

# TRURO PUBLIC LIBRARY FY23 BUDGET PRESENTATION

**TO: FY23 Truro Budget Task Force Members**  
**FROM: Tricia Ford, Truro Library Director**  
**RE: FY 2023 Budget**

Presented for your consideration is the Truro Library's 2023 fiscal year budget request.

## **A. OVERVIEW:**

The mission of the Truro Public Library is:

***To engage our community in literature, in learning, and in the transformative power of information.***

We do this in a variety of ways. We foster learning and reading in all ages. As government, medical and financial institutions, education, and even travel reservations move online, we give more and more people access to the information and skills they need to perform basic, often essential tasks. Our many programs educate, entertain, and create relationships. We are fiercely committed to patron privacy, radical inclusivity, bridging the digital divide, and providing a trusted source for information in a confusing world. We are the only place where people of all ages can get access to old school newspapers, fax services, copying, scanning, research materials, and assistance with electronic devices and social media, as well as current and classic fiction and nonfiction, movies, magazines, puzzles, and more. We are a sanctuary for folks in crisis, a warming station, a place to meet people. In many cases we are the first or the only communication of the day.

## **B. STATUS UPDATE:**

Library staff has been consistently over-optimistic in predicting the length and severity of COVID-19, and progress is slower than we would like. The difficulties that Truro residents have experienced make these initiatives even more important for our community.

### **1. Increase interactions with Truro's young readers and learners.**

Monthly visits from TCS have resumed. Students leave with over 150 books each visit.

Visits with teachers, parent groups, and pre-k educators have been delayed because of COVID.

Monday Play Group is now Friday Play Group and will be indoors for the next 8 weeks.

### **2. Staff will work with Board of Library Trustees to create a new 5-year strategic plan.**

This will take at least 9 months. Staff has begun some preliminary work by researching strategic plans and making notes of best practices. Library Director will begin a weekly coffee or tea with anyone who wants to share their thoughts.

### **3. Offer activities that encourage community connections.**

Examples:

- a. "Building Bridges, not Walls," workshop about lowering conflict in communication;
- b. Video-storytelling, a 12-part series on screen writing;
- c. "Citizenship in the Twentieth Century," an 8-part series on democratic principles;
- d. Reached out to PCTV and LCTV for help in filming programs;
- e. Plans for mah-jongg, trivia nights, and knitting clubs have been delayed until Spring.

**4. Library will look for opportunities and savings from collaborations with other Truro departments and community groups.**

There have been 8 collaborations with other groups in FY22 so far, and many more are planned.

- C. **REQUESTED STAFFING CHANGES:** We request two staffing changes this year plus the reinstatement of a position that went unfilled during the COVID years. These requests have been reviewed and approved by the Board of Library Trustees. Currently the library has a staff of six, that is comprised of three full-time librarians and three part-time staff members for a total of 184 staffed hours each week (FTE 4.6) **(NOTE: Dollar figures for requests #1 and #2 are NOT included in the FY23 budget numbers. They are presented in the back-up page.)**

***Request #1:*** increase the Community Outreach Specialist from 25 hours to 40 hours. This position was created in 2014, and we are finding that 25 hours is not enough.

- A modern library is very dependent on the skills required by this position. Our mission is fulfilled only when the community is aware of what the community has to offer.
- We now hold programs virtually, in-person, or hybridized. We have done what we could for equipment and learning how to operate the equipment, but production is far from seamless. Also, there is never time to edit film of programs and talks. Our choice is to not edit, pay someone to do it, or leave the films waiting indefinitely for someone to have time.
- Programming has changed from many one-time programs that are unrelated to each other, to including smaller, repeated series with reserved seating. This requires more staff time.
- Production of digital and printed newsletters.
- Marketing and communication are done quickly and many things are going on at once. Things that occur when the part-time employee is not at work, must wait or the tasks are given to other employees, and then when the outreach co-ordinator returns, other staff must fill them in on how they handled those last-minute opportunities or deadlines.
- Managing and production of podcasts and videos.
- Staff has not had the opportunity to take advantage of grants that are available.

- Staff has done little assessment of programs and activities after they occur, because there is always a new one coming up. Assessment would help with long-term planning.
- Although we regularly look for opportunities to collaborate with Truro Council on Aging and Truro Rec., and many community groups, the person in this position will allow the Director more freedom to communicate with other departments and community groups.
- The person holding this position (like all library staff) is expected to drop everything and wait on patrons and answer the phones if needed. This practice is one of the things that create a wonderful team, but it can take up precious part-time hours.

**Request #2:** Increase the staff librarian position from 35 to 40 hours each week.

- The person often stays past the end of the working day to complete projects.
- During the COVID pandemic the Director trained this employee on materials purchasing. When this pandemic is finally over and we are numbers increase to what they were, this person will have no time to continue materials purchasing.
- This person wants to become involved in digitizing records. There are collaboration possibilities with the Town Clerk’s office for this goal.

**Request #3:** To reinstate the summer clerk position that was not needed during the COVID pandemic. **(NOTE: This request IS included in the FY23 Budget numbers)**

- This position was approved and staffed in previous years, but when COVID first hit Dept. Heads were asked to find savings. With no in-person access, there was no need to fill this position.
- Summer is our busiest time. Library circulation desk activity triples during the summer months. Summer is also when our staff often wants to take their vacations. When the position was staffed, every employee noticed that operations were more smooth, less stressful, and an occasional day off for medical appointment or even for fun, could be accommodated.
- The following chart compares staff of our neighboring libraries and a few libraries with similar circulation desk metrics: (see chart).

### SOME CIRCULATION DESK COMPS

Library	Population	Desk Activity	Hours Open	FTE
<b>TRURO</b>	<b>2,200</b>	<b>27,235</b>	<b>34*</b>	<b>4.6</b>
PROVINCETOWN	2,957	13,562	51	5.28
WELLFLEET	2,700	38,158	30*	5.55
EASTHAM	4,900	45,203	30*	5.6
CHATHAM	6,100	40,310	42*	8.5 (plus 9 hr. genealogist)

DENNIS	2,100	27,218	32*	5.04 (plus on call staff)
VINEYARD HAVEN	2,100	30,240	39	8.5

**\*LIBRARIES WHOSE OPEN HOURS ARE STILL SOMEWHAT LIMITED BECAUSE OF COVID.**

D. **RECOMMENDED EFFICIENCIES:** Library staff has long been frugal by habit and have made a conscious choice to model less wasteful living. For instance, staff members are currently creating a handmade sensory wall to save expenses and to demonstrate that the development of their children can be helped with every-day inexpensive items.

Our habit of collaboration creates efficiencies in several ways. First, it aids in our outreach efforts, and secondly it helps us become embedded in the community which in turn helps us make better, more targeted decisions, thus using resources more efficiently.

Library Trustees and staff are in the habit of trying to solve building issues without asking the town for funds. For instance, for the past few years, while we were waiting for or space planning request to be funded, we formed two different small groups, charged with examining and improving building issues. These groups think about workflow, noise levels, space planning and develop suggestions for relocating furniture, signage, and other low- or no-cost solutions.

E. **COVID IMPACTS:**

When the Library was forced to close to the public in March 2020, staff availability to patrons and new, safe ways to continue service emerged as a top priority. We created contact-less workflows, taught many more patrons how to access electronic books, continued reference work via email and phone, answered phones, purchased materials, etc.

Prior to March 2020 (i.e., pre-COVID), the Truro Library was open for 42.5 hours each week and our attendance and circulation were increased every year. When staff was allowed back into the building, we formed two teams of three who kept apart, so that we would not have to shut down completely if one staff member or team contracted the virus. We were able to launch our podcast, Truro Airwaves, with funds from a Truro Cultural Council and a private donation.

We held frequent staff meetings on Zoom to keep teams coordinated, informed, and energized. In June, 2021, we reopened for contactless service at 25 hours each week, with staff working their regular hours at the library, again a single team. Presently we are open 34 hours, and we anticipate an increase in the spring.

Prior to March 2020 (i.e., pre-COVID), the Truro Library was open for 42.5 hours each week and our attendance and circulation were increased every year. We reopened for contactless service at 25 hours each week, with staff working their regular hours at the library or at home. Presently we are open 34 hours, and we are just waiting for Spring to increase more. From March 2020 to June 2021 we were closed to the public. When some staff was allowed back into the building, we formed two teams of three. The two teams kept apart in case that someone on the staff was to get the virus, we would not have to shut down completely. We did hold frequent staff meetings on Zoom.

From June purchase beautiful outdoor seating. These purchases were well used last summer, and it has inspired us to search for grants so that we can take our outdoor space to the next level. We were even able to purchase podcasting equipment with a generous private donation.

Operationally, COVID had an enormous impact because we had to shut the door for such a long time. Fortunately, technology enabled us to continue with many of our services.

- F. **ANTICIPATED COST INCREASES OR DECREASES:** The requested staffing changes will raise costs, and we don't request this lightly. My intent is to earn much of the cost back through grants and smoother operations.

Although CLAMS fees and database costs traditionally increase an average of 4% each year, they have not done so in the past few years because of certain efficiencies in our shared costs.

The library must also conform to certain standards to maintain library certification. For instance, a town at Truro's population must spend 19.5% of our entire budget on materials. Had the U.S. Census shown that our population had dipped under 2,000, that figure would have risen to 20%.

- G. **DIGITIZATION AND TECHNOLOGY:**

When the library was physically closed, staff taught several hundred patrons how to do everything from joining Facebook to downloading books, audiobooks, and films.

The use of our back deck exploded. We reexamined our outdoor space through the lens of the pandemic and were inspired to search for grants to take our outdoor space and existing community garden to the next level. We were awarded a sizable grant in July, 2021 and have submitted a related grant application for consideration. We are thrilled to increase our educational footprint by utilizing the outdoors.

Our new programming models of virtual, hybrid, or filmed is exciting, but staff time is limited.

**H. SELECT BOARD GOALS AND OBJECTIVES:**

**a. Foster sustainable and appropriate economic development.**

The library provides support for the school curriculum, for town committees, and for various interest groups. Many economic initiatives have had their start with a library program or a library meeting of interested parties.

We recently came across a project where Truro residents would benefit from a reduction in flood insurance costs, if the library hosts certain programs.

**b. Create more affordable year-round places for people to live and work.**

Outer Cape libraries play a large role in our shared cultural life. We have many daily or almost-daily visitors. We are a place where you can spend all the time you want and no one will expect payment. Our winter programs combat isolation and have been instrumental in connecting newcomers to the community.

**c. Protect and restore our fragile environment.**

We have a great collection of books about all aspects of Cape Cod. Our most popular programming topics are on local history and the natural world that surrounds us.

**d. Use long term and strategic planning to guarantee the future health and well-being of our community.**

Trustees and staff are future-focused. One of the requirements of library certification is having a five-year plan on file.

Library staff is aware of the digital divide, and we know that we are the resource charged with helping people who live without access or skills in that area.

**e. Proactively engage and involve the town residents, property, and business owners.**

This goal is our raison d’etre. We are attempting to help every person who lives or visits Truro. I think that we have been very successful in creating a warm, welcoming environment that is well-regarded by our patrons.

- I. **EXTERNAL IMPACTS:** The purpose of a public library doesn’t vary, but a good dynamic public library changes as communities change. We keep aware of population shifts, economic indicators, seasonal changes.

COVID is the largest external influence that comes to mind, and it impacted everything. For a while we were keeping our returning books in quarantine and handling books with gloves on. Our staff has remained committed, flexible, and has never stopped re-examining processes and procedures.

- J. **REVENUES:** By definition, a public library is “free,” although a library is allowed to recover costs if it provides what is defined as special services.

The following chart shows how Truro library fees compare to those of neighboring towns:

	Truro	Ptown	Wellfleet	Eastham	Orleans
Fine Free?	yes	yes	yes	yes	no

Vacationer Card fee	\$5 (suggested)	no charge	no charge	no charge	\$15.00
Printing					
Black & White	\$0.10	donation	\$0.10	\$0.15	\$0.10
Color	\$0.25	donation	\$0.20	\$0.35	\$0.25
Scanning	no charge	no charge	no charge	no charge	no charge
Sending fax	\$1.00/page	no charge	\$1.00/page	\$2. then \$1.	\$2/page
Receiving fax	\$0.25	no charge	no charge	no charge	\$1.00
Laminating	\$0.50/page	not offered	not offered	not offered	not offered
Notary services	no charge	not offered	not offered	not offered	not offered

Collected income has decreased for the following reasons:

A. Truro library has joined most CLAMS libraries in becoming fine-free;

B. The largest income generator was faxing, and patrons have learned how to scan documents instead.

K. **CAPITAL PLANNING:**

We are requesting one capital item and that is a space planning study. We first asked for a limited space planning project in FY19, which has been postponed in favor of other town projects.

In the meantime we formed two different groups and reached solutions for some low-cost fixes. Our habit has been to look at a part of a workflow or a piece of the user experience and try to improve it with signage, reorganization, flexible use, etc.

A space planner from the Mass Board of Library Commissioners came to Truro, saw our concerns, and reassured us that further solutions are not minor. We believe that it is time to take a comprehensive look with a professional, or at least to get an idea of what such a process would cost.



# TOWN OF TRURO

P.O. Box 2030, Truro, MA 02666

Tel: 508-349-7004, Extension: 110 or 124 Fax: 508-349-5505

## POSITION JUSTIFICATION FORM (BUDGETARY)

Complete this form to request additional personnel for your department. This form is to be used for full-time, part-time, temps anticipated for longer than two weeks and intern requests.

### Truro Public Library

**Position title (position requested):** Librarian (request that the work week go from 35 to 40 hours)

**Department:** Library

**Division:** N/A

**Supervisor (direct supervisor):** Tricia Ford, Library Director

**Start Month:**

XX F/T \_\_\_ P/T 40 hours per week

\_\_\_ Intern \_\_\_ Winter/Spring ASAP Summer \_\_\_ Fall/Winter

\_\_\_ Temp (List start and end dates)



## POSITION SUMMARY

1. What are the major responsibilities of this position? What is the history and circumstances necessitating this position request? (Include 2-4 brief, clear, concise statements.)

**The staff librarian position is a manager and organizer of the circulation desk work flows, performs all the inter-library loans, assigns call numbers, is on the front lines for reference questions, researches various databases for the library to purchase, instructs patrons on how to use technology (a frequent need in our community that skews elderly).**

**While this position does not have any staff direct reports, volunteers report to this person for training and managing. This person is also the final decision on changes in workflow in circ desk, acquisitions, and cataloging workflows. This person must be able to schedule and execute public events. This person also represents the town of Truro at certain CLAMS-wide and Massachusetts-wide meetings.**

**This person also, like all library staff, shuts off the lights, picks up trash, runs out to the parking lot carrying forgotten canes or diapers, sharpens pencils, delivers books to homebound patrons, among many more mundane duties.**

2. What major new work will be done with the addition of this new position?  
There will not be any additional duties but will ease some stress and allow this person the ability to accomplish more in a day, because the director is always aware that overtime is not possible. There are often community events where the library shows a presence in addition to a regular work week. Balancing the comp time can leave the circulation desk understaffed.
3. Why won't reorganizing existing personnel work?  
**The staff is stretched. Truro library staffs for 184 hours each week, while our neighbors in Provincetown staff 203 hours each week. Wellfleet staffs for 222 hours, and Eastham staffs for 224. Although Provincetown is open to the public for more hours than Truro, it is significantly less busy. Truro's open hours are about the same as those in Wellfleet and Eastham.**
4. Was a combined position with another department or division considered?  
N/A, because we are only asking for 5 hours and the duties of the position require a master's degree in library science. However the person in this position has some great ideas about projects with the Town Clerk's office and the Truro Historical Society.
5. Why now? What increase in workload has changed to necessitate this new position? Please provide specific data (hours, calls for service, permits, inspections, etc) that demonstrates why this position is now needed to address increased services, new organizational responsibilities or increased workload.

The library has repeatedly requested additional staff. We are still accomplishing a lot with a little.

6. How does this position fit in with your Department's mission and/or what impact does this position have on achieving the organizations overall goals and objectives?

**This position is the backbone of the public library and is very hands-on. The person in this position is the first person to be asked a reference question, trains staff and volunteers on technology topics (ILL catalogs, Libby/OverDrive, Sierra, etc.) Creates instructional videos for patrons on how to use our catalog and their own laptops.**

7. Are there efficiency, efficacy, accuracy, or financial benefits (including cost-savings elsewhere) to creating this position? Please explain.

Since this change is only 5 hours, it won't make an enormous difference, but will benefit the community with staff retention and would relieve some of the pressure on staff. It would make staff scheduling somewhat easier.

8. Is there a statutory requirement for this position? Please explain.

**Except for the MBLC requiring the library to hire a certain number of accredited librarians, no.**

## **KNOWLEDGE/EXPERIENCE**

1. What is the minimum level of education required for this position (i.e., Bachelor's, 2-year technical degree, H.S. Diploma)?

**Master's degree in library science**

2. Experience in what area(s) would be necessary for this job (i.e., sales, accounting, marketing, customer service)?

**3-5 years in a professional library position in addition to the master's degree. As with all library positions, customer service skills are essential.**

3. What certifications are necessary for this position?

**It is essential that this position be filled with someone with good communication skills.**

**In addition to a degree, how many years of experience does this job require?**

**Someone with several years' experience working in a library would always be preferred over someone without—even if the person possesses the master's degree.**

**In lieu of a degree, how many years of experience does this job require?**

**A master's degree is in the job description.**

**Skills:**

What are the skills necessary for this position?

XX Oral and written communication skills.

XX Presentation skills.

XX Decision-making skills.

XX Problem-solving skills.

     Leadership skills.

XX Organization skills.

XX Interpersonal skills.

XX Other: **Experience using the CLAMS' Sierra Database strongly preferred.**

**Ability to:**

XX Interact in a positive manner with internal contacts.

XX Interact in a positive manner with external contacts.

XX Understand verbal/written instructions.

XX Complete tasks within critical deadlines.

XX Maintain highest level of confidentiality.

XX Knowledge/ability to use various software programs (Windows, Outlook, Excel, Word, email, etc.). List software used Sierra Circulation Database

XX Use basic math skills.

XX Other: **Experience on the CLAMS consortium OS, research skills, and graphic design skills.**

**Knowledge of:**

     Municipal government

XX Other: The ability to write clearly while under a deadline, **excellent customer service skills, and organizational skills are vital.**

## **FINANCIAL**

List the financial responsibilities of the position (i.e., signing authority, budgeting, expenditures, contract authority, etc.).

This person in this position must be trained in acquisitions so the ability to budget is very important. The Director may delegate responsibility for a particular type of material and set a monthly budget for the Librarian to spend. This position will interact with vendors and compile estimates or specs.

**SUPERVISION EXERCISED**

Which of the following best describes what supervisory responsibility the position has?

No supervisory responsibility.

No direct supervisory responsibility, provides assistance to lower level employees.

Limited supervision, allocates and organizes work, provides guidance.

Direct supervision of at least one employee.

What position(s) does this position have direct responsibility for managing (including recruitment, selection, performance management)?

**Training will be done by the Circ Desk Managing Librarian for the most part, but depending on schedules, each person will do some training. Trains and assigns work to volunteers.**

**UNION AFFILIATION OF PROPOSED POSITION**

Non-Union     LIUNA     AFSCME     Police Federation

SALARY FOR THIS POSITION                     (step 2) \$15.76/hour                    

PROPOSED GRADE FOR THIS POSITION **This position is listed as Step 4 on the non-union employee Classification and Compensation Schedule (\$15.30/\$17.74).**

TOTAL COST OF BENEFITS FOR THIS POSITION  NONE

**Signatures**

Town Manager:

Department Director:

Human Resources:

Please send this completed form to HR

**For internal use only (Budget Task Force)**

Date: \_\_\_\_\_

Approved

Denied

**REASON:**



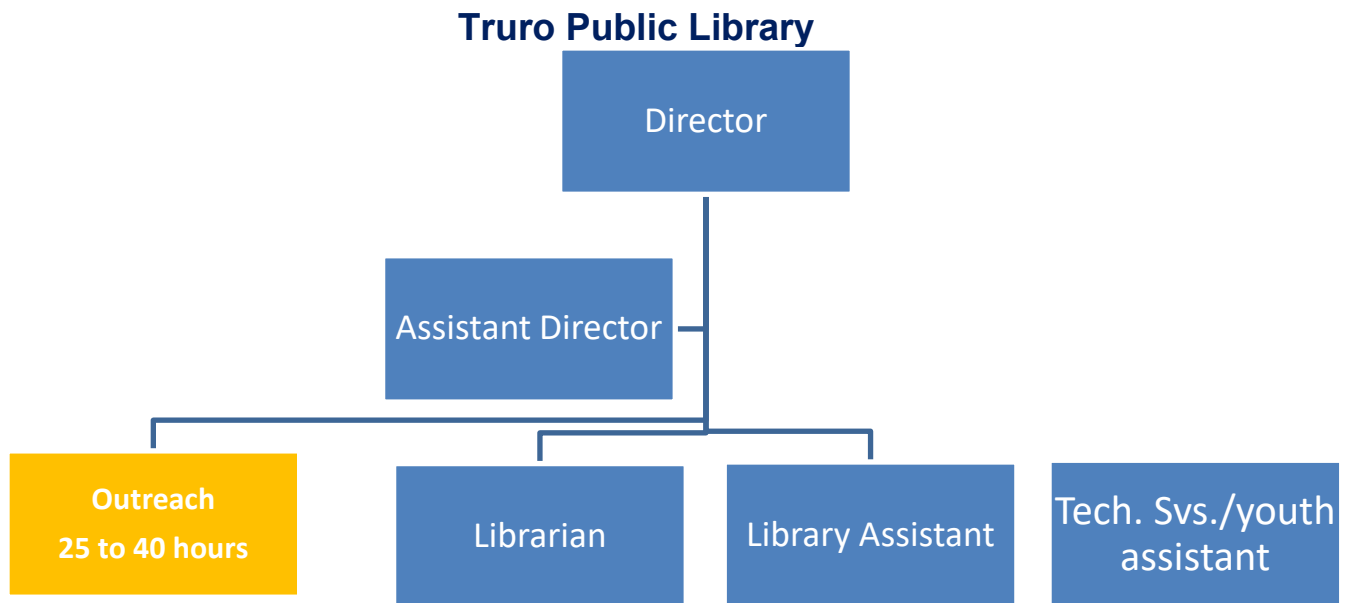
# TOWN OF TRURO

P.O. Box 2030, Truro, MA 02666

Tel: 508-349-7004, Extension: 110 or 124 Fax: 508-349-5505

## POSITION INCREASE JUSTIFICATION FORM (BUDGETARY)

Complete this form to request additional personnel for your department. This form is to be used for full-time, part-time, temps anticipated for longer than two weeks and intern requests.



**Position title (position requested): Marketing and Community Outreach**

**Department: Truro Public Library**

**Division: Outreach/marketing**

**Supervisor: Tricia Ford, Library Director**

**Start Month: July 1, 2022**

F/T  P/T \_\_\_\_\_ hours per week

**NOTE: Request is to increase position from part-time to full-time. (1,300 hours to 2,080 hours; \$31,681/year to \$50,689.60/year)**

## **POSITION SUMMARY**

1. What are the major responsibilities of this position? What is the history and circumstances necessitating this position request? (Include 2-4 brief, clear, concise statements.)

**This position was created in 2014 when a new staffing plan was created. The purpose of this position is to manage all aspects of adult programming and much of the children's programming, website maintenance, manage press releases.**

**Programming has changed since 2014 and now each program has a technological component. This person manages mics, podcasting, both hybrid and virtual programs. Programming has also become more time-consuming because we now have limited seating, prior sign-ups, and programs are becoming more series-oriented and more class-like.**

**Because this person happens to have IT skills and is a fine teacher, she spends time in one-on-one tech instruction. The demand for this type of patron help has skyrocketed.**

2. What major new work will be done with the addition of this new position?

**There are two areas that will benefit from expanding the hours of this position.**

- a. **Library staff could introduce more initiatives and programs.**
- b. **This person must manage many deadlines and sometimes last-minute changes. With a part-time person, communication is inefficient because the person is not working when calls are received. The issue must drag out a few days or the Director tries to sort it. This is inefficient and has led to some confusion.**

3. Why won't reorganizing existing personnel work?

**There is no one with free time. The Director must stay and pick up the slack or the project is postponed or abandoned.**

4. Was a combined position with another department or division considered?

**n/a. The person is already hired on a part-time basis.**

5. Why now? What increase in workload has changed to necessitate this new position? Please provide specific data (hours, calls for service, permits, inspections, etc) that

demonstrates why this position is now needed to address increased services, new organizational responsibilities, or increased workload.

**The Truro Library has traditionally had a smaller staff than peer librarians, but the increase in technology and the change in programming, as stated before, have exacerbated the pressure, and we drop or postpone many initiatives because of a lack of time.**

6. How does this position fit in with your department's mission and/or what impact does this position have on achieving the organizations overall goals and objectives?

**The Truro Public Library staff works very hard to create a helpful, friendly, intellectually-stimulating environment for every Truro resident and visitor. A main goal is to increase library service to underserved populations, and to increase services to tweens and teens.**

**The Truro Library is a place where absolutely anyone is welcomed and served. Our role of committee liaison also increases demand on staff.**

7. Are there efficiency, efficacy, accuracy, or financial benefits (including cost-savings elsewhere) to creating this position? Please explain.

**The library applied for three grants this year and only one grant request was completed during working hours. The Director wrote one and the Assistant Director wrote another on their personal time. The outreach person has experience with grant-writing, but her responsibilities already have her running.**

8. Is there a statutory requirement for this position? Please explain.  
**No, but this position is always mentioned in discussion of best practices.**

## **KNOWLEDGE/EXPERIENCE**

1. What is the minimum level of education required for this position (i.e., Bachelor's, 2-year technical degree, H.S. Diploma)?  
**Bachelor's degree**
2. Experience in what area(s) would be necessary for this job (i.e., sales, accounting, marketing, customer service)?  
**Graphic design, ability to write, strong organizational ability to communicate and often convince people of something.**



3. What certifications are necessary for this position? **No specific certification but experience in marketing and graphic design**

**In addition to a degree**, how many years of experience does this job require?

**3-5**

**In lieu of a degree**, how many years of experience does this job require?

**3-5 if the applicant had a portfolio.**

**Skills:**

What are the skills necessary for this position?

Oral and written communication skills.

Presentation skills.

Decision-making skills.

Problem-solving skills.

Leadership skills.

Organization skills.

Interpersonal skills.

Other:

**Ability to:**

Interact in a positive manner with internal contacts.

Interact in a positive manner with external contacts.

Understand verbal/written instructions.

Complete tasks within critical deadlines.

Maintain highest level of confidentiality.

Knowledge/ability to use various software programs (Windows, Outlook, Excel, Word, email, etc.). List software used: **Word, Excel, DropBox, PhotoShop, Adobe Suite, Mac programs,**

Use basic math skills.

Other:

**Knowledge of:**

\_\_\_\_\_ Municipal government

\_\_\_\_\_ Other:

**FINANCIAL**

List the financial responsibilities of the position (i.e., signing authority, budgeting, expenditures, contract authority, etc.).

**The person in this position is empowered to offer a stipend to a potential performer and maintain a programming budget.**

**SUPERVISION EXERCISED**

Which of the following best describes what supervisory responsibility the position has?

No supervisory responsibility.

No direct supervisory responsibility, provides assistance to lower level employees.

**NOTE: The library has a flat, collaborative structure so there are no “lower level employees”, however the person in this position is charged with proofreading all kinds of writing by everyone.**

Limited supervision, allocates and organizes work, provides guidance.

Direct supervision of at least one employee.

What position(s) does this position have direct responsibility for managing (including recruitment, selection, performance management)?

**UNION AFFILIATION OF PROPOSED POSITION**

Non-Union  LIUNA  AFSCME  Police Federation  Fire Union

STARTING

SALARY \$24.37

SALARY RANGE FOR THIS POSITION \$20.88 TO \$24.37

PROPOSED GRADE FOR THIS POSITION 8

TOTAL COST OF BENEFITS FOR THIS POSITION No additional cost

**Signatures**

Town Manager:

Department Director:

Human Resources:

Please send this completed form to HR

**For internal use only (Budget Task Force)**

Date: \_\_\_\_\_

\_\_\_\_ Approved

\_\_\_\_ Denied

**REASON:**

0610 TPL 2023 BUDGET REQUEST

ORG	OBJ	ACCT DESCRIPTION	2021 EXPENDED	2022 BUDGET	2023 REQUEST	NOTES	Y-o-Y \$	Y-o-Y %
01061051	510000	BUDGET:SAL & WAGES						
01061051	511000	LIBRARY:SALARY	87,640	87,258	89,004	All staff: no turnover, no increases ex. COLA		
01061051	511005	HOURLY WAGES	199,668	204,735	208,244	increased hours (15 hours, 5 hours NOT included		
01061051	513000	OVERTIME	593					
01061051	514015	LIBRARY:LONGEVITY	3,036	3,484	4031			
01061051	515017	VACATION BUY-BACK	7,856	11,213	5,419			
01061051	511000	SUMMER CLERK			8,999	step 2		
<b>510000 SALARY &amp; WAGE TOTAL:</b>			<b>298,794</b>	<b>306,690</b>	<b>315,696</b>		<b>9,006</b>	<b>2.94%</b>
01061052	520000	PURCHASE OF SERVICES						
01061052	521010	INTERNET/WEBSITE SERVICE	260	2,500	2,500	level funded		
01061052	523000	LIBRARY SVC:OTH UTILITIES						
01061052	524000	LIBRARY SVC:R&M	2,090	4,025	3,325	decreased		
01061052	524010	LIBRARY SVC:R&M COMMO						
01061052	524030	LBRY SVC:R&M BLDGS & GRNDS		3,000	3,000	level funded		
01061052	524035	LBRY SVC: GROUNDKEEPING						
01061052	527015	LBRY SVC:RENT/LEAS OFF EQUIP	3,816	4,000	4000	level funded		
01061052	530001	LBRY SVC:MGMT CONSULT		2,700	2,700	level funded		
01061052	530003	LBRY SVC:BK/PAMP BINDING						
01061052	530008	LBRY SVC:DATABASES	4,499	5,000	5,000	level funded		
01061052	530096	PORF/TECH: CLAMS (ADDITIONAL)	1,116	1,000	1,200	increase (FY22 overspent by \$98)		
01061052	534000	LIBRARY SVC:TELEPHONE	1,426	1,200	1,700	per TB		
01061052	534060	LIBRARY SVC:PRINTING	893	1,500	2,000	\$500 increase requested		
01061052	534065	LIBRARY SVC:POSTAGE	23	400	400	level funded		

ORG	OBJ	ACCT DESCRIPTION	2021 EXPENDED	2022 BUDGET	2023 REQUEST	NOTES	Y-o-Y \$	Y-o-Y %
<b>520000 PURCHASED SERVICES TOTAL:</b>			<b>14,122</b>	<b>25,325</b>	<b>25,825</b>		<b>500</b>	<b>1.97%</b>
01061054	540000	SUPPLIES						
01061054	540531	LIBRARY MATERIALS	60,820	65,000	68,500	increase \$3,500 per MBLC regulations		
01061054	542000	LIBRARY SUPP:OFFICE	6,581	8,000	8,000	level funded		
01061054	543010	FUEL/HEATING OIL	7,375	12,000	11,500			
<b>540000 SUPPLIES TOTAL:</b>			<b>74,777</b>	<b>85,000</b>	<b>88,000</b>		<b>3,000</b>	<b>3.53%</b>
01061057	530096	PORF/TECH: CLAMS	18,956	21,500	21,500	level funded		
01061057	570000	OTHER CHARGES UNCLASSIFIED	133	500	500	level funded		
01061057	571000	LIBRARY OTH:INSTATE TRAV	186	1,800	1,800	level funded		
01061057	573005	LIBRARY OTH: MUSEUM PASSES	295	500	500	level funded		
01061057	573000	LIBRARY OTH:DUES & MEM	200	800	800	level funded		
01061057	577050	LIBRARY OTH:STAFF DEV		3,000	3,000	level funded		
01061057	579000	LIBRARY OTH:REIM	3,031	1,750	1,750	level funded		
<b>570000 OTHER UNCLASSIFIED CHARGES TOTAL:</b>			<b>22,800</b>	<b>29,850</b>	<b>29,850</b>		<b>0</b>	<b>0.00%</b>
01061058	582000	TPL CAP: BUILDING						
01061058	584000	TPL CAP: SITE IMPROVEMENTS						
01061058	585050	TPL CAP: PAINTING RESTORATION WORK						
01061058	587000	TPL CAP: REPLACEMENT EQUIPMENT		1,844				
<b>580000 CAPITAL PURCHASES TOTAL:</b>			<b>0</b>	<b>1,844</b>	<b>0</b>		<b>-1,844</b>	<b>-100.00%</b>
<b>GRAND TOTAL:</b>			<b>410,493</b>	<b>448,709</b>	<b>459,371</b>		<b>10,662</b>	<b>2.38%</b>
			<b>FY 2021</b>	<b>2023 REQUEST</b>				

**SALARIES AND WAGES**

A. Salaries:

Library Director	40-hour week	salary all year	<b>SALARY TOTAL</b>	<b>\$89,003.51</b>
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B. Wages:

		Hourly Rate							
Assistant Director	Step 6 (since 2010)	\$32.43	x	8 hours	x	261 days			67,713.84
Librarian	Step 6	\$28.51	x	7 hours	x	261 days			52,087.77
Request librarian +5 hours	Step 6	\$28.51	x	5 hours	x	52 weeks			7,269.60
Outreach	Step 6	\$24.37	x	5 hours	x	261 days			31,802.85
Request outreach +15 hours	Step 6	\$24.17	x	15 hours	x	52 weeks			18,925.11
Youth Svs./Tech	Step 6	\$24.17	x	4.6 hours	x	261 days			26,495.16
Library Assistant	Step 6	\$24.82	x	4.2 hours	x	261 days			29,151.09
	10 weeks	\$24.82	x	4 hours	x	10 weeks			992.80

**\$208,243.51** w/o increased hours

**HOURLY TOTAL** **\$234,438.22** w/ increased hours **\$26,194.71** for add'l hours

**LONGEVITY PAY**

Assistant Director (Maggie)	<i>hired Sept. 2001</i>		\$1,675.00
Librarian (Courtney)	<i>hired Dec. 2011</i>		\$750.00
Library Director (Tricia)	<i>hired April 2012</i>		\$660.00
Outreach (Galen)	<i>hired July 2014</i>	71%	\$340.80
Youth Assist (Peter)	<i>hired July 2014</i>	66%	\$316.80
Library Assistant (Ken)	<i>hired October 2014</i>	60%	\$288.00

**LONGEVITY TOTAL** **\$4,030.60**

**VACATION BUYBACK**

Assistant Director	vacation	32.43	x	8	x	10 days	\$2,594.40
Staff Librarian (Courtney)	vacation	28.51	x	7	x	10 days	\$1,995.70
Director	vacation	3423.21	x			1 bi-weekly pay per	\$3,423.21

**BUY BACK TOTAL** **\$5,418.91**

Higher if add'l hours (5 and 15) are added?

**OTHER**

Summer Clerk	(step 2)	\$16.07	x	7 hours	x	80 days	<b>\$8,999.20</b>
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**CLERK TOTAL**

**ITEMIZED SERVICES**

521010	Internet/web	website expenses	\$2,500.00	level funded
524000	svc R&M	piano tuning level-funded	\$500.00	level funded
		alarm service level-funded	\$500.00	level funded
		pest control increased \$300.	\$1,000.00	increase of \$300
		elevator inspection level-funded (per MK)	\$1,325.00	level funded
524030	Bld & Grd.	landscaping level funded	\$3,000.00	level funded
527015	rent/lease	copy machine level-funded	\$4,000.00	level funded
530001	consultant	programming fees/playgroup sub	\$2,700.00	level funded
530008	data proc	Databases	\$5,000.00	level funded
530096	Pro. CLAMS	Databases through CLAMS (was \$913.)	\$1,200.00	level funded
534000	SVs. Tele	telephone - per TB	\$1,700.00	level funded
534050	Data Fax			
534060	Printing	Sir Speedy - level funded	\$2,000.00	increase of \$500
534065	Postage	UPS account - level funded	\$400.00	level funded

**TOTAL SERVICES      \$25,825.00**



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**SUPPLIES**

542000 Supplies	office supplies and book supplies	level funded	\$8,000.00
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543010 fuel	Propane	level funded	\$12,000.00
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<b>SUPPLIES TOTAL</b>			<b>\$20,000.00</b>
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**MATERIALS**

540531 books	Materials requested increase \$3,500 must be 19.5% of budget		\$68,500.00
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<b>MATERIALS TOTAL</b>			
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<b>TOTAL SUPPLIES</b>			<b>\$88,500.00</b>
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**OTHER**

010610570	530096	PROF/TECH:CLAMS FEES	level-funded	\$21,500.00
01061057	570000	OTHER CHARGES UNCLASSIFIED	level-funded	\$500.00
01061057	571000	LIBRARY OTH:INSTATE TRAV	level-funded	\$1,800.00
01061057	573005	LIBRARY OTHER: MUSEUM PASSES	level-funded	\$800.00
01061057	573000	LIBRARY OTH:DUES & MEM	level-funded	\$500.00
01061057	577050	LIBRARY OTH:STAFF DEV	level-funded	\$3,000.00
01061057	579000	LIBRARY OTH:REIM	level-funded	\$1,750.00

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**TOTAL:** \$29,850.00

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**CAPITAL**

01061058	542000	2 staff desks		\$1,000.00
01061058	587000	TPL CAP: replacement equip. shelving		\$3,000.00
			<b>TOTAL</b>	<b>\$4,000.00</b>

## Cape Cod Regional Technical H.S. District

### 10.1.21 Enrollment Report with History

<b>MEMBER MUNICIPALITY</b>	<b>ENROLLMENT AS OF 10/1/17</b>	<b>DEBT PRORATION</b>	<b>ENROLLMENT AS OF 10/1/18</b>	<b>DEBT PRORATION</b>	<b>ENROLLMENT AS OF 10/1/19</b>	<b>DEBT PRORATION</b>	<b>ENROLLMENT AS OF 10/1/20</b>	<b>DEBT PRORATION</b>	<b>ENROLLMENT AS OF 10/1/21</b>	<b>DEBT PRORATION</b>	<b>Change</b>
Town of Barnstable	179	30.44%	176	30.88%	194	31.49%	169	27.00%	186	28.48%	17
Town of Brewster	41	6.97%	36	6.32%	29	4.71%	41	6.55%	59	9.04%	18
Town of Chatham	7	1.19%	8	1.40%	10	1.62%	15	2.40%	12	1.84%	-3
Town of Dennis	61	10.37%	68	11.93%	73	11.85%	73	11.66%	72	11.03%	-1
Town of Eastam	22	3.74%	22	3.86%	22	3.57%	23	3.67%	18	2.76%	-5
Town of Harwich	77	13.10%	67	11.75%	58	9.42%	51	8.15%	71	10.87%	20
Town of Mashpee	50	8.50%	45	7.89%	48	7.79%	44	7.03%	48	7.35%	4
Town of Orleans	11	1.87%	9	1.58%	12	1.95%	13	2.08%	11	1.68%	-2
Town of Provincetown	7	1.19%	11	1.93%	14	2.27%	11	1.76%	7	1.07%	-4
Town of Truro	6	1.02%	6	1.05%	6	0.97%	11	1.76%	9	1.38%	-2
Town of Wellfleet	13	2.21%	12	2.11%	13	2.11%	16	2.56%	12	1.84%	-4
Town of Yarmouth	114	19.39%	110	19.30%	137	22.24%	159	25.40%	148	22.66%	-11
	<b>588</b>		<b>570</b>		<b>616</b>		<b>626</b>		<b>653</b>		<b>27</b>
Out of District - Sandwich									1		
									<b>654</b>		

## SCHOOL DEPARTMENT MEMORANDUM

**To:** Truro Budget Task Force  
Truro Finance Committee  
Truro Select Board

**From:** Stephanie Costigan, Superintendent

**Date:** January 24, 2022

**Re:** School Department Budget Narrative

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Dear Members of the Truro Budget Task Force:

As requested, this is a narrative summary for the School department's 2023 fiscal year budget.

- A. **Overview:** The Truro School Department is responsible for providing a rich, educational experience for the resident children of Truro and those who choose to attend via school choice. As of October 1st of this school year, we had 111 students enrolled in preschool through grade 6 at Truro Central School. 22 of the 111 are school choice students from Provincetown, Wellfleet, Eastham, Brewster, and Yarmouth. At the middle and high school levels, we have 91 students enrolled in Nauset Regional School District, 18 enrolled in the Provincetown School, and 10 enrolled at Cape Cod Tech. Therefore, we have a total of 208 Truro students and 22 school choice students.
- B. **Status Update:** Key initiatives in FY22 that may have an impact on the FY23 budget include the addition of a second preschool classroom and staffing; negotiations from the three collective bargaining agreements and the two new administrative contracts; an updated bus contract, increased special education costs, and variable energy costs (propane).
- C. **Requested Staffing Changes:** No requested staffing changes at this time.
- D. **Recommended Efficiencies:** Recommended efficiencies include updating the Truro school website for a more coordinated approach to communication that involves a live feed, alerts, and a more user-friendly interface.
- E. **COVID Impacts:** This year, we continue to strive to keep students in school as much as possible. At TCS, we have had no in-school transmission of the COVID 19 virus to date due to the mitigation strategies in place as well as our two testing programs. The Department of Elementary and Secondary Education (DESE) has provided schools with masks and test kits with a new testing program about to begin on January 31st. This year to help ease the impact of COVID, we have three grant-funded temporary positions including a medical assistant, a preschool educational assistant and a part-time custodian.
- F. **Anticipated Cost Increases or Decreases:** The development of this budget was unusual, after the COVID-driven experience of FY22. We received more grant money this year than in the past, with the exception of the Title I grant, due to the pandemic's impact on schools. We began to build FY23 with the FY22 budget as a point of departure, following

the approval of our federal and state grant applications, and keeping in mind the addition of a second preschool classroom, which was not a part of the FY22 budget.

The second step was to adjust those base amounts where the experience of the past year either permitted or required changes. For example, in the library account, we increased the amount by \$5,000 to cover the loss of library books during remote learning and to expand our library to include more culturally responsive materials for our students.

The additional preschool teacher is accounted for in the proposed FY23 budget. This fiscal year, we covered the cost of one preschool teacher through the operating budget and the other preschool teacher through school choice money, with approval from the town. School choice funds of approximately \$100,000 were allocated for one preschool teacher salary and the purchase of materials for the additional preschool classroom. Two new Educational Assistant positions have been added to the proposed FY23 budget to cover the needs of the additional preschool classroom plus step increases and column adjustments at \$68,274. An additional assistant has been recently hired to start on January 10th in anticipation of increased special education needs in the preschool program. This position and the recent hire of a medical assistant who started on 11/29/21 are covered by a grant and not part of the operating budget. These two positions are for the 21-22 school year only.

Other changes in the FY23 budget reflect negotiations from the three collective bargaining agreements and the two new administrative contracts. Other accounts were left at the prior year's original level, where there was no obvious reason to make a change, or slightly adjusted to accurately reflect spending based on areas in need of line transfers in previous budgets, such as Kindergarten general supplies from \$1,000 to \$500 or the decrease in the textbook line by \$6,000 due to recently made purchases that will not require updating in the near future.

The custodial and maintenance accounts have been revised to reflect the experience of the past two years, including the impact of the virus on our planning, as well as negotiated contractual changes. For example, the summer custodian account has been increased by \$1,850 to accurately reflect the alignment of the hourly wage with step 1 of the AFSCME contract. An example of contractual changes includes the new addition of a \$300 clothing allowance. Contracted services for building maintenance have been increased by \$2,550 which includes services for the gym floor annually, plumbing/HVAC, and Terminix. The cost of propane has been extremely variable resulting in an increase to that line of \$8,270.

In terms of the special education accounts, in addition to contractual changes, the medical/therapeutic line which supports our contracted Occupational Therapist, Physical Therapist, Vision and Orientation & Mobility Specialists was increased by \$20,000 to match the needs of students receiving these services per their IEPs. The special education teacher account increased by \$111,492 with the addition of a new special education teacher and contractual changes. Decreases reflected in the classroom teacher and school nurse lines reflect a reduction in higher earning staff who have either retired or resigned.

The 7-12 tuition account was reduced by 8.74% to reflect the change in numbers of Truro residents attending Nauset. The Special Education 7-12 tuition account was decreased by \$49,155 based on IEP changes for 1:1 support. The increase of \$95,000 to the nonpublic school line reflects a tuition increase at one placement and the addition of a new placement; because the cost is controlled, and the source of the funding (state Circuit Breaker aid) is predictable. A decrease of \$74,825 was made to the Collaborative line to reflect a change in placement.

Our bus contract with the Cape Cod Collaborative is in the process of being extended for three more years and we are awaiting an updated contract. An estimated 8% increase of \$24,868 is anticipated.

- G. **Digitization and Technology:** Through grant money, we were able to procure 6 new Smartboards at the end of last fiscal year. The addition of GoTo meetings for school committee meetings has increased community attendance.
- H. **Select Board Goals and Objectives:** The Truro school district is committed to supporting the Select Board goals and objectives to protect and restore our fragile environment as well as use long term and strategic planning to guarantee the future health and well-being of our community.
- I. **External Impacts:** Staffing has impacted our ability to provide programs and services, specifically in the areas of special education, english language learners, and preschool. It has been difficult to find qualified staff with the appropriate certification to fill these positions within the hiring timetable.
- J. **Revenues:** Most of the support the federal government provides to schools in the National School Lunch Program comes in the form of a cash reimbursement for lunches served to children participating in the National School Lunch Program. Reimbursement rates for July 1, 2021 through June 30, 2022 are \$2.4625 for breakfast, \$1.02 for snack, and \$4.3175 for lunch. We are receiving an average of \$6,000 a month in reimbursement which supports supply purchases for the cafeteria.
- K. **Capital Planning:** Two projects have been prioritized by DPW Director, Jarrod Cabral, for FY23, for engineering evaluations for HVAC repairs/retrofits and roof/gutter maintenance and repairs with construction work being completed in FY24.
- L. **Other:** The school committee recommended the following changes:
- 40/60 split between Superintendent and Director of Student Services lines for salary and travel
  - Substitute teachers daily rate increased to \$150/day
  - Substitute educational assistant daily rate increased to \$120/day
  - Substitute nurse daily rate increased to \$190/day

Based on these adjustments, the updated bottom line is \$5,908,031, an increase of \$77,514 over FY22 (1.31%).

# TRURO SCHOOL 2022-2023 PROPOSED BUDGET

## SECOND DRAFT AMEND 3 12/03/2021

### ELEMENTARY REGULAR DAY

ACCT #	FUNCTION	FY22	FY23	CHANGE	% CHANGE	PG#
<b>1000</b>						
<b>ADMINISTRATION</b>						
01 000 1110 200 00	SCHOOL COMMITTEE SECRETARY	\$2,250.00	\$2,900.00	\$650.00	28.89%	1
01 000 1110 600 00	SCHOOL COMMITTEE CONFERENCES	\$3,895.00	\$3,895.00	\$0.00	0.00%	2
01 000 1110 601 00	SCH COM MEMBERSHIPS/DUES	\$3,975.00	\$4,375.00	\$400.00	10.06%	3
01 000 1110 602 00	SCHOOL COMMITTEE INSTATE TRAVEL	\$115.00	\$112.00	-\$3.00	-2.61%	4
01 000 1110 605 00	SCHOOL COMMITTEE ADVERTISING	\$1,500.00	\$1,500.00	\$0.00	0.00%	5
01 000 1210 100 00	SALARY, SUPERINTENDENT	\$65,000.00	\$67,080.00	\$2,080.00	3.20%	6
01 000 1210 200 00	SALARY, ADMIN ASST FOR SUPT	\$40,768.79	\$44,949.50	\$4,180.71	10.25%	7
01 000 1210 400 00	END OF YEAR REPORT AUDIT	\$3,000.00	\$3,000.00	\$0.00	0.00%	8
01 000 1210 500 00	SUPT'S OFFICE SUPPLIES	\$250.00	\$250.00	\$0.00	0.00%	9
01 000 1210 600 00	SUPT'S CONFERENCES/WORKSHOPS	\$1,125.00	\$5,800.00	\$4,675.00	415.56%	10
01 000 1210 601 00	SUPT'S MEMBERSHIPS/DUES	\$2,000.00	\$2,000.00	\$0.00	0.00%	11
01 000 1210 602 00	SUPT'S INSTATE TRAVEL	\$500.00	\$3,000.00	\$2,500.00	500.00%	12
01 000 1410 100 00	SALARY, ADMINISTRATOR FOR BUSINESS/FINANCE	\$109,195.19	\$116,748.00	\$7,552.81	6.92%	13
01 000 1410 500 00	BUSINESS & FINANCE OFC SUPPLIES	\$550.00	\$550.00	\$0.00	0.00%	14
01 000 1410 600 00	BUSINESS, FINANCE PROFESSIONAL DEVELOPMENT	\$1,000.00	\$1,000.00	\$0.00	0.00%	15
01 000 1410 601 00	BUSINESS & FINANCE MEMBERSHIPS	\$0.00	\$400.00	\$400.00	100.00%	16
01 000 1430 400 00	SCHOOL COMMITTEE LEGAL SERVICES	\$6,000.00	\$6,000.00	\$0.00	0.00%	17
01 000 1450 400 00	DISTRICT INFO MGNT & TECH SVS	\$16,567.00	\$16,459.00	-\$108.00	-0.65%	18
01 000 1450 602 00	DISTRICT INFO MGNT & TECH TRAVEL	\$100.00	\$100.00	\$0.00	0.00%	19
01 000 1450 620 00	INTERNET SVS	\$4,105.00	\$4,105.00	\$0.00	0.00%	20
<b>SUB TOTAL</b>		<b>\$261,895.98</b>	<b>\$284,223.50</b>	<b>\$22,327.52</b>	<b>8.53%</b>	
<b>2000</b>						
<b>INSTRUCTION</b>						
01 000 2305 100 11	PRESCHOOL TEACHER SALARY	\$67,964.00	\$126,596.00	\$58,632.00	86.27%	21
01 000 2415 500 11	PRESCHOOL INSTR MTRL	\$250.00	\$250.00	\$0.00	0.00%	22
01 000 2430 500 11	PRESCHOOL GENERAL SUPPLIES	\$1,000.00	\$1,000.00	\$0.00	0.00%	23
01 000 2305 100 12	SALARY, KINDERGARTEN TEACHER	\$91,582.00	\$95,283.00	\$3,701.00	4.04%	24
01 000 2410 500 12	KINDERGARTEN TEXTBOOKS & MATERIALS	\$400.00	\$400.00	\$0.00	0.00%	25
01 000 2415 500 12	KINDERGARTEN INSTR MATERIALS	\$600.00	\$600.00	\$0.00	0.00%	26
01 000 2430 500 12	KINDERGARTEN GENERAL SUPPLIES	\$1,000.00	\$500.00	-\$500.00	-50.00%	27
01 000 2210 100 13	PRINCIPAL'S SALARY	\$127,500.00	\$122,860.00	-\$4,640.00	-3.64%	28
01 000 2210 200 13	ADMIN ASSISTANT TO THE PRINCIPAL	\$55,373.32	\$61,273.00	\$5,899.68	10.65%	29
01 000 2210 303 13	PRIN OFFICE SECRETARIAL SUBSTITUTES	\$0.00	\$0.00	\$0.00	0.00%	30
01 000 2210 400 13	PRIN OFFICE EQUIP CONTRACTS	\$2,943.00	\$3,240.00	\$297.00	10.09%	31
01 000 2210 500 13	PRIN OFFICE SUPPLIES & MATERIALS	\$1,350.00	\$1,350.00	\$0.00	0.00%	32
01 000 2210 600 13	PRIN'S CONFERENCES/WORKSHOPS	\$1,000.00	\$1,000.00	\$0.00	0.00%	33
01 000 2210 601 13	PRIN'S DUES/MEMBERSHIPS	\$535.00	\$535.00	\$0.00	0.00%	34
01 000 2210 602 13	PRIN'S INSTATE TRAVEL	\$580.00	\$3,000.00	\$2,420.00	417.24%	35
01 000 2210 607 13	PRIN'S SUBSCRIPTIONS	\$38.00	\$38.00	\$0.00	0.00%	36
01 000 2120 100 13	CURRICULUM COORDINATOR STIPEND	\$2,000.00	\$2,000.00	\$0.00	0.00%	37
01 000 2130 100 13	SALARY, BUILDING TECHNOLOGY	\$5,000.00	\$5,000.00	\$0.00	0.00%	38
01 000 2250 500 13	BUILDING TECH SUPPLIES	\$500.00	\$500.00	\$0.00	0.00%	39
01 000 2305 100 13	CLASSROOM SAL, PROF	\$959,446.00	\$938,174.00	-\$21,272.00	-2.22%	40
01 000 2325 303 13	TEACHER SUBSTITUTES, PROF	\$16,875.00	\$20,250.00	\$3,375.00	20.00%	41
01 000 2330 400 13	ELL TRANSLATION SVS	\$500.00	\$500.00	\$0.00	0.00%	42
01 000 2340 100 13	MEDIA DIRECTOR'S SALARY	\$84,027.00	\$90,837.00	\$6,810.00	8.10%	43
01 000 2354 100 13	MENTORS	\$4,000.00	\$4,000.00	\$0.00	0.00%	44
01 000 2356 500 13	PROFESSIONAL DEVELOPMENT SUPPLIES	\$500.00	\$500.00	\$0.00	0.00%	45
01 000 2356 600 13	PROFESSIONAL DEVELOPMENT CONF/WRKSHPS	\$10,000.00	\$10,000.00	\$0.00	0.00%	46
01 000 2356 601 13	COURSE REIMBURSEMENT	\$5,000.00	\$9,000.00	\$4,000.00	80.00%	47
01 000 2358 400 13	PROFESSIONAL DEVELOPMENT CONTRACTED SRVCS	\$2,500.00	\$2,500.00	\$0.00	0.00%	48
01 000 2410 500 13	TEXTBOOKS/SOFTWARE/MEDIA	\$12,000.00	\$6,000.00	-\$6,000.00	-50.00%	49
01 000 2415 500 13	CLASSROOM INSTR MATERIALS	\$3,000.00	\$3,000.00	\$0.00	0.00%	50
01 000 2415 501 13	LIBRARY BOOKS	\$5,000.00	\$10,000.00	\$5,000.00	100.00%	51
01 000 2415 607 13	LIBRARY SUBSCRIPTIONS	\$150.00	\$150.00	\$0.00	0.00%	52
01 000 2420 400 13	INSTR EQUIP CONTRACTED SVS	\$2,822.88	\$3,105.00	\$282.12	9.99%	53
01 000 2420 500 13	INSTRUCTIONAL EQUIPMENT	\$2,300.00	\$2,300.00	\$0.00	0.00%	54
01 000 2430 500 13	GENERAL SUPPLIES	\$27,308.00	\$25,000.00	-\$2,308.00	-8.45%	55
01 000 2440 400 13	INSTRUCTIONAL CONTRACTED SERVICES	\$6,500.00	\$8,500.00	\$2,000.00	30.77%	56
01 000 2440 401 13	FIELD TRIPS	\$10,000.00	\$10,000.00	\$0.00	0.00%	57
01 000 2451 500 13	CLASSROOM INSTRUCTIONAL TECHNOLOGY/HARDWAR	\$5,000.00	\$5,000.00	\$0.00	0.00%	58
01 000 2455 608 13	INSTRUCTIONAL SOFTWARE LICENSES	\$6,500.00	\$14,500.34	\$8,000.34	123.08%	59
01 000 2710 100 13	SALARY, SCHOOL SOCIAL WORKER	\$97,127.00	\$100,971.00	\$3,844.00	3.96%	60
01 000 2710 500 13	COUNSELING SUPPLIES & MATERIALS	\$500.00	\$500.00	\$0.00	0.00%	61
01 000 2720 500 13	TESTING/ASSESSMENT SUPPLIES	\$750.00	\$1,650.00	\$900.00	120.00%	62



ACCT #	FUNCTION	FY22	FY23	CHANGE	% CHANGE	PG#
<b>SUB TOTAL</b>		<b>\$1,621,421.20</b>	<b>\$1,691,862.34</b>	<b>\$70,441.14</b>	<b>4.34%</b>	
<b>3000</b>						
<b>OTHER SCHOOL SERVICES</b>						
01 000 3200 100 13	SALARY, SCHOOL NURSE	\$87,050.00	\$55,885.00	-\$31,165.00	-35.80%	63
01 000 3200 303 13	SUBSTITUTES	\$2,275.00	\$2,470.00	\$195.00	8.57%	64
01 000 3200 400 13	SCHOOL PHYSICIAN	\$2,500.00	\$2,500.00	\$0.00	0.00%	65
01 000 3200 500 13	HEALTH SUPPLIES	\$2,000.00	\$2,000.00	\$0.00	0.00%	66
01 000 3200 601 13	NURSE'S MEMBERSHIPS/DUES	\$180.00	\$480.00	\$300.00	166.67%	67
01 000 3200 607 13	HEALTH SUBSCRIPTIONS	\$45.00	\$45.00	\$0.00	0.00%	68
01 000 3300 400 13	BUS CONTRACT	\$310,846.00	\$335,714.00	\$24,868.00	8.00%	69
01 000 3400 300 13	SALARY, CAFETERIA	\$97,346.59	\$101,996.00	\$4,649.41	4.78%	70
01 000 3400 600 13	CAFETERIA CLOTHING ALLOWANCE	\$0.00	\$900.00	\$900.00	100.00%	71
<b>SUB TOTAL</b>		<b>\$502,242.59</b>	<b>\$501,990.00</b>	<b>-\$252.59</b>	<b>-0.05%</b>	
<b>4000</b>						
<b>OPERATION &amp; MAIN. OF PLANT</b>						
01 000 4110 300 13	SALARY, CUSTODIANS	\$137,099.92	\$144,321.00	\$7,221.08	5.27%	72
01 000 4110 301 13	CUSTODIAL OVERTIME	\$5,000.00	\$5,000.00	\$0.00	0.00%	73
01 000 4110 302 13	SUMMER CUSTODIANS	\$12,800.00	\$14,650.00	\$1,850.00	14.45%	74
01 000 4110 303 13	CUSTODIAL SUBSTITUTES	\$3,200.00	\$3,665.00	\$465.00	14.53%	75
01 000 4110 500 13	CUSTODIAL SUPPLIES & MATERIALS	\$15,076.02	\$15,000.00	-\$76.02	-0.50%	76
01 000 4110 600 13	CUSTODIAL CLOTHING ALLOWANCE	\$0.00	\$600.00	\$600.00	100.00%	77
01 000 4110 602 13	CUSTODIAL TRAVEL EXPENSE	\$1,300.00	\$1,300.00	\$0.00	0.00%	78
01 000 4120 400 13	HEATING OF BUILD CONT SVS	\$3,500.00	\$3,500.00	\$0.00	0.00%	79
01 000 4120 651 13	PROPANE GAS	\$26,730.00	\$35,000.00	\$8,270.00	30.94%	80
01 000 4130 400 13	RUBBISH CONTRACT	\$1,547.16	\$1,702.00	\$154.84	10.01%	81
01 000 4130 653 13	TELEPHONE	\$3,000.00	\$3,000.00	\$0.00	0.00%	82
01 000 4130 654 13	WATER	\$5,000.00	\$5,000.00	\$0.00	0.00%	83
01 000 4210 400 13	MAIN OF GROUNDS CONTRACTED SVS	\$8,380.00	\$8,380.00	\$0.00	0.00%	84
01 000 4210 500 13	MAIN OF GROUNDS SUPPLIES	\$1,700.00	\$1,700.00	\$0.00	0.00%	85
01 000 4220 400 13	MAIN OF BUILD CONTRACTED SVS	\$14,000.00	\$16,550.00	\$2,550.00	18.21%	86
01 000 4220 500 13	MAIN OF BUILD SUPPLIES	\$7,200.00	\$7,200.00	\$0.00	0.00%	87
01 000 4225 400 13	BUILDING SECURITY SYSTEM CONTRACTED SVS	\$2,370.00	\$2,430.00	\$60.00	2.53%	88
01 000 4225 500 13	BUILDING SECURITY SYSTEM SUPPLIES	\$0.00	\$500.00	\$500.00	100.00%	89
01 000 4230 400 13	MAIN OF EQUIP CONTRACTED SVS	\$8,000.00	\$8,000.00	\$0.00	0.00%	90
01 000 4230 500 13	MAIN OF EQUIP SUPPLIES	\$4,000.00	\$4,000.00	\$0.00	0.00%	91
01 000 4400 400 13	NETWORKING & TELECOMMUNICATIONS	\$500.00	\$500.00	\$0.00	0.00%	92
01 000 4400 500 13	NETWORKING & TELECOMMUNICATIONS SUPPLIES	\$500.00	\$500.00	\$0.00	0.00%	93
01 000 4450 500 13	TECHNOLOGY MAINTENANCE SUPPLIES	\$500.00	\$500.00	\$0.00	0.00%	94
<b>SUB TOTAL</b>		<b>\$261,403.10</b>	<b>\$282,998.00</b>	<b>\$21,594.90</b>	<b>8.26%</b>	
<b>6000</b>						
<b>COMMUNITY SERVICES</b>						
01 000 6200 300 13	PARENT/TEACHER CONFERENCE CHILDCARE	\$1,000.00	\$1,000.00	\$0.00	0.00%	95
01 000 6210 500 13	SCHOOL COUNCIL SUPPLIES	\$100.00	\$100.00	\$0.00	0.00%	96
<b>SUB TOTAL</b>		<b>\$1,100.00</b>	<b>\$1,100.00</b>	<b>\$0.00</b>	<b>0.00%</b>	
<b>ELEMENTARY REGULAR DAY TOTALS</b>		<b>\$2,648,062.87</b>	<b>\$2,762,173.84</b>	<b>\$114,110.97</b>	<b>4.31%</b>	
<b>2000</b>						
<b>AFTER SCHOOL ACTIVITIES</b>						
01 098 3520 300 35	AFTER SCHOOL ACTIVITIES COORDINATOR	\$3,250.00	\$3,250.00	\$0.00	0.00%	97
01 098 3520 301 35	AFTER-CARE STAFF	\$48,761.00	\$49,737.00	\$976.00	2.00%	98
<b>SUBTOTAL</b>		<b>\$52,011.00</b>	<b>\$52,987.00</b>	<b>\$976.00</b>	<b>1.88%</b>	
<b>TOTAL AFTER SCHOOL ACTIVITIES</b>		<b>\$52,011.00</b>	<b>\$52,987.00</b>	<b>\$976.00</b>	<b>1.88%</b>	
<b>2000</b>						
<b>COMMUNITY EDUCATION</b>						
01 099 2120 300 35	COMMUNITY EDUCATION COORDINATOR	\$3,250.00	\$3,250.00	\$0.00	0.00%	99
01 099 2120 300 35	COMMUNITY EDUCATION CONTRACTED SERVICES	\$650.00	\$650.00	\$0.00	0.00%	100
<b>SUB TOTAL</b>		<b>\$3,900.00</b>	<b>\$3,900.00</b>	<b>\$0.00</b>	<b>0.00%</b>	
<b>TOTAL ADULT EDUCATION</b>		<b>\$3,900.00</b>	<b>\$3,900.00</b>	<b>\$0.00</b>	<b>0.00%</b>	
<b>ELEMENTARY SPED</b>						
<b>2000</b>						
<b>INSTRUCTION-SPECIAL EDUCATION</b>						

ACCT #	FUNCTION	FY22	FY23	CHANGE	% CHANGE	PG#
01 100 2110 101 41	DIRECTOR OF STUDENT SERVICES SALARY	\$137,010.00	\$100,620.00	-\$36,390.00	-26.56%	101
01 100 2110 200 41	SALARY, ADMIN ASST FOR SPED DEPT	\$35,468.79	\$39,149.50	\$3,680.71	10.38%	102
01 100 2110 400 41	SPED OFFICE EQUIP CONTRACT	\$1,196.97	\$1,317.00	\$120.03	10.03%	103
01 100 2110 401 41	SPED COMPUTER SERVICES	\$1,351.00	\$2,025.28	\$674.28	49.91%	104
01 100 2110 500 41	SPED OFFICE SUPPLIES	\$200.00	\$200.00	\$0.00	0.00%	105
01 100 2110 600 41	SPED DIRECTOR CONFERENCES	\$1,500.00	\$750.00	-\$750.00	-50.00%	106
01 100 2110 601 41	SPED DIRECTOR MEMBERSHIPS/DUES	\$725.00	\$725.00	\$0.00	0.00%	107
01 100 2110 603 41	SPED DIRECTOR'S INSTATE TRAVEL	\$1,000.00	\$4,500.00	\$3,500.00	350.00%	108
01 100 2305 100 44	SPED SPECIALISTS SALARIES, PROF	\$129,321.00	\$240,813.00	\$111,492.00	86.21%	109
01 100 2305 101 44	SUMMER SCHOOL PROF SAL	\$33,180.00	\$33,180.00	\$0.00	0.00%	110
01 100 2320 100 44	SPEECH/LANGUAGE PATHOLOGIST	\$76,101.60	\$79,176.80	\$3,075.20	4.04%	111
01 100 2320 400 44	MEDICAL/THERAPEUTICAL SERVICES	\$72,500.00	\$92,500.00	\$20,000.00	27.59%	112
01 100 2320 403 44	SUMMER MEDICAL THERAPEUTICAL SERVICES	\$5,000.00	\$3,500.00	-\$1,500.00	-30.00%	113
01 100 2325 303 44	SPED SUBSTITUTES	\$3,000.00	\$3,000.00	\$0.00	0.00%	114
01 100 2330 300 44	SPED ED ASSISTANT SAL	\$341,008.00	\$409,282.00	\$68,274.00	20.02%	115
01 100 2330 303 44	SPED ED ASSISTANT SUBSTITUTES	\$10,700.00	\$12,840.00	\$2,140.00	20.00%	116
01 100 2356 600 44	SPED PROFESSIONAL DEVELOPMENT CONF/WRKSHPS	\$1,000.00	\$1,000.00	\$0.00	0.00%	117
01 100 2410 500 44	SPED TEXTBOOKS & RELATED MATERIALS	\$500.00	\$500.00	\$0.00	0.00%	118
01 100 2415 500 44	SPED OTHER INSTRUCTIONAL MATERIALS	\$500.00	\$500.00	\$0.00	0.00%	119
01 100 2420 500 44	SPED INSTRUCTIONAL EQUIPMENT	\$1,000.00	\$1,000.00	\$0.00	0.00%	120
01 100 2430 500 44	SUMMER SCHOOL SUPPLIES	\$2,000.00	\$2,000.00	\$0.00	0.00%	121
01 100 2430 501 44	SPED GENERAL SUPPLIES	\$500.00	\$500.00	\$0.00	0.00%	122
01 100 2720 500 44	TESTING AND ASSESSMENTS	\$2,000.00	\$3,000.00	\$1,000.00	50.00%	123
01 100 2800 100 44	SCHOOL PSYCHOLOGIST	\$33,781.77	\$35,146.98	\$1,365.21	4.04%	124
01 100 2800 400 44	PSYCH CONTRACTED SERVICES	\$13,200.00	\$13,200.00	\$0.00	0.00%	125
01 100 2800 600 44	SCHOOL PSYCHOLOGIST SUBSCRIPTIONS	\$250.00	\$250.00	\$0.00	0.00%	126
<b>SUB TOTAL</b>		<b>\$903,994.13</b>	<b>\$1,080,675.56</b>	<b>\$176,681.43</b>	<b>19.54%</b>	
<b>3000</b>						
<b>OTHER SCHOOL SERVICES</b>						
01 100 3300 400 44	SPED PUPIL TRANSPORTATION PREK - 6	\$50,000.00	\$20,000.00	-\$30,000.00	-60.00%	127
01 100 3520 300 44	AFTER SCHOOL ACTIVITIES AIDE	\$1,000.00	\$500.00	-\$500.00	-50.00%	128
<b>SUB TOTAL</b>		<b>\$51,000.00</b>	<b>\$20,500.00</b>	<b>-\$30,500.00</b>	<b>-59.80%</b>	
<b>6000</b>						
<b>COMMUNITY SERVICES</b>						
01 100 6200 300 44	PARENT ADV COUNCIL CHILDCARE	\$140.00	\$140.00	\$0.00	0.00%	129
01 100 6200 500 44	PARENT ADV COUNCIL SUPPLIES	\$100.00	\$100.00	\$0.00	0.00%	130
01 100 6200 601 44	PARENT ADV COUNCIL MEMBHP	\$200.00	\$200.00	\$0.00	0.00%	131
<b>SUB TOTAL</b>		<b>\$440.00</b>	<b>\$440.00</b>	<b>\$0.00</b>	<b>0.00%</b>	
<b>9000</b>						
<b>PROGRAMS/OTHER DISTRICTS SPED</b>						
01 100 9400 660 44	PYMTS. MEMBER COLLAB.	\$150.00	\$150.00	\$0.00	0.00%	132
<b>SUB TOTAL</b>		<b>\$150.00</b>	<b>\$150.00</b>	<b>\$0.00</b>	<b>0.00%</b>	
<b>TOTAL ELEMENTARY SPED</b>		<b>\$955,584.13</b>	<b>\$1,101,765.56</b>	<b>\$146,181.43</b>	<b>15.30%</b>	
<b>TOTAL SCHOOL BUDGET K-6</b>		<b>\$3,659,558.00</b>	<b>\$3,920,826.40</b>	<b>\$261,268.40</b>	<b>7.14%</b>	

## SECONDARY, REGULAR & SPED

<b>SECONDARY REGULAR ED - TUITION OUT</b>						
<b>9000</b>						
<b>PROGRAMS/OTHER DISTRICTS</b>						
01 000 9100 660 30	TUITION GRADES 7-12	\$1,742,368.00	\$1,590,093.60	-\$152,274.40	-8.74%	133
<b>SUB TOTAL</b>		<b>\$1,742,368.00</b>	<b>\$1,590,093.60</b>	<b>-\$152,274.40</b>	<b>-8.74%</b>	
<b>TOTAL SECONDARY REGULAR ED</b>		<b>\$1,742,368.00</b>	<b>\$1,590,093.60</b>	<b>-\$152,274.40</b>	<b>-8.74%</b>	
<b>SECONDARY SPED - TUITION OUT</b>						
<b>2000</b>						
<b>INSTRUCTION</b>						
01 100 2305 100 55	SPED SPECIALIST TUTORIAL SUPPORT 7-12	\$1,000.00	\$1,000.00	\$0.00	0.00%	134
01 100 2420 500 55	SPED INSTRUCTIONAL EQUIPMENT 7-12	\$100.00	\$100.00	\$0.00	0.00%	135
01 100 2430 500 55	SPED GENERAL SUPPLIES 7-12	\$100.00	\$100.00	\$0.00	0.00%	136
01 100 2440 300 55	SPED VOCATIONAL GRADES 7-12	\$2,000.00	\$2,000.00	\$0.00	0.00%	137
01 100 2800 400 55	SPED PSYCHOLOGICAL CONTRACTED SVS- GRADES 7-12	\$2,430.00	\$2,430.00	\$0.00	0.00%	138
<b>SUB TOTAL</b>		<b>\$5,630.00</b>	<b>\$5,630.00</b>	<b>\$0.00</b>	<b>0.00%</b>	

ACCT #	FUNCTION	FY22	FY23	CHANGE	% CHANGE	PG#
<b>3000</b>	<u>OTHER SCHOOL SERVICES</u>					
01 100 3300 400 55	PUPIL TRANSPORTATION	\$98,995.00	\$98,995.00	\$0.00	0.00%	139
01 100 6900 400 55	PUPIL TRANSPORTATION - PRIVATE PLACEMENT	\$7,500.00	\$5,000.00	-\$2,500.00	-50.00%	140
	<b>SUB TOTAL</b>	<b>\$106,495.00</b>	<b>\$103,995.00</b>	<b>-\$2,500.00</b>	<b>-2.35%</b>	
<b>9000</b>	<u>PROGRAMS/OTHER DISTRICTS</u>					
01 100 9100 660 55	SPED TUITION 7-12	\$149,155.00	\$100,000.00	-\$49,155.00	-32.96%	141
01 100 9300 660 55	PYMTS. NONPUBLIC SCHS.	\$170,000.00	\$265,000.00	\$95,000.00	55.88%	142
01 100 9400 660 55	PYMTS. MEMBER COLLAB.	\$74,825.00	\$0.00	-\$74,825.00	-100.00%	143
	<b>SUBTOTAL</b>	<b>\$393,980.00</b>	<b>\$365,000.00</b>	<b>-\$28,980.00</b>	<b>-7.36%</b>	
	<b>TOTAL SPED SECONDARY-TUITION OUT</b>	<b>\$506,105.00</b>	<b>\$474,625.00</b>	<b>-\$31,480.00</b>	<b>-6.22%</b>	
	<b>TOTAL TUITIONED OUT</b>	<b>\$2,248,473.00</b>	<b>\$2,064,718.60</b>	<b>-\$183,754.40</b>	<b>-8.17%</b>	
	<b>TOTAL SCHOOL BUDGET</b>	<b>\$5,908,031.00</b>	<b>\$5,985,545.00</b>	<b>\$77,514.00</b>	<b>1.31%</b>	

## ACCOUNTING DEPARTMENT MEMORANDUM

**To: Truro Budget Task Force  
Truro Finance Committee  
Truro Select Board**  
**From: Trudi Brazil, Town Accountant**  
**Date: November 9, 2021**  
**Re: Accounting Department Budget Narrative**

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Dear Members of the Truro Budget Task Force:

As requested, this is a narrative summary for the accounting department's 2023 fiscal year budget.

- A. Overview:** By statute, the office of the Town Accountant is tasked with responsibility for maintaining financial records, supervising and controlling expenditures of all Town funds to insure all municipal transactions conform to law and sound municipal accounting practices.
  
- B. Status Update:** Ongoing initiatives from prior years include implementation of the Requisition and Purchase order module. Implementation and full roll-out of ClearGov, the town's fiscal transparency software platform. Decentralization of data entry into Munis, the town's integrated municipal financial software system, for vendor warrant processing. All of the aforementioned initiatives work toward fulfilling SB Goal E to engage and involve town residents, property and business owners in town affairs.
  
- C. Requested Staffing Changes:** None at this time
  
- D. Recommended Efficiencies:** Acquisition and implementation of budget-building software, including operating and capital budgets, would standardize and streamline the budgeting process.
  
- E. COVID Impacts:** Communications with vendors, support staff at state agencies, 'customer support' calls all take more time since so much of the workforce exists in a remote setting. Internally, there have been few, if any, long term impacts to address. Additional funds are requested for Audit assistance. See F.
  
- F. Anticipated Cost Increases or Decreases:** Increases to wages include only W&P personnel (Accountant); LIUNA personnel (Assistant to the Accountant) increases are yet undetermined. \$2500 has been added to purchased services for additional Auditor assistance with a Comprehensive Annual Financial Report (CAFR) . \$235 has been added to supplies to purchase a wireless label printer. Funds have been reinstated to the Travel/Training/Workshop/Conference lines to maintain employee professional development.
  
- G. Digitization and Technology:** A digitization program to store records that can be saved electronically would drastically reduce the amount of space required by hard/original copies. This program corresponds to SB Objective 13 to increase digitization of town services.
  
- H. Select Board Goals and Objectives:** Please refer to items B. G.
  
- I. External Impacts:** None at present however there are concerns surrounding replacement of long-term employees. Housing, wages, benefits, and a declining pool of talent educated in municipal finance may become an issue within 5 to 7 years. This concern speaks to SB Goal B to create more affordable year-round places for people to live and work and to objectives 3,7 and 8.
  
- J. Revenues:** Not applicable.
  
- K. Capital Planning:** Not applicable
  
- L. Other:** Not applicable

0135 Accounting Draft 2023 BUDGET REQUEST

ORG	OBJ	ACCT DESCRIPTION	2021 EXPENDED	2022 BUDGET	2023 REQUEST	NOTES:	Y-o-Y \$	Y-o-Y %
01013551	510000	BUDGET: SAL & WAGE						
01013551	511000	ACCOUNT SALARY	101,362.14	103,001.86	106,187.28			
01013551	511005	HOURLY WAGES	57,754.80	57,660.00	58,811.13			
01013551	513010	ACCOUNT OT		1,657.00	1,735.65	Provision for additional/overtime hours for Assistant during busy seasons.		
01013551	514010	CERTIFICATION INCENTIVE/STIPEND	500.00	500.00	500.00	TB Certification as MA Municipal Accountant		
01013551	514011	ADDITIONAL: BONUS						
01013551	514015	ADDITIONAL:LONGEVITY BONUS	3,475.00	3,715.00	4,080.00	TB & TF		
01013551	515000	VACATION BUY-BACK	6,109.90	6,111.00	6,321.70	TB & TF		
01013551	515015	SICK BUY BACK	3,054.95	3,056.00	3,160.85	TB & TF		
<b>510000 SALARY &amp; WAGE TOTAL:</b>			<b>172,256.79</b>	<b>175,700.86</b>	<b>180,796.61</b>		<b>5,095.75</b>	<b>2.90%</b>
01013552	520000	PURCHASE OF SERVICES						
01013552	524000	ACCOUNT SVC:R&M OFF EQUIP			0.00			
01013552	530004	ACCOUNT SVC:AUDITOR SUPPORT			2,500.00	Auditor support: CAFR, COVID Reporting & Auditing		
<b>520000 PURCHASED SERVICES TOTAL:</b>			<b>0.00</b>	<b>0.00</b>	<b>2,500.00</b>		<b>2,500.00</b>	<b>100.00%</b>
01013554	540000	SUPPLIES						
01013554	542000	ACCOUNT SUPP:OFFICE	669.44	1,000.00	1,000.00	Disposable office Supplies		
01013554	542005	ACCOUNT SUPP:OFF EQUIP		300.00	235.00	Wireless Lable writer		
<b>540000 SUPPLIES TOTAL:</b>			<b>669.44</b>	<b>1,300.00</b>	<b>1,235.00</b>		<b>-65.00</b>	<b>-5.00%</b>

0135 Accounting Draft 2023 BUDGET REQUEST

ORG	OBJ	ACCT DESCRIPTION	2021 EXPENDED	2022 BUDGET	2023 REQUEST	NOTES:	Y-o-Y \$	Y-o-Y %
01013557	570000	OTHER CHARGES UNCLASSIFIED						
01013557	571000	ACCOUNT OTH:INSTATE TRAVEL		685.00	450.00	Anticipates in-person meetings & training		
01013557	572000	ACCOUNT OTH:OUT OF STATE TRAVE						
01013557	573000	ACCOUNT OTHER:DUES & MEM	155.00	250.00	250.00			
01013557	573010	OTHER EXP:TRAIN/WKSHP/CONF	200.00	1,500.00	1,495.00	Anticipates return to madatory training		
01013557	573015	OTHER CHARGES:LODGING EXPENSES		2,300.00	2,300.00	As above.		
01013557	579000	ACCOUNT OTHER:REIMB			200.00			
<b>570000 OTHER UNCLASSIFIED CHARGES TOTAL:</b>			<b>355.00</b>	<b>4,735.00</b>	<b>4,695.00</b>		<b>-40.00</b>	<b>-0.84%</b>
<b>GRAND TOTAL:</b>			<b>173,281.23</b>	<b>181,735.86</b>	<b>189,226.61</b>		<b>7,490.75</b>	<b>4.12%</b>
			<b>FY 2021</b>	<b>FY 2021</b>	<b>2023 REQUEST</b>			

510000 Salary & wages

Totals:

		Trudi	Tami	Annual	Totals:
Salary	511000	106,187.28		106,187.28	106,187.28
Daily		406.84	225.33		
Certification Incentive/Stipend	514010	500.00		500.00	500.00
Hourly Rate	511005	32.19	58,811.13	58,811.13	58,811.13
Longevity	514015	2,495.00	1,585.00		4,080.00
Vacation Buy Back	515000	4,068.40	2,253.30		6,321.70
Sick Buy Back	515015	2,034.20	1,126.65		3,160.85
Contingency 'Over' / additional time	513015		1,735.65	=35 Reg Hrs or 22 OT Hrs	1,735.65
					<b>180,796.61</b>

**520000 PURCHASED SERVICES**

524000	Service: R&M Office Equipment		
530004	Service: Auditors Support	2,500.00	Financial Policies; CAFR; add'l COVID reporting / auditing
		<b>2,500.00</b>	



**540000 SUPPLIES**

01013554	542000	ACCOUNT SUPP:OFFICE CONSUMABLES	1,000.00	Storage boxes, binders, pressboard covers, adding machine tapes & ribbons, Staples
01013554	542005	ACCOUNT SUPP:OFF EQUIP	235.00	Wireless Lable printer
			<b>1,235.00</b>	

<b>560000 INTERGOVERNMENTAL EXPENSES TOTAL:</b>									
01013557	570000	OTHER CHARGES UNCLASSIFIED							
01013557	571000	ACCOUNT OTH:INSTATE TRAVEL		450.00					
01013557	572000	ACCOUNT OTH:OUT OF STATE TRAVE							
01013557	573000	ACCOUNT OTHER:DUES & MEM		250.00					
01013557	573010	OTHER EXP:TRAIN/WKSHP/CONF		1,495.00					
01013557	573015	OTHER CHARGES:LODGING EXPENSES		2,300.00					
01013557	579000	ACCOUNT OTHER:REIMB		200.00					

400 miles RT to Amherst  
 310 miles Rt to Ft. Devens  
 56 mile RT to Red Jacket, So Yarmouth

MMAAA \$50 X2  
 C&I Town Accountant's Assoc \$25 X 2  
 MGFOA \$50 X 2

Annual Ed Program \$350 X2  
 Fall Conference 95  
 Summer Conference 350 X2

Out of pocket reimbursements:  
 food, travel, meals, tolls

Umass \$200 / night X 3 X2  
 Devens \$200 / night  
 Red Jacket \$300 / night X 3

4,695.00

## TREASURER/COLLECTOR DEPARTMENT MEMORANDUM

To: Truro Budget Task Force  
Truro Finance Committee  
Truro Select Board

From: Alex G. Marini Lessin, Finance Director: Treasurer/Tax Collector

Date: November 10, 2021

Re: Treasurer/Collector Budget Narrative

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Dear Members of the Truro Budget Task Force:

As requested, this is a narrative summary for the Treasurer/Collector department's 2023 fiscal year budget.

- A. **Overview:** The Treasurer and Collector's office is responsible for management of all municipal funds and debt service, as well as administering payroll and employee benefits, issuing debt for capital projects, and collecting all receipts due to the Town. The office safeguards the Town's money and ensures staff are paid on time.
- B. **Status Update:** The department will continue to pursue uncollected receivables from past years and continue to work on improving internal policies. For example, the Department will work to submit an Investment Policy to help set goals for cash management to ensure safety, liquidity, and yield. In addition, the department will utilize the Tax Title module, which was implemented in the Fall of 2021. At the same time, we will begin implementation of accounting software that should reduce the time for reconciliation and invoicing.
- C. **Requested Staffing Changes:** Budget reflects removal of Town Clerk salary from this budget. No other changes to the staffing level for the department.
- D. **Recommended Efficiencies:** In late Winter/early Spring of 2022, the office will implement a new online tax portal, City Hall Systems. The portal will allow for year-round online payment of tax bills. In Fiscal 2023, the Department will optimize this new portal to improve the user experience for taxpayers. In addition, implementing cash management software will reduce time to reconcile and improve cash flow modeling.
- E. **COVID Impacts:** COVID outbreaks could slow in-office processing of receipts. Cost of financial transactions are increasing for online and in-person merchant processing.
- F. **Anticipated Cost Increases or Decreases:** Decreases in supplies and services are due to separation of Town Clerk department. There will still be a need for Tax Title advising services, although the overall need is reduced. Increases in unclassified charges are for professional development. Investment in professional development and cross-training will enable Truro to build a well of financial talent.
- G. **Digitization and Technology:** The goal is to begin digitizing (and, where possible, removing) files dating back several decades. On the technology side, the department will assist other Town

operations in bringing more transactions online. Refer also to item D and the cash management software.

- H. **Select Board Goals and Objectives:** Rolling out online transactions reduces friction for businesses and leads to economic development (goal A) and makes it easier for residents (goal E). Cash flow forecasting allows better planning (goal D).
- I. **External Impacts:** The Federal Reserve's planned rise in interest rates may increase borrowing costs. At the same time, more competitive savings rates may increase yield on the Town's funds. Other financial fees are increasing, such as merchant processing fees. Environmental damage will further increase the need for the Town to borrow for Capital Projects.
- J. **Revenues:** Fee for Municipal Lien Certificates remain at \$25 as per MGL Chapter 60 Section 23A. Vehicle excise taxes are set by the state.
- K. **Capital Planning:** Not applicable.
- L. **Other:** The Treasurer/Collector office has experienced radical staffing changes in the past few years. At the same time, staff was adapting to a new normal due to COVID-19. Fiscal 2023 will present an opportunity for stability in the department, leading to improvements in policies and procedures across the board.

Finance Director / Treasurer / Collector 2023 Budget Request

ACCT DESCRIPTION	2021 EXPENDED	2022 BUDGET	2023 REQUEST	NOTES:	Y-o-Y \$	Y-o-Y %
BUDGET:SAL & WAGES						
CTC SALARY	83,942	179,148	210,978			
HOURLY WAGES	139,698	138,394	49,878			
OVERTIME PAY	7,725	1,500	1,500			
ADDITIONAL:LONGEVITY BONUS	2,115	2,320	570			
VACATION PAY	10,080	0	0			
CTC SICK PAY						
VACATION BUY-BACK	5,302	5,302	3,000			
SICK LEAVE BUY-BACK	2,651	2,651	2,600			
	<b>251,514</b>	<b>329,315</b>	<b>268,526</b>		<b>-60,789.78</b>	<b>-18.46%</b>
PURCHASE OF SERVICES						
CTC SVC:R&M OFF EQUIP		200	0			
RENT/LEASE AGMTS:OFF EQUIP/FUR		700	0	Town Clerk		
ANNUAL LICENSE/RENT FEES		161	200			
CTC SVC:PROF & TECH	23,717	35,000	30,000	Land court counsel, credit card fees, MUNIS training		
ADVERTISING	563	1,000	1,000			
CTC SVC:DP	11,973	20,000	20,000			
RECORDS STORAGE FEES	1,428	1,400	0	Town Clerk		
CTC SVC:PRINTING & MAILING	8,075	11,500	11,000			
COMMO:POSTAGE						
	<b>45,755</b>	<b>69,961</b>	<b>62,200</b>		<b>-7,761.00</b>	<b>-11.09%</b>
SUPPLIES						

Finance Director / Treasurer / Collector 2023 Budget Request

ACCT DESCRIPTION	2021 EXPENDED	2022 BUDGET	2023 REQUEST	NOTES:	Y-o-Y \$	Y-o-Y %
CTC SUPP:OFFICE	811	2,200	2,200			
CTC SUPP:OFF EQUIP REPLACE		300	0			
	<b>811</b>	<b>2,500</b>	<b>2,200</b>		<b>-300.00</b>	<b>-12.00%</b>
OTHER CHARGES UNCLASSIFIED						
CTC OTHER:INSTATE TRAV		800	800			
CTC OTHER:DUES & MEM	135	600	600			
OTHER EXP:TRAIN/WKSHP/CONF		200	1,850			
LODGING EXPENSES		300	900			
CTC OTHER:REIMB			0			
INSURANCE/BOND	2,208	2,000	2,000			
CREDIT CARD PROCESSING FEES (tb added 2.26.2021)				SEE 530001		
	<b>2,343</b>	<b>3,900</b>	<b>6,150</b>		<b>2,250.00</b>	<b>57.69%</b>
	<b>300,422</b>	<b>405,676</b>	<b>339,076</b>		<b>-66,600.78</b>	<b>-16.42%</b>
	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023 REQUEST</b>			

PPE

1-Jul

1

	Biweekly base	FY23 Estimat	Anniversary Date	New bi-weekly salary		
Finance Director/T/C	\$ 4,846.15	\$ 5,015.77	Oct-21	\$ 5,135.19	\$	501.58
AT/C	\$ 2,890.30	\$ 2,991.46	22-Jan	\$ 2,969.92	\$	299.15
Treas/Coll Salary - 511000						
Clerk Salary - 511000	\$ -					
OA3 - Step 3 - 35 hours (New)	\$ 1,911.00				\$	191.10
Total Tras/Coll Wages - 511005	\$ 1,911.00					
FD DAILY	\$ 484.62					
AT/C DAILY	\$ 289.03					
OA3 DAILY	\$ 191.10					
	\$ 964.75					
	\$ 19,294.90					

Land court counsel, credit card fees, MUNIS training







PROFESSIONAL & TECHNICAL BREAKDOWN

15,000 MUNIS mo FY23 Estimated

5,000 Land court counsel

10,000 Credit card fees - could change to 5300098 (Bank fees)

CTC SVC:DP

13500 Processing fees for licenses and permits

3,600 Payroll processing

2900 FedEx, Shredding, ACA processor

Land court counsel, credit card fees, MUNIS training

**0131 Finance Committee 2022 Budget Request**

ORG	OBJ	ACCT DESCRIPTION	2021 TRANSFERS	2022 BUDGET	2023 REQUEST	NOTES:	Y-o-Y \$	Y-o-Y %
01013152	520000	PURCHASE OF SERVICES		0				
01013152	530002	FIN COMM AD	0	100	100	Ad for Annual Public Hearing		
<b>520000 PURCHASED SERVICES TOTAL:</b>			<b>0</b>	<b>100</b>	<b>100</b>		<b>100</b>	<b>0.00%</b>
01013157	570000	OTHER CHARGES UNCLASSIFIED	0	0				
01013157	573000	FIN COMM OTHER:DUES & MEM	135	140	140	MA Assoc of Town Finance Committees		
01013157	573010	MMA ATTENDANCE		260	260	MMA Attendance		
<b>570000 OTHER UNCLASSIFIED CHARGES TOTAL:</b>			<b>135</b>	<b>400</b>	<b>400</b>		<b>265.00</b>	<b>0.00</b>
<b>GRAND TOTAL:</b>			<b>135</b>	<b>500</b>	<b>500</b>		<b>365.00</b>	<b>0.00</b>
			<b>2021</b>	<b>2022</b>	<b>FY 2023 REQUEST</b>			

**0132 Reserve Fund 2023 BUDGET REQUEST**

<b>ORG</b>	<b>OBJ</b>	<b>ACCT DESCRIPTION</b>	<b>2021 TRANSFERS</b>	<b>2022 BUDGET</b>	<b>2023 REQUEST</b>	<b>NOTES</b>	<b>Y-o-Y \$</b>	<b>Y-o-Y %</b>
01013257	578000	RESERVE FUND TRANSFERS	78,550	225,000	225,000		0	0.00%
<b>560000 INTERGOVERNMENTAL EXPENSES TOTAL:</b>			<b>78,550</b>	<b>225,000</b>				
<b>GRAND TOTAL:</b>			<b>78,550</b>	<b>225,000</b>	<b>225,000</b>		<b>0</b>	<b>0.00%</b>
			<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023 REQUEST</b>			

<b>ORG</b>	<b>OBJECT</b>	<b>ACCOUNT</b>	<b>DESCRIPTION</b>	<b>AMOUNT</b>	<b>COMMENTS</b>
01013257	578000	0100-1-0132-57-00-0000-00-0-578000	RESERVE FUND TRANSFERS	7,600.00	Town Clerk Tech Upgrade
01013257	578000	0100-1-0132-57-00-0000-00-0-578000	RESERVE FUND TRANSFERS	10,000.00	T/S Hauling Fees