

# 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.

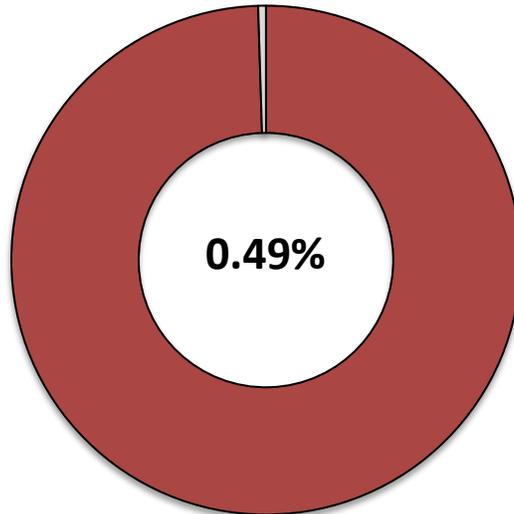
## Program Areas

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.

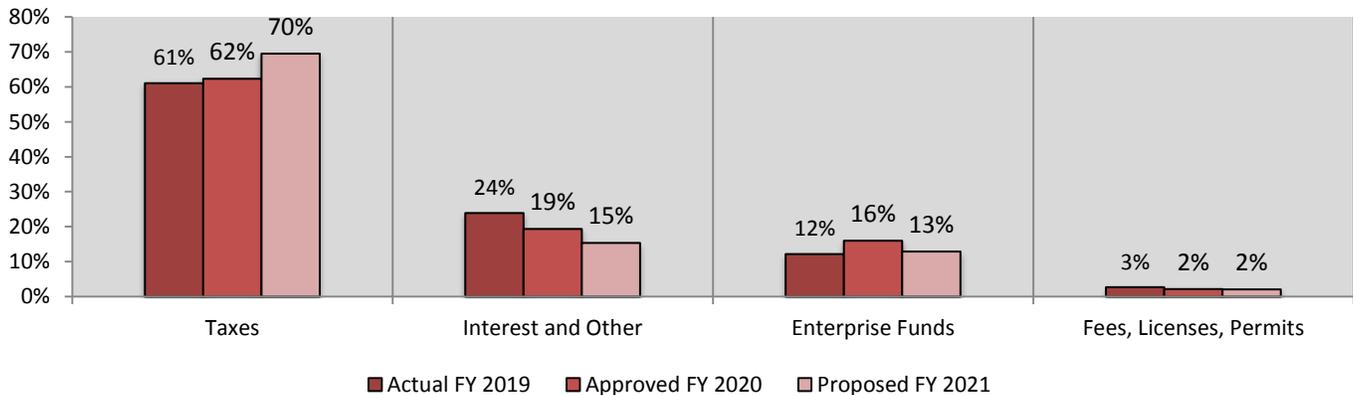
## Department Budget Comparison (Continued)

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



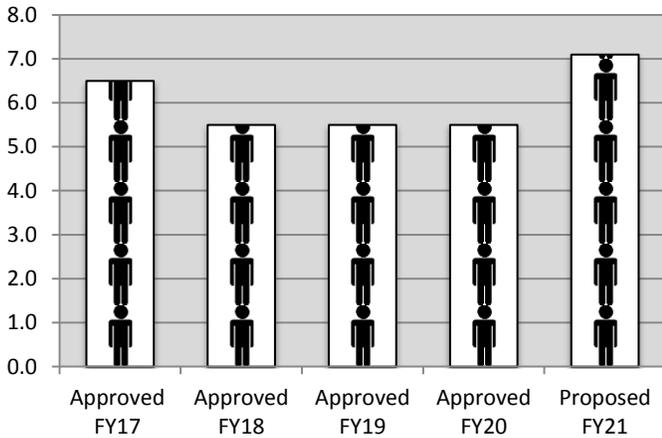
### Resources By Category Summary

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.

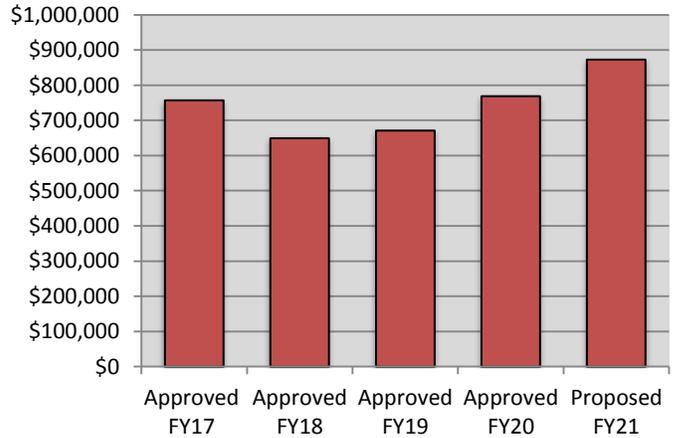
## TOWN MANAGER DEPARTMENT

### Department Budget History

Town Manager Department  
Full Time Employee History



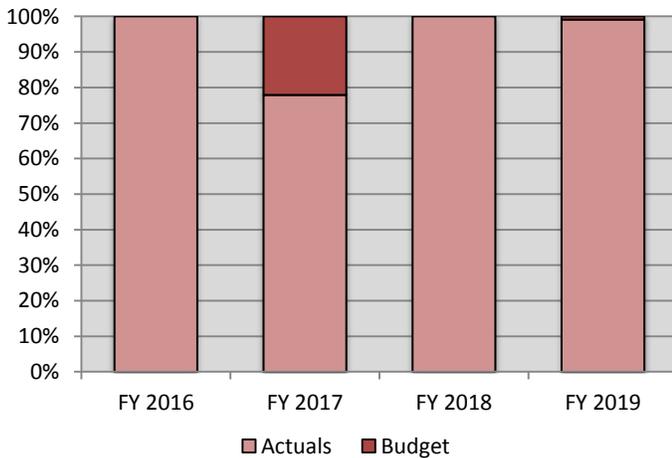
Town Manager Department  
Budget History



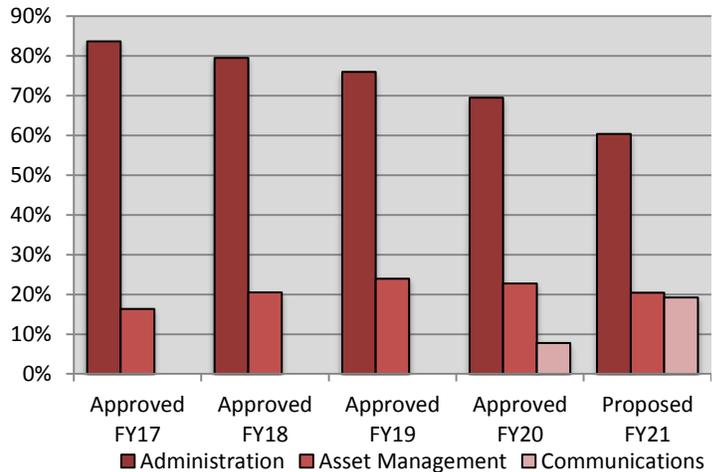
One assistant position was eliminated from the FY 2018 budget. The spike in FY 2021 is a result of the transferred Communications Program from the Community Services Department which includes transferring the Web Developer position and the Communications Director position.

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	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
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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