

**SELECTMEN'S MEETING AGENDA\***  
*Monday March 23, 2020, 6:30 P.M.*

**REMOTE PARTICIPATION ONLY**

**Public can access meeting at Channel 18 (Broadcasting Live)**

*\*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. Coronavirus – COVID-19 Update
- B. Sewerage Work Improvement Phase 2 – Contract #1 – Construction Schedule – Weekly Update
- C. Sewerage Work Improvement Phase 2 – Contract #2 – Construction Schedule

IV. **PUBLIC COMMENTS/ANNOUNCEMENTS**

V. **CONSENT AGENDA**

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

- A. Joint meeting with the Monomoy Regional School District and the Board of Selectmen – regarding FY 2021 budget - discussion and possible vote

VII. **NEW BUSINESS**

- A. Discussion and possible vote to waive the hiring freeze for the Conservation to hire a part-time seasonal shorebird monitor

VIII. **CONTRACTS**

IX. **OLD BUSINESS**

- A. Joint meeting between the Board of Selectmen & the Finance Committee meeting regarding proposed budgets and proposed articles

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 A. Macura, Admin. Secretary

**Date:** \_\_\_\_\_  
March 19, 2020

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

CONSTRUCTION SCHEDULE – WEEKLY UPDATE

Date Submitted: March 16, 2020

**One Week Look Ahead (03/16-3/20)**

- 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
    - Between RT 39 & Austin Road

\*\* Detour \*\*

**Two 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
    - Between Austin Road and Lighthouse Charter School

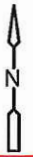
\*\* Detour \*\*

**Three Week Look Ahead (03/30--4/3)**

- 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
    - Between Austin Road and Lighthouse Charter School

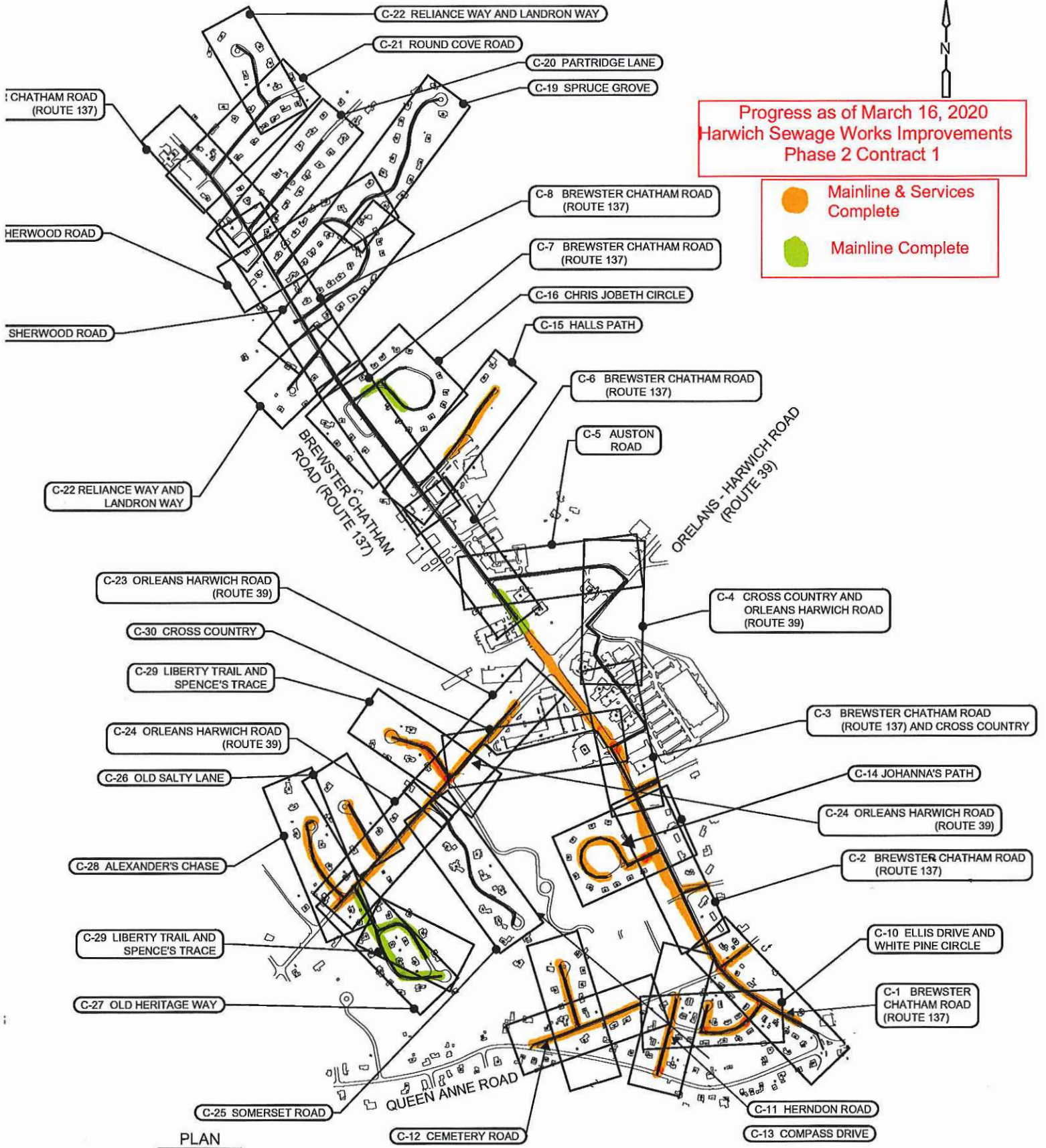
\*\* Detour \*\*

**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 16, 2020  
Harwich Sewage Works Improvements  
Phase 2 Contract 1

-  Mainline & Services Complete
-  Mainline Complete



PLAN  
N.T.S.

MONOMOY REGIONAL SCHOOL DISTRICT  
 FY21 ASSESSMENT  
 School Committee Approved  
 3/12/2020

SC Approved Assessment 3/12/2020

**\$41,734,623**

**\$189,809**

\*ELA Curriculum

**\$41,924,432**

Chapter 70	(\$3,852,164) <small>governor's # 1/22/2020</small>
E+D	(\$550,000)
*E+D used for ELA Curriculum one time Purchase	(\$189,809)
Charter School	(\$117,380) <small>governor's # 1/22/2020</small>
Medicaid	(\$155,000)
Interest	(\$7,500)
Misc Revenues	(\$13,562)

**(\$4,885,415)**

**Non Operating Expenditures**

Transportation	(\$1,484,699)
Capital/Stabilization	(\$355,000)
Debt	(\$2,110,916)

**(\$3,950,615)**

**Total Operating Assessment**

**\$33,088,402**

	Harwich	Chatham	Total
Required Minimum Contribution per DESE	\$13,252,174	\$4,220,991	\$17,473,165 <small>governor's # 1/22/2020</small>
	74.35%	25.65%	<small>New Oct 1, 2019</small>
Funds Needed to Support District Budget	\$11,609,929	\$4,005,308	\$15,615,237
<b>Operating Assessment Per Member</b>	<b>\$24,862,103</b>	<b>\$8,226,299</b>	<b>\$33,088,402</b>
	74.80%	25.20%	<small>New Oct 1, 2019</small>
Less State Transportation Aid			<u>\$713,287</u> <small>governor's # 1/22/2020 + offset</small>
<b>Transportation Assessment Per Member</b>	<b>\$577,016</b>	<b>\$194,396</b>	<b>\$771,412</b>

	Harwich	Chatham	
<b>FY21 Debt</b>	74.35%	25.65%	
MRHS Bond (principal and interest)	\$1,475,197	\$508,928	\$1,984,125
Final Financing	\$94,269	\$32,522	\$126,791
<b>Debt</b>	<b>\$1,569,466</b>	<b>\$541,450</b>	<b>\$2,110,916</b>

	Harwich	Chatham	
	74.35%	25.65%	
<b>Capital/Stabilization Assessment Per Member</b>	<b>\$263,942.50</b>	<b>\$91,057.50</b>	<b>\$355,000</b>

	Harwich	Chatham	Total
Operating Budget	\$24,862,103	\$8,226,299	\$33,088,402
Transportation	\$577,016	\$194,396	\$771,412
Capital	<u>\$263,943</u>	<u>\$91,058</u>	<u>\$355,000</u>
	\$25,703,061	\$8,511,753	\$34,214,814

Debt	<u>\$1,569,466</u>	<u>\$541,450</u>	<u>\$2,110,916</u>
<b>TOTAL FY21 Assessment</b>	<b>\$27,272,527</b>	<b>\$9,053,203</b>	<b>\$36,325,730</b>

	Harwich	Chatham	Total
Operating Budget	\$24,266,548	\$8,287,426	\$32,553,974
Transportation	\$494,826	\$171,158	\$665,984
Capital	<u>\$224,022.50</u>	<u>\$80,977.50</u>	<u>\$305,000</u>
	\$24,985,397	\$8,539,562	\$33,524,958

Debt	<u>\$1,658,018</u>	<u>\$599,325</u>	<u>\$2,257,343</u>
<b>TOTAL FY20 Assessment</b>	<b>\$26,643,415</b>	<b>\$9,138,887</b>	<b>\$35,782,301</b>

	Harwich	Chatham	Total
Operating Budget	\$595,555	(\$61,127)	\$534,428
Transportation	\$82,190	\$23,238	\$105,428
Capital	<u>\$39,920</u>	<u>\$10,080</u>	<u>\$50,000</u>
	\$717,665	(\$27,809)	\$689,856

Debt	<u>(\$88,552)</u>	<u>(\$57,875)</u>	<u>(\$146,427)</u>
<b>Change in Assessment</b>	<b>\$629,113</b>	<b>(\$85,684)</b>	<b>\$543,429</b>

2.36%

-0.94%

1.52%





# MONOMOY REGIONAL SCHOOL DISTRICT

School Committee Approved

FY21 BUDGET

3/12/2020

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FY 21 DRAFT  
 General Fund Budget Summary  
 By Cost Center

<b>FY21 General Fund Expenditure Budget By Cost Center</b>	<b>FY21 SC Approved Budget 3/12/2020</b>
1000 District Leadership & Administration Salaries & Wages	\$741,302
1000 District Leadership & Administration Expenses	\$371,295
2000 Instruction Salaries & Wages	\$19,296,585
2000 Instruction Expenses	\$1,335,514
3000 Other School Services Salaries & Wages	\$1,022,382
3000 Other School Services Expenses	\$1,799,031
4000 Operations & Maintenance Salaries & Wages	\$1,508,169
4000 Operations & Maintenance Expenses	\$1,894,577
5000 Fixed Charges	\$7,742,699
7000 Capital	\$355,000
8000 Debt Retirement & Service	\$2,110,916
9000 Programs With Other School Districts and Transfers Out	<u>\$3,557,153</u>
<b>Total General Fund</b>	<b>\$41,734,623</b>

<b>FY 21 General Fund Expenditure Budget</b>	<b>FY21 Budget</b>
Salaries & Wages	\$22,568,438
Expenses	\$5,400,417
Fixed Charges	\$7,742,699
Capital and Debt Retirement & Service	\$2,465,916
Programs With Other School Districts and Transfers Out	<u>\$3,557,153</u>
	<b>\$41,734,623</b>

Salaries & Wages	54.08%
Expenses	12.94%
Fixed Charges	18.55%
Capital and Debt Retirement & Service	5.91%
Programs With Other School Districts	<u>8.52%</u>
	100.00%

FY 21 DRAFT  
General Fund Budget  
By Location and Cost Center  
SC Approved 3/12/2020

Location	Code	Description	FY21 SC Approved	FY20 Budget	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
<b>FY21 General Fund Expenditure Budget By Cost Center</b>			<b>Budget</b>	<b>FY20 Budget</b>	<b>FY19 Actual</b>	<b>FY18 Actual</b>	<b>FY17 Actual</b>	<b>FY16 Actual</b>
<b>TOTAL</b>	1000	District Leadership & Administration Salaries & Wages	\$741,302	\$733,007	\$688,260	\$945,064	\$951,887	\$847,951
	1000	District Leadership & Administration Expenses	\$371,295	\$415,069	\$382,558	\$382,795	\$346,107	\$284,447
	2000	Instruction Salaries & Wages	\$19,296,585	\$18,404,402	\$18,310,562	\$17,494,093	\$16,728,741	\$16,175,914
	2000	Instruction Expenses	\$1,335,515	\$1,003,365	\$852,916	\$846,312	\$1,020,692	\$865,727
	3000	Other School Services Salaries & Wages	\$1,022,382	\$932,554	\$840,755	\$784,806	\$749,295	\$667,226
	3000	Other School Services Expenses	\$1,799,031	\$1,876,330	\$1,694,546	\$1,632,453	\$1,588,843	\$1,628,508
	4000	Operations & Maintenance Salaries & Wages	\$1,508,169	\$1,469,399	\$1,484,705	\$1,153,274	\$1,114,073	\$1,035,728
	4000	Operations & Maintenance Expenses	\$1,894,577	\$1,884,617	\$1,630,511	\$1,665,347	\$1,663,580	\$1,533,944
	5000	Fixed Charges	\$7,742,699	\$7,770,608	\$7,399,495	\$6,990,925	\$6,362,336	\$5,827,507
	7000	Capital	\$355,000	\$305,000	\$355,000	\$281,008	\$305,000	\$250,000
	8000	Debt Retirement & Service	\$2,110,916	\$2,257,343	\$2,233,775	\$2,324,930	\$2,411,471	\$2,473,481
	9000	Programs With Other School Districts and Transfers Out	\$3,557,153	\$3,699,790	\$3,127,397	\$3,147,156	\$3,031,165	\$2,835,637
		<b>Total General Fund</b>	<b>\$41,734,623</b>	<b>\$40,751,483</b>	<b>\$39,000,480</b>	<b>\$37,648,163</b>	<b>\$36,273,190</b>	<b>\$34,426,070</b>
		<b>FY 21 General Fund Expenditure Budget</b>	<b>FY21 DRAFT Budget</b>	<b>FY20 Budget</b>	<b>FY19 Actual</b>	<b>FY18 Actual</b>	<b>FY17 Actual</b>	<b>FY16 Actual</b>
		Salaries & Wages	\$22,568,438	\$21,539,361	\$21,324,282	\$20,377,237	\$19,543,996	\$18,726,819
		Expenses	\$5,400,418	\$5,179,381	\$4,560,531	\$4,526,907	\$4,619,222	\$4,312,626
		Fixed Charges	\$7,742,699	\$7,770,608	\$7,399,495	\$6,990,925	\$6,362,336	\$5,827,507
		Capital and Debt Retirement & Service	\$2,465,916	\$2,562,343	\$2,588,775	\$2,605,938	\$2,716,471	\$2,723,481
		Programs With Other School Districts and Transfers Out	\$3,557,153	\$3,699,790	\$3,127,397	\$3,147,156	\$3,031,165	\$2,835,637
			<b>\$41,734,623</b>	<b>\$40,751,483</b>	<b>\$39,000,480</b>	<b>\$37,648,163</b>	<b>\$36,273,190</b>	<b>\$34,426,070</b>
		Salaries & Wages	54.08%	52.86%	54.68%	54.13%	53.88%	54.40%
		Expenses	12.94%	12.71%	11.69%	12.02%	12.73%	12.53%
		Fixed Charges	18.55%	19.07%	18.97%	18.57%	17.54%	16.93%
		Capital and Debt Retirement & Service	5.91%	6.29%	6.64%	6.92%	7.49%	7.91%
		Fixed Charges	8.52%	9.08%	8.02%	8.36%	8.36%	8.24%
			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
			<b>2.41%</b>					

FY 21 DRAFT  
 General Fund Budget  
 By Location and Cost Center  
 SC Approved 3/12/2020

Location Code	Description	FY21 SC Approved Budget	FY20 Budget	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
<b>Chatham Elementary</b>							
01	2000 Instruction Salaries & Wages	\$2,350,826	\$2,259,552	\$2,380,050	\$2,409,131	\$2,302,130	\$2,184,891
	2000 Instruction Expenses	\$95,286	\$81,811	\$55,631	\$72,945	\$51,268	\$66,840
	3000 Other School Services Salaries & Wages	\$87,445	\$71,125	\$87,099	\$77,432	\$70,120	\$64,107
	3000 Other School Services Expenses	\$900	\$900	\$545	\$927	\$753	\$391
	4000 Operations & Maintenance Salaries & Wages	\$180,990	\$178,549	\$212,181	\$154,011	\$141,528	\$131,336
	4000 Operations & Maintenance Expenses	\$153,947	\$146,054	\$130,826	\$126,360	\$129,029	\$113,374
	<b>Total Chatham Elementary (page 5)</b>	<b>\$2,869,394</b>	<b>\$2,737,991</b>	<b>\$2,866,332</b>	<b>\$2,840,806</b>	<b>\$2,694,828</b>	<b>\$2,560,939</b>
<b>Harwich Elementary</b>							
02	2000 Instruction Salaries & Wages	\$5,194,265	\$4,943,831	\$5,014,466	\$4,732,573	\$4,404,324	\$4,030,365
	2000 Instruction Expenses	\$173,830	\$173,156	\$156,909	\$120,732	\$111,920	\$148,813
	3000 Other School Services Salaries & Wages	\$152,853	\$146,008	\$112,343	\$92,459	\$84,291	\$75,828
	3000 Other School Services Expenses	\$3,454	\$3,454	\$3,336	\$3,340	\$1,598	\$1,560
	4000 Operations & Maintenance Salaries & Wages	\$329,267	\$321,879	\$313,522	\$245,158	\$235,591	\$224,002
	4000 Operations & Maintenance Expenses	\$292,241	\$317,701	\$260,767	\$280,109	\$261,229	\$279,281
	<b>Total Harwich Elementary (page 10)</b>	<b>\$6,145,910</b>	<b>\$5,906,029</b>	<b>\$5,861,343</b>	<b>\$5,474,371</b>	<b>\$5,098,953</b>	<b>\$4,759,849</b>
<b>Monomoy Regional Middle</b>							
11	2000 Instruction Salaries & Wages	\$4,481,110	\$4,306,608	\$4,071,320	\$3,867,139	\$3,767,394	\$3,652,707
	2000 Instruction Expenses	\$204,388	\$179,391	\$162,118	\$149,727	\$182,818	\$167,777
	3000 Other School Services Salaries & Wages	\$196,955	\$162,343	\$174,346	\$153,228	\$142,854	\$132,720
	3000 Other School Services Expenses	\$45,766	\$51,244	\$30,077	\$33,848	\$18,032	\$23,927
	4000 Operations & Maintenance Salaries & Wages	\$302,518	\$292,841	\$284,028	\$228,601	\$230,236	\$198,177
	4000 Operations & Maintenance Expenses	\$365,440	\$372,690	\$300,365	\$317,837	\$316,873	\$344,246
	<b>Total Monomoy Middle (page 15)</b>	<b>\$5,596,177</b>	<b>\$5,365,117</b>	<b>\$5,022,254</b>	<b>\$4,750,380</b>	<b>\$4,658,207</b>	<b>\$4,519,554</b>

FY 21 DRAFT  
General Fund Budget  
By Location and Cost Center  
SC Approved 3/12/2020

Location Code	Description	FY21 SC Approved Budget	FY20 Budget	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
<b>Monomoy Regional High</b>							
22	2000 Instruction Salaries & Wages	\$6,661,308	\$6,368,382	\$6,282,101	\$5,893,449	\$5,684,798	\$5,242,387
	2000 Instruction Expenses	\$255,510	\$255,670	\$218,023	\$212,767	\$223,087	\$239,012
	3000 Other School Services Salaries & Wages	\$551,836	\$520,438	\$466,967	\$461,687	\$452,030	\$394,571
	3000 Other School Services Expenses	\$267,946	\$271,460	\$270,878	\$242,299	\$240,820	\$209,429
	4000 Operations & Maintenance Salaries & Wages	\$378,628	\$366,056	\$370,326	\$328,344	\$316,726	\$290,762
	4000 Operations & Maintenance Expenses	\$733,819	\$711,887	\$651,863	\$642,590	\$605,195	\$502,190
	<b>Total Monomoy High (page 22)</b>	<b>\$8,849,047</b>	<b>\$8,493,893</b>	<b>\$8,260,158</b>	<b>\$7,781,136</b>	<b>\$7,522,656</b>	<b>\$6,878,351</b>
<b>Districtwide</b>							
30	1000 District Leadership & Administration Salaries & Wages	\$741,302	\$733,007	\$688,260	\$945,064	\$951,887	\$847,951
	1000 District Leadership & Administration Expenses	\$371,295	\$415,069	\$382,558	\$382,795	\$346,107	\$284,447
	2000 Instruction Salaries & Wages	\$609,076	\$526,029	\$562,625	\$591,801	\$570,095	\$1,065,564
	2000 Instruction Expenses	\$606,501	\$313,337	\$260,235	\$290,141	\$451,599	\$243,285
	3000 Other School Services Salaries & Wages	\$33,293	\$32,640	\$0	\$0	\$0	\$0
	3000 Other School Services Expenses	\$1,480,965	\$1,549,272	\$1,389,710	\$1,352,039	\$1,327,640	\$1,393,201
	4000 Operations & Maintenance Salaries & Wages	\$316,766	\$310,074	\$304,648	\$197,160	\$189,992	\$191,451
	4000 Operations & Maintenance Expenses	\$349,130	\$336,285	\$286,690	\$298,451	\$351,254	\$294,853
	5000 Fixed Charges	\$7,742,699	\$7,770,608	\$7,399,495	\$6,990,925	\$6,362,336	\$5,827,507
	7000 Capital	\$355,000	\$305,000	\$355,000	\$281,008	\$305,000	\$250,000
	8000 Debt Retirement & Service	\$2,110,916	\$2,257,343	\$2,233,775	\$2,324,930	\$2,411,471	\$2,473,481
	9000 Programs With Other School Districts and Transfers Out	\$3,557,153	\$3,699,790	\$3,127,397	\$3,147,156	\$3,031,165	\$2,835,637
	<b>Total Districtwide (page 29)</b>	<b>\$18,274,096</b>	<b>\$18,248,454</b>	<b>\$16,990,393</b>	<b>\$16,801,470</b>	<b>\$16,298,546</b>	<b>\$15,707,377</b>
	<b>Grand Total General Fund (page 30)</b>	<b>\$41,734,623</b>	<b>\$40,751,483</b>	<b>\$39,000,480</b>	<b>\$37,648,163</b>	<b>\$36,273,190</b>	<b>\$34,426,070</b>



## Monomoy Regional School District

### \*\*\*\*FY21 Budget GF SC CB SUMMARY

Fiscal Year: 2019-2020

Print accounts with zero balance   
  Round to whole dollars   
  Account on new page  
 Exclude inactive accounts with zero balance  
 Definition: 1.FY21 SC Approved Budget

From Date: 7/1/2020                      To Date: 6/30/2021

Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.01.2210.100.210.005.3421	Principal Salaries	\$122,786	\$120,392	\$120,392	\$118,117	\$115,744	\$112,938	\$102,470
1000.01.2210.200.210.005.3422	Principal Clerical Salaries	\$83,269	\$81,295	\$81,295	\$77,187	\$72,194	\$59,757	\$59,128
1000.01.2210.300.210.005.3423	Principal Other Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$700
1000.01.2210.500.210.005.3425	Principal Supplies	\$4,550	\$6,227	\$5,668	\$3,354	\$4,259	\$4,612	\$6,727
1000.01.2210.600.210.005.3426	Principal Other Expense	\$1,200	\$1,200	\$419	\$567	\$616	\$213	\$89
1000.01.2210.620.210.005.3426	Principal Dues	\$629	\$640	\$624	\$585	\$535	\$69	\$0
Function: Sch. Leadership - 2210		\$212,434	\$209,754	\$208,398	\$199,810	\$193,348	\$177,588	\$169,115
1000.01.2305.110.403.001.3450	Teachers Salaries	\$1,054,576	\$1,021,568	\$1,021,992	\$1,160,580	\$1,186,406	\$1,333,044	\$1,201,106
1000.01.2305.110.404.001.3450	Teachers Salaries EC	\$100,348	\$98,396	\$98,396	\$96,482	\$94,506	\$89,957	\$52,326
1000.01.2305.110.408.001.3451	Teachers Salaries Small Grou	\$165,522	\$159,176	\$159,175	\$144,864	\$139,447	\$0	\$0
1000.01.2305.110.600.002.3450	Teachers Salary Special Ed	\$247,139	\$238,200	\$238,200	\$228,809	\$219,947	\$207,620	\$193,157
Function: Classroom Teachers - 2305		\$1,567,585	\$1,517,340	\$1,517,763	\$1,630,735	\$1,640,307	\$1,630,621	\$1,446,588
1000.01.2310.110.408.001.3451	Specialists, Small Group	\$0	\$0	\$0	\$0	\$0	\$58,557	\$85,029
Function: Specialists, Small Group - 2310		\$0	\$0	\$0	\$0	\$0	\$58,557	\$85,029
1000.01.2315.110.505.001.3461	Team Leaders Inst. Coord	\$0	\$0	\$0	\$0	\$0	\$30,774	\$28,983
Function: Team Leaders Inst. Coord, - 2315		\$0	\$0	\$0	\$0	\$0	\$30,774	\$28,983
1000.01.2320.110.600.002.3465	Medical/Therapeutic Salaries	\$143,592	\$140,836	\$140,836	\$139,569	\$164,132	\$100,157	\$87,145
1000.01.2320.410.600.002.3468	Medical/Therapeutic Contract	\$2,000	\$2,000	\$612	\$0	\$0	\$6,032	\$6,434
Function: Medical/Therapeutic Svcs. - 2320		\$145,592	\$142,836	\$141,449	\$139,569	\$164,132	\$106,189	\$93,57

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rptGLGenBudgetRptUsingDefinition

## Monomoy Regional School District

### \*\*\*\*FY21 Budget GF SC CB SUMMARY

Fiscal Year: 2019-2020

Print accounts with zero balance   
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Exclude inactive accounts with zero balance

From Date: 7/1/2020                      To Date: 6/30/2021

Definition: 1.FY21 SC Approved Budget

Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.01.2324.300.400.001.3470	Substitutes, Long Term	\$10,000	\$10,000	\$0	\$5,629	\$17,449	\$0	\$0
Function: Substitutes, Long Term - 2324		\$10,000	\$10,000	\$0	\$5,629	\$17,449	\$0	\$0
1000.01.2325.300.400.001.3470	Substitutes Regular Day	\$55,000	\$55,000	\$42,739	\$45,941	\$57,686	\$47,179	\$53,756
Function: Substitutes, Short Term - 2325		\$55,000	\$55,000	\$42,739	\$45,941	\$57,686	\$47,179	\$53,756
1000.01.2330.300.400.001.3473	Instruct Assist Regular Day	\$8,998	\$7,263	\$8,573	\$83,481	\$32,604	\$8,820	\$18,393
1000.01.2330.300.600.002.3473	Instruct Assist Special Ed	\$90,932	\$76,380	\$114,680	\$37,825	\$76,501	\$72,348	\$120,722
Function: Teacher Assistant - 2330		\$99,930	\$83,643	\$123,253	\$121,306	\$109,105	\$81,168	\$139,115
1000.01.2340.110.250.005.3476	Librarian & Media Ctr Salaries	\$84,264	\$79,435	\$79,435	\$74,882	\$64,418	\$38,350	\$33,837
Function: Librarian & Media Ctr Dir - 2340		\$84,264	\$79,435	\$79,435	\$74,882	\$64,418	\$38,350	\$33,837
1000.01.2353.110.184.002.3491	Tchr Prof Days Special Ed	\$500	\$500	\$500	\$439	\$744	\$823	\$175
Function: Tchr/Instr Staff Prof Days - 2353		\$500	\$500	\$500	\$439	\$744	\$823	\$175
1000.01.2354.110.505.001.3461	Instruct Leaders Dpt Head Stj	\$39,186	\$36,927	\$35,691	\$36,327	\$36,927	\$0	\$0
Function: Instructional Coaching Stipends/ Mentors - 2354		\$39,186	\$36,927	\$35,691	\$36,327	\$36,927	\$0	\$0
1000.01.2356.600.184.001.3498	Staff Attending Prof Develop	\$6,400	\$5,755	\$5,408	\$0	\$2,589	\$0	\$0
1000.01.2356.615.400.001.3498	Unit A Staff Attending Prof De	\$1,732	\$0	\$0	\$0	\$0	\$0	\$0
1000.01.2356.616.400.001.3498	Unit B Staff Attending Prof De	\$956	\$0	\$0	\$0	\$0	\$0	\$0
Function: Staff Attending Prof Development - 2356		\$9,088	\$5,755	\$5,408	\$0	\$2,589	\$0	\$0

## Monomoy Regional School District

### \*\*\*\*FY21 Budget GF SC CB SUMMARY

Fiscal Year: 2019-2020

Print accounts with zero balance   
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 Exclude inactive accounts with zero balance  
 Definition: 1.FY21 SC Approved Budget

From Date: 7/1/2020                      To Date: 6/30/2021

Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.01.2357.400.184.001.3696	Contract Serv Principal Coach	\$0	\$0	\$0	\$0	\$0	\$0	\$2,475
1000.01.2357.600.184.001.3498	Prof Dev Other Expense	\$0	\$0	\$0	\$0	\$0	\$2,019	\$3,500
Function: Prof Dev, Stipends And Exps. - 2357		\$0	\$0	\$0	\$0	\$0	\$2,019	\$5,975
1000.01.2410.510.400.001.3505	Textbk/Sftware/Media Mtls Re	\$11,100	\$18,160	\$11,733	\$12,900	\$21,108	\$2,075	\$1,010
Function: Textbk/Sftware/Media Mtls - 2410		\$11,100	\$18,160	\$11,733	\$12,900	\$21,108	\$2,075	\$1,010
1000.01.2415.500.400.001.3515	Other Instruct Matl Regular D:	\$16,333	\$16,872	\$5,453	\$14,179	\$16,732	\$9,534	\$13,635
Function: Oth Instructional Matl. - 2415		\$16,333	\$16,872	\$5,453	\$14,179	\$16,732	\$9,534	\$13,635
1000.01.2430.500.400.001.3535	Gen Supplies Regular Day	\$28,507	\$18,016	\$17,390	\$15,726	\$16,946	\$14,279	\$13,514
1000.01.2430.500.600.002.3535	Gen Supplies Special Ed	\$3,500	\$3,500	\$765	\$405	\$2,470	\$2,840	\$3,450
Function: General Supplies - 2430		\$32,007	\$21,516	\$18,155	\$16,131	\$19,416	\$17,119	\$16,964
1000.01.2440.505.403.001.3542	Field Trips	\$6,500	\$7,802	\$5,000	\$6,686	\$5,489	\$6,031	\$7,421
Function: Oth Instructional Svcs. - 2440		\$6,500	\$7,802	\$5,000	\$6,686	\$5,489	\$6,031	\$7,421
1000.01.2455.600.925.005.3555	Instructional Software and Otr	\$10,240	\$0	\$0	\$0	\$0	\$0	\$0
Function: Instructional Software - 2455		\$10,240	\$0	\$0	\$0	\$0	\$0	\$0
1000.01.2710.110.270.001.3561	Guidance/Adj Counselors Sal	\$100,227	\$95,810	\$95,809	\$92,299	\$93,543	\$88,324	\$88,700
1000.01.2710.500.270.001.3565	Guidance/Adj Counselors Sup	\$1,300	\$1,300	\$519	\$1,229	\$1,275	\$1,277	\$961
1000.01.2710.600.270.001.3566	Guidance/Adj Counselors Oth	\$339	\$339	\$0	\$0	\$0	\$0	\$70
Function: Guidance/Adj. Counselors - 2710		\$101,866	\$97,449	\$96,328	\$93,528	\$94,818	\$89,601	\$89,731

## Monomoy Regional School District

### \*\*\*\*FY21 Budget GF SC CB SUMMARY

Fiscal Year: 2019-2020

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Exclude inactive accounts with zero balance

From Date: 7/1/2020

To Date: 6/30/2021

Definition: 1.FY21 SC Approved Budget

Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.01.2800.110.280.002.3581	Psychological Services Sal S	\$44,487	\$38,373	\$38,372	\$37,620	\$36,882	\$53,483	\$59,264
1000.01.2800.400.280.002.3584	Psychological Services Contr	\$0	\$0	\$0	\$0	\$928	\$2,288	\$1,081
1000.01.2800.500.280.002.3585	Psychological Services Suppli	\$0	\$0	\$0	\$0	\$0	\$0	\$791
1000.01.2800.600.280.002.3586	Psychological Services Othr E	\$0	\$0	\$0	\$0	\$0	\$0	\$5,683
Function: Psychological Services - 2800		\$44,487	\$38,373	\$38,372	\$37,620	\$37,810	\$55,771	\$66,818
1000.01.3200.110.322.005.1441	Medical/Health Svcs. Salaries	\$60,945	\$54,625	\$54,625	\$62,747	\$59,152	\$55,490	\$51,927
1000.01.3200.500.322.005.1445	Medical/Health Supplies	\$900	\$900	\$844	\$545	\$927	\$753	\$391
Function: Medical/Health Svcs. - 3200		\$61,845	\$55,525	\$55,469	\$63,292	\$60,079	\$56,243	\$52,318
1000.01.3520.330.385.005.1523	Other Student Activities Advis	\$26,500	\$16,500	\$13,856	\$24,352	\$18,280	\$14,630	\$12,180
Function: Other Student Activities - 3520		\$26,500	\$16,500	\$13,856	\$24,352	\$18,280	\$14,630	\$12,180
1000.01.4110.300.770.005.1563	Custodial Salaries	\$154,090	\$148,341	\$148,341	\$140,741	\$136,261	\$132,261	\$125,864
1000.01.4110.300.771.005.1563	Custodial Substitutes and Ove	\$5,800	\$5,800	\$9,808	\$18,124	\$17,751	\$9,266	\$5,472
1000.01.4110.580.770.005.1565	Custodial Supplies	\$9,000	\$9,000	\$7,539	\$7,847	\$3,701	\$0	\$2,229
Function: Custodial Services - 4110		\$168,890	\$163,141	\$165,687	\$166,712	\$157,713	\$141,528	\$133,566
1000.01.4120.633.773.005.1576	Heating	\$42,709	\$40,675	\$33,460	\$40,437	\$39,753	\$37,966	\$35,246
Function: Heating - 4120		\$42,709	\$40,675	\$33,460	\$40,437	\$39,753	\$37,966	\$35,246
1000.01.4130.635.775.005.1586	Utilities Electricity	\$37,000	\$30,729	\$29,860	\$23,029	\$27,323	\$38,784	\$38,526
1000.01.4130.636.775.005.1586	UtilitiesTelephone	\$10,038	\$10,450	\$10,450	\$8,874	\$11,543	\$8,938	\$8,260
Function: Utilities - 4130		\$47,038	\$41,179	\$40,310	\$31,903	\$38,866	\$47,722	\$46,786

## Monomoy Regional School District

### \*\*\*\*FY21 Budget GF SC CB SUMMARY

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 Definition: 1.FY21 SC Approved Budget

From Date: 7/1/2020                      To Date: 6/30/2021

Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.01.4210.600.760.005.1596	Maintenance of Grounds	\$3,500	\$3,500	\$0	\$0	\$867	\$351	\$0
Function: Maintenance Of Grounds - 4210		\$3,500	\$3,500	\$0	\$0	\$867	\$351	\$0
1000.01.4220.600.800.005.1605	Maintenance of Building Other	\$46,700	\$46,700	\$48,324	\$43,791	\$38,249	\$38,648	\$24,235
Function: Maintenance Of Buildings - 4220		\$46,700	\$46,700	\$48,324	\$43,791	\$38,249	\$38,648	\$24,235
1000.01.4230.400.900.005.1624	Maintenance of Equipment Cc	\$5,000	\$5,000	\$5,069	\$6,848	\$4,924	\$4,342	\$4,877
Function: Maintenance Of Equipment - 4230		\$5,000	\$5,000	\$5,069	\$6,848	\$4,924	\$4,342	\$4,877
1000.01.4400.300.160.005.0863	Technology Technician	\$21,100	\$24,408	\$17,504	\$53,316	\$0	\$0	\$0
Function: Networking & Telecom - 4400		\$21,100	\$24,408	\$17,504	\$53,316	\$0	\$0	\$0
Location: Chatham Elementary School - 01		\$2,869,394	\$2,737,990	\$2,709,355	\$2,866,333	\$2,840,807	\$2,694,828	\$2,560,939
1000.02.2210.100.210.005.3421	Principal Salaries	\$226,493	\$222,066	\$222,066	\$243,509	\$225,422	\$218,593	\$222,225
1000.02.2210.200.210.005.3422	Principal Clerical Salaries	\$171,801	\$168,565	\$168,565	\$170,112	\$165,137	\$160,787	\$154,203
1000.02.2210.500.210.005.3425	Principal Supplies	\$7,272	\$12,897	\$12,934	\$14,528	\$11,565	\$11,656	\$6,299
1000.02.2210.600.210.005.3426	Principal Other Expense	\$5,800	\$5,800	\$2,935	\$2,604	\$1,096	\$2,212	\$1,318
1000.02.2210.620.210.005.3426	Principal Dues	\$1,278	\$1,278	\$1,089	\$1,119	\$778	\$885	\$1,837
Function: Sch. Leadership - 2210		\$412,644	\$410,606	\$407,589	\$431,872	\$403,997	\$394,133	\$385,883
1000.02.2305.110.403.001.3450	Teachers Salaries	\$2,448,068	\$2,344,992	\$2,344,992	\$2,419,030	\$2,375,318	\$2,185,275	\$2,158,303
1000.02.2305.110.404.001.3450	Teachers Salaries EC	\$248,497	\$224,532	\$224,532	\$211,537	\$74,846	\$0	\$0
1000.02.2305.110.408.001.3451	Teachers Salaries Small Grou	\$357,687	\$336,888	\$336,364	\$370,403	\$235,635	\$0	\$0



## Monomoy Regional School District

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 Definition: 1.FY21 SC Approved Budget

From Date: 7/1/2020                      To Date: 6/30/2021

Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.02.2305.110.600.002.3450	Teachers Salaries Special Ed	\$493,287	\$484,948	\$479,697	\$498,683	\$710,833	\$627,344	\$503,806
Function: Classroom Teachers - 2305		\$3,547,539	\$3,391,360	\$3,385,584	\$3,499,653	\$3,396,632	\$2,812,619	\$2,662,110
1000.02.2310.110.403.001.3450	Professional Salaries	\$0	\$0	\$0	\$0	\$0	\$70,212	\$65,703
1000.02.2310.110.408.001.3451	Specialists, Small Group	\$0	\$0	\$0	\$7,172	\$0	\$214,972	\$134,733
Function: Specialists, Small Group - 2310		\$0	\$0	\$0	\$7,172	\$0	\$285,184	\$200,436
1000.02.2315.110.505.001.3461	Team Leaders Inst. Coord	\$0	\$0	\$0	\$0	\$0	\$34,876	\$28,721
Function: Team Leaders Inst. Coord, - 2315		\$0	\$0	\$0	\$0	\$0	\$34,876	\$28,721
1000.02.2320.110.600.002.3465	Medical/Therapeutic Salaries	\$235,355	\$217,629	\$215,714	\$180,625	\$179,336	\$205,636	\$170,894
1000.02.2320.410.600.002.3468	Medical/Therapeutic Contract	\$1,000	\$1,000	\$6,412	\$6,360	\$6,230	\$34,448	\$46,185
Function: Medical/Therapeutic Svcs. - 2320		\$236,355	\$218,629	\$222,125	\$186,985	\$185,566	\$240,084	\$217,079
1000.02.2324.300.400.001.3470	Substitutes, Long Term	\$10,000	\$10,000	\$5,493	\$40,459	\$14,161	\$0	\$0
Function: Substitutes, Long Term - 2324		\$10,000	\$10,000	\$5,493	\$40,459	\$14,161	\$0	\$0
1000.02.2325.300.400.001.3470	Substitutes Regular Day	\$85,000	\$85,000	\$58,532	\$100,594	\$94,591	\$158,880	\$115,792
Function: Substitutes, Short Term - 2325		\$85,000	\$85,000	\$58,532	\$100,594	\$94,591	\$158,880	\$115,792
1000.02.2330.300.400.001.3473	Instruct Assist Regular Day	\$186,741	\$229,275	\$244,172	\$164,912	\$177,781	\$141,403	\$97,536
1000.02.2330.300.600.002.3473	Instruct Assist Special Ed	\$445,627	\$345,545	\$345,404	\$347,435	\$242,929	\$204,399	\$205,774
Function: Teacher Assistant - 2330		\$632,368	\$574,820	\$589,575	\$512,346	\$420,709	\$345,803	\$303,310

## Monomoy Regional School District

**\*\*\*\*FY21 Budget GF SC CB SUMMARY**

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 Definition: 1.FY21 SC Approved Budget

From Date: 7/1/2020                      To Date: 6/30/2021

Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.02.2340.110.250.005.3476	Librarian & Media Ctr Salaries	\$64,657	\$57,620	\$58,538	\$57,457	\$54,163	\$49,331	\$46,163
Function: Librarian & Media Ctr Dir - 2340		\$64,657	\$57,620	\$58,538	\$57,457	\$54,163	\$49,331	\$46,163
1000.02.2353.110.184.002.3491	Tchr Prof Days Special Ed	\$1,500	\$1,500	\$1,500	\$1,214	\$696	\$1,294	\$200
1000.02.2353.300.184.002.3492	Instr Staff Prof Days Special E	\$0	\$0	\$0	\$0	\$0	\$201	\$685
Function: Tchr/Instr Staff Prof Days - 2353		\$1,500	\$1,500	\$1,500	\$1,214	\$696	\$1,495	\$885
1000.02.2354.110.505.001.3461	Instruct Leaders Dpt Head Stj	\$43,540	\$42,690	\$37,162	\$40,512	\$36,927	\$0	\$0
Function: Instructional Coaching Stipends/ Mentors - 2354		\$43,540	\$42,690	\$37,162	\$40,512	\$36,927	\$0	\$0
1000.02.2356.600.184.001.3498	Staff Attending Prof Develop	\$11,000	\$11,000	\$11,000	\$5,089	\$2,951	\$0	\$0
1000.02.2356.615.400.001.3498	Unit A Staff Attending Prof De	\$3,976	\$0	\$0	\$0	\$0	\$0	\$0
1000.02.2356.616.400.001.3498	Unit B Staff Attending Prof De	\$2,406	\$0	\$0	\$0	\$0	\$0	\$0
Function: Staff Attending Prof Development - 2356		\$17,382	\$11,000	\$11,000	\$5,089	\$2,951	\$0	\$0
1000.02.2357.600.184.001.3498	Prof Dev Other Expense	\$0	\$0	\$0	\$0	\$0	\$3,561	\$7,000
Function: Prof Dev, Stipends And Exps. - 2357		\$0	\$0	\$0	\$0	\$0	\$3,561	\$7,000
1000.02.2410.510.400.001.3505	Textbk/Software/Media Mtls Re	\$31,380	\$61,380	\$48,944	\$55,240	\$33,547	\$2,407	\$237
1000.02.2410.510.600.002.3505	Textbk/Software/Media Mtls Sp	\$700	\$700	\$0	\$0	\$0	\$496	\$0
Function: Textbk/Software/Media Mtls - 2410		\$32,080	\$62,080	\$48,944	\$55,240	\$33,547	\$2,902	\$237
1000.02.2415.500.400.001.3515	Other Instruct Matl Regular Dc	\$12,957	\$12,957	\$12,047	\$9,081	\$5,853	\$5,767	\$12,186
Function: Oth Instructional Matl. - 2415		\$12,957	\$12,957	\$12,047	\$9,081	\$5,853	\$5,767	\$12,186

## Monomoy Regional School District

### \*\*\*\*FY21 Budget GF SC CB SUMMARY

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Definition: 1.FY21 SC Approved Budget

Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.02.2430.500.400.001.3535	Gen Supplies Regular Day	\$53,965	\$49,643	\$45,186	\$47,575	\$45,399	\$36,534	\$46,560
1000.02.2430.500.600.002.3535	Gen Supplies Special Ed	\$3,000	\$3,000	\$868	\$796	\$3,255	\$536	\$2,768
Function: General Supplies - 2430		\$56,965	\$52,643	\$46,053	\$48,371	\$48,654	\$37,070	\$49,327
1000.02.2440.505.403.001.3542	Field Trips	\$11,001	\$11,001	\$10,468	\$14,517	\$9,184	\$9,204	\$7,595
Function: Oth Instructional Svcs. - 2440		\$11,001	\$11,001	\$10,468	\$14,517	\$9,184	\$9,204	\$7,595
1000.02.2451.830.927.001.3546	Clssrm Instr. Technology Reg	\$0	\$2,500	\$130	\$0	\$875	\$1,491	\$2,302
Function: Clssrm Instr. Technology - 2451		\$0	\$2,500	\$130	\$0	\$875	\$1,491	\$2,302
1000.02.2455.600.925.005.3555	Instructional Software and Otr	\$28,095	\$0	\$0	\$0	\$0	\$0	\$0
Function: Instructional Software - 2455		\$28,095	\$0	\$0	\$0	\$0	\$0	\$0
1000.02.2710.110.270.001.3561	Guidance/Adj. Counselors Sal	\$0	\$0	\$0	\$0	\$0	\$45,221	\$43,203
Function: Guidance/Adj. Counselors - 2710		\$0	\$0	\$0	\$0	\$0	\$45,221	\$43,203
1000.02.2800.110.280.002.3581	Psychological Services Sal Sr	\$176,012	\$172,581	\$142,806	\$160,811	\$144,799	\$85,900	\$82,423
1000.02.2800.400.280.002.3584	Psychological Services Contr	\$0	\$0	\$0	\$0	\$0	\$2,640	\$12,733
1000.02.2800.500.280.002.3585	Psychological Services Suppli	\$0	\$0	\$0	\$0	\$0	\$0	\$15
1000.02.2800.600.280.002.3586	Psychological Services Othr E	\$0	\$0	\$0	\$0	\$0	\$85	\$1,777
Function: Psychological Services - 2800		\$176,012	\$172,581	\$142,806	\$160,811	\$144,799	\$88,625	\$96,949
1000.02.3200.110.322.005.1441	Medical/Health Salaries	\$124,660	\$117,815	\$117,815	\$94,933	\$76,312	\$73,594	\$66,631
1000.02.3200.500.322.005.1445	Medical/Health Supplies	\$3,454	\$3,454	\$1,125	\$3,336	\$3,340	\$1,598	\$1,560
Function: Medical/Health Svcs. - 3200		\$128,114	\$121,269	\$118,939	\$98,269	\$79,652	\$75,192	\$68,191

## Monomoy Regional School District

### \*\*\*\*FY21 Budget GF SC CB SUMMARY

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 Definition: 1.FY21 SC Approved Budget

From Date: 7/1/2020                      To Date: 6/30/2021

Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.02.3520.330.385.005.1523	Other Student Activities Advis	\$28,193	\$28,193	\$12,303	\$17,410	\$16,147	\$10,697	\$9,197
Function: Other Student Activities - 3520		\$28,193	\$28,193	\$12,303	\$17,410	\$16,147	\$10,697	\$9,197
1000.02.4110.300.770.005.1563	Custodial Salaries	\$260,086	\$252,831	\$252,502	\$237,141	\$234,041	\$222,739	\$214,450
1000.02.4110.300.771.005.1563	Custodial Substitutes and Ove	\$10,048	\$10,048	\$28,344	\$19,544	\$11,117	\$12,852	\$9,552
1000.02.4110.580.770.005.1565	Custodial Supplies	\$18,500	\$18,500	\$17,556	\$18,327	\$19,067	\$18,403	\$18,121
Function: Custodial Services - 4110		\$288,634	\$281,379	\$298,401	\$275,012	\$264,225	\$253,994	\$242,123
1000.02.4120.633.773.005.1576	Heating	\$72,739	\$69,275	\$53,099	\$64,969	\$71,502	\$50,282	\$48,667
Function: Heating - 4120		\$72,739	\$69,275	\$53,099	\$64,969	\$71,502	\$50,282	\$48,667
1000.02.4130.635.775.005.1586	Utilities Electricity	\$75,000	\$102,800	\$69,125	\$57,307	\$67,192	\$104,280	\$102,864
1000.02.4130.636.775.005.1586	Utilities Telephone	\$10,002	\$9,526	\$9,526	\$8,874	\$9,249	\$7,842	\$7,293
Function: Utilities - 4130		\$85,002	\$112,326	\$78,651	\$66,181	\$76,442	\$112,121	\$110,157
1000.02.4210.600.760.005.1596	Maintenance of Grounds Othe	\$10,500	\$10,500	\$15,594	\$8,683	\$9,978	\$6,137	\$5,935
Function: Maintenance Of Grounds - 4210		\$10,500	\$10,500	\$15,594	\$8,683	\$9,978	\$6,137	\$5,935
1000.02.4220.600.800.005.1605	Maintenance of Building Other	\$85,500	\$87,100	\$90,035	\$82,865	\$79,887	\$62,528	\$76,867
Function: Maintenance Of Buildings - 4220		\$85,500	\$87,100	\$90,035	\$82,865	\$79,887	\$62,528	\$76,867
1000.02.4230.400.900.005.1624	Maintenance of Equipment Cc	\$20,000	\$20,000	\$13,874	\$19,742	\$23,234	\$11,757	\$19,534
Function: Maintenance Of Equipment - 4230		\$20,000	\$20,000	\$13,874	\$19,742	\$23,234	\$11,757	\$19,534

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Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.02.4400.300.160.005.0863	Technology Technician	\$59,133	\$58,999	\$58,999	\$56,837	\$0	\$0	\$0
Function: Networking & Telecom - 4400		\$59,133	\$58,999	\$58,999	\$56,837	\$0	\$0	\$0
Location: Harwich Elementary School - 02		\$6,145,909	\$5,906,029	\$5,777,443	\$5,861,342	\$5,474,372	\$5,098,953	\$4,759,850
1000.11.2210.100.210.005.3421	Principal Salaries	\$243,420	\$238,661	\$238,661	\$233,995	\$229,421	\$223,843	\$210,353
1000.11.2210.200.210.005.3422	Principal Clerical Salaries	\$97,870	\$94,513	\$94,513	\$89,995	\$86,935	\$83,565	\$75,858
1000.11.2210.500.210.005.3425	Principal Supplies	\$10,513	\$14,241	\$13,075	\$14,241	\$13,993	\$13,788	\$12,940
1000.11.2210.600.210.005.3426	Principal Other Expense	\$1,965	\$1,965	\$942	\$665	\$607	\$433	\$438
1000.11.2210.620.210.005.3426	Principal Dues	\$650	\$650	\$389	\$389	\$639	\$744	\$761
Function: Sch. Leadership - 2210		\$354,418	\$350,030	\$347,580	\$339,285	\$331,595	\$322,373	\$300,350
1000.11.2305.110.406.001.3450	Teachers Salaries	\$2,422,509	\$2,327,309	\$2,338,355	\$2,292,490	\$2,177,468	\$2,167,095	\$2,188,727
1000.11.2305.110.408.001.3451	Teachers Salaries Small Grou	\$320,486	\$308,807	\$308,807	\$296,700	\$279,520	\$0	\$0
1000.11.2305.110.600.002.3450	Teachers Salaries Special Ed	\$613,889	\$581,182	\$581,181	\$501,742	\$499,504	\$475,989	\$570,167
Function: Classroom Teachers - 2305		\$3,356,884	\$3,217,298	\$3,228,343	\$3,090,933	\$2,956,492	\$2,643,084	\$2,758,894
1000.11.2310.110.408.001.3451	Specialists, Small Group	\$0	\$1,268	\$1,268	\$2,391	\$0	\$183,978	\$700
Function: Specialists, Small Group - 2310		\$0	\$1,268	\$1,268	\$2,391	\$0	\$183,978	\$700
1000.11.2315.110.505.001.3461	Team Leaders Inst. Coord	\$0	\$0	\$0	\$0	\$0	\$30,214	\$26,111
Function: Team Leaders Inst. Coord, - 2315		\$0	\$0	\$0	\$0	\$0	\$30,214	\$26,111
1000.11.2320.110.600.002.3465	Medical/Therapeutic Salaries	\$82,496	\$80,284	\$80,017	\$83,625	\$117,905	\$115,698	\$137,785



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Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.11.2320.410.600.002.3468	Medical/Therapeutic Contract	\$0	\$0	\$201	\$74	\$128	\$24,442	\$17,466
Function: Medical/Therapeutic Svcs. - 2320		\$82,496	\$80,284	\$80,218	\$83,698	\$118,033	\$140,139	\$155,251
1000.11.2324.300.400.001.3470	Substitutes, Long Term	\$10,000	\$10,000	\$16,349	\$33,511	\$12,138	\$0	\$0
Function: Substitutes, Long Term - 2324		\$10,000	\$10,000	\$16,349	\$33,511	\$12,138	\$0	\$0
1000.11.2325.300.400.001.3470	Substitutes Regular Day	\$70,000	\$70,000	\$29,749	\$61,263	\$59,591	\$106,817	\$47,406
Function: Substitutes, Short Term - 2325		\$70,000	\$70,000	\$29,749	\$61,263	\$59,591	\$106,817	\$47,406
1000.11.2330.300.600.002.3473	Instruct Assist Special Ed	\$184,420	\$145,157	\$144,066	\$138,115	\$94,262	\$112,605	\$143,071
Function: Teacher Assistant - 2330		\$184,420	\$145,157	\$144,066	\$138,115	\$94,262	\$112,605	\$143,071
1000.11.2340.110.250.005.3476	Librarian & Media Ctr Salaries	\$100,549	\$98,596	\$98,596	\$96,482	\$94,506	\$92,218	\$124,240
1000.11.2340.300.250.005.3478	Librarian & Media Ctr Othr Sa	\$40,411	\$39,685	\$39,685	\$38,735	\$37,762	\$36,982	\$0
Function: Librarian & Media Ctr Dir - 2340		\$140,960	\$138,281	\$138,281	\$135,217	\$132,268	\$129,200	\$124,240
1000.11.2353.110.184.001.3491	Tchr Prof Days Regular Day	\$2,000	\$2,000	\$230	\$156	\$285	(\$184)	\$0
1000.11.2353.110.184.002.3491	Tchr Prof Days Spec Ed	\$1,500	\$1,500	\$1,494	\$515	\$437	\$2,034	\$175
1000.11.2353.300.184.001.3492	Instr Staff Prof Days Regular I	\$2,053	\$2,053	\$0	\$0	\$0	\$0	\$0
Function: Tchr/Instr Staff Prof Days - 2353		\$5,553	\$5,553	\$1,723	\$671	\$721	\$1,850	\$175
1000.11.2354.110.505.001.3461	Instruct Leaders Dpt Head Stj	\$36,416	\$32,476	\$32,476	\$30,818	\$30,214	\$0	\$0
Function: Instructional Coaching Stipends/ Mentors - 2354		\$36,416	\$32,476	\$32,476	\$30,818	\$30,214	\$0	\$0

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Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.11.2356.600.184.001.3498	Staff Attending Prof Develop	\$13,451	\$13,451	\$11,691	\$20,791	\$13,036	\$0	\$0
1000.11.2356.615.400.001.3498	Unit A Staff Attending Prof De	\$3,946	\$0	\$0	\$0	\$0	\$0	\$0
1000.11.2356.616.400.001.3498	Unit B Staff Attending Prof De	\$1,043	\$0	\$0	\$0	\$0	\$0	\$0
Function: Staff Attending Prof Development - 2356		\$18,440	\$13,451	\$11,691	\$20,791	\$13,036	\$0	\$0
1000.11.2357.600.184.001.3498	Prof Dev Other Expense	\$0	\$0	\$0	\$0	\$0	\$15,394	\$5,914
Function: Prof Dev, Stipends And Exps. - 2357		\$0	\$0	\$0	\$0	\$0	\$15,394	\$5,914
1000.11.2410.510.400.001.3505	Textbk/Software/Media Mtls Re	\$23,591	\$33,270	\$14,260	\$25,083	\$33,685	\$21,425	\$18,285
1000.11.2410.510.600.002.3505	Textbk/Software/Media Mtls Sp	\$1,000	\$1,000	\$0	\$0	\$169	\$449	\$1,124
Function: Textbk/Software/Media Mtls - 2410		\$24,591	\$34,270	\$14,260	\$25,083	\$33,854	\$21,874	\$19,409
1000.11.2415.500.400.001.3515	Other Instruct Matl Regular De	\$4,028	\$4,028	\$2,787	\$3,761	\$2,557	\$3,467	\$1,200
Function: Oth Instructional Matl. - 2415		\$4,028	\$4,028	\$2,787	\$3,761	\$2,557	\$3,467	\$1,200
1000.11.2430.500.400.001.3535	Gen Supplies Regular Day	\$70,279	\$63,611	\$59,624	\$61,693	\$56,655	\$59,909	\$61,060
1000.11.2430.500.600.002.3535	Gen Supplies Special Ed	\$3,600	\$3,600	\$1,066	\$703	\$4,265	\$1,477	\$1,735
Function: General Supplies - 2430		\$73,879	\$67,211	\$60,690	\$62,395	\$60,920	\$61,386	\$62,794
1000.11.2440.505.406.001.3542	Field Trips	\$34,596	\$26,514	\$18,384	\$26,288	\$18,740	\$24,405	\$22,063
Function: Oth Instructional Svcs. - 2440		\$34,596	\$26,514	\$18,384	\$26,288	\$18,740	\$24,405	\$22,063
1000.11.2451.830.927.001.3546	Classroom Technology Other	\$11,811	\$14,811	\$3,181	\$7,574	\$4,962	\$15,262	\$17,769
Function: Clssrm Instr. Technology - 2451		\$11,811	\$14,811	\$3,181	\$7,574	\$4,962	\$15,262	\$17,769

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Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.11.2455.600.925.005.3555	Instructional Software and Otr	\$16,665	\$0	\$0	\$0	\$0	\$0	\$0
Function: Instructional Software - 2455		\$16,665	\$0	\$0	\$0	\$0	\$0	\$0
1000.11.2710.110.270.001.3561	Guidance/Adj Counselors Sal	\$181,061	\$205,116	\$170,642	\$137,464	\$82,555	\$75,906	\$71,372
1000.11.2710.500.270.001.3565	Guidance/Adj Counselors Sup	\$750	\$750	\$445	\$0	\$290	\$296	\$668
1000.11.2710.500.270.002.3565	Guidance/Ad Counselors Sup	\$0	\$0	\$0	\$0	\$0	\$0	\$239
1000.11.2710.600.270.001.3566	Guidance/Adj Counselors Oth	\$2,000	\$1,000	\$940	\$857	\$0	\$978	\$0
Function: Guidance/Adj. Counselors - 2710		\$183,811	\$206,866	\$172,028	\$138,321	\$82,845	\$77,179	\$72,279
1000.11.2800.110.280.002.3581	Psychological Services Sal Sp	\$72,031	\$68,000	\$67,901	\$33,323	\$64,637	\$60,635	\$56,742
1000.11.2800.400.280.002.3584	Psychological Services Contr	\$4,000	\$0	\$0	\$0	\$0	\$0	\$4,201
1000.11.2800.500.280.002.3585	Psychological Services Suppl	\$500	\$500	\$0	\$0	\$0	\$349	\$414
1000.11.2800.600.280.002.3586	Psychological Services Othr E	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500
Function: Psychological Services - 2800		\$76,531	\$68,500	\$67,901	\$33,323	\$64,637	\$60,984	\$62,857
1000.11.3200.110.322.005.1441	Medical/Health Professional S	\$80,544	\$82,906	\$82,906	\$59,401	\$55,534	\$52,527	\$50,039
1000.11.3200.500.322.005.1445	Medical/Health Supplies	\$4,203	\$4,203	\$1,586	\$1,234	\$3,874	\$1,242	\$2,736
Function: Medical/Health Svcs. - 3200		\$84,747	\$87,109	\$84,492	\$60,635	\$59,408	\$53,770	\$52,775
1000.11.3510.330.380.005.1503	Coaches	\$59,411	\$48,279	\$55,656	\$57,104	\$43,506	\$53,039	\$46,833
1000.11.3510.440.380.005.1504	Athletic Transportation	\$11,148	\$19,228	\$16,000	\$10,109	\$15,237	\$1,470	\$6,872
1000.11.3510.500.380.005.1505	Athletic Supplies	\$13,953	\$13,954	\$9,143	\$7,342	\$2,925	\$6,187	\$2,467
1000.11.3510.600.380.005.1506	Athletics Other Expense	\$8,146	\$8,146	\$4,774	\$6,648	\$6,262	\$4,308	\$8,072
Function: Athletics & Intramural - 3510		\$92,658	\$89,607	\$85,573	\$81,204	\$67,930	\$65,004	\$64,244

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Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.11.3520.330.385.005.1523	Other Student Activities Advis	\$57,000	\$31,158	\$31,042	\$57,841	\$54,188	\$37,288	\$35,848
1000.11.3520.600.385.005.1526	Other Student Activities Progr.	\$8,316	\$5,713	\$3,326	\$4,743	\$5,550	\$4,824	\$3,781
Function: Other Student Activities - 3520		\$65,316	\$36,871	\$34,368	\$62,585	\$59,738	\$42,112	\$39,629
1000.11.4110.300.770.005.1563	Custodial Salaries	\$216,754	\$208,165	\$212,808	\$216,630	\$209,488	\$198,584	\$185,644
1000.11.4110.300.771.005.1563	Custodial Substitutes and Ove	\$30,294	\$30,294	\$8,896	\$14,082	\$19,113	\$31,652	\$12,533
1000.11.4110.580.770.005.1565	Custodial Supplies	\$15,000	\$15,000	\$14,625	\$14,010	\$14,825	\$11,751	\$8,391
Function: Custodial Services - 4110		\$262,048	\$253,459	\$236,328	\$244,721	\$243,426	\$241,987	\$206,568
1000.11.4120.633.773.005.1576	Heating	\$76,650	\$73,000	\$59,216	\$69,089	\$73,748	\$65,661	\$50,481
Function: Heating - 4120		\$76,650	\$73,000	\$59,216	\$69,089	\$73,748	\$65,661	\$50,481
1000.11.4130.635.775.005.1586	Utilities Electricity	\$87,150	\$98,050	\$96,475	\$59,596	\$82,766	\$115,057	\$137,046
1000.11.4130.636.775.005.1586	Utilities Telephone	\$10,450	\$10,450	\$10,450	\$8,874	\$9,825	\$8,938	\$8,260
Function: Utilities - 4130		\$97,600	\$108,500	\$106,925	\$68,470	\$92,592	\$123,995	\$145,306
1000.11.4210.600.760.005.1596	Maintenance of Grounds Othe	\$72,000	\$72,000	\$59,100	\$57,246	\$55,075	\$59,059	\$57,089
Function: Maintenance Of Grounds - 4210		\$72,000	\$72,000	\$59,100	\$57,246	\$55,075	\$59,059	\$57,089
1000.11.4220.600.800.005.1605	Maintenance of Building Othe	\$69,690	\$69,690	\$54,448	\$62,493	\$57,882	\$42,139	\$49,686
Function: Maintenance Of Buildings - 4220		\$69,690	\$69,690	\$54,448	\$62,493	\$57,882	\$42,139	\$49,686
1000.11.4230.600.900.005.1626	Maintenance of Equipment Ot	\$34,500	\$34,500	\$24,509	\$29,058	\$23,715	\$14,269	\$33,292
Function: Maintenance Of Equipment - 4230		\$34,500	\$34,500	\$24,509	\$29,058	\$23,715	\$14,269	\$33,292

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1000.11.4400.300.160.005.0863	Technology Technician	\$55,470	\$54,382	\$54,382	\$53,316	\$0	\$0	\$0
Function: Networking & Telecom - 4400		\$55,470	\$54,382	\$54,382	\$53,316	\$0	\$0	\$0
Location: Monomoy Regional Middle School - 11		\$5,596,176	\$5,365,117	\$5,170,314	\$5,022,254	\$4,750,381	\$4,658,208	\$4,519,554
1000.22.2210.100.210.005.3421	Principal Salaries	\$367,144	\$359,959	\$346,598	\$357,199	\$343,967	\$334,246	\$321,965
1000.22.2210.200.210.005.3422	Principal Clerical Salaries	\$118,622	\$111,810	\$111,810	\$105,193	\$99,264	\$93,068	\$87,893
1000.22.2210.300.210.005.3423	Principal Other Salaries	\$0	\$1,020	\$1,400	\$1,000	\$0	\$0	\$3,950
1000.22.2210.500.210.005.3425	Principal Supplies	\$32,160	\$32,160	\$19,274	\$31,810	\$32,032	\$25,046	\$28,133
1000.22.2210.600.210.005.3426	Principal Other Expenditures	\$23,809	\$26,809	\$26,809	\$8,581	\$8,641	\$7,981	\$13,644
1000.22.2210.620.210.005.3426	Principal Dues	\$5,735	\$5,735	\$5,464	\$5,592	\$6,000	\$4,794	\$5,735
Function: Sch. Leadership - 2210		\$547,470	\$537,493	\$511,355	\$509,375	\$489,904	\$465,135	\$461,319
1000.22.2305.110.408.001.3451	Teachers Salaries Small Grou	\$290,492	\$282,524	\$273,663	\$180,587	\$166,926	\$0	\$0
1000.22.2305.110.410.001.3450	Teachers Salaries Art	\$173,827	\$191,950	\$191,950	\$183,999	\$178,241	\$250,246	\$129,123
1000.22.2305.110.432.001.3450	Teachers Salaries English	\$529,851	\$516,567	\$516,567	\$539,797	\$536,853	\$518,847	\$515,065
1000.22.2305.110.450.001.3450	Teachers Salaries World Lang	\$380,327	\$370,278	\$369,741	\$501,494	\$487,526	\$459,497	\$408,857
1000.22.2305.110.460.001.3450	Teachers Salaries Wellness	\$164,238	\$158,014	\$158,014	\$162,639	\$155,316	\$260,506	\$270,924
1000.22.2305.110.490.001.3450	Teachers Salaries Music	\$87,060	\$85,368	\$85,368	\$83,710	\$81,984	\$80,001	\$75,502
1000.22.2305.110.500.001.3450	Teachers Salaries Math	\$661,243	\$656,505	\$587,084	\$672,561	\$630,335	\$632,924	\$550,227
1000.22.2305.110.520.001.3450	Teachers Salaries Science	\$577,215	\$560,422	\$560,422	\$535,962	\$518,476	\$482,229	\$480,151
1000.22.2305.110.530.001.3450	Teachers Salaries History	\$725,624	\$708,232	\$708,232	\$688,187	\$667,033	\$645,767	\$622,220
1000.22.2305.110.570.001.3450	Teachers Salaries Engineer/T	\$324,369	\$311,393	\$311,393	\$298,041	\$287,058	\$222,958	\$222,986
1000.22.2305.110.575.001.3450	Teachers Salaries IA	\$87,065	\$86,627	\$86,627	\$83,684	\$79,684	\$77,741	\$75,659



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1000.22.2305.110.589.001.3450	Teachers Salaries Alt Learnin	\$176,396	\$95,836	\$169,989	\$93,776	\$91,853	\$89,629	\$84,101
1000.22.2305.110.600.002.3450	Teachers Salaries Special Ed	\$822,839	\$755,549	\$736,760	\$714,945	\$676,435	\$566,043	\$537,268
Function: Classroom Teachers - 2305		\$5,000,546	\$4,779,265	\$4,755,810	\$4,739,382	\$4,557,720	\$4,286,389	\$3,972,083
1000.22.2310.110.408.001.3451	Specialists, Small Group	\$0	\$0	\$0	\$0	\$0	\$132,296	\$72,348
Function: Specialists, Small Group - 2310		\$0	\$0	\$0	\$0	\$0	\$132,296	\$72,348
1000.22.2315.110.505.001.3461	Team Leaders Inst. Coord	\$0	\$0	\$0	\$0	\$0	\$41,030	\$34,876
Function: Team Leaders Inst. Coord, - 2315		\$0	\$0	\$0	\$0	\$0	\$41,030	\$34,876
1000.22.2320.110.600.002.3465	Medical/Therapeutic Salaries	\$123,588	\$108,224	\$108,329	\$114,758	\$119,451	\$122,075	\$50,808
1000.22.2320.410.600.002.3468	Medical/Therapeutic Contract	\$2,000	\$2,000	\$7,532	\$6,769	\$1,088	\$31,881	\$29,733
Function: Medical/Therapeutic Svcs. - 2320		\$125,588	\$110,224	\$115,862	\$121,527	\$120,539	\$153,956	\$80,541
1000.22.2324.300.400.001.3470	Substitutes, Long Term	\$10,000	\$10,000	\$103,696	\$88,475	\$9,862	\$0	\$0
Function: Substitutes, Long Term - 2324		\$10,000	\$10,000	\$103,696	\$88,475	\$9,862	\$0	\$0
1000.22.2325.300.400.001.3470	Substitutes Regular Day	\$85,000	\$85,000	\$46,115	\$70,210	\$72,407	\$119,546	\$76,570
Function: Substitutes, Short Term - 2325		\$85,000	\$85,000	\$46,115	\$70,210	\$72,407	\$119,546	\$76,570
1000.22.2330.300.600.002.3473	Instruct Assist Special Ed	\$272,112	\$245,850	\$245,990	\$174,973	\$97,927	\$96,034	\$130,227
Function: Teacher Assistant - 2330		\$272,112	\$245,850	\$245,990	\$174,973	\$97,927	\$96,034	\$130,227
1000.22.2340.110.250.005.3476	Librarian & Media Ctr Salaries	\$91,339	\$89,548	\$89,548	\$87,792	\$86,071	\$83,972	\$83,318
Function: Librarian & Media Ctr Dir - 2340		\$91,339	\$89,548	\$89,548	\$87,792	\$86,071	\$83,972	\$83,318

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## Monomoy Regional School District

### \*\*\*\*FY21 Budget GF SC CB SUMMARY

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 Definition: 1.FY21 SC Approved Budget

From Date: 7/1/2020                      To Date: 6/30/2021

Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.22.2353.110.184.002.3491	Tchr Prof Days Spec Ed	\$1,500	\$1,500	\$382	\$1,677	\$572	\$496	\$0
Function: Tchr/Instr Staff Prof Days - 2353		\$1,500	\$1,500	\$382	\$1,677	\$572	\$496	\$0
1000.22.2354.110.505.001.3461	Instruct Leaders Dpt Head Stj	\$56,602	\$49,236	\$41,467	\$50,051	\$36,927	\$0	\$0
Function: Instructional Coaching Stipends/ Mentors - 2354		\$56,602	\$49,236	\$41,467	\$50,051	\$36,927	\$0	\$0
1000.22.2356.615.400.001.3498	Unit A Staff Attending Prof De	\$5,346	\$0	\$0	\$0	\$0	\$0	\$0
1000.22.2356.616.400.001.3498	Unit B Staff Attending Prof De	\$1,595	\$0	\$0	\$0	\$0	\$0	\$0
Function: Staff Attending Prof Development - 2356		\$6,941	\$0	\$0	\$0	\$0	\$0	\$0
1000.22.2357.110.184.001.3495	NEASC Stipends	\$2,000	\$10,000	\$0	\$0	\$0	\$0	\$0
1000.22.2357.600.184.001.3498	NEASC Dev Other	\$0	\$5,000	\$3,015	\$11,833	\$0	\$1,750	\$0
Function: Prof Dev, Stipends And Exps. - 2357		\$2,000	\$15,000	\$3,015	\$11,833	\$0	\$1,750	\$0
1000.22.2410.510.400.001.3505	Textbk/Software/Media Mtls Re	\$33,000	\$33,000	\$39,381	\$24,972	\$32,980	\$29,564	\$13,696
1000.22.2410.510.410.001.3505	Textbk/Software/Media Mtls Ar	\$500	\$500	\$498	\$504	\$500	\$480	\$507
1000.22.2410.510.432.001.3505	Textbk/Software/Media Mtls En	\$500	\$500	\$458	\$496	\$500	\$499	\$2,439
1000.22.2410.510.450.001.3505	Textbk/Software/Media Mtls Wc	\$4,940	\$5,500	\$5,303	\$458	\$505	\$500	\$3,174
1000.22.2410.510.460.001.3505	Textbk/Software/Media Mtls We	\$500	\$500	\$206	\$370	\$514	\$482	\$871
1000.22.2410.510.470.001.3505	Textbk/Software/Media Mtls Ph	\$0	\$0	\$0	\$0	\$0	\$0	\$593
1000.22.2410.510.500.001.3505	Textbk/Software/Media Mtls Mz	\$500	\$500	\$450	\$500	\$499	\$447	\$4,357
1000.22.2410.510.520.001.3505	Textbk/Software/Media Mtls Sc	\$500	\$500	\$500	\$0	\$496	\$500	\$4,197
1000.22.2410.510.530.001.3505	Textbk/Software/Media Mtls So	\$500	\$500	\$498	\$498	\$500	\$499	\$1,597
1000.22.2410.510.570.001.3505	Textbk/Software/Media Mtls Bu	\$500	\$500	\$395	\$500	\$495	\$82	\$0

## Monomoy Regional School District

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Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.22.2410.510.575.001.3505	Textbk/Sftware/Media Mtls Inc	\$0	\$0	\$0	\$0	\$500	\$0	\$87
1000.22.2410.510.589.001.3505	Textbk/Sftware/Media Mtls Alt	\$500	\$500	\$234	\$491	\$500	\$497	\$486
1000.22.2410.510.591.001.3505	Textbk/Sftware/Media Mtls Te	\$1,000	\$1,000	\$883	\$910	\$500	\$89	\$1,199
1000.22.2410.510.600.002.3505	Textbk/Sftware/Media Mtls Sp	\$500	\$500	\$125	\$178	\$310	\$299	\$298
Function: Textbk/Sftware/Media Mtls - 2410		\$43,440	\$44,000	\$48,930	\$29,877	\$38,798	\$33,939	\$33,502
1000.22.2415.500.400.001.3515	Other Instruct Matl Regular Dc	\$5,424	\$5,424	\$2,278	\$5,289	\$5,523	\$3,464	\$4,957
1000.22.2415.500.600.002.3515	Other Instruct Matl Special Ed	\$0	\$0	\$0	\$0	\$0	\$0	\$195
Function: Oth Instructional Matl. - 2415		\$5,424	\$5,424	\$2,278	\$5,289	\$5,523	\$3,464	\$5,152
1000.22.2430.500.400.001.3535	Gen Supplies Regular Day	\$27,559	\$24,000	\$22,832	\$23,789	\$42,956	\$45,504	\$5,829
1000.22.2430.500.410.001.3535	Gen Supplies Art	\$3,000	\$3,000	\$3,004	\$2,998	\$3,000	\$3,000	\$14,997
1000.22.2430.500.432.001.3535	Gen Supplies English	\$3,000	\$3,000	\$1,870	\$2,999	\$2,987	\$1,944	\$808
1000.22.2430.500.450.001.3535	Gen Supplies Foreign Langua	\$3,000	\$3,000	\$1,102	\$2,226	\$3,000	\$2,932	\$1,627
1000.22.2430.500.460.001.3535	Gen Supplies Health Educatio	\$3,000	\$3,000	\$2,583	\$2,869	\$2,954	\$2,955	\$1,925
1000.22.2430.500.470.001.3535	Gen Supplies Physcial Educat	\$0	\$0	\$0	\$0	\$0	(\$40)	\$3,913
1000.22.2430.500.490.001.3535	Gen Supplies Music	\$10,000	\$10,000	\$9,746	\$9,999	\$2,779	\$2,493	\$10,061
1000.22.2430.500.500.001.3535	Gen Supplies Math	\$3,000	\$3,000	\$2,975	\$2,655	\$2,899	\$2,500	\$911
1000.22.2430.500.520.001.3535	Gen Supplies Science	\$23,000	\$23,000	\$18,009	\$14,509	\$2,993	\$2,952	\$18,035
1000.22.2430.500.530.001.3535	Gen Supplies Social Studies	\$3,000	\$3,000	\$2,894	\$3,009	\$3,306	\$2,944	\$2,731
1000.22.2430.500.570.001.3535	Gen Supplies Business	\$3,000	\$3,000	\$2,982	\$3,000	\$3,000	\$413	\$1,022
1000.22.2430.500.575.001.3535	Gen Supplies Industrial Arts	\$0	\$0	\$0	\$0	\$2,967	\$2,999	\$11,632
1000.22.2430.500.589.001.3535	Gen Supplies Alternative Educ	\$3,000	\$3,000	\$2,437	\$2,882	\$2,826	\$2,530	\$950
1000.22.2430.500.591.001.3535	Gen Supplies Technology	\$6,000	\$6,000	\$5,515	\$5,996	\$3,000	\$2,953	\$5,990

## Monomoy Regional School District

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Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.22.2430.500.600.002.3535	Gen Supplies Special Ed	\$5,500	\$5,500	\$4,402	\$1,447	\$4,169	\$3,099	\$3,439
Function: General Supplies - 2430		\$96,059	\$92,500	\$80,350	\$78,378	\$82,836	\$79,178	\$83,870
1000.22.2440.505.400.001.3542	Field Trips	\$10,000	\$10,000	\$9,127	\$10,698	\$11,447	\$9,972	\$14,371
Function: Oth Instructional Svcs. - 2440		\$10,000	\$10,000	\$9,127	\$10,698	\$11,447	\$9,972	\$14,371
1000.22.2451.830.927.001.3546	Clssrm Instr. Technology Reg	\$10,713	\$10,713	\$5,220	\$10,296	\$7,413	\$8,330	\$6,231
Function: Clssrm Instr. Technology - 2451		\$10,713	\$10,713	\$5,220	\$10,296	\$7,413	\$8,330	\$6,231
1000.22.2455.600.925.005.3555	Instructional Software and Oth	\$10,514	\$12,614	\$12,540	\$11,020	\$11,217	\$12,832	\$2,360
Function: Instructional Software - 2455		\$10,514	\$12,614	\$12,540	\$11,020	\$11,217	\$12,832	\$2,360
1000.22.2710.110.270.001.3561	Guidance/Adj Counselors Sal	\$346,214	\$335,302	\$335,302	\$314,908	\$352,843	\$262,754	\$292,232
1000.22.2710.300.270.001.3562	Guidance/Adj Counselors Clei	\$34,993	\$32,961	\$32,961	\$31,061	\$29,267	\$27,820	\$33,295
1000.22.2710.500.270.001.3565	Guidance/Adj Counselors Sup	\$6,815	\$6,815	\$3,597	\$6,799	\$6,673	\$1,890	\$3,214
1000.22.2710.600.270.001.3585	Guidance Other Expense	\$1,100	\$1,100	\$698	\$1,082	\$1,100	\$1,392	\$831
Function: Guidance/Adj. Counselors - 2710		\$389,122	\$376,178	\$372,557	\$353,850	\$389,883	\$293,856	\$329,572
1000.22.2800.110.280.002.3581	Psychological Services Sal Sp	\$151,649	\$148,707	\$148,707	\$145,422	\$87,171	\$85,072	\$82,823
1000.22.2800.400.280.002.3584	Psychological Services Contr	\$0	\$0	\$0	\$0	\$0	\$480	\$5,776
1000.22.2800.500.280.002.3585	Psychological Services Suppli	\$800	\$800	\$0	\$0	\$0	\$154	\$1,064
1000.22.2800.600.280.002.3586	Psychological Services Othr E	\$0	\$0	\$0	\$0	\$0	\$6	\$5,396
Function: Psychological Services - 2800		\$152,449	\$149,507	\$148,707	\$145,422	\$87,171	\$85,712	\$95,058

## Monomoy Regional School District

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Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.22.3200.110.322.005.1441	Medical/Health Salaries	\$113,824	\$115,682	\$115,682	\$103,178	\$71,216	\$65,545	\$62,722
1000.22.3200.300.322.005.1443	Medical/Health Other Salaries	\$0	\$0	\$0	\$0	\$36,629	\$34,345	\$32,329
1000.22.3200.500.322.005.1445	Medical/Health Supplies	\$3,478	\$3,478	\$1,986	\$2,367	\$3,476	\$1,865	\$2,966
Function: Medical/Health Svcs. - 3200		\$117,302	\$119,160	\$117,668	\$105,545	\$111,321	\$101,755	\$98,017
1000.22.3510.110.350.005.1501	Athletic Director	\$98,478	\$96,576	\$96,576	\$94,712	\$82,100	\$88,574	\$74,497
1000.22.3510.330.352.005.1503	Coaches	\$0	\$0	\$0	\$0	\$0	\$7,144	\$139,933
1000.22.3510.330.353.005.1503	Coaches Soccer	\$23,098	\$23,098	\$18,532	\$18,179	\$16,268	\$20,787	\$0
1000.22.3510.330.354.005.1503	Coaches Track	\$19,471	\$13,859	\$19,907	\$18,715	\$11,741	\$16,538	\$0
1000.22.3510.330.356.005.1503	Coaches Basketball	\$23,098	\$23,098	\$12,058	\$12,590	\$14,601	\$15,110	\$0
1000.22.3510.330.357.005.1503	Coaches Basketball Girls	\$5,596	\$0	\$5,487	\$5,379	\$4,796	\$4,600	\$0
1000.22.3510.330.358.005.1503	Coaches Cheerleading	\$11,286	\$11,286	\$9,980	\$9,584	\$8,999	\$12,097	\$0
1000.22.3510.330.359.005.1503	Coaches Football	\$15,485	\$10,262	\$15,810	\$14,884	\$14,595	\$15,336	\$0
1000.22.3510.330.361.005.1503	Coaches Ice Hockey	\$12,835	\$12,835	\$4,990	\$4,892	\$4,600	\$1,802	\$0
1000.22.3510.330.362.005.1503	Coaches Baseball	\$12,835	\$12,835	\$3,539	\$6,522	\$12,539	\$7,352	\$0
1000.22.3510.330.363.005.1503	Coaches Softball	\$12,835	\$12,835	\$5,977	\$9,529	\$8,942	\$15,807	\$0
1000.22.3510.330.364.005.1503	Coaches Field Hockey	\$12,835	\$12,835	\$8,325	\$7,748	\$7,596	\$9,338	\$0
1000.22.3510.330.365.005.1503	Coaches Sailing	\$10,262	\$10,262	\$6,661	\$7,748	\$9,695	\$5,745	\$0
1000.22.3510.330.369.005.1503	Coaches Cross Country	\$10,262	\$10,262	\$5,977	\$5,860	\$5,745	\$5,745	\$0
1000.22.3510.330.371.005.1503	Coaches Lacrosse	\$13,788	\$11,038	\$13,722	\$13,253	\$13,998	\$10,395	\$0
1000.22.3510.330.372.005.1503	Coaches Tennis	\$20,524	\$20,524	\$9,567	\$10,271	\$10,070	\$19,021	\$0
1000.22.3510.330.374.005.1503	Coaches Golf	\$20,524	\$20,524	\$19,032	\$18,242	\$18,684	\$8,942	\$0
1000.22.3510.440.381.005.1504	Athletic Transportation	\$90,022	\$99,922	\$75,535	\$87,768	\$75,989	\$66,223	\$78,832
1000.22.3510.500.352.005.1505	Supplies Athletic Equipment	\$49,950	\$49,950	\$34,133	\$44,011	\$45,270	\$76,618	\$49,305

## Monomoy Regional School District

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Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.22.3510.600.381.005.1506	Athletic Other Expense	\$109,146	\$102,760	\$100,591	\$121,582	\$102,255	\$80,394	\$63,037
Function: Athletics & Intramural - 3510		\$572,330	\$554,761	\$466,399	\$511,470	\$468,483	\$487,569	\$405,604
1000.22.3520.330.385.005.1523	Other Student Activities Stiper	\$114,800	\$102,627	\$97,083	\$105,681	\$108,873	\$87,807	\$85,090
1000.22.3520.500.385.005.1523	Other Student Activities Suppl	\$15,350	\$15,350	\$8,752	\$15,149	\$15,310	\$15,719	\$15,289
Function: Other Student Activities - 3520		\$130,150	\$117,977	\$105,835	\$120,831	\$124,183	\$103,526	\$100,379
1000.22.4110.300.770.005.1563	Custodial Salaries	\$298,571	\$287,059	\$286,284	\$293,748	\$291,290	\$293,262	\$256,494
1000.22.4110.300.771.005.1563	Custodial Substitutes and Ove	\$26,000	\$26,000	\$14,788	\$24,620	\$37,054	\$23,464	\$34,268
1000.22.4110.580.770.005.1565	Custodial Supplies	\$25,000	\$25,000	\$18,344	\$24,613	\$20,398	\$24,853	\$24,282
Function: Custodial Services - 4110		\$349,571	\$338,059	\$319,415	\$342,981	\$348,742	\$341,579	\$315,044
1000.22.4120.633.773.005.1576	Heating	\$57,103	\$57,103	\$37,888	\$50,971	\$42,981	\$40,910	\$36,363
Function: Heating - 4120		\$57,103	\$57,103	\$37,888	\$50,971	\$42,981	\$40,910	\$36,363
1000.22.4130.635.775.005.1586	Utilities Electricity	\$262,166	\$242,809	\$227,375	\$237,793	\$249,413	\$270,915	\$255,759
1000.22.4130.636.775.005.1586	Utilities Telephone	\$49,175	\$46,600	\$40,950	\$44,604	\$47,232	\$28,744	\$44,790
Function: Utilities - 4130		\$311,341	\$289,409	\$268,325	\$282,397	\$296,645	\$299,659	\$300,549
1000.22.4210.420.760.005.1594	Maintenance of Grounds Cont	\$104,000	\$104,000	\$87,525	\$90,467	\$92,798	\$84,683	\$19,866
Function: Maintenance Of Grounds - 4210		\$104,000	\$104,000	\$87,525	\$90,467	\$92,798	\$84,683	\$19,866
1000.22.4220.420.800.005.1604	Maintenance of Building Conti	\$199,000	\$199,000	\$143,334	\$167,763	\$153,718	\$117,965	\$109,250
Function: Maintenance Of Buildings - 4220		\$199,000	\$199,000	\$143,334	\$167,763	\$153,718	\$117,965	\$109,250

## Monomoy Regional School District

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1000.22.4230.400.900.005.1624	Maintenance of Equipment Cc	\$37,375	\$37,375	\$25,653	\$35,653	\$36,049	\$37,125	\$11,880
Function: Maintenance Of Equipment - 4230		\$37,375	\$37,375	\$25,653	\$35,653	\$36,049	\$37,125	\$11,880
1000.22.4400.300.160.005.0863	Technology Technician	\$54,057	\$52,997	\$52,997	\$51,958	\$0	\$0	\$0
Function: Networking & Telecom - 4400		\$54,057	\$52,997	\$52,997	\$51,958	\$0	\$0	\$0
Location: Monomoy Regional High School - 22		\$8,849,048	\$8,493,893	\$8,217,985	\$8,260,159	\$7,781,137	\$7,522,656	\$6,878,351
1000.30.1110.200.100.005.0702	School Comm Salaries Secret	\$3,000	\$3,000	\$2,318	\$3,136	\$3,150	\$3,150	\$3,000
1000.30.1110.410.126.005.1741	Financial Advisors Building Pr	\$2,800	\$2,057	\$2,556	\$6,414	\$4,850	\$2,629	\$1,800
1000.30.1110.410.127.005.0704	School Comm Audit Expense	\$33,750	\$33,750	\$33,750	\$31,000	\$31,612	\$50,801	\$33,000
1000.30.1110.600.100.005.0706	School Comm Other Expense	\$22,650	\$26,922	\$12,377	\$9,434	\$22,069	\$2,369	\$9,260
1000.30.1110.600.100.005.1741	Misc Expenditures Building Pr	\$0	\$0	\$0	\$0	\$174	\$0	\$0
Function: School Comm Salaries And Expense - 1110		\$62,200	\$65,729	\$51,001	\$49,984	\$61,856	\$58,948	\$47,060
1000.30.1210.100.105.005.0721	Supt. Prof Salaries	\$192,177	\$188,456	\$188,456	\$181,664	\$178,149	\$173,862	\$169,680
1000.30.1210.200.105.005.0722	Supt. Clerical Salaries	\$67,036	\$65,280	\$65,280	\$64,964	\$67,507	\$65,441	\$64,214
1000.30.1210.460.105.005.0724	Supt. Expense Advertising	\$17,845	\$17,845	\$12,182	\$11,027	\$10,202	\$8,067	\$11,108
1000.30.1210.500.105.005.0725	Supt. Expense Supplies	\$12,150	\$12,150	\$9,086	\$6,758	\$11,686	\$10,133	\$13,203
1000.30.1210.600.105.005.0726	Supt. Expense Other	\$24,308	\$26,308	\$22,172	\$26,585	\$30,244	\$21,558	\$21,829
1000.30.1210.610.105.005.0726	Supt. Expense Travel & Confe	\$3,500	\$3,500	\$4,417	\$3,018	\$3,342	\$3,470	\$5,006
1000.30.1210.615.105.005.0726	Supt. Expense In Service	\$17,966	\$13,961	\$3,500	\$8,959	\$1,028	\$19,042	\$1,889
1000.30.1210.620.105.005.0726	Supt. Expense Dues	\$11,516	\$13,521	\$14,015	\$12,809	\$11,249	\$11,561	\$8,777
Function: Supt. Salaries & Expense - 1210		\$346,498	\$341,021	\$319,109	\$315,784	\$313,406	\$313,134	\$295,706

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Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.30.1230.200.105.005.0763	Community Engagement Coord	\$26,634	\$26,112	\$26,112	\$21,611	\$0	\$0	\$0
Function: Community Engagement Coordinator - 1230		\$26,634	\$26,112	\$26,112	\$21,611	\$0	\$0	\$0
1000.30.1410.100.150.005.0781	Salaries Business Manager	\$137,122	\$135,285	\$135,285	\$131,850	\$129,186	\$124,797	\$121,753
1000.30.1410.110.101.005.0781	Salaries Treasurer	\$40,858	\$44,778	\$38,709	\$45,646	\$44,778	\$43,719	\$42,686
1000.30.1410.200.150.005.0782	Business & Finance Other Sal	\$203,889	\$200,216	\$200,216	\$192,343	\$186,860	\$187,033	\$176,752
1000.30.1410.300.150.005.0783	Business & Finance Contract	\$4,000	\$4,000	\$0	\$0	\$6,500	\$2,400	\$4,519
1000.30.1410.500.150.005.0785	Business & Finance Supplies	\$2,700	\$2,700	\$2,154	\$2,645	\$4,622	\$2,262	\$2,550
1000.30.1410.600.150.005.0786	Business & Finance Other	\$15,743	\$15,743	\$590	\$3,474	\$8,954	\$15,943	\$7,590
1000.30.1410.610.150.005.0786	Business & Finance Travel	\$2,900	\$2,900	\$0	\$84	\$236	\$1,450	\$1,519
1000.30.1410.615.150.005.0786	Business & Finance Prof Devt	\$1,800	\$1,800	\$360	\$765	\$1,160	\$565	\$1,294
Function: Business & Finance - 1410		\$409,012	\$407,422	\$377,314	\$376,807	\$382,295	\$378,168	\$358,662
1000.30.1420.200.170.005.0802	Benefits & Personnel Clerical	\$66,586	\$65,280	\$65,280	\$47,045	\$53,731	\$53,953	\$53,517
Function: H.R. Benefits And Personnel - 1420		\$66,586	\$65,280	\$65,280	\$47,045	\$53,731	\$53,953	\$53,517
1000.30.1430.410.119.005.0824	Legal Services for SC	\$55,000	\$55,000	\$55,000	\$58,853	\$57,564	\$21,563	\$44,056
Function: Legal Services For S.C. - 1430		\$55,000	\$55,000	\$55,000	\$58,853	\$57,564	\$21,563	\$44,056
1000.30.1450.110.205.005.0861	Instructional Technology Spec	\$0	\$0	\$0	\$0	\$0	\$0	(\$140)
1000.30.1450.300.160.005.0863	District Info Mgmt Oth Salaries	\$0	\$600	\$600	\$0	\$275,203	\$297,532	\$211,971
1000.30.1450.410.160.005.0864	District Info Mgmt Contract Se	\$146,667	\$118,028	\$113,863	\$125,270	\$132,718	\$136,309	\$108,316
1000.30.1450.600.160.005.0866	District Info Mgmt Oth Expens	\$0	\$68,884	\$69,842	\$75,464	\$51,087	\$38,386	\$13,251
Function: District Information Management - 1450		\$146,667	\$187,512	\$184,305	\$200,733	\$459,007	\$472,228	\$333,398



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Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.30.2110.100.205.001.0881	Curriculum Director Prof Salar	\$136,207	\$133,595	\$133,595	\$130,574	\$128,274	\$125,212	\$203,469
1000.30.2110.100.600.002.3401	Special Ed Director Prof Salar	\$136,207	\$133,595	\$136,095	\$131,034	\$128,524	\$144,196	\$121,975
1000.30.2110.200.205.001.0862	Curriculum Director Clerical S	\$34,893	\$34,241	\$34,240	\$64,711	\$63,474	\$61,965	\$60,493
1000.30.2110.200.600.002.3402	Special Ed Director Clerical S:	\$57,947	\$56,769	\$56,769	\$55,313	\$54,228	\$52,905	\$51,615
1000.30.2110.400.600.002.3404	Special Ed Director Contract S	\$12,000	\$12,000	\$12,000	\$5,209	\$2,450	\$2,469	\$48,038
1000.30.2110.500.600.002.3405	Special Ed Director Supplies	\$6,255	\$6,255	\$1,567	\$3,703	\$3,288	\$2,471	\$1,963
1000.30.2110.600.600.002.3406	Special Ed Director Other Exp	\$0	\$0	\$0	\$0	\$5,450	\$6,446	\$1,358
Function: Curriculum Directors Supervisory - 2110		\$383,509	\$376,455	\$374,266	\$390,544	\$385,688	\$395,664	\$488,910
1000.30.2305.110.400.001.3450	Contractual - Incentive	\$54,000	\$5,680	\$2,950	\$7,224	\$0	\$456	\$311,158
1000.30.2305.110.595.002.3450	Extended School Year Salarie	\$66,196	\$53,779	\$53,779	\$0	\$0	\$0	\$0
1000.30.2305.350.400.001.3450	Tchrs Sick Leave Buy Back	\$30,000	\$30,000	\$9,879	\$44,675	\$78,110	\$28,619	\$178,094
Function: Classroom Teachers - 2305		\$150,196	\$89,459	\$66,608	\$51,899	\$78,110	\$29,075	\$489,252
1000.30.2310.110.595.002.3451	Extended Year Salaries Teact	\$0	\$0	\$0	\$63,302	\$65,379	\$53,814	\$49,248
Function: Specialists, Small Group - 2310		\$0	\$0	\$0	\$63,302	\$65,379	\$53,814	\$49,248
1000.30.2320.300.600.002.3467	Medical/Therapeutic Other Sa	\$2,416	\$2,964	\$8,140	\$5,219	\$6,015	\$9,120	\$15,008
1000.30.2320.400.569.001.3468	Translation and Interpreter Se	\$15,000	\$15,000	\$8,000	\$4,603	\$11,922	\$0	\$0
1000.30.2320.410.600.002.3468	Medical/Therapeutic Contract	\$65,000	\$65,000	\$65,888	\$55,951	\$53,603	\$0	\$0
Function: Medical/Therapeutic Svcs. - 2320		\$82,416	\$82,964	\$82,028	\$65,772	\$71,541	\$9,120	\$15,008
1000.30.2330.300.595.002.3473	Extended Year Salaries Instru	\$48,750	\$33,425	\$33,425	\$40,829	\$41,609	\$57,825	\$46,220
Function: Teacher Assistant - 2330		\$48,750	\$33,425	\$33,425	\$40,829	\$41,609	\$57,825	\$46,220

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Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.30.2354.110.505.001.3498	Mentors	\$24,460	\$23,981	\$23,372	\$19,745	\$26,188	\$0	\$0
Function: Instructional Coaching Stipends/ Mentors - 2354		\$24,460	\$23,981	\$23,372	\$19,745	\$26,188	\$0	\$0
1000.30.2356.110.205.001.3498	Curriculum Task Force Stipen	\$18,000	\$18,000	\$8,075	\$0	\$0	\$0	\$0
1000.30.2356.110.205.002.3498	Curriculum Special Education	\$0	\$0	\$980	\$0	\$0	\$0	\$0
1000.30.2356.600.400.001.3498	Staff Attending Prof Develop	\$75,000	\$75,000	\$56,588	\$75,830	\$84,457	\$0	\$0
1000.30.2356.615.400.001.3498	Unit A Staff Attending Prof De	\$0	\$15,000	\$14,985	\$15,658	\$18,073	\$0	\$0
1000.30.2356.616.400.001.3498	Unit B Staff Attending Prof De	\$0	\$6,000	\$5,880	\$4,751	\$7,404	\$0	\$0
Function: Staff Attending Prof Development - 2356		\$93,000	\$114,000	\$86,508	\$96,239	\$109,935	\$0	\$0
1000.30.2357.600.400.001.3498	Professional Development Otl	\$0	\$0	\$0	\$0	\$0	\$144,860	\$85,414
1000.30.2357.615.400.001.3498	Unit A Workshops Professiona	\$0	\$0	\$0	\$0	\$0	\$8,448	\$6,059
1000.30.2357.616.400.001.3498	Unit B Prof Dev Course Reimt	\$0	\$0	\$0	\$0	\$0	\$455	\$3,833
Function: Prof Dev, Stipends And Exps. - 2357		\$0	\$0	\$0	\$0	\$0	\$153,763	\$95,307
1000.30.2358.400.184.001.3696	Outside Prof Dev for Instructic	\$0	\$4,593	\$0	\$0	\$11,000	\$0	\$0
Function: Outside Prof Dev for Instructional Staff - 2358		\$0	\$4,593	\$0	\$0	\$11,000	\$0	\$0
1000.30.2410.510.600.001.3505	Math in Focus and ELA Curric	\$285,191	\$0	\$0	\$0	\$0	\$196,126	\$0
1000.30.2410.510.600.002.3505	Textbooks Special Ed	\$2,750	\$2,750	\$1,584	\$2,759	\$2,750	\$0	\$12
Function: Textbk/Sftware/Media Mtls - 2410		\$287,941	\$2,750	\$1,584	\$2,759	\$2,750	\$196,126	\$12
1000.30.2430.500.595.002.3535	Gen Supples Special Ed Exte	\$12,900	\$12,900	\$5,763	\$4,204	\$0	\$5,604	\$6,293
1000.30.2430.500.596.002.3535	SEPAC Supplies	\$700	\$700	\$0	\$450	\$450	\$450	\$0

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Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.30.2430.500.600.002.3535	Gen Supplies Special Ed	\$1,000	\$1,000	\$240	\$615	\$994	\$289	\$169
Function: General Supplies - 2430		\$14,600	\$14,600	\$6,003	\$5,269	\$1,444	\$6,343	\$6,462
1000.30.2440.506.400.001.3543	NEED Academy	\$90,172	\$87,006	\$84,996	\$77,145	\$78,627	\$74,378	\$74,818
Function: Oth Instructional Svcs. - 2440		\$90,172	\$87,006	\$84,996	\$77,145	\$78,627	\$74,378	\$74,818
1000.30.2455.600.925.005.3555	Instructional Software and Otr	\$30,400	\$0	\$0	\$0	\$0	\$0	\$0
Function: Instructional Software - 2455		\$30,400	\$0	\$0	\$0	\$0	\$0	\$0
1000.30.2710.615.270.002.3566	Guidance/Adj. Counselors Prc	\$0	\$0	\$0	\$0	\$0	\$416	\$1,750
Function: Guidance/Adj. Counselors - 2710		\$0	\$0	\$0	\$0	\$0	\$416	\$1,750
1000.30.2800.110.280.002.3581	Psychological Services Sal Sp	\$0	\$0	\$0	\$0	\$0	\$35,983	\$28,285
1000.30.2800.410.603.002.3584	Psychological Services Ind Ev	\$0	\$0	\$0	\$0	\$0	\$2,150	\$2,875
1000.30.2800.500.280.002.3585	Psych Supplies	\$10,133	\$10,133	\$8,889	\$9,357	\$9,672	\$7,038	\$10,704
Function: Psychological Services - 2800		\$10,133	\$10,133	\$8,889	\$9,357	\$9,672	\$45,171	\$41,864
1000.30.3300.200.165.001.1464	Transportation Coordinator	\$33,293	\$32,640	\$32,640	\$0	\$0	\$0	\$0
1000.30.3300.440.331.001.1464	Transportation Regular Day	\$1,022,308	\$971,302	\$938,411	\$921,132	\$926,244	\$845,881	\$847,640
1000.30.3300.440.331.002.1464	Transportation Special Ed	\$453,657	\$572,970	\$401,441	\$468,578	\$422,465	\$476,417	\$532,350
1000.30.3300.632.331.001.1466	Transportation Regular Day F	\$0	\$0	\$0	\$0	\$0	\$0	\$10,616
Function: Transportation - 3300		\$1,509,258	\$1,576,912	\$1,372,492	\$1,389,710	\$1,348,710	\$1,322,297	\$1,390,606
1000.30.3400.561.340.005.1486	Food Services Negative Balar	\$5,000	\$5,000	\$0	\$0	\$3,329	\$5,343	\$2,596
Function: Food Services - 3400		\$5,000	\$5,000	\$0	\$0	\$3,329	\$5,343	\$2,596

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Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.30.4110.600.770.005.1566	Custodial Uniforms	\$10,754	\$7,754	\$9,526	\$7,701	\$7,453	\$10,076	\$7,904
Function: Custodial Services - 4110		\$10,754	\$7,754	\$9,526	\$7,701	\$7,453	\$10,076	\$7,904
1000.30.4130.420.806.005.1584	Utilities Trash Pickup	\$55,825	\$55,825	\$54,487	\$51,641	\$50,205	\$57,393	\$53,418
1000.30.4130.636.775.005.1586	Utilities Telephone	\$16,196	\$15,425	\$7,878	\$14,557	\$9,926	\$9,043	\$8,793
1000.30.4130.637.775.005.1586	Utilities Water	\$20,462	\$19,487	\$19,200	\$14,246	\$16,778	\$15,223	\$17,602
Function: Utilities - 4130		\$92,483	\$90,737	\$81,565	\$80,444	\$76,909	\$81,660	\$79,813
1000.30.4220.300.760.005.1603	District Facilities Director	\$91,695	\$89,946	\$89,946	\$88,528	\$86,660	\$84,610	\$83,886
1000.30.4220.400.760.005.1604	Facilities Contract Service	\$36,134	\$36,134	\$26,100	\$24,859	\$24,002	\$22,264	\$27,304
1000.30.4220.500.760.005.1605	Bldg Maintenance Supplies	\$2,500	\$2,500	\$0	\$969	\$2,080	\$174	\$265
Function: Maintenance Of Buildings - 4220		\$130,329	\$128,580	\$116,046	\$114,356	\$112,743	\$107,048	\$111,456
1000.30.4230.400.800.005.1626	Maintenance of Equipment Cc	\$13,500	\$12,322	\$12,322	\$12,903	\$4,991	\$4,242	\$2,170
1000.30.4230.600.800.005.1626	Maintenance of Equipment Ot	\$2,000	\$2,000	\$310	\$2,929	\$850	\$1,210	\$0
Function: Maintenance Of Equipment - 4230		\$15,500	\$14,322	\$12,632	\$15,832	\$5,841	\$5,452	\$2,170
1000.30.4400.110.163.005.1641	Technology Director	\$117,080	\$114,843	\$114,843	\$112,650	\$110,500	\$104,808	\$107,565
1000.30.4400.200.105.005.1643	Web Manager	\$39,952	\$39,168	\$39,168	\$38,124	\$0	\$0	\$0
1000.30.4400.300.160.005.0863	Assessment Compliance	\$68,039	\$66,117	\$66,117	\$65,346	\$0	\$0	\$0
1000.30.4400.300.164.005.1643	Networking Other Salaries	\$0	\$0	\$0	\$0	\$0	\$574	\$0
1000.30.4400.600.900.005.1646	Networking Other Expense	\$0	\$0	\$0	\$0	\$42,759	\$44,760	\$34,862
Function: Networking & Telecom - 4400		\$225,071	\$220,128	\$220,128	\$216,120	\$153,259	\$150,141	\$142,427

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Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.30.4450.410.926.005.1654	Technology Contract Service	\$32,485	\$38,940	\$38,500	\$30,700	\$27,652	\$71,437	\$44,652
1000.30.4450.600.900.005.1646	Networking Other Expense	\$54,935	\$38,027	\$30,450	\$32,835	\$0	\$0	\$0
1000.30.4450.600.926.005.1656	Technology Other Expense	\$104,339	\$107,871	\$83,637	\$93,350	\$111,755	\$115,432	\$97,883
Function: Technology Maintenance - 4450		\$191,759	\$184,838	\$152,587	\$156,885	\$139,407	\$186,868	\$142,535
1000.30.5100.710.718.005.1661	County Retirement, OPEB	\$1,117,271	\$1,110,360	\$1,110,360	\$1,065,245	\$1,016,501	\$953,628	\$898,550
1000.30.5100.730.714.005.1661	Medicare	\$335,582	\$310,000	\$306,901	\$309,498	\$301,025	\$293,749	\$264,082
Function: Retirement Contributions - 5100		\$1,452,853	\$1,420,360	\$1,417,261	\$1,374,743	\$1,317,526	\$1,247,377	\$1,162,632
1000.30.5200.720.713.005.1662	Workers Compensation Insura	\$173,772	\$173,772	\$177,504	\$162,971	\$160,922	\$156,998	\$134,760
1000.30.5200.720.725.005.1662	Health Insurance Active Empl	\$4,417,918	\$4,385,479	\$4,754,434	\$4,335,499	\$4,114,777	\$3,707,851	\$3,427,770
1000.30.5200.720.728.005.1662	Insurance Retirees	\$810,310	\$764,425	\$661,911	\$796,019	\$672,977	\$582,845	\$481,395
1000.30.5200.721.725.005.1662	Life Insurance Active Employe	\$6,299	\$6,299	\$3,405	\$6,903	(\$894)	\$2,819	\$3,191
1000.30.5200.722.725.005.1662	Dental Insurance Active Empl	\$249,695	\$225,463	\$206,748	\$190,454	\$189,370	\$177,304	\$170,448
1000.30.5200.726.730.005.1662	HSA Health Savings Account	\$12,000	\$0	\$14,000	\$0	\$0	\$0	\$0
1000.30.5200.740.719.005.1662	Unemployment Insurance	\$57,000	\$251,785	\$200,000	\$1,191	\$18,902	\$33,820	\$27,027
Function: Insurance - Active Emp. - 5200		\$5,726,994	\$5,807,223	\$6,018,002	\$5,493,037	\$5,156,054	\$4,661,638	\$4,244,591
1000.30.5260.790.715.005.1664	Insurance Property and Liabili	\$478,080	\$446,017	\$450,949	\$411,761	\$386,892	\$379,338	\$363,565
Function: Other Non-Emp. Insurance - 5260		\$478,080	\$446,017	\$450,949	\$411,761	\$386,892	\$379,338	\$363,565
1000.30.5300.835.980.005.1681	Rental-Lease equipment	\$84,772	\$97,008	\$93,924	\$119,955	\$130,453	\$73,984	\$56,719
Function: Rental-Lease Equipment - 5300		\$84,772	\$97,008	\$93,924	\$119,955	\$130,453	\$73,984	\$56,719

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1000.30.7200.820.935.005.1742	Capital Improvements Building	\$171,187	\$118,000	\$131,954	\$355,000	\$281,008	\$305,000	\$250,000
Function: Building Purchase And Improvements - 7200		\$171,187	\$118,000	\$131,954	\$355,000	\$281,008	\$305,000	\$250,000
1000.30.7350.830.927.005.1743	Capital Technology	\$183,813	\$187,000	\$180,431	\$0	\$0	\$0	\$0
Function: Capital Exp.-Technology - 7350		\$183,813	\$187,000	\$180,431	\$0	\$0	\$0	\$0
1000.30.8100.800.935.005.1751	Debt Retirement School Cons	\$0	\$0	\$0	\$33,213	\$83,847	\$124,346	\$158,351
Function: Debt Retirement - 8100		\$0	\$0	\$0	\$33,213	\$83,847	\$124,346	\$158,351
1000.30.8200.800.935.005.1752	Debt Service School Construc	\$2,110,916	\$2,257,343	\$2,256,296	\$2,200,563	\$2,241,083	\$2,287,125	\$2,315,130
Function: Debt Service - 8200		\$2,110,916	\$2,257,343	\$2,256,296	\$2,200,563	\$2,241,083	\$2,287,125	\$2,315,130
1000.30.9100.970.655.002.1770	Payments to Oth MA Dist.	\$26,000	\$26,000	\$26,000	\$23,788	\$250	\$14,289	\$107,360
Function: Payments To Oth Ma Dist. - 9100		\$26,000	\$26,000	\$26,000	\$23,788	\$250	\$14,289	\$107,360
1000.30.9110.970.658.005.1780	School Choice Tuition	\$1,219,326	\$1,216,326	\$1,216,326	\$1,151,244	\$1,387,208	\$1,286,293	\$1,147,725
Function: School Choice Tuition - 9110		\$1,219,326	\$1,216,326	\$1,216,326	\$1,151,244	\$1,387,208	\$1,286,293	\$1,147,725
1000.30.9120.970.659.005.1790	Tuition To Charter School	\$1,218,017	\$1,218,017	\$1,218,017	\$1,298,471	\$1,146,649	\$1,218,017	\$1,055,982
Function: Tuition To Charter School - 9120		\$1,218,017	\$1,218,017	\$1,218,017	\$1,298,471	\$1,146,649	\$1,218,017	\$1,055,982
1000.30.9300.970.662.002.1810	Non-Public Tuition	\$780,520	\$939,651	\$882,884	\$361,805	\$222,795	\$95,107	\$245,966
Function: Non-Public Tuition - 9300		\$780,520	\$939,651	\$882,884	\$361,805	\$222,795	\$95,107	\$245,966

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Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
1000.30.9400.970.663.001.1820	Vitual High School Tuition	\$0	\$0	\$0	\$0	\$0	\$0	\$5,620
1000.30.9400.970.663.002.1820	Payments to Collaborative	\$313,290	\$299,796	\$333,164	\$292,089	\$390,254	\$417,459	\$272,984
Function: Payments To Collaborative - 9400		\$313,290	\$299,796	\$333,164	\$292,089	\$390,254	\$417,459	\$278,604
Location: District - 30		\$18,274,096	\$18,248,454	\$18,035,984	\$16,990,393	\$16,801,470	\$16,298,547	\$15,707,378
Fund: General Operating Fund - 1000		\$41,734,623	\$40,751,482	\$39,911,081	\$39,000,481	\$37,648,165	\$36,273,192	\$34,426,072
8100.01.2305.110.400.001.3450	School Choice Tchrs Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$75,514
Function: Classroom Teachers - 2305		\$0	\$0	\$0	\$0	\$0	\$0	\$75,514
8100.01.2330.300.600.001.3473	School Choice Instruct Assist	\$215,497	\$165,497	\$163,195	\$138,998	\$129,765	\$173,244	\$118,153
Function: Teacher Assistant - 2330		\$215,497	\$165,497	\$163,195	\$138,998	\$129,765	\$173,244	\$118,153
Location: Chatham Elementary School - 01		\$215,497	\$165,497	\$163,195	\$138,998	\$129,765	\$173,244	\$193,667
8100.02.2305.110.400.400.3650	School Choice Teachers Sala	\$149,818	\$149,818	\$149,818	\$102,869	\$147,182	\$230,188	\$134,808
Function: Classroom Teachers - 2305		\$149,818	\$149,818	\$149,818	\$102,869	\$147,182	\$230,188	\$134,808
8100.02.2330.300.400.001.3473	School Choice Instruct Assist	\$0	\$0	\$0	\$13,411	\$18,245	\$9,441	\$0
8100.02.2330.300.600.002.3473	School Choice Instruct Assist	\$259,787	\$209,787	\$184,537	\$205,123	\$193,857	\$168,879	\$139,057
Function: Teacher Assistant - 2330		\$259,787	\$209,787	\$184,537	\$218,534	\$212,102	\$178,320	\$139,057
Location: Harwich Elementary School - 02		\$409,605	\$359,605	\$334,355	\$321,403	\$359,284	\$408,507	\$273,865

## Monomoy Regional School District

### \*\*\*\*FY21 Budget GF SC CB SUMMARY

Fiscal Year: 2019-2020

Print accounts with zero balance   
  Round to whole dollars   
  Account on new page

Exclude inactive accounts with zero balance

From Date: 7/1/2020                      To Date: 6/30/2021

Definition: 1.FY21 SC Approved Budget

Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
8100.11.2305.110.400.400.3650	School Choice Teachers Sala	\$313,563	\$313,563	\$315,287	\$260,834	\$303,143	\$281,345	\$265,464
Function: Classroom Teachers - 2305		\$313,563	\$313,563	\$315,287	\$260,834	\$303,143	\$281,345	\$265,464
8100.11.2330.300.400.001.3473	School Choice Instruct Assist	\$0	\$0	\$0	\$0	\$0	\$0	\$158
8100.11.2330.300.600.002.3473	School Choice Instruct Assist	\$188,941	\$188,941	\$189,703	\$204,583	\$267,368	\$207,674	\$209,848
Function: Teacher Assistant - 2330		\$188,941	\$188,941	\$189,703	\$204,583	\$267,368	\$207,674	\$210,006
Location: Monomoy Regional Middle School - 11		\$502,504	\$502,504	\$504,990	\$465,417	\$570,512	\$489,019	\$475,470
8100.22.2305.110.400.400.3650	School Choice Teachers Sala	\$0	\$0	\$0	\$0	\$0	\$0	\$210,482
Function: Classroom Teachers - 2305		\$0	\$0	\$0	\$0	\$0	\$0	\$210,482
8100.22.2330.300.600.002.3473	School Choice Instruct Assist	\$231,394	\$231,394	\$230,994	\$233,551	\$325,713	\$336,230	\$320,866
Function: Teacher Assistant - 2330		\$231,394	\$231,394	\$230,994	\$233,551	\$325,713	\$336,230	\$320,866
Location: Monomoy Regional High School - 22		\$231,394	\$231,394	\$230,994	\$233,551	\$325,713	\$336,230	\$531,348
Fund: School Choice - 8100		\$1,359,000	\$1,259,000	\$1,233,533	\$1,159,370	\$1,385,274	\$1,407,001	\$1,474,350
8200.30.9300.970.662.300.3077	Circuit Breaker Non-Public Tu	\$290,262	\$191,000	\$191,000	\$291,273	\$253,241	\$276,762	\$323,316
Function: Non-Public Tuition - 9300		\$290,262	\$191,000	\$191,000	\$291,273	\$253,241	\$276,762	\$323,316
Location: District - 30		\$290,262	\$191,000	\$191,000	\$291,273	\$253,241	\$276,762	\$323,316
Fund: Circuit Breaker - 8200		\$290,262	\$191,000	\$191,000	\$291,273	\$253,241	\$276,762	\$323,316



## Monomoy Regional School District

### \*\*\*\*FY21 Budget GF SC CB SUMMARY

Fiscal Year: 2019-2020

- Print accounts with zero balance   
  Round to whole dollars   
  Account on new page  
 Exclude inactive accounts with zero balance  
 Definition: 1.FY21 SC Approved Budget

From Date: 7/1/2020                      To Date: 6/30/2021

Account	Description	FY21 SC Approved Budget	FY20 Budget	FY20 YTD	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual
<b>Grand Total:</b>		\$43,383,885	\$42,201,482	\$41,335,615	\$40,451,124	\$39,286,680	\$37,956,955	\$36,223,738

End of Report

# Monomoy FY21 REVISED DRAFT Budget

3/12/2020

Scott Carpenter, Superintendent  
Katie Isernio, Business Manager



# Celebrating Our Schools

## **Chatham Elementary**

A vibrant learning community that has become a great incubator for ideas like exploring Deeper Learning, with a new community playground (supported by CPC funds).

## **Harwich Elementary**

One of the best elementary schools on Cape Cod (based on DESE's accountability ratings), with a new playground on the horizon (with the support of CPC funds, pending support at Town meeting)

## **Monomoy Regional Middle School**

The Cape's highest-rated middle school for the past two years based on DESE's accountability rating system, using MAP data to individualize supports and enrichment during the school day and extending the days with many activities both before and after school.

## **Monomoy Regional High School**

An exemplar of positive school culture, using our Jawsome block to support student success, paired with growing Advanced Placement and Global Studies programs, vibrant academic, athletic, and extracurricular programs, and strong supports for struggling learner

# Monomoy FY21 Revised 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

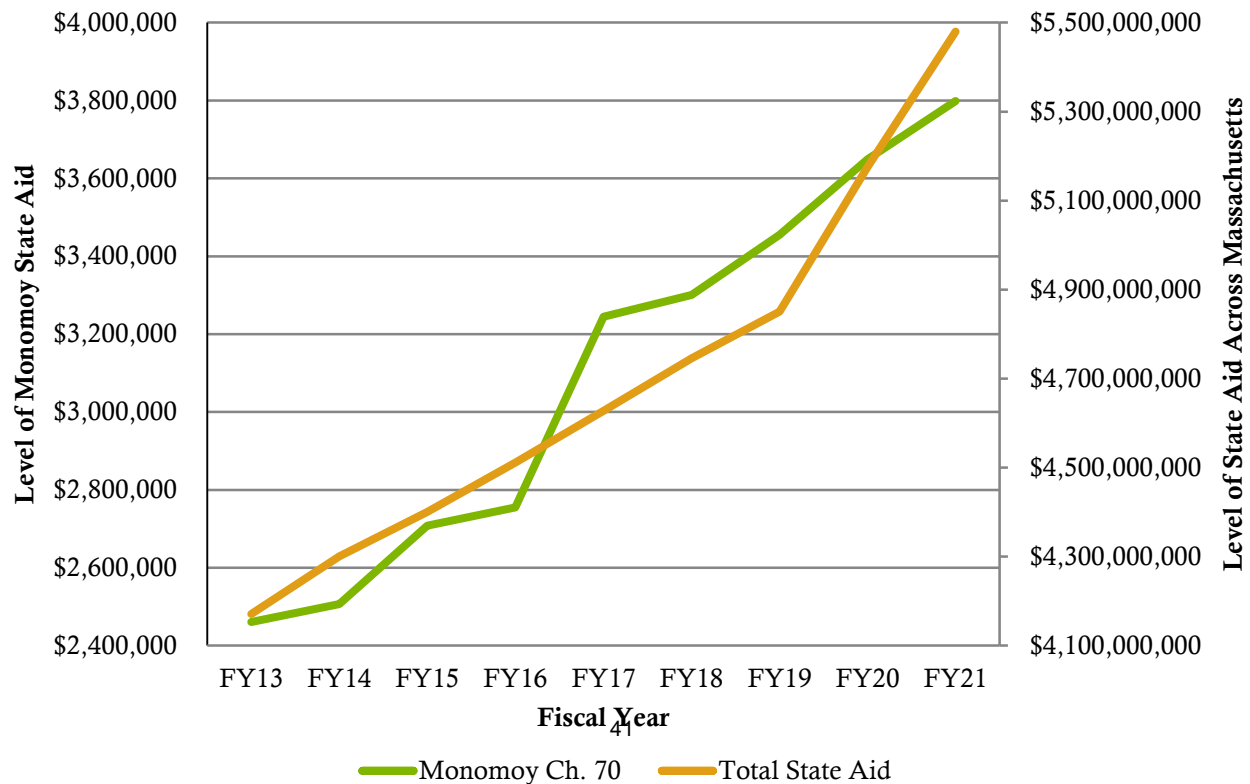
- ◆ Chapter 70 is the Commonwealth's formula which defines the "foundation budget," the amount which needs to be spent to provide children an adequate education – this can vary based on the demographics and programs offered in districts. The foundation budget is adjusted annually by an "inflation factor."
- ◆ 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



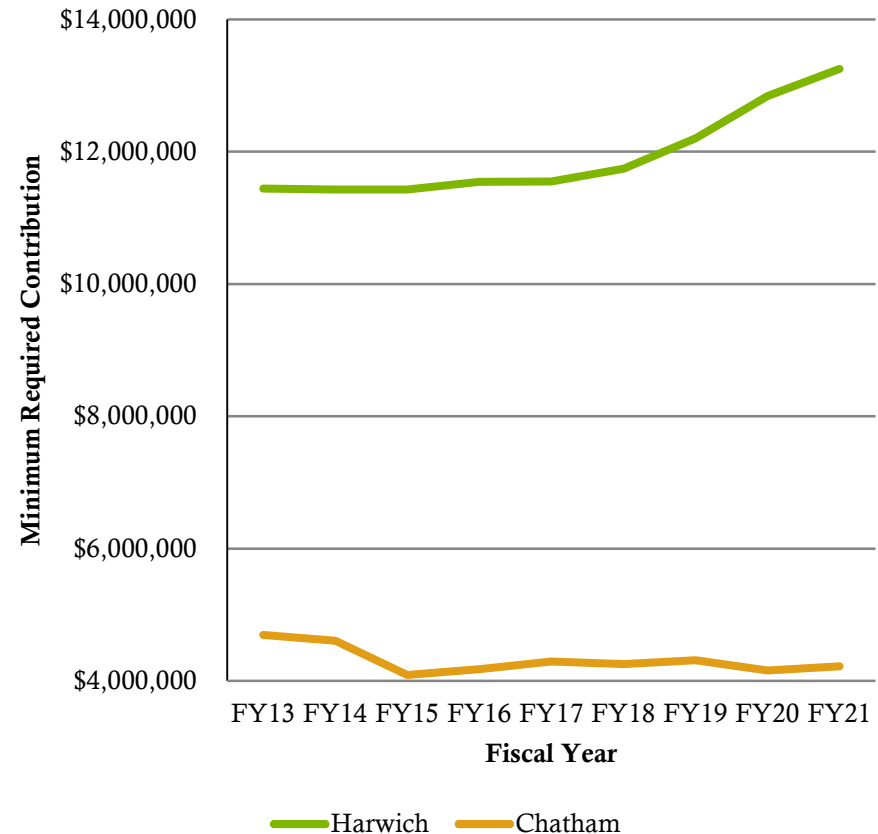
# Minimum Required Contribution Trends

*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





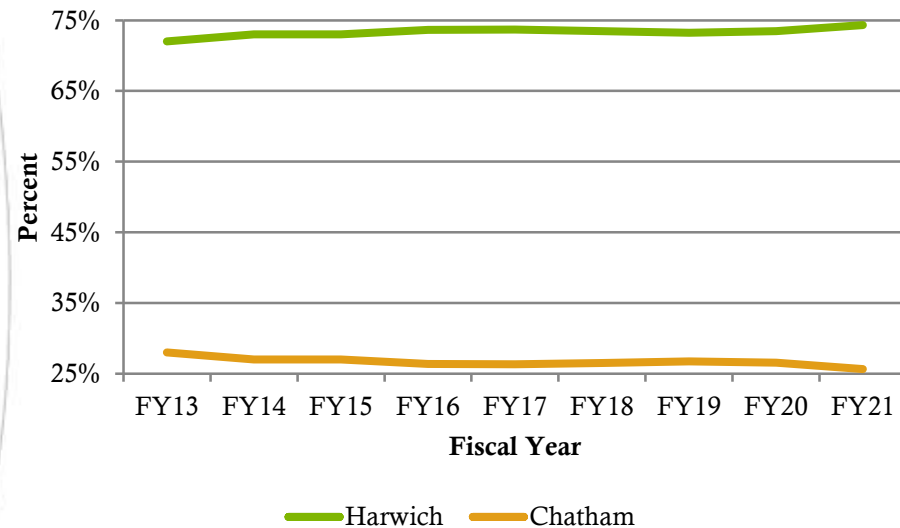
# Foundation Enrollment Trends

*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.*

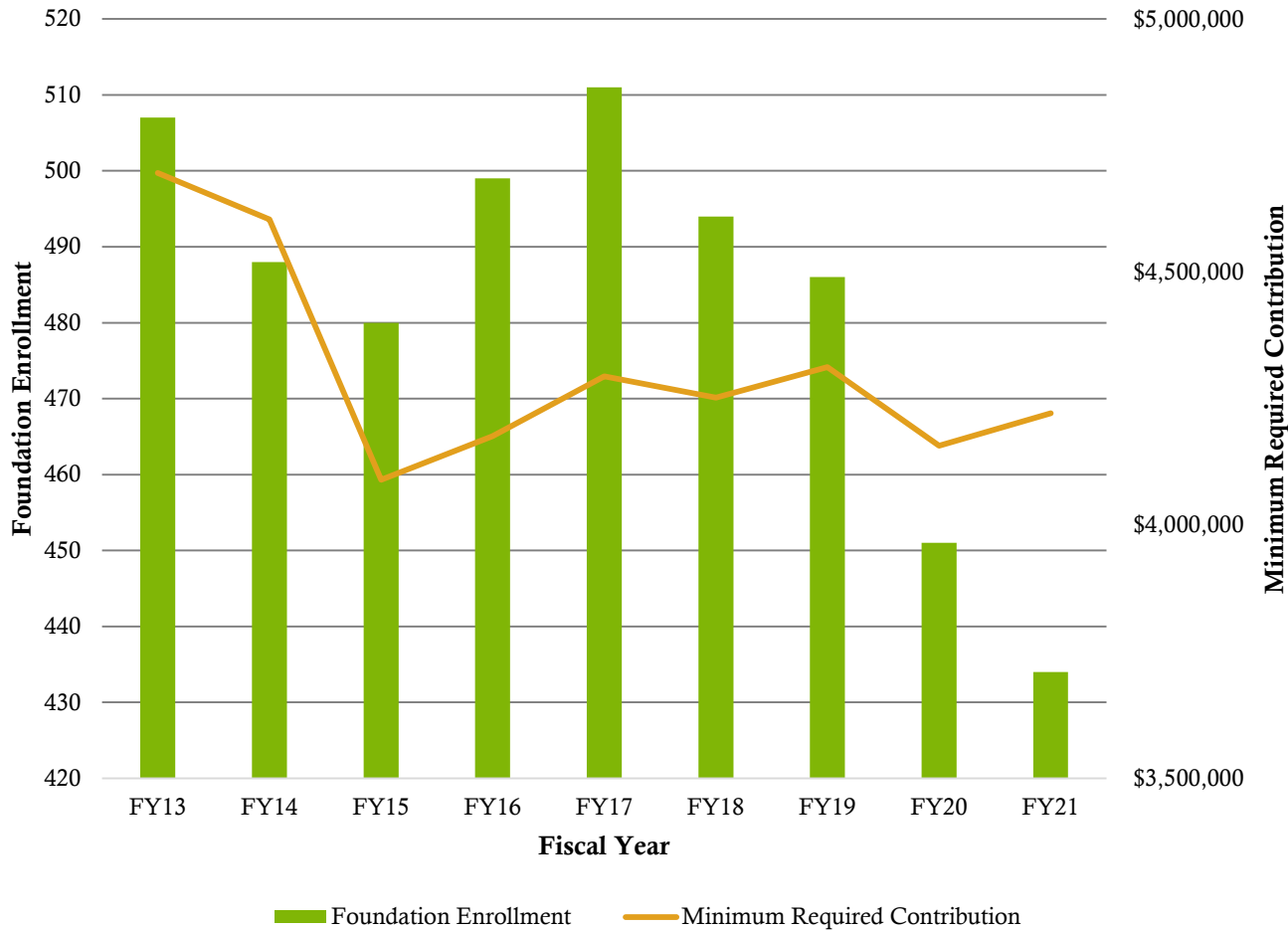
*Behind the FY21 Budget is a three-year rolling average enrollment split 74.35% Harwich and 25.65% Chatham. In FY21, the three-year rolling average shifted 0.9% towards Harwich.*

## Three Year Rolling Average of Foundation Enrollment Percentages FY13-FY21

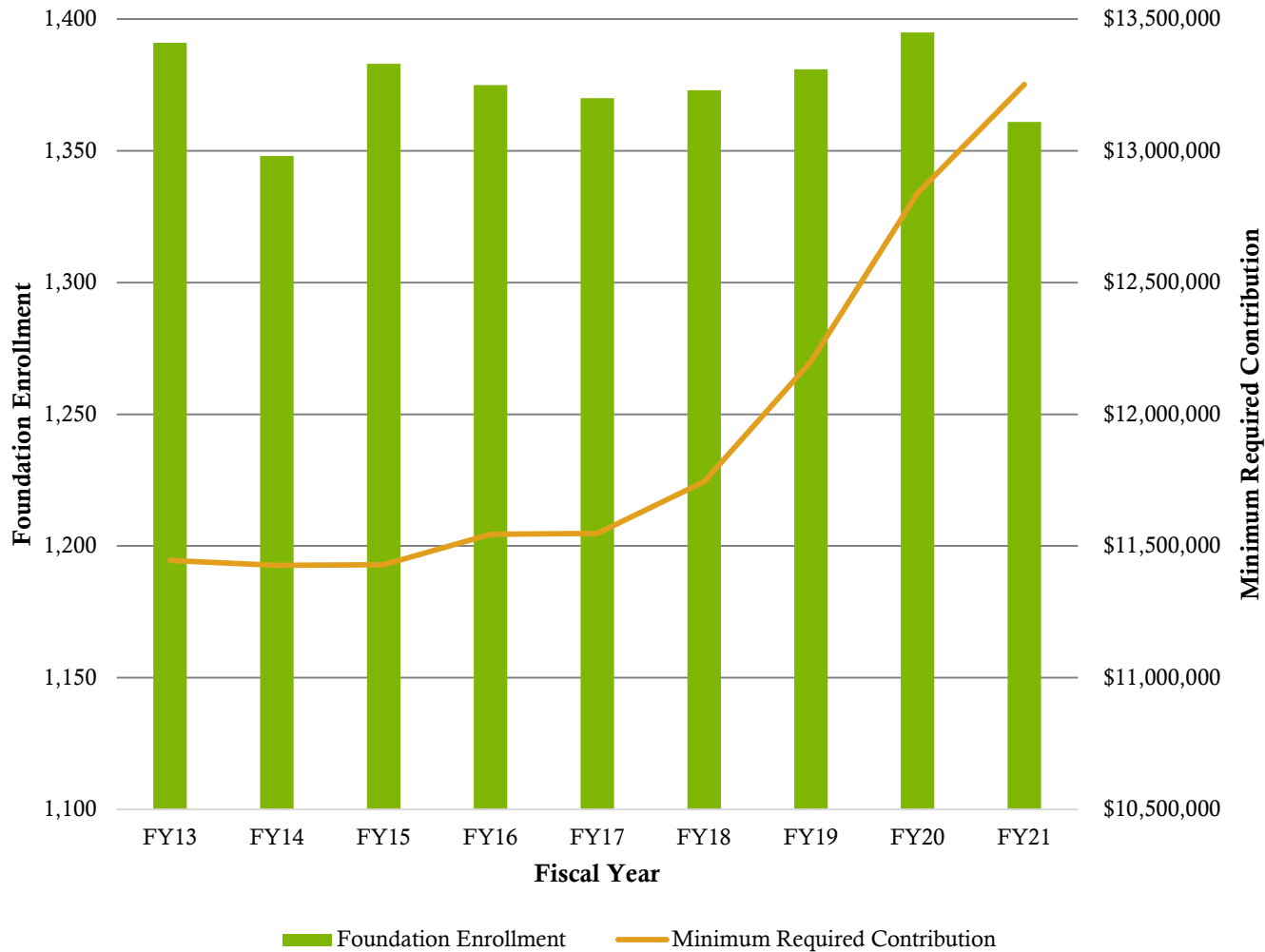
*Used in Calculating Assessments*



## 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  $19\pm 2$  students per class at the middle & high school level  $18\pm 1$  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.
- ◆ Cape Cod Municipal Health Insurance rates were set on 1/29/2020 with a 0% increase over the prior year's rates.
- ◆ 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





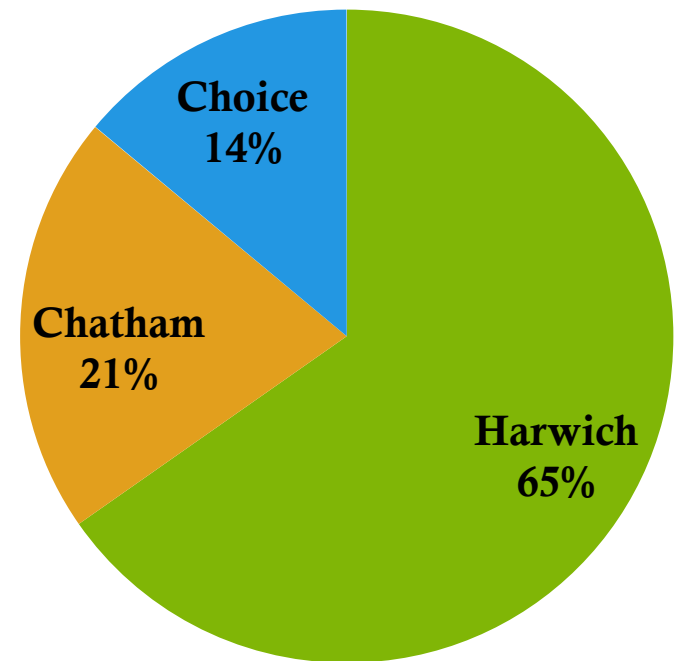
# Important Factors Behind School Budgets

- 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.*

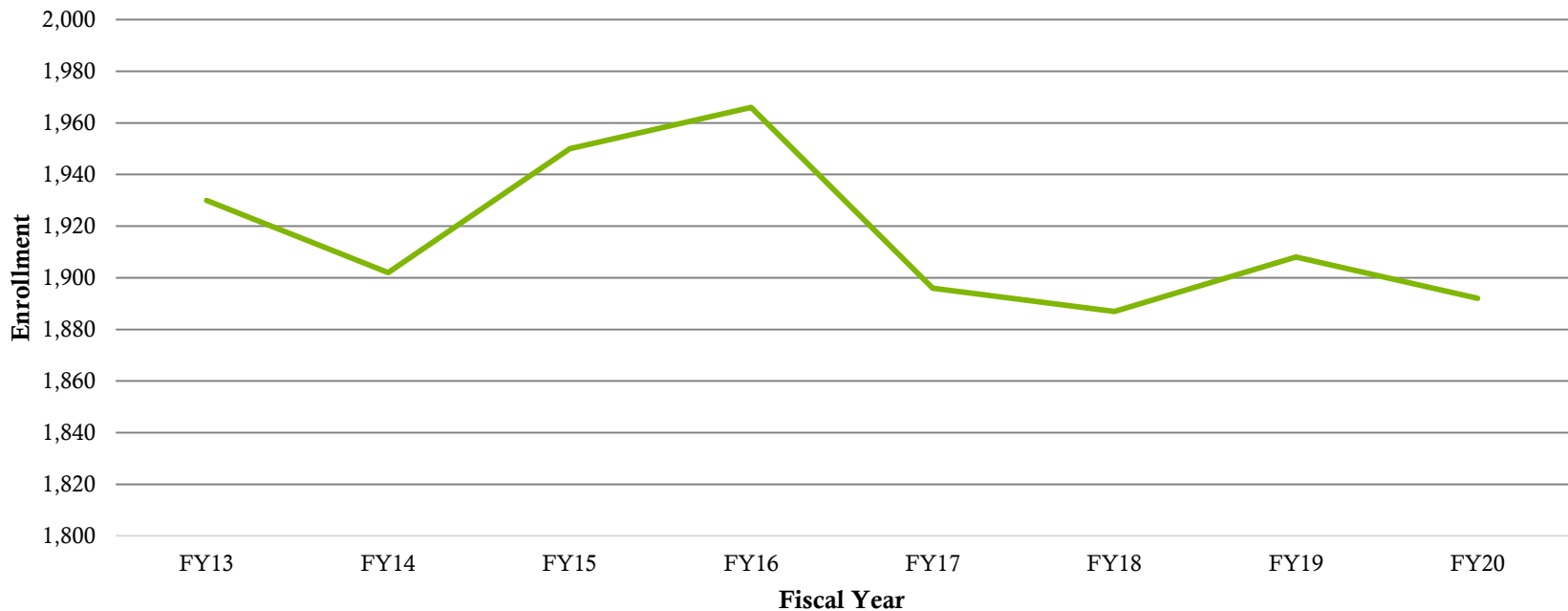
## Monomoy Enrollment 2019-2020





# 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**

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

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 High School	
8th Grade Core Academic <i>(presumes 8 sections)</i>	23*
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.*

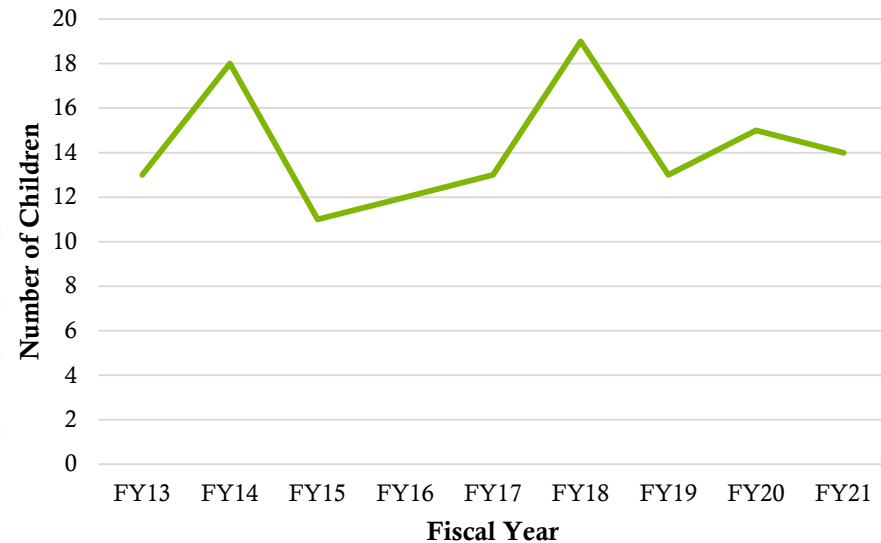
*\*\*School choice will be used to help balance 3<sup>rd</sup> & 4<sup>th</sup> grade class size inequities, only to fill "empty seats."*



# Special Education Out-of-District Trends

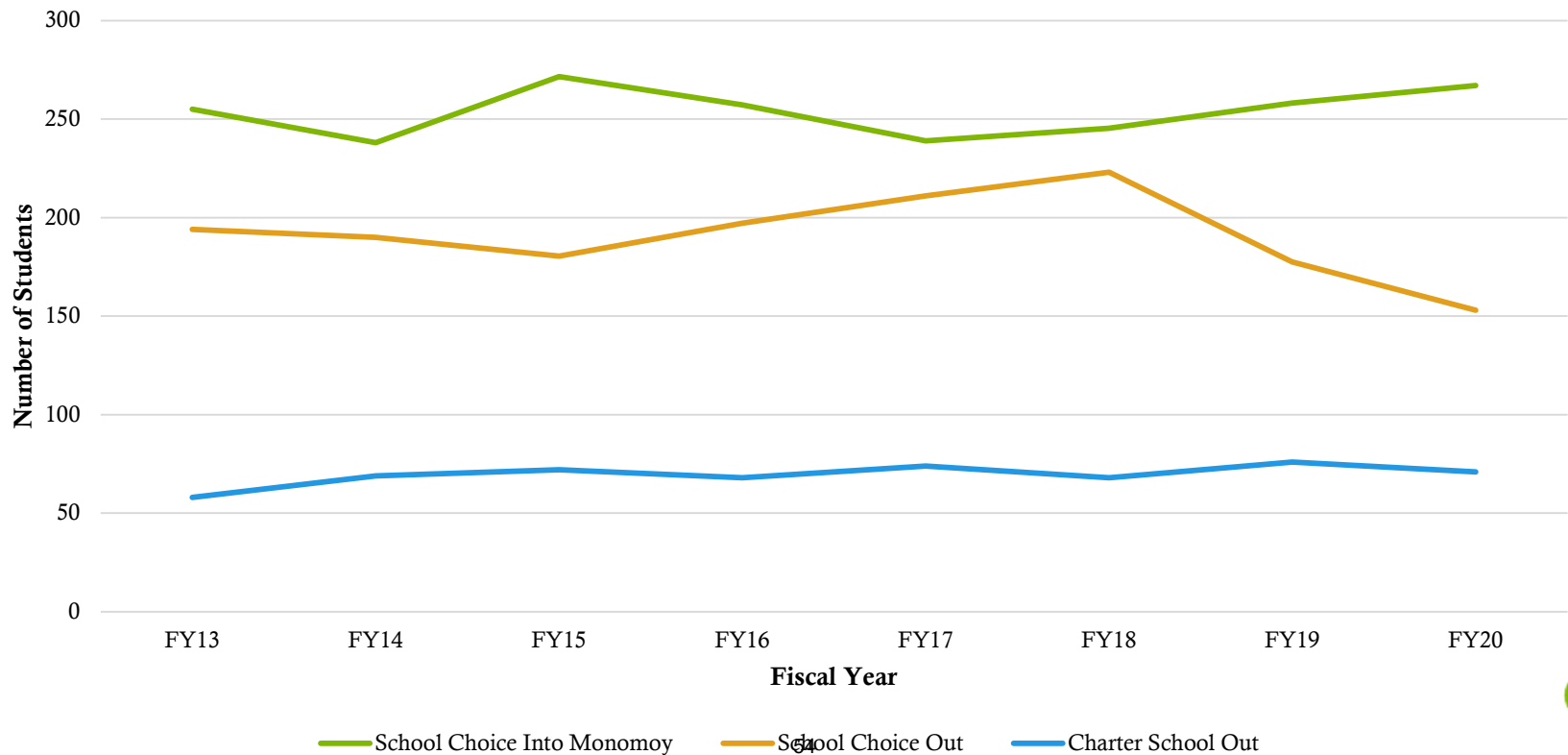
*Rising out-of-district numbers and associated costs were a concern in FY20. As of January 23, 2020, this may be an area of some fiscal relief in FY21.*

**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	<b>\$2,095,281</b> This is over 5% by \$22,653.	<b>\$550,000</b> Plus <b>\$189,809</b> To partly support ELA Strategic Initiative	<b>proposed to support FY21 Budget</b>



# 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.**

\*Monomoy received Extraordinary Relief in FY19 as anticipated<sup>58</sup> because of large increase in out-of-district students/expenses.





# 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
<b>Total Out</b>	\$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 K-4 in one effort vs multi-year roll out cost of \$475,000
- Partly fund using Excess & Deficiency for a “one time” purchase = \$189,809
- Partly fund using available funds from 0% health insurance increase = \$245,191
- Partly fund with the reallocation of currently budgeted ELA curriculum not needed due to curriculum purchase = \$40,000
- TOTAL = \$475,000



# 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)
- ◆ Rolling out ELA curriculum in one effort vs multi-year would be optimal for student learning

## 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
  - ◆ In deep review to find “best match” for Monomoy
  - ◆ Winnowed list to two choices to be presented at the February 27, 2020 School Committee meeting (ARC Core & My View from Pearson).
  - ◆ Recommendation to implement ARC Core, the “best match” curriculum, at the March 12, 2020 School Committee meeting.

# Cost and Funding of ELA Curriculum

- ◆ **Total Cost of K-4 Roll Out in FY 21 - ARC Core - \$475,000**
- All Student and Teacher Materials
  - Classroom libraries
  - Intervention materials
  - Small group reading materials
  - Core Text
  - Teacher manuals
- 26 Days of Professional Development (13 per school)
- Online teacher resources
- Online student data and progress monitoring system
- eLibrary
- Reusable products - Projected 10 years
  - Small budget item at each school FY22 for replacement (damaged) books - like text book lines and library

## Comparison Costs - My View (Pearson)

- ◆ Base Materials with other product
  - ◆ **\$177,673.90** - Teacher Manuals
  - ◆ \$115,502 - student workbooks for 6 years
    - ◆ \$19,250/year x 10 years = **\$192,500**
  - ◆ Add Small group reading materials - \$11,129.47/classroom = **\$411,790.39**
  - ◆ Add Intervention = \$718.94/classroom = **\$26,600.78**
- ◆ Daily PD rate from publishers - \$2800/day
  - ◆ **\$72,800** of PD costs with other provider
- ◆ **Comparable Costs over 10 years = \$821,365.07**

The REVISED DRAFT  
FY21 Budget  
3/12/2020



# Revised Draft Budget 3/12/2020

## Reduced by \$92,000

### Comparison to Public Hearing Budget 2/11/2020

Cost Center		FY21 DRAFT Budget 2/11/2020 PUBLIC HEARING	FY21 REVISED DRAFT Budget 3/12/2020	Reduction
1000	District Leadership & Administration Salaries & Wages	\$741,302	\$741,302	
1000	District Leadership & Administration Expenses	\$376,295	\$371,295	(\$5,000)
2000	Instruction Salaries & Wages	\$19,333,503	\$19,296,585	(\$36,918)
2000	Instruction Expenses	\$1,345,514	\$1,335,514	(\$10,000)
3000	Other School Services Salaries & Wages	\$1,037,382	\$1,022,382	(\$15,000)
3000	Other School Services Expenses	\$1,824,113	\$1,799,031	(\$25,082)
4000	Operations & Maintenance Salaries & Wages	\$1,508,169	\$1,508,169	
4000	Operations & Maintenance Expenses	\$1,894,577	\$1,894,577	
5000	Fixed Charges	\$7,742,699	\$7,742,699	
7000	Capital	\$355,000	\$355,000	
8000	Debt Retirement & Service	\$2,110,916	\$2,110,916	
9000	Programs With Other School Districts	\$3,557,153	\$3,557,153	
	Total General Fund	\$41,826,623	\$41,734,623	(\$92,000)

**Savings identified in the revised FY21 Budget were found in the following areas: contracted services for strategic planning and transportation, level funding of student activity clubs and field trips, retirement replacements and extended year savings.**

# FY21 Revised Draft Budget By Category and Percentages

FY 21 DRAFT General Fund Expenditure Budget	FY21 REVISED DRAFT Budget		
Salaries & Wages	\$22,568,438		
Expenses	\$5,400,417		
Fixed Charges	\$7,742,699		
Capital and Debt Retirement & Service	\$2,465,916		
Programs With Other School Districts	\$3,557,153		
	\$41,734,623		
Salaries & Wages	54.08%		
Expenses	12.94%		
Fixed Charges	18.55%		
Capital and Debt Retirement & Service	5.91%		
Programs with Other School Districts	8.52%		
	100.00%		
% Budget increase over FY20	2.41%		
\$ increase over FY20	\$983,141		
% Assessment Increase (Decrease) over FY20	Total	Harwich	Chatham
	1.52%	2.36%	-0.94%



# Revised Draft FY21 Budget by Cost Center 3/12/2020 (vote to be taken)

Cost Center	Description	Amount
1000	District Leadership & Administration Salaries & Wages	\$741,302
1000	District Leadership & Administration Expenses	\$371,295
2000	Instruction Salaries & Wages	\$19,296,585
2000	Instruction Expenses	\$1,335,514
3000	Other School Services Salaries & Wages	\$1,022,382
3000	Other School Services Expenses	\$1,799,031
4000	Operations & Maintenance Salaries & Wages	\$1,508,169
4000	Operations & Maintenance Expenses	\$1,894,577
5000	Fixed Charges	\$7,742,699
7000	Capital	\$355,000
8000	Debt Retirement & Service	\$2,110,916
9000	Programs With Other School Districts	\$3,557,153
	Total General Fund	\$41,734,623

# Comparative Budgets by Function Code

		FY21 Revised 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	\$371,295	\$415,069	\$410,069	\$382,795	\$346,107	\$284,447	\$409,021
2000	Instruction Salaries & Wages	\$19,296,585	\$18,549,753	\$18,357,563	\$17,494,093	\$16,728,741	\$16,175,914	\$15,046,779
2000	Instruction Expenses	\$1,335,515	\$1,003,365	\$944,610	\$846,312	\$1,020,692	\$865,727	\$884,357
3000	Other School Services Salaries & Wages	\$1,022,382	\$874,710	\$825,456	\$784,806	\$749,295	\$667,226	\$648,333
3000	Other School Services Expenses	\$1,799,031	\$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	\$7,742,699	\$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
	<b>Total General Fund Operating</b>	<b>\$39,268,707</b>	<b>\$38,289,139</b>	<b>\$37,119,577</b>	<b>\$35,042,225</b>	<b>\$33,556,719</b>	<b>\$31,702,589</b>	<b>\$30,367,495</b>
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
	<b>Total General Fund</b>	<b>\$41,734,623</b>	<b>\$40,901,482</b>	<b>\$39,708,353</b>	<b>\$37,648,164</b>	<b>\$36,273,190</b>	<b>\$34,426,070</b>	<b>\$31,221,782</b>



# Comparative Budgets by Category

	FY21 Revised Draft	FY20 Budget	FY19 Budget	FY18 Actual	FY17 Actual	FY16 Actual	FY15 Actual
Salaries & Wages	\$22,568,438	\$21,530,572	\$21,342,969	\$20,377,237	\$19,543,996	\$18,726,819	\$17,621,048
Expenses	\$5,400,418	\$5,288,169	\$5,005,141	\$4,526,907	\$4,619,222	\$4,312,626	\$4,320,207
Fixed Charges	\$7,742,699	\$7,770,608	\$7,471,900	\$6,990,925	\$6,362,336	\$5,827,507	\$5,864,593
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
	<b>\$39,268,707</b>	<b>\$38,727,687</b>	<b>\$37,169,577</b>	<b>\$35,042,225</b>	<b>\$33,556,719</b>	<b>\$31,702,589</b>	<b>\$30,367,495</b>
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
<b>Total General Fund</b>	<b>\$41,734,623</b>	<b>\$41,340,030</b>	<b>\$39,708,354</b>	<b>\$37,648,164</b>	<b>\$36,273,190</b>	<b>\$34,426,070</b>	<b>\$31,221,782</b>



# Comparative Budgets by Percent by Category

Expenditure Budget By Percent	FY21 Revised 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	12.94%	12.93%	12.60%	12.02%	12.73%	12.53%	13.84%
Fixed Charges	18.55%	19.00%	18.82%	18.57%	17.54%	16.93%	18.78%
Capital and Debt Retirement & Service	5.91%	6.39%	6.52%	6.92%	7.49%	7.91%	2.74%
Programs With Other School Districts	<u>8.52%</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 Revised Draft Budget		FY20 Budget	Δ	%
\$39,268,707	Operating	\$38,189,139	\$1,079,568	2.82%
\$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>
<b>\$41,734,623</b>		<b>\$40,751,482</b>	<b>\$983,141</b>	<b>2.41%</b>

The total FY21 budget increase, including benefits and contractual obligations, is 2.41%.

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<sup>71</sup> less than the budget increase.



# FY21 Capital Plan

## Maintenance & Technology

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

Technology	
<b>Chatham Elementary School</b>	
Promethean Boards	\$16,864
<b>Harwich Elementary School</b>	
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

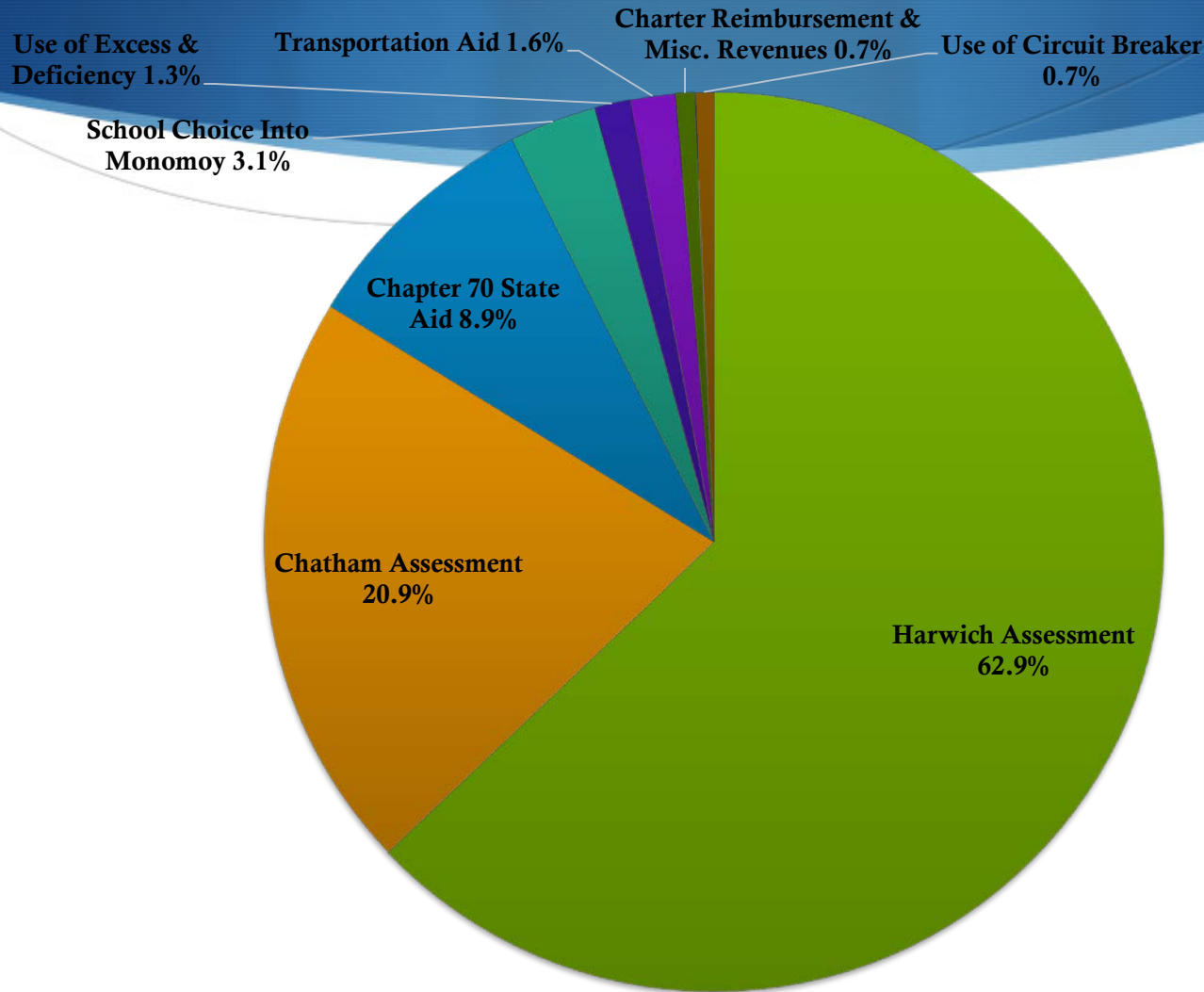
Maintenance	
<b>Monomoy Regional Middle School</b>	
HVAC Controls Upgrade	\$20,397
Roof Repairs	<u>\$10,000</u>
	\$30,397
<b>Monomoy Regional High School</b>	
Vape Detectors	\$16,000
Roofing Inspection and Repair as needed	<u>\$10,000</u>
	\$26,000

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





# How the DRAFT FY21 Budget is funded

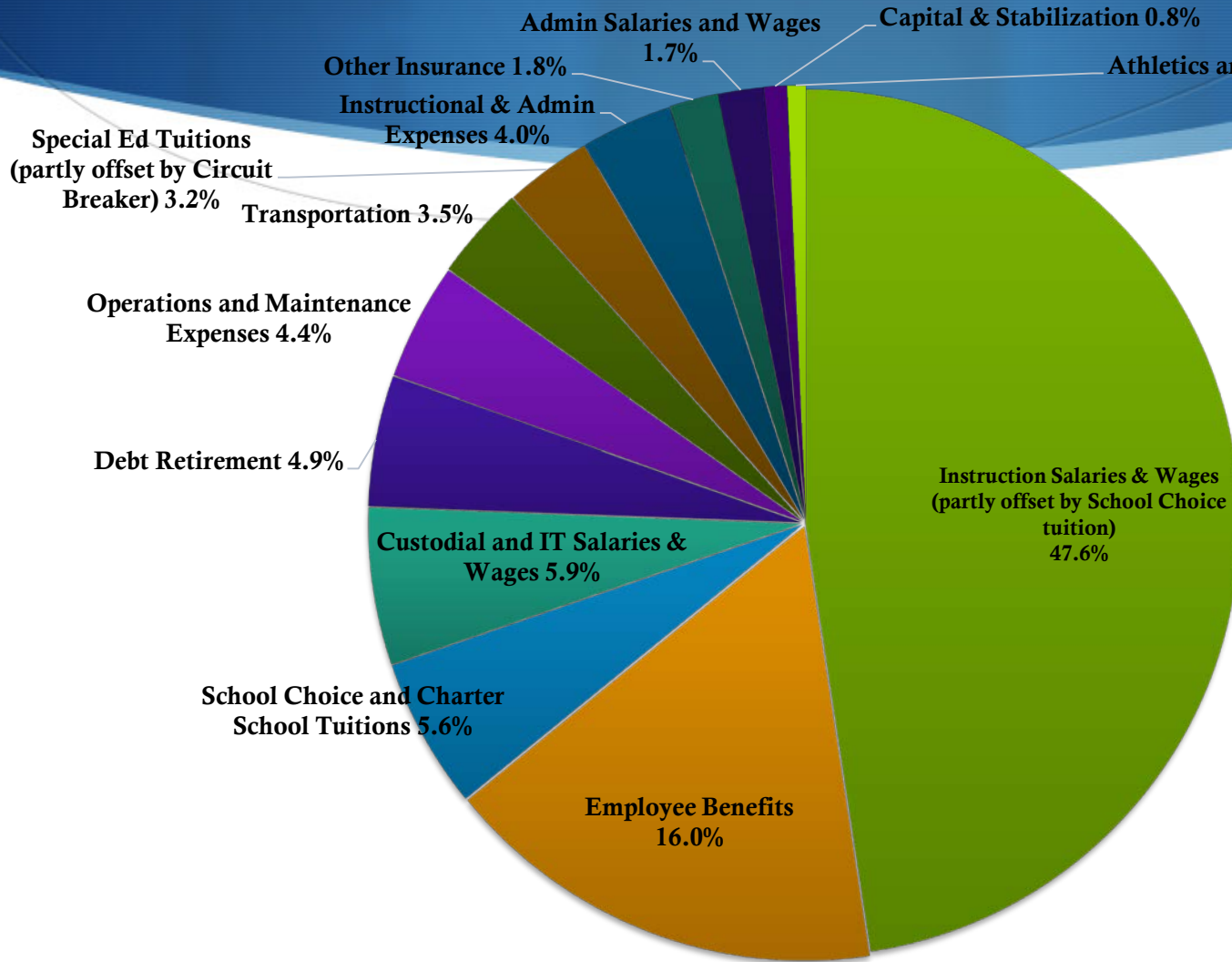


Local tax dollars, in the form of the Assessments to the towns, fund 83.8% of the district's budget.





# How school funding is used to support the FY21 DRAFT Budget



Personnel costs (salaries + benefits) represent 71.2% of the Monomoy budget.



# 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 \$41,734,623 budget does not cost the towns \$41,734,623 .

# 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 (.9%) in the three-year rolling average in enrollment for Harwich
- ◆ Harwich's FY21 Assessment percentage increase is significantly more than Chatham's

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



**DRAFT REVISED FY21 ASSESSMENT**

Using More E+D for curriculum purchase

		<b>\$41,734,623</b>	
		<u>\$189,809*</u>	<u>\$41,924,432</u>
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	(\$189,809)		
Charter School	(\$117,380)	Governor's # 1/22/20	
Medicaid	(\$155,000)		
Interest	(\$7,500)		
Misc. Revenues	(\$13,562)		
		<b>(\$4,885,415)</b>	

**Non Operating Expenditures**

Transportation	(\$1,484,699)		
Capital	(\$355,000)		
Debt	(\$2,110,916)		
		<b>(\$3,950,615)</b>	

**Total Operating Assessment** **\$33,088,402**

	<b>Harwich</b>	<b>Chatham</b>	<b>Total</b>	
Required Minimum Contribution	\$13,252,174	\$4,220,991	\$17,473,165	per DESE1/22/20
	74.35%	25.65%		
Funds Needed to Support District Budget	\$11,609,929	\$4,005,308	\$15,615,237	
<b>Operating Assessment Per Member</b>	<b>\$24,862,103</b>	<b>\$8,226,299</b>	<b>\$33,088,402</b>	
	<b>Harwich</b>	<b>Chatham</b>	<b>\$1,484,699</b>	
	74.80%	25.20%		
Less State Transportation Aid			<u>\$713,287</u>	Governor's # 1/22/20 + offset
<b>Transportation Assessment Per Member</b>	<b>\$577,016</b>	<b>\$194,396</b>	<b>\$771,412</b>	
<b>FY21 Debt</b>	<b>Harwich</b>	<b>Chatham</b>		
	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	
<b>Debt</b>	<b>\$1,569,465</b>	<b>\$541,450</b>	<b>\$2,110,916</b>	

	<b>Harwich</b>	<b>Chatham</b>	
	74.35%	25.65% <sup>80</sup>	
<b>Capital/Stabilization Assessment Per Member</b>	<b>\$263,942.50</b>	<b>\$91,057.50</b>	<b>\$355,000</b>

**FY21 REVISED Assessment w/ ELA Curriculum Purchase**





**REVISED DRAFT FY21 ASSESSMENT**

Using More E+D for curriculum purchase

	<b>Harwich</b>	<b>Chatham</b>	<b>Total</b>
Operating Budget	\$24,862,103	\$8,226,299	\$33,088,402
Transportation	\$577,016	\$194,396	\$771,412
Capital	<u>\$263,943</u>	<u>\$91,058</u>	<u>\$355,000</u>
	\$25,703,061	\$8,511,753	\$34,214,814
Debt	<u>\$1,569,466</u>	<u>\$541,450</u>	<u>\$2,110,916</u>
<b>TOTAL FY21 DRAFT ASSESSMENT</b>	<b>\$27,272,527</b>	<b>\$9,053,203</b>	<b>\$36,325,730</b>

**FY20 ASSESSMENT**

Operating Budget	\$24,266,548	\$8,287,426	\$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>
<b>TOTAL FY20</b>	<b>\$26,643,415</b>	<b>\$9,138,887</b>	<b>\$35,782,301</b>

**Δ From FY20 to DRAFT FY21**

	<b>Harwich</b>	<b>Chatham</b>	<b>Total</b>
Operating Budget	\$595,555	-\$61,127	\$534,428
Transportation	\$82,190	\$23,238	\$105,428
Capital	<u>\$39,920</u>	<u>\$10,080</u>	<u>\$50,000</u>
	\$717,665	-\$27,809	\$689,856
Debt	<u>-\$88,552</u>	<u>-\$57,875</u>	<u>-\$146,427</u>
	\$629,113	-\$85,684	\$543,429
	<b>2.36%</b>	<b>-0.94%</b>	<b>1.52%</b>

The FY21 Revised Budget is a 2.41% increase over the prior fiscal year, but the assessment increase is only 1.52% over FY20.

# 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
FY21 MRSC Budget Public Hearing	February 11, 2020
FY21 MRSC Budget Vote	March 12, 2020
Submit MRSC approved FY21 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	<b>14,146,578</b>
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 &gt; 7.5%</i>	
24) Special increment toward 82.5% target**	
<i>**if combined effort yield &gt; 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%

***If preliminary contribution is above the target share:***

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	<b>4,375,199</b>
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 &gt; 7.5%</i>	
24) Special increment toward 82.5% target**	
<i>**if combined effort yield &gt; 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)	



TOWN OF

HARWICH

732 Main Street  
Harwich, MA 02645

CONSERVATION COMMISSION

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

March 11, 2020

To: Board of Selectmen

From: Amy Usowski, Conservation Administrator *All*

RE: hiring of part-time seasonal shorebird monitor

I request that the Board of Selectmen allow the Conservation Department to hire our part-time seasonal shorebird monitor for the 2020 season. Starting last year, the salary and wage line item for this position was moved from the Harbormaster's budget to the Conservation budget. Before last year, this funding was used to pay Mass Audubon to do the monitoring and reporting on endangered shorebirds. When Audubon proposed to raise their seasonal rate from \$5,000 to between \$12,000-\$20,000, the Harbormaster and I were granted permission to hire someone ourselves to do the work for the town. Our budget is \$6,000 annually for this person. They work up to 19 hours a week between April-August. They install the fencing, monitor the birds (mainly Piping Plovers, however there are other rare shorebirds such as Terns that we have to monitor as well), ensure compliance with state regulations in regards to use of beaches while birds are present, and reporting to the state.

The hiring freeze has resulted in this department not advertising, interviewing, and hiring this critical seasonal staff person. Our Red River Beach Piping Plovers typically arrive the last few days of March. Myself, the Assistant Agent, and our AmeriCorps member we have one day per week will be able to install the symbolic fencing by then, but will not be able to adequately monitor and report without this part-time position. In order to put the sand on our beaches from dredging, rake our beaches, or even allow public access to our beaches while the protected birds are there, we need a monitor.

We are not only required to monitor Red River Beach, but also any town beaches with rare shorebird activity. We also have Piping Plovers at Bank Street Beach. We need to do an initial sweep of our entire shoreline at the end of March/early April to ensure we don't have bird activity elsewhere in town.

I respectfully request to be able to hire our part-time seasonal shorebird monitor. That line item was not proposed to be reduced for FY 21, and we have the funds in there for the rest of FY 20 to hire immediately. Ideally this person would start April 1 of each year, but under the circumstances, I'm hoping I can find someone qualified and have them start May 1, 2020.



**FISCAL YEAR 2021**  
**INTERIM TOWN ADMINISTRATOR'S PROPOSED OPERATING BUDGET**

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**FEBRUARY 10, 2020**

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

**OFFICE OF THE TOWN ADMINISTRATOR**

Phone (508) 430-7513

Fax (508) 432-5039

Joseph F. Powers, *Interim Town Administrator*

732 MAIN STREET, HARWICH, MA



**MEMO**

TO: Board of Selectmen  
Finance Committee

FROM: Joseph F. Powers, Interim *JFP* Town Administrator

CC: Carol Coppola, Finance Director

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

DATE: Monday, February 10, 2020

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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 ½.

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 21<sup>st</sup> and in a follow-up email on January 23<sup>rd</sup> 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%
<b>Full-time Equivalent Employees</b>					
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.

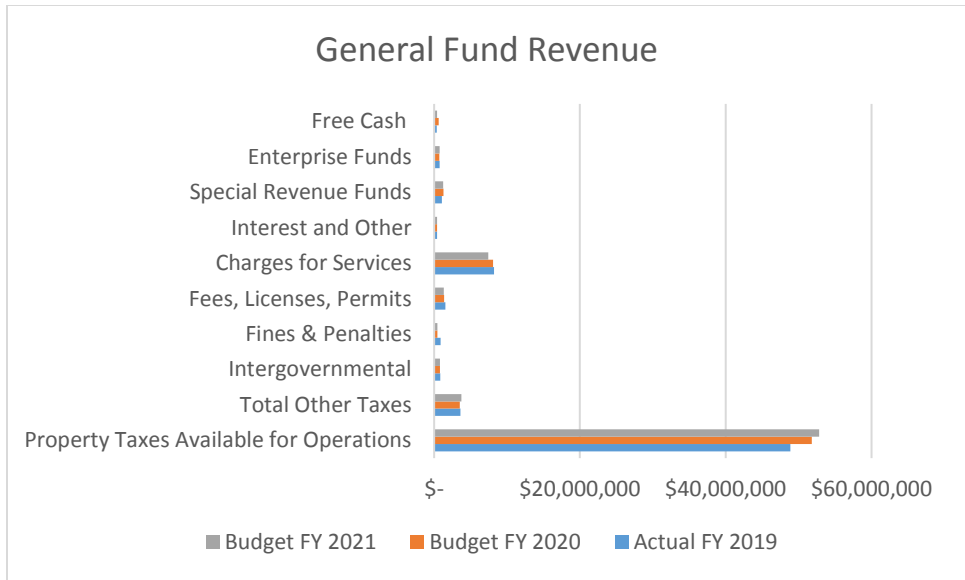
The General Fund budget is increasing \$224,486 in FY 2021 or .33%. Municipal operations are increasing \$252,069, education costs are increasing \$133,595, fixed costs are decreasing \$286,178 and transfers to support sewer operating costs are increasing \$125,000. The major contributors to the overall 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	-
<b>Total</b>	<b>3,516,043</b>	<b>2,861,151</b>	<b>1,245,400</b>	<b>5,131,794</b>

### 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
<b>Total Indirect Cost - Water Enterprise Fund</b>	<b>720,295</b>	<b>730,290</b>

### 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
<b>Total</b>	<b>\$ 390,000</b>

<b>Reserves</b>				
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
<b>Total</b>	<b>1,119,195</b>	<b>866,940</b>	<b>629,354</b>	<b>1,356,781</b>	<b>1,094,500</b>

## GENERAL FUND EXPENDITURE SUMMARY

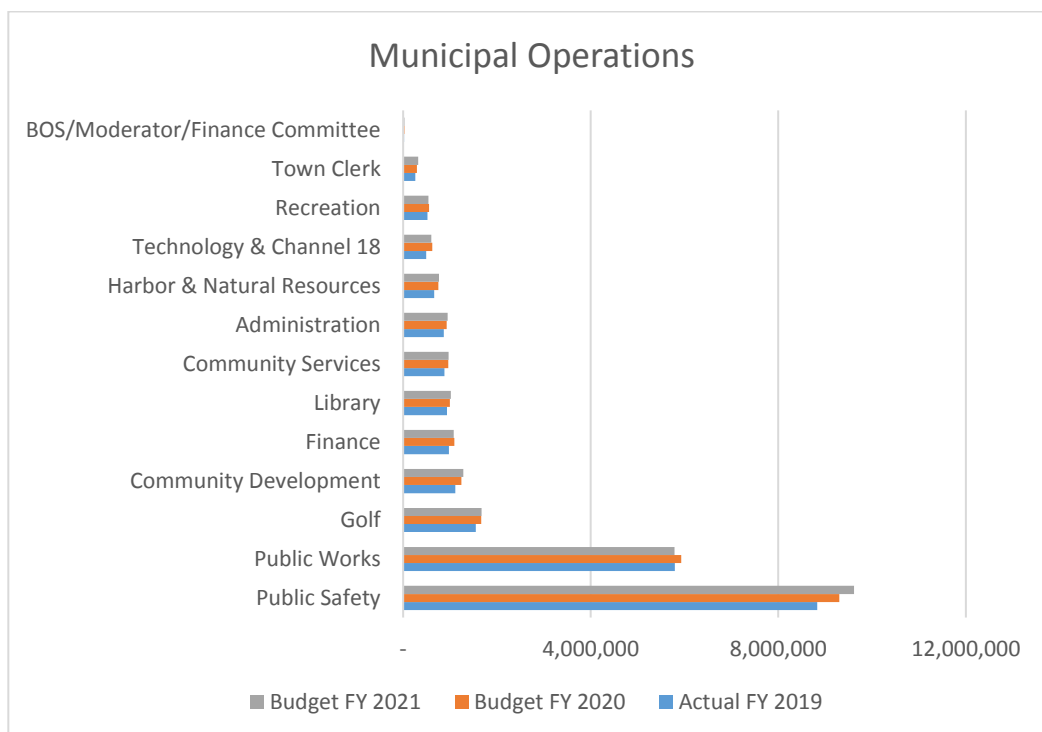
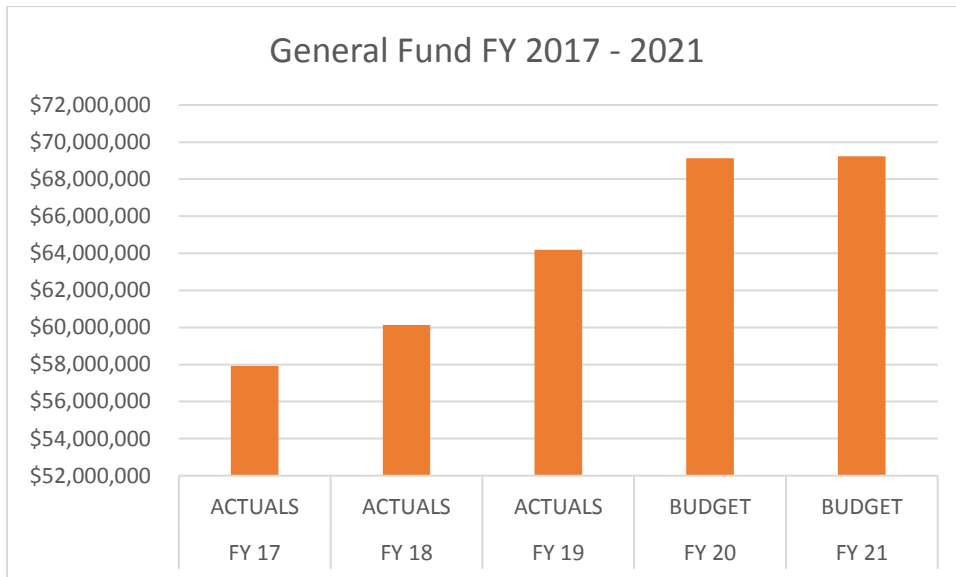
Municipal Operations	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - 21	Percent Change
Public Safety	8,829,771	9,304,345	9,617,362	313,017	3.36%
Public Works	5,794,030	5,927,070	5,789,398	(137,672)	-2.32%
Golf	1,546,170	1,667,607	1,671,902	4,295	0.26%
Community Development	1,109,224	1,244,959	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%
<b>Total Municipal Operations</b>	<b>\$ 22,890,056</b>	<b>\$ 24,364,907</b>	<b>\$ 24,616,976</b>	<b>\$ 252,069</b>	<b>1.03%</b>
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%
<b>Total Education</b>	<b>\$ 27,190,626</b>	<b>\$ 28,975,613</b>	<b>\$ 29,109,208</b>	<b>133,595</b>	<b>0.46%</b>
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%
<b>Total Other Requirements</b>	<b>13,971,681</b>	<b>15,445,211</b>	<b>15,159,033</b>	<b>(286,178)</b>	<b>-1.85%</b>
<b>Total General Fund Before Transfers</b>	<b>\$ 64,052,363</b>	<b>\$ 68,785,731</b>	<b>\$ 68,885,217</b>	<b>99,486</b>	<b>0.14%</b>
Transfers to Other Funds	70,000	225,000	350,000	125,000	55.56%
<b>Grand Total General Fund</b>	<b>\$ 64,122,363</b>	<b>\$ 69,010,731</b>	<b>\$ 69,235,217</b>	<b>224,486</b>	<b>0.33%</b>

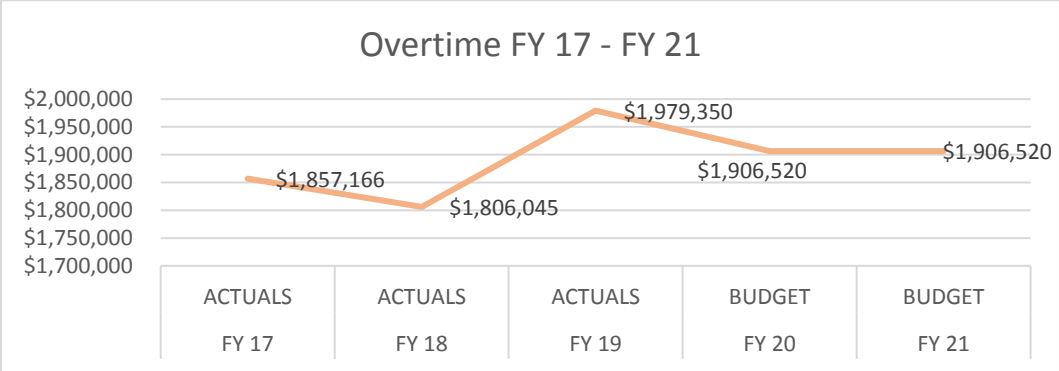
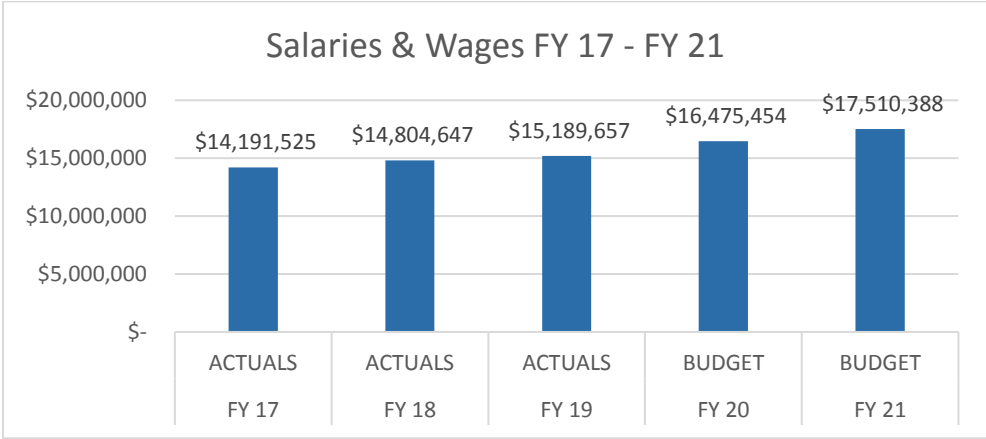
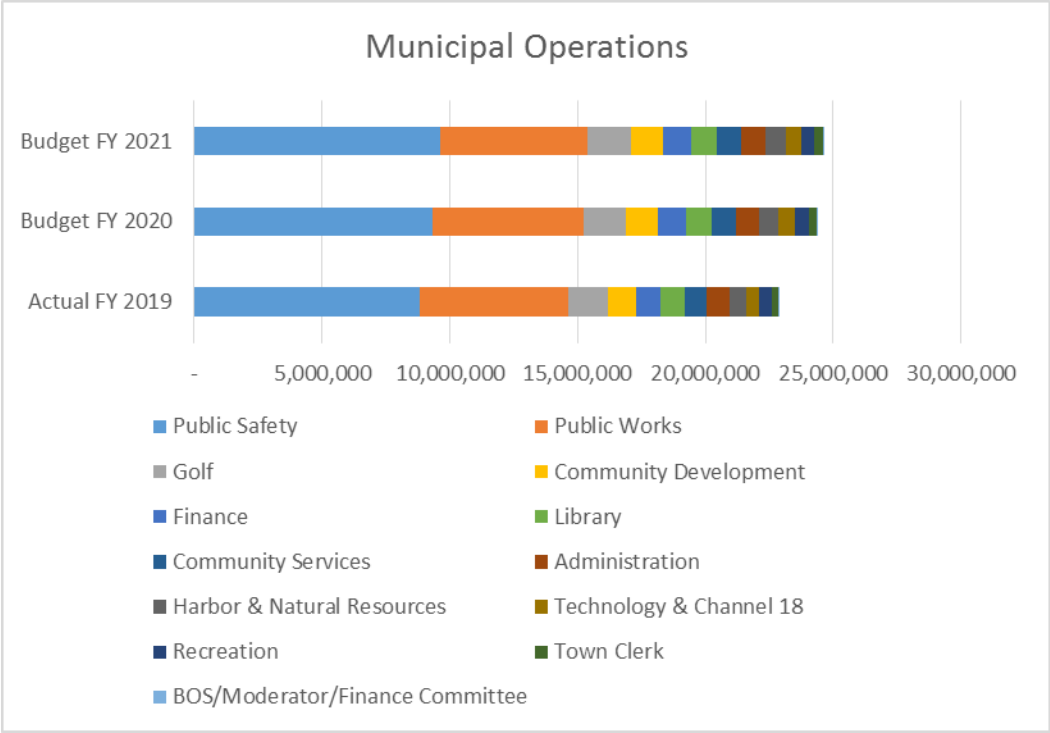
### Municipal Operations Full Time Equivalents

	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	-	
<b>Total FTE</b>	<b>220.3</b>	<b>220.5</b>	<b>218.3</b>	<b>(2.2)</b>	<b>-1.02%</b>

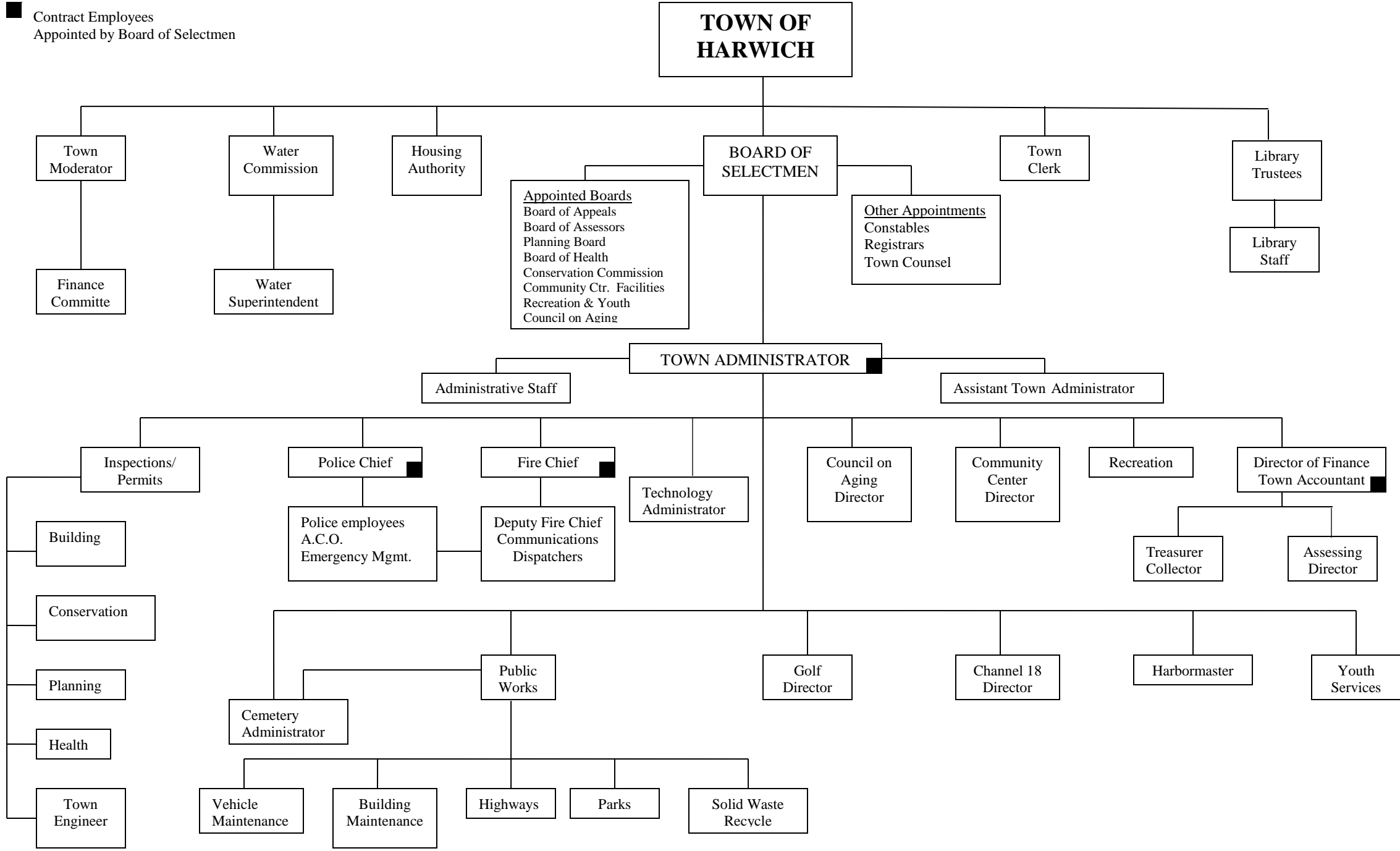


The municipal operations budget is increasing \$252,069 or 1.03%. Total spending on education is increasing \$133,595 or .46%. Monomoy Regional School District assessment is increasing \$697,514 or 2.62% while Cape Cod Regional Technical High School's assessment is decreasing by \$563,919 or (24.18%) 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.

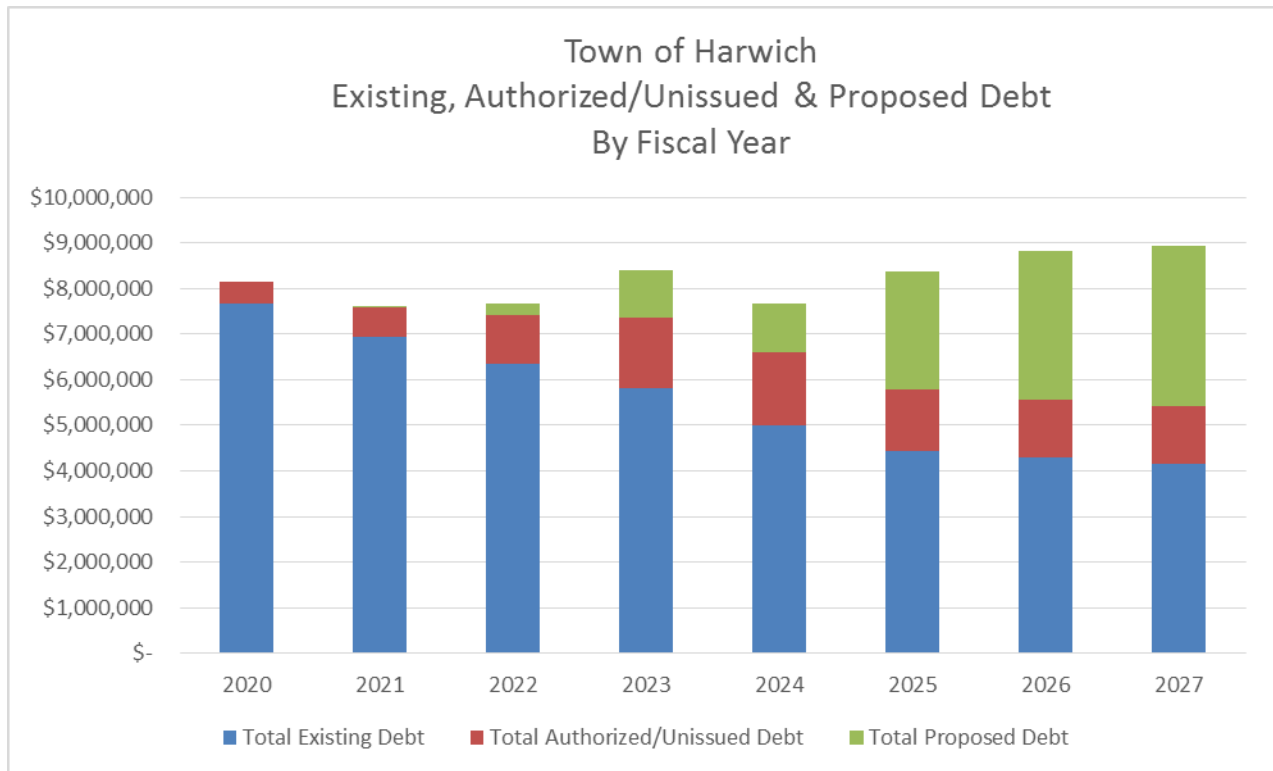
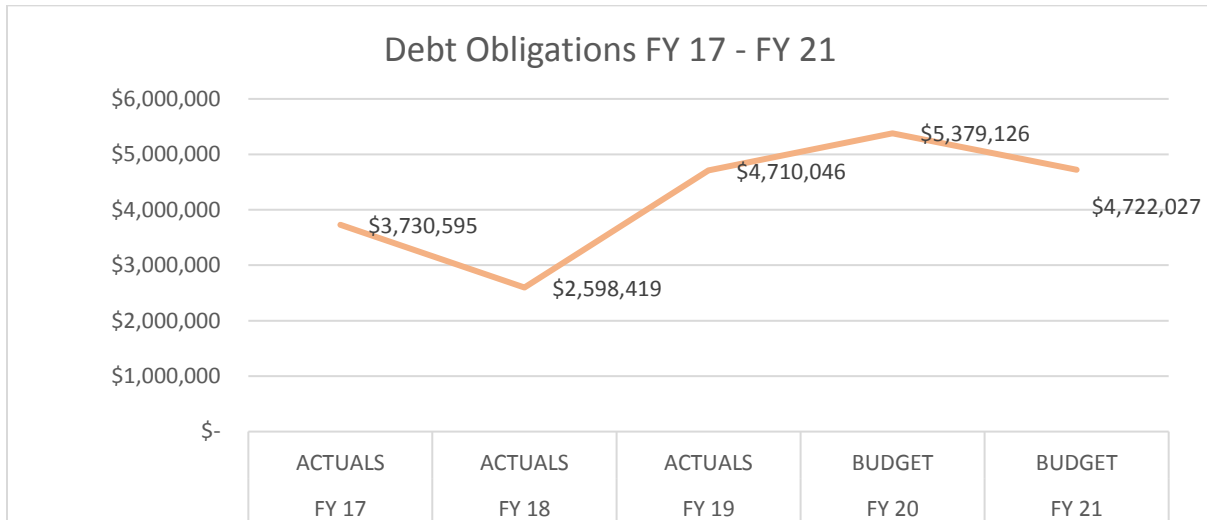




■ Contract Employees  
 Appointed by Board of Selectmen



## 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 not 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)	

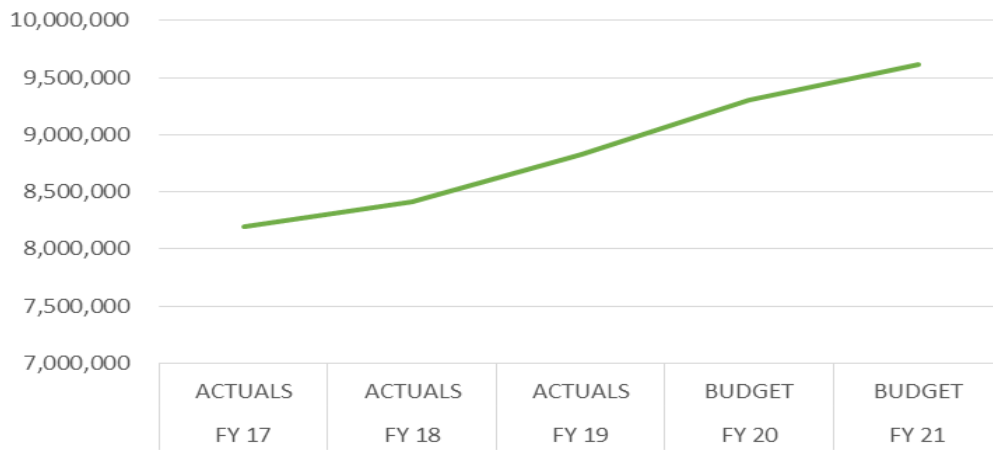
## PUBLIC SAFETY - GENERAL FUND

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	
<b>Total Operating Source of Funding</b>	<b>\$ 8,829,771</b>	<b>\$ 9,304,345</b>	<b>\$ 9,617,362</b>	<b>\$ 368,017</b>	<b>3.96%</b>
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%
<b>Total Appropriation</b>	<b>\$ 8,829,771</b>	<b>\$ 9,304,345</b>	<b>\$ 9,617,362</b>	<b>313,017</b>	<b>3.36%</b>
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		
<b>Total Employee Benefits (1)</b>			<b>3,030,357</b>		
Debt Service (1)			1,156,013		
<b>Total Expenditures Including Benefits &amp; Debt Service</b>			<b>\$ 13,803,732</b>		
				-	
<b>(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.</b>					

### 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

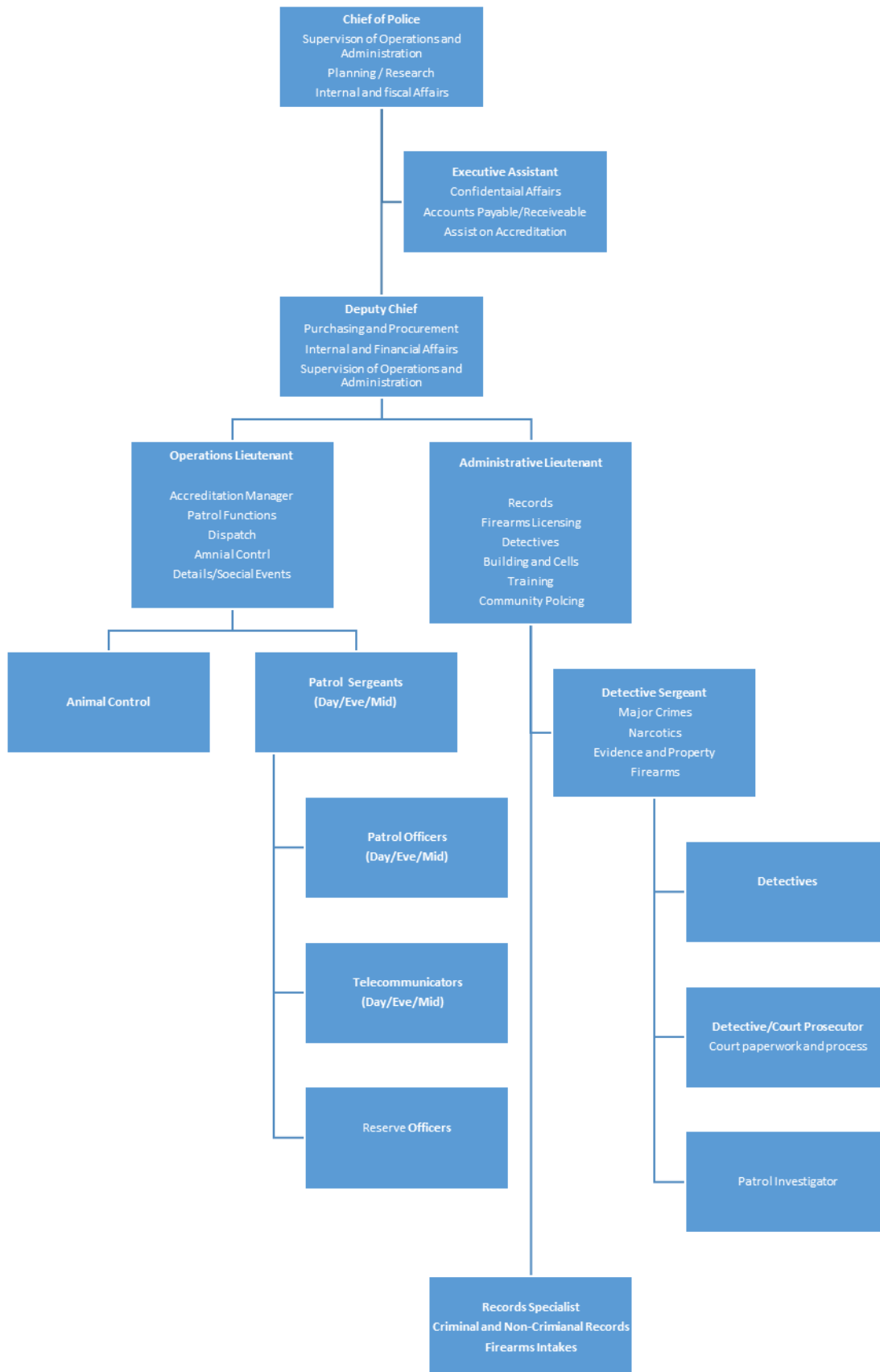


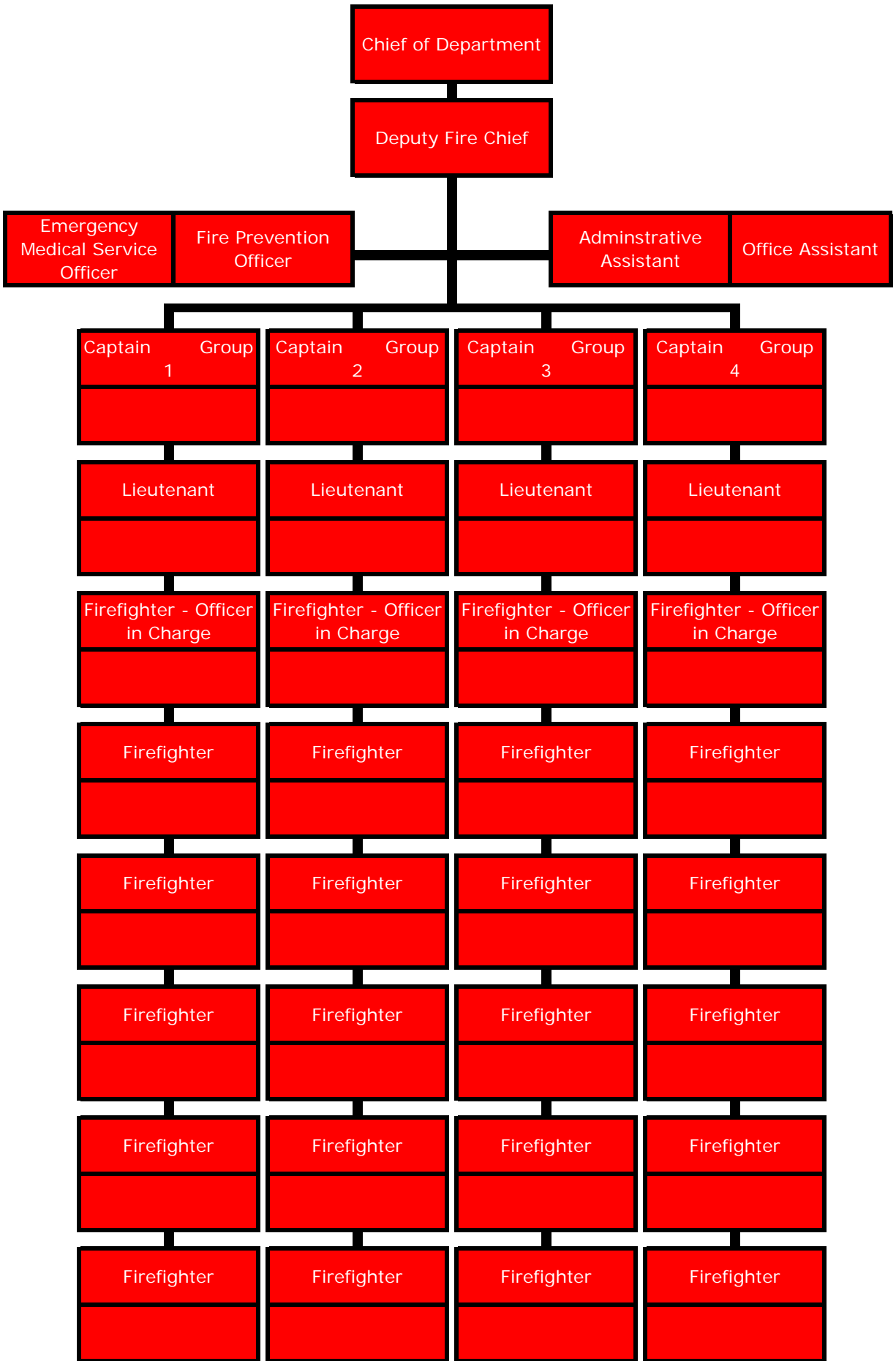
### Full Time Equivalents

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	-
<b>Full-time Equivalent Employees</b>	<b>46.5</b>	<b>46.1</b>	<b>46.1</b>	<b>-</b>

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	-
<b>Full-time Equivalent Employees</b>	<b>37.0</b>	<b>37.0</b>	<b>36.6</b>	<b>(0.4)</b>



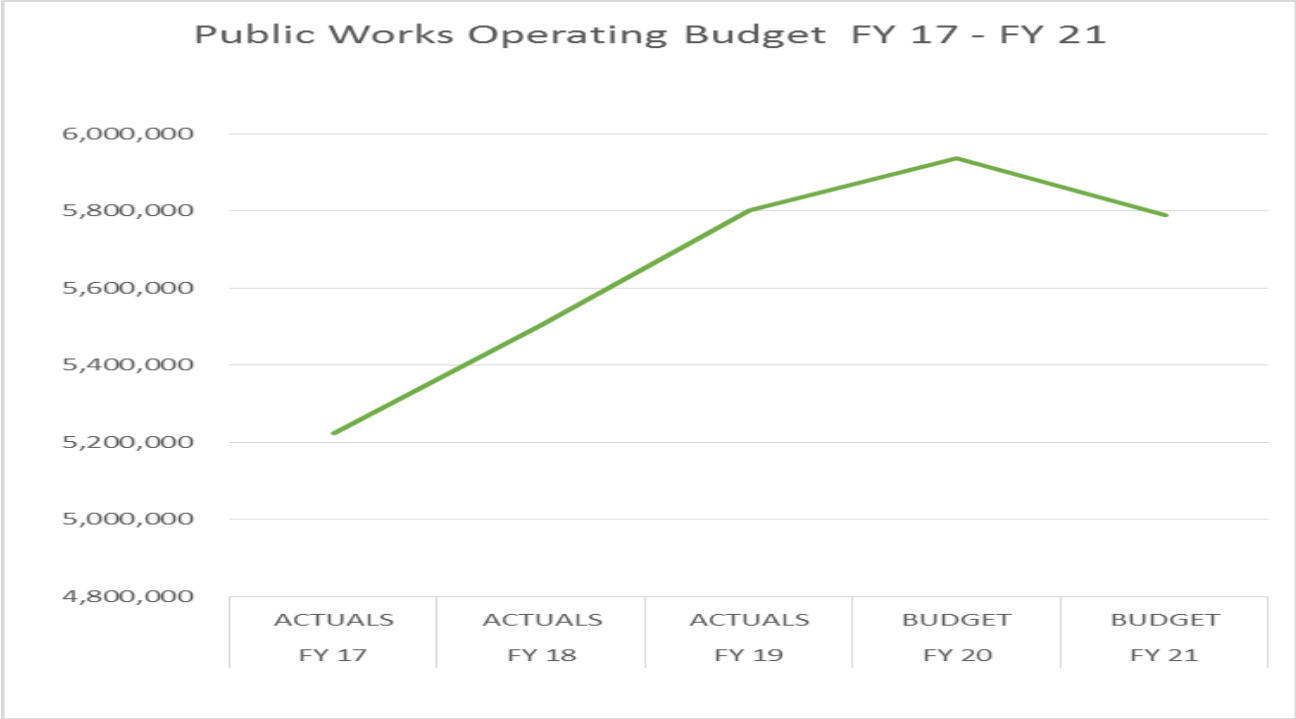




PUBLIC WORKS - GENERAL FUND					
Source of Funding	Actual FY 2019	Budget FY 2020	Budget FY 2021	Change FY 20 - 21	Percent Change
Taxes	40,621	372,070	189,739	(182,331)	
Motor Vehicle Excise	2,380,708	2,325,000	2,350,000	25,000	
Hotel/Motel & Meals Excise			347,495	347,495	
Intergovernmental			179,664	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		
				-	
<b>(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.</b>					

#### Summary of Significant Budget Increases/Decreases

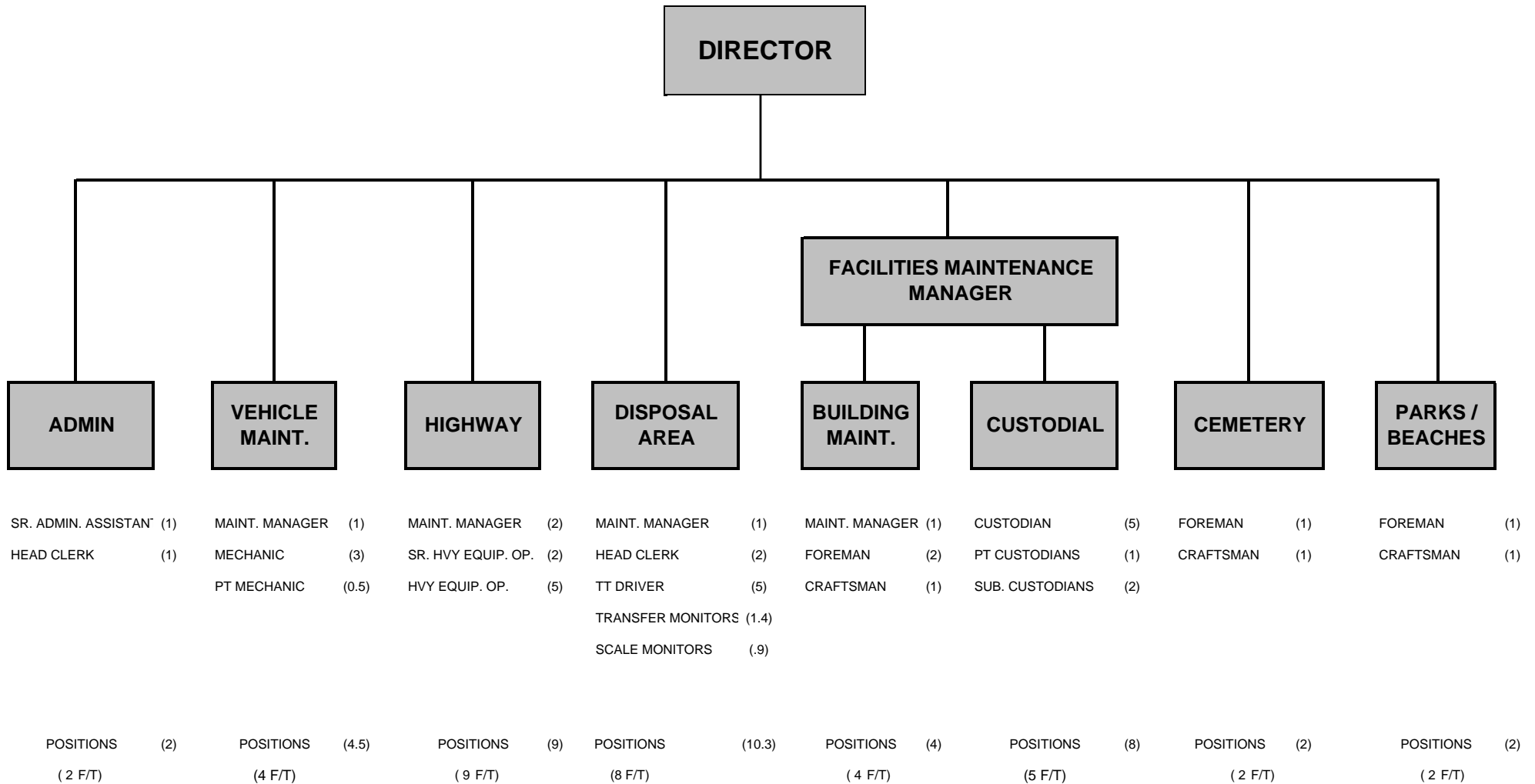
The Public Works Division is comprised of the Department of Public Works which includes roadways, facilities, parks and cemetery maintenance, disposal and custodial services. The division also includes cemetery administration, snow and ice and street lighting. There is a significant decrease in the proposed 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)
<b>Full-time Equivalent Employees</b>	<b>43.0</b>	<b>43.6</b>	<b>42.7</b>	<b>(0.9)</b>
Job Title	FY 2019	FY 2020	FY 2021	Change
Cemetery Administrator	1.0	1.0	1.0	-
<b>Full-time Equivalent Employees</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>-</b>

# HARWICH DPW ORGANIZATIONAL CHART

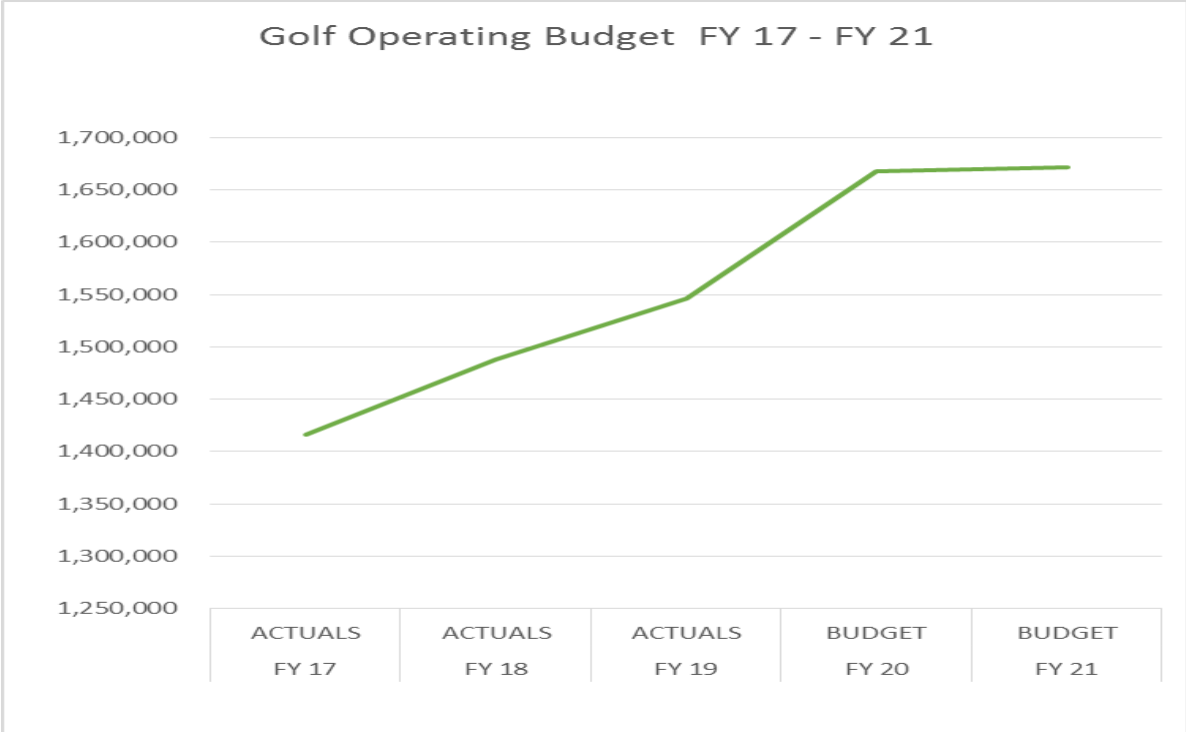


## GOLF - GENERAL FUND

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			-	
<b>Total Operating Source of Funding</b>	<b>\$ 1,546,170</b>	<b>\$ 1,667,607</b>	<b>\$ 1,671,902</b>	<b>\$ 4,295</b>	<b>0.26%</b>
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%
<b>Total Appropriation</b>	<b>\$ 1,546,170</b>	<b>\$ 1,667,607</b>	<b>\$ 1,671,902</b>	<b>4,295</b>	<b>0.26%</b>
Employee Benefits Allocation:					
Life Insurance			267		
Medicare			15,307		
Health Insurance			227,073		
County Retirement			198,121		
<b>Total Employee Benefits (1)</b>			<b>440,768</b>		
Debt Service (1)			243,525		
<b>Total Expenditures Including Benefits &amp; Debt Service</b>			<b>\$ 2,356,195</b>		
				-	
<b>(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.</b>					

### 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

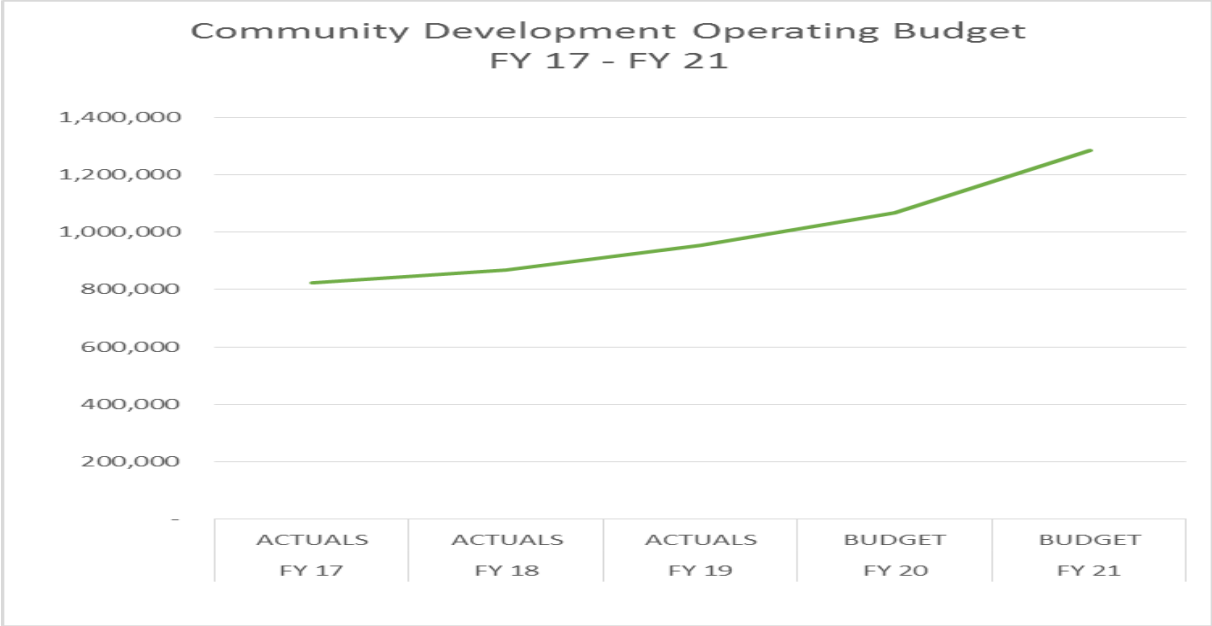
Job Title	FY 2019	FY 2020	FY 2021	Change
Administrative Assistant	-	0.8	0.8	-
Assistant Golf Operations Manager	-	0.6	1.0	0.4
Assistant Golf Superintendent	1.0	1.0	1.0	-
Executive Assistant	0.8	-	-	-
Foreman	1.0	1.0	1.0	-
Golf Director	1.0	1.0	1.0	-
Golf Superintendent	1.0	1.0	1.0	-
Greenskeeper I	1.0	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	-
<b>Full-time Equivalent Employees</b>	<b>18.0</b>	<b>17.8</b>	<b>17.9</b>	<b>0.1</b>



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		
				-	
<b>(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.</b>					

#### 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.



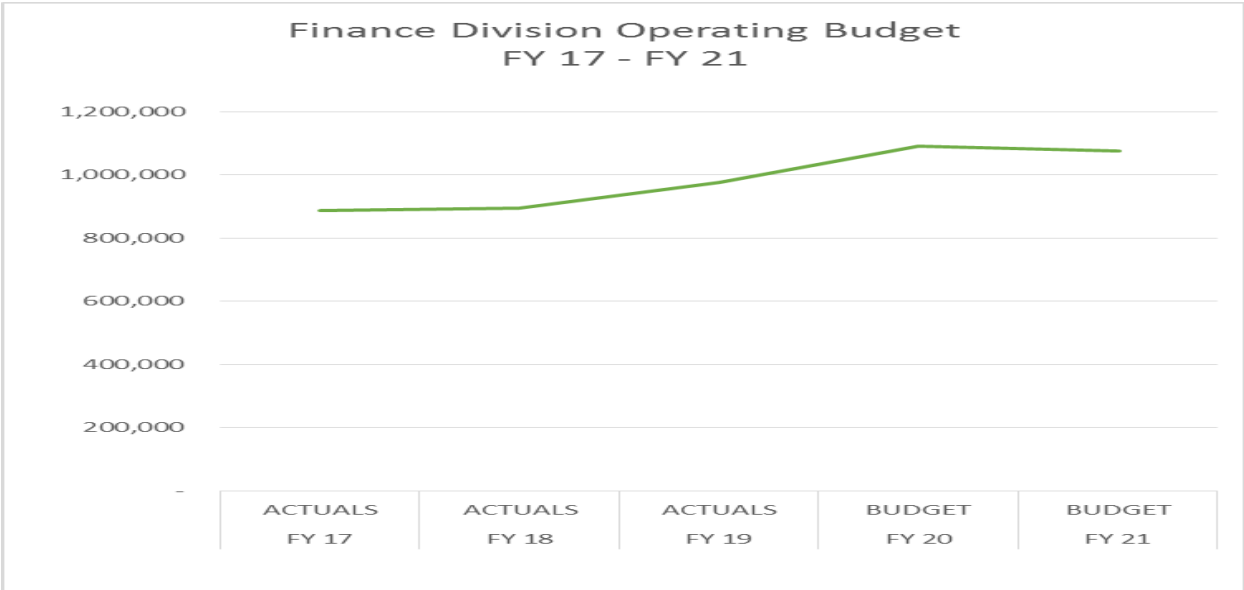
Community Development – Full Time Equivalents

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	-
<b>Full-time Equivalent Employees</b>	<b>15.0</b>	<b>14.1</b>	<b>14.1</b>	<b>-</b>

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		
				-	
<b>(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.</b>					

#### 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

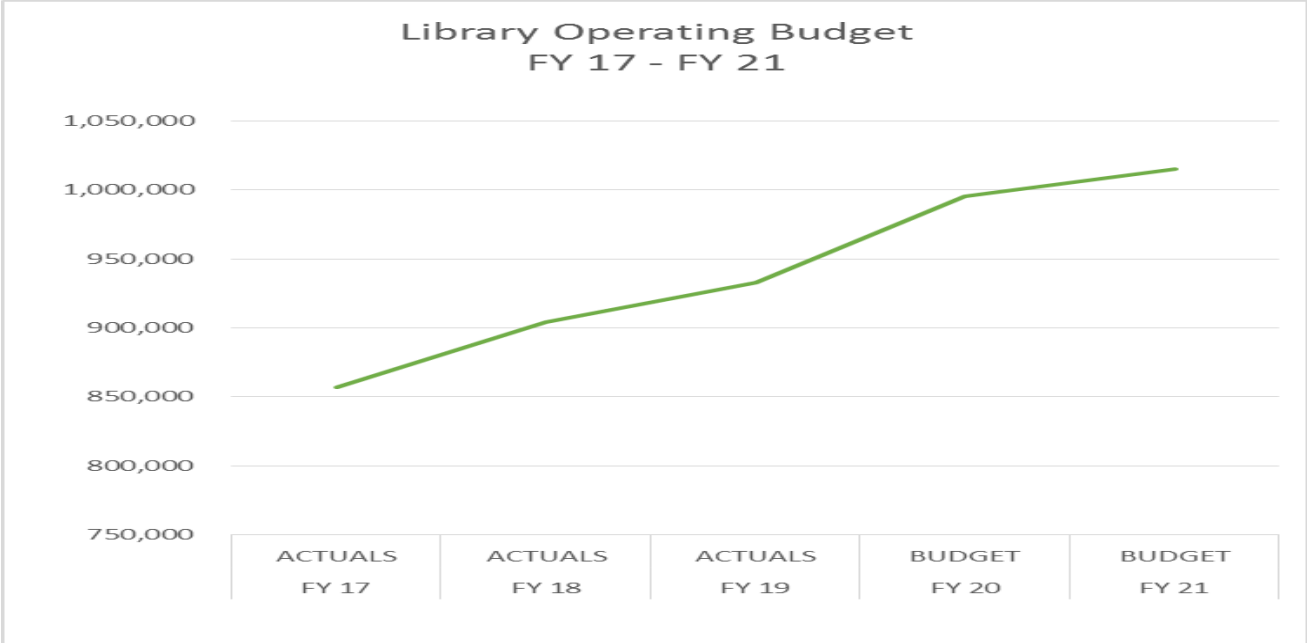
Job Title	FY 2019	FY 2020	FY 2021	Change
Administrative Assistant	1.0	1.0	1.0	-
Assistant Assessor	1.0	1.0	1.0	-
Assistant Treasurer/Collector	1.0	1.0	1.0	-
Assistant Town Accountant	1.0	1.0	1.0	-
Assessing Director	1.0	1.0	1.0	-
Executive Assistant	2.0	2.0	2.0	-
Executive Assistant to the Finance Director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

<b>Finance Department</b>				
	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
<b>Workload Indicators</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>
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
<b>Treasury Department</b>				
	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
<b>Workload Indicators</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>
Vendor Checks Processed	7005	7446	7541	7650
Payroll Checks Processed	2743	1499	1212	1000
Direct Deposits	12324	13697	14298	14500
	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
<b>Performance Measures</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>
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%
<b>Assessing Department</b>				
	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
<b>Performance Measures</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>
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%
	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
<b>Workload Indicators</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>
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		
				-	
<b>(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.</b>					

#### 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

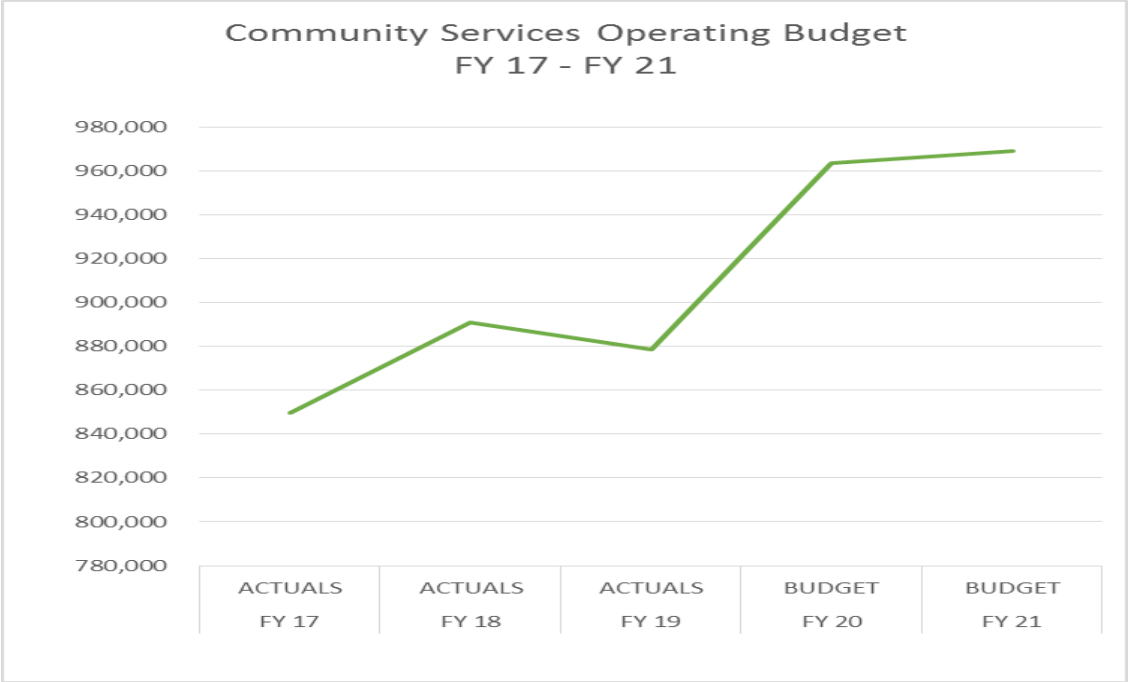
Job Title	FY 2019	FY 2020	FY 2021	Change
Assistant Director	1.0	1.0	1.0	-
Assistive Tech Coordinator	0.3	0.3	0.3	-
Executive Assistant	0.9	1.0	1.0	-
Library Assistant	0.5	0.6	0.6	-
Library Director	1.0	1.0	1.0	-
Senior Library Technician	3.5	3.2	3.2	-
Shift Supervisor	0.5	0.5	0.5	-
Staff Librarian	2.0	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	-
<b>Full-time Equivalent Employees</b>	<b>12.0</b>	<b>11.9</b>	<b>11.9</b>	<b>-</b>

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	-	-	-	
<b>Total Operating Source of Funding</b>	<b>\$ 878,674</b>	<b>\$ 963,527</b>	<b>\$ 968,977</b>	<b>\$ 5,450</b>	<b>0.57%</b>
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%
<b>Total Appropriation</b>	<b>\$ 878,674</b>	<b>\$ 963,527</b>	<b>\$ 968,977</b>	<b>5,450</b>	<b>0.57%</b>
Employee Benefits Allocation:					
Life Insurance			377		
Medicare			8,872		
Health Insurance			165,281		
County Retirement			114,824		
Retiree Payout Vacation & Sick Benefit			-		
<b>Total Employee Benefits (1)</b>			<b>289,354</b>		
Debt Service (1)					
			-		
<b>Total Expenditures Including Benefits &amp; Debt Service</b>			<b>\$ 1,258,330</b>		
				-	
<b>(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.</b>					

#### 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

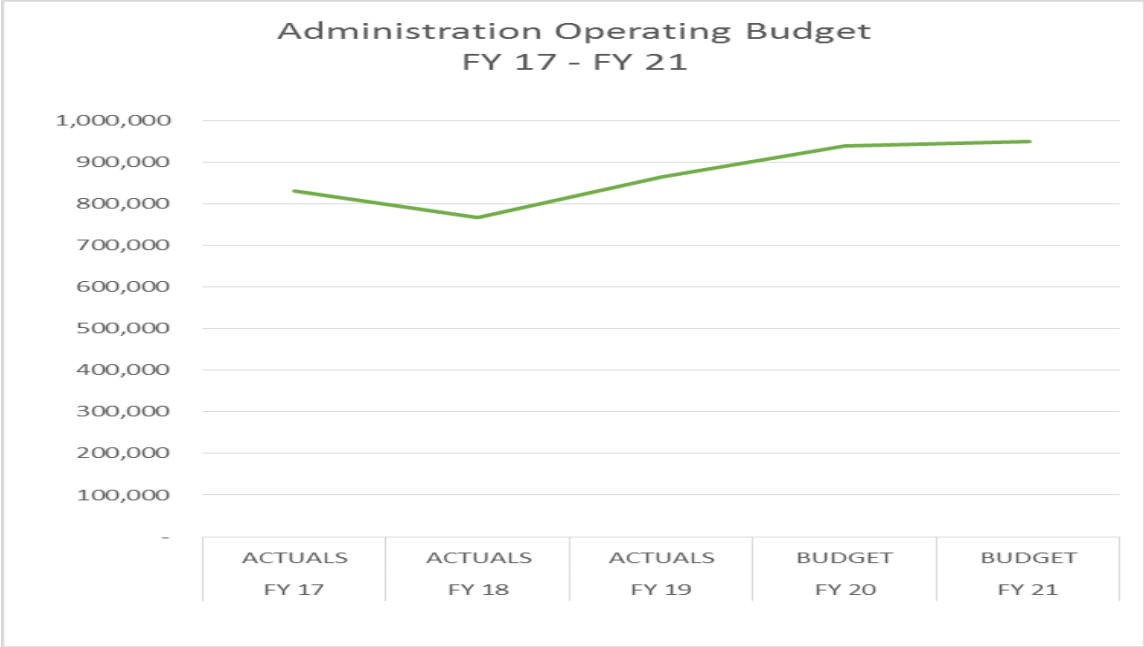
Community Center					
Job Title	FY 2019	FY 2020	FY 2021	Change	
Administrative Assistant	0.5	0.5	0.5	-	
Community Center Director	1.0	1.0	1.0	-	
Executive Assistant	1.0	1.0	1.0	-	
Full-time Equivalent Employees	2.5	2.5	2.5	-	
Council on Aging					
Job Title	FY 2019	FY 2020	FY 2021	Change	
Executive Assistant	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	
<b>Total Operating Source of Funding</b>	<b>\$ 863,956</b>	<b>\$ 929,754</b>	<b>\$ 950,961</b>	<b>\$ 21,207</b>	<b>2.28%</b>
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%
<b>Total Appropriation</b>	<b>\$ 863,956</b>	<b>\$ 929,754</b>	<b>\$ 950,961</b>	<b>21,207</b>	<b>2.28%</b>
Employee Benefits Allocation:					
Life Insurance			189		
Medicare			7,942		
Health Insurance			135,912		
County Retirement			102,790		
Retiree Payout Vacation & Sick Benefit			-		
<b>Total Employee Benefits (1)</b>			<b>246,833</b>		
Debt Service (1)			10,600		
<b>Total Expenditures Including Benefits &amp; Debt Service</b>			<b>\$ 1,208,394</b>		
<b>(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.</b>					

### 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.



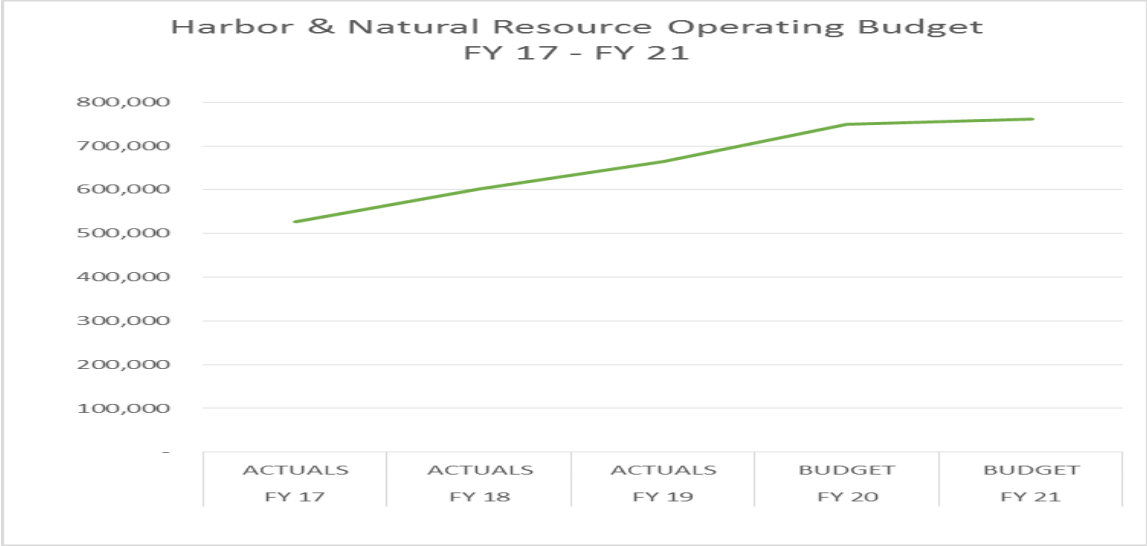
Administration – Full Time Equivalents

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	-	-	-	
<b>Total Operating Source of Funding</b>	<b>\$ 664,977</b>	<b>\$ 749,909</b>	<b>\$ 761,575</b>	<b>\$ 11,666</b>	<b>1.56%</b>
Expenditure Category					
Personnel	\$ 413,516	\$ 444,489	\$ 457,035	12,546	2.82%
Operating Expenses	251,461	305,420	304,540	(880)	-0.29%
<b>Total Appropriation</b>	<b>\$ 664,977</b>	<b>\$ 749,909</b>	<b>\$ 761,575</b>	<b>11,666</b>	<b>1.56%</b>
Employee Benefits Allocation:					
Life Insurance			126		
Medicare			6,973		
Health Insurance			98,136		
County Retirement			90,247		
Retiree Payout Vacation & Sick Benefit			-		
<b>Total Employee Benefits (1)</b>			<b>195,482</b>		
Debt Service (1)			1,262,938		
<b>Total Expenditures Including Benefits &amp; Debt Service</b>			<b>\$ 2,219,994</b>		
				-	
<b>(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.</b>					

#### 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

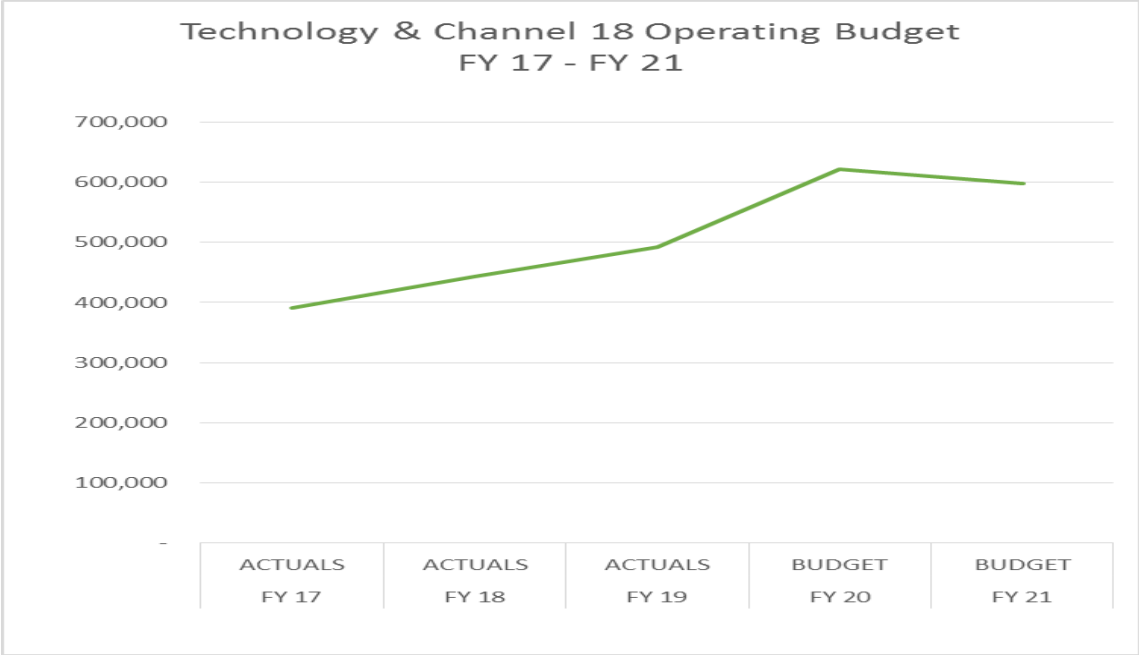
Harbor				
Job Title	FY 2019	FY 2020	FY 2021	Change
Assistant Harbormaster	1.0	1.0	1.0	-
Dockhand	1.0	1.0	1.0	-
Harbormaster	1.0	1.0	1.0	-
Substitute Custodian	0.2	0.2	0.2	
Waterways Specialist	1.0	1.0	1.0	-
<b>Full-time Equivalent Employees</b>	<b>4.2</b>	<b>4.2</b>	<b>4.2</b>	<b>-</b>
Natural Resources				
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	-
<b>Full-time Equivalent Employees</b>	<b>1.3</b>	<b>1.3</b>	<b>1.3</b>	<b>-</b>

## 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)	
<b>Total Operating Source of Funding</b>	<b>\$ 491,909</b>	<b>\$ 621,508</b>	<b>\$ 597,456</b>	<b>\$ (24,053)</b>	<b>-3.87%</b>
<b>Expenditure Category</b>					
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	
<b>Total Appropriation</b>	<b>\$ 491,914</b>	<b>\$ 621,508</b>	<b>\$ 597,456</b>	<b>(24,053)</b>	<b>-3.87%</b>
<b>Employee Benefits Allocation:</b>					
Life Insurance			79		
Medicare			5,470		
Health Insurance			66,822		
County Retirement			70,799		
Retiree Payout Vacation & Sick Benefit			33,838		
<b>Total Employee Benefits (1)</b>			<b>177,007</b>		
Debt Service (1)			-		
<b>Total Expenditures Including Benefits &amp; Debt Service</b>			<b>\$ 774,463</b>		
				-	
<b>(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.</b>					

### 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	-
<b>Full-time Equivalent Employees</b>	<b>3.3</b>	<b>4.3</b>	<b>3.3</b>	<b>(1.0)</b>

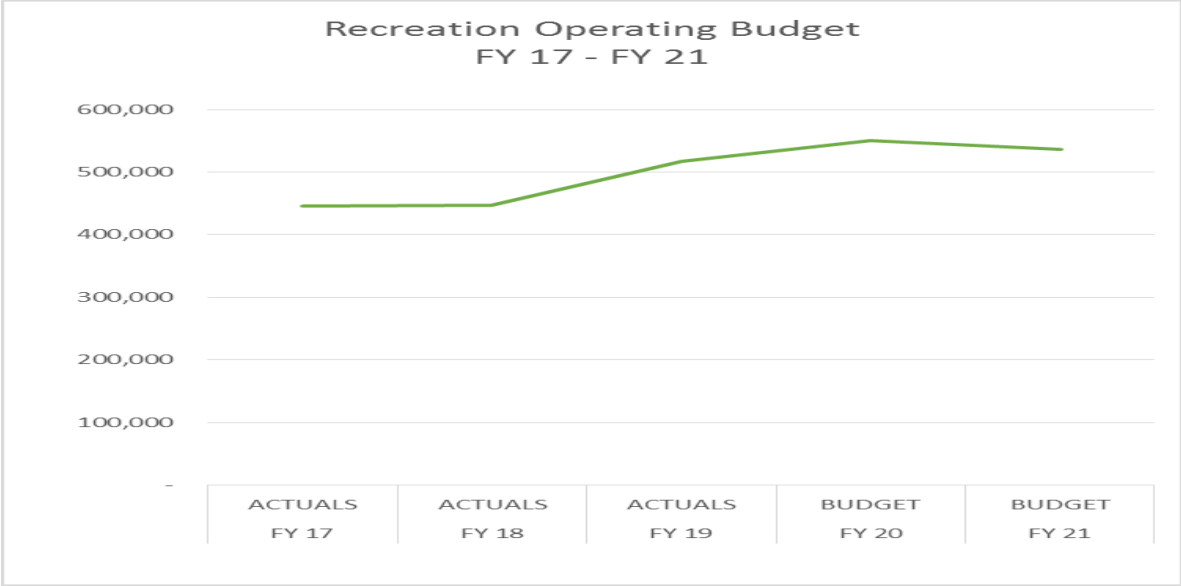
## RECREATION - GENERAL FUND

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	
<b>Total Operating Source of Funding</b>	<b>\$ 517,133</b>	<b>\$ 550,697</b>	<b>\$ 536,219</b>	<b>\$ (14,477)</b>	<b>-2.63%</b>
<b>Expenditure Category</b>					
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%
<b>Total Appropriation</b>	<b>\$ 517,133</b>	<b>\$ 550,697</b>	<b>\$ 536,219</b>	<b>(14,477)</b>	<b>-2.63%</b>
<b>Employee Benefits Allocation:</b>					
Life Insurance			110		
Medicare			6,973		
Health Insurance			63,863		
County Retirement			63,542		
Retiree Payout Vacation & Sick Benefit			-		
<b>Total Employee Benefits (1)</b>			<b>134,488</b>		
Debt Service (1)			-		
<b>Total Expenditures Including Benefits &amp; Debt Service</b>			<b>\$ 670,707</b>		
<b>(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.</b>					

### 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	-
<b>Full-time Equivalent Employees</b>	<b>12.4</b>	<b>12.4</b>	<b>12.4</b>	<b>-</b>

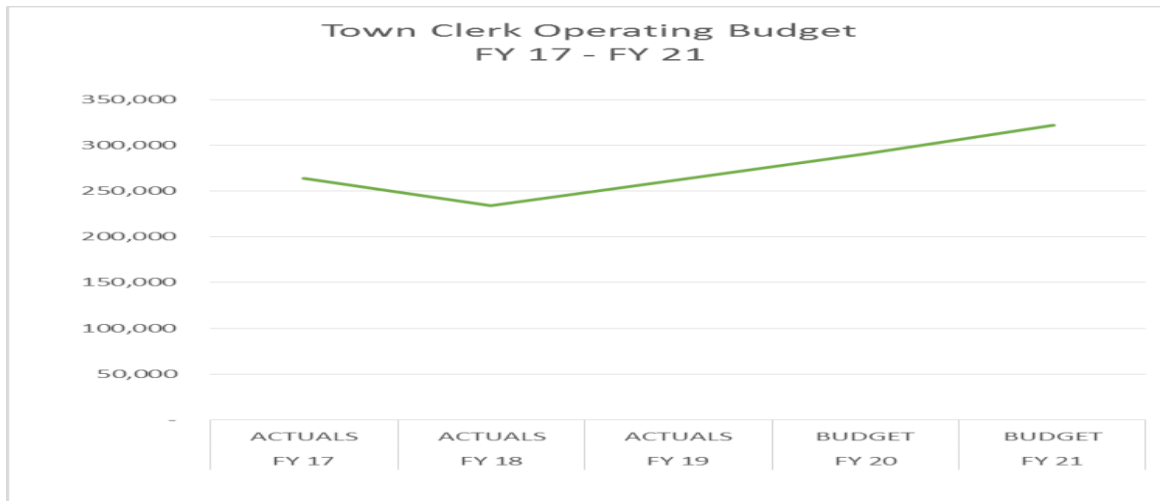
## TOWN CLERK - GENERAL FUND

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	
<b>Total Operating Source of Funding</b>	<b>\$ 262,462</b>	<b>\$ 290,786</b>	<b>\$ 322,056</b>	<b>\$ 31,270</b>	<b>10.75%</b>
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%
<b>Total Appropriation</b>	<b>\$ 262,462</b>	<b>\$ 290,786</b>	<b>\$ 322,056</b>	<b>31,270</b>	<b>10.75%</b>
Employee Benefits Allocation:					
Life Insurance			126		
Medicare			2,949		
Health Insurance			43,799		
County Retirement			38,164		
Retiree Payout Vacation & Sick Benefit			-		
<b>Total Employee Benefits (1)</b>			<b>85,038</b>		
Debt Service (1)			-		
<b>Total Expenditures Including Benefits &amp; Debt Service</b>			<b>\$ 407,094</b>		
<b>(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.</b>					

### 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



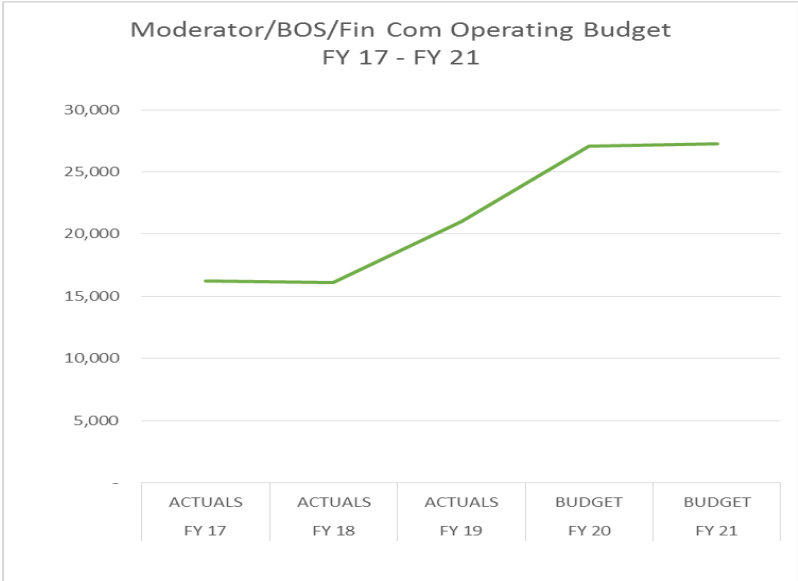
Town Clerk – Full Time Equivalents

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)	
<b>Total Operating Source of Funding</b>	<b>\$ 20,982</b>	<b>\$ 27,075</b>	<b>\$ 27,250</b>	<b>\$ 175</b>	<b>0.65%</b>
Expenditure Category					
Personnel	\$ 12,229	\$ 16,500	\$ 16,500	-	0.00%
Operating Expenses	8,753	10,575	10,750	175	1.65%
<b>Total Appropriation</b>	<b>\$ 20,982</b>	<b>\$ 27,075</b>	<b>\$ 27,250</b>	<b>175</b>	<b>0.65%</b>
Employee Benefits Allocation:					
Life Insurance			32		
Medicare			249		
Health Insurance			15,738		
County Retirement			-		
Retiree Payout Vacation & Sick Benefit			-		
<b>Total Employee Benefits (1)</b>			<b>16,019</b>		
Debt Service (1)					
			-		
<b>Total Expenditures Including Benefits &amp; Debt Service</b>			<b>\$ 43,269</b>		
<b>(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.</b>					

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		
<b>(1) Employee benefits and debt service costs are not included in the department's appropriation and are allocated for informational purposes only.</b>					

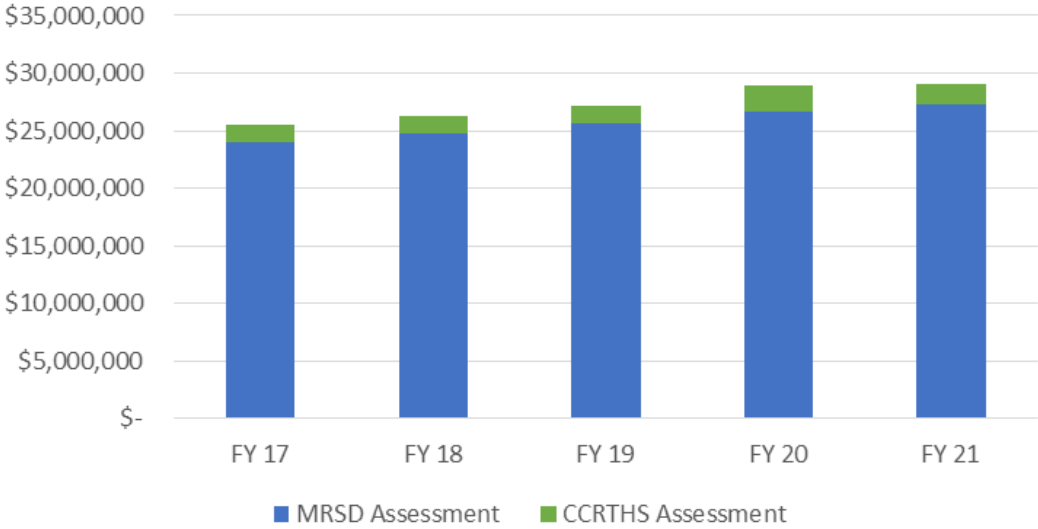
#### Summary of Significant Budget Increases/Decreases

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



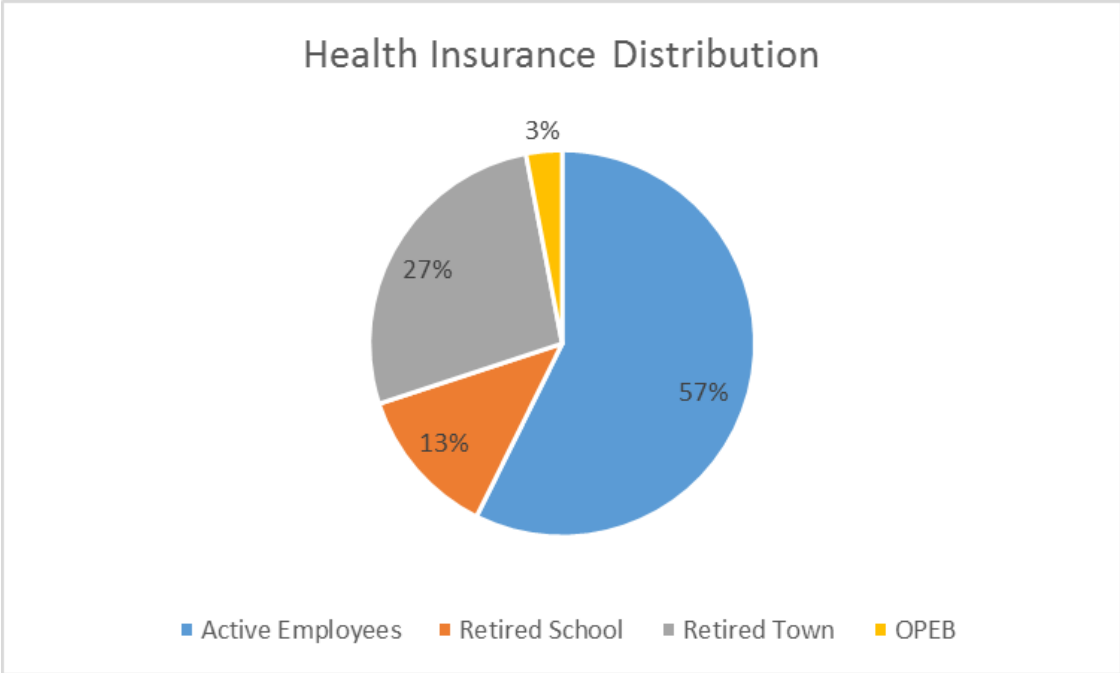
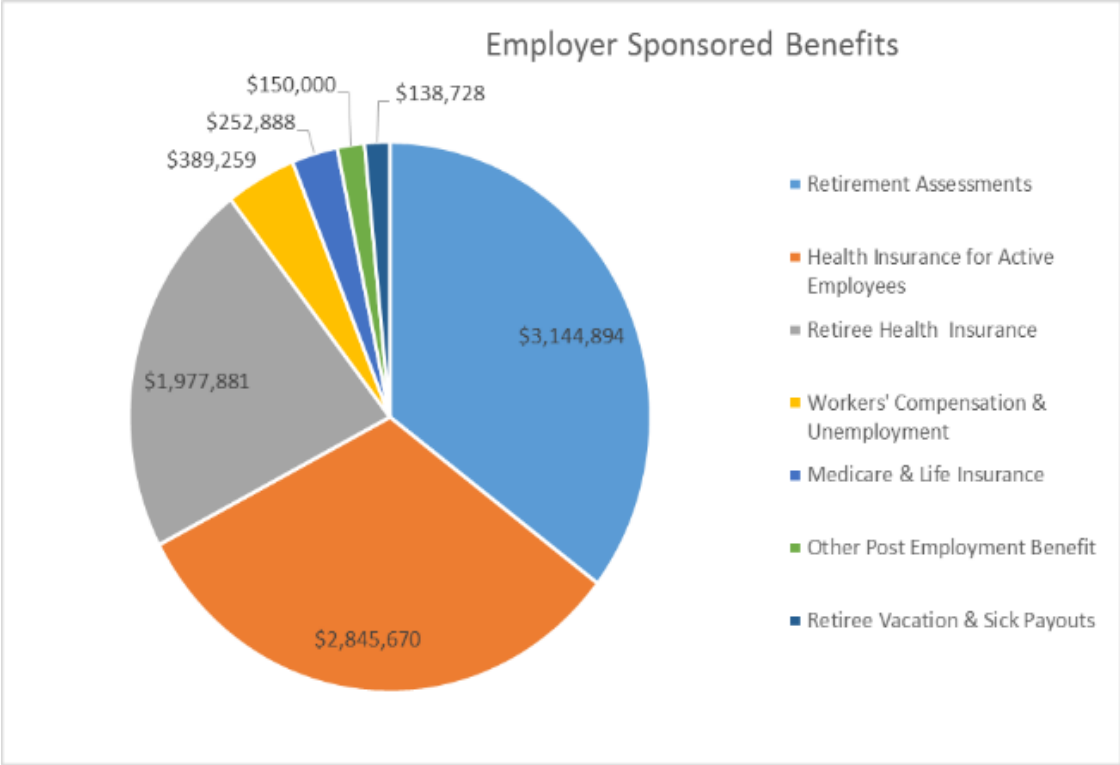
## OTHER REQUIREMENTS - GENERAL FUND

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	-	
<b>Total Operating Source of Funding</b>	<b>\$ 14,041,681</b>	<b>\$ 15,670,210</b>	<b>\$ 15,509,032</b>	<b>\$ (702,410)</b>	<b>-4.48%</b>
<b>Expenditure Category</b>					
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%
<b>Total</b>	<b>\$ 8,037,682</b>	<b>\$ 8,634,386</b>	<b>\$ 8,899,321</b>	<b>264,935</b>	<b>3.07%</b>
<b>Debt Service, Assessments &amp; Other</b>					
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%
<b>Total</b>	<b>5,934,000</b>	<b>6,810,825</b>	<b>6,259,712</b>	<b>(551,113)</b>	<b>-8.09%</b>
Subtotal Before Transfers	\$ 13,971,681	\$ 15,445,210	\$ 15,159,032	\$ (286,178)	-1.85%
				-	
<b>Transfers</b>					
Transfer to Sewer Enterprise Fund	\$ 70,000	\$ 225,000	\$ 350,000	125,000	55.56%
<b>Total</b>	<b>\$ 70,000</b>	<b>\$ 225,000</b>	<b>\$ 350,000</b>	<b>125,000</b>	<b>55.56%</b>
<b>Grand Total Other Requirements</b>	<b>\$ 14,041,681</b>	<b>\$ 15,670,210</b>	<b>\$ 15,509,032</b>	<b>\$ (161,178)</b>	<b>-1.03%</b>

### 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			-	
<b>Total Operating Source of Funding</b>	<b>\$ 4,395,163</b>	<b>\$ 5,037,039</b>	<b>\$ 5,028,416</b>	<b>\$ (8,623)</b>	<b>-0.17%</b>
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%
<b>Total Appropriation</b>	<b>\$ 4,222,832</b>	<b>\$ 4,333,865</b>	<b>\$ 4,291,075</b>	<b>(42,790)</b>	<b>-0.99%</b>

### 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
<b>Full-time Equivalent Employees</b>	<b>15</b>	<b>15</b>	<b>14.45</b>	<b>-0.55</b>

## 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	
<b>Total Operating Source of Funding</b>	<b>\$ 70,000</b>	<b>\$ 225,000</b>	<b>\$ 350,000</b>	<b>\$ 125,000</b>	<b>55.56%</b>
Expenditure Category					
Personnel	\$ -	\$ -	\$ 77,285	77,285	
Operational Expenses	70,000	225,000	298,815	73,815	
Debt Service	-	-	-	-	
Other Post Employment Benefits	-	-	-	-	
Transfer Out	-	-	-	-	
<b>Total Appropriation</b>	<b>\$ 70,000</b>	<b>\$ 225,000</b>	<b>\$ 376,100</b>	<b>151,100</b>	<b>67.16%</b>

### 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	
<b>Operating Expenses</b>												
<b>A Personal Services</b>											<b>\$80,488.97</b>	
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	
<b>A Personal Services</b>	<b>28,788</b>										<b>\$80,488.97</b>	
<b>Expenses</b>												
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>B Expenses</b>	<b>1,141,650</b>											<b>\$295,610.87</b>
<b>Department Total</b>												<b>\$376,099.83</b>
<b>TOTAL Operating Expense</b>	<b>1,170,438</b>											<b>\$376,099.83</b>

### 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 <sup>1</sup></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 <sup>1</sup></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 <sup>1</sup></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 <sup>1</sup></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 <sup>1</sup></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 <sup>1</sup></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 <sup>1</sup></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 <sup>1</sup></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

<sup>1</sup> 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
Saquatuicket 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
Saquatuicket Harbor Improvements	602,575	587,775	564,275	546,025	527,775	504,525	481,525	463,775	2,367,700	6,645,950
Saquatuicket 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
<b>Total Existing Debt Obligations</b>	<b>\$ 7,658,712</b>	<b>\$ 6,949,069</b>	<b>\$ 6,358,279</b>	<b>\$ 5,800,905</b>	<b>\$ 4,999,342</b>	<b>\$ 4,430,006</b>	<b>\$ 4,290,308</b>	<b>\$ 4,145,567</b>	<b>\$ 33,586,487</b>	<b>\$ 78,218,675</b>

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
<b>Total Authorized/Unissued Debt Authorizations</b>	<b>\$ 480,207</b>	<b>\$ 634,456</b>	<b>\$ 1,676,976</b>	<b>\$ 1,782,169</b>	<b>\$ 1,827,779</b>	<b>\$ 1,713,909</b>	<b>\$ 1,628,205</b>	<b>\$ 1,456,875</b>	<b>\$ 25,859,349</b>	<b>\$ 37,059,925</b>

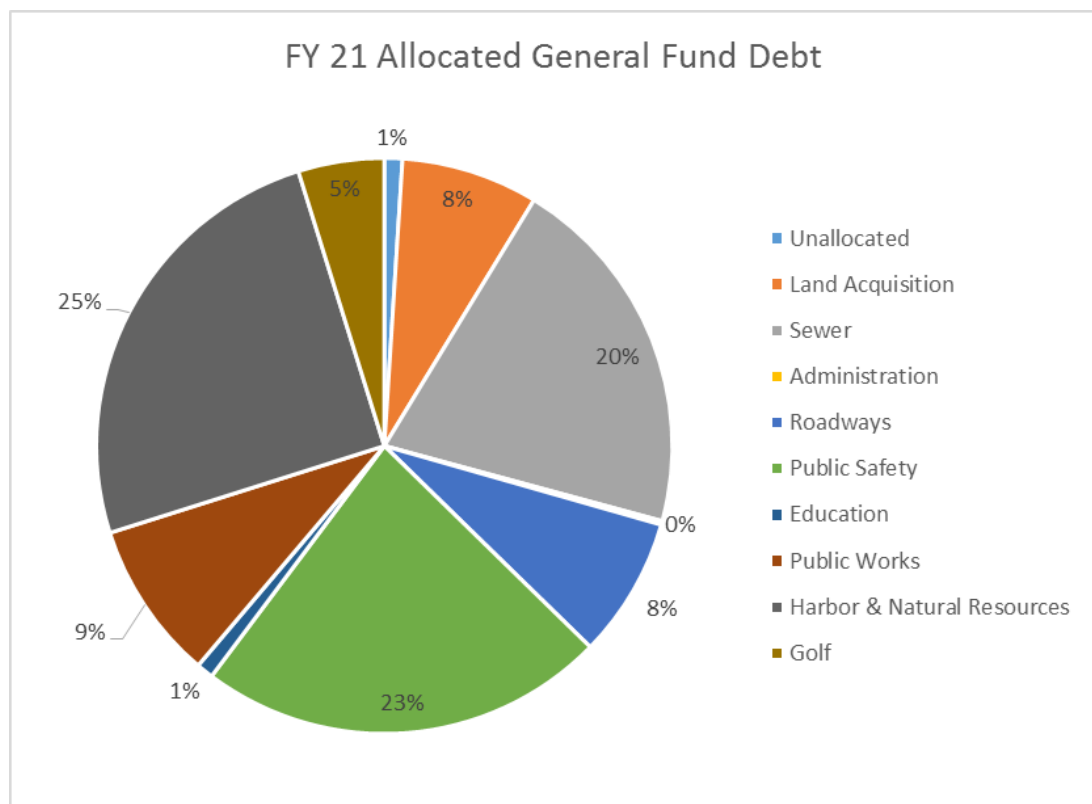
Town of Harwich Proposed Debt Authorizations  
Estimated Principal & Interest Potential Obligations

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
<b>Proposed Debt Obligations</b>	<b>\$ -</b>	<b>\$ 15,000</b>	<b>\$ 308,171</b>	<b>\$ 993,971</b>	<b>\$ 1,186,651</b>	<b>\$ 2,591,081</b>	<b>\$ 3,290,301</b>	<b>\$ 3,493,951</b>	<b>\$ 110,745,721</b>	<b>\$ 122,624,850</b>

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.

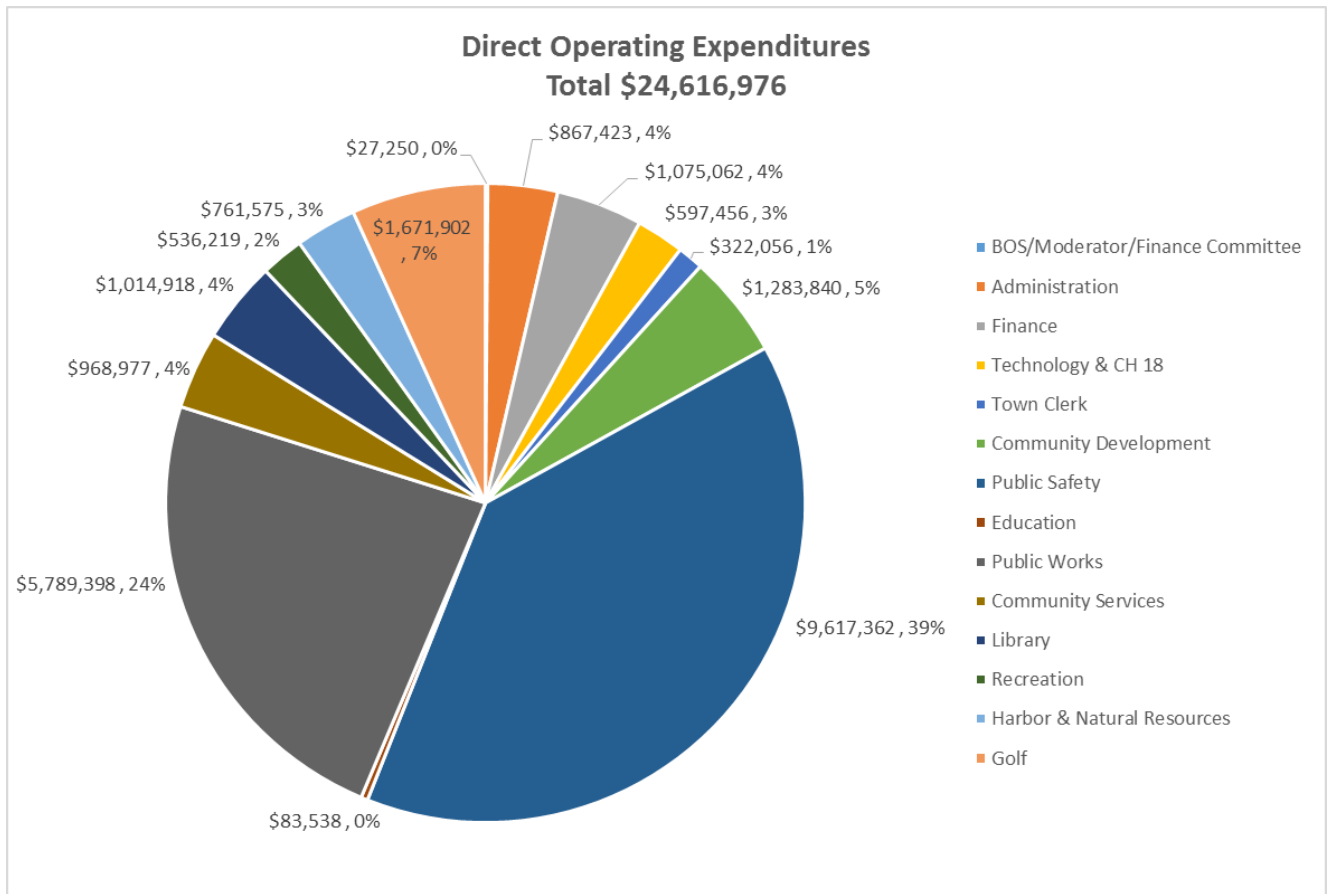


## Fully Allocated Budget

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.

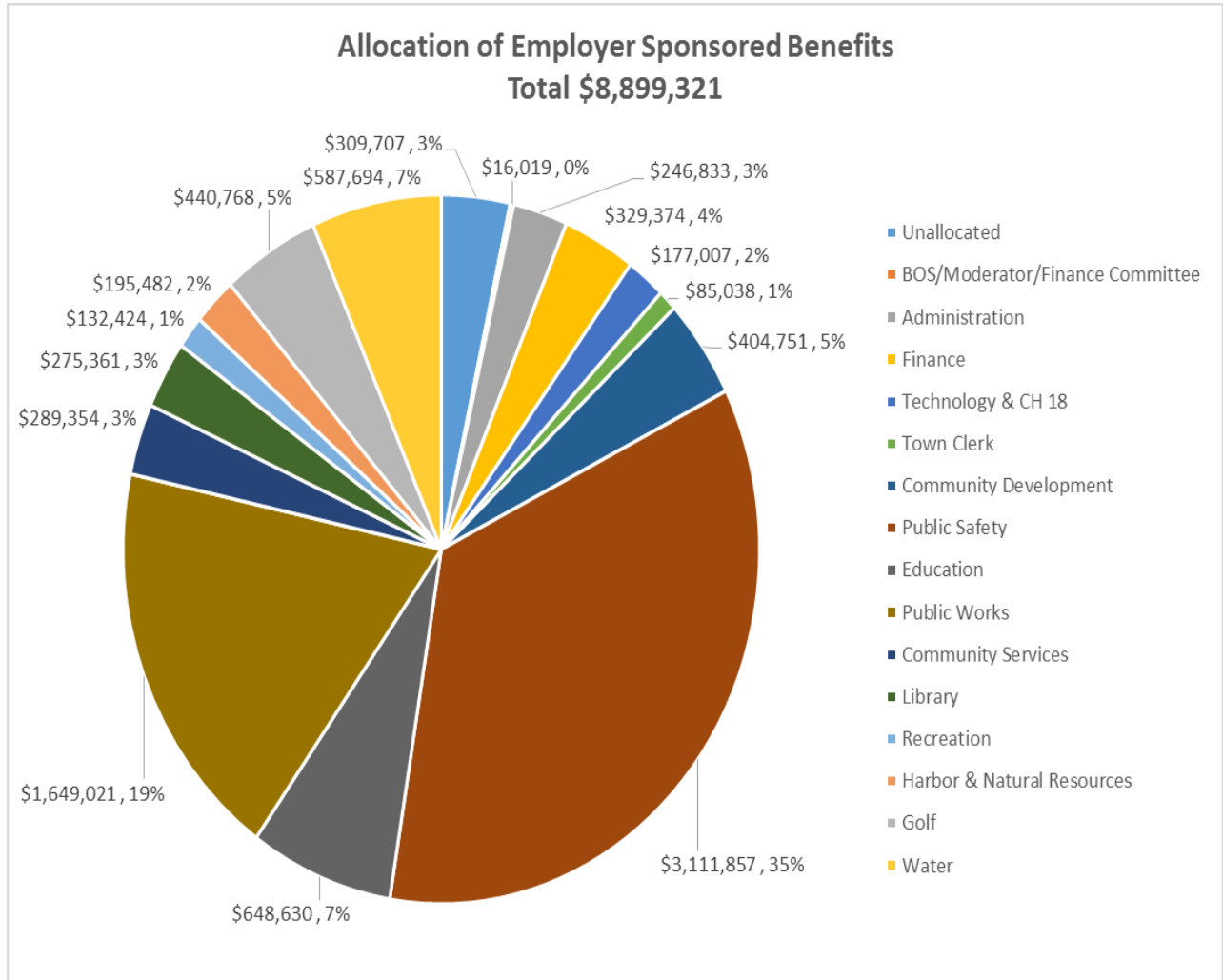
### Direct Operating Expenditures by Department

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



Allocation of Employee Benefits

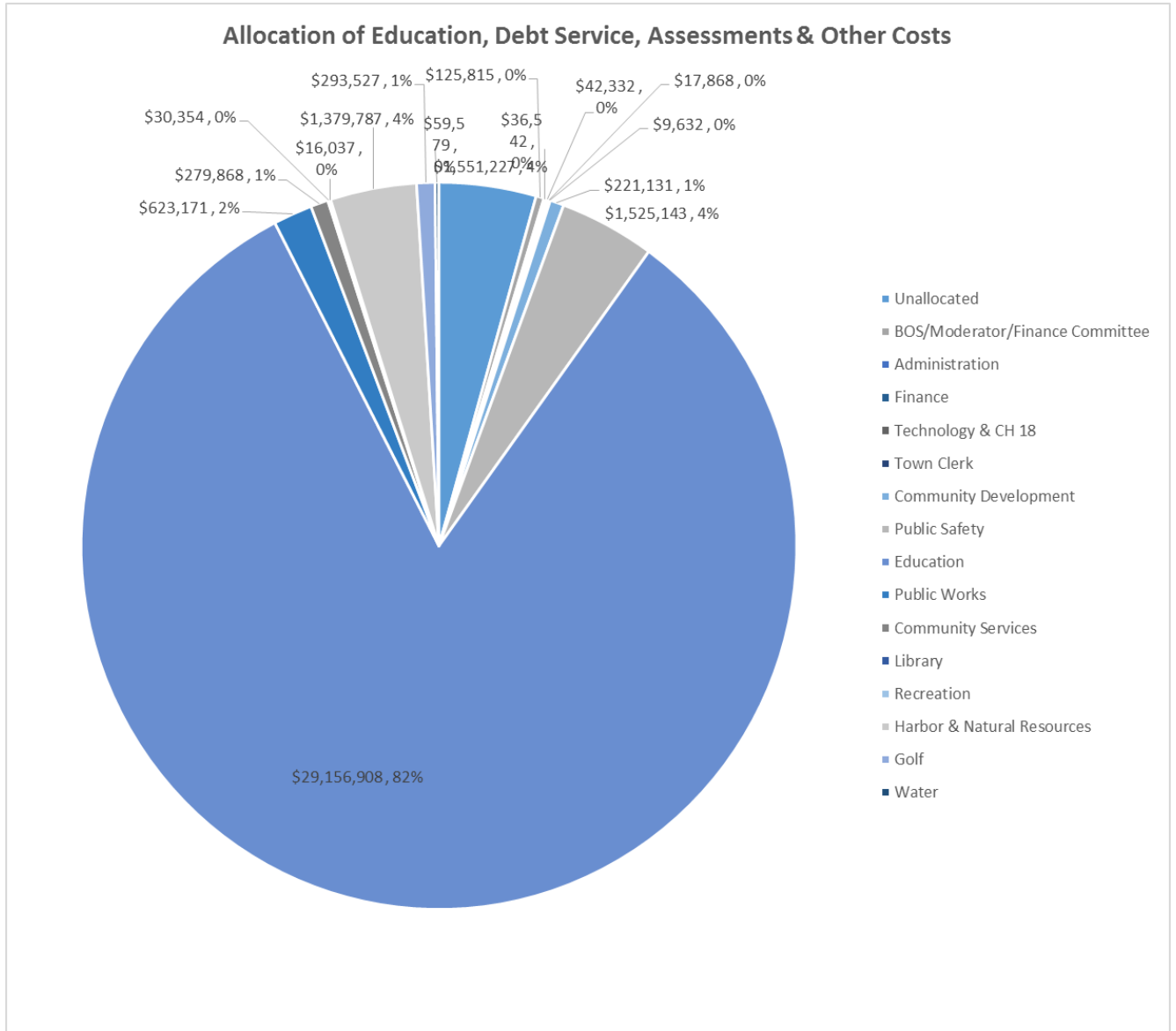
The proposed FY 2021 budget for employer sponsored benefits in an allocated format is illustrated below:





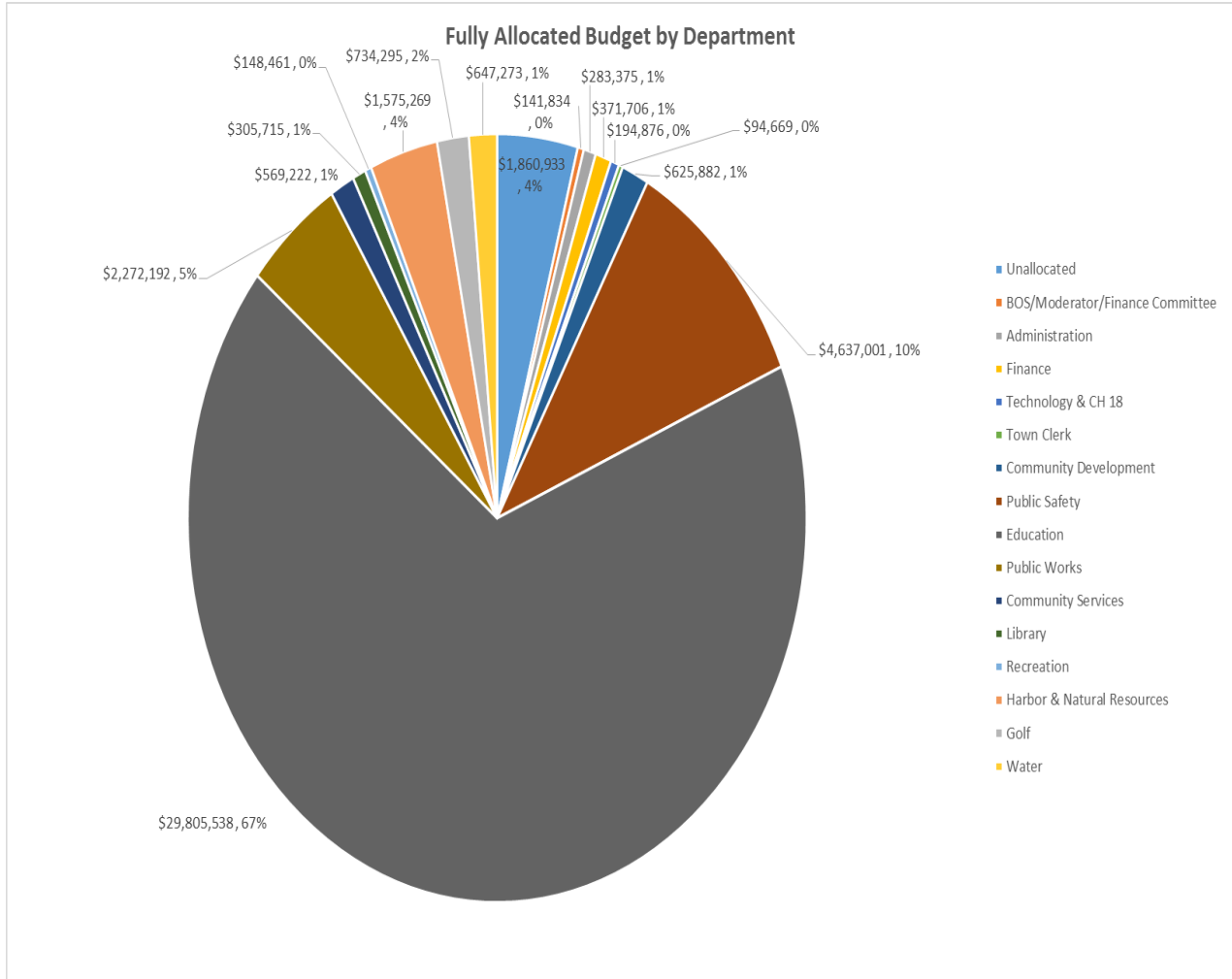
Allocation of Other Fixed Costs in the General Fund

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:



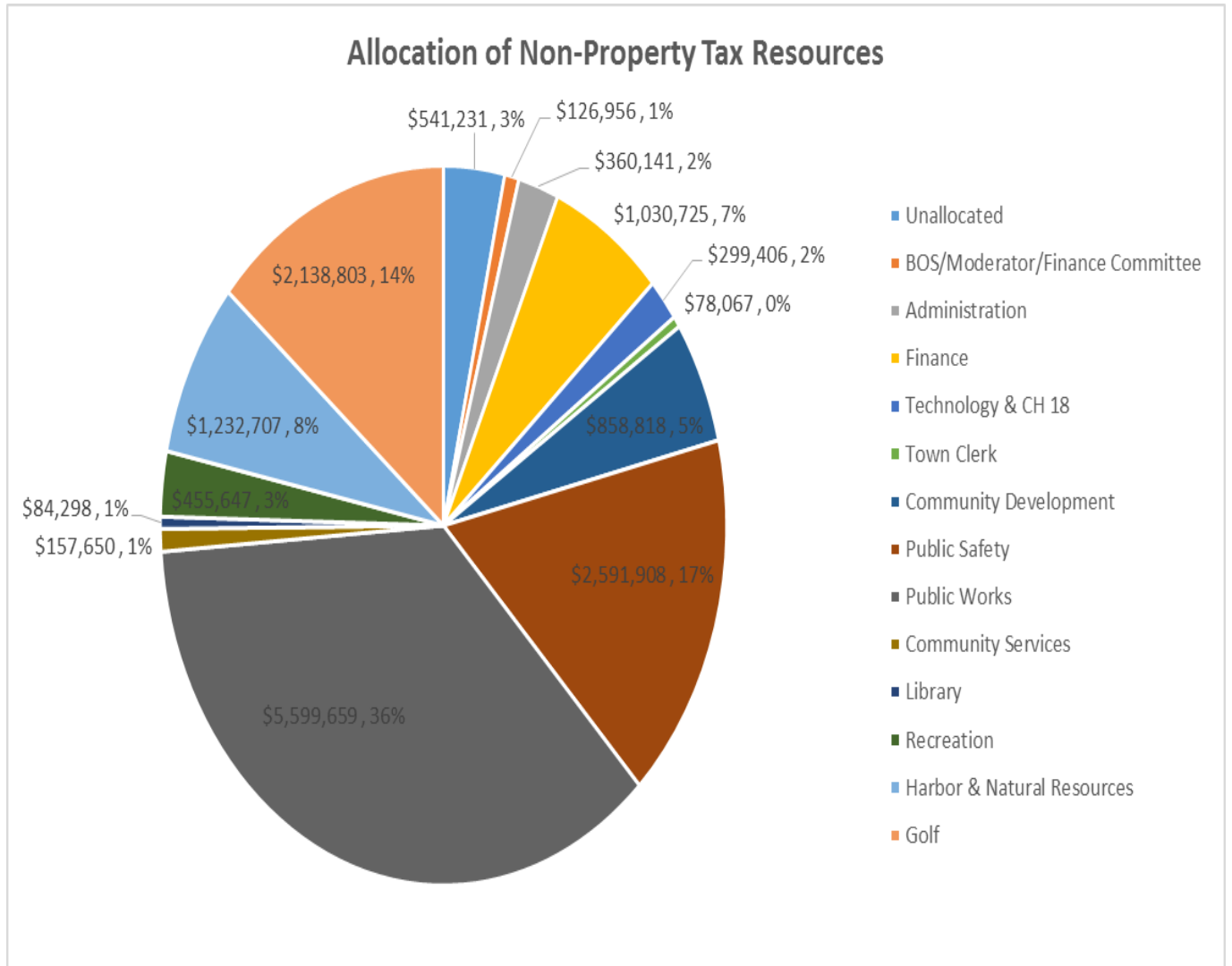
## Fully Allocated Budget by Department

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



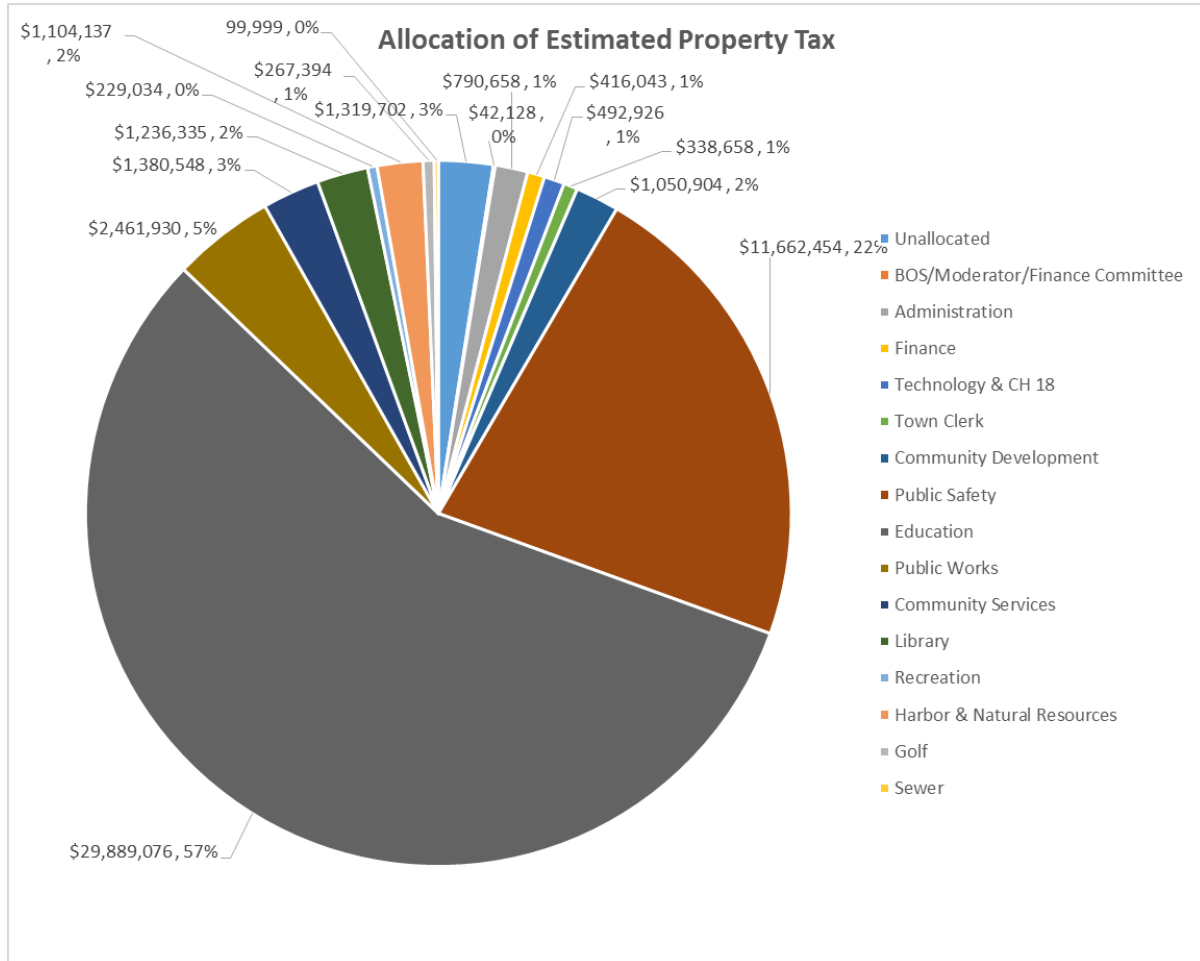
## Allocation of Non-Property Tax Resources in the General Fund

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

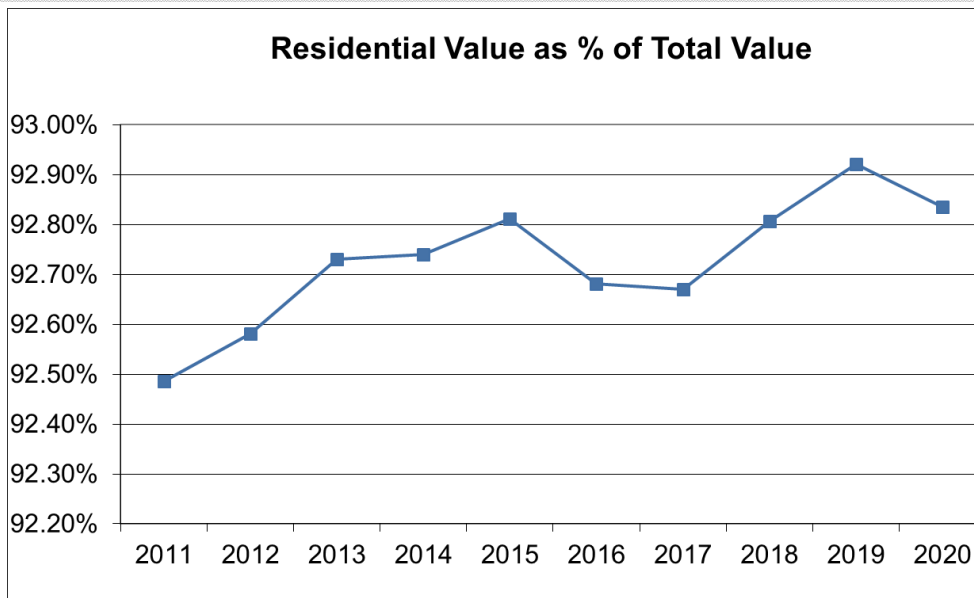
After netting all non-property tax resources against the fully allocated General Fund operating budget for FY 2021 by department, the net amount represents the estimated property tax support necessary for each department.



### Single Family Home Value

	Average				Median			
	Value	% Incr	Tax \$\$	\$\$ Incr	Value	% Incr	Tax \$\$	\$\$ Incr
<b>FY 20</b>	\$ 568,100	4.83%	\$ 4,960	\$ 261	\$ 413,800	4.81%	\$ 3,612	\$ 190
<b>FY 19</b>	\$ 541,900	7.00%	\$ 4,698	\$ 242	\$ 394,800	6.04%	\$ 3,423	\$ 147
<b>FY 18</b>	\$ 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	-
<b>Employee Benefits</b>																		
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
<b>Total</b>	<b>8,899,321</b>	<b>309,707</b>	<b>16,019</b>	<b>246,833</b>	<b>329,374</b>	<b>177,007</b>	<b>85,038</b>	<b>404,751</b>	<b>3,111,857</b>	<b>648,630</b>	<b>1,649,021</b>	<b>289,354</b>	<b>275,361</b>	<b>132,424</b>	<b>195,482</b>	<b>440,768</b>	<b>587,694</b>	<b>8,899,320</b>
<b>Debt Service, Assessments &amp; Other</b>																		
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
<b>Total</b>	<b>35,368,920</b>	<b>1,551,227</b>	<b>125,815</b>	<b>36,542</b>	<b>42,332</b>	<b>17,868</b>	<b>9,632</b>	<b>221,131</b>	<b>1,525,143</b>	<b>29,156,908</b>	<b>623,171</b>	<b>279,868</b>	<b>30,354</b>	<b>16,037</b>	<b>1,379,787</b>	<b>293,527</b>	<b>59,579</b>	<b>35,368,920</b>
<b>Total Fixed Cost &amp; Operating Expenditures</b>	<b>44,268,241</b>	<b>1,860,933</b>	<b>141,834</b>	<b>283,375</b>	<b>371,706</b>	<b>194,876</b>	<b>94,669</b>	<b>625,882</b>	<b>4,637,001</b>	<b>29,805,538</b>	<b>2,272,192</b>	<b>569,222</b>	<b>305,715</b>	<b>148,461</b>	<b>1,575,269</b>	<b>734,295</b>	<b>647,273</b>	<b>44,268,240</b>
<b>Transfers</b>	<b>350,000</b>																<b>350,000</b>	<b>350,000</b>
<b>Grand Total</b>	<b>69,235,217</b>	<b>1,860,933</b>	<b>169,084</b>	<b>1,150,799</b>	<b>1,446,768</b>	<b>792,331</b>	<b>416,726</b>	<b>1,909,722</b>	<b>14,254,363</b>	<b>29,889,076</b>	<b>8,061,590</b>	<b>1,538,198</b>	<b>1,320,633</b>	<b>684,681</b>	<b>2,336,844</b>	<b>2,406,197</b>	<b>997,273</b>	<b>69,235,216</b>

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					
<b>Resources:</b>																				
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	
<b>Total Revenues Excluding Property Taxes</b>	<b>\$ 16,453,291</b>	<b>\$ 541,231</b>	<b>\$ 126,956</b>	<b>\$ 360,141</b>	<b>\$ 1,030,725</b>	<b>\$ 299,406</b>	<b>\$ 78,067</b>	<b>\$ 858,818</b>	<b>\$ 2,591,908</b>	<b>\$ -</b>	<b>\$ 5,599,659</b>	<b>\$ 157,650</b>	<b>\$ 84,298</b>	<b>\$ 455,647</b>	<b>\$ 1,232,707</b>	<b>\$ 2,138,803</b>			<b>\$ 897,274</b>	<b>\$ 16,453,291</b>
<b>Property Tax Support</b>	<b>\$ 52,781,926</b>	<b>\$ 1,319,702</b>	<b>\$ 42,128</b>	<b>\$ 790,658</b>	<b>\$ 416,043</b>	<b>\$ 492,926</b>	<b>\$ 338,658</b>	<b>\$ 1,050,904</b>	<b>\$ 11,662,454</b>	<b>\$ 29,889,076</b>	<b>\$ 2,461,930</b>	<b>\$ 1,380,548</b>	<b>\$ 1,236,335</b>	<b>\$ 229,034</b>	<b>\$ 1,104,137</b>	<b>\$ 267,394</b>			<b>\$ 99,999</b>	<b>\$ 52,781,925</b>

**Town of Harwich  
BUDGET 2021**

		Budget	Budget	
Line #	SOURCES OF FUNDS	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	<b>TOTAL SOURCES</b>	<b>69,449,186</b>	<b>69,648,877</b>	<b>0.3%</b>
9	<b>USES OF FUNDS</b>			
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</u>	<u>3.7%</u>
14	<u>NET AVAILABLE Sources</u>	<u>68,325,828</u>	<u>68,484,305</u>	<u>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	<b>TOTAL USES</b>	<b>69,432,041</b>	<b>69,635,215</b>	<b>0.3%</b>
29	<b>NET SOURCES &amp; USES</b>	<b>\$ 17,145</b>	<b>\$ 13,661</b>	



**Town of Harwich  
Budget  
Raise and Appropriate**

Town of Harwich Raise & Appropriate	<b>FY 18 Actual</b>	<b>FY 19 Actual</b>	<b>FY 20 Budget</b>	<b>FY 21 Budget</b>
<b>BASE LEVY LIMIT</b>	<b>\$ 41,283,806</b>	<b>\$ 42,683,458</b>	<b>\$ 44,144,163</b>	<b>\$ 45,589,304</b>
<b>PLUS 2.5% LEVY</b>	1,033,372	1,067,086	1,103,604	1,139,733
<b>PLUS GROWTH</b>	<u>366,280</u>	<u>393,619</u>	<u>341,536</u>	<u>400,000</u>
<b><u>SUBTOTAL</u></b>	<b>42,683,458</b>	<b>44,144,163</b>	<b>45,589,304</b>	<b>47,129,036</b>
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>
<b><u>TAX LEVY LIMIT</u></b>	<b>\$ 46,774,148</b>	<b>\$ 49,317,339</b>	<b>\$ 52,239,968</b>	<b>\$ 53,195,586</b>
<b><u>Levy increase</u></b>	<b>\$ 3,018,130</b>	<b>\$ 2,543,190</b>	<b>\$ 2,922,629</b>	<b>\$ 955,618</b>
<b><u>Overlay ( Abatements)</u></b>	<b>\$ 413,262</b>	<b>\$ 450,000</b>	<b>\$ 437,775</b>	<b>\$ 400,000</b>
<b><u>Overlay Surplus</u></b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>200,000</b>

**Raise and Appropriate**

BUDGET FY 2021 REVENUES	Town Meeting				
	Actual FY2018	Actual FY2019	Budget FY2020	Budget FY2021	% Change
<b>Real Estate &amp; Personal Property Taxes</b>	<b>\$46,774,148</b>	<b>\$49,317,339</b>	<b>\$52,239,968</b>	<b>\$53,195,586</b>	<b>1.8%</b>
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%
<b>Total Local Receipts</b>	<b>13,465,072</b>	<b>14,724,316</b>	<b>13,773,433</b>	<b>13,210,298</b>	<b>-10.3%</b>
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%
<b>Total Revenue</b>	<b>\$63,128,979</b>	<b>\$67,272,633</b>	<b>\$69,449,186</b>	<b>\$69,648,877</b>	<b>3.5%</b>

**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
<b>TOTAL GENERAL FUND - MISC REVENUE</b>	<b>16,088</b>	<b>176,569</b>	<b>102,760</b>	<b>103,538</b>	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	-	-	-	-	-
<b>TOTAL SELECTMEN - REV</b>	<b>130,143</b>	<b>173,137</b>	<b>127,335</b>	<b>124,860</b>	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	-	-	-	-	-
<b>TOTAL ASSESSORS - REV</b>	<b>10,118</b>	<b>12,291</b>	<b>11,850</b>	<b>11,850</b>	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
<b>TOTAL TREASURER - REV</b>	<b>158,748</b>	<b>297,088</b>	<b>295,379</b>	<b>200,500</b>	96,588
<b>011464 COLLECTOR REV</b>					-
-----					-
<b>011464-414200 TAX TITLE</b>	254,864	351,715	-	-	351,715
<b>011464-414400 TAX DEFERRED REDEEMED</b>	-	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
<b>011464 417005 PEN &amp; INT TAX TITLE</b>	<b>152,658</b>	<b>237,586</b>	<b>163,994</b>	<b>175,000</b>	<b>62,586</b>
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)
<b>TOTAL COLLECTOR - REV</b>	<b>724,276</b>	<b>926,942</b>	<b>468,994</b>	<b>470,000</b>	456,942
<b>011614 TOWN CLERK - REV</b>					-
-----					-
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
<b>TOTAL TOWN CLERK - REV</b>	<b>39,524</b>	<b>44,641</b>	<b>35,015</b>	<b>34,450</b>	10,191
<b>011714 CONSERVATION - REV</b>					-
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
<b>TOTAL CONSERVATION - REV</b>	<b>23,844</b>	<b>22,529</b>	<b>21,900</b>	<b>20,400</b>	2,129
<b>011744 TOWN PLANNER - REV</b>					-
-----					-
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
<b>TOTAL TOWN PLANNER - REV</b>	<b>26,529</b>	<b>42,402</b>	<b>25,000</b>	<b>22,000</b>	20,402
<b>011764 BOARD OF APPEALS - REV</b>					-
-----					-
011764 437001 HEARINGS	10,395	15,120	10,000	10,000	5,120
<b>TOTAL BOARD OF APPEALS - REV</b>	<b>10,395</b>	<b>15,120</b>	<b>10,000</b>	<b>10,000</b>	5,120
<b>011994-421000 CVEC ELECTRIC FEES</b>	<b>270,608</b>	<b>272,162</b>	<b>295,000</b>	<b>275,000</b>	(21,485)
<b>012104 POLICE - REV</b>					-
-----					-
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	-	-	-	-	-
<b>TOTAL POLICE - REV</b>	<b>83,993</b>	<b>79,353</b>	<b>70,400</b>	<b>69,200</b>	10,153
<b>012204 FIRE - REV</b>					-
-----					-
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
<b>TOTAL FIRE - REV</b>	<b>49,335</b>	<b>115,270</b>	<b>42,300</b>	<b>42,500</b>	9,205
<b>012314 AMBULANCE - REV</b>					-
-----					-
012314 437000 AMBULANCE FEES	1,452,109	1,664,188	1,600,000	1,600,000	64,188
<b>TOTAL AMBULANCE - REV</b>	<b>1,452,109</b>	<b>1,664,188</b>	<b>1,600,000</b>	<b>1,600,000</b>	64,188

## TOWN OF HARWICH Local Receipts

Local Receipts General Fund	Actual FY2018	Actual FY2019	Budget FY2020	Budget FY2021	2019 vs 2021 Variance
<b>012414 BUILDING - REV</b>					-
-----					-
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
<b>TOTAL BUILDING - REV</b>	<b>291,674</b>	<b>412,689</b>	<b>392,600</b>	<b>392,600</b>	20,089
<b>012424 GAS INSPECTION - REV</b>					-
-----					-
012424 432020 GAS INPECTION &Trench Permits	47,545	53,595	50,000	50,000	3,595
<b>TOTAL GAS INSPECTION - REV</b>	<b>47,545</b>	<b>53,595</b>	<b>50,000</b>	<b>50,000</b>	3,595
<b>012434 PLUMBING</b>					-
-----					-
012434 432021 PLUMBING INSPECTION	49,765	61,040	55,000	55,000	6,040
<b>TOTAL PLUMBING</b>	<b>49,765</b>	<b>61,040</b>	<b>55,000</b>	<b>55,000</b>	6,040
<b>012454 ELECTRICAL REVENUE</b>					-
-----					-
012454 432023 ELECTRICAL INSPECTION	75,745	86,455	80,000	75,000	11,455
<b>TOTAL ELECTRICAL REVENUE</b>	<b>75,745</b>	<b>86,455</b>	<b>80,000</b>	<b>75,000</b>	11,455
<b>012914 468600 EMERGENCY MGMT GRANT</b>					-
<b>012964 445001 SHELLFISH</b>	<b>9,645</b>	<b>9,363</b>	<b>9,000</b>	<b>9,000</b>	1,417
<b>014394 WASTE DISPOSAL REVENUE</b>					-
-----					-
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
<b>TOTAL WASTE DISPOSAL REVENUE</b>	<b>3,110,693</b>	<b>3,372,701</b>	<b>3,280,000</b>	<b>2,722,500</b>	650,201
<b>014914 CEMETERY ADMINISTRATION REV</b>					-
-----					-
014914 431455 ADMINISTRATION FEES	-	-	-	-	-
<b>TOTAL CEMETERY ADMINISTRATION REV</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	-
<b>015104 BOARD OF HEALTH</b>					-
-----					-
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)
<b>TOTAL BOARD OF HEALTH</b>	<b>152,261</b>	<b>148,372</b>	<b>144,800</b>	<b>141,800</b>	6,572
<b>015394 CHANNEL 18 TELEVISION STATION</b>					-
-----					-
015394 432041 VIDEO TAPE COPIES	-	5	-	-	5
<b>TOTAL CHANNEL 18 TELEVISION STATION</b>	<b>-</b>	<b>5</b>	<b>-</b>	<b>-</b>	5
<b>015404 COMMUNITY CENTER REVENUE</b>					-
-----					-
015404-432003 PHOTOCOPIES	<b>78</b>	<b>102</b>	-	-	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)
<b>TOTAL COMMUNITY CENTER REVENUE</b>	<b>38,508</b>	<b>42,616</b>	<b>51,000</b>	<b>49,000</b>	(6,384)
<b>015414 COUNCIL ON AGING</b>					-
-----					-
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
<b>TOTAL COUNCIL ON AGING</b>	<b>16,829</b>	<b>18,274</b>	<b>16,100</b>	<b>16,100</b>	2,174
<b>015424 YOUTH COUNSELOR</b>					-
-----					-
015424 BLDG USE FEE	-	-	-	-	-
<b>TOTAL VETERANS REVENUE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	-
016104 LIBRARY REVENUE					-
-----					-
016104 432003 PHOTOCOPIES					-
016104 447003 FINES	5,565	5,814	5,000	5,000	814
016104 484099 MISC REVENUE					-
<b>TOTAL LIBRARY REVENUE</b>	<b>5,565</b>	<b>5,814</b>	<b>5,000</b>	<b>5,000</b>	814
<b>016304 RECREATION &amp; YOUTH REVENUE</b>					-

**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
<b>TOTAL RECREATION &amp; YOUTH REVENUE</b>	<b>413,637</b>	<b>435,548</b>	<b>408,500</b>	<b>411,500</b>	24,048
<b>016334 HARBORMASTER REVENUE</b>					-
-----					-
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
<b>TOTAL HARBORMASTER REVENUE</b>	<b>929,773</b>	<b>806,754</b>	<b>933,500</b>	<b>795,000</b>	11,754
<b>016914 HISTORIC COMM REVENUE</b>					-
016914 437001 HEARINGS	715	1,210	500	500	710
<b>TOTAL HISTORIC COMM REVENUE</b>	<b>715</b>	<b>1,210</b>	<b>500</b>	<b>500</b>	710
<b>016954 GOLF OPERATIONS REVENUE</b>					-
-----					-
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
<b>TOTAL GOLF OPERATIONS REVENUE</b>	<b>1,856,221</b>	<b>1,895,899</b>	<b>1,791,500</b>	<b>1,818,000</b>	56,471
<b>Sub Total Local Receipts</b>	<b>\$ 9,994,283</b>	<b>\$ 11,192,026</b>	<b>\$ 10,323,433</b>	<b>\$ 9,525,298</b>	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)
<b>Total Local Receipts</b>	<b>\$ 13,041,767</b>	<b>\$ 14,284,356</b>	<b>\$ 13,353,433</b>	<b>\$ 12,780,298</b>	(162,670)
011414 699001 MEALS TAX ( new .75%)	423,305	439,960	420,000	430,000	9,960
<b>Total LOCAL RECEIPTS</b>	<b>\$ 13,465,072</b>	<b>\$ 14,724,316</b>	<b>\$ 13,773,433</b>	<b>\$ 13,210,298</b>	1,411,432



**Town of Harwich  
State Aid**

<b>HARWICH State Aid</b>	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>
<b>B. GENERAL GOVERNMENT:</b>				
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
<b>Offset Items-Reserve for Direct Expenditures</b>				
Public Libraries Ch.78 s 19A	<u>15,304</u>	<u>15,342</u>	<u>16,525</u>	<u>16,241</u>
 <b><u>Sub Total, All General Government</u></b>	 <u>691,466</u>	 <u>695,641</u>	 <u>707,699</u>	 <u>693,544</u>
<b><u>TOTAL ESTIMATE RECEIPTS</u></b>	<u>691,466</u>	<u>695,641</u>	<u>707,699</u>	<u>693,544</u>
 <b><u>Less: Offset Items-Reserve for Direct Expenditures</u></b>	 <b>(15,304)</b>	 <b>(15,342)</b>	 <b>(16,525)</b>	 <b>(16,241)</b>
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>Gross State Aid</u></b>	<u>676,162</u>	<u>680,299</u>	<u>691,174</u>	<u>677,303</u>
<b><u>LESS STATE CHARGES</u></b>				
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
<b><u>TOTAL ESTIMATE CHARGES</u></b>	<u>682,352</u>	<u>701,637</u>	<u>701,867</u>	<u>764,572</u>
 <b><u>TOTAL NET STATE AID</u></b>	 <b><u>\$ (6,190)</u></b>	 <b><u>\$ (21,338)</u></b>	 <b><u>\$ (10,693)</u></b>	 <b><u>\$ (87,269)</u></b>
 Off Sets	 <b>\$ 15,304</b>	 <b>\$ 15,342</b>	 <b>\$ 16,525</b>	 <b>\$ 16,241</b>
Debt Svc.				
Snow & Ice	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Off sets	<u><b>\$ 15,304</b></u>	<u><b>\$ 15,342</b></u>	<u><b>\$ 16,525</b></u>	<u><b>\$ 16,241</b></u>

<b><u>TOWN OPERATION BUDGET 2021</u></b>		<b><u>Actual FY2018</u></b>	<b><u>Actual FY2019</u></b>	<b><u>Voted Budget FY2020</u></b>	<b><u>Town Meeting Budget FY2021</u></b>	<b><u>PCT CHANGE</u></b>
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	<b>Sub-Total</b>	<b>14,577</b>	<b>19,237</b>	<b>21,075</b>	<b>21,250</b>	<b>0.8%</b>
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	<b>Sub-Total</b>	<b>1,554</b>	<b>1,744</b>	<b>5,000</b>	<b>5,000</b>	<b>0.0%</b>
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	<b>Sub-Total</b>	<b>275,183</b>	<b>289,853</b>	<b>305,476</b>	<b>313,360</b>	<b>2.6%</b>
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	<b>Sub-Total</b>	<b>221,379</b>	<b>280,071</b>	<b>323,351</b>	<b>314,568</b>	<b>-2.7%</b>
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	<b>Sub-Total</b>	<b>15,631</b>	<b>16,597</b>	<b>19,800</b>	<b>21,500</b>	<b>8.6%</b>
19	POSTAGE	46,452	39,128	55,000	41,500	-24.5%
20	<b>Sub-Total</b>	<b>46,452</b>	<b>39,128</b>	<b>55,000</b>	<b>41,500</b>	<b>-24.5%</b>
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	<b>Sub-Total</b>	<b>336,131</b>	<b>352,322</b>	<b>388,559</b>	<b>384,134</b>	<b>-1.1%</b>
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	<b>Sub-Total</b>	<b>503,651</b>	<b>505,352</b>	<b>546,638</b>	<b>557,027</b>	<b>1.9%</b>
31	LEGAL SERVICES - EXP	159,374	170,825	185,000	185,000	0.0%
32	CLAIMS & SUITS	-	-	500	500	0.0%
33	<b>Sub-Total</b>	<b>159,374</b>	<b>170,825</b>	<b>185,500</b>	<b>185,500</b>	<b>0.0%</b>
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	<b>Sub-Total</b>	<b>311,507</b>	<b>345,981</b>	<b>452,915</b>	<b>387,349</b>	<b>-14.5%</b>
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	<b>Sub-Total</b>	<b>131,091</b>	<b>145,933</b>	<b>168,594</b>	<b>210,107</b>	<b>24.6%</b>
41	CONSTABLE S & W	356	188	708	708	0.0%

<b>TOWN OPERATION BUDGET 2021</b>		<b>Actual FY2018</b>	<b>Actual FY2019</b>	<b>Voted Budget FY2020</b>	<b>Town Meeting Budget FY2021</b>	<b>PCT CHANGE</b>
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	<b>Sub-Total</b>	<b>232,964</b>	<b>262,462</b>	<b>290,786</b>	<b>322,056</b>	<b>10.8%</b>
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	<b>Sub-Total</b>	<b>118,200</b>	<b>146,987</b>	<b>164,050</b>	<b>167,289</b>	<b>2.0%</b>
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	<b>Sub-Total</b>	<b>71,443</b>	<b>90,904</b>	<b>97,974</b>	<b>100,011</b>	<b>2.1%</b>
51	BOARD OF APPEALS - S&W	-	-	-	-	0.0%
52	BOARD OF APPEALS - EXP	594	15	735	735	0.0%
53	<b>Sub-Total</b>	<b>594</b>	<b>15</b>	<b>735</b>	<b>735</b>	<b>0.0%</b>
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	<b>Sub-Total</b>	<b>8,876</b>	<b>7,455</b>	<b>15,405</b>	<b>15,405</b>	<b>0.0%</b>
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	<b>Sub-Total</b>	<b>229,713</b>	<b>234,968</b>	<b>250,398</b>	<b>256,058</b>	<b>2.3%</b>
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	<b>Sub-Total</b>	<b>4,049,992</b>	<b>4,332,593</b>	<b>4,558,071</b>	<b>4,711,550</b>	<b>3.4%</b>
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	<b>Sub-Total</b>	<b>3,748,556</b>	<b>4,235,148</b>	<b>4,441,214</b>	<b>4,607,624</b>	<b>3.7%</b>
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	<b>Sub-Total</b>	<b>249,081</b>	<b>256,436</b>	<b>291,245</b>	<b>284,333</b>	<b>-2.4%</b>
75	EMERG. TELECOM - S&W	-	-	-	-	0.0%
76	EMERG. TELECOM - EXP	-	-	-	-	0.0%
77	<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
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	<b>Sub-Total</b>	<b>257,757</b>	<b>305,013</b>	<b>343,029</b>	<b>349,866</b>	<b>2.0%</b>
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	<b>Sub-Total</b>	<b>5,761</b>	<b>5,593</b>	<b>13,815</b>	<b>13,855</b>	<b>0.3%</b>
84	NATURAL RESOURCES - S&W	96,343	102,223	110,639	113,631	2.7%

<b>TOWN OPERATION BUDGET 2021</b>		<b>Actual FY2018</b>	<b>Actual FY2019</b>	<b>Voted Budget FY2020</b>	<b>Town Meeting Budget FY2021</b>	<b>PCT CHANGE</b>
85	NATURAL RESOURCES - EXP	26,998	27,835	28,380	28,200	-0.6%
86	<b>Sub-Total</b>	<b>123,341</b>	<b>130,058</b>	<b>139,019</b>	<b>141,831</b>	<b>2.0%</b>
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	<b>Sub-Total</b>	<b>184,088</b>	<b>154,313</b>	<b>177,980</b>	<b>194,859</b>	<b>9.5%</b>
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	<b>Sub-Total</b>	<b>4,997,081</b>	<b>5,429,219</b>	<b>5,677,026</b>	<b>5,542,889</b>	<b>-2.4%</b>
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	<b>Sub-Total</b>	<b>365,500</b>	<b>272,463</b>	<b>135,000</b>	<b>135,000</b>	<b>0.0%</b>
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	<b>Sub-Total</b>	<b>66,367</b>	<b>69,617</b>	<b>75,044</b>	<b>76,509</b>	<b>2.0%</b>
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	<b>Sub-Total</b>	<b>156,004</b>	<b>177,023</b>	<b>210,793</b>	<b>215,022</b>	<b>2.0%</b>
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	<b>Sub-Total</b>	<b>296,804</b>	<b>293,349</b>	<b>327,923</b>	<b>321,443</b>	<b>-2.0%</b>
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	<b>Sub-Total</b>	<b>433,732</b>	<b>416,529</b>	<b>455,101</b>	<b>464,043</b>	<b>2.0%</b>
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	<b>Sub-Total</b>	<b>85,528</b>	<b>89,807</b>	<b>97,753</b>	<b>99,740</b>	<b>2.0%</b>
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	<b>Sub-Total</b>	<b>900,128</b>	<b>932,792</b>	<b>995,483</b>	<b>1,014,918</b>	<b>2.0%</b>
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	<b>Sub-Total</b>	<b>444,728</b>	<b>517,133</b>	<b>550,697</b>	<b>536,219</b>	<b>-2.6%</b>

<b>TOWN OPERATION BUDGET 2021</b>		<b>Actual FY2018</b>	<b>Actual FY2019</b>	<b>Voted Budget FY2020</b>	<b>Town Meeting Budget FY2021</b>	<b>PCT CHANGE</b>
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	<b>Sub-Total</b>	<b>461,086</b>	<b>514,759</b>	<b>587,131</b>	<b>595,984</b>	<b>1.5%</b>
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	<b>Sub-Total</b>	<b>540</b>	<b>198</b>	<b>350</b>	<b>350</b>	<b>0.0%</b>
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	<b>Sub-Total</b>	<b>1,486,286</b>	<b>1,546,170</b>	<b>1,667,607</b>	<b>1,671,902</b>	<b>0.3%</b>
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	<b>Total Departmental Budgets</b>	<b>21,537,254</b>	<b>23,350,924</b>	<b>25,173,285</b>	<b>25,616,494</b>	<b>1.8%</b>
140	<b>Total Debt Service (Prin &amp; Int)</b>	<b>2,494,459</b>	<b>4,710,046</b>	<b>5,379,126</b>	<b>4,722,027</b>	<b>-12.2%</b>
141	STATE ASSESSMENTS	261,135	269,883	284,978	300,901	5.6%
142	BARNS 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	<b>TOTAL TOWN</b>	<b>32,457,592</b>	<b>36,931,737</b>	<b>40,035,118</b>	<b>40,126,007</b>	<b>0.2%</b>
151	<b>OVERLAY (Abatements/Exemptions)</b>		<b>450,000</b>	<b>437,775</b>	<b>400,000</b>	
152	<b>C C REGIONAL TECH HIGH MONOMOY REG. SCH. DISTRICT</b>	<b>1,487,362</b>	<b>1,581,236</b>	<b>2,332,198</b>	<b>1,768,279</b>	<b>-24.2%</b>
153	<b>TOTAL MRSD ASSESMENT</b>	<b>24,759,749</b>	<b>25,609,390</b>	<b>26,643,415</b>	<b>27,340,929</b>	<b>2.62%</b>
154	<b>TOTAL</b>	<b>58,704,703</b>	<b>64,572,363</b>	<b>69,448,506</b>	<b>69,635,215</b>	<b>0.3%</b>
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
<b>Total Reductions</b>						<b>30,623,780</b>
<b>Article</b>					\$	<b>39,011,435</b>

**FY 2018-2021**

**Debt Service by Departments**

	<b><u>FY 18</u></b>	<b><u>FY 19</u></b>	<b><u>FY 20</u></b>	<b><u>FY 21</u></b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
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	-
<b>Total Land</b>	<b><u>721,885</u></b>	<b><u>714,150</u></b>	<b><u>670,050</u></b>	<b><u>449,325</u></b>
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
<b>Total Public Safety</b>	<b><u>650,288</u></b>	<b><u>729,038</u></b>	<b><u>1,325,088</u></b>	<b><u>1,141,013</u></b>
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
<b>Total Education</b>	<b><u>58,200</u></b>	<b><u>51,300</u></b>	<b><u>49,500</u></b>	<b><u>47,700</u></b>
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
<b>Total Highway</b>	<b><u>337,241</u></b>	<b><u>183,125</u></b>	<b><u>455,375</u></b>	<b><u>416,250</u></b>
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**

	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
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
<b>Total Road Betterments</b>	<b><u>49,194</u></b>	<b><u>58,277</u></b>	<b><u>57,750</u></b>	<b><u>51,100</u></b>
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
<b>Total Waste Water</b>	<b>-</b>	<b><u>579,399</u></b>	<b><u>1,017,686</u></b>	<b><u>1,033,631</u></b>
Septic Loan Program #1	10,829	10,829	10,829	11,050
Septic Loan Program #2	6,529	6,529	6,121	6,121
<b>Total Septic Loans</b>	<b><u>17,358</u></b>	<b><u>17,358</u></b>	<b><u>16,950</u></b>	<b><u>17,171</u></b>
Brooks Academy Renovations Principal	10,000	10,000	10,000	10,000
Brooks Academy Renovations Interest	1,800	1,400	1,000	600
<b>Total Brooks</b>	<b><u>11,800</u></b>	<b><u>11,400</u></b>	<b><u>11,000</u></b>	<b><u>10,600</u></b>
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
<b>Total Golf</b>	<b><u>275,425</u></b>	<b><u>365,325</u></b>	<b><u>314,500</u></b>	<b><u>243,525</u></b>
Muddy Creek Bridge & Culvert - Principal	-	19,200	20,000	20,000
Muddy Creek Bridge & Culvert - Interest	-	15,360	14,575	13,775
<b>Total Engineering General Fund</b>	<b>-</b>	<b><u>34,560</u></b>	<b><u>34,575</u></b>	<b><u>33,775</u></b>
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
<b>Total Dredging General Fund</b>	<b><u>371,100</u></b>	<b><u>364,500</u></b>	<b><u>347,600</u></b>	<b><u>335,063</u></b>
<b>SAQ Design - Principal</b>		100,000	95,000	90,000
<b>SAQ Design - Interest</b>		20,000	17,300	13,500
<b>SAQ Waterside - Principal</b>		305,000	370,000	385,000
<b>SAQ Waterside - Interest</b>		240,000	232,575	227,225
<b>SAQ Landside - Principal</b>		150,000	120,000	120,000
<b>SAQ Landside - Interest</b>		120,000	96,950	92,150
<b>Wychmere Pier Replacement - Principal</b>	106,150	56,079	69,117	-
<b>Wychmere Pier Replacement - Interest</b>	4,781	6,729	3,110	-
<b>BAN Interest</b>	-	441,224	75,000	15,000
<b>Total Harbor General Fund</b>	<b><u>110,931</u></b>	<b><u>1,439,032</u></b>	<b><u>1,079,052</u></b>	<b><u>942,875</u></b>
MUNIS ROUNDING				
<b>Total Debt SERVICE (PRIN &amp; INT)General Fund</b>	<b><u>\$ 2,603,422</u></b>	<b><u>\$ 4,547,464</u></b>	<b><u>\$ 5,379,126</u></b>	<b><u>\$ 4,722,026</u></b>

**FY 2018-2021**

**Debt Service by Departments**

	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>Total Debt SERVICE (PRIN &amp; INT)General Fund</b>	<b>\$ 2,603,422</b>	<b>\$ 4,547,464</b>	<b>\$ 5,379,126</b>	<b>\$ 4,722,026</b>
<b>Change from prior year</b>	<b>\$ 970,699</b>	<b>\$ (1,944,042)</b>	<b>\$ (831,662)</b>	<b>\$ 657,099</b>
<b>Water Debt Service Enterprise</b>				
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	-	-	-
	<b>830,358</b>	<b>751,247</b>	<b>740,920</b>	<b>718,821</b>
<b>Total Debt SERVICE (PRIN &amp; INT)</b>	<b>\$ 2,603,422</b>	<b>\$ 5,298,710</b>	<b>\$ 6,120,046</b>	<b>\$ 5,440,848</b>
<b><u>Debt Funded by other available funds</u></b>				
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
<b>TOTAL deductions from Levy</b>	<b>786,433</b>	<b>1,909,540</b>	<b>1,922,694</b>	<b>1,726,115</b>
Education - not Excluded Debt		<b>51,300</b>	<b>49,500</b>	<b>47,700</b>
<b>TOTAL DE-1 EXCLUDED DEBT (from Tax Lev</b>	<b>1,816,989</b>	<b>3,337,870</b>	<b>4,147,852</b>	<b>3,667,033</b>



# ***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
<b>Governmental activities</b>										
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>
<b>Total governmental activities net position.....</b>	<b>\$ <u>65,974,210</u></b>	<b>\$ <u>62,666,279</u></b>	<b>\$ <u>57,718,161</u></b>	<b>\$ <u>51,950,323</u></b>	<b>\$ <u>51,933,575</u></b>	<b>\$ <u>31,096,809</u></b>	<b>\$ <u>37,023,344</u></b>	<b>\$ <u>18,986,466</u></b>	<b>\$ <u>18,407,768</u></b>	<b>\$ <u>21,180,869</u></b>
<b>Business-type activities</b>										
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>
<b>Total business-type activities net position.....</b>	<b>\$ <u>12,515,726</u></b>	<b>\$ <u>14,629,398</u></b>	<b>\$ <u>15,629,418</u></b>	<b>\$ <u>15,704,400</u></b>	<b>\$ <u>15,679,576</u></b>	<b>\$ <u>16,385,078</u></b>	<b>\$ <u>14,216,585</u></b>	<b>\$ <u>12,921,122</u></b>	<b>\$ <u>11,545,544</u></b>	<b>\$ <u>10,726,382</u></b>
<b>Primary government</b>										
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>
<b>Total primary government net position.....</b>	<b>\$ <u>78,489,936</u></b>	<b>\$ <u>77,295,677</u></b>	<b>\$ <u>73,347,579</u></b>	<b>\$ <u>67,654,723</u></b>	<b>\$ <u>67,613,151</u></b>	<b>\$ <u>47,481,887</u></b>	<b>\$ <u>51,239,929</u></b>	<b>\$ <u>31,907,588</u></b>	<b>\$ <u>29,953,312</u></b>	<b>\$ <u>31,907,251</u></b>

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
<b>Expenses</b>										
<b>Governmental activities:</b>										
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
<b>Total government activities expenses.....</b>	<b>58,438,384</b>	<b>59,519,798</b>	<b>62,817,125</b>	<b>59,150,651</b>	<b>58,824,566</b>	<b>56,426,679</b>	<b>60,608,291</b>	<b>63,330,683</b>	<b>67,156,146</b>	<b>66,829,042</b>
<b>Business-type activities:</b>										
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
<b>Total primary government expenses.....</b>	<b>\$ 61,993,881</b>	<b>\$ 62,662,742</b>	<b>\$ 66,481,096</b>	<b>\$ 62,975,033</b>	<b>\$ 62,604,536</b>	<b>\$ 60,444,207</b>	<b>\$ 64,673,079</b>	<b>\$ 68,090,160</b>	<b>\$ 67,156,146</b>	<b>\$ 72,247,020</b>
<b>Program Revenues</b>										
<b>Governmental activities:</b>										
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
<b>Total government activities program revenues.....</b>	<b>16,305,753</b>	<b>17,991,404</b>	<b>17,566,920</b>	<b>12,465,997</b>	<b>14,308,657</b>	<b>12,032,388</b>	<b>15,439,063</b>	<b>14,724,044</b>	<b>13,739,991</b>	<b>13,641,221</b>
<b>Business-type activities:</b>										
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
<b>Total primary government program revenues.....</b>	<b>\$ 18,981,359</b>	<b>\$ 21,739,054</b>	<b>\$ 21,102,501</b>	<b>\$ 16,360,806</b>	<b>\$ 18,093,478</b>	<b>\$ 16,754,460</b>	<b>\$ 20,387,083</b>	<b>\$ 19,524,501</b>	<b>\$ 16,622,047</b>	<b>\$ 18,145,949</b>
<b>Net (Expense)/Revenue</b>										
<b>Governmental activities.....</b>	<b>\$ (42,132,631)</b>	<b>\$ (41,528,394)</b>	<b>\$ (45,250,205)</b>	<b>\$ (46,684,654)</b>	<b>\$ (44,515,909)</b>	<b>\$ (44,394,291)</b>	<b>\$ (45,169,228)</b>	<b>\$ (48,606,639)</b>	<b>\$ (53,416,155)</b>	<b>\$ (53,187,821)</b>
<b>Business-type activities.....</b>	<b>(879,891)</b>	<b>604,706</b>	<b>(128,390)</b>	<b>70,427</b>	<b>4,851</b>	<b>704,544</b>	<b>883,232</b>	<b>40,980</b>	<b>(725,400)</b>	<b>(913,250)</b>
<b>Total primary government net expense.....</b>	<b>\$ (43,012,522)</b>	<b>\$ (40,923,688)</b>	<b>\$ (45,378,595)</b>	<b>\$ (46,614,227)</b>	<b>\$ (44,511,058)</b>	<b>\$ (43,689,747)</b>	<b>\$ (44,285,996)</b>	<b>\$ (48,565,659)</b>	<b>\$ (54,141,555)</b>	<b>\$ (54,101,071)</b>
<b>General Revenues and other Changes in Net Position</b>										
<b>Governmental activities:</b>										
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)
<b>Total governmental activities.....</b>	<b>38,285,263</b>	<b>38,220,463</b>	<b>41,844,103</b>	<b>42,474,325</b>	<b>44,556,793</b>	<b>47,396,480</b>	<b>48,874,653</b>	<b>50,323,510</b>	<b>52,837,457</b>	<b>55,960,922</b>
<b>Business-type activities:</b>										
Investment income.....	4,611	3,073	776	1,161	-	958	963	296	-	24,088
Transfers.....	-	1,505,893	-	3,394	-	-	-	-	(650,178)	70,000
<b>Total primary government.....</b>	<b>\$ 38,289,874</b>	<b>\$ 39,729,429</b>	<b>\$ 41,844,879</b>	<b>\$ 42,478,880</b>	<b>\$ 44,556,793</b>	<b>\$ 47,397,438</b>	<b>\$ 48,875,616</b>	<b>\$ 50,323,806</b>	<b>\$ 52,187,279</b>	<b>\$ 56,055,010</b>
<b>Changes in Net Position</b>										
<b>Governmental activities.....</b>	<b>\$ (3,847,368)</b>	<b>\$ (3,307,931)</b>	<b>\$ (3,406,102)</b>	<b>\$ (4,210,329)</b>	<b>\$ 40,884</b>	<b>\$ 3,002,189</b>	<b>\$ 3,705,425</b>	<b>\$ 1,716,871</b>	<b>\$ (578,698)</b>	<b>\$ 2,773,101</b>
<b>Business-type activities.....</b>	<b>(875,280)</b>	<b>2,113,672</b>	<b>(127,614)</b>	<b>74,982</b>	<b>4,851</b>	<b>705,502</b>	<b>884,195</b>	<b>41,276</b>	<b>(1,375,578)</b>	<b>(819,162)</b>
<b>Total primary government.....</b>	<b>\$ (4,722,648)</b>	<b>\$ (1,194,259)</b>	<b>\$ (3,533,716)</b>	<b>\$ (4,135,347)</b>	<b>\$ 45,735</b>	<b>\$ 3,707,691</b>	<b>\$ 4,589,620</b>	<b>\$ 1,758,147</b>	<b>\$ (1,954,276)</b>	<b>\$ 1,953,939</b>

(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
<b>General Fund</b>										
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
<b>Total general fund.....</b>	<b>\$ 5,361,201</b>	<b>\$ 6,500,644</b>	<b>\$ 4,909,622</b>	<b>\$ 5,611,038</b>	<b>\$ 5,492,228</b>	<b>\$ 8,145,508</b>	<b>\$ 9,710,738</b>	<b>\$ 10,621,874</b>	<b>\$ 10,966,347</b>	<b>\$ 11,370,750</b>
<b>All Other Governmental Funds</b>										
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)
<b>Total all other governmental funds.....</b>	<b>\$ 7,096,597</b>	<b>\$ 5,803,046</b>	<b>\$ 7,046,317</b>	<b>\$ 2,778,071</b>	<b>\$ 6,855,767</b>	<b>\$ 7,488,875</b>	<b>\$ 4,611,252</b>	<b>\$ 5,883,202</b>	<b>\$ 9,733,164</b>	<b>\$ 12,819,862</b>

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
<b>Revenues:</b>										
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
<b>Total revenues.....</b>	<b>55,530,613</b>	<b>57,598,674</b>	<b>60,119,344</b>	<b>55,829,905</b>	<b>59,407,051</b>	<b>59,828,029</b>	<b>64,743,432</b>	<b>65,304,888</b>	<b>67,089,885</b>	<b>69,174,347</b>
<b>Expenditures:</b>										
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
<b>Total expenditures.....</b>	<b>58,787,140</b>	<b>57,752,782</b>	<b>60,629,100</b>	<b>57,835,836</b>	<b>58,044,758</b>	<b>56,441,641</b>	<b>66,354,578</b>	<b>63,221,802</b>	<b>77,465,813</b>	<b>75,799,848</b>
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)
<b>Other Financing Sources (Uses):</b>										
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)
<b>Total other financing sources (uses).....</b>	<b>107,220</b>	<b>-</b>	<b>162,000</b>	<b>(3,394)</b>	<b>2,596,487</b>	<b>(100,000)</b>	<b>-</b>	<b>-</b>	<b>14,570,363</b>	<b>10,116,602</b>
<b>Net change in fund balance.....</b>	<b>\$ (3,149,307)</b>	<b>\$ (154,108)</b>	<b>\$ (347,756)</b>	<b>\$ (2,009,325)</b>	<b>\$ 3,958,780</b>	<b>\$ 3,286,388</b>	<b>\$ (1,611,146)</b>	<b>\$ 2,083,086</b>	<b>\$ 4,194,435</b>	<b>\$ 3,491,101</b>
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%

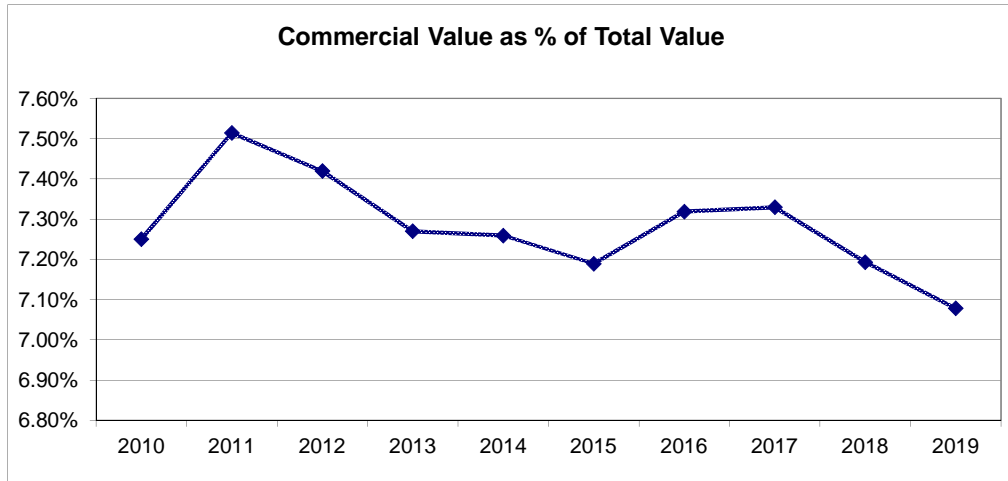
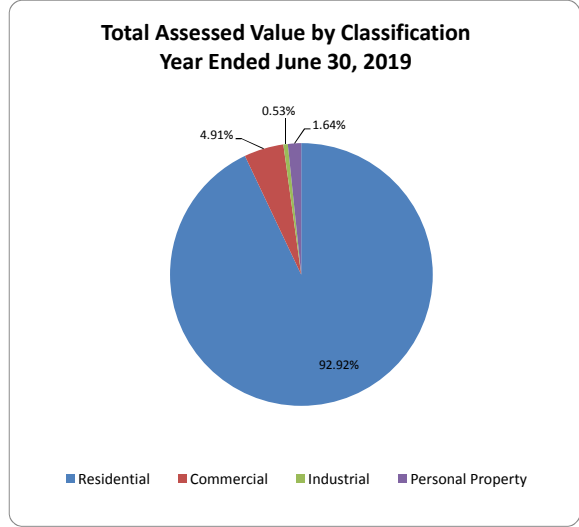
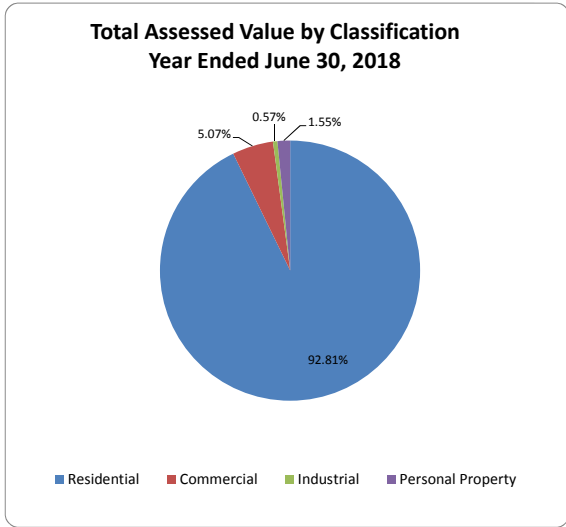
**Notes:**

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>

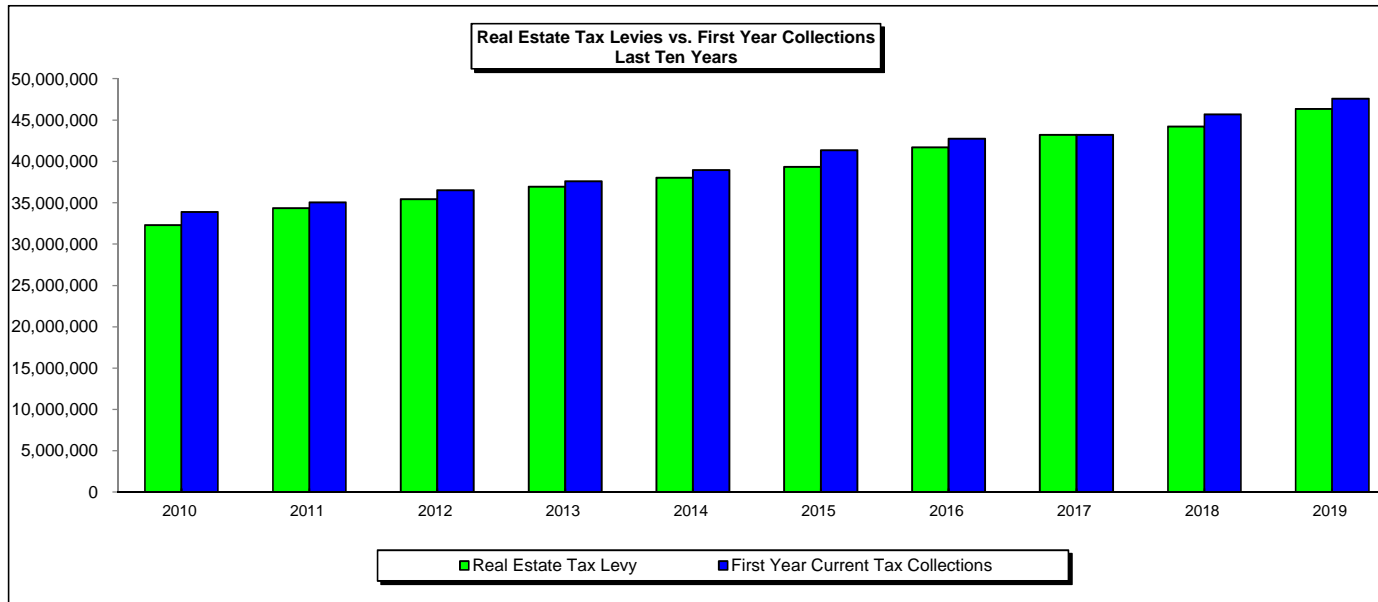
Source: Assessor's Department



**Property Tax Levies and Collections**

**Last Ten Years**

<b>Year</b>	<b>(1) Total Tax Levy</b>	<b>Less Reserve for Abatements &amp; Exemptions</b>	<b>(1) Net Tax Levy</b>	<b>Net as % of Total</b>	<b>First Year Current Tax Collections</b>	<b>Percent of Net Levy Collected</b>	<b>Delinquent Tax Collections</b>	<b>Total Tax Collections</b>	<b>Percent of Total Tax Collections to Net Tax Levy (2)</b>
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**

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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**

<b>Year</b>	<b>Population Estimates</b>	<b>Personal Income</b>	<b>Per Capita Personal Income</b>	<b>Median Age</b>	<b>School Enrollment</b>	<b>Unemployment Rate</b>
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**

<b>Function/Program</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
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
<b>Actuarial Accrued Liability by Participant Category</b>					
<b>1</b> Current retirees, beneficiaries and dependents	\$221,270	\$165,958	\$0	\$292,054	\$0
<b>2</b> Current active employees	<u>174,707</u>	<u>0</u>	<u>111,963</u>	<u>30,127</u>	<u>157,691</u>
<b>3</b> Total as of June 30, 2018: <b>(1) + (2)</b>	\$395,977	\$165,958	\$111,963	\$322,181	\$157,691
<b>4</b> 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>
<b>5</b> UAAL as of June 30, 2018: <b>(3)-(4)</b>	\$385,988	\$161,771	\$109,139	\$314,054	\$153,713
<b>Annual Required Contribution for Fiscal Year Ending June 30, 2019</b>					
<b>6</b> Normal Cost adjusted for timing	\$10,807	\$0	\$10,184	\$15,338	\$8,404
<b>7</b> 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>
<b>8</b> Total Actuarially Determined Contribution (ADC): <b>(6) + (7)</b>	\$32,958	\$9,284	\$16,447	\$33,361	\$17,225
<b>9</b> Projected benefit payments for fiscal year ending June 30, 2019	\$20,285	\$17,985	\$1,221	\$28,119	\$29
<b>Annual Required Contribution for Fiscal Year Ending June 30, 2020</b>					
<b>10</b> Normal Cost adjusted for timing	\$11,158	\$0	\$10,515	\$15,836	\$8,677
<b>11</b> 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>
<b>12</b> Total Actuarially Determined Contribution (ADC): <b>(10) + (11)</b>	\$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
<b>Actuarial Accrued Liability by Participant Category</b>					
<b>1</b> Current retirees, beneficiaries and dependents	\$118,291	\$96,588	\$0	\$44,101	\$0
<b>2</b> Current active employees	<u>44,929</u>	<u>148,873</u>	<u>176,239</u>	<u>26,020</u>	<u>276,642</u>
<b>3</b> Total as of June 30, 2018: <b>(1) + (2)</b>	\$163,220	\$245,461	\$176,239	\$70,121	\$276,642
<b>4</b> 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>
<b>5</b> UAAL as of June 30, 2018: <b>(3)-(4)</b>	\$159,103	\$239,269	\$171,793	\$68,352	\$269,663
<b>Annual Required Contribution for Fiscal Year Ending June 30, 2019</b>					
<b>6</b> Normal Cost adjusted for timing	\$4,468	\$6,875	\$8,639	\$4,616	\$18,168
<b>7</b> 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>
<b>8</b> Total Actuarially Determined Contribution (ADC): <b>(6) + (7)</b>	\$13,598	\$20,606	\$18,498	\$8,539	\$33,643
<b>9</b> Projected benefit payments for fiscal year ending June 30, 2019	\$5,759	\$9,569	\$43	\$4,401	\$57
<b>Annual Required Contribution for Fiscal Year Ending June 30, 2020</b>					
<b>10</b> Normal Cost adjusted for timing	\$4,613	\$7,098	\$8,920	\$4,766	\$18,758
<b>11</b> 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>
<b>12</b> Total Actuarially Determined Contribution (ADC): <b>(10) + (11)</b>	\$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
<b>Actuarial Accrued Liability by Participant Category</b>					
<b>1</b> Current retirees, beneficiaries and dependents	\$281,073	\$0	\$31,708	\$101,796	\$2,110,248
<b>2</b> Current active employees	<u>0</u>	<u>284,946</u>	<u>0</u>	<u>165,814</u>	<u>3,087,904</u>
<b>3</b> Total as of June 30, 2018: <b>(1) + (2)</b>	\$281,073	\$284,946	\$31,708	\$267,610	\$5,198,152
<b>4</b> 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>
<b>5</b> UAAL as of June 30, 2018: <b>(3)-(4)</b>	\$273,983	\$277,758	\$30,908	\$260,859	\$5,067,021
<b>Annual Required Contribution for Fiscal Year Ending June 30, 2019</b>					
<b>6</b> Normal Cost adjusted for timing	\$0	\$25,099	\$0	\$11,535	\$249,649
<b>7</b> 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>
<b>8</b> Total Actuarially Determined Contribution (ADC): <b>(6) + (7)</b>	\$15,723	\$41,039	\$1,774	\$26,505	\$540,430
<b>9</b> Projected benefit payments for fiscal year ending June 30, 2019	\$33,536	\$163	\$3,324	\$11,810	\$179,282
<b>Annual Required Contribution for Fiscal Year Ending June 30, 2020</b>					
<b>10</b> Normal Cost adjusted for timing	\$0	\$25,915	\$0	\$11,910	\$257,764
<b>11</b> 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>
<b>12</b> Total Actuarially Determined Contribution (ADC): <b>(10) + (11)</b>	\$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
<b>Actuarial Accrued Liability by Participant Category</b>					
<b>1</b> Current retirees, beneficiaries and dependents	\$263,391	\$222,120	\$61,132	\$1,242,330	\$114,566
<b>2</b> Current active employees	<u>645,003</u>	<u>76,253</u>	<u>6,674</u>	<u>2,003,832</u>	<u>406,663</u>
<b>3</b> Total as of June 30, 2018: <b>(1) + (2)</b>	\$908,394	\$298,373	\$67,806	\$3,246,162	\$521,229
<b>4</b> 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>
<b>5</b> UAAL as of June 30, 2018: <b>(3)-(4)</b>	\$885,478	\$290,846	\$66,095	\$3,164,273	\$508,080
<b>Annual Required Contribution for Fiscal Year Ending June 30, 2019</b>					
<b>6</b> Normal Cost adjusted for timing	\$38,760	\$2,783	\$3,489	\$108,777	\$21,448
<b>7</b> 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>
<b>8</b> Total Actuarially Determined Contribution (ADC): <b>(6) + (7)</b>	\$89,575	\$19,474	\$7,282	\$290,365	\$50,605
<b>9</b> Projected benefit payments for fiscal year ending June 30, 2019	\$33,233	\$31,974	\$7,683	\$120,258	\$15,674
<b>Annual Required Contribution for Fiscal Year Ending June 30, 2020</b>					
<b>10</b> Normal Cost adjusted for timing	\$40,020	\$2,873	\$3,602	\$112,312	\$22,145
<b>11</b> 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>
<b>12</b> Total Actuarially Determined Contribution (ADC): <b>(10) + (11)</b>	\$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
<b>Actuarial Accrued Liability by Participant Category</b>					
<b>1</b> Current retirees, beneficiaries and dependents	\$0	\$259,587	\$3,968,151	\$64,101	\$11,476,262
<b>2</b> Current active employees	<u>182,650</u>	<u>103,937</u>	<u>2,836,831</u>	<u>277,476</u>	<u>0</u>
<b>3</b> Total as of June 30, 2018: <b>(1) + (2)</b>	\$182,650	\$363,524	\$6,804,982	\$341,577	\$11,476,262
<b>4</b> 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>
<b>5</b> UAAL as of June 30, 2018: <b>(3)-(4)</b>	\$178,042	\$354,354	\$6,633,316	\$332,960	\$11,186,756
<b>Annual Required Contribution for Fiscal Year Ending June 30, 2019</b>					
<b>6</b> Normal Cost adjusted for timing	\$6,026	\$10,178	\$207,298	\$7,377	\$0
<b>7</b> 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>
<b>8</b> Total Actuarially Determined Contribution (ADC): <b>(6) + (7)</b>	\$16,243	\$30,513	\$587,963	\$26,485	\$641,974
<b>9</b> Projected benefit payments for fiscal year ending June 30, 2019	\$19	\$31,624	\$266,466	\$8,893	\$952,324
<b>Annual Required Contribution for Fiscal Year Ending June 30, 2020</b>					
<b>10</b> Normal Cost adjusted for timing	\$6,222	\$10,509	\$214,036	\$7,617	\$0
<b>11</b> 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>
<b>12</b> Total Actuarially Determined Contribution (ADC): <b>(10) + (11)</b>	\$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
<b>Actuarial Accrued Liability by Participant Category</b>					
<b>1</b> Current retirees, beneficiaries and dependents	\$68,032	\$117,089	\$164,408	\$156,431	\$107,443
<b>2</b> Current active employees	<u>149,901</u>	<u>156,603</u>	<u>0</u>	<u>0</u>	<u>174,425</u>
<b>3</b> Total as of June 30, 2018: <b>(1) + (2)</b>	\$217,933	\$273,692	\$164,408	\$156,431	\$281,868
<b>4</b> 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>
<b>5</b> UAAL as of June 30, 2018: <b>(3)-(4)</b>	\$212,435	\$266,788	\$160,261	\$152,485	\$274,757
<b>Annual Required Contribution for Fiscal Year Ending June 30, 2019</b>					
<b>6</b> Normal Cost adjusted for timing	\$9,882	\$11,918	\$0	\$0	\$11,103
<b>7</b> 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>
<b>8</b> Total Actuarially Determined Contribution (ADC): <b>(6) + (7)</b>	\$22,073	\$27,228	\$9,197	\$8,751	\$26,870
<b>9</b> Projected benefit payments for fiscal year ending June 30, 2019	\$4,364	\$7,617	\$12,764	\$10,491	\$10,788
<b>Annual Required Contribution for Fiscal Year Ending June 30, 2020</b>					
<b>10</b> Normal Cost adjusted for timing	\$10,203	\$12,305	\$0	\$0	\$11,464
<b>11</b> 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>
<b>12</b> Total Actuarially Determined Contribution (ADC): <b>(10) + (11)</b>	\$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
<b>Actuarial Accrued Liability by Participant Category</b>				
<b>1</b> Current retirees, beneficiaries and dependents	\$161,246	\$1,157,531	\$0	\$23,066,907
<b>2</b> Current active employees	<u>0</u>	<u>972,812</u>	<u>76,997</u>	<u>12,755,912</u>
<b>3</b> Total as of June 30, 2018: <b>(1) + (2)</b>	\$161,246	\$2,130,343	\$76,997	\$35,822,819
<b>4</b> 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>
<b>5</b> UAAL as of June 30, 2018: <b>(3)-(4)</b>	\$157,178	\$2,076,602	\$75,055	\$34,919,135
<b>Annual Required Contribution for Fiscal Year Ending June 30, 2019</b>				
<b>6</b> Normal Cost adjusted for timing	\$0	\$50,374	\$5,017	\$868,212
<b>7</b> Amortization payment adjusted for timing	<u>9,020</u>	<u>119,170</u>	<u>4,307</u>	<u>2,003,904</u>
<b>8</b> Total Actuarially Determined Contribution (ADC): <b>(6) + (7)</b>	\$9,020	\$169,544	\$9,324	\$2,872,116
<b>9</b> Projected benefit payments for fiscal year ending June 30, 2019	\$13,806	\$93,789	\$1,896	\$1,939,246
<b>Annual Required Contribution for Fiscal Year Ending June 30, 2020</b>				
<b>10</b> Normal Cost adjusted for timing	\$0	\$52,011	\$5,180	\$896,429
<b>11</b> Amortization payment adjusted for timing	<u>9,313</u>	<u>123,043</u>	<u>4,447</u>	<u>2,069,031</u>
<b>12</b> Total Actuarially Determined Contribution (ADC): <b>(10) + (11)</b>	\$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.

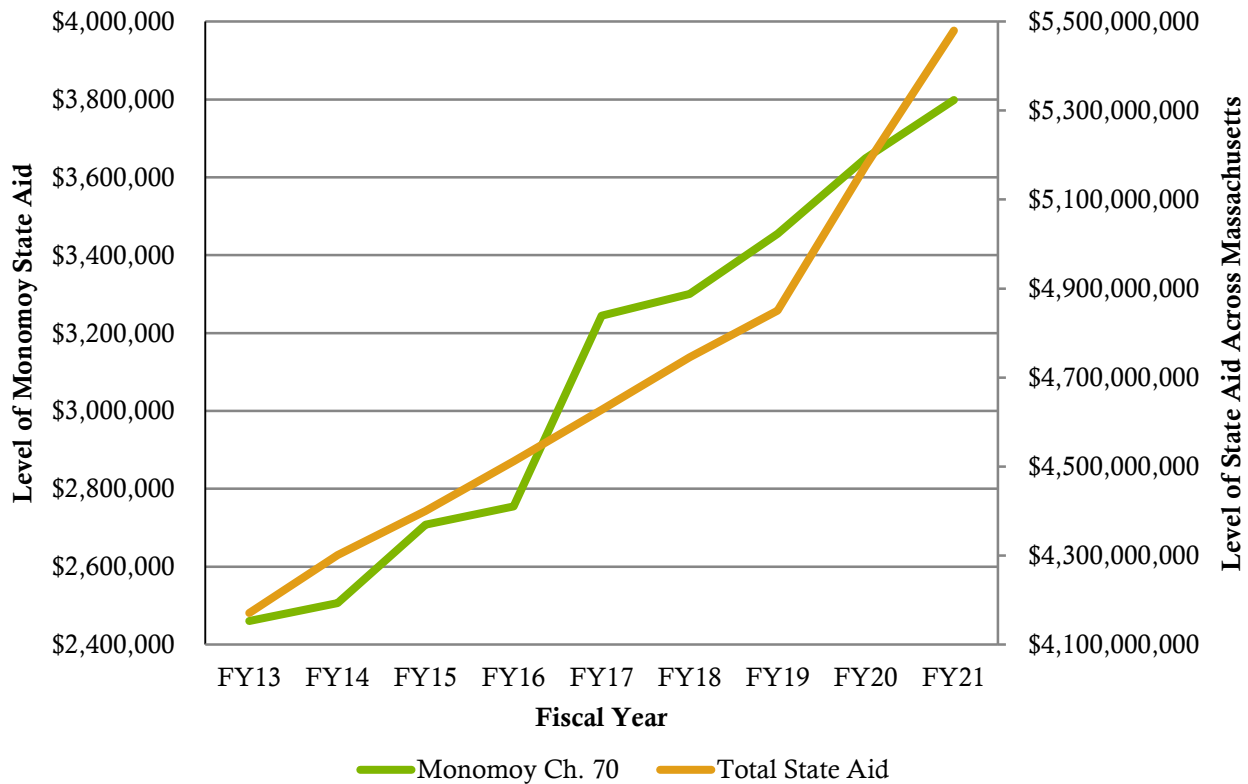
# State Aid and Minimum Required Contribution

# 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





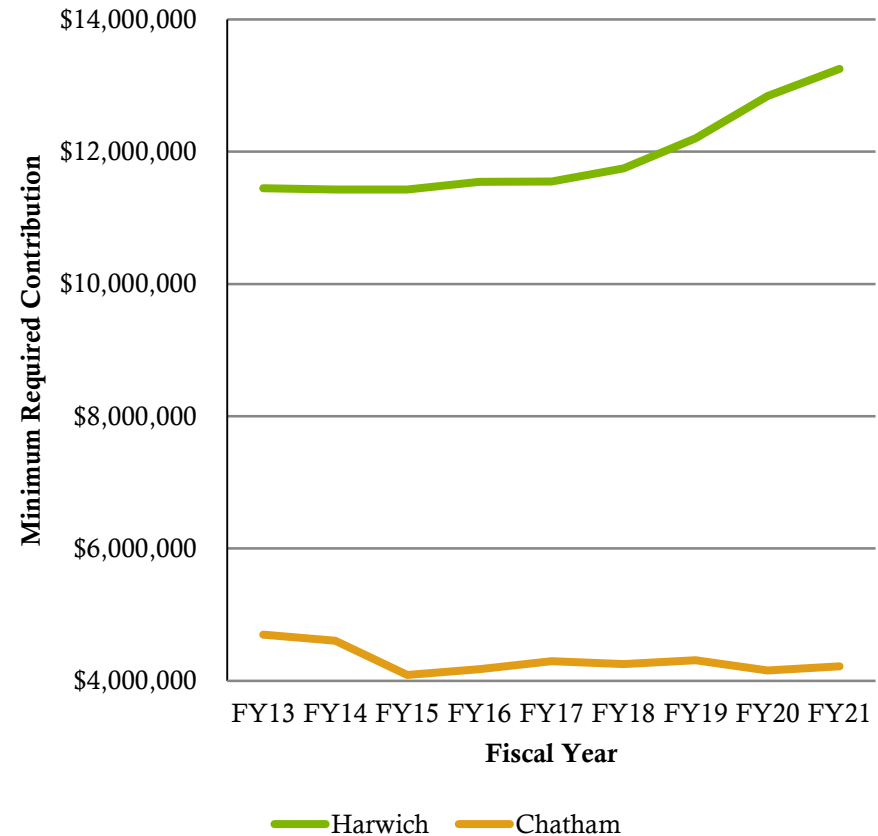
# Minimum Required Contribution Trends

*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



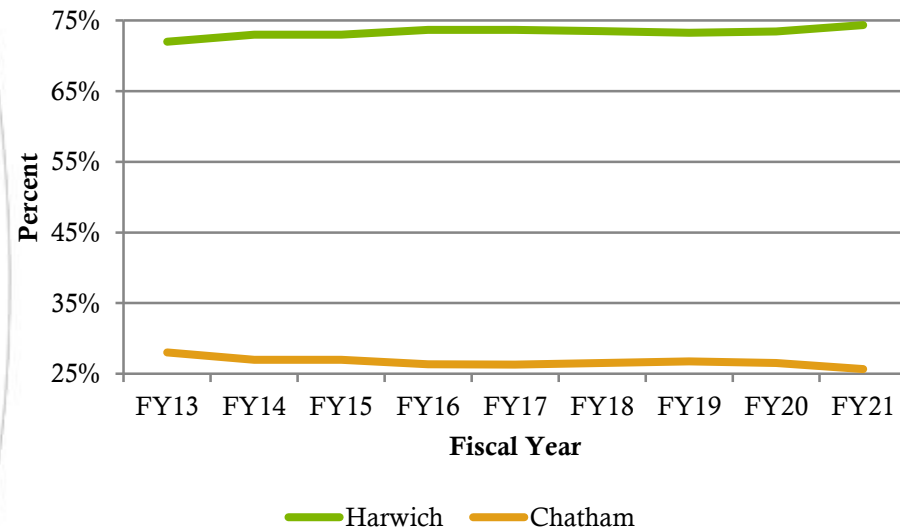
# Foundation Enrollment Trends

*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.*

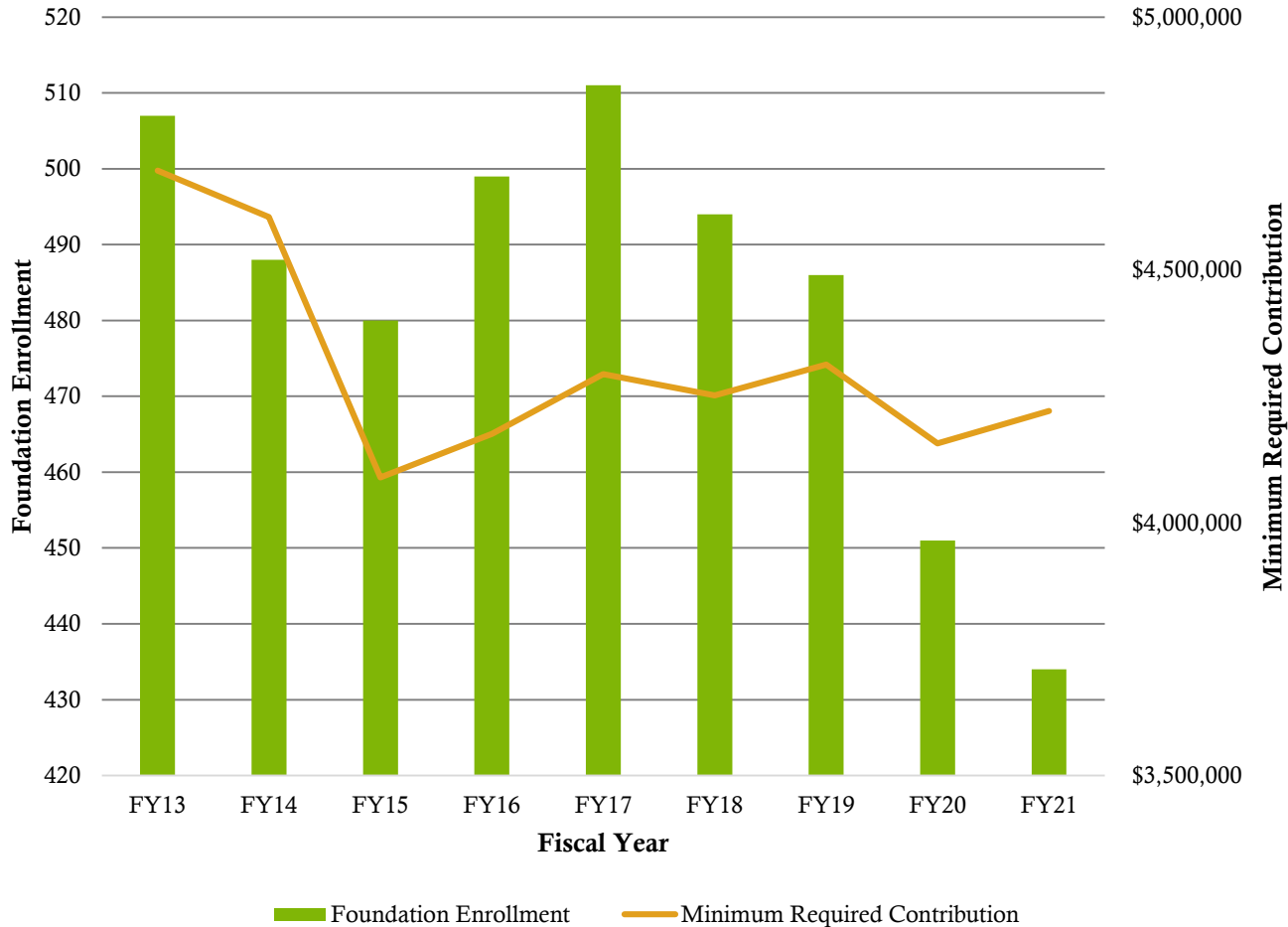
## Three Year Rolling Average of Foundation Enrollment Percentages FY13-FY21

*Used in Calculating Assessments*

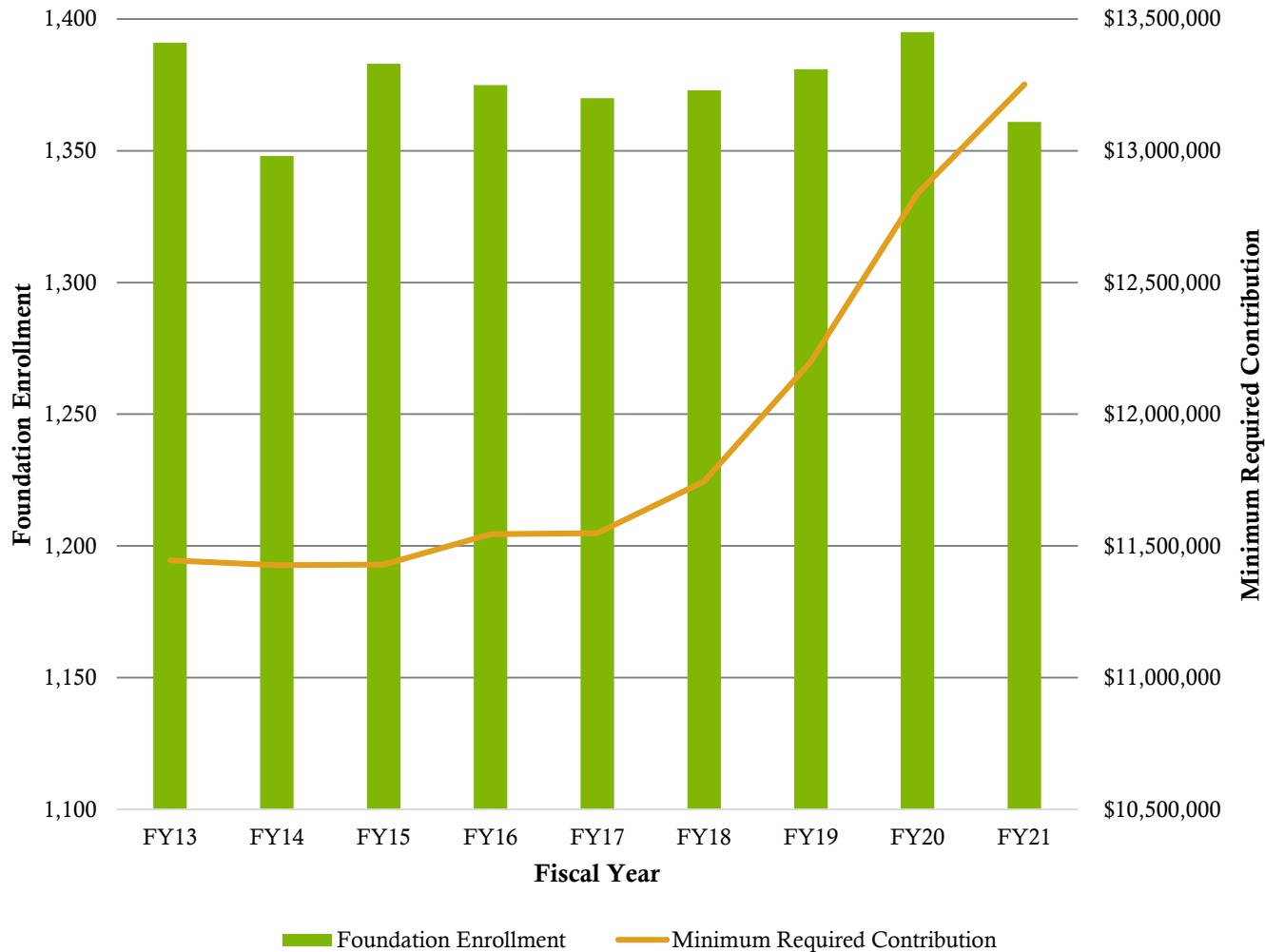




## Chatham Foundation Enrollment vs. Minimum Required Contribution FY13-FY21



## 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

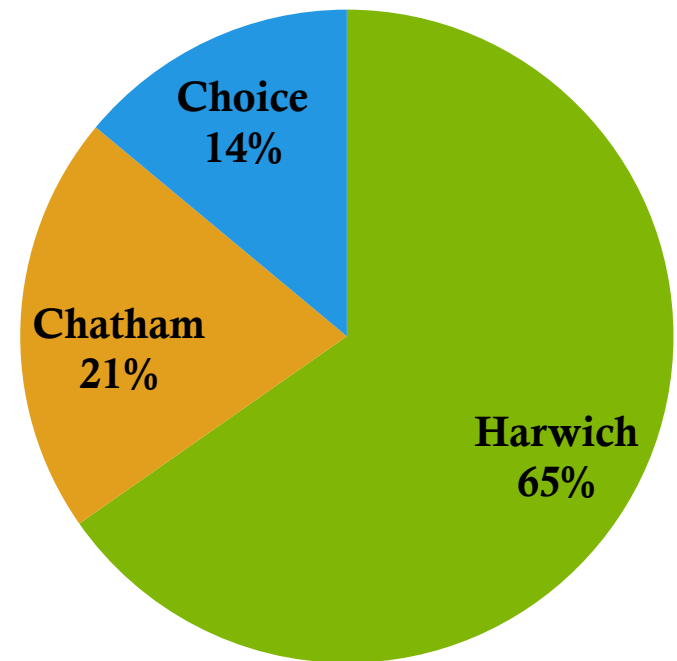
# Important Factors Behind School Budgets

- 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.*

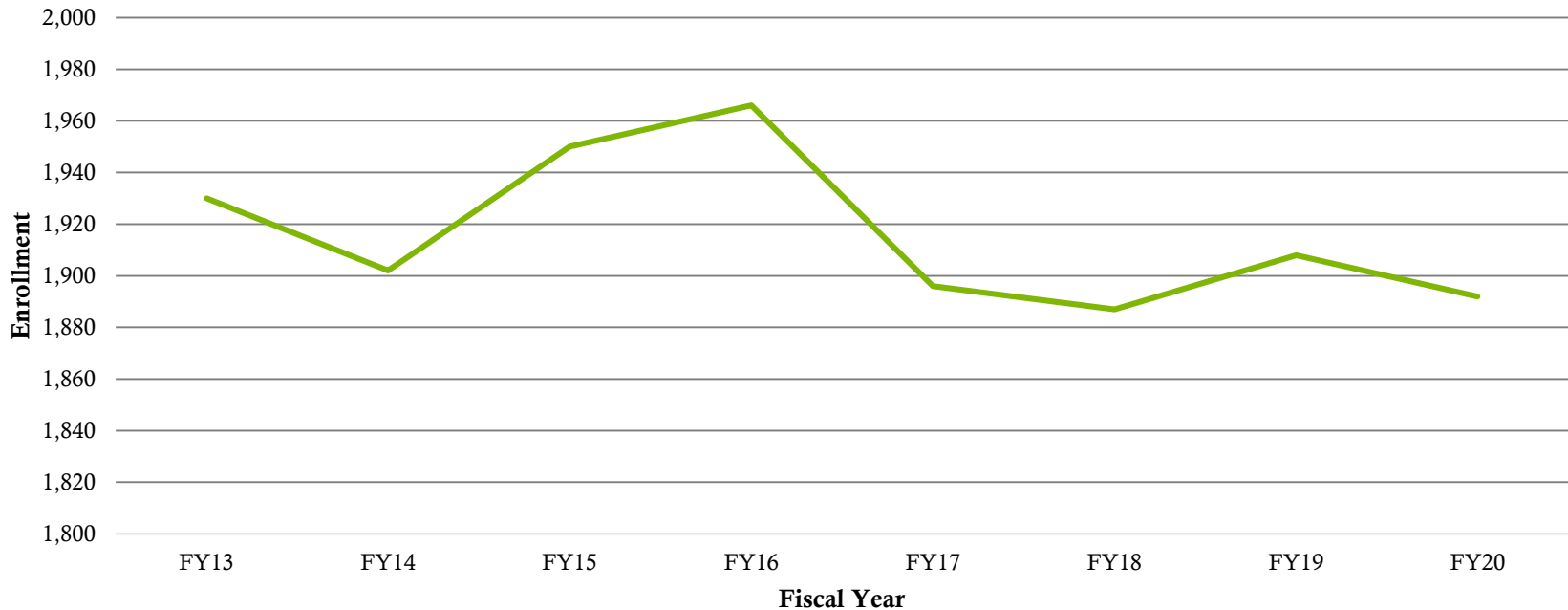
## Monomoy Enrollment 2019-2020





# 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

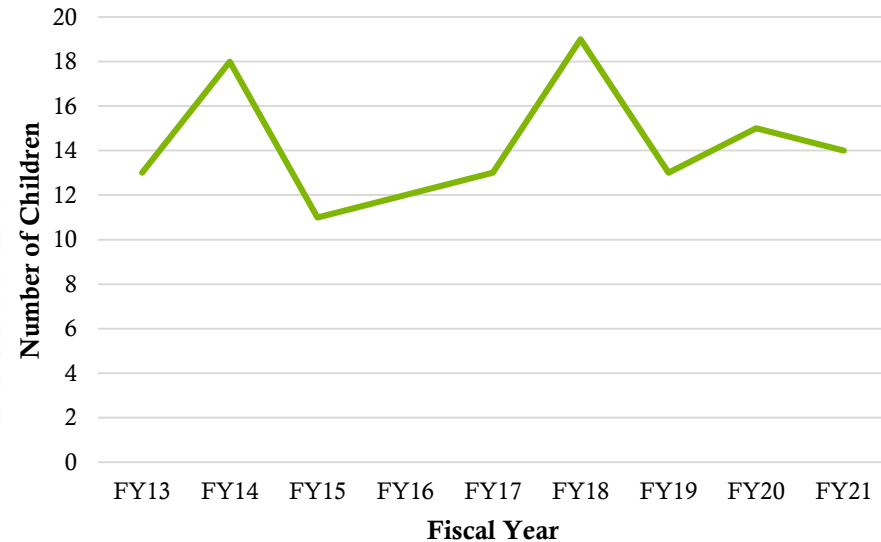
*\*Indicates resulting class size with FTE reduction of one FTE at Harwich Elementary and adding one FTE at the high school.*

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

# Special Education Out-of-District Trends

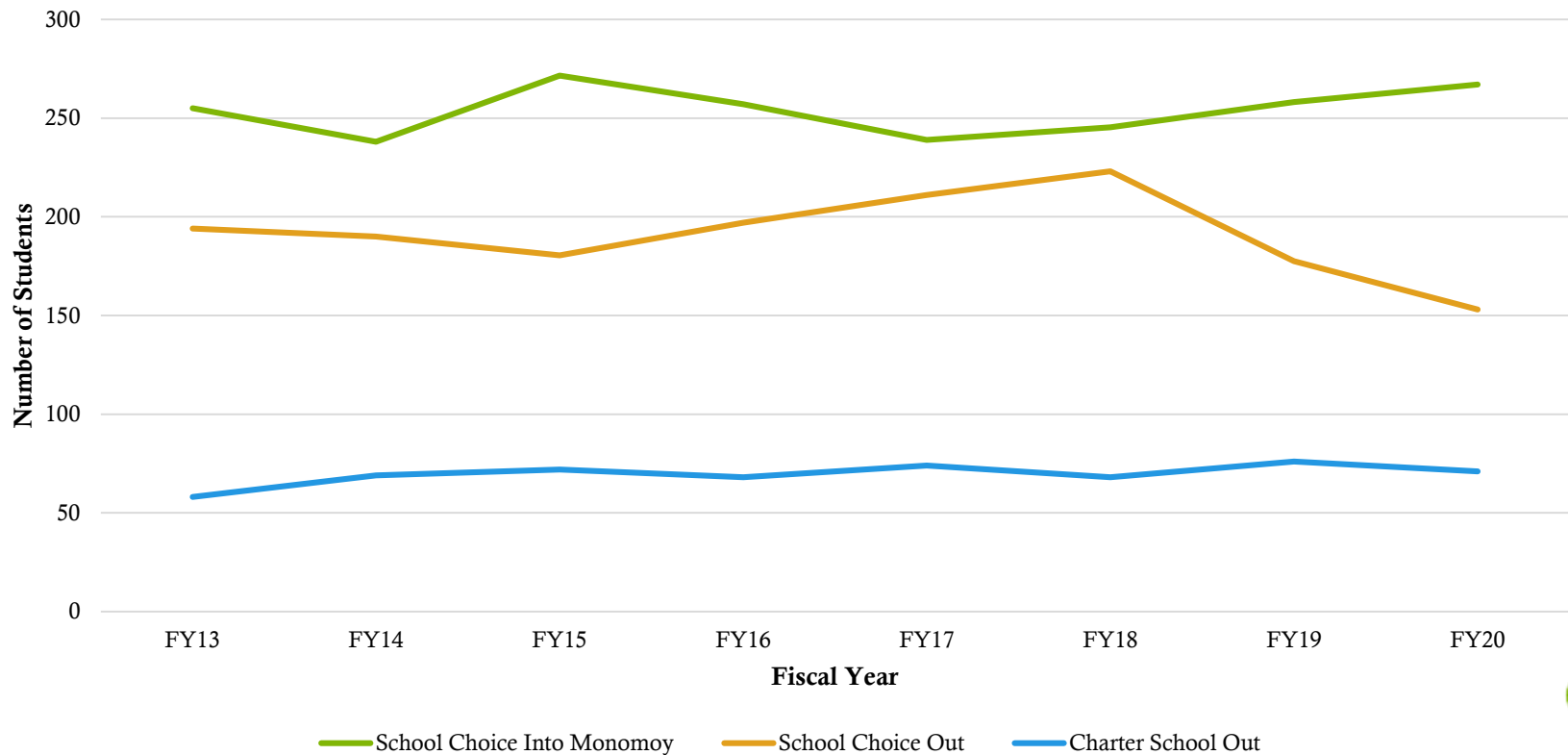
*Rising out-of-district numbers and associated costs were a concern in FY20. As of January 23, 2020, this may be an area of some fiscal relief in FY21.*

**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
<b>FY19</b>	<b>\$2,095,281</b> <b>This is over 5% by \$22,653.</b>	<b>\$550,000</b> <b>Plus</b> <b>\$120,000</b> <b>To support ELA Strategic Initiative</b>	<b>proposed to support FY21 Budget</b>

# 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.**

*\*Monomoy received Extraordinary Relief in FY19 as anticipated because of large increase in out-of-district students/expenses.*



# 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
<b>Total Out</b>	\$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	<u>\$3,557,153</u>
	<b>Total General Fund</b>	<b>\$41,826,623</b>

# 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
	<b>Total General Fund Operating</b>	<b>\$39,360,707</b>	<b>\$38,289,139</b>	<b>\$37,119,577</b>	<b>\$35,042,225</b>	<b>\$33,556,719</b>	<b>\$31,702,589</b>	<b>\$30,367,495</b>
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
	<b>Total General Fund</b>	<b>\$41,826,623</b>	<b>\$40,901,482</b>	<b>\$39,708,353</b>	<b>\$37,648,164</b>	<b>\$36,273,190</b>	<b>\$34,426,070</b>	<b>\$31,221,782</b>

# 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
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#### Harwich Elementary School

Promethean Boards	\$16,865
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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
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Roof Repairs	<u>\$10,000</u>
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	\$30,397
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#### Monomoy Regional High School

Vape Detectors	\$16,000
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Roofing Inspection and Repair as needed	<u>\$10,000</u>
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	\$26,000
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### Technology

#### Monomoy Regional Middle School

Teacher Laptops	\$10,378
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Chromebooks	<u>\$51,225</u>
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	\$61,603
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#### Monomoy Regional High School

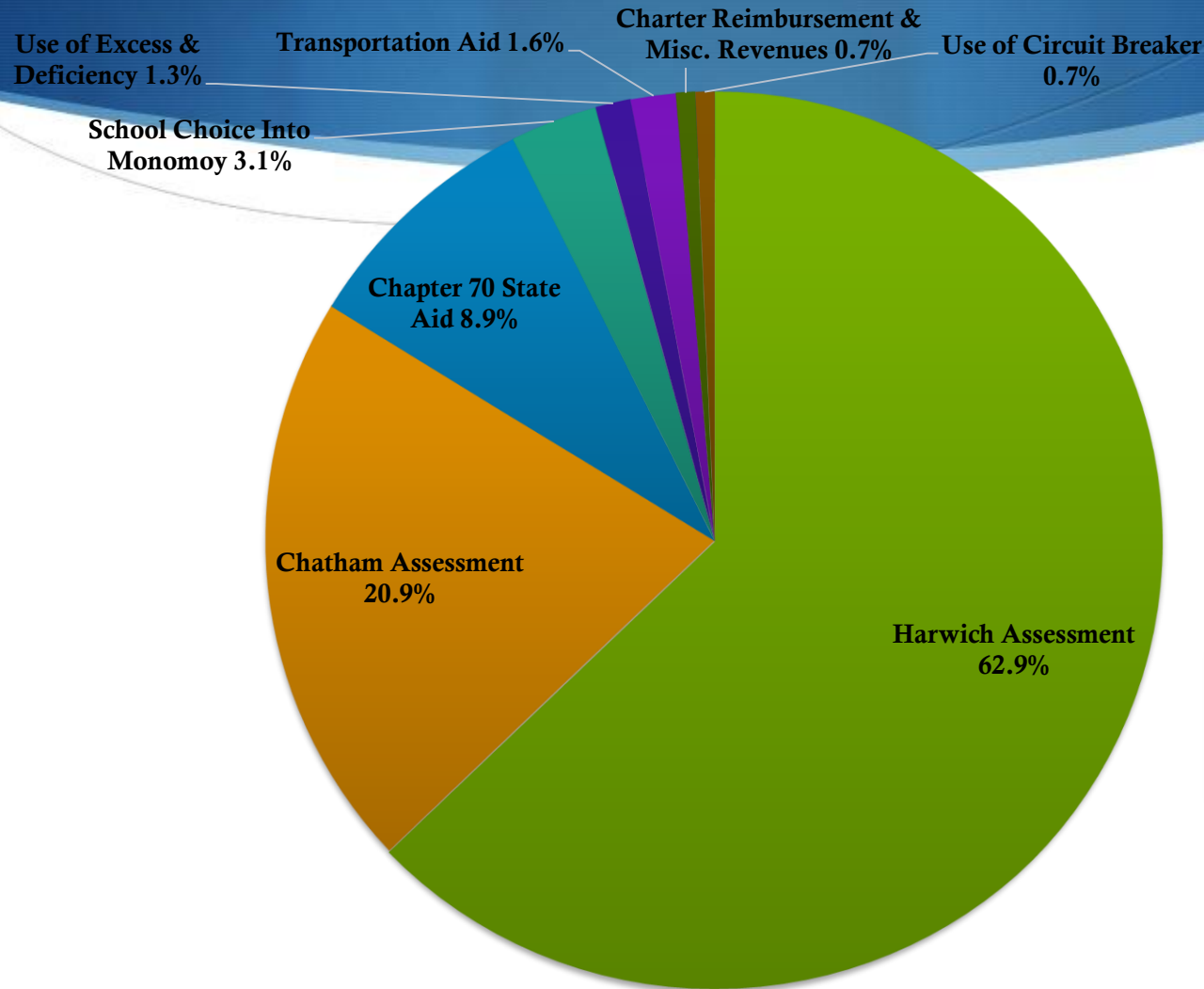
MAC Lab, Graphics Lab and Robotics Lab	\$35,853
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Chromebooks	<u>\$52,628</u>
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	\$88,481
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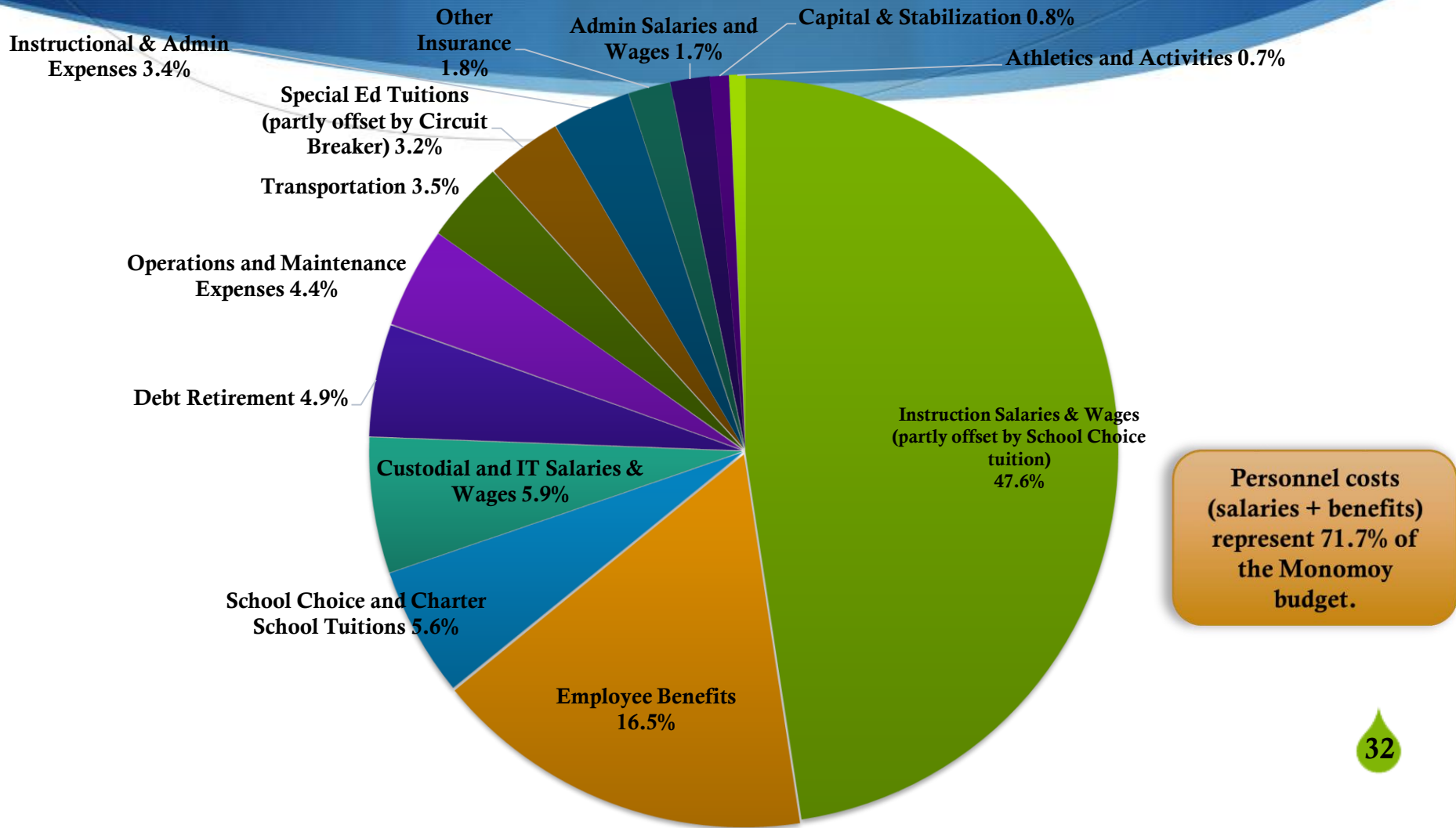
# How the DRAFT FY21 Budget is funded



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

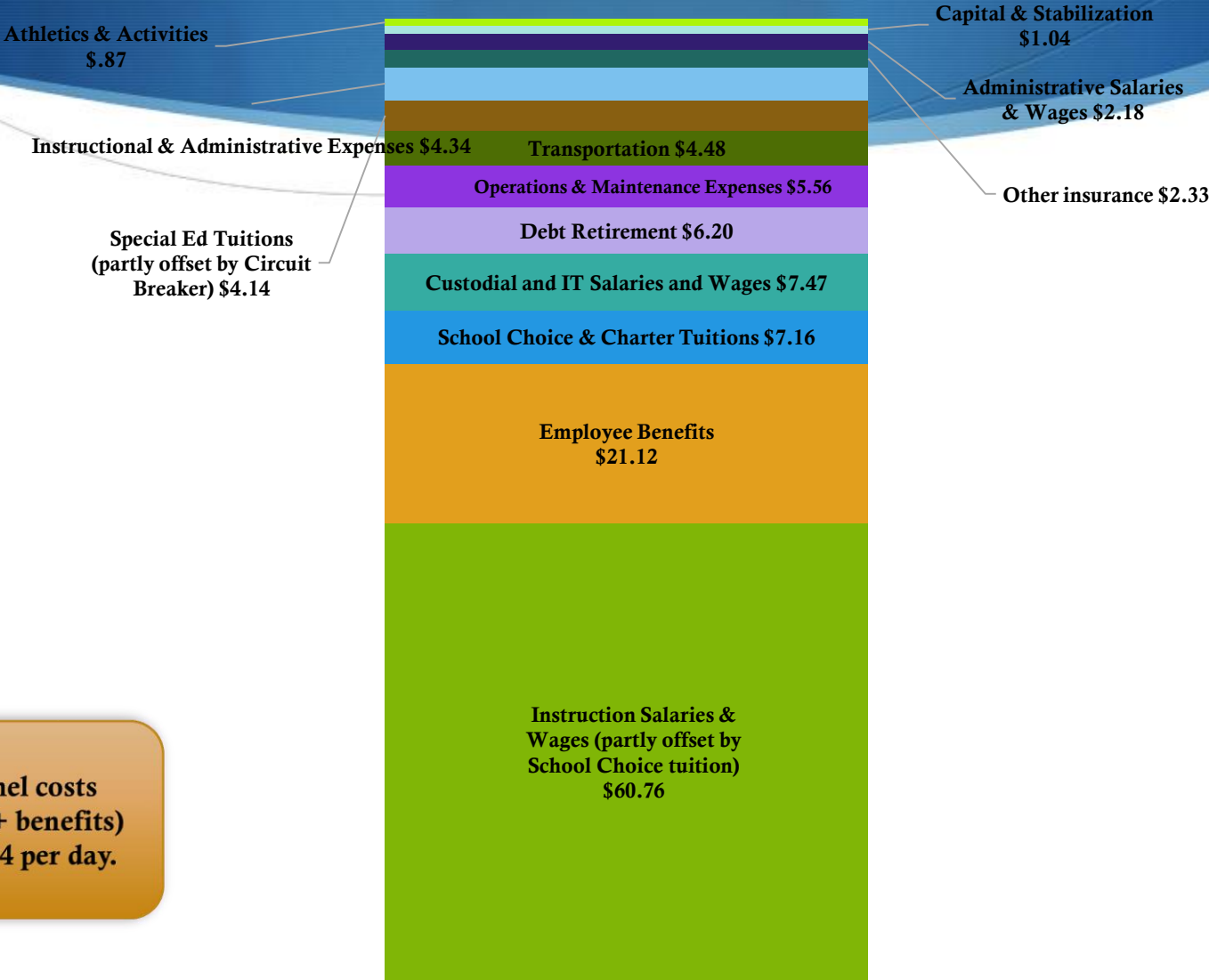


# How school funding is used to support the FY21 DRAFT Budget



# \$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>
	<b>\$39,360,707</b>	<b>\$38,727,687</b>	<b>\$37,169,577</b>	<b>\$35,042,225</b>	<b>\$33,556,719</b>	<b>\$31,702,589</b>	<b>\$30,367,495</b>
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
<b>Total General Fund</b>	<b>\$41,826,623</b>	<b>\$41,340,030</b>	<b>\$39,708,354</b>	<b>\$37,648,164</b>	<b>\$36,273,190</b>	<b>\$34,426,070</b>	<b>\$31,221,782</b>

# 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>
<b>\$41,826,623</b>		<b>\$40,751,482</b>	<b>\$1,075,141</b>	<b>2.64%</b>

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 less 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

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

**DRAFT FY21 ASSESSMENT**

		<b>\$41,826,623</b>
		\$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)	
		<b>(\$4,815,606)</b>
<b>Non Operating Expenditures</b>		
Transportation	(\$1,484,699)	
Capital	(\$355,000)	
Debt	(\$2,110,916)	
		<b>(\$3,950,615)</b>
<b>Total Operating Assessment</b>		<b>\$33,180,402</b>

	<b>Harwich</b>	<b>Chatham</b>	<b>Total</b>
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
<b>Operating Assessment Per Member</b>	<b>\$24,930,505</b>	<b>\$8,249,897</b>	<b>\$33,180,402</b>
	<b>Harwich</b>	<b>Chatham</b>	<b>\$1,484,699</b>
	74.80%	25.20%	
Less State Transportation Aid			<u>\$713,287</u>
<b>Transportation Assessment Per Member</b>	<b>\$577,016</b>	<b>\$194,396</b>	<b>\$771,412</b>
			Governor's # 1/22/20 + offset
<b>FY21 Debt</b>	<b>Harwich</b>	<b>Chatham</b>	
	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
<b>Debt</b>	<b>\$1,569,465</b>	<b>\$541,450</b>	<b>\$2,110,916</b>
	<b>Harwich</b>	<b>Chatham</b>	
	74.35%	25.65%	
<b>Capital/Stabilization Assessment Per Member</b>	<b>\$263,942.50</b>	<b>\$91,057.50</b>	<b>\$355,000</b>

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

# FY21 Assessment

## DRAFT FY21 ASSESSMENT

	<b>Harwich</b>	<b>Chatham</b>	<b>Total</b>
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	\$24,266,548	\$8,287,426	\$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

	<b>Harwich</b>	<b>Chatham</b>	<b>Total</b>
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
	<b>2.62%</b>	<b>-0.68%</b>	<b>1.78%</b>

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	<b>14,146,578</b>
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 &gt; 7.5%</i>	
24) Special increment toward 82.5% target**	
<i>**if combined effort yield &gt; 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%
<b><i>If preliminary contribution is above the target share:</i></b>	
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	<b>4,375,199</b>
20) Contribution as percentage of foundation (19 / 8)	82.50%
<b><i>If preliminary contribution is below the target share:</i></b>	
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 &gt; 7.5%</i>	
24) Special increment toward 82.5% target**	
<i>**if combined effort yield &gt; 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



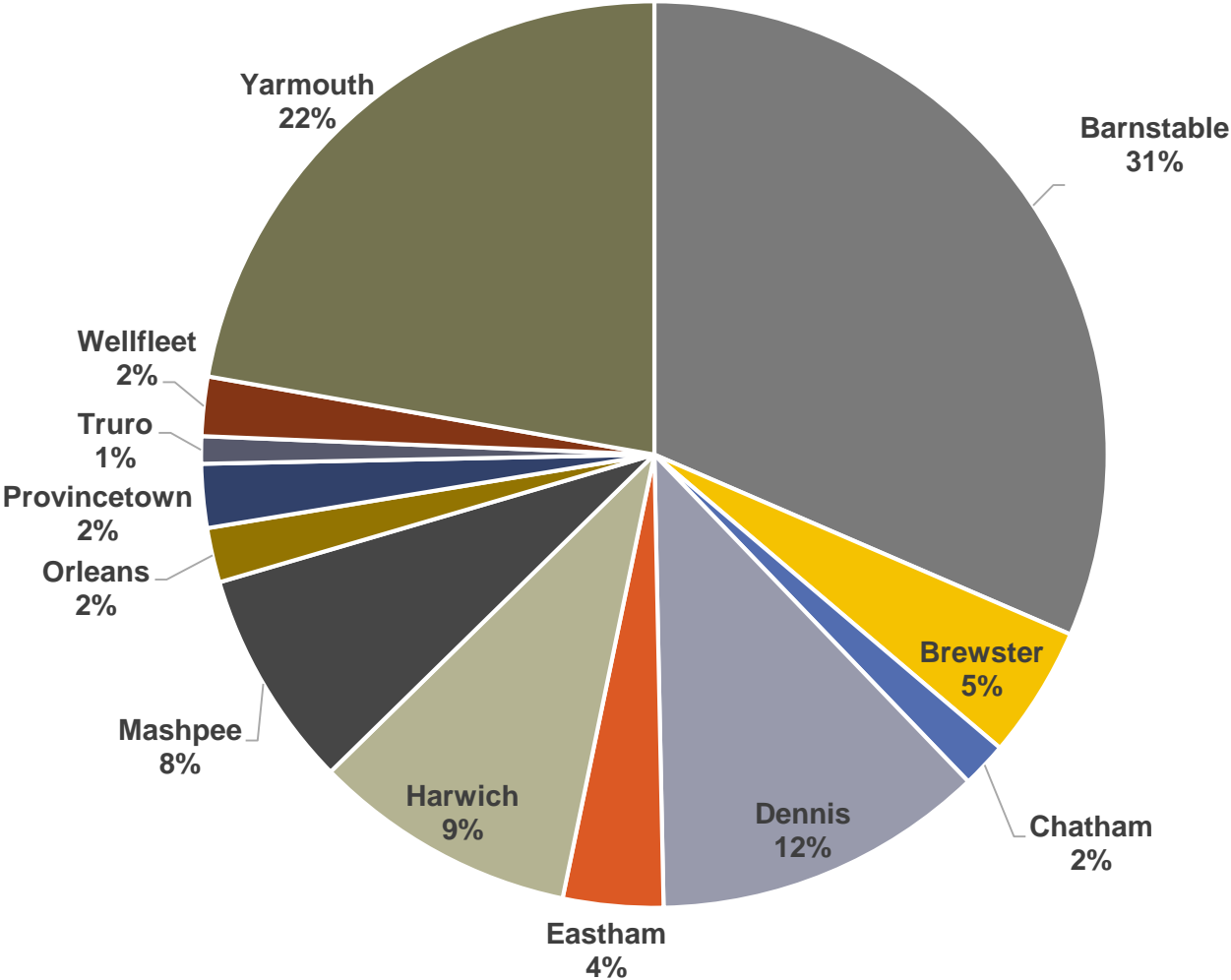


# FY21 Enrollment by Town

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
<b>Total</b>	<b>616</b>	<b>570</b>	<b>46</b>



# FY21 Enrollment



\*Enrollment as of 10/1/2019



# Student Enrollment Trend

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

# The FY21 Budget

2.76%



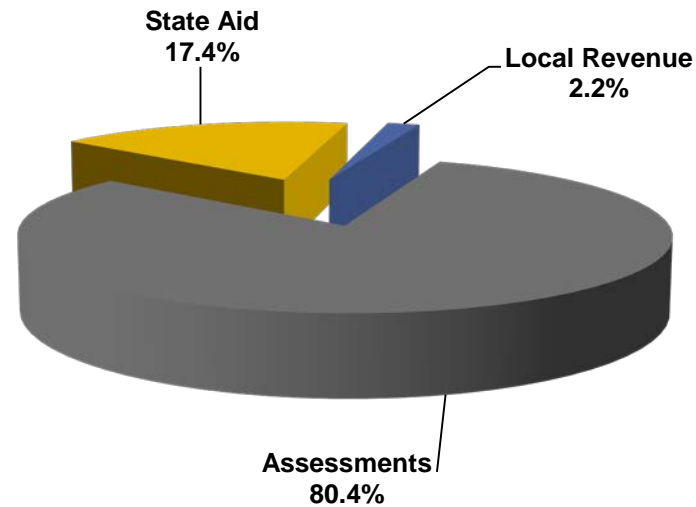
**\$15,504,000**

## Six Year History

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

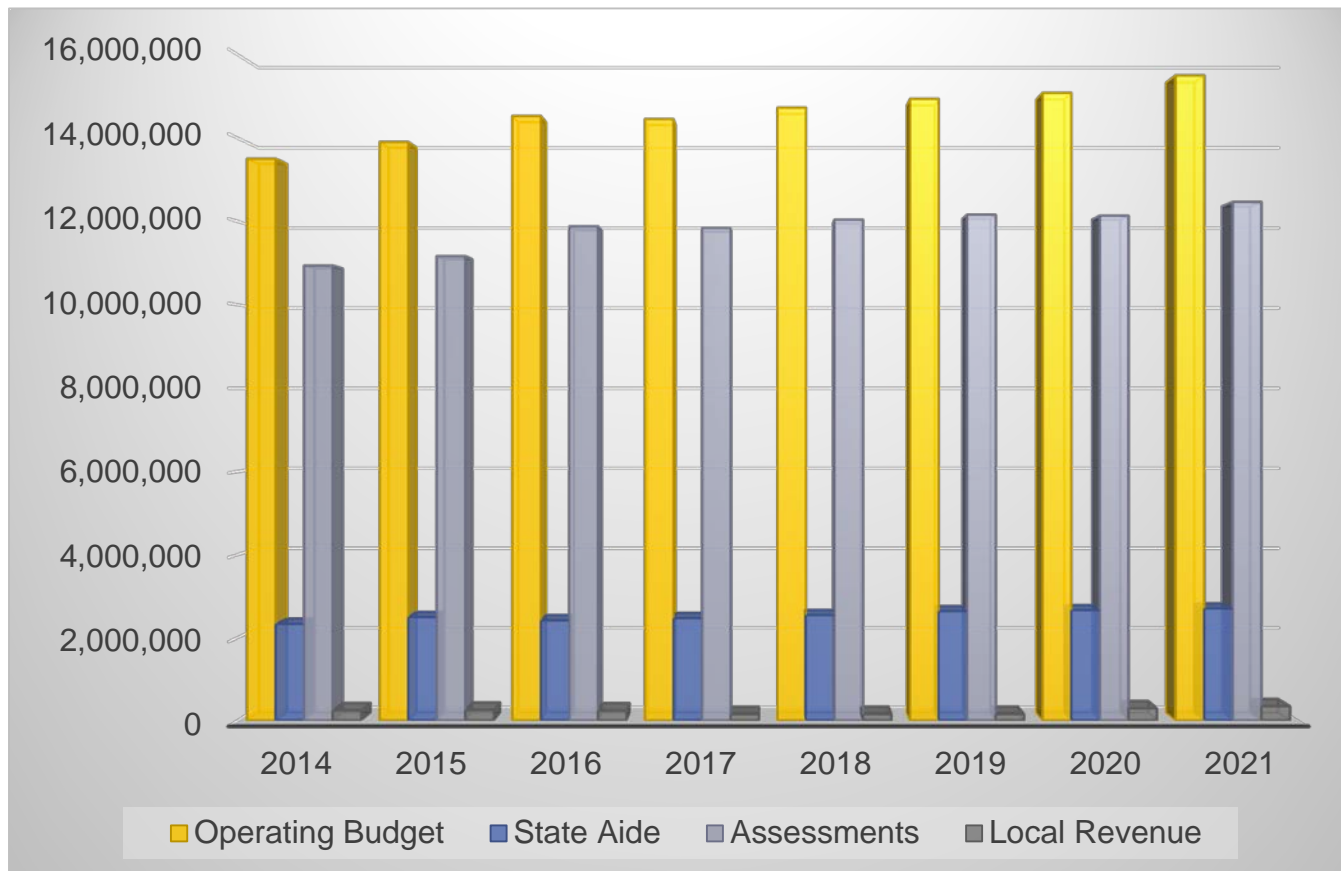


# Where Does the Money Come From?



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

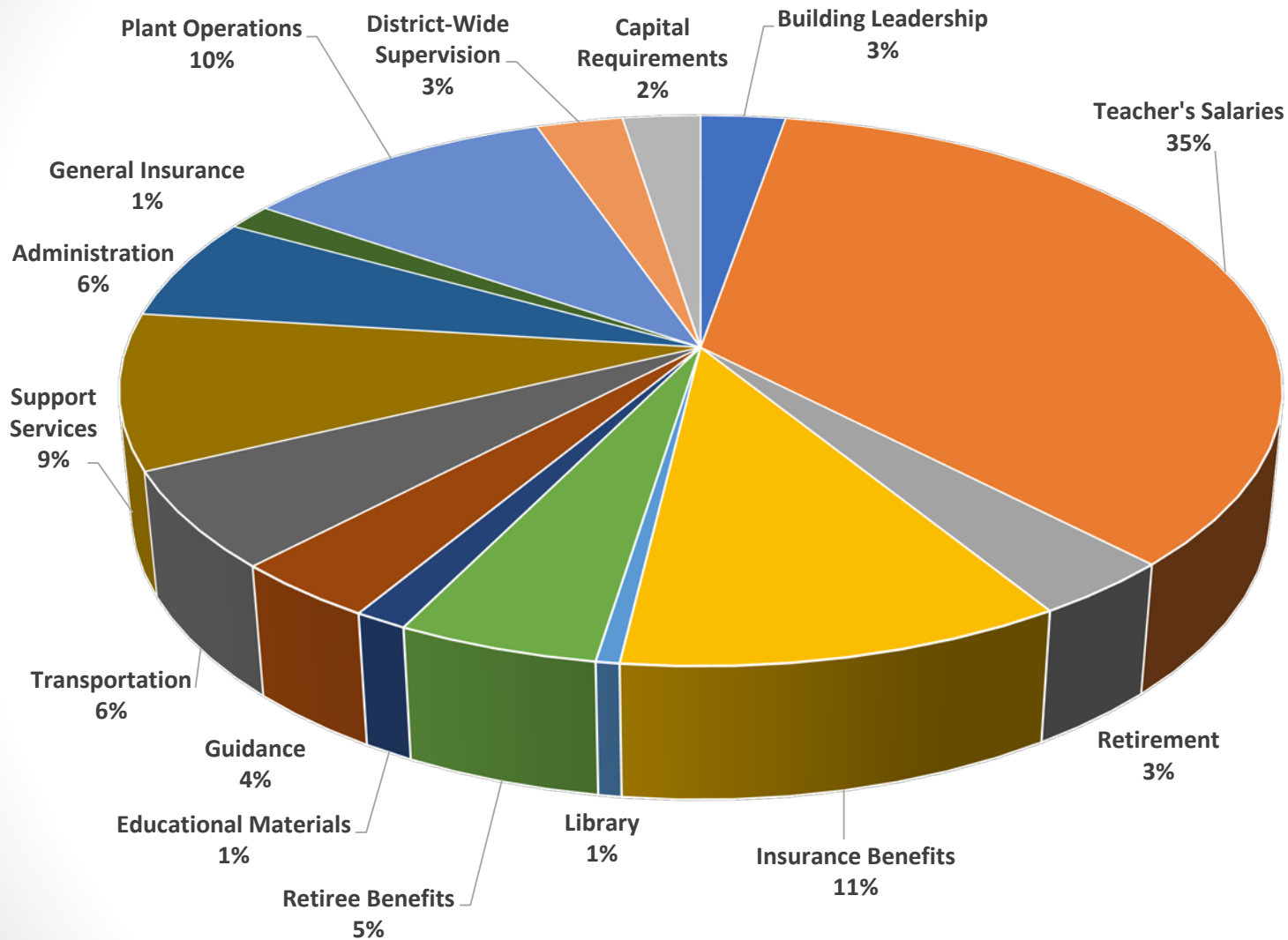
# Revenue Source vs. The Operating Budget



# 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?





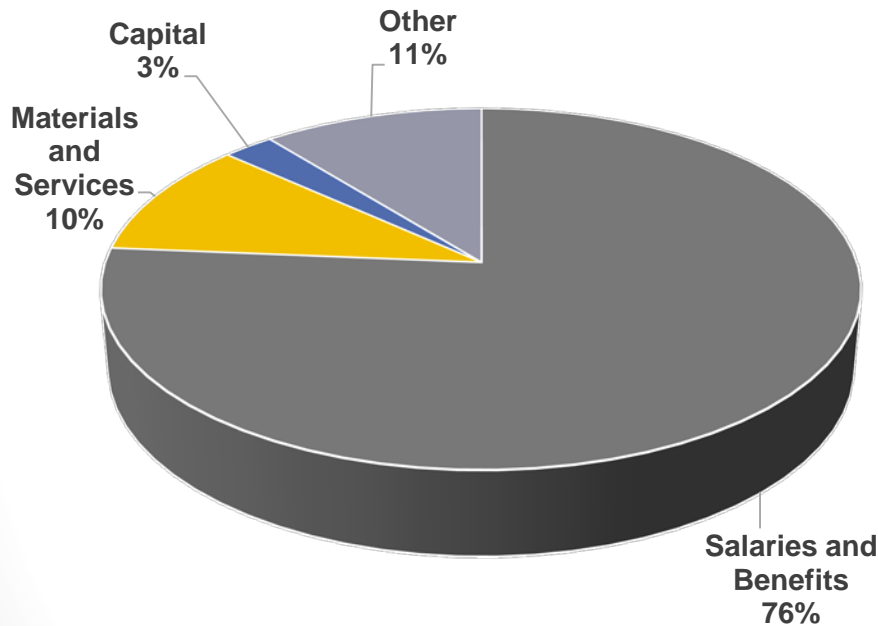
<b>WHAT IS THE MONEY FOR?</b>		
Building Leadership	\$424,655	2.80%
Teacher's Salaries	\$5,426,038	35.10%
Retirement	\$531,906	3.20%
Insurance Benefits	\$1,663,825	10.90%
Library	\$88,153	0.60%
Retiree Benefits	\$753,909	4.90%
Educational Materials	\$199,050	1.30%
Guidance	\$547,182	3.60%
Transportation	\$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
<b>TOTAL OPERATING</b>	<b>15,114,000</b>	<b>14,692,000</b>	<b>422,000</b>		<b>14,506,272</b>	<b>14,274,765</b>	<b>13,915,847</b>
Capital Budget	390,000	395,000	-5,000	-1.27%	430,523	453,900	527,108
<b>Total Operating &amp; Capital</b>	<b>15,504,000</b>	<b>15,087,000</b>	<b>417,000</b>	<b>2.76%</b>	<b>14,936,796</b>	<b>14,728,665</b>	<b>14,442,955</b>

# 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

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

# 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
	<b>\$68,985,000</b>	<b>\$31,948,300</b>	<b>\$100,933,300</b>

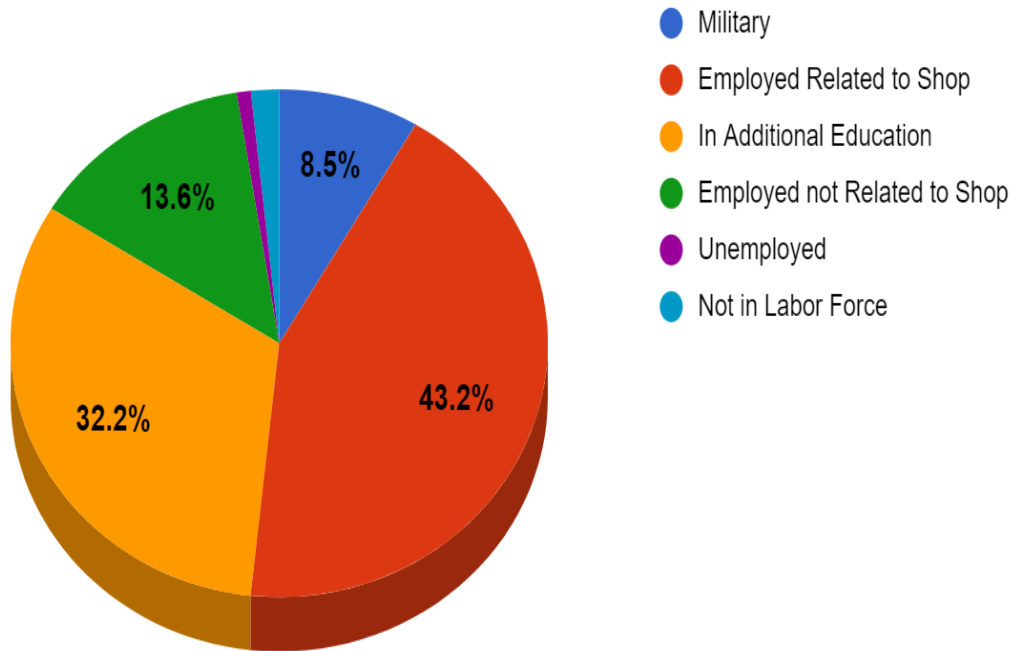
**In FY19  
Cape Tech issued a  
Bond in the amount of  
\$68,985,000 at 3.32% for  
20 Years Fixed Principal**

# FY21 Capital Debt Assessment

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

# Graduate Follow-up Study

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



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

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



Saquatucket Harbor



**ANNUAL TOWN MEETING  
WARRANT  
With  
RECOMMENDATIONS**



**MAY 4, 2020**

**7:00 P.M.  
100 Oak Street  
Community Center**

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**NOTES**

## VOTING PROCEDURES

- I A quorum, 150 registered voters, must be present in order to conduct business. The only motion in order when no quorum is present is a motion to adjourn.
- II A two-thirds majority of the Town Meeting shall be required for inclusion of any Capital Outlay, unless it was included in the Capital Outlay Plan adopted at the preceding Town Meeting.
- III All motions introduced at the Town Meeting shall be in writing when required by the Moderator.
- IV Voters are limited to two times speaking on any one question; the total time speaking not to exceed 10 minutes.
- V Only registered voters shall occupy the meeting “floor”.
- VI No voter will be allowed to speak until he or she is recognized by the Moderator.
- VII Motion requiring more than a simple majority to pass:
  - A. To reconsider a vote on a motion –  $\frac{3}{4}$  majority (this motion must be made prior to the next adjournment of the meeting).
  - B. To consider articles in an order other than as appears on the warrant –  $\frac{3}{4}$  majority.
  - C. To pay unpaid bills –  $\frac{4}{5}$  majority at the Annual Town Meeting,  $\frac{9}{10}$  majority at a Special Town Meeting.
  - D. To move the previous question (terminate debate) –  $\frac{3}{4}$  majority.
- VIII Quorum cannot be questioned after a motion has been made and seconded.

**MOTION CHART** Section 1-211  
(Application of Rules is indicated by an X)

Motions	Debatable	Non Debatable	Amendable	Non Amendable	Second Required	Second Not Required	Majority Vote	2/3 Vote	¾ Vote	May Reconsider	Cannot Reconsider
Adjourn		X		X	X		X				X
Adjourn (in a time certain)	X		X		X		X			X	
Amendment	X		X		X		X			X	
Adopt a Resolution	X		X		X		X				X
Accept & Adopt	X		X		X		X <sup>1</sup>			X	
Postpone Indefinitely	X			X	X		X			X	
Previous Question Terminate Debate		X		X	X				X		X
Reconsider <sup>2</sup>	X			X	X				X		X
Consider Articles Out of Order	X		X		X				X		X
Point of Order		X								X	
1. Unless a greater than simple majority required by General Laws of Town of Harwich by-laws.											
2. See section 1.207											

## TAX RATE CHART

THE CHART BELOW SHOWS THE AMOUNT OF MONEY REQUIRED TO CHANGE THE  
FY 2020 TAX RATE.

TAX RATE CHANGE IN \$/1,000	DOLLARS REQUIRED
\$ 0.01	\$59,732
\$ 0.05	\$298,658
\$ 0.10	\$597,317
\$ 0.15	\$895,975
\$ 0.20	\$1,194,634
\$ 0.25	\$1,493,292
\$ 0.30	\$1,791,951
\$ 0.35	\$2,090,609
\$ 0.40	\$2,389,268
\$ 0.45	\$2,687,926
\$ 0.50	\$2,986,585
\$ 0.55	\$3,285,243
\$ 0.60	\$3,583,901
\$ 0.65	\$3,882,560
\$ 0.70	\$4,181,218
\$ 0.75	\$4,479,877
\$ 0.80	\$4,778,535
\$ 0.85	\$5,077,194
\$ 0.90	\$5,375,852
\$ 0.95	\$5,674,511
\$ 1.00	\$5,973,169



## **MUNICIPAL FINANCE TERMS**

**APPROPRIATION:** An authorization granted by the Town Meeting to make expenditures and to incur obligations for specific purposes.

**AVAILABLE FUNDS:** Available funds refer to other funds available for appropriation by the Town Meeting, such as Wetland Protection funds, Cemetery Lot sales and Perpetual Care Interest and old article balances returned to revenue.

**CHERRY SHEET:** An annual statement received from the State Department of Revenue detailing estimated receipts for the next fiscal year from various State Aid accounts and estimated charges payable by the assessors in setting the tax rate. Named for the cherry colored paper, which the State traditionally has printed it on.

**FREE CASH:** Certified each year by the Director of State Bureau of Accounts, this is the portion of the fund balance which is available for appropriation by a Vote of Town Meeting. It is not cash, but rather is the approximate total of cash and receivables less current liabilities and earmarked reserves.

**OVERLAY, ALSO CALLED ALLOWANCE FOR ABATEMENTS AND EXEMPTIONS:**  
The overlay is the amount raised by the Assessors in excess of appropriations and other charges for the purpose of creating a fund to cover tax abatements granted and avoiding fractions in the tax rate. It cannot exceed 5% of the levy.

**RESERVE FUND:** This fund is established by the voters at an Annual Town Meeting only and is composed of an appropriation (not exceeding 5% of the tax levy of the preceding year). Transfers from the Reserve Fund are within the exclusive control of the Finance Committee, and are for “extraordinary or unforeseen” situations, normally emergencies.

**STABILIZATION FUND:** This is a special reserve for future expenditures. The aggregate amount in the fund shall not exceed, at any time, 10% of the valuation in the preceding year. Money may be voted into the fund by a majority vote at Town Meeting. Money may be appropriated from the fund only by a two-thirds vote at Town Meeting for any municipal purpose.

**TRANSFER:** The authorization to use an appropriation for a different purpose; in most cases only the Town Meeting may authorize a transfer.

## **MUNICIPAL FINANCE TERMS RELATED TO CAPITAL IMPROVEMENTS**

**CAPITAL ASSETS:** – All tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Asset)

**CAPITAL BUDGETING:** An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Asset, Fixed Asset)

**CAPITAL IMPROVEMENTS PROGRAM:** – A blueprint for planning a community’s capital expenditures that comprises an annual capital budget and a five-year capital program. It coordinates community planning, fiscal capacity and physical development. While all of the community’s needs should be identified in the program, there is a set of criteria that prioritizes the expenditures.

**CAPITAL OUTLAY:** The exchange of one asset (cash) for another (capital asset), with no ultimate effect on net assets. Also known as “pay as you go,” it is the appropriation and use of available cash to fund a capital improvement, as opposed to incurring debt to cover the cost.

**CAPITAL PLANNING:** (See Capital Improvements Program)

**FIXED ASSETS:** – Long-lived, tangible assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

## **MUNICIPAL FINANCE TERMS RELATED TO PROPOSITION 2 ½ TERMS**

Chapter 59, Section 21C of the Massachusetts General Laws commonly referred to as Proposition 2 ½ (Prop. 2 ½) or the Tax Limiting Law for Cities and Towns in Massachusetts.

**CAPITAL OUTLAY EXPENDITURE EXCLUSION:** This override ballot question can be placed on a referendum by a two-thirds vote of the Board of Selectmen. If a majority of the voters approve the ballot question the additional amount for the payment of the capital project cost is added to the levy limit or levy ceiling only for the year in which the project is being undertaken.

**CONTINGENT VOTES:** Chapter 634 of the Acts of 1989 permits a Town Meeting to appropriate funds contingent upon passage of a referendum question (OVERRIDE). A contingent vote does not automatically result in an override referendum. An override referendum can only be called by the Board of Selectmen. If a referendum is called by the Selectmen it must take place within forty-five days of the Town Meeting vote.

**DEBT EXCLUSION:** This override ballot question can be placed on a referendum by a two-thirds vote of the Board of Selectmen. If a majority of the voters approve the ballot question the Town's levy limit is increased only for the amount voted at the referendum for the life of that debt only. The levy limit increase may exceed the Town's levy ceiling.

**GENERAL OVERRIDE:** A general override ballot question can be placed on a referendum if a majority of the Board of Selectmen vote to do so. If the ballot question is approved by a majority of the voters, the Town's levy limit is permanently increased by the amount voted at the referendum. The levy limit increase may not exceed the Town's levy ceiling. Override questions must be presented in dollar terms and specify the purpose.

**LEVY:** The property tax levy is the revenue a Town can raise through real and personal property taxes. The property tax levy is the largest source of revenue for the Town.

**LEVY CEILING:** This is the maximum the levy limit can be. The ceiling equals 2.5% of the Town's full and fair cash value.

**LEVY LIMIT:** The Maximum the levy can be in a given year. The limit is based on the previous year's levy limit plus certain allowable increases.

**LEVY LIMIT INCREASE:** The levy limit automatically increases each year by 2.5% of the previous year's levy limit.

**NEW GROWTH:** New construction and new parcel subdivision may also increase the Town's levy limit.

**OVERRIDE:** A community can permanently increase its levy limit by successfully voting at a referendum to exceed the limits. A community may take this action as long as it is below the levy ceiling.

**COMMONWEALTH OF MASSACHUSETTS  
TOWN OF HARWICH  
ANNUAL TOWN MEETING  
May 4, 2020**

BARNSTABLE, ss:

To either of the Constables of the Town of Harwich in said county,

Greetings:

In the name of the Commonwealth of Massachusetts you are hereby directed to notify and warn the inhabitants of said Town qualified to vote in elections and Town affairs to meet in the Community Center Gymnasium, 100 Oak Street in said Town on May 4, 2020 at 7:00 P.M., then and there to act on the following articles:

Hereof fail not to make return of the Warrant with your doings thereon at the time and place of said meeting.

Given under our hands the **XX** day of March, 2020

Larry G. Ballantine, Chairman  
Edward J. McManus, Vice Chair  
Stephen P. Ford, Clerk  
Donald F. Howell  
Michael D. MacAskill

**Date:**  
**Constable**

**ARTICLES**

TOWN OFFICERS AND COMMITTEES

ARTICLE 1: To choose various Town Officers and Committees.

**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

REPORTS OF TOWN OFFICERS AND COMMITTEES

ARTICLE 2: To hear reports of all Town Officers and Committees for the year 2019.

**The Finance Committee Recommends:**

**..... ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

**..... ROLL CALL VOTE:**

**ELECTED OFFICIALS SALARIES**

ARTICLE 3: To see if the Town will vote the salaries of the Elected Officials of the Town for fiscal year commencing July 1, 2020 and ending June 30, 2021 as follows and to act fully thereon. Estimated cost: \$126,503

Selectmen (5)	\$2,400 each
Moderator	\$1,000
Water Commissioners (3)	\$1,000 each
Library Trustees (7)	\$1,000 each
Town Clerk	\$103,503

**The Finance Committee Recommends:**

**..... ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

**..... ROLL CALL VOTE:**

**BUDGETS**

**TOWN OPERATING BUDGET**

ARTICLE 4: To see if the Town will vote to raise and appropriate, transfer from available funds or borrow such sums of money as may be required to defray Town charges for Fiscal Year 2021, and to act fully thereon. By request of the Board of Selectmen. (BUDGET – SEE APPENDIX X). Estimated Cost: \$39,011,435.

<b>Operating Budget</b>	
Betterments	199,481
Cable Fund	210,107
CPA	341,750
FEMA	13,855
Free Cash	140,000
Golf Improvement	108,200
Overlay Surplus	200,000
State Aide	677,303
Water Enterprise	730,290
Waterways & Mooring	357,863
Town Clerk State Aid	12,000
County Dog Fund	2,144
Subtotal	2,992,993
Local Receipts	13,210,298
Taxes	22,808,144
<b>Operating Budget</b>	<b>39,011,435</b>

**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

MONOMOY REGIONAL SCHOOL DISTRICT BUDGET

ARTICLE 5: To see if the Town will vote to raise and appropriate, transfer from available funds or borrow such sums of money as may be required to pay for the Monomoy Regional School District Assessment for Fiscal Year 2021, and to act fully thereon. By request of the Monomoy Regional School Committee. Estimated cost: \$27,340,929

<b>Monomoy Regional School District</b>	
Operating Budget	24,930,504
Transportation	577,016
Capital	263,943
Debt	1,569,466
<b>Total</b>	<b>27,340,929</b>

**The Finance Committee Recommends:**  
..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**  
..... **ROLL CALL VOTE:**

CAPE COD REGIONAL TECHNICAL SCHOOL DISTRICT BUDGET

ARTICLE 6: To see if the Town will vote to raise and appropriate, transfer from available funds or borrow a sufficient sum of money as may be required to pay for the Cape Cod Regional Technical High School District Assessment for Fiscal Year 2021, and to act fully thereon. By request of the Cape Cod Regional Technical High School District. Estimated cost: \$1,768,279.

<b>Cape Cod Regional Technical HS</b>	
Operating Budget	1,178,798
Debt	589,481
<b>Total</b>	<b>1,768,279</b>

**The Finance Committee Recommends:**  
..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**  
..... **ROLL CALL VOTE:**

WATER DEPARTMENT BUDGET

ARTICLE 7: To see if the Town will vote to raise and appropriate, transfer from available funds or borrow such sums of money as may be required to defray the Water Department Operating Budget for Fiscal Year 2021, and to act fully thereon. By request of the Water Commission. Estimated cost: \$4,291,075.

<b>Water Operating Budget</b>	
Salaries	1,321,050
Expenses	1,468,390
Debt	721,345
Indirect Costs	730,290
OPEB	50000
<b>Total</b>	<b>4,291,075</b>

**The Finance Committee Recommends:**

..... ROLL CALL VOTE:

**The Board of Selectmen Recommends:**

..... ROLL CALL VOTE:

WASTEWATER / SEWER DEPARTMENT BUDGET

ARTICLE 8: To see if the Town will vote to raise and appropriate, transfer from available funds or borrow such sums of money as may be required to defray the Wastewater/Sewer Department Operating Budget for Fiscal Year 2021, and to act fully thereon. By request of the Board of Selectmen. Estimated cost: \$376,100.

<b>Sewer Operating Budget</b>	
Salaries	77,285
Expenses	298,815
<b>Total</b>	<b>376,100</b>

**The Finance Committee Recommends:**

..... ROLL CALL VOTE:

**The Board of Selectmen Recommends:**

..... ROLL CALL VOTE:

**CAPITAL PLAN**

ADOPT THE CAPITAL PLAN

ARTICLE 9: To see if the Town will vote to adopt the Capital Plan for the ensuing seven year period as adopted last year by the Town Meeting with new fiscal year 2027 as proposed by the Board of Selectmen and set forth below or as amended by vote of the Town Meeting, and to act fully thereon. By request of the Board of Selectmen.

CAPITAL PLAN (Appendix C)





**The Finance Committee Recommends:**  
..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**  
..... **ROLL CALL VOTE:**

CAPITAL ITEMS FUNDED FROM FREE CASH – ITEMS UNDER \$50,000

ARTICLE 10: To see if the Town will vote to raise and appropriate, transfer from available funds or borrow a sufficient sum of money to fund the items in the table below included in the FY 2021 Capital Plan, and to act fully thereon. By request of the Board of Selectmen. Estimated cost: \$\_\_\_\_\_.

<b>Department</b>	<b>Description</b>	<b>Amount</b>
Police	Taser Replacement Year 3 of 3	\$14,910
Fire	Air Pack	\$400,000
Fire	Air Pack – State Grant Portion	(\$380,000)
	<b>Total – Less Grant Portion</b>	<b>\$34,910</b>

Explanation:

**The Finance Committee Recommends:**  
..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**  
..... **ROLL CALL VOTE:**

FACILITY MAINTENANCE AND REPAIR FUND

ARTICLE 11: To see if the Town will vote to raise and appropriate, transfer from available funds or borrow a sufficient sum of money as may be required to defray costs related to Facility and Grounds Maintenance and Repair included in the FY 2021 Capital Plan, and to act fully thereon. By request of the Board of Selectmen. Estimated cost \$303,500.

Department	Description	Amount
Cemetery	Island Pond Arboretum Master Plan Construction	100,000
Cemetery	Island Pond Arboretum Master Plan Study	43,000
Cemetery	Island Pond Arboretum Grant	(143,000)
Library	Brooks Library Roof	148,500
Cultural Center	Cultural Center Study	100,000
Facilities Wide	ADA Compliance Plan	350,000
Facilities Wide	ADA Compliance Grant	(350,000)
DPW	Replace Transfer Station Scale Decking	55,000
	<b>Total - Less Grant Portion</b>	<b>303,500</b>

**Insert Details**

**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

**FIRE DEPARTMENT**

**REPLACE FIRE DEPARTMENT AMBULANCE**

ARTICLE 12: To see if the Town will vote to raise and appropriate, transfer from available funds or borrow a sufficient sum of money **as may be required** to purchase or lease, and equip one ambulance for the Fire Department, and to act fully thereon. By request of the Fire Chief. Estimated cost: \$378,000

**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

**FIRE DEPARTMENT QUINT**

ARTICLE 13: To see if the Town will vote to raise and appropriate, transfer from available funds and/or borrow **as may be required** the sum of \$1,100,000 to purchase or lease, and equip a quint to replace an engine and ladder for the Fire Department as requested in the Capital Plan for FY2021. The appropriation authorized by this vote shall not take effect until the Town votes to exempt from the limitation on total taxes imposed

by M.G.L. c.59 § 21c (Proposition 2 ½) the amounts required to pay the principal of and the interest on any borrowing authorized under this article. And further, in accordance with Chapter 44 Section 20 of the General Laws, the premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to pay project costs and the amount authorized to be borrowed for each such project shall be reduced by the amount of any such premium so applied, and to act fully thereon. By request of the Fire Chief.  
Estimated cost: \$1,100,000

Explanation:

**The Finance Committee Recommends:**  
..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**  
..... **ROLL CALL VOTE:**

PURCHASE AND EQUIP VEHICLES FOR THE DPW

ARTICLE 14: To see if the Town will vote to raise and appropriate, transfer from available funds and/or borrow a sufficient sum of money **as may be required** to purchase and equip the following vehicles and to further authorize the trade-in or sale of the following old vehicles toward the purchase price, where the Board of Selectmen find that the vehicles cannot be utilized elsewhere in Town and to act fully thereon. By request of the DPW Director. Estimated cost: \$250,000

(1) Ford E-250 Van (Highway)	\$ 35,000
(1) Catch Basin Cleaner (Highway)	\$ 215,000

*Explanation: Old Vehicles: The 2006 Ford E-250 Building Maintenance van floors and body panels are rusted through. It is questionable whether it will pass a safety inspection.*

*The 2000 International Catch Basin Cleaner is at the end of its useful life. The cab on this 20 year old vehicle is rotted through. Parts are becoming obsolete and are very difficult to find. Maintaining the Town's catch basins is a core function of DPW operations. Two year (FY18-FY19) maintenance costs for this vehicle averaged \$10,210 per year.*

**The Finance Committee Recommends:**  
..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**  
..... **ROLL CALL VOTE:**

ADMINISTRATION

DENNIS-HARWICH-YARMOUTH (DHY) CLEAN WATERS COMMUNITY  
PARTNERSHIP

**ARTICLE 15 :** To see if the Town will vote pursuant to Chapter 88 of the Acts of 2019 to approve an Agreement among the Towns of Dennis, Harwich, and Yarmouth for the establishment of a three town wastewater district to be known as the DHY Clean Waters Community Partnership, a copy of said agreement is on file in the office of the Town Clerk; it being understood that by approving said agreement the Town will be responsible for its apportioned share of the costs for permitting, design, and construction of a wastewater treatment facility, effluent recharge facilities and related infrastructure as well as the Town's apportioned share of the annual operation and maintenance cost of said facilities. By Request of Board of Selectmen.

*Explanation:* The Towns of Dennis, Harwich, and Yarmouth are in the process of implementing a comprehensive wastewater management program to remove nitrogen predominantly coming from on-site Title 5 septic systems in order to restore and protect their valuable water resources. The towns have evaluated the creation of a wastewater district that would construct one wastewater treatment plant located in the Town of Dennis (instead of each community constructing their own treatment facility) and utilizing multiple effluent recharge facilities located in each town. Special Legislation previously approved by Town Meeting was approved and enacted on October 15, 2019 (Chapter 88 of the Acts of 2019) that allows for the creation of this district to be known as the DHY Clean Waters Community Partnership subject to Town Meeting approval of the agreement. It is estimated that the initial capital cost to be incurred by the Partnership is projected to be \$120 Million for permitting, design and construction of the wastewater treatment facility, effluent recharge facilities and related infrastructure, and it is anticipated that the Commission will issue bonds for the initial project in the amount of \$120 Million and that the associated debt service shall be apportioned among the three towns in accordance with the terms specified in the agreement which are based on flow and estimated to be: \$ 36.25 Million to be assessed to Dennis, \$18.25 Million to be assessed to Harwich and \$65.5 Million to be assessed to Yarmouth; and it is further acknowledged that the final amount to be borrowed by the Partnership for the initial project costs may increase or decrease pending the development of final plans and specifications, construction bids, and regulatory requirements.

**The Finance Committee Recommends:**

**..... ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

**..... ROLL CALL VOTE:**

LEASE PURCHASE AGREEMENTS

**ARTICLE 16:** To see if the Town will vote to enter into various lease purchase financing agreements for town equipment included in the operating budget for FY 2021, said leases may

be for a term not to exceed the useful life of the equipment as determined by the Board of Selectmen; or to act fully thereon. By request of the Board of Selectmen.

*(The Municipal Modernization Act of 2016 contains a new section requiring a recommendation by the Town Administrator and a two-thirds vote of the legislative body to authorize a tax-exempt lease purchase agreement. To qualify under this new section a qualifying lease must be in excess of three years, must not exceed the useful life of the equipment, must establish a nominal residual value of the equipment at the end of the lease, and must be approved by a two-thirds vote of Town Meeting.*

Explanation:

**The Finance Committee Recommends:**

**..... ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

**..... ROLL CALL VOTE:**

#### ESTABLISHMENT OF WATER INFRASTRUCTURE INVESTMENT FUND

**ARTICLE 17:** To see if the Town will vote to accept General Laws Chapter 40, Section 39M, which establishes a special “Municipal Water Infrastructure Investment Fund” that may be appropriated and spent for maintenance, improvements and investments to municipal drinking, wastewater and stormwater infrastructure assets, and further to approve a property tax surcharge in the amount of **[a specific percentage amount up to 3%]** percent of the taxes assessed annually on real property, which will be dedicated to the fund, the surcharge to be imposed starting with taxes assessed for fiscal year 2022, beginning on July 1, 2021; or take any other action relative thereto.

Explanation: Section 39M of Chapter 40 of the General Laws of Massachusetts establishes a special “Municipal Water Infrastructure Investment Fund” with a dedicated funding source that may be spent on maintenance, improvements and investments to municipal drinking, wastewater and stormwater infrastructure assets. Town Meeting must approve all spending from the fund. In Harwich, the funding source is a surcharge of **[a specific percentage amount up to 3%]** on the annual property tax assessed on real property starting in fiscal year 2022, which begins on July 1, 2021. The surcharge is calculated by multiplying the real estate tax on the parcel by the adopted percentage. Real estate parcels that are fully exempt from property taxes are not subject to a surcharge. In addition, taxpayers who receive partial exemptions of the real estate taxes assessed on their domiciles, including certain seniors, veterans, blind persons and surviving spouses, are fully exempt from the surcharge. Taxpayers who receive other exemptions or abatements of their real estate taxes will receive a pro rata reduction in their surcharges.

FUND BUDGET SHORTFALLS IN BUDGET TRANSFERS FOR FY 2020

ARTICLE 18: To see if the Town will vote to raise and appropriate or transfer from available funds a sufficient sum of money to fund shortfalls in various FY 2020 budget and fund transfers, and to act fully thereon. By request of the Town Administrator and Finance Director. Estimated cost: \$\_\_\_\_\_.

**Insert Details**

**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

AMENDMENT TO THE AGREEMENT BETWEEN THE TOWNS OF CHATHAM AND HARWICH WITH RESPECT TO THE FORMATION OF A MONOMOY REGIONAL SCHOOL DISTRICT

ARTICLE 19 Whereas the Towns of Chatham and Harwich, towns in the Commonwealth of Massachusetts, hereinafter referred to as “member towns”, have created a regional school district consistent with the terms of Chapter 71 of the Massachusetts General Laws, as amended, the member towns, in consideration of the mutual promises contained herein, agree as follows:

**Section I. MEMBERSHIP OF THE REGIONAL DISTRICT SCHOOL COMMITTEE**

A. Name and Composition. The name of the Regional School District shall be the Monomoy Regional School District. The Regional District School Committee, hereinafter sometimes referred to as the “Committee”, shall consist of eight (8) members, four (4) of whom reside in the Town of Chatham and four (4) of whom reside in the Town of Harwich.

B. Weighted Voting. Because of the disparity in the population of the two towns, each of the four (4) Committee members from Harwich will have one full vote on all matters and each of the four (4) Committee members from Chatham will have 50% of a vote on all matters, for a total of six (6) votes. For a motion which requires a majority vote to pass, a majority (i.e., greater than 50%) of the six (6) votes (which must be no fewer than 3.5 votes) must be cast in the affirmative and at least one Committee member from each of the two towns must vote in the affirmative. For the passage of a motion requiring a two-thirds vote (such as the passage of the annual budget), at least two thirds (i.e., no fewer than 4 votes) of the six (6) total votes must be cast in the affirmative. Should a shift in the respective populations of the member towns, based on the most recent decennial federal census figures, cause an impermissible disparity based on one-

person, one-vote principles, the Committee will act to address the disparity via the amendment process.

C. Election of Members. Each member must reside in the town which she or he represents. Each member must be elected consistent with the process for the election of town officials in said town and will be elected to open seats during the annual election or special election in said town. The term of each elected member will begin on the first business day after his or her election and after being sworn in by the respective Town Clerk. A member who has not otherwise vacated his or her seat will continue to serve until his or her successor is elected and sworn.

At every annual election, there shall be elected one or two members of the Committee from the Town of Chatham and one or two members of the Committee from the Town of Harwich as is necessary to maintain the membership of the Committee in accordance with subsection A (Name and Composition) above.

D. Length of Terms. The term of office of each elected member shall be three years, and a member will serve until his/her successor is elected and sworn in by the respective Town Clerk unless the member has otherwise vacated his or her seat.

E. Vacancies. Any vacancy occurring on the Regional District School Committee shall be filled by the local Board of Selectmen and the remaining Regional District School Committee members from the town where the vacancy occurs. The members of the Board of Selectmen shall meet in joint session with the remaining members of the Regional School District Committee from the town where the vacancy occurs. A majority vote of the members of this joint session shall be required to fill the vacant position. Such replacement shall serve until the next annual town election. At that next annual election, a person will be elected to serve the balance of the unexpired term, if any, which had become vacant.

E. Organization. At the first scheduled meeting of the Regional District School Committee after the annual election of all member towns, the Regional District School Committee shall organize in accordance with Massachusetts General Laws, Chapter 71, section 16A, known as "Regional School Committee, Organization". In addition, the Regional District School Committee shall fix the times and place for its regular meetings for the new term, provide for the calling of special meetings upon written or electronic notice to all its members, and appoint appropriate sub-committees and other officers.

## **Section II. POWERS OF THE COMMITTEE**

The Committee shall possess all of the powers conferred by law upon regional school district committees via G.L. Chapter 71, section 16 and otherwise, including but not limited to the power to acquire property and/or to enter into leases for land and/or buildings.



### **Section III. QUORUMS, VOTES AND GOVERNANCE**

A. A quorum to conduct business shall consist of five (5) members, with no fewer than two members being present from each of the member towns. A number less than the majority may vote to adjourn, but shall not take any other action.

B. On all issues requiring a vote of the Regional District School Committee, a simple majority vote (i.e., no fewer than 3.5 of the six (6) votes as spoken to in Section I, subsection B) shall be required to pass all motions, except as specified elsewhere in this Agreement, or as required by statute.

C. The Regional District School Committee shall annually elect officers at the first regularly scheduled meeting held after the last of the elections in the member towns. Such officers shall exercise the powers expressed and implied in G.L. Chapter 71, section 16A.

D. A Chairperson and a Vice-Chairperson shall be elected from among the Regional District School Committee's membership. The Committee will have as standard practice that the position of Chairperson will rotate annually between the member towns. By a two-thirds (2/3) vote, and with at least one Committee member from each of the member towns voting in the affirmative the Regional District School Committee may in any given year deviate from this standard practice. The Vice-Chairperson in any given year shall be drawn from the members who reside in the member town different from that of the Chairperson.

E. The Regional District School Committee shall elect/appoint a Secretary who may or may not be a member of the Regional District School Committee's membership.

F. The Regional District School Committee shall appoint a Treasurer who shall not be a member of the Regional District School Committee.

G. Any action voted by the Regional District School Committee which directly and specifically affects the elementary school(s) in only one town will require that three of the four members of the Regional District School Committee from the town in which the affected elementary school(s) is/are located vote in support of that action.

### **Section IV. TYPE OF SCHOOL DISTRICT AND TRANSFER OF ASSETS**

A. The Regional School District shall provide educational programs for public school students who reside in the member towns and who are attending grades pre-kindergarten through and including grade 12. The Regional School District Committee, as established consistent with Section I (Membership of the Regional School District School Committee) above, is authorized in its discretion to establish and maintain other educational programs, including, but not limited to, vocational-technical educational programs consistent with G.L Chapter 74, and is authorized in its discretion to join or form educational collaboratives consistent with G.L. Chapter 40, section 4E.

B. The Regional School District may, at the Committee's discretion, include pre-kindergarten, and shall include all grades from K-12.

C. The elementary schools shall serve students in grades K-4, and, at the Committee's discretion, pre-kindergarten.

D. The middle school(s)/high school(s) shall serve students in grades 5-12.

E. Where the term "preschool" is mentioned in this Agreement, it is done in order to permit the Regional District School Committee, at some future date, the discretion to provide "universal" preschool classes.

F. The Committee may in its discretion alter the elementary/secondary grade configurations spoken to above.

G. At the time of the creation of the District, any and all money held in so-called "revolving funds," in gift accounts, in grant accounts, or in student activity accounts/funds that are held by the member towns for the benefit of their respective school departments will be conveyed to the District to be utilized for educational and/or extracurricular purposes consistent with the purposes for which the revolving funds or accounts were created. Additionally, school-related equipment, material, and supplies that are owned by the school departments of the member towns at the time of the creation of the District will be conveyed to the District.

## **Section V. LOCATION AND OWNERSHIP OF SCHOOLS**

A. All Regional District schools shall be located within the geographical limits of the District. The Regional District school buildings shall be located on sites owned by, or leased to, the District.

B. There shall be no less than one elementary school in each member town. Students in the elementary grades shall attend schools in their towns of residence, except in special cases as defined by the Regional District School Committee.

C. Each member town shall retain ownership of its elementary school buildings and grounds that are in existence at the time of the formation of the District and shall lease the same to the District for the sum of one dollar per year. Each lease shall be for a term of up to twenty (20) years, with said term to be established by the Regional District School Committee. The term shall commence on July 1, 2012. The leases shall contain provisions for an extension of up to 20 years at the option of the Regional District School Committee. The leases shall contain provisions authorizing the District to repair, improve, alter, remodel and maintain the buildings or any part thereof, at the District's expense. Said leases shall not prevent the use of the buildings or premises by the respective owner towns, upon approval of the Regional School District Committee; such approval shall not be unreasonably withheld. Each lease involving a member town may include such other terms as may be agreed upon by the Selectmen of that

member town and by the Regional District School Committee, who shall execute the lease for the member towns and the District, respectively.

D. The Town of Chatham shall lease to the Regional District School Committee the land and buildings (at the option of the Committee) presently known as the Elementary School, as well as the land and/or the buildings (at the option of the Committee) comprising the combined Middle School/High School. The terms expressed in Section V.C shall apply equally to this paragraph.

E. The Town of Harwich, shall lease to the Regional District School Committee the land and/or buildings (at the option of the Committee) presently known as the Elementary School. The terms expressed in Section V.C shall apply equally to this paragraph.

F. At whatever point in time the land and/or buildings that are leased by a member town to the Regional District School Committee ceases to be needed by the District, the District School Committee shall vote to declare said land and/or buildings as surplus, and the custody and control of said land and/or buildings shall revert to the owner town.

G. Payments from future leases of Regional property shall be paid to the Regional School District.

## **Section VI. TRANSPORTATION**

The Regional District School Committee shall set District transportation policy. School transportation shall be provided by the Regional School District, and the cost thereof shall be apportioned among the member towns as defined in Section IX.

## **Section VII. BUDGET**

A. The Committee shall prepare an annual operating and maintenance budget using accounts itemized in conformance with the chart of accounts utilized and required by the Massachusetts Department of Elementary and Secondary Education or its successor.

B. The Regional School District's budgetary process, and the timing of and method of appropriation of funds in regard thereto, shall be governed by the provisions of G. L. c. 71 §16(m) and c. 71 §16B and other applicable provisions of G. L. c. 71 and any special laws or regulations relating thereto.

C. The Regional District School Committee shall prepare a budget on a fiscal year basis for the District in the following manner:

1. The Regional District budget process shall be initiated annually on or about October 1 and shall provide opportunity for the Selectman and Finance Committee of each member town to have input into its preparation. On or about January 15<sup>th</sup>, the Regional District School Committee shall complete its proposed budget for the

ensuing year. Said proposed budget shall be approved by majority vote, with at least one Committee member from each member town voting in the affirmative. The District shall submit its proposed budget to the Board of Selectmen and Finance Committee of each member town and provide a copy to each member town's public library and town clerk's office for posting.

2. Said proposed budget shall contain a notice stating when and where a public hearing will be held. The public hearing shall be held in any District school building. The notice of the public hearing shall be posted in all member towns and published consistent with G.L. chapter 71, section 38N in a newspaper having general circulation in the region. Upon request of the Finance Committee and/or the Board of Selectmen of any member town, the Regional District School Committee shall arrange to meet with such Finance Committee and/or Board of Selectmen for the purpose of discussing the proposed budget. Said proposed budget shall be in reasonable detail, itemized at least as follows: central administration, expenses of instruction, transportation, operation of school plant, maintenance of school plant, capital outlay, and debt and interest charges unless the Finance Committee and Board of Selectmen from each member town and the Regional School District Committee subsequently agree to some other methodology. All non-recurring expenditures shall be itemized. Enrollment, staffing, total expenditures and assessments for the past five (5) years shall be included. The Finance Committee or the Board of Selectmen of a member town may request further information.
3. Consistent with G.L. chapter 71, section 16B the Regional District School Committee shall adopt by a two-thirds (2/3) vote of all its members a budget with such changes as may have resulted from conferences and/or the public hearing. Within thirty (30) days from the date on which the budget is adopted, the Treasurer of the District shall certify to the Treasurer of each member town that town's assessed share of such budget.
4. The budget and assessments shall be so constructed as to show debt service, transportation, operating, and capital costs. It shall also list all sources of revenue used to reduce operating costs as described in Section IX.
5. The process and the requirements for the approval or disapproval of the budget by the member towns will be consistent with the terms and conditions of Chapter 71, section 16B, as well as 603 CMR section 41, et seq. as those terms and conditions may be amended. In the event of a conflict between any provision of law or regulations and this Agreement, the law and/or regulations shall prevail.

## **Section VIII. BUDGETARY DEFINITIONS**

The budget for the operation of the District's Schools, including payments of principal and interest on bonds and other evidence of indebtedness issued by the District, shall be apportioned

to the member towns via the method set out in Section IX and subject to the following definitions:

A. Budget

As defined by this document, the budget is the amount of money voted by the Regional District School Committee to finance the District schools and which will be assessed to the member towns.

B. The budget shall be comprised of various costs, each as herein defined as follows:

1. "Operating Costs" include all costs not included in capital costs, transportation costs, or debt service, as defined below, but operating costs include interest and principal on revenue anticipation notes. Operating costs include the net costs of evening, graduate and extension courses or any other types of courses, including vocational education programs, which are offered by the District to persons other than pupils attending a regular district school program in any of the grades K-12, inclusive.
2. "Capital costs" will include all capital outlay appearing in the 7000 DESE function codes.
3. "Transportation costs" include all costs associated with transporting the District's students to and from school.
4. "Debt service" includes all costs that are used for payment of principal and interest on bonds or other obligations issued by the District except revenue anticipation notes.

**Section IX. METHOD OF ASSESSING COSTS OF THE REGIONAL SCHOOL DISTRICT**

A. Operating Costs. Operating costs needed to support the district's budget will be reduced by all general fund revenues and state aid. Member town assessments will then be prepared as follows:

1. Each member town will contribute to the District no less than its minimum required local contribution as determined by the Commissioner pursuant to G.L. Chapter 70.
2. Any excess costs needed to support the District's budget will be assessed to the member towns on the basis of the town's foundation enrollment.
3. Excess costs will be assessed to each member town on the basis of the combined three-year rolling average of foundation enrollment for each member town. That is, the foundation enrollment figures as published by the DESE for each member town for the most recent past three years will be averaged, as will the total of the foundation enrollments of all of the member towns for the most recent past three years. Each member town will be assessed the same percentage of the excess costs as

that member's foundation enrollment for the past three years relates to the foundation enrollment for the entire District during those three years.

B. Capital Costs. Capital costs shall include all expenses in the nature of capital outlay including, but not limited to, the cost of acquiring land, the cost of constructing, reconstructing, or adding to a school building or buildings, the cost of remodeling or making extraordinary repairs to a school building or buildings, the cost of constructing sewerage systems and sewerage treatment and disposal facilities or the cost of the purchase or use of such systems with a municipality, and any other item of capital outlay for which a regional school district may be authorized to borrow, or which could be categorized as a capital expense in conformance with applicable law and regulation, including, without limitation, the cost of equipment and furnishings for such school buildings or additions, plans, architects' and consultants' fees, grading and other costs incidental to placing school buildings and additions, sewerage systems and sewerage treatment and disposal facilities, and any premises related to the foregoing in operating condition. Capital costs shall also include payment of principal of and interest on bonds, notes and other obligations issued by the District to finance capital costs.

Capital costs that are attributable to facilities that are under the custody and control of the District, whether they are owned by or leased to the District, shall be assessed to the member towns on the basis of the three-year rolling average of each town's foundation enrollment as described in Section IX.A.3 above.

C. Transportation Costs. Transportation costs will be assessed to the member towns based upon the number of students residing in each town who attend the District's schools based on the average of the most recent three years' enrollment figures as reported, currently on October 1, to DESE.

D. Debt Service. Notwithstanding the terms of Section IX.B, debt service costs, which were incurred prior to July 1, 2017, will be assessed to the member towns as follows:

1. Debt service costs attributable to the high school and the middle school will be assessed to the member towns using the three-year rolling average of each town's foundation enrollment as described in Section IX.A.3 above.
2. Debt service costs attributable to the District's elementary schools will be assessed to the member town that owns the building.

E. The payment of the assessed share of costs by each member town, as computed by the Regional District School Committee according to the methods specified in Section IX, shall be made by each member town's Treasurer by check or electronic transfer payable to the Regional School District in equal installments by the first business day of the month as set forth below:

Chatham: August, October, December, February, April, May, June  
Harwich: July, September, November, January, March, May, June

## **Section X. STABILIZATION FUND**

The Regional District School Committee may, consistent with the terms and conditions of G.L. chapter 71, section 16G½, establish and maintain a stabilization fund.

### **Section XI. ADMISSION OF ADDITIONAL TOWNS**

By an amendment to this agreement adopted by each member town in accordance with Section XVI (Amendments) and in compliance with the provisions therein contained, any other town or towns may be admitted to the Regional School District upon adoption of such amendment, and also upon compliance with any statutory or regulatory requirement as may be applicable.

### **Section XII. WITHDRAWAL OF MEMBER TOWNS**

In the event that a member town decides to seek to withdraw from the District, the following procedures and requirements will apply:

- A. Vote Expressing Desire to Withdraw. Any member town seeking to withdraw from the District shall, by vote at an annual or special town meeting, request the Committee to formulate an amendment to this Agreement setting forth the terms under which the town may withdraw from the District. No withdrawal will take effect on other than July 1 of a given year, and the vote spoken of in the preceding sentence, as well as the notification to the District consistent with paragraph B below, as well as the submittal of a long range education plan consistent with paragraph C below, must all occur no less than two (2) years prior to the desired date of withdrawal.
- B. Notice. The clerk of the town seeking to withdraw shall, within seven (7) days of the vote, notify the Committee chairperson as well as the District's superintendent in writing that the town has voted to request the Committee to formulate an amendment to the Agreement setting forth the terms for withdrawal. The clerk will provide a certified copy of the vote with the notification.
- C. Long Range Education Plan. No less than two (2) full years prior to the desired date of withdrawal, the town seeking to withdraw, in addition to the other requirements spoken to in paragraph A above, will submit to the Commissioner of Elementary and Secondary Education (hereinafter "the Commissioner") and to the District a "Long Range Education Plan" consistent with 603 CMR 41.02(2). The Long Range Plan will address, in addition to any other factor required by the Commissioner, the following: the expected educational benefits of reorganization; the current and projected enrollments; an inventory of all educational facilities under the jurisdiction of the District; the proposed administrative structure; the fiscal ramifications of withdrawal upon the withdrawing town as well as the other member towns in the District; the geographical and physical characteristics of the area; and the effect that withdrawal will have on student transportation.

D. Requirements. In addition to other terms and requirements which the Committee may include in the amendment, the town seeking to withdraw will be responsible for the following: (1) payment of all operating costs for which it is liable as a member of the District; (2) continuing payments beyond the time of withdrawal to the District for the town's share of the indebtedness of the District which is outstanding at the time of such withdrawal, and for interest thereon, to the same extent and in the same manner as though the town had not withdrawn from the District; and (3) for the costs, including legal fees, that accrue to the District as a result of the withdrawal process.

E. Approval of Withdrawal. A request to withdraw shall become effective only if the amendment to the Agreement is approved by vote of the Committee, is approved by the Commissioner, and is approved by majority vote at an annual or special town meeting in the town seeking to withdraw and in each of the other member towns, and the withdrawal can become effective no less than one full year after the completion of these requirements.

F. In no event shall such withdrawal take place prior to ten (10) years from the effective date of this agreement as defined in Section XVII (Effective Date and Jurisdiction).

### **Section XIII. ANNUAL REPORT**

The Regional District School Committee shall submit to each member town an annual report containing a detailed financial statement and a statement showing methods by which the annual charges assessed against each town were computed, together with such additional information relating to the operation and maintenance of the schools as may be deemed necessary by the Regional District Committee or by the Selectman and/or the Finance Committee of any member town.

### **Section XIV. INCURRING OF DEBT**

The District School Committee may vote to incur debt consistent with the terms and conditions of G.L. chapter 71, section 16. At the time of taking action to incur debt, and except for the incurring of temporary debt in anticipation of revenue, the District School Committee by majority vote will choose either the process that appears in subsection (d) of Chapter 71, section 16, or the process that appears in subsection (n) of Chapter 71, section 16.

### **Section XV. REVIEW OF AGREEMENT**

At least every five (5) years, the Committee will undertake a review of the terms of this Agreement. The first review of this Agreement shall occur no later than in the fifth fiscal year of the District's existence. Proposals for amendments to this Agreement will follow the procedure contained in Section XVI (Amendments).



**Section XVI. AMENDMENTS**

A. Amendments to this Agreement may be initiated by a three-quarters (3/4) vote (i.e., no fewer than 4.5 votes) of the District Committee or by a petition signed by ten per cent (10%) of a member town(s) registered voters. Said signatures need to be certified by the Clerk of the respective town who must also certify the fact that the number of signatures represents at least 10% of the registered voters of the town. Such amendments to the agreement must receive a majority vote of approval by each member town at an annual town meeting, and all amendments are subject to the approval of the Commissioner.

B. No such amendment shall be made which shall substantially impair the rights of the holders of any of the District’s bonds or notes of the District then outstanding, or the rights of the District to procure the means for payments thereof.

**Section XVII. EFFECTIVE DATE AND JURISDICTION**

The full jurisdiction of the Regional District School Committee will commence on July 1, 2012.

**Section XVIII. SEVERABILITY OF SECTIONS**

Consistent with G.L. Chapter 71, section 16I, if any provision of this Regional School District Agreement shall be held invalid in any circumstance, such invalidity shall not affect any other provisions or circumstances.

*Explanation:*

**The Finance Committee Recommends:**

**..... ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

**..... ROLL CALL VOTE:**

**PEG FUND REQUEST**

**ARTICLE 20:** To see if the Town will vote to raise and appropriate or transfer from available fund or borrow such sums of money that may be required to fund the management and upgrade of the equipment at the TV Studio located at the Monomoy Regional High School, and to act fully thereon. Estimated Cost \$119,307.50

*Explanation:* To be funded by the Cable Related Fund established at ATM 2016 Article 36 and expendable by a vote of the legislative body. The cost is proposed to be split 50/50 between the Town of Chatham and the Town of Harwich. The total projected project cost is \$238,615.

*Equipment purchases include cameras & pedestals, a production switcher, a recording deck, an intercom system, a streaming system, Teleprompters, installation and management of the system.*

**The Finance Committee Recommends:**

**..... ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

**..... ROLL CALL VOTE:**

## **DEPARTMENT OF PUBLIC WORKS**

### **ROAD MAINTENANCE PROGRAM**

**ARTICLE 21:** To see if the Town will vote to raise and appropriate, transfer from available funds and/or borrow the sum of \$700,000 to fund the Road Maintenance Program as requested in the Capital Plan for FY2021. The appropriation authorized by this vote shall not take effect until the Town votes to exempt from the limitation on total taxes imposed by M.G.L. c.59 § 21c (Proposition 2 ½) the amounts required to pay the principal of and the interest on any borrowing authorized under this article. And further, in accordance with Chapter 44 Section 20 of the General Laws, the premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to pay project costs and the amount authorized to be borrowed for each such project shall be reduced by the amount of any such premium so applied, and to act fully thereon. By request of the DPW Director. Estimated cost: \$700,000

*Explanation: The capital request for road maintenance is for \$700k for FY2021, which we anticipate being augmented by approximately \$700k in Chapter 90 funds. The capital project request form lists 5 years of our road maintenance plan with cash flows of approximately \$1.4M each year and has our 5 year Road Maintenance Plan The following is the 5 year summary.*

**The Finance Committee Recommends:**

**..... ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

**..... ROLL CALL VOTE:**

## **CEMETERY COMMISSION**

### **AMENDMENTS TO CEMETERY RULES AND REGULATIONS**

**ARTICLE 22:** To see if the Town will vote to approve the revised Cemetery Department Rules and Regulations as submitted by the Harwich Cemetery Commission, and to act fully thereon.

Changes, additions and renumbering are in **BOLD** and UNDERLINED and STRIKEOUTS to be DELETED.

## Harwich Cemetery Commission Rules and Regulations of ~~Harwich Cemeteries~~

### I. Rules

1. Town Cemeteries are open daily from dawn to dusk.
2. ~~No vehicle shall be operated in any part of the cemeteries and at speeds no faster than 10 MPH. Violators will be subject to a speeding fine.~~ **The speed limit for all vehicles shall be ten miles per hour or less.**
3. ~~Recreational motorecycling, roller skating, Skateboarding, and/or any other types of similar recreational sports are prohibited. The Town is not liable for any injuries sustained by any person participating in a recreational activity within Cemetery property. Any activity that encroaches on individual lots or graves is prohibited.~~ **Skateboards, roller blades, motorbikes, 4 wheelers, etc. are prohibited.**
4. **No alcohol or drugs are allowed.** Any person Anyone disturbing the **peace and** quiet and/or order of the grounds by loud noise, speeding, or other improper or disorderly conduct, or who shall violate any of these rules, **in any way** will be removed from the **property** grounds and such person will be dealt with as provided by law. The entrance of any intoxicated person is prohibited.
5. ~~No person shall remove, cut, break or mark any tree or shrub; or mark upon, deface, or injure any monument or structure on the grounds.~~ **Monuments, gravestones or other structures within the cemeteries shall not be defaced in any way. Trees and shrubs shall not be removed, broken or cut. (Removal requires authorization from the Cemetery Commission.)**
6. Gravestone repairs or rubbings require prior authorization of the Cemetery Commission or its designated agent. A copy of the Association for Gravestones Studies *Gravestone Rubbings Do's and Don'ts* will be provided.
7. Firearms shall not be discharged in the cemeteries, except for salutes at military funerals, Memorial Day, or Veterans Day.

### II. Interments

1. Burial lots in the cemeteries shall be used for no other purpose than a place for the interment of the human dead including cremation remains.
2. No interment shall be made until the Cemetery Administrator or designee has been furnished with a burial permit and/or cremation certificate as required by law, together with a written order/interment form from the legal owner, or the legal representative of the right of burial in the lot in which interment is to be made. No grave shall be opened for interment or removal unless authorized by the Cemetery Commission and the area has been flagged by Cemetery personnel.
3. All interments shall be enclosed in a cement vault except. Infants shall require an approved container. Cremations shall require an urn or other permanent approved container.
4. Lot usage: In lots (4' x 10') one full burial and one cremation or four cremations. In cremation lots (4' x 3') two cremations.

### III. Cemetery Lots

1. Cemetery personnel shall furnish, to those who desire to purchase rights of burial in lots or graves, information relative to the cost of the same and the conditions upon which interments may be made. ~~The owners of rights of burial, or their heirs, shall not sell the said exclusive right of burial other than to the Town of Harwich, as provided for under MGL Ch.114. Compensation will be no greater than the original purchase price.~~
2. The owners of rights of burial, or their heirs, shall not sell the said exclusive right of burial other than to the Town of Harwich, as provided for under MGL Ch.114. Compensation will be no greater than the original purchase price.
3. Assignment of right of burial shall be arranged by first contacting the Cemetery Administrator. An assignment form needs to be completed, notarized and submitted to the Cemetery Administrator in order to ensure accurate recording of all assignments.
4. Upon the death of the title owner, a lot passes to heirs-at-law (MGL.Ch.114, s.29) unless specifically devised by will or trust (subject to Ch. 190, sec.3).
5. A full burial lot (minimum 4'x10') containing recorded remains, may, also, accommodate one cremation burial, provided the cremation remains be that of an heir-at-law or family member of the prior interred remains and be so certified and approved by the Commission.
6. Burial lots for the interment of any indigent resident Veteran are provided at no cost and are set aside for burials of Veterans residing in the Town at the time of their entry into service and /or at the time of their death verified by the Veterans Agent and subject to the approval of the Cemetery Commission.
7. Single grave space ~~may~~ **will** be made available to the resident parents and without charge for the indigent, stillborn or very young infant within the Town at the time of death.
8. All work performed on graves or lots by the owners, or by their order, shall be performed only with prior authorization of Cemetery personnel in order to preserve as much as possible the natural appearance of cemeteries.
9. Maintenance **or removal** of all plantings and ~~maintenance and removal of all plantings~~ and holiday arrangements placed by a lot owner, or designee, is the responsibility of the lot owner. **Funeral flowers are usually removed within 2 weeks or when they become unsightly. Temporary displays that celebrate or remember holidays, anniversaries, birthdays, or other special occasions should be removed within 30 days, and after 30 days may be removed by the maintenance department. The Cemetery Commission, or designee, reserves the right to remove any plantings that become overgrown, diseased, or unsightly due to dead, dying or diseased branches and growth.** and the Cemetery Commission reserves the right to remove any planting ~~that becomes unsightly.~~ The Town of Harwich is not liable for items left at a grave, or damage to flowers, **plantings**, flags, containers, or monuments due to weather, vandalism, theft, or maintenance procedures. Annual/perennial flowers must be planted at the base of a monument/marker, so as to not interfere with maintenance department procedures.
10. ~~Fences, borders, curbing, hedges, trees, rampant growing plantings and crushed stone are prohibited. No signs or lettered wooden boards of any kind are permitted on a gravesite, unless prior approval by Cemetery Commission.~~ **Crushed stone, fences, borders, curbing, hedges, trees and invasive rampant-growing plants are prohibited. No**

**signs, lettered wooden boards, statues of animals (or the like), skateboards, etc. are allowed.**

- 11.** Any bench or structure needs prior approval by Cemetery Commission before installation. Masons, stonecutters and all workmen shall at all times be under the control of Cemetery Commission and must carry off all rubbish and restore roads, avenues and paths, damaged by their operations. The Town of Harwich will not be responsible for any errors made by any improper inscription on any memorial.
- 12.** The Town **of Harwich Cemetery Commission** reserves the right to correct any errors made in the description, transfer or conveyance of any interment rights or property, either by canceling such conveyance and substituting and conveying in lieu thereof interment property or burial rights of equal value and similar location may be selected by Cemetery Commission.

#### IV. Markers, Headstones, Monuments

1. SINGLE LOT – 30”width (left to right) x 16” (front to back) and/or two flush markers.
2. CREMATION LOT - (4’ x 3’) maximum of 2 flush markers measuring 2’ x 1’ per marker or 1 marker not to exceed 2’ x 2’.
  - a. ~~Cremation Lot (4’ x 3’) maximum of 2 flush markers measuring 2’ x 1’ per marker or 1 marker not to exceed 2’ x 2’.~~
3. MULTIPLE LOTS – Marker is not to exceed 50% of the width of lot with a base depth of 18” maximum and height of 48”.
4. IN EXISTING CEMETERIES – Where family lots have been established, those families will be allowed to add memorials to duplicate the existing markers or headstones.
5. ~~No~~ All headstones, monuments and markers ~~markers, headstones, monuments, curbing or other structure will be permitted to be erected in the cemeteries without a~~ will have a sufficient foundation. ~~All markers, headstones, monuments~~ They must ~~and other structures shall~~ be made of granite, marble, slate, or other approved marker. All monuments are to be centered at the head of lot or centered at the mid-line.
6. A marble or granite bench will be allowed on a lot as the *only* permanent, central, inscribed, memorial; therefore both a monument and a bench are not permitted.
7. The Cemetery Administrator is required to have written notification prior to any foundation work/memorials placement, with all information outlined and submitted on a Cemetery Department Monument Permit Order. Prior to the initiation of any monument work, the lot must be marked/flagged by Cemetery Department personnel. Monuments are required to be set in such manner that they will not conflict with the alignment of neighboring monuments.
8. Monuments and other structures that are not in compliance are subject to removal ~~without~~ notice.

#### V. Administration

Under the administrative direction of the Town Administrator and the policy direction of the Cemetery Commissioners, the Cemetery Administrator shall have overall responsibility for the proper administration of Town Cemeteries in accordance with these rules and regulations and applicable Federal and State laws. The Town of Harwich Home Rule Charter and MGL Ch. 114 establish the Cemetery Commission and the appointment of members. Duties of the Cemetery

Commissioners are proscribed under MGL Ch. 114 S23 and the Town of Harwich Home Rule Charter, S 7-15-2.

VI. Active Cemeteries (*Burial space available*)

Evergreen Cemetery, 1403 Orleans Road and 40 Cemetery Road, East Harwich  
Island Pond Cemetery, 15 Island Pond Road, Harwich Center  
Mount Pleasant Cemetery, 95 South Street, Harwich Port  
Kelley Cemetery, 18 Old Brewster Road, North Harwich  
South Harwich Cemetery, 270 Chatham Road, South Harwich  
Pine Grove Cemetery, 32 Pine Grove Road, West Harwich  
North Harwich Cemetery, 610 Depot Street & Main Street Ext., North Harwich

VII. Inactive Cemeteries (*No burial lots available for sale*)

Bank Street Burial Ground, Bank Street, near Long Road  
Baptist Church Cemetery, Depot Street & 62 Route 28, West Harwich  
Herring River, West Harwich, Herring River, West Harwich  
Hawks Nest Cemetery, corner of Spruce and Walker Roads, East Harwich  
Lothrop Cemetery, Off Lothrop Ave, West Harwich  
Methodist Church Cemetery, corner Queen Anne Rd. & 15 Church Street, East Harwich  
Old Methodist Cemetery, AKA Eldredge Cemetery Queen Anne Rd., East Harwich  
Old Smith Cemetery, Bells Neck Road, West Harwich  
Ryder Cemetery, Route 39 near water tower, Harwich

Cemetery office is located at 100 Oak Street, mail received at Town Hall, 732 Main Street. Office phone 508-430-7549 Fax 508-430-7598

**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

MEMORIAL TREE REPLACEMENT

ARTICLE 23: To see if the Town will vote to raise and appropriate the sum of twenty thousand dollars (\$20,000.00) for the Memorial Tree Replacement, a program to plant at any of the Town owned Cemeteries in Harwich and to act fully thereon. By request of the Cemetery Commission. Estimate Cost: \$20,000

Explanation: This Article will be funded from the expendable portion of Cemetery Perpetual Care Fund totaling approximately \$20,000 by Town Meeting. There was a loss of over 400 trees within the Town Cemeteries with the largest losses being 275 in Island Pond, 75 in Mount Pleasant and 24 in Evergreen from July 23, 2019 Tornado. The replanting of trees at these locations and in other Town Cemeteries is necessary to properly maintain our cemeteries.

**The Finance Committee Recommends:**

..... ROLL CALL VOTE:

**The Board of Selectmen Recommends:**

..... ROLL CALL VOTE:

## CHANNEL 18

### CONTROL ROOM PLAYBACK SERVER UPGRADE

ARTICLE 24: To see if the Town will vote to raise and appropriate or transfer from available fund or borrow such sums of money that may be required to purchase and install a new playback server, video bulletin server and streaming service at the Channel 18 control room (100 Oak Street), and to act fully thereon. Estimated Cost \$37,450

*Explanation: To be funded by the Cable Related Fund established at ATM 2016 Article 36 and expendable by a vote of the legislative body.*

**The Finance Committee Recommends:**

..... ROLL CALL VOTE:

**The Board of Selectmen Recommends:**

..... ROLL CALL VOTE:

### DONN B. GRIFFIN HEARING ROOM IMPROVEMENTS

ARTICLE 25: To see if the Town will vote to raise and appropriate or transfer from available fund or borrow such sums of money that may be required to purchase and install an improved audio system, projection equipment, video production software and components, furniture and network peripherals for the Donn B. Griffin Room at the Harwich Town Hall (732 Main Street), and to act fully thereon. Estimated Cost \$97,000

*Explanation: To be funded by the Cable Related Fund. The audio components of the Donn B. Griffin Room are 17 years old and are in need of replacing to enhance the audio quality of recorded meetings. The Griffin room is the most used hearing room and where the majority of all meetings are filmed. The projection equipment is not viewer friendly for citizens attending the meeting in person or watching from home. Updating this equipment will allow viewers at home and in the Griffin room to view presentations more clearly.*

**The Finance Committee Recommends:**

..... ROLL CALL VOTE:

**The Board of Selectmen Recommends:**

..... ROLL CALL VOTE:

## GOLF DEPARTMENT

### LANDSCAPE RECLAMATION, MAJOR TREE REMOVAL

ARTICLE 26: To see if the Town will vote to raise and appropriate, transfer and/or borrow a sufficient sum of money from the Golf Improvement Fund to continue landscape reclamation and tree removal according to the FY 2021 Capital Plan and specific to holes 1 – 9, however not restricted to any other areas that the Golf Director and the Committee deem necessary, and to act fully thereon. By request of the Director of Golf and the Golf Committee. Estimated cost: \$35,000

*Explanation: This is the next phase of tree removal specific to the “front side”, holes 1-9. Removal of growth that restricts both air and light enhances the playability of these fairways as recognized by consultation with the USGA, and with the endorsement of the Golf Committee, the Director, and the Superintendent of the Green.*

**The Finance Committee Recommends:**

**..... ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

**..... ROLL CALL VOTE:**

### GOLF IMPROVEMENT FUND TRANSFER

ARTICLE 27: To see if the Town will vote to raise and appropriate, transfer and/or borrow a sufficient sum of money from the Golf Improvement Fund to create a design and feasibility study for a 3 Hole Practice Course and Putting Complex at Cranberry Valley Golf Course and to act fully thereon. By request of the Director of Golf and the Golf Committee. Estimated cost \$35,000

*Explanation: With the introduction and growth of golfer development programs for youth such as: The First Tee Program and PGA Junior League, as well as serving as home course for Monomoy High Schools Boys & Girls Varsity and Junior Varsity programs, the golf course is limited in its ability to continue to grow golf and recreation in the community by the availability of the 18-hole golf course. A suitable piece of land has been identified between holes 14 & 18 (easy access from clubhouse) that could serve as a home for these and other player development programs, where they will be able to grow in participants and experience. By moving these programs off the 18-hole course it will create more revenue opportunities and member rounds on the existing course. A design focusing on low maintenance costs, variety of play options for different population segments including disabled golfer access, and beginner friendly design to engage a learning golf population will be sought. Grants exist for the building of youth specific player development areas.*

**The Finance Committee Recommends:**



..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

## **HARBORMASTER DEPARTMENT**

### **SUPPLEMENTAL FUNDING FOR ROUND COVE BOAT RAMP**

**ARTICLE 28:** To see if the Town will vote to transfer a sufficient sum of money from the Harbor Mooring Receipts Reserved for Appropriation Fund to complete the reconstruction of Round Cove Boat Ramp, and to act fully thereon. By request of the Harbormaster. Estimated cost: \$23,000.

*Explanation: The existing public boat ramp at Round Cove landing is poorly constructed and in very poor condition. Every year several boat trailers get hung-up on the leading edge of the ramp because it is too short and not properly pitched, this caused significant damage to trailers. ATM 17 authorized the transfer of \$177,070.25 from prior articles however the total cost is estimated to be \$200,000.*

**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

## **WATER DEPARTMENT**

### **NEW WELL SOURCE EXPLORATION**

**ARTICLE 29:** To see if the Town will vote to raise and appropriate, transfer from available funds and/or borrow a sufficient sum of money for the exploration & installation of a well casing, engineering, permitting, & design for a new well source in the North Harwich area, and to act fully thereon. By request of the Water Commission. Estimated cost: \$250,000

*Explanation: 2015 & 2016 were the highest pumping years in department history, with peak days in excess of 6.5 million gallons. The entire water system currently has a pumping capacity of 5,500 GPM which equates to 7.92 million gallons in a 24-hour period. While the community continues to grow the demand for water will continue to rise justifying the need for an additional well. In addition, should the department suffer a mechanical failure (fairly common) or positive bacteria hit requiring a well to be removed from service, the department may not be able to meet demands resulting in strict mandatory water restrictions.*

**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**  
..... ROLL CALL VOTE:

**M.G.L. / CHARTER / GENERAL BYLAWS & ZONING BYLAW AMENDMENTS**

**MA GENERAL LAWS (M.G.L.)**

**ADOPT M.G.L., CHAPTER 200A, §9A – DISPOSITION OF UNCLAIMED PROPERTY**

**ARTICLE XX:** To see if the Town will vote to accept the provisions of Massachusetts General Laws Chapter 200A, Section 9A, to establish a procedure that would allow the Town Treasurer to dispose of abandoned funds held in the custody of the Town, or to take any other action relative thereto.”

*Explanation: If the Town accepts Section 9A at Town Meeting, any funds held by the Town are presumed abandoned after only 1 year from the date prescribed for payment if the check so states on its face that it is “void if not cashed within 1 year from the date of issue. By request of the Town Treasurer/Collector.*

**The Finance Committee Recommends:**  
..... ROLL CALL VOTE:

**The Board of Selectmen Recommends:**  
..... ROLL CALL VOTE:

**ADOPT M.G.L., CHAPTER 59, §5, CLAUSE 18 – HARDSHIP UNDER AGE 60**

**ARTICLE XX:** To see if the Town will vote to support the Harwich Board of Selectmen’s request to State Legislature to pass a bill amending the Hardship Exemption (as provided in Chapter 59 §5, Clause 18) for the right to grant up to a \$1,000 property tax exemption for taxpayers under the age of 60, as a local option for all cities and towns and/or as a home rule petition for the Town of Harwich, and to act fully thereon. By the request of the Board of Assessors. Estimated Cost: \$30,000

*Explanation: The Board of Assessors would like to advocate for most vulnerable citizens of the Commonwealth. We feel that all citizens of our community and all others in the Commonwealth are struggling. We would like for this article to be approved by the Legislation. This article is for our most vulnerable residents under 60 who by reason of infirmity or poverty are unable to contribute fully to their tax liability in the judgement of the Board of Assessors. We estimate that we would receive 30 applicants.*

**The Finance Committee Recommends:**  
..... ROLL CALL VOTE:

**The Board of Selectmen Recommends:**  
..... **ROLL CALL VOTE:**

ADOPT M.G.L., CHAPTER 59, §5, CLAUSE 41A – TAX DEFERRAL

**ARTICLE XX:** To see if the Town will vote to adopt a lower interest rate from 8% yearly interest to 5% yearly interest on the deferred taxes to for the purpose of real estate tax deferrals for qualifying persons age 65 and over, as provided in MGL Chapter 59, §5, Clause 41A. By request of the Board of Assessors. Estimated Cost: \$500

*Explanation:* The Commonwealth of Massachusetts, Department of Revenue allows cities and towns to establish the simple interest rate charged on deferrals of real estate taxes. The current environment on interest rates would dictate that the Town of Harwich lower the rate from 8% to 5%. The town has averaged 3 deferrals a year. Lowering the rate to 5% may encourage qualified seniors to apply for this program. Based on previous averages this change will result in a cost of approximately \$500 to the Town of Harwich.

**The Finance Committee Recommends:**  
..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**  
..... **ROLL CALL VOTE:**

ADOPT M.G.L., CHAPTER 59, §5, CLAUSE 56 – ASSESSMENT OF LOCAL TAXES -  
PROPERTY; EXEMPTIONS

**ARTICLE XX:** To see if the Town will vote to reaffirm and extend MGL Chapter 59, §5, Clause 56. Upon acceptance of this section by the Town, the Board of Assessors may grant, real and personal property tax abatement up to 100% of the total tax assessed to members of the Massachusetts National Guard and to Reservists on active duty in foreign countries for the fiscal year they performed such service subject to eligibility criteria to be established by the Board of Assessors. The authority to grant abatements under this section shall expire after 2 years of acceptance unless extended by a vote of the city or town. Said change to take effect FY 2021 and act fully thereon. By request of the Harwich Veteran's Agent and Board of Assessors. Estimated Cost: \$10,000.

*Explanation:* This local option for the National Guard and Reservists must be renewed every two (2) years.

**The Finance Committee Recommends:**  
..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**  
..... **ROLL CALL VOTE:**

## CHARTER

### AMEND THE CODE OF THE TOWN OF HARWICH CHARTER TO UPDATE THE NAME “SELECTMEN” TO “SELECT BOARD”

**Place Holder** ARTICLE XX : To see if the Town will vote to propose the following amendment to the Harwich Home Rule Charter, to be approved by the voters at the next annual Town election as follows: (**new text shown as underlined**)

Amend Chapter 3, §1-1 as follows:

A board of selectmen of 5 members shall be elected at-large for 3-year overlapping terms. For purposes of this Charter, the Board of Selectmen shall be referred to as the Select Board.

And further, by deleting, in every other instance in which they appear, the words “Board of Selectmen” and inserting in their place, the words, “Select Board”, and to act fully thereon.

*Explanation: To amend the charter to reflect that not only men are elected to the Board of Selectmen and to ensure that the Town is viewed as inclusive to all.*

**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

## GENERAL BYLAWS

### GENERAL BYLAW AMENDMENT - CHAPTER 122 HAZARDOUS MATERIALS - ARTICLE I

ARTICLE XX: To see if the Town will vote to amend Town of Harwich General Bylaw Chapter 122, Article I Materials Containing Perchlorate, § 122-2 Findings and purpose. By Request of the Board of Water Commission.

§ 122-2 Prohibited acts.

The storage, use, handling, igniting, or disposal of any materials, including without limitation explosives or fireworks, containing perchlorate within ~~1,500~~ of the boundary of the Zone II protective area around any public water supply as approved by the Massachusetts Department of Environmental Protection, including drinking water wells owned and operated by the Town, is hereby prohibited. The limit of the protective **boundary radius** of ~~1,500~~ for each Town-owned well field is shown on the map included as Appendix A to this bylaw.<sup>11</sup> In the event that the

delineation of a Zone II changes, the Board of Water Commissioners ("Board") shall revise Appendix A and shall keep a copy of the revised map on file with the Town Clerk and the Water Department.

[1] *Editor's Note: Appendix A is on file with the Town Clerk and the Water Department.*

*Explanation: In working with the Harwich Fire Department and Harwich Chamber of Commerce to identify a site suitable for the Harwich Cranberry Festival fireworks display the Water Department reviewed the existing Bylaw and all applicable water quality data and determined the 1,500-foot buffer to be far above and beyond what is required for water quality protection. As such, the proposed amendment will reduce the area of prohibition to the outermost limits of the Zone II delineation. Furthermore, this amendment will accommodate the needs of the Harwich Fire Department, Harwich Chamber of Commerce and retain sufficient protection of our water resources.*

**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

AMEND THE GENERAL BYLAW CHAPTER 125 – HAZARDS, ENVIRONMENTAL

**Place Holder** ARTICLE XX:To see if the Town will vote to amend the General Bylaw, Chapter 125.....to include a.....By request of.....

Chapter 125 Hazards, Environmental

[HISTORY: Adopted by the Town Meeting of the Town of Harwich as indicated in article histories. Amendments noted where applicable.]

Article I Procurement or Sale of Beverages in Plastic Bottles by Town

[Adopted 5-6-2019ATM by Art. 50

§125-1 Prohibitions; exemptions.

- A. The procurement by the Town of Harwich of either water or any other beverage in single-use plastic bottles of any size is prohibited, and the sale of water or any beverage in single-use plastic containers of any size prohibited on Town property.
- B. Any Town Department when engaged in public health and safety operations shall be exempt from this bylaw effective January 1, 2020.

**C.** .....

**Explanation:**

**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

## CONSERVATION COMMISSION

### AMEND THE GENERAL BYLAW CHAPTER 310 – WETLANDS PROTECTION

ARTICLE XX: To see if the Town will vote to amend the Harwich Wetlands Protection Bylaw as shown

Revised and adopted at Town Meeting May 7, 2014

Revisions Approved by the Conservation Commission on February 5, 2020

Request for Approval at Town Meeting May 2020

Additions are in **BOLD**.

Deletions are ~~struck through~~.

#### CHAPTER 310. WETLANDS PROTECTION

§ 310-1. Purpose.

§ 310-2. Definitions.

§ 310-3. Jurisdiction.

§ 310-4. Conditional exceptions.

§ 310-5. Application for permit and request for determination.

§ 310-6. Notice and hearings.

§ 310-7. Coordination with other communities and boards.

§ 310-8. Permits and conditions.

§ 310-9. Rules and regulations.

§ 310-10. Security.

§ 310-11. Enforcement.

§ 310-12. Burden of proof.

§ 310-13. Appeals.

§ 310-14. Relation to Wetlands Protection Act.

[HISTORY: Adopted by the Special Town Meeting of the Town of Harwich 5-5-2009 by Art. 1. Amendments noted where applicable.]

§ 310-1. Purpose.

A. The purpose of this bylaw is to protect the wetlands, water resources and adjoining land areas in the Town of Harwich by controlling activities deemed by the Conservation Commission likely to have a significant or cumulative adverse effect on the values of resource areas, as hereafter defined, including but not limited to the following:

- (1) Protection of public or private water supply.
- (2) Protection of groundwater.
- (3) Flood control.
- (4) Storm damage prevention (including coastal storm flowage).
- (5) Prevention of pollution.
- (6) Protection of land containing shellfish.
- (7) Protection of fisheries.
- (8) Protection of wildlife habitat.
- (9) Protection of rare species habitat including rare plant species.
- (10) Protection of water quality.
- (11) Erosion and sedimentation control.
- (12) Agriculture.
- (13) Aquaculture.
- (14) Recreation.

B. These values are deemed important to the community (collectively the "resource area values protected by this bylaw"). This bylaw is intended to utilize the home rule authority of this municipality to protect additional resource areas for their additional values, with additional standards and procedures stricter than those of the Wetland Protection Act (MGL c. 131, § 40) and regulations thereunder (310 CMR 10.00).

#### § 310-2. Definitions.

A. The following definitions shall apply in the interpretation and implementation of this bylaw:

##### **AGRICULTURE-**

Any work which produces food or other products for commerce or subsistence which occurs in, on, or within 100 feet of a resource area or which is directly or indirectly dependent upon wetlands values for proper agricultural functions, such as prevention of pollution or maintenance of adequate water flow for irrigation. Agriculture includes, but is not limited to the growing of crops, including cranberries, and the raising of livestock. ~~Nonagricultural activities in or within 100 feet of resource areas shall not have a significant effect on existing agriculture.~~

##### **ALTER-**

Includes, without limitation, the following activities when undertaken to, upon, within or affecting resource areas protected by this bylaw:

- (1) Removal, excavation, or dredging of soil, sand, gravel or aggregate materials of any kind.
- (2) Changing of preexisting drainage characteristics, flushing characteristics, salinity distribution, sedimentation patterns, flow patterns, or flood retention characteristics.
- (3) Drainage, or other disturbance of water level or water table.
- (4) Dumping, discharging or filling with any material which may degrade water quality.
- (5) Placing of fill, or removal of material, which would alter elevation.
- (6) Driving of piles, construction, or repair of buildings or structures of any kind.
- (7) Placing of obstructions or objects in water.
- (8) Destruction of plant life, including cutting of trees.
- (9) Changing temperature, biochemical oxygen demand, or other physical, biological, or chemical characteristics of any waters.

(10) Any activities, changes or work which may cause or tend to contribute to pollution of any body of water or groundwater.

(11) Incremental activities which have, or may have, a cumulative adverse impact on the resource areas protected by this bylaw.

#### AQUACULTURE-

The growing, raising, breeding, storing, or producing of specified aquatic or marine organisms at specified locations for commercial, municipal, or scientific purposes as approved by appropriate agencies. Organisms in aquacultural use include, but are not limited to: shellfish, such as oysters, quahogs, clams, lobsters, mussels, scallops and crabs; finfish, such as trout, eel, herring, salmon, smelt and bass; amphibians, such as frogs; reptiles, such as turtles; seaweeds, such as Irish moss and dulse; edible freshwater plants, such as watercress; and plankton grown as a food source for other organisms. ~~Activities in or within 100 feet of a resource area shall not have a significant effect on existing permitted aquaculture.~~

#### **BUFFER ZONE**

**The jurisdictional area extending from the landward limit of a wetland resource area 100 feet landward. Land Subject to Coastal Storm Flowage and Riverfront Area do not have any buffer zones under this bylaw.**

#### COASTAL BANK-

The seaward face or side of any elevated landform, other than Coastal Dune, which lies at the landward edge of a Coastal Beach, Land Subject to Coastal Storm Flowage, or other wetland. A coastal bank may serve one of two functions:

A. It may serve as a vertical buffer because of its height and stability which protects upland areas from storm damage and flooding. Activities shall not increase erosion of a coastal bank, either from above (by stormwater runoff, brush cutting or other means) or from below (by tidal action, wind and waves). Any project on such a coastal bank shall have no adverse impact on the stability of the coastal bank.

B. Coastal banks composed of unconsolidated sediment and exposed to vigorous wave action serve as a source of sediment for dunes, beaches, barrier beaches and other coastal landforms. Naturally occurring wave action removes sediment from these banks to replenish coastal landforms. These landforms protect coastal wetlands and real property by reducing storm damage and flooding by dissipating storm wave energy. Any project on or within a coastal bank serving this function shall not have a significant effect on that bank's ability to serve as a sediment source.

#### **CUMULATIVE EFFECT-**

**The effect of activities regulated under this bylaw which may be individually insignificant to the interests and values under this bylaw, but when considered in relation to other past or present activities in a given area may be significant to said interests and values in the aggregate. When requested, it is the responsibility of applicants to demonstrate that cumulative effects are not significant to the interests and values under the bylaw.**

#### DIADROMOUS FISH-



Diadromous fish are species of fish that must migrate between fresh and marine waters to complete essential stages of their life history. In Harwich, spring spawning runs (river herring, white perch and Atlantic tomcod) and juvenile migrations (American eel) occur in Muddy Creek, Red River and Herring River. Juvenile eel migrations also occur in Cold Brook and the Andrews River. The coastal rivers serve as migratory habitat and the freshwater ponds in these watersheds serve as spawning and nursery habitat. Activities in or within 200 feet of a river supporting a diadromous fish run shall not have a significant adverse effect on the fish run.

#### FISHERIES and/or MARINE FISHERIES –

- (1) The fish and shellfish resource itself, including all fish and shellfish found in fresh, salt, or brackish waters and any organisms including plants that make up part of the food chain of such animals regardless of their commercial value; and/or
- (2) The recreational or commercial catching of fish or shellfish from the ocean or from freshwater bodies.

#### FLOOD CONTROL-

The ability of wetlands to absorb, store and slowly release floodwaters to minimize peak flood levels. Flooding can be caused by precipitation or a rising water table. Activities within 100 feet of resource areas shall not alter the flood control value of wetlands significantly.

#### GROUNDWATER-

All subsurface water contained in natural geologic formations or artificial fill, including soil water in the zone of aeration. Activities in or within 100 feet of resource areas shall not significantly alter the existing quality or elevation of naturally occurring groundwater.

#### INLAND BANK-

Includes the land area which normally abuts and confines a water body; the lower boundary being the mean annual low flow level, and the upper boundary being the first observable break in the slope or the mean annual flood level, whichever is lower.

#### NO-DISTURB ZONE-

The land running 50 feet landward from ~~an~~ **the landward limit of an** abutting **wetland** resource area as determined by a professional land survey **and wetland delineation**. No ~~substantial~~ activity, that will result in the building within or upon, filling, removing or altering of land, shall be permitted, with the following exceptions:

- (1) Maintenance **or reconstruction** of an existing permitted structure **within the same footprint**.
- (2) An activity that has been expressly allowed by a variance from the Conservation Commission.

#### **60 Foot No New Structure Zone-**

**The area extending from the landward limit of the Wetland Resource Area sixty feet landward as determined by a professional land survey and wetland delineation. No new structure, including but not limited to buildings, decks, patios, outdoor showers, sheds,**

**pools, or staircases that don't meet the Conservation Commission's regulations for staircases over inland or coastal banks.**

**PERSON-**

Includes any individual, group of individuals, association, partnership, corporation, company, business organization, trust, state, the commonwealth or political subdivision thereof to the extent subject to Town bylaws, administrative agency, public or quasi-public corporation or body, this municipality, and any other legal entity, its legal representatives, agents, or assigns.

**PRIVATE WATER SUPPLY-**

Any source or volume of surface or ground water demonstrated to be in private use or shown to have potential for private use, including ground or surface water in the zone of contribution around a private well. Activities in or within 100 feet of a resource area shall not have a significant effect on the quality of a private water supply.

**PUBLIC WATER SUPPLY-**

Any source or volume of surface or ground water demonstrated to be in public use or approved for water supply pursuant to MGL c. 111, § 160 by the Department of Environmental Protection Division of Water Supply, or demonstrated to have a potential for public use, in addition to all surface and ground water in zones of contribution. Activities within 100 feet of resource areas shall not have a significant effect on the quality of a public water supply.

**RARE SPECIES HABITAT-**

Includes, without limitation, habitats for all vertebrate and invertebrate animal species and plant species listed as endangered, threatened, or of special concern by the Natural Heritage and Endangered Species Program of the Massachusetts Division of Fisheries and Wildlife, regardless of whether the site in which they occur has been previously identified by the Division.

**RECREATION-**

Any leisure activity or sport taking place in, on, or within 100 feet of a resource area which is dependent on the resource area and its values directly or indirectly for its conduct and enjoyment. Recreational activities include, but are not limited to, the following: noncommercial fishing and shellfishing, hunting, boating, swimming, walking, painting, birdwatching and aesthetic enjoyment. Structures and activities in or within 100 feet of a resource area shall not have a significant effect on public recreational values.

**SHELLFISH-**

**Mollusks including by not limited to the following: clams, conchs, mussels, oysters, periwinkles, quahogs, razor clams, scallops, and sea clams; and crustaceans such as lobster or crab.**

**STORM DAMAGE PREVENTION-**

The ability of wetland soils, vegetation and physiography to prevent damage caused by water from storms, including but not limited to: erosion and sedimentation; damage to vegetation, property or buildings; or damage caused by flooding, waterborne debris or waterborne ice.

Activities in or within 100 feet of a resource area shall not have a significant effect on storm damage protection.

#### SURFACE WATER BODY-

Any area where water or ice stands or flows over the surface of the ground for at least five months of any calendar year except in times of severe, extended drought as defined in appropriate section of 310 CMR. Drainage ditches, exclusive of fish runs and intermittent streams, and impoundment areas which hold or pass water only during or for short periods following storms and which, owing to their relationship to groundwater, do not support wetland vegetation, are excluded from this definition.

#### VERNAL POOL-

Refers to a seasonal freshwater body contained in a confined basin depression that holds water for a minimum of two consecutive months in most years, is free of adult fish populations, and provides breeding habitat for amphibians and invertebrates. The boundary of vernal pool habitat shall extend outward 100 feet from the mean annual high-water mark of such a depression. Vernal pools include those areas mapped and certified by the Massachusetts Natural Heritage and Endangered Species Program as well as those areas identified in the field as eligible for certification by a professional wildlife biologist or other expert.

#### WILDLIFE HABITAT-

Resource areas that provide breeding and nesting habitats, shelter, food and water to all plant and animal species dependent on wetlands for any portion of their life cycles. Includes resource areas identified as containing rare, threatened or endangered species as listed by the Massachusetts Natural Heritage Program. Structures and activities in or within 100 feet of any resource area shall not have a significant effect on wildlife habitat.

B. Except as otherwise provided for in this bylaw or in regulations of the Commission, the definitions of terms in this bylaw shall be set forth in the Wetlands Protection Act (MGL. C 131, § 40) and regulations 310 CMR 10.00.

#### § 310-3. Jurisdiction.

Except as permitted by the Conservation Commission or as provided for in this bylaw, no person shall commence to remove, fill, dredge, build upon, degrade, discharge into, or otherwise alter any freshwater or coastal wetland resource areas, including:

A. Freshwater wetland resource areas. Marshes; wet meadows; bogs; swamps; vernal pools and vernal pool habitat; lands subject to flooding, both bordering and isolated; isolated wetlands greater than ~~3,000~~ **500** square feet; banks; reservoirs; lakes; ponds greater than ~~3,000~~ **500** square feet; rivers, including the 200' riverfront area; streams and creeks, including intermittent streams; and the lands underneath lakes, ponds, streams and creeks.

B. Coastal wetland resource areas. Land under the ocean; designated port areas; coastal beaches; coastal dunes; barrier beaches; coastal banks; rocky intertidal shores; salt marshes; land under salt ponds; land containing shellfish and fish runs; lands subject to tidal action, coastal storm flowage or flooding.

C. Lands within 100 feet of any of the aforesaid resource areas, as set out in this section, except for the riverfront area, **land subject to coastal storm flowage**, and vernal pool habitat.

§ 310-4. Conditional exceptions.

A. The application and permit required by this bylaw shall not be required for maintaining, repairing or replacing, but not substantially changing or enlarging, an existing and lawfully located structure or facility used in the service of the public to provide electric, gas, water, telephone, telegraph or other telecommunication services, provided that written notice has been given to the Commission prior to the commencement of work.

B. The provisions of this bylaw shall not apply to any mosquito control work done under the provisions of MGL c. 252 or any special act, to maintenance of drainage and flooding systems of cranberry bogs and to work performed for normal maintenance or improvement of land in agricultural use or in aquacultural use, or to any project authorized by special act prior to January 1, 1973.

C. The application and permit required by this bylaw shall not be required for emergency projects necessary for the protection of the health and safety of the public, provided that the work is to be performed by or has been ordered to be performed by an agency of the commonwealth or a political subdivision thereof; provided that advance notice, oral or written, has been given to the Commission prior to commencement of work or within 24 hours after commencement; provided that the Commission or its agent certifies the work as an emergency project; provided that the work is performed only for the time and place certified by the Commission for the limited purposes necessary to abate the emergency; and provided that within 21 days of commencement of an emergency project a permit application shall be filed with the Commission. Upon failure to meet these and other requirements of the Commission, the Commission may, after notice and a public hearing, revoke or modify an emergency project approval and order restoration and mitigation measures.

~~D. Conservation Variance Provision. In rare and unusual circumstances the Commission, at its discretion, may grant a conservation variance from the requirements of the fifty foot no-disturb zone. Such a conservation variance may be granted upon a clear and convincing showing of evidence by the applicant that the proposed work will not adversely affect the environmental values protected by this bylaw.~~

**D. Conservation variance provision. In rare and unusual circumstances the Commission, at its discretion, may grant a conservation variance from the requirements of this bylaw. Such a conservation variance shall be granted only in the following cases:**

- (1) Where maximum feasible compliance is achieved; and**
- (2) Where there are clear and compelling reasons of public safety and welfare; or**
- (3) Where the proposed project will enhance the environmental values protected by the bylaw; or**
- (4) Upon a clear and convincing showing of evidence by the applicant that the proposed work will not adversely affect the environmental values protected by the bylaw.**

§ 310-5. Application for permit and request for determination.

A. Written application shall be filed with the Commission to perform activities affecting resource areas protected by this bylaw.

(1) The application shall include such information and plans that are deemed necessary by the Commission to describe proposed activities and their effects on the resource areas protected by this bylaw.

(2) No activities shall commence without receiving and complying with a permit issued pursuant to this bylaw.

B. If appropriate, the Commission may accept as the application and plans under this bylaw the notice of intent and plans filed under the Wetlands Protection Act (MGL c. 131 § 40) and the Commission's regulations.

C. Any person desiring to know whether or not a proposed activity or an area is subject to this bylaw may in writing request a determination from the Commission. Such a request for determination shall include information and plans as are deemed necessary by the Commission.

D. At the time of application the applicant shall pay a filing fee specified in the regulations of the Conservation Commission promulgated in accordance with this chapter.

#### § 310-6. Notice and hearings.

A. Any person filing a permit application or a request for determination with the Commission shall at the same time give written notice thereof, by certified mail (return receipt requested) or hand delivered, to all abutters at their mailing addresses shown on the most recent applicable Assessor's tax list. Abutters include those immediately adjacent, across a road or water body, and in another municipality if within 100 feet of the boundary of the property where work is proposed. The notice to abutters shall state where copies of the permit application and plans may be obtained or examined by abutters. An affidavit of the person giving such notice, with a copy of the notice mailed or delivered, shall be filed with the Commission. When the person requesting a determination is other than the owner, a copy of the request for determination shall be sent by the applicant to the owner, and the notice of the hearing and the determination itself shall be sent by the Commission to the owner as well as to the person making the request.

B. The Commission shall conduct a public hearing on any application or request for determination, with written notice given at the expense of the applicant, which notice shall be published in a newspaper of general circulation in the Town of Harwich at least five business days prior to the hearing.

C. The Commission shall commence the public hearing within 21 days from receipt of a completed permit application or request for determination unless an extension is authorized in writing by the applicant.

D. The Commission shall issue its determination or permit in writing within 21 days of the close of the public hearing or receipt of the file number issued by the Massachusetts Department of Environmental Protection, whichever is later, unless an extension is authorized in writing by the applicant.

E. If appropriate, the Commission may combine its hearing under this bylaw with the hearing required under the Wetlands Protection Act (MGL c. 131, § 40) and regulations (310 CMR 10.00).

F. Continuance of public hearing.

The Commission has the authority to continue a hearing to a date certain, which shall be announced at the hearing, for reasons stated at the hearing. The reasons may include receipt of additional information deemed necessary by the Commission, for receipt of information offered by the applicant, or for the Commission to be able to hear comments and recommendations of other local or state boards and officials. In the event that the applicant objects to the continuance, the hearing shall be closed and the Commission shall take action based on the information available.

§ 310-7. Coordination with other communities and boards.

Any person filing a permit application or a request for determination with the Commission shall provide a copy thereof at the same time, by certified mail, to the Conservation Commission of the adjoining municipality, if the application or request for determination pertains to property within 100 feet of that municipality. An affidavit of the person providing notice, with a copy of the notice mailed or delivered, shall be filed with the Commission. The applicant, as well as the Commission, shall have the right to request any comments and recommendations from other Town boards and departments, and to respond to them at a hearing of the Commission, prior to final action.

§ 310-8. Permits and conditions.

A. If the Commission, after a public hearing, determines that the activities which are subject to the application or the land and water uses which will result there from are likely to have a significant individual or cumulative adverse effect upon the resource area values protected by this bylaw, the Commission, within 21 days of the close of the hearing or receipt of the file number issued by the Massachusetts Department of Environmental Protection, whichever is later, shall issue or deny a permit for the activities requested. If it issues a permit, the Commission shall impose conditions which the Commission deems necessary or desirable to protect the resource area values, and all activities shall be done in accordance with those conditions.

B. The Commission is empowered to deny a permit for failure to meet the requirements of this bylaw; for failure to submit necessary information and plans requested by the Commission; for failure to meet the design specifications, performance standards, and other requirements in regulations of the Commission; for failure to avoid or prevent unacceptable significant or cumulative effects upon the resource area values protected by this bylaw; and where no conditions are adequate to protect those values. Due consideration shall be given to any demonstrated hardship on the applicant by reason of denial, as presented at the public hearing.

C. Permits for maintenance dredging shall expire ten years from the date of issuance. The applicant shall **provide** written notice of dredging at least thirty days prior to each commencement. Such notice shall contain the location of the project, permit number, name of applicant, and proposed start date.

D. To prevent wetlands loss, the Commission shall require applicants to:

- (1) Avoid wetlands alteration wherever feasible;

(2) Minimize wetlands alteration by using best management practices (BMPs); and, where alteration is unavoidable,

(3) Require full mitigation for disturbance to the wetland resource area or to the buffer zone. The Commission may authorize or require replication of wetlands or restoration of the buffer zone as a form of mitigation, but only with adequate security, professional design, and monitoring to assure success, because of the high likelihood of failure of replication.

E. Except as provided in MGL c. 131, § 40 for maintenance dredging, a permit shall expire three years from the date of issuance. A permit may be extended for one or more periods of up to three years, provided that a request for renewal is received in writing by the Commission 30 days prior to the expiration of the permit. The Commission may deny the request for an extension and require the filing of a new notice of intent for the remaining work in the following circumstances:

(1) Where no work has begun on the project, except where such failure is due to an unavoidable delay, such as appeals, in the obtaining of other necessary permits.

(2) Where new information, not available at the time the order was issued, has become available and indicates that the order is not adequate to protect the interests identified in MGL c. 131, § 40;

(3) Where work has been done in violation of the order or 310 CMR 10.00.

G. Notwithstanding the above, a permit may contain requirements which shall be enforceable for a stated number of years, indefinitely, or until permanent protection is in place and shall apply to all owners of the land, now and in the future. For good cause the Commission may revoke or modify a permit or determination issued under this bylaw after notice to the holder of the determination or permit, notice to the public and abutters, and a public hearing.

H. The Commission in an appropriate case may combine the permit or determination issued under this bylaw with the order of conditions or determination of applicability issued under the Wetlands Protection Act (MGL c. 131, § 40) and regulations (310 CMR 10.00).

I. No activity proposed in any permit application shall be undertaken until an appeal period of 10 business days under the Wetlands Protection Act has elapsed and the permit issued by the Commission with respect to such activity has been recorded in the Barnstable County Registry of Deeds or, if the land affected is registered land, in the registry section of the land court for Barnstable County, and until the holder of the permit certifies in writing to the Commission that the permit has been recorded.

**J. The Commission is authorized to require an applicant to pay a fee for the reasonable costs and expenses borne by the Commission for specific expert engineering and other consultant services deemed necessary by the Commission to come to a final decision on the application. This fee is called the consultant fee. The specific consultant services may include but are not limited to the resource area survey and delineation, analysis of resource area values, including wildlife habitat evaluations, hydrogeologic and drainage analysis and environmental or land use law.**

**K. The Commission may require the payment of the consultant fee at any point in its deliberations prior to a final decision. The applicant shall pay the fee to the Town to be put into a consultant services account of the Commission which may be drawn upon by the Commission for specific consultant services approved by the Commission at one of its public meetings.**

**L. The exercise of discretion by the Commission in making its determination to require the payment of a fee shall be based upon its reasonable finding that additional information acquirable only through outside consultants would be necessary for the making of an objective decision.**

**M. The Commission shall return any unused portion of the consultant fee to the applicant unless the Commission decides at a public meeting that other action is necessary. Any applicant aggrieved by the imposition of, or size of, the consultant fee, or any act related thereto, may appeal according to the provisions of the Massachusetts General Laws.**

§ 310-9. Rules and regulations.

A. After public notice and public hearing, the Commission shall promulgate rules and regulations to effectuate the purposes of this bylaw effective when voted and filed with the Town Clerk. Failure by the Commission to promulgate such rules and regulations or a legal declaration of their invalidity by a court of law shall not act to suspend or invalidate the effects of this bylaw.

B. At a minimum these regulations shall define key terms in this bylaw not inconsistent with the bylaw and the procedures governing the amount and filing of fees.

§ 310-10. Security.

As part of a permit issued under this bylaw, in addition to any security required by any other municipal or state board, agency, or official, the Commission may require that the performance and observance of the conditions imposed thereunder (including conditions requiring mitigation work) be secured wholly or in part by one or more of the methods described below:

A. By a proper bond or deposit of money or negotiable securities in an amount sufficient in opinion of the Commission and payable to the Town of Harwich. Said security shall be released in whole or in part upon issuance of a certificate of compliance upon completion of the work performed pursuant to a permit.

B. By accepting a conservation restriction, easement or other covenant enforceable in a court of law, executed and duly recorded by the owner of record, running with the land to the benefit of this municipality whereby the permit conditions shall be performed and observed before any lot may be conveyed other than by mortgage deed. This method shall be used only with the consent of the applicant.

§ 310-11. Enforcement.

A. No person shall remove, fill, dredge, build upon, degrade or otherwise alter resource areas protected by this bylaw, or cause, suffer, or allow such activity, or leave in place unauthorized fill, or otherwise fail to restore illegally altered land to its original condition, or fail to comply with a permit or an enforcement order issued pursuant to this bylaw.



B. The Commission, its agents, officers, and employees shall have authority to enter upon privately owned land for the purpose of performing their duties under this bylaw and may make or cause to be made such examinations, surveys, or sampling as the Commission deems necessary, subject to the constitutions and laws of the United States and the Commonwealth.

C. Upon request of the Commission, the Selectmen and the Town Counsel may take legal action for enforcement under civil law. Upon request of the Commission, the Chief of Police may take legal action for enforcement under criminal law.

D. Municipal boards and officers, including any police officer or other officer having police powers, shall have authority to assist the Commission in enforcement of this bylaw.

E. Any person who violates any provision of these bylaws or any regulations promulgated hereunder, or permits or administrative orders issued thereunder, may be punished by a fine of \$300 per violation. Each day or portion thereof during which a violation continues, or unauthorized fill or other alterations remain in place, shall constitute a separate offense, and each provision of the regulations, permits or administrative orders violated shall constitute a separate offense.

F. In enforcing this section, the Commission may issue citations under the noncriminal disposition procedure set forth in MGL c. 40, § 21D, which has been adopted by the Town.

*Editor's Note: See Ch. 1, General Provisions, § 1-2.* Members of the Commission, its agent or any police officer are authorized to issue noncriminal disposition citations.

G. The Commission or its agent may also issue a Stop Work Order and/or an Enforcement Order, or have the offending party file an after-the-fact Notice of Intent for the work. The Commission may order the offending party to present a restoration plan that is acceptable to the Commission and to complete the planting onsite during the next growing season.

#### § 310-12. Burden of proof.

A. The applicant for a permit shall have the burden of proving by a preponderance of the credible evidence that the work proposed in the permit application will not have unacceptable significant or cumulative effect upon the resource area values protected by this bylaw.

B. Failure to provide adequate evidence to the Commission supporting this burden shall be sufficient cause for the Commission to deny a permit.

#### § 310-13. Appeals.

A decision of the Commission under this bylaw shall be reviewable in the Superior Court in accordance with MGL c. 249, § 4.

#### § 310-14. Relation to Wetlands Protection Act.

This bylaw is adopted under the home rule amendment of the Massachusetts Constitution and the home rule statutes, independent of the Wetlands Protection Act (MGL c. 131, § 40) and regulations (310 CMR 10.00) thereunder

*Explanation:* The Harwich Conservation Commission requests the proposed major change to the Bylaw would be the proposed decrease in size of a regulated wetland from 3,000 sq. ft. to 500 sq. ft. This decrease in regulated wetland size is consistent with the wetland bylaws of other area towns. The purpose of this is to better protect our small wetland resources which are important to water quality, flood control, wildlife habitat, and other interests of the

Massachusetts Wetlands Protection Act and Harwich Wetlands Protection Bylaw. Many of the small isolated wetlands in Harwich are vernal pools, whether they are certified or not. These isolated wetlands are critical for wildlife habitat, water quality, flood control, and other vital interests set forth in the Massachusetts Wetlands Protection Act and this Bylaw. Other proposed changes serve to make the Bylaw more user-friendly by eliminating repetition, including additional and revised definitions, and clarifying standards to be met.

**The Finance Committee Recommends:**  
..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**  
..... **ROLL CALL VOTE:**

### **ZONING BYLAW AMENDMENT ARTICLES**

#### **DELETE ESSENTIAL SERVICES DEFINITION**

**ARTICLE XX:** To see if the Town will vote to amend the Code of the Town of Harwich – Zoning by deleting the definition of “Essential Services” within §325-2 – Definitions and by deleting within §325-13 – Table 1, Paragraph II – Public and Quasi Public Uses, Item 3 – Essential services; facility, utilities.

*Explanation:* The existing definition of *ESSENTIAL SERVICES*: “*Services and appurtenant structures, facilities, uses or equipment provided by governmental agencies, including the Town of Harwich, or provided by public utility or public service companies, including but not limited to water distribution systems, Town-owned marinas, docking areas, fish piers, off-loading facilities, retaining walls, jetties and similar structures, gas and electric distribution, systems for telecommunications and sewerage systems.*” And the definitions of *MUNICIPAL USE*: “*A use, whether in a structure and/or on a parcel of land, owned and/or operated by the Town of Harwich.*” Are in conflict with one another. All Municipal Uses are allowable by right, as are public utility uses (i.e. gas, electric, cable, cell). By deleting the definition of Essential Services it would eliminate this unnecessary conflict.

**The Finance Committee Recommends:**  
..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**  
..... **ROLL CALL VOTE:**

#### **ZONING DISTRICT BOUNDARY LINE**

**ARTICLE XX:** To amend the Code of the Town of Harwich, §325-4 and Attachment 4 – The Zoning Map, by extending the Industrial (I-L) Zoning District westerly along Queen Anne

Road and the existing I-L zoning district as shown on the amended Zoning Map, dated January 23, 2020, a copy of which is on file in the Town Clerk's Office.

Explanation: Property owners within this area approached the Town Planner about the expansion of the Industrial ("I-L") Zoning District in 2019. After several conversations and careful mapping of the proposed expansion, the discussion was brought to the Planning Board. There is a need for additional I-L Zone land in Harwich, as most existing areas are built out. The land involved, directly adjacent to the existing I-L zoning district, lends itself to I-L zone uses.

The following is a description of the proposed expansion area of the Industrial (I-L) Zoning District on Queen Anne Road:

- 1) Beginning at the northwesterly corner of the existing I-L Zoning District, which is also the northwest corner of the property located 101 Queen Anne Road [Map ('M'): 57, Parcel ('P'): G2-18], follow this westerly along Queen Anne Road to the easterly property line of 59 Queen Anne Road [M:57, P:C1]; thence,
- 2) Southerly along the easterly property line of 59 Queen Anne Road [M:57, P:C1] and then westerly along the southerly property line of 59 Queen Anne Road [M:57, P:C1] to the northwesterly corner of the property at 0 Queen Anne Road [M:57, P:C6]; thence,
- 3) Southerly along the westerly property line to the southwest corner of 0 Queen Anne Road [M:57, P:C6]; thence,
- 4) Easterly along the southerly property line of 0 Queen Anne Road [M:57, P:C6] to and including "Annasis Road" 'so-called'; thence,
- 5) Southerly along "Annasis Road" for approximately 440 feet; thence,
- 6) Easterly to the southwest corner of property located at 0 Queen Anne Road [M:57, P:G5-1]; thence,
- 7) East-north-easterly to the southeast corner of property located at 0 Queen Anne Road [M:57, P:G5-2]; thence,
- 8) East-north-easterly as an extension of the property line to the intersection with the existing I-L zoning district at the east side of the utility easement.

Here is a close up of the area:



**The Finance Committee Recommends:**  
..... ROLL CALL VOTE:

**The Board of Selectmen Recommends:**  
..... ROLL CALL VOTE:

**COMMUNITY PRESERVATION**

**APPROPRIATE SUMS OF MONEY FROM THE FY 2021 ESTIMATED ANNUAL REVENUES OF THE COMMUNITY PRESERVATION ACT FUND**

**ARTICLE XX:** To see if the Town will vote to appropriate the following sums of money from the FY 2021 estimated annual revenues of the Harwich Community Preservation Act Fund as required by the G.L. Chapter 44B and Chapter 149, §298 of the Acts of 2004 as follows:

- A sum of money for the acquisition, creation and preservation of the open space;
- A sum of money for the acquisition, preservation, restoration and rehabilitation of historic resources;
- A sum of money for the acquisition, creation, preservation and support of community housing; and
- A sum of money for the Community Preservation Act Fund FY2019 Undesignated Fund Balance (including Recreation)

and to act fully thereon. By request of the Board of Selectmen.

<b><u>Appropriation</u></b>	<b><u>FY 2021</u></b>
Community Housing Reserve	\$177,600
Open Space Reserve	\$177,600
Historic Preservation Reserve	\$177,600
Undesignated Fund Balance Operating Expenses	\$50,000

**Explanation:** *To see if the town will reserve for future appropriations amounts from the FY 2021 Community Preservation Act Fund estimated annual revenues for the purpose of acquisition, creation and preservation of open space and community housing, for the purpose of acquisition, preservation, restoration and rehabilitation of historic resources and for the support of the operating expenses to includes wage, supplies, legal service and other operating expenses necessary for the committee.*

**The Finance Committee Recommends:**  
..... ROLL CALL VOTE:

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

FUND LAND BANK DEBT SERVICE

ARTICLE XX To see if the Town will vote to appropriate from the Community Preservation Act Funds – Undesignated Fund Balance, \$341,750 to fund the Debt Service on the outstanding Land Bank Debt. Any funds left unspent from this Article are to be returned to the Community Preservation Act funds – Undesignated Fund Balance, and to act fully thereon. By request of the Community Preservation Committee and the Finance Director. Estimated Cost: \$341,750.

**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

COMMUNITY PRESERVATION ACTIVITIES UNDER \$50,000

ARTICLE XX: To see if the Town will vote to appropriate from the Community Preservation Act Funds, a sufficient sum of money to fund the items in the table below consistent with their respective applications. Any funds left unspent from this Article are to be returned to the Community Preservation Act Fund from which the appropriation is made as specified in the chart below, and further authorize the Community Preservation Committee to enter into an agreement with the Community Development Partnership, and to act fully thereon. By request of the Community Preservation Committee, Historic District and Historical Commission, Chase Library Association, Inc., Community Development Partnership, Real Estate and Open Space Committee and Conservation Commission, and the Pleasant Bay Community Boating.. Estimated Cost: \$102,000

	<b>Project</b>	<b>Purpose</b>	<b>Amount</b>	<b>Appropriation Source</b>
1	Historic Areas and Property Inventory	Update Town Historic Areas and Property Inventory	\$34,500	Historic Reserve
2	Chase Library Door	Preservation of original door and entrance	\$15,000	Historic Reserve
3	Community Development Partnership	Cape Housing Institute	\$7,500	Community Housing Reserve
4	Town Owned Conservation Land	Restoration and rehabilitation of Town owned Conservation Lands	\$20,000	Open Space Reserve
5	Pleasant Bay Community Boating	Handicapped Accessible Dock project	\$25,000	Undesignated Fund Balance

		<b>Total: \$102,000</b>
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**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

PINE GROVE CEMETERY GRAVESTONE CONSERVATION & PRESERVATION

ARTICLE XX: To see if the Town will vote to appropriate from the Community Preservation Act – Historic Preservation Reserve, \$75,000 to fund the repair and restoration of gravestones and monuments at Pine Grove Cemetery. Any funds left unspent from the Article are to be returned to the Community Preservation Act Fund – Historic Preservation Reserve, and to act fully thereon. By request of the Community Preservation Committee and the Cemetery Administrator. Estimated Cost: \$75,000

**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

HARWICH AFFORDABLE HOUSING TRUST

ARTICLE XX: To see if the Town will vote to appropriate from Community Preservation Act Funds – Community Housing Reserve, \$250,000 to fund the Harwich Affordable Housing Trust to create and preserve affordable housing in the Town of Harwich in the amount of \$200,000 and to fund a part-time Housing Coordinator in the amount of \$50,000. Any funds left unspent from this Article are to be returned to the Community Preservation Act Funds – Community Housing Reserve and to act fully thereon. By request of the Community Preservation Committee, the Harwich Affordable Housing Trust and the Board of Selectmen. Estimated Cost: \$250,000.

**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

RENTAL ASSISTANCE PROGRAM

ARTICLE XX: To see if the Town will vote to appropriate from Community Preservation Act Funds - Community Housing Reserve, \$200,000 to fund the rental assistance program for families earning 80% or less than average median income (AMI). Any funds left unspent from this Article are to be returned to the Community Preservation Act Funds-Community Housing Reserve, and to act fully thereon. By request of the Community Preservation Committee and the Harwich Housing Authority. Estimated Cost: \$200,000

**The Finance Committee Recommends:**  
..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**  
..... **ROLL CALL VOTE:**

WHITEHOUSE FIELD LIGHTING PROJECT

ARTICLE XX: To see if the Town will vote to appropriate from Community Preservation Act Funds- Undesignated Fund Balance, \$380,360 to replace the current Whitehouse Field Lighting System with a new comprehensive lighting system. Any funds left unspent from this Article are to be returned to the Community Preservation Act Funds- Undesignated Fund Balance, and to act fully thereon. By request of the Community Preservation Committee and the Harwich Recreation and Youth Commission. Estimated Cost: \$380,360

**The Finance Committee Recommends:**  
..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**  
..... **ROLL CALL VOTE:**

BROOKS PARK FENCING PROJECT

ARTICLE XX: To see if the Town will vote to appropriate from Community Preservation Act Funds- Undesignated Fund Balance, \$72,657 to replace the current fencing at Brooks Park Baseball Field. Any funds left unspent from this Article are to be returned to the Community Preservation Act Funds- Undesignated Fund Balance, and to act fully thereon. By request of the Community Preservation Committee and the Harwich Recreation and Youth Commission. Estimated Cost: \$72,657

**The Finance Committee Recommends:**  
..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**  
..... **ROLL CALL VOTE:**

HARWICH COMMUNITY PLAYGROUND PROJECT

ARTICLE XX: To see if the Town will vote to appropriate from Community Preservation Act Funds - Undesignated Fund Balance in the amount of \$500,000 to construct a playground at Harwich Elementary School. Any funds left unspent from this Article are to be returned to the Community Preservation Act Funds – Undesignated Fund Balance, and to act fully thereon. By request of the Community Preservation Committee and the Board of Selectmen. Estimated Cost: \$500,000

**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

**REVOLVING FUNDS**

AMEND THE CODE OF HARWICH GENERAL BY-LAWS – CHAPTER 8  
DEPARTMENTAL REVOLVING FUNDS § 8-1. FUNDS ESTABLISHED

ARTICLE XX: To see if the Town will vote to amend the Departmental Revolving Funds By-law, Section 8-1 of the Town Code, by expanding the scope of fees to be credited to the Wetlands Revolving Fund and the Community Center Revolving Fund as set forth below (the language to be added is shown in underlined text): Further to amend the uses of the Community Center Revolving Fund to include weight room supplies, care and support as well as exercise and educational instructors (the language to be added is shown in underlined text): Or to take any other action relative thereto. By request of the Finance Director, Conservation Administrator and Community Center Director.

<u>Revolving Fund</u>	<u>Authorize to Spend Fund *</u>	<u>Revenue Source</u>	<u>Use of Fund</u>
Community Center	Director & Facilities Committee	Community center exercise and educational classes and 75 % of the fees from use of the weight room	Weight Room equipment maintenance, supplies, care and support. <u>Exercise and educational instructors.</u>
Wetlands	Conservation Commission	Notice of Intent Filing Fees as well as in-lieu fees generated as a result of an approval of a Notice of Intent	<u>Consultants, wetland, buffer zone management and restoration projects</u>



Cemetery	Cemetery Administrator and Cemetery Commission	90% of Lot Sales, 100% of all Cemetery Services and Fees	Maintenance, care and support of town cemetery properties, <u>including part time salary and wages.</u>
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*Explanation:* 1) To expand the use of the Community Center Revolving Fund to include exercise and educational programs previously charged to the Recreation Revolving Fund. 2) To expand the source of revenue for the Wetlands Revolving Fund to include in-lieu fees. 3) to allow for part time wages to be expended from the Cemetery Revolving Fund.

**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

**ANNUAL DEPARTMENTAL REVOLVING FUNDS AUTHORIZATION**

**ARTICLE XX:** To see if the Town will vote to set spending limits for various revolving funds that have been authorized pursuant to Section 8.1 of the Town Code: and to act fully thereon. By request of the Finance Director.

<u>Revolving Fund</u>	<u>FY 2020 Spending Limit</u>	<u>Disposition of FY19 Fund balance</u>
Golf Pro Shop and Restaurant Lease Revenue	\$250,000	Available for expenditure
Golf Infrastructure fund	\$140,000	Available for expenditure
Council on Aging	\$125,000	Available for expenditure
Cemetery	\$100,000	Available for expenditure
Community Center	\$100,000	Available for expenditure
Recreation	\$175,000	Available for expenditure
Albro House	\$10,000	Available for expenditure
ADA	\$2,500	Available for expenditure
Wetlands	\$6,000	Available for expenditure
Middle School Cultural Center	\$100,000	Available for expenditure
Sidewalks	\$50,000	Available for expenditure
Tax Title Collection	\$36,000	Available for expenditure

Pet Burial Ground	\$140,000	Available for expenditure
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**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

FUND PRIOR YEAR'S UNPAID BILLS

ARTICLE XX: To see if the Town will vote to raise and appropriate or transfer from available funds a sufficient sum of money to pay unpaid bills of prior years as provided for in M.G.L. Ch. 44, Section 64, and to act fully thereon. By request of the Finance Director. Estimated cost: \$7,192.87

	<b>Invoice/Debt</b>	<b>Description</b>	<b>Amount</b>	<b>Source</b>
1	Monomoy Regional High School	After Prom Planning Committee Contribution	\$2,500.00	General Funds for Recreation
2	Eastward Companies	Saquatucket Harbor Redevelopment Project Extra	\$ 942.87	Saquatucket Funds for Harbormaster
3	Tighe & Bond	Water Rate Study	\$1,500.00	Retained Earnings for Water
4	Tighe & Bond	Water Rate Study	\$2,250.00	Retained Earnings for Water
		<b>Total:</b>	<b>\$7,192.87</b>	

**Explanation:**

**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

**Place Holder OPEB FUNDS**

ARTICLE XX:

**PRIVATE PETITIONS**

DEFRAY THE EXPENSES OF THE CHASE LIBRARY AND HARWICH PORT LIBRARY

ARTICLE XX: To see if the Town will vote to raise and appropriate or transfer from available funds the sum of \$20,000 to help defray the expenses of the Chase Library and the Harwich Port Library; said funds to be expended under the direction of the Chase Library and Harwich Port Library Trustees, and to act fully thereon. By Petition. Estimated cost: \$20,000

*Explanation:* Chase Library and Harwich Port Library are free, publicly supported libraries. Town funds have been appropriated either through the general budget or by articles since 1911 (Chase) and 1926 (Harwich Port). These funds are essential for continued operation and for the customary State reimbursements.

**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

PROMOTE THE TOWN OF HARWICH

ARTICLE XX: To see if the Town will vote to raise and appropriate and/or transfer from available funds a sufficient sum of money for the Harwich Chamber of Commerce to promote the Town and its businesses and cultural endeavors to advance economic development initiatives for and with the Town of Harwich. Said monies to be used to manage and fulfill year-round visitor/resident/business information services, to promote and market the Town, to generate and initiate materials and activities that encourage the establishment, growth and sustainability of businesses in Harwich, and to implement economic development objectives and activities in partnership with the Town, and to act fully thereon. By Petition. Estimated cost: \$30,000

*Explanation:* For more than 60 years, Harwich Chamber of Commerce (HCC) has worked in the best interest of Harwich and for the people living in, working in and visiting the Town of Harwich. Since 1995, the citizens of Harwich, through the annual Town Meeting, have voted to fund warrant articles submitted by the Harwich Chamber of Commerce in support of its work promoting the community, providing needed informational services, and developing and advancing economic sustainability and development strategies. We are again requesting the Town's support for the Chamber's efforts in:

(a) providing year-round informational services to residents, visitors, second homeowners, and businesses (over 78,000 visits to our Information Center in 2018)

(b) Support of the Chamber's efforts, in partnership with the Town of Harwich, to develop and implement economic development initiatives to benefit the Town as defined by objectives in the Town's Local Comprehensive Plan, and marketing Harwich's Cultural Districts; the simultaneous designation of both Harwich Port and Harwich Center in 2019.

(c) Promoting the Town of Harwich and its brand: The Warm Side of the Cape, thereby continuing to grow the vitality and economy in the community.

*(a) **Year-Round Information Services:** Harwich's Information Center is open 52 weeks a year. Combining this valuable resource with the Chamber's internet/website portals, New explore boards located at Logan Airport, North and South Stations as well in many locations throughout Massachusetts, New England and Nationally and continued telephone and mail inquiries, Harwich Chamber annually provides more than 320,000 instances of contact with visitors, seasonal and year-round homeowners and residents, organizations and businesses. These connections offer the opportunity to market and promote the Town utilizing our new brand "The Warm Side of the Cape." By being available to meet the needs of our "customers" we are able to encourage patronage of our local amenities and businesses and to connect individuals and businesses with the appropriate Town offices and officials 12 months a year in a friendly, warm and upbeat fashion.*

*(b) **Promoting the Town of Harwich:** The Harwich Chamber continues to be the lead force in promoting the Town of Harwich. By utilizing a multi-faceted approach, HCC strives to position Harwich as a premier destination for local, regional, national and international individuals and families. The marketing strategies are aimed at encouraging residents, second homeowners (current and potential), and visitors to avail themselves of Harwich's recreational amenities, as well as for shopping, dining, vacations, day trips, events and festivals. The plan, which positions Harwich as a desired vacation destination and an outstanding place in which to live and work, includes:*

- 1. The 2019 Harwich Magazine will celebrate our history and our future as well as continue to share our Arts and Culture , the Town's primary comprehensive printed and online publication for attracting visitors to Harwich, and a year round resource for our residents, second homeowners and businesses.*
- 2. The HCC website's robust content complements the Magazine and links to a wide range of Town resources.*
- 3. Ancillary printed and on-line pieces, including specialized maps (cranberry bogs, lodging locator, dining locator, beaches, bike trail) that target market segments and interests. As well as the new Cultural District maps for Harwich Port and Harwich Center.*
- 4. Media placements in local, regional and national publications.*

*Special events and festivals are about more than attracting people to town to enjoyable experiences. They are about defining key elements of Harwich's brand and about parlaying those assets into support for our businesses, non-profit organizations, and the community. In 2017 the Harwich Chamber of Commerce in partnership with sponsorships from Harwich Chamber of Commerce members we brought back after a 10 year absence the much loved Fireworks as part of the Harwich Cranberry Festival and continues to grow today. In addition, Fall for Harwich provided the umbrella under which thousands of people were invited to participate in a wide array of more than 30 events, including the half-marathon road race, music festival, bog walks, concerts, teas, arts & crafts, our second sidewalk sale and more. Fall for Harwich and Christmas in Harwich also provide opportunities for our local non-profits to raise much needed funds and increase their visibility. In addition, the Chamber continues to actively engage in creating and implementing new events as well as expanding existing events. In 2018, the Chamber coordinated ten Port Summer Night Musical Strolls in Harwich Port,(traditionally every Wednesday in July & August in 2018 we added the last Wednesday in August and the first Wednesday in September as a thank you to our residents) several musical concerts that*

*combined opportunities with restaurants and other businesses to increase meals, shopping and a night out with a show. We look forward to continuing to expand these offerings in 2019.*

***Economic Development:** HCC will continue to collaborate with the Town on economic development strategies and initiatives. Over this past year, HCC has worked tirelessly on behalf of the Town and its businesses and continues to do so with sponsoring gatherings with key partners at the state level bringing them into our town. The Chamber has also provided training, counsel and support to dozens of small businesses challenged to survive in the current economic climate, and has met with several individuals considering locating their business in Harwich. HCC continues to strengthen its collaboration with other local chambers of commerce through the Local Cape Chambers Collaborative (LC3) and the Lower Cape Chambers group. Among the many activities currently underway are:*

*With LC3 meeting with the Economic Development Council on regional economic development priorities, identified by local chambers in consultation with town officials*

*With LC3 continued advocacy on transportation issues, including real time information, bridge issues, issues relating to drug use, attracting more traffic to the Regional Airport and more.*

*With Lower Cape Chambers hosting the Annual Lower Cape Home & Garden Show this year again to be held at the Cape Cod Tech, trainings, inter-chamber networking (giving greater business-to-business opportunities)*

*Parking and Connectivity continue to explore opportunities for remote parking lots and transit service for harbors, beaches and other sites with high seasonal demand*

*The Chamber is honored to partner with the Town on building a better community, but the Chamber relies on the Town's support to help achieve its goals. Without this support, the Chamber's marketing activities will be significantly reduced. We appreciate the past support of the Town of Harwich and request funding for these important, revenue-generating initiatives. Thank you for your consideration.*

**The Finance Committee Recommends:**

**..... ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

**..... ROLL CALL VOTE:**

## COMMERCIAL SINGLE-USE PLASTIC WATER BOTTLE BAN

ARTICLE XX: To see if the Town will vote to adopt the following as a general by-law and to authorize the Town Clerk to insert it into the appropriate place in the Town Code of Harwich, Massachusetts. By Petition. **Estimated cost: \$0.00**

### Section 1. Sale of Single-use Plastic Water Bottles

Effective on September 1, 2021, it shall be unlawful to sell non-carbonated, unflavored drinking water in single-use plastic bottles of less than one gallon in the Town of Harwich.

### Section 2. Definitions

A single-use plastic bottle is a beverage container made from any type of plastic resin.

### Section 3. Exemptions

Sales or distribution of non-carbonated, unflavored drinking water in single-use plastic bottles occurring subsequent to a declaration of emergency (by the Emergency Management Director or other duly authorized Town, County, Commonwealth or Federal official) affecting the availability and/or quality of drinking water to residents of the Town shall be exempt from this bylaw until seven days after the declaration has ended.

### Section 4. Enforcement

Enforcement of this article shall be the responsibility of the Town Administrator or his/her designee.

This bylaw may be enforced through the non-criminal disposition procedures as specified in G. L. Chapter 40 § 21D. The following penalties apply:

First violation: Written warning

Second violation: \$150 fine

Third and subsequent violations: \$300 fine

Each day a violation continues constitutes a separate violation, incurring additional fines. Any such fines collected shall be payable to the Town of Harwich. Estimated cost: \$0

*Explanation: Single-use plastic bottles impact environmental health, and the health and longevity of other species, who may ingest plastic as food. Ultimately, plastic re-enters the human food chain where the adverse consequences are both known and emerging. Plastics pollute and impact our environment across their life cycle from production, use and disposal.*

*Over 1,500 single-use plastic water bottles are used and discarded in the U.S. per second. Elimination of the use of single-use plastic water bottles will have a significant impact on future plastic-based pollution including the nation's greenhouse gas footprint and is consistent with protection of the natural environment in Harwich, Barnstable County, our nation and our earth, which we have a common responsibility to protect and steward.*

**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

RESCIND THE ACTION TAKEN AT THE ANNUAL TOWN MEETING May 6, 2019 FOR  
ARTICLE 50

ARTICLE XX: To see if the town will vote to rescind the action taken at the Annual Town Meeting May 6, 2019, Article 50. By Petition. **Estimated cost: \$0.00**

*Explanation: Last year's Article 50 is discriminatory and is financially inhibitive to various non-profit organizations that utilize Town properties, including Monomoy Little League, Monomoy Booster Club, Cape Cod Baseball League, et al. Further, it puts an unfair financial burden on small businesses that participate in lo a craft fairs, farmers markets, and beach vendors, et al. The article also did not include a means of enforcement. The action should be rescinded and the group who wrote the article should reconsider the verbiage as well as the intent.*

**The Finance Committee Recommends:**

..... **ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

..... **ROLL CALL VOTE:**

### NEW CLIMATE POLICY BY-LAW

**ARTICLE XX:** To see if the Town Will vote to adopt the following as a general by-law and to insert it into the Code of the town of Harwich, Massachusetts. By Petition. **Estimated cost: \$0.00**

Chapter ( ) Climate Policy

§ ( )-1 Climate Policy

The Town of Harwich recognizes that the climate emergency, driven by human activity including energy consumption and land use practices and leading to global warming, rising seas, deadly storms, dangerous heat waves, acidifying oceans, and melting ice sheets, poses an imminent threat to the health, safety and economic security of the residents of the Town. The Town of Harwich therefore adopts as its policy the objective of reducing net greenhouse gas emissions from human activity within and by the Town to zero at the earliest technically and economically feasible time, and directs that all officers and departments of the Town take such measures within the scope of their respective responsibilities and authority as may be necessary and prudent to facilitate such policy and objective.

*Explanation: This Article would establish a town policy on climate change which recognizes that we are living in a climate emergency that threatens our communities and our childrens' futures. In line with the official policies of the Commonwealth of Massachusetts and supported by the recommendations of scientists worldwide, as reflected in the reports of the Intergovernmental Panel on Climate Change established by the United Nations, this by-law would accept the central goal of reducing net greenhouse gas emissions to zero at the earliest economically and technically feasible time. The science tells us that we must make a significant cut in the current rate of carbon emissions within the next ten years or it will be too late to head off the most catastrophic consequences of rising seas, monster storms, runaway fires, deadly heat waves, and the loss of countless species. This by-law does not set an arbitrary deadline or define the specific steps to attain the goal: that will require a long and challenging process of identifying a multitude of strategies to improve energy efficiency in homes and businesses, to produce renewable power, to increase the use of electric vehicles for private and public transportation, to preserve and expand forested land to offset carbon emissions, and to adopt*

*new technologies as they emerge to support these goals. The policy does not mandate any new public expenditures: every action is measured by technical and economic feasibility, and most improvements in energy efficiency and renewable power generation now offer financial savings or new revenue streams that should reduce net public spending. The bottom line, however, is that there is no time to lose to begin the hard work of finding ways to reduce carbon emissions.*

**The Finance Committee Recommends:**

**..... ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

**..... ROLL CALL VOTE:**

### **CUSTOMARY ARTICLES**

#### **SUPPLEMENT THE ANNUAL ALLOCATION OF MASS CULTURAL COUNCIL FOR LOCAL CULTURAL COUNCIL GRANTS**

**ARTICLE XX:** To see if the Town will vote to raise and appropriate and/or transfer from available funds a sufficient sum of money to supplement the Massachusetts Cultural Council annual allocation for community grant awards to artists, performers, and interpretive scientists who bring events and programs to local venues which enhance the cultural experience of Harwich citizens of all ages, and to act fully thereon. By request of the Harwich Cultural Council. Customary Article. Estimated Cost: \$3,900.

*Explanation:*

**The Finance Committee Recommends:**

**..... ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

**..... ROLL CALL VOTE:**

### **HERRING FISHERIES**

**ARTICLE XX:** To see what action the Town will take in regard to the Herring Fisheries and to act fully thereon. Customary Article.

**The Finance Committee Recommends:**

**..... ROLL CALL VOTE:**

**The Board of Selectmen Recommends:**

**..... ROLL CALL VOTE:**



APPENDIX A – Sample Ballot

## APPENDIX B – Budget

# APPENDIX C

CPC, TA and Capital Outlay Committee Recommendations		TOWN OF HARWICH CAPITAL PLAN REQUEST SUMMARY (FY 21 TO 27)					Original 9/30/2019					
Department	Project	Funding Source	CPC Approved	TA Rec	COC Rec Voted	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27
<b>ADMINISTRATION</b>												
Admin	Harwich Center ADA Sidewalk Project	FC		\$ -		\$ -	\$ 50,000	\$ -				
	Harwich Center ADA Sidewalk Pro. ADA/CDBG Grant (\$1 Million)	Grant		\$ -		\$ -		\$ 1,000,000				
Admin	Harwich Center Initiative						TBD					
Admin	Albro House - Renovations (See also Facility Maintenance)		\$ -	\$ -			TBD					
Admin	Walkway Reconstruction Rte 28 SAQ to Harwichport (Supplemental)	FC		\$ -	\$ -	\$ -	\$ 200,000					
Admin	Walkway Reconstruction Rte 28 SAQ to Harwichport (Supplemental) GRANT	Grant		\$ -	\$ -	\$ -	\$ 400,000					
Admin	Walkway Reconstruction Bank Street Harwich Center to Rte 28			\$ -	\$ -	\$ -		\$ 450,000				
Admin	Former West Harwich School on Bells Neck			\$ -	\$ -	\$ -	TBD					
Admin	School House Road Revision to Site Plan Expand Parking Lot	FC					TBD					
Admin	Green/Fuel Efficient Fleet Replacement Schedule (Need Revisions)	Oper.Budget		\$ -	Under \$50K	\$ -	\$ 30,000	\$ 30,000	\$ 32,000	\$ 32,000	\$ 35,000	\$ 35,000
ADMIN SUB-TOTAL			\$ -	\$ -	\$ -	\$ -	\$ 680,000	\$ 1,480,000	\$ 32,000	\$ 32,000	\$ 35,000	\$ 35,000
<b>AFFORDABLE HOUSING TRUST (AHT)</b>												
AHT	AHT Funding for Housing and Part Time Coordinator (\$500K H/ \$50K PT) [CH	CPC Housing	\$ 250,000	\$ 550,000	\$ 550,000	\$ 550,000						
AHT	Deacon's Folly Land Acquisition (AHT \$600K and Con Com \$600K) [OS7]	CPC - OS		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
AHT SUB-TOTAL			\$ 250,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>CEMETERY</b>												
Cemetery	Pine Grove Cemetery Gravestone Conservation (HP1)	CPC Historic	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000						
Cemetery	Island Pond Arboretum Implementation of Master Plan (Construction)	Grant		\$ 100,000	\$ 100,000	\$ 100,000						
Cemetery	Island Pond Arboretum Master Plan (Study)	Grant		\$ 43,000	\$ 43,000	\$ -						
Cemetery SUB-TOTAL			\$ 75,000	\$ 218,000	\$ 218,000	\$ 218,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>CHANNEL 18</b>												
Channel 18	Main Control (playback, servers)	PEG Grant				\$ 37,450					\$ 17,650	
Channel 18	Field Production Equipment	PEG Grant							\$ 4,388		\$ 4,388	
Channel 18	Edit Computers	PEG Grant									\$ 2,859	
Channel 18	Production Studio: Cameras/Lighting	PEG Grant				\$ 32,784						
Channel 18	Meeting Rooms (5 - various locations)	PEG Grant				\$ 97,000	\$ 66,470	\$ 66,470		\$ 47,863		\$ 45,000
Channel 18 SUB-TOTAL				\$ 134,450	\$ -	\$ 134,450	\$ 99,254	\$ 66,470	\$ 4,388	\$ 47,863	\$ 24,897	\$ 45,000
<b>CONSERVATION</b>												
Conservation	Harwich Artificial Reef (Additional Project)	GRANT					\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -
CONSERVATION SUB-TOTAL			\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>ENGINEERING</b>												
Engineering	MS4 Municipal Surface Drainage Plan and Improvements [Per Permit]	Oper.Bud.		\$ 50,000	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 40,000	\$ 40,000	\$ 100,000	\$ 100,000
Engineering	Crossing Lights - Depot Road South (R11)	CPC-UN/Rec	\$ -	\$ 27,000	Under 50K	\$ 27,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
ENGINEERING SUB-TOTAL			\$ -	\$ 77,000	\$ 50,000	\$ 127,000	\$ 130,000	\$ 130,000	\$ 70,000	\$ 70,000	\$ 100,000	\$ 100,000
<b>Facility Main.-DPW</b>												
Facility Main.-DPW	Brooks Library Roof	FC		\$ 148,500	\$ 148,500	\$ 148,500	\$ -	\$ -				
Facility Main.-DPW	Implement Facilities Wide ADA Compliance Plan Improvements	PEG Grant		\$ -	Under \$50K	\$ -	\$ 11,605	\$ 75,235				
Facility Main.-DPW	Implement Facilities Wide ADA Compliance Plan Improvements (MOD Grant)	GRANT		\$ 350,000	\$ 350,000	\$ 350,000	\$ -	\$ -				
Facility Main.-DPW	Replace Transfer Station Scale Decking	FC		\$ 55,000	\$ 55,000	\$ 55,000						
Facility Main.-DPW	5 Bells Neck Roof Repair	FC		\$ -	Under \$50K	\$ 20,000						
Facility Main.-DPW	Cultural Center Systems Generator	FC		\$ -	\$ -	\$ -	\$ 70,000	\$ -				
Facility Main.-DPW	Cultural Center - Boiler Replacement					\$ 160,000	\$ -			\$ -	\$ -	
Facility Main.-DPW	Remove and Replace Privacy Fence					\$ 55,000						
Facility Main.-DPW	Replace 3 Condensing Units and Air Handlers						\$ 275,000					
Facility Main.-DPW	Cultural Center - Window Replacement Sash Windows that Failed						\$ 200,000		\$ 200,000		\$ -	\$ -
Facility Main.-DPW	Community Center Roof Replacement						\$ 240,000		\$ -		\$ -	\$ -
Facility Main.-DPW	Community Center Boiler Replacement								\$ 120,000		\$ -	\$ -
Facility Main.-DPW	Community Center Systems Generator								\$ 115,000		\$ -	\$ -
Facility Main.-DPW	DPW Facilities and Mechanic Shop										\$ 1,200,000	\$ -
Facility Main.-DPW	Redesign Recycling Area										\$ -	\$ 451,590
Facility Main.-DPW	Golf Pro Shop A/C Replacement										\$ 75,000	\$ 75,000
FACILITY MAINTENANCE SUB-TOTAL				\$ 553,500	\$ 553,500	\$ 425,000	\$ 296,605	\$ 550,235	\$ 440,000	\$ 235,000	\$ 1,200,000	\$ 526,590
<b>FIRE</b>												
Fire	Phased Police and Fire Radio System	FC		\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ -
Fire	Phased Police and Fire Radio System (Grant Portion if Applicable)	FC		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire	Lockers HQ			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire	Ambulance Replacement Program	FC		\$ 378,225	\$ 378,225	\$ 378,225	\$ -	\$ 386,636	\$ -	\$ 405,969	\$ -	\$ 418,148
Fire	Air Pack Replacement Program - (Town Funded Portion)	FC		\$ 20,000	\$ 20,000	\$ 20,000	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Fire	Air Pack Replacement Program - (Federal/State Grant Funded Portion)	GRANT		\$ 380,000	\$ 380,000	\$ 380,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire	Staff Car			\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -
Fire	Pumper and Ladder Request converted to Pumper/Ladder called Quint	DE		\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FIRE SUB-TOTAL				\$ 1,878,225	\$ 1,878,225	\$ 1,878,225	\$ 460,000	\$ 786,636	\$ 200,000	\$ 605,969	\$ 200,000	\$ 418,148
<b>GOLF</b>												
Golf	Tree Work Front 9 (Final year of 6 Year Project)	Golf Im. Fund		\$ 35,000	Under \$50K	\$ 35,000	\$ -	\$ -				
Golf	Design and Feasibility of 3 hole Practice and Putting Course	Golf Im. Fund		\$ 35,000	Under \$50K	\$ 35,000	\$ -	\$ -	TBD			
Golf	Renovate Cart Path (Following Mungeam Plan) Hole 10 FY21 & Hole 1 FY 22	Golf Budget		\$ 41,500	Under \$50K	\$ 41,500	\$ 14,500	\$ -				
Golf	Various Mowing Equipment per Lease	Golf Budget		\$ 87,050	\$ 87,050	\$ 87,050	\$ 87,050	\$ 87,050	\$ 87,050	\$ 87,050	\$ 87,050	\$ 87,050
Golf	Replace Truck with Ford F350	Golf Budget		\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -
Golf	Improvements to Nets at Driving Range (Back FY 22 & Main FY 23)	Golf Budget		\$ -	\$ -	\$ -	\$ 30,870	\$ 34,800	\$ -	\$ -	\$ -	\$ -
Golf	New Tee Box Improvements - Mungeam Plan (Two Year Project)	Golf Im. Fund		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 149,000	\$ 149,000	\$ 149,000
Golf	Golf Course Irrigation Update	Golf Funds		\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
GOLF SUB-TOTAL				\$ 198,550	\$ 87,050	\$ 198,550	\$ 207,420	\$ 276,850	\$ 162,050	\$ 311,050	\$ 224,000	\$ 75,000

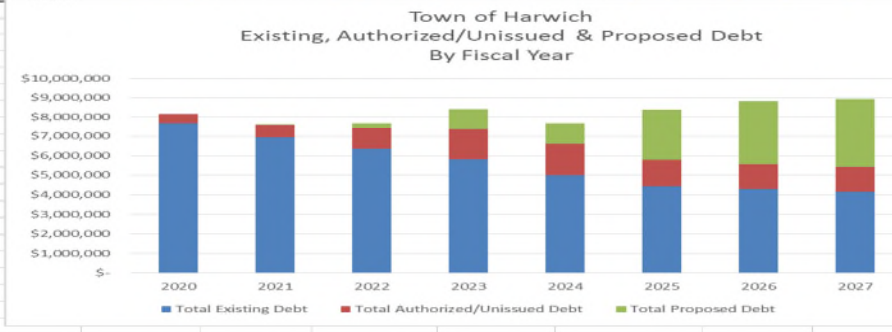
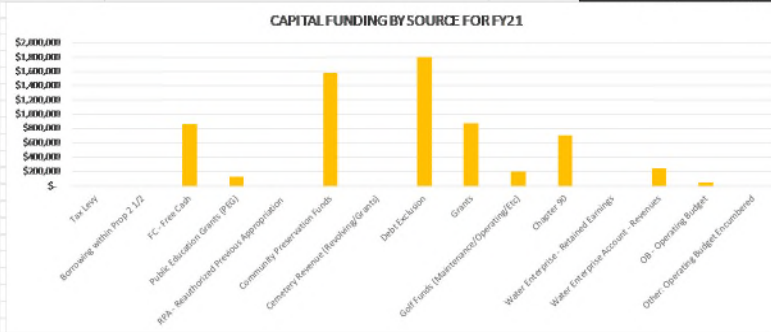
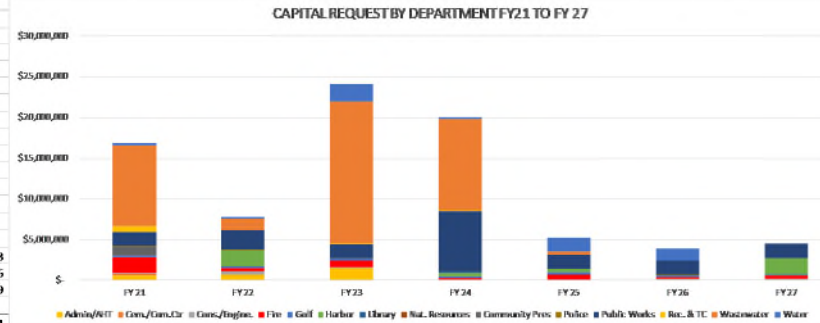


# APPENDIX C

GRAND TOTALS (including Other/Private CPC Listed below)				\$ 5,977,652	\$ 5,654,792	\$ 17,368,030	\$ 8,173,279	\$ 24,724,691	\$ 20,425,438	\$ 5,579,382	\$ 5,115,897	\$ 5,084,738
Non-Town/Private	CPC Applications											
Chase Library Assoc	Historic Restoration of Door and Entrance (HP 2)	CPC - His	\$ 15,000	\$ -	\$ 10,500							
HdHC	Update of Historic Areas and Property Inventory (HP 3)	CPC - His	\$ 34,500	\$ -	\$ 34,500							
CDP	Lower Cape Housing Institute (CH5)	CPC - Housing	\$ 7,500	\$ -	\$ 15,000							
Housing Authority	Rent/Buy Down Program	CPC - Housing	\$ 200,000	\$ -	\$ 200,000							
REOS	6.5 Acre Walkers Pond (OS 6)	CPC - OS	\$ -	\$ -	\$ 250,000							
Con Comm	Maintenance of Town Owned Land (R12)	CPC - Misc	\$ 20,000	\$ -	\$ 20,000							
Pleasant Bay Boatin	P.B. Community Boating Accessible Dock Project (R13)	CPC - Misc	\$ 25,000	\$ -	\$ 25,000							
HES	Harwich Community Playground Project (R14)	CPC - Misc	\$ 500,000	\$ -	\$ 641,035							
Other/Private	TOTAL CPC Requests		\$ 802,000	\$ -	\$ 1,196,035	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Department	Project	CPC Approved	TA Rec	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27
<b>Funding Summary</b>	<b>Funding Summary</b>			<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>	<b>FY 24</b>	<b>FY 25</b>	<b>FY 26</b>	<b>FY 27</b>
	DEPTS									
	Admin/AHT	\$ -	\$ -	\$ 550,000	\$ 600,000	\$ 1,480,000	\$ 32,000	\$ 32,000	\$ 35,000	\$ 35,000
	Com./Com.Ctr	\$ -	\$ -	\$ 218,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Cons./Engine.	\$ 866,635	\$ -	\$ 127,000	\$ 380,000	\$ 130,000	\$ 70,000	\$ 70,000	\$ 100,000	\$ 100,000
	Channel 18	\$ 139,450	\$ -	\$ 134,450	\$ 99,254	\$ 66,470	\$ 4,388	\$ 47,863	\$ 24,897	\$ 45,000
	Facility Main.	\$ -	\$ -	\$ 425,000	\$ 296,605	\$ 520,235	\$ 440,000	\$ 235,000	\$ 1,200,000	\$ 526,590
	Fire	\$ 1,380,017	\$ -	\$ 1,878,225	\$ 460,000	\$ 786,636	\$ 200,000	\$ 625,969	\$ 200,000	\$ 418,148
	Golf	\$ -	\$ -	\$ 198,550	\$ 207,420	\$ 276,850	\$ 162,050	\$ 311,050	\$ 224,000	\$ 75,000
	Harbor	\$ 1,800,000	\$ -	\$ -	\$ 2,000,000	\$ 42,000	\$ 441,000	\$ 367,500	\$ 42,000	\$ 2,100,000
	Library	\$ 873,000	\$ -	\$ -	\$ 40,000	\$ -	\$ 150,000	\$ -	\$ -	\$ -
	Nat. Resources	\$ 196,550	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Community Pres	\$ 700,000	\$ -	\$ 1,196,035	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Police	\$ -	\$ -	\$ 14,910	\$ 30,000	\$ 40,000	\$ 61,000	\$ 15,000	\$ 35,000	\$ -
	Public Works	\$ 250,000	\$ -	\$ 1,825,000	\$ 2,330,000	\$ 1,720,000	\$ 7,365,000	\$ 1,720,000	\$ 1,755,000	\$ 1,785,000
	Rec. & TC	\$ 50,000	\$ -	\$ 650,860	\$ -	\$ 32,500	\$ -	\$ -	\$ -	\$ -
	Wastewater	\$ -	\$ -	\$ 9,900,000	\$ 1,500,000	\$ 17,475,000	\$ 11,200,000	\$ 350,000	\$ -	\$ -
	Water	\$ -	\$ -	\$ 250,000	\$ -	\$ 2,125,000	\$ 175,000	\$ 1,825,000	\$ 1,500,000	\$ -
	<b>Confirmation Total</b>	\$ 6,452,652	\$ -	\$ 17,368,030	\$ 8,173,279	\$ 24,724,691	\$ 20,425,438	\$ 5,579,382	\$ 5,115,897	\$ 5,084,738
	<b>Variance</b>	\$ (425,000)	\$ -							

FREE CASH	Available Free Cash	\$ 1,446,115	Community Preservation
Capital Budget Items	\$ 866,635	Available	Est. FY 21
Monomy Regional School District	\$ -	UNFD./Misc.	\$ 1,401,064
Snow and Ice	\$ -	Open Sp.	\$ 463,316
OPEB	\$ -	Historic	\$ 458,719
Cultural Center Operations Subsidy	\$ 100,000	Housing	\$ 346,011
Sewer Enterprise	\$ 250,000	TOTAL	\$ 2,713,011
Chamber of Commerce	\$ 30,000	REQUEST	TOTALS
Libraries	\$ 20,000	UNFD./Misc.	\$ 1,428,885
Cultural Council	\$ 3,900	Open Sp.	\$ 250,000
Operating Small Capital Items	\$ 140,000	Historic	\$ 120,000
Prior Years Unpaid Bills	\$ 3,500	Housing	\$ 705,000
Available Balance	\$ 32,080	TOTAL	\$ 2,763,885
<b>TOTAL ALLOCATED</b>	\$ 1,414,035	Funding	CPC Voted
		UNFD./Rec	\$ 1,080,506
		Open Sp.	\$ 20,000
		Historic	\$ 124,500
		Housing	\$ 346,011
		TOTAL	\$ 1,580,017
		Variant by Cat.	\$ 1,130,994



## **APPENDIX C**

### **Notes**

**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	<b>Charter 9-2-1/on or before October 1<sup>st</sup></b>
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	<b>Charter 9-2-2/on or before the first Tuesday in October</b>
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"> <li>• State of the Town/BOS Budget Message</li> <li>• MRSD Budget/Enrollments</li> <li>• Finance Committee Priorities</li> <li>• Capital Budget Requests</li> <li>• Outlook for 2020</li> </ul>	
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	<b>Charter 9-2-3/on or before the 1<sup>st</sup> Friday of December</b>
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	<b>Charter 9-6-3/during the month of December</b>
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	<b>Charter 9-6-4/on or before the 2<sup>nd</sup> Friday in January (Finance Committee)</b>

**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	<b>Charter 9-2-4/on or before the 2<sup>nd</sup> Tuesday of February</b>
Friday, February 14, 2020	Article deadline – Warrant closes Noon deadline	<b>Charter 2-2-1/Bylaw 1-101 2<sup>nd</sup> Friday in February by 12:00 Noon</b>
Tuesday, February 18, 2020	1 <sup>st</sup> draft Warrant to BOS (presented at meeting)	
Monday, February 24, 2020	Articles submitted to Finance Committee by B O S	<b>General By-Laws I, § 271-1.B. Not later than 14 days after article deadline</b>
Monday, February 24, 2020	BOS required to submit final budget to Finance Committee	<b>Charter 9-3-2 / on or before the 4<sup>th</sup> Tuesday of February</b>
<b>No later than</b> 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	<b>All Special Town Meeting Articles must be received 40 days prior to STM</b>
<b>No later than Monday, March 23, 2020</b>	<ul style="list-style-type: none"> <li>• Article funding review by B O S</li> <li>• FINCOM submits written recommendations on Budget/Warrant.</li> <li>• Joint budget /article hearing with</li> <li>• B O S and Fincom reconciliation</li> <li>• Fincom conducts one or more hearings on budget</li> </ul>	<b>Charter 9-3-3/by March 31<sup>st</sup> (last 4 bullet points)</b>
<b>MONDAY, March 23, 2020</b>	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 <b>(April 16<sup>th</sup> publication)</b>	Printer needs 2 weeks. Chronicle needs 1 week before publish date
Friday, April 17, 2020	Warrants available for public distribution	<b>Charter 2-2-2/14 days prior to Town Meeting</b>