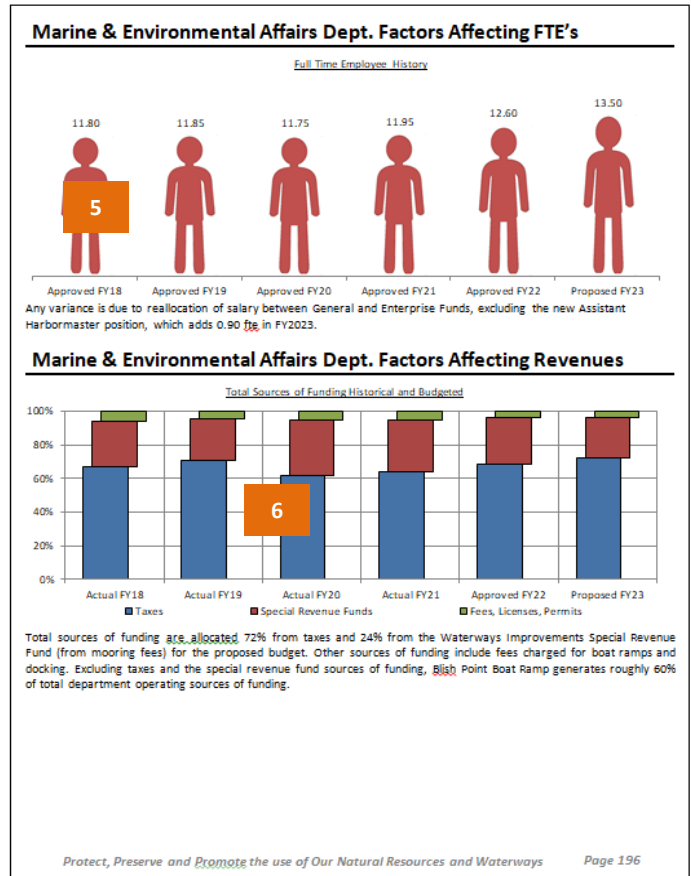
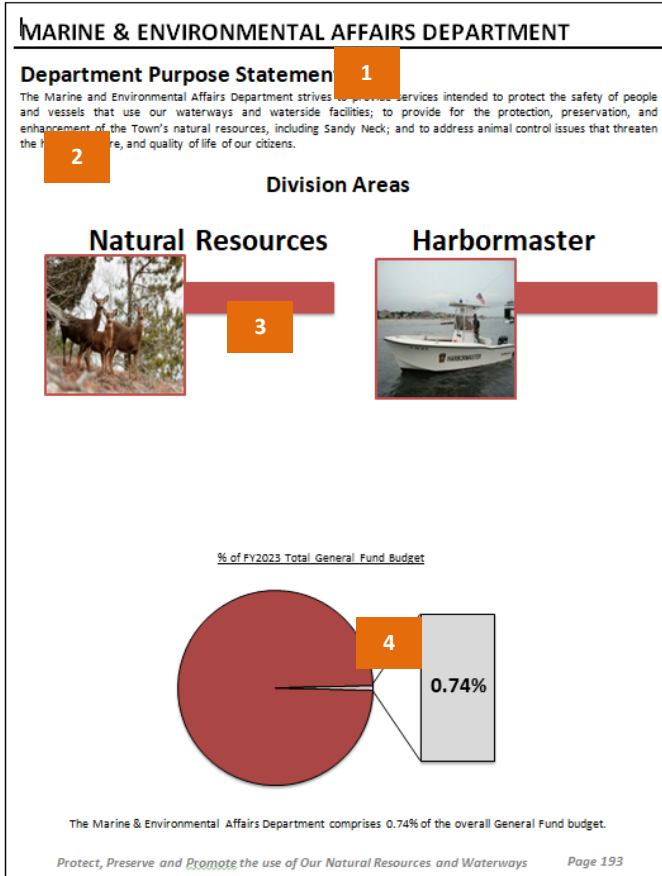


GUIDE TO THE BUDGET

The FY 2023 budget document is organized into the following nine sections:

- 1. Introduction and Overview:** This section starts with the town History, Demographics and Statistics, followed by Property Tax Information, defining Barnstable's Council-Manager form of government and organizational chart. In addition, Town Council's Strategic Plan, which appears throughout the document as illustrated within departmental goals and objectives. Finally, it includes the Town Manager's budget message, which communicates the Town Council's Strategic Plan as it relates to the budget development process. The budget message highlights major changes and key initiatives in the proposed budget.
- 2. Financial Process, Structure, and Policy:** Building the Budget and Town-Wide Financial Management Policies.
 - a. Building the Budget-** Provides the reader a brief synopsis of the budget process. This includes a discussion on the relationship between the 5-Year Forecast, Capital Improvements Plan, and Operating Budget.
 - b. Town-Wide Financial Management Policies-** This includes the financial policies outlined in Barnstable's Town Charter Section 6-1, as well as other financial policies included in the Town's Administrative Code.
- 3. Financial Summaries:** Fiscal Year Operating Budget Summary, Revenue Estimates, and Long-Term Budget Planning.
 - a. Fiscal Year Operating Budget Summary-** This subsection summarizes the entire fiscal year budget for both General Fund and Enterprise Funds. It provides details on major changes from the previous fiscal year. Other information included is a list of Full-Time Equivalent Employees (FTE), Department of Revenue (DOR) Certified Free Cash balances, changes in fund balance, school and municipal operating budget changes, and a consolidated resources and appropriation summary.
 - b. Revenue Estimates –** This subsection includes specific factors that influence the estimates for revenue in the fiscal year. For example, state and local laws, economic factors, and state budget. These factors influence the town's ability to generate resources in the fiscal year.
 - c. Long-Term Budget Planning-** Many factors that can influence a town's capital and operating budget. This subsection provides a brief overview of the more pertinent accounts that can influence Barnstable's budget into the future.
- 4. Capital Budget and Debt Summary:** This section includes the Capital Improvements Plan for the fiscal year as well as a debt position analysis.
- 5. Department Summaries General Fund:** This section provides an overview of the various services the town provides as categorized by departments: Police, Public Works, Community Services, Licensing Services, Inspectional Services, Administrative Services, Planning & Development, Education, and Other Requirements. The General Fund includes a majority of the services provided by the town and excludes those required to be accounted for by law or ordinance in another fund.
- 6. Department Summaries Enterprise Funds:** An Enterprise Fund is a separate fund established to account for certain operations:
 - a.** That are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user fee charges; or

Department Summaries– General Fund Guide

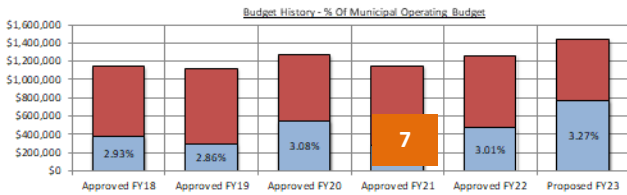


- 1** Department or Division Title
- 2** Each department/division includes a purpose statement, which helps establish the operations goals and objectives.
- 3** This is a list of all divisions/programs operating within the department/division. A department can be segmented into divisions, which are then segmented into programs.
- 4** This chart shows the department/division total budget as a percentage of the overall General Fund budget (see Financial Summaries section).

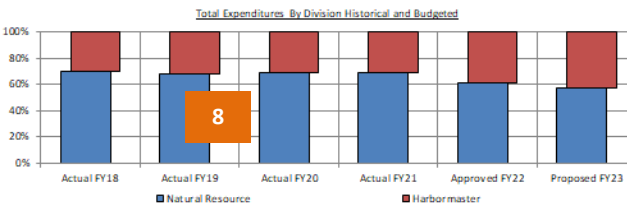
- 5** Department/Divisions full-time employee (FTE's) history count.
- 6** This compares resources as a percentage of total funding for the department/division based on actuals, approved budget, and proposed budget.

Department Summaries– General Fund Guide (Continued)

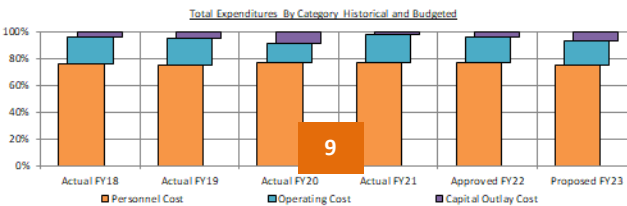
Marine & Environmental Affairs Dept. Factors Affecting Expenses



The Marine & Environmental Affairs budget has increased 4.33% annually on average over a six-year period. This budget has also increased from 2.93% to 3.27% of total municipal operating budget (excludes Other Requirements and schools). Fluctuations are mostly due to one-time capital outlay needs.



Natural Resources division accounts for 61% of the department's proposed operating budget. Actual results have Natural Resources tracking 70% of the department's operations.



The department's proposed budget is allocated 76% to personnel cost, 20% to operating, and 4% to capital outlay. This allocation has remained consistent for the past few fiscal years.

7 Town Council approved budget history for the department/division for the past five years. This also includes next years' proposed budget.

8 This chart shows each division/program as a percentage of the department/division total budget.

9 Department/Division percentage cost structure by personnel, operating, and capital outlay.

This financial table displays the following:

10 Sources of Funding: departments or divisions can receive funding to cover operating expenses by charging fees for services, state aid, local tax support, fines and penalties, and interest etc.

Marine & Environmental Affairs Department Services Provided

<https://www.townofbarnstable.us/Departments/MarineEnvironmental/>

The Marine and Environmental Affairs Department strives to protect the well-being of Barnstable's natural resources as well as waterway safety. The department is also responsible for patrolling town conservation areas and beaches to enforce local by-laws and state and federal wildlife, fisheries, and environmental regulations. It is estimated that one out of every two citizens has a dog or cat. When pet owners do not fulfill their responsibilities to their neighbors and community, government must establish and enforce laws to regulate these pets. In addition, the town is surrounded by water, which provides recreational opportunities to tourists and residents, and thus, the department is required to protect the safety of people and vessels that use our waterways and waterside facilities.

Marine & Environmental Affairs Department Budget Comparison

Marine & Environ. Affairs Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$720,681	\$775,354	\$865,300	\$1,130,300	\$175,933	20.33%
Fees, Licenses, Permits	63,107	61,855	48,000	60,000	2,000	4.17%
Interest and Other	634	9,002	-	-	-	0.00%
Special Revenue Funds	348,000	348,000	348,000	348,000	-	0.00%
Total Sources of Funding	\$1,132,423	\$1,194,211	\$1,261,370	\$1,439,303	\$177,933	14.11%
Expenditure Category						
Personnel	\$868,943	\$911,777	\$966,890	\$1,079,388	\$112,498	11.64%
Operating Expenses	241,961	233,619	245,665	269,615	14,250	5.80%
Capital Outlay	21,519	48,815	48,815	90	\$1,185	104.86%
Total Appropriation	\$1,132,423	\$1,194,211	\$1,261,370	\$1,439,303	\$177,933	14.11%

Summary of Budget Changes

The Marine & Environmental Affairs Department proposed FY2023 budget increased by \$177,933, or 14.11% from the approved FY2022 budget. Personnel cost are increasing \$112,498 due to contractual obligations and minimum wage increases. This is also 0.90 fte for a new Harbormaster position. Operating costs includes increases in line items to support the new Assistant Harbormaster position. Capital outlay includes a vehicle and patrol vessel engine purchases.

Marine & Environmental Affairs Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$1,261,370	
Contractual Obligations Net of Staff Turnover	47,708	-	-	47,708	-
One-Time Charges	-	(4,000)	(48,815)	(52,815)	-
FY 2023 Budget Changes					
1. Assistant Harbormaster	57,771	2,750	-	60,521	0.90
2. Minimum Wage Increases	7,020	-	-	7,020	-
3. Harbormaster Expenses	-	15,500	-	15,500	-
4. Patrol Vessel Engine	-	-	45,000	45,000	-
5. Patrol Vehicle	-	-	55,000	55,000	-
FY 2023 Proposed Budget	\$112,499	\$14,250	\$51,185	\$1,439,304	0.90

11 Expenditures: all costs are categorized into three segments. Personnel cost for all permanent and temporary salaries and wages. Operating expenses include supplies, professional services, training, licenses etc. Capital Outlay is for large or one-time expenses like purchasing a vehicle.

12 Summary of Budget Changes: Provides a brief description of the additional funding requested by the department within the fiscal year

13 Budget Reconciliation: The table provides budget reconciliation between fiscal years based on changes between various accounts. This includes changes in one-time charges, contractual obligations and turnover, and additional funding request.

Department Summaries– General Fund Guide (Continued)

Natural Resources Division Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Expand joint ATV patrols with Barnstable Police to deter illegal dirt bike use in conservations areas and work with public land officials to close illegally built trails within designated public open spaces. (SP: Public Health and Safety, Environment and Natural Resources)
2. Continue to streamline aquaculture management in order to improve adherence to town, state, and federal regulations. (SP: Regulatory Process and Performance, Public Health and Safety)
3. Continue to streamline outreach programs and adapt to the changing needs of the community offering educational outreach during a **14** (SP: Education, Environment and Natural Resources)
4. Catalog existing osprey nests and add new nesting locations where needed. (SP: Environment and Natural Resources)
5. Update the Dog Control Regulations. (SP: Regulatory Process and Performance, Public Health and Safety)
6. Relocate oyster-growing area in Three Bays to decrease disease levels in oysters. (SP: Environment and Natural Resources, Recreation).



Scudder Lane-Opening Day for Oysters

7. Perform shellfish habitat assessment survey in Three Bays (SP: Environment and Natural Resources, Recreation).
8. Increase seed survival on the North Side by experimenting with different nursery methods (SP: Environment and Natural Resources, Recreation).

Long-Term:

1. Continued research and monitoring of eel grass habitat off Hyannisport, Osterville, and Cotuit. (SP: Environment and Natural Resources)
2. Monitor and document impacts from projects affecting coastal resources and shellfish habitat (SP: Environment and Natural Resources)
3. Continue to expand Town surveillance efforts in Conservation Areas, dumping grounds, herring runs and shellfish areas to assist with enforcement. Streamline surveillance equipment if possible to be more users friendly. (SP: Public Health and Safety, Environment and Natural Resources)
4. Research and develop new/improved aquaculture techniques to improve shellfish production. (SP: Public Health and Safety, Environment and Natural Resources)



Marston Mills Herring Run

Preserving ecosystems and involving the community through outreach programs. Page 200

14 Goals and Objectives: each division provides a list of short and long-term goals, which directly tie into the Town Council Strategic Plan (see Introduction section).

Natural Resources Division Services Provided

<https://www.townofbarnstable.us/departments/naturalresources/>

Natural Resource's division attempts to balance the needs of wildlife with the needs of people using the best available science and solutions that focuses on sustainability. This includes all wildlife aspects such as game keeping, conservation, habitat control, pest control, and pollution control.

Natural Resources Division Recent Accomplishments

- ✓ Continue to update **15** new our shellfish license database thus streamlining user information and providing the public with a license renewal platform;
- ✓ Using our new software database, provided the public with an enhanced web-based platform for dog license renewals;
- ✓ Grew 900,000 oysters town wide and 400 bags of remote set oysters in Barnstable Harbor;
- ✓ Produced 2,053,000 quahogs planted under 81 predator exclusion nets;
- ✓ Dug and moved 298 bushels of quahogs in Three Bays;
- ✓ Maintained 246 predator exclusion nets protecting over 4.8 million quahog seed;
- ✓ Completed 65 Vibrio compliance checks to insure the safe consumption of aquaculturally reared oysters;
- ✓ Purchased a new FLUPSY for propagation in the 3 Bays;
- ✓ Maintained two Acurite rainfall gauges in Town to monitor changes in rainfall amounts from the North side to the South side. This data will be helpful when rainfall closures are pending;
- ✓ Received \$10,000 in grant funding for Covid relief program to purchase unmarketable oysters from aquaculturists and matched with \$5,000 from our own budget;
- ✓ Worked with Division of Marine Fisheries, Atlantic White Shark Conservancy and Harbormaster Division on deployment, maintenance and data collection at 5 white shark monitoring buoys in Cape Cod Bay;



New Osprey Pole, Centerville River

- ✓ Monitored threatened shorebird nesting activities at Kalmus and Dowses Beaches;
- ✓ Gave 7 educational wildlife talks to after school programs via Zoom, gave 5 in-person educational wildlife talks to the general public at Town and non-profit organization events;
- ✓ Successfully released 18 terrapin graduates in the head start program, and;
- ✓ Amended nine (9) Town of Barnstable shellfish regulations to conform to state regulations, remove permit fees from the ordinances, address the Brave Act as it pertains to issuance of shellfish permits to veterans, and address commercial soft shell claming on Wednesdays during the summer season.

Preserving ecosystems and involving the community through outreach programs. Page 199

15 Each division provides a set of recent accomplishments during the currently fiscal year. These accomplishments relate to the short and long term goals of the division.

Department Summaries– General Fund Guide (Continued)

Natural Resources Division Program Services Provided

Natural Resources Program

The Natural Resources Division is responsible for the protection and enhancement of the Town's natural resources, enforcement of laws relating to fish and game, marine and recreational use, land management, and environmental laws. The Division provides protection and enhancement of the Town's shellfish resources through shellfish propagation and stocking projects. Natural Resource Officers patrol Town conservation areas and beaches to enforce local by-laws and state and federal fisheries, and environmental regulations. The Division provides support for operations at [redacted], including environmental functions associated with endangered species and resource management. Natural Resources are also responsible for nuisance animal control and the enforcement of laws relative to the control of dogs within the Town of Barnstable.



Staff planting quahogs

- Boat patrols to oversee all shellfish related activity throughout the town including but not limited to the following: aquaculture grants operations, commercial and recreational public shellfisheries.
- Monitor for endangered and threatened species (such as piping plovers, marine mammals, sea turtles and diamond-backed terrapins) on Barnstable beaches.

Fish and Game

- Oversee and enforce freshwater fin fishing, shellfish, and lobster activities town-wide and assist the State Environmental Police with regulatory inspections and investigations.
- Enforce regulation compliance of all hunting seasons and areas, which includes migratory bird hunting as well as stocking pheasants in West Barnstable Conservation Area and Sandy Neck Beach Park.

Some of the specific services provided by the Marine and Environmental Affairs Department's Natural Resources Program include:

Land Management

- Enforce regulations, maintenance, and repair of all five herring runs for river herring, eel, and sea run trout.
- Enforce all Land Use Regulations in Town Conservation Areas in 6,000+ acres of Town conservation lands, and assist staff at Sandy Neck Beach Park.

Patrol

- Patrols of conservation areas, beaches, waterways, herring runs, docks, and landings for regulation compliance and environmental issues.

Natural Resources Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$128,087	\$144,245	\$150,698	\$217,556	\$66,858	44.37%
Total Sources of Funding	\$128,087	\$144,245	\$150,698	\$217,556	\$66,858	44.37%
Expenditure Category						
Personnel	\$92,546	\$102,401	\$108,591	\$175,449	\$66,858	61.57%
Operating Expenses	35,265	\$41,843	42,107	42,107	-	0.00%
Capital Outlay	276	-	-	-	-	0.00%
Total Appropriation	\$128,087	\$144,245	\$150,698	\$217,556	\$66,858	44.37%

Preserving ecosystems and involving the community through outreach programs. Page 204

16 This section includes program description and financial summary.

Marine & Environmental Affairs Department Workload Indicators

Shellfish Program

Description	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Actual Vibrio Compliance Checks	43	43	50
Required Vibrio Compliance Checks	40	40	40
Exceeds Expectations	108%	108%	125%

Vibrio parahaemolyticus, also known as Vp-, is a naturally occurring bacteria that can be found in oysters. Vp- is a public health risk that can cause severe stomach pain and may require hospitalization at times. After two (2) illnesses within the Commonwealth in 2011, the U.S Food and Drug Administration required the Commonwealth to create and install a Vp- control plan during the high-risk season. The Town of Barnstable Natural Resources Division enforces the statewide plan May - October for all commercially produced and aquaculturally reared oysters within the Town. Vibrio compliance checks made by Natural Resource Officers ensure commercial aquaculturists are correctly following the MA Division of Marine Fisheries Vp- control plan.

Workload Indicator	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Recreational Shellfish Permits Issued (represented in permit year)	2,875	3,127	3,200
Commercial Shellfish Permits Issued (calendar year)	47	47	47
Learn to Shellfish Classes (calendar year)	6	3	3

Water Ways Program

Boat Ramps & Parking	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Projected
East Bay Ramp	\$4,870	\$2,280	\$2,000
Blish Point Ramp	\$27,599	\$31,656	\$25,000
Docking - Baxter's	\$13,440	\$12,880	\$12,250

Mooring Program

Workload Indicator	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Mooring Permits Processed	2,306	2,299	2,300

The issuance of mooring permits is influenced by location, vessel size, swing radius, water depth, and other various factors.

Protect, Preserve and Promote the use of Our Natural Resources and Waterways Page 214

17 Performance Measures/Workload Indicators: This section provides various measurements specific to the division or program.


Department Summaries—Enterprise Fund Guide

1 COMMUNITY SERVICES DEPARTMENT

2 Department Purpose Statement


The purpose of the Community Services Enterprise Funds is to maintain programmatic oversight of the Town's golf courses and the Hyannis Community Center, in order to provide quality recreational, commercial, and informational opportunities to our citizens, visitors, and business community.

Enterprise Funds



3

Olde Barnstable
Fairgrounds & Hyannis
Golf Courses




Hyannis Youth &
Community Center

Providing Recreational/Commercial Opportunities and Access to Our Citizens, Visitors, and Business Community Page 359


4 GOLF COURSE ENTERPRISE

5 Department Purpose Statement


Barnstable Golf is dedicated to providing and maintaining exceptional, affordable, public golf facilities for residents and guests of all ages. We are committed to enhancing and preserving the golf properties for the future through improvement for the courses, the buildings, and the equipment. Golf Course Management strives to provide recreational opportunities that enrich the lives of residents, while being fiscally responsible to the residents and taxpayers of Barnstable.



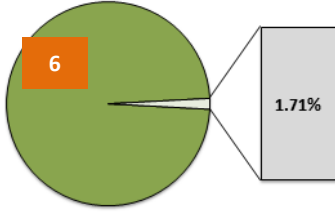
Hyannis
Golf Course



Olde Barnstable Fairgrounds
Golf Course



% of FY2023 All Appropriated Funds



6

1.71%

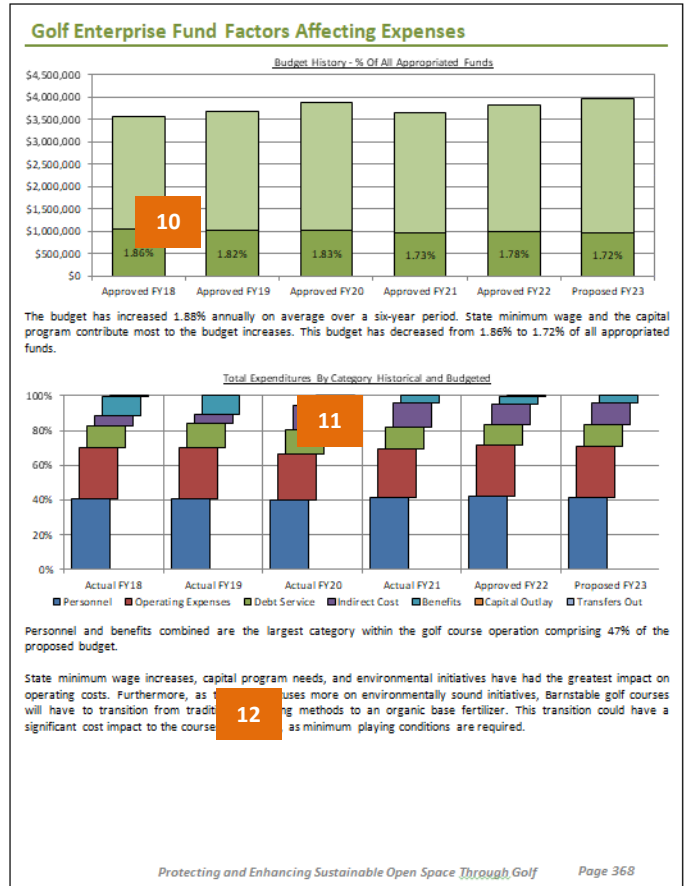
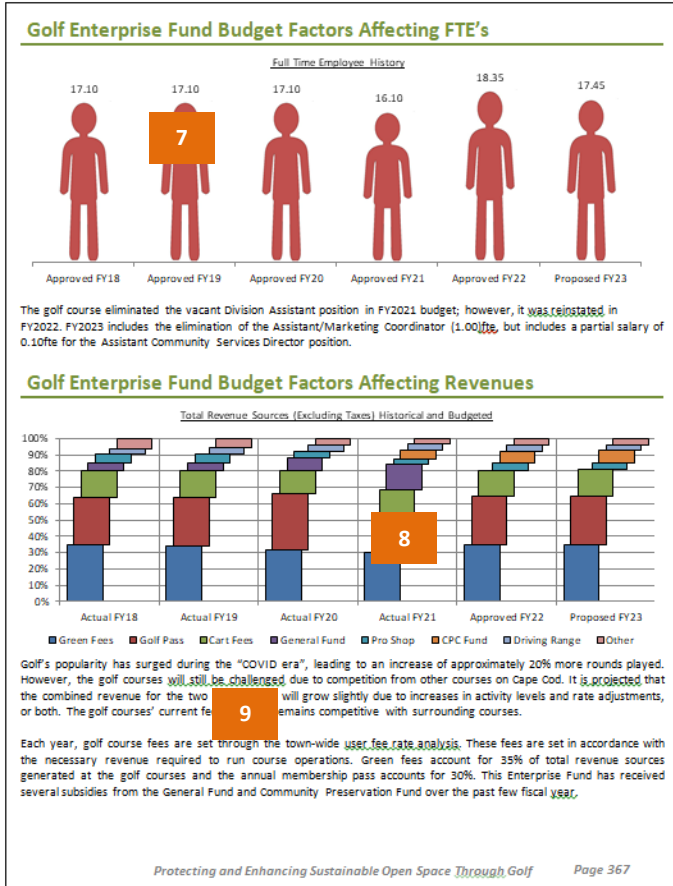
Golf Course Enterprise Fund comprises 1.71% of all appropriated funds.

Protecting and Enhancing Sustainable Open Space Through Golf Page 360

- 1** Department title: The department that oversees the Enterprise Funds. The group of Enterprise Funds adheres to the department purpose statement.
- 2** Purpose Statement: The group of Enterprise Funds purpose as a whole department.
- 3** Names of the various Enterprises Funds the department manages.

- 4** Enterprise Fund title
- 5** Enterprise Fund Purpose Statement
- 6** Percentage of the Enterprise Funds budget against all appropriated funds for the fiscal year (see Financial Summaries section).

Department Summaries—Enterprise Fund Guide (Continued)



- 7** Department/Divisions full-time employee (FTE's) history.
- 8** An Enterprise Fund receives various sources of funding to cover operating cost. These sources are shown as a percentage of total sources of funding they receive.
- 9** Factors Affecting Revenues provides a brief description of key factors influencing the Enterprise Fund's revenues.
- 10** Town Council approved budget history for the department/division for the past five years. This also includes the next years proposed budget.

- 11** Expense Category chart shows each category as a percentage of the total budget.
- 12** Factors Affecting Expenses provides a brief description of key factors influencing the Enterprise Fund's expenses.

Department Summaries—Enterprise Fund Guide (Continued)

Golf Enterprise Fund Budget Comparison

Golf Course Enterprise Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY22 - 23	
Taxes (General Fund Support)	\$822,917	\$0	\$0	\$0	\$0	0.00%
Charges for Services	3,979,899	13	3,423,861	3,505,661	81,800	2.39%
Interest and Other	12,285		10,000	10,000	-	0.00%
Special Revenue Funds	789,600		786,500	788,200	1,700	0.59%
Total Operating Sources	\$5,104,701	\$3,860,319	\$3,720,361	\$3,809,861	\$89,500	2.24%
Borrowing Authorizations	\$-	\$-	\$545,179	\$-	(\$545,179)	-100.00%
Total Capital Sources	\$0	\$0	\$545,179	\$0	(\$545,179)	-100.00%
Total Source of Funding	\$5,104,701	\$3,860,319	\$4,265,540	\$3,809,861	(\$461,679)	-10.82%
Direct Operating Expenses						
Personnel	\$1,452,366	\$1,561,123	\$1,607,412	\$1,650,544	\$43,132	2.68%
Benefits	156,712	118,892	171,167	167,589	(3,578)	-2.09%
Operating Expenses	979,268	1,070,997	1,119,135	1,147,490	28,355	2.53%
Capital Outlay	-	25	30,000	-	(30,000)	-100.00%
Debt Service	441,588	441,588	440,668	503,875	63,207	14.34%
Total Direct Operating Expenses	\$3,029,934	\$3,212,625	\$3,688,382	\$3,469,498	(\$218,884)	-5.93%
Indirect Operating Costs						
General Fund Staff	\$154,793	\$128,105	\$128,105	\$156,708	\$28,603	22.33%
Pensions	276,346	262,707	262,707	268,845	6,138	2.34%
Audit & Software Costs	22,832	22,787	22,787	25,558	2,771	12.16%
Property, Casualty, Liability, & Auto	20,089	22,225	22,225	24,815	2,590	11.65%
Workers' Compensation Insurance	1,004	5,354	5,354	7,667	2,313	43.20%
Retirees Health Insurance	2,178	2,223	2,223	2,247	24	1.08%
Total Indirect Operating Expenses	\$477,242	\$443,401	\$443,401	\$485,840	\$42,439	9.57%
Total Operating Expenses	\$3,507,176	\$3,663,081	\$3,811,784	\$3,955,338	\$143,555	3.77%
Capital Improvement Program	\$50,558	\$-	\$545,179	\$-	(\$545,179)	-100.00%
Total Capital Expenses	\$50,558	\$0	\$545,179	\$0	(\$545,179)	-100.00%
Total Expenses	\$3,557,734	\$3,663,081	\$4,356,963	\$3,955,338	(\$401,624)	-9.22%
Excess (Deficiency) Cash Basis	\$1,546,967	\$197,238	\$1,801,944	\$1,847,795	\$45,851	2.54%
Beginning Certified Free Cash	\$446,400		\$1,801,944			
FY22 Projected Excess (Deficiency)			197,238			
Ending Pct. Certified Free Cash	\$1,993,367		\$1,801,944	\$1,847,795		

Summary of Budget Changes

The direct operating Golf Enterprise Fund proposed FY2023 budget increased by \$101,116, or 3.00% from the approved FY2022 budget. Personnel budget change includes contractual obligations, minimum wage increases, elimination of the Admin/Marketing Coordinator (1.00%), and partial salary from the new Assist Director of Community Services 0.10% position. Operating budget change includes upgrade the phone systems and restaurant deck awning furniture.

Golf Enterprise Fund Budget Reconciliation

Job Title	FY 2021	FY 2022	FY 2023	Change
Admin Assist./Marketing Coordinator	1.00	1.00	-	(1.00)
Assistant Dir. of Community Services	-	-	0.10	0.10
Assistant Golf Course Supervisor	2.00	2.00	2.00	-
Budget/Financial Manager	-	0.25	0.25	-
Director of Community Services	0.10	0.10	0.10	-
Director of Golf Maintenance	1.00	1.00	1.00	-
Director of Golf Operations	1.00	1.00	1.00	-
Financial Supervisor	1.00	1.00	1.00	-
Golf Course Facility Technician	2.00	2.00	2.00	-
Golf Head Professional	2.00	2.00	2.00	-
Golf Superintendent	-	1.00	1.00	-
Laborer/Greens Person	2.00	2.00	2.00	-
Principal Dept./Dir Assistant	2.00	3.00	3.00	-
Working Foreman Irrigation Technician	2.00	2.00	2.00	-
Full-time Equivalent Employees	16.10	18.35	17.45	(0.90)

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$3,811,784	
Contractual Obligations Net of Staff Turnover	75,175	-	-	75,175	-
Change in Indirect Costs	8,475.42	33,963	-	42,439	-
One-Time Charges	-	(6,645)	(30,000)	(36,645)	-
Debt Service Cost	-	67	-	63,207	-
FY 2023 Budget Changes					
1. Eliminate Admin Assist./Marketing Coordinator	(63,315)	-	-	(63,315)	(1.00)
2. Assistant Dir. of Community Services	9,694	-	-	9,694	0.10
3. Seasonal Wage Increase	18,000	-	-	18,000	-
4. Upgrade Phone System	-	20,000	-	20,000	-
5. Restaurant Deck Awning	-	15,000	-	15,000	-
FY 2023 Proposed Budget	\$48,030	\$125,526	(\$30,000)	\$3,955,338	(0.90)

- Eliminate Admin Assist./Marketing Coordinator
- Assistant Director of Community Services
- Minimum Wage Impact** - The Massachusetts Minimum Wage Act gradually increases the minimum wage in Massachusetts from \$11/hour over five years, culminating in 2023. It will increase to \$12/hour on January 1, 2019, and will then go up by \$0.75/hour every year until it hits \$15/hour on January 1, 2023.
- Upgrade Phone System** - Upgrade of the phone system (included) at both golf course facilities. The ability to quickly transfer calls to alternate locations / departments. Also, an easily updated opening message with simple, convenient prompts – getting the customer the information and/or point of contact they need as quickly and easily as possible. The telephone system is the front door to (potential) customers. The professional handling of a call can make all the difference in securing a satisfied, repeat customer, or one who calls our competition. Our current phones are over 14 years old.
- Restaurant Deck Awning** - Replace current large custom awning that protects customers on the back deck of the clubhouse from the weather elements. The current awning is ripped and tattered. It has already been patched several times and is worn very thin. We are hoping it will last through the 2022 season, hence this request to be able to have a new one made and installed in time for the spring of 2023.

13 Sources of Funding: Enterprise Funds can receive funding to cover operating expense by charging fees for services, state aid, local tax support, fines and penalties, and interest.

14 Expenditures: all costs are categorized into three segments. Personnel cost for all permanent and temporary salaries and wages. Operating costs includes supplies, professional services, training, licenses etc. Capital Outlay costs are for one-time expenditures, such as purchasing a vehicle.

15 Excess (deficiency): If expenses exceed the source of funding the Enterprise Fund consumes reserves. If source of funding exceed expenses the Enterprise Fund generates reserves.

16 Full-Time Equivalent Employees: Includes permanent year-round staff only; no seasonal staff.

17 This section provides a budget reconciliation between fiscal years. The table provides a budget reconciliation between fiscal years based on changes between various accounts. This includes changes in one-time charges, contractual obligations and turnover, and additional funding request.

18 Additional Funding Recommended provides a brief description of the additional funding requested by the department within the fiscal year.

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