

TOWN OF BARNSTABLE, MASSACHUSETTS  
TOWN MANAGER'S PROPOSED  
OPERATING BUDGET

**FISCAL YEAR 2021**

**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, 2019**

*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, 2019. 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 **nineteenth consecutive year** that the Town of Barnstable has been presented with this prestigious award.*

*The criterion on which the award for fiscal year 2020 was based is that which has been used as a guide in preparing the budget for fiscal year 2021. Therefore, it is my belief that the Capital and Operating budgets presented for fiscal year 2021 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

# FISCAL YEAR 2021 OPERATING BUDGET

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# GUIDE TO THE BUDGET

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The FY 2021 budget document is organized into the following nine sections:

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

## **GUIDE TO THE BUDGET**

- 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

ADMINISTRATIVE SERVICES DEPARTMENT

ADMINISTRATIVE SERVICES DEPARTMENT

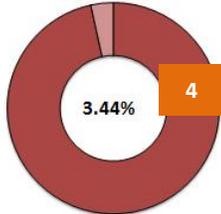
Department Purpose Statement

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.

Division Areas

<p><b>Finance</b> • Includes Elected Town Clerk</p>	<p><b>Human Resources</b></p>	<p><b>Information Technology</b></p>
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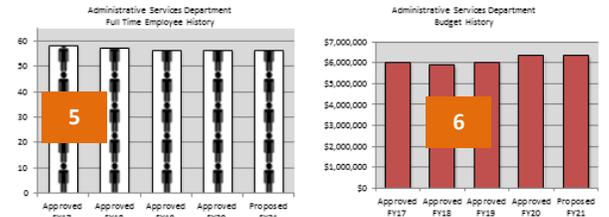
Percentage of FY20 General Fund Budget



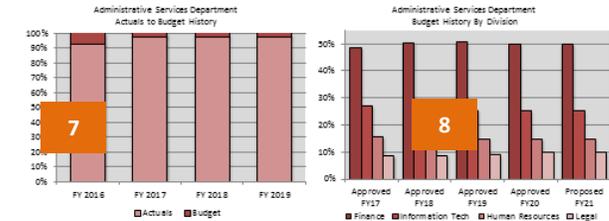
The Administrative Services Department budget represents 3.56% of the overall General Fund budget.

ADMINISTRATIVE SERVICES DEPARTMENT

Department Budget History



In FY18, the Web/Intranet position was reallocated to Community Services Department. FY19 includes a net reduction of one full-time position in Assessing. The department's budget has increased over the last five years 2% annually.



This budget is diverse; however, the amount of unused Capital Outlay in Information Technology's budget attributes most to returned appropriations annually. The Finance Division is the largest division in this department representing 50% of the department's proposed budget.

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

- 5 Department/Divisions full-time employee (FTE's) history count.
- 6 Town Council approved budget history for the department/division for the past five years. This also includes next years' proposed budget.
- 7 This chart shows a history of each department/division actual expenditures against approved budgets as a percentage.
- 8 This chart shows each division/program as a percentage of the department/division total budget.

Department Summaries– General Fund Guide (Continued)

Department Budget Comparison 9

Town Manager Category	Actual 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	1,069,967	\$453,219	\$479,880	\$607,455	\$127,575	26.58%
Fees, Licenses, Permits	18,034	15,555	16,900	18,487	1,587	9.39%
Interest and Other	159,661	144,028	149,000	134,000	(15,000)	-10.07%
Enterprise Funds	81,566	123,471	123,471	113,200	(10,271)	-8.32%
<b>Total Sources</b>	<b>\$666,228</b>	<b>\$736,273</b>	<b>\$769,251</b>	<b>\$873,142</b>	<b>\$103,891</b>	<b>13.51%</b>

Expenditure Category	Actual 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	568,832		639,451	754,342	\$114,891	17.97%
Operating Expenses	97,396	99,710	129,800	118,800	(11,000)	-8.47%
<b>Total Appropriation</b>	<b>\$666,228</b>	<b>\$736,273</b>	<b>\$769,251</b>	<b>\$873,142</b>	<b>\$103,891</b>	<b>13.51%</b>

Job Title	FY 2019	FY 2020	FY 2021	Change
Ass. Town Manager	1.00	1.00	1.00	-
Clerical Assistant	0.50	0.50	0.50	-
Communications Director	1.00	-	0.60	0.60
Confidential Assistant	1.00	1.00	1.00	-
Dir. of Property & Asset Mgt.	1.00	1.00	1.00	-
Insurance & Asset Coordinator	1.00	1.00	1.00	-
Town Manager	1.00	1.00	1.00	-
Web/Intranet Developer	-	-	1.00	1.00
<b>Full-time Equivalent Employees</b>	<b>5.50</b>	<b>5.50</b>	<b>7.10</b>	<b>1.60</b>

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2020 Approved Budget</b>				<b>\$769,251</b>	
Contractual Obligations Net of Staff Turnover	5,440	-	-	5,440	-
<b>FY 2021 Budget Changes</b>					
1. Communications Director Position	21,391	-	-	21,391	0.60
2. Transfer Web Developer Position	88,059	-	-	88,059	1.00
3. Citizens Academy Budget Reduction	-	(6,000)	-	(6,000)	-
4. Training & Conferences Budget Reduction	-	(5,000)	-	(5,000)	-
<b>FY 2021 Proposed Budget</b>	<b>\$114,890</b>	<b>(\$11,000)</b>	<b>50</b>	<b>\$873,141</b>	<b>1.60</b>

Summary of Budget Changes

Town Manager's proposed FY 2021 budget is increasing 13.51% over the approved FY 2020 budget as the Communications Program has been transferred from the Community Services Department. The program includes the Communications Director position and the Web Developer. Operating expenses are being reduced \$11,000.

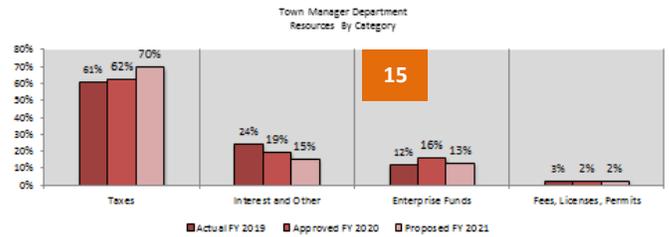
1. Communications Director – This position is responsible for providing information on behalf of the Town of Barnstable through various communication outlets to diverse audiences. In addition, works with the Town Manager on strategic communication initiatives for the Town.

Department Budget Comparison (Continued)

2. Transfer Web Developer - This position supports all the communication needs for the Communication Program through various web-based avenues.
3. Citizens Academy Budget Reduction – Reduced the budget to provide one academy per year as opposed to two.
4. Training & Conferences Budget Reduction – Reduced the amount of available budget to attend trainings.



Town Hall



Resources By Category Summary

Taxes will provide 70% of the resources to fund the Town Manager proposed FY 2021 operating budget. Town wide building & land leases are included in the interest and other category (Asset Management program), which provides 15% of total resources. Enterprise Funds provide 13% for indirect support, with the remaining balance of 2% is from fees, licenses, and permits issued.

9 This financial table displays the following:

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

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

12 Division's full-time equivalent employees listing by position.

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

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

15 This compares resources as a percentage of total funding for the department/division based on actuals, approved budget, and proposed budget.

Department Summaries– General Fund Guide (Continued)

LEGAL DIVISION

Division Goals and Objectives

(Town Council's Quality of Life Strategic Plan)

Short-Term:

1. Continue to devote attention to defensive litigation by education and regulatory documents. (SP: Finance, Economic Development, Regulatory Process and Performance, Environment and Natural Resources)
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)

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Finance, Economic Development, Regulatory Process and Performance, Environment and Natural Resources, Housing)

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)

LEGAL DIVISION

Division 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 design for the substation, will address a host of issues with the cable landfill at Coyall's Beach, provide up to \$32 million dollars for mitigation to protect the town's water supplies. The agreement will also provide millions of dollars in tax revenue over the project life.
- The legal department appeared, argued and briefed on behalf of the Town as participants in the administrative Massachusetts Department of Environmental Protection appeal of the permit for the Cape Cod Bay Preservation Inc. to dredge the southern access channel at the west end of Samoson's Island and use the dredge material to reconstruct 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.

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Providing Accessible and Preventative In-House Legal Services. Page 210

Providing Accessible and Preventative In-House Legal Services. Page 211

16

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).

17

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

Department Summaries– General Fund Guide (Continued)

HUMAN RESOURCE DIVISION

Division Services Provided

18

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 Category	Actual FY 2018	Projected FY 2019	Approved FY 2019	Proposed FY 2020	Change FY19 - 20	Percent Change
Taxes	\$ 683,977	\$ 684,458	\$ 684,474	\$ 694,298	\$ 9,824	1.44%
Enterprise Funds	65,259	63,663	63,663	62,904	(759)	-1.19%
<b>Total Sources</b>	<b>\$ 749,236</b>	<b>\$ 748,121</b>	<b>\$ 748,137</b>	<b>\$ 757,202</b>	<b>\$ 9,065</b>	<b>1.21%</b>
<b>Expenditure Category</b>						
Personnel	\$ 585,582	\$ 581,500	\$ 587,187	\$ 596,252	\$ 9,065	1.54%
Operating Expenses	163,654	166,621	160,950	160,950	-	0.00%
<b>Total Appropriation</b>	<b>\$ 749,236</b>	<b>\$ 748,121</b>	<b>\$ 748,137</b>	<b>\$ 757,202</b>	<b>\$ 9,065</b>	<b>1.21%</b>

INFORMATION TECHNOLOGY DIVISION

Division 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/mailling	9	10	9	10
<b>Systems Administration Program</b>				
Network Uptime (not including scheduled down time)	95.59%	99.59%	99.90%	99.90%
Number of security cameras	36	48	48	59
<b>Hardware Program</b>				
Number of PC's, Laptops, Tablets, Devices	450	452	520	550

18 This section includes program description and financial summary.

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

Department Summaries–Enterprise Fund Guide

COMMUNITY SERVICES DEPARTMENT 1

Department Purpose Statement

The purpose of the Community Services Department Enterprise Funds is to maintain programmatic oversight of the Town's golf courses, the Hyannis Youth Center and Public, Educational, Governmental Access Channel, in order to provide quality recreational, educational, and informational opportunities to our citizens, visitors, and business community.

Enterprise Funds



Olde Barnstable Fairgrounds & Hyannis Golf Courses



Hyannis Youth & Community Center



Public, Educational, Governmental Access Channel

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

GOLF ENTERPRISE FUND

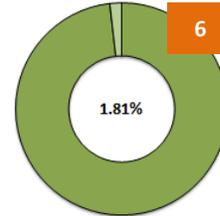
GOLF COURSE ENTERPRISE FUND 4

Department Purpose Statement

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



Percentage of FY20 All Appropriated Funds

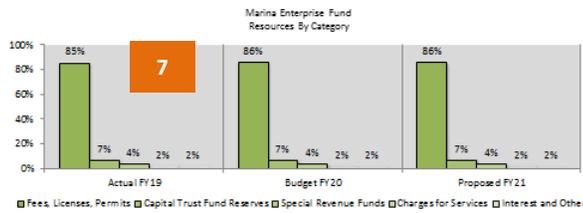


Golf Course Enterprise Fund comprises 1.84% of all appropriated funds.

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

Department Summaries–Enterprise Fund Guide (Continued)

Enterprise Fund Budget Comparison (Continued)



Factors Affecting Revenues

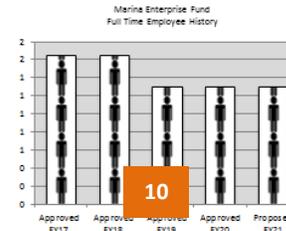
The rates are set in accordance with the necessary revenue required to run the marina operations including all capital improvements. The possibility of expanding the number of slips would allow for additional revenue sources in this area. The marinas have a waiting list for slips. Vacancy rates are not a significant factor in calculating revenues. Revenues are projected to increase next year through a combination of activity levels and rate adjustments. Other factors that could affect revenues include weather conditions, economic conditions (fuel costs), state and/or federal regulations, and staffing.

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 repaid with the capital Trust Fund. The spike in revenue for FY16 was a bond premium earned on the FY16 bond sale.

Factors Affecting Expenses

The purchase of the Prince Cove Marina covers the annual loan payments for the acquisition. Additionally, a loan of \$1,250,000 was approved for 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.

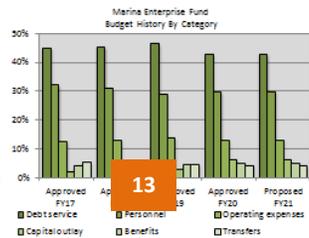
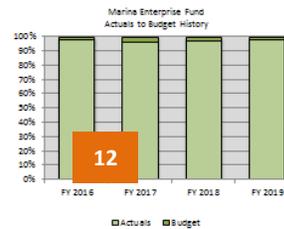
Enterprise Fund Budget History



FY19 change was the result of a reallocation in permanent salary to the General Fund.



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.



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.

- 7 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.
- 8 Factors Affecting Revenues provides a brief description of key factors influencing the Enterprise Fund's revenues.
- 9 Factors Affecting Expenses provides a brief description of key factors influencing the Enterprise Fund's expenses.

- 10 Department/Divisions full-time employee (FTE's) history.
- 11 Town Council approved budget history for the department/division for the past five years. This also includes the next years proposed budget.
- 12 This chart shows a history of each department/division actual expenditures against approved budgets as a percentage.
- 13 Expense Category chart shows each category as a percentage of the total budget.

GUIDE TO THE BUDGET

Department Summaries—Enterprise Fund Guide (Continued)

Enterprise Fund Budget Comparison

Marina Enterprise Fund	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2019	FY 2020	FY 2020	FY 2021	FY20 - 21	Change
Fees, Licenses, Permits	997	\$525,000	\$682,000	\$528,750	(\$153,250)	-22.47%
Charges for Services	130	8,800	13,500	10,000	(3,500)	-25.93%
Interest and Other	488	12,000	12,200	10,000	(2,200)	-18.03%
Special Revenue Funds	30,000	30,000	30,000	30,000	-	0.00%
Capital Trust Fund Reserves	\$7,231	\$5,631	\$5,631	\$4,031	(\$1,600)	-2.88%
<b>Total Operating Source of Funding</b>	<b>\$816,846</b>	<b>\$631,431</b>	<b>\$793,331</b>	<b>\$632,781</b>	<b>(\$160,550)</b>	<b>-20.24%</b>
Expense Category						
Personnel	\$ 225,548	\$ 203,768	\$ 246,149	\$ 244,783	\$ (1,366)	-0.56%
Benefits	31,520	30,291	39,201	39,707	506	1.29%
Operating Expenses	88,588	106,891	107,434	105,019	(2,415)	-2.25%
Capital Outlay	7,757	43,795	50,000	20,000	(30,000)	-60.00%
Debt Service	366,539	355,504	355,504	341,544	(13,960)	-3.93%
Transfers Out	34,786	34,492	34,492	36,924	2,432	7.05%
<b>Total Operating Budget</b>	<b>\$764,738</b>	<b>\$774,741</b>	<b>\$832,780</b>	<b>\$787,977</b>	<b>(\$44,803)</b>	<b>-5.38%</b>
Capital Improvement Program	235	-	-	-	-	0.00%
<b>Total Capital Expenses</b>	<b>235</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total Expenses</b>	<b>974</b>	<b>\$774,741</b>	<b>\$832,780</b>	<b>\$787,977</b>	<b>(\$44,803)</b>	<b>-5.38%</b>
<b>Excess (Deficiency) cash basis</b>	<b>\$51,872</b>	<b>(\$143,310)</b>	<b>(\$39,449)</b>	<b>(\$155,198)</b>	<b>(\$115,747)</b>	
Beginning Certified Free Cash	\$ 848,927		\$ 900,799	\$ 861,350		
FY 2020 Projected Excess (Deficiency)				(148,310)		
Ending Projected Certified Free Cash	\$ 900,799		\$ 861,350	\$ 562,844		
Job Title	FY 2019	FY 2020	FY 2021	Change		
Administrative Assistant	0.20	0.20	0.20	-		
Director Marine & Environmental Affairs	0.15	0.15	0.15	-		
Marina Manager/Asst. Harbor Master	0.75	0.75	0.75	-		
Principal Dept/Div Assistant	0.20	0.20	0.20	-		
<b>Full-time Equivalent Employees</b>	<b>1.30</b>	<b>1.30</b>	<b>1.30</b>	<b>0.00</b>		
Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE	
FY 2020 Approved Budget				\$832,780		
Contractual Obligations Net of Staff Turnover	66	-	-	(1,368)	-	
Change in Indirect Costs	77	2,342	-	3,119	-	
One-Time Charges	271	(13,960)	(30,000)	(44,231)	-	
<b>FY 2021 Budget Changes</b>						
1. Advertising Budget Line Item Reduction	-	(500)	-	(500)	-	
2. Marine Related Services Budget Reduction	-	(1,825)	-	(1,825)	-	
<b>FY 2021 Proposed Budget</b>	<b>(\$868)</b>	<b>(\$13,943)</b>	<b>(\$30,000)</b>	<b>\$787,977</b>	<b>-</b>	

Summary of Budget Changes

The Marina Enterprise Fund's proposed FY 2021 budget is decreased by \$195,417 from the approved FY 2020 budget. A decrease in debt service costs and a one-time purchase in FY 2020 for a new vehicle attribute to most of the change. Several budget line items are being reduced and indirect costs are increasing \$3,119.

- 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 Full-Time Equivalent Employees: Includes permanent year-round staff only; no seasonal staff.
- 18 This section provides a budget reconciliation between fiscal years. The table provides a budget reconciliation between fiscal years based on changes between various accounts. This includes changes in one-time charges, contractual obligations and turnover, and additional funding request.
- 19 Additional Funding Recommended provides a brief description of the additional funding requested by the department within the fiscal year.

***GUIDE TO THE BUDGET***

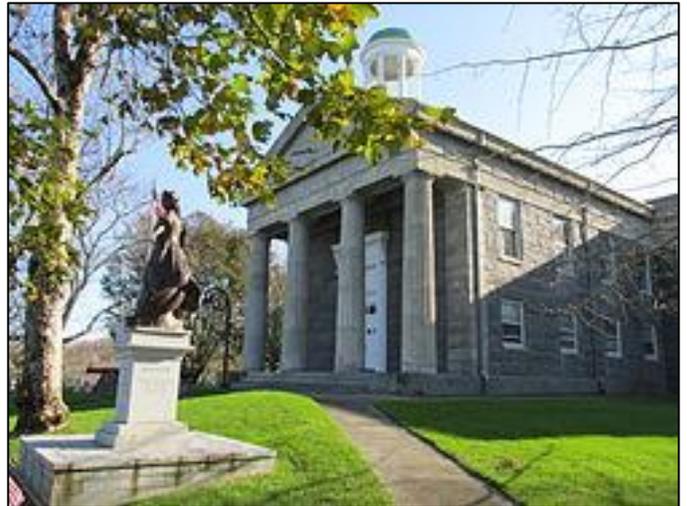
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## HISTORY, DEMOGRAPHICS AND STATISTICS

### 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.



*Barnstable County Courthouse*

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

## INTRODUCTION AND OVERVIEW

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.



***Barnstable John F. Kennedy Memorial***

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.

## INTRODUCTION AND OVERVIEW

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 – 1717 Meeting House**

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.

## INTRODUCTION AND OVERVIEW

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.



*Digital Common Wealth Collections - Lewis Bay Harbor*

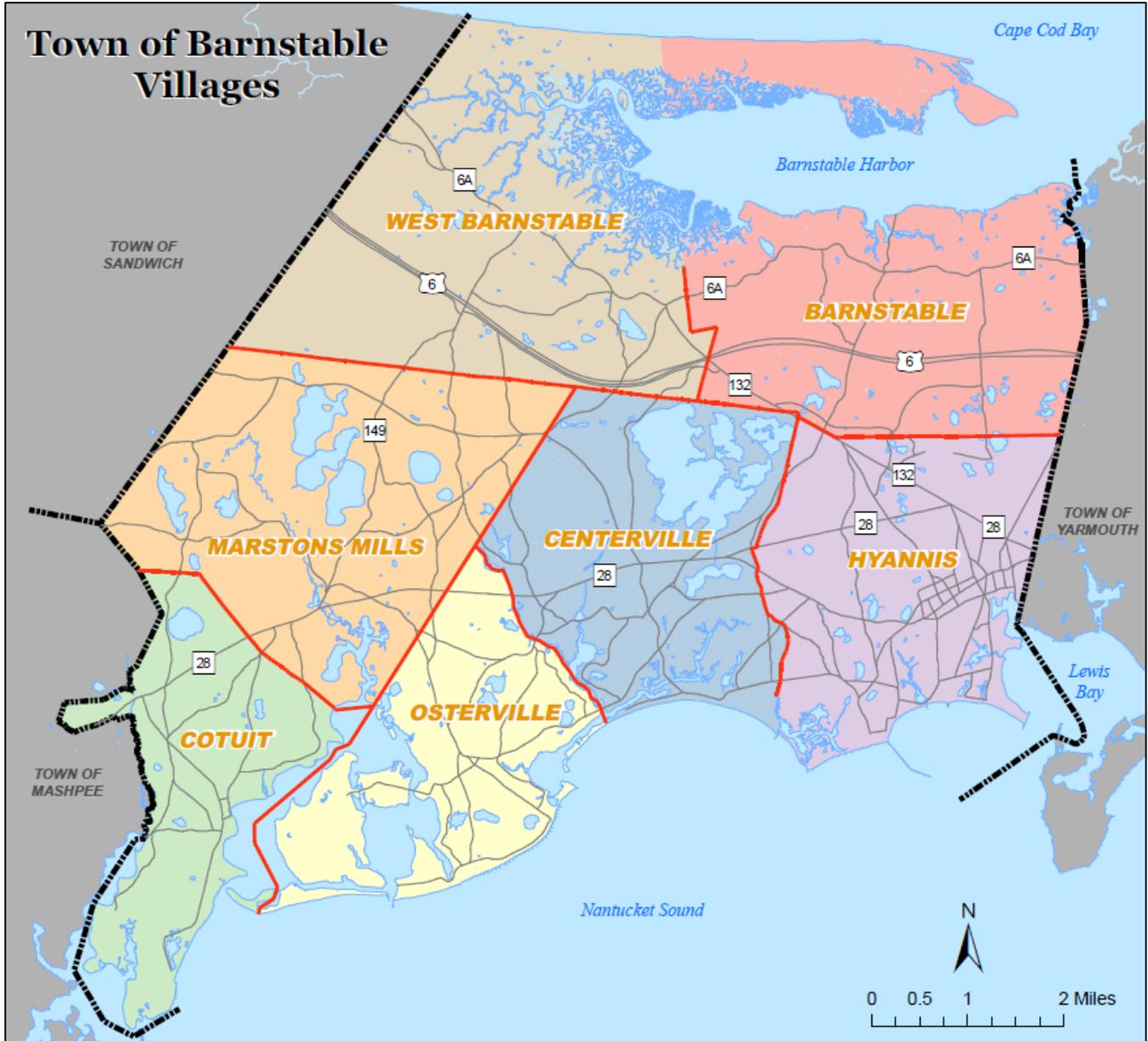
Five separate Fire Districts provide fire protection and emergency medical services (EMS) to Town residents. Of those five, three also include a water district. The Barnstable Fire District, Cotuit Fire District, and the Centerville-Osterville-Marstons Mills Fire District each provide both fire protection 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.



*Village Green – Town Hall*

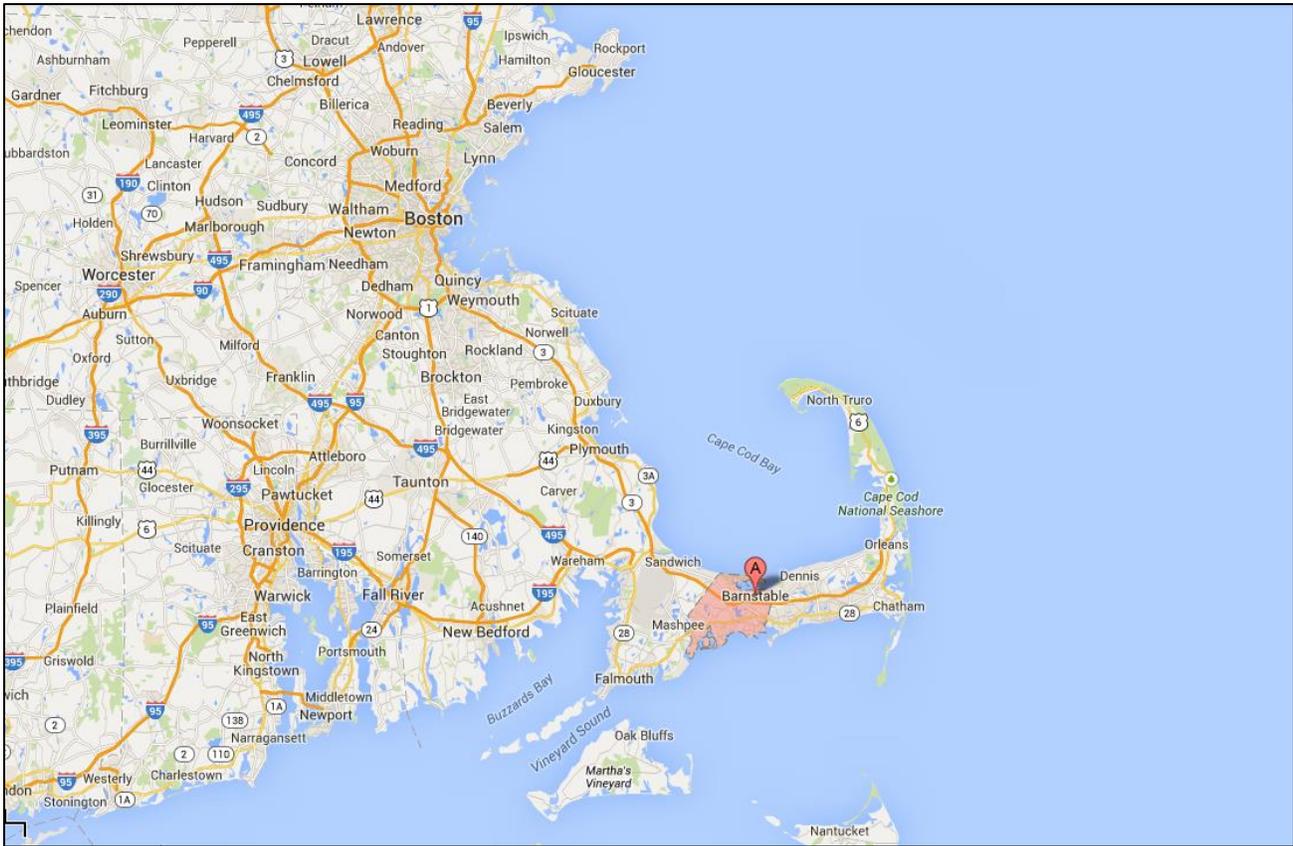
# The Town of Barnstable's Seven Villages



# INTRODUCTION AND OVERVIEW

## Geographic Location

### Regional Reference



### National Reference



## INTRODUCTION AND OVERVIEW

### About The Town of Barnstable – Information at a Glance

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#### General Information

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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 – 22% Water Area & 78% Land Area

#### Demographics

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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	25% - 24 and under; 11% between 25 – 34; 23% between 35 - 54; 18% between 55 – 64; 23% - 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

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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
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
Community Centers (4)	Centerville, Hyannis, Osterville, West Barnstable

Museums and Art Galleries: Each of the seven villages has 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

## INTRODUCTION AND OVERVIEW

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.

### Public Recreation

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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
Boat Slips	188 at 4 Town Marinas
Mooring Permits	2,350

### Property Information

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Number of Single Family Homes	21,038	
Median Home Values (FY 2020)	Barnstable Fire District	\$ 514,000
	Centerville, Osterville, Marstons Mills Fire Dist.	\$ 380,000
	Cotuit Fire District	\$ 448,200
	Hyannis Fire District	\$ 295,700
	West Barnstable Fire District	\$ 443,500
	Town wide	\$ 376,000
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	\$ 15,085,575,813 (FY 2020)	
Assessed Value Per Capita	\$ 335,235	

## INTRODUCTION AND OVERVIEW

### Top 10 Taxpayers in FY 2020

Owner's Name	Property Type	Total Assessment	% of Assessed Valuation
Eversource	Utility	\$ 128,232,350	0.90%
Mayflower Cape Cod LLC	Shopping Center	\$ 110,593,300	0.78%
National Grid	Utility	\$ 36,381,480	0.25%
Oyster Harbours Club Inc.	Country Club/Land	\$ 26,861,800	0.19%
Festival Of Hyannis LLC	Shopping Center	\$ 26,388,000	0.19%
Kmart Plaza	Shopping Center	\$ 26,356,900	0.18%
OCW Retail Hyannis LLC	Shopping Center	\$ 25,418,900	0.18%
Indian Point Family Partnership LP	Various Residential	\$ 24,301,200	0.17%
Verizon	Utility	\$ 20,965,100	0.14%
Wianno Club	Golf Club/Land	\$ 20,607,800	0.14%
<b>Total Assessed Valuation</b>		<b>\$ 446,044,830</b>	<b>3.13%</b>

### Building Permits

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.

Calendar Year	Residential		Non-Residential		Totals	
	Number	Estimated Value	Number	Estimated Value	Number	Estimated Value
2019	2,780	\$85,351,994	522	\$39,577,938	3,302	\$124,929,932
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

## INTRODUCTION AND OVERVIEW

### 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.

## INTRODUCTION AND OVERVIEW

### Unemployment

Calendar Year	Town of Barnstable			Barnstable County Unemployment Rate	Massachusetts Unemployment Rate
	Labor Force	Employment	Unemployment		
2019	25,143	24,151	3.94%	4.10%	3.60%
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%

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

## INTRODUCTION AND OVERVIEW

### 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)	24,951 Enplanements (Reported for FY 2019 – excluding charter passengers)
Airport Operations per Year (FY)	66,462 Airport Operations (Reported for FY 2019)
Operations	Third busiest commercial airport within the Commonwealth of Massachusetts in terms of total enplanements and operations.
Assessor's Property Valuation	(2019) \$ 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.

#### Town Road Inventory

Category	Number of Roads	Center Lane Miles
Town	702	271
Private	1,098	190
State	4	29
Total	1,804	490

### 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

**INTRODUCTION AND OVERVIEW**

**Property Tax Information**

**History of Tax Rates For Town and Fire Districts**

	<b>FY 2011</b>		<b>FY 2012</b>		<b>FY 2013</b>		<b>FY 2014</b>		<b>FY 2015</b>		<b>FY 2016</b>		<b>FY 2017</b>		<b>FY 2018</b>		<b>FY 2019</b>		<b>FY 2020</b>	
Town Tax Rate	\$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%	\$8.51	71%
Hyannis FD*	\$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%	\$3.44	29%
<b>Total</b>	<b>\$9.32</b>	<b>100%</b>	<b>\$9.83</b>	<b>100%</b>	<b>\$10.45</b>	<b>100%</b>	<b>\$10.45</b>	<b>100%</b>	<b>\$10.67</b>	<b>100%</b>	<b>\$10.83</b>	<b>100%</b>	<b>\$11.06</b>	<b>100%</b>	<b>\$11.89</b>	<b>100%</b>	<b>\$12.23</b>	<b>100%</b>	<b>\$11.95</b>	<b>100%</b>
Town Tax Rate	\$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%	\$8.51	75%
Barnstable FD	\$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%	\$2.89	25%
<b>Total</b>	<b>\$9.59</b>	<b>100%</b>	<b>\$10.11</b>	<b>100%</b>	<b>\$10.92</b>	<b>100%</b>	<b>\$10.92</b>	<b>100%</b>	<b>\$11.21</b>	<b>100%</b>	<b>\$11.43</b>	<b>100%</b>	<b>\$11.60</b>	<b>100%</b>	<b>\$11.68</b>	<b>100%</b>	<b>\$11.33</b>	<b>100%</b>	<b>\$11.40</b>	<b>100%</b>
Town Tax Rate	\$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%	\$8.51	78%
Cotuit FD	\$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%	\$2.34	22%
<b>Total</b>	<b>\$8.96</b>	<b>100%</b>	<b>\$9.79</b>	<b>100%</b>	<b>\$10.24</b>	<b>100%</b>	<b>\$10.24</b>	<b>100%</b>	<b>\$10.62</b>	<b>100%</b>	<b>\$10.61</b>	<b>100%</b>	<b>\$10.90</b>	<b>100%</b>	<b>\$10.98</b>	<b>100%</b>	<b>\$10.99</b>	<b>100%</b>	<b>\$10.85</b>	<b>100%</b>
Town Tax Rate	\$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%	\$8.51	76%
W. Barn. FD	\$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%	\$2.75	24%
<b>Total</b>	<b>\$9.62</b>	<b>100%</b>	<b>\$9.96</b>	<b>100%</b>	<b>\$10.81</b>	<b>100%</b>	<b>\$10.81</b>	<b>100%</b>	<b>\$11.06</b>	<b>100%</b>	<b>\$11.09</b>	<b>100%</b>	<b>\$11.34</b>	<b>100%</b>	<b>\$11.49</b>	<b>100%</b>	<b>\$11.39</b>	<b>100%</b>	<b>\$11.26</b>	<b>100%</b>
Town Tax Rate	\$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%	\$8.51	84%
COMM FD	\$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%	\$1.59	16%
<b>Total</b>	<b>\$8.61</b>	<b>100%</b>	<b>\$9.02</b>	<b>100%</b>	<b>\$9.73</b>	<b>100%</b>	<b>\$9.73</b>	<b>100%</b>	<b>\$9.95</b>	<b>100%</b>	<b>\$10.00</b>	<b>100%</b>	<b>\$9.86</b>	<b>100%</b>	<b>\$10.32</b>	<b>100%</b>	<b>\$10.39</b>	<b>100%</b>	<b>\$10.10</b>	<b>100%</b>
Town Tax Rate	\$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%	\$8.51	77%
Average FD Rate	\$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%	\$2.60	23%
<b>Average Total</b>	<b>\$9.22</b>	<b>100%</b>	<b>\$9.74</b>	<b>100%</b>	<b>\$10.10</b>	<b>100%</b>	<b>\$10.43</b>	<b>100%</b>	<b>\$10.70</b>	<b>100%</b>	<b>\$10.79</b>	<b>100%</b>	<b>\$10.95</b>	<b>100%</b>	<b>\$11.27</b>	<b>100%</b>	<b>\$11.27</b>	<b>100%</b>	<b>\$11.11</b>	<b>100%</b>

\* 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 77% of the total tax bill for FY 2020 using the average for all five-fire districts. The fire district tax bills share ranges from a low of 16% for the Centerville-Osterville-Marstons Mills (COMM) District to a high of 29% 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.

## INTRODUCTION AND OVERVIEW

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.

**History of Town and Fire District Tax Levy Growth for the Past 5 Years**

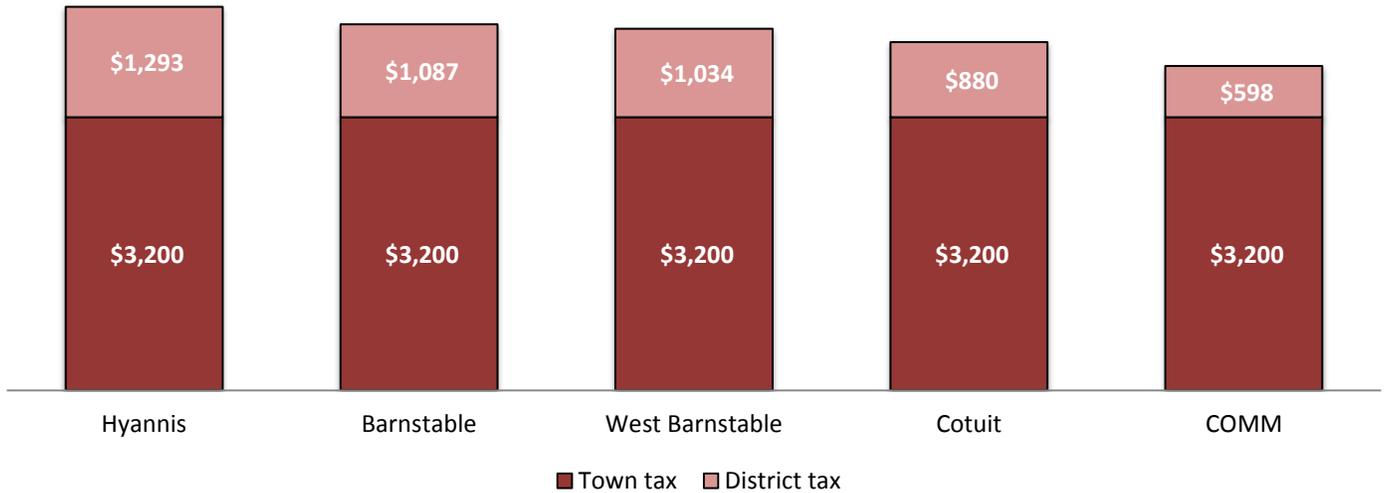
	<b>FY 2016</b>		<b>FY 2017</b>		<b>FY 2018</b>		<b>FY 2019</b>		<b>FY 2020</b>		<b>Growth in Levy FY16 to FY20</b>	
Town tax levy	\$ 110,547,068	79.8%	\$ 114,248,985	81.5%	\$ 118,531,665	79.4%	\$ 122,755,924	78.1%	\$ 128,392,357	78.9%	\$ 17,845,289	16.7%
Hyannis FD tax levy	8,979,002	6.5%	9,193,629	6.6%	10,374,566	7.0%	12,386,980	7.9%	12,348,828	7.6%	3,369,826	37.5%
Barnstable FD tax levy	3,648,926	2.6%	3,602,708	2.6%	3,716,428	2.5%	3,591,493	2.3%	4,073,196	2.5%	424,270	11.6%
Cotuit FD tax levy	2,955,621	2.1%	3,064,830	2.2%	3,186,753	2.1%	3,472,999	2.2%	3,589,408	2.2%	633,787	21.4%
W. Barnstable FD tax levy	1,509,369	1.1%	1,529,963	1.1%	1,983,293	1.3%	1,700,773	1.1%	1,753,450	1.1%	244,081	16.2%
COMM FD tax levy	10,958,772	7.9%	8,460,633	6.0%	11,450,756	7.7%	13,248,015	8.4%	12,586,857	7.7%	1,628,085	14.9%
Total FD tax levies	28,051,690	20.2%	25,851,763	18.5%	30,711,796	20.6%	34,400,259	21.9%	34,351,739	21.1%	6,300,049	22.5%
Grand total	\$ 138,598,758	100.0%	\$ 140,100,748	100.0%	\$ 149,243,461	100.0%	\$ 157,156,183	100.0%	\$ 162,744,096	100.0%	\$ 24,145,338	17.4%

The Town's tax levy has increased \$17.8 million over the five-year period of FY 2016 to FY 2020 or 16.7%. The fire districts' tax levies have collectively increased \$6.3 million over the same period or 22.5%. Combined, the tax levies have grown \$24 million or 17.4% over this five-year period.

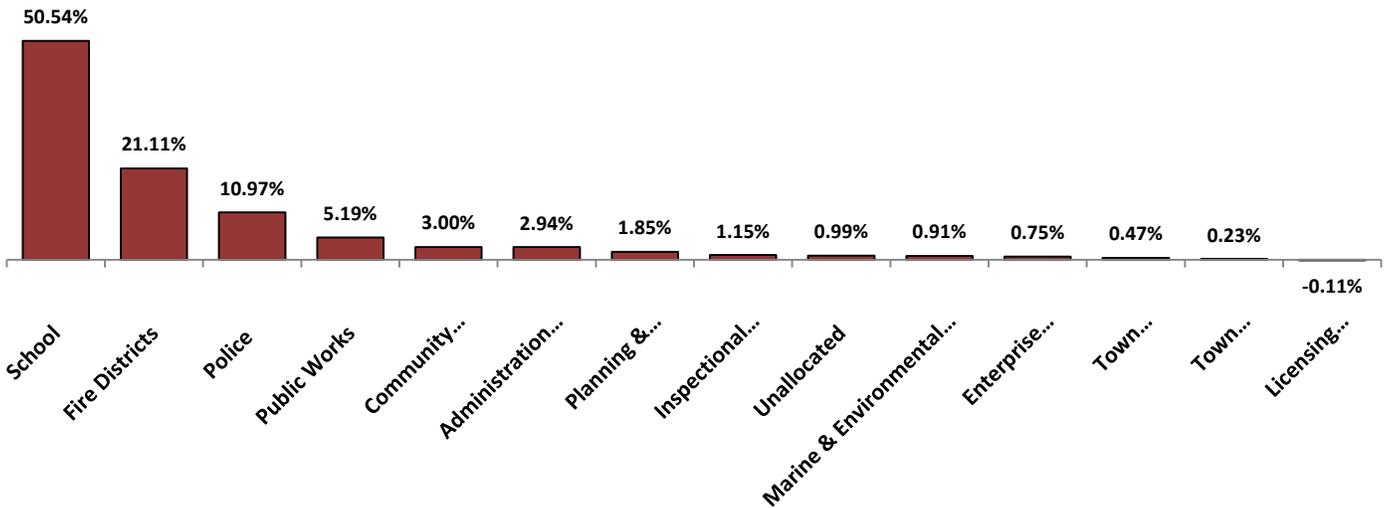
## INTRODUCTION AND OVERVIEW

The following chart illustrates the FY 2020 combined residential Town and fire district tax bill on a property value of \$376,000 (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 FY 2020 Residential Tax Bill By District



### FY 2021 Estimated Town wide Property Tax Allocation Total = \$166,082,464



The local public school system represents 50% of the combined tax levies of the town and five fire districts. The fire districts are 21% (combined), Police Department third largest category at 11%, and Public Works at 5.3%. These combined areas account for 88% of all property taxes expended town wide.

## **GOVERNMENTAL STRUCTURE**

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### **Council-Manager Form of Government**

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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.

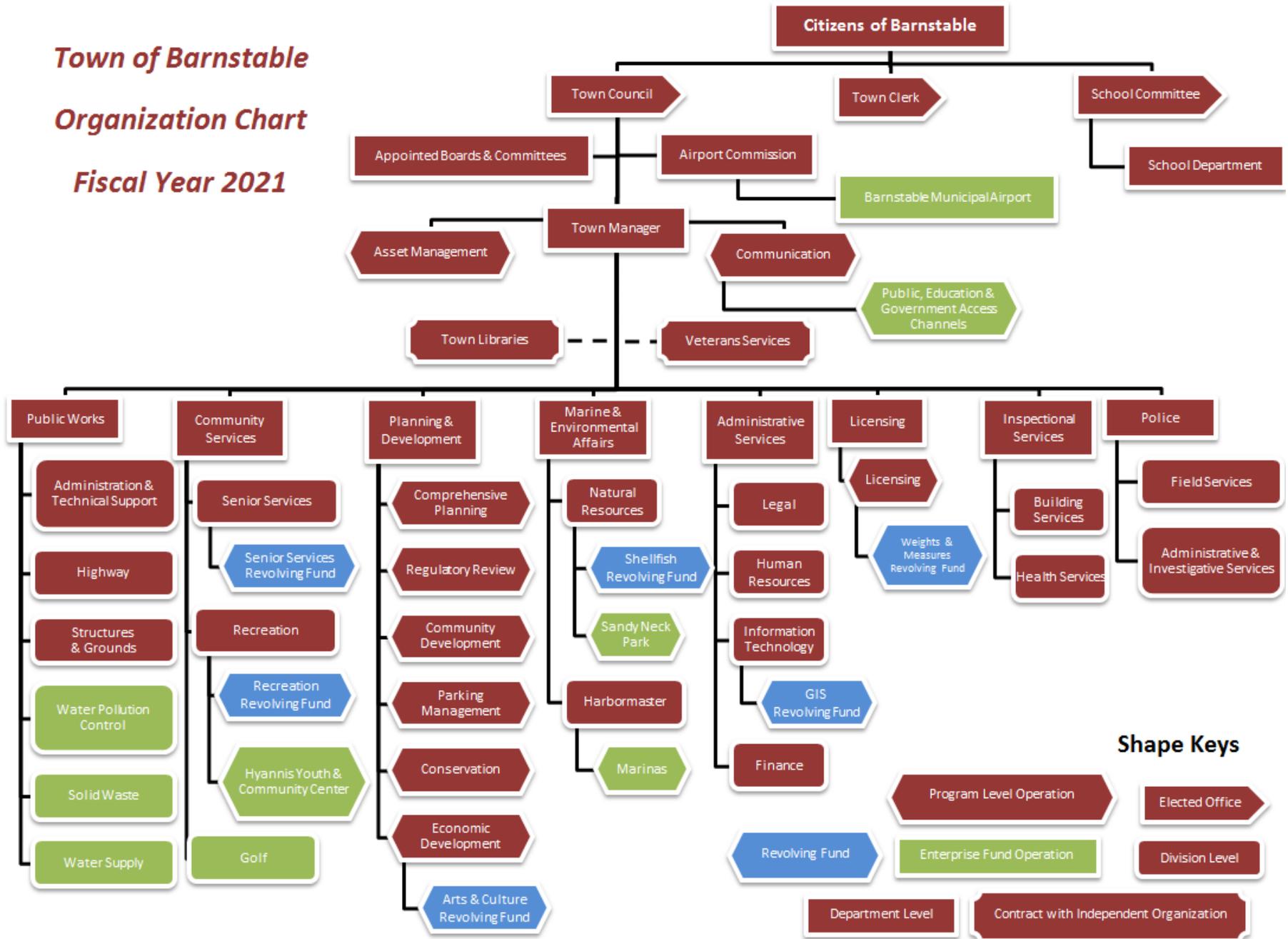
Exclusive of the School Department and Airport, there are eight departments as follows; Administrative Services including two elected officials; Town Clerk and Town Collector; Community Services; Planning and Development; Police; Public Works; Inspectional Services; Marine & Environmental Services, and 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.

**INTRODUCTION AND OVERVIEW**

**Town of Barnstable  
Organization Chart  
Fiscal Year 2021**



**INTRODUCTION AND OVERVIEW**

**TOWN COUNCIL**



**Precinct: 1**  
**Gordon Starr**  
Councilor  
**Term:** 2023  
**Phone:** 774 368 0923  
[starrbarnstable@gmail.com](mailto:starrbarnstable@gmail.com)



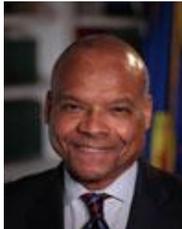
**Precinct: 2**  
**Eric R. Steinhilber**  
Councilor  
**Term:** 2021  
**Phone:** 508-862-4738  
[ERSteinhilber@gmail.com](mailto:ERSteinhilber@gmail.com)



**Precinct: 3**  
**Paul Hebert**  
President  
**Term:** 2019  
**Phone:** 508-862-4738  
[council@town.barnstable.ma.us](mailto:council@town.barnstable.ma.us)



**Precinct: 4**  
**Britt Beedenbender**  
Councilor  
**Term:** 2021  
**Phone:** 508-203-1763  
[bbeeden118@gmail.com](mailto:bbeeden118@gmail.com)



**Precinct: 5**  
**David W. Bogan**  
Councilor  
**Term:** 2023  
**Phone:** (774) 327-8756  
[BoganPrecinct5@Gmail.com](mailto:BoganPrecinct5@Gmail.com)



**Precinct: 6**  
**Paul C. Neary**  
Councilor  
**Term:** 2021  
**Phone:** 508-775-1303  
[NearyPrecinct6@gmail.com](mailto:NearyPrecinct6@gmail.com)



**Precinct: 7**  
**Jessica Rapp Grassetti,**  
Vice President  
**Term:** 2019  
**Phone:** 508-360-2504  
[Precinct7@comcast.net](mailto:Precinct7@comcast.net)



**Precinct: 8**  
**Debra S. Dagwan**  
Councilor  
**Term:** 2021  
**Phone:** 508-778-6824  
[Debra.Dagwan@town.barnstable.ma.us](mailto:Debra.Dagwan@town.barnstable.ma.us)



**Precinct: 9**  
**Tracy Shaughnessy**  
Councilor  
**Term:** 2023  
**Phone:** 508-375-9004  
[tracyshaughnessy@yahoo.com](mailto:tracyshaughnessy@yahoo.com)



**Precinct: 10**  
**Matthew P. Levesque**  
Councilor  
**Term:** 2021  
**Phone:** 508-771-8499  
[matthewlevesque02648@gmail.com](mailto:matthewlevesque02648@gmail.com)



**Precinct: 11**  
**Kristine Clark**  
Councilor  
**Term:** 2023  
**Phone:** 508-428-8754  
[Precinct11clark@gmail.com](mailto:Precinct11clark@gmail.com)



**Precinct: 12**  
**Paula K. Schnepf**  
Councilor  
**Term:** 2021  
**Phone:** (508) 733-3475  
[paulabarnstable@gmail.com](mailto:paulabarnstable@gmail.com)



**Precinct: 13**  
**Jennifer L. Cullum**  
Councilor  
**Term:** 2019  
**Phone:** 617-276-4977  
[JenLCullum@yahoo.com](mailto:JenLCullum@yahoo.com)

# **OTHER ELECTED OFFICIALS & APPOINTED**

## **BARNSTABLE SCHOOL COMMITTEE**

Mike Judge	Chair
Kathy Bent	Vice Chair
Barbara Dunn	Member
Stephanie Ellis	Member
Joe Nystrom	Member

## **AIRPORT COMMISSION**

John T. Griffin, Jr.	Chairman
Elizabeth Young	Vice Chairman
Norman Weill	Clerk
Wendy Bierwirth	Commissioner
Zachary Lesinski	Commissioner

## **TOWN CLERK**

Ann M. Quirk	Certified Municipal Clerk (CMC)
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## **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
Madeline Noonan	Director of Community Services
Derek Lawson	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
Karen Nober, Esq.	Town Attorney
Mark A. Milne, C.P.A	Director of Finance
Debra Watson	Treasurer/Collector
Edward O'Neil, MAA	Director of Assessing
William E. Cole	Director of Human Resources
Daniel J. Wood	Director of Information Technology
Greg Quilty	Director of Veterans Services
Lynne Poyant	Director of Communications

## **SCHOOL ADMINISTRATION**

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

## INTRODUCTION AND OVERVIEW

### 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

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## 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

## INTRODUCTION AND OVERVIEW

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.

## INTRODUCTION AND OVERVIEW

### Finance

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**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

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**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.

## **INTRODUCTION AND OVERVIEW**

### **Economic Development**

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**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.

### **Environmental and Natural Resources**

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**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.

## INTRODUCTION AND OVERVIEW

### Regulatory Process and Performance

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**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

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**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

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**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.

## INTRODUCTION AND OVERVIEW

### Town Infrastructure & Assets

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**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

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**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.
- 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 2021 BUDGET MESSAGE

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### Municipal Fiscal Management - Responding and Adapting to an Emergency Situation

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The Fiscal Year 2021 Operating Budget and Capital Improvements Program addresses the focuses on essential programs, services, and projects in an effort to responsibly 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.

Fiscal Year 2021 will present some of the most challenging fiscal times the Town of Barnstable has ever managed. Our Country is in a health and fiscal crisis that many experts fear will be more protracted than we have faced in previous emergency situations. Our Governor declared a State of Emergency on March 10, 2020 in response to COVID-19, which is still in place at the time of my writing this budget message. The COVID-19 situation has touched every aspect of our lives. Many in our community are now working from home. We have all had to master the art of remote working and video conferencing in record time, often under trying circumstances. Our healthcare workers, first responders, and school systems have been given a challenge unlike anything we have ever seen in our lifetimes. We anticipate the manner in which we interact with the community has the potential to change dramatically.

Forecasts for a timely turn around are fading with the fiscal realities of this situation revealing our budgetary challenges with each passing week. Revenue contraction in all areas is expected and therefore capital and operating budget adjustments have been made to the original proposed budgets developed last fiscal year. Several steps have been implemented to immediately address this situation including the freezing of all non-essential spending and all vacant positions, and the postponement of all existing approved capital projects that do not address an immediate public health or safety issue or address a failed asset. Furthermore, revenue collected in fiscal year 2021 will be closely monitored for contraction and additional budget reductions may be implemented mid-year if necessary, beyond the proposed reductions included in this budget.

However, to say that we will weather the crisis is not the same as saying we will be unaffected by it. We must recognize the economic impact the pandemic is having on the nation, the region, and the town. Like other communities across the nation, we will not be spared the economic consequences of the pandemic. Our major industry is threatened and we expected to see the resources, which fund our operations to suffer significantly over the next 12 to 24 month period. As a result, we expect to see our reserve funds significantly impacted. Although we entered this crisis in a position of relative financial strength, our resources will be stretched. While the extent and nature of the economic impact are not yet fully known, planning for a range of scenarios is under way. There is no doubt that we will need to do more than simply tighten our belts.

The proposed Fiscal Year 2021 capital and operating budgets reduce the amounts budgeted from the FY 2020 approved budgets. Primarily this has resulted from the initial public health crisis and subsequently the looming economic crisis facing our community. We initially recommended a \$39 million Capital Improvement Program in February 2020 to the Town Council, and then withdrew numerous capital projects as a result of the downturn in economic conditions. We received approval for the modified capital program totaling \$12.2 million in capital projects. The FY 2021 Capital Program will provide the following:

## INTRODUCTION AND OVERVIEW

- \$1.55 million of funding for water system upgrades that maintain these important assets;
- Over \$3.5 million for road improvements keeping these critical assets safe for our citizens and visitors;
- A \$2.375 million investment in various public facilities that address safety and facility life systems;
- \$2 million in funding for the continuation of a comprehensive dredging program that will improve waterway navigation and coastal estuary; a portion of which will be grant eligible;
- \$1.7 million in various airport related projects that will maintain the asset and continue to keep it in a safe operating position, and;
- \$688,000 for technology improvements replacing obsolete public safety and communications equipment;

### A Strong Financial Foundation

Financial accountability remains at the core of our budgeting goals. This budget provides a financial plan for meeting the operational needs of the town under extreme financial pressures due to the COVID-19 public health emergency. It adheres to the Town Council's budget policy to limit the increase in property taxes to the limitation under Proposition 2½ with no property tax overrides and incorporates reductions to limit the amount of reserves used to balance the budget. The town's current reserve balances total \$83 million and are comprised of the following:

Fund	Current Balance
General Fund	\$ 14,688,744
Capital Trust Fund	17,271,096
Comprehensive Water Mgt. & Private Way Fund	21,824,835
Airport Enterprise Fund	2,761,211
Golf Enterprise Fund	666,343
Solid Waste Enterprise Fund	2,294,760
Water Pollution Control Enterprise Fund	8,734,747
Water Supply Enterprise Fund	1,274,703
Marina Enterprise Fund	861,350
Sandy Neck Enterprise Fund	909,529
HYCC Enterprise Fund	593,821
PEG Enterprise Fund	2,324,141
Pension Reserve Fund	1,635,863
School Revolving Funds	5,135,366
Town Revolving Funds	920,094
School Circuit Breaker Funds	1,372,692

Reserves used to balance the General Fund operating budget total \$2.9 million. Enterprise Funds reserves used to balance operating budgets total \$1.875 million. It is projected that the General Fund will generate nearly \$2 million in surplus by the end of fiscal year 2020, replenishing most of the amount used to balance the FY 2021 budget.

The **General Fund** will use \$610,000 of reserves for employee benefits, \$250,000 for a Town Council Reserve Fund, \$950,531 for the school-operating budget, \$931,537 to support the golf and HYCC enterprise funds and \$128,658 for one-time municipal operating costs.

The **Solid Waste Enterprise Fund** will use \$595,678 of reserves to balance the fiscal year 2021 operating and capital budget. The transfer station residential sticker fee will remain the same; eliminating any rate increases to cover the increased costs of disposing household waste and recycled material. Reserves will be used to replace the weigh scale as well, which has reached the end of its useful life.

## **INTRODUCTION AND OVERVIEW**

The **Water Enterprise Fund** will use \$413,817 of reserves to balance the fiscal year 2021 operating and capital budget. New treatment facilities have come on-line reducing the amount of water purchased from other districts. A 7% rate increase has been factored in to the FY 2021 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 **Marina Enterprise Fund** will use \$155,196 of reserves to balance the fiscal year 2021 operating budget as the COVID-19 public health emergency results in a conservative revenue estimate.

The **Sandy Neck Enterprise Fund** will use \$280,833 of reserves to balance the fiscal year 2021 operating budget as the public health emergency requires a conservative revenue estimate be used here as well.

The **Public, Educational, Governmental Access Channel Enterprise Fund** will use \$18,030 of reserves to balance the fiscal year 2021 operating budget. The operating budget is down but so is the estimated revenue derived from the license agreement with Comcast.

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 the town not only to restore reserves used to pay one-time expenses, but also expand our Capital Improvements Program. It also places the town 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 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 19<sup>th</sup> consecutive Distinguished Budget Presentation Award for the FY 2020 budget document and the Certificate of Achievement for Excellence in Financial Reporting for eighteen 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](http://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 five 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 FY 2021 upon completion of the budget.

### **Continued Reorganization**

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The Fiscal Year 2021 operating budget continues with our commitment to restructure our organization; making it stronger and more responsive to our community. In fiscal year 2020, the town created the new position of Communications Director. This position will be transferred from the Community Services Department, along with the PEG Enterprise Fund, which it oversees, to the Town Manager Department. This will allow the town to more effectively develop its strategic communication initiatives.

## INTRODUCTION AND OVERVIEW

### Fiscal Year 2021 Proposed 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 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Police Department	\$ 15,409,467	\$ 14,808,837	\$ (600,630)	-3.90%
Public Works Department	10,205,853	10,103,252	(102,601)	-1.01%
Administrative Services Department	6,322,843	6,239,787	(83,056)	-1.31%
Marine & Environmental Affairs	1,268,947	1,146,965	(121,982)	-9.61%
Community Services Department	2,569,427	2,389,106	(180,321)	-7.02%
Licensing Department	165,398	163,646	(1,752)	-1.06%
Inspectional Services	2,140,557	2,164,880	24,323	1.14%
Planning & Development	2,085,304	2,086,289	985	0.05%
Town Manager	769,251	873,142	103,891	13.51%
Town Council	268,987	286,659	17,672	6.57%
<b>Total Municipal Operations</b>	<b>\$ 41,206,034</b>	<b>\$ 40,262,562</b>	<b>\$ (943,472)</b>	<b>-2.29%</b>

The proposed municipal operations budget is decreasing 2.3%. Anticipated retirements in the Police Department will offer the opportunity for vacancy savings in the immediate fiscal year as the town will defer the hiring of 4 positions. Overall, a total of 5.05 full-time equivalent positions are removed from the proposed FY 2021 budget. In addition, operating expense reductions across all departments have been made to reduce the overall budget by \$943,000. One new position is included in the proposed budget; a Deputy Building Commissioner. Finally, 3 positions are transferred out of the Community Services Department; with 2 going to the Town Manager Department and 1 to the Planning and Development Department. This accounts for most of the decrease in the Community Services budget and the increase in the Town Manager and Planning and Development budgets.

#### General Fund Education Budget:

Education Budget	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Local School System	\$ 72,573,651	\$ 74,196,256	\$ 1,622,605	2.24%
Regional School District Assessment	6,119,570	5,856,271	(263,299)	-4.30%
Commonwealth Charter School Assessment	3,664,363	4,095,060	430,697	11.75%
School Choice Assessment	1,502,559	1,431,201	(71,358)	-4.75%
<b>Total Education</b>	<b>\$ 83,860,143</b>	<b>\$ 85,578,788</b>	<b>\$ 1,718,645</b>	<b>2.05%</b>

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 total education budget is increasing \$1.7 million or 2%.

## INTRODUCTION AND OVERVIEW

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 FY 2021 budget is \$74.2 million, which represents an increase of 2.2%. The School Department budget provides for the contractual salary and wage increases for staff and there are no changes to the level in staffing. Employees comprise close to 80% of the budget and are our greatest asset and resource. 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..

### Other Requirements

Other Requirements Costs:	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Employee Benefits	\$ 26,714,165	\$ 26,584,153	\$ (130,012)	-0.49%
Debt Service	7,152,492	6,567,324	(585,168)	-8.18%
State & County Assessments	2,632,358	2,796,259	163,901	6.23%
Grants	2,115,460	2,026,691	(88,769)	-4.20%
Property & Liability Insurance	1,860,000	1,910,000	50,000	2.69%
Celebrations, Rent & Other	172,000	172,000	-	0.00%
Snow & Ice Removal Deficit	225,144	-	(225,144)	-100.00%
Reserve Funds & Prior Year Deficits	159,000	250,000	91,000	57.23%
Transfers to Other Funds	11,565,359	12,657,200	1,091,841	9.44%
<b>Total Other Requirements</b>	<b>\$ 52,595,978</b>	<b>\$ 52,963,627</b>	<b>\$ 367,649</b>	<b>0.70%</b>

The fixed cost area of the General Fund budget is increasing \$368,000. Most of the increase is attributable to a \$1.1 million increase in General Fund support for the Golf and HYCC Enterprise Funds. Much of this increase is offset by reductions in employee benefits, snow & ice removal deficits, debt service, and grants. Health insurance premium rates are not changing and migration to less expensive plans help reduce this cost. The expiration of the bonds on the Barnstable Intermediate School has expired resulting in a decrease in debt service. There was deficit for snow & ice removal in fiscal year 2020 and the grants to the seven village libraries and tourism promotion are being reduced.

### Enterprise Funds

Fund	Budget FY 2020	Budget FY 2021	Change FY20 - 21	Percent Change
Airport Enterprise	\$ 8,041,243	\$ 6,841,627	\$ (1,199,616)	-14.92%
Golf Enterprise	3,876,414	3,648,381	(228,033)	-5.88%
HYCC Enterprise	3,491,131	3,352,395	(138,736)	-3.97%
Marina Enterprise	832,780	787,977	(44,803)	-5.38%
PEG Enterprise	877,860	841,030	(36,830)	-4.20%
Sandy Neck Enterprise	996,459	961,288	(35,171)	-3.53%
Solid Waste Enterprise	3,419,883	3,577,403	157,520	4.61%
Water Pollution Control Enterprise	4,816,380	4,590,439	(225,941)	-4.69%
Water Supply Enterprise	7,685,015	7,865,088	180,073	2.34%
<b>Total</b>	<b>\$ 34,037,165</b>	<b>\$ 32,465,628</b>	<b>\$ (1,571,537)</b>	<b>-4.62%</b>

## **INTRODUCTION AND OVERVIEW**

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 increasing due to the significant increase in disposal costs (\$380,000) which has been partially offset by reductions to several other line items. The Packer Service operation in this enterprise is also being eliminated which includes one full-time equivalent.

The **Water Pollution Control** budget is decreasing \$226,000. There are no changes to staffing levels and various operating expenses line items have been reduced.

The **Water Supply** budget is increasing \$180,000 due to an increase in costs with a new treatment facility coming on-line and the management contract to run this operation.

The **Golf** operations are decreasing \$228,000. One position is eliminated and operating expenses are reduced to offset an expected reduction in revenue. The General fund budget also includes a net transfer of \$346,000 to assist this operation due to the anticipated decline in revenue.

The **Marina** operations budget is decreasing \$45,000 due to a reduction in capital outlay and debt service.

The **Sandy Neck** budget is decreasing \$35,000 as funding for a sand replenishment program is reduced.

The **Hyannis Youth & Community Center** budget is decreasing \$139,000. One-time capital of \$91,000 is eliminated, utility costs are down due to energy efficiency upgrades, and adjustments to several other line items are made to reduce this budget.

The **Public, Education, and Government (PEG) Access Channel** budget is decreasing \$37,000. Personnel cost increase is offset by a reduction in capital outlay.

The **Airport** budget is decreasing \$1.2 million. Revenue across the operation is expected to decline as a result of the public health emergency including landing fees, jet fuel sales, concessions and lease revenue. There are no reductions in staffing levels proposed and one position remains vacant. Operating expenditures and operating capital are reduced to balance the budget. No reserves are used to balance the budget. The airport has also been notified that it will receive \$17.9 million in Federal CARES Act funding that can be used over the next 4 years.

## **Civic Engagement**

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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 user 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.

## **INTRODUCTION AND OVERVIEW**

### **Dedicated Staff and Government Partners**

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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 and responding to the COVID-19 situation. 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**

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This budget seeks to maintain 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. The public health emergency facing us will undoubtedly require flexibility and creativity from our dedicated workforce to continue to provide these services. We face the same economic challenges confronting other communities, and through prudent planning, we anticipate to meet our basic needs. In FY 2021, we have again maintained our fiscal stability, spent within our means, and are prudently planning for what may lie ahead with our unknown 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.

***INTRODUCTION AND OVERVIEW***

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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

Budget Process											
Budget Preparation Schedule											
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
		Development of 5-Year Forecast									
		Development of Capital Budget									
		School Dept Budget Development									
		Public Hearing on School Budget									
		Town Budget Development									
		Joint Meeting of Town Council and School Committee									
								Budget Workshops and Public Hearings With Town Council			
											Publish Adopted Budget

### 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. Decision package requests include cost estimates, methods of financing, recommended time schedules; and the estimated annual cost of 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, which 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

## **FINANCIAL PROCESS, STRUCTURE, AND POLICY**

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**

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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**

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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**

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

### **May/June**

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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 FY 2021 capital and operating budgets are balanced using \$4,701,722 of surplus, of which \$617,500 is used for the Enterprise Fund capital program and \$4,084,272 for the General Fund and Enterprise Funds operating budgets.

## FINANCIAL PROCESS, STRUCTURE, AND POLICY

	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	\$ 168,369,735	\$ 2,870,718	\$ -	\$ 6,797,324	\$ 767,200	\$ -	\$ -	\$ -	\$ 178,804,977	\$ 178,804,977
Capital Improvements Program	-	-	233,554	3,550,000	-	542,561	-	3,786,000	8,112,115	8,112,115
Airport Enterprise Fund	6,841,627	367,500	-	-	-	-	1,332,500	-	8,541,627	8,541,627
Golf Enterprise Fund	2,825,464	0	822,917	-	-	-	-	-	3,648,381	3,648,381
HYCC Enterprise Fund	841,800	-	1,391,458	1,119,137	-	-	-	756,000	4,108,395	4,108,395
Marina Enterprise Fund	548,750	155,196	-	54,031	30,000	-	-	-	787,977	787,977
PEG Enterprise Fund	823,000	18,030	-	-	-	-	-	-	841,030	841,030
Sandy Neck Enterprise Fund	680,455	280,833	-	-	-	-	-	-	961,288	961,288
Solid Waste Enterprise Fund	3,081,725	595,678	-	-	-	-	-	-	3,677,403	3,677,403
Water Enterprise Fund	7,601,271	413,817	-	-	-	-	-	1,400,000	9,415,088	9,415,088
Water Pollution Enterprise Fund	4,590,439	-	-	-	-	-	-	-	4,590,439	4,590,439
<b>Totals</b>	<b>\$ 196,204,267</b>	<b>\$ 4,701,772</b>	<b>\$ 2,447,929</b>	<b>\$ 11,520,492</b>	<b>\$ 797,200</b>	<b>\$ 542,561</b>	<b>\$ 1,332,500</b>	<b>\$ 5,942,000</b>	<b>\$ 223,488,720</b>	<b>\$ 223,488,720</b>

The \$2.8 million used to balance the General Fund operating budget includes \$610,000 for employee benefits, \$250,000 for a Town Council Reserve Fund, \$950,531 for school operations, \$931,537 of General Fund Subsidy support for HYCC and Golf operating budgets, and \$128,658 for one-time costs in the municipal operations.

### 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.

<p><b>General Fund</b> Requires annual appropriation by Town Council</p>	<p>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.</p>
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<p><b>Special Revenue Funds</b> These funds are not required to be part of the annual budget process</p>	<p>Revolving Funds - Fees charged for certain services which cover cost of service.</p> <p>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.</p> <p>Grants (non-enterprise fund)</p> <p>Gifts</p> <p>Other Designated Revenue</p>
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<p><b>Capital Project Funds</b> These funds are used to track the annual capital improvement program</p>	<p>Municipal Capital Projects</p> <p>School Capital Projects</p> <p>Enterprise Fund Capital Projects</p>
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<p><b>Enterprise Funds</b> Similar to the General Fund, these funds all require annual appropriation by the Town Council</p>	<p>Airport</p> <p>Golf</p> <p>Solid Waste</p> <p>Water Pollution Control</p> <p>Water Supply</p> <p>Marinas</p> <p>Sandy Neck Park</p> <p>Hyannis Youth &amp; Community Center</p> <p>Public, Education, and Government Access Channel</p>
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<p><b>Trust &amp; Agency Funds</b></p>	<p>Permanent Funds</p> <p>Fiduciary Funds</p>
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## DEPARTMENT AND FUND RELATIONSHIP

Town Council	<ul style="list-style-type: none"><li>• General Fund</li></ul>
Town Manager	<ul style="list-style-type: none"><li>• General Fund</li><li>• Public, Educational , and Government Access Channel Enterprise Fund</li></ul>
Administrative Services Department	<ul style="list-style-type: none"><li>• General Fund</li></ul>
Marine & Environmental Affairs Department	<ul style="list-style-type: none"><li>• General Fund</li><li>• Marina Enterprise Fund</li><li>• Sandy Neck Enterprise Fund</li></ul>
Community Services Department	<ul style="list-style-type: none"><li>• General Fund</li><li>• Golf Enterprise Fund</li><li>• Hyannis Youth &amp; Community Enterprise Fund</li></ul>
Planning & Development	<ul style="list-style-type: none"><li>• General Fund</li></ul>
Police Department	<ul style="list-style-type: none"><li>• General Fund</li></ul>
Public Works Department	<ul style="list-style-type: none"><li>• General Fund</li><li>• Solid Waste Enterprise Fund</li><li>• Water Pollution Control Enterprise Fund</li><li>• Water Supply Enterprise Fund</li></ul>
Licensing Services Department	<ul style="list-style-type: none"><li>• General Fund</li></ul>
Inspectional Services Department	<ul style="list-style-type: none"><li>• General Fund</li></ul>
School Department	<ul style="list-style-type: none"><li>• General Fund</li></ul>
Airport	<ul style="list-style-type: none"><li>• Airport Enterprise Fund</li></ul>

# 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 by 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.

## **FINANCIAL PROCESS, STRUCTURE, AND POLICY**

### **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 Town Manager Department, 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, Council On Aging 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

## **FINANCIAL PROCESS, STRUCTURE, AND POLICY**

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 that 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 that includes 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.

## **FINANCIAL PROCESS, STRUCTURE, AND POLICY**

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.

## **FINANCIAL PROCESS, STRUCTURE, AND POLICY**

- 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

## **FINANCIAL PROCESS, STRUCTURE, AND POLICY**

- 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,

## **FINANCIAL PROCESS, STRUCTURE, AND POLICY**

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.

## **FINANCIAL PROCESS, STRUCTURE, AND POLICY**

- 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; and excess General Fund revenue over budget estimates 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 2019	Budget FY 2020	Budget FY 2021	Change FY20 - 21	Percent Change
General Fund	\$168,734,541	\$177,662,155	\$178,804,977	\$1,142,822	0.64%
Airport Enterprise	6,516,761	8,041,243	6,841,627	(1,199,616)	-14.92%
Golf Enterprise	3,518,271	3,876,414	3,648,381	(228,033)	-5.88%
HYCC Enterprise	3,226,255	3,491,131	3,352,395	(138,736)	-3.97%
Marina Enterprise	764,738	832,780	787,977	(44,803)	-5.38%
PEG Enterprise	841,358	877,860	841,030	(36,830)	-4.20%
Sandy Neck Enterprise	1,013,385	996,459	961,288	(35,171)	-3.53%
Solid Waste Enterprise	3,460,467	3,419,883	3,577,403	157,520	4.61%
Water Pollution Control Enterprise	4,323,148	4,816,380	4,590,439	(225,941)	-4.69%
Water Supply Enterprise	6,953,908	7,685,015	7,865,088	180,073	2.34%
<b>Total All Budgeted Funds</b>	<b>\$199,352,832</b>	<b>\$211,699,320</b>	<b>\$211,270,605</b>	<b>(\$428,715)</b>	<b>-0.20%</b>
<b>All Funds Net Of Transfers</b>	<b>\$187,203,413</b>	<b>\$199,187,475</b>	<b>\$197,710,623</b>	<b>(\$1,476,852)</b>	<b>-0.74%</b>
<b>Full-time Equivalent Employees</b>	<b>1,320.25</b>	<b>1,330.79</b>	<b>1,323.79</b>	<b>(7.00)</b>	

The Town of Barnstable's total FY 2021 proposed operating budget for all appropriated funds is \$211,270,605, which is a decrease from the approved FY 2020 budget by \$428,715 (-0.20%). In addition to the General Fund, these figures include 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. Therefore, excluding transfers from the budget results in a FY 2021 budget decrease of \$1,476,852 (-0.74%). Transfers are increasing faster than the operating budget itself because of the financial support needed for the Hyannis Youth Center and Golf Course operations. Furthermore, the overall budget shows a net decrease of (7) full-time equivalent (FTE) positions consisting of the elimination of positions and the deferment of replacing vacant 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 Enterprise Fund operations when residents access the Enterprise Fund services. 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 necessary.

The **General Fund** budget is increasing \$1.14 million in FY 2021 (0.64%). Fixed costs excluding transfers are down \$628,152 (-1.20%) mostly due a significant drop in debt service cost. Municipal operations are decreasing \$943,472 (-2.29%), all education expenditures are increasing \$1,718,645 (2.05%), and total fixed costs are increasing \$463,689 (0.73%). Major factors contributing to the increase in the overall budget are contractual labor obligations, the Commonwealth Charter School Assessment, retiree health insurance benefits, Enterprise Fund financial support, technology requirements, and local school operations.

## FINANCIAL SUMMARIES

The **Airport Enterprise Fund** budget is decreasing in FY 2021 by (-14.92%). Significant budget reductions in both the special provision line item depreciation and jet fuel purchases for resale are the main factors to the overall budget reduction.

The **Golf Course Enterprise Fund** budget is decreasing in FY 2021 by (-5.88%). The elimination of a vacant Division Assistant position (1), a decrease in debt service, and reductions in the budget for temporary positions attributes most to the decrease.

The **HYCC Enterprise Fund** budget is decreasing in FY 2021 by (-3.97%). Delayed hiring of the Rink Supervisor, utility savings through efficiencies, and a move to in-house maintenance attributes most to the decrease.

The **Marina Enterprise Fund** budget is decreasing in FY 2021 by (-5.38%) mainly due to a capital outlay cost in FY 2020 for a new vehicle purchase not being repeated.

The **PEG Enterprise Fund** budget is decreasing in FY 2021 by (-4.20%) mainly due to the elimination of funds previously provided in FY 2020 budget to support a temporary position.

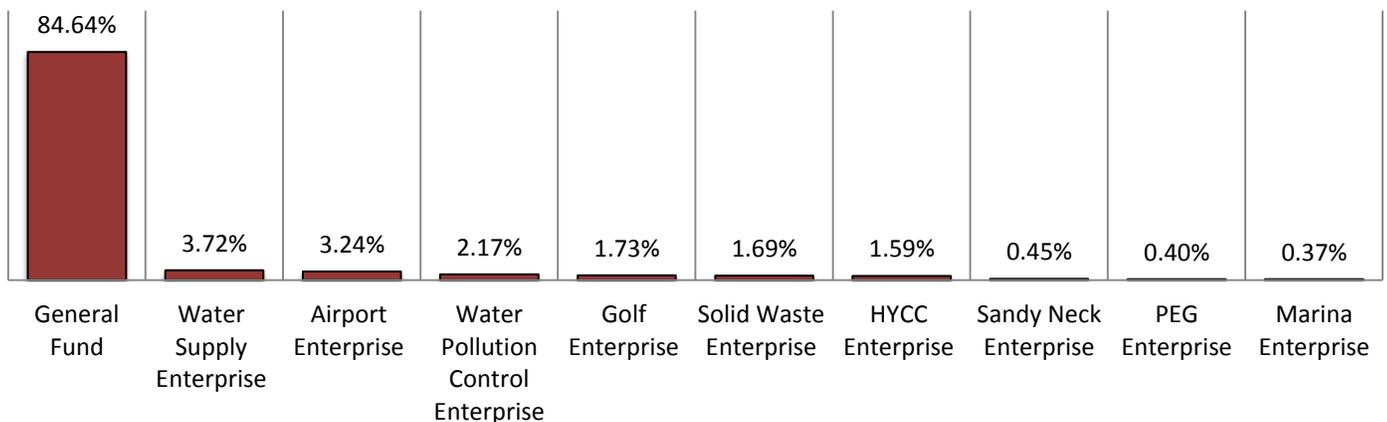
The **Sandy Neck Enterprise Fund** budget is decreasing in FY 2021 by (-3.53%). This budget had seen a significant budget reduction in FY 2020, and that most of the budget reduction in FY 2021 is due to further reductions in one-time capital outlay costs for emergency sand nourishment

The **Solid Waste Enterprise Fund** budget is increasing in FY 2021 by (4.61%) because of a significant increase for disposal cost; however, this has been mitigated by the elimination of the Packer Service program within the operations.

The **Water Pollution Control Enterprise Fund** budget is decreasing in FY 2021 by (-4.69%). Various budget line items have been reduced in the proposed fiscal year budget. In addition, capital outlay costs in FY 2020 budget to purchase a replacement vehicle are not repeated.

The **Water Enterprise Fund** budget is increasing in FY 2021 by (2.34%) mainly due to the additional cost to operate the new Maher Filtration Plant.

### Distribution of All Appropriated Funds



The General Fund comprises 85% of all spending for the funds requiring annual appropriation. Water Supply Enterprise Fund is the largest Enterprise Fund comprising 3.72% of all spending.

**FINANCIAL SUMMARIES**

**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	FY21 FTE's	Chg
<b>Town Council</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>	<b>-</b>
<b>Town Manager</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>10.50</b>	<b>9.75</b>	<b>9.75</b>	<b>9.85</b>	<b>11.60</b>	<b>1.75</b>
Office Administration	4.50	4.50	4.50	4.50	4.50	4.50	4.50	3.50	3.50	3.50	3.50	-
Asset Management	-	-	-	-	-	-	2.00	2.00	2.00	2.00	2.00	-
Communication	-	-	-	-	-	-	-	-	-	-	1.60	1.60
PEG Enterprise Fund	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.25	4.25	4.35	4.50	0.15
<b>Administrative Services Department</b>	<b>60.30</b>	<b>60.30</b>	<b>60.30</b>	<b>60.50</b>	<b>60.60</b>	<b>60.60</b>	<b>58.30</b>	<b>57.55</b>	<b>56.55</b>	<b>56.80</b>	<b>56.60</b>	<b>(0.20)</b>
Finance	36.75	36.75	36.75	36.75	37.85	37.85	35.50	35.75	34.75	34.50	34.50	-
Legal	4.55	4.55	4.55	4.75	4.75	4.75	4.80	4.80	4.80	4.80	4.60	(0.20)
Human Resources	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.50	8.50	-
Information Technology	11.00	11.00	11.00	11.00	10.00	10.00	10.00	9.00	9.00	9.00	9.00	-
<b>Marine &amp; Environmental Affairs Department</b>	<b>14.35</b>	<b>13.80</b>	<b>13.85</b>	<b>14.65</b>	<b>15.90</b>	<b>15.85</b>	<b>16.65</b>	<b>17.30</b>	<b>17.00</b>	<b>16.90</b>	<b>16.90</b>	<b>-</b>
Natural Resources	6.70	6.85	6.85	6.85	6.97	6.85	7.55	8.20	8.00	8.00	8.00	-
Harbormaster	3.50	2.80	2.80	3.60	3.73	3.60	3.70	3.60	3.85	3.75	3.75	-
Marina Enterprise Fund	1.45	1.45	1.45	1.45	1.45	1.65	1.65	1.65	1.30	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	3.85	-
<b>Community Services Department</b>	<b>42.90</b>	<b>39.40</b>	<b>39.30</b>	<b>39.25</b>	<b>39.98</b>	<b>41.43</b>	<b>49.65</b>	<b>50.35</b>	<b>51.40</b>	<b>52.30</b>	<b>49.55</b>	<b>(2.75)</b>
Recreation	7.35	8.30	7.70	7.70	7.40	7.40	8.40	7.60	7.60	7.25	8.45	1.20
Senior Services	15.85	6.35	6.35	6.30	6.33	6.53	9.75	9.70	10.75	10.75	11.05	0.30
Communications & Public Information	-	-	-	-	-	-	-	3.45	3.35	3.25	-	(3.25)
Golf Enterprise Fund	10.20	15.85	15.75	15.75	15.75	17.00	17.00	17.10	17.10	17.10	16.10	(1.00)
HYCC Enterprise Fund	9.50	8.90	9.50	9.50	10.50	10.50	10.50	12.50	12.60	13.95	13.95	-
<b>Planning &amp; Development Department</b>	<b>18.10</b>	<b>17.45</b>	<b>17.80</b>	<b>18.80</b>	<b>17.30</b>	<b>17.30</b>	<b>17.15</b>	<b>16.50</b>	<b>19.00</b>	<b>19.00</b>	<b>19.50</b>	<b>0.50</b>
Administration	2.50	2.50	2.50	3.00	2.50	2.50	2.50	2.50	4.00	3.50	3.50	-
Comprehensive Planning	2.00	1.50	1.00	1.00	1.00	1.00	0.75	1.00	1.00	0.75	0.75	-
Community Development	1.00	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	4.75	5.25	0.50
Economic Development	1.65	1.65	1.65	2.65	2.65	2.65	2.50	2.00	3.00	3.00	3.00	-
Parking Program	1.75	1.95	2.30	2.30	2.65	2.65	2.65	2.00	1.50	2.00	2.00	-
Conservation	4.00	4.00	4.00	4.00	3.50	3.50	3.50	3.50	3.50	3.50	3.50	-
Land Management	0.85	0.85	0.85	0.35	0.50	0.50	0.50	0.50	0.50	0.50	0.50	-
Traffic & Parking Management	1.00	1.00	1.00	1.00	-	-	-	-	-	-	-	-

**FINANCIAL SUMMARIES**

**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	FY21 FTE's	Chg
<b>Police Department</b>	<b>126.26</b>	<b>124.25</b>	<b>125.75</b>	<b>125.75</b>	<b>130.75</b>	<b>132.75</b>	<b>132.75</b>	<b>141.75</b>	<b>144.80</b>	<b>145.80</b>	<b>141.80</b>	<b>(4.00)</b>
Administrative & Investigative Services	34.00	22.50	24.00	23.00	24.00	24.00	24.00	24.00	24.00	24.00	24.00	-
Field Services	92.26	101.75	101.75	102.75	106.75	108.75	108.75	117.75	120.80	121.80	117.80	(4.00)
<b>Public Works Department</b>	<b>115.50</b>	<b>115.75</b>	<b>116.35</b>	<b>116.33</b>	<b>116.33</b>	<b>118.33</b>	<b>121.25</b>	<b>120.95</b>	<b>119.95</b>	<b>122.95</b>	<b>119.25</b>	<b>(3.70)</b>
Administration & Tech Support	15.50	15.50	12.95	12.93	12.93	12.93	12.00	11.50	11.50	11.50	10.20	(1.30)
Highway	35.50	35.50	35.50	35.50	35.50	35.50	37.50	37.70	37.70	37.70	37.00	(0.70)
Structures & Grounds	33.80	33.80	34.10	34.10	34.10	35.10	36.50	36.50	35.50	38.50	38.50	-
Solid Waste Enterprise Fund	15.10	15.10	15.75	15.75	15.75	16.75	16.95	16.95	16.95	16.95	15.95	(1.00)
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	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	2.25	(0.70)
<b>Inspectional Services Department</b>	<b>23.30</b>	<b>23.90</b>	<b>24.40</b>	<b>24.88</b>	<b>24.88</b>	<b>24.40</b>	<b>24.65</b>	<b>26.65</b>	<b>26.75</b>	<b>26.75</b>	<b>27.55</b>	<b>0.80</b>
Building Services	12.15	12.50	12.50	12.50	12.50	12.00	11.50	13.50	13.50	13.50	14.50	1.00
Health Services	11.15	11.40	11.90	12.38	12.38	12.40	13.15	13.15	13.25	13.25	13.05	(0.20)
<b>Licensing Department</b>	<b>2.20</b>	<b>2.55</b>	<b>2.90</b>	<b>2.90</b>	<b>2.45</b>	<b>2.45</b>	<b>2.30</b>	<b>2.60</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>	<b>-</b>
<b>Airport Enterprise Fund</b>	<b>24.60</b>	<b>24.60</b>	<b>25.30</b>	<b>25.50</b>	<b>25.50</b>	<b>25.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>-</b>
<b>SUBTOTAL GENERAL FUND</b>	<b>354.86</b>	<b>344.05</b>	<b>343.90</b>	<b>346.31</b>	<b>349.44</b>	<b>351.30</b>	<b>358.45</b>	<b>370.20</b>	<b>374.00</b>	<b>377.70</b>	<b>372.65</b>	<b>(5.05)</b>
<b>SUBTOTAL ENTERPRISE FUNDS</b>	<b>83.15</b>	<b>88.45</b>	<b>92.55</b>	<b>92.75</b>	<b>94.75</b>	<b>96.70</b>	<b>95.15</b>	<b>97.60</b>	<b>97.35</b>	<b>98.80</b>	<b>96.25</b>	<b>(2.55)</b>
<b>TOTAL MUNICIPAL OPERATIONS</b>	<b>438.01</b>	<b>432.50</b>	<b>436.45</b>	<b>439.06</b>	<b>444.19</b>	<b>448.00</b>	<b>453.60</b>	<b>467.80</b>	<b>471.35</b>	<b>476.50</b>	<b>468.90</b>	<b>(7.60)</b>
-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Schools</b>	<b>812.58</b>	<b>813.03</b>	<b>815.53</b>	<b>809.23</b>	<b>830.35</b>	<b>834.15</b>	<b>840.40</b>	<b>841.70</b>	<b>848.90</b>	<b>854.29</b>	<b>854.89</b>	<b>0.60</b>
Administration (restated for school consolidation)	6.00	6.00	6.00	6.00	7.00	6.80	6.80	6.80	6.30	11.30	11.30	-
Instructional Services	686.20	686.03	638.90	634.60	654.72	680.90	686.45	687.75	695.45	743.09	743.69	0.60
Health Services	16.50	14.90	14.93	13.93	13.93	16.20	16.20	16.20	16.20	16.00	16.00	-
Transportation	21.00	21.00	24.00	24.00	24.00	20.50	20.50	20.50	20.50	3.00	3.00	-
Food Services	13.38	15.00	13.00	13.00	13.00	1.00	1.00	1.00	1.00	2.00	2.00	-
Athletics	3.00	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	15.25	15.25	-
Maintenance of Plant	51.90	52.50	59.24	59.24	59.24	53.45	53.65	53.65	53.65	55.25	55.25	-
Network & Technology	7.00	7.00	8.00	9.00	9.00	11.40	11.40	11.40	11.40	5.40	5.40	-
<b>TOTAL ALL DEPARTMENTS</b>	<b>1,250.59</b>	<b>1,245.53</b>	<b>1,251.98</b>	<b>1,248.29</b>	<b>1,274.54</b>	<b>1,282.15</b>	<b>1,294.00</b>	<b>1,309.50</b>	<b>1,320.25</b>	<b>1,330.79</b>	<b>1,323.79</b>	<b>(7.00)</b>

Total full-time equivalents are decreasing by (-7.00) positions, (-2.55) in the Enterprise Funds, (-5.05) for the General Fund, and (-0.60) for local schools.

***FINANCIAL SUMMARIES***

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**FINANCIAL SUMMARIES**

# CONSOLIDATED RESOURCE/APPROPRIATION SUMMARY

	General Fund FY 2021 Budget	Solid Waste Fund FY 2021 Budget	Water Pollution Fund FY 2021 Budget	Water Supply Fund FY 2021 Budget	Marina Fund FY 2021 Budget	Sandy Neck Fund FY 2021 Budget	Airport Fund FY 2021 Budget
<b>RESOURCES:</b>							
Property Taxes	\$ 132,026,068	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Taxes	8,597,000	-	-	-	-	-	-
Intergovernmental	18,441,435	-	-	-	-	-	1,332,500
Fines & Penalties	1,256,000	-	60,000	36,900	-	-	-
Fees, Licenses, Permits	2,692,785	-	9,180	310,100	528,750	416,000	1,725,352
Charges for Services	1,845,100	3,010,675	4,292,459	6,266,771	10,000	169,455	4,662,758
Interest and Other	1,567,500	71,050	228,800	487,500	10,000	95,000	453,517
Interfund Transfers	10,508,371	-	-	500,000	84,031	-	-
Borrowing Authorizations	-	-	-	1,400,000	-	-	-
<b>TOTAL RESOURCES</b>	<b>\$ 176,934,259</b>	<b>\$ 3,081,725</b>	<b>\$ 4,590,439</b>	<b>\$ 9,001,271</b>	<b>\$ 632,781</b>	<b>\$ 680,455</b>	<b>\$ 8,174,127</b>
<b>OPERATING EXPENDITURES:</b>							
Town Council	\$ 286,659	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Town Manager	873,142	-	-	-	-	-	-
Administrative Services	6,239,787	-	-	-	-	-	-
Planning & Development	2,086,289	-	-	-	-	-	-
Police	14,808,837	-	-	-	-	-	-
Licensing Department	163,646	-	-	-	-	-	-
Inspectional Services	2,164,880	-	-	-	-	-	-
Public Works	10,103,252	3,172,035	3,035,034	5,182,617	-	-	-
Marine & Environmental Affairs	1,146,965	-	-	-	375,471	754,500	-
Community Services	2,389,106	-	-	-	-	-	-
Local School Operations	74,196,256	-	-	-	-	-	-
Airport Operations	-	-	-	-	-	-	5,921,810
<b>Subtotal Operations</b>	<b>\$ 114,458,818</b>	<b>\$ 3,172,035</b>	<b>\$ 3,035,034</b>	<b>\$ 5,182,617</b>	<b>\$ 375,471</b>	<b>\$ 754,500</b>	<b>\$ 5,921,810</b>
<b>OTHER REQUIREMENTS:</b>							
Debt Service	\$ 6,567,324	\$ 63,395	\$ 1,104,580	\$ 2,489,734	\$ 341,544	\$ 90,181	\$ 228,450
Employee Benefits	26,584,153	221,007	218,405	84,287	25,343	59,376	334,432
Property, Casualty & Liability Ins.	1,910,000	22,692	51,425	21,595	8,695	7,230	163,667
State, County & Local Assessments	14,178,791	-	-	-	-	-	-
Library & Tourism Grants	2,026,691	-	-	-	-	-	-
Other Fixed Costs	422,000	-	-	-	-	-	-
Snow & Ice Removal	-	-	-	-	-	-	-
Reserve For Abatements & Exemptions	1,000,000	-	-	-	-	-	-
Capital Program	-	100,000	-	1,550,000	-	-	1,700,000
<b>Subtotal Other Requirements</b>	<b>\$ 52,688,959</b>	<b>\$ 407,094</b>	<b>\$ 1,374,410</b>	<b>\$ 4,145,616</b>	<b>\$ 375,582</b>	<b>\$ 156,787</b>	<b>\$ 2,426,549</b>
<b>Interfund Transfers</b>	<b>\$ 12,657,200</b>	<b>\$ 98,274</b>	<b>\$ 180,995</b>	<b>\$ 86,855</b>	<b>\$ 36,924</b>	<b>\$ 50,001</b>	<b>\$ 193,268</b>
<b>Grand Total Expenditures</b>	<b>\$ 179,804,977</b>	<b>\$ 3,677,403</b>	<b>\$ 4,590,439</b>	<b>\$ 9,415,088</b>	<b>\$ 787,977</b>	<b>\$ 961,288</b>	<b>\$ 8,541,627</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$ (2,870,718)</b>	<b>\$ (595,678)</b>	<b>\$ -</b>	<b>\$ (413,817)</b>	<b>\$ (155,196)</b>	<b>\$ (280,833)</b>	<b>\$ (367,500)</b>
Beginning Balance - Certified Free Cash	14,688,744	2,294,760	8,734,747	1,274,703	861,350	909,529	2,761,211
Projected FY 2020 Excess (Deficiency)	1,579,855	(68,738)	102,543	235,403	(143,310)	(166,164)	(317,592)
Projected Ending Balance - Certified Free Cash	\$ 13,397,881	\$ 1,630,344	\$ 8,837,290	\$ 1,096,290	\$ 562,844	\$ 462,532	\$ 2,076,119

**FINANCIAL SUMMARIES**

# CONSOLIDATED RESOURCE/APPROPRIATION SUMMARY

	Golf Fund FY 2021 Budget	HYCC Fund FY 2021 Budget	PEG Fund FY 2020 Budget	Capital Projects Fund	Total FY 2021 Budget	Total FY 2020 Budget	Change FY20 - 21	Percent Change
<b>RESOURCES:</b>								
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 132,026,068	\$ 128,255,506	\$ 3,770,562	2.94%
Other Taxes	-	-	-	-	8,597,000	9,223,377	(626,377)	-6.79%
Intergovernmental	-	-	-	-	19,773,935	22,133,181	(2,359,246)	-10.66%
Fines & Penalties	-	-	-	-	1,352,900	1,605,522	(252,622)	-15.73%
Fees, Licenses, Permits	-	393,600	798,000	-	6,873,767	7,639,450	(765,683)	-10.02%
Charges for Services	2,815,464	404,200	-	-	23,476,882	25,851,999	(2,375,117)	-9.19%
Interest and Other	10,000	44,000	25,000	-	2,992,367	3,124,002	(131,635)	-4.21%
Interfund Transfers	822,917	2,510,595	-	4,326,115	18,752,029	21,684,582	(2,932,553)	-13.52%
Borrowing Authorizations	-	756,000	-	3,786,000	5,942,000	21,451,000	(15,509,000)	-72.30%
<b>TOTAL RESOURCES</b>	<b>\$ 3,648,381</b>	<b>\$ 4,108,395</b>	<b>\$ 823,000</b>	<b>\$ 8,112,115</b>	<b>\$ 219,786,949</b>	<b>\$ 240,968,619</b>	<b>\$ (21,181,671)</b>	<b>-8.79%</b>
<b>OPERATING EXPENDITURES:</b>								
Town Council	\$ -	\$ -	\$ -	\$ -	\$ 286,659	\$ 268,987	\$ 17,672	6.57%
Town Manager	-	-	-	-	873,142	769,251	103,891	13.51%
Administrative Services	-	-	-	-	6,239,787	6,322,843	(83,056)	-1.31%
Planning & Development	-	-	-	-	2,086,289	2,085,304	985	0.05%
Police	-	-	-	-	14,808,837	15,409,467	(600,630)	-3.90%
Licensing Department	-	-	-	-	163,646	165,398	(1,752)	-1.06%
Inspectional Services	-	-	-	-	2,164,880	2,140,557	24,323	1.14%
Public Works	-	-	-	-	21,492,938	21,431,923	61,015	0.28%
Marine & Environmental Affairs	-	-	-	-	2,276,935	2,474,323	(197,388)	-7.98%
Community Services	2,732,733	1,900,335	758,483	-	7,780,657	8,287,419	(506,762)	-6.11%
Local School Operations	-	-	-	-	74,196,256	72,573,651	1,622,605	2.24%
Airport Operations	-	-	-	-	5,921,810	7,040,847	(1,119,037)	-15.89%
<b>Subtotal Operations</b>	<b>\$ 2,732,733</b>	<b>\$ 1,900,335</b>	<b>\$ 758,483</b>	<b>\$ -</b>	<b>\$ 138,291,836</b>	<b>\$ 138,969,970</b>	<b>\$ (678,134)</b>	<b>-0.49%</b>
<b>OTHER REQUIREMENTS:</b>								
Debt Service	\$ 441,588	\$ 1,119,137	\$ -	\$ -	\$ 12,445,933	13,021,099	\$ (575,166)	-4.42%
Employee Benefits	276,346	160,088	59,954	-	28,023,391	28,333,648	(310,257)	-1.10%
Property, Casualty & Liability Ins.	20,089	93,995	1,849	-	2,301,237	2,250,957	50,280	2.23%
State, County & Local Assessments	-	-	-	-	14,178,791	13,918,850	259,941	1.87%
Library & Tourism Grants	-	-	-	-	2,026,691	2,115,460	(88,769)	-4.20%
Other Fixed Costs	-	-	-	-	422,000	331,000	91,000	27.49%
Snow & Ice Removal	-	-	-	-	-	225,144	(225,144)	-100.00%
Reserve For Abatements & Exemptions	-	-	-	-	1,000,000	1,000,000	-	0.00%
Capital Program	-	756,000	-	8,112,115	12,218,115	34,402,000	(22,183,885)	-64.48%
<b>Subtotal Other Requirements</b>	<b>\$ 738,023</b>	<b>\$ 2,129,220</b>	<b>\$ 61,803</b>	<b>\$ 8,112,115</b>	<b>\$ 72,616,158</b>	<b>\$ 95,598,158</b>	<b>\$ (22,982,000)</b>	<b>-24.04%</b>
<b>Interfund Transfers</b>	<b>\$ 177,625</b>	<b>\$ 78,840</b>	<b>\$ 20,744</b>	<b>\$ -</b>	<b>\$ 13,580,726</b>	<b>\$ 12,533,192</b>	<b>\$ 1,047,534</b>	<b>8.36%</b>
<b>Grand Total Expenditures</b>	<b>\$ 3,648,381</b>	<b>\$ 4,108,395</b>	<b>\$ 841,030</b>	<b>\$ 8,112,115</b>	<b>\$ 224,488,720</b>	<b>\$ 247,101,320</b>	<b>\$ (22,612,600)</b>	<b>-9.15%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (18,030)</b>	<b>\$ -</b>	<b>\$ (4,701,772)</b>	<b>\$ (6,132,701)</b>	<b>\$ 1,430,929</b>	<b>-23.33%</b>
Beginning Balance - Certified Free Cash	666,343	593,821	2,324,141	-	35,109,349	41,242,050	(6,132,701)	
Projected FY 2020 Excess (Deficiency)	(658,933)	(319,633)	148,583	-	392,015	-	-	
Projected Ending Balance - Certified Free Cash	\$ 7,410	\$ 274,188	\$ 2,454,694	\$ -	\$ 30,799,592	\$ 35,109,349	\$ (4,701,772)	

The total consolidated operations budget including other requirements and capital programs is decreasing \$22,612,600 (-9.15%). The majority of the decrease has to do with a significant year-over-year reduction in the capital improvements program. The total decrease in the capital program budget is \$22,183,885 (-64.48%). Excluding the capital program, the consolidated budget is decreasing by \$428,715 (-0.20%). Other Requirements excluding the capital program are decreasing \$798,115 (-1.32%) and operations are decreasing \$678,134 (-0.49%).

**FINANCIAL SUMMARIES**

## CHANGE IN FUND BALANCE

- All Funds Requiring Annual Appropriation

Fund	Certified Free Cash Beginning Balance	FY 2020 Projected Excess/ (Deficiency)	FY 2021 Resources	FY 2021 Expenditures	Excess/ (Deficiency)	Projected Certified Free Cash Ending Balance	Percent Change
General Fund	\$14,688,744	\$1,579,855	\$175,934,259	\$178,804,977	(2,870,718)	13,397,881	91.21%
Airport Enterprise Fund	2,761,211	(317,592)	8,174,127	8,541,627	(367,500)	2,076,119	75.19%
Golf Enterprise Fund	666,343	(658,933)	3,648,381	3,648,381	-	7,410	1.11%
HYCC Enterprise Fund	593,821	(319,633)	4,108,395	4,108,395	-	274,188	46.17%
Marina Enterprise Fund	861,350	(143,310)	632,781	787,977	(155,196)	562,844	65.34%
PEG Enterprise Fund	2,324,141	148,583	823,000	841,030	(18,030)	2,454,694	105.62%
Sandy Neck Enterprise Fund	909,529	(166,164)	680,455	961,288	(280,833)	462,532	50.85%
Solid Waste Enterprise Fund	2,294,760	(68,738)	3,081,725	3,677,403	(595,678)	1,630,344	71.05%
Water Pollution Control Enterprise Fund	8,734,747	102,543	4,590,439	4,590,439	-	8,837,290	101.17%
Water Supply Enterprise Fund	1,274,703	235,403	9,001,271	9,415,088	(413,817)	1,096,290	86.00%
<b>Totals</b>	<b>\$35,109,349</b>	<b>\$392,015</b>	<b>\$210,674,834</b>	<b>\$215,376,605</b>	<b>(\$4,701,772)</b>	<b>\$30,799,592</b>	<b>87.72%</b>

Fund balance in the table above represents the “Certified Free Cash” portion of fund balance available for appropriation as certified by the MA Department of Revenue, Division of Local Services (DOR). A total of \$2.8 million of General Fund reserves will be used to fund the FY 2021 operating budget. Including the FY 2020, projected excess will leave a reserve of \$13.4 million, which represents about 7.5% of General Fund expenditures. The reserve will be used to fund the proposed FY 2021 budget for employee benefits (\$310,000), unemployment insurance (\$300,000), Town Council reserve fund (\$250,000), municipal operations (\$76,547), other fixed costs (\$52,111), local School operations (\$950,531), and Enterprise Fund financial support of \$931,537.

The **Airport Enterprise Fund** will use \$367,500 of reserves for the FY 2021 capital budget. The remaining reserve balance represents 27.51% of the annual operating budget.

The **Golf Course Enterprise Fund** will receive \$822,917 in General Fund subsidy. No direct Enterprise Fund reserves will be used to balance the budget. The elimination of (1) position, a one-time reimbursement charge in FY 2020 not being repeated, and significant reductions to various budget line items has helped cover the operations deficit position. Current reserves represent 18% of the annual budget.

The **Hyannis Youth & Community Center Enterprise Fund** will receive \$1,391,458 in General Fund Subsidy. No direct Enterprise Fund reserves will be used to balance the fiscal year 2021 operating budget. Current reserves represent 14% of the annual operating budget. General Fund subsidies will continue to be provided for this enterprise operation into the future, as its revenue structure does not allow it to be self-supporting.

The **Marina Enterprise Funds** will use \$155,196 of reserves to balance the operating budget, which includes the annual \$20,000 for dock replacements. The remaining balance in the reserve represents approximately 89% of the operating budget.

The **Public, Guidance, Government Access Channel Enterprise Fund** will use \$18,030 of reserves to balance the fiscal year 2021 operating budget. The remaining reserve balance represents 274% of the annual operating budget.

The **Sandy Neck Enterprise Fund** will use \$280,833 of reserves to balance the fiscal year 2021 operating budget. Significant budget reduction had been made to this budget in FY 2020. The remaining balance in the reserves represents 65% of the annual operating budget.

## FINANCIAL SUMMARIES

The **Solid Waste Enterprise Fund** will use \$595,678 of its reserves to balance its FY 2021 operating and capital budgets. The FY 2021 operating budget will use \$495,678 to cover most of the cost associated with the recycling program to dispose of recycling materials. The remaining \$100,000 will be used to replace a large weight scale at the facility. The remaining reserve balance represents 46% of the FY 2021 operating budget.

The **Water Pollution Control Enterprise Fund** will not use any reserves in FY 2021 to balance the budget. The existing reserve balance is 190% of the FY 2021 operating budget.

The **Water Enterprise Fund** will use \$413,817 of reserves to balance its FY 2021 operating and capital budgets. This includes \$150,000 for the upgrades to well, pump stations, and treatment plant. The remaining balance will be used to cover the operating budget shortfall due to the environmental costs, which have had a significant cost impact on operations. A transfer of \$500,000 from the Comprehensive Water Management Stabilization Fund will provide funding for this operation. With the need to purchase water from other communities and the new Maher Filtration Plant operations, we can expect rate increases in the future to provide the necessary resources to run this operation and restore the reserve balance to 25% of the annual operating budget.

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.

Certified Free Cash	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018	July 1, 2019
General Fund	\$ 11,095,664	\$ 13,370,039	\$ 13,949,203	\$ 13,131,098	\$ 16,197,155	\$ 12,643,236	\$ 14,688,744
Airport Enterprise Fund	2,996,203	2,563,977	977,186	2,793,657	2,386,672	3,525,181	2,761,211
Golf Enterprise Fund	387,901	500,742	638,274	733,441	723,798	684,755	666,343
HYCC Enterprise Fund	222,277	313,535	318,809	502,380	496,529	634,810	593,821
Marinas Enterprise Fund	570,096	714,427	661,356	774,588	809,462	851,171	861,350
PEG Enterprise Fund*	1,463,397	1,572,908	1,704,942	1,937,915	2,149,696	2,328,719	2,324,141
Sandy Neck Enterprise Fund	611,448	569,512	478,853	714,332	943,846	895,176	909,529
Solid Waste Enterprise Fund	3,428,957	4,010,757	3,489,420	2,409,841	2,179,508	1,881,943	2,294,760
Water Pollution Control Enterprise Fund	12,070,153	14,838,692	7,611,524	8,661,669	8,797,951	9,230,479	8,734,747
Water Supply Enterprise Fund	2,347,933	1,827,720	3,336,150	3,257,325	1,249,454	2,157,029	1,274,703
<b>Totals</b>	<b>\$ 35,194,029</b>	<b>\$ 40,282,309</b>	<b>\$ 33,165,717</b>	<b>\$ 34,916,246</b>	<b>\$ 35,934,071</b>	<b>\$ 34,832,499</b>	<b>\$ 35,109,349</b>
Sewer Construction & Private Way Improvements Fund	<b>\$ 7,751,788</b>	<b>\$ 10,044,371</b>	<b>\$ 12,240,570</b>	<b>\$ 14,000,808</b>	<b>\$ 15,394,673</b>	<b>\$ 20,251,702</b>	

\*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. In addition to the General Fund and Enterprise Funds, the Town has a reserve for Sewer Construction & Private Way Improvements Fund. At the close of fiscal year 2020, this fund had a balance of \$20,251,702. 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 SUMMARY

Funding Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$ 25,986,288	\$ 28,061,774	\$ 30,760,251	\$ 31,702,940	\$ 942,690	3.06%
Intergovernmental	546,468	399,072	323,505	323,505	-	0.00%
Fines, Forfeitures, Penalties	1,920,658	2,412,706	1,534,000	1,256,000	(278,000)	-18.12%
Fees, Licenses, Permits	3,430,470	3,238,791	3,086,600	2,467,785	(618,815)	-20.05%
Charges for Services	2,197,856	1,527,855	2,081,500	1,845,100	(236,400)	-11.36%
Interest and Other	1,614,994	1,617,502	1,122,678	997,500	(125,178)	-11.15%
Special Revenue Funds	619,670	808,470	808,470	669,660	(138,810)	-17.17%
Enterprise Funds	899,009	922,831	922,831	923,525	694	0.08%
Reserves	1,473,066	-	566,200	76,547	(489,653)	-86.48%
<b>Total Sources of Funding</b>	<b>\$ 38,688,479</b>	<b>\$ 38,989,001</b>	<b>\$ 41,206,034</b>	<b>\$ 40,262,562</b>	<b>\$ (943,472)</b>	<b>-2.29%</b>

Municipal Department						
Police	\$ 14,442,202	\$ 14,914,273	\$ 15,409,467	\$ 14,808,837	\$ (600,630)	-3.90%
Public Works	9,809,767	9,165,421	10,205,853	10,103,252	(102,601)	-1.01%
Administrative Services	5,803,807	6,073,810	6,322,843	6,239,787	(83,056)	-1.31%
Community Services	2,527,621	2,501,012	2,569,427	2,389,106	(180,321)	-7.02%
Marine & Environmental Affairs	1,159,080	1,173,507	1,268,947	1,146,965	(121,982)	-9.61%
Inspectional Services	2,008,744	2,044,812	2,140,557	2,164,880	24,323	1.14%
Planning & Development	1,850,054	1,958,423	2,085,304	2,086,289	985	0.05%
Town Manager	666,228	736,273	769,251	873,142	103,891	13.51%
Town Council	268,073	262,298	268,987	286,659	17,672	6.57%
Licensing Department	152,903	159,172	165,398	163,646	(1,752)	-1.06%
<b>Total Appropriated Expenditures</b>	<b>\$ 38,688,479</b>	<b>\$ 38,989,001</b>	<b>\$ 41,206,034</b>	<b>\$ 40,262,562</b>	<b>\$ (943,472)</b>	<b>-2.29%</b>

<b>Full-Time Equivalent Employees</b>	<b>374.00</b>	<b>377.70</b>	<b>372.65</b>	<b>(5.05)</b>
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The town has implemented a budget reduction policy in the proposed FY 2021 budget as indicated by six out of ten departments are proposing a budget decrease. In percentage terms, Marine & Environmental Affairs (MEA) represents the largest budget decrease (-9.61%) as one-time costs are not being repeated in FY 2021. Community Services is the second largest percentage decrease (-7.02%) due to the relocation of the Communications Division. This coincides with the largest percentage budget increase, the Town Manager's Office (13.51%) due to the creation a new Communications program. This new program includes adding (1) position to the proposed budget and transferring (1) position from Community Services Department previous Communications Division to support it.

This proposed budget includes several large cost increases in the areas of technology that includes annual software licenses agreements, hardware maintenance, and cellular phone service. This budget also includes monies to support employee advancement through the Suffolk Master of Public Administration (MPA) program. Public Works will receive monies for estuary and pond monitoring throughout town. Human Resources will receive monies for drug testing and licensing monitoring.

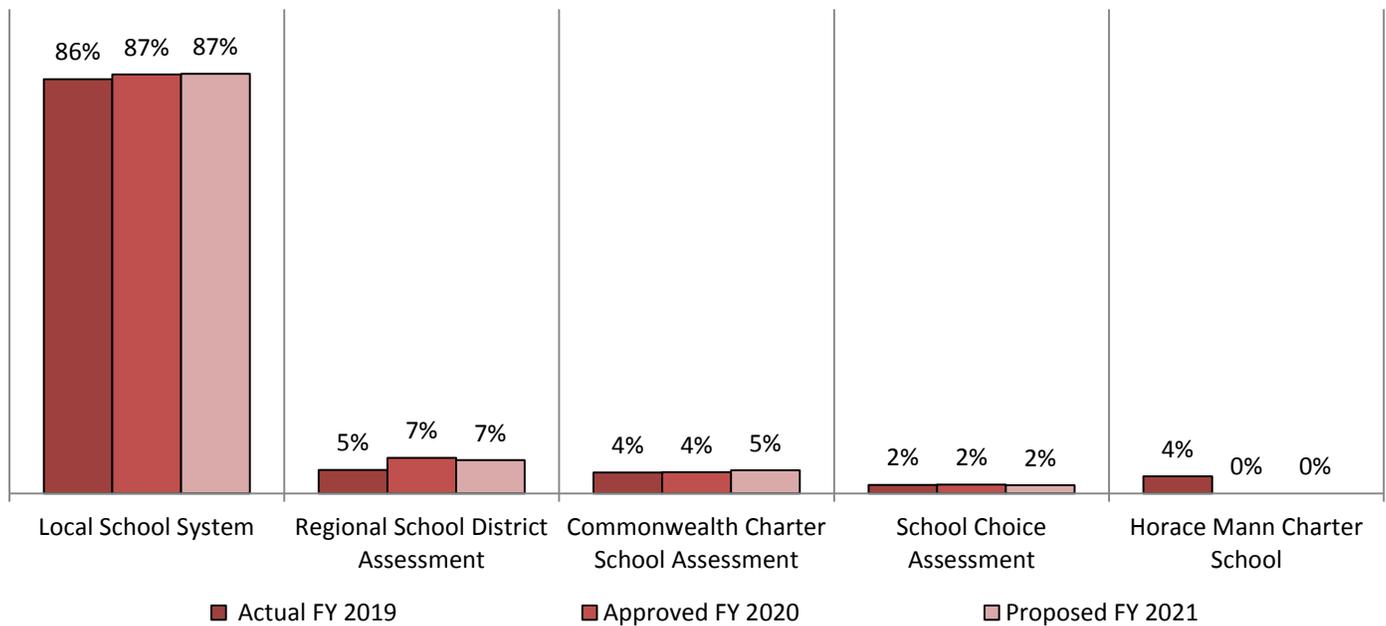
Property taxes used to fund these operations will increase \$942,690 (3.06%) as \$76,547 of reserves will be used in the proposed budget to cover municipal operations. Taxes provide 78% of the funding for this area of the General Fund budget. .

# EDUCATION BUDGET AND FUNDING SUMMARY

Funding Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$ 61,008,512	\$ 67,974,767	\$ 67,661,270	\$ 69,359,035	\$ 1,697,765	2.51%
Intergovernmental	13,755,342	15,373,873	15,373,873	15,044,222	(329,651)	-2.14%
Fees, Licenses, Permits	225,000	225,000	225,000	225,000	-	0.00%
Interest and Other	25,673	-	-	-	-	0.00%
School Savings Account	800,686	-	600,000	950,531	350,531	58.42%
<b>Total Sources of Funding</b>	<b>\$ 75,815,213</b>	<b>\$ 83,573,640</b>	<b>\$ 83,860,143</b>	<b>\$ 85,578,788</b>	<b>\$ 1,718,645</b>	<b>2.05%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Local School System	\$ 64,886,933	\$ 72,325,000	\$ 72,573,651	\$ 74,196,256	\$ 1,622,605	2.24%
Regional School District Assessment	3,682,234	6,119,570	6,119,570	5,856,271	(263,299)	-4.30%
Commonwealth Charter School Assessment	3,256,299	3,664,363	3,664,363	4,095,060	430,697	11.75%
School Choice Assessment	1,318,885	1,464,707	1,502,559	1,431,201	(71,358)	-4.75%
Horace Mann Charter School	2,670,862	-	-	-	-	0.00%
<b>Total Appropriation</b>	<b>\$ 75,815,213</b>	<b>\$ 83,573,640</b>	<b>\$ 83,860,143</b>	<b>\$ 85,578,788</b>	<b>\$ 1,718,645</b>	<b>2.05%</b>

## Distribution of All Education Expenditures



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 was combined with the local school system in FY 2020, as the charter for the school was not renewed. All General Fund expenditures on education for Barnstable students attending schools outside of the local school district \$11,382,532 or 13% of the entire education budget. This side of the budget has increased 49% from FY 2018, which compared to the local school is 18%. Tax support will increase \$1.7 million in FY 2021 to fund these expenditures. Taxes support 81% of the budget. Chapter 70 state aid is anticipated to remain level. Reserves of \$950,531 will be used in FY 2021 to balance the budget.

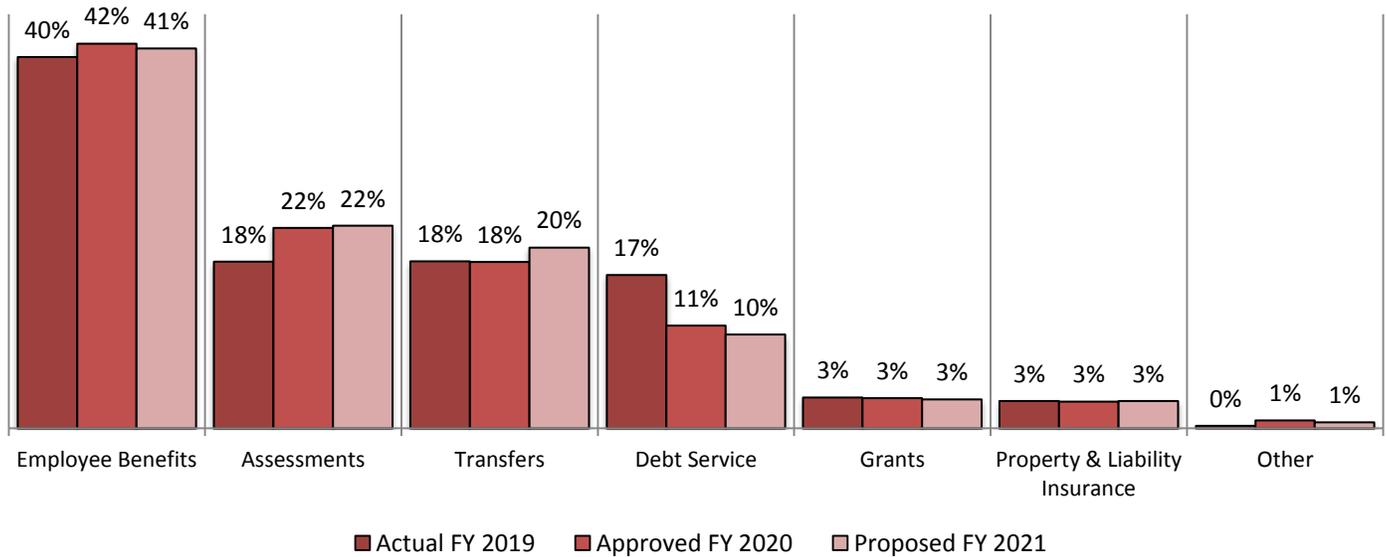
**FINANCIAL SUMMARIES**

# OTHER REQUIREMENTS AND FUNDING SUMMARY

Other Requirements Funding Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$ 42,998,738	\$ 48,207,690	\$ 49,343,655	\$ 49,943,625	\$ 599,970	1.22%
Intergovernmental	5,953,520	3,975,553	3,975,553	3,073,708	(901,845)	-22.68%
Interest and Other	1,283,615	598,915	495,000	570,000	75,000	15.15%
Special Revenue Funds	112,183	112,330	112,330	97,540	(14,790)	-13.17%
Enterprise Funds	1,927,190	2,010,440	2,010,440	2,020,322	9,882	0.49%
Trust Funds	5,927,329	6,585,492	6,585,492	6,797,324	211,832	3.22%
Reserves	1,509,000	1,360,000	1,360,000	1,843,640	483,640	35.56%
<b>Total Sources of Funding</b>	<b>\$ 59,711,575</b>	<b>\$ 62,850,420</b>	<b>\$ 63,882,470</b>	<b>\$ 64,346,159</b>	<b>\$ 463,689</b>	<b>0.73%</b>
<b>Expenditure Category</b>						
Retirement Assessments	9,308,023	10,364,345	10,364,345	10,602,208	\$ 237,863	2.30%
OPEB Contribution	500,000	500,000	550,000	600,000	50,000	9.09%
Health Insurance for Active Employees	7,539,428	7,800,000	8,362,536	7,993,371	(369,165)	-4.41%
Retiree Health & Sick Benefits	4,074,804	4,646,884	4,646,884	4,950,958	304,074	6.54%
Workers' Compensation & Unemployment	1,511,171	1,530,250	1,600,000	1,200,000	(400,000)	-25.00%
Medicare & Life Insurance	1,177,496	1,186,000	1,190,400	1,237,616	47,216	3.97%
<b>Total Employee Benefits</b>	<b>\$ 24,110,922</b>	<b>\$ 26,027,479</b>	<b>\$ 26,714,165</b>	<b>\$ 26,584,153</b>	<b>\$ (130,012)</b>	<b>-0.49%</b>
<b>Debt Service, Grants, Assessments &amp; Other</b>						
Debt Service	9,970,663	7,152,492	7,152,492	6,567,324	\$ (585,168)	-8.18%
Library Grants	1,882,000	1,938,460	1,938,460	1,899,691	(38,769)	-2.00%
Tourism Grant	122,930	177,000	177,000	127,000	(50,000)	-28.25%
Property & Liability Insurance	1,780,057	1,865,000	1,860,000	1,910,000	50,000	2.69%
Celebrations	123,187	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	319,129	380,632	400,000	400,000	-	0.00%
Old Kings Highway	9,950	9,950	9,950	9,950	-	0.00%
Greenhead Fly Control District	5,820	5,820	5,820	5,820	-	0.00%
County Tax & Cape Cod Commission Assessments	1,141,793	1,092,976	1,092,976	1,215,102	122,126	11.17%
Mosquito Control	393,962	423,497	423,497	458,888	35,391	8.36%
Air Pollution Control Districts	21,684	21,758	21,758	22,201	443	2.04%
Regional School District Assessment	3,682,234	6,119,570	6,119,570	5,856,271	(263,299)	-4.30%
Commonwealth Charter School Assessment	3,256,299	3,664,363	3,664,363	4,095,060	430,697	11.75%
School Choice Assessment	1,318,885	1,464,707	1,502,559	1,431,201	(71,358)	-4.75%
RMV Non-renewal Surcharge	55,540	69,020	69,020	66,040	(2,980)	-4.32%
Cape Cod Regional Transit Authority	579,019	593,494	593,494	608,331	14,837	2.50%
Special Education Assessment	36,912	15,843	15,843	9,927	(5,916)	-37.34%
Snow & Ice Deficit	-	-	225,144	-	(225,144)	-100.00%
Town Council Reserve Fund	-	91,000	159,000	250,000	91,000	57.23%
<b>Total Debt Service, Grants, Assessments &amp; Other</b>	<b>\$ 24,752,064</b>	<b>\$ 25,257,582</b>	<b>\$ 25,602,946</b>	<b>\$ 25,104,806</b>	<b>\$ (498,140)</b>	<b>-1.95%</b>
<b>Subtotal Before Transfers</b>	<b>\$ 48,862,986</b>	<b>\$ 51,285,061</b>	<b>\$ 52,317,111</b>	<b>\$ 51,688,959</b>	<b>\$ (628,152)</b>	<b>-1.20%</b>
Transfer to Capital Trust Fund	\$ 9,517,045	\$ 10,191,521	\$ 10,191,521	\$ 10,442,825	\$ 251,304	2.47%
Transfer to Capital Projects Funds	165,000	-	-	-	-	0.00%
Transfers to Enterprise Funds	1,166,544	1,373,838	1,373,838	2,214,375	840,537	61.18%
<b>Total Transfers</b>	<b>\$ 10,848,589</b>	<b>\$ 11,565,359</b>	<b>\$ 11,565,359</b>	<b>\$ 12,657,200</b>	<b>\$ 1,091,841</b>	<b>9.44%</b>
<b>Grand Total Other Requirements</b>	<b>\$ 59,711,575</b>	<b>\$ 62,850,420</b>	<b>\$ 63,882,470</b>	<b>\$ 64,346,159</b>	<b>\$ 463,689</b>	<b>0.73%</b>

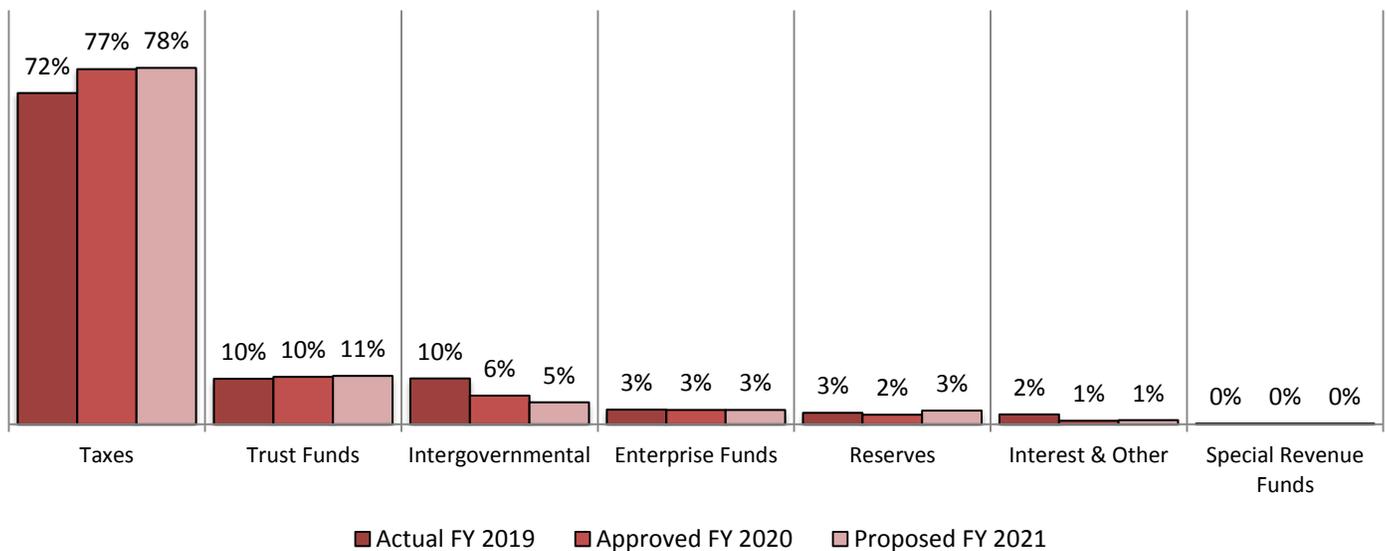
**FINANCIAL SUMMARIES**

**3 Year Comparison of Funding Sources for Other Requirements**



Employee benefits, Capital Trust Fund transfers, and debt service comprise most of the spending in this category. Together they account for 71% of all spending in the fixed costs category.

**3 Year Comparison of Funding Sources for Other Requirements**



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 FY 2019 to FY 2020 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 the Capital Trust Fund for debt service payments as a percentage of total resources has increased correspondingly with the decrease in other resource categories. Funding from reserves for this area of the budget will decline, as there is no carryover for snow & ice deficit.

**FINANCIAL SUMMARIES**

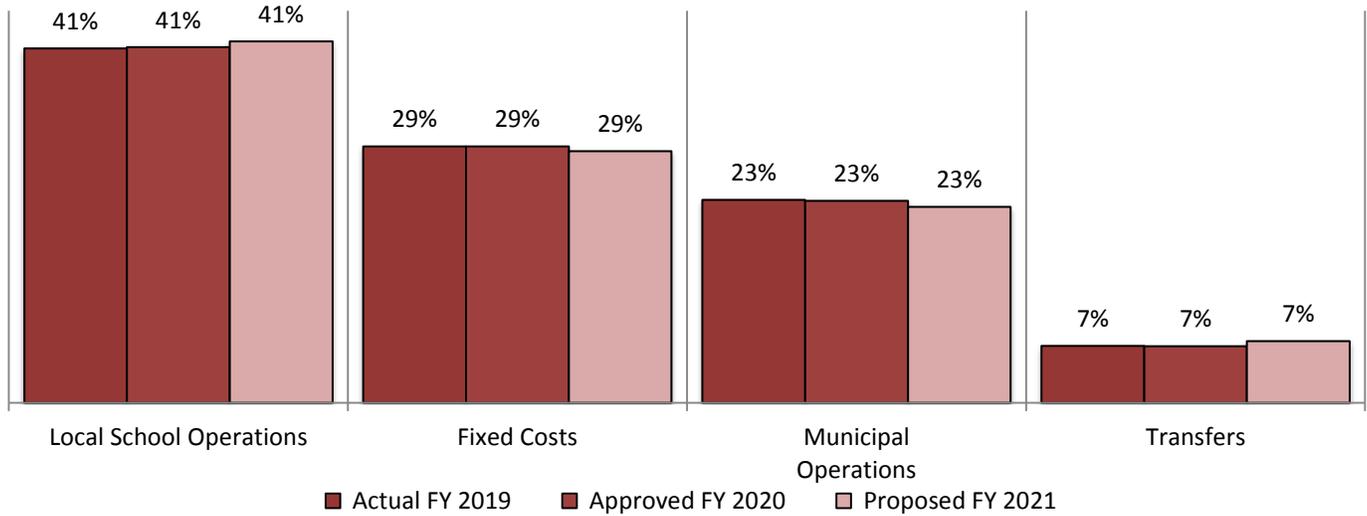
## GENERAL FUND BUDGET SUMMARY

Funding Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$ 131,402,046	\$ 135,935,446	\$ 136,478,883	\$ 139,623,068	\$ 3,144,185	2.30%
Intergovernmental	20,255,330	19,748,498	19,672,931	18,441,435	(1,231,496)	-6.26%
Fines & Penalties	1,920,658	2,412,706	1,534,000	1,256,000	(278,000)	-18.12%
Fees, Licenses, Permits	3,655,470	3,463,791	3,311,600	2,692,785	(618,815)	-18.69%
Charges for Services	2,197,856	1,527,855	2,081,500	1,845,100	(236,400)	-11.36%
Interest and Other	2,924,282	2,216,417	1,617,678	1,567,500	(50,178)	-3.10%
Special Revenue Funds	731,853	920,800	920,800	767,200	(153,600)	-16.68%
Enterprise Funds	2,826,199	2,933,271	2,933,271	2,943,847	10,576	0.36%
Trust Funds	5,927,329	6,585,492	6,585,492	6,797,324	211,832	3.22%
<b>Total Sources of Funding</b>	<b>\$ 171,841,023</b>	<b>\$ 175,744,276</b>	<b>\$ 175,136,155</b>	<b>\$ 175,934,259</b>	<b>\$ 798,104</b>	<b>0.46%</b>
<b>Expenditure Category</b>						
Municipal Operations	\$ 38,688,479	\$ 38,989,001	\$ 41,206,034	\$ 40,262,562	\$ (943,472)	-2.29%
Local School Operatons	70,334,487	72,325,000	72,573,651	74,196,256	1,622,605	2.24%
Fixed Costs Excluding Transfers	48,862,986	51,285,061	52,317,111	51,688,959	(628,152)	-1.20%
Transfers	10,848,589	11,565,359	11,565,359	12,657,200	1,091,841	9.44%
<b>Total Appropriation</b>	<b>\$ 168,734,541</b>	<b>\$ 174,164,421</b>	<b>\$ 177,662,155</b>	<b>\$ 178,804,977</b>	<b>\$ 1,142,822</b>	<b>0.64%</b>
<b>Excess (Deficiency)</b>	<b>\$ 3,106,482</b>	<b>\$ 1,579,855</b>	<b>\$ (2,526,000)</b>	<b>\$ (2,870,718)</b>	<b>\$ (344,718)</b>	
<b>Beginning - Certified Free Cash</b>	<b>14,108,262</b>		<b>17,214,744</b>	<b>14,688,744</b>		
<b>Projected FY 2020 Excess (Deficiency)</b>				<b>1,579,855</b>		
<b>Ending Projected Certified Free Cash</b>	<b>\$ 17,214,744</b>		<b>\$ 14,688,744</b>	<b>\$ 13,397,881</b>		
<b>Full-time Equivalent Employees</b>	<b>1,222.90</b>		<b>1,231.99</b>	<b>1,227.54</b>	<b>(4.45)</b>	

The total General Fund proposed FY 2021 budget is increasing \$1.1 million (0.64%) from the approved FY 2020 budget. Total resources used to balance the budget are increasing \$798,104 (0.46%) because of an increased use of reserves to balance the budget. Taxes provide 78% of the total sources of funding for the General Fund budget. This category includes property taxes, motor vehicle excise and rooms excise tax. Taxes represent the only growth in sources of funding in FY 2021, aside from trust fund transfers, at 2.30% consistent with proposition 2 ½. Intergovernmental aid is the second largest funding source at 10.31% of the total sources of funding for the General Fund budget. This category is anticipated to decrease \$1.2 million (-6.26%) in FY 2021 because of the expired MSBA state funding for debt service on the local schools construction projects. All other sources, including reserves, comprise 11.60% of the total sources of funding used to balance the budget.

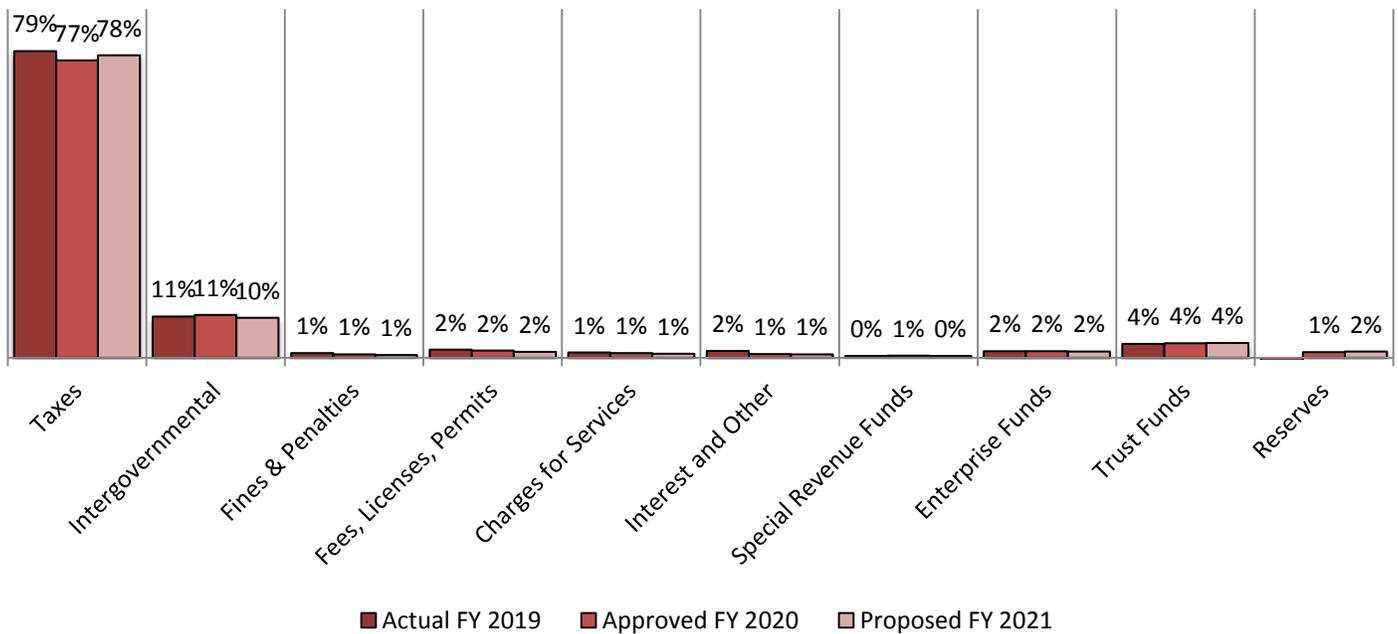
## FINANCIAL SUMMARIES

### 3 Year Comparison 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 29%. Transfers include amounts allocated to the Capital Trust Fund for future capital improvements and financial support to the Golf Course and HYCC Enterprise Funds.

### 3 Year Comparison General Fund Resources

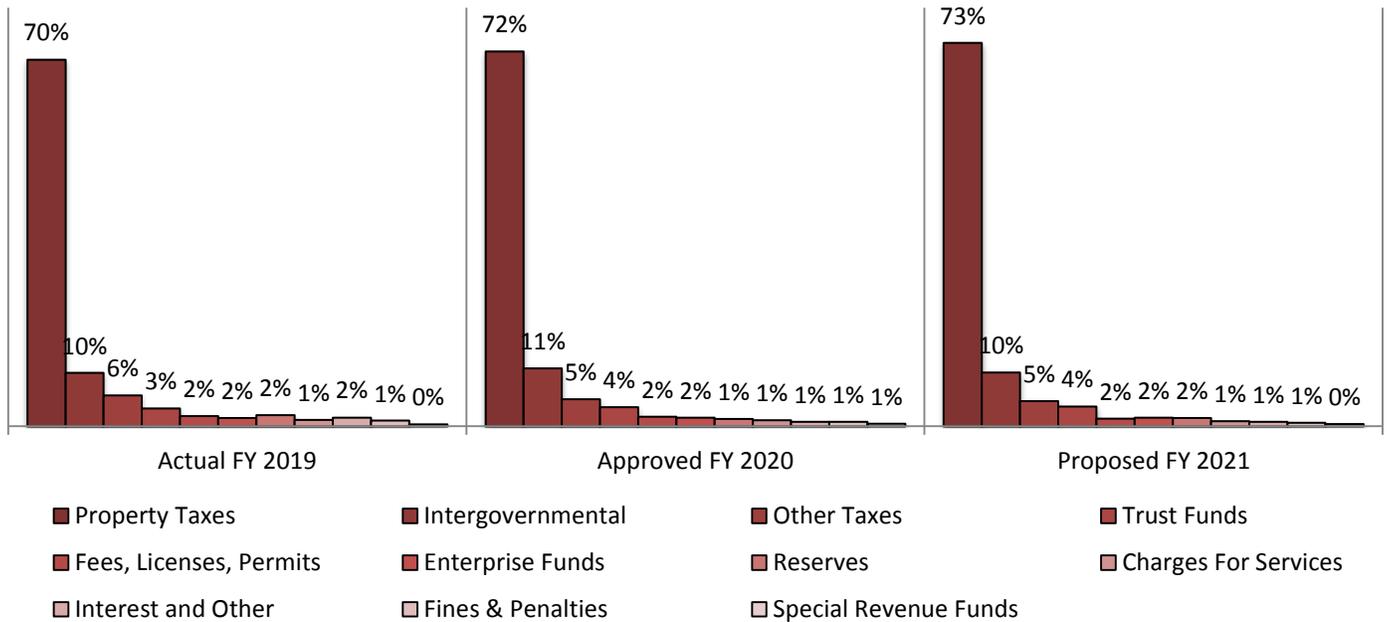


Taxes include property, motor vehicle and boat excise and local hotel/motel rooms tax. These sources of funding provide 78% of all General Fund operations. Intergovernmental revenue provides 11% of the funding. Reserves provide less than 2%.

**FINANCIAL SUMMARIES**

# GENERAL FUND REVENUE SUMMARY

Funding Category	Actual FY 2019	Projected FY 2020	Budget FY 2020	Budget FY 2021	Change FY20 - 21	Percent Change
Tax Levy	\$ 122,313,307	\$ 128,000,000	\$ 128,255,506	\$ 132,026,068	\$ 3,770,562	2.94%
Reserved for Abatements and Exemptions	(1,169,281)	(1,136,854)	(1,000,000)	(1,000,000)	-	0.00%
<b>Property Taxes Available for Operations</b>	<b>\$ 121,144,026</b>	<b>\$ 126,863,146</b>	<b>\$ 127,255,506</b>	<b>\$ 131,026,068</b>	<b>\$ 3,770,562</b>	<b>2.96%</b>
<b>Other Taxes:</b>						
Motor Vehicle Excise Tax	\$ 8,074,470	\$ 7,100,000	\$ 7,131,377	\$ 7,000,000	\$ (131,377)	-1.84%
Boat Excise Tax	115,691	140,000	110,000	115,000	5,000	4.55%
Motel/Hotel Excise Tax	2,035,044	1,800,000	1,950,000	1,450,000	(500,000)	-25.64%
Payments in Lieu of Tax	32,815	32,300	32,000	32,000	-	0.00%
<b>Total Other Taxes</b>	<b>\$ 10,258,020</b>	<b>\$ 9,072,300</b>	<b>\$ 9,223,377</b>	<b>\$ 8,597,000</b>	<b>\$ (626,377)</b>	<b>-6.79%</b>
<b>Other Resources:</b>						
Intergovernmental	\$ 20,255,330	\$ 19,748,498	\$ 19,672,931	\$ 18,441,435	\$ (1,231,496)	-6.26%
Fines & Penalties	1,920,658	2,412,706	1,534,000	1,256,000	(278,000)	-18.12%
Fees, Licenses, Permits	3,655,470	3,463,791	3,311,600	2,692,785	(618,815)	-18.69%
Charges For Services	2,197,856	1,527,855	2,081,500	1,845,100	(236,400)	-11.36%
Interest and Other	2,924,282	2,216,417	1,617,678	1,567,500	(50,178)	-3.10%
Special Revenue Funds	731,853	920,800	920,800	767,200	(153,600)	-16.68%
Enterprise Funds	2,826,199	2,933,271	2,933,271	2,943,847	10,576	0.36%
Trust Funds	5,927,329	6,585,492	6,585,492	6,797,324	211,832	3.22%
Reserves	3,679,472	1,360,000	2,526,200	2,870,718	344,519	13.64%
<b>Total Other Resources</b>	<b>\$ 44,118,449</b>	<b>\$ 41,168,830</b>	<b>\$ 41,183,472</b>	<b>\$ 39,181,909</b>	<b>\$ (2,001,563)</b>	<b>-4.86%</b>
<b>Total General Fund Resources</b>	<b>\$ 175,520,495</b>	<b>\$ 177,104,276</b>	<b>\$ 177,662,355</b>	<b>\$ 178,804,977</b>	<b>\$ 1,142,622</b>	<b>0.64%</b>



**FINANCIAL SUMMARIES**

**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 FY 2021 to balance the operating or capital budgets. The formula used to calculate the projected tax levy for FY 2021 is as follows:

<b>FY 2020 Base Levy</b>	<b>\$ 125,537,222</b>
Prop 2½ allowable increase (2.5% of base)	3,138,431
Estimated new property tax growth	750,000
Cape Cod Commission environmental tax	628,701
Debt exclusions	1,971,714
Less reserve for abatements & exemptions	(1,000,000)
<b>FY 2021 Tax Levy available for operations</b>	<b>\$ 131,026,068</b>

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 FY 2021 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				
	2021P	2022P	2023P	2024P	2025P
Base levy from prior year	\$125.54	\$129.43	\$133.36	\$137.35	\$141.38
Prop. 2½ increase	3.14	3.24	3.33	3.43	3.53
Estimated new growth	0.75	0.70	0.65	0.60	0.55
Less reserve for abatements & exemptions	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)
<b>New base</b>	<b>128.43</b>	<b>132.36</b>	<b>136.35</b>	<b>140.38</b>	<b>144.46</b>
<b>Voter Approved Add-ons:</b>					
CCC Environmental Tax	0.63	0.64	0.66	0.68	0.69
Debt exclusions*	1.97	1.97	1.92	1.86	1.81
<b>Maximum allowable levy</b>	<b>\$131.03</b>	<b>\$134.98</b>	<b>\$138.92</b>	<b>\$142.92</b>	<b>\$146.96</b>
<b>Percent Change From Previous Year</b>		<b>3.01%</b>	<b>2.92%</b>	<b>2.88%</b>	<b>2.83%</b>

\* All approved debt exclusions are for school construction projects.

The projected tax levy for the next five years is estimated to grow from \$131 million to \$147 million. This represents about a 3 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 \$700,000 per year, approximately. The Cape Cod Commission assessment is projected to increase 2.5 percent per year. A recently approved

**FINANCIAL SUMMARIES**

debt exclusion override is for the Cape Cod Regional Technical High School, which is expected to affect the town’s tax levy for several years.

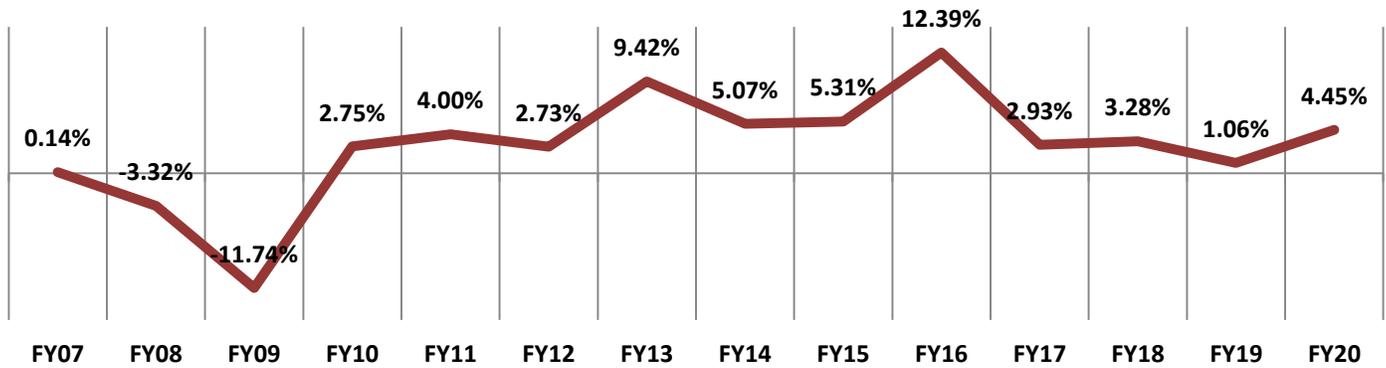
**Motor Vehicle Excise Tax**

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 2008 recessionary year. Locally, many dealerships have made significant investments in their properties signifying a recovery has occurred. However, this revenue source may have maxed out its potential due to the tremendous growth over the ten years.

## FINANCIAL SUMMARIES

### Motor Vehicle Excise Tax - Actual vs Projected

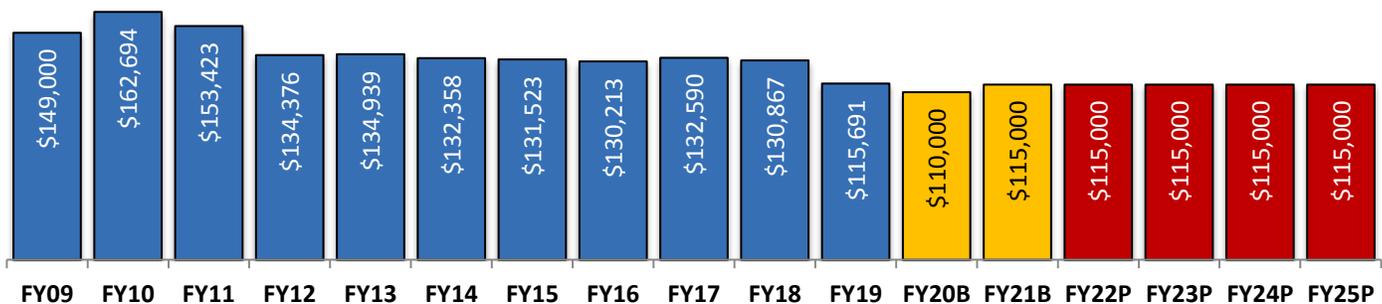


The blue bars represent the past eleven years of actual revenue collections, and yellow bars are FY 2020 and FY 2021 budgets. The town takes a conservative approach when budgeting for this source of revenue, which explains the budget figure being much lower than actuals. As per the National Automobile 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 to date. FY 2009 and FY 2010 saw significant drops in revenue due to the 2008 recession. The recovery began in FY 2013, which saw this area grow to over \$8 million after several years in decline. The FY 2021 budget was conservatively projected. This category of revenue is projected to decline 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.

### History of Boat Excise Tax Revenue - Actual and Budgeted



The blue bars represent the past eleven years of actual revenue collections, yellow bars are FY 2020 and FY 2021 budgets, the red bars represent projected revenue. As illustrated by the chart above, actual collections have ranged between \$135,000 and \$162,000 over the past eleven years.

## FINANCIAL SUMMARIES

### 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, potentially leading lower returns on the tax.

#### Rooms Excise Tax - Actual vs Projected



The blue bars represent the past eleven years of actual revenue collections, yellow bars are FY 2020 and FY 2021 budgets. The spikes in FY 2012 and FY 2013 are due to a 2% tax rate increase, which was subsequently dedicated to the Sewer Construction and Private Way Improvement Special Revenue Fund in FY 2014. This revenue source has maintained a steady increase over the years indicating tourism's attraction to Cape Cod, however, projected years indicate this trend may reverse over the next five years.

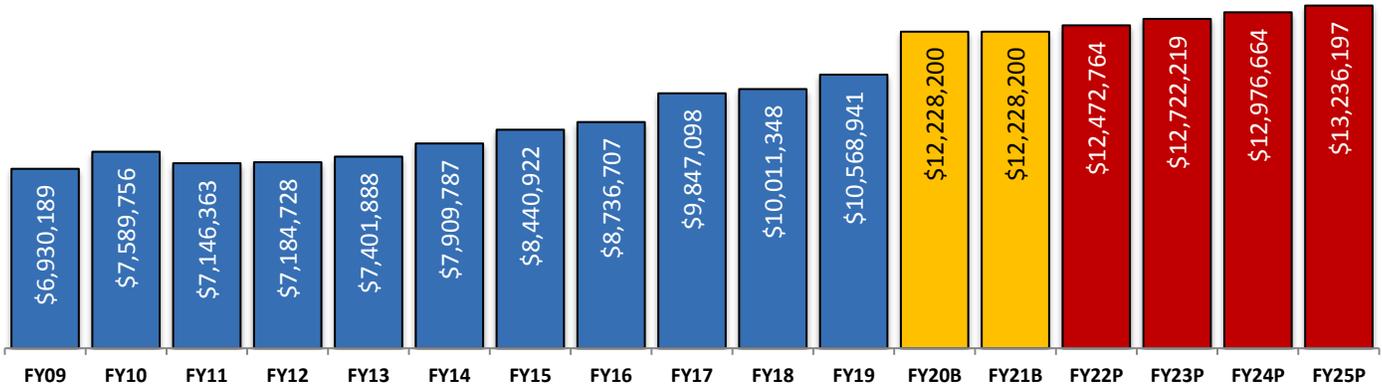
### Intergovernmental

This category of revenue consists of several state aid classifications. Most notably are Chapter 70 (CH70) aid for education, and unrestricted general government aid. The estimate used for the FY 2021 budget proposal is based on the Governor’s proposed budget for FY 2021. 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.

**FINANCIAL SUMMARIES**

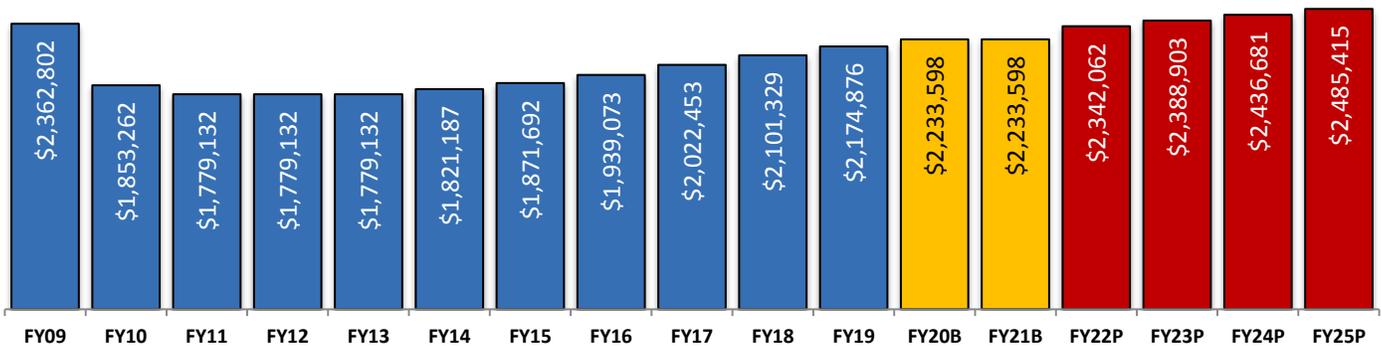
**Chapter 70 Aid for Education - Actual vs Projected**



The blue bars represent the past eleven years of actual revenue collections, yellow bars are FY 2020 and FY 2021 budgets. The town’s CH70 aid has increased nearly \$3 million over the past eleven years going from \$6.9 million to \$10 million. The large increase in FY 2021 budget is the result of the Governors commitments to the new Student Opportunity Act that seeks to increase funding over a seven-year plan for K-12 schools. Future projections for CH70 Aid include minimal increases.

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**



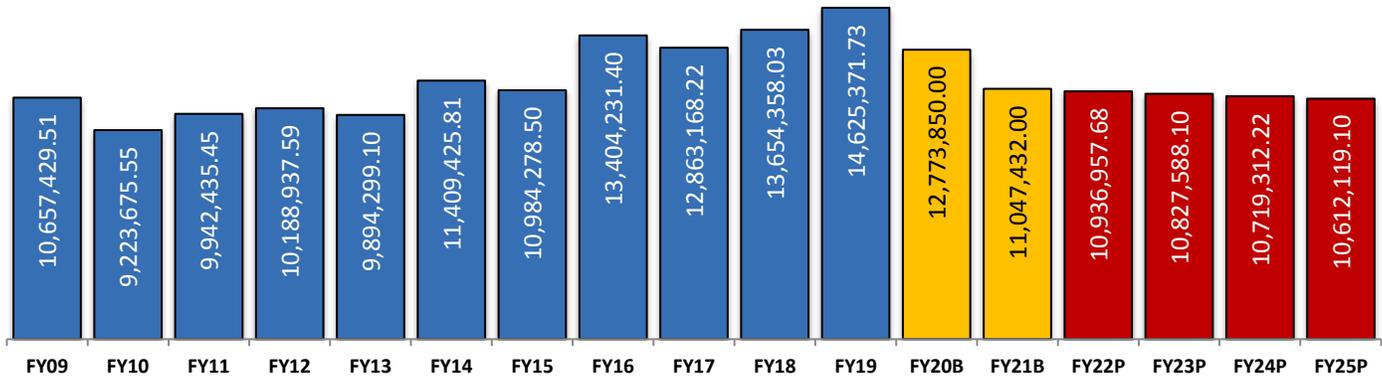
The blue bars represent the past eleven years of actual revenue collections, yellow bars are FY 2020 and FY 2021 budgets. The town was experiencing a steady decline in this revenue category from FY 2010 to FY 2013. FY 2014 to FY 2017 saw slight increases, and future projections include a 1.5% growth 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.

## FINANCIAL SUMMARIES

### 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 lower in FY 2021 based on recent events.

#### Local Receipts- Actual and Projected



The blue bars represent actual receipts collected for FY 2009 through FY 2019 as well as the yellow bars for FY 2020 and FY 2021 budgets. The projected amounts represented by the red bars for FY 2022 through FY 2025.

### 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 \$2,870,718 in General Fund reserves to balance the FY 2021 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. The following is a history of General Fund reserves used and generated.

Certification Date:	Beginning	Used For:		Generated	Ending
	Balance	Operations	Capital		Balance
July 1, 2016	13,949,203	(2,726,877)	(4,000,000)	5,908,772	13,131,098
July 1, 2017	13,131,098	(2,572,316)	(350,000)	5,988,373	16,197,155
July 1, 2018	16,197,155	(3,587,352)	(4,260,175)	4,293,608	12,643,236
July 1, 2019	12,643,236	(2,442,899)	(264,000)	4,752,408	14,688,745

**FINANCIAL SUMMARIES**

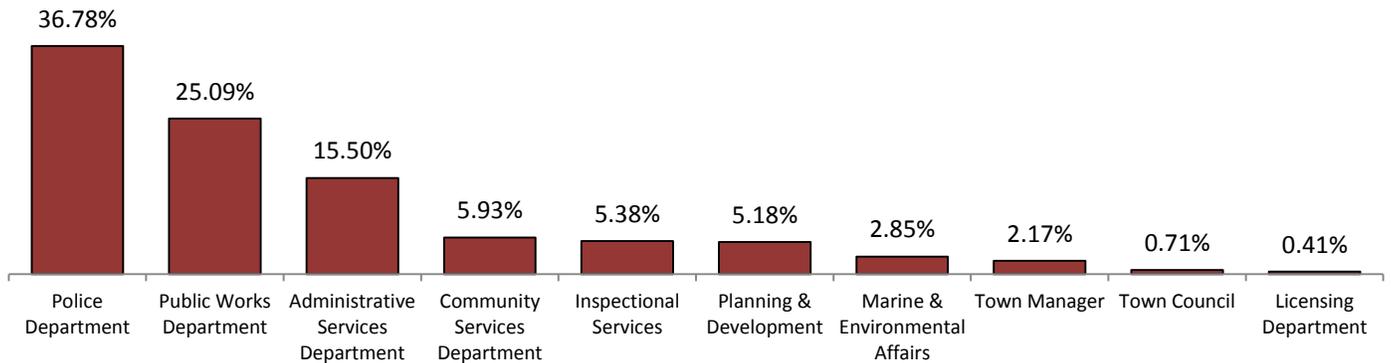
# GENERAL FUND EXPENDITURE SUMMARY

<b>Municipal Operations:</b>	<b>Actual FY 2019</b>	<b>Projected FY 2020</b>	<b>Approved FY 2020</b>	<b>Proposed FY 2021</b>	<b>Change FY20 - 21</b>	<b>Percent Change</b>
Police Department	\$ 14,442,202	\$ 14,914,273	\$ 15,409,467	\$ 14,808,837	\$ (600,630)	-3.90%
Public Works Department	9,809,767	9,165,421	10,205,853	10,103,252	(102,601)	-1.01%
Administrative Services Department	5,803,807	6,073,810	6,322,843	6,239,787	(83,056)	-1.31%
Community Services Department	2,527,621	2,501,012	2,569,427	2,389,106	(180,321)	-7.02%
Inspectional Services	2,008,744	2,044,812	2,140,557	2,164,880	24,323	1.14%
Planning & Development	1,850,054	1,958,423	2,085,304	2,086,289	985	0.05%
Marine & Environmental Affairs	1,159,080	1,173,507	1,268,947	1,146,965	(121,982)	-9.61%
Town Manager	666,228	736,273	769,251	873,142	103,891	13.51%
Town Council	268,073	262,298	268,987	286,659	17,672	6.57%
Licensing Department	152,903	159,172	165,398	163,646	(1,752)	-1.06%
<b>Total Municipal Operations</b>	<b>\$ 38,688,479</b>	<b>\$ 38,989,001</b>	<b>\$ 41,206,034</b>	<b>\$ 40,262,562</b>	<b>\$ (943,472)</b>	<b>-2.29%</b>
<b>All Education:</b>						
Local School System	\$ 70,334,487	\$ 72,325,000	\$ 72,573,651	\$ 74,196,256	\$ 1,622,605	2.24%
Regional School District	3,682,234	6,119,570	6,119,570	5,856,271	(263,299)	-4.30%
Commonwealth Charter Schools	3,256,299	3,664,363	3,664,363	4,095,060	430,697	11.75%
School Choice	1,318,885	1,464,707	1,502,559	1,431,201	(71,358)	-4.75%
<b>Total All Education</b>	<b>\$ 78,591,905</b>	<b>\$ 83,573,640</b>	<b>\$ 83,860,143</b>	<b>\$ 85,578,788</b>	<b>\$ 1,718,645</b>	<b>2.05%</b>
<b>Other Requirements Costs:</b>						
Employee Benefits	\$ 24,110,922	\$ 26,027,479	\$ 26,714,165	\$ 26,584,153	\$ (130,012)	-0.49%
State & County Assessments	2,563,809	2,612,990	2,632,358	2,796,259	163,901	6.23%
Debt Service	9,970,663	7,152,492	7,152,492	6,567,324	(585,168)	-8.18%
Grants	2,004,930	2,115,460	2,115,460	2,026,691	(88,769)	-4.20%
Property & Liability Insurance	1,780,057	1,865,000	1,860,000	1,910,000	50,000	2.69%
Snow & Ice Removal Deficit	-	-	225,144	-	(225,144)	-100.00%
Town Council Reserve Fund	-	91,000	159,000	250,000	91,000	57.23%
Celebrations, Rent & Other	175,187	172,000	172,000	172,000	-	0.00%
<b>Total Other Requirements</b>	<b>\$ 40,605,568</b>	<b>\$ 40,036,421</b>	<b>\$ 41,030,619</b>	<b>\$ 40,306,427</b>	<b>\$ (724,192)</b>	<b>-1.77%</b>
<b>Total General Fund Before Transfers</b>	<b>\$ 157,885,952</b>	<b>\$ 162,599,062</b>	<b>\$ 166,096,796</b>	<b>\$ 166,147,777</b>	<b>\$ 50,981</b>	<b>0.03%</b>
Transfers to Other Funds	10,848,589	11,565,359	11,565,359	12,657,200	1,091,841	9.44%
<b>Grand Total General Fund</b>	<b>\$ 168,734,541</b>	<b>\$ 174,164,421</b>	<b>\$ 177,662,155</b>	<b>\$ 178,804,977</b>	<b>\$ 1,142,822</b>	<b>0.64%</b>

The municipal operations budget is decreasing \$943,472 (-2.29%). Police Department represents the largest monetary change, but as a percentage change, the Town Manager budget is showing the largest percentage increase. Spending on all education requirements is increasing \$1,718,645 (2.05%). Local school operations are increasing \$1,622,605 (2.24%) while assessments from other districts are increasing \$96,040 collectively. Other school assessments are related to the number of students attending schools outside the district as well as debt service cost associated with the new Cape Tech Vocational School construction project. Other Requirements (excludes school assessments) are decreasing \$724,192 (-1.77%). Most of the decrease in Other Requirements is due to debt service and no carryover for snow & ice deficits. Employee benefits are remaining level funded and Transfers to Other Funds are increasing by \$1,091,841 (9.44%). The large increase in transfer is the result of needed financial support for the Hyannis Youth Center and Golf Course Enterprise Funds.

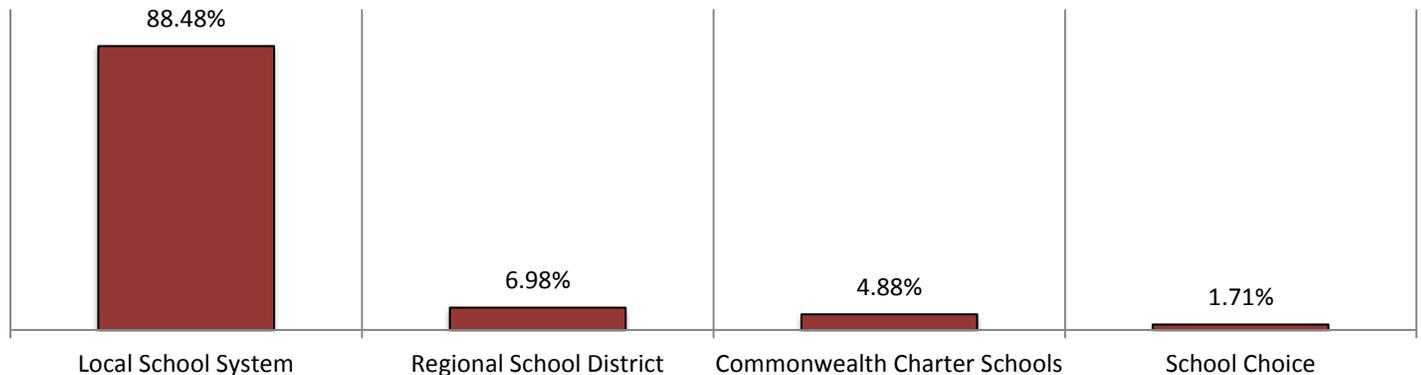
## FINANCIAL SUMMARIES

### Distribution of Municipal Operations



The two largest municipal operations are Police and Public Works, comprising 62% of all municipal spending. Administrative Services is the next largest area representing 15.50% 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 88% of all expenditures on education. The other 12% 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 employee benefits, assessments, and debt service. They comprise 91% of all expenditures in this category.

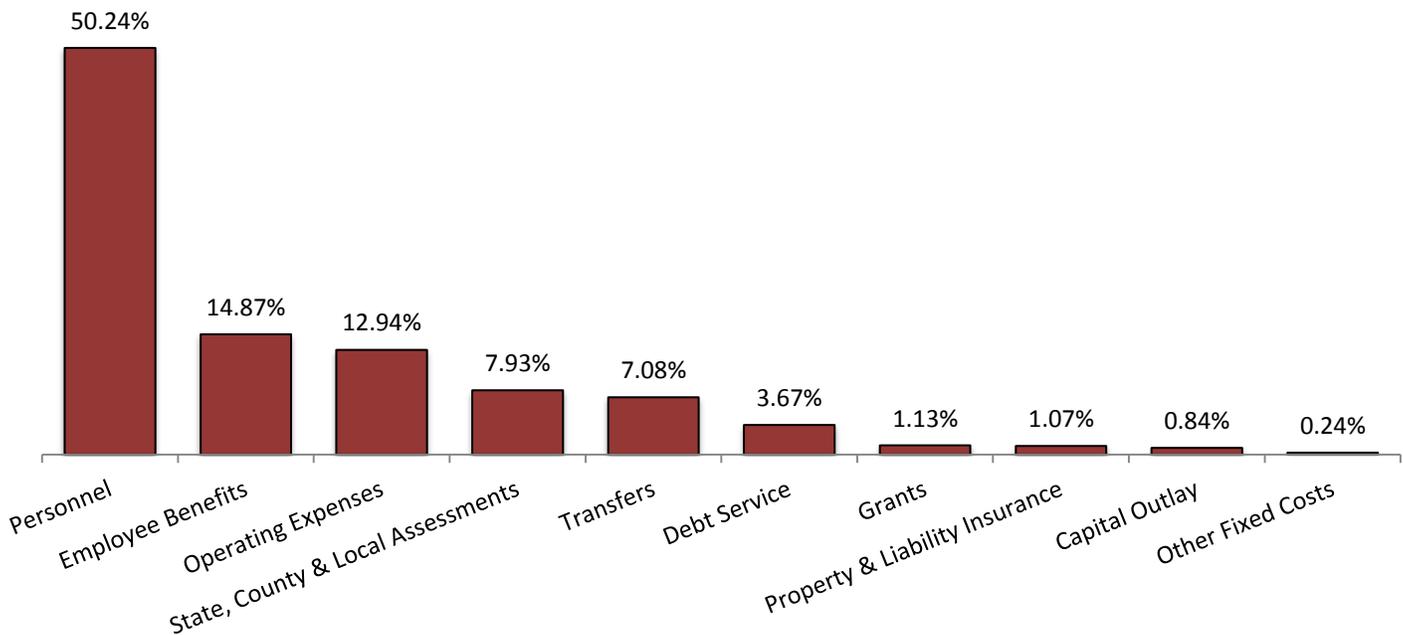
**FINANCIAL SUMMARIES**

**General Fund Budget by Major Expenditure Category**

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$ 82,656,745	\$ 87,930,330	\$ 88,881,726	\$ 89,823,861	\$ 942,135	1.06%
Employee Benefits	24,110,922	26,027,479	26,714,165	26,584,153	(130,012)	-0.49%
State, County & Other Local Assessments	10,821,227	13,861,630	13,918,850	14,178,791	259,941	1.87%
Transfers	10,848,589	11,565,359	11,565,359	12,657,200	1,091,841	9.44%
Debt Service	9,970,663	7,152,492	7,152,492	6,567,324	(585,168)	-8.18%
Operating Expenses	24,880,783	22,043,136	23,304,759	23,134,242	(170,517)	-0.73%
Grants	2,004,930	2,115,460	2,115,460	2,026,691	(88,769)	-4.20%
Property & Liability Insurance	1,780,057	1,865,000	1,860,000	1,910,000	50,000	2.69%
Capital Outlay	1,485,438	1,340,535	1,593,200	1,500,715	(92,485)	-5.80%
Other Fixed Costs	175,187	263,000	556,144	422,000	(134,144)	-24.12%
<b>Total Expenditures</b>	<b>\$ 168,734,541</b>	<b>\$ 174,164,421</b>	<b>\$ 177,662,155</b>	<b>\$ 178,804,977</b>	<b>\$ 1,142,822</b>	<b>0.64%</b>

Personnel costs and the associated employee benefits account for \$812,000 of the proposed FY 2021 General Fund budget change. This includes a net decrease of (4.45) fte's in the municipal and local school operations. Operating expenses are decreasing \$170,517, debt service is decreasing \$585,168, and assessments are increasing \$259,941.

**General Fund 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 a local government because it functions as a service provider.

## LONG-TERM BUDGET PLANNING

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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

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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

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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 FY 2021 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

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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

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The Town will receive its final reimbursement in FY 2019 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.

### Investment Income

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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 remain low in the future as the economy experiences a period of uncertainty.

### Salaries

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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.

## **FINANCIAL SUMMARIES**

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**

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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 FY 2013 and again for FY 2018 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 FY 2018. 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**

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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 expenses for 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 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**

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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.

### **Utilities and Fuel**

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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

## **FINANCIAL SUMMARIES**

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 FY 2015 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 provide increased funding for the capital program.

### **Private Roads**

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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**

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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 had created a Water Resources Advisory Committee, which was 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**

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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**

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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

## **FINANCIAL SUMMARIES**

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**

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Updating technology is a main concern in the School Department. Previous technology upgrades have traditionally been performed as the facilities are renovated. The capital programs have averaged \$500,000 annually for the School Department's technology infrastructure, which includes upgrades and improvements to district telephone, video surveillance, and door entry systems. 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 capital budget for technology improvements include an animal tracking database, new voting machines, and Police Department IT equipment replacements and/or upgrades.

### **Special Education**

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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 FY 2019, the rate is approximately 75% 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**

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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 has consistently exceeded the minimum spending requirements.

### **Reserves Used To Balance Operating Budgets**

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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 Certified 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 FY 2008. This demonstrates a structurally balanced budget over the years. The generation of surplus is derived from

## FINANCIAL SUMMARIES

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 \$14.6 million in the savings account is distributed in accordance with the revenue sharing agreement as follows:

	Municipal Savings	School Savings	Town Council Reserve	Total
<b>Beginning Fiscal Year Balance</b>	<b>\$ 3,035,013</b>	<b>\$ 4,552,519</b>	<b>\$ 7,101,212</b>	<b>\$ 14,688,744</b>
<b>Used for:</b>				
FY 2021 Operating Budget	(1,060,187)	(950,531)	-	(2,010,718)
FY 2021 Employee Benefits	(460,000)	(150,000)	-	(610,000)
FY 2021 Town Council reserve	-	-	(250,000)	(250,000)
<b>Balance remaining before closing FY 2021</b>	<b>\$ 1,514,826</b>	<b>\$ 3,451,988</b>	<b>\$ 6,851,212</b>	<b>\$ 11,818,026</b>

The FY 2021 budget reserves used are shown in the table above. Municipal operations will use a total of \$1,520,187 in reserves. The school will use a total of \$1,100,531 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 FY 2020, 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 \$12.1 million in February 2020 resulted in a net interest cost of 1.67% 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 departments in this year’s capital improvements plan process represent a total of \$59 million of requests for FY 2021, and a combined total of \$387 million over a five-year period. Of the \$387 million, \$112 million represents Enterprise Funds, \$170 million are General Fund requests and \$105 million are Sewer Construction and Private Way Maintenance and Improvement Fund requests.

#### **Projects are distributed by fund as follows:**

<b>Fund</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Totals</b>
Airport	6,700,000	9,455,000	14,055,000	5,700,000	4,500,000	\$ 40,410,000
Marina	-	300,000	5,388,000	-	-	\$ 5,688,000
Sandy Neck	200,000	800,000	-	2,650,000	-	\$ 3,650,000
HYCC	1,036,480	365,834	-	-	-	\$ 1,402,314
Golf	502,000	-	-	-	-	\$ 502,000
Water Pollution	9,140,000	2,625,000	1,650,000	1,550,000	1,610,000	\$ 16,575,000
Water Supply	2,009,000	4,250,000	31,250,000	4,250,000	1,250,000	\$ 43,009,000
Solid Waste	100,000	-	250,000	300,000	300,000	\$ 950,000
Special Revenue	6,028,800	12,850,000	32,550,000	16,600,000	36,950,000	\$ 104,978,800
General Fund	33,379,912	40,482,287	42,938,096	42,063,709	11,192,048	\$ 170,056,052
<b>Totals</b>	<b>\$ 59,096,192</b>	<b>\$ 71,128,121</b>	<b>\$ 128,081,096</b>	<b>\$ 73,113,709</b>	<b>\$ 55,802,048</b>	<b>\$ 387,221,166</b>

**CAPITAL IMPROVEMENTS PLAN**

# FY 2021 CAPITAL IMPROVEMENTS PLAN BUDGET

Several factors were taken into consideration when determining which projects to recommend for funding in Fiscal Year 2021. In addition to the scoring by the senior staff, funding considerations are directed towards projects that had received previous funding; and therefore, are ready for the next stage of 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.



*High School Sports Field – Resurfacing Repairs*

The recommended projects total \$12.2 million. The General Fund totals \$8 million, and the Enterprise Funds total \$4.1 million.

Funding for the Enterprise Fund programs consists of using \$617,500 million of Enterprise Fund reserves, \$2.1 million in new borrowing authorizations and \$1.3 million 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 or reduce the amount or reserves needed to finance the project. The bonds issued for the Enterprise Fund projects are expected to be paid back with Enterprise Fund revenues.

Funding for the General Fund portion of the program consists of \$3.5 million in Capital Trust Fund (CTF) reserves, \$3.7 million in new borrowing authorizations, \$233,554 from General Fund reserves and \$542,561 in transfers from closed appropriations.

<b>AIRPORT ENTERPRISE FUND</b>	
<b>Council Order Number and Project Name</b>	<b>Total Cost</b>
<b>2020-093 - Phase II Tree Clearing</b>	\$300,000
<b>Budget Impact:</b> Routine maintenance will continue unabated to maintain the clear zones by existing staff.	
<b>2020-095 - PFOS Soils, Reporting, Testing, Mitigation, Monitoring – Phase II</b>	\$250,000
<b>Budget Impact:</b> To be determined	
<b>2020-097 - Environmental Review for Airport Master Plan</b>	\$1,150,000
<b>Budget Impact:</b> Planning process will include in-house staff review and processing.	
<b>HYANNIS YOUTH &amp; COMMUNITY CENTER ENTERPRISE FUND</b>	
<b>Council Order Number and Project Name</b>	<b>Total Cost</b>
<b>2020-103 - HYCC Facility Improvements</b>	\$756,000
<b>Budget Impact:</b> Some efficiency savings once HVAC controls are installed.	

**CAPITAL IMPROVEMENTS PLAN**

<b>WATER SUPPLY ENTERPRISE FUND</b>	
<b>Council Order Number and Project Name</b>	<b>Total Cost</b>
<b>2020-120 - Water Pipe Replacement Program</b> <b>Budget Impact:</b> The upgrades will be to the existing distribution piping which are already maintained by the DPW. 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 capitolly funded position).	\$750,000
<b>2020-121- Wells, Pump Station &amp; Treatment Plant upgrades</b> <b>Budget Impact:</b> The upgrades will be to the existing well buildings, treatment, and other facilities, which are currently maintained by the DPW. Some operating budget savings may be realized by replacing existing equipment with more energy efficient equipment, and a reduction in maintenance cost.	\$150,000
<b>2020-122 - Airport &amp; Mary Dunn Well Treatment, Pilot Study &amp; Conceptual Layout</b> <b>Budget Impact:</b> None- The project is a planning project.	\$300,000
<b>2020-123 - Hyannis Port, Simmons Pond &amp; Straightway Well Treatment, Pilot Study &amp; Conceptual Layout</b> <b>Budget Impact:</b> The project is a planning project. It has nothing to do with the operating budget.	\$350,000
<b>SOLID WASTE ENTERPRISE FUND</b>	
<b>Council Order Number and Project Name</b>	<b>Total Cost</b>
<b>2020-125 - Weigh Scale Replacement</b> <b>Budget Impact:</b> Normal levels of operation would continue with no impact on staffing or operating budget	\$100,000
<b>GENERAL FUND</b>	
<b>INFRASTRUCTURE:</b>	
<b>Council Order Number and Project Name</b>	<b>Total Cost</b>
<b>2020-089 - Unified Communications – VOIP Project</b> <b>Budget Impact:</b> \$25,000 for annual support. This can be offset by a reduction in the current cost on the town’s landlines currently in use.	\$342,000
<b>2020-100 - Police Radio Equipment &amp; Infrastructure Upgrades</b> <b>Budget Impact:</b> Any of the ongoing costs associated with running data on fiber optic lines would be offset by eliminating telephone lines. There is a potential for small savings once all of the old phone lines are removed for service.	\$121,115
<b>2020-101 - Police Data Storage Appliance</b> <b>Budget Impact:</b> N/A	\$125,000
<b>2020-109 - Public Roads Improvement Program</b> <b>Budget Impact:</b> 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.	\$3,550,000
<b>2020-110 - Stormwater Improvements at Impaired Ponds</b> <b>Budget Impact:</b> None	\$300,000

## CAPITAL IMPROVEMENTS PLAN

<b>MUNICIPAL FACILITIES:</b>	
<b>Council Order Number and Project Name</b>	<b>Total Cost</b>
<b>2020-106 - 200 Main St. Facility Improvements</b>	\$374,000
<b>Budget Impact:</b> This work is exterior in nature and will not affect insulation valves or mechanical systems.	
<b>2020-107 - Salt Shed Repairs</b>	\$345,000
<b>Budget Impact:</b> Routine Maintenance	
<b>WATERWAYS:</b>	
<b>Council Order Number and Project Name</b>	<b>Total Cost</b>
<b>2020-108 - Channel Dredging Program</b>	\$2,055,000
<b>Budget Impact:</b> 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.	
<b>SCHOOL FACILITIES:</b>	
<b>Council Order Number and Project Name</b>	<b>Total Cost</b>
<b>2020-083 - BPS District-Wide Communication, Video Surveillance &amp; Entry Improvement</b>	\$500,000
<b>Budget Impact:</b> N/A	
<b>2020-084 - BUE School Chiller Replacement</b>	\$400,000
<b>Budget Impact:</b> N/A	

## FIVE YEAR FUNDING PLAN

A total of 159 projects amounting to \$387 million were submitted for requests over the next 5 years. This includes General Fund, Sewer Construction and Private Way Improvement 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, General Fund surplus, each individual Enterprise Fund and the Sewer Construction and Private Way Maintenance and 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 FY 2021 of \$11.7 million. This transfer will be part of the annual operating budget and includes an estimated \$1 million from the town's excess overlay reserve.

A newer funding tool in the form of the Sewer Construction and Private Way Maintenance and Improvement Fund was created. 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.

More recently, the Town Council approved the creation of a Stabilization Fund for the comprehensive management of water and wastewater and 100% of the local taxes generated from short-term rentals is credited to this fund. FY 2020 is the first year of this new revenue source.



*Keyes Memorial Beach - Beach Parking Lot*

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 Enterprise Fund and General Fund capital programs.

The schedules on the following pages illustrate what a 5 year Capital Improvements Plan might look like. Many of the projects that went through the evaluation process in the development of this year's Capital Improvements Plan can be funded over the next 5 years. The projects listed under FY 2021 are recommended for funding in this year's plan while the outer years of 2022 to 2025 are shown for illustrative purposes. It is anticipated that 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 \$297 million in capital projects. Enterprise Funds total \$112 million, the Sewer Construction and Private Way Maintenance and Improvement Fund totals \$105 million, and the General Fund totals \$80 million. This includes 121 projects; 51 for the Enterprise funds, 15 for the Comprehensive Water Management, and 55 General Fund.

**FIVE YEAR FUNDING PLAN**

**Five Year Capital Improvements Plan for Enterprise Fund**

LISTING OF CAPITAL IMPROVEMENT PROJECTS: ENTERPRISE FUNDS			FIVE YEAR COSTS					PROJECT
DEPT	PRIORITY	PROJECT TITLE	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTALS
BMA	1	Design & Construct Tree Clearing Phase I	300,000	-	-	-	-	300,000
BMA	2	Upgrade Airport Security Cameras	200,000	-	-	-	-	200,000
BMA	3	Reporting, Testing, Mitigation, and Monitoring (PFOS Soils)	250,000	100,000	100,000	-	-	450,000
BMA	4	Extend Mary Dunn Way, including drainage repairs and utilities (Phase II)	3,400,000	-	-	-	-	3,400,000
BMA	5	Environmental Review for Airport Master Plan Projects	1,150,000	-	-	-	-	1,150,000
BMA	6	Design and Construct New T-Hangar/FBO Offices	700,000	-	-	-	-	700,000
BMA	7	Design and Construct New Airport Owned Avgas Fuel Tank/Self-Service Tank	700,000	-	-	-	-	700,000
BMA	8	Replace Runway 24 Engineer Material Arresting System (EMAS)	-	7,000,000	-	-	-	7,000,000
BMA	9	Environmental Permitting Phase II for Airport Master Plan Update Projects	-	225,000	-	-	-	225,000
BMA	10	Replace Aircraft Rescue and Fire Fighting (ARFF) Equipment	-	975,000	-	-	-	975,000
BMA	11	Easements for Future Construction/Runway 15 Tree Clearing Phase II	-	600,000	-	-	-	600,000
BMA	12	Replace Snow Removal Equipment (SRE) (Chevy 2500HD)	-	55,000	-	-	-	55,000
BMA	13	Replace SRE Equipment (ASV Skid Steer Plow)	-	100,000	-	-	-	100,000
BMA	14	Terminal Upgrades - Baggage Belt Extension	-	400,000	-	-	-	400,000
BMA	15	Reconstruct RWY 6-24 (Approx. 4,700ft x 150ft.)	-	-	13,045,000	-	-	13,045,000
BMA	16	Runway 15-33 - Apply P-608 Surface Treatment and Repaint	-	-	475,000	-	-	475,000
BMA	17	Snow Removal Equipment (SRE) (Chevy 2500HD – Heavy Duty Vehicle with Plow)	-	-	55,000	-	-	55,000
BMA	18	Design and Replace Mo-Gas and Diesel Fuel Con-Vault, Gas Boy & Alarm	-	-	300,000	-	-	300,000
BMA	19	Replace Snow Removal Equipment (SRE) (Ford F350 – Heavy Duty Vehicle)	-	-	80,000	-	-	80,000
BMA	20	Design, Realign and Reconstruct a Portion of Taxiway Delta and Taxiway Echo	-	-	-	4,500,000	-	4,500,000
BMA	21	Demolish Circa 1957 T-Hangar and Replace with New Hangar	-	-	-	900,000	-	900,000
BMA	22	Replace Snow Removal Equipment (SRE) (Heavy Duty Carrier Vehicle)	-	-	-	300,000	-	300,000
BMA	23	Design, Realign and Reconstruct a Portion of Taxiway Bravo	-	-	-	-	4,500,000	4,500,000
<b>TOTAL AIRPORT</b>			<b>\$ 6,700,000</b>	<b>\$ 9,455,000</b>	<b>\$ 14,055,000</b>	<b>\$ 5,700,000</b>	<b>\$ 4,500,000</b>	<b>\$ 40,410,000</b>
MAR	1	Bismore Park Bulkhead Improvements	-	300,000	5,388,000	-	-	5,688,000
<b>TOTAL MARINE &amp; ENVIRONMENTAL AFFAIRS MARINAS</b>			<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ 5,388,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,688,000</b>
SDY	1	Sandy Neck ORV Trail and Gatehouse Relocation Construction	-	800,000	-	-	-	800,000
SDY	2	Sandy Neck Parking Lot Relocation	200,000	-	-	2,650,000	-	2,850,000
<b>TOTAL MARINE &amp; ENVIRONMENTAL AFFAIRS SANDY NECK</b>			<b>\$ 200,000</b>	<b>\$ 800,000</b>	<b>\$ -</b>	<b>\$ 2,650,000</b>	<b>\$ -</b>	<b>\$ 3,650,000</b>

**FIVE YEAR FUNDING PLAN**

**Five Year Capital Improvements Plan for Enterprise Fund (Continued)**

LISTING OF CAPITAL IMPROVEMENT PROJECTS: ENTERPRISE FUNDS			FIVE YEAR COSTS					PROJECT
DEPT	PRIORITY	PROJECT TITLE	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTALS
HYCC	1	Hyannis Youth & Community Center Storage Building	-	280,480	-	-	-	280,480
HYCC	2	Hyannis Youth and Community Center Facility Improvements	756,000	-	-	365,834	-	1,121,834
<b>TOTAL COMMUNITY SERVICES HYCC</b>			\$ 756,000	\$ 280,480	\$ -	\$ 365,834	\$ -	\$ 1,402,314
GOLF	1	Golf Course Turf Maintenance Equipment Replacement	502,000	-	-	-	-	502,000
<b>TOTAL COMMUNITY SERVICES GOLF</b>			\$ 502,000	\$ -	\$ -	\$ -	\$ -	\$ 502,000
WPC	1	Solids Handling Upgrades Construction	8,000,000	-	-	-	-	8,000,000
WPC	2	Pump Station Rehabilitation	1,000,000	2,000,000	500,000	500,000	1,200,000	5,200,000
WPC	3	HVAC Improvements	85,000	-	-	-	-	85,000
WPC	4	Replacement of Truck 258 with a new ¾ ton pickup truck	55,000	-	-	-	-	55,000
WPC	5	WPCF Facility Study (DEP Required)	-	150,000	-	-	-	150,000
WPC	6	Sewer System Rehabilitation Program	-	400,000	250,000	250,000	250,000	1,150,000
WPC	7	Replacement of Crane Truck 247	-	75,000	-	-	-	75,000
WPC	8	Vacuum Truck Replacement	-	-	600,000	-	-	600,000
WPC	9	Headworks Evaluation and Preliminary Design	-	-	250,000	-	-	250,000
WPC	10	Effluent Sand Bed Valve Rehabilitation	-	-	50,000	250,000	-	300,000
WPC	11	Main Switchboard (MSB) Generator Design and Construction	-	-	-	550,000	-	550,000
WPC	12	91 South Street Pump Station Demolition	-	-	-	-	160,000	160,000
<b>TOTAL PUBLIC WORKS WATER POLLUTION CONTROL</b>			\$ 9,140,000	\$ 2,625,000	\$ 1,650,000	\$ 1,550,000	\$ 1,610,000	\$ 16,575,000
WS	1	Pipe Replacement and Upgrade Program	750,000	1,050,000	1,050,000	1,050,000	1,050,000	4,950,000
WS	2	Wells, Pump Stations, Treatment Plant Repair & Upgrade Program	150,000	200,000	200,000	200,000	200,000	950,000
WS	3	Airport & Mary Dunn Wells, Treatment, Pilot Study & Conceptual Layout.	300,000	-	8,000,000	-	-	8,300,000
WS	4	Wells, Treatment, Pilot Study & Conceptual Layout.	350,000	-	14,000,000	-	-	14,350,000
WS	5	Maher Filtration Plant, Solar Panels, Design & Construction	459,000	-	-	-	-	459,000
WS	6	New Well Exploration Program	-	3,000,000	8,000,000	3,000,000	-	14,000,000
<b>TOTAL PUBLIC WORKS WATER SUPPLY</b>			\$ 2,009,000	\$ 4,250,000	\$ 31,250,000	\$ 4,250,000	\$ 1,250,000	\$ 43,009,000
SW	1	Weigh Scale Replacement	100,000	-	-	-	-	100,000
SW	2	Roll Off Truck Replacement	-	-	250,000	-	-	250,000
SW	3	Municipal Packer Replacement	-	-	-	300,000	-	300,000
SW	4	Rubber Tire Loader Replacement	-	-	-	-	300,000	300,000
<b>TOTAL PUBLIC WORKS SOLID WASTE</b>			\$ 100,000	\$ -	\$ 250,000	\$ 300,000	\$ 300,000	\$ 950,000
<b>TOTAL ENTERPRISE FUNDS PROJECT COSTS</b>			\$ 19,407,000	\$ 17,710,480	\$ 52,593,000	\$ 14,815,834	\$ 7,660,000	\$ 112,186,314

**FIVE YEAR FUNDING PLAN**

**Five Year Capital Improvements Plan for Sewer Constructions & Private Way Maintenance and Improvements Fund**

LISTING OF CAPITAL IMPROVEMENT PROJECTS: SEWER CONSTRUCTION AND PRIVATE WAY IMP. FUND			FIVE YEAR COSTS					PROJECT
DEPT	PRIORITY	PROJECT TITLE	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTALS
CWM	1	Effluent Disposal Alternatives	1,000,000	-	TBD	-	-	1,000,000
CWM	2	Aeration System and Denitrification Technology Evaluation	200,000	-	5,000,000	-	-	5,200,000
CWM	3	Route 28 Centerville Sewer Expansion Project Design and Permitting	1,300,000	-	-	14,000,000	-	15,300,000
CWM	4	Old Yarmouth Road Sewer Expansion	600,000	-	6,000,000	-	-	6,600,000
CWM	5	Route 28 Marstons Mills Sewer Expansion Project	1,800,000	-	-	-	-	1,800,000
CWM	6	Private Road Repair – Old Mill Road, School Street and Asa Meigs Road	-	1,128,800	-	-	-	1,128,800
CWM	7	Route 28 East Sewer Expansion	-	12,000,000	-	-	-	12,000,000
CWM	8	Marstons Mills River Treatment System	-	TBD	TBD	TBD	TBD	-
CWM	9	Long Beach Sewer Expansion	-	300,000	750,000	-	7,500,000	8,550,000
CWM	10	Great Marsh Road Sewer Expansion	-	550,000	-	1,250,000	-	1,800,000
CWM	11	Phinney’s Lane Sewer Expansion	-	-	20,000,000	-	-	20,000,000
CWM	12	Huckins Neck Sewer Expansion	-	-	300,000	750,000	-	1,050,000
CWM	13	Old Craigville Road Sewer Expansion	-	-	500,000	-	1,000,000	1,500,000
CWM	14	Shootflying Hill Road Sewer Expansion	-	-	-	600,000	-	600,000
CWM	15	Osterville Woods Sewer Expansion	-	-	-	-	450,000	450,000
CWM	16	Long Pond Area Sewer Expansion	-	-	-	-	28,000,000	28,000,000
<b>SEWER CONSTRUCTION AND PRIVATE WAY MAINTENANCE AND IMPROVEMENT FUND</b>			<b>\$4,900,000</b>	<b>\$13,978,800</b>	<b>\$32,550,000</b>	<b>\$16,600,000</b>	<b>\$36,950,000</b>	<b>\$104,978,800</b>

**FIVE YEAR FUNDING PLAN**

**Five Year Capital Improvements Plan for General Fund**

LISTING OF CAPITAL IMPROVEMENT PROJECTS: GENERAL FUND			FIVE YEAR COSTS					PROJECT
DEPT	PRIORITY	PROJECT TITLE	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTALS
BPD	1	Police Radio Improvements	121,115	-	-	-	-	121,115
BPD	2	Storage Appliance	125,000	-	-	-	-	125,000
BPD	3	Barnstable Police Department Improvements	991,000	-	-	-	1,359,719	2,350,719
		<b>TOTAL POLICE DEPARTMENT</b>	<b>\$ 1,237,115</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,359,719</b>	<b>\$ 2,596,834</b>
			-	-	-	-	-	-
ADM	1	Unified Communications – VOIP (Voice over Internet Protocol)	342,000	-	-	-	-	342,000
		<b>TOTAL ADMINISTRATION DEPARTMENT</b>	<b>\$ 342,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 342,000</b>
			-	-	-	-	-	-
MEA	1	Channel Dredging Program	2,055,000	2,880,000	2,948,000	2,768,000	1,353,000	12,004,000
MEA	2	Patrol Vessel Replacement	300,000	-	-	-	-	300,000
MEA	3	Blish Point Construction for Long-Term Solution	-	300,000	-	-	2,000,000	2,300,000
MEA	4	Marine & Environmental Affair Interior Project Phase III	120,000	-	-	-	250,032	370,032
MEA	5	Evaluation of Little River Fish Passage Restoration	-	75,000	-	TBD	-	75,000
MEA	8	Scudder’s Lane Boat Ramp Design & Construction	-	-	-	-	150,000	150,000
		<b>TOTAL MARINE &amp; ENVIRONMENTAL AFFAIRS DEPARTMENT</b>	<b>\$ 2,475,000</b>	<b>\$ 3,255,000</b>	<b>\$ 2,948,000</b>	<b>\$ 2,768,000</b>	<b>\$ 3,753,032</b>	<b>\$ 15,199,032</b>
			-	-	-	-	-	-
CSD	1	Town Recreation Field Improvements Project – Bay Lane Ballfields	-	154,307	127,500	-	-	281,807
CSD	2	Beach Parking Lot Rehabilitation - Keyes Memorial Beach	150,000	-	-	-	-	150,000
CSD	3	Centerville Recreation Interior Improvements	-	-	292,432	150,000	75,000	517,432
CSD	4	Salt Water Beach House Improvements	-	-	-	144,783	1,176,354	1,321,137
CSD	5	Adult Community Center Master Plan Development	-	110,000	-	TBD	-	110,000
		<b>TOTAL COMMUNITY SERVICES DEPARTMENT</b>	<b>\$ 150,000</b>	<b>\$ 264,307</b>	<b>\$ 419,932</b>	<b>\$ 294,783</b>	<b>\$ 1,251,354</b>	<b>\$ 2,380,376</b>
			-	-	-	-	-	-
DPW	1	Public Roads Maintenance Program	3,550,000	3,650,000	3,750,000	3,850,000	3,950,000	18,750,000
DPW	2	School Administration Building Mechanical Cooling Upgrades	-	1,216,000	838,643	-	-	2,054,643
DPW	3	DPW Offices Phase III Construction	-	-	2,537,043	-	-	2,537,043
DPW	4	Town Hall Mechanical Improvements	-	-	-	5,637,790	-	5,637,790
DPW	5	Town Hall Security Implementation	-	337,000	TBD	-	-	337,000
DPW	7	Salt Shed Repairs	345,000	-	-	-	-	345,000
DPW	8	Kalmus Beach Parking Lot Entrance Design & Construction	50,000	350,000	-	-	-	400,000
DPW	9	200 Main Street Mansard Roof Replacement	374,000	-	-	-	-	374,000
DPW	11	Snows Creek Culvert	75,000	-	-	1,400,000	-	1,475,000
DPW	12	Oyster Harbors Bridge Study	-	200,000	-	-	-	200,000
DPW	13	Old Town Hall - JFK Museum Improvements	-	249,415	1,382,978	-	-	1,632,393
DPW	14	Culvert Improvements	-	-	-	450,000	-	450,000
DPW	15	Emergency Generator Implementation Plan	615,000	-	-	465,250	299,594	1,379,844

**FIVE YEAR FUNDING PLAN**

**Five Year Capital Improvements Plan for General Fund (Continued)**

LISTING OF CAPITAL IMPROVEMENT PROJECTS: GENERAL FUND			FIVE YEAR COSTS					PROJECT
DEPT	PRIORITY	PROJECT TITLE	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTALS
DPW	16	Mosswood Cemetery Building Improvements	-	-	-	64,288	252,824	317,112
DPW	17	Parking Lots Maintenance	-	-	-	-	500,000	500,000
DPW	18	Cape Cod Airfield Hangar Repair	-	-	-	-	332,362	332,362
DPW	19	Cape Cod Rail Trail Extension	-	-	-	275,000	750,000	1,025,000
DPW	20	Zion Union Heritage Museum Improvements	-	-	457,390	-	-	457,390
DPW	21	Sidewalks on Ocean Street from Snows Creek to Gosnold Street	40,000	242,000	-	-	-	282,000
DPW	22	U.S. Custom House Interior Work	-	-	-	-	393,178	393,178
DPW	23	Sidewalk Installation: East Bay Road	-	-	-	-	100,000	100,000
DPW	24	Guyer Barn FY21 Facility Management Plan Implementation	-	-	-	-	140,978	140,978
DPW	25	50 Pearl Street FY21 Facility Management Plan Implementation	-	-	-	-	204,447	204,447
DPW	26	46 Pearl Street FY21 Facility Management Plan Implementation	-	-	-	-	175,271	175,271
DPW	27	Cotuit Memorial Park Restoration	-	-	-	-	187,797	187,797
DPW	28	Burgess Barn Interior	-	-	-	-	56,020	56,020
DPW	29	West Barnstable Railroad Depot Restoration	-	-	-	-	118,227	118,227
DPW	30	Stormwater Improvements at Impaired Ponds	300,000	300,000	300,000	300,000	300,000	1,500,000
DPW	31	Sidewalks on Ocean Street from Gosnold Street to Kalmus Beach	665,000	-	-	-	-	665,000
DPW	32	Town Hall Complex Improvements - Parking Lot	-	-	-	-	130,000	130,000
DPW	34	Sidewalks on Pitchers Way (Bears's Way to Route 28) Design & Construction	-	-	-	-	650,000	650,000
<b>TOTAL PUBLIC WORKS DEPARTMENT</b>			<b>\$ 6,014,000</b>	<b>\$ 6,544,415</b>	<b>\$ 9,266,054</b>	<b>\$ 12,442,328</b>	<b>\$ 8,540,698</b>	<b>\$ 42,807,495</b>
			-	-	-	-	-	-
SCH	1	Barnstable High School Sports Fields Upgrades, Phases 2 and 3.	3,039,000	-	2,950,000	-	-	5,989,000
SCH	2	District Wide Communication, Video Security and Entry Improvements	500,000	-	-	-	-	500,000
SCH	3	Barnstable High School (BHS) Synthetic Turf Replacement & Track Repair	-	1,200,000	-	-	-	1,200,000
SCH	4	Barnstable United Elementary Chiller Replacement	400,000	-	-	-	-	400,000
SCH	5	Barnstable High School Gym & Field House Improvements	250,000	250,000	250,000	-	-	750,000
SCH	6	Barnstable School Facilities Roof Top Unit Ventilator Replacement	-	3,500,000	-	2,000,000	-	5,500,000
SCH	7	Campus Wide Mechanical Upgrades (Burners, Boilers, HVAC & Pump Systems)	250,000	250,000	250,000	250,000	250,000	1,250,000
SCH	8	Barnstable High School Positive Attendance System	250,000	-	-	-	-	250,000
SCH	9	Flooring Replacement and Upgrades	100,000	100,000	100,000	100,000	100,000	500,000
<b>TOTAL SCHOOL DEPARTMENT</b>			<b>\$ 4,789,000</b>	<b>\$ 5,300,000</b>	<b>\$ 3,550,000</b>	<b>\$ 2,350,000</b>	<b>\$ 350,000</b>	<b>\$ 16,339,000</b>
			-	-	-	-	-	-
<b>TOTAL GENERAL FUND PROJECT COSTS</b>			<b>\$ 15,007,115</b>	<b>\$ 15,363,722</b>	<b>\$ 16,183,986</b>	<b>\$ 17,855,111</b>	<b>\$ 15,254,803</b>	<b>\$ 79,664,737</b>
<b>TOTAL CAPITAL IMPROVEMENTS PROGRAM PROJECT COSTS</b>			<b>\$ 39,314,115</b>	<b>\$ 47,053,002</b>	<b>\$ 101,326,986</b>	<b>\$ 49,270,945</b>	<b>\$ 59,864,803</b>	<b>\$ 296,829,851</b>

## SEWER CONSTRUCTION & PRIVATE WAY MAINTENANCE IMPROVEMENT FUND

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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 on traditional lodging. 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 grow 1.1 % of beginning fund balance per year;
- Existing sewer betterments collected on Stewart's Creek project are credited to the fund;
- 50% betterments assessments will be implemented on recommended sewer projects;
- Loan amortization on bond issues will be 5-30 years;
- The net interest cost on the bonds are estimated to be 1.5% assuming Massachusetts Clean Water Trust (MCWT) subsidies;
- 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 FY 2021 bond issue will be in FY 2022;
- The Federal government will not make any changes and the tax advantages of municipal bonds will remain intact; and
- No other major changes will take place in the municipal bond market.

FY 2022: Total Bond Issue \$ 12,850,000

- \$ 850,000 annually over 5-years
- \$ 12,000,000 annually over 30-years

FY 2023: Total Bond Issue \$ 32,550,000

- \$ 1,550,000 annually over 5-years
- \$ 31,000,000 annually over 30-years

FY 2024: Total Bond Issue \$ 16,600,000

- \$ 2,600,000 annually over 5-years
- \$ 14,000,000 annually over 30-years

FY 2025: Total Bond Issue \$ 36,950,000

- \$ 1,450,000 annually over 5-years
- \$ 35,500,000 annually over 30-years

**SEWER CONSTRUCTION & PRIVATE WAY IMPROVEMENTS FUND ANALYSIS**

**TABLE A – Estimated Sewer Construction And Private Way Maintenance Fund Cash Flow 5 Year Plan**

ESTIMATED SEWER CONSTRUCTION AND PRIVATE WAY MAINTENANCE AND IMPROVEMENT FUND CASH FLOW ANALYSIS											
		FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
<b>1</b>	<b>Beginning Trust Fund Balance</b>	\$ 16,459,186	\$ 18,122,382	\$ 18,472,827	\$ 19,559,863	\$ 19,136,911	\$ 17,398,357	\$ 14,732,373	\$ 12,321,419	\$ 10,118,591	\$ 8,246,156
	<b>Resources:</b>										
<b>2</b>	Investment Earnings	181,051	199,346	203,201	215,158	210,506	191,382	162,056	135,536	111,304	90,708
<b>3</b>	Meals Tax	1,653,304	1,669,837	1,686,535	1,703,400	1,720,434	1,737,639	1,755,015	1,772,565	1,790,291	1,808,194
<b>4</b>	Rooms Tax	1,037,974	1,048,354	1,058,837	1,069,426	1,080,120	1,090,921	1,101,830	1,112,849	1,123,977	1,135,217
<b>5</b>	Total Assessments	92,509	88,335	535,917	1,103,636	1,085,685	2,102,557	2,069,846	2,037,134	2,025,256	1,991,712
<b>6</b>	Total Current Year Resources	2,964,838	3,005,871	3,484,491	4,091,621	4,096,745	5,122,499	5,088,748	5,058,084	5,050,829	5,025,830
<b>7</b>	<b>Total Available Resources</b>	<b>19,424,024</b>	<b>21,128,254</b>	<b>21,957,317</b>	<b>23,651,484</b>	<b>23,233,657</b>	<b>22,520,857</b>	<b>19,821,120</b>	<b>17,379,503</b>	<b>15,169,420</b>	<b>13,271,986</b>
	<b>Commitments:</b>										
<b>8</b>	Existing Debt Service Payments	(501,926)	(502,283)	(502,647)	(503,019)	(503,400)	(503,788)	(504,185)	(504,591)	(505,006)	(505,430)
<b>9</b>	Authorized Unissued Debt Prior Years CIP (\$12m)	(599,715)	(593,511)	(587,307)	(581,103)	(574,899)	(568,695)	(562,491)	(556,288)	(550,084)	(543,880)
<b>10a</b>	Estimated Debt Service on FY21 CIP (\$5m)		(430,833)	(424,750)	(418,667)	(412,583)	(406,500)	(208,125)	(204,733)	(201,342)	(204,733)
<b>10b</b>	Estimated Debt Service on FY22 CIP (\$12.9m)			(882,750)	(870,200)	(857,650)	(845,100)	(832,550)	(675,000)	(664,000)	(653,000)
<b>10c</b>	Estimated Debt Service on FY23 CIP (\$32.5m)				(2,141,583)	(2,111,100)	(2,080,617)	(2,050,133)	(2,019,650)	(1,743,750)	(1,715,333)
<b>10d</b>	Estimated Debt Service on FY24 CIP (\$16.6m)					(1,375,667)	(1,356,200)	(1,336,733)	(1,317,267)	(1,297,800)	(787,500)
<b>10e</b>	Estimated Debt Service on FY25 CIP (\$37m)						(2,027,583)	(2,005,483)	(1,983,383)	(1,961,283)	(1,939,183)
<b>11</b>	Cash Program	(200,000)	(1,128,800)	-	-	-	-	-	-	-	-
<b>12</b>	Total Current Year Commitments	(1,301,642)	(2,655,427)	(2,397,454)	(4,514,572)	(5,835,299)	(7,788,484)	(7,499,702)	(7,260,912)	(6,923,264)	(6,349,059)
<b>13</b>	Increase (Decrease) in Trust Fund	1,663,196	350,444	1,087,037	(422,952)	(1,738,554)	(2,665,985)	(2,410,954)	(2,202,828)	(1,872,435)	(1,323,229)
<b>14</b>	<b>Ending Fund Balance</b>	<b>\$ 18,122,382</b>	<b>\$ 18,472,827</b>	<b>\$ 19,559,863</b>	<b>\$ 19,136,911</b>	<b>\$ 17,398,357</b>	<b>\$ 14,732,373</b>	<b>\$ 12,321,419</b>	<b>\$ 10,118,591</b>	<b>\$ 8,246,156</b>	<b>\$ 6,922,927</b>
<b>15</b>	Commitments as a % of Available Resources	7%	13%	11%	19%	25%	35%	38%	42%	46%	48%
<b>16</b>	Amount of available fund resources CY (max = 80%)	14,237,578	14,247,176	15,168,400	14,406,615	12,751,626	10,228,202	8,357,194	6,642,690	5,212,272	4,268,530

This table illustrates the Sewer Construction And Private Way Maintenance and Improvement Fund cash flow incorporating all existing loan payments on previously authorized projects. The analysis also includes estimates on previously authorized projects with unissued loans as well as future anticipated projects. Cash funded projects in FY 2021 total \$200,000 and bond funded projects total \$5 million. Bond issues over the next 10-year analysis include all submissions provided in the five-year plan. Line 8 in the table above illustrates all existing loan payments. Lines 10a and 10e illustrate the estimated debt service payments on new projects included in the five-year plan.

## **CAPITAL TRUST FUND ANALYSIS**

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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 loan payments are part of the General Fund operating budget. 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 10-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 FY 2021 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 annual debt service could pay for a \$9 million project amortized over a 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 capital expenditures. 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 \$11.7 million in FY 2021. 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 FY 2021 proposed Capital Improvements Program (CIP). Table B illustrates the CIP Five-Year Plan within the CTF over the next 10-years, and Table C provides the detailed amortization of all existing loans to be paid out of the CTF.

## **CAPITAL TRUST FUND ANALYSIS**

### **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;
- Additional General Fund contributions of \$1,000,000 staggered over three year intervals;
- Loan amortization on the FY 2021 bond issues will include:
  - \$ 1,145,000 over 5-years;
  - \$ 1,457,000 over 10-years;
  - \$ 6,021,462 over 15-years; and
  - \$ 1,765,000 over 20-years.
- The net interest cost on the bonds are estimated to average 4%;
- The FY 2021 bonds will be issued at a time so that the first loan payments will not be made until FY 2022;
- 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 \$4 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 FY 2022 through FY 2025 capital programs with the following amortization amounts:

FY 2022: Total Bond Issue \$ 11,074,415

- \$ 1,978,415 annually over 5-years
- \$ 1,200,000 annually over 10-years
- \$ 3,180,000 annually over 15-years
- \$ 4,716,000 annually over 20-years

FY 2023: Total Bond Issue \$ 11,914,054

- \$ 500,000 annually over 5-years
- \$ 457,390 annually over 10-years
- \$ 6,198,000 annually over 15-years
- \$ 4,758,664 annually over 20-years

FY 2024: Total Bond Issue \$ 13,911,874

- \$ 250,000 annually over 5-years
- \$ 740,250 annually over 10-years
- \$ 3,883,834 annually over 15-years
- \$ 9,037,790 annually over 20-years

FY 2025: Total Bond Issue \$ 10,879,803

- \$ 380,000 annually over 5-years
- \$ 1,911,638 annually over 10-years
- \$ 4,303,000 annually over 15-years
- \$ 4,285,165 annually over 20-years

**CAPITAL TRUST FUND ANALYSIS**

**TABLE A – Capital Trust Fund Estimated Cash Flow FY 2021 – FY 2030**

ESTIMATED CAPITAL TRUST FUND CASH FLOW										
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
<b>1 Beginning Trust Fund Balance</b>	<b>\$ 16,758,687</b>	<b>\$ 16,364,427</b>	<b>\$ 15,153,064</b>	<b>\$ 14,817,806</b>	<b>\$ 16,531,534</b>	<b>\$ 18,644,110</b>	<b>\$ 21,676,385</b>	<b>\$ 27,031,624</b>	<b>\$ 32,799,765</b>	<b>\$ 39,698,684</b>
<b>Resources:</b>										
2 Investment Earnings	184,346	180,009	166,684	162,996	181,847	205,085	238,440	297,348	360,797	436,686
3 Transfer From General Fund	10,692,825	11,160,146	11,639,150	12,130,129	12,633,382	13,149,217	13,677,947	14,219,896	14,775,393	15,344,778
4 Additional Contribution From General Fund	1,000,000	-	-	1,000,000	-	-	1,000,000	-	-	1,000,000
5 Other Resources	-	-	-	-	-	-	-	-	-	-
<b>6 Total Current Year Resources</b>	<b>11,877,171</b>	<b>11,340,155</b>	<b>11,805,834</b>	<b>13,293,125</b>	<b>12,815,229</b>	<b>13,354,302</b>	<b>14,916,387</b>	<b>14,517,244</b>	<b>15,136,190</b>	<b>16,781,464</b>
<b>7 Total Available Resources</b>	<b>28,635,857</b>	<b>27,704,581</b>	<b>26,958,898</b>	<b>28,110,931</b>	<b>29,346,763</b>	<b>31,998,412</b>	<b>36,592,773</b>	<b>41,548,868</b>	<b>47,935,955</b>	<b>56,480,147</b>
<b>Commitments:</b>										
8 Existing Debt Service Payments	(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)	(2,181,169)
9 Authorized Unissued Debt Prior Years CIP (\$13m)	(1,430,403)	(1,394,112)	(1,357,821)	(1,321,529)	(1,285,238)	(1,076,147)	(1,046,767)	(1,017,388)	(988,009)	(958,629)
10a Estimated Debt Service on FY21 CIP (\$10m)		(1,279,919)	(1,245,344)	(1,210,769)	(1,176,194)	(1,141,618)	(878,043)	(852,628)	(827,213)	(801,797)
11 Public Roads Program	(3,550,000)	(3,650,000)	(3,750,000)	(3,850,000)	(3,950,000)	(4,000,000)	(4,050,000)	(4,100,000)	(4,150,000)	(4,200,000)
12 Other Cash Program	(462,914)	-	-	-	-	-	-	-	-	-
<b>13 Total Current Year Commitments</b>	<b>(12,271,430)</b>	<b>(12,551,517)</b>	<b>(12,141,092)</b>	<b>(11,579,397)</b>	<b>(10,702,653)</b>	<b>(10,322,026)</b>	<b>(9,561,148)</b>	<b>(8,749,104)</b>	<b>(8,237,271)</b>	<b>(8,141,596)</b>
<b>14 Increase (Decrease) in Trust Fund</b>	<b>(394,260)</b>	<b>(1,211,363)</b>	<b>(335,258)</b>	<b>1,713,728</b>	<b>2,112,576</b>	<b>3,032,276</b>	<b>5,355,239</b>	<b>5,768,140</b>	<b>6,898,919</b>	<b>8,639,868</b>
<b>15 Ending Trust Fund Balance</b>	<b>\$ 16,364,427</b>	<b>\$ 15,153,064</b>	<b>\$ 14,817,806</b>	<b>\$ 16,531,534</b>	<b>\$ 18,644,110</b>	<b>\$ 21,676,385</b>	<b>\$ 27,031,624</b>	<b>\$ 32,799,765</b>	<b>\$ 39,698,684</b>	<b>\$ 48,338,552</b>
16 Commitments as a % of Available Resources (max = 80%)	43%	45%	45%	41%	36%	32%	26%	21%	17%	14%
17 Amount of available trust fund resources CY (max = 80%)	\$ 10,637,255	\$ 9,612,148	\$ 9,426,026	\$ 10,909,348	\$ 12,774,757	\$ 15,276,703	\$ 19,713,070	\$ 24,489,991	\$ 30,111,493	37,042,522

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 FY 2021. Cash funded projects in FY 2021 total \$4 million and bond funded projects total \$10 million. The bonds will be issued in FY 2021 and the first estimated loan payment of \$1.3 million is anticipated to be made in FY 2022 as illustrated above on line 10a. Line 8 in the table above includes all existing loan payments. Lines 11 and 12 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 16) indicating that the fund has the capacity to absorb more debt financed projects in future years.

**CAPITAL TRUST FUND ANALYSIS**

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

ESTIMATED CAPITAL TRUST FUND CASH FLOW ANALYSIS											
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	
<b>1</b>	<b>Beginning Trust Fund Balance</b>	<b>\$ 16,758,687</b>	<b>\$ 16,364,427</b>	<b>\$ 14,513,757</b>	<b>\$ 12,245,075</b>	<b>\$ 10,830,077</b>	<b>\$ 8,492,685</b>	<b>\$ 6,013,209</b>	<b>\$ 4,911,592</b>	<b>\$ 4,505,959</b>	<b>\$ 4,180,291</b>
	<b>Resources:</b>										
<b>2</b>	Investment Earnings	184,346	180,009	159,651	134,696	119,131	93,420	66,145	54,028	49,566	45,983
<b>3</b>	Transfer From General Fund	10,692,825	11,160,146	11,639,150	12,130,129	12,633,382	13,149,217	13,677,947	14,219,896	14,775,393	15,344,778
<b>4</b>	Additional Contribution From General Fund	1,000,000	-	-	1,000,000	-	-	1,000,000	-	-	1,000,000
<b>5</b>	Other Resources	-	-	-	-	-	-	-	-	-	-
<b>6</b>	<b>Total Current Year Resources</b>	<b>11,877,171</b>	<b>11,340,155</b>	<b>11,798,801</b>	<b>13,264,825</b>	<b>12,752,513</b>	<b>13,242,637</b>	<b>14,744,092</b>	<b>14,273,924</b>	<b>14,824,959</b>	<b>16,390,761</b>
<b>7</b>	<b>Total Available Resources</b>	<b>28,635,857</b>	<b>27,704,581</b>	<b>26,312,559</b>	<b>25,509,900</b>	<b>23,582,590</b>	<b>21,735,321</b>	<b>20,757,302</b>	<b>19,185,515</b>	<b>19,330,917</b>	<b>20,571,052</b>
	<b>Commitments:</b>										
<b>8</b>	Existing Debt Service Payments	(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)	(2,181,169)
<b>9</b>	Authorized Unissued Debt Prior Years CIP (\$13.0m)	(1,430,403)	(1,394,112)	(1,357,821)	(1,321,529)	(1,285,238)	(1,076,147)	(1,046,767)	(1,017,388)	(988,009)	(958,629)
<b>10a</b>	Estimated Debt Service on FY21 CIP (\$10m)		(1,279,919)	(1,245,344)	(1,210,769)	(1,176,194)	(1,141,618)	(878,043)	(852,628)	(827,213)	(801,797)
<b>10b</b>	Estimated Debt Service on FY22 CIP (\$11m)			(1,406,460)	(1,367,920)	(1,329,381)	(1,290,842)	(1,252,302)	(818,080)	(795,368)	(772,656)
<b>10c</b>	Estimated Debt Service on FY23 CIP (\$12m)				(1,273,434)	(1,241,559)	(1,209,685)	(1,177,810)	(1,145,935)	(1,014,060)	(986,185)
<b>10d</b>	Estimated Debt Service on FY24 CIP (\$14m)					(1,391,312)	(1,357,918)	(1,324,525)	(1,291,131)	(1,257,738)	(1,174,344)
<b>10e</b>	Estimated Debt Service on FY25 CIP (\$11m)						(1,203,481)	(1,172,749)	(1,142,018)	(1,111,286)	(1,080,555)
<b>10f</b>	Estimated Debt Service on FY26 CIP (\$8m)							(972,176)	(946,536)	(920,897)	(895,257)
<b>10g</b>	Estimated Debt Service on FY27 CIP (\$4.4m)								(524,447)	(510,440)	(496,433)
<b>10h</b>	Estimated Debt Service on FY28 CIP (\$9.9m)									(1,203,566)	(1,171,260)
<b>10i</b>	Estimated Debt Service on FY29 CIP (\$11m)										(1,073,491)
<b>11</b>	Public Roads Program	(3,550,000)	(3,650,000)	(3,750,000)	(3,850,000)	(3,950,000)	(4,000,000)	(4,050,000)	(4,100,000)	(4,150,000)	(4,200,000)
<b>12</b>	Other Cash Program	(462,914)	(639,307)	(519,932)	(459,071)	(425,000)	(338,160)	(385,000)	(62,306)	(100,000)	(200,000)
<b>13</b>	<b>Total Current Year Commitments</b>	<b>(12,271,430)</b>	<b>(13,190,824)</b>	<b>(14,067,484)</b>	<b>(14,679,823)</b>	<b>(15,089,905)</b>	<b>(15,722,112)</b>	<b>(15,845,710)</b>	<b>(14,679,557)</b>	<b>(15,150,626)</b>	<b>(15,991,777)</b>
<b>14</b>	<b>Increase (Decrease) in Trust Fund</b>	<b>(394,260)</b>	<b>(1,850,670)</b>	<b>(2,268,682)</b>	<b>(1,414,998)</b>	<b>(2,337,392)</b>	<b>(2,479,475)</b>	<b>(1,101,618)</b>	<b>(405,633)</b>	<b>(325,668)</b>	<b>398,984</b>
<b>15</b>	<b>Ending Trust Fund Balance</b>	<b>\$ 16,364,427</b>	<b>\$ 14,513,757</b>	<b>\$ 12,245,075</b>	<b>\$ 10,830,077</b>	<b>\$ 8,492,685</b>	<b>\$ 6,013,209</b>	<b>\$ 4,911,592</b>	<b>\$ 4,505,959</b>	<b>\$ 4,180,291</b>	<b>\$ 4,579,275</b>
<b>16</b>	Commitments as a % of Available Resources (max = 80%)	43%	48%	53%	58%	64%	72%	76%	77%	78%	78%
<b>17</b>	Amount of available trust fund resources CY (max = 80%)	10,637,255	8,972,841	6,982,563	5,728,097	3,776,167	1,666,145	760,131	668,856	314,107	465,064

Including the proposed FY 2021 capital program, it is estimated the Capital Trust Fund can absorb approximately \$146 million in projects over the next 10-years and stay within the maximum allowable commitment of 80% as shown on line 16. Cash financed capital is estimated at \$43 million and bond financed capital is estimated at \$103 million through FY 2030. The estimated annual loan payments on the bonds are illustrated on lines 9 through 10i.

## **DEBT POSITION ANALYSIS**

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### **Type and Purpose of Debt**

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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, marine, recreation, conservation, and the Town's Enterprise Fund operations. General Obligation Bonds are 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 Funds most of the GOB's 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. 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 3% range. Rates have remained low 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, the Hyannis Youth & Community Center and the Public, Educational and Government Access channels. 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), which 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 3% 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.

### **Current Debt Position**

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As of June 30, 2019, the Town of Barnstable had \$103 million of outstanding long-term debt. New debt issued in 2019 was \$14.5 million. The Town of Barnstable's total long-term debt decreased by \$1.7 million as \$16.2 million was retired. These debt figures include all debt incurred on behalf of the governmental funds and enterprise funds.

### **Projected Debt Payments by Project and Fund**

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The following four tables set forth the projected General Obligation Bond (G.O.B.) payments by issue for both the Town's governmental funds and the enterprise funds. There are also several low-cost financing loans through the Massachusetts Clean Water Trust (MCWT) for sewer construction and water system improvements.

**DEBT POSITION ANALYSIS**

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

Project	Maturities Through	Original Loan Amount	Interest Rate (%)	Outstanding at June 30, 2019
MCWT Title V Bond of 1997.....	2021	\$ 200,000	0.00	\$ 20,600
MCWT Title V Bond of 2002.....	2023	200,000	0.00	40,352
MCWT Title V Bonds of 2006.....	2026	400,000	0.00	140,000
MCWT Title V Bond of 2007.....	2027	200,000	0.00	80,000
Municipal Purpose Bonds of 2007.....	2027	36,808,388	4.00 - 5.00	800,000
MCWT Bond of 2008 (CW-04-31).....	2021	389,216	2.00	66,658
MCWT Bond of 2009.....	2021	887,454	2.00	100,525
Municipal Purpose Bonds of 2010.....	2030	3,873,270	2.00 - 5.00	1,775,000
Municipal Purpose Bonds of 2011.....	2031	13,584,000	2.00 - 4.00	3,685,000
Municipal Purpose Refunding of 2012.....	2023	10,037,900	2.00 - 4.00	3,304,500
Municipal Purpose Bonds of 2014.....	2024	6,248,000	2.00 - 3.00	2,575,000
Municipal Purpose Refunding of 2015.....	2027	5,265,500	2.00 - 4.50	3,487,000
Municipal Purpose Bonds of 2015.....	2035	3,930,000	2.00 - 4.50	2,560,000
Municipal Purpose Bonds of 2016.....	2036	12,113,000	2.00 - 4.00	9,850,000
Municipal Purpose Refunding of 2016.....	2028	1,674,000	2.00 - 4.00	1,369,000
Municipal Purpose Bonds of 2017.....	2037	5,105,700	3.00 - 4.00	4,220,000
MCWT Bond of 2017.....	2020	255,941	2.00	87,155
Municipal Purpose Bonds of 2018.....	2038	7,780,500	3.00 - 5.00	7,305,000
Municipal Purpose Bonds of 2019.....	2039	8,266,800	3.00 - 5.00	8,266,800
<b>Total Bonds Payable.....</b>				<b>49,732,590</b>
Add: Unamortized premium on bonds.....				2,306,967
<b>Total Bonds Payable, net.....</b>				<b>\$ 52,039,557</b>



**Hyannis Youth & Community Center – Roof Repairs**

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

Year	Principal	Interest	Total
2020.....	\$ 7,281,063	\$ 1,903,991	\$ 9,185,054
2021.....	5,998,619	1,623,238	7,621,857
2022.....	5,508,204	1,373,176	6,881,380
2023.....	4,757,704	1,136,614	5,894,318
2024.....	3,658,000	955,836	4,613,836
2025.....	2,915,000	812,321	3,727,321
2026.....	2,618,000	687,183	3,305,183
2027.....	2,196,000	576,894	2,772,894
2028.....	1,980,000	492,898	2,472,898
2029.....	1,865,000	414,446	2,279,446
2030.....	1,840,000	347,370	2,187,370
2031.....	1,665,000	277,826	1,942,826
2032.....	1,515,000	227,418	1,742,418
2033.....	1,460,000	181,966	1,641,966
2034.....	1,385,000	138,172	1,523,172
2035.....	1,075,000	96,304	1,171,304
2036.....	960,000	63,742	1,023,742
2037.....	525,000	34,282	559,282
2038.....	405,000	17,230	422,230
2039.....	125,000	4,064	129,064
<b>Total.....</b>	<b>\$ 49,732,590</b>	<b>\$ 11,364,971</b>	<b>\$ 61,097,561</b>

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 2019, approximately \$3,019,000 of such assistance was received. Approximately \$860,000 will be received in future years. Of this amount, \$19,000 represents reimbursement of future long-term interest costs and \$841,000 represents reimbursement of approved construction cost and interest costs previously paid.

**DEBT POSITION ANALYSIS**

**Bonds Payable Schedule – Enterprise Funds**

Project	Maturities Through	Original Loan Amount	Interest Rate (%)	Outstanding at June 30, 2019
Airport.....	2039	\$ 2,848,900	2.00 - 5.00	\$ 2,495,200
Golf Course.....	2037	3,313,200	2.00 - 5.00	2,509,000
Add: unamortized premium.....				124,713
Total Golf Course Bonds Payable, net.....				2,633,713
Solid Waste Transfer Station.....	2027	7,515,600	0.00 - 4.50	318,500
Wastewater.....	2037	26,731,820	0.00 - 4.75	13,888,670
Water Supply.....	2039	24,674,768	2.00 - 5.00	19,925,376
Add: unamortized premium.....				498,039
Total Water Supply Bonds Payable, net.....				20,423,415
Marina Recreation.....	2037	3,598,500	2.00 - 4.00	2,269,000
Add: unamortized premium.....				55,775
Total Marina Recreation Bonds Payable, net.....				2,324,775
Sandy Neck Recreation.....	2031	1,265,000	2.00 - 4.125	840,000
Hyannis Youth and Community Center.....	2028	8,348,300	2.00 - 4.75	6,980,000
Add: unamortized premium.....				636,196
Total Hyannis Youth and Community Center Bonds Payable, net.....				7,616,196
Total Bonds Payable, net.....				\$ 50,540,469

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

Year	Principal	Interest	Total
2020.....	\$ 4,741,569	\$ 1,581,910	\$ 6,323,479
2021.....	4,585,057	1,438,987	6,024,044
2022.....	4,333,412	1,238,433	5,571,845
2023.....	4,396,837	1,076,849	5,473,686
2024.....	4,269,850	919,661	5,189,511
2025.....	4,171,959	770,239	4,942,198
2026.....	3,943,678	627,252	4,570,930
2027.....	3,911,017	505,079	4,416,096
2028.....	2,747,988	387,582	3,135,570
2029.....	1,886,383	305,036	2,191,419
2030.....	1,862,772	253,910	2,116,682
2031.....	1,805,865	204,482	2,010,347
2032.....	1,317,224	163,491	1,480,715
2033.....	1,333,792	131,487	1,465,279
2034.....	909,999	102,631	1,012,630
2035.....	917,821	78,181	996,002
2036.....	910,815	53,575	964,390
2037.....	635,688	29,174	664,862
2038.....	300,107	11,506	311,613
2039.....	243,913	3,901	247,814
Total.....	\$ 49,225,746	\$ 9,883,364	\$ 59,109,110

The Town has entered into several loan agreements with the Massachusetts Clean Water Trust (MCWT) for which the Town has recorded the total amount of debt outstanding. However, as of June 30, 2019, the Town has not incurred \$557,657 of the eligible construction costs related to the projects and as a result has not yet received the corresponding loan proceeds from MCWT.

The Town is scheduled to be subsidized by the MCWT on a periodic basis for principal in the amount of \$288,495 and interest costs for \$76,981. The principal subsidies are guaranteed.

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, 2019, the Town had the following authorized and unissued debt:

## DEBT POSITION ANALYSIS

Purpose	Amount
Sewer projects.....	\$ 350,000
Water projects.....	7,166,346
Airport projects.....	3,498,050
School improvements.....	886,000
Maher Wellfield water filtration plant construction.....	4,425,000
Cotuit Bay entrance channel dredging project.....	1,000,000
Private road repairs.....	2,052,950
Clear vegetation and obstruction project.....	300,000
<b>Total.....</b>	<b>\$ 19,678,346</b>

### 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 2020, the Town Treasurer conducted an \$12.1 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 2020 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 financial management, with strong financial policies and practices under our Financial Management Assessment (FMA) methodology;
- Strong budgetary performance, with a slight operating surplus in the general fund and an operating surplus at the total governmental-fund level in fiscal 2019;
- Very strong budgetary flexibility, with available fund balance in fiscal 2019 at 24% of operating expenditures;
- Very strong liquidity, with total government available cash at 19.7% of total governmental-fund expenditures and 3.2x governmental debt service, and access to external liquidity they consider strong;
- Strong debt-and-contingent-liability position, with debt service carrying charges at 6.2% of expenditures and net direct debt that is 48.3% of total governmental-fund revenue, as well as low overall net debt at less than 3% of market value and rapid amortization, with 75% of debt scheduled to be retired within 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.



**200 Main Street –Roof Repairs**

## General Obligation Debt – Credit Ratings (Continued)

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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.



**Waste Water Facility – Aeration Tanks**

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 rating reflects our opinion of Barnstable’s very strong economy, supported by a wealthy tax base and high income. In addition, we think the town’s continued maintenance of very strong budgetary flexibility, with available reserves averaging about 24% of expenditures during the past three fiscal years, due to positive financial performance and very strong management further support our view of the rating. Although we think long-term retirement liabilities and costs and potential additional debt could pressure the budget, we posit that the town will likely manage these costs appropriately and that additional debt will likely remain relatively affordable due to its size and wealthy tax base. Furthermore, due to its location, the town has also undertaken various coastal-resiliency initiatives; it is currently planning for additional rising-sea-level-mitigation projects.”*

## General Obligation Debt - Limitations

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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.

## DEBT POSITION ANALYSIS

Town's Equalized Valuation (EQV)	\$14,932,044,600
Debt Limit – 5% of EQV	\$746,602,230
Less:	
Outstanding Debt Applicable to Limit	\$70,132,246
Authorized and Unissued Debt	\$19,687,346
Legal Debt Margin	\$656,782,638
<b>Total debt applicable to the limit as a percentage of debt limit</b>	<b>12.03%</b>

### **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, fire districts, 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, 2019

	Debt Outstanding	Percentage Applicable (1), (2)	Share of Overlapping Debt
<b>Town of Barnstable, Massachusetts</b>			
Debt repaid with property taxes and user charges:			
Barnstable County	\$ 25,970,349	16.79%	\$ 4,360,422
Cape Cod Regional Technical High School	100,933,300	31.49%	31,783,896
Barnstable Fire District	2,238,000	100.00%	2,238,000
Centerville-Osterville-Marston Mills Fire District	2,292,532	100.00%	2,292,532
Cotuit Fire District	4,249,368	100.00%	4,249,368
Hyannis Fire District	23,630,494	100.00%	23,630,494
West Barnstable Fire District	300,000	100.00%	300,000
<b>Subtotal, overlapping debt</b>			<b>68,854,712</b>
Town direct debt			54,092,507
<b>Total direct and overlapping debt</b>			<b>\$ 122,947,219</b>

## **DEBT POSITION ANALYSIS**

- (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**

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<u>Current Status</u>	<u>Criteria</u>
<b>0.69%</b> Formula – Overall General Fund Debt Service ÷ Equalized Valuation. <b>Standard &amp; Poor's rates this as Low (Less than 3%)</b>	Direct Debt - General Fund Debt Service as a % of the Town's FY19 Equalized Property Valuation as calculated by the state.
<b>5.98%</b> Definition - Town's General Fund Debt Service ÷ Total General Fund Expenditures. <b>Standard &amp; Poor's rates this as Low (Below 8%)</b>	Municipal Debt Burden – Current Year
<b>&lt;\$0</b> Definition – Governmental Fund Debt (Short + Long Term Debt- Cash & Cash Equivalents) ÷ Town population. <b>Standard &amp; Poor's rates this as Moderate (\$2,000-\$5,500)</b>	Net Debt Per Capita
<b>\$ 340,294</b> Definition – Equalized Valuation ÷ Population <b>Standard &amp; Poor's rates this as very Extremely Strong (Above \$100,000)</b>	Per Capita Market Value

### **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**

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The ability to refinance outstanding debt was eliminated by the Federal government with the tax law changes passed last year. However, if this opportunity is reintroduced, 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, will continually monitor the 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**

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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.



*Sandy Neck – Beach Parking Lot*

**The debt-to- assessed value ratio for the Town of Barnstable is 0.69%.**

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 5.98%.**

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 3.22%.**

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 \$22 million in the next five years as "pay-as-you-go" financing and anticipates financing about \$66 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. Unspent bod proceeds are redirected to new eligible projects.**

## **DEBT POSITION ANALYSIS**

### **Capital Trust Fund**

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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 2021 is approximately \$11 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**

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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 25, 2020**

## DEBT POSITION ANALYSIS

LAND ACQUISITION INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	Payments FY 2031
CTF Land Acquisition (I) - Hyannis Golf Course \$748,000 Refunded	02/17/15	02/15/26	325,200	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	26,680	23,720	21,840	-	-	-	-	-	-	-	-
<b>Total Land Acquisition Interest &amp; Principal</b>				<b>72,760</b>	<b>68,280</b>	<b>64,880</b>	<b>35,520</b>	<b>34,240</b>	<b>32,960</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
SCHOOLS INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	Payments FY 2031
CTF School Building Improvements	06/16/10	06/15/30	936,000	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	63,319	61,519	59,719	57,919	56,400	54,825	53,138	46,450	44,850	43,250	41,650
CTF School Parking Lot (I)	06/14/11	06/15/21	250,000	26,000	-	-	-	-	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs IV	06/14/11	06/15/21	332,000	31,200	-	-	-	-	-	-	-	-	-	-
CTF School Remolding - Asbestos 00-110 Refunded	06/14/11	06/15/22	50,000	5,400	5,200	-	-	-	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs II	06/14/11	06/15/26	179,000	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	12,263	11,863	11,463	11,063	10,725	10,375	-	-	-	-	-
CTF School Improvement (I)	06/14/11	06/15/26	487,000	36,788	35,588	34,388	33,188	32,175	31,125	-	-	-	-	-
CTF Advance Refund 6/15/2003 School Remodel II	04/18/12	09/15/22	193,400	21,580	17,940	15,300	-	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 School Remodel I	04/18/12	09/15/22	242,700	22,806	21,192	20,196	-	-	-	-	-	-	-	-
CTF School Roof Repairs	11/22/13	11/15/23	600,000	65,700	63,900	62,250	60,750	-	-	-	-	-	-	-
CTF HS Library AC Units	11/22/13	11/15/23	450,000	49,275	47,925	46,688	45,563	-	-	-	-	-	-	-
CTF School Fire & Communications System	11/22/13	11/15/23	200,000	21,900	21,300	20,750	20,250	-	-	-	-	-	-	-
CTF School Computer Network Infrastructure	11/22/13	11/15/23	189,000	21,500	15,975	15,563	15,188	-	-	-	-	-	-	-
CTF Early Learning Center Modular Facility	02/17/15	02/15/35	2,000,000	149,125	145,125	141,125	137,125	133,125	129,125	126,125	123,125	120,625	118,000	115,000
CTF School Upgrades 1 (I) \$360,000 Refunded	02/17/15	02/15/22	104,700	20,520	19,760	-	-	-	-	-	-	-	-	-
CTF School Facilities Repair & Improvement (I) \$660,000 Refunded	02/17/15	02/15/22	199,700	41,000	38,480	-	-	-	-	-	-	-	-	-
CTF School Health & Safety Improvements \$478,000 Refunded	02/17/15	02/15/26	193,400	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	46,280	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	6,220	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	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	34,080	36,000	34,800	33,600	32,400	31,800	31,200	30,600	-	-	-
CTF Elementary School Modular Classroom (#2015-115)	02/25/16	06/30/36	3,720,000	280,506	273,106	265,706	258,306	250,906	243,506	236,106	232,406	227,781	223,850	218,300
CTF BIS Façade & Roof Improvements (#2015-116)	02/25/16	06/30/36	3,353,000	256,381	249,581	242,781	235,981	229,181	222,381	210,581	207,281	203,156	199,650	194,700
CTF BHMCPs Façade & Roof Improvements (#2015-117)	02/25/16	06/30/36	260,000	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	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	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	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	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	203,119	197,119	191,119	187,519	181,519	175,519	169,519	163,519	152,519	147,919	143,319
CTF Barnstable Public Schools Unit Ventilator (I) (#2017-062)	02/27/18	06/30/38	225,000	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	254,856	247,356	239,856	235,356	227,856	220,356	212,856	205,356	197,856	191,856	185,856
CTF Barnstable Public Schools Asbestos Abatement (I) (#2017-066)	02/27/18	06/30/28	270,000	40,000	38,500	32,000	31,250	30,000	28,750	27,500	26,250	-	-	-
CTF Barnstable High School Stadium Bleachers (I) (#2017-067)	02/27/18	06/30/33	966,000	100,450	97,200	93,950	92,000	88,750	85,500	82,250	79,000	75,750	73,150	70,550
CTF Barnstable High School Cafeteria Window (I) (#2017-068)	02/27/18	06/30/38	400,000	34,125	33,125	32,125	31,525	30,525	29,525	28,525	27,525	26,525	25,725	24,925
CTF Hyannis West Elementary School Roof Truss System (2019-058)	02/26/19	06/30/39	850,000	78,300	76,050	73,800	71,550	69,300	67,050	64,800	62,550	60,300	53,050	51,050
CTF Barnstable High School Sports Field Upgrade (#2018-064)	02/26/19	06/30/34	4,600,000	500,100	484,600	469,100	453,600	433,100	417,850	402,600	387,350	372,100	356,850	341,600
CTF Barnstable High School Engineering Phase 2 Sports Field (#2019-093)	02/25/20	06/30/25	144,000	36,000	35,750	34,250	32,750	26,250	-	-	-	-	-	-
CTF Barnstable Public Schools Mechanical Upgrades (#2019-096)	02/25/20	06/30/40	250,000	24,455	23,975	23,225	22,475	21,725	20,975	20,225	19,475	18,725	17,975	12,375
CTF Barnstable Public Schools Environmental Lab (#2019-097)	02/25/20	06/30/40	222,000	25,142	22,525	21,775	21,025	15,275	14,775	14,275	13,775	13,275	12,775	12,375
CTF BPS & BIS Roof Top Ventilators (#2019-098)	02/25/20	06/30/40	1,500,000	128,047	125,813	122,063	118,313	114,563	110,813	107,063	103,313	99,563	95,813	92,813
CTF Centerville Elementary Ventilator (#2019-099)	02/25/20	06/30/40	500,000	42,682	41,938	40,688	39,438	38,188	36,938	35,688	34,438	33,188	31,938	30,938
CTF Hyannis West Elementary School Roof (#2019-101)	02/25/20	06/30/40	450,000	41,528	40,750	39,500	38,250	37,000	35,750	34,500	33,250	32,000	30,750	24,750
CTF Centerville Elementary School Roof (#2019-102)	02/25/20	06/30/40	250,000	24,455	23,975	23,225	22,475	21,725	20,975	20,225	19,475	18,725	17,975	12,375
CTF Barnstable High School Sports Field Upgrades (#2019-211)	02/25/20	06/30/35	1,100,000	119,576	117,100	113,350	109,600	105,850	102,100	98,350	94,600	90,850	87,100	79,100
<b>Total Schools Interest &amp; Principal</b>				<b>3,247,643</b>	<b>3,092,095</b>	<b>2,923,906</b>	<b>2,794,198</b>	<b>2,540,146</b>	<b>2,430,536</b>	<b>2,158,363</b>	<b>1,981,025</b>	<b>1,836,388</b>	<b>1,774,425</b>	<b>1,651,675</b>
PUBLIC WAYS INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	Payments FY 2031
CTF Bridge Repair	06/14/11	06/15/21	250,000	26,000	-	-	-	-	-	-	-	-	-	-
CTF Sidewalk Improvements	06/14/11	06/15/21	350,000	36,400	-	-	-	-	-	-	-	-	-	-
CTF Baxter's Neck Road - Private Way	06/14/11	06/15/26	350,000	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	4,162	-	-	-	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 Drainage 1 (I)	04/18/12	09/15/22	193,200	21,628	18,968	15,504	-	-	-	-	-	-	-	-
CTF Private Road Repairs (I) \$633,000	11/22/13	11/15/23	633,000	65,700	63,900	62,250	60,750	-	-	-	-	-	-	-
CTF Sidewalk Overlays	11/22/13	11/15/23	190,000	21,650	21,050	15,563	15,188	-	-	-	-	-	-	-
CTF Bumps River Bridge Repair	11/22/13	11/15/23	120,000	10,950	10,650	10,375	10,125	-	-	-	-	-	-	-
CTF Guardrail Improvements (#2015-098)	02/25/16	06/30/36	170,000	18,600	18,000	17,400	16,800	16,200	15,600	-	-	-	-	-

## DEBT POSITION ANALYSIS

PUBLIC WAYS INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	Payments FY 2031
CTF Sidewalk Improvements (#2015-098)	02/25/16	06/30/36	230,000	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	47,519	46,119	44,719	43,319	41,919	40,519	39,119	38,419	37,544	31,800	30,900
CTF Road Repairs - Governor's Way (#2016-037)	02/25/16	06/30/31	304,000	27,325	26,525	25,725	24,925	24,125	23,325	22,525	22,125	21,625	21,200	20,600
CTF Private Road Repairs \$1,607,900	06/21/16	06/30/23	509,000	112,000	108,000	104,000	-	-	-	-	-	-	-	-
CTF Private Roads Repairs (I) \$167,300	02/23/17	06/30/31	167,300	19,600	19,000	13,400	13,000	12,600	12,200	11,800	11,400	11,000	10,600	10,300
CTF Guardrail & Sidewalk Improvement Program (I) (#2016-103)	02/23/17	06/30/32	680,750	65,250	63,450	61,650	59,850	58,050	56,250	54,450	52,650	50,850	49,050	47,700
CTF Guardrail & Sidewalk (I) (#2017-073)	02/27/18	06/30/33	287,000	30,550	29,550	28,550	27,950	26,950	25,950	24,950	23,950	22,950	22,150	16,350
CTF Gleneagle Drive Private Road Repairs (#2019-197)	02/25/20	06/30/30	675,000	102,181	99,600	96,100	92,600	89,100	80,600	77,350	74,100	70,850	67,600	-
<b>Total Public Ways Interest &amp; Principal</b>				<b>669,439</b>	<b>577,737</b>	<b>541,360</b>	<b>409,031</b>	<b>311,994</b>	<b>295,994</b>	<b>230,194</b>	<b>222,644</b>	<b>214,819</b>	<b>202,400</b>	<b>125,850</b>

PUBLIC FACILITIES INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	Payments FY 2031
CTF Municipal Facility Improvements	06/16/10	06/15/29	402,500	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	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	19,760	-	-	-	-	-	-	-	-	-	-
CTF Municipal Facility Improvement	06/14/11	06/15/21	300,000	31,200	-	-	-	-	-	-	-	-	-	-
CTF Building - Town Hall Repairs - 01-087 Refunded	06/14/11	06/15/22	100,000	10,760	9,360	-	-	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 Building Improvements	04/18/12	09/15/22	96,600	10,814	10,464	6,732	-	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 Police Facility Addition	04/18/12	09/15/22	626,900	65,700	63,600	61,200	-	-	-	-	-	-	-	-
CTF Tennis Courts	11/22/13	11/15/23	500,000	54,750	53,250	51,875	50,625	-	-	-	-	-	-	-
CTF US Custom House upgrades	11/22/13	11/15/23	263,000	27,375	26,625	25,938	25,313	-	-	-	-	-	-	-
CTF Osterville Community Building Upgrades	11/22/13	11/15/23	200,000	21,900	21,300	20,750	-	-	-	-	-	-	-	-
CTF Police Station Upgrades	11/22/13	11/15/23	168,000	16,425	15,975	15,563	15,188	-	-	-	-	-	-	-
CTF Town Hall Interior Upgrades	11/22/13	11/15/23	150,000	16,425	15,975	15,563	15,188	-	-	-	-	-	-	-
CTF Guyer Barn Upgrades	11/22/13	11/15/23	148,000	16,300	15,850	15,438	10,125	-	-	-	-	-	-	-
CTF MEA Facility Upgrades	11/22/13	11/15/23	131,000	10,950	10,650	10,375	10,125	-	-	-	-	-	-	-
CTF Pearl St Building Upgrades	11/22/13	11/15/23	114,000	10,950	10,650	10,375	10,125	-	-	-	-	-	-	-
CTF S&G Facility Roof Repairs	11/22/13	11/15/23	103,000	10,950	10,650	10,375	10,125	-	-	-	-	-	-	-
CTF West Barnstable Community Building Upgrades	11/22/13	11/15/23	72,000	5,475	5,325	5,188	5,063	-	-	-	-	-	-	-
CTF Highway Operations Facility Construction	11/22/13	11/15/23	66,000	5,475	5,325	5,188	5,063	-	-	-	-	-	-	-
CTF Centerville Recreation Building	02/17/15	02/15/35	185,000	14,463	14,063	13,663	13,263	12,863	12,463	12,163	11,863	11,613	11,350	11,050
CTF Senior Center - Parking Lot Expansion	02/17/15	02/15/30	290,000	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	21,919	21,319	20,719	20,119	19,519	18,919	18,469	18,019	17,644	17,250	16,800
CTF Police Station Construction (I) \$400,000 Adv Refunded 6-15-05	02/17/15	02/15/25	181,650	21,600	20,880	20,160	19,440	18,720	-	-	-	-	-	-
CTF Beach Facilities Improvements (I) \$270,000 Refunded	02/15/15	02/15/22	71,300	15,120	14,560	-	-	-	-	-	-	-	-	-
CTF Senior Center - Garden Level \$457,000 Refunded	02/17/15	02/15/27	195,000	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	41,050	39,730	38,410	37,090	30,770	29,650	27,810	-	-	-	-
CTF Police Station Remodeling (#2015-100)	02/25/16	06/30/36	355,000	29,044	28,244	27,444	26,644	25,844	25,044	24,244	18,844	18,469	18,150	17,700
CTF Town Hall Remodeling (#2015-101)	02/25/16	06/30/36	939,000	73,831	71,831	69,831	62,831	61,031	59,231	57,431	56,531	55,406	54,540	53,100
CTF Joshua's Pond Recreational Facility (#2015-111)	02/25/16	06/30/31	282,000	26,794	25,994	25,194	24,394	23,594	22,794	21,994	16,594	16,219	15,900	15,450
CTF Craigville Beach Bathhouse (#2016-031)	02/25/16	06/30/36	450,000	36,525	35,525	34,525	33,525	32,525	31,525	25,525	25,125	24,625	24,200	23,600
CTF Bismore Park Visitor Center - CAP \$150,000	06/21/16	06/30/23	48,000	11,120	8,720	10,400	-	-	-	-	-	-	-	-
CTF Bismore Park Visitor Center \$465,000 Refunded	06/21/16	06/30/23	147,500	33,520	32,320	29,120	-	-	-	-	-	-	-	-
CTF Municipal Building Improvements \$297,000 Refunded	06/21/16	06/30/28	49,300	6,200	6,000	5,800	5,600	5,400	5,300	5,200	5,100	-	-	-
CTF IT Hardware and Software Upgrade (I) (#2016-086)	02/23/17	06/30/22	342,000	70,200	67,600	-	-	-	-	-	-	-	-	-
CTF Marstons Mills Parking Lot (I) (#2016-087)	02/23/17	06/30/22	246,450	53,800	46,800	-	-	-	-	-	-	-	-	-
CTF Beach Facility Improvement (I) (#2016-110)	02/23/17	06/30/27	438,000	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	61,594	54,994	53,594	52,194	50,794	49,394	47,994	46,594	45,194	43,794	42,744
CTF Lombard Field Improvements (I) (#2016-113)	02/23/17	06/30/37	895,000	72,338	70,538	68,738	66,938	65,138	63,338	61,538	59,738	57,938	56,138	54,788
CTF West Barnstable Shooting Range (I) (#2017-074)	02/27/18	06/30/28	314,000	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)	02/26/19	06/30/24	461,750	113,250	103,500	99,000	94,500	-	-	-	-	-	-	-
CTF Senior Center Renovations (#2018-076)	02/26/19	06/30/39	659,000	60,788	59,038	57,288	55,538	53,788	52,038	50,288	48,538	46,788	45,038	38,288
CTF Osterville Recreation Building Design & Construction (#2017-086)	02/26/19	06/30/39	675,000	61,388	59,638	57,888	56,138	54,388	52,638	50,888	49,138	47,388	45,638	43,888
CTF Town Hall Restroom Renovations	02/26/19	06/30/39	560,000	52,056	50,556	49,056	47,556	46,056	44,556	43,056	41,556	40,056	38,556	37,056
CTF Former Marston Mills Elementary School Demo (2018-094)	02/26/19	06/30/24	176,050	42,000	40,250	38,500	36,750	-	-	-	-	-	-	-
CTF School Administration Building (#2018-092)	02/26/19	06/30/24	285,000	71,250	63,250	60,500	57,750	-	-	-	-	-	-	-
CTF School Administration Building Remodeling (#2019-148)	02/25/20	06/30/40	996,000	86,304	83,763	81,263	78,763	76,263	73,763	71,263	68,763	66,263	63,763	61,763
CTF Craigville Bath House (#2019-116)	02/25/20	06/30/40	255,000	24,601	24,125	23,375	22,625	21,875	21,125	20,375	19,625	18,875	18,125	17,525
CTF Craigville Parking Lot (#2019-116)	02/25/20	06/30/35	160,000	21,514	20,950	15,200	14,700	14,200	13,700	13,200	12,700	12,200	11,700	11,300
CTF Marston Mills Tennis Courts (#2019-117)	02/25/20	06/30/35	620,000	70,083	68,550	66,300	64,050	56,800	54,800	52,800	50,800	48,800	46,800	45,200
CTF Public Bridge Improvements and Repairs (#2019-122)	02/25/20	06/30/40	500,000	42,682	41,938	40,688	39,438	38,188	36,938	35,688	34,438	33,188	31,938	30,938
CTF Sidewalk Improvements (#2019-125)	02/25/20	06/30/35	314,000	41,736	36,650	30,400	29,400	28,400	27,400	26,400	25,400	24,400	23,400	22,600
CTF Crosswalk Improvements (#2019-128)	02/25/20	06/30/35	113,100	17,966	14,350	13,850	13,350	12,850	12,350	11,850	6,350	6,100	5,850	5,650
<b>Total Public Facilities Interest &amp; Principal</b>				<b>1,819,370</b>	<b>1,684,339</b>	<b>1,483,292</b>	<b>1,322,378</b>	<b>910,690</b>	<b>862,940</b>	<b>828,793</b>	<b>701,863</b>	<b>644,188</b>	<b>608,338</b>	<b>549,438</b>

## DEBT POSITION ANALYSIS

WATERWAYS INTEREST & PRINCIPAL				Issue Date	Maturity Date	Original Amount	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	Payments FY 2031	
CTF Dredging				06/16/10	06/15/24	419,250	33,725	32,825	31,850	25,875	-	-	-	-	-	-	-	-
CTF Boat Ramp Renovations				06/14/11	06/15/21	250,000	26,000	-	-	-	-	-	-	-	-	-	-	-
CTF Dredging East Bay & Blish Point				06/14/11	06/15/21	665,000	67,600	-	-	-	-	-	-	-	-	-	-	-
CTF Prince Cove/Hayward Rd. Boat Ramp				06/14/11	06/15/26	600,000	49,050	47,450	45,850	44,250	42,900	41,500	-	-	-	-	-	-
CTF East Bay Dredging				11/22/13	11/15/23	600,000	65,700	63,900	62,250	60,750	-	-	-	-	-	-	-	-
CTF Hyannis Harbor Bulkhead Construction				11/22/13	11/15/23	142,000	16,025	10,650	10,375	10,125	-	-	-	-	-	-	-	-
CTF Millway Boat Ramp & Dock Upgrades				11/22/13	11/15/23	133,000	10,950	10,650	10,375	10,125	-	-	-	-	-	-	-	-
CTF Marstons Mills Fish Run Reconstruction				02/17/15	02/15/30	326,000	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	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	61,600	59,600	57,600	55,600	48,600	46,800	-	-	-	-	-	-
CTF Pleasant St. Dock - 1 \$350,000 Refunded				06/21/16	06/30/23	109,500	24,560	22,680	21,840	-	-	-	-	-	-	-	-	-
CTF Pleasant St. Dock - 2 \$350,000 Refunded				06/21/16	06/30/23	110,000	24,560	22,680	21,840	-	-	-	-	-	-	-	-	-
CTF Boat Ramps - CAP \$927,000 Refunded				06/21/16	06/30/23	290,000	67,000	64,600	57,200	-	-	-	-	-	-	-	-	-
CTF Blish Point Boat Access Channel Dredging (I) (#2016-111)				02/23/17	06/30/37	943,900	78,506	76,506	74,506	72,506	70,506	63,506	61,706	59,906	58,106	56,306	54,956	-
Total Waterways Interest & Principal							570,301	455,166	435,911	320,056	196,431	185,031	83,931	81,531	79,231	76,906	54,956	-
WATER QUALITY INTEREST & PRINCIPAL				Issue Date	Maturity Date	Original Amount	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	Payments FY 2031	
CTF MWPAT CW-04-31 Pool 11				11/09/07	07/15/20	389,216	33,999	-	-	-	-	-	-	-	-	-	-	-
CTF Lake Treatment				06/16/10	06/15/25	275,000	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	-	-	-	-	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 Drainage 2 (I)				04/18/12	09/15/22	96,700	10,818	10,468	6,834	-	-	-	-	-	-	-	-	-
CTF Water Quality Evaluation				11/22/13	11/15/23	230,000	21,900	21,300	20,750	20,250	-	-	-	-	-	-	-	-
CTF Nitrogen Management CW-04-31-B Series 16				05/14/15	07/15/20	157,531	27,963	-	-	-	-	-	-	-	-	-	-	-
CTF Hamblin Pond Alum Treatment (#2015-112)				02/25/16	06/30/31	300,000	27,325	26,525	25,725	24,925	24,125	23,325	22,525	22,125	21,625	21,200	20,600	-
Total Water Quality Interest & Principal							162,810	75,318	69,847	61,225	39,650	23,325	22,525	22,125	21,625	21,200	20,600	-
<b>TOTAL GENERAL FUND BOND OBLIGATIONS</b>							<b>6,542,324</b>	<b>5,952,935</b>	<b>5,519,196</b>	<b>4,942,408</b>	<b>4,033,151</b>	<b>3,830,786</b>	<b>3,323,805</b>	<b>3,009,188</b>	<b>2,796,250</b>	<b>2,683,269</b>	<b>2,402,519</b>	
AIRPORT INTEREST & PRINCIPAL				Issue Date	Maturity Date	Original Amount	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	Payments FY 2031	
Airport (O)				06/14/11	06/15/31	730,000	53,000	51,600	55,200	53,600	52,250	50,850	54,350	52,663	50,863	54,063	52,063	-
Airport Terminal Ramp Construction - Phase 2 (O) (#2013-0101)				02/23/17	06/30/37	428,000	28,613	28,013	32,413	31,613	30,813	30,013	29,213	28,413	31,613	31,613	30,863	-
Airport New Fuel Farm (I) (#2013-102)				02/23/17	06/30/36	634,500	44,875	43,875	47,875	46,675	45,475	44,275	48,075	46,675	45,275	43,875	47,825	-
Airport East Ramp Design & Construction (O) (#2014-053)				02/23/17	06/30/37	641,200	45,169	44,169	43,169	47,169	45,969	44,769	43,569	42,369	46,169	44,769	43,719	-
Runway Reconstruction & Generator Replacement				02/26/19	06/30/39	355,500	34,144	33,144	32,144	31,144	30,144	29,144	28,144	27,144	26,144	25,144	19,144	-
Airfield Improvements				02/26/19	06/30/31	59,700	7,650	7,400	7,150	6,900	6,650	6,400	6,150	5,900	5,650	5,400	5,150	-
Total Airport Fund Bonds							213,450	208,200	217,950	217,100	211,300	205,450	209,500	203,163	206,713	204,863	198,763	-
GOLF COURSE INTEREST & PRINCIPAL				Issue Date	Maturity Date	Original Amount	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	Payments FY 2031	
Hyannis Golf Course Acquisition \$3,900,000 Refunded				02/17/15	02/15/25	1,951,500	289,600	289,080	288,200	291,960	290,160	-	-	-	-	-	-	-
Olde Barnstable Building Improvements (#2015-105)				02/25/16	06/30/26	174,000	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	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	22,313	21,713	21,113	20,513	19,913	19,313	13,713	13,113	12,913	12,513	12,213	-
Hyannis Golf Course Improvements (I) (#2016-108)				02/23/17	06/30/37	292,700	23,675	23,075	22,475	21,875	21,275	20,675	20,075	19,475	18,875	18,275	17,825	-
Hyannis Golf Course Turf Maintenance (I) (#2017-085)				02/27/18	06/30/23	310,000	67,800	64,800	61,800	-	-	-	-	-	-	-	-	-
Total Golf Course							441,588	440,668	434,188	373,548	369,148	76,388	33,788	32,788	31,788	30,788	30,038	-
WATER POLLUTION CONTROL INTEREST & PRINCIPAL				Issue Date	Maturity Date	Original Amount	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	Payments FY 2031	
Shallow Well Injection - CW-00-60 - Pool 8				08/25/04	08/01/22	436,370	33,040	32,250	30,750	-	-	-	-	-	-	-	-	-
Shallow Well Injection - CW-00-60 - Pool 8				08/25/04	08/01/22	(subsidy)	(10,267)	(9,974)	(9,028)	-	-	-	-	-	-	-	-	-
Sewer 98-44A				12/14/06	08/01/23	1,582,178	126,588	121,424	120,681	115,000	-	-	-	-	-	-	-	-
Sewer 98-44A				12/14/06	08/01/23	(subsidy)	(42,911)	(40,775)	(38,360)	(34,430)	-	-	-	-	-	-	-	-
Sewer 98-49A				12/14/06	08/01/23	556,458	45,863	43,989	41,976	40,000	-	-	-	-	-	-	-	-
Sewer 98-49A				12/14/06	08/01/23	(subsidy)	(15,082)	(14,307)	(13,463)	(12,096)	-	-	-	-	-	-	-	-
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	41,637	41,637	41,637	41,637	41,637	41,637	41,637	41,636	41,637	41,636	-	-
Sewer (I)				06/14/11	06/15/21	300,000	31,200	-	-	-	-	-	-	-	-	-	-	-
Sewer CW-04-35A Pool 13				06/06/12	07/15/27	1,469,137	107,284	107,272	107,259	107,247	107,234	107,221	107,207	107,193	107,179	107,165	-	-
Rehab Clarifiers (#2015-091)				02/25/16	06/30/36	1,000,000	75,813	73,813	71,813	69,813	67,813	65,813	63,813	62,813	61,563	60,500	59,000	-
Pump Station/Sewer Main Const (#2009-132)				02/25/16	06/30/21	318,000	62,400	-	-	-	-	-	-	-	-	-	-	-
Waste Water Treatment Plant Sewer Turbine Generator \$570,000 Refunded				06/21/16	06/30/28	251,000	31,080	30,080	26,080	33,200	27,000	26,500	26,000	25,500	-	-	-	-

## DEBT POSITION ANALYSIS

WATER POLLUTION CONTROL INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	Payments FY 2031
Wastewater Treatment Plant Clarifiers Rehab (O) (#2016-097)	02/23/17	06/30/37	1,146,000	94,819	92,419	90,019	87,619	85,219	82,819	75,419	73,219	71,019	68,819	67,169
Wastewater Treatment Plant Backup Generator (O) (#2016-098)	02/23/17	06/30/37	862,000	71,250	69,450	67,650	65,850	64,050	62,250	60,450	58,650	56,850	50,050	48,850
Sewer System Evaluation Surveys (#2019-131)	02/25/20	06/30/25	343,500	85,198	83,750	80,250	76,750	68,250	-	-	-	-	-	-
<b>Total Water Pollution Control Enterprise Fund</b>				<b>1,064,579</b>	<b>957,694</b>	<b>943,930</b>	<b>917,257</b>	<b>787,869</b>	<b>712,907</b>	<b>701,193</b>	<b>695,679</b>	<b>231,068</b>	<b>179,369</b>	<b>175,019</b>
SOLID WASTE INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	Payments FY 2031
Advance Refund 6/15/2003 Transfer Station Improvements	04/18/12	09/15/22	241,500	27,035	22,240	20,910	-	-	-	-	-	-	-	-
Solid Waste Facility (I) \$630,000 Refunded	02/17/15	02/15/27	284,900	36,360	35,200	33,040	31,920	30,800	29,680	28,840	-	-	-	-
<b>Total Solid Waste Fund</b>				<b>63,395</b>	<b>57,440</b>	<b>53,950</b>	<b>31,920</b>	<b>30,800</b>	<b>29,680</b>	<b>28,840</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
WATER SUPPLY INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	Payments FY 2031
MWPAT DWS-09-02	07/08/10	07/15/30	2,788,911	169,184	169,185	169,184	169,184	169,185	169,184	169,184	169,184	169,184	169,184	169,184
DWP-11-10 Series 17A	05/22/13	01/15/33	560,761	34,193	34,238	34,285	34,332	34,382	34,431	34,482	34,534	34,587	34,641	34,698
Water Main Loop	02/17/15	02/15/35	540,000	42,938	41,738	40,538	39,338	38,138	36,938	36,038	35,138	34,388	23,600	23,000
Water Co. (Level Debt) (O) \$10,000,000 Refunded	02/17/15	02/15/27	5,704,800	693,870	691,350	692,070	691,870	689,750	692,750	692,160	-	-	-	-
DW-09-02 Series 16	05/14/15	07/15/32	533,117	35,129	35,170	35,213	35,256	35,300	35,346	35,391	35,439	35,487	35,536	35,586
DWP-11-09 Series 17A	05/14/15	01/15/33	793,438	52,689	52,759	52,831	52,904	52,980	53,057	53,135	53,215	53,298	53,381	53,466
Water Main Replacement (#2010-097)	02/25/16	06/30/21	380,000	78,000	-	-	-	-	-	-	-	-	-	-
Pipe Replacement Upgrade FY17 (#2015-085)	02/25/16	06/30/36	900,000	68,231	66,431	64,631	62,831	61,031	59,231	57,431	56,531	55,406	54,450	53,100
Paint/Repair Mary Dunn 2 (#2015-087)	02/25/16	06/30/21	615,000	124,800	-	-	-	-	-	-	-	-	-	-
Hyannis Water System Pipe Replacement (O) (#2016-093)	02/23/17	06/30/37	858,400	71,050	69,250	67,450	65,650	63,850	62,050	60,250	58,450	56,650	50,050	48,850
DWP-14-09 Mass Clean Water Trust (#2014-071, 2013-085, 2013-088)	04/13/17	07/15/37	1,467,339	89,017	89,127	89,240	89,354	89,471	89,591	89,713	89,838	89,966	90,096	90,229
Well Reactivation (O) (#2017-080)	02/27/18	06/30/38	276,000	24,813	24,063	23,313	22,863	22,113	21,363	20,613	19,863	19,113	18,363	17,913
Water Pipe Replacement (O) (#2017-081)	02/27/18	06/30/38	468,000	41,575	40,325	39,075	38,325	37,075	35,825	34,575	33,325	32,075	31,075	30,075
Mary Dunn Water Storage Tank Site Work (O) (#2017-083)	02/27/18	06/30/38	600,500	51,188	49,688	48,188	47,288	45,788	44,288	42,788	41,288	39,788	38,588	37,388
Water Carbon Filter Units (O) (#2017-079)	02/27/18	06/30/18	440,000	61,600	59,350	57,100	55,750	53,500	51,250	44,000	42,000	-	-	-
MCWT Series 21 DWP-16-17 (#2014-073, #2016-146, #, #2016-163, #2017-010)	09/12/18	07/15/38	2,939,657	176,696	176,881	177,069	177,262	177,458	177,659	177,864	178,073	178,288	178,506	178,730
Pipe Replacement Upgrade FY19 (#2018-081)	02/26/19	06/30/39	1,050,000	96,063	93,313	90,563	87,813	85,063	82,313	79,563	76,813	74,063	66,313	63,813
Carbon Treatment System Construction at Maher Wellfield (2017-099)	02/26/19	06/30/28	318,500	49,000	47,250	45,500	43,750	42,000	40,250	38,500	36,750	-	-	-
Well Exploration Program (2013-087)	02/26/19	06/30/28	489,500	76,500	73,750	71,000	68,250	65,500	62,750	55,000	52,500	-	-	-
MCWT Series 19 DWP-13-01 Reamortization	04/11/19	07/15/36	1,736,865	120,433	120,585	120,740	120,898	121,059	121,225	121,394	121,566	121,742	121,922	122,106
Water Pipe Replacement (#2019-135)	02/25/20	06/30/40	950,500	84,734	82,688	80,188	77,688	75,188	72,688	70,188	67,688	65,188	62,688	55,688
MCWT Series DWP 18-10 (2018-173) & (2017-099)	01/15/21	07/15/40	9,754,852	65,032	585,744	586,342	586,954	587,579	588,217	588,869	589,535	590,216	590,912	591,623
<b>Total Water Enterprise Fund</b>				<b>2,306,734</b>	<b>2,602,883</b>	<b>2,584,518</b>	<b>2,567,559</b>	<b>2,546,407</b>	<b>2,530,403</b>	<b>2,501,136</b>	<b>1,791,727</b>	<b>1,644,436</b>	<b>1,619,453</b>	<b>1,605,445</b>
MARINA INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	Payments FY 2031
CTF Marina Bulkhead Repair I	06/14/11	06/15/30	725,000	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	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	98,550	95,400	91,800	-	-	-	-	-	-	-	-
Gateway Marina Dredging (#2015-108)	02/25/16	06/30/26	280,000	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	44,588	43,388	42,188	40,988	39,788	38,588	37,388	36,788	36,038	35,400	29,500
Hyannis Harbor Bulkhead (#2015-110)	02/25/16	06/30/21	158,000	31,200	-	-	-	-	-	-	-	-	-	-
Gateway Marina Maintenance Dredging (I) (#2016-109)	02/23/17	06/30/37	476,500	39,475	38,475	37,475	36,475	35,475	34,475	33,475	32,475	31,475	30,475	29,725
<b>Total Marina Enterprise Fund</b>				<b>341,544</b>	<b>306,194</b>	<b>291,394</b>	<b>188,594</b>	<b>183,200</b>	<b>177,725</b>	<b>152,088</b>	<b>147,863</b>	<b>143,313</b>	<b>143,875</b>	<b>59,225</b>
SANDY NECK INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	Payments FY 2031
Sandy Neck Beach House II	06/14/11	06/15/26	81,000	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	68,806	72,006	70,006	68,006	71,319	69,394	72,331	70,081	67,681	70,281	67,681
Sandy Neck Beach House III	06/14/11	06/15/31	217,509	15,056	14,656	14,256	13,856	13,519	13,169	12,794	17,419	16,819	16,219	15,619
<b>Total Sandy Neck Enterprise Fund</b>				<b>90,181</b>	<b>92,781</b>	<b>90,181</b>	<b>87,581</b>	<b>90,388</b>	<b>92,938</b>	<b>85,125</b>	<b>87,500</b>	<b>84,500</b>	<b>86,500</b>	<b>83,300</b>
HYCC INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	Payments FY 2031
CTF HYCC 1 (I) \$1,000,000 Refunded	02/17/15	02/15/27	474,900	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	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	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	419,600	404,000	384,480	374,200	360,800	344,100	332,600	316,200	-	-	-
CTF HYCC Roof, HVAC, and Parking & Security (#2019-115)	02/25/20	06/30/40	679,000	63,427	58,175	56,425	54,675	52,925	51,175	49,425	47,675	45,925	44,175	42,775
<b>Total HYCC Enterprise Fund</b>				<b>1,119,137</b>	<b>1,077,045</b>	<b>1,034,575</b>	<b>999,385</b>	<b>961,195</b>	<b>920,825</b>	<b>885,695</b>	<b>363,875</b>	<b>45,925</b>	<b>44,175</b>	<b>42,775</b>

## DEBT POSITION ANALYSIS

COMMUNITY PRESERVATION FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	Payments FY 2031
Town Hall Renovations	06/16/10	06/15/30	1,332,520	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	06/15/22	7,065,000	624,480	526,240	-	-	-	-	-	-	-	-	-
Advance Refund 6/15/2003 Landbank Acquisitions	04/18/12	09/15/22	964,600	104,009	100,684	96,492	-	-	-	-	-	-	-	-
Advance Refund 6/15/2004 Landbank Acquisitions 3	04/18/12	09/15/22	5,385,600	623,374	597,544	567,732	-	-	-	-	-	-	-	-
Advance Refund 6/15/2004 Landbank Acquisitions 2	04/18/12	09/15/22	227,300	27,375	26,500	25,500	-	-	-	-	-	-	-	-
Land Acquisition - 2004-105 Bone Hill \$200k Refunded	02/17/15	02/15/25	90,850	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	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	301,580	286,500	277,620	266,700	255,320	-	-	-	-	-	-
Land Acquisition - Archibald \$500,000 Refunded	02/17/15	02/15/26	212,100	29,370	28,410	26,450	25,530	24,610	23,690	-	-	-	-	-
<b>Total Community Preservation Fund</b>				<b>1,820,347</b>	<b>1,667,327</b>	<b>1,092,610</b>	<b>388,414</b>	<b>373,319</b>	<b>101,284</b>	<b>75,238</b>	<b>72,638</b>	<b>70,200</b>	<b>67,600</b>	

TITLE V FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	Payments FY 2031
Title V - Phase I - 97-1131 Series 6-	07/25/02	08/01/20	197,403	10,468	-	-	-	-	-	-	-	-	-	-
Title V - Phase I - 97-1131 Series 6-	07/25/02	08/01/20	(subsidy)	(268)	-	-	-	-	-	-	-	-	-	-
Title V - Phase I - 97-1131 Series 6	07/01/04	08/01/22	190,580	11,242	10,969	10,459	-	-	-	-	-	-	-	-
Title V - Phase I - 97-1131 Series 6	07/01/04	08/01/22	(subsidy)	(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	-	-	-	-	-
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	-	-	-	-	-
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	-	-	-	-
<b>Total Title V</b>				<b>50,172</b>	<b>40,204</b>	<b>40,204</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>10,000</b>				

SEWER CONSTRUCTION & PRIVATE WAY MAINT. IMP. FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	Payments FY 2031
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
Sewer CWS-09-07-A Series 16	05/14/15	07/15/32	4,592,367	302,608	302,965	303,329	303,701	304,082	304,471	304,868	305,273	305,688	306,111	306,544
310 Main Street, Barnstable (Centerville) Acquisition (#2020-025)	02/25/20	06/30/40	549,000	54,064	48,938	47,438	45,938	44,438	42,938	41,438	39,938	38,438	31,938	30,938
1456 Falmouth Road, Route 28, Barnstable (Centerville) Acquisition (#2020-026)	02/25/20	06/30/40	283,900	29,274	24,725	23,975	23,225	22,475	21,725	20,975	20,225	19,475	18,725	18,125
<b>Total Sewer Construction &amp; Private Way Maintenance and Improvement Fund</b>				<b>585,264</b>	<b>575,945</b>	<b>574,059</b>	<b>572,182</b>	<b>570,313</b>	<b>568,451</b>	<b>566,598</b>	<b>564,753</b>	<b>562,918</b>	<b>556,092</b>	<b>554,925</b>

<b>TOTAL ENTERPRISE FUND BOND OBLIGATIONS</b>				<b>8,096,391</b>	<b>8,026,381</b>	<b>7,357,559</b>	<b>6,373,539</b>	<b>6,153,938</b>	<b>5,446,050</b>	<b>5,249,199</b>	<b>3,959,984</b>	<b>3,020,860</b>	<b>2,932,714</b>	<b>2,749,488</b>
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<b>GRAND TOTAL TOWN OF BARNSTABLE BOND OBLIGATIONS</b>				<b>14,638,715</b>	<b>13,979,315</b>	<b>12,876,755</b>	<b>11,315,946</b>	<b>10,187,089</b>	<b>9,276,836</b>	<b>8,573,004</b>	<b>6,969,172</b>	<b>5,817,110</b>	<b>5,615,982</b>	<b>5,152,007</b>
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LAND ACQUISITION INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	-	-	-	-	-	-	-	-	-	-	236,400
CTF Land Acquisition - CAP \$365,200 Refunded	06/21/16	06/30/23	115,000	-	-	-	-	-	-	-	-	-	-	72,240
<b>Total Land Acquisition Interest &amp; Principal</b>														<b>308,640</b>

SCHOOLS INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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 School Building Improvements	06/16/10	06/15/30	936,000	-	-	-	-	-	-	-	-	-	-	542,925
CTF School Facilities Upgrades/Repairs V (I)	06/14/11	06/15/31	884,000	-	-	-	-	-	-	-	-	-	-	583,038
CTF School Parking Lot (I)	06/14/11	06/15/21	250,000	-	-	-	-	-	-	-	-	-	-	26,000
CTF School Facilities Upgrades/Repairs IV	06/14/11	06/15/21	332,000	-	-	-	-	-	-	-	-	-	-	31,200
CTF School Remolding - Asbestos 00-110 Refunded	06/14/11	06/15/22	50,000	-	-	-	-	-	-	-	-	-	-	10,600
CTF School Facilities Upgrades/Repairs II	06/14/11	06/15/26	179,000	-	-	-	-	-	-	-	-	-	-	67,750
CTF School Facilities Upgrades/Repairs III	06/14/11	06/15/26	190,000	-	-	-	-	-	-	-	-	-	-	67,750
CTF School Improvement (I)	06/14/11	06/15/26	487,000	-	-	-	-	-	-	-	-	-	-	203,250
CTF Advance Refund 6/15/2003 School Remodel II	04/18/12	09/15/22	193,400	-	-	-	-	-	-	-	-	-	-	54,820
CTF Advance Refund 6/15/2003 School Remodel I	04/18/12	09/15/22	242,700	-	-	-	-	-	-	-	-	-	-	64,194
CTF School Roof Repairs	11/22/13	11/15/23	600,000	-	-	-	-	-	-	-	-	-	-	252,600
CTF HS Library AC Units	11/22/13	11/15/23	450,000	-	-	-	-	-	-	-	-	-	-	189,450
CTF School Fire & Communications System	11/22/13	11/15/23	200,000	-	-	-	-	-	-	-	-	-	-	84,200
CTF School Computer Network Infrastructure	11/22/13	11/15/23	189,000	-	-	-	-	-	-	-	-	-	-	68,225
CTF Early Learning Center Modular Facility	02/17/15	02/15/35	2,000,000	112,000	109,000	106,000	103,000	-	-	-	-	-	-	1,867,625
CTF School Upgrades 1 (I) \$360,000 Refunded	02/17/15	02/15/22	104,700	-	-	-	-	-	-	-	-	-	-	40,280
CTF School Facilities Repair & Improvement (I) \$660,000 Refunded	02/17/15	02/15/22	199,700	-	-	-	-	-	-	-	-	-	-	79,480
CTF School Health & Safety Improvements \$478,000 Refunded	02/17/15	02/15/26	193,400	-	-	-	-	-	-	-	-	-	-	135,880
CTF MME Roof Replacement (I) \$750,000 Refunded	02/17/15	02/15/26	329,800	-	-	-	-	-	-	-	-	-	-	242,200

## DEBT POSITION ANALYSIS

SCHOOLS INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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 School Upgrades 2 (I) \$150,000 Refunded	02/17/15	02/15/27	47,400	-	-	-	-	-	-	-	-	-	-	36,960
CTF BHMCPs Roof (I) \$910,000 Refunded	02/17/15	02/15/27	426,900	-	-	-	-	-	-	-	-	-	-	338,770
CTF School Facility Improvements 1 (I) \$916,600 Refunded	06/21/16	06/30/28	295,700	-	-	-	-	-	-	-	-	-	-	264,480
CTF Elementary School Modular Classroom (#2015-115)	02/25/16	06/30/36	3,720,000	212,750	207,200	201,650	196,100	190,550	-	-	-	-	-	3,718,731
CTF BIS Façade & Roof Improvements (#2015-116)	02/25/16	06/30/36	3,353,000	189,750	184,800	179,850	174,900	169,950	-	-	-	-	-	3,350,906
CTF BHMCPs Façade & Roof Improvements (#2015-117)	02/25/16	06/30/26	260,000	-	-	-	-	-	-	-	-	-	-	171,000
CTF High School & Middle School Boiler Upgrades (#2015-119)	02/25/16	06/30/26	350,000	-	-	-	-	-	-	-	-	-	-	239,400
CTF W Village Elementary A/C Replacement (#2015-120)	02/25/16	06/30/26	250,000	-	-	-	-	-	-	-	-	-	-	171,000
CTF School Parking Lot Light Pole Replacement (I) (#2016-082)	02/23/17	06/30/27	435,000	-	-	-	-	-	-	-	-	-	-	346,800
CTF School Unit Ventilator Upgrade (I) (#2016-083)	02/23/17	06/30/27	230,000	-	-	-	-	-	-	-	-	-	-	178,600
CTF Horace Mann Roof (I) (#2016-081)	02/27/18	06/30/38	2,350,000	139,869	136,419	132,969	129,519	126,069	122,475	118,738	-	-	-	2,818,763
CTF Barnstable Public Schools Unit Ventilator (I) (#2017-062)	02/27/18	06/30/28	225,000	-	-	-	-	-	-	-	-	-	-	211,000
CTF Barnstable High School Learning Center (I) (#2017-063)	02/27/18	06/30/38	2,968,500	176,356	172,006	167,656	163,306	158,956	154,425	149,713	-	-	-	3,561,838
CTF Barnstable Public Schools Asbestos Abatement (I) (#2017-066)	02/27/18	06/30/28	270,000	-	-	-	-	-	-	-	-	-	-	254,250
CTF Barnstable High School Stadium Bleachers (I) (#2017-067)	02/27/18	06/30/33	966,000	63,600	61,800	-	-	-	-	-	-	-	-	1,063,950
CTF Barnstable High School Cafeteria Window (I) (#2017-068)	02/27/18	06/30/38	400,000	24,325	23,725	23,125	22,525	21,925	21,300	20,650	-	-	-	481,750
CTF Hyannis West Elementary School Roof Truss System (2019-058)	02/26/19	06/30/39	850,000	49,850	48,650	47,450	46,250	45,050	43,850	42,600	41,300	-	-	1,092,800
CTF Barnstable High School Sports Field Upgrade (#2018-064)	02/26/19	06/30/34	4,600,000	332,450	323,300	314,150	-	-	-	-	-	-	-	5,588,750
CTF Barnstable High School Engineering Phase 2 Sports Field (#2019-093)	02/25/20	06/30/25	144,000	-	-	-	-	-	-	-	-	-	-	165,000
CTF Barnstable Public Schools Mechanical Upgrades (#2019-096)	02/25/20	06/30/40	250,000	12,075	11,775	11,475	11,275	11,075	10,875	10,663	10,450	10,225	-	325,492
CTF Barnstable Public Schools Environmental Lab (#2019-097)	02/25/20	06/30/40	222,000	12,075	11,775	11,475	11,275	11,075	10,875	10,663	10,450	10,225	-	286,880
CTF BPS & BIS Roof Top Ventilators (#2019-098)	02/25/20	06/30/40	1,500,000	90,563	88,313	86,063	84,563	83,063	81,563	79,969	78,375	76,688	-	1,967,328
CTF Centerville Elementary Ventilator (#2019-099)	02/25/20	06/30/40	500,000	30,188	29,438	28,688	28,188	27,688	27,188	26,656	26,125	25,563	-	655,776
CTF Hyannis West Elementary School Roof (#2019-101)	02/25/20	06/30/40	450,000	24,150	23,550	22,950	22,550	22,150	21,750	21,325	20,900	20,450	-	587,803
CTF Centerville Elementary Roof (#2019-102)	02/25/20	06/30/40	250,000	12,075	11,775	11,475	11,275	11,075	10,875	10,663	10,450	10,225	-	325,492
CTF Barnstable High School Sports Field Upgrades (#2019-211)	02/25/20	06/30/35	1,100,000	77,000	74,900	72,800	71,400	-	-	-	-	-	-	1,413,676
<b>Total Schools Interest &amp; Principal</b>				<b>1,559,075</b>	<b>1,518,425</b>	<b>1,417,775</b>	<b>1,076,125</b>	<b>878,625</b>	<b>505,175</b>	<b>491,638</b>	<b>198,050</b>	<b>153,375</b>		<b>34,228,662</b>
PUBLIC WAYS INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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 Sidewalk Improvements (#2015-098)	02/25/16	06/30/36	230,000	-	-	-	-	-	-	-	-	-	-	147,400
CTF Road Repairs (#2015-102)	02/25/16	06/30/31	518,000	-	-	-	-	-	-	-	-	-	-	441,894
CTF Road Repairs - Governor's Way (#2016-037)	02/25/16	06/30/31	304,000	-	-	-	-	-	-	-	-	-	-	260,025
CTF Private Road Repairs \$1,607,900	06/21/16	06/30/23	509,000	-	-	-	-	-	-	-	-	-	-	324,000
CTF Private Roads Repairs (I) \$167,300	02/23/17	06/30/31	167,300	-	-	-	-	-	-	-	-	-	-	144,900
CTF Guardrail & Sidewalk Improvement Program (I) (#2016-103)	02/23/17	06/30/32	680,750	46,350	-	-	-	-	-	-	-	-	-	665,550
CTF Guardrail & Sidewalk (I) (#2017-073)	02/27/18	06/30/33	287,000	15,900	15,450	-	-	-	-	-	-	-	-	311,200
CTF Gleneagle Drive Private Road Repairs (#2019-197)	02/25/20	06/30/30	675,000	-	-	-	-	-	-	-	-	-	-	850,081
<b>Total Public Ways Interest &amp; Principal</b>				<b>62,250</b>	<b>15,450</b>									<b>3,879,161</b>
PUBLIC FACILITIES INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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 Municipal Facility Improvements	06/16/10	06/15/29	402,500	-	-	-	-	-	-	-	-	-	-	53,325
CTF Police Facility	06/16/10	06/15/30	508,000	-	-	-	-	-	-	-	-	-	-	301,625
CTF Building - Town Hall Space - 00-110 Refunded	06/14/11	06/15/21	180,000	-	-	-	-	-	-	-	-	-	-	19,760
CTF Municipal Facility Improvement	06/14/11	06/15/21	300,000	-	-	-	-	-	-	-	-	-	-	31,200
CTF Building - Town Hall Repairs - 01-087 Refunded	06/14/11	06/15/22	100,000	-	-	-	-	-	-	-	-	-	-	20,120
CTF Advance Refund 6/15/2003 Building Improvements	04/18/12	09/15/22	96,600	-	-	-	-	-	-	-	-	-	-	28,010
CTF Advance Refund 6/15/2003 Police Facility Addition	04/18/12	09/15/22	626,900	-	-	-	-	-	-	-	-	-	-	190,500
CTF Tennis Courts	11/22/13	11/15/23	500,000	-	-	-	-	-	-	-	-	-	-	210,500
CTF US Custom House upgrades	11/22/13	11/15/23	263,000	-	-	-	-	-	-	-	-	-	-	105,250
CTF Osterville Community Building Upgrades	11/22/13	11/15/23	200,000	-	-	-	-	-	-	-	-	-	-	84,200
CTF Police Station Upgrades	11/22/13	11/15/23	168,000	-	-	-	-	-	-	-	-	-	-	63,150
CTF Town Hall Interior Upgrades	11/22/13	11/15/23	150,000	-	-	-	-	-	-	-	-	-	-	63,150
CTF Guyer Barn Upgrades	11/22/13	11/15/23	148,000	-	-	-	-	-	-	-	-	-	-	57,713
CTF MEA Facility Upgrades	11/22/13	11/15/23	131,000	-	-	-	-	-	-	-	-	-	-	42,100
CTF Pearl St Building Upgrades	11/22/13	11/15/23	114,000	-	-	-	-	-	-	-	-	-	-	42,100
CTF S&G Facility Roof Repairs	11/22/13	11/15/23	103,000	-	-	-	-	-	-	-	-	-	-	42,100
CTF West Barnstable Community Building Upgrades	11/22/13	11/15/23	72,000	-	-	-	-	-	-	-	-	-	-	21,050
CTF Highway Operations Facility Construction	11/22/13	11/15/23	66,000	-	-	-	-	-	-	-	-	-	-	21,050
CTF Centerville Recreation Building	02/17/15	02/15/35	185,000	10,750	5,450	5,300	5,150	-	-	-	-	-	-	165,463
CTF Senior Center - Parking Lot Expansion	02/17/15	02/15/30	290,000	-	-	-	-	-	-	-	-	-	-	221,255

## DEBT POSITION ANALYSIS

PUBLIC FACILITIES INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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 Facilities	02/17/15	02/15/35	288,000	16,350	10,900	10,600	10,300	-	-	-	-	-	-	258,844
CTF Police Station Construction (I) \$400,000 Adv Refunded 6-15-05	02/17/15	02/15/25	181,650	-	-	-	-	-	-	-	-	-	-	100,800
CTF Beach Facilities Improvements (I) \$270,000 Refunded	02/15/15	02/15/22	71,300	-	-	-	-	-	-	-	-	-	-	29,680
CTF Senior Center - Garden Level \$457,000 Refunded	02/17/15	02/15/27	195,000	-	-	-	-	-	-	-	-	-	-	151,810
CTF Town Building Repairs & Renovations \$685,000 Refunded	02/17/15	02/15/27	317,600	-	-	-	-	-	-	-	-	-	-	244,510
CTF Police Station Remodeling (#2015-100)	02/25/16	06/30/36	355,000	17,250	16,800	16,350	15,900	15,450	-	-	-	-	-	341,419
CTF Town Hall Remodeling (#2015-101)	02/25/16	06/30/36	939,000	51,750	50,400	49,050	47,700	46,350	-	-	-	-	-	920,756
CTF Joshua's Pond Recreational Facility (#2015-111)	02/25/16	06/30/31	282,000	-	-	-	-	-	-	-	-	-	-	234,919
CTF Craigville Beach Bathhouse (#2016-031)	02/25/16	06/30/36	450,000	23,000	22,400	21,800	21,200	20,600	-	-	-	-	-	436,225
CTF Bismore Park Visitor Center - CAP \$150,000	06/21/16	06/30/23	48,000	-	-	-	-	-	-	-	-	-	-	30,240
CTF Bismore Park Visitor Center \$465,000 Refunded	06/21/16	06/30/23	147,500	-	-	-	-	-	-	-	-	-	-	94,960
CTF Municipal Building Improvements \$297,000 Refunded	06/21/16	06/30/28	49,300	-	-	-	-	-	-	-	-	-	-	44,600
CTF IT Hardware and Software Upgrade (I) (#2016-086)	02/23/17	06/30/22	342,000	-	-	-	-	-	-	-	-	-	-	137,800
CTF Marstons Mills Parking Lot (I) (#2016-087)	02/23/17	06/30/22	246,450	-	-	-	-	-	-	-	-	-	-	100,600
CTF Beach Facility Improvement (I) (#2016-110)	02/23/17	06/30/27	438,000	-	-	-	-	-	-	-	-	-	-	346,800
CTF Osterville Bay Elem School Improvements (I) (#2016-112)	02/23/17	06/30/37	724,300	41,694	40,644	39,594	38,456	37,319	36,181	-	-	-	-	782,769
CTF Lombard Field Improvements (I) (#2016-113)	02/23/17	06/30/37	895,000	53,438	52,088	50,738	49,275	47,813	41,350	-	-	-	-	991,863
CTF West Barnstable Shooting Range (I) (#2017-074)	02/27/18	06/30/28	314,000	-	-	-	-	-	-	-	-	-	-	292,200
CTF Design and Hazmat Removal Project Armory Building (2018-096)	02/26/19	06/30/24	461,750	-	-	-	-	-	-	-	-	-	-	410,250
CTF Senior Center Renovations (#2018-076)	02/26/19	06/30/39	659,000	37,388	36,488	35,588	34,688	33,788	32,888	31,950	30,975	-	-	841,163
CTF Osterville Recreation Building Design & Construction (#2017-086)	02/26/19	06/30/39	675,000	42,838	41,788	40,738	34,688	33,788	32,888	31,950	30,975	-	-	868,663
CTF Town Hall Restroom Renovations	02/26/19	06/30/39	560,000	31,156	30,406	29,656	28,906	28,156	27,406	26,625	25,813	-	-	718,244
CTF Former Marston Mills Elementary School Demo (2018-094)	02/26/19	06/30/24	176,050	-	-	-	-	-	-	-	-	-	-	157,500
CTF School Administration Building (#2018-092)	02/26/19	06/30/24	285,000	-	-	-	-	-	-	-	-	-	-	252,750
CTF School Administration Building Remodeling (#2019-148)	02/25/20	06/30/40	996,000	60,263	58,763	57,263	56,263	55,263	54,263	53,200	52,138	46,013	-	1,305,354
CTF Craigville Bath House (#2019-116)	02/25/20	06/30/40	255,000	12,075	11,775	11,475	11,275	11,075	10,875	10,663	10,450	10,225	-	332,138
CTF Craigville Parking Lot (#2019-116)	02/25/20	06/30/35	160,000	11,000	10,700	10,400	10,200	-	-	-	-	-	-	203,664
CTF Marston Mills Tennis Courts (#2019-117)	02/25/20	06/30/35	620,000	44,000	42,800	41,600	40,800	-	-	-	-	-	-	794,183
CTF Public Bridge Improvements and Repairs (#2019-122)	02/25/20	06/30/40	500,000	30,188	29,438	28,688	28,188	27,688	27,188	26,656	26,125	25,563	-	655,776
CTF Sidewalk Improvements (#2019-125)	02/25/20	06/30/35	314,000	22,000	21,400	20,800	20,400	-	-	-	-	-	-	400,786
CTF Crosswalk Improvements (#2019-128)	02/25/20	06/30/35	113,100	5,500	5,350	5,200	5,100	-	-	-	-	-	-	141,666
<b>Total Public Facilities Interest &amp; Principal</b>				<b>510,638</b>	<b>487,588</b>	<b>474,838</b>	<b>458,488</b>	<b>357,288</b>	<b>263,038</b>	<b>181,044</b>	<b>176,475</b>	<b>81,800</b>	<b>-</b>	<b>14,406,821</b>
WATERWAYS INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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 Dredging	06/16/10	06/15/24	419,250	-	-	-	-	-	-	-	-	-	-	124,275
CTF Boat Ramp Renovations	06/14/11	06/15/21	250,000	-	-	-	-	-	-	-	-	-	-	26,000
CTF Dredging East Bay & Blish Point	06/14/11	06/15/21	665,000	-	-	-	-	-	-	-	-	-	-	67,600
CTF Prince Cove/Hayward Rd. Boat Ramp	06/14/11	06/15/26	600,000	-	-	-	-	-	-	-	-	-	-	271,000
CTF East Bay Dredging	11/22/13	11/15/23	600,000	-	-	-	-	-	-	-	-	-	-	252,600
CTF Hyannis Harbor Bulkhead Construction	11/22/13	11/15/23	142,000	-	-	-	-	-	-	-	-	-	-	47,175
CTF Millway Boat Ramp & Dock Upgrades	11/22/13	11/15/23	133,000	-	-	-	-	-	-	-	-	-	-	42,100
CTF Marstons Mills Fish Run Reconstruction	02/17/15	02/15/30	326,000	-	-	-	-	-	-	-	-	-	-	234,525
CTF Paving: Bay Street Boat Ramp (#2015-099)	02/25/16	06/30/26	142,000	-	-	-	-	-	-	-	-	-	-	90,400
CTF Channel Dredging- Barnstable Harbor (#2016-035)	02/25/16	06/30/26	490,000	-	-	-	-	-	-	-	-	-	-	329,800
CTF Pleasant St. Dock - 1 \$350,000 Refunded	06/21/16	06/30/23	109,500	-	-	-	-	-	-	-	-	-	-	69,080
CTF Pleasant St. Dock - 2 \$350,000 Refunded	06/21/16	06/30/23	110,000	-	-	-	-	-	-	-	-	-	-	69,080
CTF Boat Ramps - CAP \$927,000 Refunded	06/21/16	06/30/23	290,000	-	-	-	-	-	-	-	-	-	-	188,800
CTF Blish Point Boat Access Channel Dredging (I) (#2016-111)	02/23/17	06/30/37	943,900	53,606	52,256	50,906	49,444	47,981	46,519	-	-	-	-	1,027,731
<b>Total Waterways Interest &amp; Principal</b>				<b>53,606</b>	<b>52,256</b>	<b>50,906</b>	<b>49,444</b>	<b>47,981</b>	<b>46,519</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,840,166</b>
WATER QUALITY INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	-	-	-	-	-	-	-	-	-	-	33,999
CTF Lake Treatment	06/16/10	06/15/25	275,000	-	-	-	-	-	-	-	-	-	-	82,613
CTF Nitrogen Management CW-04-31-A	03/15/11	07/15/20	211,460	-	-	-	-	-	-	-	-	-	-	23,330
CTF Advance Refund 6/15/2003 Drainage 2 (I)	04/18/12	09/15/22	96,700	-	-	-	-	-	-	-	-	-	-	28,120
CTF Water Quality Evaluation	11/22/13	11/15/23	230,000	-	-	-	-	-	-	-	-	-	-	84,200
CTF Nitrogen Management CW-04-31-B Series 16	05/14/15	07/15/20	157,531	-	-	-	-	-	-	-	-	-	-	27,963
CTF Hamblin Pond Alum Treatment (#2015-112)	02/25/16	06/30/31	300,000	-	-	-	-	-	-	-	-	-	-	260,025
<b>Total Water Quality Interest &amp; Principal</b>				<b>-</b>	<b>540,250</b>									
<b>TOTAL GENERAL FUND BOND OBLIGATIONS</b>				<b>2,185,569</b>	<b>2,073,719</b>	<b>1,943,519</b>	<b>1,584,056</b>	<b>1,283,894</b>	<b>814,731</b>	<b>672,681</b>	<b>374,525</b>	<b>235,175</b>	<b>-</b>	<b>56,203,700</b>

## DEBT POSITION ANALYSIS

AIRPORT INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	-	-	-	-	-	-	-	-	-	-	580,500
Airport Terminal Ramp Construction - Phase 2 (O) (#2013-0101)	02/23/17	06/30/37	428,000	30,113	29,363	28,613	27,800	31,988	31,013	-	-	-	-	513,075
Airport New Fuel Farm (I) (#2013-102)	02/23/17	06/30/36	634,500	46,625	45,425	44,225	47,925	46,463	-	-	-	-	-	735,438
Airport East Ramp Design & Construction (O) (#2014-053)	02/23/17	06/30/37	641,200	42,669	46,619	45,419	44,119	42,819	46,519	-	-	-	-	759,169
Runway Reconstruction & Generator Replacement	02/26/19	06/30/39	355,500	18,694	18,244	17,794	17,344	16,894	16,444	15,975	15,488	-	-	452,456
Airfield Improvements	02/26/19	06/30/31	59,700	-	-	-	-	-	-	-	-	-	-	70,400
<b>Total Airport Fund Bonds</b>				<b>138,100</b>	<b>139,650</b>	<b>136,050</b>	<b>137,188</b>	<b>138,163</b>	<b>93,975</b>	<b>15,975</b>	<b>15,488</b>	-	-	<b>3,111,038</b>
GOLF COURSE INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	-	-	-	-	-	-	-	-	-	-	1,449,000
Olde Barnstable Building Improvements (#2015-105)	02/25/16	06/30/26	174,000	-	-	-	-	-	-	-	-	-	-	131,600
Hyannis Building Improvements (#2015-106)	02/25/16	06/30/26	140,000	-	-	-	-	-	-	-	-	-	-	102,600
Olde Barnstable Fairgrounds Golf Course (I) (#2016-107)	02/23/17	06/30/37	245,000	11,913	11,613	11,313	10,988	10,663	10,338	-	-	-	-	256,363
Hyannis Golf Course Improvements (I) (#2016-108)	02/23/17	06/30/37	292,700	17,375	16,925	16,475	10,988	10,663	10,338	-	-	-	-	310,338
Hyannis Golf Course Turf Maintenance (I) (#2017-085)	02/27/18	06/30/23	310,000	-	-	-	-	-	-	-	-	-	-	194,400
<b>Total Golf Course</b>				<b>29,288</b>	<b>28,538</b>	<b>27,788</b>	<b>21,975</b>	<b>21,325</b>	<b>20,675</b>	-	-	-	-	<b>2,444,300</b>
WATER POLLUTION CONTROL INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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
Wastewater Treatment Plant Clarifiers Rehab (O) (#2016-097)	02/23/17	06/30/37	1,146,000	65,519	63,869	62,219	60,431	58,644	56,856	-	-	-	-	1,256,094
Wastewater Treatment Plant Backup Generator (O) (#2016-098)	02/23/17	06/30/37	862,000	47,650	46,450	45,250	43,950	42,650	41,350	-	-	-	-	942,650
Sewer System Evaluation Surveys (#2019-131)	02/25/20	06/30/25	343,500	-	-	-	-	-	-	-	-	-	-	394,198
<b>Total Water Pollution Control Enterprise Fund</b>				<b>170,669</b>	<b>166,319</b>	<b>161,969</b>	<b>157,381</b>	<b>152,794</b>	<b>98,206</b>	-	-	-	-	<b>8,273,901</b>
SOLID WASTE INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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
Advance Refund 6/15/2003 Transfer Station Improvements	04/18/12	09/15/22	241,500	-	-	-	-	-	-	-	-	-	-	70,185
Solid Waste Facility (I) \$630,000 Refunded	02/17/15	02/15/27	284,900	-	-	-	-	-	-	-	-	-	-	225,840
<b>Total Solid Waste Fund</b>				-	-	-	-	-	-	-	-	-	-	<b>296,025</b>
WATER SUPPLY INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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 DWS-09-02	07/08/10	07/15/30	2,788,911	-	-	-	-	-	-	-	-	-	-	1,861,028
DWP-11-10 Series 17A	05/22/13	01/15/33	560,761	34,754	34,812	-	-	-	-	-	-	-	-	448,367
Water Main Loop	02/17/15	02/15/35	540,000	22,400	21,800	21,200	20,600	-	-	-	-	-	-	477,788
Water Co. (Level Debt) (O) \$10,000,000 Refunded	02/17/15	02/15/27	5,704,800	-	-	-	-	-	-	-	-	-	-	4,843,820
DW-09-02 Series 16	05/14/15	07/15/32	533,117	35,637	35,689	-	-	-	-	-	-	-	-	460,178
DWP-11-09 Series 17A	05/14/15	01/15/33	793,438	53,553	53,643	-	-	-	-	-	-	-	-	690,912
Water Main Replacement (#2010-097)	02/25/16	06/30/21	380,000	-	-	-	-	-	-	-	-	-	-	78,000
Pipe Replacement Upgrade FY17 (#2015-085)	02/25/16	06/30/36	900,000	51,750	50,400	49,050	47,700	46,350	-	-	-	-	-	904,556
Paint/Repair Mary Dunn 2 (#2015-087)	02/25/16	06/30/21	615,000	-	-	-	-	-	-	-	-	-	-	124,800
Hyannis Water System Pipe Replacement (O) (#2016-093)	02/23/17	06/30/37	858,400	47,650	46,450	45,250	43,950	42,650	41,350	-	-	-	-	935,850
DWP-14-09 Mass Clean Water Trust (#2014-071, 2013-085, 2013-088)	04/13/17	07/15/37	1,467,339	90,366	90,505	90,647	90,791	90,939	91,091	-	-	-	-	1,529,980
Well Reactivation (O) (#2017-080)	02/27/18	06/30/38	276,000	17,463	17,013	11,563	11,263	10,963	10,650	10,325	-	-	-	323,775
Water Pipe Replacement (O) (#2017-081)	02/27/18	06/30/38	468,000	24,325	23,725	23,125	22,525	21,925	21,300	20,650	-	-	-	550,900
Mary Dunn Water Storage Tank Site Work (O) (#2017-083)	02/27/18	06/30/38	600,500	36,488	35,588	34,688	33,788	32,888	31,950	30,975	-	-	-	722,625
Water Carbon Filter Units (O) (#2017-079)	02/27/18	06/30/18	440,000	-	-	-	-	-	-	-	-	-	-	424,550
MCWT Series 21 DWP-16-17 (#2014-073, #2016-146, #, #2016-163, #2017-010)	09/12/18	07/15/38	2,939,657	178,958	179,191	179,430	179,673	179,922	180,177	180,436	180,702	-	-	3,392,974
Pipe Replacement Upgrade FY19 (#2018-081)	02/26/19	06/30/39	1,050,000	62,313	60,813	59,313	57,813	56,313	54,813	53,250	51,625	-	-	1,351,938
Carbon Treatment System Construction at Maher Wellfield (2017-099)	02/26/19	06/30/28	318,500	-	-	-	-	-	-	-	-	-	-	343,000
Well Exploration Program (2013-087)	02/26/19	06/30/28	489,500	-	-	-	-	-	-	-	-	-	-	525,250
MCWT Series 19 DWP-13-01 Reamortization	04/11/19	07/15/36	1,736,865	122,294	122,486	122,682	122,882	123,087	-	-	-	-	-	1,947,101
Water Pipe Replacement (#2019-135)	02/25/20	06/30/40	950,500	54,338	52,988	51,638	50,738	49,838	48,938	47,981	47,025	46,013	-	1,244,103
MCWT Series DWP 18-10 (2018-173) & (2017-099)	01/15/21	07/15/40	9,754,852	592,348	593,091	593,848	594,622	595,414	596,223	597,049	597,892	598,755	599,636	11,909,901
<b>Total Water Enterprise Fund</b>				<b>1,424,634</b>	<b>1,418,191</b>	<b>1,282,432</b>	<b>1,276,344</b>	<b>1,250,287</b>	<b>1,076,491</b>	<b>940,666</b>	<b>877,245</b>	<b>644,767</b>	<b>599,636</b>	<b>35,091,395</b>
MARINA INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	-	-	-	-	-	-	-	-	-	-	440,313
Marina Bulkhead Repair II	06/14/11	06/15/30	525,000	-	-	-	-	-	-	-	-	-	-	392,038
Advance Refund 6/14/2004 Prince Cove Marina Acquisition	04/18/12	09/15/22	864,000	-	-	-	-	-	-	-	-	-	-	285,750
Gateway Marina Dredging (#2015-108)	02/25/16	06/30/26	280,000	-	-	-	-	-	-	-	-	-	-	181,600

## DEBT POSITION ANALYSIS

MARINA INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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
Prince Cover Marina Bulkhead (#2015-109)	02/25/16	06/30/36	570,000	28,750	28,000	27,250	26,500	25,750	-	-	-	-	-	560,888
Hyannis Harbor Bulkhead (#2015-110)	02/25/16	06/30/21	158,000	-	-	-	-	-	-	-	-	-	-	31,200
Gateway Marina Maintenance Dredging (I) (#2016-109)	02/23/17	06/30/37	476,500	28,975	23,225	22,625	21,975	21,325	20,675	-	-	-	-	518,275
<b>Total Marina Enterprise Fund</b>				<b>57,725</b>	<b>51,225</b>	<b>49,875</b>	<b>48,475</b>	<b>47,075</b>	<b>20,675</b>					<b>2,410,063</b>
SANDY NECK INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	-	-	-	-	-	-	-	-	-	-	40,000
Sandy Neck Beach House I	06/14/11	06/15/31	966,491	-	-	-	-	-	-	-	-	-	-	767,594
Sandy Neck Beach House III	06/14/11	06/15/31	217,509	-	-	-	-	-	-	-	-	-	-	163,381
<b>Total Sandy Neck Enterprise Fund</b>				<b>-</b>	<b>970,975</b>									
HYCC INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	-	-	-	-	-	-	-	-	-	-	377,560
CTF HYCC 2 (I) \$8,000,000 Refunded	02/17/15	02/15/27	3,794,400	-	-	-	-	-	-	-	-	-	-	3,011,850
CTF HYCC 3 (I) \$1,600,000 Refunded	02/17/15	02/15/27	759,000	-	-	-	-	-	-	-	-	-	-	602,440
CTF HYCC 4 (I) \$6,765,000 Refunded	06/21/16	06/30/28	3,320,000	-	-	-	-	-	-	-	-	-	-	2,935,980
CTF HYCC Roof, HVAC, and Parking & Security (#2019-115)	02/25/20	06/30/40	679,000	41,725	40,675	39,625	38,925	33,225	32,625	31,988	31,350	30,675	-	887,590
<b>Total HYCC Enterprise Fund</b>				<b>41,725</b>	<b>40,675</b>	<b>39,625</b>	<b>38,925</b>	<b>33,225</b>	<b>32,625</b>	<b>31,988</b>	<b>31,350</b>	<b>30,675</b>	<b>-</b>	<b>7,815,420</b>
COMMUNITY PRESERVATION FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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
Town Hall Renovations	06/16/10	06/15/30	1,332,520	-	-	-	-	-	-	-	-	-	-	784,225
Land Acquisition 1 Adv Ref 6/15/2002	06/14/11	06/15/22	7,065,000	-	-	-	-	-	-	-	-	-	-	1,150,720
Advance Refund 6/15/2003 Landbank Acquisitions	04/18/12	09/15/22	964,600	-	-	-	-	-	-	-	-	-	-	301,185
Advance Refund 6/15/2004 Landbank Acquisitions 3	04/18/12	09/15/22	5,385,600	-	-	-	-	-	-	-	-	-	-	1,788,650
Advance Refund 6/15/2004 Landbank Acquisitions 2	04/18/12	09/15/22	227,300	-	-	-	-	-	-	-	-	-	-	79,375
Land Acquisition - 2004-105 Bone Hill \$200k Refunded	02/17/15	02/15/25	90,850	-	-	-	-	-	-	-	-	-	-	50,400
Land Acquisition - 06-15-05 - 2004-106 \$180k Refunded	02/17/15	02/15/25	73,600	-	-	-	-	-	-	-	-	-	-	28,640
Land Acquisition - Hyannis Golf \$5,500,000 Refunded	02/17/15	02/15/25	2,496,300	-	-	-	-	-	-	-	-	-	-	1,387,720
Land Acquisition - Archibald \$500,000 Refunded	02/17/15	02/15/26	212,100	-	-	-	-	-	-	-	-	-	-	158,060
<b>Total Community Preservation Fund</b>				<b>-</b>	<b>5,728,975</b>									
TITLE V FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	-	-	-	-	-	-	-	-	-	-	10,468
Title V - Phase I - 97-1131 Series 6-	07/25/02	08/01/20	(subsidy)	-	-	-	-	-	-	-	-	-	-	(268)
Title V - Phase I - 97-1131 Series 6	07/01/04	08/01/22	190,580	-	-	-	-	-	-	-	-	-	-	32,670
Title V - Phase I - 97-1131 Series 6	07/01/04	08/01/22	(subsidy)	-	-	-	-	-	-	-	-	-	-	(2,290)
Title V - Phase III - Pool 11 T5-97-1131-2	10/31/05	07/15/25	200,000	-	-	-	-	-	-	-	-	-	-	60,000
Title V - Phase IV - Pool 11 T5-97-1131-3	10/31/05	07/15/25	200,000	-	-	-	-	-	-	-	-	-	-	60,000
Title V - Phase V - Pool 12 97-1131-4D	12/14/06	07/15/26	200,000	-	-	-	-	-	-	-	-	-	-	70,000
<b>Total Title V</b>				<b>-</b>	<b>230,580</b>									
SEWER CONSTRUCTION & PRIVATE WAY MAINT. IMP. FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	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	-	-	-	-	-	-	-	-	-	-	2,192,497
Sewer CWS-09-07-A Series 16	05/14/15	07/15/32	4,592,367	306,986	307,438	-	-	-	-	-	-	-	-	3,964,064
310 Main Street, Barnstable (Centerville) Acquisition (#2020-025)	02/25/20	06/30/40	549,000	30,188	29,438	28,688	28,188	27,688	27,188	26,656	26,125	25,563	-	716,158
1456 Falmouth Road, Route 28, Barnstable (Centerville) Acquisition (#2020-026)	02/25/20	06/30/40	283,900	17,675	17,225	16,775	16,475	16,175	15,875	15,663	15,450	15,225	-	369,461
<b>Total Sewer Construction &amp; Private Way Maintenance and Improvement Fund</b>				<b>354,849</b>	<b>354,100</b>	<b>45,463</b>	<b>44,663</b>	<b>43,863</b>	<b>38,063</b>	<b>37,319</b>	<b>36,575</b>	<b>35,788</b>	<b>-</b>	<b>7,242,180</b>
<b>TOTAL ENTERPRISE FUND BOND OBLIGATIONS</b>				<b>2,216,989</b>	<b>2,198,698</b>	<b>1,743,201</b>	<b>1,724,950</b>	<b>1,686,731</b>	<b>1,380,710</b>	<b>1,025,948</b>	<b>960,657</b>	<b>711,230</b>	<b>599,636</b>	<b>73,614,851</b>
<b>GRAND TOTAL TOWN OF BARNSTABLE BOND OBLIGATIONS</b>				<b>4,402,558</b>	<b>4,272,417</b>	<b>3,686,720</b>	<b>3,309,007</b>	<b>2,970,625</b>	<b>2,195,441</b>	<b>1,698,629</b>	<b>1,335,182</b>	<b>946,405</b>	<b>599,636</b>	<b>129,818,551</b>

***DEBT POSITION ANALYSIS***

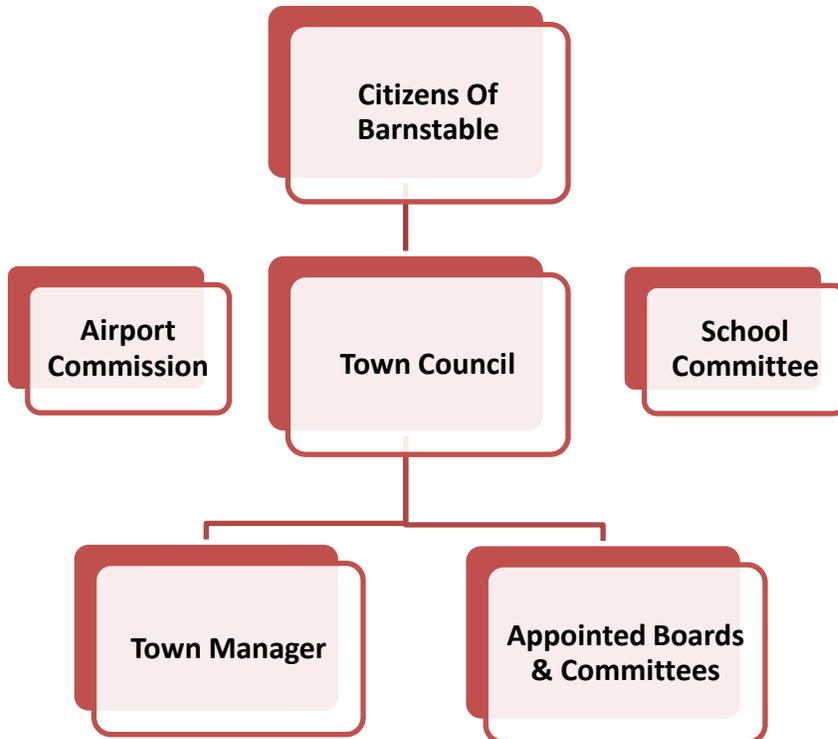
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## TOWN COUNCIL DEPARTMENT

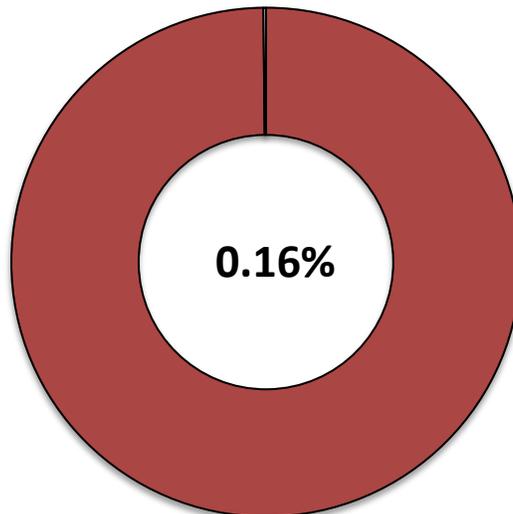
### Department Purpose Statement

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.

### Focus Areas



Percentage of FY21 General Fund Budget



The Town Council budget comprises 0.16% of the overall General Fund budget.

## TOWN COUNCIL

### Message from the President

It has been stated that the local government is Democracy at work. The Barnstable Town Council exemplifies this by putting the concerns of the public first. Whatever we do is of, by, and for the people of Barnstable. Our achievements in 2019-2020 reflect the hard work of the Council, the Town Manager and Staff, and the many committees, boards, and commissions. Our saddest time was the sudden loss of President James Crocker Jr. who we deeply miss. Perhaps our pressing challenge remains our response to the COVID-19 crisis. Our greatest achievement is our willingness to face the future as united citizens of a proud and welcoming community. Warmest regards,

- **Paul E. Hebert, Town Council President**

### Department Services Provided

#### Town Council

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 term of office of all members of the Town Council shall be for four years. Councilors shall serve four year overlapping terms so arranged that the terms of as nearly half of the councilors as may be shall expire at each biennial town election.

Town Council shall appoint all boards, commissions, and committees. The Town Council shall adopt procedures to allow for orderly appointment of multiple member bodies.



**James H. Crocker Jr. Hearing Room**

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.

### Department Recent Accomplishments

- Approved \$1,300,000 for the purpose of funding the construction of sewer infrastructure in Rt. 28 near the Yarmouth Rd. intersection;
- Approved the Creation of a Stabilization Fund for the Comprehensive Management of Water, Wastewater and Affordable Housing;
- Appointed and Reappointed 63 individuals to our Boards/Committees/Commissions;
- Acted on and approved a \$12,218,115 Capital Improvement Plan;
- Approved the release of the Draft Comprehensive Wastewater Management Plan for regulatory review by the Massachusetts Environmental Policy Act Office, Cape Cod Commission, and the Massachusetts Department of Environmental Protection;
- Approved a Resolve naming of Town Council Hearing Room "James H. Crocker, Jr. Hearing Room", and;
- Approved \$2.5 million in Community Preservation Funds to increase the number and availability of community housing units in the Town of Barnstable.

**Town Council's Quality of Life Strategic Plan - See Dept. 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 reserves, 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.



*Regulate Cape Cod – Cannabis Workshop*

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.



*Town Council Awards for Valor - 6 Officers*

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.

**TOWN COUNCIL**

## Department Budget Comparison

Town Council Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$230,428	\$212,341	\$219,089	\$241,825	\$22,736	10.38%
Interest and Other	-	59	-	-	-	0.00%
Enterprise Funds	32,645	49,898	49,898	36,022	(13,876)	-27.81%
Reserves	5,000	-	-	8,812	8,812	0.00%
<b>Total Sources</b>	<b>\$268,073</b>	<b>\$262,298</b>	<b>\$268,987</b>	<b>\$286,659</b>	<b>\$17,672</b>	<b>6.57%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$240,350	\$238,000	\$238,537	\$259,237	\$20,700	8.68%
Operating Expenses	27,723	24,298	30,450	27,422	(3,028)	-9.94%
<b>Total Appropriation</b>	<b>\$268,073</b>	<b>\$262,298</b>	<b>\$268,987</b>	<b>\$286,659</b>	<b>\$17,672</b>	<b>6.57%</b>

Job Title	FY 2019	FY 2020	FY 2021	Change
Administrative	1.00	1.00	1.00	-
Administrative Assistant	0.40	0.40	0.40	-
<b>Full-time Equivalent Employees</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>	<b>-</b>

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2020 Approved Budget</b>				<b>\$268,987</b>	
Cost of Grade Change and Contractual Obligations	9,755	-	-	<b>9,755</b>	-
Once-time Payment for Missed Performance Evaluation	8,812	-	-	<b>8,812</b>	-
<b>FY 2021 Budget Changes</b>					
1. Part-time Coverage	2,133	-	-	<b>2,133</b>	-
2. Training & Conferences Budget Reduction	-	(3,028)	-	<b>(3,028)</b>	-
<b>FY 2021 Proposed Budget</b>	<b>20,700</b>	<b>(3,028)</b>	<b>-</b>	<b>\$286,659</b>	<b>-</b>

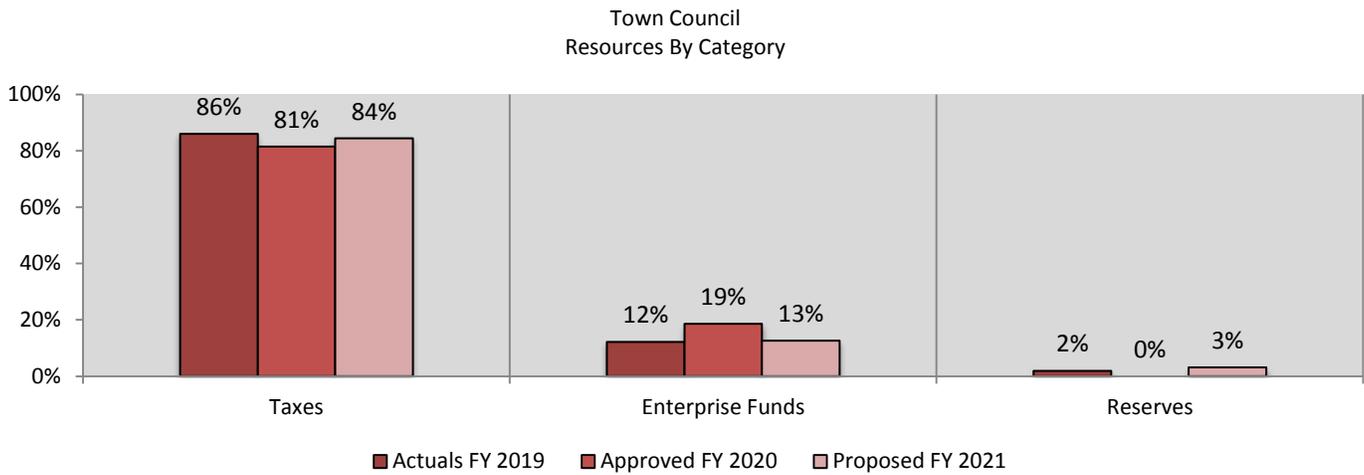
**Summary of Budget Changes**

Town Council proposed FY 2021 budget is 6.57% higher than the approved FY 2020 budget. Most of the increase is in personnel cost, which is attributable to a grade change for the Town Council Administrator and a one-time payment to this position to catch up on performance evaluations. Additional funding has also been provided to support office coverage when needed. Some of the cost increase has been offset by a reduction in operating expenses.

1. **Part-time Coverage** – Historical coverage during leave for the Administrator has been constrained by the available personnel budget. This request would provide the additional coverage needed.
2. **Training & Conferences** – This budget line item has been reduced by the remaining available FY 2020 budget balance for councilors to attend various training and conference seminars.

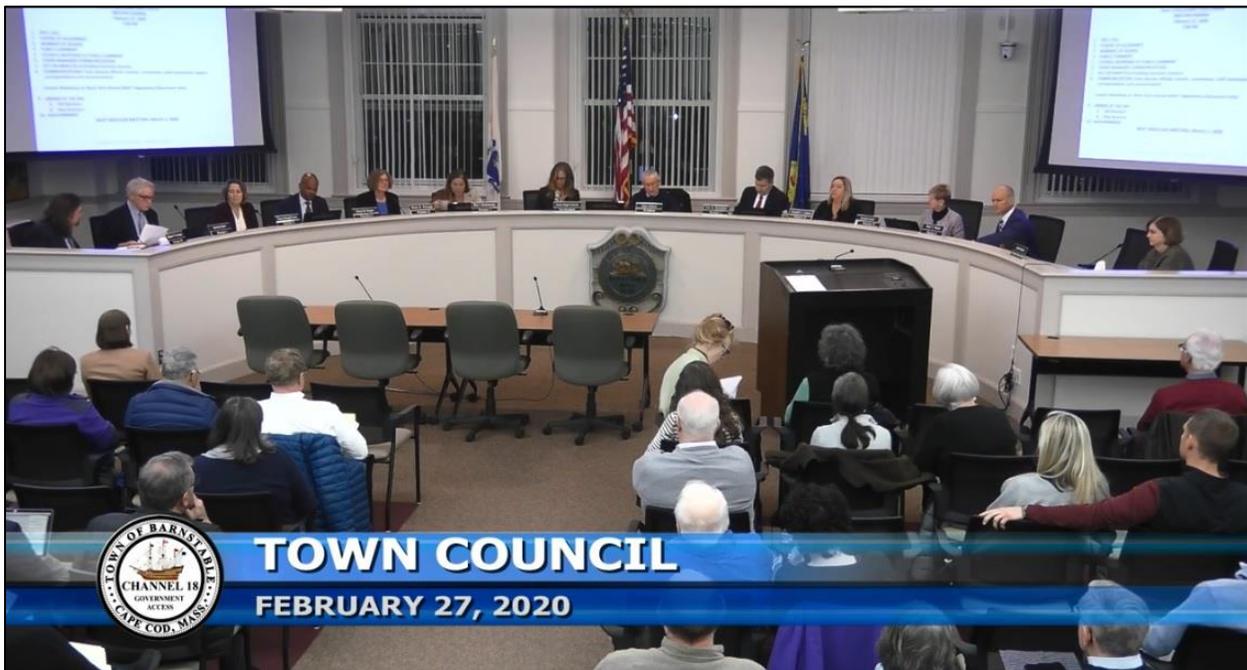
**TOWN COUNCIL**

**Department Budget Comparison (Continued)**



**Resources By Category Summary**

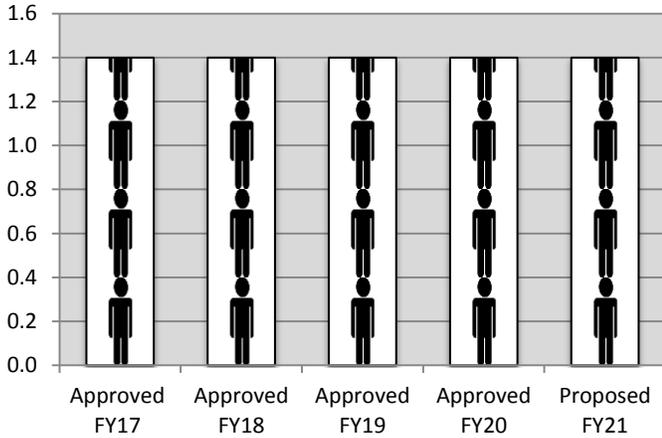
Tax support provides 84% of the funding for the proposed FY 2021 budget. Enterprise funds provide 13%. General Fund reserves are used to cover the cost of catch-up performance evaluations.



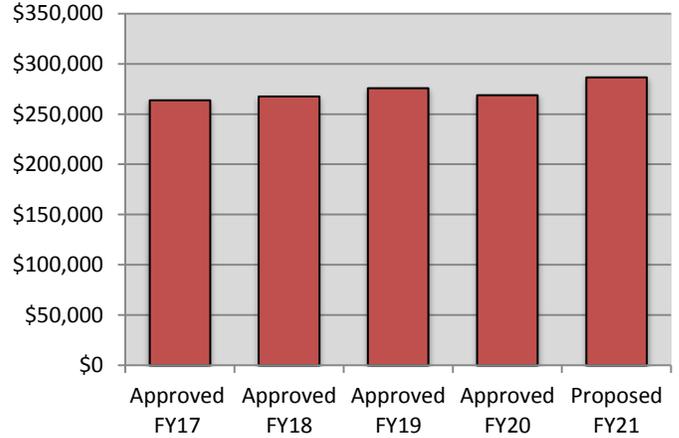
*Town Council Hearing – Town Hall*

## Department Budget History

Town Council  
Full Time Employee History



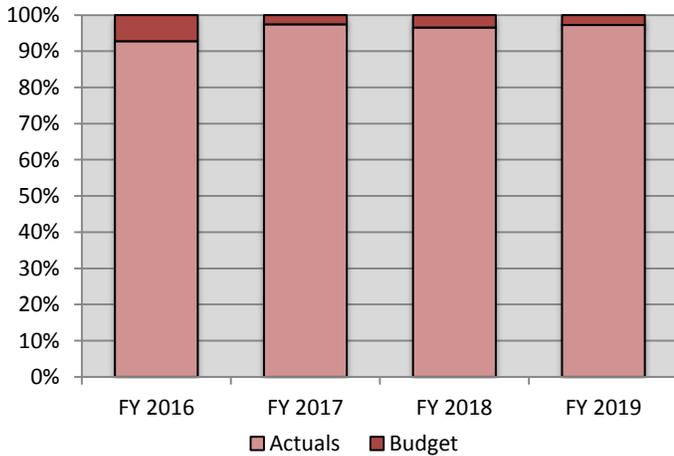
Town Council  
Budget History



Full-time equivalent employees have remained level for the past five fiscal years.

The budget has seen a modest increase over the past five years with an average increase of 1.73% annually.

Town Council  
Actuals to Budget History



Town Council operations are mostly permanent salary and actual expenditures have ranged from 92% to 97% of the annual budget.

# TOWN MANAGER DEPARTMENT

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## Department 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.

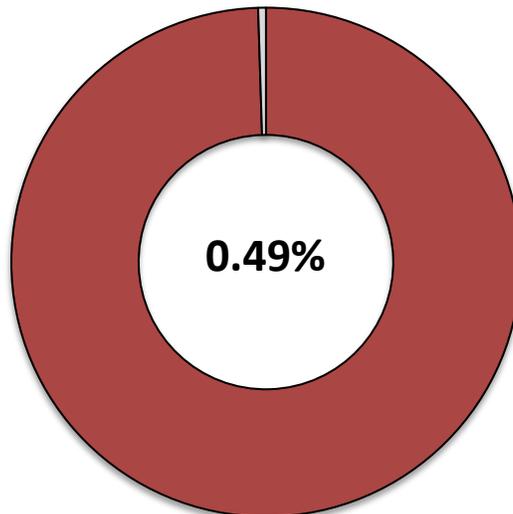
## Program Areas

Administration

Communication

Asset Management

Percentage of FY21 General Fund Budget



The Town Manager Department comprises 0.49% of the overall General Fund budget.

## **Department Services Provided**

The Town Council shall appoint by a majority vote of the full council a Town Manager. The Town Manager's given responsibility under the town charter powers, duties and responsibilities shall include, but are not intended to be limited to, the following:

- To supervise, direct and be responsible for the efficient administration of all officers appointed by the town manager and their respective departments and of all functions for which the town manager is given responsibility under by charter, by ordinance, or by vote of the town council.
- To administer either directly or through a person or persons supervised by the town manager, in accordance with the town charter, all provisions of general or special laws applicable to the town, all ordinances, and all regulations established by the town council.
- To coordinate all activities of town departments or agencies.
- To keep the town council fully informed as to the needs of the town, and to recommend to the council for adoption such measures requiring action by them as the town manager deems necessary or expedient.
- To insure that complete and full records of the financial and administrative activity of the town are maintained and to render reports to the town council as may be required.
- To be responsible for the negotiation of all contracts with town employees over wages, and other terms and conditions of employment, except employees of the school department and the airport commission. The town manager may employ special counsel to assist in the performance of these duties. Insofar as they require appropriations, contracts shall be subject to the approval of the town council.
- To prepare and submit an annual operating budget, capital improvement program and a long-term financial forecast as provided in Part VI of this charter.



***Mark S. Ells, Town Manager***



***M. Andrew Clyburn, Assistant Town Manager***

## **Department Services Provided (Continued)**

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.

## **Department Recent Accomplishments**

### Asset Management

- Completed the Master Use Agreements with Hyannis Athletic Association for their long-term tenancy at McKeon field in Hyannis for the Cape Cod Baseball team, the Hyannis Harborhawks; with the Cotuit Athletic Association for the use of Lowell Park by the Cotuit Kettleleers, the CCBL team based in the Village of Cotuit, and other recreation groups including Saint John Paul II, the Barnstable Little League for the use of various baseball fields through the Town, and with Barnstable Youth Lacrosse for the use of McBarron field in Marstons Mills.
- Tracked and assisted in the management of over 140 claims filed against the Town ranging from pothole claims to liability lawsuits against the Town and School department. Property claims managed include a lightning strike at the HYCC and water damage from a burst pipe at the Enoch Cobb Early Learning center.
- The Insurance Asset Coordinator completed a comprehensive physical inventory of vehicles under the Town's insurance policies. In addition, lists of equipment, electronics, and artifacts were updated to reflect proper asset management protocols and inventory guidelines.
- Continued to support the Asset Management Advisory Committee to identify, analyze, and consider the highest and best use of identified Town Assets. The focus shifted to larger parcels included evaluation of several pieces of land to be considered for affordable housing.
- 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.
- Supported the Town's purchase of two properties in Centerville for the Comprehensive Wastewater Management Plan rolled out by DPW. These two parcels represent significant parcels, in ideal locations, to site future pump stations for Phase I of the 30-year sewer infrastructure plan.

## **Department Recent Accomplishments (Continued)**

- Working with the Barnstable Land Trust, the cooperative purchase, and restriction of several key parcels was contemplated and moved closer to completion. Leveraging state tax grants, CPC funds and BLT expertise, these key parcels will be protected as open space. Trails and signage plans are under consideration to enhance public access.
- In conjunction with the Town Clerk, this office, supported by several other departments, received CPC funding to digitally scan in the Town's annual reports back to the 1880's. Once completed this will allow departments to word search annual reports to assist in their operations. This will also result in the archival preservation of these important documents. The eventual hope in FY 2021, when the work is completed, is to enhance the availability of these documents to the public.
- The working group for the reuse of the town-owned former National Guard Armory building considered use alternatives including, municipal office space, art studios, public meeting space, cold storage for Town equipment and possible third party tenancy as future options pending the completion of the major remediation work begun in FY 2020.
- A comprehensive management plan was developed for the 300+ acres of the Santuit Preserve. The 2002 purchase of this property, jointly owned by the Towns of Barnstable and Mashpee, was heavily funded by the Commonwealth of Massachusetts when it was purchased. The new three party management plans establishes oversight and accountability between the three parties. In addition, it establishes a coordinated effort to plan for short and long-term enhancements and maintenance.
- Attended regular Informal Site Plan Review sessions when properties under review impact Town land, encroached upon Town property, or required new easements for the use of public Rights of Way (ROW). ROW licenses were negotiated and set up for four businesses to allow commercial entities in Town to use a small portion of the public right of way to meet safety and regulatory standards. By securing the arrangement with those property owners, a fair and managed use of the town property can be codified and recorded and any potential liability can be properly transferred and managed.
- The A-Frame Sign waiver process was revised, under the direction of the Planning & Development Department to streamline the alternate process and establish a license for the use of Town sidewalks for signage because of hardship cases when traditional codes and requirements could not be met.

**Department Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)**

**Short-Term:**

1. Evaluate and update Town of Barnstable's website keeping in mind mobile compatibility. **(SP: Education, Communication)**
2. Produce FY 2020 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)**
4. Continue working with the Airport to survey, evaluate, and potentially combine property parcels located at the east end of the main runway, outside the security fence for possible enhancement. Once researched and combined, these parcels could be used to establish remote public parking lots, or commercial lease sites to the benefit of the Airport and the general public. **(SP: Finance, Economic Development, Infrastructure)**
5. 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. **(SP: Education, Communication, Infrastructure)**
6. Complete the CPC funded project for the digitization of the Town's annual reports and roll out a process to make these available to all Town departments with the hope of making them available in digital format to the general public. **(SP: Education, Communication, Infrastructure)**
7. During FY 2021, 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. Working with Structures and Grounds, revisit the budgeted amount of money set aside for supporting tenant properties, possibly expanding the list of properties where the money can be spent and prepare a short and long term plan to invest into improvements of these building and land. **(SP: Infrastructure, Finance, Communication, Regulatory Process and Performance)**
8. Identify research and prepare an additional block of tax possession property for potential disposal through a sealed bid or auction process. **(SP: Infrastructure, Finance, Regulatory Process and Performance, Economic Development)**
9. With the support of DPW, collect and catalog existing easements associated with public land, sidewalks, and roadways. **(SP: Infrastructure, Communication, Public Health and Safety)**

## **Department Goals and Objectives (Continued)**

**Long-Term:**

1. Increase awareness of all communication methods used to inform citizenry. **(SP: Education, Communication)**
2. Keep pace with modern communication formats. **(SP: Education, Communication)**
3. 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. **(SP: Finance, Infrastructure)**
4. Continue to develop creative ways to acquire and protect property in conjunction with the Barnstable Land Trust. Through this cooperative effort, land can be appropriately protected and conserved. **(SP: Communication, Infrastructure, Environment and Natural Resources)**
5. Continue to support the Expedition Blue cultural program grant obtained in coordination with the Cape Cod Chamber to identify and recognize the Blue economy in the past, in the present and into the future. Specific focus is at Hyannis Harbor for the Town's installation. **(SP: Environment and Natural Resources, Education, Communication)**
6. 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. **(SP: Finance, Education, Communication, Infrastructure, Regulatory Process and Performance)**
7. Continue to identify research and prepare, in conjunction with the Planning and Development office, potential properties to be considered for use in developing affordable housing lots. **(SP: Housing, Economic Development, Infrastructure)**
8. Support the Comprehensive Wastewater Management plan effort to help identify and acquire properties for future pump stations. **(SP: Education, Communication, Economic Development, Infrastructure, Regulatory Process and Performance, Environment and Natural Resources)**

**TOWN MANAGER DEPARTMENT**

**Department Budget Comparison**

Town Manager Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$406,967	\$453,219	\$479,880	\$607,455	\$127,575	26.58%
Fees, Licenses, Permits	18,034	15,555	16,900	18,487	1,587	9.39%
Interest and Other	159,661	144,028	149,000	134,000	(15,000)	-10.07%
Enterprise Funds	81,566	123,471	123,471	113,200	(10,271)	-8.32%
<b>Total Sources</b>	<b>\$666,228</b>	<b>\$736,273</b>	<b>\$769,251</b>	<b>\$873,142</b>	<b>\$103,891</b>	<b>13.51%</b>

Expenditure Category						
Personnel	568,832	636,563	639,451	754,342	\$114,891	17.97%
Operating Expenses	97,396	99,710	129,800	118,800	(11,000)	-8.47%
<b>Total Appropriation</b>	<b>\$666,228</b>	<b>\$736,273</b>	<b>\$769,251</b>	<b>\$873,142</b>	<b>\$103,891</b>	<b>13.51%</b>

Job Title	FY 2019	FY 2020	FY 2021	Change
Ass. Town Manager	1.00	1.00	1.00	-
Clerical Assistant	0.50	0.50	0.50	-
Communications Director	-	-	0.60	0.60
Confidential Assistant	1.00	1.00	1.00	-
Dir. of Property & Asset Mgt.	1.00	1.00	1.00	-
Insurance & Asset Coordinator	1.00	1.00	1.00	-
Town Manager	1.00	1.00	1.00	-
Web/Intranet Developer	-	-	1.00	1.00
<b>Full-time Equivalent Employees</b>	<b>5.50</b>	<b>5.50</b>	<b>7.10</b>	<b>1.60</b>

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2020 Approved Budget</b>				<b>\$769,251</b>	
Contractual Obligations Net of Staff Turnover	5,440	-	-	<b>5,440</b>	-
<b>FY 2021 Budget Changes</b>					
1. Communications Director Position	21,391	-	-	<b>21,391</b>	0.60
2. Transfer Web Developer Position	88,059	-	-	<b>88,059</b>	1.00
3. Citizens Academy Budget Reduction	-	(6,000)	-	<b>(6,000)</b>	-
4. Training & Conferences Budget Reduction	-	(5,000)	-	<b>(5,000)</b>	-
<b>FY 2021 Proposed Budget</b>	<b>\$114,890</b>	<b>(\$11,000)</b>	<b>\$0</b>	<b>\$873,141</b>	<b>1.60</b>

**Summary of Budget Changes**

Town Manager’s proposed FY 2021 budget is increasing 13.51% from the approved FY 2020 budget as the Communications Program has been transferred from the Community Services Department. The program includes the Communications Director and the Web Developer positions. Operating expenses are being reduced by \$11,000.

- 1. Communications Director** – This position is responsible for providing information on behalf of the Town of Barnstable through various communication outlets to diverse audiences. In addition, works with the Town Manager on strategic communication initiatives for the Town.

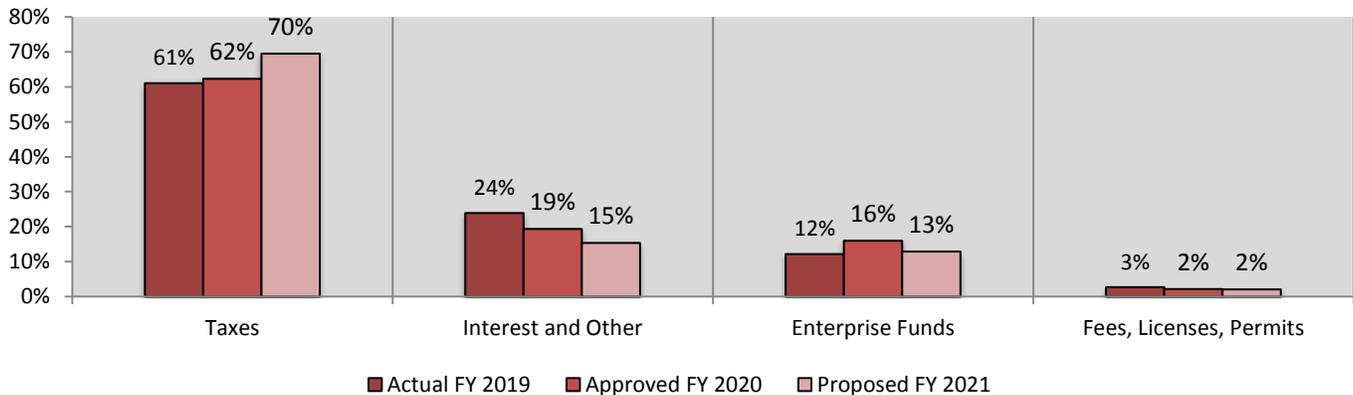
## Department Budget Comparison (Continued)

2. **Transfer Web Developer** - This position supports all the communication needs for the Communication Program through various web-based avenues.
3. **Citizens Academy Budget Reduction** – Reduced the budget to provide one academy per year as opposed to two.
4. **Training & Conferences Budget Reduction** – Reduced the amount of available budget to attend trainings.



*Town Hall*

Town Manager Department  
Resources By Category



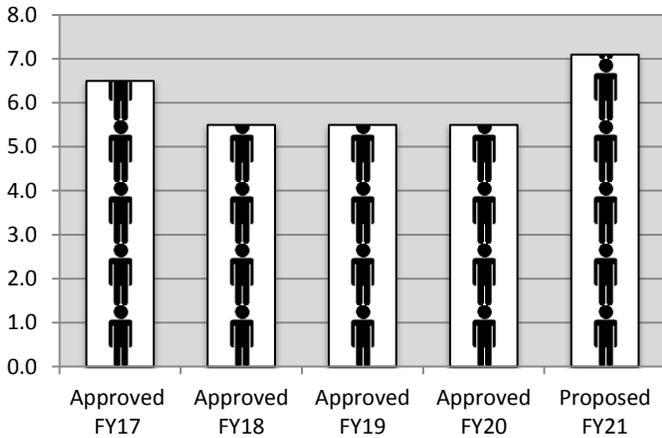
### Resources By Category Summary

Taxes will provide 70% of the resources to fund the Town Manager proposed FY 2021 operating budget. Town wide building & land leases are included in the interest and other category (Asset Management program), which provides 15% of total resources. Enterprise Funds provide 13% for indirect support, with the remaining balance of 2% is from fees, licenses, and permits issued.

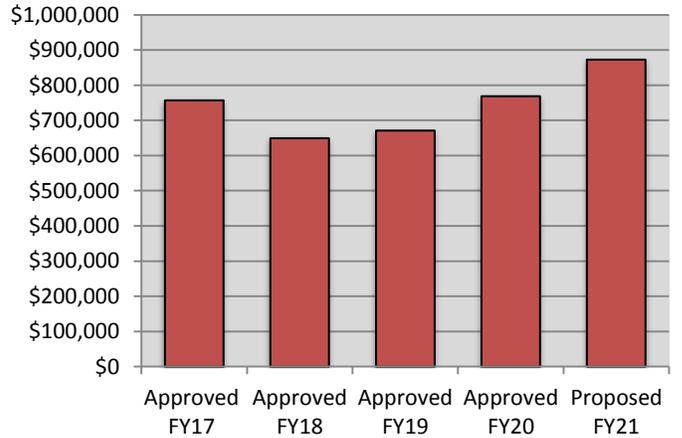
**TOWN MANAGER DEPARTMENT**

**Department Budget History**

Town Manager Department  
Full Time Employee History



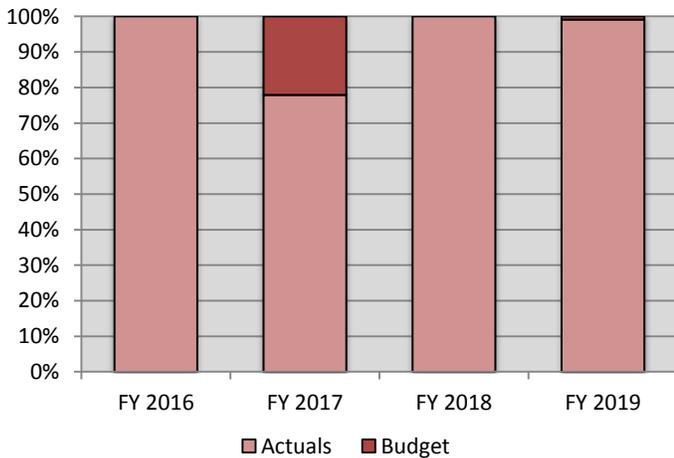
Town Manager Department  
Budget History



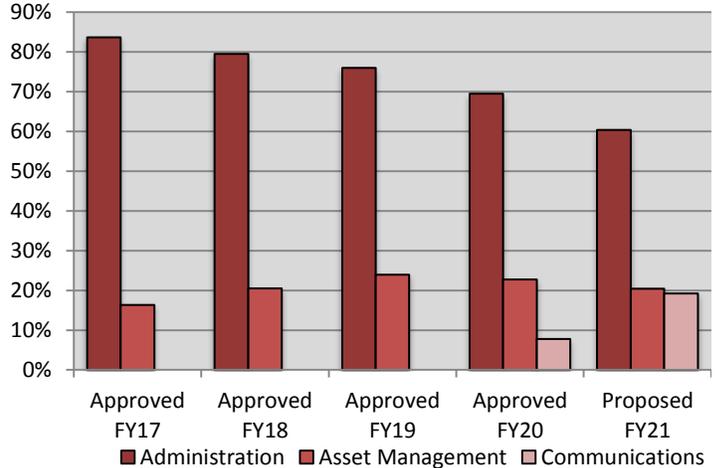
One assistant position was eliminated from the FY 2018 budget. The spike in FY 2021 is a result of the transferred Communications Program from the Community Services Department which includes transferring the Web Developer position and the Communications Director position.

This budget has increased 3% annual over the five-year period. The significant decrease in the FY 2018 budget is due to the elimination of one full-time employee. The spike in FY 2021 is a result of the new Communications Program.

Town Manager Department  
Actuals to Budget History



Town Manager Department  
Budget History By Division



In FY 2017, returned appropriations for the fiscal year was due to the vacant Assistant Town Manager position.

The Town Manager's Department is comprised of three areas, Administration representing 60%, Asset Management 20%, and Communications 19%.

**TOWN MANAGER DEPARTMENT**

## Program Services Provided

### Administration Program

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.

Administration Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$376,767	\$401,258	\$385,037	\$386,307	\$1,270	0.33%
Fees, Licenses, Permits	18,034	15,555	16,900	18,487	1,587	9.39%
Interest and Other	10,000	10,550	9,000	9,000	-	0.00%
Enterprise Funds	81,566	123,471	123,471	113,200	(10,271)	-8.32%
<b>Total Sources</b>	<b>\$486,367</b>	<b>\$550,834</b>	<b>\$534,408</b>	<b>\$526,994</b>	<b>(\$7,414)</b>	<b>-1.39%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$405,184	\$467,489	\$416,408	\$419,994	\$3,586	0.86%
Operating Expenses	81,183	83,345	118,000	107,000	(11,000)	-9.32%
<b>Total Appropriation</b>	<b>\$486,367</b>	<b>\$550,834</b>	<b>\$534,408</b>	<b>\$526,994</b>	<b>(\$7,414)</b>	<b>-1.39%</b>

### Communications Program

This program 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. The Communications Director is responsible professional work providing information on behalf of the Town of Barnstable through various communication outlets to diverse audiences. Works with the Town Manager on strategic communication initiatives for the Town

Public Information Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$0	\$0	\$59,800	\$167,752	\$107,952	180.52%
<b>Total Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$59,800</b>	<b>\$167,752</b>	<b>\$107,952</b>	<b>180.52%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$0	\$0	\$55,000	\$162,952	\$107,952	196.28%
Operating Expenses	-	-	4,800	4,800	-	0.00%
<b>Total Appropriation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$59,800</b>	<b>\$167,752</b>	<b>\$107,952</b>	<b>180.52%</b>

## Program Services Provided (Continued)

### Asset Management Program

The Asset Management Program, which moved in FY 2019 to the Town Manager’s Office, provides ongoing analysis of all municipal assets owned and used by the Town of Barnstable. This program continues to build on the efforts completed under the Director of Property and Risk Management. The primary focus continues to be enhancing land management from an administrative viewpoint. Specific administrative work in FY 2020 has included the creation of a new master agreement document for use of Town land. The examination of other user agreements issued through Recreation for the public’s use of recreational athletic fields, reviewing contracts and leases to use public space, public buildings, the identification of assets to be disposed of through sale or transfer to other quasi-municipal agencies, and the direct support to the Asset Management Advisory Committee.

A Town Council subcommittee was established to help evaluate and identify which assets to retain for municipal use and which to dispose of through an open bid process. Future work will continue to include multi-departmental projects, coordinating the use of town assets with outside land management agencies. This includes the enhancement of a master property database to consolidate critical information about Town property, which can be accessed by all Town Departments and the ongoing 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. Liability protection for the Town Council, public employees and other committees, boards and commissions including the School Committee reduces the Town exposure to loss under legal actions and damages for claims. 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 managing and monitoring of claims made against the Town and schools through the support to the legal division, adds to the complexities of this work.

Asset Management Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$30,200	\$51,961	\$35,043	\$53,396	\$18,353	52.37%
Interest and Other	149,661	133,478	140,000	125,000	(15,000)	-10.71%
<b>Total Sources</b>	<b>\$179,861</b>	<b>\$185,439</b>	<b>\$175,043</b>	<b>\$178,396</b>	<b>\$3,353</b>	<b>1.92%</b>

Expenditure Category						
Personnel	\$163,648	\$169,074	\$168,043	\$171,396	\$3,353	2.00%
Operating Expenses	16,213	16,365	7,000	7,000	-	0.00%
<b>Total Appropriation</b>	<b>\$179,861</b>	<b>\$185,439</b>	<b>\$175,043</b>	<b>\$178,396</b>	<b>\$3,353</b>	<b>1.92%</b>

**TOWN MANAGER DEPARTMENT**

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# ADMINISTRATIVE SERVICES DEPARTMENT

## Department Purpose Statement

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.

## Sub-Department Areas



### Finance

- Includes Elected Town Clerk



### Legal

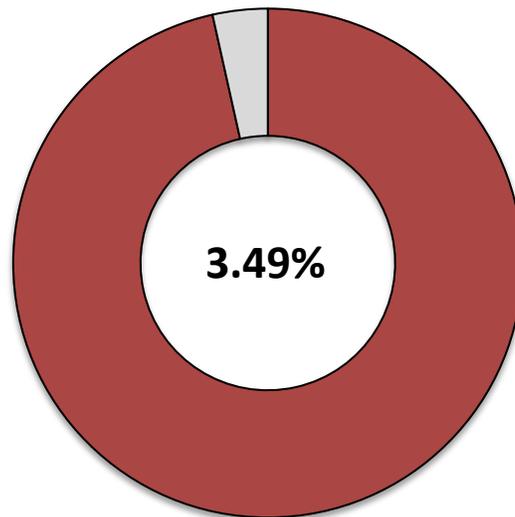


### Human Resources



### Information Technology

Percentage of FY21 General Fund Budget



The Administrative Services Department budget represents 3.49% of the overall General Fund budget.

**ADMINISTRATIVE SERVICES DEPARTMENT**

**Department Budget Comparison**

Administrative Services Dept. Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$1,722,905	\$1,476,191	\$2,997,498	\$3,347,250	\$349,752	11.67%
Intergovernmental	319,991	319,856	323,505	323,505	-	0.00%
Fines, Forfeitures, Penalties	1,590,629	2,168,586	1,204,000	995,000	(209,000)	-17.36%
Fees, Licenses, Permits	289,448	259,378	267,700	213,994	(53,706)	-20.06%
Charges for Services	144	229	-	-	-	0.00%
Interest and Other	1,099,392	1,103,608	621,678	521,500	(100,178)	-16.11%
Enterprise Funds	781,298	745,962	745,962	770,803	24,841	3.33%
Reserves	-	-	162,500	67,735	(94,765)	-58.32%
<b>Total Sources</b>	<b>\$5,803,807</b>	<b>\$6,073,810</b>	<b>\$6,322,843</b>	<b>\$6,239,787</b>	<b>(\$83,056)</b>	<b>-1.31%</b>

Expenditure Category						
Personnel	\$4,461,157	\$4,642,657	\$4,724,153	\$4,644,658	(\$79,495)	-1.68%
Operating Expenses	1,227,913	1,242,153	1,409,690	1,490,129	80,439	5.71%
Capital Outlay	114,737	189,000	189,000	105,000	(84,000)	-44.44%
<b>Total Appropriation</b>	<b>\$5,803,807</b>	<b>\$6,073,810</b>	<b>\$6,322,843</b>	<b>\$6,239,787</b>	<b>(\$83,056)</b>	<b>-1.31%</b>

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2020 Approved Budget</b>				<b>\$6,322,843</b>	
Contractual Obligations Net of Staff Turnover	(26,803)	-	-	<b>(26,803)</b>	-
One-time Charges	-	-	(84,000)	<b>(84,000)</b>	-
<b>FY 2021 Budget Changes</b>					
1. Legal Clerk Position Reduced Hours	(13,174)	-	-	<b>(13,174)</b>	(0.20)
2. Temporary Positions Budget Reduction	(25,818)	-	-	<b>(25,818)</b>	-
3. Overtime Budget	(13,700)	-	-	<b>(13,700)</b>	-
4. Various Budget Line Items	-	(71,400)	-	<b>(71,400)</b>	-
5. Transfer Vehicle Lease	-	(3,600)	-	<b>(3,600)</b>	-
6. Drug Test Monitoring	-	3,600	-	<b>3,600</b>	-
7. Driver Licenses Monitoring	-	7,250	-	<b>7,250</b>	-
8. MPA Program	-	40,000	-	<b>40,000</b>	-
9. Vision Appraisal Software	-	67,735	-	<b>67,735</b>	-
10. Software Licenses	-	30,854	-	<b>30,854</b>	-
11. Utility Valuation	-	6,000	-	<b>6,000</b>	-
<b>FY 2021 Proposed Budget</b>	<b>(\$79,495)</b>	<b>\$80,439</b>	<b>(\$84,000)</b>	<b>\$6,239,787</b>	<b>(0.20)</b>

**Summary of Budget Changes**

The Department's proposed FY 2021 budget is decreasing 1.31%. Personnel and capital outlay costs combined are decreasing by \$163,495. Operating expenses are increasing \$80,439, which includes a one-time expense of \$67,735 for the upgrade to the Vision Appraisal software. Most of the increase in operating costs are due to the technology requirements. The Information Technology Division is responsible for most of the town-wide software licenses and replacement of technology hardware. The Department also includes the Human Resources Division, which manages most of the funding for town-wide employee training as well as employment policies. Operating expenses include an increase of \$50,850 for employee training and CDL license monitoring requirements.

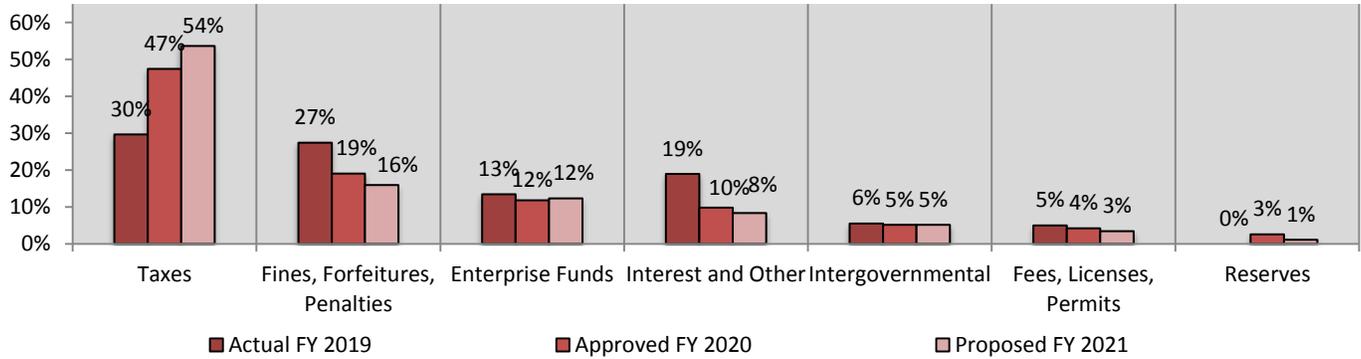
## Department Budget Comparison (Continued)

1. **Legal Clerk Hours** – The Legal Clerk hours are being reduced from 32hrs to 24hrs per week.
2. **Temporary Positions** – Fewer funds will be available for temporary clerical positions and accounting support.
3. **Overtime** – The department’s overtime budget is being reduced across all programs.
4. **Various Budget Line Items Reduced** – A town wide exercise was conducted for department managers to review their budgets for recommended budget reductions. This is a summation of budget lines that are small and not consider as detrimental to services.
5. **Transfer Budget Line Item** – Transferred budget line to Inspectional Services for leased vehicle costs.
6. **Drug Testing Monitoring Through Federal Clearinghouse:** Beginning January 6, 2020, employers of CDL employees will be required to report drug and alcohol violations to a central Federal clearinghouse. Employers are also required to conduct queries to check if prospective employees are prohibited from performing safety-sensitive functions, such as operating CMVs, due to an unresolved drug and alcohol program violation. Employers are also required to query all current employees at least annually. This request will cover the additional cost of the queries and electronic employee record-keeping and also hiring a third-party administrator to manage the new clearinghouse program.
7. **Driver License Monitoring:** This decision package would allow the Town to hire a vendor to begin real-time license monitoring of all CDL and regular drivers of Town vehicles. This is a recommended best practice in both the HR and Risk Management fields. Currently CDL driver’s license status is checked annually. Non-CDL driver’s license status is only checked at time of hire. We rely on the honor system of employees voluntarily divulging issues with their licenses.
8. **Master of Public Administration** – This request will provide an opportunity to support a town employer succession plan. The Suffolk University’s is providing a Master of Public Administration program on Cape Cod for those individuals interested in a career in government and municipal leadership.
9. **Visions Appraisal System Upgrade to version 8:** The Vision Assessment system is the main database for property information and maintained by the Assessing Office. The property data is transferred nightly to many other database systems, Tax Billing, Permitting, GIS, Roads, Parcels, and Property Management. The current version is very old, and support will expire at the end of the year. It is essential to upgrade both the hardware and software to utilize new technology and new functionality. It is necessary to keep current, so that the Assessing Office has the tools and support needed to maintain the property and assessment information, and that the town is able to transfer the data to multiple systems used by the Town and Citizens.
10. **Software Licenses:** 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.
11. **Utility Valuation:** The appraisal of the Utility Companies in the Town of Barnstable for ad valorem purposes. The Bureau of Local Assessment has advised communities that they will accept another methodology approach as an indicator of full and fair cash value for utility property based on recent court cases. This work will be performed by an outside contractor.

**ADMINISTRATIVE SERVICES DEPARTMENT**

**Department Budget Comparison (Continued)**

Administrative Services Department  
Resources By Category



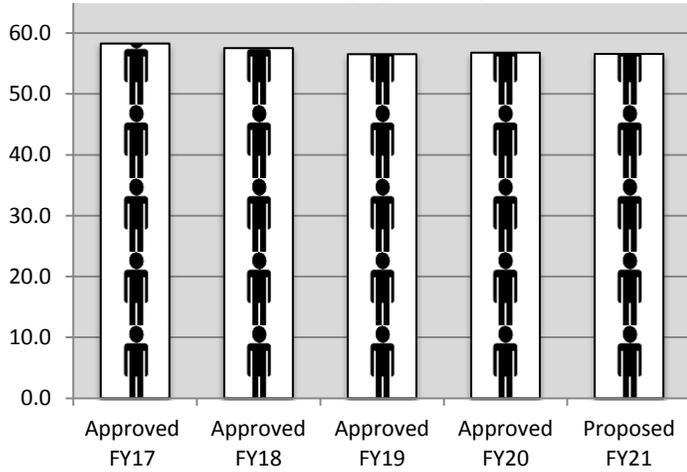
**Resources By Category Summary**

Funding for the proposed FY 2021 Administrative Services Department includes taxes (54%), penalties and interest on the late payment on taxes (16%), and Enterprise Funds (12%) for services the department provides, such as accounting, payroll, treasury management, IT support, and human resource guidance. Other resources include earnings on investments for Town deposits, vital statistics fees, dog and business licenses, fire district assessments, and state reimbursements for veterans and elderly exemptions.

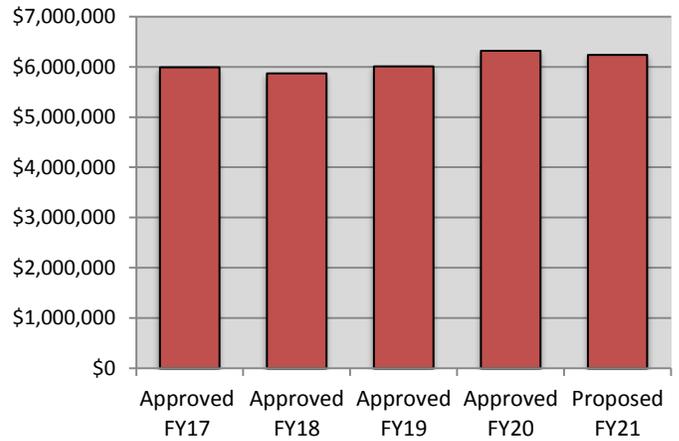
## ADMINISTRATIVE SERVICES DEPARTMENT

### Department Budget History

Administrative Services Department  
Full Time Employee History



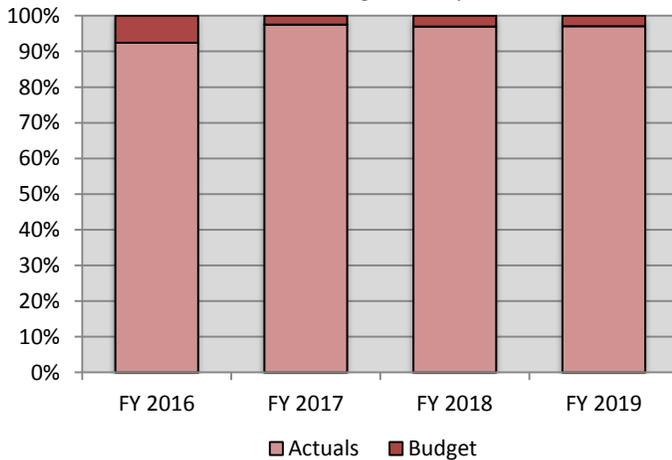
Administrative Services Department  
Budget History



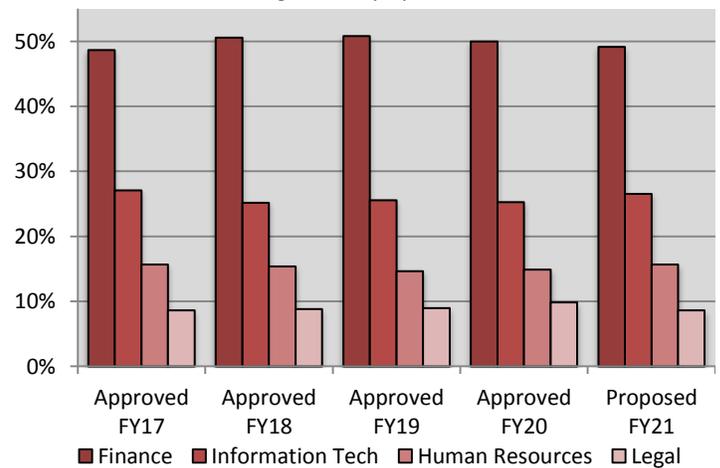
In FY 2018, the Web/Intranet position was reallocated to Community Services Department. FY 2019 includes a net reduction of one full-time position in Assessing. FY 2021 includes reduced hours (0.20) fte for the legal clerk position.

The Administration Department's budget has not changed significantly over a five-year period. Most budget increases relate to the annual increases in software licenses for town wide operations.

Administrative Services Department  
Actuals to Budget History



Administrative Services Department  
Budget History By Division



The Administration operations are diverse regarding collections, accounting, legal, human resources, and technology. Most of the returned appropriations are the result of vacancy savings that occur with staff turnover.

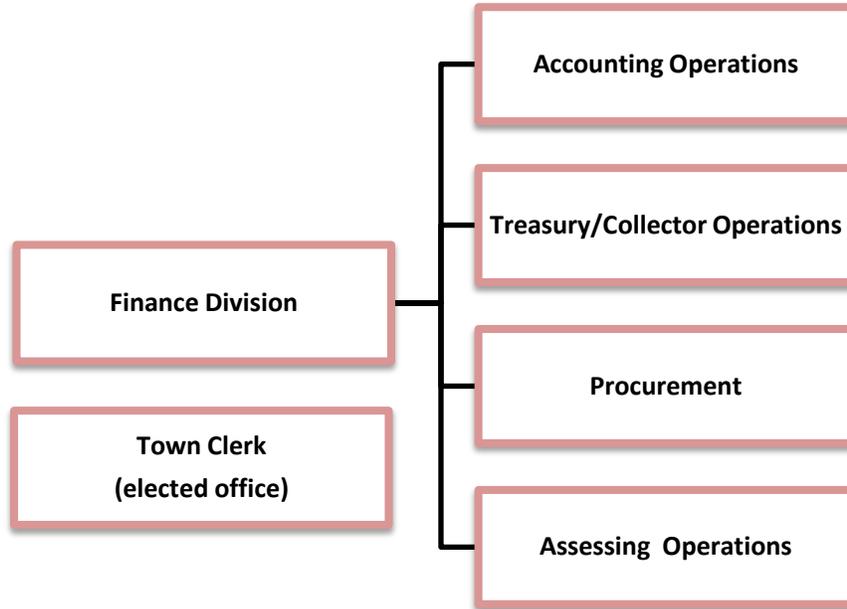
The Finance Division is the largest division in this department representing 50% of the department's proposed budget followed by Information Technology at 27%.

# FINANCE DIVISION

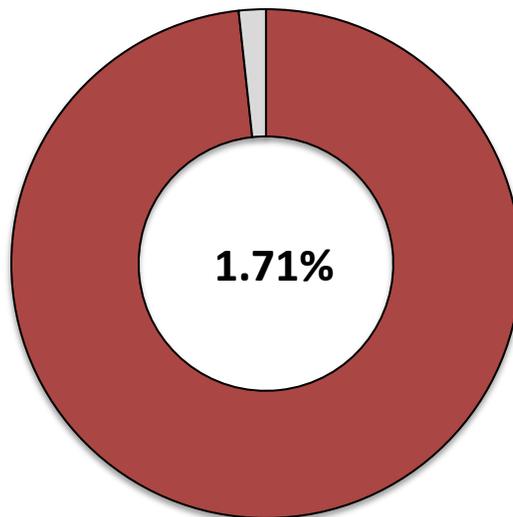
## Purpose Statement

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.

## Program Areas



Percentage of FY21 General Fund Budget



The Finance Division represents 1.71% of the overall General Fund budget.

## Division Services Provided

The finance division manages the organizations money through planning, organizing, auditing, accounting, and controlling the government's finances. The finance division also produces several reports for the public on an annual basis such as, the Comprehensive Annual Financial Report, Operating Budget, Capital Improvements Plan, 5-year Forecast as well as maintains the Town of Barnstable Open Budget website. This division also works closely with the Comprehensive Financial Advisory Committee (CFAC). The Comprehensive Financial Advisory Committee (CFAC) is a public body that provides financial advice to the Town Council on the yearly operating and capital budgets for all town agencies, including the school department budget as adopted by the School Committee.

## Division Recent Accomplishments

- Successfully consolidated the office of Treasury with the Town Collector.
- Eliminated the backlog of unprocessed tax payments resulting in an improved cashflow of over \$5 million in the first six months of fiscal year 2020.
- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for the 18<sup>th</sup> year in a row for the June 30, 2018 Comprehensive Annual Financial Report (CAFR).
- Received the Distinguished Budget Presentation Award from the GFOA for the 19<sup>th</sup> year in a row for the FY 2020 annual budget document.
- Maintained a AAA bond rating for the town.
- Received a clean audit opinion on the June 30, 2019 CAFR and there were no audit findings.
- Expanded the number of vendors participating in the town's ACI payment process generating additional revenue of approximately \$25,000 per year.
- Reduced the number of tax lien properties and prepared the list of tax liens to be auctioned off.

## Division Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)

### 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. 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)**
6. Evaluate department workflow processes in order to identify additional areas for efficiency gains without compromising effectiveness. **(SP: Finance)**

**FINANCE DIVISION**

**Division Goals and Objectives (Continued)**

**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. Work with the Public Works Department on the creation of a funding plan for the Comprehensive Water Management Program. **(SP: Finance)**

**Division Budget Comparison**

Finance Division Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$0	\$0	\$289,900	\$636,391	\$346,491	119.52%
Intergovernmental	319,991	319,856	323,505	323,505	-	0.00%
Fines, Forfeitures, Penalties	1,590,629	2,168,586	1,204,000	995,000	(209,000)	-17.36%
Fees, Licenses, Permits	289,448	259,378	267,700	213,994	(53,706)	-20.06%
Charges for Services	144	229	-	-	-	0.00%
Interest and Other	1,089,607	1,103,558	621,678	521,500	(100,178)	-16.11%
Enterprise Funds	407,050	370,489	370,489	374,992	4,503	1.22%
Reserves	-	-	84,000	-	(84,000)	-100.00%
<b>Total Sources</b>	<b>\$3,696,869</b>	<b>\$4,222,096</b>	<b>\$3,161,272</b>	<b>\$3,065,382</b>	<b>(\$95,890)</b>	<b>-3.03%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$2,521,683	\$2,543,541	\$2,629,637	\$2,629,747	\$110	0.00%
Operating Expenses	369,647	427,232	447,635	435,635	(12,000)	-2.68%
Capital Outlay	-	84,000	84,000	-	(84,000)	-100.00%
<b>Total Appropriation</b>	<b>\$2,891,330</b>	<b>\$3,054,773</b>	<b>\$3,161,272</b>	<b>\$3,065,382</b>	<b>(\$95,890)</b>	<b>-3.03%</b>

Job Title	FY 2019	FY 2020	FY 2021	Change
Accounting Officer	1.00	1.00	1.00	-
Administrative Assistant	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	-
Billing and Collection Supervisor	1.00	1.00	1.00	-
Chief Procurement Officer	1.00	1.00	1.00	-
Collection Assistant	3.00	3.00	3.00	-
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	-

**FINANCE DIVISION**

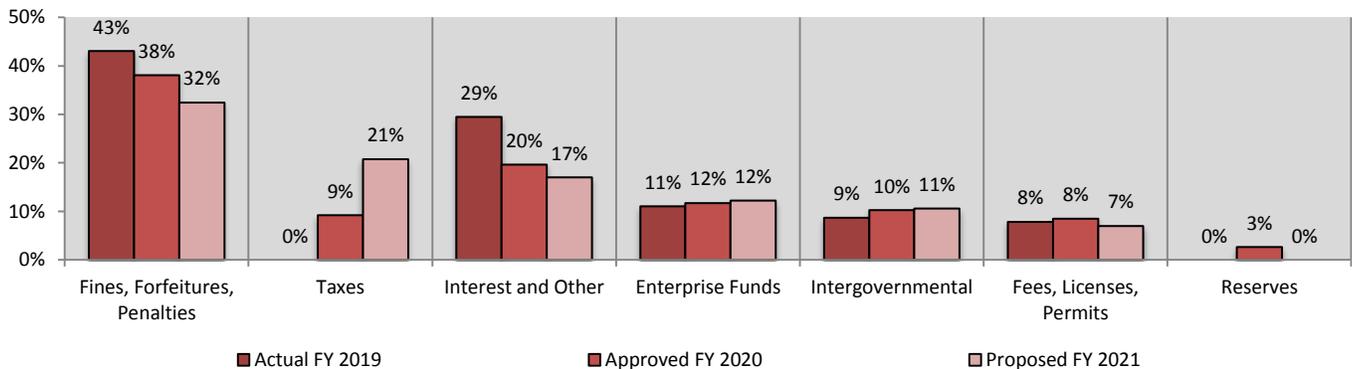
**Division Budget Comparison (Continued)**

Job Title	FY 2019	FY 2020	FY 2021	Change
Financial/Budget Analyst	2.00	2.00	2.00	-
Office Supervisor	1.00	1.00	1.00	-
Principal Dept/Div Assistant	4.75	4.50	4.50	-
Property Transfer Assistant	1.00	1.00	1.00	-
Purchasing Agent	1.00	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	-
Treasurer/Collector	1.00	1.00	1.00	-
Treasury Supervisor	1.00	1.00	1.00	-
<b>Full-time Equivalent Employees</b>	<b>34.75</b>	<b>34.50</b>	<b>34.50</b>	<b>-</b>

**Summary of Budget Changes**

The Finance Division proposed FY 2021 budget is -3.03% lower than the approved FY 2020 budget. Reductions in various line items as well as a one-time charge in approved FY 2020 budget for new voting machines have resulted in a lower budget.

Finance Division  
Resources By Category



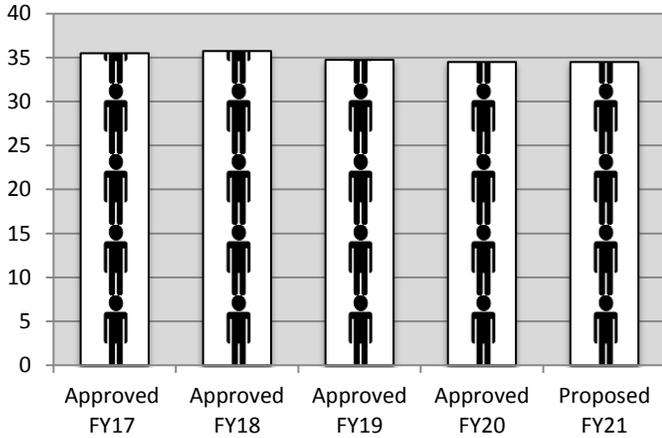
**Resources By Category Summary**

Funding sources for the Finance Division’s proposed FY 2021 budget includes the following: Fines, forfeitures, penalties, and taxes provide 53% of resources; earnings on investments provide 17%, Enterprise Fund support is 12% for indirect cost, intergovernmental aid 11% for veteran and elderly exemptions, and fees 7%.

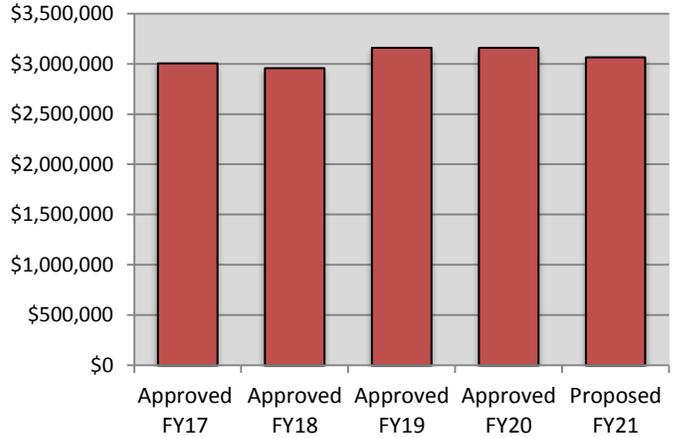
**FINANCE DIVISION**

**Division Budget History**

Finance Division  
Full Time Employee History



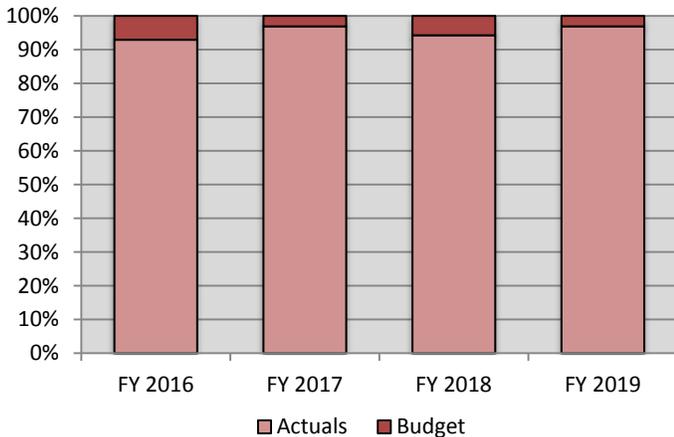
Finance Division  
Budget History



FY 2019 includes a net reduction of one full time position in Assessing.

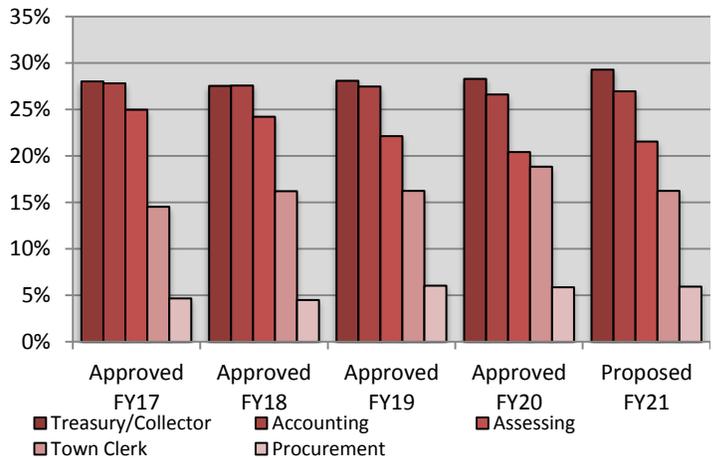
The division's budget has remained level funded when compared over the five-year period. The increase in FY 2019 was due to providing appropriation to outsource valuations contract assistance for the Assessors.

Finance Division  
Actuals to Budget History



Vacancy savings in both the Collector and Assessing operations has attributed to some returned appropriations.

Finance Division  
Budget History By Program



The Treasury/Collector program is the largest area of this division's budget comprising 29% followed by the Accounting 27%, Assessing 22%, Clerk 16%, and Procurement 6%.

**FINANCE DIVISION**

**Program 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 (CFAC).

Accounting Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$572,456	\$604,634	\$613,366	\$597,910	(\$15,456)	-2.52%
Interest and Other	5,848	3,712	-	-	-	0.00%
Enterprise Funds	231,761	227,423	227,423	228,079	656	0.29%
<b>Total Sources</b>	<b>\$810,065</b>	<b>\$835,769</b>	<b>\$840,789</b>	<b>\$825,989</b>	<b>(\$14,800)</b>	<b>-1.76%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$728,090	\$751,569	\$754,539	\$742,689	(\$11,850)	-1.57%
Operating Expenses	81,975	84,200	86,250	83,300	(2,950)	-3.42%
<b>Total Appropriation</b>	<b>\$810,065</b>	<b>\$835,769</b>	<b>\$840,789</b>	<b>\$825,989</b>	<b>(\$14,800)</b>	<b>-1.76%</b>

**Treasury/Collector Operation**

Recent amendments to the Town’s Administrative Code have consolidated the Town Collector and Treasury Operations into a single operation known as Town Treasurer/Collector. The Treasury/Collector function includes investment policies, cash management, debt management, and the collection of all real estate taxes and personal property taxes; including those of the Fire Districts, motor vehicle and boat excise taxes and Business Improvement District taxes.

Treasury/Collector Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Fines, Forfeitures, Penalties	\$1,590,629	\$2,168,586	\$1,204,000	\$995,000	(\$209,000)	-17.36%
Fees, Licenses, Permits	81,487	104,378	86,700	65,700	(21,000)	-24.22%
Interest and Other	1,050,872	1,097,157	616,500	516,500	(100,000)	-16.22%
Enterprise Funds	88,375	92,380	92,380	96,921	4,541	4.92%
<b>Total Sources</b>	<b>\$2,811,363</b>	<b>\$3,462,501</b>	<b>\$1,999,580</b>	<b>\$1,674,121</b>	<b>(\$325,459)</b>	<b>-16.28%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$711,406	\$747,592	\$728,602	\$736,159	\$7,557	1.04%
Operating Expenses	163,421	165,991	166,050	161,920	(4,130)	-2.49%
<b>Total Appropriation</b>	<b>\$874,827</b>	<b>\$913,583</b>	<b>\$894,652</b>	<b>\$898,079</b>	<b>\$3,427</b>	<b>0.38%</b>

**FINANCE DIVISION**

**Program Services Provided (Continued)**

**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 provides direction in the process of acquiring goods and services, suggestions for alternative products, using state contracts to avoid the duplicative bid process, assistance with surplus property disposal and assistance in managing the interaction of vendors with the Town.

Procurement Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$94,896	\$141,056	\$142,589	\$140,343	(\$2,246)	-1.58%
Enterprise Funds	78,914	42,686	42,686	41,992	(694)	-1.63%
<b>Total Sources</b>	<b>\$173,810</b>	<b>\$183,742</b>	<b>\$185,275</b>	<b>\$182,335</b>	<b>(\$2,940)</b>	<b>-1.59%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$164,319	\$179,014	\$177,815	\$176,575	(\$1,240)	-0.70%
Operating Expenses	9,491	4,728	7,460	5,760	(1,700)	-22.79%
<b>Total Appropriation</b>	<b>\$173,810</b>	<b>\$183,742</b>	<b>\$185,275</b>	<b>\$182,335</b>	<b>(\$2,940)</b>	<b>-1.59%</b>

**Assessing Operations**

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 Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$214,030	\$264,302	\$313,848	\$329,284	\$15,436	4.92%
Intergovernmental	319,991	319,856	323,505	323,505	-	0.00%
Interest and Other	8,742	2,664	-	-	-	0.00%
Enterprise Funds	8,000	8,000	8,000	8,000	-	0.00%
<b>Total Sources</b>	<b>\$550,907</b>	<b>\$595,051</b>	<b>\$645,353</b>	<b>\$660,789</b>	<b>\$15,436</b>	<b>2.39%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$492,533	\$476,132	\$518,353	\$535,439	\$17,086	3.30%
Operating Expenses	58,374	118,919	127,000	125,350	(1,650)	-1.30%
<b>Total Appropriation</b>	<b>\$550,907</b>	<b>\$595,051</b>	<b>\$645,353</b>	<b>\$660,789</b>	<b>\$15,436</b>	<b>2.39%</b>

**FINANCE DIVISION**

**Program Services Provided (Continued)**

**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.

<b>Town Clerk Category</b>	<b>Actual FY 2019</b>	<b>Projected FY 2020</b>	<b>Approved FY 2020</b>	<b>Proposed FY 2021</b>	<b>Change FY20 - 21</b>	<b>Percent Change</b>
Taxes	\$249,615	\$371,603	\$325,025	\$344,896	\$19,871	6.11%
Fees, Licenses, Permits	207,961	155,000	181,000	148,294	(32,706)	-18.07%
Interest and Other	24,145	25	5,178	5,000	(178)	-3.44%
Reserves	-	-	84,000	-	(84,000)	-100.00%
<b>Total Sources</b>	<b>\$481,721</b>	<b>\$526,628</b>	<b>\$595,203</b>	<b>\$498,190</b>	<b>(\$97,013)</b>	<b>-16.30%</b>

<b>Expenditure Category</b>						
Personnel	\$425,335	\$389,234	\$450,328	\$438,885	(\$11,443)	-2.54%
Operating Expenses	56,386	53,394	60,875	59,305	(1,570)	-2.58%
Capital Outlay	-	84,000	84,000	-	(84,000)	-100.00%
<b>Total Appropriation</b>	<b>\$481,721</b>	<b>\$526,628</b>	<b>\$595,203</b>	<b>\$498,190</b>	<b>(\$97,013)</b>	<b>-16.30%</b>

## LEGAL DIVISION

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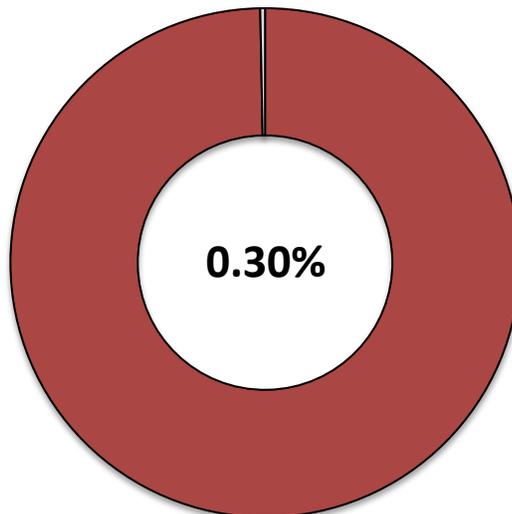
### Purpose Statement

The Legal Department provides professional legal services to all of the Town's departments, boards, and committees to ensure compliance with applicable laws, to prevent or minimize potential legal issues for the Town and to protect the Town from liability in various matters. The Legal Department does this by providing legal counsel and advice, drafting, reviewing and negotiating legal documents and representing the Town in administrative and judicial proceedings.

### Program Areas



Percentage of FY21 General Fund Budget



The Legal Division comprises 0.30% of the overall General Fund budget.

## Division Services Provided

### Legal Operations

The Legal Department functions as an in-house corporate law office in providing and/or supervising the provision of legal services to the various components of Town government. The availability of in-house legal staff to offer timely advice and counsel on an as-needed basis has created an ability to address concerns and issues in a timely, cost-effective, and efficacious fashion. As part of its in-house counsel services, the Legal Division provides all Town entities with legal support ranging from advice, training, and counseling to drafting, negotiating and reviewing legal documents 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. Every effort is made to avoid litigation by providing legal counseling in advance of decision-making. 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.

## Division Recent Accomplishments

- In support of the Town's efforts to address wastewater issues, the Legal Department assisted the Town in entering into a Joint Venture Agreement with a national firm experienced in managing Department of Defense base water and wastewater facilities pursuant to which a joint proposal was submitted to the Department of the Air Force to manage such facilities at Joint Base Cape Cod. As part of that proposal, the Town has the option to propose to construct a sewerage treatment plant and wastewater disposal facilities for the Town and possibly for four other upper Cape towns. The Town is awaiting the Air Force response to this proposal.
- The Legal Department conducted training on the Open Meeting Law for Town employees who work with boards and committees.
- In a precedent-setting decision, the Legal Department successfully defeated in Superior Court efforts to enjoin the Town from acquiring a parcel of land in Centerville, which may be used to house a sewer pumping facility in connection with the Town's implementation of its Comprehensive Wastewater Management Plan (and which may be the first of as many as 27 such facilities). The case now awaits trial or other disposition by motion.
- The Legal Department assisted in preparing rights of entry and easements for the widening of the intersection of Bearses Way and Falmouth Road (Route 28), Yarmouth Road and Iyannough Road (Route 28) and in connection with the MassWorks grant for road improvements in Independence Park.

## Division Recent Accomplishments

- The Legal Department successfully represented the Hyannis Main Street Waterfront Historic District Commission in the appeal by Verizon New England, Inc. to the Hyannis Main Street Waterfront Historic District Committee of the Commission's denial of a certificate of appropriateness and certificate of hardship requested by Verizon to extend the 100' height of Verizon's microwave telecommunications tower at 49 Ocean St. another 50'. The Committee upheld the Commission's denials.
- The Board of Health enacted extensive regulations designed to greatly limit underage access to flavored tobacco products. Local tobacco retailers and a large regional chain challenged the regulations in court filings. The Town successfully defeated a request for a local injunction. The Town also joined with other Towns across eastern Massachusetts in defeating proposed injunctions. Meanwhile, the Governor and Legislature proposed and passed a sweeping ban on access to tobacco vaping products, which have been linked nationally to deaths and injuries. The Legal Department continues to work with a consortium of municipal counsel to defend these critical health initiatives.
- The Legal Department successfully supported efforts of the Affordable Housing Growth and Development Trust Fund to assist with complicated funding arrangements for a Housing Assistance Corporation project on Ridgewood Avenue, Hyannis. The project is well underway and will be ready for occupancy shortly.
- NSTAR Electric Company d/b/a Eversource has been upgrading its primary electric distribution system and the Legal Department has worked closely with their counsel to accommodate this important effort, consistent with the Town's interests. As a result of negotiations conducted by the Department, NSTAR has agreed as part of its mitigation efforts to retrofit its entire electric substation in Independence Park with state-of-the-art fluid containment basins modeled after the Vineyard Wind design. This effort is vital to protect the groundwater below in the event of a transformer failure and toxic cooling-oil release.

## Division Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)

### Short-Term:

1. Continue efforts to decrease defensive litigation through counseling and advising. **(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. Work with Planning to address issues relating to short-term rentals, including making any necessary changes to the Zoning and other Town Ordinances. **(SP: Finance, Economic Development)**.
4. Work with Planning & Development to develop a standard Town process for grant of location requests for telecom small wireless facilities and structures. **(SP: Finance, Economic Development, Regulatory Process and Performance)**
5. Determine whether a portion of Mother's Park can legally be used as a site for a sewer pumping facility and, if so, the process needed to use the land for such purposes.
6. 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)**.

## Division Goals and Objectives (Continued)

### Long-Term:

1. Work with the Town Council to amend the Zoning Ordinance to allow for the creation of more multifamily rental housing. **(SP: Housing, Economic Development).**
2. 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).**
3. Continue to 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).**

## FY 2020 Goals and Results

1. Continue to 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).

Action: As noted above, the Legal Department successfully defeated in Superior Court efforts to enjoin the Town from acquiring a parcel of land in Centerville, which may be used to house a sewer pumping facility in connection with the Town's implementation of its Comprehensive Wastewater Management Plan.

2. Continue to devote attention to decreasing defensive litigation by education and training.

Action: As noted above, the Legal Department conducted training on the Open Meeting Law for Town employees who work with boards and committees.

**LEGAL DIVISION**

**Division Budget Comparison**

Legal Division Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$515,987	\$632,463	\$543,822	\$539,899	(\$3,923)	-0.72%
Interest and Other	9,785	50	-	-	-	0.00%
Reserves	-	-	78,500	-	(78,500)	-100.00%
<b>Total Sources</b>	<b>\$525,772</b>	<b>\$632,513</b>	<b>\$622,322</b>	<b>\$539,899</b>	<b>(\$82,423)</b>	<b>-13.24%</b>

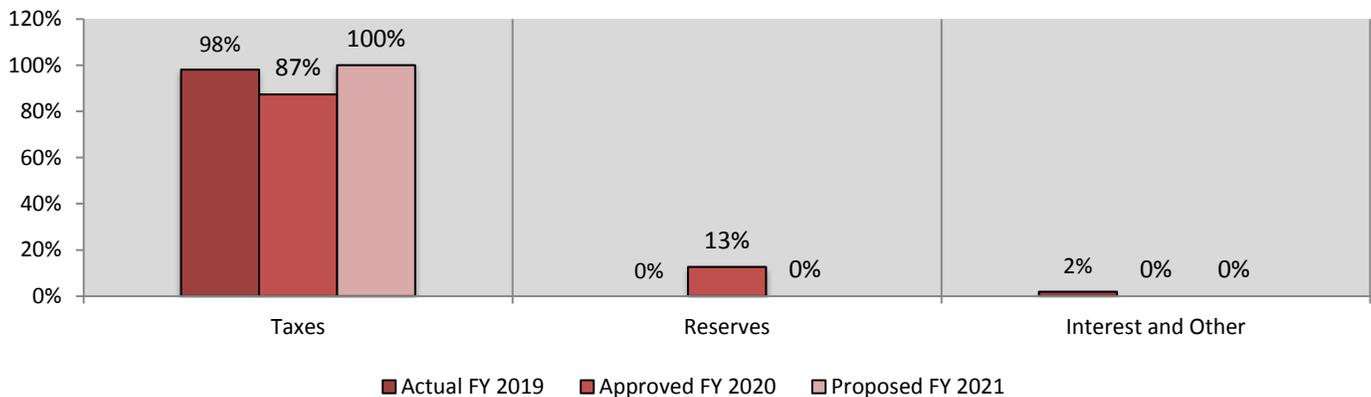
Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$477,971	\$597,513	\$582,622	\$500,199	(\$82,423)	-14.15%
Operating Expenses	47,801	35,000	39,700	39,700	-	0.00%
<b>Total Appropriation</b>	<b>\$525,772</b>	<b>\$632,513</b>	<b>\$622,322</b>	<b>\$539,899</b>	<b>(\$82,423)</b>	<b>-13.24%</b>

Job Title	FY 2019	FY 2020	FY 2021	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	0.60	(0.20)
<b>Full-time Equivalent Employees</b>	<b>4.80</b>	<b>4.80</b>	<b>4.60</b>	<b>(0.20)</b>

**Summary of Budget Changes**

The Legal Division’s proposed FY 2021 budget is 13.24% lower than the approved FY 2020 budget. Personnel costs include a reduction in overtime, reduced hours for a part-time legal clerk and the elimination of funds provided in FY 2020 budget for overlap in the Town Attorney’s position.

Legal Division  
Resources By Category



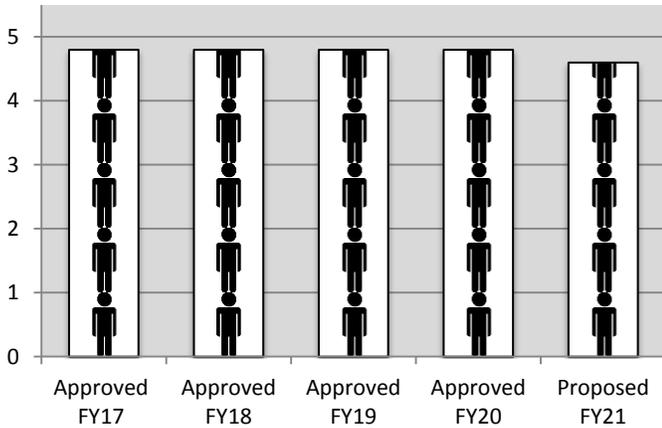
**Resources By Category Summary**

Taxes support 100% of the resources to fund Legal Division’s proposed FY 2021 budget. Reserves were used in the approved FY 2020 budget for one-time funds to assist with the transition in the Town Attorney position.

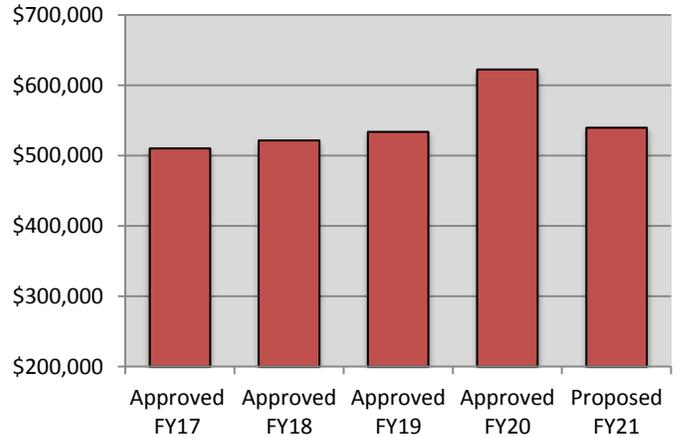
**LEGAL DIVISION**

**Division Budget History**

Legal Division  
Full Time Employee History



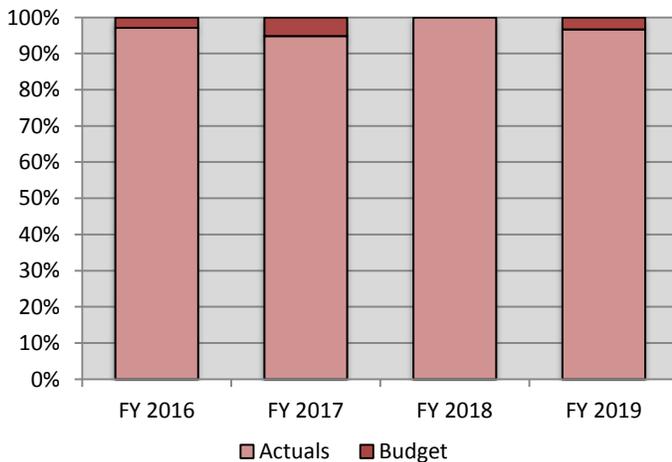
Legal Division  
Budget History



The proposed FY 2021 budget includes reduced hours of (0.02) fte's for the legal clerk position.

Legal Division's budget has increased 1.16% annually over the five-year period. The approved FY 2020 budget included a one-time \$78,500 for the overlap in the Town Attorney position.

Legal Division  
Actuals to Budget History



The bulk of Legal Division's operating budget is permanent personnel, and therefore, any returned appropriations would be attributed to staff turnover savings or limited use of outside professional services.

## HUMAN RESOURCE DIVISION

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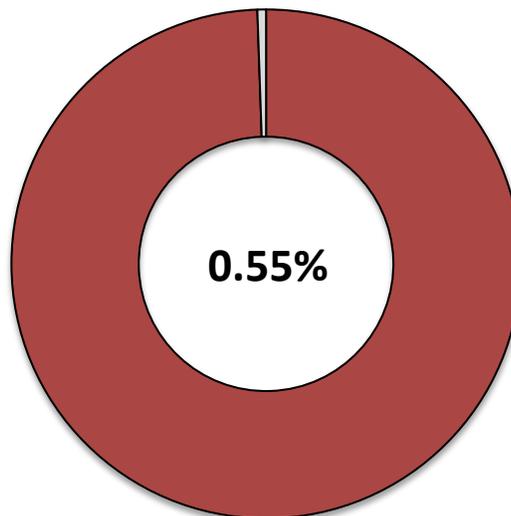
### Purpose Statement

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.

### Program Areas



Percentage of FY21 General Fund Budget



The Human Resources Division comprises 0.55% of the overall General Fund budget.

## Division Services Provided

Human Resources division is a critical component of employee well-being within the organization. This division is responsible for recruiting, screening, interviewing, and placing workers. This includes handling employee relations, payroll, benefits, and training. This division also provides for employee engagement through several organizations social events annually.

## Division Recent Accomplishments

- Assisted in the hiring of several high-level positions including Town Attorney, Assistant Town Attorney, Communications Director, and Director of Community Services.
- 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.
- Implemented a new records management/onboarding system for the School Department
- Implemented MUNIS Employee Self Service Module



*Years of Service Awards*

- Partnered with DPW to ensure Town compliance with new DOT Clearinghouse regulations.

## Division Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)

### Short-Term:

1. Implement a uniform employee orientation program for new Municipal/School employees. **(SP: Education, Communication)**
2. Partner with Suffolk University to implement a MPA cohort program in Barnstable. **(SP: Education, Communication)**
3. Work with Risk Management to implement driver record check program. **(SP: Education, Communication, Regulatory Process and Performance)**

### 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)**

**HUMAN RESOURCE DIVISION**

**Division Budget Comparison**

Human Resources Division Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$863,908	\$870,516	\$879,422	\$905,197	\$25,775	2.93%
Enterprise Funds	63,663	62,904	62,904	71,758	8,854	14.08%
<b>Total Sources</b>	<b>\$927,571</b>	<b>\$933,420</b>	<b>\$942,326</b>	<b>\$976,955</b>	<b>\$34,629</b>	<b>3.67%</b>

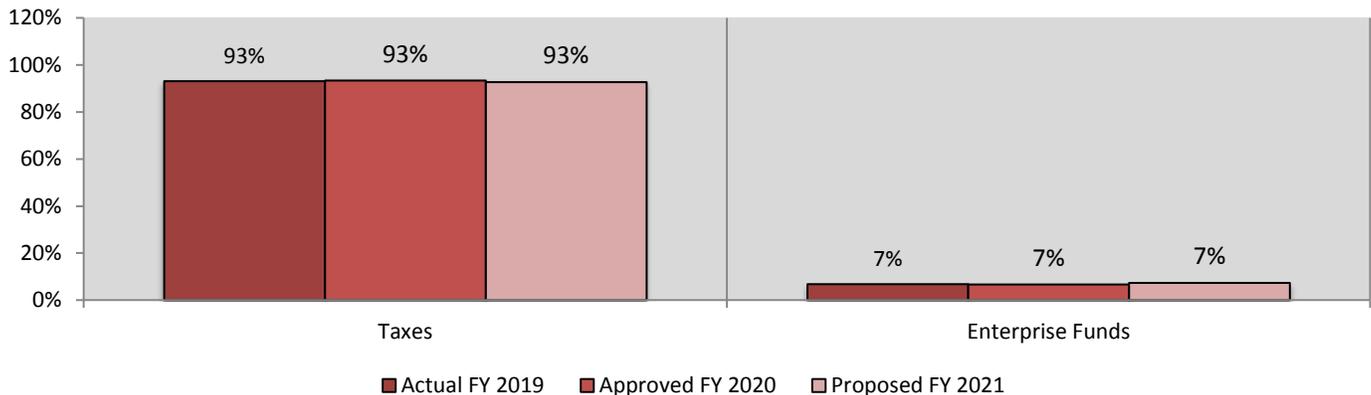
Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$739,515	\$760,079	\$765,126	\$765,905	\$779	0.10%
Operating Expenses	188,056	173,341	177,200	211,050	33,850	19.10%
<b>Total Appropriation</b>	<b>\$927,571</b>	<b>\$933,420</b>	<b>\$942,326</b>	<b>\$976,955</b>	<b>\$34,629</b>	<b>3.67%</b>

Job Title	FY 2019	FY 2020	FY 2021	Change
Admin. Assistant to HR Director	1.00	1.00	1.00	-
Assistant HR Director	1.00	1.00	1.00	-
Benefits Administrator	1.00	1.00	1.00	-
Benefits Assistant	1.00	1.00	1.00	-
Customer Service	-	0.50	0.50	-
Director of Human Resources	1.00	1.00	1.00	-
Human Resources Coordinator	1.00	1.00	1.00	-
Principal Assistant HR	2.00	2.00	2.00	-
<b>Full-time Equivalent Employees</b>	<b>8.00</b>	<b>8.50</b>	<b>8.50</b>	<b>-</b>

**Summary of Budget Changes**

Human Resources proposed FY 2021 budget is increasing 3.67% from the approved FY 2020 budget. The budget includes requests for drug testing and licenses monitoring initiatives and an increase in staff training and professional development funds.

Human Resource Division  
Resources By Category



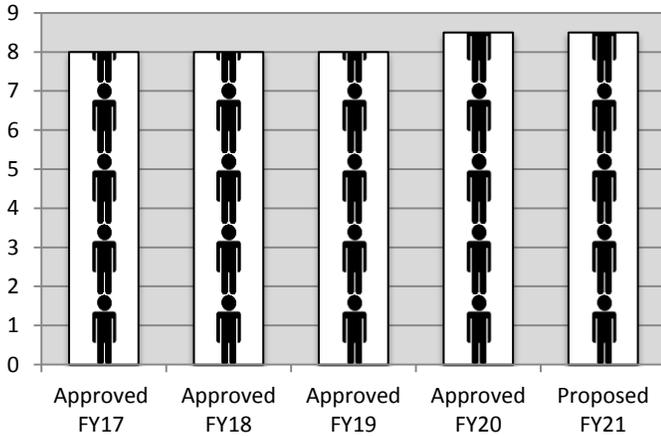
**Resources By Category Summary**

Taxes provide 93% of the funding for Human Resources budget with the remaining 7% coming from Enterprise Fund support.

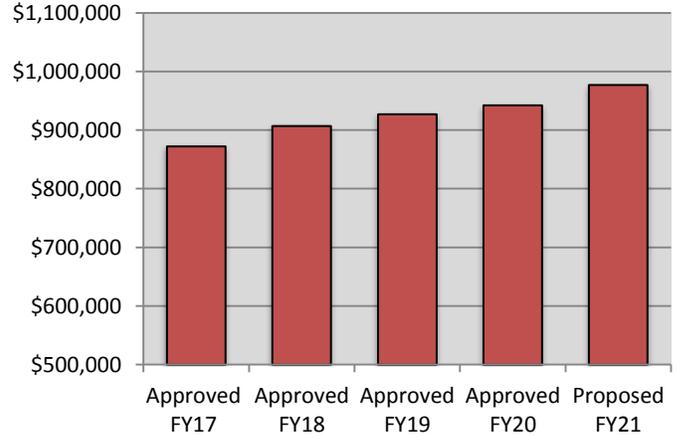
## HUMAN RESOURCE DIVISION

### Division Budget History

Human Resource Division  
Full Time Employee History



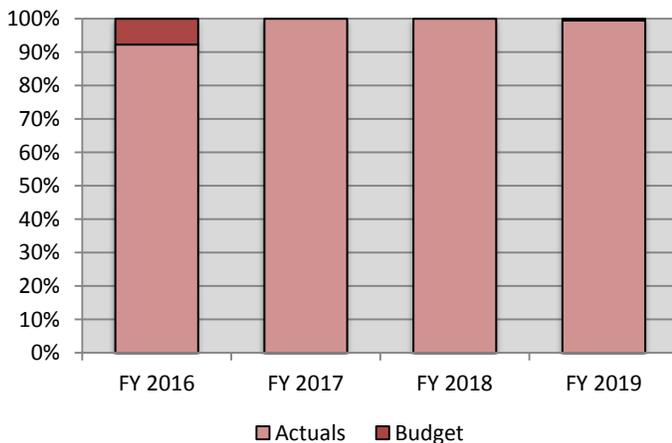
Human Resource Division  
Budget History



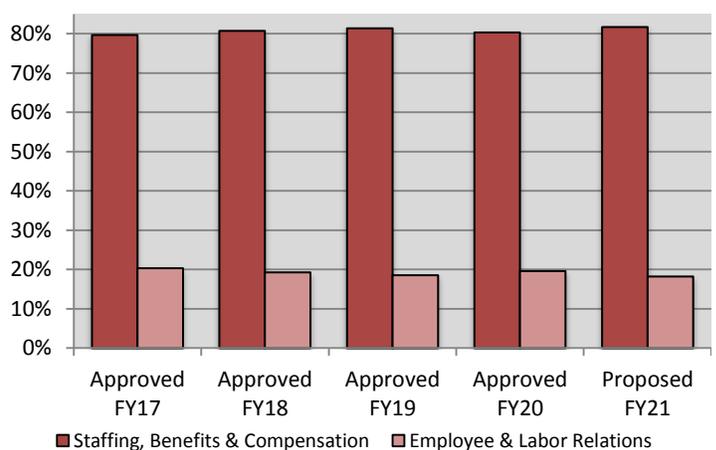
Human Resources full-time positions have remained level for the past fiscal years. Receptionist hours were increased in FY 2020 budget.

The budget for this division has increased 2.39% annually over the five-year period.

Human Resource Division  
Actuals to Budget History



Human Resource Division  
Budget History By Program



With the exception of FY 2016, most of this budget is expended annually.

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

## Program 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.

#### 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.

#### 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 the purpose of 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.

Staffing & Compensation Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$678,294	\$685,144	\$694,298	\$726,636	\$32,338	4.66%
Enterprise Funds	63,663	62,904	62,904	71,758	8,854	14.08%
<b>Total Sources</b>	<b>\$741,957</b>	<b>\$748,048</b>	<b>\$757,202</b>	<b>\$798,394</b>	<b>\$41,192</b>	<b>5.44%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$577,198	\$597,829	\$596,252	\$597,344	\$1,092	0.18%
Operating Expenses	164,759	150,219	160,950	201,050	40,100	24.91%
<b>Total Appropriation</b>	<b>\$741,957</b>	<b>\$748,048</b>	<b>\$757,202</b>	<b>\$798,394</b>	<b>\$41,192</b>	<b>5.44%</b>

**Program Services Provided (Continued)**

**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.



**Town of Barnstable Employees Ice Cream Social**

**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 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.

Employee/Labor Relations Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$185,614	\$185,372	\$185,124	\$178,561	(\$6,563)	-3.55%
<b>Total Sources</b>	<b>\$185,614</b>	<b>\$185,372</b>	<b>\$185,124</b>	<b>\$178,561</b>	<b>(\$6,563)</b>	<b>-3.55%</b>

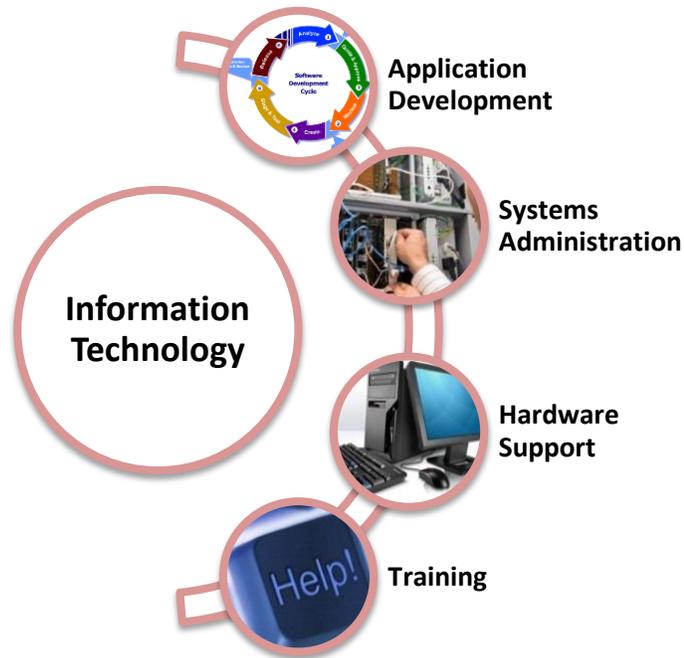
Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$162,317	\$162,250	\$168,874	\$168,561	(\$313)	-0.19%
Operating Expenses	23,297	23,122	16,250	10,000	(6,250)	-38.46%
<b>Total Appropriation</b>	<b>\$185,614</b>	<b>\$185,372</b>	<b>\$185,124</b>	<b>\$178,561</b>	<b>(\$6,563)</b>	<b>-3.55%</b>

# INFORMATION TECHNOLOGY DIVISION

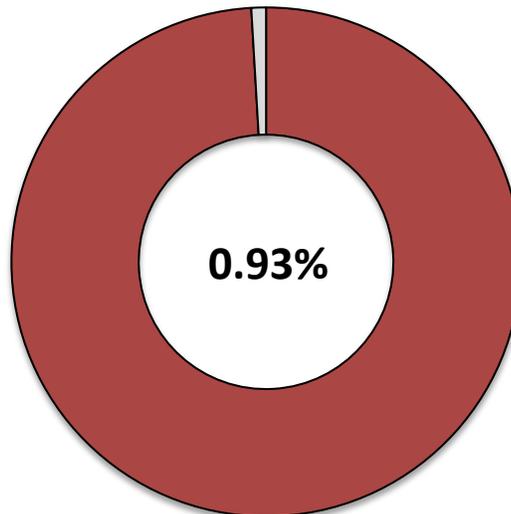
## Purpose Statement

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.

## Program Areas



Percentage of FY21 General Fund Budget



The Information Technology Division comprises 0.93% of the overall General Fund budget.

## Division Services Provided

Information Technology (IT) division is responsible for town-wide computers, storage, networking and other physical devices that exchanges all forms of electronic data. Other responsibilities include technology support for various users, training, and monitoring.

## Division Recent Accomplishments

- Updated the Parcel Lookup and Roads database application;
- Implement the TCM system, which is a document storage program for our Financial System;
- Implement Employee Self-Serve, which gives employees access to their HR and Payroll data;
- Upgraded the Town's Firewall and added additional Internet Security and filtering systems;
- Implement the ViewPermit Code Enforcement System, and;
- Expanded the web based GIS tool used by the DPW Water Supply Division, enabling them to easily edit and maintain their GIS water main maps on their own. This has saved staff time and allowed for more frequent updates to be made to the maps.

## Division Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)

### Short-Term:

1. Upgrade the ViewPermit software. **(SP: Regulatory Access and Accountability, Communications, Education)**  
*FY19/FY20, Met expectations. More permits available online for the Building and Health Departments. Ongoing.*
2. Complete the Aerial Flyover & Mapping Update project and the Summer Aerial Flyover of Waterways project during FY20. Met expectations. Ongoing. **(SP: Education, Communication, Regulatory Process and Performance)**

### 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/FY20, Met expectations. Ongoing.*
2. Continued work in designing and utilizing the BFON (Barnstable Fiber Optic Network) including VIOP (Voice over Internet Protocol) or other alternatives to the current aging phone system in FY18. **(SP: Communication, Finance)**  
*FY19/F20, Met expectations. 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)**  
*FY19/FY20, Met expectations. Expanded editing functionality of the DPW Water Supply Division GIS tool.*

**INFORMATION TECHNOLOGY DIVISION**

**Division Budget Comparison**

Information Technology Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$1,148,549	\$1,140,535	\$1,284,354	\$1,265,763	(\$18,591)	-1.45%
Enterprise Funds	310,585	312,569	312,569	324,053	11,484	3.67%
Reserve	-	-	-	67,735	67,735	0.00%
<b>Total Sources</b>	<b>\$1,459,134</b>	<b>\$1,453,104</b>	<b>\$1,596,923</b>	<b>\$1,657,551</b>	<b>\$60,628</b>	<b>3.80%</b>

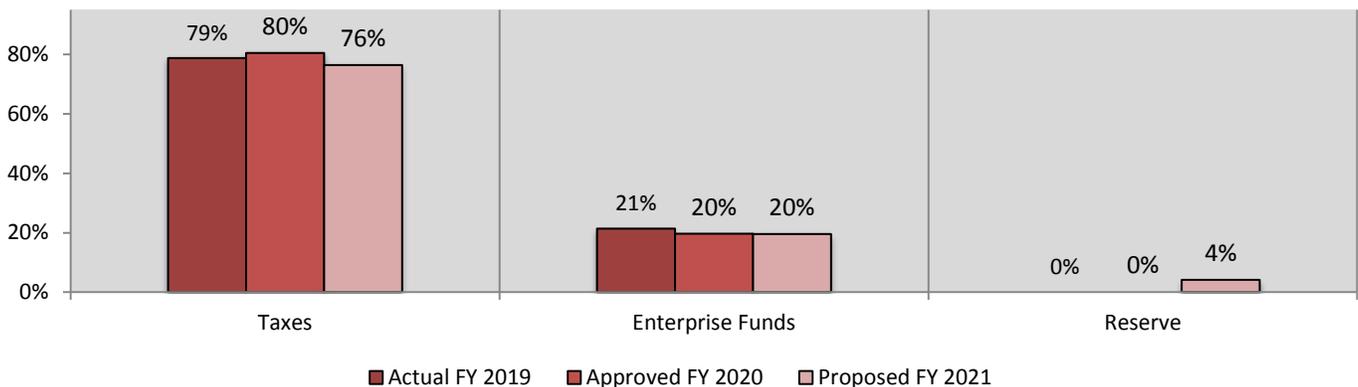
Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$721,988	\$741,524	\$746,768	\$748,807	\$2,039	0.27%
Operating Expenses	622,409	606,580	745,155	803,744	58,589	7.86%
Capital Outlay	114,737	105,000	105,000	105,000	-	0.00%
<b>Total Appropriation</b>	<b>\$1,459,134</b>	<b>\$1,453,104</b>	<b>\$1,596,923</b>	<b>\$1,657,551</b>	<b>\$60,628</b>	<b>3.80%</b>

Job Title	FY 2019	FY 2020	FY 2021	Change
Assistant Info. Systems Manager	1.00	1.00	1.00	-
Developer/Analyst	1.00	1.00	1.00	-
Geographic Info System Coord.	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 Assist.	1.00	1.00	1.00	-
Info. Systems Dept. Manager	1.00	1.00	1.00	-
Microcomputer Spec. Appls.	1.00	1.00	1.00	-
Microcomputer Specialist	1.00	1.00	1.00	-
<b>Full-time Equivalent Employees</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>-</b>

**Summary of Budget Changes**

Information Technology Division’s proposed FY 2021 budget is increasing 3.80% from the approved FY 2020 budget. This division is responsible for most of the town wide software licenses and hardware. The proposed budget includes \$98,589 in request for various software licenses and upgrades. This budget is also recommending reductions to various operating budget line items to mitigate these cost increases.

Information Technology Division  
Resources By Category



**INFORMATION TECHNOLOGY DIVISION**

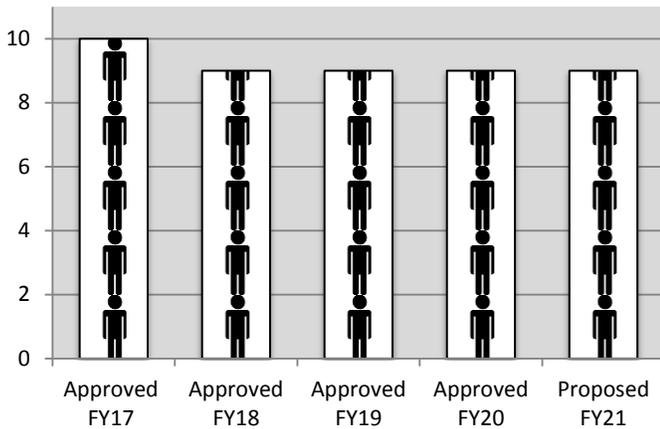
**Division Budget Comparison (Continued)**

**Resources By Category Summary**

Taxes provide 76% of resources for the Information Technology Division proposed FY 2021 Budget. Enterprise funds provide 20%, and reserves of 4% will be used to purchase the Vision Appraisal System for Assessing.

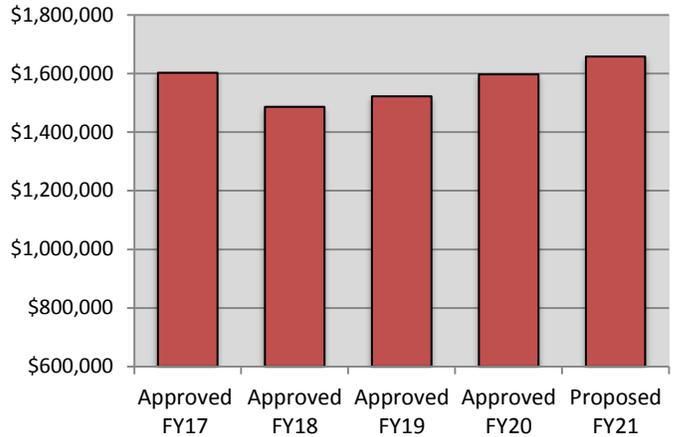
**Division Budget History**

Information Technology Division  
Full Time Employee History



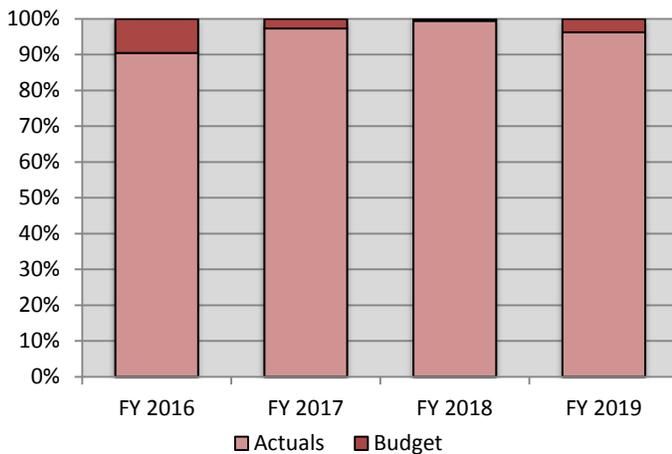
In FY 2018, the Web/Intranet position transferred to the Communications program. Full-time positions have remained level since.

Information Technology Division  
Budget History



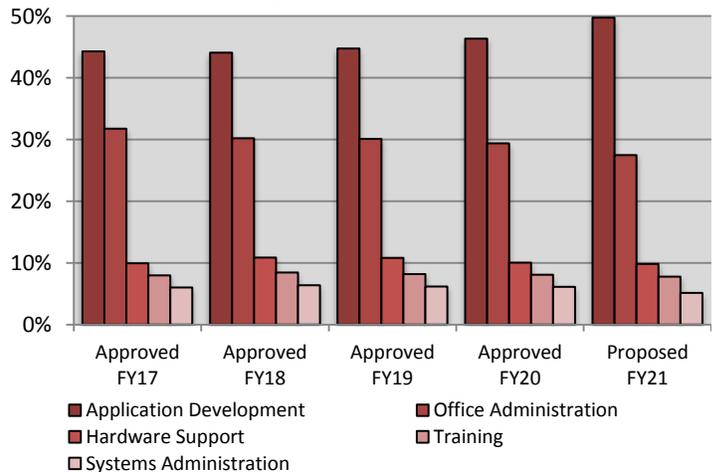
The reduction in FY 2018 is due to the transfer of the Web/Intranet Developer position to the Communications program.

Information Technology Division  
Actuals to Budget History



With the exception of FY 2016, this operation has returned minimal appropriations over the past 4 years.

Information Technology Division  
Budget History By Program



Application Development is the largest program area in this budget at 50%. Capital Outlay costs are included in this budget.

## Program 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, Visions, RRC (Assessment), RecTrac (Recreation), Laserfiche, Timeclock Plus and the myriad of in-house applications written to support the operations of the Town.



**Meeting Room Equipment for  
Town Council, Boards, and Committees**

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 of 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 Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$362,003	\$381,846	\$428,071	\$433,071	\$5,000	1.17%
Enterprise Funds	310,585	312,569	312,569	324,053	11,484	3.67%
Reserves	-	-	-	67,735	67,735	0.00%
<b>Total Sources</b>	<b>\$672,588</b>	<b>\$694,415</b>	<b>\$740,640</b>	<b>\$824,859</b>	<b>\$84,219</b>	<b>11.37%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$249,680	\$254,462	\$254,063	\$254,209	\$146	0.06%
Operating Expenses	422,908	439,953	486,577	570,650	84,073	17.28%
<b>Total Appropriation</b>	<b>\$672,588</b>	<b>\$694,415</b>	<b>\$740,640</b>	<b>\$824,859</b>	<b>\$84,219</b>	<b>11.37%</b>

## Program Services Provided (Continued)

### 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:

- 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, 49 Windows Servers);
- Maintain users on all the systems;
- Maintain Data Integrity (Backups, off-site vault storage, etc.);
- Software license and maintenance contract management, and;
- Security Cameras covering Town Assets.



VOIP Desk Phone

Systems Administration Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$86,215	\$87,500	\$97,912	\$85,374	(\$12,538)	-12.81%
<b>Total Sources</b>	<b>\$86,215</b>	<b>\$87,500</b>	<b>\$97,912</b>	<b>\$85,374</b>	<b>(\$12,538)</b>	<b>-12.81%</b>
Expenditure Category						
Personnel	\$84,279	\$86,167	\$85,277	\$85,374	\$97	0.11%
Operating Expenses	1,936	1,333	12,635	-	(12,635)	-100.00%
<b>Total Appropriation</b>	<b>\$86,215</b>	<b>\$87,500</b>	<b>\$97,912</b>	<b>\$85,374</b>	<b>(\$12,538)</b>	<b>-12.81%</b>

## Program Services Provided (Continued)

### 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, 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 Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$130,843	\$113,540	\$160,108	\$163,055	\$2,947	1.84%
<b>Total Sources</b>	<b>\$130,843</b>	<b>\$113,540</b>	<b>\$160,108</b>	<b>\$163,055</b>	<b>\$2,947</b>	<b>1.84%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$65,353	\$69,874	\$70,436	\$70,940	\$504	0.72%
Operating Expenses	65,490	43,666	89,672	92,115	2,443	2.72%
<b>Total Appropriation</b>	<b>\$130,843</b>	<b>\$113,540</b>	<b>\$160,108</b>	<b>\$163,055</b>	<b>\$2,947</b>	<b>1.84%</b>

### 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 application, 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, and;
- Technical guidance for specific projects.

Training Support Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$123,599	\$127,192	\$128,911	\$129,168	\$257	0.20%
<b>Total Sources</b>	<b>\$123,599</b>	<b>\$127,192</b>	<b>\$128,911</b>	<b>\$129,168</b>	<b>\$257</b>	<b>0.20%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$123,599	\$127,192	\$128,911	\$129,168	\$257	0.20%
<b>Total Appropriation</b>	<b>\$123,599</b>	<b>\$127,192</b>	<b>\$128,911</b>	<b>\$129,168</b>	<b>\$257</b>	<b>0.20%</b>

## Program Services Provided (Continued)

### Administration Program

This program area, as it's named implies Office Administration. The technology part of Channel 18 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;
- Software license and maintenance contract management;
- G.I.S. project management;
- Policies and Procedures;
- System Administration;
- Cellular devices.
- Network Connectivity;
- Development of standards, policies, and procedures, and;
- Project management.



**Electrical Components - Town Council Seating**

Administration Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$445,889	\$430,457	\$469,352	\$455,095	(\$14,257)	-3.04%
<b>Total Sources</b>	<b>\$445,889</b>	<b>\$430,457</b>	<b>\$469,352</b>	<b>\$455,095</b>	<b>(\$14,257)</b>	<b>-3.04%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$199,077	\$203,829	\$208,081	\$209,116	\$1,035	0.50%
Operating Expenses	132,075	121,628	156,271	140,979	(15,292)	-9.79%
Capital Outlay	114,737	105,000	105,000	105,000	-	0.00%
<b>Total Appropriation</b>	<b>\$445,889</b>	<b>\$430,457</b>	<b>\$469,352</b>	<b>\$455,095</b>	<b>(\$14,257)</b>	<b>-3.04%</b>

**ADMINISTRATION SERVICES DEPARTMENT**

**Department Workload Indicators**

**Accounting Operation**

The 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%	1.74%

Workload Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
Vendor Payments Processed	40,481	42,467	42,098	42,110
G/L Accounts Maintained	19,770	19,462	19,404	19,420
G/L Transactions Processed	291,122	291,906	297,838	298,730

**Treasury/Collector Operation**

Workload Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
Vendor Checks Processed	24,352	26,185	22,858	24,550
Payroll Checks Processed	59,653	60,862	61,716	62,300

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 2016 Levy	FY 2017 Levy	FY 2018 Levy	FY 2019 Levy	FY 2020 Levy Projected
Percentage of the net property tax levy collected in the fiscal year levied	97.25%	97.22%	96.67%	96.40%	97.00%
Percentage of the net property tax levy collected to date including the amounts collected subsequent to the fiscal year levied	99.71%	99.74%	98.42%	96.41%	98.00%

**ADMINISTRATION SERVICES DEPARTMENT**

**Department Workload Indicators (Continued)**

**Procurement Operation**

<b>Workload Indicators</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projected</b>
RFP's Issued	21	22	40	25
Sealed Bids Issued	43	54	70	60
Contracts Processed	157	138	170	150
Quotes Conducted or Reviewed	135	128	169	170
Requisitions Reviewed for Compliance	665	647	671	675
Avoided Bids	32	20	20	25
Surplus Property Designations	52	47	70	70

**Assessing Operation**

<b>Performance Measures</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projected</b>
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%

<b>Workload Indicators</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projected</b>
Appellate Tax Board Appeals Settled	0	10	-	5
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

**ADMINISTRATION SERVICES DEPARTMENT**

**Department Workload Indicators (Continued)**

**Town Clerk Operation**

<b>Workload Indicators</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projected</b>
Births Recorded	800	831	917	900
Marriages Recorded	473	495	436	452
Deaths Recorded	843	824	1,085	968
Dogs Licensed	2,944	3,134	2,948	2,878
New Voters Registered	3,188	1,073	2,478	1,679
Business Licenses Issued	360	400	313	350

**Information Technology**

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

<b>Performance Measures</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projected</b>
Percent of availability of database environments*	95.90%	99.90%	95.9%	99.9%
Availability of critical core applications*	95.90%	99.90%	95.9%	99.9%
Availability of Town's web site including property data and maps*	98.70%	99.90%	98.7%	99.9%
<b>*Does not include scheduled down times.</b>				

<b>Workload Indicators</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projected</b>
New PC's installed	60	130	40	100
Help Desk work orders completed	1,001	900	1001	900
Completed requests for Maps and geographic analysis	882	927	1,021	1,100

Application Production and Development Program

<b>Workload Indicators</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projected</b>
Large print jobs with folding/mailing	9	10	10	11
<b>Systems Administration Program</b>				
Network Uptime (not including scheduled down time)	95.59%	99.59%	99.9%	99.9%
Number of security cameras	36	48	36	48
<b>Hardware Program</b>				
Number of PC's, Laptops, Tablets, Devices	450	452	450	475

**ADMINISTRATION SERVICES DEPARTMENT**

**Human Resources**

<b>Performance Measures /Workload Indicators</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projected</b>
Personnel Forms Processed	1,006	1,117	995	1,167	1,100
Employment Applications Processed	1,624	2,508	2,840	2,878	2,725
Permanent Position Vacancies	158	116	137	162	158
Avg. # of Applications per vacancy	10.30	21.5	20.75	17.75	17.25

**ADMINISTRATION SERVICES DEPARTMENT**

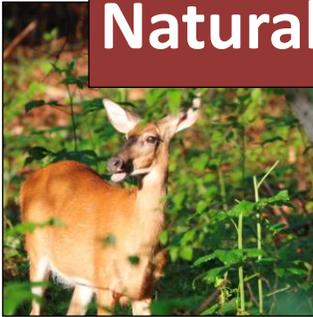
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# MARINE & ENVIRONMENTAL AFFAIRS DEPARTMENT

## Department 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.

## Division Areas

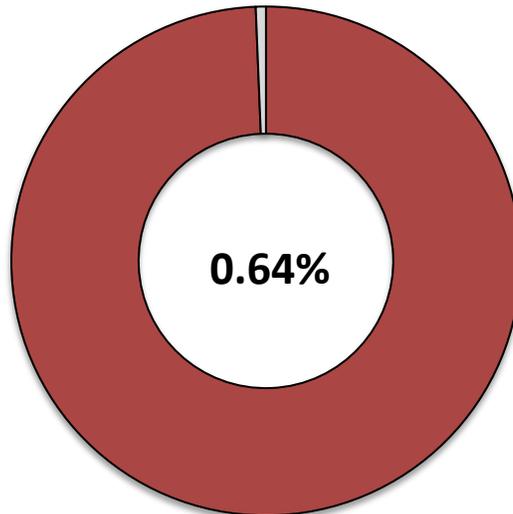


### Natural Resources



### Harbormaster

Percentage of FY21 General Fund Budget



The Marine & Environmental Affairs Department comprises 0.64% of the overall General Fund budget.

**MARINE & ENVIRONMENTAL AFFAIRS DEPARTMENT**

**Department Services Provided**

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

**Department Budget Comparison**

Marine & Environmental Affairs Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$820,030	\$738,828	\$803,947	\$761,965	(\$41,982)	-5.22%
Fees, Licenses, Permits	50,896	56,679	61,000	37,000	(24,000)	-39.34%
Interest and Other	154	-	-	-	-	0.00%
Special Revenue Funds	288,000	378,000	378,000	348,000	(30,000)	-7.94%
Reserves	-	-	26,000	-	(26,000)	-100.00%
<b>Total Sources</b>	<b>\$1,159,080</b>	<b>\$1,173,507</b>	<b>\$1,268,947</b>	<b>\$1,146,965</b>	<b>(\$121,982)</b>	<b>-9.61%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$876,041	\$875,410	\$944,482	\$930,200	(\$14,282)	-1.51%
Operating Expenses	231,896	213,774	238,465	216,765	(21,700)	-9.10%
Capital Outlay	51,143	84,323	86,000	-	(86,000)	-100.00%
<b>Total Appropriation</b>	<b>\$1,159,080</b>	<b>\$1,173,507</b>	<b>\$1,268,947</b>	<b>\$1,146,965</b>	<b>(\$121,982)</b>	<b>-9.61%</b>

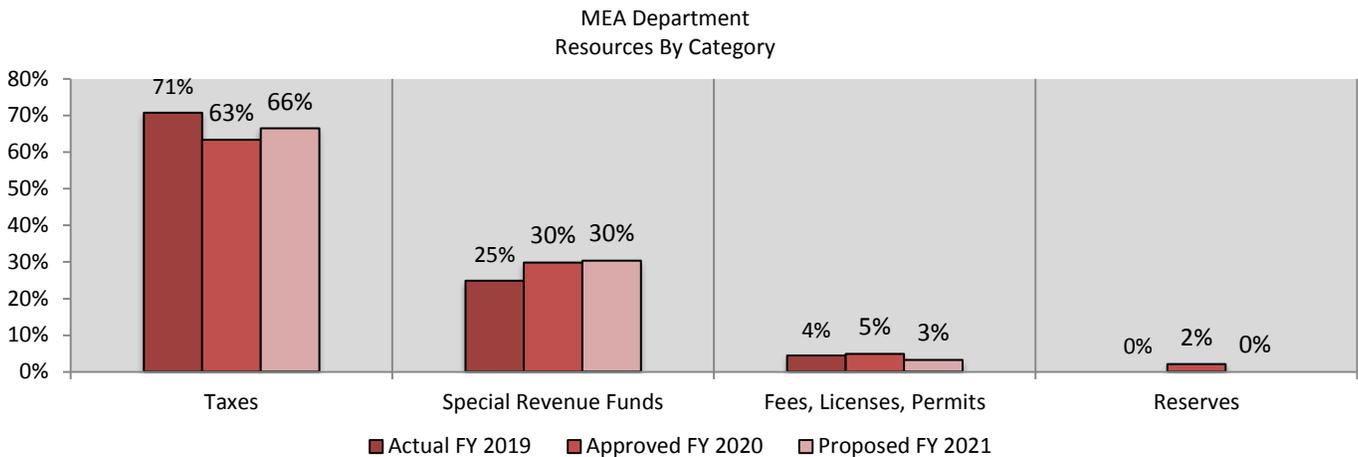
Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2020 Approved Budget</b>				<b>\$1,268,947</b>	
Contractual Obligations Net of Staff Turnover	(4,282)	-	-	<b>(4,282)</b>	-
One-Time Charges	-	(20,000)	(86,000)	<b>(106,000)</b>	-
<b>FY 2021 Budget Changes</b>					
1. Temporary Positions Budget Reduction	(10,000)	-	-	<b>(10,000)</b>	-
2. Professional Services Budget Reduction	-	(2,000)	-	<b>(2,000)</b>	-
3. Boarding of Dogs Budget Reduction	-	(6,000)	-	<b>(6,000)</b>	-
4. Gasoline Budget Reduction	-	(2,300)	-	<b>(2,300)</b>	-
5. Incident Tracking Software & Equipment	-	8,600	-	<b>8,600</b>	-
<b>FY 2021 Proposed Budget</b>	<b>(\$14,282)</b>	<b>(\$21,700)</b>	<b>(\$86,000)</b>	<b>\$1,146,965</b>	-

**Summary of Budget Changes**

The Marine & Environmental Affairs Department proposed FY 2021 budget is 9.61% lower than the approved FY 2020 budget. One-time charges for the acquisition of animal and mooring tracking software and a replacement engine for a boat in the FY 2020 budget are not repeated. This proposed budget includes several budget line item reductions as well as additional tracking software to expand the department’s software into licensing renewal and incident management.

## Department Budget Comparison (Continued)

- 1. Temporary Positions Reduction** – Seasonal wages in the Waterways Safety program area are being reduced.
- 2. Professional Services** – A reduction in the professional services line item budget is being recommended. This reduces the department’s training funds for staff.
- 3. Boarding of Dogs** – Funds provided for the boarding dogs are being reduced based on historical spending.
- 4. Gasoline Budget** – Favorable conditions in the oil markets have provided available budget reductions in this line item.
- 5. Incident Tracking Software & Equipment** – The department may be the most diverse department with regard to topics covered. From animal control calls 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 and Mooring violations, incident reports, citations, etc.) are in multiple databases, spreadsheets, word documents, daily reports and handwritten notes. This will allow the operation to have one database that tracks callouts and incidents so that a simple search of a name, address or pet name would render a comprehensive summation of interactions with that individual. In addition, it will allow an on-line platform for license/permit renewals.



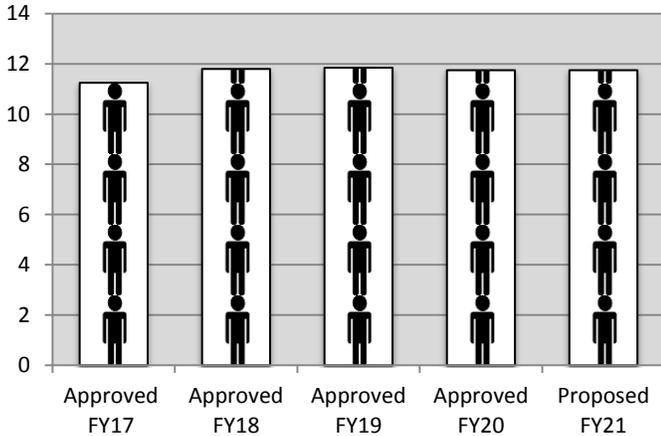
### Resources By Category Summary

The departments proposed FY 2021 budget funding sources include taxes (66%) and 30% from the Waterways Improvements Special Revenue Fund (from mooring fees). Licenses and permits provide 3%.

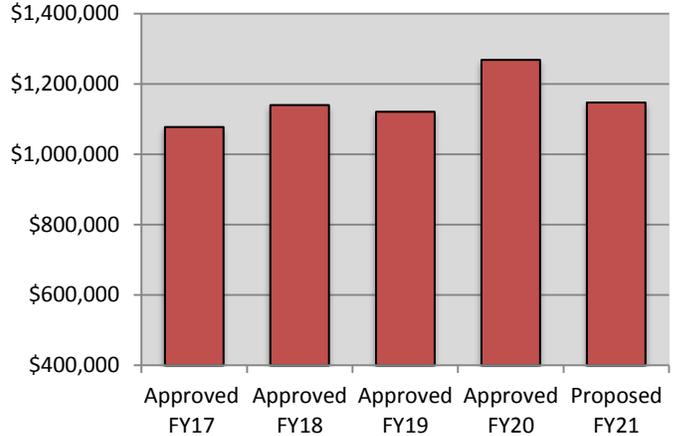
**MARINE & ENVIRONMENTAL AFFAIRS DEPARTMENT**

**Department Budget History**

MEA Department  
Full Time Employee History



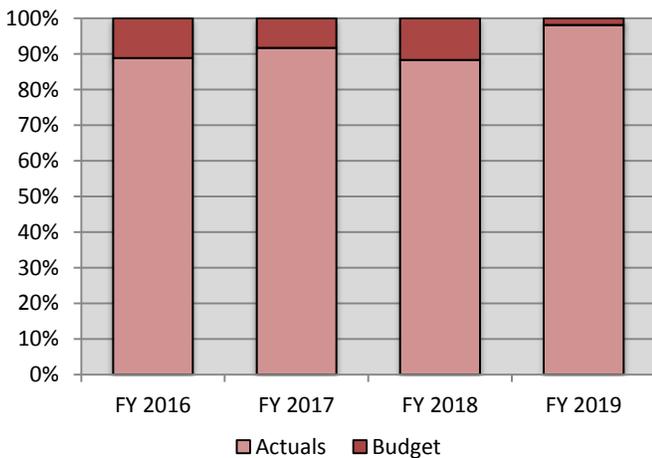
MEA Department  
Budget History



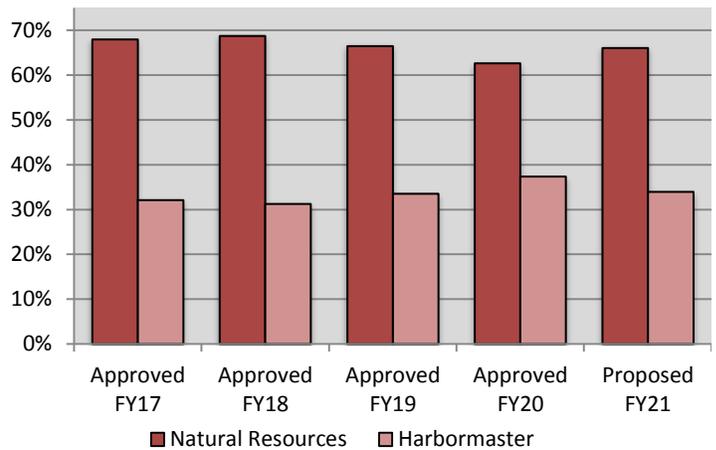
In FY 2018, an Aquaculture Specialist was added to the budget to help regulate the industry. FTE's have remained level since. Any other variance is due to reallocation of salary between funds.

The Marine & Environmental Affairs budget has increased 1.29% annually over a five-year period. This budget has been significantly impacted by the state minimum wage. In addition, the department purchased a new software tracking system in FY 2020.

MEA Department  
Actuals to Budget History



MEA Department  
Budget History By Division



The Marine & Environmental Affairs Department uses between 88% and 98% of their budget annually.

The Natural Resources is the largest division within this department representing 66% of the overall budget.

# 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.

## Program Areas

### Natural Resources



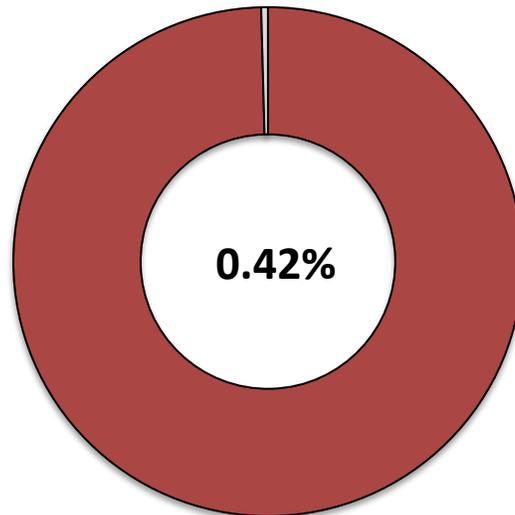
### Animal Control



### Shellfish



Percentage of FY21 General Fund Budget



The Natural Resource Division comprises 0.42% of the overall General Fund budget.

## Division Services Provided

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

## Division Recent Accomplishments

- Stocked Mill Pond in West Barnstable with 700 river herring for the first year in a series of three events;
- Started Shell Recycle Program working with the Transfer Station;
- Designed and installed a new FLUPSY in Barnstable Harbor to increase and secure quahog and oyster seed production on the north side;
- Completed the Lovells Pond Habitat assessment as part of the Little River Herring Run restoration project;
- Planted 1,452,000 oysters town wide and 350 bags of remote set oysters in Barnstable Harbor;
- Planted 1.5 million quahogs under 77 predator exclusion nets;
- Removed derelict oyster gear from Barnstable Harbor;
- Amended Town of Barnstable Shellfish Regulations;
- Created new recreational oyster areas at Cotuit Town Dock and Handy Point;
- 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;
- Completed 101 Vibro compliance checks to ensure the safe consumption of aquaculturally reared oysters;
- Installed 7 osprey nesting platforms to avoid issues with power outages and injured birds;
- Successful implementation of Robocall using OneCall to deliver important notices to the commercial shellfishery and aquaculturists quickly and efficiently;
- Worked with Division of Marine Fisheries, Atlantic White Shark Conservancy and Harbormaster Division on deployment, maintenance and data collection at 5 white shark monitoring buoys in Cape Cod Bay;
- Monitored threatened shorebird nesting activities at Kalmus and Dowses Beaches;
- Gave 40 educational wildlife and shellfish talks to schools, libraries, senior centers and private groups;



*Natural Resources – Wildlife Trailer*

**Division Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)**

**Short-Term:**

1. Using 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. **(SP: Public Health and Safety, Environment and Natural Resources)**
2. Continue to streamline aquaculture management in order to improve adherence to town, state and federal regulations. **(SP: Regulatory Process and Performance, Public Health and Safety)**
3. Continue to streamline educational outreach programs. **(SP: Education, Environment and Natural Resources)**
4. Catalog existing osprey nests and add new nesting locations where needed. **(SP: Environment and Natural Resources)**
5. Convert our shellfish license database to our new incident tracking software thus streamlining user information and providing the public with a web-based license renewal platform. **(SP: Regulatory Process and Performance, Public Health and Safety)**



**Sandy Neck Dainty Turtle Release**

6. Using our new software database, provide the public with a web-based platform for dog license renewals. **(SP: Regulatory Process and Performance, Public Health and Safety)**

**Long-Term:**

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

**NATURAL RESOURCES DIVISION**

**Division Budget Comparison**

Natural Resource Division Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$782,728	\$779,266	\$803,762	\$752,625	(\$51,137)	-6.36%
Fees, Licenses, Permits	4,822	7,824	6,000	5,000	(1,000)	-16.67%
Interest and Other	154	-	-	-	-	0.00%
Reserves	-	-	20,000	-	(20,000)	-100.00%
<b>Total Sources</b>	<b>\$787,704</b>	<b>\$787,090</b>	<b>\$829,762</b>	<b>\$757,625</b>	<b>(\$72,137)</b>	<b>-8.69%</b>

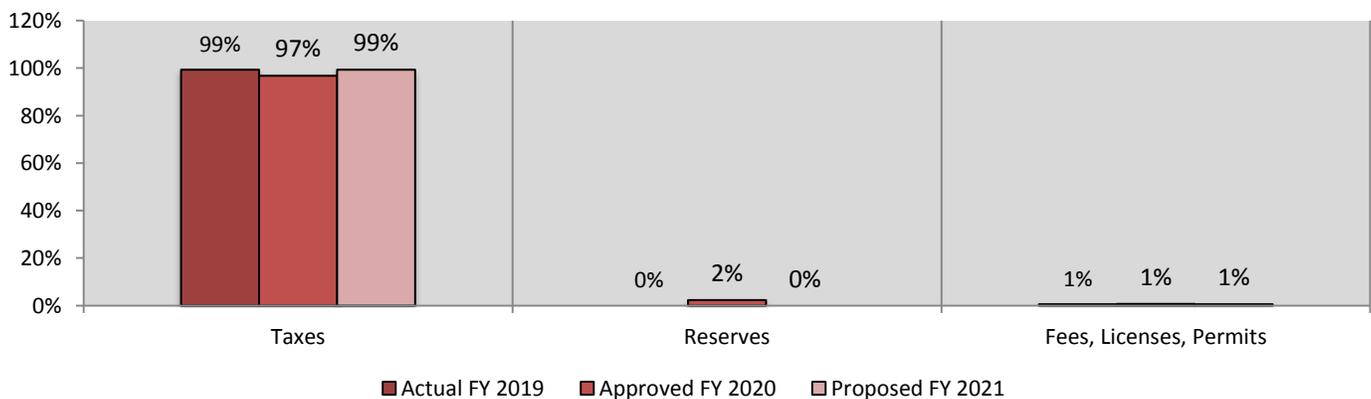
Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$576,766	\$590,237	\$594,062	\$591,325	(\$2,737)	-0.46%
Operating Expenses	159,795	143,679	185,700	166,300	(19,400)	-10.45%
Capital Outlay	51,143	53,174	50,000	-	(50,000)	-100.00%
<b>Total Appropriation</b>	<b>\$787,704</b>	<b>\$787,090</b>	<b>\$829,762</b>	<b>\$757,625</b>	<b>(\$72,137)</b>	<b>-8.69%</b>

Job Title	FY 2019	FY 2020	FY 2021	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	0.50	-
Shellfish Biol/Const	1.00	1.00	1.00	-
<b>Full-time Equivalent Employees</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>

**Summary of Budget Changes**

Natural Resource Division’s proposed FY 2021 budget is 8.69% lower than the approved FY 2020 budget. The one-time capital outlay cost for animal control tracking software and a vehicle purchase included in the FY 2020 budget accounts for most of the change. However, the proposed budget does include a request to expand the tracking software into licensing and incident management.

Natural Resources Division  
Resources By Category



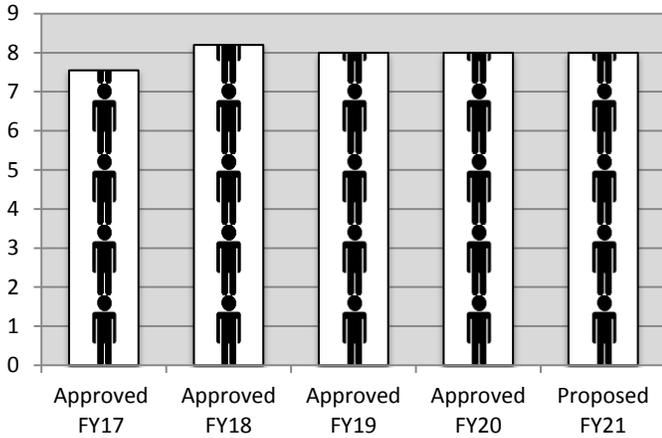
**Resources By Category Summary**

The Natural Resources Division proposed FY 2021 budget is mostly being funded by taxes, which provide 99% of the resources.

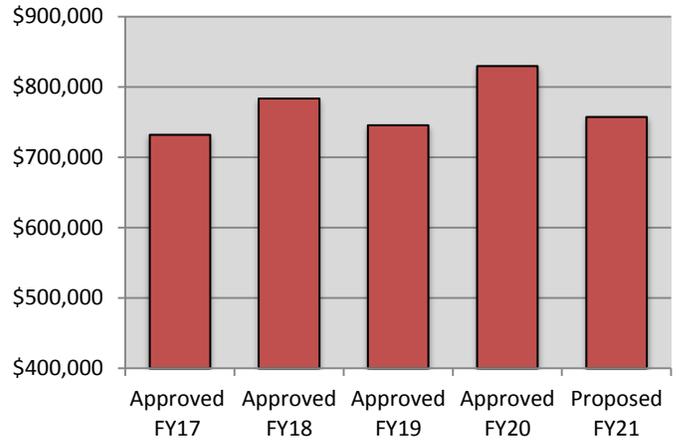
## NATURAL RESOURCES DIVISION

### Division Budget History

Natural Resources Division  
Full Time Employee History



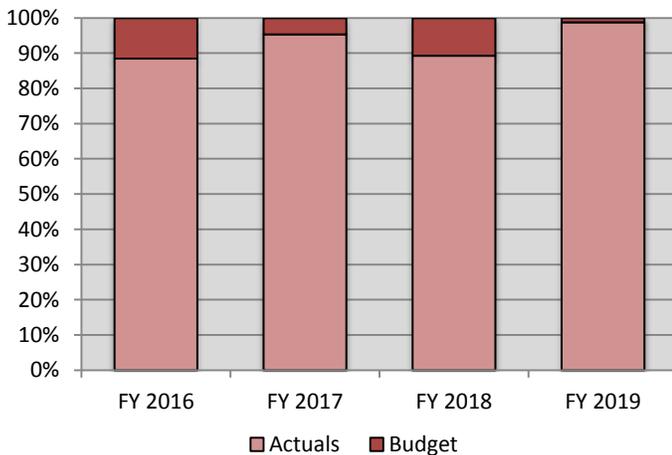
Natural Resources Division  
Budget History



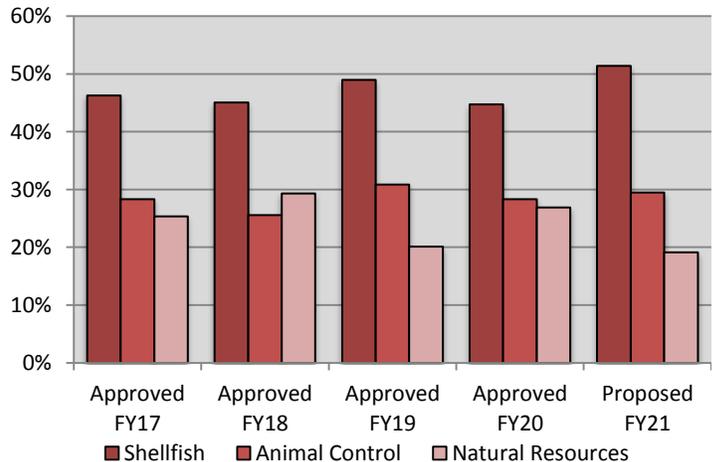
In FY 2018, an Aquaculture Specialist was added to the budget to help regulate the industry. FTE's have remained level since.

The Natural Resources budget has not changed significantly over a five-year period. Capital Outlay is the largest contributor to the budget changes due to the intermittent need for replacement vehicles and tracking software.

Natural Resources Division  
Actuals to Budget History



Natural Resources Division  
Budget History By Program



The Natural Resource Division actual expenditures range between 88% and 98% of their annually approved budget.

Shellfish is the largest program within this division representing 51% of the overall budget. Animal Control represents 29% and Natural Resources 19%.

## NATURAL RESOURCES DIVISION

### Program Services Provided

#### Natural Resources Program

The Natural Resources Division is responsible for the protection and enhancement of the Town’s natural resources, enforcement of laws relating to fish and game, marine and recreational use, land management, and environmental laws. The Division provides protection and enhancement of the Town’s shellfish resources through shellfish propagation and stocking projects. Natural Resource Officers patrol Town conservation areas and beaches to enforce local by-laws and state and federal wildlife, fisheries, and environmental regulations. The program provides support for operations at Sandy Neck, including environmental functions associated with endangered species and resource management. Natural Resources is also 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 Program include:

#### Land Management

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

#### 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.
- Monitor for endangered and threatened species (such as piping plovers, marine mammals, sea turtles and diamond-backed terrapins) on Barnstable beaches and waterways.

#### 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.

Natural Resources Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$190,808	\$186,405	\$223,260	\$144,928	(\$78,332)	-35.09%
Interest and Other	154	-	-	-	-	0.00%
<b>Total Sources</b>	<b>\$190,962</b>	<b>\$186,405</b>	<b>\$223,260</b>	<b>\$144,928</b>	<b>(\$78,332)</b>	<b>-35.09%</b>

Expenditure Category						
Personnel	\$107,763	\$108,910	\$116,310	\$101,378	(\$14,932)	-12.84%
Operating Expenses	32,056	24,321	56,950	43,550	(13,400)	-23.53%
Capital Outlay	51,143	53,174	50,000	-	(50,000)	-100.00%
<b>Total Appropriation</b>	<b>\$190,962</b>	<b>\$186,405</b>	<b>\$223,260</b>	<b>\$144,928</b>	<b>(\$78,332)</b>	<b>-35.09%</b>

**Program Services Provided (Continued)**

**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:

- 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 lost pets;
- Provide quarantine of animals that bite or scratch for observation of zoonotic diseases including rabies;
- Answer animal-related questions, both domestic and wild as posed by citizens or supervisors;
- Investigate animal cruelty and neglect complaints;
- Under new legislation that passed into law by Governor Baker now mandatorily requires animal control officers, in addition to animal cruelty, report child abuse, elder abuse, and abuse against disabled persons, and;
- 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 Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$221,849	\$229,633	\$229,328	\$218,397	(\$10,931)	-4.77%
Fees, Licenses, Permits	4,822	7,824	6,000	5,000	(1,000)	-16.67%
Free Cash/Surplus Funds	-	-	20,000	-	(20,000)	-100.00%
<b>Total Sources</b>	<b>\$ 226,671</b>	<b>\$ 237,457</b>	<b>\$ 235,328</b>	<b>\$ 223,397</b>	<b>\$ (11,931)</b>	<b>-5.07%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$207,921	\$213,099	\$210,828	\$204,897	(\$5,931)	-2.81%
Operating Expenses	18,750	24,358	24,500	18,500	(6,000)	-24.49%
<b>Total Appropriation</b>	<b>\$ 226,671</b>	<b>\$ 237,457</b>	<b>\$ 235,328</b>	<b>\$ 223,397</b>	<b>\$ (11,931)</b>	<b>-5.07%</b>

**NATURAL RESOURCES DIVISION**

**Program Services Provided (Continued)**

**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 a 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.

Shellfish Program Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$370,071	\$363,228	\$371,174	\$389,300	\$18,126	4.88%
<b>Total Sources</b>	<b>\$370,071</b>	<b>\$363,228</b>	<b>\$371,174</b>	<b>\$389,300</b>	<b>\$18,126</b>	<b>4.88%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$261,082	\$268,228	\$266,924	\$285,050	\$18,126	6.79%
Operating Expenses	108,989	95,000	104,250	104,250	-	0.00%
<b>Total Appropriation</b>	<b>\$370,071</b>	<b>\$363,228</b>	<b>\$371,174</b>	<b>\$389,300</b>	<b>\$18,126</b>	<b>4.88%</b>

## HARBORMASTER DIVISION

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### Purpose Statement

The Harbormaster Division of the Marine & Environmental Affairs Department provides services intended to protect the safety of people and vessels that use our waterways and waterside facilities.

### Program Areas

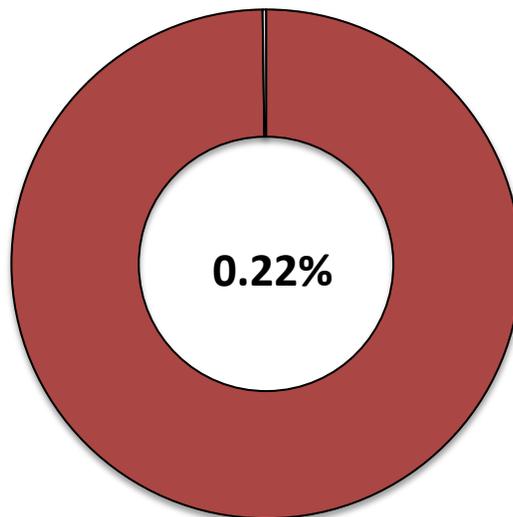


# Water Safety



# Moorings

Percentage of FY21 General Fund Budget



The Harbormaster Division comprises 0.22% of the overall General Fund budget.

## Division Services Provided

Harbormaster Division is responsible for issuing local safety information, oversees the maintenance and provision of navigational aids within the port, coordinate responses to emergencies, inspect vessels, and oversee pilotage services.

## Division Recent Accomplishments

- Offered mooring(s) to people from each Town waiting lists and permitted 63 new mooring permits;
- Created a Pilot Transient Mooring program;
- Created Small Vessel Storage program and effectively managed and issued 432 decals;
- Pumped out 573 boats properly disposing of 17,500 gallons of waste;
- Created an online database to track incidents and permits;
- Removed 189 gallons of trash from Town of Barnstable waters and landings;
- Responded to 133 calls for service. (Citations, Vessels Taking on water, Person's in distress on the water, Disabled vessels, Adrift and unmanned vessels, Potential shark sightings, etc.);
- Used GPS to pinpoint approximately 95% of all moorings, and;
- Organized mooring fields to improve utilization.

## Division Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)

### Short-Term:

1. Continue GPS pinpointing of all moorings in Town to determine mooring regulation compliance. **(SP: Regulatory Process and Performance)**
2. Work with licensed mooring servicers to improve mooring placement to utilize mooring fields. **(SP: Regulatory Process and Performance, Communication)**
3. Continue to improve online database to effectively process online renewals, permits and decals. Allowing the public to pay and submit documents online. **(SP: Regulatory Process and Performance)**



*Hyannis Yacht Club/Veterans Beach*

### Long-Term:

1. Improve mooring enforcement through public information. **(SP: Regulatory Process and Performance, Communication)**
2. Improve communication and oversight of the licensed mooring servicers. **(SP: Regulatory Process and Performance, Communication)**
3. Expand Transient Mooring program to allow public/visitors more options to access the Town of Barnstable waters and shore side facilities. **(SP: Recreation)**

**HARBORMASTER DIVISION**

**Division Budget Comparison**

Harbormaster Division Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$37,302	\$0	\$185	\$9,340	\$9,155	4948.66%
Fees, Licenses, Permits	46,074	48,855	55,000	32,000	(23,000)	-41.82%
Special Revenue Funds	288,000	378,000	378,000	348,000	(30,000)	-7.94%
Reserves	-	-	6,000	-	(6,000)	-100.00%
<b>Total Sources</b>	<b>\$371,376</b>	<b>\$426,855</b>	<b>\$439,185</b>	<b>\$389,340</b>	<b>(\$49,845)</b>	<b>-11.35%</b>

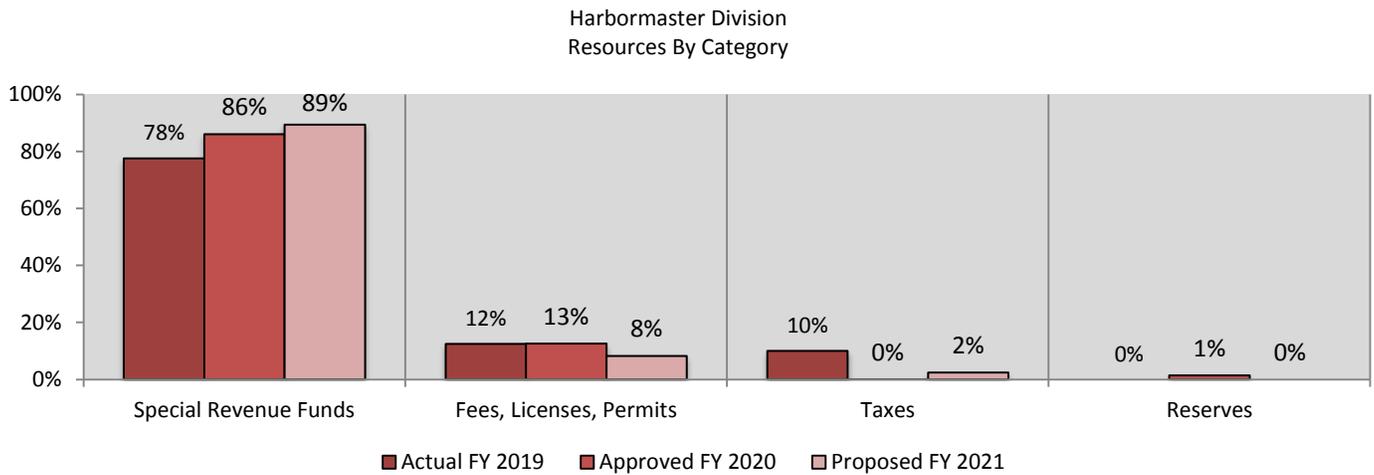
Expenditure Category						
Personnel	\$299,275	\$285,173	\$350,420	\$338,875	(\$11,545)	-3.29%
Operating Expenses	72,101	70,095	52,765	50,465	(2,300)	-4.36%
Capital Outlay	-	31,149	36,000	-	(36,000)	-100.00%
<b>Total Appropriation</b>	<b>\$371,376</b>	<b>\$386,417</b>	<b>\$439,185</b>	<b>\$389,340</b>	<b>(\$49,845)</b>	<b>-11.35%</b>

Job Title	FY 2019	FY 2020	FY 2021	Change
Administrative Assistant	0.25	0.25	0.25	-
Asst Hrbrmst Mooring Officer	1.00	1.00	1.00	-
Asst Hrbrmst Pumpout Boat Ops.	1.00	0.90	0.90	-
Dept/Div Assistant	0.80	0.80	0.80	-
Director Marine & Env Affairs	0.30	0.30	0.30	-
Marina Mgr./Asst. Harbormaster	0.25	0.25	0.25	-
Office Manager	0.25	0.25	0.25	-
<b>Full-time Equivalent Employees</b>	<b>3.85</b>	<b>3.75</b>	<b>3.75</b>	<b>-</b>

**Summary of Budget Changes**

The Harbormaster Division's proposed FY 2021 budget is 11.35% lower than the approved FY 2020 budget. Personnel costs are decreasing 3.29% as seasonal staff hours are being reduced. Operating costs are decreasing by 4.36% that includes a reduction for gasoline due to favorable conditions in the oil markets. One-time capital outlay costs in the approved FY 2020 budget to purchase security cameras and a replacement engine for a boat are not repeated.

**Division Budget Comparison (Continued)**



**Resources By Category Summary**

Funding sources for the proposed FY 2021 budget are as follows: Waterways Improvements Special Revenue Fund (mooring fees) provides 89% of resources to support the Harbormaster operations. Fees and permits provide 8% for boat ramps fees, and taxes provide the remaining 2%.

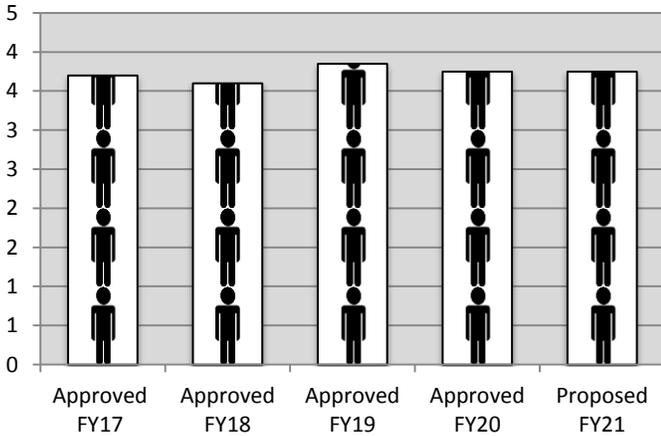


*Devon Harrington, Aquaculture Specialist – Whale Fin*

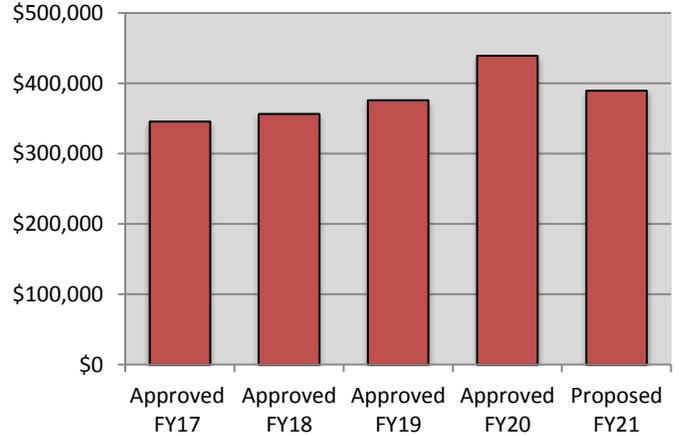
## HARBORMASTER DIVISION

### Division Budget History

Harbormaster Division  
Full Time Employee History



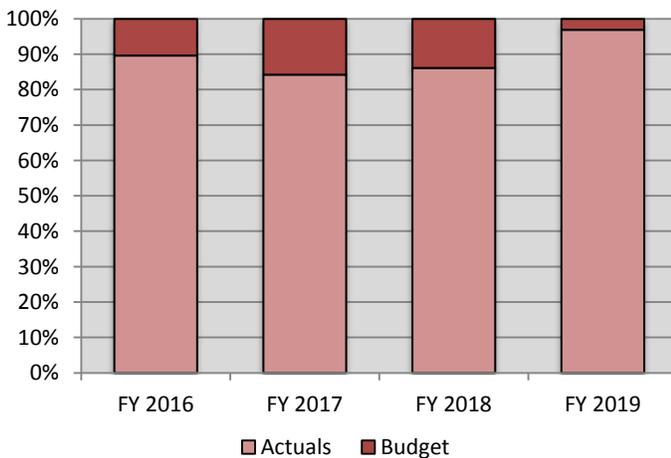
Harbormaster Division  
Budget History



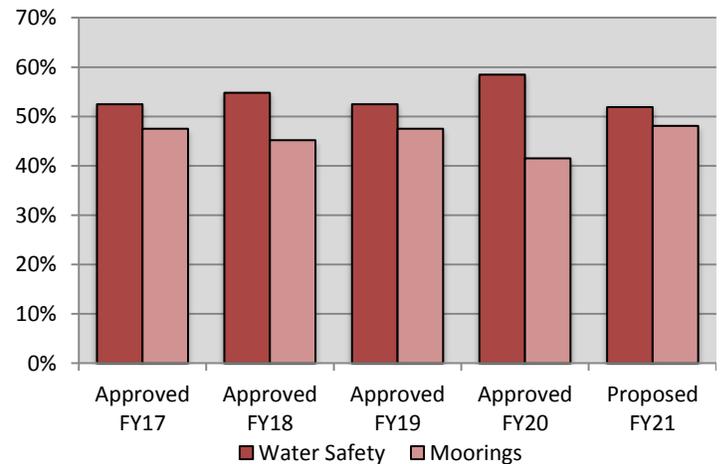
The Harbormaster FTE's have remained level throughout the fiscal years; however, there was a reallocation of salaries in FY 2019 between General and Enterprise funds.

The Harbormaster Division budget has increased on average 2.54% annually over a five-year period. This budget has been significantly impacted by the state minimum wage increase.

Harbormaster Division  
Actuals to Budget History



Harbormaster Division  
Budget History By Program



The Harbormaster Division's actual expenditures range between 84% and 97% of their annually approved budget.

The Harbormaster Division budget by program area is roughly a 50/50 split between Water Safety and Moorings.

## HARBORMASTER DIVISION

### Program Services Provided

#### 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/adrift vessels, oil spills, and rescue operations.
- 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 for 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.



*Harbormaster Patrol Vessel*

Waterways Safety Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$43,802	\$0	\$15,185	\$0	(\$15,185)	-100.00%
Fees, Licenses, Permits	46,074	48,855	55,000	32,000	(23,000)	-41.82%
Special Revenue Funds	118,000	180,608	180,608	174,000	(6,608)	-3.66%
Reserves	-	-	6,000	-	(6,000)	-100.00%
<b>Total Sources</b>	<b>\$207,876</b>	<b>\$229,463</b>	<b>\$256,793</b>	<b>\$206,000</b>	<b>(\$50,793)</b>	<b>-19.78%</b>

Expenditure Category						
Personnel	\$145,823	\$132,011	\$183,408	\$166,772	(\$16,636)	-9.07%
Operating Expenses	62,053	40,095	37,385	35,385	(2,000)	-5.35%
Capital Outlay	-	31,149	36,000	-	(36,000)	-100.00%
<b>Total Appropriation</b>	<b>\$207,876</b>	<b>\$203,255</b>	<b>\$256,793</b>	<b>\$202,157</b>	<b>(\$54,636)</b>	<b>-21.28%</b>

**Program Services Provided (Continued)**

**Mooring Program**

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.

- Working with Assessor’s and Tax Collector’s offices for compliance of boat excise laws;
- Mooring wait list fee collection and administration;
- Oversight of licensed mooring servicers;
- Removal illegal and abandoned moorings;
- Mooring enforcement; and,
- The program oversees the placement and permitting of over 2,300 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 1,248 entries on twenty-seven waiting lists.

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; and
- Renewal by mail program.



*Mooring*

Mooring Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$ -	\$ -	\$ -	\$ 13,183	\$ 13,183	0.00%
Special Revenue Funds	\$170,000	\$197,392	\$197,392	\$174,000	(\$23,392)	-11.85%
<b>Total Sources</b>	<b>\$170,000</b>	<b>\$197,392</b>	<b>\$197,392</b>	<b>\$187,183</b>	<b>(\$10,209)</b>	<b>-5.17%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$153,452	\$153,162	\$167,012	\$172,103	\$5,091	3.05%
Operating Expenses	10,048	30,000	15,380	15,080	(300)	-1.95%
<b>Total Appropriation</b>	<b>\$163,500</b>	<b>\$183,162</b>	<b>\$182,392</b>	<b>\$187,183</b>	<b>\$4,791</b>	<b>2.63%</b>

## Department Workload Indicators

### Shellfish Program

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
Actual Vibrio Compliance Checks	125	101	100
Required Vibrio Compliance Checks	40	40	40
Exceeds Expectations	213%	153%	150%

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

Workload Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
Recreational Shellfish Permits Issued (represented in permit year)	2,777	2,875	2,850
Commercial Shellfish Permits Issues	47	47	47
Learn to Shellfish Classes (represented in calendar year)	6	6	7

### Water Ways Program

Boat Ramps & Parking	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected
East Bay Ramp	\$ 5,820	\$ 4,870	\$ 3,120
Blish Point Ramp	\$ 31,078	\$ 27,599	\$ 18,850
Docking - Baxter's	\$ 15,680	\$ 13,440	\$ 10,475

### Mooring Program

Workload Indicator Mooring Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
Mooring Permits Processed	2,323	2,306	2,325

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

# COMMUNITY SERVICES DEPARTMENT

## Department Purpose Statement

The Community Services General Fund operations are comprised of two divisions in FY 2021, whose purpose is to maintain programmatic oversight of the Town's older adult programs, beaches, playing fields, and community buildings. 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.

## Division Areas

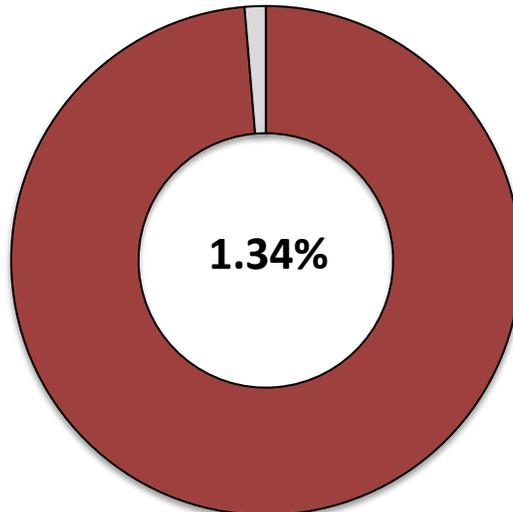


# Council on Aging



# Recreation

Percentage of FY21 General Fund Budget



The Community Services Department comprises 1.34% of the total General Fund budget.

**COMMUNITY SERVICES DEPARTMENT**

**Department Services Provided**

Community Services Department provides social and recreational activities throughout the community for all ages, and that to ensure that rules and regulations concerning playgrounds, athletic fields, beaches and the development and delivery of recreational activities are effective.

Recreation provides a variety of opportunities and choices for Barnstable citizens to achieve their human potential while preserving and protecting the integrity of the natural environment that will enhance the quality of life for the individuals, families, and the community at large within the Town.

Aquatics provide and maintain aquatic services at the 16 Town of Barnstable beach sites. Services in the aquatic program include general supervision, operating the gate attendant program, bathhouse attendants, overseeing the police program, water safety, and a swim program.

The Council on Aging Division provides a wide and diverse array of programs designed to meet the needs of elders that includes, but is not limited to, the following: outreach, medical education and assistance, social day care, social, recreational and educational programming, counseling, information and referral, newsletters, financial, nutrition, and transportation.



**HYCC After School Program Collaboration  
with Cape Cod Culinary Association**

**Department Budget Comparison**

Community Services Department Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$559,572	\$1,257,016	\$899,927	\$875,506	(\$24,421)	-2.71%
Fees, Licenses, Permits	2,796	1,497	6,000	2,000	(4,000)	-66.67%
Charges for Services	1,950,773	1,227,386	1,651,500	1,506,600	(144,900)	-8.77%
Interest and Other	14,480	15,113	12,000	5,000	(7,000)	-58.33%
<b>Total Sources</b>	<b>\$2,527,621</b>	<b>\$2,501,012</b>	<b>\$2,569,427</b>	<b>\$2,389,106</b>	<b>(\$180,321)</b>	<b>-7.02%</b>
Expenditure Category						
Personnel	\$2,335,167	\$2,332,713	\$2,397,527	\$2,188,306	(\$209,221)	-8.73%
Operating Expenses	162,698	168,299	159,900	176,800	16,900	10.57%
Capital Outlay	29,756	-	12,000	24,000	12,000	100.00%
<b>Total Appropriation</b>	<b>\$2,527,621</b>	<b>\$2,501,012</b>	<b>\$2,569,427</b>	<b>\$2,389,106</b>	<b>(\$180,321)</b>	<b>-7.02%</b>

**COMMUNITY SERVICES DEPARTMENT**

**Department Budget Comparison (Continued)**

<b>Budget Reconciliation</b>	<b>Personnel</b>	<b>Operating</b>	<b>Capital Outlay</b>	<b>Totals</b>	<b>FTE</b>
<b>FY 2020 Approved Budget</b>				<b>\$2,569,427</b>	
Contractual Obligations Net of Staff Turnover	(46,523)	-	-	<b>(46,523)</b>	-
<b>FY 2021 Budget Changes</b>					
1. Transfer Out Web Developer Position	(88,060)	-	-	<b>(88,060)</b>	(1.00)
2. Transfer Out Marketing Manager Position	(88,400)	-	-	<b>(88,400)</b>	(1.00)
3. Reallocated Dir. of Community Services Salary	26,633	-	-	<b>26,633</b>	0.25
4. Reduction in Adult Social Day Program	(12,872)	-	-	<b>(12,872)</b>	-
5. Reduction to Various Budget Line Items	-	(4,600)	-	<b>(4,600)</b>	-
6. Payment Processing Fees	-	14,000	-	<b>14,000</b>	-
7. Portable Bathrooms	-	5,000	-	<b>5,000</b>	-
8. Copier Lease	-	2,500	-	<b>2,500</b>	-
9. Aquatic Equipment	-	-	12,000	<b>12,000</b>	-
<b>FY 2021 Proposed Budget</b>	<b>(\$209,221)</b>	<b>\$16,900</b>	<b>\$12,000</b>	<b>\$2,389,106</b>	<b>(1.75)</b>

**Summary of Budget Changes**

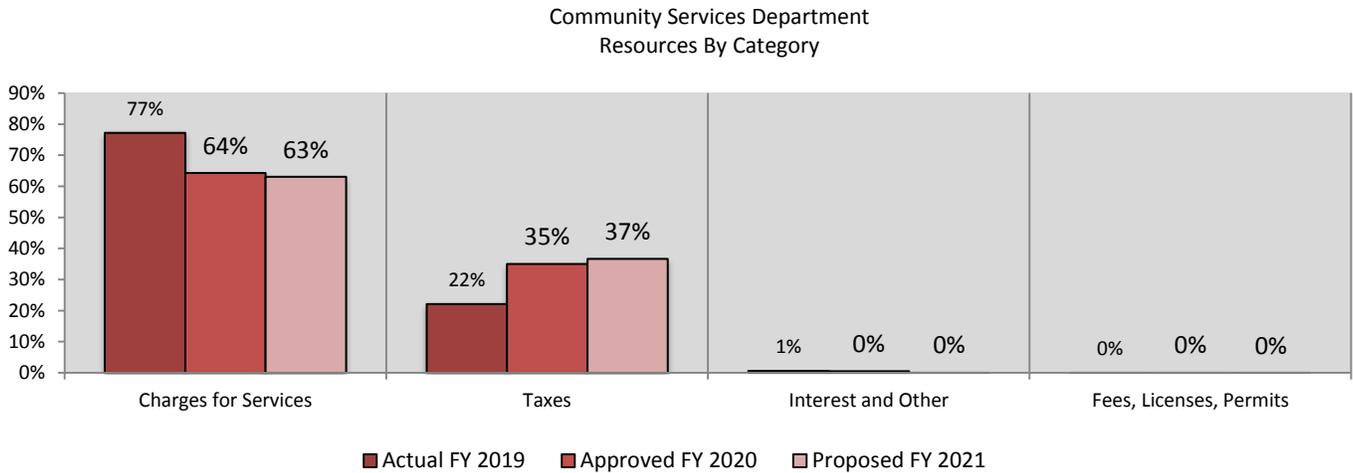
The Community Services Department's proposed FY 2021 budget will decrease 7.02% from the approved FY 2020 budget. The transfer of the Communications Division and Marketing Manager position accounts for most to the decrease in year-over-year budget change as (2) fte's have been transferred to other departments.

- 1. Transfer Web Developer** - This position is part of the Communications Program, which has been transferred to the Town Manager budget.
- 2. Transfer Marketing Manager** - This position has been transferred to the Planning & Development Department to help support the Economic Development program.
- 3. Reallocation of Community Services Director Salary** – The Community Services Department (CSD) no longer includes the Communications Program. A portion of the CSD Director's salary was allocated to the PEG Enterprise Fund before this was transferred to the Town Manager Department. The entire salary for the CSD Director is now part of the General Fund.
- 4. Reduction in Adult Social Day Program** - The Adult Day Program is currently closed due to the public health emergency. It is expected to reopen at the appropriate time with the possibility of a reduced schedule based on demand. This adjustment to the budget is a result of an anticipated cost reduction due to its current closure.
- 5. Various Budget Line Items Reduced** – A town wide exercise was conducted for department managers to review their budgets for recommended budget reductions. This is a summation of budget lines that were adjusted and not consider as detrimental to services.
- 6. Payment Processing Fees** – To reduce the amount of cash collected at our various beach facilities a credit card payment option is being offered town-wide. This will provide for the anticipated cost of offering this payment method.
- 7. Portable Bathrooms at Aquatic facilities** – The renting of portable bathrooms will provide the public an option when the town's bathhouses are closed.

**COMMUNITY SERVICES DEPARTMENT**

**Department Budget Comparison (Continued)**

- 8. **Copy Machine Lease** – This lease will replace a current color copier is more than ten years old.
- 9. **Aquatic Equipment:** Grills, tables, picnic tables, emergency equipment continually need replacement. Grills last about 5 years before needing replacement. Emergency equipment such as AED pads, batteries, rescue boards, stop the bleed equipment, need to be regularly maintained to be operational during a rescue.



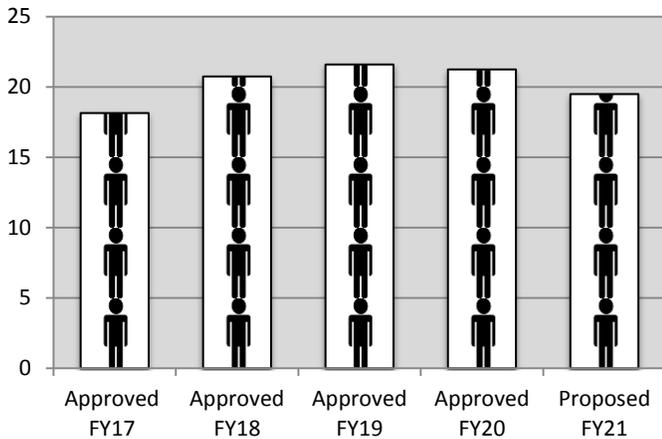
**Resources By Category Summary**

63% of the funding for the proposed FY 2021 Community Services budget is provided from Charges for Services, which includes beach sticker sales and beach parking sales. Taxes provide 37%, interest and other, and Fees, Licenses, Permits provide less than 1% of total resources.

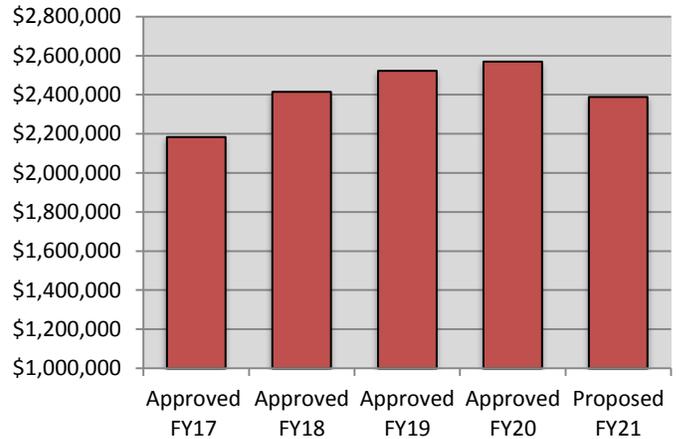
**COMMUNITY SERVICES DEPARTMENT**

**Department Budget History**

Community Services Department  
Full Time Employee History



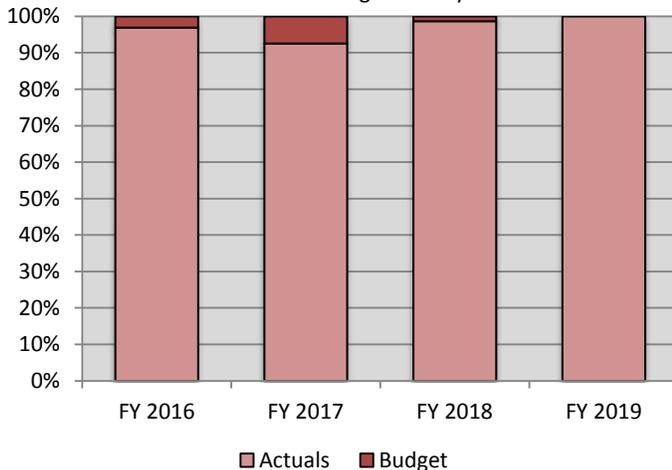
Community Services Department  
Budget History



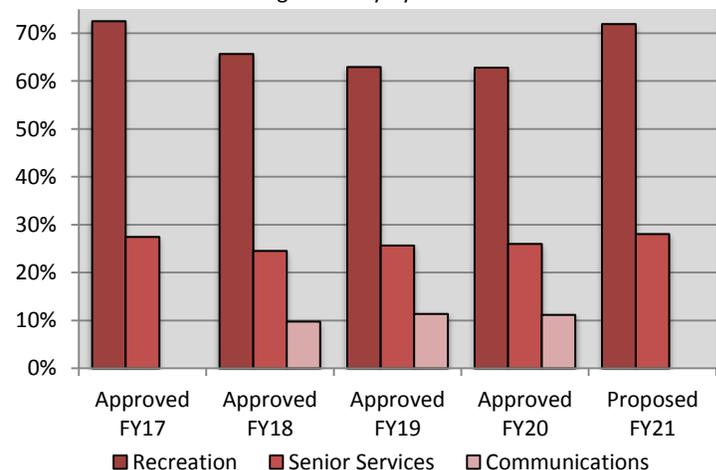
This Communications Division was created in FY 2018 that included two positions being transferred from the Administrative Services Department. FY 2019 includes additional hours for Council on Aging transportation and enrichment programs. In FY 2021 two positions have been transferred out of the Community Services budget as a reorganization of the Communications Program.

This department’s budget has increased 1.87% annually over the five-year period. The state minimum wage increase is the largest change to the budget followed by permanent salary. The transfer of the Communication Division attributes to the decrease in FY 2021 total budget.

Community Services Department  
Actuals to Budget History



Community Services Department  
Budget History By Division



The Community Services budget uses in the range of 92% to 99% of its budget annually.

Recreation is the largest division in the department representing 72% of the budget followed by Council on Aging at 28%. Communications Division has been transferred.

## COUNCIL ON AGING DIVISION

### Purpose Statement

The Council on Aging Division supports older adults in our community by providing programs and services designed to optimize their quality of life, reduce social isolation, and help them maintain their independence so they may successfully age-in-place in Barnstable. Our vision at the Barnstable Adult Community Center is to provide an inclusive, diverse, and welcoming environment, and to offer opportunities that engage, enrich, and empower our older residents.

### Program Areas

Adult Supportive Day Program

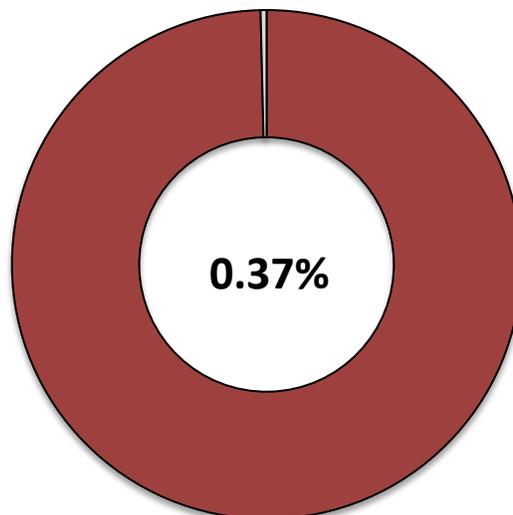
Advocacy Program

Enrichment Program

Transportation Program

Volunteer Program

Percentage of FY21 General Fund Budget



The Council on Aging Division budget comprises 0.37% of the overall General Fund operating budget.

## Division Services Provided

The Council on Aging provides a broad spectrum of programs and services, ranging from advocacy, transportation, adult supportive day, caregiver support, volunteer opportunities and social, educational and wellness activities that help to enhance the quality of life of older adults in our community and help to ensure that they continue to thrive and remain physically, mentally and civically engaged as they age. The Adult Community Center offers a diverse array of activities, including exercise classes, technology classes, health seminars, caregiver support groups, movies, art workshops, musical entertainment, social clubs and discussion groups, congregate lunch, intergenerational activities and blood pressure clinics

## Division Recent Accomplishments

- Working with the Council on Aging and Friends of the Barnstable Council on Aging boards, we successfully completed our rebranding initiative with the official renaming of the facility to the Barnstable Adult Community Center at our 20<sup>th</sup> anniversary community celebration on June 21<sup>st</sup>. We also revealed our new logo and tagline. The event gave us an opportunity to honor our past, present and future and we were excited to announce that AARP and the World Health Organization have designated the Town of Barnstable as an Age-Friendly Community.
- We introduced a virtual learning program and outdoor adventure program.
- We expanded our hours of operation into the evening hours and welcome adults of all ages to participate in our evening classes and activities.
- Continuing our intergenerational partnership with the Barnstable High School Class of 2020 and thanks to technical support from Channel 18 staff and funding from the Arts Foundation of Cape Cod, we matched students with older adults to create a touching and meaningful digital storytelling project.
- We worked with the Barnstable County Department of Human Services on the “Healthy Aging Cape Cod” age-friendly initiative.
- In April, we hosted a Dementia Friendly Idea Exchange and Dementia Friends Champion training, offered by the Massachusetts Association of Councils on Aging and Dementia Friendly Massachusetts.
- In recognition of her efforts to establish the Mid-Cape LGBTQ Older Adults Group and promote an environment of inclusion for members of the LGBTQ community at the Barnstable Adult Community Center, Assistant Director of Council on Aging, Donna Burns, was presented with the Skip Warren Award by the LGBTQ Welcoming Committee of the First Parish Church in Brewster.
- In December, the Town Council approved an amendment to the Administrative Code changing our division name from the Senior Services Division to the Council on Aging Division.



**Barnstable Adult Center- Aerial View**

## Division Recent Accomplishments (Continued)

- Worked with the Department of Public Works to ensure the successful completion of the generator installation and kitchen renovation projects.
- We received a formula grant from the Executive Office of Elder Affairs in the amount of \$154,140. 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.
- In June, we hosted a listening session for the Massachusetts Commission on LGBT Aging, one of three sessions held throughout the state to engage with LGBT older adults and caregivers.
- We hosted our Healthy Living Expo during National Senior Center Month in September to promote healthy aging and active living.

## Division Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)

### Short-Term:

1. Restructure our Outreach and Transportation programs to build organizational capacity and allow for greater operational efficiency. **(SP: Quality of Life, Public Health and Safety, Finance)**
2. Seek funding through the Community Compact Best Practices program to allow us to develop an age-friendly action plan. **(SP: Quality of Life, Public Health and Safety, Education, Communication)**
3. Work with the Department of Public Works to develop a masterplan for the outdoor spaces at the Barnstable Adult Community Center to maximize their use for recreational purposes. **(SP: Infrastructure, Public Health and Safety, Quality of Life)**
4. Partner with the Barnstable Neighbor to Neighbor (BN2N) "village" to broaden the safety net for isolated older adults in the seven villages. **(SP: Public Health and Safety, Quality of Life)**
5. Continue to collaborate with Barnstable County Human Services Department and the Cape Cod Councils on Aging on the "Healthy Aging Cape Cod" initiative. **(SP: Education, Communication, Public Health and Safety)**
6. Continue to promote awareness of the Adult Supportive Day program and caregiver resources to provide respite to caregivers and increase program attendance. **(SP: Education, Communication, Public Health and Safety)**



*St. Patrick's Day – Adult Center*

## Division Goals and Objectives (Continued)

7. Explore new opportunities for civic engagement and life enrichment for older adults in our community. **(SP: Education, Communication, Quality of Life)**
8. Work on the redesign of our bimonthly magazine and continue to promote awareness of our programs and services to the community. **(SP: Communication, Education)**
9. Continue to work in facility improvements with the Department of Public Works including repair of the sprinkler system and balcony. **(SP: Infrastructure, Public Health and Safety)**
10. Actively pursue available grant funding to help sustain our services and offset program costs. **(SP: Finance)**



*Cooking Class Barnstable Adult Center*

### Long-Term:

1. Continue to restructure, develop, and enhance programs and services that improve the lives of Barnstable's older residents including advocacy, transportation, and caregiver services to ensure that our efforts to assist older adults to age in place and maintain their independence are maintained. **(SP: Public Health and Safety, Quality of Life)**
2. Continue to engage with our aging service partners and participate in regional and local aging and human service networks to assess the growing needs of the aging community so we can ensure that all older residents can age successfully and maintain a high quality of life. **(SP: Public Health and Safety, Education, Communication)**



*Art Class Intergenerational*

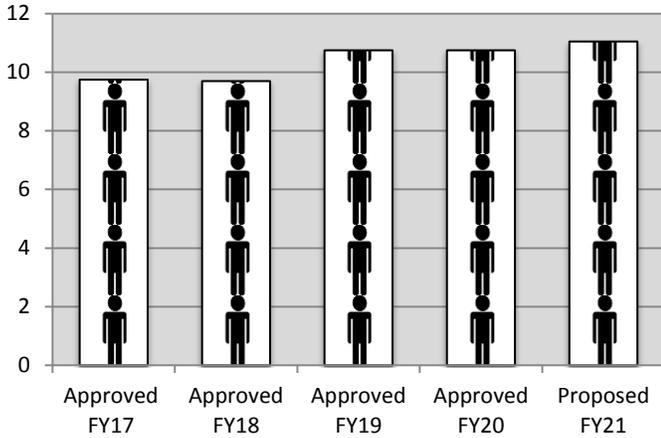
3. Continue to enhance our marketing and community engagement efforts to reach out to a more diverse population that more accurately reflects the changing demographics of Barnstable residents. **(SP: Education, Communication)**

4. Continue to work closely with the Department of Public Works to ensure successful maintenance of the facility. **(SP: Infrastructure, Finance)**

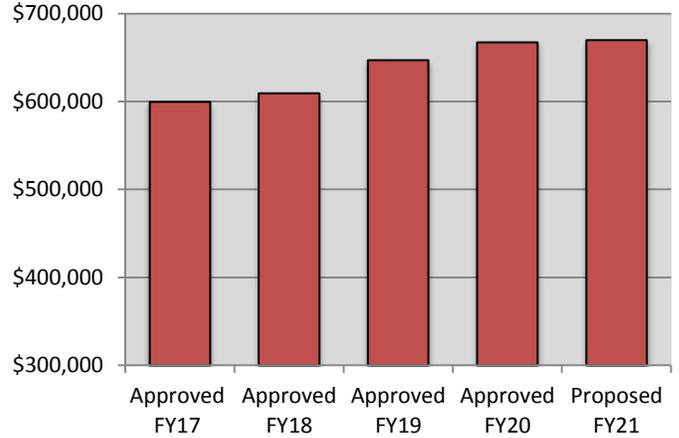
COUNCIL ON AGING DIVISION

Division Budget History

Council on Aging Division Full Time Employee History



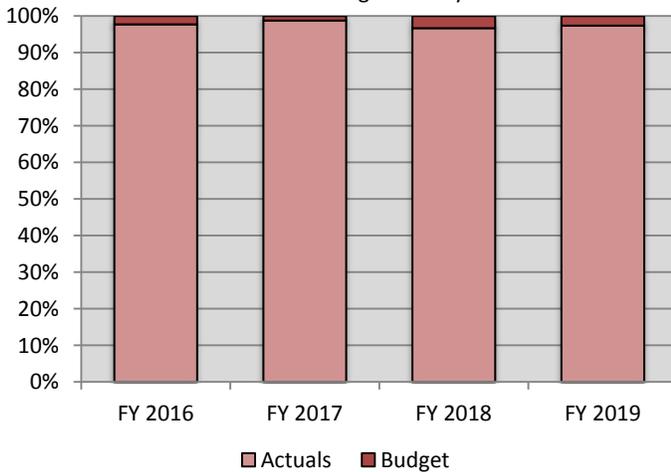
Council on Aging Division Budget History



FY 2019 included increased hours for both a van driver and Enrichment program support for a part-time custodian and assistant.

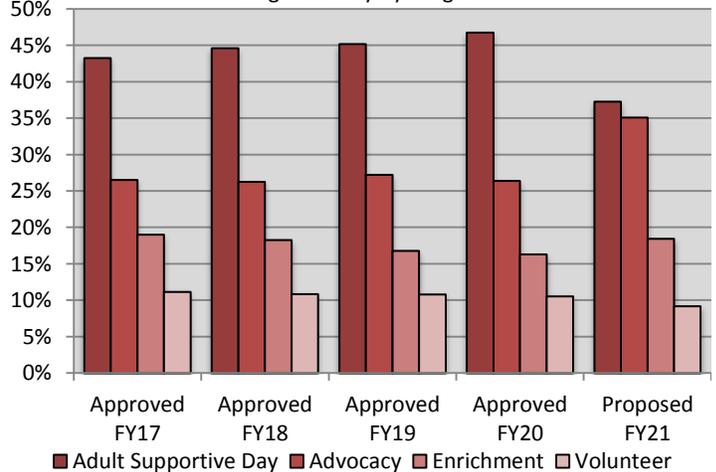
The division's budget has increased 2.35% annually over the five-year period. Personnel cost are the majority of the budget increase.

Council on Aging Division Actuals to Budget History



Council on Aging Division uses 96% to 98% of its budget on an annual basis.

Council on Aging Division Budget History By Program



Adult Supportive Day Program is the largest program area in this division representing 37% of the overall budget. The advocacy program represents the second largest at 35%.

**COUNCIL ON AGING DIVISION**

**Division Budget Comparison**

Council on Aging Division Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$534,026	\$555,937	\$571,413	\$592,916	\$21,503	3.76%
Fees, Licenses, Permits	2,796	1,497	6,000	2,000	(4,000)	-66.67%
Charges for Services	87,103	92,386	90,000	75,000	(15,000)	-16.67%
Interest and Other	5,957	4,113	-	-	-	0.00%
<b>Total Sources</b>	<b>\$629,882</b>	<b>\$653,933</b>	<b>\$667,413</b>	<b>\$669,916</b>	<b>\$2,503</b>	<b>0.38%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$580,278	\$602,662	\$617,513	\$621,616	\$4,103	0.66%
Operating Expenses	49,604	51,271	49,900	48,300	(1,600)	-3.21%
<b>Total Appropriation</b>	<b>\$629,882</b>	<b>\$653,933</b>	<b>\$667,413</b>	<b>\$669,916</b>	<b>\$2,503</b>	<b>0.38%</b>

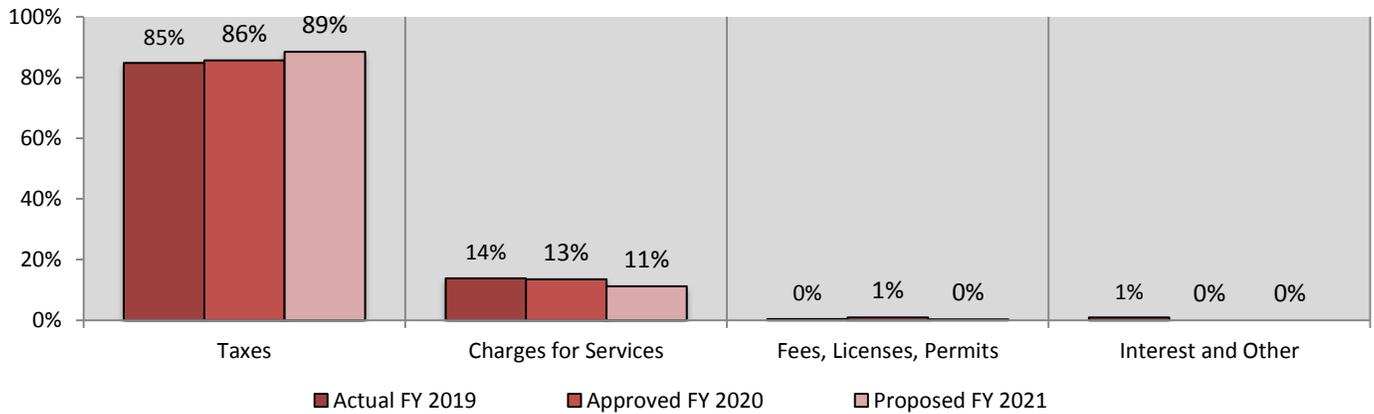
Job Title	FY 2019	FY 2020	FY 2021	Change
Adult Social Day Care	1.00	1.00	1.00	-
Adult Supportive Day Prog. Aide	1.50	1.50	1.50	-
Assistant Director Senior Services	1.00	1.00	1.00	-
Custodian	1.10	1.10	1.10	-
Director of Community Services	0.10	0.10	0.40	0.30
Director Senior Services	1.00	1.00	1.00	-
Division Assistant	1.35	1.35	1.35	-
Outreach & Development Coord.	1.00	1.00	1.00	-
Outreach & Transportation Coord.	0.75	0.75	0.75	-
Principal Dept/Div Assistant	1.00	1.00	1.00	-
Van Driver Senior Services	0.95	0.95	0.95	-
<b>Full-time Equivalent Employees</b>	<b>10.75</b>	<b>10.75</b>	<b>11.05</b>	<b>0.30</b>

**Summary of Budget Changes**

Council on Aging proposed FY 2021 budget is essentially level funded compared to the approved FY 2020 budget. Delayed hiring of the Council on Aging Director and opening of the Adult Social Day Program savings are being offset by the reallocation of the Community Services Director's salary from the Public Education (PEG) Enterprise Fund.

## Division Budget Comparison (Continued)

Council on Aging Division  
Resources By Category



### Resources By Category Summary

Funding resources to support the proposed FY 2021 budget are as follows: Taxes provide 89% of the resources for the Council on Aging operation. Charges for Services provide 11% mainly derived from the Adult Supportive Day Program.

## Program Services Provided

The Council on Aging 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 Council on Aging 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 Council on Aging 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



Billiard Table – Adult Center

**COUNCIL ON AGING DIVISION**

**Program Services Provided (Continued)**

part of the costs from other organizations in the community.

Adult Supportive Day Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$167,220	\$166,768	\$222,214	\$174,861	(\$47,353)	-21.31%
Charges for Services	87,103	92,386	90,000	75,000	(15,000)	-16.67%
Interest and Other	5,957	4,113	-	-	-	0.00%
<b>Total Sources</b>	<b>\$260,280</b>	<b>\$263,267</b>	<b>\$312,214</b>	<b>\$249,861</b>	<b>(\$62,353)</b>	<b>-19.97%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$245,529	\$247,290	\$287,289	\$226,536	(\$60,753)	-21.15%
Operating Expenses	14,751	15,977	24,925	23,325	(1,600)	-6.42%
<b>Total Appropriation</b>	<b>\$260,280</b>	<b>\$263,267</b>	<b>\$312,214</b>	<b>\$249,861</b>	<b>(\$62,353)</b>	<b>-19.97%</b>

**Enrichment Program**

The Barnstable Adult Community 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.



*Sewing Classes – Adult Center*

Enrichment Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$134,002	\$147,154	\$102,726	\$121,497	\$18,771	18.27%
Fees, Licenses, Permits	2,796	1,497	6,000	2,000	(4,000)	-66.67%
<b>Total Sources</b>	<b>\$136,798</b>	<b>\$148,651</b>	<b>\$108,726</b>	<b>\$123,497</b>	<b>\$14,771</b>	<b>13.59%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$101,945	\$113,357	\$91,751	\$106,522	\$14,771	16.10%
Operating Expenses	34,853	35,294	16,975	16,975	-	0.00%
<b>Total Appropriation</b>	<b>\$136,798</b>	<b>\$148,651</b>	<b>\$108,726</b>	<b>\$123,497</b>	<b>\$14,771</b>	<b>13.59%</b>

**Program Services Provided (Continued)**

**Volunteer Program**

Research has shown that volunteering is good for your mental and physical health. The Council on Aging 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 Council on Aging 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.



*Intergenerational Storytelling – Adult Center*

Volunteer Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$64,574	\$66,750	\$70,263	\$61,482	(\$8,781)	-12.50%
<b>Total Sources</b>	<b>\$64,574</b>	<b>\$66,750</b>	<b>\$70,263</b>	<b>\$61,482</b>	<b>(\$8,781)</b>	<b>-12.50%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$64,574	\$66,750	\$67,038	\$58,257	(\$8,781)	-13.10%
Operating Expenses	-	-	3,225	3,225	-	0.00%
<b>Total Appropriation</b>	<b>\$64,574</b>	<b>\$66,750</b>	<b>\$70,263</b>	<b>\$61,482</b>	<b>(\$8,781)</b>	<b>-12.50%</b>

**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.



*Valentine's at the Barnstable Senior Center*

**COUNCIL ON AGING DIVISION**

**Program Services Provided (Continued)**

Advocacy Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$168,230	\$175,265	\$176,210	\$235,076	\$58,866	33.41%
<b>Total Sources</b>	<b>\$168,230</b>	<b>\$175,265</b>	<b>\$176,210</b>	<b>\$235,076</b>	<b>\$58,866</b>	<b>33.41%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$168,230	\$175,265	\$171,435	\$230,301	\$58,866	34.34%
Operating Expenses	-	-	4,775	4,775	-	0.00%
<b>Total Appropriation</b>	<b>\$168,230</b>	<b>\$175,265</b>	<b>\$176,210</b>	<b>\$235,076</b>	<b>\$58,866</b>	<b>33.41%</b>

**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.

# 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.

## Program Areas

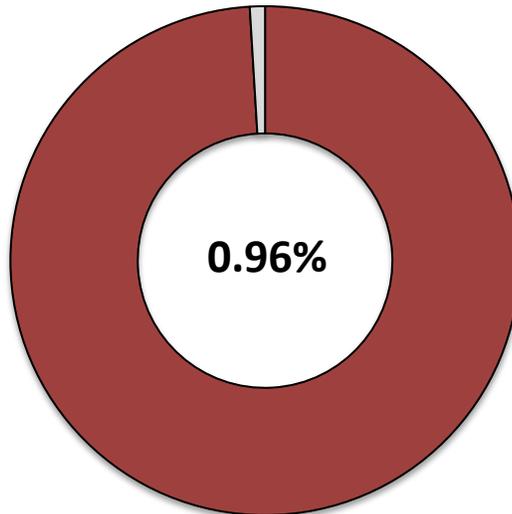


Activities



Aquatics

Percentage of FY21 General Fund Budget



The Recreation Division comprises 0.96% of the overall General Fund budget.

## **Division Services Provided**

The Town of Barnstable has numerous playgrounds, parks, and beaches that offer recreational opportunities through the Recreation Division. These programs include, but not limited to volleyball, adult yoga, mommy mixer group, basketball, soccer, swim carnivals, and much more! Recreation Division provides opportunities for residents to be active and to interact with other residents, to develop youth skills, and instill community values.

## **Division Recent Accomplishments**

- Received a 9.8 rating out of 10 for all Recreation Programs using the Customer Satisfaction Rating System developed for program evaluation (using national standards) for all Recreation Programs. This is a one point increase in satisfaction from FY 2019;
- Won the Cape Cod Lifesaving Competition 11 years in a row for the Non-Surf Beaches;
- Re-certified all 104 Lifeguards in New American updated Red Cross Lifesaving Program;
- Certified all Lifeguards with the five Barnstable Fire Departments in "Stop the Bleed.";
- The Recreation Division successfully developed and implemented additional programs to meet the needs of our community;
- 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 giving the Town the opportunity to expand our youth program scholarships to include low income families, in addition to poverty level income families;
- After major renovations, completed and successfully booked Lombard and McKeon Fields with various groups;
- Collaborated with Information Systems to have Leisure Program required forms included in the on-line registration;
- Worked with Barnstable Public Schools to successfully assist in field needs during High School renovations;
- Attended the National Recreation Conference to make sure we are on the cutting edge and following the best management practices in our division and with forward thinking trends for our community;
- Lifeguard Ethan Sirhal was awarded the National Hero's Award for the rescue of a 16-year old Hyannis Resident at Covell's Beach;
- The Barnstable Youth Commission presented its 6<sup>th</sup> Annual Community Substance Abuse Prevention Forum and Youth Summit at Cape Cod Community College. The Commission attained funds from Five Star Bus Company, John F. Kennedy Memorial Trust Fund, Cape Cod Healthcare, Kiwanis, Barnstable Police Department Unions and Barnstable Municipal Employees Association and various businesses to have the events;



***Cape Cod Lifesavings Championship for Non-surf***

## RECREATION DIVISION

### Division Recent Accomplishments (Continued)

- Leisure Program was filled this year (having over 413 participants in the program) with the addition of one more site in Marstons Mills;
- Collaborating with “Cape Cod CAN” to provide additional programs for Special Needs adults;
- Youth Commission had over 200 youth participate in the Youth Job Fair at the Hyannis Youth & Community Center. Transportation from Barnstable High School was made available; and
- Successfully moved and opened Luke’s Love Playground.

### Division Goals and Objectives - Town Council’s Quality of Life Strategic Plan (SP)

#### Short-Term:

1. Provide Full- and Part-Time Staff with A.L.I.C.E. Training. **(SP: Education, Safety, and Quality of Life)**
2. Obtain funding, develop, and implement a 7<sup>th</sup> Annual 7th Grade Youth Summit and Community Substance Abuse Prevention Forum with the Youth Commission. **(SP: Education, Finance, and Quality of Life)**
3. 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, Quality of Life)**
4. 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)**
5. Obtain new Youth Commissioners as we have four who will be ineligible in 2020 while including other High Schools. **(SP: Education; Quality of Life)**
6. Develop and present the 5th Annual Youth Job Fair with Hyannis Youth & Community Center advertisers and Barnstable Youth Commission, including educational opportunities on “How to (fill out an application, resume writing, and interviewing skills) education”. Bring together local business and youth. **(SP: Education, Quality of Life)**
7. Automate Daily Parking Permits at all Barnstable Beach to improve the Beach Gate operations. **(SP: Finance, Quality of Life)**
8. Work with the Department of Public Works and Barnstable Pickleball/Tennis groups to develop a facility that will meet the ongoing needs of these groups in Marstons Mills. **(SP: Education, Quality of Life)**
9. Plan, Organize, and Host the 46<sup>th</sup> Annual Cape Cod Lifesaving Competition, at Craigville Beach, August 14, 2020. **(SP: Education, Safety, Quality of Life)**



## Division Goals and Objectives (Continued)

### Long-Term:

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, Quality of Life)**
2. Through Town of Barnstable resources, provide educational outreach to our residents and taxpayers regarding all recreational Human Resources (i.e. high school and youth oriented job fairs, etc.) opportunities especially for our Youth. **(SP: Education, Communication, Quality of Life)**
3. Coordinate Volunteer workdays for all ball fields, Disc Golf Course, and beach facilities to assist in the overall maintenance. **(SP: Infrastructure, Quality of Life)**
4. 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)**
5. Increase awareness and gain creditability with Youth through the Town of Barnstable Youth Commission. **(SP: Education, Communication, Quality of Life)**



*Cross Country Fun*



*HYCC BHS Champions for Summer Recreation Basketball League*

6. Work to support the priorities set forth by the 2019 Recreation Site Tours for the Recreation Commission. **(SP: Safety, Education, Strategic Plan Priorities, Quality of Life)**
7. Offer the American Red Cross Whales Tales Water Safety Program in Barnstable Elementary Schools to educate our youth in what they can do to prevent drownings. **(SP: Safety, Education Quality of Life)**

**RECREATION DIVISION**

**Division Budget Comparison**

Recreation Division Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$ -	\$ 416,191	\$ 41,250	\$ 282,590	\$ 241,340	585.07%
Charges for Services	\$1,863,670	\$1,135,000	\$1,561,500	\$1,431,600	(\$129,900)	-8.32%
Interest and Other	8,523	11,000	12,000	5,000	(7,000)	-58.33%
<b>Total Sources</b>	<b>\$1,872,193</b>	<b>\$1,562,191</b>	<b>\$1,614,750</b>	<b>\$1,719,190</b>	<b>\$104,440</b>	<b>6.47%</b>

Expenditure Category						
Personnel	\$1,468,358	\$1,455,777	\$1,500,250	\$1,566,690	\$66,440	4.43%
Operating Expenses	106,087	106,414	102,500	128,500	26,000	25.37%
Capital Outlay	29,756	-	12,000	24,000	12,000	100.00%
<b>Total Appropriation</b>	<b>\$1,604,201</b>	<b>\$1,562,191</b>	<b>\$1,614,750</b>	<b>\$1,719,190</b>	<b>\$104,440</b>	<b>6.47%</b>

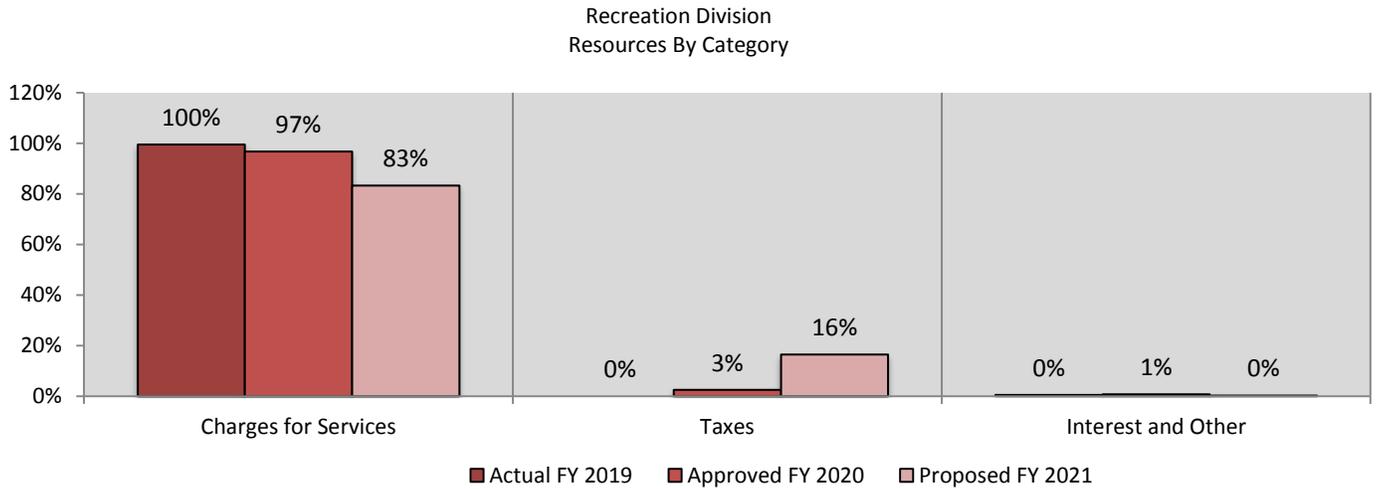
Job Title	FY 2019	FY 2020	FY 2021	Change
Asst Dir. Recreation & Leisure	1.00	0.90	0.90	-
Dept/Div Assistant	1.00	1.00	1.00	-
Director of Community Services	0.10	0.10	0.40	0.30
Director of Recreation	1.00	0.75	0.75	-
Executive Assistant	-	-	0.90	0.90
Financial Supervisor	0.50	0.50	0.50	-
Principal Dept/Div Assistant	1.00	1.00	1.00	-
Program Coordinator	3.00	3.00	3.00	-
<b>Full-time Equivalent Employees</b>	<b>7.60</b>	<b>7.25</b>	<b>8.45</b>	<b>1.20</b>

**Summary of Budget Changes**

The Recreation Division’s proposed FY 2021 budget is increasing 6.47% from the approved FY 2020 budget. Personnel costs are increasing, as the full amount of the Department Director’s salary is now part of the budget. A portion was previously allocated to the PEG Enterprise fund. This budget also includes the transfer of the Executive Assistant position that was previously part of the Communications Division. The proposed operating expenses include additional funding for credit card processing fees, portable bathrooms, and a new copier lease. The capital outlay budget has been increased to support the existing initiative to replace and repair beach grills, tables, and benches as well as additional funds to purchase AED equipment and other emergency equipment for our beaches.

**RECREATION DIVISION**

**Division Budget Comparison (Continued)**



**Resources By Category Summary**

The Recreation Division receives most of its funding resources through beach activities. This includes aquatic swimming and sailing programs. Other beach activities that support this division include beach goers through beach sticker sales and daily beach parking fees. All these activities account for 83% of the resource to fund the division’s proposed FY 2021 operating budget. The remaining balance of 16% will be supported by taxes.

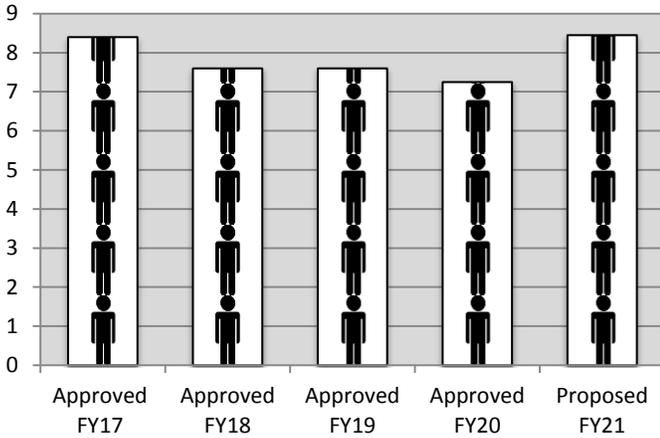


Youth Job Fair – Hyannis Community Center

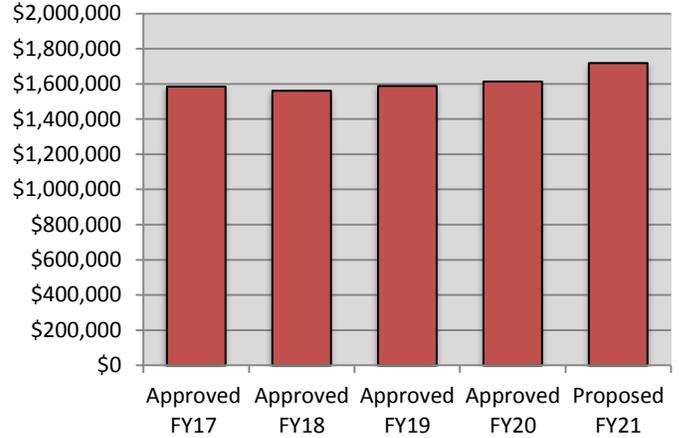
## RECREATION DIVISION

### Division Budget History

Recreation Division  
Full Time Employee History



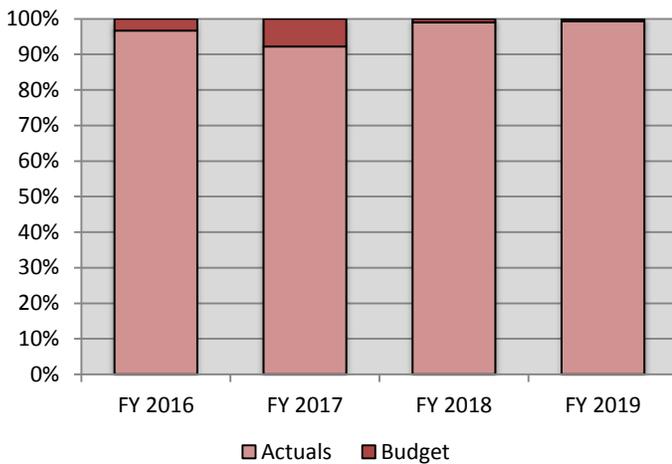
Recreation Division  
Budget History



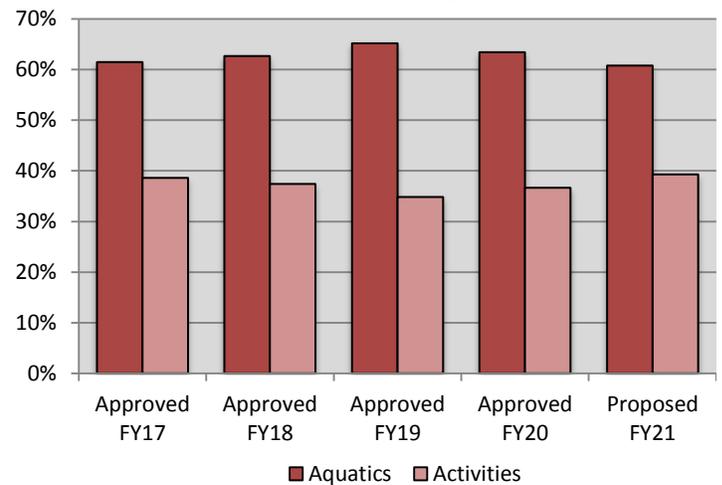
In FY 2018, a portion of the Admin Assistant and Director salary were reallocated to the new Communication program established. This has been reverted back in FY 2021. FY 2020 represents reallocating a portion of the Recreation Director and Assistant Director salary to the HYCC Enterprise Fund.

This budget has increased 1.70% annually over the five-year period. The State's annual mandatory minimum wage increases represent the largest contribution to the budget increase for this operation. The proposed FY 2021 budget includes request to purchase credit card machines, portable bathrooms, and emergency equipment for our beaches.

Recreation Division  
Actuals to Budget History



Recreation Division  
Budget History By Program



The Recreation Division uses 96% to 99% of its budget on an annual basis.

The Aquatics Program is the largest program in the division comprising 61%. Activities represent 39% of the division's budget.

## RECREATION DIVISION

### Program 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. These social activities include, but not limited to, basketball, field hockey, Friday Night Social, adult tennis, volleyball, and creative arts. Because of the changing interest of participants, we annually develop and implement a needs assessment program to determine the accuracy of the comprehensive program through the customer satisfaction rating done for all activities.

Activities Program Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$508,258	\$543,199	\$506,174	\$599,646	\$93,472	18.47%
Charges for Services	89,180	35,000	73,000	70,000	(3,000.00)	-4.11%
Interest and Other	8,523	11,000	12,000	5,000	(7,000.00)	-58.33%
<b>Total Sources</b>	<b>\$605,961</b>	<b>\$589,199</b>	<b>\$591,174</b>	<b>\$674,646</b>	<b>\$83,472</b>	<b>14.12%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$514,580	\$533,777	\$536,454	\$600,226	\$63,772	11.89%
Operating Expenses	65,553	55,422	54,720	74,420	19,700	36.00%
Capital Outlay	25,828	-	-	-	-	0.00%
<b>Total Appropriation</b>	<b>\$605,961</b>	<b>\$589,199</b>	<b>\$591,174</b>	<b>\$674,646</b>	<b>\$83,472</b>	<b>14.12%</b>

#### 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 Department of Public Works, the various beach areas are receiving much of the attention they require resulting in more beach patrons frequenting the Town sites. The various activities within this program begin on Memorial Weekend and conclude on Labor Day.

Aquatics Program Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Charges for Services	\$1,774,490	\$1,100,000	\$1,488,500	\$1,361,600	(\$126,900)	-8.53%
<b>Total Sources</b>	<b>\$1,774,490</b>	<b>\$1,100,000</b>	<b>\$1,488,500</b>	<b>\$1,361,600</b>	<b>(\$126,900)</b>	<b>-8.53%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$953,778	\$922,000	\$963,796	\$966,463	\$2,667	0.28%
Operating Expenses	40,534	50,992	47,780	54,080	6,300	13.19%
Capital Outlay	3,928	-	12,000	24,000	12,000	100.00%
<b>Total Appropriation</b>	<b>\$998,240</b>	<b>\$972,992</b>	<b>\$1,023,576</b>	<b>\$1,044,543</b>	<b>\$20,967</b>	<b>2.05%</b>

**COMMUNITY SERVICES DEPARTMENT**

**Department Workload Indicators**

**Senior Services Division**

<b>Program Name</b>	<b>Program Goal</b>	<b>Outcome Measure</b>	<b>Results</b>
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	40 clients served
Advocacy	To address and assist elders with critical needs related to public benefits, financial, health and human services issues.	Number of clients served through case management (face to face, on the phone, home visits) and cost savings to seniors.	934 clients served resulting in \$1,937,161 in savings to clients through enrollment in public benefits.
Enrichment Program	To encourage and promote healthy aging by offering a diverse array of opportunities for older adults to remain active and engaged.	Participant attendance in activities and classes.	26,379 visits from over 2,000 participants.
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 6,000 hours of service valued at \$148,140.
Transportation	To address and assist elders with transportation needs.	Number of clients served and number of rides provided.	154 clients served through 6,610 one-way trips.

# PLANNING & DEVELOPMENT DEPARTMENT

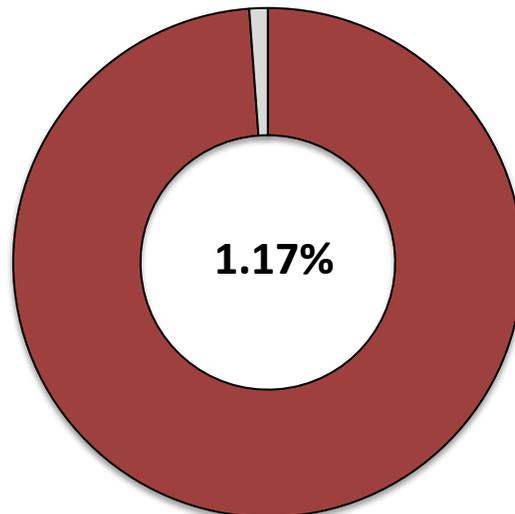
## Department Purpose Statement

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.

## Program Areas



Percentage of FY21 General Fund Budget



The Planning & Development Department comprises 1.17% of the overall General Fund budget.

## **Department Services Provided**

The Planning and Development Department works to preserve the character of the seven villages and improve the quality of life for Town residents by developing and implementing comprehensive land use and infrastructure 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. The Department is comprised of six programs: Comprehensive Planning, Community Development, Regulatory Review, Economic Development, Parking Management, and Conservation.

## **Department Recent Accomplishments**

### **Economic Development**

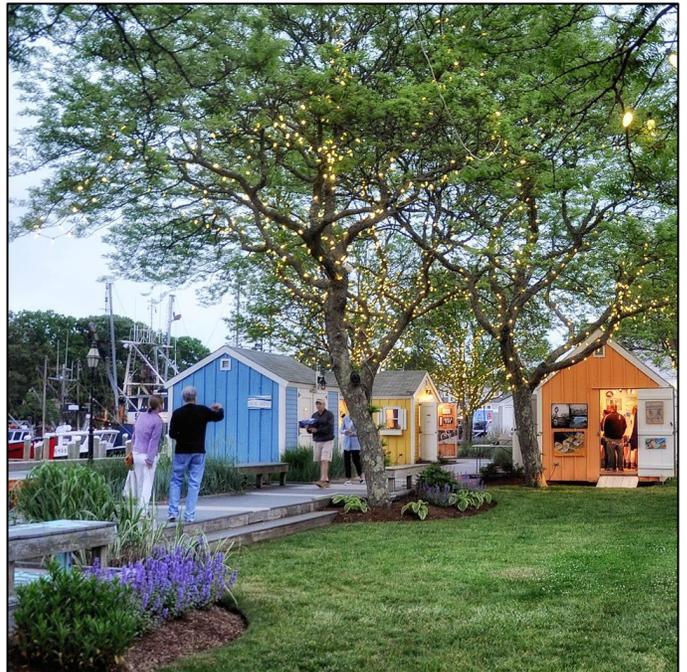
Awarded participation in MassDevelopment's Transformative Development Initiative, moving forward downtown economic development with community partners; Partnership with Cape Cod Chamber of Commerce to bring Expedition Blue to the region, promoting our marine centered live/work/play economy; Supported the Town Council President's "Economic Development Task Force"; Supported micro-enterprise loan program with CDBG funds; Participated in first MA Opportunity Zone Academy, bringing experts to Barnstable to support smart, sustainable growth and investment strategies; Continued successful operation of the HyArts Artist Shanty program, including five shanties at the Hyannis Harbor Overlook.

### **Economic Development: Visitor Services**

Curating permanent indoor/outdoor exhibits on Ralph Bismore; Assisted approximately 40,000 guests through the Gateway Greeter Program; Expanded support for Special Events on Town property.

### **Environment and Natural Resources**

Lakes & Ponds Invasive Species Treatment: Treatment of Mystic Lake and Middle Pond in Marstons Mills to combat hydrilla. Fanwort control in Wequaquet Lake, Centerville by mechanical means; Control burn at West Barnstable Conservation Area; Re-routed eroded trails in Otis Atwood Conservation Area; Coordinated Coastsweep Beach Cleanup for the 19th year; Worked towards preparation of a land management plan for the Long Beach Conservation Area.



*Bismore Park Art Shanties*

### **Parking Management**

Established and managed designated connections areas around Hyannis Harbor area for buses, shuttles, taxis and rideshares; worked with DPW to make improvements to parking signage; instituted virtual parking permits for Town employees and Special Events.

### **Comprehensive Planning**

Worked with community members to develop CIP recommendations for improvements to Ocean Street toward Kalmus Beach; Achieved "MVP" Municipal Vulnerability Preparedness certification for completion of community planning process.

## Department Recent Accomplishments

### Regulatory Process

Raised DRI Thresholds in Economic and Industrial Centers under Cape Cod Commission Chapter H; Continued work to improve permitting climate through non-residential zoning review (HB Zoning reforms); “Barnstable Zoning Portal” with Cape Cod Commission to facilitate zoning inquiries; Worked with Inspectional Services to improve customer permitting experiences, including Site Plan Review.

### Housing

Ran CDBG homeowner buy-down program in Hyannis; Implemented Downtown Hyannis Housing Development Incentive Program; Explored possibilities for transit-oriented development and multi-family housing; Conducted Community Resiliency by Design outreach effort with CCC to identify preferred infill development forms in Hyannis and began considering zoning strategies to support multi-family development in Hyannis; Guided two residential development projects through the Local Initiative Program process; Ongoing evaluation of municipally owned parcels for housing development; Funded rehabilitation of housing for 27 low income tenants and for Barnstable Housing Authority property.

## Department Goals and Objectives - Town Council’s Quality of Life Strategic Plan (SP)

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 lake and pond restoration projects to combat invasive plants, hydrilla and fanwort. Continue to collaborate with Health Division and Public Works on lake and pond projects to reduce toxic cyanobacteria. **(SP: Environment and Natural Resources)**
3. Create Long Beach Conservation Area Land Management Plan. **(SP: Environmental and Natural Resources)**
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, zoning reforms, incentives, and other programs. **(SP: Housing, Economic Development)**
5. 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)**
6. Continue to develop business resources and marketing strategies to support business sector development and job growth. **(SP: Regulatory Process & Performance, Economic Development, Communication)**



*Hyannis – Aselton Park*

**PLANNING & DEVELOPMENT DEPARTMENT**

**Department Budget Comparison**

Planning & Development Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$1,147,137	\$1,354,724	\$1,369,004	\$1,571,489	\$202,485	14.79%
Fines, Forfeitures, Penalties	189,959	150,000	250,000	165,000	(85,000)	-34.00%
Fees, Licenses, Permits	130,919	97,875	106,000	66,500	(39,500)	-37.26%
Charges for Services	49,750	42,424	37,500	38,500	1,000	2.67%
Interest and Other	23	-	-	-	-	0.00%
Special Revenue Funds	211,100	309,900	309,900	241,300	(68,600)	-22.14%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
Reserves	117,666	-	9,400	-	(9,400)	-100.00%
<b>Total Sources</b>	<b>\$1,850,054</b>	<b>\$1,958,423</b>	<b>\$2,085,304</b>	<b>\$2,086,289</b>	<b>\$985</b>	<b>0.05%</b>

Expenditure Category						
Personnel	\$1,527,176	\$1,603,970	\$1,662,033	\$1,674,360	\$12,327	0.74%
Operating Expenses	194,357	224,453	288,871	250,929	(37,942)	-13.13%
Capital Outlay	128,521	130,000	134,400	161,000	26,600	19.79%
<b>Total Appropriation</b>	<b>\$1,850,054</b>	<b>\$1,958,423</b>	<b>\$2,085,304</b>	<b>\$2,086,289</b>	<b>\$985</b>	<b>0.05%</b>

Job Title	FY 2019	FY 2020	FY 2021	Change
Administrative Assistant	5.00	5.00	5.00	-
Assist. Director of P & D	1.00	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	-
Dir. of Planning and Development	1.00	1.00	1.00	-
Economic Dev. Specialist	1.00	1.00	-	(1.00)
Economic Dev. Coordinator	1.00	1.00	1.00	-
Marketing Manager	-	-	1.00	1.00
Office Manager	1.00	1.00	1.00	-
Parking Manager Transportation	1.00	1.00	1.00	-
Permit Coordinator	-	-	1.00	1.00
Principal Dept/Div Assistant	0.50	0.50	0.50	-
Principal Planner	2.00	2.00	2.00	-
Special Projects Coordinator	2.00	2.00	2.00	-
Zone Board/Site Plan Review	0.50	0.50	-	(0.50)
<b>Full-time Equivalent Employees</b>	<b>19.00</b>	<b>19.00</b>	<b>19.50</b>	<b>0.50</b>

**PLANNING & DEVELOPMENT DEPARTMENT**

**Department Budget Comparison (Continued)**

<b>Budget Reconciliation</b>	<b>Personnel</b>	<b>Operating</b>	<b>Capital Outlay</b>	<b>Totals</b>	<b>FTE</b>
<b>FY 2020 Approved Budget</b>				<b>\$2,085,304</b>	
Contractual Obligations Net of Staff Turnover	(16,089)	-	-	(16,089)	-
One-Time Charges	-	-	(34,400)	(34,400)	-
<b>FY 2021 Budget Changes</b>					
1. Transfer In Marketing Manager Position	88,400	-	-	<b>88,400</b>	1.00
2. Temporary Positions Budget Reduction	(20,000)	-	-	(20,000)	-
3. Eliminate Economic Development Position	(8,226)	-	-	(8,226)	(1.00)
4. Overtime Budget Transfer to Public Works	(20,900)	-	-	(20,900)	-
5. Add Permit Coordinator Position	60,158	-	-	<b>60,158</b>	1.00
6. Eliminate Zone Board/Site Plan Review	(34,952)	-	-	(34,952)	(0.50)
7. Outsource Custodial Work	(36,064)	36,064	-	-	
8. Bismore Park Reductions	-	(50,600)	-	(50,600)	-
9. Eliminate Vehicle for Parking Enforcement	-	(4,300)	-	(4,300)	-
10. Reduction to Various Budget Line Items	-	(19,106)	-	(19,106)	-
11. Aquatic Invasive Species Control	-	-	20,500	<b>20,500</b>	-
12. Bearnse Pond Fanwort Removal	-	-	40,500	<b>40,500</b>	-
<b>FY 2021 Proposed Budget</b>	<b>\$12,327</b>	<b>(\$37,942)</b>	<b>\$26,600</b>	<b>\$2,086,289</b>	<b>0.50</b>

**Summary of Budget Changes**

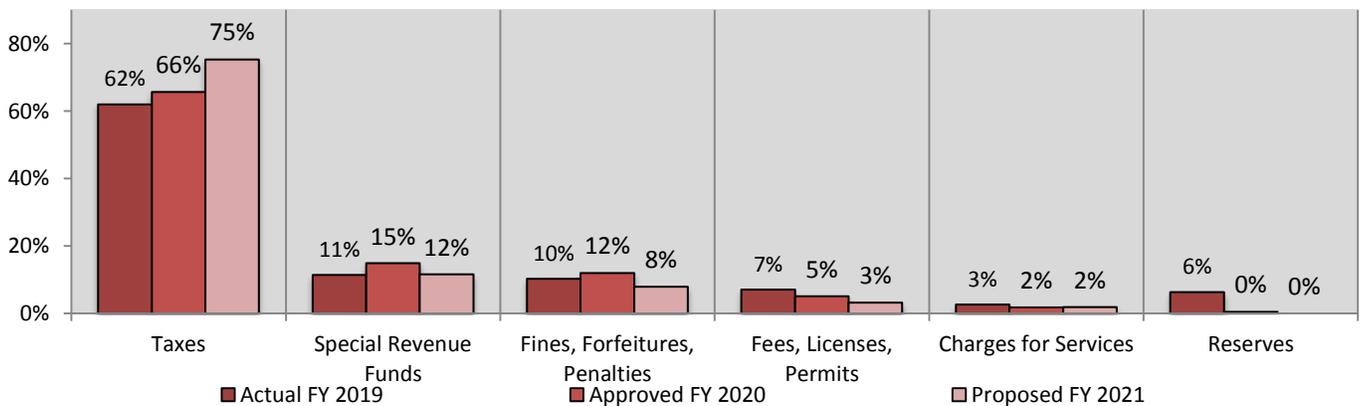
The Planning & Development's proposed FY 2021 budget is essentially level funded. The department's net full-time equivalents are increasing by 0.50 due to the conversion of the part-time Zoning Board/Site Plan Review position into a full-time Permit Coordinator. Operating expenses are reduced by eliminating police details at Bismore Park, the discontinuation of 1 vehicle lease for the parking program and various reductions to multiple expense line items. Capital outlay is increased to \$161,000 for the department's continued efforts in eradicating the invasive species of Fanwort and Hydrilla from town lakes and ponds.

- 1. Transfer Marketing Manager Position** – This position was previously part of the Community Services Department's Communication Division and has been transferred to the Department to help support the Economic Development program.
- 2. Temporary Positions Budget Reduction** – Reduction in Gateway Greeters at Bismore Park Center.
- 3. Eliminate Economic Development Position** – This position was eliminated as part of the reorganization of the Communications Program in fiscal year 2020.
- 4. Overtime Budget Transfer to Public Works** – Transferring a portion of the department's overtime budget within the Conservation Division to Public Works Structures & Grounds budget.
- 5. Permit Coordinator Position** – Permit Coordinator position is responsible for integrating and coordinating permitting activities across multiple town departments. This position tracks and reports the progress of the Town's regulatory permitting application processes and assists in planning and implementing improvements to the permit coordination process.
- 6. Eliminate Zone/Board Site Plan Review Position** – This part-time position has been replaced by the full-time Permit Coordinator position.

## Department Budget Comparison (Continued)

7. **Outsource Bismore Center Custodial Work** – This is an internal transfer within the department budget to shift from in-house custodial work at the Bismore Center to outside contractors.
8. **Bismore Park Reduction** – Elimination of Police Details at the Bismore Park Center.
9. **Eliminate One Vehicle for Parking Enforcement** – Eliminate 1 of the 3 vehicles being used for parking enforcement. This would result in alternate options in the future by perhaps assigning various styles of vehicles to various areas.
10. **Various Budget Line Items Reduced** – A town wide exercise was conducted for department managers to review their budgets for recommended budget reductions. This is a summation of budget lines that are small and not considered as detrimental to services.
11. **Aquatic Invasive Species Control and Monitoring Program (Hydrilla)**: - Perform whole lake sonar (fluridone, aquatic herbicide) treatment to control hydrilla, the relentless invasive aquatic weed, in Long Pond, Centerville. Perform whole lake sonar treatment at Mystic Lake and treat 5 acres in Middle Pond, Marstons Mills. A combination of liquid and pellet herbicide will be used. Includes pre and post vegetative surveys, FasTest Sample collection, and final reporting.
12. **Bearse Pond Fanwort Removal** – This project will be able to effectively prevent significant expansion of the infestation. A combination of non-chemical vegetation management techniques, including diver hand pulling, diver assisted suction harvesting and benthic matting will be employed to control fanwort in Bearse Pond.

Planning & Development Department  
Resources By Category



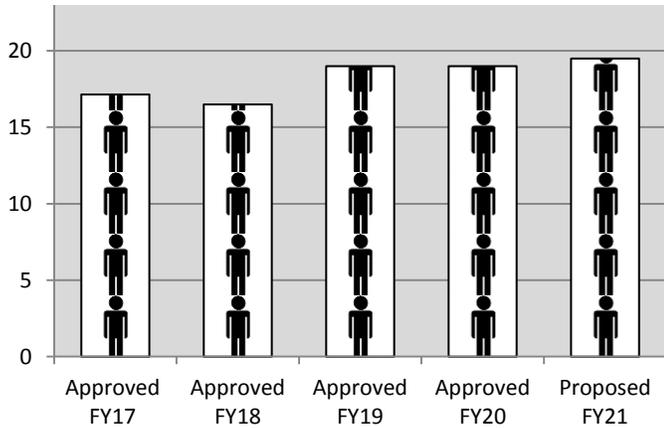
### Resources By Category Summary

Taxes provide 75% of resources to fund the department’s proposed FY 2021 budget. Special Revenue Funds (Bismore parking receipts and Wetland Protection Act fees) account for 12%, and Parking fines provide 8%. Zoning board of appeals and other fees account for 3%.

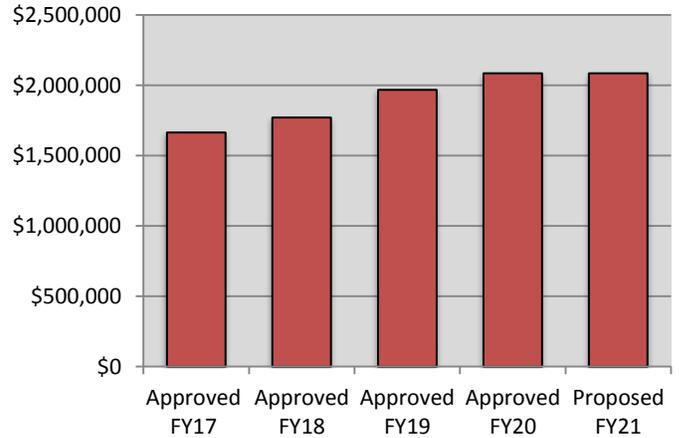
**PLANNING & DEVELOPMENT DEPARTMENT**

**Department Budget History**

Planning & Development Department  
Full Time Employee History



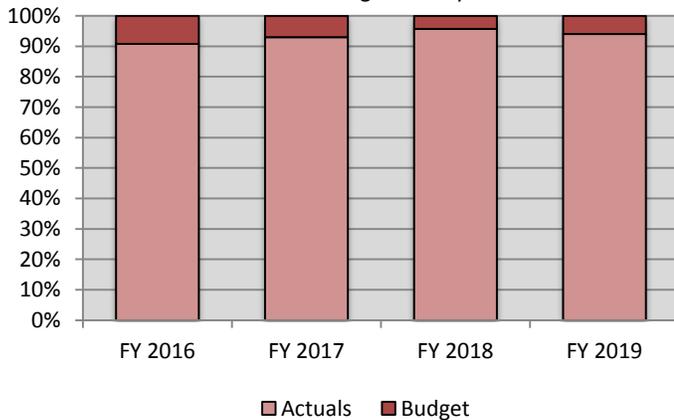
Planning & Development Department  
Budget History



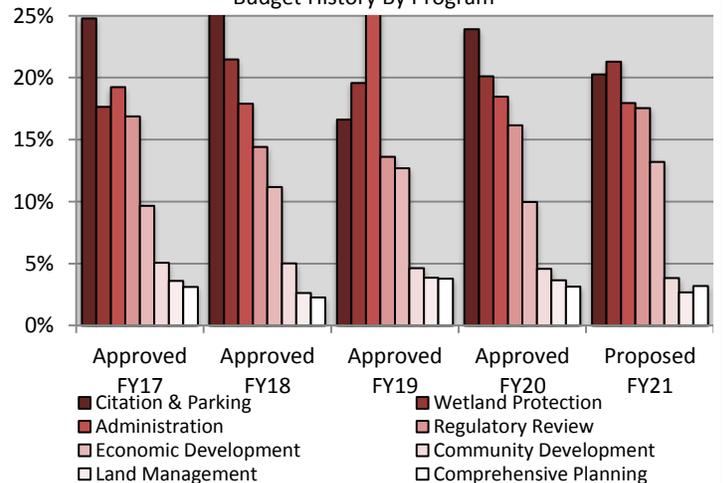
In FY 2019, two full-time positions were added to the budget: Economic Coordinator and Assistant Director. In the proposed 2021 budget, the net effect is 0.50 fte's due to a part-time position being converted to full-time.

This department's budget has increased 5% annually over the five-year period. Invasive species control at town wide ponds accounts for most of the budget increase.

Planning & Development Department  
Actuals to Budget History



Planning & Development Department  
Budget History By Program



Planning & Development spends between 90% to 95% of its budget annually.

Parking is the largest program within the department at 20%, Wetland Protection is the second largest at 21%, Administration 18%, Regulatory Review 18%, Economic Development 13%, Community Development 4%, Land Management 3%, and Comprehensive Planning 3%.

## Program Services Provided

### Administration Program

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.



*Guyer Barn Art Paintings*

Administration Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$292,602	\$357,829	\$377,416	\$366,585	(\$10,831)	-2.87%
Fees, Licenses, Permits	10,805	9,895	8,000	8,000	-	0.00%
Interest and Other	23	-	-	-	-	0.00%
Reserves	50,000	-	-	-	-	0.00%
<b>Total Sources</b>	<b>\$353,430</b>	<b>\$367,724</b>	<b>\$385,416</b>	<b>\$374,585</b>	<b>(\$10,831)</b>	<b>-2.81%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$263,691	\$269,910	\$277,016	\$282,445	\$5,429	1.96%
Operating Expenses	89,739	97,814	108,400	92,140	(16,260)	-15.00%
<b>Total Appropriation</b>	<b>\$353,430</b>	<b>\$367,724</b>	<b>\$385,416</b>	<b>\$374,585</b>	<b>(\$10,831)</b>	<b>-2.81%</b>

### 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.

**PLANNING & DEVELOPMENT DEPARTMENT**

**Program Services Provided (Continued)**

Comprehensive Planning Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$60,610	\$73,199	\$65,431	\$66,761	\$1,330	2.03%
<b>Total Sources</b>	<b>\$60,610</b>	<b>\$73,199</b>	<b>\$65,431</b>	<b>\$66,761</b>	<b>\$1,330</b>	<b>2.03%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$60,610	\$73,199	\$65,431	\$66,761	\$1,330	2.03%
<b>Total Appropriation</b>	<b>\$60,610</b>	<b>\$73,199</b>	<b>\$65,431</b>	<b>\$66,761</b>	<b>\$1,330</b>	<b>2.03%</b>

**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.

**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.



*Hyannis Harbor Overlook*

**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; supports the Accessory Affordable Apartment program; provides assistance with affordable housing project review; administers the Downtown Hyannis Housing Development Incentive Program; and works with the Community Preservation Committee and the Housing Committee on affordable housing. During FY 2020, housing staff guided 2 projects through the Local Initiative Program process, participated in the ongoing evaluation of municipally owned parcels for housing development, and worked with DHCD to address two affordable homeownership foreclosures.

Community Development Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$109,280	\$95,479	\$95,455	\$79,929	(\$15,526)	-16.26%
<b>Total Sources</b>	<b>\$109,280</b>	<b>\$95,479</b>	<b>\$95,455</b>	<b>\$79,929</b>	<b>(\$15,526)</b>	<b>-16.26%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$109,280	\$95,479	\$95,455	\$79,929	(\$15,526)	-16.26%
<b>Total Appropriation</b>	<b>\$109,280</b>	<b>\$95,479</b>	<b>\$95,455</b>	<b>\$79,929</b>	<b>(\$15,526)</b>	<b>-16.26%</b>

**Program Services Provided (Continued)**

**Land Management Program**

**Land Management**

Conservation’s 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. 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 Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$64,885	\$53,198	\$76,214	\$55,821	(\$20,393)	-26.76%
<b>Total Sources</b>	<b>\$64,885</b>	<b>\$53,198</b>	<b>\$76,214</b>	<b>\$55,821</b>	<b>(\$20,393)</b>	<b>-26.76%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$44,498	\$44,878	\$52,611	\$32,218	(\$20,393)	-38.76%
Operating Expenses	20,387	8,320	23,603	23,603	-	0.00%
<b>Total Appropriation</b>	<b>\$64,885</b>	<b>\$53,198</b>	<b>\$76,214</b>	<b>\$55,821</b>	<b>(\$20,393)</b>	<b>-26.76%</b>

**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 and historic preservation 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, Hyannis Main Street Waterfront Historic District Commission, and Site Plan Review. Regulatory Review is a primary customer service presence for the Town.

Regulatory Review Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$306,330	\$328,923	\$332,265	\$361,671	\$29,406	8.85%
Fees, Licenses, Permits	6,925	4,500	4,500	4,500	-	0.00%
<b>Total Sources</b>	<b>\$313,255</b>	<b>\$333,423</b>	<b>\$336,765</b>	<b>\$366,171</b>	<b>\$29,406</b>	<b>8.73%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$313,255	\$333,423	\$336,765	\$366,171	\$29,406	8.73%
<b>Total Appropriation</b>	<b>\$313,255</b>	<b>\$333,423</b>	<b>\$336,765</b>	<b>\$366,171</b>	<b>\$29,406</b>	<b>8.73%</b>

## Program Services Provided (Continued)

### **Economic Development Program**

The Economic Development program seeks to improving the quality of life in our community, support job creation and retention, and expand the tax base. 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 in support of business investment; and placemaking strategies to attract and retain visitors to Hyannis Harbor and Village centers. The Economic Development implementation strategy is based on building on and promoting the Town's assets, such as high quality of life and proximity to the water, the tradition of entrepreneurs, building long-term value to attract investment, and promoting economic balance, diversity, and sustainability.

#### **Task Force**

P&D staff facilitates the 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; 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](http://artsbarnstable.com) gives a thorough overview of Arts and Culture activities in all seven villages.

#### **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.

#### **Business Support**

P&D continues to assist with coordination and support services for businesses seeking permits at the 200 Main Street, now with support of a full-time Permit Coordinator. 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.

**PLANNING & DEVELOPMENT DEPARTMENT**

**Program Services Provided (Continued)**

Economic Development Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$125,272	\$174,074	\$162,361	\$265,273	\$102,912	63.38%
Fees, Licenses, Permits	53,401	31,000	45,500	10,500	(35,000)	-76.92%
<b>Total Sources</b>	<b>\$178,673</b>	<b>\$205,074</b>	<b>\$207,861</b>	<b>\$275,773</b>	<b>\$67,912</b>	<b>32.67%</b>
Expenditure Category						
Personnel	\$178,673	\$205,074	\$207,861	\$275,773	\$67,912	32.67%
<b>Total Appropriation</b>	<b>\$178,673</b>	<b>\$205,074</b>	<b>\$207,861</b>	<b>\$275,773</b>	<b>\$67,912</b>	<b>32.67%</b>

**Parking Management**

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.

Citation & Parking Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Fines, Forfeitures, Penalties	\$189,959	\$150,000	\$250,000	\$165,000	(\$85,000)	-34.00%
Fees, Licenses, Permits	31,968	27,000	31,000	25,000	(6,000.00)	-19.35%
Charges for Services	48,044	41,000	37,500	38,500	1,000	2.67%
Special Revenue Funds	166,100	264,900	264,900	196,300	(68,600)	-25.90%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
<b>Total Sources</b>	<b>\$439,571</b>	<b>\$486,400</b>	<b>\$586,900</b>	<b>\$428,300</b>	<b>(\$158,600)</b>	<b>-27.02%</b>
Expenditure Category						
Personnel	\$303,887	\$327,539	\$365,298	\$311,625	(\$53,673)	-14.69%
Operating Expenses	58,433	90,801	133,166	111,484	(21,682)	-16.28%
<b>Total Appropriation</b>	<b>\$362,320</b>	<b>\$418,340</b>	<b>\$498,464</b>	<b>\$423,109</b>	<b>(\$75,355)</b>	<b>-15.12%</b>

## Program Services Provided (Continued)

### Wetlands Protection Program

#### 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.



*Cumner Marsh*

#### 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, such as invasive species, and to restore water quality for the purposes of promoting healthy pond ecosystems, protecting human health, and supporting recreation and enjoyment.

Wetlands Protection Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$265,409	\$340,082	\$348,298	\$380,641	\$32,343	9.29%
Fees, Licenses, Permits	27,820	25,480	17,000	18,500	1,500	8.82%
Charges for Services	1,706	1,424	-	-	-	0.00%
Special Revenue Funds	45,000	45,000	45,000	45,000	-	0.00%
Reserves	67,666	-	9,400	-	(9,400)	-100.00%
<b>Total Sources</b>	<b>\$407,601</b>	<b>\$411,986</b>	<b>\$419,698</b>	<b>\$444,141</b>	<b>\$24,443</b>	<b>5.82%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$253,282	\$254,468	\$261,596	\$259,439	(\$2,157)	-0.82%
Operating Expenses	25,798	27,518	23,702	23,702	-	0.00%
Capital Outlay	128,521	130,000	134,400	161,000	26,600	19.79%
<b>Total Appropriation</b>	<b>\$407,601</b>	<b>\$411,986</b>	<b>\$419,698</b>	<b>\$444,141</b>	<b>\$24,443</b>	<b>5.82%</b>

**PLANNING & DEVELOPMENT DEPARTMENT**

**Department Workload Indicators**

**Regulatory Review Program**

The Regulatory Review program provides technical and administrative support for five regulatory Boards/Committees/Commissions.

<b>Meetings</b>	<b>FY 2018 Actuals</b>	<b>FY 2019 Actuals</b>
Planning Board	22	17
Zoning Board of Appeals	20	23
Old Kings Highway Regional Historic District Committee	20	21
Hyannis Main Street Waterfront Historic District Committee	18	20
Barnstable Historical Commission	12	11

<b>Matters Acted Upon</b>	<b>FY 2018 Actuals</b>	<b>FY 2019 Actuals</b>
Planning Board	38	28
Zoning Board of Appeals	46	58
Old Kings Highway Regional Historic District Committee	204	177
Hyannis Main Street Waterfront Historic District Committee	40	39
Barnstable Historical Commission	32	33

**Conservation Program**

The Regulatory Review program provides technical and administrative support for five regulatory Boards/Committees/Commissions.

<b>Conservation Program</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projected</b>
Total Site Inspections	506	512	409	470
Certificates of Compliance Issued	78	85	85	80
Written Warnings Issued	-	24	17	25
Enforcement Orders Issued	-	30	21	30
Enforcement Site Visits	-	75	44	75

**PLANNING & DEVELOPMENT DEPARTMENT**

**Department Workload Indicators (Continued)**

Permit Review Process	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
Applications Requiring Commission Review	153	166	164	165
(Applications Approved by Commission)	152	165	162	-
Administrative Reviews	-	49	71	70
<b>Total Building Permit Applications Reviewed by Division</b>	<b>977</b>	<b>1,013</b>	<b>1,182</b>	<b>1,000</b>

Land Management Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
Land Management Site Visits	70	70	52	70

**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	1533	28%
Malls	793	15%
Commuter Lot	632	12%
Beaches	598	11%
Town Lots	522	10%
Cape Cod Hospital	273	5%
Hyannis Main Street	263	5%
Town Landings/Ramps	223	4%
Other Retail Lots	106	2%
Old Colony Blvd	32	1%
Other	455	8%
<b>Total</b>	<b>5,430</b>	<b>100%</b>

Ticket Processing & Meter	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2021 Projected
# of Citations Processed	6,968	5,896	5,430	6,500
Citations Receipts	\$290,590	\$240,181	\$216,937	\$ 240,000
Meter Receipts	\$374,271	\$383,823	\$391,914	\$ 375,000
Permit Receipts	-	\$3,790	\$8,010	\$ 5,000
<b>Total Receipts</b>	<b>\$664,861</b>	<b>\$627,794</b>	<b>\$616,862</b>	<b>\$ 620,000</b>

**PLANNING & DEVELOPMENT DEPARTMENT**

**Department Workload Indicators (Continued)**

The Gateway Greeters encourage offer valuable and positive interactions to residents and guests enhance the dynamic environment in which they're located. The Gateway Greeters have five operational standards: safety, courtesy, presentation, efficiency and teamwork. These priorities drive them to provide positive experiences for residents and visitors of all ages, well beyond the boundaries of parking assistance.

<b>Gateway Greeters</b>	<b>FY 2017 Actuals</b>	<b>FY 2018 Actuals</b>	<b>FY 2019 Actuals</b>
Welcome Center Guests	10,095	13,349	13,630
Greeter Island Guests	N/A	6,732	19,309
Welcome Island Guests	N/A	N/A	7,359
<b>Total Guests Assisted</b>	<b>10,095</b>	<b>20,081</b>	<b>40,298</b>

<b>States where Guests Travelled From</b>					
Alabama	Georgia	Maine	New Hampshire	Oregon	Utah
Arizona	Idaho	Maryland	New Jersey	Pennsylvania	Washington
Arkansas	Illinois	Massachusetts	New Mexico	Rhode Island	West Virginia
California	Indiana	Michigan	New York	South Carolina	Wisconsin
Connecticut	Iowa	Minnesota	North Carolina	Tennessee	<i>Washington DC</i>
Colorado	Kansas	Mississippi	North Dakota	Texas	<i>Puerto Rico</i>
Delaware	Kentucky	Missouri	Ohio	Vermont	

<b>Countries where Guests Traveled From</b>					
Australia	Columbia	Germany	Italy	Northern Ireland	Spain
Argentina	Denmark	India	Lichtenstein	Panama	Switzerland
Brazil	England	Ireland	Mexico	Romania	Taiwan
Canada	France	Israel	Netherlands	Russia	Thailand

## POLICE DEPARTMENT

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### Department Purpose Statement

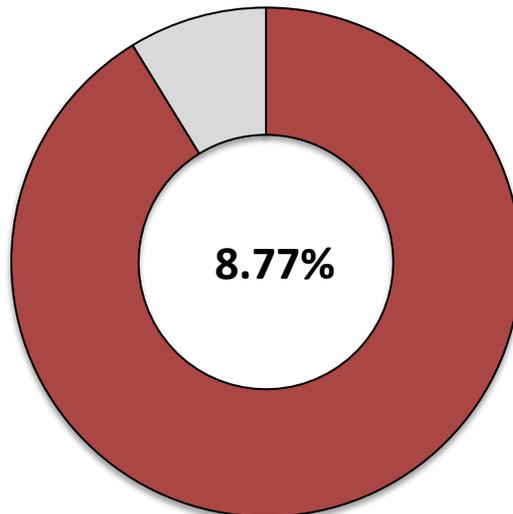
The Barnstable Police Department is comprised of two principal organizational Bureaus whose members strive to work in partnership with our community in seeking out and solving problems in order to enhance our quality of life. We are committed to preserving the peace and protecting the lives, property, and rights of all our citizens through proactive policing strategies.

### Bureau Areas

**Administrative & Investigative  
Services Bureau**

**Field Services Bureau**

Percentage of FY21 General Fund Budget



The Police Department comprises 8.77% of the overall General Fund budget.

**POLICE DEPARTMENT**

**Department Goals in practice by both Bureaus**

1. Continue to strengthen existing collaborations and seek out new partnerships that improve our ability to proactively combat crime, address quality of life issues, and improve public safety in our community.
2. Seek out and implement (when appropriate) new programs and technologies that assist the department in the delivery of services to the community and improve working conditions for department members.
3. Explore all options available to improve current hiring practices and create a proactive staff development model to both overcome staffing shortages and better prepare personnel to assume leadership and specialty assignment roles in the future.

**Department Budget Comparison**

Police Department Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$13,485,815	\$14,096,751	\$14,144,168	\$13,974,491	(\$169,677)	-1.20%
Fines, Forfeitures, Penalties	127,895	84,345	80,000	96,000	16,000	20.00%
Fees, Licenses, Permits	251,638	156,798	139,000	186,346	47,346	34.06%
Charges for Services	196,480	257,785	392,500	300,000	(92,500)	-23.57%
Interest and Other	254,974	268,594	252,000	252,000	-	0.00%
Special Revenue Funds	50,000	50,000	50,000	-	(50,000)	-100.00%
Reserves	75,400	-	351,800	-	(351,800)	-100.00%
<b>Total Sources</b>	<b>\$14,442,202</b>	<b>\$14,914,273</b>	<b>\$15,409,467</b>	<b>\$14,808,837</b>	<b>(\$600,630)</b>	<b>-3.90%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$13,128,637	\$13,542,486	\$13,718,356	\$13,265,222	(\$453,134)	-3.30%
Operating Expenses	977,636	1,034,575	1,135,311	1,008,900	(126,411)	-11.13%
Capital Outlay	335,929	337,212	555,800	534,715	(21,085)	-3.79%
<b>Total Appropriation</b>	<b>\$14,442,202</b>	<b>\$14,914,273</b>	<b>\$15,409,467</b>	<b>\$14,808,837</b>	<b>(\$600,630)</b>	<b>-3.90%</b>

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2020 Approved Budget</b>				<b>\$15,409,467</b>	
Contractual Obligations Net of Staff Turnover	(116,370)	-	-	<b>(116,370)</b>	-
One-Time Charges	(67,853)	(134,730)	(555,800)	<b>(758,383)</b>	-
<b>FY 2021 Budget Changes</b>					
1. Deferred Hiring 4 Vacant Patrol Officers	(330,760)	-	-	<b>(330,760)</b>	(4.00)
2. Police Training	61,849	10,930	-	<b>72,779</b>	-
3. Gasoline Budget Reduction	-	(52,000)	-	<b>(52,000)</b>	-
4. Closure of West Village Community Police Station	-	(18,096)	-	<b>(18,096)</b>	-
5. Police Academy	-	3,502	-	<b>3,502</b>	-
6. Technology Replacement	-	63,983	-	<b>63,983</b>	-
7. Patrol Vehicles	-	-	500,000	<b>500,000</b>	-
8. Taser Equipment	-	-	34,715	<b>34,715</b>	-
<b>FY 2021 Proposed Budget</b>	<b>(453,134)</b>	<b>(\$126,411)</b>	<b>(\$21,085)</b>	<b>\$14,808,837</b>	<b>(4.00)</b>

## **Department Budget Comparison (Continued)**

### **Summary of Budget Changes**

The Police Department's proposed FY 2021 budget is decreasing 3.9% from the approved FY 2020 budget. Most of the decrease is attributed to deferring the hiring of 4 police officers, however, the budget continues to support the departments specialized training and equipment needs.

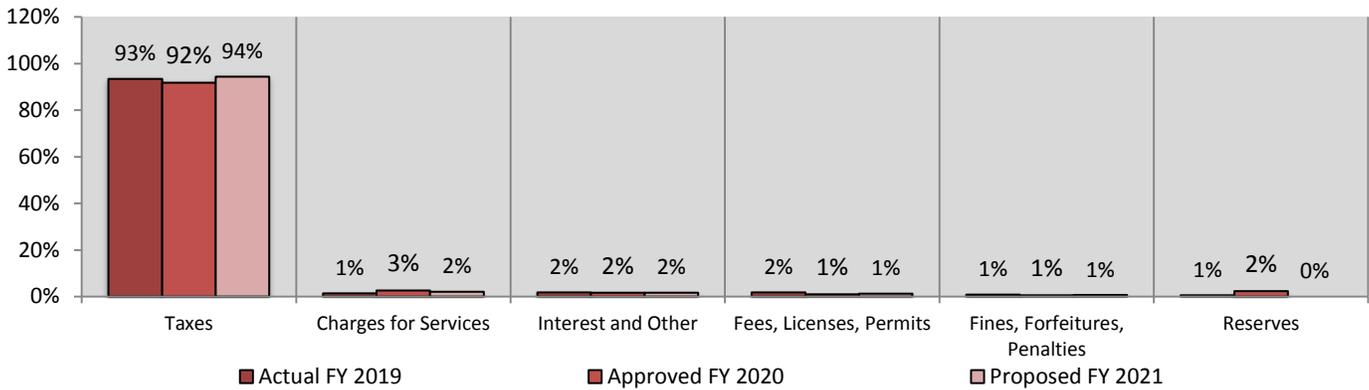
- 1. Deferred Hiring (4) Police Officers** – At this time, there are four expected vacancies that will not be filled immediately. Filling the positions will be determined at a later date once the public health emergency ends and the town's financial situation becomes more clear.
- 2. Police Training** – This training bundle consists of required trainings (Active Attack Integrated Response, Use of Force Instructor and Wicklander and Zulaski – Interview and Interrogation) and continues ongoing training initiatives (Drive-to-Survive, FBI LEEDA Trilogy Supervision courses, the LEFTA Field Training Electronic Recording System and Social Media and Open Source Investigations). The rationale for this training bundle is to continue with the required trainings for the purpose of qualifying our agency under MPTC guidelines and to further improve upon the following operations: Cruiser Operation, Field Training, Supervision and Electronic investigations.
- 3. Gasoline Budget** – Favorable conditions in the oil markets have provided available budget reductions in this line item.
- 4. Closure of West Village Community Police Station** – The West Village Substation was originally opened to bring the police physically closer to the villages located in the western area of the Town including Osterville, Cotuit, and Marstons Mills. This was particularly important at a time when there were a series of house break-ins occurring and the residents desired a greater police presence to help deter crime, but the station has been relatively quiet and there are not a great deal of visitors reporting concerns. Officers frequently use the station while on shift to work on reports. The department may be able to offer more services by phone or online to make it more convenient for constituents who cannot get to the main station.
- 5. Police Academy** – The department has patrol officer vacancies they can fill at this time and we're currently in the hiring process. We will be enrolling new police officer recruits in the next available police training academy. These additional funds are needed to cover the costs to hire and secure academy seats relative to recruiting costs, training and outfitting of these recruits.
- 6. Information Systems – Server & Server Operating Systems Upgrade** - Windows Server 2008 is scheduled to go to end of life in 2020, which means it will no longer receive critical security updates, which would leave the department vulnerable to cyber-attacks. It is necessary to upgrade to the current server operating system, Windows Server 2019. Additionally, the Domain Controller Server hardware is in excess of 10 years old and as such becomes more susceptible to physical hardware failures. This could result in the loss of the operation's computing environment of which they are vitally dependent. These combined hardware and software replacements are necessary to maintain the integrity in IT systems.

**POLICE DEPARTMENT**

**Department Budget Comparison (Continued)**

- 7. Patrol Vehicles** - This request is for 6 new police cruisers/vehicles at a price per vehicle of \$62,000 including mobile data terminal (MDT) to replace vehicles which have been moved over to specialty programs such as School Resource Officers. The funding will also cover the cost of the replacement of 2 Unmarked police vehicles used by Detectives. In addition this request includes payment for Year 2 of the 3-Year Vehicle Lease that was entered into in FY20 for 5 police cruisers.
- 8. Taser Equipment** - This request is for 3-year lease program entered into in FY 2020 for the purchase of 65 Tasers for patrol officers. The funding requested is to cover Year-2 of the overall lease valued at \$101,075 of which the lease payment for Year-2 is \$34,715. The department need to replace Tasers is due to obsolescence, inability to repair with replacement parts and unreliability. Many of the old Tasers were purchased in 2007 and were in excess of 10-years-old.

Police Department  
Resources By Category



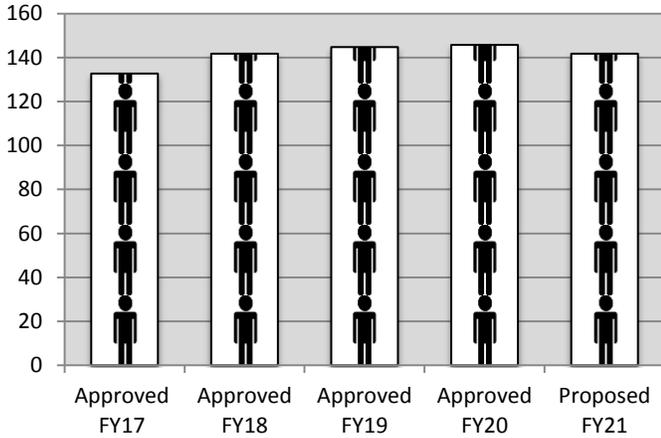
**Resources By Category Summary**

The proposed FY 2021 budget resources to support operations is as follows: Tax support accounts 94% of total resources, Charges for Services 2%, Interest and Other 2%, and fees & fines 1% each. Resources include charges for services provide to other entities such as TSA Security as well as police detail for construction projects. The department also receives revenues for alarm registrations, and taxi and permit fees.

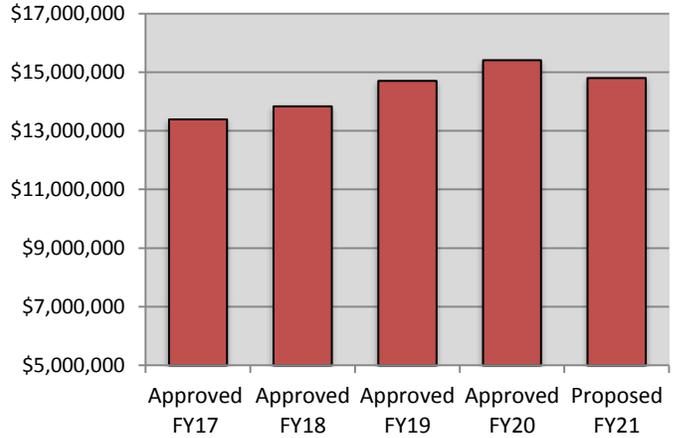
**POLICE DEPARTMENT**

**Department Budget History**

Police Department  
Full Time Employee History



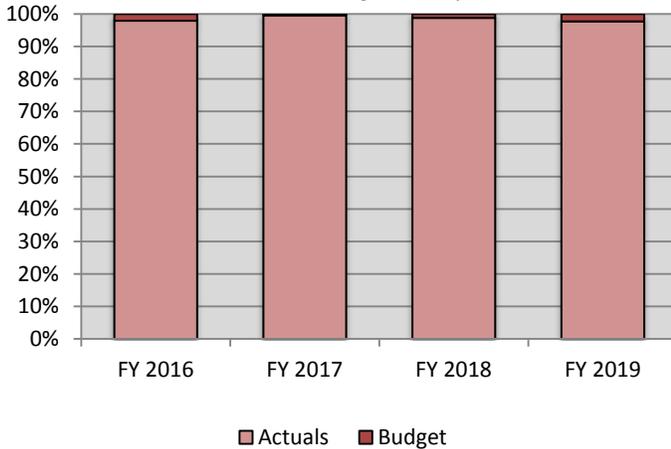
Police Department  
Budget History



FY 2018 budget included an increase in the number of civilian dispatchers by nine positions and FY 2019 added an additional three positions. FY 2020 includes one additional School Resource Officer. The proposed FY 2021 budget reduces fte's by (4) positions.

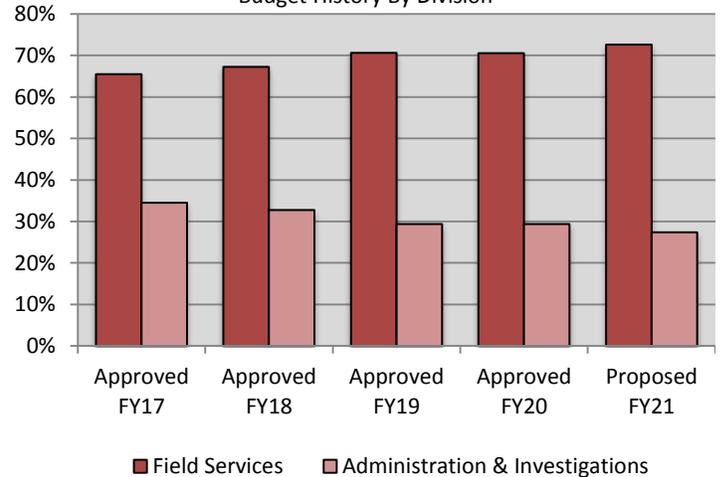
The Police Department budget has increased 2.11% annually over the five-year period. Most of the increase is attributable to contractual costs, training, as well as an increase in the number of staff for dispatching.

Police Department  
Actuals to Budget History



The Police Department's actual expenditures range from 97% to 99% of annually approved budgets.

Police Department  
Budget History By Division



Field Services represent 73% of this operating budget as the bulk of the personnel are within this division. Administration represents the other 27%

# ADMINISTRATIVE & INVESTIGATIVE SERVICES BUREAU

## Purpose Statement

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.

## Program Areas



**Administrative Services Program**

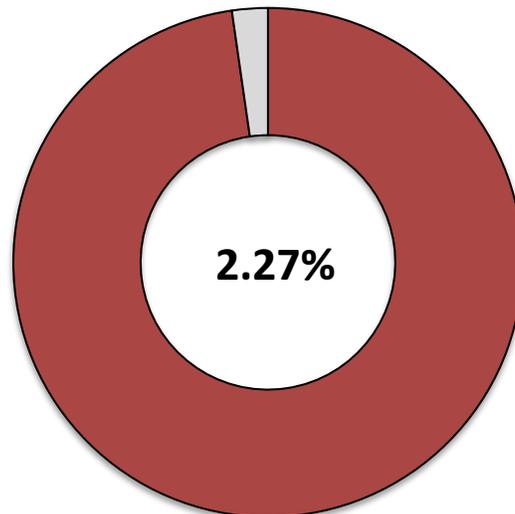


**Investigative Services Program**



**Records Program**

Percentage of FY21 General Fund Budget



The Administrative & Investigative Services Bureau comprises 2.27% of the overall General Fund budget.

## **Bureau Services Provided**

The Police Department is the largest municipal department within the town. This Bureau's responsibilities include a range of clerical and administrative tasks designed to ensure the smooth operation of police functions. The primary tasks of these assistants include developing and implementing effective office procedures, responding to public inquiries, maintaining law enforcement records, and serving as a link between the Chief of Police and other law enforcement officers. This Bureau is also responsible the maintenance, monitoring, and replacement of all fleet vehicles within the Police Department.

## **Bureau Recent Accomplishments**

### **Major Investigations**

In August of 2019, BPD Detectives working in conjunction with the DEA initiated a lengthy joint investigation into a violent Heroin Trafficking Organization operating from Cape Cod to Rhode Island. The investigation included extensive surveillance and intelligence gathering as well as intercepted coded phone calls and messages between several co-conspirators. In May of 2019, the investigation culminated in the execution of 11 Search Warrants (2 executed in the State of Rhode Island) which resulted in the arrests of 12 individuals who were subsequently charged in Federal U.S. District Court in Boston for charges relating the distribution of Heroin and the Conspiracy to Distribute heroin. In addition to heroin and packaging paraphernalia, investigations seized three firearms and over ten thousand dollars in cash. The investigation dealt a significant blow to the organizational leadership and the collateral violence associated with drug distribution on Cape Cod.

Additionally, the Detective unit executed several other search and arrest warrants targeting local and regional drug distributors resulting in the following seizures\*:

- 16 arrests for drug related charges;
- 1 vehicle seized;
- 248 grams of cocaine and/or crack – street value \$25,000;
- 395 grams of heroin/fentanyl – street value \$40,000;
- 526 dosage units of prescription pain medication - street value \$20,000;
- 7 grams of GHB – Gamma-hydroxybutyrate acid - street value \$1000.00;
- 186 grams Methamphetamine - street value \$28,000, and;
- 650 grams of marijuana - street value \$7000.

\*Numbers reflect only a partial year, as FY 2020 was not complete at the writing. Numbers are as of 1/21/20.

## Bureau Recent Accomplishments (Continued)

### Community Services Division

The Community Services Division (CSD) was formed in September of 2019 to develop and maintain positive relationships with the community and external groups through the use of community policing, innovative programs, and stakeholder engagement. The CSD consists of the Community Impact Unit, School Resource Officers Unit, Hyannis Youth & Community Center Officer, the Council on Aging Liaison Officer, and the seasonal Community Service Officers.

The Community Impact Unit continues to focus on issues surrounding homelessness, mental health, and substance use disorder. The Unit manages a robust Community Crisis Intervention Team, conducts weekly overdose response visits, and provides mental health follow up visits with our licensed clinician.

Our School Resource Officers and Hyannis Youth and Community Center Officer are dedicated to supporting and strengthening relationships with young people in the community and delivering services that provide a safe and engaging environment to promote growth and personal development. The School Resource Officers utilize the Navigate Prepared, ALICE, and Sandy Hook Promise programs to enhance student and staff safety at school events and at school facilities.

The Council on Aging Liaison program enhances communication with adults in the community by providing ongoing opportunities for information sharing, advising them of current risks, and helping to improve personal safety. The CSD also presents safety and security training to the faith community in the Town of Barnstable.

During FY 2020, the Community Services Division participated in the following programs and events:

- Community Substance Abuse Forum in collaboration with the Barnstable Youth Commission and Barnstable Public School;



*Heroes Among Us Awards*

- Barnstable No Place for Hate;
- YMCA Achievers;
- Barnstable Youth Summit in partnership with the Barnstable Youth Commission;
- Coffee-With-a-Cop, Tip-A-Cop, Ask-a-Cop;
- Toys for Tots, Dress a Live Doll and Shop With a Cop;
- Community Impact weekly Outreach Team meetings and Overdose Response;
- Management of Jail Diversion grant and Emergency Winter Shelter;
- Oversight of Community Service Officer program;
- Community Crisis Intervention Team meetings;
- Meetings and workshops to aid alienated and vulnerable adults in the Community;
- School safety exercises and planning, and;
- Training officers and community members in Mental Health First Aid.

## Bureau Recent Accomplishments (Continued)

### Personnel Changes

#### Hiring/Promotions

- Hired 5 Officers (2/20 Academy); 5 Officers for the (7/20 Academy); 2 Telecommunications Specialist/Jail Assistants (2/20); 1 Mechanic; 1 Matron; 1 Administrative Asst.-Records; 10 CSO's for Summer of 2020;
- Sponsored 3 Post-Secondary Interns and 2 High School Interns, and;

#### Promotions (as of 1/20)

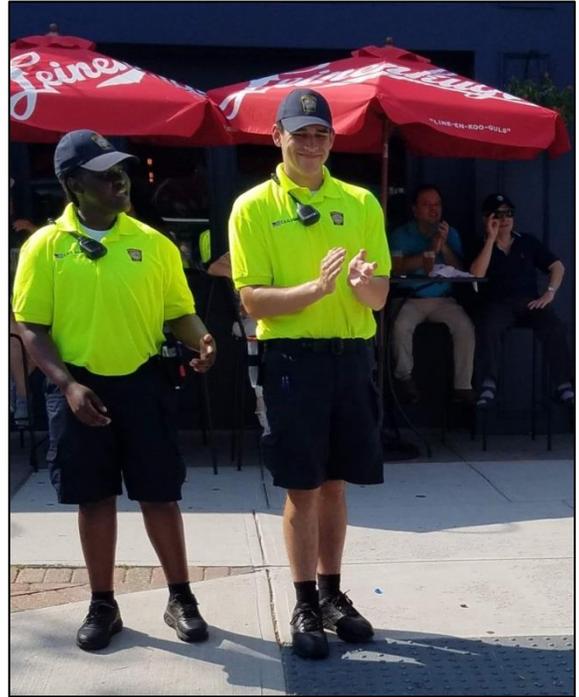
- 8 Patrol Officers promoted to Sergeant; 3 Sergeants promoted to Lieutenant; and 1 Lieutenant promoted to Deputy Chief.

### 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. This year the Department also:

#### Hosted trainings at the BPD Facility:

- FBI-LEEDA Trilogy series: Supervision Leadership, Command Leadership and Executive Leadership;
- Characteristics of an Armed Suspect;
- National Association of School Resource Officers – SRO Supervisors course;
- National Association of School Resource Officers – Advanced SRO;
- Roger Williams Background Investigation course;
- Roger Williams Field Training course;
- Command staff harassment training (all supervisors attended);
- Mental Health First Aid;
- Seconds 4 Survival course by Travis Yates;
- Courageous Leadership course by Travis Yates;
- MPTC Fitness Instructor/Circuit Training Instructor;
- Matron/Jail Assistant updates course, and;
- AMTAC Carbine course instructed by Bill Rapier.



*Fourth of July – Community Service Officers*

## Bureau Recent Accomplishments (Continued)

### Completed specialized trainings:

- FBI-LEEDA Public Information Officer;
- Department of Justice House of Worship Security instructions;
- HYFD Red NMX Supervisors updates;
- MEMA/FEMA ICS 300 and 400;
- Trauma Behind the Badge, Peer Support course;
- Women in Leadership by the International Chiefs of Police;
- Officers of Color by the Massachusetts Attorney General's Office;
- Municipal Police Institute Supervisor Course;
- 2020 National Cyber Conference;
- NW3C Computer Crimes Intel. Course, and;
- Community Crisis Intervention Team course.

### New Training Initiatives:

- Implemented a Weapons Mounted Light System and low light firearms training;
- Implemented LEFTA, an electronic record monitoring and keeping program for our Field Training Program for sworn and telecommunicators personnel;
- Implemented Taser training to upgraded X2 platform, and;
- Implemented online in-service program through Municipal Police Institute.

### Police Records

- The Barnstable Police Department has transitioned to sending our criminal application for complaints to the Barnstable District and Superior Court electronically. This mandate by the Court (Electronic Application for Criminal Complaints – EACC) affects the entire department – but most specifically the Records and Prosecution Division. The EACC is a statewide program commenced on December 1, 2019. Barnstable Police Department staff members met with Court personnel, our software vendor, and other stakeholders in this new initiative. We are pleased to announce that the program is up and running smoothly. This is the first step in changing our protocol to electronic submissions for all court documentation.
- The Commonwealth of Massachusetts has converted to a statewide tracking system for all Sexual Assault Evidence collection Kits (SAECK). The Barnstable Police Department has participated in training in preparation to transition to the live online portal that commenced in January 2020. The statewide system provides an online portal allowing survivors of sexual assault, medical facilities, Law Enforcement agencies, District Attorneys' offices, Massachusetts State Police and Boston Crime Laboratories to electronically monitor kits as they are collected, tested, and stored. This new change is mandated by the Criminal Justice Reform Law (Chapter 69 of the Acts of 2018).

## Bureau FY 2020 Goals and Results

### Short-Term:

1. Establish a Community Services Division that will encompass community-related specialty units.  
**Result:** Accomplished and ongoing.
  2. Increase the use of social media and personal interactions to notify businesses of crime trends that are most likely to affect their business.  
**Result:** Accomplished and ongoing.
  3. Increase the number of investigations and checks into local Pawn Shops and Second-Hand Businesses and utilize the Massachusetts Pawn Shop/Jewelry/2<sup>nd</sup>-Hand Sales Reporting System to revisit B&E and larceny cases attempting to track stolen property.  
**Result:** Accomplished and ongoing.
  4. Fill current vacancies within the Criminal Investigative Unit.  
**Result:** Ongoing. Vacancies will be filled as the department completes hiring new personnel and training current staff to fill these roles.
2. Provide ongoing Mental Health training for all patrol officers, including MHFA and CCIT training.  
**Update:** The Department continues to train personnel in this vital area.
  3. Utilize Case Management tools 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.  
**Update:** Achieved and ongoing.
  4. Expand the use of technology being used by Detectives to assist in locating missing persons, or suspects wanted for serious crimes.  
**Update:** The Department now uses social media to assist in the location of missing and wanted persons as well as returning lost and stolen property.

### 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.  
**Update:** The Department continues to collaborate with various community partners to address these and other issues.

**Bureau FY 2021 Goals and Objectives – Town Council’s Quality of Life Strategic Plan (SP)**

**Short-Term:**

1. Update the Department wellness program to better address issues related to physical wellbeing and mental health for our staff. **(SP: Public Health and Safety)**
2. Complete the upgrade of the department’s radio system and improve communications with officers and units in the field. **(SP: Public Health and Safety)**
3. Seek to fill existing vacancies by proactively hiring new patrol officers and training existing personnel to assume new duties within established specialty units. **(SP: Public Health and Safety)**
4. Detectives will provide a weekly “Hot Sheet” to help keep officers and supervisors informed of any trends that may be developing and or identify problem areas in order to assist with directed patrol assignments and allow officers to be more proactive during their shift. **(SP: Public Health and Safety)**

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: Public Health and Safety)**

**Long-Term:**

1. Continue to develop and improve the long-term training and succession plan for the department. **(SP: Public Health and Safety)**
2. Develop ways for Investigative Services to better utilize data and technology to identify areas with emerging crime trends and persons of interest within the Town of Barnstable. **(SP: Public Health and Safety)**
3. Identify and research viable replacement options for the department’s current law enforcement software system (IMC) that would be interoperable with other town platforms. **(SP: Public Health and Safety; Communication)**
4. Improve the department’s use of social media and other platforms to better message the public about events and activities. **(SP: Public Health and Safety; Communication)**



**Barnstable Police Department – Girl Scouts**

**ADMINISTRATIVE & INVESTIGATIVE SERVICES BUREAU**

**Bureau Budget Comparison**

Admin & Investigative Services Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$3,431,069	\$3,546,419	\$3,699,057	\$3,947,041	\$247,985	6.70%
Fees, Licenses, Permits	154,958	68,798	89,000	136,346	47,346	53.20%
Charges for Services	196,480	257,785	392,500	300,000	(92,500)	-23.57%
Interest and Other	2,870	4,471	2,000	2,000	-	0.00%
Reserves	-	-	351,800	-	(351,800)	-100.00%
<b>Total Sources</b>	<b>\$3,785,377</b>	<b>\$3,877,473</b>	<b>\$4,534,356</b>	<b>\$4,385,387</b>	<b>(\$148,969)</b>	<b>-3.29%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$2,508,111	\$2,546,259	\$2,859,669	\$2,852,532	(\$7,137)	-0.25%
Operating Expenses	941,337	994,002	1,118,887	998,140	(120,747)	-10.79%
Capital Outlay	335,929	337,212	555,800	534,715	(21,085)	-3.79%
<b>Total Appropriation</b>	<b>\$3,785,377</b>	<b>\$3,877,473</b>	<b>\$4,534,356</b>	<b>\$4,385,387</b>	<b>(\$148,969)</b>	<b>-3.29%</b>

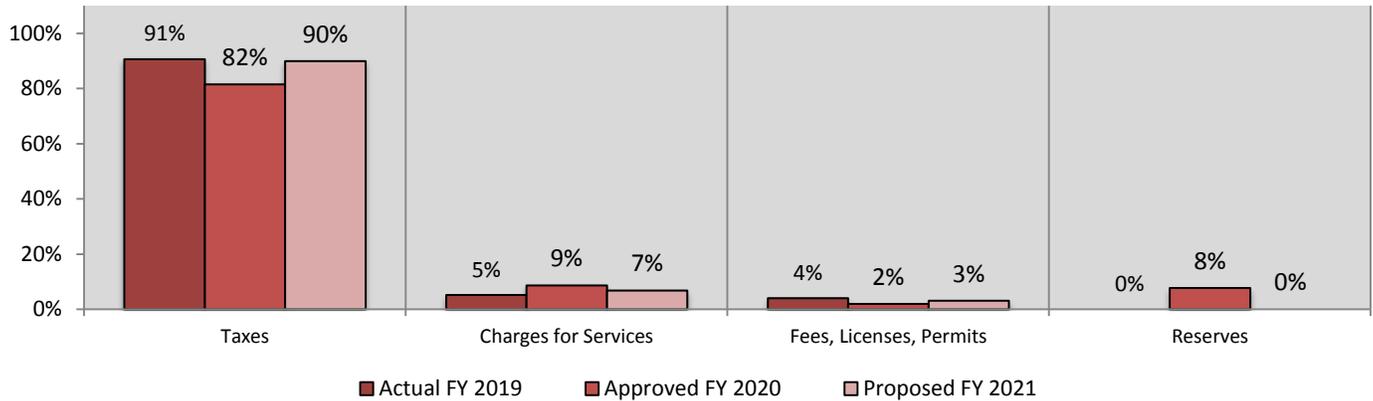
Job Title	FY 2019	FY 2020	FY 2021	Change
Administrative Assistant	3.00	3.00	3.00	-
Alarm Administrator	1.00	1.00	1.00	-
Asst. Records Property Supervisor	1.00	1.00	1.00	-
Chief of Police	1.00	1.00	1.00	-
Confidential Assistant to Chief	1.00	1.00	1.00	-
Deputy Chief	1.00	1.00	1.00	-
Detective	6.00	6.00	6.00	-
Dir. 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	1.00	1.00	1.00	-
Mechanic	2.00	2.00	2.00	-
Records/Property Supervisor	1.00	1.00	1.00	-
Sergeant	2.00	2.00	2.00	-
Tech Administrator	1.00	1.00	1.00	-
<b>Full-time Equivalent Employees</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>-</b>

**Summary of Budget Changes**

The Administrative & Investigative Bureau’s proposed FY 2021 budget is decreasing -3.29% from the approved FY 2020 budget. This Bureau oversees all the department’s training, police academy recruiting, vehicle and Taser replacements, and technology that operate the entire department. The operating expenses are decreasing -10.79% due to the combined costs of training, police academy, and new technology requests net of one-time training costs used in the approved FY 2020 budget. The capital outlay costs level fund the annual vehicle replacements as well as cover costs associated with the three-year lease contract to replace Taser equipment.

**Bureau Budget Comparison (Continued)**

Admin. & Investigative Services Division  
Resources By Category



**Resources By Category Summary**

Tax support provides 90% of the funding source for the proposed FY 2021 budget. Charges for Services represents 7% of resources, which includes reimbursements for outside detail. Fees, Licenses, and Permits represents 3% for alarm registrations, taxi permits, and gun permits.

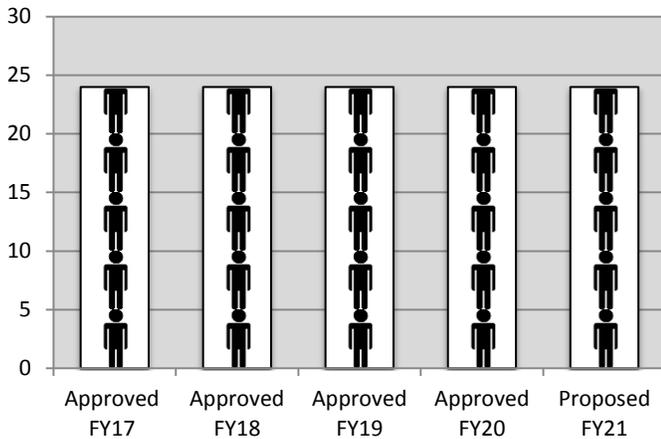


*Citizens Police Academy*

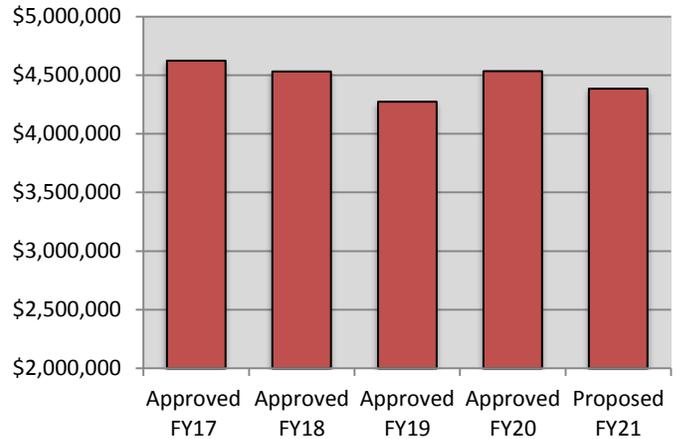
## ADMINISTRATIVE & INVESTIGATIVE SERVICES BUREAU

### Bureau Budget History

Admin. & Investigative Services Bureau  
Full Time Employee History



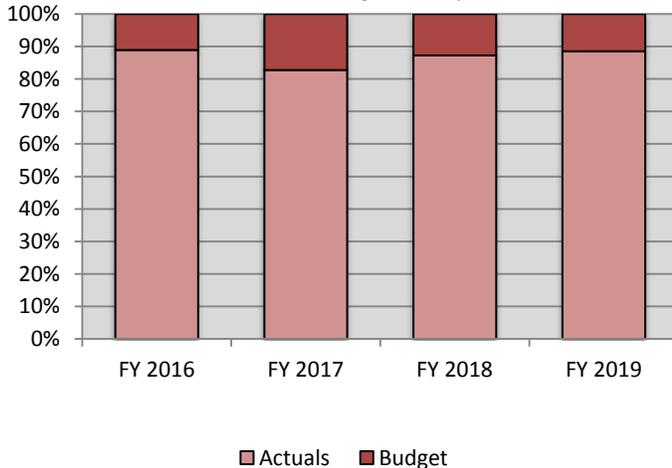
Admin. & Investigative Services Bureau  
Budget History



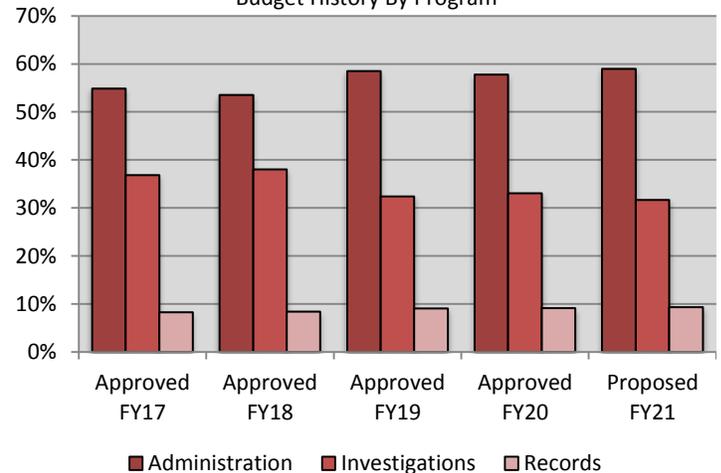
The Administration Bureau full-time equivalent employees have remained level funded for the past five fiscal years.

This budget area is down 1.04% annually over a five-year period. Capital Outlay costs are included in this budget, which the increased need to replace vehicles accounts for much of the change. These costs have been offset by the department's training budget, which can be variable year-over-year.

Admin. & Investigative Services Bureau  
Actuals to Budget History



Admin. & Investigative Services Bureau  
Budget History By Program



Capital Outlay costs are included in the Administration budget. Any unspent outlay costs contributes to returned appropriations. The actual expenditures range 88% of the annually appropriated budget.

Administration 59%, Investigations 32%, and Records 9% comprise of this division's budget.

**ADMINISTRATIVE & INVESTIGATIVE SERVICES BUREAU**

**Bureau Services Provided**

**Administrative Services Program**

Administrative Services provides the Department with leadership and support via the senior staff through a variety of functional areas. 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;
- 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;
- 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;
- Administrative Services also includes areas relating to Communications Maintenance; Emergency Management; Budgeting and Finance; Grant Writing and Administration; and Facility Supervision and Maintenance;
- Training provides for the development of in-service training programs covering firearms, use of force, criminal and case law updates and other related training, and;
- Motor Vehicle Maintenance is responsible for the repair and upkeep of the Department's motor vehicles, motorcycles, and boats.

Administrative Services Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$1,859,035	\$2,056,562	\$1,783,612	\$2,149,466	\$365,855	20.51%
Fees, Licenses, Permits	154,958	68,798	89,000	136,346	47,346	53.20%
Charges for Services	196,480	257,785	392,500	300,000	(92,500)	-23.57%
Interest and Other	2,870	4,471	2,000	2,000	-	0.00%
Reserves	-	-	351,800	-	(351,800)	-100.00%
<b>Total Sources</b>	<b>\$2,213,343</b>	<b>\$2,387,616</b>	<b>\$2,618,911</b>	<b>\$2,587,812</b>	<b>(\$31,099)</b>	<b>-1.19%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$965,082	\$1,078,397	\$1,007,042	\$1,117,775	\$110,733	11.00%
Operating Expenses	912,332	972,007	1,056,069	935,322	(120,747)	-11.43%
Capital Outlay	335,929	337,212	555,800	534,715	(21,085)	-3.79%
<b>Total Appropriation</b>	<b>\$2,213,343</b>	<b>\$2,387,616</b>	<b>\$2,618,911</b>	<b>\$2,587,812</b>	<b>(\$31,099)</b>	<b>-1.19%</b>

**Bureau Services Provided (Continued)**

**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](http://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 Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$316,289	\$416,316	\$414,899	\$409,837	(\$5,062)	-1.22%
<b>Total Sources</b>	<b>\$316,289</b>	<b>\$416,316</b>	<b>\$414,899</b>	<b>\$409,837</b>	<b>(\$5,062)</b>	<b>-1.22%</b>

<b>Expenditure Category</b>						
Personnel	\$301,377	\$397,441	\$363,899	\$358,837	(\$5,062)	-1.39%
Operating Expenses	14,912	18,875	51,000	51,000	-	0.00%
<b>Total Appropriation</b>	<b>\$316,289</b>	<b>\$416,316</b>	<b>\$414,899</b>	<b>\$409,837</b>	<b>(\$5,062)</b>	<b>-1.22%</b>

**ADMINISTRATIVE & INVESTIGATIVE SERVICES BUREAU**

**Bureau Services Provided (Continued)**

**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, and a Domestic Violence Detective. 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;
- 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 citation 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;
- 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 32nd class, and;
- 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.).

Investigative Services Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$1,255,745	\$1,073,541	\$1,500,546	\$1,387,738	(\$112,808)	-7.52%
<b>Total Sources</b>	<b>\$1,255,745</b>	<b>\$1,073,541</b>	<b>\$1,500,546</b>	<b>\$1,387,738</b>	<b>(\$112,808)</b>	<b>-7.52%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$1,241,652	\$1,070,421	\$1,488,728	\$1,375,920	(\$112,808)	-7.58%
Operating Expenses	14,093	3,120	11,818	11,818	-	0.00%
<b>Total Appropriation</b>	<b>\$1,255,745</b>	<b>\$1,073,541</b>	<b>\$1,500,546</b>	<b>\$1,387,738</b>	<b>(\$112,808)</b>	<b>-7.52%</b>

# FIELD SERVICES BUREAU

## Purpose Statement

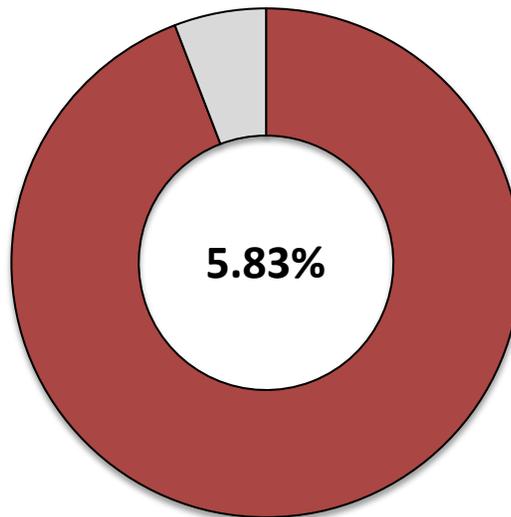
The Field Services Bureau - police relations includes detection and apprehension of criminal perpetrators and the maintenance of the safe and orderly flow of traffic. The mission of the patrol force is to develop our complement of officers and supervisors into a team. This team will become a cohesive unit with improved productivity and healthy working attitudes. This will enhance our service to the department, the community, and our families.

## Program Budget Areas



Patrol

Percentage of FY21 General Fund Budget



The Field Services Bureau comprises 5.83% of the total General Fund budget.

## Bureau Services Provided

### Field Services Bureau

The patrol force consists of four patrol shifts, lock-up oversight, and several specialty units including the marine unit, mountain bike unit, traffic unit, canine unit and SWAT team. The Field Services Bureau also includes the Public Information Office, Emergency Preparedness, and Telecommunications (Dispatch). The SWAT team is responsible for serving high-risk warrants and responding to emergencies including hostage or barricade situations and active shooter events. Emergency Preparedness officers work 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 three watches. Each watch is under the command of a Lieutenant. The major function of patrol is crime prevention and suppression. The Town of Barnstable has been geographically divided into six patrol sectors. Officers are assigned to the sectors bases on shift strength and the needs of that particular sector.

The Patrol Division has a variety of areas of responsibility including:

- Two K-9 units providing for tracking purposes and drug detection;
- The Traffic Unit works full time with the specific goal of safety on our roadways;



*K9 Officer Kevin Fullam and K9 Yvonne*

- The Marine Unit is responsible for patrolling and safeguarding the waterways of the Town of Barnstable;
- The Mountain Bike Unit is responsible for high visibility patrol coverage throughout the downtown Hyannis area during the warmer months, and;
- The Field Training Unit has the heavy responsibility of training all new recruits upon their graduation from the academy and ensuring that they are qualified before being released.

## Bureau Recent Accomplishments

Reflects Data for FY 2019 Full Year:

- Responded to 2,188 motor vehicle accidents, 1,615 accidents were property damage only, 340 were hit and run, 186 resulted in injury, and 5 were fatal.

### Quantitative Points of Interest – Field Services (FY 2019)

- Processed 1,081 'on view' arrests, 636 summonses, 463 protective custodies, and 321 warrant attempts;
- Performed 13,695 security checks of areas at potential risk of crime or quality of life issues;
- Investigated 2,675 suspicious activity calls;
- Officers conducted 7,011 motor vehicle stops, issued 2,273 citations, 4,553 verbal warnings, investigated 816 traffic complaints, conducted 563 various traffic enforcement activities;

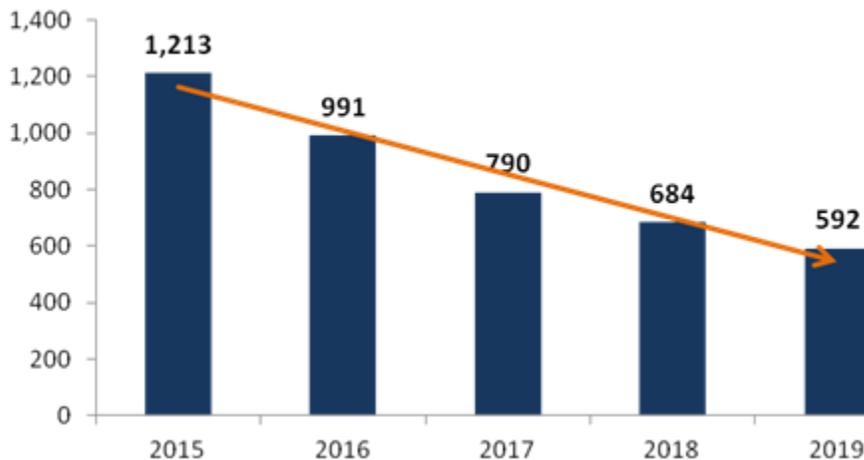


*Hyannis Youth & Com. Barnstable Police Family Feud*

- Handled 4,789 medical emergency calls, 1,458 well-being checks, 216 Section 12 (mental health), 109 Section 35 (alcohol) services, and 113 overdoses, and;
- Responded to 1,285 commercial, and 1,550 residential alarms.

### Federal Crime Statistics

#### Part 1 Crimes by Fiscal Year



The total reported crimes have declined from 1,213 in year 2015 to 592 in year 2019 or 48% decline.

## Bureau FY 2020 Goals and Results/Progress

1. Establish a liaison program with the Senior Center.

**Result:** The department selected one officer to serve as the Adult Community Center Liaison. This officer visits the ACC on a regular basis and participates in programs and events.

2. Expand the use of social media and other technologies as an informational and community outreach tool.

**Result:** The department drastically increased its presence on social media platforms such as Facebook and Twitter. This increased presence resulted in more relevant information being brought to the public quicker in a format they can relate to.



*Barnstable Police – Kids Day*

3. Use remaining Byrne Grant funds to increase foot and mountain bike patrols:

**Result:** Increased officer activity on both foot and mountain bikes were successfully utilized in the downtown Hyannis area throughout the year.

## Bureau FY 2021 Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)

### Short-Term:

1. Increase safety on the roads through heightened visibility traffic enforcement. **(SP: Public Health & Safety)**
2. Fill current vacancies within the BPD K-9 unit to provide increased coverage and availability of services. **(SP: Public Health & Safety)**
3. Increase collaboration between specialty units to more effectively provide services. **(SP: Public Health & Safety)**

### Cunningham- Patrol Officer Long-Term:

1. Improve officer safety and defensive tactics training. **(SP: Public Health & Safety)**
2. To seek out new programs and technologies that help us to proactively address crime, quality of life, and safety issues in our community. **(SP: Public Health & Safety)**

**FIELD SERVICES BUREAU**

**Bureau Budget Comparison**

Field Services Bureau Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$10,054,746	\$10,550,332	\$10,445,111	\$10,027,450	(\$417,661)	-4.00%
Fines, Forfeitures, Penalties	127,895	84,345	80,000	96,000	16,000	20.00%
Fees, Licenses, Permits	96,680	88,000	50,000	50,000	-	0.00%
Interest and Other	252,104	264,123	250,000	250,000	-	0.00%
Special Revenue Funds	50,000	50,000	50,000	-	(50,000)	-100.00%
Reserves	75,400	-	-	-	-	0.00%
<b>Total Sources</b>	<b>\$10,656,825</b>	<b>\$11,036,800</b>	<b>\$10,875,111</b>	<b>\$10,423,450</b>	<b>(\$451,661)</b>	<b>-4.15%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$10,620,526	\$10,996,227	\$10,858,687	\$10,412,690	(\$445,997)	-4.11%
Operating Expenses	36,299	40,573	16,424	10,760	(5,664)	-34.49%
<b>Total Appropriation</b>	<b>\$10,656,825</b>	<b>\$11,036,800</b>	<b>\$10,875,111</b>	<b>\$10,423,450</b>	<b>(\$451,661)</b>	<b>-4.15%</b>

Job Title	FY 2019	FY 2020	FY 2021	Change
Crossing Guard	0.80	0.80	0.80	-
Deputy Chief	1.00	1.00	1.00	-
Detective	3.00	3.00	3.00	-
Lieutenant	5.00	5.00	5.00	-
Patrol Officer	79.00	80.00	76.00	(4.00)
Sergeant	18.00	18.00	18.00	-
Telecomm. Specialist/Jail Assistant	14.00	14.00	14.00	-
<b>Full-time Equivalent Employees</b>	<b>120.80</b>	<b>121.80</b>	<b>117.80</b>	<b>(4.00)</b>

**Summary of Budget Changes**

The Field Services proposed FY 2021 budget is decreasing -4.15% from the approved FY 2020 budget. The delay of hiring replacement for (4) retired police officers attributes to the entire decrease in this budget. One-time charges for targeting training costs are also attributing to the budget.

Field Services Bureau  
Resources By Category

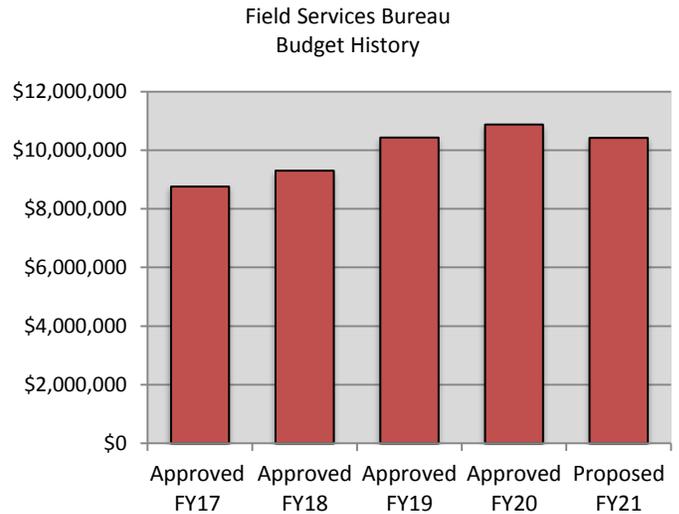
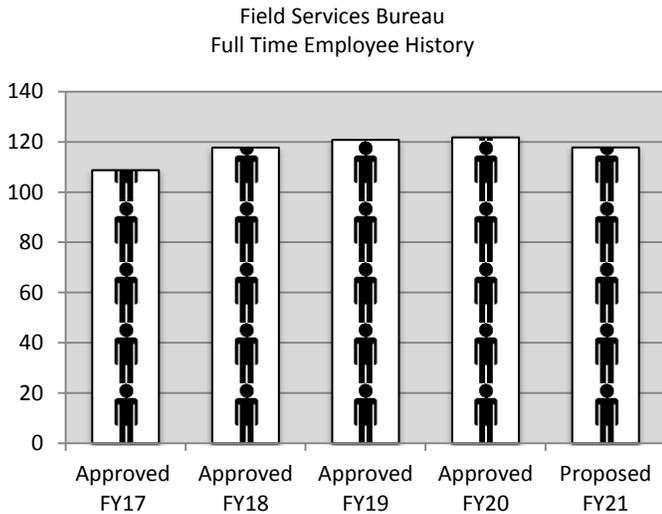


**Resources By Category Summary**

Tax support provides 96% of the funding source for this operations proposed FY 2021 budget.

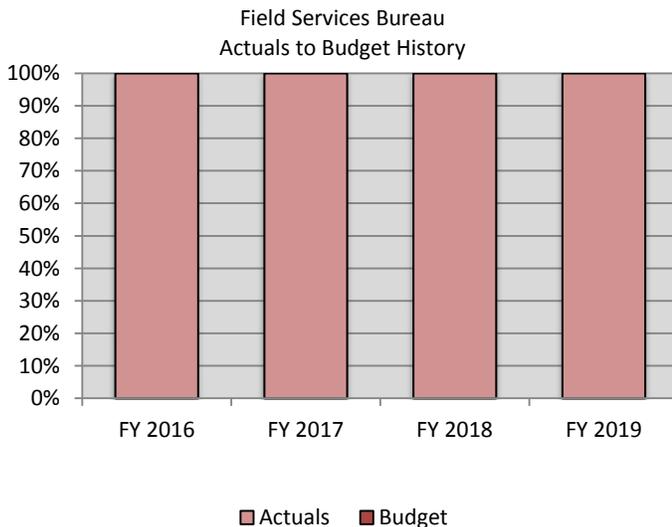
**FIELD SERVICES BUREAU**

**Bureau Budget History**



FY 2018 budget includes an increase in the number of civilian dispatchers by nine positions, which FY 2019 added an additional three positions. FY 2020 included one additional School Resource Officer. Proposed FY 2021 budget is down due to the delayed hiring of (4) retired police officers.

The Field Services budget has increased 3.78% annually over the five-year period. The increase is primarily due to an increase in the number of additional positions and contractual obligations for personnel.



Field Services budget is mostly permanent personnel, which attributes to the 100% average use of appropriations.

**POLICE DEPARTMENT**

**Bureau Workload Indicators**

**Administration & Investigative Services Bureau**

Workload Indicators	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Firearms Licenses Processed	844	1,099	1,208
Taxi/Limousine Licenses Issued	126	165	181
Processed Arrest/Incident/Accident Reports	6,638	5,916	5,975
Processed Item Evidence/Property	2,778	2,121	2,142
Process sex offenders for annual registrations, etc.	172	186	204
Home sex offender verification checks	104	129	141

**Field Services Bureau**

Workload Indicators Part I Crime Category	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	% Change 2018-2019
Murder	1	1	2	1	1	0.0%
Rape	23	26	30	18	24	33.0%
Robbery	26	18	14	14	8	-43.0%
Aggravated Assault	180	151	126	142	109	-23.0%
*Aggravated Assault with a Firearm	2	1	1	4	2	-50.0%
Burglary / Breaking and Entering	217	173	99	74	75	1.0%
Larceny	702	581	500	410	360	12.0%
Motor Vehicle Theft	62	40	18	21	13	-38.0%
<b>Totals:</b>	<b>1,213</b>	<b>991</b>	<b>790</b>	<b>684</b>	<b>592</b>	<b>-13.0%</b>

Workload Indicators	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	% Change 2018-2019
Calls for Service	60,209	61,487	65,759	60,506	59,308	-2.0%
Number of Motor Vehicle Stops	5,689	6,998	9,140	6,700	7,011	5.0%
Number of Part II Crimes	814	728	844	659	646	-2.0%
Number of Arrests	1,733	1,728	1,685	1,411	1,087	-23.0%
Number of Criminal Summons	821	829	858	713	636	-11.0%
Number of Protective Custody Cases	604	614	626	619	463	-25.0%

***POLICE DEPARTMENT***

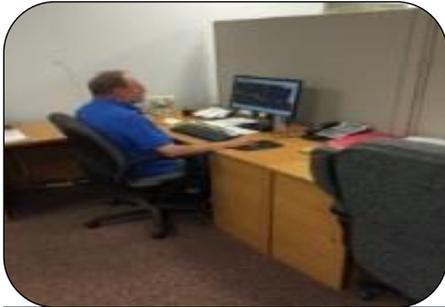
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# PUBLIC WORKS DEPARTMENT

## Department 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. This includes the ability to provide water service to the Hyannis area, cost-effective and environmentally sound disposal of solid waste, and treatment and disposal of wastewater.

## Division Areas



**Administration & Tech Support**

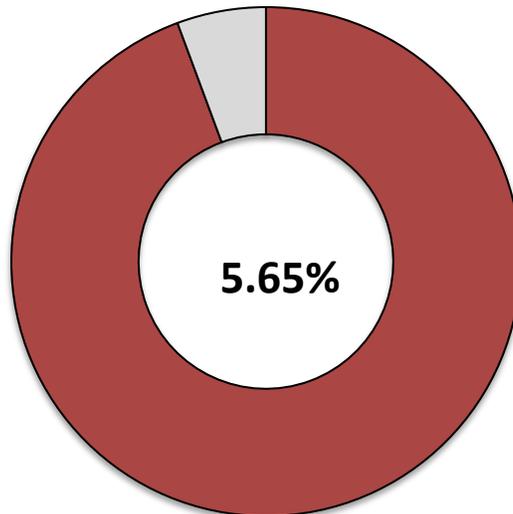


**Highway**



**Structures & Grounds**

Percentage of FY21 General Fund Budget



The Public Works Department comprises 5.65% of the overall General Fund budget.

**PUBLIC WORKS DEPARTMENT**

**Department Services Provided**

Department of Public Works is responsible for all day-to-day maintenance of the town infrastructure services such as sewer maintenance and facility operation, sanitation, street maintenance, town storm and sanitary sewer operations, and emergency response for snow and ice, flood, severe weather mitigation.

**Department Budget Comparison**

Public Works Dept. Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$8,081,159	\$8,755,165	\$9,858,783	\$9,777,892	(\$80,891)	-0.82%
Intergovernmental	226,477	79,216	-	-	-	0.00%
Fees, Licenses, Permits	173,681	174,470	175,000	160,000	(15,000)	-8.57%
Interest and Other	86,160	86,000	85,000	85,000	-	0.00%
Special Revenue Funds	70,570	70,570	70,570	80,360	9,790	13.87%
Reserves	1,171,720	-	16,500	-	(16,500)	-100.00%
<b>Total Sources</b>	<b>\$9,809,767</b>	<b>\$9,165,421</b>	<b>\$10,205,853</b>	<b>\$10,103,252</b>	<b>(\$102,601)</b>	<b>-1.01%</b>

Expenditure Category						
Personnel	\$5,645,263	\$5,802,310	\$6,103,368	\$6,067,617	(\$35,751)	-0.59%
Operating Expenses	3,339,152	2,763,111	3,486,485	3,359,635	(126,850)	-3.64%
Capital Outlay	825,352	600,000	616,000	676,000	60,000	9.74%
<b>Total Appropriation</b>	<b>\$9,809,767</b>	<b>\$9,165,421</b>	<b>\$10,205,853</b>	<b>\$10,103,252</b>	<b>(\$102,601)</b>	<b>-1.01%</b>

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2020 Approved Budget</b>				<b>\$10,205,853</b>	
Contractual Obligations Net of Staff Turnover	89,452	-	-	<b>89,452</b>	-
<b>FY 2021 Budget Changes</b>					
1. Reallocated Positions from Water Supply EF	53,796	-	-	<b>53,796</b>	0.70
2. Eliminate Courier Position	(31,311)	-	-	<b>(31,311)</b>	(0.70)
3. Eliminate Survey Crew Chief	(73,684)	-	-	<b>(73,684)</b>	(1.00)
4. Eliminate Senior Engineering Tech	(69,904)	-	-	<b>(69,904)</b>	(1.00)
5. Overtime Budget Reduction Net of Transfer In	(4,100)	-	-	<b>(4,100)</b>	-
6. Gasoline Budget Reduction	-	(25,920)	-	<b>(25,920)</b>	-
7. Diesel Budget Reduction	-	(31,930)	-	<b>(31,930)</b>	-
8. Solid Waste Disposal	-	(50,000)	-	<b>(50,000)</b>	-
9. Various Budget Line Item Reduction	-	(69,000)	-	<b>(69,000)</b>	-
10. Estuary Monitoring	-	35,000	-	<b>35,000</b>	-
11. Ponds Management Plans	-	15,000	-	<b>15,000</b>	-
12. Vehicles & Equipment	-	-	60,000	<b>60,000</b>	-
<b>FY 2021 Proposed Budget</b>	<b>(\$35,751)</b>	<b>(\$126,850)</b>	<b>\$60,000</b>	<b>\$10,103,252</b>	<b>(2.00)</b>

## **Department Budget Comparison (Continued)**

### **Summary of Budget Changes**

Public Works proposed FY 2021 budget is decreasing 1% from the approved FY 2020 budget. This proposed budget includes a net reduction of (2) fte's. Decreases in the operating expenses are due to favorable market conditions for gas and diesel, various line item budget reductions, and outsourcing solid waste disposal. Additions to the budget include funds for Estuary monitoring and pond management. Capital outlay costs are increased \$60,000 for vehicle and equipment replacements.

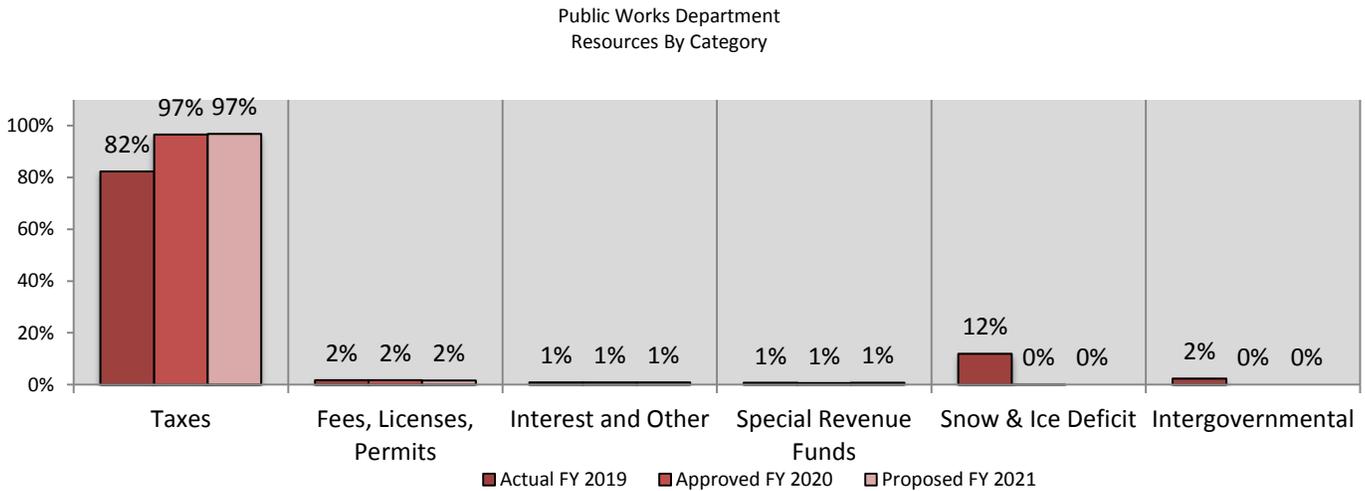
- 1. Reallocated Positions from Water Supply Enterprise Fund** – Adjustments are made to several administrative positions that are funded from the General Fund and Enterprise Funds.
- 2. Eliminate Courier Position** – As the town moves forward with electronic document sharing there is no longer a need for this position.
- 3. Eliminate Survey Crew Chief** – The vacant Survey Crew Chief position has been eliminated.
- 4. Eliminate Senior Engineering Tech** – This position is the designer for the Survey Section that is currently vacant. The Survey section would have reduced capacity to produce drawings, however they would still be able to conduct fieldwork (confirm property boundaries, Town vs private ownership, etc.) and work on deeds and easements.
- 5. Overtime Budget Net of Transfer In** – Funds for overtime in the Highway and Structures & Grounds Division are reduced and are offset with a transfer of overtime from Conservation.
- 6. Gasoline** – Favorable conditions in the oil markets have provided available budget reductions in this line item.
- 7. Diesel** – Favorable conditions in the oil markets have provided available budget reductions in this line item.
- 8. Solid Waste Disposal** – The Structures and Grounds (S&G) Division is switching to a private contractor for this service.
- 9. Various Budget Line Items Reduced** – A town wide exercise was conducted for department managers to review their budgets for recommended budget reductions. This is a summation of budget lines that are small and not consider as detrimental to services.
- 10. Estuary Monitoring** - Public Works on-going Estuarine Monitoring Program as Town staff has been working with the School for Marine Science and Technology (SMAST) for over a decade to conduct an estuarine monitoring program to collect baseline water quality data in the Barnstable Harbor, Lewis Bay, Hall's Creek, Centerville River and Three Bays embayments. This funding will pay for SMAST to complete water quality analysis of the samples that are collected by Town staff and volunteers. The data collected through this program provides the Town and SMAST with baseline water quality data, which will be necessary for proving compliance with Total Maximum Daily Loads (TMDLs) in the estuaries as the Town moves forward with the Comprehensive Wastewater Management Plan (CWMP).

**PUBLIC WORKS DEPARTMENT**

**Department Budget Comparison (Continued)**

**11. Ponds Management Plans** – Create a budget to fund consultants, and DPW equipment, to assist with understanding the source of nutrient issues in ponds and their general condition. This effort will result in pond-specific management plans for prioritized ponds. The work would include inventory of data from existing sources (Pond and Lake Stewardship {PALS}, friends groups, the Town etc.), collection of data to address identified data gaps, and development of the most appropriate alternatives and associated preliminary costs to allow the Town to address the issues in that specific pond. It is expected that this work will take two years per pond (one for data inventory and collection, and one for data analysis and plan development). With 1 ponds data collection and one ponds data analysis occurring simultaneously, such that each year a new pond is completed. It is expected this effort will continue until all priority ponds have a management plan.

**12. Vehicles & Equipment** – Public Works is transferring a used Dump Truck to the golf operations to replace its existing deficient 2006 GMC dump truck. This additional funding will replace the vehicle transferred to the golf operations.



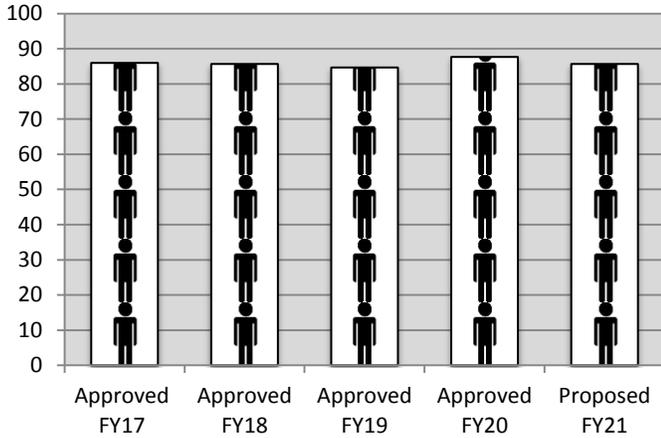
**Resources By Category Summary**

Taxes provide 97% of the funding sources for Public Works proposed FY 2021 budget. Fees, Licenses, Permits provides 2%, Interest and other 1%, and Special Revenues 1%. Reserves used in the Public Works Dept. are for snow & Ice deficits incurred based on previous fiscal year actuals to budget.

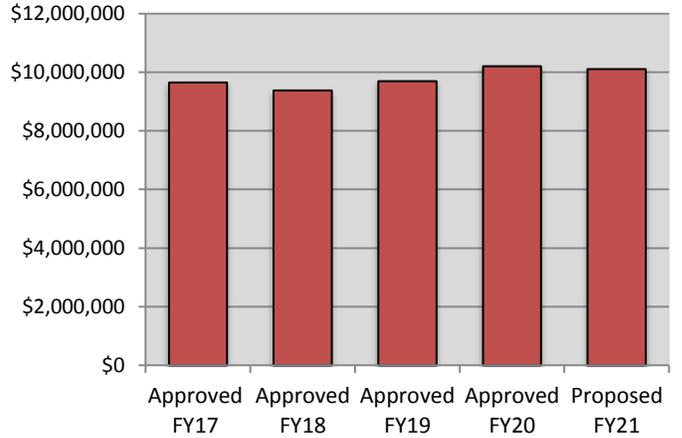
**PUBLIC WORKS DEPARTMENT**

**Department Budget History**

Public Works Department Full Time Employee History



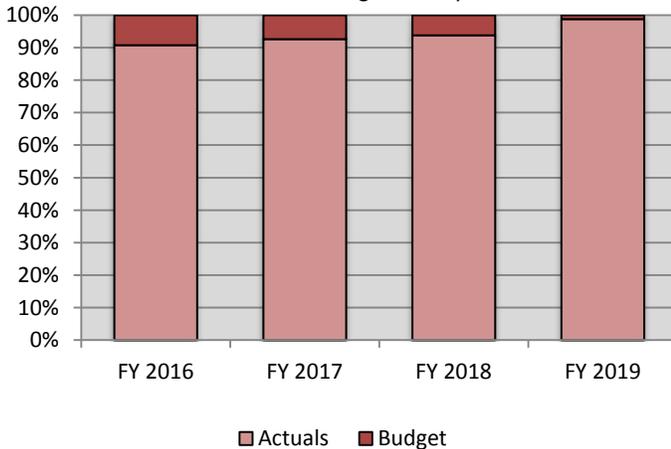
Public Works Department Budget History



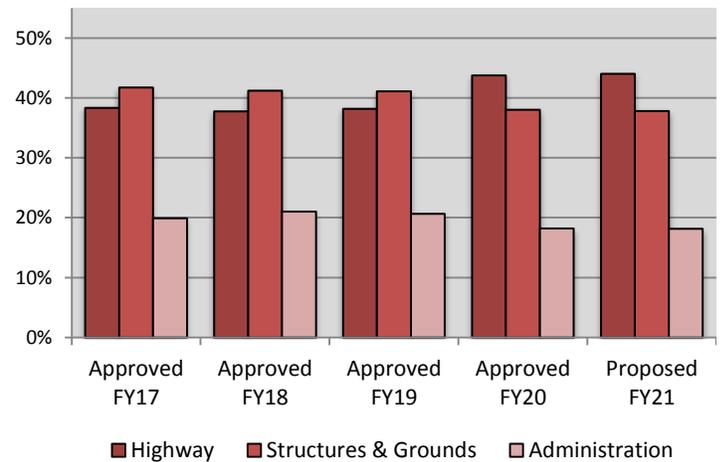
In FY 2018, a part-time Energy Coordinator position was eliminated. FY 2019 included the elimination of one Section Foreman position. FY 2020 included three positions to support a new field maintenance program. The proposed FY 2021 budget includes a net decreases of (2) full time positions.

The budget has increased by 1% over the five-year period.

Public Works Department Actuals to Budget History



Public Works Department Budget History By Division



Public Works Department actuals expenditures range 90% to 98% of annually approved budgets.

Highway is the largest division within the Public Works Department 44%. Structures & Grounds represents 38% and Admin 18%

## ADMINISTRATIVE & TECHNICAL SUPPORT DIVISION

### Purpose Statement

The Administration and Technical Support 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 improvements and other projects.

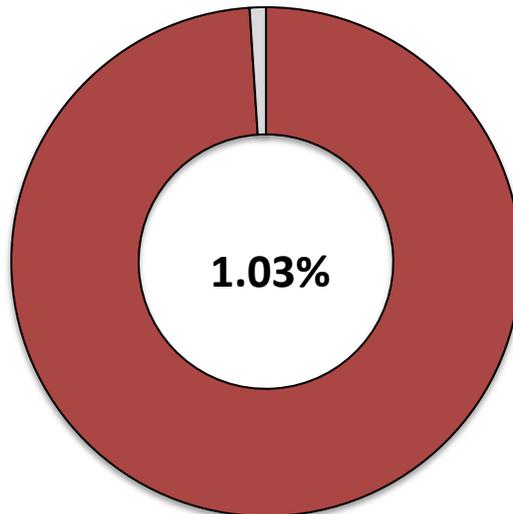
### Program Areas

Administration

Technical Support

Capital Projects

Percentage of FY21 General Fund Budget



This division comprises 1.03% of the overall General Fund budget.

## Division Services Provided

The Administrative & Technical Support Division is responsible for various administrative and managerial duties by planning, directing, coordinating, and reviewing the work plans for assigned staff; assigned work activities, projects, and programs; review and evaluate work products, methods, and procedures. This division is also responsible for overseeing capital projects through the Capital Improvements Plan by creating, executing, and evaluating projects.

## Division Recent Accomplishments

### Town Architect Recent Accomplishments

#### Community Improvement Planning

- S&G Facility Management: Provides assistance to Structures & Grounds for development of facility management plan for various town owned buildings.
- Development of 40 community improvement plan submissions.

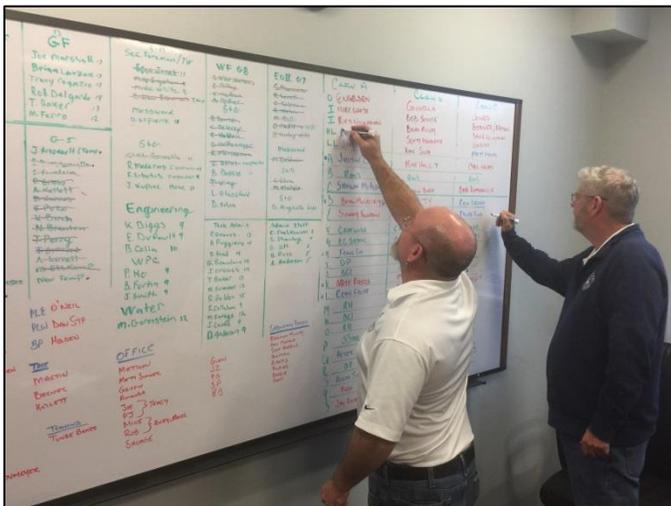
#### Design Oversight

- Provided consultant design oversight of the US Custom House Carriage House Restoration project;
- Provided consultant design oversight of HYCC Facility Improvements;
- Building Hazardous Materials Abatement project;

- Provided consultant design oversight of the Hyannis Armory Minimum Solution project;
- Provided consultant design oversight of the School Administration Building Mechanical Improvement project;
- Provided consultant design oversight of the Barnstable Senior Center Fire Suppression System Improvement project; and;
- Consultant design oversight of the Barnstable Town Hall Toilet Upgrade project.

#### In-House Design

- Design Services and bid documents for the Old Town Hall Plaza Restoration (JFK Museum);
- Design services and bid documents for the Hyannis Water Department Longview water connection project;
- Design services and project coordination with the Osterville Civic Association for the Osterville Recreation Facility;
- Design services for a new Osterville Recreation Building;
- Design services for the Hyannis Golf course Maintenance Building Roof Replacement project, and;
- Design services for the Marstons Mills Tennis / Pickleball Court project.



**Public Works Headquarters – Staff Assignments**

## Division Recent Accomplishments (Continued)

### Town Engineer Recent Accomplishments

#### MassWorks Projects

- Design of Hyannis Commercial Center Traffic and Pedestrian.

#### Chapter 90 Projects

- Construction of Sea Street Streetscape Improvements;
- Construction of Marstons Mills Streetscape Improvements, and;
- Design and construction of Barnstable Village Streetscape Improvements.

#### Comprehensive Wastewater Management Plan

- Development of draft Comprehensive Wastewater Management Plan;
- Coordination with neighboring communities to study potential inter-municipal opportunities;
- Studied effluent disposal options;
- Preliminary design of Phinney's Lane Sewer Expansion Project;
- Preliminary design of Long Pond Sewer Expansion Project, and;
- Begin Design of Strawberry Hill Sewer Expansion Project.

#### Grants awarded

- Design for Three Bays Stormwater BMPs from Coastal Zone Management (CZM);
- Construction for Three Bays Stormwater BMPs from CZM;

- Design for Three Bays Stormwater BMPs from Southeast New England Program (SNEP);
- MassTrails Grant for Bears's Way Shared Use Path design, and;
- Housing Choice Capital Grant for Pleasant Street sewer improvements.

#### State Transportation Improvement Program Projects

- Design of Bears's Way Shared Use Path.
- Design of Cape Cod Rail Trail Extension Phase 3 and Phase 4.

#### Special Projects

- Construction Management of the Three Bays Stormwater Improvements Project (PH1);
- Project Management of the design of the Three Bays Stormwater Improvements Project;
- Construction management of the NRCS coastal mitigation (culvert replacement) project at Sampson's Mill;



*Mosswood Cemetery Crew*

## Division Recent Accomplishments (Continued)

- Completion of Dead Neck/Sampson's Island Dredging and Beach Nourishment (PH1) project;
- Design and Bid for Dead Neck/Sampson's Island Dredging and Beach Nourishment Project (PH2), and;
- Continue to oversee and maintain MS4 permit compliance, including; updating the Town's drainage outfall mapping, Development of Illicit Discharge Detection and Elimination (IDDE) Program, Development of Stormwater Management Program (SWMP) Plan, and IDDE training.

### Other Services

- Responded to hundreds of Public Inquiries and Requests;
- Participated in over 83 Site Plan Reviews;
- Processed over 256 Road Opening Permits;
- Evaluated and inspected 26 Sanitary Sewer Connections, Disconnections and Repairs;
- Processed over 24 Address Changes;
- Performed Plan Reviews and Coordination on MassDOT Projects:
  - Yarmouth Road & Route 28 Intersection Improvements
- Provided Town communication for the following MassDOT projects:
  - MassDOT- Bearse's Way/Route 28 Improvements
  - Falmouth Road & Osterville-West Barnstable Road Intersection Improvements

### Heavy Maintenance & Repairs

- Asphalt Overlay of four (4) roads;
- Asphalt Mill & Overlay of ten (10) roads, and;
- Reclamation and repaving of Mystic Drive in Marston Mills.

### Sidewalk Improvement Projects

- Smith Street, Hyannis – entire length from Scudder Avenue to Craigville Beach Road.

### Private Roads Program

- Design and reconstruction of thirteen (13) private roads.

### Drainage Improvements

- Installed thirteen (13) independent drainage systems.



Public Works – GlenEagle Drive Road Project

## Division Recent Accomplishments (Continued)



**Public Works – Ocean Street Road Project**

### **Additional Funding Requests:**

- Operating Capital – Vehicles;
- Funding for a Senior Project Manager - Water and Sewer;
- Funding for Land Surveying Robotic Total Station, and;
- Funding for an Ombudsman/Communications Specialist.
- Preparation and acquisition of drainage easements along Long Beach Road;
- Topographic and detail survey/Property line survey of Bacon Field;
- Topographic and detail survey/Property line survey of Lake Elizabeth Drive;
- Topographic and detail survey/Property line survey of Bridge Street;
- Topographic and detail survey/Property line survey of Hinckley Road;
- Preparation and acquisition of sidewalk easements on Independence Road;
- Topographic and detail survey/Property line survey of Kalmus Beach;
- Topographic and detail survey/Property line survey of portion of Ocean Street for proposed sidewalk improvements;
- Numerous sideline surveys for tree/plow damage;
- Topographic and detail survey/Property line survey of Burgess Park;
- Topographic and detail survey/Property line survey to support profile for Lumbert Mill herring run, and;
- Topographic and detail survey/Property line survey of Lombard Avenue ballfield.

### **Town Surveyor Recent Accomplishments**

- Topographic and detail survey /Property line survey of tennis court area for West Villages Elementary School;
- Topographic and detail survey/Property lines of West Main Street herring run area;

**Division Goals and Objectives – Town Council’s Quality of Life Strategic Plan (SP)**

**Short-Term:**

1. Begin staffing and implementation of the Comprehensive Wastewater Management Plan (CWMP); begin permitting and execution of select wastewater projects. **(SP: Public Health and Safety, Education, Environmental and Natural Resources, Communication, Infrastructure, Finance)**
2. Evaluate costs and impact of absorbing additional infrastructure responsibilities within the DPW. **(SP: Finance, Education, Communication)**
3. Finalize Stormwater Management regulations, as required for MS4 Program and incorporate into Town’s Ordinance. **(SP: Regulatory Process and Performance, Education, Communication)**
4. Create/update the electronic filing system for the Department. **(SP: Education, Communication)**
5. Complete construction of Barnstable Village Streetscape Project. **(SP: Infrastructure)**
6. Continue to implement the Comprehensive Dredge Permit. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
7. Continue to support the Structures and Grounds Division with strategic planning, budgeting, and engineering assistance in the implementation of the Comprehensive Field Study. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
8. Add additional resources to the Vertical Section to support the ongoing CIP workload. **(SP: Finance, Education, Communication)**
9. Continue to implement security measures in Town Hall and SAB. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
10. Finalize and bid Osterville Field Improvement Project. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
11. Finalize and bid the Marstons Mills Pickleball / Tennis court project. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
12. Finalize and bid the Main Street Tree Lighting Project. **(SP: Public Health and Safety, Economic Development)**
13. Bid and construct improvements to the Hyannis Golf Course Maintenance Building. **(SP: Infrastructure)**

**Long-Term:**

1. Continue staffing and implementation of the CWMP; execution of wastewater projects as per the CWMP schedule. **(SP: Public Health and Safety, Education, Communication, Infrastructure, Finance)**
2. Continue to maintain MS4 permit compliance. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
3. Finalize the Hyannis East End and West End planning and designs. **(SP: Public Health and Safety, Infrastructure)**
4. 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, Infrastructure)**
5. Integration of the Town’s water purveyors into Department planning as appropriate. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**

**ADMINISTRATION & TECHNICAL SUPPORT DIVISION**

**Division Budget Comparison**

Admin & Tech Support Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$2,076,905	\$1,678,297	\$1,822,414	\$1,804,478	(\$17,936)	-0.98%
Fees, Licenses, Permits	41,260	30,000	35,000	30,000	(5,000)	-14.29%
Interest and Other	500	600	-	-	-	0.00%
<b>Total Sources</b>	<b>\$2,118,665</b>	<b>\$1,708,897</b>	<b>\$1,857,414</b>	<b>\$1,834,478</b>	<b>(\$22,936)</b>	<b>-1.23%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$1,079,597	\$932,364	\$1,050,778	\$917,842	(\$132,936)	-12.65%
Operating Expenses	213,716	176,533	190,636	240,636	50,000	26.23%
Capital Outlay	825,352	600,000	616,000	676,000	60,000	9.74%
<b>Total Appropriation</b>	<b>\$2,118,665</b>	<b>\$1,708,897</b>	<b>\$1,857,414</b>	<b>\$1,834,478</b>	<b>(\$22,936)</b>	<b>-1.23%</b>

Job Title	FY 2019	FY 2020	FY 2021	Change
Admin Asst. to DPW Director	0.55	0.55	0.70	0.15
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	0.70	0.15
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	0.60	0.40
Survey Assistant Instrument Tech.	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	-
<b>Full-time Equivalent Employees</b>	<b>11.50</b>	<b>11.50</b>	<b>10.20</b>	<b>(1.30)</b>

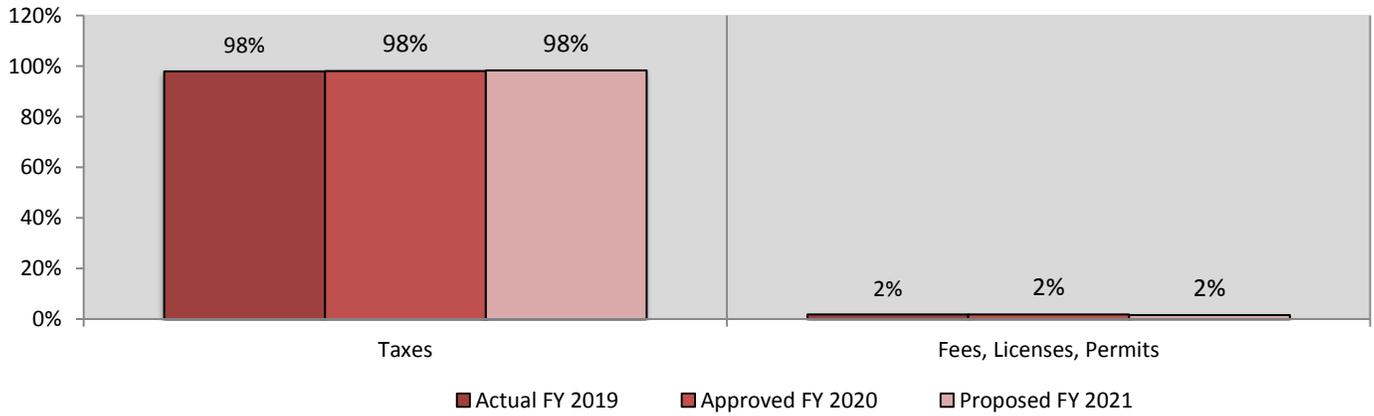
**Summary of Budget Changes**

Public Works Admin & Technical Support Division is decreasing -1.23% from the approved FY 2020 budget. Personnel costs are decreasing as the division proposes net (1.30) in fte's as (2) vacant positions are being eliminated. Operating expenses include request for estuary monitoring and pond management planning. The increase in capital outlay costs would allow Public Works to purchase a new vehicle and transfer a used one to the golf courses.

**ADMINISTRATION & TECHNICAL SUPPORT DIVISION**

**Division Budget Comparison (Continued)**

Adm. & Tech. Support Division  
Resources By Category



**Resources By Category Summary**

Taxes represent 98% of resources to fund the Administrations & Technical Support Divisions proposed FY 2021 budget. Permits for road openings provide the remaining 2% of funding.

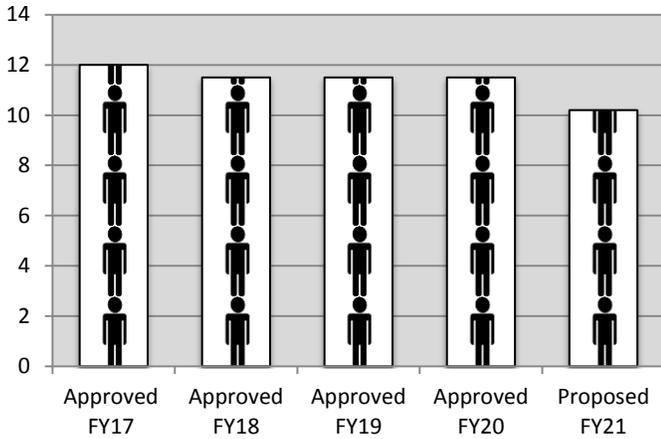


**Sea Street & South Street Construction Project**

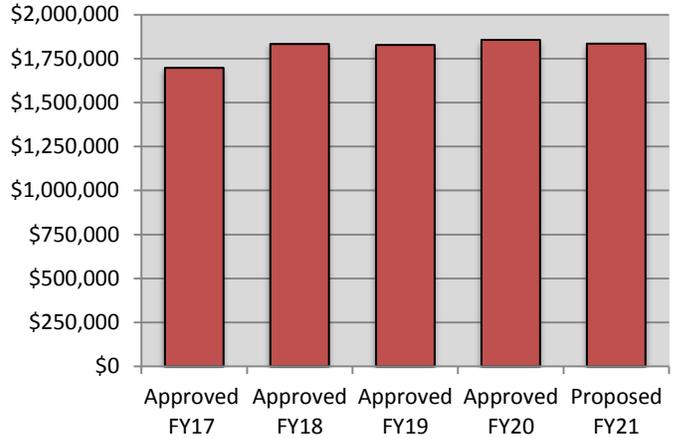
**ADMINISTRATION & TECHNICAL SUPPORT DIVISION**

**Division Budget History**

Adm. & Tech. Support Division  
Full Time Employee History



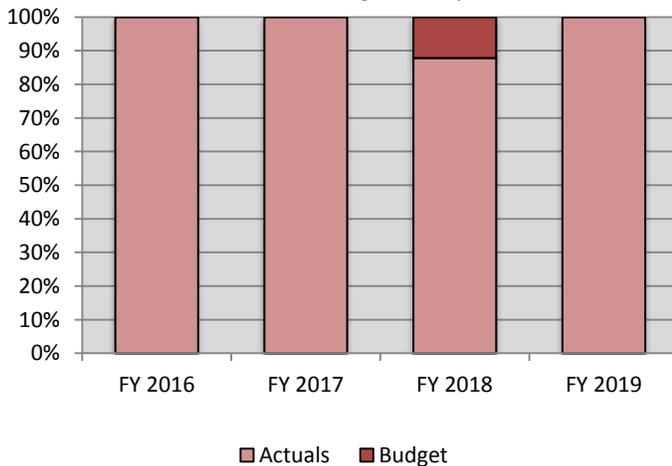
Adm. & Tech. Support Division  
Budget History



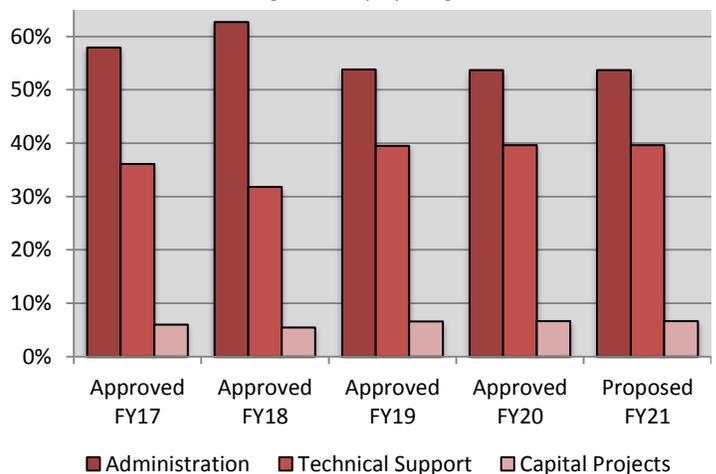
In FY 2018, a part-time Energy Coordinator position was eliminated. The proposed FY 2021 budget reflects a net (1.30) less in fte's as (2) vacant positions are being eliminated.

The budget has increased 1.62% annually over the five-year period. This division includes all department annual software license agreements as well as capital outlay cost. The spike in FY 2018 included the purchase of a new annual GPS vehicle tracking service and work order system.

Adm. & Tech. Support Division  
Actuals to Budget History



Adm. & Tech. Support Division  
Budget History By Program



Admin & Tech Support Division's actual expenditures range 88% to 99% of annually approved budgets. .

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**

**Program 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 Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$1,232,606	\$474,785	\$997,506	\$1,124,257	\$126,751	12.71%
<b>Total Sources</b>	<b>\$1,232,606</b>	<b>\$474,785</b>	<b>\$997,506</b>	<b>\$1,124,257</b>	<b>\$126,751</b>	<b>12.71%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$221,973	\$232,273	\$221,706	\$253,457	\$31,751	14.32%
Operating Expenses	185,281	152,000	159,800	194,800	35,000	21.90%
Capital Outlay	825,352	90,512	616,000	676,000	60,000	9.74%
<b>Total Appropriation</b>	<b>\$1,232,606</b>	<b>\$474,785</b>	<b>\$997,506</b>	<b>\$1,124,257</b>	<b>\$126,751</b>	<b>12.71%</b>

**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 Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$687,381	\$589,944	\$701,483	\$567,816	(\$133,667)	-19.05%
Fees, Licenses, Permits	41,260	30,000	35,000	30,000	(5,000)	-14.29%
Interest and Other	500	600	-	-	-	0.00%
<b>Total Sources</b>	<b>\$729,141</b>	<b>\$620,544</b>	<b>\$736,483</b>	<b>\$597,816</b>	<b>(\$138,667)</b>	<b>-18.83%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$705,588	\$598,982	\$711,178	\$557,511	(\$153,667)	-21.61%
Operating Expenses	23,553	21,562	25,305	40,305	15,000	59.28%
<b>Total Appropriation</b>	<b>\$729,141</b>	<b>\$620,544</b>	<b>\$736,483</b>	<b>\$597,816</b>	<b>(\$138,667)</b>	<b>-18.83%</b>

**Program Services Provided (Continued)**

**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 Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$156,918	\$104,080	\$123,425	\$112,405	(\$11,020)	-8.93%
<b>Total Sources</b>	<b>\$156,918</b>	<b>\$104,080</b>	<b>\$123,425</b>	<b>\$112,405</b>	<b>(\$11,020)</b>	<b>-8.93%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$152,036	\$101,109	\$117,894	\$106,874	(\$11,020)	-9.35%
Operating Expenses	4,882	2,971	5,531	5,531	-	0.00%
<b>Total Appropriation</b>	<b>\$156,918</b>	<b>\$104,080</b>	<b>\$123,425</b>	<b>\$112,405</b>	<b>(\$11,020)</b>	<b>-8.93%</b>



**All Hands Public Works Department**

# 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 promotes maximum life, improves traffic flow and enhances both pedestrian and vehicular safety; and to provide a level of routine and emergency repairs to certain Town- owned vehicles and equipment that maximizes their life and minimizes down-time.

## Program Areas

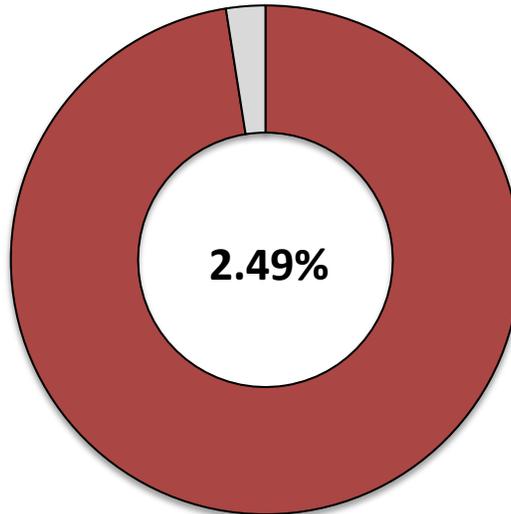


Roadway Maintenance



Equipment Support

Percentage of FY21 General Fund Budget



The Highway Division comprises 2.49% of the overall General Fund budget.

## HIGHWAY DIVISION

### Division Services Provided

Highway Division is responsible for the alterations, repair, maintenance, and management of public ways and sidewalks, storm drains and culverts. This division is also responsible for the seasonal operation of the drawbridge in Osterville, Main St Hyannis sidewalk machine litter removal and a courier service that provides interdepartmental mail delivery. This division is also responsible for snow & ice removal.

### Division Recent Accomplishments

- Installed 2 new drainage systems;
- Backfilled newly paved road shoulders with 100 tons of loam and 80 tons of processed gravel;
- Graded a total of 107 gravel roads;
- Mowed and maintained the Route 132 Corridor, installed 120 yards of bark mulch;
- Maintained 243 miles of sidewalks;
- Maintained vegetation growth for 37,090 'of guardrail;
- Addressed 175 road brushing requests;
- Maintained the fire roads in the West Barnstable Conservation area;
- Repainted 41 road markings (only, arrows and speed humps);
- Removed and installed 50' of new guardrail;
- Maintained 331 pieces of equipment;
- Maintained 75 pieces of snow and ice equipment;
- Created 1 Oshkosh snow fighter;
- With the help and cooperation of staff from many other divisions and departments, roadways were cleared of snow and ice. (The DPW responded to 16 snow and ice events, removing over 15.38 inches of snow. Applied over 3,459 tons of road salt, 0 tons of road sand;
- 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;
- Responded to 67 hazard tree removal work orders town wide;
- Performed 105 site vision and tree inspections requests, and;
- Responded to 98 deceased animal calls in the roadway.



**Route 149 Marstons Mills – Crack Seal**

**Division Goals and Objectives – Town Council’s Quality of Life Strategic Plan (SP)**

**Short-Term:**

1. Prepare a plan to implement cleaning 2,200 Catch Basins per year Town wide. **(SP: Infrastructure)**
2. In conjunction with DPW Admin implement a revised strategic snow and ice policy to become more proactive prior to snow and ice emergencies & develop a strategic plan to be more responsive and efficient for sidewalk plowing. **(SP: Infrastructure, Public Health and Safety)**
3. Continue with a plan to review and implement safety procedures in conjunction with the DPW Safety Officer **(SP: Public Health and Safety, Education, Communication)**
4. Continue with sidewalk overlay repair program and guardrail repair or replacement town wide, contingent on funding. **(SP: Infrastructure)**



***Sunderland Road – Hot In Place Process***

**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: Infrastructure, Public Health and Safety)**
2. Initiate results from Asset Management program study contingent on funding. **(SP: Infrastructure , Public Health and safety)**
3. Continue Guardrail replacement program, contingent on funding. **(SP: Infrastructure)**
4. Develop long-term plan to address the new MS4 street sweeping and catch basin cleaning requirements. **(SP: Infrastructure, Public Health and Safety)**



***Sidewalk Snow & Ice Removal***

**HIGHWAY DIVISION**

**Division Budget Comparison**

Highway Division Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$2,803,760	\$3,723,682	\$4,468,132	\$4,448,128	(\$20,004)	-0.45%
Intergovernmental	226,477	79,216	-	-	-	0.00%
Interest and Other	660	400	-	-	-	0.00%
Reserves	1,171,720	-	-	-	-	0.00%
<b>Total Sources</b>	<b>\$4,202,617</b>	<b>\$3,803,298</b>	<b>\$4,468,132</b>	<b>\$4,448,128</b>	<b>(\$20,004)</b>	<b>-0.45%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$2,328,172	\$2,363,314	\$2,440,915	\$2,497,761	\$56,846	2.33%
Operating Expenses	1,874,445	1,439,984	2,027,217	1,950,367	(76,850)	-3.79%
<b>Total Appropriation</b>	<b>\$4,202,617</b>	<b>\$3,803,298</b>	<b>\$4,468,132</b>	<b>\$4,448,128</b>	<b>(\$20,004)</b>	<b>-0.45%</b>

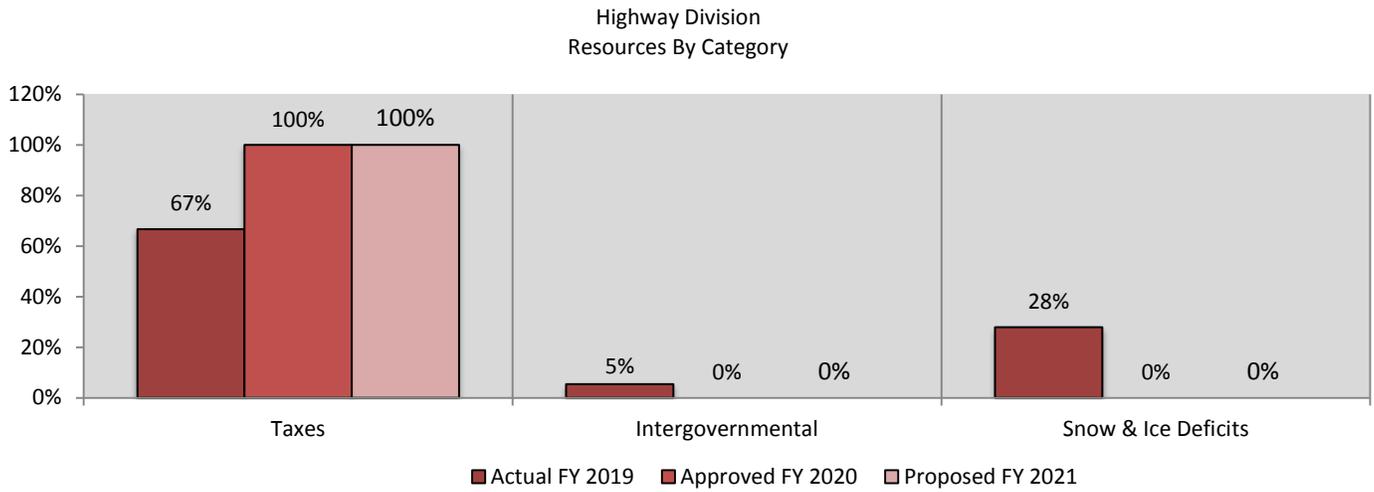
Job Title	FY 2019	FY 2020	FY 2021	Change
Administrative Assistant Highway	1.00	1.00	1.00	-
Arborist	2.00	2.00	2.00	-
Bridge Ops./Laborer Craftsperson	3.00	2.00	2.00	-
Courier/Maintenance Person	0.70	0.70	-	(0.70)
Division Supervisor Highway	1.00	1.00	1.00	-
Equipment Operator	11.00	13.00	13.00	-
Forestry Foreman	1.00	1.00	1.00	-
General Foreman	1.00	1.00	1.00	-
General Foreman Fleet Manager	1.00	1.00	1.00	-
Laborer/Craftsperson	4.00	4.00	4.00	-
Mechanic	5.00	5.00	5.00	-
Principal Division Asst. Highway	1.00	1.00	1.00	-
Section Foreman	2.00	2.00	2.00	-
Working Foreman	4.00	3.00	3.00	-
<b>Full-time Equivalent Employees</b>	<b>37.70</b>	<b>37.70</b>	<b>37.00</b>	<b>(0.70)</b>

**Summary of Budget Changes**

Highway Division FY 2021 proposed budget is level funded at -0.45% compared to the approved FY 2020 budget. Personnel costs are increasing due to contractual obligations, but this costs increase is being mitigated by the elimination of the courier position of (0.70) fe's. Operating expenses are decreases as favorable contracts prices for gasoline and diesel has allowed for budget reductions in this area. The operating category also includes other various budget line item reductions

## HIGHWAY DIVISION

### Division Budget Comparison (Continued)



#### Resources By Category Summary

Taxes provide 100% of resources to support the Highway Division's proposed FY 2021 budget.

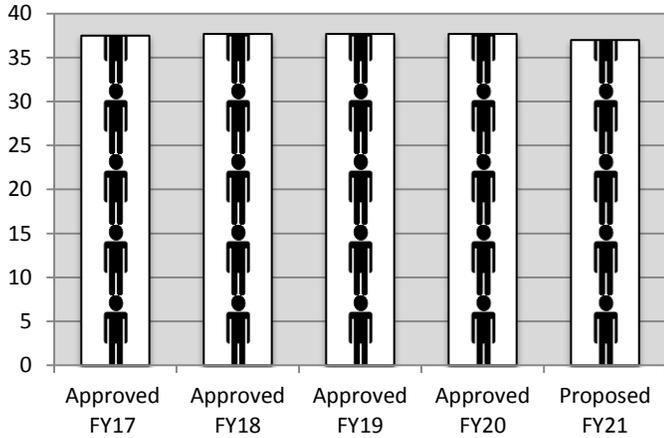


*Sea Street Side Walk Improvements*

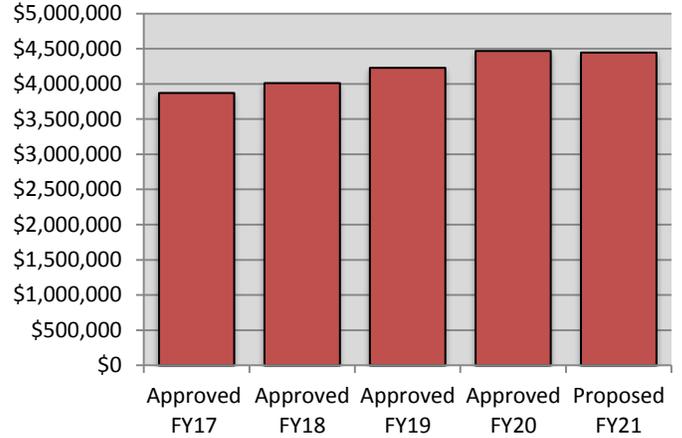
## HIGHWAY DIVISION

### Division Budget History

Highway Division  
Full Time Employee History



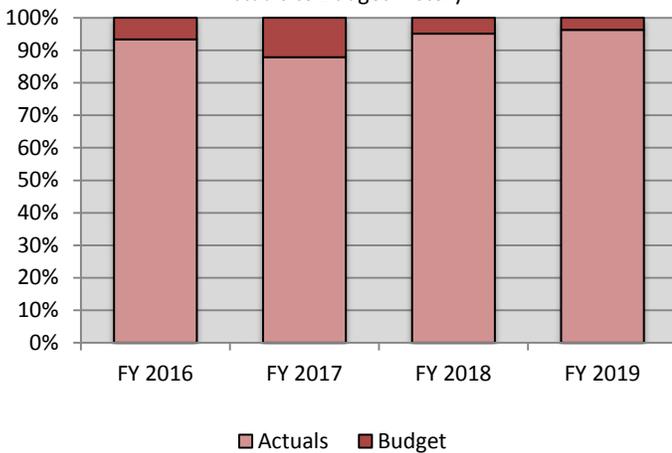
Highway Division  
Budget History



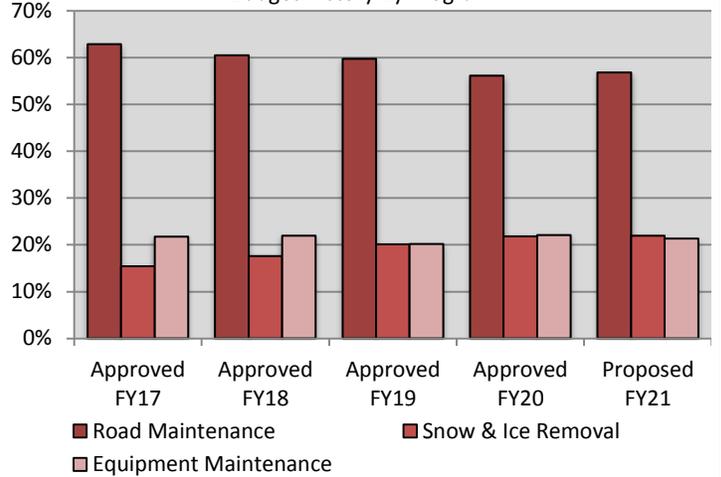
The Highway Division FTE's has remained level for the past few fiscal years, however, the proposed FY 2021 budget includes (0.70) fte's courier positions being eliminated.

Highway's budget has increased 3% annually over the five-year period. The snow & ice budget has been each fiscal year. Also, the division manages the gasoline and diesel for most of the town's vehicles, so contract prices contribute to any budget changes. This division has also been impacted by more stringent environmental street sweeping requirements.

Highway Division  
Actuals to Budget History



Highway Division  
Budget History By Program



The Highway Division actual expenditures (excluding snow & ice) ranges 87% to 96% of the annually approved budgets.

Roadway maintenance is the largest program area within the Highway Division comprising 56%. Equipment Maintenance and snow & ice removal are split 22%.

## HIGHWAY DIVISION

### Program Services Provided

#### 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 responds to pumping flooded 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, maintains and repairs 48,549 feet of guardrails on town roads and provides pavement marking on town primary roads and parking lots. The bridge crew operates the drawbridge and the courier moves interdepartmental mail. The crews are supported by a small office staff which answers the telephone, dispatches, and deals with administrative matters and equipment procurement for the DPW. 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 Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Change
Taxes	\$2,166,972	\$2,420,259	\$2,507,022	\$2,526,400	\$19,378	0.77%
Interest and Other	660	400	-	-	-	0.00%
<b>Total Sources</b>	<b>\$2,167,632</b>	<b>\$2,420,659</b>	<b>\$2,507,022</b>	<b>\$2,526,400</b>	<b>\$19,378</b>	<b>0.77%</b>
Expenditure Category						
Personnel	\$1,582,735	\$1,720,659	\$1,775,693	\$1,814,071	\$38,378	2.16%
Operating Expenses	584,897	700,000	731,329	712,329	(19,000)	-2.60%
<b>Total Appropriation</b>	<b>\$2,167,632</b>	<b>\$2,420,659</b>	<b>\$2,507,022</b>	<b>\$2,526,400</b>	<b>\$19,378</b>	<b>0.77%</b>

#### Equipment Maintenance Support Program

The Equipment 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 Natural Resources, Weights and Measures, Recreation, Animal Control, Sandy Neck Rangers, Hyannis Youth center, and the Harbormaster. The Equipment support program also maintains 27 traffic signals, 13 school flashers, the Osterville drawbridge, and operates the municipal fueling depot.

Equipment Maintenance Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$959,841	\$951,073	\$986,110	\$946,728	(\$39,382)	-3.99%
<b>Total Sources</b>	<b>\$959,841</b>	<b>\$951,073</b>	<b>\$986,110</b>	<b>\$946,728</b>	<b>(\$39,382)</b>	<b>-3.99%</b>
Expenditure Category						
Personnel	\$569,909	\$555,579	\$585,222	\$603,690	\$18,468	3.16%
Operating Expenses	389,932	395,494	400,888	343,038	(57,850)	-14.43%
<b>Total Appropriation</b>	<b>\$959,841</b>	<b>\$951,073</b>	<b>\$986,110</b>	<b>\$946,728</b>	<b>(\$39,382)</b>	<b>-3.99%</b>

**HIGHWAY DIVISION**

**Program Services Provided (Continued)**

**Snow & Ice Removal Program**

The Snow & Ice Removal Program provides for snow and ice removal from 490 miles of roads comprised of 271 miles of Town roads, 29 miles of state roads, 190 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.

<b>Snow &amp; Ice Removal Category</b>	<b>Actual FY 2019</b>	<b>Projected FY 2020</b>	<b>Approved FY 2020</b>	<b>Proposed FY 2021</b>	<b>Change FY20 - 21</b>	<b>Percent Change</b>
Taxes	\$0	\$352,350	\$975,000	\$975,000	\$0	0.00%
Intergovernmental	226,477	79,216	-	-	-	0.00%
Reserves	1,171,720	-	-	-	-	0.00%
<b>Total Sources</b>	<b>\$1,398,197</b>	<b>\$431,566</b>	<b>\$975,000</b>	<b>\$975,000</b>	<b>\$0</b>	<b>0.00%</b>

<b>Expenditure Category</b>	<b>Actual FY 2019</b>	<b>Projected FY 2020</b>	<b>Approved FY 2020</b>	<b>Proposed FY 2021</b>	<b>Change FY20 - 21</b>	<b>Percent Change</b>
Personnel	\$175,528	\$87,076	\$80,000	\$80,000	\$0	0.00%
Operating Expenses	899,616	344,490	895,000	895,000	-	0.00%
<b>Total Appropriation</b>	<b>\$1,075,144</b>	<b>\$431,566</b>	<b>\$975,000</b>	<b>\$975,000</b>	<b>\$0</b>	<b>0.00%</b>

# STRUCTURES & GROUNDS DIVISION

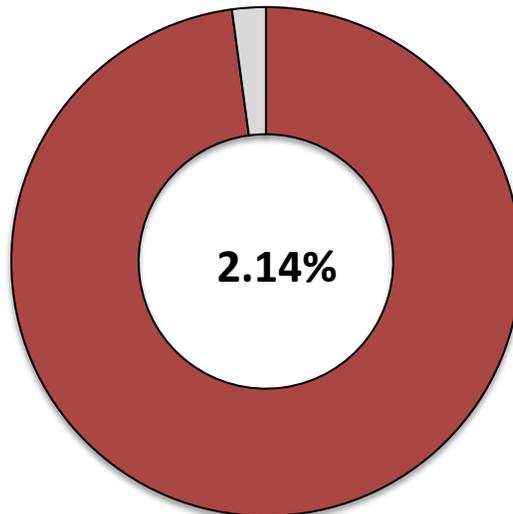
## Purpose Statement

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, 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. We place high priority on energy efficiency and conservation, the possibility of energy generation and the use of renewable energy in all projects if possible.

## Program Areas

<b>Administration</b>	<b>Building Maintenance</b>	<b>Grounds Maintenance</b>
<b>Technical</b>	<b>Cemeteries</b>	<b>Custodial</b>

Percentage of FY21 General Fund Budget



The Structures & Grounds Division comprises 2.14% of the overall General Fund budget.

## Division Services Provided

Structures & Grounds is responsible for the cultivation and care of the landscaping and grounds surrounding town facilities, planting flowers, mows, pulls weeds, repairs structures, and maintains outside of buildings.

## Division Recent Accomplishments

### Grounds Accomplishments

- Provided a comprehensive grounds maintenance program for 60+ acres of municipal property;
- Propagated, planted and maintained 10,000 annual flowers at 51 locations;
- Planted 4,000 spring bulbs at selective Town properties;
- Performed periodic maintenance at 89 Town Ways to Water locations;
- Constructed landscape improvements for the Barnstable Adult Community Center entrance including a new irrigated lawn, perimeter plantings, and decorative fencing;



**Armory Building – Grounds Maintenance**

- Maintained and serviced 34 irrigation systems, including winterization and spring startups;
- Managed the town's adopt-a-spot program to 57 sites;
- Mother's Park Improvement Project / provided project management through a collaborative effort with the Peacock family including installation of a stone retaining wall, patio with sitting benches, landscape plantings and an irrigation system;
- Lombard Ballfield Renovation Project / provided construction oversight and quality management control through project completion;
- Provided weekly Beach raking for 33 acres of town owned beaches and 5 private beach raking contracts;
- Maintained over 157 pieces of various landscaping equipment;
- Continued a comprehensive organic land care program for all Town properties including a 3-part fertility program;
- Luke's Love Playground Project / provided project coordination, storm water drainage improvements and landscape services for the relocation project;
- Korean War Memorial Improvements / removed old plant material, relocated memorial stone, replaced flags and seeded turf areas;
- Completed Hyannis Rotary improvements including removal of overgrown plant material, pruning trees and improving turf quality;
- Completed landscape improvements for Ruth Risher Park including granite steps, brick walk extension, decorative buoys and ornamental grasses.;

**Division Recent Accomplishments (Continued)**

- Completed (16) homeless camp cleanups in cooperation with the Barnstable Police Department;
- Serviced (13) Mutt Mitt containers, both seasonally and year round at 12 locations;
- Completed deploying solar compactor trash receptacles at selected locations throughout Town;
- Maintained Land bank / CPC properties and completed associated work orders;
- Continued our seasonal maintenance program with Conservation parking lots and trail systems;
- Provided support staff for all storm and snow operations and voting events;
- Provided support to Arts and Culture Division for projects and events throughout town, and;
- Provided support services to 70+ permitted events throughout town.
- Provided support for snow removal services town wide;
- Completed construction of the Highway roadside maintenance work shop including new framing, drywall installation, door replacement, painting and electrical / HVAC upgrades;
- Completed remodeling of the Barnstable Police Department Records offices including new lighting, paint and carpet replacement;
- Constructed (6) new lifeguard towers in support of the Recreation aquatic program;



***Apartment Tombs- Mosswood Cemetery***

**Buildings Accomplishments**

- Completed a comprehensive Facilities Condition Assessment and Mechanical Preventive Maintenance Program for the Barnstable Town Hall, School Administration Building, JFK Museum, Guyer Barn and Pearl Street properties;
- Implemented one-week operations and maintenance shutdown for the HYCC facility;
- Remodeled the Kalmus Snack Bar Concession including new service window, countertops, painting and electrical upgrades;
- Relocated Town Hall mailroom and created new office space in support of the Channel 18 news program;
- Constructed Barnstable Harbor upweller in support of the MEA shellfish propagation program;
- Completed renovations to the sheriffs youth ranch house including front sidewall replacement, front entry door replacement, deck replacement and exterior painting;
- Installed 14 new composite picnic tables at Veteran's Beach Park;
- Replaced floor joists and decking for the Hathaway's pond bathhouse access ramp;
- Provided support for (13) beach facilities including ticket booth, lifeguard tower, and handicap ramp installation;
- Continued to provide expanded weekend custodial services to improve maintenance and surveillance of the Hyannis Public Restrooms;

## Division Recent Accomplishments (Continued)

- Shutdowns included: interior painting, floor refinishing and mechanical preventive maintenance;
- Provided installation and removal services for (189) docks & finger piers at (6) marina locations;
- Provided custodial support for (80+) special events throughout Town;
- Completed exterior painting project for the Sandy Neck bathhouse facility, and;
- Replaced 1,800 square feet of decking on the Village Green bandstand.

### Technical Accomplishments

- Secured funding for \$293,673 through Cape Light Compact for interior and exterior lighting upgrades for the HYCC facility;
- Provided labor and electrical support for the Hyannis Village Green and Main Street Christmas lighting;
- Provided technical / electrical support to the Highway Division for traffic signal repairs and maintenance;
- Replaced modulating boiler system at the School Administration Building including exhaust venting and pipe insulation;
- Replaced 2 roof top air handlers for the HYCC Pro Shop;
- Installed new heating system for Highway Department Roadside Maintenance building;
- Installed new radiant tube heaters in the Highway Fleet maintenance wash bay;
- Provided technical / electrical support for the WPC treatment plant and remote pump stations;
- Completed comprehensive preventive maintenance program for HYCC, and;

- Provided electrical support for Marina Enterprise operations.

### 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 (190) interments;
- Issued, mapped and deeded (76) grave sites;
- Poured concrete monument foundations and set (135) grave markers;
- Completed analysis of unused cemetery lots exceeding 75 years for legal reclaiming;
- Completed paving project for Hillside Cemetery West;
- Promoted green burial site at Mosswood Cemetery with draft regulations and land surveying complete;
- Replaced the greenhouse exterior poly and serviced the heating system;
- Completed updating 4 volumes of safety data sheet;.
- The 2020 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 repairs and painting;
- Secured fertilizer bids for (80) acre organic land care program and implemented the same;
- Propagated, planted and maintained 3,000 annual flowers, and;
- All cemetery employees completed a two day chainsaw safety training workshop.

**Division Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)**

**Short-Term:**

1. Complete a comprehensive facility condition analysis with corresponding 20-year capital replacement program for the Police Department Facility, 200 Main Street, Town Offices, and the Barnstable Adult Community Center. **(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: Infrastructure, Public Health and Safety)**
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, Education, Communication)**
4. Complete upgrading of (SDS) safety data sheets to including electronic access and hard copies for all facilities. **(SP: Public Health and Safety, Education, Communication)**



*Marston Mills - Grounds Maintenance*

**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)**
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)**
3. In cooperation with Recreation Division and School Department secure funding and resources for the development of a comprehensive athletic field's improvement program for approximately 45 facilities. **(SP: Infrastructure, Finance, Education, Communication)**

**STRUCTURES & GROUNDS DIVISION**

**Division Budget Comparison**

Structures & Grounds Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$3,200,494	\$3,353,186	\$3,568,237	\$3,525,287	(\$42,950)	-1.20%
Fees, Licenses, Permits	132,421	144,470	140,000	130,000	(10,000)	-7.14%
Interest and Other	85,000	85,000	85,000	85,000	-	0.00%
Special Revenue Funds	70,570	70,570	70,570	80,360	9,790	13.87%
Reserves	-	-	16,500	-	(16,500)	-100.00%
<b>Total Sources</b>	<b>\$3,488,485</b>	<b>\$3,653,226</b>	<b>\$3,880,307</b>	<b>\$3,820,647</b>	<b>(\$59,660)</b>	<b>-1.54%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$2,237,494	\$2,506,632	\$2,611,675	\$2,652,015	\$40,340	1.54%
Operating Expenses	1,250,991	1,146,594	1,268,632	1,168,632	(100,000)	-7.88%
<b>Total Appropriation</b>	<b>\$3,488,485</b>	<b>\$3,653,226</b>	<b>\$3,880,307</b>	<b>\$3,820,647</b>	<b>(\$59,660)</b>	<b>-1.54%</b>

Job Title	FY 2019	FY 2020	FY 2021	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	9.00	9.00	-
Maintenance Technician	6.00	6.00	6.00	-
Principal Dept/Div Assistant	1.50	1.50	1.50	-
Section Foreman	1.00	1.00	1.00	-
S & G Div. Supervisor	1.00	1.00	1.00	-
Working Foreman	4.00	4.00	4.00	-
<b>Full-time Equivalent Employees</b>	<b>35.50</b>	<b>38.50</b>	<b>38.50</b>	<b>-</b>

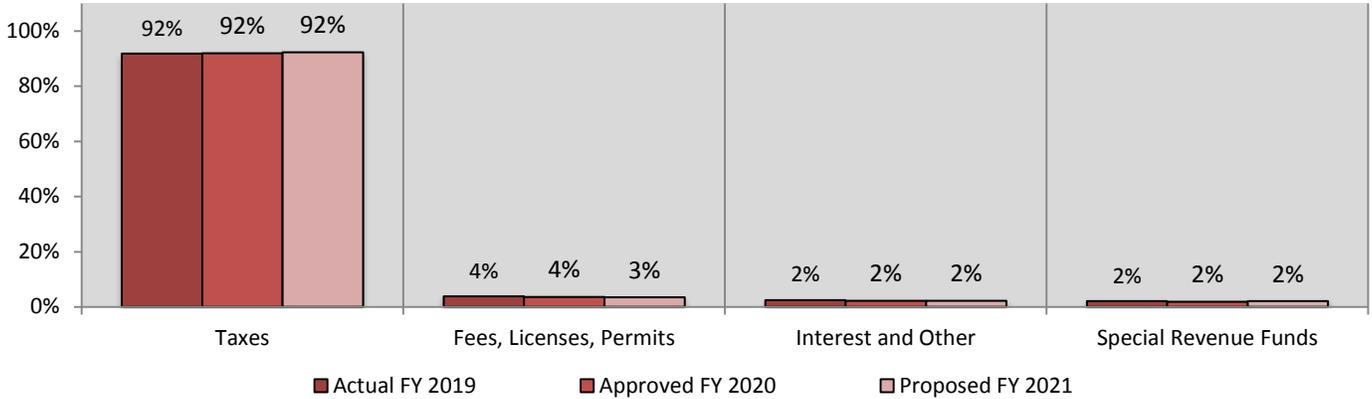
**Summary of Budget Changes**

The Structures & Grounds Division proposed FY 2021 budget is decreasing -1.54% from the approved FY 2020 budget. Personnel costs are increases because of contractual obligations. Operating expenses are decreasing due to a change in managing operations. The division anticipates savings by outsourcing its solid waste disposal to private vendors for trash collections from town buildings. They also anticipate savings by bringing specialized carpet cleaning services in-house. Operations are also seeing improved efficiencies in town buildings electrical cost, which has provided savings opportunity.

**STRUCTURES & GROUNDS DIVISION**

**Division Budget Comparison (Continued)**

Structures & Grounds Division  
Resources By Category



**Resources By Category Summary**

Resources for the proposed FY 2021 budget are as follows: Taxes will provide 92% of the funding source for this operation. Aside from taxes, Structures & Grounds Division receives resources from several programs. The Cemetery Program charges for services that it provides for burials, cremations, and monuments..etc. The Utility program is responsible for managing town-wide utility costs for municipal buildings, and thus receives a portion of renewable energy project revenues to mitigate those costs. Structures & Grounds also receives special revenue from Embarkation Fees and Parking Meter receipts to help support the Grounds Maintenance Program for overseeing Bismore Park.

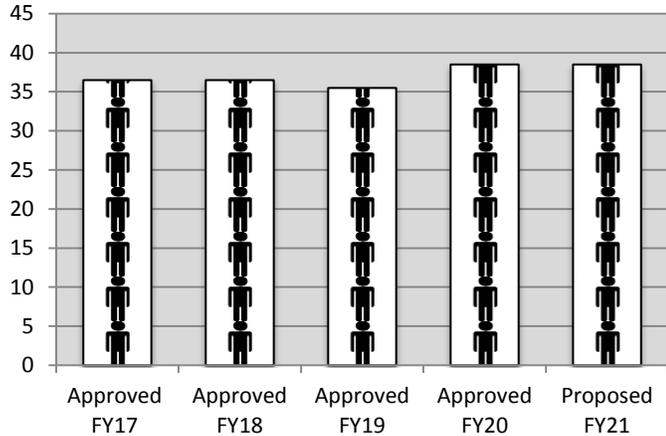


**Structures & Grounds – Bridge Creek and Lumberts Mill Bridge Projects**

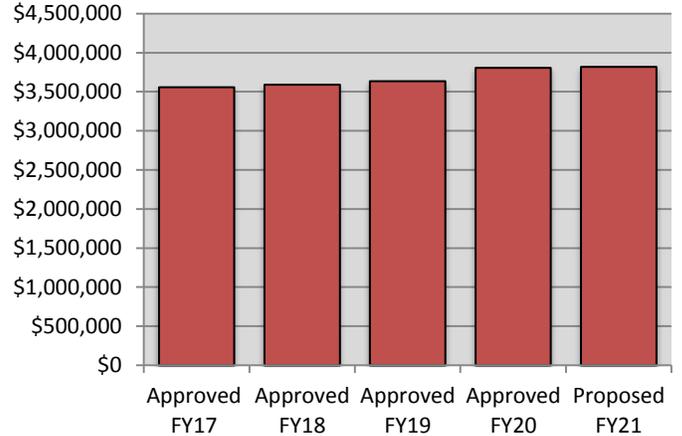
## STRUCTURES & GROUNDS DIVISION

### Division Budget History

Structures & Grounds Division  
Full Time Employee History



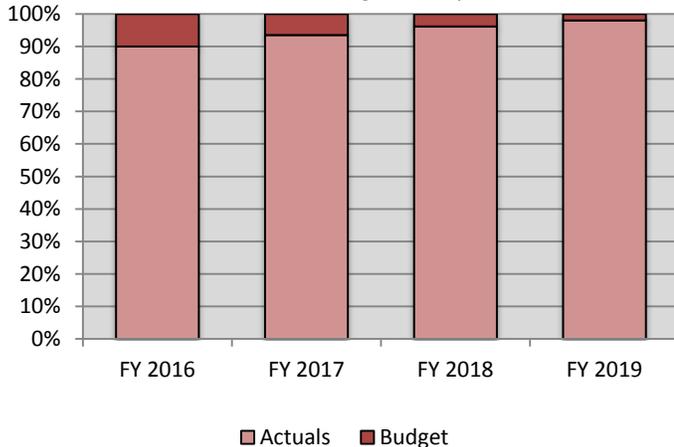
Structures & Grounds Division  
Budget History



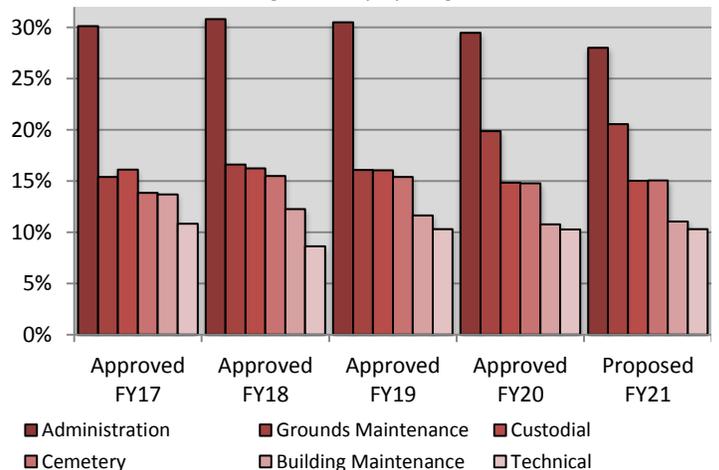
FY 2019 included the elimination of one Section Foreman position. FY 2020 included 3 positions to support a new field maintenance program.

Structures & Grounds budget has increased 1.46% annually over the five-year period. Personnel represents the bulk of the budget increase, however, the division manages all properties for maintenance, electricity, phone lines, and grounds..etc.

Structures & Grounds Division  
Actuals to Budget History



Structures & Grounds Division  
Budget History By Program



This division's actual expenditures range 90% to 98% of annually approved budgets.

Administration is the largest program area within the Structures & Grounds Division at 28%. This program includes all the utility budgets for town-wide municipal facilities.

**STRUCTURES & GROUNDS DIVISION**

**Program 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 Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$1,001,603	\$983,242	\$1,042,069	\$985,610	(\$56,459)	-5.42%
Interest and Other	85,000	85,000	85,000	85,000	-	0.00%
Reserves	-	-	16,500	-	(16,500)	-100.00%
<b>Total Sources</b>	<b>\$1,086,603</b>	<b>\$1,068,242</b>	<b>\$1,143,569</b>	<b>\$1,070,610</b>	<b>(\$72,959)</b>	<b>-6.38%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$335,591	\$351,204	\$349,708	\$356,749	\$7,041	2.01%
Operating Expenses	751,012	717,038	793,861	713,861	(80,000)	-10.08%
<b>Total Appropriation</b>	<b>\$1,086,603</b>	<b>\$1,068,242</b>	<b>\$1,143,569</b>	<b>\$1,070,610</b>	<b>(\$72,959)</b>	<b>-6.38%</b>

**Grounds Maintenance Program**

The grounds maintenance program provides maintenance, beautification, and improvements for 60 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 61 locations, support conservation land maintenance, support to the recreation programs with beach raking and building maintenance, and support to the Engineering Division with landscaping tasks on specific projects. It also provides support for the town marina’s and building maintenance programs, and assists the Highway Division with snow and ice removal. This program also includes tree care, planting, flowerbed maintenance, and management of a 20’X48’ greenhouse.



*Holiday Lights on Town Green*

Grounds Maintenance Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$533,033	\$583,346	\$701,056	\$704,711	\$3,655	0.52%
Special Revenue Funds	70,570	70,570	70,570	80,360	9,790	13.87%
<b>Total Sources</b>	<b>\$603,603</b>	<b>\$653,916</b>	<b>\$771,626</b>	<b>\$785,071</b>	<b>\$13,445</b>	<b>1.74%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$483,726	\$549,941	\$653,723	\$667,168	\$13,445	2.06%
Operating Expenses	119,877	103,975	117,903	117,903	-	0.00%
<b>Total Appropriation</b>	<b>\$603,603</b>	<b>\$653,916</b>	<b>\$771,626</b>	<b>\$785,071</b>	<b>\$13,445</b>	<b>1.74%</b>

**STRUCTURES & GROUNDS DIVISION**

**Program Services Provided (Continued)**

**Building Maintenance Program**

The Building Maintenance Program is responsible for emergency and scheduled maintenance/repairs to over 56 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 recreation with the set-up and removal of beach ramps, ticket booths, and lifeguard stations at our 14 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 removal and the Town Clerk for all elections



*Lombard Field - Playground*

Building Maintenance Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$381,241	\$426,646	\$417,401	\$422,091	\$4,690	1.12%
<b>Total Sources</b>	<b>\$381,241</b>	<b>\$426,646</b>	<b>\$417,401</b>	<b>\$422,091</b>	<b>\$4,690</b>	<b>1.12%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$261,230	\$319,104	\$316,201	\$320,891	\$4,690	1.48%
Operating Expenses	120,011	107,542	101,200	101,200	-	0.00%
<b>Total Appropriation</b>	<b>\$381,241</b>	<b>\$426,646</b>	<b>\$417,401</b>	<b>\$422,091</b>	<b>\$4,690</b>	<b>1.12%</b>

**Custodial Program**

The custodial program provides janitorial services for 6 municipal office buildings, 4 comfort stations, 3 community buildings, 1 cemetery office, Hyannis Youth & Community Center, and the Barnstable Police Station. 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 14 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 Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$489,493	\$567,442	\$575,899	\$573,588	(\$2,311)	-0.40%
<b>Total Sources</b>	<b>\$489,493</b>	<b>\$567,442</b>	<b>\$575,899</b>	<b>\$573,588</b>	<b>(\$2,311)</b>	<b>-0.40%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$408,196	\$502,309	\$504,849	\$512,538	\$7,689	1.52%
Operating Expenses	81,297	65,133	71,050	61,050	(10,000)	-14.07%
<b>Total Appropriation</b>	<b>\$489,493</b>	<b>\$567,442</b>	<b>\$575,899</b>	<b>\$573,588</b>	<b>(\$2,311)</b>	<b>-0.40%</b>

**Program Services Provided (Continued)**

**Technical Program**

The Technical Program team consists of a licensed electrician, 2 apprentices 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.



*Structures & Grounds – Grow House*

Technical Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$379,476	\$361,091	\$398,539	\$393,889	(\$4,650)	-1.17%
<b>Total Sources</b>	<b>\$379,476</b>	<b>\$361,091</b>	<b>\$398,539</b>	<b>\$393,889</b>	<b>(\$4,650)</b>	<b>-1.17%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$247,126	\$257,073	\$263,844	\$269,194	\$5,350	2.03%
Operating Expenses	132,350	104,018	134,695	124,695	(10,000)	-7.42%
<b>Total Appropriation</b>	<b>\$379,476</b>	<b>\$361,091</b>	<b>\$398,539</b>	<b>\$393,889</b>	<b>(\$4,650)</b>	<b>-1.17%</b>

**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.

Cemetery Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$415,648	\$431,419	\$433,273	\$445,399	\$12,126	2.80%
Fees, Licenses, Permits	132,421	144,470	140,000	130,000	(10,000)	-7.14%
<b>Total Sources</b>	<b>\$548,069</b>	<b>\$575,889</b>	<b>\$573,273</b>	<b>\$575,399</b>	<b>\$2,126</b>	<b>0.37%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$501,625	\$527,001	\$523,350	\$525,476	\$2,126	0.41%
Operating Expenses	46,444	48,888	49,923	49,923	-	0.00%
<b>Total Appropriation</b>	<b>\$548,069</b>	<b>\$575,889</b>	<b>\$573,273</b>	<b>\$575,399</b>	<b>\$2,126</b>	<b>0.37%</b>

**PUBLIC WORKS DEPARTMENT**

**Department Workload Indicators**

**Highway Division**

	<b>FY17 Actual</b>	<b>FY18 Actual</b>	<b>FY19 Actual</b>	<b>FY20 Projected</b>
Cleaned Catch Basins	1,228	1,694	2,069	2,100
New Asphalt Road Patches (tons)	648	595	550	580
Maintained Street Signs	1,759	1,260	963	1,000
Planted New Trees	13	25	18	20
Mowed (miles)	271	271	154	160
Picked Up Litter (miles)	168	209	375	380
Unscheduled Work Requests	2,303	2,803	3,066	3,100
Swept # of Parking Lots	43	43	35	40
Swept Roads (miles)	561	272	778	780
Repainted Center Lines (miles)	190	190	382	390
Repainted Fog Lines (miles)	182	182	249	250
Repainted Stop Bars and Crosswalks	663	898	705	720
Repaired Catch Basin Drainage Systems	83	42	51	55
Opened West Bay Drawbridge for Boat Traffic	1,736	1,738	1,749	1,760

**Structures & Grounds Division**

	<b>FY17 Actual</b>	<b>FY18 Actual</b>	<b>FY19 Actual</b>	<b>FY20 Projected</b>
HVAC Related Calls	98	88	230	100
Building and Maintenance Repair Work Orders	274	316	407	415
Grounds Maintenance Related Work Orders	-	-	105	100
HVAC & Electrical Preventive Maintenance Work Orders	-	-	323	315
Electrical Related Service and Repair Work Orders	168	150	367	330
Plumbing Related Service Work Orders	66	59	188	185
Locksmith Related Work Orders	63	37	128	70
Phone Service and Hardware Relocation Work Orders	74	64	80	80
Custodial Services Related Work Orders	169	236	270	265

## INSPECTIONAL SERVICES DEPARTMENT

### Department Purpose Statement

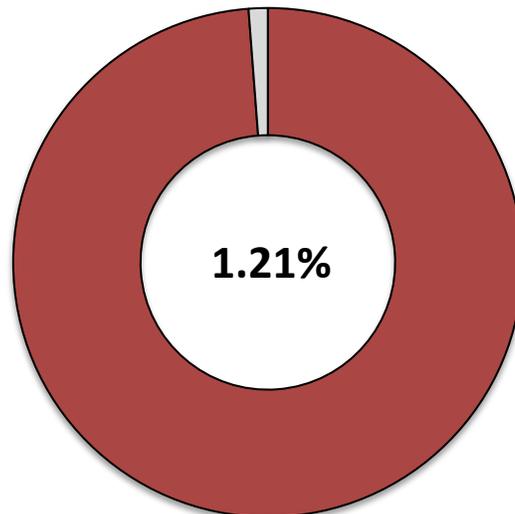
Inspectional Services Department's purpose is developing, implementing, and administering a comprehensive public safety and public health services, policies, and procedures throughout the community. The Inspectional Services Department seeks to develop and implement sound and effective policies and procedures that support the Town's overall mission of protecting our citizen's quality of life while respond to and anticipate the needs of the community.

### Division Areas

**Building  
Services**

**Public  
Health**

Percentage of FY21 General Fund Budget



The Inspectional Services Department comprises 1.21% of the overall General Fund budget.

**INSPECTIONAL SERVICES DEPARTMENT**

**Department Services Provided**

Inspectional services provides a suite of regulatory services to the community involving public safety and public health as they relate to buildings, structures, property use and businesses.

**Department Budget Comparison**

Inspectional Services Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$24,619	\$58,467	\$341,057	\$868,219	\$527,162	154.57%
Fines, Forfeitures, Penalties	12,175	9,775	-	-	-	0.00%
Fees, Licenses, Permits	1,971,241	1,976,539	1,799,500	1,296,661	(502,839)	-27.94%
Charges for Services	709	31	-	-	-	0.00%
<b>Total Sources</b>	<b>\$2,008,744</b>	<b>\$2,044,812</b>	<b>\$2,140,557</b>	<b>\$2,164,880</b>	<b>\$24,323</b>	<b>1.14%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$1,864,952	\$1,905,204	\$1,980,928	\$2,019,542	\$38,614	1.95%
Operating Expenses	143,792	139,608	159,629	145,338	(14,291)	-8.95%
Capital Outlay	-	-	-	-	-	0.00%
<b>Total Appropriation</b>	<b>\$2,008,744</b>	<b>\$2,044,812</b>	<b>\$2,140,557</b>	<b>\$2,164,880</b>	<b>\$24,323</b>	<b>1.14%</b>

	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2020 Approved Budget</b>				<b>\$2,140,557</b>	
Contractual Obligations Net of Staff Turnover	3,910	-	-	<b>3,910</b>	-
<b>FY 2021 Budget Changes</b>					
1. Temporary Positions Budget Reduction	(25,000)	-	-	<b>(25,000)</b>	-
2. Add Deputy Commissioner Position	69,616	-	-	<b>69,616</b>	1.00
3. Reduced Septic Information Coordinator Hours	(9,913)	-	-	<b>(9,913)</b>	(0.20)
4. Various Budget Line Item Reductions	-	(6,549)	-	<b>(6,549)</b>	-
5. Medical Budget Line Item Reduction	-	(7,742)	-	<b>(7,742)</b>	-
<b>FY 2021 Proposed Budget</b>	<b>\$38,613</b>	<b>(\$14,291)</b>	<b>\$0</b>	<b>\$2,164,879</b>	<b>0.80</b>

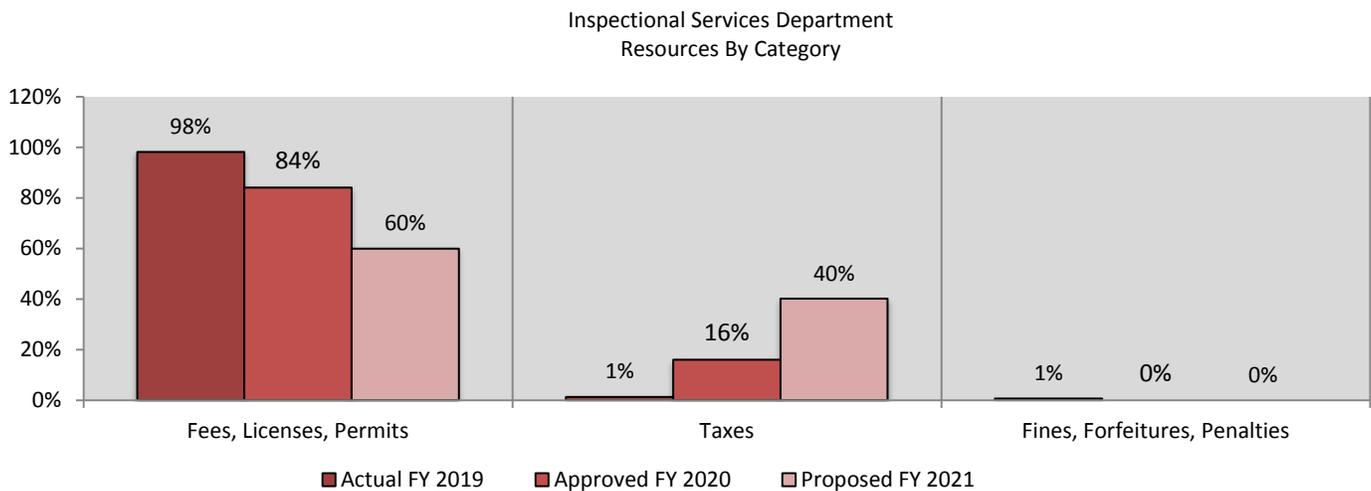
**Summary of Budget Changes**

The Inspectional Services Department proposed FY 2021 budget is increasing 1.14% from the approved FY 2020 budget. The proposed budget includes a new the Deputy Building Commissioner position and the budget for part-time wages and the hours for the Septic Information Coordinator position are reduced.

- 1. Temporary Positions Budget Reduction** – Funds for temporary inspectors are reduced based on historical usage.
- 2. Deputy Commissioner** - During the 2017/2018 reorganization of Regulatory Services the Building Commissioner position assumed the role of Director of Inspectional Services, a role that makes the Building Commissioner the administrative head of both the building and health divisions. Due to the extensive workload of the dual position and the reorganization of both divisions, this position is needed to assist with overseeing the day-to-day functions of the department.

## Department Budget Comparison

3. **Reduced Septic Information Coordinator Position Hours** – The part-time Septic Information Coordinator position is reduced by 8 hours per week.
4. **Various Budget Line Items Reduced** – A town wide exercise was conducted for department managers to review their budgets for recommended budget reductions. This is a summation of budget lines that are small and not considered as detrimental to services.
5. **Medical Budget Line Item Reduction** – The Health Division has realized a reduction of the number of vaccine’s requested by the public.



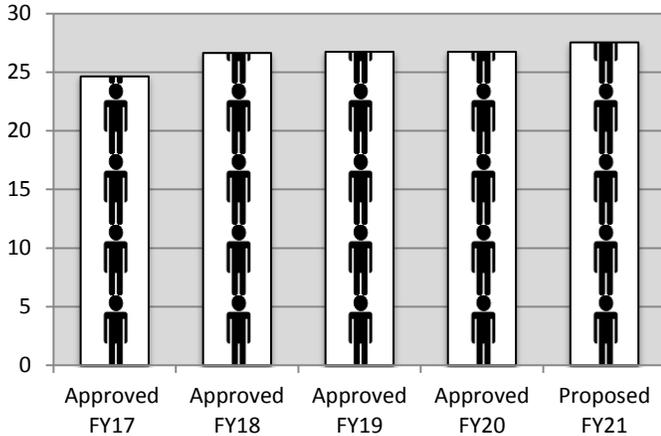
### Resources By Category Summary

Fees, Licenses, and Permits will still cover most of the proposed FY 2021 budget at 60%, and tax support 40%. Most of the fees, licenses, and permits relate to the investment in commercial and residential constructions projects through permitting. This category through the Health Services Division also includes fees, licenses, and permits associated with swimming pools, food services, and business establishments.

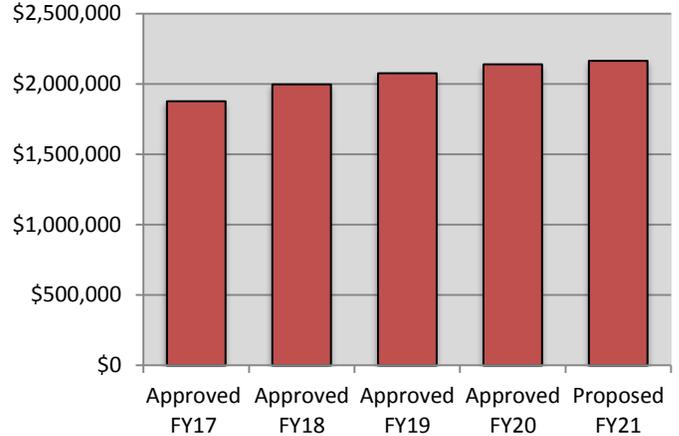
## INSPECTIONAL SERVICES DEPARTMENT

### Department Budget History

Inspectional Services Department  
Full Time Employee History



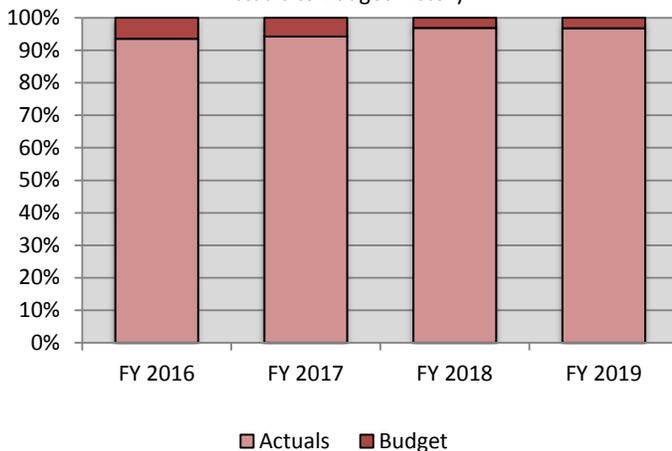
Inspectional Services Department  
Budget History



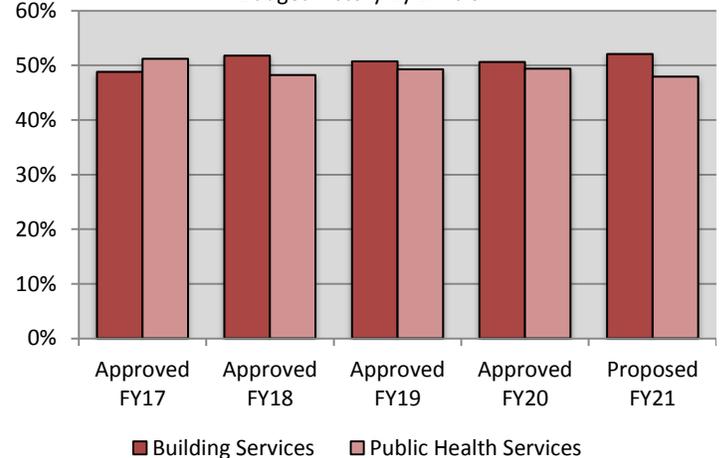
The change from in FY 2018 resulted from the consolidation of Building Service Revolving Fund into the General Fund, which included a transfer for 2 full time employees. The proposed FY 2021 budget includes (0.80) fte's.

This budget has increased 3.07% annually over the five-year period. The majority of the increase is due to the consolidation of the Building Services Revolving Fund in FY 2018. This department has also received funding to increase hours for the water quality specialist and coastal resource coordinator positions.

Inspectional Services Department  
Actuals to Budget History



Inspectional Services Department  
Budget History By Division



The Inspectional Services Department's actual expenditures have ranged 93% to 97% of the annually approved budgets.

The department's budget is nearly split between Building Services and Health Services.

# **BUILDING SERVICES DIVISION**

## **Purpose Statement**

The Building Services Division role is to further the Inspectional Services Department’s purpose and the Town’s mission by enacting permitting, inspection and code compliance services that are intended and designed to protect the health and safety of our citizens while being respectful of their rights, their property, and them as individuals.

Our goal is to assist our citizens with code issues in a helpful, meaningful, and a creative manner designed to promote their business and personal property needs.

## **Program Areas**

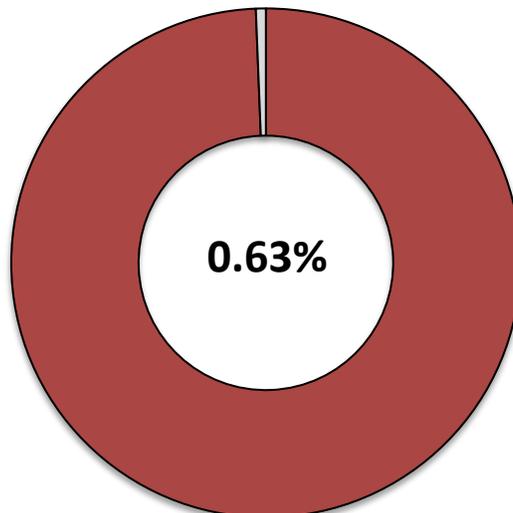


**Inspection & Permitting Program**



**Zoning Enforcement Program**

Percentage of FY21 General Fund Budget



This Building Services Division comprises 0.63% of the overall General Fund budget.

## **BUILDING SERVICES DIVISION**

### **Division Services Provided**

The Building Services 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, and;
- Sign code administration, enforcement, and site plan review.

### **Division Recent Accomplishments**

- Implemented a program designed to address unsafe structures which resulted in the demolition of 22 buildings over a 29 month period;
- Reviewed plans and issued over 11,000 permits;
- Completed over 43,000 inspections;
- Implemented a license process with the Town Managers office to license the pre-existing use of Town property for parking;
- Revised our periodic inspections (commercial inspections) procedures to make them easier and more predictable for our business owners;
- The division issued permits and completed inspections for several high profile construction projects including: Cape Cod Bank and Trust headquarters, multiple changes to the Cape Cod Mall including permitting for Target, Dick's Sporting goods, and a rearrangement of several food establishments, and;
- The division processed dozens of Site Plan Review applications and conducted twice-weekly formal and informal hearings.



*Building Demolition - before and after*

**Division Goals and Objectives – Town Council’s Quality of Life Strategic Plan (SP)**

**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: Regulatory Process and Performance, Education, Communication, Public Health and Safety)**
2. 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. **(SP: Regulatory Process and Performance, Education, Communication, Public Health and Safety)**
3. 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: Regulatory Process and Performance, Education, Communication, Public Health and Safety)**
4. 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. **(SP: Education, Communication, Regulatory Process and Performance)**

**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: Regulatory Process and Performance, Education, Communication, Public Health and Safety)**
2. Work with the Town Managers office to plan for the reorganization of the departments file system. **(SP: Regulatory Process and Performance, Education, Communication, Public Health and Safety)**

**BUILDING SERVICES DIVISION**

**Division Budget Comparison**

Building Services Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$0	\$0	\$0	\$162,752	\$162,752	0.00%
Fines, Forfeitures, Penalties	12,175	9,775	-	-	-	0.00%
Fees, Licenses, Permits	1,548,330	1,512,400	1,373,000	965,000	(408,000)	-29.72%
Charges for Services	709	31	-	-	-	0.00%
<b>Total Sources</b>	<b>\$1,561,214</b>	<b>\$1,522,206</b>	<b>\$1,373,000</b>	<b>\$1,127,752</b>	<b>(\$245,248)</b>	<b>-17.86%</b>

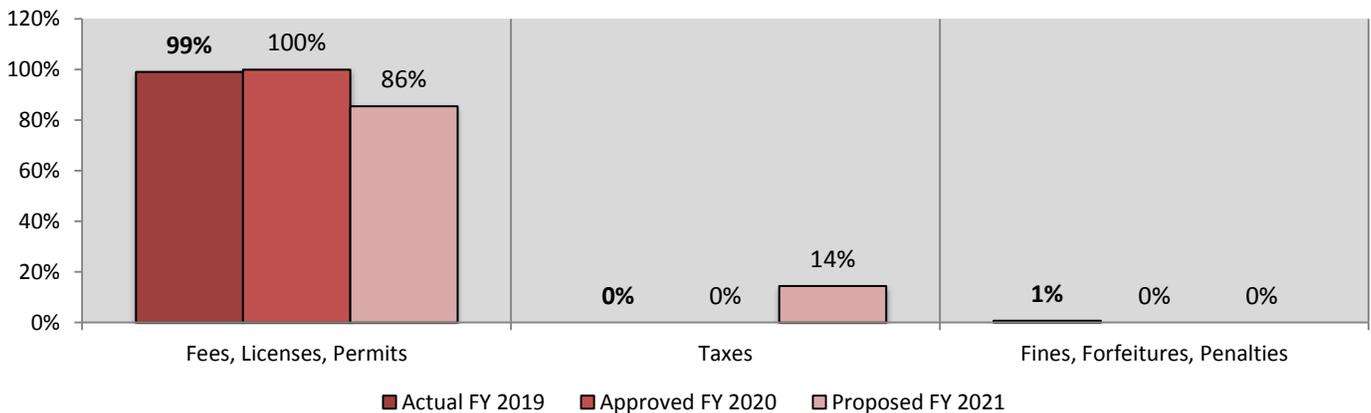
Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$956,707	\$983,507	\$1,018,775	\$1,066,130	\$47,355	4.65%
Operating Expenses	58,500	60,412	64,671	61,622	(3,049)	-4.71%
<b>Total Appropriation</b>	<b>\$1,015,207</b>	<b>\$1,043,919</b>	<b>\$1,083,446</b>	<b>\$1,127,752</b>	<b>\$44,306</b>	<b>4.09%</b>

Job Title	FY 2019	FY 2020	FY 2021	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	-
Deputy Commissioner	-	-	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	-
<b>Full-time Equivalent Employees</b>	<b>13.50</b>	<b>13.50</b>	<b>14.50</b>	<b>1.00</b>

**Summary of Budget Changes**

The Building Services Division proposed FY 2021 budget is increasing 4.09% from the approved FY 2020 budget. The Deputy Commission position adds (1) fte, which accounts for most of the budget increase.

Building Services Division  
Resources By Category



## BUILDING SERVICES DIVISION

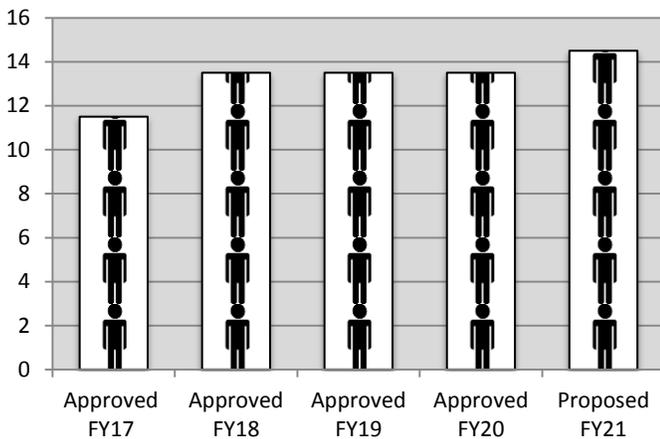
### Division Budget Comparison (Continued)

#### Resources By Category Summary

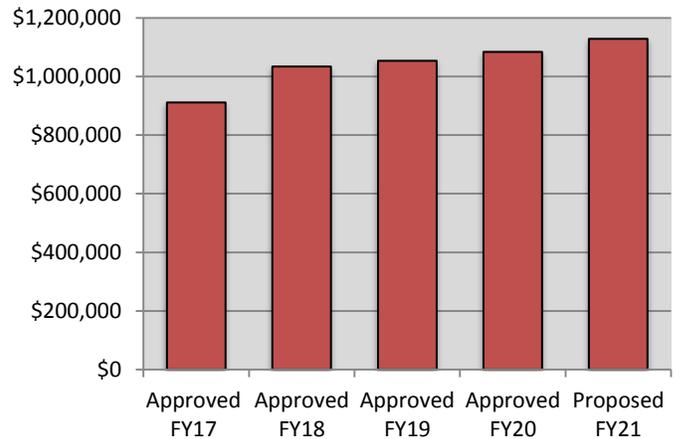
Building Permits provides 96% of resources to fund the division's proposed FY 2021 budget. Tax support will cover the remaining balance.

### Division Budget History

Building Services Division  
Full Time Employee History



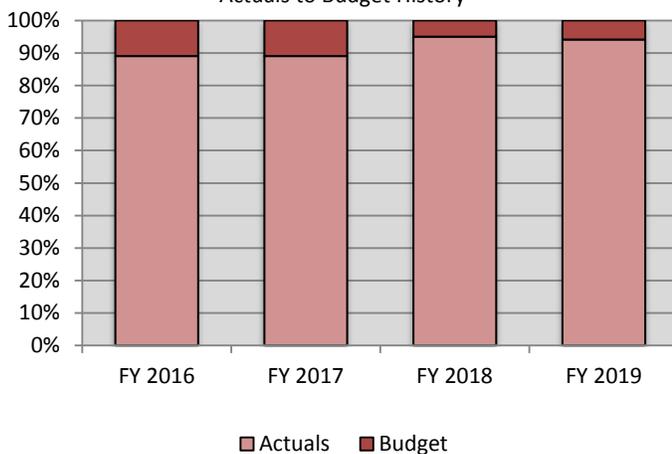
Building Services Division  
Budget History



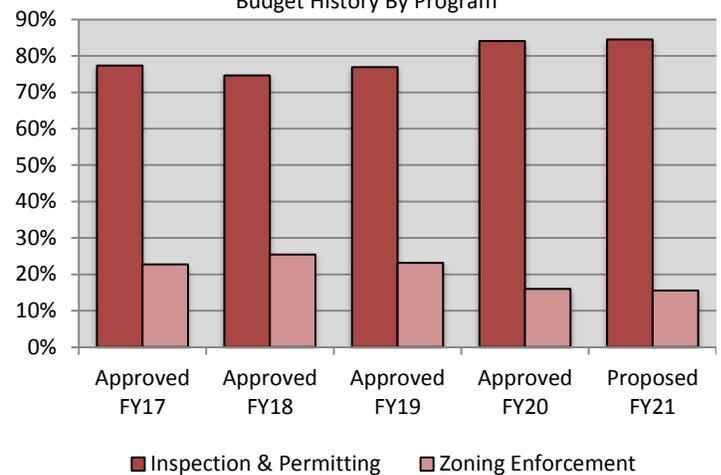
Consolidation of Building Service Revolving Fund resulted in a transfer of 2 full time employees into the General Fund in FY 2018. The proposed FY 2021 budget includes (1) fte for the Deputy Commissioner position.

This budget has increased 4.76% annually over the five-year period. The spike in FY 2018 is the result of integrating the Building Services Revolving Fund into the General Fund.

Building Services Division  
Actuals to Budget History



Building Services Division  
Budget History By Program



Building Services Division's actual expenditures range 89% to 94% of annually approved budgets.

The Inspection & Permitting Program comprises 84% of the division's budget, and Zoning Enforcement 16%.

## **Program Services Provided**

### **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.

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, and;
- The Town of Barnstable Site Plan Review.

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 sections of the ICC codes that it has adopted to serve the unique needs of the citizens of Massachusetts.

- 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 Services 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

**BUILDING SERVICES DIVISION**

**Program Services Provided (Continued)**

Inspection & Permitting Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Fees, Licenses, Permits	\$1,536,230	\$1,501,550	\$1,366,000	\$955,000	(\$411,000)	-30.09%
Charges for Services	709	31	-	-	-	0.00%
<b>Total Sources</b>	<b>\$1,536,939</b>	<b>\$1,501,581</b>	<b>\$1,366,000</b>	<b>\$955,000</b>	<b>(\$411,000)</b>	<b>-30.09%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$790,207	\$810,567	\$846,579	\$891,210	\$44,631	5.27%
Operating Expenses	58,500	60,412	63,871	61,622	(2,249)	-3.52%
<b>Total Appropriation</b>	<b>\$848,707</b>	<b>\$870,979</b>	<b>\$910,450</b>	<b>\$952,832</b>	<b>\$42,382</b>	<b>4.66%</b>

**Zoning 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 Services 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.

Zoning Enforcement Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$142,225	\$152,315	\$165,996	\$164,920	(\$1,076)	-0.65%
Fines, Forfeitures, Penalties	12,175	9,775	-	-	-	0.00%
Fees, Licenses, Permits	12,100	10,850	7,000	10,000	3,000	42.86%
<b>Total Sources</b>	<b>\$166,500</b>	<b>\$172,940</b>	<b>\$172,996</b>	<b>\$174,920</b>	<b>\$1,924</b>	<b>1.11%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$166,500	\$172,940	\$172,196	\$174,920	\$2,724	1.58%
Operating Expenses	-	-	800	-	(800)	-100.00%
<b>Total Appropriation</b>	<b>\$166,500</b>	<b>\$172,940</b>	<b>\$172,996</b>	<b>\$174,920</b>	<b>\$1,924</b>	<b>1.11%</b>

# PUBLIC HEALTH DIVISION

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## 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.

## Program Areas

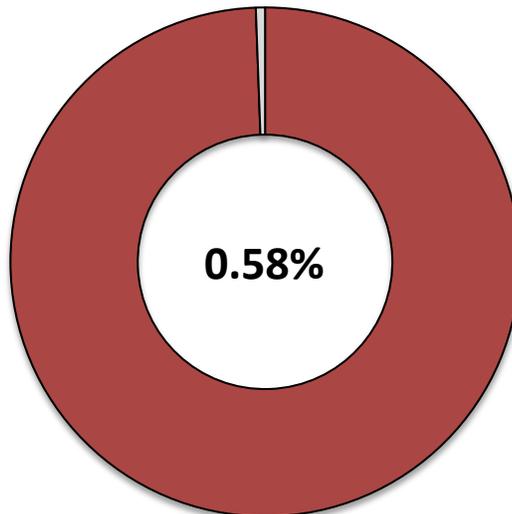
**Environmental & Health Services**

**Coastal Resource Protection**

**Community Health**

**Toxic & Hazardous Contaminants**

Percentage of FY21 General Fund Budget



The Public Health Division comprises 0.58% of the overall General Fund budget.

## **Division Services Provided**

Public Health Services promotes the welfare of the entire population, ensures its security and protects it from the spread of infectious disease and environmental hazards, and helps to ensure access to safe and quality care to benefit the population. 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 and Public Health Services, Coastal and Shellfish Resource Area Protection, Nursing/Community Health Services, and Toxic and Hazardous Contaminants Management Program.

## **Division Recent Accomplishments**

- Division conducted 7,034 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 1,462 food establishment inspections at restaurants, retail food stores, bed and breakfast establishments, supermarkets, and mobile food units;
- Reviewed and approved 2,405 building permit applications involving the construction of new homes, commercial buildings, sheds, additions, alterations, remodeling work, and demolitions, and;
- Responded to 427 public health-related complaints within 24 business hours.

Division provided four (4) seasonal influenza vaccination clinics to residents at various locations;

## **Division Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)**

### **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, bathing beaches, 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)**

**PUBLIC HEALTH DIVISION**

**Division Budget Comparison**

Public Health Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$570,626	\$536,754	\$630,611	\$705,467	\$74,856	11.87%
Fees, Licenses, Permits	422,911	464,139	426,500	331,661	(94,839)	-22.24%
<b>Total Sources</b>	<b>\$993,537</b>	<b>\$1,000,893</b>	<b>\$1,057,111</b>	<b>\$1,037,128</b>	<b>(\$19,983)</b>	<b>-1.89%</b>

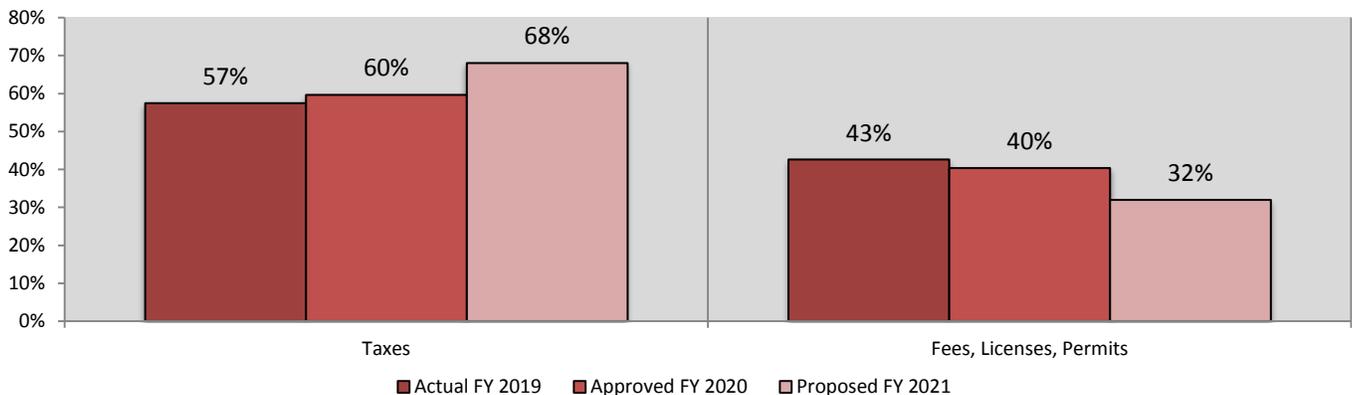
Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$908,245	\$921,697	\$962,153	\$953,412	(\$8,741)	-0.91%
Operating Expenses	85,292	79,196	94,958	83,716	(11,242)	-11.84%
<b>Total Appropriation</b>	<b>\$993,537</b>	<b>\$1,000,893</b>	<b>\$1,057,111</b>	<b>\$1,037,128</b>	<b>(\$19,983)</b>	<b>-1.89%</b>

Job Title	FY 2019	FY 2020	FY 2021	Change
Administrative Assistant	1.00	1.00	1.00	-
Chief Health Inspector	1.00	1.00	1.00	-
Coastal Health Resource Coord.	0.60	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	0.20	(0.20)
<b>Full-time Equivalent Employees</b>	<b>13.25</b>	<b>13.25</b>	<b>13.05</b>	<b>(0.20)</b>

**Summary of Budget Changes**

The Public Health Division’s proposed FY 2021 budget is decreasing -1.89% from the approved FY 2020 budget. Most of the reduction is due to various budget line items being reduced, for example, the need to purchase vaccines for public distribution. Personnel costs are decreasing as the Septic System Info Coordinator hours are being reduced by (0.20) fte’s.

Public Health Division  
Resources By Category



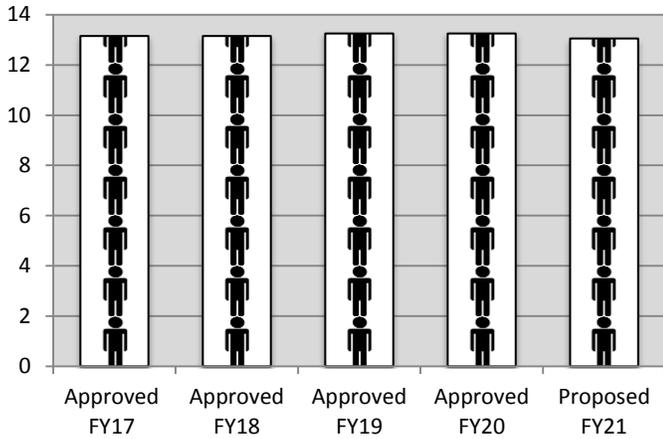
**Resources By Category Summary**

Tax support provides 68% of the resources to cover the proposed FY 2021 budget with fees, licenses, and permits making up the difference.

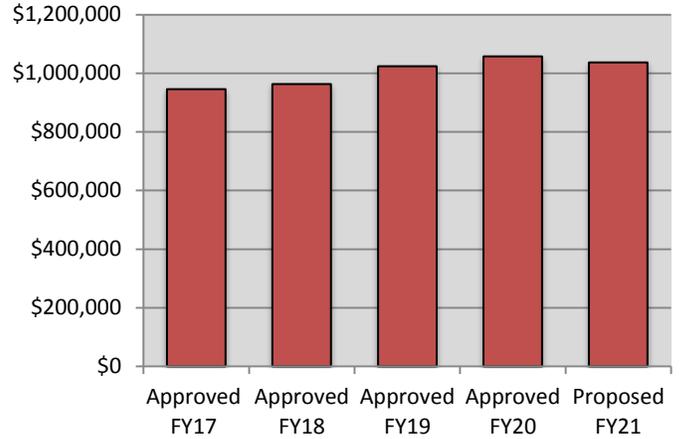
**PUBLIC HEALTH DIVISION**

**Division Budget History**

Public Health Division  
Full Time Employee History



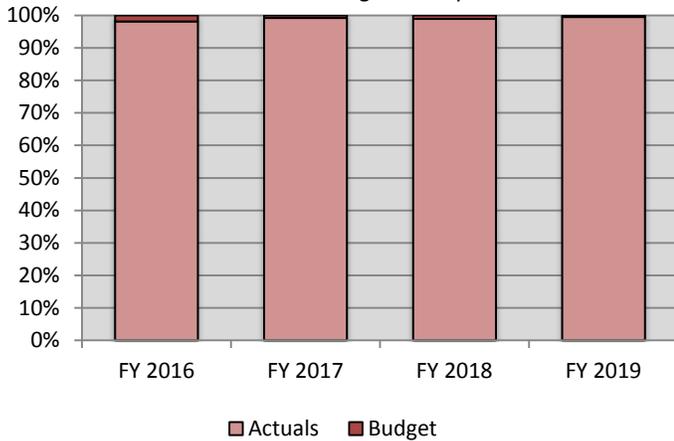
Public Health Division  
Budget History



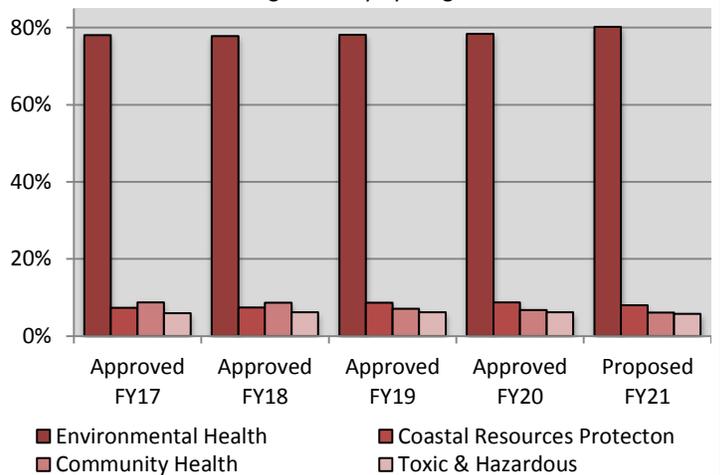
FY 2019 included increased hours for the Coastal Health Resource Coordinator position. The proposed FY 2021 budget reduces the Septic System Info Coordinator positions by (0.20) ftes.

The division's budget has increased 1.93% annually over the five-year period. Personnel costs are the largest increase to the budget due to increased hours for permanent and seasonal positions.

Public Health Division  
Actuals to Budget History



Public Health Division  
Budget History By Program



The Public Health Division's actual expenditures average 98% of the annually approved budgets.

The Environmental Health is the largest program area within the division comprising 80% of the budget. Coastal Resources Protection is 8%, Community Health 6%, and Toxic & Hazardous 6%.

**PUBLIC HEALTH DIVISION**

**Program Services Provided**

**Environmental & Health Services Program**

The mission of the Environmental and Public Health 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.

<b>Environmental &amp; Health Services Category</b>	<b>Actual FY 2019</b>	<b>Projected FY 2020</b>	<b>Approved FY 2020</b>	<b>Proposed FY 2021</b>	<b>Change FY20 - 21</b>	<b>Percent Change</b>
Taxes	\$429,684	\$388,036	\$455,006	\$522,164	\$67,158	14.76%
Fees, Licenses, Permits	372,996	429,744	373,500	309,661	(63,839)	-17.09%
<b>Total Sources</b>	<b>\$802,680</b>	<b>\$817,780</b>	<b>\$828,506</b>	<b>\$831,825</b>	<b>\$3,319</b>	<b>0.40%</b>

<b>Expenditure Category</b>						
Personnel	\$740,615	\$763,100	\$767,573	\$774,392	\$6,819	0.89%
Operating Expenses	62,065	54,680	60,933	57,433	(3,500)	-5.74%
<b>Total Appropriation</b>	<b>\$802,680</b>	<b>\$817,780</b>	<b>\$828,506</b>	<b>\$831,825</b>	<b>\$3,319</b>	<b>0.40%</b>

**Coastal Resources Area Protection Program**

The purpose of the Coastal and Shellfish Resource Area Protection Program is to protect and preserve bathing beaches and shellfish resource areas, so that visitors, citizens, and shell anglers may maximize the potential of the coastal resources. One permanent part-time employee and two seasonal part-time water samplers are assigned to this program. The primary focus of this program is to identify pollution sources detrimental to bathing beaches (i.e. lakes, ponds, and coastal beaches), shellfish resource areas, 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 bathing beaches and shellfish areas open as well as to re-open certain bathing beaches and shellfish resource areas which have been closed.

<b>Coastal Resources Area Protection Category</b>	<b>Actual FY 2019</b>	<b>Projected FY 2020</b>	<b>Approved FY 2020</b>	<b>Proposed FY 2021</b>	<b>Change FY20 - 21</b>	<b>Percent Change</b>
Taxes	\$80,927	\$85,882	\$87,251	\$77,439	(\$9,812)	-11.25%
Fees, Licenses, Permits	6,400	2,400	5,000	5,000	-	0.00%
<b>Total Sources</b>	<b>\$87,327</b>	<b>\$88,282</b>	<b>\$92,251</b>	<b>\$82,439</b>	<b>(\$9,812)</b>	<b>-10.64%</b>

<b>Expenditure Category</b>						
Personnel	\$81,793	\$83,351	\$89,601	\$79,789	(\$9,812)	-10.95%
Operating Expenses	5,534	4,931	2,650	2,650	-	0.00%
<b>Total Appropriation</b>	<b>\$87,327</b>	<b>\$88,282</b>	<b>\$92,251</b>	<b>\$82,439</b>	<b>(\$9,812)</b>	<b>-10.64%</b>

**PUBLIC HEALTH DIVISION**

**Program Services Provided (Continued)**

**Nursing and Community Health Program**

The mission of the Nursing and Community Health 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 Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$58,274	\$60,264	\$67,861	\$61,120	(\$6,741)	-9.93%
Fees, Licenses, Permits	2,239	1,995	3,000	2,000	(1,000)	-33.33%
<b>Total Sources</b>	<b>\$60,513</b>	<b>\$62,259</b>	<b>\$70,861</b>	<b>\$63,120</b>	<b>(\$7,741)</b>	<b>-10.92%</b>
Expenditure Category						
Personnel	\$43,981	\$44,259	\$43,736	\$43,737	\$1	0.00%
Operating Expenses	16,532	18,000	27,125	19,383	(7,742)	-28.54%
<b>Total Appropriation</b>	<b>\$60,513</b>	<b>\$62,259</b>	<b>\$70,861</b>	<b>\$63,120</b>	<b>(\$7,741)</b>	<b>-10.92%</b>

**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 Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$1,741	\$2,572	\$20,493	\$44,744	\$24,251	118.34%
Fees, Licenses, Permits	41,276	30,000	45,000	15,000	(30,000)	-66.67%
<b>Total Sources</b>	<b>\$43,017</b>	<b>\$32,572</b>	<b>\$65,493</b>	<b>\$59,744</b>	<b>(\$5,749)</b>	<b>-8.78%</b>
Expenditure Category						
Personnel	\$41,856	\$30,987	\$61,243	\$55,494	(\$5,749)	-9.39%
Operating Expenses	1,161	1,585	4,250	4,250	-	0.00%
<b>Total Appropriation</b>	<b>\$43,017</b>	<b>\$32,572</b>	<b>\$65,493</b>	<b>\$59,744</b>	<b>(\$5,749)</b>	<b>-8.78%</b>

**INSPECTIONAL SERVICES DEPARTMENT**

**Department Workload Indicators**

**Building Services Division**

Workload Indicators	FY 2017	FY 2018	FY 2019	FY 2020
	Actual	Actual	Actual	Projection
Number of Permits	11,147	10,938	11,211	11,500
Number of Inspections	43,668	44,338	42,334	44,000
Zoning Complaints Investigated	960	875	636	800
Site Plan Reviews Conducted	49	128	62	125
Front Counter Inquiries	14,850	14,900	14,900	14,000
Telephone Inquiries	8,000	8,500	9,000	8,500

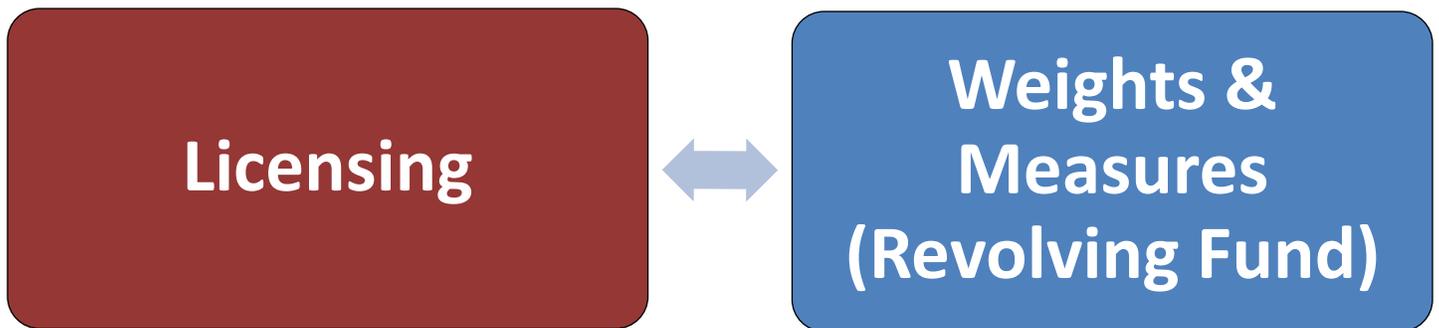
**Public health Division**

Public Health	Program Outcome Measure			
Activity Name (What)	FY 2019 Budget (Input)	FY 2019 End Product (Output)	FY 2019 Unit Cost or Productivity (Efficiency)	FY 2019 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	\$ 46,321	427 Complaints	\$108.48/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	\$ 160,776	1,462 Inspections	\$109.97/ inspection	99% of food establishments inspected on schedule, at least once every six months, at the HQFSI* level
*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.				
Issued 4,751 permits and collected fees totaling \$422,912				

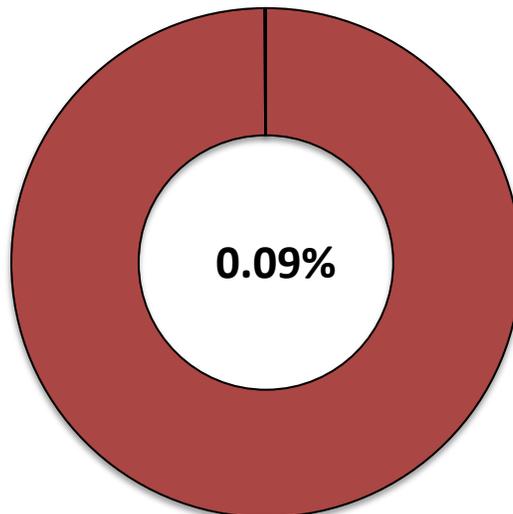
## LICENSING DEPARTMENT

### Department Purpose Statement

Keeping the Town's Mission Statement as our top priority, our collective purpose is to consistently provide administrative, statute, regulation, 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 and equity in the marketplace.



Percentage of FY21 General Fund Budget



The Licensing Department comprises 0.09% of the overall General Fund budget.

## LICENSING DEPARTMENT

### Department Services Provided

Located at 200 Main Street, the Licensing Department provides a wide range of services for businesses the consumer and visitors 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 for permits issued by him. The 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, fortunetellers, and mini-golf. Licensing coordinates all licenses for One Day Special Events involving Entertainment and Alcohol and 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, 148).

### Department Recent Accomplishments

#### Licensing Program

- Conducted On-Site inspections of all new and altered licensees upon approval;
- Worked with other departments on Special events procedure for alcohol and entertainment;
- Represented Licensing in Site Plan and mini-site plan review meetings;
- Worked with Town Manager on special projects and support of Town Manager applications and hearings on flammables, liveries and taxi permits, and;
- Conducted compliance verifications with the ABCC and with various businesses throughout the year.

#### Weights & Measures Program

- All certified inspectors received required Continuing Education Credits for 2019;
- Assisted Division of Standards with seafood survey to check random samples of salmon at random locations and on delinquent motor fuel licenses;
- Continued Certification of Measurement Assurance Compliance test unit by Division of Standards Meterologist and Compliance Office of DPW. Highway Division;
- One inspector selected as President of the Massachusetts Weights and Measures Association and focused on proper procedure on issuing citations, unit code inspections and handling and certification of equipment, and;
- Completed 98.6% of compliance work required of over 4200 devices in 10 towns served and addressed 41 complaints.

**Department Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)**

**Short-Term:**

**Licensing Division (Goals and Objectives)**

1. Continue to incorporate old database into the new ePermitting system for easier access to lists and renewals. **(SP: Regulatory Process and Performance, Communication)**
2. Finalize updated Boards and Commissions training manual to be presented to the Town Council. **(SP: Regulatory Process and Performance, Communication)**
3. Work with new Legal counsel on updating and streamlining outside dining patio process. **(SP: Regulatory Process and Performance, Communication)**



*Weights & Measures Vehicles*

**Weights & Measures Program (Goals and Objectives)**

1. Revise and update Inter-municipal Agreements with 10 towns served; add language and fees for full cost recovery. **(SP: Finance)**
2. Continued outreach to towns' businesses we serve to inform and report relevant information and to consolidate inspections for less frequency and overlap of visits. **(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. Hold stakeholder meetings on recommendations with police department to revise Taxi regulations and reduce paperwork and consolidate departments input. **(SP: Regulatory Process and Performance)**
2. Work with the CAO and police to conduct year round alcohol compliance checks and investigations of underage customer identification. **(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. Continue to review vehicles and equipment maintenance and upgrades. **(SP: Regulatory Process and Performance)**
3. Continue to attend state and national trainings and conferences on up to date information. **(SP: Education)**

**LICENSING DEPARTMENT**

## Department Budget Comparison

Licensing Services Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Fees, Licenses, Permits	\$541,817	\$500,000	\$515,500	\$486,797	(\$28,703)	-5.57%
Interest and Other	150	100	3,000	-	(3,000)	-100.00%
<b>Total Sources</b>	<b>\$541,967</b>	<b>\$500,100</b>	<b>\$518,500</b>	<b>\$486,797</b>	<b>(\$31,703)</b>	<b>-6.11%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$142,558	\$151,017	\$154,086	\$154,334	\$248	0.16%
Operating Expenses	10,345	8,155	11,312	9,312	(2,000)	-17.68%
<b>Total Appropriation</b>	<b>\$152,903</b>	<b>\$159,172</b>	<b>\$165,398</b>	<b>\$163,646</b>	<b>(\$1,752)</b>	<b>-1.06%</b>

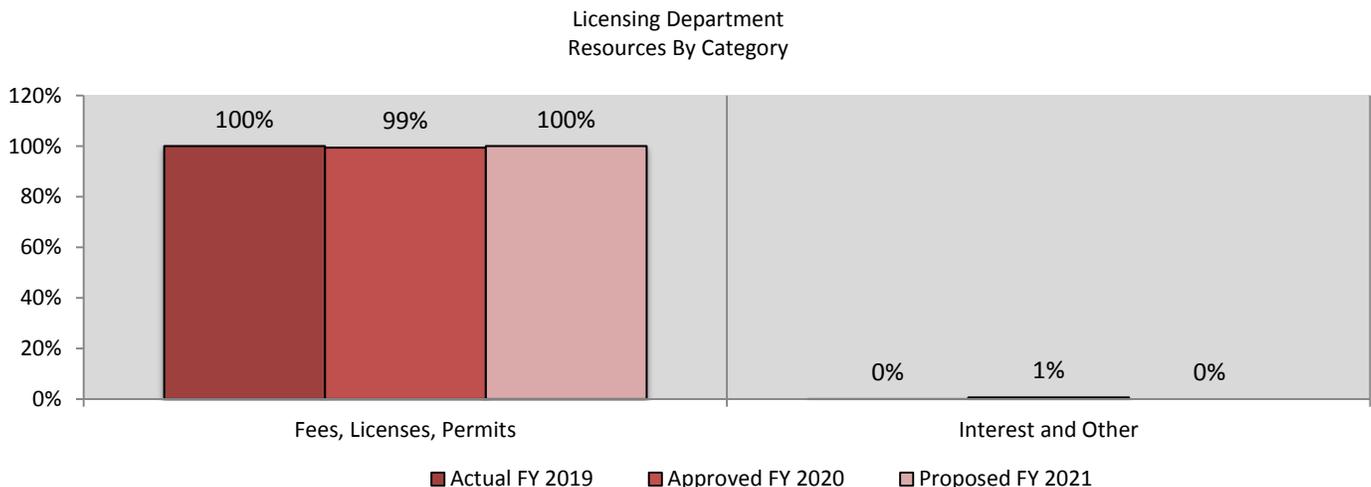
Job Title	FY 2019	FY 2020	FY 2021	Change
Administrative Assistant	1.00	1.00	1.00	-
Director of Licensing	0.75	0.75	0.75	-
<b>Full-time Equivalent Employees</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>	<b>-</b>

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2020 Approved Budget</b>				<b>\$165,398</b>	
Contractual Obligations Net of Staff Turnover	248	-	-	<b>248</b>	-
<b>FY 2021 Budget Changes</b>					
1. Lease Vehicles Budget Reduction	-	(2,000)	-	<b>(2,000)</b>	-
<b>FY 2021 Proposed Budget</b>	<b>\$248</b>	<b>(\$2,000)</b>	<b>\$0</b>	<b>\$163,646</b>	<b>-</b>

**Summary of Budget Changes**

Licensing Services Department proposed FY 2021 budget is decreasing 1.06% from the approved FY 2020 budget. Contractual obligations attributed to the personnel cost increase while a reduction to lease vehicles accounts for the operating decrease.

- 1. Lease Vehicles Budget Reduction** – The operating costs for leased vehicles is being reduced as staff will use personal cars for day-to-day operations.



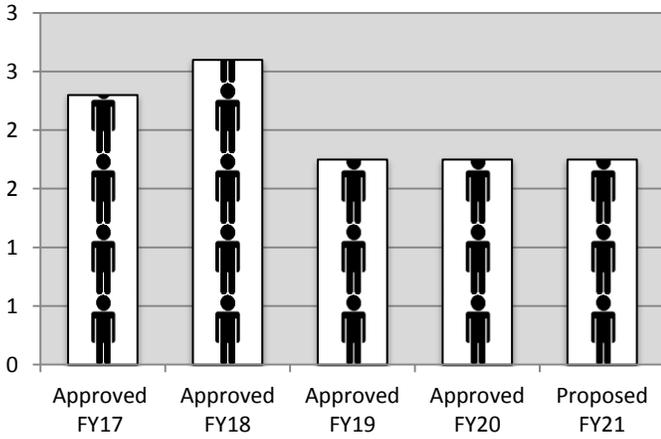
**Resources By Category Summary**

Fees, licenses, and permits cover 99% of the total source of funding for the proposed FY 2021 budget.

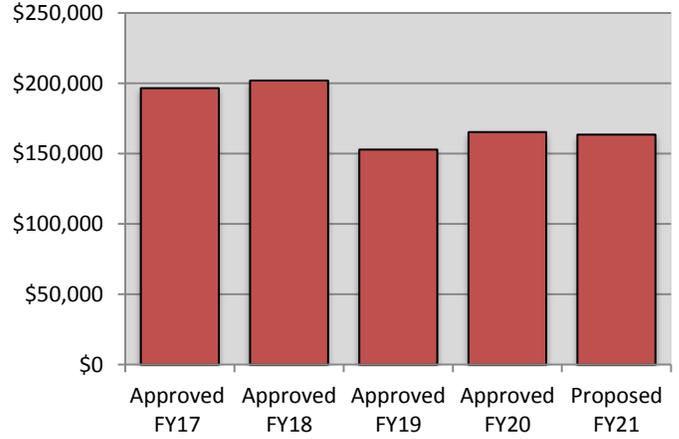
LICENSING DEPARTMENT

Department Budget History

Licensing Department Full Time Employee History



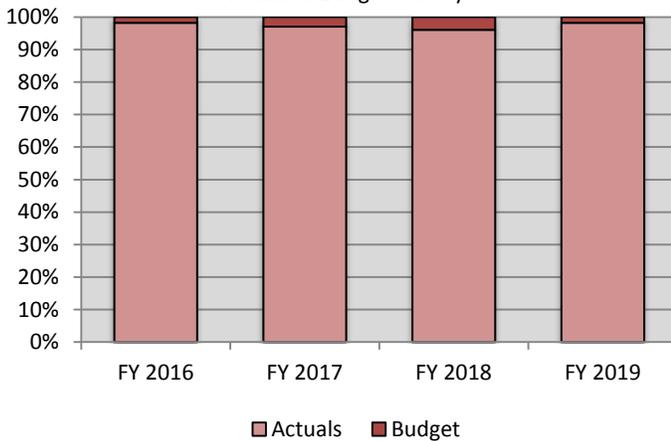
Licensing Department Budget History



The change in FY 2018 to FY 2019 is due to a reallocation of salary to the Weights & Measures Revolving Fund.

The department’s budget has decreased 3.34% annually over the five-year period. The entire change in budget over the five-year period is due to salary reallocation to the Consumer Protection revolving fund.

Licensing Department Actuals to Budget History



Licensing Services actuals expenditures ranges 96% to 98% of the annually approved budgets.

**LICENSING DEPARTMENT**

**Weights & Measures Revolving Fund Services**

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 6,000 prepackaged commodities in Barnstable (M.G.L. Ch. 94-98.101). In addition, over 9,000 items were checked for Unit Price Code compliance and 41 complaints were investigated.

<b>Consumer Protection Revolving Fund</b>	<b>Actual FY 2016</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Projected FY 2020</b>
Charges for Services	236,026	223,858	248,696	239,413	184,072
Fees, Licenses, Permits	2,207	4,578	800	-	-
Fines, Forfeitures, Penalties	128,000	130,665	113,463	133,080	108,350
<b>Total Sources</b>	<b>366,233</b>	<b>359,101</b>	<b>362,959</b>	<b>372,493</b>	<b>292,422</b>
<b>Expenditure Category</b>					
Personnel	344,266	360,513	368,632	383,915	388,145
Operating Expenses	23,585	20,157	27,209	24,542	25,060
<b>Total Appropriation</b>	<b>367,851</b>	<b>380,669</b>	<b>395,841</b>	<b>408,456</b>	<b>413,205</b>
<b>Surplus/(Deficit)</b>	<b>(1,618)</b>	<b>(21,569)</b>	<b>(32,882)</b>	<b>(35,964)</b>	<b>(120,783)</b>
<b>Fund Balance</b>					
<b>Beginning Balance</b>	<b>\$ 235,618</b>	<b>\$ 234,000</b>	<b>\$ 212,431</b>	<b>\$ 179,549</b>	<b>\$ 143,586</b>
<b>Ending Balance</b>	<b>\$ 234,000</b>	<b>\$ 212,431</b>	<b>\$ 179,549</b>	<b>\$ 143,586</b>	<b>\$ 22,803</b>

**LICENSING DEPARTMENT**

**Department Workload Indicators**

**Weights & Measures Revolving Fund**

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.

Violations	FY 2018 Actuals		FY 2019 Actuals		FY 2020 Projected	
	#	\$\$	#	\$\$	#	\$\$
# of violations by business	170	22,900	79	12,138	180	24,200
Supermarkets	120	24,925	128	25,545	130	26,200
Convenience/Gas Stations	66	10,600	193	26,600	100	20,000
Pharmacy	423	41,000	403	43,600	430	42,300
<b>Violation Totals</b>	<b>779</b>	<b>99,425</b>	<b>803</b>	<b>107,883</b>	<b>840</b>	<b>112,700</b>
Annual Device Inspections	FY 2018 Actuals		FY 2019 Actuals		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	50	3,000	50	3,000
Reverse Vending	174	3,595	168	3,000	180	3,800
Bulk Storage Meters	11	1,935	14	2,465	14	2,465
Linear/Cordage Device	42	1,335	41	1,290	41	1,290
Vehicle Safety Inspections	103	5,450	92	4,600	92	4,600
Price Verification Scanner Inspections	835	25,695	865	23,850	880	24,800
Price Verification Fines	57	11,400	75	15,000	80	16,400
IP Inspection/Items Checked (Non-fee Based)	39,850	-	41,000	-	41,000	-
Item Price Inspection Violations	779	99,425	840	112,700	855	115,200
Device Fines	-	1,450	-	2,000	-	1,750
<b>Annual Device Inspection Totals</b>	<b>45,348</b>	<b>\$356,360</b>	<b>45,581</b>	<b>\$359,920</b>	<b>46,587</b>	<b>\$364,415</b>

**LICENSING DEPARTMENT**

**Department Workload Indicators**

Economic Impact	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Projected
Savings to Consumer – Item Price Inspections	491,155	202,200	205,000
Savings to Consumer – Price Verification Inspections	122,122	17,400	18,500
<b>Total Economic Impact</b>	<b>\$613,277</b>	<b>\$219,600</b>	<b>\$223,500</b>

**Licensing Department**

This chart shows complaints to date (6 months only) for which show cause hearings have been held, or scheduled, complaints investigated, inspections conducted, trainings, or assists 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	TBD-Two day suspension with 1 day to be served and 1 day to be held in abeyance for 1 year.or Alternative penalties offered for CWOFF or charitable donation.
Annual All Alcohol Common Victualler	502-Ir&t Sale or delivery of an alcoholic beverage to a person under 21 years of age	TBD-Two day suspension with 1 day to be served and 1 day to be held in abeyance for 1 year. or Alternative penalties offered for charitable donation.
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	TBD-Two day suspension with 1 day to be served and 1 day to be held in abeyance for 1 year. or Alternative penalties offered for charitable donation.
Annual All Alcohol Common Victualler	502-Ir & t Sale or delivery of an alcoholic beverage to a person under 21 year of age	Five day suspension, with 2 days to be served and 3 day to be held in abeyance for 2 years; And 1 day to be served from previous violation
(2) Car Dealers (2)Taxi/Livery (2)Common Victualler	509-2- consumer complaints Town Manager Rules and Regs 504-2-Unlicensed premises	Investigated by CAO Town manager hearings; inspections; assists Fines issued; show cause hearing
Alcohol Establishments	502-1 and MGL c. 138- General Provisions	CAO- (4) assists for information; (5)walk throughs; (2) trainings; (38) underage compliance checks; (3) fake ID compliance checks; (4) complaints investigated

Licensing Income	FY 2017 Actual		FY 2018 Actual		FY 2019 Actual	
	Hearings	\$\$	Hearings	\$\$	Hearings	\$\$
Licensing Receipts	568	547,086	568	547,086	577	551,512
<b>Totals</b>	<b>568</b>	<b>\$547,086</b>	<b>568</b>	<b>\$547,086</b>	<b>481</b>	<b>\$536,188</b>

# SCHOOL DEPARTMENT

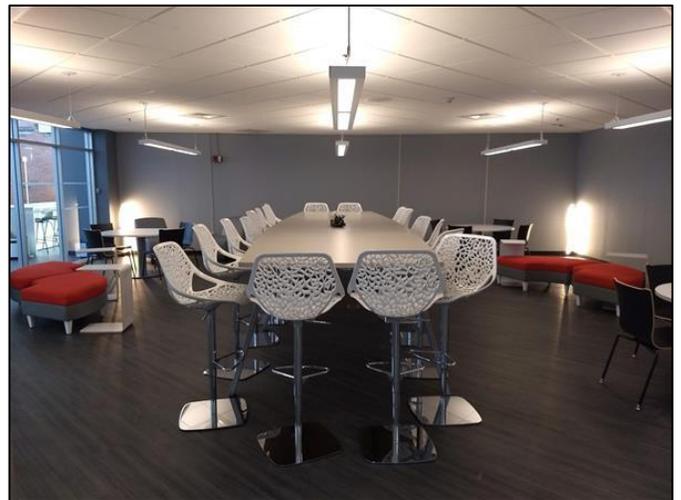
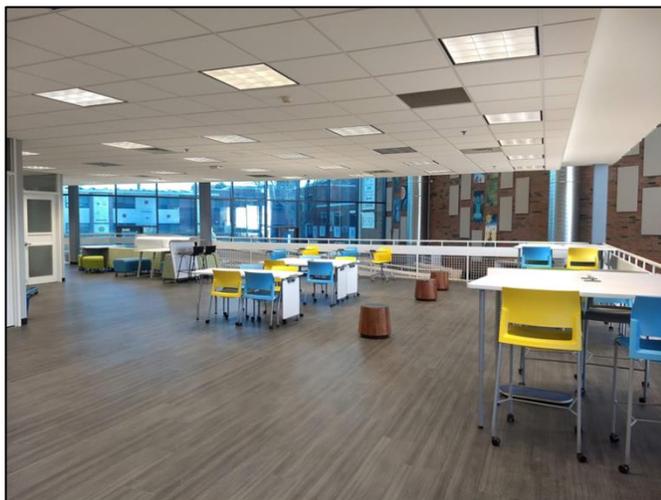
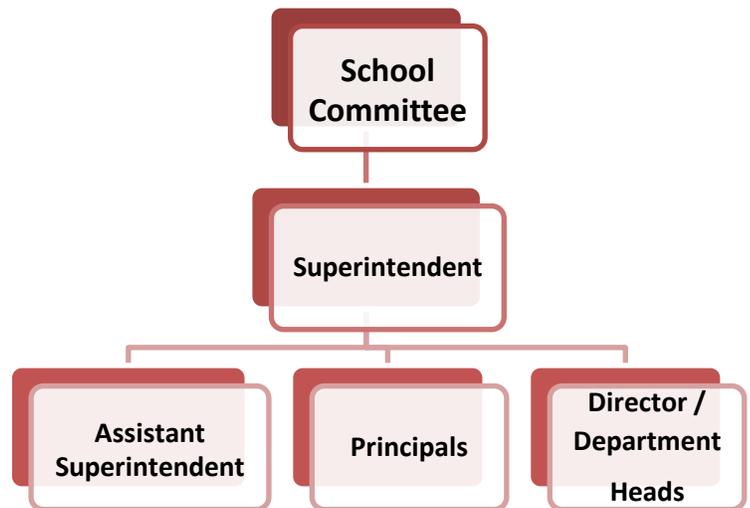
## Department Vision Statement

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.



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.



## SCHOOL DEPARTMENT

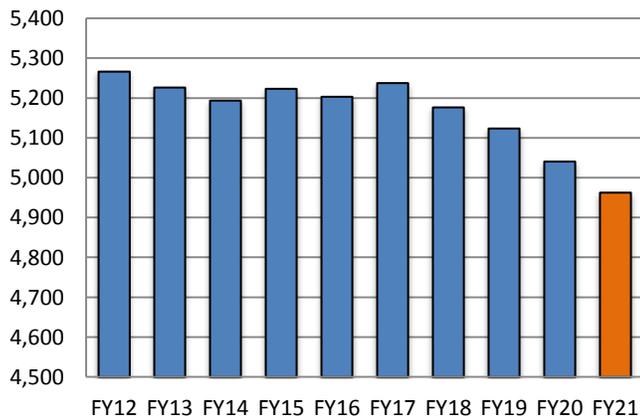
### Department Services Provided

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 21<sup>st</sup> 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**



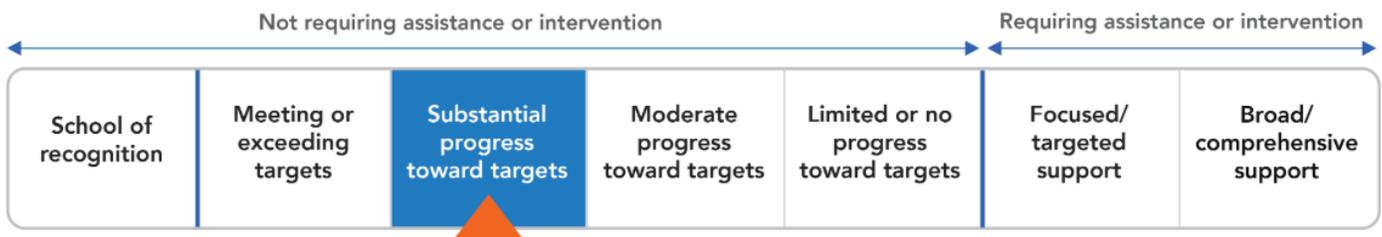
Source: Student Information Systems, Internal Projections

FY 2020 Selected Populations	% of District	% of State
<b>First Language not English</b>	23.6	23.0
<b>English Language Learner</b>	12.6	10.8
<b>Students With Disabilities</b>	17.0	18.4
<b>High Needs</b>	53.4	48.7
<b>Economically Disadvantaged</b>	36.7	32.8

Source: <http://profiles.doe.mass.edu/profiles/student>

### 2019 Barnstable Accountability Classification

Massachusetts uses information related to progress toward improvement targets, accountability percentiles, graduation rates, and assessment participation rates to determine each district and school's overall classification. Most districts and schools are placed into two categories: those that require assistance or intervention from the state, and those that do not require assistance or intervention. Districts and schools that are new or very small are classified as having 'insufficient data'. Placing schools and districts into categories helps districts know which schools need more support, and helps the state know which districts need the most assistance. More information is available here: <http://www.doe.mass.edu/accountability/>.



## SCHOOL DEPARTMENT

# Department Recent Accomplishments

### Next Generation MCAS Tests 2019

#### Percent of Students at Each Achievement Level for Barnstable

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	56	56	9	10	47	46	34	36	10	8	327	503.1	N/A	N/A
GRADE 03 - MATHEMATICS	51	49	11	9	40	40	36	38	13	13	326	501.0	N/A	N/A
GRADE 04 - ENGLISH LANGUAGE ARTS	51	52	5	9	46	43	41	39	8	9	404	500.6	39.3	378
GRADE 04 - MATHEMATICS	50	50	4	8	46	41	38	39	12	12	408	497.3	38.5	381
GRADE 05 - ENGLISH LANGUAGE ARTS	42	52	4	7	38	45	52	39	7	9	389	497.1	46.0	364
GRADE 05 - MATHEMATICS	37	48	2	6	34	43	50	42	14	10	392	492.7	35.3	365
GRADE 05 - SCIENCE	38	49	5	8	33	40	48	39	14	12	392	494.5	N/A	N/A
GRADE 06 - ENGLISH LANGUAGE ARTS	49	53	7	13	42	41	35	33	16	13	388	497.3	51.1	362
GRADE 06 - MATHEMATICS	46	52	6	10	40	41	43	38	11	10	389	497.5	51.4	364
GRADE 07 - ENGLISH LANGUAGE ARTS	50	48	10	8	41	40	34	38	16	13	377	499.6	59.9	345
GRADE 07 - MATHEMATICS	43	48	8	11	36	37	44	39	13	13	381	496.3	48.7	345
GRADE 08 - ENGLISH LANGUAGE ARTS	47	52	6	11	41	40	36	35	18	14	359	495.9	45.2	319
GRADE 08 - MATHEMATICS	38	46	4	10	33	37	49	41	14	12	360	495.0	44.1	323
GRADE 08 - SCIENCE	45	46	9	8	36	38	42	41	13	13	366	497.5	N/A	N/A
GRADE 10 - ENGLISH LANGUAGE ARTS	62	61	11	13	51	48	30	31	8	8	340	505.8	56.5	289
GRADE 10 - MATHEMATICS	55	59	7	13	48	45	35	33	10	9	335	501.8	50.9	282
GRADES 03 - 08 - ENGLISH LANGUAGE ARTS	49	52	7	10	42	42	39	37	12	11	2,244	498.9	48.2	1,768
GRADES 03 - 08 - MATHEMATICS	44	49	6	9	38	40	43	39	13	12	2,256	496.5	43.5	1,778
GRADES 05 & 08 - SCIENCE	41	48	7	8	34	39	45	40	14	12	758	496.0	N/A	N/A

#### 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

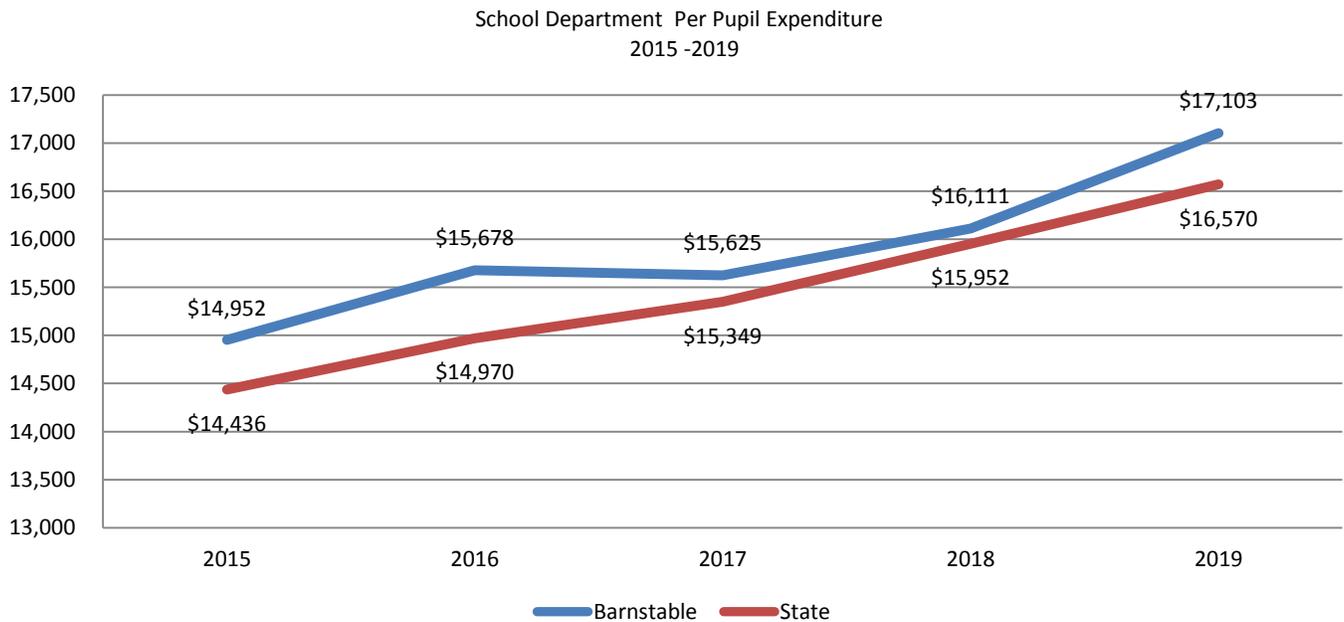
A student who performed at this level partially met grade-level expectations in this subject. The school, in consultation with the student's parent/guardian, should consider whether the student needs additional academic assistance to succeed in this subject.

#### 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.

## SCHOOL DEPARTMENT

### Per Pupil Expenditure



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.

**Department Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)**

**Preserve and sustain BPS workforce FY 2021, FY 2022 and beyond.**

The development of any school department budget is challenging, since there are always finite available resources yet seemingly infinite needs. This year was more challenging than most with the expectation of declining revenue but continued need for program improvement.

In recognizing the districts most valuable resource is that of its highly trained and skilled workforce, department objectives include development of a budget that preserves its workforce being both sustainable now and in the future.

District leaders leveraged their collective expertise and creativity and went to work to develop a budget that not only meets this guideline but also keeps the district moving forward.

by setting expectations for the frequency that teachers receive coaching on effectively addressing student social, emotional, and behavioral needs and develop a process to strategically identify teachers that should receive coaching on the topic.



*Heritage Day*

**Provide more targeted intervention supports taught by content strong teachers.**

The district is seeing an increase in academic need, but currently provides limited opportunities for students to receive intervention from content strong teachers.

It is the goal of the department to ensure general education teachers have the resources and time to provide targeted interventions. By expanding the role of the general education teacher, the district can ensure that the students who struggle receive intervention support from content experts.



*Hyannis West- Silly Sock Day*

**Expand social, emotional, behavioral, and academic supports by increasing direct services to students.**

While the district's commitment to SEL programming has been significant, some teachers continue to struggle to address challenging student behavior.

In order to effectively expand its level of social, emotional, and behavioral supports, based upon data, the district is transitioning coaching programs to direct service supports.

Remaining coaching programs will continue strengthening



*Chromebooks in the classroom*

**SCHOOL DEPARTMENT**

## Department Budget Comparison

School Department Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$55,527,786	\$56,726,127	\$56,374,778	\$57,976,503	\$1,601,725	2.84%
Intergovernmental	13,755,342	15,373,873	15,373,873	15,044,222	(329,651)	-2.14%
Fees, Licenses, Permits	225,000	225,000	225,000	225,000	-	0.00%
Interest and Other	25,673	-	-	-	-	0.00%
School Savings Account	800,686	-	600,000	950,531	350,531	58.42%
<b>Total Sources</b>	<b>\$70,334,487</b>	<b>\$72,325,000</b>	<b>\$72,573,651</b>	<b>\$74,196,256</b>	<b>\$1,622,605</b>	<b>2.24%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$51,866,612	\$56,200,000	\$56,318,805	\$57,866,044	\$1,547,239	2.75%
Operating Expenses	15,797,013	16,125,000	16,254,846	16,330,212	75,366	0.46%
Horace Mann Charter School	2,670,862	-	-	-	-	0.00%
<b>Total Appropriation</b>	<b>\$70,334,487</b>	<b>\$72,325,000</b>	<b>\$72,573,651</b>	<b>\$74,196,256</b>	<b>\$1,622,605</b>	<b>2.24%</b>

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals
<b>FY 2020 Approved Budget</b>				<b>\$72,573,651</b>
Contractual Obligations Net of Staff Turnover	1,512,165	-	-	<b>1,512,165</b>
One-time Charges	-	(188,000)	-	<b>(188,000)</b>
<b>FY 2021 Budget Request</b>				
1. Reductions to Operating Budget		(245,271)	-	<b>(245,271)</b>
2. Staffing Reductions	(322,950)		-	<b>(322,950)</b>
3. NECC Program Expansion	69,309	82,000	-	<b>151,309</b>
4. Bus Transportation Contract		56,540	-	<b>56,540</b>
5. Out Of District Tuition		442,097	-	<b>442,097</b>
6. Coach to Interventionist	(51,854)		-	<b>(51,854)</b>
7. Crossroads Program Reorganization	162,882	(72,000)	-	<b>90,882</b>
8. Principal Apprentice	44,838		-	<b>44,838</b>
9. Special Education Teacher	64,355		-	<b>64,355</b>
10. Science / Technology Teacher	68,494			<b>68,494</b>
<b>FY 2021 Proposed Budget</b>	<b>\$1,547,239</b>	<b>\$75,366</b>	<b>\$0</b>	<b>\$74,196,256</b>

Note: The appropriation order is \$2,791,022 less than the budget of \$74,196,256 as the budget includes, \$1,816,022 of Circuit Breaker funding, \$225,000 of Transportation Fees Funding, and \$750,000 of School Choice funding, which do not require Town Council appropriation.

## Department Budget Comparison (Continued)

### Summary of Budget Changes

The FY 2021 proposed budget is \$1,622,605 more than the FY 2020 approved budget representing a 2.24% increase. This includes \$950,531 in expenditures from the school savings account for one-time operating capital and reoccurring expenditures. The increase provides for the contractual pay increases for all staff and operating contracts.

Major changes in the FY 2021 budget are intended to balance the need to preserve and sustain the valued programs and workforce of Barnstable Public Schools in FY 2021, FY 2022 and beyond while continuing our work to:

- Expand social, emotional, behavioral, and academic supports by increasing direct services to students.
- Provide more targeted intervention supports taught by content strong teachers.

Reallocation of resources has created a Science and Technology Teacher and Special Education Teacher at Hyannis West and the Speech and Language Pathologist at the Enoch Cobb Early Learning Center and the addition of an elementary

English Language Teacher. Change to the organization structure of the districtwide Crossroads program is proposed to increase direct services to students and enhance the district's ability to provide behavior interventions by Board Certified Behavior Analyst's. Expansion of our program with the New England Center for Children will continue in FY21 to support our Autism programing at the elementary level. Supported by student performance data, FY21 begins the transition of coaching to student interventionist model of service delivery in reading and math in targeted grades.

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.

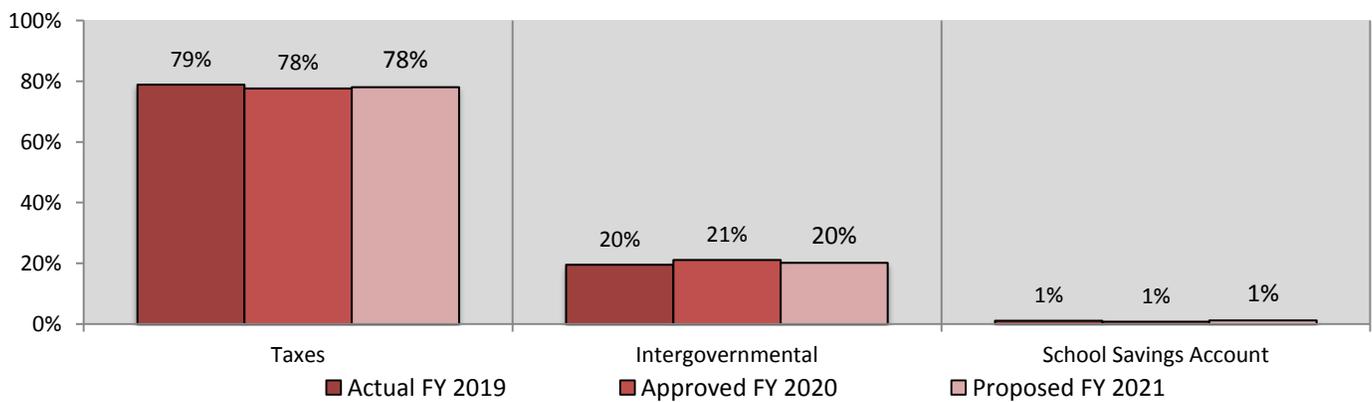
1. **Reduction to Operating Budgets:** Reductions to contracted services, supplies and utilities budgets districtwide.
2. **Staffing Reductions:** Reduction of 3.0 FTE positions at Barnstable High School and 2.6 FTE staff K-3.
3. **NECC Program Expansion:** Increased fees for Partners program classrooms and additional two Instructional Assistants due to student demand.
4. **Bus Transportation Contract:** Increases to large bus transportation contract and department supplies.
5. **Out of District Tuition:** Increase in projected tuition based upon known placements and inflation.
6. **Coach to Interventionist:** Transition of coaching staff to interventionist model of direct service in targeted grades.
7. **Crossroad Program Reorganization:** Increase in direct service staff for students with emotional impairment related disabilities and challenging behaviors.

**SCHOOL DEPARTMENT**

**Department Budget Comparison (Continued)**

- 8. Principal Apprentice:** Implementation of a leadership apprentice program to build district leadership capacity located at West Villages Elementary.
- 9. Special Education Teacher:** Additional Special Education Teacher due to caseload demand at Hyannis West Elementary.
- 10. Science / Technology Teacher:** Introduction of a Science /Technology Teacher to begin teaching new science curriculum.

Local School Department  
Resources By Category



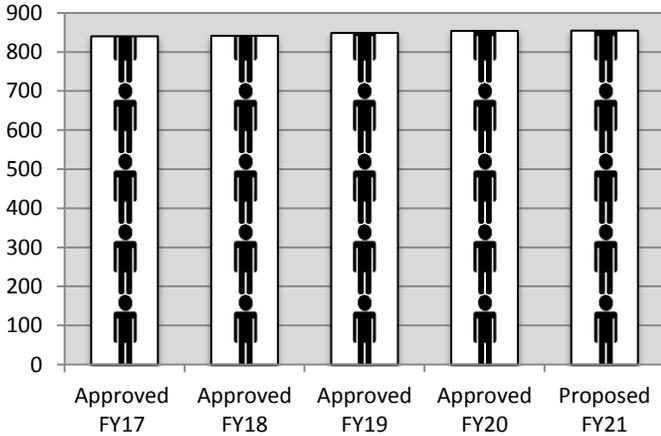
**Revenue By Category Summary**

Taxes are the largest funding source at 78%, followed by intergovernmental aid at 20%.

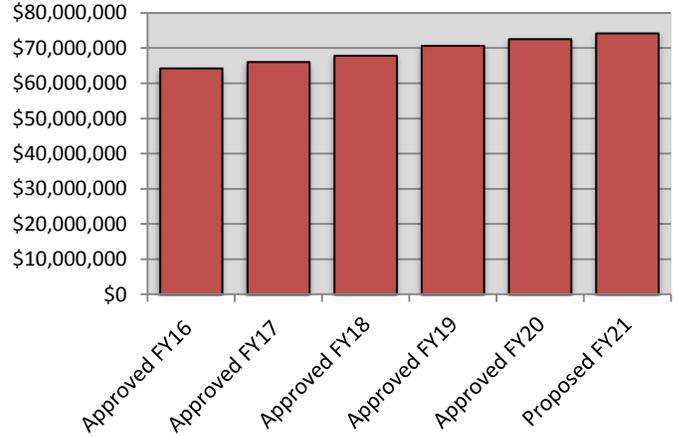
## SCHOOL DEPARTMENT

### Department Budget History

Local School Department  
Full Time Employee History

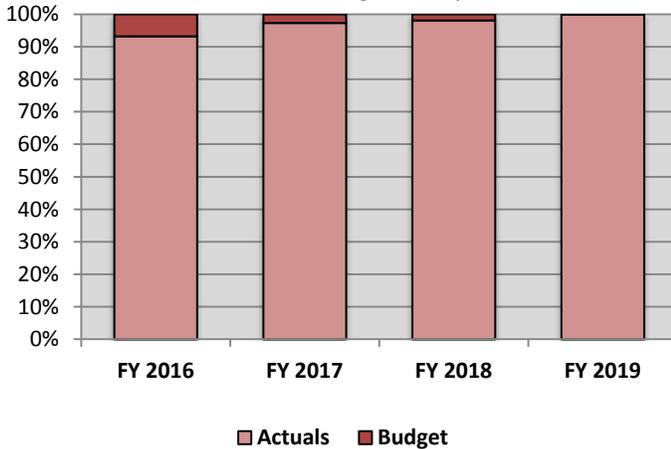


Local School Department  
Budget History



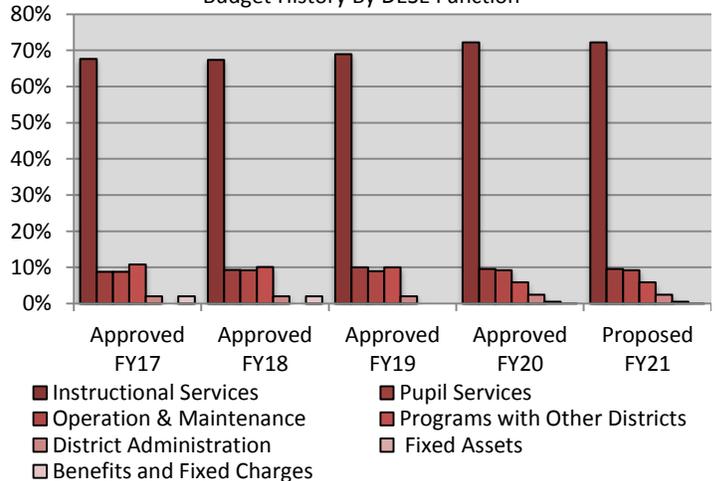
The School Department budget has increased from \$64 million in FY 2016 to a proposed \$72 million in FY 2020 over the five-year period, or 2.49% annually.

Local School Department  
Actuals to Budget History



Local Schools actual expenditures range 93% to 99% of annually approved budgets.

Local School Department  
Budget History By DESE Function



Instructional Services is the largest function at 72% of proposed budget. Pupil Services is the second largest at 10%

**SCHOOL DEPARTMENT**

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## OTHER REQUIREMENTS

### Description

Within the FY 2021 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.

Employee Benefits

Insurance

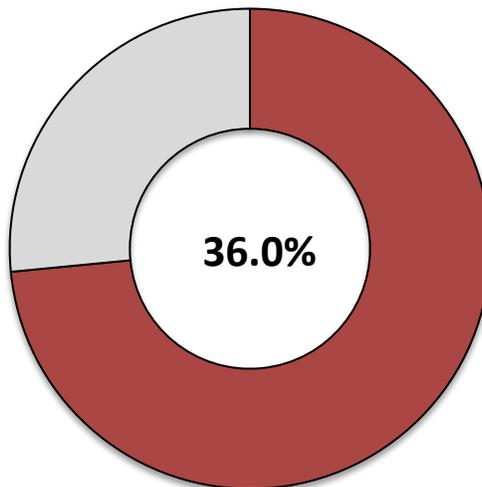
Grants

Assessments, Debt Service & Other

Transfers

Deficits From Prior Year

Percentage of FY21 General Fund Budget

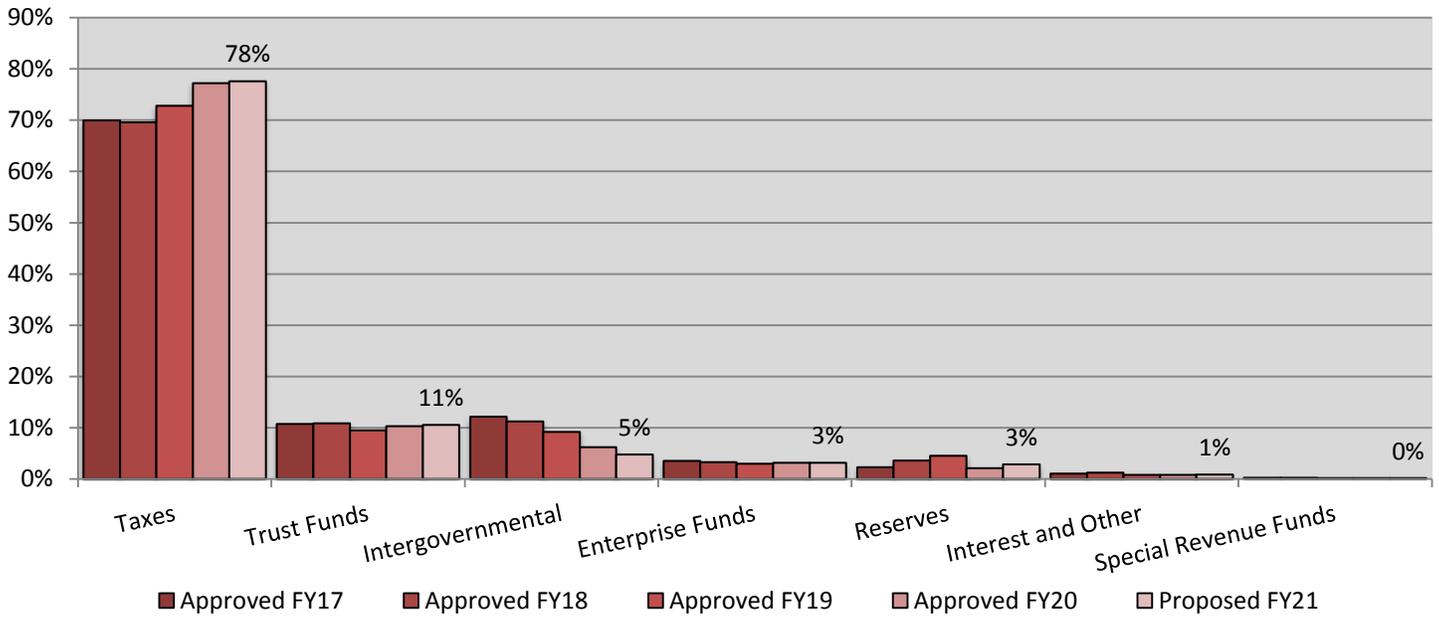


Total expenditures on Other Requirements represent 36% of the overall General Fund budget.

**OTHER REQUIREMENTS**

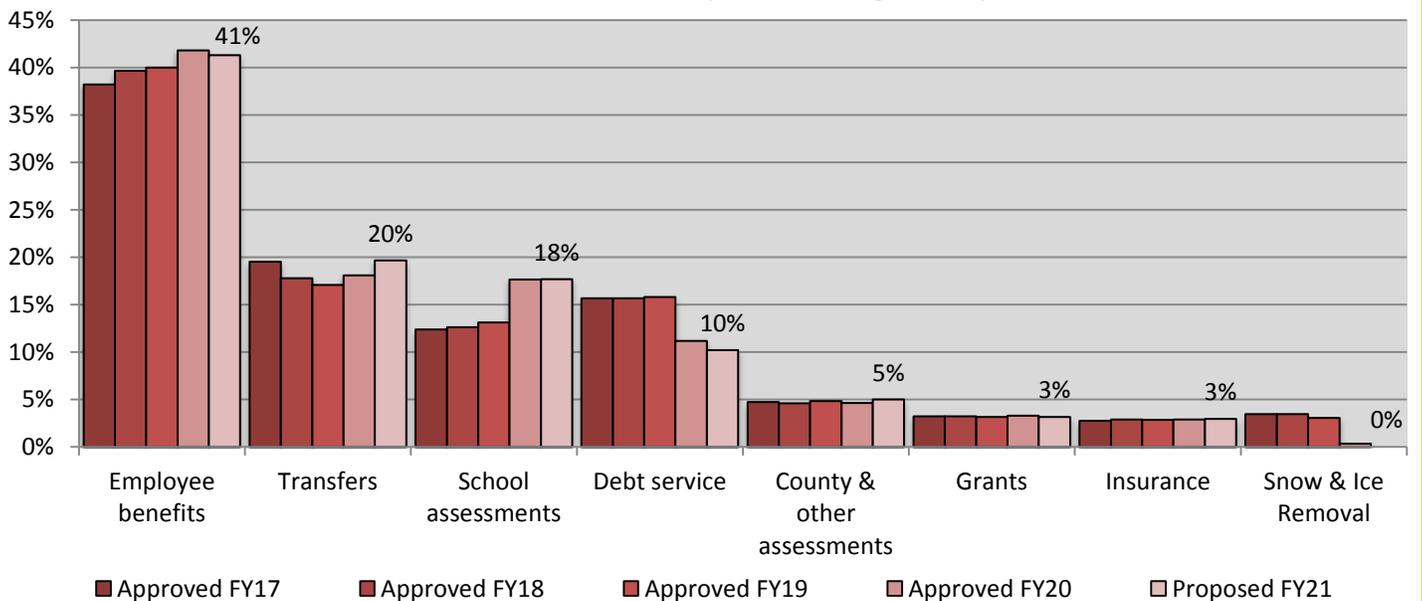
**Other Requirements Financial Summary**

Other Requirements Source of Funding History



Taxes provide 78% of the funding source for this area of the budget. This is followed by Trust Funds at 11%. Intergovernmental aid provides 5%, which is mostly derived from unrestricted state aid. A total of \$1,843,640 in General Fund reserves will be used to balance this area of the budget.

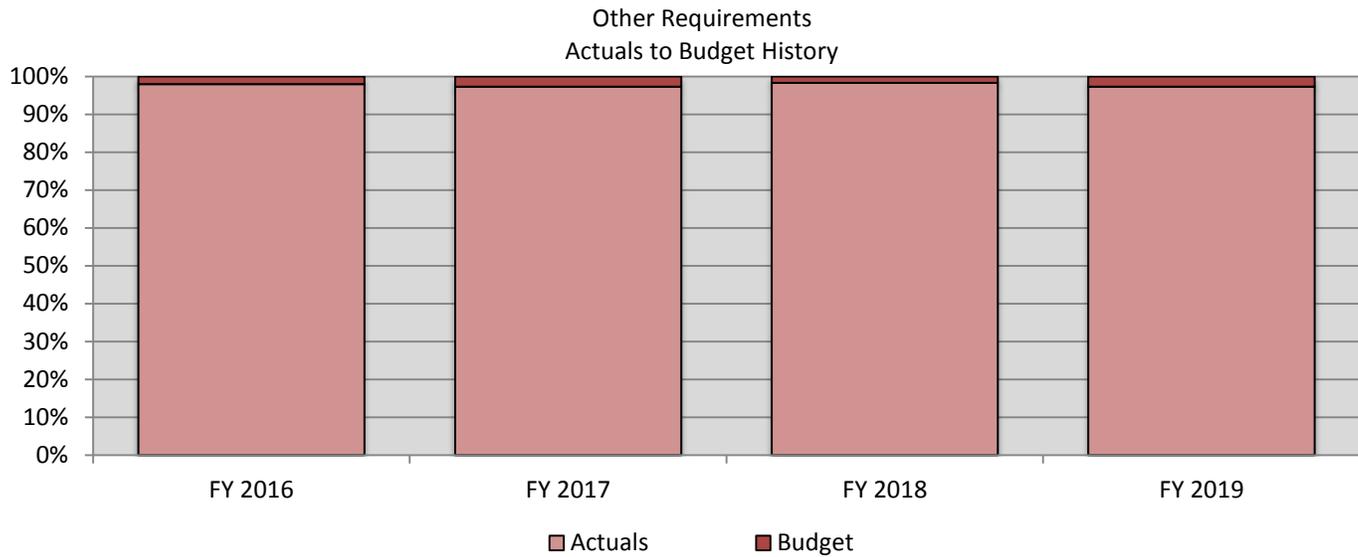
Allocation of Other Requirements Budget History



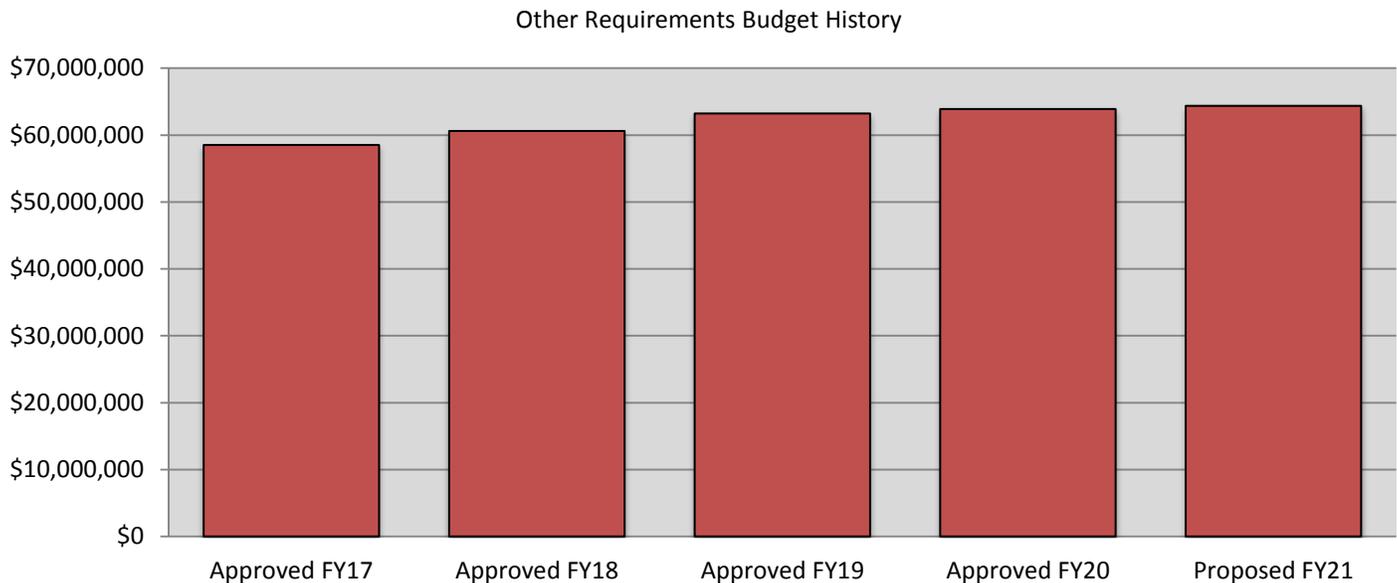
Employee benefits are the largest section of this budget representing 41% of all expenditures. The second largest area is transfers 20%, then school assessments at 18%, and debt service at 10%.

## OTHER REQUIREMENTS

### Other Requirements Financial Summary (Continued)



Actual fixed cost to budget remains consistent throughout the fiscal years because these costs are typically known during the budget process, for example, the state provides estimated assessments through the cherry sheet, debt service schedules are available, and transfers are predetermined. The budget for active employee healthcare costs is the only line item to experience uncertainty due to employee turnover or changes to health coverage.



This budget has increased 2% 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. Employee benefits and school assessments contribute the most to the growth in this budget.

**OTHER REQUIREMENTS**

**Other Requirements Budget Comparison**

Other Requirements Funding Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$ 42,998,738	\$ 48,207,690	\$ 49,343,655	\$ 49,943,625	\$ 599,970	1.22%
Intergovernmental	5,953,520	3,975,553	3,975,553	3,073,708	(901,845)	-22.68%
Interest and Other	1,283,615	598,915	495,000	570,000	75,000	15.15%
Special Revenue Funds	112,183	112,330	112,330	97,540	(14,790)	-13.17%
Enterprise Funds	1,927,190	2,010,440	2,010,440	2,020,322	9,882	0.49%
Trust Funds	5,927,329	6,585,492	6,585,492	6,797,324	211,832	3.22%
Reserves	1,509,000	1,360,000	1,360,000	1,843,640	483,640	35.56%
<b>Total Sources of Funding</b>	<b>\$ 59,711,575</b>	<b>\$ 62,850,420</b>	<b>\$ 63,882,470</b>	<b>\$ 64,346,159</b>	<b>\$ 463,689</b>	<b>0.73%</b>
<b>Expenditure Category</b>						
Retirement Assessments	9,308,023	10,364,345	10,364,345	10,602,208	\$ 237,863	2.30%
OPEB Contribution	500,000	500,000	550,000	600,000	50,000	9.09%
Health Insurance for Active Employees	7,539,428	7,800,000	8,362,536	7,993,371	(369,165)	-4.41%
Retiree Health & Sick Benefits	4,074,804	4,646,884	4,646,884	4,950,958	304,074	6.54%
Workers' Compensation & Unemployment	1,511,171	1,530,250	1,600,000	1,200,000	(400,000)	-25.00%
Medicare & Life Insurance	1,177,496	1,186,000	1,190,400	1,237,616	47,216	3.97%
<b>Total Employee Benefits</b>	<b>\$ 24,110,922</b>	<b>\$ 26,027,479</b>	<b>\$ 26,714,165</b>	<b>\$ 26,584,153</b>	<b>\$ (130,012)</b>	<b>-0.49%</b>
<b>Debt Service, Grants, Assessments &amp; Other</b>						
Debt Service	9,970,663	7,152,492	7,152,492	6,567,324	\$ (585,168)	-8.18%
Library Grants	1,882,000	1,938,460	1,938,460	1,899,691	(38,769)	-2.00%
Tourism Grant	122,930	177,000	177,000	127,000	(50,000)	-28.25%
Property & Liability Insurance	1,780,057	1,865,000	1,860,000	1,910,000	50,000	2.69%
Celebrations	123,187	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	319,129	380,632	400,000	400,000	-	0.00%
Old Kings Highway	9,950	9,950	9,950	9,950	-	0.00%
Greenhead Fly Control District	5,820	5,820	5,820	5,820	-	0.00%
County Tax & Cape Cod Commission Assessments	1,141,793	1,092,976	1,092,976	1,215,102	122,126	11.17%
Mosquito Control	393,962	423,497	423,497	458,888	35,391	8.36%
Air Pollution Control Districts	21,684	21,758	21,758	22,201	443	2.04%
Regional School District Assessment	3,682,234	6,119,570	6,119,570	5,856,271	(263,299)	-4.30%
Commonwealth Charter School Assessment	3,256,299	3,664,363	3,664,363	4,095,060	430,697	11.75%
School Choice Assessment	1,318,885	1,464,707	1,502,559	1,431,201	(71,358)	-4.75%
RMV Non-renewal Surcharge	55,540	69,020	69,020	66,040	(2,980)	-4.32%
Cape Cod Regional Transit Authority	579,019	593,494	593,494	608,331	14,837	2.50%
Special Education Assessment	36,912	15,843	15,843	9,927	(5,916)	-37.34%
Snow & Ice Deficit	-	-	225,144	-	(225,144)	-100.00%
Town Council Reserve Fund	-	91,000	159,000	250,000	91,000	57.23%
<b>Total Debt Service, Grants, Assessments &amp; Other</b>	<b>\$ 24,752,064</b>	<b>\$ 25,257,582</b>	<b>\$ 25,602,946</b>	<b>\$ 25,104,806</b>	<b>\$ (498,140)</b>	<b>-1.95%</b>
<b>Subtotal Before Transfers</b>	<b>\$ 48,862,986</b>	<b>\$ 51,285,061</b>	<b>\$ 52,317,111</b>	<b>\$ 51,688,959</b>	<b>\$ (628,152)</b>	<b>-1.20%</b>
Transfer to Capital Trust Fund	\$ 9,517,045	\$ 10,191,521	\$ 10,191,521	\$ 10,442,825	\$ 251,304	2.47%
Transfer to Capital Projects Funds	165,000	-	-	-	-	0.00%
Transfers to Enterprise Funds	1,166,544	1,373,838	1,373,838	2,214,375	840,537	61.18%
<b>Total Transfers</b>	<b>\$ 10,848,589</b>	<b>\$ 11,565,359</b>	<b>\$ 11,565,359</b>	<b>\$ 12,657,200</b>	<b>\$ 1,091,841</b>	<b>9.44%</b>
<b>Grand Total Other Requirements</b>	<b>\$ 59,711,575</b>	<b>\$ 62,850,420</b>	<b>\$ 63,882,470</b>	<b>\$ 64,346,159</b>	<b>\$ 463,689</b>	<b>0.73%</b>

## OTHER REQUIREMENTS

### Other Requirements Budget Comparison (Continued)

#### Summary of Budget Changes

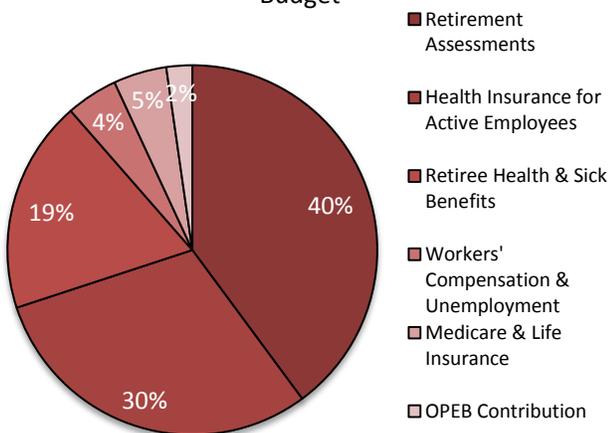
The total budget for Other Requirements, including transfers, is increasing 0.73%. Excluding transfers, this budget is decreasing by 1.2%. The largest increase in this area of the budget are the transfers to the HYCC and Golf Enterprise Funds. The anticipated negative impact of the public health emergency on revenue for these operations will require more General Fund support to provide the services. Employee Benefits are remaining relatively flat. The majority of the increase in this budget comes from the county retirement assessment and retired health & sick benefits, but these costs are being offset by a reduction in healthcare cost and worker compensation. 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 combined are increase by 1%. Theses assessments are related to the number of Barnstable students attending schools outside the district. The town is also seeing a large reduction in debt service requirements. In addition, FY 2020 experienced a mild winter, and therefore, incurred no snow & ice deficit. A transfer to the Capital Trust Fund is increasing 2.47% to cover the town’s capital program. Finally, a Town Council reserve fund of \$250,000 for extraordinary and unforeseen expenditures is being 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

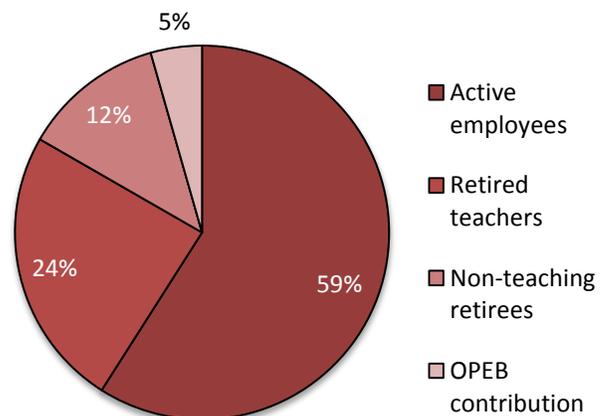
#### Employee Benefits

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 (OPEB).

Distribution of FY21 Employee Benefits Budget



Distribution of FY21 Health Insurance Expenditures



Health insurance for active and retired employees is the largest expenditure in this area of the budget. Collectively, they represent 50% of all employee benefits spending. Health insurance for active employees comprises 59% of all health insurance expenses while retirees make up 36%. This area of the budget also includes the contribution to the Town’s trust fund for Other-Post Employment Benefits (OPEB), which is budgeted at \$600,000 for FY 2021. 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

## **OTHER REQUIREMENTS**

increases in the tax levy. The county retirement assessment is the second largest expenditure in this category representing 40% of the total budget. 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 FY 2013 and FY 2018, which resulted in some premium savings. In FY 2018, 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 FY 2021, 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 assessment has increased more than \$4 million over the past 10 years, or 6% annually.

### **Unemployment**

The Town self-insures for unemployment costs. The state bills the Town on a monthly basis for unemployment collected by former employees. When the response stage to the existing public health emergency ends and the town enters the recovery phase, the current economic recession is expected to worsen. Eventually, this could lead to a reduction in the workforce. To keep unemployment expenses manageable the town will need to think strategically about any planned reduction in the workforce as a result of the recession.

### **Worker's Compensation**

The Town began self-insuring for worker's compensation in FY 2012. 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 \$3.9 million. The town is actively looking into stop-loss insurance for this area but the market has not been favorable. 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.

## **OTHER REQUIREMENTS**

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, 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 FY 2014 to \$1.9 million in FY 2021.

### **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 FY 2021 proposed budget for both grants are being reduced as a result of the Town's current financial condition and the expected loss of revenue from the current recession.

### **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 FY 2021 assessment for the CCTRHS is decreasing by \$263,299 or 4%. However, this assessment has seen a substantial increase from two years ago due to the construction of a new school building. Fiscal year 2020 was the first year the assessment included the debt payment on the bond issued to construct the school. The FY 2021 assessment is down principally due to a lower debt payment this year. 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.

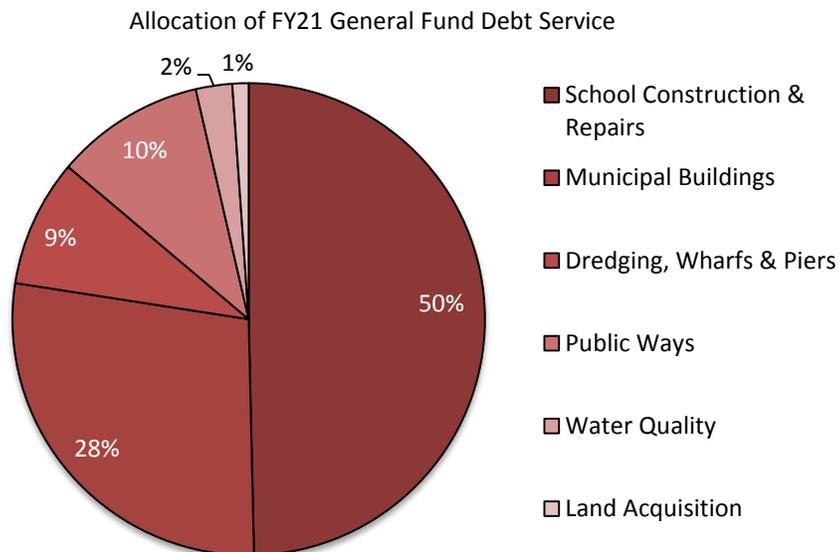
The Veteran's District administers to our Veterans' needs and this appropriation represents our share of the administrative cost and direct benefits paid to veterans. This budget remains level funded at \$400,000 for FY 2021.

## OTHER REQUIREMENTS

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 net to a \$359,000 increase in FY 2021.

## Debt Service



Major capital improvements within the Capital Improvements Program will be funded through the issuance of notes and bonds and the repayment of the loans are 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.

## Transfers

Included in this category are all budgeted transfers to other Town funds from the General Fund. This includes \$10.7 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 \$10,442,825 of tax support to its annual capital program. This amount is transferred to the CTF. In return, the CTF will transfer \$6,567,324 back to the General Fund for the payment on bonds issued to fund

## OTHER REQUIREMENTS

capital improvements, which are included in the General Fund budget. This results in a net transfer to the CTF of \$3,875,501.

The Golf Course Enterprise Fund is assessed \$477,240 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 will receive from the General Fund \$822,917, resulting in a net subsidy of \$345,677. The HYCC Enterprise Fund is assessed \$332,923 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. In addition, this operation requires additional General Fund support for direct operating costs budgeted in the Enterprise Fund resulting in a subsidy of \$1,391,458. The total Enterprise Fund subsidy budgeted in this category is \$1,404,212.

### 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 in the past, however, due to a mild winter in FY 2021 anticipates no deficit FY 2021 proposed budget.

### Snow & Ice Removal Program

The Snow & Ice Removal Program provides for snow and ice removal from 490 miles of roads comprised of 271 miles of Town roads, 29 miles of state roads, 190 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 Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$0	\$352,350	\$975,000	\$975,000	\$0	0.00%
Intergovernmental	226,477	79,216	-	-	-	0.00%
Reserves	1,171,720	-	-	-	-	0.00%
<b>Total Sources</b>	<b>\$1,398,197</b>	<b>\$431,566</b>	<b>\$975,000</b>	<b>\$975,000</b>	<b>\$0</b>	<b>0.00%</b>

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$175,528	\$87,076	\$80,000	\$80,000	\$0	0.00%
Operating Expenses	899,616	344,490	895,000	895,000	-	0.00%
<b>Total Appropriation</b>	<b>\$1,075,144</b>	<b>\$431,566</b>	<b>\$975,000</b>	<b>\$975,000</b>	<b>\$0</b>	<b>0.00%</b>

***OTHER REQUIREMENTS***

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# MARINE & ENVIRONMENTAL AFFAIRS DEPARTMENT

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## Department 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.

## Enterprise Funds



**Marinas**



**Sandy Neck  
Beach Park**

# 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.

## Town Operated Marinas



**Barnstable Harbor  
Marina**



**Bismore Park Marina**

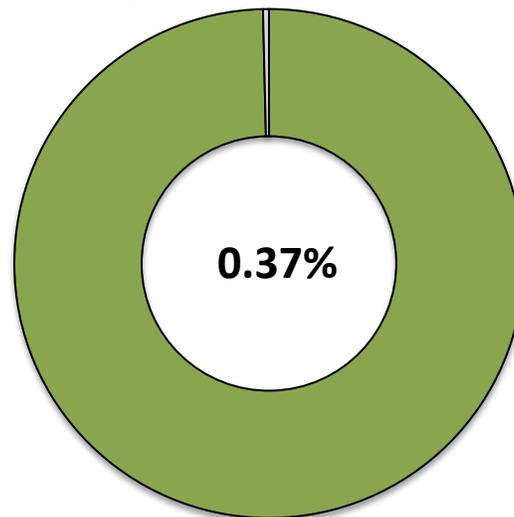


**Gateway Marina**



**Prince Cove Marina**

Percentage of FY21 All Appropriated Funds



Marina Enterprise Fund comprises 0.37% of all appropriated funds.

## Enterprise Fund Services Provided

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 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 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;
- Award slip agreements (renewal and new);
- Collect seasonal, transient, and winter dockage fees;
- Maintain waiting lists, collect associated fees, and award slips from the lists;
- 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 pump out service at Barnstable Harbor Marina, Bismore Park Marina, and the Marina at Prince Cove;
- 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., and;
- Cover all expenses with revenues generated by the fees assessed to the users of the marina facilities.



*Bismore Park Docks*

## Recent Accomplishments

- Worked with the Natural Resource Division to install a new North side “FLUPSY” at Barnstable Harbor Marina;
- Continued dock hardware improvements at all Town Marinas;
- Continued to repair all dock and piers as needed;
- Acquired Chapter 91 License for Prince Cove Marina;
- Completed float improvements at Barnstable Harbor Marina by installing new deck boards and connectors in multiple sections;
- Worked with Planning and Development to implement new off load safety measures at Bismore Park Marina, and;
- Created a new online Marina Database to better organize and manage all Town of Barnstable Marinas.

## Goals and Objectives - Town Council’s Quality of Life Strategic Plan (SP)

### Short-Term:

1. Continue to fill vacancies from established waitlists of all Town-owned marinas. **(SP: Regulatory Process and Performance, Economic Development, Communication).**
2. Continue with float replacement program and float improvements at all Town owned marinas. **(SP: Infrastructure, Economic Development)**
3. Continue to implement bulkhead repair and upgrades survey to the Bismore Park Bulkhead. **(SP: Infrastructure).**
4. Continue to improve MEA online database to better serve transient boaters who visit Town of Barnstable Marinas **(SP: Regulatory Process and Performance).**

### 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, Infrastructure, Economic Development)**



*Bismore Park Docks*

## Enterprise Fund Budget Comparison

Marina Enterprise Fund	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2019	FY 2020	FY 2020	FY 2021	FY20 - 21	Change
Fees, Licenses, Permits	\$696,997	\$525,000	\$682,000	\$528,750	(\$153,250)	-22.47%
Charges for Services	16,130	8,800	13,500	10,000	(3,500)	-25.93%
Interest and Other	16,488	12,000	12,200	10,000	(2,200)	-18.03%
Special Revenue Funds	30,000	30,000	30,000	30,000	-	0.00%
Capital Trust Fund Reserves	57,231	55,631	55,631	54,031	(1,600)	-2.88%
<b>Total Operating Source of Funding</b>	<b>\$816,846</b>	<b>\$631,431</b>	<b>\$793,331</b>	<b>\$632,781</b>	<b>(\$160,550)</b>	<b>-20.24%</b>

Expense Category						
Personnel	\$ 225,548	\$ 203,768	\$ 246,149	\$ 244,783	\$ (1,366)	-0.56%
Benefits	31,520	30,291	39,201	39,707	506	1.29%
Operating Expenses	98,588	106,891	107,434	105,019	(2,415)	-2.25%
Capital Outlay	7,757	43,795	50,000	20,000	(30,000)	-60.00%
Debt Service	366,539	355,504	355,504	341,544	(13,960)	-3.93%
Transfers Out	34,786	34,492	34,492	36,924	2,432	7.05%
<b>Total Operating Budget</b>	<b>\$764,738</b>	<b>\$774,741</b>	<b>\$832,780</b>	<b>\$787,977</b>	<b>(\$44,803)</b>	<b>-5.38%</b>
Capital Improvement Program	236	-	-	-	-	0.00%
<b>Total Capital Expenses</b>	<b>\$236</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total Expenses</b>	<b>\$764,974</b>	<b>\$774,741</b>	<b>\$832,780</b>	<b>\$787,977</b>	<b>(\$44,803)</b>	<b>-5.38%</b>

<b>Excess (Deficiency) cash basis</b>	<b>\$51,872</b>	<b>(\$143,310)</b>	<b>(\$39,449)</b>	<b>(\$155,196)</b>	<b>(\$115,747)</b>
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<b>Beginning Certified Free Cash</b>	<b>\$ 848,927</b>		<b>\$ 900,799</b>	<b>\$ 861,350</b>
<b>FY 2020 Projected Excess (Deficiency)</b>			<b>(143,310)</b>	
<b>Ending Projected Certified Free Cash</b>	<b>\$ 900,799</b>		<b>\$ 861,350</b>	<b>\$ 562,844</b>

Job Title	FY 2019	FY 2020	FY 2021	Change
Administrative Assistant	0.20	0.20	0.20	-
Director Marine & Environmental Affairs	0.15	0.15	0.15	-
Marina Manager/Asst. Harbor Master	0.75	0.75	0.75	-
Principal Dept/Div Assistant	0.20	0.20	0.20	-
<b>Full-time Equivalent Employees</b>	<b>1.30</b>	<b>1.30</b>	<b>1.30</b>	<b>0.00</b>

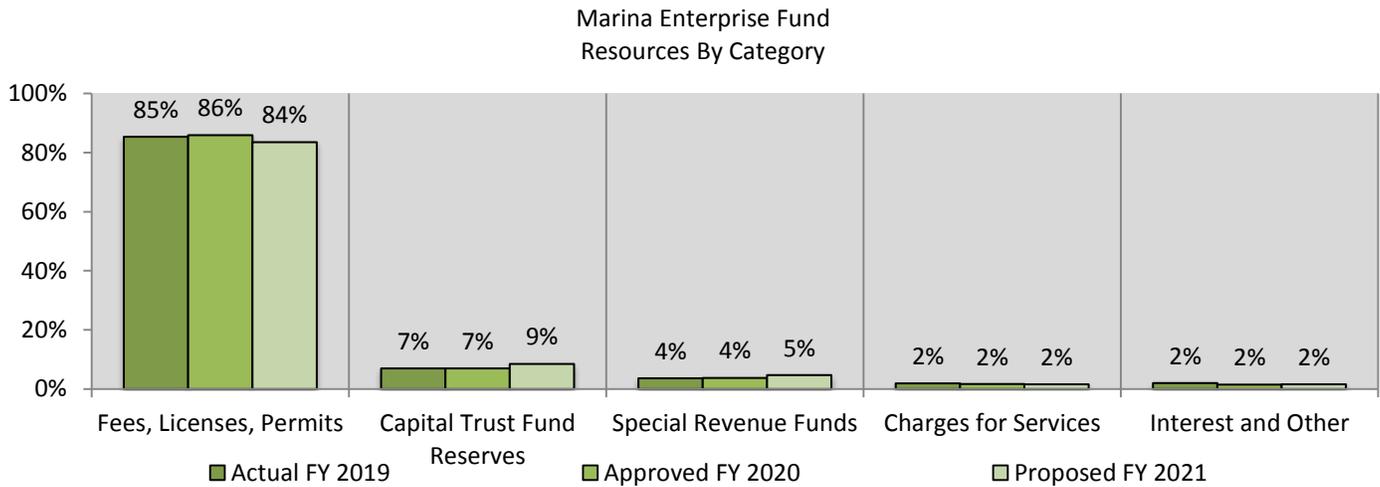
Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2020 Approved Budget</b>				<b>\$832,780</b>	
Contractual Obligations Net of Staff Turnover	(1,366)	-	-	<b>(1,366)</b>	-
Change in Indirect Costs	777	2,342	-	<b>3,119</b>	
One-Time Charges	(271)	(13,960)	(30,000)	<b>(44,231)</b>	-
<b>FY 2021 Budget Changes</b>					
1. Advertising Budget Line Item Reduction	-	(500)	-	<b>(500)</b>	-
2. Marine Related Services Budget Reduction	-	(1,825)	-	<b>(1,825)</b>	-
<b>FY 2021 Proposed Budget</b>	<b>(\$860)</b>	<b>(\$13,943)</b>	<b>(\$30,000)</b>	<b>\$787,977</b>	<b>-</b>

### Summary of Budget Changes

The Marina Enterprise Fund's proposed FY 2021 budget is decreasing -5.38% from the approved FY 2020 budget. A decrease in debt service costs and a one-time purchase in FY 2020 of \$30,000 for a new vehicle attribute to most of the change. Several budget line items are being reduced and indirect costs are increasing \$3,119.

## Enterprise Fund Budget Comparison (Continued)

- Advertising Budget Reduction** – Advertising is being reduced, as operations will focus more on the town’s website for disseminating marina information.
- Marine & Related Service Budget Reduction** – There will be less available funds for marina related items and services.



### 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.

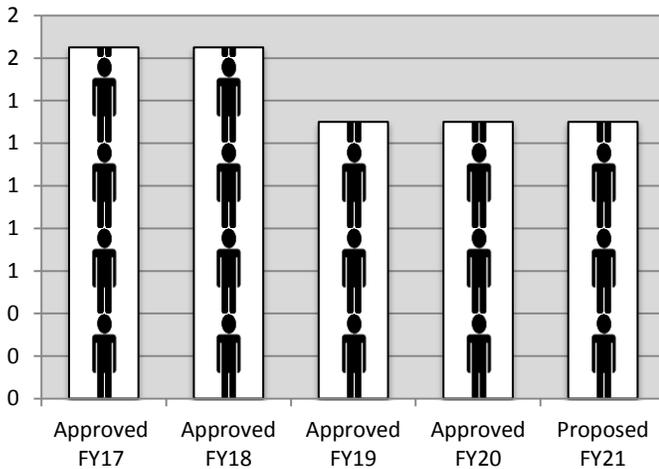
Fees, Licenses, Permits account for 84% of all Marina Enterprise Fund revenues. This includes both transient docking fees and annual slip holders. The Capital Trust Fund provides the second largest source of revenue at 9% for debt service payments associated with the Barnstable Marina Bulkhead project in 2011. A portion of this project was paid for with the Capital Trust Fund.

### Factors Affecting Expenses

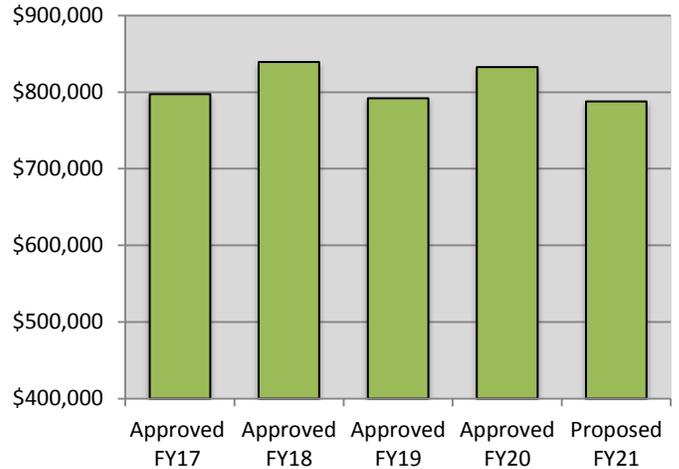
The purchase of the Prince Cove Marina in FY 2003 was financed with the issuance of a new loan. The new revenue sources derived from taking over the operations of the marina covers the annual loan payments for the acquisition. Additionally, a loan of \$1,250,000 was issued to replace the Barnstable Harbor Bulkhead. The General Fund will repay \$725,000 of the loan and the Marina Enterprise Fund will repay the remaining \$525,000. The FY 2016 and FY 2017 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.

# Enterprise Fund Budget History

Marina Enterprise Fund  
Full Time Employee History



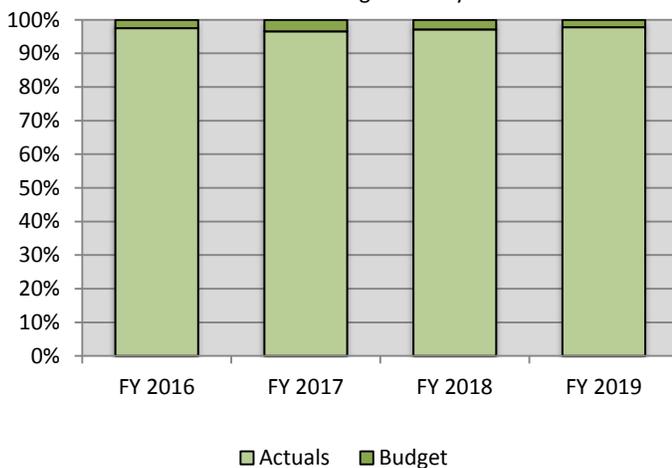
Marina Enterprise Fund  
Budget History



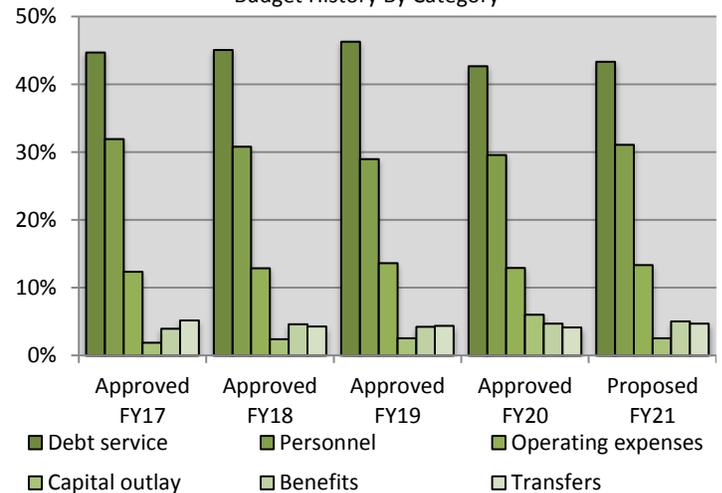
FY 2019 change was the result of a reallocation in permanent salary to the General Fund.

The spike in FY 2016 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 FY 2015 winter season. The Marine budget has remained level funded over the five-year period.

Marina Enterprise Fund  
Actuals to Budget History



Marina Enterprise Fund  
Budget History By Category



The Marina Enterprise fund actual expenditures range 96% to 98% of annually approved budgets.

The proposed FY 2021 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.

## SANDY NECK BEACH PARK ENTERPRISE FUND

### Purpose Statement

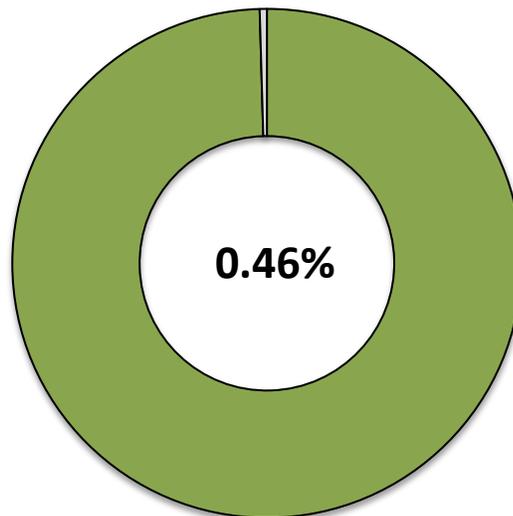
The objective of the Sandy Neck Beach Park is to provide access and recreational opportunities to our Town's citizens and visitors while protecting the natural, cultural, and historic resources on Sandy Neck so that a long-term, sustainable balance between use and conservation of these resources is achieved.

4,700 Acres of Dunes

Maritime Forests and Marshes

Recreational Opportunities

Percentage of FY21 All Appropriated Funds



Sandy Neck Park Enterprise Fund comprises 0.46% of all appropriated funds.

## **Enterprise Fund Services Provided**

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;
- Providing the public with beach information and written materials (maps, regulations, policies, tide charts, etc.);
- 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; and
- Overseeing Sandy Neck hunting activities.



***Sandy Neck- Dune***

### **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.); and
- Cottage owner escorts, Beach Point patrols, tent camping program and shellfishing compliance;

### **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.

### **Educational Program:**

- Junior Ranger Programs;
- Diamondback terrapin headstart and outreach programs; and
- Halfway House environmental and educational events.

## Recent Accomplishments

- Enhanced response to shark-related sightings and emergencies through new equipment, training and policies including a revised response protocol, flags, signage and stop the bleed kits and training;
- Updated the Sandy Neck Beach Park Regulations;
- Investigated Sandy Neck Safety Solutions to address beach patron and staff safety;
- Hired an additional full-time Natural Resource Officer to assist with continued trend of increased activities and operations at Sandy Neck;
- Installed gates at the Sandy Neck access trail to enhance beach safety and security;
- Implemented new conservation and protection measures for the Diamondback Terrapin; and



*Aerial View – Sandy Neck*

- Purchased and installed a new beach access mat with handrails to create a new “Handicap assist” access point for the public beach.

## Goals and Objectives - Town Council’s Quality of Life Strategic Plan (SP)

### Short-Term:

1. Fully implement an RFID system for Off-Road Vehicles permits to better enhance tracking, safety, enforcement, processing and statistics for ORV beach use **(SP: Public Health and Safety, Recreation)**.
2. Enhance safety measures through the installation of new speed bumps, and signage **(SP: Public Health and Safety, Recreation)**.
3. Submit updated HCP to the state NHESP to include more coverage and activities in order to enhance our abilities to provide recreational access for patrons while still protecting our endangered species **(SP: Recreation, Environmental and Natural Resources)**.

### 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)**

**SANDY NECK BEACH PARK ENTERPRISE FUND**

**Enterprise Fund Budget Comparison**

<b>Sandy Neck Enterprise Fund</b>	<b>Actual</b>	<b>Projected</b>	<b>Approved</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY20 - 21</b>	<b>Change</b>
Intergovernmental Aid	\$30,000	\$0	\$0	\$0	\$0	0.00%
Fees, Licenses, Permits	560,747	420,000	595,000	416,000	(179,000)	-30.08%
Charges for Services	251,602	170,000	252,055	169,455	(82,600)	-32.77%
Interest and Other	117,586	95,000	110,000	95,000	(15,000)	-13.64%
<b>Total Operating Source of Funding</b>	<b>\$959,935</b>	<b>\$685,000</b>	<b>\$957,055</b>	<b>\$680,455</b>	<b>(\$276,600)</b>	<b>-28.90%</b>
Gift/Contributions & Donations	676	-	-	-	-	0.00%
<b>Total Capital Source of Funding</b>	<b>\$676</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total Source of Funding</b>	<b>\$960,611</b>	<b>\$685,000</b>	<b>\$957,055</b>	<b>\$680,455</b>	<b>(\$276,600)</b>	<b>-28.90%</b>
<b>Expense Category</b>						
Personnel	\$461,161	\$410,000	\$499,305	\$500,718	\$1,413	0.28%
Benefits	75,922	94,000	95,029	95,758	729	0.77%
Operating Expenses	194,677	175,000	212,961	212,630	(331)	-0.16%
Capital Outlay	85,997	36,000	53,000	12,000	(41,000)	-77.36%
Debt Service	94,981	92,581	92,581	90,181	(2,400)	-2.59%
Transfers Out	100,647	43,583	43,583	50,001	6,418	14.73%
<b>Total Operating Budget</b>	<b>\$1,013,385</b>	<b>\$851,164</b>	<b>\$996,459</b>	<b>\$961,288</b>	<b>(\$35,171)</b>	<b>-3.53%</b>
Capital Improvement Program	212	-	60,000	-	(60,000)	-100.00%
<b>Total Capital Expenses</b>	<b>\$212</b>	<b>\$0</b>	<b>\$60,000</b>	<b>\$0</b>	<b>(\$60,000)</b>	<b>-100.00%</b>
<b>Total Expenses</b>	<b>\$1,013,597</b>	<b>\$851,164</b>	<b>\$1,056,459</b>	<b>\$961,288</b>	<b>(\$95,171)</b>	<b>-9.01%</b>
<b>Excess (Deficiency) cash basis</b>	<b>(\$52,987)</b>	<b>(\$166,164)</b>	<b>(\$99,404)</b>	<b>(\$280,833)</b>	<b>(\$181,429)</b>	

<b>Beginning Certified Free Cash</b>	<b>\$ 1,061,920</b>	<b>\$ 1,008,933</b>	<b>\$ 909,529</b>
<b>FY 2020 Projected Excess (Deficiency)</b>			<b>(166,164)</b>
<b>Ending Projected Certified Free Cash</b>	<b>\$ 1,008,933</b>	<b>\$ 909,529</b>	<b>\$ 462,532</b>

<b>Job Title</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Change</b>
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	-
<b>Full-time Equivalent Employees</b>	<b>3.85</b>	<b>3.85</b>	<b>3.85</b>	<b>-</b>

<b>Budget Reconciliation</b>	<b>Personnel</b>	<b>Operating</b>	<b>Capital Outlay</b>	<b>Totals</b>	<b>FTE</b>
<b>FY 2020 Approved Budget</b>				<b>\$ 996,459</b>	
Contractual Obligations Net of Staff Turnover	1,413	-	-	<b>1,413</b>	-
Change in Indirect Costs	2,585	6,087	-	<b>8,672</b>	
One-Time Charges	(1,856)	(2,400)	(3,000)	<b>(7,256)</b>	-
<b>FY 2021 Budget Changes</b>					
1. Sand Stabilization Budget Reduction	-	-	(38,000)	<b>(38,000)</b>	-
<b>FY 2021 Proposed Budget</b>	<b>\$ 2,142</b>	<b>\$ 3,687</b>	<b>\$ (41,000)</b>	<b>\$ 961,288</b>	<b>-</b>

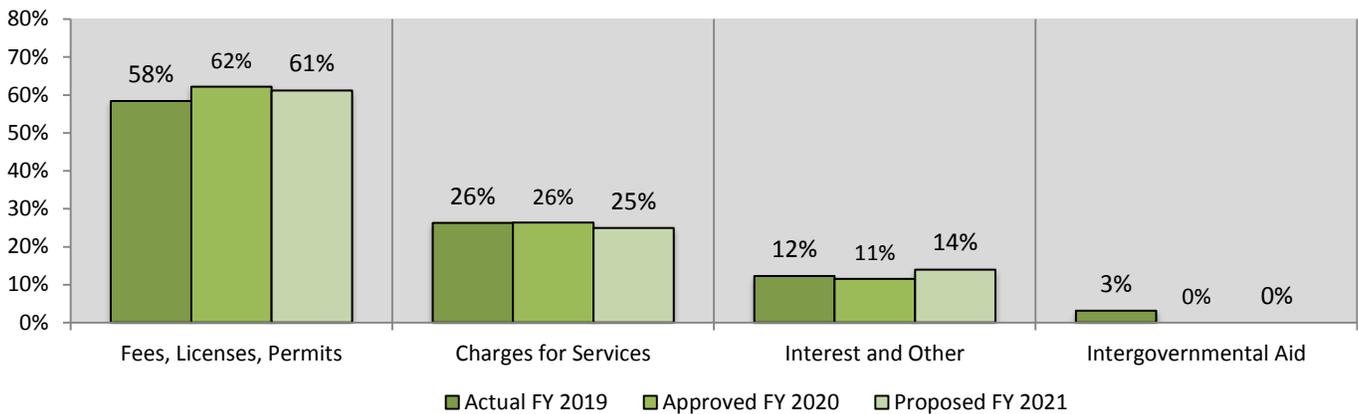
## Enterprise Fund Budget Comparison (Continued)

### Summary of Budget Changes

Sandy Neck Enterprise Fund proposed FY 2021 operating budget is decreasing -3.53% from the approved FY 2020 budget. Personnel and benefits costs are increasing due to contractual obligations. Indirect Cost for General Fund support is increasing by \$8,672. A reduction to the emergency sand stabilization of \$38,000 is the main factor in the fund budget decrease.

- Sand Stabilization Budget Reduction** - We have used dune nourishment funding in two years. However, if we experience extreme erosion in the winter of 2020/2021, we may need to request surplus funding under an emergency appropriation in order to secure the dune in front of the parking lots.

Sandy Neck Enterprise Fund  
Resources By Category



### 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.

Fees, Licenses, Permits represent the largest funding source at 61% and off-road vehicle (ORV) sticker fees provide the largest contribution to this revenue category. The second largest category is Charges for Services at 25% and includes beach stickers and parking lot fees.



Sandy Neck – Turtle Release

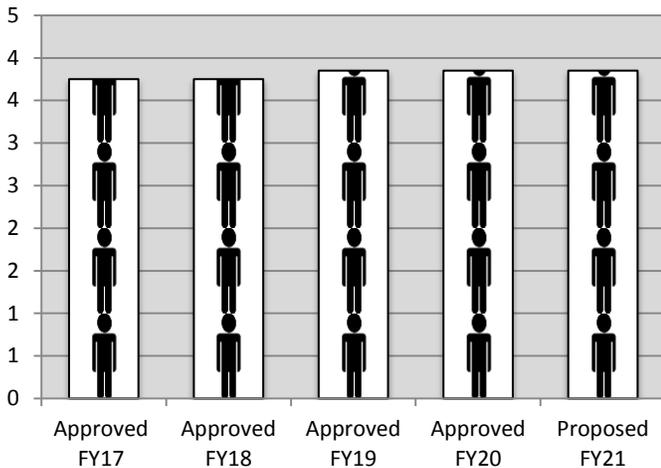
## Enterprise Fund Budget Comparison (Continued)

### 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.

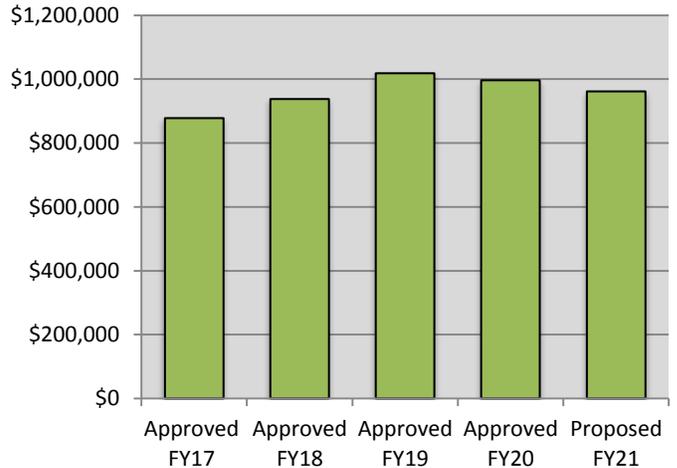
## Enterprise Fund Budget History

Sandy Neck Enterprise Fund  
Full Time Employee History



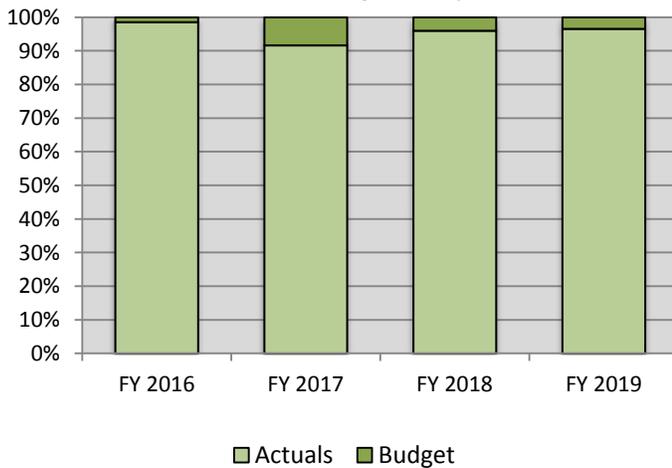
Full-time employees have remained level through the fiscal years. Any change attributes to reallocations of salary between funds.

Sandy Neck Enterprise Fund  
Budget History



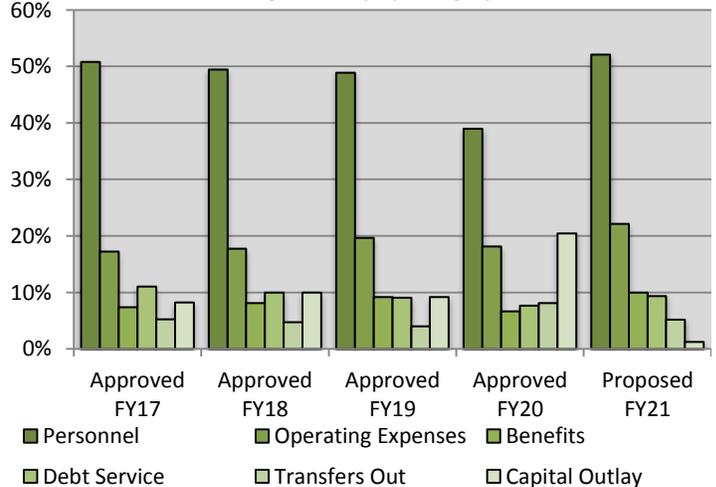
This budget has increased 1.91% annually over the five-year period.

Sandy Neck Enterprise Fund  
Actuals to Budget History



Sandy Neck Enterprise Fund actual expenditures range 91% to 98% of annually approved budgets.

Sandy Neck Enterprise Fund  
Budget History By Category



Personnel and benefits expenses comprise 62% of all expenditures.

**SANDY NECK BEACH PARK ENTERPRISE FUND**

**Enterprise Fund Workload Indicators**

Workload Indicator	FY 2017 Actual	FY 2018 Actual	FY 2019 Actuals	FY 2020 Projected
Sandy Neck Beach Park ORV Permits Issued (represented in calendar year)	4,770	4,750	3,979	4,000
Total Revenue	\$1,103,234	\$1,017,159	\$929,935	\$1,000,000
Educational Hikes/Talks (represented in calendar year)	32	32	32	30
Overnight Camping (represented in calendar year)	5,976	5,466	5,451	5,400
Merchandise Sales	\$48,715	\$39,179	\$41,102	\$40,000

Description	Historical Trends				Benchmark
	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actuals	FY 2020 Projected
Actual Revenue	\$1,073,932	\$1,103,234	\$1,017,161	\$929,935	\$960,000
Estimated Revenue	\$815,717	\$887,998	\$968,462	\$1,065,249	\$957,055
Exceeds Expectations >100%	132%	124%	105%	87%	100%

Due to endangered shorebird nest locations, the off road beach availability has become limited and revenue has been negatively affected. Our goal for FY 2021 and beyond is to bring our revenue projections back in line with our actual revenue. This will be achieved by both reducing our revenue projections and by attempting to increase our beach accessibility to the public during crucial times of the busy summer season. During the winter of 2020, we submitted a State of Massachusetts Habitat Conservation Permit (HCP) that, if approved, could improve our management flexibility of endangered shorebirds while still protecting these important species. Improved beach access can increase revenue via improved off road vehicle permit sales.



**Coyote – Sandy Neck Field Station Camera**

# COMMUNITY SERVICES DEPARTMENT

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## Department Purpose Statement

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

## Enterprise Funds



**Olde Barnstable  
Fairgrounds & Hyannis  
Golf Courses**



**Hyannis Youth &  
Community Center**

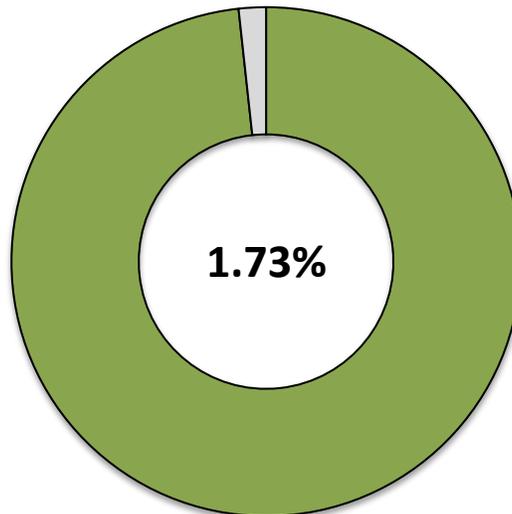
# GOLF COURSE ENTERPRISE FUND

## Department Purpose Statement

Barnstable Golf is dedicated to providing and maintaining exceptional, affordable, public golf facilities for residents and guests of all ages. We are committed to enhancing and preserving the golf properties for the future through improvement 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.



Percentage of FY21 All Appropriated Funds



Golf Course Enterprise Fund comprises 1.73% of all appropriated funds.

## **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.



***Olde Barnstable Fairgrounds Golf Course***

### **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, 2019, the Golf Division generated \$3,369,843 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.

### **Operations Activity**

The Operations activity is responsible for management of the two golf 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.

## **Enterprise Fund Services Provided (Continued)**

### **Administration Activity**

Barnstable Golf paid \$499,986 for principal and interest on debt service and transfers \$173,114 to the General Fund for costs associated with 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.

### **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 Golf Division Management staff made a conscious decision in 2019 to start the transition away from traditional turf management practices in favor of a more environmentally sustainable approach with regards to the applications of nitrogen based fertilizers and pesticides on the golf courses. For the past decade, 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. We have incorporated biological, microbial, carbon based and organic products into our turf management programs in lieu of traditional chemicals and synthetic fertilizers. Golf management 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.

### **Operations Activity**

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.



***Hyannis Golf Course – Clubhouse Deck***

## Recent Accomplishments

- Completed sand bunker edging, reshaping and sand replenishment work at both golf courses. 44 bunkers were addressed at Hyannis GC, and 60 received improvements at OBF. Completion of this project would not have been possible without the interdepartmental cooperation we received from DPW's Structures and Grounds Division staff;
- The popularity of the Hyannis GC Quota League continues to grow. The 2019 season saw 269 league members play 2,658 rounds competing for over \$40,000 in awarded prizes;
- For the seventh 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) Golf Professional Jesse Schechtman received the 2019 "Merchandiser of the Year Award" from the New England PGA for demonstrating superior merchandising skills. The NEPGA represents over 750 PGA professionals at 450 golf facilities;
- In partnership with Dr. Frank Rossi, PhD from Cornell University, Barnstable Golf hosted a seminar for all of the municipal golf course managers on ways to reduce inputs of chemicals and fertilizers at their respective town's golf facilities;
- Replaced a failed HVAC system at Hyannis GC clubhouse building. The resulting water line break caused ceiling and wall damage in the main kitchen and lobby areas. All affected areas were repaired; and
- Commenced new environmentally sustainable golf course management plan designed to reduce or eliminate the use of traditional chemicals and fertilizers in favor of alternative, environmentally friendly practices and protocols.



**Hyannis Golf Course**

## Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)

### 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)**

**Goals and Objectives (Continued) – Town Council’s Quality of Life Strategic Plan (SP)**

2. Continue development and implementation of environmentally sustainable management plan for the maintenance and upkeep of the Town’s golf facilities. The goal is to use alternative methods and products in an effort to significantly reduce or eliminate inputs of pesticides and fertilizer into the environment. **(SP: Public Health & Safety, Education, Environment and natural resources)**
5. 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: Infrastructure, Economic Development, Public Health and Safety)**

**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. 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 14-year-old dump truck that is in poor condition. **(SP: Infrastructure, Public Health and Safety)**
4. Host a seminar on the new golf worldwide handicapping system for Annual Pass Holders and public. The golf handicap system has been changed which affects all golfers. Changes go into effect in April 2020. Our Golf Professionals will conduct an in-depth review and explanation of all the changes. **(SP: Communication, Education)**
6. 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. **(SP: Finance, Infrastructure)**
7. Continue to expand and enhance tournament/event offerings; 2020 will see several new events including the “Greenskeeper’s Revenge” and a couple’s league. **(SP: Communication, Economic Development)**
8. 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)**
9. 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)**

**GOLF ENTERPRISE FUND**

**Enterprise Fund Budget Comparison**

<b>Golf Course Enterprise Fund</b>	<b>Actual</b>	<b>Projected</b>	<b>Approved</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY20 - 21</b>	<b>Change</b>
Taxes	\$190,012	\$233,199	\$233,199	\$822,917	\$589,718	252.88%
Charges for Services	3,356,496	2,625,000	3,478,200	2,815,464	(662,736)	-19.05%
Interest and Other	21,436	20,000	15,000	10,000	(5,000)	-33.33%
<b>Total Operating Source of Funding</b>	<b>\$3,567,944</b>	<b>\$2,878,199</b>	<b>\$3,726,399</b>	<b>\$3,648,381</b>	<b>(\$78,018)</b>	<b>-2.09%</b>
Capital Trust Fund Reserves	45,000	-	-	-	-	0.00%
Transfers From Closed Projects	32,000	-	32,000	-	(32,000)	-100.00%
Borrowing Authorizations	-	-	414,000	-	(414,000)	-100.00%
<b>Total Capital Source of Funding</b>	<b>\$77,000</b>	<b>\$0</b>	<b>\$446,000</b>	<b>\$0</b>	<b>(\$446,000)</b>	<b>-100.00%</b>
<b>Total Source of Funding</b>	<b>\$3,644,944</b>	<b>\$2,878,199</b>	<b>\$4,172,399</b>	<b>\$3,648,381</b>	<b>(\$524,018)</b>	<b>-12.56%</b>
<b>Expense Category</b>						
Personnel	\$1,443,287	\$1,400,000	\$1,573,164	\$1,496,659	(\$76,506)	-4.86%
Benefits	389,517	408,976	462,944	457,351	(5,593)	-1.21%
Operating Expenses	1,012,347	1,015,746	1,110,741	1,075,159	(35,582)	-3.20%
Capital Outlay	-	-	17,155	-	(17,155)	-100.00%
Debt Service	499,986	493,348	493,348	441,588	(51,760)	-10.49%
Transfers Out	173,134	219,062	219,062	177,625	(41,437)	-18.92%
<b>Total Operating Budget</b>	<b>\$3,518,271</b>	<b>\$3,537,132</b>	<b>\$3,876,414</b>	<b>\$3,648,381</b>	<b>(\$228,033)</b>	<b>-5.88%</b>
Capital Improvement Program	37,400	-	446,000	-	(446,000)	-100.00%
<b>Total Capital Expenses</b>	<b>\$37,400</b>	<b>\$0</b>	<b>\$446,000</b>	<b>\$0</b>	<b>(\$446,000)</b>	<b>-100.00%</b>
<b>Total Expenses</b>	<b>\$3,555,671</b>	<b>\$3,537,132</b>	<b>\$4,322,414</b>	<b>\$3,648,381</b>	<b>(\$674,033)</b>	<b>-15.59%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$89,273</b>	<b>(\$658,933)</b>	<b>(\$150,015)</b>	<b>\$0</b>	<b>\$150,015</b>	

<b>Beginning Certified Free Cash</b>	<b>\$ 727,085</b>	<b>\$ 816,358</b>	<b>\$ 666,343</b>
<b>FY 2020 Projected Excess (Deficiency)</b>			<b>(658,933)</b>
<b>Ending Projected Certified Free Cash</b>	<b>\$ 816,358</b>	<b>\$ 666,343</b>	<b>\$ 7,410</b>

<b>Job Title</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Change</b>
Assistant Golf Course Supervisor	2.00	2.00	2.00	-
Director of Community Services	0.10	0.10	0.10	-
Director of Golf Maintenance	1.00	1.00	1.00	-
Director of Golf Operations	1.00	1.00	1.00	-
Financial Supervisor	1.00	1.00	1.00	-
Golf Course Facility Technician	2.00	2.00	2.00	-
Golf Head Professional	2.00	2.00	2.00	-
Laborer/Greens Person	2.00	2.00	2.00	-
Principal Dept/Div Assistant	4.00	4.00	3.00	(1.00)
Working Foreman Irrigation Technician	2.00	2.00	2.00	-
<b>Full-time Equivalent Employees</b>	<b>17.10</b>	<b>17.10</b>	<b>16.10</b>	<b>(1.00)</b>

**GOLF ENTERPRISE FUND**

**Enterprise Fund Budget Comparison (Continued)**

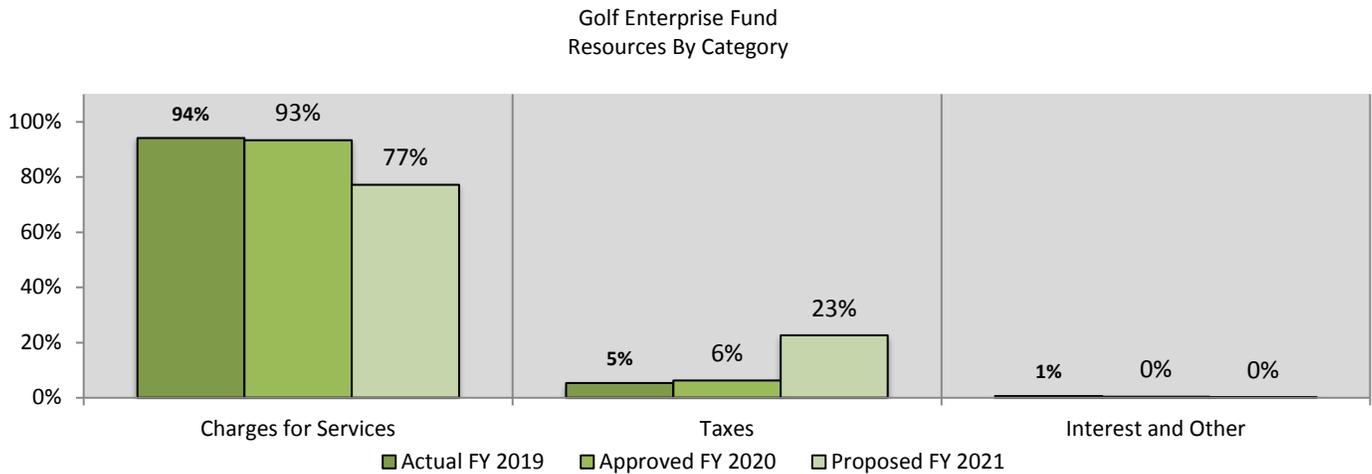
<b>Budget Reconciliation</b>	<b>Personnel</b>	<b>Operating</b>	<b>Capital Outlay</b>	<b>Totals</b>	<b>FTE</b>
<b>FY 2020 Approved Budget</b>				<b>\$3,876,414</b>	
Contractual Obligations Net of Staff Turnover	7,524	-	-	<b>7,524</b>	-
Change in Indirect Costs	(7,365)	3,544	-	<b>(3,821)</b>	
One-Time Charges	(19,989)	(96,760)	(17,155)	<b>(133,904)</b>	-
<b>FY 2021 Budget Changes</b>					
1. Eliminate Division Assistant Position	(42,994)	-	-	<b>(42,994)</b>	(1.00)
2. Temporary Positions Budget Reduction	(16,775)	-	-	<b>(16,775)</b>	-
3. Overtime Budget Reduction	(2,500)	-	-	<b>(2,500)</b>	-
4. Lime/Soil Budget Reduction	-	(20,625)	-	<b>(20,625)</b>	-
5. Gasoline Budget Reduction	-	(9,638)	-	<b>(9,638)</b>	-
6. Diesel Budget Reduction	-	(2,000)	-	<b>(2,000)</b>	-
7. Environmental Testing Budget Reduction	-	(1,300)	-	<b>(1,300)</b>	-
8. Range Supplies	-	(2,000)	-	<b>(2,000)</b>	-
<b>FY 2021 Proposed Budget</b>	<b>(\$82,100)</b>	<b>(\$128,779)</b>	<b>(\$17,155)</b>	<b>\$3,648,380</b>	<b>(1.00)</b>

**Summary of Budget Changes**

The Golf Enterprise Fund’s proposed FY 2021 budget is decreasing -5.88% from the approved FY 2020 budget. A decrease in (1) fte and debt service attributes most to the budget decrease. The large decrease in transfer out is due to a one-time reimbursement in the FY 2020 budget for Hyannis Golf Course not being repeated.

- 1. Eliminate Division Assistant Position** – Recent improvements in efficiency implemented by Finance have decreased the workload and time necessary to perform essential functions. The vacant Division Assistant Position is being eliminated.
- 2. Temporary Position Budget Reduction** – Due to golf course closures, we need to reduce salary & wages Temporary expense lines. Reduction amounts were estimated by comparing historical usage and current YTD remaining balances vs. facility activity. Seasonal Turf Maintenance, Cashiers, Starters, and Cart/Range temporary line items will all see some reductions.
- 3. Overtime Budget Reduction** – With a reduction in temporary salary & wages, it is anticipated less overtime will be needed.
- 4. Lime/Soil Budget Reduction** – Golf Course operations plans to skip a year of lime applications. Limited consequences with these reductions. The lime soil line will need to be re-funded in the future.
- 5. Gasoline Budget Reduction** –Recent contract negotiations with our vendors have resulted savings from the previous year’s costs due to favorable market conditions.
- 6. Diesel Budget Reduction** – Recent contract negotiations with our vendors have resulted savings from the previous year’s costs due to favorable market conditions.
- 7. Environmental Testing Budget Reduction** – Environmental Testing will be reduced in line with the skipping a year of lime application at the golf courses.
- 8. Range Supplies** – Barnstable Fairground golf course will reduction the about amount of range supplies in the fiscal year.

**Enterprise Fund Budget Comparison (Continued)**



**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 76% of total revenue source, and that annual pass holder’s account for 30% of this. The General Fund subsidy (taxes) provides 23%. The subsidy essentially represents the value of services provided by the Administrative Services Department staff for which the Golf Enterprise Fund does not pay due to limited resources. However, the COVID-19 shelter in place for April and May, which is when golf memberships are due, additional General Fund support is needed until membership revenues come in.



***Hyannis Golf Course- Junior Girls***

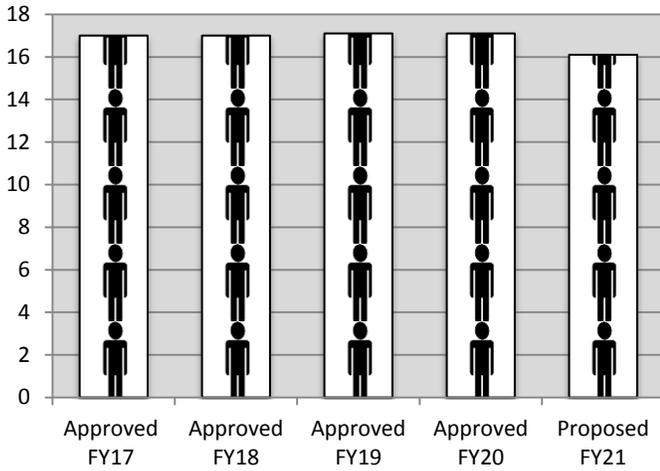
**Factors Affecting Expenses**

A decrease in the Division Assistant position (1) fte as well as reductions to temporary seasonal staff will constrain the operations in the short-run. State mandatory minimum wage increases and capital program needs have had the greatest an impact on operating costs. Furthermore, as the town focuses more on environmentally sound initiatives, Barnstable golf courses will transition from traditional fertilizing methods to an organic base fertilizer. This transition could have a significant cost impact to the courses operations, as minimum playing conditions are required.

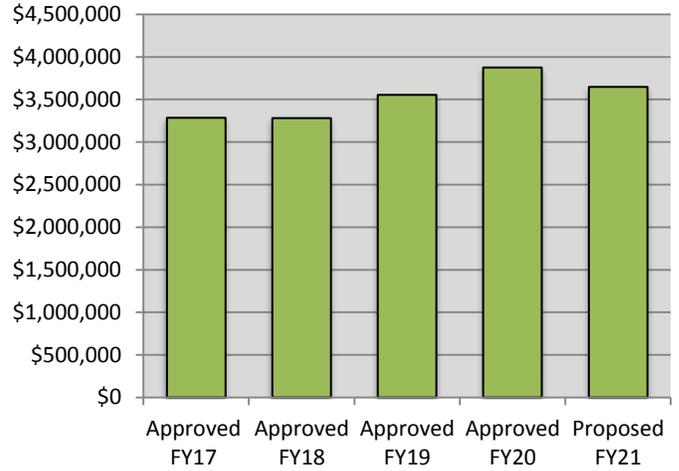
**GOLF ENTERPRISE FUND**

**Enterprise Fund Budget History**

Golf Enterprise Fund  
Full Time Employee History



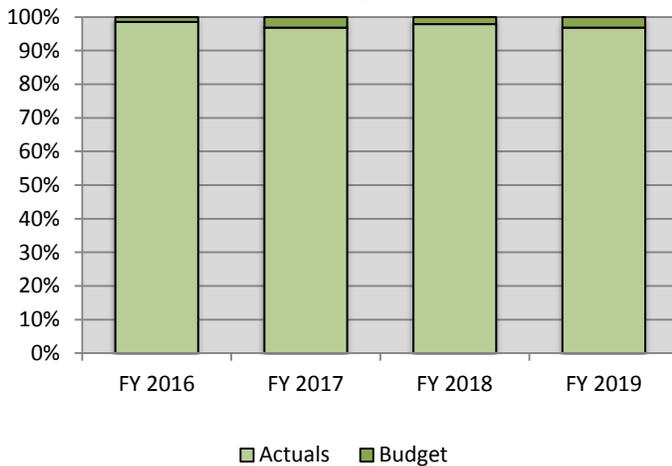
Golf Enterprise Fund  
Budget History



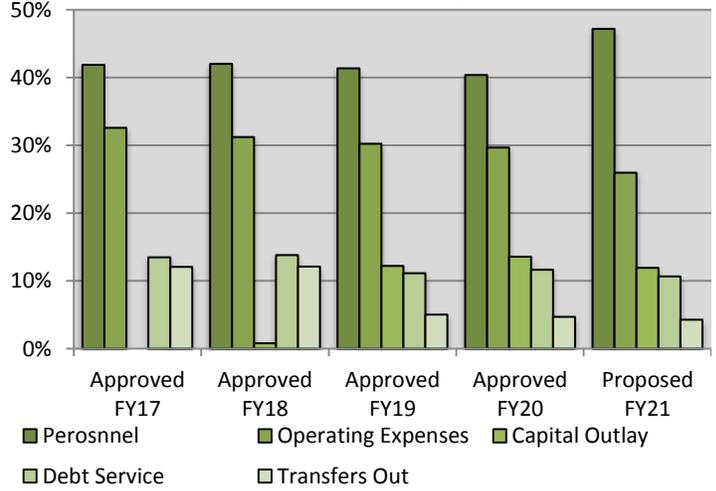
The golf course will eliminate the vacant Division Assistant position in the proposed FY 2021 budget.

The budget has decreased -1.18% over the five-year period. State minimum wage and capital program contribute most to the budget increases.

Golf Enterprise Fund  
Actuals to Budget History



Golf Enterprise Fund  
Budget History By Category



The Golf Enterprise Fund's actual expenditures range 96% to 98% of the annually approved budgets.

Personnel and benefits is the largest category within the golf course operation comprising 47% of the total proposed budget.

**GOLF ENTERPRISE FUND**

**Budget by Golf Course**

<b>Olde Barnstable Fairgrounds</b>	<b>Actual</b>	<b>Projected</b>	<b>Approved</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY20 - 21</b>	<b>Change</b>
Charges for Services	\$1,825,477	\$1,475,000	\$1,902,603	\$1,581,000	(\$321,603)	-16.90%
Interest and Other	21,436	20,000	15,000	10,000	(5,000)	-33.33%
<b>Total Operating Source of Funding</b>	<b>\$1,846,913</b>	<b>\$1,495,000</b>	<b>\$1,917,603</b>	<b>\$1,591,000</b>	<b>(\$326,603)</b>	<b>-17.03%</b>
<b>Expense Category</b>						
Personnel	\$756,682	\$725,000	\$831,792	\$772,238	(\$59,555)	-7.16%
Benefits	196,450	200,201	235,169	226,634	(8,535)	-3.63%
Operating Expenses	527,213	527,471	604,317	584,960	(19,358)	-3.20%
Debt Service	87,713	84,713	84,713	41,913	(42,800)	-50.52%
Transfers Out	86,557	87,031	87,031	88,813	1,782	2.05%
<b>Total Operating Budget</b>	<b>\$1,654,615</b>	<b>\$1,624,416</b>	<b>\$1,843,022</b>	<b>\$1,714,557</b>	<b>(\$128,465)</b>	<b>-6.97%</b>
<b>Total Expenses</b>	<b>\$1,654,615</b>	<b>\$1,624,416</b>	<b>\$1,843,022</b>	<b>\$1,714,557</b>	<b>(\$128,465)</b>	<b>-6.97%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$192,298</b>	<b>(\$129,416)</b>	<b>\$74,581</b>	<b>(\$123,557)</b>	<b>(\$198,138)</b>	

<b>Hyannis Golf Course</b>	<b>Actual</b>	<b>Projected</b>	<b>Approved</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY20 - 21</b>	<b>Change</b>
Taxes	\$190,012	\$233,199	\$233,199	\$822,917	\$589,718	252.88%
Charges for Services	1,531,019	1,150,000	1,575,597	1,234,464	(341,133)	-21.65%
<b>Total Operating Source of Funding</b>	<b>\$1,721,031</b>	<b>\$1,383,199</b>	<b>\$1,808,796</b>	<b>\$2,057,381</b>	<b>\$248,585</b>	<b>13.74%</b>
Capital Trust Fund Reserves	45,000	-	-	-	-	0.00%
Transfers From Closed Projects	32,000	-	32,000	-	(32,000)	-100.00%
Borrowing Authorizations	-	-	414,000	\$0	(414,000)	-100.00%
<b>Total Capital Source of Funding</b>	<b>\$77,000</b>	<b>\$0</b>	<b>\$446,000</b>	<b>\$0</b>	<b>(\$446,000)</b>	<b>-100.00%</b>
<b>Total Source of Funding</b>	<b>\$1,798,031</b>	<b>\$1,383,199</b>	<b>\$2,254,796</b>	<b>\$2,057,381</b>	<b>(\$197,415)</b>	<b>-8.76%</b>
<b>Expense Category</b>						
Personnel	\$686,605	\$675,000	\$741,372	\$724,421	(\$16,951)	-2.29%
Benefits	193,067	208,775	227,775	230,717	2,942	1.29%
Operating Expenses	485,134	488,275	506,424	490,200	(16,225)	-3.20%
Capital Outlay	-	-	17,155	-	(17,155)	-100.00%
Debt Service	412,273	408,635	408,635	399,675	(8,960)	-2.19%
Transfers Out	86,577	132,031	132,031	88,813	(43,219)	-32.73%
<b>Total Operating Budget</b>	<b>\$1,863,656</b>	<b>\$1,912,716</b>	<b>\$2,033,392</b>	<b>\$1,933,825</b>	<b>(\$99,568)</b>	<b>-4.90%</b>
Capital Improvement Program	37,400	-	446,000	\$0	(446,000)	-100.00%
<b>Total Capital Expenses</b>	<b>\$37,400</b>	<b>\$0</b>	<b>\$446,000</b>	<b>\$0</b>	<b>(\$446,000)</b>	<b>-100.00%</b>
<b>Total Expenses</b>	<b>\$1,901,056</b>	<b>\$1,912,716</b>	<b>\$2,479,392</b>	<b>\$1,933,825</b>	<b>(\$545,568)</b>	<b>-22.00%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>(\$103,025)</b>	<b>(\$529,517)</b>	<b>(\$224,596)</b>	<b>\$123,557</b>	<b>\$348,153</b>	

**GOLF ENTERPRISE FUND**

**Enterprise Fund 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	\$1,182,231	1,067 pass holders	\$1,067 per pass	Cost of Recovery -%
Junior Annual Pass	\$24,024	129 pass holders	\$186 per pass	Cost of Recovery -%
Daily Fee Play-Resident	\$154,790	3,595 rounds	\$43 per round	Cost of Recovery -%
Daily Fee Play-Non-Resident	\$1,252,394	26,365 rounds	\$48 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 cart/club rentals	\$5.60 per cart/club rental	Cost of Recovery -%
Club Services	\$32,500	765 MGA 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 -%

# HYANNIS YOUTH & COMMUNITY CENTER ENTERPRISE FUND

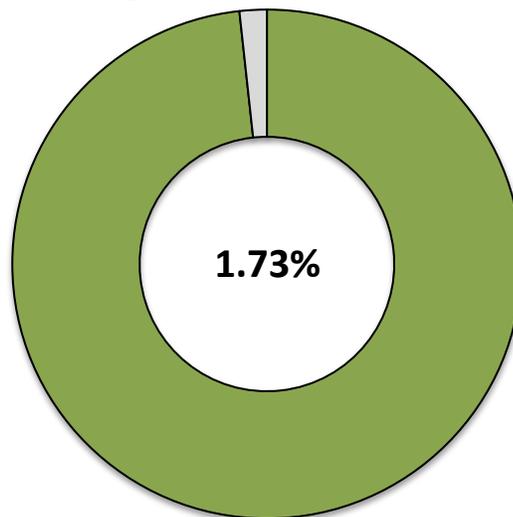
## Purpose Statement

The Hyannis Youth & Community Center is committed to providing a safe, healthy recreational facility to every segment of the community. 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.

ICE FACILITY

YOUTH CENTER

Percentage of FY21 All Appropriated Funds



Hyannis Youth & Community Center Enterprise Fund comprises 1.73% of all appropriated funds.

## **Enterprise Fund Services Provided**

The Hyannis Youth and Community Center (HYCC) is now in its eleventh year of operation. The HYCC continues to display its attractive facilities and provide some variations in alternative uses throughout 2019-2020. 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.



***HYCC – Paul Wylie Skating Clinic***

### **Administration**

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.

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.

## Enterprise Fund Services Provided (Continued)

### 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;



**HYCC – Father Daughter Dance**

### 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.

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; public skating sessions are 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;

## **Enterprise Fund Services Provided (Continued)**

- Membership - Membership to the HYCC provides Barnstable residents and non-residents the opportunity to take advantage of a multitude of programs within the facility. Membership allows participants access to the walking track, Open Gym;
- 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;
- 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;
- Adult Programs – 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;
- 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;
- 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 and an additional mini-concession on the lower rink level giving all facility users access to snacks and drinks; and



***HYCC - Pink in The Rink***

- 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 and the new After School Program.

## Recent Accomplishments

- Celebrated Hyannis Youth and Community Center's 10<sup>th</sup> Birthday;
- Partnered with the Yarmouth Ice Club to host the Cranberry Open Figure Skating Competition with over 400 skaters;
- Partnered with the Bourne Skating Club to host the Cape Cod Synchronized Skating Competition with over 1,000 skaters;
- Children's Cove presented a program on Child abuse and how to be safe and the Barnstable Police and Hyannis Fire joined the group monthly to play different activities;
- Replaced all the furniture in the Game Room and Computer Lab with a donation from the Caroline Fries Memorial Fund;
- Had numerous educational programs to enhance the After School Program with John F. Kennedy Hyannis Museum weekly, Natural Resources Division presentation on what you might find here on Cape Cod, Cape Cod Culinary Institute offered a 6-week program to teach students how to prepare and cook a complete meal, District Attorney Michael O' Keefe's Office with the Barnstable Police provided a Cyberbullying class, Barnstable County Extension Services did a Tick talk;
- Added an additional Youth Hockey Program with Top Shelf being rejuvenated;



**HYCC – After School Program**

- Community service programs in the facility that included: four (4) blood drives, two (2) clothing drives, two (2) food drives, three (3) Flu Clinics and one (1) Toy Drive with Toys for Tots, provided 50 families with Thanksgiving Dinner with the Cape Cod Culinary Institute, 50 Christmas trees were donated to give to families in our community, Toys for Tots sign up center held here as well as the Barnstable Police Station, Back Pack Drive with the Hyannis Kiwanis, Shoe Drive with the Hyannis Kiwanis;
- Partnered with Town of Barnstable Youth Commission to host a youth focused Job Fair in the HYCC Gymnasium; and
- Successfully provided a Free After School Program during the school year for Barnstable Intermediate and Barnstable United students that included a grant for Project Bread to provide a healthy snack.

**Goals and Objectives — Town Council's Quality of Life Strategic Plan (SP)**

**Short-Term:**

1. Re-apply for continuation of the Barnstable School Department After School Program in collaboration with the Barnstable United Elementary School and Barnstable Schools Transportation that provides students in grades 4 & 5 with structured after school activities that include gym activities, game room tournaments, homework assistance, additional emotional and social educational activities and special events. **(SP: Education, Quality of Life)**
2. 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)**
3. Continue to deliver community service programs to include annual blood, food and clothing drives. Work with various organizations to provide our youth with services and needs. **(SP: Education, Quality of Life)**
4. Replace and reinstall new stanchions for the volleyball that are failing currently to be able to continue the high quality volleyball programs that currently exist. **(SP: Safety, Education, Quality of Life)**
5. Provide A.L.I.C.E training and Stop the Bleed Training to all staff that is employed at the HYCC **(SP: Safety, Education, Quality of Life)**
6. Improved the speed of public skate lines during busy public skating sessions. **(SP: Finance, Quality of Life)**

**Long-Term:**

1. Continue to develop, coordinate, and market the Hyannis Youth & Community Center Facility so as to generate sufficient revenue to meet all operational and debt schedule commitments. **(SP: Finance, Quality of Life)**
2. Develop and identify the sports organizations that will assist both with 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 organization for the purpose of 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)**



**HYCC – Family Fun Night**

**HYANNIS YOUTH & COMMUNITY CENTER ENTERPRISE FUND**

**Enterprise Fund Budget Comparison**

<b>Hyannis Youth &amp; Community Center</b>	<b>Actual</b>	<b>Projected</b>	<b>Approved</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY20 - 21</b>	<b>Change</b>
Taxes	\$0	\$1,049,639	\$1,140,639	1,391,458	\$250,819	21.99%
Fees, Licenses, Permits	494,291	405,000	425,000	393,600	(31,400)	-7.39%
Charges for Services	638,734	425,000	566,102	404,200	(161,902)	-28.60%
Interest and Other	102,788	70,000	137,000	44,000	(93,000)	-67.88%
Capital Trust Fund	2,111,832	1,089,550	1,089,550	1,119,137	29,587	2.72%
<b>Total Operating Source of Funding</b>	<b>\$3,347,645</b>	<b>\$3,039,189</b>	<b>\$3,358,291</b>	<b>\$3,352,395</b>	<b>(\$5,896)</b>	<b>-0.18%</b>
Borrowing Authorizations	-	-	-	756,000	756,000	0.00%
<b>Total Capital Source of Funding</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$756,000</b>	<b>\$756,000</b>	<b>0.00%</b>
<b>Total Sources of Funding</b>	<b>\$3,347,645</b>	<b>\$3,039,189</b>	<b>\$3,358,291</b>	<b>\$4,108,395</b>	<b>\$750,104</b>	<b>22.34%</b>
<b>Expense Category</b>						
Personnel	\$979,254	\$1,045,000	\$1,095,638	\$1,067,614	(\$28,024)	-2.56%
Benefits	205,275	215,186	229,543	230,066	523	0.23%
Operating Expenses	810,754	815,000	882,314	831,738	(50,576)	-5.73%
Capital Outlay	19,960	116,000	116,000	25,000	(91,000)	-78.45%
Debt Service	1,135,300	1,089,550	1,089,550	1,119,137	29,587	2.72%
Transfers Out	75,712	78,086	78,086	78,840	754	0.97%
<b>Total Operating Budget</b>	<b>\$3,226,255</b>	<b>\$3,358,822</b>	<b>\$3,491,131</b>	<b>\$3,352,395</b>	<b>(\$138,736)</b>	<b>-3.97%</b>
Capital Program	-	-	-	756,000	756,000	0.00%
<b>Total Capital Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$756,000</b>	<b>\$756,000</b>	<b>0.00%</b>
<b>Total Expenses</b>	<b>\$3,226,255</b>	<b>\$3,358,822</b>	<b>\$3,491,131</b>	<b>\$4,108,395</b>	<b>\$617,264</b>	<b>17.68%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$121,390</b>	<b>(\$319,633)</b>	<b>(\$132,840)</b>	<b>\$0</b>	<b>\$132,840</b>	
<b>Beginning Certified Free Cash</b>	<b>\$ 605,271</b>			<b>\$ 726,661</b>	<b>\$ 593,821</b>	
<b>FY 2020 Projected Excess (Deficiency)</b>					<b>(319,633)</b>	
<b>Ending Projected Certified Free Cash</b>	<b>\$ 726,661</b>			<b>\$ 593,821</b>	<b>\$ 274,188</b>	

<b>Job Title</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Change</b>
Asst Dir. Recreation & Leisure	-	0.10	0.10	-
Director of Community Services	0.10	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	-
<b>Full-time Equivalent Employees</b>	<b>12.60</b>	<b>13.95</b>	<b>13.95</b>	<b>0.00</b>

**HYANNIS YOUTH & COMMUNITY CENTER ENTERPRISE FUND**

**Enterprise Fund Budget Comparison (Continued)**

<b>Budget Reconciliation</b>	<b>Personnel</b>	<b>Operating</b>	<b>Capital Outlay</b>	<b>Totals</b>	<b>FTE</b>
<b>FY 2020 Approved Budget</b>				<b>\$3,491,131</b>	
Contractual Obligations Net of Staff Turnover	(13,108)	-	-	<b>(13,108)</b>	-
Change in Indirect Costs	(126)	978	-	<b>852</b>	
One-Time Charges	648	29,587	(91,000)	<b>(60,765)</b>	-
<b>FY 2021 Budget Changes</b>					
1. Temporary Positions Budget Reduction	(1,796)	-	-	<b>(1,796)</b>	-
2. Delayed Hiring Rink Supervisor	(13,120)	-	-	<b>(13,120)</b>	-
3. Utility Savings	-	(15,000)	-	<b>(15,000)</b>	-
4. Specialized Contractors	-	(12,000)	-	<b>(12,000)</b>	-
5. HVAC and Mechanical Equipment Repair	-	(2,500)	-	<b>(2,500)</b>	-
6. Police Detail	-	(3,000)	-	<b>(3,000)</b>	-
7. Advertising Budget Reduction	-	(6,000)	-	<b>(6,000)</b>	-
8. Recreation Supplies Budget Reduction	-	(7,000)	-	<b>(7,000)</b>	-
9. Various Budget Line Item Reductions	-	(5,300)	-	<b>(5,300)</b>	-
<b>FY 2021 Proposed Budget</b>	<b>(\$27,502)</b>	<b>(\$20,235)</b>	<b>(\$91,000)</b>	<b>\$3,352,394</b>	-

**Summary of Budget Changes**

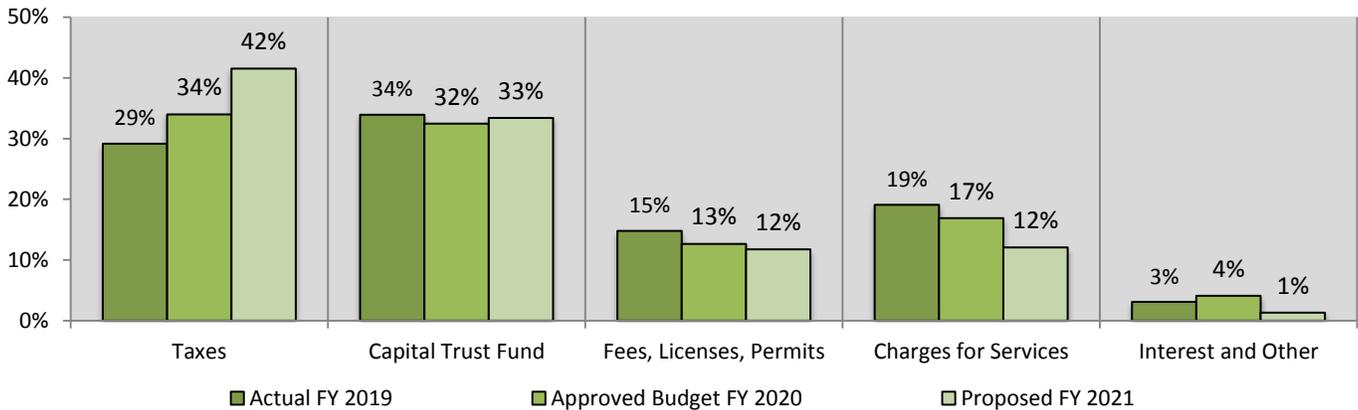
HYCC Enterprise Fund proposed budget is decreasing -3.97% from the approved FY 2020 budget. A one-time charge in the approved FY 2020 budget for \$91,000 replace an evaporative condense is not being repeated. Furthermore, several comprehensive evaluations regarding the maintenance of the HYCC facility has allowed for some operating cost savings.

- 1. Temporary Positions Budget Reduction-** Temp in the HYCC Rink Operations. This will be achieved by reducing the hours of public programming in the rinks (i.e. Public Skate and Walk On hours offered during the week). This will allow the staff hours for Rink Supervisors and Recreation Assistants to be reduced.
- 2. Delayed Hiring Rink Supervisor –** Waiting until September 2020 (10 weeks) to fill the HYCC Rink Supervisor position will provide a cost savings for the operation. The position has been vacant since December 2019 and the duties have been handled by existing Recreation Staff.
- 3. Utility Savings –** The Structures & Ground Division (S&G) is responsible for paying the energy costs associated with the HYCC facility. The division has just completed a comprehensive energy efficiency upgrade through the Cape Light Compact and should realize utility savings covering this proposed reduction.
- 4. Specialized Contractors –** The Structures and Grounds (S&G) Division utilizes these funds to hire contractors for various maintenance and repair services for the facility. The division now employs a full time Tech apprentice reducing the need for contracted services.
- 5. HVAC and Mechanical Equipment Repair –** The Structures and Grounds (S&G) division utilizes these funds to hire specialized service contractors for the rink cooling plant maintenance. Through the hiring and training of a dedicated HVAC Technician and Rink Operations Foreman the division will be able to accomplish a portion of these preventive maintenance functions with in-house staff.
- 6. Police Detail –**There is currently a Barnstable Police Officer working in the facility 40 hours per week and an additional police officer is provided by Barnstable High School to cover their hockey games.

**Enterprise Fund Budget Comparison (Continued)**

- 7. **Advertising Budget Reduction** – The reduction will come from the savings realized from the printer for our quarterly brochure printing and the sign company for facility signage (dasher boards and gym banners). All additional miscellaneous advertising spending will be focused on only essential items necessary for the day to day operation of the facility.
- 8. **Recreation Supplies Budget Reduction** – The reduction will come from limiting recreation supply expenses. The purchases will be focused on only essential items necessary for the day to day operation of the facility.
- 9. **Various Budget Line Item Reductions** - A town wide exercise was conducted for department managers to review their budgets for recommended budget reductions. This is a summation of budget lines that were adjusted and not consider as detrimental to services.

HYCC Enterprise Fund  
Resources By Category



**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. This is because most of the hours used are during weekends and weeknights as youths are preoccupied during the weekdays.

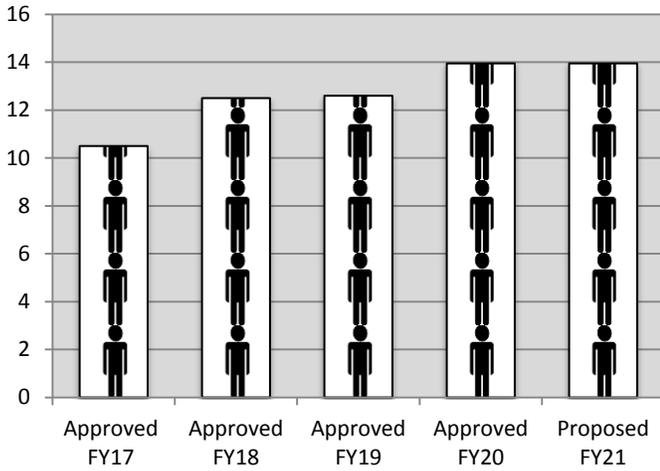
The General Fund subsidy is the largest source of funding at 42%, which is meant to cover the excess cost from operating the facility after all revenues are exhausted. The Capital Trust Fund provides 33% of total source of funding for HYCC. This funding directly covers debt service payments for the construction of the facility. This leaves 25% of the operating budget covered by revenue generated at the facility.

**Factors Affecting Expenses**

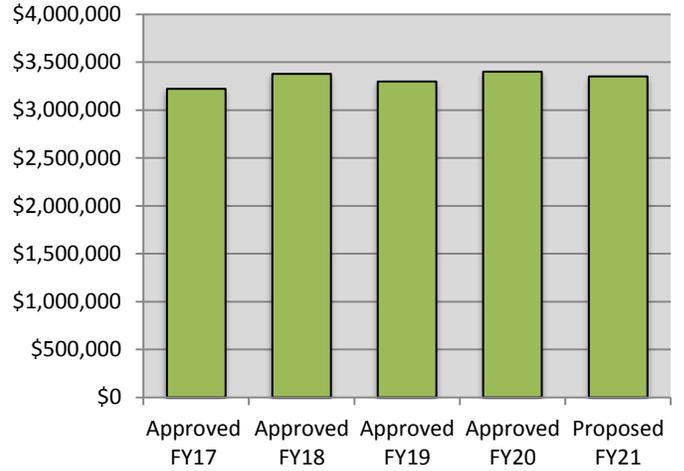
State mandatory minimum wage increases will affect operating costs until 2023. Debt service costs should still continue to decline as bonds for the construction of the facility mature, however, the facility is ten years old. Mechanical systems are beginning to reach their useful lives and may need replacement and the various components of the roof structure are in need of replacement.

## Enterprise Fund Budget History

HYCC Enterprise Fund  
Full Time Employee History



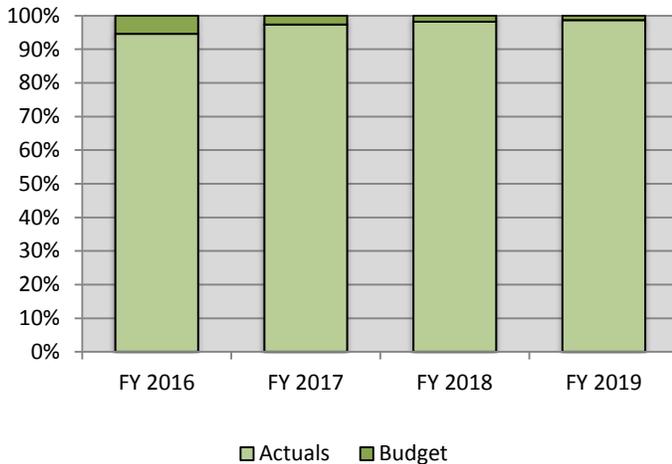
HYCC Enterprise Fund  
Budget History



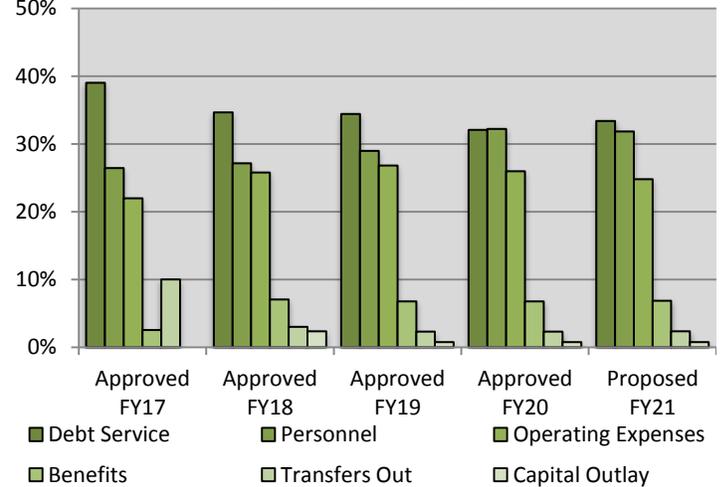
FY 2020 includes an additional (1.35) fte's resulted from reallocation of salary from the General Fund as well as the new Rink Supervisor position.

The budget for this operation has remained level funded annually over the five-year period.

HYCC Enterprise Fund  
Actuals to Budget History



HYCC Enterprise Fund  
Budget History By Category



HYCC Enterprise Fund actual expenditures range 94% to 98% of annually approved budgets.

Debt service and personnel costs are the largest components of the operating budget.

**HYANNIS YOUTH & COMMUNITY CENTER ENTERPRISE FUND**

**Enterprise Fund Workload Indicators**

<b>Kennedy Rink Usage Hours</b>	<b>FY17 Actual</b>	<b>FY18 Actual</b>	<b>FY19 Actual</b>	<b>FY20 Projected</b>
Hours Available	5,760	5,840	5,792	5,760
Hours Used	2,511	2,788	2,760	2,788
Hours Unused	3,248	3,051	3,031	2,971
<b>% Hours Used</b>	<b>43.60%</b>	<b>47.74%</b>	<b>47.66%</b>	<b>48,.41%</b>
<b>Bulter Rink Usage Hours</b>	<b>FY17 Actual</b>	<b>FY18 Actual</b>	<b>FY19 Actual</b>	<b>FY20 Projected</b>
Hours Available	5,760	5,840	5,792	5,760
Hours Used	3,261	3,429	3,453	3,466
Hours Unused	2,498	2,411	2,338	22,94
<b>% Hours Used</b>	<b>56.61%</b>	<b>58.72%</b>	<b>59.63%</b>	<b>60.17%</b>
<b>Total % of Hours Used</b>	<b>50.11%</b>	<b>53.23%</b>	<b>53.65%</b>	<b>54.29%</b>

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# **PUBLIC, EDUCATIONAL, AND GOVERNMENT (PEG) ACCESS CHANNEL ENTERPRISE FUND**

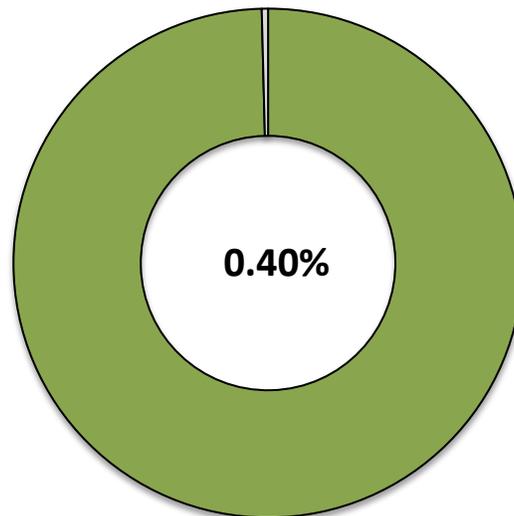
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## **Department Purpose Statement**

The purpose of municipal television is to serve the community as a valued resource by providing timely news and events to inform Barnstable residents.



Percentage of FY21 All Appropriated Funds



Public, Educational, and Government (PEG) Enterprise Fund comprises 0.40% of all appropriated funds.

## **Enterprise Fund Services Provided**

*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. 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 FY2014. The network connects 48 municipal facilities including all school buildings. This fund will also be used to self-insure the network.



**Channel 18 New Studio**

We do this by providing the residents of Barnstable with: information about government and school issues; video coverage of board, committee, and commission meetings; up-to-date storm/emergency related information; road construction updates; coverage of a wide range of departments/divisions; development of original series; and displaying important Town and School announcements. Channel 18 now has five units: meeting coverage; documentaries; public service announcements; current events; and studio. 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](http://www.townofbarnstable.us).

## **Recent Accomplishments**

- Creation of “Content That Matters” goals.
- Upgrades made to TV studio space and lighting.
- Won four awards at Alliance for Community Media Northeast Region Conference.
- Agenda Chaptering added to Town Council meetings and some board, committee, and commission meetings.
- Channel 18 continues to grow its social media presence.

**Goals and Objectives** – Town Council’s Quality of Life Strategic Plan (SP)

**Short-Term:**

1. Channel 18 continues coverage of more than 40 boards, committees, and commissions. **(SP: Education, Communication)**
2. “Content That Matters” programming related to the Comprehensive Wastewater Management Plan. **(SP: Education, Communication)**
3. Upgrades to Town Hall television studio lighting and physical plant. **(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)**
6. Cover more Town events. **(SP: Education, Communication)**



**Channel 18 –Cape Harmony on Hyannis Village Green**

**Long-Term:**

1. 100% coverage of all Town boards, committees, commissions and subcommittees. **(SP: Education, Communication)**
2. Continue to create high quality and informative “content that matters” for Channel 18. **(SP: Education, Communication)**
3. Add closed-captioning to Channel 18 programming. **(SP: Education, Communication)**

**PUBLIC, EDUCATIONAL, AND GOVERNMENTAL (PEG) ACCESS CHANNEL ENTERPRISE FUND**

**Enterprise Fund Budget Comparison**

<b>Public, Educational, Government (PEG)</b>	<b>Actual</b>	<b>Projected</b>	<b>Approved</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY20 - 21</b>	<b>Change</b>
Fees, Licenses, Permits	\$814,704	\$895,000	\$813,000	\$798,000	(\$15,000)	-1.85%
Interest and Other	39,641	35,000	25,000	25,000	-	0.00%
<b>Total Operating Source of Funding</b>	<b>\$854,345</b>	<b>\$930,000</b>	<b>\$838,000</b>	<b>\$823,000</b>	<b>(\$15,000)</b>	<b>-1.79%</b>
<b>Total Sources of Funding</b>	<b>\$854,345</b>	<b>\$930,000</b>	<b>\$838,000</b>	<b>\$823,000</b>	<b>(\$15,000)</b>	<b>-1.79%</b>
<b>Expenditure Category</b>						
Personnel	\$283,536	\$325,000	\$334,809	\$328,554	(\$6,255)	-1.87%
Benefits	70,977	79,859	89,187	84,944	(4,243)	-4.76%
Operating Expenses	390,982	316,955	390,517	376,788	(13,729)	-3.52%
Capital Outlay	72,707	38,256	42,000	30,000	(12,000)	-28.57%
Transfers Out	23,156	21,347	21,347	20,744	(603)	-2.82%
<b>Total Operating Budget</b>	<b>\$841,358</b>	<b>\$781,417</b>	<b>\$877,860</b>	<b>\$841,030</b>	<b>(\$36,830)</b>	<b>-4.20%</b>
<b>Total Expenses</b>	<b>\$841,358</b>	<b>\$781,417</b>	<b>\$877,860</b>	<b>\$841,030</b>	<b>(\$36,830)</b>	<b>-4.20%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$12,987</b>	<b>\$148,583</b>	<b>(\$39,860)</b>	<b>(\$18,030)</b>	<b>\$21,830</b>	

<b>Beginning Certified Free Cash</b>	<b>\$ 2,351,014</b>	<b>\$ 2,364,001</b>	<b>\$ 2,324,141</b>
<b>FY 2020 Projected Excess (Deficiency)</b>			<b>148,583</b>
<b>Ending Projected Certified Free Cash</b>	<b>\$ 2,364,001</b>	<b>\$ 2,324,141</b>	<b>\$ 2,454,694</b>

<b>Job Title</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Change</b>
Assistant Station Manager	1.00	1.00	1.00	-
Communications Director	-	-	0.40	0.40
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	-
<b>Full-time Equivalent Employees</b>	<b>4.25</b>	<b>4.35</b>	<b>4.50</b>	<b>0.15</b>

<b>Budget Reconciliation</b>	<b>Personnel</b>	<b>Operating</b>	<b>Capital Outlay</b>	<b>Totals</b>	<b>FTE</b>
<b>FY 2020 Approved Budget</b>				<b>\$877,860</b>	
Contractual Obligations Net of Staff Turnover	450	-	-	<b>450</b>	-
Change in Indirect Costs	(1,095)	(607)	-	<b>(1,702)</b>	
One-Time Charges	(3,148)	-	(42,000)	<b>(45,148)</b>	-
<b>FY 2021 Budget Changes</b>					
1. Temporary Positions Budget Reduction	(30,000)	-	-	<b>(30,000)</b>	-
2. Communications Director	49,928	-	-	<b>49,928</b>	0.40
3. Reallocated Dir. of Community Services Salary	(26,633)	-	-	<b>(26,633)</b>	(0.25)
4. B2B School Channel 22 Transfer Reduced	-	(13,725)	-	<b>(13,725)</b>	-
5. Barnstable High School B2B TV Studio	-	-	30,000	<b>30,000</b>	-
<b>FY 2021 Proposed Budget</b>	<b>(\$10,498)</b>	<b>(\$14,332)</b>	<b>(\$12,000)</b>	<b>\$841,030</b>	<b>0.15</b>

## **Enterprise Fund Budget Comparison (Continued)**

### **Summary of Budget Changes**

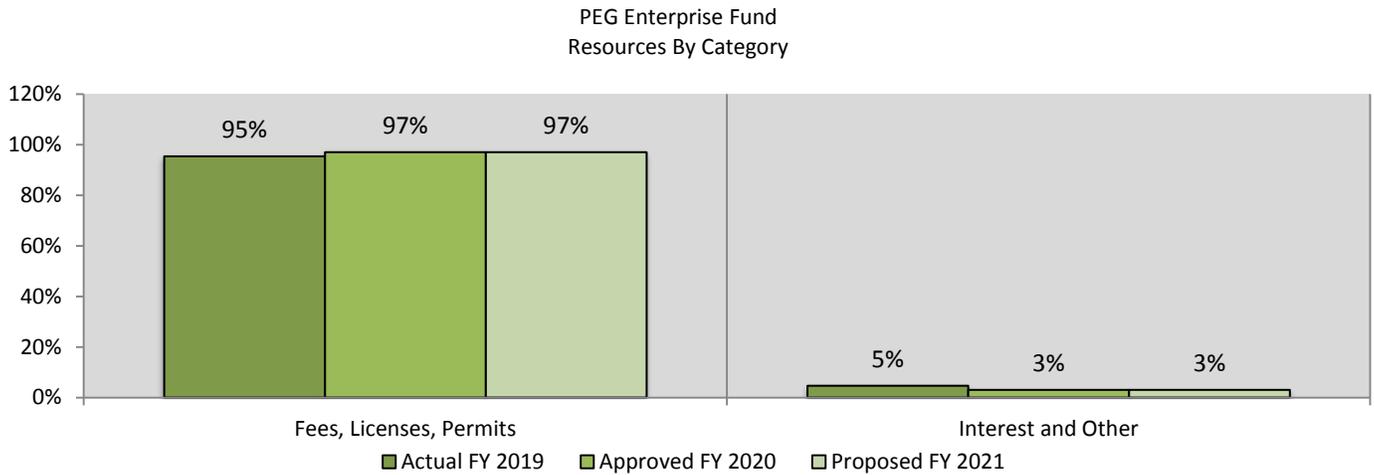
The Public, Education and Government Access Channel Enterprise Fund's proposed FY 2021 budget is decreasing -4.20% from the approved FY 2020 budget. The change in director's overseeing the operations is net 0.15 fte's. Personnel costs are decreasing as the temporary budget request in FY 2020 is being receded.

- 1. Temporary Position Budget Reduction** – Appropriations were approved in the FY 2020 budget for additional support with temporary personnel. Most of this request has been receded in the proposed FY 2021 budget.
- 2. Communication Director** – This is a newly created position that recides within the Town Manager's operation. This position will also be responsible for the PEG Enterprise Funds operations.
- 3. Reallocated Director of Community Services Salary** – The Communications Division has been transferred to the Town Manager's budget. The Director of Community Services will no longer be overseeing the enterprise funds day-to-day operations.
- 4. B2B School Channel 22 Transfer Reduced** – The enterprise fund is responsible for providing a portion of the Comcast revenues received each year to the school B2B Channel 22 for public broadcasting. This budget transfer has been reduced in line with revenue expectations.
- 5. Barnstable High School B2B TV Studio Upgrades** - B2B TV Studio at Barnstable High School is currently equipped with Lowel FluoTec 250 Studio lights. The Fluo Tec 250 Studio lights are obsolete in their service and technology. Fluorescent lighting is inefficient from an energy standpoint and the units are no longer serviceable technology. Additionally, the units are over 10 years old and ready or upgrade.



***Channel 18 –On Location Oyster Project***

**Enterprise Fund Budget Comparison (Continued)**



**Factors Affecting Revenues**

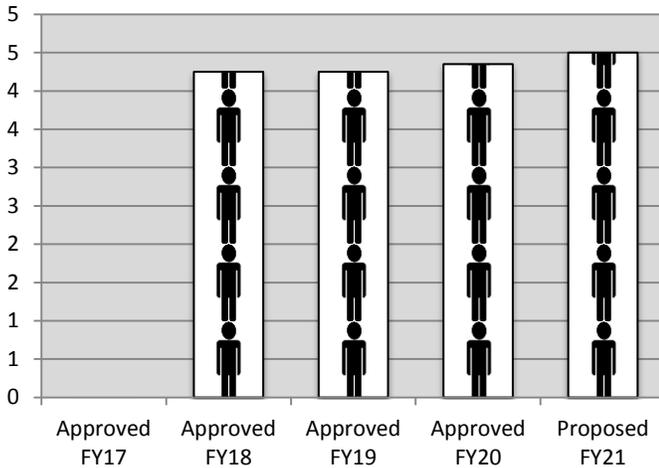
Public, Educational, Governmental Enterprise Fund receives 97% of its revenue source from a cable license with Comcast. After several years of growth, this source of revenue is projected to decline over the next few fiscal years most likely due to subscribers moving to streaming services as an alternative to cable television.

**Factors Affecting Expenses**

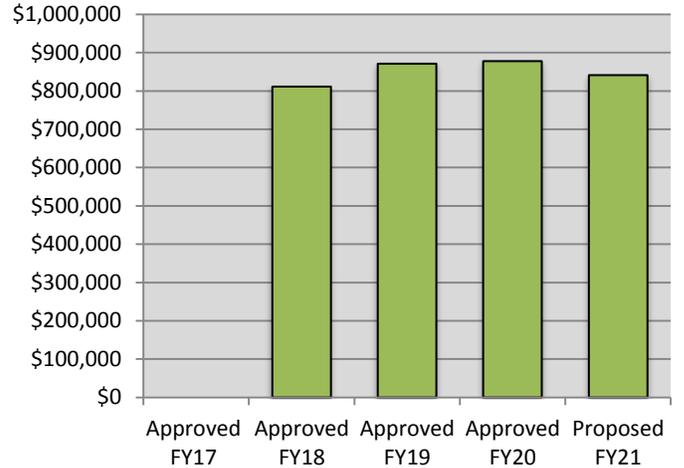
This enterprise fund records all Town Council public hearings as well as the numerous boards and committee that function within the town. The numbers meetings taking place on a monthly basis influence operating cost. Also, this fund provides appropriations for school B2B Channel 22. Internet maintenance and charges are the next largest component to the enterprise funds budget.

## Enterprise Fund Budget History

PEG Enterprise Fund  
Full Time Employee History



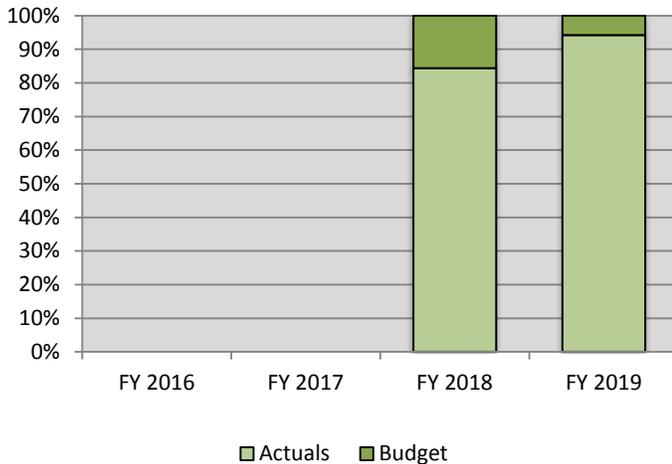
PEG Enterprise Fund  
Budget History



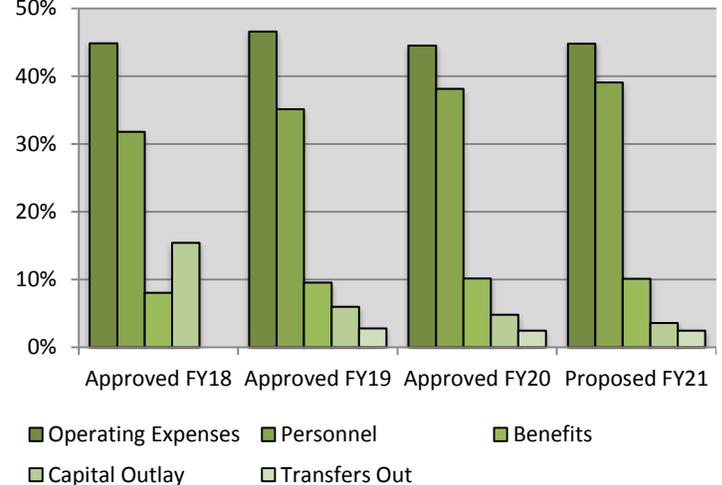
The change in FY 2018 is due to salary reallocation from the General Fund into the Enterprise Fund. The proposed FY 2021 budget also includes a net (0.15) fte salary allocation into the fund.

The budget for this operation has remain level funded over the four-year period.

PEG Enterprise Fund  
Actuals to Budget History



PEG Enterprise Fund  
Budget History By Category



The PEG Enterprise Fund actual expenditures have ranged 84% to 94% of annually approved budgets.

Operating expenses are the largest component at 45%. Personnel and benefits is the second largest area of the budget at 49%.

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# PUBLIC WORKS DEPARTMENT

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## Department 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.

## Enterprise Funds



**SOLID WASTE**



**WATER  
POLLUTION  
CONTROL**



**WATER  
SUPPLY**

## SOLID WASTE ENTERPRISE FUND

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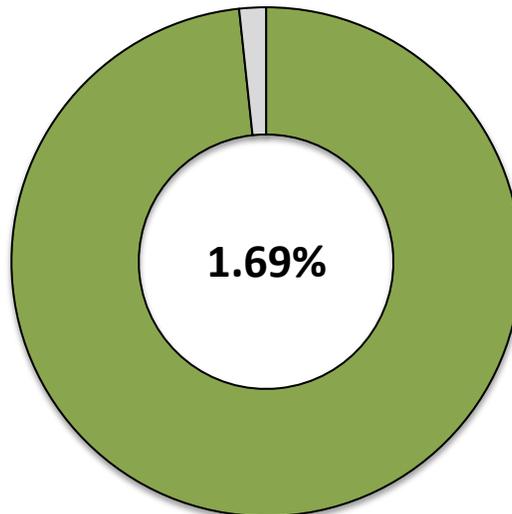
### Department Purpose Statement

To provide the citizens of Barnstable with an environmentally sound, cost-effective means of disposing or recycling of municipal solid waste at reasonable market rates that support all solid waste disposal and recycling costs.

Transfer Station

Recycling Centers

Percentage of FY21 All Appropriated Funds



Solid Waste Enterprise Fund comprises 1.69% of all appropriated funds.

## SOLID WASTE ENTERPRISE FUND

### Enterprise 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.

### Recent Accomplishments

- Completed and submitted all MassDEP, Cape Cod Commission and Town reports and permits
- Continuing to find and implement strategies and methods to reduce cost for disposal of MSW and recyclables
- Continued with post closure monitoring and maintenance of capped landfill
- Attended seminars on ways to expand recycling efforts in all areas



*Solid Waste Facility – Aerial View*

### Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)

#### 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 ENTERPRISE FUND**

**Enterprise Fund Budget Comparison**

<b>Solid Waste Enterprise Fund</b>	<b>Actual</b>	<b>Projected</b>	<b>Approved</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY20 - 21</b>	<b>Change</b>
Charges for Services	\$3,228,563	\$3,275,585	\$3,058,500	\$3,010,675	(\$47,825)	-1.56%
Interest and Other	84,777	85,997	71,000	71,050	50	0.07%
<b>Total Operating Source of Funding</b>	<b>\$3,313,340</b>	<b>\$3,361,582</b>	<b>\$3,129,500</b>	<b>\$3,081,725</b>	<b>(\$47,775)</b>	<b>-1.53%</b>
<b>Expense Category</b>						
Personnel	\$1,103,469	\$1,220,577	\$1,293,933	\$1,229,550	(\$64,383)	-4.98%
Benefits	338,092	346,416	370,352	382,623	12,271	3.31%
Operating Expenses	1,521,012	1,470,983	1,593,254	1,803,561	210,307	13.20%
Debt Service	403,702	65,305	65,305	63,395	(1,910)	-2.92%
Transfers Out	94,192	97,039	97,039	98,274	1,235	1.27%
<b>Total Operating Budget</b>	<b>\$3,460,467</b>	<b>\$3,200,320</b>	<b>\$3,419,883</b>	<b>\$3,577,403</b>	<b>\$157,520</b>	<b>4.61%</b>
Capital Improvements Program	16,715	230,000	240,000	100,000	(140,000)	-58.33%
<b>Total Capital Expenses</b>	<b>\$16,715</b>	<b>\$230,000</b>	<b>\$240,000</b>	<b>\$100,000</b>	<b>(\$140,000)</b>	<b>-58.33%</b>
<b>Total Expenses</b>	<b>\$3,477,182</b>	<b>\$3,430,320</b>	<b>\$3,659,883</b>	<b>\$3,677,403</b>	<b>\$17,520</b>	<b>0.48%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>(\$163,842)</b>	<b>(\$68,738)</b>	<b>(\$530,383)</b>	<b>(\$595,678)</b>	<b>(\$65,295)</b>	

<b>Beginning Certified Free Cash</b>	<b>\$ 2,988,985</b>	<b>\$ 2,825,143</b>	<b>\$ 2,294,760</b>
<b>FY 2020 Projected Excess (Deficiency)</b>			<b>(68,738)</b>
<b>Ending Projected Certified Free Cash</b>	<b>\$ 2,825,143</b>	<b>\$ 2,294,760</b>	<b>\$ 1,630,344</b>

<b>Job Title</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Change</b>
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	4.00	(1.00)
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	-
<b>Full-time Equivalent Employees</b>	<b>16.95</b>	<b>16.95</b>	<b>15.95</b>	<b>(1.00)</b>

**SOLID WASTE ENTERPRISE FUND**

**Enterprise Fund Budget Comparison (Continued)**

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2020 Approved Budget</b>				<b>\$3,419,883</b>	
Contractual Obligations Net of Staff Turnover	(8,946)	-	-	<b>(8,946)</b>	-
Change in Indirect Costs	30,128	773	-	<b>30,901</b>	-
One-Time Charges	(12,940)	(1,910)	-	<b>(14,850)</b>	-
<b>FY 2021 Budget Changes</b>					
1. Seasonal Positions Reduced	(11,500)	-	-	<b>(11,500)</b>	-
2. Disposal Tipping Fee	-	360,489	-	<b>360,489</b>	-
3. Charm Recycling Disposal Fee	-	20,000	-	<b>20,000</b>	-
4. Buildings/Grounds Maintenance	-	(40,000)	-	<b>(40,000)</b>	-
5. Landfill Post Closure Maintenance Budget	-	(40,000)	-	<b>(40,000)</b>	-
6. Vehicle & Heavy Equipment Maintenance	-	(7,000)	-	<b>(7,000)</b>	-
7. Hazardous Waste Disposal	-	(10,000)	-	<b>(10,000)</b>	-
8. Credit Card Service Charges	-	(10,000)	-	<b>(10,000)</b>	-
9. Diesel Budget Reduction	-	(10,470)	-	<b>(10,470)</b>	-
10. Gasoline Budget Reduction	-	(1,050)	-	<b>(1,050)</b>	-
11. Contract Services	-	(4,500)	-	<b>(4,500)</b>	-
12. Various Budget Line Items Reduced	-	(28,200)	-	<b>(28,200)</b>	-
13. Packer Service Program	(48,854)	(18,500)	-	<b>(67,354)</b>	(1.00)
<b>FY 2021 Proposed Budget</b>	<b>(\$52,112)</b>	<b>\$209,632</b>	<b>\$0</b>	<b>\$3,577,403</b>	<b>(1.00)</b>

**Summary of Budget Changes**

The Solid Waste Enterprise Fund’s proposed FY 2021 budget is increasing 4.61% from the approved FY 2020 budget. Although several reductions have been made such as the elimination of the Packer Service program, cost associated with disposal of solid waste and recycling materials has far exceeded any reductions.

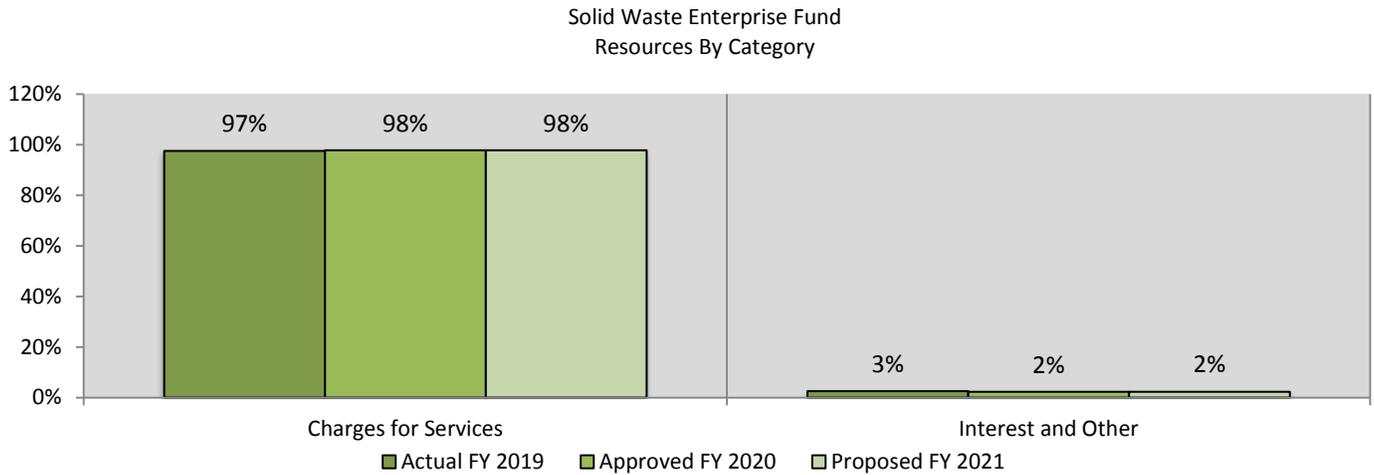
- 1. Seasonal Positions Budget Reduced** – There will be little to no impact. We have not utilized seasonal positions in a few years and have not seen an effect on our operation. We were not planning to hire any seasonal positions this year or next.
- 2. Disposal Tipping Fee** – The Transfer Station & Recycling Center accepts municipal solid waste (MSW) from full Transfer Station Sticker Holders. Over the past year the tipping fee associated with transferring MSW for disposal or incineration have nearly doubled. In order to continue to accept and transfer sticker holders MSW, the line item for disposal will need to be increased.
- 3. Charm Recycling Disposal Fee** – The Transfer Station & Recycling Center accepts hard to recycle items, throughout the entire year. Most of these items have a disposal cost associated with them. These fees have been increasing over the years and an increase to the line item is necessary to cover these costs.
- 4. Building/Grounds Maintenance** – Impacts of the reductions to Buildings/Grounds line item will make it difficult for repairs to the multiple buildings and grounds areas at the Transfer Station very difficult. With the age and usage of the buildings and grounds, these repairs can happen without notice and could result in repairs that are heavily involved, expensive and detrimental to the operation of the facility.
- 5. Landfill Post Closure Maintenance Budget** – Massachusetts Department of Environmental Protection requires maintenance and testing of capped landfills. The funding of this work will come from another account specified by Finance due to previous savings for this requirement.

**Enterprise Fund Budget Comparison (Continued)**

- 6. Vehicle & Heavy Equipment Maintenance** – Reduction of this line item can impact the Transfer Station’s ability to repair the heavy equipment, i.e. rubber tire loader, when it is necessary to have the repairs done at specialized repair shops. Without this ability, the operation of the Transfer Station will be severely impacted. The lack of available heavy equipment will be detrimental to the safe and effective operation of the facility.
- 7. Hazardous Waste Disposal** – Reduction of this line item will affect the ability of the Transfer Station to fund the same number of Household Hazardous Waste (HHW) Collections. Currently, the Division hosts 4 HHW Collections throughout the year. With this reduction, the facility may only be able to hold 2 HHW Collections.
- 8. Credit Card Service Charge** – Reduction of this line item can affect the Transfer Station’s ability to accept credit cards from residents and small businesses paying for stickers and disposal fees.
- 9. Diesel Budget Reduction** – The price of diesel is expected to drop 40% and the proposed reduction is 40% of the current funding level.
- 10. Gasoline Budget Reduction** – The price of gasoline is expected to drop 40% and the proposed reduction is 40% of the current funding level.
- 11. Contract Services** – Impacts of Contract Services reductions will be the loss of the yearly compost screening operation. This operation screens the yard waste after several years of breaking down into a material that is given away at no charge to Full Sticker and Recycle Only Sticker holders.
- 12. Various Budget Line Items Reduced** – A town wide exercise was conducted for department managers to review their budgets for recommended budget reductions. This is a summation of budget lines that were adjusted and not consider as detrimental to services.
- 13. Packer Service Program** - The elimination of the Packer Service Program will affect the Solid Waste Division by eliminated 1 full time position. The program is self-funding and will not affect the remainder of the Solid Waste Division budget. This elimination will affect general funded operation that uses the packer service to empty dumpsters and barrels around Town. These locations will need to contract out a private hauler to continue with their waste disposal.

## SOLID WASTE ENTERPRISE FUND

### Enterprise Fund Budget Comparison (Continued)



#### **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.

The Solid Waste Division has continued to maintain a consistent level of service even with increase in items being disposed of. Residents who utilize the facility drive the operations at the Solid Waste Division. Full Transfer Station Sticker sale numbers stayed level in FY 2019 compared to FY 2018. Recycle Only Sticker numbers have increased approximately 150 stickers in FY 2019. For FY 2021, Solid Waste Division is projected to have an increase in tons of Municipal Solid Waste (MSW) disposed of. On December 1, 2018, the Transfer Station & Recycling Center moved from single stream recycling to source separated recycling. This change has assisted in reducing some costs for recyclable material.

#### **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 FY 2018 to FY 2019. Recycle Only Sticker numbers have also decreased by approximately 200 stickers from FY 2018 to FY 2019. In the beginning of FY 2019, the Transfer Station & Recycling Center moved from single stream recycling to source separated recycling.

Charges for services account for 98% of total revenue sources. This includes the annual residential transfer station sticker.

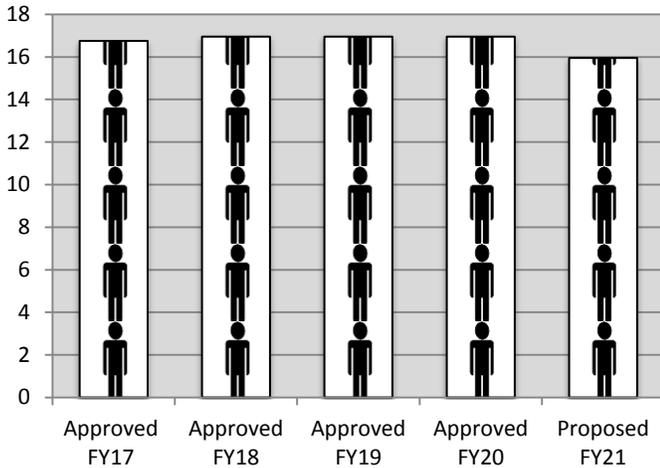
#### **Factors Affecting Expenses**

The largest cost affecting operations at the Solid Waste Facility is the disposal for materials. This area of the budget has seen significant cost increases in contracts with larger entities that receive the materials once it's been collected and sorted by the facility. This includes both dispose of waste and recycling materials. Furthermore, the market for recycle materials has turned upside, costing the facility to dispose of the materials rather than sell it. These underlining issues are far exceeding the facilities ability to charge affordable fees to cover operating cost.

## SOLID WASTE ENTERPRISE FUND

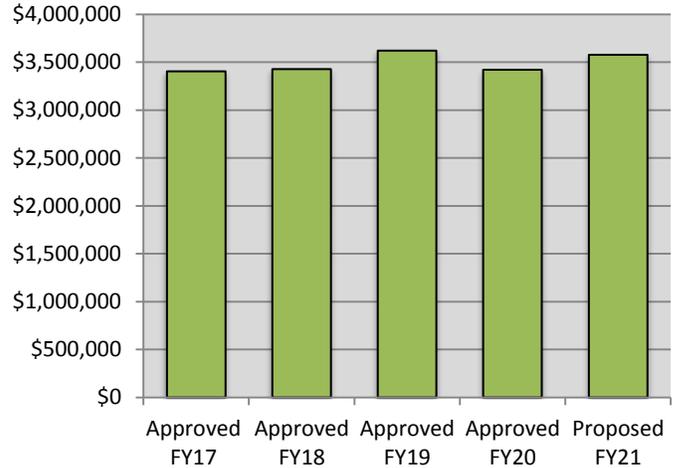
### Enterprise Fund Budget History

Solid Waste Enterprise Fund  
Full Time Employee History



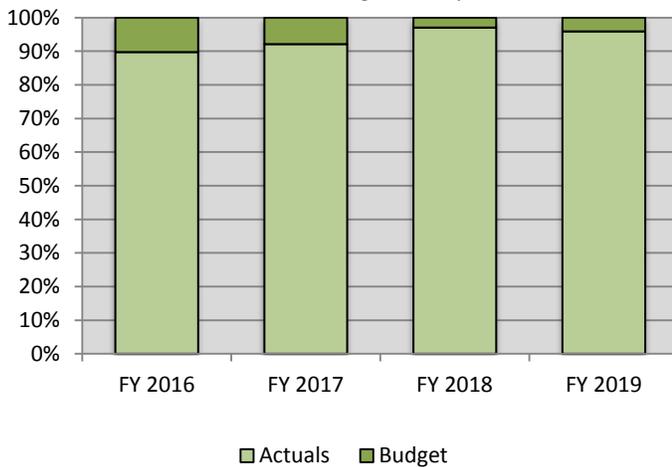
The facility is eliminating (1) fte in FY 2021 budget due to the closing of the Packer Service program.

Solid Waste Enterprise Fund  
Budget History



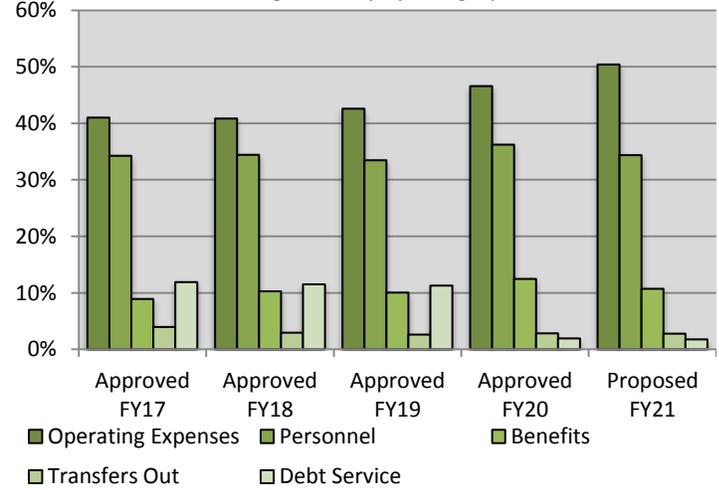
The Solid Waste Enterprise Fund budget has increased 1.02% over the five-year period. The drop off in debt service cost associate the landfill cap has help mitigate cost.

Solid Waste Enterprise Fund  
Actuals to Budget History



Solid Waste actual expenditures range 90% to 97% of annually approved budgets.

Solid Waste Enterprise Fund  
Budget History By Category



Personnel and benefits comprise 48% of this fund's expenses. Operating expenses comprise the second largest category 47%.

**SOLID WASTE ENTERPRISE FUND**

**Division Workload Indicators**

	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Projection
Received and Transferred (tons)	8,300	8,500	8,203	8,300
Received Single Stream Recyclables (tons)	1,828	2,025	809	850
Received Corrugated Cardboard (tons)	466	589	589	620
Packer Service Collected Municipal Properties (tons)	405	384	383	400
Received and Transferred Construction and Demolition (tons)	2,549	2,518	2,978	3,000
Screened Compost (cubic yards)	4,500	4,500	4,000	4,150
TV's & Computers (tons)	9,309 (tons)	80 (tons)	2,270 (pieces)	2,400 (pieces)
Metal (tons)	708	820	913	950
Cast Iron (tons)	40	22	34	25
Aluminum (tons)	27	12	11	11
Refrigerator & AC's (pieces)	-	2,081	2,808	2,900
Glass (tons)	-	-	248	300
Plastics (tons)	-	-	123	130
Mixed Paper & Newspaper (tons)	-	-	515	580
Copper & Brass (tons)	5	2	1	1
Tires (pieces)	1,137	943	829	920
Propane Tanks (pieces)	1,095	1,047	1,047	1,100
Mattresses (pieces)	1,241	1,907	3,512	2,600
Fluorescent Bulbs (pieces)	20,503	24,200	24,200	23,250
Books (tons)	55	51	50	50
Clothing (tons)	94	75	94	100
Waste Oil (gallons)	7,850	8,200	8,200	8,150
Manure (tons)	540	679	625	630

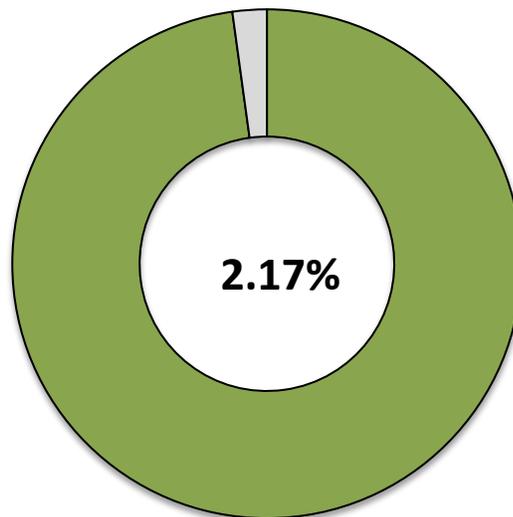
# WATER POLLUTION CONTROL ENTERPRISE FUND

## 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.



Percentage of FY21 All Appropriated Funds



Water Pollution Control Enterprise Fund comprises 2.17% of all appropriated funds.

## **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 Facility – Aerial View***

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 Lilly 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.

The Water Pollution Control laboratory provides operational staff with a variety of data to measure and track the performance of the wastewater treatment processes and to quantify the amount of nitrogen being removed from the incoming sewage. Other metrics used to track performance include pump runtimes, linear feet of sewer cleaned and inspected, the amount of sludge generated and processed, and the amount of emergency call-ins requiring staff response.

## **Recent Accomplishments**

- Completed upgrades to the WPCF SCADA (supervisory control and data acquisition) system.
- Completed the rehabilitation of the headworks grit removal system.
- Completed an evaluation and asset management plan for the Town's 27 sewage pump stations.
- Completed an evaluation and design of an effluent flow meter for the Hyannis WPCF and submitted to Mass DEP for review.
- Completed the relining of the Pleasant Street sewers.
- Completed the installation of a new emergency backup generator at the Marks Path Pump Station.
- Completed an evaluation of the South Street and Barnstable Road sewers.
- Completed the rebuild of Pump 2 at the Old Colony Pump Station.

**Goals and Objectives** - Town Council's Quality of Life Strategic Plan (SP)

**Short-Term:**

1. Complete design and begin construction of improvements to the WPCF Solids Handling building. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**
2. Complete the construction of improvements to the Rendezvous Lane pump station in order to address coastal resiliency. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**
3. Begin construction of improvements to WPCF Pump Stations as called for in the 2019 Pump Station Asset Management Plan. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**
4. Complete the construction of an effluent flow meter at the Hyannis WPCF. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**
5. Further refine existing groundwater models in order to determine the exact disposal capacity of the Hyannis WPCF. **(SP: Public Health and Safety, Environment and Natural Resources)**

**Long-Term:**

1. Complete targeted sewer system evaluation surveys and begin implementation of a sewer rehabilitation program with a focus on removing sources of infiltration and inflow from the sewer system. **(SP: Public Health and Safety, Finance, Environment and Natural Resources)**
2. Complete the design and construction of gravity sewer on Barse's Way and decommission vacuum sewer in this area. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**
3. Complete the evaluation and design of improvements to the WPCF aeration and headworks processes. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**
4. Continue implementation of the Town's Comprehensive Wastewater Management Plan. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources , Education, Communication)**
5. Complete the design and construction of improvements to South Street and Barnstable Road sewers. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**



**Water Pollution Control Facility – Buildings**

**WATER POLLUTION CONTROL ENTERPRISE FUND**

**Enterprise Fund Budget Comparison**

<b>Water Pollution Control Enterprise Fund</b>	<b>Actual</b>	<b>Projected</b>	<b>Approved</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY20 - 21</b>	<b>Change</b>
Intergovernmental Aid	\$9,071	\$11,816	\$0	\$0	\$0	0.00%
Fines & Penalties	59,836	46,890	30,000	60,000	30,000	100.00%
Fees, Licenses, Permits	6,620	13,310	3,000	9,180	6,180	206.00%
Charges for Services	4,561,185	4,880,468	4,621,380	4,292,459	(328,921)	-7.12%
Interest and Other	286,822	327,671	162,000	228,800	66,800	41.23%
<b>Total Operating Source of Funding</b>	<b>\$4,923,534</b>	<b>\$5,280,155</b>	<b>\$4,816,380</b>	<b>\$4,590,439</b>	<b>(\$225,941)</b>	<b>-4.69%</b>
Borrowing Authorizations	-	6,684,000	6,684,000	-	(6,684,000)	-100.00%
<b>Total Capital Source of Funding</b>	<b>\$0</b>	<b>\$6,684,000</b>	<b>\$6,684,000</b>	<b>\$0</b>	<b>(\$6,684,000)</b>	<b>-100.00%</b>
<b>Total Sources of Funding</b>	<b>\$4,923,534</b>	<b>\$11,964,155</b>	<b>\$11,500,380</b>	<b>\$4,590,439</b>	<b>(\$6,909,941)</b>	<b>-60.08%</b>
<b>Expense Category</b>						
Personnel	\$1,140,468	\$1,175,000	\$1,242,102	\$1,238,344	(\$3,758)	-0.30%
Benefits	391,366	410,000	426,490	388,475	(38,015)	-8.91%
Operating Expenses	1,374,210	1,500,000	1,635,176	1,538,045	(97,131)	-5.94%
Capital Outlay	126,746	175,000	195,000	140,000	(55,000)	-28.21%
Debt Service	1,120,892	1,145,487	1,145,487	1,104,580	(40,907)	-3.57%
Transfers Out	169,466	172,125	172,125	180,995	8,870	5.15%
<b>Total Operating Budget</b>	<b>\$4,323,148</b>	<b>\$4,577,612</b>	<b>\$4,816,380</b>	<b>\$4,590,439</b>	<b>(\$225,941)</b>	<b>-4.69%</b>
Capital Improvements Program	309,672	7,284,000	7,284,000	-	(7,284,000)	-100.00%
<b>Total Capital Expenses</b>	<b>\$309,672</b>	<b>\$7,284,000</b>	<b>\$7,284,000</b>	<b>\$0</b>	<b>(\$7,284,000)</b>	<b>-100.00%</b>
<b>Total Expenses</b>	<b>\$4,632,820</b>	<b>\$11,861,612</b>	<b>\$12,100,380</b>	<b>\$4,590,439</b>	<b>(\$7,509,941)</b>	<b>-62.06%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$290,714</b>	<b>\$102,543</b>	<b>(\$600,000)</b>	<b>\$0</b>	<b>\$600,000</b>	

<b>Beginning Certified Free Cash</b>	<b>\$ 9,044,033</b>	<b>\$ 9,334,747</b>	<b>\$ 8,734,747</b>
<b>FY 2020 Projected Excess (Deficiency)</b>			<b>102,543</b>
<b>Ending Projected Certified Free Cash</b>	<b>\$ 9,334,747</b>	<b>\$ 8,734,747</b>	<b>\$ 8,837,290</b>

<b>Job Title</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Change</b>
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	-
Labratory 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	-
<b>Full-time Equivalent Employees</b>	<b>15.35</b>	<b>15.35</b>	<b>15.35</b>	<b>-</b>

**WATER POLLUTION CONTROL ENTERPRISE FUND**

**Enterprise Fund Budget Comparison (Continued)**

<b>Budget Reconciliation</b>	<b>Personnel</b>	<b>Operating</b>	<b>Capital Outlay</b>	<b>Totals</b>	<b>FTE</b>
<b>FY 2020 Approved Budget</b>				<b>\$4,816,380</b>	
Contractual Obligations Net of Staff Turnover	(8,482)	-	-	<b>(8,482)</b>	-
Change in Indirect Costs	6,091	8,469	-	<b>14,560</b>	
One-Time Charges	(22,082)	(40,907)	(55,000)	<b>(117,989)</b>	-
<b>FY 2021 Budget Changes</b>					
1. Temporary Positions Budget Reduction	(12,300)	-	-	<b>(12,300)</b>	-
2. Overtime Budget Reduction	(5,000)	-	-	<b>(5,000)</b>	-
3. Gasoline Budget Reduction	-	(6,130)	-	<b>(6,130)</b>	-
4. Electricity Budget Reduction	-	(9,000)	-	<b>(9,000)</b>	-
5. Solid Waste Disposal Budget Reduction	-	(15,000)	-	<b>(15,000)</b>	-
6. Vehicle Maintenance Budget Reduction	-	(15,000)	-	<b>(15,000)</b>	-
7. Repair and Maintenance Budget Reduction	-	(20,000)	-	<b>(20,000)</b>	-
8. Various Budget Line Item Reductions	-	(28,500)	-	<b>(28,500)</b>	-
9. Computer Software Budget Reduction	-	(25,000)	-	<b>(25,000)</b>	-
10. Asset Management Grant Matching	-	21,900	-	<b>21,900</b>	-
<b>FY 2021 Proposed Budget</b>	<b>(\$41,773)</b>	<b>(\$129,168)</b>	<b>(\$55,000)</b>	<b>\$4,590,439</b>	-

**Summary of Budget Changes**

The Water Pollution Control’s proposed FY 2021 budget is decreasing -4.69% from the approved FY 2020 budget. Significant budget reductions in various operations combined with a decrease in debt service attributes to most of the budget change.

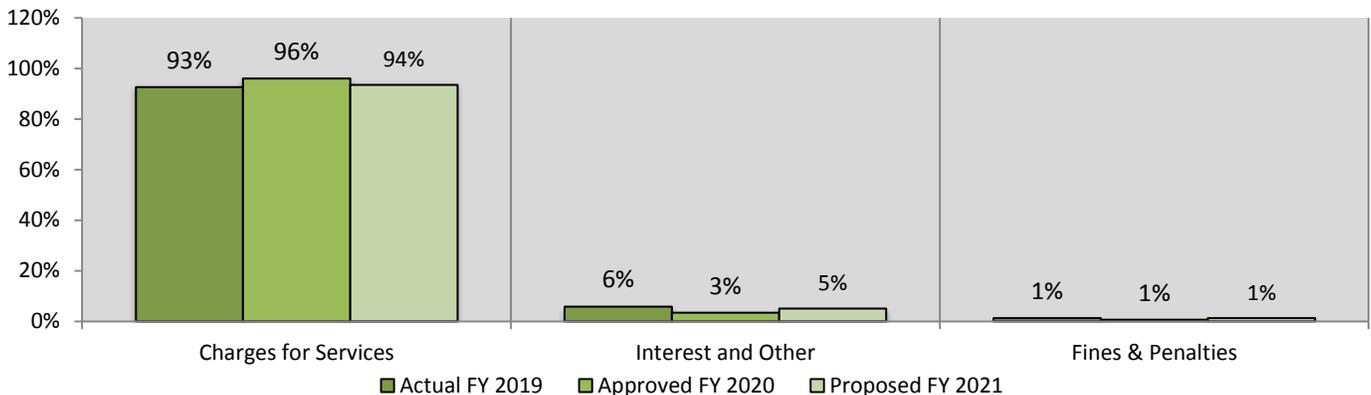
- 1. Temporary Positions Budget Reduction** – Elimination of salaries and wages for temporary seasonal labor. WPCD would be unable to fund seasonal laborers to assist staff operations during peak season for landscape and other miscellaneous improvements.
- 2. Overtime Budget Reduction** – Haulers would have reduced hours for weekend dumping as Saturday hours would be reduced.
- 3. Gasoline Budget Reduction** – Gas Fuel prices have dropped and are expected to remain low for the foreseeable future. If prices were to spike, this budget would be overspent and this would impact other unrelated budget lines.
- 4. Electricity Budget Reduction** – If the WPCD’s renewable energy systems were to go down for an extended amount of time, WPCD would be responsible for a large increase in electrical costs, likely requiring an emergency appropriation.
- 5. Solid Waste Disposal Budget Reduction** – Decrease sludge disposal budget, however, it would put the operations at risk of significant budget overages if septage, wastewater flow, or rates increase.
- 6. Vehicle Maintenance Budget Reduction** – The bulk of this budget funds repairs to the WPCD vacuum sewer truck. Maintenance would be deferred as until a new truck is procured in FY 2022, pending CIP approval.

**WATER POLLUTION CONTROL ENTERPRISE FUND**

**Enterprise Fund Budget Comparison (Continued)**

- 7. **Repair and Maintenance Budget Reduction** – This budget funds routine maintenance and emergency sewer repairs, which can be costly. Routine CCTV and contracted sewer cleaning may be put off until late in the fiscal year as the budget comes into focus.
- 8. **Various Budget Line Item Reductions** – A town wide exercise was conducted for department managers to review their budgets for recommended budget reductions. This is a summation of budget lines that were adjusted and not consider as detrimental to services.
- 9. **Computer Software Budget Reduction** – The computer software budget was planned to be reduced in FY 2021 and the savings were to be spread across other budgets. Reducing this budget effectively eliminates the planned increases to other underfunded budget lines. This budget may also be used for SCADA PLC upgrades.
- 10. **Asset Management Grant Matching** - Through the Massachusetts Department of Environmental Protection Clean Water SRF program, the State offers a 60/40 matching grant for the purpose of enhancing asset management programs at water and wastewater utilities. The Town of Barnstable Water Pollution Control Division has applied for this grant and is listed on the 2020 Draft Intended Use Plan as a recipient of this grant. The purpose of this request is to fund a 40% share of the project cost for the enhancement of the asset management program at the Water Pollution Control Facility. Nearly half of the Town’s 40% share is being provided as in-kind services, with \$21,900 required as cash match. In 2019, the Town worked with a consultant to complete an inventory of assets and formulate an asset management program for the Town’s 27 sewage pumping stations.

Water Pollution Control Enterprise Fund  
Resources By Category



**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.

Charges for services accounts for 94% of total sources of revenue. Revenue from commercial sewer is approximately \$2.5 million annually.

**WATER POLLUTION CONTROL ENTERPRISE FUND**

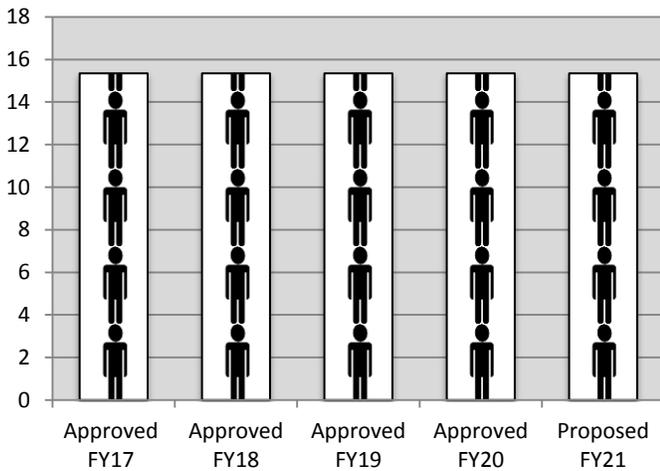
**Enterprise Fund Budget Comparison (Continued)**

**Factors Affecting Expenses**

Current staffing level remains the same. Reductions to various operating line items may constrain the funds operations in the near future. The proposed budget includes a request for an Asset Management Grant, which should help proactively manage facility assets.

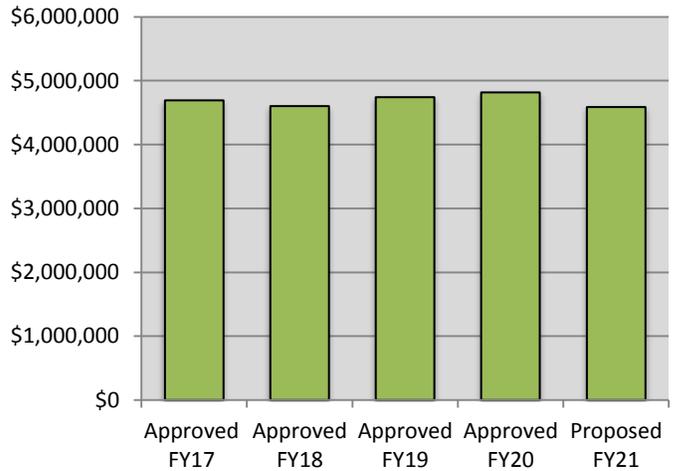
**Enterprise Fund Budget History**

Water Pollution Control Enterprise Fund  
Full Time Employee History



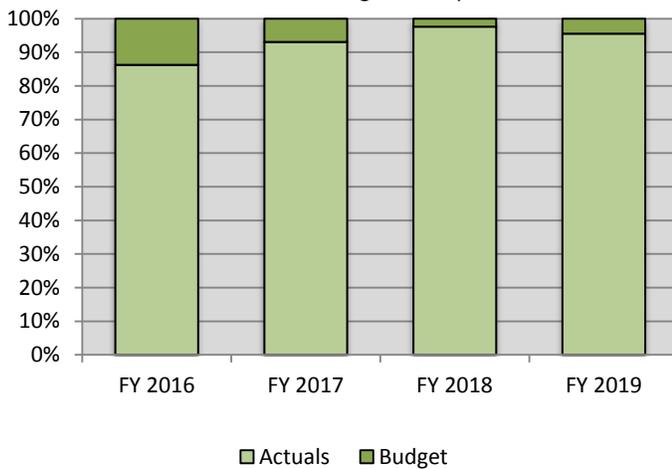
Full-time equivalent employees have remained level for the past few fiscal years.

Water Pollution Control Enterprise Fund  
Budget History



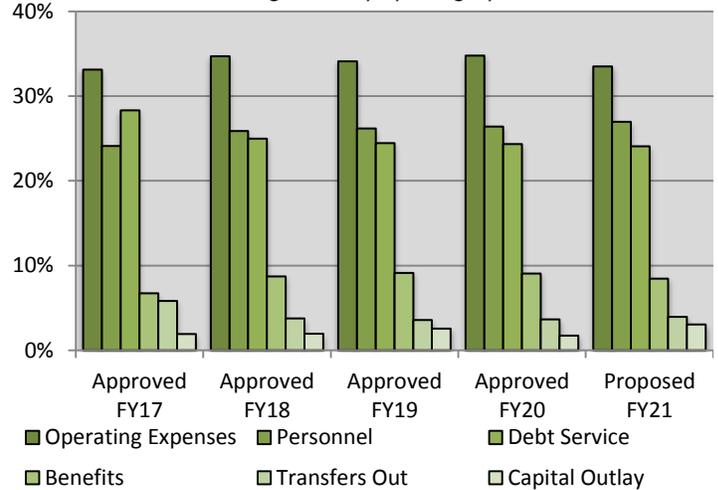
The Water Pollution Control Enterprise Fund budget has remained level over the past five years.

Water Pollution Control Enterprise Fund  
Actuals to Budget History



Water Pollution Control’s actual expenditures has range 86% to 97% of annually approved budgets.

Water Pollution Control Enterprise Fund  
Budget History By Category



Operating expenses is the largest component at 35%

**WATER POLLUTION CONTROL ENTERPRISE FUND**

**Division Workload Indicators**

	<b>FY17 Actuals</b>	<b>FY18 Actuals</b>	<b>FY19 Actuals</b>	<b>FY20 Projection</b>
Treated Gallons of Wastewater	564,433,700	595,687,800	597,413,700	610,330
Treated Gallons of Septage	9,906,800	8,922,100	9,143,000	9,250,300
Treated Gallons of Grease	697,900	799,100	792,600	796,450
Processed Dry Sludge (tons)	1,015	1,041	1,018	1,100
Jet-rod Cleaning Sewer Line (miles)	4.50	3.90	3.00	3.00
Television Inspection Sewer Line (miles)	2.10	2.30	3.90	4.00

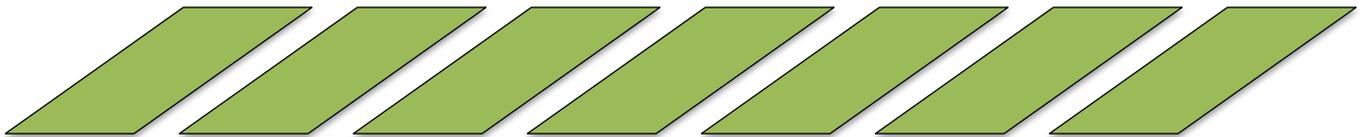
# WATER SUPPLY ENTERPRISE FUND

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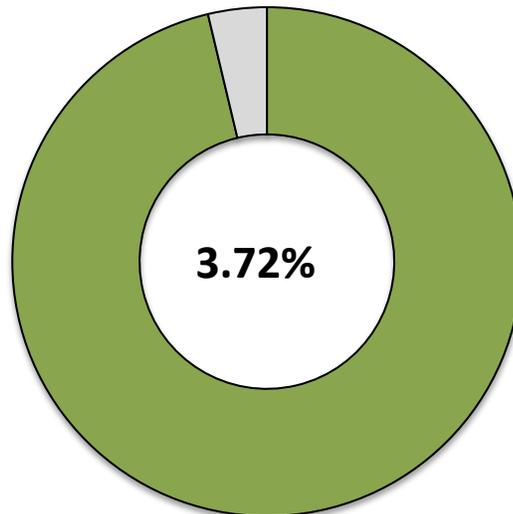
## Purpose Statement

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

## Sustainable Water Supply



Percentage of FY21 All Appropriated Funds



Water Supply Enterprise Fund comprises 3.72% of all appropriated funds.

## **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 and fire-readiness services to the residents and businesses (approximately 7300 accounts) located in Hyannis, Hyannis Port, West Hyannis Port. The management of the system involves substantial investment in water supply sources, pumping, treatment, storage and distribution infrastructure, customer service and regulatory compliance.

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.



**Mary Dunn – Filtration System**

## **Recent Accomplishments**

- Pumped, treated, and distributed 807,608,000 Gallons of Water in FY19.
- Increased water quality by continuing the unidirectional flushing system for the Hyannis Water System.
- The completion of the first phase of the cleaning and lining pipe rehabilitation project on Main Street from the Barnstable Road intersection to School Street.
- The completion of the water main replacement and upgrade project at the Route 28 / Bearse's Way Intersection in conjunction with a Mass DOT project.
- Finalized and published the first phase of the new source alternatives study for additional water supply options for the Hyannis Water System.
- Completed the full design for the Maher Filtration Facility, received DEP-SRF approval, went out to bid and awarded the contract.

**Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)**

**Short-Term:**

1. Maintain close contractual oversight of the administration, finances, and operation of the Water Supply Division. **(SP: Regulatory Process and Performance, Education, Communication, Finance)**
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, Regulatory Process and Performance, and Education, Finance)**
3. Finalize the construction of the water filtration building at the Maher facility, receive DEP approvals, bring the plant on line, and cease the purchase of water. **(SP: Infrastructure, Environment and Natural Resources, Regulatory Process and Performance, and Education)**
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: Environment and Natural Resources, Regulatory Process and Performance, Education, Finance, Communication)**
5. 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 and needed redundancy. **(SP: Environment and Natural Resources, Regulatory Process and Performance, Infrastructure)**
6. Implement the well building and treatment plant rehabilitation program by prioritizing and replacing building components, process control equipment, security, and electrical systems. **(SP: Infrastructure, Finance)**

**Long-Term:**

1. Provide cost-effective water supply services to the customers of the Hyannis Water System. **(SP: Environment and Natural Resources, Regulatory Process and Performance, and Education, Communication)**
2. Maintain all assets of the Division to current standards and provide information to the Hyannis Water Board and the DPW Director on needed repairs, and improvements to the water system. **(SP: Infrastructure, Environment and Natural Resources, Regulatory Process and Performance, Education, Communication, Finance)**
3. Insure reliable and redundant fire-flows to assist the Hyannis Fire Department and support demands on the system. **(SP: Infrastructure, Regulatory Process and Performance)**
4. Continue to strive for excellence in customer service, asset-management, and cost-control within the Division. **(SP: Infrastructure, Regulatory Process and Performance, Education, Communication)**



***Maher Filtration Under Construction***

**WATER SUPPLY ENTERPRISE FUND**

**Enterprise Fund Budget Comparison**

<b>Water Supply Enterprise Fund</b>	<b>Actual</b>	<b>Projected</b>	<b>Approved</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY20 - 21</b>	<b>Change</b>
Intergovernmental Aid	\$40,343	\$0	\$0	\$0	\$0	0.00%
Fines & Penalties	28,520	22,240	41,522	36,900	(4,622)	-11.13%
Fees, Licenses, Permits	217,910	168,000	99,832	310,100	210,268	210.62%
Charges for Services	5,682,178	6,132,000	5,840,540	6,266,771	426,231	7.30%
Interest and Other	529,346	550,000	583,121	487,500	(95,621)	-16.40%
Transfers In	-	-	-	500,000	500,000	0.00%
<b>Total Operating Source of Funding</b>	<b>\$6,498,297</b>	<b>\$6,872,240</b>	<b>\$6,565,015</b>	<b>\$7,601,271</b>	<b>\$1,036,256</b>	<b>15.78%</b>
Borrowing Authorizations	2,039,500	1,050,000	1,050,000	1,400,000	350,000	33.33%
<b>Total Capital Source of Funding</b>	<b>\$2,039,500</b>	<b>\$1,050,000</b>	<b>\$1,050,000</b>	<b>\$1,400,000</b>	<b>\$350,000</b>	<b>33.33%</b>
<b>Total Sources of Funding</b>	<b>\$8,537,797</b>	<b>\$7,922,240</b>	<b>\$7,615,015</b>	<b>\$9,001,271</b>	<b>\$1,386,256</b>	<b>18.20%</b>
<b>Expense Category</b>						
Personnel	\$279,612	\$270,000	\$295,428	\$220,390	(\$75,038)	-25.40%
Benefits	94,885	98,000	102,152	105,717	3,565	3.49%
Operating Expenses	4,076,646	4,158,007	4,636,381	4,796,392	160,011	3.45%
Capital Outlay	155,654	128,745	166,000	166,000	-	0.00%
Debt Service	1,893,515	2,444,005	2,396,974	2,489,734	92,760	3.87%
Transfers Out	453,596	88,080	88,080	86,855	(1,225)	-1.39%
<b>Total Operating Budget</b>	<b>\$6,953,908</b>	<b>\$7,186,837</b>	<b>\$7,685,015</b>	<b>\$7,865,088</b>	<b>\$180,073</b>	<b>2.34%</b>
Capital Improvements Program	1,226,418	500,000	1,545,000	1,550,000	5,000	0.32%
<b>Total Capital Expenses</b>	<b>\$1,226,418</b>	<b>\$500,000</b>	<b>\$1,545,000</b>	<b>\$1,550,000</b>	<b>\$5,000</b>	<b>0.32%</b>
<b>Total Expenses</b>	<b>\$8,180,326</b>	<b>\$7,686,837</b>	<b>\$9,230,015</b>	<b>\$9,415,088</b>	<b>\$185,073</b>	<b>2.01%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$357,471</b>	<b>\$235,403</b>	<b>(\$1,615,000)</b>	<b>(\$413,817)</b>	<b>\$1,201,183</b>	
<b>Beginning Certified Free Cash</b>	<b>\$ 2,532,232</b>		<b>\$ 2,889,703</b>	<b>\$ 1,274,703</b>		
<b>FY 2020 Projected Excess (Deficiency)</b>				<b>235,403</b>		
<b>Ending Projected Certified Free Cash</b>	<b>\$ 2,889,703</b>		<b>\$ 1,274,703</b>	<b>\$ 1,096,290</b>		
<b>Job Title</b>	<b>FY 2019</b>		<b>FY 2020</b>	<b>FY 2021</b>	<b>Change</b>	
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	-	
<b>Full-time Equivalent Employees</b>	<b>2.95</b>		<b>2.95</b>	<b>2.25</b>	<b>(0.70)</b>	

**WATER SUPPLY ENTERPRISE FUND**

**Enterprise Fund Budget Comparison (Continued)**

<b>Budget Reconciliation</b>	<b>Personnel</b>	<b>Operating</b>	<b>Capital Outlay</b>	<b>Totals</b>	<b>FTE</b>
<b>FY 2020 Approved Budget</b>				<b>\$7,685,015</b>	
Contractual Obligations Net of Staff Turnover	(5,422)	-	-	<b>(5,422)</b>	-
Change in Indirect Costs	2,651	1,775	-	<b>4,426</b>	
One-Time Charges	914	92,760	-	<b>93,674</b>	-
<b>FY 2021 Budget Changes</b>					
1. Temporary Positions Budget Reduction	(9,320)	-	-	<b>(9,320)</b>	-
2. Overtime Budget Reduction	(6,500)	-	-	<b>(6,500)</b>	-
3. Reallocated Positions to Public Works GF	(53,796)	-	-	<b>(53,796)</b>	(0.70)
4. Tools & Equipment Budget Reduction	-	(7,000)	-	<b>(7,000)</b>	-
5. Various Budget Line Item Reductions	-	(2,120)	-	<b>(2,120)</b>	-
6. Building/Grounds Maintenance Reduction	-	(7,750)	-	<b>(7,750)</b>	-
7. Legal/Litigation Budget Reduction	-	(50,000)	-	<b>(50,000)</b>	-
8. Suez Operations Contract	-	153,881	-	<b>153,881</b>	-
9. Water Purchase Yarmouth & COMM	-	(493,000)	-	<b>(493,000)</b>	-
10. Carbon Filter Systems	-	190,000	-	<b>190,000</b>	-
11. O&M Cost Maher Filtration Plant	-	373,000	-	<b>373,000</b>	-
<b>FY 2021 Proposed Budget</b>	<b>\$(71,473)</b>	<b>\$251,546</b>	<b>\$ -</b>	<b>\$7,865,088</b>	<b>(0.70)</b>

**Summary of Budget Changes**

The Water Supply Enterprise Fund’s proposed FY 2021 budget is increasing 2.34% from the approved FY 2020 budget. The new Maher Filtration operating & maintenance cost attribute most to the budget change; however, these costs are being mitigated by the need to purchase less water from other communities.

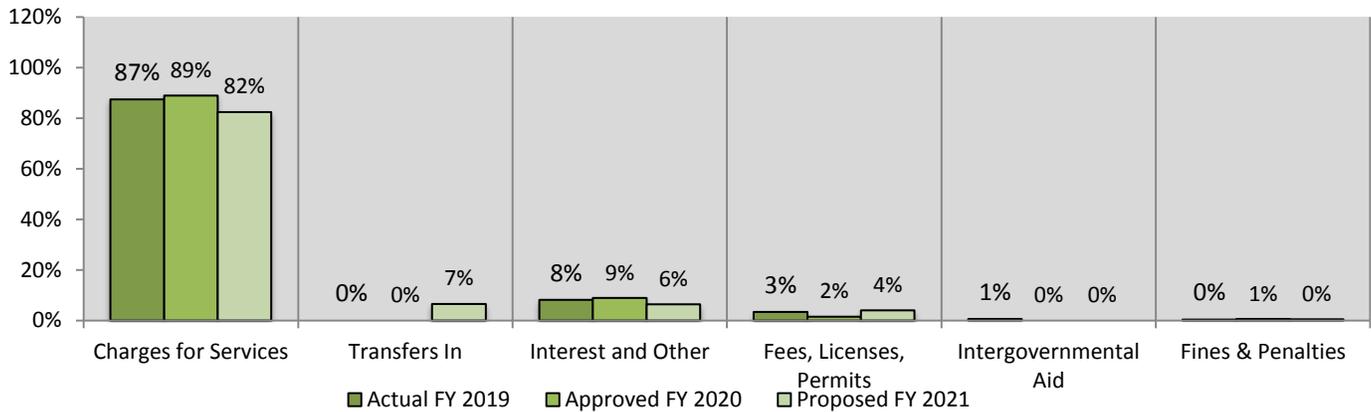
- 1. Temporary Position Budget Reduction** – Summer time intern positions and re-prioritize project completion schedules and time lines.
- 2. Overtime Budget Reduction** – Overtime budget is being reduced as, which operations will re-prioritize project completion schedules and time lines.
- 3. Reallocated Positions to Public Works General Fund** – Adjustments are made to several administrative positions that are funded from the General Fund and Enterprise Funds.
- 4. Tools & Equipment Budget Reduction** – Tools and equipment will not be replaced or upgraded.
- 5. Various Budget Line Item Reductions** – A town wide exercise was conducted for department managers to review their budgets for recommended budget reductions. This is a summation of budget lines that are small and not consider as detrimental to services.
- 6. Building/Grounds Maintenance Reduction** – Only limited repairs will be done on the facilities.
- 7. Legal/Litigation Budget Reduction** – Professional services-legal will be reduced.
- 8. Suez Operations Contract** – This request addresses the contractually required yearly increase for fiscal year 2021.

**WATER SUPPLY ENTERPRISE FUND**

**Enterprise Fund Budget Comparison (Continued)**

- 9. Water Purchase Yarmouth & COMM** – This decision package requests a decrease in funding for water purchases from the Yarmouth and COMM water departments in the amount of \$493,000 for a total of \$852,000. The decrease of funding relates to the anticipated start-up of the Maher Filtration Plant, currently under construction. With the new plant on-line there will be no need to purchase water.
- 10. Carbon Filter Systems** – This decision package requests an increase in funding for the activated carbon exchange line-item. With the needed installation of four additional interim carbon filtration systems at the Airport and Straightway wells, it is anticipated that this additional funding will be needed to keep providing good quality drinking water.
- 11. O&M Maher Filtration Plant** - This decision package requests an increase in funding for the operation & maintenance expenses related to the Maher Filtration Plant, currently under construction. Tata & Howard, the design engineer provided a design memorandum describing the key conclusions and recommendations resulting from the pilot testing. In the financial summary chapter, the operation and maintenance costs are estimated to be \$373,000 for the first year.

Water Supply Enterprise Fund  
Resources By Category



**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 82% 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.

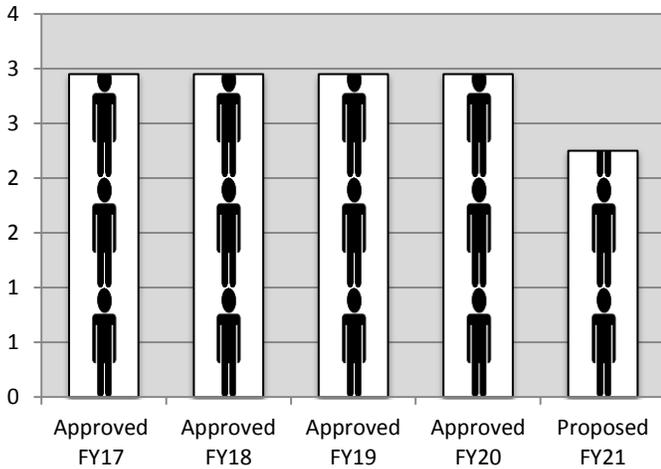
**Factors Affecting Expenses**

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.

## WATER SUPPLY ENTERPRISE FUND

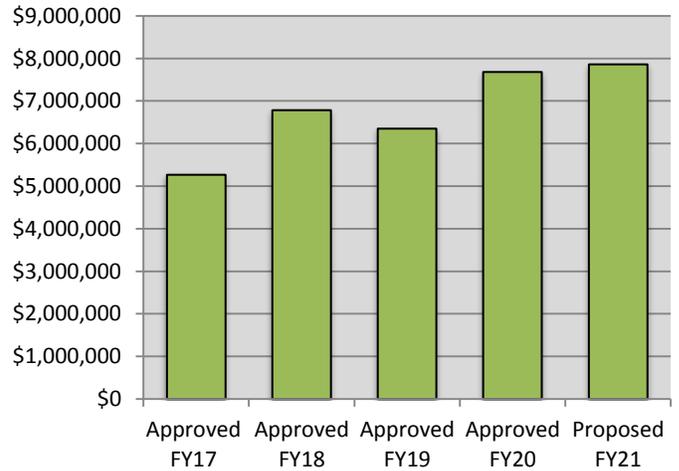
### Enterprise Fund Budget History

Water Supply Enterprise Fund  
Full Time Employee History



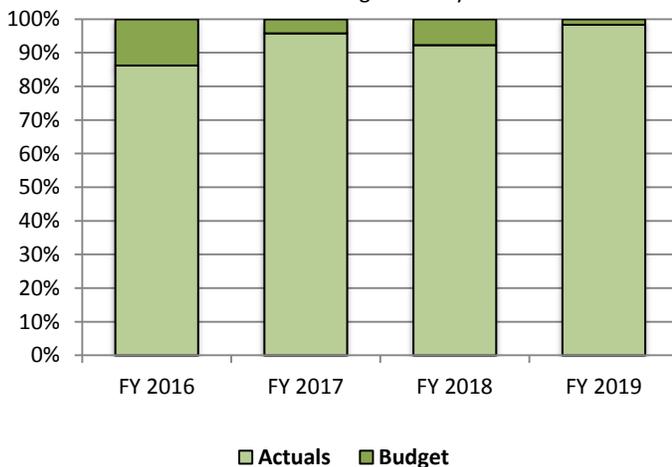
The proposed FY 2021 budget reallocated (0.70) fte's to the General Fund.

Water Supply Enterprise Fund  
Budget History



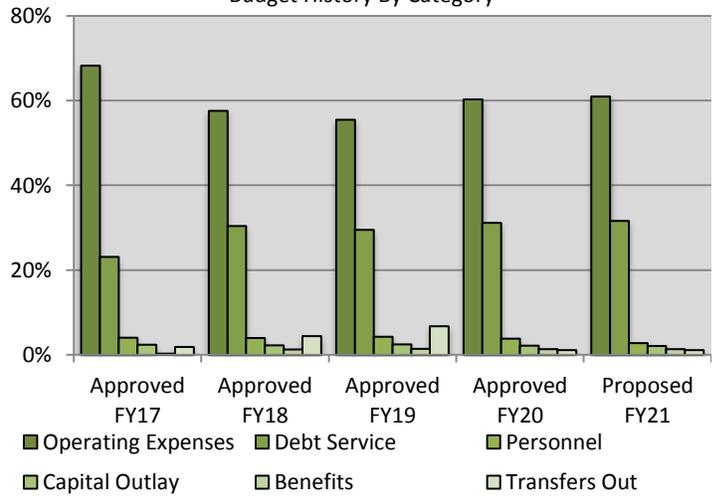
The significant increase is mainly due to an increase in debt service from an aggressive capital improvement program as well as increases in the management contract for the system's operations as more treatment facilities are brought on-line. This budget has increased 9.85% annually over the five-year period.

Water Supply Enterprise Fund  
Actuals to Budget History



Water Supply actual expenditures range 86% to 98% of annually approved budgets.

Water Supply Enterprise Fund  
Budget History By Category



Operating expenses represent the largest component of the budget comprising 61% followed by debt service at 32%.

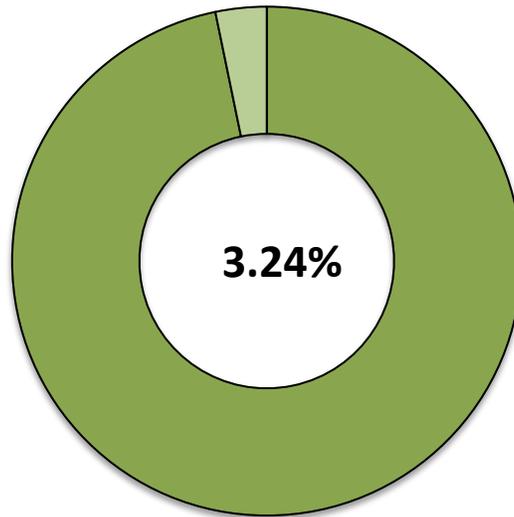
# BARNSTABLE MUNICIPAL AIRPORT ENTERPRISE FUND

## Department 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 for Cape Cod, 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.



Percentage of FY21 All Appropriated Funds



Airport Enterprise Fund comprises 3.24% of all appropriated funds.

## **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 CY 2019 (FY 2020) Economic Impact Analysis, the Barnstable Airport, in conjunction with its tenants and associated businesses, provide employment opportunities for 1,724 people, with an annual payroll in excess of \$73.8 million, with a regional economic output in excess of \$157.2 million. The Airport is home to over 65 businesses/private users, with Cape Air, Rectrix (a Ross Aviation Company), Griffin Avionics, and the Federal Aviation Administration (FAA) making up the bulk of employees on the airfield.

In FY 2019, the Airport supported nearly 66,500 aircraft operations; and about 55,500 passengers embark to and disembark 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. The above figures do not include a vast array of commercial charter passenger services, general aviation activities that include private and corporate passenger, freight services, and other aviation flight services. As such, from Hyannis, travelers are afforded many flight opportunities, not just commercial flights but corporate and private flights to local and national destinations that include Nantucket and Martha's Vineyard, Boston, New York City and beyond.

In addition to aviation transportation activity, the Airport is also a space for the community with events held at the airport such as: Cape Cod Young Professional's Back to Business Bash, Aviation Career Fair, Duffy Health Center Gala and Electric Car Show to name a few.



***Barnstable Airport – Main Entrance***

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 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 2019, 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. Additionally, each year we encourage young professionals interested in aviation to build their resume and portfolio by working in either the Airport Operations or Maintenance Departments. 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.

**Enterprise Fund Services Provided (Continued)**

**Operations**

The nine (9) full-time Operations employees are asked to implement a number of duties. They are dedicated individuals tasked with servicing tenant and transient aircraft, including transportation of passengers, catering, fueling and passenger transportation in the busy summer months; performing inspections to meet Federal Aviation Administration regulatory requirements such as wildlife management, airfield management and security sweeps to keep flight operations and the general public safe; and refueling aircraft. Airport Operations personnel are also fully trained firefighters and respond to emergency situations with our Aircraft Rescue and Fire Fighting vehicles. Aircraft rescue response, as mandated by the FAA, 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 is a key resource for our staff and work hand-in-hand with Airport staff in rescue response, and once on scene, they assume the role of Incident Commander.

**Maintenance**

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. This team of devoted individuals sustain over 639 acres maintaining runways, taxiways, and ramps; painting airfield markings; mowing all grass areas; 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 preserving 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 FY21 capital plan includes \$6.7 million in airfield improvements and future planning, design and permitting for future airfield improvements. \$657,500 of airport reserves and \$2.6 million in federal and state reimbursable grant funds will finance the program. Airport revenues will be used to pay any annual debt service requirements.



***Barnstable Airport – Main Entrance Lobby***

## Enterprise Fund Recent Accomplishments

- Maintained compliance with all Federal & State airport safety and certification requirements.
- In FY2019, the Airport leveraged over \$1.2M for airfield improvements and future planning, design and permitting projects from the Federal Aviation Administration and the Massachusetts Department of Transportation (MassDOT) – Aeronautics Division. This included funding to begin an Airport Master Plan Update, replacements in snow removal equipment and development of an Airport Rates and Charges study.
- 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.
- 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;



**Barnstable Airport – Aerial View**

- 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;
- Welcomed SpectaculAir - shared charter services with the focus on the Hyannis-Nantucket market;

**Enterprise Fund Recent Accomplishments (Continued)**



**Barnstable Airport – Aerial View**

- 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);
- 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;
- Celebrated the 12<sup>th</sup> 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;
- 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;
- 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;
- 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;

**Goals and Objectives – Town Council’s Quality of Life Strategic Plan (SP)**

**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. 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)**
3. Continue to work with new “on-call” airport engineers and planners to develop the airport and services. **(SP: Finance, Communication, and Infrastructure)**
4. 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)**



**Barnstable Airport – Runway 15-33 Project**

5. 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, and Public Health and Safety)**
6. 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.
    - ii. Enhance Airport Image & Branding.
7. Evaluate available technologies for improving noise reductions and storm-water and groundwater management. **(SP: Infrastructure, Communication, Education, and Public Health and Safety)**

**Goals and Objectives (Continued) - Town Council's Quality of Life Strategic Plan (SP)**

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.

**BARNSTABLE MUNICIPAL AIRPORT**

**Enterprise Fund Budget Comparison**

<b>Airport Enterprise Fund</b>	<b>Actual</b>	<b>Projected</b>	<b>Approved</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY20 - 21</b>	<b>Change</b>
Fees, Licenses, Permits	687,219	2,100,000	1,710,018	1,725,352	15,334	0.90%
Charges for Services	5,845,809	4,950,000	5,940,222	4,662,758	(1,277,464)	-21.51%
Interest and Other	538,170	451,675	391,003	453,517	62,514	15.99%
<b>Total Operating Source of Funding</b>	<b>\$7,071,198</b>	<b>\$7,511,035</b>	<b>\$8,041,243</b>	<b>\$6,841,627</b>	<b>(\$1,199,616)</b>	<b>-14.92%</b>
Intergovernmental Aid	66,890	2,460,250	2,460,250	1,332,500	-	0.00%
Borrowing Authorizations	455,500	1,000,000	1,000,000	-	-	0.00%
<b>Total Capital Source of Funding</b>	<b>\$522,390</b>	<b>\$3,460,250</b>	<b>\$3,460,250</b>	<b>\$1,332,500</b>	<b>(\$2,127,750)</b>	<b>-61.49%</b>
<b>Total Sources of Funding</b>	<b>\$7,593,588</b>	<b>\$10,971,285</b>	<b>\$11,501,493</b>	<b>\$8,174,127</b>	<b>(\$3,327,366)</b>	<b>-28.93%</b>
<b>Expense Category</b>						
Personnel	\$1,730,817	\$1,785,000	\$1,810,007	\$1,799,645	(\$10,362)	-0.57%
Benefits	511,549	560,000	587,401	560,074	(27,327)	-4.65%
Operating Expenses	3,875,259	4,500,000	4,974,758	4,012,690	(962,068)	-19.34%
Capital Outlay	12,223	140,000	225,200	47,500	(177,700)	-78.91%
Debt Service	187,616	229,858	229,858	228,450	(1,408)	-0.61%
Transfers Out	199,297	214,019	214,019	193,268	(20,751)	-9.70%
<b>Total Operating Budget</b>	<b>\$6,516,761</b>	<b>\$7,428,877</b>	<b>\$8,041,243</b>	<b>\$6,841,627</b>	<b>(\$1,199,616)</b>	<b>-14.92%</b>
Capital Improvements Program	102,319	3,860,000	3,860,000	1,700,000	(2,160,000)	-55.96%
<b>Total Capital Expenses</b>	<b>\$102,319</b>	<b>\$3,860,000</b>	<b>\$3,860,000</b>	<b>\$1,700,000</b>	<b>(\$2,160,000)</b>	<b>-55.96%</b>
<b>Total Expenses</b>	<b>\$6,619,080</b>	<b>\$11,288,877</b>	<b>\$11,901,243</b>	<b>\$8,541,627</b>	<b>(\$3,359,616)</b>	<b>-28.23%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$974,508</b>	<b>(\$317,592)</b>	<b>(\$399,750)</b>	<b>(\$367,500)</b>	<b>\$32,250</b>	

<b>Beginning Certified Free Cash</b>	<b>\$ 2,186,453</b>	<b>\$ 3,160,961</b>	<b>\$ 2,761,211</b>
<b>FY 2020 Projected Excess (Deficiency)</b>			<b>(317,592)</b>
<b>Ending Projected Certified Free Cash</b>	<b>\$ 3,160,961</b>	<b>\$ 2,761,211</b>	<b>\$ 2,076,119</b>

<b>Job Title</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Change</b>
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	-
<b>Full-time Equivalent Employees</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>-</b>

**BARNSTABLE MUNICIPAL AIRPORT**

**Enterprise Fund Budget Comparison (Continued)**

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2020 Approved Budget</b>				<b>\$8,041,243</b>	
Contractual Obligations Net of Staff Turnover	17,629	-	-	<b>17,629</b>	-
Change in Indirect Costs	(21,735)	(20,751)	-	<b>(42,486)</b>	
One-Time Charges	(33,583)	(1,408)	(225,200)	<b>(260,191)</b>	-
<b>FY 2021 Budget Changes</b>					
1. Depreciation Line Item Budget Reduction	-	(438,520)	-	<b>(438,520)</b>	-
2. Special Events	-	5,000	-	<b>5,000</b>	-
3. Airfield Supplies	-	120,500	-	<b>120,500</b>	-
4. Jet Fuel for Sale Budget Reduction	-	(528,000)	-	<b>(528,000)</b>	-
5. FAA Security Standards	-	47,690	-	<b>47,690</b>	-
6. Ground Water Clean Up Budget Reduction	-	(100,000)	-	<b>(100,000)</b>	-
7. Various Budget Line Item Reductions	-	(68,738)	-	<b>(68,738)</b>	-
8. Fuel Truck/Farm Scully System	-	-	10,000	<b>10,000</b>	-
9. Ccure Security Replacement	-	-	35,000	<b>35,000</b>	-
10. Gates A, F and P Safety Edge	-	-	2,500	<b>2,500</b>	-
<b>FY 2021 Proposed Budget</b>	<b>(\$37,689)</b>	<b>(\$984,227)</b>	<b>(\$177,700)</b>	<b>\$6,841,627</b>	-

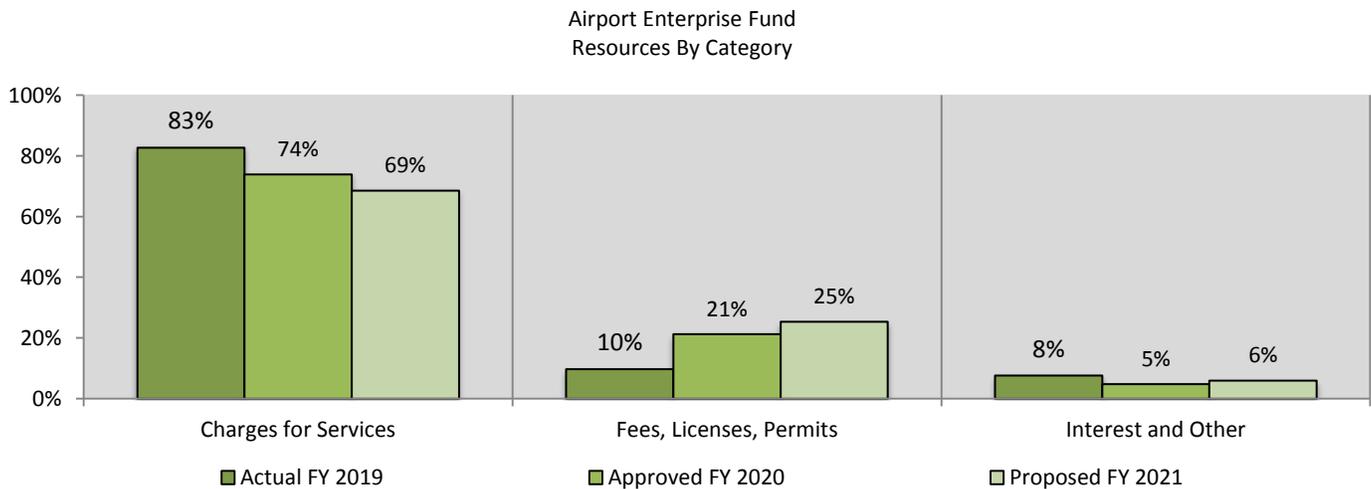
**Summary of Budget Changes**

The Airport's proposed FY 2021 budget is decreasing -14.92% from the FY 2020 budget. Reductions to the depreciation budget and jet fuel purchases for resale attribute the most to the budget change. The proposed FY 2021 budget includes requests for a fuel truck Scully system, updated software to the Ccure security system, and gate safety edge technology.

- 1. Depreciation Line Item Budget Reduction** – A placeholder budget line item to build up airport reserves, which is being reduced in the proposed FY 2021 budget.
- 2. Special Events** – A new line item to purchase and rent equipment for special events such as porta-potties, signs, tables, chairs, table clothes, etc.
- 3. Airfield Supplies** –Transfer the annual painting contract for Runways and Taxiway markings, and Airport owned roadways from the capital outlay to operating. The dollar amount is based on past painting projects and included funds for paint removal via grinding or water blasting as necessary.
- 4. Jet Fuel for Sale Budget Reduction** – Effects of COVID-19 is unknown but we should anticipate a significant reduction in operations.
- 5. FAA Security Standards** – MOU with BPD for Law Enforcement Officer Services for TSA Security services. As of January 2020, \$44,000 was established as TSA Grant for CY2020 (FY 2021). 5yr average (FY14-18) = \$223,000. Assume same hours but pay increases for officers @ say 3% above FY 2020 (3%) COLA. Federal funding is unknown.
- 6. Ground Water Clean Up Budget Reduction** –We have a contract with Horsley Witten - environmental consultants to monitor the sparging wells on the north ramp. Their on-call contract was moved to 616080 (Professional Services). As of FY 2020 HWG felt that we may be able to close the sparging wells as the ground water appears to have returned to acceptable levels. Anticipated closure date is before the close of FY 2020 (June 30, 2020). Additional funds for PFOS soils analysis and monitoring may be necessary moving forward and have been included in FY 2021 CIP. Site mitigation is planned for a June 30, 2020 completion and monitoring thereafter will be necessary in FY 2021. I have funding set aside in the FY 2021 CIP; therefore, I am excluding it from the Budget in FY 2021.

## Enterprise Fund Budget Comparison (Continued)

7. **Various Budget Line Item Reductions** – A town wide exercise was conducted for department managers to review their budgets for recommended budget reductions. This is a summation of budget lines that were adjusted and not consider as detrimental to services.
  
8. **Fuel Truck/Farm Scully System** – Per National Fire Protection Association (NFPA) 407 6.1.3.12.2.8 a Scully system or something similar with onboard control capabilities is required as a secondary shut down method to control flow of fuel from a fuel vehicle’s bottom loading valves (overflow protection). If the valve or pump fails to shut down fuel flow at the fill stand, the secondary on-board truck system will take over and shut down the vehicle’s bottom loading valve.
  
9. **Ccure Security Replacement** – CCURE 800 is a security management program to implement and monitor the Airport's access control doors and gates. The current software, CCURE 800, has reached its end of life, is over 20-years old, and will no longer be supported.
  
10. **Gates A, F, and P Safety Edge** - Add safety edge sensors to three gates that currently do not have this feature. Safety contact edges are touch-sensitive devices that detect presence at possible danger points of closing edges such as automatic gates. Used in conjunction with safety relays, the safety function is triggered when a person or object contacts the edge. They are typically installed near automatic gates and other machinery to protect individuals from bodily harm or machinery from damage.



**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 46% of the airport’s revenues and are 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, which now accounts for 22% of total 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.

## **Enterprise Fund Budget Comparison (Continued)**

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.



***Barnstable Airport – Aerial View***

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.

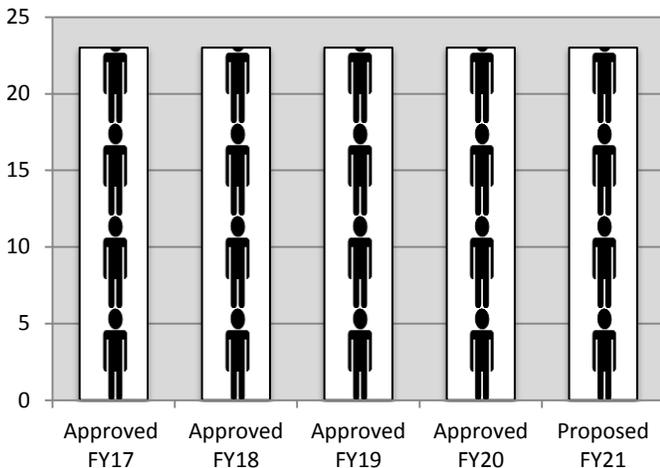
## Enterprise Fund Budget Comparison (Continued)

### 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.

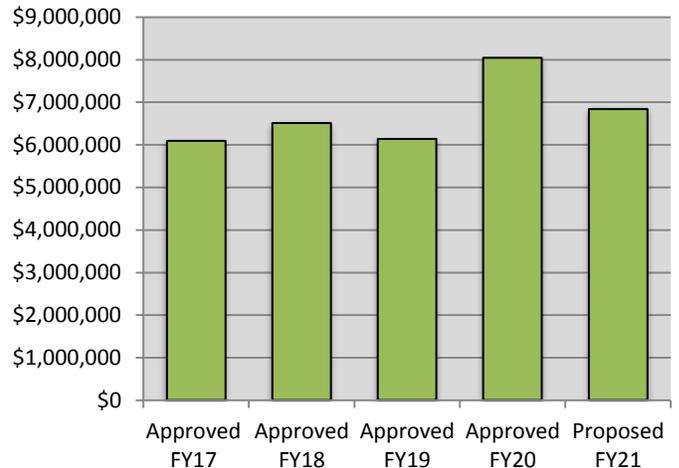
## Enterprise Fund Budget History

Airport Enterprise Fund  
Full Time Employee History



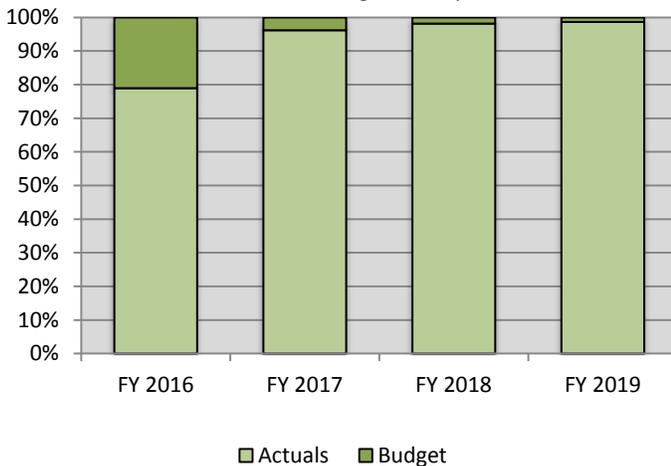
Full-time positions have remained level funded.

Airport Enterprise Fund  
Budget History



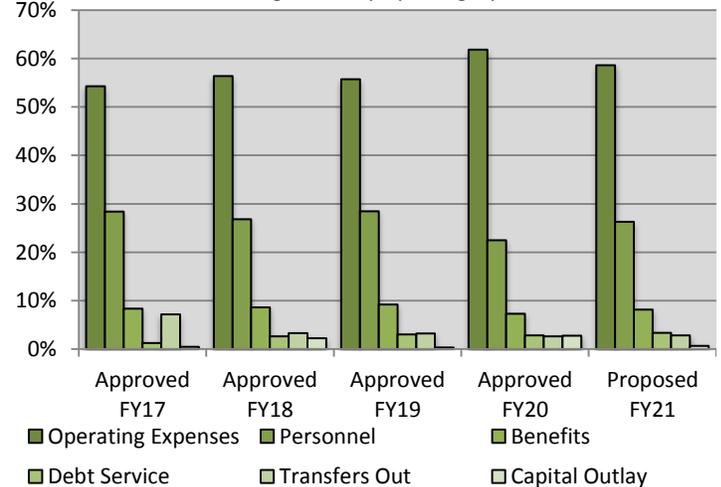
The Airport Enterprise Fund budget has increased 2.46% over the five-year period.

Airport Enterprise Fund  
Actuals to Budget History



Airport actual expenditures range 78% to 98% of annually approved budgets.

Airport Enterprise Fund  
Budget History By Category



The operating expenses represent 59% of the total budget.

**BARNSTABLE MUNICIPAL AIRPORT**

**Enterprise Fund 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 Actual	FY 2020 Projected
Airport Operations	96,501	94,777	97,063	81,986	66,452	65,000
Noise Complaints Received	30	81	176(32*)	83	50	40
Noise Complaints/1000 Airport Operations	0.31	0.85	1.81 (0.33*)	0.44	0.75	0.62

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 Actual	CY 2020 Projected
Gross Parking Revenue	\$719,117	\$403,226	\$408,480	\$425,560	\$393,983	\$360,000
Enplanements (departing passengers)	65,790	49,735	43,257*	29,457	24,951	20,000
Gross Parking Revenues/Enplanement	\$ 10.93	\$ 8.11	\$ 9.44	\$ 14.45	\$ 15.79	\$ 18.00

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 Actual	FY 2020 Projected
Gross Rental Car Revenues	\$4,097,293	\$4,075,846	\$3,414,691	\$3,398,393	\$3,582,161	\$3,500,000
Deplanements (arriving passengers)	81,419	50,249	42,975*	31,241	28,572	20,000
Revenues/Deplanement	\$ 50.32	\$ 81.11	\$ 79.46	\$ 108.78	\$ 125.37	\$ 175.00

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 Actual	FY 2020 Projected
Gallons of Jet Fuel Contracted	200,001	321,002	271,001	275,003	350,004	450,004
Gallons of Jet Fuel Dispensed	1,016,397	902,084	794,275	803,595	889,115	900,000
Percentage of Jet Fuel Sales Contracted	19.7%	35.6%	34.1%	34.2%	39.4%	50.0%

**BARNSTABLE MUNICIPAL AIRPORT**

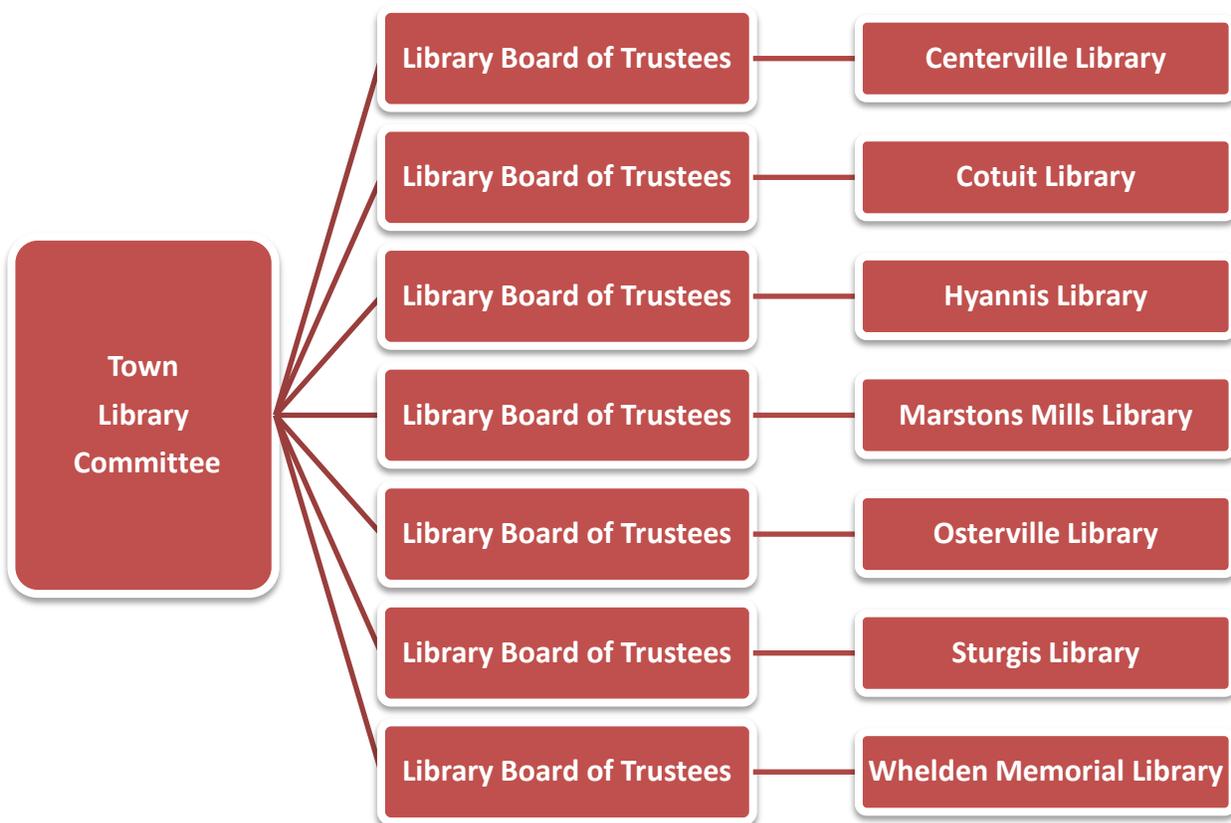
**Enterprise Fund Workload Indicators (Continued)**

<b>Measure:</b> Increase Renewable Energy Revenue over Guaranteed Annual Output (GAO)						
	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actuals</b>	<b>FY 2020 Projected</b>
Airport Net Benefit	\$ 125,380	\$ 376,889	\$ 322,440	\$ 381,522	\$ 408,893	\$ 395,805
Guaranteed Annual Output (GAO)	None	\$ 298,824	\$ 309,050	\$ 319,429	\$ 329,965	\$ 329,965
Revenue Variance from GAO	None	\$ 78,065	\$ 13,390	\$ 62,093	\$ 78,928	\$ 65,840
<b>Net Revenue % Over GAO</b>	<b>0.00%</b>	<b>26.1%</b>	<b>4.3%</b>	<b>19.4%</b>	<b>23.9%</b>	<b>20.0%</b>
<b>Indicator:</b> 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	66,452	65,000
<b>Indicator:</b> Number of airport noise complaints received	30	81	176(32*)	83	50	40
<b>Indicator:</b> Number of passengers on scheduled flights						
Deplanements (arriving)	81,419	50,249	31,175	31,241	28,572	20,000
Enplanements (departing)	65,790	49,735	43,257*	29,457	24,951	20,000
<b>Indicator:</b> Number of gallons of jet fuel dispensed sold	1,016,397	902,084	794,275	765,000	765,000	765,000
<b>Indicator:</b> Gross parking revenues - all pay parking lots	\$1,016,397	\$902,084	\$794,275	\$803,595	\$889,115	\$900,000
<b>Indicator:</b> Gross rental car revenues - all concessions at airport	\$4,097,293	\$4,075,846	\$3,414,691	\$3,398,383	\$3,582,161	\$3,500,000
<b>Indicator:</b> Renewable Energy gross revenues from solar array at the airport – system on line FY2015	\$125,380	\$376,889	\$322,440	\$381,522	\$408,893	\$395,805

# TOWN PUBLIC 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. The grant is included in the "Other Requirements" section of the Town's General Fund operating budget. The proposed grant amount for FY 2021 is \$1,899,691.*

### 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

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## 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

- During FY19 we celebrated our 150th anniversary throughout the year with special events including the launch of an Endowment Campaign to ensure the library's financial security;
- In September Victoria Allard was hired as the new Library Director, and Megan McClelland was hired as Our Youth Services Director;
- In FY19 we offered 636 adult programs with an attendance of 4,415. Ongoing programs included Fridays @1, TED Talks, chess, bridge, knitting, art classes, gardening, music, author talks, wellness programs, civic group meetings, yoga, book clubs, a writers' group, Mahjong, Open Mic and Centerville Old Home Week Celebration;
- Programs for children and teens totaled 478 with an attendance of 6,376. Ongoing weekly programs included: Drop-In Storytime, Infant Storytime, Pre-School Storytime. Drop-In Storytime and Craft, and Teen Advisory Board;
- Fundraising included our Annual Auction, Greens Sale, Pretty in Pink with Vineyard Vines & Puritan Cape Cod, sales of Centerville coloring books and library 150<sup>th</sup> anniversary book bags, Brick Walkway Project and Fund-A-Need. Our Fund-A-Need raised money to upgrade and purchase library computers which enables us to continue to meet the ever-growing technology needs of our patrons. The proceeds from these fundraisers, the Alice Owen Williams Book Store, our Annual Appeal, memorial donations and other donations help to support our many library activities and services; and
- We collaborated with Life Scout Nate Wood of Boy Scout Troop 52 who planted a butterfly garden at the Centerville Library as part of his Eagle Scout service project. The garden seeks to enhance the local ecosystem by attracting and supporting pollinators that are currently being threatened by habitat destruction, pesticides and disease. Nate added 19 new nectar and host plants for the local butterfly population as well as a butterfly house to provide shelter from the elements. The butterfly garden is an attractive addition to the library and will provide the Centerville Library with intergenerational programs and the opportunity to educate children and adults about pollinators.

## Centerville Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)

1. Create opportunities for Town Council and management to communicate with community members through the library. **(SP: Education, Communication)**
2. Take advantage of grant writing opportunities to fund programs and services. **(SP: Finance, Communication)**
3. Work with 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. 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. Increase print and e-resource collections and acquire materials based on patron requests, use and needs. **(SP: Education, Communication)**
6. Support the community through educational, informational, and cultural programs. **(SP: Education, Communication)**

## CENTERVILLE PUBLIC LIBRARY

### Description of Services Provided

Centerville Public Library is a vibrant, active library that 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. The warm, welcoming environment of Centerville Public Library attracts visitors and residents alike. Our collection, innovative programming, and leisure activities serve people of all ages.

Our many on-going weekly and monthly programs, one-on-one technical assistance, and popular bookstore are managed and run solely by volunteers. Our dedicated core of over 100 volunteers assist with library operations, fundraisers, serving on committees, and making significant contributions to the Adult and Youth Services Departments and the Alice Owen Williams Bookstore.

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, Mahjong club and the Mid-Cape Chess Club. Individual computer instruction continues to be one 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.

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 help to support library services.

The library provides public computers, free internet and Wi-Fi access throughout the building, and fax, printing, scanning, and photocopying services.

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.

### Summary of Budgets & Positions (FTE's)

Expenditure Category	Approved FY 2019	Approved FY 2020	Projected FY 2020
Library Funding	\$275,147	\$264,875	TBD
Town of Barnstable	\$352,743	\$363,325	TBD
<b>Total</b>	<b>\$627,890</b>	<b>\$628,200</b>	<b>TBD</b>

Positions	Actual FY 2019	Actual FY 2020
Full Time	5.0	5.0
Part Time	5.0	5.0
<b>Total FTE's</b>	<b>10.0</b>	<b>10.0</b>

## Centerville Library Workload Indictors

Description	Actual FY 2018	Actual FY 2019	Projected FY 2020
Circulation	184,108	133,104	140,000
Items in Collection	115,581*	126,427*	130,000*
Hours Open	2,234	2,234	2,280
Programs Offered	1,239	1,114	1,000
Volunteer Hours	8,993	8,499	8,000

\*Collection data reflects system-wide e-book holdings



# **COTUIT PUBLIC LIBRARY**

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## **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 a new writers' group and a concert funded by the Mid-Cape Cultural Council;
- Continued our family literacy program for a local homeless shelter and literacy outreach to local preschools and daycares;
- Picked as one of the grant-funded project sites for the Association to Preserve Cape Cod's storm water treatment practices in the Three Bays watershed;
- Created two new Giving Societies to recognize major donors;
- Developed a new, five-year Strategic Plan, which was accepted by the Massachusetts Board of Library Commissioners;
- Renovated our front patio and ADA-compliant ramp;
- Created an Investment Policy Statement as a first step in strengthening our fiscal stewardship; and
- Consolidated the Library's print collections on each floor of the building to improve patrons' browsing experience.

## Cotuit Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)

1. Provide the best possible comprehensive library services to the community. **(SP: Education, Communication)**
2. Pursue green initiatives, such as reducing paper waste and improving the efficiency of the physical plant.
3. In collaboration with the Association to Preserve Cape Cod and the Town of Barnstable, complete the installation of a storm water bioretention garden and begin developing interpretation and programming around it.
4. Expand offerings of non-print children's materials to fulfill a broader range of needs. **(SP: Education, Communication)**
5. Continue to serve as a village center and meeting place for other community organizations. **(SP: Education, Communication)**
6. Build a strategy to reach and recruit children and families to become active Library users. **(SP: Education, Communication)**
7. Develop multigenerational programming to bring people of all ages together. **(SP: Education, Communication)**
8. Establish a building maintenance priority list to strengthen stewardship of our physical plant. **(SP: Finance)**
9. Improve physical plant energy efficiency. **(SP: Finance)**
10. Map out a coherent fundraising strategy and further develop our Giving Societies **(SP: Communication, Finance)**

## **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; and
- 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;

## **Description of Services Provided (Continued)**

- 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;
- 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;
- Homebound delivery;
- An Astronomy Program with telescopes the public can borrow; and
- Specialized services for those with low vision.

## **Collaborative Efforts and Ongoing Projects**

- Collaborated with the other village libraries on a Town-wide summer reading program for children;
- Renewed a collaboration with the Cotuit Kettleers for summer story hours;
- Pursued joint programming and block bookings with other Cape libraries to reduce costs;
- Collaborated with local preschools and the nearby Waldorf School for Library visits and programming;
- Had a program exchange with the Royal Cotuit Nursing Home, so that residents could enjoy a presentation from a Library patron, and our patrons could enjoy an artwork display by the residents;
- 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;
- Collaborated with local homeless shelter to provide training on family literacy and digital literacy;
- Developing services to patrons with low vision;
- Reaching out to local organizations to provide embedded librarianship and create community partnerships;
- Organizing, preserving and digitizing the Library's archives;
- Increasing our resources on local conservation and ecology so that we can be a hub of information for the "backyard" conservationists in our village;
- Increasing family literacy;
- Worked with the Senior Center to offer free digital literacy and technology programs;
- Increasing digital literacy for all age groups; and
- Expanding our "Library of Things" to meet less-conventional needs of our community and our seasonal visitors.

**COTUIT PUBLIC LIBRARY**

**Summary of Budgets & Positions (FTE's)**

<b>Expenditure Category</b>	<b>Approved FY 2019</b>	<b>Approved FY 2020</b>	<b>Projected FY 2020</b>
Library Funding	\$196,514	\$213,265	TBD
Town of Barnstable	\$182,715	\$188,196	TBD
<b>Total</b>	<b>\$379,229</b>	<b>\$401,461</b>	<b>TBD</b>

<b>Positions</b>	<b>Actual FY 2019</b>	<b>Actual FY 2020</b>
Full Time	1.1	1.1
Part Time	3.6	3.6
<b>Total FTE's</b>	<b>4.7</b>	<b>4.7</b>

**Cotuit Library Workload Indicators**

<b>Description</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Projected FY 2020</b>
Circulation	46,592	46,936	47,500
Items in Collection	107,490	76,743	90,000
Hours Open	2,083	2,092	2,100
Programs Offered	682	602	620
Volunteer Hours	1,646	2,749	2,800
<b>*Collection data reflects system-wide e-book holdings</b>			

# HYANNIS PUBLIC LIBRARY

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## 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.



## Hyannis Goals and Objectives – Town Council’s Quality of Life Strategic Plan (SP)

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)**

## Recent Accomplishments

- Created a new Friends of the Library Group;
- Purchased electronic kits and provided S.T.E.M programs for children;
- Provided outreach to local elementary school and preschool classes;
- Provided 346 programs for children including story hour, drop in board games, Pokemon club, coloring and Lego groups, and additional programming that included visits by members of the Companion Animal Program, Hyannis Harbor Hawks athletes and performances by the Bright Star Theatre Group;
- Facilitated an open brain storming session with the public in order to plan a new state-of-the-art library to replace the 1974 wing;
- Planned for a new and improved HPL website;
- Facilitated art sessions for those with special needs, plus book discussion, knitting and coloring groups for adults;
- Presented a popular summer speaker series in partnership with JFK Hyannis Museum;
- Volunteers also provided delivery of library materials to homebound residents;
- Student volunteers from the Sturgis Charter School helped clean up the grounds on their Senior Service Day; and
- The Garden Club of Hyannis beautified the grounds and made weekly donations of lovely flower arrangements for staff and patrons to enjoy.

**HYANNIS PUBLIC LIBRARY**

**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 Budgets & Positions (FTE’s)**

<b>Expenditure Category</b>	<b>Approved FY 2019</b>	<b>Approved FY 2020</b>	<b>Projected FY 2021</b>
Library Funding	\$75,190	\$77,070	TBD
Town of Barnstable	\$515,000	\$527,875	TBD
<b>Total</b>	<b>\$590,190</b>	<b>\$590,190</b>	<b>TBD</b>

<b>Positions</b>	<b>Actual FY 2019</b>	<b>Actual FY 2020</b>
Full Time	6.0	6.0
Part Time	2.8	2.8
<b>Total FTE’s</b>	<b>8.8</b>	<b>8.8</b>

**Hyannis Library Workload Indicators**

<b>Description</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Projected FY 2020</b>
Circulation	166,489	116,848	170,000
Items in Collection	124,180	82,261	135,000
Hours Open	2,153	2,153	2,150
Programs Offered	502	474	525
Volunteer Hours	1,057	980	1,250
<b>*Collection data reflects system-wide e-book holdings</b>			

# MARSTONS MILLS PUBLIC LIBRARY

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## 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.



## Marston Mills Goals and Objectives – Town Council’s Quality of Life Strategic Plan (SP)

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 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)**
3. To improve the aesthetics of the Library’s landscaping and grounds. **(SP: Infrastructure)**
4. To investigate new and innovative funding ideas. **(SP: Finance)**
5. 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)**
6. 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)**
7. 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)**
8. 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)**
9. 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)**
10. To provide professional development opportunities to our staff and valued volunteers. **(SP: Education, Communication)**

## Recent Accomplishments

- MPL’s Third 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 two. 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 Fourth Annual Conference are underway and it is shaping up to be an even larger event;
- For the Fifth year, MMPL participated in the “Spectacle of Trees” raising over \$100,000 for local non-profits annually;
- Co-Sponsored the Marstons Mills Village House and Garden Tour with the Marstons Mills Village Historical Society;
- Through the generosity of the Kirkman Foundation, in addition to increasing our outdoor educational programs by 25%, volunteers from the Library’s “Patchwork Educational Garden” were able to deliver over 17000 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 and Diamond Back Terrapin fostering;
- Collaborated on the 5<sup>th</sup> Annual Marstons Mills Village Stroll;
- Replaced the front steps and landing and are preparing to perform more upgrades to the physical structure;

## **Recent Accomplishments (Continued)**

- Collaborated with the National Novel Writing Month as a drop in writing center;
- Continued to expand our Homebound Services Delivery;
- Provided free computer classes each week for adult beginners on Tech-Tuesday;
- Began a “Green library” initiative to encourage conservation and ecologically sound practices. This began with using goats to clear land in anticipation of a “Pollinator Garden” in conjunction with our “Library Beautification Plan” along with eliminating most plastic and holding relevant programs/ lectures in addition to regular programming;
- 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; and
- 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.

## **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.

**MARSTONS MILLS PUBLIC LIBRARY**

**Description of Services Provided**

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; and
- Collections include materials that support diverse cultures and languages.

**Summary of Budgets & Positions (FTE’s)**

Expenditure Category	Approved FY 2019	Approved FY 2020	Projected FY 2020
Library Funding	\$110,495	\$138,946	TBD
Town of Barnstable	\$209,748	\$216,054	TBD
<b>Total</b>	<b>\$320,253</b>	<b>\$355,000</b>	<b>TBD</b>

Positions	Approved FY 2019	Approved FY 2020
Full Time	1.00	2.00
Part Time	3.50	3.50
<b>Total FTE’s</b>	<b>4.50</b>	<b>5.50</b>

**Marstons Mills Library Workload Indicators**

Description	Actual FY 2018	Actual FY 2019	Projected FY 2020
Circulation	67,546	63,950	68,000
Items in Collection	63,541	60,294	63,500
Hours Open	2,396	2,396	2,396
Programs Offered	350	350	480
Volunteer Hours	1,976	1,976	2,015

**\*Collection data reflects system-wide e-book holdings**

# OSTERVILLE VILLAGE LIBRARY

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## 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”*



## Osterville Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)

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 work in collaboration with the other six Barnstable Village Libraries to provide comprehensive library services to the residents of the Town of Barnstable, including cooperative planning, programming and services/resource sharing. **(SP: Education, Communication)**
5. 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)**



*Osterville Public Library Social*

6. 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)**
7. To continue to provide information and knowledge in whatever form it takes and educate our patrons on emerging technologies. **(SP: Education, Communication)**

## Recent Accomplishments

- Through the generosity of a donor the library now has a beautiful 20" Gazebo on the center of the library lawn. The new gazebo has hosted artist and the Kirkman Trust Concert Series;
- We expanded our collaborations with JrTech and offered classes for tweens and teens to include Building a PC, Beginner Coders, Intro to C++ Programming, Science & Engineering and more. Other collaborations include Cape Community Media Center, and EforAll in addition to others;
- The Children's Room is continually evolving to meet the needs of young children. New "check-out" kits that are available include American Sign language, Bug Explorer, Calligraphy, and Animal X-Ray;
- We moved our Friends Book store to a new open area suitable for browsing and reading. Providing space to open an Innovation Center. The room features two Oculus Rift VR headsets, a Dremel 3D printer, Green Screen, and 12 Dell high end gaming laptops;
- Our new Innovation Center has hosted Virtual Reality "trips" for those who are otherwise unable to visit places such as the Ann Frank House, climb Mount Everett, or have a front row seat to the Apollo 11 moon mission, "I am a man" and many other important and impactful experiences;
- We received a grant from Rockland Trust to add to our Innovation Center, a Digital Art and Design lab;

## Recent Accomplishments (Continued)



**Osterville Public Library Social**

- We continued our world class art exhibits with a private exhibit of Mosaic Wood Art, Sam Barber Collection, a Sailor Valentine Collection, the Printmakers of Cape Cod and the works of local artist Karen Crocker and Sue Ferriman-Jenkins;
- Our “Library of Things” continues to grow. You can check out a Bird, Dog, Bug or Ocean Bingo, Trash Grabbers, Volleyball Set, Xbox, Virtual Realty Kit, Tide Pool kit, plus many more unique items and over 100 puzzles and games;
- The library continues to be a donation center for “Toys for Tots”, each year increasing our collection from the community. This year again, donations exceeded 100 toys. We also were a collection location for gently used coats and winter items to help those in need;
- The library also introduced a program to spearhead a monthly village clean –up with numerous people going through the village and picking up trash;
- We offered free Tax Return Help with the AARP over the winter months;
- The addition of a new tween area makerspace had proven successful as a comfortable place for kids to learn, study and explore with the many coding, circuit, architecture, design and build kits that are available;
- We continue to provide 7 day a week tech help and scheduled help for more 1 on 1 training;
- 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. Numerous children’s books were added to the collection through this grant;
- OVL remains a safe place when power outages occur in our area;
- We also provided meeting space to several groups including Cape Literacy, Wianno Yacht Club, WellStrong, Osterville Garden Club, Philanthropy Partners of Cape Cod, Girl Scouts and many more;
- 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. Mrs. Claus greeted young children, helped them write letters to her husband, Mr. Claus, and posed for pictures; and
- During February, vacation kids enjoyed building an over 6,000-piece Lego replica of the Harry Potter castle.

## **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 21<sup>st</sup> 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 the works of master sculptor David Lewis, the works of Sam Barber, Karen Crocker and Susan Ferriman-Jenkins;
- Growing our "Library of Things" where patrons can check out a volleyball set, a portable screen, sewing machine, ukulele, 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, hazards of vaping, genealogy, blood pressure screening, Happy, Healthy Aging to name a few;
- 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;
- 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;
- Indoor walking in a safe environment on Tuesdays and Thursdays, so popular it runs year round;
- 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. Plus learn American Sign Language, handwriting, all about dinosaurs;
- 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 responsible landscape around their homes and protect our resources;
- The Friends Bookstore is now open the same hours as the library. The new space allows for easier browsing. Proceeds from the bookstore help to support library services;
- Technology assistance with tablets, phones, e-readers, Mac and PC are computers available on a walk-in 7 day a week. Group training is also available; and
- Databases include Ancestry, Mango Languages and a Small Business Database is available to all users thanks to the Kirkman Trust Fund.

**OSTERVILLE VILLAGE LIBRARY**

**Fundraising is continuous focus:**

- Plein Air Osterville was a huge success in its first year, Over 22 artist painted around the beautiful village and later in the day those pictures were made available during a silent auction with portions of the sales benefits the library;
- The “Experience Osterville” guides in its eighth 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 45<sup>th</sup> Annual Spring Golf Tournament will be held in September. 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 29<sup>th</sup> consecutive year;
- The 40th Annual Cape Cod 5K Championship Road Race, to benefit the OVL will attract over 400 runners. Sponsored by Sotheby’s International Realty and Cape Cod Academy, allows runners to start from in front of the library and enjoy running or walking through the picturesque. The Osterville Village Library is fortunate to be the beneficiary of this fundraising event; and
- The 27th Annual Clam Bake will be held after the Fourth of July, 200 attendees are expected at this the event. Having 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 6<sup>th</sup> 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 Budgets & Positions (FTE’s)**

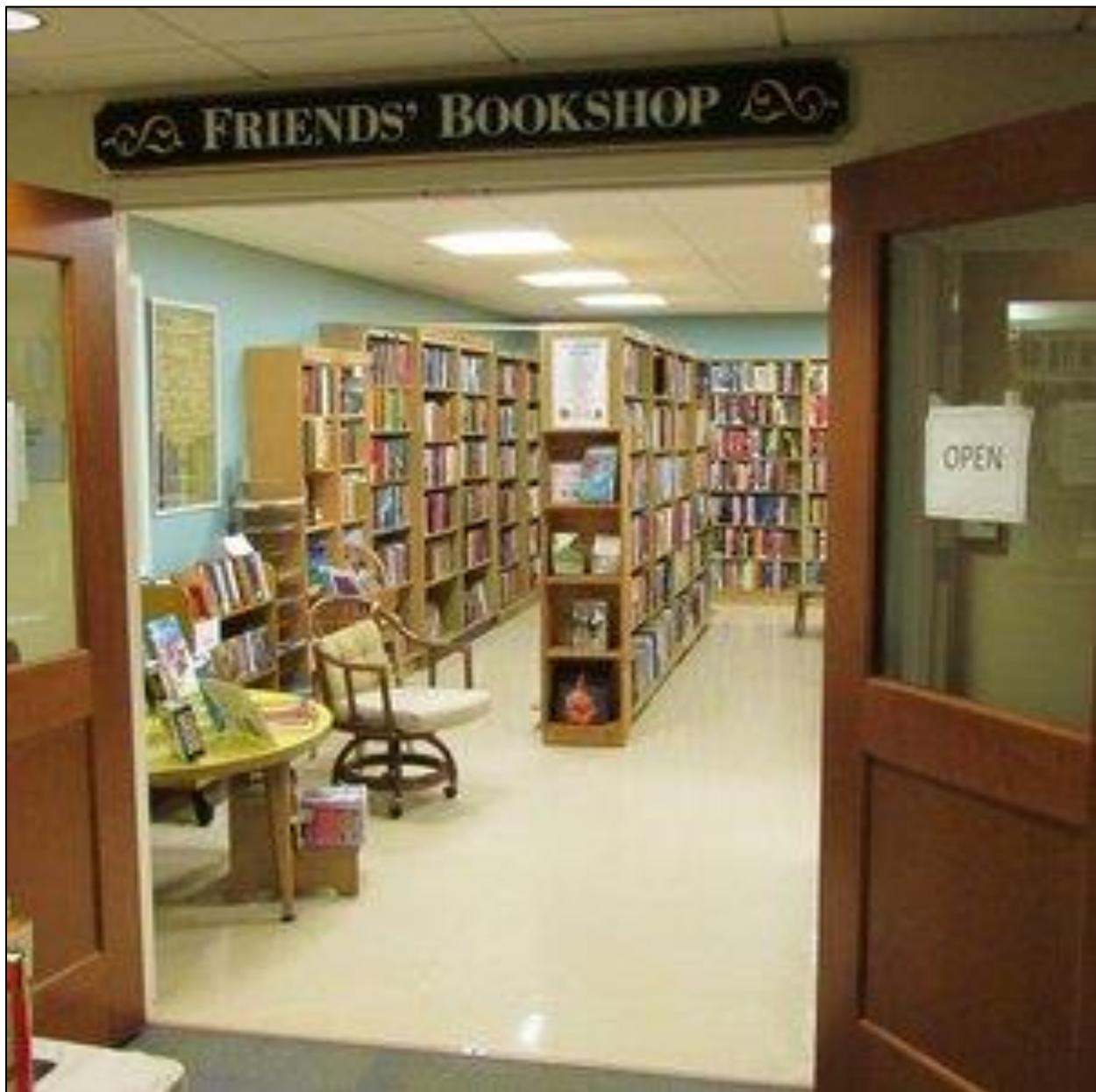
<b>Expenditure Category</b>	<b>Approved FY 2019</b>	<b>Approved FY 2020</b>	<b>Projected FY 2020</b>
Library Funding	\$559,700	\$625,200	TBD
Town of Barnstable	\$269,698	\$276,759	TBD
<b>Total</b>	<b>\$820,500</b>	<b>\$901,959</b>	<b>TBD</b>
<b>Positions</b>	<b>Approved FY 2019</b>	<b>Approved FY 2020</b>	
Full Time	6.00	6.00	
Part Time	7.00	7.00	
<b>Total FTE’s</b>	<b>13.00</b>	<b>13.00</b>	

OSTERVILLE VILLAGE LIBRARY

Osterville Library Workload Indicators

Description	Actual FY 2018	Actual FY 2019	Projected FY 2020
Circulation	93,894	109,254	111,439
Items in Collection	81,441	82,317	84,730
Hours Open	2,687	2,669	2,722
Programs Offered	906	969	972
Volunteer Hours	4,433	3,653	4,450

\*Collection data reflects system-wide e-book holdings



# **STURGIS LIBRARY**

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## **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.



## Sturgis Goals and Objectives – Town Council’s Quality of Life Strategic Plan (SP)

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)**

## Recent Accomplishments

- In conjunction with the Dennis and Yarmouth Libraries, we completed a project to digitize of the Barnstable Patriot (1830-2017) and Register (1836-2017) newspapers. We are very grateful to the Community Preservation Committees of the towns of Barnstable, Dennis, and Yarmouth for funding this amazing project. You can search the digital archive at <http://digital.olivesoftware.com/Olive/APA/Sturgis/default.aspx#panel=home>
- The Library established a “[Library of Things](#),” which includes creative kits, musical instruments, toys, learning games, and other non-book items to check out.
- Sturgis Library was awarded a number of special grants to enhance library programs and services to the community. We are grateful for their support.
  - Thanks to generous funding through a federal LSTA grant administered by the Massachusetts Board of Library Commissioners, the Library has embarked a partnership with the Sturgis Charter Public 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 Kirkman Trust Fund of the Town of Barnstable granted us funds for the purchase of books, ebooks, and technology.
  - The Cobb Trust granted the Library funding for the purchase of library materials for the Summer Reading Program.
  - The Cape Cod Antique Dealer’s Association awarded us a grant to assist with the framing of our collection of Edward Gorey posters and ephemera.

## Recent Accomplishments (Continued)

- We established a new Corporate Donor program, where businesses pledge to support the Library for at least 3 years. You'll see the framed logos of our business supporters in our foyer;
- We extend our thanks to all who donated to our stone wall project. We have an eroding hill at the rear of the library, and funding will help to build a retaining wall faced by stone to match the other historic stone walls around the property;
- We completed an update to our 5-year [Strategic Long-Range Plan, FY 2020 – FY 2025](#);
- The Library provided notary services to dozens of visitors throughout the year;
- We participated in the Cape-wide Hydrangea Festival again this year, featuring three local gardens. We are grateful to our dedicated gardeners for opening their grounds for us to enjoy;
- We said goodbye to Youth Services Librarian Megan McClelland and Bookkeeper Megan Terrio. We welcomed new Youth Services Librarian Christy Munier and new bookkeeper Polly Brazelton;
- The Library said goodbye to Board member Fred Schilpp, and outgoing President Jeanie Hill;
- 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 Sturgis Library is due to the people who enter its doors – to visit, to relax and read, do research, check out library materials, attend events, or to share a part of themselves with us. Many, many thanks; and
- The Library sponsored over 200 programs, exhibits, and events for adults, young adults, and children, including lectures, music and craft programs, art and writing workshops, sales of books, ephemera, music, jewelry, plants and more, a Holiday Tea, Lego Club, storytime, toddler time, 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.

## 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.
- Offers a gateway to emerging technologies and informational databases, which enhance traditional resources.
- Fosters literacy, curiosity, and creativity in library users of all ages.
- Serves as a regional archive and research center for the study of Barnstable County history, genealogy, and maritime culture.
- Promotes the free exchange of ideas and serves as a community meeting place.

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:

## **Description of Services Provided (Continued)**

- 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.

## STURGIS LIBRARY

### Summary of Budgets & Positions (FTE's)

Expenditure Category	Approved FY 2019	Approved FY 2020	Projected FY 2021
Library Funding	\$296,537	\$316,464	TBD
Town of Barnstable	\$251,280	\$258,817	TBD
<b>Total</b>	<b>\$547,817</b>	<b>\$575,281</b>	<b>TBD</b>

Positions	Approved FY 2019	Approved FY 2020
Full Time	4.1	4.7
Part Time	4.1	2.0
<b>Total FTE's</b>	<b>8.2</b>	<b>6.7</b>

### Sturgis Library Workload Indicators

Description	Actual FY 2018	Actual FY 2019	Projected FY 2020
Circulation	65,672	66,429	70,000
Items in Collection	71,785	74,770	80,000
Hours Open	2,100	2,143	2,124
Programs Offered	184	324	350
Volunteer Hours	1,100	632	800

**\*Collection data reflects system-wide e-book holdings**

# WHELDEN MEMORIAL LIBRARY

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## 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. We work 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.



**Whelden Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)**

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. Provide increased access to and preservation of the library's special collection of West Barnstable's history by digitizing the collection. **(SP: Communication, Education)**
8. Support digital literacy in the community by increasing programming in emerging technologies to adults, young adults, and children. **(SP: Communication, Education)**
9. Continue to develop thoughtful and engaging programs of interest for patrons of all ages. **(SP: Communication, Education)**
10. 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)**
11. Continue to revise and improve our homebound delivery program to provide a wider range of services. **(SP: Communication, Education, Finance)**
12. Continue to assess and expand our collection of large print books and audiobooks. **(SP: Communication, Education)**

## Recent Accomplishments

- Increased traffic by focusing on quality programming for adults, young adults, and children. Planned and hosted 329 programs, many of them in collaboration with various Cape entities such as the Mass Audubon Long Pasture Wildlife Sanctuary, Cape Cod Cooperative Extension and WCAI.
- The children's room has enjoyed an increase in the number of families who use the library. We offer a weekly story time for toddlers and above, arts and crafts, STEM events, gardening projects, cookie decorating classes, and occasional evening bedtime/pajama Storytime. With the recent revamping of the West Barnstable ball field and Luke's Love playground, we recognize there are new opportunities available for us to engage with our town's youth.
- Partnered with West Parish Family School to provide a Storytime program for pre-kindergarten students.
- Expanded our social media and digital presence with Constant Contact and Facebook. Currently, 547 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.
- 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.
- 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.
- Utilized a plan to update and prioritize capital projects. Several building repairs and improvements were made this year, including painting in the interior and reflooring the bathrooms.
- The Board of Trustees and the Friends of the Whelden Memorial Library continued to sponsor essential fundraising events, such as Book Sales, participation in the annual West Barnstable Village Festival, Bake Sales 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.
- Bob Stolte received the 2019 annual "Citizen of the Year" award from the Board of Trustees for his work with the West Barnstable Fire Department and the West Barnstable Civic Association.
- It was with great sadness that the Trustees bade farewell to Victoria Allard, who was Whelden's Director for four years. She was instrumental not only in getting the exterior and interior of the library refurbished, she also worked hard in leading the library processes and procedures into current best practices.

## 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 is 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.
- 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.
- 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.
- Whelden Memorial Library has a full complement of Trustees and a supportive and dedicated Friends Group.

## 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, family Movie Night, and an array of educational and entertainment activities for all ages.
- The library provides a comprehensive collection of print books, audiobooks, and 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.
- 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.

**WHELDEN MEMORIAL LIBRARY**

**Summary of Budgets & Positions (FTE's)**

<b>Expenditure Category</b>	<b>Approved FY 2019</b>	<b>Approved FY 2020</b>	<b>Projected FY 2021</b>
Library Funding	\$62,026	\$59,816	TBD
Town of Barnstable	\$116,854	\$120,360	TBD
<b>Total</b>	<b>\$178,880</b>	<b>\$180,177</b>	<b>TBD</b>
<b>Positions</b>	<b>Approved FY 2019</b>	<b>Approved FY 2020</b>	
Full Time	1.0	1.0	
Part Time	1.75	1.75	
<b>Total FTE's</b>	<b>2.75</b>	<b>2.75</b>	

**Whelden Library Workload Indicators**

<b>Description</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Projected FY 2020</b>
Circulation	49,620	49,997	50,500
Items in Collection	80,486	59,220	63,000
Hours Open	1,594	1,651	1,604
Programs Offered	265	329	340
Volunteer Hours	1,430	1,946	2,000
<b>*Collection data reflects system-wide e-book holdings</b>			

## OTHER FUNDS NOT PART OF THE BUDGET PROCESS

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### Capital Projects Funds

The General Fund Capital Improvements Plan proposed for FY21 totals \$8,112,115. Funding for the General Fund capital will be provided from reserves within the Town's Capital Trust 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 FY21 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 \$500,000 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 expenditures include debt service on the visitor center in Bismore Park as well as the maintenance costs of the facility

## **OTHER FUNDS NOT PART OF THE BUDGET PROCESS**

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, 2019, the fund had a market value of just over \$1.8 million. The Pension Reserve Fund will transfer \$230,000 in FY21 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 \$10.5 million at the end of FY19. 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 \$5.967 million as of June 30, 2019, 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 from the Department Public Works, 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.

***OTHER FUNDS NOT PART OF THE BUDGET PROCESS***

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**APPROPRIATION ORDERS**

**Appendix A**  
**FY 2021 Budget Appropriation Orders**

**PART A CAPITAL PROGRAM BUDGET:**

Due the COVID-19 public health emergency declared in the Commonwealth on March 10, 2020 the original Capital Improvement Plan for FY 2021 was reduced from \$39 million to \$12 million. The following capital plan appropriation orders were approved by the town council on April 2, 2020.

**2020-083      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 2021 - FY 2025 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** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, 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, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

**2020-084      APPROPRIATION AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$400,000** be appropriated for the purpose of funding the Barnstable United Elementary School Chiller Replacement as outlined in the FY 2021 - FY 2025 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 **\$400,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, 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, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

**2020-089      APPROPRIATION AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$342,000** be appropriated for the purpose of funding the Unified Communications – VOIP (Voice over Internet Protocol) Project as outlined in the FY 2021 - FY 2025 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

## **APPROPRIATION ORDERS**

Town Manager, is authorized to borrow **\$342,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, 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, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2020-093      APPROPRIATION AND LOAN ORDER** **Airport Enterprise Fund Capital Improvement Plan (Two-thirds Vote)**

#### **ORDERED:**

That the sum of **\$300,000** be appropriated for the purpose of funding the design and construction of the Airport's Phase II Tree Clearing project as outlined in the FY 2021 - FY 2025 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** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, 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, thereby reducing the amount authorized to be borrowed by this order by a like amount; 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.

### **2020-095      APPROPRIATION AND TRANSFER ORDER** **Airport Enterprise Fund Capital Improvement Plan (Majority Vote)**

#### **ORDERED:**

That the sum of **\$250,000** be appropriated for the purpose of funding the Airport's PFOS Soils Reporting, Testing, Mitigation, and Monitoring Phase II project as outlined in the FY 2021 - FY 2025 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the sum of **\$250,000** 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.

### **2020-097      APPROPRIATION AND LOAN ORDER** **Airport Enterprise Fund Capital Improvement Plan (Two-thirds Vote)**

#### **ORDERED:**

That the sum of **\$1,150,000** be appropriated for the purpose of funding the Airport's Environmental Review for Airport Master Plan Project as outlined in the FY 2021 - FY 2025 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 **\$1,150,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, 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, thereby reducing the amount authorized to be borrowed by this order by a like amount; 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.

## **APPROPRIATION ORDERS**

### **2020-100      APPROPRIATION AND TRANSFER ORDER General Fund Capital Improvement Plan (Majority Vote)**

**ORDERED:**

That the sum of **\$121,115** be appropriated for the purpose of funding the Police Department Radio Improvement Program as outlined in the FY 2021 - FY 2025 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$12,561** be transferred from the remaining funds under Town Council order **2017-099**, and that **\$108,554** 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.

### **2020-101      APPROPRIATION AND TRANSFER ORDER General Fund Capital Improvement Plan (Majority Vote)**

**ORDERED:**

That the sum of **\$125,000** be appropriated for the purpose of funding the Police Department Data Storage Appliance Program as outlined in the FY 2021 - FY 2025 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 General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2020-103      APPROPRIATION AND LOAN ORDER General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$756,000** be appropriated for the purpose of funding the Hyannis Youth & Community Center Facility Improvement Project as outlined in the FY 2021 - FY 2025 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 **\$756,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, 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, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2020-104      APPROPRIATION AND LOAN ORDER General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$615,000** be appropriated for the purpose of funding the Emergency Generator Implementation Plan as outlined in the FY 2021 - FY 2025 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 **\$615,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, 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, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

## **APPROPRIATION ORDERS**

### **2020-106      APPROPRIATION AND LOAN ORDER General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$374,000** be appropriated for the purpose of funding the 200 Main Street Mansard Evaluation and Repair Project as outlined in the FY 2021 - FY 2025 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 **\$374,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, 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, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2020-107      APPROPRIATION AND LOAN ORDER General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$345,000** be appropriated for the purpose of funding the Salt Shed Repairs Project as outlined in the FY 2021 - FY 2025 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 **\$345,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, 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, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2020-108      APPROPRIATION AND LOAN ORDER General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$2,055,000** be appropriated for the purpose of funding the Channel Dredging Program Project as outlined in the FY 2021 - FY 2025 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$530,000** be transferred from the remaining available funds under Town Council order **2016-111**, and that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,525,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, 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, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

## **APPROPRIATION ORDERS**

### **2020-109      APPROPRIATION AND TRANSFER ORDER General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$3,550,000** be appropriated for the purpose of funding the Public Roads Maintenance Project as outlined in the FY 2021 - FY 2025 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$3,550,000** 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.

### **2020-110      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 Stormwater Improvements at Impaired Ponds Project as outlined in the FY 2021 - FY 2025 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** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, 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, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2020-120      APPROPRIATION AND LOAN ORDER Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$750,000** be appropriated for the purpose of funding the Pipe Replacement and Upgrade Project as outlined in the FY 2021 - FY 2025 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 **\$750,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, 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, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2020-121      APPROPRIATION AND TRANSFER ORDER Water Supply Enterprise Fund Capital Improvement Plan (Majority Vote)**

**ORDERED:**

That the sum of **\$150,000** be appropriated for the purpose of funding the Wells, Pump Stations, Treatment Plant Repair & Upgrade Project as outlined in the FY 2021 - FY 2025 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 Water Supply Enterprise Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

## **APPROPRIATION ORDERS**

### **2020-122      APPROPRIATION AND LOAN ORDER** **Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$300,000** be appropriated for the purpose of funding the Airport & Mary Dunn Wells, Treatment, Pilot Study & Conceptual Layout Project as outlined in the FY 2021 - FY 2025 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** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, 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, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2020-123      APPROPRIATION AND LOAN ORDER** **Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$350,000** be appropriated for the purpose of funding the Hyannis Port, Simmons Pond & Straightway Wells, Treatment, Pilot Study & Conceptual Layout Project as outlined in the FY 2021 - FY 2025 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 **\$350,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, 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, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2020-125      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 Weigh Scale Replacement Project as outlined in the FY 2021 - FY 2025 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.

**APPROPRIATION ORDERS**

**PART B – OPERATING BUDGET:**

**APPROPRIATION ORDER 2020-145**

**Barnstable Municipal Airport Enterprise Fund**

**ORDERED:**

That the sum **\$6,841,627** be appropriated for the purpose of funding the Town's FY 2021 Airport Enterprise Fund budget, and to meet such appropriation that **\$6,841,627** be raised from current year revenues by the Airport Enterprise Fund, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2020-146**

**School Department**

**ORDERED:**

That the sum **\$71,405,234** be appropriated for the purpose of funding the Town's FY 2021 Barnstable Public Schools budget, and that to meet this appropriation that **\$70,454,703** be raised from current year revenues, and that **\$950,531** be transferred from the General Fund reserves, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2020-147**

**Police Department**

**ORDERED:**

That the sum of **\$14,808,837** be appropriated for the purpose of funding the Town's FY 2021 Barnstable Police Department budget; and to meet such appropriation that **\$14,808,837** be raised from current year revenues, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2020-148**

**Planning and Development Department**

**ORDERED:**

That the sum of **\$2,086,290** be appropriated for the purpose of funding the Town's FY 2021 Planning and Development Department budget, and that to meet this appropriation that **\$1,844,990** be raised from current year revenues, that **\$45,000** be transferred from the Wetlands Protection Special Revenue Fund, and that **\$196,300** be transferred from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2020-149**

**Community Services Department General Fund Budget**

**ORDERED:**

That the sum of **\$2,389,106** be appropriated for the purpose of funding the Town's FY 2021 Community Services Department General Fund budget as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2020-150**

**Community Services Department Golf Course Enterprise Fund**

**ORDERED:**

That the sum of **\$3,648,381** be appropriated for the purpose of funding the Town's FY 2021 Golf Course Enterprise Fund budget; and to meet such appropriation that **\$2,825,464** be raised from Enterprise Fund revenues, and that **\$822,917** be raised from the General Fund, as presented to the Town Council by the Town Manager.

## **APPROPRIATION ORDERS**

### **APPROPRIATION ORDER 2020-151**

#### **Community Services Department Hyannis Youth and Community Center Enterprise Fund**

##### **ORDERED:**

That the sum of **\$3,352,395** be appropriated for the purpose of funding the Town's FY 2021 Hyannis Youth and Community Center Enterprise Fund budget; and to meet such appropriation that **\$841,800** be raised from Enterprise Fund revenues, that **\$1,391,458** be raised in the General Fund, and that **\$1,119,137** be transferred from the Capital Trust Fund, as presented to the Town Council by the Town Manager.

### **APPROPRIATION ORDER 2020-152**

#### **Marine & Environmental Affairs Department General Fund Budget**

##### **ORDERED:**

That the sum of **\$1,146,965** be appropriated for the purpose of funding the Town's FY 2021 Marine & Environmental Affairs Department General Fund budget, and to meet such appropriation, that **\$798,965** be raised from current year revenue and that **\$348,000** be transferred from the Waterways Special Revenue Fund, as presented to the Town Council by the Town Manager.

### **APPROPRIATION ORDER 2020-153**

#### **Marine & Environmental Affairs Department Marina Enterprise Fund**

##### **ORDERED:**

That the sum of **\$787,977** be appropriated for the purpose of funding the Town's FY 2021 Marina Enterprise Fund budget; and to meet such appropriation that **\$548,750** be raised from Enterprise Fund revenues, and that **\$54,031** be transferred from the Capital Trust Fund, that **\$30,000** be transferred from the Bismore Park Special Revenue Fund, and that **\$155,196** be transferred from the Marina Enterprise Fund reserves as presented to the Town Council by the Town Manager.

### **APPROPRIATION ORDER 2020-154**

#### **Marine & Environmental Affairs Department Sandy Neck Enterprise Fund**

##### **ORDERED:**

That the sum of **\$961,288** be appropriated for the purpose of funding the Town's FY 2021 Sandy Neck Park Enterprise Fund budget; and to meet such appropriation that **\$680,455** be raised from Enterprise Fund revenues, and that **\$280,833** be transferred from the Sandy Neck Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

### **APPROPRIATION ORDER 2020-155**

#### **Licensing Department**

##### **ORDERED:**

That the sum of **\$163,646** be appropriated for the purpose of funding the Town's FY 2021 Licensing Department budget, and to meet such appropriation, that **\$163,646** be raised from current year revenue, as presented to the Town Council by the Town Manager.

## **APPROPRIATION ORDERS**

### **APPROPRIATION ORDER 2020-156**

#### **Inspectional Services Department**

##### **ORDERED:**

That the sum of **\$2,164,880** be appropriated for the purpose of funding the Town's FY 2021 Inspectional Services Department budget, and to meet such appropriation, that **\$2,164,880** be raised from current year revenue as presented to the Town Council by the Town Manager.

### **APPROPRIATION ORDER 2020-157**

#### **Department of Public Works General Fund Budget**

##### **ORDERED:**

That the sum of **\$10,103,252** be appropriated for the purpose of funding the Town's FY 2021 Department of Public Works General Fund budget, and to meet such appropriation, that **\$10,022,892** be raised from current year revenue, **\$55,360** 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 2020-158**

#### **Department of Public Works Solid Waste Enterprise Fund**

##### **ORDERED:**

That the sum of **\$3,577,403** be appropriated for the purpose of funding the Town's FY 2021 Department of Public Works Solid Waste Enterprise Fund budget, and to meet such appropriation that **\$3,081,725** be raised from the Enterprise Fund revenues, and that **\$495,678** be transferred from the Solid Waste Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

### **APPROPRIATION ORDER 2020-159**

#### **Department of Public Works Water Pollution Control Enterprise Fund**

##### **ORDERED:**

That the sum of **\$4,590,439** be appropriated for the purpose of funding the Town's FY 2021 Department of Public Works Water Pollution Control Enterprise Fund budget, and to meet such appropriation that **\$4,590,439** be raised from the Enterprise Fund revenues, as presented to the Town Council by the Town Manager.

### **APPROPRIATION ORDER 2020-160**

#### **Department of Public Works Water Supply Enterprise Fund**

##### **ORDERED:**

That the sum of **\$7,865,088** be appropriated for the purpose of funding the Town's FY 2021 Department of Public Works Water Supply Enterprise Fund budget, and to meet such appropriation that **\$7,101,271** be raised from the Enterprise Fund revenues, that **\$500,000** be transferred from the Comprehensive Water Management Stabilization Fund, and that **\$263,817** be transferred from the Water Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

## **APPROPRIATION ORDERS**

### **APPROPRIATION ORDER 2020-161**

#### **Town Council Department**

##### **ORDERED:**

That the sum of **\$286,659** be appropriated for the purpose of funding the Town's FY 2021 Town Council budget and to meet such appropriation, that **\$277,847** be raised from current year revenue, that **\$8,812** be transferred from the General Fund reserves, as presented to, as presented to the Town Council by the Town Manager.

### **APPROPRIATION ORDER 2020-162**

#### **Town Manager Department**

##### **ORDERED:**

That the sum of **\$873,142** be appropriated for the purpose of funding the Town's FY 2021 Town Manager budget as presented to the Town Council by the Town Manager.

### **APPROPRIATION ORDER 2020-163**

#### **Public, Education & Government Access Channels Enterprise Fund**

##### **ORDERED:**

That the sum of **\$841,030** be appropriated for the purpose of funding the Town's FY 2021 Public, Education & Government (PEG) Access Channels Enterprise fund budget, and to meet such appropriation that **\$823,000** be raised from the Enterprise Fund revenues, and that **\$18,030** be transferred from the PEG Enterprise Fund reserves.

### **APPROPRIATION ORDER 2020-164**

#### **Administrative Services Department**

##### **ORDERED:**

That the sum of **\$6,239,788** be appropriated for the purpose of funding the Town's FY 2021 Administrative Services Department budget, and to meet such appropriation, that **\$6,172,053** be raised from current year revenue, and that **\$67,735** be transferred from the General Fund reserves, as presented to the Town Council by the Town Manager.

### **APPROPRIATION ORDER 2020-165**

#### **Town Council Reserve Fund**

##### **ORDERED:**

That the sum of **\$250,000** be appropriated for the purpose of funding the Town's FY 2021 Reserve Fund and that the sum of **\$250,000** be transferred from the General Fund reserves.

### **APPROPRIATION ORDER 2020-166**

#### **Other Requirements Budget**

##### **ORDERED:**

That the sum of **\$50,994,976** be appropriated for the purpose of funding the Town's FY 2021 Other Requirements budget, and to meet such appropriation, that **\$44,100,112** be raised from current year revenue, that **\$230,000** be transferred from the Pension Reserve Trust Fund, that **\$6,567,324** be transferred from the Capital Trust Fund, that **\$44,640** be transferred from the Embarkation Fee Special Revenue Fund, that **\$52,900** be transferred from the Bismore Park Special Revenue Fund, 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:

## **APPROPRIATION ORDERS**

Water Pollution Control	\$517,837
Solid Waste	\$426,584
Water Supply	\$192,837
Airport	\$726,408
Golf Course	\$477,240
Marinas	\$70,961
Sandy Neck	\$116,606
HYCC	\$332,922
PEG	\$82,542

And further, that the sum of **\$1,593,648** be transferred from the General Fund reserves all for the purpose of funding the Town's FY 2021 General Fund budget as presented to the Town Council by the Town Manager.

### **APPROPRIATION ORDER 2020-167**

#### **COMMUNITY PRESERVATION FUND ADMINISTRATION EXPENSES AND FY 2021 PROGRAM SET-ASIDES**

##### **ORDERED:**

That, pursuant to the provisions of G. L. c. 44B § 6, for the fiscal year beginning July 1, 2020, the following sums of the annual revenues of the Community Preservation Fund be set aside for further appropriation and expenditure for the following purposes: **\$423,253** for open space and recreation; **\$423,253** for historic resources; **\$423,253** for community housing; **\$1,030,740** 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 2020-168**

#### **APPROPRIATION ORDER FOR COMMUNITY PRESERVATION FUND FY 2020 DEBT SERVICE**

##### **ORDERED:**

That the Town Council hereby appropriate **\$1,820,347** for the purpose of paying the FY 2021 Community Preservation Fund debt service requirements, and to meet such appropriation, that **\$1,732,028** be provided from current year revenues of the Community Preservation Fund and that **\$88,319** be provided from the reserve for the historic preservation program within the Community Preservation Fund.

### **APPROPRIATION ORDER 2020-169**

#### **APPROPRIATION ORDER FOR SEWER CONSTRUCTION AND PRIVATE WAY IMPROVEMENT FUND FY 2021 OPERATING BUDGET**

##### **ORDERED:**

That the Town Council hereby appropriate **\$585,264** for the purpose of paying the FY 2021 Sewer Construction and Private Way Improvement Fund debt service requirements, and to meet such appropriation, that **\$585,264** be provided from the reserves of the Comprehensive Water Management and Private Way Fund.

**APPROPRIATION ORDERS**

**REVOLVING FUNDS**

**FY 2021 REVOLVING FUND SPENDING LIMITS 2020-170**

**RESOLVED:**

That the Town Council hereby authorizes the following spending limitations for fiscal year 2021 revolving funds:

Senior Services Classroom Education Fund - **\$100,000**

Recreation Program Fund - **\$525,000**

Shellfish Propagation Fund - **\$200,000**

Consumer Protection Fund - **\$600,000**

Geographical Information Technology Fund - **\$10,000**

Arts and Culture Program Fund - **\$50,000**

Asset Management Fund - **\$500,000**

## GLOSSARY

# 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:

<b>Abatement</b>	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 <a href="#">Commitment</a> ).
<b>Accounting system</b>	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 <a href="#">funds</a> , account groups, and organizational components.
<b>Accrued interest</b>	The amount of <a href="#">interest</a> that has accumulated on the <a href="#">bond</a> 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 <a href="#">Interest</a> ).
<b>Ad valorem</b>	A Latin phrase meaning according to the value. For example, the property tax is an Ad Valorem tax because it is based on the <a href="#">full and fair cash value (FFCV)</a> of the <a href="#">real</a> or <a href="#">personal property</a> . (See <a href="#">Assessed Valuation</a> ).
<b>Adopted Budget</b>	The resulting budget that has been approved by the Town Council.
<b>Advance refunding of debt</b>	This occurs when new debt is issued to replace or redeem old debt before the <a href="#">maturity or call date</a> of the old debt. Under these circumstances, the proceeds of the new debt must be placed in escrow and used to pay <a href="#">interest</a> on old, outstanding debt as it becomes due, and to pay the <a href="#">principal</a> on the old debt either as it matures or at an earlier call date. (See also <a href="#">Refunding of Debt</a> ).
<b>Allocation</b>	The distribution of available monies, personnel, buildings and equipment among various Town departments, divisions or cost centers.
<b>Amortization</b>	The gradual repayment of an obligation over time and in accordance with a pre-determined payment schedule.
<b>Annual budget</b>	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.
<b>Appellate Tax Board (ATB)</b>	Appointed by the governor, the ATB has jurisdiction to decide appeals from local decisions relating to <a href="#">property taxes</a> , <a href="#">motor vehicle excises</a> , state owned land (SOL) <a href="#">valuations</a> , exemption eligibility, <a href="#">property classification</a> , and <a href="#">equalized valuations</a> .
<b>Appropriation</b>	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 <a href="#">Encumbrance</a> , <a href="#">Line-Item Transfer</a> , <a href="#">Free Cash</a> ).
<b>Arbitrage</b>	As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. <a href="#">Section 103</a> of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.
<b>Assessed valuation</b>	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

## GLOSSARY

property's [full and fair cash value](#) as set by the Assessors. (See [Ad Valorem](#); [Full And Fair Cash Value](#)).

<b>Assessment date</b>	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 <a href="#">real</a> and <a href="#">personal property</a> , its ownership, <a href="#">fair cash value</a> and usage classification as of that date. By local option ( <a href="#">MGL Ch. 59 §2A9a</a> ), the physical status of real property on June 30 is deemed to be its condition on the previous January 1.
<b>Audit</b>	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.
<b>Audit committee</b>	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 <a href="#">management letter</a> .
<b>Audit management letter</b>	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.
<b>Audit report</b>	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 <a href="#">management letter</a> .
<b>Automated recapitulation</b>	An automated method that municipalities can use to submit data for the annual tax recapitulation process. <a href="#">DLS</a> 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.
<b>Available funds</b>	Balances in the various <a href="#">fund</a> types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen <a href="#">expenses</a> , for <a href="#">capital expenditures</a> or other onetime costs. Examples of available funds include <a href="#">free cash</a> , <a href="#">stabilization fund</a> , <a href="#">overlay surplus</a> , <a href="#">water surplus</a> , and enterprise retained earnings. (See reserves).
<b>Balance sheet</b>	A statement that discloses the assets, liabilities, reserves, and equities of a <a href="#">fund</a> or governmental unit at a specified date.
<b>Balance budget</b>	A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and Towns.
<b>Base aid</b>	A component of <a href="#">Chapter 70</a> 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: <a href="#">Minimum aid</a> <a href="#">Foundation aid</a> <a href="#">School Choice aid</a>
<b>Betterments (special assessments)</b>	Whenever part of a community benefits from a public improvement, or betterment ( <i>e.g.</i> , 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

## GLOSSARY

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.

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### 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.

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### 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](#)).

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### 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.

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### 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.

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### 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](#)).

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### 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.

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### Bond issue

The actual sale of the entire, or a portion of, the bond amount authorized by a town meeting or city council.

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### 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.

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### 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.

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## GLOSSARY

<b>Bonds authorized and unissued</b>	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.
<b>Budget</b>	A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Level Funded Budget, <a href="#">Performance Budget</a> , <a href="#">Program Budget</a> , Zero Based Budget)
<b>Budget basis of accounting</b>	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.
<b>Budget calendar</b>	The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.
<b>Budget message</b>	A statement that, among other things, offers context by summarizing the main points of a <a href="#">budget</a> , explains priorities, describes underlying policies that drive funding decisions, and otherwise justifies the expenditure plan and provides a vision for the future.
<b>Business-type activities</b>	One of two classes of activities reported in the <a href="#">GASB 34</a> 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 <a href="#">Chapter 44 §53F½</a> ), <a href="#">special revenue</a> (MGL <a href="#">Ch. 41 §69B</a> ) water, and municipal electric fund.
<b>Capital assets</b>	All tangible property used in the operation of government which is not easily converted into <a href="#">cash</a> , 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 <a href="#">Fixed Asset</a> ).
<b>Capital budget</b>	An <a href="#">appropriation</a> or spending plan that uses borrowing or direct outlay for <a href="#">capital</a> or <a href="#">fixed asset</a> 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).
<b>Capital expenditures /improvements</b>	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.
<b>Capital improvements program</b>	A blueprint, for planning a community's <a href="#">capital expenditures</a> 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.
<b>Capital outlay</b>	The exchange of one asset ( <a href="#">cash</a> ) for another (capital asset), with no ultimate effect on net assets. Also known as "pay as you go," it is the <a href="#">appropriation</a> and use of available cash to fund a <a href="#">capital improvement</a> , as opposed to incurring debt to cover the cost.

## GLOSSARY

<b>Capital outlay expenditure exclusion</b>	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 <a href="#">levy</a> only during the year in which the project is being funded and may increase the tax levy above the <a href="#">levy ceiling</a> .
<b>Capital projects fund</b>	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).
<b>Cash</b>	Currency, coin, checks and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.
<b>Cash basis of accounting</b>	An accounting method used that records and recognizes revenues when cash is received and expenses when cash is paid out of the Town treasury.
<b>Cashbook</b>	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 <a href="#">warrants</a> .
<b>Cash management</b>	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.
<b>Cash receipts</b>	Any money received by a municipality or its departments whether by <a href="#">cash</a> , check or electronic transfer.
<b>Categorical aid (see offset item)</b>	Type of state aid distributed to jurisdictions via the <a href="#">Cherry Sheet</a> . 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 <a href="#">appropriation</a> in the local budget.
<b>Categorical grant</b>	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.
<b>Cemetery perpetual care</b>	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.
<b>Certificate of Deposit (CD)</b>	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.
<b>Chapter 200 (tax recapitulation)</b>	<p>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 <a href="#">levy</a> by as much as 75 percent if the residential class would not be reduced to less than 50 percent of its single <a href="#">tax rate</a> 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 <a href="#">full and fair cash value</a>.</p> <p>General reference to the regulations and associated procedure for determining the maximum shift of tax burden from the Residential <a href="#">property class</a> to the Commercial, Industrial, and Personal Property classes (CIP). The Chapter 200</p>

## GLOSSARY

form used in the tax rate approval process develops the maximum shift allowed

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### 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.

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### 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.

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### 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.

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### 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.

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### 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.

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### 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.

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### 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.

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### Cherry sheet assessments

Estimates of annual charges to cover the cost of certain state and county programs.

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### 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](#)).

## GLOSSARY

<b>Cherry sheet receipts</b>	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.
<b>Classification of the tax rate</b>	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.
<b>Collective bargaining</b>	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.
<b>Commercial, Industrial, Personal property (CIP)</b>	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.
<b>Commitment</b>	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.
<b>Community Preservation Act (CPA)</b>	Enacted as MGL <a href="#">Ch. 44B</a> 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 <a href="#">IGR 00-209</a> as amended by IGR 01-207 and IGR 02-208).
<b>Community preservation fund</b>	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 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.
<b>Computer Assisted Mass Appraisal (CAMA)</b>	An automated system for maintaining property data, valuing property, notifying owners, and ensuring tax equity through uniform valuations.
<b>Conservation fund</b>	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.

## GLOSSARY

### 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.

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### 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.

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### 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.

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### 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).

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### Cost Center

The lowest hierarchical level of allocating monies. Often referred to as a program, project or operation.

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### 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](#).

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### 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.

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### 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](#).

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### 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.

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### 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.

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## GLOSSARY

<b>Debt service</b>	The repayment cost, usually stated in annual terms and based on an amortization schedule, of the <a href="#">principal</a> and <a href="#">interest</a> on any particular bond issue.
<b>Debt service fund</b>	Governmental fund type used to account for the accumulation or resources for, and the payment of, general <a href="#">long-term debt</a> principal and interest. In Massachusetts, these are only allowed by special legislation.
<b>Debt statement</b>	Reference to a report, which local treasurers are required to file with the <a href="#">DOR</a> , 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."
<b>Deferred revenue</b>	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.
<b>Deficit</b>	The excess of expenditures over revenues during an accounting period. Also refers to the excess of the liabilities of a fund over its assets.
<b>Demand letter</b>	Notice to a delinquent taxpayer of overdue taxes typically mailed soon after the thirty day, or otherwise determined, payment period has ended.
<b>Demand notice</b>	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.
<b>Department</b>	A principal, functional, and administrative entity created by statute and the Town Manager to carry out specified public services.
<b>Department Of Revenue (DOR)</b>	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 ( <a href="#">DLS</a> ).
<b>Designated unreserved fund balance</b>	A limitation on the use of all or part of the expendable balance in a governmental fund.
<b>Division of Local Services (DLS)</b>	A division within the <a href="#">DOR</a> (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.
<b>Education Reform Act of 1993</b>	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.
<b>Emergency spending</b>	MGL <a href="#">Chapter 44 §31</a> 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.
<b>Eminent domain</b>	The power of a government to take property for public purposes. Frequently used to obtain <a href="#">real property</a> 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.
<b>Encumbrance</b>	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

## GLOSSARY

specific appropriation account.

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### 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.

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### 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.

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### 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](#)).

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### 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](#).

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### 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](#).

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### 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).

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### Expenditure

An outlay of money made by municipalities to provide the programs and services within their approved [budget](#).

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### Expense

An identified cost incurred to accomplish a particular goal.

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### 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

## GLOSSARY

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)).

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### 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.

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### 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.

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### 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.

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### Fixed assets

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

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### Fixed costs

Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or [interest](#) on loans.

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### 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.

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### 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](#))

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### 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.

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### 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)).

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## GLOSSARY

<b>Fund</b>	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.
<b>Fund accounting</b>	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, <a href="#">revenues</a> , and <a href="#">expenditures</a> ) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the <a href="#">general fund</a> and <a href="#">enterprise funds</a> . Communities whose accounting records are organized according to the <a href="#">Uniform Municipal Accounting System (UMAS)</a> use multiple funds.
<b>Fund balance</b>	The difference between assets and liabilities reported in a governmental fund. Also known as fund equity. (See also <a href="#">Unreserved Fund Balance</a> )
<b>GASB 34</b>	A major pronouncement of the <a href="#">Governmental Accounting Standards Board</a> that establishes new criteria on the form and content of governmental financial statements. <a href="#">GASB 34</a> 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.
<b>GASB 45</b>	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: <a href="#">Other Post-Employment Benefits</a>
<b>General fund</b>	The <a href="#">fund</a> used to account for most financial resources and activities governed by the normal town meeting/city council <a href="#">appropriation</a> process.
<b>General fund subsidy</b>	Most often used in the context of <a href="#">enterprise funds</a> . When the <a href="#">revenue</a> 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 <a href="#">general fund</a> in subsequent years.
<b>General ledger</b>	The accountant's record of original entry, which is instrumental in forming a paper trail of all government financial activity.
<b>General obligation bonds</b>	<a href="#">Bonds</a> issued by a municipality for purposes allowed by statute that are backed by the <a href="#">full faith and credit</a> of its taxing authority.
<b>Generally Accepted Accounting Principles (GAAP)</b>	Uniform minimum standards and guidelines for financial accounting and reporting that serve to achieve some level of standardization
<b>Generally Accepted Auditing Standards (GAAS)</b>	Accounting standards that define the conventions, rules, and procedures necessary to make valid financial presentations. The Governmental Accounting Standards Board ( <a href="#">GASB</a> ) provides specific interpretations of the <a href="#">GAAP</a> for application in state and local governments. Criteria used by auditors to

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determine if financial statements are fairly presented.

<b>Generally Accepted Government Auditing Standards (GAGAS)</b>	These are auditing standards established by the U.S. General Accounting Office publication "Government Auditing Standards" (1988) also known as the " <a href="#">Yellow Book</a> ". GAGAS for financial statement audits incorporate the field work and reporting standards of <a href="#">GAAS</a> .
<b>Government accounting standards board (GASB)</b>	The ultimate authoritative on accounting and financial reporting standard-setting body for state and local governments.
<b>Governmental funds</b>	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.
<b>Grant</b>	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.
<b>Grant Anticipation Notes (GAN)</b>	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.
<b>Hotel/Motel Excise</b>	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.
<b>House 1 (Governor's budget proposal)</b>	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.
<b>Income approach</b>	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 <a href="#">commercial/industrial</a> properties and apartment buildings, which are normally bought and sold on the basis of their income producing capability.
<b>Indirect cost</b>	Costs of a service not reflected in the operating <a href="#">budget</a> 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 <a href="#">enterprise funds</a> .
<b>Inside debt</b>	Municipal debt incurred for purposes enumerated in MGL <a href="#">Ch. 44, §7</a> , and measured against the community's debt limit as set under <a href="#">Ch. 10</a> . Consequently, the borrowing is inside the <a href="#">debt limit</a> and referred to as inside debt. (See also Outside Debt).
<b>Interest</b>	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 <a href="#">bonds</a> , interest payments accrue on a day-to-day basis, but are paid every six months.

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<b>Interest rate</b>	The interest payable, expressed as a percentage of the <a href="#">principal</a> available, for use during a specified period of time. It is always expressed in annual terms.
<b>Interfund transactions</b>	Payments from one administrative budget fund to another, which results in the recording of a receipt and an expenditure.
<b>Intrafund transactions</b>	Financial transactions between activities within the same fund. An example would be a budget transfer.
<b>Interim year valuation adjustment</b>	State law requires that local <a href="#">assessed values</a> reflect market value every year. Every three years, <a href="#">BLA</a> reviews and certifies that an individual community's assessed values meet the standard. In between these <a href="#">triennial revaluations</a> , 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.
<b>Internal control structure</b>	The policies and procedures established by management to ensure the integrity and comprehensiveness of the data collected by the <a href="#">accounting system</a> for use in internal and external financial reports, as well as the overall control environment in which the government operates.
<b>Internal service fund</b>	A municipal accounting <a href="#">fund</a> 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.
<b>Land court</b>	Established in 1898, the Land Court has the exclusive jurisdiction to foreclose rights of redemption on a property in tax title.
<b>Legal Level of Budgetary Control</b>	The level at which a government's management may not reallocate resources without approval from the legislative body
<b>Levy</b>	The amount a community raises through the property tax. The <a href="#">levy</a> can be any amount up to the <a href="#">levy limit</a> , which is re-established every year in accordance with <a href="#">Proposition 2½ provisions</a> .
<b>Levy ceiling</b>	A levy ceiling is one of two types of <a href="#">levy</a> (tax) restrictions imposed by MGL Ch. 59 §21C ( <a href="#">Proposition 2½</a> ). It states that, in any year, the real and personal property taxes imposed may not exceed 2½ percent of the total <a href="#">full and fair cash value</a> of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a <a href="#">debt exclusion</a> , or a <a href="#">special exclusion</a> . (See <a href="#">Levy Limit</a> ).
<b>Levy limit</b>	A levy limit is one of two types of <a href="#">levy</a> ( <a href="#">tax</a> ) restrictions imposed by MGL Ch. 59 §21C ( <a href="#">Proposition 2½</a> ). 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 <a href="#">new growth</a> and any <a href="#">overrides</a> or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, <a href="#">debt exclusion</a> , or <a href="#">special exclusion</a> . (See <a href="#">Levy Ceiling</a> ).
<b>Lien</b>	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.
<b>Line item budget</b>	A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program

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budget.

<b>Local aid</b>	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 " <a href="#">Cherry Sheets</a> ." Most Cherry Sheet aid programs are considered <a href="#">general fund</a> revenues and may be spent for any purpose, subject to <a href="#">appropriation</a> .
<b>Local receipts</b>	Locally generated <a href="#">revenues</a> , other than real and personal property taxes. Examples include <a href="#">motor vehicle excise</a> , investment income, <a href="#">hotel/motel tax</a> , fees, rentals, and charges. Annual estimates of local receipts are shown on the <a href="#">tax rate recapitulation sheet</a> .
<b>Long-term debt</b>	Community borrowing, or outstanding balance at any given time, involving loans with a <a href="#">maturity date</a> of 12 months or more. (See Permanent Debt).
<b>Maintenance budget</b>	A no-growth budget that continues appropriations for programs and services at their current year levels. The actual <a href="#">appropriation</a> to maintain programs and services may still increase due to inflation or other factors.
<b>Market value</b>	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 <a href="#">valuation</a> 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)).
<b>Mass appraisal</b>	Use of standardized procedures for collecting data and appraising property to ensure that all properties within a municipality are valued uniformly and equitably.
<b>Massachusetts General Laws (MGL)</b>	Laws passed by the Massachusetts legislature. The MGL is organized by chapters with multiple sections in each chapter. Currently there are 282 chapters. See <a href="http://www.mass.gov/legis/laws/mgl/index.htm">www.mass.gov/legis/laws/mgl/index.htm</a> . 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.
<b>Minimum local contribution</b>	The minimum that a city or town must <a href="#">appropriate</a> from <a href="#">property taxes</a> and other local revenues for the support of schools ( <a href="#">Education Reform Act of 1993</a> ).
<b>Modified Accrual Basis of accounting</b>	A method of accounting that recognizes revenues in the accounting period in which they become available and measurable.
<b>Motor Vehicle Excise (MVE)</b>	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 <a href="#">State Registry of Motor Vehicles</a> and is made available to a city or town, or to the Deputy Collector who represents it.
<b>Municipal Revenue Growth Factor (MRGF)</b>	An estimate of the percentage change in a municipality's <a href="#">revenue</a> growth for a fiscal year. It represents the combined percentage increase in the following revenue components: automatic 2½ percent increase in the <a href="#">levy limit</a> , estimated <a href="#">new growth</a> , the change in selected unrestricted state aid

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categories, and the change in selected unrestricted [local receipts](#) ([Education Reform Act of 1993](#)).

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### 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).

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### 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](#)).

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### 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.

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### 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.

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### 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](#).

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### 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.

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### 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).

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### Objects of expenditures

A classification of [expenditures](#) that is used for coding any department disbursement, such as "personal services," "expenses," or "[capital outlay](#)".

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### Official statement

A document prepared for potential investors that contains information about a

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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.

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### 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](#).

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### Operating budget

A plan of proposed expenditures for personnel, supplies, and other [expenses](#) for the coming fiscal year.

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### Operational audit

A private-sector term used to describe [economy and efficiency audits](#) and program result audits.

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### Other Post-Employment Benefits (OPEB)

(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 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).

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### 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).

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### 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.

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### 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.

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### 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.

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### 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](#).

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### 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](#))

## GLOSSARY

<b>Override capacity</b>	The difference between a community's <a href="#">levy ceiling</a> and its <a href="#">levy limit</a> . It is the maximum amount by which a community may <a href="#">override</a> its levy limit.
<b>Payments in lieu of taxes</b>	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.
<b>Performance audit</b>	Such <a href="#">audits</a> 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.
<b>Performance budget</b>	A budget that stresses output both in terms of economy and efficiency.
<b>Personal property tax</b>	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.
<b>Personnel Costs</b>	The cost of salaries, wages and related employment benefits.
<b>Preliminary tax bill</b>	The tax bill for the first two quarters of the fiscal year sent, no later than July 1, by communities on a <a href="#">quarterly tax billing</a> 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.
<b>Program</b>	A combination of activities to accomplish an end.
<b>Program budget</b>	A budget that relates <a href="#">expenditures</a> to the programs they <a href="#">fund</a> . The emphasis of a program budget is on output.
<b>Property tax levy (see levy)</b>	The amount a community raises through the property tax. The <a href="#">levy</a> can be any amount up to the <a href="#">levy limit</a> , which is re-established every year in accordance with <a href="#">Proposition 2½</a> provisions.
<b>Proposition 2 1/2</b>	State law enacted in 1980 that regulates local property tax administration. Major provisions of this legislation are located in MGL <a href="#">Ch 59 - Assessment of Local Taxes § 21C</a> and relate to the determination of a <a href="#">levy limit</a> and <a href="#">levy ceiling</a> for each town.
<b>Proprietary funds</b>	<a href="#">Funds</a> 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 <a href="#">enterprise fund</a> and the <a href="#">internal service fund</a> . 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.
<b>Public Employee Retirement Administration (PERAC)</b>	The Public Employee Retirement Administration oversees and directs the state retirement system and administers benefits for members.
<b>Purchase order</b>	An official document or form authorizing the purchase of products and services. Outstanding purchase orders are called encumbrances.
<b>Quarterly tax bills</b>	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.

## GLOSSARY

<b>Real property</b>	Land, buildings and the rights and benefits inherent in owning them.
<b>Receipts reserved</b>	Proceeds that are earmarked by law and placed in separate accounts for <a href="#">appropriation</a> 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.
<b>Recertification (see triennial certification)</b>	The Commissioner of Revenue, through the <a href="#">Bureau of Local Assessment</a> , is required to review local <a href="#">assessed values</a> every three years and to certify that they represent <a href="#">full and fair cash value (FFCV)</a> . Refer to MGL <a href="#">Ch. 40 §56</a> and <a href="#">Ch. 59 §2A(c)</a> .
<b>Requisition</b>	Form used by the requesting department when ordering products and services from external vendors. This document generates a Purchase Order.
<b>Reserve for abatements and exemptions (see overlay)</b>	An account established annually to fund anticipated property tax <a href="#">abatements</a> , exemptions and uncollected taxes in that year. The <a href="#">overlay reserve</a> is not established by the normal <a href="#">appropriation</a> process, but rather is raised on the <a href="#">tax rate recapitulation sheet</a> .
<b>Reserve Fund</b>	An amount set aside annually within the budget of a city (not to exceed 3 percent of the tax <a href="#">levy</a> 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.
<b>Reserves</b>	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.
<b>Rating agencies</b>	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.
<b>Registered bonds</b>	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.
<b>Reserve for contingencies</b>	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.
<b>Residential exemption</b>	An option that allows a community to grant an <a href="#">exemption</a> 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 - <a href="#">Chapter 403 of the Acts of 2003</a> Cambridge - <a href="#">Chapter 90 of the Acts of 2003</a>

## GLOSSARY

Somerville - [Chapter 257 of the Acts of 2000](#)

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### 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).

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### 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](#))

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### 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](#))

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### 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](#).

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### Revenues

All monies received by a governmental unit from any source.

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### 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.

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### 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](#).

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### 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.

## GLOSSARY

### 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.

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### Short-term debt

Outstanding balance, at any given time, on amounts borrowed with a [maturity date](#) of 12 months or less. (See [Note](#))

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### 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](#))

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### 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.

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### 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](#)).

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### 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.

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### 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.

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### 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

## GLOSSARY

	vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money from the stabilization fund
<b>Submitted budget</b>	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.
<b>Supplemental appropriations</b>	Appropriations made by the Town Council after an initial appropriation to cover expenditures beyond original estimates.
<b>Surplus revenue</b>	The amount by which <a href="#">cash</a> , accounts receivable, and other assets exceed liabilities and reserves.
<b>Tax Anticipation Note (TAN)</b>	A short-term note issued to provide cash to cover operating expenses in anticipation of tax proceeds.
<b>Tax rate</b>	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 <a href="#">real and personal property</a> .
<b>Tax recapitulation sheet</b>	A document submitted by a city or town to the <a href="#">DOR</a> in order to set a property <a href="#">tax rate</a> . The recap sheet shows all estimated <a href="#">revenues</a> and actual <a href="#">appropriations</a> 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 <a href="#">quarterly property tax bills</a> before January 1).
<b>Tax title</b>	A collection procedure that secures a city or town's lien on <a href="#">real property</a> and protects the municipality's right to payment of overdue property taxes. Otherwise, the <a href="#">lien</a> 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.
<b>Tax title foreclosure</b>	The procedure initiated in Land Court by a city or town treasurer to obtain legal title to <a href="#">real property</a> already in <a href="#">tax title</a> and on which property taxes are overdue.
<b>Tax title redemption</b>	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 <a href="#">tax title</a> to secure its <a href="#">lien</a> . The taxpayer's right to redeem terminates when the treasurer files a petition to foreclose on the property in the Land Court.
<b>Triennial Certification</b>	The Commissioner of Revenue, through the <a href="#">Bureau of Local Assessment</a> , is required to review local <a href="#">assessed values</a> every three years and to certify that they represent <a href="#">full and fair cash value</a> (FFCV). Refer to MGL <a href="#">Ch. 40 §56</a> and <a href="#">Ch. 59 §2A(c)</a> .
<b>Trust fund</b>	In general, a <a href="#">fund</a> 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

## GLOSSARY

and Non-Expendable Trust)

<b>Uniform Municipal Accounting System (UMAS)</b>	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 <a href="#">Generally Accepted Accounting Principles (GAAP)</a> , offers increased consistency in reporting and record keeping, as well as enhanced comparability of data among cities and towns.
<b>Undesignated fund balance</b>	Monies in the various government funds as of June 30 that are neither <a href="#">encumbered</a> nor reserved, and are therefore available for <a href="#">expenditure</a> once certified as part of <a href="#">free cash</a> . (See Designated Fund Balance)
<b>Unfunded mandate</b>	A requirement imposed by law, regulation or order without underlying financial support, thereby resulting in direct or <a href="#">indirect costs</a> to the body made responsible for its implementation.
<b>Unfunded pension liability</b>	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.
<b>Underride</b>	A vote by a community to permanently decrease the tax <a href="#">levy limit</a> . As such, it is the exact opposite of an <a href="#">override</a> .
<b>Unreserved fund balance</b>	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)
<b>User charges/fee</b>	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)
<b>Valuation</b>	The legal requirement that a community's <a href="#">assessed value</a> on property must reflect its market, or <a href="#">full and fair cash value</a> .
<b>Warrant</b>	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.
<b>Zero based budget</b>	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

## FY 2021 Budget Action Calendar

DATE	ACTION
Tuesday, September 17, 2019	Town Manager issues instructions to Departments for FY 2021 Operating & Capital budgets
Monday, October 21, 2019	Town Manager & School Superintendent develop annual policy agreement on allocation of projected FY 2021 General Fund revenue
Monday, October 21, 2019	Departments submit Calendar Year permit and fees change requests to Town Manager along with supporting documentation
Thursday, October 24, 2019	Municipal Departments submit preliminary listing of any proposed FY 2021 position changes with supporting justification to Human Resources (HR) with copy to Town Manager
Tuesday, November 12, 2019	Town Manager conducts public hearing on any changes to <i>Calendar Year</i> permits and fees
Monday, November 18, 2019	Departments submit Capital Improvements Project (CIP) project data sheets <i>with supporting photos</i> and review of existing capital projects to Town Manager
Wednesday, November 20, 2019	HR Director submits position changes summary including comments to Town Manager
Thursday, November 21, 2019	Town Council conducts joint meeting/workshop with School Committee in accordance with Town Charter to review financial condition of the Town
Monday, November 25, 2019	CIP Task Force provided copy of CIP submissions
Thursday, December 5, 2019	Annual Organization of Town Council (TM must submit budget to Town Council within 170 days per M.G.L. 44 § 32) (Friday, May 22, 2020)
Wednesday, December 11, 2019	CIP Task Force conducts workshop on CIP submissions
Wednesday, December 18, 2019	Department Managers submit Operating Budget <i>Decision Packages</i>
Tuesday, January 21, 2020	Department Managers submit Operating Budget <i>Narratives</i> including photos
Tuesday, January 28, 2020	Departments submit Fiscal Year permit and fees change requests to Town Manager along with supporting documentation
Monday, February 24, 2020	Town Manager submits recommended FY 2021 Capital Budget to Town Council per Part VI, Section 6-5 (a) of the Charter (TC must adopt plan BEFORE June 1, 2020)
Monday, February 24, 2020	CFAC submits their review of recommended FY 2021 Capital Budget to Town Manager & Town Council
Thursday, March 5, 2020	Town Council conducts first reading of FY 2021 Capital Budget Orders. Capital Budget presentation made to the Town Council.
Tuesday, March 10, 2020	Town Manager conducts public hearing on <i>Fiscal Year</i> permits and fees
Thursday, April 2, 2020	Town Council conducts first public hearing on FY 2021 Capital Budget
Thursday, April 2, 2020	School Department submits adopted FY 2021 School budget to Town Manager
Thursday, April 16, 2020	Town Council conducts second public hearing on FY 2021 Capital Budget
Thursday, May 7, 2020	Town Council conducts third public hearing on FY 2021 Capital Budget, if needed
Tuesday, May 12, 2020	Town Manager submits recommended FY 2021 Operating Budget to the Town Council. Town Council must adopt budget within 45 days (by June 26, 2020) otherwise it becomes part of FY 2021 appropriations per Section 6-3 (b) of the Charter)
Tuesday, May 12, 2020	CFAC submits their review of recommended FY 2021 Operating Budget to Town Manager & Town Council
Thursday, May 21, 2020	Town Council conducts first reading of the FY 2021 Operating Budget Orders. Operating Budget presentation made to Town Council.
Thursday, June 4, 2020	Town Council conducts first public hearing on FY 2021 Operating Budget
Thursday, June 18, 2020	Town Council conducts second public hearing on FY 2021 Operating Budget.
Thursday, June 25, 2020	Town Council conducts third public hearing on FY 2021 Operating Budget if needed. This is the last weekday FY 2021 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)

## 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.*



20<sup>TH</sup> Anniversary Barnstable Adult Community Center

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