker Expenditures	\$420,408	\$598,902	\$463,934	\$323,316	\$276,762	\$241,025	\$291,273	\$340,124	\$290,262
Projected Balance								\$274,933	

\$49,862 less Circuit Breaker Revenue is used to offset the FY21 Budget. This leaves the district with a reserve should an unexpected out-of-district placement occur.

Tuitions Out

General Fund Expenses	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20 Budget	FY21 Projected
School Choice Tuitions	\$1,072,669	\$1,062,677	\$1,052,745	\$1,474,350	\$1,287,193	\$1,387,208	\$1,151,244	\$1,216,326	\$1,219,326
Charter School Tuitions	\$707,868	\$996,558	\$1,052,136	\$1,055,982	\$1,218,017	\$1,146,649	\$1,298,471	\$1,218,017	\$1,218,017
Total Out	\$1,780,537	\$2,059,235	\$2,104,881	\$2,530,332	\$2,505,210	\$2,533,857	\$2,449,715	\$2,434,343	\$2,437,343

FY21 Strategic Initiative

- Improving Elementary ELA Curriculum using Excess & Deficiency for a “one time” purchase
- Taking this approach does not inflate the FY21 Budget

ELA Curriculum Resource Adoption

Goal

- ◆ Provide a consistent, equitable learning experience for our elementary aged students across the district that is rigorous, standards-aligned, grounded in quality text and inclusive of diverse perspectives
- ◆ Currently two different primary resources for ELA instruction in Grades 1 through 4 (CES vs. HES)
- ◆ Both the HES and CES ELA curricula do **not** “meet expectations” for alignment to standards and quality text (via Ed Reports)

Process

- ◆ Spring 2019
 - ◆ Task Force created
 - ◆ Analyzed current “State of the Curriculum”
- ◆ Summer 2019
 - ◆ Deepened knowledge around quality curriculum materials
 - ◆ Identified horizontal and vertical gaps
- ◆ Fall 2019
 - ◆ Joined DESE High Quality Materials Network
 - ◆ Used Ed Reports to Select quality materials for review
- ◆ Winter 2020
 - ◆ Winnowed list to two choices
 - ◆ In deep review to find “best match” for Monomoy

The DRAFT FY21 Budget

In Detail

FY21 DRAFT General Fund Expenditure Budget By Cost Center

		FY21 REVISED DRAFT Budget 1/22/2020
1000	District Leadership & Administration Salaries & Wages	\$741,302
1000	District Leadership & Administration Expenses	\$376,295
2000	Instruction Salaries & Wages	\$19,333,503
2000	Instruction Expenses	\$1,100,323
3000	Other School Services Salaries & Wages	\$1,037,382
3000	Other School Services Expenses	\$1,824,113
4000	Operations & Maintenance Salaries & Wages	\$1,508,169
4000	Operations & Maintenance Expenses	\$1,894,577
5000	Fixed Charges	\$7,987,890
7000	Capital	\$355,000
8000	Debt Retirement & Service	\$2,110,916
9000	Programs With Other School Districts and Transfers Out	\$3,557,153
	Total General Fund	\$41,826,623

Comparative Budgets by Category

		FY21 Draft Budget	FY20 Budget	FY19 Budget	FY18 Actual	FY17 Actual	FY16 Actual	FY15 Actual
1000	District Leadership & Administration Salaries & Wages	\$741,302	\$688,653	\$688,653	\$945,064	\$951,887	\$847,951	\$853,512
1000	District Leadership & Administration Expenses	\$376,295	\$415,069	\$410,069	\$382,795	\$346,107	\$284,447	\$409,021
2000	Instruction Salaries & Wages	\$19,333,503	\$18,549,753	\$18,357,563	\$17,494,093	\$16,728,741	\$16,175,914	\$15,046,779
2000	Instruction Expenses	\$1,100,324	\$1,003,365	\$944,610	\$846,312	\$1,020,692	\$865,727	\$884,357
3000	Other School Services Salaries & Wages	\$1,037,382	\$874,710	\$825,456	\$784,806	\$749,295	\$667,226	\$648,333
3000	Other School Services Expenses	\$1,824,113	\$1,988,970	\$1,801,093	\$1,632,453	\$1,583,843	\$1,628,508	\$1,525,209
4000	Operations & Maintenance Salaries & Wages	\$1,508,169	\$1,417,113	\$1,471,297	\$1,153,274	\$1,114,073	\$1,035,728	\$1,072,424
4000	Operations & Maintenance Expenses	\$1,894,577	\$1,880,765	\$1,849,369	\$1,665,347	\$1,663,580	\$1,533,944	\$1,501,620
5000	Fixed Charges	\$7,987,890	\$7,770,608	\$7,471,900	\$6,990,925	\$6,362,336	\$5,827,507	\$5,864,593
9000	Programs With Other School Districts	\$3,557,153	\$3,699,790	\$3,299,567	\$3,147,156	\$3,031,165	\$2,835,637	\$2,561,647
	Total General Fund Operating	\$39,360,707	\$38,289,139	\$37,119,577	\$35,042,225	\$33,556,719	\$31,702,589	\$30,367,495
7000	Capital	\$355,000	\$355,000	\$355,000	\$281,008	\$305,000	\$250,000	\$49,864
8000	Debt Retirement & Service	\$2,110,916	\$2,257,343	\$2,233,776	\$2,324,931	\$2,411,471	\$2,473,481	\$804,423
		\$2,465,916	\$2,538,776	\$2,538,776	\$2,605,939	\$2,716,471	\$2,723,481	\$854,287
	Total General Fund	\$41,826,623	\$40,901,482	\$39,708,353	\$37,648,164	\$36,273,190	\$34,426,070	\$31,221,782

FY21 Capital Plan

Maintenance & Technology

Maintenance	
Chatham Elementary School	
Carpet/Tile classrooms (2 to 4)	\$ 4,000
HVAC Controls Upgrade	\$20,395
Roof repairs	<u>\$10,000</u>
	\$34,395
Harwich Elementary School	
HVAC Controls Upgrade	\$20,395
Roof repairs	<u>\$10,000</u>
	\$30,395

Technology	
Chatham Elementary School	
Promethean Boards	\$16,864
Harwich Elementary School	
Promethean Boards	\$16,865

Within the DRAFT FY21 Budget, total combined Maintenance is \$171,187 and Technology is \$183,813 for all four schools. Totaling \$305,000 in addition to \$50,000 Stabilization . Harwich's share would be \$263,943 and Chatham's \$91,057.

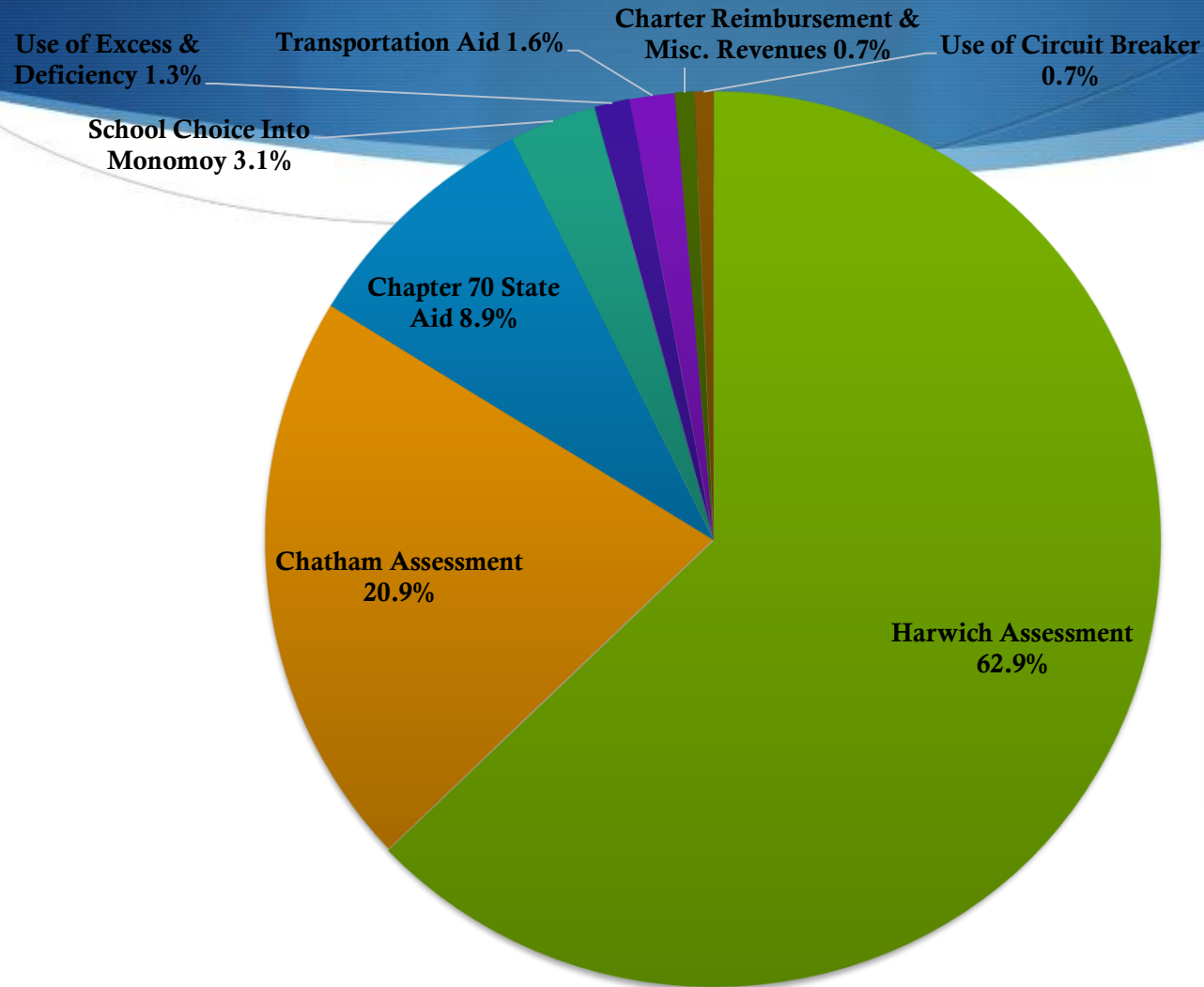
FY21 Capital Plan

Maintenance & Technology

Maintenance	
Monomoy Regional Middle School	
HVAC Controls Upgrade	\$20,397
Roof Repairs	<u>\$10,000</u>
	\$30,397
Monomoy Regional High School	
Vape Detectors	\$16,000
Roofing Inspection and Repair as needed	<u>\$10,000</u>
	\$26,000

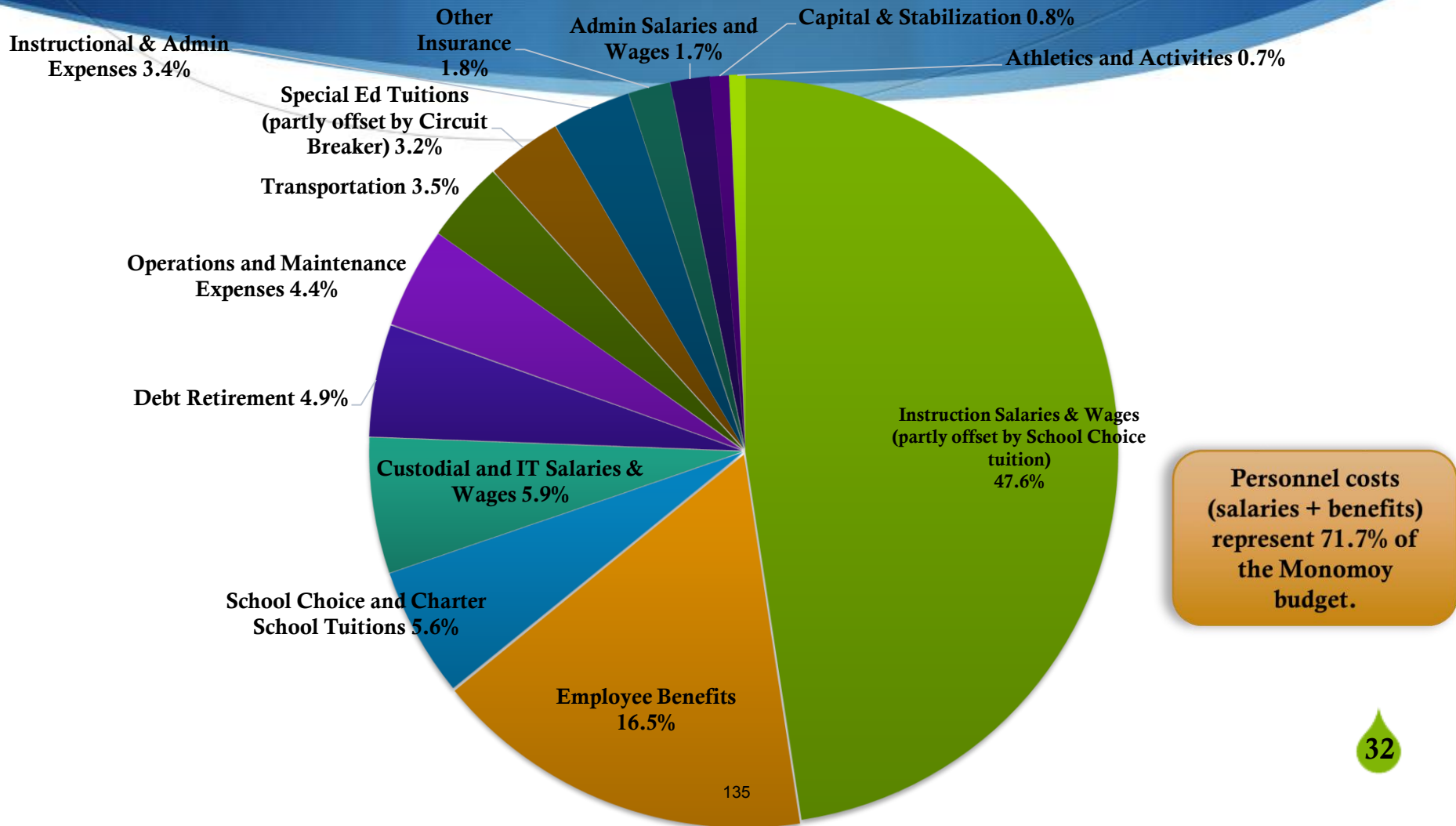
Technology	
Monomoy Regional Middle School	
Teacher Laptops	\$10,378
Chromebooks	<u>\$51,225</u>
	\$61,603
Monomoy Regional High School	
MAC Lab, Graphics Lab and Robotics Lab	\$35,853
Chromebooks	<u>\$52,628</u>
	\$88,481

How the DRAFT FY21 Budget is funded



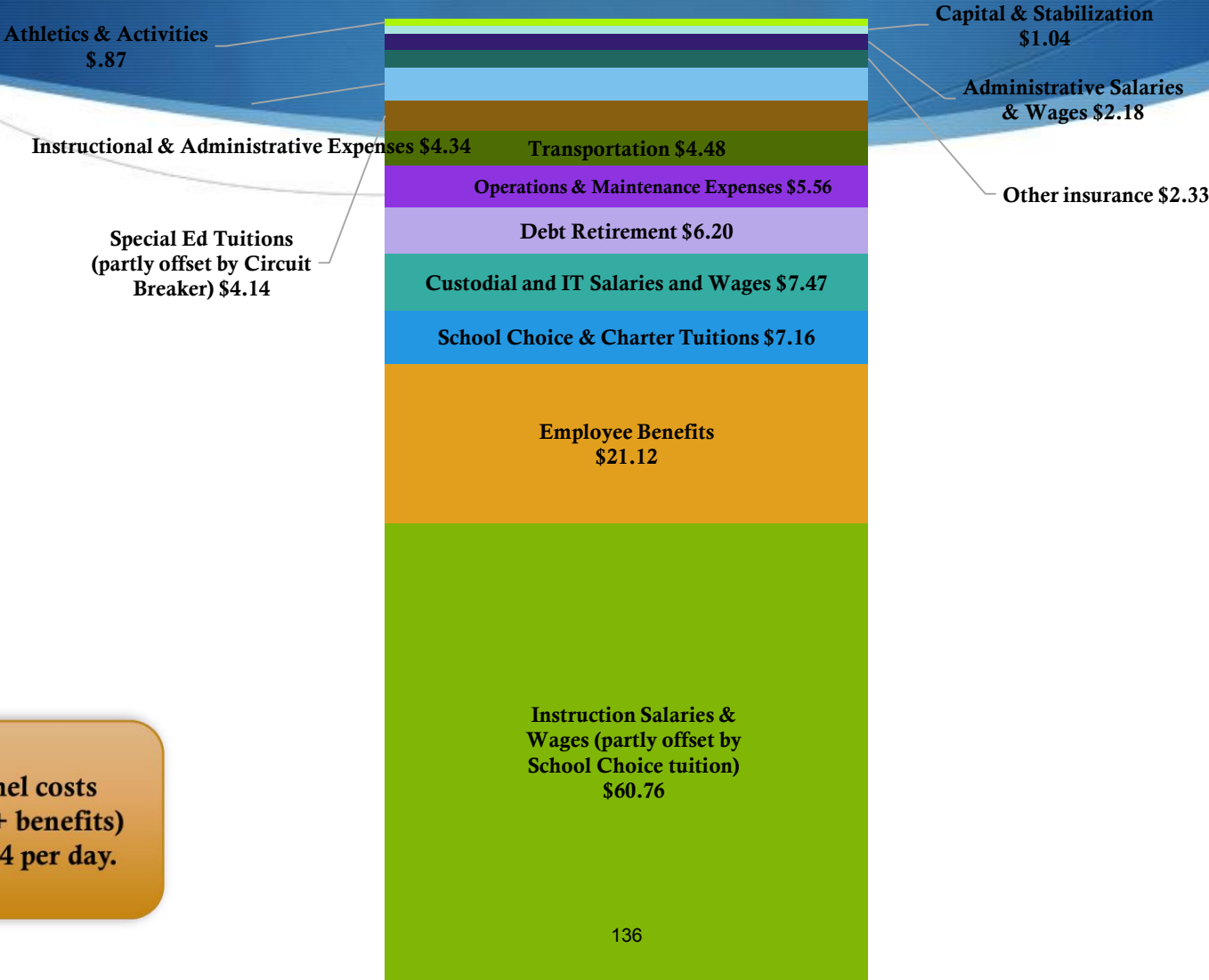
Local tax dollars, in the form of the Assessments to the towns, fund 83.8% of the district's budget.

How school funding is used to support the FY21 DRAFT Budget



\$127.66

FY21 Daily Cost to Educate a Monomoy Student



Personnel costs (salaries + benefits) are \$91.54 per day.

Comparative Budgets by Category

	FY21 Draft	FY20 Budget	FY19 Budget	FY18 Actual	FY17 Actual	FY16 Actual	FY15 Actual
Salaries & Wages	\$22,620,356	\$21,530,572	\$21,342,969	\$20,377,237	\$19,543,996	\$18,726,819	\$17,621,048
Expenses	\$5,195,308	\$5,288,169	\$5,005,141	\$4,526,907	\$4,619,222	\$4,312,626	\$4,320,207
Fixed Charges	\$7,987,890	\$7,770,608	\$7,471,900	\$6,990,925	\$6,362,336	\$5,827,507	\$5,864,593
Programs With Other School Districts	<u>\$3,557,153</u>	<u>\$3,699,790</u>	<u>\$3,299,567</u>	<u>\$3,147,156</u>	<u>\$3,031,165</u>	<u>\$2,835,637</u>	<u>\$2,561,647</u>
	\$39,360,707	\$38,727,687	\$37,169,577	\$35,042,225	\$33,556,719	\$31,702,589	\$30,367,495
Capital and Debt Retirement & Service	\$2,465,916	\$2,612,343	\$2,538,776	\$2,605,939	\$2,716,471	\$2,723,481	\$854,287
Total General Fund	\$41,826,623	\$41,340,030	\$39,708,354	\$37,648,164	\$36,273,190	\$34,426,070	\$31,221,782

Comparative Budgets by Percent by Category

Expenditure Budget By Percent	FY21 Draft	FY20 Budget	FY19 Budget	FY18 Actual	FY17 Actual	FY16 Actual	FY15 Actual
Salaries & Wages	54.08%	52.64%	53.75%	54.13%	53.88%	54.40%	56.44%
Expenses	12.42%	12.93%	12.60%	12.02%	12.73%	12.53%	13.84%
Fixed Charges	19.10%	19.00%	18.82%	18.57%	17.54%	16.93%	18.78%
Capital and Debt Retirement & Service	5.90%	6.39%	6.52%	6.92%	7.49%	7.91%	2.74%
Programs With Other School Districts	<u>8.50%</u>	<u>9.05%</u>	<u>8.31%</u>	<u>8.36%</u>	<u>8.36%</u>	<u>8.24%</u>	<u>8.20%</u>
	100%	100%	100%	100%	100%	100%	100%

Budget Increase Over Prior Fiscal Year

FY21 Draft Budget		FY20 Budget	Δ	%
\$39,360,707	Operating	\$38,189,139	\$1,171,568	3.07%
\$355,000	Capital	\$305,000	\$50,000	16.39%
<u>\$2,110,916</u>	MRHS Debt	<u>\$2,257,343</u>	<u>-\$146,427</u>	<u>-6.49%</u>
\$41,826,623		\$40,751,482	\$1,075,141	2.64%

The total FY21 budget increase, including benefits, is 2.64%.

Using the Governor's Jan. 22 numbers, increases in Chapter 70, regional transportation aid, and charter reimbursement is anticipated. Additional school choice funds are used to offset salaries in FY21. These factors position the assessment increase to be ¹³⁹less than the budget increase.

Monomoy: Great schools & bargain for taxpayers

Per Pupil Comparisons

Using last DESE reported figures from FY18

Town	Per Pupil Expenditure*
Falmouth	\$ 18,630
Bourne	\$ 15,782
Sandwich	\$ 17,460
Mashpee	\$ 17,643
Barnstable	\$ 15,762
Dennis-Yarmouth	\$ 15,777
Monomoy	\$ 17,503
Brewster	\$ 20,168
Orleans	\$ 22,560
Nauset	\$ 20,710
Eastham	\$ 24,828
Wellfleet	\$ 29,143
Truro	\$ 31,460
Provincetown	\$ 30,903

The average per pupil expenditures for Cape Cod towns is \$21,309. Monomoy's per pupil expenditure is \$3,806 less than the Cape average, and significantly less (\$2,665 to \$8,975) than the per pupil expenditures for the town making up our neighboring Nauset district.

*DESE calculates **Per Pupil Expenditure** by dividing a district's **Total Expenditures** (all expenditures and funding sources used for in-district programs and out-of-district placements, except capital and debt expenditures) by the **Average Enrollment** across the school year for the towns' resident students enrolled at local schools and those publicly-funded students enrolled through school choice at other districts, at charter schools, or out-of-district special education placements.

Moving from Budget to Assessment

The district's \$41,826,623 budget does not cost the towns \$41,826,623 .

Budget vs. Assessment

- ◆ The Monomoy FY21 Budget is how much it costs to fund the education of children in Harwich and Chatham.
- ◆ The Assessment is how much each town pays to fund the Monomoy Regional School District according to the formula in the district's Regional Agreement.
- ◆ Chapter 70 State Aid is anticipated to offset the cost of funding our schools by almost \$3.65M. The school district also receives funding from the state to defray the cost of bus transportation, expensive Special Education placements (Circuit Breaker), and a small portion of charter school tuitions.
- ◆ Each town also has a “minimum required contribution,” calculated by the State, using the number of school aged children in the town attending public schools and real estate and income wealth within the town.
- ◆ The enrollment of students attending public schools in each town is calculated using three-year rolling average of the enrollments to determine how much each town pays for the Operating, Transportation, Debt, and Capital portions of the Monomoy budget.

FY21 Assessment Drivers

Disproportionately Impacting Harwich

- ◆ A slight increase (.90%) in the three-year rolling average in enrollment for Harwich
- ◆ Harwich's FY21 Assessment percentage increase is significantly more than Chatham's

	FY21 Minimum Required Contribution	FY20 Minimum Required Contribution	Increase
Chatham	\$4,220,991	\$4,156,810	\$64,181
Harwich	\$13,252,174	\$12,839,288	\$412,886

DRAFT FY21 ASSESSMENT

		\$41,826,623
		\$120,000*
Chapter 70 State Aid	(\$3,852,164)	Governor's # 1/22/20
E+D	(\$550,000)	
*E+D used for ELA Curriculum one time purchase	(\$120,000)	
Charter School	(\$117,380)	Governor's # 1/22/20
Medicaid	(\$155,000)	
Interest	(\$7,500)	
Misc. Revenues	(\$13,562)	
		(\$4,815,606)
Non Operating Expenditures		
Transportation	(\$1,484,699)	
Capital	(\$355,000)	
Debt	(\$2,110,916)	
		(\$3,950,615)
Total Operating Assessment		\$33,180,402

	Harwich	Chatham	Total
Required Minimum Contribution	\$13,252,174	\$4,220,991	\$17,473,165
	74.35%	25.65%	per DESE1/22/20
Funds Needed to Support District Budget	\$11,678,331	\$4,028,906	\$15,707,237
Operating Assessment Per Member	\$24,930,505	\$8,249,897	\$33,180,402
	Harwich	Chatham	\$1,484,699
	74.80%	25.20%	
Less State Transportation Aid			<u>\$713,287</u>
Transportation Assessment Per Member	\$577,016	\$194,396	\$771,412
			Governor's # 1/22/20 + offset
FY21 Debt	Harwich	Chatham	
	74.35%	25.65%	
MRHS Bond (principal and interest)	\$1,475,197	\$508,928	\$1,984,125
MRHS Final Financing	\$94,269	\$32,522	\$126,791
Debt	\$1,569,465	\$541,450	\$2,110,916
	Harwich	Chatham	
	74.35%	25.65%	
Capital/Stabilization Assessment Per Member	\$263,942.50	\$91,057.50	\$355,000

FY21 Budget	
\$39,360,707	Operating
\$355,000	Capital
<u>\$2,110,916</u>	Debt
\$41,826,623	

FY21 Assessment

DRAFT FY21 ASSESSMENT

	Harwich	Chatham	Total
Operating Budget	\$24,930,505	\$8,249,897	\$33,180,402
Transportation	\$577,016	\$194,396	\$771,412
Capital	<u>\$263,943</u>	<u>\$91,058</u>	<u>\$355,000</u>
	\$25,771,463	\$8,535,351	\$34,306,814
Debt	<u>\$1,569,466</u>	<u>\$541,450</u>	<u>\$2,110,916</u>
TOTAL FY21 DRAFT ASSESSMENT	\$27,340,929	\$9,076,801	\$36,417,730

FY20 ASSESSMENT

Operating Budget	<u>\$24,266,548</u>	<u>\$8,287,426</u>	\$32,553,974
Transportation	\$494,826	\$171,158	\$665,984
Capital	<u>\$224,022.50</u>	<u>\$80,977.50</u>	<u>\$355,000</u>
	\$24,985,397	\$8,593,562	\$32,586,300
Debt	<u>\$1,658,018</u>	<u>\$599,325</u>	<u>\$2,257,343</u>
TOTAL FY20	\$26,643,415	\$9,138,887	\$35,782,301

Δ From FY20 to DRAFT FY21

	Harwich	Chatham	Total
Operating Budget	\$663,957	-\$37,529	\$626,428
Transportation	\$82,190	\$23,238	\$105,428
Capital	<u>\$39,920</u>	<u>\$10,080</u>	<u>\$50,000</u>
	\$786,067	-\$4,211	\$781,856
Debt	<u>-\$88,552</u>	<u>-\$57,875</u>	<u>-\$146,427</u>
	\$697,515	-\$62,086	\$635,429
	2.62%	-0.68%	1.78%

The FY21 Budget is a 2.64% increase over the prior fiscal year, but the assessment increase is only 1.78% over FY20.

FY21 Assessment

Budget Timeline Milestones

ACTIVITY	DATE
Meetings with Town Managers and Finance Directors: Monomoy, Chatham, & Harwich	Monthly and ongoing
Principals and Administrators input FY21 DRAFT Budget information	October 24, 2019
Budget meetings with each Principal and Athletic Director	November 1 through 18, 2019
Meetings with MRSC Budget subcommittee	November 26, 2019 January 22, 2020
First DRAFT Budget to School Committee	December 12, 2019
Budget Discussion at School Committee Meeting	December 13, 2019
Budget Discussion at School Committee Meeting	January 9, 2020
First Draft Budget provided to Towns and placed in Libraries	January 15, 2020
Budget Presentation at School Committee Meeting	January 23, 2020
Presentation to Harwich BOS and Chatham BOS	January 27, 2020
FY20 MRSC Budget Public Hearing	February 11, 2020
FY20 MRSC Budget Vote	March 12, 2020
Submit MRSC approved FY20 budget to both Towns	March 13, 2020
Harwich Town Meeting	May 4, 2020
Chatham Town Meeting	May 11, 2020

Massachusetts Department of Elementary and Secondary Education
Office of School Finance
FY21 Chapter 70 Determination of City and Town Total Required Contribution

126 Harwich

Effort Goal

1) 2018 equalized valuation	5,697,974,900
2) Uniform property percentage	0.3741%
3) Local effort from property wealth	21,316,405
4) 2017 income	485,064,000
5) Uniform income percentage	1.4789%
6) Local effort from income	7,173,649
7) Combined effort yield (3 + 6)	28,490,054
8) FY21 Foundation budget	17,147,367
9) Maximum local contribution (82.5% * 8)	14,146,578
10) Target local contribution (lesser of 7 or 9)	14,146,578
11) Target local share (10 as % of 8)	82.50%
12) Target aid share (100% minus 11)	17.50%

[See a listing of all 351 communities](#)

FY21 Increments Toward Goal

13) FY20 required local contribution	13,818,048
14) Municipal revenue growth factor (DOR)	3.55%
15) FY21 preliminary contribution (13 raised by 14)	14,308,589
16) Preliminary contribution pct of foundation (15 / 8)	83.44%

If preliminary contribution is above the target share:

17) Excess local effort (15 - 10)	162,011
18) 100% reduction toward target (17 x 100%)	162,011
19) FY21 required local contribution (15 - 18), capped at 90% of foundation	14,146,578
20) Contribution as percentage of foundation (19 / 8)	82.50%

If preliminary contribution is below the target share:

21) Shortfall from target local share (10 - 15)	
22) Shortfall percentage (11 - 16)	
23) Added increment toward target (13 x 1% or 2%)*	
<i>*1% if shortfall is between 2.5% and 7.5%; 2% if shortfall > 7.5%</i>	
24) Special increment toward 82.5% target**	
<i>**if combined effort yield > 175% foundation</i>	
Combined effort yield as % of foundation	
25) Shortfall from target after adding increments (10 - 15 - 23 - 24)	
26) FY21 required local contribution (15 + 22 + 23 + 24)	
27) Contribution as percentage of foundation (26 / 8)	

**Massachusetts Department of Elementary and Secondary Education
Office of School Finance
FY21 Chapter 70 Determination of City and Town Total Required Contribution**

55 Chatham

Effort Goal

1) 2018 equalized valuation	7,374,670,100
2) Uniform property percentage	0.3741%
3) Local effort from property wealth	27,589,005
4) 2017 income	359,411,000
5) Uniform income percentage	1.4789%
6) Local effort from income	5,315,357
7) Combined effort yield (3 + 6)	32,904,362
8) FY21 Foundation budget	5,303,271
9) Maximum local contribution (82.5% * 8)	4,375,199
10) Target local contribution (lesser of 7 or 9)	4,375,199
11) Target local share (10 as % of 8)	82.50%
12) Target aid share (100% minus 11)	17.50%

[See a listing of all 351 communities](#)

FY21 Increments Toward Goal

13) FY20 required local contribution	4,312,491
14) Municipal revenue growth factor (DOR)	4.20%
15) FY21 preliminary contribution (13 raised by 14)	4,493,616
16) Preliminary contribution pct of foundation (15 / 8)	84.73%
<i>If preliminary contribution is above the target share:</i>	
17) Excess local effort (15 - 10)	118,417
18) 100% reduction toward target (17 x 100%)	118,417
19) FY21 required local contribution (15 - 18), capped at 90% of foundation	4,375,199
20) Contribution as percentage of foundation (19 / 8)	82.50%
<i>If preliminary contribution is below the target share:</i>	
21) Shortfall from target local share (10 - 15)	
22) Shortfall percentage (11 - 16)	
23) Added increment toward target (13 x 1% or 2%)*	
<i>*1% if shortfall is between 2.5% and 7.5%; 2% if shortfall > 7.5%</i>	
24) Special increment toward 82.5% target**	
<i>**if combined effort yield > 175% foundation</i>	
Combined effort yield as % of foundation	
25) Shortfall from target after adding increments (10 - 15 - 23 - 24)	
26) FY21 required local contribution (15 + 22 + 23 + 24)	
27) Contribution as percentage of foundation (26 / 8)	



CAPE COD

R E G I O N A L

Technical High School



FY21 Operating Budget

Cape Cod Tech

Finance Committee

Anthony Tullio – Wellfleet (chair)

Dave Bloomfield – Mashpee

Normand Machaud - Yarmouth

Stefan Galazzi – Orleans

Paul Hebert - Barnstable

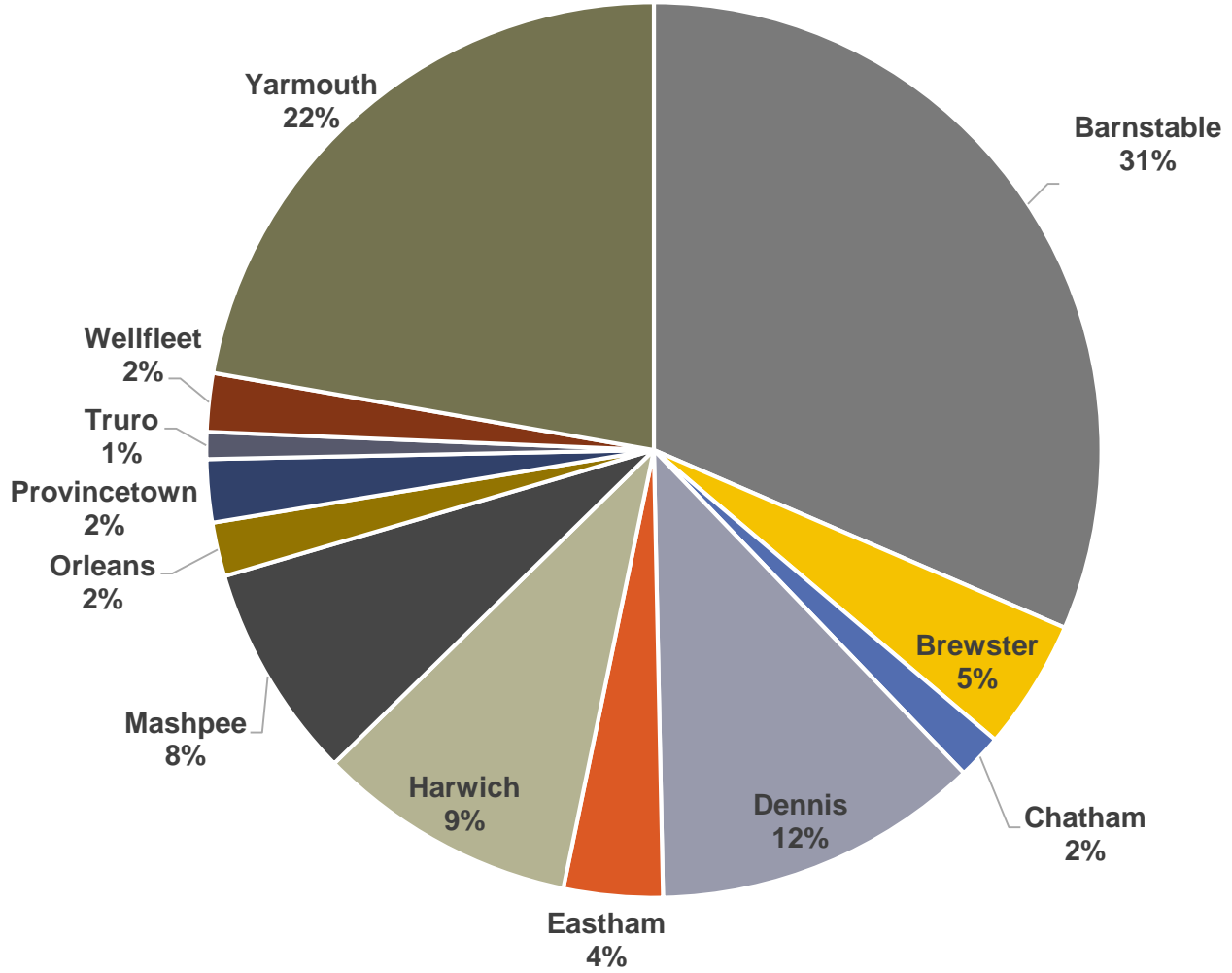


FY21 Enrollment by Town

Enrollments	Students FY21	Students FY20	Change
Barnstable	194	176	18
Brewster	29	36	-7
Chatham	10	8	2
Dennis	73	68	5
Eastham	22	22	0
Harwich	58	67	-9
Mashpee	48	45	3
Orleans	12	9	3
Provincetown	14	11	3
Truro	6	6	0
Wellfleet	13	12	1
Yarmouth	137	110	27
Total	616	570	46



FY21 Enrollment



*Enrollment as of 10/1/2019



Student Enrollment Trend

	FY17 Students	%	FY18 Students	%	FY19 Students	%	FY20 Students	%	FY21 Students	%
Barnstable	173	28.0%	183	29.5%	179	30.3%	176	30.9%	194	31.5%
Brewster	43	7.0%	43	6.9%	41	7.0%	36	6.1%	29	4.7%
Chatham	11	1.8%	10	1.6%	7	1.2%	8	1.4%	10	1.6%
Dennis	76	12.3%	67	10.8%	61	10.4%	68	11.6%	73	11.9%
Eastham	16	2.6%	15	2.4%	22	3.7%	22	3.7%	22	3.6%
Harwich	75	12.1%	77	12.4%	77	13.1%	67	11.4%	58	9.4%
Mashpee	59	9.6%	57	9.2%	53	9.0%	45	7.7%	48	7.8%
Orleans	13	2.1%	15	2.4%	11	1.9%	9	1.5%	12	1.9%
Provincetown	3	0.5%	5	0.8%	7	1.2%	11	1.9%	14	2.3%
Truro	1	0.2%	3	0.5%	6	1.0%	6	1.0%	6	1.0%
Wellfleet	7	1.1%	9	1.5%	13	2.2%	12	2.0%	13	2.1%
Yarmouth	141	22.8%	137	22.1%	114	19.4%	110	18.7%	137	22.2%
Out-of-District										
	648		621		591		570		616	

The FY21 Budget

2.76%



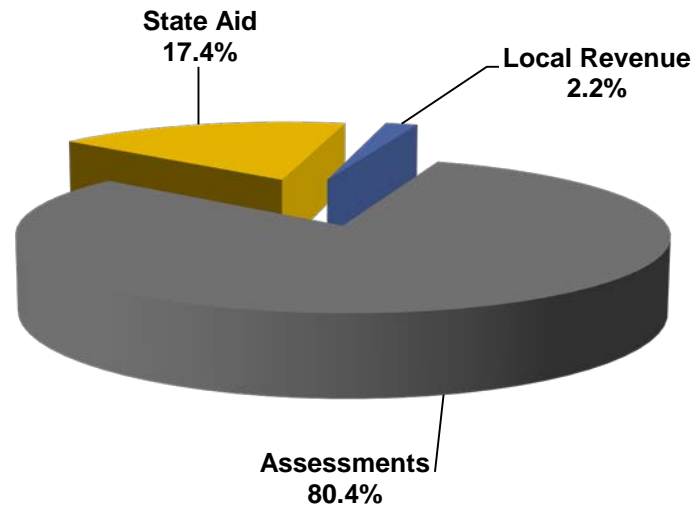
\$15,504,000

Six Year History

Fiscal Year	Budget
FY16	4.49%*
FY17	-.50%
FY18	1.89 %
FY19	1.44 %
FY20	0.96 %
FY21	2.76 %

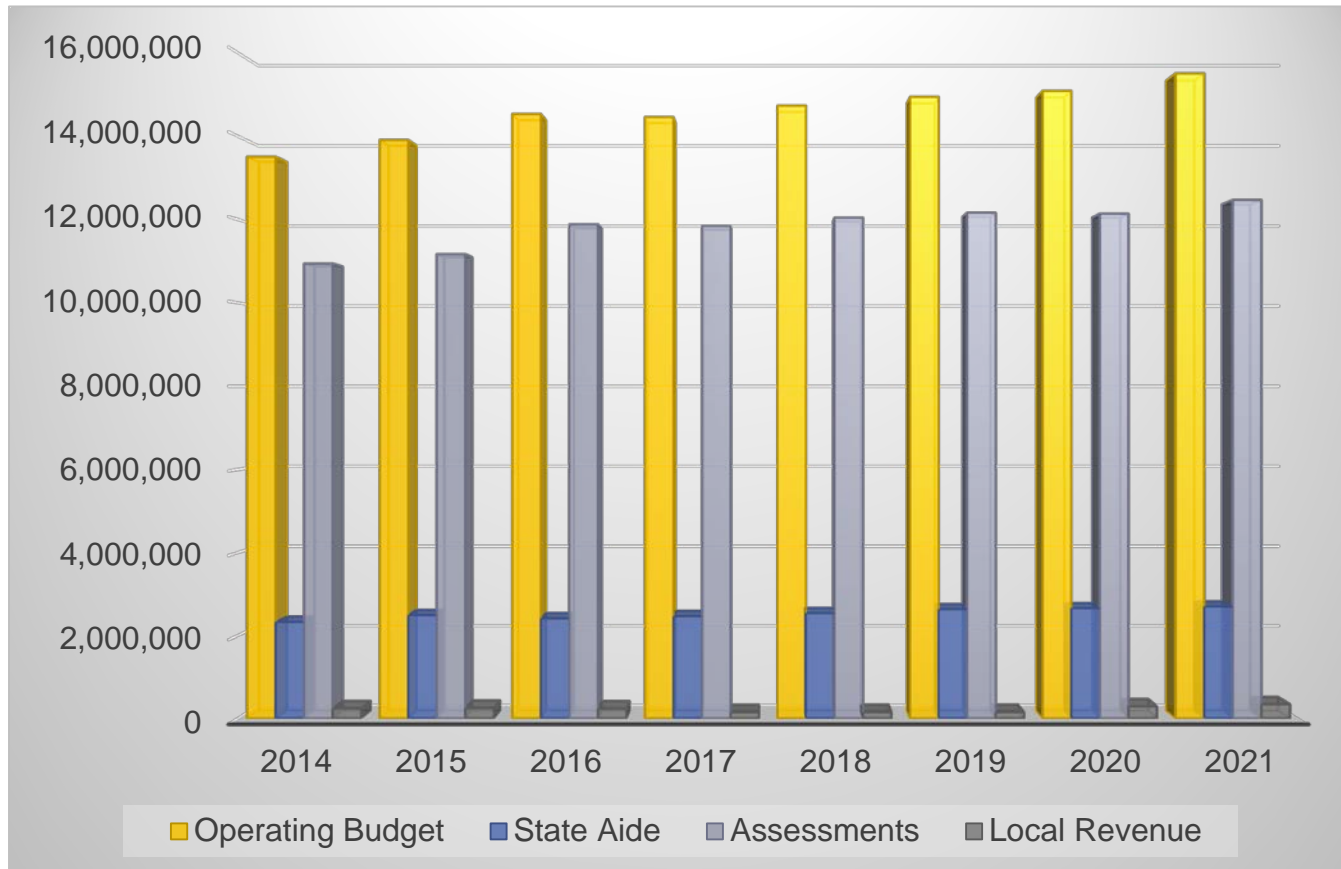


Where Does the Money Come From?



FY21 Revenue Sources	
Assessments	\$ 12,464,853
State Aid	\$ 2,699,147
Local Revenue	\$ 340,000

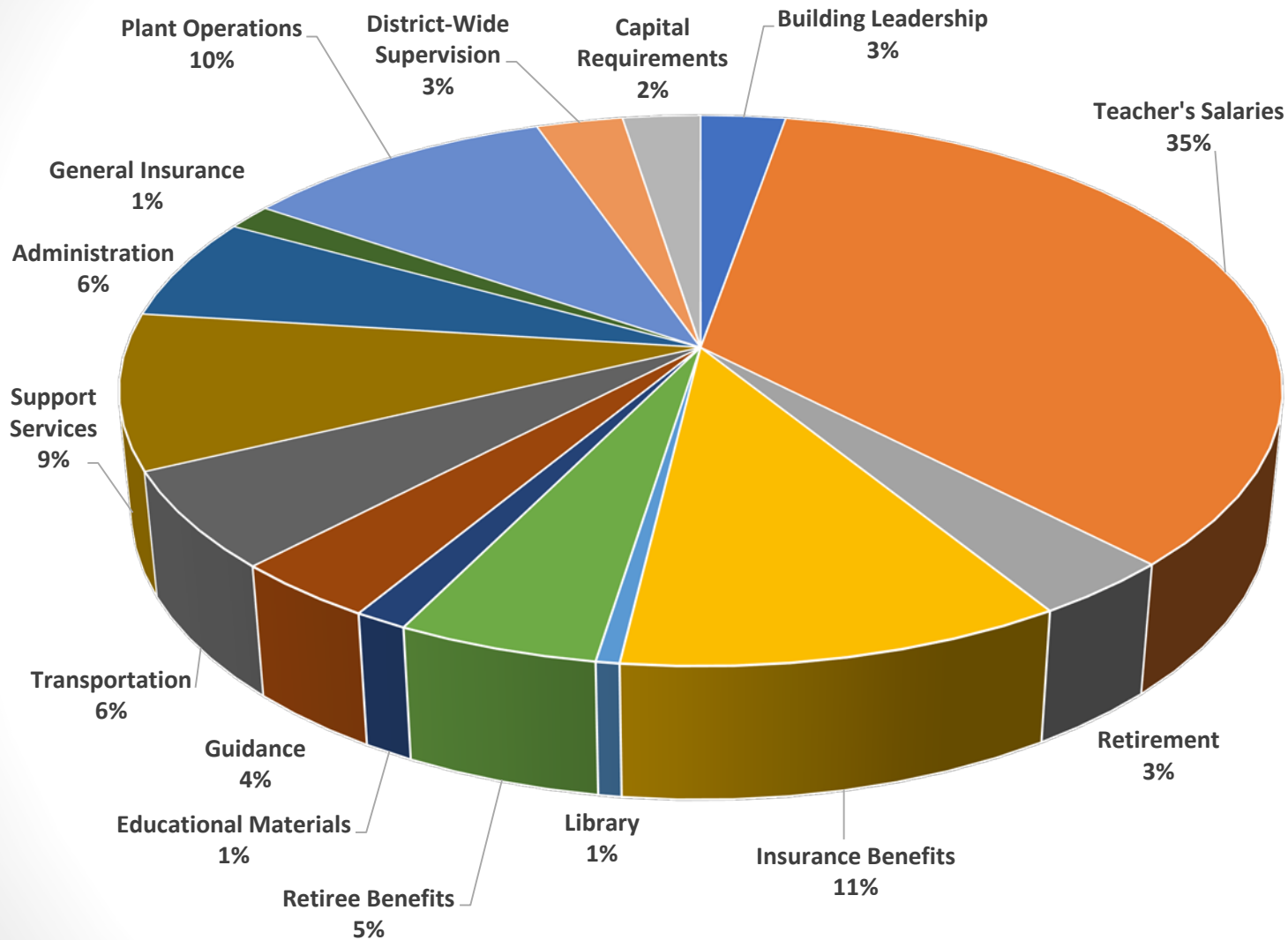
Revenue Source vs. The Operating Budget



Revenue Source vs. The Operating Budget

Fiscal Year	Operating Budget	State Aide	Assessments	Local Revenue
2014	13,505,905	2,324,559	10,940,346	241,000
2015	13,908,300	2,490,657	11,166,643	251,000
2016	14,532,300	2,413,040	11,885,260	234,000
2017	14,459,000	2,466,487	11,844,513	148,000
2018	14,732,000	2,538,847	12,043,153	150,000
2019	14,944,000	2,634,067	12,159,933	150,000
2020	15,087,000	2,659,133	12,137,867	290,000
2021	15,504,000	2,699,147	12,464,853	340,000

What is the Money Used For?



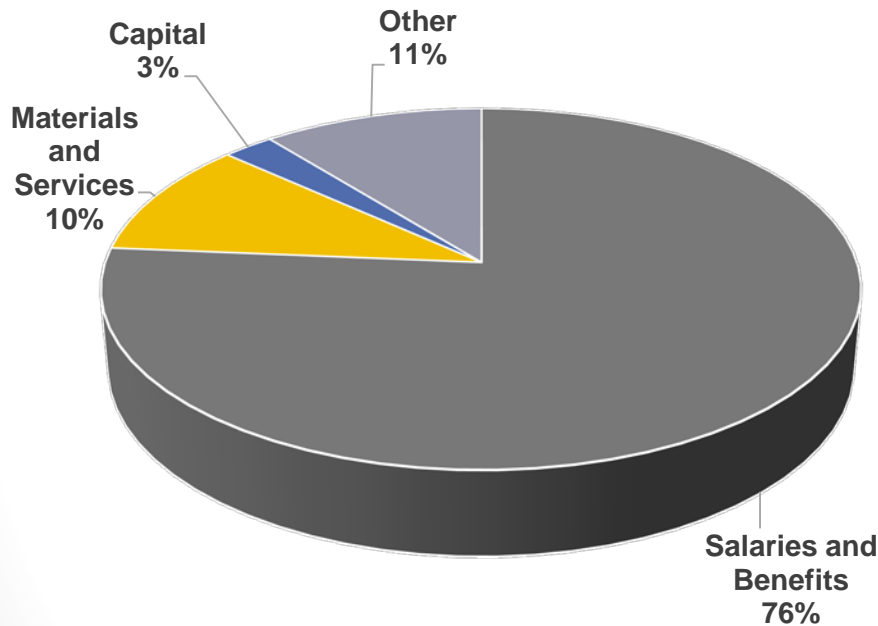
WHAT IS THE MONEY FOR?		
Building Leadership	\$424,655	2.80%
Teacher's Salaries	\$5,426,038	35.10%
Retirement	\$531,906	3.20%
Insurance Benefits	\$1,663,825	10.90%
Library	\$88,153	0.60%
Retiree Benefits	\$753,909	4.90%
Educational Materials	\$199,050	1.30%
Guidance	\$547,182	3.60%
Transportation	\$892,525	5.40%
Support Services	\$1,414,336	8.90%
Administration	\$934,825	6.30%
General Insurance	\$230,250	1.60%
Plant Operations	\$1,573,893	10.10%
District-Wide Supervision	\$433,453	2.80%
Capital Requirements	\$390,000	2.60%
	\$15,504,000	



Why a 2.76% Increase?

Category	FY21	FY20	Change	% Change	FY19	FY18	FY17
Salaries	8,882,881	8,602,172	280,709	3.26%	8,374,094	8,230,444	7,984,716
Benefits	2,949,640	2,960,925	-11,285	-0.38%	3,177,760	2,971,380	2,799,120
Materials & Services	1,605,734	1,530,598	75,136	4.91%	1,400,721	1,575,872	1,632,655
Transportation	892,525	822,000	70,525	8.58%	754,918	762,397	777,016
Utilities & Heating	552,970	542,416	10,554	1.95%	572,120	529,856	511,649
Insurance	230,250	233,889	-3,639	-1.56%	226,659	204,815	210,691
TOTAL OPERATING	15,114,000	14,692,000	422,000		14,506,272	14,274,765	13,915,847
Capital Budget	390,000	395,000	-5,000	-1.27%	430,523	453,900	527,108
Total Operating & Capital	15,504,000	15,087,000	417,000	2.76%	14,936,796	14,728,665	14,442,955

FY21 Budget Cost Drivers



Budget Cost Drivers	
Salaries and Benefits	\$ 11,832,521
Materials and Services	\$ 1,605,734
Capital	\$ 390,000
Other	\$ 1,675,745

Salaries & Benefits account for 76% of the FY21 budget

FY21 Operating Budget Assessment

Town of Barnstable	\$3,884,557.00
Town of Brewster	\$577,891.00
Town of Chatham	\$203,242.00
Town of Dennis	\$1,483,660.00
Town of Eastham	\$447,131.00
Town of Harwich	\$1,178,798.00
Town of Mashpee	\$1,077,178.00
Town of Orleans	\$243,889.00
Town of Provincetown	\$284,538.00
Town of Truro	\$121,945.00
Town of Wellfleet	\$264,214.00
Town of Yarmouth	\$2,697,811.00
	\$12,464,854

Capital Debt Schedule

	Principal	Interest	Total P&I
2020	2,935,000	4,682,300	7,617,300
2021	3,320,000	2,940,700	6,260,700
2022	3,485,000	2,770,575	6,255,575
2023	3,485,000	2,596,325	6,081,325
2024	3,485,000	2,422,075	5,907,075
2025	3,485,000	2,247,825	5,732,825
2026	3,485,000	2,073,575	5,558,575
2027	3,485,000	1,899,325	5,384,325
2028	3,485,000	1,725,075	5,210,075
2029	3,485,000	1,550,825	5,035,825
2030	3,485,000	1,376,575	4,861,575
2031	3,485,000	1,202,325	4,687,325
2032	3,485,000	1,045,500	4,530,500
2033	3,485,000	906,100	4,391,100
2034	3,485,000	766,700	4,251,700
2035	3,485,000	627,300	4,112,300
2036	3,485,000	487,900	3,972,900
2037	3,485,000	348,500	3,833,500
2038	3,485,000	209,100	3,694,100
2039	3,485,000	69,700	3,554,700
	\$68,985,000	\$31,948,300	\$100,933,300

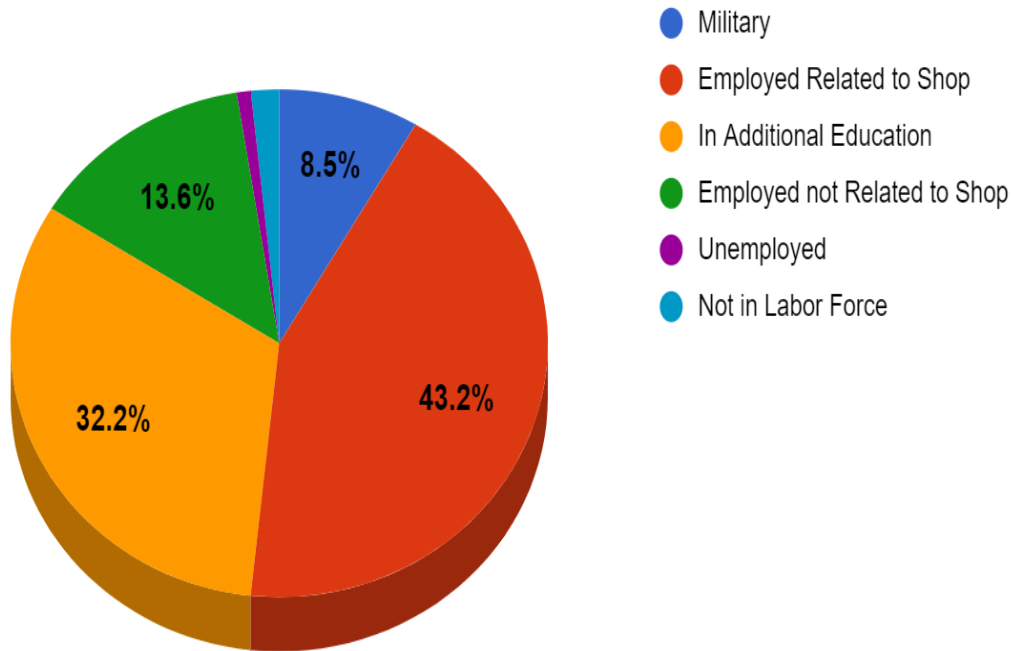
**In FY19
Cape Tech issued a
Bond in the amount of
\$68,985,000 at 3.32% for
20 Years Fixed Principal**

FY21 Capital Debt Assessment

Town of Barnstable	\$1,971,714
Town of Brewster	\$294,741
Town of Chatham	\$101,635
Town of Dennis	\$741,934
Town of Eastham	\$223,596
Town of Harwich	\$589,481
Town of Mashpee	\$487,847
Town of Orleans	\$121,962
Town of Provincetown	\$142,289
Town of Truro	\$60,981
Town of Wellfleet	\$132,125
Town of Yarmouth	\$1,392,396
	\$6,260,701

Graduate Follow-up Study

Class of 2018 Post Graduate Outcomes
(Response Rate 119 out of 137 graduates 91.9%)



Military	10
Employed Related to Shop	51
In Additional Education	38
Employed not Related to Shop	16
Unemployed	1
Not in Labor Force	2
	118

Eighty-four percent (84%) of these students stayed on Cape Cod



Saquatucket Harbor

BUDGET/WARRANT TIME LINE FY2021

Monday, June 17, 2019	Review Town Meeting Results and actions to take	
Monday, July 1, 2019	First goals discussion	
Monday, July 15, 2019	Continuation of goals discussion	
Monday, July 29, 2019	Set Goals	
Monday, August 12, 2019	Potential articles and assign to committees and departments. By Law Charter Review Committee to come in to discuss	
Monday, August 26, 2019	Discuss potential C P C articles	
Friday, August 23, 2019	Capital Budget Instructions submitted by T A to Departments	
Monday, September 16, 2019	Discuss Budget Message	
Friday, September 20, 2019	Deadline for submission of Department Capital Budgets to the T A	
Monday, September 30, 2019	TA presents BOS with 5-Year Financial Plan	Charter 9-2-1/on or before October 1st
TBD	MRSD and Cape Cod Tech meeting with Selectmen and Fincom to discuss enrollments by class and demographics, including a five year projection of same.	
Monday, September 30, 2019	BOS Budget Message to guide TA in developing budget Requests - Including Board agreed to goals	Charter 9-2-2/on or before the first Tuesday in October
October 1 @ 4:00 p.m.	Deadline for submission of C P C requests	
Monday, October 7, 2019	Begin review of warrant articles	<i>Weekly as they come in</i>
Monday, October 21, 2019	Capital Outlay Committee submits 7-yr Capital Outlay plan to T A	
Monday, October 21, 2019	Joint Meeting with MRSD, Cape Cod Tech, Finance Committee and Capital Outlay Committee to discuss: <ul style="list-style-type: none"> • State of the Town/BOS Budget Message • MRSD Budget/Enrollments • Finance Committee Priorities • Capital Budget Requests • Outlook for 2020 	
Friday, October 25, 2019	Operating Budget instructions submitted to departments by T A	
Monday, October 28, 2019	B O S to review Capital Outlay Plan and set priorities	
Friday, November 29, 2019	Deadline for submission of department operating budgets to T A	Charter 9-2-3/on or before the 1st Friday of December
Friday, November 29, 2019	Deadline for submission of departmental warrant articles to T A	
Monday, December 23, 2019	TA submits 7-yr Capital Outlay Plan to joint meeting of BOS/ Finance Committee	Charter 9-6-3/during the month of December
Monday, December 23, 2019	MRSD School Vacation	
Monday, January 6, 2020	BOS/FINCOM/Capital Outlay Committee hold joint Public Hearing on submitted Capital Outlay Plan	Charter 9-6-4/on or before the 2nd Friday in January (Finance Committee)

BUDGET/WARRANT TIME LINE FY2021

Friday, January 24, 2020	All items to be bid must have specifications in TA's office by 12:00 P.M. to be assured of bid process for Town Meeting	
Monday, January 27, 2020	Presentation of draft MRSD budget	
Monday, February 3, 2020	Presentation of draft Cape Cod Tech Budget	
Monday, February 10, 2020	Last BOS meeting before Annual Warrant closes	
Monday, February 10, 2020	TA presents budget and budget message to BOS and Fin Com	Charter 9-2-4/on or before the 2nd Tuesday of February
Friday, February 14, 2020	Article deadline – Warrant closes Noon deadline	Charter 2-2-1/Bylaw 1-101 2nd Friday in February by 12:00 Noon
Tuesday, February 18, 2020	1 st draft Warrant to BOS (presented at meeting)	
Monday, February 24, 2020	Articles submitted to Finance Committee by B O S	General By-Laws I, § 271-1.B. Not later than 14 days after article deadline
Monday, February 24, 2020	BOS required to submit final budget to Finance Committee	Charter 9-3-2 / on or before the 4th Tuesday of February
No later than February 28, 2020	MRSD to submit final line item budget to B O S and Fincom for inclusion in the ATM Warrant	
Saturday, March 7, 2020	Selectmen & Finance Committee Budget Presentations	Schedule in line with FY 20 process
Monday, March 9, 2020	Joint budget/article hearing BOS/Finance Committee	
Monday, March 9, 2020	Vote to open Special Town Meeting Warrant on Tuesday, March 10 and close on Thursday, March 12	All Special Town Meeting Articles must be received 40 days prior to STM
No later than Monday, March 23, 2020	<ul style="list-style-type: none"> • Article funding review by B O S • FINCOM submits written recommendations on Budget/Warrant. • Joint budget /article hearing with • B O S and Fincom reconciliation • Fincom conducts one or more hearings on budget 	Charter 9-3-3/by March 31st (last 4 bullet points)
MONDAY, March 23, 2020	BOS to sign Warrants for ATM, ATE and STM (if applicable)	
March 24, 2020	Ballot to Town Clerk	
Monday, March 30, 2020	Send Warrant to Printer Send Warrant to Chronicle (April 16th publication)	Printer needs 2 weeks. Chronicle needs 1 week before publish date
Friday, April 17, 2020	Warrants available for public distribution	Charter 2-2-2/14 days prior to Town Meeting

HARWICH HARBORMASTER DEPARTMENT

February 2020 Monthly Report

Operations

- Assisted Natural Resources with removing a fallen tree in the Herring River.

Administration

- Drafted letter for Conservation Commission's consideration on my objection to a private dock proposal at 14 Mill Point Road.
- Processed engineering contract for the construction oversight of the Round Cove ramp reconstruction project; contract approved and signed.
- Notified permit holders via email of need to renew expired boat registrations.
- Sent out waitlist reminders for slips and moorings.
- Sent out final dockage reminders via email (54).
- Provided detailed report to Finance Director to transfer new revenues held in user fee account into general fund.

Maintenance

- Painted and replaced bolt covers on the Wychmere and Allen Harbor light posts.
- Used a leaf blower and a battery powered, portable pressure washer to clean the docks at Saquatucket Harbor.
- Replaced batteries on Marine 77.
- Reassembled the Tohatsu fire pump.
- Ran portable fire and dewatering pumps.

Meetings

- Attended BOS execution session regarding Sargent Small Claims hearing.
- Met and got underway on Marine 77 with Tisbury Harbormaster who is looking to purchase the same patrol boat (Eastern 27'); went over boat specs, bid solicitation, and operations.
- At the request of member from Allen Harbor Yacht Club (AHYC), met to discuss planning, permitting, design, and funding processes that we executed in the SAQ Marina reconstruction project; AHYC in early stages of planning to rebuild their dock system.
- For a fourth time, attended Small Claims Magistrate Hearing at Orleans District Court on appeal of parking ticket issued to member; case dismissed by clerk-magistrate.
- Hosted and attended meeting with members from CG Sector Southeastern New England, MEP, and neighboring Harbormasters and Fire Department personnel to discuss the need to improve maritime emergency notification system.
- Met with TA, Town Engineer, DPW Director and Asst TA to discuss planning for Bank Street building demo.
- Conducted site visit with contracted engineer (Shorefront Consulting) and Natural Resources Director to review proposed private dock projects at 28 Wah Wah Taysee (Allen Harbor) and 41 Nons Way (Oyster Creek).
- Conducted site visit with contracted engineer (Coastal Engineering) and Natural Resources Director to review proposed private dock project at 14 Mill Point Rd (Herring River).
- Gave department presentation and facility tour to the Women's Gourmet group.
- At the request of the Wellfleet Assistant Town Administrator and member of their Harbormaster Dept, met to discuss planning, permitting, design, and funding (grant awards) processes that we executed in the SAQ Marina reconstruction project; town looking to reconstruct marina & waterfront area. Provided copies of grant applications, bid documents and engineering plans.
- WWC Meeting (19 Feb)