

FISCAL YEAR 2020 TOWN MANAGER'S PROPOSED OPERATING BUDGET



TOWN OF BARNSTABLE, MASSACHUSETTS

**Mark S. Ells
Town Manager**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Town of Barnstable

Massachusetts

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

Executive Director

*The Government Finance Officers Association of the United States and Canada (GFOA) has presented a Distinguished Budget Award to the Town of Barnstable for the fiscal year beginning July 1, 2018. The award is the highest form of recognition in governmental budgeting. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This is the **eighteenth consecutive year** that the Town of Barnstable has been presented with this prestigious award.*

The criterion on which the award for fiscal year 2019 was based is that which has been used as a guide in preparing the budget for fiscal year 2020. Therefore, it is my belief that the Capital and Operating budgets presented for fiscal year 2020 conform to program requirements, and I will submit them to GFOA to determine their eligibility for another award. My Staff, Mark Milne, Finance Director, and Nathan Empey, Finance/Budget Analyst, are to be congratulated for their parts in this and the previous awards.

Mark S. Ells
Town Manager

April 10, 2019

FY 2020 Budget Action Calendar

DATE	ACTION
Saturday, September 15, 2018	Town Council meets to review and update their Strategic Plan
Friday, October 5, 2018	Town Manager issues instructions to Departments for FY 2020 Operating & Capital budgets
Monday, October 15, 2018	Town Manager & School Superintendent develop annual policy agreement on allocation of projected FY 2020 General Fund revenue
Friday, October 19, 2018	Municipal Departments submit preliminary listing of any proposed FY 2020 position changes with supporting justification to Human Resources (HR) with copy to Town Manager
Monday, October 22, 2018	Departments submit Calendar Year permit and fees change requests to Town Manager along with supporting documentation
Thursday, November 1, 2018	Town Council conducts joint meeting/workshop with School Committee in accordance with Town Charter to review financial condition of the Town
Thursday, November 8, 2018	Town Manager conducts public hearing on any changes to <i>Calendar Year</i> permits and fees
Thursday, November 15, 2018	HR Director submits position changes summary including comments to Town Manager
Monday, November 19, 2018	Departments submit Capital Improvements Project (CIP) project data sheets <i>with supporting photos</i> and review of existing capital projects to Town Manager
Monday, November 26, 2018	CIP Task Force provided copy of CIP submissions
Thursday, December 6, 2018	CIP Task Force conducts workshop on CIP submissions
Monday, December 10, 2018	Town Manager begins formal review of CIP project requests with individual Department Managers
Thursday, December 6, 2018	Annual Organization of Town Council (<i>TM must submit budget to Town Council within 170 days per M.G.L. 44 § 32</i>) (Friday, May 24, 2019)
Wednesday, December 19, 2018	Department Managers submit Operating Budget <i>Decision Packages</i>
Monday, January 7, 2019	Town Manager begins review of Operating Budget requests with Department Managers
Monday, January 21, 2019	Department Managers submit Operating Budget <i>Narratives</i> including photos
Tuesday, January 29, 2019	Departments submit Fiscal Year permit and fees change requests to Town Manager along with supporting documentation
Tuesday, February 12, 2019	Town Manager conducts public hearing on <i>Fiscal Year</i> permits and fees
Monday, February 25, 2019	Town Manager submits recommended FY 2020 Capital Budget to Town Council per Part VI, Section 6-5 (a) of the Charter (<i>TC must adopt plan BEFORE June 1, 2019</i>)
Thursday, March 21, 2019	Town Council conducts first reading of FY 2020 Capital Budget Orders
Thursday, March 28, 2019	CFAC submits their review of recommended FY 2020 Capital Budget to Town Council
Wednesday, April 3, 2019	School Department submits adopted FY 2020 School budget due to Town Manager
Thursday, April 4, 2019	Town Council conducts first public hearing on FY 2020 Capital Budget per Part VI Section 6-5 of the Charter
Thursday, April 25, 2019	Town Council conducts second public hearing on FY 2020 Capital Budget
Thursday, May 2, 2019	Town Council continues public hearings on FY 2020 Capital Budget if needed
Monday, May 6, 2019	Town Manager submits recommended FY 2020 Operating Budget to the Town Council. Town Council must adopt budget within 45 days (by June 20, 2019) otherwise it becomes part of FY20 appropriations per Section 6-3 (b) of the Charter)
Thursday, May 16, 2019	Town Council conducts first reading of FY 2020 Operating Budget Orders. Budget presentation made to Town Council.
Friday, May 31, 2019	Last weekday FY 2020 Capital Improvements Plan can be adopted by Town Council per Part VI, Section 6-5 (d) of the Charter
Tuesday, June 4, 2019	CFAC submits their review of recommended FY 2020 Operating Budget to Town Council
Thursday, June 6, 2019	Town Council conducts first public hearing on FY 2020 Operating Budget
Thursday, June 13, 2019	Special Town Council meeting for public hearings on the Operating Budget, if necessary.
Thursday, June 20, 2019	Last weekday FY 2020 Operating Budget can be adopted by Town Council per Part VI Section 6-3 (b) of the charter (TC must adopt within 45 days of receiving budget)
June 30, 2019	Unless otherwise provided for in the vote of Town Council <u>or</u> encumbered by contractual obligation, remaining balances in Specific Appropriations authorized <u>during & before FY 2017</u> expire

Town Council Action

Town Manager Action

Municipal & School Dept/CFAC Action

MISSION STATEMENT

Our mission is to protect the Town of Barnstable's quality of life and unique character, engage our citizens, and enact policies that respond to and anticipate the needs of our community.



Millway Beach, Barnstable Village with Barnstable Harbor in the background

The Town of Barnstable's operating and capital budgets are now on line at <http://budget.townofbarnstable.us>

FISCAL YEAR 2020 OPERATING BUDGET

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Front Cover: Millway Beach – Lifeguards on Duty

Back Cover: Hyannis Youth & Community Center

Editors: Mark Milne, Director of Finance

Nathan Empey, Finance/Budget Analyst

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Guide to the Budget

The FY20 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 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-** There is many factors that can influence a town's 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
- b. Where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

The Town of Barnstable has nine Enterprise Funds: Airport, Golf Course, Marina, Sandy Neck Park, Solid Waste Facility, Water Supply, Water Pollution Control, the Hyannis Youth & Community Center, and Public, Education & Government Television Access Fund (PEG).

7. Seven Village Libraries: This section provides a summary of the individual public libraries throughout the town of Barnstable.

8. Other Funds Not Part of the Budget Process: This section provides an overview of resources that are not part of the budget process. These funds can be standalone and focus on specific services. For example, revolving funds, receipts reserved for specific appropriations, gifts and grant accounts.

9. Appendix: This is the final section of the operating budget booklet. Within this section, there are two appendices as listed below.

- a. **Appendix A-** Includes the budget appropriation orders for both the operating budget and capital plan. The Town Council is required by law to vote on these appropriation orders. An appropriation order is an act of setting aside money for a specific purpose.
- b. **Appendix B-** Provides a glossary of government or financial terms used throughout the book. This appendix will help the reader understand the technical language used in the document.

Department Summaries– General Fund Guide

FISCAL YEAR 2019 BUDGET ADMINISTRATION & TECHNICAL SUPPORT DIVISION GENERAL FUND

Administration & Technical Support Division 1

Purpose Statement 2

The Administration and Technical Support Section provides centralized administrative and technical support services to the Department's five operating divisions. These services include policy and procedure development, program and capital planning, oversight of division operations, procurement and budget management, grant services, community relations and it maintains close liaison with the Town Manager. In addition, the Division provides efficient, cost-effective and professional quality engineering, architectural, survey, and project management services in support of capital improvement and other projects.

Recent Accomplishments 4

- Design Services for East Main Street Hyannis, streetscape improvements.
- Continued Comprehensive dredge permitting assistance and project management.
- Coordination with MassDOT 28/Strawberry Hill Road intersection improvement project.
- Continued Route 28 construction coordination with MassDOT.
- Gateway Marina Dredge Project construction oversight.
- Barnstable Intermediate School Repairs: Provide project management for the design and repairs to the School with document review and contract administration services. Project has been completed.
- Barnstable High School Cafeteria Repairs: Provided contract administration services for the repair of the facade. Project is completed.

Administration & Technical Support Division Structure 3

- Administration
- Technical Support
- Capital Projects

Percentage of FY19 General Fund Budget 5

This division comprises 1.14% of the overall General Fund budget.

Leadership, Management, and Vision Page 255

FISCAL YEAR 2017 BUDGET PUBLIC WORKS DEPARTMENT GENERAL FUND

Public Works Department Financial Summary

FY 17 Source of Funding 6

Taxes provide 96% of the funding for this operation.

Public Works Department FY17 Budget By Division 7

The Highway Division is the largest operation within the Public Works Department General Fund operations representing 51% of the FY17 proposed budget.

Public Works Department Budget History 8

Year	Budget
Approved FY13	\$7,863,982
Approved FY14	\$9,263,982
Approved FY15	\$10,575,029
Approved FY16	\$11,384,164
Proposed FY17	\$10,627,419

The budget has increased from \$7.8 million in FY13 to \$10.6 million proposed FY17 or 35.14% over the five-year period. Costs associated with snow removal account for much of the change in the budget from year-to-year. In FY 13 there were no snow removal deficits from the prior year as FY12 included a mild winter. The reduction in the budget for FY17 is due to decline in snow removal costs of \$1.1 million.

Enhancing, Protecting, Preserving, and Maintaining the Town's Infrastructure Page 260

- 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 Each division provides a list of accomplishments for the current fiscal year.
- 5 This chart shows the department/division total budget as a percentage of the overall General Fund budget.

- 6 The department/division receives various sources of funding to cover operating cost. These sources are shown as a percentage of total sources of funding received by the department/division.
- 7 This chart shows each division/program as a percentage of the department/division total budget.
- 8 Town Council approved budget history for the department/division for the past five years. This also includes next years' proposed budget (highlighted in orange).

Department Summaries– General Fund Guide (Continued)

FISCAL YEAR 2017 BUDGET		PUBLIC WORKS DEPARTMENT		GENERAL FUND	
Public Works Dept.	Actual	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY17 - 16	Change
Taxes	\$ 6,859,895	\$ 8,749,444	\$ -	\$ -	-100.00%
Fees, Licenses, Permits	184,790	184,000	-	(184,000)	-100.00%
Interest and Other	103,400	101,800	-	(101,800)	-100.00%
Special Revenue Funds	63,500	70,570	-	(70,570)	-100.00%
Enterprise Funds	21,345	21,345	-	(21,345)	-100.00%
General Fund Reserves	2,601,287	1,500,000	-	(1,500,000)	-100.00%
Total Sources	\$ 9,834,815	\$ 10,827,159	\$ -	\$ (1,027,159)	-100.00%
Expenditure Category					
Personnel	\$ 1,199,980	\$ 1,224,504	\$ -	\$ -	-100.00%
Operating Expenses	4,001,226	4,266,655	-	(4,266,655)	-100.00%
Capital Outlay	633,609	636,000	-	(636,000)	-100.00%
Total Appropriation	\$ 9,834,815	\$ 10,827,159	\$ -	\$ (1,027,159)	-100.00%
Employee Benefits Allocation					
Life Insurance	373	-	-	-	-
Medicare	50,748	-	-	-	-
Health Insurance	220,646	-	-	-	-
County Retirement	839,335	-	-	-	-
Total Employee Benefits (1)	\$ 1,111,102	\$ -	\$ -	\$ -	-
Total Expenditures Including Benefits	\$ 10,945,917	\$ -	\$ -	\$ -	-
Full-time Equivalent Employees	150	84.50	84.50	0.00	

(1) Employee benefits are not included in the department appropriation and are allocated for information purposes only.

Summary of Significant Budget Changes
 The Department's FY17 proposed budget is decreasing \$757,005 or 6.65%. This includes a reduction of \$1.1 million in snow removal costs. Excluding snow removal, the budget is increasing \$344,782, or 4.2%. Personnel costs are increasing \$247,782, which includes all contractual obligations and 2 new FTE's for the Highway Division. This has been offset by a reallocation of 45 FTE's for one shared with the enterprise fund operations. Operating costs are increasing a net of \$77,000 when electricity and snow removal expenses. New contracts for diesel fuel and gasoline will save \$33,000 and electricity costs are decreasing \$100,000. An additional \$130,000 is provided for operating cost increases including \$36,000 for solid waste disposal, \$7,000 for contracted services, \$20,000 for asphalt materials, \$7,000 for traffic signals, \$10,000 for software licenses, \$30,000 for vehicle maintenance and \$20,000 for catch basin cleaning. Capital outlay of \$636,000 will continue to level fund vehicle replacements at \$500,000, \$116,000 for building improvements and equipment replacement and \$20,000 to fund the Stone Park landscape installation project. General Fund reserves and tax support represent the largest funding sources combined at 96%.

FISCAL YEAR 2017 BUDGET		PUBLIC WORKS DEPARTMENT		GENERAL FUND	
Additional Funding Recommended					
Public Works – Architecture					
1. Software Licenses				\$10,000 Requested	\$10,000 Recommended
Architect and Surveyors require the use of design software packages (such as AutoCAD). It is now an industry standard. These computer programs have eliminated the need to have draftspersons, and changed how documents are stored. In addition to design programs, the DPW also now has Asset Management software and software for its GPS survey units. These systems are new technology and have license requirements as well. This request is to create a dedicated budget item to fund these requirements.					
Public Works – Landscape					
2. Stone Park Landscape				\$46,800 Requested	\$20,000 Recommended
This request will be used to make improvements to the recently acquired Stone Park located at the intersection of Main Street and South Street in Hyannis. It is expected this money would allow the DPW to install an irrigation system and a walkway in the park.					
Public Works – Highway					
1. Two new Laborers Positions					
				\$79,440 Requested	\$79,440 Recommended
This request is for two new Grade 5 employees to address the growing workload within the Highway Division as it relates to roadway systems, parking facilities and drainage facilities. These positions will also serve as Bridge Operators for the West Bay Draw Bridge in Osterville during the boating season. Historically 5 seasonal bridge tenders are hired every year to operate the bridge 22 weeks of the year. Though they were reliable, they were not capable of conducting basic diagnostics/trouble-shooting and manually lowering the bridge in the event of a failure. With the new Grade 5 employees, there will be at least two employees operating the bridge that will be able to perform basic trouble shooting of bridge failures, and "manually" lower the bridge if necessary.					
2. Overtime - Fleet Maintenance					
				\$40,000 Requested	\$20,000 Recommended
Fleet Maintenance is currently staffed with five mechanics that are responsible for all of the DPW fleet and others. The current and future repair requests are so demanding that it is necessary to work beyond the normal working hours to keep up with the demand, the current line item overtime budget is not adequate to sustain the level of service needed to maintain the fleet and infrastructure. The overtime line item is exhausted 50% by the end of the first quarter and is not enough for the remainder of the year as necessary.					
3. Traffic Signals					
				\$10,000 Requested	\$7,000 Recommended
Presently we have over 28 signalized intersections throughout the Town, and we are experiencing more traffic signal issues due to an aging equipment and lack of maintenance. We currently call a traffic light vendor to assist us in the repairs where as we have no qualified licensed employees to make such repairs. This has become quite costly over the last few years. If not funded Public safety is at risk.					
4. Asphalt Materials					
				\$21,900 Requested	\$20,000 Recommended
Creating key-ways and doing a high quality repair. This should result in a significant decrease in repeat complaint/work and a better overall product. To do this the section is using more asphalt and are on pace to exceed their budget.					

9 This financial table displays the following:

- a 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.
- b 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 expenses like purchasing of a vehicle.
- c Estimated benefits allocated for informational purposes only. Actual costs are included in the other requirements (see Other Requirements section).
- d Full-Time Equivalent Employees: Includes permanent year-round staff only; no seasonal staff

10 Significant Budget Changes is a summary of the most significant changes to the proposed budget.

11 Additional Funding Recommended provides a brief description of the additional funding requested by the department and the amount of funding proposed.

- a Program requesting the funding
- b Title of request
- c Amount of department request for funding and Town Manager recommended funding. Not all items need to be fully funded due to savings within the budget, changes in needs, and sharing of resources between budgets.

Department Summaries– General Fund Guide (Continued)

FISCAL YEAR 2017 BUDGET MARINE & ENVIRONMENTAL AFFAIRS DIVISION GENERAL FUND

Fiscal Year 2017 Goals and Objectives

Short Term:

1. Improve our wildlife educational trailer lighting system to better highlight the (taxidermy) birds and animals for schools, senior centers, libraries and update our educational seminars (Strategic Plan: Environment and Natural Resources, Education) **12**
2. Increase "Learn to Shellfish" adults during the summer months (Strategic Plan: Environment and Natural Resources, Education, Recreation)
3. Increase our educational wildlife talks at schools, libraries, senior centers and private groups (Strategic Plan: Environment and Natural Resources, Education, Recreation)
4. Start additional herring count program for Saco River (Strategic Plan: Environment and Natural Resources, Infrastructure, Recreation)
5. Explore implementation of an on-line mooring waitlist renewal program (Strategic Plan: Regulatory Access & Accountability, Economic Development, Communication)
6. Continue GIS pinpointing of all moorings in town to determine mooring regulation compliance (Strategic Plan: Regulatory Access & Accountability)
7. Pursue future grant opportunities to support the division's needs (Strategic Plan: Public Health and Safety, Finance)
8. Increase patrol of Town beaches during summer months for any dog issues (Strategic Plan: Education, Public Health and Safety, Communication)

Long Term:

1. Improve mooring enforcement through public information (Strategic Plan: Regulatory Access & Accountability, Communication)
2. Improve communication and oversight of the licensed mooring servicers (Strategic Plan: Regulatory Access & Accountability, Communication)
3. Increase quahog seed production by approximately 280% (1.7 million total) in the FLUPSY (floating upweller system) at Prince Cove Marina (Strategic Plan: Education, Public Health and Safety, Economic Development, Environment and Natural Resources)
4. Continue to develop educational outreach programs (Strategic Plan: Education, Public Health and Safety, Economic Development, Environment and Natural Resources, Communication)
5. Continue eel grass restoration projects and replant all areas in season (Strategic Plan: Education, Public Health and Safety, Economic Development, Environment and Natural Resources, Communication)
6. Continue to remove old shellfish gear (20+ years) from Barnstable Harbor being uncovered by tidal action (Strategic Plan: Education, Public Health and Safety, Economic Development, Environment and Natural Resources)

Protect, Preserve and Promote use of Our Natural Resources and Waterways Page 194

FISCAL YEAR 2017 BUDGET MARINE & ENVIRONMENTAL AFFAIRS DIVISION GENERAL FUND

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Administrative Assistant	1.85	1.85	1.85	-
Supervisor Natural Resource Officer	0.70	0.70	0.70	-
Natural Resource Officer	2.00	2.00	2.00	-
Director Marine & Env Affairs	0.70	0.70	0.70	-
Community Services Director	0.25	0.25	0.25	-
Senior Animal Control Officer	1.00	1.00	1.00	-
Animal Control Officer	0.50	1.00	1.00	-
Shellfish Biol/Const	1.00	1.00	1.00	-
Asst Hrbmst Pumpout Boat Operator	0.90	0.90	0.90	-
Asst Hrbmst Mooring Officer	1.00	1.00	1.00	-
Dept/Div Assistant	0.80	0.80	0.80	-
Full-time Equivalent Employees	10.70	11.20	11.20	0.50

(2) Full-time Equivalent Employees (FTE) are expressed as a percentage of one full-time employee.

Protect, Preserve and Promote use of Our Natural Resources and Waterways Page 197

12 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).

13 Full-Time Equivalent Employees (FTE): This is a list of all personnel allocated to the division. Some personnel salary and wages can be allocated across multiple divisions. For example, a director manages the entire department, and thus their salary costs are allocated across divisions.

Department Summaries– General Fund Guide (Continued)

FISCAL YEAR 2017 BUDGET STRUCTURES & GROUNDS DIVISION GENERAL FUND

14

Building Maintenance Program

The Building Maintenance Program is responsible for the day and scheduled maintenance/repairs to over 56 municipal buildings including the Town Hall Campus, Department, comfort stations, beach houses, and all Department/Division facilities. This team is comprised of carpenters, plumbers, painters and laborers who work together on repair, renovations and even new construction at municipal facilities. This program assists the Recreation Division with the set-up and removal of beach ramps, ticket booths, and lifeguard stations at all our beaches. This program is also responsible for monitoring, maintenance and repairs, construction and renovation projects for 3 marinas, 6 docks and 17 boat ramps. This section maintains, replaces and constructs new pilings, 12,000 sq. ft. of floats and 14 ramps. They perform the seasonal installation and removal of these floats. Additionally, this team provides support to the Highway Division for snow & ice control and the Town Clerk for all elections.

Building Maintenance	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 437,459	\$ 516,544	\$ -	\$ -	\$ (516,544)	-100.00%
Total Sources	\$ 437,459	\$ 516,544	\$ -	\$ -	\$ (516,544)	-100.00%
Expenditure Category						
Personnel	\$ 299,507	\$ 414,844			\$ (414,844)	-100.00%
Operating Expenses	137,952	101,700			(101,700)	-100.00%
Total Appropriation	\$ 437,459	\$ 516,544	\$ -	\$ -	\$ (516,544)	-100.00%
Employee Benefits Allocation:						
Life Insurance	\$ 24					
Medicare	3,355					
Health Insurance	20,742					
County Retirement	55,178					
Total Employee Benefits (1)	\$ 79,299					
Total Expenditures Including Benefits	\$ 516,757					
Full-time Equivalent Employees	7.00	7.00		7.00	0.00	

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Preserving Infrastructure Assets Page 266

FISCAL YEAR 2017 BUDGET FINANCE DIVISION GENERAL FUND

15

Performance Measures / Workload Indicators

Cost of Financial Operations - Maintaining a cost effective financial operation by measuring its cost as a percentage of the overall general fund-operating budget for the government. This includes the accounting, treasury and procurement related activities.

Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016
Central financial operating costs as a percentage of the overall general fund budget	1.77%	1.98%	1.99%	1.96%

Accounting Operation

Workload Indicators	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected
Vendor Payments Processed	36,192	36,435	41,187	41,534
G/L Accounts Maintained	19,344	19,898	18,970	18,914
G/L Transactions Processed	258,787	271,117	276,092	277,890

Treasury Operation

Workload Indicators	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected
Vendor Checks Processed	22,971	23,510	22,149	23,089
Payroll Checks Processed	59,568	57,869	55,821	56,936

Procurement & Risk Management Operation

Workload Indicators	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected
RFPs Issued	26	20	23	33
Sealed Bids Issued	42	44	50	52
Contracts Processed	46	75	90	99
Quotes Conducted or Reviewed	164	160	160	152
Requisitions Reviewed for Compliance	750	586	650	596
Avoided Bids	22	26	30	25
Collaborative Contracts (State & County)	26	24	25	42
Surplus Property Designations	21	25	25	41

Preserving The Town's Financial Integrity Page 164


14 This section includes program description and financial summary.

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

Department Summaries—Enterprise Fund Guide

FISCAL YEAR 2019 BUDGET COMMUNITY SERVICES DEPARTMENT ENTERPRISE FUNDS

MARINE & ENVIRONMENTAL SERVICES ENTERPRISE FUNDS



Marinas **Sandy Neck Park**

Purpose Statement

The purpose of the Marine & Environmental Services Enterprise Funds is to maintain programmatic operations at the Town's waterways and waterside marine facilities, Sandy Neck Park, in order to provide quality recreational, commercial, and informational opportunities to our citizens, visitors and business community.

Providing Recreational/Commercial Opportunities and Access to Our Citizens, Visitors and Business Community Page 353

FISCAL YEAR 2018 BUDGET MARINA ENTERPRISE FUNDS

MARINA ENTERPRISE FUNDS

Purpose Statement

The mission of the Marina Enterprise Fund is to provide services in a fair and uniform to all users, as well as to the safety of people and vessels that use our waterways and waterside facilities.

Recent Accomplishments

- In final stages of Gateway Marina dredge project. Once project has been completed, several unusable slips will become available for slip lease contracts.
- Continued the "FLUKEY" program at the Prince Cove Marina in conjunction with Natural Resources.
- Worked with Barnstable Growth Management and Bismore Park Marina Association on the Winter Harbor Bismore Park Marina and Hyannis.
- Exceeded the Performance Measure at Barnstable Harbor Marina transient dockage use by \$21,082.
- Continued dock hardware improvements at all Town Marinas.

Town Operated Marinas

- Barnstable Harbor Marina
- Bismore Park Marina Hyannis
- Gateway Marina Hyannis
- Marina at Prince Cove Marstons Mills

Percentage of FY18 All Appropriated Funds

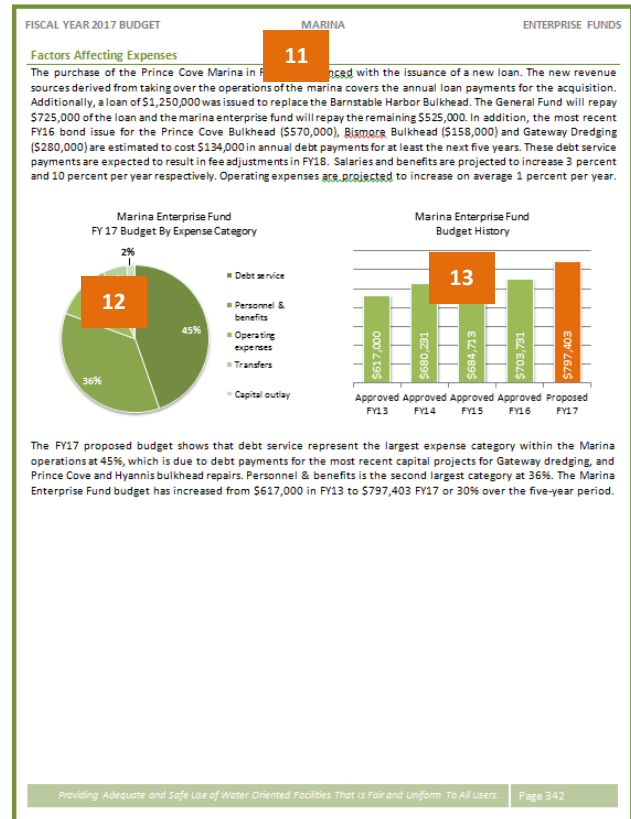
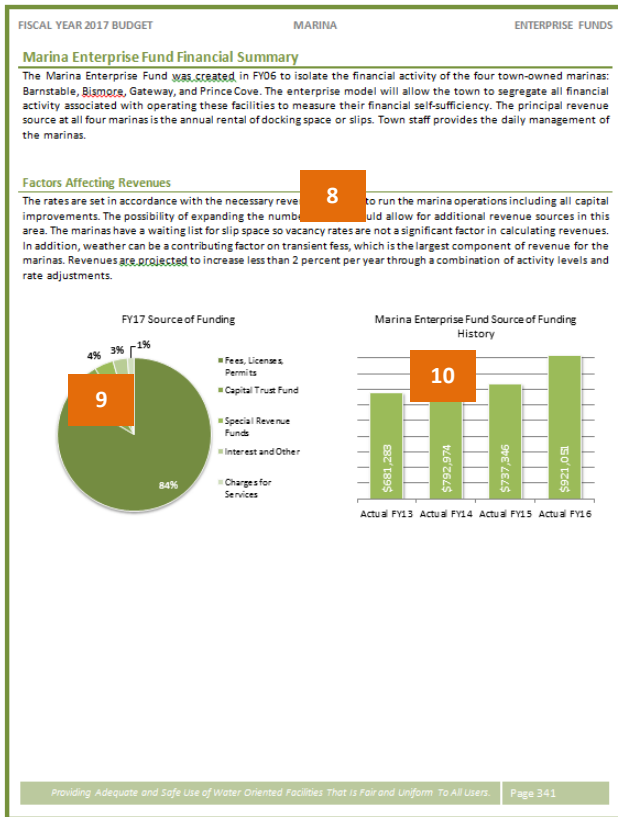
0.45%

Marine Enterprise Fund comprises less than 0.45% of all appropriated funds.

Providing Adequate and Safe Use of Water Oriented Facilities That is Fair and Uniform To All Users Page 354

- 1 Department title: The department that oversees the Enterprise Funds. This group of Enterprise Funds adheres to the department purpose statement.
- 2 Names of the various Enterprises Funds the department manages.
- 3 Purpose Statement: The group of Enterprise Funds purpose as a whole department.
- 4 Enterprise Fund title
- 5 Enterprise Fund Purpose Statement
- 6 Recent Accomplishments for the current fiscal year
- 7 Percentage of the Enterprise Funds budget against all appropriated funds for the fiscal year (see Financial Summaries section).

Department Summaries—Enterprise Fund Guide (Continued)



- 8 Factors Affecting Revenues provides a brief description of key factors influencing the Enterprise Fund’s revenues.
- 9 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.
- 10 Source of funding history provides a four-year historical trend.

- 11 Factors Affecting Expenses provides a brief description of key factors influencing the Enterprise Fund’s expenses.
- 12 Expense Category chart shows each category as a percentage of the total budget.
- 13 Town Council approved budget history for the department/division for the past five years. This also includes the next years proposed budget.

Department Summaries—Enterprise Fund Guide (Continued)

FISCAL YEAR 2017 BUDGET		MARINA		ENTERPRISE FUNDS		Change	Percent
Marina Enterprise Fund		Actual	Approved	Projected	Proposed		
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018	FY17-18	Change
Fees, Licenses, Permits	630,868	593,600	620,000	627,500	33,900	5.71%	
Charges for Services	13,375	7,200	12,000	11,000	3,800	52.78%	
Interest and Other	27,672	17,700	115,000	22,700	5,000	28.25%	
Special Revenue Funds	24,000	24,000	24,000	30,000	6,000	25.00%	
Capital Trust Funds	62,431	61,231	61,231	60,031	(1,200)	-1.96%	
Total Operating Source of Funding	\$ 727,346	\$ 723,731	\$ 827,231	\$ 721,231	\$ 47,500	6.26%	
Borrowing Authorizations		1,008,000	1,008,000	800,000	(808,000)	-50.40%	
Total Capital Source of Funding	\$ -	\$ 1,008,000	\$ 1,008,000	\$ 800,000	\$ (508,000)	-50.40%	
Total Source of Funding	\$ 727,346	\$ 1,731,731	\$ 1,840,231	\$ 1,251,231	\$ (460,500)	-26.90%	
Expense Category							
Personnel	230,608	250,108	340,104	254,616	4,508	1.80%	
Benefits	28,514	30,312	30,282	31,613	1,301	4.39%	
Operating Expenses	68,227	123,192	120,528	88,650	(24,542)	-20.39%	
Capital Outlay	31,888	20,000	20,000	15,000	(5,000)	-25.00%	
Debt Service	227,701	227,900	227,900	356,333	128,433	56.35%	
Transfers Out	42,880	42,219	42,219	41,191	(1,028)	-2.43%	
Subtotal Operating Budget	\$ 650,119	\$ 703,721	\$ 681,033	\$ 797,403	\$ 93,672	13.31%	
Capital Improvement Program	13,471	1,178,000	1,178,000	800,000	(678,000)	-57.56%	
Total Expenses	\$ 663,590	\$ 1,881,721	\$ 1,869,033	\$ 1,297,403	\$ (584,328)	-31.05%	
Excess (Deficiency) cash basis	79,255	\$ (170,000)	\$ (28,802)	\$ (46,172)			
Adjustment to accrual basis	201,362	-	-	-			
Beginning Net Assets per CAFR	678,505	4,348,622	4,348,622	4,319,821			
Ending Net Assets per CAFR	4,348,622	\$ 4,178,622	\$ 4,319,821	\$ 4,273,649			
Invested in capital assets, net of related debt (1)	(4,220,746)						
Reserved for encumbrances (2)	(66,261)						
Reserved for continuing appropriations (3)	(139,565)						
Other post-employment benefits obligation (4)	107,068						
Net pension liability (4)	615,488						
Compensated absences (4)	17,804						
Deferred outflow of resources (5)	(1,054)						
Net assets available for appropriation (free cash) (6)	\$ 661,356						

14 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.

15 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.

16 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.

17 Free cash: Free cash is the balance of cash in the town’s treasury that is free and clear of all encumbrances that exist at the close of each fiscal year. The town must submit a set of financial statements at the end of each year to the state Department of Revenue (DOR) from which this number is calculated. Once certified by DOR, appropriations can be made from the free cash amounts during the year. This is also known as the fund’s reserve balance.

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History, Demographics and Statistics

A Brief History

The Town of Barnstable's beginnings as a Town date back to a grant to two Europeans and their associates, and to its settlement, mainly by the Rev. John Lothrop and his parishioners from Scituate. The year was 1639, less than 20 years after the Pilgrims on the small sailing ship Mayflower landed first at Provincetown and then at Plymouth to begin the colonization of New England. These first settlers were mainly farmers. They had to be in order to survive.

Peaceful dealings with the indigenous people began as early as the first land purchases. West Barnstable was obtained from the Native American Serunk and Barnstable from Nepoyetum in the first ten years; the Hyannis and Hyannis Port area from Yanno and Cotuit from Paupmumuck in the first twenty-five years. The price seemed to be right. For the whole Town, the cost was four coats, two small breeches, three axes, three brass kettles, a broad hoe, a day's plowing, one dwelling house and 20 pounds in English money.

The office of selectmen had been established in 1665 and twenty years later, the Town became the County seat for Barnstable County. It wasn't until the mid-eighteenth century that the Cape, including the Town of Barnstable, had become largely a maritime region. The oyster lured many settlers and the maritime industry was becoming a major employer.

The years after the war of 1812 brought great expansion. The Town had developed many items for export including flax, corn, rye, wheat and onions, salt from burgeoning saltworks and dried cod from its fishermen. The Town's maritime power was evident with 800 shipmasters and the most tonnage registered by all Cape Towns. Ship owners from both coasts of the United States were eager to get Cape men to command their vessels and transact their business in the far corners of the world. During this time, other changes came to the Town as well as many businesses and residents were relocating to the "South Sea" region, or Hyannis. With the coming of the railroad in 1854, Hyannis was already being touted as a future "favorite summer resort".

During the late 1800's and early 1900's the cranberry industry was developed in Barnstable. A.D. Makepeace of West Barnstable experimented with plants developing a superior cranberry. Each fall hundreds of workers were employed to harvest, screen, and ship the berries to market. There are still many working cranberry bogs in the Town today.

The 40-year period from 1920 to 1960 saw a resurgence for the Town as the automobile brought a new age and the State had paved hundreds of miles of road on the Cape. It was during this time that Cape Cod predominantly became a resort industry and concomitantly saw the erection of summer second homes for off-Cape residents. Today, about one-third of the homes in Town are second homes.

Barnstable bought an airport in Hyannis in 1936. In 1920, Hyannis had also become the site of the Cape Cod Hospital. Cape Cod Healthcare is the largest employer in the Town today with approximately 3,000 employees. In 1961, Cape Cod Community College opened its doors in Hyannis with 166 students and is located today on 116 acres in the village of West Barnstable. The Cape Cod Mall in Hyannis opened in 1970 with almost 400,000 square feet of retail space. Today the mall is approximately 821,000 square feet and is a major regional shopping center. There are now four regional shopping centers along the Route 132 corridor.

The Town of Barnstable is now considered the "hub" of Cape Cod with the largest healthcare facilities, retail shopping centers and major transportation operations including the Barnstable Municipal Airport, Cape Cod Regional Transportation Authority that offers bus service, the Steamship Authority that provides passenger and freight services to

the Islands of Nantucket and Martha's Vineyard, and Hy-Line Cruises that provides passenger service to Nantucket year-round and Martha's Vineyard seasonally.

General Profile of the Community

The Town of Barnstable is made up of seven distinct villages, each with their own unique character: Barnstable, Centerville, Cotuit, Hyannis, Marstons Mills, Osterville, and West Barnstable.

The Village of Barnstable is located on the north side of the Town centered along, "Old King's Highway," State Route 6A and houses the County Complex of Barnstable County, a small business district, and a working harbor and several small beaches. The Village is home to many small attractions including Sturgis Library, The Olde Colonial Courthouse (now Tales of Cape Cod), The Barnstable Comedy Club, and the Trayser Museum/Coast Guard Heritage Museum. The village could probably be considered the most historic village in Barnstable. It holds the homes of M. Hinckley, D.G. Bacon, F.D. Cobb, and many more homes dating from the mid 1800's. The area also holds the renowned Cummaquid Golf Club. The Barnstable Comedy Club is the oldest and longest running Community Theater in Massachusetts. Finally, The Trayser Museum is the former County customhouse, which now houses a Coast Guard Heritage Museum. Additionally Barnstable village is home to the Crocker Tavern, which was built around 1754 and is listed in the National Register of Historic Places.

The "village assets" of Centerville are numerous, ranging from the beauty and charm of its Main Street, to sunset at Craigville Beach. The Village's year-round population of over 10,000 and is diverse and energetic with a history of civic involvement to improve the quality of life in the Village and throughout the Town of Barnstable. The traditional New England image is present throughout much of the Village, making it one of the most desirable villages for year-round and summer residents and a destination for tourists and vacationers. Most of its historic buildings and scenic areas remain intact. The location of the Village provides close and convenient proximity to jobs and services. The Village is the most residentially developed within Barnstable, with 25% of all single-family homes.

Cotuit is located on a peninsula on the south side of Barnstable. Cotuit is primarily residential with several small beaches. In years past, Cotuit oysters could be found on menus in restaurants from San Francisco to Boston to Paris. In the 1980s, however, many oyster beds were stricken with a disease that killed nearly all Cotuit oysters. A resurgence of the oyster population finds Cotuit oysters in restaurants on Cape Cod. Since the early 1900's the Cotuit Mosquito Yacht Club has hosted races during the summer months. Although the yacht club has had more than one fleet, the gaff-rigged sailing craft called the Cotuit Skiff (formerly known as the "Mosquito") has been raced for slightly over the 100 years that the yacht club has existed. The Cotuit Kettleers of the Cape Cod Baseball League play at picturesque Lowell Park from mid-June to early August. The team has the most championships in league history. The Cahoon Museum of American Art is located in Cotuit at the former home of the Cahoons who were prominent painters.

Hyannis is a residential area and it contains the Town's central business/commercial district, which includes the Town offices and several shopping districts, including Cape Cod Mall and the historic downtown Main Street. Hyannis has the most ethnically diverse community on Cape Cod, with non-whites making up over 30% of the population. One of the largest Brazilian communities in the state outside of Boston resides in Hyannis along with a significant number of Cape Verdeans. The village was named after Iyannough (more commonly spelled Iyanough), the local Indian Sachem (Chief). The Hyannis Harbor Hawks of the Cape Cod Baseball League play at McKeon Park from mid-June to early August. There is also an 18-hole municipal golf course, The Hyannis Golf Course, located on Route 132. Hyannisport is an affluent residential and fishing neighborhood. It is also the location of the Kennedy Family residence. Hyannis Harbor provides access to the islands of Martha's Vineyard and Nantucket. A memorial to President Kennedy located on the waterfront was erected by Barnstable citizens in 1966. The memorial includes a fountain and a fieldstone monument with the presidential seal and JFK inscription: "I believe it is important that this country sail and not sit still in the harbor." In addition, visitors can tour the John F. Kennedy Hyannis Museum, which explores John F. Kennedy's time spent on Cape

Cod. In addition, one of the premier private golf courses on Cape Cod, the Hyannisport Club, is located on Irving Avenue.

The Marston Family founded Marstons Mills in 1648. They built gristmills along the Marstons Mills River, hence the name of the village. It is primarily residential and located on Route 28, and is rural in nature. Marstons Mills has many notable lakes and ponds, including Hamblin's Pond, Mystic Lake, Middle Pond, Crocker Pond, Little Pond, Round Pond, Long Pond, and Shubael Pond on Route 149. Marstons Mills has no salt-water beaches. Although the Town-owned Prince Cove Marina provides salt water, access there isn't a public beach. In recent years, Marstons Mills has become an established shopping district with the developments of the Marstons Mills Marketplace, Cotuit Landing, and Windmill Square. Marstons Mills is also home to Burgess Park (home to an 18-hole disc golf course) as well as a Herring Run which provide leisure opportunities for adults and children of all ages. The Village also has the only grass airport left on the Cape located on the Danforth Recreation Area that originally started as an Army Air Field. There is also an 18-hole municipal golf course, Olde Barnstable Fairgrounds Golf Course, which is on the site of the old fairgrounds.

The attractive seaside village of Osterville, rich in history and cultural heritage, was founded in 1648 as "Cotacheset". It was primarily a seafaring village, the home of sea captains, shipbuilders, salt-workers, cranberry growers and oystermen. The name of Osterville did not come into use until 1815. Osterville's popularity evolved from its location, the extensive coastline, charming convenient village center and attractive neighborhoods and resort areas. Today Osterville's 5.8 square miles preserves its association with the sea and its traditional summer resort quality. Osterville's distinct areas include the more rural northern area along Bumps River Road, Tower Hill, East Bay, the village center, Seapuit, Osterville Harbor, and the historic area of Wianno as well as the island communities of Little and Grand Island (Oyster Harbors). The village attributes include the five-mile Nantucket Sound coastline and the seventeen-mile shoreline along the coastal bays and river estuaries. The shoreline encircles 1,300 acres of protected waters and the coastline has 102 acres of protected barrier beaches. Thirteen inland ponds and lakes total 75 acres of surface water. Two private golf courses retain 228 acres of open space. The village center provides a blend of retail, commercial, professional services, institutional and community uses, banking, and a collection of small quality shops, galleries, and offices. Three select clubs-the Wianno Club, the Oyster Harbors Club, and the Wianno Yacht Club- keep the residents active.

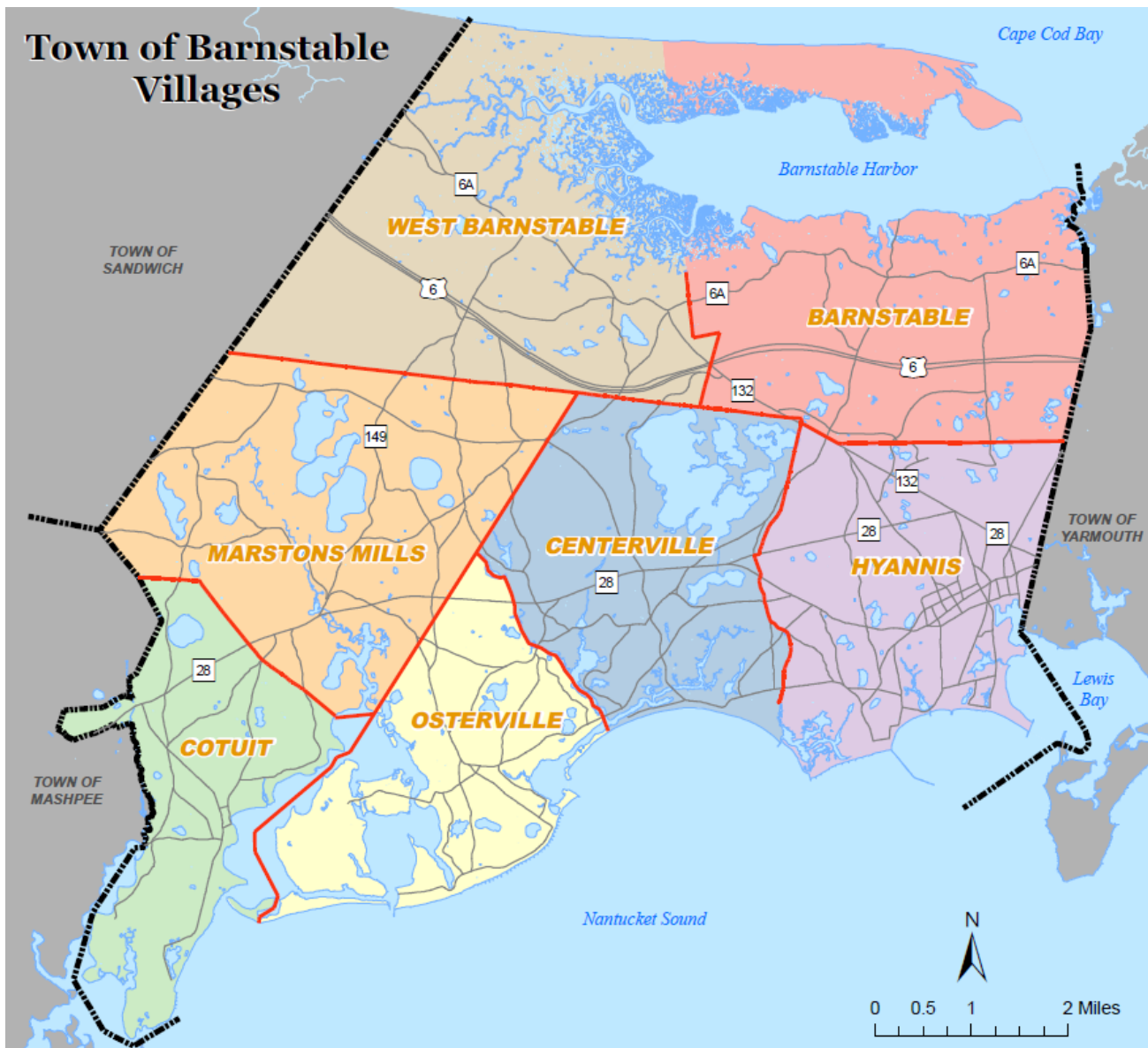
West Barnstable is a village in the northwest part Town. Once devoted to agricultural pursuits, West Barnstable now is largely residential. Natural features include the six-mile long Sandy Neck Barrier Beach, which protects the extensive Great Marshes, the latter a source of salt hay that attracted the first English settlers to the area in the mid-1600s. Remarkably, in the 18th century, the village produced four nationally prominent leaders at a time when no more than 500 people inhabited the place. James Otis - the Patriot, the most important Cape Codder in history, was the original intellectual leader of the revolutionary movement in Boston in the years leading up to the War of Independence. His sister, Mercy Otis Warren, also born next to the Great Marshes, became a political activist, one of the first women writers in the country, and a historian of note. Lemuel Shaw, another native of the village, held the important post of Chief Justice of the Massachusetts Supreme Judicial Court from 1830 to 1860 and earned the reputation of a leading jurist in the nation's formative constitutional history. The fourth native, Captain John "Mad Jack" Percival, rose to the highest rank in the U.S. Navy, serving in four wars. In late 1844, he saved and restored the U.S. frigate Constitution and then sailed her around the world, the venerable ship's only circumnavigation. Few if any villages anywhere have contributed proportionately as much to the nation's leadership. The fully restored 1717 Congregational meetinghouse, West Parish of Barnstable, remains a central feature of the village. West Barnstable is home to Cape Cod Community College, the only college on the Cape proper, as well as the Cape Cod Conservatory of Music and Art.

Five separate Fire Districts provide fire protection and emergency medical services (EMS) to Town residents. Of those five, three also include a water district. The Barnstable Fire District, Cotuit Fire District, and the Centerville-Osterville-Marstons Mills Fire District each provide both fire protection and water services. In the village of Hyannis, the Hyannis Fire District provides fire protection and EMS, while the Town delivers water service. In the village of West Barnstable, the West Barnstable Fire District provides fire protection and EMS, while private on-site wells provide water access. The aforementioned districts are not a part of the municipal structure; they set their own tax rates and issue debt in an

annual meeting independent of the Town. A Prudential Committee or a Board of Fire Commissioners, or a Board of Water Commissioners separate from the Town structure governs the districts.

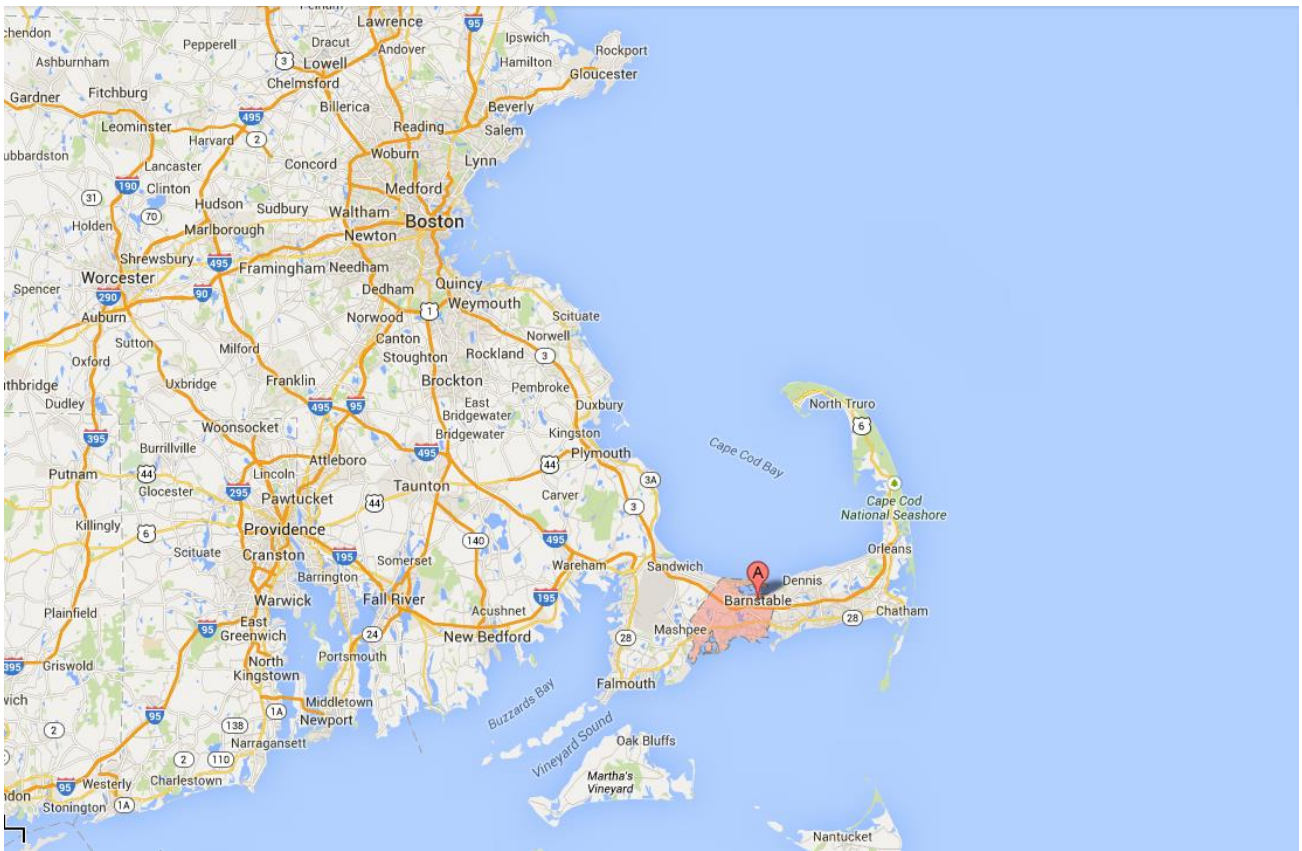
Seven independent libraries provide library services for town residents. The libraries include Centerville Public Library, Cotuit Library, Hyannis Public Library, Marstons Mills Public Library, Osterville Village Library, Sturgis Library, and Whelden Memorial Library. The Town of Barnstable has traditionally provided funding to each library in the form of grants that average 2/3 of the libraries' total operating funds. The Town has no administrative or managerial authority over the libraries; rather, independent Boards of Trustees govern them. A Town Library Committee, appointed by the Town Council from members of each Board of Trustees, provides a coordinated effort of looking at Town-wide library issues. For financial reporting purposes, the libraries are considered a component unit of the Town of Barnstable.

The Town of Barnstable's Seven Villages



Geographic Location

Regional Reference



National Reference



About The Town of Barnstable – Information at a Glance

General Information

Established	March 5, 1639
Government	Town Council - Town Manager
Villages (7)	Barnstable, Centerville, Cotuit, Hyannis, Marstons Mills, Osterville, and West Barnstable
Precincts	13 with one Councilor for each precinct
Area	62.72 square miles

Demographics

Year Round Residents	44,163 (U.S. Census 2017 Estimated)
Occupied Households	18,919 (U.S. Census 2017 Estimated)
Seasonal Residents	150,000 (Estimated)
Population Distribution	19.7% - 19 and under; 5.6% between 20 – 24; 20.5% between 25 - 44; 31.3% between 45 – 64; 22.9% - Over 65 (U.S Census 2017 Estimated)
Median Age (in years)	48.2 (U.S. Census 2017 Estimated)
Median Household Income	\$ 66,864 (U.S. Census 2017 Estimated)
Per Capita Income	\$ 39,217 (U.S. Census 2017 Estimated)
Unemployment Rate	5.2% (U.S. Census 2017 Estimated)

Education and Culture

Public Schools	6 Elementary Schools, 1 Middle School and 1 High School
Public School Enrollment	5,093 students estimated for the 2019-20 school year 4,834 students for 2018-19 school year 4,870 students for 2017-18 school year 4,948 students for 2016-17 school year 4,914 students for 2015-16 school year 4,933 students for 2014-15 school year 4,900 students for 2013-14 school year
Barnstable Community Horace Mann Charter Public School	0 students estimated for 2019-20 school year 290 students Grades K-3 for 2018-19 school year 307 students Grades K-3 for 2017-18 school year 290 students Grades K-3 for 2016-17 school year 290 students Grades K-3 for 2015-16 school year 291 students Grades K-3 for 2014-15 school year 294 students Grades K-3 Horace Mann for 2013-14 school year
Higher Education	Cape Cod Community College - 2 and 4 year degree programs; masters programs offered by major colleges through satellite locations on Cape Cod.
Libraries	Seven - one in each village

Museums and Art Galleries

Each of the seven villages have its own unique ambience, cultural history and vibrant arts community. In Barnstable Village, there is the Cape Cod Art Association, Coast Guard Heritage/Trayser Museum and Daniel Davis House and Museum. Centerville houses the Centerville Historical Museum. Cotuit features the Cotuit Center for the Arts, Cahoon Museum of American Art and The Historical Society of Santuit & Cotuit. Osterville is home to the Osterville Historical Society Museum. In Hyannis, museums include the Cape Cod Maritime Museum, Zion Union Heritage Museum, the John F. Kennedy Hyannis Museum, and the Cape Cod Baseball League Hall of Fame. In addition, the public can visit an arts campus, which includes an artist-in-residence, artist work studios, and the Guyer Barn. The historical barn is home to a community art center and exhibit space. In West Barnstable, the Higgins Art Gallery at Tilden Art Center on the campus of Cape Cod Community College features year round exhibits and across the street features the Cape Cod Conservatory campus. The Old Selectman’s Building Gallery on Route 149 displays local artists from mid-April through mid-November. All of the villages are home to historical societies and numerous private art galleries.

Community Centers (4)

Centerville, Hyannis, Osterville, West Barnstable

Public Recreation

Beaches	12 coastal and 6 freshwater
Boat Launch Landings	11 saltwater; 5 freshwater
Recreational Areas	72 different areas; a total of 218 acres
Public Access Ways to Water	89 locations throughout the Town
Municipal Golf Courses	Olde Barnstable Fairgrounds Golf Course in Marstons Mills and the Hyannis Golf Course in Hyannis
Tennis Courts	5 in various locations in the Town
Ball Fields	6 in various locations in the Town
Ice Rinks	2 both inside the Hyannis Youth and Community Center (New 2009)
Boat Slips	188 at 4 Town Marinas
Mooring Permits	2,350

Property Information

Number of Single Family Homes	21,008	
Median Home Values (FY 2019)	Barnstable Fire District	\$ 493,400
	Centerville, Osterville, Marstons Mills Fire Dist.	\$ 354,250
	Cotuit Fire District	\$ 425,400
	Hyannis Fire District	\$ 272,400
	West Barnstable Fire District	\$ 423,950
	Town wide	\$ 351,800
Number of Businesses	2,331 firms (U.S Census 2010)	
Retail Space	6.8 million square feet	
Office Space	1.5 million square feet	
Industrial Space	1.0 million square feet	
Total Assessed Value of Real & Personal Property	\$ 14,255,816,118 (FY 2019)	
Assessed Value Per Capita	\$ 322,800	

Top 10 Taxpayers in FY 2019

Owner's Name	Property Type	Total Assessment	% of Assessed Valuation
Eversource	Utility	\$ 115,023,550	0.87%
Mayflower Cape Cod LLC	Shopping Center	\$ 110,732,200	0.84%
National Grid	Utility	\$ 33,555,810	0.25%
Oyster Harbours Club Inc.	Country Club/Land	\$ 26,747,800	0.20%
Festival Of Hyannis LLC	Shopping Center	\$ 25,767,200	0.19%
Cape Harbor Associates	Shopping Center	\$ 25,737,100	0.19%
Indian Point Family Partnership LP	Various Residential	\$ 24,489,800	0.19%
OCW Retail Hyannis LLC	Shopping Center	\$ 24,821,700	0.19%
Wianno Club	Golf Club/Land	\$ 19,733,100	0.15%
Verizon	Utility	\$ 17,888,900	0.14%
Total Assessed Valuation		\$ 13,230,393,830	3.21%

The following table sets forth the trend in the number of building permits issued and the estimated dollar values for residential and non-residential construction.

Building Permits

Calendar Year	Residential		Non-Residential		Totals	
	Number	Estimated Value	Number	Estimated Value	Number	Estimated Value
2018	3,245	\$89,863,077	686	\$59,561,264	3,931	\$149,424,341
2017	2,971	\$ 93,030,339	930	\$ 87,933,917	3,901	\$ 180,964,256
2016	3,692	\$ 174,703,004	330	\$ 39,049,739	4,022	\$ 213,752,743
2015	3,198	\$ 117,400,272	371	\$ 67,914,360	3,569	\$ 185,314,632
2014	3,050	\$ 94,524,822	311	\$ 24,241,847	3,361	\$ 118,766,669
2013	2,887	\$ 94,864,323	304	\$ 61,306,100	3,191	\$ 156,170,423
2012	2,582	\$ 70,190,876	365	\$ 22,332,725	2,947	\$ 92,523,601
2011	1,772	\$ 69,972,247	426	\$ 60,334,484	2,198	\$ 130,306,731

Employment

Industry Sector	2013	2014	2015	2016	2017
Management occupations	1,931	2,113	2,086	2,205	2,422
Business and financial operations occupations	721	870	812	820	927
Computer and mathematical occupations	557	483	352	266	212
Architecture and engineering occupations	144	149	201	222	175
Life, physical, and social science occupations	206	233	164	124	113
Community and social services occupations	425	415	545	515	471
Legal occupations	403	346	299	274	142
Education, training, and library occupations	1,161	1,295	1,299	1,397	1,305
Arts, design, entertainment, sports, and media occupations	528	496	518	510	431
Health diagnosing and treating practitioners and other technical	1,086	1,118	1,071	998	964
Health technologists and technicians	264	288	268	316	383
Healthcare support occupations	550	579	644	681	537
Firefighting and prevention, and other protective service workers	262	369	306	336	296
Law enforcement workers including supervisors	138	128	168	196	274
Food preparation and serving related occupations	1,360	1,438	1,589	1,616	1,661
Building and grounds cleaning and maintenance occupations	1,141	1,003	1,112	1,207	1,351
Personal care and service occupations	785	903	1,026	1,133	1,327
Sales and related occupations	2,640	2,443	2,570	2,586	2,429
Office and administrative support occupations	2,908	2,971	2,814	2,714	2,584
Farming, fishing, and forestry occupations	97	56	97	90	78
Construction and extraction occupations	1,568	1,524	1,728	1,744	2,114
Installation, maintenance, and repair occupations	863	789	719	549	540
Production occupations	689	590	558	464	490
Transportation occupations	898	894	829	893	940
Material moving occupations	274	226	174	279	352

Source: U.S. Census Bureau, Barnstable Town City, Business and Industry, American Community Survey, Occupation by Sex and Median Earnings.

Unemployment

Calendar Year	Town of Barnstable			Barnstable County Unemployment Rate	Massachusetts Unemployment Rate
	Labor Force	Employment	Unemployment		
2018	23,876	23,124	3.15%	3.10%	2.60%
2017	22,287	20,979	5.87%	6.78%	4.00%
2016	22,612	21,800	3.59%	4.20%	2.80%
2015	23,531	22,217	5.58%	6.30%	5.00%
2014	23,505	22,069	6.11%	7.10%	5.70%
2013	23,345	21,695	7.07%	8.10%	6.70%
2012	23,403	21,699	7.28%	8.20%	6.70%
2011	23,233	21,332	8.18%	9.00%	7.30%
2010	23,666	21,502	9.14%	9.90%	8.30%
2009	26,518	24,462	7.75%	8.40%	8.10%
2008	26,385	24,972	5.36%	6.00%	5.50%
2007	26,516	25,366	4.34%	4.90%	4.60%
2006	26,783	25,560	4.57%	5.10%	4.90%
2005	26,835	25,628	4.50%	4.90%	4.80%

Source: Massachusetts Department of Labor and Workforce Development. Data based upon place of residence, not place of employment.

Top Ten Barnstable Employers

Name	Product/Function	Estimated Number of Employees
Cape Cod Healthcare, Inc.	Hospital	2,548
Town of Barnstable	Municipal Government	1,331
Cape Cod Community College	Education	514
Cape Air/Nantucket Airline	Airline	306
Barnstable County	County Government	250
Macy's (2 stores)	Retail Sales – General	230
Cape Codder Resort & Spa	Hotel	200
Stop & Shop – Hyannis	Grocers – Retail	185
Stop & Shop – Marstons Mills	Grocers – Retail	161
Cape Cod Times (Dow Jones Local Media Group)	Newspaper	135

Municipal Airport

First Airplane Landing	June 17, 1928
Acres	683
Runways	2 (6/24 = 5,425 feet and 15/33 = 5,252 feet)
Air Traffic Control Tower	1 (FAA Contract)
Passenger Terminals	1
Air Carriers	2 (Cape Air/Nantucket Airlines and Rectrix Shuttle) 1 (JetBlue-Seasonal early June to late September)
Fixed Base Operators (FBO's)	3
Passengers per Calendar Year (CY)	30,190 Enplanements (Reported for FY 2018 – excluding charter passengers)
Airport Operations per Year (FY) Operations	81,986 Airport Operations (Reported for FY 2018) Third busiest commercial airport within the Commonwealth of Massachusetts in terms of total enplanements and operations.
Assessor's Property Valuation	(2018) \$ 154,344,100

Special Characteristics

Public Sewers	3,220 Residential customers: 1,102 commercial customers 16.6% of Town served - Hyannis, Barnstable Village and industrial areas.
Fire & EMS Service	Provided through five separately governed Fire Districts with their own governmental structure and taxing authority. Districts include Barnstable, COMM, Cotuit, Hyannis, and West Barnstable.
Water Service	Provided through four public suppliers. Three Fire Districts (all within Barnstable) Barnstable, Centerville-Osterville-Marstons Mills, and Cotuit Fire Districts provide water service. The Town of Barnstable provides water service to the Hyannis area. Water suppliers serve approximately 92% of the Town and approximately 8% receive their water from private wells.
Roads	The Town's road inventory is made up of the following road types:

Category	Number of Roads	Center Lane Miles
Town	700	276
Private	1,100	200
State	4	29
Total	1,804	504

Other Information

Hospital	Cape Cod Hospital with extensive medical support services is located in the center of Hyannis Village.
Public Transportation	Barnstable is the transportation hub of Cape Cod with a regional airport; a regional bus terminal, and two ferry operators providing service to the islands of Nantucket and Martha's Vineyard.
County Seat	Major County services are located in Barnstable Village – Superior and District Courthouses; Registry of Deeds; and County Government offices

Property Tax Information

History of Tax Rates For Town and Fire Districts

	FY 2010		FY 2011		FY 2012		FY 2013		FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
Town Tax Rate	\$6.87	79%	\$7.28	78%	\$7.59	77%	\$7.89	79%	\$8.22	79%	\$8.40	79%	\$8.41	78%	\$8.64	78%	\$8.71	73%	\$8.61	70%
Hyannis FD*	\$1.82	21%	\$2.04	22%	\$2.24	23%	\$2.14	21%	\$2.23	21%	\$2.27	21%	\$2.42	22%	\$2.42	22%	\$3.18	27%	\$3.62	30%
Total	\$8.69	100%	\$9.32	100%	\$9.83	100%	\$10.45	100%	\$10.45	100%	\$10.67	100%	\$10.83	100%	\$11.06	100%	\$11.89	100%	\$12.23	100%
Town Tax Rate	\$6.87	74%	\$7.28	76%	\$7.59	75%	\$7.89	75%	\$8.22	75%	\$8.40	75%	\$8.41	74%	\$8.64	74%	\$8.71	75%	\$8.61	76%
Barnstable FD	\$2.43	26%	\$2.31	24%	\$2.52	25%	\$2.57	25%	\$2.70	25%	\$2.81	25%	\$3.02	26%	\$2.96	26%	\$2.97	25%	\$2.72	24%
Total	\$9.30	100%	\$9.59	100%	\$10.11	100%	\$10.92	100%	\$10.92	100%	\$11.21	100%	\$11.43	100%	\$11.60	100%	\$11.68	100%	\$11.33	100%
Town Tax Rate	\$6.87	81%	\$7.28	81%	\$7.59	78%	\$7.89	80%	\$8.22	80%	\$8.40	79%	\$8.41	79%	\$8.64	79%	\$8.71	79%	\$8.61	78%
Cotuit FD	\$1.56	19%	\$1.68	19%	\$2.20	22%	\$1.75	20%	\$2.02	20%	\$2.22	21%	\$2.20	21%	\$2.26	21%	\$2.27	21%	\$2.38	22%
Total	\$8.43	100%	\$8.96	100%	\$9.79	100%	\$10.24	100%	\$10.24	100%	\$10.62	100%	\$10.61	100%	\$10.90	100%	\$10.98	100%	\$10.99	100%
Town Tax Rate	\$6.87	75%	\$7.28	76%	\$7.59	76%	\$7.89	76%	\$8.22	76%	\$8.40	76%	\$8.41	76%	\$8.64	76%	\$8.71	76%	\$8.61	76%
W. Barn. FD	\$2.28	25%	\$2.34	24%	\$2.37	24%	\$2.50	24%	\$2.59	24%	\$2.66	24%	\$2.68	24%	\$2.70	24%	\$2.78	24%	\$2.78	24%
Total	\$9.15	100%	\$9.62	100%	\$9.96	100%	\$10.81	100%	\$10.81	100%	\$11.06	100%	\$11.09	100%	\$11.34	100%	\$11.49	100%	\$11.39	100%
Town Tax Rate	\$6.87	85%	\$7.28	85%	\$7.59	84%	\$7.89	84%	\$8.22	84%	\$8.40	84%	\$8.41	84%	\$8.64	88%	\$8.71	84%	\$8.61	83%
COMM FD	\$1.26	15%	\$1.33	15%	\$1.43	16%	\$1.48	16%	\$1.51	16%	\$1.55	16%	\$1.59	16%	\$1.22	12%	\$1.61	16%	\$1.78	17%
Total	\$8.13	100%	\$8.61	100%	\$9.02	100%	\$9.73	100%	\$9.73	100%	\$9.95	100%	\$10.00	100%	\$9.86	100%	\$10.32	100%	\$10.39	100%
Town Tax Rate	\$6.87	79%	\$7.28	79%	\$7.59	78%	\$7.89	79%	\$8.22	79%	\$8.40	78%	\$8.41	78%	\$8.64	79%	\$8.71	77%	\$8.61	76%
Average FD Rate	\$1.87	21%	\$1.94	21%	\$2.15	22%	\$2.21	21%	\$2.21	21%	\$2.30	22%	\$2.38	22%	\$2.31	21%	\$2.56	23%	\$2.66	24%
Average Total	\$8.74	100%	\$9.22	100%	\$9.74	100%	\$10.10	100%	\$10.43	100%	\$10.70	100%	\$10.79	100%	\$10.95	100%	\$11.27	100%	\$11.27	100%

* Hyannis Fire District has a split tax rate between residential and commercial, but for comparative purposes, a single tax rate is used.

The above table lists the residential tax rates for the Town as well as the five fire districts. The Town tax rate is without a residential exemption added. The Town tax represents about 76% of the total tax bill for FY19 using the average for all five-fire districts. The fire district tax bill share ranges from a low of 17% for the

Centerville-Osterville-Marstons Mills (COMM) District to a high of 30% for the Hyannis Fire District.

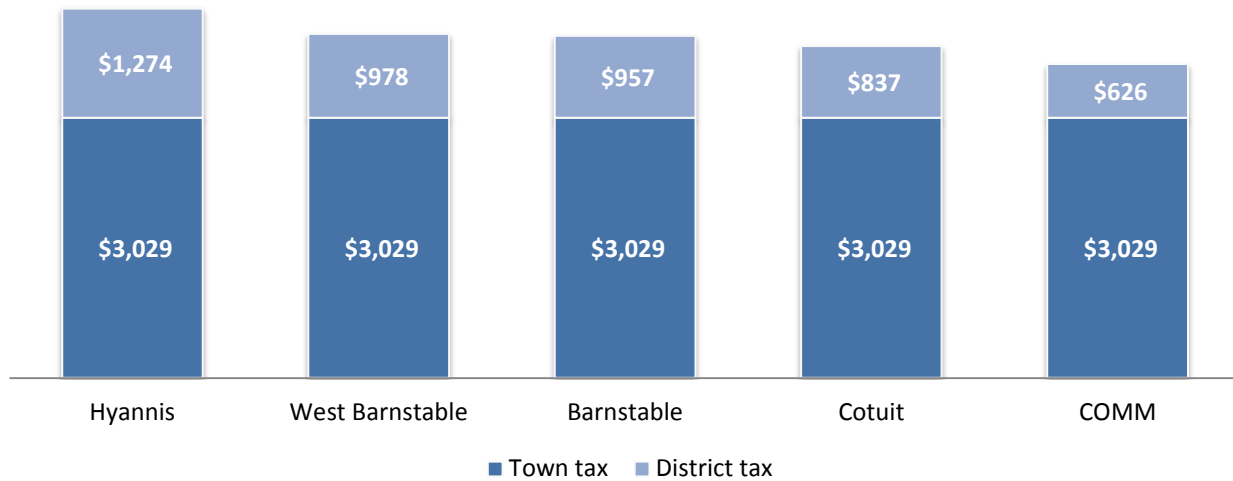
The Town maintains a property assessment database by fire district. The tax rates for the Town of Barnstable and the five fire districts are determined by dividing the Town’s tax levy by the Town’s total property value and the districts’ tax levy by the districts’ respective property value. The Town’s tax levy is subject to Proposition 2½ taxing limitations while the districts’ are not. The following table illustrates the tax levies between the Town and districts for the past five years and their relative percentage of the total for all tax levies.

	<u>FY 2015</u>		<u>FY 2016</u>		<u>FY 2017</u>		<u>FY 2018</u>		<u>FY 2019</u>		<u>Growth in Levy FY15 to FY19</u>	
Town tax levy	\$ 106,676,485	80.4%	\$ 110,547,068	79.8%	\$ 114,248,985	81.5%	\$ 118,531,665	79.6%	\$ 122,755,924	78.1%	\$ 16,079,439	15.1%
Hyannis FD tax levy	8,109,789	6.1%	8,979,002	6.5%	9,193,629	6.6%	10,374,566	7.0%	12,386,980	7.9%	4,277,191	52.7%
Barnstable FD tax levy	3,273,149	2.5%	3,648,926	2.6%	3,602,708	2.6%	3,716,428	2.5%	3,591,493	2.3%	318,344	9.7%
Cotuit FD tax levy	2,886,739	2.2%	2,955,621	2.1%	3,064,830	2.2%	3,186,753	2.1%	3,472,999	2.2%	586,260	20.3%
W. Barnstable FD tax levy	1,468,780	1.1%	1,509,369	1.1%	1,529,963	1.1%	1,608,045	1.1%	1,700,773	1.1%	231,993	15.8%
COMM FD tax levy	10,296,979	7.8%	10,958,772	7.9%	8,460,633	6.0%	11,450,756	7.7%	13,248,015	8.4%	2,951,036	28.7%
Total FD tax levies	26,035,436	19.6%	28,051,690	20.2%	25,851,763	18.5%	30,336,548	20.4%	34,400,260	21.9%	8,364,824	32.1%
Grand total	<u>\$ 132,711,921</u>	<u>100.0%</u>	<u>\$ 138,598,758</u>	<u>100.0%</u>	<u>\$ 140,100,748</u>	<u>100.0%</u>	<u>\$ 148,868,213</u>	<u>100.0%</u>	<u>\$ 157,156,184</u>	<u>100.0%</u>	<u>\$ 24,444,263</u>	<u>18.4%</u>

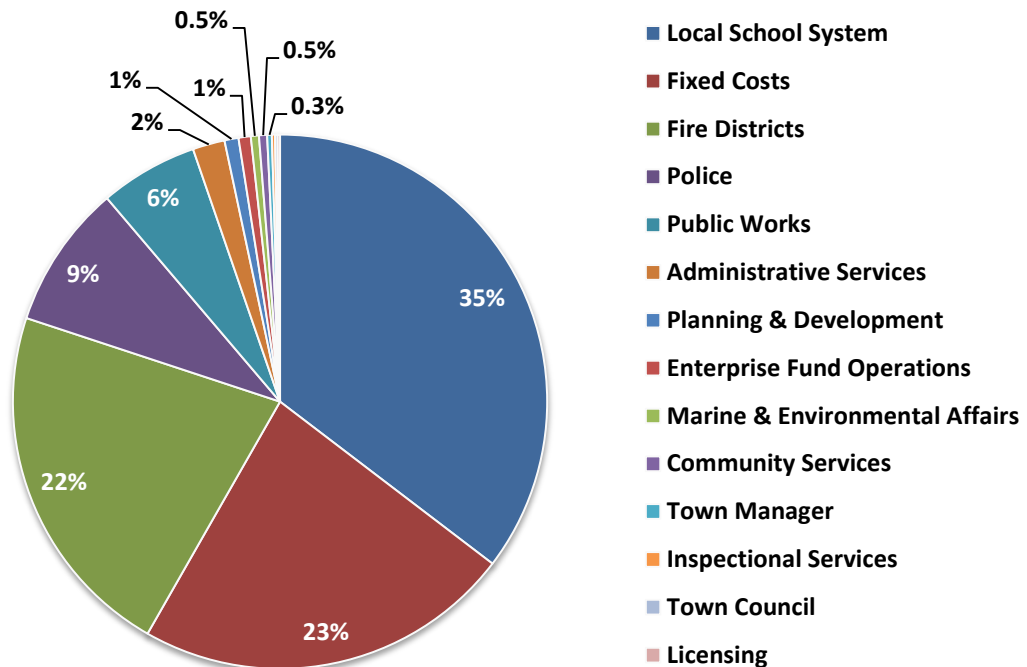
The Town’s tax levy has increased \$16 million over the five-year period of FY15 to FY19 or 15%. The fire districts’ tax levies have collectively increased \$8.4 million over the same period or 32%. Combined, the tax levies have grown \$24 million or 18% over this five-year period.

The following chart illustrates the FY19 combined residential Town and fire district tax bill on a property value of \$351,800 (the Town’s median residential value) for each district with no residential exemption included. Residents living in the Hyannis Fire District have the largest tax bill and residents in the COMM Fire District have the smallest.

Median FY19 Residential Tax Bill By District



Allocation of Property Taxes by Functional Area



35% of the combined tax levies of the town and five fire districts are allocated to the local public school system. Fixed costs is the next largest category at 23% and the fire districts are 22% (combined). These three areas combined with the police and public works operations account for 95% of all property taxes expended.

Governmental Structure

Council-Manager Form of Government

The Town of Barnstable is governed by a Council-Manager form of government, in accordance with its Home Rule Charter that was adopted in the spring of 1989. Administrative authority of the Town is vested in the Town Manager subject to legislative decisions of a 13-member Town Council. Council terms are staggered four-year terms from thirteen precincts on a nonpartisan basis. The Town Manager supervises and directs the administration of all municipal departments with the exception of the School Department and the Barnstable Municipal Airport.

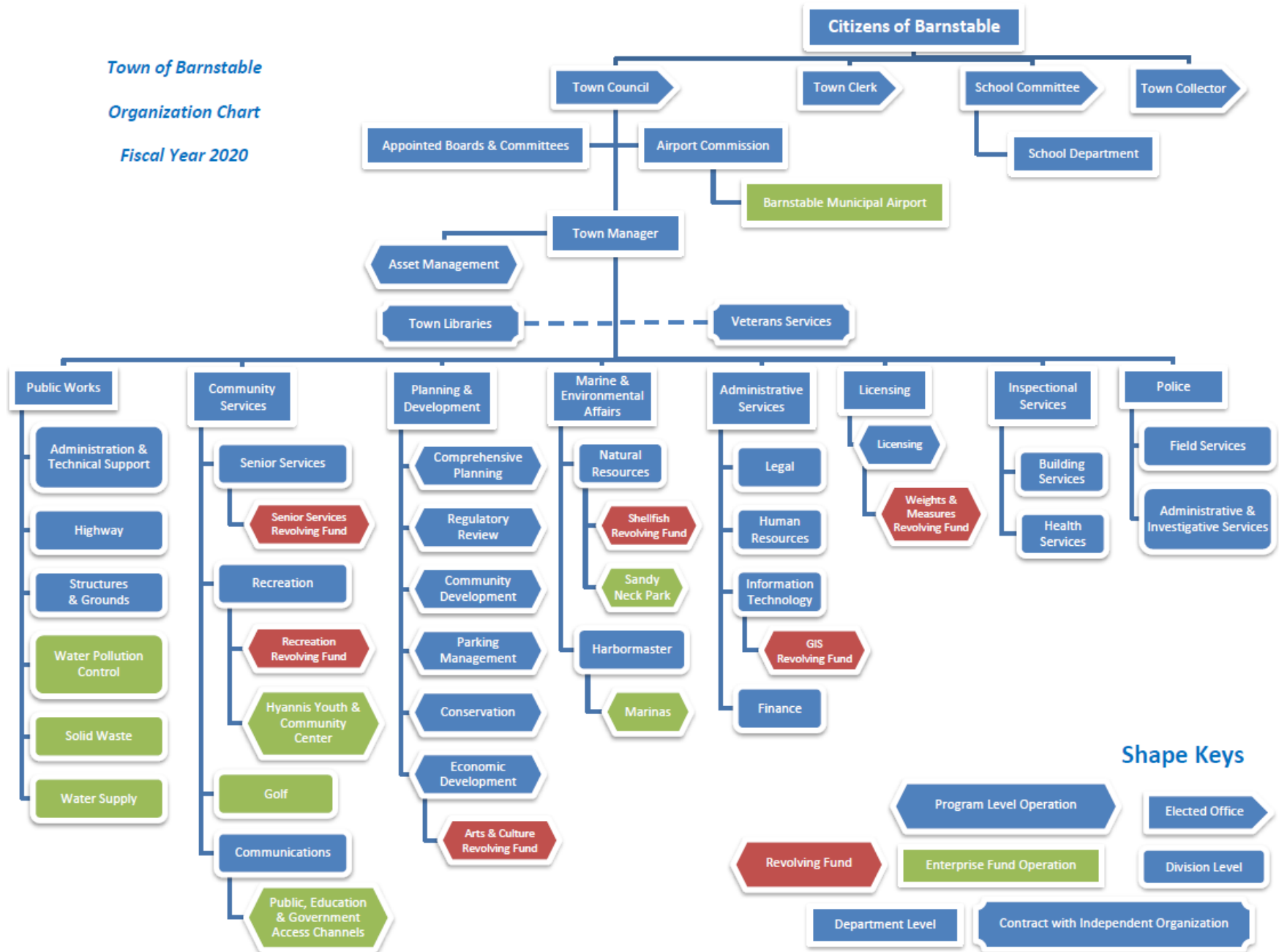
A major change in the Town's organizational structure was conducted in FY 2019. The Marine & Environmental Affairs Division within the Community Services Department became its own department. The Health Division and Conservation Division were removed from the Regulatory Services Department which was renamed the Licensing Department. The Health Division was transferred to the Building Department, which was renamed the Inspectional Services Department. The Conservation Division became part of the Planning & Development Department. The Parking Management Program formerly under the Regulatory Services Department was moved to the Planning & Development Department as well. The Asset Management function was moved from the Finance Department and placed under the Town Manager.

Exclusive of the School Department and Airport, there are eight departments as follows; Administrative Services including two elected officials; Town Clerk and Town Collector; Community Services; Planning and Development; Police; Public Works; Inspectional Services; Marine & Environmental Services, and Licensing. The elected Town Collector position will become an appointed position in November 2019 when the term of the current elected official in this position expires. The existing Town Collector's office will be consolidated with the Town Treasurer's at this point in time.

An elected School Committee consisting of five persons, and a Superintendent appointed by the School Committee governs the School Department. A seven member Airport Commission appointed by the Town Council governs Barnstable's Municipal Airport. An Airport Manager, appointed by the Airport Commission, is responsible for administration and day-to-day operations.

The Town has seven libraries, one in each village, which are all 501(c)(3) organizations and governed by their own boards. The Town provides a grant to the libraries for their services to the public which is distributed amongst the libraries in accordance with an agreed upon formula. The Town also belongs to a regional veteran's district and receives an annual assessment from the district to cover its share of the district's annual operating costs. Veterans' benefit payments are budgeted separately from the assessment.

Town of Barnstable
 Organization Chart
 Fiscal Year 2020



ELECTED OFFICIALS



BARNSTABLE TOWN COUNCIL

Seated: Britt Beedenbender, Precinct 4; Jessica Rapp Grasseti, Precinct 7; Eric R. Steinhilber, Precinct 2; Council President James H. Crocker, Jr, Precinct 5; Jennifer L. Cullum, Precinct 13; Dr. Debra S. Dagwan, Precinct 8;

Standing: James M. Tinsley, Precinct 9; Paul Hebert, Precinct 3; Paul C. Neary, Precinct 6; Philip N. Wallace, Precinct 11; Paula K. Schnepf, Precinct 12; Mathew P. Levesque, Precinct 10; Council Vice President John G. Flores, Precinct 1;

BARNSTABLE SCHOOL COMMITTEE

Chris Joyce, Chair
Stephanie Ellis, Vice Chair
Barbara Dunn
Mike Judge
R. Patrick Murphy

TOWN CLERK

Ann M. Quirk, CMC/CMMC

TOWN COLLECTOR

Maureen Niemi

NamePosition**TOWN ADMINISTRATION**

Mark S. Ells	Town Manager
Andrew M. Clyburn	Assistant Town Manager
Katie Servis	Barnstable Municipal Airport Manager
Cynthia A. Lovell	Town Council Administrator
Matthew Sonnabend	Chief of Police
Elizabeth Jenkins	Director of Planning & Development
Lynne M. Poyant	Director of Community Services
Dan Horn	Director of Marine & Environmental Affairs
Daniel W. Santos, P.E.	Director of Public Works
Richard V. Scali	Director of Licensing
Brian Florence	Director of Inspectional Services & Building Commissioner
Ruth J. Weil, Esq	Town Attorney
Mark A. Milne, C.P.A.	Director of Finance
Debra Watson	Treasurer
Edward F. O'Neil, MAA	Director of Assessing
William E. Cole	Director of Human Resources
Daniel J. Wood	Director of Information Technology
Gregory Quilty	Veterans Agent

SCHOOL ADMINISTRATION

Meg Mayo-Brown	Schools Superintendent
Kristen Harman	Assistant Superintendent of Schools

AIRPORT COMMISSION

John T. Griffin, Jr., Chairman
Stephen P. Cobb, Vice Chairman
James DellaMorte, Clerk
Elizabeth Young
Zachary Lesinski
Joseph J. Berlandi
Norman Weill

Key Contact Information

Airport	508-775-2020	Legal Department	508-862-4620
Airport Operator (24 hrs)	508-778-7770	Marine & Environmental Affairs	
Arts & Humanities	508-790-6370	Natural Resources	508-790-6272
Assessors	508-862-4022	Animal Control	508-790-6274
Inspectional Services	508-862-4038	Bismore Park	508-790-6327
Community Services	508-862-4956	Harbormaster	508-790-6273
Conservation	508-862-4093	Prince Cove Marina	508-420-3267
Licensing Department	508-862-4672	Sandy Neck Park Apr-Nov	508-362-8300
Licensing Authority	508-862-4674	Old King's Highway	508-862-4786
Weights & Measures	508-862-4671	Planning Board	508-862-4786
Parking Clerk	508-862-4673	Police Dept. Administration	508-775-0387
By-Law Citation	508-862-4668	Property Management	508-862-4675
Council on Aging/Senior Center	508-862-4750	Purchasing Agent	508-862-4741
Custodian/Town Hall	508-862-4650	Recreation	508-790-6345
DPW Administration	508-790-6400	Olde Barnstable Fairgrounds Golf	508-420-1141
Technical Support (Engineer)	508-790-6400	Hyannis Golf	508-362-2606
Highway	508-790-6330	Hyannis Youth & Community Center	508-790-6345
Hyannis Water Dept	508-775-0063	School Department	
Snow Removal	508-790-6331	Supt. Office	508-862-4953
Solid Waste	508-420-2258	Payroll	508-862-4653
Survey	508-790-6400	Hyannis East	508-790-6485
Structures & Grounds	508-790-6320	Hyannis West	508-790-6480
Water Pollution Control (Sewer)	508-790-6335	Barnstable (Horace Mann Charter School)	508-420-2272
Finance	508-862-4654	Barnstable High	508-790-6445
Fire Department (Hyannis)	508-775-1300	School Maintenance	508-790-6490
Fire Department (Barnstable)	508-362-3312	System Operator	508-862-4000
Fire Department (Centerville)	508-790-2375	Tax Collector	508-862-4054
Fire Department (Cotuit)	508-428-2210	Town Clerk	508-862-4044
Fire Department (West Barnstable)	508-362-3241	Town Manager	508-862-4610
Planning & Development	508-862-4678	Town Council	508-862-4738
Guyer Barn	508-790-6370	Treasurer	508-862-4653
Health Division	508-862-4644	Veterans' Services	508-778-8740
Historical Com	508-862-4786	Vital Records (births etc)	508-862-4095
Human Resources	508-862-4694	Zoning Board	508-862-4786
Information Technology	508-862-4624		
Help Desk	508-862-4635		

Town Council Strategic Plan

MISSION STATEMENT

Our mission is to protect the Town of Barnstable's quality of life and unique character, engage our citizens, and enact policies that respond to and anticipate the needs of our community.

Guiding Principles

We believe...

We believe in our oath of office:

I will perform my duties as a Town Councilor for the Town of Barnstable to the best of my ability, keeping uppermost in my mind the rules and laws that govern my office and my responsibility to the citizens of the Town of Barnstable.

We also believe in:

- ✓ Involving residents in the decision-making process
- ✓ Modeling ethical behavior
- ✓ Protecting citizen rights
- ✓ Protecting the health and safety of citizens
- ✓ Being fiscally responsible
- ✓ Being accountable
- ✓ Being respectful of the people and the process
- ✓ Giving the highest priority to the rules and laws that govern the office of the Town Council
- ✓ Operating fairly, predictably and efficiently
- ✓ Providing a consistent process
- ✓ Operating creatively and with flexibility
- ✓ The manager's job to manage the staff
- ✓ Preserving the integrity of the Town of Barnstable
- ✓ Each council member's stake in the betterment of the community
- ✓ Listening and respecting each other's contributions
- ✓ The right to disagree
- ✓ Being accessible and keeping the process open
- ✓ Decisions being made in the best interest of the whole Town of Barnstable

We have identified a single goal and several strategies in nine priority areas. For each, it is understood that the Town Council will formulate and enact policy, the Town Manager and staff will implement and manage programs to achieve the policy goals, and the Town Council and Town Manager will communicate frequently to ensure accountability to the residents of the Town of Barnstable. The Town Council and Town Manager will meet periodically to review progress on meeting the goals laid out in this Strategic Plan and identify areas of the Strategic Plan that require more attention.



Shaped like a wheel, the strategic plan diagram shows Quality of Life at the hub, surrounded by eight priority areas: Communication, Economic Development, Regulatory Process and Performance, Housing, Public Health and Safety, Environment and Natural Resources, Infrastructure, and Education. These areas function like lug nuts, securing a high quality of life for Barnstable residents regardless of circumstances beyond their control (or “bumps in the road”). Finance supports and protects the wheel like a tire – if it deflates, any or all areas may be compromised.

Finance

Goal: Provide a viable financial plan for meeting the operational and capital needs of the town with a balanced budget that includes ongoing cost reductions, cost savings for residents, maintaining reserves, and aggressively pursuing new growth dollars and revenue sources.

Strategies:

- Explore and create new growth dollars and revenue sources (including grants) for the town and schools to alleviate strain on municipal and school budgets, perform operational auditing, advance greater energy efficiency, and stimulate new growth.
- Ensure adherence to a sound financial plan to meet short- and long-term priorities and liabilities of the operating and capital needs of the town.
- Evaluate and assess, on an on-going basis, alternative methods to decrease the cost of services by exploring the financial benefits of regionalization, consolidation, privatization, and collective bargaining.
- Support and promote the Open Budget.

Communications

Goal: Improve communication amongst the Town Council and Town Manager and their staff; amongst Town Councilors; between the Town and its residents, boards, commissions, volunteers and visitors to foster participation and positive results that meet the needs of the community.

Strategies:

- Provide regular opportunities for Town Council members to receive briefings or updates on Town initiatives and other important topics from the Town Manager and department heads.
- Use the council liaison system to improve communication between Town committees, boards, and commissions. Encourage regular updates from the liaisons to Town Council.
- Utilize existing communication boards and partner media outlets to make public service announcements. Work with community groups to disseminate information to their members.
- Communicate Town information to non-English speaking community members.
- Utilize the Town website, social media, Town newsletter, Citizen's Leadership Academy, Channel 18 (municipal television station), and local newspaper and radio stations as outlets to communicate with the public. Specifically:
 - Encourage all boards and commissions to record their proceedings and make them available to foster communication and increased transparency.
 - Reach out to citizens in all seven villages to increase resident involvement in Town government; improve citizen understanding of Town services and government structure, and improve public confidence in the Town.
 - Coordinate and consolidate information distribution with other town, county, and state officials and legislative delegations whenever possible.

Economic Development

Goal: Town Council and Town Manager to support and grow a vibrant economy with a diversity of businesses, organizations, and services, as well as a strong, educated labor force.

Strategies:

- Continue to support Zoning and Regulatory Committee to determine any zoning changes that may require legislative action.
- Identify and encourage redevelopment of underutilized and/or blighted properties.
- Town Manager to work proactively to retain and/or expand existing businesses and to attract new ones using innovative approaches, such as:
 - Provide economic incentives that increase business diversity in Barnstable and promote desirable economic activity, such as clean industries and smart growth.
 - Create marketing specifically to attract desirable new businesses to Barnstable.
 - Create or deepen connections between local educational institutions and businesses.
- Support efforts to grow the arts and culture sector to contribute to the Town's overall economic development.

Environment and Natural Resources

Goal: Conserve, protect, and enhance areas in the town that are most significant as natural and historical resources for water supply, visual quality, outdoor recreation, public access, wildlife habitat and cultural history.

Strategies:

- Review progress of the comprehensive dredge plan.
- Investigate innovative, cost-effective techniques for invasive species control.
- Investigate innovative techniques and legislative options to address beach erosion, neighborhood flooding, beach and water access challenges and otherwise prepare for and adapt to extreme weather events, including those brought on by climate change
- Support programs that emphasize environmental protection while ensuring economic development as articulated in local and regional comprehensive planning documents.
- Raise awareness of conservation areas and Town-owned open space, and promote public use of these spaces.
- Establish management and maintenance plans for conservation areas and Town-owned open space.
- Work in conjunction with federal, state, regional, and local agencies to protect critical environmental areas, including fragile coastlines, marine embayment areas, and all water bodies vulnerable to nitrogen loading.
- Support efforts to build coastal resiliency.

Regulatory Process and Performance

Goal: Work with Town Manager and staff to have an efficient, customer-friendly, consistent, and predictable regulatory process.

Strategies:

- Continually improve the permitting process, including policies, rules and regulations, personnel, customer/citizen experience, and impact on economic growth. Implement necessary changes.

Public Health and Safety

Goal: Promote the protection of health, safety, and wellness of our community to maintain a high quality of life of all town residents, businesses, and visitors.

Strategies:

- Support collaborative action to protect and expand our drinking water supply, including (but not limited to) ongoing monitoring for existing contaminants and contaminants of emerging concern. Support efforts to address changing federal thresholds for different contaminants.
- Continue to support substance use prevention efforts and programs that offer treatment. Seek to promote best practices in educating our youth and engaging community stakeholders' experience in substance abuse matters.

- Support the development and implementation of quality public health and safety policies and procedures. Promote effective enforcement.
- Support efforts to improve and expand telecommunication networks with local control.

Housing

Goal: Identify needs, and develop, promote, and monitor town-wide housing initiatives serving diverse ages, incomes, and needs.

Strategies:

- Review existing zoning and other issues identified by the Council and the Committee to Review Zoning and Permitting Regulations to determine how best to achieve housing goals through zoning changes. Proactively engage stakeholders with influence over this issue. Review the Housing Production Plan to support this goal.
- Work in partnership with developers so they can take advantage of the available resources, funding, and assets to initiate housing projects.
- Explore permanent supportive housing solutions, including regional collaboration and creative financing, to address homelessness in Barnstable.
- Explore the possibility of using town assets to create private housing opportunities.

Town Infrastructure & Assets

Goal: Maintain and improve existing infrastructure, capital assets, and aquatic resources, and make improvements when necessary.

Strategies:

- Facilitate comprehensive infrastructure improvement planning for municipal roads, buildings, facilities, transportation systems, communication systems, information infrastructure, water and wastewater systems, historical properties, and other capital assets with an eye toward permit-ready and shovel-ready projects.
- Support the exploration of traditional and non-traditional methods for comprehensive water management and monitoring of implementation efforts.
- Continue to inventory and evaluate the status of Town assets and dispose of assets as appropriate.
- Evaluate options for effective and economical energy conservation programs, and solid waste and recycling programs.
- Support efforts to build resiliency of the Town's coastal assets.

Education

Goal: Support the provision of a safe, high-quality public education for all students in an increasingly diverse student body, in partnership with local, state, and federal entities and encourage life-long learning opportunities in the Town.

Strategies:

- Work cooperatively with the School Department and School Committee to approve a budget that adheres to standard municipal accounting practices, is clear and understandable for all residents, and meets the short- and long-term operating and capital needs of the school system and the municipality.
- Work in conjunction with the School Department and School Committee to deliver a substance use prevention model for grades PreK-12.
- Advocate for more equitable funding in order to provide more resources to the Town. Strive to reduce the impact of unfunded state and federal mandates in addition to the revised Chapter 70 funding and make public aware of impact of same.
- Work cooperatively with school administration to develop plans for administrative and infrastructure consolidation. Conduct periodic assessments of consolidated services.
- Support initiatives to create a culturally-diverse educational environment for all public school students.
- Work to incorporate technology, including social media, to engage students and improve communication with them and their families.
- Identify and support opportunities for life-long learning in the Town for all constituencies.
- Support efforts to provide academic environments that promote physical, mental, and social wellness for all students.

Fiscal Year 2020 Budget Message

Addressing Our Municipal Responsibilities



The Fiscal Year 2020 Operating Budget and Capital Improvements Program addresses the town's responsibility to provide efficient and effective services for our residents. These budgets align the Town Council's Strategic Plan goals with the programs and services proposed for the next fiscal year. The Town Council's Strategic Plan emphasizes the importance of quality of life and strong financial management as priorities for our community. These two principles are at the core of each budget decision we make.

The proposed Fiscal Year 2020 capital and operating budgets maintain our current level of services and provide additional resources that preserve the quality of life we enjoy while being fiscally responsible. The \$34 million capital program will provide the following:

- Funding for water and sewer system upgrades that maintain these important assets;
- Over \$6 million for road, stormwater, sidewalk, bridge and guardrail improvements keeping these critical assets safe for our citizens and visitors;
- A \$4 million investment in various public facilities that address safety and facility life systems;
- Funding for the continuation of a comprehensive dredging program that will improve waterway navigation and coastal estuary;
- Funding for the next design phase of the town's Comprehensive Water Management Program;
- \$4 million in various airport related projects that will maintain the asset and continue to keep it in a safe operating position;
- Nearly \$6 million for improvements to our school buildings that will address the life systems of the facilities, improve energy efficiency, classroom space for new programming that will expand learning opportunities for our youth and the continuation of a comprehensive athletic field improvement program.
- Funds to restore unusable tennis courts and converting some to pickleball courts; and
- New cart paths at the Hyannis Golf Course removing an unsafe condition;

Significant changes to the General Fund operating budget include:

- A new 3 person field maintenance crew for the Department of Public Works as we have enhanced our commitment for maintaining this valuable asset;
- One new sworn officer position in the Police Department and additional funding for police training, technology improvements, and vehicle replacements so that our police force has the assets and training they need to perform their jobs;
- Increased funding of \$125,000 for snow and ice removal;
- \$105,000 for equipment replacement and vehicle maintenance in Public Works; and,
- \$1,583,200 in operating capital for vehicle and equipment replacements, water quality improvements in our fresh water ponds and lakes and technology upgrades;
- \$99,000 for safety and traffic flow improvements in Bismore Park;
- A new school registration center at the Hyannis Youth & Community Center and Registration Coordinator position;
- A new Assistant Principal for the Hyannis West Elementary School; and
- Funding for the refreshing of technology in our School Department.

A Strong Financial Foundation

Financial accountability remains at the core of our budgeting goals. Maintaining a structurally balanced budget provides more certainty for the continuity of services. This budget provides a financial plan for meeting the operational needs of the town. It adheres to the Town Council's budget policy to limit the increase in property taxes to the limitation under Proposition 2½. No property tax overrides are included to finance the operating or capital programs. The total proposed FY 2020 operating and capital budgets for the Town of Barnstable are \$245 million. The operating budgets for the General Fund and the town's nine enterprise funds are \$210 million and the capital program budget is \$34 million. Reserves used to balance the operating and capital budgets total \$5.3 million. The town's current reserve balances total \$79 million and is comprised of the following:

Fund	Balance on July 1, 2018	Projected at June 30, 2019
General Fund	\$ 12,643,236	\$ 13,000,000
Capital Trust Fund	18,533,751	17,375,000
Comprehensive Water Mgt. & Private Way Fund	15,394,673	15,000,000
Airport Enterprise Fund	3,525,181	3,500,000
Golf Enterprise Fund	684,755	600,000
Solid Waste Enterprise Fund	1,881,943	1,700,000
Water Pollution Control Enterprise Fund	9,230,479	8,900,000
Water Supply Enterprise Fund	2,157,029	2,000,000
Marina Enterprise Fund	851,171	825,000
Sandy Neck Enterprise Fund	895,176	900,000
HYCC Enterprise Fund	634,810	625,000
PEG Enterprise Fund	2,328,719	2,400,000
Pension Reserve Fund	1,948,381	1,725,000
School Revolving Funds	4,199,420	3,900,000
Town Revolving Funds	1,632,471	1,615,000
School Circuit Breaker Funds	1,969,143	1,900,000

Reserves used to balance the General Fund operating budget total \$2.4 million. Enterprise Funds reserves used to balance operating budgets total \$1.1 million. It is projected that the General Fund will generate nearly \$2 million in surplus by the end of fiscal year 2019, replenishing most of the amount used to balance the 2020 budget.

The **General Fund** will use \$2.4 million to cover a projected snow and ice removal deficit of \$500,000, \$610,000 for employee benefits, \$250,000 for a Town Council Reserve Fund, and \$1,082,900 for one-time costs included in the school and municipal operating budgets.

The **Solid Waste Enterprise Fund** will use \$290,383 of reserves to balance the fiscal year 2020 operating budget. The operation is now paying for the disposal of recycled material, which was previously free. Reserves will be used to maintain the current fee structure and to subsidize to cost of disposing recycled material. The FY 2020 budget also includes \$40,000 to cover credit card charges as the facility moves away from cash and check processing to electronic payments.

The **Water Enterprise Fund** will use \$390,000 of reserves to balance the fiscal year 2020 operating budget. New treatment facilities have come on-line reducing the amount of water purchased from other districts. An 8% rate increase has been factored in to the FY 2020 revenue estimates. Even with the rate increase, the significant capital program

implemented over the past couple of years will require the use of reserves to mitigate the rate increase. Rate increases are expected to continue in the 8% per year range with the growing debt service requirements as a result of the capital program.

The **Water Pollution Control Enterprise Fund** is essentially level funded with the previous year's budget. There are no major changes to this operation in FY 2020, however, a large capital program proposed in FY 2020 will result in more debt service in future years with expected rate increase in the range of 4% to 5%.

The **Marina Enterprise Fund** will use \$39,449 of reserves to balance the fiscal year 2020 operating budget to essentially cover the purchase of a replacement vehicle used for the operation.

The **Sandy Neck Enterprise Fund** will use \$39,404 of reserves to balance the fiscal year 2020 operating budget. Reserves will be used to cover one-time charges for \$18,000 a rapid response vessel, and \$22,500 for a replacement vehicle. The budget also includes \$125,000 for sand replacement if needed.

The **Public, Educational, Governmental Access Channel Enterprise Fund** will use \$39,860 of reserves to balance the fiscal year 2020 operating budget. The operating budget is down 1% from the prior year level and estimated revenue on the license agreement is down 5% requiring a minimal amount of surplus to balance the budget.

The **Hyannis Youth & Community Center Enterprise Fund** will use \$132,840 of reserves to balance the fiscal year 2020 operating budget and General Fund support will increase 7.49% to \$1,049,639.

The **Golf Enterprise Fund** will use \$150,015 of reserves to balance its fiscal year 2020 operating budget. This includes a reimbursement to the General Fund for a one-time charge of \$45,000 to repair a HVAC system at the Hyannis Golf Course.

The **Airport Enterprise Fund** will not have to use any reserves to balance its FY 2020 operating budget. An agreement and new ground lease for the CapeTown Plaza provides an additional \$1 million in annual lease revenue for the operation, stabilizing its operating budget for the foreseeable future.

Maintaining strong reserve levels and using conservative revenue estimates have proven to be effective strategies for the town in preserving its financial integrity. Conservative revenue estimates have allowed us not only to restore reserves used to pay one-time expenses, but also expand our Capital Improvements Program. It also puts us in a more advantageous position to react to economic downturns. We have minimized the use of reserves to pay for recurring operating expenses in recent years creating more stability in the delivery of services. The FY20 budget does not rely on any one time fixes or solutions, and our tax collection rates continue to be in the 99-100% range.

The Town of Barnstable is committed to maintaining its well-established financial integrity. Our AAA bond rating along with the GFOA's budget and financial reporting awards are indicative of this commitment. We have received our 18th consecutive Distinguished Budget Presentation Award for the FY19 budget document and the Certificate of Achievement for Excellence in Financial Reporting for seventeen years in a row demonstrating a high commitment to quality reporting and providing comprehensive financial information on behalf of the efforts of our finance team. Strong financial management practices are imbedded in the town's charter and administrative code including, but not limited to, a reserve policy, annual five-year financial forecast, and five-year capital improvements program as well as close monitoring of monthly budget reports. The recent addition of our Open Budget website, www.budget.townofbarnstable.us, allows interested parties to familiarize themselves with our financial operations offering the opportunity to identify possible revenue enhancements and expenditure reductions. These practices also assist in identifying trends and needs for the community, providing us the opportunity to better plan for our future.

Each year, I depend on our department heads, their staff, citizens, and the members of the Comprehensive Financial Advisory Committee (CFAC) for their expertise in evaluating capital projects and the operating budget. CFAC’s “second set of eyes” helped produce a better product and we thank them for the many hours spent on reviewing and commenting on the Capital Improvements Plan and Operating Budget. For the past four years, CFAC has produced a Financial Overview Report, which gives the reader concise information as to how the town operates by condensing the 500 plus page budget book down to several concise pages of information. This is a very useful guide and I appreciate the work of CFAC. The committee intends to produce an updated version for FY20 upon completion of the budget.

Continued Reorganization

Following up the major reorganization of several town departments in the FY 2019 budget, a change in the Town’s Charter will eliminate the elected office of the Town Collector in November 2019. At this point in time a consolidated office of Treasurer/Collector will be established within the Finance Department. The new consolidated organizational structure has been created and new job descriptions crafted. Staff resources will be realigned so that more staff will be dedicated to the Collections office with the goal of reducing the significant backlog of work in the office. No additional positions will be added to the Finance Department. Instead, a reorganization of existing staff resources has been conducted.

Capital Investments/Infrastructure

The Town Council goals and strategies call for adherence to a sound financial plan to meet the prioritized capital needs of the Town within the confines of available resources. The FY 2020 Capital Improvements Program (CIP) presented to the Town Council was designed to improve our infrastructure and preserve our valuable public assets. The projects recommended for funding include projects that had received previous funding and are ready for the next stage of their development; projects that would contribute to the economic development of the town; projects that would preserve important infrastructure components of the town; projects that improve high usage assets; projects that have outside funding available to offset the costs or can be covered by user fees; and projects that have an important public safety component associated with them. The CIP totals \$34,330,000. The General Fund program totals \$17,248,000, Enterprise Funds totaled \$13,435,000, and the Comprehensive Water Management & Private Way Improvements Fund totals \$3,647,000. We continued our commitment to public road improvements program and increased the funding to \$3,725,000 along with \$3,647,000 in sewer design funding to begin our comprehensive wastewater and water quality improvement program.

Fund	Funding Source				Total
	Reserves	Transfers	Grants	Bond Issue	
Enterprise Funds:					
Airport Enterprise	\$ 399,750	\$ -	\$ 2,460,250	\$ 1,000,000	\$ 3,860,000
Golf Enterprise	-	32,000	-	414,000	446,000
Sandy Neck	60,000	-	-	-	60,000
Sewer Enterprise	600,000	-	-	6,684,000	7,284,000
Water Enterprise	495,000	-	-	1,050,000	1,545,000
Solid Waste	240,000	-	-	-	240,000
General Fund:					
Infrastructure	\$ 3,725,000	\$ 264,000	\$ -	\$ 2,314,000	\$ 6,303,000
Municipal Facilities	200,000	-	-	3,987,000	4,187,000
Waterways	-	-	-	980,000	980,000
School Facilities	-	828,000	-	4,950,000	5,778,000
Comprehensive Water Mgt. & Private Way Fund:					
Sewer Design	3,647,000	-	-	-	3,647,000
Totals	\$ 9,366,750	\$ 1,124,000	\$ 2,460,250	\$ 21,379,000	\$ 34,330,000

Fiscal Year 2020 Operating Budgets

Our priorities attempt to provide the highest quality services possible within the budget constraints that confront us. The budgets outlined below are designed to keep us financially sound; our community safe; support public education; improve and promote economic development; maintain our existing facilities and infrastructure, and improve our quality of life for all Barnstable residents.

General Fund Municipal Budget:

Municipal Operations:	Approved FY 2019	Proposed FY 2020	Change FY19 - 20	Percent Change
Police Department	\$ 14,706,538	\$ 15,342,667	\$ 636,129	4.33%
Public Works Department	9,691,760	10,189,353	497,593	5.13%
Administrative Services Department	6,008,108	6,322,843	314,735	5.24%
Marine & Environmental Affairs	1,121,341	1,238,947	117,606	10.49%
Community Services Department	2,523,347	2,569,427	46,080	1.83%
Licensing Department	155,716	165,398	9,682	6.22%
Inspectional Services	2,076,999	2,140,557	63,558	3.06%
Planning & Development	1,967,993	2,130,304	162,311	8.25%
Town Manager	671,810	709,451	37,641	5.60%
Town Council	275,682	268,987	(6,695)	-2.43%
Total Municipal Operations	\$ 39,199,294	\$ 41,077,934	\$ 1,878,640	4.79%

The increase in the municipal operating budget includes an increase of 4 full-time equivalent positions. This includes one additional Patrol Officer in the Police Department and three laborers for a field maintenance crew in the Department of Public Works. Included in the \$41 million municipal budget is \$431,000 of one-time costs and \$99,000 of new funding for safety improvements at Bismore Park paid for with parking receipts generated in the park. Netting these costs out of the municipal budget brings the increase down to \$1,349,000, or 3.4%.

General Fund Education Budget:

Education Budget	Approved FY 2019	Proposed FY 2020	Change FY19 - 20	Percent Change
Local School System	\$ 67,966,138	\$ 72,234,000	\$ 4,267,862	6.28%
Horace Mann Charter School	2,670,862	-	(2,670,862)	-100.00%
Regional School District Assessment	3,682,234	6,119,570	2,437,336	66.19%
Commonwealth Charter School Assessment	3,288,841	3,664,363	375,522	11.42%
School Choice Assessment	1,332,065	1,464,707	132,642	9.96%
Total Education	\$ 78,940,140	\$ 83,482,640	\$ 4,542,500	5.75%

Barnstable students have multiple options to choose from for a public school education. The Town's local school system is by far the largest system and is overseen by the Town's School Committee. When Barnstable students choose to attend another school outside the local district, the Town receives an assessment from that district. The Horace Mann Charter School's Charter expires in 2019 and this school will be combined back into the local school system. The total education budget is increasing \$4.5 million or 5.75%. A significant portion of the increase is attributable to the regional technical high school, which is building a new facility.

The Town Council Strategic Plan seeks to support the provision of quality education in partnership with the School Committee and state and federal governments. The Barnstable Public School system's FY20 budget is \$72.2 million,

which represents an increase of 2.3%. We support the budget prepared by Superintendent Meg Mayo-Brown and approved unanimously by the Barnstable School Committee. The School Department budget provides for the contractual salary and wage increases for staff and a new Assistant Principal position for Hyannis West Elementary School and personnel for a new student registration center located in the Hyannis Youth & Community Center. Employees comprise close to 80% of the budget and are our greatest asset and resource. Whether ensuring our students have a healthy breakfast to start their school day, maintaining a safe, positive school environment, providing co-curricular activities, designing a viable curriculum aligned to state standards, or providing a high quality instructional program, each position in the FY20 budget serves an integral role in supporting and preparing all students for college and career success.

Other Requirements

Other Requirements Costs:	Approved FY 2019	Proposed FY 2020	Change FY19 - 20	Percent Change
Employee Benefits	\$ 25,282,780	\$ 26,714,165	\$ 1,431,385	5.66%
Debt Service	9,996,301	7,152,492	(2,843,809)	-28.45%
State & County Assessments	2,630,071	2,620,267	(9,804)	-0.37%
Grants	2,009,000	2,115,460	106,460	5.30%
Property & Liability Insurance	1,810,000	1,860,000	50,000	2.76%
Celebrations, Rent & Other	172,000	172,000	-	0.00%
Snow & Ice Removal Deficit	1,171,720	500,000	(671,720)	-57.33%
Reserve Funds & Prior Year Deficits	250,000	250,000	-	0.00%
Transfers to Other Funds	10,803,589	11,474,359	670,770	6.21%
Total Other Requirements	\$ 54,125,461	\$ 52,858,743	\$ (1,266,718)	-2.34%

The fixed cost area of the General Fund budget is decreasing \$1.3 million with a majority of the cost decreases associated with debt service and snow & ice removal deficit. Barnstable County Retirement Assessment is expected to increase \$1,055,345 or 11.34% over FY19 budget. General Fund subsidies to Enterprise Funds will increase \$116,294 or 9.97%. The transfer to the Capital Trust Fund is \$10.2 million to support the Capital Improvements Program. A Town Council reserve fund of \$250,000 is included in the budget. The budget also continues to support the town’s seven village libraries with a 3% budget increase in the grant.

Enterprise Funds

Fund	Budget FY 2019	Budget FY 2020	Change FY19 - 20	Percent Change
Solid Waste Enterprise	\$ 3,619,089	\$ 3,419,883	\$ (199,206)	-5.50%
Water Pollution Control Enterprise	4,744,584	4,816,380	71,796	1.51%
Water Supply Enterprise	6,353,929	6,955,015	601,086	9.46%
Marina Enterprise	792,096	832,780	40,684	5.14%
Sandy Neck Enterprise	1,240,989	1,147,959	(93,030)	-7.50%
Golf Enterprise	3,679,238	3,876,414	197,176	5.36%
HYCC Enterprise	3,298,434	3,400,131	101,697	3.08%
PEG Enterprise	871,059	877,860	6,801	0.78%
Airport Enterprise	6,134,859	8,041,243	1,906,384	31.07%
Total	\$ 30,734,277	\$ 33,367,665	\$ 2,633,388	8.57%

User fees provide the primary support for the Enterprise Funds. Residents that access these services pay a fee to support the operation. The fees charged by the Enterprise Fund operations are set at levels, which should allow them to cover all operational and capital costs unless a General Fund subsidy is deemed necessary.

The **Solid Waste** budget is decreasing by \$199,206. The decrease is the result of the landfill capping bond issue maturing in FY19.

The **Water Pollution Control** budget is increasing \$71,796. One-time capital outlay costs contributed to the increase, but are offset by a reduction in debt service.

The **Water Supply** budget is increasing \$601,086. Increases in debt service costs and the management contract with Suez contribute to the budget increase.

The **Marina** operations budget is increasing \$40,684 mainly due to a one-time capital outlay cost of \$30,000 for a new vehicle purchase.

The **Sandy Neck** budget is decreasing \$93,030. The FY19 budget included additional funds to address capital outlay necessary as a result of severe weather which has not been repeated in the FY20 operating budget.

The **Golf Course** is increasing \$197,176. This includes \$45,000 for a reimbursement to the General Fund for a HVAC replacement in FY19, funding for the state mandatory minimum wage increase, additional funds for proshop merchandise for resale, and contractual labor obligations.

The **Hyannis Youth & Community Center** budget is increasing \$101,697. The increase is mainly due to \$58,494 provided for a new full-time Facility Supervisor position and \$25,591 for the minimum wage impact.

The **Public, Education, and Government (PEG) Access Channel** budget is increasing \$6,801. Personnel cost increase is offset by a reduction in capital outlay.

Finally, the **Airport** budget is increasing \$1,906,384. Several factors explain the large increase in operating budget. This includes \$201,770 for on-call services, \$525,754 for increased cost in fuel purchases for resale, \$182,000 for police security detail, and \$558,520 for a depreciation provision.

Civic Engagement

Communication and civic engagement are keys to making government work. We understand that community outreach and citizen engagement are shared goals by the Town Manager and the Town Council. Civic engagement is at the core of what we do and continues to be a priority. The Town has updated its website to make it more users friendly and numerous communications are provided including a weekly newsletter, a monthly bulletin, and comprehensive programming on channels 18 and 22. We have also added an Open Budget website providing citizens real-time financial data on the Town's operating and capital budgets. A link to this website can be accessed from the town's home page. Providing this type of information in an easy to understand format should afford citizens a better understanding of how town resources are derived and used, and perhaps, encourage more participation in local affairs.

Dedicated Staff and Government Partners

We could not accomplish our financial and operational agenda without dedicated town and district employees. Our employees have given their all again this year. The School Committee, School Superintendent, and staff have done an extraordinary job in advancing excellence in our school system. We are grateful to our fire and water district professionals as they work to preserve and protect our health and safety. County, State, and Federal representatives work with us to bring resources to the local government. Barnstable has a legacy of commitment to others and we are a stronger community because of their service.

In Conclusion

This budget seeks to improve the quality of life of our residents, ensure public safety, protect our natural resources, provide a quality public education system, and deliver government services efficiently. We face the same economic challenges confronting other communities, and through prudent planning, we are able to meet our basic needs. In FY20, we have again maintained our fiscal stability, spent within our means, and prudently planned for our financial future. Our tasks remain balancing the needs in our community, setting realistic priorities, and providing a climate for a quality of life that addresses Barnstable's needs and is built on respect and opportunity for all.

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Budget Process

Overview

The Charter of the Town of Barnstable specifies that an Operating Budget and a Capital Budget will be adopted no later than forty-five (45) days following filing with Town Clerk to begin on the following July 1st. The Town of Barnstable’s operating budget process is generally a seven-month cycle that begins in late October and ends in late June. The Town Council, management, departments, and the public have opportunities to participate in the preparation of the budget at various stages in the process. Throughout the process, the Town Manager presents reports delineating particular areas of concern to the Town Council, which then provides direction. The development of the annual operating and capital budgets involve a multi-faceted approach, which includes the examination of several documents and the monitoring of federal, state, and local economic factors. The interrelationship of the documents used is depicted in the diagram below.



At the center of the Town Council’s strategic plan is the “Quality of Life”. In the development of the annual operating budget and capital improvements program care is taken to ensure that the services provided and the capital investments made are necessary to maintain or improve the citizenry’s quality of life. Every funding decision made considers this.

Budget Schedule

September/October – The Five-Year Forecast

The budget process begins with the preparation of the Five-Year Financial Forecast. The forecast is designed to project the financial position of the Town for the subsequent five years, addressing short-term and long-term issues, in order to provide the Town Council with a financial planning tool to assist them in setting fiscal policy at the beginning of the

budget process. The forecast is not a predictor of what the Town will spend. The forecast is prepared and presented to the Council by the Town Manager in the fall. The Town Council then reviews the forecast and provides policy direction to the Town Manager as the formal beginning point of the budget process.

September/November – Operating Budget

The School Department begins its operating budget preparation in September. School principals begin by preparing their individual budgets in accordance with the Superintendent's guidelines.

The Town Manager's Office distributes the budget guidelines and worksheets to all municipal departments in early November. Departments prepare their operating budget requests and return the information by the beginning of January.

November – Capital Budget

The process of developing the capital budget begins in November when departments prepare an itemization of all capital improvements, including those of the School Department, proposed to be undertaken during the next five fiscal years with supporting data including cost estimates, methods of financing, recommended time schedules; and the estimated annual cost of the operating and maintaining the facilities included. The Town Manager's Office distributes the capital budget guidelines and worksheets to all departments. A workshop is held for department heads to present their top priorities to one-another and offers the opportunity for questions and a better understanding of the town's capital needs for all. At this workshop, all projects are ranked based on a set of 4 criteria. The top ranking projects are then subjected to a second scoring process where a committee of town and school officials reviews the requests, assigns a numerical ranking to each request using ten different criteria, and submits a report to the Town Manager. The Town Manager reviews the committee's report and makes recommendations based on funding availability, project score, and priority. The Comprehensive Finance Advisory Committee (CFAC) reviews the Town Manager's proposed capital budget and issues a report on the plan.

The capital budget is included as a separate document in the town's budget process in accordance with Section 6-5 of the Town's Charter. This document is required to be submitted to the Town Council at least 30 days prior to the submission of the operating budget.

The School Superintendent oversees the capital budget preparation for the School Department and, as a rule, assigns an individual to participate on the review committee for all town and school requests.

December/January/February

The School Superintendent and Town Manager review the budget submissions. Meetings are held with the Principals and Department Managers to discuss the submissions. The School Committee also reviews the school budget and holds public hearings to review the budget.

In the preparation of the proposed town budget, each division, and program area are analyzed, and a specific appropriation is recommended for the coming fiscal year. The recommended appropriation takes into consideration the operating requirements of any new capital facilities that will open in the next fiscal year. Total appropriations are balanced to the level of funding that is expected to be available to the town.

March

The Town Manager submits the Capital Improvements Plan to the Town Council at least 30 days prior to the submission of the Annual Operating Budget. This includes all town and school capital requests.

April

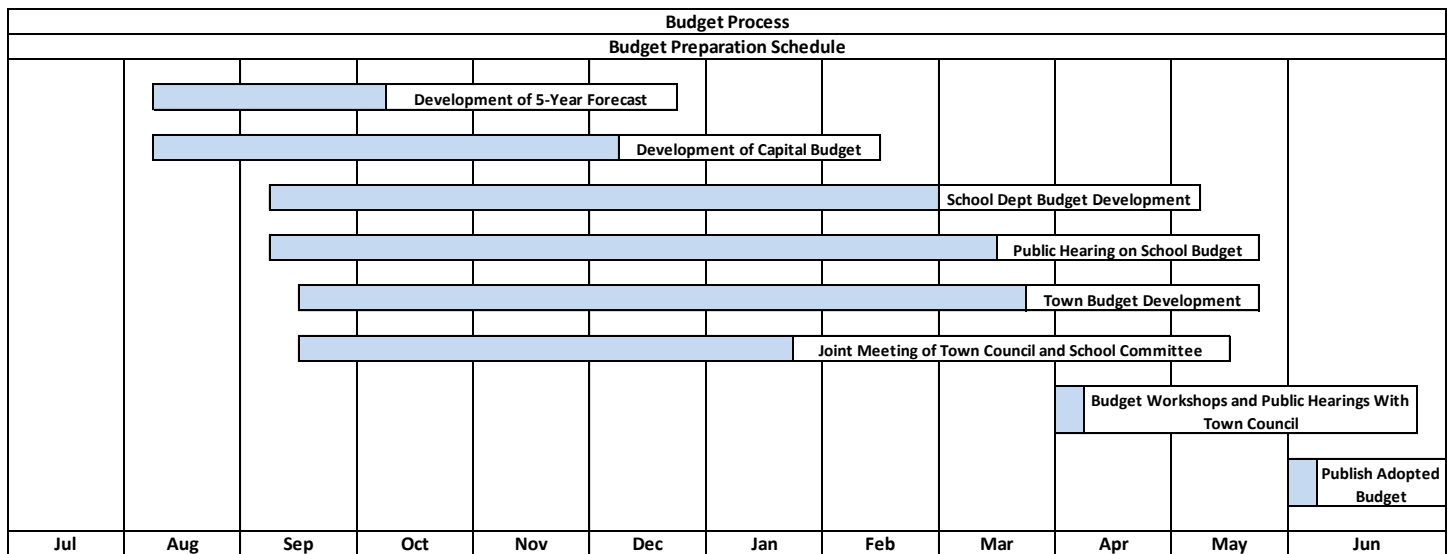
The School Committee approves the school’s operating budget and submits it to the Town Manager.

May/June

Under state law and the Town Charter, the Town Manager is required to submit a recommended budget to the Town Council 170 days after their annual reorganization. Except in unusual circumstances, this typically occurs in May.

The submitted budget is provided to the Comprehensive Finance Advisory Committee who reviews the budget and prepares a report for the Town Council.

The Council reviews the budget and holds public hearings, which provide an opportunity for town and school management, budget staff, departments, and the general public to offer information, comment, and recommendations to the Town Council. In late May or early June (45 days after submittal of the budget), the Council adopts the budget.



Basis of Budgeting

Pursuant to Chapter 44, Section 32 of the Massachusetts General Laws, the Town adopts an Annual Operating Budget for the General Fund and Enterprise Funds for which the level of expenditure may not legally exceed appropriations for each department or undertaking, classified in the following categories:

- Personnel (including salaries and employee benefits for active employees)
- Other ordinary maintenance or operating expenses
- Extraordinary expenditures or capital outlay

The Town’s General Fund and Enterprise Fund budgets are prepared on a cash basis as opposed to the Comprehensive Annual Financial Report, which is prepared on an accrual basis. The actual results of operations are presented on a cash basis as well to provide a meaningful comparison of actual results with the budget. The major differences between the cash and accrual basis are that:

1. Revenues are recorded when cash is received using the cash basis, as opposed to when earned using the accrual basis.

2. Encumbrances and continuing appropriations are recorded as the equivalent of expenditures under the cash basis as opposed to a reservation of fund balance under the accrual basis.
3. Depreciation is recorded as an expense under the accrual basis and is not used under the cash basis.
4. Cash disbursements for fixed assets are recorded as an expenditure under the cash basis and capitalized under the accrual basis.

The proposed appropriations for all departments and operations of the Town, except that of School Department, are prepared under the direction of the Town Manager. School Department appropriations are prepared under the direction of the Superintendent of Schools and acted upon directly by the School Committee. The Town Manager may recommend additional sums for school purposes. In addition, the Town Manager may submit to the Town Council such supplementary appropriation orders as are deemed necessary. The Town Manager may not amend appropriations within the above-mentioned categories for a department without seeking Town Council approval. The Town Council may reduce or reject any item in the budget submitted by the Town Manager but may not increase or add items without the recommendation of the Town Manager.

Definition of a Balanced Budget

Every year the Town of Barnstable prepares a balance budget. A balanced budget occurs under one of three scenarios:

1. Revenues exceed expenditures;
2. Revenues equal expenditures; or
3. Revenues plus appropriated fund balance (transfer from surplus or reserves) equal expenditures.

The Town’s FY20 capital and operating budgets are balanced using \$5,319,601 of surplus. \$1,794,750 is used for the capital program and \$3,524,851 for the General Fund and Enterprise Funds operating budgets.

	Estimated Current Year Receipts	Transfer From Surplus	Transfer From General Fund	Trust Funds	Special Revenue Funds	Closed Projects	Grants	Borrowing Auth.	Total Receipts	Total Appropriations
General Fund	\$ 167,500,125	\$ 2,442,900	\$ -	\$ 6,585,492	\$ 890,800	\$ -	\$ -	\$ -	\$ 177,419,317	\$ 177,419,317
Solid Waste Enterprise Fund	3,129,500	530,383	-	-	-	-	-	-	3,659,883	3,659,883
Water Pollution Enterprise Fund	4,816,380	600,000	-	-	-	-	-	6,684,000	12,100,380	12,100,380
Water Enterprise Fund	6,565,015	885,000	-	-	-	-	-	1,050,000	8,500,015	8,500,015
Marina Enterprise Fund	707,700	39,449	-	55,631	30,000	-	-	-	832,780	832,780
Sandy Neck Enterprise Fund	1,108,555	99,404	-	-	-	-	-	-	1,207,959	1,207,959
Golf Enterprise Fund	3,493,200	150,015	233,199	-	-	32,000	-	414,000	4,322,414	4,322,414
HYCC Enterprise Fund	1,128,102	132,840	1,049,639	1,089,550	-	-	-	-	3,400,131	3,400,131
PEG Enterprise Fund	838,000	39,860	-	-	-	-	-	-	877,860	877,860
Airport Enterprise Fund	8,041,243	399,750	-	-	-	-	2,460,250	1,000,000	11,901,243	11,901,243
Capital Improvements Program	-	-	264,000	3,925,000	3,647,000	828,000	-	12,303,000	20,967,000	20,967,000
Totals	\$ 197,327,820	\$ 5,319,601	\$ 1,546,838	\$ 11,655,673	\$ 4,567,800	\$ 860,000	\$ 2,460,250	\$ 21,451,000	\$ 245,188,982	\$ 245,188,982

The \$3.5 million used to balance the operating budgets includes \$500,000 for a projected snow and ice removal deficit \$610,000 for employee benefits, \$250,000 for a Town Council Reserve Fund, \$1,082,900 for one-time costs included in the school and municipal General Fund operating budgets and \$1,081,951 for capital outlay and fee mitigation in the various Enterprise Funds.

Implementation of the Approved Budget and Amendments to the Budget

Upon adoption of the budget, staff updates the approved operating and capital budgets, incorporating all changes from the proposed budget. The approved budget is published in late June. Pursuant to the Town Charter, Section 6-4, the Town Manager may make certain changes to the appropriations for each department. The Town Council may, by ordinance, amend the budget to decrease or transfer appropriations among departments. The Charter specifies that the Town Council may not increase the budget of any department, either during the budget process or during the course of the fiscal year, without first receiving a supplemental appropriation request from the Town Manager. There is a specific exception for the School Department, where the Town Council may increase the School Department budget with a corresponding reduction to another area of the budget. If, at any time during the fiscal year, the Town Manager determines that available revenues will be less than total appropriations for the year, he revises departmental work programs and appropriations to ensure that available revenues are not exceeded, and presents the amended appropriations to the Town Council for their approval. Supplemental appropriations are provided for emergencies if they arise. Towards the end of the fiscal year, departments have the opportunity to request transfers in their budgets if deemed necessary.

Financial Fund Structure

The Town’s financial records are organized within several different fund types. Funds requiring the annual appropriation process include the General Fund and all Enterprise Funds. All other funds are to account for certain receipts and their subsequent expenditure in accordance with Federal or State law, granting agency requirements or donor requirements. All capital program appropriations are accounted for within the Capital Projects Fund. The following list includes all fund types utilized by the Town with a brief description for each one.

General Fund

Requires annual appropriation by Town Council

This is the main operating fund of the town. All resources are credited to this fund unless they are specifically required to go elsewhere. This is where all property taxes are credited and a majority of town services are provided from including Education, Police and Public Works.

Special Revenue Funds

These funds are not required to be part of the annual budget process

Revolving Funds - Fees charged for certain services which cover cost of service.

Receipts Reserved for Appropriation - Fees requiring Town Council appropriation in order to be spent. These are used to balance the General Fund budget and include items such as Embarkation fees and Bismore parking receipts.

Grants (non-enterprise fund)

Gifts

Other Designated Revenue

Capital Project Funds

These funds are used to track the annual capital improvement program

Municipal Capital Projects

School Capital Projects

Enterprise Fund Capital Projects

Enterprise Funds

Similar to the General Fund, these funds all require annual appropriation by the Town Council

Airport

Golf

Solid Waste

Water Pollution Control

Water Supply

Marinas

Sandy Neck Park

Hyannis Youth & Community Center

Public, Education, and Government Access Channel

Trust & Agency Funds

Permanent Funds

Fiduciary Funds

Department and Fund Relationship

Town Council

- General Fund

Town Manager

- General Fund

Administrative Services Department

- General Fund

Marine & Environmental Affairs

- General Fund
- Marina Enterprise Fund
- Sandy Neck Enterprise Fund

Community Services Department

- General Fund
- Golf Enterprise Fund
- Hyannis Youth & Community Enterprise Fund
- Public, Educational , and Government Access Channel Enterprise Fund

Planning & Development

- General Fund

Police Department

- General Fund

Public Works Department

- General Fund
- Solid Waste Enterprise Fund
- Water Pollution Control Enterprise Fund
- Water Supply Enterprise Fund

Licensing Services Department

- General Fund

Inspectional Services Department

- General Fund

School Department

- General Fund

Airport

- Airport Enterprise Fund

Town-Wide Financial Management Policies

Town Charter

1. Annual Budget Policy

The President of the Town Council shall call a joint meeting of the Town Council and School Committee prior to the commencement of the budget process to review the financial condition of the Town, revenue, and expenditure forecasts and other relevant information in order to develop a coordinated budget. The Town Manager and Superintendent of Schools shall be required to develop an annual policy agreement on the allocation of the projected revenue between the general government operations and the school department operations. Said agreement shall be subject to review of the School Committee and the Town Council.

2. Submission of Budget Message

Within the period prescribed by the laws of the Commonwealth, the Town Manager shall submit to the Town Council a proposed operating budget for all town agencies, which shall include the school budget as adopted by the School Committee, for the ensuing fiscal year with an accompanying budget message and supporting documents. The budget message submitted by the Town Manager shall explain the budget in fiscal terms and in terms of work programs for all town agencies. It shall outline the proposed fiscal policies of the Town for the ensuing fiscal year; describe important features of the proposed budget and indicate any major variations from the current budget, fiscal policies, expenditures, and revenues together with reasons for such change. The proposed budget shall provide a complete fiscal plan of all town funds and activities and shall be in the form the Town Manager deems desirable. The budget as adopted by the School Committee shall be submitted to the Town Manager at least thirty days prior to the submission of the proposed budget to the Town Council.

3. Action of the Budget

Public Hearing

The Town Council shall publish in a newspaper of general circulation in the Town a summary of the proposed operating budget as submitted by the Town Manager by a notice stating:

- a. The times and places where copies of the entire proposed budget are available for inspection by the public, and
- b. The date, time and place not less than fourteen days after such publication, when a public hearing on said proposed budget will be held by the Town Council. For the purpose of this section; the summary of the proposed operating budget that is required to be published shall contain proposed appropriations, funding sources and any narrative summary deemed necessary by the Town Council.

Adoption of the Budget

The Town Council shall adopt the budget, with or without amendments, within forty-five days following the date the budget is filed with the clerk of the Council. In amending the budget, the Town Council may delete or decrease any programs or amounts except expenditures required by law or for debt service, but except on the recommendation of the Town Manager, the Town Council shall not increase any item in or the total of the proposed budget, unless otherwise authorized by the laws of the Commonwealth. If the Town Council fails to take action with respect to any item in the budget within forty-five days after receipt of the budget, such amount shall, without any action by the Town Council become a part of the appropriations for the year, and be available for the purposes specified.

4. Supplementary Budgets and Appropriations

Whenever the Town Manager shall submit to the Town Council a request for an appropriation of any sum of money, whether as a supplement to the annual operating budget or for an item or items not included therein, the Town Council shall not act upon such request until it has:

- a. Given notice by publication in a local newspaper of the request; and
- b. Held a public hearing concerning such request. The publication and the public hearing shall be in conformity with the provisions concerning the proposed annual operating budget.

5. Capital Improvements Plan

The Town Manager shall, in conjunction with any committee established for such purpose, annually submit a capital improvements program to the Town Council at least thirty days prior to the date for submission of the operating budget; unless some other, time is provided by ordinance. The capital improvements plan shall include:

- a. A clear summary of its contents;
- b. An itemization of all capital improvements, including those of the School Department, proposed to be undertaken during the next five fiscal years with supporting data;
- c. Cost estimates, method of financing, and recommended time schedules; and
- d. The estimated annual cost of operating and maintaining the facilities included.

The Town Council shall publish in a newspaper of general circulation in the Town a summary of the capital improvements plan and a notice stating:

- a. The times and places where entire copies of the capital improvements plan are available for inspection by the public; and
- b. The date, time and place not less than fourteen days after such publication, when a public hearing on said plan will be held by the Town Council.

At any time after the public hearing but before the first day of the last month of the current fiscal year, the Town Council shall by resolution adopt the capital improvements plan with or without amendment, provided that each amendment must be voted separately and that any increase in the capital improvements plan as submitted must clearly identify the method of financing proposed to accomplish this increase.

6. Long Term Financial Forecast

The Town Manager shall annually prepare a five-year financial forecast of town revenue, expenditures, and the general financial condition of the Town. The forecast shall include, but not be limited to, an identification of factors, which will influence the financial condition of the Town; revenue and expenditure trends; potential sources of new or expanded revenues and any long or short-term actions, which may be taken to enhance the financial condition of the Town. The forecast shall be submitted to the Town Council and shall be available to the public for inspection.

7. Annual Audit

The Town Council shall provide for an annual audit of the books and accounts of the Town to be made by a certified public accountant, or firm of accountants, who have no personal interest, direct or indirect, in fiscal affairs of the town government or any of its offices.

8. Financial Management Standards

The Town Council may by ordinance establish reasonable standards relating to the management of financial systems and practices. Any standards adopted shall conform to modern concepts of financial management.

General Ordinances

Reversion of Appropriations

General appropriations made by the Town Council shall continue to revert to the General Fund at the close of the fiscal year for which they are made, as provided by law. Unless otherwise provided in a vote of the Town Council making a specific appropriation, or unless a specific appropriation is encumbered by contractual obligations, specific appropriations shall have a normal life of three years from the commencement of the fiscal year for which it was approved. At the end of the third fiscal year, any funds remaining in the appropriation shall revert to the General Fund. A vote making a specific appropriation may provide that the appropriation shall revert to the General Fund at the end of any fiscal year. The Town may, at any time by appropriate action by the Town Council, extend the date on which a specific appropriation would otherwise revert to the general fund.

Enterprise Funds

The Town accepts the provisions of §53F 1/2 of Chapter 44 of the Massachusetts General Laws (MGL), authorizing the establishment of Enterprise Funds and hereby designates:

- a. The Department of Community Services, Olde Barnstable Fairgrounds and Hyannis Municipal Golf Course facilities and its operation as an enterprise there under;
- b. The Barnstable Municipal Airport and its operation as an enterprise there under;
- c. The Public Works Department, Solid Waste Division, Flint Street, Marstons Mills Municipal Solid Waste Facility and its operation as an enterprise there under;
- d. The Public Works Department, Water Pollution Control Division facilities, including mains and pumping stations and their operation, as an enterprise there under;
- e. The Public Works Department, Water Supply Division facilities, including wells and well fields, storage tanks, mains and pumping stations and their operation, as an enterprise there under;
- f. The Department of Marine and Environmental Affairs, Marina facilities as an enterprise there under;
- g. The Department of Marine and Environmental Affairs, Sandy Neck area and facilities as an enterprise there under;
- h. The Department of Community Services, Public, Education and Government Television Access Channels as an enterprise thereunder, and
- i. The Department of Community Services Recreation Division, Hyannis Youth & Community Center as an enterprise there under.

Revolving Funds

The Town hereby establishes revolving funds, pursuant to Chapter 44, §53E 1/2 of the Massachusetts General Laws, within the special revenue accounts of the Town of Barnstable which shall be known as the:

- a. The Classroom Education Fund, Senior Services Division, Community Services Department;
- b. Recreation Program Fund, Recreation Division, Community Services Department;
- c. Shellfish Propagation Fund, Natural Resources Division, Marine & Environmental Affairs Department;
- d. Consumer Protection Fund, Licensing Department;
- e. Geographical Information Systems Fund, Administrative Services Department;
- f. Arts & Culture Program Fund, Planning & Development Department.

The departments are hereby authorized to operate said funds in the following manner:

- a. The Town Accountant shall account for all funds separately from all other monies of the Town and to which shall be credited only the departmental receipts received in connection with the programs supported by such revolving fund.
- b. Expenditures may be made from such revolving funds without further appropriation, subject to the provisions of this article; provided, however, that expenditures shall not be made or liabilities incurred from any of the revolving funds

in excess of the balance of the fund nor in excess of the total authorized expenditures from such fund.

- c. Interest earned on any revolving fund balance shall be treated as General Fund revenue of the Town.
- d. Expenditures from said fund shall not be made for the purpose of paying any wages or salaries for full-time employees unless the fringe benefits associated with such wages or salaries are also charged to the fund.
- e. Annual authorization. Annually, at the time the town budget is submitted to the Town Council, the Town Manager shall submit an order to the Town Council authorizing the revolving funds set forth. The order shall contain the following:
 - i. The programs and purposes for which the revolving fund may be expended;
 - ii. The department or officer authorized to expend from such fund;
 - iii. The departmental receipts which shall be credited to the revolving fund; and
 - iv. A limit on the total, which may be expended from such fund in the ensuing year, subject further to limitations that may be established annually within the order.

Administrative Code

1. Financial Policies and Procedures

The Town of Barnstable faces continuing operational and capital requirements to meet the increasing needs of its citizens. These requirements have to be met amidst little or no state or federal assistance and within the constraints of Proposition 2½. To help ensure the Town's financial stewardship, an established program of managing the Town's finances becomes essential. To this end, the Town Council seeks policies and procedures that are financially prudent and in the Town's best economic interest. The Town Council promulgates these financial policies consistent with its responsibilities under the Town Charter. In following this policy, the Town shall pursue the following goals:

- a. To develop effective financial management within the Town which conform to generally accepted accounting principles.
- b. To simplify, clarify, and modernize the financial systems of the Town as the need occurs.
- c. To provide increased public confidence in public financial management.
- d. To provide increased economy and financial performance and to maximize to the fullest extent practicable the use of public funds of the Town.
- e. To provide safeguards to ensure quality and integrity of the financial systems.
- f. In order to obtain the above goals, the Town Council adopts the following policies:
 - i. The Town will establish accounting practices which conform to generally accepted accounting principles (GAAP) as set forth by the authoritative standard-setting body for units of local government.
 - ii. An independent public accounting firm will perform an annual audit and an official, comprehensive annual financial report (CAFR) shall be issued no later than six months following the end of the fiscal year.
 - iii. A management letter, a by-product of an annual audit, shall be provided by the independent public accounting firm no later than February 1. Additional findings and recommendations may be communicated in a separate letter to be provided no later than March 1.
 - iv. A five-year financial forecast shall be prepared annually by the Town Manager, in accordance with the Charter, Section 6-6, projecting revenues and expenditures for all operating funds. This forecast shall be used as a planning tool in developing the following year's operating budget and capital improvements plan. The forecast shall be submitted no later than October 1.

A Self Insurance Reserve Fund will be established and maintained to cover workers' compensation as authorized by Chapter 40, §13A, of the Massachusetts General Laws and property losses as authorized by Chapter 40, §13, of the Massachusetts General Laws. In order to cover losses arising out of this fund, an amount will be appropriated to cover the stop-loss premium and a sum to establish the fund for future losses. It is the intention of this fund to cover all losses arising out of employment injury, fire, vandalism, burglary, theft and repairs. A stop-loss insurance policy through an insurance carrier will be provided for catastrophic losses.

An advance refunding of outstanding debt shall only be considered when present value savings of at least 3% of the principal amount of the refunded bonds are produced, unless: (a) a debt restructuring is necessary or (b) bond covenant revisions are necessary in order to facilitate the ability to provide services or to issue additional debt. An analysis shall be conducted when necessary to determine whether debt financing, cash purchase, or leasing is the most cost effective method of financing for the Town.

General Fund:

- a. Current revenues will be sufficient to support current expenditures.
- b. Debt will not be used to fund current operating expenditures.
- c. General Fund Undesignated Fund balance of at least 4% of total annual expenditures shall be budgeted. The Undesignated Fund balance shall be used to provide for temporary financing for unanticipated or unforeseen extraordinary needs of an emergency nature, for example, costs related to a natural disaster or calamity, or an unexpected liability created by federal or state legislation, new service needs that have been identified after the budget process, new public safety or health needs, revenue shortfalls, service enhancements, or opportunities to achieve costs savings.
- d. Funds shall be allocated from the Undesignated Fund balance only after an analysis has been prepared by the Town Manager and presented to Town Council. The analysis shall provide sufficient evidence to establish that the remaining balance is adequate to offset potential downturns in revenue sources and provide a sufficient cash balance for daily financial needs. The analysis shall address the nature of the proposed expenditure and the revenue requirement in subsequent budget years.
- e. Prior to allocating funds from the Undesignated Fund balance, the Town Council shall find that an emergency or extraordinary need exists to justify the use of these funds. Funds shall be allocated each year in the budget process to replace any use of Undesignated Fund balance funds during the preceding fiscal year to maintain the balance of the Undesignated Fund balance at 4% of budgeted expenditures.

The year-to-year increase of actual revenue from the levy of the ad valorem (property) tax shall generally not exceed 2.5% (Proposition 2½).

- a. Excluding taxable value gained through consolidation; excluding the value gained through new construction;
- b. Excluding expenditure increases funded outside the tax limit cap; and
- c. Not excluding the valuation gained or lost through revaluation or equalization programs.

Property values shall be appraised at a minimum of every three years.

The Town shall encourage the Tax Collector to follow an aggressive policy of collecting property tax revenues. An average collection rate of at least 95% of current levy shall be maintained.

Charges for service and other revenues shall be examined annually and adjusted as deemed necessary to respond to changes in cost of service.

An adequate level of maintenance and replacement will be funded each year to insure that all capital facilities and equipment are properly maintained as needed and tied to proper repair and maintenance procedures.

General obligation debt:

- a. All debt shall be financed outside the limitations of Proposition 2½ with the exception of debt related to Enterprise Funds, gifts, and betterments. The requirements for such financing shall be an expenditure of at least \$250,000 and a useful life in excess of five years.
- b. The term of long-term debt generally shall not exceed the expected useful life of the capital asset being financed and, in no case, shall it exceed 20 years.
- c. The ratio of net debt (total outstanding Town of Barnstable general obligation debt less reimbursements) to total

assessed valuation shall not exceed 1.5%. This excludes debt of overlapping jurisdictions.

- d. The ratio of debt service to total expenditures (operating expenditures and debt service combined) shall not exceed 15%.
- e. The Town shall target a Standard and Poor's (S&P) ratio of 8%. S&P ratio is calculated by dividing overall net debt per capita by effective buying income per capita.
- f. Current revenue should be committed annually to provide sufficient "pay-as-you-go" financing so that, at the end of five years, annual contributions from current revenues amount to 10% of new debt to be issued.
- g. Excess appropriated bond issues shall be placed into a bond repayment fund account at the end of a project completion. The only purpose of the bond repayment fund account shall be to make bulk principal pay downs against general bond debt or be used to pay down the principal on any bond issue at the time of refinancing.

Offset receipts and Enterprise Funds in general:

- a. The Town shall establish and maintain offset receipts and Enterprise Funds pursuant to MGL Chapter 40, §39, and Chapter 44, §53, respectively, wherever possible in order to ensure annual operation and maintenance needs are met and such services are financed in an equitable manner.
- b. The term of debt for offset receipts and Enterprise Funds generally shall not exceed the useful life of the asset, and in no case shall the term exceed 30 years.
- c. Principal repayment delays shall not exceed five years.
- d. An offset receipts and Enterprise Fund shall maintain a fully funded debt service reserve for its existing bond issues and future issues.
- e. Debt service coverage of at least 1.25 times shall be the target.
- f. Short-term debt, including tax-exempt commercial paper, shall be used when authorized for interim financing of capital projects. The term of short-term debt shall not exceed five years. Total short-term debt shall generally not exceed 10% of outstanding long-term debt.
- g. Ongoing routine, preventive maintenance should be funded on a pay-as-you-go basis.
- h. Capital enterprise projects should be financed through a combination of cash financing and debt. A ratio of at least 10% equity contributions is desirable.
- i. All offset receipts and Enterprise Funds shall maintain a working capital reserve, defined as cash and investment pool equity in current assets, which is equivalent to 30 days of budgeted operations and maintenance expense.
- j. Rates for offset receipts and Enterprise Funds shall be designed to generate sufficient revenues to support the full cost (direct and indirect) of operations and debt and provide debt service coverage, if applicable, and to ensure adequate and appropriate levels of working capital. Rates for the Department of Community Services Enterprise Fund shall be designed to generate revenue amounts less than required to support the full cost (direct and indirect) of operations, debt, and working capital.

Gifts and grants:

- a. All grants shall be managed to comply with the laws, regulations and guidance of the grantor; and all gifts and donations shall be managed and expended according to the wishes and instructions of the donor.
- b. All gifts and grants shall be evaluated for suitability and consistency to town policies. They shall also be formally accepted by both the Town Manager and the Town Council.

Capital Trust Fund:

- a. A Capital Trust Fund is hereby established for the purpose of financing debt service for recommended capital improvement program projects, as contained within the Town's five-year capital improvement plan.
- b. The Capital Trust fund will be funded through a general operations set-aside at a minimum of \$1,900,000 annually.
- c. The Capital Trust Fund shall not be utilized for any purpose other than that stated herein.
- d. The criteria for reviewing capital project eligibility for Capital Trust Fund borrowing include the following:
 - i. The capital project shall have a financing term of 20 years or less;
 - ii. The capital project shall have a minimum project cost of \$250,000; and
 - iii. The capital project is approved by the Town Council for funding through an appropriation and loan order

submitted by the Town Manager.

- e. The Capital Trust Fund will have a debt service restriction on the fund, such that debt service estimates from authorized loan orders shall not exceed, at any one time, more than 80% of the amount in the fund as of the close of the fiscal year prior to the next debt service authorization, unless recommended by the Town Manager.
- f. The Capital Trust Fund shall otherwise function in accordance with related financial policies of the Town.

2. Insurance

It is the policy of the Town of Barnstable that, giving due regard to the financial limitations of the Town, prudent managerial oversight should limit risks and exposures. Local governments are subject to four basic types of risks: real and personal property loss; loss of income or increased costs associated with property loss; personnel loss; and liability. In response to these potential losses, the Town of Barnstable shall always consider and pursue the best action or combination of actions to control risk: risk avoidance; risk prevention; risk assumption; and risk transfer. The purpose of this policy is to provide a functional tool for insurance management. In pursuing this policy, the Town shall abide by the following goals:

- a. The Town should not insure itself against minor recurrent losses;
- b. Self-insurance should be used where risks are recurrent and financially manageable; and
- c. Insurance should be sought for potential major losses.

3. Investments

It is the policy of the Town of Barnstable that, giving due regard to the safety and risk of investment, all available funds shall be invested in conformance with legal and administrative guidelines and maximizes yields with the minimal risk and utilization of collateralization when requested. Effective cash management is recognized as essential to good fiscal management. An aggressive cash management and investment policy will be pursued to take advantage of investment interest as a viable revenue source. The Town's portfolio shall be designed and managed in a manner responsive to the public trust and consistent with state and local law. Investments shall be made with the primary objectives of:

- a. Preservation of capital;
- b. Maintenance of sufficient liquidity to meet operating needs;
- c. Security of Town funds and investments;
- d. Diversification of investments to avoid unreasonable or avoidable risks; and
- e. Maximization of return on the portfolio.

4. Computers and Automation

The purpose of this policy is to establish guidelines for the selection and utilization of computers in the Town of Barnstable. This policy is also intended to set up support procedures and personnel for assisting users in acquiring and utilizing computers. Computers are currently being acquired and used in most town departments. This occurrence is streamlining work and changing the way many employees view information and its effect on their jobs. The decreasing costs and increasing power have put computers in the reach of all departments. The Town recognizes the need to define the appropriate role for the computer. While acknowledging the power of the computer to increase productivity, there is a need to set standards for ensuring compatibility. There is also a need to review uses for appropriate minicomputer applications and ensure that information systems needs could not be handled better in some other manner. These computer policies are specifically intended to attain the following objectives:

- a. Encourage the use of technology of all types to improve and enhance the efficiency of the Town's procedures and practices whenever and wherever possible.
- b. Maintain and promulgate standards for computer technology and general electronic information management. Provide policy guidance to the management on the review and purchase of computer technology (hardware, software, and communications) to insure compliance with published standards.

- c. Maintain procedures and policies to insure that the Town's electronic resources are properly managed. Emphasis shall be placed on insuring that electronic information is easily accessible by those departments requiring access.
- d. No deviation from published hardware, software, communications, or information management policies/standards without a written waiver signed by the Town Manager and/or his/her designee.
- e. Centralize functions that can be automated and/or centralized to maximize the utilization of the Town's personnel and/or other financial resources.

5. Procurement

It is the policy of the Town of Barnstable to procure goods and services that help the organization deliver quality, competitively priced services in a manner as environmentally benign as practicable to the citizens and visitors of Barnstable. The Town's procurement policies are intended to minimize risks and realize efficiencies by way of superior management consistent with the Commonwealth of Massachusetts Chapter 30B of the General Laws: Uniform Procurement Act; Chapter 7, Chapter 30, §39M; and Chapter 149, §§44A through M. The Town of Barnstable's management of procurement will be conducted with the primary objectives of purchasing competitively priced, quality goods and/or services in quantities necessary to accomplish service delivery objectives. The Town of Barnstable recognizes that the use of taxpayer funds deserves the greatest care in procuring goods and services which are as environmentally benign as practicable and which enable the town to attain its objectives in a cost-effective manner.

6. Trust Fund Management

It is the policy of the Town of Barnstable that trust fund management is consistent with the legal requirements, including Town ordinances, the spirit of each respective trust document, and to the maximum extent possible, realizes the purposes the trusts were intended to achieve. Trust fund management will be conducted with the primary objectives of:

- a. Conformance to each trust document's specified purpose, legal requirements, and administrative guidelines;
- b. Adherence to the Town of Barnstable general ordinance providing for the administration of Town trusts;
- c. Preservation of capital;
- d. Maintenance of security of trust funds and investments;
- e. Maximization of total return for each trust fund;
- f. Efficient disbursement of funds on an equitable basis; and,
- g. Effective collection of all due monies.

Town Council Budget Policy

The Barnstable Town Council established the following policy guidelines for the Town of Barnstable's operating budget:

1. Revenue Policy and Order of Priority:

- a. To maintain a comprehensive and sound financial plan for meeting the prioritized operating and capital needs of the Town within the confines of available resources.
- b. To limit the increases on the property tax revenues to 2 ½ % plus new growth.
- c. To maintain adequate fund balances and reserves at 4% of the General Fund budget appropriation, net of transfers, to be set apart from certified free cash to protect against emergencies and unforeseen calamities.
- d. To maintain a capital trust fund by dedicating a minimum of \$6,725,000 in General Funds annually and to enhance the fund where possible with revenues or expenditure reductions not otherwise necessary to sustain operations, or through grants and gifts.
- e. To support a revenue sharing agreement between municipal and school operations that includes the following:
 - i. Increases or decreases in General Fund revenue will be shared 60/40 between school and municipal operations net of the amount set aside to cover fixed costs increases.
 - ii. General Fund savings reserves in excess of the 4% reserve mentioned in Item c. above will be made available for

funding non-recurring municipal and non-recurring school operating expenses.

- iii. The municipal and school operations savings account will continue to be credited with their respective appropriation savings; and excess General Fund revenue over budget estimates will be shared 60/40 between school and municipal operations.
- f. To seek new sources of funding through grants, impact fees, and other innovative revenue raising practices.
- g. Explore and create new revenue sources (including grants) for the Town and Schools to alleviate strain on municipal and school budgets and perform operational audits and work toward greater energy efficiency.
- h. To ensure that enterprise programs shall be self-supporting, except where the provision of basic public services require general fund support.
- i. To utilize revolving funds to fund senior service programs, recreational programs, shellfish propagation, building inspections, arts programs, GIS and consumer protection programs.
- j. To maximize interest income through sound investment practices.
- k. To aggressively pursue tax title payments for prior tax commitments.
- l. Increase the education efforts in disseminating to the general public the municipal/school financial position including a detailed, clear and easy to understand explanation of operational and capital budgets.
- m. Continue to support lobbying efforts to change the Chapter 70 funding formula (changed in FY06), Lottery Aid and other Municipal Aid.
- n. To preserve and promote residential and commercial tax base.

2. Expenditure Policy And Order of Priority:

In the event reductions to the labor force affect the ability to deliver a quality service, such service should be considered for its possible elimination.

3. General Policy:

- a. To maintain a consolidated administrative structure that will stabilize net operating costs, provide for cross training of employees, and improve service delivery by emphasizing:
 - i. Continued use of information systems technologies as a tool to increase performance efficiencies.
 - ii. Continued implementation of quality improvements in the operating departments of the Town.
 - iii. Continued implementation of a “user friendly” public service program for permitting, licensing and payment of taxes and fees.
 - iv. Continued implementation of innovative, cost-effective and meaningful programs and services and improve efficiency in the use of equipment and personnel.
- b. To ensure cost benefit analysis is performed on newly proposed programs to ensure cost efficiency and cost avoidance in implementation.
- c. Evaluate and assess on an on-going basis alternative methods to decrease the cost of services by exploring the financial benefits of regionalization, consolidation, privatization and collective bargaining.
- d. Continued implementation of a municipal public relations program that encourages community understanding of and participation in local government and that responds to constituents’ requests and needs.
- e. Provide for adequate maintenance and repair of Town-owned property, maintain or improve the current level of service to the public schools and other municipal facilities through more efficient use of equipment and personnel.
- f. Continue efforts to address infrastructure critical needs including but not limited to roads and wastewater needs.

Management Policy

The balance in the growth of General Fund resources will be divided on a sixty percent to forty percent basis between the School Department and Municipal Departments, respectively, after the increase in fixed costs are provided for. Fixed costs consist of all items listed under the “Other Requirements” budget category.

General Fund savings reserves in excess of the Town Council’s 4% reserve mentioned previously will be made available for funding municipal and school operations.

The municipal and school operations savings account will continue to be credited with their respective appropriation savings from FY20; and excess General Fund revenue over budget estimates for FY20 will be shared 60/40 between school and municipal operations after any allocation is made to maintain the Town Council’s policy reserve.

The General Fund will contribute a base amount of \$6.725 million annually to the Capital Trust Fund.

The Capital Trust Fund will provide for a minimum of \$3.45 million for public road improvements annually.

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All Appropriated Funds Budget Summary

– All Funds Requiring Annual Appropriation

Fund	Actual FY 2018	Budget FY 2019	Budget FY 2020	Change FY19 - 20	Percent Change
General Fund	\$162,797,465	\$172,264,895	\$177,419,317	\$5,154,422	2.99%
Solid Waste Enterprise	3,270,726	3,619,089	3,419,883	(199,206)	-5.50%
Water Supply Enterprise	6,352,116	6,353,929	6,955,015	601,086	9.46%
Water Pollution Control Enterprise	4,820,611	4,744,584	4,816,380	71,796	1.51%
Marina Enterprise	809,604	792,096	832,780	40,684	5.14%
Sandy Neck Enterprise	989,402	1,240,989	1,147,959	(93,030)	-7.50%
PEG Enterprise	608,590	871,059	877,860	6,801	0.78%
HYCC Enterprise	3,277,356	3,298,434	3,400,131	101,697	3.08%
Golf Enterprise	3,383,564	3,679,238	3,876,414	197,176	5.36%
Airport Enterprise	6,897,120	6,134,859	8,041,243	1,906,384	31.07%
Total All Budgeted Funds	\$193,206,554	\$202,999,172	\$210,786,982	\$7,787,810	3.84%
All Funds Net Of Transfers	\$180,781,629	\$191,259,753	\$198,366,137	\$7,106,384	3.72%

Full-time Equivalent Employees	1,309.55	1,320.20	1,324.95	4.75
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The Town of Barnstable's total FY20 proposed operating budget for all appropriated funds is \$210,786,982. This is an increase over the FY19 budget of \$7,787,810 or 3.8%. In addition to the General Fund, this figure includes the Town's nine Enterprise Fund operations. Both General Fund and Enterprise Funds comprise the Town's annually appropriated funds.

Another way to look at the overall budget is to compare the change year-over-year net of transfers, as transfers are not direct expenditures for personnel services or operating expenses. Excluding transfers from the budget results in a FY20 budget increase of \$7,106,384 or 3.7%. The budget increase includes a net increase of 4.75 new full-time equivalent (FTE) positions.

The General Fund accounts for revenues and expenditures necessary to provide general government services. By definition, all financial resources that are not required to be accounted for in other funds are accounted for in the General Fund. This fund receives all property tax revenue except for property tax surcharges for the Community Preservation Act. User fees primarily support the Enterprise Funds. Residents that access Enterprise Fund services pay a fee to support that operation. The fees charged by the Enterprise Fund operations are set at levels that should allow them to cover all operational and capital costs unless a General Fund subsidy is provided.

The **General Fund** budget is increasing \$5.1 million in FY20 or 3%. This includes transfers and the prior year deficit for snow removal costs. Municipal operations are increasing \$1,878,640, all education expenditures are increasing \$4,542,500, and fixed costs are decreasing \$1,266,718. Major factors contributing to the increase in the overall budget are contractual labor obligations, an increase of 3.30 full-time equivalents, an increase in pension assessment, and an increase in regional school district assessment for the Vocational Technical High School construction project.

The **Solid Waste Enterprise Fund** budget is decreasing in FY20 mainly due to a decrease in debt service costs from the landfill capping bond issue expiring.

The **Water Enterprise Fund** budget is increasing in FY20 mainly due to increased costs in debt service and the operating contract with Suez.

The **Water Pollution Control Enterprise Fund** budget is increasing in FY20 mainly due to a one-time capital outlay costs to purchase a new lab van.

The **Marina Enterprise Fund** budget is increasing in FY20 mainly due to a one-time capital outlay cost for a new vehicle purchase and minimum wage impact.

The **Sandy Neck Enterprise Fund** budget is decreasing in FY20 mainly due to one-time capital outlay costs not being repeated as well as reimbursement to the General Fund in FY19 for sand nourishment not being repeated. These reductions have mitigated cost increases.

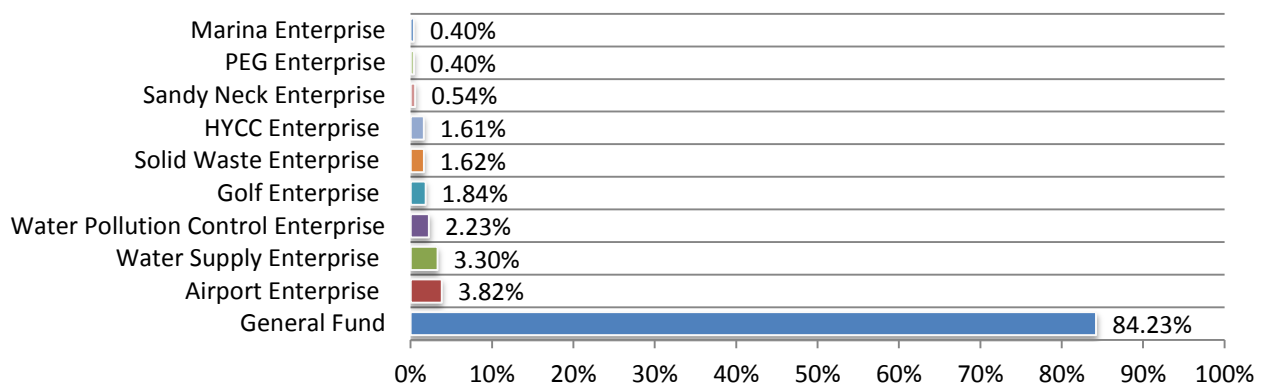
The **PEG Enterprise Fund** is increasing in FY20 mainly due to funds to support a temporary position, but this is being mitigated by a reduction in one-time capital outlay cost for broadcast equipment.

The **HYCC Enterprise Fund** budget is increasing in FY20. This operating budget is increasing mostly because requests for a one full-time Facility Supervisor, after school program funding, and mandatory minimum wage impact.

The **Golf Course Enterprise Fund** budget is increasing in FY20. The fund will reimburse the General Fund for a one-time charge provided by a supplemental appropriation in FY19 to repair the HVAC system at Hyannis Golf Course. Other notable cost includes the mandatory minimum wage impact, as this is a seasonal operation.

The **Airport Enterprise Fund** budget is increasing in FY20. Increases in jet fuel purchases for resale, on-call services, police security are contributing factors. There is also a provision for depreciation, which has the largest contribution to the increase.

Distribution of All Appropriated Funds



The General Fund comprises 84% of all spending for the funds requiring annual appropriation. The Airport is the largest Enterprise Fund and comprises 3.82% of all spending.

Position Summary for All Appropriated Funds

DEPARTMENT	FY11 FTE's	FY12 FTE's	FY13 FTE's	FY14 FTE's	FY15 FTE's	FY16 FTE's	FY17 FTE's	FY18 FTE's	FY19 FTE's	FY20 FTE's	Chg
Town Council	2.00	2.00	2.00	2.00	2.00	1.40	1.40	1.40	1.40	1.40	-
Town Manager	4.50	4.50	4.50	4.50	4.50	4.50	6.50	5.50	5.50	5.50	-
Administrative Services	60.30	60.30	60.30	60.50	60.60	60.60	58.30	57.55	56.55	56.30	(0.25)
Finance	36.75	36.75	36.75	36.75	37.85	37.85	35.50	35.75	34.75	34.50	(0.25)
Legal	4.55	4.55	4.55	4.75	4.75	4.75	4.80	4.80	4.80	4.80	-
Human Resources	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	-
Information Technology	11.00	11.00	11.00	11.00	10.00	10.00	10.00	9.00	9.00	9.00	-
Marine & Environmental Affairs	14.35	13.80	13.85	14.65	15.90	15.85	16.65	17.30	17.00	17.00	-
Natural Resources	6.70	6.85	6.85	6.85	6.97	6.85	7.55	8.20	8.00	8.00	-
Harbormaster	3.50	2.80	2.80	3.60	3.73	3.60	3.70	3.60	3.85	3.85	-
Marina Enterprise Fund	1.45	1.45	1.45	1.45	1.45	1.65	1.65	1.65	1.30	1.30	-
Sandy Neck Enterprise Fund	2.70	2.70	2.75	2.75	3.75	3.75	3.75	3.85	3.85	3.85	-
Community Services	46.90	43.40	43.30	43.25	43.98	45.43	49.65	54.60	55.60	56.60	1.00
Recreation	7.35	8.30	7.70	7.70	7.40	7.40	8.40	7.60	7.60	7.25	(0.35)
Communications	-	-	-	-	-	-	-	3.45	3.35	3.25	(0.10)
Senior Services	15.85	6.35	6.35	6.30	6.33	6.53	9.75	9.70	10.70	10.70	-
Golf Enterprise Fund	10.20	15.85	15.75	15.75	15.75	17.00	17.00	17.10	17.10	17.10	-
HYCC Enterprise Fund	9.50	8.90	9.50	9.50	10.50	10.50	10.50	12.50	12.60	13.95	1.35
PEG Enterprise Fund	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.25	4.25	4.35	0.10
Planning & Development	18.10	17.45	17.80	18.80	17.30	17.30	17.15	16.50	19.00	19.00	-
Administration	2.50	2.50	2.50	3.00	2.50	2.50	2.50	2.50	4.00	4.00	-
Comprehensive Planning	2.00	1.50	1.00	1.00	1.00	1.00	0.75	1.00	1.00	1.00	-
Community Development	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	-
Regulatory Review	3.35	3.00	3.50	3.50	3.50	3.50	3.75	4.00	4.50	4.50	-
Economic Development	1.65	1.65	1.65	2.65	2.65	2.65	2.50	2.00	3.00	3.00	-
Parking Program	1.75	1.95	2.30	2.30	2.65	2.65	2.65	2.00	1.50	1.50	-
Conservation	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	-

FISCAL YEAR 2020 BUDGET

FINANCIAL SUMMARIES

DEPARTMENT	FY11 FTE's	FY12 FTE's	FY13 FTE's	FY14 FTE's	FY15 FTE's	FY16 FTE's	FY17 FTE's	FY18 FTE's	FY19 FTE's	FY20 FTE's	Chg
Police	126.26	124.30	125.80	131.80	130.80	132.80	132.75	141.80	144.80	145.80	1.00
Administrative & Investigative Services	34.00	33.50	35.00	35.00	35.00	35.00	34.00	34.00	36.00	36.00	-
Field Services	92.26	90.80	90.80	96.80	95.80	97.80	98.80	107.80	108.80	109.80	1.00
Public Works	115.50	115.75	116.35	116.33	116.33	118.33	121.25	120.95	119.95	122.95	3.00
Administration & Tech Support	15.50	15.50	12.95	12.93	12.93	12.93	12.00	11.50	11.50	11.50	-
Highway	35.50	35.50	35.50	35.50	35.50	35.50	37.50	37.70	37.70	37.70	-
Structures & Grounds	33.80	33.80	34.10	34.10	34.10	35.10	36.50	36.50	35.50	38.50	3.00
Solid Waste Enterprise Fund	15.10	15.10	15.75	15.75	15.75	16.75	16.95	16.95	16.95	16.95	-
Water Pollution Control Enterprise Fund	14.10	14.10	15.15	15.15	15.15	15.15	15.35	15.35	15.35	15.35	-
Water Supply Enterprise Fund	1.50	1.75	2.90	2.90	2.90	2.90	2.95	2.95	2.95	2.95	-
Inspectional Services	23.30	23.90	24.40	24.88	24.88	24.40	24.65	26.65	26.75	26.75	-
Building Services	12.15	12.50	12.50	12.50	12.50	12.00	11.50	13.50	13.50	13.50	-
Health Services	11.15	11.40	11.90	12.38	12.38	12.40	13.15	13.15	13.25	13.25	-
Licensing Department	2.20	2.55	2.90	2.90	2.45	2.45	2.30	2.60	1.75	1.75	-
Airport Enterprise Fund	24.60	24.60	25.30	25.50	25.50	25.00	23.00	23.00	23.00	23.00	-
SUBTOTAL GENERAL FUND	354.86	344.10	343.95	352.36	349.49	351.35	358.45	370.25	373.95	377.25	3.30
SUBTOTAL ENTERPRISE FUNDS	83.15	88.45	92.55	92.75	94.75	96.70	95.15	97.60	97.35	98.80	1.45
TOTAL MUNICIPAL OPERATIONS	438.01	432.55	436.50	445.11	444.24	448.05	453.60	467.85	471.30	476.05	4.75
Schools	812.58	813.03	815.53	809.23	830.35	834.15	840.40	841.70	848.90	848.90	-
Administration (restated for school consolidation)	6.00	6.00	6.00	6.00	7.00	6.80	6.80	6.80	6.30	5.80	(0.50)
Instructional Services	686.20	686.03	638.90	634.60	654.72	680.90	686.45	687.75	695.45	693.95	(1.50)
Health Services	16.50	14.90	14.93	13.93	13.93	16.20	16.20	16.20	16.20	16.20	-
Transportation	21.00	21.00	24.00	24.00	24.00	20.50	20.50	20.50	20.50	20.50	-
Food Services	13.38	15.00	13.00	13.00	13.00	1.00	1.00	1.00	1.00	1.00	-
Athletics	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	-
Other Student Services	7.60	7.60	48.46	46.46	46.46	40.90	41.40	41.40	41.40	43.40	2.00
Maintenance of Plant	51.90	52.50	59.24	59.24	59.24	53.45	53.65	53.65	53.65	53.65	-
Network & Technology	7.00	7.00	8.00	9.00	9.00	11.40	11.40	11.40	11.40	11.40	-
TOTAL ALL DEPARTMENTS	1,250.59	1,245.58	1,252.03	1,254.34	1,274.59	1,282.20	1,294.00	1,309.55	1,320.20	1,324.95	4.75

Total full-time equivalents are increasing by 4.75 positions, 1.45 in the Enterprise Funds, and 3.30 for the General Fund.

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Consolidated Resource/Appropriation Summary

	General Fund FY 2020 Budget	Solid Waste Fund FY 2020 Budget	Sewer Fund FY 2020 Budget	Water Supply Fund FY 2020 Budget	Marina Fund FY 2020 Budget	Sandy Neck Fund FY 2020 Budget	Airport Fund FY 2020 Budget
RESOURCES:							
Property Taxes	\$ 128,255,506	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Taxes	9,679,456	-	-	-	-	-	-
Intergovernmental	18,688,792	-	-	-	-	-	2,460,250
Fines & Penalties	1,605,000	-	30,000	41,522	-	-	-
Fees, Licenses, Permits	3,431,600	-	3,000	99,832	682,000	746,500	1,710,018
Charges for Services	2,164,000	3,058,500	4,621,380	5,840,540	13,500	252,055	5,940,222
Interest and Other	1,742,500	71,000	162,000	583,121	12,200	110,000	391,003
Interfund Transfers	10,409,563	-	-	-	85,631	-	-
Borrowing Authorizations	-	-	6,684,000	1,050,000	-	-	1,000,000
TOTAL RESOURCES	\$ 175,976,417	\$ 3,129,500	\$ 11,500,380	\$ 7,615,015	\$ 793,331	\$ 1,108,555	\$ 11,501,493
OPERATING EXPENDITURES:							
Town Council	\$ 268,987	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Town Manager	709,451	-	-	-	-	-	-
Administrative Services	6,322,843	-	-	-	-	-	-
Planning & Development	2,130,304	-	-	-	-	-	-
Police	15,342,667	-	-	-	-	-	-
Licensing Department	165,398	-	-	-	-	-	-
Inspectional Services	2,140,557	-	-	-	-	-	-
Public Works	10,189,353	2,958,895	3,167,444	4,369,731	-	-	-
Marine & Environmental Affairs	1,238,947	-	-	-	409,434	947,442	-
Community Services	2,569,427	-	-	-	-	-	-
Education	83,482,640	-	-	-	-	-	-
Airport Operations	-	-	-	-	-	-	7,040,847
Subtotal Operations	\$ 124,560,574	\$ 2,958,895	\$ 3,167,444	\$ 4,369,731	\$ 409,434	\$ 947,442	\$ 7,040,847
OTHER REQUIREMENTS:							
Debt Service	\$ 7,152,492	\$ 65,305	\$ 1,145,487	\$ 2,396,974	\$ 355,504	\$ 92,581	\$ 229,858
Employee Benefits	26,714,165	275,490	279,498	81,636	24,566	56,791	391,210
Property, Casualty & Liability Ins.	1,860,000	23,154	51,826	18,594	8,784	7,562	165,309
State, County & Local Assessments	2,620,267	-	-	-	-	-	-
Library & Tourism Grants	2,115,460	-	-	-	-	-	-
Other Fixed Costs	922,000	-	-	-	-	-	-
Reserve For Abatements & Exemptions	1,000,000	-	-	-	-	-	-
Capital Program	-	240,000	7,284,000	1,545,000	-	60,000	3,860,000
Subtotal Other Requirements	\$ 42,384,384	\$ 603,949	\$ 8,760,811	\$ 4,042,204	\$ 388,854	\$ 216,934	\$ 4,646,377
Interfund Transfers	\$ 11,474,359	\$ 97,039	\$ 172,125	\$ 88,080	\$ 34,492	\$ 43,583	\$ 214,019
Grand Total Expenditures	\$ 178,419,317	\$ 3,659,883	\$ 12,100,380	\$ 8,500,015	\$ 832,780	\$ 1,207,959	\$ 11,901,243
Excess (Deficiency) Cash Basis	\$ (2,442,900)	\$ (530,383)	\$ (600,000)	\$ (885,000)	\$ (39,449)	\$ (99,404)	\$ (399,750)
Beginning Fund Balance - accrual basis	21,276,030	(1,606,452)	28,731,336	16,932,613	3,692,202	(1,228,001)	71,617,711
Ending Fund Balance - accrual basis	\$ 18,833,131	\$ (2,136,835)	\$ 28,131,336	\$ 16,047,613	\$ 3,652,753	\$ (1,327,405)	\$ 71,217,961

Consolidated Resource/Appropriation Summary

	Golf Fund FY 2020 Budget	HYCC Fund FY 2020 Budget	PEG Fund FY 2020 Budget	Capital Projects Fund	Total FY 2020 Budget	Total FY 2019 Budget	Change FY19 - 20	Percent Change
RESOURCES:								
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 128,255,506	\$ 122,755,924	\$ 5,499,582	4.48%
Other Taxes	-	-	-	-	9,679,456	9,188,259	491,197	5.35%
Intergovernmental	-	-	-	-	21,149,042	20,673,658	475,384	2.30%
Fines & Penalties	-	-	-	-	1,676,522	1,604,000	72,522	4.52%
Fees, Licenses, Permits	-	425,000	813,000	-	7,910,950	6,807,075	1,103,875	16.22%
Charges for Services	3,478,200	566,102	-	-	25,934,499	24,140,868	1,793,631	7.43%
Interest and Other	15,000	137,000	25,000	-	3,248,824	2,533,264	715,560	28.25%
Interfund Transfers	265,199	2,139,189	-	8,664,000	21,563,582	17,387,838	4,175,744	24.02%
Borrowing Authorizations	414,000	-	-	12,303,000	21,451,000	10,570,740	10,880,260	102.93%
TOTAL RESOURCES	\$ 4,172,399	\$ 3,267,291	\$ 838,000	\$ 20,967,000	\$ 240,869,381	\$ 215,661,626	\$ 25,207,755	11.69%
OPERATING EXPENDITURES:								
Town Council	\$ -	\$ -	\$ -	\$ -	\$ 268,987	\$ 275,682	\$ (6,695)	-2.43%
Town Manager	-	-	-	-	709,451	671,810	37,641	5.60%
Administrative Services	-	-	-	-	6,322,843	6,008,108	314,735	5.24%
Planning & Development	-	-	-	-	2,130,304	1,967,993	162,311	8.25%
Police	-	-	-	-	15,342,667	14,706,538	636,129	4.33%
Licensing Department	-	-	-	-	165,398	155,716	9,682	6.22%
Inspectional Services	-	-	-	-	2,140,557	2,076,999	63,558	3.06%
Public Works	-	-	-	-	20,685,423	19,826,233	859,190	4.33%
Marine & Environmental Affairs	-	-	-	-	2,595,823	2,470,709	125,114	5.06%
Community Services	2,854,867	1,978,510	793,615	-	8,196,419	7,900,228	296,191	3.75%
Education	-	-	-	-	83,482,640	78,940,140	4,542,500	5.75%
Airport Operations	-	-	-	-	7,040,847	5,214,185	1,826,662	35.03%
Subtotal Operations	\$ 2,854,867	\$ 1,978,510	\$ 793,615	\$ -	\$ 149,081,359	\$ 140,214,341	\$ 8,867,018	6.32%
OTHER REQUIREMENTS:								
Debt Service	\$ 493,348	\$ 1,089,550	\$ -	\$ -	\$ 13,021,099	\$ 15,829,462	\$ (2,808,363)	-17.74%
Employee Benefits	289,029	160,214	61,049	-	28,333,648	26,746,883	1,586,765	5.93%
Property, Casualty & Liability Ins.	20,108	93,771	1,849	-	2,250,957	2,213,120	37,837	1.71%
State, County & Local Assessments	-	-	-	-	2,620,267	2,630,071	(9,804)	-0.37%
Library & Tourism Grants	-	-	-	-	2,115,460	2,009,000	106,460	5.30%
Other Fixed Costs	-	-	-	-	922,000	1,593,720	(671,720)	-42.15%
Reserve For Abatements & Exemptions	-	-	-	-	1,000,000	1,169,281	(169,281)	-14.48%
Capital Program	446,000	-	-	20,967,000	34,402,000	18,428,056	15,973,944	86.68%
Subtotal Other Requirements	\$ 1,248,485	\$ 1,343,535	\$ 62,898	\$ 20,967,000	\$ 84,665,431	\$ 70,619,593	\$ 14,045,838	19.89%
Interfund Transfers	\$ 219,062	\$ 78,086	\$ 21,347	\$ -	\$ 12,442,192	\$ 11,762,575	\$ 679,617	5.78%
Grand Total Expenditures	\$ 4,322,414	\$ 3,400,131	\$ 877,860	\$ 20,967,000	\$ 246,188,982	\$ 222,596,509	\$ 23,592,473	10.60%
Excess (Deficiency) Cash Basis	\$ (150,015)	\$ (132,840)	\$ (39,860)	\$ -	\$ (5,319,601)	\$ (6,934,883)	\$ 1,615,282	-23.29%
Beginning Fund Balance - accrual basis	4,498,139	7,363,826	3,310,902		154,588,305	152,708,098	1,880,207	
Ending Fund Balance - accrual basis	\$ 4,348,123	\$ 7,230,986	\$ 3,271,042		\$ 149,268,704	\$ 145,773,215	\$ 3,495,489	

The total increase in the consolidated operations budgets including other requirements is \$6,938,912. The total increase in the capital program budget is \$15,973,944. To cover the increases in the operating and capital budgets, borrowing authorizations are increasing \$10.9 million, property taxes \$5.9 million, transfers from reserves of \$4.2 million and other resources increasing \$4.2 million.

Change in Fund Balance – All Appropriated Funds

	Beginning Fund Balance	FY 2020		Ending Fund Balance	Excess/ (Deficiency)	Percentage Change
		Resources	Expenditures			
General Fund	\$12,643,236	\$174,976,417	\$177,419,317	\$10,200,336	(\$2,442,900)	-19.32%
Solid Waste Enterprise Fund	1,881,943	3,129,500	3,659,883	1,351,560	(530,383)	-28.18%
Water Pollution Control Enterprise Fund	9,230,479	11,500,380	12,100,380	8,630,479	(600,000)	-6.50%
Water Supply Enterprise Fund	2,157,029	7,615,015	8,500,015	1,272,029	(885,000)	-41.03%
Marina Enterprise Fund	851,171	793,331	832,780	811,722	(39,449)	-4.63%
Sandy Neck Enterprise Fund	895,176	1,108,555	1,207,959	795,772	(99,404)	-11.10%
Golf Enterprise Fund	684,755	4,172,399	4,322,414	534,740	(150,015)	-21.91%
HYCC Enterprise Fund	634,810	3,267,291	3,400,131	501,970	(132,840)	-20.93%
PEG Enterprise Fund	2,328,719	838,000	877,860	2,288,859	(39,860)	-1.71%
Airport Enterprise Fund	3,525,181	11,501,493	11,901,243	3,125,431	(399,750)	-11.34%
Totals	\$34,832,499	\$218,902,381	\$224,221,982	\$29,512,898	(\$5,319,601)	-15.27%

Fund balance in the table above represents the “free cash” portion of fund balance available for appropriation as certified by the MA Department of Revenue, Division of Local Services. A total of \$2.4 million of General Fund reserves will be used to fund the FY20 operating budget. This will leave a reserve of \$10.2 million, which represents about 6% of General Fund expenditures. The reserve will be used to fund the FY19 snow removal deficit of \$500,000, \$310,000 for employee benefits, \$300,000 for unemployment insurance, \$250,000 for the Town Council reserve fund, \$482,900 for the Municipal Operations budget and \$600,000 for the School Department operating budget.

The **Solid Waste Enterprise Fund** will use \$530,383 of its reserves to balance its FY20 operating and capital budgets. The FY20 operating budget will use \$290,383 for fee mitigation to keep the transfer station sticker price level with FY19’s rate and \$240,000 will be used to purchase various compact units, trailers, and vehicles. The cost for the disposal of recycling material is provided for from reserves. Either the town will have to begin charging users who drop off recycled material or this will have to become a General Fund subsidy in the near future, if revenue generated from recycled material does not materialize. The remaining reserve balance represents 40% of the FY20 operating budget; or 10% below the target balance of 50%.

The **Water Pollution Control Enterprise Fund** will use \$600,000 of reserves for the FY20 capital budgets for an effluent flow meter evaluation, design, and construction. The remaining reserve balance is 180% of the FY20 operating budget.

The **Water Enterprise Fund** will use \$885,000 of reserves to balance its FY20 operating and capital budgets. \$390,000 will be used to balance the operating budget and \$495,000 is used for the capital program for various valve, pumps, and station repairs and replacements. The remaining balance of \$1,272,029 represents 18% of the FY20 operating budget. Rate increases in the neighborhood of 8% to 10% are expected in the future to provide the necessary resources to run this operation and restore the reserve balance to 25% of the annual operating budget.

Marina Enterprise Funds will use \$39,449 of reserves to balance the operating budget, which includes \$30,000 for a new vehicle purchase. The remaining balance in the reserve represents approximately 100% of the operating budget.

The **Sandy Neck Enterprise Fund** will use \$99,404 of reserves to balance the fiscal year 2020 operating and capital budgets. It will use \$60,000 for the design of the gatehouse and ORV trail relocation and \$39,000 for capital outlay included in the operating budget. The remaining balance in the reserves represents 69% of the annual operating budget.

The **Golf Course Enterprise Fund** will use \$150,015 of reserves to balance the fiscal year 2020 operating budget. The golf course will reimburse the General Fund a one-time charge of \$45,000 for a supplemental appropriation during fiscal year 2019 to repair a HVAC system at the Hyannis Golf Course and \$105,000 for operating expenses. The remaining balance in the reserves represents 14% of the annual operating budget; well below a target level of 50%. Fee increases are projected in the future in order to restore the reserves and to cover on-going operational costs.

The **Hyannis Youth & Community Center Enterprise Fund** will use \$132,840 of reserves to balance the fiscal year 2020 operating budget. The remaining balance in the reserves represents 15% of the annual operating budget. General Fund subsidies will continue to be provided for this enterprise operation in the future, as its revenue structure does not allow it to be self-supporting.

The **Public, Guidance, Government Access Channel Enterprise Fund** will use \$39,860 of reserves to balance the fiscal year 2020 operating budget. The remaining reserve balance represents 260% of the annual operating budget.

The **Airport Enterprise Fund** will use \$399,750 of reserves for the FY20 capital budgets. The remaining reserve balance represents 39% of the annual operating budget. The target level is 50% and a new ground lease entered into will allow the airport to add to the reserve beginning in FY20.

The State's Division of Local Services certifies the amount of surplus a community has at the beginning of each fiscal year. These certified amounts can be used to balance operating and capital budgets, if a community chooses to do so. A seven-year summary of the certified amounts for the General Fund and each Enterprise Fund is illustrated below.

	July 1, 2012	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
General Fund	\$ 17,272,393	\$ 11,095,664	\$ 13,370,039	\$ 13,949,203	\$ 13,131,098	\$ 16,197,155	\$ 12,643,236
Solid Waste Enterprise Fund	3,854,114	3,428,957	4,010,757	3,489,420	2,409,841	2,179,508	1,881,943
Water Pollution Enterprise Fund	6,997,924	12,070,153	14,838,692	7,611,524	8,661,669	8,797,951	9,230,479
Water Supply Enterprise Fund	1,944,267	2,347,933	1,827,720	3,336,150	3,257,325	1,249,454	2,157,029
Marinas Enterprise Fund	422,111	570,096	714,427	661,356	774,588	809,462	851,171
Sandy Neck Enterprise Fund	645,858	611,448	569,512	478,853	714,332	943,846	895,176
Golf Enterprise Fund	414,712	387,901	500,742	638,274	733,441	723,798	684,755
HYCC Enterprise Fund	141,734	222,277	313,535	318,809	502,380	496,529	634,810
PEG Enterprise Fund*	2,735,428	1,463,397	1,572,908	1,704,942	1,937,915	2,149,696	2,328,719
Airport Enterprise Fund	3,211,359	2,996,203	2,563,977	977,186	2,793,657	2,386,672	3,525,181
Total	\$ 37,639,900	\$ 35,194,029	\$ 40,282,309	\$ 33,165,717	\$ 34,916,246	\$ 35,934,071	\$ 34,832,499
Comp. Water Management & Private Way Improvements Fund	\$ 7,751,788	\$ 10,044,371	\$ 12,240,570	\$ 14,000,808	\$ 15,394,673		

*FY18 was the first year of operations for the PEG enterprise fund so it did not have its surplus certified on July 1, 2017. This represents the fund balance brought forward from the special revenue fund where it was previously accounted for.

As illustrated in the table above, total reserves for the General Fund and Enterprise Funds have ranged from \$33 to \$40 million. The town has generated nearly as much reserves as it has used over this period of time. In addition to the General Fund and Enterprise Funds, the Town has a reserve for Comprehensive Water Management & Private Way Improvements Fund. At the close of fiscal year 2018, this fund had a balance of \$15,394,673. This special revenue fund is not part of the annual budget process. It is funded from a local meals tax and rooms tax.

Municipal Budget and Funding Source Summary

Source of Funding	Actual FY 2018	Approved FY 2019	Projected FY 2019	Proposed FY 2020	Change FY19 - 20	Percent Change
Taxes	\$ 25,733,538	\$ 29,686,078	\$ 27,323,001	\$ 30,372,129	\$ 686,051	2.31%
Intergovernmental	329,672	304,288	503,308	323,505	19,217	6.32%
Fines, Forfeitures, Penalties	1,686,196	1,500,000	1,729,375	1,605,000	105,000	7.00%
Fees, Licenses, Permits	3,668,961	3,121,100	3,466,347	3,206,600	85,500	2.74%
Charges for Services	2,115,316	1,977,582	2,165,302	2,164,000	186,418	9.43%
Interest and Other	1,108,047	943,500	1,431,682	1,222,500	279,000	29.57%
Special Revenue Funds	619,670	619,670	619,670	778,470	158,800	25.63%
Enterprise Funds	933,700	899,009	899,009	922,831	23,822	2.65%
Reserves	1,456,214	148,067	500,000	482,900	334,833	226.14%
Total Sources	\$ 37,651,314	\$ 39,199,294	\$ 38,637,694	\$ 41,077,934	\$ 1,878,640	4.79%

Municipal Department	Actual FY 2018	Approved FY 2019	Projected FY 2019	Proposed FY 2020	Change FY19 - 20	Percent Change
Police	\$ 13,693,228	\$ 14,706,538	\$ 14,677,026	\$ 15,342,667	\$ 636,129	4.33%
Public Works	10,022,756	9,691,760	9,574,657	10,189,353	497,593	5.13%
Administrative Services	5,718,846	6,008,108	5,871,012	6,322,843	314,735	5.24%
Marine & Environmental Affairs	1,064,663	1,121,341	1,106,025	1,238,947	117,606	10.49%
Community Services	2,414,316	2,523,347	2,477,475	2,569,427	46,080	1.83%
Licensing Department	194,059	155,716	161,135	165,398	9,682	6.22%
Inspectional Services	1,934,819	2,076,999	1,974,400	2,140,557	63,558	3.06%
Planning & Development	1,695,205	1,967,993	1,851,090	2,130,304	162,311	8.25%
Town Manager	654,960	671,810	670,374	709,451	37,641	5.60%
Town Council	258,462	275,682	274,500	268,987	(6,695)	-2.43%
Total Appropriated Expenditures	\$ 37,651,314	\$ 39,199,294	\$ 38,637,694	\$ 41,077,934	\$ 1,878,640	4.79%

Employee Benefits Allocation:	
Life Insurance	\$ 2,336
Medicare	373,518
Health Insurance	1,877,285
County Retirement	5,967,929
Total Employee Benefits (1)	\$ 8,221,067
Total Expenditures Including Benefits	\$ 45,872,381

\$ 2,331
393,977
1,776,359
6,243,566
\$ 8,416,233
\$ 47,053,927

Full-time Equivalent Employees	370.25	373.95	377.25	3.30
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The largest budget increase in terms of dollars within the municipal operations is in the Police Department followed by Public Works. This is mostly due to their large workforces that are subject to contractual obligations. Marine & Environmental Affairs has the largest percentage increase because of several requests put forth such as, mandatory minimum wage increases, increased seasonal enforcement hours, and one-time capital outlay costs for software, new vehicle purchases, and security cameras.

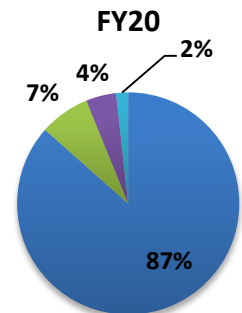
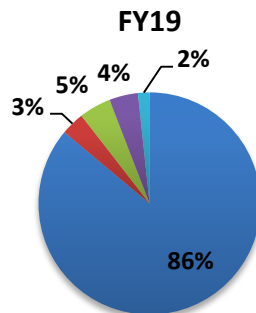
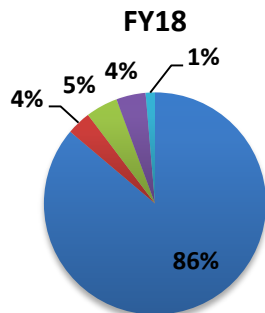
Property taxes used to fund these operations will increase \$686,051. Taxes provide 74% of the funding for this area of the General Fund budget. \$482,900 of reserves will be used to pay for \$162,500 of one-time costs included in the Administrative Services Department; \$9,600 in the Planning & Development Department; \$26,000 in the Marine & Environmental Affairs Department and \$285,000 in the Police Department.

Education Budget and Funding Source Summary

Source of Funding	Actual FY 2018	Approved FY 2019	Projected FY 2019	Proposed FY 2020	Change FY19 - 20	Percent Change
Taxes	\$ 61,828,909	\$ 64,093,821	\$ 63,705,102	\$ 67,615,317	\$ 3,521,496	5.49%
Intergovernmental	13,170,812	13,820,633	13,559,580	15,042,323	1,221,690	8.84%
Fees, Licenses, Permits	225,000	225,000	225,000	225,000	-	0.00%
Interest and Other	174,057	-	21,322	-	-	0.00%
School Savings Account	230,306	800,686	800,686	600,000	(200,686)	-25.06%
Total Sources	\$ 75,629,084	\$ 78,940,140	\$ 78,311,690	\$ 83,482,640	\$ 4,542,500	5.75%

Expenditure Category	Actual FY 2018	Approved FY 2019	Projected FY 2019	Proposed FY 2020	Change FY19 - 20	Percent Change
Local School System	\$ 65,179,424	\$ 67,966,138	\$ 67,556,060	\$ 72,234,000	\$ 4,267,862	6.28%
Horace Mann Charter School	2,654,517	2,670,862	2,670,862	-	(2,670,862)	-100.00%
Regional School District Assessment	3,535,665	3,682,234	3,682,234	6,119,570	2,437,336	66.19%
Commonwealth Charter School Assessment	3,236,687	3,288,841	3,246,468	3,664,363	375,522	11.42%
School Choice Assessment	1,022,791	1,332,065	1,156,066	1,464,707	132,642	9.96%
Total Appropriation	\$ 75,629,084	\$ 78,940,140	\$ 78,311,690	\$ 83,482,640	\$ 4,542,500	5.75%

Employee Benefits Allocation:		
Life Insurance	\$ 4,861	\$ 5,027
Medicare	704,845	773,465
Health Insurance	3,525,121	3,606,857
County Retirement	2,004,162	2,339,956
Total Employee Benefits (1)	\$ 6,238,989	\$ 6,725,304
Total Expenditures Including Benefits	\$ 81,868,073	\$ 85,036,994



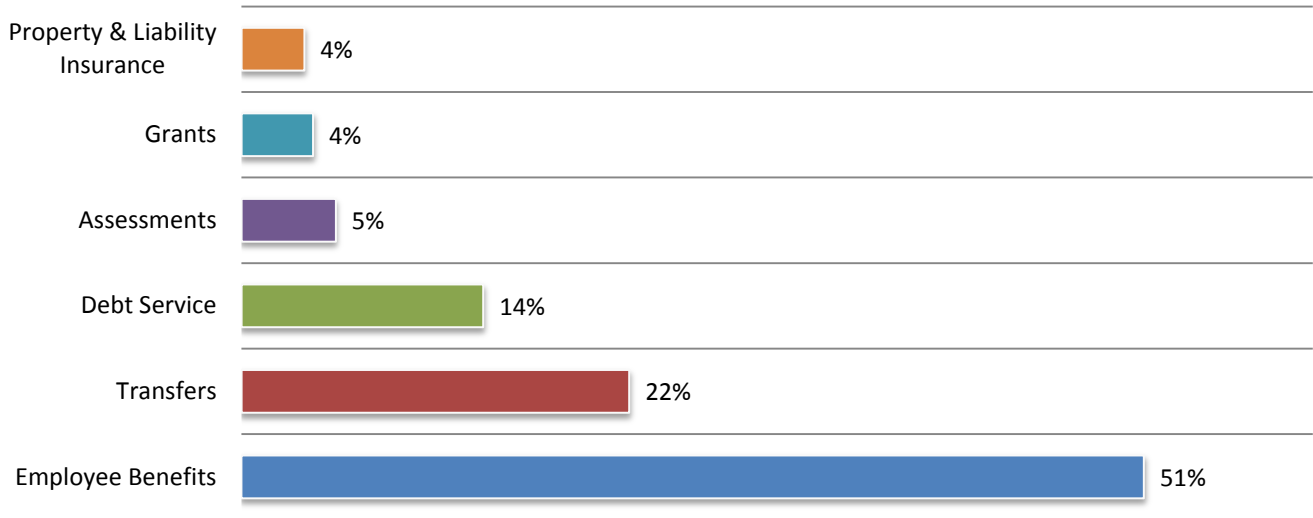
- Local School System
- Horace Mann Charter School
- Regional School District Assessment
- Commonwealth Charter School Assessment
- School Choice Assessment

The regional school assessment has grown from 5% of all expenditures on education to 7% due to the technical high school's construction project. The Horace Mann Charter School will be combined with the local school system in FY 2020 as the charter for the school was not renewed. 13% of all General Fund expenditures on education (\$11,248,640) are for Barnstable students attending schools outside of the local school district. This is an increase of 44% from the FY18 actual amount expended. Total growth in the local school system expenditures has grown 6% over the same time period. Tax support will increase \$3.5 million in FY20 to fund these expenditures. Taxes support 81% of the budget. Chapter 70 state aid will increase over \$1 million to support the increase in the operating budget. Reserves of \$600,000 will be used in FY20 to balance the budget.

Other Requirements and Funding Source Summary

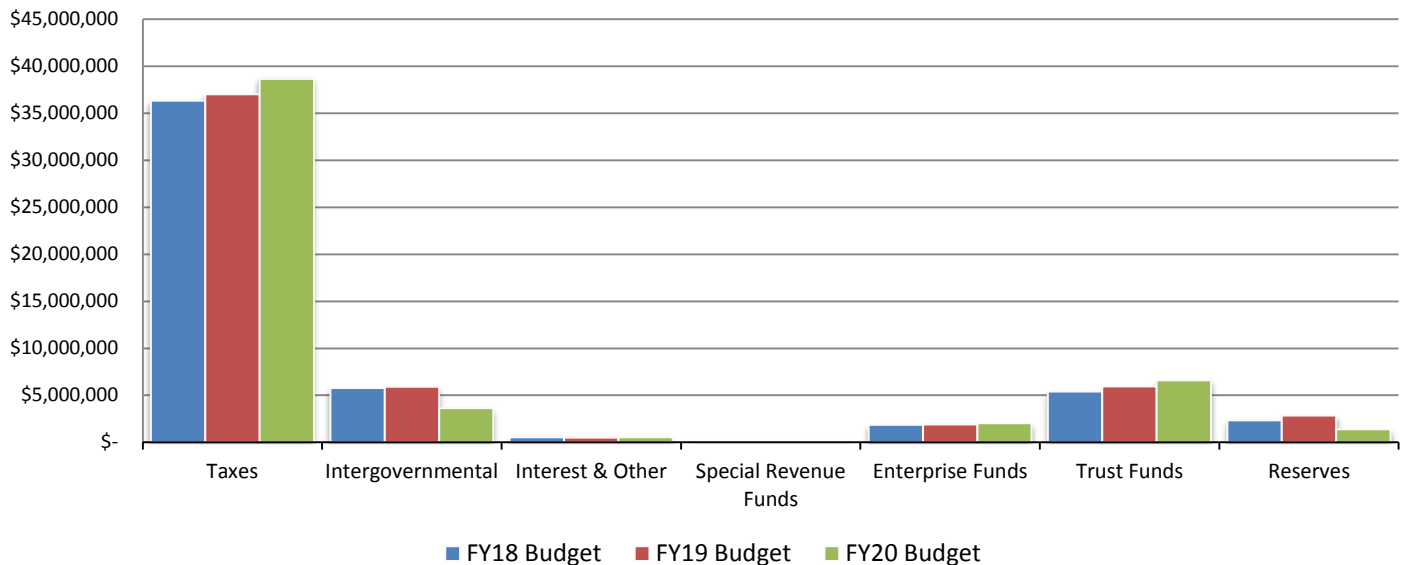
Other Requirements Source of Funding	Actual FY 2018	Approved FY 2019	Projected FY 2019	Proposed FY 2020	Change FY19 - 20	Percent Change
Taxes	\$ 39,950,941	\$ 36,995,002	\$ 34,604,539	\$ 38,641,737	\$ 1,646,735	4.45%
Intergovernmental	5,708,546	5,899,738	5,899,737	3,628,744	(2,270,994)	-38.49%
Interest and Other	827,618	490,000	601,664	520,000	30,000	6.12%
Special Revenue Funds	142,183	112,183	112,330	112,330	147	0.13%
Enterprise Funds	1,836,824	1,867,209	1,867,209	2,010,440	143,231	7.67%
Trust Funds	260,000	5,927,329	5,927,329	6,585,492	658,163	11.10%
Reserves	790,954	2,834,000	2,834,000	1,360,000	(1,474,000)	-52.01%
Total Sources	\$ 49,517,067	\$ 54,125,461	\$ 51,846,808	\$ 52,858,743	\$ (1,266,718)	-2.34%
Expenditure Category						
Employee Benefits						
Retirement Assessments	\$ 9,003,459	\$ 9,309,000	\$ 9,309,000	\$ 10,364,345	\$ 1,055,345	11.34%
OPEB Contribution	450,000	500,000	500,000	550,000	50,000	10.00%
Health Insurance for Active Employees	6,723,421	8,603,710	8,200,000	8,362,536	(241,174)	-2.80%
Retiree Health & Sick Benefits	4,628,678	4,125,070	4,100,000	4,646,884	521,814	12.65%
Workers' Compensation & Unemployment	1,495,995	1,600,000	1,191,912	1,600,000	-	0.00%
Medicare & Life Insurance	1,118,152	1,145,000	1,163,836	1,190,400	45,400	3.97%
Total	\$ 23,419,705	\$ 25,282,780	\$ 24,464,748	\$ 26,714,165	\$ 1,431,385	5.66%
Debt Service, Grants, Assessments & Other						
Debt Service	\$ 9,563,419	\$ 9,996,301	\$ 9,996,301	\$ 7,152,492	\$ (2,843,809)	-28.45%
Library Grants	1,827,210	1,882,000	1,882,000	1,938,460	56,460	3.00%
Tourism Grant	117,815	127,000	127,000	177,000	50,000	39.37%
Property & Liability Insurance	1,717,342	1,810,000	1,795,657	1,860,000	50,000	2.76%
Interest on Tax Refunds	8,382	-	-	-	-	0.00%
Celebrations	104,422	120,000	120,000	120,000	-	0.00%
Lombard Trust Rent	52,000	52,000	52,000	52,000	-	0.00%
Veterans' District Assessment & Benefit Payments	297,344	400,000	375,443	400,000	-	0.00%
Old Kings Highway	9,950	10,500	10,500	9,950	(550)	-5.24%
Greenhead Fly Control District	5,320	5,320	5,320	5,820	500	9.40%
County Tax & Cape Cod Commission Assessments	1,113,942	1,141,792	1,141,791	1,092,976	(48,816)	-4.28%
Mosquito Control	377,897	393,962	393,962	423,497	29,535	7.50%
Air Pollution Control Districts	21,224	21,684	21,684	21,758	74	0.34%
RMV Non-renewal Surcharge	55,540	55,540	55,540	56,929	1,389	2.50%
Cape Cod Regional Transit Authority	564,896	579,019	579,019	593,494	14,475	2.50%
Special Education Assessment	-	22,254	22,254	15,843	(6,411)	-28.81%
Snow & Ice Removal Deficit	-	1,171,720	-	500,000	(671,720)	-57.33%
Town Council Reserve Fund	-	250,000	-	250,000	-	0.00%
Total	\$ 15,836,703	\$ 18,039,092	\$ 16,578,471	\$ 14,670,219	\$ (3,368,873)	-18.68%
Subtotal Before Transfers	\$ 39,256,408	\$ 43,321,872	\$ 41,043,219	\$ 41,384,384	\$ (1,937,488)	-4.47%
Transfers						
Transfer to Capital Trust Fund	\$ 8,504,004	\$ 9,517,045	\$ 9,517,045	\$ 10,191,521	\$ 674,476	7.09%
Transfer to Capital Projects Funds	610,175	120,000	120,000	-	(120,000)	-100.00%
Transfers to Enterprise Funds	1,146,480	1,166,544	1,166,544	1,282,838	116,294	9.97%
Total	\$ 10,260,659	\$ 10,803,589	\$ 10,803,589	\$ 11,474,359	\$ 670,770	6.21%
Grand Total Other Requirements	\$ 49,517,067	\$ 54,125,461	\$ 51,846,808	\$ 52,858,743	\$ (1,266,718)	-2.34%

Other Requirements Budget



Employee benefits, Capital Trust Fund transfers, and debt service comprise most of the spending in this category. Together they account for 83% of all spending in the fixed costs category.

3 Year Comparison of Funding Sources for Fixed Costs



Taxes have provided most of the additional funding needed for the growth in spending in this area of the budget. The drop in intergovernmental aid from FY19 to FY20 is the result of Massachusetts School Building Authority (MSBA) reimbursements used to pay debt service on school buildings has expired along with the debt payments. Transfers from Trust Funds have increased correspondingly with debt payments on new capital projects funded with borrowings. Funding from reserves for this area of the budget will decline significantly in FY20 as the Town’s other General Fund sources have improved.

General Fund Budget Summary

Source of Funding	Actual FY 2018	Approved FY 2019	Projected FY 2019	Proposed FY 2020	Change FY19 - 20	Percent Change
Taxes	\$ 127,513,389	\$ 130,774,902	\$ 131,550,225	\$ 136,934,962	\$ 6,160,060	4.71%
Intergovernmental	19,209,030	20,024,659	19,962,625	18,688,792	(1,335,867)	-6.67%
Fines & Penalties	1,686,196	1,500,000	1,729,375	1,605,000	105,000	7.00%
Fees, Licenses, Permits	3,893,961	3,346,100	3,691,347	3,431,600	85,500	2.56%
Charges for Services	2,115,316	1,977,582	2,165,302	2,164,000	186,418	9.43%
Interest and Other	2,109,723	1,433,500	2,054,668	1,742,500	309,000	21.56%
Special Revenue Funds	761,853	731,853	732,000	890,800	158,947	21.72%
Enterprise Funds	2,770,524	2,766,218	2,766,218	2,933,271	167,053	6.04%
Trust Funds	260,000	5,927,329	5,927,329	6,585,492	658,163	11.10%
Total Sources	\$ 160,319,991	\$ 168,482,143	\$ 170,579,089	\$ 174,976,417	\$ 6,494,274	3.85%

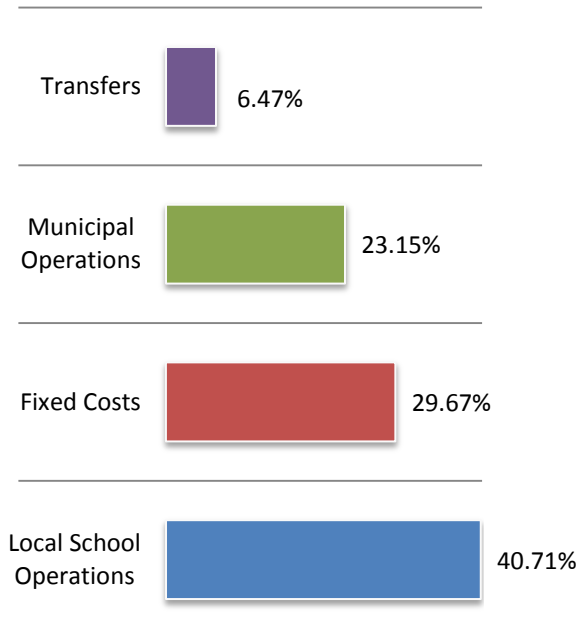
Expenditure Category	Actual FY 2018	Approved FY 2019	Projected FY 2019	Proposed FY 2020	Change FY19 - 20	Percent Change
Municipal Operations	\$ 37,651,314	\$ 39,199,294	\$ 38,637,694	\$ 41,077,934	\$ 1,878,640	4.79%
Local School Operatons	67,833,941	70,637,000	70,226,922	72,234,000	1,597,000	2.26%
Fixed Costs Excluding Transfers	47,051,551	51,625,012	49,346,359	52,633,024	1,008,012	1.95%
Transfers	10,260,659	10,803,589	10,803,589	11,474,359	670,770	6.21%
Total Appropriation	\$ 162,797,465	\$ 172,264,895	\$ 169,014,564	\$ 177,419,317	\$ 5,154,422	2.99%

Excess (Deficiency)	\$ (2,477,474)	\$ (3,782,752)	\$ 1,564,525	\$ (2,442,900)	\$ 1,339,852
Beginning Fund Balance	22,188,979	19,711,505	19,711,505	21,276,030	
Ending Fund Balance (cash basis)	\$ 19,711,505	\$ 15,928,753	\$ 21,276,030	\$ 18,833,131	

Full-time Equivalent Employees	1,211.95	1,222.85		1,226.15	3.30
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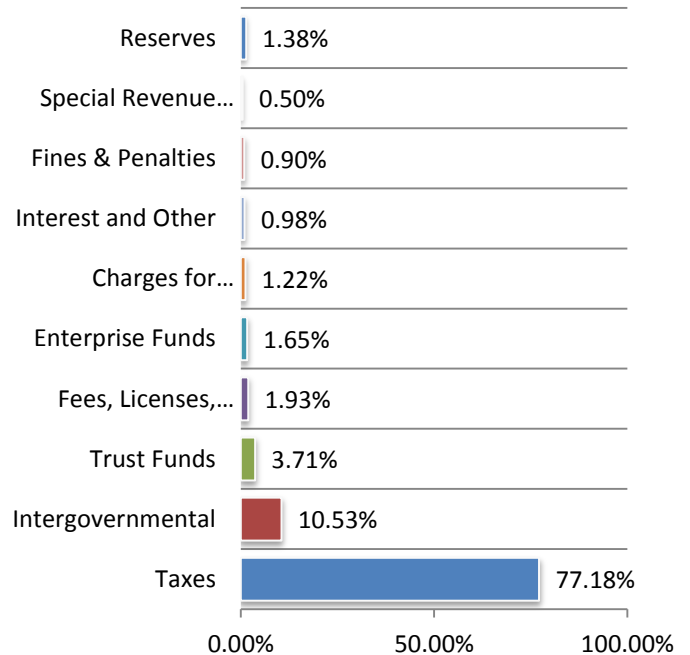
The total General Fund budget for FY20 is increasing \$5.2 million over the FY19 budget or 3%. Total resources used to balance the budget are increasing \$6.5 million, which results in a decrease of \$1.3 million in reserves used to balance the budget. Taxes provide 77% of the funding for the General Fund budget. This includes property taxes, motor vehicle excise and rooms excise tax. Most of the revenue growth in FY20 is in property taxes as a debt exclusion for the Cape Cod Regional Technical High School was added to the tax levy in FY20 for the first time. Intergovernmental aid is the second largest funding source and provides 11% of the total funding for the General Fund budget. This category of revenue is \$1.3 million less in FY20 as state funding for local school construction projects is expiring. All other sources, including reserves, comprise 12% of the total funding sources used to balance the budget.

Distribution of General Fund Expenditures By Major Area



The local school system is the largest cost area for the General Fund accounting for 41% of all expenditures. Other Requirements (fixed costs) are the second largest area at 30%. Transfers include amounts allocated to the Capital Trust Fund for future capital improvements and support provided to the Golf Course and HYCC Enterprise Funds.

General Fund Resources



Taxes include property, motor vehicle and boat excise and local hotel/motel rooms tax. These funding sources provide 78% of the funding for all of the General Fund operations. Intergovernmental revenue provides 11% of the funding. Reserves provide less than 2%.

School Operation Changes:

SCHOOL			
Category	Amount	FTE	Description
Personnel - Contractual Salary Obligations	\$1,622,269		Costs associated with employee collective bargaining agreements, net of retirements and resignations.
Personnel - Adjustment for Enrollment and Schedule Changes Various Sites	(\$242,539)	(4.40)	Reductions in personnel to resize for changes in enrollment and adjustments to more efficient elementary schedules.
Personnel - New Assistant Principal Hyannis West Elementary	\$105,000	1.00	Leadership support to increase capacity to implement and maintain instructional and SEL supports to students and staff.
Personnel & Operating - Community Engagement and Registration Center	\$125,545	2.00	Creation of the Community Engagement and Registration Center for engaging families in school registration, outreach, education, and advocacy.
Personnel - Multi-age Teacher Barnstable United	\$68,495	1.00	Provide and support Tier 3 behavior intervention for students. Expansion of proven successful interventions to upper grades aligning our programming.
Personnel - Project Based Learning Coach Barnstable Community Innovation School	\$35,167	0.40	Creation of new Project Based Learning Coach to support new Barnstable Community Innovation School.
Operating Expense - Various Technology Infrastructure Assessment and Professional Development License Fees	\$22,316		Range of annual license fee increases for staff/student software monitoring. Additional fees for reading assessments. Responsive Classroom training.
Operating Expense - Elementary Writing Program	\$40,000		Traits Writing program was introduced to grades K, 1, 4, and 5 FY19. Expanding implement include grades 2&3 in FY20 school year.
Operating Expense - Consultation Services	\$100,000		Consultant review of Special Education Interventions, Social, Emotional, & Behavioral Supports and High School Implementation of Scheduling
Operating Expense- Early College Experience Tuition	\$100,000		This program addresses motivated student needs who want to enroll in college courses prior to High School graduation; Graduate students with a H.S. Diploma and an Associate's degree.
Operating Expense - FY19 One-time Purchases	(\$831,936)		Adjustment due to non-reoccurring expenditures from FY19. Purchases of operating capital items including reading program, technology and professional development that won't be repeated in FY20.
Operating Expense - Transportation Dept. Utilities	(\$3,317)		Removal of the Transportations Office. Transportation operations to be housed within existing district building.
Operating Expense - Capital Technology	\$400,000		Full implementation of a districtwide instructional technology five -year lease and purchase refresh plan.

Operating Expense - Transportation Operations	\$56,000		Increases to large bus transportation contract and department supplies.
Increase in Local School Budget	\$1,597,000	-	

Municipal Operation Changes:

MUNICIPAL			
Category	Amount	FTE	Description
Personnel – Contractual Salary Obligations	\$729,270	(0.70)	Costs associated with employee collective bargaining agreements and contracts, net of savings from employee turnover, salary reallocation, and reduced hours.
Personnel – State Minimum Wage	\$95,600		Impact on seasonal wages due to increase in the state's minimum wage requirement.
Personnel – Town Attorney Retirement	\$78,500		One-time funding for hiring Town Attorney's replacement before retirement date to allow for smooth transition.
Personnel – Early Voting	\$12,000		Costs of Poll Workers and overtime for new early voting requirements.
Personnel – Bismore Park Safety Improvements	\$50,200		Increase in seasonal staff hours associated with new traffic management controls set in place.
Personnel – One New Patrol Officer	\$59,616	1.00	Additional Patrol Officer – Commitment to School Resource Officer Program.
Personnel – Police Department Overtime	\$126,146		Increase in overtime to fund additional training and School Resource Officer Program.
Personnel – DPW Field Crew	\$136,137	3.00	New field crew in to maintain parks and fields.
Personnel – Marine & Environmental Affairs	\$18,000		Seasonal wage increase to fund an additional Waterway's Enforcement Officer.
Personnel – Police Department	(\$200,000)		Anticipated 911 State grant to offset salary costs for dispatcher positions.
Operating Expenses – Police Department	(\$115,452)		Reduction to operating expenses for Police Academy costs not included in the FY20 proposed budget.
Operating Expenses – Police Department	\$46,624		Increase in training materials and supplies.
Operating Expenses – Town Manager	\$25,000		Increase in funding for professional services.
Operating Expenses – Administrative Services and Public Works Departments	\$73,900		Cost increase associated with software licenses and maintenance.
Operating Expenses – Bismore Park Safety Improvements	\$52,100		Police outside details and supplies associated with enhanced level of service.
Operating Expenses – Police Department	\$91,000		Technology improvements for the department.
Operating Expenses – Public Works	\$125,000		Increase the base budget to \$950,000 for snow & ice removal.

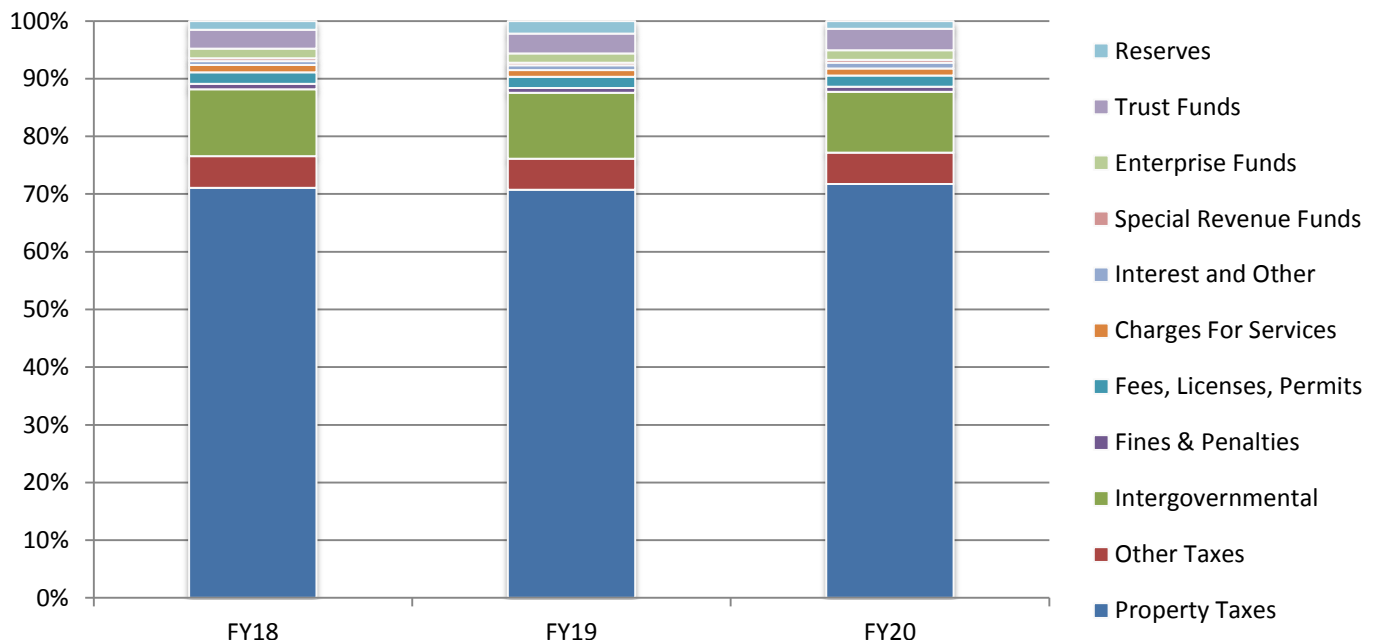
Operating Expenses – Public Works	\$104,800		Increase in funding for park & field maintenance supplies; safety equipment; vehicle maintenance, tools and equipment and supplies.
Operating Expenses – Recreation	\$3,500		CPR training equipment.
Operating Expenses – Inspectional Services	\$10,000		Funds to cover credit card processing fees and tablet replacements.
Operating Capital	\$356,700		Increase in funds for vehicle replacements, voting tabulators, radios, Tasers and safety cameras.
Increase in Municipal Operations	\$1,878,640	3.30	

Fixed Cost Changes:

FIXED COSTS			
Category	Amount	FTE	Description
Employee Benefits	\$1,431,385		Costs increase in county retirement assessment and health insurance.
Debt Service	(\$2,843,809)		Decrease due to expiring debt service on school construction bonds.
Grants	\$106,460		Increase in grants to the seven village libraries and a tourism grant.
Property & Casualty Insurance	\$50,000		Increase in premium costs.
School Assessments	\$2,945,500		Increase in assessments from regional school, commonwealth charter schools and school choice programs.
Snow & Ice Removal Deficit	(\$671,720)		Reduction in the deficit spending for snow and ice removal.
State & County Assessments	(\$9,804)		Reduction in other state and county assessments.
Increase in fixed costs	\$1,008,012		

General Fund Revenue Summary

	Actual FY 2018	Budget FY 2019	Budget FY 2020	Change FY19 - 20	Percent Change
Property Taxes:					
Tax Levy	\$ 118,542,029	\$ 122,755,924	\$ 128,255,506	\$ 5,499,582	4.48%
Reserved for Abatements and Exemptions	(1,299,422)	(1,169,281)	(1,000,000)	169,281	-14.48%
Property Taxes Available for Operations	\$ 117,242,607	\$ 121,586,643	\$ 127,255,506	\$ 5,668,863	4.66%
Other Taxes:					
Motor Vehicle Excise Tax	\$ 8,124,653	\$ 7,128,259	\$ 7,517,456	\$ 389,197	5.46%
Boat Excise Tax	130,867	130,000	130,000	-	0.00%
Motel/Hotel Excise Tax	1,982,758	1,900,000	2,000,000	100,000	5.26%
Payments in Lieu of Tax	32,503	30,000	32,000	2,000	6.67%
Total Other Taxes	\$ 10,270,782	\$ 9,188,259	\$ 9,679,456	\$ 491,197	5.35%
Other Resources:					
Intergovernmental	\$ 19,209,030	\$ 20,024,659	\$ 18,688,792	\$ (1,335,867)	-6.67%
Fines & Penalties	1,686,196	1,500,000	1,605,000	105,000	7.00%
Fees, Licenses, Permits	3,893,961	3,346,100	3,431,600	85,500	2.56%
Charges For Services	2,115,316	1,977,582	2,164,000	186,418	9.43%
Interest and Other	2,109,723	1,433,500	1,742,500	309,000	21.56%
Special Revenue Funds	761,853	731,853	890,800	158,947	21.72%
Enterprise Funds	2,770,524	2,766,218	2,933,271	167,053	6.04%
Trust Funds	260,000	5,927,329	6,585,492	658,163	11.10%
Reserves	2,477,474	3,782,753	2,442,900	(1,339,854)	-35.42%
Total Other Resources	\$ 35,284,077	\$ 41,489,994	\$ 40,484,355	\$ (1,005,639)	-2.42%
Total General Fund Resources	\$ 162,797,465	\$ 172,264,896	\$ 177,419,317	\$ 5,154,421	2.99%



General Fund Revenue Forecast Assumptions

Property Taxes

Property taxes are projected to grow consistent with the provisions of Proposition 2½ and the Town Council’s budget policy. No property tax overrides are proposed for FY20 to balance the operating or capital budgets. The formula used to calculate the projected tax levy for FY20 is as follows:

FY19 Base Levy	\$121,259,225
Prop 2½ allowable increase (2.5% of base)	3,0031,481
Estimated new property tax growth	1,000,000
Cape Cod Commission environmental tax	605,540
Debt exclusions	2,359,260
Less reserve for abatements & exemptions	(1,000,000)
FY20 Tax Levy available for operations	\$127,255,506

Estimated new property tax growth is derived principally from new building construction. The Town Assessor works closely with the Inspectional Services Department and reviews building activity to arrive at the estimate for the ensuing year.

The tax for the Cape Cod Commission (CCC) is a tax that is added to the levy every year above the Proposition 2½ allowable increase. All Cape Cod communities pay this voter approved additional tax. The CCC assessments can only be increased by 2.5% every year.

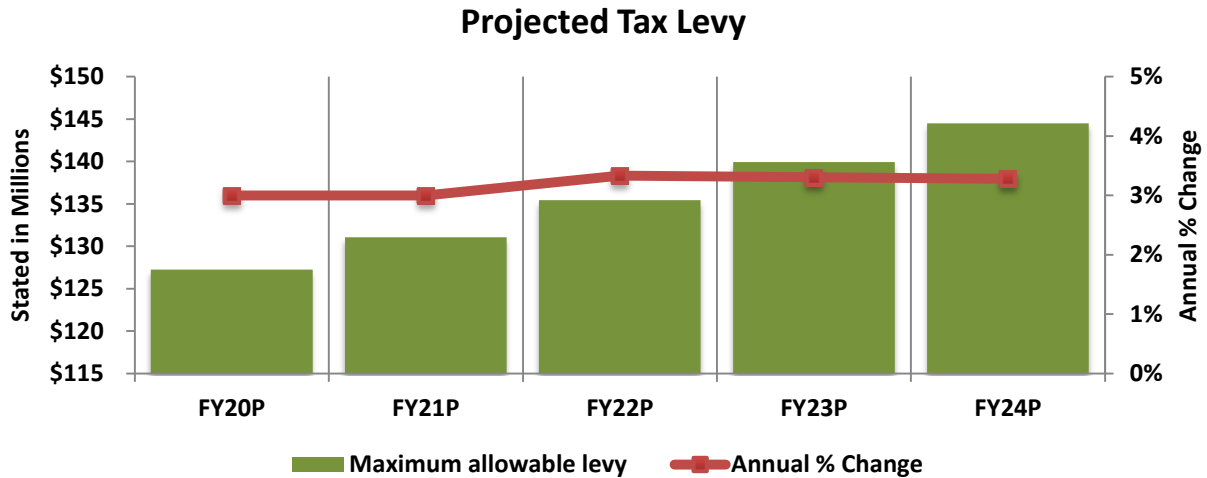
Debt exclusions are also voter approved initiatives that are added to the levy above the Proposition 2½ increase. These are equal to the debt service payments and they expire once the debt service expires.

Every year a provision for abatements and property tax exemptions must be made as well. For FY20 a provision of \$1,000,000 is being set aside, reducing the available property taxes to fund operations by this amount.

	Projected Tax Levy - Stated in Millions				
	2020B	2021P	2022P	2023P	2024P
Base levy from prior year	\$121.26	\$125.29	\$129.57	\$133.96	\$138.46
Prop. 2½ increase	3.03	3.13	3.24	3.35	3.46
Estimated new growth	1.00	1.15	1.15	1.15	1.15
Less reserve for abatements & exemptions	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)
New base	124.29	128.57	132.96	137.46	142.07
Voter Approved Add-ons:					
CCC Environmental Tax	0.61	0.62	0.64	0.65	0.67
Debt exclusions*	2.36	1.88	1.84	1.80	1.76
Maximum allowable levy	\$127.26	\$131.07	\$135.44	\$139.91	\$144.50
Percent Change From Previous Year		2.99%	3.33%	3.30%	3.28%

* All approved debt exclusions are for school construction projects.

The projected tax levy for the next five years is estimated to grow from \$127 million to \$144 million. This represents about a 3.2 percent increase per year. It is expected that the Town will have to increase the base levy by 2.5 percent every year and a factor for new building growth. New property tax growth is expected to average about \$1,150,000 per year, approximately, what it has averaged over the past ten years. The Cape Cod Commission assessment is projected to increase 2.5 percent per year. A recently approved debt exclusion override for the Cape Cod Regional Technical High School is expected to affect the town’s tax levy beginning in FY20.



The projected increase in the tax level will average approximately 3.2 percent over the five-year period.

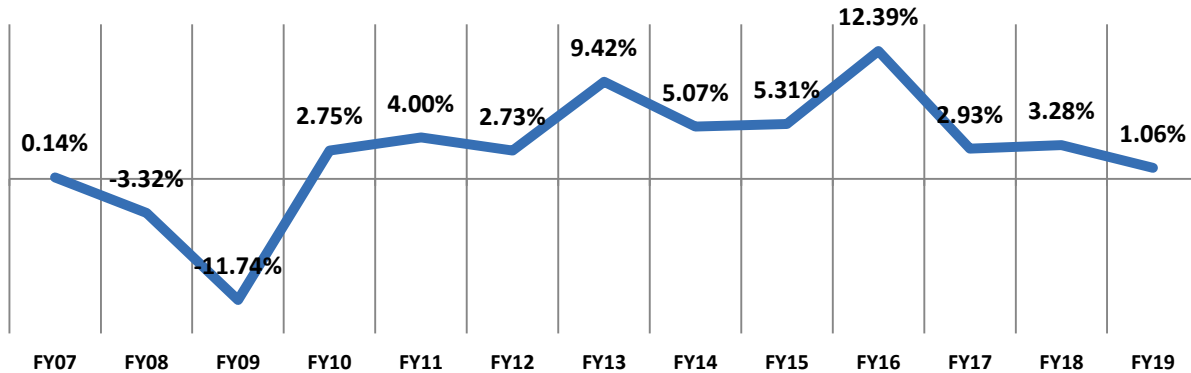
Motor Vehicle Excise Tax

Motor Vehicle Excise collections are authorized by Massachusetts General Law, Chapter 60A, Section 1. The excise tax is calculated by a formula of \$25 per \$1,000 of valuation. The tax is based on a percentage of the MSRP as follows:

- 90% of MSRP for model year the same as the tax year
- 60% of MSRP for model 1 year old
- 40% of MSRP for model 2 years old
- 25% of MSRP for model 3 years old
- 10% of MSRP for model over 3 years old

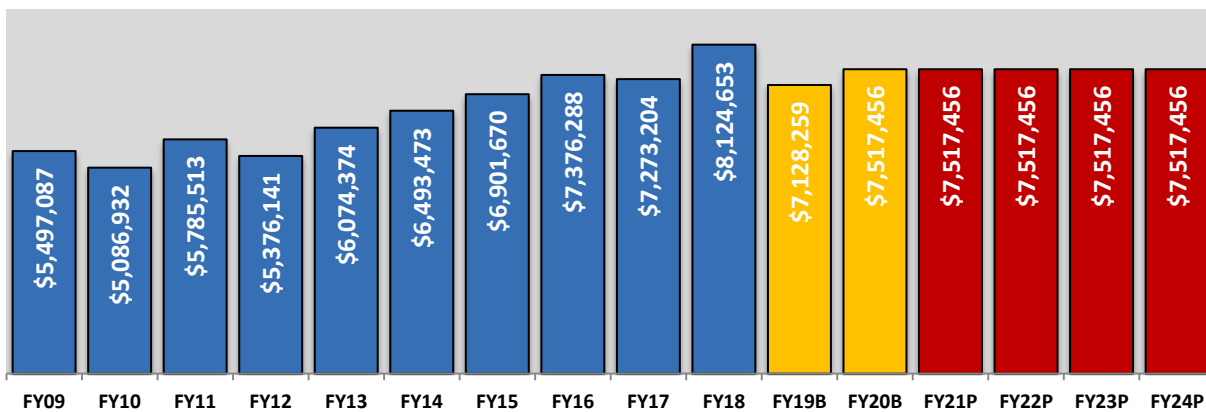
This category of revenue is difficult to project because of the many variables involved. These include the timing of the state in mailing commitments, the price changes in new vehicles, the volume of new vehicle purchases and leases, and changes in the economy. The Town receives a tax commitment from the State Department of Motor Vehicles every other month with the first and largest commitment usually issued in the month of January. This commitment is a good indicator of where this revenue category is trending. For the past seven years, the January commitment has been as follows:

Motor Vehicle Excise Tax - January Commitment Annual % Change



The auto industry has recovered from the recessionary years. Locally, many dealerships have made significant investments in their properties signifying a recovery is in progress.

Motor Vehicle Excise Tax - Actual vs Projected



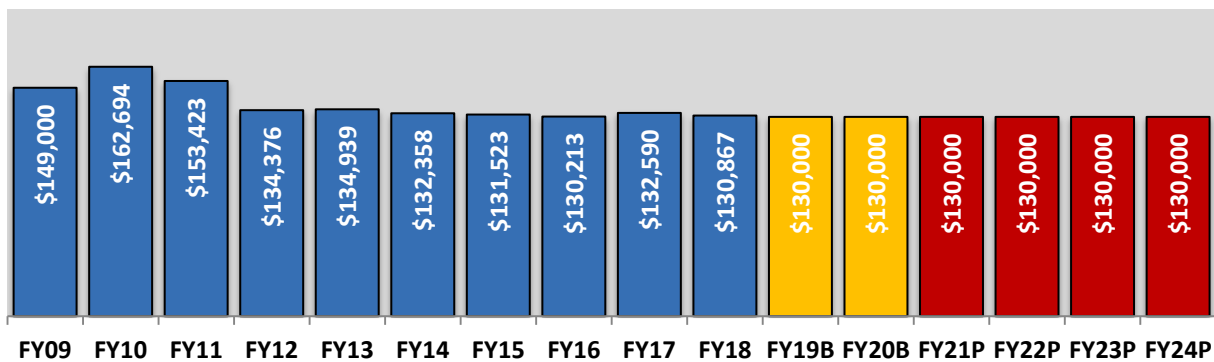
The blue bars represent the past ten years of actual revenue collections, and yellow bars are FY 2019 and FY 2020 budgets. The town takes a conservative approach when budgeting for this source of revenue, which explains the budget figure being much lower than actuals. As per the National Automobile Dealers Association, new vehicle sales nationwide set a record at 17.6 million units sold in 2016, but predict future sales to decline. This area of revenue has reached its highest amount in FY 2018 at \$8 million. FY 2009 and FY 2010 saw significant drops in revenue. The recovery began in FY 2013, which saw this area grow to over \$8 million after several years in decline. The FY 2020 budget was conservatively projected at \$7.5 million. This category of revenue is projected to level off on average over the next five years represented by the red bars.

Boat Excise Tax

The boat excise tax has always been a relatively small revenue source to the Town and is set at \$10 per \$1,000 of valuation by the state. Boat excise has not experienced the increases that motor vehicle excise has in recent years. The state imposes a maximum taxable value of \$50,000 on vessels. This category is projected to be level based on prior year collections. The following table is used to calculate the tax:

Length of Vessel (overall centerline length excluding bowsprits, boomkins and similar extensions)	Valuation of Vessels (based on age of vessel)		
	Under 4 years of age	4 thru 6 years of age	7 or more years of age
Under 16'	\$1,000	\$700	\$400
16' but less than 17.5'	\$1,500	\$1,000	\$800
17.5' but less than 20'	\$3,000	\$2,000	\$1,500
20' but less than 22.5'	\$5,000	\$3,300	\$2,500
22.5' but less than 25'	\$7,500	\$5,000	\$3,800
25' but less than 27.5'	\$10,500	\$7,000	\$5,300
27.5' but less than 30'	\$14,000	\$9,300	\$7,000
30' but less than 35'	\$18,500	\$12,300	\$9,300
35' but less than 40'	\$24,000	\$16,000	\$12,000
40' but less than 50'	\$31,500	\$21,000	\$15,800
50' but less than 60'	\$41,000	\$27,300	\$20,500
60' or over	\$50,000	\$33,000	\$24,800

History of Boat Excise Tax Revenue - Actual and Budgeted

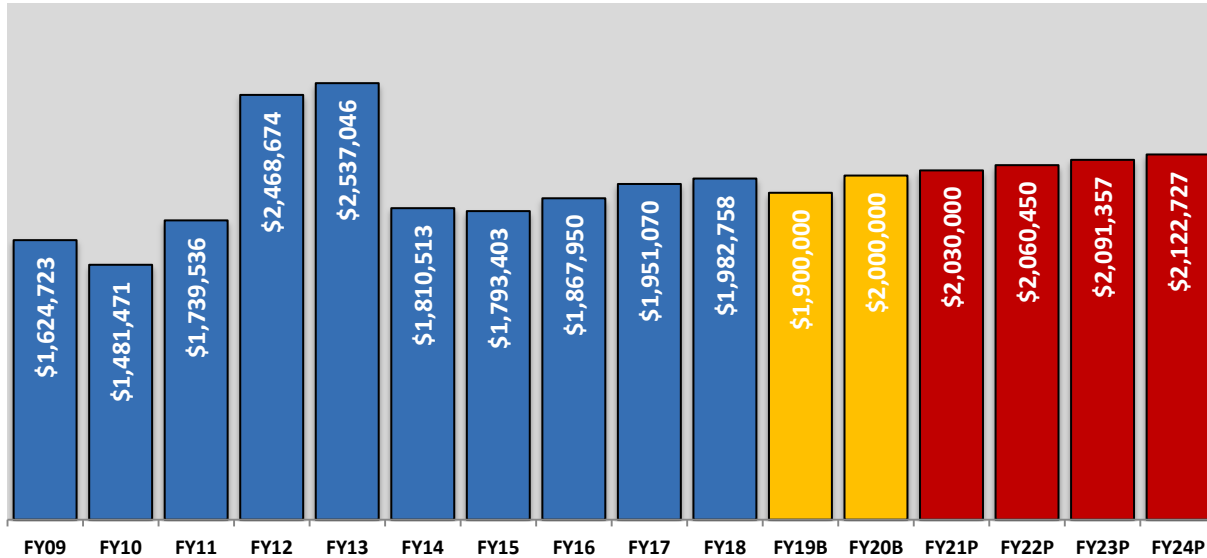


The blue bars represent the past ten years of actual revenue collections, yellow bars are FY 2019 and FY 2020 budgets, the red bars represent projected revenue. As illustrated by the chart above, actual collections have ranged between \$135,000 and \$160,000 over the past ten years.

Motel/Hotel Excise Tax

The Massachusetts Legislature enacted the Motel/Hotel Tax in 1985 as a local option excise tax on hotels, motels, and lodging houses (“bed and breakfasts”). The Commonwealth administers the tax by collecting the local option portion from business establishments and sending them back to the cities and towns on a quarterly basis. The local option tax was capped at 4% until recently. Cities and towns now have the option of increasing the local portion to 6%. The Town of Barnstable recently adopted this increase in July 2010. The revenue collected from the additional 2% has been dedicated for sewer expansion projects and certain qualifying private road improvements. Motel/Hotel tax revenues depend largely on room occupancy from year-to-year, the total number of room stock, as well as the base rates charged to consumers by hotels and motels. In better economic times, more rooms may be occupied during the Town’s tourist season, leading to potentially higher returns on the tax. The closure or conversion of rooms to condominiums reduces the number of room stock susceptible to the tax, leading to potentially lower returns on the tax.

Rooms Excise Tax - Actual vs Projected



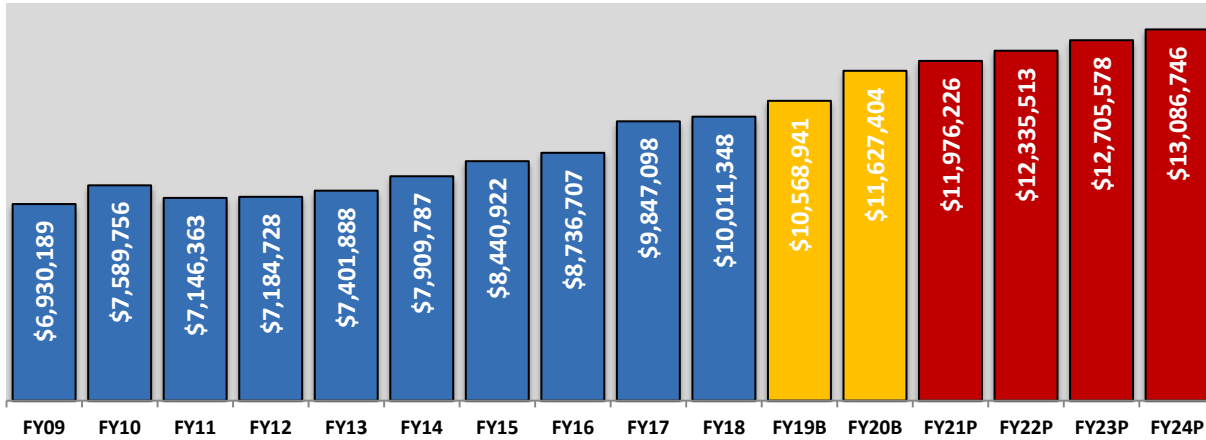
The blue bars represent the past ten years of actual revenue collections, yellow bars are FY 2019 and FY 2020 budgets. The spikes in FY 2012 and FY 2013 are due to a 2% rate increase, which was subsequently dedicated to a new special revenue fund. The projected revenue in later years is very similar to the actuals over the past ten years as the additional 2% increase has been dedicated to a Comprehensive Water Management and Private Way Improvement Special Revenue Fund and has been removed from the FY 2014 to FY 2024 amounts. History has illustrated this category of revenue’s resiliency. FY 2010 was the only year the town realized a reduction in this category of revenue. There have been no significant changes due to the economy. Visitors continue to come to Cape Cod. They may be drawn from national, international, and regional areas.

Intergovernmental

This category of revenue consists of several state aid classifications. Most notably are CH70 aid for education and unrestricted general government aid. The estimate used for the FY20 budget proposal is based on the Governor’s proposed budget for FY20. The House and Senate will also propose budgets and then conference to reconcile their differences. Their budget is then sent to the Governor who can veto specific line items or make changes to state aid categories like CH70. The House and Senate can override any vetoes during late June or early July, after the Town has already approved its budget. As this is a political process, the Town has historically used the Governor’s proposal to develop its budget and make budget adjustments subsequent to the state budget passage if necessary.

The Department of Elementary and Secondary Education (ESE) administers the Chapter 70 formula. Before receiving any education aid, all districts are required to submit End-of-Year Pupil and Financial Reports to the Department. The data contained in these reports are used to demonstrate compliance with net school spending requirements. Net school spending is the sum of the required local contribution plus state aid. In many cases, this amount exceeds the foundation budget.

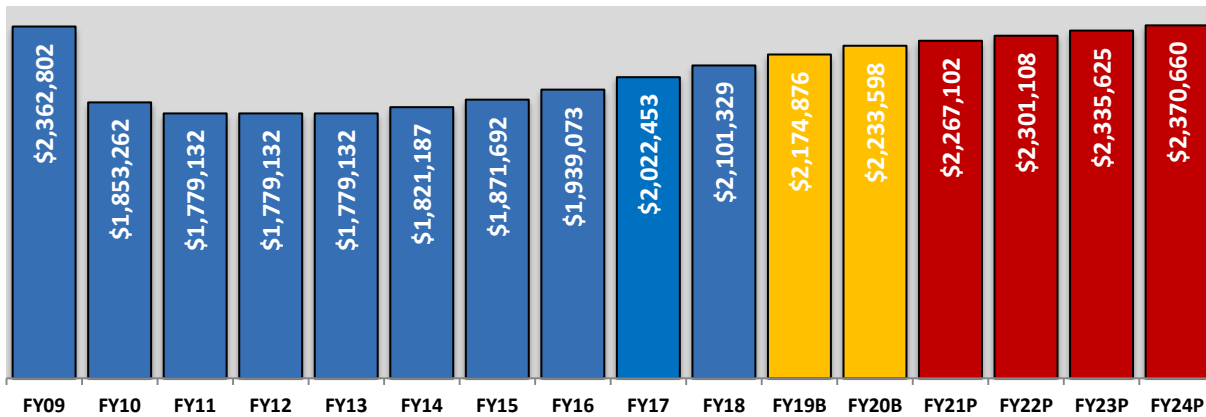
Chapter 70 Aid for Education - Actual vs Projected



The blue bars represent the past ten years of actual revenue collections, yellow bars are FY 2019 and FY 2020 budgets. The town’s CH70 aid has increased nearly \$3 million over the past ten years going from \$6.9 million to \$10 million. Projections for CH70 Aid include minimal increases for the next five years.

Unrestricted General Government Aid category is to provide general-purpose financial assistance to municipalities on an equalizing basis. This is formerly known as “Lottery Aid”. The formula is equalizing, with municipalities with lower property values receiving proportionately more aid than those with greater property values.

Unrestricted Aid - Actual vs Projected

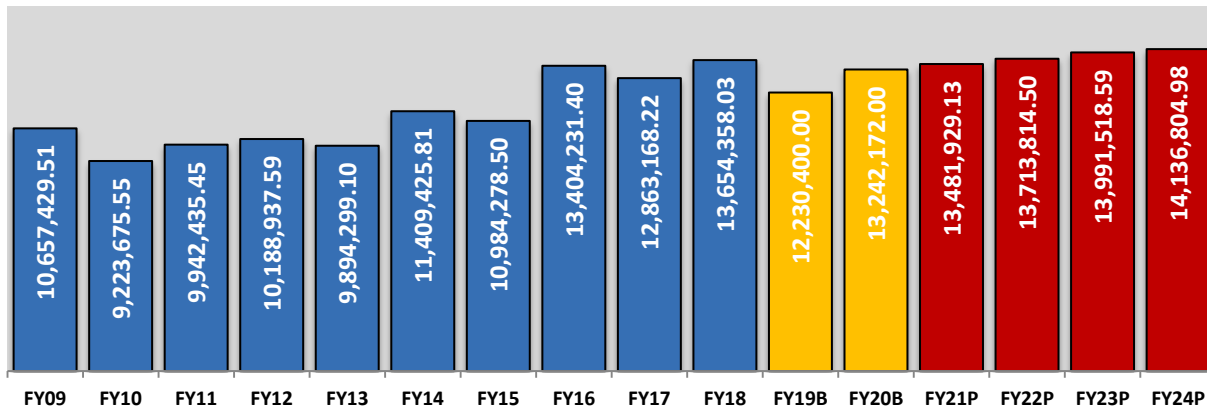


The blue bars represent the past ten years of actual revenue collections, yellow bars are FY 2019 and FY 2020 budgets. The town was experiencing a steady decline in this revenue category from FY 2010 to FY 2013. FY 2014 to FY 2017 saw slight increases, and future projections include a 1.5% growth in this revenue category indicated by the red bars. Excess lottery distributions have been received in the past but are not included in this forecast. Additionally, casino gambling has been approved and it is projected that lottery sales will be negatively impacted. However, they could be offset by a new revenue sharing formula from casino gambling taxes imposed by the State.

Local Receipts

This category includes revenue generated from services, fees, permits, licenses, fines, penalties, investment income, and other sources generated at the local level. The historical activity levels in each category are monitored and then projected. Any fee adjustments are also taken into consideration and projections for each area are then produced based on activity levels and rates. This area of revenue is projected to be higher in FY20 based on recent approved fee rate increases with beach stickers and mooring fees.

Local Receipts- Actual and Projected



The blue bars represent actual receipts collected for FY 2009 through FY 2018 as well as the yellow bars for FY 2019 and FY 2020 budgets. The projected amounts for FY 2021 through FY 2024 are expected to be steady compared to the past few years.

Trust Funds

The Town maintains a Pension Reserve Trust Fund, which it utilizes every year to offset the pension assessment received from the County Retirement System. The pension assessment is budgeted in the General Fund.

General Fund Reserves

The Town will use \$2,442,900 in General Fund reserves to balance the FY20 operating budget. The Town has historically been able to generate more reserves than what it has used to balance the budget due to conservative revenue estimation and unexpended appropriations. In addition, most of the costs being paid for with surplus are not recurring operating costs. Following is a six-year history of General Fund reserves used and generated.

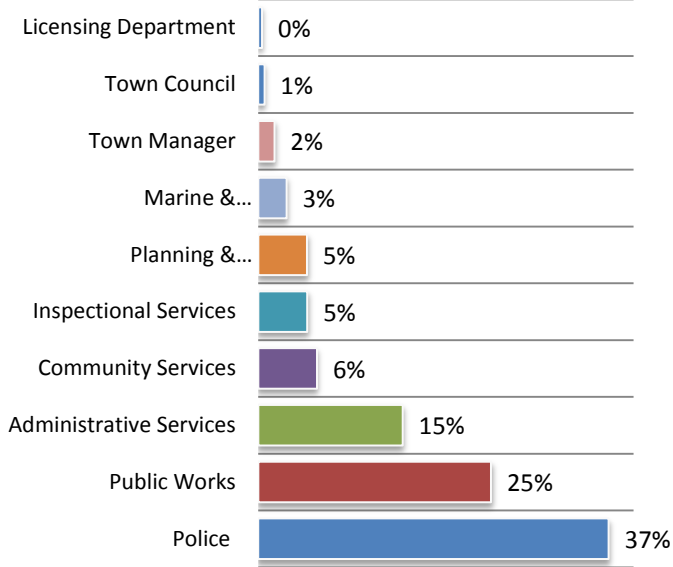
Certification Date:	Beginning Balance	Used For:		Generated	Ending Balance
		Operations	Capital		
July 1, 2013 (FY14)	11,095,664	(3,585,000)	(591,993)	6,451,368	13,370,039
July 1, 2014 (FY15)	13,370,039	(4,104,926)	(1,037,689)	5,721,779	13,949,203
July 1, 2015 (FY16)	13,949,203	(2,726,877)	(4,000,000)	5,908,772	13,131,098
July 1, 2016 (FY17)	13,131,098	(2,572,316)	(350,000)	5,988,373	16,197,155
July 1, 2017 (FY18)	16,197,155	(3,587,352)	(4,260,175)	4,293,608	12,643,236
July 1, 2018 (FY19)	12,643,236	(2,442,900)	(264,000)	3,000,000	12,936,337

General Fund Expenditure Summary

Municipal Operations:	Actual FY 2018	Approved FY 2019	Projected FY 2019	Proposed FY 2020	Change FY19 - 20	Percent Change
Police Department	\$ 13,693,228	\$ 14,706,538	\$ 14,677,026	\$ 15,342,667	\$ 636,129	4.33%
Public Works Department	10,022,756	9,691,760	9,574,657	10,189,353	497,593	5.13%
Administrative Services Department	5,718,846	6,008,108	5,871,012	6,322,843	314,735	5.24%
Marine & Environmental Affairs	1,064,663	1,121,341	1,106,025	1,238,947	117,606	10.49%
Community Services Department	2,414,316	2,523,347	2,477,475	2,569,427	46,080	1.83%
Licensing Department	194,059	155,716	161,135	165,398	9,682	6.22%
Inspectional Services	1,934,819	2,076,999	1,974,400	2,140,557	63,558	3.06%
Planning & Development	1,695,205	1,967,993	1,851,090	2,130,304	162,311	8.25%
Town Manager	654,960	671,810	670,374	709,451	37,641	5.60%
Town Council	258,462	275,682	274,500	268,987	(6,695)	-2.43%
Total Municipal Operations	\$ 37,651,314	\$ 39,199,294	\$ 38,637,694	\$ 41,077,934	\$ 1,878,640	4.79%
Education:						
Local School System	\$ 67,833,941	\$ 70,637,000	\$ 70,226,922	\$ 72,234,000	\$ 1,597,000	2.26%
Regional School District	3,535,665	3,682,234	3,682,234	6,119,570	2,437,336	66.19%
Commonwealth Charter Schools	3,236,687	3,288,841	3,246,468	3,664,363	375,522	11.42%
School Choice	1,022,791	1,332,065	1,156,066	1,464,707	132,642	9.96%
Total Education	\$ 75,629,084	\$ 78,940,140	\$ 78,311,690	\$ 83,482,640	\$ 4,542,500	5.75%
Other Requirements Costs:						
Employee Benefits	\$ 23,419,705	\$ 25,282,780	\$ 24,464,748	\$ 26,714,165	\$ 1,431,385	5.66%
Debt Service	9,563,419	9,996,301	9,996,301	7,152,492	(2,843,809)	-28.45%
State & County Assessments	2,446,113	2,630,071	2,605,513	2,620,267	(9,804)	-0.37%
Grants	1,945,025	2,009,000	2,009,000	2,115,460	106,460	5.30%
Property & Liability Insurance	1,717,342	1,810,000	1,795,657	1,860,000	50,000	2.76%
Celebrations, Rent & Other	164,804	172,000	172,000	172,000	-	0.00%
Snow & Ice Removal Deficit	-	1,171,720	-	500,000	(671,720)	-57.33%
Reserve Funds	-	250,000	-	250,000	-	0.00%
Total Other Requirements	\$ 39,256,408	\$ 43,321,872	\$ 41,043,219	\$ 41,384,384	\$ (1,937,488)	-4.47%
Total General Fund Before Transfers	\$ 152,536,806	\$ 161,461,306	\$ 157,992,603	\$ 165,944,958	\$ 4,483,652	2.78%
Transfers to Other Funds	10,260,659	10,803,589	10,803,589	11,474,359	670,770	6.21%
Grand Total General Fund	\$ 162,797,465	\$ 172,264,895	\$ 168,796,192	\$ 177,419,317	\$ 5,154,422	2.99%

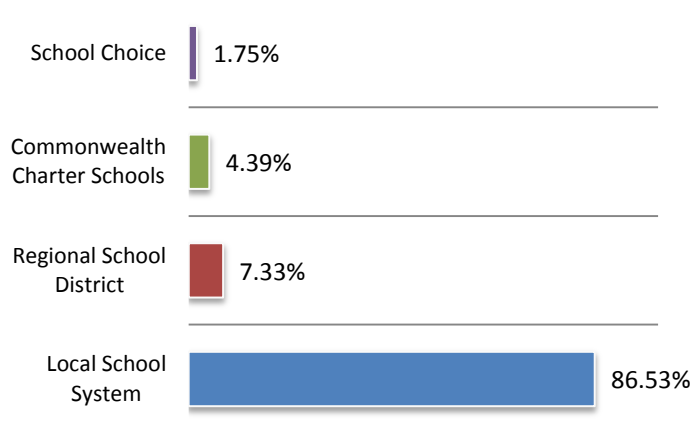
The municipal operations budget is increasing \$1,878,640 or 4.79%. Total spending on education is increasing \$4,542,500 or 5.75%. Local school operations are increasing \$1,597,000 while assessments from other districts are increasing \$2,945,500 collectively. Other costs are decreasing \$1,937,488 or 4.5%. Most of the decrease is in debt service and snow & ice removal deficits. County retirement assessment increased 11.34%. Transfers to other funds are increasing by \$670,770.

Distribution of Municipal Operations Budget



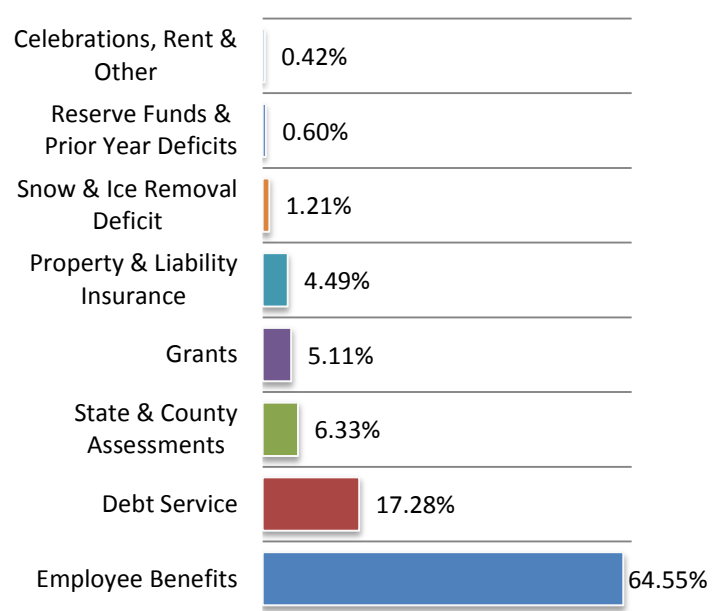
The two largest municipal operations are Police and Public Works, comprising 62% of all municipal spending. Administrative Services is the next largest area representing 15% and includes the Finance (including the two elected offices of Town Clerk and Town Collector), Legal, Human Resources and Information Technology divisions.

Distribution of All Education Expenditures



The local K to 12-school system accounts for 90% of all expenditures on education. The other 10% of education expenditures are directed towards other districts in which Barnstable students attend.

Distribution of Other Requirements Expenditures



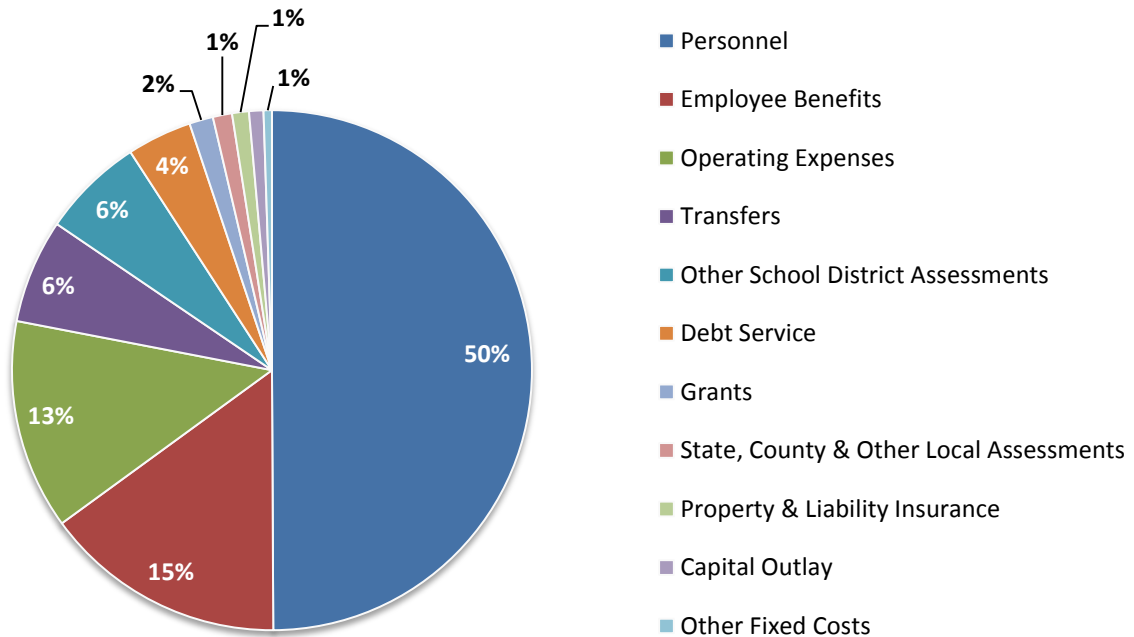
A majority of these expenditures are for debt service and employee benefits. They comprise 81% of all expenditures in this category.

General Fund Budget by Major Expenditure Category

Expenditure Category	Actual FY 2018	Approved FY 2019	Projected FY 2019	Proposed FY 2020	Change FY19 - 20	Percent Change
Personnel	\$ 79,109,928	\$ 83,145,186	\$ 82,449,062	\$ 88,566,386	\$ 5,421,200	6.52%
Employee Benefits	23,419,705	25,282,780	24,464,748	26,714,165	1,431,385	5.66%
Operating Expenses	22,434,797	22,793,746	22,518,274	23,162,348	368,602	1.62%
Other School District Assessments	10,449,660	10,974,002	10,755,630	11,248,640	274,638	2.50%
Transfers	10,260,659	10,803,589	10,803,589	11,474,359	670,770	6.21%
Debt Service	9,563,419	9,996,301	9,996,301	7,152,492	(2,843,809)	-28.45%
State, County & Other Local Assessments	1,945,025	2,009,000	2,009,000	2,115,460	106,460	5.30%
Grants	2,446,113	2,630,071	2,605,513	2,620,267	(9,804)	-0.37%
Property & Liability Insurance	1,717,342	1,810,000	1,795,657	1,860,000	50,000	2.76%
Capital Outlay	1,286,012	1,226,500	1,226,418	1,583,200	356,700	29.08%
Other Fixed Costs	164,804	1,593,720	172,000	922,000	(671,720)	-42.15%
Total Expenditures	\$ 162,797,465	\$ 172,264,895	\$ 168,796,192	\$ 177,419,317	\$ 5,154,422	2.99%

Personnel costs and the associated employee benefits account for \$6.9 million of the FY20 General Fund budget increase collectively. This includes a net increase of 3.30 in the municipal operations. Operating expenses are increasing \$368,602. Debt service is decreasing \$2,843,809 mainly due to the MSBA school construction projects expiring, and snow & ice removal deficit is decreasing \$671,720.

General Fund FY20 Budget By Major Expenditure Category



Salaries & wages and the associated benefits for all employees account for 65% of all General Fund expenditures. This is not unusual for local government because it functions as a service provider.

Long-Term Budget Planning

Particular attention is given to certain areas of the revenue and expense structure contained in the operating budgets in order to maintain a sustainable budget in the years ahead.

New Property Tax Growth

Additional taxes generated from new building growth are estimated to increase gradually over the next few years, as the local economy has remained robust. However, with limited vacant building lots available, the Town will have to rely more upon targeting redevelopment of existing lots to achieve this goal.

Chapter 70 Aid for Education

A new formula was developed several years ago that provides for each community to receive no less than 17.5% of its foundation budget in the form of CH70 aid. Barnstable is considered a high effort community meaning that it falls into the group of communities that will not receive more than 17.5% of its foundation budget in the form of CH70 aid. The current state aid proposed for FY19 provides Barnstable with 17.23% of its foundation budget. As a result, future increases in this category of state aid will be of a similar percentage increase that occurs in the foundation budget.

Unrestricted General Government Aid

No significant increase in this category of aid is projected. Additionally, the recent passage of legislation allowing casinos in Massachusetts should have some impact on the distribution of aid in this category. Most of this aid is currently derived from lottery sales, which could be negatively impacted by casinos. The revenue sharing formula for casino revenue was reported to be based on the CH90 distribution formula, which is more favorable to the Town of Barnstable than the lottery formula. No projections for casino revenue have been provided to cities and towns.

Massachusetts School Building Assistance

The Town will receive its final reimbursement in FY19 from the Massachusetts School Building Authority (MSBA) for existing debt service on school construction projects. Based on this, school officials continue to submit "statements of interest" to the Massachusetts School Building Authority, which describe the preliminary plans for renovations and expansions to the existing facilities. Funding for new projects under this program is very competitive. The new program for financing school construction is derived from the state sales tax, which has seen some recent recovery.

Investment Income

Interest rates have fallen precipitously over the past several years and cash balances will continue to decline as we complete capital projects. It is projected that investment rates will improve in the future as the economy recovers allowing for some modest growth in this area.

Salaries

Salaries are the single largest expense for the Town. Labor contracts include a merit increase for all eligible employees. Merit increases in most cases include ten steps. Employees are moved to the next step upon a satisfactory evaluation. In most cases, once an employee has more than 10 years of service they are no longer eligible for merit increases. Approximately 70% of the School Department labor force and 50% of the municipal departments labor force are at the top step. Salaries may also increase every year by any negotiated cost of living allowances.

Health Insurance

The Town of Barnstable belongs to a joint purchasing group (Cape Cod Municipal Health Group) for procuring health insurance for its employees. The group implemented plan design changes in FY13 and again for FY18 that may assist in mitigating the annual cost increases in premiums as the changes encourage the more effective use of health insurance. High deductible HSA plans were also implemented for FY18. The Cape Cod Municipal Health Group continues to work on ways to reduce costs as well; for example, mail order prescriptions, health awareness, and smoking cessation programs.

Pension Assessments

The town belongs to the Barnstable County Retirement Association (BCRA). Each year, the County Retirement Board notifies each member town with the amount of its share of the county retirement pension expense. This assessment includes the normal costs for current retirees, an amount for the amortization of the unfunded liability of the system, and the expense of running the system. Pension assessments are expected to continue to rise in the neighborhood of 4.5% to 8% per year depending upon the investment performance of the system's assets. The county pension system conducts an actuarial calculation every other year of the unfunded liability for the system, which will readjust the assessment levels. The assessments have increased more \$3.5 million over the past 10 years. The unfunded liability of the system is being amortized through fiscal year 2037 as allowed by State law.

Other Post-Employment Benefits

Similar to pensions, town employees can earn other post-employment benefits (OPEB) over their years of service that will not be received until after their employment with the town ends through retirement. In the Town of Barnstable, the OPEB consists principally in the form of health insurance. A new accounting rule requires that the town actuarially determine what its annual required contribution (ARC) would be to fully fund this benefit. The amount of the ARC that exceeds the town's actual health insurance expense for retirees in any one year is added to the liability on the town's balance sheet. The ARC exceeded the town's actual expenses in fiscal year 2016 by an estimated \$4.5 million and the town's balance sheet liability grew to \$48 million. In essence, to fully fund health insurance for active and retired employees, the Town would have to budget \$4.5 million more per year for health insurance. A similar shortfall can be expected every subsequent year. If the Town elects not to fund all or part of this liability, it is expected that it will eventually lead to a bond rating downgrade as the rating agencies are watching very closely how governments across the country address, or don't address, this issue. It is expected that the Town will continue to cover 50% of the annual health insurance costs of eligible town retirees, as this is the minimum required by state law. Eligible retired teachers enter the state's health insurance program managed through the Group Insurance Commission. The Town is assessed its share of the cost each year by the state for retired teachers. The town must pay 80% to 85% of retired teacher's health insurance premiums depending upon their retirement date. This charge is included on the Town's Cherry Sheet. The Town has created an OPEB Trust Fund and annually makes an appropriation into the fund; however, it is far below the ARC. The annual appropriation is projected to increase \$50,000 per year and is set at \$550,000 for FY20.

Utilities and Fuel

The budget across all Town budgets (General Fund and Enterprise Funds) for utilities and fuel is approximately \$5 million combined. The Town has installed co-generation equipment, photovoltaic solar panels, and wind turbines and upgraded heating plants to make buildings more efficient. In addition, it has adopted a new fuel-efficient vehicle policy and has several new electric vehicles and hybrids. Efforts will continue to reduce the Town's reliance on fossil fuels as well as reduce costs. A 4-megawatt photovoltaic solar array at the town's transfer station and recycling facility in Marstons Mills went on-line in FY15 as well as a 5-megawatt solar array at the Barnstable Municipal Airport. Collectively, these systems are expected to generate over to \$1 million in additional revenue annually. This new revenue source is used to balance operating budgets as well as increase funding for the capital program.

Private Roads

The Town has a significant inventory of private roads. Many of these roads are breaking down to the point where they need major repairs. Some of these roads can be considered public roads just by the very nature of their use, especially ones that connect one public way to another public way. Commuters and not just property abutters predominantly use these roads. The Town has created a special revenue fund, which can be used to make improvements to private ways. Funding is provided from meals and rooms taxes.

Clean Water

This challenge involves four major pieces: expanding and constructing sewer collection systems, upgrading and maintaining existing sewer collection systems, ensuring clean drinking water by removing any contaminants and addressing municipal separate storm sewer systems (MS4) regulations. Protecting the Town's water resources is one of the immediate issues facing the community. The Town has created a Water Resources Advisory Committee, which is charged with advising Barnstable officials on the completion and implementation of its Comprehensive Water Resource Management Planning Project. The goal is to protect and restore the Town's fresh and salt-water bodies and its drinking water supplies, in compliance with the Cape Cod Commission's Cape Cod Area Wide Water Quality Management Plan Update of 2015, ("The 208 Plan"). The Town Council has already adopted several measures in July 2010 to begin addressing this issue including the establishment of a 50% betterment assessment, adoption of a local meals tax and an increase in the local room occupancy tax. This issue is also being examined on a countywide basis to see where opportunities exist for Cape Cod communities to work collaboratively on addressing the topic. Concurrently, the Town has commissioned a sewer rate study, which will provide a roadmap for setting sewer utility rates at levels, which will allow for the continuous upgrade and maintenance of the Town's existing sewer treatment facilities.

Capital Program

The Town of Barnstable has an inventory of over \$400 million in fixed assets. This includes land, land improvements, buildings, equipment and machinery, furniture and fixtures, boats, vehicles, trailers, computers, roads, sidewalks, bridges, runways, marinas, parks, fresh water ponds and lakes, dredged waterways, beaches, water and sewer lines and other. This inventory of assets requires the Town to invest considerable funds to replace or improve the assets over time. Town departments have identified in excess of \$100 million dollars of General Fund capital needs over the next 5 years not including a comprehensive sewer expansion or private road repair program. This is more than what the Town can immediately provide.

Infrastructure Maintenance

Town and school infrastructure is aging. Adequate funds need to be directed to the annual maintenance and improvement of these assets. When budgets are constricted, this is one of the first reductions made. The Town must continue to find ways to augment currently allocated funds to the maintenance of infrastructure as well as identify opportunities to close facilities no longer needed. Most notably are the Town's elementary school facilities that are in need of significant renovations. Declining enrollments have allowed for the reduction of the School Department's physical plant reducing the cost of this program. The former Grade 5 building was closed and sold for \$3 million. Osterville Bay Elementary School was closed at the end of the 2007-08 school years. Cotuit, Marstons Mills, and Osterville Elementary schools were closed after the 2008-09 school year. Any lease income generated from these facilities can be used towards maintaining their condition. The \$3 million from the sale of the former Grade 5 building has been used for upgrading the HVAC system at the Barnstable Community Horace Mann Charter Public School (BCHMCPS - formerly known as Hyannis East), technology upgrades system-wide, and replacement of the track and field at the high school.

Technology

Updating technology is a main concern in the School Department. Previous technology upgrades have traditionally been performed as the facility is renovated. In FY07, a one-time infusion of \$300,000 was made for technology upgrades system-wide and another \$337,000 in FY10. The capital programs have averaged \$500,000 annually for the School Department's technology infrastructure. In addition, the Information Technology Division within the municipal operations budget has a financial plan that includes \$105,000 annually for hardware and software upgrades. Additional requests in FY20 budget for technology improvements include animal tracking database, new voting machines, and Police Department IT equipment replacements and/or upgrades.

Special Education

The largest component within this section of the School Department budget is the cost for out-of-district residential placement services. These services can fluctuate enormously from year to year depending upon the number of students enrolled and the type of services required. One new student could easily add over \$100,000 of costs to the School Department's budget. The State Circuit Breaker Reimbursement Program provides for some financial relief. Subject to appropriation, the state's share shall equal a percentage of the prior year's approved instructional costs in excess of four times the full amount of the prior year's state average per pupil foundation budget as defined in MGL CH70 and in accordance with the Department of Elementary and Secondary Education. For FY17, the rate is approximately 74.5% reimbursement for eligible costs. Even with no changes in enrollment, a cut in the reimbursement rate can have a significant impact on a school district's budget.

Net School Spending Requirements

The Town is subject to one mandated spending requirement every year. The Commonwealth's school finance statute, Chapter 70 of the General Laws, establishes an annual "net school spending" requirement for each Massachusetts school district. Failure to comply with this requirement may result in non-approval of a municipality's tax rate, enforcement action by the Attorney General, or loss of state aid. The Town has consistently complied with the state mandated spending requirements. These are minimum spending requirements and each community determines its own level of spending so long as it meets these levels. The Town exceeded the minimum spending requirement in FY17 by nearly \$15 million and it is anticipated the FY18 and FY19 will have similar results.

Reserves Used To Balance Operating Budgets

The Town has used a portion of its General Fund reserves on an annual basis to balance the operating budget. The Massachusetts Department of Revenue certifies the General Fund reserve every year, also known as Free Cash. From this reserve, the Town Council’s policy is to set aside an amount equal to 4% of the Annual Operating Budget, net of transfers, for extraordinary and unforeseen events. Any balance remaining is distributed between the School Department and Municipal Departments in accordance with a revenue sharing agreement. The use of the reserves is subject to Town Council approval. It may be used to balance annual operating budgets, capital budgets or to fund one-time expenses. The Town has historically been able to generate more reserves than what it has spent with the exception of FY08. This demonstrates a structurally balanced budget over the years. The generation of surplus is derived from unexpended appropriations and actual revenues out-performing budget estimates. The Town must be cautious about placing an over dependency on this funding source to pay for repeated operating costs. The current balance of \$12.6 million in the savings account is distributed in accordance with the revenue sharing agreement as follows:

	Municipal Savings	School Savings	Town Council Reserve	Total
Balance	\$ 2,402,168	\$ 3,603,252	\$ 6,637,816	\$ 12,643,236
Used for:				
FY20 Operating Budget	(482,900)	(600,000)	-	(1,082,900)
FY20 Employee Benefits	(460,000)	(150,000)	-	(610,000)
Prior year snow removal deficit	(500,000)	-	-	(500,000)
FY20 Town Council reserve	-	-	(250,000)	(250,000)
Balance remaining before closing FY19	\$ 959,268	\$ 2,853,252	\$ 6,387,816	\$ 10,200,336

The FY20 budget reserves used are shown in the table above. Municipal operations will use a total of \$1,442,900 in reserves. The school will use a total of \$750,000 of reserves. The town will also transfer \$250,000 of Town Council reserves into a separate account for extraordinary and unforeseen events.

Bond Ratings

The town continues to manage its financial affairs in a prudent manner. In FY18, Standard and Poor’s reaffirmed the town’s bond rating at AAA. This excellent bond rating has been in effect since 2007 and should continue to allow the town to receive favorable borrowing rates on future debt issues, saving thousands of dollars in interest costs on bond issues.

Borrowing Rates

Borrowing rates are at an all-time low for the municipal bond market. This has created an opportunity for the town to “refund” or “refinance” most of its older bond issues. All bonds eligible for refunding have been refunded. The town’s last bond issue of \$9.875 million in February 2018 resulted in a net interest cost of 2.73% over the life of the bond. The town could seize this opportunity, coupled with its excellent bond rating, and implement an aggressive capital improvements program that could save thousands in borrowing costs, but it would require a revenue source to repay the bonds such as an increase in taxes or the redirection of existing resources from operations to debt service.

Capital Improvements Plan (CIP) Submissions

Capital Program Development

Every year the Town updates its five-year capital improvements plan (CIP). The plan requires every department to look ahead and anticipate their capital needs separate and apart from the operating budget. This includes projects that cost at least \$50,000 and the asset having a useful life of three or more years. Departments submit their requests that include cost estimates, justification, department priority, location, time to complete, previous funding received as well as other information. A task force comprised of senior level management across all departments using a matrix, which evaluates each submission against ten (10) criteria, then rates all project submissions. The projects are ranked according to the score they received which is used as one criterion to recommend project funding. The costs of projects submitted exceed the Town's ability to finance them over the next five years so projects must be prioritized and opportunities for grants and other resources are constantly evaluated to assist in addressing this area of the budget. During this process, the town will also review the status of prior capital appropriations to see if there are any remaining funds available due to project savings that could be reauthorized for another purpose.

Submission Cost and Fiscal Year Summary

The capital projects identified by the Town departments in this year's CIP process represent a total of \$44,415,101 in requests for FY 2020, and a combined total of \$277,491,714 over a five-year period. Of the \$277 million, approximately \$83 million represents Enterprise Funds, \$159 million are General Fund requests and \$36 million are Comprehensive Water Management & Private Way Fund requests.

Projects are distributed by fund as follows:

Fund	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Totals
Airport	\$ 3,860,000	\$ 4,350,000	\$ 1,730,000	\$ 18,335,000	\$ 5,775,000	\$ 34,050,000
Marina	-	-	\$ 5,047,250	-	-	\$ 5,047,250
Sandy Neck	\$ 60,000	\$ 800,000	\$ 200,000	-	\$ 2,650,000	\$ 3,710,000
HYCC	\$ 679,000	\$ 756,161	\$ 365,834	-	-	\$ 1,800,995
Golf	\$ 446,000	\$ 1,125,045	\$ 1,202,972	\$ 3,564,927	\$ 1,513,568	\$ 7,852,512
Water Pollution	\$ 7,334,000	\$ 5,479,000	\$ 2,330,000	\$ 1,720,000	\$ 738,000	\$ 17,601,000
Water Supply	\$ 1,545,000	\$ 3,805,500	\$ 1,286,000	\$ 3,250,000	\$ 1,288,000	\$ 11,174,500
Solid Waste	\$ 240,000	\$ 455,000	\$ 480,000	\$ 130,000	\$ 130,000	\$ 1,435,000
General Fund	\$ 27,354,101	\$ 38,150,663	\$ 35,083,946	\$ 35,373,594	\$ 22,934,153	\$ 158,896,457
Special Revenue	\$ 2,897,000	\$ 2,500,000	\$ 1,300,000	\$ 29,227,000	-	\$ 35,924,000
Totals	\$ 44,415,101	\$ 57,421,369	\$ 49,026,002	\$ 91,600,521	\$ 35,028,721	\$ 277,491,714

Five Year Funding Plan

A total of 170 projects amounting to \$277 million were submitting for requests over the next 5 years. This includes General Fund, Special Revenue Fund, and all Enterprise Funds. The town has several funding sources to finance its capital program; the Capital Trust Fund, which is used to finance General Fund capital, each individual Enterprise Fund and the Comprehensive Water Management and Private Way Improvement Fund.

The Capital Trust Fund is a mechanism that allows the town to accumulate funds from various sources to finance its General Fund supported capital program. These resources include property taxes, fees, rental income, revenue from renewable energy projects, investment income, free cash reserves, and excess overlay reserves. A transfer is made annually from the General Fund with a projected transfer for FY20 of \$10.2 million. This transfer will be part of the annual operating budget. This amount represents the minimum annual General Fund resources dedicated to the town's capital program.

A newer funding tool in the form of the Comprehensive Water Management and Private Way Improvement Fund was created in FY11. The state legislature approved a home rule petition that allows the town to credit 100% of the local meals tax and 1/3 of the local room's tax to this fund. The town may appropriate monies in the fund for planning, designing and construction of sewers and other means of comprehensive wastewater management and maintenance and improvement of private ways.

Most of the Enterprise Fund's capital improvements are financed by the respective enterprise fund operation through a combination of user fees and grant funding. The town also seeks out grant funding for the General Fund capital program.

The schedules on the following pages illustrate what a 5 year Capital Improvements Plan might look like. Most of the 58 projects that went through the evaluation processes in the development of this year's Capital Improvements Plan can be funded over the next 5 years. The projects listed under FY 2020 are recommended for funding in this year's plan while the outer years of 2021 to 2024 are shown for illustrative purposes. It is anticipated many of these projects will come forward for funding in the respective year shown, however, some may be bumped due to shifting priorities, anticipated grant funding materializing and several other assumptions holding true. The projects in the outer years will be subjected once again to the evaluation process they went through this year.

Over the next 5 years, the Town can anticipate funding \$197 million in capital projects. Enterprise Funds total \$83 million, the Comprehensive Water Management Fund totals \$36 million, and the General Fund totals \$80 million. This includes 118 projects; 68 for the Enterprise funds, 5 for the Comprehensive Water Management, and 45 General Fund.

Five Year Capital Improvements Plan for Enterprise Fund

LISTING OF CAPITAL IMPROVEMENT PROJECTS ENTERPRISE FUND			FIVE YEAR COSTS					PROJECT TOTALS
DEPT	PRIORITY	PROJECT TITLE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	2020-2024
BMA	1	Replace Aircraft Rescue and Fire Fighting (ARFF) Equipment - Airport Vehicle #816	220,000	-	-	-	-	220,000
BMA	2	Aircraft Rescue Fire Fighting (ARFF) Upgrades - Building Roof Repairs	490,000	-	-	-	-	490,000
BMA	3	Replace 1997 Snow Removal Equipment (SRE) (Kodiak Snow Blower) - Airport Vehicle #36	800,000	-	-	-	-	800,000
BMA	4	Replace Snow Removal Equipment (SRE) (Heavy Duty Vehicle with Plow and Sander) - Airport Vehicle #26	230,000	-	-	-	-	230,000
BMA	5	Main Terminal Ramp Hardstands for Heavy Aircraft Parking	280,000	-	-	-	-	280,000
BMA	6	Runway 15-33 - Apply P-608 Surface Treatment and Repaint	475,000	-	-	-	-	475,000
BMA	7	Repair & Extend Mary Dunn Way from Steamship Authority Parking Area to Gate Mike	1,000,000	-	-	-	-	1,000,000
BMA	8	Mitigation (PFOS Soils)	100,000	-	-	-	-	100,000
BMA	9	Replace Airfield Mowing Equipment - (New Holland Tractor) - Airport Vehicle #29	165,000	-	-	-	-	165,000
BMA	10	Replace Steel I-Beams in Airport Owned Hanger	100,000	-	-	-	-	100,000
BMA	11	Extend Mary Dunn Way from Gate Mike (Phase II)	-	3,000,000	-	-	-	3,000,000
BMA	12	MEPA, NEPA and Cape Cod Commission for Airport Master Plan Projects (AGIS)	-	925,000	-	-	-	925,000
BMA	13	Replace Airfield Mowing Equipment - (Kubota Zero Turn Mower) - Airport Vehicle #53	-	25,000	-	-	-	25,000
BMA	14	Terminal Upgrades - Baggage Belt Extension	-	400,000	-	-	-	400,000
BMA	15	Permitting for Airport Tree Clearing & Obstruction Removal and Airport Master Plan Update Projects	-	-	225,000	-	-	225,000
BMA	16	Construction for Airport Tree Clearing & Obstruction Removal (including fence line clearing)	-	-	300,000	-	-	300,000
BMA	17	Easements for Future Construction/Runway 15 Approach	-	-	300,000	-	-	300,000
BMA	18	Replace Snow Removal Equipment (SRE) (Chevy 2500 Heavy Duty) - Airport Vehicle #32	-	-	55,000	-	-	55,000
BMA	19	Replace Snow Removal Equipment (SRE) (ASV Skid Steer Plow for EMAS) - Airport Vehicle #38	-	-	100,000	-	-	100,000
BMA	20	Design and Construct New T-Hangar	-	-	750,000	-	-	750,000
BMA	21	Replace Runway 24 Departure End Safety Area Engineered Material Arresting System (EMAS)	-	-	-	5,000,000	-	5,000,000
BMA	22	Reconstruct RWY 6-24 (Approx. 4,700ft x 150ft.)	-	-	-	12,000,000	-	12,000,000
BMA	23	Replace Snow Removal Equipment (SRE) (Chevy 2500 Heavy Duty) - Airport Vehicle #27	-	-	-	55,000	-	55,000
BMA	24	Design and Replace Mo-Gas and Diesel Fuel Con-Vault, Gas Boy & Alarm	-	-	-	300,000	-	300,000
BMA	25	Design & Construct Snow Removal Equipment (SRE) Vehicle Storage Building	-	-	-	900,000	-	900,000
BMA	26	Replace SRE Equipment - (Ford F350) - Airport Vehicle #31	-	-	-	80,000	-	80,000
BMA	27	Replace Aircraft Rescue and Fire Fighting (ARFF) Equipment – Airport Vehicle #820	-	-	-	-	975,000	975,000
BMA	28	Reconstruct and Re-Align Taxiways Delta and Echo at Runway 15 (Includes Run-Up Pit)	-	-	-	-	4,500,000	4,500,000
BMA	29	Replace Snow Removal Equipment (SRE) (HD Vehicle with Plow and Sander) – Airport Vehicle #47	-	-	-	-	300,000	300,000
TOTAL AIRPORT			\$ 3,860,000	\$ 4,350,000	\$ 1,730,000	\$ 18,335,000	\$ 5,775,000	\$ 34,050,000
MAR	1	Bismore Park Bulkhead Improvements	-	-	5,047,250	-	-	5,047,250
TOTAL MARINE & ENVIRONMENTAL AFFAIRS MARINAS			\$ -	\$ -	\$ 5,047,250	\$ -	\$ -	\$ 5,047,250

Five Year Capital Improvements Plan for Enterprise Fund (Continued)

LISTING OF CAPITAL IMPROVEMENT PROJECTS ENTERPRISE FUND			FIVE YEAR COSTS					PROJECT TOTALS
DEPT	PRIORITY	PROJECT TITLE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	2020-2024
SDY	1	Sandy Neck ORV Trail, and Gatehouse Relocation – Design and Permitting	60,000	800,000	-	-	-	860,000
SDY	2	Sandy Neck Parking Lot Relocation	-	-	200,000	-	2,650,000	2,850,000
TOTAL MARINE & ENVIRONMENTAL AFFAIRS SANDY NECK			\$ 60,000	\$ 800,000	\$ 200,000	\$ -	\$ 2,650,000	\$ 3,710,000
HYCC	1	Hyannis Youth and Community Center Roof Replacement	528,333	-	756,000	-	366,000	1,650,333
HYCC	2	Hyannis Youth and Community Center Security Improvements	151,000	-	-	-	-	151,000
TOTAL COMMUNITY SERVICES HYCC			\$ 679,333	\$ -	\$ 756,000	\$ -	\$ 366,000	\$ 1,801,333
GOLF	1	Hyannis Golf Course Restoration Project: Phase 1 - Cart Path System Replacement	446,000	664,735	452,972	2,364,927	-	3,928,634
GOLF	2	Hyannis Golf Course - Improvements	-	180,310	500,000	400,000	-	1,080,310
GOLF	3	Old Barnstable Fairgrounds Golf Club Facility Improvements.	-	280,000	250,000	800,000	1,513,568	2,843,568
TOTAL COMMUNITY SERVICES GOLF			\$ 446,000	\$ 1,125,045	\$ 1,202,972	\$ 3,564,927	\$ 1,513,568	\$ 7,852,512
WPC	1	Effluent Flow Meter Evaluation, Design, and Construction	600,000	-	-	-	-	600,000
WPC	2	Sewer System Evaluation Surveys (SSES)	380,000	-	250,000	250,000	250,000	1,130,000
WPC	3	Pump Station Rehabilitation Program: Rendezvous Lane Pump Station Replacement	1,160,000	1,000,000	1,000,000	1,000,000	-	4,160,000
WPC	4	Bearse's Way Vacuum Sewer Replacement	1,125,000	-	-	-	-	1,125,000
WPC	5	South Street Sewer Rehabilitation	4,019,000	-	-	-	488,000	4,507,000
WPC	6	Vehicle Replacement: Laboratory Van	50,000	-	-	-	-	50,000
WPC	7	Solids Handling Upgrades Construction	-	3,500,000	-	-	-	3,500,000
WPC	8	Denitrification Sand Filter Replacement	-	75,000	-	-	-	75,000
WPC	9	Truck Replacement	-	55,000	-	-	-	55,000
WPC	10	Sewer CCTV Camera Trailer	-	125,000	-	-	-	125,000
WPC	11	Equipment Storage Garage Construction	-	724,000	-	-	-	724,000
WPC	12	WPC Facility Upgrade Study	-	-	150,000	-	-	150,000
WPC	13	Truck 247 Replacement	-	-	75,000	-	-	75,000
WPC	14	Barnstable Road Sewer Rehabilitation Construction	-	-	855,000	-	-	855,000
WPC	15	MSB Generator Design and Construction	-	-	-	470,000	-	470,000
TOTAL PUBLIC WORKS WATER POLLUTION CONTROL			\$ 7,334,000	\$ 5,479,000	\$ 2,330,000	\$ 1,720,000	\$ 738,000	\$ 17,601,000
WS	1	Pipe Replacement and Upgrade Program	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	5,250,000
WS	2	Wells, Pump Stations, Treatment Plant Repair & Upgrade Program	200,000	200,000	200,000	200,000	200,000	1,000,000
WS	3	Valve Maintenance Trailer System	75,000	-	-	-	-	75,000
WS	4	Airport & Mary Dunn Wells, Treatment Options Evaluation, Recommendations and Preliminary Design Report	120,000	-	-	-	-	120,000
WS	5	Hyannisport Wells (Straightway & Simmons Pond) Treatment Options Evaluation & Design	100,000	-	-	-	-	100,000
WS	6	New Well Exploration Program	-	2,555,500	36,000	2,000,000	38,000	4,629,500
TOTAL PUBLIC WORKS WATER SUPPLY			\$ 1,545,000	\$ 3,805,500	\$ 1,286,000	\$ 3,250,000	\$ 1,288,000	\$ 11,174,500

Five Year Capital Improvements Plan for Enterprise Fund (Continued)

LISTING OF CAPITAL IMPROVEMENT PROJECTS ENTERPRISE FUND			FIVE YEAR COSTS					PROJECT TOTALS
DEPT	PRIORITY	PROJECT TITLE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	2020-2024
SW	1	Compactor Replacement (2 Units)	-	100,000	100,000	100,000	100,000	400,000
SW	2	Container Replacement	-	30,000	30,000	30,000	30,000	120,000
SW	3	All-Terrain Litter Vacuum Replacement	50,000	-	-	-	-	50,000
SW	4	Roll Off Trailer Replacement	100,000	-	-	-	-	100,000
SW	5	Zero Turn Mower with Bagger	-	25,000	-	-	-	25,000
SW	6	Kubota RTV Replacement	30,000	-	-	-	-	30,000
SW	7	Generator Replacement	-	-	100,000	-	-	100,000
SW	8	Municipal Packer Replacement	-	300,000	-	-	-	300,000
SW	9	Roll Off Truck Replacement	-	-	250,000	-	-	250,000
SW	10	Repair and Upgrade (5) MSW Compactor Units	60,000	-	-	-	-	60,000
TOTAL PUBLIC WORKS SOLID WASTE			\$ 240,000	\$ 455,000	\$ 480,000	\$ 130,000	\$ 130,000	\$ 1,435,000
TOTAL ENTERPRISE FUNDS			\$14,164,333	\$16,014,545	\$13,032,222	\$26,999,927	\$12,460,568	\$ 82,671,595

Five Year Capital Improvements Plan for Comprehensive Water Management And Privatway Improvement Fund

LISTING OF CAPITAL IMPROVEMENT PROJECTS WATER MANAGEMENT AND PRIVATE WAY IMPROVEMENTS FUND			FIVE YEAR COSTS					PROJECT TOTALS
DEPT	PRIORITY	PROJECT TITLE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	2020-2024
DPW	1	Attucks Lane Pumps Station Area, Sewer Expansion	-	2,500,000	-	-	-	2,500,000
DPW	2	Marstons Mills School Pump Station and associated RT 28 Collection System Preliminary Design	612,000	-	1,300,000	-	-	1,912,000
DPW	3	Long Pond Area Sewer Expansion	938,000	-	-	16,386,000	-	17,324,000
DPW	4	Marstons Mills River Treatment System	612,000	TBD	TBD	TBD	TBD	612,000
DPW	5	Phinney's Lane Sewer Expansion	735,000	-	-	12,841,000	-	13,576,000
WATER MANAGEMENT AND PRIVATE WAY IMPROVEMENTS FUND			\$ 2,897,000	\$ 2,500,000	\$ 1,300,000	\$29,227,000	\$ -	\$ 35,924,000

Five Year Capital Improvements Plan for General Fund

LISTING OF CAPITAL IMPROVEMENT PROJECTS GENERAL FUND			FIVE YEAR COSTS					PROJECT TOTALS
DEPT	PRIORITY	PROJECT TITLE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	2020-2024
BPD	1	Barnstable Police Department Improvements/Replacement	-	-	854,000	1,175,000	991,000	3,020,000
		TOTAL POLICE DEPARTMENT	\$ -	\$ -	\$ 854,000	\$ 1,175,000	\$ 991,000	\$ 3,020,000
ADM	1	Unified Communications – VOIP (Voice over Internet Protocol)	-	-	-	215,000	149,000	364,000
ADM	2	Aerial Flyover & Mapping Update (Geographic Information Survey)	100,000	100,000	-	-	-	200,000
ADM	3	Summer Aerial Flyover of Waterways	50,000	-	-	-	-	50,000
		TOTAL ADMINISTRATION DEPARTMENT	\$ 150,000	\$ 100,000	\$ -	\$ 215,000	\$ 149,000	\$ 614,000
MEA	1	Channel Dredging Program	2,012,000	1,500,000	2,000,000	1,500,000	1,500,000	8,512,000
MEA	2	Blish Point Construction for Long Term Solution	-	200,000	-	1,600,000	-	1,800,000
MEA	3	MEA Interior Project Phase III	-	192,000	-	-	-	192,000
MEA	7	Scudder’s Lane Boat Ramp Design & Construction	-	-	150,000	-	650,000	800,000
MEA	8	Bay Shore Road Boat Ramp-Design and Construction	-	-	-	150,000	600,000	750,000
MEA	11	Bridge Street Pier	125,000	-	-	-	-	125,000
MEA	12	Cotuit Town Dock Extension	75,000	-	-	-	-	75,000
		TOTAL MARINE & ENVIRONMENTAL AFFAIRS DEPARTMENT	\$ 2,212,000	\$ 1,892,000	\$ 2,150,000	\$ 3,250,000	\$ 2,750,000	\$ 12,254,000
CSD	1	Beach House Improvements	255,000	-	492,000	-	-	747,000
CSD	4	Beach Parking Lot Rehabilitation - Covell’s Beach	-	-	-	250,000	-	250,000
CSD	5	Beach Parking Lot Rehabilitation - Craigville Beach	160,000	-	-	-	-	160,000
CSD	6	Beach Parking Lot Rehabilitation - Keyes Beach	-	-	-	150,000	-	150,000
CSD	7	Osterville Recreation Building & Fields Construction	797,000	-	-	7,612,061	-	8,409,061
CSD	9	Marstons Mills Tennis Court Improvements	620,000	-	-	-	-	620,000
CSD	12	Hamblin Pond Bathhouse and Site Improvements	-	-	1,000,000	-	-	1,000,000
CSD	13	Hathaway’s Pond Bathhouse and Site Improvements	-	-	-	-	1,000,000	1,000,000
		TOTAL COMMUNITY SERVICES DEPARTMENT	\$ 1,832,000	\$ -	\$ 1,492,000	\$ 8,012,061	\$ 1,000,000	\$ 12,336,061
DPW	1	Public Roads Maintenance	3,450,000	3,550,000	3,650,000	3,750,000	3,850,000	18,250,000
DPW	2	Roadway and Sewer Improvements of Yarmouth Road and Route 28	TBD	-	-	-	-	-
DPW	3	Public Bridge Improvements	500,000	-	-	-	-	500,000
DPW	4	Bearse’s Way Bike Path Construction	125,000	-	-	-	-	125,000
DPW	5	Bumps River Bridge Repairs	900,000	-	-	-	-	900,000
DPW	6	Crosswalk Improvements	300,000	-	-	-	-	300,000
DPW	7	Sidewalk Overlay and Guardrail	314,000	-	364,000	-	401,000	1,079,000
DPW	9	School Administration Building Mechanical Cooling	996,000	1,065,000	730,000	-	-	2,791,000
DPW	10	Town Hall Security Improvements	480,000	250,000	-	-	-	730,000
DPW	11	Town Hall Site Improvements - Parking Lot	-	130,000	850,000	-	-	980,000
DPW	12	MS4 Municipal Separate Storm Sewer System Program	150,000	150,000	150,000	150,000	100,000	700,000
DPW	24	DPW Offices Phase III Construction	-	987,000	-	-	-	987,000
DPW	27	Marstons Mills School Demolition	-	995,000	-	-	-	995,000
DPW	30	Sidewalks on Ocean Street from Gosnold Street to Kalmus Beach	-	665,000	-	-	-	665,000

Five Year Capital Improvements Plan for General Fund (Continued)

LISTING OF CAPITAL IMPROVEMENT PROJECTS GENERAL FUND			FIVE YEAR COSTS					PROJECT TOTALS
DEPT	PRIORITY	PROJECT TITLE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	2020-2024
DPW	37	Commerce Road Improvements	-	300,000	-	3,000,000	-	3,300,000
DPW	41	Main Street Tree Lighting Project	114,000	-	-	-	-	114,000
TOTAL PUBLIC WORKS DEPARTMENT			\$ 7,329,000	\$ 8,092,000	\$ 5,744,000	\$ 6,900,000	\$ 4,351,000	\$ 32,416,000
SCH	1	Barnstable High School Sports Fields Engineering and Upgrades: Phases 2 and 3	250,000	3,617,000	-	2,950,000	-	6,817,000
SCH	2	Districtwide Communication, Video Surveillance, and Entry Improvements	500,000	500,000	-	-	-	1,000,000
SCH	3	Barnstable High School (BHS) Synthetic Turf Replacement	1,000,000	-	-	-	-	1,000,000
SCH	4	Campus Wide Mechanical Upgrades (Burners, Boilers, HVAC & Pump Systems)	250,000	-	250,000	-	250,000	750,000
SCH	5	Barnstable High School (BHS) & Barnstable Intermediate School (BIS) Roof Top Unit Ventilator Replacement	1,500,000	1,250,000	1,250,000	1,250,000	1,250,000	6,500,000
SCH	6	Centerville Elementary School Unit Ventilator Upgrades: Phase 4	500,000	-	-	-	-	500,000
SCH	7	Comprehensive Facilities Assessment	150,000	-	-	-	-	150,000
SCH	9	Hyannis West Elementary Roof Replacement	450,000	-	-	-	-	450,000
SCH	10	Centerville Elementary Roof Replacement	250,000	-	-	-	-	250,000
SCH	11	Barnstable High School Environmental Lab	1,000,000	-	-	-	-	1,000,000
TOTAL SCHOOL DEPARTMENT			\$ 5,850,000	\$ 5,367,000	\$ 1,500,000	\$ 4,200,000	\$ 1,500,000	\$ 18,417,000
TOTAL GENERAL FUND			\$17,373,000	\$15,451,000	\$11,740,000	\$23,752,061	\$10,741,000	\$ 79,057,061
TOTAL CAPITAL IMPROVEMENTS PROGRAM PROJECT COSTS			\$34,434,333	\$33,965,545	\$26,072,222	\$79,978,988	\$23,201,568	\$197,652,656

FY20 Capital Improvements Plan Budget

Recommended Projects for Fiscal Year 2020

Several factors were taken into consideration when determining which projects to recommend for funding in Fiscal Year 2020. In addition to the scoring by the senior staff, specific considerations went to projects that had received previous funding, and therefore, are ready for the next stage of development. Other considerations include projects that would contribute to the economic development of the Town; projects that would preserve important infrastructure components of the Town; projects that improve high usage assets; projects that have outside funding available to offset the costs or can be covered by user fees; and projects that have an important public safety component associated with them.

The recommended projects total \$34,402,000. The General Fund totals \$17,320,000, the Comprehensive Water Management and Private Way Fund totals \$3,647,000, and the Enterprise Funds total \$13,435,000. Funding for the General Fund portion of the program consists of \$3,925,000 in Capital Trust Fund (CTF) reserves, \$12,303,000 in new borrowing authorizations, \$264,000 from General Fund savings and \$828,000 in transfers from closed appropriations.

Funding for the Enterprise Fund programs consists of using \$1,794,750 of Enterprise Fund reserves, \$9,148,000 in new borrowing authorizations, \$32,000 in transfers from closed appropriations and \$2,460,250 is anticipated in federal and state grants for the Airport projects. The grant funds received will reduce the amount of any bonds authorized to finance the Airport Enterprise Fund’s capital program. The bonds issued for the Enterprise Fund projects are expected to be paid back with Enterprise Fund revenues.

Enterprise Funds:

Project Name and Council Order Number	Funding Source				Total
	Enterprise Fund Reserves	Transfers	Grants	Bond Issue	
AIRPORT:					
ARFF Equipment Replacement 2019-103	\$11,000	-	\$209,000	-	\$220,000
Budget Impact: Any savings derived by new equipment would be available to maintain remainder of deteriorating ARFF vehicles.					
ARFF Roof Upgrades 2019-104	\$24,500	-	\$465,500	-	\$490,000
Budget Impact: None, once fixed, existing staff will be used to maintain facilities.					
Snow Removal Equipment Replacement 2019-105	\$40,000	-	\$760,000	-	\$800,000
Budget Impact: Any savings derived from new equipment would be available to maintain remainder of deteriorating SRE vehicles.					
Snow Removal Equipment Replacement 2019-106	\$11,500	-	\$218,500	-	\$230,000
Budget Impact: This request is to replacement a vehicle, mission remains the same.					

Enterprise Funds Continued:

Project Name and Council Order Number	Funding Source				
	Enterprise Fund Reserves	Transfers	Grants	Bond Issue	Total
Main Terminal Ramp Hardstands for Heavy Aircraft Parking 2019-107 Budget Impact: None, once fixed, routine maintenance will stay the same.	\$56,000	-	\$224,000	-	\$280,000
Surface Treatment & Repaint Runway 15-33 2019-108 Budget Impact: Routine maintenance would stay the same.	\$23,750	-	\$451,250	-	\$475,000
Repair & Extend Mary Dunn Way 2019-109 Budget Impact: None, once constructed, existing staff will maintain facilities.	-	-	-	\$1,000,000	\$1,000,000
Mitigation (PFOS Soils) 2019-110 Budget Impact: None	\$100,000	-	-	-	\$100,000
Airfield Mowing Equipment Replacement 2019-111 Budget Impact: None, once purchase, routine maintenance to stay the same.	\$33,000	-	\$132,000	-	\$165,000
Replace Steel I-Beams in Airport Owned Hanger 2019-112 Budget Impact: Once purchase, existing staff will maintain facilities.	\$100,000	-	-	-	\$100,000
Total Airport Enterprise Fund	\$399,750	\$ -	\$2,460,250	\$1,000,000	\$3,860,000
GOLF:					
HGC Cart Path System Replacement 2019-118 Budget Impact: As the facility is renovated over time, potential customers will find it much more appealing and conducive for their banquet functions, and thus enticing large golf outings. The lessee will be able to reach revenue thresholds triggering additional monies to the golf division. The golf course will attract more large golf tournaments and outings, which will also increase revenues.	-	\$32,000	-	\$414,000	\$446,000
Total Golf Course Enterprise Fund	\$ -	\$32,000	\$ -	\$414,000	\$446,000
SANDY NECK:					
ORV Trail, and Gatehouse Relocation – Design and Permitting 2019-120 Budget Impact: New infrastructure in locations that are more protected from tidal and flood damage is expected to reduce maintenance costs.	\$60,000	-	-	-	\$60,000
Total Sandy Neck Enterprise Fund	\$60,000	\$ -	\$ -	\$ -	\$60,000
WATER POLLUTION CONTROL:					
Effluent Flow Meter Evaluation, Design, and Construction 2019-130 Budget Impact: The installed meter will not require an increase-operating budget.	\$600,000	-	-	-	\$600,000

Enterprise Funds Continued:

Project Name and Council Order Number	Funding Source				
	Enterprise Fund Reserves	Transfers	Grants	Bond Issue	Total
Sewer System Evaluation Surveys (SSES) 2019-131 Budget Impact: This project will identify future needs and will have no immediate impact on the operating budget.	-	-	-	\$380,000	\$380,000
Pump Station Rehabilitation Program 2019-132 Budget Impact: Normal levels of preventative maintenance would continue with the newly constructed pump station. A reduction in reactive maintenance is expected, however additional preventative maintenance for the on-site generator would be required. No impact on the WPCD operating budget is anticipated.	-	-	-	\$1,160,000	\$1,160,000
Bearse's Way Vacuum Sewer Replacement 2019-133 Budget Impact: It is estimated that this project would result in savings in staff overtime (\$5,000/year) and in sewer maintenance (\$5,000/year). This project will also free up person-hours that can be reallocated to other maintenance activities.	-	-	-	\$1,125,000	\$1,125,000
South Street Sewer Rehabilitation 2019-134 Budget Impact: Normal levels of preventative maintenance would continue with no impact on operating budget or staffing.	-	-	-	\$4,019,000	\$4,019,000
Total Water Pollution Control Enterprise Fund	\$600,000	\$ -	\$ -	\$6,684,000	\$7,284,000
WATER SUPPLY:					
Pipe Replacement and Upgrade Program 2019-135 Budget Impact: The upgrades will be to the existing distribution piping which are already maintained by the Public Works. Replacing these pipes will likely result in less maintenance cost and should not result in the need for additional personnel (The project manager, which is funded by this project, is an existing capitally funded position).	-	-	-	\$1,050,000	\$1,050,000
Wells, Pump Stations, Treatment Plant Repair & Upgrade Program 2019-136 Budget Impact: The upgrades will be to the existing well buildings, treatment, and other facilities, which are currently maintained by the Public Works. Some operating budget savings may be realized by replacing existing equipment with more energy efficient equipment, and a reduction in maintenance cost.	\$200,000	-	-	-	\$200,000
Valve Maintenance Trailer System 2019-137 Budget Impact: The project is a planning project. It has nothing to do with the operating budget.	\$75,000	-	-	-	\$75,000
Wells Treatment Options Evaluation 2019-138 Budget Impact: The project is a planning project. It has nothing to do with the operating budget.	\$220,000	-	-	-	\$220,000
Total Water Supply Enterprise Fund	\$495,000	\$ -	\$ -	\$1,050,000	\$1,545,000

Enterprise Funds Continued:

Project Name and Council Order Number	Funding Source				
	Enterprise Fund Reserves	Transfers	Grants	Bond Issue	Total
Upgrade 5 Compactor Units 2019-139	\$60,000	-	-	-	\$60,000
Budget Impact: Repair and upgrade of five (5) Municipal Solid Waste compactor units.					
Equipment Replacement (All-Terrain Litter Vacuum & Kabota RTV) 2019-140	\$80,000	-	-	-	\$80,000
Budget Impact: Normal levels of operation would continue with no impact on staffing or operating budget.					
Roll Off Container Trailer Replacement 2019-141	\$100,000	-	-	-	\$100,000
Budget Impact: Either additional funding to the operating budget or use of Solid Waste cash reserves will be required. The purchase of any new equipment for Solid Waste will have an impact of user fees.					
Total Solid Waste Enterprise Fund	\$240,000	\$ -	\$ -	\$ -	\$240,000
Total All Enterprise Funds	\$1,194,750	\$32,000	\$2,460,250	\$9,748,000	\$13,435,000

General Fund:

Project Name and Council Order Number	Funding Source				
	Capital Trust Fund Reserves	General Fund Savings	Bond Issue	Transfers	Total
INFRASTRUCTURE:					
Aerial Flyover & Mapping Update 2019-113	\$100,000	-	-	-	\$100,000
Budget Impact: All work will be completed by an outside contractor and funded through the capital request. There will be no impact on the operating budget other than the overhead associated with existing town staff managing the project (project management & QA/QC). No additional salary or other operating costs will be incurred by this project and there will be no additional ongoing maintenance costs.					
Summer Aerial Flyover of Waterways 2019-114	\$50,000	-	-	-	\$50,000
Budget Impact: All work will be completed by an outside contractor and funded through the capital request. There will be no impact on the operating budget other than the overhead associated with existing town staff managing the project (project management & QA/QC). No additional salary or other operating costs will be incurred by this project and there will be no additional ongoing maintenance costs.					
Public Roads Maintenance 2019-121	\$3,450,000	-	-	-	\$3,450,000
Budget Impact: The purpose of this project is primarily to maintain the existing roadway network and reduce the impacts of deferred maintenance on operating and capital budgets.					

General Fund Continued:

Project Name and Council Order Number	Funding Source				
	Capital Trust Fund Reserves	General Fund Savings	Bond Issue	Transfers	Total
Public Bridge Improvements and Repairs 2019-122 Budget Impact: None anticipated. Repairs will extend the useful life of the bridges and will not increase their operating budgets.	-	-	\$500,000	-	\$500,000
Bearse’s Way Bike Path Construction 2019-123 Budget Impact: This project will increase the Town’s sidewalk maintenance costs by an estimated \$3,300 per year for snow clearing, sweeping, brush clearing, and pavement maintenance and repairs.	\$125,000	-	-	-	\$125,000
Bumps River Bridge Repairs 2019-124 Budget Impact: None, repairs is anticipated to extend the useful life of the bridge by 10 to 25 years.	-	-	\$900,000	-	\$900,000
Sidewalk Overlay and Guardrail 2019- 125 Budget Impact: This is existing infrastructure, which is already being maintained. This work should decrease the need for expenditure in the short term.	-	-	\$314,000	-	\$314,000
Main Street Tree Lighting Project 2019-126 Budget Impact: Any savings will be offset by new costs.	-	\$114,000	-	-	\$114,000
Municipal Separate Storm Sewer System Program 2019-127 Budget Impact: Additional locations for catch basin cleanings and street sweepers would be identified as part of this permit. The current O&M budget would be increased by \$40,000 per year.	-	-	-	\$150,000	\$150,000
Crosswalk Improvements 2019-128 Budget Impact: N/A	-	-	\$300,000	-	\$300,000
Commerce Rd. Improvements 2019-147 Budget Impact: TBD	-	-	\$300,000	-	\$300,000
Total Infrastructure	\$3,725,000	\$114,000	\$2,314,000	\$150,000	\$6,303,000
MUNICIPAL FACILITIES:					
Improvements to HYCC Flat Roof, HVAC Controls, Parking & Security 2019-115 Budget Impact: Some efficiency savings once HVAC controls are installed. This work will replace systems already in place.	-	-	\$679,000	-	\$679,000
Craigville Beach House Improvements & Parking Lot Overlay 2019-116 Budget Impact: With new construction technology, we will realize continued savings in energy and maintenance costs. New infrastructure is expected to reduce maintenance costs.	-	-	\$415,000	-	\$415,000
Town Hall Security Improvements 2019-129 Budget Impact: This will not be clear until the study is complete, and the Town implementation has selected recommendations.	-	-	\$480,000	-	\$480,000

General Fund Continued:

Project Name and Council Order Number	Funding Source				
	Capital Trust Fund Reserves	General Fund Savings	Bond Issue	Transfers	Total
Marstons Mills Tennis Courts 2019-117	-	-	\$620,000	-	\$620,000
Budget Impact: These tennis courts will incur \$3,000 in yearly maintenance of cost.					
Bridge Street Pier 2019-149	\$125,000	-	-	-	\$125,000
Budget Impact: N/A					
Cotuit Town Dock Extension 2019-150	\$75,000	-	-	-	\$75,000
Budget Impact: N/A					
Osterville Field Construction and Site Improvements 2019-146	-	-	\$797,000	-	\$797,000
Budget Impact: N/A					
School Administration Building Improvements 2019-148	-	-	\$996,000	-	\$996,000
Budget Impact: This project will Improve energy efficiency for lighting and HVAC.					
Total Municipal Facilities	\$ 200,000	\$ -	\$3,987,000	\$ -	\$4,187,000
WATERWAYS:					
Channel Dredging Program 2019-119	-	-	\$980,000	-	\$980,000
Budget Impact: Not applicable – this is ongoing maintenance dredging of existing facilities. Performing the maintenance dredging in a systematic, planned manner is expected to reduce expenses by avoiding expediting costs and reducing mobilization costs where possible.					
Total Waterways	\$ -	\$ -	\$980,000	\$ -	\$980,000
SCHOOL FACILITIES:					
BHS Sports Fields Engineering and Upgrades: Phases 2 and 3 2019-093	-	-	\$250,000	-	\$250,000
Budget Impact: Revenue projections for new field rentals outside of school activities are initially estimated at \$20,000 for the first year and \$50,000 per subsequent year. Field maintenance post-project may require two full time positions and new equipment.					
Districtwide Communication, Video Surveillance & Entry Improvements 2019-094	-	-	\$500,000	-	\$500,000
Budget Impact: N/A					
BHS Synthetic Turf Replacement 2019-095	-	-	\$1,000,000	-	\$1,000,000
Budget Impact: N/A					

General Fund Continued:

Project Name and Council Order Number	Funding Source				
	Capital Trust Fund Reserves	General Fund Savings	Bond Issue	Transfers	Total
Campus Wide Mechanical Upgrades 2019-096 Budget Impact: Mechanical upgrades would have a positive impact on operating expenses by upgrading 30-year-old units with high efficiency equipment. All boiler upgrades qualify for Massachusetts School Building Authority (MSBA) assistance and could qualify for up to 35% rebate.	-	-	\$250,000	-	\$250,000
Barnstable High School Environmental Lab 2019-097 Budget Impact: N/A	-	-	\$322,000	\$678,000	\$1,000,000
BHS & BIS Roof Top Unit Ventilator Replacement 2019-098 Budget Impact: Can expect a minimum of 10% energy savings attributable to motor, verified frequency device (VFD) and control upgrades, and minimum annual maintenance savings cost of \$10,000. We will apply for any applicable utility rebates and incentives.	-	-	\$1,500,000	-	\$1,500,000
Centerville Elementary School Unit Ventilator Upgrades: Phase 4 2019-099 Budget Impact: Can expect 10 - 15% savings on energy costs.	-	-	\$500,000	-	\$500,000
Comprehensive Facilities Assessment 2019-100 Budget Impact: N/A	-	\$150,000	-	-	\$150,000
Hyannis West Elementary Roof Replacement 2019-101 Budget Impact: N/A	-	-	\$450,000	-	\$450,000
Centerville Elementary Roof Replacement 2019-102 Budget Impact: N/A	-	-	\$250,000	-	\$250,000
Total School Facilities	\$ -	\$150,000	\$4,950,000	\$750,000	\$5,850,000
Grand Totals	\$3,925,000	\$264,000	\$12,303,000	\$828,000	\$17,320,000

Comprehensive Water Management And Private Way Improvements Fund:

Project Name and Council Order Number	Funding Source				
	Fund Reserves	Bond Issue	Transfers	Grants	Total
Channel Dredging Program 2019-119 Budget Impact: Not applicable – this is ongoing maintenance dredging of existing facilities. Performing the maintenance dredging in a systematic, planned manner is expected to reduce expenses by avoiding expediting costs and reducing mobilization costs where possible.	\$750,000	-	-	-	\$750,000
MM School Pump Station & 28 Collection System Preliminary Design 2019-142 Budget Impact: In eliminating the MMWWTP and replacing it with two pump stations delivering sewage to the Hyannis WPCF, there would be a \$35,700 reduction in operating costs. However, there would also be a corresponding reduction in revenue of \$37,800 due to those ratepayers currently connected to the MMWWTP paying the WPCF rates vs. the MMWWTP rates (this does not account for additional revenue of new ratepayers in that area or along RT 28). The overall change would have a negligible impact on the WPCD’s bottom line.	\$612,000	-	-	-	\$612,000
Long Pond Area Sewer Expansion 2019-143 Budget Impact: 1.3 FTE, Grade 8 Operator.	\$938,000	-	-	-	\$938,000
Marstons Mills River Treatment System 2019-144 Budget Impact: Once dredged, it is not expected that the Town would incur any additional regular maintenance items.	\$612,000	-	-	-	\$612,000
Phinney’s Lane Sewer Expansion 2019-145 Budget Impact: 0.71 FTE, Grade 8 Operator.	\$735,000	-	-	-	\$735,000
Total Special Revenue Fund	\$3,647,000	\$ -	\$ -	\$ -	\$3,647,000

Capital Trust Fund Analysis

The Capital Trust Fund (CTF) is used as a mechanism to finance the Town's General Fund Capital Improvements Program within the limitations of Proposition 2½. Annually, the Town transfers a sum of money from the General Fund into the CTF. The resources within the CTF are then used to make the annual loan payments on the bonds issued to finance the Town's capital program. The CTF operates essentially as a debt service fund. Some of the Town's capital appropriations are financed using the reserves within the CTF as opposed to bond issues. Annually, the Town reviews the projected cash flow of the CTF for the prospective 20-year period in order to measure the capacity level of the fund.

For the most part, this fund is not the funding source for Enterprise Fund capital improvements. Most Enterprise Funds pay 100% of their capital cost, which is recovered through their respective user fees. Enterprise Fund capital improvements may be funded from the CTF, which is a policy decision. The two current exceptions are the bond issues for the construction of the Hyannis Youth & Community Center (HYCC) and the bond issue for the Barnstable Harbor Marina bulkhead replacement.

The FY20 General Fund Capital Improvements Program includes a combination of "pay-as-you-go" or cash financing and new bond issues. The cash-financing portion of the program is funded from the Capital Trust Fund reserves and balances remaining in appropriations from completed projects. This "pay-as-you-go" financing approach saves the Town thousands of dollars in the form of bond issuance and interest cost. It also provides the opportunity to have some capital program on an annual basis, and provides flexibility within the budget. With just a debt service program, the CTF can become saturated with loan payments and prohibit the approval of any new projects until the debt service from other projects expire. This would also reduce the Town's flexibility in its resource allocation as future cash flows are committed to fixed annual loan payments.

In the event of absolute necessity, the cash portion of the program could be converted to a debt program to allow for a larger capital program up front. For example, the Town could allocate \$1 million in cash per year for capital improvements or allocate \$1 million per year towards new debt service. \$1 million in new debt service could pay for a bond issue of approximately \$8 million in interest with an amortization period of 10-years.

Furthermore, the cash program portion, if reduced or eliminated, could decrease the annual contribution from the General Fund to the CTF, if the need for funding General Fund operations is determined to be greater than the need for the capital expenditure. Countless scenarios can be created to allocate the annual cash flow of the CTF between cash and borrowing programs.

The annual contribution to the CTF has grown to \$10.5 million in FY20. This amount is projected to increase by 2.5 percent per year in order to allocate more funds to the capital program. Even as more funds are allocated to the capital program, the Town's capital needs require a higher contribution level. Opportunities to increase this contribution are examined every year.

Table A below illustrates the CTF cash flow for the next 10-years incorporating all existing loan payments and the FY20 proposed Capital Improvements Program (CIP). Table B illustrates the CIP Five-Year Plan within the CTF over the next 10-years.

Major Assumptions Used In Table A:

- Investment earnings will average 1.1% per year;
- The base transfer from the General Fund will increase 2.5% per year; plus additional \$200,000 for new growth;
- Loan amortization on the FY20 bond issues will include:
 - \$864,000 over 5-years;
 - \$3,927,000 over 10-years;
 - \$900,000 over 15-years; and
 - \$4,729,000 over 20-years.
- The net interest cost on the bonds are estimated to be 4%;
- The FY20 bonds will be issued at a time so that the first loan payments will not be made until FY21;
- There are no estimated savings from bond refinancing included in the projection;
- The Federal government will not make any changes and the tax advantages of municipal bonds will remain intact;
- No other major changes will take place in the municipal bond market; and
- The cash funded portion of the capital program will average total \$3.5 million per year.

Major Assumptions Used In Table B:

In addition to all of the assumptions in Table A, additional bond issues for the next four years are included for the FY21 through FY29 capital programs with the following amortization amounts:

FY21: Total Bond Issue \$13,989,000

- \$1,050,000 annually over 5-years
- \$2,245,000 annually over 10-years
- \$5,577,000 annually over 15-years
- \$5,117,000 annually over 20-years

FY22: Total Bond Issue \$8,881,000

- \$250,000 annually over 5-years
- \$2,862,000 annually over 10-years
- \$3,769,000 annually over 15-years
- \$2,000,000 annually over 20-years

FY23: Total Bond Issue \$19,308,000

- \$215,000 annually over 5-years
- \$3,405,000 annually over 10-years
- \$4,550,000 annually over 15-years
- \$11,138,000 annually over 20-years

FY24: Total Bond Issue \$7,008,000

- \$250,000 annually over 5-years
- \$2,617,000 annually over 10-years
- \$2,641,000 annually over 15-years
- \$1,500,000 annually over 20-years

TABLE A – Capital Trust Fund Estimated Cash Flow FY 2020 – FY 2029

ESTIMATED CAPITAL TRUST FUND CASH FLOW FY 2020 - FY 2029											
		FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
1	Beginning Trust Fund Balance	\$ 17,374,744	\$ 16,454,902	\$ 16,574,431	\$ 16,699,563	\$ 18,680,944	\$ 20,702,207	\$ 25,091,085	\$ 29,390,054	\$ 35,712,240	\$ 42,382,410
	Resources:										
2	Investment Earnings	191,122	181,004	182,319	183,695	205,490	227,724	276,002	323,291	392,835	466,207
3	Transfer From General Fund	10,191,521	10,646,309	11,112,467	11,590,279	12,080,036	12,582,037	13,096,588	13,624,003	14,164,603	14,718,718
4	Additional Contribution From General Fund	-	1,000,000	-	1,000,000	-	1,000,000	-	1,000,000	-	1,000,000
5	Other Resources	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
6	Total Current Year Resources	10,482,643	11,927,313	11,394,786	12,873,974	12,385,526	13,909,761	13,472,590	15,047,294	14,657,438	16,284,925
7	Total Available Resources	27,857,387	28,382,214	27,969,217	29,573,537	31,066,470	34,611,969	38,563,675	44,437,347	50,369,677	58,667,334
	Commitments:										
8	Existing Debt Service Payments	(7,477,486)	(6,828,113)	(6,227,486)	(5,787,927)	(5,197,099)	(4,291,221)	(4,104,261)	(3,586,338)	(2,779,088)	(2,272,050)
9a	Estimated Debt Service on FY20 CIP (\$12.3m)	-	(1,429,670)	(1,392,168)	(1,354,666)	(1,317,164)	(1,279,662)	(1,069,360)	(1,038,770)	(1,008,180)	(977,590)
10	Public Roads Program	(3,450,000)	(3,550,000)	(3,650,000)	(3,750,000)	(3,850,000)	(3,950,000)	(4,000,000)	(4,100,000)	(4,200,000)	(4,300,000)
11	Other Cash Program	(475,000)	-	-	-	-	-	-	-	-	-
12	Total Current Year Commitments	(11,402,486)	(11,807,783)	(11,269,654)	(10,892,593)	(10,364,263)	(9,520,883)	(9,173,621)	(8,725,108)	(7,987,268)	(7,549,640)
13	Increase (Decrease) in Trust Fund	(919,843)	119,530	125,132	1,981,381	2,021,263	4,388,878	4,298,969	6,322,186	6,670,170	8,735,284
14	Ending Trust Fund Balance	\$ 16,454,902	\$ 16,574,431	\$ 16,699,563	\$ 18,680,944	\$ 20,702,207	\$ 25,091,085	\$ 29,390,054	\$ 35,712,240	\$ 42,382,410	\$ 51,117,694
15	% of trust fund resources committed in CY (max =80%)	41%	42%	40%	37%	33%	28%	24%	20%	16%	13%

This table illustrates the Capital Trust Fund’s (CTF) cash flow incorporating all existing loan payments on previously authorized projects and the recommended projects for FY20. Cash funded projects in FY20 total \$3,925,000 and bond funded projects total \$12.3 million. The bonds will be issued in FY20 and the first estimated loan payment of \$1,429,670 is anticipated to be made in FY21 as illustrated above on line 9a. Line 8 in the table above includes all existing loan payments. Lines 10 and 11 include estimates on future cash appropriations for capital to be financed from the trust fund’s reserves. One-time additional resources to be added to the fund are included on line 4 and 5. The percentage of the trust fund’s current year resources that are committed in any year are less than the Administrative Code limit of 80% (line 15) indicating that the fund has the capacity to absorb more debt financed projects in future years.

TABLE B – Capital Trust Fund Estimated Capacity for the Next 10 Years

ESTIMATED CAPITAL TRUST FUND 5 YEAR PLAN CASH FLOW ANALYSIS											
		FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
1	Beginning Trust Fund Balance	\$ 17,374,744	\$ 16,454,902	\$ 15,802,431	\$ 14,302,428	\$ 13,518,683	\$ 11,005,350	\$ 9,875,906	\$ 7,689,605	\$ 6,786,335	\$ 5,341,723
	Resources:										
2	Investment Earnings	191,122	181,004	173,827	157,327	148,706	121,059	108,635	84,586	74,650	58,759
3	Transfer From General Fund	10,191,521	10,646,309	11,112,467	11,590,279	12,080,036	12,582,037	13,096,588	13,624,003	14,164,603	14,718,718
4	Additional Contribution From General Fund	-	1,000,000	-	1,000,000	-	1,000,000	-	1,000,000	-	1,000,000
5	Other Resources	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
6	Total Current Year Resources	10,482,643	11,927,313	11,386,294	12,847,606	12,328,742	13,803,096	13,305,223	14,808,589	14,339,253	15,877,477
7	Total Available Resources	27,857,387	28,382,214	27,188,725	27,150,034	25,847,424	24,808,446	23,181,129	22,498,193	21,125,588	21,219,200
	Commitments:										
8	Existing Debt Service Payments	(7,477,486)	(6,828,113)	(6,227,486)	(5,787,927)	(5,197,099)	(4,291,221)	(4,104,261)	(3,586,338)	(2,779,088)	(2,272,050)
9a	Estimated Debt Service on FY20 CIP (\$12.3m)		(1,429,670)	(1,392,168)	(1,354,666)	(1,317,164)	(1,279,662)	(1,069,360)	(1,038,770)	(1,008,180)	(977,590)
9b	Estimated Debt Service on FY21 CIP (\$11.1m)			(1,316,643)	(1,281,784)	(1,246,925)	(1,212,065)	(1,177,206)	(932,347)	(905,887)	(879,428)
9c	Estimated Debt Service on FY22 CIP (\$8.5m)				(1,006,973)	(980,368)	(953,763)	(927,157)	(900,552)	(823,947)	(799,341)
9d	Estimated Debt Service on FY23 CIP (\$19.5m)					(2,001,519)	(1,952,741)	(1,903,964)	(1,855,186)	(1,806,409)	(1,714,632)
9e	Estimated Debt Service on FY24 CIP (\$7m)						(843,087)	(820,576)	(798,065)	(775,555)	(753,044)
10	Public Roads Program	(3,450,000)	(3,550,000)	(3,650,000)	(3,750,000)	(3,850,000)	(3,950,000)	(4,000,000)	(4,100,000)	(4,200,000)	(4,300,000)
11	Other Cash Program	(475,000)	(772,000)	(300,000)	(450,000)	(249,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)
12	Total Current Year Commitments	(11,402,486)	(12,579,783)	(12,886,297)	(13,631,351)	(14,842,074)	(14,932,539)	(15,491,525)	(15,711,858)	(15,783,865)	(16,137,685)
13	Increase (Decrease) in Trust Fund	(919,843)	(652,470)	(1,500,004)	(783,745)	(2,513,333)	(1,129,444)	(2,186,302)	(903,269)	(1,444,613)	(260,208)
14	Ending Trust Fund Balance	\$ 16,454,902	\$ 15,802,431	\$ 14,302,428	\$ 13,518,683	\$ 11,005,350	\$ 9,875,906	\$ 7,689,605	\$ 6,786,335	\$ 5,341,723	\$ 5,081,515
15	% of trust fund resources committed in CY (max = 80%)	41%	44%	47%	50%	57%	60%	67%	70%	75%	76%

Including the proposed FY20 capital program, it is estimated the Capital Trust Fund can absorb approximately \$145 million in projects over the next 10-years and stay within the maximum allowable commitment of 80% as shown on line 15. Cash financed capital is estimated at \$43 million and bond financed capital is estimated at \$100 million through FY29. The estimated annual loan payments on the bonds are illustrated on lines 9a through 9e.

Comprehensive Water Management and Private Way Improvements Fund

Chapter 355 of the Acts of 2014 enacted by the General Court allows the Town of Barnstable to establish a special fund that may be used for planning, designing and construction of sewers and other means of comprehensive wastewater management and maintenance and improvement of private ways.

Dedicated revenue sources for this fund include 100% of the local meals excise tax and one-third of the local rooms excise tax. In addition, any betterment assessed to property abutters on sewer construction and private way improvements will be credited to this fund if the fund is used to finance the improvements.

Major Assumptions Used In Table A:

- Rooms and meals tax revenue will grow 1% per year;
- Investment earnings will average 1.1 % per year;
- Existing sewer betterments collected will average \$47,000 per year;
- Long Pond Area Sewer Expansion assessments will average \$409,650 per year starting in FY24;
- Attucks Lane Sewer Expansion assessments will average \$62,500 per year starting in FY22;
- Phinney's Lane Sewer Expansion assessments will average \$321,025 per year starting in FY24;
 - Loan amortization on bond issues will be 20 years;
- The net interest cost on the bonds are estimated to be 4%;
- The bonds will be issued at a time so that the first loan payments will not be made until the following year, for example, the first payment on a FY22 bond issue will be in FY23;
- The Federal government will not make any changes and the tax advantages of municipal bonds will remain intact;
- No other major changes will take place in the municipal bond market; and
- The cash funded portion will be \$3,647,000 in FY20.

TABLE A – Comprehensive Water Management And Private Way Improvements Fund Estimated Cash Flow FY 2020 –FY 2029

COMPREHENSIVE WATER MANAGEMENT AND PRIVATE WAY IMPROVEMENTS FUND CASH FLOW ANALYSIS 10 YEAR PROJECTION											
		FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
1	Beginning Trust Fund Balance	\$ 15,330,084	\$ 14,002,993	\$ 16,333,884	\$ 18,544,819	\$ 20,683,921	\$ 21,549,296	\$ 22,482,087	\$ 23,482,437	\$ 24,551,743	\$ 25,690,789
Resources:											
2	Hotel/Motel Rooms Tax 1/3	1,011,306	1,021,419	1,031,633	1,041,950	1,052,369	1,062,893	1,073,522	1,084,257	1,095,099	1,106,050
3	Meals Tax	1,581,444	1,597,259	1,613,231	1,629,364	1,645,657	1,662,114	1,678,735	1,695,522	1,712,478	1,729,602
4	Earning on Investment	168,631	154,033	122,504	139,086	155,129	161,620	168,616	176,118	184,138	192,681
5	Total Assessments	50,106	50,106	110,849	110,849	835,528	835,528	834,903	834,903	834,903	834,903
6	Total Interest Earned on Assessments	10,000	10,000	60,000	57,500	639,540	607,813	576,086	544,359	512,632	480,905
7	Total Current Year Resources	2,821,487	2,832,817	2,938,218	2,978,749	4,328,223	4,329,967	4,331,861	4,335,159	4,339,250	4,344,142
8	Total Available Resources	18,151,571	16,835,810	19,272,102	21,523,568	25,012,145	25,879,263	26,813,948	27,817,597	28,890,994	30,034,930
Commitments:											
9	Existing Debt Service Payments	(501,578)	(501,926)	(502,283)	(502,647)	(503,019)	(503,400)	(503,788)	(504,185)	(504,591)	(505,006)
10a	Estimated Debt Service on FY20 CIP (\$m)	-	-	-	-	-	-	-	-	-	-
10b	Estimated Debt Service on FY21 CIP (\$2.5m)	-	-	(225,000)	(220,000)	(215,000)	(210,000)	(205,000)	(200,000)	(195,000)	(190,000)
10c	Estimated Debt Service on FY22 CIP (\$1.3m)	-	-	-	(117,000)	(114,400)	(111,800)	(109,200)	(106,600)	(104,000)	(101,400)
10d	Estimated Debt Service on FY23 CIP (\$30m)	-	-	-	-	(2,630,430)	(2,571,976)	(2,513,522)	(2,455,068)	(2,396,614)	(2,338,160)
11	Other Cash Program	(3,647,000)	-	-	-	-	-	-	-	-	-
12	Total Current Year Commitments	(4,148,578)	(501,926)	(727,283)	(839,647)	(3,462,849)	(3,397,176)	(3,331,510)	(3,265,853)	(3,200,205)	(3,134,566)
13	Increase (Decrease) in Trust Fund	(1,327,091)	2,330,891	2,210,936	2,139,102	865,374	932,791	1,000,351	1,069,306	1,139,045	1,209,576
14	Ending Trust Fund Balance	\$ 14,002,993	\$ 16,333,884	\$ 18,544,819	\$ 20,683,921	\$ 21,549,296	\$ 22,482,087	\$ 23,482,437	\$ 24,551,743	\$ 25,690,789	\$ 26,900,365

This table illustrates the Comprehensive Water Management And Private Way Improvements Fund cash flow incorporating all existing loan payments on previously authorized projects as well as future recommended projects. Cash funded projects in FY20 total \$3,647,000 and bond funded projects over the ten-year analysis include all submissions provided in the five-year plan. Line 9 in the table above illustrates all existing loan payments. Lines 10a and 10d illustrate the estimated debt service payments on new projects included in the five-year plan. Line 12 includes all existing as well as estimated commitments to the fund.

Debt Position Analysis

Type and Purpose of Debt

The Town sells bonds to finance major capital improvements that require large cash outlays. General Obligation Bonds (G.O.B) have been sold to fund capital improvements managed by various municipal operations such as schools, public works, recreation, conservation, and the Town's Enterprise Fund operations. General Obligation Debt, (G.O.D), is supported by the full faith and credit of the Town and is repaid from property taxes collected from both current and future property owners throughout the term of the debt, except for the bonds issued to fund most capital improvements for Enterprise Fund operations. Although property taxes are pledged as collateral for Enterprise Fund GOB's, most of the bonds are repaid with revenue generated by the Enterprise Funds and not property taxes. This arrangement provides for a more favorable borrowing rate on Enterprise Fund debt and is required by Massachusetts General Laws. Alternatively, Enterprise Funds would have to issue what are referred to as "Revenue Bonds", which would typically carry much higher interest rates because the collateral is Enterprise Fund revenue as opposed to property taxes.

Properly structured municipal debt is tax exempt. This feature is attractive to many investors who, in turn, require less interest than they would from non-tax-exempt investments. Typical rates for municipal bonds over the past several years have been in the 1.5% to 4% range. Rates have remained low in FY19 as the economy is making municipal bonds more attractive for highly rated communities. When netted out against inflation, municipal borrowing costs, especially for strong credit worthy Towns such as Barnstable is enviable.

The Town operates several Enterprise Funds that includes an airport, two golf courses, a wastewater treatment facility, a solid waste transfer station, water supply operations, four marinas, Sandy Neck Beach Park, and the Hyannis Youth & Community Center. These funds are expected to repay their debt from the revenues they generate unless it is determined that a General Fund contribution is necessary to provide for some fee mitigation. In addition, the Town has borrowed on behalf of the Community Preservation Fund (CPF) that was created by general legislation to enable towns in the Commonwealth to acquire open space and to finance recreation, community housing, and historic preservation projects. The CPF, a special revenue fund, is funded with three percent surtax on each real estate tax bill. The Commonwealth provides a partial matching program for the surtax billed from a state trust account, which is funded by real estate transfer taxes. The matching program is expected to decline as more communities adopt the CPF, real estate transactions declining, as well as a decline in the State's trust fund balance.

Current Debt Position

As of June 30, 2018, the Town of Barnstable had \$103 million of outstanding long-term debt. New debt issued in FY18 was \$9.9 million and existing debt retired was \$14.4 million, representing a \$4.5 million net decrease in the outstanding long-term debt level from June 30, 2017. These debt figures include all debt incurred on behalf of the governmental funds and enterprise funds.

Projected Debt Payments by Project and Fund

The following four tables set forth the projected General Obligation Debt (G.O.D.) payments by issue for both the Town's governmental funds and the enterprise funds. It is significant to note the State reimburses for approved Massachusetts School Building Authority (MSBA) school construction projects at the rate of 64%, including interest costs incurred. There are also several low-cost financing loans through the Massachusetts Clean Water Trust (MCWT) for sewer construction, water system improvements, and landfill capping loans.

Bonds Payable Schedule – Governmental Funds (Excludes Enterprise Fund Debt)

Project	Maturities Through	Original Loan Amount	Interest Rate (%)	Outstanding at June 30, 2018
MCWT Title V Bond of 1997.....	2021	\$ 200,000	0.00	\$ 31,000
MCWT Title V Bond of 2002.....	2023	200,000	0.00	50,324
MCWT Title V Bonds of 2006.....	2026	400,000	0.00	160,000
MCWT Title V Bond of 2007.....	2027	200,000	0.00	90,000
Municipal Purpose Bonds of 2007.....	2027	36,808,388	4.00 - 5.00	4,900,000
MCWT Bond of 2008 (CW-04-31).....	2021	389,216	2.00	99,001
MCWT Bond of 2009.....	2021	887,454	2.00	149,239
Municipal Purpose Bonds of 2010.....	2030	3,873,270	2.00 - 5.00	1,965,000
Municipal Purpose Bonds of 2011.....	2031	13,584,000	2.00 - 4.00	4,970,000
Municipal Purpose Refunding of 2012.....	2023	10,037,900	2.00 - 4.00	4,179,500
Municipal Purpose Bonds of 2014.....	2024	6,248,000	2.00 - 3.00	3,270,000
Municipal Purpose Refunding of 2015.....	2027	5,265,500	2.00 - 4.50	4,080,000
Municipal Purpose Bonds of 2015.....	2035	3,930,000	2.00 - 4.50	2,890,000
Municipal Purpose Bonds of 2016.....	2036	12,113,000	2.00 - 4.00	10,595,000
Municipal Purpose Refunding of 2016.....	2028	1,674,000	2.00 - 4.00	1,674,000
Municipal Purpose Bonds of 2017.....	2037	5,105,700	3.00 - 4.00	4,650,000
MCWT Bond of 2017.....	2020	255,941	2.00	172,456
Municipal Purpose Bonds of 2018.....	2038	7,780,500	3.00 - 5.00	7,780,500
Total Bonds Payable.....				51,706,020
Add: Unamortized premium on bonds.....				1,772,942
Total Bonds Payable, net.....				\$ 53,478,962

Debt service requirements for principal and interest for **Governmental Bonds Payable** in future fiscal years are as follows:

Year	Principal	Interest	Total
2019.....	\$ 10,240,231	\$ 1,979,658	\$ 12,219,889
2020.....	6,629,263	1,548,475	8,177,738
2021.....	5,353,618	1,289,106	6,642,724
2022.....	4,873,204	1,071,296	5,944,500
2023.....	4,122,704	866,482	4,989,186
2024.....	3,023,000	717,456	3,740,456
2025.....	2,465,000	605,691	3,070,691
2026.....	2,168,000	503,053	2,671,053
2027.....	1,746,000	415,264	2,161,264
2028.....	1,530,000	353,766	1,883,766
2029.....	1,415,000	297,814	1,712,814
2030.....	1,395,000	253,238	1,648,238
2031.....	1,225,000	205,944	1,430,944
2032.....	1,080,000	168,738	1,248,738
2033.....	1,025,000	136,336	1,161,336
2034.....	950,000	105,590	1,055,590
2035.....	950,000	76,774	1,026,774
2036.....	835,000	47,960	882,960
2037.....	400,000	22,252	422,252
2038.....	280,000	9,102	289,102
Total.....	\$ 51,706,020	\$ 10,673,995	\$ 62,380,015

The Commonwealth of Massachusetts has approved school construction assistance to the Town. The assistance program, which is administered by the Massachusetts School Building Authority, provides resources for construction costs and debt service interest of general obligation bonds outstanding. The Town is currently receiving annual payments for 64% of eligible costs in relation to the construction of the new Barnstable Intermediate School and the renovation and addition to the High School. During 2018, approximately \$3,019,000 of such assistance was received. Approximately \$3,878,000 will be received in future years. Of this amount, \$145,000 represents reimbursement of future long-term interest costs and \$3,733,000 represents reimbursement of approved construction cost and interest costs previously paid.

Bonds Payable Schedule – Enterprise Funds

Project	Maturities Through	Original Loan Amount	Interest Rate (%)	Outstanding at June 30, 2018
Airport.....	2037	\$ 2,433,700	2.00 - 4.125	\$ 2,175,000
Golf Course.....	2037	3,313,200	2.00 - 5.00	2,894,000
Add: unamortized premium.....				164,748
Total Golf Course Bonds Payable, net.....				3,058,748
Solid Waste Transfer Station.....	2027	7,515,600	0.00 - 4.50	826,500
Wastewater.....	2037	27,301,820	0.00 - 4.75	15,256,940
Water Supply.....	2038	19,877,111	2.00 - 5.00	16,826,853
Add: unamortized premium.....				605,745
Total Water Supply Bonds Payable, net.....				17,432,598
Marina Recreation.....	2037	3,598,500	2.00 - 4.00	2,544,000
Add: unamortized premium.....				66,054
Total Marina Recreation Bonds Payable, net.....				2,610,054
Sandy Neck Recreation.....	2031	1,265,000	2.00 - 4.125	900,000
Hyannis Youth and Community Center.....	2028	15,113,300	2.00 - 4.75	7,835,000
Add: unamortized premium.....				755,907
Total Hyannis Youth and Community Center Bonds Payable, net.....				8,590,907
Total Bonds Payable, net.....				\$ 50,850,747

Debt service requirements for principal and interest for **Enterprise Bonds Payable** in future fiscal years are as follows:

Year	Principal	Interest	Total
2019.....	\$ 4,863,643	\$ 1,610,505	\$ 6,474,148
2020.....	4,463,261	1,430,974	5,894,235
2021.....	4,312,773	1,267,690	5,580,463
2022.....	4,058,905	1,107,708	5,166,613
2023.....	4,120,059	956,739	5,076,798
2024.....	3,990,750	810,215	4,800,965
2025.....	3,890,488	671,505	4,561,993
2026.....	3,659,784	539,277	4,199,061
2027.....	3,629,648	427,913	4,057,561
2028.....	2,464,090	321,020	2,785,110
2029.....	1,684,901	249,132	1,934,033
2030.....	1,663,650	204,468	1,868,118
2031.....	1,609,045	161,304	1,770,349
2032.....	1,122,648	124,983	1,247,631
2033.....	1,136,400	97,555	1,233,955
2034.....	709,729	73,330	783,059
2035.....	714,612	53,570	768,182
2036.....	704,602	33,714	738,316
2037.....	399,305	14,124	413,429
2038.....	60,000	1,950	61,950
Total.....	\$ 49,258,293	\$ 10,157,674	\$ 59,415,967

The Town is scheduled to be subsidized by the MCWT on a periodic basis for principal in the amount of \$495,613 and interest costs for \$133,524. The principal subsidies are guaranteed and therefore a \$495,613 intergovernmental receivable has been reported in the business-type financial statements. Since the Town is legally obligated for the total amount of the debt, such amounts have been reported in the accompanying basic financial statements. The 2018 principal and interest subsidies totaled \$201,830 and \$79,519, respectively.

The Town is subject to various debt limits by statute and may issue additional general obligation debt under the normal debt limit. At June 30, 2018, the Town had the following authorized and unissued debt:

Purpose	Amount
Sewer projects.....	\$ 9,088,246
Water projects.....	7,714,483
Airport projects.....	29,306,487
Fish run reconstruction.....	500
School improvements.....	1,736,000
Parking lot improvements.....	25,000
Landfill projects.....	2,000,000
Town hall renovation.....	560,000
Osterville recreation project.....	675,000
Private road repairs.....	2,075,770
Clear vegetation and obstruction project.....	300,000
Total.....	\$ 53,481,486

General Obligation Debt – Credit Ratings

Several factors determine the amount of debt the Town can afford to maintain. These include the strength of the local economy, the wealth of the community, and the amount of debt sold by overlapping jurisdictions (Barnstable County Government, Cape Cod Regional Transit Authority, and Cape Cod Regional Technical High School), future capital needs, the local economy as well as the Town’s financial position, administrative capabilities, and level of planning. These factors, as well as many others, influence the Town’s bond rating - an evaluation of the Town’s ability to repay debt as determined by the rating agencies. System improvements such as programmatic budgeting, an administrative code, policy planning based on a five-year forecast, and financial fund management have helped the Town’s position.

In February 2018, the Town Treasurer conducted a \$10.6 million bond sale, which required a rating to be assigned to it prior to the sale. In their most recent bond rating analysis dated February 2018 Standard & Poor’s (S&P) affirmed the 'AAA' rating on the Town's outstanding debt with a stable outlook. S&P cited the following reasons for their rating and stable outlook:

- Very strong economy, with access to a broad and diverse metropolitan statistical area (MSA);
- Very strong management, with strong financial policies and practices under our Financial Management Assessment (FMA) methodology;
- Strong budgetary performance, with operating surplus in the general fund and at the total governmental fund level in fiscal 2017;
- Very strong budgetary flexibility, with an available fund balance in fiscal 2017 of 24% of operating expenditures;
- Very strong liquidity, with total government available cash at 23.3% of total governmental fund expenditures and 3.5x governmental debt service, and access to external liquidity we consider strong;
- Strong debt-and-contingent-liability position, with debt service carrying charges at 6.6% of expenditures and net direct debt that is 48.7% of total-governmental-fund revenue, as well as low overall net debt at less than 3% of market value and rapid amortization, with 77.9% of debt scheduled to be retired in 10 years, but a large pension and other-postemployment-benefit (OPEB) obligation and the lack of a plan to sufficiently address the obligation; and
- Strong institutional framework score.

The descriptor used by S&P for this rating is “Prime Investment Grade”. Strong bond ratings generally reduce interest expense to service the debt as well as bond insurance costs. Additionally, strong bond ratings enhance the prestige of the community within the financial markets and are a vote of confidence by the rating agency that the municipality is pursuing a sound financial course. This AAA rating reflects sound credit quality with associated very low risk and should result in future low borrowing costs for the Town.

It is important to understand that no single ratio or factor determines a General Obligation Bond rating or fully encompasses the fiscal health of a municipality. The factors must be taken as a group. Other debt ratios, as well as economic and administrative factors account for the differences in ratings. A growing community can afford more debt than a non-growth community, and a community with more income wealth can afford more debt than a poorer community can.

Generally, bond ratings do not change suddenly but respond more to long-range trends. The stable outlook reflects S&P’s view of the town’s very strong budgetary flexibility and liquidity, further supported by a strong economy. As such, they do not expect to change the rating in the next two years. However, dramatic changes are key indicators of fiscal health and can result in an immediate rating change. In projecting bond ratios, it is important to review the sensitivity of the ratios to changes in the economy.

[Extract from Standard & Poor’s Credit Profile of Barnstable Printed November 8, 2013](#)

“The stable outlook reflects S&P Global Ratings’ opinion of the town’s very strong economy and budgetary flexibility, supported by strong budgetary performance. We believe the town’s very strong management and liquidity further support the rating. Although the town has large long-term liabilities and increasing retirement costs, we believe management will likely make the necessary budgetary adjustments to maintain balanced financial operations. Therefore, we do not expect to change the rating within the two-year outlook period.

However, while unlikely, we could lower the rating if a prolonged period of structural imbalance were to result in significant available reserve deterioration.”

General Obligation Debt - Limitations

There are legal limitations that govern the issuance of municipal debt. Under Massachusetts statutes, the debt limit of the Town of Barnstable is 5 percent of the valuation of taxable property as last equalized by the State Department of Revenue. The Town can authorize debt up to this amount without State approval. The current debt limitation for the Town of Barnstable is close to \$746 million, which is significantly higher than the Town’s outstanding general obligation debt that is subject to this limitation. It should be pointed out that much of the existing Town debt does not factor into this limitation. There are categories of general obligation debt that are exempt from, and do not count against the debt limit such as certain school bonds, water bonds, solid waste disposal facility bonds, and water pollution abatement revenue bonds.

Town’s Equalized Valuation (EQV)	<u>\$14,932,044,600</u>
Debt Limit – 5% of EQV	\$746,602,230
Less:	
Outstanding Debt Applicable to Limit	\$70,485,571
Authorized and Unissued Debt	<u>\$53,481,486</u>
Legal Debt Margin	<u>\$622,635,173</u>
Total debt applicable to the limit as a percentage of debt limit	16.60%

General Obligation Debt – Affordability

Debt analysis, future debt projections, and general obligation bond ratios help determine the amount of general obligation debt the Town can afford to issue and support. The table on the following page illustrates the various debt ratios compared to national medians reported by Standard and Poor’s. As shown, Barnstable’s ratios show moderate amounts of debt. However, there are a number of factors not directly under the control of the Town, which can influence key General Obligation (G.O.) bond ratios. Several of the G.O. bond ratios are very sensitive to these uncontrollable factors, and the assumptions used to project their growth can play an important role in future debt policy. Some of these factors are:

Overlapping Debt. Overlapping debt is the G.O. debt that is issued by other government entities whose jurisdictions include the citizens of Barnstable. The Town also has to be aware of the debt management practices of overlapping jurisdictions. The primary entities that have an impact on the Town are Barnstable County, Cape Cod Regional Vocational Technical School District and the regional transportation authority. Overlapping debt combined with the Town’s own direct debt is a true measure of the G.O. debt burden placed on the citizens. To determine an issuer’s overall G.O. debt burden, overlapping debt is added to the issuer’s own outstanding G.O. debt. If other overlapping jurisdictions pursue aggressive capital improvements programs, some of the Town’s debt ratios will increase. Therefore, it is important to be aware of not only our G.O. debt issuance plans, but also those of other surrounding jurisdictions.

**Direct and Overlapping Governmental Activities Debt
As of June 30, 2018**

Town of Barnstable, Massachusetts	Debt Outstanding	Percentage Applicable (1), (2)	Share of Overlapping Debt
Debt repaid with property taxes and user charges:			
Barnstable County	\$25,037,532	16.79%	\$4,203,802
Barnstable Fire District	2,210,000	100.00%	2,210,000
Centerville-Osterville-Marston Mills Fire District	2,337,252	100.00%	2,337,252
Cotuit Fire District	5,827,368	100.00%	5,827,368
Hyannis Fire District	2,576,000	100.00%	2,576,000
Subtotal, overlapping debt			17,154,422
Town direct debt			52,907,462
Total direct and overlapping debt			<u>\$70,061,884</u>

- (1) County expenses, including debt service, are assessed upon the towns within the county in proportion to their taxable valuation.
- (2) The fire districts are special governmental units. The Town serves as a collecting agent for taxes and transfers funds directly to the fire districts on a weekly basis.

Property Assessments. Several key debt ratios use property valuations in the calculation of debt burden. If the Town’s property values were to rise, debt ratios will continue to improve.

Town of Barnstable Debt Ratios

<u>Current Status</u>	<u>Criteria</u>
0.76%	<p>Direct Debt - General Fund Debt Service as a % of the Town’s FY18 Equalized Property Valuation as calculated by the state. Formula – Overall General Fund Debt Service ÷ Equalized Valuation</p> <p>Standard & Poor’s rates this as Low (Less than 3%)</p>
7.14%	<p>Municipal Debt Burden – Current Year Definition - Town’s General Fund Debt Service ÷ Total General Fund Expenditures</p> <p>Standard & Poor’s rates this as Low (Below 8%)</p>
\$5,300	<p>Net Debt Per Capita Definition – Governmental Fund Debt (Short + Long Term Debt- Cash & Cash Equivalents) ÷ Town population</p> <p>Standard & Poor’s rates this as Moderate (\$2,000-\$5,500)</p>
\$ 334,491	<p>Per Capita Market Value Definition – Equalized Valuation ÷ Population</p> <p>Standard & Poor’s rates this as very Extremely Strong (Above \$100,000)</p>

Administrative Policies In Relation To Debt

This section provides policies governing the management of debt for the Town that are included in the Town’s Administrative Code.

Debt Refinancing

An advance refunding of outstanding debt shall only be considered when present value savings of at least 3% of the principal amount of the refunded bonds are produced, unless: (1) a debt restructuring is necessary or (2) bond covenant revisions are necessary in order to facilitate the ability to provide services or to issue additional debt. The Town, in collaboration with its Financial Advisor, continually monitors municipal bond market conditions to identify refinancing opportunities. An analysis shall be conducted when necessary to determine whether debt financing, cash purchase, or leasing is the most cost effective method of financing for the Town.

General Obligation Debt

1. All debt shall be financed within the limitations of Proposition 2½ with the exception of debt related to Enterprise Funds, gifts, and betterments. The requirements for such financing shall be an expenditure of at least \$250,000 and a useful life in excess of five years.
2. The term of long-term debt generally shall not exceed the expected useful life of the capital asset being financed and, in no case, shall it exceed twenty years.
3. The ratio of Net Debt (Total outstanding Town of Barnstable General Obligation debt less reimbursements) to Total Assessed Valuation shall not exceed 1.5%. This excludes debt of overlapping jurisdictions.

The debt-to- assessed value ratio for the Town of Barnstable is 0.76%.

4. The ratio of Debt Service to Total Expenditures (operating expenditures and debt service combined) shall not exceed 15%.

The Town's debt coverage ratio is 7.14%.

5. The Town shall target a Standard and Poor's (S&P) debt to income ratio of 8%. The S&P ratio is calculated by dividing Overall Net Debt per Capita by Income per Capita.

The Town's debt-to-income per capita ratio is 6.20%.

6. Current revenue should be committed annually to provide sufficient "Pay-as-you-go" financing so that at the end of five years, annual contributions from current revenues amount to 10% of new debt to be issued.

The Town currently exceeds this requirement by a significant margin. The Town intends to spend over \$19 million in the next five years as "pay-as-you-go" financing and anticipates financing about \$35 million in capital with new debt issues resulting in a 35/65 ratio.

7. Excess appropriated bond issues shall be placed into a "bond repayment fund account" at the end of a project completion. The only purpose of the "bond repayment fund account" shall be 1) to make bulk principal pay-downs against general bond debt, or 2) to be used to pay down the principal on any bond issue at the time of refinancing as provided for in Section 1.04C herein.

The Town currently has no balance in this fund.

Capital Trust Fund

A Capital Trust Fund has been established for the purpose of financing debt service for recommended Capital Improvements Program projects, as contained within the Town's five-year capital improvements plan.

1. The Capital Trust Fund will be funded through a general operation set aside of at least \$1.9 million annually. The estimated commitment for FY 2020 is approximately \$10 million. This is expected to be repeated for the next 5 years.
2. The Capital Trust Fund shall not be utilized for any purpose other than that stated herein.
3. The criteria for reviewing capital project eligibility for Capital Trust Fund borrowing include the following:
 - a. The capital project shall have a financing term of 20 years or less,
 - b. The capital project shall have a minimum project cost of \$250,000,
 - c. The capital project is approved by the Town Council for funding through an appropriation and loan order submitted by the Town Manager.
4. The Capital Trust Fund will have a debt service restriction on the fund, such that debt service estimates from authorized loan orders shall not exceed, at any one time, more than 80% of the amount in the fund as of the close of the fiscal year prior to the next debt service authorization, unless recommended by the Town Manager.
5. The Capital Trust Fund shall otherwise function in accordance with related financial policies of the Town.

Debt Summarized

A responsible debt management program is an integral part of municipal finance. A Town's debt must be structured to reflect the underlying, long-term economic prospects of the community. There are statutory requirements and market forces at work to regulate a community's ability to borrow. Continuing disclosure, as required on an annual basis to the bond markets, provides a powerful incentive for a municipality to keep its financial house in order. This analysis has emphasized the importance of credit ratings because, in effect, these are municipal finance report cards. A good credit rating should be guarded jealously, since it is not easily obtained, but can be lost quickly without vigilance and sound financial management.

Debt Amortization Schedules as of February 6, 2019

FISCAL YEAR 2020 BUDGET

CAPITAL BUDGET AND DEBT SUMMARY

GENERAL FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028	Payments FY 2029	Payments FY 2030
CTF Land Acquisition (I) - Hyannis Golf Course \$748,000 Refunded	02/17/15	02/15/26	325,200	49,310	47,600	46,080	44,560	43,040	35,520	34,240	32,960	-	-	-	-
CTF Land Acquisition - CAP \$365,200 Refunded	06/21/16	06/30/23	115,000	28,600	27,640	26,680	23,720	21,840	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2002 Land Acquisitions BUTAPS	06/14/11	06/15/20	1,102,000	140,400	135,200	-	-	-	-	-	-	-	-	-	-
Total Land Acquisition Interest & Principal				218,310	210,440	72,760	68,280	64,880	35,520	34,240	32,960				
GENERAL FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028	Payments FY 2029	Payments FY 2030
High School Construction - Refunded	02/15/07	02/15/19	27,486,190	3,433,500	-	-	-	-	-	-	-	-	-	-	-
Barnstable Middle School - Refunded 2	02/15/07	02/15/20	1,548,520	158,050	150,800	-	-	-	-	-	-	-	-	-	-
Barnstable Middle School - Refunded 1	02/15/07	02/15/20	7,071,300	719,200	681,200	-	-	-	-	-	-	-	-	-	-
CTF School Upgrades 1 (I) \$360,000 Refunded	02/17/15	02/15/22	104,700	27,360	21,280	20,520	19,760	-	-	-	-	-	-	-	-
CTF School Facilities Repair & Improvement (I) \$660,000 Refunded	02/17/15	02/15/22	199,700	49,455	42,520	41,000	38,480	-	-	-	-	-	-	-	-
CTF School Health & Safety Improvements \$478,000 Refunded	02/17/15	02/15/26	193,400	30,700	29,620	28,660	27,700	21,740	19,980	19,260	18,540	-	-	-	-
CTF MME Roof Replacement (I) \$750,000 Refunded	02/17/15	02/15/26	329,800	49,510	47,800	46,280	44,760	43,240	40,720	34,240	32,960	-	-	-	-
CTF School Upgrades 2 (I) \$150,000 Refunded	02/17/15	02/15/27	47,400	6,645	6,420	6,220	6,020	5,820	5,620	4,920	4,240	4,120	-	-	-
CTF BHMCPs Roof (I) \$910,000 Refunded	02/17/15	02/15/27	426,900	57,705	55,770	54,050	52,330	50,610	48,890	46,170	44,490	42,230	-	-	-
CTF School Facility Improvements 1 (I) \$916,600 Refunded	06/21/16	06/30/28	295,700	39,428	36,928	34,080	36,000	34,800	33,600	32,400	31,800	31,200	30,600	-	-
CTF School Building Improvements	06/16/10	06/15/30	936,000	64,744	62,494	61,144	59,794	58,331	56,869	55,294	53,719	52,088	50,288	48,600	46,800
CTF School Facilities Upgrades/Repairs V (I)	06/14/11	06/15/31	884,000	66,919	65,119	63,119	61,519	59,719	57,919	56,400	54,825	53,138	46,450	44,850	43,250
CTF School Parking Lot (I)	06/14/11	06/15/21	250,000	28,000	27,000	26,000	-	-	-	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs IV	06/14/11	06/15/21	332,000	33,600	32,400	31,200	-	-	-	-	-	-	-	-	-
CTF School Remolding - Asbestos 00-110 Refunded	06/14/11	06/15/22	50,000	5,800	5,600	5,400	5,200	-	-	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs II	06/14/11	06/15/26	179,000	13,063	12,663	12,263	11,863	11,463	11,063	10,725	10,375	-	-	-	-
CTF School Facilities Upgrades/Repairs III	06/14/11	06/15/26	190,000	18,263	12,663	12,263	11,863	11,463	11,063	10,725	10,375	-	-	-	-
CTF School Improvement (I)	06/14/11	06/15/26	487,000	39,188	37,988	36,788	35,588	34,388	33,188	32,175	31,125	-	-	-	-
HS Addition & Renovation Advance Refund 6/15/2003	04/18/12	09/15/18	58,100	8,222	-	-	-	-	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 School Remodel II	04/18/12	09/15/22	193,400	22,780	22,180	21,580	17,940	15,300	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 School Remodel I	04/18/12	09/15/22	242,700	29,389	28,609	22,806	21,192	20,196	-	-	-	-	-	-	-
CTF School Roof Repairs	11/22/13	11/15/23	600,000	69,000	67,500	65,700	63,900	62,250	60,750	-	-	-	-	-	-
CTF HS Library AC Units	11/22/13	11/15/23	450,000	51,750	50,625	49,275	47,925	46,688	45,563	-	-	-	-	-	-
CTF School Fire & Communications System	11/22/13	11/15/23	200,000	23,000	22,500	21,900	21,300	20,750	20,250	-	-	-	-	-	-
CTF School Computer Network Infrastructure	11/22/13	11/15/23	189,000	22,600	22,100	21,500	15,975	15,563	15,188	-	-	-	-	-	-
CTF Intermediate School Roof & Façade Design	11/22/13	11/15/18	100,000	20,200	-	-	-	-	-	-	-	-	-	-	-
CTF School Hot Water Pump Replacement	11/22/13	11/15/18	85,000	15,150	-	-	-	-	-	-	-	-	-	-	-
CTF School Gym Bleacher Upgrades	11/22/13	11/15/18	55,000	10,100	-	-	-	-	-	-	-	-	-	-	-
CTF School Grounds Maintenance Equipment	11/22/13	11/15/18	150,000	30,300	-	-	-	-	-	-	-	-	-	-	-
CTF School Kitchen Equipment	11/22/13	11/15/18	110,000	20,200	-	-	-	-	-	-	-	-	-	-	-
CTF Early Learning Center Modular Facility	02/17/15	02/15/35	2,000,000	157,625	153,125	149,125	145,125	141,125	137,125	133,125	129,125	126,125	123,125	120,625	118,000
CTF Elementary School Modular Classroom (#2015-115)	02/25/16	06/30/36	3,720,000	300,706	293,106	280,506	273,106	265,706	258,306	250,906	243,506	236,106	232,406	227,781	223,850
CTF BIS Façade & Roof Improvements (#2015-116)	02/25/16	06/30/36	3,353,000	269,981	263,181	256,381	249,581	242,781	235,981	229,181	222,381	210,581	207,281	203,156	199,650
CTF BCHMCPs Façade & Roof Improvements (#2015-117)	02/25/16	06/30/26	260,000	33,000	32,000	31,000	30,000	29,000	28,000	27,000	26,000	-	-	-	-
CTF High School & Middle School Boiler Upgrades (#2015-119)	02/25/16	06/30/26	350,000	46,200	44,800	43,400	42,000	40,600	39,200	37,800	36,400	-	-	-	-
CTF W Village Elementary A/C Replacement (#2015-120)	02/25/16	06/30/26	250,000	33,000	32,000	31,000	30,000	29,000	28,000	27,000	26,000	-	-	-	-
CTF School Parking Lot Light Pole Replacement (I) (#2016-082)	02/23/17	06/30/27	435,000	60,600	58,800	57,000	55,200	53,400	51,600	44,800	43,200	41,600	-	-	-
CTF School Unit Ventilator Upgrade (I) (#2016-083)	02/23/17	06/30/27	230,000	33,200	32,200	31,200	30,200	29,200	28,200	22,400	21,600	20,800	-	-	-
CTF Horace Mann Roof (I) (#2016-081)	02/27/18	06/30/38	2,350,000	208,468	207,919	203,119	197,119	191,119	187,519	181,519	175,519	169,519	163,519	152,519	147,919
CTF Barnstable Public Schools Unit Ventilator (I) (#2017-062)	02/27/18	06/30/28	225,000	34,667	34,250	33,250	32,000	30,750	25,000	24,000	23,000	22,000	21,000	-	-
CTF Barnstable High School Learning Center (I) (#2017-063)	02/27/18	06/30/38	2,968,500	265,113	260,856	254,856	247,356	239,856	235,356	227,856	220,356	212,856	205,356	197,856	191,856
CTF Barnstable Public Schools Asbestos Abatement (I) (#2017-066)	02/27/18	06/30/28	270,000	41,697	41,200	40,000	38,500	37,000	35,500	34,000	32,500	31,000	29,500	28,000	26,500
CTF Barnstable High School Stadium Bleachers (I) (#2017-067)	02/27/18	06/30/33	966,000	104,696	103,050	100,450	97,200	93,950	92,000	88,750	85,500	82,250	79,000	75,750	73,150
CTF Barnstable High School Cafeteria Window (I) (#2017-068)	02/27/18	06/30/38	400,000	35,008	34,925	34,125	33,125	32,125	31,525	30,525	29,525	28,525	27,525	26,525	25,725
CTF Hyannis West Elementary School Roof Truss System (2019-058)	08/15/19	06/30/39	850,000	-	79,464	78,300	76,050	73,800	71,550	69,300	67,050	64,800	62,550	60,300	58,050
CTF Barnstable High School Sports Field Upgrade (#2018-064)	08/15/19	06/30/34	4,600,000	-	509,318	500,100	484,600	469,100	453,600	438,100	422,600	407,100	391,600	376,100	360,600
Total Schools Interest & Principal				6,787,778	3,721,971	2,805,758	2,660,270	2,505,831	2,389,873	2,159,571	2,088,211	1,828,038	1,662,700	1,530,063	1,480,100

FISCAL YEAR 2020 BUDGET

CAPITAL BUDGET AND DEBT SUMMARY

GENERAL FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2031	Payments FY 2032	Payments FY 2033	Payments FY 2034	Payments FY 2035	Payments FY 2036	Payments FY 2037	Payments FY 2038	Payments FY 2039	Payments FY 2040	Payments FY 2041	Balance
CTF Land Acquisition (I) - Hyannis Golf Course \$748,000 Refunded	02/17/15	02/15/26	325,200	-	-	-	-	-	-	-	-	-	-	-	333,310
CTF Land Acquisition - CAP \$365,200 Refunded	06/21/16	06/30/23	115,000	-	-	-	-	-	-	-	-	-	-	-	128,480
CTF Advance Refund 6/15/2002 Land Acquisitions BUTAPS	06/14/11	06/15/20	1,102,000	-	-	-	-	-	-	-	-	-	-	-	275,600
Total Land Acquisition Interest & Principal				-	-	-	-	-	-	-	-	-	-	-	737,390
GENERAL FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2031	Payments FY 2032	Payments FY 2033	Payments FY 2034	Payments FY 2035	Payments FY 2036	Payments FY 2037	Payments FY 2038	Payments FY 2039	Payments FY 2040	Payments FY 2041	Balance
High School Construction - Refunded	02/15/07	02/15/19	27,486,190	-	-	-	-	-	-	-	-	-	-	-	3,433,500
Barnstable Middle School - Refunded 2	02/15/07	02/15/20	1,548,520	-	-	-	-	-	-	-	-	-	-	-	308,850
Barnstable Middle School - Refunded 1	02/15/07	02/15/20	7,071,300	-	-	-	-	-	-	-	-	-	-	-	1,400,400
CTF School Upgrades 1 (I) \$360,000 Refunded	02/17/15	02/15/22	104,700	-	-	-	-	-	-	-	-	-	-	-	88,920
CTF School Facilities Repair & Improvement (I) \$660,000 Refunded	02/17/15	02/15/22	199,700	-	-	-	-	-	-	-	-	-	-	-	171,455
CTF School Health & Safety Improvements \$478,000 Refunded	02/17/15	02/15/26	193,400	-	-	-	-	-	-	-	-	-	-	-	196,200
CTF MME Roof Replacement (I) \$750,000 Refunded	02/17/15	02/15/26	329,800	-	-	-	-	-	-	-	-	-	-	-	339,510
CTF School Upgrades 2 (I) \$150,000 Refunded	02/17/15	02/15/27	47,400	-	-	-	-	-	-	-	-	-	-	-	50,025
CTF BHMCPs Roof (I) \$910,000 Refunded	02/17/15	02/15/27	426,900	-	-	-	-	-	-	-	-	-	-	-	452,245
CTF School Facility Improvements 1 (I) \$916,600 Refunded	06/21/16	06/30/28	295,700	-	-	-	-	-	-	-	-	-	-	-	340,836
CTF School Building Improvements	06/16/10	06/15/30	936,000	-	-	-	-	-	-	-	-	-	-	-	670,163
CTF School Facilities Upgrades/Repairs V (I)	06/14/11	06/15/31	884,000	41,650	-	-	-	-	-	-	-	-	-	-	715,075
CTF School Parking Lot (I)	06/14/11	06/15/21	250,000	-	-	-	-	-	-	-	-	-	-	-	81,000
CTF School Facilities Upgrades/Repairs IV	06/14/11	06/15/21	332,000	-	-	-	-	-	-	-	-	-	-	-	97,200
CTF School Remolding - Asbestos 00-110 Refunded	06/14/11	06/15/22	50,000	-	-	-	-	-	-	-	-	-	-	-	22,000
CTF School Facilities Upgrades/Repairs II	06/14/11	06/15/26	179,000	-	-	-	-	-	-	-	-	-	-	-	93,475
CTF School Facilities Upgrades/Repairs III	06/14/11	06/15/26	190,000	-	-	-	-	-	-	-	-	-	-	-	98,675
CTF School Improvement (I)	06/14/11	06/15/26	487,000	-	-	-	-	-	-	-	-	-	-	-	280,425
HS Addition & Renovation Advance Refund 6/15/2003	04/18/12	09/15/18	58,100	-	-	-	-	-	-	-	-	-	-	-	8,222
CTF Advance Refund 6/15/2003 School Remodel II	04/18/12	09/15/22	193,400	-	-	-	-	-	-	-	-	-	-	-	99,780
CTF Advance Refund 6/15/2003 School Remodel I	04/18/12	09/15/22	242,700	-	-	-	-	-	-	-	-	-	-	-	122,192
CTF School Roof Repairs	11/22/13	11/15/23	600,000	-	-	-	-	-	-	-	-	-	-	-	389,100
CTF HS Library AC Units	11/22/13	11/15/23	450,000	-	-	-	-	-	-	-	-	-	-	-	291,825
CTF School Fire & Communications System	11/22/13	11/15/23	200,000	-	-	-	-	-	-	-	-	-	-	-	129,700
CTF School Computer Network Infrastructure	11/22/13	11/15/23	189,000	-	-	-	-	-	-	-	-	-	-	-	112,925
CTF Intermediate School Roof & Façade Design	11/22/13	11/15/18	100,000	-	-	-	-	-	-	-	-	-	-	-	20,200
CTF School Hot Water Pump Replacement	11/22/13	11/15/18	85,000	-	-	-	-	-	-	-	-	-	-	-	15,150
CTF School Gym Bleacher Upgrades	11/22/13	11/15/18	55,000	-	-	-	-	-	-	-	-	-	-	-	10,100
CTF School Grounds Maintenance Equipment	11/22/13	11/15/18	150,000	-	-	-	-	-	-	-	-	-	-	-	30,300
CTF School Kitchen Equipment	11/22/13	11/15/18	110,000	-	-	-	-	-	-	-	-	-	-	-	20,200
CTF Early Learning Center Modular Facility	02/17/15	02/15/35	2,000,000	115,000	112,000	109,000	106,000	103,000	-	-	-	-	-	-	2,178,375
CTF Elementary School Modular Classroom (#2015-115)	02/25/16	06/30/36	3,720,000	218,300	212,750	207,200	201,650	196,100	190,550	-	-	-	-	-	4,312,544
CTF BIS Façade & Roof Improvements (#2015-116)	02/25/16	06/30/36	3,353,000	194,700	189,750	184,800	179,850	174,900	169,950	-	-	-	-	-	3,884,069
CTF BCHMCPs Façade & Roof Improvements (#2015-117)	02/25/16	06/30/26	260,000	-	-	-	-	-	-	-	-	-	-	-	236,000
CTF High School & Middle School Boiler Upgrades (#2015-119)	02/25/16	06/30/26	350,000	-	-	-	-	-	-	-	-	-	-	-	330,400
CTF W Village Elementary A/C Replacement (#2015-120)	02/25/16	06/30/26	250,000	-	-	-	-	-	-	-	-	-	-	-	236,000
CTF School Parking Lot Light Pole Replacement (I) (#2016-082)	02/23/17	06/30/27	435,000	-	-	-	-	-	-	-	-	-	-	-	466,200
CTF School Unit Ventilator Upgrade (I) (#2016-083)	02/23/17	06/30/27	230,000	-	-	-	-	-	-	-	-	-	-	-	244,000
CTF Horace Mann Roof (I) (#2016-081)	02/27/18	06/30/38	2,350,000	143,319	139,869	136,419	132,969	129,519	126,069	122,475	118,738	-	-	-	3,235,150
CTF Barnstable Public Schools Unit Ventilator (I) (#2017-062)	02/27/18	06/30/28	225,000	-	-	-	-	-	-	-	-	-	-	-	279,917
CTF Barnstable High School Learning Center (I) (#2017-063)	02/27/18	06/30/38	2,968,500	185,856	176,356	172,006	167,656	163,306	158,956	154,425	149,713	-	-	-	4,087,806
CTF Barnstable Public Schools Asbestos Abatement (I) (#2017-066)	02/27/18	06/30/28	270,000	-	-	-	-	-	-	-	-	-	-	-	337,147
CTF Barnstable High School Stadium Bleachers (I) (#2017-067)	02/27/18	06/30/33	966,000	70,550	63,600	61,800	-	-	-	-	-	-	-	-	1,271,696
CTF Barnstable High School Cafeteria Window (I) (#2017-068)	02/27/18	06/30/38	400,000	24,925	24,325	23,725	23,125	22,525	21,925	21,300	20,650	-	-	-	551,683
CTF Hyannis West Elementary School Roof Truss System (2019-058)	08/15/19	06/30/39	850,000	51,050	49,850	48,650	47,450	46,250	45,050	43,850	42,600	41,300	-	-	1,172,264
CTF Barnstable High School Sports Field Upgrade (#2018-064)	08/15/19	06/30/34	4,600,000	341,600	332,450	323,300	314,150	-	-	-	-	-	-	-	6,098,068
Total Schools Interest & Principal				1,386,950	1,300,950	1,266,900	1,172,850	835,600	712,500	342,050	331,700	41,300	-	-	39,010,963

FISCAL YEAR 2020 BUDGET

CAPITAL BUDGET AND DEBT SUMMARY

GENERAL FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028	Payments FY 2029	Payments FY 2030
CTF Private Road Repairs \$1,607,900	06/21/16	06/30/23	509,000	125,360	120,160	112,000	108,000	104,000	-	-	-	-	-	-	-
CTF Bridge Repair	06/14/11	06/15/21	250,000	28,000	27,000	26,000	-	-	-	-	-	-	-	-	-
CTF Sidewalk Improvements	06/14/11	06/15/21	350,000	39,200	37,800	36,400	-	-	-	-	-	-	-	-	-
CTF Baxter's Neck Road - Private Way	06/14/11	06/15/26	350,000	31,725	30,725	29,725	23,725	22,925	22,125	21,450	20,750	-	-	-	-
CTF Advance Refund 6/15/2003 Main St. Hyannis Infr. Improv.	04/18/12	09/15/20	39,100	5,348	5,198	4,162	-	-	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 Drainage 1 (I)	04/18/12	09/15/22	193,200	22,828	22,228	21,628	18,968	15,504	-	-	-	-	-	-	-
CTF Private Road Repairs (I) \$633,000	11/22/13	11/15/23	633,000	74,200	72,575	65,700	63,900	62,250	60,750	-	-	-	-	-	-
CTF Sidewalk Overlays	11/22/13	11/15/23	190,000	22,750	22,250	21,650	21,050	15,563	15,188	-	-	-	-	-	-
CTF Bumps River Bridge Repair	11/22/13	11/15/23	120,000	11,500	11,250	10,950	10,650	10,375	10,125	-	-	-	-	-	-
CTF Guardrail Replacements	11/22/13	11/15/18	60,000	10,100	-	-	-	-	-	-	-	-	-	-	-
CTF Sidewalk/Guardrail Improvements 1	02/17/15	02/15/20	200,000	43,400	41,600	-	-	-	-	-	-	-	-	-	-
CTF Sidewalk/Guardrail Improvements 2	02/17/15	02/15/20	85,000	16,275	15,600	-	-	-	-	-	-	-	-	-	-
CTF Guardrail Improvements (#2015-098)	02/25/16	06/30/36	170,000	25,200	24,400	18,600	18,000	17,400	16,800	16,200	15,600	-	-	-	-
CTF Sidewalk Improvements (#2015-098)	02/25/16	06/30/36	230,000	32,200	31,200	30,200	29,200	23,200	22,400	21,600	20,800	-	-	-	-
CTF Road Repairs (#2015-102)	02/25/16	06/30/31	518,000	50,319	48,919	47,519	46,119	44,719	43,319	41,919	40,519	39,119	38,419	37,544	31,800
CTF Road Repairs - Governor's Way (#2016-037)	02/25/16	06/30/31	304,000	28,925	28,125	27,325	26,525	25,725	24,925	24,125	23,325	22,525	22,125	21,625	21,200
CTF Private Roads Repairs (I) \$167,300	02/23/17	06/30/31	167,300	20,800	20,200	19,600	19,000	13,400	13,000	12,600	12,200	11,800	11,400	11,000	10,600
CTF Guardrail & Sidewalk Improvement Program (I) (#2016-103)	02/23/17	06/30/32	680,750	68,850	67,050	65,250	63,450	61,650	59,850	58,050	56,250	54,450	52,650	50,850	49,050
CTF Guardrail & Sidewalk (I) (#2017-073)	02/27/18	06/30/33	287,000	33,610	31,350	30,550	29,550	28,550	27,950	26,950	25,950	24,950	23,950	22,950	22,150
Total Public Ways Interest & Principal				690,589	657,630	567,258	478,137	445,260	316,431	222,894	215,394	152,844	148,544	143,969	134,800

GENERAL FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028	Payments FY 2029	Payments FY 2030
CTF Police Station Construction (I) \$400,000 Adv Refunded 6-15-05	02/17/15	02/15/25	181,650	23,130	22,320	21,600	20,880	20,160	19,440	18,720	-	-	-	-	-
CTF Building - Senior Center - Refunded	02/15/07	02/15/19	702,378	26,250	-	-	-	-	-	-	-	-	-	-	-
CTF Beach Facilities Improvements (I) \$270,000 Refunded	02/15/15	02/15/22	71,300	16,310	15,680	15,120	14,560	-	-	-	-	-	-	-	-
CTF Senior Center - Garden Level \$457,000 Refunded	02/17/15	02/15/27	195,000	25,555	24,700	23,940	23,180	22,420	21,660	20,900	20,140	19,570	-	-	-
CTF Town Building Repairs & Renovations \$685,000 Refunded	02/17/15	02/15/27	317,600	44,940	43,410	41,050	39,730	38,410	37,090	30,770	29,650	27,810	-	-	-
CTF Bismore Park Visitor Center - CAP \$150,000	06/21/16	06/30/23	48,000	11,920	11,520	11,120	8,720	10,400	-	-	-	-	-	-	-
CTF Bismore Park Visitor Center \$465,000 Refunded	06/21/16	06/30/23	147,500	35,900	34,200	33,520	32,320	29,120	-	-	-	-	-	-	-
CTF Municipal Building Improvements \$297,000 Refunded	06/21/16	06/30/28	49,300	6,572	6,272	6,000	5,800	5,600	5,400	5,300	5,200	5,100	5,000	4,900	4,800
CTF Municipal Facility Improvements	06/16/10	06/15/29	402,500	6,994	6,744	6,594	6,444	6,281	6,119	5,944	5,769	5,588	5,388	5,200	-
CTF Police Facility	06/16/10	06/15/30	508,000	35,969	34,719	33,969	33,219	32,406	31,594	30,719	29,844	28,938	27,938	27,000	26,000
CTF Building - Town Hall Space - 00-110 Refunded	06/14/11	06/15/21	180,000	21,280	20,520	19,760	-	-	-	-	-	-	-	-	-
CTF Municipal Facility Improvement	06/14/11	06/15/21	300,000	33,600	32,400	31,200	-	-	-	-	-	-	-	-	-
CTF Building - Town Hall Repairs - 01-087 Refunded	06/14/11	06/15/22	100,000	11,560	11,160	10,760	9,360	-	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 Building Improvements	04/18/12	09/15/22	96,600	11,414	11,114	10,814	10,464	6,732	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 Police Facility Addition	04/18/12	09/15/22	626,900	71,229	67,500	65,700	63,600	61,200	-	-	-	-	-	-	-
CTF Tennis Courts	11/22/13	11/15/23	500,000	57,500	56,250	54,750	53,250	51,875	50,625	-	-	-	-	-	-
CTF US Custom House upgrades	11/22/13	11/15/23	263,000	28,750	28,125	27,375	26,625	25,938	25,313	-	-	-	-	-	-
CTF Osterville Community Building Upgrades	11/22/13	11/15/23	200,000	23,000	22,500	21,900	21,300	20,750	20,250	-	-	-	-	-	-
CTF Police Station Upgrades	11/22/13	11/15/23	168,000	17,250	16,875	16,425	15,975	15,563	15,188	-	-	-	-	-	-
CTF Town Hall Interior Upgrades	11/22/13	11/15/23	150,000	17,250	16,875	16,425	15,975	15,563	15,188	-	-	-	-	-	-
CTF Guyer Barn Upgrades	11/22/13	11/15/23	148,000	17,125	16,750	16,300	15,850	15,438	10,125	-	-	-	-	-	-
CTF MEA Facility Upgrades	11/22/13	11/15/23	131,000	16,700	16,325	10,950	10,650	10,375	10,125	-	-	-	-	-	-
CTF Beach Facility Design	11/22/13	11/15/18	115,000	20,200	-	-	-	-	-	-	-	-	-	-	-
CTF Pearl St Building Upgrades	11/22/13	11/15/23	114,000	11,500	11,250	10,950	10,650	10,375	10,125	-	-	-	-	-	-
CTF S&G Facility Roof Repairs	11/22/13	11/15/23	103,000	11,500	11,250	10,950	10,650	10,375	10,125	-	-	-	-	-	-
CTF Lombard Parking & Ballfield Design	11/22/13	11/15/18	101,000	20,200	-	-	-	-	-	-	-	-	-	-	-
CTF West Barnstable Community Building Upgrades	11/22/13	11/15/23	72,000	5,750	5,625	5,475	5,325	5,188	5,063	-	-	-	-	-	-
CTF Highway Operations Facility Construction	11/22/13	11/15/23	66,000	5,750	5,625	5,475	5,325	5,188	5,063	-	-	-	-	-	-
CTF Centerville Recreation Building	02/17/15	02/15/35	185,000	15,313	14,863	14,463	14,063	13,663	13,263	12,863	12,463	12,163	11,863	11,613	11,350
CTF Senior Center - Parking Lot Expansion	02/17/15	02/15/30	290,000	28,225	27,325	26,525	25,725	24,925	24,125	23,325	22,525	21,925	21,325	20,825	10,300
CTF Police Facilities	02/17/15	02/15/35	288,000	23,194	22,519	21,919	21,319	20,719	20,119	19,519	18,919	18,469	18,019	17,644	17,250
CTF Police Station Remodeling (#2015-100)	02/25/16	06/30/36	355,000	30,644	29,844	29,044	28,244	27,444	26,644	25,844	25,044	24,244	18,844	18,469	18,150

FISCAL YEAR 2020 BUDGET

CAPITAL BUDGET AND DEBT SUMMARY

GENERAL FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2031	Payments FY 2032	Payments FY 2033	Payments FY 2034	Payments FY 2035	Payments FY 2036	Payments FY 2037	Payments FY 2038	Payments FY 2039	Payments FY 2040	Payments FY 2041	Balance
CTF Private Road Repairs \$1,607,900	06/21/16	06/30/23	509,000	-	-	-	-	-	-	-	-	-	-	-	569,520
CTF Bridge Repair	06/14/11	06/15/21	250,000	-	-	-	-	-	-	-	-	-	-	-	81,000
CTF Sidewalk Improvements	06/14/11	06/15/21	350,000	-	-	-	-	-	-	-	-	-	-	-	113,400
CTF Baxter's Neck Road - Private Way	06/14/11	06/15/26	350,000	-	-	-	-	-	-	-	-	-	-	-	203,150
CTF Advance Refund 6/15/2003 Main St. Hyannis Infr. Improv.	04/18/12	09/15/20	39,100	-	-	-	-	-	-	-	-	-	-	-	14,708
CTF Advance Refund 6/15/2003 Drainage 1 (i)	04/18/12	09/15/22	193,200	-	-	-	-	-	-	-	-	-	-	-	101,156
CTF Private Road Repairs (i) \$633,000	11/22/13	11/15/23	633,000	-	-	-	-	-	-	-	-	-	-	-	399,375
CTF Sidewalk Overlays	11/22/13	11/15/23	190,000	-	-	-	-	-	-	-	-	-	-	-	118,450
CTF Bumps River Bridge Repair	11/22/13	11/15/23	120,000	-	-	-	-	-	-	-	-	-	-	-	64,850
CTF Guardrail Replacements	11/22/13	11/15/18	60,000	-	-	-	-	-	-	-	-	-	-	-	10,100
CTF Sidewalk/Guardrail Improvements 1	02/17/15	02/15/20	200,000	-	-	-	-	-	-	-	-	-	-	-	85,000
CTF Sidewalk/Guardrail Improvements 2	02/17/15	02/15/20	85,000	-	-	-	-	-	-	-	-	-	-	-	31,875
CTF Guardrail Improvements (#2015-098)	02/25/16	06/30/36	170,000	-	-	-	-	-	-	-	-	-	-	-	152,200
CTF Sidewalk Improvements (#2015-098)	02/25/16	06/30/36	230,000	-	-	-	-	-	-	-	-	-	-	-	210,800
CTF Road Repairs (#2015-102)	02/25/16	06/30/31	518,000	30,900	-	-	-	-	-	-	-	-	-	-	541,131
CTF Road Repairs - Governor's Way (#2016-037)	02/25/16	06/30/31	304,000	20,600	-	-	-	-	-	-	-	-	-	-	317,075
CTF Private Roads Repairs (i) \$167,300	02/23/17	06/30/31	167,300	10,300	-	-	-	-	-	-	-	-	-	-	185,900
CTF Guardrail & Sidewalk Improvement Program (i) (#2016-103)	02/23/17	06/30/32	680,750	47,700	46,350	-	-	-	-	-	-	-	-	-	801,450
CTF Guardrail & Sidewalk (i) (#2017-073)	02/27/18	06/30/33	287,000	16,350	15,900	15,450	-	-	-	-	-	-	-	-	376,160
Total Public Ways Interest & Principal				125,850	62,250	15,450									4,377,300

GENERAL FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2031	Payments FY 2032	Payments FY 2033	Payments FY 2034	Payments FY 2035	Payments FY 2036	Payments FY 2037	Payments FY 2038	Payments FY 2039	Payments FY 2040	Payments FY 2041	Balance
CTF Police Station Construction (i) \$400,000 Adv Refunded 6-15-05	02/17/15	02/15/25	181,650	-	-	-	-	-	-	-	-	-	-	-	146,250
CTF Building - Senior Center - Refunded	02/15/07	02/15/19	702,378	-	-	-	-	-	-	-	-	-	-	-	26,250
CTF Beach Facilities Improvements (i) \$270,000 Refunded	02/15/15	02/15/22	71,300	-	-	-	-	-	-	-	-	-	-	-	61,670
CTF Senior Center - Garden Level \$457,000 Refunded	02/17/15	02/15/27	195,000	-	-	-	-	-	-	-	-	-	-	-	202,065
CTF Town Building Repairs & Renovations \$685,000 Refunded	02/17/15	02/15/27	317,600	-	-	-	-	-	-	-	-	-	-	-	332,860
CTF Bismore Park Visitor Center - CAP \$150,000	06/21/16	06/30/23	48,000	-	-	-	-	-	-	-	-	-	-	-	53,680
CTF Bismore Park Visitor Center \$465,000 Refunded	06/21/16	06/30/23	147,500	-	-	-	-	-	-	-	-	-	-	-	165,060
CTF Municipal Building Improvements \$297,000 Refunded	06/21/16	06/30/28	49,300	-	-	-	-	-	-	-	-	-	-	-	56,844
CTF Municipal Facility Improvements	06/16/10	06/15/29	402,500	-	-	-	-	-	-	-	-	-	-	-	67,063
CTF Police Facility	06/16/10	06/15/30	508,000	-	-	-	-	-	-	-	-	-	-	-	372,313
CTF Building - Town Hall Space - 00-110 Refunded	06/14/11	06/15/21	180,000	-	-	-	-	-	-	-	-	-	-	-	61,560
CTF Municipal Facility Improvement	06/14/11	06/15/21	300,000	-	-	-	-	-	-	-	-	-	-	-	97,200
CTF Building - Town Hall Repairs - 01-087 Refunded	06/14/11	06/15/22	100,000	-	-	-	-	-	-	-	-	-	-	-	42,840
CTF Advance Refund 6/15/2003 Building Improvements	04/18/12	09/15/22	96,600	-	-	-	-	-	-	-	-	-	-	-	50,538
CTF Advance Refund 6/15/2003 Police Facility Addition	04/18/12	09/15/22	626,900	-	-	-	-	-	-	-	-	-	-	-	329,229
CTF Tennis Courts	11/22/13	11/15/23	500,000	-	-	-	-	-	-	-	-	-	-	-	324,250
CTF US Custom House upgrades	11/22/13	11/15/23	263,000	-	-	-	-	-	-	-	-	-	-	-	162,125
CTF Osterville Community Building Upgrades	11/22/13	11/15/23	200,000	-	-	-	-	-	-	-	-	-	-	-	129,700
CTF Police Station Upgrades	11/22/13	11/15/23	168,000	-	-	-	-	-	-	-	-	-	-	-	97,275
CTF Town Hall Interior Upgrades	11/22/13	11/15/23	150,000	-	-	-	-	-	-	-	-	-	-	-	97,275
CTF Guyer Barn Upgrades	11/22/13	11/15/23	148,000	-	-	-	-	-	-	-	-	-	-	-	91,588
CTF MEA Facility Upgrades	11/22/13	11/15/23	131,000	-	-	-	-	-	-	-	-	-	-	-	75,125
CTF Beach Facility Design	11/22/13	11/15/18	115,000	-	-	-	-	-	-	-	-	-	-	-	20,200
CTF Pearl St Building Upgrades	11/22/13	11/15/23	114,000	-	-	-	-	-	-	-	-	-	-	-	64,850
CTF S&G Facility Roof Repairs	11/22/13	11/15/23	103,000	-	-	-	-	-	-	-	-	-	-	-	64,850
CTF Lombard Parking & Ballfield Design	11/22/13	11/15/18	101,000	-	-	-	-	-	-	-	-	-	-	-	20,200
CTF West Barnstable Community Building Upgrades	11/22/13	11/15/23	72,000	-	-	-	-	-	-	-	-	-	-	-	32,425
CTF Highway Operations Facility Construction	11/22/13	11/15/23	66,000	-	-	-	-	-	-	-	-	-	-	-	32,425
CTF Centerville Recreation Building	02/17/15	02/15/35	185,000	11,050	10,750	5,450	5,300	5,150	-	-	-	-	-	-	195,638
CTF Senior Center - Parking Lot Expansion	02/17/15	02/15/30	290,000	-	-	-	-	-	-	-	-	-	-	-	277,075
CTF Police Facilities	02/17/15	02/15/35	288,000	16,800	16,350	10,900	10,600	10,300	-	-	-	-	-	-	304,556
CTF Police Station Remodeling (#2015-100)	02/25/16	06/30/36	355,000	17,700	17,250	16,800	16,350	15,900	15,450	-	-	-	-	-	401,906

FISCAL YEAR 2020 BUDGET

CAPITAL BUDGET AND DEBT SUMMARY

CTF Town Hall Remodeling (#2015-101)	02/25/16	06/30/36	939,000	77,831	75,831	73,831	71,831	69,831	62,831	61,031	59,231	57,431	56,531	55,406	54,450
CTF Joshua's Pond Recreational Facility (#2015-111)	02/25/16	06/30/31	282,000	28,394	27,594	26,794	25,994	25,194	24,394	23,594	22,794	21,994	16,594	16,219	15,900
CTF Craigville Beach Bathhouse (#2016-031)	02/25/16	06/30/36	450,000	38,525	37,525	36,525	35,525	34,525	33,525	32,525	31,525	25,525	25,125	24,625	24,200
CTF IT Hardware and Software Upgrade (I) (#2016-086)	02/23/17	06/30/22	342,000	80,800	78,000	70,200	67,600	-	-	-	-	-	-	-	-
CTF Marstons Mills Parking Lot (I) (#2016-087)	02/23/17	06/30/22	246,450	57,800	55,800	53,800	46,800	-	-	-	-	-	-	-	-
CTF Beach Facility Improvement (I) (#2016-110)	02/23/17	06/30/27	438,000	60,600	58,800	57,000	55,200	53,400	51,600	44,800	43,200	41,600	-	-	-
CTF Osterville Bay Elem School Improvements (I) (#2016-112)	02/23/17	06/30/37	724,300	64,794	63,194	61,594	54,994	53,594	52,194	50,794	49,394	47,994	46,594	45,194	43,794
CTF Lombard Field Improvements (I) (#2016-113)	02/23/17	06/30/37	895,000	75,938	74,138	72,338	70,538	68,738	66,938	65,138	63,338	61,538	59,738	57,938	56,138
CTF West Barnstable Shooting Range (I) (#2017-074)	02/27/18	06/30/28	314,000	52,504	47,800	41,400	39,900	38,400	37,500	36,000	34,500	33,000	31,500	-	-
CTF Design and Hazmat Removal Project Armory Building (2018-096)	08/15/19	06/30/24	461,750	-	119,132	113,250	103,500	99,000	94,500	-	-	-	-	-	-
CTF Senior Center Renovations (#2018-076)	08/15/19	06/30/39	659,000	-	65,890	60,788	59,038	57,288	55,538	53,788	52,038	50,288	48,538	46,788	45,038
CTF Osterville Recreation Building Design & Construction (#2017-086)	08/15/19	06/30/39	675,000	-	62,278	61,388	59,638	57,888	56,138	54,388	52,638	50,888	49,138	47,388	45,638
CTF Town Hall Restroom Renovations	08/15/19	06/30/39	560,000	-	52,836	52,056	50,556	49,056	47,556	46,056	44,556	43,056	41,556	40,056	38,556
CTF Former Marston Mills Elementary School Demo (2018-094)	08/15/19	06/30/24	176,050	-	44,584	42,000	40,250	38,500	36,750	-	-	-	-	-	-
CTF School Administration Building (#2018-092)	08/15/19	06/30/24	285,000	-	73,815	71,250	63,250	60,500	57,750	-	-	-	-	-	-
Total Public Facilities Interest & Principal				1,269,658	1,580,874	1,514,484	1,394,014	1,212,217	1,060,053	662,115	622,865	597,218	483,788	434,363	406,763

GENERAL FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028	Payments FY 2029	Payments FY 2030
CTF Pleasant St. Dock - 1 \$350,000 Refunded	06/21/16	06/30/23	109,500	27,380	25,960	24,560	22,680	21,840	-	-	-	-	-	-	-
CTF Pleasant St. Dock - 2 \$350,000 Refunded	06/21/16	06/30/23	110,000	27,400	26,480	24,560	22,680	21,840	-	-	-	-	-	-	-
CTF Boat Ramps - CAP \$927,000 Refunded	06/21/16	06/30/23	290,000	66,600	69,400	67,000	64,600	57,200	-	-	-	-	-	-	-
CTF Dredging	06/16/10	06/15/24	419,250	36,125	34,625	33,725	32,825	31,850	25,875	-	-	-	-	-	-
CTF Boat Ramp Renovations	06/14/11	06/15/21	250,000	28,000	27,000	26,000	-	-	-	-	-	-	-	-	-
CTF Dredging East Bay & Blish Point	06/14/11	06/15/21	665,000	72,800	70,200	67,600	-	-	-	-	-	-	-	-	-
CTF Prince Cove/Hayward Rd. Boat Ramp	06/14/11	06/15/26	600,000	52,250	50,650	49,050	47,450	45,850	44,250	42,900	41,500	-	-	-	-
CTF East Bay Dredging	11/22/13	11/15/23	600,000	69,000	67,500	65,700	63,900	62,250	60,750	-	-	-	-	-	-
CTF Hyannis Harbor Bulkhead Construction	11/22/13	11/15/23	142,000	16,850	16,475	16,025	10,650	10,375	10,125	-	-	-	-	-	-
CTF Millway Boat Ramp & Dock Upgrades	11/22/13	11/15/23	133,000	16,700	16,325	10,950	10,650	10,375	10,125	-	-	-	-	-	-
CTF Blish Point Sand Management	02/17/15	02/15/20	215,000	43,400	41,600	-	-	-	-	-	-	-	-	-	-
CTF Dredge Permitting/Planning	02/17/15	02/15/20	341,000	70,525	67,600	-	-	-	-	-	-	-	-	-	-
CTF Marstons Mills Fish Run Reconstruction	02/17/15	02/15/30	326,000	33,750	27,625	26,825	26,025	25,225	24,425	23,625	22,825	22,225	21,625	21,125	20,600
CTF Paving: Bay Street Boat Ramp (#2015-099)	02/25/16	06/30/26	142,000	19,400	18,800	18,200	17,600	17,000	16,400	10,800	10,400	-	-	-	-
CTF Channel Dredging - Barnstable Harbor (#2016-035)	02/25/16	06/30/26	490,000	65,600	63,600	61,600	59,600	57,600	55,600	48,600	46,800	-	-	-	-
CTF Blish Point Boat Access Channel Dredging (I) (#2016-111)	02/23/17	06/30/37	943,900	82,506	80,506	78,506	76,506	74,506	72,506	70,506	63,506	61,706	59,906	58,106	56,306
Total Waterways Interest & Principal				728,286	704,346	570,301	455,166	435,911	320,056	196,431	185,031	83,931	81,531	79,231	76,906

GENERAL FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028	Payments FY 2029	Payments FY 2030
CTF MWPAT CW-04-31 Pool 11	11/09/07	07/15/20	389,216	33,999	33,999	33,999	-	-	-	-	-	-	-	-	-
CTF Lake Treatment	06/16/10	06/15/25	275,000	24,075	23,075	17,475	17,025	16,538	16,050	15,525	-	-	-	-	-
CTF Nitrogen Management CW-04-31-A	03/15/11	07/15/20	211,460	23,330	23,330	23,330	-	-	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 Drainage 2 (i)	04/18/12	09/15/22	96,700	11,418	11,118	10,818	10,468	6,834	-	-	-	-	-	-	-
CTF Nitrogen Management CW-04-31-B Series 16	05/14/15	07/15/20	157,531	27,882	27,922	27,963	-	-	-	-	-	-	-	-	-
CTF Water Quality Evaluation	11/22/13	11/15/23	230,000	28,200	27,575	21,900	21,300	20,750	20,250	-	-	-	-	-	-
CTF Sewer Expansion Analysis	11/22/13	11/15/18	70,000	10,100	-	-	-	-	-	-	-	-	-	-	-
CTF Hamblin Pond Alum Treatment (#2015-112)	02/25/16	06/30/31	300,000	28,925	28,125	27,325	26,525	25,725	24,925	24,125	23,325	22,525	22,125	21,625	21,200
CTF CW-04-31-R Mass Clean Water Trust (#2002-081)	04/13/17	07/15/20	255,941	88,750	88,898	-	-	-	-	-	-	-	-	-	-
Total Water Quality Interest & Principal				276,680	264,043	162,810	75,318	69,847	61,225	39,650	23,325	22,525	22,125	21,625	21,200

TOTAL GENERAL FUND BOND OBLIGATIONS				9,971,301	7,139,304	5,693,372	5,131,185	4,733,946	4,183,158	3,314,901	3,167,786	2,684,555	2,398,688	2,209,250	2,119,769
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ENTERPRISE FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028	Payments FY 2029	Payments FY 2030
Airport (O)	06/14/11	06/15/31	730,000	50,600	54,400	53,000	51,600	55,200	53,600	52,250	50,850	54,350	52,663	50,863	54,063
Airport Terminal Ramp Construction - Phase 2 (O) (#2013-0101)	02/23/17	06/30/37	428,000	29,813	29,213	28,613	28,013	32,413	31,613	30,813	30,013	29,213	28,413	32,613	31,613
Airport New Fuel Farm (I) (#2013-102)	02/23/17	06/30/36	634,500	46,875	45,875	44,875	43,875	47,875	46,675	45,475	44,275	48,075	46,675	45,275	43,875

FISCAL YEAR 2020 BUDGET

CAPITAL BUDGET AND DEBT SUMMARY

CTF Town Hall Remodeling (#2015-101)	02/25/16	06/30/36	939,000	53,100	51,750	50,400	49,050	47,700	46,350	-	-	-	-	-	-	1,074,419
CTF Joshua's Pond Recreational Facility (#2015-111)	02/25/16	06/30/31	282,000	15,450	-	-	-	-	-	-	-	-	-	-	-	290,906
CTF Craigville Beach Bathhouse (#2016-031)	02/25/16	06/30/36	450,000	23,600	23,000	22,400	21,800	21,200	20,600	-	-	-	-	-	-	512,275
CTF IT Hardware and Software Upgrade (I) (#2016-086)	02/23/17	06/30/22	342,000	-	-	-	-	-	-	-	-	-	-	-	-	296,600
CTF Marstons Mills Parking Lot (I) (#2016-087)	02/23/17	06/30/22	246,450	-	-	-	-	-	-	-	-	-	-	-	-	214,200
CTF Beach Facility Improvement (I) (#2016-110)	02/23/17	06/30/27	438,000	-	-	-	-	-	-	-	-	-	-	-	-	466,200
CTF Osterville Bay Elem School Improvements (I) (#2016-112)	02/23/17	06/30/37	724,300	42,744	41,694	40,644	39,594	38,456	37,319	36,181	-	-	-	-	-	910,756
CTF Lombard Field Improvements (I) (#2016-113)	02/23/17	06/30/37	895,000	54,788	53,438	52,088	50,738	49,275	47,813	41,350	-	-	-	-	-	1,141,938
CTF West Barnstable Shooting Range (I) (#2017-074)	02/27/18	06/30/28	314,000	-	-	-	-	-	-	-	-	-	-	-	-	392,504
CTF Design and Hazmat Removal Project Armory Building (2018-096)	08/15/19	06/30/24	461,750	-	-	-	-	-	-	-	-	-	-	-	-	529,382
CTF Senior Center Renovations (#2018-076)	08/15/19	06/30/39	659,000	38,288	37,388	36,488	35,588	34,688	33,788	32,888	31,950	30,975	-	-	-	907,052
CTF Osterville Recreation Building Design & Construction (#2017-086)	08/15/19	06/30/39	675,000	43,888	42,838	41,788	40,738	34,688	33,788	32,888	31,950	30,975	-	-	-	930,940
CTF Town Hall Restroom Renovations	08/15/19	06/30/39	560,000	37,056	31,156	30,406	29,656	28,906	28,156	27,406	26,625	25,813	-	-	-	771,080
CTF Former Marston Mills Elementary School Demo (2018-094)	08/15/19	06/30/24	176,050	-	-	-	-	-	-	-	-	-	-	-	-	202,084
CTF School Administration Building (#2018-092)	08/15/19	06/30/24	285,000	-	-	-	-	-	-	-	-	-	-	-	-	326,565
Total Public Facilities Interest & Principal				354,463	325,613	307,363	299,413	286,263	263,263	170,713	90,525	87,763				13,423,785

GENERAL FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2031	Payments FY 2032	Payments FY 2033	Payments FY 2034	Payments FY 2035	Payments FY 2036	Payments FY 2037	Payments FY 2038	Payments FY 2039	Payments FY 2040	Payments FY 2041	Balance
CTF Pleasant St. Dock - 1 \$350,000 Refunded	06/21/16	06/30/23	109,500	-	-	-	-	-	-	-	-	-	-	-	122,420
CTF Pleasant St. Dock - 2 \$350,000 Refunded	06/21/16	06/30/23	110,000	-	-	-	-	-	-	-	-	-	-	-	122,960
CTF Boat Ramps - CAP \$927,000 Refunded	06/21/16	06/30/23	290,000	-	-	-	-	-	-	-	-	-	-	-	324,800
CTF Dredging	06/16/10	06/15/24	419,250	-	-	-	-	-	-	-	-	-	-	-	195,025
CTF Boat Ramp Renovations	06/14/11	06/15/21	250,000	-	-	-	-	-	-	-	-	-	-	-	81,000
CTF Dredging East Bay & Blish Point	06/14/11	06/15/21	665,000	-	-	-	-	-	-	-	-	-	-	-	210,600
CTF Prince Cove/Hayward Rd. Boat Ramp	06/14/11	06/15/26	600,000	-	-	-	-	-	-	-	-	-	-	-	373,900
CTF East Bay Dredging	11/22/13	11/15/23	600,000	-	-	-	-	-	-	-	-	-	-	-	389,100
CTF Hyannis Harbor Bulkhead Construction	11/22/13	11/15/23	142,000	-	-	-	-	-	-	-	-	-	-	-	80,500
CTF Millway Boat Ramp & Dock Upgrades	11/22/13	11/15/23	133,000	-	-	-	-	-	-	-	-	-	-	-	75,125
CTF Blish Point Sand Management	02/17/15	02/15/20	215,000	-	-	-	-	-	-	-	-	-	-	-	85,000
CTF Dredge Permitting/Planning	02/17/15	02/15/20	341,000	-	-	-	-	-	-	-	-	-	-	-	138,125
CTF Marstons Mills Fish Run Reconstruction	02/17/15	02/15/30	326,000	-	-	-	-	-	-	-	-	-	-	-	295,900
CTF Paving: Bay Street Boat Ramp (#2015-099)	02/25/16	06/30/26	142,000	-	-	-	-	-	-	-	-	-	-	-	128,600
CTF Channel Dredging - Barnstable Harbor (#2016-035)	02/25/16	06/30/26	490,000	-	-	-	-	-	-	-	-	-	-	-	459,000
CTF Blish Point Boat Access Channel Dredging (I) (#2016-111)	02/23/17	06/30/37	943,900	54,956	53,606	52,256	50,906	49,444	47,981	46,519	-	-	-	-	1,190,744
Total Waterways Interest & Principal				54,956	53,606	52,256	50,906	49,444	47,981	46,519					4,272,799

GENERAL FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2031	Payments FY 2032	Payments FY 2033	Payments FY 2034	Payments FY 2035	Payments FY 2036	Payments FY 2037	Payments FY 2038	Payments FY 2039	Payments FY 2040	Payments FY 2041	Balance
CTF MWPAT CW-04-31 Pool 11	11/09/07	07/15/20	389,216	-	-	-	-	-	-	-	-	-	-	-	101,998
CTF Lake Treatment	06/16/10	06/15/25	275,000	-	-	-	-	-	-	-	-	-	-	-	129,763
CTF Nitrogen Management CW-04-31-A	03/15/11	07/15/20	211,460	-	-	-	-	-	-	-	-	-	-	-	69,991
CTF Advance Refund 6/15/2003 Drainage 2 (i)	04/18/12	09/15/22	96,700	-	-	-	-	-	-	-	-	-	-	-	50,656
CTF Nitrogen Management CW-04-31-B Series 16	05/14/15	07/15/20	157,531	-	-	-	-	-	-	-	-	-	-	-	83,767
CTF Water Quality Evaluation	11/22/13	11/15/23	230,000	-	-	-	-	-	-	-	-	-	-	-	139,975
CTF Sewer Expansion Analysis	11/22/13	11/15/18	70,000	-	-	-	-	-	-	-	-	-	-	-	10,100
CTF Hamblin Pond Alum Treatment (#2015-112)	02/25/16	06/30/31	300,000	20,600	-	-	-	-	-	-	-	-	-	-	317,075
CTF CW-04-31-R Mass Clean Water Trust (#2002-081)	04/13/17	07/15/20	255,941	-	-	-	-	-	-	-	-	-	-	-	177,648
Total Water Quality Interest & Principal				20,600											1,080,972

TOTAL GENERAL FUND BOND OBLIGATIONS				1,942,819	1,742,419	1,641,969	1,523,169	1,171,306	1,023,744	559,281	422,225	129,063			62,903,209
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ENTERPRISE FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2031	Payments FY 2032	Payments FY 2033	Payments FY 2034	Payments FY 2035	Payments FY 2036	Payments FY 2037	Payments FY 2038	Payments FY 2039	Payments FY 2040	Payments FY 2041	Balance
Airport (O)	06/14/11	06/15/31	730,000	52,063	-	-	-	-	-	-	-	-	-	-	685,500
Airport Terminal Ramp Construction - Phase 2 (O) (#2013-0101)	02/23/17	06/30/37	428,000	30,863	30,113	29,363	28,613	27,800	31,988	31,013	-	-	-	-	572,100
Airport New Fuel Farm (I) (#2013-102)	02/23/17	06/30/36	634,500	47,825	46,625	45,425	44,225	47,925	46,463	-	-	-	-	-	828,188

FISCAL YEAR 2020 BUDGET

CAPITAL BUDGET AND DEBT SUMMARY

Airport East Ramp Design & Construction (O) (#2014-053)	02/23/17	06/30/37	641,200	47,169	46,169	45,169	44,169	43,169	47,169	45,969	44,769	43,569	42,369	46,169	44,769
Runway Reconstruction & Generator Replacement	08/15/19	06/30/39	355,500	-	35,205	34,144	33,144	32,144	31,144	30,144	29,144	28,144	27,144	26,144	25,144
Airfield Improvements	08/15/19	06/30/31	59,700	-	7,497	7,650	7,400	7,150	6,900	6,650	6,400	6,150	5,900	5,650	5,400
Total Airport Fund Bonds				174,456	218,358	213,450	208,200	217,950	217,100	211,300	205,450	209,500	203,163	206,713	204,863
ENTERPRISE FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028	Payments FY 2029	Payments FY 2030
Hyannis Golf Course Acquisition \$3,900,000 Refunded	02/17/15	02/15/25	1,951,500	290,660	289,760	289,600	289,080	288,200	291,960	290,160	-	-	-	-	-
Olde Barnstable Golf Course Maintenance Equipment	02/17/15	02/15/20	200,000	43,400	41,600	-	-	-	-	-	-	-	-	-	-
Olde Barnstable Building Improvements (#2015-105)	02/25/16	06/30/26	174,000	20,800	20,200	19,600	24,000	23,200	22,400	21,600	20,800	-	-	-	-
Hyannis Building Improvements (#2015-106)	02/25/16	06/30/26	140,000	19,800	19,200	18,600	18,000	17,400	16,800	16,200	15,600	-	-	-	-
Olde Barnstable Fairgrounds Golf Course (I) (#2016-107)	02/23/17	06/30/37	245,000	23,513	22,913	22,313	21,713	21,113	20,513	19,913	19,313	13,713	13,313	12,913	12,513
Hyannis Golf Course Improvements (I) (#2016-108)	02/23/17	06/30/37	292,700	24,875	24,275	23,675	23,075	22,475	21,875	21,275	20,675	20,075	19,475	18,875	18,275
Hyannis Golf Course Turf Maintenance (I) (#2017-085)	02/27/18	06/30/23	310,000	76,938	75,400	73,862	72,324	70,786	69,248	67,710	66,172	64,634	63,096	61,558	60,020
Total Golf Course				499,986	493,348	441,588	440,668	434,188	373,548	369,148	76,388	33,788	32,788	31,788	30,788
ENTERPRISE FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028	Payments FY 2029	Payments FY 2030
Sewer 98-27, Series 5	08/25/04	08/01/19	329,295	28,194	26,961	-	-	-	-	-	-	-	-	-	-
Sewer 98-27	08/25/04	08/01/19	(subsidy)	(9,441)	(8,491)	-	-	-	-	-	-	-	-	-	-
Sewer 98-42, Series 5	08/25/04	08/01/19	216,429	16,357	20,550	-	-	-	-	-	-	-	-	-	-
Sewer 98-42, Series 5	08/25/04	08/01/19	(subsidy)	(6,241)	(5,578)	-	-	-	-	-	-	-	-	-	-
Sewer 98-44, Series 5	08/25/04	08/01/19	112,262	9,530	9,113	-	-	-	-	-	-	-	-	-	-
Sewer 98-44, Series 5	08/25/04	08/01/19	(subsidy)	(3,229)	(2,908)	-	-	-	-	-	-	-	-	-	-
Sewer 98-46, Series 5	08/25/04	08/01/19	1,398,265	118,436	118,163	-	-	-	-	-	-	-	-	-	-
Sewer 98-46, Series 5	08/25/04	08/01/19	(subsidy)	(40,301)	(36,199)	-	-	-	-	-	-	-	-	-	-
Shallow Well Injection - CW-00-60 - Pool 8	08/25/04	08/01/22	436,370	31,305	33,983	33,040	32,250	30,750	-	-	-	-	-	-	-
Shallow Well Injection - CW-00-60 - Pool 8	08/25/04	08/01/22	(subsidy)	(11,704)	(10,636)	(10,267)	(9,974)	(9,028)	-	-	-	-	-	-	-
Sewer 98-44A	12/14/06	08/01/23	1,582,178	126,434	126,831	126,588	121,424	120,681	115,000	-	-	-	-	-	-
Sewer 98-44A	12/14/06	08/01/23	(subsidy)	(46,919)	(45,096)	(42,911)	(40,775)	(38,360)	(34,430)	-	-	-	-	-	-
Sewer 98-49A	12/14/06	08/01/23	556,458	44,287	42,747	45,863	43,989	41,976	40,000	-	-	-	-	-	-
Sewer 98-49A	12/14/06	08/01/23	(subsidy)	(16,478)	(15,872)	(15,082)	(14,307)	(13,463)	(12,096)	-	-	-	-	-	-
Waste Water Treatment Plant Sewer Turbine Generator \$570,000 Refunded	06/21/16	06/30/28	251,000	33,040	31,040	31,080	30,080	26,080	33,200	27,000	26,500	26,000	25,500	-	-
MWPAT CW-04-35	12/15/09	07/15/27	4,938,114	326,668	326,668	326,668	326,668	326,668	326,668	326,668	326,668	326,668	326,668	-	-
Sewer 05-28 Restructured	03/15/11	07/15/28	629,403	41,636	41,636	41,637	41,637	41,637	41,637	41,637	41,637	41,637	41,637	41,637	-
Sewer (I)	06/14/11	06/15/21	300,000	33,600	32,400	31,200	-	-	-	-	-	-	-	-	-
Sewer CW-04-35A Pool 13	06/06/12	07/15/27	1,469,137	107,307	107,295	107,284	107,272	107,259	107,247	107,234	107,221	107,207	107,193	-	-
Rehab Clarifiers (#2015-091)	02/25/16	06/30/36	1,000,000	79,813	77,813	75,813	73,813	71,813	69,813	67,813	65,813	63,813	62,813	61,563	60,500
Pump Station/Sewer Main Const (#2009-132)	02/25/16	06/30/21	318,000	72,400	64,800	62,400	-	-	-	-	-	-	-	-	-
Wastewater Treatment Plant Clarifiers Rehab (O) (#2016-097)	02/23/17	06/30/37	1,146,000	99,619	97,219	94,819	92,419	90,019	87,619	85,219	82,819	75,419	73,219	71,019	68,819
Wastewater Treatment Plant Backup Generator (O) (#2016-098)	02/23/17	06/30/37	862,000	74,850	73,050	71,250	69,450	67,650	65,850	64,050	62,250	60,450	58,650	56,850	50,050
Total Water Pollution Control Enterprise Fund				1,109,162	1,105,487	979,381	873,944	863,680	840,507	719,619	712,907	701,193	695,679	231,068	179,369
ENTERPRISE FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028	Payments FY 2029	Payments FY 2030
Solid Waste Landfill Closure - 98-24, Series 4	08/25/04	08/01/18	5,166,301	465,350	-	-	-	-	-	-	-	-	-	-	-
Solid Waste Landfill Closure - 98-24, Series 4	08/25/04	08/01/18	(subsidy)	(129,348)	-	-	-	-	-	-	-	-	-	-	-
Solid Waste Facility (I) \$630,000 Refunded	02/17/15	02/15/27	284,900	38,825	37,520	36,360	35,200	33,040	31,920	30,800	29,680	28,840	-	-	-
Advance Refund 6/15/2003 Transfer Station Improvements	04/18/12	09/15/22	241,500	28,535	27,785	27,035	22,240	20,910	-	-	-	-	-	-	-
Total Solid Waste Fund				403,362	65,305	63,395	57,440	53,950	31,920	30,800	29,680	28,840	-	-	-
ENTERPRISE FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028	Payments FY 2029	Payments FY 2030
Water Co. (Level Debt) (O) \$10,000,000 Refunded	02/17/15	02/15/27	5,704,800	691,615	690,430	693,870	691,350	692,070	691,870	689,750	692,500	692,160	-	-	-
MWPAT DWS-09-02	07/08/10	07/15/30	2,788,911	169,185	169,184	169,184	169,185	169,184	169,184	169,185	169,184	169,184	169,184	169,184	169,184
DW-09-02 Series 16	05/14/15	07/15/32	533,117	35,049	35,089	35,129	35,170	35,213	35,256	35,300	35,346	35,391	35,439	35,487	35,536
DWP-11-09 Series 17A	05/14/15	01/15/33	793,438	52,552	52,620	52,689	52,759	52,831	52,904	52,980	53,057	53,135	53,215	53,298	53,381

FISCAL YEAR 2020 BUDGET

CAPITAL BUDGET AND DEBT SUMMARY

Airport East Ramp Design & Construction (O) (#2014-053)	02/23/17	06/30/37	641,200	43,719	42,669	46,619	45,419	44,119	42,819	46,519	-	-	-	-	852,506
Runway Reconstruction & Generator Replacement	08/15/19	06/30/39	355,500	19,144	18,694	18,244	17,794	17,344	16,894	16,444	15,975	15,488	-	-	487,662
Airfield Improvements	08/15/19	06/30/31	59,700	5,150	-	-	-	-	-	-	-	-	-	-	77,897
Total Airport Fund Bonds				198,763	138,100	139,650	136,050	137,188	138,163	93,975	15,975	15,488	-	-	3,503,852
ENTERPRISE FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2031	Payments FY 2032	Payments FY 2033	Payments FY 2034	Payments FY 2035	Payments FY 2036	Payments FY 2037	Payments FY 2038	Payments FY 2039	Payments FY 2040	Payments FY 2041	Balance
Hyannis Golf Course Acquisition \$3,900,000 Refunded	02/17/15	02/15/25	1,951,500	-	-	-	-	-	-	-	-	-	-	-	2,029,420
Olde Barnstable Golf Course Maintenance Equipment	02/17/15	02/15/20	200,000	-	-	-	-	-	-	-	-	-	-	-	85,000
Olde Barnstable Building Improvements (#2015-105)	02/25/16	06/30/26	174,000	-	-	-	-	-	-	-	-	-	-	-	172,600
Hyannis Building Improvements (#2015-106)	02/25/16	06/30/26	140,000	-	-	-	-	-	-	-	-	-	-	-	141,600
Olde Barnstable Fairgrounds Golf Course (I) (#2016-107)	02/23/17	06/30/37	245,000	12,213	11,913	11,613	11,313	10,988	10,663	10,338	-	-	-	-	302,788
Hyannis Golf Course Improvements (I) (#2016-108)	02/23/17	06/30/37	292,700	17,825	17,375	16,925	16,475	10,988	10,663	10,338	-	-	-	-	359,488
Hyannis Golf Course Turf Maintenance (I) (#2017-085)	02/27/18	06/30/23	310,000	-	-	-	-	-	-	-	-	-	-	-	346,738
Total Golf Course				30,038	29,288	28,538	27,788	21,975	21,325	20,675	-	-	-	-	3,437,633
ENTERPRISE FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2031	Payments FY 2032	Payments FY 2033	Payments FY 2034	Payments FY 2035	Payments FY 2036	Payments FY 2037	Payments FY 2038	Payments FY 2039	Payments FY 2040	Payments FY 2041	Balance
Sewer 98-27, Series 5	08/25/04	08/01/19	329,295	-	-	-	-	-	-	-	-	-	-	-	55,155
Sewer 98-27	08/25/04	08/01/19	(subsidy)	-	-	-	-	-	-	-	-	-	-	-	(17,932)
Sewer 98-42, Series 5	08/25/04	08/01/19	216,429	-	-	-	-	-	-	-	-	-	-	-	36,907
Sewer 98-42, Series 5	08/25/04	08/01/19	(subsidy)	-	-	-	-	-	-	-	-	-	-	-	(11,819)
Sewer 98-44, Series 5	08/25/04	08/01/19	112,262	-	-	-	-	-	-	-	-	-	-	-	18,642
Sewer 98-44, Series 5	08/25/04	08/01/19	(subsidy)	-	-	-	-	-	-	-	-	-	-	-	(6,137)
Sewer 98-46, Series 5	08/25/04	08/01/19	1,398,265	-	-	-	-	-	-	-	-	-	-	-	236,598
Sewer 98-46, Series 5	08/25/04	08/01/19	(subsidy)	-	-	-	-	-	-	-	-	-	-	-	(76,500)
Shallow Well Injection - CW-00-60 - Pool 8	08/25/04	08/01/22	436,370	-	-	-	-	-	-	-	-	-	-	-	161,327
Shallow Well Injection - CW-00-60 - Pool 8	08/25/04	08/01/22	(subsidy)	-	-	-	-	-	-	-	-	-	-	-	(51,609)
Sewer 98-44A	12/14/06	08/01/23	1,582,178	-	-	-	-	-	-	-	-	-	-	-	736,958
Sewer 98-44A	12/14/06	08/01/23	(subsidy)	-	-	-	-	-	-	-	-	-	-	-	(248,492)
Sewer 98-49A	12/14/06	08/01/23	556,458	-	-	-	-	-	-	-	-	-	-	-	258,863
Sewer 98-49A	12/14/06	08/01/23	(subsidy)	-	-	-	-	-	-	-	-	-	-	-	(87,299)
Waste Water Treatment Plant Sewer Turbine Generator \$570,000 Refunded	06/21/16	06/30/28	251,000	-	-	-	-	-	-	-	-	-	-	-	289,520
MWPAT CW-04-35	12/15/09	07/15/27	4,938,114	-	-	-	-	-	-	-	-	-	-	-	3,266,682
Sewer 05-28 Restructured	03/15/11	07/15/28	629,403	-	-	-	-	-	-	-	-	-	-	-	458,003
Sewer (I)	06/14/11	06/15/21	300,000	-	-	-	-	-	-	-	-	-	-	-	97,200
Sewer CW-04-35A Pool 13	06/06/12	07/15/27	1,469,137	-	-	-	-	-	-	-	-	-	-	-	1,072,517
Rehab Clarifiers (#2015-091)	02/25/16	06/30/36	1,000,000	59,000	57,500	56,000	54,500	53,000	51,500	-	-	-	-	-	1,162,688
Pump Station/Sewer Main Const (#2009-132)	02/25/16	06/30/21	318,000	-	-	-	-	-	-	-	-	-	-	-	199,600
Wastewater Treatment Plant Clarifiers Rehab (O) (#2016-097)	02/23/17	06/30/37	1,146,000	67,169	65,519	63,869	62,219	60,431	58,644	56,856	-	-	-	-	1,452,931
Wastewater Treatment Plant Backup Generator (O) (#2016-098)	02/23/17	06/30/37	862,000	48,850	47,650	46,450	45,250	43,950	42,650	41,350	-	-	-	-	1,090,550
Total Water Pollution Control Enterprise Fund				175,019	170,669	166,319	161,969	157,381	152,794	98,206	-	-	-	-	10,094,351
ENTERPRISE FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2031	Payments FY 2032	Payments FY 2033	Payments FY 2034	Payments FY 2035	Payments FY 2036	Payments FY 2037	Payments FY 2038	Payments FY 2039	Payments FY 2040	Payments FY 2041	Balance
Solid Waste Landfill Closure - 98-24, Series 4	08/25/04	08/01/18	5,166,301	-	-	-	-	-	-	-	-	-	-	-	465,350
Solid Waste Landfill Closure - 98-24, Series 4	08/25/04	08/01/18	(subsidy)	-	-	-	-	-	-	-	-	-	-	-	(129,348)
Solid Waste Facility (I) \$630,000 Refunded	02/17/15	02/15/27	284,900	-	-	-	-	-	-	-	-	-	-	-	302,185
Advance Refund 6/15/2003 Transfer Station Improvements	04/18/12	09/15/22	241,500	-	-	-	-	-	-	-	-	-	-	-	126,505
Total Solid Waste Fund				-	-	-	-	-	-	-	-	-	-	-	764,692
ENTERPRISE FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2031	Payments FY 2032	Payments FY 2033	Payments FY 2034	Payments FY 2035	Payments FY 2036	Payments FY 2037	Payments FY 2038	Payments FY 2039	Payments FY 2040	Payments FY 2041	Balance
Water Co. (Level Debt) (O) \$10,000,000 Refunded	02/17/15	02/15/27	5,704,800	-	-	-	-	-	-	-	-	-	-	-	6,225,865
MWPAT DWS-09-02	07/08/10	07/15/30	2,788,911	169,184	-	-	-	-	-	-	-	-	-	-	2,199,396
DW-09-02 Series 16	05/14/15	07/15/32	533,117	35,586	35,637	35,689	-	-	-	-	-	-	-	-	530,315
DWP-11-09 Series 17A	05/14/15	01/15/33	793,438	53,466	53,553	53,643	-	-	-	-	-	-	-	-	796,084

FISCAL YEAR 2020 BUDGET

CAPITAL BUDGET AND DEBT SUMMARY

DWP-11-10 Series 17A	05/22/13	01/15/33	560,761	34,104	34,148	34,193	34,238	34,285	34,332	34,382	34,431	34,482	34,534	34,587	34,641
Water Main Loop	02/17/15	02/15/35	540,000	45,488	44,138	42,938	41,738	40,538	39,338	38,138	36,938	36,038	35,138	34,388	23,600
MCWT Series 19 DWP-13-01	02/11/16	06/30/36	2,418,547	146,546	146,723	146,904	147,089	147,278	147,471	147,668	147,870	148,076	148,286	148,501	148,720
Water Main Replacement (#2010-097)	02/25/16	06/30/21	380,000	84,000	81,000	78,000	-	-	-	-	-	-	-	-	-
Pipe Replacement Upgrade FY17 (#2015-085)	02/25/16	06/30/36	900,000	71,831	70,031	68,231	66,431	64,631	62,831	61,031	59,231	57,431	56,531	55,406	54,450
Paint/Repair Mary Dunn 2 (#2015-087)	02/25/16	06/30/21	615,000	139,600	129,600	124,800	-	-	-	-	-	-	-	-	-
Hyannis Water System Pipe Replacement (O) (#2016-093)	02/23/17	06/30/37	858,400	74,650	72,850	71,050	69,250	67,450	65,650	63,850	62,050	60,250	58,450	51,650	50,050
DWP-14-09 Mass Clean Water Trust (#2014-071, 2013-085, 2013-088)	04/13/17	07/15/37	1,467,339	88,805	88,910	89,017	89,127	89,240	89,354	89,471	89,591	89,713	89,838	89,966	90,096
Well Reactivation (O) (#2017-080)	02/27/18	06/30/38	276,000	26,529	25,413	24,813	24,063	23,313	22,863	22,113	21,363	20,613	19,863	19,113	18,513
Water Pipe Replacement (O) (#2017-081)	02/27/18	06/30/38	468,000	45,801	42,575	41,575	40,325	39,075	38,325	37,075	35,825	34,575	33,325	32,075	31,075
Mary Dunn Water Storage Tank Site Work (O) (#2017-083)	02/27/18	06/30/38	600,500	53,026	52,388	51,188	49,688	48,188	47,288	45,788	44,288	42,788	41,288	39,788	38,588
Water Carbon Filter Units (O) (#2017-079)	02/27/18	06/30/18	440,000	64,092	63,400	61,600	59,350	57,100	55,750	53,500	51,250	44,000	42,000	-	-
MCWT Series 21 DWP-16-17	09/12/18	07/15/38	2,939,657	36,293	180,836	180,836	180,836	180,836	180,837	180,836	180,837	180,836	180,836	180,837	180,837
Pipe Replacement Upgrade FY19 (#2018-081)	08/15/19	06/30/39	1,050,000	-	97,474	96,063	93,313	90,563	87,813	85,063	82,313	79,563	76,813	74,063	66,313
Carbon Treatment System Construction at Maher Wellfield (2017-099)	08/15/19	06/30/28	318,500	-	53,938	49,000	47,500	45,500	43,750	42,000	40,250	38,500	36,750	-	-
Well Exploration Program (2013-087)	08/15/19	06/30/28	489,500	-	83,227	76,500	73,750	71,000	68,250	65,500	62,750	55,000	52,500	-	-
Total Water Enterprise Fund				1,859,165	2,213,974	2,187,578	1,964,912	1,948,294	1,933,065	1,913,628	1,899,322	1,871,734	1,163,988	1,018,341	994,982
ENTERPRISE FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028	Payments FY 2029	Payments FY 2030
CTF Marina Bulkhead Repair I	06/14/11	06/15/30	725,000	57,231	55,631	54,031	52,431	50,831	44,231	43,050	41,825	40,513	39,200	37,800	36,400
Marina Bulkhead Repair II	06/14/11	06/15/30	525,000	39,300	38,300	37,300	41,300	40,100	38,900	37,888	36,838	40,713	39,400	38,000	41,600
Advance Refund 6/14/2004 Prince Cove Marina Acquisition	04/18/12	09/15/22	864,000	109,145	105,310	98,550	95,400	91,800	-	-	-	-	-	-	-
Gateway Marina Dredging (#2015-108)	02/25/16	06/30/26	280,000	38,800	37,600	36,400	35,200	29,000	28,000	27,000	26,000	-	-	-	-
Prince Cover Marina Bulkhead (#2015-109)	02/25/16	06/30/36	570,000	46,988	45,788	44,588	43,388	42,188	40,988	39,788	38,588	37,388	36,788	36,038	35,400
Hyannis Harbor Bulkhead (#2015-110)	02/25/16	06/30/21	158,000	33,600	32,400	31,200	-	-	-	-	-	-	-	-	-
Gateway Marina Maintenance Dredging (I) (#2016-109)	02/23/17	06/30/37	476,500	41,475	40,475	39,475	38,475	37,475	36,475	35,475	34,475	33,475	32,475	31,475	30,475
Total Marina Enterprise Fund				366,539	355,504	341,544	306,194	291,394	188,594	183,200	177,725	152,088	147,863	143,313	143,875
ENTERPRISE FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028	Payments FY 2029	Payments FY 2030
Sandy Neck Beach House II	06/14/11	06/15/26	81,000	6,719	6,519	6,319	6,119	5,919	5,719	5,550	10,375	-	-	-	-
Sandy Neck Beach House I	06/14/11	06/15/31	966,491	72,406	70,606	68,806	72,006	70,006	68,006	71,319	69,394	72,331	70,081	67,681	70,281
Sandy Neck Beach House III	06/14/11	06/15/31	217,509	15,856	15,456	15,056	14,656	14,256	13,856	13,519	13,169	12,794	17,419	16,819	16,219
Total Sandy Neck Enterprise Fund				94,981	92,581	90,181	92,781	90,181	87,581	90,388	92,938	85,125	87,500	84,500	86,500
ENTERPRISE FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028	Payments FY 2029	Payments FY 2030
CTF HYCC 1 (I) \$1,000,000 Refunded	02/17/15	02/15/27	474,900	64,390	62,230	60,310	58,390	56,470	53,550	51,670	49,790	47,380	-	-	-
CTF HYCC 2 (I) \$8,000,000 Refunded	02/17/15	02/15/27	3,794,400	515,775	495,450	480,170	463,890	447,650	430,450	413,330	396,290	380,070	-	-	-
CTF HYCC 3 (I) \$1,600,000 Refunded	02/17/15	02/15/27	759,000	103,135	98,670	95,630	92,590	89,550	86,510	82,470	79,470	76,220	-	-	-
CTF HYCC 4 (I) \$6,765,000 Refunded	06/21/16	06/30/28	3,320,000	452,000	433,200	419,600	404,000	384,480	374,200	360,800	344,100	332,600	316,200	-	-
Total HYCC Enterprise Fund				1,135,300	1,089,550	1,055,710	1,018,870	978,150	944,710	908,270	869,650	836,270	316,200	-	-
ENTERPRISE FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028	Payments FY 2029	Payments FY 2030
Land Acquisition - 2004-105 Bone Hill \$200k Refunded	02/17/15	02/15/25	90,850	11,565	11,160	10,800	10,440	10,080	9,720	9,360	-	-	-	-	-
Land Acquisition - 06-15-05 - 2004-106 \$180k Refunded	02/17/15	02/15/25	73,600	10,845	11,440	11,040	4,640	4,480	4,320	4,160	-	-	-	-	-
Land Acquisition - Hyannis Golf \$5,500,000 Refunded	02/17/15	02/15/25	2,496,300	321,835	308,540	301,580	286,500	277,620	266,700	255,320	-	-	-	-	-
Land Acquisition - Archibald \$500,000 Refunded	02/17/15	02/15/26	212,100	31,410	30,330	29,370	28,410	26,450	25,530	24,610	23,690	-	-	-	-
Town Hall Renovations	06/16/10	06/15/30	1,332,520	93,519	90,269	88,319	86,369	84,256	82,144	79,869	77,594	75,238	72,638	70,200	67,600
Land Acquisition 1 Adv Ref 6/15/2002	06/14/11	02/15/22	7,065,000	817,960	684,120	624,480	526,240	-	-	-	-	-	-	-	-
Advance Refund 6/15/2003 Landbank Acquisitions	04/18/12	09/15/22	964,600	109,709	106,859	104,009	100,684	96,492	-	-	-	-	-	-	-
Advance Refund 6/15/2004 Landbank Acquisitions 3	04/18/12	09/15/22	5,385,600	682,234	650,624	623,374	597,544	567,732	-	-	-	-	-	-	-
Advance Refund 6/15/2004 Landbank Acquisitions 2	04/18/12	09/15/22	227,300	28,875	28,125	27,375	26,500	25,500	-	-	-	-	-	-	-
Total Community Preservation Fund				2,107,952	1,921,467	1,820,347	1,667,327	1,092,610	388,414	373,319	101,284	75,238	72,638	70,200	67,600

FISCAL YEAR 2020 BUDGET

CAPITAL BUDGET AND DEBT SUMMARY

DWP-11-10 Series 17A	05/22/13	01/15/33	560,761	34,698	34,754	34,812	-	-	-	-	-	-	-	-	-	516,619
Water Main Loop	02/17/15	02/15/35	540,000	23,000	22,400	21,800	21,200	20,600	-	-	-	-	-	-	-	567,413
MCWT Series 19 DWP-13-01	02/11/16	06/30/36	2,418,547	148,945	149,174	149,408	149,647	149,891	150,141	-	-	-	-	-	-	2,668,339
Water Main Replacement (#2010-097)	02/25/16	06/30/21	380,000	-	-	-	-	-	-	-	-	-	-	-	-	243,000
Pipe Replacement Upgrade FY17 (#2015-085)	02/25/16	06/30/36	900,000	53,100	51,750	50,400	49,050	47,700	46,350	-	-	-	-	-	-	1,046,419
Paint/Repair Mary Dunn 2 (#2015-087)	02/25/16	06/30/21	615,000	-	-	-	-	-	-	-	-	-	-	-	-	394,000
Hyannis Water System Pipe Replacement (O) (#2016-093)	02/23/17	06/30/37	858,400	48,850	47,650	46,450	45,250	43,950	42,650	41,350	-	-	-	-	-	1,083,350
DWP-14-09 Mass Clean Water Trust (#2014-071, 2013-085, 2013-088)	04/13/17	07/15/37	1,467,339	90,229	90,366	90,505	90,647	90,791	90,939	91,091	-	-	-	-	-	1,707,695
Well Reactivation (O) (#2017-080)	02/27/18	06/30/38	276,000	17,913	17,463	17,013	11,563	11,263	10,963	10,650	10,325	-	-	-	-	375,717
Water Pipe Replacement (O) (#2017-081)	02/27/18	06/30/38	468,000	30,075	24,325	23,725	23,125	22,525	21,925	21,300	20,650	-	-	-	-	639,276
Mary Dunn Water Storage Tank Site Work (O) (#2017-083)	02/27/18	06/30/38	600,500	37,388	36,488	35,588	34,688	33,788	32,888	31,950	30,975	-	-	-	-	828,038
Water Carbon Filter Units (O) (#2017-079)	02/27/18	06/30/18	440,000	-	-	-	-	-	-	-	-	-	-	-	-	552,042
MCWT Series 21 DWP-16-17	09/12/18	07/15/38	2,939,657	180,836	180,836	180,836	180,836	180,836	180,836	180,836	180,836	180,836	180,836	-	-	3,653,020
Pipe Replacement Upgrade FY19 (#2018-081)	08/15/19	06/30/39	1,050,000	63,813	62,313	60,813	59,313	57,813	56,313	54,813	53,250	51,625	-	-	-	1,449,411
Carbon Treatment System Construction at Maher Wellfield (2017-099)	08/15/19	06/30/28	318,500	-	-	-	-	-	-	-	-	-	-	-	-	396,938
Well Exploration Program (2013-087)	08/15/19	06/30/28	489,500	-	-	-	-	-	-	-	-	-	-	-	-	608,477
Total Water Enterprise Fund				987,080	806,707	800,681	665,318	659,156	633,004	431,990	296,036	232,461				26,481,415
ENTERPRISE FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2031	Payments FY 2032	Payments FY 2033	Payments FY 2034	Payments FY 2035	Payments FY 2036	Payments FY 2037	Payments FY 2038	Payments FY 2039	Payments FY 2040	Payments FY 2041	Balance	
CTF Marina Bulkhead Repair I	06/14/11	06/15/30	725,000	-	-	-	-	-	-	-	-	-	-	-	553,175	
Marina Bulkhead Repair II	06/14/11	06/15/30	525,000	-	-	-	-	-	-	-	-	-	-	-	469,638	
Advance Refund 6/14/2004 Prince Cove Marina Acquisition	04/18/12	09/15/22	864,000	-	-	-	-	-	-	-	-	-	-	-	500,205	
Gateway Marina Dredging (#2015-108)	02/25/16	06/30/26	280,000	-	-	-	-	-	-	-	-	-	-	-	258,000	
Prince Cove Marina Bulkhead (#2015-109)	02/25/16	06/30/36	570,000	29,500	28,750	28,000	27,250	26,500	25,750	-	-	-	-	-	653,663	
Hyannis Harbor Bulkhead (#2015-110)	02/25/16	06/30/21	158,000	-	-	-	-	-	-	-	-	-	-	-	97,200	
Gateway Marina Maintenance Dredging (I) (#2016-109)	02/23/17	06/30/37	476,500	29,725	28,975	23,225	22,625	21,975	21,325	20,675	-	-	-	-	600,225	
Total Marina Enterprise Fund				59,225	57,725	51,225	49,875	48,475	47,075	20,675					3,132,105	
ENTERPRISE FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2031	Payments FY 2032	Payments FY 2033	Payments FY 2034	Payments FY 2035	Payments FY 2036	Payments FY 2037	Payments FY 2038	Payments FY 2039	Payments FY 2040	Payments FY 2041	Balance	
Sandy Neck Beach House II	06/14/11	06/15/26	81,000	-	-	-	-	-	-	-	-	-	-	-	53,238	
Sandy Neck Beach House I	06/14/11	06/15/31	966,491	67,681	-	-	-	-	-	-	-	-	-	-	910,606	
Sandy Neck Beach House III	06/14/11	06/15/31	217,509	15,619	-	-	-	-	-	-	-	-	-	-	194,694	
Total Sandy Neck Enterprise Fund				83,300											1,158,538	
ENTERPRISE FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2031	Payments FY 2032	Payments FY 2033	Payments FY 2034	Payments FY 2035	Payments FY 2036	Payments FY 2037	Payments FY 2038	Payments FY 2039	Payments FY 2040	Payments FY 2041	Balance	
CTF HYCC 1 (I) \$1,000,000 Refunded	02/17/15	02/15/27	474,900	-	-	-	-	-	-	-	-	-	-	-	504,180	
CTF HYCC 2 (I) \$8,000,000 Refunded	02/17/15	02/15/27	3,794,400	-	-	-	-	-	-	-	-	-	-	-	4,023,075	
CTF HYCC 3 (I) \$1,600,000 Refunded	02/17/15	02/15/27	759,000	-	-	-	-	-	-	-	-	-	-	-	804,245	
CTF HYCC 4 (I) \$6,765,000 Refunded	06/21/16	06/30/28	3,320,000	-	-	-	-	-	-	-	-	-	-	-	3,821,180	
Total HYCC Enterprise Fund															9,152,680	
ENTERPRISE FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2031	Payments FY 2032	Payments FY 2033	Payments FY 2034	Payments FY 2035	Payments FY 2036	Payments FY 2037	Payments FY 2038	Payments FY 2039	Payments FY 2040	Payments FY 2041	Balance	
Land Acquisition - 2004-105 Bone Hill \$200k Refunded	02/17/15	02/15/25	90,850	-	-	-	-	-	-	-	-	-	-	-	73,125	
Land Acquisition - 06-15-05 - 2004-106 \$180k Refunded	02/17/15	02/15/25	73,600	-	-	-	-	-	-	-	-	-	-	-	50,925	
Land Acquisition - Hyannis Golf \$5,500,000 Refunded	02/17/15	02/15/25	2,496,300	-	-	-	-	-	-	-	-	-	-	-	2,018,095	
Land Acquisition - Archibald \$500,000 Refunded	02/17/15	02/15/26	212,100	-	-	-	-	-	-	-	-	-	-	-	219,800	
Town Hall Renovations	06/16/10	06/15/30	1,332,520	-	-	-	-	-	-	-	-	-	-	-	968,013	
Land Acquisition 1 Adv Ref 6/15/2002	06/14/11	06/15/22	7,065,000	-	-	-	-	-	-	-	-	-	-	-	2,652,800	
Advance Refund 6/15/2003 Landbank Acquisitions	04/18/12	09/15/22	964,600	-	-	-	-	-	-	-	-	-	-	-	517,753	
Advance Refund 6/15/2004 Landbank Acquisitions 3	04/18/12	09/15/22	5,385,600	-	-	-	-	-	-	-	-	-	-	-	3,121,508	
Advance Refund 6/15/2004 Landbank Acquisitions 2	04/18/12	09/15/22	227,300	-	-	-	-	-	-	-	-	-	-	-	136,375	
Total Community Preservation Fund															9,758,394	

FISCAL YEAR 2020 BUDGET

CAPITAL BUDGET AND DEBT SUMMARY

ENTERPRISE FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028	Payments FY 2029	Payments FY 2030
Title V - Phase I - 97-1131 Series 6-	07/25/02	08/01/20	197,403	11,774	11,209	10,468	-	-	-	-	-	-	-	-	-
Title V - Phase I - 97-1131 Series 6-	07/25/02	08/01/20	(subsidy)	(1,374)	(809)	(268)	-	-	-	-	-	-	-	-	-
Title V - Phase I - 97-1131 Series 6	07/01/04	08/01/22	190,580	12,239	11,741	11,242	10,969	10,459	-	-	-	-	-	-	-
Title V - Phase I - 97-1131 Series 6	07/01/04	08/01/22	(subsidy)	(2,267)	(1,769)	(1,270)	(765)	(255)	-	-	-	-	-	-	-
Title V - Phase III - Pool 11 T5-97-1131-2	10/31/05	07/15/25	200,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-	-	-	-
Title V - Phase IV - Pool 11 T5-97-1131-3	10/31/05	07/15/25	200,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-	-	-	-
Title V - Phase V - Pool 12 97-1131-4D	12/14/06	07/15/26	200,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-	-	-
Total Title V				50,372	50,372	50,172	40,204	40,204	30,000	30,000	30,000	10,000	-	-	-

WATER QUALITY IMPROVEMENT FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028	Payments FY 2029	Payments FY 2030
MWPAT CWS-09-07	07/08/10	07/15/30	3,285,646	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318
Sewer CWS-09-07-A Series 16	05/14/15	07/15/32	4,592,367	301,917	302,260	302,608	302,965	303,329	303,701	304,082	304,471	304,868	305,273	305,688	306,111
Total Water Quality Management & Private Way Improvement Fund				501,235	501,578	501,926	502,283	502,647	503,019	503,400	503,788	504,185	504,591	505,006	505,430

TOTAL ENTERPRISE FUND BOND OBLIGATIONS				8,302,510	8,107,523	7,745,272	7,172,822	6,513,247	5,538,457	5,333,071	4,699,131	4,507,960	3,224,408	2,290,927	2,213,406
GRAND TOTAL TOWN OF BARNSTABLE BOND OBLIGATIONS				18,273,811	15,246,828	13,438,644	12,304,006	11,247,193	9,721,615	8,647,972	7,866,917	7,192,515	5,623,095	4,500,177	4,333,174

ENTERPRISE FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2031	Payments FY 2032	Payments FY 2033	Payments FY 2034	Payments FY 2035	Payments FY 2036	Payments FY 2037	Payments FY 2038	Payments FY 2039	Payments FY 2040	Payments FY 2041	Balance
Title V - Phase I - 97-1131 Series 6-	07/25/02	08/01/20	197,403	-	-	-	-	-	-	-	-	-	-	-	33,450
Title V - Phase I - 97-1131 Series 6-	07/25/02	08/01/20	(subsidy)	-	-	-	-	-	-	-	-	-	-	-	(2,450)
Title V - Phase I - 97-1131 Series 6	07/01/04	08/01/22	190,580	-	-	-	-	-	-	-	-	-	-	-	56,650
Title V - Phase I - 97-1131 Series 6	07/01/04	08/01/22	(subsidy)	-	-	-	-	-	-	-	-	-	-	-	(6,326)
Title V - Phase III - Pool 11 T5-97-1131-2	10/31/05	07/15/25	200,000	-	-	-	-	-	-	-	-	-	-	-	80,000
Title V - Phase IV - Pool 11 T5-97-1131-3	10/31/05	07/15/25	200,000	-	-	-	-	-	-	-	-	-	-	-	80,000
Title V - Phase V - Pool 12 97-1131-4D	12/14/06	07/15/26	200,000	-	-	-	-	-	-	-	-	-	-	-	90,000
Total Title V				-	-	-	-	-	-	-	-	-	-	-	331,324

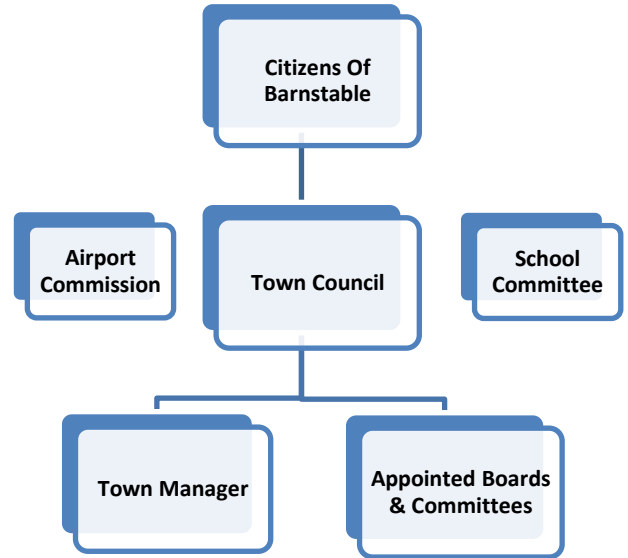
WATER QUALITY IMPROVEMENT FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Payments FY 2031	Payments FY 2032	Payments FY 2033	Payments FY 2034	Payments FY 2035	Payments FY 2036	Payments FY 2037	Payments FY 2038	Payments FY 2039	Payments FY 2040	Payments FY 2041	Balance
MWPAT CWS-09-07	07/08/10	07/15/30	3,285,646	199,318	-	-	-	-	-	-	-	-	-	-	2,591,133
Sewer CWS-09-07-A Series 16	05/14/15	07/15/32	4,592,367	306,544	306,986	307,438	-	-	-	-	-	-	-	-	4,568,241
Total Water Quality Management & Private Way Improvement Fund				505,862	306,986	307,438	-	-	-	-	-	-	-	-	7,159,374

TOTAL ENTERPRISE FUND BOND OBLIGATIONS				2,039,286	1,509,475	1,493,849	1,040,999	1,024,175	992,360	665,522	312,011	247,949	-	-	74,974,359
GRAND TOTAL TOWN OF BARNSTABLE BOND OBLIGATIONS				3,982,105	3,251,893	3,135,818	2,564,168	2,195,481	2,016,104	1,224,803	734,236	377,011	-	-	137,877,568

Town Council

Purpose Statement

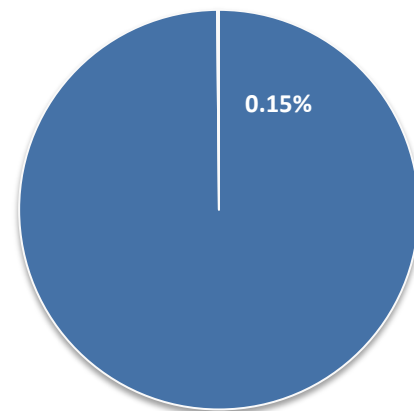
To protect the Town of Barnstable’s unique character and quality of life, engage our citizens, and enact policies that respond to and anticipate the needs of our community.



Recent Accomplishments

- Approved a resolve allowing the Town Manager to enter into an agreement with Vineyard Wind that will protect the town’s water supply, generate \$16 million in host community payments, make improvements to Covell’s Beach facilities, and generate new growth tax dollars for the town.
- Approved a resolve supporting the Town Treasurer’s plan to assign and transfer tax title receivables generating cash for the town.
- Appointed Matthew Sonnabend as the new Barnstable Police Chief.
- Appointed and Reappointed 53 individuals to our Boards/Committees/Commissions.
- Acted on and approved an \$18.4 million capital improvement plan consisting of 33 projects.

Percentage of FY20 General Fund Budget



The Town Council budget represents 0.15% of the overall General Fund budget.

Additional Recent Accomplishments

- Acted on and approved a \$203 million operating budget that included a reorganization of multiple departments within the General Fund.
- Amended Article V, Chapter 240 Section 25 of the Zoning Ordinance to revise regulations for the Highway Business Zone.
- Extended the contract for Director of Finance Mark Milne until 2023.
- Created a Water Stabilization Fund dedicating the host community payments to be received from the Vineyard Wind agreement for the town's water system improvements

Fiscal Year 2020 Goals and Objectives

1. **Finance** – Provide a viable financial plan for meeting the operational and capital needs of the town with a balanced budget that includes ongoing cost reductions, cost savings for residents, maintaining reeves, and aggressively pursuing new growth dollars and revenue sources.
2. **Public Health and Safety** – Promote the protection of health, safety, and wellness of our community to maintain a high quality of life of all town residents, businesses, and visitors.
3. **Education** – Support the provision of a safe, high-quality public education for all students in an increasingly diverse student body, in partnership with local, state, and federal entities, and encourage life-long learning opportunities in the Town.
4. **Economic Development** – Town Council and Town Manager to support and grow a vibrant economy with a diversity of business, organizations, and services, as well as a strong, educated labor force.
5. **Infrastructure** – Maintain and improve existing infrastructure capital assets, and aquatic resources, and make improvements when necessary.
6. **Communications** – Improve communication between the Town Council and Town Manager and his staff; between Town Councilors; between the Town and its residents, volunteers, and visitors to foster participation and positive results that are geared toward meeting the needs of the community.
7. **Housing** – Identify needs, and develop, promote, and monitor town-wide housing initiatives serving diverse ages, incomes, and needs for market rate housing, income-equitable, workforce, senior, and rental housing to meet the needs of residents and increase the overall quality and availability of housing in Barnstable.
8. **Environment and Natural Resources** – Conserve, protect and enhance areas in the town that are most significant as natural and historical resources for water supply, visual quality, outdoor recreation, public access, wildlife habitat and cultural history.
9. **Quality of Life** – Provide opportunities for all residents and all visitors to achieve their potential.

10. Regulatory Access and Performance – Work with Town Manager and staff to have an efficient, customer-friendly, consistent, and predictable regulatory process.

Description of Services Provided

The Town Council, a thirteen member elected body, is the legislative and policy-making branch of town government. The Council develops, adopts and enacts policies and ordinances, to promote the general welfare of the Town consistent with its mission and goals.

The Council meets each month on the first and third Thursday, except in July and August when the Council meets once in each month. The Council also conducts workshops on issues that may require considerable Council deliberation and public input on alternate Thursdays as needed.

Town Council	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 230,848	\$ 243,037	\$ 241,855	\$ 219,089	\$ (23,948)	-9.85%
Interest and Other	324	-	-	-	-	0.00%
Enterprise Funds	27,290	32,645	32,645	49,898	17,253	52.85%
Total Sources	\$ 258,462	\$ 275,682	\$ 274,500	\$ 268,987	\$ (6,695)	-2.43%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 237,249	\$ 245,232	\$ 244,500	\$ 238,537	\$ (6,695)	-2.73%
Operating Expenses	21,213	30,450	30,000	30,450	-	0.00%
Total Appropriation	\$ 258,462	\$ 275,682	\$ 274,500	\$ 268,987	\$ (6,695)	-2.43%

Employee Benefits Allocation:	
Life Insurance	\$ 46
Medicare	3,151
Health Insurance	21,846
County Retirement	32,157
Total Employee Benefits (1)	\$ 57,200
Total Expenditures Including Benefits	\$ 315,662

\$ 36
2,646
16,459
49,851
\$ 68,992
\$ 343,492

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only

Summary of Significant Budget Changes

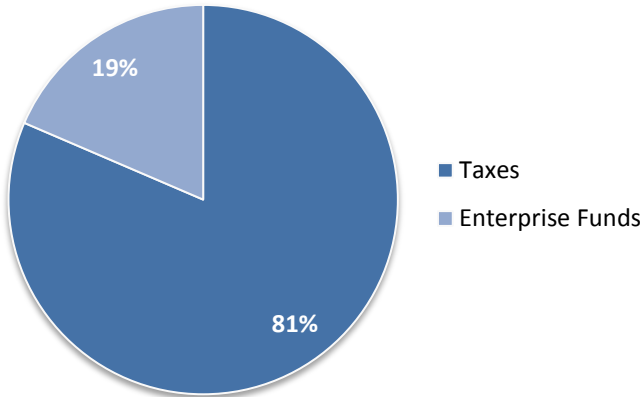
The budget for the Town Council is decreasing \$6,695 for Fiscal Year 2020. Funding for this operation is provided from property taxes and chargebacks to the town’s nine enterprise funds. Property tax support is decreasing \$23,948 in fiscal year 2020 as the budget is decreasing and chargebacks to enterprise funds are increasing.

Full-time Equivalent Employees

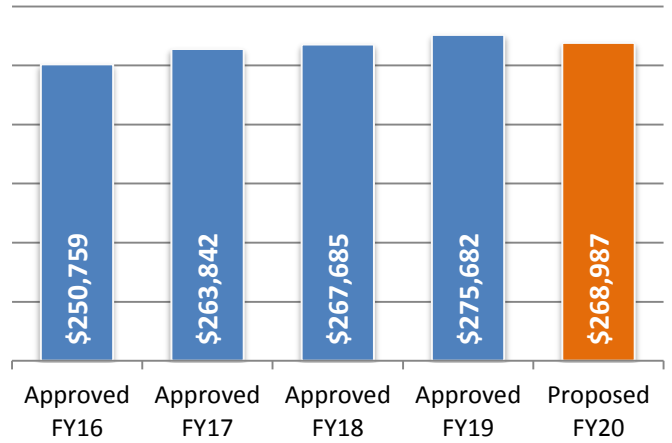
Job Title	FY 2018	FY 2019	FY 2020	Change
Administrator	1.00	1.00	1.00	-
Administrative Assistant	0.40	0.40	0.40	-
Full-time Equivalent Employees	1.40	1.40	1.40	-

Town Council Financial Summary

FY20 Source of Funding

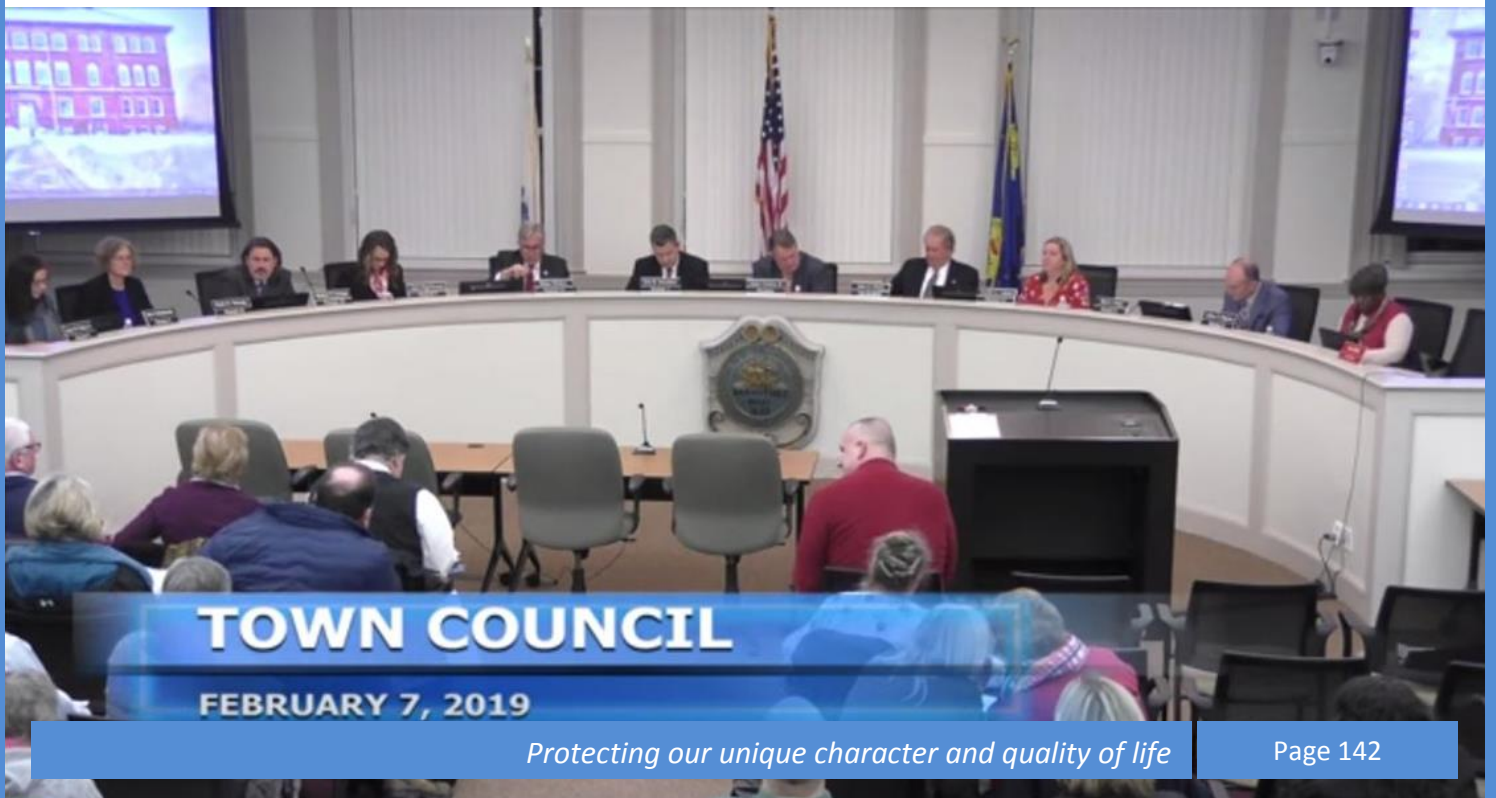


Town Council Budget History

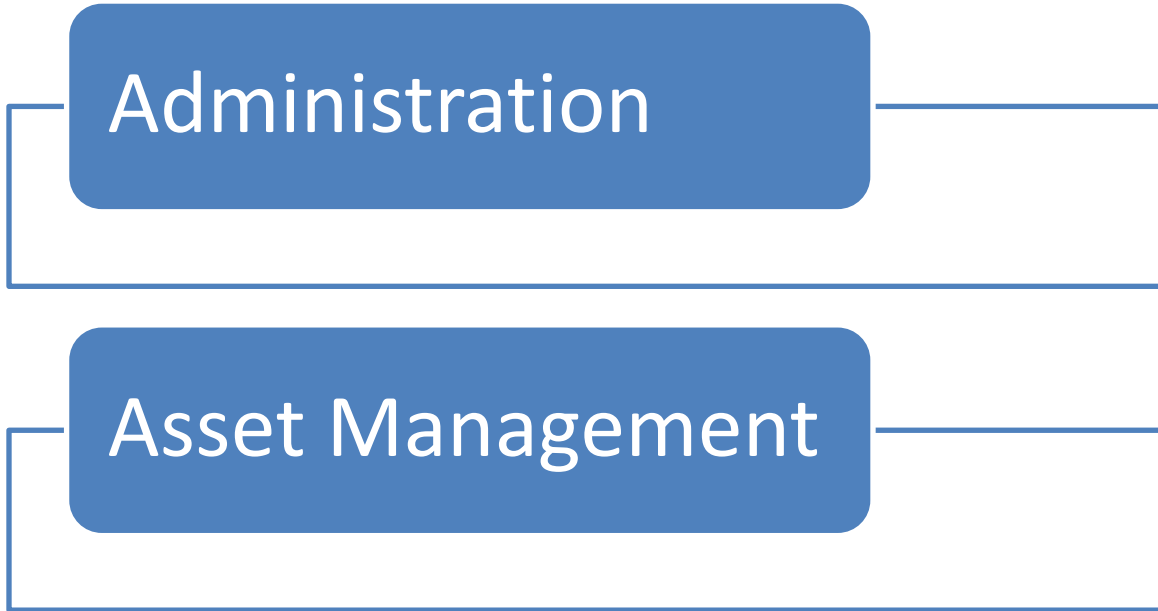


Taxes support 81% of the budget with the other 19% from enterprise fund support.

The budget has seen a modest increase over the past five years rising from \$250,759 in FY16 to \$268,987; an average increase of 1.45% over the five-year period. There have been no significant changes in this budget over this time period.



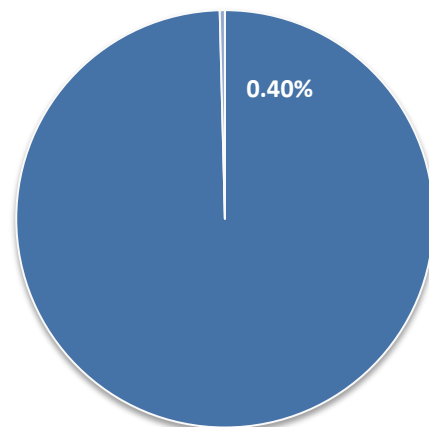
Town Manager



Purpose Statement

The primary purpose of the Town Manager's Office is to ensure that the laws of the State and the ordinances, resolutions, regulations, and policies of the Town Council are faithfully executed.

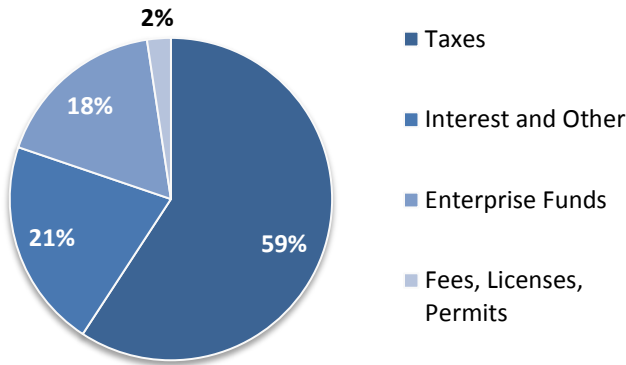
Percentage of FY20 General Fund Budget



The Town Manager budget represents 0.40% of the overall General Fund budget.

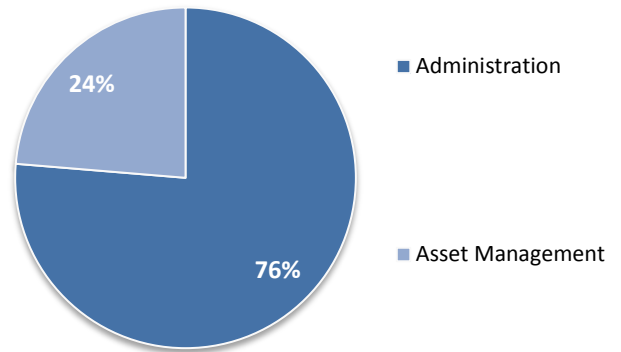
Town Manager Financial Summary

FY20 Source of Funding



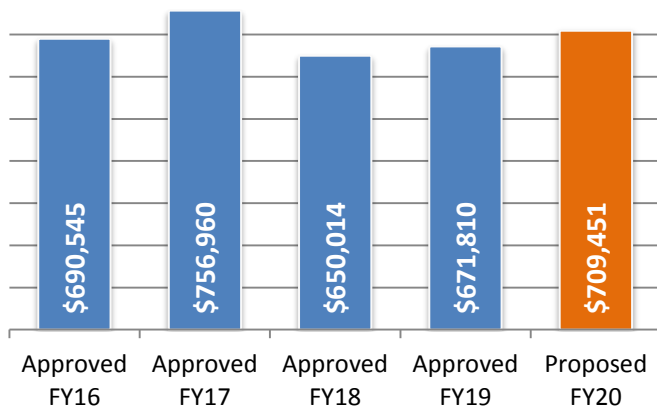
Taxes support 59% of the budget, 21% is from interest and other (lease payments), 18% from Enterprise Fund support, and the remaining balance of 2% from fees, licenses and permits issued.

FY20 Town Manager Budget By Program Area



The Town Manager’s Department is comprised of two program areas with Administration representing 76% and Asset Management 24%.

Town Manager Budget History



The significant decrease in the FY18 budget is due to the elimination of one full-time employee and turnover in staff. There have been no other significant changes in this budget over the past five-years.

FISCAL YEAR 2020 BUDGET

TOWN MANAGER

GENERAL FUND

Town Manager	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 400,130	\$ 443,344	\$ 415,681	\$ 420,080	\$ (23,264)	-5.25%
Fees, Licenses, Permits	18,468	16,900	17,916	16,900	-	0.00%
Interest and Other	176,553	130,000	155,211	149,000	19,000	14.62%
Enterprise Funds	59,809	81,566	81,566	123,471	41,905	51.38%
Total Sources	\$ 654,960	\$ 671,810	\$ 670,374	\$ 709,451	\$ 37,641	5.60%
Expenditure Category						
Personnel	\$ 569,723	\$ 571,810	\$ 570,500	\$ 584,451	\$ 12,641	2.21%
Operating Expenses	85,237	100,000	99,874	125,000	25,000	25.00%
Total Appropriation	\$ 654,960	\$ 671,810	\$ 670,374	\$ 709,451	\$ 37,641	5.60%

Employee Benefits Allocation:		
Life Insurance	\$ 42	\$ 36
Medicare	7,774	7,934
Health Insurance	28,358	23,815
County Retirement	111,159	123,356
Total Employee Benefits (1)	\$ 147,333	\$ 155,142
Total Expenditures Including Benefits	\$ 802,293	\$ 825,516

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The Town Manager’s proposed budget is increasing by \$37,641 or 5.60%. Personnel costs increases include contractual obligations and an additional \$25,000 in operating expenses is provided for professional services.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Assistant Town Manager	1.00	1.00	1.00	-
Clerical Assistant	0.50	0.50	0.50	-
Confidential Assistant	1.00	1.00	1.00	-
Director of Property Asset Management	1.00	1.00	1.00	-
Insurance & Asset Coordinator	1.00	1.00	1.00	-
Town Manager	1.00	1.00	1.00	-
Full-time Equivalent Employees	5.50	5.50	5.50	-

Administration Program

Purpose Statement

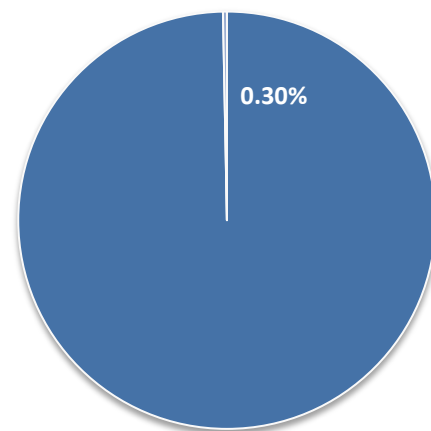
Administration is responsible for administering policies and programs approved by the Town Council. With the assistance of the Finance Department, the office also drafts the annual budget and ensures the budget policies and spending plans of the Council are followed through.



Recent Accomplishments

- Prepared the FY 2020 Operating and Capital budgets with the Town Council’s strategic plan and its priorities at the core of these financial documents.
- Enhanced the Town of Barnstable’s customer service focus. Significantly reduced the number of permit types issued by the Building Department and strived to reduce regulation at every customer touch point.
- Capitalized on an opportunity presented by the Vineyard Wind offshore wind project; successfully negotiating a significant host agreement for the Town of Barnstable.
- Expanded youth programs throughout our community, leveraging Town-owned assets such as our golf courses and the Hyannis Youth and Community Center.
- Completed a comprehensive field study on all recreation fields located in Barnstable. Adjusted the FY20 Operational Budget in an effort to address needs in the most cost effective manner

Percentage of FY20 General Fund Budget



The Town Manager’s administration budget represents 0.30% of the overall General Fund budget.

Additional Recent Accomplishments Objectives

- Expanded the Community Service Officer program at the Barnstable Police Department in support of a safe and welcoming environment.
- Improved our economic development programs, including the creation of an economic development task force, to support growth while maintaining the quality of life that is essential to our community.
- Began implementing the recently completed long-range plan for dredging; secured funding, including a state grant, and completed the first phase of the Cotuit Cut dredging project.
- Maintained the quality and quantity of water in the Hyannis water system so that our residents, business, and visitors continued to be served by a high quality, cost effective service.

Fiscal Year 2020 Goals and Objectives

1. Update the Town of Barnstable's Comprehensive Plan while partnering with our civic and village associations in an effort to best respond to each villages' needs while keeping in mind our community's common goals.
2. Continue to provide leadership role in developing regional solutions with neighboring municipalities. Complete a Joint Powers Agreement with the 4 Upper Cape Towns for future use of Joint Base Cape Cod Waste Water Treatment and effluent discharge facilities.
3. Continue to enhance the Town of Barnstable's focus on customer service by engaging our public in open discussion about our programs and services; restructure staff and reallocate resources as needed to address priorities and ensure the effective management of municipal assets.
4. Maintain effective communications with the Town Council and the public to ensure an open and transparent municipal government through all means of social media and technology such as our Open Budget software.
5. Recommend modifications and improvements to our zoning bylaws in an effort to modernize, organize, and support healthy and appropriate growth.
6. Continue to maintain the quality and quantity of water in the Hyannis water system so that our residents, business, and visitors are served by a high quality, cost effective service. Particularly challenging with anticipated emerging contaminates regulation on the horizon.
7. Continue to inventory assets, evaluate the assets in respect to programs and services, and develop a plan for long-term asset management.
8. Continue comprehensive long-term planning for water supply treatment and sewer expansion.

Description of Services Provided

The Town Manager’s Office provides on-going direction to departments, furnishing necessary information with which to evaluate issues. The office also responds to requests for information from council members and the general public. The Town Manager is responsible for asset management, trust management, intergovernmental relations, media and public relations. The office manages grants for the seven town libraries, multiple trusts, and tourism, which include intake, evaluation, award, and monitoring of all grants.

The Town Manager does extensive planning and evaluation for establishing short and long-term management strategies to implement and evaluate departmental management programs and activities. Additional emphasis is placed upon the introduction of modern management concepts and programs. The Town Manager is responsible for annually submitting a balanced budget, capital improvements program, five-year forecast, and other reports to the Town Council. This includes projecting revenue, analyzing the use of reserves for capital purchases and operations, and working with the School Department in trying to develop an equitable split of revenues for their operations.

The Assistant Town Manager supports the Town Manager in executing the day-to-day responsibilities associated with operating the municipality. The Town Manager and Assistant Town Manager negotiate the purchase and sales of assets, collective bargaining agreements, and lawsuit settlements as needed. Both regularly represent the Town at various meetings, conferences, and functions.



**MARK S. ELLS, TOWN MANAGER AND
M. ANDREW CLYBURN, ASSISTANT TOWN MANAGER**

Administration	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 367,188	\$ 412,156	\$ 384,155	\$ 392,037	\$ (20,119)	-4.88%
Fees, Licenses, Permits	18,468	16,900	17,916	16,900	-	0.00%
Interest and Other	29,319	-	10,024	9,000	9,000	0.00%
Enterprise Funds	59,809	81,566	81,566	123,471	41,905	51.38%
Total Sources	\$ 474,783	\$ 510,622	\$ 493,661	\$ 541,408	\$ 30,786	6.03%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 393,668	\$ 410,622	\$ 410,000	\$ 416,408	\$ 5,786	1.41%
Operating Expenses	81,115	100,000	83,661	125,000	25,000	25.00%
Total Appropriation	\$ 474,783	\$ 510,622	\$ 493,661	\$ 541,408	\$ 30,786	6.03%

Employee Benefits Allocation:	
Life Insurance	\$ 24
Medicare	5,397
Health Insurance	19,082
County Retirement	80,347
Total Employee Benefits (1)	\$ 104,850
Total Expenditures Including Benefits	\$ 579,633

\$ 24
5,633
19,764
86,641
\$ 112,063
\$ 605,724

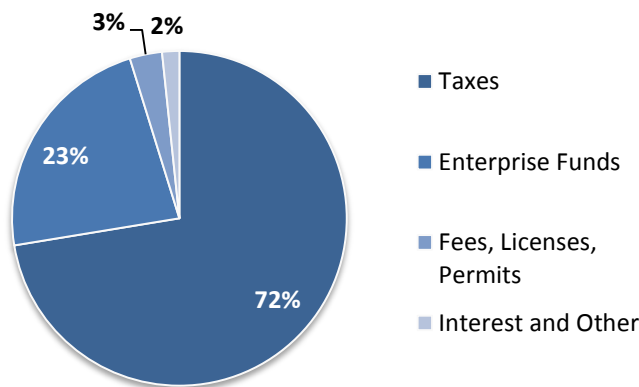
(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

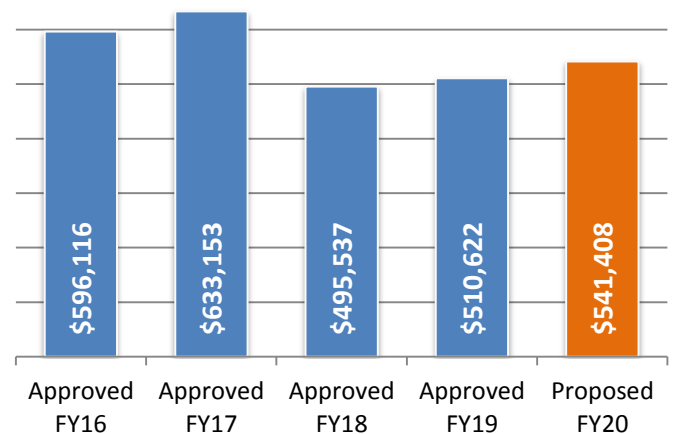
The Town Manager's Administration Program proposed budget is increasing by \$30,786 or 6.03% due to contractual obligations and \$25,000 for professional services.

Administration Financial Summary

FY20 Source of Funding



Administration Budget History



Taxes support 72% of the budget, 23% is from enterprise fund support, with the remaining 5% from fees, licenses, permits, and other sources.

The significant decrease in the FY18 budget is due to the elimination of one full-time employee and turnover in staff. There have been no other significant changes in this budget over the past five-years.

Asset Management Program

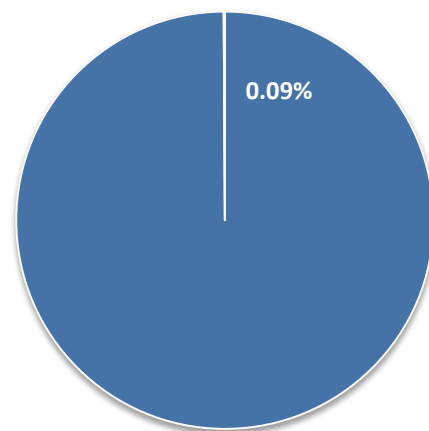
Purpose Statement

Asset Management is responsible for managing the Town’s capital asset portfolio by providing expertise in the areas of acquisition, management, insurance, inventory, and disposal of assets held by the town.

Recent Accomplishments

- Worked closely with the Asset Management Advisory Committee to identify, analyze and consider the highest and best use of identified Town Assets. The first category considered was municipal land acquired through the tax foreclosure process.
- Issued Initial Request for Proposal for Property Disposition – Tax Possession properties. A Sealed Bid process was developed and bids were received for 22 of the 23 parcels with a high bid total for all parcels of over \$500,000.
- Assisted the Barnstable Municipal Airport in developing a Request for Proposal for the Cape Town Plaza property, also known as the Kmart Plaza, in anticipation of the expiration of the current lease in 2024. The goal is to allow developers to come in early and start the complicated permitting and redevelopment process or negotiate an early termination to the current lease so that a new lease can commence.

Percentage of FY20 General Fund Budget



The Asset Management program budget represents 0.09% of the overall General Fund budget.

Additional Recent Accomplishments Objectives

- Established a working group to analyze opportunities for the reuse of the town-owned former National Guard Armory building. The decision to move forward with mitigation and remediation of hazardous materials at the site was determined to be a key step and a project was successfully brought forward through the FY19 Capital Improvement Plan process. In addition, state funding to offset a portion of the capital improvement costs is being pursued. This critical first step to clean up the site is paramount to the success of any scenario where the town repurposes the building or leases it out in the future for reasons that enhance downtown Hyannis.
- Permitting and licenses for use of town property – This multi-department initiative includes Licensing, Parking, Town Manager Office, Recreation, Legal and Asset Management is an ongoing effort to streamline, simplify and standardize how the public uses town assets including the Town Green, Aselton Park and public buildings. In addition, there are key discussions on fee structures, liability concerns, on-line scheduling and public calendars and how to support the public's desire to hold activities at beaches, in parks and on town owned property.

Fiscal Year 2020 Goals and Objectives

1. With the resources obtained by the sale of tax possession assets in the established revolving fund under Chapter 44, section 53E ½ for the proceeds from the sale of Town owned property., plans will be developed to leverage this available funding to support legal and professional appraisal work on other Town properties. The availability of this funding is meant to support the preparation and research needed to reuse, redirect, or dispose of other municipal properties held by the Town.
2. Continue to marshal the town's assets into a comprehensive database that allows quick and ready access by all town personnel of key property related documents on a map and parcel identified basis.
3. Continue to develop a complete acquisition history consisting of deeds, Town Meeting and Town Council authorization documents, and other relevant documents for every municipal property currently owned by the town. How the land was acquired and the source of funding will many times influence the programmatic uses of the land, and without this information consolidated into a master file, it can hinder the ability of the town to react to opportunities and can limit the uses.
4. During FY20, continue to identify and review the resources needed to manage property in conjunction with the Department of Public Works so that each property has the management and maintenance needs to support its relative use.
5. Identify, research and prepare an additional block of tax possession property for potential disposal through a sealed bid or auction process.
6. Identify, research and prepare, in conjunction with the Planning and Development office, potential properties to be considered for use in developing affordable housing lots.

Description of Services Provided

As part of the FY19 Reorganization plan, a new Asset Management Program was established in the Town Manager's Office to emphasize the future analysis of all municipal assets owned and used by the Town of Barnstable. This program will continue to build on the efforts formerly completed through the Finance Department under the Director of Property and Risk Management. The primary immediate focus has been land management from an administrative viewpoint. Specific work has included the examination of easements and temporary use license for public land, sidewalks, town green and roadway layouts. Future work will continue to include multi-departmental projects, coordinating the use of town assets with outside land management agencies, and the strategic purchase and disposal of certain assets that are identified as no longer necessary and are surplus to Town needs. This includes hard assets like equipment and buildings as well as real property or land. The careful selection of insurance coverages to minimize the chance of catastrophic losses to people and assets continues to be more complex each year as the value of the assets and the exposure to risk grows annually. The responsibilities under this heading also include specialty insurance policies for Airport, Police, and student athlete insurance for the schools. Additionally, the implementation of loss control measures, as well as the monitoring of claims against the Town through the legal division, adds to the complexities of this work.

Asset Management	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 32,943	\$ 31,188	\$ 31,526	\$ 28,043	\$ (3,145)	-10.08%
Interest and Other	147,234	130,000	145,187	140,000	10,000	7.69%
Total Sources	\$ 180,177	\$ 161,188	\$ 176,713	\$ 168,043	\$ 6,855	4.25%
Expenditure Category						
Personnel	\$ 176,055	\$ 161,188	\$ 160,500	\$ 168,043	\$ 6,855	4.25%
Operating Expenses	4,122	-	16,213	-	-	0.00%
Total Appropriation	\$ 180,177	\$ 161,188	\$ 176,713	\$ 168,043	\$ 6,855	4.25%
Employee Benefits Allocation:						
Life Insurance	\$ 18		\$ 12			
Medicare	2,377		2,301			
Health Insurance	9,276		4,051			
County Retirement	30,813		36,714			
Total Employee Benefits (1)	\$ 42,483		\$ 43,079			
Total Expenditures Including Benefits	\$ 222,660		\$ 219,792			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The Asset Management proposed budget is increasing by \$6,855 or 4.25%. All cost increases are due to contractual obligations.

Administrative Services Department



Finance

- Includes Elected Town Clerk
- Includes Elected Town Collector



Legal



Human Resources

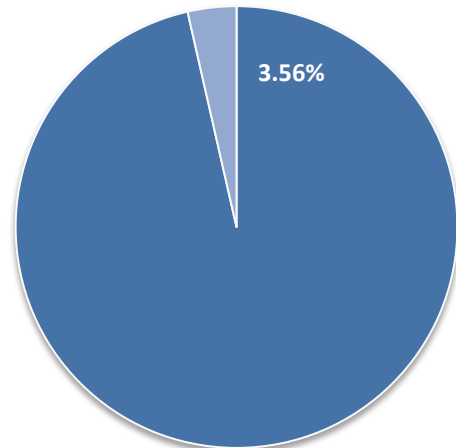


Information Technology

Department Description

The Administrative Services Department is comprised of four sub-departments providing a variety of professional services including financial, legal, human resources, and information technology to all components of town government.

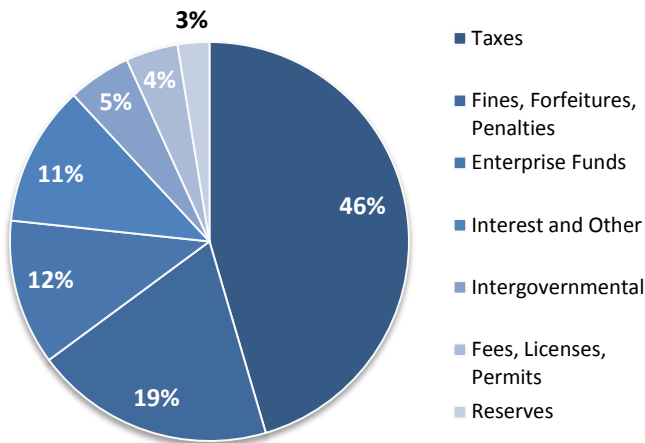
Percentage of FY20 General Fund Budget



The Administrative Services Department budget represents 3.56% of the overall General Fund budget.

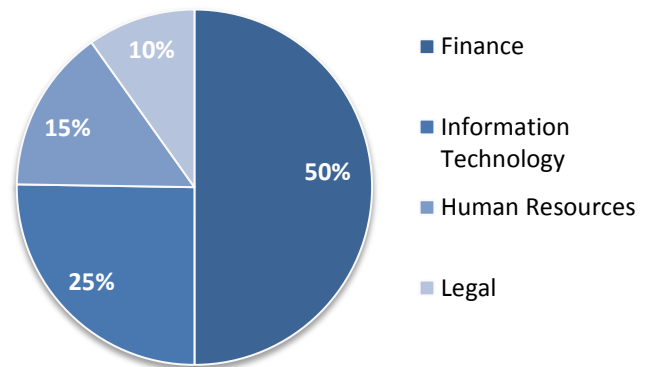
Administrative Services Department Financial Summary

FY20 Source of Funding



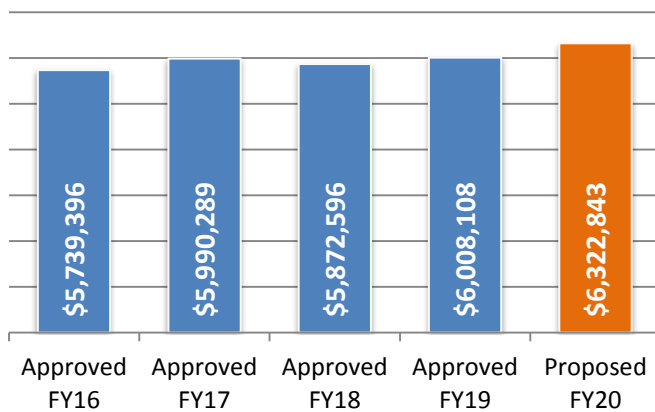
Taxes provide 46% of the funding for this department. The next largest funding sources are penalties and interest on the late payment of taxes 19%, and Enterprise Funds representing 12%.

Administrative Services Department FY20 Budget By Division



The Finance Division is the largest division in this department representing 50% of the department’s proposed budget.

Administrative Services Department Budget History



The department’s budget has increased from \$5.74 million in FY16 to a proposed \$6.3 million in FY20 over the last five years or 2% annually.

Administrative Services Dept.	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 2,202,640	\$ 3,064,322	\$ 2,268,429	\$ 2,872,676	\$ (191,646)	-6.25%
Intergovernmental	325,513	304,288	321,831	323,505	19,217	6.32%
Fines, Forfeitures, Penalties	1,299,091	1,124,000	1,368,803	1,229,000	105,000	9.34%
Fees, Licenses, Permits	271,274	262,700	291,973	267,700	5,000	1.90%
Charges for Services	1,654	-	43	-	-	0.00%
Interest and Other	799,694	471,500	838,635	721,500	250,000	53.02%
Enterprise Funds	818,980	781,298	781,298	745,962	(35,336)	-4.52%
Reserves	-	-	-	162,500	162,500	0.00%
Total Sources	\$ 5,718,846	\$ 6,008,108	\$ 5,871,012	\$ 6,322,843	\$ 314,735	5.24%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 4,374,651	\$ 4,565,318	\$ 4,513,848	\$ 4,724,153	\$ 158,835	3.48%
Operating Expenses	1,192,575	1,337,790	1,252,164	1,409,690	71,900	5.37%
Capital Outlay	151,621	105,000	105,000	189,000	84,000	80.00%
Total Appropriation	\$ 5,718,846	\$ 6,008,108	\$ 5,871,012	\$ 6,322,843	\$ 314,735	5.24%

Employee Benefits Allocation:	
Life Insurance	\$ 440
Medicare	56,556
Health Insurance	291,320
County Retirement	880,109
Total Employee Benefits (1)	\$ 1,228,426
Total Expenditures Including Benefits	\$ 6,947,272

\$ 409
60,116
296,180
949,668
\$ 1,306,373
\$ 7,177,385

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The Administrative Services Department's FY20 proposed budget is an increase of \$314,735 or 5.24% over the FY19 approved budget. Personnel costs will increase by \$158,835, which includes contractual obligations, \$78,500 for overlap coverage during the Town Attorney transition period, \$6,400 to increase receptionist hours, and \$12,000 to cover wages incurred for early voting. Operating costs will increase by \$71,900 due to software licensing and support costs increases. Capital Outlay of \$105,000 is proved again for replacing technology hardware and \$84,000 to replace voting machines. Tax support is expected to decrease by \$191,646 as other revenue sources are estimated to increase and \$162,500 of General fund reserves will be used to balance the budget to cover the cost of new voting machines and transitional funding in the Legal Department.

Additional Funding Recommended

Information Technology

1. Software/Hardware/Cellular Increases

\$71,900 Requested

\$71,900 Recommended

Information Technology (I.T.) provides software and hardware for every department in the town. The majority of this software/hardware is subject to an annual maintenance fee. This fee entitles the town to support and maintenance releases of the software and gives it a license to use it. For hardware, it provides timely replacement of critical hardware that has failed or is about to fail.

2. Information Technology Operating Capital

\$105,000 Requested

\$105,000 Recommended

Items this operating capital will cover in Fiscal 2020 include replacement of printers, servers, plotters, networking equipment, hardware for virtual servers, firewalls, Storage Area Networks (SAN) and security appliances.

Town Clerk

3. Voting Equipment

\$84,000 Requested

\$84,000 Recommended

The town's voting tabulators are serviced every year. They are over 10 years old and have reached their life expectancy. With a local election scheduled for November 5, 2019 and a Presidential Preference Election Scheduled for March 5, 2020 and an upcoming Presidential Election, new machines are recommended to avoid a possible breakdown. This finding will provide 13 new tabulators and ballot boxes with three compartments. It will also provide funding for two spare tabulators and all necessary software and hardware for tallying and reporting. The amount also includes a credit for the trade in of existing tabulators.

4. Early Voting-Wages

\$12,000 Requested

\$12,000 Recommended

During the March 5, 2020 Election the town will have a minimum of a week of early voting. It will be utilizing the Town Clerk's office as the location for early voting, however, the town will need poll workers to help in the hallways; and staff will have to work overtime each day to input the information into the Voter Registration Information System. Any reimbursement from the state towards funding this cost will be credited to the general fund revenue.

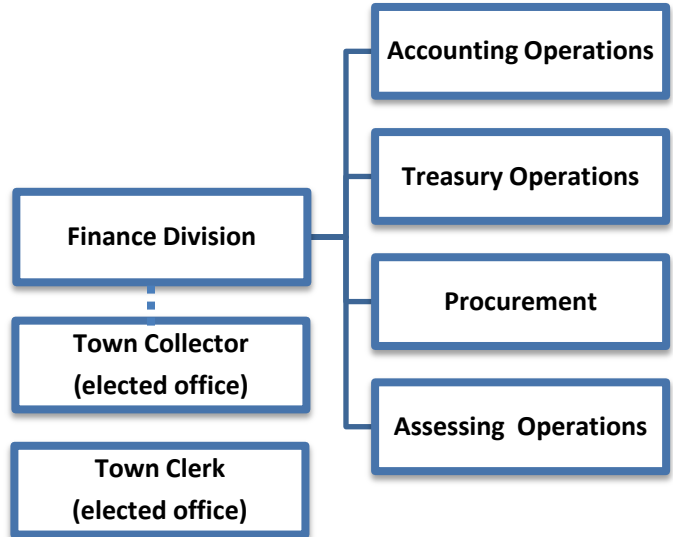
Finance Division

Purpose Statement

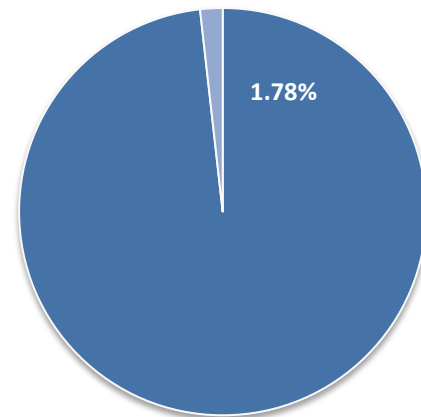
The purpose of the Finance Division is to safeguard the financial assets, vital records, and elections process of the town using professional financial and administrative practices in order to preserve the town’s financial integrity, preservation of vital and historical records, and the integrity in elections.

Recent Accomplishments

- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for the 17th year in a row for the June 30, 2017 Comprehensive Annual Financial Report (CAFR).
- Received the Distinguished Budget Presentation Award from the GFOA for the 18th year in a row for the FY 2019 annual budget document.
- Maintained a AAA bond rating for the town.
- Received a clean audit opinion on the June 30, 2018 CAFR and there were no audit findings.
- Reviewed the workflow process in the assessing operation resulting in the reduction of 1 full-time position for FY 2020 which will be transferred to the Town Collector’s operation.
- Expanded the number of vendors participating in the town’s ACI payment process generating additional revenue of approximately \$25,000 per year.
- Implemented credit card payment options at the Solid Waste Transfer Station and Kalmus Beach.
- Reduced the number of tax lien properties and prepared the list of tax liens to be auctioned off.



Percentage of FY20 General Fund Budget



The Finance Division represents 1.78% of the overall General Fund budget.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

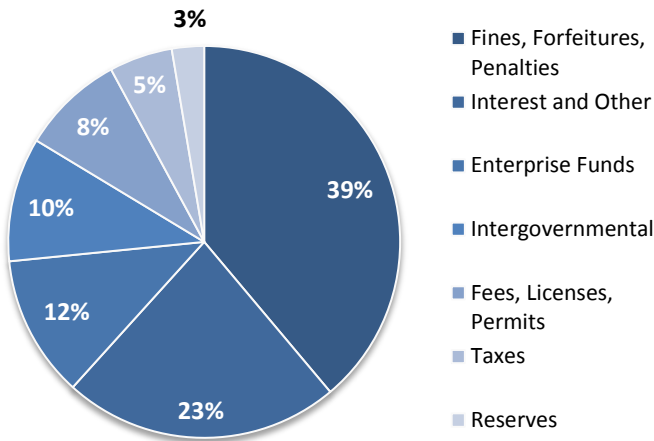
1. Complete the implementation of a paperless invoice processing system in order to improve efficiency, reduce paper costs and storage needs. **(SP: Communication, and Finance)**
2. Practice and promote sound financial policies and procedures in order to maintain the Town's AAA bond rating. **(SP: Finance)**
3. Work with the Marine & Environmental Affairs Department on enhancing revenue generated from the use of the town's waterways. **(SP: Finance)**
4. Explore ways to enhance the town's Open Budget website. **(SP: Communication)**
5. Work with the Public Works Department on the creation of a systems development charge for the wastewater operations. **(SP: Finance)**
6. Consolidate the offices of Town Treasurer and the Tax Collector when the current Tax Collector's elected position expires in November 2020. **(SP: Finance)**

Long-Term:

1. Continue to participate in the GFOA award programs for budgeting and financial reporting. **(SP: Finance)**
2. Continue to enhance the funding provided for the town's annual snow removal program (\$125,000 per year) and OPEB liability (\$50,000 per year). **(SP: Finance)**
3. Identify areas where the town can expand the use of Content Manager in order to reduce the consumption of paper and improve staff efficiency. **(SP: Finance)**
4. Evaluate department workflow processes in order to identify additional areas for efficiency gains without compromising effectiveness. **(SP: Finance)**

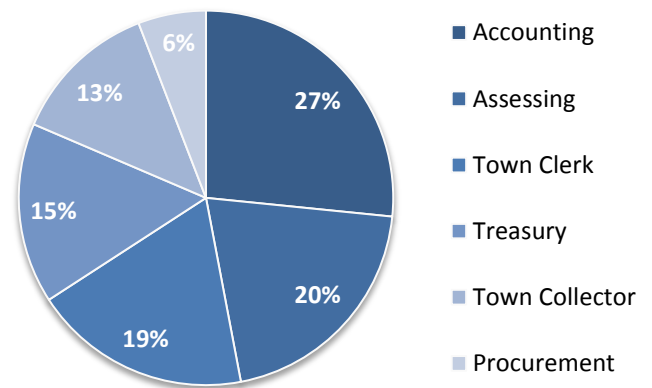
Finance Division Financial Summary

FY20 Source of Funding



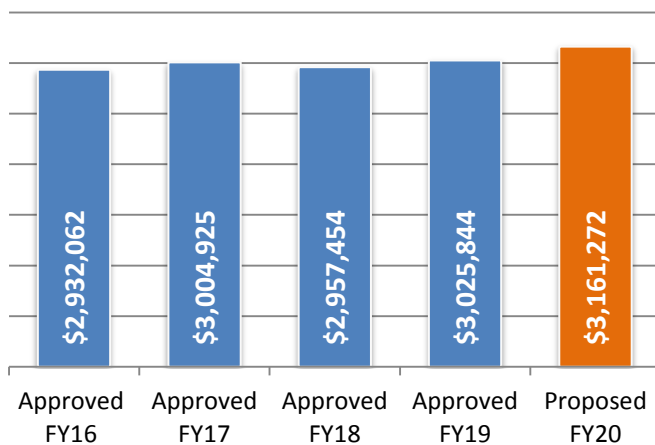
The largest funding sources for this operation are taxes and fees charged on the late payment of taxes. These two categories comprise 62% of the division’s funding. Enterprise Fund support is 12% of all funding sources.

Finance Division FY20 Budget By Program



The Accounting program is the largest area of this division’s budget comprising 27% followed by the Assessors at 20% of the budget.

Finance Division Budget History



The division’s budget has increased from \$2.9 million in FY16 to \$3.16 million proposed in FY20 over this five-year period, or 1.56% annually.

FISCAL YEAR 2020 BUDGET

FINANCE DIVISION

GENERAL FUND

Finance Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ -	\$ 456,306	\$ -	\$ 165,078	\$ (291,228)	-63.82%
Intergovernmental	325,513	304,288	321,831	323,505	19,217	6.32%
Fines, Forfeitures, Penalties	1,299,091	1,124,000	1,368,803	1,229,000	105,000	9.34%
Fees, Licenses, Permits	271,274	262,700	291,973	267,700	5,000	1.90%
Charges for Services	1,654	-	43	-	-	0.00%
Interest and Other	797,803	471,500	828,839	721,500	250,000	53.02%
Enterprise Funds	351,379	407,050	407,050	370,489	(36,561)	-8.98%
Reserves	-	-	-	84,000	84,000	0.00%
Total Sources	\$ 3,046,714	\$ 3,025,844	\$ 3,218,539	\$ 3,161,272	\$ 135,428	4.48%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 2,422,151	\$ 2,578,209	\$ 2,551,126	\$ 2,629,637	\$ 51,428	1.99%
Operating Expenses	389,706	447,635	383,979	447,635	-	0.00%
Capital Outlay	-	-	-	84,000	84,000	0.00%
Total Appropriation	\$ 2,811,858	\$ 3,025,844	\$ 2,935,105	\$ 3,161,272	\$ 135,428	4.48%

Employee Benefits Allocation:	
Life Insurance	\$ 309
Medicare	31,233
Health Insurance	187,615
County Retirement	498,286
Total Employee Benefits (1)	\$ 717,443
Total Expenditures Including Benefits	\$ 3,529,301

\$ 275
34,804
186,270
539,722
\$ 761,072
\$ 3,696,177

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only

Summary of Significant Budget Changes

The Finance Division’s FY20 proposed budget will increase by \$135,428 or 4.48% over FY19 budget. Personnel costs will increase by \$51,428 due to contractual obligations. Operating costs will stay level funded. Capital Outlay cost of \$84,000 to replace voting machines. Tax support for the division will decrease by \$291,288 in FY20. Enterprise Fund support will decrease \$36,561. This offsets the \$105,000 estimated increase in revenue from fines and penalties.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Accounting Officer	1.00	1.00	1.00	-
Assistant Assessor	1.00	1.00	1.00	-
Assistant Tax Collector	1.00	1.00	1.00	-
Assistant Town Clerk	1.00	1.00	1.00	-
Assistant Treasurer	1.00	1.00	1.00	-
Chief Procurement Officer	1.00	1.00	1.00	-
Collection Assistant	1.00	1.00	1.00	-
Comptroller	1.00	1.00	1.00	-
Data Collection/Field Inspector	1.00	1.00	1.00	-
Deputy Finance Director	1.00	1.00	1.00	-
Director of Finance	1.00	1.00	1.00	-
Financial/Budget Analyst	2.00	2.00	2.00	-
Property Lister	1.00	-	-	-
Office Manager	1.00	-	-	-
Payroll Coordinator	1.00	1.00	1.00	-
Principal Assessor Assistant	3.00	3.00	3.00	-
Principal Dept/Div Assistant	5.75	5.75	5.50	(0.25)
Property Transfer Assistant	1.00	1.00	1.00	-
Purchasing Agent	-	1.00	1.00	-
Senior Assistant Assessor	1.00	1.00	1.00	-
Staff Auditor-accounts payable	2.00	2.00	2.00	-
Staff Auditor-cash receipts	1.00	1.00	1.00	-
Staff Auditor-payroll	2.00	2.00	2.00	-
Town Assessor	1.00	1.00	1.00	-
Town Clerk	1.00	1.00	1.00	-
Town Collector	1.00	1.00	1.00	-
Town Treasurer	1.00	1.00	1.00	-
Full-time Equivalent Employees	35.75	34.75	34.50	(0.25)

Description of Division Services Provided

Accounting Operation

The Finance Operation consists of all accounting and budgeting functions. It is responsible for oversight of all financial transactions of the town including the School Department and enterprise fund operations. The operation interacts with all departments and many outside organizations, including Federal and State granting agencies, the State Department of Revenue, and Department of Elementary and Secondary Education, vendors, auditors and the public. The operation also provides support to the Town’s Comprehensive Finance Advisory Committee.



The Accounting Operation conducts the following functions:

- General ledger maintenance;
- Budget preparation/ monitoring;
- Capital improvement program development;
- Short and long range financial forecasting;
- Audit coordination;
- Vendor payment processing;
- Monthly and annual financial reporting;
- Cost of service analysis;
- Cost/benefit analysis;
- Open Budget website maintenance;
- MUNIS system training;
- Fixed asset inventory and reporting; and
- Grant monitoring and reporting.

Accounting	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 582,574	\$ 599,329	\$ 580,898	\$ 613,366	\$ 14,037	2.34%
Interest and Other	12,495	-	11,224	-	-	0.00%
Enterprise Funds	206,102	231,761	231,761	227,423	(4,338)	-1.87%
Total Sources	\$ 801,171	\$ 831,090	\$ 823,883	\$ 840,789	\$ 9,699	1.17%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 715,428	\$ 744,840	\$ 738,296	\$ 754,539	\$ 9,699	1.30%
Operating Expenses	85,744	86,250	85,587	86,250	-	0.00%
Total Appropriation	\$ 801,171	\$ 831,090	\$ 823,883	\$ 840,789	\$ 9,699	1.17%

Employee Benefits Allocation:			
Life Insurance	\$ 82		\$ 84
Medicare	9,114		9,805
Health Insurance	55,151		57,365
County Retirement	149,769		159,020
Total Employee Benefits (1)	\$ 214,116		\$ 226,275
Total Expenditures Including Benefits	\$ 1,015,288		\$ 1,050,158

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Treasury Operation

The Treasury Operation is responsible for the Town’s payroll processing, the management of its cash and debt activity and the Town’s tax title program. The operation interacts with all departments and many outside organizations. The operation also offers staff liaison support to the Barnstable Trust Fund Advisory Committee, The Barnstable Elderly and Disabled Taxation Committee and represents the Town on the Steering Committee and the Board of Directors of the Cape Cod Municipal Health Group; a municipal joint purchase medical insurance consortium.



The Treasury Operation conducts the following functions:

- Debt management (issuance and payment of bonds);
- Banking services;
- Delinquent tax billing and collection;
- Revenue collection and forecasting;
- Cashiering;
- Payroll processing;
- Federal and State wage reporting and tax deposits;
- Remitting payroll deductions to vendors; and
- The issuance of all vendor checks.

Treasury	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Fines, Forfeitures, Penalties	\$ 271,583	\$ 276,000	\$ 332,712	\$ 276,000	\$ -	0.00%
Fees, Licenses, Permits	2,120	2,200	2,500	2,200	-	0.00%
Interest and Other	739,178	466,500	755,266	566,500	100,000	21.44%
Enterprise Funds	63,570	64,022	64,022	66,357	2,335	3.65%
Total Sources	\$ 1,076,451	\$ 808,722	\$ 1,154,500	\$ 911,057	\$ 102,335	12.65%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 407,426	\$ 426,243	\$ 416,817	\$ 425,017	\$ (1,226)	-0.29%
Operating Expenses	60,272	67,800	59,195	67,800	-	0.00%
Total Appropriation	\$ 467,698	\$ 494,043	\$ 476,012	\$ 492,817	\$ (1,226)	-0.25%

Employee Benefits Allocation:	
Life Insurance	\$ 26
Medicare	5,242
Health Insurance	32,187
County Retirement	88,289
Total Employee Benefits (1)	\$ 125,744
Total Expenditures Including Benefits	\$ 593,442

\$ 32
7,796
34,318
93,733
\$ 135,878
\$ 611,890

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Procurement Operation

The Procurement Operation provides oversight of policies, procedures, and enforcement of procurement laws on a Town-wide basis, including schools and enterprise accounts.



Procurement	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 33,759	\$ 104,191	\$ 103,039	\$ 142,589	\$ 38,398	36.85%
Enterprise Funds	48,177	78,914	78,914	42,686	(36,228)	-45.91%
Total Sources	\$ 81,936	\$ 183,105	\$ 181,953	\$ 185,275	\$ 2,170	1.19%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 74,000	\$ 175,645	\$ 175,000	\$ 177,815	\$ 2,170	1.24%
Operating Expenses	7,936	7,460	6,953	7,460	-	0.00%
Total Appropriation	\$ 81,936	\$ 183,105	\$ 181,953	\$ 185,275	\$ 2,170	1.19%

Employee Benefits Allocation:		
Life Insurance	\$ 6	\$ 12
Medicare	989	3,131
Health Insurance	4,587	15,234
County Retirement	26,509	37,689
Total Employee Benefits (1)	\$ 32,091	\$ 56,066
Total Expenditures Including Benefits	\$ 114,027	\$ 238,019

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Assessing Operation

The Assessing Operation provides services in the areas of property valuation, property listing, and customer service. Property valuation deals with functions of the town consisting within the statutory requirements of the Commonwealth of Massachusetts. They include the re-valuing of real estate and personal property on an annual basis. Also, the processing of motor vehicle and boat excise, abatements and exemptions, title research, defense of values, sales verification, and tax rate setting for the Town and all fire districts.



Property listing services are the result of a state mandate, which requires each taxing district to inspect all residential properties on a cyclical basis. The purpose of this inspection program is to verify all data relating to the establishment of fair and equitable assessments. Listing also encompasses field investigation of building permit applications to capture new homes, additions, and similar real improvements to all property types.

Customer Service activities are generally unrelated to valuation and listing processing. It deals with telephone and counter assistance, verification of ownership, interdepartmental needs, and informational reports for the public.

Assessing	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 332,027	\$ 357,586	\$ 278,637	\$ 313,848	\$ (43,738)	-12.23%
Intergovernmental	325,513	304,288	321,831	323,505	19,217	6.32%
Charges for Services	20	-	43	-	-	0.00%
Interest and Other	4,357	-	8,667	-	-	0.00%
Enterprise Funds	8,000	8,000	8,000	8,000	-	0.00%
Total Sources	\$ 669,916	\$ 669,874	\$ 617,178	\$ 645,353	\$ (24,521)	-3.66%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 575,431	\$ 542,874	\$ 529,738	\$ 518,353	\$ (24,521)	-4.52%
Operating Expenses	94,485	127,000	87,440	127,000	-	0.00%
Total Appropriation	\$ 669,916	\$ 669,874	\$ 617,178	\$ 645,353	\$ (24,521)	-3.66%

Employee Benefits Allocation:	
Life Insurance	\$ 100
Medicare	7,457
Health Insurance	57,484
County Retirement	114,994
Total Employee Benefits (1)	\$ 180,035
Total Expenditures Including Benefits	\$ 849,952

\$ 61
5,043
43,464
121,977
\$ 170,544
\$ 787,722

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Town Clerk Operation (Elected Office)

The Town Clerk’s office registers all citizens in the community to vote through in-person, mail-in, and computer registration through the Registry of Motor Vehicles (RMV); organizes and conducts all elections; and conducts an annual census of all permanent residents. The Town’s annual census keeps the voter and census information up-to-date and in compliance with the Federal Motor Voter Law and other State statutes.



The Town Clerk also serves as the Clerk of the Town Council; maintaining all minutes and records of the Council, as well as other Town Committee actions. The Clerk records, preserves, and issues certified copies of vital records, public records, decisions and other filed items. The Clerk and the staff also issue marriage licenses, dog licenses, and business licenses; performs an annual registration of all underground storage tanks and issues raffle permits.

In addition, the office serves as a public information dispenser. As the records management office for the Town, the office continues to record all new documents that are going into storage and monitors the disposal of those items that are ready for destruction; as well as indexing and inputting records into a computer database for genealogical research.

Town Clerk	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 264,050	\$ 310,727	\$ 235,041	\$ 325,203	\$ 14,476	4.66%
Fees, Licenses, Permits	186,674	176,000	211,477	181,000	5,000	2.84%
Charges for Services	1,634	-	-	-	-	0.00%
Interest and Other	11,114	5,000	35,234	5,000	-	0.00%
Reserves	-	-	-	84,000	84,000	0.00%
Total Sources	\$ 463,471	\$ 491,727	\$ 481,752	\$ 595,203	\$ 103,476	21.04%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 400,131	\$ 430,852	\$ 427,209	\$ 450,328	\$ 19,476	4.52%
Operating Expenses	63,341	60,875	54,543	60,875	-	0.00%
Capital Outlay	-	-	-	84,000	84,000	0.00%
Total Appropriation	\$ 463,471	\$ 491,727	\$ 481,752	\$ 595,203	\$ 103,476	21.04%

Employee Benefits Allocation:	
Life Insurance	\$ 48
Medicare	4,976
Health Insurance	29,796
County Retirement	66,229
Total Employee Benefits (1)	\$ 101,049
Total Expenditures Including Benefits	\$ 564,520

\$ 48
5,058
30,892
71,131
\$ 107,129
\$ 588,881

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Town Collector Operation

The Town Collector Operation provides services in the area of tax billing and collection and customer services. The operation is responsible for the collection of property and other taxes due and payable to the Town of Barnstable, as well as the five fire districts, located in the Town of Barnstable. Receipts collected are paid over to the Town Treasurer and the five fire district treasurers on a weekly basis. In addition, the Town Collector collects fees on behalf of the Hyannis Main Street Business Improvement District, which encompasses most of the Main Street, Hyannis and submits the fees weekly to the district’s treasurer. Property taxes and sewer utility charges are billed on a quarterly basis. Motor vehicle excise taxes are billed when tax commitments are received from the State; usually once a month. The operation also issues the annual boat excise tax.



Customer services involves providing information to taxpayers, mortgage companies, attorneys, and the general public by telephone and in the Collector’s Office regarding all tax accounts and providing general information relating to the Town of Barnstable. Another facet is the preparation of municipal lien certificates showing the status of real estate taxes for banks, attorneys, and taxpayers when property is sold or refinanced. Certificates of discharge are also prepared when road, sewer, water, and Title V Septic betterments are paid in full, so the betterment lien can be removed from the deed at the Registry of Deeds.

Town Collector	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Fines, Forfeitures, Penalties	\$ 1,027,508	\$ 848,000	\$ 1,036,091	\$ 953,000	\$ 105,000	12.38%
Fees, Licenses, Permits	82,480	84,500	77,996	84,500	-	0.00%
Interest and Other	30,659	-	18,448	150,000	150,000	0.00%
Enterprise Funds	25,530	24,353	24,353	26,023	1,670	6.86%
Total Sources	\$ 1,166,178	\$ 956,853	\$ 1,156,888	\$ 1,213,523	\$ 256,670	26.82%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 249,736	\$ 257,755	\$ 264,066	\$ 303,585	\$ 45,830	17.78%
Operating Expenses	77,929	98,250	90,261	98,250	-	0.00%
Total Appropriation	\$ 327,665	\$ 356,005	\$ 354,327	\$ 401,835	\$ 45,830	12.87%

Employee Benefits Allocation:	
Life Insurance	\$ 48
Medicare	3,454
Health Insurance	8,411
County Retirement	52,495
Total Employee Benefits (1)	\$ 64,408
Total Expenditures Including Benefits	\$ 392,073

\$ 39
3,971
4,997
56,173
\$ 65,180
\$ 419,507

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Performance Measures / Workload Indicators

Cost of Financial Operations - Maintaining a cost effective financial operation by measuring its cost as a percentage of the overall general fund-operating budget for the government. This includes the accounting, treasury and procurement related activities.

Performance Measures	FY 2016	FY 2017	FY 2018	FY 2019
Central financial operating costs as a percentage of the overall General Fund budget	1.96%	1.92%	1.92%	1.86%

Accounting Operation

Workload Indicators	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated
Vendor Payments Processed	41,406	40,481	42,467	41,350
G/L Accounts Maintained	19,087	19,770	19,462	19,780
G/L Transactions Processed	300,081	291,122	291,906	292,150

Treasury Operation

Workload Indicators	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated
Vendor Checks Processed	23,331	24,352	26,185	24,250
Payroll Checks Processed	59,730	59,653	60,862	60,150

Procurement Operation

Workload Indicators	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated
RFP's Issued	28	21	22	25
Sealed Bids Issued	30	43	54	55
Contracts Processed	138	157	138	140
Quotes Conducted or Reviewed	144	135	128	130
Requisitions Reviewed for Compliance	625	665	647	650
Avoided Bids	24	32	20	25
Surplus Property Designations	50	52	47	60

Assessing Operation

Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Total Properties Assessed	28,766	28,830	29,073	29,200
Number of Abatements Filed	146	200	246	250
% of Properties Filing Abatements	0.005%	0.007%	0.008%	0.009%
Number of Abatements Granted	25	75	75	75
Average Abatement Dollar per Appeal Filed	\$ 734.80	\$ 750.00	\$ 750.00	\$ 750.00
Total Tax Dollar Value for Appeals Granted	\$ 29,392	\$ 56,250	\$ 50,000	\$ 50,000
Percentage of FY Tax Levy for Appeals Granted	0.00026%	0.00047%	0.00050%	0.00050%

Workload Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Ytd	FY 2020 Projected
Appellate Tax Board Appeals Settled	-	10	-	-
Exemptions Processed	681	700	744	750
RE/PP Abatements Processed	59	125	246	250
MVE Abatements Processed	2,162	1,600	2,329	2,300
Building Permits Inspected	1,719	2,300	2,339	2,500
Re-listing Inspections	3,220	3,000	3,000	3,000
Property Transfers (Deeds) Processed	2,580	2,600	1,844	2,600

Town Clerk Operation (Elected Office)

Workload Indicators	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected
Births Recorded	792	800	831	850
Marriages Recorded	437	473	495	500
Deaths Recorded	878	843	824	800
Dogs Licensed	3,500	2,944	3,134	3,150
New Voters Registered	2,825	3,188	1,073	1,500
Business Licenses Issued	360	360	400	400

Town Collector Operation

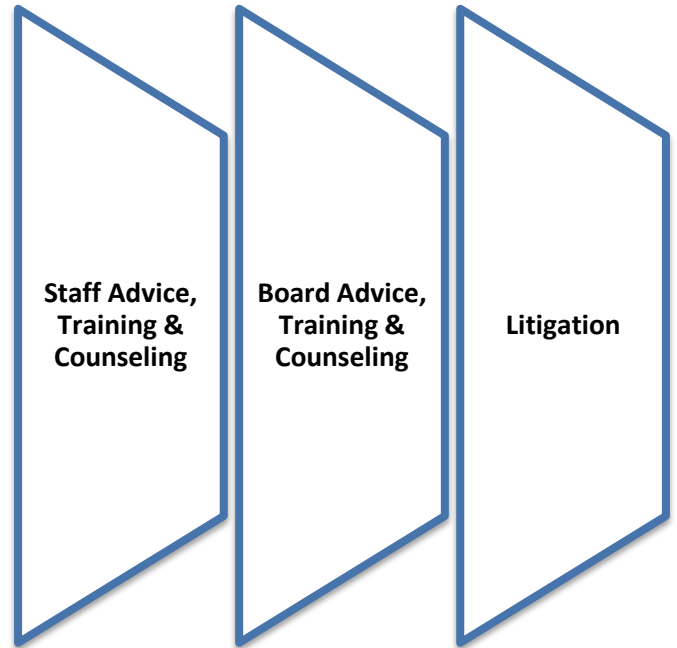
Property Tax Collection Rates - Collection rates are a good indication of the Town’s efficiency and financial stability. The net tax levy is used for calculating the rates. The net tax levy is calculated by subtracting the amount set aside for abatements and exemptions from the gross tax levy.

Performance Measures	FY 2015 Levy	FY 2016 Levy	FY 2017 Levy	FY 2018 Levy	FY 2019 Levy Estimated
Percentage of the net property tax levy collected in the fiscal year levied	97.18%	97.25%	98.00%	96.69%	97.00%
Percentage of the net property tax levy collected to date including the amounts collected subsequent to the fiscal year levied	99.37%	98.40%	98.00%	98.05%	98.00%

Legal Division

Purpose Statement

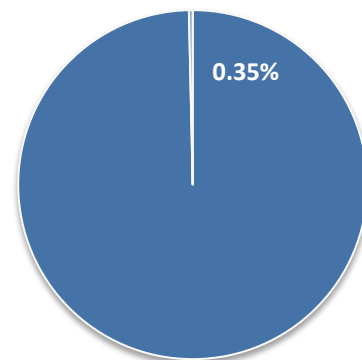
The Legal Division is dedicated to providing professional legal services to all the components of town government. This must be carried out consistent with the oath of office each attorney is obliged to take under Section 38 of Chapter 221 of the General Laws: “I solemnly swear that I will do no falsehood, nor consent to the doing of any in court; I will not wittingly or willingly promote or sue any false, groundless or unlawful suit, nor give aid or consent to the same; I will delay no man for lucre or malice; but I will conduct myself in the office of an attorney within the courts according to the best of my knowledge and discretion, and with all good fidelity as well to the courts as my clients. So help me God.”



Recent Accomplishments

For more than two years, this office has been engaged with Vineyard Wind, which proposes to build the country’s largest windfarm in federal waters south of Martha’s Vineyard and to connect its power cables to the regional power grid via a substation in Independence Park, Hyannis. The substation will have transformers that contain highly toxic cooling fluids directly upstream from the Town’s vital Mary Dunn Road public water supply. Following months of intense negotiations and in consultant consultation with management, a Host Community Agreement was reached with Vineyard Wind. The agreement will fund an intense peer-review of the containment designs for the substation, will address a host of issues dealing with the cable landfall at Covell’s Beach, and will provide up to \$32 million dollars for mitigation efforts to protect the town’s water supplies. The agreement will also provide millions of dollars in tax revenue over the project life.

Percentage of FY20 General Fund Budget



The Legal Division comprises 0.35% of the overall General Fund budget.

Additional Recent Accomplishments

The legal department appeared, argued and briefed on behalf of the Town as participant in the administrative (Massachusetts Department of Environmental Protection) appeal of the combined permit (maintenance dredging and water quality) for Three Bays Preservation, Inc. to dredge the Cotuit entrance channel at the west end of Sampson's Island and use the dredge material to renourish habitat at the east end of Dead Neck. After a three day hearing the permit grant was upheld and the first phase of the dredge was completed in January.

Following a comprehensive staff and Town Council subcommittee review of surface parking lots in the Hyannis waterfront district, the Town Council adopted substantial zoning amendments called the Hyannis Parking Overlay District. The amendment imposed numerous public safety requirements, better access, and traffic control in the area, strict lot and parking demarcation lines, banning parking garages, etc. A dissatisfied neighbor challenged the HPOD in Land Court, which disapproved the zoning amendment in a decision that came as a disappointing surprise to the municipal bar statewide. The case is currently on appeal and argument before the Appeals Court of the Commonwealth is expected in March 2019.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

1. Continue to devote attention to decreasing defensive litigation by education and training. **(SP: Finance, Economic Development, Regulatory Process, and Performance)**
2. Continue to assist the Community Preservation Committee in reviewing the eligibility of projects for funding and in reviewing restrictions and other legal documents. **(SP: Finance, Environment and Natural Resources, Housing)**
3. Continue to provide advice and assistance on the implementation of legislation designed to promote energy efficiency to make cost savings. **(SP: Finance, Public Health and Safety, Infrastructure, Economic Development, Environment and Natural Resources)**
4. Continue to provide professional, in-house law firm services to the officials and agencies of the Town. **(SP: Finance, Economic Development, Public Health and Safety, Infrastructure, Housing, Environment and Natural Resources)**

Long-Term:

1. Continue to work with the Town Council on legal issues relating to growth and the quality of life including Hyannis revitalization. **(SP: Economic Development, Regulatory Process and Performance, Environment and Natural Resources, Housing)**
2. Work on the recodification of the Zoning Ordinance to promote predictability and streamlined permitting. **(SP: Finance, Economic Development)**
3. Work with the Town Council to amend the Zoning Ordinance to allow for the creation of more multifamily rental housing. **(SP: Housing, Economic Development)**

4. Continue to address legal issues related to the implementation of the Cape Cod Rail Trail Bicycle and Pedestrian recreational path. **(SP: Economic Development, Regulatory Process and Performance, Environment and Natural Resources)**
5. Assist in the local implementation of the state enactment regulating short-term rentals. **(SP: Economic Development, Regulatory Process and Performance, Environment and Natural Resources)**
6. Work with the Town Council, Town Manager, and town departments on legal issues surrounding the submission and implementation of the Comprehensive Water Management Plan. **(SP: Infrastructure, Economic Development, Regulatory Process and Performance, Environment and Natural Resources)**

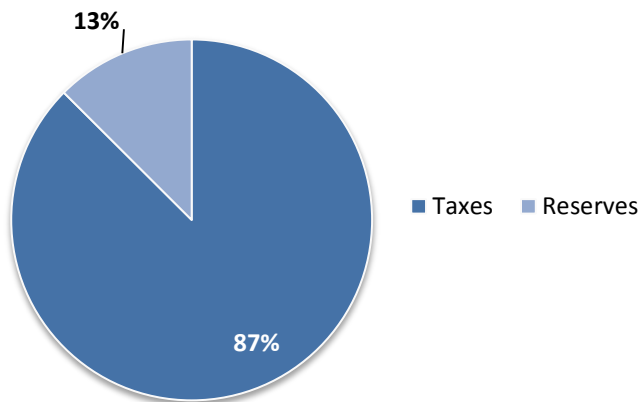
FY20 Goals and Results

1. With direction from the Town Council, review the provisions of the Administrative Code relating to multiple member Boards. **(SP: Economic Development, Regulatory Process and Performance, Environment and Natural Resources)**

Action: Worked with the Town Council to consolidate the responsibilities of certain multiple member boards through amendments to the Administrative Code.

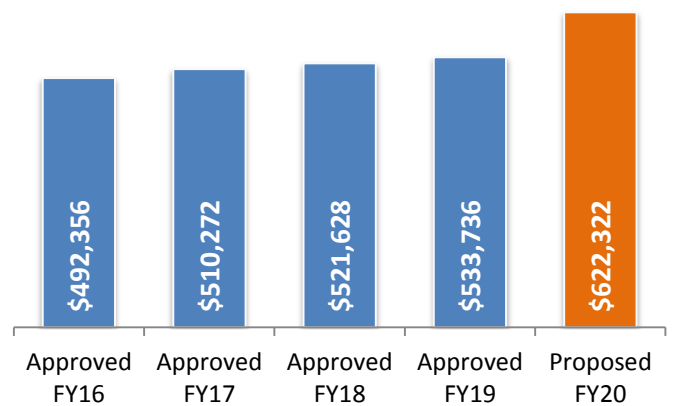
Legal Division Financial Summary

FY20 Source of Funding



Taxes support 87% of this operation’s FY 2020 proposed budget. Reserves will be use in FY 2020 to provide one-time additional funds to assist with the transition of the retirement of the Town Attorney.

Legal Division Budget History



Legal Division’s budget has increased from \$492,356 in FY16 to \$622,322 in FY20 over the five-year period, or 5.28% annually. The FY 2020 proposed budget includes \$78,500 of one-time funding.

Description of Division Services Provided

It is the goal of the Legal Division to prevent and/or minimize legal problems for the Town. The Legal Division functions as an in-house corporate law office in providing and/or supervising the provision of legal services to tenements of the governmental structure and to the citizens, depending on their relationship to the Town. The availability of in-house legal staff to offer advice and counsel on an as-needed basis has created an ability to address concerns and issues in a timely and efficacious fashion. As part of its in-house counsel services, the Legal Division provides all Town entities with panoply of legal support ranging from advice, training, and counseling to litigation services. Litigation represents the end stage in the resolution of disputes in which the Town is a party. At that point, issues are brought before other tribunals, judicial, quasi-judicial, at the county, state, and federal level, for resolution. Occasionally, the Town brings the matter as plaintiff; more often, we are a party defendant, or an appellant or appellee. Litigation is thus the end of a continuum if the program is seen as merely one of ending disputes. Every effort is made to avoid it by providing legal counseling in advance of decision-making or otherwise committing to a course of action that will lead to litigation. Of course, not every matter is most advantageously settled for the Town by avoiding litigation at all costs, but it is always desirable to have the legal options and alternatives spelled out. That is the function of legal counseling. In this regard, some of the most effective counseling results in litigation. Lessons are rarely more vivid than when the earlier decisions of a town board are dissected by a judge or a hearing officer. Therefore, the most realistic view of the proper delivery of legal services is that the function is one integrated whole, best measured by the time spent as required by the client, consistent with professional quality and responsibility.



Legal Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 503,553	\$ 533,736	\$ 527,117	\$ 543,822	\$ 10,086	1.89%
Interest and Other	1,810	-	9,796	-	-	0.00%
Reserves	-	-	-	78,500	78,500	0.00%
Total Sources	\$ 505,363	\$ 533,736	\$ 536,913	\$ 622,322	\$ 88,586	16.60%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 480,458	\$ 494,036	\$ 493,000	\$ 582,622	\$ 88,586	17.93%
Operating Expenses	24,904	39,700	43,913	39,700	-	0.00%
Total Appropriation	\$ 505,363	\$ 533,736	\$ 536,913	\$ 622,322	\$ 88,586	16.60%

Employee Benefits Allocation:			
Life Insurance	\$ 24	\$ 24	
Medicare	6,664	6,717	
Health Insurance	16,062	32,649	
County Retirement	93,364	100,229	
Total Employee Benefits (1)	\$ 116,113	\$ 139,619	
Total Expenditures Including Benefits	\$ 621,476	\$ 676,532	

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

Legal Division's FY20 proposed budget is increasing by \$88,586 due to contractual obligations and additional one-time funding of \$78,500 to assist with the Town Attorney transition. Tax Support will increase \$10,086 and the \$78,500 provided for transitional assistance will come from the town's General Fund reserves.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Town Attorney	1.00	1.00	1.00	-
Assistant Town Attorney	2.00	2.00	2.00	-
Legal Assistant	1.00	1.00	1.00	-
Legal Clerk	0.80	0.80	0.80	-
Full-time Equivalent Employees	4.80	4.80	4.80	-

Performance Measures / Workload Indicators

Workload Indicators	Pending Matters	Matters Opened	Matters Closed
Fiscal Year 2018	1,637	288	281
Fiscal Year 2017	1,630	271	261
Fiscal Year 2016	1,620	300	306

Human Resources Division

Purpose Statement

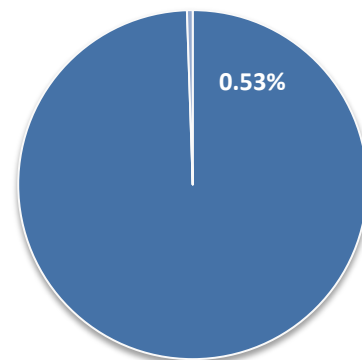
The purpose of Human Resources is to deliver reliable and innovative services that allow the Town of Barnstable to provide the best possible service to its citizens.



Recent Accomplishments

- Assisted in the hiring of several high-level positions including Assistant Planning and Development Director, Town Engineer, and Executive Director of Special Education.
- Organized harassment awareness and prevention training for municipal employees and Board, Committee, and Commission members.
- Hosted a combined school/municipal employee benefits fair at the Hyannis Youth and Community Center.
- Offered employees the option of participating in Health Savings Accounts (HSA) to better manage their health care.
- Collaborated with Zip Recruiter to implement a completely on-line job posting process.
- Assisted with the restructuring of the Regulatory Services, Community Services, and Planning and Development Departments.

Percentage of FY20 General Fund Budget



The Human Resources Division comprises 0.53% of the overall General Fund budget.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

1. Implement a uniform employee orientation program for new Municipal/School employees. **(SP: Education, Communication)**
2. Implement a new records management/onboarding system for the school department. **(SP: Communication)**
3. Increase the functionality of the school applicant tracking system. **(SP: Education, Communication, Finance)**

Long-Term:

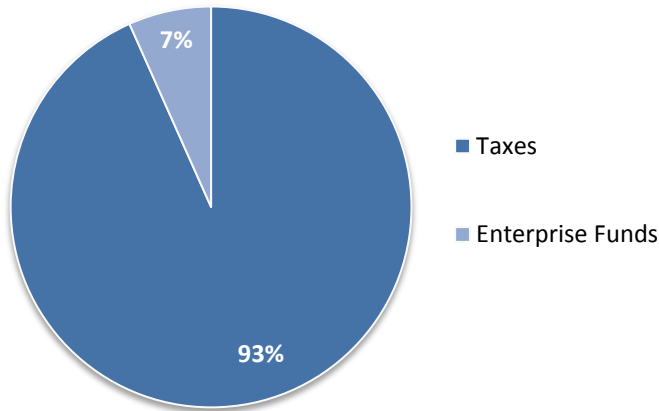
1. Implement a new classification system for municipal positions. **(SP: Education, Communication)**
2. Work with Departments to develop a succession plan to identify and train the next generation of managers. **(SP: Education, Communication)**



**WILLIAM COLE, HUMAN RESOURCE DIRECTOR
YEARS OF SERVICE AWARDS CEREMONY**

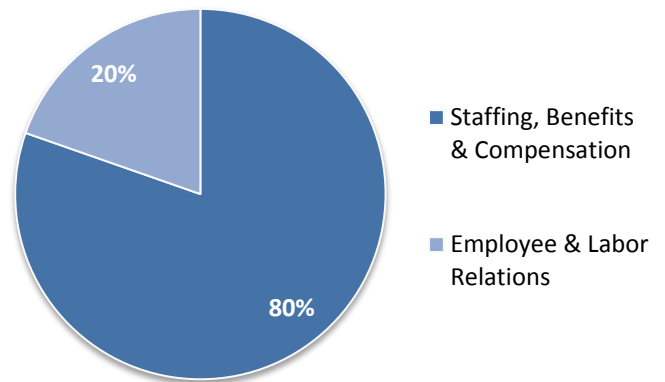
Human Resources Division Financial Summary

FY20 Source of Funding



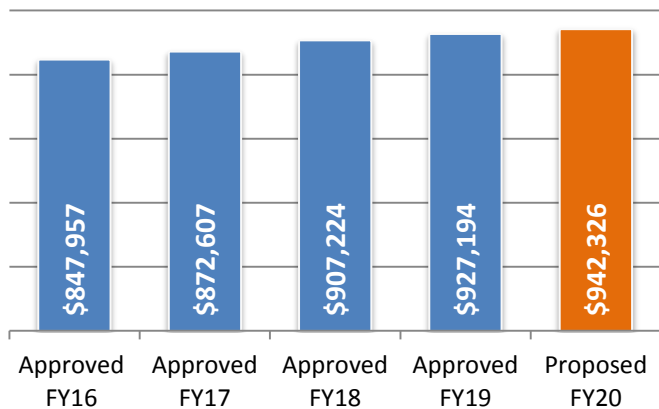
Taxes provide 93% of the funding for this operation with the remaining 7% coming from enterprise fund support.

Human Resources Division FY20 Budget By Program



The largest program area in this division is the Staffing, Benefits, and Compensation Program comprising 80% of the budget.

Human Resources Division Budget History



The budget for this division has increased from \$847,957 in FY16 to \$942,326 in FY20 over the five-year period, or 2.23% annually.

Human Resources Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 858,587	\$ 863,531	\$ 852,920	\$ 879,422	\$ 15,891	1.84%
Enterprise Funds	65,259	63,663	63,663	62,904	(759)	-1.19%
Total Sources	\$ 923,846	\$ 927,194	\$ 916,583	\$ 942,326	\$ 15,132	1.63%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 745,388	\$ 749,994	\$ 745,181	\$ 765,126	\$ 15,132	2.02%
Operating Expenses	178,457	177,200	171,402	177,200	-	0.00%
Total Appropriation	\$ 923,846	\$ 927,194	\$ 916,583	\$ 942,326	\$ 15,132	1.63%

Employee Benefits Allocation:		
Life Insurance	\$ 36	\$ 37
Medicare	10,567	10,765
Health Insurance	45,558	42,281
County Retirement	130,647	141,821
Total Employee Benefits (1)	\$ 186,807	\$ 194,904
Total Expenditures Including Benefits	\$ 1,110,653	\$ 1,111,487

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

Human Resources FY20 proposed budget is increasing by \$15,132 over the FY19 budget due to contractual obligations.



YEARS OF SERVICE AWARDS CEREMONY

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019
Admin. Assistant to HR Director	1.00	1.00
Assistant HR Director	1.00	1.00
Benefits Administrator	1.00	1.00
Benefits Assistant	1.00	1.00
Director of Human Resources	1.00	1.00
Human Resources Coordinator	1.00	1.00
Principal Assistant HR	2.00	2.00
Full-time Equivalent Employees	8.00	8.00

FY 2020	Change
1.00	-
1.00	-
1.00	-
1.00	-
1.00	-
1.00	-
2.00	-
8.00	-



HUMAN RESOURCE TEAM: WILLIAM COLE, HUMAN RESOURCE DIRECTOR; TARA WAY, BENEFITS ASSIST.; DEBORAH GILBERT, PRINCIPAL ASSSIST.; ANGELA WHELAN, ADMIN ASSIST.; TAMMY CUNNINGHAM, ASSIST. DIRECTOR; ERIN HURD, PRINCIPAL ASSIST; SUSAN ATKINS, HR COORDINATOR; LAURA SCROGGINS, BENEFITS ADMIN.

Description of Division Services Provided

Staffing, Benefits, and Compensation Program

The purpose of the Staffing, Benefits, and Compensation Program is to recruit, select, manage, and retain a qualified, diverse, knowledgeable, effective, and productive workforce so that other Municipal and School Departments are able to successfully meet the goals of the Strategic Plan.



Staffing: When a vacancy occurs or a new position is created, Human Resources will insure the accuracy of the current job description, that all relevant employment laws are followed, and that each position is filled with the most qualified applicant. The department will also strive to recruit a diverse applicant pool. Responsibilities of the Human Resources Department include:

- creating/revising/updating job descriptions;
- receipt and processing of all relevant paperwork;
- composing, posting and tracking of vacancy announcements;
- external and internal recruitment efforts;
- development and review of selection criteria;
- preparation of interview package and review of hiring package;
- insuring compliance with applicable state/federal laws and regulations; and
- maintaining teacher certification database.

Benefits: The offering of a comprehensive benefits package is an important tool in the recruitment and retention of talented and motivated employees. The administration of benefits programs is comprised primarily of (1) benefits maintenance, which includes the payment and reconciliation of bills, (2) benefits enrollment and changes, which includes processing paperwork through vendors and deductions through Payroll, and (3) benefits communication and education for helping employees get the most out of their benefits package. Additionally, recent state and federal health insurance laws have spawned an evolving abundance of rules and regulations, which in turn have created the need for data collection, analysis, reporting, and a sophisticated HR/Payroll electronic database to facilitate compliance.

Compensation: Maintaining a competitive and equitable compensation system is critical to the recruitment and retention of qualified employees. All positions are described with accurate job descriptions that reflect their responsibilities, lines of authority, education and experience requirements and overall complexity. These job descriptions also establish a baseline for recruitment and fair compensation. Uniform and equitable pay plans have the effect of insuring that employees are compensated at rates comparable to like organizations in similar labor markets. The Town's pay plans take into account changes in cost of living and budgetary constraints.

Staffing & Compensation	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 683,977	\$ 684,474	\$ 684,458	\$ 694,298	\$ 9,824	1.44%
Enterprise Funds	65,259	63,663	63,663	62,904	(759)	-1.19%
Total Sources	\$ 749,236	\$ 748,137	\$ 748,121	\$ 757,202	\$ 9,065	1.21%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 585,582	\$ 587,187	\$ 581,500	\$ 596,252	\$ 9,065	1.54%
Operating Expenses	163,654	160,950	166,621	160,950	-	0.00%
Total Appropriation	\$ 749,236	\$ 748,137	\$ 748,121	\$ 757,202	\$ 9,065	1.21%

Employee Benefits Allocation:		
Life Insurance	\$ 27	\$ 29
Medicare	8,433	8,577
Health Insurance	33,808	32,134
County Retirement	96,305	104,553
Total Employee Benefits (1)	\$ 138,573	\$ 145,293
Total Expenditures Including Benefits	\$ 887,809	\$ 893,414

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Employee/Labor Relation Program

The purpose of this program is to create an environment where management and employees can work together in order to achieve the goals of the Strategic Plan. This program includes collective bargaining, employee relations, training, and workplace diversity.

Collective Bargaining: The goal of collective bargaining is to create an environment where supervisor and employee issues can be addressed and where changes can be implemented through negotiations. The Town of Barnstable administers six municipal and eight school collective bargaining agreements, covering over 90% of the Town's workforce.

- mediation and conflict resolution;
- union contract interpretation;
- grievance processing; and
- arbitration hearings.



Employee Relations/Training: Providing training and morale-building events help foster an effective and productive workforce. To that end, Human Resources coordinate a variety of employee recognition programs. These programs include an ice-cream social and employee appreciation luncheons. The establishment of comprehensive training programs helps keep employees current with important workplace issues as well as assisting with individual professional development. Human Resources have also been responsible for implementing training in the following areas:

- sexual harassment/illegal harassment;
- conflict of interest/ethics;
- performance appraisal/documentation;
- workplace violence;
- diversity; and
- labor/management issues.



In addition, the division is responsible for the administration of various union and non-union education incentive programs. These programs allow employees to further their education and training.

Workplace Diversity/Compliance: The Town of Barnstable is required to review and revise its Affirmative Action and Minority/Women Business Enterprise plans annually. To do so, assistance and consultation is provided to all Town and School departments so that Equal Employment Opportunity data can be collected and analyzed and problem areas can be identified. To insure that legal requirements applicable to affirmative action are disseminated to all levels of employees, numerous workshops and training programs are utilized to orient and educate employees, supervisors and senior management. Periodic reports to local, state, and federal agencies and commissions are required.

Employee/Labor Relations	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 174,610	\$ 179,057	\$ 168,462	\$ 185,124	\$ 6,067	3.39%
Total Sources	\$ 174,610	\$ 179,057	\$ 168,462	\$ 185,124	\$ 6,067	3.39%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 159,806	\$ 162,807	\$ 163,681	\$ 168,874	\$ 6,067	3.73%
Operating Expenses	14,804	16,250	4,781	16,250	-	0.00%
Total Appropriation	\$ 174,610	\$ 179,057	\$ 168,462	\$ 185,124	\$ 6,067	3.39%

Employee Benefits Allocation:		
Life Insurance	\$ 9	\$ 9
Medicare	2,134	2,188
Health Insurance	11,750	10,147
County Retirement	34,342	37,268
Total Employee Benefits (1)	\$ 48,235	\$ 49,611
Total Expenditures Including Benefits	\$ 222,844	\$ 218,073

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Performance Measures / Workload Indicators

Performance Measures /Workload Indicators	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Personnel Forms Processed	1,006	1,117	995	1,100	1,050
Employment Applications Processed	1,624	2,508	2,840	2,200	2,290
Permanent Position Vacancies	158	116	137	105	130
Avg. # of Applications per vacancy	10.3	21.5	20.75	21.0	17.6

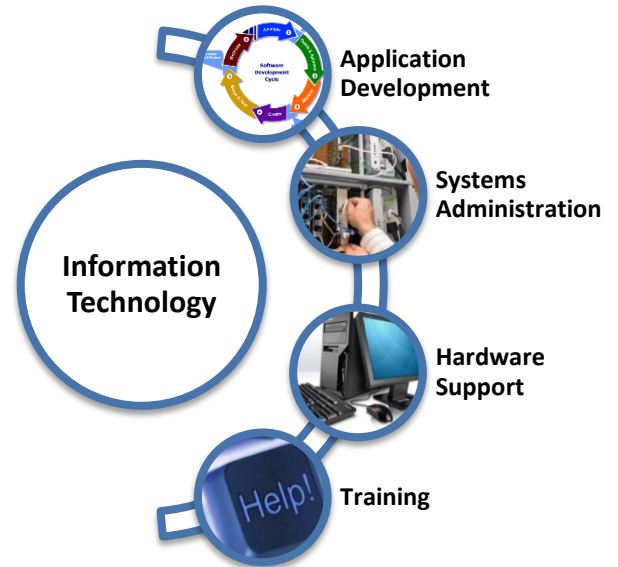
Information Technology Division

Purpose Statement

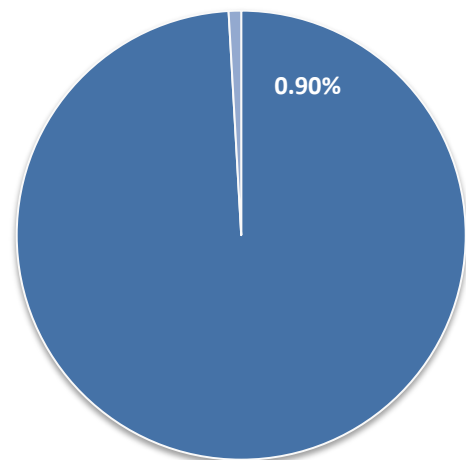
The purpose of the Information Technology Division, a sub-department of the Administrative Services Department, is to plan, implement, and manage the effective and efficient utilization of information technology for the Town of Barnstable in its provision of services to the citizens.

Recent Accomplishments

- Replaced 162 PC's with new PC's upgraded with new Microsoft Office Suite.
- Standardized development platform for consistent application development across all departments.
- Internal Parcel Lookup and Roads Database – rewrite functionality using new versions of software and User Interface code.
- Developed Marine Small Vessel Database/Application.
- Develop new web-based application for generating abutter maps & lists.
- Upgrade Geographic Information System (GIS) servers to new versions of the GIS and database software.
- Application upgrades: Munis Upgrade to version 11.3 (Major upgrade), Business Objects Upgrade 4.1 .
- Tyler Content Manager Implementation (Electronic Storage of files associated with the Munis System).
- Implementation of ViewPermit Code Enforcement System for the Building Department.



Percentage of FY20 General Fund Budget



The Information Technology Division comprises 0.90% of the overall General Fund budget.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

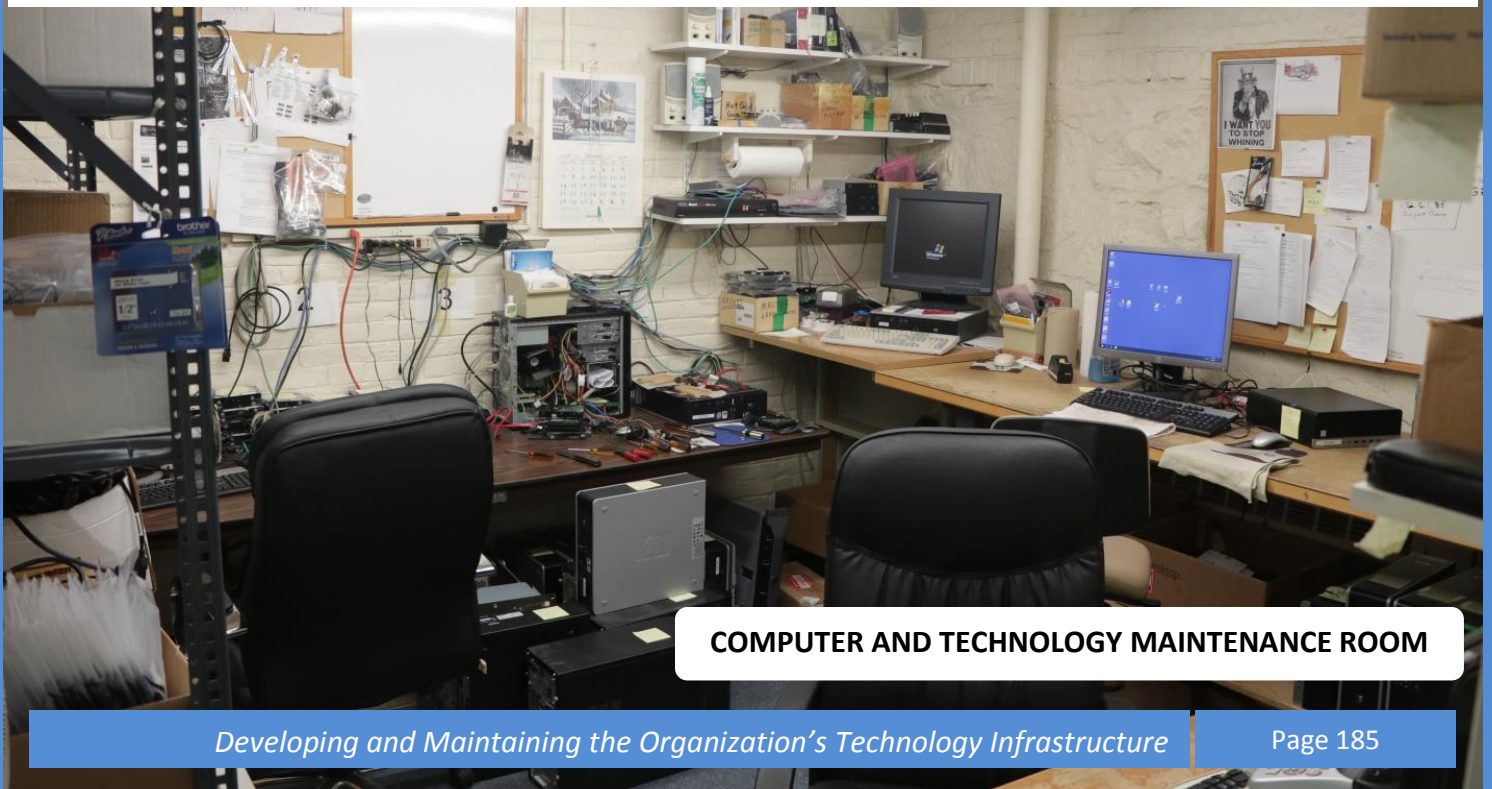
While it is sometimes difficult to state which specific Council's Strategic Plan to which these goals apply, it is important to note, Information Technology in one form or another supports virtually all the strategic goals.

Short-Term:

1. Continued expansion of the ViewPoint E-Permitting application across other departments. **(SP: Regulatory Access and Accountability, Communications, Education)**
FY19, Met expectations. More permits available online for the Building and Health Departments. Ongoing.
2. Procurement and phase 1 completion of aerial flyover project to update the GIS maps. **(SP: Regulatory Access and Accountability, Communications, Education)**

Long-Term:

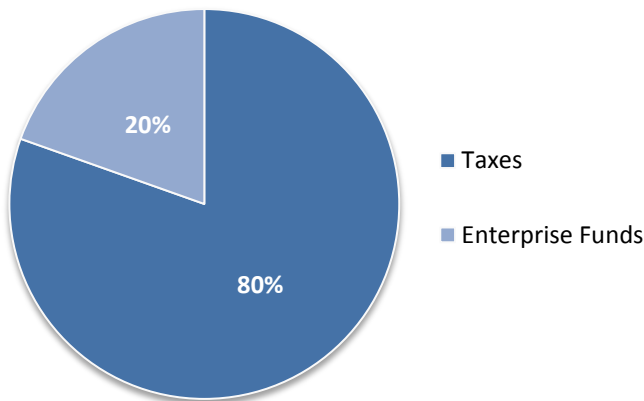
1. Continue building on the "corporate database" that enables all departments to track history back to a Parcel Number or Address. **(SP: Communication, Finance)**
FY19, Met expectations. Ongoing.
2. Continued work in designing and utilizing the BFON (Barnstable Fiber Optic Network) including VOIP (Voice over Internet Protocol) or other alternatives to the current aging phone system in FY20. **(SP: Communication, Finance)**
FY19, Met expectations. Upgraded network switches and ran internal fiber between all floors in Town Hall. Solicited quotes from vendors. Ongoing.
3. Further, expand the use of GIS web mapping applications across all internal Town Departments, replacing older desktop software with modern web based apps. **(SP: Regulatory Access and Accountability, Communication)**
FY18/FY19, Met expectations.



COMPUTER AND TECHNOLOGY MAINTENANCE ROOM

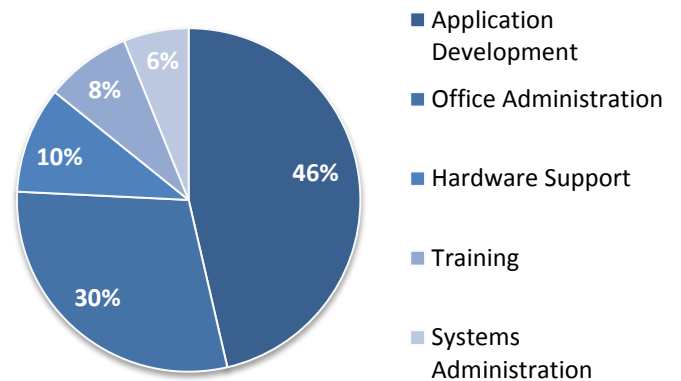
Information Technology Division Financial Summary

FY20 Source of Funding



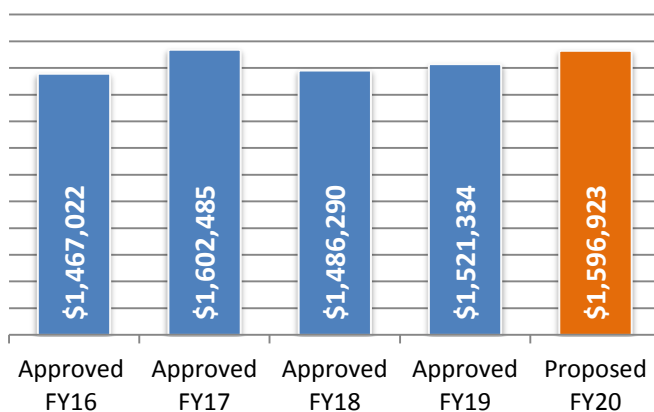
Tax support represents 80% of all funding sources with the remaining 20% coming from Enterprise Fund support.

Information Technology Division FY20 Budget By Program



Application Development is the largest program area in this budget at 46% followed by Office Administration at 30%. Capital outlays for hardware and software replacements are included in the Office Administration program area.

Information Technology Division Budget History



This budget has increased from \$1.467 million in FY16 to \$1.59 million in FY20 over the five-year period, or 1.77% annually. The spike in the FY17 budget represents one-time capital outlay VOIP consulting. The reduction in FY18 is due to the transfer of the Web/Intranet Developer position to the Community Services Department.

Information Technology	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 1,075,357	\$ 1,210,749	\$ 1,171,826	\$ 1,284,354	\$ 73,605	6.08%
Interest and Other	81	-	-	-	-	0.00%
Enterprise Funds	402,342	310,585	310,585	312,569	1,984	0.64%
Total Sources	\$ 1,477,780	\$ 1,521,334	\$ 1,482,411	\$ 1,596,923	\$ 75,589	4.97%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 726,653	\$ 743,079	\$ 724,541	\$ 746,768	\$ 3,689	0.50%
Operating Expenses	599,506	673,255	652,870	745,155	71,900	10.68%
Capital Outlay	151,621	105,000	105,000	105,000	-	0.00%
Total Appropriation	\$ 1,477,780	\$ 1,521,334	\$ 1,482,411	\$ 1,596,923	\$ 75,589	4.97%

Employee Benefits Allocation:		
Life Insurance	\$ 72	\$ 72
Medicare	8,092	7,831
Health Insurance	42,085	34,980
County Retirement	157,813	167,895
Total Employee Benefits (1)	\$ 208,062	\$ 210,778
Total Expenditures Including Benefits	\$ 1,685,843	\$ 1,693,189

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

Information Technology Division's FY20 proposed budget is increasing by \$75,589 or 4.97% over FY19 budget. Personnel costs are increasing \$3,689 due to contractual obligations. Operating costs are increasing by \$71,900 to cover the cost of annual software licensing agreements. Capital outlay costs are level funded, which supports annual software and hardware upgrades.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Assistant Info. Systems Manager	1.00	1.00	1.00	-
Developer/Analyst	1.00	1.00	1.00	-
Geographic Info System Coordinator	1.00	1.00	1.00	-
GIS Specialist	1.00	1.00	1.00	-
Help Desk Coordinator	1.00	1.00	1.00	-
Help Desk/Administrative Assistant	1.00	1.00	1.00	-
Info. Systems Dept. Manager	1.00	1.00	1.00	-
Microcomputer Spec. Appls. Develop.	1.00	1.00	1.00	-
Microcomputer Specialist	1.00	1.00	1.00	-
Full-time Equivalent Employees	9.00	9.00	9.00	-



INFORMATION TECHNOLOGY DEPT. STAFF

Description of Division Services Provided

Application Production and Development Program

The Application Development of this program area is responsible for analyzing needs and creating new applications to meet the Town’s requirements for automation where third party applications do not exist or are not cost effective. This area maintains and updates many existing in-house applications. This area is also responsible for conversion work when migrating from one system to another. The Support to the Production System’s program area entails support for applications such as Munis (Fund Accounting, Tax Collections, Payroll, Utility Billing, Tax Title), ViewPoint (E-Permitting), Visions, RRC (Assessment), RecTrac (Recreation), TimeClock (DPW), Club Profit System (Golf), Laserfiche (Document Storage), Business Objects (Financial reporting, and the myriad of in-house applications written to support the operations of the Town. This area is also responsible for all web based Intranet development. The following is a sampling of Applications and Support services that Information Technology has provided over the past year.



In G.I.S., analysis and map production services are grouped into this program. These services range from simple topographic site maps to complex analyses resulting in multiple maps and database reports. For example, G.I.S. analysis could be used to produce a map and report all parcels less than one acre that fall within a groundwater protection district and are within 500 feet of an existing sewer line. Another example might be to produce a map showing the location of existing conservation and protected open space parcels in relation to privately owned, vacant land. A less complex but more common request might be to print a topographic map or aerial photograph of a particular area of Town. The G.I.S. staff provides these services on a daily basis to many Town Departments. In addition, site maps and abutter lists are available as a service to the public. The usefulness of a G.I.S. is dependent upon the quality of its G.I.S. data. Within G.I.S., the staff also works to maintain, improve, and update the town’s G.I.S. data. This data includes computerized maps and databases (layers) of sewer lines, roads, buildings, voter precincts, traffic signs, wetlands, and school districts; these are examples of the 150+ layers maintained in the G.I.S. system.

Application and Development	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 242,041	\$ 366,548	\$ 354,286	\$ 428,071	\$ 61,523	16.78%
Interest and Other	81	-	-	-	-	0.00%
Enterprise Funds	402,342	310,585	310,585	312,569	1,984	0.64%
Total Sources	\$ 644,464	\$ 677,133	\$ 664,871	\$ 740,640	\$ 63,507	9.38%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 245,043	\$ 252,116	\$ 248,454	\$ 254,063	\$ 1,947	0.77%
Operating Expenses	399,421	425,017	416,417	486,577	61,560	14.48%
Total Appropriation	\$ 644,464	\$ 677,133	\$ 664,871	\$ 740,640	\$ 63,507	9.38%

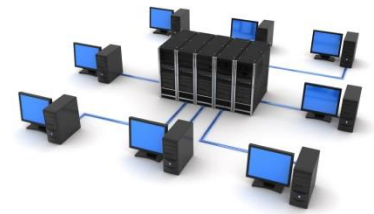
Employee Benefits Allocation:	
Life Insurance	\$ 28
Medicare	2,774
Health Insurance	14,979
County Retirement	53,554
Total Employee Benefits (1)	\$ 71,335
Total Expenditures Including Benefits	\$ 715,799

\$ 28
2,799
10,863
56,791
\$ 70,482
\$ 735,353

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Systems Administration Program

This critical program area is where all of the Systems Administration takes place. System Administration is maintaining the day-to-day operations of the Town’s networking and server infrastructure to ensure a reliable and secure environment. Samplings of functions are included below:



- Securing and protecting the network, server and workstation environments;
- Monitor network traffic for performance related issues;
- Implement new network topologies to avoid performance problems;
- Maintain and monitor all networking hardware to ensure reliability and minimize down-time;
- Maintain and monitor all servers for performance, errors and capacities ensuring all are within thresholds;
- Virtualize new servers when older servers are outgrown;
- Monitor and maintain Wide Area Networking Environment (65 miles of fiber optic cable, 54 buildings);
- Database administration;
- Operating systems administration (2 Linux, 43 Windows Servers);
- Maintain users on all the systems;
- Maintain Data Integrity (Backups, off-site vault storage, etc.);
- Software license and maintenance contract management;
- Maintain CH18 broadcasting and video equipment;
- Security Cameras; and
- Town buildings WIFI.

Systems Administration	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 89,897	\$ 96,626	\$ 96,151	\$ 97,912	\$ 1,286	1.33%
Total Sources	\$ 89,897	\$ 96,626	\$ 96,151	\$ 97,912	\$ 1,286	1.33%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 86,758	\$ 83,991	\$ 84,151	\$ 85,277	\$ 1,286	1.53%
Operating Expenses	3,138	12,635	12,000	12,635	-	0.00%
Total Appropriation	\$ 89,897	\$ 96,626	\$ 96,151	\$ 97,912	\$ 1,286	1.33%

Employee Benefits Allocation:			
Life Insurance	\$ 9		\$ 9
Medicare	859		796
Health Insurance	3,219		2,533
County Retirement	18,146		19,279
Total Employee Benefits (1)	\$ 22,234		\$ 22,617
Total Expenditures Including Benefits	\$ 112,130		\$ 118,768

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Hardware Program

This program area is responsible for the installation and on-going maintenance of PC's, printers and all the associated peripherals/software (Microsoft Office upgrades, scanners, modems, faxes, etc.) The computer is an essential tool for virtually all Town employees, and any type of failure cripples their ability to perform their job functions efficiently and effectively.



Hardware Support	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 125,871	\$ 163,672	\$ 154,642	\$ 160,108	\$ (3,564)	-2.18%
Total Sources	\$ 125,871	\$ 163,672	\$ 154,642	\$ 160,108	\$ (3,564)	-2.18%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 74,194	\$ 75,503	\$ 69,828	\$ 70,436	\$ (5,067)	-6.71%
Operating Expenses	51,677	88,169	84,814	89,672	1,503	1.70%
Total Appropriation	\$ 125,871	\$ 163,672	\$ 154,642	\$ 160,108	\$ (3,564)	-2.18%

Employee Benefits Allocation:	
Life Insurance	\$ 4
Medicare	841
Health Insurance	3,834
County Retirement	16,225
Total Employee Benefits (1)	\$ 20,905
Total Expenditures Including Benefits	\$ 146,776

\$ 5
627
2,597
17,210
\$ 20,439
\$ 175,081

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Training Program

This program area is responsible for the training and support of the entire Town’s software. This includes the Town’s standardized Microsoft Office Suite, in-house written applications, and third party software. Training is either in a structured classroom environment or given on a one-to-one basis. This program area initially receives virtually any problem a user might have. All problems are funneled through the Help Desk where it is then determined if it is a software or hardware issue and passed on to the appropriate “program area”. Support and training for G.I.S. users is also grouped into this program. As the G.I.S. expands into different departments, the number of users that require training and support is increasing. Some of the G.I.S. software can be very complex and requires a significant amount of training for users to become proficient. The G.I.S. staff provides much of this training to users in-house. Additionally, users require day-to-day technical support, troubleshooting, and guidance with their various projects. The G.I.S. staff provides these support services to a growing user base. Tasks within this program include the following:



- Formal and informal software training
- Software technical support
- Technical guidance for specific projects

Training Support	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 124,208	\$ 128,329	\$ 121,751	\$ 128,911	\$ 582	0.45%
Total Sources	\$ 124,208	\$ 128,329	\$ 121,751	\$ 128,911	\$ 582	0.45%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Personnel	\$ 124,208	\$ 128,329	\$ 121,751	\$ 128,911	\$ 582	0.45%
Total Appropriation	\$ 124,208	\$ 128,329	\$ 121,751	\$ 128,911	\$ 582	0.45%

Employee Benefits Allocation:		
Life Insurance	\$ 7	\$ 7
Medicare	1,577	1,534
Health Insurance	13,221	12,917
County Retirement	27,293	29,054
Total Employee Benefits (1)	\$ 42,098	\$ 43,512
Total Expenditures Including Benefits	\$ 166,306	\$ 165,263

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Administration Program

This program area, as its name implies is Administration. The technical part of CH18 broadcasting and video production happens to fall under this program as well. Major items that fall under this program:



- General office administration;
- Procurements;
- Bids;
- Budgeting;
- Personnel;
- Ensuring set goals for the department are met;
- Development of standards, policies, and procedures;
- Project management;
- Software license and maintenance contract management;
- G.I.S. project management;
- Policies and Procedures;
- Video and CH18 technical hardware;
- System Administration;
- Network Connectivity; and
- Cellular devices.

Administration	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 493,340	\$ 455,574	\$ 444,996	\$ 469,352	\$ 13,778	3.02%
Total Sources	\$ 493,340	\$ 455,574	\$ 444,996	\$ 469,352	\$ 13,778	3.02%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 196,450	\$ 203,140	\$ 200,357	\$ 208,081	\$ 4,941	2.43%
Operating Expenses	145,269	147,434	139,639	156,271	8,837	5.99%
Capital Outlay	151,621	105,000	105,000	105,000	-	0.00%
Total Appropriation	\$ 493,340	\$ 455,574	\$ 444,996	\$ 469,352	\$ 13,778	3.02%

Employee Benefits Allocation:			
Life Insurance	\$ 24		\$ 23
Medicare	2,041		2,075
Health Insurance	6,832		6,070
County Retirement	42,594		45,561
Total Employee Benefits (1)	\$ 51,491		\$ 53,729
Total Expenditures Including Benefits	\$ 544,831		\$ 498,725

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Performance Measures / Workload Indicators

Information Technology is measuring the yearly percentage that critical applications/services are available.

Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Percent of availability of database environments*	95.90%	99.90%	99.90%	99.90%
Availability of critical core applications*	95.90%	99.90%	99.90%	99.90%
Availability of Town’s web site including property data and maps*	98.70%	99.90%	99.90%	99.90%

***Does not include scheduled down times.**

Workload Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
New PC’s installed	60	130	130	100
Help Desk work orders completed	1001	900	950	950
Completed requests for Maps and geographic analysis	882	927	1,000	1,000

Application Production and Development Program

Workload Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Large print jobs with folding/mailing	9	10	9	10

Systems Administration Program

Network Uptime (not including scheduled down time)	95.59%	99.59%	99.90%	99.90%
Number of security cameras	36	48	48	59

Hardware Program

Number of PC’s, Laptops, Tablets, Devices	450	452	520	550
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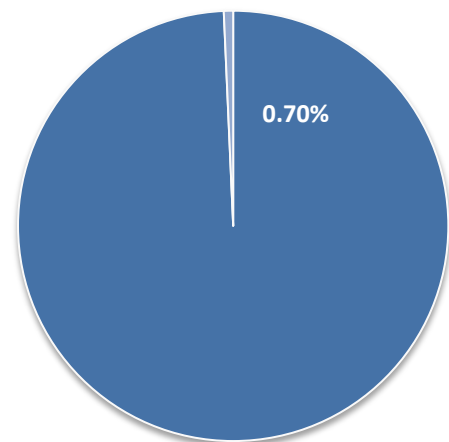
Marine & Environmental Affairs Department

Natural Resources Harbormaster

Purpose Statement

The Marine and Environmental Affairs Department strives to provide services intended to protect the safety of people and vessels that use our waterways and waterside facilities; to provide for the protection, preservation, and enhancement of the Town’s natural resources, including Sandy Neck; and to address animal control issues that threaten the health, welfare, and quality of life of our citizens.

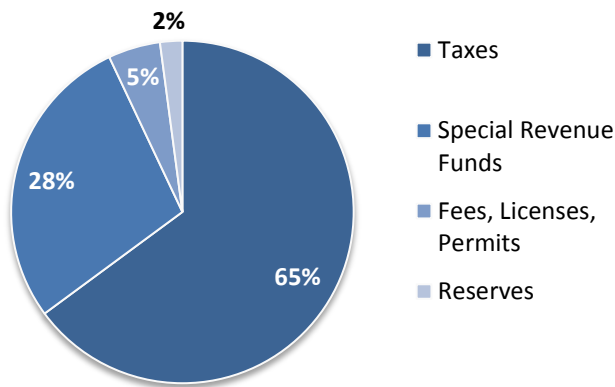
Percentage of FY20 General Fund Budget



The Marine & Environmental Affairs Department comprises 0.70% of the overall General Fund budget.

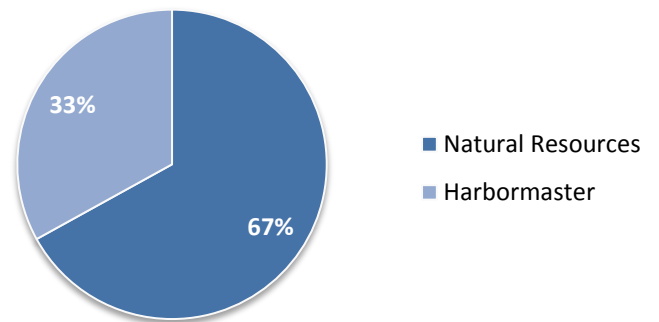
Marine & Environmental Affairs Department Financial Summary

FY20 Source of Funding



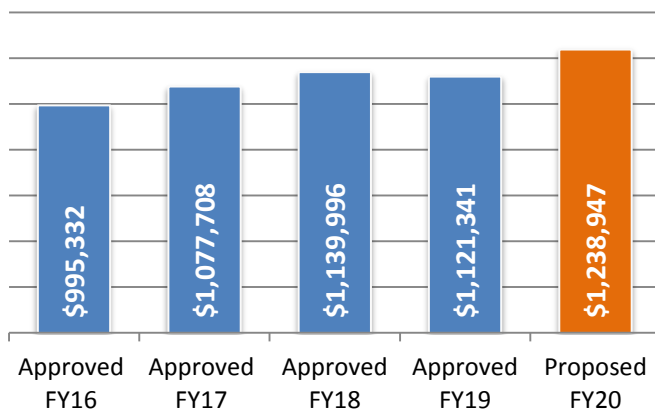
Taxes provide 65%, special revenue provides 28% (mooring fees), and licenses and permits provide 5% of the funding sources for the operations.

MEA Department FY20 Budget By Division



The Natural Resources Division is the largest division within this department representing 67% of the overall budget.

MEA Department Budget History



The Marine & Environmental Affairs budget has increased from \$995,332 in FY16 to \$1.24 million proposed for FY20, or 4.90% annually over a five-year period.

Marine & Environmental Affairs	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 713,536	\$ 772,341	\$ 759,297	\$ 803,947	\$ 31,606	4.09%
Fees, Licenses, Permits	62,699	61,000	58,146	61,000	-	0.00%
Interest and Other	428	-	582	-	-	0.00%
Special Revenue Funds	288,000	288,000	288,000	348,000	60,000	20.83%
Reserves	-	-	-	26,000	26,000	0.00%
Total Sources	\$ 1,064,663	\$ 1,121,341	\$ 1,106,025	\$ 1,238,947	\$ 117,606	10.49%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 811,829	\$ 902,876	\$ 892,859	\$ 944,482	\$ 41,606	4.61%
Operating Expenses	209,595	218,465	213,166	218,465	-	0.00%
Capital Outlay	43,239	-	-	76,000	76,000	0.00%
Total Appropriation	\$ 1,064,663	\$ 1,121,341	\$ 1,106,025	\$ 1,238,947	\$ 117,606	10.49%

Employee Benefits Allocation:		
Life Insurance	\$ 101	\$ 113
Medicare	8,600	9,119
Health Insurance	39,404	45,308
County Retirement	153,430	178,455
Total Employee Benefits (1)	\$ 201,534	\$ 232,995
Total Expenditures Including Benefits	\$ 1,266,197	\$ 1,339,020

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The Marine & Environmental Affairs (MEA) Department's FY20 proposed budget is increasing by \$117,606 or 10.49% over the FY19 budget. Personnel costs are increasing by \$41,606 due to contractual obligations, minimum wage and overtime costs of \$7,900, and \$18,000 for increased seasonal enforcement hours. Operating costs will remain level funded. Capital Outlay of \$76,000 is provided which includes \$35,000 for a vehicle replacement, \$15,000 for transferring a used vehicle from the Marina Enterprise Fund to be used in the Harbormaster Division, \$6,000 for security cameras, and \$20,000 for a database program to track the department's various activities. To fund this increase, tax support will increase by \$31,606, Special Revenues (derived from mooring fees) are increasing \$60,000. This department will use \$26,000 of General Fund reserves for purchasing the cameras and animal control software.

Additional Funding Recommended

Natural Resource

1. Overtime Increase **\$3,000 Requested**
\$3,000 Recommended

Overtime line items are no longer sufficient to cover scheduling. Staff is often needed on duty during holidays, at odd hours around tide and weather conditions and during emergency responses. In addition, training, and educational outreach can often require overtime in order to meet contractual requirements.

2. Patrol Vehicles **\$50,000 Requested**
\$50,000 Recommended

This request is for two vehicles; one new and one used. The 2008 Shellfish vehicle is no longer safe to tow boats. In addition, it is a single cab and does not have adequate space to transport shellfish staff as it does not have the second row of seats. This funding will replace this with a new vehicle. In addition, \$15,000 will be transferred to the Marina Enterprise Fund for a 2009 vehicle which will be used by the Harbormaster operations. Replacing the 2008 vehicle and acquiring the 2009 vehicle will most likely avoid repair costs and allow the shellfish and harbormaster operations to carry out their responsibilities. The 2008 vehicle will be provided to the Sandy Neck Program.

3. Incident Tracking Software **\$20,000 Requested**
\$20,000 Recommended

MEA may be the most diverse department with regard to topics covered. From Animal Control to boats and shellfish, staff is constantly interacting with residents and visitors in both an educational and enforcement capacity. All this information (dog licenses, missing pets, dog bites, barking complaints, Town Manager dog orders, shellfish, mooring violations, incident reports, and citations) are in multiple databases, spreadsheets, word documents, daily reports and handwritten notes. Similar to the Police Department, we would like to have one database that tracks our callouts and incidents so that a simple search on a name, address or even pet or boat name would render a comprehensive summation of our interactions with that individual. This is a large endeavor, so we would like to start with converting animal control to a digital tracking program first with an eye towards using the same system for the whole department in the future.

Harbormaster

4. Minimum Wage Adjustment **\$4,900 Requested**
\$4,900 Recommended

The Massachusetts Minimum Wage Act gradually increases the minimum wage in Massachusetts from \$11/hour to \$15/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.

5. Replacement of PSGP Cameras **\$6,000 Requested**
\$6,000 Recommended

In 2009, the Town of Barnstable through the Port Security Grant Program purchased a number of real time harbor surveillance cameras. Due to the harsh environment where these cameras are located; the life expectancy is approximately ten years. Some of these cameras have already reached their life expectancy and are no longer working. This request is to fund two cameras in 2020 to replace cameras in critical locations.

6. Seasonal Waterways Enforcement Officer **\$18,000 Requested**
\$18,000 Recommended

Seasonal Position is responsible for inspection and enforcement work to ensure compliance with laws and regulations pertaining to the preservation and use of the town's waterways. Duties include patrolling harbor areas, ways to water and small vessel storage locations; inspecting and ensuring compliance with the laws and regulations and all other work as required. Having an additional seasonal Harbormaster staff would greatly enhance safety and compliance with mooring / vessel storage regulations.

Natural Resources Division

Purpose Statement

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.



Natural Resources



Shellfish

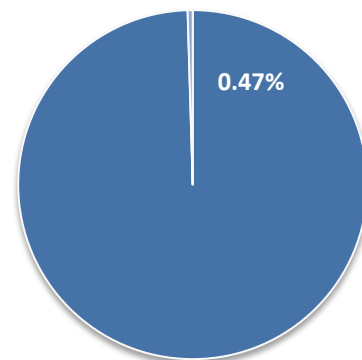
Recent Accomplishments

- Gave 45 educational wildlife and shellfish talks to schools, libraries, senior center, and private groups.
- Successfully released 70 terrapin graduates in the head start program.
- Created new location for recreational oystering at Cotuit Town Dock, thus increasing oyster production in the Three Bays system.
- Completed walk through of the Little River herring run as part of the Lovell’s Pond habitat assessment. Continued to monitor water levels at varying points along the river.
- Planted 1,094,000 cultchless oysters town wide.
- Planted 410 bags of remote set oysters in Barnstable Harbor.
- Removed derelict oyster gear from Barnstable Harbor.
- Amended 9 Town of Barnstable shellfish regulations to increase compliance across the aquaculture industry and address concerns of the commercial fishery for 2019 implementation.



Animal Control

Percentage of FY20 General Fund Budget



The Natural Resources Division comprises 0.47% of the overall General Fund budget.

Additional Recent Accomplishments

- Maintained the increased open acreage available for commercial razor clam harvest.
- Expanded joint operations with the police department to include homeless camps, Long Beach ATV patrols in the summer months, and ATV patrols in the Water District Property off Old Mill Rd.
- Increased quahog seed production, planted 1.8 million quahogs under 111 predator exclusion nets. Dug and moved 473 bushels of quahogs in Three Bays.
- Completed 101 Vibro compliance checks to insure the safe consumption of aquaculturally reared oysters.
- Worked with Division of Marine Fisheries, Atlantic White Shark Conservancy, and Harbormaster Division on deployment, maintenance, and data collection at 3 white shark monitoring buoys in Cape Cod Bay.
- Coordinated efforts for acquiring additional health and safety training and equipment for full time staff with West Barnstable Fire Department.
- Worked as a member of the Regional White Shark Working group to discuss the response to shark incidents, preventative measures moving forward and public education through signs, training, and workshops.
- Monitored threatened shorebird nesting activities at Kalmus and Dowses Beaches. Successfully fledged 5 piping plover chicks from the south side of town.
- Continued research and monitoring of eel grass habitat off Hyannisport, Osterville, and Cotuit.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

1. Design, build, and install a new FLUPSY in Barnstable Harbor to increase and secure quahog and oyster seed production on the north side. **(SP: Economic Development, Education, Environment and Natural Resources)**
2. Streamline aquaculture management in order to improve adherence to town, state, and federal regulations. **(SP: Regulatory Process and Performance, Public Health and Safety)**
3. Streamline the educational outreach programs. **(SP: Education, Environment and Natural Resources)**
4. Monitor the health and presence of established eelgrass beds. **(SP: Economic Development, Environment and Natural Resources)**
5. Continue to remove old shellfish gear (20+ years) from Barnstable Harbor being uncovered by tidal action. **(SP: Public Health and Safety, Economic Development, Environment and Natural Resources)**

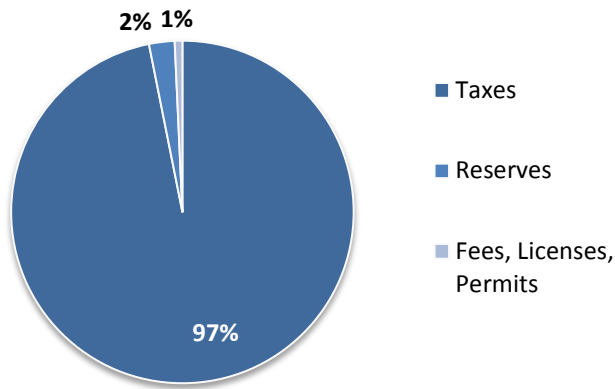
6. Continue the Lovell's Pond Habitat Assessment investigating herring run restoration. **(SP: Environment and Natural Resources)**
7. Institute department coordinated Robocall program to deliver notices to the public quickly and efficiently. **(SP: Communication, Public Health and Safety, Regulatory Process and Performance)**
8. Start shell recycle program working with the Transfer Station and Barnstable Clean Water Coalition. **(SP: Communication, Public Health and Safety, Environment and Natural Resources)**
9. 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: Communication, Public Health and Safety, Environment and Natural Resources)**
10. Catalog existing osprey nests and add new nesting locations where needed. **(SP: Environment and Natural Resources)**

Long-Term:

1. Investigate historic herring runs for potential restoration. **(SP: Environment and Natural Resources)**
2. Monitor success of Marstons Mills Herring Run restoration project, continue herring count program as required by NRCS grant. **(SP: Environmental and Natural Resources)**
3. Continue advanced data collection in active herring runs to further enhance spawning populations of river herring within the town. **(SP: Environmental and Natural Resources)**
4. Increase shellfish production in Barnstable Harbor to consistently provide cultured quahogs. **(SP: Public Health and Safety, Environment and Natural Resources)**
5. Create new location for recreational oystering at Cotuit Town Dock thus increasing oyster production in the Three Bays system. **(SP: Public Health and Safety, Environment and Natural Resources)**
6. Research and develop new/improved aquaculture techniques to improve shellfish production. **(SP: Public Health and Safety, Environment and Natural Resources)**
7. Increase compliance with Town shellfish regulations in the Barnstable Harbor Aquaculture Zone. **(SP: Regulatory Process and Performance, Environment and Natural Resources)**
8. Continue to evolve white shark educational signage, safety protocols, response, and monitoring efforts. **(SP: Communication, Public Health and Safety, Regulatory Process and Performance)**
9. Work with Division of Marine Fisheries to re-stock depleted river herring spawning population in Mill Pond, West Barnstable. **(SP: Environmental and Natural Resources)**

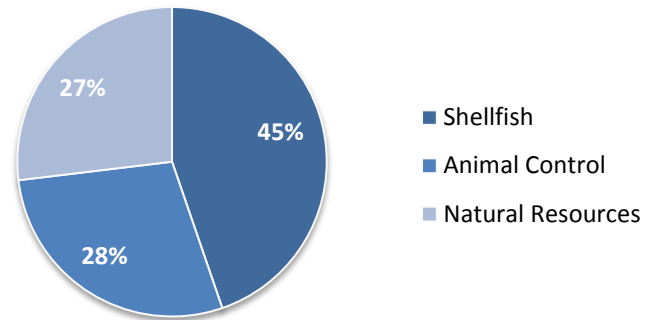
Natural Resources Division Financial Summary

FY20 Source of Funding



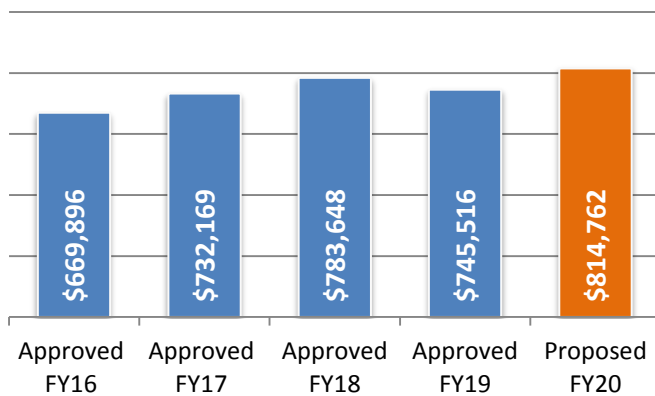
Taxes provide 97% of the funding for operations.

Natural Resources Division FY20 Budget By Program



Shellfish is the largest program within this division representing 45% of the overall budget.

Natural Resources Division Budget History



The Natural Resources budget has increased from \$669,896 in FY16 to \$814,762 proposed for FY20, or 4.77% annually over a five-year period.

FISCAL YEAR 2020 BUDGET

NATURAL RESOURCES DIVISION

GENERAL FUND

Natural Resource Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 735,176	\$ 739,516	\$ 733,906	\$ 788,762	\$ 49,246	6.66%
Fees, Licenses, Permits	9,158	6,000	7,934	6,000	-	0.00%
Interest and Other	428	-	582	-	-	0.00%
Reserves	-	-	-	20,000	20,000	0.00%
Total Sources	\$ 744,761	\$ 745,516	\$ 742,422	\$ 814,762	\$ 69,246	9.29%
Expenditure Category						
Personnel	\$ 539,857	\$ 579,816	\$ 580,283	\$ 594,062	\$ 14,246	2.46%
Operating Expenses	161,665	165,700	162,139	165,700	-	0.00%
Capital Outlay	43,239	-	-	55,000	55,000	0.00%
Total Appropriation	\$ 744,761	\$ 745,516	\$ 742,422	\$ 814,762	\$ 69,246	9.29%
Employee Benefits Allocation:						
Life Insurance	\$ 73		\$ 82			
Medicare	5,243		5,998			
Health Insurance	33,423		38,257			
County Retirement	103,923		124,658			
Total Employee Benefits (1)	\$ 142,663		\$ 168,995			
Total Expenditures Including Benefits	\$ 887,424		\$ 911,417			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The FY20 proposed budget is increasing by \$69,246 or 9.3% over the FY19 budget. Personnel costs are increasing by \$14,246 due to contractual obligations. Operating costs will remain level funded. Capital Outlay includes \$55,000 to purchase a vehicle \$35,000 and \$20,000 for a new activity-tracking database. Tax support for the division will increase \$49,246 and \$20,000 of reserves will be used to provide for the increase in the budget.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Administrative Assistant	1.10	1.10	1.10	-
Animal Control Officer	2.00	2.00	2.00	-
Aquaculture Specialist	1.00	1.00	1.00	-
Director Marine & Env Affairs	0.40	0.40	0.40	-
Natural Resource Officer	2.00	2.00	2.00	-
Sandy Neck Park Manager	-	0.50	0.50	-
Shellfish Biol/Const	1.00	1.00	1.00	-
Supervisor Natural Resource Officer	0.70	-	-	-
Full-time Equivalent Employees	8.20	8.00	8.00	-

Description of Division 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 wildlife, fisheries, and environmental regulations. The program provides support for sand operations at Sandy Neck, including environmental functions associated with endangered species and resource management. Natural Resources also is responsible for nuisance animal control and the enforcement of laws relative to the control of dogs within the Town of Barnstable.



Some of the specific services provided by the Marine and Environmental Affairs Department's Natural Resources Division 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 Barrier Beach.

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.
- Monitor for endangered and threatened species (such as piping plovers, marine mammals, sea turtles and diamond-backed terrapins) on Barnstable beaches and waterways.

Patrol

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

Natural Resources Program	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 196,222	\$ 150,163	\$ 155,339	\$ 153,260	\$ 3,097	2.06%
Interest and Other	428	-	582	-	-	0.00%
Total Sources	\$ 196,649	\$ 150,163	\$ 155,921	\$ 153,260	\$ 3,097	2.06%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 106,655	\$ 113,213	\$ 109,611	\$ 116,310	\$ 3,097	2.74%
Operating Expenses	46,755	36,950	46,310	36,950	-	0.00%
Capital Outlay	43,239	-	-	-	-	0.00%
Total Appropriation	\$ 196,649	\$ 150,163	\$ 155,921	\$ 153,260	\$ 3,097	2.06%

Employee Benefits Allocation:		
Life Insurance	\$ 17	\$ 16
Medicare	1,153	1,287
Health Insurance	7,954	9,087
County Retirement	22,428	22,054
Total Employee Benefits (1)	\$ 31,551	\$ 32,444

Total Expenditures Including Benefits	\$ 228,201	\$ 188,366
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(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.



SNOWY OWL

Shellfish Program

Shellfish resources in the Town of Barnstable have ecological, commercial, and recreational importance. Oysters, quahogs, soft shell clams, mussels and other bivalve species endemic to our coastal waters provide irreplaceable ecosystem services through filter feeding. They also serve as food for other marine and terrestrial animals as well as harvestable product for our commercial shellfishing industry. Recreational harvest of shellfish in Barnstable has been a treasured past time for Cape Cod residents and visitors for hundreds of years. The Town of Barnstable Natural Resources Division is responsible for sustainable management of this vital marine resource.



The Program includes, but is not limited to:

Propagation

- Grow roughly 1 million oysters each year for a recreational shellfishery.
- Grow nearly 2 million quahogs each year to supplement the wild fishery and support 47 commercial shellfishers.
- Educate residents and non-residents with learn-to-shellfish classes.

Protecting the Resource

- Set catch limits to manage shellfish species appropriately for future generations.
- Use the best available science to promote and protect shellfish habitat.
- Conduct shellfish surveys for grant holders, docks, and piers.

Working with Other Agencies

- Work with the MA Division of Marine Fisheries for water testing for safe consumption of shellfish.
- Work with SEMAC, WHOI, BCWC, Cape Cod Cooperative Extension, and others on projects and experiments to better shellfish propagation techniques and management.

FISCAL YEAR 2020 BUDGET

NATURAL RESOURCES DIVISION

GENERAL FUND

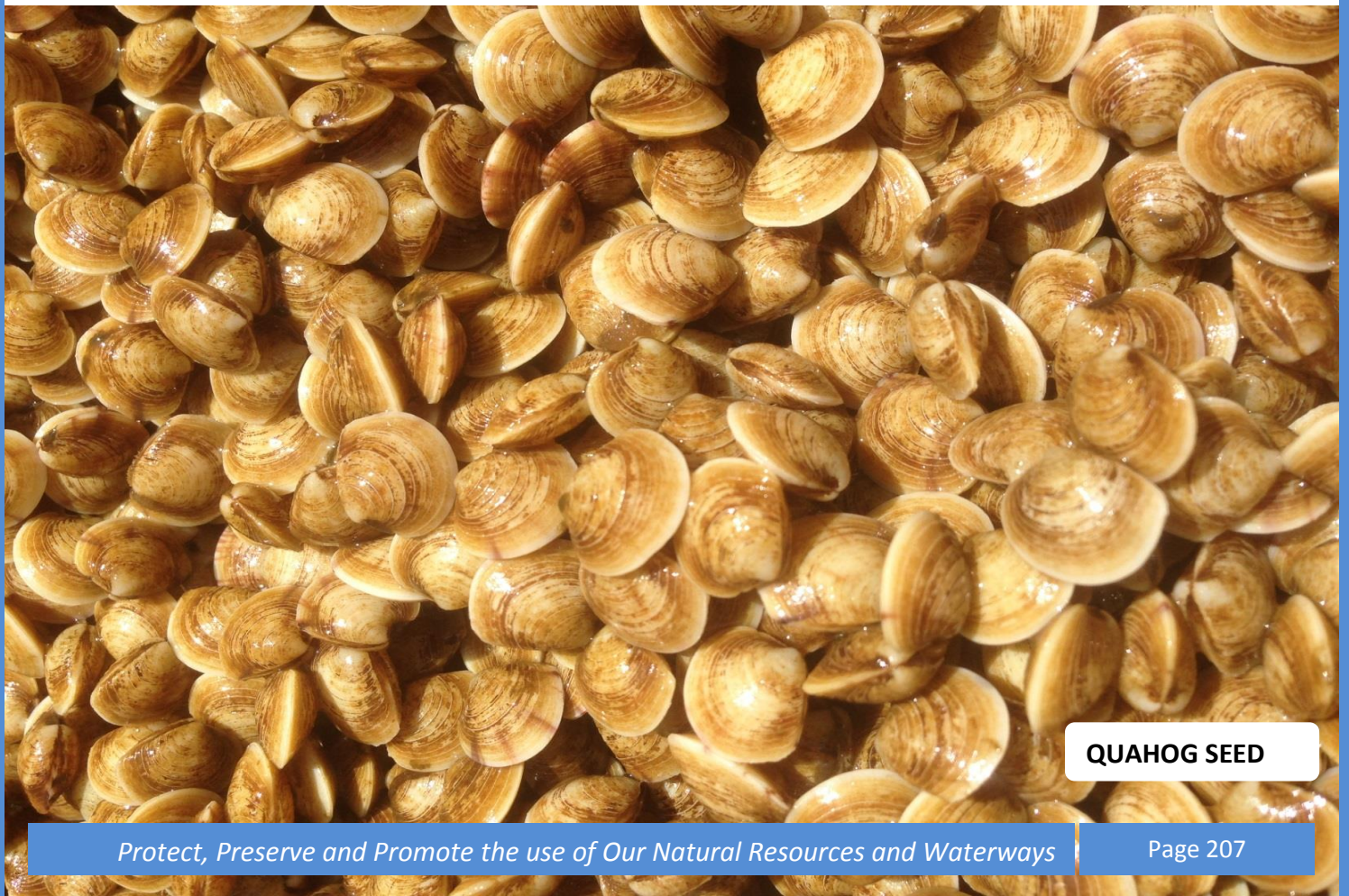
Shellfish Program	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 341,591	\$ 365,055	\$ 362,280	\$ 406,174	\$ 41,119	11.26%
Total Sources	\$ 341,591	\$ 365,055	\$ 362,280	\$ 406,174	\$ 41,119	11.26%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 240,692	\$ 260,805	\$ 262,034	\$ 266,924	\$ 6,119	2.35%
Operating Expenses	100,899	104,250	100,246	104,250	-	0.00%
Capital Outlay	-	-	-	35,000	35,000	0.00%
Total Appropriation	\$ 341,591	\$ 365,055	\$ 362,280	\$ 406,174	\$ 41,119	11.26%

Employee Benefits Allocation:	
Life Insurance	\$ 37
Medicare	2,685
Health Insurance	20,672
County Retirement	40,748
Total Employee Benefits (1)	\$ 64,141
Total Expenditures Including Benefits	\$ 405,732

\$ 43
3,158
22,742
57,974
\$ 83,917
\$ 446,197

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.



QUAHOG SEED

Animal Control Program

Animal Control calls for specialized investigative work in enforcing laws and regulations. When pet owners do not fulfill their responsibilities for their pets, neighbors and the community at large complains, government must establish and enforce laws to regulate pets. Pets owned by individuals who do not accept their responsibilities can have a very detrimental effect on any community. When allowed to roam at will, domestic pets can and do pose a threat to the health, welfare and quality of life of neighbors and citizens as a group. Animal Control at its best is very emotional, often volatile, and requires that those involved be professional, well-trained, and have the ability to effectively deal with people of all social and ethnic backgrounds. Animal Control Officers are responsible for operating an animal control van, capturing animals not kept in compliance with established laws and ordinances, properly housing them, quarantining domestic animals that bite or scratch and often submit suspect animals for testing at State Laboratory for rabies control. Animal Control Officers also respond to wildlife issues and educate the public accordingly.



The program includes but is not limited to the following:

- Impoundment of dogs found running unleashed and at large.
- Investigate animal bites to both humans and animals.
- Respond to emergency services for sick and/or injured animals including both domestic and wildlife.
- Enforce and educate the Town of Barnstable's Dog Control Regulations in conjunction with related Commonwealth of Massachusetts State Statutes and Federal Statutes.
- Identify and return of lost pets.
- Provide quarantine of animals that bite or scratch for observation of zoonotic diseases including rabies.
- Provide aid in the control of animal diseases including rabies control.
- Monitored Barnstable Dog Park.
- Answer animal-related questions, both domestic and wild as posed by citizens or supervisors.
- Investigate animal cruelty and neglect complaints.
- Under new legislation that passes into law by Governor Baker now mandatorily requires animal control officers, in addition to animal cruelty, reporters of child abuse, elder abuse, and abuse against disabled persons.
- Work with sister organizations, state and local Fire Department, Massachusetts Society for the Prevention of Cruelty to Animals (MSPCA) and Animal Rescue League (ARL) of Boston, Cape Wildlife, Elder Services, and Child Welfare.

Animal Control	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 197,363	\$ 224,298	\$ 216,287	\$ 249,328	\$ 25,030	11.16%
Fees, Licenses, Permits	9,158	6,000	7,934	6,000	-	0.00%
Free Cash/Surplus Funds				20,000	20,000	0.00%
Total Sources	\$ 206,520	\$ 230,298	\$ 224,221	\$ 255,328	\$ 25,030	10.87%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 192,510	\$ 205,798	\$ 208,638	\$ 210,828	\$ 5,030	2.44%
Operating Expenses	14,010	24,500	15,583	24,500	-	0.00%
Capital Outlay	-	-	-	20,000	20,000	0.00%
Total Appropriation	\$ 206,520	\$ 230,298	\$ 224,221	\$ 255,328	\$ 25,030	10.87%

Employee Benefits Allocation:		
Life Insurance	\$ 20	\$ 22
Medicare	1,405	1,554
Health Insurance	4,798	6,428
County Retirement	40,748	44,630
Total Employee Benefits (1)	\$ 46,970	\$ 52,634
Total Expenditures Including Benefits	\$ 253,490	\$ 276,854

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.



DISCOVER BARNSTABLE ANIMALS

Performance Measures / Workload Indicators

Workload Indicator	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Recreational Shellfish Permits Issued (represented in permit year)	2,775	2,777	2,900	2,900
Commercial Shellfish Permits Issues	47	47	47	47
Learn to Shellfish Classes (represented in calendar year)	9	6	5	9
Vibrio Compliance Checks (represented in calendar year)	135	150	150	150

Description	2017 Actual	2018 Actual	2018 Estimated	2019 Projected
Actual Vibrio Compliance Checks	135	125	150	150
Required Vibrio Compliance Checks	40	40	40	40
Exceeds Expectations	238%	213%	275%	275%

Federal and state law at 40 checks per year requires vibrio compliance checks. *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 program enforces the statewide plan May - October for all commercially produced and aqua culturally reared oysters within the Town. Vibrio compliance checks made by Natural Resource Officers ensure commercial aqua culturists are correctly following the MA Division of Marine Fisheries Vp. control plan.



SHELLFISH STOCKING

Harbormaster Division

Purpose Statement

The Harbormaster Division of the Marine & Environmental Affairs provides services intended to protect the safety of people and vessels that use our waterways and waterside facilities.



Waterways Safety

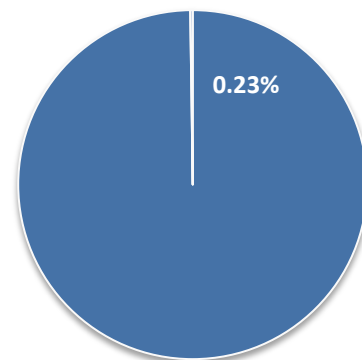


Moorings

Recent Accomplishments

- Used GPS and pinpointed approximately 95% of moorings in Town to determine mooring regulation compliance.
- Offered moorings to people from various town waiting lists and issued 89 new mooring permits to mooring holders.
- Added 25 new names to 5 closed waiting lists through a lottery.
- Offered Harbormaster Geographic Information System (GIS) mooring servicers, which is an online program that improves communication and utilization of mooring fields.
- Pumped out 604 boats and properly disposed of 13,340 gallons of waste.
- Removed 185 gallons of trash from Barnstable waters and landings.
- Responded to 60 calls for service regarding vessels between the months of May and November.

Percentage of FY20 General Fund Budget



The Harbormaster Division comprises 0.23% of the overall General Fund budget.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

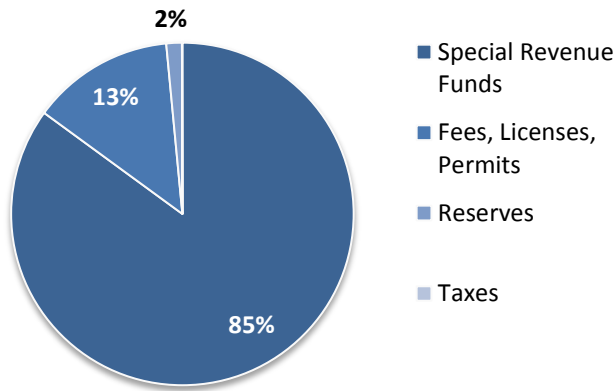
1. Continue GPS pinpointing of all moorings in Town to determine mooring regulation compliance. **(SP: Regulatory Access & Accountability)**
2. Work with licensed mooring servicers to improve mooring placement to utilize mooring fields. **(SP: Regulatory Access & Accountability, Communication)**

Long-Term:

1. Improve mooring enforcement through public information. **(SP: Regulatory Access & Accountability, Communication)**
2. Improve communication and oversight of the licensed mooring servicers. **(SP: Regulatory Access & Accountability, Communication)**
3. Explore implementation of an on-line mooring renewal program. **(SP: Regulatory Access & Accountability, Economic Development, and Communication)**

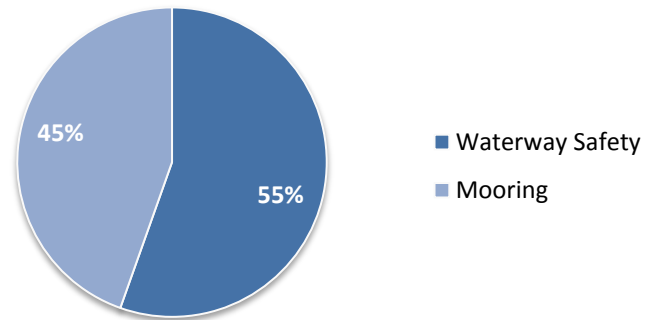
Harbormaster Division Financial Summary

FY20 Source of Funding



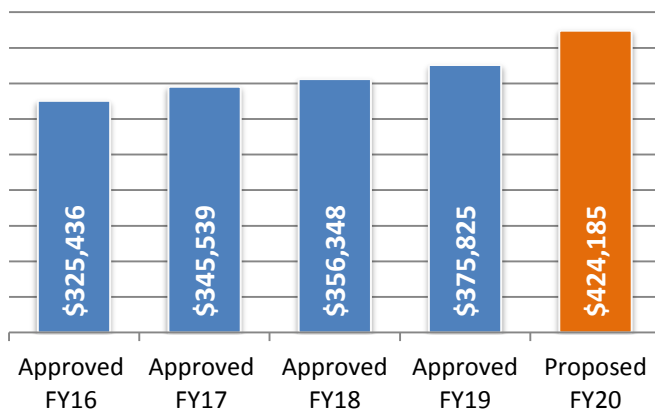
Special revenue provides 85%, fees and permits provide 13%, and reserves provide 2% of the funding for operations. Special revenue is principally derived from the Waterways Improvement Special Revenue Fund.

Harbormaster FY20 Budget By Program



The Waterway Safety program is the largest program area within this division representing 55% of the overall budget.

Harbormaster Division Budget History



The Harbormaster Division budget has increased from \$325,436 in FY16 to \$424,185 proposed for FY20, or 5.15% annually over a five-year period.

FISCAL YEAR 2020 BUDGET

HARBORMASTER DIVISION

GENERAL FUND

Harbormaster Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ -	\$ 32,825	\$ 25,391	\$ 15,185	\$ (17,640)	-53.74%
Fees, Licenses, Permits	53,542	55,000	50,212	55,000	-	0.00%
Special Revenue Funds	288,000	288,000	288,000	348,000	60,000	20.83%
Free Cash/Surplus Funds	-	-	-	6,000	6,000	0.00%
Total Sources	\$ 341,542	\$ 375,825	\$ 363,603	\$ 424,185	\$ 48,360	12.87%
Expenditure Category						
Personnel	\$ 271,972	\$ 323,060	\$ 312,576	\$ 350,420	\$ 27,360	8.47%
Operating Expenses	47,930	52,765	51,027	52,765	-	0.00%
Capital Outlay	-	-	-	21,000	21,000	0.00%
Total Appropriation	\$ 319,902	\$ 375,825	\$ 363,603	\$ 424,185	\$ 48,360	12.87%
Employee Benefits Allocation:						
Life Insurance	\$ 27		\$ 31			
Medicare	3,357		3,120			
Health Insurance	5,981		7,052			
County Retirement	49,507		53,797			
Total Employee Benefits (1)	\$ 58,872		\$ 64,000			
Total Expenditures Including Benefits	\$ 378,774		\$ 427,603			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The Harbormaster FY20 proposed budget is increasing by \$48,360 or 12.9% over FY19 budget. Personnel costs are increasing \$27,360 due to contractual obligations, minimum wage and overtime cost increases and \$18,000 for an increase in seasonal enforcement hours. Operating costs will remain level funded. Capital Outlay costs include \$6,000 to replace some security cameras and \$15,000 for a used vehicle. Tax support is decreasing by \$17,640 as an increase in mooring fees will cover an increased share of the operating costs in this division.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Administrative Assistant	0.50	0.50	0.50	-
Asst Hrbrmst Mooring Officer	1.00	1.00	1.00	-
Asst Hrbrmst Pumpout Boat Operator	1.00	1.00	1.00	-
Dept/Div Assistant	0.80	0.80	0.80	-
Director Marine & Env Affairs	0.30	0.30	0.30	-
Marina Manager/Asst. Harbor Master	-	0.25	0.25	-
Full-time Equivalent Employees	3.60	3.85	3.85	-

Waterways Safety Program

The Waterways Program is divided into several areas of service being provided to the boating public and others using our waterside facilities including:

- Conduct land patrol activities with an eye towards the (improper) use of Town ways to water, boat ramps, other marine facilities, and for violations of Town ordinances.
- Conduct marine (on the water) patrols to ensure compliance with all pertinent state boating laws and local ordinances concerning the use of the waterways. Also to ensure proper stationing of buoys, mooring placement as it effects navigation, and to assist area boaters.
- Providing emergency response for vessels in trouble, overdue vessels, vessels adrift, report oil spills, and rescue response with other agencies.
- Placing, hauling, and maintaining approximately 200 aids to navigation (channel markers, regulatory buoys and signs, and breakwater lights) which enable boaters to safely navigate through our harbors. These are placed in early spring and removed in late fall. All buoys are repainted and fitted with new tackle, as needed.
- Provide pump out service in the Three Bays area by boaters, in Barnstable Harbor by use of a dockside facility, and in Hyannis Harbor by boat and by a shore side facility. Since the start of this service, water quality has improved.
- Oversee the daily operation of Blish Point boat ramp in Barnstable, including the collection and pay over of fees.

Fees collected at the Blish Point boat ramp during the summer of 2018 were \$29,904.

Harbormasters are mandated to enforce various Mass. General Laws (MGL), including MGL Ch. 90B (Motorboat Laws), Ch. 91 Sec. 10A with respect to moorings, Ch. 91 Sec. 10C concerning docking of commercial vessels, MGL Sec. 17-28 which deals with the stationing of vessels, powers of the harbormaster, and obstructing access. The Division is also responsible for enforcing Town Ordinances – Ch. 3 Articles 14 and 33 (Use of waterways and houseboats).



Waterways Safety	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ -	\$ 24,186	\$ 22,809	\$ 15,185	\$ (9,001)	-37.22%
Fees, Licenses, Permits	53,542	55,000	50,212	55,000	-	0.00%
Special Revenue Funds	118,000	118,000	118,000	150,608	32,608	27.63%
Reserves	-	-	-	6,000	6,000	0.00%
Total Sources	\$ 171,542	\$ 197,186	\$ 191,021	\$ 226,793	\$ 29,607	15.01%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 123,390	\$ 159,801	\$ 154,503	\$ 183,408	\$ 23,607	14.77%
Operating Expenses	36,166	37,385	36,518	37,385	-	0.00%
Capital Outlay	-	-	-	6,000	6,000	0.00%
Total Appropriation	\$ 159,555	\$ 197,186	\$ 191,021	\$ 226,793	\$ 29,607	15.01%

Employee Benefits Allocation:		
Life Insurance	\$ 3	\$ 5
Medicare	1,495	1,255
Health Insurance	2,993	3,357
County Retirement	22,373	22,287
Total Employee Benefits (1)	\$ 26,864	\$ 26,905
Total Expenditures Including Benefits	\$ 186,419	\$ 217,926

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.



HYANNIS YACHT CLUB MOORING FIELD

Mooring Program

Under MGL Ch. 91, Sec. 10A, a Harbormaster is empowered to authorize by permit, on a temporary basis, the mooring of floats or rafts held by anchors or bottom moorings - upon such terms and conditions the Harbormaster deems necessary.

In keeping with the spirit and intent of this law, a mooring program was established. The program's intent is to provide efficient utilization of harbor areas, to improve the safety of moored vessels, and to provide adequate space for the enjoyment of all users of the harbors. This is done by controlling the placement of moorings, establishing standards for mooring tackle, and by establishing regular, systematic mooring inspections.



The mooring process is a complex process involving:

- Regulation review and promulgation,
- Fee collection and making payments to Town Treasurer,
- Annual issuance of permits, stickers and tags,
- Oversight of mooring inspections and placement,
- Renewal by mail program,
- Working with Assessor's and Tax Collector's offices for compliance of boat excise laws,
- Data entry and update,
- Mooring enforcement,
- Mooring wait list fee collection and administration,
- Oversight and monitoring of licensed mooring servicers; and
- Removal illegal and abandoned moorings.

Revenue generated from this program for calendar year 2018 was approximately \$250,930

The program oversees the placement and permitting of over 2,323 moorings throughout the Town. Because the demand far exceeds the supply, waiting lists for most of our mooring areas have been established - and we now have over 1,341 entries on twenty-seven waiting lists.

FISCAL YEAR 2020 BUDGET

HARBORMASTER DIVISION

GENERAL FUND

Mooring	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ -	\$ 8,639	\$ 2,582	\$ -	\$ (8,639)	-100.00%
Special Revenue Funds	170,000	170,000	170,000	197,392	27,392	16.11%
Total Sources	\$ 170,000	\$ 178,639	\$ 172,582	\$ 197,392	\$ 18,753	10.50%

Expenditure Category						
Personnel	\$ 148,582	\$ 163,259	\$ 158,073	\$ 167,012	\$ 3,753	2.30%
Operating Expenses	11,765	15,380	14,509	15,380	-	0.00%
Capital Outlay	-	-	-	15,000	15,000	0.00%
Total Appropriation	\$ 160,347	\$ 178,639	\$ 172,582	\$ 197,392	\$ 18,753	10.50%

Employee Benefits Allocation:		
Life Insurance	\$ 24	\$ 26
Medicare	1,861	1,865
Health Insurance	2,988	3,694
County Retirement	27,134	31,510
Total Employee Benefits (1)	\$ 32,007	\$ 37,095
Total Expenditures Including Benefits	\$ 192,355	\$ 209,677

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Performance Measures / Workload Indicators

Mooring Program

Workload Indicator	FY 2017	FY 2018	FY 2019	FY 2020
Mooring Program	Actual	Actual	Estimated	Projected
Mooring Permits Processed	2,309	2,323	2,325	2,340

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

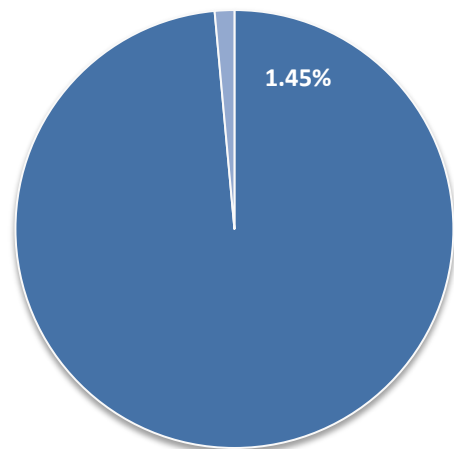
Community Services Department



Purpose Statement

The Community Services General Fund operations are comprised of three divisions, whose purpose is to maintain programmatic oversight of the Town’s senior programs, beaches, playing fields, community buildings, community relations, and public information. This also includes providing an array of educational, recreation, wellness and leisure services to the citizens of Barnstable that appeal to a wide range of ages and interests, as well as those that will preserve and protect our natural environment. The department also serves as liaison to Veterans Services.

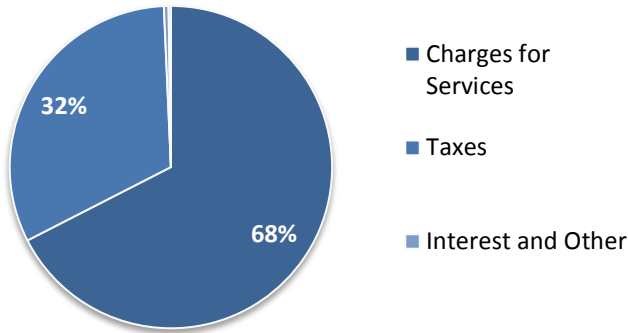
Percentage of FY20 General Fund Budget



The Community Services Department comprises 1.45% of the total General Fund budget.

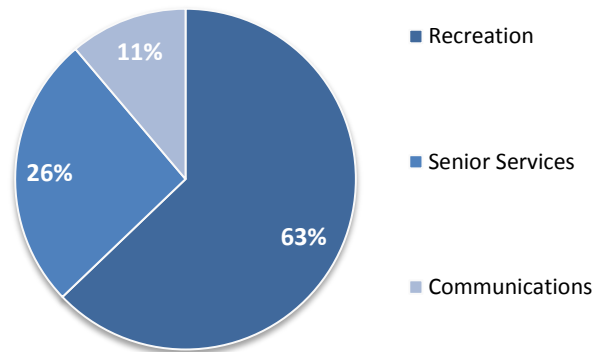
Community Services Department Financial Summary

FY20 Source of Funding



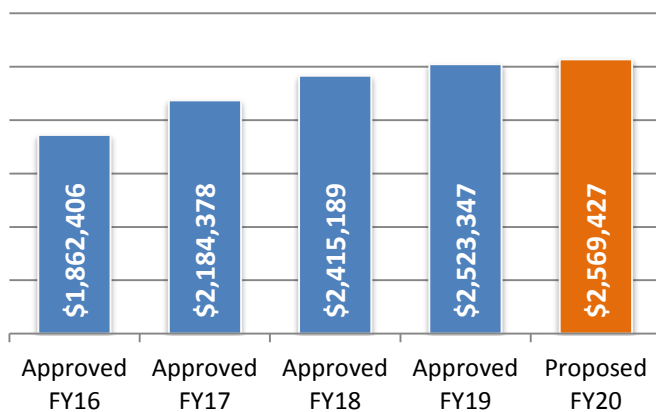
Charges for services provides 68% of all funding sources while taxes provide 32%.

FY20 Community Services Department Budget By Division



Recreation is the largest division in the department representing 63% of the budget followed by Senior Services at 26%, and Communications at 11%.

Community Services Department Budget History



The department’s budget has grown from \$1.86 million in FY16 to \$2.56 million proposed for FY20 over the five-year period, or 7.6% annually. The spike in FY17 is due to the Adult Social Day program being added as a General Fund program which was previously accounted for within the Special Revenue Funds.

Community Services Department	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 603,143	\$ 771,347	\$ 616,961	\$ 817,427	\$ 46,080	5.97%
Fees, Licenses, Permits	2,077	6,000	3,400	6,000	-	0.00%
Charges for Services	1,787,322	1,734,000	1,842,749	1,734,000	-	0.00%
Interest and Other	18,999	12,000	14,365	12,000	-	0.00%
Enterprise Funds	2,776	-	-	-	-	0.00%
Total Sources	\$ 2,414,316	\$ 2,523,347	\$ 2,477,475	\$ 2,569,427	\$ 46,080	1.83%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 2,191,568	\$ 2,337,947	\$ 2,300,375	\$ 2,397,527	\$ 59,580	2.55%
Operating Expenses	147,191	156,400	148,182	159,900	3,500	2.24%
Capital Outlay	75,557	29,000	28,918	12,000	(17,000)	-58.62%
Total Appropriation	\$ 2,414,316	\$ 2,523,347	\$ 2,477,475	\$ 2,569,427	\$ 46,080	1.83%

Employee Benefits Allocation:		
Life Insurance	\$ 100	\$ 111
Medicare	29,140	28,561
Health Insurance	69,650	89,937
County Retirement	403,281	311,554
Total Employee Benefits (1)	\$ 502,170	\$ 430,164
Total Expenditures Including Benefits	\$ 2,916,487	\$ 2,907,640

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

Community Services Department FY20 proposed budget is increasing by \$46,080 or 1.83% over FY19 budget. Personnel costs are increasing by \$59,580 due to contractual obligations and an increase in the state minimum wage which impacts all seasonal employees. Operating costs will increase by \$3,500 to maintain CPR equipment. Capital Outlay costs of \$12,000 will support the replacement of aquatic equipment. Tax support is increasing \$46,080 to cover the increased costs in the operating budget.

Additional Funding Recommended

Recreation

1. Minimum Wage Adjustment

\$70,500 Requested
\$70,500 Recommended

The Massachusetts Minimum Wage Act gradually increases the minimum wage in Massachusetts from \$11/hour to \$15/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.

2. CPR Training Equipment

\$3,500 Requested
\$3,500 Recommended

The new CPR training equipment will provide up to date CPR training for our full-time and seasonal staff. This new equipment provides instant feedback to staff on their performance with chest compressions. Our full-time and seasonal staff needs updated CPR equipment to practice and learn lifesaving skills. The current equipment has reached its useful life and needs to be replaced.

3. Aquatic Equipment

\$12,000 Requested
\$12,000 Recommended

This is part of an on-going multiyear effort to replace picnic tables, grills, and benches at various locations to avoid any safety hazards and keep these assets functional throughout the town’s parks..



FENCING

Recreation Division

Purpose Statement

The Recreation Division is committed to providing leisure opportunities to improve the quality of life in our community through exceptional and affordable programs and services.



Activities Program

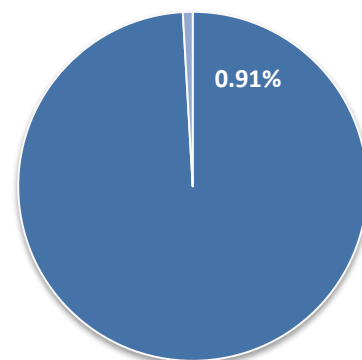


Aquatics Program

Recent Accomplishments

- All employment hiring processes were done on-line with new software. We worked collaboratively in training all full-time and seasonal staff in the process.
- We received a 9.7 rating out of 10 for all recreation programs using the Customer Satisfaction Rating System developed for program evaluations (using national standards) for all recreation programs.
- Program participation increased by 12.5%.
- Won the Cape Cod Lifesaving Competition 10 years in a row for the Non-Surf Beaches.
- Re-certified all Water Safety Instructors in new American Red Cross Swim Program.
- The Division successfully developed and implemented additional programs to meet the needs of our community: Intro to Softball and Thursday R.E.C. Program (to build community with Special Needs members of the HYCC).

Percentage of FY20 General Fund Budget



The Recreation Division comprises 0.91% of the overall General Fund budget.

Additional Recent Accomplishments

- Completed the Skate Park renovations and had a Re-opening Celebration Competition.
- Working with the Planning and Development Department, obtained a Community Development Block Grant (CDBG) giving the Town the opportunity to expand our youth program scholarships to include low-income families in addition to poverty level income families.
- Updated Town infields with the Sand Pro equipment, making the fields safer and more playable.
- Attended the National Recreation Conference to make sure we are on the cutting edge of programming and following the best management practices in our Division while thinking of new trends for our community.
- Completed Tennis/Pickleball Courts in Osterville.
- Lifeguard Jake Avery was awarded the National Red Cross Award as well as the 2018 Red Cross Heroes for Cape Cod, the Islands, and Southeast MA Chapter Award for the rescue of an 18-month old boy who was choking at Craigville Beach.
- The Barnstable Youth Commission presented its fourth Annual Community Prevention Forum and Seventh Grade Youth Summit at Cape Cod Community College. The Commission attained donations from Five Star Bus, Caroline Fries Memorial Foundation, Cape Cod Healthcare, John F. Kennedy Memorial Trust Fund, Barnstable Police Department Unions, Barnstable Municipal Employees Association and various businesses to fund the events.

**ARCHERY**

Additional Recent Accomplishments

- Collaborated with Information Technology and completed Leisure Program required forms to be included in on-line registration.
- An additional Leisure Program was added to fill the need with turning away over 100 people from the Grade 1-5 Leisure Program in 2018.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term: (Activity, Aquatic and Revolving)

1. Certify all Lifeguards in "Stop the Bleed". **(SP: Education, Safety, and Quality of Life)**
2. Continue the website improvements with updated pictures and specifics of what Recreation offers. **(SP: Education and Quality of Life)**
3. Obtain funding, develop, and implement a 6th Annual 7th Grade Youth Summit and Community Prevention Forum with the Barnstable Youth Commission. **(SP: Education, Finance, and Quality of Life)**
4. Continue to develop and implement Recreation Programs that are requested by residents and visitors of the Town of Barnstable that are affordable and able to be provided through our revolving fund (i.e. STEM programs, inter-generational programs). **(SP: Education and Quality of Life)**
5. Actively pursue available grant funding to help sustain our services and offset program costs, (specifically the Youth Summit, Program Scholarships, and Mommy Mixer Programs). **(SP: Finance)**
6. Obtain new Youth Commissioners as we have four (4) who will be ineligible in 2019 – continue to include other high schools in the Town of Barnstable. **(SP: Education and Quality of Life)**
7. Develop and present the 4TH Annual Youth Job Fair with HYCC advertisers and Barnstable Youth Commission. Include educational opportunities on "How to (fill out an application, resume writing, and interviewing skills) Education." Bring together local businesses and youth. **(SP: Education and Quality of Life)**
8. Present continuing education units at the Massachusetts Recreation and Parks Association (MRPA) Conference. Our Barnstable Aquatic Manuals & Orientations will be used as a State model to assist other Recreation Professionals develop their own Staff Operational Manuals & prepare staff at orientations. **(SP: Safety, Education, and Quality of Life)**
9. Work with Human Resources to fine-tune the Clear Company on-line job applications and onboarding in its second year. **(SP: Quality of Life)**
10. Test automated Daily Parking Permits at Kalmus Park Beach to improve the Beach Gate operations. **(SP: Finance and Quality of Life)**

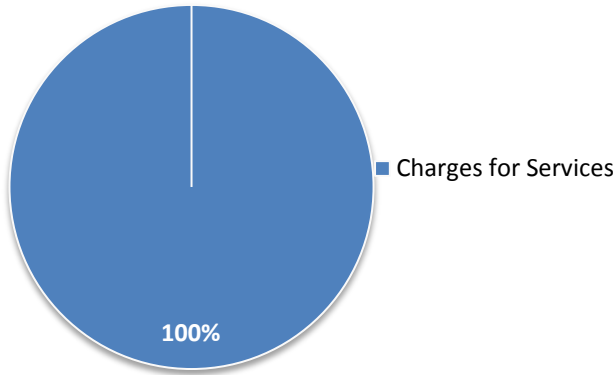
Long-Term: (Activity, Aquatic and Revolving)

1. Work cooperatively with the Department of Public Works, Osterville Village Association, and Town to develop a comprehensive strategic plan for the Osterville Bay Fields, grounds, and facilities. **(SP: Infrastructure and Quality of Life)**
2. Through Town of Barnstable resources, provide educational outreach to our residents and taxpayers regarding all recreational Human Resources opportunities (i.e. high school and youth-oriented job fairs, etc.) especially for our Youth. **(SP: Education, Communication, and Quality of Life)**
3. Continue working closely and cooperatively with the DPW in upgrading and maintaining the following Town of Barnstable recreation facilities: beach buildings, community buildings, Skatepark, outdoor play areas, playgrounds, and Town athletic facilities. **(SP: Finance, Infrastructure, and Quality of Life)**
4. Coordinate Volunteer workdays for all ball fields, Disc Golf Course, and beach facilities to assist in the overall maintenance. **(SP: Infrastructure and Quality of Life)**
5. Increase awareness and gain creditability with the Youth for the Town of Barnstable Youth Commission. **(SP: Education, Communication, and Quality of Life)**



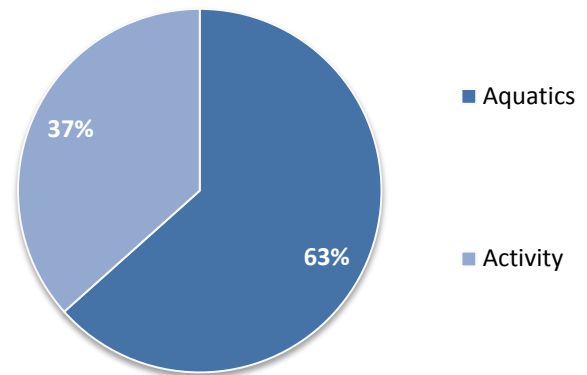
Recreation Division Financial Summary

FY20 Source of Funding



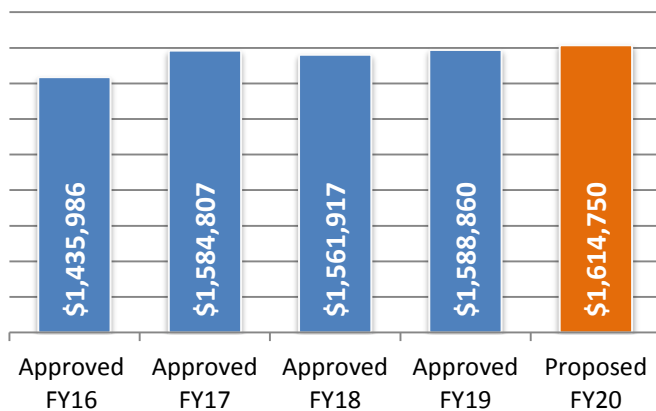
Charges for services provide 100% of the operation’s funding.

Recreation Division FY20 Budget By Program



The Aquatics Program is the largest program in the division comprising 63% of the budget.

Recreation Division Budget History



This budget has increased from \$1.435 million in FY16 to \$1.615 million proposed for FY20, or 2.49% annually. Due to the state mandatory minimum wage increases, an increase in seasonal wage costs represent the largest contribution to the increase for this operation.

Recreation	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Charges for Services	\$ 1,695,957	\$ 1,644,000	\$ 1,757,807	\$ 1,644,000	\$ -	0.00%
Interest and Other	13,475	12,000	8,213	12,000	-	0.00%
Enterprise Funds	2,776	-	-	-	-	0.00%
Total Sources	\$ 1,712,208	\$ 1,656,000	\$ 1,766,020	\$ 1,656,000	\$ -	0.00%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 1,381,109	\$ 1,460,860	\$ 1,430,815	\$ 1,500,250	\$ 39,390	2.70%
Operating Expenses	94,408	99,000	96,661	102,500	3,500	3.54%
Capital Outlay	75,557	29,000	28,918	12,000	(17,000)	-58.62%
Total Appropriation	\$ 1,551,074	\$ 1,588,860	\$ 1,556,394	\$ 1,614,750	\$ 25,890	1.63%

Employee Benefits Allocation:		
Life Insurance	\$ 24	\$ 31
Medicare	18,281	17,082
Health Insurance	19,004	25,689
County Retirement	231,596	131,985
Total Employee Benefits (1)	\$ 268,906	\$ 174,788
Total Expenditures Including Benefits	\$ 1,819,979	\$ 1,731,182

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The Recreation Division’s FY20 proposed budget is increasing by \$25,890 or 1.63% over the FY19 budget. Personnel costs are increasing \$39,390 due to contractual obligations including \$70,500 for the minimum wage increase offset by a reallocation of some full-time salaried employees to the Hyannis Youth and Community Center Enterprise Fund. Operating cost will increase \$3,500 to purchase and maintain CPR equipment. Capital Outlay costs include \$12,000 for recreation equipment such as, picnic tables, grills, benches, and aquatic equipment. This division requires no tax support.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Asst Dir. Recreation & Leisure	1.00	1.00	0.90	(0.10)
Community Services Director	0.10	0.10	0.10	-
Dept/Div Assistant	1.00	1.00	1.00	-
Director of Recreation	1.00	1.00	0.75	(0.25)
Financial Supervisor	0.50	0.50	0.50	-
Principal Dept/Div Assistant	1.00	1.00	1.00	-
Program Coordinator	3.00	3.00	3.00	-
Full-time Equivalent Employees	7.60	7.60	7.25	(0.35)

Description of Division Services Provided

The Recreation Division is comprised of two General Fund programs and one Revolving Fund Program. The General Fund programs include Activities and Aquatics. In addition, within these programs, expansion and additional innovative activities take place through the Division’s Revolving Fund Programs.

Activities Program

The purpose of the Activity Program is to provide an array of social, intellectual, and physical opportunities to our citizens so they can enhance their lifestyles through positive leisure experiences. The Town recognizes the Recreation Division as a significant revenue producer. However, the Town is sensitive to the respective fees charged for services to our residents/taxpayers. In FY 2018, the percentage recovered within the Activity Program was 30%. The Division is able to offer additional activities through the Revolving Fund Program. The Revolving Fund does not cover indirect costs of existing staff, facility uses, and overhead. The Division annually develops and implements a needs assessment program to determine the accuracy of the comprehensive program through the customer satisfaction rating done for all activities.



Activities	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 534,579	\$ 468,360	\$ 493,860	\$ 506,174	\$ 37,814	8.07%
Charges for Services	77,069	73,000	81,025	73,000	-	0.00%
Interest and Other	13,475	12,000	8,213	12,000	-	0.00%
Enterprise Funds	1,388	-	-	-	-	0.00%
Total Sources	\$ 626,511	\$ 553,360	\$ 583,098	\$ 591,174	\$ 37,814	6.83%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 541,188	\$ 498,640	\$ 528,149	\$ 536,454	\$ 37,814	7.58%
Operating Expenses	53,542	54,720	54,949	54,720	-	0.00%
Capital Outlay	31,781	-	-	-	-	0.00%
Total Appropriation	\$ 626,511	\$ 553,360	\$ 583,098	\$ 591,174	\$ 37,814	6.83%

Employee Benefits Allocation:			
Life Insurance	\$ 12		\$ 19
Medicare	6,127		6,407
Health Insurance	16,765		22,356
County Retirement	138,990		79,674
Total Employee Benefits (1)	\$ 161,894		\$ 108,456
Total Expenditures Including Benefits	\$ 788,404		\$ 691,554

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Aquatics Program

The purpose of the Aquatics Program is to provide a friendly, clean, and safe aquatic environment to all patrons, through effective controlled management at the various Town beaches, ponds, and lakes. The program provides and maintains aquatic services at sixteen Town beach sites. In working closely with the DPW, the various beach areas are receiving much of the attention they require resulting in more beach patrons frequenting the Town sites. The Recreation Division continues to assist the Marine & Environmental Affairs Department with the water safety component of Sandy Neck Beach Park. The various activities within this program begin on Memorial Weekend and conclude on Labor Day.



Aquatics	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Charges for Services	\$ 1,618,888	\$ 1,571,000	\$ 1,676,782	\$ 1,571,000	\$ -	0.00%
Enterprise Funds	1,388	-	-	-	-	0.00%
Total Sources	\$ 1,620,276	\$ 1,571,000	\$ 1,676,782	\$ 1,571,000	\$ -	0.00%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 839,921	\$ 962,220	\$ 902,666	\$ 963,796	\$ 1,576	0.16%
Operating Expenses	40,866	44,280	41,712	47,780	3,500	7.90%
Capital Outlay	43,775	29,000	28,918	12,000	(17,000)	-58.62%
Total Appropriation	\$ 924,563	\$ 1,035,500	\$ 973,296	\$ 1,023,576	\$ (11,924)	-1.15%

Employee Benefits Allocation:	
Life Insurance	\$ 12
Medicare	12,154
Health Insurance	2,239
County Retirement	92,606
Total Employee Benefits (1)	\$ 107,012
Total Expenditures Including Benefits	\$ 1,031,575

\$ 12
10,675
3,334
52,312
\$ 66,332
\$ 1,039,628

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Senior Services Division

Purpose Statement

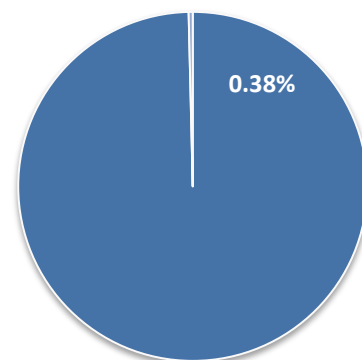
The Senior Services Division supports older adults in our community by providing programs and services designed to optimize their quality of life and help them maintain their independence so they may successfully age-in-place in Barnstable. Our vision at the Barnstable Senior Center is to provide an inclusive, diverse, and welcoming environment and to offer opportunities that engage, enrich, and empower our older residents. By offering a broad spectrum of programs and services, ranging from advocacy, transportation, adult supportive day, caregiver assistance, volunteer opportunities and social, educational and wellness activities, we are helping to ensure that our citizens continue to thrive as they age and remain physically, mentally and civically engaged in the Barnstable community.

Recent Accomplishments

- To help guide future planning efforts, a community survey was distributed to town residents with the annual municipal census. Almost 2,000 completed surveys were returned with 98.5% of respondents stating that the Barnstable Senior Center is a vital resource for older adults in our community. A majority of respondents supported the addition of evening programming and favored establishing a new name for the facility that is more inclusive of and appealing to the 50+ population. In response to the community need for increased access to our programs, the Senior Center introduced expanded hours in October and is moving forward with a rebranding project that received overwhelming support during the Community Conversation forums that we hosted in September.
- The Friends of the Barnstable Council on Aging (FBCOA) generously provided funding for a three-year lease on a hybrid Toyota Camry. We are enormously grateful to the FBCOA for their continued support of our transportation program that helps older people who can no longer drive to maintain their independence. The FBCOA also provided funding for a number of special events and programs throughout the year.



Percentage of FY20 General Fund Budget



The Senior Services Division budget comprises 0.38% of the overall General Fund operating budget.

Additional Recent Accomplishments

- In June, we hosted our 2nd Annual Intergenerational Tea in partnership with the Barnstable High School Class of 2020. All town residents aged 90 and above were invited to attend to celebrate the incredible longevity that exists in our community and engage with the students. During the event, we honored Barnstable's oldest resident, 105 year old Dorothy Robinson, and after tea and conversation, participants had the opportunity to enjoy a fun and interactive virtual reality experience.
- In partnership with the Councils on Aging in all fifteen towns on Cape Cod, the Senior Services Division collaborated with Barnstable County's Human Services Department on the regional "Healthy Aging Cape Cod" project.
- We successfully transitioned to the "My Senior Center" software program, which integrated our various programs into one system for visit check-ins, program registration, and reporting.
- The Barnstable Senior Center was profiled by WCAI as part of a series entitled "The Changing Face of Aging." Cape Cod Healthcare News and Prime Time Magazine discussed how the baby boomer generation is forcing Senior Centers to explore new ways to connect with the emerging generation of older adults and how Barnstable Senior center is responding in a proactive manner as noted in the articles.
- Our Outreach Program convened a meeting of local human services agencies, healthcare providers, and faith-based institutions for the purpose of sharing information about the support services we provide to older citizens and learning how we can collaborate to strengthen the safety net for older people in our community.
- We received a formula grant from the Executive Office of Elder Affairs for \$124,596. This grant provides a major source of funding and covers the cost of staff positions including the Activity Coordinator, Marketing, and Events Coordinator and partially funds our Outreach Coordinator and Custodian salaries and helps to offset vehicle maintenance expenses and mailing costs for the Compass magazine.
- We are grateful to Elder Services of Cape Cod and the Islands for awarding us a \$6,000 Title III E grant and the Cape Cod Regional Transit Authority for a \$5,058 gift to help support our transportation program.
- Thanks to continued funding from the Gale and Lesbian Equity (GALE) Fund, we continued to offer social programming for LGBTQ older adults providing a valuable opportunity for social connection.
- We introduced the Caregiver Walking Program at the Hyannis Youth and Community Center and offered the Savvy Caregiver program.
- We hosted our Healthy Living Expo during National Senior Center month in September to promote healthy aging and active living.
- On March 29th, the Cape Cod Vet Center hosted a moving Vietnam Veterans Recognition Ceremony at the Barnstable Senior Center.
- We collaborated with the Veterans Services Division for our annual Intergenerational Memorial Day Ceremony and were deeply honored to have local World War II, Korean War, and Vietnam Veterans join us for a roundtable discussion and flag ceremony with students from Barnstable High School.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

1. Continue to collaborate with Barnstable County Human Services Department, the Councils on Aging throughout Cape Cod and Town staff on the regional "Healthy Aging Cape Cod" project. **(SP: Education, Communication, and Public Health and Safety)**
2. Continue to work with the Council on Aging to move forward with a rebranding project for the Barnstable Senior Center. **(SP: Education and Communication)**
3. Collaborate with the Council on Aging and the Friends of the Barnstable Council on Aging to plan the Senior Center's 20th anniversary celebration on June 2019. **(SP: Education and Communication)**
4. Work in an advisory capacity with interested volunteers to facilitate the creation of a "village" program to provide support and assistance to older adults throughout the seven villages. **(SP: Education, Communication, and Public Health and Safety)**
5. Work with the Department of Public Works to ensure the successful installation of an emergency generator at the Barnstable Senior Center. **(SP: Public Health and Safety and Infrastructure)**
6. Continue to work on facility improvements with the Structures and Grounds Division including an update to the kitchen and repair of the sprinkler system and balcony. **(SP: Public Health and Safety and Infrastructure)**
7. Join the AARP Age-Friendly/Livable Community Network. **(SP: Infrastructure, Education, Communication, and Public Health and Safety)**
8. Continue to offer social and educational programming for LGBT older adults and conduct outreach to the LGBTQ older adult community to increase access to our services and provide a welcoming, inclusive, and supportive environment. **(SP: Education and Communication)**
9. Continue to promote awareness of the Adult Supportive Day program and caregiver resources to provide respite to caregivers and increase program attendance. **(SP: Education and Communication)**
10. Use data from the 2018 Senior Services Division survey and Community Conversations questionnaires to expand our menu of programs and activities and continue to develop targeted outreach and marketing efforts to expand knowledge and awareness of the Barnstable Senior Center among town residents. **(SP: Education and Communication)**
11. Actively pursue available grant funding to help sustain our services and offset program costs, including our adult supportive day and transportation programs. **(SP: Finance)**
12. Continue to enhance our volunteer recruitment and retention program to attract new volunteers to the Center. **(SP: Education and Communication)**
13. Continue to engage with our aging services partners and participate in regional aging and human service networks to assess and address the growing needs of the aging community so we can ensure that all older people can age successfully and maintain a high quality of life. **(SP: Public Health and Safety, Education, and Communication)**

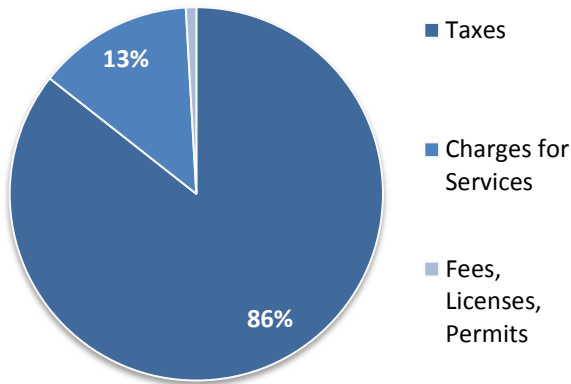
Long-Term:

1. Continue to restructure, develop, and enhance programs and services that improve the lives of Barnstable's older population including advocacy, transportation, and caregiver services to ensure that our efforts to assist older residents to age in place and maintain their independence are maintained. **(SP: Public Health and Safety, Education, and Communication)**
2. Continue to reach out to a more diverse population that more accurately reflects the changing demographics of the Town of Barnstable. **(SP: Education and Communication)**
3. Pursue the National Council on Aging accreditation process. **(SP: Education and Communication)**
4. Maintain commitment to community-wide marketing efforts including social media, monthly government access television shows, The Compass newsletter, weekly e-newsletter, and continue to develop innovative marketing strategies. **(SP: Education and Communication)**



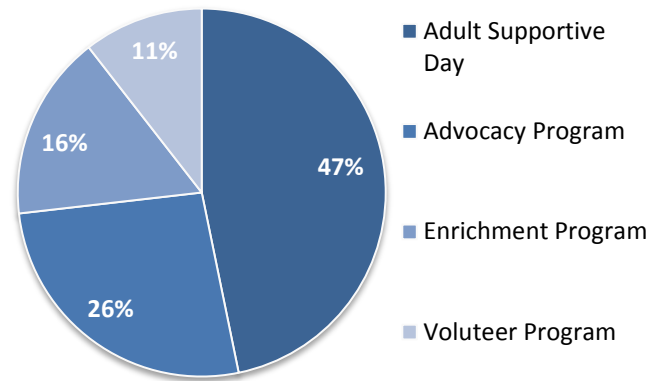
Senior Services Division Financial Summary

FY20 Source of Funding



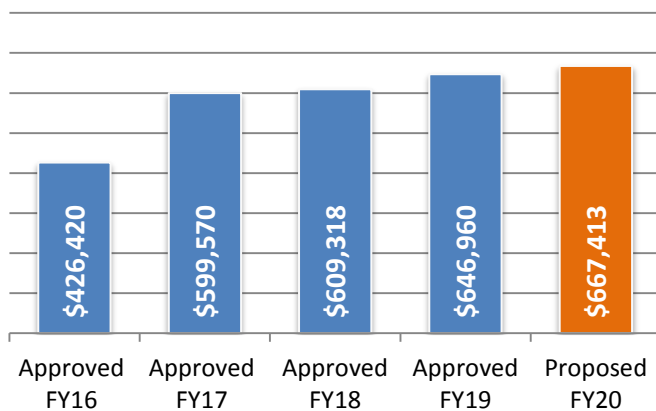
Taxes provide 86% of the funding for this operation. Charges for services provide 13%, which are mainly derived from the Adult Supportive Day Program.

Senior Services Division FY20 Budget By Program



Adult Supportive Day Program is the largest program area in this division representing 47% of the overall budget.

Senior Services Division Budget History



The division’s budget has increased from \$426,420 in FY16 to a proposed amount of \$667,413 in FY20 over the five-year period, or 11.3% annually. The spike in FY17 is due to the Adult Supportive Day Program being integrated into the General Fund.

Senior Services	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 490,304	\$ 550,960	\$ 534,244	\$ 571,413	\$ 20,453	3.71%
Fees, Licenses, Permits	2,077	6,000	3,400	6,000	-	0.00%
Charges for Services	91,365	90,000	84,942	90,000	-	0.00%
Interest and Other	5,524	-	6,152	-	-	0.00%
Total Sources	\$ 589,270	\$ 646,960	\$ 628,738	\$ 667,413	\$ 20,453	3.16%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 539,130	\$ 597,060	\$ 582,863	\$ 617,513	\$ 20,453	3.43%
Operating Expenses	50,140	49,900	45,875	49,900	-	0.00%
Total Appropriation	\$ 589,270	\$ 646,960	\$ 628,738	\$ 667,413	\$ 20,453	3.16%

Employee Benefits Allocation:		
Life Insurance	\$ 54	\$ 63
Medicare	7,310	7,832
Health Insurance	29,303	33,022
County Retirement	126,033	116,502
Total Employee Benefits (1)	\$ 162,700	\$ 157,419
Total Expenditures Including Benefits	\$ 751,970	\$ 786,157

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The Senior Services Division’s FY20 proposed budget is increasing by \$20,453 or 3.16% over FY19 budget. Personnel costs represent the entire increase in the budget. All cost increases are due to contractual obligations. Taxes will provide for the increase in the budget.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Adult Social Day Care Coordinator	1.00	1.00	1.00	-
Adult Supportive Day Program Aide	1.50	1.50	1.50	-
Assistant Director Senior Services	0.75	1.00	1.00	-
Community Services Director	0.10	0.10	0.10	-
Custodian	0.85	1.05	1.05	-
Director Senior Services	1.00	1.00	1.00	-
Division Assistant	1.00	1.35	1.35	-
Outreach & Development Coordinator	1.00	1.00	1.00	-
Outreach & Transportation Coordinator	0.75	0.75	0.75	-
Principal Assistant	1.00	1.00	1.00	-
Van Driver	0.75	0.95	0.95	-
Full-time Equivalent Employees	9.70	10.70	10.70	-

Description of Division Services Provided

The Senior Services Division has long been the gateway for older people in the Town of Barnstable to access programs and services to provide support and help them maintain their independence. According to Census 2010 data, 28.4% of the Town’s population is over 60 and there are 12,845 older adults spread throughout the seven villages of Barnstable. Demographic projections indicate that this cohort will rise steadily in the coming years and is projected to reach 42% by 2030, placing an increasing demand on the Senior Services Division to continue to meet the needs of older residents in our community. We are responding to this by identifying and providing needed programs and services. The Senior Services Division is proud to offer a wide array of opportunities for interaction, assistance, engaging our older citizens to stay connected to their community and our programs, and services help them to maintain a healthy and active lifestyle.

Adult Supportive Day Program

The Adult Supportive Day Program fills a vital need in our community for caregiver respite and participant support. Staffed by a full-time Program Coordinator and three part-time Program Assistants, this program seeks to meet the needs of older adults who cannot, or do not wish to stay alone at home during the day. The Adult Supportive Day Program reduces the stress associated with caregiving by providing much-needed respite for the caregiver and helping their loved-ones to age-in-place in our community. Our Adult Supportive Day Program offers a full day of structured, therapeutic activities five days per week, Monday-Friday from 9:00 a.m.-3:00 p.m. Program participants pay a daily rate for services, on a sliding scale basis, and in some cases are eligible for reimbursement for part of the costs from other organizations in the community.



Adult Supportive Day	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 153,172	\$ 202,450	\$ 171,347	\$ 222,214	\$ 19,764	9.76%
Charges for Services	91,365	90,000	84,942	90,000	-	0.00%
Interest and Other	5,524	-	6,152	-	-	0.00%
Total Sources	\$ 250,061	\$ 292,450	\$ 262,441	\$ 312,214	\$ 19,764	6.76%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 234,224	\$ 267,525	\$ 245,665	\$ 287,289	\$ 19,764	7.39%
Operating Expenses	15,837	24,925	16,776	24,925	-	0.00%
Total Appropriation	\$ 250,061	\$ 292,450	\$ 262,441	\$ 312,214	\$ 19,764	6.76%

Employee Benefits Allocation:	
Life Insurance	\$ 21
Medicare	3,224
Health Insurance	10,010
County Retirement	60,436
Total Employee Benefits (1)	\$ 73,691
Total Expenditures Including Benefits	\$ 323,753

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Program Name	Program Goal	Outcome Measure	Results
Adult Supportive Day	Provide day care services to elders in need of supportive care in an active and engaging environment to maintain health and wellbeing and provide respite for caregivers.	Participant placement/ attendance	49 clients served; 2,222 units of service provided (6-hour day).

Enrichment Program

The Barnstable Senior Center offers numerous classes and activities on a daily basis designed to help older people stay physically, mentally, and socially active. We are proud of the wide and diverse variety of opportunities for learning and socialization we provide. Each week we offer a multitude of enrichment activities including exercise classes, computer classes, health seminars, caregiver support groups, movies, art workshops, musical entertainment, intergenerational activities, and blood pressure clinics. Our current calendar of activities is packed with approximately 200 activities each month.



Enrichment Source of Funding	Actual FY 2018	Approved FY 2019	Projected FY 2019	Proposed FY 2020	Change FY19 - 20	Percent Change
Taxes	\$ 119,853	\$ 102,548	\$ 129,752	\$ 102,726	\$ 178	0.17%
Fees, Licenses, Permits	2,077	6,000	3,400	6,000	-	0.00%
Total Sources	\$ 121,930	\$ 108,548	\$ 133,152	\$ 108,726	\$ 178	0.16%

Expenditure Category	Actual FY 2018	Approved FY 2019	Projected FY 2019	Proposed FY 2020	Change FY19 - 20	Percent Change
Personnel	\$ 87,754	\$ 91,573	\$ 104,193	\$ 91,751	\$ 178	0.19%
Operating Expenses	34,176	16,975	28,959	16,975	-	0.00%
Total Appropriation	\$ 121,930	\$ 108,548	\$ 133,152	\$ 108,726	\$ 178	0.16%

Employee Benefits Allocation:		
Life Insurance	\$ 15	\$ 14
Medicare	1,103	1,301
Health Insurance	10,401	11,358
County Retirement	18,717	20,092
Total Employee Benefits (1)	\$ 30,236	\$ 32,765
Total Expenditures Including Benefits	\$ 152,166	\$ 165,917

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Program Name	Program Goal	Outcome Measure	Results
Enrichment Program	To encourage and promote healthy aging among Barnstable's senior citizens by offering a wide array of opportunities for seniors to remain mentally and physically active.	Number of participants in activities and classes.	Over 2,000 individuals made over 27,000 visits. High level of customer satisfaction through class evaluation and continuing participation in events and activities.

Volunteer Program

Research has shown that volunteering is good for your mental and physical health. The Senior Services Division relies heavily on the valuable services provided by those who graciously volunteer their time at the Center. Older people, likewise, find great meaning, and value in the time spent volunteering. This mutually beneficial activity enables the Senior Services Division to conduct many of its programs and services. Volunteer positions include van drivers, front desk receptionists, class instructors, special events volunteers. Without the support of the dedicated volunteers that we have, we could not simply provide the range and depth of services we offer to the community.



Volunteer	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 63,295	\$ 69,883	\$ 65,062	\$ 70,263	\$ 380	0.54%
Total Sources	\$ 63,295	\$ 69,883	\$ 65,062	\$ 70,263	\$ 380	0.54%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 63,232	\$ 66,658	\$ 64,992	\$ 67,038	\$ 380	0.57%
Operating Expenses	63	3,225	70	3,225	-	0.00%
Total Appropriation	\$ 63,295	\$ 69,883	\$ 65,062	\$ 70,263	\$ 380	0.54%

Employee Benefits Allocation:			
Life Insurance	\$ 9		\$ 9
Medicare	840		843
Health Insurance	4,396		5,086
County Retirement	13,774		14,762
Total Employee Benefits (1)	\$ 19,019		\$ 20,700
Total Expenditures Including Benefits	\$ 82,314		\$ 85,761

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Program Name	Program Goal	Outcome Measure	Results
Volunteer	To provide opportunity for elders to engage in valuable community service remaining active in their community	Recruitment and placement volunteers. Dollar value of volunteer service hours	135 volunteers provided over 7,000 hours valued at \$24.69 per hour.

Advocacy Program

For many older people, maneuvering through the complex maze of benefit-related problems, family and health issues, and retirement plans facing them is overwhelming, especially in a technology-driven, ever-changing world such as ours is today. Our Outreach staff assists older residents to ensure they are enrolled in any federal, state, or local government programs they are eligible for, resulting in significant cost savings for many older adults who are already living on fixed incomes. These programs include Medicare, MassHealth, Prescription Advantage, Fuel Assistance, and Food Stamps. Through our telephone reassurance program, mailbox sticker program, brown bag and turkey trot programs, our Outreach Program also acts as a safety net for isolated and homebound older people in our community.



Advocacy	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 153,984	\$ 176,079	\$ 168,083	\$ 176,210	\$ 131	0.07%
Total Sources	\$ 153,984	\$ 176,079	\$ 168,083	\$ 176,210	\$ 131	0.07%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 153,920	\$ 171,304	\$ 168,013	\$ 171,435	\$ 131	0.08%
Operating Expenses	63	4,775	70	4,775	-	0.00%
Total Appropriation	\$ 153,984	\$ 176,079	\$ 168,083	\$ 176,210	\$ 131	0.07%

Employee Benefits Allocation:			
Life Insurance	\$ 9		\$ 16
Medicare	2,143		2,316
Health Insurance	4,496		5,613
County Retirement	33,106		38,003
Total Employee Benefits (1)	\$ 39,754		\$ 45,948
Total Expenditures Including Benefits	\$ 193,738		\$ 214,031

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Program Name	Program Goal	Outcome Measure	Results
Advocacy	To address and assist older people with critical needs related to public benefits, financial, health and human services issues.	Units of services provided through case management (face-to-face, on the phone, home visits) and resulting cost savings.	1,011 units of service to 719 clients; \$1,599,975 in savings to clients through enrollment in public benefits.

Transportation Program

By offering safe, courteous and reliable transportation services to life-sustaining, life-maintaining, and life-enriching destinations including medical appointments, grocery shopping, banking, and the Barnstable Senior Center. Our “Silver Express” transportation program empowers senior citizens to stay connected to their community and age-in-place in their homes, providing them with a sense of independence and reducing social isolation. In addition to our handicapped accessible vans, we also operate an electric vehicle to help reduce fuel costs. Our drivers are trained to understand the needs of seniors with dementia and mobility impairments and ensure that they reach their destinations safely. Utilizing volunteer drivers, in addition to our paid driver, allows us to significantly expand service delivery to our clients and ensures that we can continue to sustain this important program.



Program Name	Program Goal	Outcome Measure	Results
Transportation	To assist older residents with transportation needs so they may continue to live independently.	Number of clients served and number of rides provided.	130 clients served through 6,656 one-way trips.



ADULT SOCIAL DAY FLOWER ARRANGING

Communications Division

Purpose Statement

Communications oversees the day-to-day operations of the Community Services Department and provides media and communication strategies to provide the Town’s residents and visitors with timely and accurate information relative to municipal government.

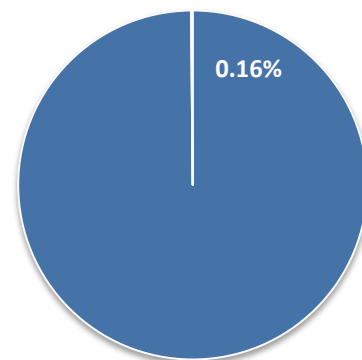
Public Information

Community Relations

Recent Accomplishments

- Introduced new and improved Town of Barnstable website, which keeps in mind mobile compatibility and ADA compliance.
- Produces weekly Town of Barnstable eNewsletter, which includes updates on Town Council meetings, Road Work, and more.
- Produces monthly newsletter, The Barnstable Bulletin, in both digital and print versions.
- Maintains Town of Barnstable Facebook and Twitter pages.
- Worked with Barnstable Police Department and People of Action on 3rd Annual Unity Day event.

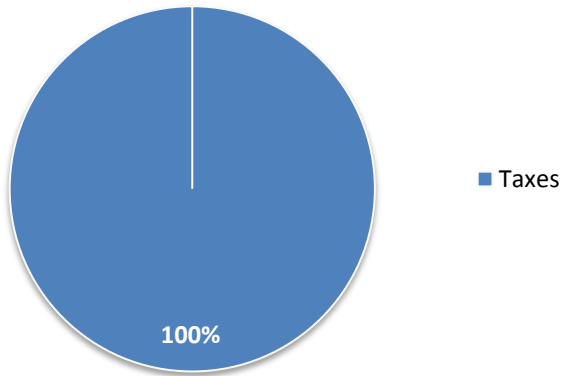
Percentage of FY20 General Fund Budget



The Communications Division budget comprises 0.16% of the overall General Fund operating budget.

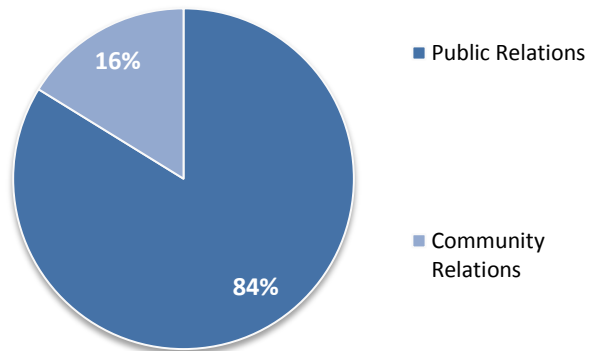
Communications Division Financial Summary

FY20 Source of Funding



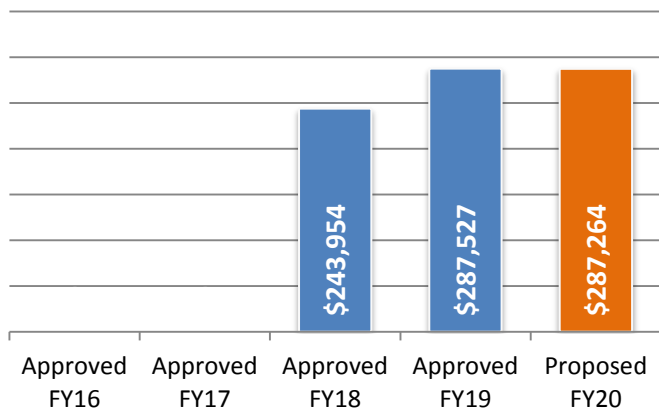
Taxes provide 100% of the funding source for this division.

FY20 Communications Division Budget By Program



Public Relations are the largest program at 84%.

Communications Division Budget History



The Communications Division is a new division enacted in fiscal year 2018 in order to facilitate informative relations with Town’s residents and visitors.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

1. Evaluate and update Town of Barnstable's website keeping in mind mobile compatibility. **(SP: Education, Communication)**
2. Produce FY19 Annual Report in a timely manner. **(SP: Education, Communication)**
3. Increase resident participation in Code RED emergency notification system with Barnstable Police Department. **(SP: Education, Communication)**

Long-Term:

1. Keep pace with modern communication formats. **(SP: Education, Communication)**
2. Increase awareness of all communication methods used to inform citizenry. **(SP: Education, Communication)**

Description of Division Services Provided

The Communications Division provides a wide and diverse array of programs designed to meet the needs of the community that includes government, education, and public access television, website, weekly and monthly newsletters, press releases, social media, and other communication channels. Services are developed and provided through staff, volunteers, and cooperative efforts with community groups and agencies. It also serves as a resource to other departments concerning media issues.

Communications	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 273,973	\$ 287,527	\$ 292,344	\$ 287,264	\$ (263)	-0.09%
Total Sources	\$ 273,973	\$ 287,527	\$ 292,344	\$ 287,264	\$ (263)	-0.09%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 271,329	\$ 280,027	\$ 286,698	\$ 279,764	\$ (263)	-0.09%
Operating Expenses	2,643	7,500	5,646	7,500	-	0.00%
Total Appropriation	\$ 273,973	\$ 287,527	\$ 292,344	\$ 287,264	\$ (263)	-0.09%

Employee Benefits Allocation:			
Life Insurance	\$ 22		\$ 17
Medicare	3,548		3,647
Health Insurance	21,342		31,226
County Retirement	45,652		63,067
Total Employee Benefits (1)	\$ 70,564		\$ 97,957
Total Expenditures Including Benefits	\$ 344,537		\$ 390,301

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

Communications Division’s FY20 proposed budget is decreasing by \$263 from the FY19 budget. Reallocation of salary to other budgets within the department mitigate the cost increase due to contractual obligations.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Web/Intranet Developer	1.00	1.00	1.00	-
Marketing Manager	1.00	1.00	1.00	-
Community Services Director	0.60	0.35	0.35	-
Executive Assistant	0.85	1.00	0.90	(0.10)
Full-time Equivalent Employees	3.45	3.35	3.25	(0.10)

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Planning & Development Department

Purpose Statement

The department is comprised of seven organizational functions, six of which are program functions and one that serves as the administrative component. The department’s purpose is to preserve the character of the seven villages and improve the quality of life for Town residents by developing and implementing comprehensive land use strategies while promoting consistent, current, and sustainable community and economic development practices through a commitment to citizen engagement and the interdisciplinary coordination of municipal departments.

Recent Accomplishments

Economic Development

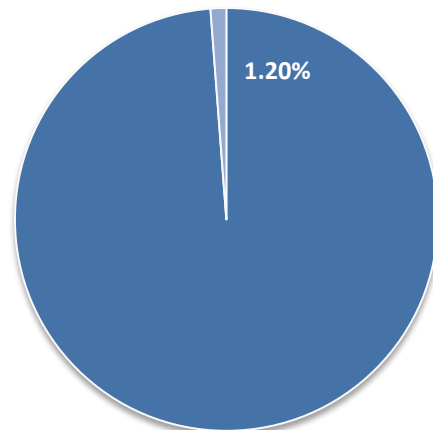
- Reviewed and amended TIF guidelines and applications in cooperation with TIC Committee members; Expanded Business Assistance & Outreach Tools to include Restaurant Guide; Enhanced marketing efforts including video production and partnerships with Chambers and BID; Advanced implementation of Downtown Hyannis Parking Study; Facilitated Council’s Economic Development Task Force, producing recommendations for improving business climate; Worked with MassDevelopment to identify opportunities for parking consolidation, TOD development, and infill housing development.

Regulatory Process

- Applied under Cape Cod Commission Chapter H to raise DRI Thresholds in Economic and Industrial Centers; Continued work to improve permitting climate through non-residential zoning review (HB Zoning reforms); Launched “Barnstable Zoning Portal” with Cape Cod Commission to facilitate zoning inquiries; Worked with Inspectional Services to improve customer permitting experiences, including Site Plan Review.



Percentage of FY20 General Fund Budget



The Planning & Development Department comprises 1.20% of the overall General Fund budget

Additional Recent Accomplishments

Housing

- Ran CDBG homeowner buy-down program; Implementation of Downtown Hyannis Housing Development Incentive Program; Conducted Community Resiliency by Design outreach effort with CCC to identify preferred infill development forms in Hyannis; supported creation of 27 new affordable units; Designated Barnstable as a Housing Choice Community and, with DPW, awarded a \$250K Housing Choice Capital Grant.

Environment and Natural Resources

- Lakes & Ponds Invasive Species Treatment: Treatment of Mystic Lake and Middle Pond in Marstons Mills and Long Pond in Centerville with Sonar to combat hydrilla. Fanwort control in Wequaquet Lake, Centerville by mechanical means.
- With AmeriCorps placement, developed interpretive trail guide for Bridge Creek Conservation Area and updated all Conservation area trail maps with new color-coded trail blazes in the field.
- Control burn completed at Crocker Neck Conservation Area, Cotuit for wildlife habitat restoration and forest fire fuel reduction under a Mass Wildlife Habitat Management Grant award (\$10,000) 22 acres in southern burn unit.
- Completed extensive boardwalk replacements at Bridge Creek Conservation Area.
- Installed a bridge over a stream crossing at Lumbert Pond Conservation Area.
- Coordinated Coastsweep Beach Cleanup for the 18th year.
- Received conditional approval of the Town's Open Space & Recreation Plan.
- Conducted a "Municipal Vulnerability Preparedness" workshop with State funding to identify and prioritize resiliency actions for future funding.

Parking Management

- Customer Service and Operational Standard Training programs were developed and implemented for all staff.
- Assisted with modernizing Automated Parking Violation & Processing RFP, and concluded with securing 3-year contract with Municipal Citation Solutions for technologically advanced parking citation management.
- Organized and participated in the second annual Park(ing) Day event located on Main St Hyannis.
- With Disability Commission and DPW, installed "\$100 FINE" placards to the existing Town Handicap signs to assist with parking management and education as well as adjust all affected signage to compliance height.
- Coordinated available Tour Bus parking in downtown Hyannis with Chamber and private property owners.
- Redesigned the Parking webpage and launched "ParkHappyBarnstable" Instagram account.

Gateway Greeters

- Expanded Discover Barnstable program to include more departments.
- Supported Movies on the Green in July & August with complimentary family crafts.
- Installed Water Bottle refilling station within Welcome Center.
- Conducted extensive genealogy research and connected with living sibling and family members of Ralph P. Bismore.
- Worked with Channel 18 to interview and film Joe Bismore visit to Barnstable and Bismore Park.

Other Accomplishments

- Assisted Town Manager's office with creation of Special Event On Town Property Guidebook, interdepartmental application review process, and created Special Events webpage.
- Created town wide "Service Leadership" training program in collaboration with Human Resources Director.
- Re-designed Use of Town property application.

Grants and Technical Assistance Awarded

- 2018 Municipal Vulnerability Preparedness Grant (\$35,500);
- 2018 MassDevelopment Real Estate *Technical Assistance* (\$50,000);
- 2018 EOEEA Resiliency by Design (\$50,000);
- 2018 Housing Choice Capital Grant, with DPW (\$250,000);
- 2018 MCC Cultural District Initiative Funding (\$5,000 Hyannis HyArts, \$5,000 Barnstable Village) ;
- 2019 MassWildlife Habitat Management Grant for West Barnstable prescribed burn (\$11,820); and
- To Third Party - 2019 Urban Agenda Grant (\$10,000) to Cape Cod Culinary Incubator.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

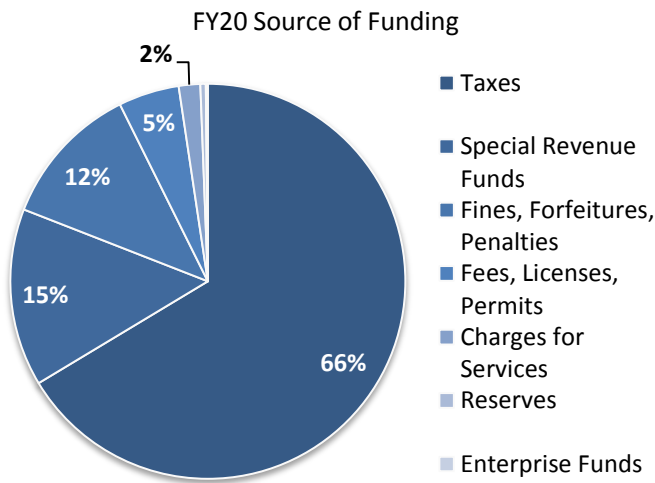
1. Work with the community to establish an updated comprehensive plan for land use and growth that balances infrastructure needs, the protection of natural resources and sustainable economic development. **(SP: Economic Development, Environment and Natural Resources, Regulatory Process & Performance, Housing, Town Infrastructure & Assets)**
2. Continue to develop business resources and marketing strategies to support business sector development and job growth. **(SP: Regulatory Process & Performance, Economic Development, Communication)**
3. Continue to identify and implement economic development recommendations of the Economic Development Task Force as prioritized by the Town Council. **(SP: Regulatory Process & Performance, Economic Development, Communication)**
4. Identify and work to eliminate barriers to housing development and affordability and find ways to the Town can proactively support additional development, including the possibility of using town assets. **(SP: Housing, Economic Development)**
5. Continue lake and pond restoration projects to combat invasive plants, hydrilla and fanwort. Continue to assist Health Division on lake and pond projects to reduce toxic cyanobacteria. **(SP: Environment and Natural Resources)**
6. Update Meetinghouse Farm Conservation Area Land Management Plan. **(SP: Environmental and Natural Resources)**
7. Work with the community to implement parking management strategies and associated efforts, including review of a Parking Benefit District and place-making opportunities, to support business success and continued investment in Downtown Hyannis and beyond **(SP: Economic Development, Regulatory Process & Performance)**
8. Vision, plan, and zone for commercial redevelopment on the Route 132 corridor and pursue other non-residential zoning reforms **(SP: Regulatory Process & Performance, Economic Development)**
9. Continued implementation of Downtown Hyannis Growth Incentive Zone strategic plan, including continued development of measures/benchmarks, and review of the Design & Infrastructure Plan and Downtown Hyannis zoning ordinances. **(SP: Economic Development, Regulatory Access & Accountability, Communication)**

10. Continue efforts to improve parking management through employing new technologies for parking enforcement collaborating with the Disability Commission and businesses, and improved signage and capital improvements in cooperation with the Department of Public Works. **(SP: Economic Development, Public Health & Safety)**
11. Continue wildfire management efforts for public safety purposes at key conservation parcels. **(SP: Environment and Natural Resources, Public Health & Safety)**
12. Continue to strengthen our efforts to grow the arts & culture sector of our economy through ongoing partnerships with Cultural District partners, providing support for special events, and improving public spaces to engage residents and visitors. **(SP: Economic Development)**



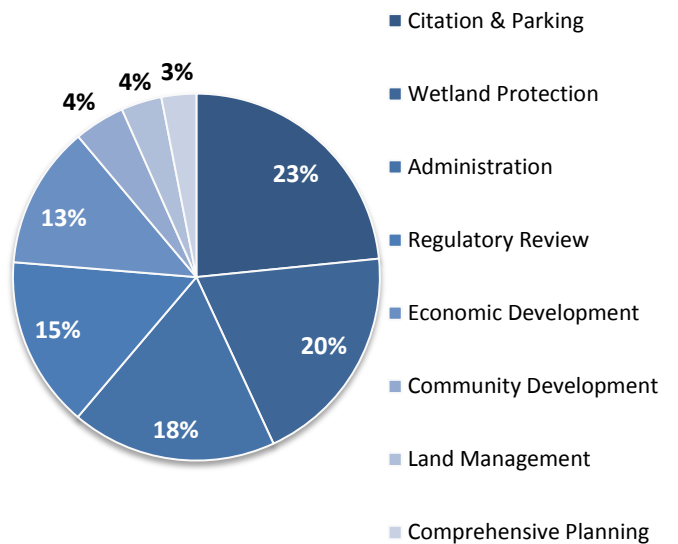
BARNSTABLE VILLAGE

Planning & Development Department Financial Summary



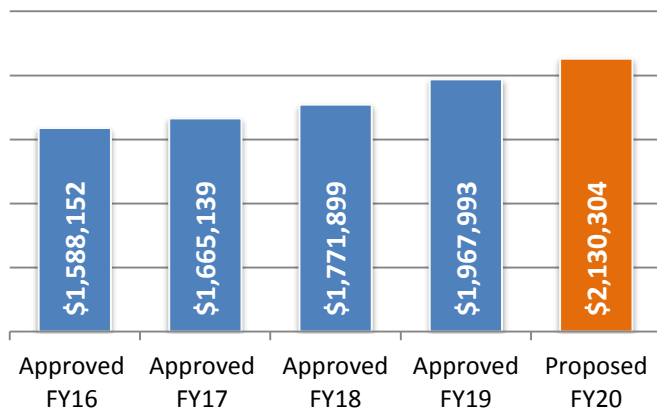
Taxes provide 66% of the department’s funding. Special Revenue Funds (Bismore parking receipts) account for 15% of total resources. Parking fines provide 12% of the department’s funding.

Planning & Development Department FY20 Budget By Program



Parking is the largest division within the department at 23%, and Wetland Protection is the second largest at 20%.

Planning & Development Department Budget History



This department’s budget has increased from \$1.58 million in FY16 to \$2.13 million FY20 over the five-year period, or 6.83% annually. The addition of the parking and conservation programs account for most of the increase.

Planning & Development	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 1,051,082	\$ 1,337,227	\$ 1,256,280	\$ 1,414,004	\$ 76,777	5.74%
Fines, Forfeitures, Penalties	257,248	250,000	218,669	250,000	-	0.00%
Fees, Licenses, Permits	127,989	93,500	116,505	106,000	12,500	13.37%
Charges for Services	44,258	-	45,013	37,500	37,500	0.00%
Interest and Other	28	-	23	-	-	0.00%
Special Revenue Funds	211,100	211,100	211,100	309,900	98,800	46.80%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
Reserves	-	72,666	-	9,400	(63,266)	-87.06%
Total Sources	\$ 1,695,205	\$ 1,967,993	\$ 1,851,090	\$ 2,130,304	\$ 162,311	8.25%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 1,399,981	\$ 1,614,722	\$ 1,512,536	\$ 1,707,033	\$ 92,311	5.72%
Operating Expenses	245,682	236,771	222,054	288,871	52,100	22.00%
Capital Outlay	49,542	116,500	116,500	134,400	17,900	15.36%
Total Appropriation	\$ 1,695,205	\$ 1,967,993	\$ 1,851,090	\$ 2,130,304	\$ 162,311	8.25%

Employee Benefits Allocation:	
Life Insurance	\$ 97
Medicare	18,660
Health Insurance	89,763
County Retirement	255,397
Total Employee Benefits (1)	\$ 363,918
Total Expenditures Including Benefits	\$ 2,059,123

\$ 116
20,207
92,252
293,100
\$ 405,675
\$ 2,256,764

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The Department's FY20 proposed budget is increasing by \$162,311 or 8.25% over FY19 budget. Personnel costs are increasing \$92,311 due to contractual obligations, \$5,000 for an increase in minimum wages, and \$50,200 for Bismore Park Comfort Station Host and safety improvements. Operating costs are increasing \$52,100. A majority of this cost is for an increase in police details to address public safety concerns with traffic in the Bismore Park area. Capital Outlay of \$134,400 includes \$100,000 for Hydrilla Control at Mystic Lake and Middle Pond in Marstons Mills, and Long Pond Centerville, and \$25,000 for Fanwort Control at Wequaquet Lake, Gooseberry Cove and Bears Pond. \$9,400 is provided to remove pipe from Lovell's Pond that was part of an aeration system no longer in use. Tax support is increasing by \$76,777 to cover a portion of the budget increase. The Bismore Park Special Revenue Fund will provided an additional \$98,800 of funding to offset the costs of safety improvements in the park. \$9,400 of General Fund reserves will be used to remove the pipe from Lovells Pond.

Additional Funding Recommended

Planning & Development

- | | |
|--|--|
| 1. Bismore Park Public Safety Improvements | \$58,800 Requested
\$58,800 Recommended |
| It is being recommended by Traffic Control Division of the Police Department to increase the number of Police Details to two (2), increase the number of dedicated Parking Resource Officers at Bismore by one, as well as incorporate assistance from Greeters and Harbormaster staff throughout each day in order to ensure the public are directed consistently and orderly with proper guidance on Town Property as they travel to and from the ferry terminal. | |
| 2. Bismore - Comfort Station Hosts | \$43,500 Requested
\$43,500 Recommended |
| This funding will provide for an increase in the level of maintenance in and around the Bismore Comfort Station. The high level of pedestrian traffic in this area results in a heavy use of this facility during peak season. Current staff levels do not provide the level of service necessary to keep this facility safe and clean for the town's resident and visitors. | |
| 3. Minimum Wage Adjustment | \$5,500 Requested
\$5,500 Recommended |
| The Massachusetts Minimum Wage Act gradually increases the minimum wage in Massachusetts from \$11/hour to \$15/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. | |
| Conservation | |
| 4. Fanwort removal (DASH) in Wequaquet Lake and Goosberry Cove | \$25,000 Requested
\$25,000 Recommended |
| Fanwort is a very invasive aquatic plant and without control will spread throughout the lake. The contractor believes the growth is still at levels appropriate for mechanical DASH removal in Wequaquet Lake and Gooseberry Cove, whereas Bearse Pond will need aquatic herbicide treatment due to expansion of the invasive weed. | |
| 5. Hydrilla Control – Mystic Lake, Middle Pond Marstons Mills and Long Pond, Centerville | \$100,000 Requested
\$100,000 Recommended |
| Perform whole lake Sonar treatment (herbicide) to control hydrilla, the relentless invasive aquatic weed, in Long Pond, Centerville. In addition, perform a whole lake Sonar treatment at Mystic Lake and treat 5 acres in Middle Pond, Marstons Mills. A combination of liquid and pellets will be used. In addition, multiple aquatic vegetation surveys of the non-native hydrilla and dominant native plant growth in Long Pond, Mystic and Middle Pond will be completed. | |
| 6. Lovell's Pond - Phase One - Piping Removal | \$9,400 Requested
\$9,400 Recommended |
| This request is to fund the removal of circulation piping that was installed in Lovell's pond but cannot be sustained to accomplish the initial task of keeping cyanobacteria from blooming. The 11,500 feet of air delivery lines extending into Lovell's Pond that use to deliver air as part of a circulation system are no longer successfully operating and need to be removed. | |

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Administrative Assistant	5.00	5.00	5.00	-
Assist. Director of Planning and Development	-	1.00	1.00	-
Conservation Administrator	1.00	1.00	1.00	-
Conservation Agent	1.00	1.00	1.00	-
Conservation Assistant	1.00	1.00	1.00	-
Director of Planning and Development	1.00	1.00	1.00	-
Economic Development Specialist	1.00	1.00	1.00	-
Economic Development Coordinator	-	1.00	1.00	-
Parking Manager Transportation	1.00	1.00	1.00	-
Principal Dept/Div Assistant	1.00	1.50	1.50	-
Principal Planner	2.00	2.00	2.00	-
Special Projects Coordinator	2.00	2.00	2.00	-
Zoning Board/Site Plan Review	0.50	0.50	0.50	-
Full-time Equivalent Employees	16.50	19.00	19.00	-



ASELTON PARK

Description of Services Provided

Administration

Administration provides support for the six department programs with professional and administrative staff. The Director, working with staff, provides professional planning and development advice and assistance to town residents, business entities, the Town Manager, Town Council, Boards, Commissions, Committees and Departments, county and state agencies, and private sector organizations and entities. This advice and assistance includes economic development, downtown revitalization, land use, housing, community planning, infrastructure, transportation, capital improvement, and environmental issues and impacts. Administrative activities include payroll, billing, grant procurement and administration, media relations material preparation and distribution, contract preparation, procurement assistance and invoice processing. PDD Administration staff provides support to the Boards, Committees, and Commissions as necessary.



Administration	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 311,431	\$ 452,298	\$ 363,975	\$ 377,416	\$ (74,882)	-16.56%
Fees, Licenses, Permits	9,550	7,000	10,095	8,000	1,000	14.29%
Interest and Other	-	-	23	-	-	0.00%
Total Sources	\$ 320,981	\$ 459,298	\$ 374,093	\$ 385,416	\$ (73,882)	-16.09%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 204,283	\$ 350,898	\$ 265,376	\$ 277,016	\$ (73,882)	-21.06%
Operating Expenses	116,698	108,400	108,717	108,400	-	0.00%
Total Appropriation	\$ 320,981	\$ 459,298	\$ 374,093	\$ 385,416	\$ (73,882)	-16.09%

Employee Benefits Allocation:		
Life Insurance	\$ 12	\$ 28
Medicare	2,758	3,563
Health Insurance	11,882	23,189
County Retirement	36,779	54,574
Total Employee Benefits (1)	\$ 51,430	\$ 81,354
Total Expenditures Including Benefits	\$ 372,411	\$ 455,447

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Community Development Program

The Community Development program’s purpose is to strengthen and renew neighborhoods in Barnstable and enhance and enrich the quality of life for the Town’s residents through housing and community development planning, funding, and implementation.



Housing: Housing staff implements our state and locally approved housing plan; monitors affordable housing compliance with permit requirements and deed restrictions; coordinates with Department of Housing and Community Development (DHCD) to maintain the Subsidized Housing Inventory; provides assistance with affordable housing project review; and works with the Community Preservation Committee and the Housing Committee on affordable housing. During FY 2019, housing staff supported the creation of 27 affordable housing units in 3 developments, facilitated the “Resilience by Design” effort with the Cape Cod Commission to explore preferred infill housing types in Downtown Hyannis, created application and program guidelines to implement the Downtown Hyannis Housing Development Incentive Program; and supported the Accessory Affordable Apartment program.

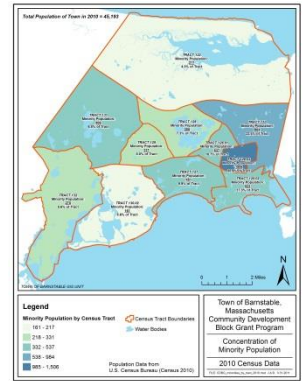
Community Development Block Grant (CDBG) Program: Through the CDBG Action Plans developed by PD, CDBG grant funds from the U.S. Department of Housing and Urban Development (HUD) are allocated to activities that assist the Town’s low and moderate-income residents. During FY 2019, CDBG funded first-time homebuyer assistance; scholarships for participation in HYCC programs; rehabilitation of public housing; and small business assistance through the micro-enterprise loan program in partnership with Coastal Community Capital.

Community Development	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 106,343	\$ 93,590	\$ 109,530	\$ 95,455	\$ 1,865	1.99%
Total Sources	\$ 106,343	\$ 93,590	\$ 109,530	\$ 95,455	\$ 1,865	1.99%
Expenditure Category						
Personnel	\$ 106,343	\$ 93,590	\$ 109,530	\$ 95,455	\$ 1,865	1.99%
Total Appropriation	\$ 106,343	\$ 93,590	\$ 109,530	\$ 95,455	\$ 1,865	1.99%
Employee Benefits Allocation:						
Life Insurance	\$ 2		\$ 6			
Medicare	1,527		1,681			
County Retirement	19,706		20,837			
Total Employee Benefits (1)	\$ 21,236		\$ 22,524			
Total Expenditures Including Benefits	\$ 127,579		\$ 132,054			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Comprehensive Planning Program

Comprehensive Planning’s purpose is research, analyze, and develop plans, through civic engagement activities, for the Town’s long-term needs in the areas of economic development, preservation, and enhancement of resources, sustainable development practices, and provision of adequate public facilities and infrastructure. This program also monitors existing regulations and works to redraft those that are outdated or unnecessarily restrictive. A broad range of comprehensive planning information, including policy advice and research, is shared with Town Council, the Town Manager, regulatory boards and Town agencies, committees, residents and business owners. Ongoing planning projects include targeted regulatory amendments to improve efficiency; strategic infrastructure, transportation and capital improvements planning to foster economic activity; environment and resource planning; and village center planning and downtown revitalization efforts.



Comprehensive Planning	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 42,911	\$ 76,422	\$ 57,480	\$ 65,431	\$ (10,991)	-14.38%
Total Sources	\$ 42,911	\$ 76,422	\$ 57,480	\$ 65,431	\$ (10,991)	-14.38%
Expenditure Category						
Personnel	\$ 42,911	\$ 76,422	\$ 57,480	\$ 65,431	\$ (10,991)	-14.38%
Total Appropriation	\$ 42,911	\$ 76,422	\$ 57,480	\$ 65,431	\$ (10,991)	-14.38%
Employee Benefits Allocation:						
Medicare	\$ 573		\$ 773			
Health Insurance	2,944		4,066			
County Retirement	3,960		16,586			
Total Employee Benefits (1)	\$ 7,478		\$ 21,425			
Total Expenditures Including Benefits	\$ 50,389		\$ 78,905			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Economic Development Program

Economic Development's purpose is to implement economic development planning to enhance quality of life for Barnstable, its residents, and visitors. Specific activities include supporting Hyannis' revitalization; collaborating with the Hyannis Area and Cape Cod Chambers of Commerce and the Downtown Hyannis Business Improvement District; regulatory review and reform for the Iyannough Road Regional Commercial Center corridor; and placemaking strategies to attract and retain visitors to Hyannis Harbor and Village centers. The Economic Development implementation strategy is based on business outreach, peer review, professional organization membership, and consultation with professionals. The strategy focuses on designated growth areas with active support for village centers and monitors sector activity to determine new program components.



Business Support

- P&D continues to assist with coordination and support services for businesses seeking permits at the 200 Main Street. P&D develops resources, including permit guides and the Business Barnstable website, to assist new businesses and developers. P&D works with local, state, and regional partners to provide connections to resources for local businesses. Coastal Community Capital, SCORE, Greater Hyannis and Cape Cod Chambers of Commerce, and Massachusetts Office of Business Development are among those resources.

Business Outreach and Marketing

- Business outreach remains integral to the economic development program. The Director and PDD's Economic Development team continually connect with business owners to understand the business climate and share the Town's goals and planning initiatives in these interactions. We also strive to market Barnstable as a great place to live, work, and play, through internal marketing efforts and collaboration with our community partners.

Task Force

- P&D staff has facilitated the new Town Council "Economic Development Task Force", a group engaged in open and honest discussion about how Barnstable can improve its business climate and identify recommendations for action to promote business growth, retention, development and job creation.

Creative Economy/Arts and Culture

- In alignment with state, regional, and local organizations, the Arts and Culture Program operates within the Planning & Development Department supporting P&D Economic Development goals. Arts and Culture are fundamental to community character, quality of life, and economic development. Fostering the creative economy supports economic growth; contributes to the vibrancy of our villages; benefits local artists; enriches resident and visitor experiences alike; supports our business community; and continues to establish downtown Hyannis and the entire Town of Barnstable as a regional destination for the arts. Through a series of arts-oriented initiatives, we have successfully integrated Arts and Culture into the socio-economic fabric of our community. By promoting the creative sector and facilitating artistic interactions, we see exponentially the energy and enthusiasm reinvested in our town and has increased our social capital and emotional infrastructure. Impacts of our efforts include: consistent venues and steady revenue for local artists and artisans; a positive image for our urban core; spontaneous partnerships between artists and local businesses; increased demand for more artist exhibit and work space; further downtown revitalization with private investments and infrastructure improvements; and strengthening collaborations with arts, cultural and business organizations. A visit to artsbarnstable.com gives a thorough overview of Arts and Culture activities in all seven villages.

Economic Development	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 126,583	\$ 220,442	\$ 127,597	\$ 222,361	\$ 1,919	0.87%
Fees, Licenses, Permits	50,532	35,500	51,001	45,500	10,000	28.17%
Total Sources	\$ 177,115	\$ 255,942	\$ 178,598	\$ 267,861	\$ 11,919	4.66%

Expenditure Category						
Personnel	\$ 177,115	\$ 255,942	\$ 178,598	\$ 267,861	\$ 11,919	4.66%
Total Appropriation	\$ 177,115	\$ 255,942	\$ 178,598	\$ 267,861	\$ 11,919	4.66%

Employee Benefits Allocation:			
Medicare	\$ 2,394		\$ 2,385
Health Insurance	11,996		12,436
County Retirement	53,256		38,955
Total Employee Benefits (1)	\$ 67,646		\$ 53,776
Total Expenditures Including Benefits	\$ 244,761		\$ 232,373

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.



BARNSTABLE CAPE COD ARTS ASSOCIATION SUMMERFEST

Regulatory Review Program

The Regulatory Review Program’s purpose is to provide exemplary assistance to residents, property owners, Boards, Commissions, Committees, and Departments with implementation of the Town’s land use ordinances and general advice on regulatory issues. Program staff is charged with analyzing outdated or unnecessarily restrictive ordinances to determine needed reforms. The Regulatory Review program provides staff support, technical assistance, and administrative services to the Planning Board, Zoning Board of Appeals, Accessory Affordable Apartment Program, Old King’s Highway Historic District Committee, Barnstable Historical Commission, and Hyannis Main Street Waterfront Historic District Commission. Regulatory Review is a primary customer service presence for the Town.



Regulatory Review	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 240,968	\$ 270,084	\$ 307,360	\$ 317,265	\$ 47,181	17.47%
Fees, Licenses, Permits	6,225	4,500	5,900	4,500	-	0.00%
Total Sources	\$ 247,193	\$ 274,584	\$ 313,260	\$ 321,765	\$ 47,181	17.18%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 247,193	\$ 274,584	\$ 313,260	\$ 321,765	\$ 47,181	17.18%
Total Appropriation	\$ 247,193	\$ 274,584	\$ 313,260	\$ 321,765	\$ 47,181	17.18%

Employee Benefits Allocation:		
Life Insurance	\$ 36	\$ 43
Medicare	3,273	4,234
Health Insurance	18,790	20,488
County Retirement	39,324	64,145
Total Employee Benefits (1)	\$ 61,423	\$ 88,911
Total Expenditures Including Benefits	\$ 308,616	\$ 402,170

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Parking Program

Parking Management strives to manage and implement objectives for on- and off-street public parking in the Town of Barnstable, and set an example of how parking can positively assist with economic prosperity through innovative technology, proactive solutions and exemplary customer service. Our team objective and purpose, keeping in line with the Town’s mission statement, is as follows:



“The purpose of Parking Management is to consistently provide the highest level of service while positively assisting our residents and visitors through enriched customer services and efficient community parking management while promoting accessibility to the communities’ cultural and recreational resources as well as our downtown business districts.”

The office processes parking citations for violations within all of the seven Villages including Bismore Park, Main Street, beaches, ramps, landings, commuter lot, and malls; we conduct hearings on appeals and provide maintenance and collection services for parking kiosks; we work closely with our data processing company on payments and data collection, and the Police Department on enforcement, and with the Registry of Motor Vehicles on ticket clearances, handicapped placards and updated laws and systems. In addition, the Parking Team supports the Town in other various capacities including visitor services through the Gateway Greeter program and collaborative efforts of Arts & Culture projects in parking areas.

Parking	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Fines, Forfeitures, Penalties	\$ 242,248	\$ 250,000	\$ 218,669	\$ 250,000	\$ -	0.00%
Fees, Licenses, Permits	31,606	31,000	20,966	31,000	-	0.00%
Charges for Services	42,154	-	43,219	37,500	37,500	0.00%
Special Revenue Funds	166,100	166,100	166,100	264,900	98,800	59.48%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
Total Sources	\$ 485,618	\$ 450,600	\$ 452,454	\$ 586,900	\$ 136,300	30.25%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 324,004	\$ 254,134	\$ 295,756	\$ 365,298	\$ 111,164	43.74%
Operating Expenses	89,660	81,066	79,266	133,166	52,100	64.27%
Total Appropriation	\$ 413,664	\$ 335,200	\$ 375,022	\$ 498,464	\$ 163,264	48.71%

Employee Benefits Allocation:	
Life Insurance	\$ 23
Medicare	4,357
Health Insurance	20,548
County Retirement	42,230
Total Employee Benefits (1)	\$ 67,158
Total Expenditures Including Benefits	\$ 480,822

\$ 18
3,813
13,414
33,255
\$ 50,500
\$ 425,522

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Conservation: Wetlands Protection

Wetlands Protection

The Wetlands Protection program is responsible for providing technical, administrative, and clerical assistance to the Conservation Commission in carrying out its responsibilities under M.G.L. Ch. 131, Sec. 40 and Chapter 237 of the Town Code (Wetlands Protection). The program provides services in the areas of project review, permit issuance, and compliance, enforcement, building permit application review, aquatic restoration, and public education. The program serves to protect, promote, and enhance the quality of wetland resources within the Town. These resources range from coastal beaches, banks, marshes, and dunes, to streams, rivers, ponds and their adjacent wetlands. The public benefits derived from the program include protection of surface and ground water quality, protection from flooding and storm damage, protection of shellfish beds and fisheries, enhanced recreation, and protection of wildlife habitat.



Lakes & Ponds

The Conservation Program manages and protects the Town's lakes and ponds through the implementation and monitoring of programs to address ecological impairments and restore water quality for the purposes of promoting healthy pond ecosystems, protecting human health, and supporting recreation and enjoyment.

Wetlands Protection	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 252,952	\$ 261,768	\$ 305,027	\$ 348,298	\$ 86,530	33.06%
Fines, Forfeitures, Penalties	15,000	-	-	-	-	0.00%
Fees, Licenses, Permits	30,077	15,500	28,543	17,000	1,500	9.68%
Charges for Services	1,833	-	1,794	-	-	0.00%
Interest and Other	17	-	-	-	-	0.00%
Special Revenue Funds	45,000	45,000	45,000	45,000	-	0.00%
Reserves	-	72,666	-	9,400	(63,266)	-87.06%
Total Sources	\$ 344,879	\$ 394,934	\$ 380,364	\$ 419,698	\$ 24,764	6.27%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 277,176	\$ 254,732	\$ 250,685	\$ 261,596	\$ 6,864	2.69%
Operating Expenses	18,160	23,702	13,179	23,702	-	0.00%
Capital Outlay	49,542	116,500	116,500	134,400	17,900	15.36%
Total Appropriation	\$ 344,879	\$ 394,934	\$ 380,364	\$ 419,698	\$ 24,764	6.27%

Employee Benefits Allocation:	
Life Insurance	\$ 24
Medicare	3,706
Health Insurance	22,654
County Retirement	60,143
Total Employee Benefits (1)	\$ 86,527
Total Expenditures Including Benefits	\$ 431,406

\$ 15
3,344
16,278
57,101
\$ 76,738
\$ 457,102

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Conservation: Land Management Program

The Land Management program prepares management plans for conservation areas and budgets, coordinates, and supervises the maintenance work performed thereon. The major focus of the land management program is on large conservation tracts enjoyed by hikers, mountain bikers, hunters, etc. Through the Land Management Program, grant funding is sought. Trails, signs, kiosks, parking areas and fences are placed and maintained; fields are mowed; community gardens plowed; litter removed; and fire management measures are implemented.



Land Management	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 41,847	\$ 78,023	\$ 62,743	\$ 76,214	\$ (1,809)	-2.32%
Charges for Services	271	-	-	-	-	0.00%
Total Sources	\$ 42,118	\$ 78,023	\$ 62,743	\$ 76,214	\$ (1,809)	-2.32%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 20,955	\$ 54,420	\$ 41,851	\$ 52,611	\$ (1,809)	-3.32%
Operating Expenses	21,163	23,603	20,892	23,603	-	0.00%
Total Appropriation	\$ 42,118	\$ 78,023	\$ 62,743	\$ 76,214	\$ (1,809)	-2.32%

Employee Benefits Allocation:			
Life Insurance	\$ 1		\$ 5
Medicare	72		413
Health Insurance	948		2,381
County Retirement	-		7,648
Total Employee Benefits (1)	\$ 1,021		\$ 10,447
Total Expenditures Including Benefits	\$ 43,139		\$ 73,190

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Performance Measures / Workload Indicators

Regulatory Review Program

The Regulatory Review program provides technical and administrative support for five regulatory Boards/Committees/Commissions.

FY18	Meetings	Matters Acted Upon
Planning Board	22	38
Zoning Board of Appeals	20	46
Old Kings Highway Regional Historic District Committee	20	204
Hyannis Main Street Waterfront Historic District Committee	18	40
Barnstable Historical Commission	12	32

Parking & Gateway Greeters Program

Parking Management is responsible for compliance of parking regulations in all of Barnstable's village centers, the Hyannis regional commercial center, public roads, beaches, and boat ramps. Parking Management operates year round and has one full-time Parking Manager/Transportation Coordinator and up to six seasonal Parking Resource Officers. The majority of tickets are written in the summer months. The top violation locations are shown below:

Location of Citations	Citations Written	Percentage of Total
Bismore	1,728	29.31%
Malls	671	11.38%
Commuter Lot	946	16.03%
Beaches	476	8.07%
Town Lots	779	13.21%
Cape Cod Hospital	254	4.31%
Hyannis Main Street	274	4.65%
Town Landings/Ramps	374	6.34%
Other Retail Lots	217	3.68%
Old Colony Blvd	19	0.32%
Other	158	2.68%
Total	5,896	100%

Ticket Processing & Meter	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
# of Citations Processed	5,896	6,500	7,000
Citations Receipts	\$ 240,181	\$ 240,000	\$ 240,000
Meter Receipts	\$ 383,823	\$ 375,000	\$ 375,000
Permit Receipts	\$ 3,790	\$ 5,000	\$ 5,000
Total Receipts	\$ 627,794	\$ 620,000	\$ 620,000

Optimizing and integrating the elements of valuable and positive interactions, engaged services and site enhancement, the Gateway Greeter team’s five operational standards: safety, courtesy, presentation, efficiency and teamwork are simple priorities, which drive each decision towards providing an ever growing, positive experience for all ages well beyond the boundaries of parking assistance.

A. Bismore Welcome Center Guest Interaction (approx.)	2017	2018
Last weekend of April	111	145
May	679	691
June	1,602	1,645
July	2,764	2,640
August	2,558	2,413
September	1,300	1,954
October	1,006	983
Nov – Holiday Stroll Weekend	34	344
Total (A)	10,054	10,813

B. Greeter Island Booth Guest Interaction (approx.)	2018
May	332
June	1,374
July	2,213
August	1,716
September	1,097
October	813
1 st weekend of Nov.	120
Total (B)	7,665

Grand Total of 2018 Guest Interactions (A+B) 18,478

States where Guests Travelled From					
Alabama	Georgia	Louisiana	Missouri	Ohio	Vermont
Arizona	Idaho	Maine	Nevada	Oregon	Virginia
California	Illinois	Maryland	New Hampshire	Pennsylvania	Utah
Connecticut	Indiana	Massachusetts	New Jersey	Rhode Island	Washington
Colorado	Iowa	Michigan	New Mexico	South Carolina	West Virginia
Delaware	Kansas	Minnesota	New York	Tennessee	Wisconsin
Florida	Kentucky	Mississippi	North Carolina	Texas	Washington DC

Countries where Guests Traveled From					
Australia	Brazil	Denmark	Ireland	New Zealand	Scotland
Austria	Canada	England	Italy	Northern Ireland	South Africa
Argentina	Chile	France	Mexico	Panama	Spain
Belgium	Cyprus	Germany	Netherlands	Russia	United Arab Emirates

Conservation Program

Conservation Program	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Total Site Inspections	512	500	500
Certificates of Compliance issued	85	86	86
Written Warnings issued	24	25	25
Enforcement Orders issued	30	30	30
Enforcement Site Visits	75	75	75

Permit Review Process	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Applications Requiring Commission Review	166	165	165
(Applications Approved by Commission)	(165)	-	-
Administrative Review	49	50	50
Total Building Permit Applications Reviewed by Division	1013	1000	1000

Land Management Program	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Land management site visits	70	70	70



CONSERVATION LAND – CROCKER NECK

Police Department



Administrative & Investigative Services Bureau

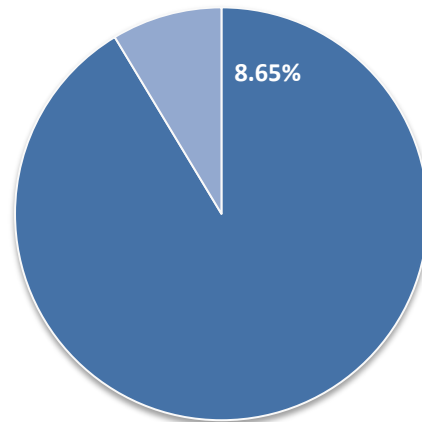
Field Services Bureau



Department Description

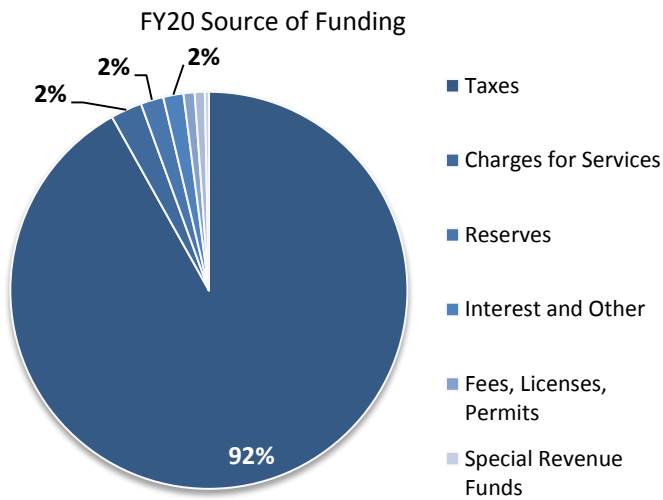
The Barnstable Police Department is comprised of two principal organizational Bureaus whose members strive to work in partnership with our community in seeking out and solving problems in order to enhance our quality of life. We are committed to preserving the peace and protecting the lives, property, and rights of all our citizens through proactive policing strategies.

Percentage of FY20 General Fund Budget



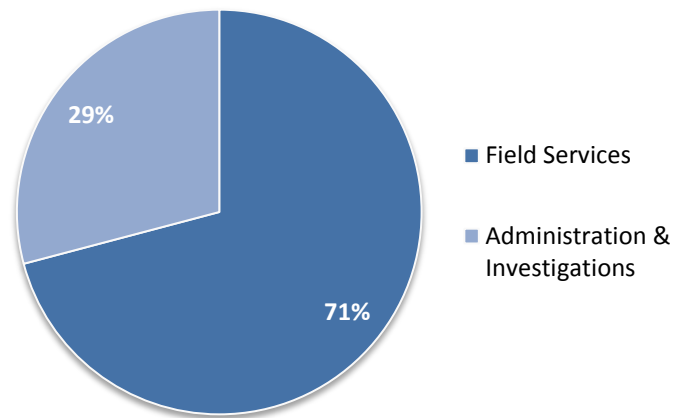
The Police Department budget comprises 8.65% of the overall General Fund budget.

Police Department Financial Summary



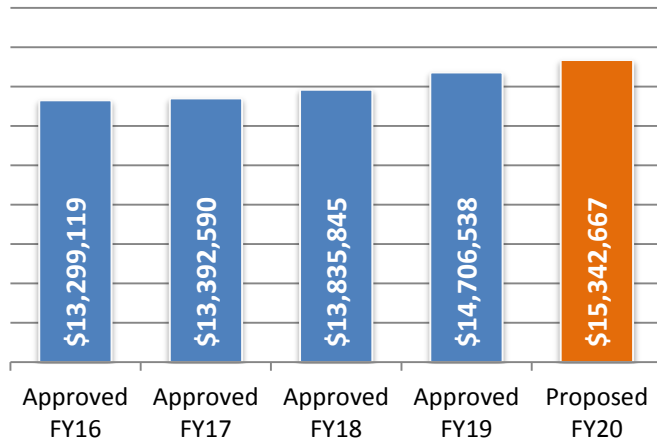
Taxes support 92% of the budget.

Police Department FY20 Budget By Bureau



Field Services represent 71% of this operating budget.

Police Department Budget History



The Police Department budget has increased from \$13.3 million in FY16 to \$15.3 million proposed in FY20 over the five-year period, or 3.07% annually. Most of the increase is attributable to contractual costs, training, as well as an increase in the number of staff for dispatching.

Fiscal Year 2020 Overall Department Goals (in practice by both Bureaus)

1. Continue to strengthen existing collaborations and seek out new partnerships for improving our ability to combat crime, address quality of life issues, and improve public safety in our community.
 - a) **Homelessness:** The department will continue to work with multiple partners and people within this population to confront the myriad of issues surrounding this topic.
 - b) **Opiates:** The department will continue to work cooperatively with our local, state, and federal law enforcement partners to address the criminal aspects of this epidemic. We will also continue to work with Gosnold and healthcare providers to provide outreach to victims affected by the crisis.
 - c) **Community Partnership:** The department will seek to expanded community involvement through meetings, communication, and new and existing programs.
2. Seek out and implement (when appropriate) new programs and technologies that assist the department in the delivery of services to the community while improving the working conditions for department members.
3. Develop an improved pre-promotional training program for supervisors.

Police Department	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 13,077,073	\$ 13,745,555	\$ 13,656,187	\$ 14,098,168	\$ 352,613	2.57%
Fines, Forfeitures, Penalties	129,857	126,000	132,928	126,000	-	0.00%
Fees, Licenses, Permits	132,690	224,000	224,225	139,000	(85,000)	-37.95%
Charges for Services	281,698	243,582	276,710	392,500	148,918	61.14%
Interest and Other	21,910	242,000	336,976	252,000	10,000	4.13%
Special Revenue Funds	50,000	50,000	50,000	50,000	-	0.00%
Reserves	-	75,401	-	285,000	209,599	277.98%
Total Sources	\$13,693,228	\$14,706,538	\$14,677,026	\$15,342,667	\$ 636,129	4.33%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 12,419,075	\$ 13,300,198	\$ 13,274,597	\$ 13,718,356	\$ 418,158	3.14%
Operating Expenses	879,759	1,046,340	1,042,429	1,068,511	22,171	2.12%
Capital Outlay	394,394	360,000	360,000	555,800	195,800	54.39%
Total Appropriation	\$13,693,228	\$14,706,538	\$14,677,026	\$15,342,667	\$ 636,129	4.33%

Employee Benefits Allocation:	
Life Insurance	\$ 744
Medicare	152,016
Health Insurance	929,185
County Retirement	2,585,922
Total Employee Benefits (1)	\$ 3,667,867
Total Expenditures Including Benefits	\$17,361,094

\$ 791
166,381
826,716
2,811,090
\$ 3,804,977
\$18,482,003

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The Police Department FY20 proposed budget is increasing by \$636,129 or 4.33% over FY19 budget. Personnel costs are increasing \$418,158 due to contractual obligations, the addition of one-full time Patrol Officer, \$77,000 for overtime for the School Resource Officer Program, and a net increase in overtime for training costs of \$49,146. Operating costs are increasing \$22,171, which includes \$91,000 to replace or upgrade obsolete IT related equipment, offset by a reduction in Police Academy costs included in the FY19 budget that are not repeated in FY20. Capital Outlay cost of \$555,800 includes \$500,000 for vehicle replacements, \$20,800 for replacement of radios & related equipment at the dispatch center, and \$35,000 for a Taser replacement program. Tax support is increasing by \$352,613 to fund a portion of the increase in the budget. Other funding increases include the restoration of the reimbursement from the Airport Enterprise Fund (\$150,000) for FAA security standards the Police Department provides. The budget also includes using \$285,000 of reserves for vehicle and equipment replacement.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Administrative Assistant	3.00	3.00	3.00	-
Alarm Administrator	1.00	1.00	1.00	-
Chief of Police	1.00	1.00	1.00	-
Confidential Assistant to Chief	1.00	1.00	1.00	-
Crossing Guard	0.80	0.80	0.80	-
Deputy Chief	2.00	2.00	2.00	-
Detective	12.00	12.00	12.00	-
Director of Finance & Support Services	1.00	1.00	1.00	-
Domestic Violence/Victim Services	1.00	1.00	1.00	-
Financial Coordinator	1.00	1.00	1.00	-
Lieutenant	6.00	6.00	6.00	-
Mechanic	2.00	2.00	2.00	-
Patrol Officer	78.00	78.00	79.00	1.00
Records/Property Supervisor	1.00	1.00	1.00	-
Assistant Records Property Supervisor	1.00	1.00	1.00	-
Sergeant	18.00	18.00	18.00	-
Tech Administrator	1.00	1.00	1.00	-
Telecomm. Specialist/Jail Assistant	11.00	14.00	14.00	-
Full-time Equivalent Employees	141.80	144.80	145.80	1.00

Additional Funding Recommended

1. Full-time School Resource Officer

\$59,616 Requested
\$59,616 Recommended

The purpose of the School Resource Officer (SRO) program is to support and foster the safe and healthy development of all students in District through strategic and appropriate use of law enforcement resources. Furthermore, to encourage relationship-building by the SROs such that students and community members see the SROs as a facilitator of needed support as well as a source of protection.

2. Police Training**\$151,777 Requested****\$131,956 Recommended**

This request addresses the need for specialized and ongoing training. Proper training is one of the key ways that the department ensures the delivery of a high level of service to the community and reduces liability. Allowing department members to attend specialized training improves the overall quality of services delivered, helps with the retention of valuable employees, and demonstrates the Department's commitment to the professional development of its members. Some of the specialized training we will be seeking in the coming year includes drone operation and licensing, drug investigations, driver instructor training, firearms instructor training, and smart phone analysis. Updated training reflective of advancements in technology ensures that we continue to provide outstanding service to the community while reducing liability.

3. School Resource Officer Overtime**\$102,255 Requested****\$77,000 Recommended**

The overtime required of the School Resource Officer program is significant and if not specifically funded, overtime in other important areas of service by the police department will be underfunded, which will affect adequate delivery in those areas.

4. Technology**\$91,000 Requested****\$91,000 Recommended**

This decision package represents a request for funding over and above FY19 allocations for IT related equipment to replace or upgrade obsolete or soon to be obsolete systems and software currently used throughout the Police Department and its substations. The replacements are necessary as the existing systems are no longer able to function properly or do not have the ability to be repaired in the event of a failure.

5. Radios and Related Equipment for Dispatch Center**\$20,800 Requested****\$20,800 Recommended**

This is to replace obsolete radio equipment as well as the addition of radio equipment that is needed in order to adequately provide emergency medical dispatch services and effectively be able to communicate with other related service providers and radio channels located within the service area covered by the dispatch center.

6. Police Cruisers/Vehicles**\$383,000 Requested****\$500,000 Recommended**

Vehicles used for police patrol run 24 hours per day/7 days per week and consequently log numerous miles per year. As the vehicles in the police fleet age the frequency of their need for repair increases. With vehicles unavailable due to mechanical or safety related issues, the ability of the police department to have an adequate number of vehicles to put out on a shift is heavily compromised. The assignment of 4 additional patrol cruisers for use by the new School Resource Officers and the HYCC assigned officer also results in 4 less cars available on a daily basis for use on patrol or special assignments.

7. Replacement of Tasers**\$107,770 Requested****\$35,000 Recommended**

This request is for the purchase Tasers and related equipment to replace failing Tasers, which are now beyond their expected life and replacement parts will no longer be available.

8. Recruit Hiring and Equipment Costs for 2 New Officers**\$29,200 Requested****\$29,200 Recommended**

Due to the lengthy hiring process and limited amount of police academies offered by the Massachusetts Criminal Justice Training Council in conjunction with the attrition that the department experiences, hiring is typically done in groups to ensure that the department will have enough officers at all times to provide efficient and effective police service to the community. An upcoming academy in July will provided Barnstable with two seats to fill some vacancies currently in the department.

Administrative & Investigative Services Bureau

Bureau Description

The Administrative & Investigative Services Bureau is committed to providing the department with leadership via the senior command staff. The Investigative Services Division is responsible for criminal investigations, victim services, youth services, prosecution, drug-related crime, the Community Impact Unit, and the Consumer Affairs Officer. The Administrative Division is responsible for training, information systems, crime analysis, finance and support services, personnel selection, volunteer services, records, evidence, licensing, alarms, vehicle maintenance, and facility maintenance.

Recent Accomplishments

Quantitative Points of Interest – Investigative Services FY19:

- Arrests: 531
- Search Warrants: 13
- Undercover/Informant Controlled Buys: 66
- Drugs Seized:
 - Fentanyl/Heroin: 676 Grams
 - Cocaine: 226 Grams
 - Crack Cocaine: 65 Grams
 - Oxycontin: 91 Pills
- Cash Seized: \$94,274
- Guns Seized: 10



Administrative Services Program

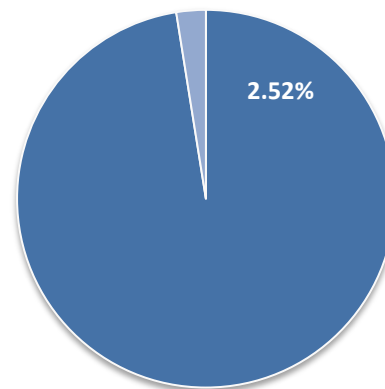


Investigative Services Program



Records Program

Percentage of FY20 General Fund Budget



This division comprises 2.52% of the total General Fund budget.

Additional Recent Accomplishments

Major Investigations

Marshall Summary

On March 1st 2018, after a lengthy investigation, Hyannis resident Steven Marshall was arrested with 130 grams of fentanyl after detectives stopped his vehicle upon his return to Cape Cod from New Bedford. Prior to the motor vehicle stop, Marshall was regularly surveilled meeting with his Dominican suppliers and other co-conspirators.

Following Marshall's arrest, BPD Detectives, The DEA Task Force, and the United States Attorney's Office focused their attention on the New Bedford organization responsible for distribution of multi kilogram amounts of fentanyl in Barnstable and Bristol County. Controlled purchases and extensive electronic and physical surveillance culminated in the issuance of several search warrants in New Bedford resulting in the arrest of brothers Yogey and Miki Mota-Bernabel, and subsequently narcotics trafficker Jimmy Correa. Detectives seized 450 grams of fentanyl, 4 kilograms of diluting agents, \$17,575, 2 narcotics presses, digital scales, and further drug packaging material.

The Defendants are charged in United States District Court (Boston). Additional indictments against members of the Cape Cod and Plymouth based fentanyl traffickers are pending as well.

Brunelle Summary

In the fall of 2017 Barnstable Detectives began an active investigation into an unknown suspect dubbed the 'Obit Bandit' that was breaking into the homes of people who were attending the wake or funeral services of recently deceased loved ones. In early 2018, detectives were finally able to develop Randy J. Brunelle, a 35-year-old Plymouth resident, as a possible suspect in the housebreaks of the grieving families.

Detectives then spent hundreds of man-hours using physical and electronic surveillance in an attempt to monitor the ever elusive Brunelle's whereabouts. This exhaustive effort finally paid off in February of 2018, when Brunelle was caught by Barnstable detectives driving away from a home in Cotuit that he had just broken into while the homeowner was attending her mother's wake in Marstons Mills.

After an exhaustive post arrest investigation involving search warrants for electronic evidence seized during Brunelle's arrest and stolen jewelry seized from Brunelle's residence, Barnstable detectives were able to show that Brunelle had broken into 18 homes in Barnstable, Plymouth, and Norfolk County. In addition, detectives were able to recover a firearm that Brunelle had stolen during one of the B&E's. He was subsequently charged and indicted in Barnstable Superior Court and is awaiting trial regarding the investigation.

Community Impact Unit

- The Community Impact Unit currently consists of the following:
 - 1 Sergeant,
 - 2 Patrol Officers and 1 part-time Clinician who works closely with local outreach workers to engage and service individuals suffering homelessness, mental illness, and/or substance abuse issues,
 - 1 Patrol Officer assigned to HYCC to mentor our youth population, collaborate with our School Resource Officers, and participate in the HYCC after-school program,
 - 2 Patrol Officers assigned to the Street Crime Unit who work closely with the Investigative Services Bureau and balance community policing efforts by strictly enforcing disorder and public nuisance crimes that directly affect the quality-of-life of residences, and business; and

- 10 seasonal Community Service Officers (CSOs) patrol downtown Hyannis on foot, provide a highly visible presence, and act as police liaisons.
- The CIU has trained 63% of the Barnstable Police Department in Mental Health First Aid and coordinated certification of 21 officers in Community Crisis Intervention Team Training.
- In October 2018, the CIU and Barnstable Youth Commission collaborated to coordinate a Community Substance Abuse Prevention Forum held at the Hyannis Youth and Community Center. The forum provided parents and community members with information related to illicit substances frequently abused by our youth. Forum participants included multiple members of the Barnstable CCIT and other local agencies including the Hyannis Fire Department, the Yarmouth Police Department, and the Sandwich Police Department.
- The CIU continues to collaborate with a recovery coach from Gosnold on Cape Cod to conduct outreach to opiate overdose victims and offer detox, treatment, and support services.
- With its part-time clinician, the CIU conducts mental health outreach to individuals in crisis to offer treatment and support.
- The CIU participates in the weekly Barnstable District Court “Drug Court” sessions.
- The CIU coordinates the monthly multi-agency Barnstable Community Crisis Intervention Team (CCIT) and strategizes to provide appropriate services to the target population by coordinating housing, mental health services, substance abuse treatment, terms of probation, and jail diversion.
- The CIU coordinated weekly meetings with the Street Outreach Team, which collaborates daily to identify individuals in crisis and to provide aggressive outreach and support services.



COMMUNITY IMPACT UNIT WITH OFFICERS

Hiring/Promotions/Backgrounds

- **Full time officers:** in the process of potentially hiring 2 (approved for 5 openings). Conducted 8 backgrounds
- **Telecommunication Specialists:** 4 hired. Conducted more than 30 backgrounds.
- **Special Police Officers:** 12 sworn in each year
- **Community Service Officers:** Anticipate we will hire 10
- **Contractors working in the building:** 63 backgrounds conducted
- **Temporary Employees:** backgrounds conducted and 2 selected
- **Volunteers:** backgrounds conducted and 2 selected
- **Interns:** background conducted and 1 selected

Background assistance to outside agencies:

- Hyannis Fire Department – 2
- Military Service – 1
- Outside Law Enforcement Agencies – 27
- Out of State Weapons background checks – 5

Training

The importance of training cannot be overstated. The Barnstable Police Department is committed to ensuring that officers are provided training opportunities that will allow members to provide exceptional service to the community and ensure ongoing professional development. Since July 1, 2018, the department has begun providing in-house CPR/First Aid instruction for all officers as we trained two officers to be instructors last year. We also have trained Stop the Bleed instructors who are providing the Stop the Bleed course to Barnstable officers as well as members of the community. This year the Department also:

- Hosted two of the three FBI LEEDA Trilogy classes on leadership
- Hosted SRO (School Resource Officer) training
- Hosted Street Survival training

Officers completed the following specialized training:

- ALICE Training (School Shooter Response) ALICE stands for Alert/Lockdown/Inform/Counter/Evacuate
- ALERRT Training (Joint Active Training Response) ALERT stands for Advanced Law Enforcement Rapid Response Training
- Advanced School Security Assessment Training
- ARIDE (Advanced Roadside Impaired Driver Enforcement)
- Road Wise Officer Safety Training - Train the Trainer
- Firearms Instructor / Less Lethal Instructor (MPTC Certification)
- Incident Command Systems 300 and 400
- Survive & Thrive for officer wellness
- Field Training Officer school (6 new FTOs trained)
- Sexual Assault Investigation (in order to obtain MPTC Certification)
- Below 100 (training to reduce officer fatalities)
- Speaker Lt. Dave Grossman - Lt. Col. Grossman is an internationally recognized scholar, author, soldier, and speaker. He is one of the world's foremost experts in the field of human aggression and the roots of violence and violent crime.
- Drone Pilot Certification

Other Accomplishments

- The Department initiated a “Police Evidence Fund” at Rockland Trust Bank through the joint efforts of the District Attorney’s Office, Town Treasurer’s Office, and BPD Personnel. All monies seized relative to an arrest or incident, over the threshold amount of \$1,000, will now be deposited to this dedicated account. Prior to the establishment of this special account, all funds were secured in the Evidence Vault at the BPD. Limiting the amount of cash kept at our facility decreases our liability and chances of malfeasance. In addition, current funds being stored in the vault are being analyzed for deposit to this special account.

FY19 Goals and Results

Short-Term:

1. Expand CIU mission and partner in the Barnstable District Court “Drug Court” program by attending and participating in weekly sessions. **Result:** Accomplished and ongoing
2. Expand CIU mission to include youth services and jail diversion by implementing a full-time officer at the Hyannis Youth and Community Center. **Result:** Accomplished and ongoing. The Hyannis FD has also participated in this program as well.
3. Send two officers to a driver instruction course so that they can instruct officers on proper operation of emergency vehicles. Host an intensive interview and interrogation class to enhance officers’ investigation skills. **Result:** Both accomplished. Officers that attended the driver-training program are currently preparing a curriculum for other department members.

Long-Term:

1. Collaborate with community resources, such as Duffy Health, Housing Assistance Corporation, AIDS Support Group of Cape Cod, and Gosnold of Cape Cod to address quality of life issues related to homelessness, mental illness, and substance abuse. **Result:** While the department has successfully collaborated with these, and other, agencies this is an ongoing issue that we will be continuing to work on.
2. Continue ongoing Mental Health training for all patrol officers, including MHFA and CCIT training. **Result:** While the department has been actively engaged in mental health training for officers in relation to the calls they go on and for their own wellbeing, this will be an ongoing issue and one that continues to expand.
3. Continue to address quality of life issues especially in the areas of homelessness; fentanyl distribution and use; and a continued reduction in Part 1 crimes. **Result:** The department has seen success in these areas; however, these are ongoing issues that the department will continue to work on.

Fiscal Year 2020 Goals and Objectives: Administration and Investigative Services Bureau

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

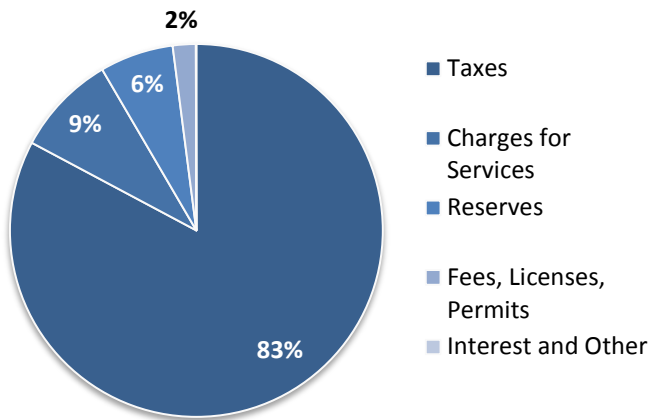
1. Establish a Community Services Division that will encompass community-related specialty units such as the School Resource Officer Program; Adopt-A-School Program; Street Crimes Unit; Community Impact Unit; and Community Affairs. **(SP: Education, Public Health and Safety, Communication)**
2. Increase the use of social media and personal interactions to notify businesses of crime trends that are most likely to affect their business. **(SP: Education, Public Health and Safety, Communication)**
3. Increase the number of investigations and checks into local Pawn Shops and Second-Hand Businesses and utilize the Massachusetts Pawn Shop/Jewelry/2nd-Hand Sales Reporting System to revisit B&E and larceny cases attempting to track stolen property. **(SP: Education, Public Health and Safety, Communication)**
4. Fill two current vacancies within the Criminal Investigative Unit. **(SP: Education, Public Health and Safety, Communication)**
5. The Narcotics Unit will continue to investigate individuals and organizations responsible for the distribution of dangerous narcotics to Cape Cod. The unit will continue to develop relationships with Federal, State and Regional law enforcement agencies to facilitate investigation, arrest, and federal prosecution of high-level drug offenders responsible for distribution of drugs to Cape Cod and consequential violent criminal activity. **(SP: Education, Public Health and Safety, Communication)**

Long-Term:

1. Improve long-term training and succession plan for the department. **(SP: Education, Public Health and Safety, Communication)**
2. The Criminal Investigative Unit will conduct research, gather intelligence, and better utilize data analysis to identify areas with emerging crime trends and persons of interest within the Town of Barnstable. **(SP: Education, Public Health and Safety, Communication)**
3. Utilize the Case Management tool within IMC Police Software to evaluate the assignment of Detectives for follow-up investigations to determine the best distribution of detective case workload and better communicate with patrol officers on case status and case intelligence. **(SP: Education, Public Health and Safety, Communication)**
4. Expand the use of technology being used by the Criminal Investigative Unit to conduct surveillance. Among other applications, investigative technology tools that assist in locating missing, endangered persons, and suspects wanted for serious crimes. **(SP: Education, Public Health and Safety, Communication)**

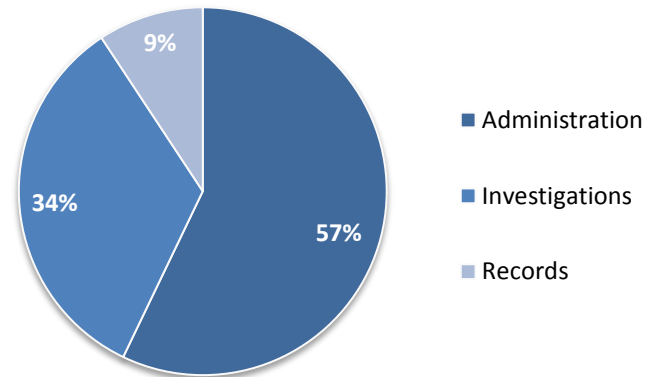
Administrative & Investigative Services Bureau Financial Summary

FY20 Source of Funding



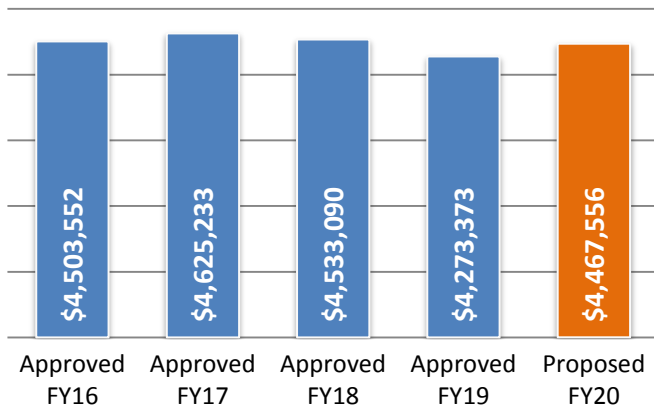
Tax support provides 83% of the funding source.

Administrative & Investigative Services FY20 Budget By Program



Administration 57% and Investigations 34% comprise of this division's budget.

Administration & Investigative Services Budget History



The budget in this area is essentially level to where it was 5 years ago.

Admin & Investigative Services	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 3,601,194	\$ 3,873,791	\$ 3,550,213	\$ 3,699,057	\$ (174,735)	-4.51%
Fees, Licenses, Permits	82,600	154,000	138,335	89,000	(65,000)	-42.21%
Charges for Services	281,698	243,582	276,710	392,500	148,918	61.14%
Interest and Other	3,623	2,000	3,633	2,000	-	0.00%
Reserves	-	-	-	285,000	285,000	0.00%
Total Sources	\$ 3,969,115	\$ 4,273,373	\$ 3,968,891	\$ 4,467,556	\$ 194,183	4.54%
Expenditure Category						
Personnel	\$ 2,710,336	\$ 2,953,194	\$ 2,651,462	\$ 2,859,669	\$ (93,525)	-3.17%
Operating Expenses	864,385	960,179	957,429	1,052,087	91,908	9.57%
Capital Outlay	394,394	360,000	360,000	555,800	195,800	54.39%
Total Appropriation	\$ 3,969,115	\$ 4,273,373	\$ 3,968,891	\$ 4,467,556	\$ 194,183	4.54%
Employee Benefits Allocation:						
Life Insurance	\$ 169		\$ 154			
Medicare	25,974		30,575			
Health Insurance	224,558		140,423			
County Retirement	673,614		659,011			
Total Employee Benefits (1)	\$ 924,314		\$ 830,162			
Total Expenditures Including Benefits	\$ 4,893,429		\$ 4,799,053			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The Administrative & Investigative Services Division's FY20 proposed budget is increasing by \$194,183 or 4.54% over FY19 budget. Personnel costs are decreasing \$93,525. The personnel budget includes contractual obligations, which has been offset with turnover savings due to retirements. Operating costs are increasing \$91,908, which includes \$91,000 to replace and/or upgrade IT equipment, \$62,624 in training, and \$29,200 in police academy costs. These costs have been offset with one-time training costs used in FY19, which have been removed in the FY20 budget. Capital Outlay cost of \$555,800 includes \$500,000 for vehicle replacements, \$20,800 for replacement of radios & related equipment at the dispatch center, and \$35,000 for Taser replacements. Tax support is decreasing by \$174,735.

Description of Division Services Provided

Administrative Services Program

Administrative Services provides the Department with leadership and support via the senior staff through a variety of functional areas as follows:

- Under the direction of a Lieutenant, the Executive Services includes the Personnel Selection Unit, the Professional Standards Unit, the Information Systems Office, the Research and Analysis Unit, the Accreditation Office, and the Training Unit.
- Personnel Selection is responsible for the recruitment, investigation, and selection of new police officers. Coordinates and monitors medical, psychological, and physical aptitude testing for police officer candidates. Conducts background investigations on all civilian employees of the Department.
- Professional Standards is responsible for the investigation of allegations of misconduct by members of the Police Department.
- The Research and Analysis unit is responsible for the compilation of data-driven information that identifies trends in activity and crime that enables the department to direct specific action to an area and target the negative activity for remediation.
- Computer Support Operations is responsible for programming, maintenance, and user support of all computer systems in the police facility and in the police vehicles. Additionally, computer support is responsible for the maintenance and support of all electronic equipment.
- Training provides for the development of in-service training programs covering firearms, use of force, criminal and case law updates and other related training.
- Motor Vehicle Maintenance is responsible for the repair and upkeep of the Department's motor vehicles, motorcycles, and boats.
- Administrative Services also includes areas relating to Communications Maintenance; Emergency Management; Budgeting and Finance; Grant Writing and Administration; and Facility Supervision and Maintenance.
- Volunteer Services incorporates approximately 45 Volunteers in Police Service (VIPS) serving at the Main Station, Main Street-Hyannis Substation, and West Villages Station-Marstons Mills Substation.

Administrative Services	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 2,083,705	\$ 2,102,471	\$ 1,845,518	\$ 1,783,612	\$ (318,860)	-15.17%
Fees, Licenses, Permits	82,600	154,000	138,335	89,000	(65,000)	-42.21%
Charges for Services	281,698	243,582	276,710	392,500	148,918	61.14%
Interest and Other	3,623	2,000	3,633	2,000	-	0.00%
Reserves	-	-	-	285,000	285,000	0.00%
Total Sources	\$ 2,451,626	\$ 2,502,053	\$ 2,264,196	\$ 2,552,111	\$ 50,058	2.00%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 1,225,166	\$ 1,244,692	\$ 972,403	\$ 1,007,042	\$ (237,650)	-19.09%
Operating Expenses	832,066	897,361	931,793	989,269	91,908	10.24%
Capital Outlay	394,394	360,000	360,000	555,800	195,800	54.39%
Total Appropriation	\$ 2,451,626	\$ 2,502,053	\$ 2,264,196	\$ 2,552,111	\$ 50,058	2.00%

Employee Benefits Allocation:	
Life Insurance	\$ 66
Medicare	11,260
Health Insurance	118,711
County Retirement	254,591
Total Employee Benefits (1)	\$ 384,628
Total Expenditures Including Benefits	\$ 2,836,254

\$ 36
12,885
68,402
196,265
\$ 277,588
\$ 2,541,784

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.



JUNIOR POLICE ACADEMY GRADUATES

Records Program

Records Program is responsible for the processing of all incident/accident/arrest reports to allow retrieval in a variety of formats. The Records Unit processes all firearm and hackney licenses within the Town of Barnstable.



- Evidence Preservation and Accountability is responsible for the processing, submitting for analysis and safekeeping of all evidence, drugs and property that come into possession of the department;
- Licensing and Permits investigates the suitability of issuing licenses to persons applying for firearms, taxi and other licenses;
- The Division maintains an active database of all sex offenders living and working in the Town of Barnstable. The Department disseminates all information regarding Level 3 Sex Offenders, including posting on our website. www.barnstablepolice.com; and
- Alarm Administration provides for the registration of all alarms in both private residences and businesses in order to reduce the number of false alarm dispatches.

Records	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 307,845	\$ 386,858	\$ 351,361	\$ 414,899	\$ 28,041	7.25%
Total Sources	\$ 307,845	\$ 386,858	\$ 351,361	\$ 414,899	\$ 28,041	7.25%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 284,087	\$ 335,858	\$ 332,475	\$ 363,899	\$ 28,041	8.35%
Operating Expenses	23,759	51,000	18,886	51,000	-	0.00%
Total Appropriation	\$ 307,845	\$ 386,858	\$ 351,361	\$ 414,899	\$ 28,041	7.25%

Employee Benefits Allocation:			
Life Insurance	\$ 24		\$ 25
Medicare	3,799		4,099
Health Insurance	16,157		14,870
County Retirement	65,589		71,807
Total Employee Benefits (1)	\$ 85,568		\$ 90,801
Total Expenditures Including Benefits	\$ 393,414		\$ 442,162

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Investigative Services Program

The Investigative Services Program falls under the supervision of a Deputy Chief. Those functions include a Narcotics Unit, a General Investigations Unit, Juvenile Services, an Arson Investigator, a Sexual Assault Investigator, a Domestic Violence Detective, and the Community Impact Unit. The focus of the Investigative Services Bureau is the investigation of serious crimes including, but not limited to, homicides, assaults, sexual assaults, robberies, burglaries, narcotics trafficking, weapons (gun) violations, larcenies, and identity fraud. The Bureau accomplishes its work through a number of functional areas as follows:

- A Detective Lieutenant supervises the day-to-day operations of General Investigations Unit and is responsible for the investigation of all felony and serious crimes;
- Narcotics and Vice Control Unit is responsible for the investigation of drug offenses and conditions that may promote crime. A Detective Sergeant supervises the day-to-day operations of this unit;
- The primary function of the Community Impact Unit is to address the adverse impact of homelessness, mental illness and drug addiction on the community and to deter crimes of violence, “open air” (in public) narcotics distribution, disorderly conduct, and other public nuisance offenses such as prostitution and vandalism. The unit is active in all the villages of the Town of Barnstable;
- The Computer Forensic Technology Lab tests and preserves evidence relative to crimes committed in which technology was utilized to assist in the crime (cell phones, computers, etc.);
- Juvenile Services investigates crimes and status offenses involving juveniles and the investigation of sexual assaults; provides a School Resource Officer at Barnstable High School and Adopt-A-School Officers at six (6) elementary schools and one (1) middle school;
- Criminal Identification assists in the collection and preservation of evidence, photographing crime and accident scenes and the fingerprinting and photographing of arrested persons;
- Victim Services coordinates the department’s response to incidents of domestic violence, victims of other incidents and assists victims in obtaining support services;
- The Prosecution Unit of the Police Department is responsible for the preparation and presentation of all cases on the District Court level. This not only includes over two thousand arrests per year but also motor vehicle hearings, show cause hearings, warrant applications, summons and alcohol commitments. The Prosecution Unit includes a Sergeant and a Detective, who act as the Department’s liaison, and maintains an effective working relationship scheduling and coordinating all cases with the Court, District Attorney’s Office, defense counselors and witnesses. The unit assures that police officers are notified of pending cases, of cancellation of cases, and assures that evidence is available when needed; and
- The Citizen’s Police Academy provides training to the citizens of the Town on the duties and functions of the Police Department, and recently graduated its 28th class.

Investigative Services	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 1,209,644	\$ 1,384,462	\$ 1,353,334	\$ 1,500,546	\$ 116,084	8.38%
Total Sources	\$ 1,209,644	\$ 1,384,462	\$ 1,353,334	\$ 1,500,546	\$ 116,084	8.38%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 1,201,084	\$ 1,372,644	\$ 1,346,584	\$ 1,488,728	\$ 116,084	8.46%
Operating Expenses	8,560	11,818	6,750	11,818	-	0.00%
Total Appropriation	\$ 1,209,644	\$ 1,384,462	\$ 1,353,334	\$ 1,500,546	\$ 116,084	8.38%

Employee Benefits Allocation:	Actual	Approved	Projected
Life Insurance	\$ 79		\$ 93
Medicare	10,915		13,590
Health Insurance	89,690		57,151
County Retirement	353,434		390,940
Total Employee Benefits (1)	\$ 454,118		\$ 461,774
Total Expenditures Including Benefits	\$ 1,663,761		\$ 1,815,107

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

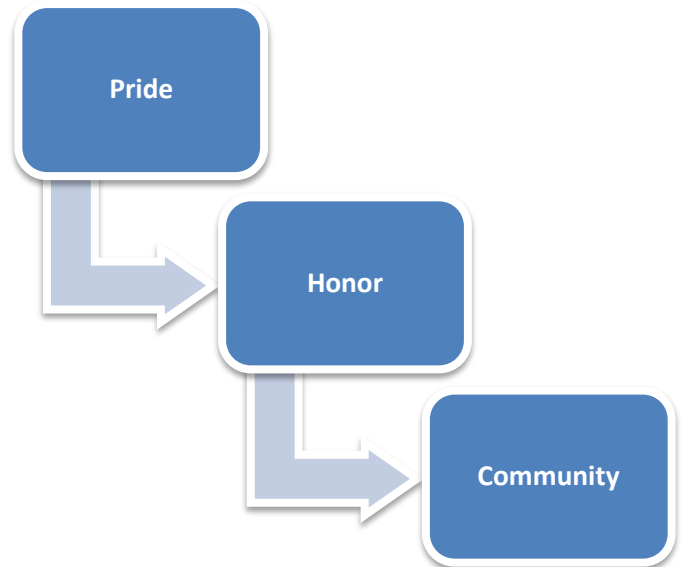
Performance Measures / Workload Indicators

Workload Indicators	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Firearms Licenses Processed	844	928	1,020
Taxi/Limousine Licenses Issued	126	138	150
Processed Arrest/Incident/Accident Reports	6,638	6,704	6,771
Processed Item Evidence/Property	2,778	2,805	2,833
Process sex offenders for annual registrations, etc.	172	189	207
Home sex offender verification checks	104	115	126

Field Services Bureau

Purpose Statement

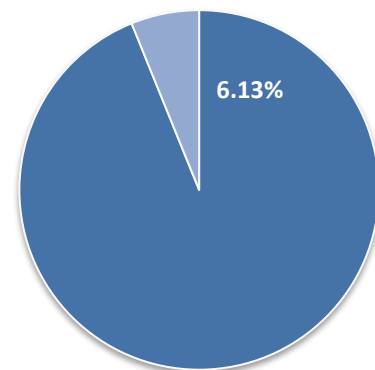
The Field Services Bureau - police relations includes detection and apprehension of criminal perpetrators and the maintenance of the safe and orderly flow of traffic. The mission of the patrol force is to develop our complement of officers and supervisors into a team. This team will become a cohesive unit with improved productivity and healthy working attitudes. This will enhance our service to the department, the community, and our families.



Recent Accomplishments

- Begin the process of updating the Comprehensive Emergency Management Plan, which should be completed by June 30, 2019.
- Add three SRO’s full time to the schools.
- Update the equipment in our town-wide Emergency Operations Center (EOC) located in the BPD multi-purpose room with new monitors, computers, and other emergency equipment .
- Work with other town agencies to plan and facilitate an emergency preparedness exercise for town officials in the newly outfitted EOC which took place in August.
- A number of officers and dispatchers were recognized for outstanding work and received lifesaving awards.
- Two officers were recognized at the Statehouse on 10/2/18 by Rep. Crocker.
- Three officers were recognized by MASSCop with the President’s Award at the annual convention in Hyannis on 9/20/18, and also recognized by the Massachusetts Police Association (MPA) with the Medal of Valor on 10/25/18.

Percentage of FY20 General Fund Budget



The Field Services Bureau comprises 6.13% of the total General Fund budget.

Additional Recent Accomplishments

School Resource Officer (SRO) Program

Following the active shooter scenario that occurred on February 14, 2018 in Parkland, Florida, the Town and School Department in the Town of Barnstable increased the number of School Resource Officers at Barnstable High School from 1 to 2 and added an SRO to both the Barnstable Middle School and the Elementary Schools. A great deal of thought, training and collaboration with the school department had gone into the development of an expanded SRO program over the course of FY19, which is still being refined and improved upon now that program is fully operational. The purpose of the School Resource Officer program is to support and foster the safe and healthy development of all students in District through strategic and appropriate use of law enforcement resources. The SRO's, in conjunction with the overall police department mission, ensure that staff and students have a safe and secure environment for teaching and learning, in order for students to achieve their maximum potential in education. The initial initiatives of the program focused on improving campus safety and creating safe school passages for the school community members as a whole.

During FY19 the following trainings and accomplishments were achieved with respect to the SRO Program:

- The Barnstable Police Department hosted the National Association of School Resource Officers in providing 40 hours of training to 4 SRO's from the Barnstable Police Department, as well as other police departments in the geographic region of Cape Cod.



Additional Recent Accomplishments

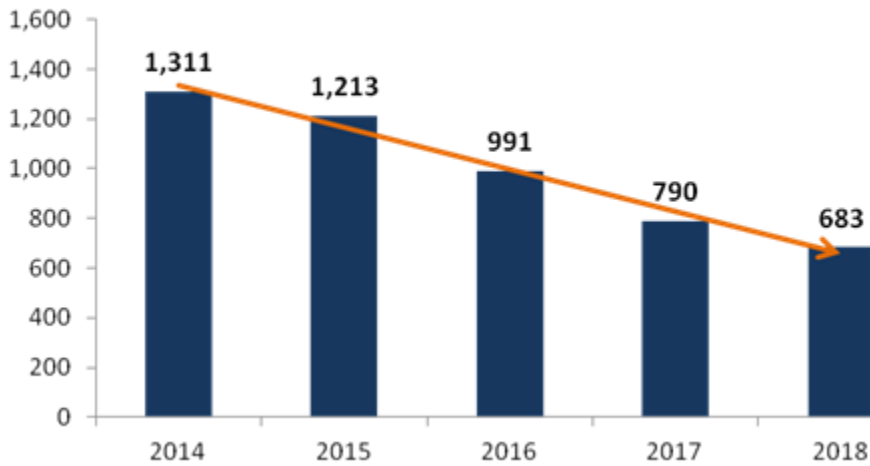
- All 4 SRO's from the Barnstable Police Department became certified instructors in *Alert, Lockdown, Inform, Counter, and Evacuate* (ALICE) and provided ALICE training to 5,200 students and 1,200 staff members in the Barnstable Public Schools, as well as providing ALICE training to several private schools in the Town of Barnstable
- One SRO achieved Advanced level certification in Physical Security Assessments for Schools and Buildings
- One SRO attended FEMA training in Multi-Hazard Emergency Planning for Schools
- The Department developed an Emergency Response Plan for the Barnstable Public Schools
- All SRO's became certified Sexual Assault Investigators
- All SRO's became certified Social Media Investigators
- All SRO's attended Community Crisis Intervention Team (CCIT) training

Quantitative Points of Interest – Field Services (FY18)

- Processed 1,411 'on view' arrests, 709 summonses, 608 protective custodies, and 475 warrant attempts
- Performed 16,218 security checks of areas at potential risk of crime or quality of life issues
- Investigated 3,082 suspicious activity calls
- Handled 3,169 medical emergency calls, 1,346 well-being checks, 175 Section 12 (mental health), 118 Section 35 (alcohol) services, and 187 overdoses
- Responded to 1,462 commercial, and 1,719 residential alarms
- Responded to 2,314 motor vehicle accidents. 1,722 accidents were property damage only, 330 were hit and run, 202 resulted in injury, and 1 was fatal
- Officers conducted 6,700 motor vehicle stops, issued 2,766 citations, 1,845 verbal warnings, investigated 947 traffic complaints, conducted 543 various traffic enforcement activities

FY19 Goals and Results

Part 1 Crimes by Fiscal Year



The total reported crimes have declined from 1,311 in year 2014 to 683 in year 2018 or 48% decline.

Short-Term:

1. Provide each Field Service Bureau officer with a refresher course in emergency vehicle operation.
Result: Two officers were sent to an instructor program and are preparing a curriculum for training others.
2. Combine the police dispatch center with Hyannis Fire Department to be housed at the police facility.
Result: This has been accomplished and is seeing positive results.

Long-Term:

1. Continue to improve and develop our community-policing model.
Result: The department initiated a new neighborhood watch program in the General Patton Drive area. The department also expanded the SRO program with 3 new officers being placed into schools.
2. Continue to develop new programs/initiatives for community outreach and involvement.
Result: The department engaged in several initiatives such as Coffee with a Cop, Cones with Cops, participated in the Big Brothers program, Ask a Cop at the Senior Center, and stationed an officer full-time at HYCC.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council’s Quality of Life Strategic Plan- See Introduction Section)

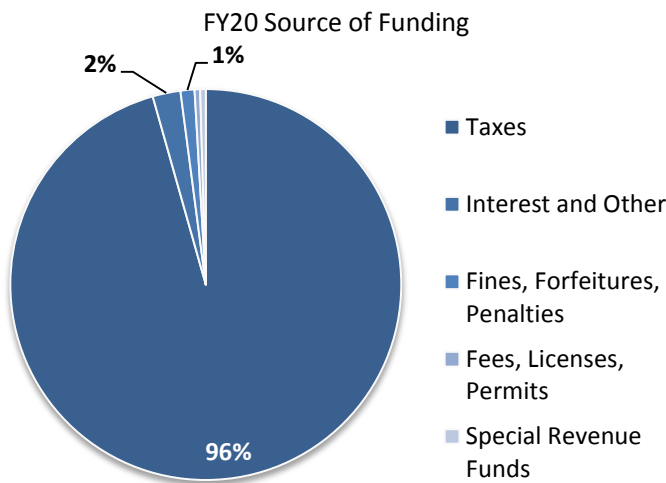
Short-Term:

1. Establish a liaison program with the Senior Center
2. Expand use of social media and other technologies as an informational and community outreach tool.
3. Use remaining Byrne Grant funds to increase foot and mountain bike patrols.

Long-Term:

1. Improve officer safety and defensive tactics training.
2. To seek out new programs and technologies that help us to proactively address crime, quality of life, and safety issues in our community.

Field Services Division Financial Summary



Tax support provides 96% of the funding source for this operation.

Field Services Budget History



The Field Services budget has increased from \$8.8 million in FY16 to \$10.8 million proposed in FY20 over the five-year period, or 4.73% annually. The increase is primarily due to an increase in the number of additional positions and contractual obligations for personnel.

Description of Division Services Provided

The patrol force consists of four patrol shifts, lock-up oversight, the marine unit, mountain bike unit, traffic unit, firearms licensing, and the canine unit. Field Services also includes the SWAT Team, the Public Information Office, Accreditation Office, Emergency Preparedness, and Telecommunications. The SWAT is responsible for high-risk warrant service and the apprehension of armed felons. Emergency Preparedness is responsible for coordinating with all Town, State and Federal Agencies, Public Utilities and the American Red Cross for disaster preparedness, response, and mitigation. The Public Information Office is responsible for relaying accurate and timely information and news updates to the media.

The Patrol Force, under the command of the Deputy Chief of Field Services, is divided into four watches. Each watch is under the command of a Lieutenant. The major function of patrol is crime prevention and crime suppression. The Town of Barnstable has been geographically divided into patrol sectors, and staffing levels are assigned to a sector based on activity. There are currently six sectors to which one or more officers may be assigned. The Patrol Division has a variety of functional areas of responsibility:

- Two K-9 officers provide overlapping shift coverage;
- The Traffic Unit implements community enforcement programs and public education;
- The Marine Unit is responsible for patrolling and safeguarding the waterways of the Town of Barnstable;
- The Mountain Bike Unit is responsible for patrol coverage throughout the downtown Hyannis Area;
- The All-Terrain Vehicle Unit is responsible for patrolling limited access areas;
- The Field Training Officer Unit is responsible for training all new recruits upon their graduation from the police academy; and
- Crime Prevention provides citizens of the Town with the information necessary to assist them in decreasing the chances they will be the victims of a crime through such things as the Operation Identification and Neighborhood Watch Programs.

Field Services Bureau	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 9,475,878	\$ 9,871,764	\$ 10,105,974	\$ 10,399,111	\$ 527,347	5.34%
Fines, Forfeitures, Penalties	129,857	126,000	132,928	126,000	-	0.00%
Fees, Licenses, Permits	50,090	70,000	85,890	50,000	(20,000)	-28.57%
Interest and Other	18,287	240,000	333,343	250,000	10,000	4.17%
Special Revenue Funds	50,000	50,000	50,000	50,000	-	0.00%
Reserves	-	75,401	-	-	(75,401)	-100.00%
Total Sources	\$ 9,724,113	\$10,433,165	\$10,708,135	\$10,875,111	\$ 441,946	4.24%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 9,708,738	\$ 10,347,004	\$ 10,623,135	\$ 10,858,687	\$ 511,683	4.95%
Operating Expenses	15,374	86,161	85,000	16,424	(69,737)	-80.94%
Total Appropriation	\$ 9,724,113	\$10,433,165	\$10,708,135	\$10,875,111	\$ 441,946	4.24%

Employee Benefits Allocation:	
Life Insurance	\$ 575
Medicare	126,042
Health Insurance	704,627
County Retirement	1,912,308
Total Employee Benefits (1)	\$ 2,743,553
Total Expenditures Including Benefits	\$12,467,665

\$ 637
135,806
686,293
2,152,078
\$ 2,974,815
\$13,682,950

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The proposed FY20 budget is increasing \$441,946. The majority of the increase is due to contract obligations, but additional items include overtime costs of \$69,332 for training and \$77,000 for the School Resource Officers (SRO). Personnel costs also include a cost reduction of \$200,000 for an anticipated E911 grant. Operating costs are decreasing \$69,737 as the FY19 budget included police academy costs for 10 officers that will not be repeated in FY20.

Performance Measures / Workload Indicators

Workload Indicator Part I Crime Category	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	% Change 2017-2018
Murder	-	1	1	2	1	(50.0%)
Rape	23	23	26	30	18	(40.0%)
Robbery	25	26	18	14	14	(0.0%)
Aggravated Assault	204	180	151	126	142	(13.0%)
<i>*Aggravated Assault with a Firearm</i>	<i>1</i>	<i>2</i>	<i>1</i>	<i>1</i>	<i>3</i>	(100.0%)
Burglary / Breaking and Entering	206	217	173	99	74	(25.0%)
Larceny	798	702	581	500	410	(18%.0)
Motor Vehicle Theft	54	62	40	18	21	17.0%
Totals:	1,311	1,213	991	790	683	(14.0%)

Workload Indicator	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	% Change 2016-2017
Calls for Service	65,915	60,209	61,487	65,759	60,569	(8.0%)
Number of Motor Vehicle Stops	7,209	5,689	6,998	9,140	6,700	(27.0%)
Number of Part II Crimes	938	814	728	844	681	(19.0%)
Number of Arrests	1,840	1,733	1,728	1,685	1,489	(12.0%)
Number of Criminal Summons	1,033	821	829	858	701	(18.0%)
Number of Protective Custody Cases	583	604	614	626	606	(3.0%)



POLICE COMMAND VEHICLE

Public Works Department



**Administration & Technical Support
Division**



Highway Division

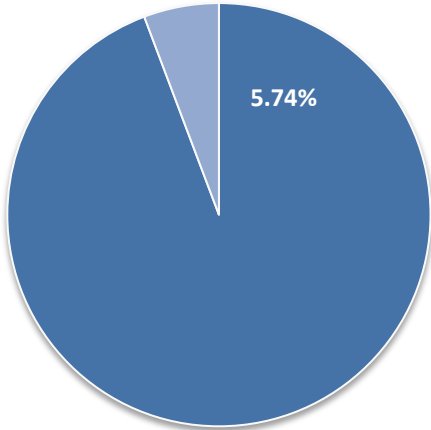


**Structures & Grounds
Division**

Percentage of FY20 General Fund Budget

Purpose Statement

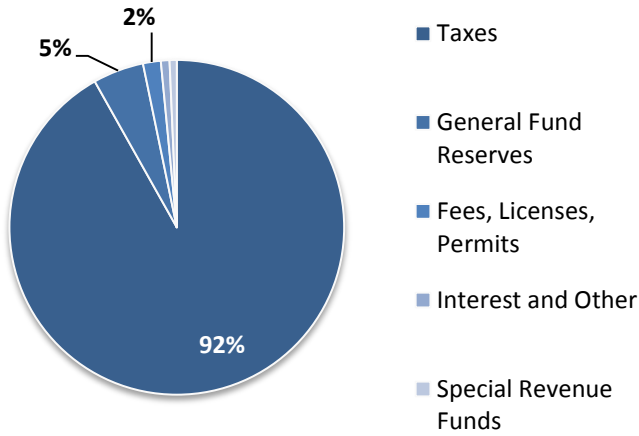
The purpose of the Department of Public Works is to protect, preserve, and improve the Town’s infrastructure and related assets in a manner that meets the current and future social and economic needs of the community; and contributes to a healthy, safe, and quality environment for the Town’s citizens and its visitors.



The Public Works Department comprises 5.74% of the overall General Fund budget; it is the third largest department after the School Department and Police Department.

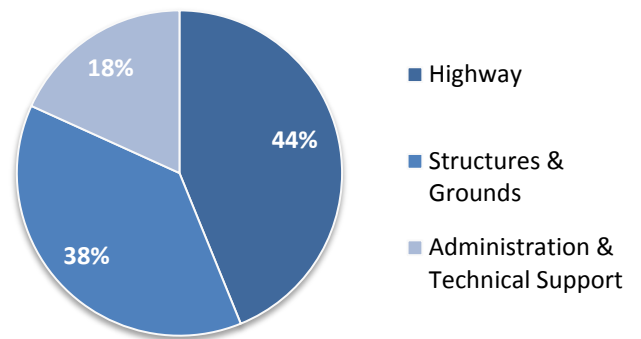
Public Works Department Financial Summary

FY20 Source of Funding



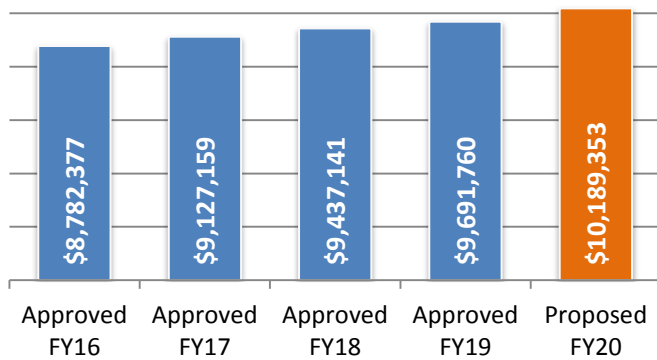
Taxes provide 92% of the funding for this operation.

Public Works Department FY20 Budget By Division



The Highway Division is the largest operation within the Public Works Department General Fund operations representing 44% of the proposed budget.

Public Works Department Budget History



The budget has increased from \$8.8 million in FY16 to \$10.2 million proposed FY20 over the five-year period, or 3.20% annually excluding snow/ice deficits.

Public Works Dept.	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 8,197,229	\$ 9,366,190	\$ 8,553,671	\$ 9,858,783	\$ 492,593	5.26%
Intergovernmental	4,159	-	181,477	-	-	0.00%
Fees, Licenses, Permits	186,802	170,000	183,099	175,000	5,000	2.94%
Interest and Other	86,437	85,000	85,840	85,000	-	0.00%
Special Revenue Funds	70,570	70,570	70,570	70,570	-	0.00%
Enterprise Funds	21,345	-	-	-	-	0.00%
Reserves	1,456,214	-	500,000	-	-	0.00%
Total Sources	\$ 10,022,756	\$ 9,691,760	\$ 9,574,657	\$ 10,189,353	\$ 497,593	5.13%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 5,558,929	\$ 5,837,575	\$ 5,565,817	\$ 6,103,368	\$ 265,793	4.55%
Operating Expenses	3,892,168	3,238,185	3,392,840	3,469,985	231,800	7.16%
Capital Outlay	571,659	616,000	616,000	616,000	-	0.00%
Total Appropriation (1)	\$ 10,022,756	\$ 9,691,760	\$ 9,574,657	\$ 10,189,353	\$ 497,593	5.13%

Employee Benefits Allocation:	
Life Insurance	\$ 523
Medicare	74,614
Health Insurance	293,870
County Retirement	1,101,059
Total Employee Benefits (2)	\$ 1,470,066

	\$ 460
	75,769
	277,471
	1,142,945
	\$ 1,496,645

Total Expenditures Including Benefits	\$ 11,492,821
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(1) Snow & Ice Removal Deficits are excluded from approved and proposed budgeted figures. (See fixed cost table)

(2) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

Department of Public Works (DPW) FY20 proposed budget is increasing by \$497,593 or 5.13% over the FY19 budget. Personnel costs are increasing \$265,793 due to contractual obligations, \$14,700 for the minimum wage increase impact and \$136,137 to fund 3 full-time field maintenance crew positions. Operating costs are increasing by \$231,800. The increase includes a \$125,000 increase to the snow & ice removal budget, \$2,000 for software maintenance, \$9,000 to replace and/or repair Automatic External Defibrillator (AED) devices, \$21,500 to maintain Lombard Field, \$7,000 to maintain the Barnstable Dog Park, \$18,500 for safety equipment, \$16,800 increase to vehicle maintenance budget, \$12,000 to replace and repair flagpoles and lighting, and \$20,000 to replace outdated tools and equipment. Capital Outlay cost of \$616,000 includes \$500,000 for vehicle & equipment replacements, \$91,000 for mechanical and building improvements, and \$25,000 for leased property improvements. An increase in tax support provides for the increase in the operating budget.

Additional Funding Recommended

Public Works – Administration

1. Software Maintenance – Work Order System Adjustment

\$2,000 Requested
\$2,000 Recommended

In May of 2016, the department entered into a contract, utilizing NJPA values, with Facility Dude to supply a new work order system for the Department. The costs of these services were fixed through FY19, but now a 5% increase is anticipated in FY20.

2. AED Maintenance

\$9,000 Requested
\$9,000 Recommended

AED is a life saving device that is only beneficial if working properly. The town currently does not have a budget item to maintain the 29 units that are currently in service. AEDs typically have a life expectancy of 8-10 years. The pads expire every 2 years and the batteries every 4. The maintenance of the AEDs is costly and requires oversight. This appropriation will allow oversight and maintenance to the AEDs throughout the town and ensure that they are working properly in the time of need to help prevent loss of life.

3. Operating Capital – Vehicles

\$500,000 Requested
\$500,000 Recommended

The department has approximately 150 pieces of equipment, which are used to conduct its day-to-day business for the Town. These are replaced when they reach the end of their useful life with money from the Vehicle Op-cap budget. The department has developed and implemented sustainable long-term plan for the vehicle program that has resulted in efficiencies and cost savings.

4. Leased Property Operating Capital

\$25,000 Requested
\$25,000 Recommended

The Structures & Grounds Division has been tasked with managing capital improvements for (7) seven Town properties that are currently under lease agreements. Under this program, a percentage of rental income is allocated for larger capital improvements that fall outside the responsibility of our tenants. These improvements include structural repairs, roof & siding replacement, window & door replacement, HVAC upgrades, painting and electrical improvements.

5. HVAC Systems Operating Capital

\$91,000 Requested
\$91,000 Recommended

The Structures & Grounds Division is responsible for the ongoing maintenance of 19 municipal facilities that require HVAC systems year round. The HVAC systems that support these facilities are in need of upgrading and in some cases complete replacement with new more energy efficient units.

6. Tools and Equipment

\$20,000 Requested
\$20,000 Recommended

Tools and equipment are used beyond their life span and require replacing on a rotating basis. Due to the rising costs the current budget is inadequate for replacing tools as needed.

Public Works – Highway

7. Safety Equipment

\$18,500 Requested
\$18,500 Recommended

The department has hired a Safety Officer; this position has improved safety in the work place by implementing new policies and procedures, training, and requiring appropriate Personal Protective Equipment (PPE). By funding this request, employees will be provided with the proper PPE'S and training education for the work that they perform on a daily basis making for a safe work environment.

8. Vehicles Maintenance & Parts Replacement**\$16,800 Requested**
\$16,800 Recommended

Over the last 5 years, the cost of repairing vehicles has gone up to the point that the current budget is no longer adequate. This would allow for the repair and service of equipment much more efficiently and in a timely manner.

Public Works – Structures and Grounds**9. Minimum Wage Adjustment****\$14,700 Requested**
\$14,700 Recommended

The Massachusetts Minimum Wage Act gradually increases the minimum wage in Massachusetts from \$11/hour to \$15/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.

10. Grounds Maintenance Personnel**\$136,137 Requested**
\$136,137 Recommended

The Structures & Grounds Division will resume maintenance of the newly renovated Lombard Ball Field beginning with the 2019 softball season. The field and associated grounds have undergone an extensive \$1.6 million restoration and will require a higher level of maintenance than our typical Town fields. Additional maintenance responsibilities include the Barnstable Dog Park, Stones Memorial Park, Korean War Memorial, Burgess Park, Joshua's Pond, Ridgewood Park, and Conservation /CPC open space properties.

11. Lombard Ball Field Maintenance**\$21,500 Requested**
\$21,500 Recommended

The Structures & Grounds Division will resume maintenance of the newly renovated Lombard Ball Field beginning with the 2019 softball season. The field and associated grounds have undergone an extensive 1.6 million dollar restoration and will require a higher level of maintenance than our typical Town fields. The division can anticipate usage of the complex to increase dramatically as this will become the Town's "premiere ball field". Increased operational standards will require longer site visits with more frequency than in the past. Cultural practices will include weekly turf grass mowing, aeration, over-seeding, fertilization, irrigation and grooming of the skinned infield and warning tracks. Additionally, general site utilities will need to be inspected and maintained including the electronic scoreboard, lighting system, water service, irrigation controls, and drainage systems. We will also expect that trash collection and accumulation of debris will require more grounds policing and increased service intervals.

12. Barnstable Dog Park Maintenance**\$7,000 Requested**
\$7,000 Recommended

The division will expend approximate (484) man hours annually to provide dog waste collection, litter removal, sanitation practices, mowing, weed control, path maintenance, and other seasonal tasks.

13. Flag Replacement & Decorative Lighting**\$12,000 Requested**
\$12,000 Recommended

Structures & Grounds maintains approximately 30 flagpoles throughout the Town of Barnstable. These poles are located at our larger municipal buildings, cemeteries, and memorial parks. The Division also provides Christmas lights for various Town properties including installation, maintenance, and periodic replacements.

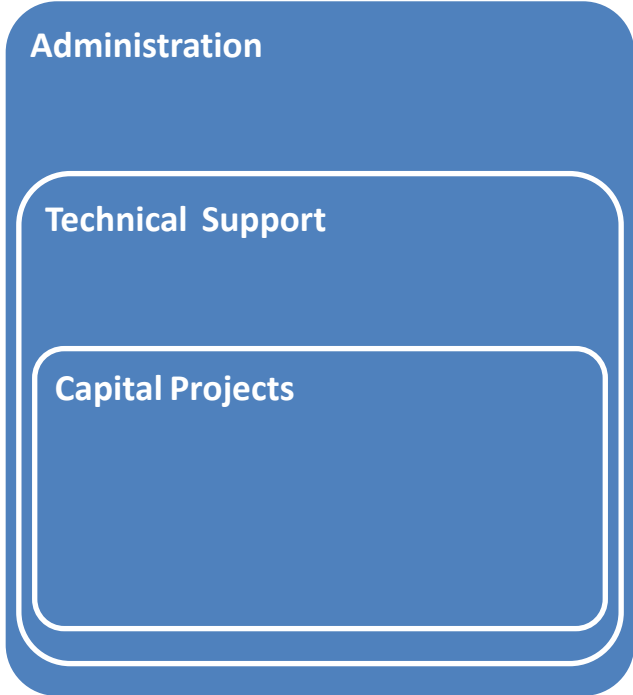
Administration & Technical Support Division

Purpose Statement

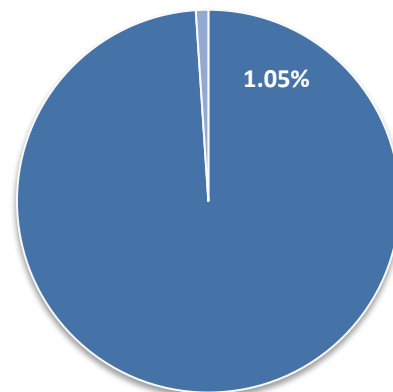
The Administration and Technical Support Division provides centralized administrative and technical support services to the Department’s five operating divisions. These services include policy and procedural guidance, program and capital planning, oversight of division operations, procurement and budgetary management services, community relations and it maintains close liaison with the Town Manager. In addition, the division provides efficient, cost-effective, and professional quality engineering, architectural, survey, and project management services in support of capital improvement and other projects.

Recent Accomplishments

- Continued development of Nutrient Management Plan and began public outreach of the Nutrient Management Plan.
- Development and Submittal of more than 50 Capital Improvement Plan (CIP) projects for consideration by Town Manager and Town Council.
- Executed \$9.7 million in Capital Improvement Plan (CIP) projects in 2019.



Percentage of FY20 General Fund Budget



This division comprises 1.05% of the overall General Fund budget.

Additional Recent Accomplishments

Town Architect Recent Accomplishments

The Town Architect, Mark Marinaccio, and his staff provide architectural services, design, and project management of public buildings; assist the Town Engineer with Horizontal and Marine projects; and assist the School Department with large projects.

- Barnstable Police Department Improvements: Completed bidding and began construction for interior improvements and mechanical equipment replacements. Improvements include new prisoner processing area, dispatch center, mechanical chiller, unit heater replacements, and limited interior office finish replacement. Project is substantially complete.
- Centerville Recreation Building ADA, Life Safety Improvements: Completed electrical and mechanical engineering for electrical, plumbing, and finish upgrades. Acquired additional preservation funds for window, lighting, and ceiling restoration. Developed architectural improvement documents. Project in construction document phase.
- US Custom House Carriage House Restoration: Contracted architectural / engineering services for the restoration project. Project in construction document phase.
- Lombard Field: Provided construction phase administrative and coordination services. Project scheduled to be completed in early spring of 2019.
- JFK Museum: Developed designs for the restoration / replacement of the Main Street Plaza, acquired project funding. Project in construction document phase.
- Barnstable Dog Park: Provided construction phase administrative and coordination services.
- Hyannis Water Department: Developed designs and construction documents for the Longview Pump station. Project is about to go to bid.
- Craigville Beach House Site Improvements: Acquired funding for the project. Project is in design.
- Osterville Bay School Building Demolition: Completed demolition of the Old Bay School building.
- Osterville Tennis Courts: Completed design, bidding, and construction of two new tennis / pickleball courts, and parking lot improvements. Project Complete.
- Osterville Recreation Fields and Building: Worked with the Osterville Civic Association to develop designs for rehabilitation of the site and new recreation building. Project is beginning design development phase.
- Barnstable High School 21st Century Learning Center: Provided construction phase monitoring and project management assistance to the School Department. Project is under construction.
- Barnstable High School Library HVAC Unit Replacement: Provided construction phase monitoring and project management assistance to the School Department. Project is under construction.

Town Engineer Recent Accomplishments**MassWorks Projects**

- Design of Hyannis Commercial Center Traffic and Pedestrian Improvements.
- Design and Construction of the Dredge of Sampson's Island/Dead Neck.

State Transportation Improvement Program Projects

- Design of Bearer's Way Shared Use Path.
- Design of Cape Cod Rail Trail Extension Phase 3 (Yarmouth to Barnstable).

Chapter 90 Projects

- Design of Barnstable Village Streetscape Improvements.
- Design and begin Construction of Sea Street Streetscape Improvements.
- Design and begin Construction of Marstons Mills Streetscape Improvements.
- Design of Main Street East, Hyannis.

Capital Improvement Projects

- Design of Marstons Mills River Fishway Improvements.
- Maintenance Dredging of Barnstable Harbor Entrance Channel.
- Design of Comprehensive Dredge Plan.

Special Projects

- Coordinated on Cape Cod Five Sewer/Pump Station Project.
- Design of Three Bays Stormwater BMPs (four site locations).
- Studied effluent disposal options.
- Study for Barnstable Comprehensive Athletics Fields Evaluation.
- Evaluated phragmites invasion at Stewart Creek .

Grants awarded

- Marstons Mills Fishway Project from NRCS.
- Hyannis Commercial Center Traffic and Pedestrian Improvements from Massworks.
- Dredging for Sampson's Island/Dead Neck from MassWorks Navigational Grant.
- Additional design for Three Bays Stormwater BMPs from CZM CPA .

Other Services

- Responded to hundreds of Public Inquiries and Requests.
- Participated in over 80 Site Plan Reviews.
- Processed over 230 Road Opening Permits.
- Evaluated and inspected 18 Sanitary Sewer Connections, Disconnections and Repairs.

Heavy Maintenance & Repairs

- Asphalt mill and overlay over 12 Roads
- Reclamation of 5 roads
- Chip sealed 19 roads

Sidewalk Improvement Projects

- Legacy Trail sidewalk improvements along South Street and Pearl Street.
- High School Road, Hyannis, Main Street to entrance to Saint John Paul H.S.

Drainage Improvements

- Installed 17 independent drainage systems

Safety Officer

- Trained over 25 DPW employees in Flagger Certification.
- Created in house training program for chipper safety.
- Conducted Chainsaw safety and Storm Damage training for employees who may operate chainsaws as part of their job tasks.
- Drafted health and safety plans for a variety of topics including but not limited to confined space entry, trenching and excavation, emergency evacuation, safety handling of sharps and lockout tagout.
- Certified operators in Bucket Truck Safety and Operations.
- Created license database for all DPW employees.
- Started a management plan for AED maintenance and oversight.
- Created Safe Operating Procedures for multiple job tasks performed within the 5 divisions.

Town Surveyor Recent Accomplishments

- Topo/Property line survey of 23-29 Spice Lane and Bone Hill parking area
- Stake-out of recently acquired property at Lowell Park
- Preparation of plan and easement for additional land for 6A pump station at Barnstable House
- Additional survey for entrance to the Flume Herring Run in Marstons Mills
- Preparation of a compilation of many plans in the Pleasant Street area for possible sewer expansion
- Survey of Straightway for drainage expansion
- Preparation and acquisition of Attucks lane plans and easements for sewer expansion
- Topo/Property line survey of Crosby Circle in Osterville and Rendezvous pump station
- Field work for Monteiro property survey in Cotuit
- Title work on many properties, notably 227 Old Yarmouth Road
- Completion of fieldwork for new site abutting Mill Pond
- Supported Highway Division with Numerous side line surveys for tree/plow damage

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

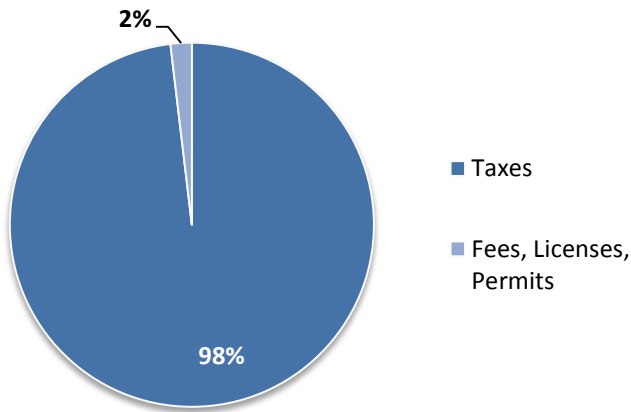
1. Finalize Wastewater Management Plan; begin execution of select wastewater projects. **(SP: Public Health and Safety, Education, Communication)**
2. Finish construction on the Sea Street Streetscape Project. **(SP: Infrastructure)**
3. Finish construction on the Marstons Mills Village Streetscape project. **(SP: Infrastructure)**
4. Begin construction on the Barnstable Village Streetscape Project. **(SP: Infrastructure)**
5. Continue to implement the Comprehensive Dredge Permit. **(SP: Public Health and Safety, Communication)**
6. Begin to implement the Comprehensive Field Study. **(SP: Public Health and Safety, Education, Communication)**
7. Solicit for staffing to meet the projected Capital Improvement needs. **(SP: Infrastructure)**
8. Complete DPW Safety Manual. **(SP: Public Health and Safety, Education, Communication)**
9. Complete Town Hall Emergency Action Plan. **(SP: Public Health and Safety, Education, Communication)**
10. Complete Safety Data Sheet audit. **(SP: Public Health and Safety, Education, Communication)**

Long-Term:

1. Finalize the Hyannis East End and West End planning and designs. **(SP: Public Health and Safety, Education, Communication)**
2. Begin planning and design for the reconfiguration and rehabilitation of the Route 132 corridor from Bearse's Way to the Airport Rotary. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
3. Implement the Wastewater Management Plan. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
4. Create an electronic Safety Data Sheet management system. **(SP: Public Health and Safety, Education, Communication)**
5. Implement AED maintenance program. **(SP: Public Health and Safety, Education, Communication)**
6. Continue safety training and education for employees. **(SP: Public Health and Safety, Education, Communication)**
7. Create new hire education specific for divisions. **(SP: Public Health and Safety, Education, Communication)**

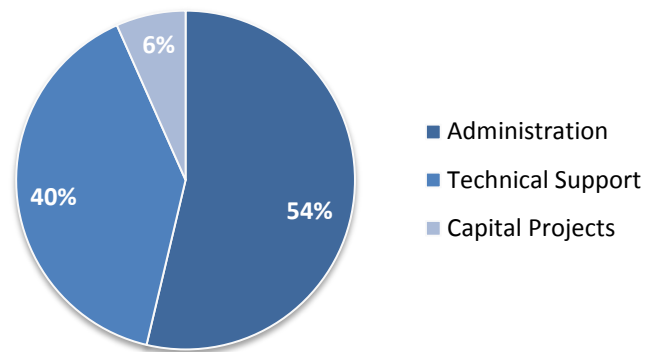
Administration & Technical Support Division Financial Summary

FY20 Source of Funding



Taxes support 98% of the operation.

Administration & Technical Support Division FY20 Budget By Program



The Administration program is the largest program area within this division representing 54%. This is mainly due to the management of all capital outlay within the Public Works Department being included in this program area.

Administration & Technical Support Division Budget History



The budget has increased from \$1.685 million in FY16 to \$1.857 million proposed in FY20 over a five-year period, or 2.04% annually.

Admin & Tech Support	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 1,735,177	\$ 1,792,890	\$ 1,765,618	\$ 1,822,414	\$ 29,524	1.65%
Fees, Licenses, Permits	36,680	35,000	47,660	35,000	-	0.00%
Interest and Other	1,437	-	840	-	-	0.00%
Total Sources	\$ 1,773,294	\$ 1,827,890	\$ 1,814,118	\$ 1,857,414	\$ 29,524	1.62%
Expenditure Category						
Personnel	\$ 1,053,140	\$ 1,032,254	\$ 1,047,001	\$ 1,050,778	\$ 18,524	1.79%
Operating Expenses	148,496	179,636	151,117	190,636	11,000	6.12%
Capital Outlay	571,659	616,000	616,000	616,000	-	0.00%
Total Appropriation	\$ 1,773,294	\$ 1,827,890	\$ 1,814,118	\$ 1,857,414	\$ 29,524	1.62%
Employee Benefits Allocation:						
Life Insurance	\$ 75		\$ 71			
Medicare	13,214		14,175			
Health Insurance	85,668		72,224			
County Retirement	209,635		228,284			
Total Employee Benefits (1)	\$ 308,592		\$ 314,754			
Total Expenditures Including Benefits	\$ 2,081,886		\$ 2,128,872			

Summary of Significant Budget Changes

Administration and Technical Support Division's FY20 proposed budget is increasing \$29,524 or 1.62% over FY19 budget. Personnel costs are increasing \$18,524 due to contractual obligations. Operating costs are increasing \$11,000, which includes \$2,000 for work order system software maintenance, and \$9,000 AED device replacements and repairs. Capital Outlay cost of \$616,000 includes \$500,000 for vehicle & equipment replacements, \$91,000 for mechanical and building improvements, and \$25,000 for leased property improvements. Tax support will increase by \$29,524 to provide for the increase in the operating budget.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Admin Assistant to Public Works Director	0.55	0.55	0.55	-
Assistant Public Works Director	0.55	0.55	0.55	-
Director of Public Works	0.55	0.55	0.55	-
Engineer Records Manager	1.00	1.00	1.00	-
Financial Coordinator	0.55	0.55	0.55	-
Safety Officer	0.55	0.55	0.55	-
Assistant Town Engineer	1.00	1.00	1.00	-
Senior Engineering Technician	1.00	1.00	1.00	-
Senior Project Manager	1.00	1.00	1.00	-
Special Proj Mgr Embayments	0.20	0.20	0.20	-
Survey Assistant Instrument Technician	1.00	1.00	1.00	-
Survey Crew Chief	1.00	1.00	1.00	-
Town Architect	1.00	1.00	1.00	-
Town Engineer	0.55	0.55	0.55	-
Town Surveyor	1.00	1.00	1.00	-
Full-time Equivalent Employees	11.50	11.50	11.50	-



PAINTING FIRE LANE MARKINGS

Description of Division Services Provided

Administration Program

This Division is organized into four groups. The Administration Group leads the Department and provides management and fiscal oversight. The Engineering Group supports the operational divisions with engineering and project management expertise in all matters relating to horizontal construction (roads, sidewalks, sewers, water, etc.; and marine matters). The Architectural Group supports the operational divisions with architectural and project management expertise for vertical construction. The Survey Group supports the Department with in-house survey capabilities.



Administration	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 900,631	\$ 984,296	\$ 957,082	\$ 997,506	\$ 13,210	1.34%
Interest and Other	817	-	540	-	-	0.00%
Total Sources	\$ 901,448	\$ 984,296	\$ 957,622	\$ 997,506	\$ 13,210	1.34%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 208,810	\$ 219,496	\$ 217,657	\$ 221,706	\$ 2,210	1.01%
Operating Expenses	120,979	148,800	123,965	159,800	11,000	7.39%
Capital Outlay	571,659	616,000	616,000	616,000	-	0.00%
Total Appropriation	\$ 901,448	\$ 984,296	\$ 957,622	\$ 997,506	\$ 13,210	1.34%

Employee Benefits Allocation:			
Life Insurance	\$ 15		\$ 15
Medicare	2,869		3,201
Health Insurance	8,782		9,906
County Retirement	44,284		48,339
Total Employee Benefits (1)	\$ 55,949		\$ 61,461
Total Expenditures Including Benefits	\$ 957,397		\$ 1,019,082

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Technical Support Program

The information support program supplies services and records to other DPW divisions, various town boards, committees and agencies, as well as the public. These services range from review of subdivision submittals for Planning Board and Site Plan Review, to supplying address assignments and corrections to the telephone company in support of the 911 system. Many hours are spent answering questions and responding to requests from the public for traffic control, road improvements, parcel information, and plan reproduction. Technical support on numerous issues is provided to the administrative and operating divisions of DPW, as well as other Town departments. The Division assists the Assessing Department by annually updating the Assessor’s maps to reflect changes in property delineations.



Technical Support Source of Funding	Actual FY 2018	Approved FY 2019	Projected FY 2019	Proposed FY 2020	Change FY19 - 20	Percent Change
Taxes	\$ 675,388	\$ 687,939	\$ 689,446	\$ 701,483	\$ 13,544	1.97%
Fees, Licenses, Permits	36,680	35,000	47,660	35,000	-	0.00%
Interest and Other	620	-	300	-	-	0.00%
Total Sources	\$ 712,688	\$ 722,939	\$ 737,406	\$ 736,483	\$ 13,544	1.87%

Expenditure Category	Actual FY 2018	Approved FY 2019	Projected FY 2019	Proposed FY 2020	Change FY19 - 20	Percent Change
Personnel	\$ 690,556	\$ 697,634	\$ 714,678	\$ 711,178	\$ 13,544	1.94%
Operating Expenses	22,132	25,305	22,728	25,305	-	0.00%
Total Appropriation	\$ 712,688	\$ 722,939	\$ 737,406	\$ 736,483	\$ 13,544	1.87%

Employee Benefits Allocation:		
Life Insurance	\$ 60	\$ 56
Medicare	8,896	9,475
Health Insurance	67,528	52,566
County Retirement	141,266	153,959
Total Employee Benefits (1)	\$ 217,750	\$ 216,056
Total Expenditures Including Benefits	\$ 930,438	\$ 953,462

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Capital Projects Program

The Capital Projects Program provides project and engineering management services for the capital projects. Project management of capital projects involves preliminary planning of a project through to the successful completion of the project. This entails planning, design or review of design by a consultant, permitting, bidding, construction, inspection, grant management, contract management, and all other management functions to assure the timely and cost effective completion of the capital project.



Capital Projects	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 159,158	\$ 120,655	\$ 119,090	\$ 123,425	\$ 2,770	2.30%
Total Sources	\$ 159,158	\$ 120,655	\$ 119,090	\$ 123,425	\$ 2,770	2.30%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 153,774	\$ 115,124	\$ 114,666	\$ 117,894	\$ 2,770	2.41%
Operating Expenses	5,385	5,531	4,424	5,531	-	0.00%
Total Appropriation	\$ 159,158	\$ 120,655	\$ 119,090	\$ 123,425	\$ 2,770	2.30%

Employee Benefits Allocation:	
Life Insurance	\$ 1
Medicare	1,449
Health Insurance	9,358
County Retirement	24,085
Total Employee Benefits (1)	\$ 34,892
Total Expenditures Including Benefits	\$ 194,050

\$ 1
1,500
9,751
25,985
\$ 37,237
\$ 156,327

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Highway Division

Purpose Statement

The purpose of the Highway Division is to protect, maintain, and improve the Town’s roadway system, parking facilities and drainage facilities in a manner, which maximizes assets life, improves traffic flow, and enhances both pedestrian and vehicular safety; and to provide routine and emergency repairs to certain Town-owned vehicles and equipment that maximizes their life and minimizes downtime. The Highway Division is also responsible for the seasonal operation of the drawbridge in Osterville. The Division strives to accomplish its mission in an environmentally responsible manner and in full cooperation with all other divisions and departments of the Town.

Recent Accomplishments

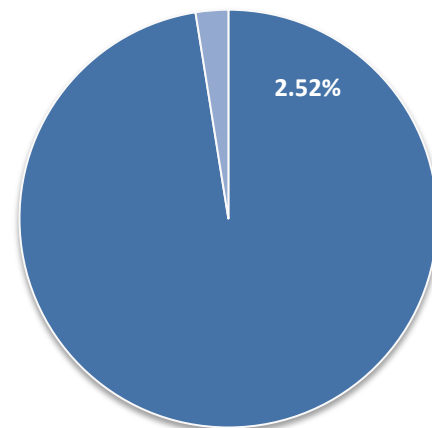
- Received and responded to over 3,560 unscheduled work requests from citizens.
- Cleaned over 1,469 catch basins.
- Installed 500 tons of new asphalt road patches.
- Swept over 415 miles of roads and 28 parking lots.
- Replaced and maintained 1,570 street signs.
- Mowed 278 miles of road shoulders and picked up litter on 313 miles.
- Maintained 39 traffic 13 school lights.
- Responded to 59 Traffic/school light malfunctions.
- Repainted 195 stop bars, 111 crosswalks.
- Repainted 217 miles of fog lines Town-wide.
- Repainted 152 miles of center lines Town-wide.
- Removed and installed 4,814 feet of new guardrail.

Roadway Maintenance

Equipment Support

Snow & Ice Removal

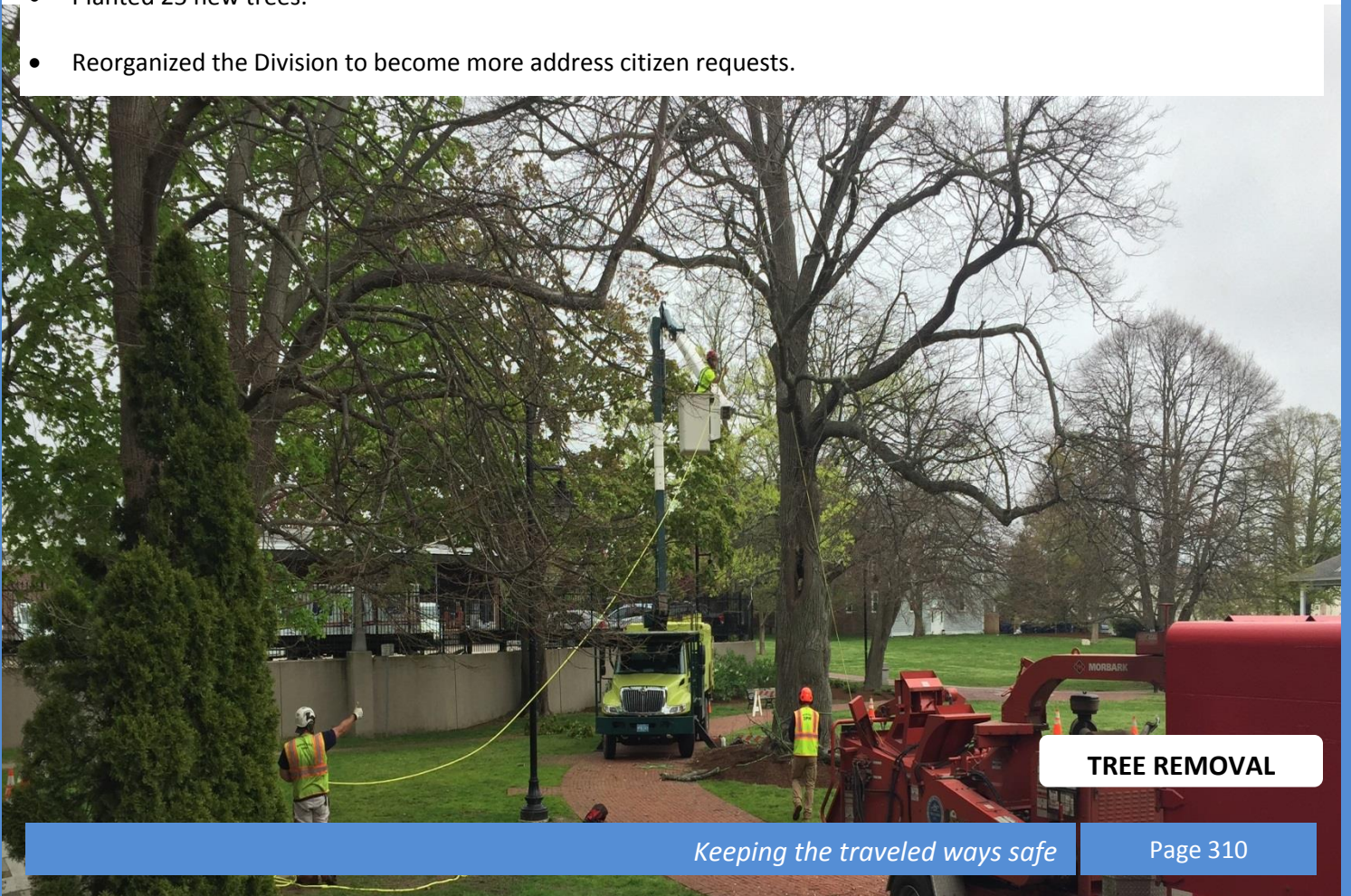
Percentage of FY20 General Fund Budget



The Highway Division comprises 2.52% of the overall General Fund budget.

Additional Recent Accomplishments

- Repaired 45 catch basin drainage systems.
- With the help and cooperation of staff from many other divisions and departments, roadways were cleared of snow and ice. Last winter, the Highway Division responded to 22 snow and ice events and removed over 28.6 inches of snow accumulation, and applied 8,109 tons of road salt.
- Repainted 56 road markings (only, arrows, and speed humps).
- Opened the West Bay Draw Bridge 1,749 times for boat traffic.
- Maintained pieces of equipment over 375 times.
- Maintained 52 pieces of snow and ice equipment.
- Provided traffic control, fencing, sweeping, signs and decorations for many parades and festivities including Fourth of July, Village Festivals, Father's Day car show and the Pops by the Sea concert.
- Continued with rebuilding of Marsh Trail on Sandy Neck.
- Removed 97 hazardous trees town wide.
- Planted 25 new trees.
- Reorganized the Division to become more address citizen requests.



TREE REMOVAL

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

1. Prepare a plan to implement cleaning 2,000 Catch Basins Town wide. **(SP: Public Health and Safety, Communication, Infrastructure)**
2. Continue to initiate a plan to review and implement safety procedures in conjunction with the DPW Safety Officer. **(SP: Public Health and Safety, Education, Communication)**
3. Continue with sidewalk overlay repair program and guardrail replacement town wide, contingent on funding. **(SP: Public Health and Safety, Infrastructure)**
4. Initiate Guardrail replacement program. **(SP: Public Health and Safety, Infrastructure)**

Long-Term:

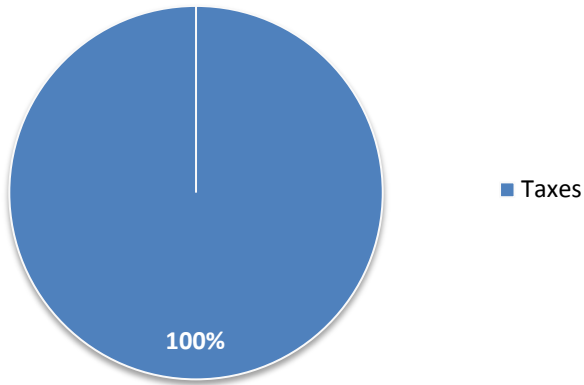
1. Develop staff training programs to insure that staff is knowledgeable in current technologies and efficient and safe methods related to their work environment. **(SP: Public Health and Safety, Education, Communication)**
2. Initiate results from Asset Management program study contingent on funding. **(SP: Public Health and Safety, Education, Communication)**
3. Develop long-term plan to address maintenance or private roads. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**



ROAD MAINTENANCE

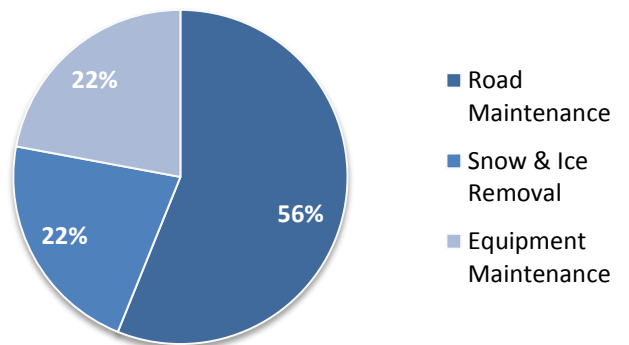
Highway Division Financial Summary

FY20 Source of Funding



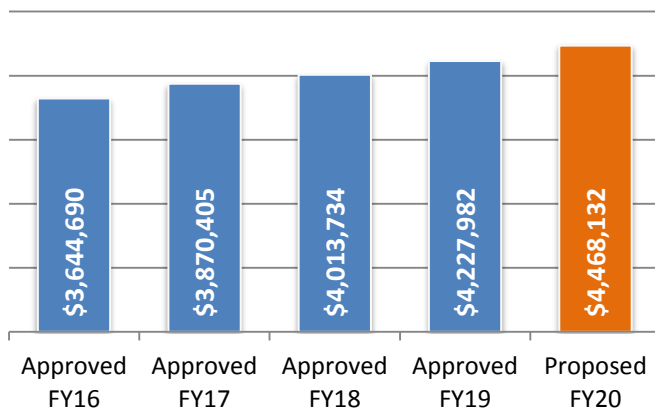
Taxes provide 100% of the support for this operation.

Highway Division FY20 Budget By Program



Roadway maintenance is the largest program area within the Highway Division comprising 56% of the proposed budget.

Highway Division Budget History



Highway's budget has increased from \$3.6 million in FY16 to \$4.5 million proposed in FY20 over the five-year period, or 4.52% annually excluding snow & ice deficits.

Highway	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 3,430,946	\$ 4,227,982	\$ 3,733,662	\$ 4,468,132	\$ 240,150	5.68%
Intergovernmental	4,159	-	181,477	-	-	0.00%
Reserves	1,456,214	-	500,000	-	-	0.00%
Total Sources	\$ 4,891,319	\$ 4,227,982	\$ 4,415,139	\$ 4,468,132	\$ 240,150	5.68%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 2,339,825	\$ 2,381,065	\$ 2,352,099	\$ 2,440,915	\$ 59,850	2.51%
Operating Expenses	2,551,494	1,846,917	2,063,040	2,027,217	180,300	9.76%
Total Appropriation	\$ 4,891,319	\$ 4,227,982	\$ 4,415,139	\$ 4,468,132	\$ 240,150	5.68%

Employee Benefits Allocation:	
Life Insurance	\$ 211
Medicare	32,720
Health Insurance	91,326
County Retirement	435,010
Total Employee Benefits (1)	\$ 559,266
Total Expenditures Including Benefits	\$ 5,450,584

\$ 152
32,712
92,611
456,151
\$ 581,626
\$ 4,996,765

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

Highway Division FY20 proposed budget is increasing by \$240,150 or 5.68% over FY19 budget. Personnel costs are increasing by \$59,850 due to contractual obligations. Operating costs are increasing \$180,300, which includes a snow & ice budget increase of \$125,000, \$20,000 for tools and equipment replacement, \$18,500 for Personal Protective Equipment (PPE), and \$16,800 increase to the vehicle maintenance budget. Tax support will increase by \$240,150.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019
Administrative Assistant Highway	1.00	1.00
Arborist	2.00	2.00
Bridge Operator/Laborer Craftsperson	3.00	2.00
Courier/Maintenance Person	0.70	0.70
Division Supervisor Highway	1.00	1.00
Equipment Operator	11.00	13.00
Forestry Foreman	1.00	1.00
General Foreman	1.00	1.00
General Foreman Fleet Manager	1.00	1.00
Laborer/Craftsperson	4.00	4.00
Mechanic	5.00	5.00
Principal Division Assistant Highway	1.00	1.00
Section Foreman	2.00	2.00
Working Foreman	4.00	3.00
Full-time Equivalent Employees	37.70	37.70

FY 2020	Change
1.00	-
2.00	-
2.00	-
0.70	-
1.00	-
13.00	-
1.00	-
1.00	-
1.00	-
4.00	-
5.00	-
1.00	-
2.00	-
3.00	-
37.70	-



HIGHWAY CREW

Description of Division Services Provided

The Division is responsible for 250 miles of Town roads, 70 miles of Town sidewalks, 4 miles of bike paths, 74 Town parking lots, 4,000 drainage systems on Town roads, 8,000 regulatory and non-regulatory signs on town roads and street signs on private roads, and over 48,500 feet of guardrail. It also performs emergency repairs to 200 miles of private roads, and operates and maintains the Town’s only drawbridge. The Division also maintains the DPW fleet of over 160 vehicles including trucks, automobiles, street sweepers, backhoes, and everything in between. The crews are supported by a small office staff, which answers the telephone, dispatches, and deals with administrative matters and equipment procurement for DPW.

Roadway Maintenance Program

The Roadway Maintenance Program is responsible for 250 miles of Town roads, 70 miles of Town sidewalks, 4 miles of bike paths, 74 Town parking lots, 6 bridges and over 4,000 drainage systems on Town roads. It also performs emergency repairs to 200 miles of private roads, sweeps Town roads and private roads on an emergency basis, grades 91 gravel roads, removes brush and mows 144 lane miles of Town road shoulders, and removes litter from 250 miles of Town roads. In addition, the division maintains over 8,000+ regulatory and non-regulatory signs on Town roads and street signs on private roads, and maintains and repairs 48,549’ feet of guardrails on Town roads, and provides pavement marking on Town primary roads and parking lots. The Forestry section plants approximately 25 new trees per year, maintains, and waters 100 trees per week during the summer months. The bridge crew operates the drawbridge and the courier moves interdepartmental mail, as well as picking up dead animals. The Roadway Maintenance program focuses on our goal of infrastructure maintenance, deals expeditiously with daily complaints, strives to complete the preparations necessary for the following year’s roadway resurfacing program and, increasingly, accomplishes construction projects such as drainage improvements. During winter storms, everyone works to keep our roadways passable.

Road Maintenance	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 2,091,081	\$ 2,526,039	\$ 2,115,000	\$ 2,507,022	\$ (19,017)	-0.75%
Total Sources	\$ 2,091,081	\$ 2,526,039	\$ 2,115,000	\$ 2,507,022	\$ (19,017)	-0.75%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 1,544,076	\$ 1,828,903	\$ 1,604,122	\$ 1,775,693	\$ (53,210)	-2.91%
Operating Expenses	547,005	697,136	510,878	731,329	34,193	4.90%
Total Appropriation	\$ 2,091,081	\$ 2,526,039	\$ 2,115,000	\$ 2,507,022	\$ (19,017)	-0.75%

Employee Benefits Allocation:	
Life Insurance	\$ 161
Medicare	21,563
Health Insurance	65,721
County Retirement	346,007
Total Employee Benefits (1)	\$ 433,452
Total Expenditures Including Benefits	\$ 2,524,533

\$ 91
22,008
71,515
357,747
\$ 451,361
\$ 2,566,361

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Equipment Maintenance Support Program

The Equipment Maintenance Support Program maintains a 160-unit fleet of vehicles, which includes trucks, automobiles, street sweepers, backhoes, and everything in-between. We do this for all divisions of the DPW, as well as Marine & Environmental Affairs (including Natural Resources, Animal Control, Sandy Neck, and Harbormaster programs), Weights and Measures, Recreation, and the Hyannis Youth & Community Center. The Equipment Maintenance Support Program also maintains 27 traffic signals, 13 school flashers, the Osterville drawbridge, and operates the municipal fueling depot.



Equipment Maintenance	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 903,517	\$ 851,943	\$ 950,139	\$ 986,110	\$ 134,167	15.75%
Total Sources	\$ 903,517	\$ 851,943	\$ 950,139	\$ 986,110	\$ 134,167	15.75%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 550,030	\$ 472,162	\$ 577,643	\$ 585,222	\$ 113,060	23.95%
Operating Expenses	353,487	379,781	372,496	400,888	21,107	5.56%
Total Appropriation	\$ 903,517	\$ 851,943	\$ 950,139	\$ 986,110	\$ 134,167	15.75%

Employee Benefits Allocation:			
Life Insurance	\$ 41		\$ 49
Medicare	7,667		7,828
Health Insurance	21,862		17,550
County Retirement	89,003		98,404
Total Employee Benefits (1)	\$ 118,573		\$ 123,831
Total Expenditures Including Benefits	\$ 1,022,090		\$ 1,073,969

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Snow & Ice Removal Program

The Snow & Ice Removal Program provides for snow and ice removal from 450 miles of roads comprised of 201 miles of Town roads, 49 miles of county roads, 200 miles of private roads, 54 municipal parking areas containing 46 acres, and 70 miles of Town sidewalks and four miles of bike paths. The program goal is to remove a large portion of the accumulated snow and ice from its areas of responsibility as quickly as possible. The removal is intended to be of sufficient width and depth to allow the adequately prepared public to travel at reduced speeds throughout the Town.



Snow & Ice Removal	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 436,347	\$ 850,000	\$ 668,523	\$ 975,000	\$ 125,000	14.71%
Intergovernmental	4,159		181,477	-	-	0.00%
Reserves	1,456,214	-	500,000	-	-	0.00%
Total Sources	\$ 1,896,720	\$ 850,000	\$ 1,350,000	\$ 975,000	\$ 125,000	14.71%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 245,718	\$ 80,000	\$ 170,334	\$ 80,000	\$ -	0.00%
Operating Expenses	1,651,002	770,000	1,179,666	895,000	125,000	16.23%
Total Appropriation (1)	\$ 1,896,720	\$ 850,000	\$ 1,350,000	\$ 975,000	\$ 125,000	14.71%

Employee Benefits Allocation:	
Life Insurance	\$ 9
Medicare	3,490
Health Insurance	3,743
Total Employee Benefits (2)	\$ 7,241
Total Expenditures Including Benefits	\$ 1,903,962

\$ 12
2,877
3,546
\$ 6,435
\$ 1,356,435

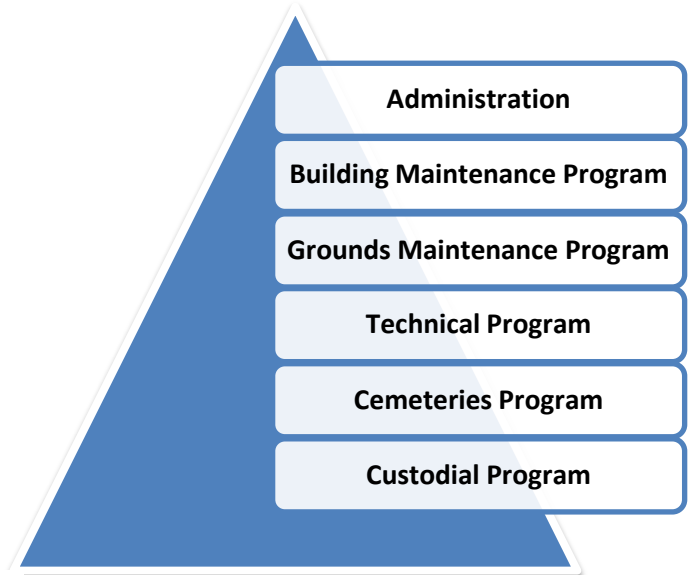
(1) Snow & Ice Removal Deficits are excluded from approved and proposed budgeted figures. (See fixed cost table)

(2) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Structures & Grounds Division

Purpose Statement

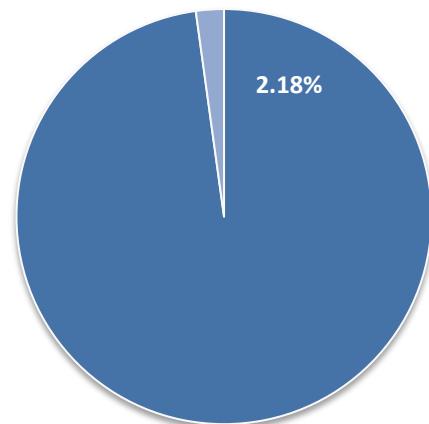
The purpose of the Structures & Grounds Division is to protect, enhance, and maintain the Town’s buildings, parks, cemeteries, marinas, recreational and community facilities and resources. We strive to accomplish this in a manner that maximizes safety, asset life, utility and enhances the Town’s unique environmental and aesthetic qualities. Our goal is to construct, renovate, and maintain our facilities in the most responsive, and cost effective manner without diminishing the quality we seek to implement.



Recent Accomplishments

- Completed (74) HVAC related service calls.
- Completed (351) Building maintenance and repair work orders.
- Completed (390) Grounds Maintenance related work orders.
- Completed (281) Electrical related service and repair work orders.
- Completed (86) Plumbing related service work orders.
- Completed (113) Locksmith related work orders.
- Completed (66) Phone service and hardware relocation work orders.
- Completed (274) Custodial services work orders and provided interior painting services.

Percentage of FY20 General Fund Budget



The Structures & Grounds Division comprises 2.18% of the overall General Fund budget.

Additional Recent Accomplishments

Buildings Accomplishments

- Completed a comprehensive Facilities Condition Assessment and Mechanical Preventive Maintenance Program for the Hyannis Youth & Community Center.
- Implemented two week operations and maintenance shutdown for the HYCC facility. Shutdown included: interior painting, gym floor refinishing, Kennedy rink perimeter pipe replacement and mechanical PM.
- Implemented a computerized inventory system for tracking and distributing custodial supplies.
- Completed renovation work at the Sherriff's Youth Ranch House to include siding and trim replacement, exterior deck replacement, underground fuel tank removal and painting.
- Constructed exterior changing rooms and pergola for the Craigville Bathhouse renovation project.
- Completed restoration of the SAB second floor common areas to include painting and carpet replacement.
- Completed remodeling of the Barnstable Police Department Administrative and Records offices including new lighting, paint and carpet replacement.
- Remodeled the Foreman's trailer for the Highway Division to include new flooring and lighting.
- Provided support for (13) beach facilities including ticket booth, lifeguard tower, and handicap ramp installation.
- Provided installation and removal services for (189) docks & finger piers at (6) marina locations.
- Completed Sandy Neck Gatehouse renovations due to storm flooding.
- Repaired storm damage to Hathaway's Bathhouse including rafter and roof replacement.

Technical Accomplishments

- Secured funding for \$111,000 through Cape Light Compact for interior lighting upgrades for multiple municipal buildings.
- Replaced 2 outdoor condenser units and matching A/C coils for the 200 Main Street Town Offices.
- Provided technical / electrical support to the Highway Division for traffic signal repairs and maintenance.
- Upgraded all interior bathhouse light fixtures to LED canopy lighting.
- Completed two comprehensive mechanical preventive maintenance procedures for the HYCC facility including all HVAC, Electrical and Plumbing systems.
- Implemented quarterly contracted services PM program for the HYCC cooling plant.

- Installed a replacement motor for the 200 Main Street 125,000 KW backup generator.
- Provided electrical services support for the marina enterprise program.
- Replaced lead modulating boiler heat exchanger at the Barnstable Police Department.
- Replaced (6) 30HP electric drive motors and brine pumps for the HYCC cooling systems.
- Service (47) fan coil units at the School Administration Building.
- Serviced (8) gas fired unit heaters for the Highway Fleet maintenance facility.
- Provided technical /electrical support for the WPC treatment plant and remote pump stations.

Grounds Accomplishments

- Submitted a land management plan for the Santuit Pond Preserve property.
- Assisted the Senior Center with landscape enhancements and provided seasonal maintenance.
- Installed 110 linear feet of steel backed timber guard rail and security gate at the Marstons Mills Airport.
- Installed footbridges at Lumbert's Pond and Bridge Creek Conservation areas.
- Completed (15) homeless camp cleanups in cooperation with the Barnstable Police Department.
- Hosted Americorps member and completed Cape Cod Pathway's mapping and kiosk installation.
- Installed water service and eight-zone irrigation system for the Burgess Park facility.
- Crews attended a comprehensive two-day hand –on chainsaw training program.
- Replaced timber retaining wall at the Town Hall lower parking lot.
- Provided weekly Beach raking for 33 acres of town owned beaches and 5 private beach raking contracts.
- Replaced 1,200 ft. of split rail fencing at the JFK and Korean War Memorial.
- Completed removal and installation of five new flag poles at Craigville Beach, Kalmus Beach, Key's Beach, Centerville Memorial and Marston's Mills Airport.
- Managed the town's adopt-a-spot program to 57 sites.
- In cooperation with the Highway Division completed phase one of the Airport Rotary beatification project to include: tree pruning, underbrush removal, loam, seed and mulch installation.
- Maintained Land bank / CPC properties and completed associated work orders.
- Continued our seasonal maintenance program with Conservation parking lots and trail systems.

Cemeteries Accomplishments

- Provided a comprehensive maintenance program for (101) acres of cemetery property at (14) locations.
- Provided scheduling, coordination and supervision of funeral services and interment excavation for (175) internments. Total revenue \$120,764
- Issued, mapped and deeded (63) gravesites. Total revenue \$68,950
- Poured concrete monument foundations and set (132) grave markers. Total revenue \$15,205
- Developed a computerized burial search application with mapping on the Town's website, which the application is available on any mobile device.
- Sponsored the 2nd annual end of life seminar (Dying to know) at the Barnstable Senior Center.
- The 2018 Kirkman Trust Fund Award supported the following projects: organic land care program, gravestone and monument preservation, irrigation expansion, greenhouse clear film replacement, cemetery tree pruning, Hillside Cemetery expansion project and selective sign replacement.
- 2018 winter storms caused considerable tree damage to our cemeteries keeping crews busy with clean up through Memorial Day. These storms generated over (50) tree related work orders.
- Secured fertilizer bids for (80) acre organic land care program and implemented the same.
- Propagated, planted, and maintained 3000 annual flowers.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

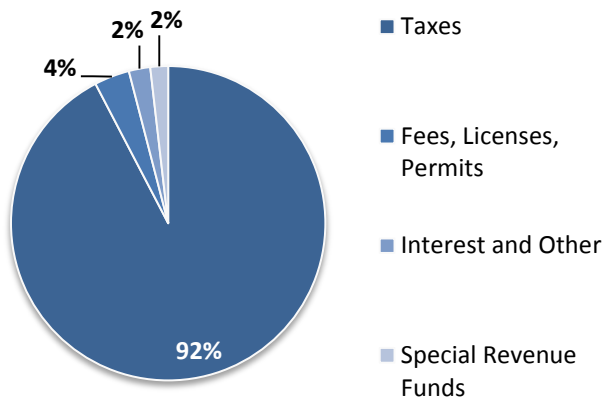
1. Complete a comprehensive facility condition analysis with corresponding 20-year capital replacement program for the Town Hall Facility, School Administration Building, JFK Museum, and Pearl Street properties. **(SP: Infrastructure, Public Health and Safety)**
2. Develop cemetery expansion plans for Hillside Cemetery West including new access avenues, water supply lines, and landscape enhancements. **(SP: Public Health and Safety, Infrastructure, Economic Development)**
3. Complete base line OSHA 10 & OSHA 30 training for all division employees. Continue specialized staff training for equipment and work environments. **(SP: Public Health and Safety, Communication, Education)**
4. Complete upgrading of (SDS) safety data sheets to including electronic access and hard copies for all facilities. **(SP: Communication, Education)**

Long-Term:

1. In cooperation with the Community Services Department, continue to implement improved management and maintenance plans for the Hyannis Youth and Community Center. These improvements will include written life safety and evacuation plans, continued preventive maintenance programs for HVAC and refrigeration systems and comprehensive custodial services. **(SP: Infrastructure, Public Health and Safety, Communication, and Education)**
2. Continue to implement and expand our mechanical preventive maintenance program for all municipal facilities under management. This program will expand scheduled preventive maintenance procedures for HVAC, Electrical and Plumbing equipment throughout all municipal facilities. **(SP: Infrastructure, Public Health and Safety, Communication, and Education)**
3. In cooperation with Recreation Division and School Department secure funding and resourced for the development of a comprehensive athletic field's improvement program for approximately 45 facilities. **(SP: Public Health and Safety, Infrastructure)**
4. Complete a comprehensive facility condition analysis with corresponding 20-year capital replacement program for the Barnstable Police Department Facility, 200 Main Street Town Offices, and Barnstable Senior Center. **(SP: Public Health and Safety, Infrastructure)**

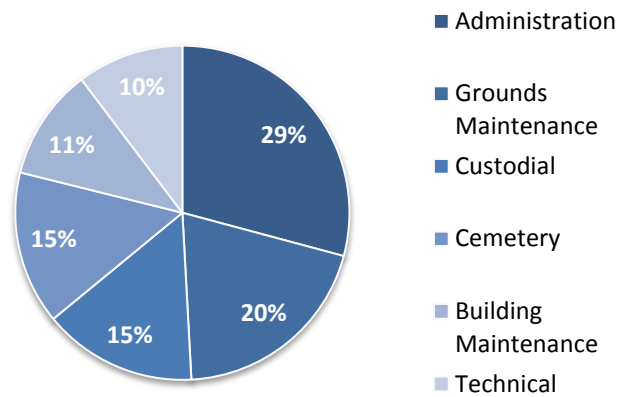
Structures & Grounds Division Financial Summary

FY20 Source of Funding



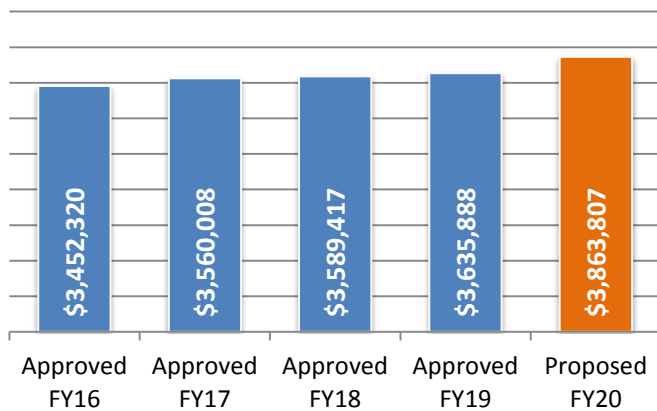
Taxes provide 92% of the funding source for this operation.

Structure & Grounds Division FY20 Budget By Program



Administration is the largest program area within the Structures & Grounds Division. This program includes all the utility budgets for the Town.

Structures & Grounds Division Budget History



The division's budget has increased from \$3.4 million in FY16 to \$3.8 million proposed in FY20 over the five-year period, or 2.38% annually.

Structures & Grounds	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 3,031,106	\$ 3,345,318	\$ 3,054,392	\$ 3,568,237	\$ 222,919	6.66%
Fees, Licenses, Permits	150,122	135,000	135,439	140,000	5,000	3.70%
Interest and Other	85,000	85,000	85,000	85,000	-	0.00%
Special Revenue Funds	70,570	70,570	70,570	70,570	-	0.00%
Enterprise Funds	21,345	-	-	-	-	0.00%
Total Sources	\$ 3,358,143	\$ 3,635,888	\$ 3,345,401	\$ 3,863,807	\$ 227,919	6.27%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 2,165,965	\$ 2,424,256	\$ 2,166,718	\$ 2,611,675	\$ 187,419	7.73%
Operating Expenses	1,192,178	1,211,632	1,178,683	1,252,132	40,500	3.34%
Total Appropriation	\$ 3,358,143	\$ 3,635,888	\$ 3,345,401	\$ 3,863,807	\$ 227,919	6.27%

Employee Benefits Allocation:	
Life Insurance	\$ 237
Medicare	28,681
Health Insurance	116,876
County Retirement	456,414
Total Employee Benefits (1)	\$ 602,208
Total Expenditures Including Benefits	\$ 3,960,351

\$ 237
28,882
112,636
458,510
\$ 600,265
\$ 3,945,666

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The Structures & Grounds Division FY20 proposed budget is increasing by \$227,919 or 6.27% over the FY19 budget. Personnel costs are increasing by \$187,419 due to contractual obligations, \$14,700 is added for the impact from minimum wage increases, and \$136,137 of additional funding is provided to support 3 full-time field maintenance crew positions. Operating costs are increasing by \$40,500, which includes \$21,500 to maintain Lombard Field, \$7,000 to maintain Barnstable Dog Park, and \$12,000 to replace and/or repair flagpoles and lighting. An increase in tax support will provided most of the funding for the increase in the budget.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Administrative Assistant	1.00	1.00	1.00	-
Carpenter	3.00	3.00	3.00	-
Cemeteries Foreman	1.00	1.00	1.00	-
Cemetery Services Coordinator	1.00	1.00	1.00	-
Custodian	7.00	7.00	7.00	-
Equipment Operator	2.00	2.00	2.00	-
General Foreman	1.00	1.00	1.00	-
Laborer/Craftsperson	6.00	6.00	9.00	3.00
Maintenance Technician	6.00	6.00	6.00	-
Principal Dept/Div Assistant	1.50	1.50	1.50	-
Section Foreman	2.00	1.00	1.00	-
Structures & Grounds Div. Supervisor	1.00	1.00	1.00	-
Working Foreman	4.00	4.00	4.00	-
Full-time Equivalent Employees	36.50	35.50	38.50	3.00



LANDSCAPING

Description of Division Services Provided

Administration Program

This program has the responsibility for the management of the Division’s overall operations and personnel. This team is responsible for the preparation and administration of the Division’s operating and capital project budgets, the processing of invoices for payment, personnel, procurement, utility usage, telecommunications, and implementing/monitoring energy conservation measures.

Administration	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 976,271	\$ 1,024,038	\$ 933,821	\$ 1,042,069	\$ 18,031	1.76%
Interest and Other	85,000	85,000	85,000	85,000	-	0.00%
Total Sources	\$ 1,061,271	\$ 1,109,038	\$ 1,018,821	\$ 1,127,069	\$ 18,031	1.63%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Personnel	\$ 328,463	\$ 342,077	\$ 304,104	\$ 349,708	\$ 7,631	2.23%
Operating Expenses	732,807	766,961	714,717	777,361	10,400	1.36%
Total Appropriation	\$ 1,061,271	\$ 1,109,038	\$ 1,018,821	\$ 1,127,069	\$ 18,031	1.63%

Employee Benefits Allocation:			
Life Insurance	\$ 24		\$ 29
Medicare	4,324		4,069
Health Insurance	26,183		19,546
County Retirement	68,919		69,830
Total Employee Benefits (1)	\$ 99,450		\$ 93,474
Total Expenditures Including Benefits	\$ 1,160,721		\$ 1,112,295

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Grounds Maintenance Program

The Grounds Maintenance program provides maintenance, beautification, and improvements for 52 acres of municipal grounds. This includes 12 parks, 49 traffic islands, 29 memorial islands, 21 facilities grounds, 3 playgrounds, 6 ball fields, 4 tennis courts, 43 ways to water, and 17 beaches. It includes administration of the Town’s Adopt-A-Spot program for 47 locations, support to the Conservation Division with conservation land maintenance, support to the Recreation Division with beach raking and building maintenance and support to the Engineering Division with landscaping tasks on specific projects. It also provides support for the Division’s marina and building maintenance programs and assists the Highway Division with snow and ice control. This program also includes tree care, planting, flowerbeds maintenance, and management of a 20’X48’ greenhouse.

Grounds Maintenance	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 478,189	\$ 514,742	\$ 526,232	\$ 701,056	\$ 186,314	36.20%
Special Revenue Funds	70,570	70,570	70,570	70,570	-	0.00%
Enterprise Funds	21,345	-	-	-	-	0.00%
Total Sources	\$ 570,104	\$ 585,312	\$ 596,802	\$ 771,626	\$ 186,314	31.83%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 464,710	\$ 491,509	\$ 488,417	\$ 653,723	\$ 162,214	33.00%
Operating Expenses	105,394	93,803	108,385	117,903	24,100	25.69%
Total Appropriation	\$ 570,104	\$ 585,312	\$ 596,802	\$ 771,626	\$ 186,314	31.83%

Employee Benefits Allocation:	
Life Insurance	\$ 53
Medicare	6,890
Health Insurance	5,394
County Retirement	78,012
Total Employee Benefits (1)	\$ 90,348
Total Expenditures Including Benefits	\$ 660,452

\$ 53
6,288
4,861
98,855
\$ 110,056
\$ 706,858

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Building Maintenance Program

The Building Maintenance Program is responsible for emergency and scheduled maintenance/repairs to over fifty-six municipal buildings including the Town Hall Campus, the Police Department, Hyannis Youth & Community Center, comfort stations, beach houses, and all Department/Division facilities. This team is comprised of carpenters, plumbers, painters, and laborers who work together on repair, renovations, and new construction at municipal facilities. This program assists the Recreation Division with the set-up and removal of beach ramps, ticket booths, and lifeguard stations at our fourteen beach locations. It is responsible for monitoring/maintenance/repairs and construction/renovation projects for 3 marinas, 6 docks, and 17 boat ramps. This section maintains, replaces, and constructs new pilings, 12,000 sq. ft. of floats and 14 ramps. They perform the seasonal installation and removal of these floats. Additionally, this team provides support to the Highway Division for snow & ice control and the Town Clerk for all elections.

Building Maintenance	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 404,157	\$ 423,227	\$ 364,630	\$ 417,401	\$ (5,826)	-1.38%
Total Sources	\$ 404,157	\$ 423,227	\$ 364,630	\$ 417,401	\$ (5,826)	-1.38%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 265,358	\$ 321,527	\$ 254,215	\$ 316,201	\$ (5,326)	-1.66%
Operating Expenses	138,799	101,700	110,415	101,200	(500)	-0.49%
Total Appropriation	\$ 404,157	\$ 423,227	\$ 364,630	\$ 417,401	\$ (5,826)	-1.38%

Employee Benefits Allocation:			
Life Insurance	\$ 43		\$ 48
Medicare	3,720		3,665
Health Insurance	28,117		13,864
County Retirement	71,599		40,368
Total Employee Benefits (1)	\$ 103,478		\$ 57,945
Total Expenditures Including Benefits	\$ 507,636		\$ 422,575

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Custodial Program

The custodial program provides janitorial services for six municipal office buildings, four comfort stations, and three community buildings, a cemetery office, Hyannis Youth & Community Center, and the Barnstable Police Station facility. Cleaning schedules provide daily routine maintenance including floor care, dusting, restroom cleaning, sanitation, trash removal, recycling, and all associated cleaning activities. The custodial staff is also responsible for purchasing, inventory, and distribution of all cleaning supplies in support of municipal facilities and recreational programs at fourteen beach buildings. Additional services include building security, safety inspections, meeting set up, special events support, interior painting, walkway de-icing, and preventive maintenance tasks.

Custodial	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 515,332	\$ 583,583	\$ 450,998	\$ 575,899	\$ (7,684)	-1.32%
Total Sources	\$ 515,332	\$ 583,583	\$ 450,998	\$ 575,899	\$ (7,684)	-1.32%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 448,438	\$ 517,533	\$ 376,572	\$ 504,849	\$ (12,684)	-2.45%
Operating Expenses	66,894	66,050	74,426	71,050	5,000	7.57%
Total Appropriation	\$ 515,332	\$ 583,583	\$ 450,998	\$ 575,899	\$ (7,684)	-1.32%

Employee Benefits Allocation:	
Life Insurance	\$ 64
Medicare	4,850
Health Insurance	15,623
County Retirement	98,791
Total Employee Benefits (1)	\$ 119,328
Total Expenditures Including Benefits	\$ 634,660

\$ 47
5,161
19,681
76,823
\$ 101,713
\$ 552,710

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Technical Program

The Technical Program team consists of a licensed electrician, an apprentice, and an HVAC technician who are responsible for the electrical, heating, air conditioning and ventilating systems throughout the Town. They respond to problem calls, troubleshoot, repair, maintain, and install equipment throughout our facilities. This team is very concerned with safety, energy efficiency, and comfort levels. This program gives support to the Information Technology Division through their data network wiring capabilities. They also provide support to the Highway Division to help light up the Village Green, Bismore Park, and the Airport Rotary with a colorful Christmas display of lights.

Technical	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 265,185	\$ 374,464	\$ 373,955	\$ 398,539	\$ 24,075	6.43%
Total Sources	\$ 265,185	\$ 374,464	\$ 373,955	\$ 398,539	\$ 24,075	6.43%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 164,922	\$ 241,269	\$ 246,023	\$ 263,844	\$ 22,575	9.36%
Operating Expenses	100,263	133,195	127,932	134,695	1,500	1.13%
Total Appropriation	\$ 265,185	\$ 374,464	\$ 373,955	\$ 398,539	\$ 24,075	6.43%

Employee Benefits Allocation:			
Life Insurance	\$ 12		\$ 16
Medicare	2,352		3,234
Health Insurance	7,407		21,754
County Retirement	39,622		53,964
Total Employee Benefits (1)	\$ 49,393		\$ 78,968
Total Expenditures Including Benefits	\$ 314,577		\$ 452,923

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Cemeteries Program

The cemetery program provides Columbarium sales and management and the maintenance, beautification, and improvements for 81 acres of municipal cemetery grounds. This program includes full responsibility for the operation, maintenance and care of 14 town cemeteries, office building, and maintenance garage. The section provides preventive maintenance and repair of all grounds and interment services equipment. It provides scheduling, coordination and supervision of funeral services and interment excavation services for approximately 205 burials annually; installation of burial vaults, monument foundations, and marker setting. Maintains accurate records systems data base, cemetery lot mapping, and lot sales support; restores ancient headstones as time and resources permit, and expansion of raw land for future lot development. Additionally, it provides support to the Highway Division with snow/ice control.

Cemetery	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 391,973	\$ 425,264	\$ 404,755	\$ 433,273	\$ 8,009	1.88%
Fees, Licenses, Permits	150,122	135,000	135,439	140,000	5,000	3.70%
Total Sources	\$ 542,095	\$ 560,264	\$ 540,194	\$ 573,273	\$ 13,009	2.32%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 494,074	\$ 510,341	\$ 497,386	\$ 523,350	\$ 13,009	2.55%
Operating Expenses	48,021	49,923	42,808	49,923	-	0.00%
Total Appropriation	\$ 542,095	\$ 560,264	\$ 540,194	\$ 573,273	\$ 13,009	2.32%

Employee Benefits Allocation:			
Life Insurance	\$ 42		\$ 44
Medicare	6,545		6,465
Health Insurance	34,153		32,929
County Retirement	99,471		118,670
Total Employee Benefits (1)	\$ 140,211		\$ 158,109
Total Expenditures Including Benefits	\$ 682,306		\$ 698,303

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

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Inspectional Services Department



Building Services Division

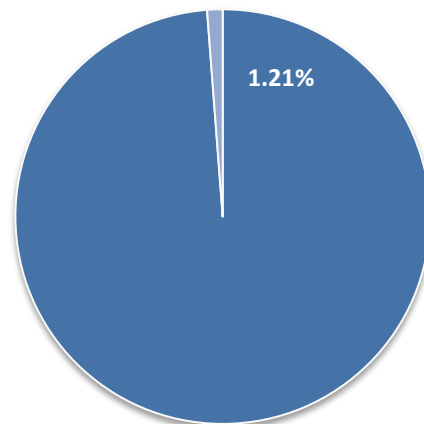


Public Health Division

Purpose Statement

Inspectional Services Department's purpose is developing and implementing policies and procedures throughout the community by administering a comprehensive public health and safety service. The Inspectional Services Department seeks to develop and implement sound and effective policies and procedures that protect public health and maintain regulatory compliance.

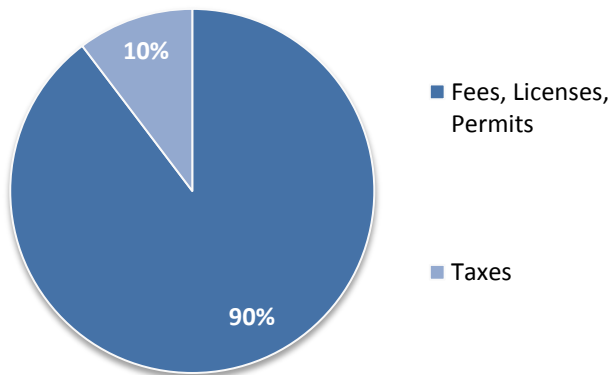
Percentage of FY20 General Fund Budget



The Inspectional Services Department comprises 1.21% of the overall General Fund budget.

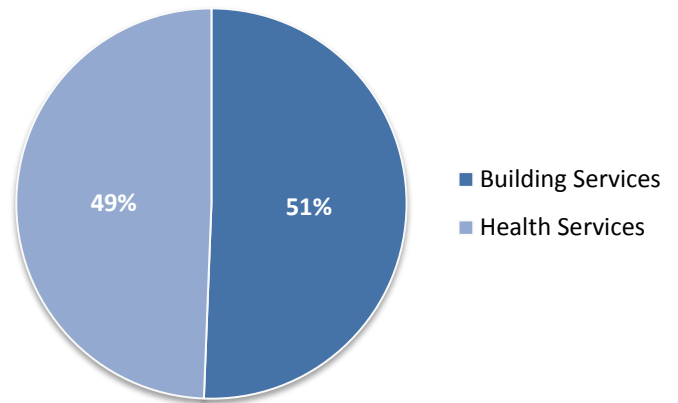
Inspectional Services Department Financial Summary

FY20 Source of Funding



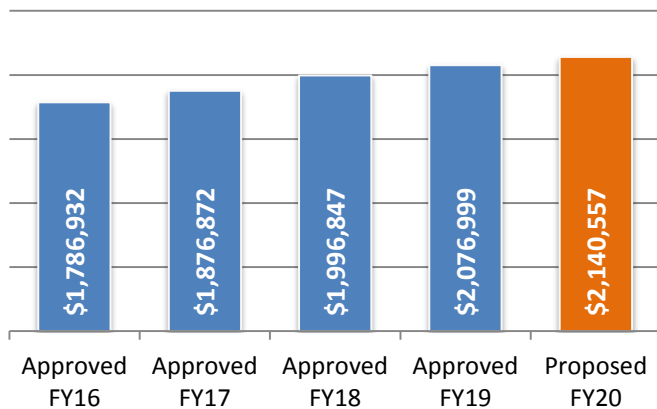
Fees, Licenses, and Permits cover 90% of the funding source for the operations.

Inspectional Services Department FY20 Budget By Division



The department's budget is nearly split between Building Services and Health Services.

Inspectional Services Department Budget History



This budget has increased from \$1.8 million in FY16 to \$2.14 million proposed FY20 budget over the five-year period, or 3.96% annually.

Inspectional Services Department	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ -	\$ 300,499	\$ -	\$ 221,057	\$ (79,442)	-26.44%
Fines, Forfeitures, Penalties	-	-	8,975	-	-	0.00%
Fees, Licenses, Permits	2,345,343	1,776,500	2,025,819	1,919,500	143,000	8.05%
Charges for Services	384	-	787	-	-	0.00%
Total Sources	\$ 2,345,727	\$ 2,076,999	\$ 2,035,581	\$ 2,140,557	\$ 63,558	3.06%
Expenditure Category						
Personnel	\$ 1,801,396	\$ 1,927,370	\$ 1,832,998	\$ 1,980,928	\$ 53,558	2.78%
Operating Expenses	133,422	149,629	141,402	159,629	10,000	6.68%
Total Appropriation	\$ 1,934,819	\$ 2,076,999	\$ 1,974,400	\$ 2,140,557	\$ 63,558	3.06%
Employee Benefits Allocation:						
Life Insurance	\$ 242		\$ 251			
Medicare	22,970		23,650			
Health Insurance	108,116		98,070			
County Retirement	360,814		387,184			
Total Employee Benefits (1)	\$ 492,142		\$ 509,155			
Total Expenditures Including Benefits	\$ 2,426,960		\$ 2,483,555			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The Inspectional Services Department FY20 proposed budget is increasing by \$63,558 or 3.06% over the FY19 budget. Personnel costs are increasing \$53,558 due to contractual obligations and an increase of \$4,000 for overtime. Operating costs are increasing \$10,000 to support increased credit card processing charges and iPad replacements used by field inspectors. Tax support will decrease by \$79,442 as revenue from fees, licenses and permits are projected to increase due to an increase in activity level.

Additional Funding Recommended

Health Services

1. Overtime Increase

\$4,000 Requested
\$4,000 Recommended

The number of requests for the health inspections after normal business hours has increased during recent years. This is mostly due to the number of weekend temporary food events. Health inspections at temporary food events are conducted to ensure foods are stored and displayed properly, maintained at proper temperatures, and prepared, handled and served in a sanitary manner.

2. Credit Card Charges

\$6,000 Requested
\$6,000 Recommended

Inspectional Services now offers a credit card payment option for customers. The town incurs a processing fee on each transaction. An increase in payments using this option has resulted in additional fees incurred by the department.

3. Replacement Purchases

\$4,000 Requested
\$4,000 Recommended

This funding is to provide the department with the necessary replacements for items such as tablets, phones, screen protectors and device covers as this type of equipment is now used by field inspectors.

Building Services Division

Purpose Statement

The Building Division’s role is to further the Town’s mission in our area of expertise; which is to protect the Town of Barnstable’s quality of life and unique character by enacting permitting, and inspection and code enforcement policies in response to and in anticipation of the needs of our community.

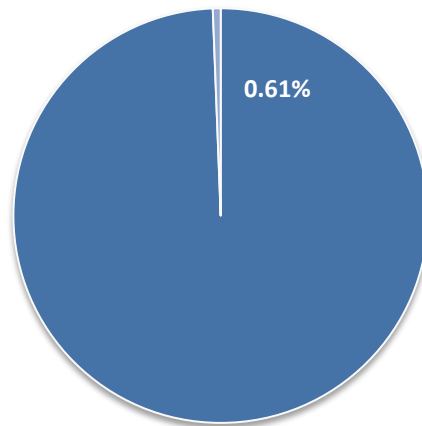
The Building Division practices are intended and designed to protect the health and safety of our citizens while being respectful of their rights, property, and them as individuals.



Recent Accomplishments

- The building division issued permits and completed inspections for several high profile construction projects including: CVS, Citizens Bank, Hyannis Harbor Hotel, and Ten Pin Eatery.
- Reviewed plans and issued in excess of 10,500 permits.
- Streamlined the Site Plan Review process and reduced the number of re-appearances by applicants.
- The division processed 93 Site Plan Review applications and conducted 128 Site Plan Review meetings. Those meetings are conducted twice weekly.
- Division streamlined and revised periodic inspection applications, certificates, and inspections. Periodic Inspections are life safety inspections of public places like municipal buildings, nightclubs, and restaurants. Our new process makes it easier for our applicants and reduces process for staff.

Percentage of FY20 General Fund Budget



This Building Services Division comprises 0.61% of the overall General Fund budget.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

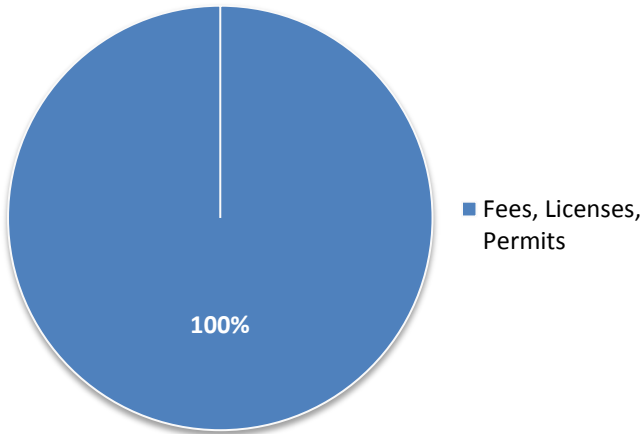
1. Continuous review of the division's permitting, inspection and code compliance practices, and procedures for conformance with the guiding principles outlined by the Town Counsel's Strategic Plan. **(SP: Education, and Communication)**
2. Based upon our continuous review of existing policies, we intend to modify existing practices/procedures or adopt new procedures where necessary to ensure that the divisions permitting, inspections, and code compliance efforts are in conformance with those guiding principles. Our goal is to ensure that any practices adopted by the division serve the public in an efficient and respectful manner. **(SP: Education, Public Health and Safety, Regulatory Process and Performance)**
3. Retain existing practices/procedures that conform to the strategic plan while continuously self-evaluating the division's practices for customer service. This includes efficiencies that focus on streamlining processes for the public and staff. **(SP: Education, and Communication)**

Long-Term:

1. Work with the Town Managers office to finalize the restructuring efforts for Inspectional Services Department and to address policies and procedures that could better serve the public and the organization. **(SP: Education, and Communication)**
2. Work with the Town Managers office to plan for the reorganization of the departments file system. **(SP: Education, and Communication)**

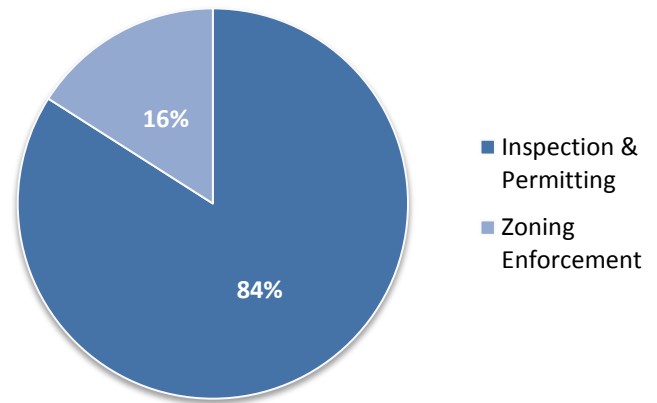
Building Services Division Financial Summary

FY20 Source of Funding

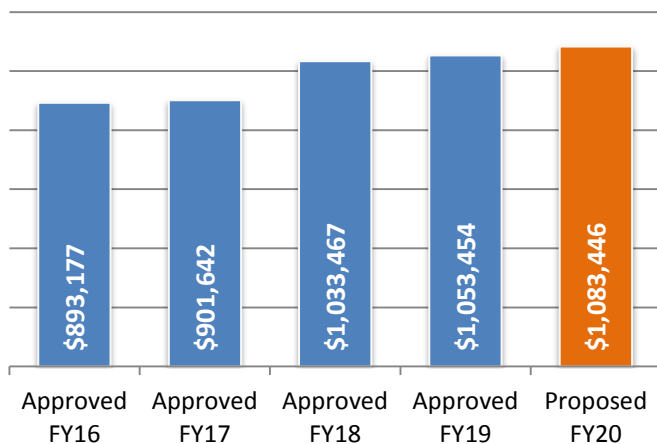


Funding for the operations are entirely covered by permits issued and no tax support is provided.

Building Services Division FY20 Budget By Program



Building Services Division Budget History



The Inspection & Permitting Program comprises 84% of the division's budget.

This budget has increased from \$893,177 in FY16 to \$1.1 million proposed FY20 budget over the five-year period, or 4.26% annually. The spike in FY18 is the result of integrating the Building Services Revolving Fund into the General Fund.

Building Services	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Fines, Forfeitures, Penalties	\$ -	\$ -	\$ 8,975	\$ -	\$ -	0.00%
Fees, Licenses, Permits	1,896,594	1,363,000	1,612,475	1,493,000	130,000	9.54%
Charges for Services	384	-	787	-	-	0.00%
Total Sources	\$ 1,896,978	\$ 1,363,000	\$ 1,622,237	\$ 1,493,000	\$ 130,000	9.54%
Expenditure Category						
Personnel	\$ 929,155	\$ 998,783	\$ 929,438	\$ 1,018,775	\$ 19,992	2.00%
Operating Expenses	52,568	54,671	57,696	64,671	10,000	18.29%
Total Appropriation	\$ 981,722	\$ 1,053,454	\$ 987,134	\$ 1,083,446	\$ 29,992	2.85%
Employee Benefits Allocation:						
Life Insurance	\$ 123		\$ 120			
Medicare	12,585		13,007			
Health Insurance	58,862		40,628			
County Retirement	190,460		205,008			
Total Employee Benefits (1)	\$ 262,030		\$ 258,762			
Total Expenditures Including Benefits	\$ 1,243,752		\$ 1,245,897			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The Building Services Division FY20 proposed budget is increasing by \$29,992 over FY19 budget. Personnel costs are increasing \$19,992 to cover contractual obligations. Operating costs are increasing \$10,000 to support increased credit card charges and the replacement of equipment used by field inspectors.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Administrative Assistant	1.00	1.00	1.00	-
Building Commissioner	1.00	1.00	1.00	-
Chief Local Inspector	1.00	1.00	1.00	-
Chief Zoning Enforcement Officer	1.00	1.00	1.00	-
Gas & Plumbing Inspector	2.00	2.00	2.00	-
Local Inspector	3.00	3.00	3.00	-
Officer Manager Building	1.00	1.00	1.00	-
Permit Technician	2.00	2.00	2.00	-
Wire Inspector	1.50	1.50	1.50	-
Full-time Equivalent Employees	13.50	13.50	13.50	-

Description of Division Services Provided

The Building Division is responsible for administration and enforcement of the Massachusetts State Building Code, Massachusetts State Plumbing/Gas, and Electrical codes, the Massachusetts Architectural Access Board's accessibility Code, and several Town ordinances including the Barnstable Zoning Ordinance.

Our services include:

- Building permit application review for: construction, zoning and handicap accessibility;
- Permit issuance for the building, plumbing, gas & wiring trades;
- Inspectional services for the Building, plumbing, gas & wiring trades;
- Sign code administration and enforcement; and
- Site plan review.

Inspection & Permitting Program

The building code inspection and permitting services for all communities of the Commonwealth of Massachusetts originates in Massachusetts General Law (M.G.L.) Chapter 143. M.G.L. 143 is designed to promote public safety as it relates to buildings. In doing so M.G.L. 143 provides for the promulgation of regulations, which establish the minimum standards for construction to protect the health and safety of the Commonwealth's citizens. That regulation is known as 780 CMR (Code of Massachusetts Regulations) otherwise known as the Massachusetts State Building Code. M.G.L., and also requires that communities appoint building officials for reviewing construction plans, issuing permits, inspecting buildings, and the general enforcement of 780 CMR.

The Massachusetts State Building Code is derived from a group of code standards published by a publishing concern known as the International Code Counsel (ICC). They publish what is commonly referred to as the ICC Standards. Massachusetts amends certain section of the ICC codes that it has adopted to serve the unique needs of the citizens of Massachusetts.

In many communities, including the Town of Barnstable, building departments are tasked with other duties beyond the building code itself. For example, we oversee or regulate the following:

- 248 CMR – Massachusetts State Plumbing / Gas Code;
- 527 CMR – Massachusetts State Electrical Code;
- 521 CMR – Handicap Accessibility Code in Massachusetts is known as the Architectural Access Board (AAB);
- The Town of Barnstable Zoning Ordinance;
- The Town of Barnstable Site Plan Review;
- The Town of Barnstable Sign Code;
- Federal Emergency Management Agencies Flood Insurance Program;
- Storm water Regulations; and
- Trench Regulations.

The men and women that make up the Barnstable Building Division are proud to serve the citizens of Barnstable. We are committed to the constant self-evaluation of our processes and ourselves with the aim of delivering professional service to the community that is ethical, efficient, fair, predictable, consistent, and respectful to the citizens of Barnstable.

Inspection & Permitting	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Fees, Licenses, Permits	\$ 1,887,344	\$ 1,356,000	\$ 1,600,425	\$ 1,486,000	\$ 130,000	9.59%
Charges for Services	384	-	787	-	-	0.00%
Total Sources	\$ 1,887,728	\$ 1,356,000	\$ 1,601,212	\$ 1,486,000	\$ 130,000	9.59%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 730,725	\$ 756,320	\$ 764,841	\$ 846,579	\$ 90,259	11.93%
Operating Expenses	52,508	53,871	57,636	63,871	10,000	18.56%
Total Appropriation	\$ 783,232	\$ 810,191	\$ 822,477	\$ 910,450	\$ 100,259	12.37%

Employee Benefits Allocation:	
Life Insurance	\$ 90
Medicare	9,883
Health Insurance	46,317
County Retirement	127,075
Total Employee Benefits (1)	\$ 183,365
Total Expenditures Including Benefits	\$ 966,597

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Zoning Administration and Enforcement Program

The Town of Barnstable is comprised of 76 square miles of land area, fronts on Cape Cod Bay as well as Nantucket Sound and is home to seven quaint villages. Barnstable has the largest commercial area and the most services available on Cape Cod. Local zoning builds on the basic provisions of the State/Zoning Enabling Act (M.G.L. 40A) and is manifest in the Barnstable Zoning Ordinance which shapes the nature and character of a community.



Our duties as they relate to zoning require careful oversight of the 44 zoning and overlay districts in our local ordinances to ensure that the peace, quiet and tranquility of our residential neighborhoods is maintained and to ensure that the promotion of business in our business districts is a priority for all of Barnstable's business partners. A key function of the Building Division is to ensure that all construction projects in all zoning districts are completed in compliance with our zoning ordinances in order to protect the health and safety of the Town's citizens.

The administration and enforcement of the zoning ordinances is time-intensive and must be interpreted and enforced in a uniform and consistent manner. The process often involves extensive research and repeated fieldwork. The building division staff regularly interacts with other organizational agencies such as Conservation, Planning, Legal, Health, Licensing, the Regulatory Coordinator/Hearing Officer, and others.

Our goal for the upcoming year is to research and review the zoning ordinance to establish where we can better serve the community and to put forward those ideas to the Town's stakeholders for consideration.

FISCAL YEAR 2020 BUDGET

BUILDING SERVICES DIVISION

GENERAL FUND

Zoning Enforcement	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 189,240	\$ 236,263	\$ 143,632	\$ 165,996	\$ (70,267)	-29.74%
Fines, Forfeitures, Penalties	-	-	8,975	-	-	0.00%
Fees, Licenses, Permits	9,250	7,000	12,050	7,000	-	0.00%
Total Sources	\$ 198,490	\$ 243,263	\$ 164,657	\$ 172,996	\$ (70,267)	-28.89%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 198,430	\$ 242,463	\$ 164,597	\$ 172,196	\$ (70,267)	-28.98%
Operating Expenses	60	800	60	800	-	0.00%
Total Appropriation	\$ 198,490	\$ 243,263	\$ 164,657	\$ 172,996	\$ (70,267)	-28.89%

Employee Benefits Allocation:	
Life Insurance	\$ 33
Medicare	2,702
Health Insurance	12,545
County Retirement	63,386
Total Employee Benefits (1)	\$ 78,665
Total Expenditures Including Benefits	\$ 277,155

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Performance Measures / Workload Indicators

Workload Indicators	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate
Number of Permits	11,314	11,147	10,938	11,500
Number of Inspections	42,902	43,668	44,338	45,000
Zoning Complaints Investigated	624	960	875	875
Site Plan Reviews Conducted	52	49	128	125
Front Counter Inquiries	13,800	14,850	14,900	14,950
Telephone Inquiries	8,500	8,000	8,500	8,500

Public Health Division

Purpose Statement

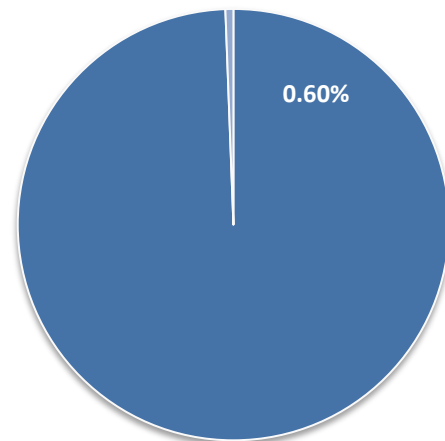
The members of the Public Health Division strive to provide efficient and effective environmental health and public health protection services. We are committed to protecting our public citizens and visitors so that they may enjoy a safe and healthy environment through strict enforcement and proactive public health strategies.



Recent Accomplishments

- Division conducted 7,189 inspections at rental houses, restaurants, motels, public swimming pools, retail stores, septic systems, recreational camps, hazardous material sites, horse stables, and other facilities.
- Division conducted 1,313 food establishment inspections at restaurants, retail food stores, bed and breakfast establishments, supermarkets, and mobile food units.
- Division provided six (6) seasonal influenza vaccination clinics to residents at various locations.
- Issued 4,751 permits and collected fees totaling \$448,748.
- Reviewed and approved 2,430 building permit applications involving the construction of new homes, commercial buildings, sheds, additions, alterations, remodeling work, and demolitions.
- Responded to 534 public health-related complaints within 24 business hours.

Percentage of FY20 General Fund Budget



The Public Health Division comprises 0.60% of the overall General Fund budget.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

1. The Public Health Division will continue to implement meaningful age and needs-appropriate personal health promotion programs available for all residents at advertised locations (i.e. Senior Center, HYCC). The personal health promotion program includes blood pressure monitoring, immunizations, cholesterol blood testing, educational personal health improvement information, and vaccinations free of charge to all residents. **(SP: Regulatory Process and Performance.)**
2. The Public Health Division will continue to improve customer services emphasizing positive and friendly customer/citizen experiences, efficiency, and predictable regulatory processes. **(SP: Education, Communication)**
3. The Public Health Division will continue to provide collaborative action for the protection of our sole source aquifer and marine embayment areas, with the goal of reducing nitrogen loading to water bodies. This Division will continue to promote innovative technologies where feasible. **(SP: Environment and Natural Resources.)**

Long-Term:

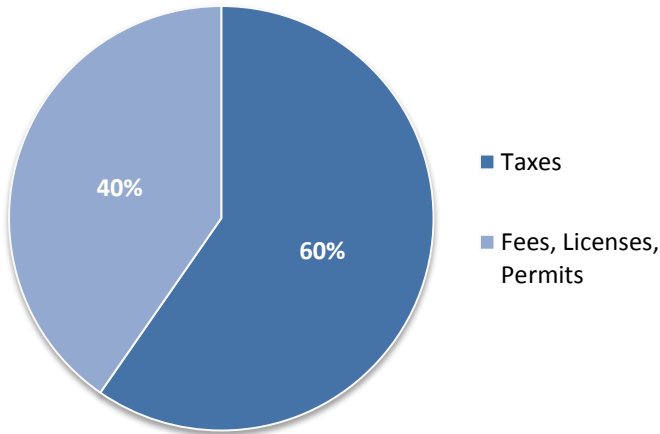
1. The Public Health Division will continue to implement new computerized electronic capabilities for inspections and permitting making various types of permits available to business owners/operators online. **(SP: Regulatory Process and Performance.)**



FOOD INSPECTION

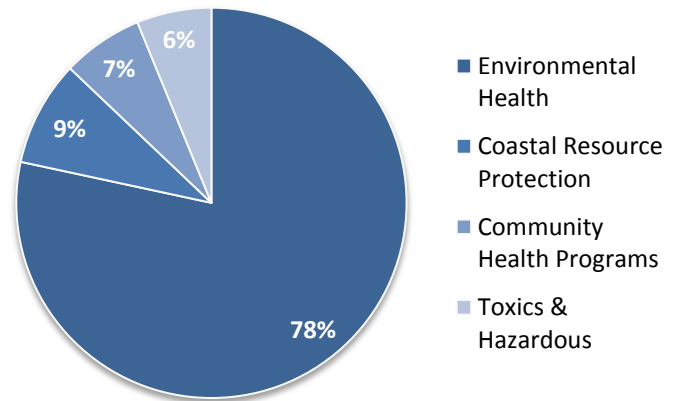
Public Health Division Financial Summary

FY20 Source of Funding



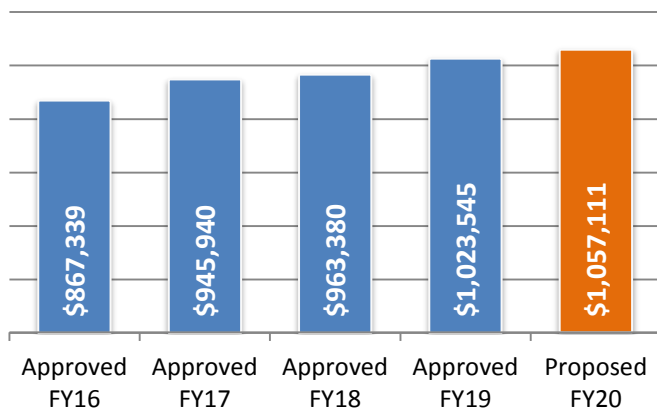
Taxes provide 60% of the financial support for this operation with the other 40% is provided from permits and fees charged by the division.

Public Health Division FY20 Budget By Program



The Environmental Health is the largest program area within the division comprising 78% of the proposed budget.

Public Health Division Budget History



The division’s budget has increased from \$867,339 in FY16 to \$1 million in FY20 over the five-year period, or 4.38% annually.

FISCAL YEAR 2020 BUDGET

PUBLIC HEALTH DIVISION

GENERAL FUND

Public Health	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 504,348	\$ 610,045	\$ 573,922	\$ 630,611	\$ 20,566	3.37%
Fees, Licenses, Permits	448,749	413,500	413,344	426,500	13,000	3.14%
Total Sources	\$ 953,097	\$ 1,023,545	\$ 987,266	\$ 1,057,111	\$ 33,566	3.28%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 872,242	\$ 928,587	\$ 903,560	\$ 962,153	\$ 33,566	3.61%
Operating Expenses	80,855	94,958	83,706	94,958	-	0.00%
Total Appropriation	\$ 953,097	\$ 1,023,545	\$ 987,266	\$ 1,057,111	\$ 33,566	3.28%

Employee Benefits Allocation:		
Life Insurance	\$ 119	\$ 131
Medicare	10,385	10,643
Health Insurance	49,255	57,442
County Retirement	170,353	182,176
Total Employee Benefits (1)	\$ 230,112	\$ 250,392
Total Expenditures Including Benefits	\$ 1,183,208	\$ 1,237,658

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The Public Health Division's FY20 proposed budget is increasing by \$33,566 over the FY19 budget. Personnel costs are increasing \$33,566 due to contractual obligations and an increase of \$4,000 for overtime to support health inspector hours. Tax Support is increasing \$20,566 and fees will increase \$13,000 due to activity levels to provide .

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Administrative Assistant	1.00	1.00	1.00	-
Chief Health Inspector	1.00	1.00	1.00	-
Coastal Health Resource Coordinator	0.50	0.60	0.60	-
Hazard Materials Health Inspector	1.00	1.00	1.00	-
Hazardous Materials Specialist	1.00	1.00	1.00	-
Health Inspector	3.75	3.75	3.75	-
Principal Dept/Div Assistant	3.00	3.00	3.00	-
Public Health Director	1.00	1.00	1.00	-
Public Health Nurse	0.50	0.50	0.50	-
Septic System Info Coordinator	0.40	0.40	0.40	-
Full-time Equivalent Employees	13.15	13.25	13.25	-

Description of Division Services Provided

The Public Health Division provides a variety of health-related services to the citizens of Barnstable. The Division provides support to the Board of Health on an on-going basis, and issues various licenses and permits. The Public Health Division is comprised of four programs: Environmental Health/Public Health Services, Coastal and Shellfish Resource Area Protection, Nursing Services, and the Toxic and Hazardous Contaminants Management Program.

Environmental & Public Health Services

The mission of the Public Health and Environmental Protection Services Program is to provide a variety of public health inspection services so that residents and visitors may enjoy a high quality of life. This program provides education and strict enforcement of Board of Health Regulations, Town Ordinances, and various State and Federal Codes. This program provides groundwater protection, saltwater estuary resource protection, food establishment inspections; swimming pool inspections, septic system inspections, recreational day camp inspections, tanning facility inspections, private well permitting, hotel inspections, horse stable inspections, and other services. A majority of the employees of the Public Health Division are assigned to this Program.

Environmental & Public Health	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 390,624	\$ 432,445	\$ 436,074	\$ 455,006	\$ 22,561	5.22%
Fees, Licenses, Permits	388,536	367,500	369,744	373,500	6,000	1.63%
Total Sources	\$ 779,160	\$ 799,945	\$ 805,818	\$ 828,506	\$ 28,561	3.57%
Expenditure Category						
Personnel	\$ 719,544	\$ 739,012	\$ 743,951	\$ 767,573	\$ 28,561	3.86%
Operating Expenses	59,616	60,933	61,867	60,933	-	0.00%
Total Appropriation	\$ 779,160	\$ 799,945	\$ 805,818	\$ 828,506	\$ 28,561	3.57%
Employee Benefits Allocation:						
Life Insurance	\$ 83		\$ 94			
Medicare	8,395		8,569			
Health Insurance	44,032		51,717			
County Retirement	154,635		165,231			
Total Employee Benefits (1)	\$ 207,145		\$ 225,612			
Total Expenditures Including Benefits	\$ 986,305		\$ 1,031,429			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Coastal & Shellfish Resource Area Protection

The purpose of the Coastal and Shellfish Resource Area Protection Program is to protect and preserve shellfish resource areas and bathing beaches, so that visitors, citizens, and shell anglers may maximize the potential of the coastal resources. One part-time employee is assigned to this program, the Coastal Health Resource Coordinator. The primary focus of this program is to identify pollution sources detrimental to these shellfish resource areas, and to the surface waters, and groundwater resources, which contribute to these areas. The part-time Coastal Health Resource Coordinator conducts sanitary surveys, sampling, and conducts testing of all the samples within the certified laboratory located at the Town’s Wastewater Treatment Facility. The part-time Coastal Health Resource Coordinator works closely with Conservation Division staff, Environmental Police Officers, Massachusetts Shellfish Officers, Engineering Division employees, and other agencies to maintain and improve existing conditions, with the goal of keeping shellfish areas open as well as re-opened after certain shellfish resource areas are closed.

Coastal & Shellfish Protection	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 64,736	\$ 85,135	\$ 83,553	\$ 87,251	\$ 2,116	2.49%
Fees, Licenses, Permits	6,600	3,000	-	5,000	2,000	66.67%
Total Sources	\$ 71,336	\$ 88,135	\$ 83,553	\$ 92,251	\$ 4,116	4.67%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 68,643	\$ 85,485	\$ 79,776	\$ 89,601	\$ 4,116	4.81%
Operating Expenses	2,693	2,650	3,777	2,650	-	0.00%
Total Appropriation	\$ 71,336	\$ 88,135	\$ 83,553	\$ 92,251	\$ 4,116	4.67%

Employee Benefits Allocation:	Actual	Approved
Life Insurance	\$ 12	\$ 13
Medicare	917	1,071
Health Insurance	590	616
County Retirement	1,670	1,780
Total Employee Benefits (1)	\$ 3,190	\$ 3,479
Total Expenditures Including Benefits	\$ 74,526	\$ 87,032

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Nursing Services

The mission of the Nursing Services Program is to provide nursing services to senior citizens and other at-risk residents, so that citizens may enjoy and maintain personal physical health. This program consists of one part-time Public Health Nurse. The Public Health Nurse provides a variety of direct health services to individuals, including blood pressure clinics; elderly assessments; maternity assessments; influenza and hepatitis vaccinations; and lead (blood-level) screening. In addition, staff receives reports and acts on any involving prematurely born infants. This program also provides tuberculosis screening and investigates tuberculosis cases to control the spread of this disease; and provides various types of immunizations to pre-school aged children and other residents who request immunizations.

Community Health	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 58,089	\$ 69,340	\$ 58,280	\$ 67,861	\$ (1,479)	-2.13%
Fees, Licenses, Permits	2,318	3,000	2,300	3,000	-	0.00%
Total Sources	\$ 60,407	\$ 72,340	\$ 60,580	\$ 70,861	\$ (1,479)	-2.04%
Expenditure Category						
Personnel	\$ 42,309	\$ 45,215	\$ 43,723	\$ 43,736	\$ (1,479)	-3.27%
Operating Expenses	18,098	27,125	16,857	27,125	-	0.00%
Total Appropriation	\$ 60,407	\$ 72,340	\$ 60,580	\$ 70,861	\$ (1,479)	-2.04%
Employee Benefits Allocation:						
Life Insurance	\$ 12		\$ 13			
Medicare	537		551			
Health Insurance	590		616			
County Retirement	1,670		1,780			
Total Employee Benefits (1)	\$ 2,809		\$ 2,960			
Total Expenditures Including Benefits	\$ 63,215		\$ 63,539			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Toxic & Hazardous Contaminants Program

This program provides education and enforcement in regards to proper handling of toxic materials and disposal of hazardous wastes so that citizens and visitors may enjoy a safer and healthier environment. This Program consists of one employee, a Hazardous Materials Specialist. This program provides immediate onsite response to hazardous waste spills, household and small business hazardous waste disposal, inspections at businesses and agencies that store and/or handle toxic and hazardous materials, clean-up of hazardous releases on town-owned properties, and proper maintenance, testing, and removal of underground fuel storage tanks.

Toxic & Hazardous	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ -	\$ 23,125	\$ -	\$ 20,493	\$ (2,632)	-11.38%
Fees, Licenses, Permits	51,295	40,000	41,300	45,000	5,000	12.50%
Total Sources	\$ 51,295	\$ 63,125	\$ 41,300	\$ 65,493	\$ 2,368	3.75%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 41,746	\$ 58,875	\$ 36,110	\$ 61,243	\$ 2,368	4.02%
Operating Expenses	448	4,250	1,205	4,250	-	0.00%
Total Appropriation	\$ 42,194	\$ 63,125	\$ 37,315	\$ 65,493	\$ 2,368	3.75%

Employee Benefits Allocation:		
Life Insurance	\$ 11	\$ 12
Medicare	535	452
Health Insurance	4,043	4,494
County Retirement	12,378	13,384
Total Employee Benefits (1)	\$ 16,968	\$ 18,342
Total Expenditures Including Benefits	\$ 59,162	\$ 55,657

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Performance Measures / Workload Indicators

Public Health	Program Outcome Measure			
Activity Name (What)	FY 2016 Budget (Input)	FY 2016 End Product (Output)	FY 2016 Unit Cost or Productivity (Efficiency)	FY 2016 Service Quality (Effectiveness)
To respond, investigate, and take appropriate action in regards to all health related complaints and inquiries received; with the objective of responding to greater than 90% of complaints within twenty-four (24) business hours within standards and within budget				
Complaint Response	\$ 56,791	534 Complaints	\$106.35/complaint	98% of complaints were responded to within 24 business hours with quick appropriate action taken
To inspect all food establishments each year; with the objective of completing greater than 95% of inspections twice per year within standards and within budget.				
Food Establishment Inspections	\$ 116,661	1,082 Inspections	\$107.82/ inspection	99% of food establishments inspected on schedule, at least once every six months, at the HQFSI* level
<i>*HQFSI = High Quality Food Service Inspection - Completion of a 52-item inspection report, followed by an informal discussion with the operator of the food establishment to review each of the violations observed and to provide recommendations to prevent future recurrence of violations.</i>				

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Licensing Department

Purpose Statement

While keeping the Town’s Mission Statement as our top priority, our collective purpose is to consistently provide administrative and code compliance services within Licensing and Weights & Measures capacity, to Town businesses, residents, and visitors ensuring a balanced approach towards the community’s quality of life.

Recent Accomplishments

Licensing Program

- Implemented an on-line step-by-step guide for each license type for easier customer understanding and access.
- State Safety Building and Fire Certificate process streamlined via inter-departmental cooperation.
- Department held annual compliance meetings for liquor license holders that focused on liability and insurance issues.
- Department streamlined annual license renewal process for 100% compliance.
- Outdoor Dining review and approval process has been formalized with less paperwork and interdepartmental approvals.

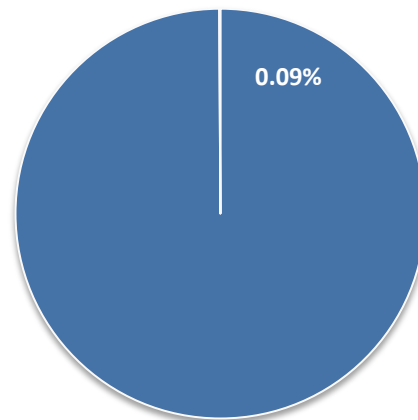
Weights & Measures Program

- Transitioned and trained a new Administrative Assistant who streamlined the billing and email process for establishments.
- Continued streamlining taxi permit inspections and license issuances, with the assistance from the Consumer Affairs Officer.
- Certification of Testing Standards.
- Implement use of Tablets for Field Inspectors.

Licensing

Weights & Measures
(Revolving Fund)

Percentage of FY20 General Fund Budget



The Licensing Department comprises 0.09% of the overall General Fund budget.

Additional Recent Accomplishments

Weights & Measures Program

- One of our inspectors selected as President of the Massachusetts Weights and Measures Association.
- Continued to increase participation with farmer's market scale compliance.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

Licensing Division (Goals and Objectives)

1. Streamline the seasonal license renewal process for 100% compliance and easier access by licensees. **(SP: Regulatory Process and Performance, Communication)**
2. Create uniform checklist for final walkthrough for on-site alcohol establishment inspections. **(SP: Regulatory Process and Performance, Communication)**
3. Provide training manual for commission members for instruction on process, laws, and regulations for hearings. **(SP: Regulatory Process and Performance, Communication)**

Weights & Measures Program (Goals and Objectives)

1. Continue consolidation of inspectors' schedules in order to provide service that is more efficient. **(SP: Finance)**
2. Enhance outreach programs to towns' charitable organizations. **(SP: Education, Communication)**
3. Increase communication of information and reporting to towns within district. **(SP: Education, Communication)**

Long-Term:

Licensing Division (Goals and Objectives)

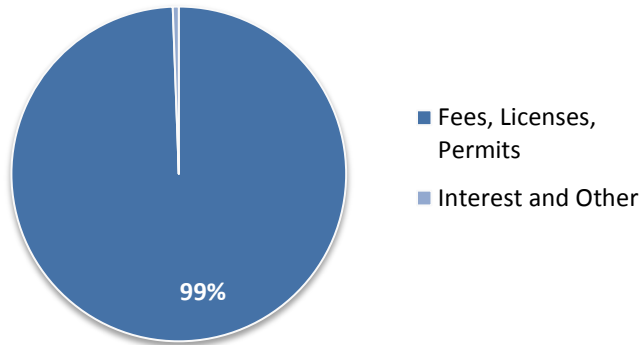
1. Continue working on recommendations with police department to revise Taxi regulations. **(SP: Regulatory Process and Performance)**
2. Continue process of including all Licenses into ePermitting via Viewpermit, and provide an on-line renewal and billing process. **(SP: Regulatory Process and Performance)**

Weights & Measures Program (Goals and Objectives)

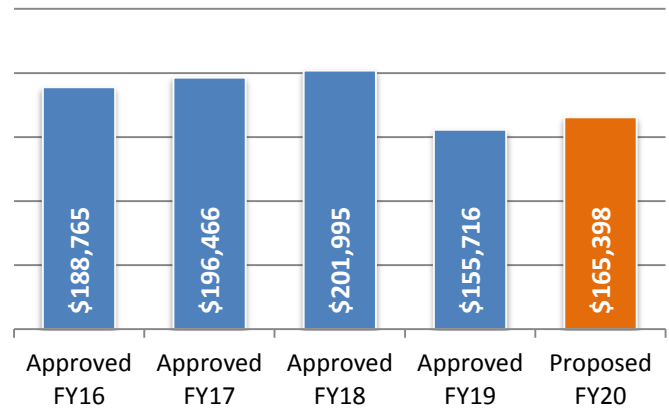
1. Increase communication and public education on Town website and through public outreach programs. **(SP: Education, Communication)**
2. Review and revise memoranda of understanding on services and associated costs provided to towns **(SP: Regulatory Process, Finance)**
3. Review vehicles and equipment maintenance and upgrades **(SP: Regulatory Process and Performance)**
4. Continue to attend state and national trainings and conferences on up to date information **(SP: Education)**

Licensing Department Financial Summary

FY20 Source of Funding



Licensing Department Budget History



Fees, licenses and permits deliver 99% of the total source of funding. No tax support is provided.

The department’s budget has decreased from \$188,765 in FY16 to \$165,398 in FY20 over the five-year period, or 2.48% annually.

Description of Division Services Provided

Located at 200 Main Street, the Licensing Department provides a wide range of services for both the consumer and visitor of our community. Through enforcement of local and state regulations, the Licensing and Weights & Measures programs ensure that businesses operate within compliance to meet the standards, which protects consumers on a daily basis.

Licensing Program

The Licensing program provides support to both the Licensing Authority and the Town Manager. Licensing program processes and holds public hearings for new licenses, changes to existing licenses, and renewal of existing licenses. These areas include alcohol and non-alcohol restaurants, package stores, inns, parking lots, cinemas/theatres, junk dealers, lodging houses, entertainment, sidewalk cafés, taxis and limos, duckmobiles, fortunetellers, and mini-golf. Licensing coordinates all licenses for One Day Special Events involving Entertainment and Alcohol. Licensing also maintains records of all licensing applications and show cause hearings held annually. The field staff provides inspection and enforcement activities in licensed establishments throughout the Town as well as education efforts to licensees. Staff assists applicants seeking to obtain a license, and in understanding their obligations under Massachusetts General Laws with respect to license terms and conditions (M.G.L. Ch. 138 & 140).



FISCAL YEAR 2020 BUDGET

LICENSING DEPARTMENT

GENERAL FUND

Licensing Services	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Fees, Licenses, Permits	\$ 521,619	\$ 510,500	\$ 545,264	\$ 515,500	\$ 5,000	0.98%
Interest and Other	3,675	3,000	50	3,000	-	0.00%
Total Sources	\$ 525,294	\$ 513,500	\$ 545,314	\$ 518,500	\$ 5,000	0.97%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 184,911	\$ 144,404	\$ 149,976	\$ 154,086	\$ 9,682	6.70%
Operating Expenses	9,148	11,312	11,159	11,312	-	0.00%
Total Appropriation	\$ 194,059	\$ 155,716	\$ 161,135	\$ 165,398	\$ 9,682	6.22%

Employee Benefits Allocation:		
Life Insurance	\$ 18	\$ 21
Medicare	2,413	1,895
Health Insurance	15,051	14,201
County Retirement	115,413	33,078
Total Employee Benefits (1)	\$ 132,895	\$ 49,195
Total Expenditures Including Benefits	\$ 326,955	\$ 210,330

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

Licensing Services Department FY20 proposed budget is increasing \$9,682 or 6.22% over the FY19 budget. Personnel costs are increasing \$9,682 due to contractual obligations.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019
Administrative Assistant	1.00	1.00
Director of Licensing	-	0.75
Consumer Affairs Division Supervisor	0.75	-
Director Regulatory Services	0.85	-
Full-time Equivalent Employees	2.60	1.75

FY 2020	Change
1.00	-
0.75	-
-	-
-	-
1.75	-



WEIGHTS & MEASURES TRUCK

Weights & Measures (Revolving Fund)

The Weights and Measures Program is a service of government to protect the interests of both buyer and seller of commodities. This service provides third-party verification of the accuracy of representations and measurements in the retail marketplace. Retail sales of commodities sold annually in Barnstable exceed \$400,000,000. Inspectors test devices used to determine accuracy such as scales, gasoline dispensers, home heating oil delivery vehicles, taximeters, pharmacy balances and others. Packaged products are inspected in retail stores to determine accurate measurement and compliance with labeling and advertising regulations. The Division annually inspects approximately 4,000 devices and 4,500 prepackaged commodities in Barnstable (M.G.L. Ch. 94-98.101). In addition, over 7,000 items were checked for Unit Price Code compliance and 51 complaints were investigated.



Performance Measures / Workload Indicators

Consumer Services (Weights & Measures)

Barnstable Weights & Measures is responsible for the compliance of over 4,000 devices in 10 towns on Cape Cod. Barnstable Weights & Measures is responsible for the inspection of devices within the Town, as well as nine contract towns. In addition to this, the Division handles the sealing duties of vehicle tank meters for two additional towns. The figures for inspected devices may fluctuate year to year, but typically, it is approximately 4,000 devices. The Weights & Measures Division conducts annual inspections on gasoline dispensers and vehicle tank meters, or oil trucks. The same can be said of scale inspections of varying sizes, which can relate to net weight inspections conducted during the year. The Division conducts Item Price inspections at food stores and stores with food departments. The goal is to have the store meet compliance requirements for ticketing and pricing. Consumer complaints are investigated thoroughly to provide assistance by educating businesses and provide solutions to issues in the marketplace. Through the Citizen’s Academy, 30 residents are educated about the Weights & Measures Program and the responsibilities of the Division. Each month, the Weights & Measures Division informs thousands of Town residents on ways to being a better consumer in the marketplace. The topics range from the purchase of gasoline, to which types of devices are inspected and to many other helpful tips.

Violations	FY 2018 Actual		FY 2019 Estimated		FY 2020 Projected	
	#	\$\$	#	\$\$	#	\$\$
# of violations by business	170	22,900	175	23,400	180	24,200
Supermarkets	120	24,925	125	25,700	130	26,200
Convenience/Gas Stations	66	10,600	70	11,000	80	11,400
Pharmacy	423	41,000	430	42,300	435	42,800
Violation Totals	779	99,425	800	102,400	825	104,600

Consumer Services (Weights & Measures) (Continued)

Annual Device Inspections	FY 2018 Actual		FY 2019 Estimated		FY 2020 Projected	
	#	\$\$	#	\$\$	#	\$\$
Retail Scales-Small, Medium & Large Capacity	1,399	93,775	1,425	94,200	1,435	94,600
Weights	233	1,885	238	1,925	240	1,940
RMFD/Retail Motor Fuel Dispensers	1,651	91,096	1,600	88,000	1,625	89,200
VTM	128	14,530	125	14,125	122	13,880
Taxi Meters	86	4,790	75	4,125	75	4,125
Reverse Vending	174	3,595	178	3,700	180	3,800
Bulk Storage Meters	11	1,935	11	1,935	11	1,935
Linear/Cordage Device	42	1,335	42	1,335	42	1,335
Vehicle Safety Inspections	103	5,450	92	4,600	92	4,600
Price Verification Scanner Inspections	835	25,695	895	26,850	850	26,225
Price Verification Fines	57	11,400	75	15,000	80	16,400
IP Inspection/Items Checked (Non-fee Based)	39,850	-	40,000	-	41,000	-
Item Price Inspection Violations	779	99,425	825	102,400	835	104,600
Device Fines	-	1,450	-	1,725	-	1,750
Annual Device Inspection Totals	45,348	\$356,360	45,581	\$359,920	46,587	\$364,415

Economic Impact	FY 2018 Actual	FY 2019 Projected	FY 2020 Estimated
Savings to Consumer – Item Price Inspections	491,155	495,300	500,000
Savings to Consumer – Price Verification Inspections	122,122	125,000	130,000
Total Economic Impact	\$613,277	\$620,300	\$630,000

Licensing

This chart shows complaints to date for which show cause hearings have been held, or scheduled for licensees including restaurants, package stores, clubs, junk dealers, auto dealers, etc. The Licensing Authority has the power to cancel, suspend, revoke, or impose further conditions on licenses for many causes in an effort to preserve public good and protect consumers from any illegal action.

License Type	Complaint	Sanction
Annual All Alcohol Common Victualler	502-Ir&t Sale or delivery of an alcoholic beverage to a person under 21 years of age	Two day suspension with 1 day to be served and 1 day to be held in abeyance for 1 year.
Annual All Alcohol Common Victualler	502-Ir&t Sale or delivery of an alcoholic beverage to a person under 21 years of age	Two day suspension with 1 day to be served and 1 day to be held in abeyance for 1 year.
Annual Wine and Malt Retail Package Goods Store	502-Ir&t Sale or delivery of an alcoholic beverage to a person under 21 years of age	Five day suspension with 2 days to be served and 3 days to be held in abeyance for 2 years.
Annual All Alcohol Retail Package Goods Store	502-Ir&t Sale or delivery of an alcoholic beverage to a person under 21 years of age	Two-day suspension with 1 day to be served and 1 day to be held in abeyance for 2 years.
Annual All Alcohol Common Victualler	502-Ir&t Sale or delivery of an alcoholic beverage to a person under 21 years of age	Continued without a finding for one year. If a violation occurs and then a guilty finding with 2 day suspension, both to serve.
Annual All Alcohol Common Victualler	502-Ir&t Sale or delivery of an alcoholic beverage to a person under 21 years of age	Two-day suspension with 1 day to be served and 1 day to be held in abeyance for one year.

Licensing Income	FY 2016 Actual		FY 2017 Actual		FY 2018 Actual	
	Hearings	\$\$	Hearings	\$\$	Hearings	\$\$
Licensing Receipts	544	514,049	568	547,086	481	536,188
Totals	544	\$514,049	568	\$547,086	481	\$536,188

School Department

Vision Statement

The Barnstable Public Schools educates the whole child by creating a student centered school culture that addresses students' physical, social, emotional, and academic needs by creating a safe and healthy learning environment in which students are challenged, supported, and engaged.

Core Values

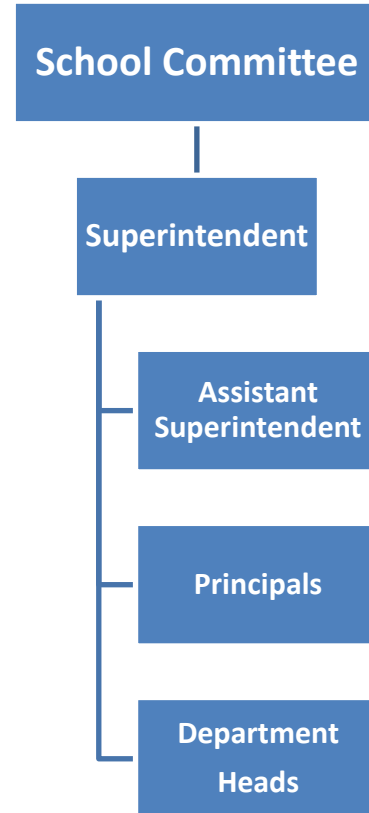
In Barnstable Public Schools, we value commitment, collaboration, and community.

- **Commitment:** We are dedicated to the continuous learning and growth of all.
- **Collaboration:** We work together while keeping student needs at the center of all decision making.
- **Community:** We build strong, respectful partnerships that support student success.

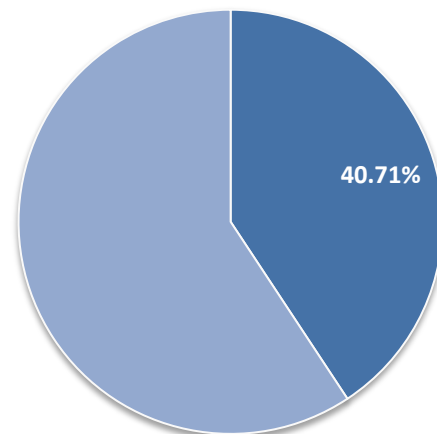
Recent Accomplishments

Next Generation Massachusetts Comprehensive Assessment System (MCAS):

- Updated version of the nearly 20-year-old MCAS assessment
- Focuses on students' critical thinking abilities, application of knowledge, and ability to make connections between reading and writing.
- Gives a clearer signal of readiness for the next grade level or college and career.



Percentage of FY20 General Fund Budget



The School Department's operating budget represents 40.71% of the overall General Fund budget.

Additional Recent Accomplishments

Next Generation Massachusetts Comprehensive Assessment System (MCAS) continued:

- Designed to be given on a computer (though paper versions remain available)
- First given in spring 2017 in grades 3-8 in English language arts and math
- Will eventually replace all older (“legacy”) MCAS tests in grades 3-10

Next Generation MCAS Tests 2018 - Percent of Students at Each Achievement Level for Barnstable

Updated on September 27, 2018.

Grade and Subject	Meeting or Exceeding Expectations		Exceeding Expectations		Meeting Expectations		Partially Meeting Expectations		Not Meeting Expectations		No. of Students Included	Avg. Scaled Score	Avg. SGP	Included in Avg. SGP
	District	State	District	State	District	State	District	State	District	State				
GRADE 03 - ENGLISH LANGUAGE ARTS	59	52	11	9	48	43	36	41	6	7	345	506.8	N/A	N/A
GRADE 03 - MATHEMATICS	57	50	10	10	47	40	34	38	9	12	347	503.5	N/A	N/A
GRADE 04 - ENGLISH LANGUAGE ARTS	43	53	4	10	40	43	48	38	9	9	414	496.9	39.9	370
GRADE 04 - MATHEMATICS	51	48	6	7	45	41	38	39	11	13	411	498.9	51.7	368
GRADE 05 - ENGLISH LANGUAGE ARTS	48	54	3	6	46	48	42	38	10	8	424	498.0	44.3	387
GRADE 05 - MATHEMATICS	38	46	2	5	36	41	50	44	12	10	424	493.6	44.3	386
GRADE 06 - ENGLISH LANGUAGE ARTS	44	51	7	10	37	40	42	37	14	12	365	497.4	48.6	347
GRADE 06 - MATHEMATICS	46	47	5	7	41	41	44	42	10	11	365	498.2	53.1	343
GRADE 07 - ENGLISH LANGUAGE ARTS	43	46	6	8	36	38	40	39	17	15	352	496.0	51.3	319
GRADE 07 - MATHEMATICS	38	46	3	7	35	39	47	40	15	14	353	494.4	39.2	321
GRADE 08 - ENGLISH LANGUAGE ARTS	43	51	6	10	38	41	37	34	20	15	383	493.6	41.7	361
GRADE 08 - MATHEMATICS	35	50	4	8	32	41	49	38	16	12	385	492.6	45.8	362
GRADES 03 - 08 - ENGLISH LANGUAGE ARTS	47	51	6	9	41	42	41	38	13	11	2,283	498.0	45.0	1,784
GRADES 03 - 08 - MATHEMATICS	44	48	5	7	39	40	44	40	12	12	2,285	496.7	46.9	1,780

Exceeding Expectations

A student who performed at this level exceeded grade-level expectations by demonstrating mastery of the subject matter.

Meeting Expectations

A student who performed at this level met grade-level expectations and is academically on track to succeed in the current grade in this subject.

Partially Meeting Expectations

A student who performed at this level partially met grade-level expectations in this subject. The school, in consultation with the student's parent/guardian, should consider whether the student needs additional academic assistance to succeed in this subject.

Not Meeting Expectations

A student who performed at this level did not meet grade-level expectations in this subject. The school, in consultation with the student's parent/guardian, should determine the coordinated academic assistance and/or additional instruction the student needs to succeed in this subject.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

The development of the FY20 Budget creates an opportunity to continue our commitment of excellence for the students and staff of Barnstable Public Schools. Throughout our budget development we have strived to align our resources to provide high quality instructional programming, support the social, emotional, and academic development needs of our 5,200 students, and commit to educating the whole child.

Our proposed \$72,234,000 operating budget is developed with the following objectives at its core:

1. Strengthen academic and instructional programming to support student needs, talents, interests, and cultural diversity.
2. Support the development of the whole child through social and emotional programming.
3. Establish collaborative partnerships to support the academic, instructional and SEL programming.

Each year the district is faced with educating our communities' youngest citizens within an environment of finite resources and expanding needs. While student needs continue to change, our proposed FY20 budget positions the district to make great strides in achieving our strategic objectives.

Whole Child Education Goal:

The Barnstable Public Schools' district vision is to educate the **whole child** by creating a student centered school culture that addresses students' physical, social, emotional, and academic needs by creating a safe and healthy learning environment in which students are challenged, supported, and engaged. We are addressing this through social, emotional, and academic development (SEAD), and positive behavior interventions and supports (PBIS).



HYANNIS WEST CRANES

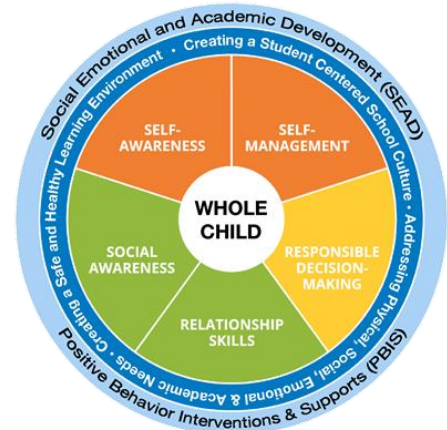
Whole Child Education Goal (Continued):

What is social, emotional, and academic development?

Social, emotional, and academic development is the integration of social and emotional development with academic learning in K-12 education.

What are the competency skills of social-emotional development?

- Self-awareness
- Self-management
- Social awareness
- Relationship skills
- Responsible decision making



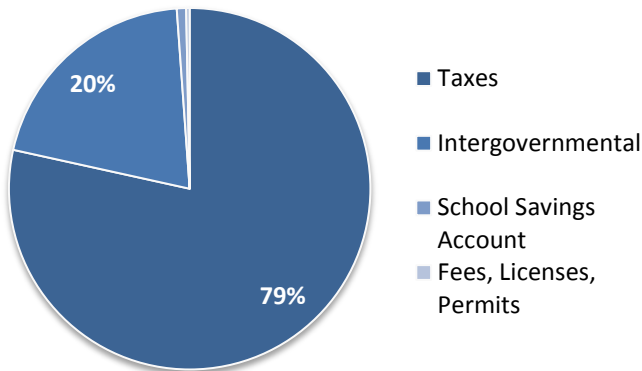
What are positive behavior interventions and supports?

Positive Behavior Interventions and Supports (PBIS) is a prevention oriented framework or approach for assisting school personnel in adopting and organizing evidence-based behavioral interventions into an integrated continuum that enhances academic and social behavior outcomes for all students.



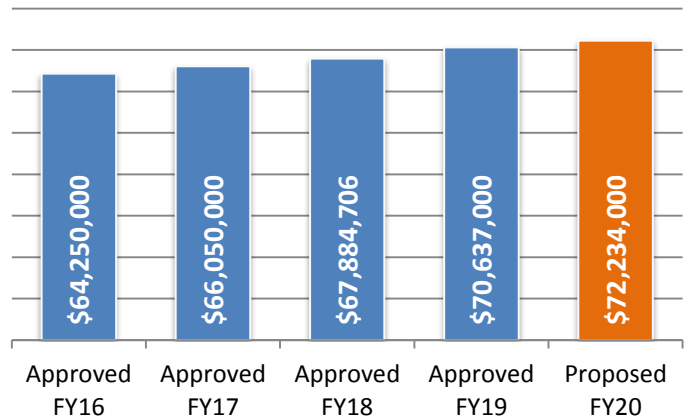
School Department Financial Summary

FY20 Source of Funding



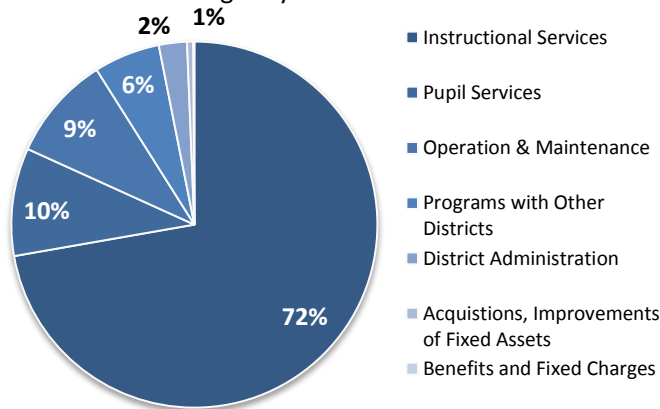
Taxes are the largest funding source at 79%, followed by intergovernmental aid at 20%.

Local School Department Budget History



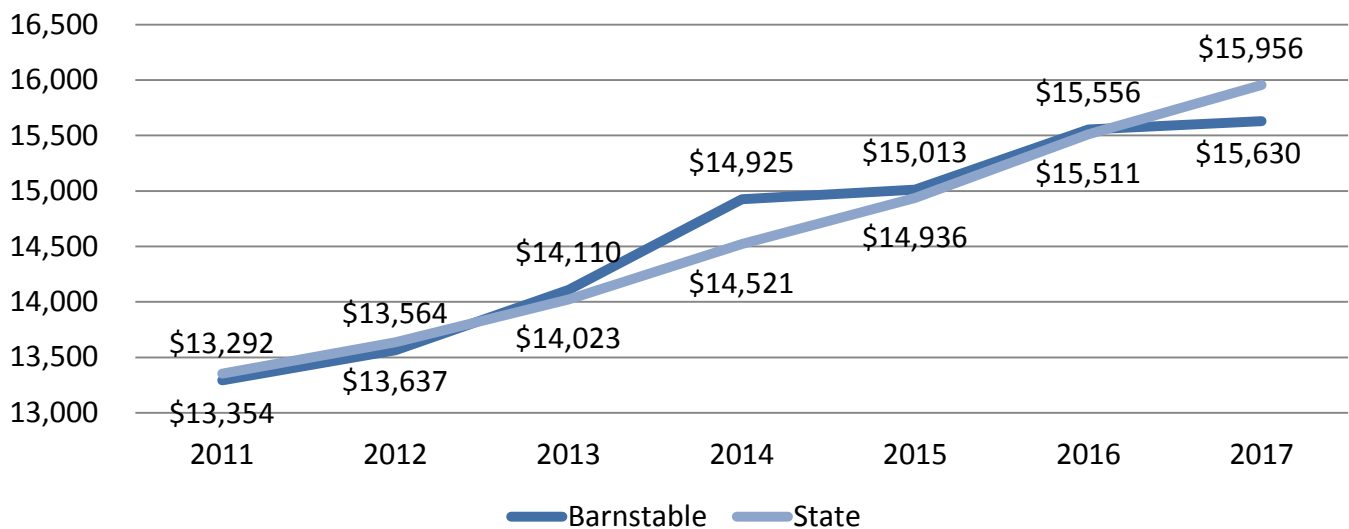
The School Department budget has increased from \$64 million in FY16 to a proposed \$72 million in FY20 over the five-year period, or 2.49% annually.

School Department FY20 Budget by DESE Function



Instructional Services is the largest function at 72% of proposed budget. Pupil Services is the second largest at 10%

School Department Per Pupil Expenditure
2011 -2017



Per pupil expenditures are calculated from information provided on the district's End of Year Financial Report (EOYR). This is a comprehensive report of revenues and expenditures that occurred during each fiscal year.

The district is required to hire an independent auditing firm to verify the accuracy of the data on the EOYR. In addition, the Massachusetts Department of Elementary and Secondary Education (ESE) conduct a careful review of the data during the months following the report's submission.

The following funding sources are all included in the functional expenditure per pupil measure:

- school committee appropriations
- municipal appropriations outside the school committee budget that affect schools
- federal grants
- state grants
- circuit breaker funds
- private grants and gifts
- school choice and other tuition revolving funds
- athletic funds
- school lunch funds
- other local receipts such as rentals and insurance receipts

School Department expenditures per pupil have closely tracked with the state average for the past six years. Costs associated with capital investments and payments to other schools/districts are excluded for comparison purposes.

FISCAL YEAR 2020 BUDGET

SCHOOL DEPARTMENT

GENERAL FUND

School Department	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 54,033,766	\$ 56,047,636	\$ 55,620,334	\$ 56,672,457	\$ 624,821	1.11%
Intergovernmental	13,170,812	13,563,678	13,559,580	14,736,543	1,172,865	8.65%
Fees, Licenses, Permits	225,000	225,000	225,000	225,000	-	0.00%
Interest and Other	174,057	-	21,322	-	-	0.00%
School Savings Account	230,306	800,686	800,686	600,000	(200,686)	-25.06%
Total Sources	\$67,833,941	\$70,637,000	\$70,226,922	\$72,234,000	\$ 1,597,000	2.26%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 49,560,617	\$ 51,697,734	\$ 51,591,056	\$ 56,013,465	\$ 4,315,731	8.35%
Operating Expenses	15,618,807	16,268,404	15,965,004	16,220,535	(47,869)	-0.29%
Horace Mann Charter School	2,654,517	2,670,862	2,670,862	-	(2,670,862)	-100.00%
Total Appropriation	\$67,833,941	\$70,637,000	\$70,226,922	\$72,234,000	\$ 1,597,000	2.26%

Employee Benefits Allocation:	
Life Insurance	\$ 4,634
Medicare	671,749
Health Insurance	3,257,863
County Retirement	2,002,337
Total Employee Benefits (1)	\$ 5,936,583

	\$ 4,861
	704,845
	3,525,121
	2,339,956
	\$ 6,574,782

Total Expenditures Including Benefits	\$73,770,524
--	---------------------

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The FY20 proposed budget is \$1,597,000 more than the FY19 approved budget representing a 2.26% increase. This includes \$600,000 in one-time operating capital expenditures planned for FY20. The increase provides for the contractual pay increases for all staff and operating contracts.

Major changes within the FY20 budget include the vertical alignment of successfully trialed student interventions to upper grades within the district. Initiatives like the creation of a multi-age classroom at Barnstable United and the SEAD Coach model at Barnstable Intermediate School will provide continuity in programming throughout the system and support student achievement. The rollout of the district's Family and Community Engagement Center illustrates commitment to developing partnerships in our community and we are excited for the planned parent engagement as a result of this initiative.

School and district leaders will continue to convene to review priorities and identify areas that are critical for advancing student learning and development. Our pledge to schools, departments, and the community is that our budget development process will be supportive, transparent and collaborative.

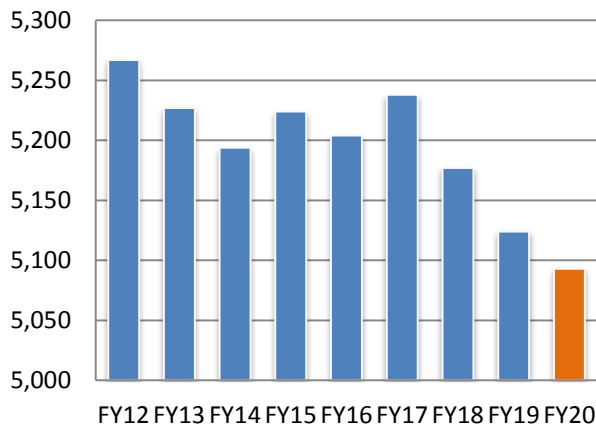
Description of Services Provided

The Barnstable School District is primarily responsible for providing a tuition free education to all school age residents residing within the boundaries of Barnstable. This responsibility requires the recruitment and retention of a professional workforce, who is both trained and highly qualified in the delivery of the 21st century curriculum.

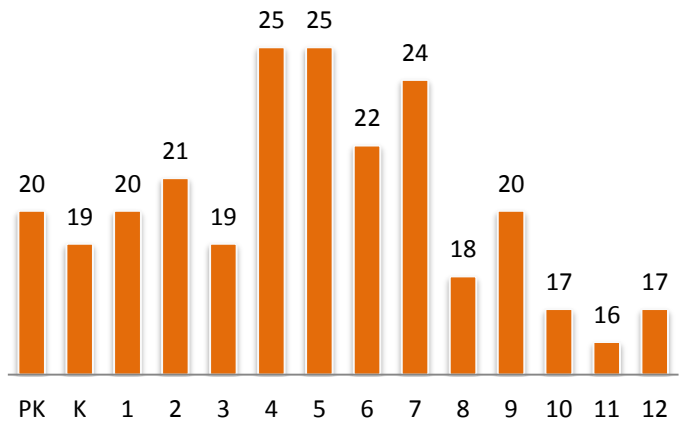
The district strives to provide a common, standards base curriculum, which insures all students meet their fullest potential. To support curriculum a myriad of support services are provided daily to our students. The school system provides competitive pupil-teacher ratios; individualized education plan supports, and employs reading specialists and math coaches, school counselors and nurses.

The School Department, in educating students, maintains campus space of approximately a million square feet, and two hundred and forty acres of grounds and fields. In addition to the educational opportunities this foot print supports, these facilities host a variety of civic engagements, private and public meetings, and emergency sheltering. Infrastructure is utilized and enjoyed year round through various leisure activities in the gymnasiums and fields.

Enrollment



Anticipated Class Size Fiscal 2020



*Note: K-3 is based upon existing staffing and projected enrollment.
 *Note: 4-12 is based upon homeroom selections and projected student enrollment.
 *Note: Actual ratios may vary due to class selections.



HIGH SCHOOL FIELD PROJECT

Other Requirements

Employee Benefits

Insurance

Grants

Assessments, Debt Service & Other

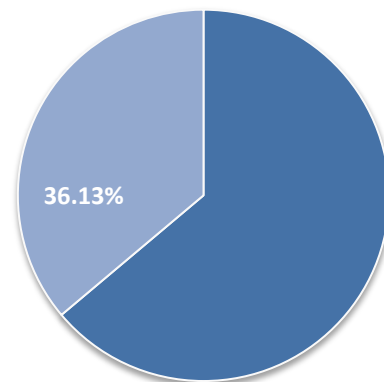
Transfers

Deficits From Prior Year

Description

Within the FY 2020 budget, a category of costs called "Other Requirements" has been separated from the departmental budgets. Within this category, the following costs are included: debt service; employee benefits, premiums for liability and casualty insurance; celebrations; Lombard Trust lease payments; grants to the public libraries and for tourism; transfers, and various assessments the town receives from state, county, and other regional agencies and schools.

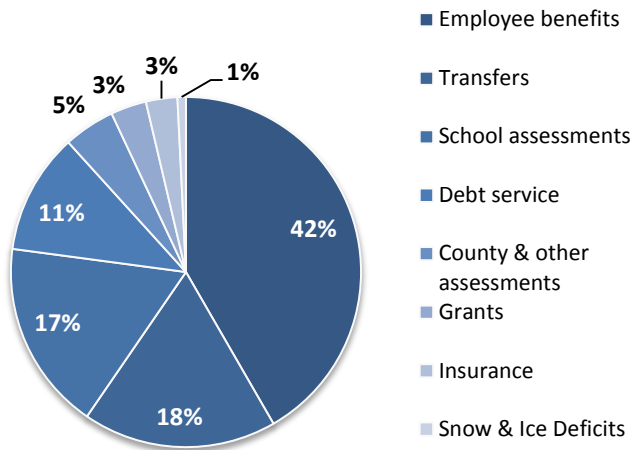
Other Requirements
Percentage of Total FY20 General Fund
Budget



Total expenditures on Other Requirements represent 36% of the overall General Fund budget.

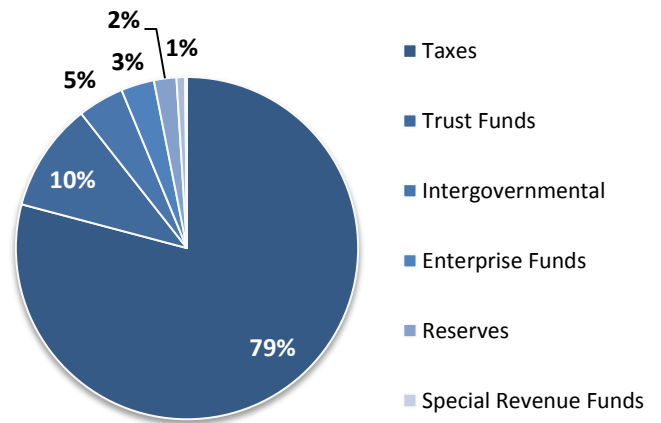
Other Requirements Financial Summary

FY20 Allocation of Other Requirements Budget



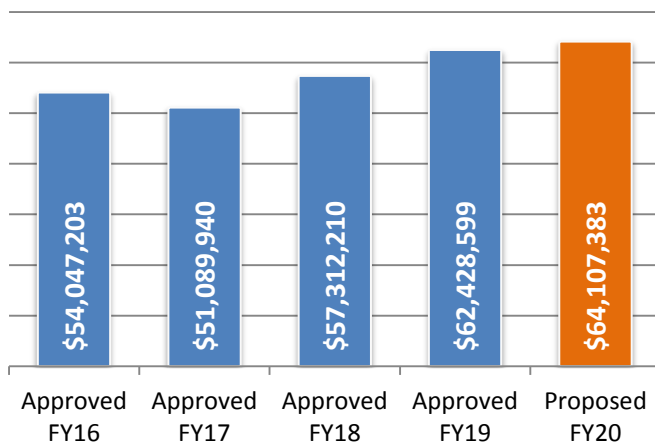
Employee benefits are the largest section of this budget representing 42% of all expenditures. The second largest area is transfers 18%, then school assessments at 17% and debt service at 11%.

Other Requirements FY20 Source of Funding



Taxes provide 79% of the funding source for this area of the budget. This is followed by Trust Funds at 10%. Intergovernmental aid provides 5%, which is mostly derived from unrestricted state aid. A total of \$1,360,000 in General Fund reserves will be used to balance this area of the budget.

Other Requirements Budget History



This budget has increased 3.7% annually over the five-year period. The volatility in fixed cost is threefold: debt service payments change with capital projects or refunding of bonds, the availability to transfer additional funds to the Capital Trust Fund, and snow & ice removal deficits.

FISCAL YEAR 2020 BUDGET

OTHER REQUIREMENTS

GENERAL FUND

Other Requirements Source of Funding	Actual FY 2018	Approved FY 2019	Projected FY 2019	Proposed FY 2020	Change FY19 - 20	Percent Change
Taxes	\$ 47,746,084	\$ 45,451,865	\$ 42,867,704	\$ 50,722,377	\$ 5,270,512	11.60%
Intergovernmental	5,708,546	5,745,866	5,899,737	2,796,744	(2,949,122)	-51.33%
Interest and Other	827,618	490,000	601,664	520,000	30,000	6.12%
Special Revenue Funds	142,183	112,330	112,330	112,330	-	0.00%
Enterprise Funds	1,836,824	1,867,209	1,867,209	2,010,440	143,231	7.67%
Trust Funds	260,000	5,927,329	5,927,329	6,585,492	658,163	11.10%
Reserves	790,954	2,834,000	2,834,000	1,360,000	(1,474,000)	-52.01%
Total Sources	\$ 57,312,210	\$ 62,428,599	\$ 60,109,973	\$ 64,107,383	\$ 1,678,784	2.69%
Expenditure Category						
Employee Benefits						
Retirement Assessments	\$ 9,003,459	\$ 9,309,000	\$ 9,309,000	\$10,364,345	\$ 1,055,345	11.34%
Health Insurance for Active Employees	7,173,421	8,603,709	8,145,025	8,362,536	(241,173)	-2.80%
Retiree Health & Sick Benefits	4,628,678	4,625,070	4,615,000	5,196,884	571,814	12.36%
Workers' Compensation & Unemployment	1,495,995	1,600,000	1,191,912	1,600,000	-	0.00%
Medicare & Life Insurance	1,118,152	1,145,000	1,163,836	1,190,400	45,400	3.97%
Total	\$ 23,419,705	\$ 25,282,779	\$ 24,424,773	\$ 26,714,165	\$ 1,431,386	5.66%
Debt Service, Grants, Assessments & Other						
Debt Service	\$ 9,563,419	\$ 9,996,301	\$ 9,996,301	\$ 7,152,492	\$ (2,843,809)	-28.45%
Library Grants	1,827,210	1,882,000	1,882,000	1,938,460	56,460	3.00%
Tourism Grant	117,815	127,000	127,000	177,000	50,000	39.37%
Property & Liability Insurance	1,717,342	1,810,000	1,795,657	1,860,000	50,000	2.76%
Interest on Tax Refunds	8,382	-	-	-	-	0.00%
Celebrations	104,422	120,000	120,000	120,000	-	0.00%
Lombard Trust Rent	52,000	52,000	52,000	52,000	-	0.00%
Veterans' District Assessment & Benefit Payments	297,344	400,000	375,443	400,000	-	0.00%
Old Kings Highway	9,950	10,500	10,500	9,950	(550)	-5.24%
Greenhead Fly Control District	5,320	5,320	5,320	5,820	500	9.40%
County Tax & Cape Cod Commission Assessments	1,113,942	1,141,791	1,141,791	1,092,976	(48,815)	-4.28%
Mosquito Control	377,897	393,962	393,962	423,497	29,535	7.50%
Air Pollution Control Districts	21,224	21,684	21,684	21,758	74	0.34%
RMV Non-renewal Surcharge	55,540	55,540	55,540	56,929	1,389	2.50%
Cape Cod Regional Transit Authority	564,896	579,019	579,019	593,494	14,475	2.50%
Special Education Assessment	-	22,254	22,254	15,843	(6,411)	-28.81%
Regional School District Assessment	3,535,665	3,682,234	3,682,234	6,119,570	2,437,336	66.19%
Commonwealth Charter School Assessment	3,236,687	3,288,841	3,288,841	3,664,363	375,522	11.42%
School Choice Assessment	1,022,791	1,332,065	1,332,065	1,464,707	132,642	9.96%
Snow & Ice Removal Deficit	-	1,171,720	-	500,000	(671,720)	-57.33%
Town Council Reserve Fund	-	250,000	-	250,000	-	0.00%
Total	\$ 23,631,846	\$ 26,342,231	\$ 24,881,611	\$ 25,918,859	\$ (423,372)	-1.61%
Subtotal Before Transfers	\$ 47,051,551	\$ 51,625,010	\$ 49,306,384	\$ 52,633,024	\$ 1,008,014	1.95%
Transfers						
Transfer to Capital Trust Fund	\$ 8,504,004	\$ 9,517,045	\$ 9,517,045	\$10,191,521	\$ 674,476	7.09%
Transfer to Capital Projects Funds	610,175	120,000	120,000	-	(120,000)	-100.00%
Transfers to Enterprise Funds	1,146,480	1,166,544	1,166,544	1,282,838	116,294	9.97%
Total	\$ 10,260,659	\$ 10,803,589	\$ 10,803,589	\$ 11,474,359	\$ 670,770	6.21%
Grand Total Other Requirements	\$ 57,312,210	\$ 62,428,599	\$ 60,109,973	\$ 64,107,383	\$ 1,678,784	2.69%

Summary of Significant Budget Changes

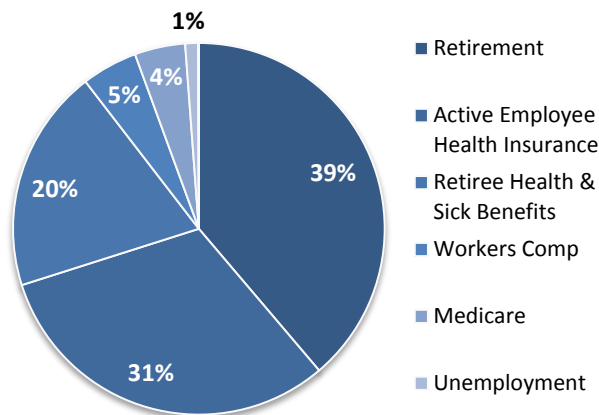
The total budget for Other Requirements, including transfers, is increasing \$1,678,784 or 2.69%. Excluding transfers, this budget is increasing \$1,008,014 or 1.95%. Employee Benefits are increasing \$1,431,386 or 5.66%. A majority of this increase is the county retirement assessment, which is going up \$1,055,345. Health insurance premium rates are not anticipated to increase next fiscal year. Education assessments for the regional technical school, commonwealth charter schools and school choice assessments are increasing \$2,945,500. A majority of the increase is for the debt service on the construction bonds for the new technical high school in Harwich. Cost increases in this category of spending will be mitigated by a large reduction in the town’s debt service requirements and the snow & ice removal deficit. In addition, a Town Council reserve fund of \$250,000 for extraordinary and unforeseen expenditures is repeated. No direct expenditures can be charged to this reserve fund. The Town Council must approve a transfer to the department requesting additional funding.

Description of Other Requirements

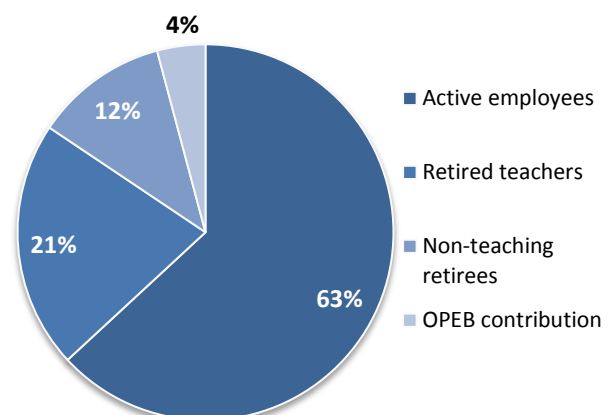
Employee Benefits

The Town is required by federal and state law as well as labor contracts to provide certain benefits to its workforce. This category of expenditures includes life insurance, health insurance, Medicare, retirement, unemployment, workers’ compensation, and other retiree benefits, as well as an annual contribution to the Other Post-Employment Benefits Trust Fund.

Distribution of FY20 Employee Benefits Budget



Distribution of FY20 Health Insurance Expenditures



Health insurance for active and retired employees is the largest expenditure in this area of the budget. Collectively, they represent 51% of all employee benefits spending. This includes the contribution to the Town’s trust fund for Other-Post Employment Benefits (OPEB), which is budgeted at \$550,000 for FY20. The Town’s Annual Required Contribution (ARC), as calculated by actuaries, for fully funding its OPEB obligation is approximately \$5.5 million per year. This level of funding cannot be achieved immediately without significant cuts to services or additional increases in the tax levy. The county retirement assessment is the second largest expenditure in this category representing 39% of the total budget. Health insurance for active employees comprises 63% of all health insurance expenses while retirees make up 33%. These assessments have increased considerably over the past few years. The Town has been able to mitigate some of the increase by adopting a new payment schedule that saves approximately \$172,000 per year.

Health Insurance

The Town belongs to the Cape Cod Municipal Health Group (CCMHG); a self-insured risk pool with 50 other entities for its health insurance. This is the second largest health insurance purchasing pool in the Commonwealth after the state managed Group Insurance Commission (GIC). The Town contributes 50% towards the health insurance premium for employees except for retired teachers. This is the minimum amount allowed under state law. Upon retirement, teachers join the GIC and the Town is responsible for contributing 85% to 90% towards their health insurance costs. The state deducts this cost from the Town's quarterly state aid distribution. Factors affecting costs in this category are the number of retirees, co-pay levels, deductibles and health insurance premium changes. Plan design changes to health insurance plans were implemented in FY13 and FY18, which resulted in some premium savings. In FY18, the CCMHG introduced a new Health Savings Account (HSA) plan that carries a lower annual premium and a high deductible. The town contributes \$2,000 to the HSA account for a family plan and \$1,000 for a single plan. There are cost savings to the town and employee in the form of lower premiums. For FY20, no increase in premiums are expected. The CCMHG has experienced favorable claims over the past year and has voted to maintain level premium rates.

Pension Assessments

The Town belongs to the Barnstable County Retirement Association (BCRA). Each year, the County Retirement Board notifies each member town with the amount of its share of the county retirement pension expense. This assessment includes the normal costs for current retirees, an amount for the amortization of the unfunded liability of the system, and the expense of running the system. Pension assessments are expected to continue to rise in the neighborhood of 5% to 8% per year depending upon the investment performance of the system's assets. The county pension system conducts an actuarial calculation every other year of the unfunded liability for the system, which will readjust the assessment levels. The assessments have increased more than \$3.5 million over the past 10 years.

Unemployment

The Town self-insures for unemployment costs. The state bills the Town on a monthly basis for unemployment collected by former employees. There are no layoffs planned for FY20, which would require an increase in this area of the budget.

Worker's Compensation

The Town began self-insuring for worker's compensation in FY12. This expense covers all active Town employees including those working for the School Department and Enterprise Funds. Annual costs have ranged from \$750,000 to \$1,000,000 since the town has started self-insuring this employee benefit. The Trust Fund for Worker's Compensation has accumulated a reserve balance of \$2.9 million. The town is actively looking into stop-loss insurance for this area but the market has not been favorable recently. The Town converted to a self-insured program as dollar one premiums became cost prohibitive due to the severity in workplace claims and fewer carriers interested in the large payroll exposure of the Town.

Despite these financial challenges, the Town's objective is to strive to create a safe workplace through appropriate supervision and safety education. Loss control measures and training programs to limit potential losses have been implemented, and the Town actively engages in developing a climate of safety for all Town and School employees. The Human Resources budget includes \$16,000 for workplace safety training and the Public Works Department now has a Safety Officer on staff.

Insurance

The Town procures premium based liability, property, casualty, automobile, specialty and fire insurance on all its land, building, and equipment. The total listed value of the town's "fixed asset" holdings exceeds \$400 million. In addition, specialty coverage including Public Officials Liability, School Board Legal Liability, Aviation Liability, limited pollution coverage, and police accident and health insurance are secured each year to protect the activities and employees of the town, school, and enterprise operations. Many of these coverages extend over to the boards and commissions, and the many volunteers who annually participate in local municipal operations.

Each year, the actual renewal premium amounts fluctuate based on past experience and coverage needs. These factors affect the cost of insurance and include claims history, insurance market conditions, deductible levels, and insured values. In addition to the incremental rise in the insured value of our existing property and buildings, new buildings have been added to the policy in recent years (Bismore Visitor Center, the Hyannis Youth & Community Center, and Airport Terminal and Air Traffic Control Tower). This escalating value directly affects premiums as it broadens the Town's coverage. The total cost of insurance has grown from \$1.4 million in FY14 to almost \$1.9 million in FY20.

Grants

Included in this category is the funding provided to the Town's seven village libraries and funding for a tourism promotion contract to enhance the Town's economy. Each library has its own Board of Trustees and the Town exercises no control over their daily operations. The Town is a major source of funding for the village libraries. The tourism grant is funded from the local portion of the Hotel/Motel tax collected by the Town. The FY20 proposed budget includes an increase of \$50,000 to the tourism grant amount that represents approximately 9% of the total estimated room's tax to be collected by the Town using a 4% room's tax rate. The grant to the seven libraries is increasing 3%, or \$56,460 to \$1,938,460.

Assessments and Other

The Town participates in four regional entities, namely: the Cape Cod Technical Regional High School (CCTRHS), a regional Veteran's District, the Old King's Highway Historic District, and the Cape Cod Greenhead Fly Control District. These assessments are based on the Town's share of the cost of running these operations.

The largest assessment is the CCTRHS. Members appointed by the Town Manager represent the Town on the Regional School Committee. The FY20 assessment for the CCTRHS is increasing \$2,437,336 or 66%. The substantial increase is due to the construction of a new school building. Fiscal year 2020 is the first year that the debt payment on the bond associated with the construction comes due. Barnstable represents approximately 30% of the student population at the school and is assessed the same percentage of the total debt service. In 2018, the voters in Barnstable approved to exclude this debt payment from the property tax limitations under Proposition 2 ½ and allow the town to raise the tax level by a corresponding amount every year to cover the debt payment. This will continue for the next 25 years until the constructions bonds are paid off.

The Veteran's District administers to our Veterans' needs and this appropriation represents our share of the administrative cost and direct benefits paid to veterans. This budget remains level funded at \$400,000 for FY20.

Also included in this category are state and county assessments. County assessments consist of the Town's portion of the county's operating budget and the Cape Cod Commission. The assessment for the Cape Cod Commission is excluded from Proposition 2½ taxing limitations and is added to the tax levy every year. State assessments include such items as mosquito control projects, regional transit authorities, and other smaller items. These cost must be budgeted, however,

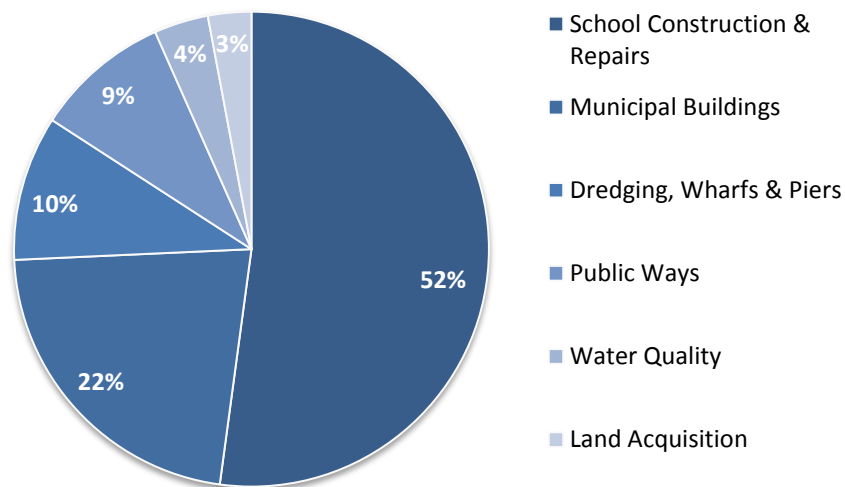
no appropriation by the Town Council is required since the state deducts the assessments from the Town’s quarterly aid distributions.

Finally, this category also includes a budget for school choice and commonwealth charter school assessments. The Barnstable School District participates in the state’s school choice program. The school choice program allows parents to send their children to schools in communities other than the city or town in which they reside. Students from other communities also come to Barnstable. Tuition is paid by the sending district to the receiving district. Districts may elect not to enroll school choice students if no space is available. Commonwealth charter schools are independent public schools designed to encourage innovative educational practices. Charter schools are funded by tuition charges assessed against the school districts where the students reside. The state provides partial reimbursement to the sending districts for the tuition costs incurred. The total budget for these two school programs is increasing \$508,164 in FY20.

Debt Service

Major capital improvements within the Capital Improvements Program will be funded through the issuance of notes and bonds and repayment of the debt issuance is included in the debt service appropriation. This budget does not include debt associated with Enterprise Fund operations. Debt service for Enterprise Fund operations is included in each respective Enterprise Fund. Additionally, this budget does not include debt service on land acquisitions made by the Community Preservation Fund (CPF). The CPF, a special revenue fund, pays for its own debt service out of surtaxes added to the Town’s real estate tax bills. The chart below details the General Fund debt service budget by type of capital improvement.

Allocation of FY20 General Fund Debt Service



Transfers

Included in this category are all budgeted transfers to other Town funds from the General Fund. This includes \$10.2 million to the Capital Trust Fund (CTF) and \$1.3 million for the Golf Course Enterprise Fund and HYCC Enterprise Fund. The Town has committed \$10,191,521 of tax support to its annual capital program. This amount is transferred to the CTF. In return, the CTF will transfer \$6,345,492 back to the General Fund for the payment on bonds issued to fund capital improvements, which are included in the General Fund budget. This results in a net transfer to the CTF of \$3,846,029.

The Golf Course Enterprise Fund is assessed \$483,199 of indirect costs for support received from General Fund operations, as well as other fixed costs budgeted in the General Fund that are attributable to the Enterprise Fund operation. The Enterprise Fund has budgeted \$250,000 for reimbursing the General Fund resulting in a General Fund subsidy of \$233,199. The HYCC Enterprise Fund is assessed \$332,069 of indirect costs for support received from General Fund operations, as well as other fixed costs budgeted in the General Fund that are attributable to the Enterprise Fund operation. No reimbursement to the General Fund is budgeted in the Enterprise Fund for this support. In addition, this operation requires additional General Fund support for direct operating costs budgeted in the Enterprise Fund resulting in a subsidy of \$1,049,639. The total Enterprise Fund subsidy budgeted in this category is \$1,282,838.

Appropriation Deficits

The Town has the authority under Massachusetts General Law to expend amounts in excess of appropriations for snow and ice removal, overlay deficits and any court ordered judgments. Any such expenditure in the prior year must be raised on the subsequent year's tax levy. The Town has an estimated snow removal deficit of \$500,000 from FY19, which is included in the FY20 proposed budget.

Marine & Environmental Affairs Enterprise Funds



Marinas



Sandy Neck Beach Park

Purpose Statement

The purpose of the Marine & Environmental Enterprise Funds is to maintain programmatic oversight of the Town's waterways and waterside marine facilities and Sandy Neck Park, in order to provide quality recreational, commercial, and informational opportunities to our citizens, visitors, and business community.

Marina Enterprise Fund

Purpose Statement

The purpose of the Marina Enterprise Fund is to provide services in a manner that is fair and uniform to all users, as well as to protect the safety of people and vessels that use our waterways and waterside facilities.

Recent Accomplishments

- Completed conditions assessment for Bismore Park Marina/Gateway Marina.
- Worked with Barnstable Clean Water Coalition and Massachusetts Oyster to install an upweller at Gateway Marina to educate the public of the benefits of oysters used as filter feeders.
- Continued the "FLUPSY" program at The Marina at Prince Cove in conjunction with Natural Resources. A new North side "FLUPSY" will be installed at Barnstable Harbor Marina in the coming year.

Town Operated Marinas

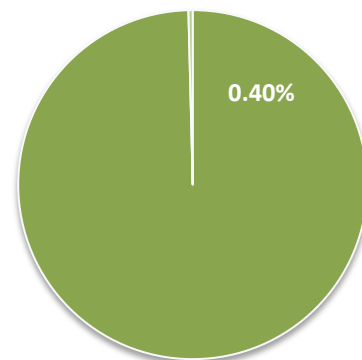
Barnstable Harbor Marina

Bismore Park Marina Hyannis

Gateway Marina Hyannis

Marina at Prince Cove Marstons Mills

Percentage of FY20 All Appropriated Funds



Marine Enterprise Fund comprises 0.40% of all appropriated funds.

Fiscal Year 2020 Goals and Objectives

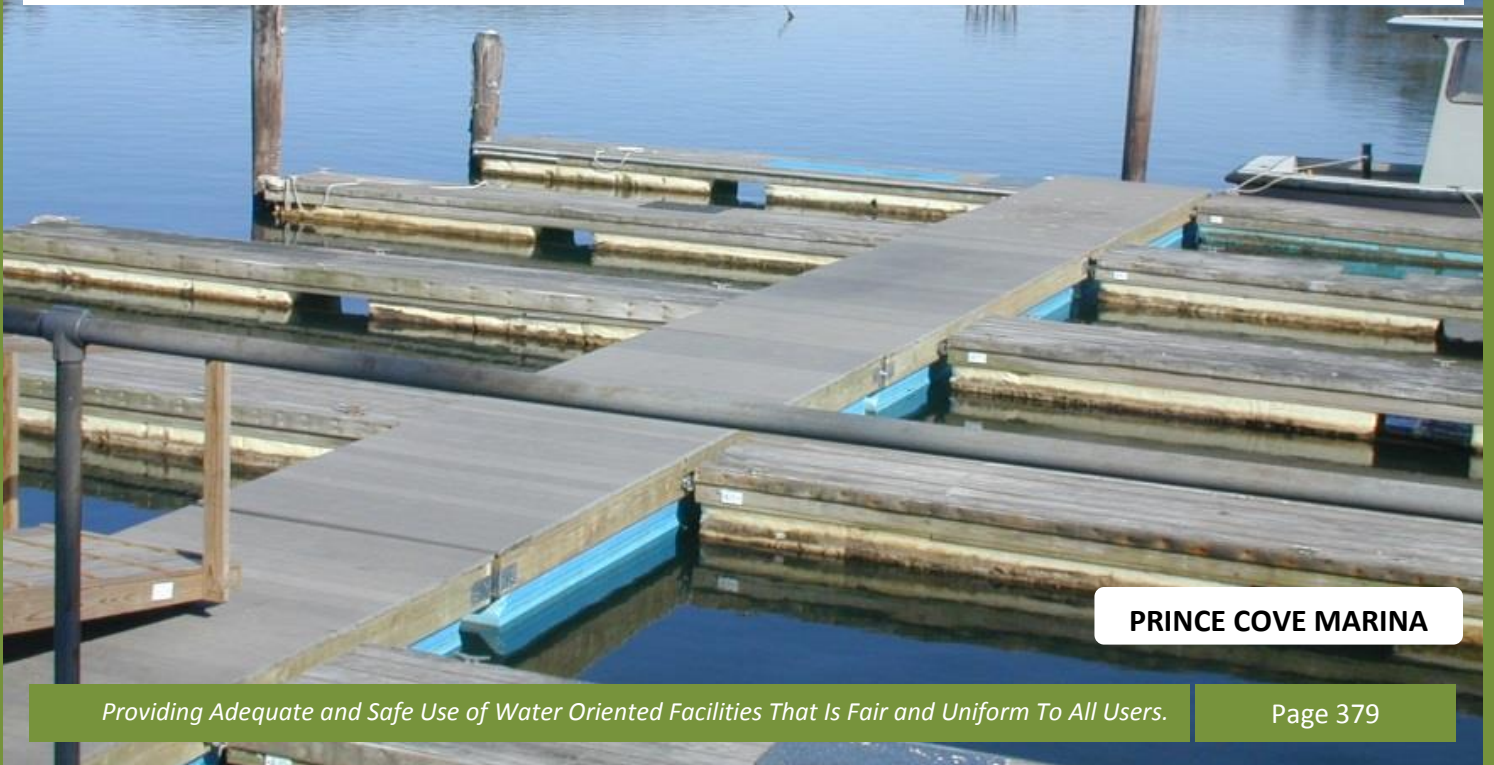
(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

1. Continue the process of acquiring Chapter 91 license for The Marina at Prince Cove. **(SP: Regulatory Process, Infrastructure)**
2. Continue to fill vacancies from established waitlists of all Town-owned marinas. **(SP: Regulatory Process and Performance, Economic Development, Communication)**
3. Continue with float replacement program and float improvements at all Town owned marinas. **(SP: Infrastructure, Economic Development)**
4. Continue to implement bulkhead repair and upgrades survey to the Bismore Park Bulkhead. **(SP: Infrastructure)**
5. Work with Planning and Development to explore safety solutions related to parking conditions and offloading use at Bismore Park Marina. **(SP: Infrastructure, Economic Development, Public Health and Safety)**

Long-Term:

1. Replace the Bismore Park Marina Bulkhead. **(SP: Public Health and Safety, Communication, Economic Development)**
2. Survey the west side of Barnstable Harbor Marina riprap stone for repair. **(SP: Public Health and Safety, Economic Development)**
3. Continue with float plan upgrades to all four Town owned marinas. **(SP: Public Health and Safety, Economic Development)**



PRINCE COVE MARINA

Description of Marina Enterprise Fund Services Provided

The Marina Enterprise Fund encompasses the four Town owned marina facilities: Barnstable Harbor Marina, Bismore Park Marina, Gateway Marina, and The Marina at Prince Cove. With 188 boat slips available, the program generates an annual income of approximately \$800,000.

The Marina Enterprise Fund was established as part of the FY 2006 budget. With extensive study by the Comprehensive Financial Advisory Committee (CFAC) and the Waterways Committee as directed by the Town Council, the Marina Enterprise Fund requires that all marina related expenses are recovered by the revenues of the users of the marinas and that no funds are required from the general fund. As the fund grows, future upgrades to all the marinas will be possible.

The Marina Enterprise Fund was established to:

- Maintain order on the Marina grounds;
- Monitor slip and marina use;
- Oversee, review, and promulgation of regulations (subject to approval of the Town Manager);
- Enforcement of marina regulations;
- Review of applications received for contract compliance;
- Mailing of renewal applications;
- Award slip agreements (renewal and new);
- Collect seasonal, transient, and winter dockage fees;
- Records and maintains all pertinent data;
- Provide payovers to the Rockland Trust of all fees collected;
- Maintain waiting lists, collect associated fees, and award slips from the lists;
- Mailing of reminder notices to wait list applicants of deadlines to renew;
- Prepare for and responsible for payment of supplies and utilities including trash removal, lighting, electrical service, restroom supplies, vending, etc.;
- Work with DPW on maintenance projects at the Marinas;
- Conduct daily cleaning of toilet facilities at Bismore Park Marina and The Marina at Prince Cove;
- Collect fees for use of offloading area (Bismore Park) and transient use;
- Collect fees for parking at The Marina at Prince Cove;
- Cleanup of Marina grounds;
- Provide pumpout service at Barnstable Harbor Marina, Bismore Park Marina, and the Marina at Prince Cove; and
- Cover all expenses with revenues generated by the fees assessed to the users of the marina facilities.

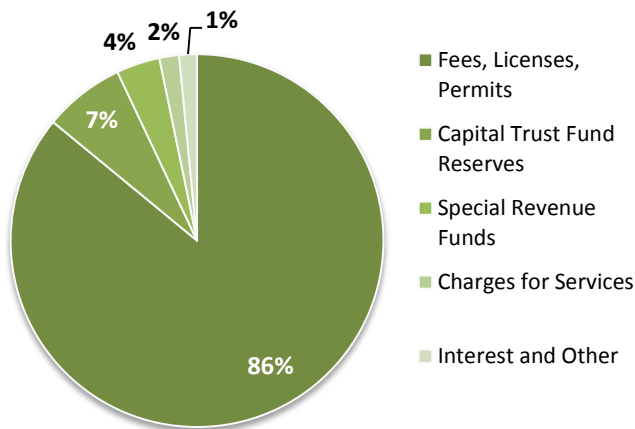
Harbormaster staff at the marinas are also called upon, at times, to board vessels, provide an enforcement presence and/or to respond to emergencies.

Marina Enterprise Fund Financial Summary

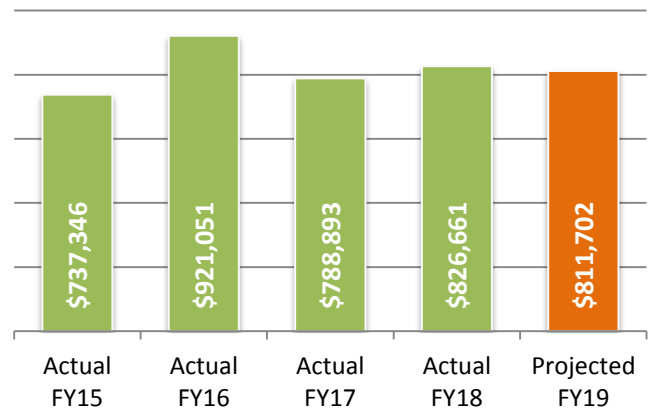
Factors Affecting Revenues

The rates are set in accordance with the necessary revenue required to run the marina operations including all capital improvements. The possibility of expanding the number of slips would allow for additional revenue sources in this area. The marinas have a waiting list for slip space, so vacancy rates are not a significant factor in calculating revenues. Revenues are projected to increase slightly each year through a combination of activity levels and rate adjustments. Other factors that could affect revenue include weather conditions, economic conditions (fuel costs), state and/or federal regulations, and staffing.

FY20 Source of Funding



Marina Enterprise Fund Source of Funding History



Fees, Licenses, Permits account for 86% of all Marina Enterprise Fund revenues. This includes both transient docking fees and annual slip holders. The Capital Trust Fund provides the second largest source of revenue at 7% for debt service payments associated with the Barnstable Marina Bulkhead project in 2011. A portion of this project was paid for with the Capital Trust Fund. The spike in revenue for FY16 was a bond premium earned on the FY16 bond sale.

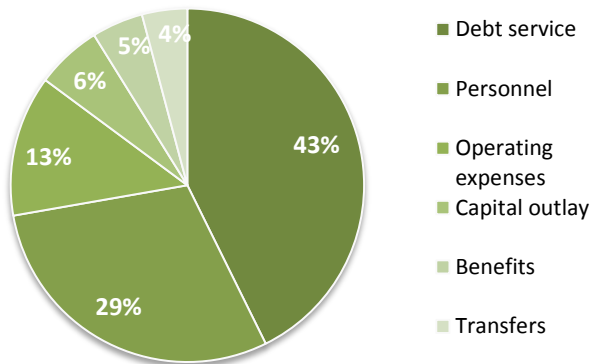


GATEWAY MARINA

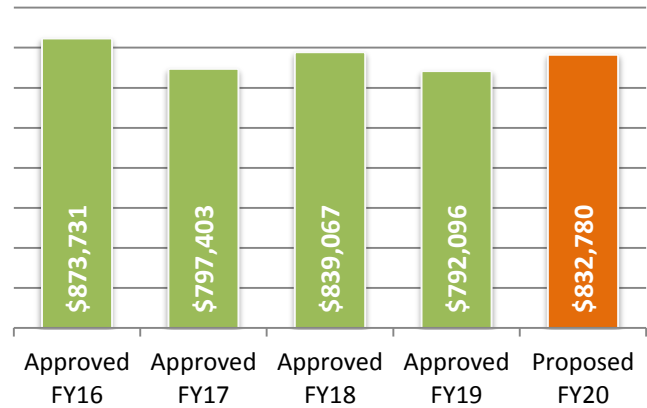
Factors Affecting Expenses

The purchase of the Prince Cove Marina in FY03 was financed with the issuance of a new loan. The new revenue sources derived from taking over the operations of the marina covers the annual loan payments for the acquisition. Additionally, a loan of \$1,250,000 was issued to replace the Barnstable Harbor Bulkhead. The General Fund will repay \$725,000 of the loan and the Marina Enterprise Fund will repay the remaining \$525,000. The FY16 and FY17 capital programs authorized another \$1.5 million in dredging and bulkhead improvement projects. The annual debt payments for this operation have increased significantly as a result.

Marina Enterprise Fund
FY20 Budget By Expense Category



Marina Enterprise Fund
Budget History



The FY20 proposed budget shows that debt service represents the largest expense category within the Marina operations at 43%, which is due to debt payments for the most recent capital projects such as Gateway dredging, and Prince Cove and Hyannis bulkhead repairs. Personnel and benefits is the second largest category at 34%. The Marina Enterprise Fund budget has decreased from \$873,731 in FY16 to \$832,780 proposed FY20 budget over the five-year period. The spike in FY16 was due to the reimbursements to the General Fund of \$170,000 for the cost of reinstalling the piles in Barnstable Harbor that were damaged in the FY15 winter season.



BARNSTABLE HARBOR

FISCAL YEAR 2020 BUDGET

MARINA

ENTERPRISE FUNDS

Marina Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Fees, Licenses, Permits	\$ 697,735	\$ 682,665	\$ 694,805	\$ 682,000	\$ (665)	-0.10%
Charges for Services	18,647	12,000	16,320	13,500	1,500	12.50%
Interest and Other	21,448	10,200	13,346	12,200	2,000	19.61%
Special Revenue Funds	30,000	30,000	30,000	30,000	-	0.00%
Capital Trust Fund Reserves	58,831	57,231	57,231	55,631	(1,600)	-2.80%
Total Operating Source of Funding	\$ 826,661	\$ 792,096	\$ 811,702	\$ 793,331	\$ 1,235	0.16%
Total Source of Funding	\$ 826,661	\$ 792,096	\$ 811,702	\$ 793,331	\$ 1,235	0.16%
Expense Category						
Personnel	\$ 241,325	\$ 229,300	\$ 222,328	\$ 246,149	\$ 16,849	7.35%
Benefits	38,061	33,423	37,893	39,201	5,778	17.29%
Operating Expenses	98,875	108,048	105,906	107,434	(614)	-0.57%
Capital Outlay	17,395	20,000	15,542	50,000	30,000	150.00%
Debt Service	378,234	366,539	366,539	355,504	(11,035)	-3.01%
Transfers Out	35,714	34,786	34,786	34,492	(294)	-0.85%
Subtotal Operating Budget	\$ 809,604	\$ 792,096	\$ 782,994	\$ 832,780	\$ 40,684	5.14%
Capital Improvement Program	\$ 285,113	\$ -	\$ -	\$ -	\$ -	0.00%
Total Capital Expenses	\$ 285,113	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 1,094,717	\$ 792,096	\$ 782,994	\$ 832,780	\$ 40,684	5.14%
Excess (Deficiency) cash basis	\$ (268,056)	\$ -	\$ 28,708	\$ (39,449)	\$ (39,449)	
Adjustment to accrual basis	(153,532)	-	-	-		
Beginning Net Assets per CAFR	4,085,082	3,663,494	3,663,494	3,692,202		
Ending Net Assets per CAFR	3,663,494	\$ 3,663,494	\$ 3,692,202	\$ 3,652,753		
Invested in capital assets, net of related debt (1)	(3,839,184)					
Reserved for encumbrances (2)	(9,498)					
Reserved for continuing appropriations (3)	(278,708)					
Reserved for subsequent year's budget (4)	-					
Other post employment benefits obligation (5)	592,271					
Compensated absences (5)	9,384					
Net pension liability (5)	714,363					
Deferred revenue (6)	-					
Deferred outflow of resources (7)	(952)					
Net assets available for appropriation (free cash) (8)	\$ 851,170					

- (1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.
- (2) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts.
- (3) This represents the portion of the Enterprise Fund's cash in the town's treasury that has been appropriated for a specific capital expenditure.
- (4) This amount represents the net assets appropriated for the subsequent fiscal year's operating budget.
- (5) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.
- (6) This represents revenue accrued for financial statement reporting purpose but deferred for the calculation of surplus.
- (7) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.
- (8) Amount certified by the Division of Local Services.

Summary of Significant Budget Changes

The Marina Enterprise Fund’s FY20 proposed budget is increasing by \$40,684 or 5.14% over the FY19 budget. Personnel and benefits costs are increasing by \$22,627. These costs include contractual obligations and \$8,500 for the impact of the state minimum wage increase. Operating expenses are essentially level funded. Debt service is decreasing by \$11,035. Capital outlay cost of \$50,000 includes \$20,000 for annual dock repairs program as well as \$30,000 to purchase a new vehicle. A total of \$39,449 of the enterprise fund’s surplus will be used to balance the budget; most of it covering the cost of a new vehicle.

Additional Funding Recommended

1. Dock Replacement and Maintenance

\$20,000 Requested
\$20,000 Recommended

Continuation of capital funds for the replacement/maintenance of marina floats, hardware, and gangways. Due to age, outdoor elements and use, the docks/floats and gangways can become a safety hazard for the public. Ongoing replacement and maintenance is mandatory for use of the marina facility in a safe manner.

2. New Vehicle Purchase

\$30,000 Requested
\$30,000 Recommended

As the current Marina Enterprise Program vehicle has had increasing repair costs, requesting to purchase new vehicle to ensure all marina operations will continue to be performed. In addition, due to towing demands of Harbormaster vessels, this vehicle would assist with launching and retrieve as needed.

3. Minimum Wage Adjustment

\$8,500 Requested
\$8,500 Recommended

The Massachusetts Minimum Wage Act gradually increases the minimum wage in Massachusetts from \$11/hour to \$15/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.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Administrative Assistant	0.20	0.20	0.20	-
Community Services Director	0.10	-	-	-
Director Marine & Environmental Affairs	0.15	0.15	0.15	-
Marina Manager/Asst. Harbor Master	1.00	0.75	0.75	-
Principal Dept/Div Assistant	0.20	0.20	0.20	-
Full-time Equivalent Employees	1.65	1.30	1.30	0.00

Performance Measures/Workload Indicators

	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Transient Dockage Fees Collected	\$181,000	\$185,000	\$187,000

Sandy Neck Enterprise Fund

Purpose Statement

The objective of the Sandy Neck Beach Park is to provide access and recreational opportunities to our Town’s citizens and visitors while protecting the natural, cultural, and historic resources on Sandy Neck so that a long-term, sustainable balance between use and conservation of these resources is achieved.

4,700 Acres of Dunes

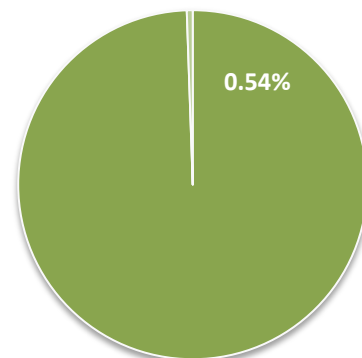
Maritime Forests and Marshes

Recreational Opportunities

Recent Accomplishments

- Launched a Sandy Neck app for off road beach users that allows for real-time updates on beach status such as closures, tides, and weather concerns.
- Updated the Sandy Neck Beach Park Regulations.
- Investigated Sandy Neck Safety Solutions to address beach patron and staff safety.
- Due to two flooding events in 2018, refurbished the Gatehouse to be friendlier to users and more resilient to future storm events.

Percentage of FY20 All Appropriated Funds



Sandy Neck Enterprise Fund comprises 0.54% of all appropriated funds.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

1. Update and re-analyze data related to beach patron safety on the Off-Road Vehicle (ORV) corridor and determine additional strategies to incorporate in order to prioritize patron safety and enhance ORV beach access. **(SP: Public Health and Safety, Recreation)**
2. Expand Sandy Neck environmental education and outreach opportunities through new platforms and programs including a new interpretive informational kiosk, enhanced social media presence, and additional events at the park. **(SP: Education, Communication)**
3. Incorporate new conservation and protection measures for the Diamondback Terrapin during the 2019 nesting season through new monitoring techniques, nest protection, and program priorities. **(SP: Environment and Natural Resources)**
4. Expand the Diamondback Terrapin program at Sandy Neck by exploring new PIT Tag/Mark and Recapture studies in the marsh. **(SP: Environment and Natural Resources)**
5. Enhance response to shark-related sightings and emergencies through new equipment, training, and policy. **(SP: Public Health and Safety, Recreation)**

Long-Term:

1. Implement coastal resiliency strategies to the bathhouse/parking area thereby protecting Sandy Neck Infrastructure. **(SP: Environment and Natural Resources, Infrastructure, Recreation)**
2. Construct a Coastal Interpretive Center that will provide the public, as well as school groups, with interactive educational materials about Sandy Neck; its cultural history, ecology and geology. **(SP: Infrastructure, Education, Environment and Natural Resources, Recreation)**

Description of Sandy Neck Enterprise Fund Services Provided

The Sandy Neck Program is responsible for the protection and enhancement of Sandy Neck Beach Park. Some of the specific services are listed in the Programs Description.

The purpose of the Sandy Neck Program is to provide recreational opportunities and access to our Town's citizens and visitors while protecting the natural, cultural, and historic resources on Sandy Neck so that a long term, sustainable balance between use and conservation of these resources is achieved.

The Sandy Neck Program is responsible for the protection and enhancement of Sandy Neck Beach Park. Some of the specific services include:

Gatehouse Operations: (the hub of all beach activities):

- Processing vehicles, collecting fees, database and record keeping, scheduling cottage owner escorts and issuing trail passes;
- Permit sales (off road vehicle [ORV]), horseback riding, camping and campfire);
- Providing the public with beach information and written materials (maps, regulations, policies, tide charts, etc.);

Off Road Beach Operations:

- Educating ORV beach patrons regarding expectations for safety and natural resource protection;
- Patrolling the ORV beach to ensure regulatory compliance (curfew, campfires, speed, tire pressure requirements, etc.);
- Cottage owner escorts, Beach Point patrols, tent camping program and shellfishing compliance;



SANDY NECK COTTAGES

Gatehouse Operations: (the hub of all beach activities):

- Issuing Special Permits for large events such as weddings, charitable functions and organized campfire gatherings;
- Merchandise sales (clothing, firewood and Sandy Neck memorabilia); and
- Liaison for all communication including emergencies.

Natural Resource Management and Enhancement:

- Monitoring/GPS/recording of piping plover, least tern and diamond back terrapin nests;
- Erecting enclosures and fencing around protected species nesting habitat;
- Mandatory data collection and reporting of endangered species populations to state agencies;
- Injured wildlife rescue, including marine mammals and cold stunned sea turtles;
- Invasive plant species removal;
- GIS mapping work to catalog resources and restoration efforts; and
- Overseeing Sandy Neck hunting activities.

Educational Program:

- Professionally lead informative nature hikes;
- Junior Ranger Programs;
- Diamondback terrapin headstart and outreach programs;
- Halfway House environmental and educational events;
- Nature trails with educational kiosks;
- Tick prevention and erosion control information throughout the park; and
- Informational Blog.

Management Responsibilities:

- Ensuring regulatory compliance with Town, State and Federal agencies;
- Applying for grants/permitting for special projects;
- Attending monthly Sandy Neck Board Meetings;
- Coordinating hiring, training and scheduling of seasonal staff;
- Regulation and policy updates;
- Public outreach and presentations; and
- Coordinating volunteers.

Off Road Beach Operations:

- Traffic control on the ORV Beach, Access Trail and the air down station; and
- Managing beach parking.

Enforcement and Emergency Response:

- Issuing verbal and written warnings, non-criminal citations, and permit suspensions;
- Court hearings and resulting appeals; and
- First responder duties for Sandy Neck medical emergencies over a wide variety of incidents.

Grounds and Facilities:

- Installation and maintenance of 6+ miles of fencing;
- Beach portable restroom program;
- Facility maintenance (Gatehouse, Bathhouse, Halfway House, air compressor building);
- Trash/debris removal (including Sandy Neck Road); and
- Marsh Trail maintenance.

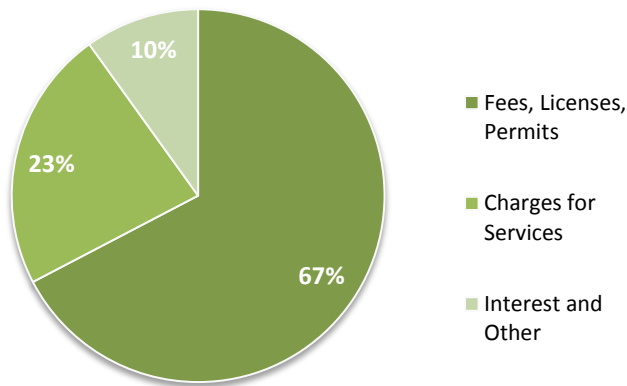
Sandy Neck Enterprise Fund Financial Summary

Sandy Neck, a coastal barrier beach, is approximately six miles long, varying in width from 200 yards to one half mile. The Town of Barnstable owns this unique conservation and recreation area. The Sandy Neck Park Enterprise Fund was created in FY 2006. The activities included in this operation are visitors to Bodfish Park (recreational beach area) and off-road vehicle (ORV) access to the outer portions of the beach. Town staff provides daily management of the park.

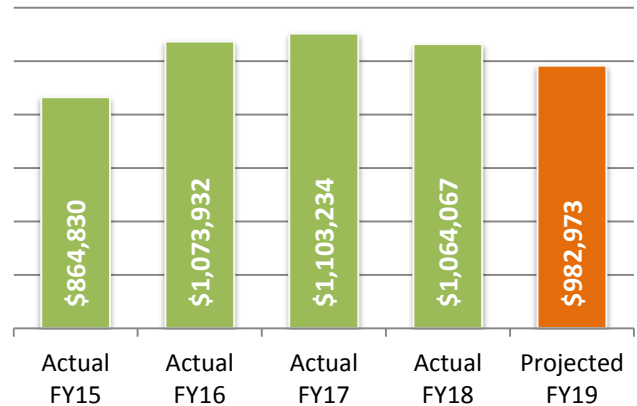
Factors Affecting Revenues

Major sources of revenue for this operation include beach sticker sales, parking revenue, and off-road vehicle sticker sales. Weather can play a major role in the revenue generated at this park as approximately 20 to 25 percent of revenue is derived from daily parking fees. Other factors that can affect revenue are nesting endangered shorebirds and turtles. These can affect activity levels at this park. Working with state officials the operation has an approved plan to assist with mitigating the impacts while protecting the species.

FY20 Source of Funding



Sandy Neck Enterprise Fund Source of Funding History

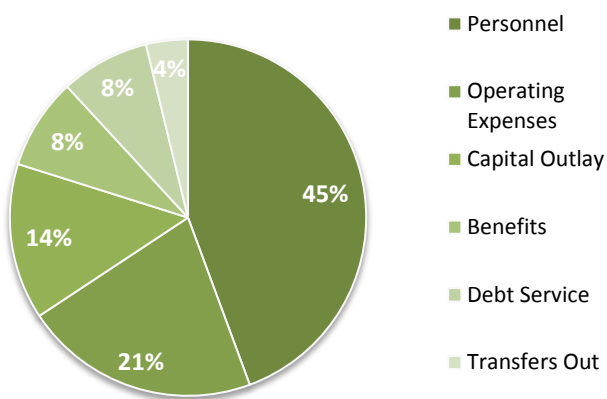


Fees, Licenses, Permits represent the largest funding source at 67% and off-road vehicle (ORV) sticker fees provide the largest contribution to this revenue category. The second largest category is Charges for Services at 23% and includes beach stickers and parking lot fees. Revenue has exceeded \$1 million in three out of the last four years as ORV sticker sales have increased as well as the fee for the stickers.

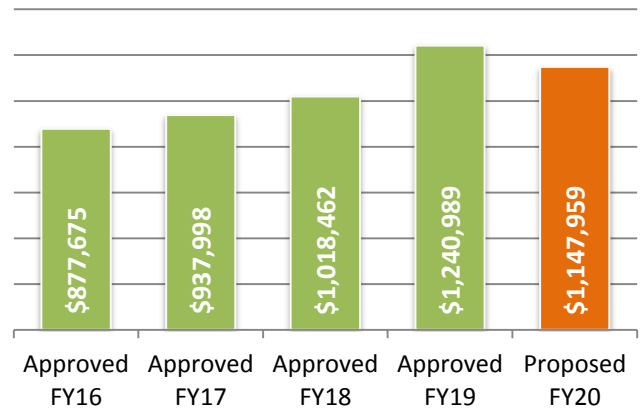
Factors Affecting Expenses

Seasonal staff represents roughly 20% of the entire Enterprise Fund operating budget. Because of this, state mandatory minimum wage increases will have an impact on operations until 2023. Furthermore, Sandy Neck barrier is susceptible to beach erosion due to weather conditions, which could have an impact on operating costs. Weather can be a major contributing factor to Sandy Neck operations.

Sandy Neck Enterprise Fund
FY20 Budget By Expense Category



Sandy Neck Enterprise Fund
Budget History



Personnel and benefits expenses comprise 52% of all expenditures. The Sandy Neck Park operating budget has increased from \$877,675 in FY16, to \$1.14 million in FY20 over the five-year period, or 6.16% annually. The growth is attributable to increases in both permanent staff and seasonal staff as well as replacement sand needed in the front of the lower parking lot due to severe weather events. The minimum wage increase for seasonal employees has accounted for roughly 20% of the total cost increase from the FY16 to FY20 approved budgets.



HATCHLINGS

FISCAL YEAR 2020 BUDGET

SANDY NECK

ENTERPRISE FUNDS

Sandy Neck Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Intergovernmental Aid	\$ 46,905	\$ -	\$ -	\$ -	\$ -	0.00%
Fees, Licenses, Permits	657,676	715,000	624,366	746,500	31,500	4.41%
Charges for Services	252,920	244,249	246,615	252,055	7,806	3.20%
Interest and Other	106,566	106,000	111,992	110,000	4,000	3.77%
Total Operating Source of Funding	\$ 1,064,067	\$ 1,065,249	\$ 982,973	\$ 1,108,555	\$ 43,306	4.07%
Gift/Contributions & Donations	\$ 13,790	\$ -	\$ -	\$ -	-	0.00%
Total Capital Source of Funding	\$ 13,790	\$ -	\$ -	\$ -	\$ -	0.00%
Total Source of Funding	\$ 1,077,857	\$ 1,065,249	\$ 982,973	\$ 1,108,555	\$ 43,306	4.07%
Expense Category						
Personnel	\$ 475,541	\$ 483,550	\$ 457,359	\$ 509,305	\$ 25,755	5.33%
Benefits	88,698	82,765	74,277	95,029	12,264	14.82%
Operating Expenses	198,824	225,046	216,000	244,961	19,915	8.85%
Capital Outlay	93,232	254,000	100,378	162,500	(91,500)	-36.02%
Debt Service	92,181	94,981	94,981	92,581	(2,400)	-2.53%
Transfers Out	40,926	100,647	100,647	43,583	(57,064)	-56.70%
Subtotal Operating Budget	\$ 989,402	\$ 1,240,989	\$ 1,043,641	\$ 1,147,959	\$ (93,030)	-7.50%
Capital Improvement Program	\$ 1,959	\$ -	\$ -	\$ 60,000	\$ 60,000	0.00%
Total Capital Expenses	\$ 1,959	\$ -	\$ -	\$ 60,000	\$ 60,000	0.00%
Total Expenses	\$ 991,361	\$ 1,240,989	\$ 1,043,641	\$ 1,207,959	\$ (33,030)	-2.66%
Excess (Deficiency) cash basis	\$ 86,496	\$ (175,740)	\$ (60,668)	\$ (99,404)	\$ 76,336	
Adjustment to accrual basis	(70,936)	-	-	-		
Beginning Net Assets per CAFR	(1,182,893)	(1,167,333)	(1,167,333)	(1,228,001)		
Ending Net Assets per CAFR	(1,167,333)	\$ (1,343,073)	\$ (1,228,001)	\$ (1,327,405)		
Invested in capital assets, net of related debt (1)	(262,147)					
Reserved for encumbrances (2)	(12,668)					
Reserved for continuing appropriations (3)	(45,619)					
Reserved for subsequent year's budget (4)	(175,937)					
Other post employment benefits obligation (5)	1,222,753					
Compensated absences (5)	11,404					
Net pension liability (5)	1,312,876					
Deferred revenue (6)	-					
Deferred outflow of resources (7)	11,847					
Net assets available for appropriation (free cash) (8)	\$ 895,176					

- (1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.
- (2) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts.
- (3) This represents the portion of the Enterprise Fund's cash in the town's treasury that has been appropriated for a specific capital expenditure.
- (4) This amount represents the net assets appropriated for the subsequent fiscal year's operating budget.
- (5) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.
- (6) This represents revenue accrued for financial statement reporting purpose but deferred for the calculation of surplus.
- (7) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.
- (8) Amount certified by the Division of Local Services.

Summary of Significant Budget Changes

Sandy Neck Enterprise Fund FY20 proposed budget is decreasing by \$93,030 or 7.50% from the FY19 budget. Personnel and benefits costs are increasing \$38,019. These costs include contractual obligations and \$17,500 for the impact of the minimum wage increase. Operating costs are increasing by \$19,915. These costs include \$3,000 for training and uniforms, \$14,200 for Radio Frequency printing materials and handheld devices, and \$3,000 for rescue and medical equipment. Capital Outlay cost of \$162,500 includes \$125,000 for sand nourishment if needed, \$22,500 for a vehicle purchase and \$15,000 to purchase a rapid response vessel.

Additional Funding Recommended

- | | |
|---|--|
| <p>1. Replacement Vehicles</p> <p>In FY20 this request is to purchase a used patrol vehicle for \$12,500 and a new Polaris ATV for \$10,000.</p> | <p>\$22,500 Requested
\$22,500 Recommended</p> |
| <p>2. Radio Frequency Identification Device (RFID) Program</p> <p>The RFID program will improve Gatehouse procedures as the system logs permit information from one hundred feet away, thereby allowing permitted vehicles to be processed past the Gatehouse faster and more efficiently. This request is for funding the purchase of handheld devices that would be used in the field in order to access digital information in a remote location. In addition, it includes funding for the annual purchase of the permits that have the digital device imbedded into the sticker.</p> | <p>\$14,200 Requested
\$14,200 Recommended</p> |
| <p>3. Training and Uniform</p> <p>Natural Resource Officer’s are tasked with being proficient in a variety of topics including herring run management, animal control, water quality, shellfisheries, endangered species protection, hunting, fishing, boating, off-road vehicle usage, etc. Our officers are expected to be in full uniform and ready to respond to a myriad of possible situations in order to keep both the public and the environment protected. The town requires that all NROs receive police academy and first responder training.</p> | <p>\$3,000 Requested
\$3,000 Recommended</p> |
| <p>4. Sand Stabilization</p> <p>The purpose of funding protective sand placement for additional dune nourishment in front of the Sandy Neck parking lot after major erosion from winter storms.</p> | <p>\$125,000 Requested
\$125,000 Recommended</p> |
| <p>5. Minimum Wage Adjustment</p> <p>The Massachusetts Minimum Wage Act gradually increases the minimum wage in Massachusetts from \$11/hour to \$15/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.</p> | <p>\$17,500 Requested
\$17,500 Recommended</p> |
| <p>6. Rapid Response Vessel</p> <p>The Sandy Neck Program proposes to enhance the town’s ability to safely and effectively conduct marine rescue operations from the beach by purchasing and operating a 12-14’ inflatable rescue/response vessel. The vessel will serve the Town of Barnstable on Sandy Neck Beach, providing coverage for over 7 miles of coastline, from the Barnstable town line all the way to Beach Point and around if necessary. In addition, the vessel will be able to provide for a higher level of visibility on the waterways and aid in response to any incidents related to the duties carried out by Natural Resource Officers. We propose the purchase of an inflatable outboard motor rescue boat and launch trailer, along with the necessary communications and rescue/safety equipment.</p> | <p>\$18,000 Requested
\$18,000 Recommended</p> |

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Administrative Assistant	0.20	0.20	0.20	-
Director Marine & Environmental Affairs	0.15	0.15	0.15	-
Natural Resource Officer	2.00	2.00	2.00	-
Principal Dept/Div Assistant	1.00	1.00	1.00	-
Sandy Neck Park Manager	0.50	0.50	0.50	-
Full-time Equivalent Employees	3.85	3.85	3.85	0.00

Performance Measures/Workload Indicators

Workload Indicator	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Sandy Neck Beach Park ORV Permits Issued (represented in calendar year)	4,770	4,750	4,105	4,100
Total Revenue	\$1,103,234	\$1,017,159	\$1,000,000	\$1,000,000
Educational Hikes/Talks (represented in calendar year)	32	32	30	35
Overnight Camping (represented in calendar year)	5,976	5,466	5,500	5,500
Merchandise Sales	\$48,715	\$39,179	\$40,000	\$40,000

Description	Historical Trends				Benchmark
	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Estimated
Actual Revenue	\$864,830	\$1,073,932	\$1,103,234	\$1,000,000	\$1,000,000
Estimated Revenue	\$745,195	\$815,717	\$887,998	\$968,462	\$968,462
Exceeds Expectations >100%	116%	132%	124%	103%	103%

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Community Services Enterprise Funds



**Olde Barnstable
Fairgrounds & Hyannis
Golf Courses**



**Hyannis Youth &
Community Center**



**Public, Educational,
Governmental Access
Channel**

Purpose Statement

The purpose of the Community Services Enterprise Funds is to maintain programmatic oversight of the Town’s golf courses, the Hyannis Youth & Community Center and Public, Educational, Governmental Access Channel, in order to provide quality recreational, commercial, and informational opportunities to our citizens, visitors, and business community.

Golf Course Enterprise Fund

Purpose Statement

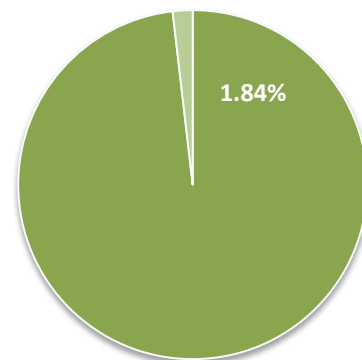
Barnstable Golf is dedicated to providing and maintaining exceptional, affordable, public golf facilities for residents and guests of all ages. We are committed to enhancing and preserving the golf properties for the future through improvement programs for the courses, the buildings, and the equipment.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

Recent Accomplishments

- For the sixth year in a row, Olde Barnstable Fairgrounds Golf Course (OBF) was voted by golfers from throughout the region as a top 10 public golf course in Massachusetts.
- Hyannis Golf Course (Hyannis GC) successfully hosted one of the largest and most prestigious women’s golf events in New England. Over 300 women golfers from all over the state competed in the Dolly Sullivan Tournament, a two-day event sanctioned by the Massachusetts Golf Association.
- Completed sand bunker work at both golf courses including a redesigned bunker complex on the 12th hole at OBF and reshaping, edging and sand replenishment of 5 bunkers at Hyannis GC.
- The popularity of the Hyannis GC Quota League continues to grow. The 2018 season saw 265 league members play 2,600 rounds competing for over \$40,000 in awarded prizes. Golf Shop sales at Hyannis GC have doubled in three (3) years as a result. Hyannis GC’s PGA Golf Professional, Jesse Schechtman, was nominated for Merchandiser of the Year by the New England PGA.



Percentage of FY20 All Appropriated Funds



Golf Course Enterprise Fund comprises 1.84% of all appropriated funds.

Additional Recent Accomplishments

- Launched a new website: Barnstable.golf. The new site is easy to navigate, less confusing, with information that is more available. Making a T-time has never been easier.
- Created a post-event questionnaire for groups and outings.
- Replaced the roof on the golf course maintenance building at Hyannis GC.
- Replaced the flooring in the clubhouse building at Olde Barnstable Fairgrounds GC. Upgraded furniture and fixtures.
- Hyannis GC will receive a new fleet of rental golf carts in April.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

1. Continue to seek funding sources for the Hyannis Golf Course rehabilitation/restoration project. Key features of the 43-year-old course are well beyond their useful life. Each year infrastructure continues to deteriorate. Until necessary upgrades and improvements are made, the facility will continue to be underutilized. A phased approach is being used in an attempt to make some progress on areas deemed unsafe, hazardous, or high risk. The goal is to resurface and expand the existing golf cart trail system. **(SP: Infrastructure, Public Health and Safety, Economic Development)**
2. Purchase a new one-ton, 4x4 dump truck, and snowplow for use at both golf course facilities. This is the only on-road vehicle the Golf Division has for a work truck. It will replace a 13-year-old dump truck that is in poor condition. **(SP: Infrastructure)**
3. Host a rules seminar for Annual Pass Holders and public. The rules of golf have gone through extensive changes, which take effect in 2019. Our Golf Professionals will conduct an in-depth review and explanation of all the rules changes. **(SP: Communication, Education)**
4. Continue to edge, reshape, and replenish sand in bunkers at both courses. The bunkers at both courses are showing the signs of deterioration after many years of use and are in need of complete rehabilitation – especially Hyannis Golf Course. The condition of the bunkers is the #1 complaint we receive. **(SP: Finance, Infrastructure, Economic Development, Public Health and Safety)**
5. Pruning branches and limbing trees throughout the golf course properties for areas around tees and greens at both courses. Over time tree growth shades out the greens and impacts putting green performance. The result will be improved air movement, increased sunlight and reduced disease incidence. **(SP: Finance, Infrastructure)**
6. Continue to expand and enhance tournament/event offerings; 2019 will see several new events including the "Greenskeeper's Revenge" and a couple's league. **(SP: Communication, Economic Development)**
7. Each golf course will host a MassGolf sanctioned event in 2019. Hyannis GC will host a Mid-Amateur Championship Qualifier and OBF is hosting a Public Links Championship Qualifier. **(SP: Communication, Education, Economic Development)**

Long-Term:

1. To continue with the development and implementation of our multi-year CIP plan for both golf course facilities. As an enterprise fund, it is essential that we continue to increase revenues in order to support future upgrades and asset management. **(SP: Finance, Infrastructure)**
2. Upgrade or replace fire suppression system at the Olde Barnstable Fairgrounds GC clubhouse, golf cart storage, and maintenance buildings. Recent inspections indicate the 27-year-old system is in need of significant upgrades as well as replacement of piping, valves, and sprinklers. **(SP: Infrastructure, Public Health and Safety)**
3. Development of a Master Plan for sand bunker renovation, irrigation system upgrades and cart path repaving at OBF. The 26-year-old facility has enjoyed a strong regional following based upon high quality standards. Addressing these issues in a timely manner will ensure our reputation remains intact, will save a significant amount of money and set the facility up to be successful for years to come. **(SP: Finance, Economic Development, Public Health and safety, Education)**
4. Pull, inspect, repair, or replace remote well pumps at Olde Barnstable GC. The two remote wells are responsible for providing the water for irrigating the golf course. The pumps have not been pulled since they were installed in 1991. **(SP: Infrastructure)**

Description of Golf Course Enterprise Fund Services Provided

Barnstable Golf consists of two 18-Hole Championship golf courses open to the public: Olde Barnstable Fairgrounds and Hyannis Golf Course. Each course offers a uniquely different layout with varying degrees of difficulty for golfers of all playing abilities and age groups. Each golf course features a fully stocked pro shop, full service practice facility, and restaurant. Hyannis GC also features a large function/banquet facility that can accommodate groups of up to 150 guests. The management staff has put together a comprehensive plan for the successful operation of both golf courses with the emphasis on being self-supportive. The focus of the Golf Division is to provide affordable golfing opportunities to residents and guests alike by offering highly conditioned golf courses and exceptional customer service. The Maintenance program strives to keep both courses in great playing condition with the goal of exceeding customer expectations. The Operations program does an outstanding job of balancing the needs of both members and guests alike in an effort to provide a memorable golfing experience. A strong membership and repeat clientele is the cornerstone of our revenue producing capabilities. The Administration program oversees the day-to-day activities of both facilities and manages all financial aspects of the Golf Division. An aggressive marketing plan has been implemented that is aimed at making the Town of Barnstable a true golfing destination featuring the course of Barnstable Golf.

Administration Activity

Administration is the financial management arm of the Golf Division. Administration oversees the collection of cash receipts and the pay-overs to the Town. As an enterprise fund, it is vital that Administration closely monitor the revenues and expenses, as we cannot spend more than we make. One of the most important jobs of Administration is the development and implementation of the annual fiscal operating budget. For the fiscal year ending June 30, 2018, the Golf Division generated \$3,268,171 in revenues. Through the setting of fees and rates, forecasting of revenues, and adhering to tight expense controls, Administration strives to keep Barnstable Golf in the black. As facility managers for the Town's two golf properties Administration develops both long and short range comprehensive capital improvement plans to ensure protection and enhancement of the assets. Administration works hard to balance the yearly operational needs of the division, the debt service, and financial obligations owed to the Town, and funding needed for capital improvements with the revenues generated. Barnstable Golf paid \$431,153 for principal and interest on debt service and transfers \$267,000 to the General Fund for indirect costs associated retirement assessments and insurance. Administration is also responsible for developing and implementing a progressive marketing plan that includes TV, radio, internet, social media, print and web based advertising campaigns with a focus on promoting the Town of Barnstable as a true golfing destination. Golf is good for our community.



HYANNIS GOLF COURSE PRO SHOP

Operations Activity

The Operations activity is responsible for management of the two pro shops, practice facilities, golf carts and all golfer related activities. Each operation is managed by a highly trained PGA golf professional that is supported by a staff of customer service experts. The golf shops, our retail stores for everything golf, offer a wide variety of the latest styles of seasonal clothing, golf clubs, equipment and accessories for our customers to choose. The golf shops are the central point of all activity. Greens fees, cart fees, annual pass fees, range fees, and merchandise sales are all collected at the front desk. Operations staff answers hundreds of phone calls daily providing a wide variety of information to customers. Operations provide professional player assistance, golf instruction (both individual and group) to juniors, seniors, women and the physically challenged. One of the main responsibilities of Operations is to provide outstanding customer service to all of our members and guests. The staff greets golfers at the bag drop area, assists them with any needs they may have, helps organize games, provides course information, and collects fees. Operations staff handles over 70,000 rounds played by members and guests each year. Customer relations and education are major objectives for Operations. Taking reservations, managing the tee sheet, running and scoring tournaments, and monitoring pace of play for hundreds of golfers daily is all part of a day's work for the Operations staff at each golf course. Operations staff is responsible for keeping a combined 152 golf carts clean, fueled, and stored daily. With over 37,500 cart rounds annually, all carts need to be brought to the staging area daily during the peak months.

Maintenance Activity

The purpose of the Maintenance Activity is to provide highly conditioned, top quality golf courses for members and guests to enjoy while being good stewards to the open space lands. Daily grooming of the golf courses consists of mowing greens, tees, collars, approaches, fairways, roughs, and raking bunkers. Course set-up (changing flag pin locations, moving tee markers, and emptying trash receptacles) also occurs daily in peak season. The Maintenance Activity manages and protects over 280 acres of open space land including over 150 acres of golf turf between the two courses. Maintenance staff is responsible for performing all necessary cultural practices in the spring and fall such as aeration, topdressing, over seeding of greens, tees, and fairway turf. The licensed, professional turf management staffs in Maintenance are responsible for the safe, timely, and accurate applications of plant protectants to combat infestations of weeds, insects, and diseases that occur throughout the properties. Top consideration is always given to using the most environmentally safe products at the lowest rates possible. The Maintenance management staff made a conscious decision several years ago to go with a minimalistic approach concerning applying nitrogen based fertilizers on the golf courses. For the past five years, the rough areas on the courses, accounting for the most turf acreage, have only received 1.0 lb. of nitrogen per year. The Fairways, the second largest turf areas in terms of acreage, have been receiving 2-2.5 lbs. of nitrogen per year. This has equated to a 35-50% sustained reduction in applied nitrogen to 85% of the turf found on the two golf course properties. Organic fertilizers make up 50% of the fertilizer used on the courses with the exception of the tees and greens, where it consists of 80%. The Maintenance staff understands the importance of safely coexisting with the natural environment surrounding the golf courses as well as the water that runs beneath them. The focus of the Maintenance activity is on sustainability, where less is more.

Golf Course Enterprise Fund Financial Summary

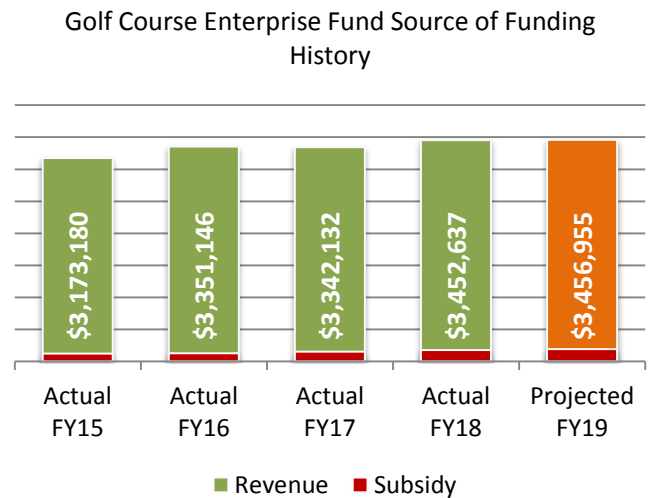
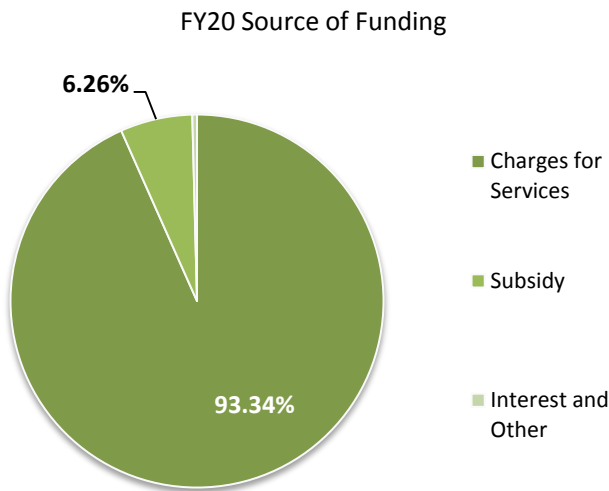
The purchase of the Hyannis Golf Course in FY 2005 provides the Town with two municipal courses that should increase the recreational opportunities for our citizens. The golf course management is committed to operating and maintaining attractive, self-supporting public golf facilities. The following strategies have been established as a way of achieving these commitments: maximize revenue centers; develop a comprehensive junior golf program; provide members with competitive and recreational golf tournaments; cultivate a continuous volunteer assistance program; establish a sound turf management plan, and work closely with other Town divisions to cross-utilize department resources.

During the past several years, management has committed revenue resources to improving golf course conditions. Without healthy turf conditions, it is difficult to charge competitive prices. The visitor is likely to pay more for a top quality conditioned golf course. Therefore, the playing surfaces must be well maintained.

Total General Fund support for this operation is calculated at \$483,199. The estimated revenue generated at the facilities will allow for a reimbursement of \$250,000 resulting in a general fund subsidy of \$233,199. Going forward, fee increases in the neighborhood of 2-3% per year may be necessary if activity levels remain constant with current levels.

Factors Affecting Revenues

Each year, golf course fees are set through the town-wide user fee rate analysis. These fees are set in accordance with the necessary revenue required to run course operations with a small profit if play shows an upward trend. As growth in play is difficult to predict, fees are set assuming level utilization. If the amount of rounds played or memberships increase then the need to raise rates can be mitigated.

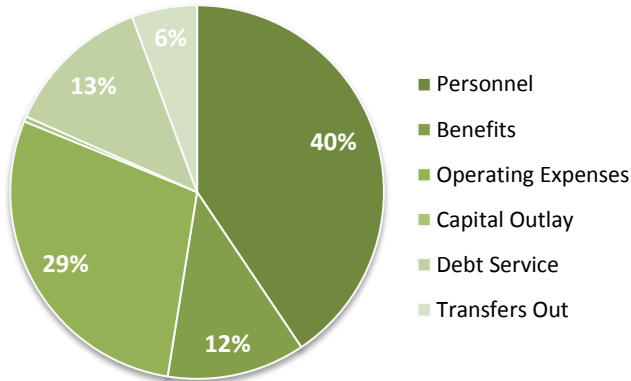


Charges for services are 93.34% of total revenue source, and that annual pass holder’s account for 30% of this. The General Fund subsidy provides 6.26%. The subsidy essentially represents the value of services provided by the Administrative Services Department staff for which the Golf Enterprise Fund does not pay for due to limited resources.

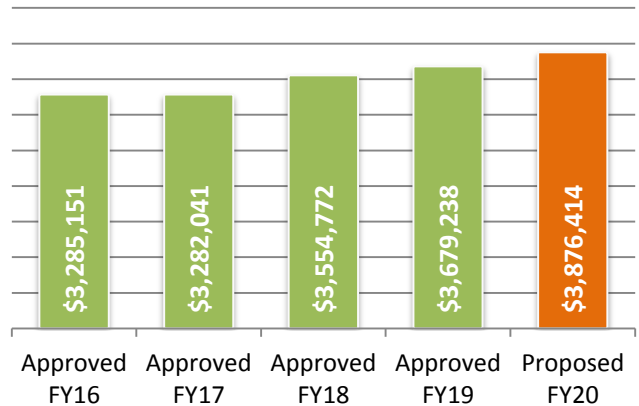
Factors Affecting Expenses

No increase in permanent year-round staff is projected over the next few years. State mandatory minimum wage increases will have an impact on operating costs until 2023.

Golf Enterprise Fund
FY20 Budget By Activity



Golf Enterprise Fund
Budget History



Personnel and benefits is the largest category within the golf course operation comprising 52% of the total proposed budget. The budget has increased from \$3.3 million in FY16 to \$3.8 million in FY20 over the five-year period, or 3.60% annually. An increase in debt service and personnel costs have contributed to the steady increase in budget.



HOLE #18 OLDE BARNSTABLE FAIRGROUNDS

FISCAL YEAR 2020 BUDGET

GOLF COURSE

ENTERPRISE FUNDS

Golf Course Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 175,217	\$ 190,012	\$ 190,012	\$ 233,199	\$ 43,187	22.73%
Charges for Services	3,263,854	3,329,570	3,250,042	3,478,200	148,630	4.46%
Interest and Other	13,567	10,000	16,901	15,000	5,000	50.00%
Total Operating Source of Funding	\$ 3,452,638	\$ 3,529,582	\$ 3,456,955	\$ 3,726,399	\$ 196,817	5.58%
Transfers From Closed Projects	\$ -	\$ -	\$ -	\$ 32,000	\$ 32,000	0.00%
Borrowing Authorizations	325,000	-	-	414,000	414,000	0.00%
Total Capital Source of Funding	\$ 325,000	\$ -	\$ -	\$ 446,000	\$ 446,000	#DIV/0!
Total Source of Funding	\$ 3,777,638	\$ 3,529,582	\$ 3,456,955	\$ 4,172,399	\$ 642,817	18.21%
Expense Category						
Personnel	\$ 1,385,886	\$ 1,485,118	\$ 1,442,056	\$ 1,573,164	\$ 88,046	5.93%
Benefits	375,795	428,795	389,486	462,944	34,149	7.96%
Operating Expenses	986,644	1,092,205	1,027,392	1,110,741	18,536	1.70%
Capital Outlay	26,000	-	-	17,155	17,155	0.00%
Debt Service	431,153	499,986	499,986	493,348	(6,638)	-1.33%
Transfers Out	178,086	173,134	173,134	219,062	45,928	26.53%
Subtotal Operating Budget	\$ 3,383,564	\$ 3,679,238	\$ 3,532,054	\$ 3,876,414	\$ 197,176	5.36%
Capital Improvement Program	\$ 424,758	\$ 116,285	\$ -	\$ 446,000	\$ 329,715	283.54%
Total Capital Expenses	\$ 424,758	\$ 116,285	\$ -	\$ 446,000	\$ 329,715	283.54%
Total Expenses	\$ 3,808,322	\$ 3,795,523	\$ 3,532,054	\$ 4,322,414	\$ 526,891	13.88%
Excess (Deficiency) Cash Basis	\$ (30,684)	\$ (265,941)	\$ (75,099)	\$ (150,015)	\$ 115,926	
Adjustment to accrual basis	126,239	-	-	-		
Beginning Net Assets per CAFR	4,477,683	4,573,238	4,573,238	4,498,139		
Ending Net Assets per CAFR	4,573,238	<u>\$ 4,307,297</u>	<u>\$ 4,498,139</u>	<u>\$ 4,348,123</u>		
Invested in capital assets, net of related debt (1)	(11,367,202)					
Invested in inventory (1)	(67,843)					
User fees receivable (1)	(39,682)					
Reserved for encumbrances (2)	(3,130)					
Other post employment benefits obligation (3)	3,782,893					
Compensated absences (3)	90,687					
Accrued Interest (3)	42,965					
Net pension liability (3)	3,970,450					
Deferred outflow of resources (4)	(35,351)					
Reserved for continuing appropriations (5)	(262,270)					
Unearned revenue (6)	-					
Net assets available for appropriation (free cash) (7)	\$ 684,755					

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

(3) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(4) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

(5) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended.

(6) This represents cash in the treasury from the sale of gift certificates not yet redeemed.

(7) Amount certified by the Division of Local Services.

Summary of Significant Budget Changes

The Golf Enterprise Fund's FY20 proposed budget is increasing by \$197,176 or 5.36% over the FY19 budget. Personnel and benefit costs are increasing by \$122,195 due to contractual obligations and \$27,000 for the impact of the minimum wage increase. Operating costs are increasing by \$18,536 for proshop inventory items for resale. Indirect costs are increasing \$43,187. Capital Outlay cost of \$17,155 will replace two HVAC units at the Hyannis Golf Course.

Additional Funding Recommended

1. Increase Overtime **\$12,000 Requested** **\$12,000 Recommended**

The overtime line item expense has not changed since 2007. With the increases in wages from COLA and step increases over the years, there are significantly less funds available for overtime hours. It is becoming increasingly difficult to maintain the golf courses to a high standard with minimal overtime. Each golf course has four (4) full-time maintenance employees and overtime is distributed equally amongst the staff throughout the season.

2. Line Item adjustments **\$48,300 Requested** **\$18,300 Recommended**

To increase several operating budget line items those are no longer funded adequately. Expenses have been increasing annually between 2-5% per year and we have level funded most line items for many years. We are looking to address golf course supplies, pesticides, fertilizer at both courses and merchandise lines at Hyannis Golf Course.

3. HVAC and Hot Water Heater Replacement Program **\$17,155 Requested** **\$17,155 Recommended**

Replace two (2) 4-Ton HVAC units at the Hyannis Golf Course Clubhouse building. One is located in the restaurant/lounge area and the other is located in the basement of the function room. Replace the 75-gallon industrial hot water heater at the Hyannis Golf Course Clubhouse building.

4. Minimum Wage Adjustment **\$27,000 Requested** **\$27,000 Recommended**

The Massachusetts Minimum Wage Act gradually increases the minimum wage in Massachusetts from \$11/hour to \$15/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.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Assistant Golf Course Supervisor	2.00	2.00	2.00	-
Director of Community Services	-	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	-
Laborer/Greens Person	2.00	2.00	2.00	-
Principal Dept/Div Assistant	4.00	4.00	4.00	-
Working Foreman Irrigation Technician	2.00	2.00	2.00	-
Full-time Equivalent Employees	17.00	17.10	17.10	0.00



HOLE #9 OLDE BARNSTABLE FAIRGROUNDS

FISCAL YEAR 2020 BUDGET

GOLF COURSE

ENTERPRISE FUNDS

Olde Barnstable Fairgrounds	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Charges for Services	\$ 1,777,726	\$ 1,786,352	\$ 1,770,773	\$ 1,902,603	\$ 116,251	6.51%
Interest and Other	13,567	10,000	16,901	15,000	5,000	50.00%
Total Operating Source of Funding	\$ 1,791,293	\$ 1,796,352	\$ 1,787,674	\$ 1,917,603	\$ 121,251	6.75%
Expense Category						
Personnel	\$ 725,907	\$ 793,673	\$ 759,071	\$ 831,792	\$ 38,119	4.80%
Benefits	182,750	220,750	196,588	235,169	14,419	6.53%
Operating Expenses	535,290	599,699	551,191	604,317	4,618	0.77%
Capital Outlay	26,000	-	-	-	-	0.00%
Debt Service	90,510	87,713	87,713	84,713	(3,000)	-3.42%
Transfers Out	89,043	86,557	86,557	87,031	474	0.55%
Subtotal Operating Budget	\$ 1,649,500	\$ 1,788,392	\$ 1,681,120	\$ 1,843,022	\$ 54,630	3.05%
Capital Improvement Program	\$ 34,859	\$ 57,774	\$ -	\$ -	\$ (57,774)	-100.00%
Total Capital Expenses	\$ 34,859	\$ 57,774	\$ -	\$ -	\$ (57,774)	-100.00%
Total Expenses	\$ 1,684,359	\$ 1,846,166	\$ 1,681,120	\$ 1,843,022	\$ (3,144)	-0.17%
Excess (Deficiency) Cash Basis	\$ 106,934	\$ (49,814)	\$ 106,554	\$ 74,581	\$ 124,395	

Hyannis Golf Course	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 175,217	\$ 190,012	\$ 190,012	\$ 233,199	\$ 43,187	22.73%
Charges for Services	1,486,128	1,543,218	1,479,269	1,575,597	32,379	2.10%
Total Operating Source of Funding	\$ 1,661,345	\$ 1,733,230	\$ 1,669,281	\$ 1,808,796	\$ 75,566	4.36%
Transfers From Closed Projects	\$ -	\$ -	\$ -	\$ 32,000	\$ 32,000	0.00%
Borrowing Authorizations	325,000	-	-	414,000	414,000	0.00%
Total Capital Source of Funding	\$ 325,000	\$ -	\$ -	\$ 446,000	\$ 446,000	0.00%
Total Source of Funding	\$ 1,986,345	\$ 1,733,230	\$ 1,669,281	\$ 2,254,796	\$ 521,566	30.09%
Expense Category						
Personnel	\$ 659,979	\$ 691,445	\$ 682,985	\$ 741,372	\$ 49,927	7.22%
Benefits	193,045	208,045	192,898	227,775	19,730	9.48%
Operating Expenses	451,354	492,506	476,201	506,424	13,918	2.83%
Capital Outlay	-	-	-	17,155	17,155	0.00%
Debt Service	340,643	412,273	412,273	408,635	(3,638)	-0.88%
Transfers Out	89,043	86,577	86,577	132,031	45,454	52.50%
Subtotal Operating Budget	\$ 1,734,064	\$ 1,890,846	\$ 1,850,935	\$ 2,033,392	\$ 142,546	7.54%
Capital Improvement Program	\$ 389,899	\$ 58,511	\$ -	\$ 446,000	\$ 387,489	662.25%
Total Capital Expenses	\$ 389,899	\$ 58,511	\$ -	\$ 446,000	\$ 387,489	662.25%
Total Expenses	\$ 2,123,963	\$ 1,949,357	\$ 1,850,935	\$ 2,479,392	\$ 530,035	27.19%
Excess (Deficiency) Cash Basis	\$ (137,618)	\$ (216,127)	\$ (181,654)	\$ (224,596)	\$ (8,469)	

Performance Measures/Workload Indicators

Program Name	Program Goal	Program Outcome Measures
Administration/Operations	To continually maintain and improve the Town's golf facilities.	Committed to providing leisure opportunities to improve the quality of life in our community through exceptional programs and services.

Activity Name	Budget	End Product	Unit Cost/Productivity	Service Quality
(What)	(Input)	(Output)	(Efficiency)	(Effectiveness)
ADULT/FAMILY ANNUAL PASS	\$1,096,786	1,066 pass holders	\$1,029 per pass	Cost of Recovery – %
JUNIOR ANNUAL PASS	\$24,570	135 pass holders	\$182 per pass	Cost of Recovery – %
DAILY FEE PLAY-RESIDENT	\$152,473	3,707 rounds	\$41 per round	Cost of Recovery – %
DAILY FEE PLAY – NON-RESIDENT	\$1,119,711	24,010 rounds	\$47 per round	Cost of Recovery – %
RANGE	\$141,000	13,855 buckets sold	\$7 per bucket	Cost of Recovery – %
GOLF CARTS	\$636,450	37,857 cart rentals	\$17 per cart	Cost of Recovery – %
RENTALS	\$6,675	1,198 pull carts/club rental	\$5.60 per cart/club rental	Cost of Recovery – %
CLUB SERVICES	\$32,500	765 M.G.A handicaps	\$42.50 per person	Cost of Recovery – %
PRO SHOP	\$311,123	70,000 rounds played	\$4.45 per person	Cost of Recovery – %
RESTAURANT	\$34,500	2 concessions rent	\$17,250	Cost of Recovery – %

Performance Measures/Workload Indicators (Continued)

Program Name	Program Goal	Program Outcome Measures		
Maintenance	To provide residents and guests with a well-conditioned golf course facility.	To ensure the user’s visit is highly memorable and enjoyable to promote return visits. (CSR Program is based on 10.0)		
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
<p>MAINTENANCE (Acres aerated, bunker sand spread, acres maintained daily, irrigation, sprinklers & piping, pruning and trimming)</p> <p>Equipment repair and maintenance. Apply fertilizer, plant protectants. Improvement projects.</p>	<p>\$1,272,184</p>	<p>305 acres aerated 400 tons sand spread annually 160 acres maintained daily 1,300 valve in-head sprinklers and approx. 12 miles of various size PVC pipe 6,500 trees (holly, oak, pine, birch, beech and small evergreens) Keep fleet of over 100 pieces of equipment in good working order. Apply over 65 tons of granular fertilizer, lime, and organics soil amendments to 160 acres. Maintain operation building and grounds including Memorial and plantings.</p>	<p>\$ Total budget spread throughout maintenance programs</p>	<p>9.79 CSR</p>

Hyannis Youth & Community Center Enterprise Fund

Purpose Statement

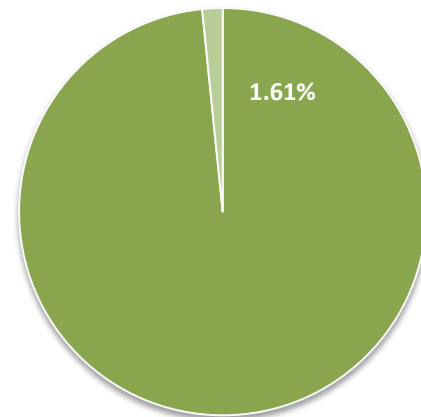
The Hyannis Youth & Community Center is committed to providing a safe, healthy recreational facility to every segment of the community. Providing quality, well-rounded programs of a general and specialized nature that contribute to the maximum use of the community is essential to the overall success of the facility. We strive to improve our service to the community, our patrons, through creative innovation and teamwork; built upon a solid foundation of values and beliefs in order to achieve our purpose.

Recent Accomplishments

- Partnered with the Yarmouth Ice Club to host the Cranberry Open Figure Skating Competition in August 2018 with over 400 skaters.
- Partnered with the Bourne Skating Club to host the Cape Cod Synchronized Skating Competition in December 2018 with over 1,000 skaters.
- Community service programs in the facility that included: Four (4) blood drives, Three (3) clothing drives, Two (2) food drives, Three (3) Flu Clinics, One (1) Toy Drive (Toys for Tots) and Twenty-five(25) Christmas Trees Giveaway.
- Receive a \$5,000 grant from the Caroline Fries Foundation to replace, improve, and add many of the games and furniture in the HYCC.
- Successfully provided a FREE After School Program during the school year for Barnstable Intermediate students including a grant for Project Bread to provide a healthy snack.
- Replaced all Rental Skates with a \$15,000 Bilezikian Family Foundation Grant to enhance Public Skating.
- The Barnstable Police Department has a greater presence with a full-time Community Resource Officer stationed at the HYCC.



Percentage of FY20 All Appropriated Funds



Hyannis Youth & Community Center Enterprise Fund comprises 1.61% of all appropriated funds.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

1. With a grant from the Barnstable Schools Department, develop and expand the After School Program in collaboration with the Barnstable United Elementary School and Barnstable Schools Transportation to provide students in Grades 4 & 5 with structured after school activities that include gym activities, game room tournaments, homework assistance, and special events. **(SP: Education, Quality of Life)**
2. Celebrate the 10th Birthday of the HYCC in September. **(SP: Education, Quality of Life)**
3. Identify specific areas of potential growth within the gym and ice and work towards filling those areas with new programs and events to attract more users to the facility. **(SP: Finance, Quality of Life)**
4. Continue to deliver community service programs to include annual blood, food, and clothing drives. Work with various organizations to provide our youth with needed services. **(SP: Education, Quality of Life)**
5. Work with other Town Departments to implement newly developed Emergency Action Plan for the facility. **(SP: Quality of Life)**

Long-Term:

1. Continue to develop, coordinate, and market the Hyannis Youth & Community Center Facility to generate sufficient revenue to meet operational and debt schedule commitments. **(SP: Finance, Quality of Life)**
2. Develop and identify the sports organizations that will assist with both the process and the funding of programs. **(SP: Finance, Quality of Life)**
3. Utilizing Town of Barnstable resources provide an educational outreach to our residents and taxpayers regarding all recreational opportunities. **(SP: Finance, Quality of Life)**
4. Continue to work with other youth organizations for serving our youth within the Hyannis Youth & Community Center. **(SP: Quality of Life)**
5. Work with the Department of Public Works' Structures and Grounds Division to develop green initiatives at the Hyannis Youth & Community Center. **(SP: Finance, Quality of Life)**

Description of Hyannis Youth & Community Center Enterprise Fund Services Provided

The Hyannis Youth and Community Center (HYCC) is now in its tenth year of operation. The HYCC continues to display its attractive facilities and provide some variations in alternative uses throughout 2018-2019. From September through March, all levels of youth hockey practice and play competitive games. The HYCC is proud to collaborate with the Cape Cod Chamber of Commerce to bring high profile events to the facility including Men's Division I Hockey and U.S. Figure Skating events. The gymnasium serves as the home court for three high schools: Saint John Paul II, Sturgis East, and Sturgis West. Several basketball leagues, tournaments, and camps utilize the space as their primary court. Public skating and recreational programming is offered with expansive programs for both residents and non-residents. Some of the ongoing programs of note include U.S. Figure Skating Instructional Badge Programs, free Community Yoga, Toddler Programs, Adult Day Programs, and the Walking Program. The Shepley Community Room hosts hundreds of club, town and organizational meetings, private birthday parties and other functions throughout the year.

The Center consists of:

Two NHL regulation ice rinks with a combined seating capacity of 2,100

Six indoor Basketball courts

Indoor regulation Volleyball court

1,500 sq. ft. Teen Center

Cafe' (for everyday use and events within the facility)

650 sq. ft. Pro-Shop

1,000 sq. ft. Youth Center

500 sq. ft. Computer room

825 sq. ft. Multi-purpose room

The rink level has eight locker rooms, skate rental room, video games, referee locker rooms, first aid room, figure skating office, rink supervisor's office, and a sitting area with a fireplace.

Administration Activity – Ice Facility

The Administration program of the ice component oversees the activities of the facility to make sure service and rink conditions are at the highest level. The Administration oversees the collection of cash receipts and the payovers to the Town, monitoring revenue vs. expenses. Administration provides preparation of annual budgets, projection of revenues and long-range planning. The Administration oversees the hiring of seasonal employees. The hiring process includes CORI and SORI background checks, and determining that all requirements for employment are met. The Program Coordinators, under the umbrella of the Administration, will offer and teach a variety of ice-related programs to include figure skating, learn to skate, hockey, etc. All activities are run on an instructional basis, emphasizing teamwork, self-esteem, and respect.

Operations Activity – Ice Facility

The Operations program provides a wide variety of programs for our residents. United States Figure Skating Association (USFSA) trained professionals provide individual and/or group instruction. We strive to provide developmental programs for all participants. Our goal is to provide affordable, quality ice rinks that will attract residents, hockey players, and figure skaters. The staff is responsible for greeting the participants/teams when they enter the facility directing them to the correct location, effectively and efficiently collecting fees, and providing necessary information. Customer relations and education are a major objective for operations. The operations staff is responsible for scheduling available ice time to interested groups. The operations staff is responsible for keeping rental skates sharpened, cleaned, and sanitized on a daily basis. Our staff answers hundreds of requests daily providing a wide variety of information to customers.

Ice Facility programs with a brief description are as follows:

- Tournaments - Played on both the Lt. Joseph P. Kennedy Jr. and Patrick M. Butler Rinks. These two rinks are NHL Regulation size with a combined seating capacity of 2,100. The HYCC has hosted a number of tournaments for both men and women of all abilities. The tournaments range from boys and girls youth hockey tournaments to Division I college tournaments to Adult Men's and Women's Tournaments;
- Public Skating – An activity that is available for all ages and abilities; hours for public skating is offered nearly every day: Monday – Friday: mid-morning to early afternoon, as well as Saturday and Sunday afternoons. Skate rentals are available for those who do not own their own skates;
- HYCC Skating School - The Learn-to-Skate Program offered throughout the year and services approximately 500 children. Skating professionals teach basic to advanced skills to individuals ranging from the kindergarten level up to the adult. There are two 10-week sessions and some inter-sessions when scheduling allows;
- Camps/Clinics - Ice time is offered during the spring and summer months to outside agencies that want to run hockey programs for private leagues. The clinics and hockey schools offered in the facility provide a range of services for various ages, skill levels and positions; and
- Barnstable Youth Hockey – A non-profit organization dedicated to serving the youth of Barnstable and the surrounding areas. Their mission is to provide a positive and fun experience while teaching children all aspects of the game of ice hockey, emphasizing teamwork and good sportsmanship. BYHA fields teams at the A, B and C travel levels for Mites through Bantam age players, as well as House Level Farm and Mini Mite programs.
- Total Athletics Hockey – A hockey organization that fields teams of a number of different age levels from Mites through Bantams and beyond. The HYCC serves as the home rink for the Total Athletics Seahawks Junior Team that plays in the Eastern Hockey League. Total Athletics hosts hockey activities in the building throughout the year.
- Barnstable High School Hockey - The HYCC is the proud home of the Barnstable High School Hockey Program. The program consists of Boys Varsity/Junior Varsity teams and Girls Varsity/Junior Varsity teams. The HYCC receives the fee for the practice ice rental as well as the gate receipt for home games.
- Rink Concession – Operated by the Casual Gourmet. The HYCC and Casual Gourmet work together to develop and deliver new and exciting services to our patrons. There is a full concession on the main floor.

Administration Activity – Youth Center

The Administration program at the Youth Center oversees the activities of the facility to make sure services and programs are instructed at the highest level. The program staff plans and executes programs that are a benefit to the youth in the Town of Barnstable. The Youth Center programs include an array of intellectual, social, and physical opportunities to enhance the lifestyles of the youth through positive experiences. The Administration oversees the collection of cash receipts and the payovers to the Town, monitoring revenue vs. expenses. The Administration is responsible for inventory control to ensure that equipment and uniforms for each program are in stock and readily available. The Administration oversees the hiring of seasonal employees. The hiring process includes CORI and SORI background checks, and determining that all requirements for employment are met.

Operations Activity – Youth Center

The Operations program provides a wide variety of programs for residents and non-residents alike. Continual training of staff is done to ensure the highest level of customer service for our residents and guests of the facility. With basketball courts, volleyball courts, a computer lab and teen center, we offer a multitude of programs that benefit the youth and citizens in the Town of Barnstable. For a nominal fee, the basketball and volleyball courts are made available for use to various public and private schools within the Town of Barnstable. The operations staff is always available to greet the public, relay information, and answer questions covering a wide variety of information to our customers. The operations staff oversees activities that are run on an instructional basis, emphasizing teamwork, self-esteem, and respect.

Youth Center programs with a brief description are as follows:

- Private Gym Rentals – A program that allows Saint John Paul II, Sturgis East, and Sturgis West to rent the gym for volleyball and basketball. The fall and winter programs for each school include both girls and boys teams. In addition to practicing at the facility, both schools are proud to call the HYCC their home court
- Special Events – The gym space is rented to various user groups for trade shows and other events throughout the course of the year. These events cover a wide spectrum of interest and appeal to a wide range of residents and visitors to Barnstable.
- Youth Programs – The HYCC offers a variety of programs for kids of all ages, from tots through school age kids. The gym and Shepley Community Room are utilized for a wide variety of activities including Miss Lori Klub Kidz, martial arts, baking, home school gym class.
- The New addition of the Free Intermediate **After-School Program** held daily whenever school is in session has been a way to reach many new youth in the community that need a safe place when parents are working, or when a child needs to be more engaged with peers. Bussing from the school to the HYCC has made this possible and having the BIS guidance counselors and administration identify participants in need of social, emotional help has changed many anxieties these young people were having.
- Adult Programs – Offer year round fitness programs that include Yoga, Walking Groups, Volleyball, Basketball, Pickleball and Physical Training. Each activity is unique and offers a variety of fitness levels.
- Membership - Membership to the HYCC provides Barnstable residents and non-residents the opportunity to take advantage of a multitude of programs within the facility.

Hyannis Youth & Community Center Enterprise Fund Financial Summary

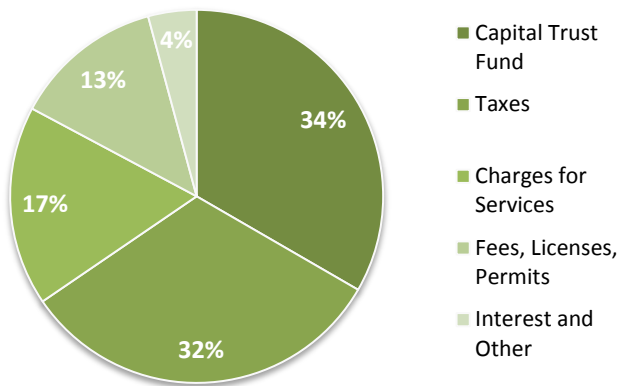
The facility consists of a youth center complete with multi-purpose rooms, a full size gymnasium with a three (3) lane-walking track above it, a snack bar, pro shop, lockers, common areas, and two ice skating rinks. The main rink has a seating capacity of 1,700. Ice rink areas can also be used for non-ice activities such as concerts, roller derby and soccer, and other dry-floor events. The facility is operated as an enterprise fund in order to determine its level of self-sufficiency.

The facility was constructed at a cost of approximately \$24.7 million dollars. \$4.5 million was received in the form of grants, \$1.3 million was received from private contributions, \$1.5 million was transferred in unspent balances from other Town projects that had been completed and \$17.4 million in new bonds were issued to complete the financing. The loan repayments on the bond issue are included in the enterprise fund’s operating expenses but are being made by the Capital Trust Fund. A transfer of cash is made annually from the trust fund to cover this cost.

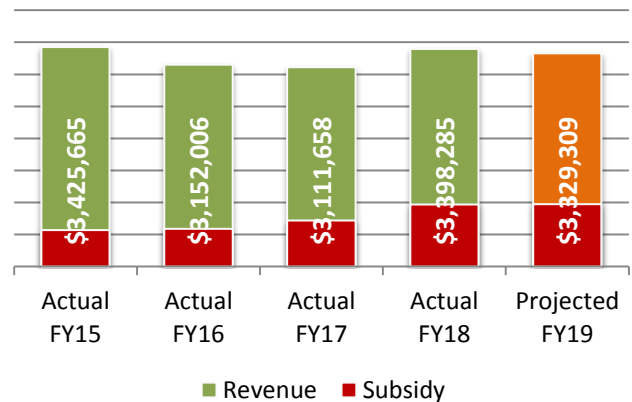
Factors Affecting Revenues

The main revenue sources for this operation are from ice rental and advertising. The possibility of collaborating with other entities to sell more ice time is always explored. Major ice rental activities include public skating, youth hockey associations, camps, clinics, private ice rentals, tournaments, and leagues. Revenues are anticipated to remain soft for the near future because all revenue sources are highly dependent on leagues and tournaments to generate foot traffic into the facility. The ice rinks hours used are currently at 53% of total available hours available. This is because most of the hours used are during weekends and weeknights as youths are preoccupied during the weekdays.

FY20 Source of Funding



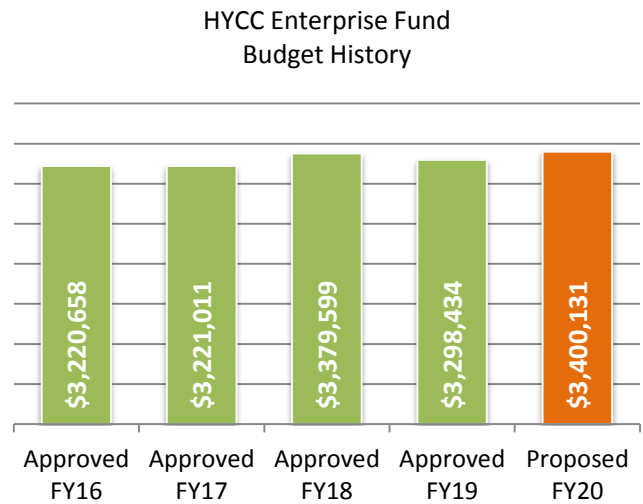
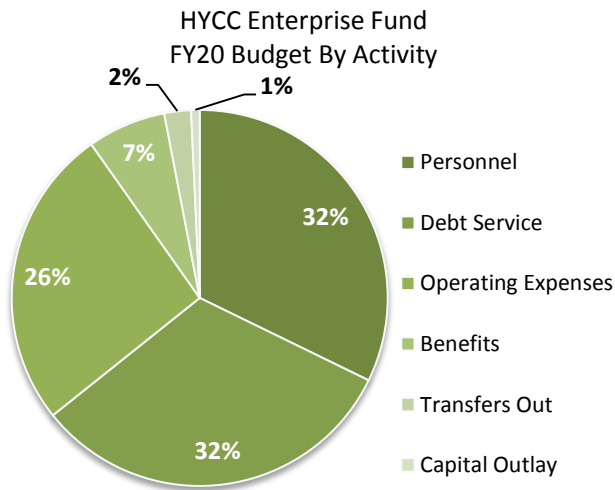
HYCC Enterprise Fund Source of Funding History



The Capital Trust Fund provides 34% of total source of funding for HYCC. This funding directly covers debt service payments for the construction of the facility. The General Fund subsidy is the second largest source of funding at 32%, which is meant to cover the excess cost from operating the facility after all revenues are exhausted. This leaves 34% of the operating budget covered by revenue generated at the facility.

Factors Affecting Expenses

State mandatory minimum wage increases will affect operating costs until 2023. Debt service costs should still continue to decline as bonds for the construction of the facility mature, however, the facility is ten years old. Mechanical systems are beginning to reach their useful lives and may need replacement and the various components of the roof structure are in need of replacement.



Debt service and personnel costs are the largest components of the operating budget. The budget for this operation has increased from \$3.2 million in FY16 to \$3.4 million in FY20 over the five-year period, or 1.11% annually.



HYCC – HOCKEY

Hyannis Youth & Community Center	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 971,264	\$ 976,532	\$ 976,532	\$ 1,049,639	\$ 73,107	7.49%
Fees, Licenses, Permits	565,024	489,500	549,449	425,000	(64,500)	-13.18%
Charges for Services	574,992	556,102	572,135	566,102	10,000	1.80%
Interest and Other	116,670	141,000	95,893	137,000	(4,000)	-2.84%
Capital Trust Fund	1,170,335	1,135,300	1,135,300	1,089,550	(45,750)	-4.03%
Total Operating Source of Funding	\$ 3,398,285	\$ 3,298,434	\$ 3,329,309	\$ 3,267,291	\$ (31,143)	-0.94%
Total Sources of Funding	\$ 3,398,285	\$ 3,298,434	\$ 3,329,309	\$ 3,267,291	\$ (31,143)	-0.94%
Expense Category						
Personnel	\$ 909,817	\$ 955,011	\$ 946,833	\$ 1,095,638	\$ 140,627	14.73%
Benefits	198,986	223,819	207,082	229,543	5,724	2.56%
Operating Expenses	823,280	883,592	881,622	882,314	(1,278)	-0.14%
Capital Outlay	72,428	25,000	25,000	25,000	-	0.00%
Debt Service	1,170,335	1,135,300	1,135,300	1,089,550	(45,750)	-4.03%
Transfers Out	102,510	75,712	75,712	78,086	2,374	3.14%
Subtotal Operating Budget	\$ 3,277,356	\$ 3,298,434	\$ 3,271,548	\$ 3,400,131	\$ 101,697	3.08%
Total Expenses	\$ 3,277,356	\$ 3,298,434	\$ 3,271,548	\$ 3,400,131	\$ 101,697	3.08%
Excess (Deficiency) Cash Basis	\$ 120,929	\$ -	\$ 57,761	\$ (132,840)	\$ (132,840)	
Adjustment to accrual basis	236,874	-	-	-		
Beginning Net Assets per CAFR	6,948,262	7,306,065	7,306,065	7,363,826		
Ending Net Assets per CAFR	7,306,065	\$ 7,306,065	\$ 7,363,826	\$ 7,230,986		
Invested in capital assets, net of related debt (1)	(10,967,436)					
Reserved for encumbrances (2)	(65,218)					
Deferred revenue (3)	-					
Accrued interest (4)	45,369					
Other post employment benefits obligation (4)	2,388,190					
Compensated absences (4)	26,592					
Net pension liability (4)	2,405,457					
Deferred outflow of resources (5)	(504,209)					
Reserved for subsequent year's budget (6)	-					
Net assets available for appropriation (free cash) (7)	\$ 634,810					

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

(3) This represents revenue accrued for financial statement reporting purpose but deferred for the calculation of surplus.

(4) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(5) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

(6) This amount represents the net assets appropriated for the subsequent fiscal year's operating budget.

(7) Amount certified by the Division of Local Services.

Summary of Significant Budget Changes

HYCC Enterprise Fund FY20 proposed budget is increasing \$101,697 or 3.08% over FY19 budget. Personnel and benefit costs are increasing by \$146,351 due to contractual obligations, a 0.35 fte reallocation of salary from the General Fund to the Enterprise Fund, \$58,494 for one full-time Facility Supervisor, \$20,000 for seasonal wages and \$25,591 for the impact of the minimum wage increase. Indirect costs are increasing \$14,623. Debt service costs are decreasing \$45,750. Capital Outlay includes \$25,000 for building and mechanical systems upgrades.

Additional Funding Recommended

1. Facility Supervisor

\$75,000 Requested
\$58,494 Recommended

The operations of the HYCC currently have no one greeting users, answering questions, and supervising the entrance and halls in the facility. This position will also supervise all seasonal staff in the building and keep a supervisory status in the facility during weekends and evenings.

2. Minimum Wage Adjustment

\$25,591 Requested
\$25,591 Recommended

The Massachusetts Minimum Wage Act gradually increases the minimum wage in Massachusetts from \$11/hour to \$15/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.

3. Building and Mechanical Systems Operating Capital

\$25,000 Requested
\$25,000 Recommended

Funding for midsized building repairs and mechanical equipment at HYCC. Structures & Grounds is responsible for the ongoing maintenance of HYCC facility. The division uses this budget to fund repairs to the building, HVAC components, and ice plant as needed.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Asst Dir. Recreation & Leisure	-	-	0.10	0.10
Director of Community Services	-	0.10	0.10	-
Director of Recreation	-	-	0.25	0.25
Facility Manager	1.00	1.00	1.00	-
Facility Supervisor	-	-	1.00	1.00
Financial Supervisor	0.50	0.50	0.50	-
HYCC General Manager	1.00	1.00	1.00	-
Lead Custodian	1.00	1.00	1.00	-
Lead Zamboni Operator	1.00	1.00	1.00	-
Maintenance Custodian	5.00	5.00	5.00	-
Program Coordinator	1.00	1.00	1.00	-
Program Supervisor	1.00	1.00	1.00	-
Youth Center Manager	1.00	1.00	1.00	-
Full-time Equivalent Employees	12.50	12.60	13.95	1.35

Performance Measures/Workload Indicators

Kennedy Rink Usage Hours	FY17 Actual	FY18 Actual	FY19 Estimated	FY20 Projected
Hours Available	5,760	5,840	5,840	5,840
Hours Used	2,511	2,788	2,675	2,788
Hours Unused	3,248	3,051	3,164	3,051
% Hours Used	43.60%	47.74%	45.81%	47.75%

Bulter Rink Usage Hours	FY17 Actual	FY18 Actual	FY19 Estimated	FY20 Projected
Hours Available	5,760	5,840	5,840	5,840
Hours Used	3,261	3,429	3,465	3,466
Hours Unused	2,498	2,411	2,374	2,374
% Hours Used	56.61%	58.72%	59.35%	59.35%

Total % of Hours Used	50.11%	53.23%	52.58%	53.55%
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HYANNIS YOUTH & COMMUNITY CENTER

Public, Educational, and Governmental (PEG) Access Channel Enterprise Fund

Purpose Statement

The purpose of municipal television is to serve the community as a valued resource by providing timely news and events to inform Barnstable residents.

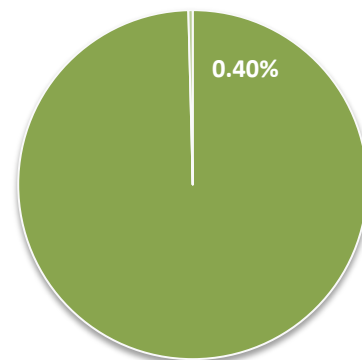


Recent Accomplishments

Channel 18 strives to keep Barnstable residents up-to-date and informed. Channel 18 staff covered a wide range of events and departments in the Town of Barnstable in 2018:

- Fully staffed as of Fall 2018.
- Upgrades made to TV studio equipment and field equipment.
- Second office space created in basement.
- Agenda Chaptering added to Town Council meetings and some board, committee, and commission meetings.
- Barnstable Today is now LIVE to Facebook every day.
- Channel 18 continues to grow its social media presence.
- Won an award at ACM-NE Awards.

Percentage of FY20 All Appropriated Funds



The Public, Educational, Government (PEG) comprises 0.40% of all appropriated funds.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

1. Channel 18 continues coverage of more than 40 boards, committees, and commissions. **(SP: Education, Communication)**
2. Update Carousel Signage on Channel 18. **(SP: Education, Communication)**
3. Upgrades to Hearing Room and Selectmen's Conference Room. **(SP: Infrastructure, Communication)**
4. Create more Public Service Announcements (PSAs). **(SP: Education, Communication)**
5. Channel 22 will produce and expand the B2B news program outside of BHS to the lower grade levels of the district. **(SP: Education, Communication)**

Long-Term:

1. Upgrades to Town Hall TV Studio lighting. **(SP: Education, Infrastructure, Communication)**
2. 100% coverage of all Town boards, committees, commissions and subcommittees. **(SP: Education, Communication)**
3. Continue to create high quality and informative content for Channel 18. **(SP: Education, Communication)**
4. Cover more Town events. **(SP: Education, Communication)**

BARNSTABLE

news
news
news

Description of Public, Educational, Government (PEG) Enterprise Fund Services Provided

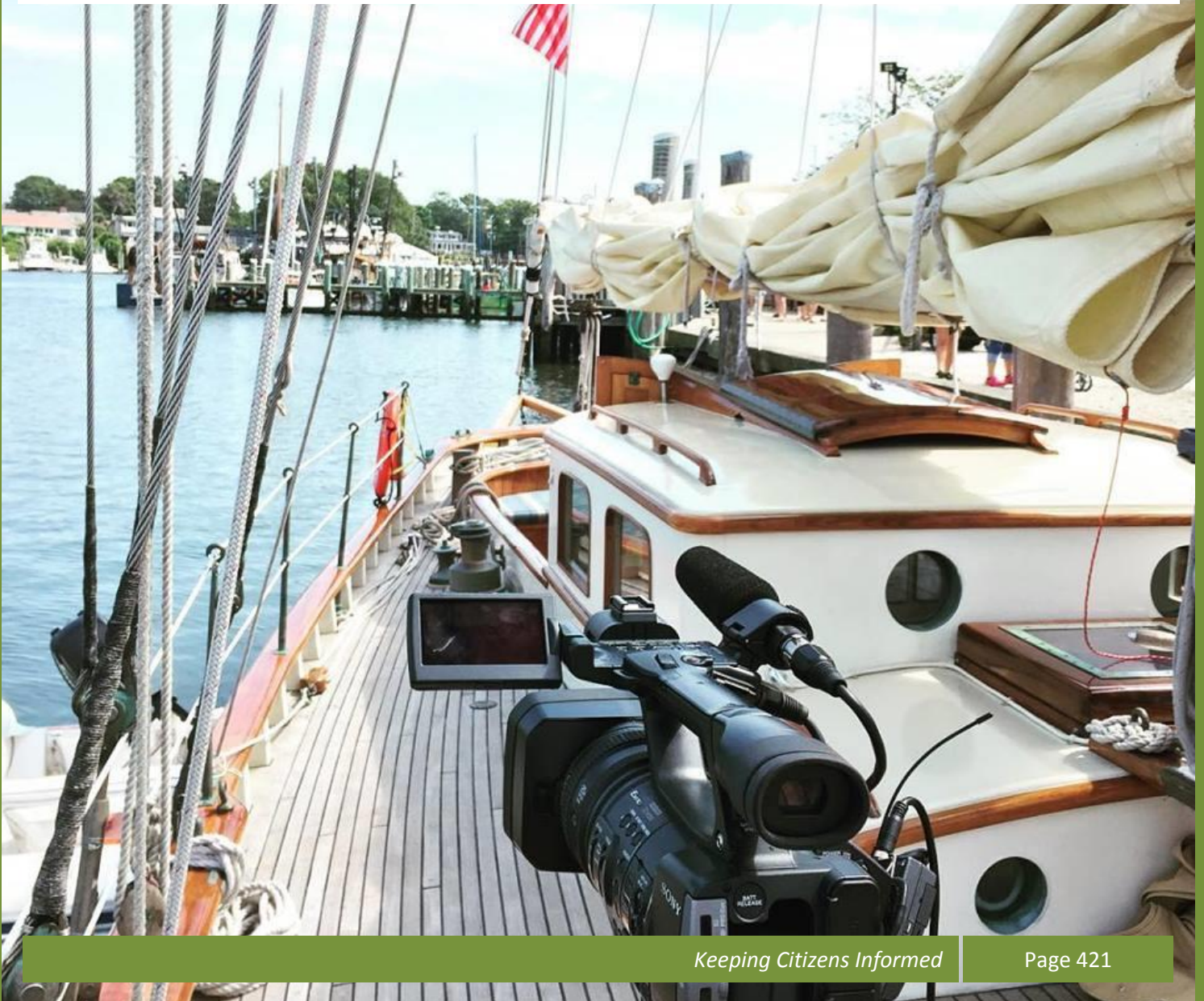
Administration Activity

Working to keep government open and transparent.

The Town of Barnstable government and school access Channels 18 and 22 are valuable tools that connect the residents with the day-to-day workings of Barnstable Town Government and Barnstable Public Schools.

We do this by providing the residents of Barnstable with information about government and school issues, meeting coverage, up-to-date storm/emergency related information, road construction updates and covers a wide range of departments, video coverage of public meetings, development of original series, and displaying important Town and School announcements. Internship opportunities are provided to students at Channel 22 as well as production opportunities for students interested in broadcast journalism.

This is further enhanced by the availability of "Video on Demand" and live-streaming of the Town's government access channel on the town's website www.townofbarnstable.us.

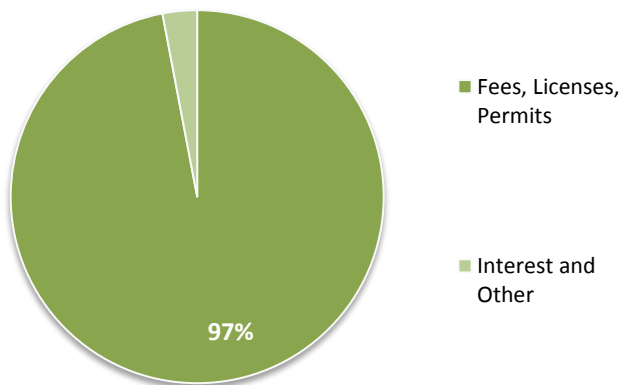


Public, Educational, Government (PEG) Enterprise Fund Financial Summary

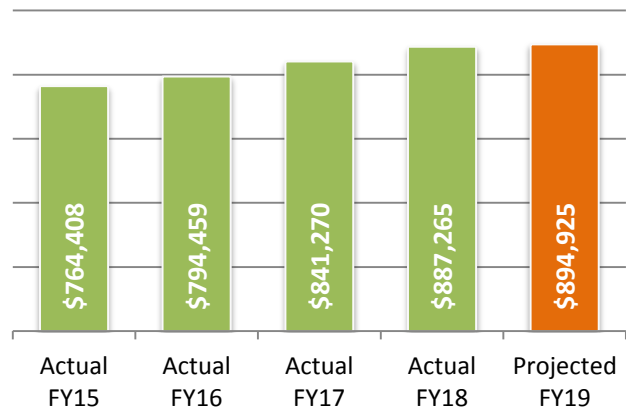
The Town receives over \$800,000 per year from its cable license with Comcast. In accordance with the licensing agreement, the funds are restricted for use as they relate to public, educational, and governmental programming activity. The Town currently uses these funds to operate Channels 18 and 22. They were also used to finance the construction of a fiber optic network that was completed in FY14. The network connects 48 municipal facilities including all school buildings. This fund will also be used to self-insure the network.

Factors Affecting Revenues

FY20 Source of Funding

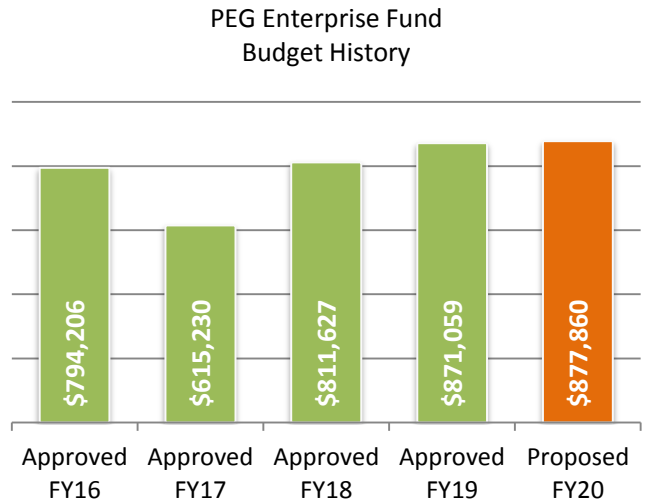
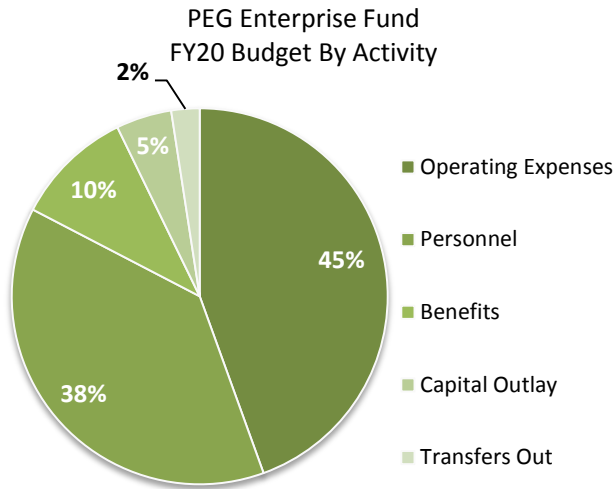


PEG Enterprise Fund Source of Funding History



Public, Educational, Governmental Enterprise Fund receives 97% of its revenue source from a cable license with Comcast. After several years of growth this source of revenue is projected to decline in FY19 and FY20 most likely due to subscribers moving to streaming services as an alternative to cable television.

Factors Affecting Expenses



Operating expenses are the largest component at 45%. Personnel and benefits is the second largest area of the budget. The budget for this operation has increased from \$794,206 in FY16 to \$877,860 proposed FY20 budget over the five-year period, or 1.5% annually.



BARNSTABLE TODAY – OWL RELEASE

Public, Educational, Government (PEG)	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Fees, Licenses, Permits	\$ 862,576	\$ 861,059	\$ 863,248	\$ 813,000	\$ (48,059)	-5.58%
Interest and Other	24,689	10,000	31,677	25,000	15,000	150.00%
Total Operating Source of Funding	\$ 887,265	\$ 871,059	\$ 894,925	\$ 838,000	\$ (33,059)	-3.80%
Total Sources of Funding	\$ 887,265	\$ 871,059	\$ 894,925	\$ 838,000	\$ (33,059)	-3.80%
Expenditure Category						
Personnel	\$ 171,132	\$ 293,598	\$ 281,255	\$ 334,809	\$ 41,211	14.04%
Benefits	55,655	79,848	68,908	89,187	9,339	11.70%
Operating Expenses	231,153	389,457	331,136	390,517	1,060	0.27%
Capital Outlay	104,778	85,000	73,073	42,000	(43,000)	-50.59%
Transfers Out	45,872	23,156	23,156	21,347	(1,809)	-7.81%
Subtotal Operating Budget	\$ 608,590	\$ 871,059	\$ 777,528	\$ 877,860	\$ 6,801	0.78%
Total Expenses	\$ 608,590	\$ 871,059	\$ 777,528	\$ 877,860	\$ 6,801	0.78%
Excess (Deficiency) Cash Basis	\$ 278,675	\$ -	\$ 117,397	\$ (39,860)	\$ (39,860)	
Adjustment to accrual basis	3,439,498	-	-	-		
Beginning Net Assets	(524,668)	3,193,505	3,193,505	3,310,902		
Ending Net Assets	3,193,505	\$ 3,193,505	\$ 3,310,902	\$ 3,271,042		
Invested in capital assets, net of related debt (1)	(1,304,229)					
Reserved for encumbrances (2)	(99,652)					
Deferred revenue (3)	-					
Accrued interest (4)	-					
Other post employment benefits obligation (4)	496,743					
Compensated absences (4)	7,540					
Net pension liability (4)	-					
Deferred outflow of resources (5)	34,812					
Reserved for subsequent year's budget (6)	-					
Net assets available for appropriation (free cash) (7)	\$ 2,328,719					

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

(3) This represents revenue accrued for financial statement reporting purpose but deferred for the calculation of surplus.

(4) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(5) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

(6) This amount represents the net assets appropriated for the subsequent fiscal year's operating budget.

(7) Amount certified by the Division of Local Services.

Summary of Significant Budget Changes

The Public, Education and Government (PEG) Access Channel Enterprise Fund's FY20 proposed budget is increasing by \$6,801 or 0.785% over the FY19 budget. Personnel costs and benefits are increasing by \$50,550 due to contractual obligations and \$25,000 for a part-time position and a 0.10 fte reallocation of salary from the General Fund to the Enterprise Fund. Operating costs are increasing by \$1,060 due to the indirect cost support by the General Fund. Capital Outlay costs of \$42,000 are for upgrades to studio and lighting infrastructure.

Additional Funding Recommended

1. Update Studio Lighting and Infrastructure

\$42,000 Requested
\$42,000 Recommended

With the increase in programming and changes to the equipment, it is now time for the lighting to be upgraded as well. We are having difficulty with replacing the lightbulbs that we currently have and they are very expensive. Cape Light Compact has said that our hourly use of the lights would not qualify for their replacement program.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Assistant Station Manager	1.00	1.00	1.00	-
Director of Community Services	0.25	0.25	0.25	-
Executive Assistant	-	-	0.10	0.10
Station Manager	1.00	1.00	1.00	-
Video Assistant	1.00	1.00	1.00	-
Video Specialist	1.00	1.00	1.00	-
Full-time Equivalent Employees	4.25	4.25	4.35	0.10

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Public Works Enterprise Funds



**SOLID
WASTE**



**WATER
POLLUTION
CONTROL**



**WATER
SUPPLY**

Purpose Statement

The purpose of the Public Works Department Enterprise Funds is to provide the citizens of the town with an environmentally sound, efficient and cost effective means of obtaining drinking water and disposal of solid waste and wastewater.

Solid Waste Enterprise Fund

Purpose Statement

The purpose of the Solid Waste Division is to provide the citizens of Barnstable with an environmentally sound, cost-effective, means of disposing or recycling of municipal solid waste.

Transfer Station

Recent Accomplishments

Solid Waste Collection

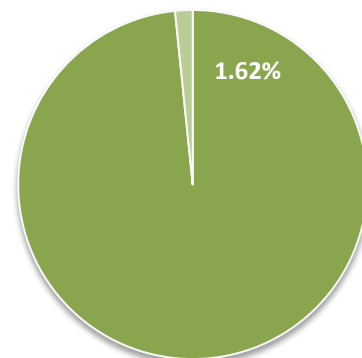
- Processed 8,500 tons of Municipal Solid Waste (MSW)
- Town Packer Service collected 384 tons of waste
- Processed over 2,518 tons of construction & Demolition (C&D) debris

Recycling Centers

Recycling

- Single Stream – 2025 tons
- Corrugated Cardboard – 589 tons
- TV's & Computers – 80tons
- Metal – 820 tons
- Cast Iron – 22 tons
- Aluminum – 12 tons
- Copper & Brass – 1.5 tons
- Tires – 943 pieces
- Refrigerator & AC's – 2081pieces
- Propane Tanks – 1047 pieces
- Mattresses – 1907 pieces
- Fluorescent Bulbs – 24,200 pieces
- Books – 51 tons
- Clothing – 75 tons
- Waste Oil – 8,200 gallons
- Manure – 679 tons

Percentage of FY20 All Appropriated Funds



Solid Waste Fund comprises 1.62% of all appropriated funds.

Additional Recent Accomplishments

Other

- Implemented source separated recycling at the Transfer Station & Recycling Center.
- Processed approximately 3,000 cubic yards of compost and provided it to Sticker Holders free of charge.
- Completed and submitted all MassDEP, Cape Cod Commission, and Town reports and permits.
- Continued with post closure monitoring and maintenance of capped landfill.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

1. Continue to explore new efficient systems to address rising costs of disposal of recyclable material. **(SP: Public Health and Safety, Finance, and Infrastructure)**

Long-Term:

1. Pursue all available grants to improve costs of operations. **(SP: Finance)**
2. Construct the improvements to the Solid Waste Facility. **(SP: Finance)**



SOLID WASTE FACILITY AERIAL VIEW

Description of Solid Waste Fund Services Provided

The Solid Waste Division manages and coordinates the transfer and disposal of solid waste and recyclables on the Town’s behalf. The transfer station involves a compactor type system that allows residents to dispose of their bagged waste. A residential sticker is sold annually which entitles purchasers to utilize the Residential Transfer Station.

Solid Waste Fund Financial Summary

The Solid Waste Fund is used to account for all revenues and expenses associated with operating the Town of Barnstable’s facility located on Flint Street in Marstons Mills. The facility operates a transfer station, recycling facility, and bulky item disposal service.

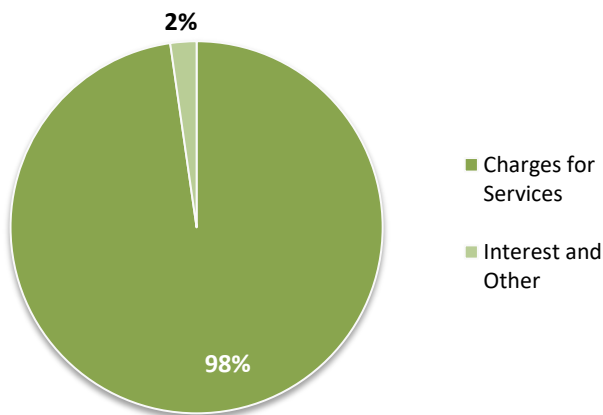
Factors Affecting Revenues

The Solid Waste Fund revenues are affected by rates set at the residential transfer station and recycling facility. Rates are set annually for services provided by this facility. The two major sources of revenue for the fund are the residential sticker and the tonnage fees charged for disposal of construction and demolition materials by homeowners and local small businesses.

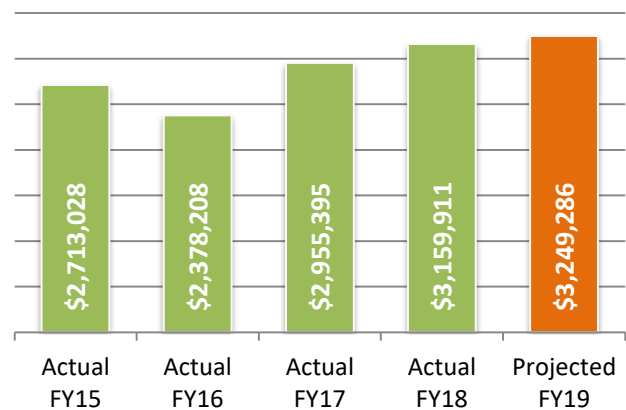
Status on Performance:

The operations at the Solid Waste Division are driven by residents who utilize the facility. Transfer Station Sticker sale numbers were down approximately 60 stickers from FY2018 to FY2019. Recycle Only Sticker numbers have also decreased by approximately 200 stickers from FY2018 to FY2019. For FY2019 the Solid Waste Division is projecting an increase in annual amount of Municipal Solid Waste (MSW) to 8,900 tons in FY2019. In the beginning of FY2019, the Transfer Station & Recycling Center moved from single stream recycling to source separated recycling.

FY20 Source of Funding



Solid Waste Enterprise Fund Source of Funding History

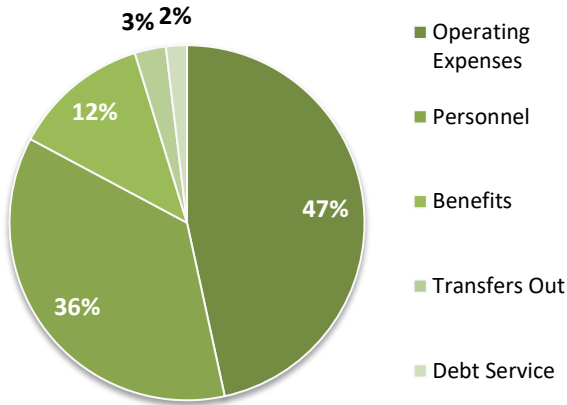


Charges for services account for 98% of total revenue sources. This includes the annual residential transfer station sticker. The drop-off in revenue in FY16 was the result in a change in the timing of renewals for residential transfer station stickers.

Factors Affecting Expenses

Expenses have been forecast to provide staffing levels for a 7-day operation. Projected wage and benefit increases range from 3 to 10 percent. Debt service is included for all solid waste related borrowings.

Solid Waste Enterprise Fund
FY20 Budget By Major Category



Solid Waste Enterprise Fund
Budget History



Personnel and benefits comprise 48% of this fund’s expenses. Operating expenses comprise the second largest category 47%. The Solid Waste Enterprise Fund budget has remained relatively level over this 5-year period as operating cost increases have been offset by expiring debt service.



Solid Waste Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Charges for Services	\$ 3,086,883	\$ 2,998,500	\$ 3,170,979	\$ 3,058,500	\$ 60,000	2.00%
Interest and Other	73,028	71,000	78,307	71,000	-	0.00%
Total Operating Source of Funding	\$ 3,159,911	\$ 3,069,500	\$ 3,249,286	\$ 3,129,500	\$ 60,000	1.95%
Intergovernmental Aid	\$ 14,300	\$ -	\$ -	\$ -	\$ -	0.00%
Total Capital Source of Funding	\$ 14,300	\$ -	\$ -	\$ -	\$ -	0.00%
Total Sources of Funding	\$ 3,174,211	\$ 3,069,500	\$ 3,249,286	\$ 3,129,500	\$ 60,000	1.95%
Expense Category						
Personnel	\$ 1,121,051	\$ 1,212,034	\$ 1,090,279	\$ 1,238,700	\$ 26,666	2.20%
Benefits	332,780	363,630	334,529	425,585	61,955	17.04%
Operating Expenses	1,321,314	1,541,871	1,538,990	1,593,254	51,383	3.33%
Capital Outlay	-	-	-	-	-	0.00%
Debt Service	394,039	407,362	407,362	65,305	(342,057)	-83.97%
Transfers Out	101,542	94,192	94,192	97,039	2,847	3.02%
Subtotal Operating Budget	\$ 3,270,726	\$ 3,619,089	\$ 3,465,351	\$ 3,419,883	\$ (199,206)	-5.50%
Capital Improvements Program	\$ 76,780	\$ -	\$ -	\$ 240,000	\$ 240,000	0.00%
Total Capital Expenses	\$ 76,780	\$ -	\$ -	\$ 240,000	\$ 240,000	0.00%
Total Expenses	\$ 3,347,506	\$ 3,619,089	\$ 3,465,351	\$ 3,659,883	\$ 40,794	1.13%
Excess (Deficiency) Cash Basis	\$ (173,295)	\$ (549,589)	\$ (216,065)	\$ (530,383)	\$ 19,206	
Adjustment to accrual basis	93,663	-	-	-		
Beginning Net Assets per CAFR	(1,310,755)	(1,390,387)	(1,390,387)	(1,606,452)		
Ending Net Assets per CAFR	(1,390,387)	<u>\$ (1,939,976)</u>	<u>\$ (1,606,452)</u>	<u>\$ (2,136,835)</u>		
Invested in capital assets, net of related debt (1)	(1,702,399)					
Intergovernmental receivable (1)	(117,998)					
Reserved for encumbrances (2)	(279,314)					
Reserved for continuing appropriations (3)	(527,218)					
Reserved for subsequent year's budget (4)	(549,589)					
Other post employment benefits obligation (5)	3,133,305					
Compensated absences (5)	60,735					
Net pension liability (5)	3,219,023					
Deferred outflow of resources (6)	35,785					
Net assets available for appropriation (free cash) (7)	\$ 1,881,943					

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid

(3) This represents the portion of the Enterprise Fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which

(4) This amount represents the net assets appropriated for the subsequent fiscal year's operating budget.

(5) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(6) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

(7) Amount certified by the Division of Local Services.

Summary of Significant Budget Changes

The Solid Waste Enterprise Fund's FY20 proposed budget is decreasing by \$199,206 or 5.50% from the FY19 budget. Personnel costs and benefits are increasing \$88,621 due to contractual obligations and an increase of \$11,000 for overtime. Operating costs are increasing by \$51,383, which includes \$40,000 for credit card fees and for \$8,000 the repair and maintenance for vehicles. The cost increases are offset by a reduction in debt service of \$342,057.

Additional Funding Recommended

1. Credit Card Fees

\$50,000 Requested
\$40,000 Recommended

The operation began accepting credit and debit cards as a payment option in FY19. The operation will incur processing fees for offering this payment option and a new line item in the operating budget is requested to cover this new expense.

2. Repairs & Maintenance Vehicles

\$8,000 Requested
\$8,000 Recommended

Request to increase funding for vehicle maintenance to continue to cover costs of maintaining the fleet of vehicles at Solid Waste Division.

3. Overtime Increase

\$11,000 Requested
\$11,000 Recommended

The Transfer Station & Recycling Center is a 7-day a week operation. Contractually, Sundays are always an overtime shift. Coverages for vacations and sick time are also done with employees on overtime. These coverages are essential to the operation of the division.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Admin Assistant to DPW Director	0.15	0.15	0.15	-
Administrative Assistant	1.00	1.00	1.00	-
Assistant DPW Director	0.15	0.15	0.15	-
Director of Public Works	0.15	0.15	0.15	-
Equipment Operator	2.00	2.00	2.00	-
Financial Coordinator	0.15	0.15	0.15	-
Lab/Craftperson/Gate Attendant	5.00	5.00	5.00	-
Mechanic/Working Foreman	2.00	2.00	2.00	-
Principal Dept/Div Assistant	1.00	1.00	1.00	-
Recycling Laborer	4.00	4.00	4.00	-
Safety Officer	0.20	0.20	0.20	-
Solid Waste Supervisor	1.00	1.00	1.00	-
Town Engineer	0.15	0.15	0.15	-
Full-time Equivalent Employees	16.95	16.95	16.95	-

Water Pollution Control

Purpose Statement

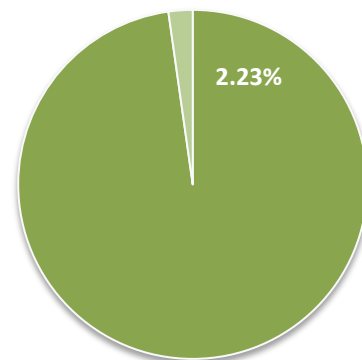
The purpose of the Water Pollution Control Division is to provide the citizens of the Town with an environmentally safe, efficient, and effective means of disposing of sanitary waste.

Recent Accomplishments

- Treated 595,687,800 gallons of wastewater.
- Treated 8,922,100 gallons of septage.
- Treated 799,100 gallons of grease.
- Processed 1,041 dry tons of sludge.
- Performed jet-rod cleaning of 3.9 miles of sewer line.
- Performed television inspection of 2.3 miles of sewer line.
- Completed the rollout of a new asset management and work order system.
- Developed a computerized wastewater treatment plant simulation model for the Hyannis WPCF.
- Carried out smoke testing within the Marstons Mills WWTP collection system.
- Replaced four 20-inch primary clarifier distribution valves.
- Rebuilt electrical panels at the Independence Park and Gosnold pump stations.
- Completed emergency rehabilitation of the flood damaged Rendezvous Lane pump station.
- Completed the inspection phase of the pump station evaluation project.



Percentage of FY20 All Appropriated Funds



Water Pollution Control Enterprise Fund comprises 2.23% of all appropriated funds.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

1. Complete the design of improvements to the solids handling facility at the Hyannis WPCF. **(SP: Education, Finance, and Communication)**
2. Complete the design and begin construction of improvements to the Rendezvous Lane pump station in order to address coastal resiliency. **(SP: Infrastructure, Education, and Public Health and Safety)**
3. Continue to construct and replace emergency backup generators across all sewage pumping stations. **(SP: Infrastructure)**
4. Complete an evaluation and design of an effluent flow meter at the Hyannis WPCF and submit to Mass DEP for review. **(SP: Education, and Communication)**
5. Complete the rehabilitation of the pretreatment grit removal system at the Hyannis WPCF. **(SP: Infrastructure)**



WASTE WATER FACILITY

Long-Term:

1. Complete the construction of improvements to the solids facility building at the Hyannis WPCF. **(SP: Infrastructure)**
2. Complete the design and construction of improvements to South Street sewers. **(SP: Education, and Infrastructure)**
3. Complete targeted sewer system evaluation surveys and begin construction of improvements to the Town's sewer collection system in order to remove excessive amounts of infiltration and inflow. **(SP: Infrastructure)**
4. Furthermore, refine existing groundwater models in order to determine the exact disposal capacity of the Hyannis WPCF. **(SP: Public Health and Safety, Education, Communication, Environment and Natural Resources)**
5. Complete the design and construction of gravity sewer on Bears's Way and decommission vacuum sewer in this area. **(SP: Education, and Infrastructure)**
6. Complete the design and construction of improvements to the Town's network of sewage pumping stations. **(SP: Education, and Infrastructure)**

**ACTIVATED SLUDGE PROCESSING**

Description of Water Pollution Control Enterprise Fund Services Provided

The Water Pollution Control Program, an enterprise account-funded program under the Department of Public Works, manages a wastewater collection, treatment and disposal system, including the operation and maintenance of a secondary wastewater treatment plant, 30 sewage pump stations, and 55 miles of sewer lines. The Program also includes the operation of a pretreatment program, and a laboratory for testing the quality of sewage and septic to prevent the introduction of toxic wastes into the system and to ensure compliance with Federal and State regulations. In addition, the Program manages an accounts receivable and billing system for users of the sewer system. The Program provides owners of properties with on-site septic systems with a means of disposing of septic pumped routinely from their systems to prevent premature failure of the system and contamination of the groundwater.

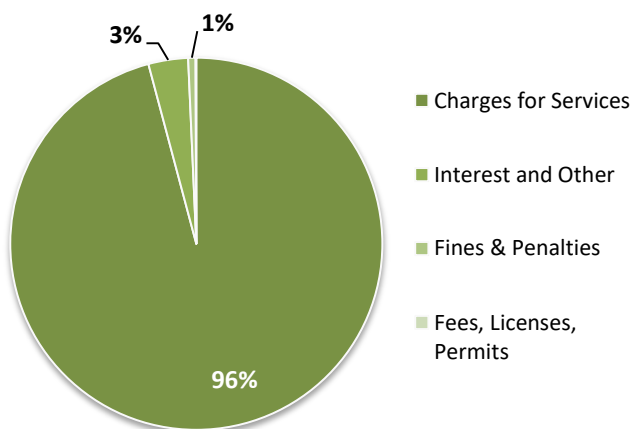
Water Pollution Control Enterprise Fund Financial Summary

The Water Pollution Control Fund is used to account for revenues and expenses associated with the Wastewater Facility on Bearses Way in Hyannis, the treatment plant located in Marstons Mills on school property along Osterville-West Barnstable Road, and a treatment system near Red Lily Pond. The main facility in Hyannis acts as a repository for residential and commercial sewage and septic. The facility in Marstons Mills services the two school buildings and a residential housing development located adjacent to the school property. The Red Lilly Pond system services residential properties located near the pond.

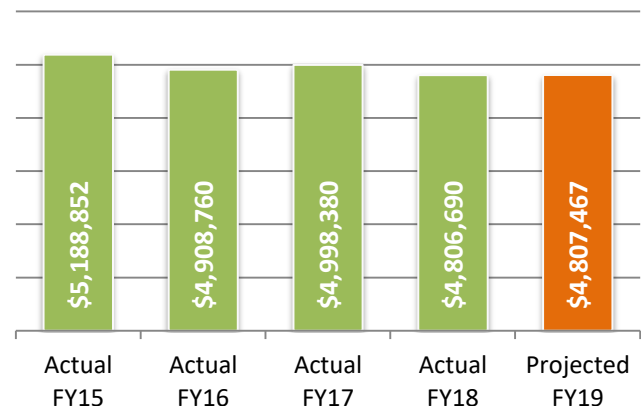
Factors Affecting Revenues

Sewer rates charged to users of the system account for a majority of the revenue in this fund. The number of customers tied into the facility can have a significant impact on revenue. The rates are set in accordance with the necessary revenue required to run the sewer operations and pay back the borrowings issued for the sewer plant improvements. Rate increases of approximately 1 to 5 percent have been implemented over the past several years.

FY20 Source of Funding



Water Pollution Control Enterprise Fund Source of Funding History

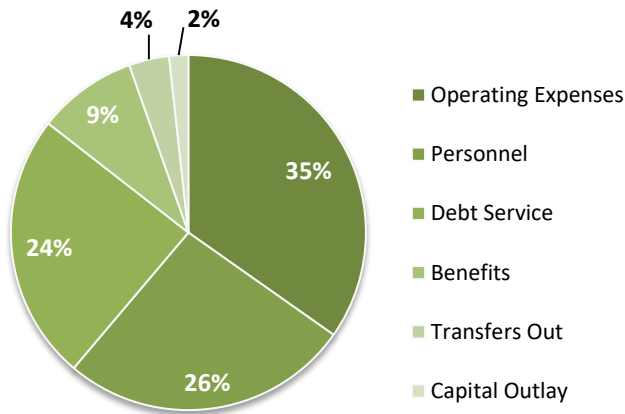


Charges for services accounts for 96% of total sources of revenue. Revenue from commercial sewer is approximately \$2.5 million annually.

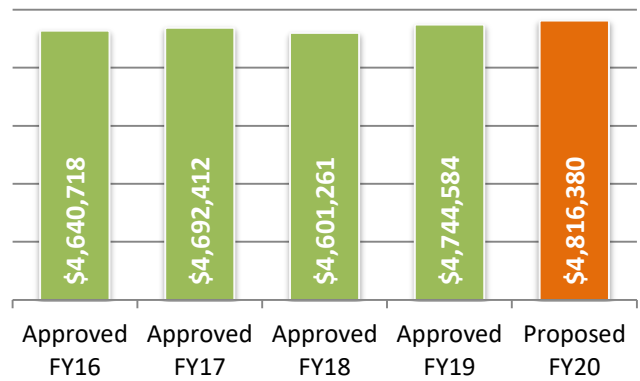
Factors Affecting Expenses

Expenses have been forecast to maintain current staffing levels, at a projected wage and benefit increase of 3 and 10 percent respectively. Operating expenses are projected to increase 3 percent per year. Debt service is included for all sewer related borrowings.

Water Pollution Control Enterprise Fund
FY20 Budget By Major Category



Water Pollution Control Enterprise Fund
Budget History



By category, operating expenses is the largest component at 35% followed by personnel and benefits 26% and debt service 24%. The Water Pollution Control Enterprise Fund budget has remained level over the past five years with no significant changes. The reduction in utility costs and debt service have contributed to this.



WASTE WATER TREATMENT PLANT – AERIAL VIEW

Water Pollution Control Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Intergovernmental Aid	\$ 4,668	\$ -	\$ 8,988	\$ -	\$ -	0.00%
Fines & Penalties	53,647	60,000	54,686	30,000	(30,000)	-50.00%
Fees, Licenses, Permits	13,047	10,000	10,915	3,000	(7,000)	-70.00%
Charges for Services	4,482,464	4,479,584	4,481,288	4,621,380	141,796	3.17%
Interest and Other	252,864	195,000	251,590	162,000	(33,000)	-16.92%
Total Operating Source of Funding	\$ 4,806,690	\$ 4,744,584	\$ 4,807,467	\$ 4,816,380	\$ 71,796	1.51%
Borrowing Authorizations	\$ -	\$ 701,000	\$ -	\$ 6,684,000	\$ 5,983,000	853.50%
Total Capital Source of Funding	\$ -	\$ 701,000	\$ -	\$ 6,684,000	\$ 5,983,000	853.50%
Total Sources of Funding	\$ 4,806,690	\$ 5,445,584	\$ 4,807,467	\$ 11,500,380	\$ 6,054,796	111.19%
Expense Category						
Personnel	\$ 1,193,320	\$ 1,241,473	\$ 1,164,616	\$ 1,242,102	\$ 629	0.05%
Benefits	393,198	433,896	392,820	426,490	(7,406)	-1.71%
Operating Expenses	1,437,878	1,618,586	1,509,250	1,635,176	16,590	1.02%
Capital Outlay	106,183	122,000	119,295	195,000	73,000	59.84%
Debt Service	1,135,729	1,159,163	1,159,163	1,145,487	(13,676)	-1.18%
Transfers Out	554,303	169,466	169,466	172,125	2,659	1.57%
Subtotal Operating Budget	\$ 4,820,611	\$ 4,744,584	\$ 4,514,610	\$ 4,816,380	\$ 71,796	1.51%
Capital Improvements Program	\$ 1,694,438	\$ 1,046,000	\$ -	\$ 7,284,000	\$ 6,238,000	596.37%
Total Capital Expenses	\$ 1,694,438	\$ 1,046,000	\$ -	\$ 7,284,000	\$ 6,238,000	596.37%
Total Expenses	\$ 6,515,049	\$ 5,790,584	\$ 4,514,610	\$ 12,100,380	\$ 6,309,796	108.97%
Excess (Deficiency) Cash Basis	\$ (1,708,359)	\$ (345,000)	\$ 292,857	\$ (600,000)	\$ (255,000)	
Adjustment to accrual basis	827,562	-	-	-		
Beginning Net Assets per CAFR	29,319,276	28,438,479	28,438,479	28,731,336		
Ending Net Assets per CAFR	28,438,479	<u>28,093,479</u>	<u>28,731,336</u>	<u>28,131,336</u>		
Invested in capital assets, net of related debt (1)	(22,030,721)					
User Charges Receivable (1)	(1,751,162)					
Special Assessments Receivable (1)	(177,373)					
Intergovernmental receivable (1)	(89,120)					
Reserved for subsequent year's budget (2)	(345,000)					
Reserved for encumbrances (3)	(215,102)					
Reserved for continuing appropriations (4)	(1,382,011)					
Other post employment benefits obligation (5)	3,419,888					
Compensated absences (5)	54,780					
Net pension liability (5)	3,264,327					
Deferred outflow of resources (6)	43,493					
Net assets available for appropriation (free cash) (7)	\$ 9,230,478					

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents the net assets appropriated for the subsequent fiscal year's capital program budget.

(3) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

(4) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2018.

(5) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(6) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

(7) Amount certified by the Division of Local Services.

Summary of Significant Budget Changes

The Water Pollution Control's FY20 proposed budget is increasing by \$71,796 or 1.51% over the FY19 budget. Personnel and benefit costs will decrease by \$6,777 due to a turnover in some staff. Operating costs are increasing \$16,590, which includes \$8,000 for the repair and maintenance on renewable energy equipment, \$25,000 for computer software offset by a reduction in property insurance through the indirect cost calculation from the General Fund. Capital Outlay includes \$90,000 for the replacement of critical components at the treatment plant, \$55,000 for a new van, and \$50,000 for grinder pump purchases.

Additional Funding Recommended

1. Repair and Maintenance Renewable Energy Equipment

\$8,000 Requested
\$8,000 Recommended

This increase covers the rise in costs for renewable energy maintenance contracts as well as routine repairs to these pieces of equipment. The renewable energy equipment at the Water Pollution Control Facility generates \$200,000 worth of electricity per year. The Town currently has service contracts for the wind turbines, the solar array, a monitoring system, and the switchgear that feeds electricity back into the grid. These contracts total \$27,000 per year.

2. Computer Software

\$25,000 Requested
\$25,000 Recommended

The purpose of this request is to create a new recurring budget line to cover the annual cost of computer software. WPCD rolled out an asset management program, which is used to issue work orders and track the maintenance of equipment. The WPCD also recently completed a computerized simulation model of the wastewater treatment facility, which is currently run through a consultant. The software used to run this model is not owned by the Town. By purchasing this software, WPCD staff will be able to use the simulator to make informed process adjustments and run the treatment process more effectively.

3. Operating Capital Renewal

\$90,000 Requested
\$90,000 Recommended

Operating Capital renewal is a recurring budget request that funds the replacement of large pieces of equipment and other critical components of the wastewater treatment plant and collection system. This budget line allows the WPCD to make expensive repairs promptly without having to request emergency funding. It allows the WPCD to upgrade aging pieces of equipment prior to failure, increasing the efficiency of the wastewater treatment plant operation.

4. Stewart's Creek Grinder Pump Purchases

\$50,000 Requested
\$50,000 Recommended

The purpose of this request is to fund grinder pump purchases for properties connecting to Town sewer as part of the Stewart's Creek sewer expansion project.

5. Vehicle Replacement, Laboratory Van

\$55,000 Requested
\$55,000 Recommended

The WPCD laboratory van was purchased in 2007 and is showing signs of deterioration. This vehicle is used for routine sample collection at the Hyannis and Marstons Mills wastewater treatment facilities, groundwater sampling and other operational needs.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Admin Assistant Sewer Billing	1.00	1.00	1.00	-
Admin Assistant to DPW Director	0.15	0.15	0.15	-
Assistant DPW Director	0.15	0.15	0.15	-
Assistant Mechanic	1.00	1.00	1.00	-
Chief Maintenance Mechanic	1.00	1.00	1.00	-
Chief Plant Operator	1.00	1.00	1.00	-
Construction Project Inspector	1.00	1.00	1.00	-
Director of Public Works	0.15	0.15	0.15	-
Financial Coordinator	0.15	0.15	0.15	-
Laboratory Tech/Chemist	2.00	2.00	2.00	-
Plant Operator/Maintenance Laborer	5.00	5.00	5.00	-
Principal Clerk	1.00	1.00	1.00	-
Safety Officer	0.20	0.20	0.20	-
Senior Project Manager	0.40	0.40	0.40	-
Town Engineer	0.15	0.15	0.15	-
Water Pollution Control Division Supervisor	1.00	1.00	1.00	-
Full-time Equivalent Employees	15.35	15.35	15.35	-

Water Supply Enterprise Fund

Purpose Statement

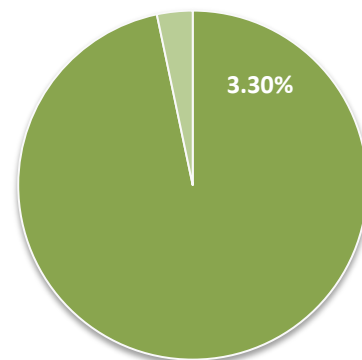
The purpose of the Water Supply Division is to provide commercial and residential properties in Hyannis, Hyannisport and West Hyannisport with a safe, efficient and effective means of obtaining drinking water and fire-readiness services.



Recent Accomplishments

- Pumped, treated, and distributed 815,243,000 Gallons of Water in FY18.
- Increased water quality by continuing the unidirectional flushing system for the Hyannis Water System.
- The completion of the cleaning and lining pipe rehabilitation project on West Main Street from the West-end rotary to Lafrance Avenue.
- The start of the water main replacement and upgrade project at the Route 28 / Bearse’s Way Intersection in conjunction with a Mass DOT project.
- Completed the rehabilitation and painting of the interior and exterior of the Mary Dunn 2 water storage tank.
- Completed the roof replacement and site work at the Mary Dunn 1 water storage tank.
- Commenced the new source alternatives study for additional water supply options for the Hyannis Water System.
- Completed the pilot study and preliminary design for the Maher wells and commenced the full design for the Maher Filtration Facility.

Percentage of FY20 All Appropriated Funds



Water Supply Enterprise Fund comprises 3.30% of all appropriated funds.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

1. Maintain close contractual oversight of the administration, finances, and operation of the Water Supply Division. **(SP: Finance, Education, and Communication)**
2. Continue to implement the capital funded pipe replacement program by focusing on water quality improvements and deficient water pipe while maximizing results and minimizing customer impact. **(SP: Infrastructure, Environment and Natural Resources, and Public Health and Safety)**
3. Finalize the design, permitting, bidding, and start the construction of the water filtration building at the Maher facility, balancing investment and maximizing results. **(SP: Infrastructure, Finance, Education, Regulatory Process and Performance, and Communication)**
4. Continue to develop and integrate the Water Supply Division's technical and administrative requirements within the Town's regulatory, planning, and legal system. **(SP: Regulatory Process and Performance)**



MARY DUNN 3 CARBON FILTER SYSTEM

Long-Term:

1. Proceed with the implementation of the new source alternatives evaluation report to provide the Hyannis Water System with drinking water production sources that yield high quality drinking water. **(SP: Infrastructure, Environment and Natural Resources, Regulatory Process and Performance, and Education)**
2. Implement the well building and treatment plant rehabilitation program by prioritizing and replacing building components, process control equipment, security, and electrical systems. **(SP: Infrastructure, Environment and Natural Resources, Communication, Regulatory Process and Performance)**
3. Insure reliable and redundant fire-flows to assist the Hyannis Fire Department and support demands on the system. **(SP: Infrastructure)**
4. Continue to strive for excellence in customer service, asset-management, and cost-control within the Division. **(SP: Finance, Environment and Natural Resources, Education, Communication, Regulatory Process and Performance)**

**FIRE HYDRANT INSTALLATION**

Description of Water Supply Enterprise Fund Services Provided

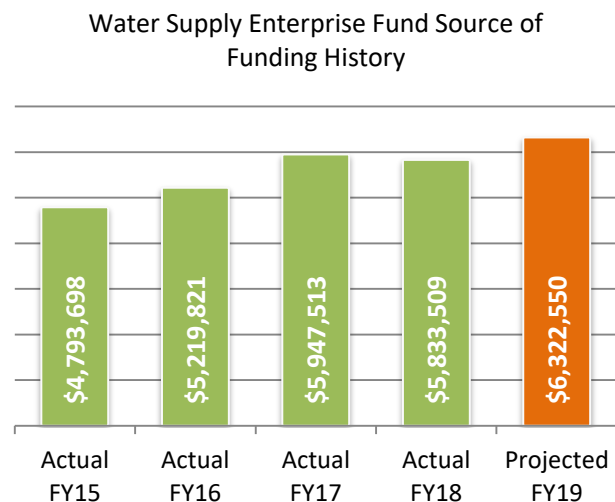
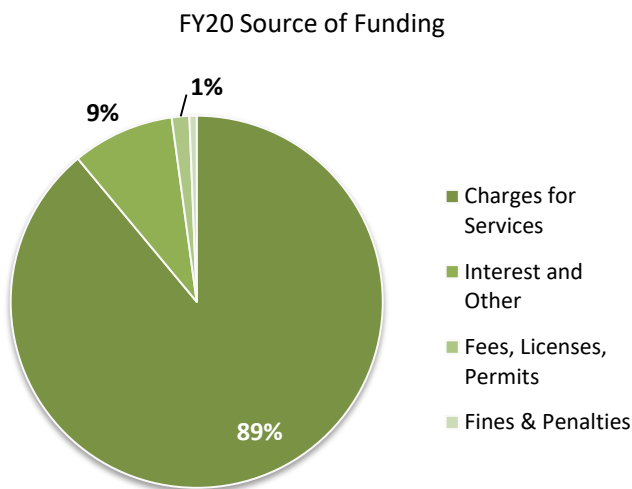
The Water Supply program, an enterprise account-funded program under the Department of Public Works, oversees the contract management and operation of a water supply system that provides potable water to the residents and businesses (approximately 7,300 accounts) located in Hyannis, Hyannisport, West Hyannisport and fire-readiness services. The management of the system involves substantial investment in water supply sources, pumping, treatment, storage and distribution infrastructure, customer service and regulatory compliance.

Water Supply Enterprise Fund Financial Summary

The Water Supply Fund was created through the acquisition of the Hyannis Water Company. This operation provides service to residential and commercial properties within the village of Hyannis. An outside contractor provides for the daily management of the water service.

Factors Affecting Revenues

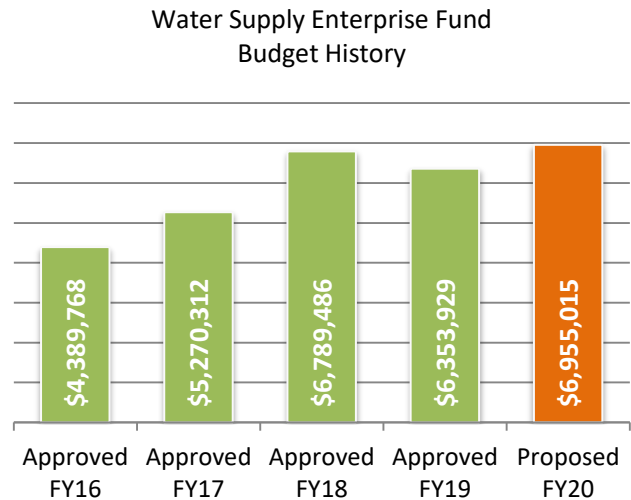
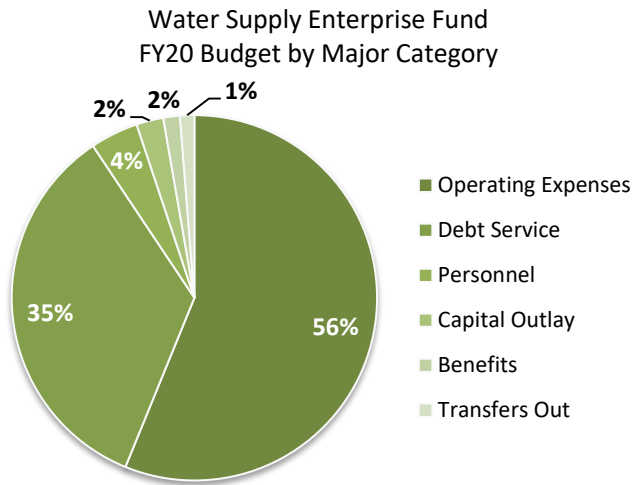
The rates are set in accordance with the necessary revenue required to run the water operations and pay back borrowings issued for water related capital improvements.



Charges for services are 89% of total sources of revenues, which metered sales accounts for 77% of this category followed by public hydrants fees 14%. Revenue growth for this operation is mainly due to rate increases implemented to cover the increase in operating costs.

Factors Affecting Expenses

Management of this service is provided for by an outside contractor and it is expected to continue operating in this manner. The capital improvement portion of this service has a significant impact on expenses. The system has incurred expenses in excess of \$10 million recently to install water treatment facilities at the Mary Dunn and Maher wells.



Operating expenses represent the largest component of the budget comprising 56% followed by debt service at 35%. The Water Supply Enterprise Fund budget has increased from \$4.3 million in FY16 to \$6.9 million proposed for FY20 over the five year period, or 11.6% annually. The significant increase is mainly due to an increase in debt service from an aggressive capital improvement program as well as increases in the management contract for the system’s operations as more treatment facilities are brought on-line..

FISCAL YEAR 2020

WATER SUPPLY

ENTERPRISE FUNDS

Water Supply Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Fines & Penalties	\$ 40,704	\$ 44,000	\$ 40,343	\$ 41,522	\$ (2,478)	-5.63%
Fees, Licenses, Permits	191,721	29,500	238,139	99,832	70,332	238.41%
Charges for Services	5,160,159	5,466,000	5,453,056	5,840,540	374,540	6.85%
Interest and Other	440,925	202,500	591,012	583,121	380,621	187.96%
Total Operating Source of Funding	\$ 5,833,509	\$ 5,742,000	\$ 6,322,550	\$ 6,565,015	\$ 823,015	14.33%
Borrowing Authorizations	1,924,000	1,605,000	-	1,050,000	(555,000)	-34.58%
Total Capital Source of Funding	\$ 1,924,000	\$ 1,605,000	\$ -	\$ 1,050,000	\$ (555,000)	-34.58%
Total Sources of Funding	\$ 7,757,509	\$ 7,347,000	\$ 6,322,550	\$ 7,615,015	\$ 268,015	3.65%
Expense Category						
Personnel	\$ 278,853	\$ 291,837	\$ 281,296	\$ 295,428	\$ 3,591	1.23%
Benefits	87,219	94,779	103,128	102,152	7,373	7.78%
Operating Expenses	3,855,254	3,728,844	3,924,905	3,906,381	177,537	4.76%
Capital Outlay	155,526	166,000	166,000	166,000	-	0.00%
Debt Service	1,662,207	1,983,873	1,983,873	2,396,974	413,101	20.82%
Transfers Out	313,057	88,596	88,596	88,080	(516)	-0.58%
Total Operating Budget	\$ 6,352,116	\$ 6,353,929	\$ 6,547,798	\$ 6,955,015	\$ 601,086	9.46%
Capital Improvements Program	\$ 3,298,585	\$ 1,970,000	\$ -	\$ 1,545,000	\$ (425,000)	-21.57%
Total Capital Expenses	\$ 3,298,585	\$ 1,970,000	\$ -	\$ 1,545,000	\$ (425,000)	-21.57%
Total Expenses	\$ 9,650,701	\$ 8,323,929	\$ 6,547,798	\$ 8,500,015	\$ 176,086	2.12%
Excess (Deficiency) Cash Basis	\$ (1,893,192)	\$ (976,929)	\$ (225,248)	\$ (885,000)	\$ 91,929	
Adjustment to accrual basis	2,095,611	-	-	-		
Beginning Net Assets per CAFR	16,955,442	17,157,861	17,157,861	16,932,613		
Ending Net Assets per CAFR	17,157,861	\$ 16,180,932	\$ 16,932,613	\$ 16,047,613		
Invested in capital assets, net of related debt (1)	(12,730,876)					
User Charges Receivable (1)	(1,128,629)					
Intergovernmental receivable (1)	(1,360,144)					
Reserved for subsequent year's budget (2)	(976,929)					
Reserved for encumbrances (3)	(719,653)					
Reserved for continuing appropriations (4)	203,553					
Accrued Interest (5)	201,165					
Other post employment benefits obligation (5)	993,487					
Compensated absences (5)	20,052					
Net pension liability (5)	791,077					
Deferred outflow of resources (6)	(293,935)					
Net assets available for appropriation (free cash) (7)	\$ 2,157,029					

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents the net assets appropriated for the subsequent fiscal year's capital program budget.

(3) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

(4) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2018.

(5) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(6) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

(7) Amount certified by the Division of Local Services.

Summary of Significant Budget Changes

The Water Supply Enterprise Fund’s FY20 proposed budget is increasing \$601,086 or 9.46% over the FY19 budget. Personnel and benefit costs are increasing by \$10,964 due to contractual obligations. Operating costs are increasing \$177,537, which includes \$166,000 for the operations contract with Suez and \$5,000 for water testing. Indirect costs are increasing \$10,978. Capital Outlay cost of \$166,000 includes police detail of \$16,000 and \$150,000 emergency repairs and improvements.

Additional Funding Recommended

1. Operations Contract and Ground Water Contamination Cleanup Verification

**\$166,000 Requested
\$166,000 Recommended**

Request is the latest estimate provided by Suez according the contractual escalation formula based on various indexes. The actual amount will be established in early 2019 when the final indexes come available. Other request includes professional services for a qualified individual or firm retained by the DPW Water Supply Division to verify that the groundwater contamination cleanup efforts by responsible third parties are done completely, and that the Hyannis Water System’s interests are protected.

2. Water Testing

**\$5,000 Requested
\$5,000 Recommended**

This request addresses the need for funding of water well testing outside the operation contract with Suez, to assist with blending calculations and future treatment decisions.



PIPE REPLACEMENT

Additional Funding Recommended

3. Internet Connection Fee Increase

**\$850 Requested
\$850 Recommended**

Request deals with the need to fund the increased cost for the internet connection of multiple I-pads used by field personnel and managers for water system maps, tie-sheets, data transfer and work orders.

4. Operating Capital

**\$166,000 Requested
\$166,000 Recommended**

This recurring funding request for operating capital expenses is an integral part of the operations since the Town purchased the water system. It funds up to \$16,000 for police details and \$150,000 toward emergency repairs and improvements as detailed in the operations contract.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Admin Assistant	0.75	0.75	0.75	-
Admin Assistant to DPW Director	0.15	0.15	0.15	-
Assistant DPW Director	0.15	0.15	0.15	-
Director of Public Works	0.15	0.15	0.15	-
Financial Coordinator	0.15	0.15	0.15	-
Safety Officer	0.05	0.05	0.05	-
Senior Project Manager	0.40	0.40	0.40	-
Town Engineer	0.15	0.15	0.15	-
Water Supervisor	1.00	1.00	1.00	-
Full-time Equivalent Employees	2.95	2.95	2.95	-



CARBON FILTER SYSTEM

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Barnstable Municipal Airport Enterprise Fund

Purpose Statement

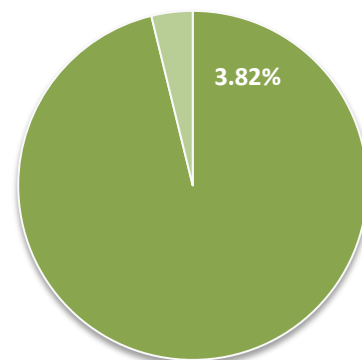
To provide a safe and superb air travel experience and high quality aviation activities to the citizens of the Town of Barnstable, the Cape Cod region, and the Commonwealth of Massachusetts. As a non-hub primary airport and a major transportation facility, our goal is to foster local economic growth; and to ensure that the airport remains an integral part of the regional transportation plan in an effort to meet the demand for present and future air travel

Recent Accomplishments

- Maintained compliance with all Federal & State airport safety and certification requirements.
- Leveraged funds from the Massachusetts Department of Transportation (MassDOT) – Aeronautics Division to complete 5 airport projects. In March 2018, MassDOT notified airports of additional funds available for various airport projects; however, they required that projects be bid and construction completed by June 30, 2018, a 3-month window. With the help of the town’s Chief Procurement Officer, Airport Commission, Town Council and Town Leadership, the Airport was able to leverage funds for projects not typically funded by MassDOT Aeronautics, a savings of over \$430,000. The following projects were completed: drainage improvements at Hanger II, sanitary sewer connection and new parking lot; Café patio and door installation in the terminal café; airfield mowing equipment purchases; replacement of 12 large overhead garage doors in our maintenance facility; and airfield painting.
- Completed a Request for Proposal (RFP) process and bid acceptance to lease a 26-acre Airport property, commonly known as CapeTown Plaza allowing the airport to diversify their revenue stream with non-aviation related revenue.



Percentage of FY20 All Appropriated Funds



Airport Enterprise Fund comprises 3.82% of all appropriated funds.

Additional Recent Accomplishments

- Conducted a Mass Casualty Incident (MCI) Drill at the Barnstable Municipal Airport in September 2018. The Barnstable Municipal Airport and Hyannis Fire Department, with the cooperating efforts of various additional agencies conducted the drill to test the airport's response to a catastrophic event, a requirement of the FAA Part 139 Airport Certification held by the Barnstable Municipal Airport. The planning began in March 2018 and continued up until the exercise kicked off. This was the first time the triennial drill was expanded to have two (2) sites, the primary drill at the airport and a remote second site in Lewis Bay, consisting of on-water drill activities;
- Completed development of an Airport Business Plan and online tracking tool identifying key goals, objectives, and tasks for Airport Management to move the airport into the future with focus and vision. The main goals are: Maximize General Aviation Activity, Diversify Revenue Streams, Regional Air Transportation Leader, and Enhance Airport Image & Branding;
- Continued ongoing air service development efforts, as part of an informal regional Airport Manager's working group to seek additional air service individually and regionally; and to help foster mutual exchanges of airport best practices and to share airport information. Group is composed of the five regional airports at Barnstable (HYA), Nantucket (ACK), Martha's Vineyard (MVY), Provincetown (PVC) and New Bedford (EWB);
- Welcomed SpectaculAir - shared charter services with the focus on the Hyannis-Nantucket market;
- Continued to host the Collings Foundations' **WINGS OF FREEDOM TOUR** bringing vintage aircraft to the Cape displaying living history on the ground and in the skies. The tour brings extremely rare bomber and fighter aircraft including the North American B-25 Mitchell "Tondelayo", Boeing B-17 Flying Fortress "Nine O Nine" WWII Heavy Bomber, Consolidated B-24 Liberator "Witchcraft" WWII Heavy Bomber and P-51 Mustang fighter;



AIRPORT - AERIAL VIEW

Additional Recent Accomplishments (Continued)

- Continued into our fifth year of major air carrier service with JetBlue Airways offering seasonal daily direct flights between Hyannis and New York City (JFK Airport);
- Welcomed Ross/Rectrix Aviation to the airport family as they acquired Rectrix and Rectrix Shuttle and continue to provide air service between Hyannis and Nantucket and added another destination with flights to LaGuardia (LGA);
- Continued service in the summer 2018 with Peter Pan Bus Line adding a stop at Barnstable Municipal Airport in 2017 with their popular daily express route to Boston;
- Commenced an in depth ***Airport Rates and Charges Study*** to assess the airports fee based financial structure;
- Continued working with the Massachusetts Air and Space Museum as they establish themselves on the Cape by offering terminal space to display aviation history. Stay tuned for future installations within the airport terminal.
- Updated the airport website to offer a fresh look and more inviting social experience;
- Remained a collector of non-aviation related revenues from the airport's 6.669 megawatt (DC) ground mounted solar photovoltaic array. Revenues continue to exceed minimum annual guaranteed levels;
- Continued to work with Cape Cod Coffee of Mashpee as they establish themselves in Hyannis operating the Airport Café offering great coffee and scheduling community events at the airport location since October of 2017;
- Approved as a Gateway Airport for Presidential visits to Martha's Vineyard with the ability to offer security screenings for nearly 300 visiting aircraft;
- Advocated to support our local communities and activities by hosting the Cape Cod Concert Band for practices; the Veterans of Foreign Wars Post 2578 and the Marine Corps League Cape Cod Detachment 125; the Coast Guard Auxiliary Division 11; and the Cape Cod and Islands Art Educators Association Art Program; WeCan Empowering Women and a variety of other functions and meetings;
- Celebrated the 12th anniversary of the Cape Cod Young Professionals Back to Business Bash held in the airport's terminal in September 2018. This was the airport's third hosting of the Young Professionals in the terminal opening our doors to over 900 members;

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

1. Depending upon FAA and MassDOT Aeronautics funding availability **(SP: Finance and Infrastructure)**:
 - a. Complete a Comprehensive Airport Layout Plan/FAA Master Plan Update last updated in the mid-1990s including an Underground GIS Utilities Survey; alignment analysis of Taxiways Bravo, Delta and Echo; Runways 15/33 enhancements & improvements analysis for extending runway length; Engineered Material Arresting System (EMAS) replacement, obstruction analysis and aircraft parking demand analysis.
 - b. Replace snow removal and aircraft firefighting equipment/apparatus.
 - c. Improve airport access on the east side of the airport (Mary Dunn Way).
 - d. Continue to improve, repair, maintain and/or replace, various airport fixed assets as required and as approved, in the Capital Improvement Plan;
2. Take steps to increase airport revenues by developing a focused business plan that delves into a marketing and public relations plan that targets the airport's intended audiences, establishes a consistent and strong message, and spells out specific activities to communicate the airport's message and collective goals **(SP: Finance, Communication, and Education)**:
 - a. Maximize General Aviation Activity
 - b. Diversify Revenue Streams
 - c. Regional Air Transportation Leader
 - i. Continue to develop market strategies to attract additional prospective air carriers and scheduled air charter services to meet the Cape's demand for air travel. If feasible, work with the local community to develop an application for a USDOT Small Community Air Service Development (SCASD) grant proposal to provide financial assistance to enhance air service.
 - d. Enhance Airport Image & Branding.
3. Continue to work with new "on-call" airport architect to develop a 20-year airport preventative maintenance, repair, and replacement program for all airport-owned structures; and to include passenger terminal improvements to meet potential increased demand for scheduled air carrier services. **(SP: Finance and Infrastructure)**
4. Continue to work with new "on-call" airport engineers and planners to develop the airport and services. **(SP: Finance, Communication, and Infrastructure)**
5. Continue to improve community relations with consideration to develop support for the Airport's plans and to address efforts for noise and pollution abatement. **(SP: Communication, Education, and Public Health and Safety)**
6. Complete steps to respond to the Request for Information (RFI) issued by the MassDEP regarding an evaluation of potential releases of chemicals of emerging concern on airport property, as well as in hydrologically up and down gradient locations. **(SP: Communication, Education, and Public Health and Safety)**
7. Evaluate available technologies for improving noise reductions and storm-water and groundwater management. **(SP: Infrastructure, Communication, Education, and Public Health and Safety)**
8. Research and update the airport minimum standards. **(SP: Regulatory Process and Performance)**

Long-Term:

1. Work with tenants and potential developers to improve General Aviation (GA) business at the airport by building new/improved general aviation facilities and public facilities to meet the needs of general aviation demand and new marketing initiatives. Continue to explore all options to provide better airport support for general aviation needs such as: **(SP: Finance, Communication, Education, Infrastructure, and Economic Development)**
 - a. Addition of an aviation flight school
 - b. Improved customer service
 - c. Improved maintenance facilities
 - d. Improved access for GA pilots
 - e. Modification to Transportation Safety Administration (TSA) regulations to better accommodate GA
 - f. Improved utilization of the East Ramp and access points
 - g. Improved restaurant access on-airport
2. Continue to develop marketing strategies to attract additional prospective air carriers and scheduled air charter services to meet the Cape's demand for air travel. **(SP: Finance, Communication, Education, and Economic Development)**
3. Diversify the airport's revenue stream by looking into airport land development and other non-aviation sources of revenue. **(SP: Infrastructure and Economic Development)**
4. Serve as an integral component of the Cape Cod Transportation Plan and more effectively promote the use of all transportation modes to meet the regional demand for better transportation and parking services. **(SP: Infrastructure, Communication, and Economic Development)**
5. Continue working with the Town of Barnstable to develop Phase 3 for additional solar development at the airport. **(SP: Infrastructure and Economic Development)**
6. Depending upon FAA and MassDOT Aeronautics funding availability: **(SP: Infrastructure)**
 - a. Begin design and construction of various terminal building enhancements.
 - b. Initiate improvements to the Eastside airport access road.
 - c. Commence the design and reconstruction of the circa 1985 Runway 6/24.
 - d. Initiate new enhanced airport secure access control improvements to supplement prior security upgrades.
 - e. Implement the design and reconstruction of the circa 1995 Airport Snow Removal Equipment/Aircraft Rescue and Firefighting Facility.
 - f. Complete a new Vegetation Management Plan (VMP) and Airspace Study for the Airport.
 - g. Update the Airport utilities infrastructure systems plan; and complete a comprehensive database for all construction and engineering data at the airport.
 - h. Reconstruct and Re-Align Taxiways Delta, Echo and Bravo to meet Federal Aviation Administration (FAA) design criteria.
 - i. Continue to monitor nutrient loading from current and projected facilities and infrastructure on the East Ramp to determine need to construct a new Town sewer or install on-site proprietary denitrifying systems to be installed in stages as needed and obviate the need for a new sewer line, pump stations and a long force main;
 - j. Design and construct a new snow removal equipment storage building and T-Hangar.
 - k. Replace the circa 1997 Mo-Gas and Diesel Fuel Con-Vault, Gas Boy and alarm system.

Description of Airport Enterprise Fund Services Provided

The Barnstable Municipal Airport serves as a distinct commercial transportation hub for the residents of the Town of Barnstable and Cape Cod by meeting the regional demand for air transportation. For some, it provides very affordable and economic travel opportunities from Hyannis to other major destinations across the country, and yet for others, the airport provides a much-needed mode of travel to and from the Islands of Nantucket and Martha's Vineyard. This includes travel, tourism, and for a large professional labor force that commute to jobs. As documented in the Massachusetts Department of Transportation (MassDOT) Aeronautics Division FY 2014 Economic Impact Analysis, the Barnstable Airport, in conjunction with its tenants and associated businesses, provide employment opportunities for 2,135 people, with an annual payroll in excess of \$85.3 million, with a regional economic output in excess of \$208 million. In FY 2018, the Airport supported over 81,986 aircraft operations; and about 61,431 passengers embark to and debark from a variety of locations. Both airport operations and passenger activity has been on the decline over the past several years. Embarking on a new business plan and short and long-term goals will emphasize improving activity. These figures do not include a vast array of commercial charter passenger services, general aviation activities that include private and corporate passenger and freight services, and aviation flight services. From Hyannis, travelers are afforded many flight opportunities, to local and national destinations, including Nantucket and Martha's Vineyard, Boston, New York City and beyond.

The Barnstable Municipal Airport has met the requirements of the Title 49 USC, Subtitle VII – Aviation Program, and is authorized to operate as a certificated airport in accordance with, and subject to, said statute and the rules, regulations, and standards prescribed there under, including but not limited to, 14 CFR Part 139 and as approved in its Airport Certification Manual on file with the Federal Aviation Administration (FAA); and is approved as a public use airport in accordance with the provisions of Chapter 90, Section 39B of the General Laws of Massachusetts; and as such, is recertified on an annual basis by the FAA and the MassDOT Aeronautics Division.

A seven member Airport Commission appointed by the Town Council manages the Barnstable Airport. In FY 2018, the Airport employed 23 full-time employees who operate and maintain the Airport 24 hours a day, 7 days a week, and 365 days a year. The duties of airport personnel are both broad and varied, the FAA FAR Part 139 Airport Certification dictates many of which. The services are provided by three separate and distinct Airport Departments: Airport Operations, Airport Maintenance, and Airport Administration – that work together as a whole to provide mandated and required services.

Administration Department

The Administrative staff performs a myriad of administrative functions including but not limited to overseeing airport security, noise abatement and environmental response, billing, auditing and bookkeeping, contracting, construction oversight, capital planning, budgeting, grants administration, processing airport employee and tenant security identification files, personnel administration, overseeing leases, intergovernmental liaison, public relations, and communications.

Operations Department

The nine (9) full-time Operations employees are tasked with servicing tenant and transient aircraft, including transportation of passengers from these aircraft, and passenger transportation in the busy summer months to and from remote parking areas; performing wildlife management duties to keep flight operations safe; refueling aircraft; deicing aircraft; inspecting and ensuring a safe airfield; and responding to emergency situations with our Aircraft Rescue and Fire Fighting vehicles. Aircraft rescue response, as mandated by the Federal Aviation Administration, must be able to respond to and reach an accident site on the airfield within three minutes or less. Airport rescue personnel constantly train and participate in live drill exercises in order to stay proficient and ready to handle any aircraft emergency. The Hyannis Fire Department backs up the Airport rescue response, and once on scene, they assume the role of Incident Commander.

Maintenance Department

Upkeep of the airfield and airport facilities by our eight (8) full-time Maintenance employees takes precedence over all other maintenance tasks. Since Barnstable Airport is a certified FAA FAR Part 139 commercial service airport, any and all airside discrepancies must be documented and corrected as expeditiously as possible. Their duties include maintaining runways, taxiways, and ramps; painting airfield markings; mowing all grass areas in the 683 acre airport property; maintaining all airfield lighting; conducting all emergency and snow removal operations for the airfield and the terminal roadways; maintaining all airport owned buildings and grounds; and maintaining the fleet of vehicles needed to accomplish our mission.

Capital Program

The airport participates in the federally sponsored Airport Improvement Program (AIP), which is administered by the Federal Aviation Administration. This program has an entitlement component with funding being determined by enplanement levels. The airport's annual entitlement grant has been approximately \$1.2 million, and may be reduced to no less than \$1.0 million. These capital funds are supplemented by FAA discretionary funds when available. The airport also participates in the Massachusetts Department of Transportation Aeronautics Division's Aviation Safety and Maintenance Program (ASMP) that contributes a cost share for federally sponsored projects. The airport makes annual expenditures for required airfield rehabilitation projects using these funds. Federally sponsored grants to fund airport capital projects consist of costs being shared in a threefold process: the Federal Aviation Administration (FAA) at 90%, the Massachusetts Department of Transportation (MassDOT) Aeronautics Division at 5%, and a local (Airport) share of 5%. For non-federally sponsored projects that are eligible for ASMP funding, MassDOT will provide 80% and the local airport share will be at 20%. Any other projects will be fully funded by the use of available airport reserve funds. The revised FY20 capital plan includes \$3.86 million in airfield improvements and future planning, design and permitting for future airfield improvements. \$399,750 of airport reserves and \$2.46 million in federal and state reimbursable grant funds and \$1 million in bond issues will finance the program. Airport revenues will be used to pay any annual debt service requirements.

Airport Enterprise Fund Financial Summary

Factors Affecting Revenues

Airport activities are financed primarily through jet fuel sales, airport land lease fees, renewable energy, passenger traffic, vehicle parking, and other user fees collected from recreational, corporate, and commercial airlines and concessionaires. Jet fuel sales account for 65% of the airport's revenues and a measure of the Airport's competitiveness in the marketplace. The lease of a 26-acre Airport property, commonly known as CapeTown Plaza, provides a positive increase in this budget allowing the airport to diversify their revenue stream with non-aviation related revenues. The airport continues to collect other non-aviation revenue sources within this budget such as non-aviation related land leases, facility rental fees for events in the terminal and other airfield events.

The late 2015-bankruptcy filing by Island Airlines, Inc. continues to have a financial impact on the airport's operations with passenger and aircraft operations still on the decline. However, the loss of jet fuel sales to Island Airlines (annual purchase was approximately 250,000 gallons) has rebounded. The airport has also signed a number of new contracts for its discount jet fuel program and we are starting to see a rebound in jet fuel revenues back to pre-Island Airlines bankruptcy levels.

A nationwide pilot shortage still plagues the industry and has significantly affected existing airlines (Cape Air and Rectrix Shuttle) influencing the number of flight operations offered. The shortage has affected flight and passenger counts, which have decreased steadily over the past several years. The pilot decline has diversely affected airlines and other aviation industry businesses who have reported difficulties finding pilots to operate their fleet of aircraft. Currently, the problem appears to be more prevalent for regional and commuter type airlines rather than the mainline air carriers; thus affecting the airlines that currently serving Barnstable Municipal Airport (Cape Air and Rectrix Shuttle).

In addition to the pilot shortage, the airlines are still experiencing decreases in passenger traffic. There are a number of contributing factors however, a significant loss in passenger traffic between the Hyannis and Nantucket is attributed to the lower cost and trip frequency of the high-speed ferries now in operation; a good alternative travel option for our community as a region but an effect on the airport nonetheless. The new JetBlue seasonal service has been a boost in passenger traffic; however, the 2016 expanded service in the third year of operations did not provide the numbers needed to continue that expansion and in the coming seasons and thus, the Jet Blue schedule has diminished somewhat. Regardless, there are many changes happening in the industry and the airport will continue to try to capture a small part of potential increased service.

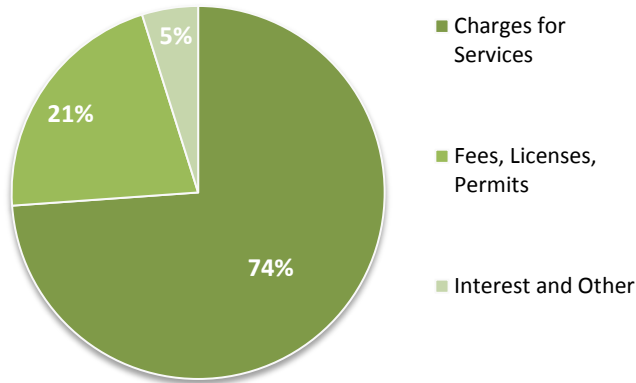
The loss in flight activity and passenger traffic has affected other businesses at the airport and as such, the rental car and parking concessions have declined. The overall effect may be somewhat mitigated if an additional new air carrier starts-up at the airport to provide new commuter services; and/or if any new or increased service by major airlines to other large hub destinations commences service. The airport will continue having those conversations with potential airline partners.

Fuel sales are more difficult to project due to the volatility in wholesale prices and the cyclical trends in the aviation industry. The airport's remaining jet fuel sales, however, are expected to increase slightly on an annual basis, as past trends will demonstrate.

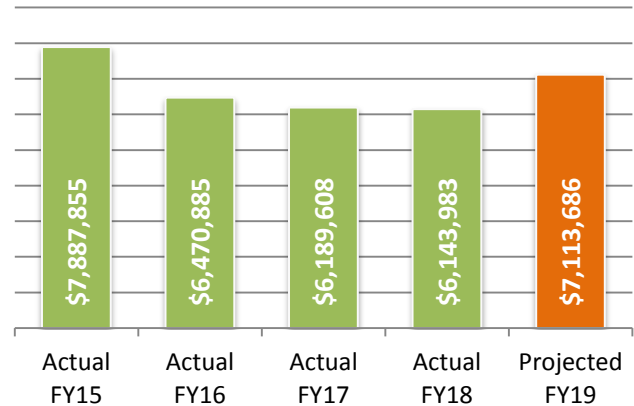
Modifications in our fee structure have been implemented and the Airport is now collecting fees that are more comparable to other nearby airports. Fee increases in landing, aircraft parking, and cargo fees have shown increasing trends and proven to make a difference in this budget. The modifications in such user fees will contribute towards repaying bonds issued to construct various facilities and other approved airfield improvements. Annual revenues from

the energy generated by the solar array are exceeding initial guaranteed projections. The first 12 months of revenues exceeded the guaranteed annual output (GAO) by 38%; and Fiscal Year 2018 revenues exceeded the GAO by 19%. New solar initiatives are being reviewed in concert with the Town to further increase revenues in out years.

FY20 Source of Funding



Airport Enterprise Fund Source of Funding History

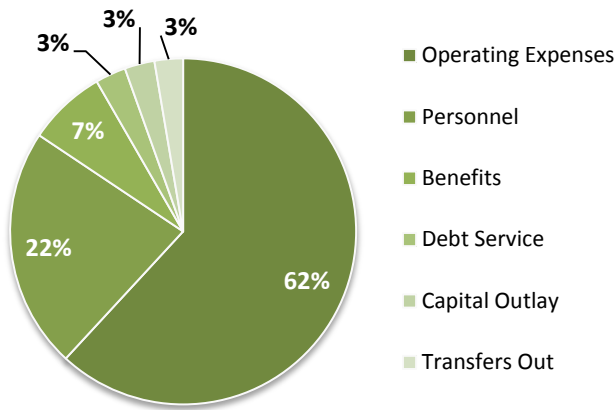


Charges for services are the largest revenue source at 74%, which Jet Fuel sales account for roughly 67% of that category. Fees, licenses, permits are the second largest at 21% and includes land leases. The anticipated new Capetown Plaza ground lease agreement will provide a resilient revenue source for the Airport.

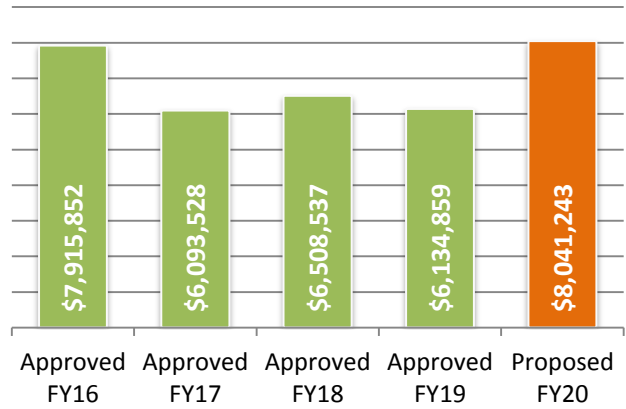
Factors Affecting Expenses

Expenses associated with personnel, operations, and maintenance will rise in response to projected increases in inflationary costs and union contracts. The annual loan payment for a bond issued to construct the new terminal is included in the budget as well as new debt service for the new fuel farm, the East Ramp construction project, and the taxiway Alpha reconstruction project. Other factors affecting this budget include an increasing need to replace safety, maintenance, and emergency equipment; and to perform required preventative maintenance repairs to existing buildings and airfield facilities in the operating capital budget. Increases have also been experienced in training fees to meet federal aviation requirements. Additionally, fees associated with airport security have also increased and federal grants that once offset those expenses have not been reestablished through the federal government. Operating capital expenses and capital improvement projects that have been deferred or reduced in scope to limit their impact on the airport reserves over the past several years have been returned to this budget.

Barnstable Municipal Airport
FY20 Budget by Expense Category



Barnstable Municipal Airport
Budget History



The operating expenses represent 62% of the total budget and personnel and benefits represent 29% of all spending. The Airport Enterprise Fund budget has increased from \$7.9 million in FY16 to \$8 million proposed FY20 over the five-year period, or 0.32% annually. The increase from FY19 to FY20 budget is primarily due to increased jet fuel purchase for resale and an account provision to replenish reserves.



FISCAL YEAR 2020

BARNSTABLE MUNICIPAL AIRPORT

ENTERPRISE FUNDS

Airport Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Intergovernmental Aid	\$ 110,040	\$ -	\$ 38,980	\$ -	\$ -	#DIV/0!
Fees, Licenses, Permits	659,729	673,251	716,258	1,710,018	1,036,767	153.99%
Charges for Services	5,013,524	4,807,281	5,879,946	5,940,222	1,132,941	23.57%
Interest and Other	360,690	354,064	478,502	391,003	36,939	10.43%
Total Operating Source of Funding	\$ 6,143,983	\$ 5,834,596	\$ 7,113,686	\$ 8,041,243	\$ 2,206,647	37.82%
Intergovernmental Aid	\$ 7,897,478	\$ 1,349,000	\$ -	\$ 2,460,250	\$ 1,111,250	82.38%
Borrowing Authorizations	-	-	-	1,000,000	1,000,000	#DIV/0!
Total Capital Source of Funding	\$ 7,897,478	\$ 1,349,000	\$ -	\$ 3,460,250	\$ 2,111,250	156.50%
Total Sources of Funding	\$ 14,041,461	\$ 7,183,596	\$ 7,113,686	\$ 11,501,493	\$ 4,317,897	60.11%
Expense Category						
Personnel	\$ 1,691,058	\$ 1,747,411	\$ 1,718,404	\$ 1,810,007	\$ 62,596	3.58%
Benefits	528,608	563,071	531,527	587,401	24,330	4.32%
Operating Expenses	3,607,408	3,419,523	4,062,861	4,974,758	1,555,235	45.48%
Capital Outlay	61,574	19,600	19,600	225,200	205,600	1048.98%
Debt Service	170,344	185,957	185,957	229,858	43,901	23.61%
Transfers Out	838,128	199,297	199,297	214,019	14,722	7.39%
Total Operating Budget	\$ 6,897,120	\$ 6,134,859	\$ 6,717,646	\$ 8,041,243	\$ 1,906,384	31.07%
Capital Improvements Program	\$ 7,229,148	\$ 1,420,000	\$ -	\$ 3,860,000	\$ 2,440,000	171.83%
Total Capital Expenses	\$ 7,229,148	\$ 1,420,000	\$ -	\$ 3,860,000	\$ 2,440,000	171.83%
Total Expenses	\$ 14,126,268	\$ 7,554,859	\$ 6,717,646	\$ 11,901,243	\$ 4,346,384	57.53%
Excess (Deficiency) Cash Basis	\$ (84,807)	\$ (371,263)	\$ 396,040	\$ (399,750)	\$ (28,487)	
Adjustment to accrual basis	4,135,560	-	-	-		
Beginning Net Assets per CAFR	67,170,918	71,221,671	71,221,671	71,617,711		
Ending Net Assets per CAFR	71,221,671	\$ 70,850,408	\$ 71,617,711	\$ 71,217,961		
Invested in capital assets, net of related debt (1)	(76,666,605)					
Invested in inventory (1)	(114,343)					
User fees receivable (1)	(248,208)					
Reserved for continuing appropriations (2)	232,252					
Reserved for subsequent year's budget (3)	(445,263)					
Reserved for encumbrances (4)	(225,927)					
Other post employment benefits obligation (5)	4,766,380					
Compensated absences (5)	112,992					
Net Pension Liability (5)	4,830,821					
Deferred Outflow of Resources (6)	61,411					
Net assets available for appropriation (free cash) (7)	\$ 3,525,181					

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This represents the portion of the airport enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2018.

(3) This amount represents the net assets appropriated for the subsequent fiscal year's capital program and operating budget.

(4) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

(5) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(6) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

(7) Amount certified by the Division of Local Services.

Summary of Significant Budget Changes

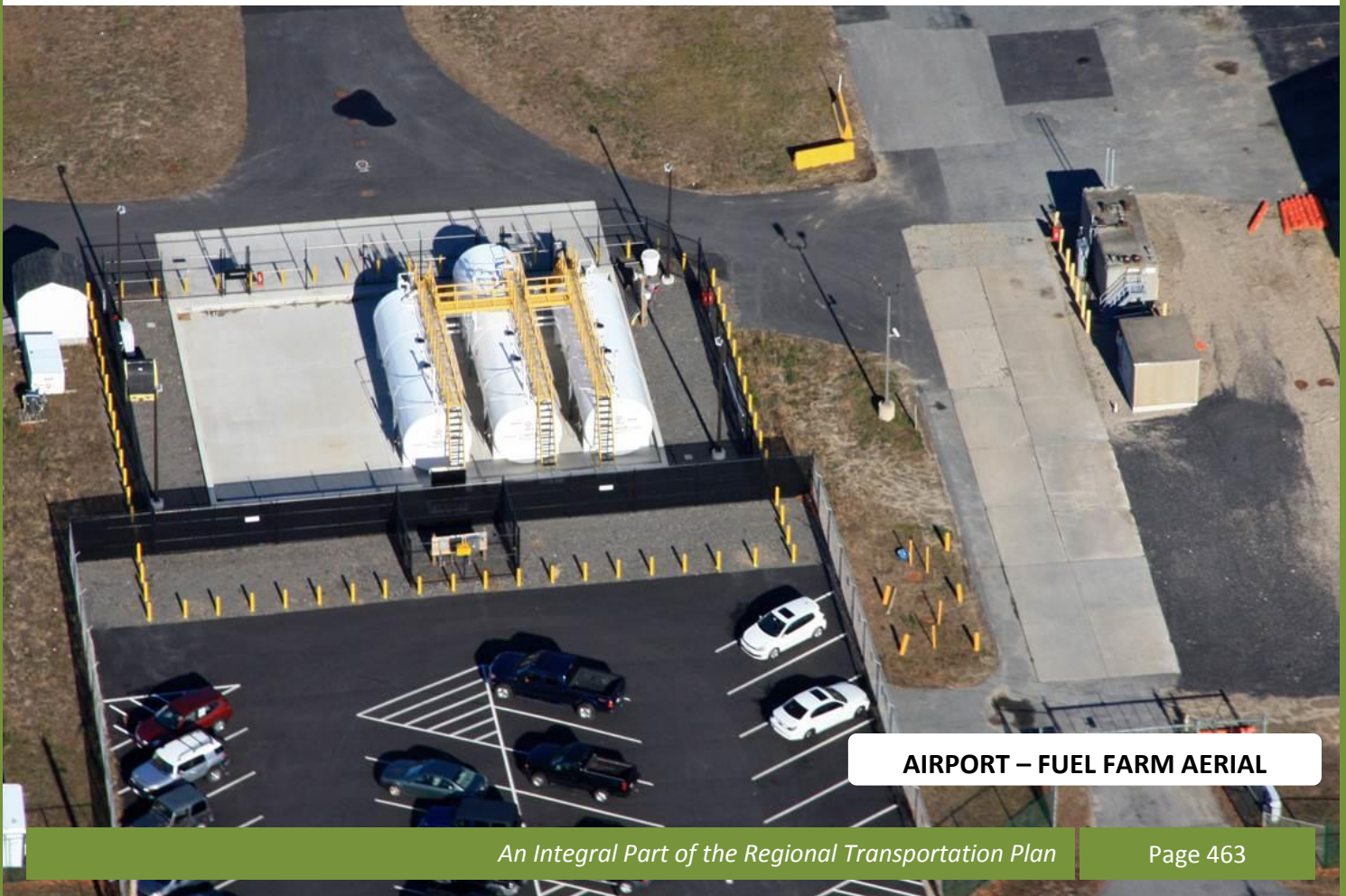
The Airport's FY20 proposed budget is increasing by \$1,906,384 or 31.07% over the FY19 budget. Personnel and benefit costs are increasing by \$86,926 due to contractual obligations. Operating costs are increasing by \$1,555,235, which includes \$201,770 for on-call services, \$525,754 for the increased cost in fuel purchases for resale, \$182,000 for police security detail, and \$558,520 as an account provision to replenish reserves. Capital Outlay cost of \$225,200 includes \$150,000 for annual airfield painting, \$3,200 replace electronic equipment, \$40,000 to rehabilitate general aviation public spaces, \$17,000 to purchase office management software and \$15,000 to replace operating security equipment. An increase in ground lease revenue and jet fuel sales will provide for then increase in the budget.

Additional Funding Recommended

- | | |
|---|--|
| 1. Annual Airfield Painting | \$150,000 Requested
\$150,000 Recommended |
| Funding operating capital request includes annual painting of airport runways, taxiways, and aprons in order to meet Federal Aviation Administration (FAA) 14 CFR Part 139 and Massachusetts Department of Transportation (MassDOT) – Aeronautics Division Inspection requirements to maintain the Airport FAA Certification (New Item & Replacement). In addition, all Airport-owned roadways require annual maintenance painting for roadway and pedestrian safety. This project combines both recurring painting requirements into one annual recurring painting contract. | |
| 2. Replacement of Gate J Cabling & Receiver (Electronic Equipment) | \$3,200 Requested
\$3,200 Recommended |
| Funding operating capital request includes upgrades for the automatic secure gate controllers that are failing at Gate J (Replacement). | |
| 3. Rehabilitate General Aviation and Airport Operations Public Space/Pilot Lounge | \$40,000 Requested
\$40,000 Recommended |
| Funding operating capital request for repair of building systems and components (New Item) and furniture/fixture replacement (Replacement). This project is to update dated and deteriorating interior spaces in the Aircraft Rescue and Firefighting (ARFF) Building, which also serves as the airport's Fixed Based Operation (FBO)/General Aviation Support Area where we cater to pilots, crew, and passengers/customers. | |
| 4. Purchase Office Management Software and Hardware | \$17,000 Requested
\$17,000 Recommended |
| Funding operating capital request for new software and hardware (New Item). This project includes office software to assist in the handling of various airport processes used for state and federal reporting requirements, billing purposes for our customers, reporting for airport commission, and forecasting as well as hardware (the purchase of two (2) additional iPad devices). | |
| 5. Replace Operating Security Equipment (Improvements) | \$15,000 Requested
\$15,000 Recommended |
| Funding multi-year operating capital request for replacement of existing outdated analog security cameras to be compatible with other existing digital (fiber connected) cameras and 9 new 2017 cameras installed by MassDOT, including all licenses, software and internet/Ethernet connections (Replacement). The airport operates 55 security cameras in and around the airport terminal, at various airfield gates and on the North and East aprons. In FY19, the airport replaced 3 of the 55 total cameras on property. This project includes replacement of three (3) more security cameras in FY20. Over the next few years, the Airport intends to replace 49 more cameras (10 in FY21, 10 in FY22, 10 in FY23, 10 in FY24 and 9 in FY25). Note that nine (9) of the 55 cameras were installed by MassDOT in 2016 with the state paying 100% for all nine (9) cameras. We anticipate replacing those units in FY 2025. | |

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	Change
Administrative Financial Assistant	1.00	1.00	1.00	-
Aircraft Rescue Fire Fighter	1.00	1.00	1.00	-
Airport Manager	1.00	1.00	1.00	-
Assistant Airport Manager	1.00	1.00	1.00	-
Assistant Operations Supervisor	1.00	1.00	1.00	-
Custodian	2.00	2.00	2.00	-
Executive Assistant to Airport Manager	1.00	1.00	1.00	-
Financial Analyst	1.00	1.00	1.00	-
Laborer Craftsperson	1.00	1.00	1.00	-
Maintenance Supervisor	1.00	1.00	1.00	-
Maintenance Technician	3.00	3.00	3.00	-
Mechanic Welder	1.00	1.00	1.00	-
Noise Abatement Officer	1.00	1.00	1.00	-
Operations Specialist	6.00	6.00	6.00	-
Operations Supervisor	1.00	1.00	1.00	-
Full-time Equivalent Employees	23.00	23.00	23.00	-



AIRPORT – FUEL FARM AERIAL

Performance Measures/Workload Indicators

Measure: To maintain a noise complaint ratio of less than 1 per 1,000 Airport Operations (includes landings/take-offs/instrument approaches/fly-bys/all flight operations controlled by the ATCT)

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2019 Projected
Airport Operations	96,501	94,777	97,063	81,986	80,000	75,000
Noise Complaints Received	30	81	176(32*)	40	43	40
Noise Complaints/1000 Airport Operations	0.31	0.85	1.81 (0.33*)	0.49	0.54	0.53

Note*: FY17 Noise complaints is an aberration due to receiving 131 calls from one individual; 11 calls from one individual; 8 calls from one individual; and 26 from all other complainants. A more realistic number would be 32 complainants and a ratio of 0.33.

Measure: Increase parking revenue per enplanement

	CY 2015 Actual	CY 2016 Actual	CY 2017 Actual	CY 2018 Actual	CY 2019 Estimated	CY 2019 Projected
Gross Parking Revenue	\$719,117	\$403,226	\$408,480	\$425,560	\$325,000	\$360,000
Enplanements (departing passengers)	65,790	49,735	43,257*	30,255	30,349	30,000
Gross Parking Revenues/Enplanement	\$ 10.93	\$ 8.11	\$ 9.44	\$ 14.07	\$ 10.71	\$ 12.00

Note*: Includes reported figures for Charter Flights and one airport based operation (11,800).

Measure: Increase rental car revenue per deplanement

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2019 Projected
Gross Rental Car Revenues	\$4,097,293	\$4,075,846	\$3,414,691	\$3,398,393	\$3,500,000	\$3,400,000
Deplanements (arriving passengers)	81,419	50,249	42,975*	31,241	30,000	30,000
Revenues/Deplanement	\$ 50.32	\$ 81.11	\$ 79.46	\$ 108.78	\$ 116.67	\$ 113.33

Note*: Includes reported figures for Charter Flights and one airport based operation (11,800).

Measure: Increase the gallons of jet fuel contracted

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2019 Projected
Gallons of Jet Fuel Contracted	200,001	270,001	250,001	325,000	325,000	375,000
Gallons of Jet Fuel Dispensed	1,016,397	902,084	794,275	803,595	765,000	800,000
Percentage of Jet Fuel Sales Contracted	19.68%	29.93%	31.48%	40.44%	42.48%	46.88%

Measure: Increase Renewable Energy Revenue over Guaranteed Annual Output (GAO)

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2019 Projected
Airport Net Benefit	\$ 125,380	\$ 376,889	\$ 322,440	\$ 381,522	\$ 333,164	\$ 340,650
Guaranteed Annual Output (GAO)	None	\$ 298,824	\$ 309,050	\$ 319,429	\$ 329,965	\$ 340,659

Performance Measures/Workload Indicators (Continued)

Revenue Variance from GAO	None	\$78,065	\$13,390	\$62,093	\$3,199	TBD
Net Revenue % Over GAO	0.00%	26.12%	4.33%	19.44%	0.97%	0.00%

Measure: Generate a positive budget variance every year

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2019 Projected
Surplus Used to Balance Budget	None	None	None	None	\$ 536,008	None
Surplus Generated (Used)	\$ 782,051	\$ 150,000	\$ 240,225	\$ 238,946	TBD	None
Positive Variance	\$ 782,051	\$ 150,000	\$ 240,225	\$ 238,946	\$ -	\$ -

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2019 Projected
Indicator: Number of airport operations recorded (includes landings/take offs/instrument approaches/fly-bys/all flight operations controlled by the ATCT)	96,301	94,777	97,063	81,986	70,000	70,000
Indicator: Number of airport noise complaints received	30	81	176	40	43	40

Indicator: Number of passengers on scheduled flights

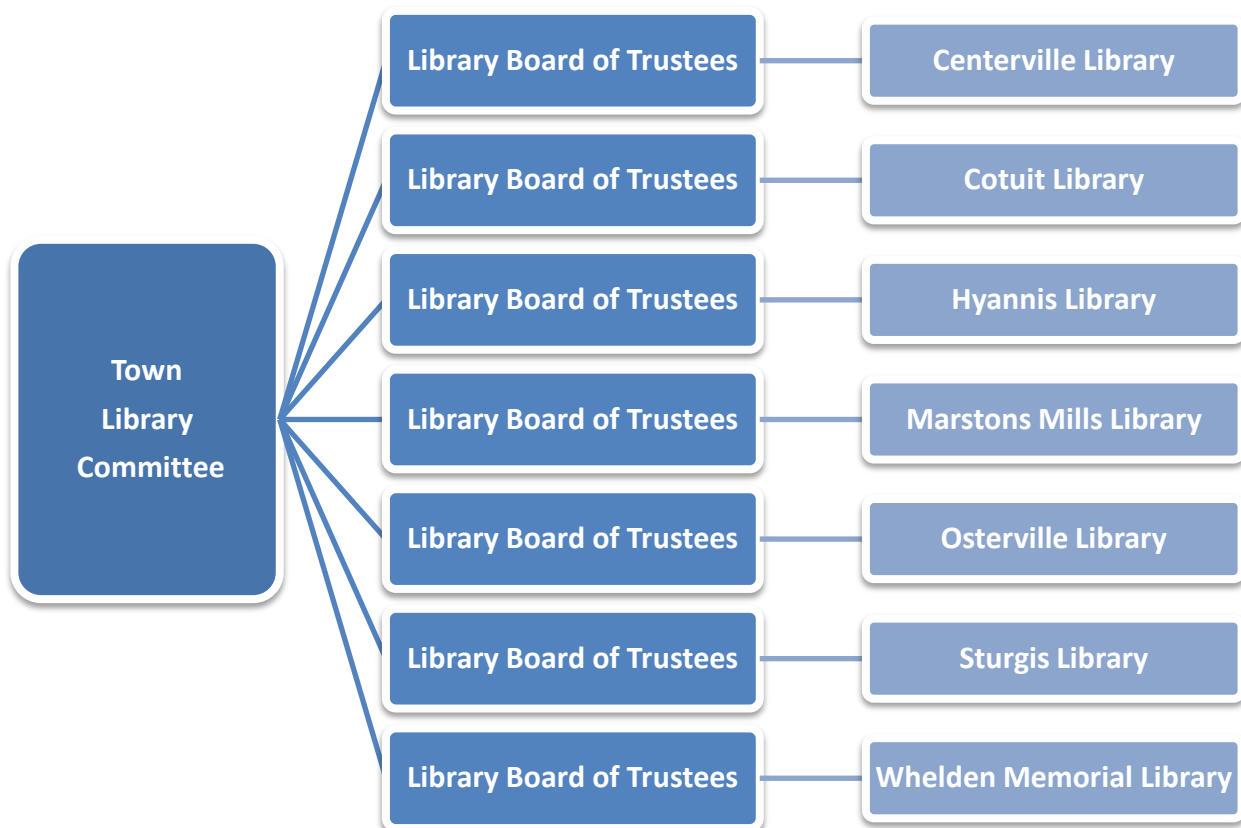
Deplanements (arriving)	81,419	50,249	31,175	31,241	30,000	30,000
Enplanements (departing)	80,382	49,735	31,422	30,255	30,349	30,000
Indicator: Number of gallons of jet fuel dispensed sold	1,016,397	902,084	794,275	803,595	765,000	800,000
Indicator: Gross parking revenues - all pay parking lots	\$ 719,177	\$ 403,226	\$ 408,480	\$ 425,560	\$ 325,000	\$ 360,000
Indicator: Gross rental car revenues - all concessions at airport	\$ 4,097,293	\$ 4,075,846	\$ 3,414,691	\$ 3,398,393	\$ 3,500,000	\$ 3,400,000
Indicator: Renewable Energy gross revenues from solar array at the airport – system on line FY2015	\$ 125,380	\$ 376,889	\$ 322,440	\$ 381,522	\$ 333,164	\$ 340,650

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Town Libraries

Purpose Statement

The primary purpose of the seven independent cooperating libraries in the Town of Barnstable is to promote lifelong learning and enrichment by offering free access to library materials and services to meet the educational, informational and recreation needs of residents of all ages, backgrounds, interests, and abilities.



The Town Libraries are not departments within the Town of Barnstable government, but are seven independent organizations each with their own Boards of Trustees. The Town has traditionally provided a portion of the libraries' operating funds in the form of grants, but has no administrative oversight of their operations and management of the libraries.

Fiscal Year 2020 Aggregate Goals for the Seven Libraries

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

1. Collaboratively work with Town management to ensure that the seven village libraries are adequately funded so that they do not lose Massachusetts State certification. Loss of certification would mean that Barnstable residents would lose the ability to borrow books and other library materials from other towns either directly or through interlibrary loan. **(SP: Education, Communication, and Finance)**
2. To continue cooperative efforts of the seven village libraries to improve and expand library services within the Town of Barnstable, particularly in the areas of programming, reference and research services, children's services and educational support. **(SP: Education, Communication)**
3. Focus on increased public awareness of the vast array of materials and services available to Barnstable residents of all ages in the seven village libraries. The seven libraries will work together to promote library programs and services and to make new services available. **(SP: Education, Communication)**
4. To work together on collection development so that there is less duplication, especially of expensive materials, by collaborating on collection priorities and promoting the individual libraries' areas of specialization. **(SP: Education, Communication)**
5. To seek grant and other funding for new projects, special library materials, programs and services. **(SP: Finance)**
6. Share staff and Board expertise in order to provide comprehensive public service and to streamline services among the seven libraries. **(SP: Education, Communication)**

Fiscal Year 2020 Funding

The seven-village libraries are requesting a FY 2020 budget increase of \$56,460 which represents a 3% increase over FY 2019 in two decision packages: 2.5% for the Municipal Appropriation Requirement (MAR) mandated by the State in order to avoid the waiver application process; plus 2.5% to assist the libraries with the funding of cost of living increases to staff members. If granted, this request would increase the FY 2020 library funding from \$1,882,000 to \$1,938,460.

Description of Services Provided

Individuals, schools, organizations, and businesses within towns belonging to the CLAMS network are provided free access to library materials and services. Each of the seven libraries within the Town of Barnstable: Centerville Public Library, Cotuit Library, Hyannis Public Library, Marstons Mills Public Library, Osterville Village Library, Sturgis Library (Barnstable), and Whelden Memorial Library (West Barnstable) have distinct specialties, but all have committed themselves to providing the following programs and services:

Popular Materials Program

- As popular materials centers, the Barnstable libraries provide residents with collections of current high demand, high interest materials for reading, listening and viewing. Books, periodicals, non-print materials and electronic and online resources are available at each of the libraries, as are programs and workshops for adults, young adults and children, story hours, film series, book talks, community issues forums, speaker series and humanities programs.

Formal Educational Support/Independent and Lifelong Learning Program

- The libraries support individuals in their search for personal and work-related information, including materials on self-improvement, career development, health and nutrition, cultural interests, consumer topics, hobbies and family concerns. The joint collections of the seven libraries provide a wide range of subject materials in a variety of formats geared to all ages and reading abilities. The libraries offer assistance to local private and public schools, colleges, day-care centers, training and literacy programs, adult continuing education classes, senior centers, and homeschoolers. The seven village libraries work together to provide home and in-library access to online resources, databases and research tools to enhance their print and non-print resources, including eBooks, magazine and newspaper databases and indexes, language learning tools, online reference resources and self-paced independent learning courses.

Reference and Information Services

- The libraries provide timely, accurate, and useful resources for community residents of all ages in their pursuit of information. The libraries promote walk-in, telephone, email reference services, and assist researchers with in-depth studies. The reference and information services are provided by professional information specialists, via interlibrary loan, and through resource sharing provided through the CLAMS Network, the Massachusetts Library System, and the Commonwealth Catalog.

Community Activities and Programs

- The libraries serve as centers for community activities by making materials, facilities and equipment available in support of the social, cultural and recreational activities of community groups and by co-sponsoring events with other community organizations. Use of the libraries for meetings and exhibits is encouraged and promoted. The libraries support small and large group gatherings of all kinds.

Centerville Public Library

Purpose Statement

As a center of community life, the Centerville Public Library encourages and supports civic, intellectual, and cultural pursuits. It provides a wide range of information and materials to people of all ages, using traditional methods and innovative technology. The Library strives to adapt to the changing needs of the community. Its welcoming environment stimulates thinking, enhances knowledge of the world, and improves the quality of leisure time. The Library educates the community to understand, appreciate, and financially support its relevance.



Recent Accomplishments

- We created a walking tour app that not only gives a little history of the library, but a look back at what makes Centerville unique. Thanks to our partnership with Mass Center for the Book, an organization dedicated to serving libraries, we created a 45-minute tour that begins and ends with the library and includes information on the buildings and places around Centerville. Narrated by a library board member, with research by Britt Beedenbender, the walk takes you on a leisurely stroll, describing stops along the way. The walking tour is available on the web at massbooktrails.oncell.com.
- To celebrate the life of a generous patron, we collaborated with Cape Cinema and Cotuit Center for the Arts to offer CLAMS members 2-for-1 admission passes to films and theatrical productions.
- We developed a “Fridays at 1” series that was very popular. We featured film lectures on “Impressionism through Art between the Two World Wars” and a “Women in Garden Design” series created by local landscape designers.
- Recent accomplishments in our Youth Services department include weekly visits to West Villages Elementary School; weekly programs and a Boys’ Book Club with homeschool families; an internship program with Cape Cod Academy; frequent volunteerism from Barnstable High National Honor Society students; and a Teen Advisory Board.
- Enthusiastic volunteers are organizing new programs and fundraisers, serving on committees, and making significant contributions to the Adult and Youth Services Departments and the Alice Owen Williams Bookstore.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

1. To create opportunities for Town Council and management to communicate with community members through the library. **(SP: Education, Communication)**
2. To take advantage of grant writing opportunities to fund programs and services. **(SP: Finance, Communication)**
3. To work with the community partners to support the educational needs of children and adults, by providing one-on-one tutoring, literacy programs, and STEM programming. **(SP: Education, Communication)**
4. To continue to collaborate with Barnstable and Cape-wide libraries to generate ideas and pool resources for the benefit of our communities. **(SP: Finance, Education, Communication)**
5. To assess the print and e-resources collections and acquire materials based on patron requests, use, and needs. **(SP: Education, Communication)**
6. To support the community through educational, informational, and cultural programs. **(SP: Education, Communication)**

Description of Services Provided

Centerville Public Library has been the heart and soul of our village community, generation after generation, for almost 150 years. In 1869, local residents established the Centerville Public Library Association and provided books for the village along the shelves of the general store. Over the years, the library has become the center of community life thanks to the financial and volunteer support of local families.

Today, our on-going weekly and monthly programs, one-on-one technical assistance, and popular bookstore are managed and run solely by volunteers. The warm, welcoming environment of Centerville Public Library attracts visitors and residents alike. Our collection, innovative programming, and leisure activities interest people of all ages, which keeps them coming back.

Centerville is a vibrant, active library offering programs that meet the needs and interests of all age groups. Last year, we held 1,276 programs for children, teens, and adults with 12,202 attendees.

Highlights of our adult programs included an Antiques Appraisal, films on civil rights and sustainable practices, mental health first aid, artist and author lectures, and concerts. We work with health and wellness organizations to provide lectures on local counseling and memory care. We engage our patrons through mailings of our Annual Report and quarterly newsletters, emails about upcoming services and programs, ongoing publicity to newspapers and radio stations, and outreach with local organizations and town officials.

We've added Ask a Public Health Nurse to our monthly programs to provide private, individual consultations as well as blood pressure readings and blood screenings. Our yoga classes remain very popular, as well as two knitting groups, two book groups, a bridge group, and the Mid-Cape Chess Club. Individual computer instruction continues to be one of our most popular offerings with over 1,000 hours of instruction held each year from our volunteer computer expert. Our Coffee House features local talents of singers, musicians, and poets appealing to an appreciative audience the second Tuesday of each month. Office hours with Town Councilor Britt Beedenbender takes place the second Thursday of each month.

Along with other Barnstable Libraries, Centerville is collaborating on book donations for needy families in our community. We have been delivering books to the Council of Churches meal program, Faith Family Kitchen, and providing collected infant and toddler books to Health Imperatives for their teen parent outreach program.

Our library bookstore - The Alice Owen Williams Bookstore - boasts a well-organized collection of subjects and fiction titles organized by a staff of faithful volunteers. Proceeds from the bookstore greatly help to support library services.

Our holdings of e-books continue to grow in popularity amongst our users. Computers, faxing, word processing, printing, photocopying and wireless access are in high-demand on a daily basis.

Summary of Centerville Library Funding Request & Permanent Positions (FTEs) Request

Expenditure Category	Actual FY 2018	Approved FY 2019	Projected FY 2020
Library Funding	\$274,656	\$275,147	TBD
Town of Barnstable	\$341,070	\$352,743	TBD
Total	\$615,726	\$627,890	TBD

Positions	Actual FY 2019	Proposed FY 2019
Full Time	5.0	5.0
Part Time	3.4	3.4
Total FTE's	8.4	8.4

Performance Measures / Workload Indicators

Description	Actual FY 2018	Estimated FY 2019	Projected FY 2020
Circulation	184,108	170,000	170,000
Items in Collection	115,581*	130,000*	140,000*
Hours Open	2,234	2,406	2,406
Programs Offered	1,239	1,000	1,000
Volunteer Hours	8,993	8,000	8,000

*Collection data reflects system-wide e-book holdings



Cotuit Public Library

Purpose Statement

The Cotuit Library Association provides and promotes open and equal access to the Library's resources and services in order to support life-long learning, advance general and technical knowledge, encourage creativity, strengthen our Town and the broader Cape Cod community, assist with the adaptation to new technology, and enhance individual quality of life.



Recent Accomplishments

- Offered over 600 programs, including an End-of-Life Series and Year 2 of the Royston Nash Music Appreciation Series, which again received funding from the Arts Foundation of Cape Cod, the Mid-Cape Cultural Foundation, and the Kirkman Fund.
- Continued our family literacy program for a local homeless shelter and literacy outreach to local preschools and daycares.
- Continued to develop our Computer Coding Camps for elementary and preschool students.
- Started a collection of Talking Books for patrons with low vision/print disabilities.
- Reorganized the collection to make it easier for patrons and staff to find materials.
- Created a new Library web site with an integrated system for donations and ticket sales.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

1. Provide the best possible comprehensive library services to the community. **(SP: Education, Communication)**
2. Complete safety and aesthetic upgrades to the Library's brick patio and wheelchair ramp and increase usable outdoor space for patrons. **(SP: Public Health and Safety)**
3. Further, develop accessibility for low-vision patrons to our services, including facilitated access to the National Library Service for the Blind and Physically Handicapped's Talking Books program. **(SP: Education, Communication)**
4. Continue to pursue collaborations in programming and fundraising with other Barnstable Libraries to maximize our services to Town residents. **(SP: Education, Communication)**
5. Serve as a village center and meeting place for other community organizations. **(SP: Education, Communication)**
6. Build partnerships with other village-based and regional community organizations to enhance programming and services, particularly in the areas of mental health and substance abuse. **(SP: Education, Communication)**
7. Expand digital literacy services and programs for all ages, such as our Computer Coding Camp, one-on-one technology help and outreach programs to the Barnstable Senior Center. **(SP: Education, Communication)**
8. Develop a new Strategic Plan to set a vision for our services over the next five years. **(SP: Education, Communication)**



Description of Services Provided

The Cotuit Library is at the heart of the village, both physically and in spirit. We provide a full range of essential library services to people of all ages, lending fiction, non-fiction, and audiovisual material, offering reference and technological services, providing free Internet and wireless access and creating programs for children and adults. The Library supports the research of several local authors, provides a safe and quiet environment for support groups to meet, and continues to be an important community center and meeting place for a variety of volunteer and civic organizations. Increasingly, the Library is the space residents turn to for training in the use of a variety of technologies, including e-readers, computers, tablets and cell phones, all of which are used to access information. The Library runs a number of outreach, embedded programs in the community to support all forms of literacy and community connection, and will continue to develop new services to meet our patrons' needs, particularly for those who require special assistance.

The Cotuit Library focuses on:

- Being a neighborhood nexus—a safe and welcoming place for individuals to meet and form community;
- Assisting people of all ages to develop literacy skills, including digital literacy;
- Offering popular titles and materials that focus on current topics of interest as well as specialized resources such as art books;
- Acting as a year-round meeting space for local community organizations, including the Cotuit Civic Association, the Historical Society of Cotuit and Santuit, the Cape Cod Writers' Club and our Precinct's Town Councilor, as well as a place for local book, game and hobby groups to get together;
- Facilitating access to different support services, such as information for seniors, therapy group sessions, and free blood pressure clinics.
- Providing accessible options for all our materials, programs, and services with assistive devices, such as a wheelchair lift to all floors, ADA-compliant restrooms, digital magnifiers and other low-vision aids.

Our resources and services include:

- Special collections such as the Fine Arts Collection, the Peck Maritime Collection and the Kirkman Collection of Rare Books;
- Special emphasis within the general collection on vintage mysteries, visual arts and classic science fiction;
- One-on-one computer training and e-reader classes, including outreach programs at the Barnstable Senior Center;
- The latest in hand-held mobile devices for in-Library use;
- Twelve Internet-ready public access computers and wireless access throughout the building, along with a scanner/printer/photocopier and a fax machine for use by the public;
- An active children's department with two story hours per week and many seasonal and summer reading activities;
- Cotuit Coding Camp and other programs exploring coding and robots for children and families;
- Outreach programs to local family homeless shelters, the local Waldorf School and area preschools;

- Meeting space for elected officials to meet constituents;
- Ongoing and periodic Adult programs and groups, including four monthly book discussions, educational luncheons hosted by the Friends of the Cotuit Library, weekly handcrafts, card games, board games, music concerts, movie and documentary showings, crafts, author talks and other guest speakers;
- Free blood pressure clinics twice a month, and annual flu shot clinics.
- Homebound delivery;
- Volunteer opportunities for teens and adults;
- An ongoing, in-Library book sale and an annual three-day book sale, both managed by the Friends of the Cotuit Library;
- An Astronomy Program with telescopes the public can borrow; and
- Specialized services for those with low vision.

Collaborative Efforts

- Collaborated with the other village libraries on a Town-wide summer reading program for children and on library presentations for Discover Barnstable;
- Developed a partnership with the Cape Cod Conservatory whereby we provided rehearsal space in exchange for a music program;
- Collaborated with local homeless shelter to provide training on family literacy and digital literacy; and
- Worked with the Senior Center to offer free digital literacy and technology programs.
- Pursued joint programming and block bookings with Marstons Mills, Hyannis and Dennis libraries to reduce costs;
- Collaborated with local preschools and the nearby Waldorf School for Library visits and programming;
- Held programs with the Cotuit Historical Society, Cape Cod Bird and Garden Club, the Cape Cod Chamber Music Festival, the Cape Cod Writers' Center, as well as many more leading arts educators and performers on the Cape;

Ongoing Projects

- Developing services to patrons with low vision;
- Organizing, preserving and digitizing the Library's own archives and the Kirkman Collection of rare books and documents;
- Increasing digital literacy with group classes in addition to one-on-one tech help; and
- Reaching out to local organizations to provide embedded librarianship and create community partnerships;
- Increasing family literacy;
- Expanding our "Library of Things" to meet less-conventional needs of our community and our seasonal visitors.

Summary of Cotuit Library Funding & Permanent Positions (FTEs) Request

Expenditure Category	Actual FY 2018	Approved FY 2019	Proposed FY 2020
Library Funding	\$198,022	\$196,514	TBD
Town of Barnstable	\$176,698	\$182,715	TBD
Total	\$374,720	\$379,229	TBD

Positions	Actual FY 2019	Proposed FY 2020
Full Time	1.1	1.1
Part Time	3.7	3.7
Total FTE's	4.8	4.8

Performance Measures / Workload Indicators

Workload Indicator	Actual FY 2018	Estimated FY 2019	Projected FY 2020
Circulation	46,592	47,000	47,500
Items in Collection	107,490	105,000	107,000
Hours Open	2,083	2,100	2,100
Programs Offered	682	640	650
Volunteer Hours	1,646	1,700	1,700



Hyannis Public Library

Purpose Statement

The purpose of the Hyannis Public Library is to provide high quality services and resources in order to meet education, information, career, cultural and leisure time needs of those who live, work, attend school and/ or own property in Hyannis.



Recent Accomplishments

- Provided S.T.E.A.M. programs for students, focusing on Science, Technology, Engineering, Art, and Mathematics on a regular basis.
- Held a grand total of 376 programs for children, with an attendance of 5,346 youngsters.
- Acquired a movie license and held regular movie events for youngsters of all ages.
- Collaborated with other Barnstable Libraries on summer reading program events and the Discover Barnstable program held at Bismore Park.
- Provided exam proctoring service for numerous adult and young adult students enrolled in online courses.
- Held regular weekly adult-interest programs with authors and artists from Cape Cod and the New England area, generating a total attendance of 919 people.
- Hosted weekly adult groups of knitters, coloring artists, origami crafters, and Hosted the meetings of an American History Book Discussion Group.
- Partnered with the Kennedy Museum of Hyannis for several speaker programs.
- Participated in Hyannis village events such as Hyannis Open Streets, Safe Trick or Treating and the Christmas Stroll.
- Continued to provide Homebound Services to our village residents.
- Partnered with the Garden Club of Hyannis to maintain our Library's beautiful gardens and grounds.
- With the help of devoted volunteers and generous donors of books, operated a unique Book Shop within our much-admired historic Ora A. Hinckley building, thus providing more welcome funding for the Library.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

1. Educate and support the community through planning and implementing a wide range of informational and cultural programs. **(SP: Education, Communication)**
2. Continue to collaborate with other Barnstable libraries to provide excellent library services. **(SP: Education, Communication)**
3. Upgrade all computer equipment in the library for both library staff and public use, including CPUs, screens, printers, receipt printers, and keyboards. **(SP: Finance, Infrastructure, Education, Communication)**
4. Continue to serve as a village center and meeting place for interest groups and community organizations. **(SP: Communication)**
5. Provide digital magnifiers and low-vision aids to complement our extensive large-type collection. **(SP: Communication)**
6. Support the educational needs of children, young adults, and adults by hosting tutoring sessions and by providing print resources for literacy learning and STEM programs. **(SP: Education, Communication)**
7. Continue to provide proctoring services for students enrolled in distance learning schools or on semester break. **(SP: Education, Communication)**
8. Initiate new Friends of the Library organization. **(SP: Communication)**
9. Explore a transformation of the Library facility to reflect a growing and diversified community in an up-to-date and energy-efficient Library. **(SP: Education, Communication)**

Description of Services Provided

The name of our village is internationally recognized, and the Library provides services to people from across the nation and around the world. The Library has trained personnel available within the library, by telephone, and online.

The Library provides print books and periodicals, audio books, music CDs, entertainment and documentary DVDs, large print books, digital books, magazines, and films for public borrowing as well as other free online resources.

The educational needs of children, young adults, and their families are served through borrowing; story hours; story-telling projects; library visits from teachers and students; and active outreach to public and private schools, daycare facilities, and home-schooling groups.

The literacy goals of the community are supported with the Library's services and resources for English Language Learning; tutoring sessions for public school students and adult learners; and as a research and interlibrary loan center for the Sturgis Public Charter School.

The Library supports and meets the unique needs of our community's special populations, which include at-risk and unhoused singles and families. Outreach service is also available for the distinctive needs of the homebound and institutionalized through delivery of books by a network of volunteers and in cooperation with facilities in our area.

The Library offers space and support for cultural awareness and cooperates with local organizations to promote beneficial services to the families, businesses, and professionals within the Barnstable community.



Summary of Hyannis Library Funding & Permanent Positions (FTEs) Request

Expenditure Category	Actual FY 2018	Estimated FY 2019	Proposed FY 2020
Library Funding	\$73,000	\$75,190	TBD
Town of Barnstable	\$500,000	\$515,000	TBD
Total	\$573,000	\$590,190	TBD

Positions	Actual FY 2018	Approved FY 2019	Proposed FY 2020
Full Time Employees	6.0	6	6.0
Part Time Employees	2.8	2.8	2.8
Total FTE's*	8.8	8.8	8.8

*TOTAL INCLUDES SECURITY AND CUSTODIAN POSITION

Performance Measures / Workload Indicators

Workload Indicator	Actual FY 2018	Estimated FY 2019	Projected FY 2020
Circulation	166,489	168,000	170,000
Items in Collection	124,180	125,180	135,000
Hours Open	2,153	2,150	2,150
Programs Offered	502	515	525
Volunteer Hours	1,057	1,150	1,250



Marstons Mills Public Library

Purpose Statement

The purpose of the Marstons Mills Public Library (MMPL) is to meet the informational, educational, recreational, and cultural needs of the residents, schools, businesses, and organizations in the Town of Barnstable through personal service, information resources, and public programs. In its role as a village library, MMPL serves as a popular materials center, a reference resource, a computer facility, a community-gathering place, as well as a facility where children are welcomed and nurtured.



Recent Accomplishments

- MMPL's second annual Teen Writers Conference; a weeklong writing workshop featuring some of the bestselling YA authors in the country was even more successful than the first. Through the generosity of the Kirkman Trust and sponsorships from local businesses, we were able to utilize a much larger space to include more teen participation. Preparations for the Third Annual Conference are underway and it is shaping up to be an even larger event.
- For the Fourth year, MMPL participated in the "Spectacle of Trees" raising over \$100,000 for local non-profits annually.
- Through the generosity of the Kirkman Foundation, in addition to increasing our outdoor educational programs, volunteers from the Library's "Patchwork Educational Garden" were able to deliver over 1,500 bouquets of fresh flowers to Barnstable residents who could use a smile.
- Collaborated with the National Seashore and Cape Wildlife Center for on hands educational programs.
- Collaborated on the 4th Annual Marstons Mills Village Stroll.
- Designed and published new user-friendly library web site.
- Co-Sponsored the Marstons Mills Village House and Garden Tour with the Marstons Mills Village Historical Society.
- Hosted a "Candidates Night" to allow patrons to meet and question those running for Barnstable Town Council.
- Collaborated with the National Novel Writing Month as a drop in writing center.

Additional Recent Accomplishments

- Continued to expand our Homebound Services Delivery.
- Provided free computer classes each week for adult beginners on Tech-Tuesday.
- Collaborated with the Marstons Mills Village Association, Marstons Mills Historical Society, and the Liberty Hall Club to provide services and programs to support community information and recreational needs.
- Through the generosity of the Enoch Cobb Trust, we are able to add many children's books for Summer Reading.
- Enhanced collaboration with the other Barnstable Libraries on the Summer Reading Program.



Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

1. To maintain current open hours (48 hours per week; open Monday- Friday at 9:00 am, Saturday at 10:00am). **(SP: Education, Communication)**
2. To aid in supporting the newly formed Friends of the Marstons Mills Public Library Group. **(SP: Education, Communication)**
3. To continue to partner with the Senior Service Corp and Elder Services to recruit volunteer support for circulation in the children's room and events. **(SP: Education, Communication)**
4. To improve the aesthetics of the Library's landscaping and grounds. **(SP: Infrastructure)**
5. To investigate new and innovative funding ideas. **(SP: Finance)**
6. To provide sufficient and diverse print and Library materials in all formats to meet the interests and needs of all Library users, specifically in the areas of recreation, finance, employment, community services, and health. **(SP: Education, Communication)**
7. To provide professional development opportunities to our staff and valued volunteers. **(SP: Education, Communication)**
8. To continue to provide support and access for new information formats and devices such as streaming audio and video, digital e-books and e-book readers and research databases. **(SP: Education, Communication)**
9. To continue to provide outreach to schools and youth organizations in Marstons Mills and to collaborate with schools to provide programs and resources. **(SP: Education, Communication)**
10. To increase collaborations and partnerships with area conservancy, literacy and human service agencies to provide both increased programming and access to those programs. **(SP: Education, Communication)**
11. Work in collaboration with the six other village libraries in Barnstable to provide comprehensive library services to the residents of the Town of Barnstable. **(SP: Education, Communication, Finance)**

Description of Services Provided

The Library serves the residents of the village of Marstons Mills, the Town of Barnstable, and the Commonwealth of Massachusetts. The Library provides books, magazines, audio CDs and mp3s, music CDs, DVDs, e-book, audio, and digital downloads, e-book readers, and databases. This also includes Wi-Fi internet access and specialized collections and services for the four primary user groups who comprise our patrons: preschool children and families; school-aged children and families; adult readers and information seekers; and older adults who look to the Library for specific services, recreational programs, and continuing education.

Marstons Mills is the third largest village in the Town of Barnstable, but it is second largest in terms of population growth. According to the 2010 census, 19% of Barnstable's overall population resides in Marstons Mills. The village is home to West Villages Elementary School and the Barnstable United Elementary School. Together these schools provide service to 878 students. The village population is composed primarily of working families with children. Most of our population lives on-Cape year-round, and as a result, MMPL is busy throughout all seasons. The Library's primary services are:

- Popular materials center
- Computer access center
- Children's information and activity center
- Lifelong learning center
- Community meeting and information center
- Technology resource center

The Library has increased the usable size of its building, which has resulted in increased usage and circulation. Like all Barnstable libraries, it is challenged each year to raise sufficient funds through private donations and community fundraisers to meet the obligations in our operating budget. Despite these obvious disadvantages, however, MMPL circulates over 56,000 items per year.

The Marstons Mills Public Library offers its users the following services in addition to its circulating collection:

- Special collections include Drama and Theatre arts; Lilith Gordon Women's Poetry Collection; Susan Martin Speculative Fiction; and an extensive Large Print collection.
- Active children's department with story hours, 4-H, home school club, mother-daughter book club, and other after-school activities.
- Homebound delivery service.
- Partnership with Elder Services to provide volunteer support.
- Designated as an Administrative site for the IBM Reading Companion Reading and Literacy Program.
- Meeting place for many community organizations including the Marstons Mills Historical Society, Academy of Life Long Learning classes, Cape Cod Writer's Center and neighborhood associations.
- Regular and special adult programs.
- Technology classes and one-to-one technical support for e-readers.
- Designated as a lending site for materials from the Perkins Braille and Talking Book Library.
- Collections include materials that support diverse cultures and languages.

Summary of Marstons Mills Library Funding & Permanent Positions (FTEs) Request

Expenditure Category	Actual FY 2018	Approved FY 2019	Requested FY 2020
Library Funding	\$107,785	\$110,495	TBD
Town of Barnstable	\$202,592	\$209,748	TBD
Total	\$284,757	\$320,253	TBD

Positions	Actual FY 2018	Actual FY 2019	Proposed FY 2020
Full Time	1.00	2.00	2.00
Part Time	3.50	3.50	4.50
Total FTE's	4.50	5.50	6.50

Performance Measures / Workload Indicators

Workload Indicator	Actual FY 2018	Estimated FY 2019	Projected FY 2020
Circulation	67,546	68,400	69,000
Items in Collection	63,541	63,500	63,500
Hours Open	2,396	2,396	2,396
Programs Offered	350	478	480
Volunteer Hours	1,976	2,015	2,015



Osterville Village Library

Purpose Statement

The purpose of the Osterville Village Library is to inspire lifelong learning, advance knowledge, and strengthen our community. To fulfill our mission, we rely on library staff, collections, programs and the participation of our patrons and community.

“Libraries open minds, open doors, open lives”



Recent Accomplishments

- We expanded our open hours in response to patron requests. This was made possible by an anonymous donation. We are now open an hour earlier on Tuesdays, Thursdays, and Sundays and an hour later on Saturdays. This change has been very well received.
- In response to the winter, storms that caused extended power loss in our village, the library generator allowed us to increase our regular hours into the evening to accommodate patrons without power.
- New kits such as Cursive Handwriting, Coding, Drafting, telling time and more have been added to the makerspace area of the Children’s Room.
- We received a \$20,000 grant for a 21st Century Makerspace. We purchased an additional 12 high-end gaming laptops for training along with a 3D printer. This has allowed us to collaborate with other nonprofits to bring more advanced learning and training programs to the community. Other technology enhancements include two Oculus Rift Virtual Reality headsets with classes on using them.
- In collaboration with Cape Cod Trout Unlimited, we received 76 books on fly-fishing, casting, tying and more to inform and encourage our local anglers.
- Our collaboration continues with JrTech hosting classes on Robotics and 3D printing; with Cape Cod Media Center offering green screen classes, phone photography, and video. Other collaborations include Cape Cod Academy, CapeAbilities, EforAll, and others.
- The library lawn now boasts three picnic tables for friends and families to gather whether they are eating take out from a local restaurant, enjoying one of our Kirkman Trust Fund sponsored concerts or just to sit and talk.
- We continued our world-class art exhibits with a private exhibit of Ralph and Martha Cahoon paintings and sailor’s valentines. This exhibit was accompanied by talks and lectures on the Cahoon’s work, art restoration and sailor’s valentines. Other exhibits included Conservationist Photographer Barbara Folger, the Printmakers of Cape Cod and other well know artist and galleries.

Additional Recent Accomplishments

- The Children’s Room is continually evolving to meet the needs of young children. The large custom dollhouse was refurbished and updated.
- Our Library of Things continues to grow. You can check out a Sewing Machine, Ukulele, Birdwatching Kit, Soil Meter Tester, Meditation Kit, Energy Saving Kit, a Casio Keyboard, plus many more unique items and over 100 puzzles, games, and great courses.
- The library continues to be a donation center for “Toys for Tots” each year increasing our collection from the community. This year donations exceeded 100 toys and gift cards. The library also introduced a program to spearhead a monthly village clean –up with numerous people going through the village and picking up trash.
- Sold out -the summer concluded with the Annual Car Raffle and a lucky Marstons Mills resident winning the 2018 Range Rover Discovery Sport.
- Again, to show support to the businesses in our village the library offered a “Black Friday” Special. Children were entertained in the library, while adults shopped in the village. This event was extremely well received and attended. This will become an annual event at the library.
- The summer reading program was enhanced by the generosity of the Enoch Cobb Trust and numerous children’s books were added to the collection
- The joint event with Osterville Rotary on Halloween brought hundreds of excited treat or treaters as they paraded through the village led by a COMM fire truck. The children ended up on the library lawn and enjoyed treats and a story walk.
- A collection of glass, metal and other unique-material Menorahs were on display in the lobby showcase. The winter Christmas Stroll brought hundreds of people to the library to enjoy the whimsical holiday display on the lawn and have hot chocolate, which was provided by Cape Cod Academy. Mrs. Claus greeted young children, helped them write letters to her husband, Mr. Claus, and posed for pictures.
- The “Community Assistance Program” continues to allow patrons to help themselves to discount coupons from numerous newspapers. We also are a host site for the free tax preparation service supported by the AARP.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

1. To enhance the lives of the residents of Barnstable by serving as a cultural, social and intellectual center for the community, through access to our library's collection, programming and special events. **(SP: Education, Communication)**
2. To offer a thoughtful, well rounded collection of books and media to meet patron's needs and a variety of educational, artistic, entertaining, and informative programs and services for children and adults. **(SP: Education, Communication)**
3. To develop and grow our 21 Century Community Makerspace learning and creativity lab. **(SP: Education, Communication)**
4. To reach out and build our donor base and awareness of the importance of libraries in this changing world. To take advantage of Grant writing opportunities that will benefit the library. **(SP: Finance, Communication)**
5. To be the central gathering spot for meetings and interactions in the community. To expand our collaboration with other non-profits and to bring more diverse programming to the Library. **(SP: Education, Communication)**
6. To continue to provide information and knowledge in whatever form it takes and educate our patrons on emerging technologies. **(SP: Education, Communication)**



Description of Services Provided

As we continue to evolve the Osterville Village Library it has served both as a resource for continued learning and as a center for village traditions. Since the new library building opened its doors in 2012, the Library's role in the village and the Town has been growing through its enriched programming and resources. It has become a 21st century library as a cultural, social, and intellectual center for the community, while continuing the rich traditions that have always been the hallmark of the library to the village.

The Osterville Village Library is the only Barnstable Library that is open seven days a week throughout the year and offers the following:

- Art exhibits: recent example includes a private collection of Ralph and Martha Cahoons, which featured many lectures on art, restoration and the Cahoons. A printmaker exhibit, numerous photographers, and varied artist along grace the library throughout the year. You will also find from sculptures to crafts are part of our revolving art exhibits.
- Growing our Library of Things where patrons can check out a sewing machine, ukulele, soil tester, watt tester, photo convertor, keyboard, birdwatching kits and many more fun and educational items.
- Programming geared towards educating to deal with life and current issues, numerous programs and interactive events for adults such as dealing with grief, preparing for end of life issues and more.
- To assist our vision-impaired patrons we have a large assortment of large print books, a Merlin Enhanced Vision machine for desktop magnification. We also provide resources and info to the Perkins School.
- In our expanded Makerspace area children ages 7 and up can experiment, problem-solve, and create with STEAM materials. They can use and/or borrow electronic, robotic, coding, drafting and buildings kits, and try out quality apps on the Makerspace iPad.
- In addition to a variety of enrichment programs for all ages, our traditional story hours are now STEM Storytime's, where preschoolers engage in stories, crafts, and hands-on STEM activities.
- Our demonstration rain garden continues to attract people to Osterville to see how to landscape responsibly around their homes and protect our resources.
- The Friends Bookstore, staffed by dedicated volunteers, is open six days per week. Proceeds from the bookstore help to support library services.
- Technology assistance with tablets, phones, e-readers, Mac and PC computers available on a walk-in 7 day a week. Group training is also available.
- Databases to support the nursing schools such as Nursing and Allied Health plus Ancestry, Mango Languages and a Small Business Database are available to all users thanks to the Kirkman Trust Fund.
- Free books are provided year round at Dowses Beach in our Little Lending Library.
- Offer free preparation and electronic filing of Federal and Massachusetts income tax forms. This is done through AARP Tax-aid. In conjunction with the IRS, certified volunteers help low and middle-income taxpayers.

Fundraising is continuous focus:

- Indoor walking in a safe environment on Tuesdays and Thursdays, so popular it runs year round.
- The “Experience Osterville” guides in its seventh year and will continue to be a successful mainstay, both in popularity and as a fundraiser for the library. The audience has grown significantly and currently exceeds 34,000 readers in print and over 15,000 online.
- The 44th Annual Spring Golf Tournament will be held in late May. Golfers will enjoy a picture perfect day of golf on the pristine course at the Wianno Golf Course. Golf will be followed by dinner and silent auction in the Main Dining Room at the Wianno Club—a great evening!
- The Library will hold annual car raffle for the 28th consecutive year.
- The 39th Annual Cape Cod 5K Championship Road Race to benefit the OVL will attract over 400 runners. Our new sponsors Sotheby’s International Realty and Cape Cod Academy. The new course allows runners to start from in front of the library. The Osterville Village Library is fortunate to be the beneficiary of this fundraising event.
- The 26th Annual Clam Bake will be held after the Fourth of July, 200 attendees are expected at this the event. This even has evolved into more of a family-friendly event with the addition of a children’s menu and games. A lovely evening, great food, fun, and music. Also during summer celebration week, the library held its 6th Annual Mutts and Martinis “Yappy Hour,” a canine and human cocktail event and a signature event for our dog-friendly library. This year we expanded our dog-friendly entertainment to include “Muddy Paws” who conducted agility training, a dog masseur, a dog acupuncturist, pet artist, and authors

Summary of Osterville Village Library Funding & Permanent Positions (FTEs) Request

Expenditure Category	Actual FY 2018	Approved FY 2019	Projected FY 20
Library Funding	\$498,591	\$559,700	TBD
Town of Barnstable	\$260,820	\$269,698	TBD
Total	\$745,600	\$820,500	TBD

Positions	Actual FY 2019	Proposed FY 2020
Full Time	6.00	7.00
Part Time	7.00	7.00
Total FTE's	13.00	14.00

Performance Measures / Workload Indicators

Workload Indicator	Actual FY 2018	Estimated FY 2019
Total Circulation	93,894	93,940
Number of items in Collection	81,441	83,069
Total Hours Open	2,687	2,687
Programs Held	906	923
Volunteer Hours	4,433	4,450



Sturgis Library

Purpose Statement

The Sturgis Library, a historic public library in the village of Barnstable, is dedicated to providing services and resources to meet the needs of a contemporary community while preserving and promoting Cape Cod history.



Recent Accomplishments

- Sturgis Library was awarded a number of special grants to enhance library programs and services to the community.
 - Thanks to generous funding through a federal LSTA grant administered by the Massachusetts Board of Library Commissioners, the Library will embark on a partnership with the Sturgis Charter School to integrate digital and preservation copies of its archival materials related to the history curriculum. We received matching funding for this project from The Cooperative Bank of Cape Cod.
 - The Arts Foundation of Cape Cod provided funding for a Creative Writing series.
 - The Mid-Cape Cultural Council provided funding for a special children's program called Oooch.
 - We received a Seton Shields Genealogy Grant from Genealogist Megan Smolenyak for the purchase of archival supplies.
 - The Kirkman Trust Fund of the Town of Barnstable granted us funds for the purchase of books, ebooks, and technology.
 - The Cape Cod 5 Foundation awarded us funding to purchase library materials in the STEAM subject areas -- Science, Technology, Engineering, Arts, and Math, to support both students and lifelong learners.
 - The Cobb Trust granted the Library funding for the purchase of library materials for the Summer Reading Program.
- Three portraits from the Sturgis Library collections -- of members of the Sturgis family by noted artist Eastman Johnson -- were exhibited as part of the Cape Cod Museum of Art's exhibit *Mysteries and Revelations: Discovering Cape Cod's Museum Treasures*.
- The Library established a new Graphic Novel Collection for adults, and started a new circulating jigsaw puzzle collection, including a number of high quality wooden puzzles.
- Thanks to the generosity of the Aldrich Astronomical Society's Adopt-a-Library telescope program, Sturgis Library now has an Orion StarBlast tabletop telescope available to borrow.
- The Library now has two staff members who provide free notary services to the community.

Additional Recent Accomplishments

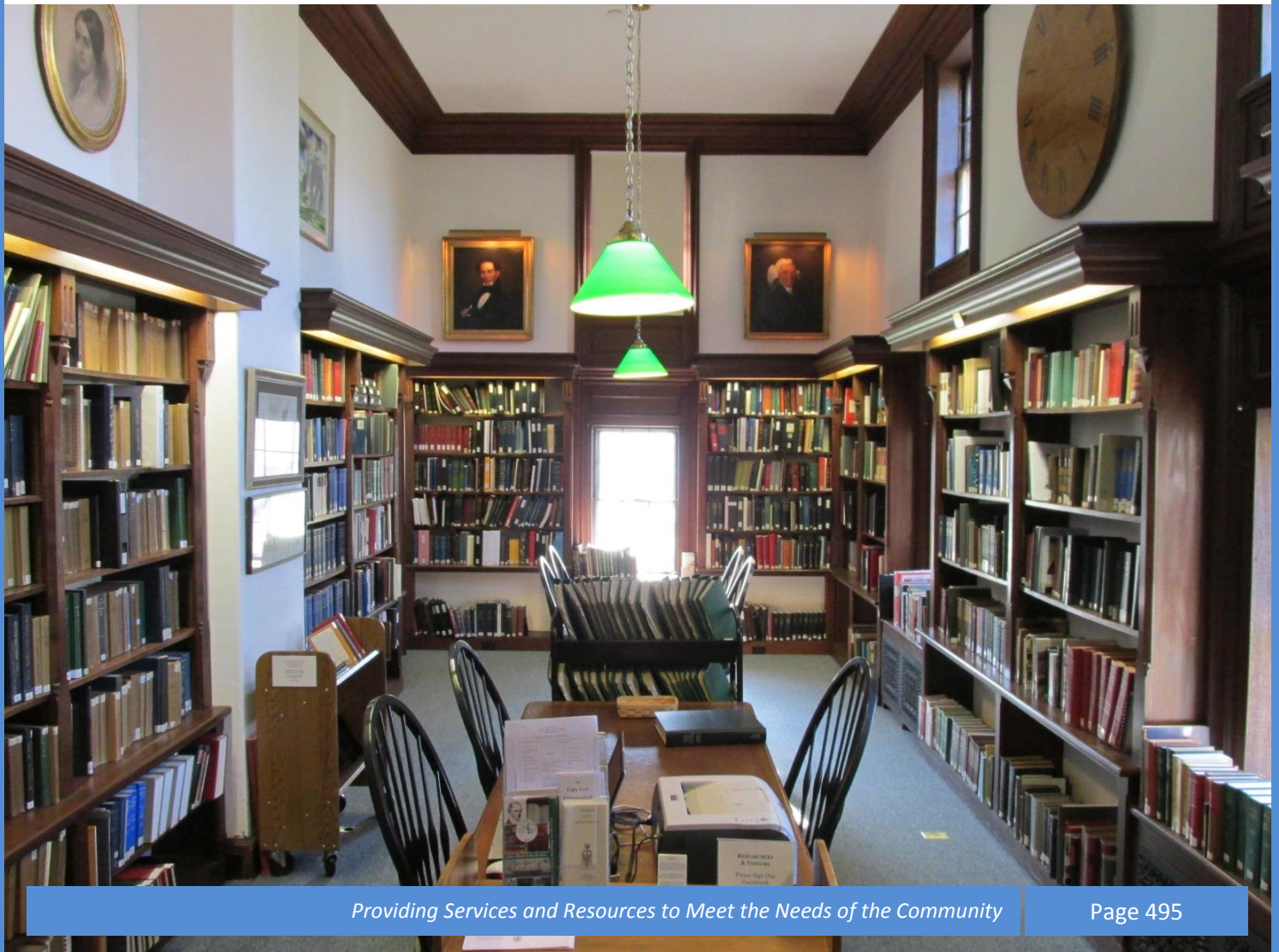
- Assistant Director Karen Horn is the focus of an article in a recent edition of *Associates: The Electronic Library Support Staff Journal*. Karen has been instrumental in advocating for continuing training and education for library support staff, and has spoken at state and regional conferences on the subject. Karen's efforts have benefited Sturgis Library by ensuring that all staff learns about library related topics as well pursuing a wide range of training opportunities.
- The Library sponsored over 200 programs, exhibits, and events for adults, young adults, and children, including lectures, music and craft programs, art workshops, a Pre-Holiday Book Fair, a Holiday Tea, Lego Club, Pokémon Club, Family Funktafest, Drag Queen Storytime, and other well-attended programs and events. Together with the six other Barnstable village libraries, the Library participated in the annual collaborative Summer Reading Program.
- Sturgis Library is grateful to its hardworking staff, Board of Trustees, volunteers, and most of all its library patrons and visitors, who support us throughout the year. The success of the Sturgis Library is due to the people who enter its doors – to visit, to sit and read, do research, check out library materials, attend events, or to share a part of themselves with us. Many, many thanks.



Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

1. To work in cooperation with the six other village libraries in Barnstable to provide comprehensive library services to the residents of the Town of Barnstable, including cooperative resource sharing services, reference and information services, local history and genealogy research services, cooperative planning, programming, and scheduling of events. **(SP: Education, and Communication)**
2. To act as a community gathering place and center for civic, cultural, and other events. **(SP: Education, Communication)**
3. To identify and attract new sources of funding, including support from public and private grant funding agencies, foundations, businesses, and individuals. **(SP: Finance)**
4. To provide increased access to the library's Special Collections, including our genealogy, maritime, and Cape Cod history collections, and to enhance and preserve the collections. In addition, to provide comprehensive reference service in this area, as well as general reference service to the public. **(SP: Education, Communication)**
5. To offer diverse and comprehensive collections, programs, and services to adults, young adults and children, including curriculum support and lifelong learning opportunities. **(SP: Education, Communication)**



Description of Services Provided

The library:

Sturgis Library, a historic public library in the village of Barnstable, is dedicated to providing services and resources to meet the needs of a contemporary community while preserving and promoting Cape Cod history.

- Supports the lifelong pursuit of personal, vocational, cultural, and intellectual enrichment.
- Fosters literacy, curiosity, and creativity in library users of all ages.
- Promotes the free exchange of ideas and serves as a community meeting place.
- Offers a gateway to emerging technologies and informational databases, which enhance traditional resources.
- Serves as a regional archive and research center for the study of Barnstable County history, genealogy, and maritime culture.

Sturgis Library offers Barnstable and Cape Cod residents and visitors a comprehensive range of library services six days a week throughout the year. The Library's main service roles and priorities are summarized as follows:

- Community
- Knowledge
- Historic Preservation
- Technology and Innovation

One of Sturgis Library's primary service roles is to provide specialized research collections, services, and facilities for the study of Cape Cod history, genealogy, and maritime culture. Unique among libraries of the Town and County of Barnstable, the Sturgis Library is distinguished for the scope and depth of its special collections and the services it provides to students, genealogists, historians, and others interested in finding out about the rich history of Cape Cod and the Islands. Access to the Library's historical collections and archives is provided free of charge to all researchers. Another of the Library's important missions is to act as a primary cultural and community center. A full series of special programs, speakers, and exhibits throughout the year adds to the educational and recreational opportunities available to residents of all ages. Groups and organizations from around the community have access to the Library's meeting space, and tourists and visitors come to tour our historic building.

Characteristics and Specializations

The Sturgis Library is a historic public library and research archive located in Barnstable Village. The original historic building was constructed in 1644, which gives the Sturgis Library the distinction of being the oldest library building in the country. The Sturgis Library's special collections include the Lothrop Genealogy & Local History Collection and the Henry Crocker Kittredge Maritime Collection, which are used by researchers around the country. The Library's extensive research archives include ship's logs, whaling journals, manuscripts, family histories and genealogies, diaries, correspondence, photographs, cemetery records, early land deeds, and maps dating back to Barnstable's first settlement. Online services include access to digital archives of photographs, documents, deeds, postcards, and the Barnstable Patriot newspaper from 1830 to 1930. The Sturgis Library also offers in-library access to Ancestry.com Library Edition, and home access to Heritage Quest genealogical databases.

In addition to a wide variety of fiction and nonfiction books for readers of all ages, the Sturgis Library has a large selection of movies on DVD, audiobooks, puzzles, ebooks, and music on CD. There is a circulating collection of books about Cape Cod and by Cape Cod authors, as well as a dynamic selection of materials for young adults and children. We also offer a lending "Library of Things" including a telescope, ukulele, knitting kits, outdoor games, learning toys for children, equipment, and other educational items for the public to borrow.

Special services include free internet and wireless access; service to homebound patrons; and fax, scanning, and photocopying services. We offer extensive research assistance, from homework help to genealogy assistance.

The Library maintains an attractive and busy Book, Gift, and Mini-Thrift Shop year round. Proceeds from the shop go to enhancing library services and programs, and preserving our historic collections and building.

The Library offers an active schedule of special programs, speaker series, exhibits, and displays for all ages. In addition to weekly programs for children and monthly programs for adults, the library hosts a scholarly book discussion group. The library hosts an on-going exhibit of artwork by local artists and crafters, and has monthly displays of collectibles, artifacts, antiques, and other items of local interest.

In addition to the Sturgis Library's busy schedule of events and activities, the library hosts meetings and events sponsored by other area organizations. Our meeting spaces are available to local groups of all kinds. We welcome visits by school and other groups, and are happy to organize special tours of our historic building for groups or individuals.

Summary of Sturgis Library Funding & Permanent Positions (FTE's) Request

Positions	Actual FY 2019	Proposed FY 2020
Full Time	4.1	4.1
Part Time	4.1	4.1
Total FTE's	8.2	8.2

FISCAL YEAR 2020 BUDGET

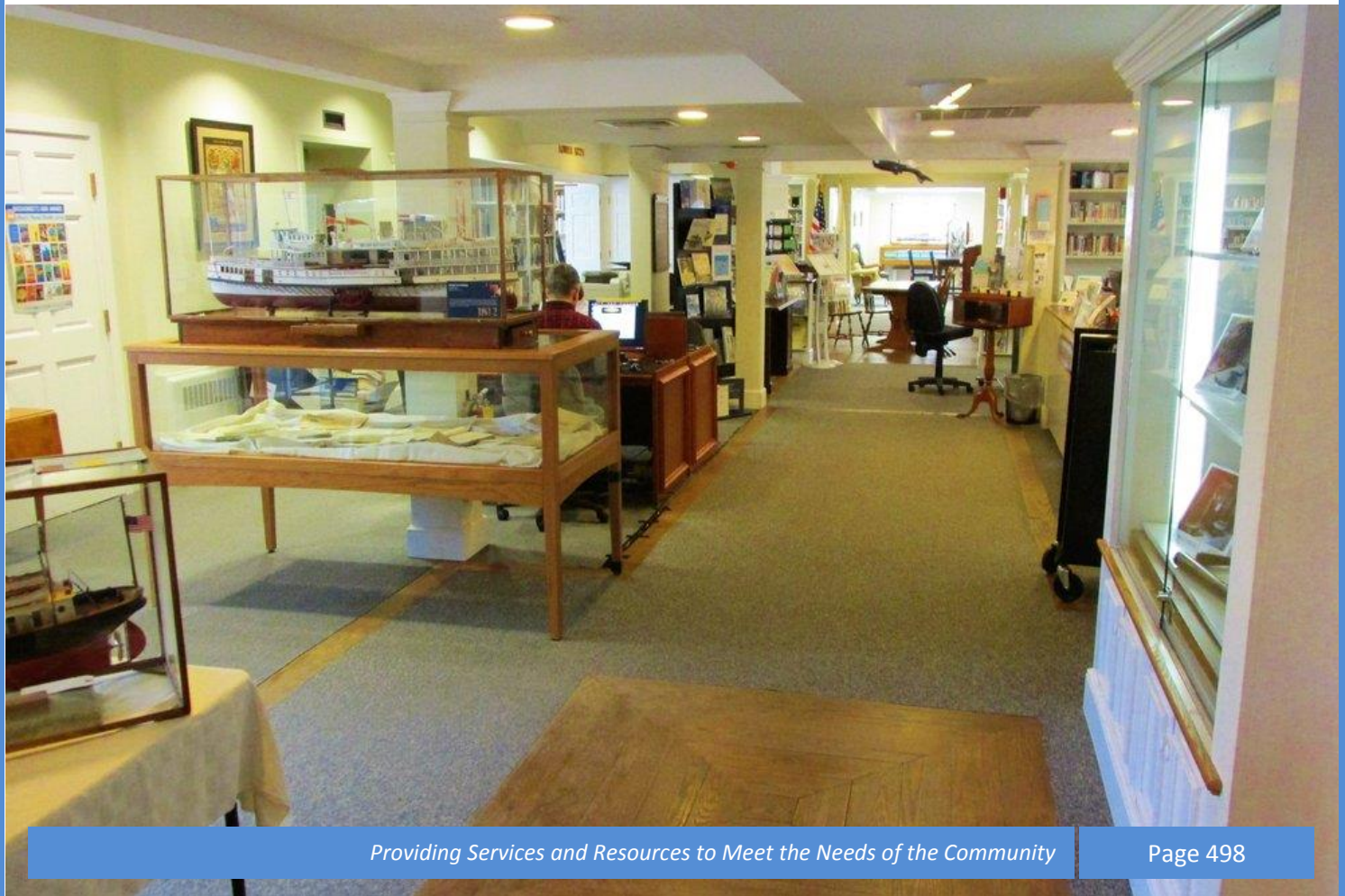
STURGIS LIBRARY

GENERAL FUND

Category	Actual FY 2018	Approved FY 2019	Proposed FY 2020
Library Funding	\$293,108	\$296,537	TBD
Town of Barnstable	\$245,460	\$251,280	TBD
Total	\$538,568	\$547,817	TBD

Performance/Workload Indicators

Workload Indicator	Actual FY 2018	Estimated FY 2019	Projected FY 2020
Circulation	65,672	70,000	71,000
Items in Collection (including downloadable materials)	71,785	80,000	82,000
Hours Open	2,100	2,100	2,100
Programs Offered	184	200	210
Volunteer Hours	1,100	1,100	1,200



Whelden Memorial Library

Purpose Statement

Our mission is to serve West Barnstable Village by providing popular reading materials, reference resources for independent and formal learning, and electronic access to the information network. Our mission is to preserve and promote the heritage of both West Barnstable and Cape Cod. Whelden Memorial Library serves the Village as a meeting place and a forum for civic and cultural events.



Recent Accomplishments

- Increased traffic by focusing on quality programming for adults, young adults, and children. Planned and hosted 265 programs that included educational presentations, lectures, author talks, a new 'Armchair Travel' series, family Movie Night, arts and crafts workshops, and yoga classes.
- The children's room has enjoyed an increase in the number of families who use the library. This year, we introduced family Movie Night and started a Lego Club that meets every Friday morning. In addition, weekly story time, arts and crafts, STEM events, gardening projects, cookie decorating classes, and occasional evening bedtime/pajama Storytime's were offered.
- Partnered with West Parish Family School to provide a Storytime program for pre-kindergarten students.
- Collaborated with the six other Barnstable libraries to participate in the Annual Statewide Summer Reading Program. It was a great success; many children enrolled in the program and enjoyed activities and prize incentives.
- Expanded our outreach to teens and preteens by creating a Youth Advisory Board. The purpose of this board is for the teens to meet monthly and come up with their own ideas for programming and fundraising events to benefit the library. Their participation helps promote the library to their peers and caregivers. They have enjoyed many activities, including arts and crafts, game nights, and potluck dinners.
- Continued to support patrons in need of homebound delivery services through our reorganized and enhanced delivery program.
- Designed and published a new upgraded website. The upgrade provides users with an intuitive design that is more user-friendly.

Additional Recent Accomplishments

- Expanded our social media and digital presence with Constant Contact and Facebook. Currently, 543 patrons receive email notifications about programs, critical fundraisers, and library closings.
- Offered one-on-one tutoring sessions to support the digital literacy goals of the community.
- Created a comprehensive materials collection budget to better meet the needs and preferences of all user groups and expand the range and depth of future acquisitions.
- Through the generosity of the Kirkman Trust Fund, the library was able to purchase a laser printer as well as to update its public computers and software.
- Utilized a plan to update and prioritize capital projects. Several building repairs and improvements were made this year, which included a new roof and an awning for the rear entrance of the building.
- The Board of Trustees and the Friends of the Whelden Memorial Library continued to sponsor essential fundraising events, such as the annual Christmas Boutique, Jewelry Sale, Book Sales, participation in the annual West Barnstable Village Festival, and the bottle and can recycling fundraiser that takes place at the Transfer Station. The funds raised through these efforts contributed critical financial support to the annual operating expenditures of the library.
- Judy Jacobson received the 2018 annual “Citizen of the Year” award from the Board of Trustees for her tireless dedication to both the library and the community.
- After many years of dedicated service, we said goodbye to longtime Board members Kate Mitchell, Hilary Sandler, Gerard Kivney, and Lynne Dowdall. New Trustees include Rusty Gage and Lillie Peterson-Wirtanen.

Fiscal Year 2020 Goals and Objectives

(All Goals relate to the nine areas of the Town Council’s Quality of Life Strategic Plan- See Introduction Section)

1. Examine our mission and create a new strategic plan for future development. **(SP: Finance, Communication)**
2. Analyze our fundraising efforts and explore new directions for funding sources. **(SP: Finance)**
3. Investigate new opportunities to build relationships and collaboration with other Village community organizations to enhance services within the community. **(SP: Communication, Education)**
4. Continue to prioritize capital improvements, such as repairing the exterior of the building, replacing flooring, purchasing storage shed, and rectifying an ongoing water drainage problem. **(SP: Finance, Infrastructure)**
5. Increase professional development opportunities for our staff and volunteers. **(SP: Communication, Education)**
6. Expand our services to older adults to support lifelong learning opportunities. **(SP: Communication, Education)**
7. Continue to revise and improve our homebound delivery program to provide a wider range of services. **(SP: Communication, Education, Finance)**
8. Continue to assess and expand our collection of large print books and audiobooks. **(SP: Communication, Education)**

Fiscal Year 2020 Goals and Objectives (Continued)

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

9. Provide increased access to and preservation of the library's special collection of West Barnstable's history by digitizing the collection. **(SP: Communication, Education)**
10. Support digital literacy in the community by increasing programming in emerging technologies to adults, young adults, and children. **(SP: Communication, Education)**
11. Continue to develop thoughtful and engaging programs of interest for patrons of all ages. **(SP: Communication, Education)**
12. Continue to evaluate the library's entire collection to meet the evolving needs of all patrons and to ensure that diverse and marginalized perspectives are represented. **(SP: Communication, Education)**

Characteristics and Specializations

Whelden Memorial Library is a historic building named in honor of Martha Lee Whelden, a schoolteacher in West Barnstable in the 1880s who was renowned for encouraging her students to read. The library is an active gathering place that has a warm and welcoming atmosphere, and the staff are dedicated to serving the residents and visitors of West Barnstable, the Town of Barnstable, Cape Cod, and the Commonwealth of Massachusetts. Information literacy, lifelong learning, and serving West Barnstable Village continue to be our highest priority.

- The devoted staff of the Whelden Memorial Library continue to be our greatest asset. They are knowledgeable and eager to provide our patrons with exemplary and consistent service.
- The library maintains an extensive history of West Barnstable in a well-indexed archival collection. This index is also available online.
- Whelden Memorial Library has a full complement of Trustees and a supportive and dedicated Friends Group.
- The fundraising activities of the library are diverse; collective efforts include auctions, annual appeals, wine and food tastings, book and gift sales, raffles, and participation in the West Barnstable Village Festival.
- The Friends of the Whelden Memorial Library have an exceptionally well-organized bookstore that is open from April through November. The store is run by a group of dedicated volunteers, and the proceeds help support the library.
- Special collections include books and DVDs on beekeeping, veganism, health and wellness, cookbooks, travel, Cape Cod history, a revived collection of current large print books and audiobooks, and graphic novels for young adults and children. The library also has a growing collection of graphic novels for both children and young adults.

Description of Services Provided

Whelden Memorial Library serves the residents and visitors of West Barnstable, the Town of Barnstable, and Cape Cod. We are the hub of our community and center for village traditions.

- The library offers year-round meeting space for various groups and clubs, hosts events sponsored by other area organizations, and provides tutoring space for young and adult learners.
- The Youth Services Department is very active and offers weekly storytime, Lego Club, family Movie Night, and an array of educational and entertainment activities for all ages. The Youth Advisory Board meets monthly to create events and brainstorm possible fundraising activities.
- The library provides a comprehensive collection of print books, audiobooks, large print books, digital downloads, periodicals, music CDs, DVDs, and an expansive collection of materials for children and young adults.
- The library has one of the largest circulating collections of materials on beekeeping.
- The library offers access to many databases, including in-library access to Ancestry.com Library Edition and remote access to Heritage Quest genealogical databases.
- Special services include free internet and access to upgraded Wi-Fi access throughout the building, 3 internet-ready public access computers, and fax, scanning, and photocopying services.
- The library continues to increase our services to children, young adults, families, and older adults through a renewed commitment to programming and collection development.
- The library offers a wide range of volunteer opportunities for teens and adults.
- Whelden Memorial Library continues to offer homebound book delivery services to our patrons who would not otherwise receive services.

Summary of Whelden Memorial Library Funding & Permanent Positions (FTEs) Request

Expenditure Category	Actual FY 2018	Approved FY 2019	Proposed FY 2020
Library Funding	\$71,138	\$62,026	TBD
Town of Barnstable	\$112,857	\$116,854	TBD
Total	\$183,995	\$178,880	TBD

Positions	Actual FY 2019	Proposed FY 2020
Full Time	1.0	1.0
Part Time	1.75	1.75
Total FTE's	2.75	2.75

Performance/Workload Indicators

Workload Indicator	Actual FY 2018	Estimated FY 2019	Projected FY 2020
Circulation	49,620	50,000	50,500
Items in Collection (including downloadable materials)	80,486	82,000	85,000
Hours Open	1,594	1,604	1,604
Programs Offered	265	270	280
Volunteer Hours	1,430	1,450	1,450



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Other Funds Not Part of the Budget Process

Capital Projects Funds

The General Fund Capital Improvements Plan proposed for FY20 totals \$17,320,000. Funding for the General Fund capital will be provided from reserves within the Town's Capital Trust Fund, remaining balances from previously approved and completed projects, the Community Preservation Fund, and borrowing authorizations. The General Fund capital program is required by State law to be accounted for in a separate "Capital Projects Fund". The capital project accounting requirement allows for the segregation of capital related expenditures from operating expenses for a clearer presentation. The amount listed in the *Consolidated Resource/Appropriation Summary* includes not only the FY20 proposed capital plan for the General Fund but also the activity projected to occur from existing borrowing authorizations and appropriations approved in prior years for the General Fund capital program.

Special Revenue Funds

Purpose and Description

The Special Revenue Funds are used to account for revenue sources that are legally restricted for specific purposes. The funds received by the Town are under the control of the Town Manager as they pertain to the general government and the School Committee as they pertain to School Department. Most funds may be expended without further appropriation. Some require Town Council authorization to expend. There are several sub-categories of special revenue funds. These include the following:

Revolving Funds

These are used to account for receipts from specific activities that are used to cover the cost of operating specific activities. The municipal and school operations have several revolving type activities. The municipal activities require Town Council action, which approves a spending ceiling every year. The School Department revolving activities are under the School Committee's governance and do not require Town Council approval. The largest municipal revolving fund is the Recreation Revolving Fund, which generates approximately \$475,000 of program activity per year. The largest school revolving fund is the School Lunch Revolving Fund. Other notable school revolving funds include School Choice Tuition. Tuition received from other communities who send their children to Barnstable Schools is credited to this account and the School Committee is allowed to expend the funds for school related purposes, particularly to offset the costs of educating the out-of-town students.

Receipts Reserved for Appropriation

Certain revenues collected by the town are restricted under state laws as to their use and require the Town Council's approval in order to expend. These must be kept separate from other receipts that are credited to the General Fund.

Receipts from the sale of Town-owned property can only be expended on purposes for which the Town can borrow funds. In other words, these receipts cannot be used to pay for operating costs. They can only be used for capital related expenditures.

Parking meter receipts are derived from the parking activities at Bismore Park. Special legislation enacted by the state

upon petition from the town restricts these receipts for being used to maintain and improve the Bismore Park area. The FY18 and FY19 expenditures include debt service on the visitor center in Bismore Park as well as the maintenance costs of the facility and park area.

Wetland protection fees are assessed by the Conservation Commission in accordance with the Wetland Protection Act and are used to cover the cost of administering the act, which is part of the Conservation Division's operating budget.

Embarkation fees are derived from a \$0.50 fee added to every ferry passenger ticket. These receipts are used to mitigate the cost of having ferry operations in the harbor area, which are incurred by the Police and Public Works Departments. This is also used to pay the debt service on the welcoming center and pier reconstruction at the harbor.

Mooring fees are credited to the Waterways Improvement Fund (WWIF) in accordance with state law. The WWIF can be used for administering the mooring program, maintaining, and improving the Town's waterways. Expenditures are currently used to offset the mooring operations and a portion of the Harbormaster operating budget within the General Fund.

Gifts

Similar to grants, gifts must be kept separate from General Fund operations and accounted for within the special revenue fund structure unless it is an enterprise fund gift, which can be combined within the enterprise fund accounting records. Authorization to expend gifts received by municipal operations is performed by the Town Council, and the School Committee authorizes the expenditure of School Department gifts.

The Town receives an entitlement allocation from the federal government every year as part of the Community Development Block Grant Program (CDBG). These allocations have been declining due to cuts at the federal level as well as the Town's population decline. The Town pays for approximately 1 FTE's out of this program for administering the program as well as conducting program activities.

Other Designated Revenue

This category includes certain receipts received by the Town that must be spent on specific designated purposes. These receipts must be kept separate from general fund resources. The largest receipt in this category includes Community Preservation Fund surtaxes.

The Community Preservation Fund is funded from a 3% surtax on real estate bills. In accordance with state laws, these receipts must be accounted for separately from other General Fund revenues. The revenue can be used to finance open space land acquisitions, recreation improvements, and historic preservation and community housing projects. Expenditure activity levels will be determined by the level of project requests brought forward to the Community Preservation Committee throughout the year. Revenue will track with the real estate tax levy change every year.

Grants

Federal, state and other grants must be accounted for separately from the general fund and enterprise fund grants are included within the enterprise funds. Any department can accept grants but grants received by the municipal operations must be brought forward to the Town Council for their authorization to expend. Grants received by the School Department must receive School Committee approval. The greatest impact to the Town's grant activity is in the School Department, which receives several federal and state grants. Some are entitlement grants and many are competitive.

Trust and Agency Funds

The Town uses the trust funds to account for assets held in a trustee capacity. Normally, the principal assets remain intact, and income that is generated can be used in accordance with the terms and conditions of the will or gift.

The Town Treasurer, in conjunction with the Trust Fund Advisory Committee, work to formulate a plan that will provide the Town with the maximum amount of resources possible while simultaneously protecting the integrity of the principal investments. In accordance with the Town's Charter, the Town Manager is trustee of all trust funds except those administered by a court appointed trustee, and those under the School Committee.

All revenues from trust funds are generated primarily from investment income, and each year, expenditures from these funds are based on anticipated expendable income. As a matter of policy or for legal reasons, trust fund principal is not utilized for general expenditures with the exception of the Pension Reserve Fund. The trusts generated approximately \$1 million in investment income annually. Future earnings will depend upon interest rates and investment appreciation.

Expenditures are based on the current year needs and anticipated expendable income. Notable trust funds are the Pension Reserve, Cobb Fund and Kirkman Fund.

The Pension Reserve Fund is used to offset tax support for the county retirement assessment. As of June 30, 2018, the fund had a market value of just over \$1.9 million. The Pension Reserve Fund will transfer \$240,000 in FY20 to the general fund to offset the cost of funding the county retirement assessment.

The Cobb Trust Fund is managed by a Town Council appointed Trustee and had a market value of over \$10.2 million at the end of FY18. The Trustee sold some real estate in FY14, which should result in higher award levels in the future since the Trust has more invested cash now. The annual awards from this fund have ranged from \$150,000 to \$200,000 per year. All awards are for the benefit of Barnstable schoolchildren.

The Kirkman Fund, with a market value of more than \$5.4 million as of June 30, 2018, will be used to provide beautification projects first at the Mosswood Cemetery and then all other town cemeteries. This fund is also used for the Cotuit Library and finally, all other public libraries. Proposals will be solicited from DPW's Structures & Grounds Division, and the seven village libraries for project funding. No operating expenses of the public works department, which maintains the cemeteries, are paid for out of this fund. Approximately \$150,000 to \$300,000 has been awarded annually out of this fund for the past few years.

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Appendix A

FY 2020 Budget Appropriation Orders

PART A CAPITAL PROGRAM BUDGET:

2019-093 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds vote)

ORDERED:

That the sum of **\$250,000** be appropriated for the purpose of funding the Engineering and Planning Segment of Phase 2 of the Field Improvements as part of the Barnstable High School Sports Field Upgrade Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$250,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-094 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds vote)

ORDERED:

That the sum of **\$500,000** be appropriated for the purpose of funding the Barnstable Public School District –Wide Communication, Video Surveillance and Entry Improvement Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$500,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-095 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$1,000,000** be appropriated for the purpose of funding the Barnstable High School (BHS) Synthetic Turf Replacement Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,000,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto, and further ordered that **\$886,000** of the **\$4,236,000** borrowing authorized by Town Council order **2016-081** on April 7, 2016 for the Barnstable Community Horace Mann Charter Public School Roof and Façade Improvement Project, which is no longer needed for such project, is hereby rescinded.

2019-096 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$250,000** be appropriated for the purpose of funding the Barnstable Public School Campus Wide Mechanical Upgrades Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$250,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-097 APPROPRIATION, LOAN AND TRANSFER ORDER
General Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$1,000,000** be appropriated for the purpose of funding the Barnstable Public School Barnstable High School Environmental Lab Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$178,000** be transferred from the remaining unexpended funds under Town Council order **2016-082** and that **\$500,000** be transferred from the remaining unexpended funds under Town Council order **2016-081** that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$322,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-098 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$1,500,000** be appropriated for the purpose of funding the Barnstable High School and Barnstable Intermediate School Roof Top Unit Ventilator Replacement Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,500,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-099 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$500,000** be appropriated for the purpose of funding the Centerville Elementary School Unit Ventilator Upgrade Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$500,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-100 APPROPRIATION AND TRANSFER ORDER
General Fund Capital Improvement Plan (Majority Vote)

ORDERED:

That the sum of **\$150,000** be appropriated for the purpose of funding the Comprehensive School Facilities Assessment as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$150,000** be transferred from General Fund Surplus, and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2019-101 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$450,000** be appropriated for the purpose of funding the Hyannis West Elementary School Roof Replacement Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$450,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-102 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$250,000** be appropriated for the purpose of funding the Centerville Elementary School Roof Replacement Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$250,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-103 APPROPRIATION AND LOAN ORDER
Airport Enterprise Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$220,000** be appropriated for the purpose of funding the Airport's Replacement of Aircraft Rescue and Fire Fighting (ARFF) Equipment as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$220,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-104 APPROPRIATION AND LOAN ORDER
Airport Enterprise Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$490,000** be appropriated for the purpose of funding the Airport's Aircraft Rescue and Fire Fighting Building Roof Repairs as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$490,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-105 APPROPRIATION AND LOAN ORDER
Airport Enterprise Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$800,000** be appropriated for the purpose of funding the Airport's Snow Removal Equipment Replacement (Kodiak Snow Blower) as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$800,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-106 APPROPRIATION AND LOAN ORDER
Airport Enterprise Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$230,000** be appropriated for the purpose of funding the Airport's Snow Removal Equipment Replacement (Heavy Duty Carrier Vehicle with Plow and Sander) as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$230,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-107 APPROPRIATION AND LOAN ORDER
Airport Enterprise Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$280,000** be appropriated for the purpose of funding the Airport's Main Terminal Ramp Hardstands for Heavy Aircraft Parking as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$280,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-108 APPROPRIATION AND LOAN ORDER
Airport Enterprise Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$475,000** be appropriated for the purpose of funding the Airport's Runway 15-33 Surface Treatment and Repainting Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$475,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-109 APPROPRIATION AND LOAN ORDER
Airport Enterprise Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$1,000,000** be appropriated for the purpose of funding the Airport's Repairs to the Access Road on the East Side of the Airfield Including Drainage and Utilities as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,000,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-110 APPROPRIATION AND TRANSFER ORDER
Airport Enterprise Fund Capital Improvement Plan (Majority Vote)

ORDERED:

That the sum of **\$100,000** be appropriated for the purpose of funding the Airport's PFOS Mitigation Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$100,000** be transferred from the Airport Enterprise Fund reserves, and that the Barnstable Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-111 APPROPRIATION AND LOAN ORDER
Airport Enterprise Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$165,000** be appropriated for the purpose of funding the Airport's Replacement of Airfield Mowing Equipment as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$165,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-112 APPROPRIATION AND TRANSFER ORDER
Airport Enterprise Fund Capital Improvement Plan (Majority Vote)

ORDERED:

That the sum of **\$100,000** be appropriated for the purpose of funding the Airport's Replacement of Steel i-Beams in the Airport Owned Hangar Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$100,000** be transferred from the Airport Enterprise Fund reserves, and that the Barnstable Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-113 APPROPRIATION AND TRANSFER ORDER
General Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$100,000** be appropriated for the purpose of funding the Aerial Flyover & Mapping Update Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$100,000** be transferred from the Capital Trust Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-114 APPROPRIATION AND TRANSFER ORDER
General Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$50,000** be appropriated for the purpose of funding the Summer Aerial Flyover of Waterways Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$50,000** be transferred from the Capital Trust Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-115 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$679,000** be appropriated for the purpose of funding the Hyannis Youth and Community Center Roof, HVAC Controls, Parking and Security Improvement Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$679,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-116 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$415,000** be appropriated for the purpose of funding the Craigville Bath House and Parking Lot Improvement Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$415,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-117 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$620,000** be appropriated for the purpose of funding the Marstons Mills Tennis Court Improvement Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$620,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-118 APPROPRIATION TRANSFER AND LOAN ORDER**Golf Enterprise Fund Capital Improvement Plan (Two-thirds Vote)****ORDERED:**

That the sum of **\$446,000** be appropriated for the purpose of funding the Hyannis Golf Course Cart Path System Replacement Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$32,000** be transferred from the remaining funds in Town Council order **2015-106**, and that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$414,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-119 APPROPRIATION AND LOAN ORDER**General Fund Capital Improvement Plan (Two-thirds Vote)****ORDERED:**

That the sum of **\$1,730,000** be appropriated for the purpose of funding the Channel Dredging Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$980,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that **\$750,000** be transferred from the Comprehensive Water Management and Private Way Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto, and further ordered that **\$1,000,000** of borrowing authorized by Town Council order **2018-074** for dredging the first phase of the Cotuit Bay Entrance Channel Project, which is no longer needed for such project, is hereby rescinded.

2019-120 APPROPRIATION AND TRANSFER ORDER**Sandy Neck Enterprise Fund Capital Improvement Plan (Majority Vote)****ORDERED:**

That the sum of **\$60,000** be appropriated for the purpose of funding the Design and Permitting of the Sandy Neck Gatehouse and Off Road Vehicle Access Trail Relocation as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$60,000** be transferred from the Sandy Neck Enterprise Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-121 APPROPRIATION AND TRANSFER ORDER
General Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$3,450,000** be appropriated for the purpose of funding the Public Roads Maintenance Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$3,450,000** be transferred from the Capital Trust Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-122 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$500,000** be appropriated for the purpose of funding the Public Bridge Improvements and Repairs Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$500,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-123 APPROPRIATION AND TRANSFER ORDER
General Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$125,000** be appropriated for the purpose of funding the Bearses Way Bike Path Design & Permitting Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$125,000** be transferred from the Capital Trust Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-124 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$900,000** be appropriated for the purpose of funding the Bumps River Bridge Repairs Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$900,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-125 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$314,000** be appropriated for the purpose of funding the Sidewalk Overlay & Guardrail Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$314,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-126 APPROPRIATION AND TRANSFER ORDER
General Fund Capital Improvement Plan (Majority Vote)

ORDERED:

That the sum of **\$114,000** be appropriated for the purpose of funding the Main Street Hyannis Tree Lighting Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$114,000** be transferred from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-127 APPROPRIATION AND TRANSFER ORDER
General Fund Capital Improvement Plan (Majority Vote)

ORDERED:

That the sum of **\$150,000** be appropriated for the purpose of funding the Municipal Separate Storm Sewer System (MS4) Program as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$150,000** be transferred from the remaining funds in Town Council order **2016-105**, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-128 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$300,000** be appropriated for the purpose of funding the Crosswalk Improvement Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$300,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-129 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$480,000** be appropriated for the purpose of funding the Town Hall Security Improvement Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$480,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-130 APPROPRIATION AND TRANSFER ORDER
Water Pollution Control Enterprise Fund Capital Improvement Plan (Majority Vote)

ORDERED:

That the sum of **\$600,000** be appropriated for the purpose of funding the Effluent Flow Meter Evaluation, Design, and Construction Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$600,000** be transferred from the Water Pollution Control Enterprise Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-131 APPROPRIATION AND LOAN ORDER
Water Pollution Control Enterprise Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$380,000** be appropriated for the purpose of funding the Sewer System Evaluation Surveys Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$380,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-132 APPROPRIATION AND LOAN ORDER
Water Pollution Control Enterprise Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$1,160,000** be appropriated for the purpose of funding the Rendezvous Lane Pump Station Replacement Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,160,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-133 APPROPRIATION AND LOAN ORDER**Water Pollution Control Enterprise Fund Capital Improvement Plan (Two-thirds Vote)****ORDERED:**

That the sum of **\$1,125,000** be appropriated for the purpose of funding the Bearse's Way Vacuum Sewer Replacement Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,125,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-134 APPROPRIATION AND LOAN ORDER**Water Pollution Control Enterprise Fund Capital Improvement Plan (Two-thirds Vote)****ORDERED:**

That the sum of **\$4,019,000** be appropriated for the purpose of funding the South Street Sewer Rehabilitation Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$4,019,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-135 APPROPRIATION AND LOAN ORDER**Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds Vote)****ORDERED:**

That the sum of **\$1,050,000** be appropriated for the purpose of funding the Pipe Replacement and Upgrade Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,050,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-136 APPROPRIATION AND TRANSFER ORDER**Water Supply Enterprise Fund Capital Improvement Plan (Majority Vote)****ORDERED:**

That the sum of **\$200,000** be appropriated for the purpose of funding the Wells, Pump Stations, Treatment Plant Repair & Upgrade Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$200,000** be transferred from the Water Supply Enterprise Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-137 APPROPRIATION AND TRANSFER ORDER
Water Supply Enterprise Fund Capital Improvement Plan (Majority Vote)

ORDERED:

That the sum of **\$75,000** be appropriated for the purpose of funding the purchase of a Valve Maintenance Trailer System as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$75,000** be transferred from the Water Supply Enterprise Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-138 APPROPRIATION AND TRANSFER ORDER
Water Supply Enterprise Fund Capital Improvement Plan (Majority Vote)

ORDERED:

That the sum of **\$220,000** be appropriated for the purpose of funding the Wells Treatment Options Evaluation as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$220,000** be transferred from the Water Supply Enterprise Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-139 APPROPRIATION AND TRANSFER ORDER
Solid Waste Enterprise Fund Capital Improvement Plan (Majority Vote)

ORDERED:

That the sum of **\$60,000** be appropriated for the purpose of funding the Repair and Upgrade of Five Compactor Units as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$60,000** be transferred from the Solid Waste Enterprise Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-140 APPROPRIATION AND TRANSFER ORDER
Solid Waste Enterprise Fund Capital Improvement Plan (Majority Vote)

ORDERED:

That the sum of **\$80,000** be appropriated for the purpose of funding the Replacement of an All-Terrain Litter Vacuum and Kubota Rough Terrain Vehicle as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$80,000** be transferred from the Solid Waste Enterprise Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-141 APPROPRIATION AND TRANSFER ORDER
Solid Waste Enterprise Fund Capital Improvement Plan (Majority Vote)

ORDERED:

That the sum of **\$100,000** be appropriated for the purpose of funding the Roll Off Trailer Replacement as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$100,000** be transferred from the Solid Waste Enterprise Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-142 APPROPRIATION AND TRANSFER ORDER
Comprehensive Water Management and Private Way Fund Capital Improvement Program (Majority Vote)

ORDERED:

That the sum of **\$612,000** be appropriated for the purpose of funding the Marstons Mills School Pump Station and Associated RT 28 Collection System Preliminary Design as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$612,000** be transferred from the Comprehensive Water Management and Private Way Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-143 APPROPRIATION AND TRANSFER ORDER
Comprehensive Water Management and Private Way Fund Capital Improvement Program (Majority Vote)

ORDERED:

That the sum of **\$938,000** be appropriated for the purpose of funding the Long Pond Area Sewer Expansion Final Design and Permitting as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$938,000** be transferred from the Comprehensive Water Management and Private Way Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-144 APPROPRIATION AND TRANSFER ORDER
Comprehensive Water Management and Private Way Fund Capital Improvement Program (Majority Vote)

ORDERED:

That the sum of **\$612,000** be appropriated for the purpose of funding the Marstons Mills River Treatment System Design and Permitting as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$612,000** be transferred from the Comprehensive Water Management and Private Way Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-145 APPROPRIATION AND TRANSFER ORDER**Comprehensive Water Management and Private Way Fund Capital Improvement Program (Majority Vote)****ORDERED:**

That the sum of **\$735,000** be appropriated for the purpose of funding the Phinney's Lane Sewer Expansion Final Design and Permitting as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$735,000** be transferred from the Comprehensive Water Management and Private Way Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-146 APPROPRIATION AND LOAN ORDER**General Fund Capital Improvement Plan (Two-thirds Vote)****ORDERED:**

That the sum of **\$797,000** be appropriated for the purpose of funding the Osterville Field Construction and Site Improvement Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$797,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-147 APPROPRIATION AND LOAN ORDER**General Fund Capital Improvement Plan (Two-thirds Vote)****ORDERED:**

That the sum of **\$300,000** be appropriated for the purpose of funding the Design and Permitting of Commerce Rd. Improvements in Barnstable Village as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$300,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-148 APPROPRIATION AND LOAN ORDER**General Fund Capital Improvement Plan (Two-thirds Vote)****ORDERED:**

That the sum of **\$996,000** be appropriated for the purpose of funding the Improvements to the School Administration Building Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$996,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-149 APPROPRIATION AND TRANSFER ORDER
General Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$125,000** be appropriated for the purpose of funding the Design and Permitting of a New Municipal Pier Project as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$125,000** be transferred from the Capital Trust Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2019-150 APPROPRIATION AND TRANSFER ORDER
General Fund Capital Improvement Plan (Two-thirds Vote)

ORDERED:

That the sum of **\$75,000** be appropriated for the purpose of funding the Design and Permitting to Extend the Cotuit Town Dock as outlined in the FY 2020 - FY 2024 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$75,000** be transferred from the Capital Trust Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

PART B – OPERATING BUDGET:**APPROPRIATION ORDER 2019-161****Barnstable Municipal Airport Enterprise Fund****ORDERED:**

That the sum **\$8,041,243** be appropriated for the purpose of funding the Town's FY 2020 Airport Enterprise Fund budget, and to meet such appropriation that **\$8,041,243** be raised from current year revenues by the Airport Enterprise Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-162**School Department****ORDERED:**

That the sum **\$69,599,861** be appropriated for the purpose of funding the Town's FY 2020 Barnstable Public Schools budget, and that to meet this appropriation that **\$68,999,861** be raised from current year revenues, and that **\$600,000** be transferred from the General Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-163**Police Department****ORDERED:**

That the sum of **\$15,342,667** be appropriated for the purpose of funding the Town's FY 2020 Barnstable Police Department budget; and to meet such appropriation that **\$15,007,667** be raised from current year revenues, that **\$285,000** be transferred from the General Fund reserves, and that **\$50,000** be transferred from the Embarkation Fee Special Revenue Fund as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-164**Planning and Development Department****ORDERED:**

That the sum of **\$2,130,304** be appropriated for the purpose of funding the Town's FY 2020 Planning and Development Department budget, and that to meet this appropriation that **\$1,811,004** be raised from current year revenues and that **\$45,000** be transferred from the Wetlands Protection Special Revenue Fund, and that **\$264,900** be transferred from the Bismore Park Special Revenue Fund, and that **\$9,400** be transferred from the General Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-165**Community Services Department General Fund Budget****ORDERED:**

That the sum of **\$2,569,427** be raised and appropriated for the purpose of funding the Town's FY 2020 Community Services Department General Fund budget as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-166**Community Services Department Public, Education & Government Television Access Enterprise Fund****ORDERED:**

That the sum of **\$877,860** be appropriated for the purpose of funding the Town's FY 2020 Public, Education & Government Access Television Enterprise Fund budget; and to meet such appropriation that **\$838,000** be raised from Enterprise Fund revenues, and that **\$39,860** be transferred from the PEG Enterprise Fund reserves as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-167**Community Services Department Golf Course Enterprise Fund****ORDERED:**

That the sum of **\$3,876,414** be appropriated for the purpose of funding the Town's FY 2020 Golf Course Enterprise Fund budget; and to meet such appropriation that **\$3,493,200** be raised from Enterprise Fund revenues, and that **\$233,199** be raised from the General Fund, and that **\$150,015** be transferred from the Golf Course Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-168**Community Services Department Hyannis Youth and Community Center Enterprise Fund****ORDERED:**

That the sum of **\$3,400,131** be appropriated for the purpose of funding the Town's FY 2020 Hyannis Youth and Community Center Enterprise Fund budget; and to meet such appropriation that **\$1,128,102** be raised from Enterprise Fund revenues, that **\$1,049,639** be raised in the General Fund, that **\$1,089,550** be transferred from the Capital Trust Fund, and that **\$132,840** be transferred from the HYCC Enterprise Fund reserves as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-169**Marine & Environmental Affairs Department General Fund Budget****ORDERED:**

That the sum of **\$1,238,947** be appropriated for the purpose of funding the Town's FY 2020 Marine & Environmental Affairs Department General Fund budget, and to meet such appropriation, that **\$864,947** be raised from current year revenue, that **\$348,000** be transferred from the Waterways Special Revenue Fund, and that **\$26,000** be transferred from the General Fund reserves as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-170**Marine & Environmental Affairs Department Marina Enterprise Fund****ORDERED:**

That the sum of **\$832,780** be appropriated for the purpose of funding the Town's FY 2020 Marina Enterprise Fund budget; and to meet such appropriation that **\$707,700** be raised from Enterprise Fund revenues, and that **\$55,631** be transferred from the Capital Trust Fund, that **\$30,000** be transferred from the Bismore Park Special Revenue Fund, and that **\$39,449** be transferred from the Marina Enterprise Fund reserves as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-171**Marine & Environmental Affairs Department Sandy Neck Enterprise Fund****ORDERED:**

That the sum of **\$1,147,959** be appropriated for the purpose of funding the Town's FY 2020 Sandy Neck Park Enterprise Fund budget; and to meet such appropriation that **\$1,108,555** be raised from Enterprise Fund revenues, and that **\$39,404** be transferred from the Sandy Neck Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-172**Licensing Department****ORDERED:**

That the sum of **\$165,398** be appropriated for the purpose of funding the Town's FY 2020 Licensing Department budget, and to meet such appropriation, that **\$165,398** be raised from current year revenue, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-173**Inspectional Services Department****ORDERED:**

That the sum of **\$2,140,557** be appropriated for the purpose of funding the Town's FY 2020 Inspectional Services Department budget, and to meet such appropriation, that **\$2,140,557** be raised from current year revenue as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-174**Department of Public Works General Fund Budget****ORDERED:**

That the sum of **\$10,189,353** be appropriated for the purpose of funding the Town's FY 2020 Department of Public Works General Fund budget, and to meet such appropriation, that **\$10,118,783** be raised from current year revenue, **\$45,570** be transferred from the Embarkation Fee Special Revenue Fund and **\$25,000** be transferred from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-175**Department of Public Works Solid Waste Enterprise Fund****ORDERED:**

That the sum of **\$3,419,883** be appropriated for the purpose of funding the Town's FY 2020 Department of Public Works Solid Waste Enterprise Fund budget, and to meet such appropriation that **\$3,129,500** be raised from the Enterprise Fund revenues, and that **\$290,383** be transferred from the Solid Waste Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-176**Department of Public Works Water Pollution Control Enterprise Fund****ORDERED:**

That the sum of **\$4,816,380** be appropriated for the purpose of funding the Town's FY 2020 Department of Public Works Water Pollution Control Enterprise Fund budget, and to meet such appropriation that **\$4,816,380** be raised from the Enterprise Fund revenues, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-177**Department of Public Works Water Supply Enterprise Fund****ORDERED:**

That the sum of **\$6,955,015** be appropriated for the purpose of funding the Town's FY 2020 Department of Public Works Water Supply Enterprise Fund budget, and to meet such appropriation that **\$6,565,015** be raised from the Enterprise Fund revenues, and that **\$390,000** be transferred from the Water Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-178**Town Council Department****ORDERED:**

That the sum of **\$268,987** be raised and appropriated for the purpose of funding the Town's FY 2020 Town Council budget as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-179**Town Manager Department****ORDERED:**

That the sum of **\$709,451** be raised and appropriated for the purpose of funding the Town's FY 2020 Town Manager budget as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-180**Administrative Services Department****ORDERED:**

That the sum of **\$6,322,843** be appropriated for the purpose of funding the Town's FY 2020 Administrative Services Department budget, and to meet such appropriation, that **\$6,160,343** be raised from current year revenue, and that **\$162,500** be transferred from the General Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-181**Employee Benefits****ORDERED:**

That the sum of **\$23,894,141** be appropriated for the purpose of funding the Town's FY 2020 Employee Benefits budget, and to meet such appropriation, that **\$23,044,141** be raised from current year revenue, that **\$240,000** be transferred from the Pension Reserve Trust Fund, and that **\$610,000** be transferred from the General Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-182**Debt Service****ORDERED:**

That the sum of **\$7,152,492** be appropriated for the purpose of funding the Town's FY 2020 General Fund Debt Service budget, and to meet such appropriation, that **\$694,670** be raised from current year revenue, and that **\$6,345,492** be transferred from the Capital Trust Fund, and that **\$59,430** be transferred from the Embarkation Fee Special Revenue Fund, and that **\$52,900** be transferred from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-183**Grants****ORDERED:**

That the sum of **\$2,115,460** be raised and appropriated for the purpose of funding the Town's FY 2020 Library and Tourism Grant budgets as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-184**Town Council Reserve Fund****ORDERED:**

That the sum of **\$250,000** be appropriated for the purpose of funding the Town's FY 2020 Reserve Fund and that the sum of **\$250,000** be transferred from the General Fund reserves.

APPROPRIATION ORDER 2019-185**Insurance, Assessments, Transfers and Other Fixed Costs****ORDERED:**

That the sum of **\$18,758,861** be raised and appropriated for the purpose of funding the Town's FY 2020 Insurance, Assessments, Transfers and Other Fixed Costs budget as presented to the Town Council by the Town Manager, and that the following sums be transferred from the Town's Enterprise Funds for the purpose of reimbursing administrative, employee benefit and insurance costs budgeted within the General Fund:

Water Pollution Control	\$503,449
Solid Waste	\$395,683
Water Supply	\$188,311
Airport	\$770,538
Golf Course	\$483,199
Marinas	\$67,842
Sandy Neck	\$107,936
HYCC	\$332,069
PEG	\$84,245

And further, that the sum of **\$500,000** be transferred from the General Fund reserves all for the purpose of funding the Town's FY 2019 General Fund budget as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2019-186**COMMUNITY PRESERVATION FUND ADMINISTRATION EXPENSES AND FY 2020 PROGRAM SET-ASIDES****ORDERED:**

That, pursuant to the provisions of G. L. c. 44B § 6, for the fiscal year beginning July 1, 2019, the following sums of the annual revenues of the Community Preservation Fund be set aside for further appropriation and expenditure for the following purposes: **\$404,676** for open space and recreation; **\$404,676** for historic resources; **\$404,676** for community housing; **\$801,534** for a budget reserve, and that the sum of **\$200,000** be appropriated from the annual revenues of the Community Preservation Fund for the administrative expenses the Community Preservation Committee, to be expended under the direction of the Town Manager, or the Community Preservation Committee with the prior approval of the Town Manager.

APPROPRIATION ORDER 2019-187**APPROPRIATION ORDER FOR COMMUNITY PRESERVATION FUND FY 2020 DEBT SERVICE****ORDERED:**

That the Town Council hereby appropriate **\$1,921,467** for the purpose of paying the FY 2020 Community Preservation Fund debt service requirements, and to meet such appropriation, that **\$1,831,198** be provided from current year revenues of the Community Preservation Fund and that **\$90,269** be provided from the reserve for the historic preservation program within the Community Preservation Fund.

APPROPRIATION ORDER 2019-188**APPROPRIATION ORDER FOR COMPREHENSIVE WATER MANAGEMENT AND PRIVATE WAY IMPROVEMENT FUND FY 2020 DEBT SERVICE****ORDERED:**

That the Town Council hereby appropriate **\$501,578** for the purpose of paying the FY 2020 Comprehensive Water Management and Private Way Improvement Fund debt service requirements, and to meet such appropriation, that **\$501,578** be provided from the current year revenues of the Comprehensive Water Management and Private Way Fund.

REVOLVING FUNDS**FY 2020 REVOLVING FUND SPENDING LIMITS 2019-189****RESOLVED:**

That the Town Council hereby authorizes the following spending limitations for fiscal year 2020 revolving funds:

Senior Services Classroom Education Fund - **\$100,000**

Recreation Program Fund - **\$525,000**

Shellfish Propagation Fund - **\$200,000**

Consumer Protection Fund - **\$400,000**

Geographical Information Technology Fund - **\$10,000**

Arts and Culture Program Fund - **\$50,000**

Asset Management Fund - **\$500,000**

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Appendix B

Glossary

The following definitions explain the meaning of some of the terms frequently used in documents and discussions related to the Town's financial matters:

Abatement	A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit. (See Commitment).
Accounting system	The total structure of records and procedures that identify, record, classify, and report information on the financial position and operations of a governmental unit or any of its funds , account groups, and organizational components.
Accrued interest	The amount of interest that has accumulated on the bond since the date of the last interest payment, and in the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest).
Ad valorem	A Latin phrase meaning according to the value. For example, the property tax is an Ad Valorem tax because it is based on the full and fair cash value (FFCV) of the real or personal property . (See Assessed Valuation).
Adopted Budget	The resulting budget that has been approved by the Town Council.
Advance refunding of debt	This occurs when new debt is issued to replace or redeem old debt before the maturity or call date of the old debt. Under these circumstances, the proceeds of the new debt must be placed in escrow and used to pay interest on old, outstanding debt as it becomes due, and to pay the principal on the old debt either as it matures or at an earlier call date. (See also Refunding of Debt).
Allocation	The distribution of available monies, personnel, buildings and equipment among various Town departments, divisions or cost centers.
Amortization	The gradual repayment of an obligation over time and in accordance with a pre-determined payment schedule.
Annual budget	An estimate of expenditures for specific purposes during the fiscal year (July 1 - June 30) and the proposed means (estimated revenues) for financing those activities.
Appellate Tax Board (ATB)	Appointed by the governor, the ATB has jurisdiction to decide appeals from local decisions relating to property taxes , motor vehicle excises , state owned land (SOL) valuations , exemption eligibility, property classification , and equalized valuations .
Appropriation	An authorization granted by a town meeting, city council or other legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended. (See Encumbrance , Line-Item Transfer , Free Cash).
Arbitrage	As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

Assessed valuation

A value assigned to real estate or other property by a government as the basis for levying taxes. In Massachusetts, assessed valuation is based on the property's [full and fair cash value](#) as set by the Assessors. (See [Ad Valorem](#); [Full And Fair Cash Value](#)).

Assessment date

The date property tax liability is fixed. In Massachusetts, property taxes are assessed as of the January 1 prior to the fiscal year. Assessors determine the physical status of taxable [real](#) and [personal property](#), its ownership, [fair cash value](#) and usage classification as of that date. By local option ([MGL Ch. 59 §2A9a](#)), the physical status of real property on June 30 is deemed to be its condition on the previous January 1.

Audit

An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool for evaluating the fiscal performance of a community.

Audit committee

A committee appointed by the selectmen, mayor, or city council, with specific responsibility to review a community's independent audit of financial statements and to address all issues relating to it as well as those outlined in the accompanying [management letter](#).

Audit management letter

An independent auditor's written communication to government officials, separate from the community's audit. It generally identifies areas of deficiency, if any, and presents recommendations for improvements in accounting procedures, internal controls and other matters.

Audit report

Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions; (d) financial statements and schedules; and (e) statistical tables, supplementary comments, and recommendations. Almost always accompanied by a [management letter](#).

Automated recapitulation

An automated method that municipalities can use to submit data for the annual tax recapitulation process. [DLS](#) provides this Excel-based alternative to submitting data on paper forms. Municipal personnel enter required data in specially designed Excel spreadsheets and send the completed spreadsheets as computer files to [DLS](#) for uploading to a database.

Available funds

Balances in the various [fund](#) types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen [expenses](#), for [capital expenditures](#) or other onetime costs. Examples of available funds include [free cash](#), [stabilization fund](#), [overlay surplus](#), [water surplus](#), and enterprise retained earnings. (See reserves).

Balance sheet

A statement that discloses the assets, liabilities, reserves, and equities of a [fund](#) or governmental unit at a specified date.

Balance budget

A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and Towns.

Base aid

A component of [Chapter 70](#) state aid to a municipality for education costs. Districts are guaranteed a certain base amount of aid that is increased annually by new increments in the following categories:

[Minimum aid](#) [Foundation aid](#) [School Choice aid](#)

Betterments (special assessments)

Whenever part of a community benefits from a public improvement, or betterment (*e.g.*, water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

Boat excise

An amount levied on boats and ships in lieu of a [personal property tax](#) for the privilege of using the Commonwealth's waterways. Assessed annually as of July 1, the excise is paid to the community where the boat or ship is usually moored or docked.

Bond

A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date ([maturity date](#)), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See [Note](#)).

Bond and interest record (bond register)

The permanent and complete record maintained by a municipal treasurer for each [bond](#) issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

Bond Anticipation Note (BAN)

[Short-term debt](#) instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years ([MGL Ch. 44 §17](#)). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the [Massachusetts School Building Authority \(MSBA\)](#) priority list. BANs are full faith and credit obligations.

Bond authorization

Action of town meeting or a city council authorizing the executive branch to raise money through the sale of bonds in a specific amount and for a specific purpose. Once authorized, issuance is by the treasurer upon the signature of the mayor, or selectmen. (See [Bond Issue](#)).

Bond counsel

An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.

Bond issue

The actual sale of the entire, or a portion of, the bond amount authorized by a town meeting or city council.

Bond premium

The difference between the market price of a bond and its face value (when the market price is higher). A premium will occur when the bond's stated interest rate is set higher than the true interest cost (the market rate). Additions to the [levy limit](#) for a [Proposition 2½ debt exclusion](#) are restricted to the true interest cost incurred to finance the excluded project. Premiums received at the time of sale must be offset against the stated interest cost in computing the debt exclusion. If receipt of the premium and the payment of interest at maturity of an excluded debt occur in different fiscal years, reservation of the premium for future year's debt service is required at the end of the fiscal year when the premium was received.

Bond rating

A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies such as Moody's and Standard and Poor's use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Bonds authorized and unissued

Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by town meeting or the city council to be removed from community's books.

Budget

A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See [Level Funded Budget](#), [Performance Budget](#), [Program Budget](#), [Zero Based Budget](#))

Budget basis of accounting

The Town's general fund and enterprise fund budgets are prepared on a basis other than generally accepted accounting principles (GAAP basis). The actual results of operations are presented on a "budget (cash) basis" to provide a meaningful comparison of actual results with the budget.

Budget calendar

The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.

Budget message

A statement that, among other things, offers context by summarizing the main points of a [budget](#), explains priorities, describes underlying policies that drive funding decisions, and otherwise justifies the expenditure plan and provides a vision for the future.

Business-type activities

One of two classes of activities reported in the [GASB 34](#) government-wide financial statements. These activities are financed in whole or in part by fees charged to users for goods or services. Some examples are enterprise (MGL [Chapter 44 §53F½](#)), [special revenue](#) (MGL [Ch. 41 §69B](#)) water, and municipal electric fund.

Capital assets

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

Capital budget

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

Capital expenditures /improvements

Items generally found in the capital budget such as construction or major repairs to municipal buildings. The fees for architects, engineers, lawyers, and other professional services, plus the cost of financing advance planning, may be included in addition to the cost of materials and installation/construction.

Capital improvements program

A blueprint, for planning a community's [capital expenditures](#) that comprises an annual capital budget and a five-year capital program. It coordinates community planning, fiscal capacity and physical development. While all of the community's needs should be identified in the program, there is a set of criteria that prioritizes the expenditures.

Capital outlay

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

Capital outlay expenditure exclusion

A temporary increase in the tax levy to fund a capital project or make a capital acquisition. Exclusions require two-thirds vote of the selectmen or city council (sometimes with the mayor's approval) and a majority vote in a community-wide referendum. The exclusion is added to the tax [levy](#) only during the year in which the project is being funded and may increase the tax levy above the [levy ceiling](#).

Capital projects fund

Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds).

Cash

Currency, coin, checks and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

Cash basis of accounting

An accounting method used that records and recognizes revenues when cash is received and expenses when cash is paid out of the Town treasury.

Cashbook

A source book of original entry, which a treasurer is required to maintain, for the purpose of recording municipal receipts, adjustments to balances, deposits to municipal accounts and disbursements through [warrants](#).

Cash management

The process of monitoring the ebb and flow of a money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short-term borrowing and investment of idle cash.

Cash receipts

Any money received by a municipality or its departments whether by [cash](#), check or electronic transfer.

Categorical aid (see offset item)

Type of state aid distributed to jurisdictions via the [Cherry Sheet](#). An offset item constitutes categorical aid and as such the funds must be spent for specific municipal and regional school district programs. The funds may be spent with [appropriation](#) in the local budget.

Categorical grant

A type of intergovernmental payment, which is characterized by extensive restrictions on the uses to which the funds may be "spent" by the recipient government.

Cemetery perpetual care

Funds donated by individuals for the care of gravesites. According to MGL Ch. 114 §25, funds from this account must be invested and spent as directed by perpetual care agreements. If no agreements exist, the interest (but not principal) may be used as directed by the cemetery commissioners for the purpose of maintaining cemeteries.

Certificate of Deposit (CD)

A bank deposit evidenced by a negotiable or non-negotiable instrument that provides on its face that the amount of such deposit, plus a specified interest, is payable to the bearer or to any specified person on a certain date specified in the instrument, at the expiration of a certain specified time, or upon notice in writing.

Chapter 200 (tax recapitulation)

Chapter 200 of the Acts of 1988 provides relief for those communities in which the maximum shift results in a residential share that is larger than the prior year's. Those communities may increase the commercial and industrial properties share of the [levy](#) by as much as 75 percent if the residential class would not be reduced to less than 50 percent of its single [tax rate](#) share by doing so. However, this residential share cannot be less than the residential share in any year since the community was first certified at [full and fair cash value](#).

General reference to the regulations and associated procedure for determining the maximum shift of tax burden from the Residential [property class](#) to the Commercial, Industrial, and Personal Property classes (CIP). The Chapter 200 form used in the tax rate approval process develops the maximum shift allowed

Chapter 59 assessment of local taxes

Portion of the Massachusetts General Laws that defines how municipalities assess local taxes. This chapter defines the role and responsibilities of assessors and methods for assessing property.

Section 5 describes property and persons entitled to exemptions. There are a number of exemptions that a municipality can vote to adopt. A municipality can be reimbursed by the state for some tax exemptions mandated by [Chapter 59 - Section 5](#). A municipality applies for reimbursement by submitting documentation to [DOR](#) each year.

Chapter 61 land

Forest, agricultural/horticultural, and recreational lands valued according to MGL Chapters [61](#), [61A](#), and [61B](#). Land is valued at its current use rather than the full and fair cash value. The commercial property tax rate is applicable for land defined under these chapters.

Chapter 70 school funds

Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which state aid is distributed through the [Cherry Sheet](#) to help establish educational equity among municipal and regional school districts.

Chapter 90 highway funds

State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provisions of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33 percent) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83 percent) derived the Department of Employment and Training (DET), and population estimates (20.83 percent) from the US Census Bureau. Local highway projects are approved in advance, and then later on the submission of certified expenditure reports to MHD, communities receive cost reimbursements to the limit of the grant. Under the formula, communities with a larger number of road miles receive proportionately more aid than those with fewer road miles.

Charges for services

(Also called User Charges or Fees) The charges levied on the users of particular goods or services provided by local government requiring individuals to pay for the private benefits they receive. Such charges reduce the reliance on property tax funding.

Charter school aid

A component of Chapter 70 state aid provided to a municipality for public education. Beginning in fiscal year (FY) 99, no new charter aid will be included

	in Chapter 70 aid, and any Charter Aid distributed in FY98 and prior years has been included in FY99 base aid.
Cherry sheets	A form showing all state charges and reimbursements to the Town as certified by the state director of accounts. Years ago this document was printed on cherry colored paper.
Cherry sheet assessments	Estimates of annual charges to cover the cost of certain state and county programs.
Cherry sheet offset items	Local aid that may be spent without appropriation in the budget , but which must be spent for specific municipal and regional school district programs. Current offset items include racial equality grants, school lunch grants, School Choice Receiving Tuition and public libraries grants. (See also Offset Receipts).
Cherry sheet receipts	Chapter 58, Section 25A of the Massachusetts General Laws provides that the Commissioner of Revenue estimate the state's funding of local reimbursement and assistance programs as authorized by law and appropriated by the legislature. Local assessors are required to use these figures when determining the local property tax rate.
Classification of the tax rate	Each year, the selectmen or city council vote whether to exercise certain tax rate options. Those options include choosing a residential factor to adopt (MGL Ch. 40 §56), and determining whether to offer an open space discount (Ch. 61, 61A and 61B), a residential exemption (Ch. 59, §5C), and/or a small commercial exemption (Ch. 59, §5I) to property owners.
Collective bargaining	The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union.
Commercial, Industrial, Personal property (CIP)	A group of three property types used to describe the effect of multiple tax rates. A municipality can take a number of actions to shift the levy burden associated with a single tax rate from Open Space and Residential categories to the CIP categories.
Commitment	An authorization to collect taxes, fees or other charges due a municipality. For example, the assessors' commitment of real estate taxes authorizes the collector to pursue and receive payment from property owners.
Community Preservation Act (CPA)	Enacted as MGL Ch. 44B in 2000, the community preservation act permits cities and towns accepting its provisions to establish a restricted fund from which monies can only be appropriated for a) the acquisition, creation and preservation of open space; b) the acquisition, preservation, rehabilitation, and restoration of historic resources; and c) the acquisition, creation and preservation of land for recreational use; d) the creation, preservation and support of community housing; and e) the rehabilitation and restoration of open space, land for recreational use and community housing that is acquired or created using monies from the fund. Acceptance requires town meeting or city council approval, together with referendum approval by majority vote. The local program is funded by a local surcharge up to 3 percent on real property tax bills and matching dollars from the state generated from registry of deeds fees. (See DOR IGR 00-209 as amended by IGR 01-207 and IGR 02-208).
Community	Formerly known as the "Landbank Fund" in Town, this was a voter approved surtax levied at 3 percent on all real estate taxes. The State had initially set up

preservation fund

a \$15 million dollar matching fund and reimbursed Cape Cod Town's 50 cents per dollar of surtax collected. This matching fund has been depleted as of FY04. The matching fund is now supported by a real estate transfer fee collected by the registry of deeds across the state. The revenue collected from this program can be used for land acquisitions for recreation and to preserve open space, historic preservation and affordable housing.

Computer Assisted Mass Appraisal (CAMA)

An automated system for maintaining property data, valuing property, notifying owners, and ensuring tax equity through uniform valuations.

Conservation fund

A city or town may appropriate money to a conservation fund, which money may be expended for lawful conservation purposes as described in MGL Ch. 40 §8C. The money may also be expended for damages arising from an eminent domain taking provided that the taking was approved by a two-thirds vote of city council or town meeting.

Contingent appropriation

An appropriation that authorizes spending for a particular purpose only if subsequently approved in a voter referendum. Under MGL Ch. 59 §21C (m), towns may make appropriations from the tax levy, available funds or borrowing, contingent upon the subsequent passage of a Proposition 2½ override or exclusion question for the same purpose. If initially approved at an annual town meeting, voter approval of the contingent appropriation must occur by September 15. Otherwise, the referendum vote must occur within 90 days after the town meeting dissolves. The question may be placed before the voters at more than one election, but if not approved by the applicable deadline, the appropriation is null and void. If contingent appropriations are funded through property taxes, DOR cannot approve the tax rate until the related override or exclusion question is resolved or the deadline passes, whichever occurs first.

Contingent liabilities

Items that may become liabilities as a result of conditions undetermined at a given date, such as guarantees, pending law suits, judgments under appeal, unsettled disputed claims, unfilled purchase orders, and uncompleted contracts.

Cost-benefit analysis

A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

Cost Of Living Adjustment (COLA)

Reference to language in municipal contracts that provide for annual or periodic increases in salaries and wages for employees over the course of the contract. The amount of an increase is most often negotiated based on a community's ability to pay, but is sometimes tied to the annual change in a specified index, i.e., consumer price index (CPI).

Cost Center

The lowest hierarchical level of allocating monies. Often referred to as a program, project or operation.

Debt authorization

Formal approval by a two-thirds vote of town meeting or city council to incur debt, in accordance with procedures stated in MGL [Ch. 44 §§1, 2, 3, 4a, 6-15](#).

Debt burden

The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of [assessed value](#), debt per capita, etc.). Sometimes debt burden refers to [debt service](#) costs as a percentage of the total annual budget.

Debt Exclusion	An action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy , but outside the limits under Proposition 2½ . By approving a debt exclusion, a community calculates its annual levy limit under Proposition 2½, then adds the excluded debt service cost. The amount is added to the levy limit for the life of the debt only and may increase the levy above the levy ceiling .
Debt limit	The maximum amount of debt that a municipality may authorize for qualified purposes under state law. Under MGL Ch. 44 §10 , debt limits are set at 5 percent of EQV for a city and 5 percent of EQV for a town. By petition to the Municipal Oversight Board, cities and towns can receive approval to increase their debt limit to 5 and 10 percent of EQV, respectively.
Debt policy	Part of an overall capital financing policy that provides evidence of a commitment to meet infrastructure needs through a planned program of future financing. Debt policies should be submitted to elected officials for consideration and approval.
Debt service	The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.
Debt service fund	Governmental fund type used to account for the accumulation or resources for, and the payment of, general long-term debt principal and interest. In Massachusetts, these are only allowed by special legislation.
Debt statement	Reference to a report, which local treasurers are required to file with the DOR , showing authorized and issued debt, debt retired and interest paid by a community during the prior fiscal year, as well as authorized but unissued debt at year-end. Also known as the "Statement of Indebtedness."
Deferred revenue	Amounts that do not meet the criteria for revenue recognition. Also, earned amounts that are not yet available to liquidate liabilities of a current period.
Deficit	The excess of expenditures over revenues during an accounting period. Also refers to the excess of the liabilities of a fund over its assets.
Demand letter	Notice to a delinquent taxpayer of overdue taxes typically mailed soon after the thirty day, or otherwise determined, payment period has ended.
Demand notice	When a tax bill becomes past due, the collector sends a demand notice requesting payment. The collector is required to issue a demand before initiating a tax taking.
Department	A principal, functional, and administrative entity created by statute and the Town Manager to carry out specified public services.
Department Of Revenue (DOR)	State department responsible for collecting a wide variety of taxes, providing taxpayer support, and administering programs related to municipal finance through the Division of Local Services (DLS).
Designated unreserved fund balance	A limitation on the use of all or part of the expendable balance in a governmental fund.
Division of Local Services (DLS)	A division within the DOR (Department of Revenue) responsible for helping Massachusetts cities and towns achieve sound and efficient fiscal management through technical assistance, training, and oversight. DLS bureaus are responsible for ensuring the fairness and equity of local property taxation, the accuracy and quality of local accounting and treasury management,

interpreting state laws that affect local governance, distributing local aid, maintaining a comprehensive databank on local finances, and auditing local school districts.

Education Reform Act of 1993

State law that authorized the seven-year, Ch. 70 funding program for education and that established spending targets for school districts as a means to remedy educational inequities. Scheduled to end by FY00, the program has been extended, pending agreement on further reforms.

Emergency spending

MGL [Chapter 44 §31](#) allows a community to spend in excess of appropriation in cases of major disasters that pose an immediate threat to the health or safety of persons or property, following the emergency declaration by council or selectmen and the approval of the Director of Accounts.

Eminent domain

The power of a government to take property for public purposes. Frequently used to obtain [real property](#) that cannot be purchased from owners in a voluntary transaction. Property owner receives fair compensation (market value at the time of the taking) as determined through court proceedings.

Encumbrance

A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that is chargeable to, but not yet paid from, a specific appropriation account.

Enterprise Funds

An enterprise fund, authorized by MGL [Ch. 44 §53F½](#), is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax [levy](#), if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs--are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "[surplus](#)" or [retained earnings](#) generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services. Barnstable has seven: water pollution, solid waste, golf course, airport, marinas, water and Sandy Neck Park. Both the costs and the revenues of the enterprise are segregated from other finances of the Town.

Equalized Valuations (EQV)

The determination of an estimate of the [full and fair cash value](#) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL [Ch. 58 §10C](#), is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.

Estimated receipts

A term that typically refers to anticipated local revenues listed on page three of the Tax Recapitulation Sheet. Projects of local revenues are often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. ([See Local Receipts](#)).

Excess levy capacity

The difference between the [levy limit](#) and the amount of [real](#) and [personal property](#) taxes actually levied in a given year. Annually, the board of selectmen or city council must be informed of excess levy capacity and their

acknowledgment must be submitted to [DOR](#) when setting the [tax rate](#).

Exemptions

A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include [veterans](#), [blind individuals](#), [surviving spouses](#), and [persons over 70 years of age](#).

Expendable trust

A fund, administered by the treasurer, from which both [principle](#) and [interest](#) can be expended for the purposes specified and agreed upon when the money was donated or transferred to the community. (See [Trust Fund](#); Non-Expendable Trust).

Expenditure

An outlay of money made by municipalities to provide the programs and services within their approved [budget](#).

Expense

An identified cost incurred to accomplish a particular goal.

Fair market value

Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "fair market value, which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

Fiduciary funds

Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include expendable trust, non-expendable trust, pension trust, and agency funds.

Financial statement

A presentation of the assets and liabilities of a community as of a particular date and most often prepared after the close of the fiscal year.

Fiscal Year

Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins July 1 and ends June 30. The designation of the fiscal year is that of the calendar year in which the fiscal year ends. For example, the 2000 fiscal year is July 1, 1999 to June 30, 2000. Since 1976, the federal government fiscal year has begun October 1 and ended September 30.

Fixed assets

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

Fixed costs

Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or [interest](#) on loans.

Foundation budget

The spending target imposed by the [Education Reform Act of 1993](#) for each school district as the level necessary to provide an adequate education for all students.

Free Cash

Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in

excess of revenue estimates shown on the [tax recapitulation sheet](#), and unspent amounts in [budget](#) line-items. Unpaid [property taxes](#) and certain [deficits](#) reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Important: free cash is not available for [appropriation](#) until certified by the Director of Accounts. (See [Available Funds](#))

Full accrual

A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

Full and Fair Cash Value (FFCV)

Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "[fair market value](#)", which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

Fund

An accounting entity with a self balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund accounting

Organizing the financial records of a municipality into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, [revenues](#), and [expenditures](#)) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the [general fund](#) and [enterprise funds](#). Communities whose accounting records are organized according to the [Uniform Municipal Accounting System \(UMAS\)](#) use multiple funds.

Fund balance

The difference between assets and liabilities reported in a governmental fund. Also known as fund equity. (See also [Unreserved Fund Balance](#))

GASB 34

A major pronouncement of the [Governmental Accounting Standards Board](#) that establishes new criteria on the form and content of governmental financial statements. [GASB 34](#) requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends and prospects for the future.

GASB 45

This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other post-employment benefits (See OPEB) in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

For additional information see Technical Assistance Best Practice: [Other Post-](#)

[Employment Benefits](#)

General fund	The fund used to account for most financial resources and activities governed by the normal town meeting/city council appropriation process.
General fund subsidy	Most often used in the context of enterprise funds . When the revenue generated by rates, or user fees, are insufficient to cover the cost to provide the particular service, general fund money is used to close the gap in the form of a subsidy. The subsidy may or may not be recovered by the general fund in subsequent years.
General ledger	The accountant's record of original entry, which is instrumental in forming a paper trail of all government financial activity.
General obligation bonds	Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.
Generally Accepted Accounting Principles (GAAP)	Uniform minimum standards and guidelines for financial accounting and reporting that serve to achieve some level of standardization
Generally Accepted Auditing Standards (GAAS)	Accounting standards that define the conventions, rules, and procedures necessary to make valid financial presentations. The Governmental Accounting Standards Board (GASB) provides specific interpretations of the GAAP for application in state and local governments. Criteria used by auditors to determine if financial statements are fairly presented.
Generally Accepted Government Auditing Standards (GAGAS)	These are auditing standards established by the U.S. General Accounting Office publication "Government Auditing Standards" (1988) also known as the " Yellow Book ". GAGAS for financial statement audits incorporate the field work and reporting standards of GAAS .
Government accounting standards board (GASB)	The ultimate authoritative on accounting and financial reporting standard-setting body for state and local governments.
Governmental funds	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, capital projects funds, debt service funds, and permanent funds.
Grant	A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.
Grant Anticipation Notes (GAN)	Short-term, interest-bearing notes issued by a government to raise capital to be repaid by grants proceeds, which are anticipated at a later date. GANS allow the recipient of the grant to begin carrying out the purpose of the grant immediately.
Hotel/Motel Excise	A local option since 1985 that allows a community to assess a tax on short-term room occupancy. The community may levy up to 4 percent of the charge for stays of less than 90 days at hotels, motels and lodging houses. The convention center legislation imposed an additional 2.75 percent charge in Boston, Cambridge, Chicopee, Springfield, West Springfield and Worcester.

House 1 (Governor's budget proposal)

Designation given to the Governor's annual budget request, which is submitted to the House of Representatives by the fourth Wednesday of January. Except that a newly elected governor has eight weeks from the day he/she takes office to submit a budget. The budget is designated House 1 in the first year of the two-year legislative session and House 1A in the second year.

Income approach

A method of estimating property value by converting anticipated net rental revenue, generated by the property, into an indication of market value. Used primarily to value [commercial/industrial](#) properties and apartment buildings, which are normally bought and sold on the basis of their income producing capability.

Indirect cost

Costs of a service not reflected in the operating [budget](#) of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of [enterprise funds](#).

Inside debt

Municipal debt incurred for purposes enumerated in MGL [Ch. 44, §7](#), and measured against the community's debt limit as set under [Ch. 10](#). Consequently, the borrowing is inside the [debt limit](#) and referred to as inside debt. (See also Outside Debt).

Interest

Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal [bonds](#), interest payments accrue on a day-to-day basis, but are paid every six months.

Interest rate

The interest payable, expressed as a percentage of the [principal](#) available, for use during a specified period of time. It is always expressed in annual terms.

Interfund transactions

Payments from one administrative budget fund to another, which results in the recording of a receipt and an expenditure.

Intrafund transactions

Financial transactions between activities within the same fund. An example would be a budget transfer.

Interim year valuation adjustment

State law requires that local [assessed values](#) reflect market value every year. Every three years, [BLA](#) reviews and certifies that an individual community's assessed values meet the standard. In between these [triennial revaluations](#), a community should complete an annual analysis to determine whether an interim year value adjustment is warranted. Depending on market conditions and property value trends, adjustments may increase, decrease or leave values unchanged. If the overall assessed value of the community changes by 10 percent, up or down, BLA must be notified.

Internal control structure

The policies and procedures established by management to ensure the integrity and comprehensiveness of the data collected by the [accounting system](#) for use in internal and external financial reports, as well as the overall control environment in which the government operates.

Internal service fund

A municipal accounting [fund](#) used to accumulate the cost of central services such as data processing, printing, postage, motor pool. Costs or charges to an internal service fund are then allocated to other departments or funds within the government unit.

Land court	Established in 1898, the Land Court has the exclusive jurisdiction to foreclose rights of redemption on a property in tax title.
Legal Level of Budgetary Control	The level at which a government's management may not reallocate resources without approval from the legislative body
Levy	The amount a community raises through the property tax. The levy can be any amount up to the levy limit , which is re-established every year in accordance with Proposition 2½ provisions .
Levy ceiling	A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2½). It states that, in any year, the real and personal property taxes imposed may not exceed 2½ percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion , or a special exclusion . (See Levy Limit).
Levy limit	A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2½). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion , or special exclusion . (See Levy Ceiling).
Lien	A legal claim against real or personal property to protect the interest of a party (i.e., a city or town) to whom a debt is owed (i.e., taxes). In the case of real property, the lien in favor of a municipality automatically arises each January 1, but must be secured through other action. On other property, a lien must be recorded to become secure.
Line item budget	A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.
Local aid	Revenue allocated by the Commonwealth to cities, towns, and regional school districts. Estimates of local aid are transmitted to cities, towns, and districts annually by the " Cherry Sheets ." Most Cherry Sheet aid programs are considered general fund revenues and may be spent for any purpose, subject to appropriation .
Local receipts	Locally generated revenues , other than real and personal property taxes. Examples include motor vehicle excise , investment income, hotel/motel tax , fees, rentals, and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet .
Long-term debt	Community borrowing, or outstanding balance at any given time, involving loans with a maturity date of 12 months or more. (See Permanent Debt).
Maintenance budget	A no-growth budget that continues appropriations for programs and services at their current year levels. The actual appropriation to maintain programs and services may still increase due to inflation or other factors.
Market value	Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "fair market value, which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner

after reasonable effort could obtain for his property. A [valuation](#) limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

Mass appraisal

Use of standardized procedures for collecting data and appraising property to ensure that all properties within a municipality are valued uniformly and equitably.

Massachusetts General Laws (MGL)

Laws passed by the Massachusetts legislature. The MGL is organized by chapters with multiple sections in each chapter. Currently there are 282 chapters. See www.mass.gov/legis/laws/mgl/index.htm. Note that laws enacted prior to the current legislative session are in one location and those enacted in the current session are located in a separate location.

Minimum local contribution

The minimum that a city or town must [appropriate](#) from [property taxes](#) and other local revenues for the support of schools ([Education Reform Act of 1993](#)).

Modified Accrual Basis of accounting

A method of accounting that recognizes revenues in the accounting period in which they become available and measurable.

Motor Vehicle Excise (MVE)

A locally imposed annual tax assessed to owners of motor vehicles registered to an address within the community. The excise tax rate is set by statute at \$25.00 per \$1000 of vehicle value. Owner registration and billing information is maintained by the [State Registry of Motor Vehicles](#) and is made available to a city or town, or to the Deputy Collector who represents it.

Municipal Revenue Growth Factor (MRGF)

An estimate of the percentage change in a municipality's [revenue](#) growth for a fiscal year. It represents the combined percentage increase in the following revenue components: automatic 2½ percent increase in the [levy limit](#), estimated [new growth](#), the change in selected unrestricted state aid categories, and the change in selected unrestricted [local receipts](#) ([Education Reform Act of 1993](#)).

Net Assets Unrestricted

(Formerly Retained Earnings) An equity account reflecting the accumulated earnings of an enterprise fund that may be used to fund capital improvements, to reimburse the general fund for prior year subsidies, to reduce user charges and to provide for enterprise revenue deficits (operating loss).

Net School Spending (NSS)

School budget and municipal budget amounts attributable to education, excluding long-term debt service, student transportation, school lunches and certain other specified school expenditures. A community's NSS funding must equal or exceed the NSS Requirement established annually by the [Department of Education \(DOE\)](#) ([Education Reform Act of 1993](#)).

Net school spending requirement

Sum of a school district's [minimum local contribution](#) and the [Chapter 70](#) aid received in a given fiscal year (FY). Municipalities and regional school districts must appropriate funds sufficient to the net school spending requirement. In addition to the NSS requirement funds need to be appropriated to support costs of student transportation, fixed assets, long term debt service, and other costs not part of the [NSS](#).

Section 126 of Chapter 194 of the Acts of 1998 limits the net school spending requirement for regional vocational districts to 150 percent of the [foundation](#)

[budget](#). When the net school spending requirements exceed 150 percent of the foundation budget, the required local contributions of the member towns are reduced proportionately. Any reduction is applied to any below foundation districts to which the municipality belongs.

New Growth

The additional tax revenue generated by new construction, renovations and other increases in the [property tax](#) base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the [assessed value](#) associated with new construction, renovations and other increases by the prior year tax rate. The additional tax revenue is then incorporated into the calculation of the next year's [levy limit](#). For example, new growth for FY09 is based on new construction, etc. that occurred between January and December 2007. In the fall of 2008, when new growth is being estimated to set the FY09 levy limit, the FY08 [tax rate](#) is used in the calculation.

Non-allocated receipts

[Municipal receipts](#) that need not be expended in a particular way due to their source. Non-allocated receipts are listed on page 3 of the [Tax Rate](#) and [Pro Forma Recapitulation](#) form. Specifically excluded are [offset receipts](#), [enterprise funds](#), and [revolving funds](#).

Non-expendable trust

A [trust fund](#) administered by the treasurer, from which [principle](#), but not [interest](#), can be expended for the purposes specified by the donor or agreed upon when the money was donated or transferred to the community. See Trust Fund; Expendable Trust.

Non-recurring revenue source

A one-time source of money available to a city or town. By its nature, a non-recurring revenue source cannot be relied upon in future years. Therefore, such funds should not be used for operating or other expenses that continue from year-to-year. (See Recurring Revenue Source).

Objects of expenditures

A classification of [expenditures](#) that is used for coding any department disbursement, such as "personal services," "expenses," or "[capital outlay](#)".

Official statement

A document prepared for potential investors that contains information about a prospective [bond](#) or [note](#) issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

Offset Receipts

A local option that allows estimated [receipts](#) of a particular department to be earmarked for use of the department and [appropriated](#) to offset its annual operating [budget](#). If accepted, MGL [Ch. 44 § 53E](#) limits the amount of offset receipts appropriated to no more than the actual receipts collected for the prior fiscal year. The Director of Accounts must approve use of a higher amount before appropriation. Actual collections greater than the amount appropriated close to the [general fund](#) at year-end. If actual collections are less, the [deficit](#) must be raised in the next year's [tax rate](#).

Operating budget

A plan of proposed expenditures for personnel, supplies, and other [expenses](#) for the coming fiscal year.

Operational audit

A private-sector term used to describe [economy and efficiency audits](#) and program result audits.

Other Post-Employment

(Other Post-Employment Benefits) Employees of state and local governments may be compensated in a variety of forms in exchange for service that will not

Benefits (OPEB)

be received until after their employment with the government ends. The most common type of these post-employment benefits is a pension. Post-employment benefits other than pensions generally take the form of health insurance and dental, vision, prescription, or other healthcare benefits provided to eligible retirees, including in some cases their beneficiaries. They may also include some type of life insurance. As a group, these are referred to as OPEB. (See GASB 45).

Outside debt

Municipal borrowing for purposes enumerated in MGL [Ch. 44, §8](#), the debt incurred for which is not measured against the community's [debt limit](#) per [Ch. 10](#). Consequently, the borrowing is outside the debt limit and referred to as outside debt. (See Inside Debt).

Overlapping debt

A community's proportionate share of the [debt](#) incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

Overlay reserve

An account established annually to [fund](#) anticipated property tax [abatements](#), exemptions and uncollected taxes in that year. The overlay reserve is not established by the normal [appropriation](#) process, but rather is raised on the [tax rate recapitulation](#) sheet.

Overlay Deficit

A [deficit](#) that occurs when the amount of [overlay](#) raised in a given year is insufficient to cover abatements, statutory exemptions, and uncollected taxes for that year. Overlay deficits must be provided for in the next fiscal year.

Overlay Surplus

Any balance in the [overlay](#) account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account. Within ten days of a written request by the chief executive officer of a city or town, the assessors must provide a certification of the excess amount of overlay available to transfer. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is "closed" to surplus revenue; in other words, it becomes a part of [free cash](#).

Override

A vote by a community at an election to permanently increase the levy limit. An override vote may increase the [levy limit](#) no higher than the [levy ceiling](#). The override question on the election ballot must state a purpose for the override and the dollar amount. (See [underride](#))

Override capacity

The difference between a community's [levy ceiling](#) and its [levy limit](#). It is the maximum amount by which a community may [override](#) its levy limit.

Payments in lieu of taxes

An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.

Performance audit

Such [audits](#) examine the implicit assertion of management, that it is meeting its responsibilities efficiently and effectively. Performance audits typically focus on individual departments, agencies, activities, or functions within a government.

Performance budget

A budget that stresses output both in terms of economy and efficiency.

Personal property tax

Movable items not permanently affixed to, or part of the real estate. It is assessed separately from real estate to certain businesses, public utilities, and

owners of homes that are not their primary residences.

Personnel Costs

The cost of salaries, wages and related employment benefits.

Preliminary tax bill

The tax bill for the first two quarters of the fiscal year sent, no later than July 1, by communities on a [quarterly tax billing](#) cycle. The tax due on a preliminary tax bill can be no greater than the amount due in the last two quarters of the previous fiscal year.

Program

A combination of activities to accomplish an end.

Program budget

A budget that relates [expenditures](#) to the programs they [fund](#). The emphasis of a program budget is on output.

Property tax levy (see levy)

The amount a community raises through the property tax. The [levy](#) can be any amount up to the [levy limit](#), which is re-established every year in accordance with [Proposition 2½](#) provisions.

Proposition 2 1/2

State law enacted in 1980 that regulates local property tax administration. Major provisions of this legislation are located in MGL [Ch 59 - Assessment of Local Taxes § 21C](#) and relate to the determination of a [levy limit](#) and [levy ceiling](#) for each town.

Proprietary funds

[Funds](#) that account for government's business-type activities (e.g., activities that receive a significant portion of their funding through user charges). The fund types included in proprietary funds are the [enterprise fund](#) and the [internal service fund](#). The internal service fund accounts for certain central services (e.g., data processing, printing, postage, motor pool) and then allocates the cost among departments or funds within the governmental unit.

Public Employee Retirement Administration (PERAC)

The Public Employee Retirement Administration oversees and directs the state retirement system and administers benefits for members.

Purchase order

An official document or form authorizing the purchase of products and services. Outstanding purchase orders are called encumbrances.

Quarterly tax bills

Local option to issue two estimated (or three estimated when authorized by the General Court) property tax bills followed by two (or one, if three estimated) regular bills by prescribed dates.

Real property

Land, buildings and the rights and benefits inherent in owning them.

Receipts reserved

Proceeds that are earmarked by law and placed in separate accounts for [appropriation](#) for particular purposes. For example, parking meter proceeds may be appropriated to offset certain expenses for parking meters and the regulation of parking and other traffic activities.

Recertification (see triennial certification)

The Commissioner of Revenue, through the [Bureau of Local Assessment](#), is required to review local [assessed values](#) every three years and to certify that they represent [full and fair cash value \(FFCV\)](#). Refer to MGL [Ch. 40 §56](#) and [Ch. 59 §2A\(c\)](#).

Requisition

Form used by the requesting department when ordering products and services from external vendors. This document generates a Purchase Order.

Reserve for abatements and exemptions (see overlay)	An account established annually to fund anticipated property tax abatements , exemptions and uncollected taxes in that year. The overlay reserve is not established by the normal appropriation process, but rather is raised on the tax rate recapitulation sheet .
Reserve Fund	An amount set aside annually within the budget of a city (not to exceed 3 percent of the tax levy for the preceding year) or town (not to exceed 5 percent of the tax levy for the preceding year) to provide a funding source for extraordinary or unforeseen expenditures. In a town, the finance committee can authorize transfers from this fund for "extraordinary or unforeseen" expenditures. Other uses of the fund require budgetary transfers by town meeting. In a city, transfers from this fund may be voted by the city council upon recommendation of the mayor.
Reserves	Money accumulated for future expenditure. The General Fund savings account and the Stabilization Fund are general reserves that may be used for a wide variety of purposes. Some reserves are available only for restricted purposes, for example, the Pension and Insurance reserve.
Rating agencies	This term usually refers to Moody's Investors Service, Standard and Poor's Corporation, and Fitch ICBA, Inc. These are the three major agencies which issue credit ratings on municipal bonds.
Registered bonds	Bonds registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Recent changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.
Reserve for contingencies	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for. The Town Council has a 4 percent policy reserve that sets aside a portion of the certified General Fund savings account balance that is equal to 4 percent of the Town's General Fund budget, net of transfers.
Residential exemption	An option that allows a community to grant an exemption to owner occupied residential properties of up to 20 percent. The exemption shifts a portion of the tax burden, within the residential class, away from lower valued, single family homes to multi-family properties, apartment buildings and non-resident property owners. Boston, Cambridge and Somerville have been granted special legislation to increase the percentage shifted to 30 percent. The legislation is as follows: Boston - Chapter 403 of the Acts of 2003 Cambridge - Chapter 90 of the Acts of 2003 Somerville - Chapter 257 of the Acts of 2000
Retained earnings	An equity account reflecting the accumulated earnings of an enterprise fund that may be used to fund capital improvements , to reimburse the general fund for prior year subsidies, to reduce user charges and to provide for enterprise revenue deficits (operating loss).
Revaluation	The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the

existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information. Every three years, assessors must submit [property values](#) to the [DOR](#) for certification. Assessors must also maintain current values in the years between certifications so that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of his property. (See [Triennial Certification](#))

Revenue Anticipation Note (RAN)

A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANS are [full faith and credit obligations](#). (See [Tax Anticipation Notes](#), [Bond Anticipation Notes](#))

Revenue deficit

The amount by which actual [revenues](#) at year-end fall short of projected revenues and are insufficient to fund the amount appropriated. In such a case and unless otherwise funded, the revenue [deficit](#) must be raised in the following year's [tax rate](#).

Revenues

All monies received by a governmental unit from any source.

Revolving fund

Allows a community to raise [revenues](#) from a specific service and use those revenues without [appropriation](#) to support the service. For departmental revolving funds, MGL [Ch. 44 §53E½](#) stipulates that each fund must be re-authorized each year at annual town meeting or by city council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.

Sale of cemetery lots fund

A fund established to account for proceeds of the sale of cemetery lots. The proceeds may only be appropriated to pay for the cost of the land, its care and improvement or the enlargement of the cemetery under provisions of MGL [Ch. 114 §15](#).

Sale of real estate fund

A [fund](#) established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through [tax title](#) foreclosure. MGL [Ch. 44 §63](#) states that such proceeds shall be applied first to the retirement of debt on the property sold. In the absence of such debt, funds may generally be used for purposes for which the city or town is authorized to borrow for a period of five years or more.

School choice aid

A component of [Chapter 70](#) state aid provided to a municipality for public education. If a district is spending below the [foundation budget](#) and it was a "sending" district under school choice in the prior fiscal year (FY), the district generally receives school choice aid in an amount equal to any increase in its prior year estimated gross school choice liability, when compared to the previous year.

Short-term debt

Outstanding balance, at any given time, on amounts borrowed with a [maturity date](#) of 12 months or less. (See [Note](#))

Small commercial exemption

A [property tax classification](#) option where a community may exempt up to 10 percent of the value of Class Three, Commercial [parcels](#). In effect, the option shifts the tax burden from parcels occupied by small businesses to those occupied by other commercial and industrial taxpayers. Eligible small businesses have an average annual employment of no more than ten persons. (See [Information Guideline Release 00-403](#))

Special assessments (see betterments)

Whenever part of a community benefits from a public improvement, or [betterment](#) (e.g., water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property [parcel](#) receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the [tax bill](#) until the betterment has been paid.

Special exclusion

For a few limited capital purposes, a community may exceed its [levy limit](#) or [levy ceiling](#) without voter approval. Presently, there are two special expenditure exclusions: 1) water and sewer project debt service costs which reduce the water and sewer rates by the same amount; and 2) a program to assist homeowners to repair or replace faulty septic systems, remove underground fuel storage tanks, or remove dangerous levels of lead paint to meet public health and safety code requirements. In the second special exclusion, homeowners repay the municipality for the cost plus interest apportioned over a period of time, not to exceed 20 years (similar to [betterments](#)).

Special purpose fund

Money set aside by [appropriation](#) for specific purposes authorized by statute only. Money remains in the [fund](#) from year-to-year, but unlike special revenue fund balances, can be diverted to other uses by vote of the appropriating authority.

Special revenue fund

[Funds](#), established by statute only, containing [revenues](#) that are earmarked for and restricted to [expenditures](#) for specific purposes. Special revenue funds include [receipts reserved](#) for appropriation, [revolving funds](#), and grants from governmental entities and gifts from private individuals or organizations.

Stabilization fund

A fund designed to accumulate amounts for [capital](#) and other future spending purposes, although it may be appropriated for any lawful purpose (MGL [Ch. 40 §5B](#)). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax [levy](#). The total of all stabilization fund balances shall not exceed ten percent of the community's [equalized value](#), and any interest shall be added to and become a part of the funds. A two-thirds vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money from the stabilization fund

Submitted budget

The proposed budget that has been approved by the Town Manager and forwarded to the Town Council for their approval. The Council must act upon the submitted budget within prescribed guidelines and limitations according to statute and the Town charter.

Supplemental appropriations	Appropriations made by the Town Council after an initial appropriation to cover expenditures beyond original estimates.
Surplus revenue	The amount by which cash , accounts receivable, and other assets exceed liabilities and reserves.
Tax Anticipation Note (TAN)	A short-term note issued to provide cash to cover operating expenses in anticipation of tax proceeds.
Tax rate	The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property .
Tax recapitulation sheet	A document submitted by a city or town to the DOR in order to set a property tax rate . The recap sheet shows all estimated revenues and actual appropriations that affect the property tax rate. The recap sheet should be submitted to the DOR by September 1 (in order to issue the first-half semiannual property tax bills before October 1) or by December 1 (in order to issue the third quarterly property tax bills before January 1).
Tax title	A collection procedure that secures a city or town's lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city or town. After properly recording the instrument of taking, the collector transfers responsibility for collecting the overdue amounts to the treasurer. After six months, the treasurer may initiate foreclosure proceedings.
Tax title foreclosure	The procedure initiated in Land Court by a city or town treasurer to obtain legal title to real property already in tax title and on which property taxes are overdue.
Tax title redemption	The act of a property owner to pay overdue taxes, plus any fees, charges, other costs and interest, on real property that the community had placed in tax title to secure its lien . The taxpayer's right to redeem terminates when the treasurer files a petition to foreclose on the property in the Land Court.
Triennial Certification	The Commissioner of Revenue, through the Bureau of Local Assessment , is required to review local assessed values every three years and to certify that they represent full and fair cash value (FFCV). Refer to MGL Ch. 40 §56 and Ch.59 §2A(c) .
Trust fund	In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by town meeting. (See Expendable Trust and Non-Expendable Trust)
Uniform Municipal Accounting System	UMAS succeeds the so-called Statutory System (STAT) and is regarded as the professional standard for municipal accounting in Massachusetts. As a uniform system for local governments, it conforms to Generally Accepted Accounting

(UMAS)	Principles (GAAP) , offers increased consistency in reporting and record keeping, as well as enhanced comparability of data among cities and towns.
Undesignated fund balance	Monies in the various government funds as of June 30 that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash . (See Designated Fund Balance)
Unfunded mandate	A requirement imposed by law, regulation or order without underlying financial support, thereby resulting in direct or indirect costs to the body made responsible for its implementation.
Unfunded pension liability	Unfunded pension liability is the difference between the value assigned to the retirement benefits already earned by a municipality's employees and the assets the local retirement system will have on hand to meet these obligations. The dollar value of the unfunded pension liability is redetermined every three years and is driven by assumptions about interest rates at which a retirement system's assets will grow and the rate of future costs of living increases to pensioners.
Underride	A vote by a community to permanently decrease the tax levy limit . As such, it is the exact opposite of an override .
Unreserved fund balance	The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)
User charges/fee	A municipal funding source where payment is collected from the user of a service to help defray the cost of providing the service. Note that any increases in the fees must satisfy the three tests set forth in the so called Emerson case. (See Emerson College v. Boston, 391 Mass. 415 (1984); also DOR IGR 88-207)
Valuation	The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value .
Warrant	An authorization for an action. For example, a town meeting warrant establishes the matters that may be acted on by that town meeting. A treasury warrant authorizes the treasurer to pay specific bills. The assessors' warrant authorizes the tax collector to collect taxes in the amount and from the persons listed, respectively.
Zero based budget	A budget building technique where each department begins at zero and adds the cost of essential programs up to an established funding limit. Each year the process begins again at zero prompting close scrutiny and prioritization of costs annually