

# TOWN OF BARNSTABLE, MASSACHUSETTS

## Comprehensive Annual Financial Report



For the fiscal year ended June 30, 2011



Prepared By:  
Finance Department

**On the cover, an aerial view of the new Sandy Neck Park facility situated on Cape Cod Bay. The facility includes restrooms, a concession area with outdoor seating and a lifeguard and first aid station.**

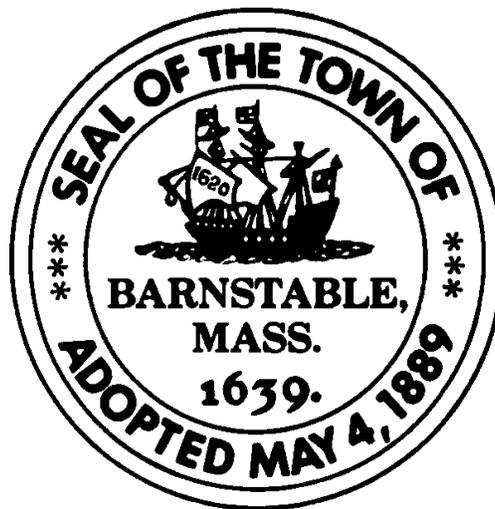


**A view of the first aid station in the new Sandy Neck Park facility from the lower parking lot area which faces Cape Cod Bay.**

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## COMPREHENSIVE ANNUAL FINANCIAL REPORT

For the fiscal year ended  
June 30, 2011



Prepared by:  
Finance Department

TOWN OF BARNSTABLE, MASSACHUSETTS  
COMPREHENSIVE ANNUAL FINANCIAL REPORT

FISCAL YEAR ENDED JUNE 30, 2011

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## *Introductory Section*



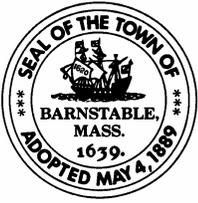
The whale watch boat leaving Barnstable Harbor heading out into Cape Cod Bay in search of some Cetaceans.



A view of Sandy Neck Beach on Cape Cod Bay looking east towards Yarmouth.

# ***Introductory Section***

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# Town of Barnstable

## Finance Division

School Administration Building  
230 South Street  
Hyannis MA 02601

[www.town.barnstable.ma.us](http://www.town.barnstable.ma.us)



### Letter of Transmittal

December 21, 2011

To the Honorable Members of the Town Council and Citizens of the Town of Barnstable:

State law requires the Town of Barnstable to publish at the close of each fiscal year a complete set of financial statements in conformity with accounting principles generally accepted in the United States of America (GAAP) that are audited in accordance with generally accepted auditing standards by a firm of licensed certified public accountants. Pursuant to that requirement, we hereby issue the Comprehensive Annual Financial Report (CAFR) of the Town of Barnstable, Massachusetts, for the fiscal year ending June 30, 2011 for your review. This report was prepared by the Town's Finance Division.

This report consists of management's representations concerning the finances of the Town. Consequently, management assumes full responsibility for the completeness and reliability of all of the information presented in this report. To provide a reasonable basis for making these representations, management of the Town has established a comprehensive internal control framework that is designed both to protect the government's assets from loss, theft, or misuse and to compile sufficient reliable information for the preparation of the Town's financial statements in conformity with GAAP. Because the cost of internal controls should not outweigh their benefits, the Town's comprehensive framework of internal controls has been designed to provide reasonable rather than absolute assurance that the financial statements will be free from material misstatement. As management, we assert that, to the best of our knowledge and belief, this financial report is complete and reliable in all material respects.

The Town's financial statements have been audited by Powers & Sullivan, LLC, a firm of licensed certified public accountants. The goal of the independent audit was to provide reasonable assurance that the financial statements of the Town for the fiscal year ended June 30, 2011, are free of material misstatement. The independent audit involved examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; assessing the accounting principles used and significant estimates made by management; and evaluating the overall financial statement presentation. The independent auditor concluded, based upon the audit, that there was a reasonable basis for rendering an unqualified opinion on the Town's financial statements for the fiscal year ended June 30, 2011, and that they are fairly presented in conformity with GAAP. The independent auditor's report is presented on page 17 of this report.

The independent audit of the financial statements of the Town was part of a broader, federally mandated "Single Audit" designed to meet the special needs of federal grantor agencies. The standards governing Single Audit engagements require the independent auditor to report not only on the fair presentation of the financial statements, but also on the audited government's internal controls and compliance with legal requirements, with special emphasis on internal controls and legal requirements involving the administration of federal awards. These reports are available in the Town's separately issued Single Audit Report.

GAAP require that management provide a narrative introduction, overview, and analysis to accompany the basic financial statements in the form of Management's Discussion and Analysis (MD&A). This letter of transmittal is

designed to compliment the MD&A and should be read in conjunction with it. The Town's MD&A can be found immediately following the report of the independent auditors.

## **Profile of the Government**

The Town of Barnstable was incorporated in 1639 and is located in the center of Cape Cod. The land area covers over 62 square miles including 100 miles of shoreline and 55 freshwater ponds. The Town is composed of the seven villages of Barnstable, Centerville, Cotuit, Hyannis, Marstons Mills, Osterville, and West Barnstable with a year round population of close to 48,000 that grows to over 125,000 during the summer months. The Town spans the width of Cape Cod from the north to south and is bordered by the Towns of Mashpee and Sandwich to the west and Yarmouth to the east. The Town serves as the seat of County government and the Village of Hyannis serves as the seat of Town government.

## **Municipal Services**

The Town provides general governmental services within its boundaries including public education in grades kindergarten through twelve, police protection, collection and treatment of sewage in certain sections, public works, streets, parks and recreation, public beaches and a municipal airport. The village of Hyannis' water supply is provided by the Town of Barnstable. The other villages' public water supply is provided by special districts (The Barnstable Fire District, the Cotuit Fire District, and the Centerville-Osterville-Marstons Mills Fire District). The districts are special purpose units of government and collectively, with the Town, service 96% of the residents while the remainder makes use of private on-site wells. Fire protection is provided by the above named districts and the West Barnstable Fire District and the Hyannis Fire District. The water and fire districts are special governmental units and are not part of the municipal structure. However, the Town does serve as collecting agent for taxes and transfers the funds directly to the districts. Their financial activity is not part of these financial statements.

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 Free Library, Sturgis Library, and Whelden Memorial Library. The Town 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, they are governed by independent Boards of Trustees. A Town Library Committee, appointed by the Town Council from members of each Boards of Trustees, provides a coordinated effort of looking at town-wide library issues. The libraries are reported as component units as part of these financial statements.

The Cape Cod Regional Technical High School District provides education in grades nine through twelve. Approximately, 190 Barnstable students attended this school in 2011. The Sturgis Charter Public School is a Commonwealth Charter School and provides an alternative choice for public education for grades 9 to 12. Approximately, 100 Barnstable students attended this school in 2011. In addition, the Town operates two Horace Mann Charter Schools; the Grades 4 and 5 building located in Marstons Mills and the K to 3 elementary school located on Bearses Way in Hyannis. The Horace Mann Charter Schools are managed independently by an appointed Board of Trustees and not by the School Committee and Superintendent. Funding for the schools' operations are provided by the Town based upon a negotiated amount between the School Committee and Board of Trustees within the guidelines established by the authorizing legislation of the Commonwealth of Massachusetts. The funding is treated as an assessment and is included in the Town's education expenses.

The Cape Cod Regional Transit Authority provides limited bus service within the Town which receives an annual assessment from the state for this service. The Barnstable Housing Authority provides housing for eligible low income families and elderly and handicapped persons. These entities are not considered component units. The principal services provided by Barnstable County are space for courts, a jail and house of correction and a registry of deeds. The County is not a component unit.

## **Governing Bodies and Officers**

The Town is governed by the Council-Manager form of government with an elected thirteen member Town Council and a council-appointed Town Manager. Council terms are staggered four year terms from thirteen precincts on a nonpartisan basis. Subject to the legislative decisions made by the Town Council, administrative authority is vested in the Town Manager. The Town Manager supervises and directs the administration of all municipal departments except for the School Department and the Barnstable Municipal Airport.

The School Department is governed by the elected School Committee consisting of five persons, and a Superintendent appointed by the School Committee.

A seven member Airport Commission appointed by the Town Council with staggered three-year terms governs Barnstable's Municipal Airport. An Airport Manager, appointed by the Airport Commission, is responsible for administration and day-to-day operations.

Local taxes are assessed by a council appointed Board of Assessors who serve a three year staggered term.

## **Organization**

The Town is organized in accordance with its Home Rule Charter, which was adopted in the spring of 1989. The Charter outlines provisions for incorporation, the legislative branch, elected town offices, the Town Manager, administrative organization, financial procedures, nominations and elections and citizen relief mechanisms.

The Town is administratively organized through an administrative code ordinance into six departments reporting to the Town Manager and two elected officer departments. Administrative departments include the Administrative Services and Growth Management. The Administrative Services Department is comprised of several divisions including Legal, Human Resources, Information Technology and Finance. The elective offices of Town Clerk and Town Collector liaison with the Finance Division. The Finance Division incorporates consolidated financial management of accounting, assessing, treasury, risk management and purchasing for all departments including the School Department. Operational departments include the Department of Public Works, Community Services Department, Regulatory Services Department and Police Department.

The administrative code ordinance describes the responsibilities and relationships of all elective officers, all multiple member boards, and all administrative agencies. It further defines legislative policy on financial management, communications, ethics, fleet services, insurance, investment, information systems, personnel, procurement, trust fund management, volunteer services and property management. Administrative procedures are promulgated by the Town Manager to implement the legislative policy in each of these areas.

## **Financial and Management Systems**

The Town annually prepares and updates a ten-year financial forecast and five-year capital improvement plan. The Town annually prepares and presents an annual operating budget. These documents are prepared by the Finance Division under the direction of the Town Manager's office and submitted to the Town Council for adoption. The Town Council annually establishes financial policies that guide the preparation of the capital and operating budget plan.

The ten-year forecast, submitted to the Town Council each year, is a comprehensive review of economic trends on a local, regional and national basis; which projects and analyzes major municipal fund projections based upon service program assumptions. Based upon these projections and analyses, the forecast establishes a focal point each year for the Town Council to establish a series of revenue and expenditure policies which guide in the formation of the capital and operating budget.

The five-year capital improvement plan, submitted in the spring of each year, comprehensively identifies municipal infrastructure and improvement needs by detailing on a project basis, project description, cost, potential source(s) of funding, priority need, impact upon the operating budget and ongoing capital maintenance costs. The plan is funded annually by the Town Council adopting a funding strategy for the first year of each plan. The annual update allows decision makers the opportunity to regularly analyze and decide upon the priorities for project funding.

The annual operating budget submitted in the spring of each year, follows a program management format which details source and use recommendations for all funds, departmental missions, goals, objectives and annual work plans, and details performance measurement and financial management criteria for each budget cycle. The budget maintains consistency with the Town Council's strategic plan, financial management standards and policies. The budget funding sources include the general fund, comprised of revenues from the property tax, auto, boat and hotel tax, user fee receipts, grants in aid, trust income and miscellaneous program income; and eight enterprise funds for the municipal airport, two golf courses, the water pollution control facility, the solid waste facility, water supply, town marinas, Sandy Neck Park and the Hyannis Youth and Community Center (HYCC). These enterprise funds are self-supporting through user-based charges except for the HYCC which will receive a general fund subsidy to assist in the repayment of bonds issued to construct the facility.

### Principal Executive Officers

<u>Office</u>	<u>Name</u>	<u>Term</u>	<u>Term Exp.</u>
Town Manager - Acting	Thomas K. Lynch	Appointed	March 15, 2012
Superintendent of Schools	Mary Czajkowski	Appointed	2014
Assistant Town Manager	Vacant		
Town Attorney	Ruth J. Weil	Appointed	Indefinite
Chief of Police	Paul B. MacDonald	Appointed	Indefinite
Director of Finance	Mark A. Milne	Appointed	2015
Director of Public Works	Mark S. Ells	Appointed	Indefinite
Director of Regulatory Services	Thomas F. Geiler	Appointed	Indefinite
Director of Community Services	Lynne M. Poyant	Appointed	Indefinite
Director of Human Resources	William E. Cole	Appointed	Indefinite
Director of Information Technology	Daniel J. Wood	Appointed	Indefinite
Director of Growth Management	JoAnne Miller-Buntich	Appointed	Indefinite
Tax Collector	Maureen E. Niemi	Elected/4 yrs.	Nov. 2015
Town Clerk	Linda E. Hutchenrider	Elected/4 yrs.	Nov. 2013
Airport Manager	Roland Breault	Appointed	Indefinite

### Factors Affecting Financial Condition

The information presented in the financial statements is perhaps best understood when it is considered from the broader perspective of the specific environment within which the Town of Barnstable operates.

**Local economy.** While tourism will always remain an important component of the Town's economy, improved transportation networks, a heightened popularity among retirees, and the Town's own growing service economy, are helping to diversify the economy from its former heavy reliance on the summer tourism trade. Even the nature of tourism has changed. Expansion of the summer season is evident, including the "shoulder seasons" in the spring and the fall. Contributing to the extension of the season is the large increase in the conversion of former summer homes to year-round second homes, as well as the construction of many expensive second homes. Over the years, Barnstable has evolved from a seasonal to a more year-round community, with a current year-round population of approximately 48,000. The Town estimates that over one-half of homes are now occupied by year-round residents, compared with about one-third 25 years ago. As the number of second homes increases, the Town's economic future is becoming linked to the greater Boston, Connecticut, and New York economies from which the second homeowners derive their livelihood.

The Town also is a major transportation hub for the Cape Cod region and the islands of Nantucket and Martha's Vineyard. Over 200,000 passengers pass through and over 120,000 takeoffs and landings per year occur at the Barnstable Municipal Airport. Employment at the airport exceeds 1,000 people. The Cape Cod Regional Transportation Authority's main terminal is located in the village of Hyannis and the Steamship Authority and Hyline Cruises provide ferry service to Nantucket and Martha's Vineyard. Over one million people pass through these ports every year. All this traffic creates the opportunity for the Town to sustain a healthy retail and service driven economy.

Wealth levels are understated because they, as reported, only include income and do not take into account individual assets or the wealth of second homeowners or retirees. Effective buying income (EBI) levels for the Town are average to above average, with household EBI equal to 108% of the national level and per capita EBI equal to 120%.<sup>1</sup>

**Tax Base.** Total assessed valuation for the Town has declined to \$13 billion in fiscal year 2011 reflecting a 3% decrease from the fiscal year 2010 value. However, this is still \$8 billion more than the fiscal year 2000 value of \$5 billion. Included in that amount is a substantial \$1.2 billion commercial base, highlighting the Town's position as one of the economic centers of southeastern Massachusetts. Per capita market value remains extremely strong at \$291,110 based on the year-round population, and is still very strong at \$106,882 based on the estimated peak summer population.<sup>2</sup> New building growth activity continues to under perform previous years with \$93 million in fiscal year 2010 and \$96 million in fiscal year 2011. The tax levy for fiscal year 2011 was \$94.6 million and the excess tax levy capacity was \$230 million. The excess capacity can only be accessed by a voter approved tax levy override. The tax rates for fiscal year 2011 were \$8.05 per thousand dollars of valuation on residential property and \$7.28 per thousand dollars of value on commercial, industrial and personal property (CIP). The residential rate was higher than the CIP rate as a result of the Town Council adopting a 20% residential exemption. This effectively removed \$1.2 billion of property value from the residential class driving the tax rate upwards for this class of property as the residential tax levy remains the same.

**Long-term financial planning.** The Town of Barnstable's capital program has identified approximately \$373 million in capital improvements needed over the next five years. More resources will need to be identified to address these items. \$31 million of this amount is for improvements at the Barnstable Municipal Airport. The majority of the capital program at the airport is federal and state funded. \$81 million is associated with the water quality improvements including sewer expansions, sewer plant facility upgrades, water line replacements and other water system improvements and \$3 million is associated with Marina improvements. In addition, there is \$32 million for road improvements, \$15 million for improvements to school facilities, \$173 million for water quality improvements in the 3 Bay areas of Town and \$38 million mainly connected to the Town's aging facilities.

In July of 2010, the Town Council adopted a funding plan for financing a portion of the water quality projects listed in the 5 year capital plan. Funding sources included 50% betterments assessed to property abutters of the sewer extensions, adoption of a local meals tax of 0.75% and increasing the local rooms tax rate from 4% to 6%. A total of \$640,000 was collected in fiscal year 2011 from these new taxes and will be transferred into a sewer construction trust fund once it is established. The Town has filed special legislation to establish the trust fund which is expected to be acted upon in fiscal year 2012.

On the operations side, the most significant factors affecting long-term financial planning included the level of new building growth, state aid levels, excise taxes, personnel costs including wages, salaries and benefits, utility and fuel costs, the aging of the Town's population and the decline in school enrollments.

New building growth projections are expected to be lower in the next few years as a result of the decline in developable lots and recent trends in the housing and financial markets. The Town will continue to expand efforts

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<sup>1</sup> Standard and Poor's credit analysis, dated June 6, 2011.

<sup>2</sup> Standard and Poor's credit analysis, dated June 6, 2011.

in the redevelopment of existing lots in an attempt to create more new property tax growth beyond the development of vacant parcels.

State aid decreased another 4% in fiscal year 2011 and was projected to decrease another 10% in fiscal year 2012 when the budget was developed. An increased commitment from the state resulted in level funding of the Town's Chapter 70 and unrestricted aid categories causing some excess capacity in the Town's budget if additional appropriations are necessary in fiscal year 2012.

The single largest form of aid is Chapter 70 aid for education. The new formula passed in fiscal year 2006 states that no community will receive less than 17.5% of its foundation budget in the form of Chapter 70 aid. If a community currently receives less than 17.5%, the additional aid will be phased in over a 5 year period. Barnstable falls into this category and the Town's aid would increase by approximately \$1.5 million if this formula were fully funded. The Town anticipates the state to fully fund this formula over the next 5 years which should result in some modest aid increases.

Health insurance cost increases continue to outpace the rate of inflation and this trend is projected to continue in the long-term. New legislation passed by the state will provide cities and towns more control over this expense. Communities now have the power to implement plan design changes without following the traditional collective bargaining process; however, any change in contribution rates are still subject to that process. Communities can also elect to join the state insurance program under the Group Insurance Commission as an alternative. Finally, all eligible retirees are required to join a Medicare plan which will reduce costs to cities and towns as well.

The Town currently participates in a joint purchase group (Cape Cod Municipal Health Group) for its health insurance program. Under the new law, the joint purchase group has voted to make plan design changes so that copays and deductibles mirror those that are offered by the plans under the Group Insurance Commission. This should result in reductions to premium rates in FY13, or at least provide for a much smaller increase in rates than what has been realized in previous years.

The Town contributes 50% towards active and retired employees' health insurance premiums. This is the minimum amount it can contribute by state law and no increase in the contribution rate is expected. The Town's total health insurance expense for fiscal year 2011 was \$9.5 million. This includes active and retired employees including retired teachers. Retired teachers join the Group Insurance Commission (GIC) upon retirement and the Town receives an assessment from the GIC every year. The assessment for fiscal year 2011 was \$2.5 million. Additionally, a new Government Accounting Standards Board (GASB) pronouncement was issued that requires the Town to perform an actuarial calculation of its unfunded health insurance liability for all active and retired employees. This liability is disclosed in these financial statements on pages 93 to 94. The Town created a trust fund in FY11 to begin accumulating assets to fund this liability. Approximately \$700,000 was initially deposited into the fund and the FY12 budget includes a line item for annual funding of \$50,000. A plan to increase this line item by \$50,000 per year has been incorporated into the Town's long-term financial planning.

In the areas of utilities and fuel the Town continues to implement and explore alternative options. Two wind mills and a field of photovoltaic panels were installed at the Water Pollution Control Facility which should generate more than 50% of the annual energy consumption at the facility. The entire cost of this project was paid for with a grant from the Massachusetts Water Pollution Abatement Trust. Additionally, the Town will begin the installation of 5 acres of photovoltaic panels at the landfill site in the village of Marstons Mills at no cost to the Town. A private developer will be purchasing and installing the panels which will provide the Town with a guaranteed minimum payment of over \$250,000 per year.

Declining school enrollments and the aging population of the Town will require an on-going analysis of program services and resource allocation. The School Department has closed five buildings over the past several years as enrollment has declined from 7,000 to 5,400 students. The median age of our community is increasing and the demand for services directed towards the senior population will likely increase. It is estimated that public safety and public roads will become higher priorities over time.

The construction of sewer line extensions and additional treatment plants are also projected to have significant financial impacts on the community in the coming years. Studies are currently under way that will determine the Town's total maximum daily load (TMDL) of pollutants into our estuaries and the amounts that should be removed to comply with Federal Clean Water regulations. Removal of the excess pollutants will require sewer expansions that are estimated to cost hundreds of millions of dollars over several years. The Town appropriated \$600,000 in the FY12 capital program to complete this study. The Conservation Law Foundation has filed a lawsuit against the Environmental Protection Agency claiming that it has not done enough to ensure that the Federal Clean Water act is being enforced on Cape Cod communities.

The Town continues to manage its financial affairs in a prudent manner. It has been able to do so by incorporating long range planning tools such as a ten-year forecast, a five-year Capital Improvement Program; establishing rainy day accounts and budgeting stabilization reserves; prioritizing spending plans and identifying discretionary spending; pay as you go financing strategies; long-term planning for all liabilities including pension and insurance reserves, and investing in technology to make its operations more efficient.

The Town of Barnstable has also enhanced its revenue flexibility by establishing enterprise funds for certain operations. This has allowed the Town to shift 100% of the operating cost and capital improvements to the users of certain services so that no tax support goes towards providing these services. This includes the airport, municipal golf course, solid waste transfer station and recycling center, the water pollution control operations, the Hyannis water operations, Town owned marinas and Sandy Neck Park. A new enterprise fund in fiscal year 2010 for the Hyannis Youth and Community Center has also been established. This fund covers a portion of the debt service issued to finance its construction but receives a subsidy from the general fund. The creation of these enterprise funds allows the Town to provide more tax dollars for other town services.

### **Fiscal Year 2011 Major Initiatives and Highlights**

**Fund balance.** During the fiscal year, the Town's general fund balance increased \$2.8 million from \$17.3 million to \$20.1 million, on a budgetary basis. This was attributable to actual revenues exceeding budget estimates and unexpended appropriations in the fiscal year 2011 operating budget. Enterprise fund balances increased from \$111.6 million to \$138.2 million as a result of operating revenue exceeding expenses and capital contributions for major infrastructure improvements totaling \$23.2 million. Capital project fund balance increased \$2.8 million from the sale of bonds to finance capital expenses. The spend down of these funds will occur in fiscal year 2012.

**Operating budgets.** All appropriated budgets including the general fund and enterprise funds had favorable budget variances. The golf and Hyannis Youth and Community Center operations both experienced unfavorable revenue variances but reductions to operating expenses were made to offset these.

**Property taxes receivable.** Outstanding property taxes receivable at the end of fiscal year 2011 were approximately \$848,000 higher than the previous fiscal year end reflecting the increased economic strain on households.

**Intergovernmental receivables.** Receivables declined \$1.8 million as the Town received payment on various state and grant funded capital projects.

**Education expenditures.** Expenditures on education related programs increased from \$70.9 million to \$74.6 million in fiscal year 2011. Most of the increase occurred in the capital project fund as several appropriations were made for school facility repairs and improvements. Major improvements include a new track and multi-use artificial turf field at the high school and a new HVAC system at the Barnstable Community Horace Mann Charter Public School.

**Bond sale and bond rating.** The Town conducted a \$19 million bond sale in fiscal year 2011. This included \$10.4 million for 21 capital improvements and \$8.6 million for refunding a portion of the Town's 2002 bonds. \$2.6 million was for repairs to various school facilities; \$2.7 million for the construction of new facilities including the

airport terminal and bathhouse at Sandy Neck and repairs to municipal facilities, \$1 million for water quality improvements, \$2.8 million for dredging, bulkheads and boat ramps, \$1 million for roads and sidewalks and \$300,000 for manhole construction. The bond issue was rated as AAA and the Town's existing long-term debt was reaffirmed at AAA with Standard & Poor's.

**Cash and investments.** Total cash in the Town's treasury declined \$2.3 million from \$114.3 to \$112 million. This was attributable to cash being used to pay for capital related expenses. The following table illustrates the change in the overall cash balance for the past ten years.

FY2002	\$90,277,514
FY2003	\$94,222,616
FY2004	\$94,887,682
FY2005	\$96,375,779
FY2006	\$108,792,141
FY2007	\$134,211,367
FY2008	\$135,143,563
FY2009	\$120,708,687
FY2010	\$114,273,195
FY2011	\$112,028,205

**Free cash and enterprise fund surplus.** The Town's surplus funds in the general fund and enterprise funds are certified each year by the Massachusetts Department of Revenue. The balances as of July 1, 2011 compared to the previous year are as follows:

	On July 1, 2011	On July 1, 2010	Change
General Fund Free Cash	\$12,320,185	\$10,746,572	\$1,573,613
<b>Enterprise Funds:</b>			
Airport Surplus	\$6,520,729	\$5,321,792	\$1,198,937
Golf Course Surplus	\$70,879	\$23,355	\$47,524
Solid Waste Surplus	\$3,460,970	\$2,390,996	\$1,069,974
Wastewater Surplus	\$2,749,077	\$4,442,790	(\$1,693,713)
Water Surplus	\$312,441	\$598,879	(\$286,438)
Marina Surplus	\$327,309	\$297,445	\$29,864
Sandy Neck Surplus	\$500,177	\$377,556	\$122,621
HYCC Surplus	\$130,526	\$125,728	\$4,798

The general fund, airport enterprise fund, marina enterprise fund and Sandy Neck enterprise fund surplus all increased as a consequence of favorable budget results. Actual revenues exceeded budget estimates and actual expenses were less than the budgeted appropriations. Golf course surplus increased as a result of returned appropriations. The solid waste surplus increased as the amount set aside for paying the landfill capping loan was deducted from the 2010 certification amount but not the 2011 amount. The wastewater and water surplus decreased as surplus funds are covering capital related expenses until reimbursements from the Massachusetts Water Pollution Abatement Trust are received. This is a timing issue and once the reimbursements are received in fiscal year 2012 the surplus funds will increase by the amount of the reimbursements. There was no significant change in the HYCC surplus account.

**Cash Management Policies and Practices**

The Town of Barnstable derives approximately seventy-five percent of annual General Fund revenue from real estate tax collections. The quarterly billings result in a cyclical buildup and then spend down of operational cash reserves. Every effort is made to put our reserves to work. The Town's investment policy was updated in 2010 to

reflect current practices. The policy remains conservative with particular attention to the constraints of safety and liquidity while attempting to secure the highest yield possible within those constraints.

On a daily basis, the Treasurer deposits funds into a local depository account currently held at TD Bank. Frequently, depending on the level of receipts and the rate of interest, this money is transferred into our accounts at several other financial institutions. The Town's vendor, payroll and Commonwealth of Massachusetts depository accounts are currently with Rockland Trust. The Treasurer is responsible for having adequate cash available to fund bills and payroll that are paid weekly. This requirement as well as the cyclical flow of money from quarterly property tax collections affects the type and terms of the Town's investment portfolios.

The Treasurer must continually evaluate cash flow data to determine the amount of money that can be invested for a longer term in an effort to yield a higher return. The Treasurer operates on an aggregate cash basis and invests in the same fashion. This means that the Treasurer does not make separate investments linked to fund balances maintained on the general ledger but, rather, invests on the basis of estimated aggregate cash surpluses and the predicted term of availability of those surpluses. These surplus funds are used to purchase various obligations of the U.S. Treasury, government agency and corporate bonds, equities and certificates of deposit. Currently, the maturities of the various investments range from fourteen days to six years; approximately eighty-five percent with maturity dates within one year. The equity portion of the portfolio accounts for a relatively small percentage of invested balances and is intended to provide a slight offset to fixed income investments.

While maintaining a highly diversified investment portfolio, the Treasurer also aims to maintain competitive investment relationships with numerous banks and other financial institutions. Since short-term rates fluctuate frequently among many of these institutions, the accounts and interest rates are continuously reviewed.

The Town's trust funds were managed in fiscal year 2011 by Rockland Trust with input from the Town's Trust Fund Advisory Committee. The Town awarded the management of these trust funds to Rockland Trust in the fall of 2007 as a result of a competitive proposal process. The original contract was awarded for a period of three years. The Town has since extended the contract for two additional, one-year terms. Each trust fund has a distinct purpose and, therefore, the mix of holdings in cash, fixed income securities, and equities varies by fund. The amount of annual income required and the timing of disbursements generally governs this mix.

## **Risk Management**

The Town of Barnstable manages its risk primarily through premium based coverage with commercial insurance carriers. Unemployment activities are self-insured while exposures to various risks of loss related to torts; theft of, damage to and destruction of assets; errors and omissions; natural disasters and workers' compensation are covered through policies purchased from commercial carriers. Starting in fiscal year 2012; which began on July 1, 2011, the town will self-insure its workers' compensation program. Various control techniques including employee accident prevention training have been performed to minimize accident-related losses. Additional information on the Town of Barnstable's risk management activity can be found in the notes to the financial statements.

## **Pension and Other Postemployment Benefits**

The Town of Barnstable contributes to the Barnstable County Retirement Association, a cost sharing, multiple-employer defined benefit pension plan administered by the Barnstable Contributory Retirement Association. On a minimum of a biannual basis, an independent actuarial calculation is performed to determine the amount of the annual contribution that the Town must make to the pension plan to ensure that the plan will be able to fully meet its obligations to retired employees on a timely basis. As a requirement by law, the Town fully funds each year's annual required contribution to the pension plan as determined by the actuary. As of January 1, 2010, the county retirement association has a funding ratio of 54% of the present value of the projected benefits earned by employees. The remaining unfunded amount is being systematically amortized over 28 years as part of the annual required contribution calculated by the actuary. The target year for fully funding the pension liability is 2038.

The Town of Barnstable also provides postemployment health care benefits for certain retirees and their dependents. As of June 30, 2011, there were 250 retired employees, not including teachers, receiving these benefits, which are financed on a pay-as-you-go basis. Governmental Accounting Standards (GAS) require that the Town calculate the unfunded portion of the liability associated with this benefit and report it on the Town's financial statements. Additionally, as this benefit is earned over the working lifetimes of the Town's employees the annual cost of the benefit earned should be recognized and reported in the Town's financial statements in accordance with GAS. The Town's most recent actuarial valuation calculated the unfunded liability at approximately \$162 million. As mentioned previously, the Town has established a trust fund to begin accumulating assets to address this liability. An additional benefit of this action has allowed the Town to assume a higher discount rate which reduces the unfunded liability. It is estimated that this action decreased the liability between \$4 and \$5 million.

Additional information on the Town of Barnstable's pension and other postemployment benefits can be found in the notes to the financial statements.

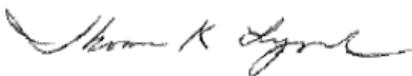
### **Awards and Acknowledgements**

The Government Finance Officer Association (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the Town of Barnstable for its comprehensive annual financial report (CAFR) for the fiscal years ended June 30, 2002 through June 30, 2010. In order to be awarded a Certificate of Achievement, the Town published an easily readable and efficiently organized CAFR. This report satisfied both GAAP and applicable legal requirements.

In addition, the GFOA also awarded the Town of Barnstable the Distinguished Budget Presentation Award for its annual budget document for the fiscal years beginning July 1, 2001, through July 1, 2011. In order to qualify for the Distinguished Budget Presentation Award, the government's budget document was judged to be proficient in several categories, including as a policy document, a financial plan, an operations guide, and a communications device.

The preparation of this report would not have been possible without the efficient and dedicated services of the entire staff of the Town Manager and Finance Division. We would like to express our appreciation to all the members of the departments who assisted and contributed to the preparation of this report. Credit must also be given to the Town Council for their unfailing support for maintaining the highest standards of professionalism in the management of the Town of Barnstable's finances.

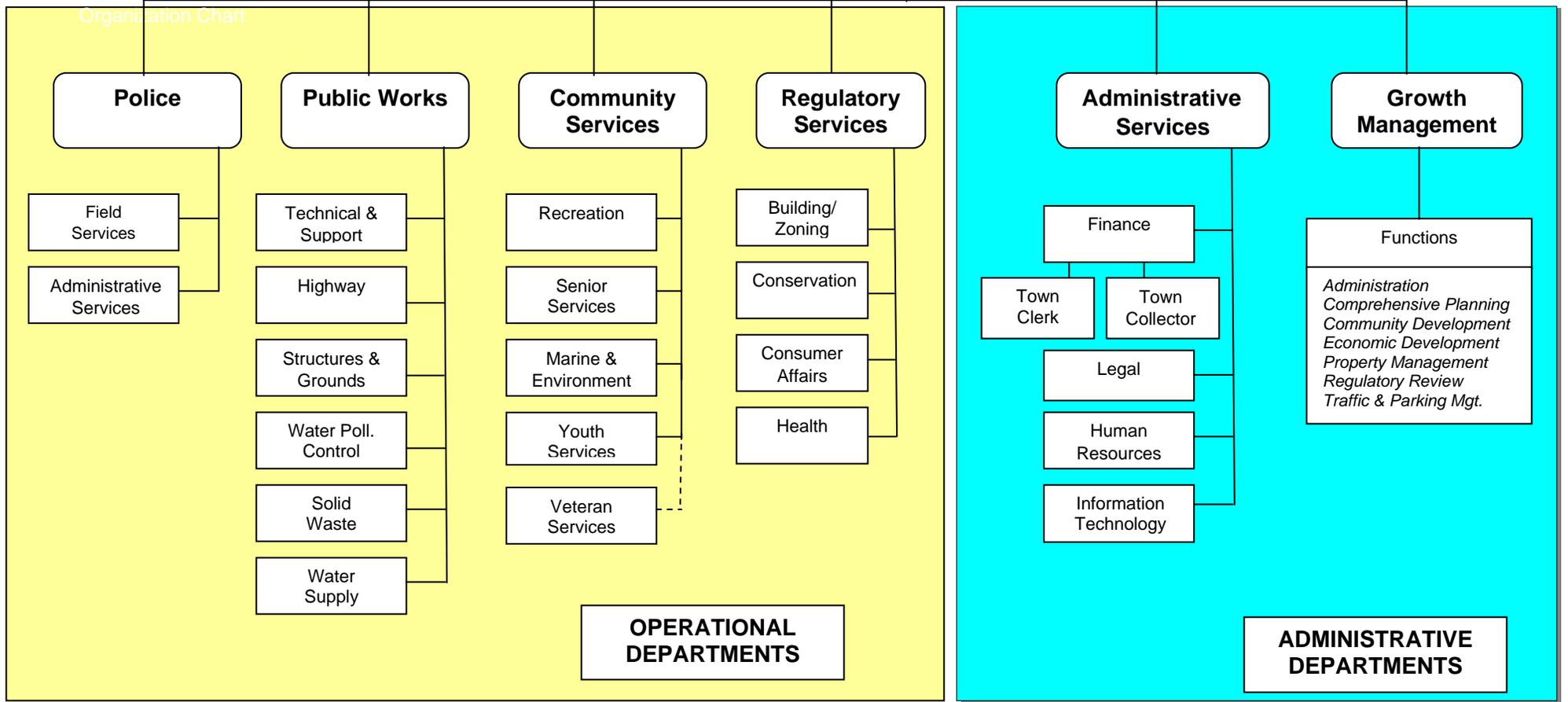
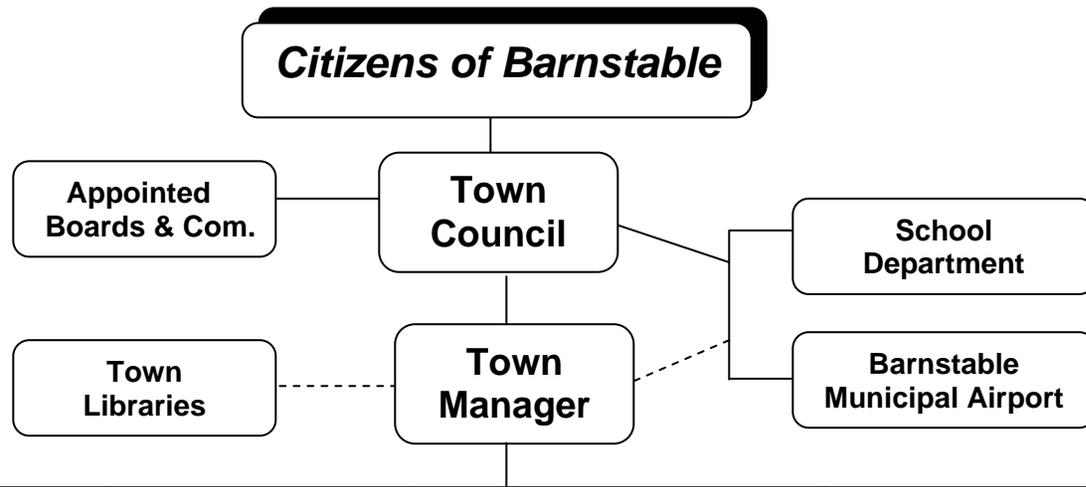
Respectfully submitted,



Thomas K. Lynch  
Acting Town Manager



Mark A. Milne  
Finance Director



# Certificate of Achievement for Excellence in Financial Reporting

Presented to

## Town of Barnstable Massachusetts

For its Comprehensive Annual  
Financial Report  
for the Fiscal Year Ended  
June 30, 2010

A Certificate of Achievement for Excellence in Financial Reporting is presented by the Government Finance Officers Association of the United States and Canada to government units and public employee retirement systems whose comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting.



*Linda C. Danison*

President

*Jeffrey R. Emer*

Executive Director

# *Financial Section*



Sailboats in Lewis Bay during the 2011 Hyannis Yacht Club Regatta.



**A view of Barnstable Inner Harbor from the south end of the new Barnstable Harbor Bulkhead.**

# ***Financial Section***

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## Independent Auditors' Report

To the Honorable Town Council  
Town of Barnstable, Massachusetts

We have audited the accompanying financial statements of the governmental activities, the business-type activities, the aggregate discretely presented component units, each major fund, and the aggregate remaining fund information of the Town of Barnstable, Massachusetts, as of and for the fiscal year ended June 30, 2011, which collectively comprise the Town's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the Town of Barnstable, Massachusetts' management. Our responsibility is to express opinions on these financial statements based on our audit. We did not audit the financial statements of the Barnstable Horace Mann Charter School and the Barnstable Community Horace Mann Charter Public School, which represents 1% of the governmental activities assets, 1% of the governmental fund assets, 1% of the governmental activities net assets, 1% of the governmental funds balance, 1% of the governmental activities revenues, and 1% of the governmental fund revenues. We did not audit the financial statements of five of the Town of Barnstable, Massachusetts' library component units listed in Note 1, which reflect 95% of the total assets and 93% of the total revenues of the discretely presented component units. Those financial statements were audited by other auditors whose reports thereon have been furnished to us, and our opinion, insofar as it relates to the amounts included for the Barnstable Horace Mann Charter School, the Barnstable Community Horace Mann Charter Public School, and the discretely presented component units referred to above, is based solely on the reports of the other auditors.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, based on our audit and the reports of other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, the aggregate discretely presented component units, each major fund, and the aggregate remaining fund information of the Town of Barnstable, Massachusetts, as of June 30, 2011, and the respective changes in financial position and cash flows, where applicable, thereof and the respective budgetary comparison for the General Fund for the fiscal year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated December 21, 2011, on our consideration of the Town of Barnstable, Massachusetts' internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be read in conjunction with this report in considering the results of our audit.

Our audit was conducted for the purpose of forming an opinion on the financial statements taken as a whole. The combining and individual fund statements, as listed in the table of contents, are presented for the purpose of supplementary analysis and are not a required part of the basic financial statements of the Town of Barnstable, Massachusetts. Such supplementary information has been subjected to the auditing procedures applied in the audit of the financial statements and, in our opinion, is fairly presented in all material respects in relation to the financial statements taken as a whole.

Management's discussion and analysis, located on the following pages, retirement system schedule of funding progress, retirement system schedule of employer contributions, the other postemployment benefit schedule of funding progress and employer contributions and other postemployment benefit actuarial methods and assumptions, are not a required part of the basic financial statements but is supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

The accompanying schedule of expenditures of passenger facility charges collected and expended and interest credited is presented for purposes of additional analysis as specified in the *Passenger Facility Charge Audit Guide for Public Agencies*, issued by the Federal Aviation Administration, and is not a required part of the financial statements. Such information has been subjected to the auditing procedures applied in the audit of the financial statements and, in our opinion, is fairly stated, in all material respects, in relation to the financial statements taken as a whole.

The introductory section and statistical tables have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we express no opinion on them.

*Powers & Sullivan LLC*

December 21, 2011, except for the Barnstable Horace Mann Charter School, the Barnstable Community Horace Mann Charter Public School, and the library component units listed in Note 1, which were audited by other auditors and whose reports are dated on various dates through December 12, 2011.

# ***Management's Discussion and Analysis***

## Management's Discussion and Analysis

As management of the Town of Barnstable, Massachusetts, we offer readers of the Town of Barnstable's financial statements this narrative overview and analysis of the financial activities of the Town of Barnstable for the fiscal year ended June 30, 2011. The Town complies with financial reporting requirements issued by the Governmental Accounting Standards Board (GASB). Management's discussion and analysis are part of these requirements.

GASB is the authoritative standard setting body that provides guidance on how to prepare financial statements in conformity with accounting principles generally accepted in the United States of America (GAAP). Users of these financial statements (such as investors and rating agencies) rely on the GASB to establish consistent reporting standards for all governments in the United States. This consistent application is the only way users (including citizens, the media, legislators and others) can assess the financial condition of one government compared to others.

Governments must adhere to GASB pronouncements in order to issue their financial statements in conformity with GAAP. The users of financial statements also rely on the independent auditor's opinion. If the Town of Barnstable's financial statements have significant departures from GAAP the independent auditors' may issue a qualified opinion or a disclaimer (where no opinion is given). These types of opinions may have an adverse effect on the Town's bond rating and our ability to borrow money at favorable interest rates as well as obtaining grants. The Town of Barnstable has achieved an unqualified opinion on its financial statements since the fiscal year ended June 30, 1984.

### Financial Highlights

- The assets of the Town of Barnstable exceeded its liabilities at the close of the most recent fiscal year by \$377.7 million. Of this amount, \$64.2 million (unrestricted net assets) may be used to meet the government's on-going obligations to citizens and creditors.
- The primary government's total net assets increased by \$30.4 million. The increase was the net result of increases in the Town's governmental activities of \$3.7 million and \$26.6 million attributable to the Town's business type activities. The governmental activities increase is mainly attributable to the \$4.1 million in capital grants, \$6.7 million raised through the budget process for the Town's stabilization fund and because principal payments on long-term debt, which are raised through the budget process, are higher than the depreciation expense recognized on assets by approximately \$2.8 million; offset by the recognition of an additional \$4.5 million in the other postemployment benefit obligations. The \$26.6 million growth in business type activities is largely attributable to the \$23.2 million in capital grants received in relation to construction projects within the airport, wastewater, water supply, marina and Hyannis Youth and Community Center enterprise funds.
- At the close of the current fiscal year, the Town of Barnstable's governmental funds reported combined ending fund balances of \$82.1 million, an increase of \$1.5 million in comparison with the prior year. Approximately \$21.6 million of this total amount is available for appropriation at the government's discretion.
- At the end of the current fiscal year, fund balance for the general fund totaled \$30.6 million, or 23% of total general fund expenditures.
- Expenditures for the general fund totaled \$131.2 million or \$4.1 million more than the prior fiscal year. The area with the largest change was education which increased \$1.5 million. The second largest area to change was pension which increased \$1.1 million.

- The Town of Barnstable's total long-term debt decreased by \$2.6 million during the current fiscal year. The Town issued \$19 million of long-term debt of which \$8.6 million was for refunding debt and \$10.4 million was for land acquisition, school building improvements, road upgrade projects, boat ramp and bulkhead improvements, dredging, and airport, marina, sandy neck, and wastewater projects. A total of \$21.6 million in long-term debt principal was either paid down or refunded.

## Overview of the Financial Statements

This discussion and analysis are intended to serve as an introduction to the Town of Barnstable's basic financial statements. The Town of Barnstable's basic financial statements comprise three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. This report also contains other supplementary information in addition to the basic financial statements themselves.

**Government-wide financial statements.** The government-wide financial statements are designed to provide readers with a broad overview of the Town of Barnstable's finances, in a manner similar to private-sector business.

The statement of net assets presents information on all of the Town of Barnstable's assets and liabilities, with the difference between the two reported as net assets. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position of the Town of Barnstable is improving or deteriorating.

The statement of activities presents information showing how the government's net assets changed during the most recent fiscal year. All changes in net assets are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of the related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

Both the government-wide financial statements include not only the Town of Barnstable itself (known as the primary government), but also the seven village libraries for which the Town of Barnstable contributes a majority of funding for their annual operations. Although they are legally separate, the libraries receive a significant portion of their annual operating budget from the Town of Barnstable and, therefore, the financial information for these component units is reported separately from the financial information presented for the primary government itself.

**Fund financial statements.** A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The Town of Barnstable, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of the Town of Barnstable can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

**Governmental funds.** Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

The Town of Barnstable maintains four major governmental funds that are presented separately in the governmental fund financial statements. The remaining eight nonmajor funds are combined into a single, aggregated presentation. Individual fund data for each of these nonmajor governmental funds is provided in the form of combining statements elsewhere in this report.

The Town of Barnstable adopts an annual appropriated budget for its general fund. A budgetary comparison statement has been provided for the general fund to demonstrate compliance with this budget.

**Proprietary funds.** The Town of Barnstable maintains eight different enterprise funds within the proprietary fund type. Enterprise funds are used to report the same functions as business-type activities in the government-wide financial statements. The Town of Barnstable uses enterprise funds to account for its airport, municipal golf course, solid waste disposal and recycling center, wastewater, water supply, marina, Sandy Neck recreation area and the Hyannis Youth and Community Center activities.

Proprietary funds provide the same type of information as the government-wide financial statements, only in more detail. The proprietary fund financial statements provide separate information for airport, golf, solid waste, wastewater operations, water supply, marina, Sandy Neck recreation and Hyannis Youth and Community Center all of which are considered major funds of the Town of Barnstable.

**Fiduciary funds.** Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the Town of Barnstable's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

The other postemployment benefits fund is used to account for assets accumulated to provide funding for future other postemployment benefits (OPEB) liabilities. Private-purpose trust funds and agency funds are reported and combined into a single, aggregate presentation in the fiduciary funds financial statements under the captions "private purpose trust funds" and "agency funds", respectively.

**Notes to financial statements.** The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

The combining statements referred to earlier in connection with nonmajor governmental funds are presented immediately following the notes to the basic financial statements.

### **Government-wide Financial Analysis**

As noted earlier, net assets may serve over time as a useful indicator of a government's financial position. In the case of the Town of Barnstable, assets exceeded liabilities by \$377.7 million at the close of the most recent fiscal year.

By far the largest portion of the Town of Barnstable's net assets (\$290.3 million or 77%) reflects its investment in capital assets (e.g., land, buildings, vehicles, machinery, and equipment), less any related debt used to acquire those assets that is still outstanding. The Town of Barnstable uses these assets to provide services to citizens; consequently, these assets are not available for future spending. Although the Town of Barnstable's investment in its capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of the Town of Barnstable's net assets (\$23.2 million, or 6%) represents resources that are subject to external restrictions on how they may be used. The remaining balance of unrestricted net assets (\$64.2 million, or 17%) may be used to meet the government's ongoing obligations to citizens and creditors.

The change in net assets by activity (governmental and business-type) is also a useful measure to assess the financial position of the Town. By understanding the underlying reasons for these changes, communities may be better prepared to make decisions in regards to the allocation of resources from year to year.

### Comparative Net Assets

	Governmental Activities			Business-type Activities		
	June 30, 2009	June 30, 2010	June 30, 2011	June 30, 2009	June 30, 2010	June 30, 2011
Current and other assets	\$ 135,526,934	\$ 131,313,797	\$ 131,357,271	\$ 41,712,446	\$ 49,005,073	\$ 45,187,010
Capital assets	\$ 239,397,465	\$ 221,548,475	\$ 227,660,554	\$ 100,753,510	\$ 132,185,727	\$ 158,296,129
<b>Total assets</b>	<b>\$ 374,924,399</b>	<b>\$ 352,862,272</b>	<b>\$ 359,017,825</b>	<b>\$ 142,465,956</b>	<b>\$ 181,190,800</b>	<b>\$ 203,483,139</b>
Current liabilities	\$ 25,544,912	\$ 21,715,391	\$ 21,287,543	\$ 7,754,436	\$ 14,610,686	\$ 11,003,728
Long-term liabilities	\$ 108,343,958	\$ 95,395,930	\$ 98,244,028	\$ 36,415,508	\$ 55,024,752	\$ 54,288,350
<b>Total liabilities</b>	<b>\$ 133,888,870</b>	<b>\$ 117,111,321</b>	<b>\$ 119,531,571</b>	<b>\$ 44,169,944</b>	<b>\$ 69,635,438</b>	<b>\$ 65,292,078</b>
<b>Net assets:</b>						
Invested in capital assets, net of related debt	\$ 173,207,975	\$ 167,732,404	\$ 178,881,293	\$ 70,569,512	\$ 88,038,076	\$ 111,054,493
Restricted	\$ 23,653,035	\$ 22,256,610	\$ 23,188,546	\$ -	\$ -	\$ -
Unrestricted	\$ 44,174,519	\$ 45,761,937	\$ 37,416,415	\$ 27,726,500	\$ 23,517,286	\$ 27,136,568
<b>Total net assets</b>	<b>\$ 241,035,529</b>	<b>\$ 235,750,951</b>	<b>\$ 239,486,254</b>	<b>\$ 98,296,012</b>	<b>\$ 111,555,362</b>	<b>\$ 138,191,061</b>

The Town has realized a decrease in its **net assets** from 2009 to 2011 within its governmental activities and a growth in its business type activities. Total net assets have decreased \$1.5 million over this period for governmental activities and increased \$39.9 million for business-type activities. Most of the decrease in governmental activities is attributable to the recognition of other postemployment benefit obligations which has increased by \$9.2 million since fiscal year 2009. The amortization of this liability will continue to deteriorate the Town's overall financial position unless it is pre-funded. Increases are attributable to real estate and personal property taxes, operating grants received and annual principal payments on debt service exceeding depreciation amounts. In fiscal year 2011, capital grants have totaled \$4.1 million for governmental activities, \$14.5 million for the airport enterprise fund, \$6 million for wastewater enterprise fund, \$705,000 for the water supply enterprise fund, \$2 million for the marina enterprise fund, and \$10,000 for the Hyannis Youth and Community Center enterprise fund. Principal payments on debt service for governmental and business-type activities totaled \$18 million and \$3.6 million, respectively, inclusive of debt refunding. Depreciation on capital assets totaled \$6.6 million and \$3.9 million, respectively.

The majority of the increase to the Town's capital assets during fiscal year 2011 were in the form of road and drainage improvements and Town Hall renovations. Capital asset growth within the business-type activities for 2011 consisted mainly of the construction for the new terminal at the airport and various sewer upgrades.

**Current assets and current liabilities** have decreased in governmental activities and increased in business-type activities. In governmental activities, current and other assets decreased by \$4.2 million from fiscal year 2009. This is a direct result of several of the Town's capital projects nearing completion resulting in a decrease in their cash and cash equivalents. The governmental activities' current liabilities have decreased \$4.3 million from fiscal year 2009 due to a reduction in warrants payable and bonds payable. For business-type activities, current and other assets increased by \$3.5 million due to the recognition of capital grants from the Massachusetts Water Pollution Abatement Trust. There was a \$3.2 million increase in current liabilities of which \$5.3 million was the result of short-term borrowing. This represents temporary financing for capital projects that have not yet been financed through the issuance of long-term bonds.

**Long-term liabilities** have increased from the fiscal year 2010 levels for governmental and decreased for business-type activities. For governmental activities, the increase is largely due to the increase in bonds and notes payable of \$1.9 million and an increase in the other postemployment benefits obligation of \$4.5 million.

**Investments in capital assets** have increased in governmental activities and business-type activities. This is mainly attributable to capital asset acquisitions and payments on bond principal exceeding depreciation on capital assets.

**Restricted net assets** have increased \$932,000 for governmental activities from 2010 to 2011 mainly due to the decrease in capital projects. The **unrestricted net assets** amount has decreased \$8.3 million in the current year which was the net result of the recognition of an additional \$4.5 million for other postemployment benefits obligation and the results of current operations.

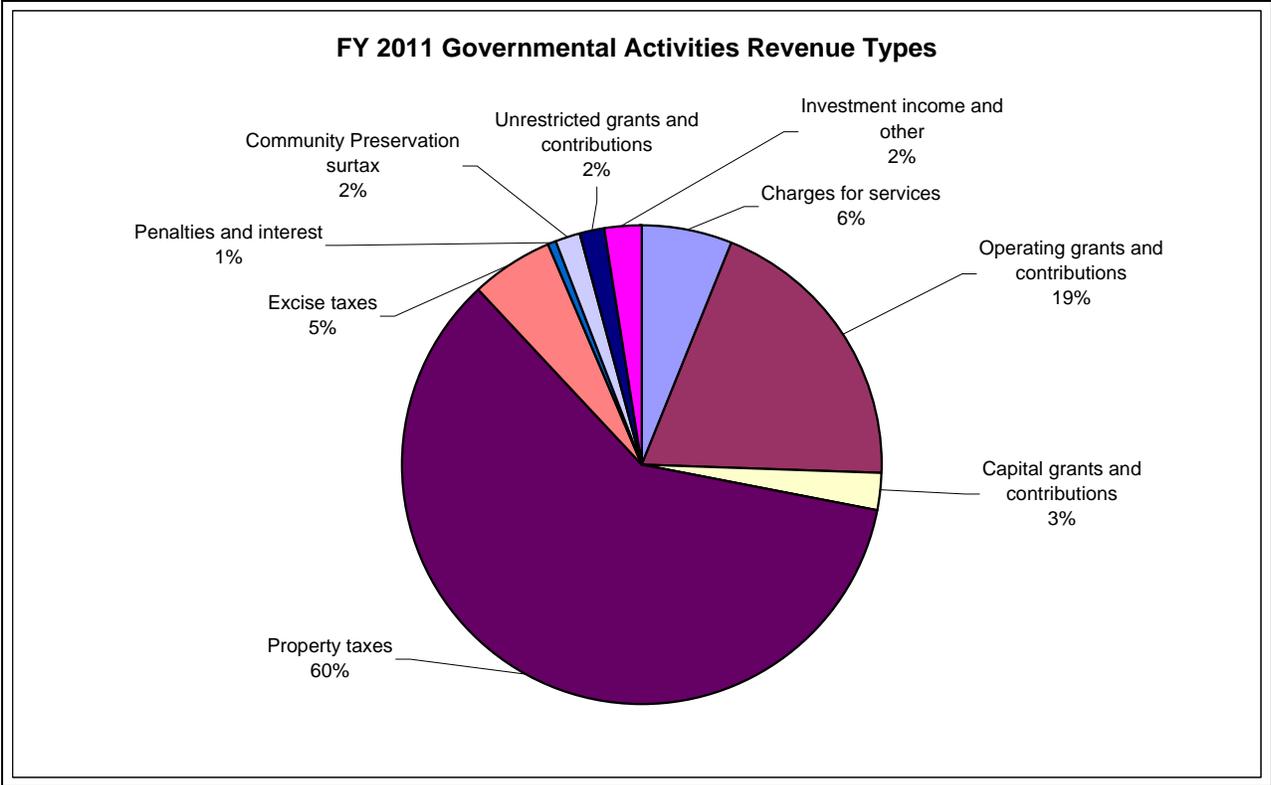
At the end of the current fiscal year, The Town of Barnstable is able to report positive balances in all three categories of net assets, both for the government as a whole, as well as for its separate governmental and business-type activities.

**Governmental activities.** Governmental activities increased the Town of Barnstable's net assets by \$3.7 million. Key elements of this increase are as follows:

- In fiscal year 2008, the Town implemented GASB Statement #45, *Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions*. In fiscal year 2011, the Town recognized an additional \$4.5 million of postemployment benefits obligation which resulted in a decrease in net assets.
- The Town received \$4.1 million in capital grants, which includes \$2.6 million from state funding of Chapter 90 highway projects.

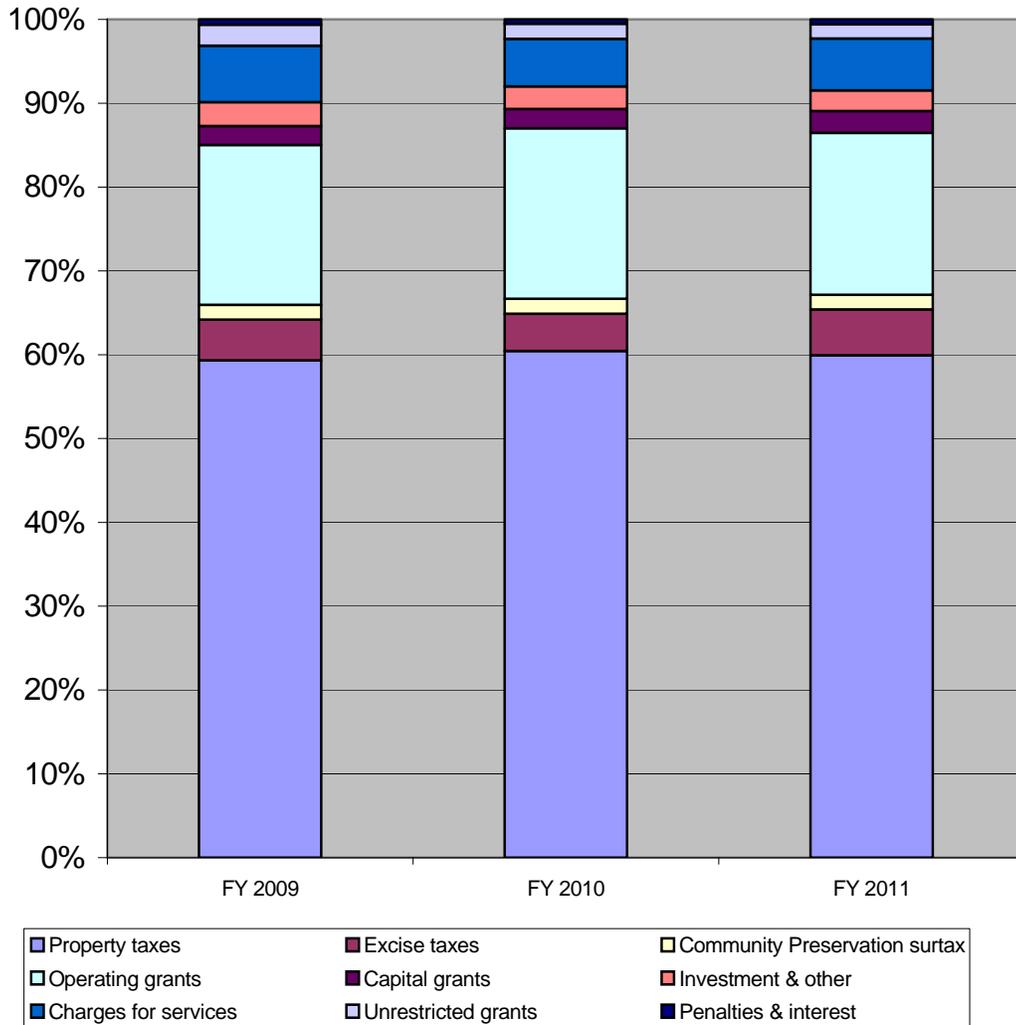
### Changes in Net Assets

	Governmental Activities		Business-Type Activities	
	FY 2011	FY 2010	FY 2011	FY 2010
Revenues:				
Program Revenues:				
Charges for services.....	\$ 9,655,618	\$ 8,503,130	\$ 21,772,321	\$ 19,896,363
Operating grants and contributions.....	30,178,585	30,536,034	383,432	259,036
Capital grants and contributions.....	4,058,312	3,444,938	23,235,870	5,468,016
General revenues:				
Property taxes.....	93,673,200	90,663,777	-	-
Excise taxes.....	8,537,059	6,696,086	-	-
Penalties and interest.....	897,236	778,660	-	-
Community Preservation surtax.....	2,734,079	2,651,234	-	-
Unrestricted grants and contributions.....	2,665,950	2,698,754	-	-
Investment income and other.....	3,870,034	4,043,034	316,300	163,604
Total revenues.....	<u>156,270,073</u>	<u>150,015,647</u>	<u>45,707,923</u>	<u>25,787,019</u>
Expenses:				
Charter Commission.....	-	15,000	-	-
Town Council.....	380,018	390,345	-	-
Town Manager.....	683,316	752,700	-	-
Administrative services.....	10,601,542	10,318,986	-	-
Growth management.....	2,197,204	2,594,947	-	-
Public safety.....	15,656,195	15,951,164	-	-
Education.....	93,652,265	90,887,000	-	-
Public works.....	13,669,363	12,464,847	-	-
Community services.....	4,395,115	4,334,769	-	-
Regulatory services.....	4,204,140	4,205,724	-	-
Culture and recreation.....	1,673,945	1,689,753	-	-
Interest.....	3,227,684	3,623,266	-	-
Airport.....	-	-	6,908,268	6,034,854
Golf course.....	-	-	2,507,382	2,614,217
Solid waste.....	-	-	1,887,556	2,010,574
Waste water.....	-	-	4,307,355	4,604,835
Water supply.....	-	-	2,309,337	2,393,652
Marina.....	-	-	521,888	468,960
Sandy Neck.....	-	-	537,561	501,888
Hyannis Youth and Community Center.....	-	-	2,286,860	1,970,413
Total expenses.....	<u>150,340,787</u>	<u>147,228,501</u>	<u>21,266,207</u>	<u>20,599,393</u>
Change in net assets before transfers.....	5,929,286	2,787,146	24,441,716	5,187,626
Transfers, net.....	<u>(2,193,983)</u>	<u>(8,071,724)</u>	<u>2,193,983</u>	<u>8,071,724</u>
Change in net assets.....	3,735,303	(5,284,578)	26,635,699	13,259,350
Net assets - Beginning of Year.....	<u>235,750,951</u>	<u>241,035,529</u>	<u>111,555,362</u>	<u>98,296,012</u>
Net assets - End of Year.....	<u>\$ 239,486,254</u>	<u>\$ 235,750,951</u>	<u>\$ 138,191,061</u>	<u>\$ 111,555,362</u>



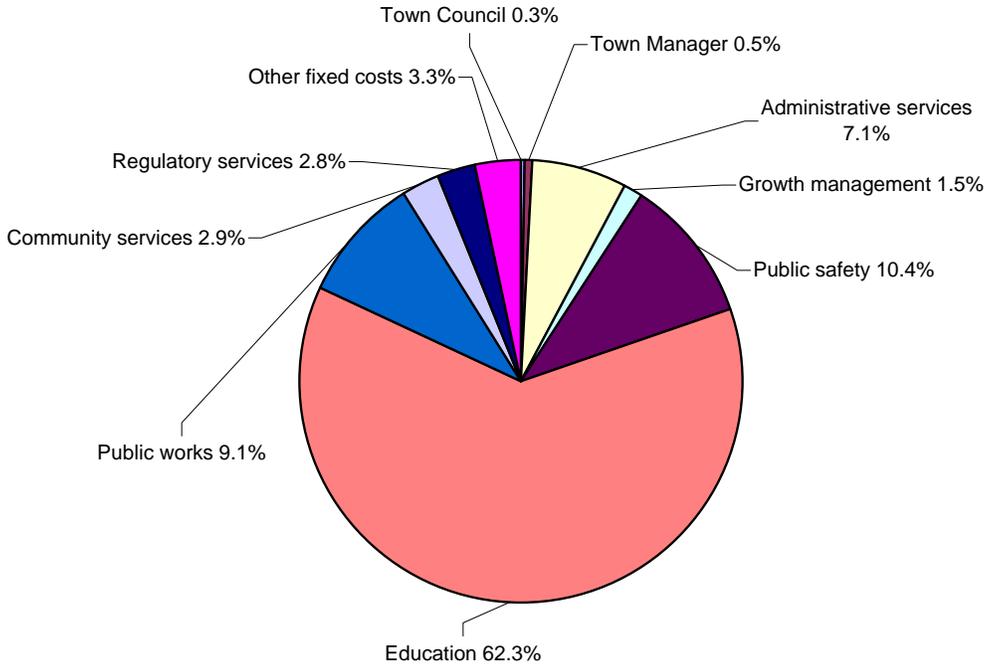
- Charges for services represent 6% of governmental activities resources. The Town can exercise more control over this category of revenue than any other. Fees charged for services rendered that are set by the Council and Manager are included in this category.
- Operating and capital grants and contributions account for 22% of the governmental activities resources. Most of these resources apply to education operations. These resources offset cost within the school department in addition to their general fund operating budget.
- Property taxes are by far the most significant revenue source for the Town's governmental activities. They comprise 60% of all resources.
- Other taxes and other revenues comprise a total of 12% of the governmental activity's resources.

### Three Year Comparison of Governmental Activities Revenue Composition



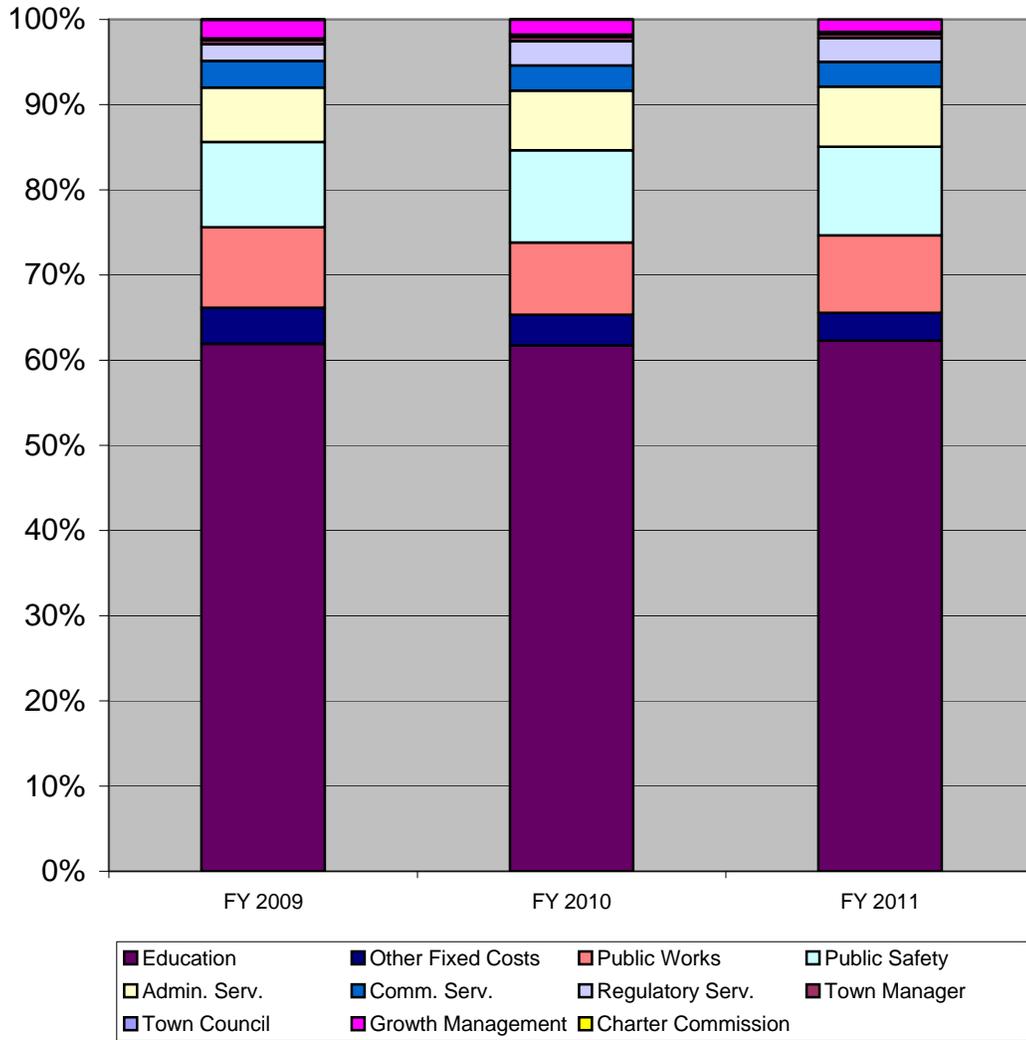
- Capital grants increased 1% or \$613,000 of which \$523,000 is due to road construction.
- Excise taxes increased 1% or \$1.8 million of which \$845,000 was in motor vehicle and other excise taxes, \$377,000 was in hotel/motel taxes and \$619,000 is due to a new meals tax.
- All other categories have remained fairly consistent.

### FY 2011 Governmental Activity Expenses

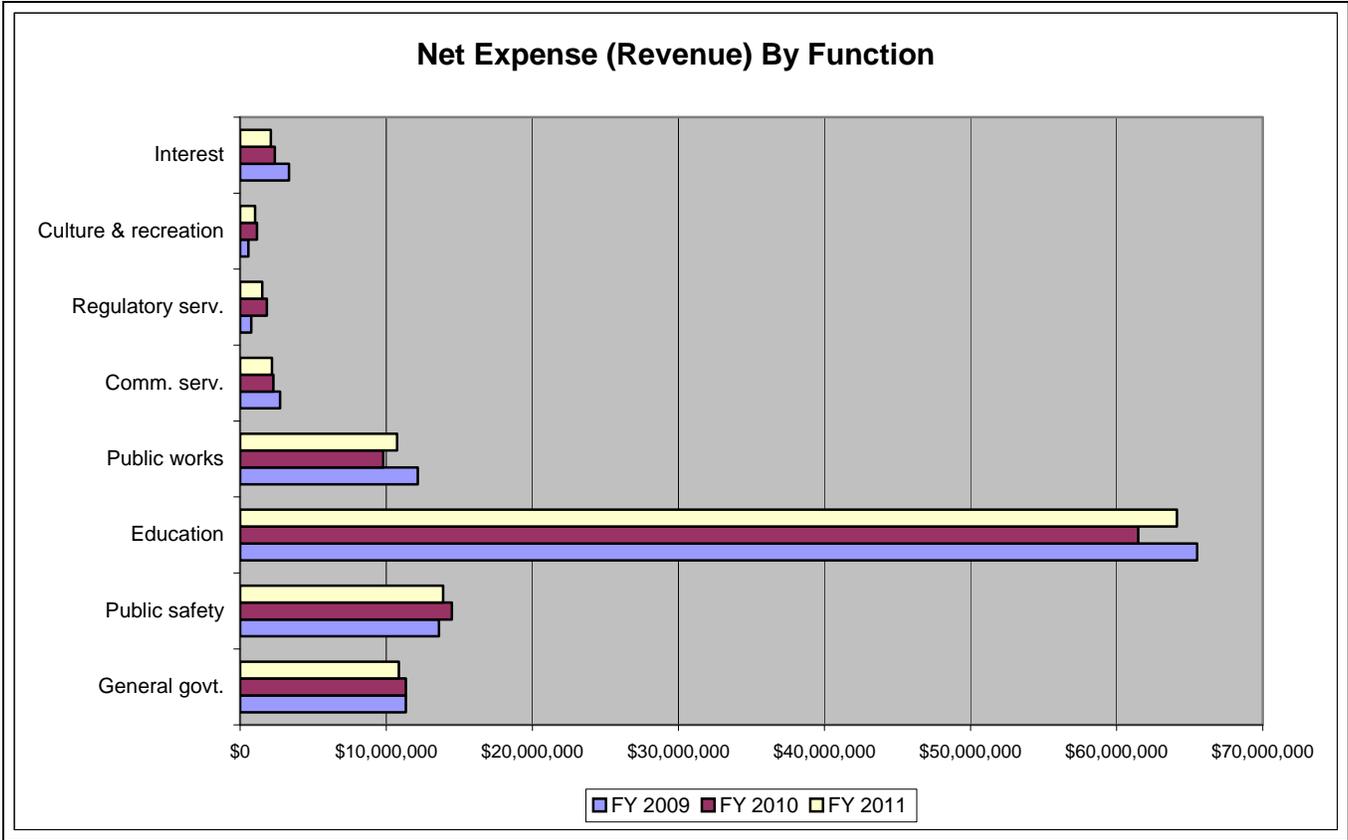


- Education is by far the largest governmental activity of the Town totaling \$93.7 million or 62.3% of all expenses.
- Public safety is the second largest activity consisting of \$15.7 million each or 10.4%.
- Public works is the third largest category at \$13.7 million or 9.1%.
- 85.1% of all governmental activity is associated with public safety, education, public works, and other fixed costs. The remaining activity, or 14.9%, is associated with community services, regulatory services, growth management, administrative services, town council, and town manager.

### Three Year Comparison of Governmental Activities Expense Composition



- Education is by far the largest category of governmental activity expenses and has consistently been above 60% of all expenses.
- Public safety, public works and other fixed costs are the other three main expense categories, as these expenses along with education comprise 85.1% of the Town’s governmental activity expenses.

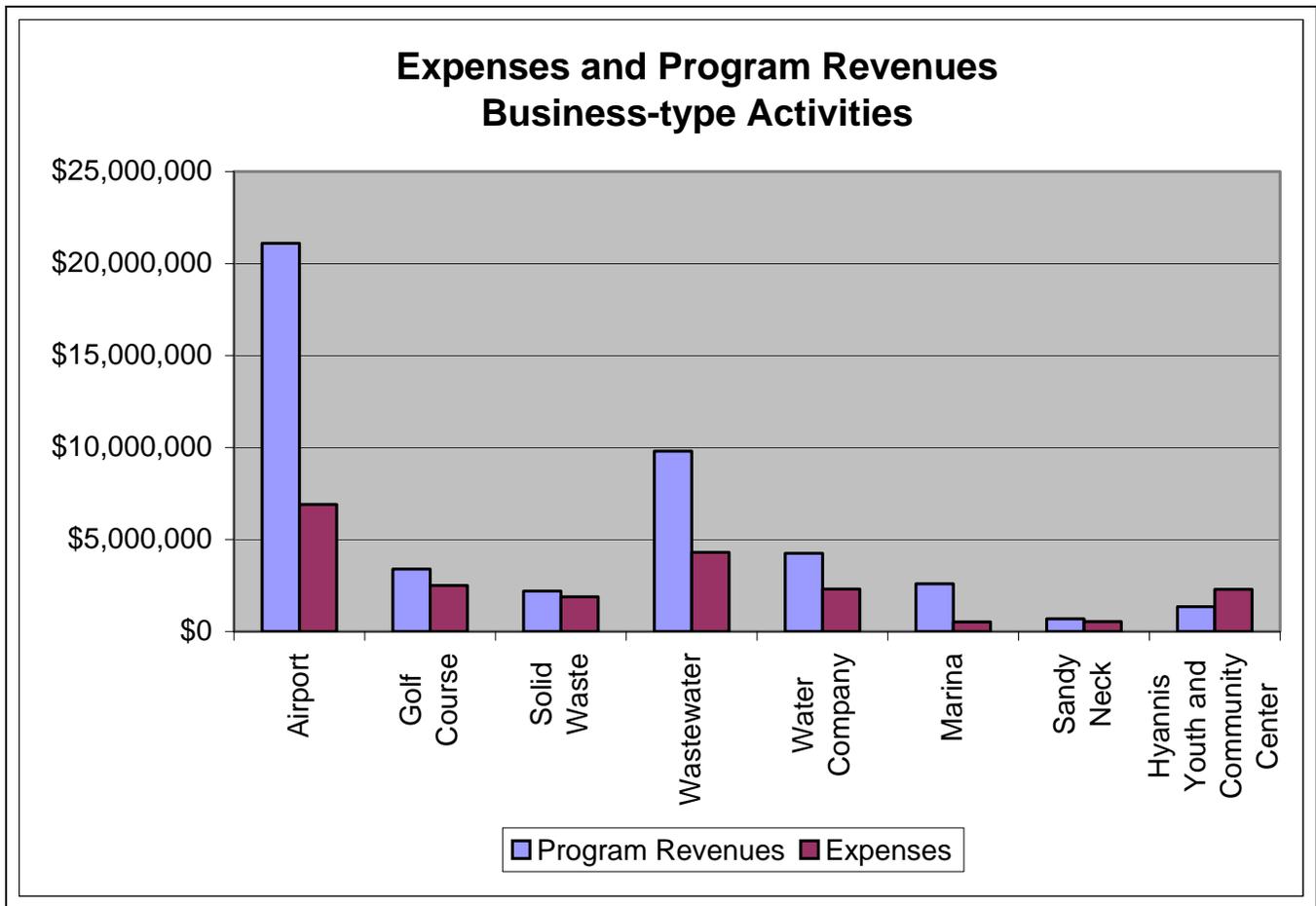


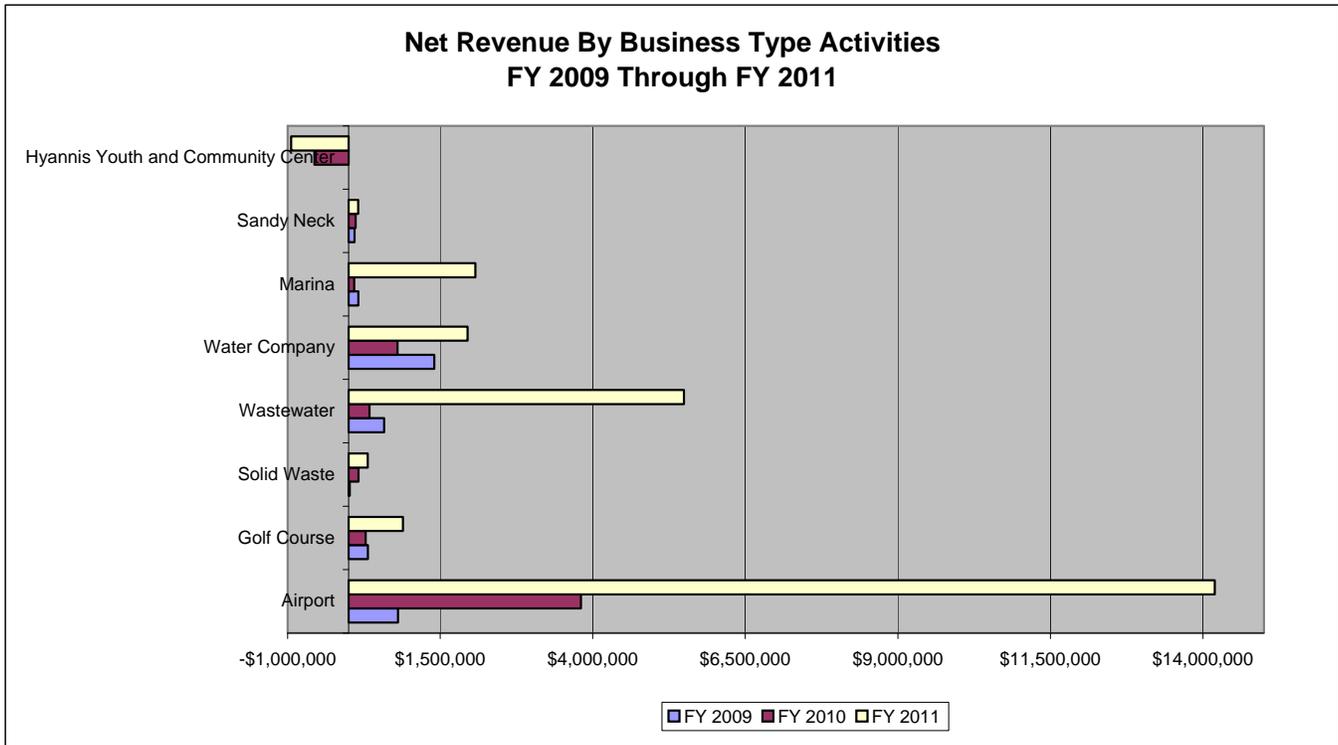
The change in the net expenses by function from year to year is useful to understand where tax dollars and other general revenues not restricted for particular purposes are being allocated.

- Education realized the largest increase in net expenses from fiscal year 2010 to fiscal year 2011 (\$2.7 million). This was due to an increase in their operating budget.
- Public works realized the second largest increase in net expenses from fiscal year 2010 to fiscal year 2011 due to road construction.

**Business-type activities.** Business-type activities increased the Town of Barnstable’s net assets by \$26.6 million. Key elements of this increase are as follows:

- \$13.8 million was attributable to airport operations. This was up from the prior year increase of \$3.4 million due to capital contributions received in fiscal year 2011 totaling \$14.5 million.
- \$670,000 was attributable to golf course operations.
- \$78,000 was attributable to solid waste operations.
- \$5.1 million was attributable to wastewater operations.
- \$4.5 million was attributable to water supply operations.
- \$2.1 million was attributable to the marina enterprise fund.
- \$99,000 was attributable to the sandy neck recreation fund.
- \$299,000 was attributable to the Hyannis Youth and Community Center.
- The business-type activities transferred \$1.8 million of its net operating income to governmental activities to pay for cost associated with running the business-type activities which are budgeted and paid for out of governmental activities.





- All business type activities have generated net revenue for the past three years except for the Hyannis Youth and Community Center.
- The airport realized an increase in their net revenue generated from fiscal year 2010 to fiscal year 2011. This is principally due to \$14.5 million in capital grant revenue for the airport renovation project.

**Financial Analysis of the Government’s Funds**

As noted earlier, The Town of Barnstable uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

**Governmental funds.** The focus of the Town of Barnstable’s governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the Town of Barnstable’s financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government’s net resources available for spending at the end of the fiscal year.

Fiscal year 2011 was the Town’s initial year of implementation of GASB #54, *Fund Balance Reporting and Governmental Fund Type Definitions*. The implementation of this standard has changed the fund balance components into nonspendable, restricted, committed, assigned and unassigned. Additionally, under the new standard, the Town’s stabilization funds are reported within the general fund as restricted and unassigned.

At the end of the current fiscal year, the Town of Barnstable’s governmental funds reported combined ending fund balances of \$82.1 million, an increase of \$1.5 million in comparison with the prior year.

The general fund is the chief operating fund of the Town of Barnstable. At the end of the current fiscal year, unassigned fund balance of the general fund totaled \$21.6 million, while total fund balance was \$30.6 million. As a measure of the general fund’s liquidity, it may be useful to compare both unassigned fund balance and the total fund balance to total fund expenditures.

### Analysis of Fund Balance and General Fund Expenditures

	FY 2009	FY 2010	FY 2011
Unassigned fund balance	\$ 28,710,144	\$ 26,539,943	\$ 21,612,742
Total fund balance	\$ 33,449,262	\$ 32,820,236	\$ 30,598,271
Total General Fund expenditures	\$ 132,030,567	\$ 126,997,099	\$ 131,157,143
Unassigned fund balance as a % of total GF expenditures	21.75%	20.90%	16.48%
Total fund balance as a % of total GF expenditures	25.33%	25.84%	23.33%

Unassigned fund balance and total fund balance as a percentage of total general fund expenditures decreased in fiscal year 2011 from the fiscal year 2009 and 2010 levels. The Town's general fund expenditures for fiscal year 2011 are \$4.2 million more than fiscal year 2010 but \$873,000 less than fiscal year 2009.

The Town has planned to use \$3.2 million of fund balance to balance the fiscal year 2012 general fund budget, which is reported within assigned fund balance.

### General Fund Comparison

	FY 2009	FY 2010	FY 2011	Increase (Decrease) FY09-FY11
Cash and investments	\$ 38,615,729	\$ 37,585,433	\$ 36,450,073	\$ (2,165,656)
Receivables and other assets	\$ 36,628,152	\$ 35,779,430	\$ 34,448,247	\$ (2,179,905)
Total liabilities	\$ 41,794,619	\$ 40,544,627	\$ 40,300,049	\$ (1,494,570)
Total fund balance	\$ 33,449,262	\$ 32,820,236	\$ 30,598,271	\$ (2,850,991)
Revenues	\$ 126,678,175	\$ 129,505,074	\$ 133,462,906	\$ 6,784,731
Expenditures	\$ 132,066,002	\$ 127,035,059	\$ 131,157,143	\$ (908,859)

- Cash and investments have decreased mainly as a result of the planned use of reserves to fund a portion of the capital program.
- Receivables have decreased by \$2.2 million from fiscal year 2009, mostly due to receipts coming in from state reimbursement programs.
- Total fund balance has decreased mainly due to use of reserves for the capital program.
- The \$6.8 million increase in revenue is comprised mostly of the increase of \$4 million in property tax growth, \$1.3 million in intergovernmental revenue, \$725,000 in investment income and \$490,000 in the new meals tax offset by the decrease of \$411,000 in departmental and other.
- The \$909,000 decrease in expenditures was the net of decreases in education of \$3.2 million and interest of \$1.2 million offset with an increase in pension benefits of \$2.9 million.
- Unassigned fund balance has decreased by \$7.1 million over the past three years mainly as a result of the planned use of high reserves to fund the capital program.

In accordance with GASB #54, the Town has included the Municipal Purpose Stabilization fund within the unassigned fund balance of the general fund. The fund balance in the municipal purpose stabilization fund has decreased \$6.3 million since fiscal year 2009. This fund is more commonly referred to in town as the "Capital Trust Fund". Resources are accumulated in this fund to provide for future capital improvements on a pay-as-you-go basis and to pay debt service on borrowing authorizations issued to finance capital improvements. This fund receives an annual transfer from the General Fund (\$6.7 million in fiscal year 2011) and transfers out a sum of money that equals the annual debt service payments on projects authorized as well as cash appropriations for capital improvements. The difference between the transfer in and out contributes to the increase or decrease in this fund balance at the end of any fiscal year.

In accordance with GASB #54, the Town has classified the fund balance in the pension stabilization fund within the category of restricted fund balance within the general fund. The balance of the pension stabilization fund has remained consistent with a slight increase of \$11,000 since fiscal year 2009. During fiscal year 2011, the Town transferred the balance in the insurance stabilization fund of \$693,000 to fund the other postemployment benefit trust fund.

	Fund Balance			Increase (Decrease)
	FY 2009	FY 2010	FY 2011	FY09-FY11
Capital Projects	\$ 15,845,729	\$ 15,837,839	\$ 18,640,466	\$ 2,794,737
Chapter 90 Highway	\$ -	\$ -	\$ -	\$ -
Community Preservation Fund	\$ 9,028,520	\$ 10,082,856	\$ 8,261,251	\$ (767,269)
Nonmajor Governmental Funds	\$ 22,526,078	\$ 21,908,895	\$ 24,637,597	\$ 2,111,519

The capital projects fund has increased by \$2.8 million since fiscal year 2009. This is due to the Town’s ongoing capital construction and improvement projects. In fiscal year 2011, the Town’s major project included \$1.5 million for boat ramp improvements, \$725,000 for the Barnstable Harbor bulkhead improvement and \$600,000 for a comprehensive wastewater plan.

The Chapter 90 highway projects fund reported expenditures of \$2.2 million against \$2.2 million of reimbursements on projects in fiscal year 2011 which are fully supported by state grants on a reimbursable basis.

The community preservation fund balance has decreased by \$767,000 since fiscal year 2009. This is due to the Town’s ongoing community preservation project expenditures exceeding revenue.

The nonmajor funds increased in fund balance by approximately \$2.1 million since fiscal year 2009. During fiscal year 2011, revenues exceeded expenditures by \$2.8 million and transfers netted to (\$121,000).

**Proprietary funds.** The Town of Barnstable’s proprietary funds provide the same type of information found in the government-wide financial statements, but in more detail. Factors concerning the finances of these funds have already been addressed in the discussion of the Town of Barnstable’s business-type activities.

### General Fund Budgetary Highlights

The \$214,000 decrease from the original budget to the final amended budget resulted from the decrease in assessments.

General fund revenues came in more than budgeted by \$1.6 million. Several categories of revenues came in under budget and several exceeded the budget, including charges for services, fees and rentals, licenses and permits, and investment income. Motor vehicle and other excise taxes realized the largest positive variance at \$795,000.

General Fund expenditures came in approximately \$998,000 less than budgeted. All departments realized budget savings except for the Department of Public Works (DPW). The DPW’s budget was over expended as a result of excessive snow and ice removal costs. This is an area where municipalities are allowed to deficit spend under state law. The deficit is raised on the subsequent year’s tax recap which amounted to \$928,000 for fiscal year 2011.

## **Capital Assets and Debt Management**

**Capital assets.** The Town of Barnstable's investment in capital assets for its governmental and business type activities as of June 30, 2011 amount to \$386 million (net of accumulated depreciation). This investment in capital assets includes land, buildings, improvements to land and buildings, machinery and equipment, vehicles, roads, sidewalks, bridges, runways and sewer lines. The total increase in the Town of Barnstable's net investment in capital assets for the current fiscal year was \$32.2 million (a \$6.1 million increase for governmental activities and a \$26.1 million increase for business-type activities).

Major capital asset events during the current fiscal year included the following:

- The Town spent \$16.5 million for various infrastructure improvements including roads, drainage and sidewalks.
- The Town spent \$7.7 million on various building improvements. Of this amount \$5.1 million was spent on the new airport air traffic control tower, \$1.3 million for the new Sandy Neck bathhouse, \$780,000 in DPW projects and \$387,000 in school projects.
- The Town spent \$14.3 million on construction in progress. Of this amount \$1.9 million was spent on Town Hall renovations, \$3.3 million was spent on water projects, \$8.9 million was spent on the construction of the new airport terminal, and \$191,000 was spent on miscellaneous projects.

**Capital Assets**

	<b>Cost of Capital Assets at end of year</b>	<b>Accumulated Depreciation at end of year</b>	<b>Capital Assets, net</b>
<b>Governmental activities</b>			
<u>Function:</u>			
General government.....	\$ 10,682,997	\$ (5,066,832)	\$ 5,616,165
Growth management.....	1,952,668	(1,384)	1,951,284
Public safety.....	10,577,853	(6,833,447)	3,744,406
Education.....	131,860,874	(63,267,902)	68,592,972
Public works.....	108,695,221	(38,541,386)	70,153,835
Regulatory services.....	70,992,029	(1,011,452)	69,980,577
Community services.....	11,830,746	(4,209,431)	7,621,315
Total by function.....	<u>346,592,388</u>	<u>(118,931,834)</u>	<u>227,660,554</u>
<b>Business-type activities</b>			
<u>Function:</u>			
Airport.....	71,147,254	(18,186,479)	52,960,775
Golf.....	17,503,613	(3,418,814)	14,084,799
Solid Waste.....	4,543,817	(1,928,698)	2,615,119
Wastewater.....	56,729,950	(14,093,666)	42,636,284
Water Supply.....	16,235,786	(854,450)	15,381,336
Marina.....	6,852,699	(1,323,922)	5,528,777
Sandy Neck recreation.....	1,639,234	(186,352)	1,452,882
Hyannis Youth and Community Center.....	24,217,739	(581,582)	23,636,157
Total by function.....	<u>198,870,092</u>	<u>(40,573,963)</u>	<u>158,296,129</u>
<b>Grand Total.....</b>	<b>\$ <u>545,462,480</u></b>	<b>\$ <u>(159,505,797)</u></b>	<b>\$ <u>385,956,683</u></b>

Additional information on the Town of Barnstable's capital assets can be found in Note 5 of this report.

**Long-term debt.** At the end of the current fiscal year, the Town of Barnstable had total bonded debt outstanding of \$137 million. The entire amount is classified as general obligation debt and is backed by the full faith and credit of the Town. The Town has no revenue bonds outstanding, which are bonds secured solely by specified revenue sources.

**Governmental Activities:**

Projects	Coupon Rate (%)	Outstanding at June 30, 2010	Issued	Redeemed	Outstanding at June 30, 2011
Land Acquisitions.....	3.51 - 5.00	\$ 2,787,000	\$ 1,102,000	\$ (1,339,000)	\$ 2,550,000
Community Preservation Fund					
Land Acquisitions.....	3.25 - 5.00	22,295,000	7,065,000	(8,850,000)	20,510,000
Schools.....	2.50 - 5.00	43,904,505	2,630,000	(4,927,402)	41,607,103
Roads.....	2.74 - 5.00	3,626,730	1,000,000	(826,730)	3,800,000
Title V Loan Program.....	0.00	734,151	-	(50,420)	683,731
Public Buildings.....	3.39 - 5.00	6,397,820	965,000	(988,020)	6,374,800
Improvements.....	3.5 - 4.75	1,813,000	1,575,000	(182,000)	3,206,000
Dredging.....	4.20	1,121,250	1,839,000	(411,250)	2,549,000
Drainage.....	3.39 - 6.00	465,000	-	(145,000)	320,000
Sewer Planning.....	4.07	1,288,998	-	(229,517)	1,059,481
Aerial Mapping.....	3.61	175,000	-	(65,000)	110,000
Lake Treatment.....	3.00	275,000	-	(20,000)	255,000
<b>Total Bonds Payable.....</b>		<b>84,883,454</b>	<b>16,176,000</b>	<b>(18,034,339)</b>	<b>83,025,115</b>
Add: unamortized premium.....		-	360,689	-	360,689
<b>Total Bonds Payable, net.....</b>		<b>\$ 84,883,454</b>	<b>\$ 16,536,689</b>	<b>\$ (18,034,339)</b>	<b>\$ 83,385,804</b>

**Business-type Activities:**

Projects	Coupon Rate (%)	Outstanding at June 30, 2010	Issued	Redeemed	Outstanding at June 30, 2011
Golf Course.....	5.00	\$ 3,840,000	-	\$ (220,000)	\$ 3,620,000
Wastewater.....	0.00 - 4.75	18,474,811	300,000	(1,573,266)	17,201,545
Water.....	4.00 - 5.00	11,753,911	-	(375,000)	11,378,911
Solid Waste Transfer Station.....	0.00 - 4.50	4,338,727	-	(430,827)	3,907,900
Sandy Neck.....	4.00	30,000	1,265,000	(15,000)	1,280,000
Marinas.....	3.00 - 5.00	1,250,000	525,000	(100,000)	1,675,000
Hyannis Youth and Community Center.....	3.375 - 5.00	15,092,000	-	(869,000)	14,223,000
Airport.....	2.00 - 4.12	-	730,000	-	730,000
<b>Total Bonds Payable.....</b>		<b>\$ 54,779,449</b>	<b>\$ 2,820,000</b>	<b>\$ (3,583,093)</b>	<b>\$ 54,016,356</b>

The Town of Barnstable's total long-term debt decreased by \$2.6 million during the current fiscal year. The decrease was the net result of the issuance of \$10.4 million in new long-term debt used to finance new capital projects, \$8.6 million of refunding bonds, and principal payments of approximately \$13 million.

The Town of Barnstable has maintained its bond rating from Standard & Poor's of AAA which was upgraded in June of 2007.

State statutes limit the amount of general obligation debt a governmental entity may issue to 5% of its total equalized property valuation. This limit could go to 10% with the State's Municipal Finance Oversight Board's approval. Additionally, certain general obligation debt is exempt from this limit such as debt associated with school construction and many water improvement projects. The current debt limitation for the Town of Barnstable is \$747 million, which is significantly in excess of the Town of Barnstable's outstanding general obligation debt that is subject to this limitation.

Additional information on the Town of Barnstable's long-term debt can be found in Note 8 of this report.

### **Economic Factors and Next Year's Budget and Rates**

- New building growth continues to languish as unemployment and housing inventory remain high. Property taxes from new building growth in fiscal year 2012 are \$588,694, well below the recent growth figure of \$1.2 million in fiscal year 2008. The Town is estimating only \$450,000 of property taxes from new building growth in fiscal year 2013; recovering to \$1 million by fiscal year 2017.
- Motor vehicle excise taxes are conservatively projected in fiscal year 2012 at \$4.8 million even though the actual collections in fiscal year 2011 grew substantially from the fiscal year 2010 collections (\$5.8 million vs. \$5.1 million). This category of revenue has been very volatile over the past few years as fewer new cars are being purchased and more of the new cars purchased tend to be less expensive fuel efficient models. This has a direct impact on the excise tax collected by the town as the tax bill is based on the MSRP of the vehicle.
- Hotel/Motel excise taxes for fiscal year 2012 are projected to increase \$850,000 over the fiscal year 2011 budget as a result of an increase in the tax rate from 4% to 6%.
- The Town Council approved a local meals tax rate of 0.75% effective October 1, 2010. The estimated annual revenue from this new tax is \$1 million for fiscal year 2012.
- Chapter 70 Aid for education and unrestricted general government aid are budgeted \$90,000 less in fiscal year 2012. Subsequent to the Town adopting its fiscal year 2012 budget, a \$128,000 reduction in unrestricted general government aid was restored by the State as a one-time distribution from state surplus was made. This will not be repeated for fiscal year 2013. The additional aid received in fiscal 2012 has not been dedicated for any purpose and will close to fund balance.
- Charter school reimbursement aid from the state will increase \$382,000 in fiscal year 2012 as the Sturgis Charter School has opened a second campus. The state aid formula includes an annual declining reimbursement rate which will result in less aid received in subsequent years.
- Penalties and interest on the late payment of taxes are expected to increase as more late payments are occurring due to the economy. This is expected to decline when economic conditions improve.
- Interest rates on investments continue to be the lowest in years. The Town estimates that general fund investment income will be \$185,000 less in fiscal year 2012.
- Interest rates on bond issues are at historical lows and this trend is expected to continue in fiscal year 2012.
- Consumer price inflation is currently low which should have positive impact on the Town's utility and fuel costs in fiscal year 2012.
- The fiscal year 2012 General Fund operating budget of \$123.9 million (net of transfers) is \$3.5 million more than the fiscal year 2011 budget.
- School operations are up \$1.2 million and municipal operations are up \$654,000.
- Employee benefits are up \$585,000.
- Debt service is up \$371,000; school assessments are up \$249,000; snow & ice deficits are up \$380,000 and other fixed costs are up \$61,000.

- The Police Department saw the largest dollar increase in the municipal operations at \$354,000. This is the result of an increase in personnel costs and additional funding provided for a reverse 911 system and the increased cost in gasoline.
- The Regulatory Services operations saw the largest percentage increase in the fiscal year 2012 municipal operating budget at 7.6% or \$173,000. An increase in personnel costs as well as additional funds for managing conservation land (\$50,000) contribute to the increase.
- The Town implemented an early retirement program at the end of fiscal year 2011; as authorized under a state approved program, in which 6 positions participated. Three positions were backfilled and three positions were left vacant for the fiscal year 2012 budget resulting in a budgetary savings of \$238,000 for fiscal year 2012. The unfilled positions included two in the police department (one civilian and one sworn officer) and one in growth management.
- \$2 million of general fund reserves were transferred to the Town's stabilization fund as part of the approved fiscal year 2012 budget.
- \$1,767,000 of rooms and meals taxes are being transferred from the general fund to a sewer construction fund as part of the fiscal year 2012 budget. The town's long-range capital program has designated the 2% increase in rooms taxes and all of the new meals taxes for this purpose.
- Fiscal year 2012 is a non-revaluation year for the Town of Barnstable. Property values were adjusted in accordance with state requirements for interim years resulting in an overall reduction of \$162 million or 1.2%. Prices in the residential real estate market have appeared to level off and most of the reduction was associated with commercial real estate.
- The tax levy for fiscal year 2012 is \$97.3 million, or \$2.7 million higher than fiscal year 2011.
- The fiscal year 2012 single town tax rate is increased from \$7.28 to \$7.59 per \$1,000 of valuation. The median home value in town is approximately \$311,000. This equates to a \$96 increase in the annual median tax bill before any residential exemption.
- The Town Council adopted a residential exemption of 20% for fiscal year 2012. The exemption value for fiscal 2012 is \$88,785. Qualifying residential property owners will receive this deduction off their taxable values before the tax rate is applied.
- The residential tax rate for fiscal year 2012 as a result of the residential exemption being adopted is \$8.42 per \$1,000 of valuation.
- The Town Council did not adopt a split tax rate or a small business exemption for fiscal year 2012 consistent with the previous year.

### **Requests for Information**

This financial report is designed to provide a general overview of the Town of Barnstable's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional information should be addressed to the Office of the Finance Director, 1<sup>st</sup> Floor, School Administration Building, 230 South Street, Hyannis, MA, 02601.

# ***Basic Financial Statements***

**STATEMENT OF NET ASSETS**

JUNE 30, 2011

	<b>Primary Government</b>			<b>Component</b>
	Governmental Activities	Business-type Activities	Total	<b>Units</b>
				Libraries
<b>ASSETS</b>				
<b>CURRENT:</b>				
Cash and cash equivalents.....	\$ 53,870,381	\$ 9,826,966	\$ 63,697,347	\$ 2,412,629
Restricted cash.....	-	-	-	90,754
Investments.....	34,357,679	12,476,261	46,833,940	8,427,226
Receivables, net of allowance for uncollectibles:				
Real estate and personal property taxes.....	6,568,598	-	6,568,598	-
Tax liens.....	1,030,176	-	1,030,176	-
Wastewater liens.....	-	21,962	21,962	-
Motor vehicle and other excise taxes.....	1,262,306	-	1,262,306	-
User fees.....	-	2,783,041	2,783,041	-
Community Preservation Fund surtaxes.....	171,814	-	171,814	-
Departmental and other.....	247,669	-	247,669	5,575
Special assessments.....	5,762	204,798	210,560	-
Intergovernmental.....	11,634,723	16,254,022	27,888,745	257
Tax foreclosures.....	1,185,252	-	1,185,252	-
Inventory.....	-	160,718	160,718	2,160
Prepaid expenses.....	6,259	-	6,259	14,949
<b>Total current assets.....</b>	<b>110,340,619</b>	<b>41,727,768</b>	<b>152,068,387</b>	<b>10,953,550</b>
<b>NONCURRENT:</b>				
Receivables, net of allowance for uncollectibles:				
Special assessments.....	882,857	1,699,834	2,582,691	-
Intergovernmental.....	20,133,201	1,759,408	21,892,609	-
Other assets.....	594	-	594	-
Capital assets, net of accumulated depreciation:				
Depreciable.....	138,250,342	93,625,549	231,875,891	2,193,959
Nondepreciable.....	89,410,212	64,670,580	154,080,792	2,987,710
<b>Total noncurrent assets.....</b>	<b>248,677,206</b>	<b>161,755,371</b>	<b>410,432,577</b>	<b>5,181,669</b>
<b>TOTAL ASSETS.....</b>	<b>359,017,825</b>	<b>203,483,139</b>	<b>562,500,964</b>	<b>16,135,219</b>
<b>LIABILITIES</b>				
<b>CURRENT:</b>				
Warrants payable.....	1,214,374	896,195	2,110,569	573,498
Accrued liabilities.....	292,091	23,726	315,817	3,547
Accrued payroll.....	6,400,756	123,239	6,523,995	-
Tax refunds payable.....	105,600	-	105,600	-
Accrued interest.....	694,214	361,608	1,055,822	-
Other liabilities.....	144,343	46,065	190,408	5,500
Customer deposits payable.....	9,351	-	9,351	-
Landfill closure.....	-	70,000	70,000	-
Compensated absences.....	2,388,506	243,385	2,631,891	-
Workers' compensation.....	53,000	-	53,000	-
Notes payable.....	-	5,348,080	5,348,080	-
Bonds payable.....	9,985,308	3,891,430	13,876,738	-
<b>Total current liabilities.....</b>	<b>21,287,543</b>	<b>11,003,728</b>	<b>32,291,271</b>	<b>582,545</b>
<b>NONCURRENT:</b>				
Landfill closure.....	-	1,050,000	1,050,000	-
Compensated absences.....	578,369	42,424	620,793	-
Workers' compensation.....	599,000	-	599,000	-
Other postemployment benefits obligation.....	23,666,163	3,071,000	26,737,163	-
Bonds payable.....	73,400,496	50,124,926	123,525,422	-
<b>Total noncurrent liabilities.....</b>	<b>98,244,028</b>	<b>54,288,350</b>	<b>152,532,378</b>	<b>-</b>
<b>TOTAL LIABILITIES.....</b>	<b>119,531,571</b>	<b>65,292,078</b>	<b>184,823,649</b>	<b>582,545</b>
<b>NET ASSETS</b>				
Invested in capital assets, net of related debt.....	178,881,293	111,054,493	289,935,786	5,181,669
Restricted for:				
Highway projects.....	6,157,359	-	6,157,359	-
Permanent funds:				
Expendable.....	1,518,813	-	1,518,813	-
Nonexpendable.....	10,326,319	-	10,326,319	-
Grants and gifts.....	5,186,055	-	5,186,055	-
Unrestricted.....	37,416,415	27,136,568	64,552,983	10,371,005
<b>TOTAL NET ASSETS.....</b>	<b>\$ 239,486,254</b>	<b>\$ 138,191,061</b>	<b>\$ 377,677,315</b>	<b>\$ 15,552,674</b>

See notes to basic financial statements.

**STATEMENT OF ACTIVITIES**

FISCAL YEAR ENDED JUNE 30, 2011

<u>Functions/Programs</u>	<u>Expenses</u>	<u>Program Revenues</u>			<u>Net (Expense) Revenue</u>
		<u>Charges for Services</u>	<u>Operating Grants and Contributions</u>	<u>Capital Grants and Contributions</u>	
<b>Primary Government:</b>					
<i>Governmental Activities:</i>					
Town Council.....	\$ 380,018	\$ -	\$ -	\$ -	\$ (380,018)
Town Manager.....	683,316	42,137	-	-	(641,179)
Administrative services.....	10,601,542	709,164	783,399	651,263	(8,457,716)
Growth management.....	2,197,204	30,023	-	777,672	(1,389,509)
Public safety.....	15,656,195	1,003,088	761,262	-	(13,891,845)
Education.....	93,652,265	2,597,573	26,923,492	-	(64,131,200)
Public works.....	13,669,363	260,346	47,086	2,614,377	(10,747,554)
Community services.....	4,395,115	1,752,891	448,569	15,000	(2,178,655)
Regulatory services.....	4,204,140	2,694,281	4,386	-	(1,505,473)
Culture and recreation.....	1,673,945	566,115	84,316	-	(1,023,514)
Interest.....	3,227,684	-	1,126,075	-	(2,101,609)
<b>Total Governmental Activities.....</b>	<b>150,340,787</b>	<b>9,655,618</b>	<b>30,178,585</b>	<b>4,058,312</b>	<b>(106,448,272)</b>
<i>Business-Type Activities:</i>					
Airport activities.....	6,908,268	6,506,669	77,377	14,518,831	14,194,609
Golf Course activities.....	2,507,382	3,395,629	-	-	888,247
Solid Waste activities.....	1,887,556	2,094,528	104,564	-	311,536
Wastewater activities.....	4,307,355	3,569,586	201,491	6,031,937	5,495,659
Water Supply activities.....	2,309,337	3,551,796	-	705,226	1,947,685
Marina activities.....	521,888	627,670	-	1,969,876	2,075,658
Sandy Neck activities.....	537,561	693,869	-	-	156,308
Hyannis Youth and Community Center activities.....	2,286,860	1,332,574	-	10,000	(944,286)
<b>Total Business-Type Activities.....</b>	<b>21,266,207</b>	<b>21,772,321</b>	<b>383,432</b>	<b>23,235,870</b>	<b>24,125,416</b>
<b>Total Primary Government.....</b>	<b>\$ 171,606,994</b>	<b>\$ 31,427,939</b>	<b>\$ 30,562,017</b>	<b>\$ 27,294,182</b>	<b>\$ (82,322,856)</b>
<b>Component Units:</b>					
Libraries.....	\$ 2,954,011	\$ 240,958	\$ 2,631,872	\$ 1,608,670	\$ 1,527,489

(Continued)

See notes to basic financial statements.

**STATEMENT OF ACTIVITIES**

FISCAL YEAR ENDED JUNE 30, 2011

	Primary Government			Component
	Governmental Activities	Business-Type Activities	Total	Units
				Libraries
<b>Changes in net assets:</b>				
Net (expense) revenue from previous page.....	\$ <b>(106,448,272)</b>	\$ <b>24,125,416</b>	\$ <b>(82,322,856)</b>	\$ <b>1,527,489</b>
<i>General revenues:</i>				
Real estate and personal property taxes, net of tax refunds payable.....	93,673,200	-	93,673,200	-
Motor vehicle and other excise taxes.....	6,051,330	-	6,051,330	-
Hotel/motel tax.....	1,866,536	-	1,866,536	-
Meals tax.....	619,193	-	619,193	-
Penalties and interest on taxes.....	897,236	-	897,236	-
Community Preservation Fund surtax.....	2,734,079	-	2,734,079	-
Grants and contributions not restricted to specific programs.....	2,665,950	-	2,665,950	-
Unrestricted investment income (loss).....	3,421,534	316,300	3,737,834	1,419,354
Miscellaneous.....	448,500	-	448,500	-
<i>Extraordinary items</i> .....	-	-	-	(270,710)
<i>Transfers, net</i> .....	(2,193,983)	2,193,983	-	-
Total general revenues, extraordinary items and transfers.....	<u>110,183,575</u>	<u>2,510,283</u>	<u>112,693,858</u>	<u>1,148,644</u>
Change in net assets.....	3,735,303	26,635,699	30,371,002	2,676,133
<i>Net Assets:</i>				
Beginning of year .....	<u>235,750,951</u>	<u>111,555,362</u>	<u>347,306,313</u>	<u>12,876,541</u>
End of year.....	\$ <u>239,486,254</u>	\$ <u>138,191,061</u>	\$ <u>377,677,315</u>	\$ <u>15,552,674</u>

(Concluded)

**GOVERNMENTAL FUNDS  
BALANCE SHEET**

JUNE 30, 2011

<b>ASSETS</b>	General	Capital Projects	Chapter 90 Highway Projects	Community Preservation Fund	Nonmajor Governmental Funds	Total Governmental Funds
Cash and cash equivalents.....	\$ 12,696,078	\$ 18,251,405	\$ -	\$ 8,468,504	\$ 14,454,394	\$ 53,870,381
Investments.....	23,753,995	-	-	-	10,603,684	34,357,679
Receivables, net of uncollectibles:						
Real estate and personal property taxes.....	6,568,598	-	-	-	-	6,568,598
Tax liens.....	1,010,991	-	-	17,850	1,335	1,030,176
Motor vehicle and other excise taxes.....	1,262,306	-	-	-	-	1,262,306
Community Preservation Fund surtaxes.....	-	-	-	171,814	-	171,814
Departmental and other.....	211,880	-	-	-	35,789	247,669
Special assessments.....	-	-	-	-	888,619	888,619
Intergovernmental.....	24,202,367	582,110	6,215,707	765,460	2,280	31,767,924
Tax foreclosures.....	1,185,252	-	-	-	-	1,185,252
Due from other funds.....	-	82,875	-	-	-	82,875
Other assets.....	594	-	-	-	-	594
Prepaid expenses.....	6,259	-	-	-	-	6,259
<b>TOTAL ASSETS.....</b>	<b>\$ 70,898,320</b>	<b>\$ 18,916,390</b>	<b>\$ 6,215,707</b>	<b>\$ 9,423,628</b>	<b>\$ 25,986,101</b>	<b>\$ 131,440,146</b>
<b>LIABILITIES AND FUND BALANCES</b>						
<b>LIABILITIES:</b>						
Warrants payable.....	\$ 581,636	\$ 266,409	\$ 6,882	\$ 206,381	\$ 153,066	\$ 1,214,374
Accrued liabilities.....	292,091	-	-	-	-	292,091
Accrued payroll.....	6,213,476	9,515	-	872	176,893	6,400,756
Tax refunds payable.....	105,600	-	-	-	-	105,600
Liabilities due depositors.....	9,351	-	-	-	-	9,351
Other liabilities.....	15,752	-	-	-	128,591	144,343
Deferred revenues.....	33,082,143	-	6,125,950	955,124	889,954	41,053,171
Due to other funds.....	-	-	82,875	-	-	82,875
<b>TOTAL LIABILITIES.....</b>	<b>40,300,049</b>	<b>275,924</b>	<b>6,215,707</b>	<b>1,162,377</b>	<b>1,348,504</b>	<b>49,302,561</b>
<b>FUND BALANCES:</b>						
Nonspendable.....	-	-	-	-	10,326,319	10,326,319
Restricted.....	2,863,023	18,640,466	-	8,261,251	14,311,278	44,076,018
Assigned.....	6,122,506	-	-	-	-	6,122,506
Unassigned.....	21,612,742	-	-	-	-	21,612,742
<b>TOTAL FUND BALANCES.....</b>	<b>30,598,271</b>	<b>18,640,466</b>	<b>-</b>	<b>8,261,251</b>	<b>24,637,597</b>	<b>82,137,585</b>
<b>TOTAL LIABILITIES AND FUND BALANCES.....</b>	<b>\$ 70,898,320</b>	<b>\$ 18,916,390</b>	<b>\$ 6,215,707</b>	<b>\$ 9,423,628</b>	<b>\$ 25,986,101</b>	<b>\$ 131,440,146</b>

See notes to basic financial statements.

**RECONCILIATION OF THE GOVERNMENTAL FUNDS BALANCE SHEET  
TOTAL FUND BALANCES TO THE STATEMENT OF NET ASSETS**

JUNE 30, 2011

Total governmental fund balances.....	\$	82,137,585
Capital assets (net) used in governmental activities are not financial resources and, therefore, are not reported in the funds.....		227,660,554
Accounts receivable are not available to pay for current-period expenditures and, therefore, are deferred in the funds.....		41,053,171
In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.....		(694,214)
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the governmental funds		
Bonds and notes payable.....	(83,385,804)	
Workers' compensation.....	(652,000)	
Compensated absences.....	(2,966,875)	
Other postemployment benefits obligation.....	<u>(23,666,163)</u>	
Net effect of reporting long-term liabilities.....		<u>(110,670,842)</u>
Net assets of governmental activities.....	\$	<u><u>239,486,254</u></u>

See notes to basic financial statements.

**GOVERNMENTAL FUNDS**  
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FISCAL YEAR ENDED JUNE 30, 2011

	General	Capital Projects	Chapter 90 Highway Projects	Community Preservation Fund	Nonmajor Governmental Funds	Total Governmental Funds
<b>REVENUES:</b>						
Real estate and personal property taxes, net of tax refunds.....	\$ 92,202,438	\$ -	\$ -	\$ -	\$ -	\$ 92,202,438
Motor vehicle and other excise taxes.....	5,938,937	-	-	-	-	5,938,937
Hotel/motel tax.....	1,739,536	-	-	-	-	1,739,536
Meals tax.....	490,193	-	-	-	-	490,193
Charges for services.....	1,808,987	-	-	-	3,259,127	5,068,114
Penalties and interest on taxes.....	1,199,934	-	-	-	-	1,199,934
Fees and rentals.....	969,806	-	-	-	482,696	1,452,502
Licenses and permits.....	1,705,550	-	-	-	1,149,734	2,855,284
Intergovernmental.....	24,950,532	114,643	2,221,549	761,229	9,496,447	37,544,400
Departmental and other.....	619,887	-	-	-	474,030	1,093,917
Special assessments.....	107,722	-	-	-	197,299	305,021
Community Preservation Fund surtax.....	-	-	-	2,734,079	-	2,734,079
Contributions.....	-	-	-	500	296,781	297,281
Investment income.....	1,729,384	-	-	203,280	1,489,717	3,422,381
Miscellaneous.....	-	453,411	-	-	6,605	460,016
<b>TOTAL REVENUES.....</b>	<b>133,462,906</b>	<b>568,054</b>	<b>2,221,549</b>	<b>3,699,088</b>	<b>16,852,436</b>	<b>156,804,033</b>
<b>EXPENDITURES:</b>						
Current:						
Town Council.....	315,151	-	-	-	-	315,151
Town Manager.....	540,036	-	-	-	-	540,036
Administrative services.....	5,078,993	-	-	-	1,386,271	6,465,264
Growth management.....	917,501	94,682	-	2,752,242	65,237	3,829,662
Public safety.....	11,423,950	134,187	-	-	682,877	12,241,014
Education.....	61,354,543	3,019,225	-	-	10,268,684	74,642,452
Public works.....	8,733,319	4,325,240	2,221,549	-	121,858	15,401,966
Community services.....	2,502,152	243,696	-	-	957,957	3,703,805
Regulatory services.....	2,217,216	284,688	-	-	469,529	2,971,433
Culture and recreation.....	1,673,945	-	-	-	-	1,673,945
Pension benefits.....	16,380,911	-	-	-	-	16,380,911
Property and liability insurance.....	1,281,890	-	-	-	-	1,281,890
Employee benefits.....	2,572,731	-	-	-	-	2,572,731
Other assessments.....	423,836	-	-	-	-	423,836
State and county charges.....	5,864,464	-	-	-	-	5,864,464
Debt service:						
Principal.....	7,461,399	10,000	-	1,882,520	50,420	9,404,339
Interest.....	2,415,106	4,044	-	885,931	-	3,305,081
<b>TOTAL EXPENDITURES.....</b>	<b>131,157,143</b>	<b>8,115,762</b>	<b>2,221,549</b>	<b>5,520,693</b>	<b>14,002,833</b>	<b>161,017,980</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES.....</b>	<b>2,305,763</b>	<b>(7,547,708)</b>	<b>-</b>	<b>(1,821,605)</b>	<b>2,849,603</b>	<b>(4,213,947)</b>
<b>OTHER FINANCING SOURCES (USES):</b>						
Issuance of bonds and notes.....	-	7,535,000	-	-	-	7,535,000
Issuance of refunding bonds.....	8,641,000	-	-	-	-	8,641,000
Premium from issuance of bonds.....	360,689	-	-	-	-	360,689
Premium from issuance of refunding bonds.....	641,187	-	-	-	-	641,187
Payments to refunded bonds escrow agent.....	(9,282,187)	-	-	-	-	(9,282,187)
Transfers in.....	2,482,911	3,345,000	-	-	1,026,723	6,854,634
Transfers out.....	(7,371,328)	(529,665)	-	-	(1,147,624)	(9,048,617)
<b>TOTAL OTHER FINANCING SOURCES (USES).....</b>	<b>(4,527,728)</b>	<b>10,350,335</b>	<b>-</b>	<b>-</b>	<b>(120,901)</b>	<b>5,701,706</b>
<b>NET CHANGE IN FUND BALANCES.....</b>	<b>(2,221,965)</b>	<b>2,802,627</b>	<b>-</b>	<b>(1,821,605)</b>	<b>2,728,702</b>	<b>1,487,759</b>
<b>FUND BALANCES AT BEGINNING OF YEAR, AS REVISED.....</b>	<b>32,820,236</b>	<b>15,837,839</b>	<b>-</b>	<b>10,082,856</b>	<b>21,908,895</b>	<b>80,649,826</b>
<b>FUND BALANCES AT END OF YEAR.....</b>	<b>\$ 30,598,271</b>	<b>\$ 18,640,466</b>	<b>\$ -</b>	<b>\$ 8,261,251</b>	<b>\$ 24,637,597</b>	<b>\$ 82,137,585</b>

See notes to basic financial statements.

**RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES,  
AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS  
TO THE STATEMENT OF ACTIVITIES**

FISCAL YEAR ENDED JUNE 30, 2011

Net change in fund balances - total governmental funds.....	\$	1,487,759
<p>Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense.</p>		
Capital outlay.....		12,727,196
Depreciation expense.....		<u>(6,615,117)</u>
Net effect of reporting capital assets.....		6,112,079
<p>Revenues in the Statement of Activities that do not provide current financial resources are fully deferred in the Statement of Revenues, Expenditures and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable (i.e., real estate and personal property, motor vehicle excise, etc.) differ between the two statements. This amount represents the net change in deferred revenue.....</p>		
		(533,960)
<p>The issuance of long-term debt (e.g., bonds and leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net assets. Also, governmental funds report the effect of premiums, discounts, and similar items when debt is first issued, whereas these amounts are deferred and amortized in the Statement of Activities.</p>		
Issuance of bonds and notes.....		(7,535,000)
Issuance of refunding bonds.....		(8,641,000)
Premium from issuance of bonds payable.....		(360,689)
Premium from issuance of refunding bonds.....		(641,187)
Payment to refunded bond escrow agent.....		9,282,187
Deferred charges on refunding.....		(11,000)
Debt service principal payments.....		<u>9,404,339</u>
Net effect of reporting long-term debt.....		1,497,650
<p>Some expenses reported in the Statement of Activities do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds.</p>		
Net change in compensated absences accrual.....		(134,519)
Net change in accrued interest on long-term debt.....		88,397
Net change in workers' compensation accrual.....		(254,000)
Net change in other postemployment benefits obligation.....		<u>(4,528,103)</u>
Net effect of recording long-term liabilities.....		<u>(4,828,225)</u>
Change in net assets of governmental activities.....	\$	<u><u>3,735,303</u></u>

See notes to basic financial statements.

**GENERAL FUND**  
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -  
BUDGETARY BASIS - BUDGET AND ACTUAL

FISCAL YEAR ENDED JUNE 30, 2011

	Budgeted Amounts		Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
	Original Budget	Final Budget			
<b>REVENUES:</b>					
Real estate and personal property taxes, net of tax refunds.....	\$ 92,902,432	\$ 92,902,432	\$ 92,073,038	\$ -	(829,394)
Motor vehicle and other excise taxes.....	5,144,034	5,144,034	5,938,937	-	794,903
Hotel/motel tax.....	1,475,000	1,475,000	1,739,536	-	264,536
Meals tax.....	-	-	490,193	-	490,193
Charges for services.....	1,465,000	1,465,000	1,808,987	-	343,987
Penalties and interest on taxes.....	1,050,000	1,050,000	1,199,934	-	149,934
Fees and rentals.....	920,000	920,000	969,806	-	49,806
Licenses and permits.....	1,550,000	1,550,000	1,705,550	-	155,550
Intergovernmental.....	13,345,424	13,345,424	13,302,453	-	(42,971)
Special assessments.....	95,000	95,000	107,722	-	12,722
Departmental and other.....	561,210	561,210	609,606	-	48,396
Investment income.....	685,000	685,000	837,474	-	152,474
<b>TOTAL REVENUES.....</b>	<b>119,193,100</b>	<b>119,193,100</b>	<b>120,783,236</b>	<b>-</b>	<b>1,590,136</b>
<b>EXPENDITURES:</b>					
Current:					
Town Council:					
Personnel.....	314,310	314,310	299,367	-	14,943
Operating Expenditures.....	28,852	28,852	15,784	1,100	11,968
<b>TOTAL.....</b>	<b>343,162</b>	<b>343,162</b>	<b>315,151</b>	<b>1,100</b>	<b>26,911</b>
Town Manager:					
Personnel.....	426,542	426,542	425,786	-	756
Operating Expenditures.....	152,079	148,186	114,250	3,795	30,141
<b>TOTAL.....</b>	<b>578,621</b>	<b>574,728</b>	<b>540,036</b>	<b>3,795</b>	<b>30,897</b>
Administrative Services:					
Personnel.....	4,214,243	4,214,242	4,116,740	-	97,502
Operating Expenditures.....	1,185,478	1,172,756	901,485	235,262	36,009
Capital Outlay.....	79,483	79,483	26,865	52,524	94
<b>TOTAL.....</b>	<b>5,479,204</b>	<b>5,466,481</b>	<b>5,045,090</b>	<b>287,786</b>	<b>133,605</b>
Growth Management:					
Personnel.....	873,551	873,551	829,290	-	44,261
Operating Expenditures.....	136,792	136,646	88,211	40,096	8,339
<b>TOTAL.....</b>	<b>1,010,343</b>	<b>1,010,197</b>	<b>917,501</b>	<b>40,096</b>	<b>52,600</b>
Police:					
Personnel.....	10,655,971	10,655,971	10,655,224	-	747
Operating Expenditures.....	626,957	652,797	639,236	8,436	5,125
Capital Outlay.....	129,518	129,518	129,490	-	28
<b>TOTAL.....</b>	<b>11,412,446</b>	<b>11,438,286</b>	<b>11,423,950</b>	<b>8,436</b>	<b>5,900</b>
Regulatory Services:					
Personnel.....	2,040,683	2,040,683	1,997,118	-	43,565
Operating Expenditures.....	275,457	262,598	220,098	15,276	27,224
<b>TOTAL.....</b>	<b>2,316,140</b>	<b>2,303,281</b>	<b>2,217,216</b>	<b>15,276</b>	<b>70,789</b>
Local School System.....	59,527,887	59,352,008	56,921,648	1,799,537	630,823
Regional School District.....	2,861,840	2,861,840	2,822,920	-	38,920

**GENERAL FUND**  
**STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -**  
**BUDGETARY BASIS - BUDGET AND ACTUAL**

FISCAL YEAR ENDED JUNE 30, 2011

	Budgeted Amounts		Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
	Original Budget	Final Budget			
Public Works:					
Personnel.....	5,308,722	5,278,722	5,223,972	-	54,750
Operating Expenditures.....	2,772,609	2,801,499	3,180,926	294,807	(674,234)
Capital Outlay.....	573,550	573,480	328,421	244,482	577
TOTAL.....	<u>8,654,881</u>	<u>8,653,701</u>	<u>8,733,319</u>	<u>539,289</u>	<u>(618,907)</u>
Community Services:					
Personnel.....	2,237,566	2,237,566	2,198,160	-	39,406
Operating Expenditures.....	388,256	379,942	300,059	71,136	8,747
Capital Outlay.....	25,850	25,850	3,933	1,743	20,174
TOTAL.....	<u>2,651,672</u>	<u>2,643,358</u>	<u>2,502,152</u>	<u>72,879</u>	<u>68,327</u>
Culture and Recreation.....	<u>1,703,047</u>	<u>1,791,504</u>	<u>1,673,945</u>	<u>106,992</u>	<u>10,567</u>
Debt Service:					
Principal.....	6,954,920	7,461,399	7,461,399	-	-
Interest.....	3,064,893	2,558,414	2,415,106	-	143,308
TOTAL.....	<u>10,019,813</u>	<u>10,019,813</u>	<u>9,876,505</u>	<u>-</u>	<u>143,308</u>
Pension Benefits.....	<u>6,113,306</u>	<u>6,113,306</u>	<u>5,990,911</u>	<u>-</u>	<u>122,395</u>
Employee Benefits.....	<u>2,204,114</u>	<u>2,137,227</u>	<u>1,879,496</u>	<u>23,520</u>	<u>234,211</u>
Liability Insurance.....	<u>1,250,242</u>	<u>1,310,690</u>	<u>1,281,890</u>	<u>28,800</u>	<u>-</u>
State and County Assessments.....	<u>5,843,025</u>	<u>5,864,464</u>	<u>5,864,464</u>	<u>-</u>	<u>-</u>
Other Assessments.....	<u>622,284</u>	<u>471,572</u>	<u>423,836</u>	<u>-</u>	<u>47,736</u>
TOTAL EXPENDITURES.....	<u>122,592,027</u>	<u>122,355,618</u>	<u>118,430,030</u>	<u>2,927,506</u>	<u>998,082</u>
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES.....	<u>(3,398,927)</u>	<u>(3,162,518)</u>	<u>2,353,206</u>	<u>(2,927,506)</u>	<u>2,588,218</u>
<b>OTHER FINANCING SOURCES (USES):</b>					
Premium from issuance of bonds.....	-	-	360,689	-	360,689
Transfers in.....	6,968,091	6,968,091	6,908,091	-	(60,000)
Transfers out.....	(6,725,000)	(6,747,558)	(6,747,558)	-	-
TOTAL OTHER FINANCING SOURCES (USES).....	<u>243,091</u>	<u>220,533</u>	<u>521,222</u>	<u>-</u>	<u>300,689</u>
NET CHANGE IN FUND BALANCE.....	<u>(3,155,836)</u>	<u>(2,941,985)</u>	<u>2,874,428</u>	<u>(2,927,506)</u>	<u>2,888,907</u>
BUDGETARY FUND BALANCE, Beginning of year.....	<u>17,258,866</u>	<u>17,258,866</u>	<u>17,258,866</u>	<u>-</u>	<u>-</u>
BUDGETARY FUND BALANCE, End of year..... \$	<u><u>\$ 14,103,030</u></u>	<u><u>\$ 14,316,881</u></u>	<u><u>\$ 20,133,294</u></u>	<u><u>\$ (2,927,506)</u></u>	<u><u>\$ 2,888,907</u></u>

See notes to basic financial statements.

**PROPRIETARY FUNDS**  
STATEMENT OF NET ASSETS

JUNE 30, 2011

	Business-type Activities - Enterprise Funds				
	Airport	Golf Course	Solid Waste	Wastewater	Water Supply
<b>ASSETS</b>					
<b>CURRENT:</b>					
Cash and cash equivalents.....	\$ 2,025,999	\$ 217,731	\$ 2,882,400	\$ 1,963,492	\$ 2,276,041
Investments.....	2,554,681	359,510	3,634,557	2,445,147	2,900,685
Receivables, net of allowance for uncollectibles:					
User fees.....	166,167	-	-	1,589,602	1,027,272
Wastewater liens.....	-	-	-	21,962	-
Special assessments.....	-	-	-	204,798	-
Intergovernmental.....	7,258,068	-	114,943	8,332,276	367,928
Inventory.....	78,076	82,642	-	-	-
Total current assets.....	<u>12,082,991</u>	<u>659,883</u>	<u>6,631,900</u>	<u>14,557,277</u>	<u>6,571,926</u>
<b>NONCURRENT:</b>					
Receivables, net of allowance for uncollectibles:					
Special assessments.....	-	-	-	1,699,834	-
Intergovernmental.....	-	-	658,621	1,100,787	-
Capital assets, net of accumulated depreciation:					
Depreciable.....	23,437,111	2,186,203	817,994	37,569,240	2,229,466
Nondepreciable.....	29,523,664	11,898,596	1,797,125	5,067,044	13,151,870
Total noncurrent assets.....	<u>52,960,775</u>	<u>14,084,799</u>	<u>3,273,740</u>	<u>45,436,905</u>	<u>15,381,336</u>
<b>TOTAL ASSETS.....</b>	<u><b>65,043,766</b></u>	<u><b>14,744,682</b></u>	<u><b>9,905,640</b></u>	<u><b>59,994,182</b></u>	<u><b>21,953,262</b></u>
<b>LIABILITIES</b>					
<b>CURRENT:</b>					
Warrants payable.....	219,568	37,483	66,647	335,788	193,128
Accrued liabilities.....	3,249	-	-	1,335	-
Accrued payroll.....	30,428	26,068	18,656	18,891	3,669
Accrued interest.....	-	56,855	-	-	161,332
Other liabilities.....	1,331	5,722	-	22,165	15,847
Landfill closure.....	-	-	70,000	-	-
Compensated absences.....	94,855	38,603	32,106	53,461	6,506
Notes payable.....	-	-	-	5,348,080	-
Bonds payable.....	25,000	230,000	441,900	1,635,978	504,552
Total current liabilities.....	<u>374,431</u>	<u>394,731</u>	<u>629,309</u>	<u>7,415,698</u>	<u>885,034</u>
<b>NONCURRENT:</b>					
Landfill closure.....	-	-	1,050,000	-	-
Compensated absences.....	9,651	3,375	13,125	14,136	-
Other postemployment benefits obligation.....	971,000	680,000	522,000	524,000	48,000
Bonds payable.....	705,000	3,390,000	3,466,000	15,565,567	10,874,359
Total noncurrent liabilities.....	<u>1,685,651</u>	<u>4,073,375</u>	<u>5,051,125</u>	<u>16,103,703</u>	<u>10,922,359</u>
<b>TOTAL LIABILITIES.....</b>	<u><b>2,060,082</b></u>	<u><b>4,468,106</b></u>	<u><b>5,680,434</b></u>	<u><b>23,519,401</b></u>	<u><b>11,807,393</b></u>
<b>NET ASSETS</b>					
Invested in capital assets, net of related debt.....	52,230,775	10,464,799	2,615,119	28,301,559	4,002,425
Unrestricted.....	10,752,909	(188,223)	1,610,087	8,173,222	6,143,444
<b>TOTAL NET ASSETS.....</b>	<u><b>\$ 62,983,684</b></u>	<u><b>\$ 10,276,576</b></u>	<u><b>\$ 4,225,206</b></u>	<u><b>\$ 36,474,781</b></u>	<u><b>\$ 10,145,869</b></u>

See notes to basic financial statements.

	Marina Recreation	Sandy Neck Recreation	Hyannis Youth and Community Center	Total
\$	122,729	\$ 255,645	\$ 82,929	\$ 9,826,966
	154,755	322,356	104,570	12,476,261
	-	-	-	2,783,041
	-	-	-	21,962
	-	-	-	204,798
	180,807	-	-	16,254,022
	-	-	-	160,718
	<u>458,291</u>	<u>578,001</u>	<u>187,499</u>	<u>41,727,768</u>
	-	-	-	1,699,834
	-	-	-	1,759,408
	3,563,901	1,414,808	22,406,826	93,625,549
	<u>1,964,876</u>	<u>38,074</u>	<u>1,229,331</u>	<u>64,670,580</u>
	<u>5,528,777</u>	<u>1,452,882</u>	<u>23,636,157</u>	<u>161,755,371</u>
	<u>5,987,068</u>	<u>2,030,883</u>	<u>23,823,656</u>	<u>203,483,139</u>
	626	41,608	1,347	896,195
	2,336	16,806	-	23,726
	5,624	10,001	9,902	123,239
	-	-	143,421	361,608
	1,000	-	-	46,065
	-	-	-	70,000
	-	-	17,854	243,385
	-	-	-	5,348,080
	<u>120,000</u>	<u>65,000</u>	<u>869,000</u>	<u>3,891,430</u>
	<u>129,586</u>	<u>133,415</u>	<u>1,041,524</u>	<u>11,003,728</u>
	-	-	-	1,050,000
	-	-	2,137	42,424
	64,000	116,000	146,000	3,071,000
	<u>1,555,000</u>	<u>1,215,000</u>	<u>13,354,000</u>	<u>50,124,926</u>
	<u>1,619,000</u>	<u>1,331,000</u>	<u>13,502,137</u>	<u>54,288,350</u>
	<u>1,748,586</u>	<u>1,464,415</u>	<u>14,543,661</u>	<u>65,292,078</u>
	3,853,777	172,882	9,413,157	111,054,493
	<u>384,705</u>	<u>393,586</u>	<u>(133,162)</u>	<u>27,136,568</u>
\$	<u>4,238,482</u>	<u>\$ 566,468</u>	<u>\$ 9,279,995</u>	<u>\$ 138,191,061</u>

**PROPRIETARY FUNDS**  
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

FISCAL YEAR ENDED JUNE 30, 2011

	Business-type Activities - Enterprise Funds				
	Airport	Golf Course	Solid Waste	Wastewater	Water Supply
<b>OPERATING REVENUES:</b>					
Charges for services .....	\$ 6,506,669	\$ 3,395,629	\$ 2,094,528	\$ 3,569,586	\$ 3,551,796
Intergovernmental.....	77,377	-	-	-	-
<b>TOTAL OPERATING REVENUES .....</b>	<b>6,584,046</b>	<b>3,395,629</b>	<b>2,094,528</b>	<b>3,569,586</b>	<b>3,551,796</b>
<b>OPERATING EXPENSES:</b>					
Salaries, wages and fringe benefits.....	1,790,421	1,272,890	992,181	817,693	136,132
Operations.....	3,866,799	903,301	519,780	1,512,065	1,630,999
Transfer station operations.....	-	-	96,611	-	-
Depreciation.....	1,251,048	174,080	85,634	1,470,687	145,220
<b>TOTAL OPERATING EXPENSES .....</b>	<b>6,908,268</b>	<b>2,350,271</b>	<b>1,694,206</b>	<b>3,800,445</b>	<b>1,912,351</b>
<b>OPERATING INCOME (LOSS).....</b>	<b>(324,222)</b>	<b>1,045,358</b>	<b>400,322</b>	<b>(230,859)</b>	<b>1,639,445</b>
<b>NONOPERATING REVENUES (EXPENSES):</b>					
Investment income.....	115,673	6,774	111,197	80,403	-
Interest expense.....	-	(157,111)	(193,350)	(506,910)	(396,986)
Intergovernmental.....	-	-	104,564	201,491	-
<b>TOTAL NONOPERATING REVENUES (EXPENSES), NET.....</b>	<b>115,673</b>	<b>(150,337)</b>	<b>22,411</b>	<b>(225,016)</b>	<b>(396,986)</b>
<b>INCOME (LOSS) BEFORE TRANSFERS AND CAPITAL CONTRIBUTIONS.....</b>	<b>(208,549)</b>	<b>895,021</b>	<b>422,733</b>	<b>(455,875)</b>	<b>1,242,459</b>
<b>CAPITAL CONTRIBUTIONS.....</b>	<b>14,518,831</b>	<b>-</b>	<b>-</b>	<b>6,031,937</b>	<b>705,226</b>
<b>TRANSFERS:</b>					
Transfers in.....	-	-	-	-	2,695,000
Transfers out.....	(468,424)	(225,000)	(345,199)	(493,800)	(129,399)
<b>TOTAL TRANSFERS.....</b>	<b>(468,424)</b>	<b>(225,000)</b>	<b>(345,199)</b>	<b>(493,800)</b>	<b>2,565,601</b>
<b>CHANGE IN NET ASSETS.....</b>	<b>13,841,858</b>	<b>670,021</b>	<b>77,534</b>	<b>5,082,262</b>	<b>4,513,286</b>
<b>NET ASSETS AT BEGINNING OF YEAR.....</b>	<b>49,141,826</b>	<b>9,606,555</b>	<b>4,147,672</b>	<b>31,392,519</b>	<b>5,632,583</b>
<b>NET ASSETS AT END OF YEAR.....</b>	<b>\$ 62,983,684</b>	<b>\$ 10,276,576</b>	<b>\$ 4,225,206</b>	<b>\$ 36,474,781</b>	<b>\$ 10,145,869</b>

See notes to basic financial statements.

	Marina Recreation	Sandy Neck Recreation	Hyannis Youth and Community Center	Total
\$	627,670	\$ 693,869	\$ 1,332,574	\$ 21,772,321
	-	-	-	77,377
	<u>627,670</u>	<u>693,869</u>	<u>1,332,574</u>	<u>21,849,698</u>
	216,907	380,548	521,867	6,128,639
	119,382	106,967	569,568	9,228,861
	-	-	-	96,611
	<u>146,235</u>	<u>48,846</u>	<u>581,582</u>	<u>3,903,332</u>
	<u>482,524</u>	<u>536,361</u>	<u>1,673,017</u>	<u>19,357,443</u>
	<u>145,146</u>	<u>157,508</u>	<u>(340,443)</u>	<u>2,492,255</u>
	-	-	2,253	316,300
	(39,364)	(1,200)	(613,843)	(1,908,764)
	<u>-</u>	<u>-</u>	<u>-</u>	<u>306,055</u>
	<u>(39,364)</u>	<u>(1,200)</u>	<u>(611,590)</u>	<u>(1,286,409)</u>
	<u>105,782</u>	<u>156,308</u>	<u>(952,033)</u>	<u>1,205,846</u>
	<u>1,969,876</u>	<u>-</u>	<u>10,000</u>	<u>23,235,870</u>
	24,000	-	1,241,270	3,960,270
	(47,413)	(57,052)	-	(1,766,287)
	<u>(23,413)</u>	<u>(57,052)</u>	<u>1,241,270</u>	<u>2,193,983</u>
	2,052,245	99,256	299,237	26,635,699
	<u>2,186,237</u>	<u>467,212</u>	<u>8,980,758</u>	<u>111,555,362</u>
\$	<u>4,238,482</u>	<u>\$ 566,468</u>	<u>\$ 9,279,995</u>	<u>\$ 138,191,061</u>

**PROPRIETARY FUNDS**  
**STATEMENT OF CASH FLOWS**

FISCAL YEAR ENDED JUNE 30, 2011

	Business-type Activities - Enterprise Funds				
	Airport	Golf Course	Solid Waste	Wastewater	Water Supply
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>					
Receipts from customers and users.....	\$ 6,474,974	\$ 2,812,617	\$ 2,094,528	\$ 3,452,460	\$ 3,432,157
Receipts from other governments.....	77,377	-	-	-	-
Payments to vendors.....	(3,790,451)	(886,566)	(648,984)	(1,502,050)	(1,598,072)
Payments to employees.....	(1,302,315)	(969,742)	(731,044)	(760,791)	(112,664)
Payments for interfund services used.....	(325,612)	(206,218)	(179,513)	(209,498)	(16,848)
<b>NET CASH FROM OPERATING ACTIVITIES.....</b>	<b>1,133,973</b>	<b>750,091</b>	<b>534,987</b>	<b>980,121</b>	<b>1,704,573</b>
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:</b>					
Transfers in.....	-	-	-	-	2,695,000
Transfers out.....	(468,424)	(225,000)	(345,199)	(493,800)	(129,399)
<b>NET CASH FROM NONCAPITAL FINANCING ACTIVITIES.....</b>	<b>(468,424)</b>	<b>(225,000)</b>	<b>(345,199)</b>	<b>(493,800)</b>	<b>2,565,601</b>
<b>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:</b>					
Proceeds from the issuance of bonds and notes.....	730,000	-	-	3,585,646	2,420,983
Capital contributions.....	7,260,763	-	-	5,412,725	705,226
Intergovernmental grants.....	-	-	104,564	201,491	-
Acquisition and construction of capital assets.....	(14,727,073)	(105,355)	(48,402)	(10,497,685)	(3,666,890)
Principal payments on bonds and notes.....	-	(220,000)	(328,323)	(1,339,303)	(375,000)
Interest expense.....	-	(160,411)	(193,350)	(506,910)	(377,046)
<b>NET CASH FROM CAPITAL AND RELATED FINANCING ACTIVITIES.....</b>	<b>(6,736,310)</b>	<b>(485,766)</b>	<b>(465,511)</b>	<b>(3,144,036)</b>	<b>(1,292,727)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>					
Purchase of investments.....	-	(38,131)	(170,947)	-	(1,766,906)
Sale of investments.....	2,812,269	-	-	1,160,892	-
Investment income.....	115,673	6,774	111,197	80,403	-
<b>NET CASH FROM INVESTING ACTIVITIES.....</b>	<b>2,927,942</b>	<b>(31,357)</b>	<b>(59,750)</b>	<b>1,241,295</b>	<b>(1,766,906)</b>
<b>NET CHANGE IN CASH AND CASH EQUIVALENTS.....</b>	<b>(3,142,819)</b>	<b>7,968</b>	<b>(335,473)</b>	<b>(1,416,420)</b>	<b>1,210,541</b>
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR.....</b>	<b>5,168,818</b>	<b>209,763</b>	<b>3,217,873</b>	<b>3,379,912</b>	<b>1,065,500</b>
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR.....</b>	<b>\$ 2,025,999</b>	<b>\$ 217,731</b>	<b>\$ 2,882,400</b>	<b>\$ 1,963,492</b>	<b>\$ 2,276,041</b>
<b>RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH FROM OPERATING ACTIVITIES:</b>					
Operating income (loss).....	\$ (324,222)	\$ 1,045,358	\$ 400,322	\$ (230,859)	\$ 1,639,445
Adjustments to reconcile operating income (loss) to net cash from operating activities:					
Depreciation.....	1,251,048	174,080	85,634	1,470,687	145,220
Changes in assets and liabilities:					
Wastewater liens.....	-	-	-	(15,399)	-
User fees.....	(31,695)	-	-	(101,727)	(119,639)
Inventory.....	18,471	(4,144)	-	-	-
Warrants payable.....	59,728	21,765	37,407	8,680	32,869
Accrued liabilities.....	3,249	-	-	1,335	-
Accrued payroll.....	(21,603)	(22,627)	(15,062)	(11,372)	(711)
Other liabilities.....	(5,100)	(886)	-	-	58
Unearned membership revenue.....	-	(583,012)	-	-	-
Accrued compensated absences.....	(2,903)	(11,443)	(3,314)	6,776	(1,669)
Workers' compensation.....	-	-	-	(248,000)	-
Landfill closure liability.....	-	-	(70,000)	-	-
Other postemployment benefits obligation.....	187,000	131,000	100,000	100,000	9,000
Total adjustments.....	1,458,195	(295,267)	134,665	1,210,980	65,128
<b>NET CASH FROM OPERATING ACTIVITIES.....</b>	<b>\$ 1,133,973</b>	<b>\$ 750,091</b>	<b>\$ 534,987</b>	<b>\$ 980,121</b>	<b>\$ 1,704,573</b>
<b>NONCASH INVESTING, CAPITAL, AND FINANCING ACTIVITIES:</b>					
Intergovernmental subsidy of debt service - principal.....	-	-	102,504	233,963	-
Intergovernmental subsidy of debt service - interest.....	-	-	101,264	201,491	-

See notes to basic financial statements.

Business-type Activities - Enterprise Funds

	Marina Recreation	Sandy Neck Recreation	Hyannis Youth and Community Center	Total
\$	627,670	\$ 693,869	\$ 1,332,574	\$ 20,920,849
	-	-	-	77,377
	(117,046)	(102,715)	(568,925)	(9,214,809)
	(191,542)	(321,414)	(431,831)	(4,821,343)
	<u>(19,353)</u>	<u>(48,293)</u>	<u>(70,232)</u>	<u>(1,075,567)</u>
	<u>299,729</u>	<u>221,447</u>	<u>261,586</u>	<u>5,886,507</u>
	24,000	-	1,241,270	3,960,270
	<u>(47,413)</u>	<u>(57,052)</u>	<u>-</u>	<u>(1,766,287)</u>
	<u>(23,413)</u>	<u>(57,052)</u>	<u>1,241,270</u>	<u>2,193,983</u>
	525,000	1,265,000	-	8,526,629
	1,789,069	-	10,000	15,177,783
	-	-	-	306,055
	(2,459,702)	(1,317,160)	-	(32,822,267)
	(625,000)	(15,000)	(869,000)	(3,771,626)
	<u>(39,364)</u>	<u>(1,200)</u>	<u>(622,270)</u>	<u>(1,900,551)</u>
	<u>(809,997)</u>	<u>(68,360)</u>	<u>(1,481,270)</u>	<u>(14,483,977)</u>
	-	-	(19,729)	(1,995,713)
	265,752	(74,418)	-	4,164,495
	<u>-</u>	<u>-</u>	<u>2,253</u>	<u>316,300</u>
	<u>265,752</u>	<u>(74,418)</u>	<u>(17,476)</u>	<u>2,485,082</u>
	(267,929)	21,617	4,110	(3,918,405)
	<u>390,658</u>	<u>234,028</u>	<u>78,819</u>	<u>13,745,371</u>
\$	<u>122,729</u>	\$ <u>255,645</u>	\$ <u>82,929</u>	\$ <u>9,826,966</u>
\$	<u>145,146</u>	\$ <u>157,508</u>	\$ <u>(340,443)</u>	\$ <u>2,492,255</u>
	146,235	48,846	581,582	3,903,332
	-	-	-	(15,399)
	-	-	-	(253,061)
	-	-	-	14,327
	-	(1,377)	643	159,715
	2,336	5,629	-	12,549
	(5,988)	(11,159)	(12,495)	(101,017)
	-	-	-	(5,928)
	-	-	-	(583,012)
	-	-	(6,701)	(19,254)
	-	-	-	(248,000)
	-	-	-	(70,000)
	<u>12,000</u>	<u>22,000</u>	<u>39,000</u>	<u>600,000</u>
	<u>154,583</u>	<u>63,939</u>	<u>602,029</u>	<u>3,394,252</u>
\$	<u>299,729</u>	\$ <u>221,447</u>	\$ <u>261,586</u>	\$ <u>5,886,507</u>
\$	-	\$ -	\$ -	\$ 336,467
	-	-	-	302,755

**FIDUCIARY FUNDS**  
STATEMENT OF FIDUCIARY NET ASSETS

JUNE 30, 2011

	Other Postemployment Benefit Trust Fund	Private Purpose Trust Funds	Agency Fund
<b>ASSETS</b>			
Cash and cash equivalents.....	\$ 14,189	\$ 235,386	\$ 439,092
Investments.....	696,260	1,715,629	-
Receivables, net of allowance for uncollectibles:			
Departmental and other.....	-	26,961	301,884
Intergovernmental.....	-	275,000	-
<b>TOTAL ASSETS</b> .....	<b>710,449</b>	<b>2,252,976</b>	<b>740,976</b>
<b>LIABILITIES</b>			
Warrants payable.....	-	700	328
Accrued liabilities.....	-	-	29,316
Liabilities due depositors.....	-	-	711,332
Deferred revenue.....	-	26,961	-
<b>TOTAL LIABILITIES</b> .....	<b>-</b>	<b>27,661</b>	<b>740,976</b>
<b>NET ASSETS</b>			
Held in trust for OPEB benefits and other purposes.....	\$ <u>710,449</u>	\$ <u>2,225,315</u>	\$ <u>-</u>

See notes to basic financial statements.

**FIDUCIARY FUNDS**  
STATEMENT OF CHANGES IN FIDUCIARY NET ASSETS

FISCAL YEAR ENDED JUNE 30, 2011

	Other Postemployment Benefit Trust Fund	Private Purpose Trust Funds
<b>ADDITIONS:</b>		
Contributions:		
Employer.....	\$ 693,235	\$ -
Rental income.....	-	108,622
Private donations.....	-	24,517
<b>Total contributions.....</b>	<b>693,235</b>	<b>133,139</b>
Net investment income (loss):		
Interest income.....	17,214	210,545
Intergovernmental.....	-	100,000
<b>TOTAL ADDITIONS.....</b>	<b>710,449</b>	<b>443,684</b>
<b>DEDUCTIONS:</b>		
Community services.....	-	211,943
Educational scholarships.....	-	253,836
<b>TOTAL DEDUCTIONS.....</b>	<b>-</b>	<b>465,779</b>
<b>CHANGE IN NET ASSETS.....</b>	<b>710,449</b>	<b>(22,095)</b>
NET ASSETS AT BEGINNING OF YEAR.....	-	2,247,410
NET ASSETS AT END OF YEAR.....	\$ 710,449	\$ 2,225,315

See notes to basic financial statements.

**COMPONENT UNITS**  
**COMBINING STATEMENT OF NET ASSETS**

JUNE 30, 2011

	Hyannis Public Library	Osterville Free Library	Centerville Public Library
<b>ASSETS</b>			
<b>CURRENT:</b>			
Cash and cash equivalents.....	\$ 193,013	\$ 1,264,780	\$ 443,946
Restricted cash and cash equivalents.....	-	-	-
Investments.....	764,094	2,335,477	1,156,497
Receivables, net of allowance for uncollectibles:			
Departmental and other.....	1,783	3,792	-
Intergovernmental.....	-	-	-
Inventory.....	-	-	-
Prepaid expenses.....	11,432	2,735	-
<b>Total current assets.....</b>	<b>970,322</b>	<b>3,606,784</b>	<b>1,600,443</b>
<b>NONCURRENT:</b>			
Capital assets, net of accumulated depreciation:			
Depreciable.....	162,261	31,353	649,334
Nondepreciable.....	69,600	2,733,410	900
<b>Total noncurrent assets.....</b>	<b>231,861</b>	<b>2,764,763</b>	<b>650,234</b>
<b>TOTAL ASSETS.....</b>	<b>1,202,183</b>	<b>6,371,547</b>	<b>2,250,677</b>
<b>LIABILITIES</b>			
<b>CURRENT:</b>			
Warrants payable.....	13,261	448,472	66,303
Accrued liabilities.....	3,547	-	-
Other liabilities.....	-	5,500	-
<b>TOTAL LIABILITIES.....</b>	<b>16,808</b>	<b>453,972</b>	<b>66,303</b>
<b>NET ASSETS</b>			
Invested in capital assets, net of related debt.....	231,861	2,764,763	650,234
Unrestricted.....	953,514	3,152,812	1,534,140
<b>TOTAL NET ASSETS.....</b>	<b>\$ 1,185,375</b>	<b>\$ 5,917,575</b>	<b>\$ 2,184,374</b>

See notes to basic financial statements.

<u>Sturgis Library</u>	<u>Cotuit Library</u>	<u>Marstons Mills Public Library</u>	<u>Whelden Memorial Library</u>	<u>Total Component Units</u>
\$ 171,887	\$ 132,756	\$ 134,853	\$ 71,394	\$ 2,412,629
90,754	-	-	-	90,754
2,930,308	1,009,085	-	231,765	8,427,226
-	-	-	-	5,575
257	-	-	-	257
2,160	-	-	-	2,160
782	-	-	-	14,949
<u>3,196,148</u>	<u>1,141,841</u>	<u>134,853</u>	<u>303,159</u>	<u>10,953,550</u>
808,758	142,654	281,901	117,698	2,193,959
162,250	16,550	5,000	-	2,987,710
<u>971,008</u>	<u>159,204</u>	<u>286,901</u>	<u>117,698</u>	<u>5,181,669</u>
<u>4,167,156</u>	<u>1,301,045</u>	<u>421,754</u>	<u>420,857</u>	<u>16,135,219</u>
33,555	9,371	2,536	-	573,498
-	-	-	-	3,547
-	-	-	-	5,500
<u>33,555</u>	<u>9,371</u>	<u>2,536</u>	<u>-</u>	<u>582,545</u>
971,008	159,204	286,901	117,698	5,181,669
3,162,593	1,132,470	132,317	303,159	10,371,005
<u>\$ 4,133,601</u>	<u>\$ 1,291,674</u>	<u>\$ 419,218</u>	<u>\$ 420,857</u>	<u>\$ 15,552,674</u>

**COMPONENT UNITS**  
**COMBINING STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS**

FISCAL YEAR ENDED JUNE 30, 2011

	Hyannis Public Library	Osterville Free Library	Centerville Public Library
<b>OPERATING REVENUES:</b>			
Charges for services.....	\$ 47,670	\$ 22,107	\$ 85,200
<b>OPERATING EXPENSES:</b>			
Program and administrative.....	438,645	482,494	479,921
Depreciation.....	59,025	13,362	25,528
Management and general.....	4,261	74,158	-
Fundraising.....	-	121,210	106,330
<b>TOTAL OPERATING EXPENSES.....</b>	<b>501,931</b>	<b>691,224</b>	<b>611,779</b>
<b>OPERATING INCOME (LOSS).....</b>	<b>(454,261)</b>	<b>(669,117)</b>	<b>(526,579)</b>
<b>NONOPERATING REVENUES/(EXPENSES):</b>			
Investment income (loss).....	100,216	354,266	299,726
Intergovernmental.....	424,392	217,539	274,709
Contributions.....	13,779	434,993	323,126
<b>TOTAL NONOPERATING REVENUES/(EXPENSES) BEFORE CAPITAL CONTRIBUTIONS AND EXTRAORDINARY ITEMS.....</b>	<b>538,387</b>	<b>1,006,798</b>	<b>897,561</b>
<b>CAPITAL CONTRIBUTIONS.....</b>	<b>-</b>	<b>821,416</b>	<b>-</b>
<b>EXTRAORDINARY ITEMS.....</b>	<b>-</b>	<b>(270,710)</b>	<b>-</b>
<b>CHANGE IN NET ASSETS.....</b>	<b>84,126</b>	<b>888,387</b>	<b>370,982</b>
<b>NET ASSETS AT BEGINNING OF YEAR.....</b>	<b>1,101,249</b>	<b>5,029,188</b>	<b>1,813,392</b>
<b>NET ASSETS AT END OF YEAR.....</b>	<b>\$ 1,185,375</b>	<b>\$ 5,917,575</b>	<b>\$ 2,184,374</b>

See notes to basic financial statements.

<u>Sturgis Library</u>	<u>Cotuit Library</u>	<u>Marstons Mills Public Library</u>	<u>Whelden Memorial Library</u>	<u>Total Component Units</u>
\$ <u>52,514</u>	\$ <u>14,116</u>	\$ <u>15,349</u>	\$ <u>4,002</u>	\$ <u>240,958</u>
445,396	284,211	206,120	146,581	2,483,368
18,793	7,081	15,187	5,311	144,287
-	-	-	-	78,419
<u>16,181</u>	<u>-</u>	<u>4,216</u>	<u>-</u>	<u>247,937</u>
<u>480,370</u>	<u>291,292</u>	<u>225,523</u>	<u>151,892</u>	<u>2,954,011</u>
<u>(427,856)</u>	<u>(277,176)</u>	<u>(210,174)</u>	<u>(147,890)</u>	<u>(2,713,053)</u>
406,869	213,439	678	44,160	1,419,354
204,533	156,213	164,476	93,089	1,534,951
<u>74,806</u>	<u>172,233</u>	<u>42,242</u>	<u>35,742</u>	<u>1,096,921</u>
<u>686,208</u>	<u>541,885</u>	<u>207,396</u>	<u>172,991</u>	<u>4,051,226</u>
<u>787,254</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,608,670</u>
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(270,710)</u>
1,045,606	264,709	(2,778)	25,101	2,676,133
<u>3,087,995</u>	<u>1,026,965</u>	<u>421,996</u>	<u>395,756</u>	<u>12,876,541</u>
\$ <u><u>4,133,601</u></u>	\$ <u><u>1,291,674</u></u>	\$ <u><u>419,218</u></u>	\$ <u><u>420,857</u></u>	\$ <u><u>15,552,674</u></u>

**NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The accompanying basic financial statements of the Town of Barnstable, Massachusetts (the Town) have been prepared in accordance with accounting principles generally accepted in the United States of America (GAAP). The Governmental Accounting Standards Board (GASB) is the recognized standard-setting body for establishing governmental accounting and financial reporting principles. The significant Town accounting policies are described herein.

**A. Reporting Entity**

The Town was incorporated in 1639 under the Acts of the Commonwealth of Massachusetts (the Commonwealth). The Town is composed of the seven villages of Hyannis, Osterville, Centerville, Cotuit, Barnstable, Marstons Mills, and West Barnstable. The Town is organized in accordance with its Home Rule Charter that was adopted in May 1989 under the Council-Manager form of government, which consists of an elected eleven-member Town Council (the Council) and a Town Manager (the Manager) who is appointed by the Council. The Manager supervises and directs the administration of all municipal departments, except the School Department and the Barnstable Municipal Airport, which are supervised and directed by the School Committee and the Airport Commissioners, respectively.

For financial reporting purposes, the Town has included all funds, organizations, agencies, boards, commissions and institutions. The Town has also considered all potential component units for which it is financially accountable as well as other organizations for which the nature and significance of their relationship with the Town are such that exclusion would cause the basic financial statements to be misleading or incomplete. As required by GAAP, these basic financial statements present the Town (the primary government) and its component units. Seven entities have been included as component units in the reporting entity, because of the significance of their operational and/or financial relationships with the Town.

*Discretely Presented Component Units* – Discretely presented component units are entities that are legally separate from the Town, but are financially accountable to the Town, or whose relationships with the Town are such that exclusion would cause the Town's financial statements to be misleading or incomplete. The Town has included seven libraries as Discretely Presented Component Units because they are fiscally dependent on the Town and because the nature and significance of their relationship with the Town is such that exclusion would cause the Town's financial statements to be misleading or incomplete. Accordingly, the Component Units column of the combined financial statements includes the financial data of the following entities:

- The Hyannis Public Library Association, Centerville Public Library Association, Osterville Free Library Corporation, Marstons Mills Public Library, Inc., Whelden Memorial Library, Cotuit Library Association and the Sturgis Library were established to provide suitable library facilities to Town residents and visitors. The libraries are governed by separately elected Boards of Trustees.

**Availability of Financial Information for Component Units**

Complete financial statements of the individual component units can be obtained directly from their respective administrative offices.

\*Hyannis Public Library Association  
401 Main Street  
Hyannis, MA 02601

\*The Sturgis Library  
P.O. Box 606  
Barnstable, MA 02630

\*Osterville Free Library Corporation  
43 Wianno Avenue  
Osterville, MA 02655

\*Cotuit Library Association  
Main Street  
Cotuit, MA 02635

\*The Centerville Public Library Association  
Centerville, Massachusetts 02636

Marstons Mills Public Library, Inc.  
Main Street  
Marstons Mills, MA 02648

Whelden Memorial Library  
Meetinghouse Way  
West Barnstable, MA 02668

\*Discretely presented Component Units audited by auditors other than Powers & Sullivan, LLC.

**Availability of Financial Information for Town of Barnstable Horace Mann Charter Schools**

The Town operates two Horace Mann Charter Schools; the Grades 4 and 5 building located in Marstons Mills and the K to 3 elementary school located in Hyannis. The Horace Mann Charter Schools are managed independently by an appointed Board of Trustees and not by the School Committee and Superintendent. Funding for the schools' operations are provided by the Town based upon a negotiated amount between the School Committee and Board of Trustees within the guidelines established by the authorizing legislation of the Commonwealth of Massachusetts. The activity is included within the Town's basic financial statements and is audited by auditors other than Powers & Sullivan, LLC. Complete financial statements of the individual Horace Mann Charter Schools can be obtained directly from their respective administrative offices.

Barnstable Horace Mann Charter School  
730 Osterville/West Barnstable Road  
Marstons Mills, MA 02648

Barnstable Community Horace Mann Charter Public School  
165 Bearses Way  
Hyannis, MA 02601

**Availability of Financial Information for Joint Ventures**

The Town has entered into joint ventures with other municipalities to pool resources and share the costs, risk and rewards of providing goods or services to venture participants directly, or for the benefit of the general public or specified recipients. The Town has no equity interest in the joint ventures. The following identifies where the joint venture financial statements are available, their purpose, and the annual assessment paid by the Town during fiscal year 2011.

Joint venture and address	Purpose	Net Annual Assessment
Cape Cod Regional Technical High School District 351 Pleasant Lake Avenue Harwich, MA 02645	To provide educational services	\$ 2,822,920
Sturgis Charter Public School 427 Main Street Hyannis, MA 02601	To provide educational services	\$ 894,701
Cape Cod Regional Transit Authority 215 Iyannough Road Hyannis, MA 02601	To provide public transportation	\$ 461,523

**B. Government-Wide and Fund Financial Statements***Government-Wide Financial Statements*

The government-wide financial statements (i.e., statement of net assets and the statement of changes in net assets) report information on all of the non-fiduciary activities of the primary government and its component units. *Governmental activities*, which are primarily supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which are supported primarily by user fees and charges.

*Fund Financial Statements*

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though fiduciary funds are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements. Nonmajor funds are aggregated and displayed in a single column.

*Major Fund Criteria*

Major funds must be reported if the following criteria are met:

- If the total assets, liabilities, revenues, or expenditures/expenses of an individual governmental or enterprise fund are at least 10% of the corresponding element (assets, liabilities, etc.) for all funds of that category or type (total governmental or total enterprise funds), *and*
- If the total assets, liabilities, revenues, or expenditures/expenses of the individual governmental fund or enterprise fund are at least 5% of the corresponding element for all governmental and enterprise funds combined.

Additionally, any other governmental or enterprise fund that management believes is particularly significant to the basic financial statements may be reported as a major fund.

### C. Measurement Focus, Basis of Accounting and Financial Statement Presentation

#### *Government-Wide Financial Statements*

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred. Real estate and personal property taxes are recognized as revenues in the fiscal year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The statement of activities demonstrates the degree to which the direct expenses of a particular function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include the following:

- Charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment.
- Grants and contributions that are restricted to meeting the operational requirements of a particular function or segment.
- Grants and contributions that are restricted to meeting the capital requirements of a particular function or segment.

Taxes and other items not identifiable as program revenues are reported as general revenues.

For the most part, the effect of interfund activity has been removed from the government-wide financial statements. However, the effect of interfund services provided and used between functions is not eliminated as the elimination of these charges would distort the direct costs and program revenues reported for the functions affected.

#### *Fund Financial Statements*

**Governmental** fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for unmatured interest on general long-term debt which is recognized when due, and certain compensated absences, and claims and judgments which are recognized when the obligations are expected to be liquidated with current expendable available resources.

Real estate and personal property tax revenues are considered available if they are collected within 60 days after fiscal year-end. Investment income is susceptible to accrual. Other receipts and tax revenues become measurable and available when the cash is received and are recognized as revenue at that time.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred and all other grant requirements are met.

The following major governmental funds are reported:

The *general fund* is the primary operating fund. It is used to account for and report all financial resources, except those that are required to be accounted for in another fund.

The *capital projects fund* is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets of the governmental funds.

The *chapter 90 highway projects fund* is used to account for and report costs incurred with the construction and reconstruction of Town owned roadways. Costs charged to the fund are subject to reimbursement by the Commonwealth of Massachusetts.

The *community preservation fund* is a special revenue fund used to account for and report funds collected in accordance with the Cape Cod Open Space Land Acquisition Program. The funds may be used for acquiring land and interests in land for the protection of public drinking water supplies, open space and conservation and the creation of walking trails, bicycling trails and recreational areas.

The nonmajor governmental funds consist of other special revenue and permanent funds that are aggregated and presented in the *nonmajor governmental funds* column on the governmental funds financial statements. The following describes the general use of these fund types:

The *special revenue fund* is used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than permanent funds or capital projects.

The *permanent fund* is used to account for and report financial resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the governmental programs.

The *component units* are used to account for and report the activity of the entities that are separate from the primary government but are financially accountable to the Town. The component units are reported using the flow of economic resources measurement focus and the accrual basis of accounting and are discretely presented in the basic financial statements.

**Proprietary** fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principal ongoing operations. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

The following major proprietary funds are reported:

The *airport enterprise fund* is used to account for and report the Barnstable Municipal Airport activities.

The *golf course enterprise fund* is used to account for and report the Olde Barnstable Fairgrounds Golf Course and the Hyannis Golf Course activities.

The *solid waste enterprise fund* is used to account for and report the Town's solid waste transfer station and recycling activities.

The *wastewater enterprise fund* is used to account for and report the Town's sewer activities.

The *water supply enterprise fund* is used to account for and report the Town's water activities.

The *marina recreation enterprise fund* is used to account for and report the Town's marina activities.

The *Sandy Neck recreation enterprise fund* is used to account for and report the Town's sandy neck recreation activities.

The *Hyannis Youth and Community Center enterprise fund* is used to account for and report the Town's youth and community center activities.

**Fiduciary** fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Fiduciary funds are used to account for and report assets held in a trustee capacity for others that cannot be used to support the governmental programs.

The following fiduciary fund types are reported:

The *other postemployment benefit trust fund* is used to accumulate resources to provide funding for future other postemployment benefits (OPEB) liabilities.

The *private-purpose trust fund* is used to account for and report trust arrangements that exclusively benefit individuals, private organizations, or other governments. Some of these trusts have donor restrictions and trustee policies that do not allow the endowment portion and any unrealized appreciation to be spent. The restrictions and trustee policies only allows the trustees to approve spending of the realized investment earnings. The Town's educational scholarships and assistance to benefit the needy activities are accounted for in this fund.

The *agency fund* is used to account for and report assets held in a purely custodial capacity. Agency funds apply the accrual basis of accounting but do not have a measurement focus. The Town's agency funds consist of off-duty work details, performance bonds, student activity accounts and fees collected on behalf of other governments.

#### *Government-Wide and Fund Financial Statements*

Private-sector standards of accounting and financial reporting issued prior to December 1, 1989, generally are followed in both the government-wide and proprietary fund financial statements to the extent that those standards do not conflict with or contradict guidance of the Governmental Accounting Standards Board. Governments also have the option of following subsequent private-sector guidance for their business-type activities and enterprise funds, subject to this same limitation. The government has elected not to follow subsequent private-sector guidance.

#### D. Cash and Investments

##### *Government-Wide and Fund Financial Statements*

Cash and cash equivalents are considered to be cash on hand, demand deposits and short-term investments with an original maturity of three months or less from the date of acquisition. Investments are carried at fair value.

## E. Accounts Receivable

### *Government-Wide and Fund Financial Statements*

The recognition of revenue related to accounts receivable reported in the government-wide financial statements and the proprietary funds and fiduciary funds financial statements are reported under the accrual basis of accounting. The recognition of revenue related to accounts receivable reported in the governmental funds financial statements is reported under the modified accrual basis of accounting.

### ***Real Estate, Personal Property Taxes and Tax Liens***

Real estate and personal property taxes are levied and based on values assessed on January 1<sup>st</sup> of every year. Assessed values are established by the Board of Assessor's for 100% of the estimated fair market value. Taxes are due on August 1<sup>st</sup>, November 1<sup>st</sup>, February 1<sup>st</sup>, and May 1<sup>st</sup> and are subject to penalties and interest if they are not paid by the respective due date. Real estate and personal property taxes levied are recorded as receivables in the fiscal year of the levy.

Real estate tax liens are processed approximately three months after the due date on delinquent properties and are recorded as receivables in the fiscal year they are processed.

Real estate receivables are secured via the tax lien process and are considered 100% collectible. Accordingly, an allowance for uncollectibles is not reported.

Personal property taxes cannot be secured through the lien process. The allowance for uncollectibles is estimated based on historical trends and specific account analysis.

### ***Motor Vehicle and Other Excise Taxes***

Motor vehicle excise taxes are assessed annually for each vehicle registered and are recorded as receivables in the fiscal year of the levy. The Commonwealth is responsible for reporting the number of vehicles registered and the fair values of those vehicles. The tax calculation is the fair value of the vehicle multiplied by \$25 per \$1,000 of value. Boat excise taxes are assessed annually for each boat registered and are recorded as receivables in the fiscal year of the levy. The Commonwealth is responsible for reporting the number of boats registered and the fair value of those boats. The tax calculation is the fair value of the boat multiplied by \$10 per \$1,000 of value.

The allowance for uncollectibles is estimated based on historical trends and specific account analysis.

### ***Departmental and Other***

Departmental and other receivables of the primary government consist primarily of refunds paid by the Town on behalf of the local Fire Districts. The Town collects taxes on behalf of the Fire Districts and pays refunds to customers. The Fire Districts are billed for refunds paid on their behalf and a receivable is recorded at the time the payment is made. The allowance for uncollectibles is estimated based on historical trends and specific account analysis.

Departmental and other receivables of the component units consist of the present value of future bequests that are anticipated to be received under the terms of charitable trusts.

**Room Occupancy Tax**

The Town levies 6% of the cost of renting hotel, motel, lodging house and bed and breakfast rooms in accordance with Massachusetts General Law, Chapter 64G, Section 3A. The tax is paid by the operator of each establishment to the State Commissioner of Revenue, who in turn pays the tax back to the Town in quarterly distributions. The room occupancy tax receivable is categorized as an intergovernmental receivable.

**Meals Tax**

The Town levies 0.75% for the sale of restaurant meals in accordance with Massachusetts General Law, Chapter 64L, Section 2. The tax is paid by the operator of each establishment to the State Commissioner of Revenue, who in turn pays the tax back to the Town in quarterly distributions. The meals tax receivable is categorized as an intergovernmental receivable.

**Intergovernmental**

Various federal and state grants for operating and capital purposes are applied for and received annually. For non-expenditure driven grants, revenue is recognized as soon as all eligibility requirements imposed by the provider have been met. For expenditure driven grants, revenue is recognized when the qualifying expenditures are incurred and all other grant requirements are met.

These receivables are considered 100% collectible and therefore do not report an allowance for uncollectibles.

**Community Preservation Fund Surtaxes**

Community Preservation Fund Surtaxes, formerly known as Land Bank Surtaxes, consist of an excise tax of 3% of the real estate tax levy against real property which is levied by the Town as part of the Cape Cod Open Space Land Acquisition Program.

Since the receivables are secured via the lien process, these accounts are considered 100% collectible and therefore do not report an allowance for uncollectibles.

**Airport User Fees**

Airport user fees consist of car rental parking fees assessed to car rental companies on a monthly basis, vehicle parking revenues collected by an independently contracted management company, rents and airplane hanger fees assessed to the Federal Aviation Administration.

The airport user fee receivables outstanding at June 30<sup>th</sup> consist primarily of June rents collected in July and intergovernmental receivables which are considered 100% collectible and therefore do not report an allowance for uncollectibles.

**Wastewater and Water User Fees**

Wastewater and water user fees are levied quarterly based on individual meter readings and are subject to penalties and interest if they are not paid by the respective due date. Delinquent charges are added to the property owner's tax bill in the fiscal year after they are due. Charges and liens are recorded as receivables in the fiscal year of the levy.

Since the receivables are secured via the lien process, these accounts are considered 100% collectible and therefore do not report an allowance for uncollectibles.

**Special Assessments**

Special Assessments in the wastewater fund consist of apportioned and unapportioned sewer betterments assessed to homeowners whose properties were improved through Town-run sewer construction projects.

Since the receivables are secured via the lien process, these accounts are considered 100% collectible and therefore do not report an allowance for uncollectibles.

F. Inventories

*Government-Wide and Fund Financial Statements*

Inventories of the Airport and Golf Courses are priced at the lower of cost or market, with cost being determined on the first-in, first-out method basis. Expendable supplies and small tools are not inventoried but rather expensed when purchased.

Inventories of the Sturgis Library are carried at cost.

All other inventories are recorded as expenditures at the time of purchase. Such inventories are not material in total to the government-wide and fund financial statements, and therefore are not reported.

G. Capital Assets

*Government-Wide and Proprietary Fund Financial Statements*

Capital assets, which include land, land improvements, buildings, machinery and equipment, and infrastructure (e.g., roads, water mains, sewer mains, and similar items), are reported in the applicable governmental or business-type activity column of the government-wide financial statements. Capital assets are recorded at historical cost, or at estimated historical cost if actual historical cost is not available. Donated capital assets are recorded at the estimated fair market value at the date of donation. Except for the capital assets of the governmental activities column in the government-wide financial statements, construction period interest is capitalized on constructed capital assets.

All purchases and construction costs in excess of \$5,000 are capitalized at the date of acquisition or construction, respectively, with expected useful lives of greater than one year. All major general infrastructure assets acquired or significantly reconstructed in fiscal years ending after June 30, 1980 have been recorded at estimated historical cost.

Capital assets (excluding land and construction in progress) are depreciated on a straight-line basis. The estimated useful lives of capital assets are as follows:

<u>Capital Asset Type</u>	<u>Estimated Useful Life (in years)</u>
Land improvements.....	20
Buildings.....	40
Building improvements.....	20
Machinery and equipment.....	5-10
Vehicles.....	5
Infrastructure.....	50

The cost of normal maintenance and repairs that do not add to the value of the assets or materially extend asset lives are not capitalized and are treated as expenses when incurred. Improvements are capitalized.

#### *Governmental Fund Financial Statements*

Capital asset costs are recorded as expenditures in the acquiring fund in the fiscal year of the purchase.

#### H. Interfund Receivables and Payables

During the course of its operations, transactions occur between and within individual funds that may result in amounts owed between funds.

#### *Government-Wide Financial Statements*

Transactions of a buyer/seller nature between and within governmental funds and internal service funds are eliminated from the governmental activities in the statement of net assets. Any residual balances outstanding between the governmental activities and business-type activities are reported in the statement of net assets as "internal balances".

#### *Fund Financial Statements*

Transactions of a buyer/seller nature between and within funds are *not* eliminated from the individual fund statements. Receivables and payables resulting from these transactions are classified as "Due from other funds" or "Due to other funds" on the balance sheet.

#### I. Interfund Transfers

During the course of its operations, resources are permanently reallocated between and within funds. These transactions are reported as transfers in and transfers out.

#### *Government-Wide Financial Statements*

Transfers between and within governmental funds and internal service funds are eliminated from the governmental activities in the statement of net assets. Any residual balances outstanding between the governmental activities and business-type activities are reported in the statement of activities as "Transfers, net".

#### *Fund Financial Statements*

Transfers between and within funds are *not* eliminated from the individual fund statements and are reported as transfers in and transfers out.

#### J. Deferred Revenue

Deferred revenue at the fund financial statement level represents billed receivables that do not meet the available criterion in accordance with the current financial resources measurement focus and the modified accrual basis of accounting. Deferred revenue is recognized as revenue in the conversion to the government-wide (full accrual) financial statements.

## K. Net Assets and Fund Equity

### *Government-Wide Financial Statements (Net Assets)*

Net assets reported as “invested in capital assets, net of related debt” includes capital assets, net of accumulated depreciation, less the principal balance of outstanding debt used to acquire capital assets. Unspent proceeds of capital related debt are not considered to be capital assets. Outstanding debt related to future reimbursements from the state’s school building program and the Massachusetts Water Pollution Abatement Trust’s loan subsidy program is not considered to be capital related debt.

Net assets are reported as restricted when amounts are not available for appropriation or are legally restricted by outside parties for a specific future use.

Net assets have been “restricted for” the following:

“Highway projects” represents amounts restricted for highway improvements.

“Permanent funds - expendable” represents the amount of realized and unrealized investment earnings of donor restricted trusts. The donor restrictions and trustee policies only allows the trustees to approve spending of the realized investment earnings that support governmental programs.

“Permanent funds - nonexpendable” represents the endowment portion of donor restricted trusts that support governmental programs.

“Grants and gifts” represents restrictions placed on assets from outside parties and consists primarily of gifts and federal and state grants.

### *Fund Financial Statements (Fund Balances)*

Governmental fund balances are classified as nonspendable, restricted, committed, assigned, or unassigned based on the extent to which the government is bound to honor constraints on the specific purposes for which amounts in those funds can be spent.

The governmental fund balance classifications are as follows:

“Nonspendable” fund balance includes amounts that cannot be spent because they are either not in spendable form or they are legally or contractually required to be maintained intact.

“Restricted” fund balance includes amounts subject to constraints placed on the use of resources that are either externally imposed by creditors, grantors, contributors, or laws or regulations of other governments; or that are imposed by law through constitutional provisions or enabling legislation.

“Committed” fund balance includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government’s highest level of decision-making authority.

“Assigned” fund balance includes amounts that are constrained by the Town’s intent to be used for specific purposes, but are neither restricted nor committed.

“Unassigned” fund balance includes the residual classification for the general fund. This classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the general fund.

#### L. Long-term debt

##### *Government-Wide and Proprietary Fund Financial Statements*

Long-term debt is reported as liabilities in the government-wide and proprietary fund statement of net assets. Material bond premiums and discounts are deferred and amortized over the life of the bonds using the effective interest method. Bonds payable are reported net of the applicable bond premium or discount.

##### *Governmental Fund Financial Statements*

The face amount of governmental funds long-term debt is reported as other financing sources. Bond premiums and discounts, as well as issuance costs, are recognized in the current period. Bond premiums are reported as other financing sources and bond discounts are reported as other financing uses. Issuance costs, whether or not withheld from the actual bond proceeds received, are reported as general government expenditures.

#### M. Investment Income

Excluding the permanent funds, investment income derived from nonmajor governmental funds is legally assigned to the general fund unless otherwise directed by Massachusetts General Law (MGL).

#### N. Compensated Absences

Employees are granted vacation and sick leave in varying amounts based on collective bargaining agreements, state laws and executive policies.

##### *Government-Wide and Proprietary Fund Financial Statements*

Vested or accumulated vacation and sick leave are reported as liabilities and expensed as incurred.

##### *Governmental Fund Financial Statements*

Vested or accumulated vacation and sick leave, which will be liquidated with expendable available financial resources, are reported as expenditures and fund liabilities upon maturity of the liability.

#### O. Use of Estimates

##### *Government-Wide and Fund Financial Statements*

The preparation of basic financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure for contingent assets and liabilities at the date of the basic financial statements and the reported amounts of the revenues and expenditures/expenses during the fiscal year. Actual results could vary from estimates that were used.

#### P. Extraordinary Items

##### *Government-Wide Financial Statements*

Extraordinary items are transactions or other events that are both unusual in nature and infrequent in occurrence.

The library component units had an extraordinary item for the net book value of a building which was demolished to allow for the construction of a brand new building.

## Q. Total Column

### *Government-Wide Financial Statements*

The total column presented on the government-wide financial statements represents consolidated financial information.

### *Fund Financial Statements*

The total column on the fund financial statements is presented only to facilitate financial analysis. Data in this column is not the equivalent of consolidated financial information.

## **NOTE 2 – STEWARDSHIP, COMPLIANCE AND ACCOUNTABILITY**

### A. Budgetary Information

In accordance with the Town Charter, the Town Manager presents an annual budget to the Council, which includes estimates of revenues and other financing sources and recommendations of expenditures and other financing uses. Expenditures are budgeted by categories that are broken down by personnel, operating expenses, debt service and capital outlay and are mandated by Municipal Law. The Council may authorize appropriations for the recommended purposes and may reduce or reject any appropriation by majority vote. The Council may not increase an appropriation without the recommendation of the Manager.

Supplemental appropriations are made upon recommendation of the Town Manager and require a majority approval of the Council.

The majority of appropriations are non-continuing which lapse at the end of each fiscal year. Others are continuing appropriations for which the governing body has authorized that an unspent balance from a prior fiscal year be carried forward and made available for spending in the current fiscal year. These carry forwards are included as part of the subsequent fiscal year's original budget.

Generally, expenditures may not exceed the legal level of spending (personnel, operating expenditures and capital) authorized for an appropriation account. However, the payment of debt service is statutorily required, regardless of whether such amounts are appropriated. Additionally, expenditures for disasters, natural or otherwise, and final claims and judgments may exceed the level of spending authorized by majority vote of the Council.

An annual budget is adopted for the general fund in conformity with the guidelines described above. The original fiscal year 2011 approved budget authorized approximately \$126,501,000 in current year appropriations and other amounts to be raised and approximately \$2,817,000 in encumbrances and appropriations carried over from previous fiscal years. During fiscal year 2011, the Council also approved supplemental appropriations totaling approximately \$26,000.

The Finance Director has the responsibility to ensure that budgetary control is maintained. Budgetary control is exercised through the Town's accounting system.

### B. Budgetary - GAAP Reconciliation

For budgetary financial reporting purposes, the Uniform Municipal Accounting System basis of accounting (established by the Commonwealth) is followed, which differs from the GAAP basis of accounting. A

reconciliation of budgetary-basis to GAAP-basis results for the general fund for the fiscal year ended June 30, 2011, is presented as follows:

Net change in fund balance, budgetary basis.....	\$ 2,874,428
<u>Perspective difference:</u>	
Activity of the Horace Mann Charter Schools recorded in the general fund for GAAP.....	(305,562)
Activity of the stabilization funds recorded in the general fund for GAAP.....	(4,988,428)
<u>Basis of accounting differences:</u>	
Net change in recording tax refunds payable.....	129,400
Net change in recording expenditures.....	68,197
Recognition of revenue for on-behalf payments.....	10,390,000
Recognition of expenditures for on-behalf payments.....	<u>(10,390,000)</u>
Net change in fund balance, GAAP basis.....	<u>\$ (2,221,965)</u>

C. Appropriation Deficits

Expenditures exceeded appropriations in public works for snow and ice removal. This deficit will be funded in fiscal 2012 via the tax levy.

**NOTE 3 – CASH AND INVESTMENTS**

A cash and investment pool is maintained that is available for use by all funds. Each fund type's portion of this pool is displayed on the balance sheet as "Cash and Cash Equivalents". The deposits and investments of the trust funds are held separately from those of other funds.

Statutes authorize the investment in obligations of the U.S. Treasury, agencies, and instrumentalities, certificates of deposit, repurchase agreements, money market accounts, bank deposits and the State Treasurer's Investment Pool (the Pool). The Treasurer may also invest trust funds in securities, other than mortgages or collateral loans, which are legal for the investment of funds of savings banks under the laws of the Commonwealth.

The Pool meets the criteria of an external investment pool. The Pool is administered by the Massachusetts Municipal Depository Trust (MMDT), which was established by the Treasurer of the Commonwealth who serves as Trustee. The fair value of the position in the Pool is the same as the value of the Pool shares.

Custodial Credit Risk – Deposits

In the case of deposits, this is the risk that in the event of a bank failure, the Town of Barnstable's deposits may not be returned to it. The Town does not have a deposit policy for custodial credit risk. At fiscal year-end, the carrying amount of deposits totaled \$58,514,223 and the bank balance totaled \$61,623,143. Of the bank balance, \$4,992,635 was covered by Federal Depository Insurance, \$10,839,123 was covered by the Depositors Insurance Fund, \$21,205,379 was collateralized, and \$24,586,006 was exposed to custodial credit risk because it was uninsured and uncollateralized.

Investments

As of June 30, 2011, the Town of Barnstable had the following investments:

Investment Type	Fair Value	Maturity			
		Under 1 Year	1-5 Years	6-10 Years	Over 10 Years
<u>Debt Securities:</u>					
U.S. Government Treasuries.....	\$ 5,459,806	\$ 103,582	\$ 3,484,972	\$ 1,871,252	\$ -
Corporate Bonds.....	11,318,589	5,071,644	5,201,458	1,045,487	-
Government Sponsored Enterprises.....	17,303,451	3,225,781	9,286,409	4,100,682	690,579
Total Debt Securities.....	34,081,846	\$ 8,401,007	\$ 17,972,839	\$ 7,017,421	\$ 690,579
<u>Other Investments:</u>					
Equity Securities.....	8,073,846				
Money Market Mutual Funds.....	5,533,499				
Equity Mutual Funds.....	6,594,083				
Preferred Securities.....	496,054				
MMDT.....	338,292				
Total Investments.....	\$ 55,117,620				

The Town participates in the MMDT cash portfolio. MMDT maintains a cash portfolio and a short-term bond fund with combined average maturities of approximately 3 months.

Custodial Credit Risk – Investments

For an investment, this is the risk that, in the event of a failure by the counterparty, the Town will not be able to recover the value of its investments or collateral security that are in the possession of an outside party. Of the Town's investments, \$34,081,846 in debt securities, \$8,073,846 in equity securities and \$496,054 in preferred securities are exposed to custodial credit risk because the related securities are uninsured, unregistered and held by the counterparty. The Town's investment policy places no limit on the amount of United States Treasury and United States Government Agency obligations. In regards to other investments, the Town will only purchase investment grade securities with a high concentration in securities rated "A" or better.

Interest Rate Risk

The Town's policy is to concentrate its investment portfolio in shorter-term securities in order to limit principal risk caused by changes in interest rates. For general Town funds, the weighted average days to maturity for the overall Town portfolio should be less than 365 days.

Credit Risk

The Town has not adopted a formal policy related to Credit Risk. At June 30, 2011 the Town's investments were rated as follows:

Quality Ratings	Corporate Bonds	Government Sponsored Enterprises	Preferred Securities	Totals
AAA.....	\$ 508,133	\$ 17,303,451	\$ -	\$ 17,811,584
AA+.....	1,020,526	-	-	1,020,526
AA.....	801,173	-	-	801,173
AA-.....	470,474	-	-	470,474
A+.....	798,057	-	-	798,057
A.....	5,977,777	-	-	5,977,777
A-.....	317,509	-	-	317,509
BAA.....	565,056	-	-	565,056
BBB.....	459,425	-	-	459,425
BBB-.....	96,140	-	-	96,140
B+.....	93,054	-	-	93,054
Unrated.....	211,265	-	496,054	707,319
Fair Value.....	<u>\$ 11,318,589</u>	<u>\$ 17,303,451</u>	<u>\$ 496,054</u>	<u>\$ 29,118,094</u>

Additionally, the Town holds \$5,533,499 in money market mutual funds and \$338,292 in MMDT which are unrated.

Concentration of Credit Risk

The Town places no limit on the amount the government may invest in any one issuer. More than 5% of the Town's investments are in the following securities:

Issuer	Percentage Of Total Investments
Federal Home Loan Bank.....	8%
Federal Home Loan Mortgage Company.....	11%
Federal National Mortgage Association.....	11%

**NOTE 4 – RECEIVABLES**

At June 30, 2011, receivables for the individual major governmental funds and nonmajor governmental funds in the aggregate, including the applicable allowances for uncollectible accounts, are as follows:

	<u>Gross Amount</u>	<u>Allowance for Uncollectibles</u>	<u>Net Amount</u>
<u>Receivables:</u>			
Real estate and personal property taxes.....	\$ 6,589,874	\$ (21,276)	\$ 6,568,598
Tax liens.....	1,142,508	(112,332)	1,030,176
Motor vehicle and other excise taxes.....	1,402,562	(140,256)	1,262,306
Community Preservation surtaxes.....	171,814	-	171,814
Departmental and other.....	247,669	-	247,669
Special assessments.....	888,619	-	888,619
Intergovernmental.....	<u>31,767,924</u>	<u>-</u>	<u>31,767,924</u>
Total.....	<u>\$ 42,210,970</u>	<u>\$ (273,864)</u>	<u>\$ 41,937,106</u>

At June 30, 2011 receivables for fiduciary funds in the aggregate, including the applicable allowances for uncollectible accounts, are as follows:

	<u>Gross Amount</u>	<u>Allowance for Uncollectibles</u>	<u>Net Amount</u>
<u>Receivables:</u>			
Departmental and other.....	\$ 328,845	\$ -	\$ 328,845
Intergovernmental.....	<u>275,000</u>	<u>-</u>	<u>275,000</u>
	<u>\$ 603,845</u>	<u>\$ -</u>	<u>\$ 603,845</u>

At June 30, 2011 receivables for the component units, including the applicable allowances for uncollectible accounts, are as follows:

	<u>Gross Amount</u>	<u>Allowance for Uncollectibles</u>	<u>Net Amount</u>
<u>Receivables:</u>			
Departmental and other.....	\$ 5,575	\$ -	\$ 5,575
Intergovernmental.....	<u>257</u>	<u>-</u>	<u>257</u>
	<u>\$ 5,832</u>	<u>\$ -</u>	<u>\$ 5,832</u>

At June 30, 2011, receivables for the enterprise funds consist of the following:

	Gross Amount	Allowance for Uncollectibles	Net Amount
<u>Receivables:</u>			
Airport user fees.....	\$ 166,167	\$ -	\$ 166,167
Wastewater user fees.....	1,589,602	-	1,589,602
Wastewater liens.....	21,962	-	21,962
Water user fees.....	1,134,648	(107,376)	1,027,272
Special assessments.....	1,904,632	-	1,904,632
Intergovernmental.....	18,013,430	-	18,013,430
Total.....	<u>\$ 22,830,441</u>	<u>\$ (107,376)</u>	<u>\$ 22,723,065</u>

Governmental funds report *deferred revenue* in connection with receivables for revenues that are not considered to be available to liquidate liabilities of the current period. At the end of the current fiscal year, the various components of *deferred revenue* reported in the governmental funds were as follows:

	General Fund	Chapter 90 Highway Projects	Community Preservation Fund	Nonmajor Governmental Funds	Total
<u>Receivable and other asset type:</u>					
Real estate and personal property taxes.....	\$ 5,522,973	\$ -	\$ -	\$ -	\$ 5,522,973
Tax liens.....	1,010,991	-	17,850	1,335	1,030,176
Tax foreclosures.....	1,185,252	-	-	-	1,185,252
Motor vehicle and other excise taxes.....	1,262,306	-	-	-	1,262,306
Community Preservation surtaxes.....	-	-	171,814	-	171,814
Departmental and other.....	8,346	-	-	-	8,346
Special assessments.....	-	-	-	888,619	888,619
Intergovernmental.....	24,092,275	6,125,950	765,460	-	30,983,685
Total.....	<u>\$ 33,082,143</u>	<u>\$ 6,125,950</u>	<u>\$ 955,124</u>	<u>\$ 889,954</u>	<u>\$ 41,053,171</u>

**NOTE 5 – CAPITAL ASSETS**

Capital asset activity for the fiscal year ended June 30, 2011, was as follows:

	Beginning Balance	Increases	Decreases	Ending Balance
<b>Governmental Activities:</b>				
<u>Capital assets not being depreciated:</u>				
Land.....	\$ 80,347,192	\$ 14,044	\$ -	\$ 80,361,236
Construction in progress.....	<u>7,350,335</u>	<u>2,049,580</u>	<u>(350,939)</u>	<u>9,048,976</u>
Total capital assets not being depreciated.....	<u>87,697,527</u>	<u>2,063,624</u>	<u>(350,939)</u>	<u>89,410,212</u>
<u>Capital assets being depreciated:</u>				
Land improvements.....	3,834,783	19,555	-	3,854,338
Buildings and building improvements.....	160,506,554	1,207,437	(793,726)	160,920,265
Machinery and equipment.....	7,760,502	1,466,214	-	9,226,716
Vehicles.....	6,235,074	275,517	-	6,510,591
Infrastructure.....	<u>68,624,478</u>	<u>8,045,788</u>	<u>-</u>	<u>76,670,266</u>
Total capital assets being depreciated.....	<u>246,961,391</u>	<u>11,014,511</u>	<u>(793,726)</u>	<u>257,182,176</u>
<u>Less accumulated depreciation for:</u>				
Land improvements.....	(856,018)	(155,306)	-	(1,011,324)
Buildings and building improvements.....	(84,347,350)	(3,224,569)	793,726	(86,778,193)
Machinery and equipment.....	(4,833,000)	(726,501)	-	(5,559,501)
Vehicles.....	(5,342,424)	(453,610)	-	(5,796,034)
Infrastructure.....	<u>(17,731,651)</u>	<u>(2,055,131)</u>	<u>-</u>	<u>(19,786,782)</u>
Total accumulated depreciation.....	<u>(113,110,443)</u>	<u>(6,615,117)</u>	<u>793,726</u>	<u>(118,931,834)</u>
Total capital assets being depreciated, net.....	<u>133,850,948</u>	<u>4,399,394</u>	<u>-</u>	<u>138,250,342</u>
Total governmental activities capital assets, net.....	<u>\$ 221,548,475</u>	<u>\$ 6,463,018</u>	<u>\$ (350,939)</u>	<u>\$ 227,660,554</u>

	Beginning Balance	Increases	Decreases	Ending Balance
<b>Business-Type Activities:</b>				
<u>Capital assets not being depreciated:</u>				
Land.....	\$ 39,601,653	\$ 1,229,331	\$ -	\$ 40,830,984
Construction in progress.....	37,979,130	11,746,406	(25,885,940)	23,839,596
Total capital assets not being depreciated.....	<u>77,580,783</u>	<u>12,975,737</u>	<u>(25,885,940)</u>	<u>64,670,580</u>
<u>Capital assets being depreciated:</u>				
Land improvements.....	6,851,265	9,503	-	6,860,768
Buildings and building improvements.....	31,098,382	29,524,833	-	60,623,215
Machinery and equipment.....	6,857,856	4,909,011	-	11,766,867
Vehicles.....	1,205,418	29,663	-	1,235,081
Infrastructure.....	<u>45,262,654</u>	<u>8,450,927</u>	<u>-</u>	<u>53,713,581</u>
Total capital assets being depreciated.....	<u>91,275,575</u>	<u>42,923,937</u>	<u>-</u>	<u>134,199,512</u>
<u>Less accumulated depreciation for:</u>				
Land improvements.....	(3,699,288)	(890,479)	-	(4,589,767)
Buildings and building improvements.....	(13,452,926)	(1,124,064)	-	(14,576,990)
Machinery and equipment.....	(5,137,784)	(535,499)	-	(5,673,283)
Vehicles.....	(976,464)	(75,050)	-	(1,051,514)
Infrastructure.....	<u>(13,404,169)</u>	<u>(1,278,240)</u>	<u>-</u>	<u>(14,682,409)</u>
Total accumulated depreciation.....	<u>(36,670,631)</u>	<u>(3,903,332)</u>	<u>-</u>	<u>(40,573,963)</u>
Total capital assets being depreciated, net.....	<u>54,604,944</u>	<u>39,020,605</u>	<u>-</u>	<u>93,625,549</u>
Total business-type activities capital assets, net.....	<u>\$ 132,185,727</u>	<u>\$ 51,996,342</u>	<u>\$ (25,885,940)</u>	<u>\$ 158,296,129</u>

	Beginning Balance	Increases	Decreases	Ending Balance
<b>Discretely Presented Component Units:</b>				
<u>Capital assets not being depreciated:</u>				
Land.....	\$ 188,158	\$ 146,957	\$ -	\$ 335,115
Construction in progress.....	654,354	1,998,241	-	2,652,595
Total capital assets not being depreciated.....	<u>842,512</u>	<u>2,145,198</u>	<u>-</u>	<u>2,987,710</u>
<u>Capital assets being depreciated:</u>				
Improvements.....	1,124,914	539,988	-	1,664,902
Buildings.....	2,495,984	81,352	(819,502)	1,757,834
Machinery and equipment.....	643,498	13,121	-	656,619
Fine arts.....	6,000	-	-	6,000
Furniture and fixtures.....	602,645	3,571	-	606,216
Books and periodicals.....	98,265	-	-	98,265
Technology.....	59,132	1,728	-	60,860
Total capital assets being depreciated.....	<u>5,030,438</u>	<u>639,760</u>	<u>(819,502)</u>	<u>4,850,696</u>
<u>Less accumulated depreciation:</u>	<u>(3,085,068)</u>	<u>(120,461)</u>	<u>548,792</u>	<u>(2,656,737)</u>
Total capital assets being depreciated, net.....	<u>1,945,370</u>	<u>519,299</u>	<u>(270,710)</u>	<u>2,193,959</u>
Total discretely presented component units capital assets, net.....	<u>\$ 2,787,882</u>	<u>\$ 2,664,497</u>	<u>\$ (270,710)</u>	<u>\$ 5,181,669</u>

The library experienced an asset impairment that resulted in the demolition of a significant asset which has been reported as an extraordinary loss.

Depreciation expense was charged to functions/programs of the primary government as follows:

**Governmental Activities:**

General government.....	\$ 138,478
Growth management.....	1,384
Public safety.....	475,247
Education.....	2,906,726
Public works.....	2,653,887
Regulatory services.....	135,686
Community services.....	<u>303,709</u>
Total depreciation expense - governmental activities.....	<u>\$ 6,615,117</u>

**Business-Type Activities:**

Airport.....	\$ 1,251,048
Golf course.....	174,080
Solid waste.....	85,634
Wastewater.....	1,470,687
Water supply.....	145,220
Marina.....	146,235
Sandy neck.....	48,846
Hyannis youth and community center.....	<u>581,582</u>
Total depreciation expense - business-type activities.....	<u>\$ 3,903,332</u>

**NOTE 6 – INTERFUND BALANCES/TRANSFERS**

An interfund receivable/payable of \$82,875 exists between the capital project fund and the chapter 90 highway fund. Its purpose is to cover short-term cash needs that will be funded by future grant proceeds.

Interfund transfers for the fiscal year ended June 30, 2011, are summarized as follows:

Transfers Out:	Transfers In:						Total
	General Fund	Capital Projects	Nonmajor Governmental Funds	Water Enterprise Fund	Marina Enterprise Fund	HYCC Enterprise Fund	
General Fund.....	\$ -	\$ 3,345,000	\$ 90,058	\$ 2,695,000	\$ -	\$ 1,241,270	\$ 7,371,328 (1)
Capital Projects.....	-	-	529,665	-	-	-	529,665 (2)
Nonmajor Governmental Funds.....	716,624	-	407,000	-	24,000	-	1,147,624 (3)
Airport Enterprise Fund.....	468,424	-	-	-	-	-	468,424 (4)
Golf Course Enterprise Fund.....	225,000	-	-	-	-	-	225,000 (4)
Solid Waste Enterprise Fund.....	345,199	-	-	-	-	-	345,199 (4)
Wastewater Enterprise Fund.....	493,800	-	-	-	-	-	493,800 (4)
Water Supply Enterprise Fund.....	129,399	-	-	-	-	-	129,399 (4)
Marina Enterprise Fund.....	47,413	-	-	-	-	-	47,413 (4)
Sandy Neck Enterprise Fund.....	57,052	-	-	-	-	-	57,052 (4)
<b>Total.....</b>	<b>\$ 2,482,911</b>	<b>\$ 3,345,000</b>	<b>\$ 1,026,723</b>	<b>\$ 2,695,000</b>	<b>\$ 24,000</b>	<b>\$ 1,241,270</b>	<b>\$ 10,814,904</b>

- (1) Represents transfers from the general fund to fund various capital projects, the school revolving fund, the Town special revenue fund, the water enterprise fund, and the Hyannis Youth and Community Center.
- (2) Represents a transfer from the capital projects fund to the Town special revenue fund.
- (3) Represents budgeted transfers from the Town special revenue fund to the general fund. Also represents a transfer from the Town special revenue fund to the school grant fund, a transfer out of cemetery funding to help fund DPW projects, and a transfer out of Town special revenue fund to the marina enterprise fund for parking meters.
- (4) Represents the transfer of enterprise fund costs budgeted in the general fund.

**NOTE 7 – SHORT-TERM FINANCING**

Short-term debt may be authorized and issued to fund the following:

- Current operating costs prior to the collection of revenues through issuance of revenue or tax anticipation notes (RANS or TANS).
- Capital project costs and other approved expenditures incurred prior to obtaining permanent financing through issuance of bond anticipation notes (BANS) or grant anticipation notes (GANS).

Short-term loans are general obligations and carry maturity dates that are limited by statute. Interest expenditures and expenses for short-term borrowings are accounted for in the general fund and enterprise funds, respectively.

The Town had the following short-term debt activity during fiscal year 2011:

Governmental Funds				Balance at	Renewed/	Retired/	Balance at
Type	Purpose	Rate (%)	Due Date	June 30, 2010	Issued	Redeemed	June 30, 2011
BAN	Bulkhead.....	1.25%	6/14/2011	\$ 725,000	\$ -	\$ (725,000)	\$ -
Enterprise Funds				Balance at	Renewed/	Retired/	Balance at
Type	Purpose	Rate (%)	Due Date	June 30, 2010	Issued	Redeemed	June 30, 2011
BAN	Bulkhead.....	1.25%	6/14/2011	\$ 525,000	\$ -	\$ (525,000)	\$ -
BAN	MWPAT Interim Loan - Water Mains and Pump Station.....	0.25%	12/31/2011	5,348,080	-	-	5,348,080
Total.....				\$ 5,873,080	\$ -	\$ (525,000)	\$ 5,348,080

### NOTE 8 – LONG-TERM DEBT

Under the provisions of Chapter 44, Section 10, Municipal Law authorizes indebtedness up to a limit of 5% of the equalized valuation. Debt issued in accordance with this section of the law is designated as being "inside the debt limit". In addition, however, debt may be authorized in excess of that limit for specific purposes. Such debt, when issued, is designated as being "outside the debt limit".

Details related to the outstanding indebtedness at June 30, 2011, and the debt service requirements are as follows:

### Bonds and Notes Payable Schedule – Governmental Funds

Projects	Coupon Rate (%)	Outstanding at June 30, 2010	Issued	Redeemed	Outstanding at June 30, 2011
Land Acquisitions.....	3.51 - 5.00	\$ 2,787,000	\$ 1,102,000	\$ (1,339,000)	\$ 2,550,000
Community Preservation Fund					
Land Acquisitions.....	3.25 - 5.00	22,295,000	7,065,000	(8,850,000)	20,510,000
Schools.....	2.50 - 5.00	43,904,505	2,630,000	(4,927,402)	41,607,103
Roads.....	2.74 - 5.00	3,626,730	1,000,000	(826,730)	3,800,000
Title V Loan Program.....	0.00	734,151	-	(50,420)	683,731
Public Buildings.....	3.39 - 5.00	6,397,820	965,000	(988,020)	6,374,800
Improvements.....	3.5 - 4.75	1,813,000	1,575,000	(182,000)	3,206,000
Dredging.....	4.20	1,121,250	1,839,000	(411,250)	2,549,000
Drainage.....	3.39 - 6.00	465,000	-	(145,000)	320,000
Sewer Planning.....	4.07	1,288,998	-	(229,517)	1,059,481
Aerial Mapping.....	3.61	175,000	-	(65,000)	110,000
Lake Treatment.....	3.00	275,000	-	(20,000)	255,000
Total Bonds Payable.....		84,883,454	16,176,000	(18,034,339)	83,025,115
Add: unamortized premium.....		-	360,689	-	360,689
Total Bonds Payable, net.....		\$ 84,883,454	\$ 16,536,689	\$ (18,034,339)	\$ 83,385,804

Debt service requirements for principal and interest for Governmental bonds payable in future fiscal years are as follows:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2012.....	\$ 9,931,989	\$ 3,211,910	\$ 13,143,899
2013.....	9,304,750	2,882,139	12,186,889
2014.....	9,000,922	2,542,467	11,543,389
2015.....	8,176,270	2,238,926	10,415,196
2016.....	7,918,450	1,939,054	9,857,504
2017.....	7,615,675	1,634,306	9,249,981
2018.....	7,577,943	1,340,566	8,918,509
2019.....	7,606,258	992,069	8,598,327
2020.....	4,188,619	639,238	4,827,857
2021.....	3,220,831	470,933	3,691,764
2022.....	2,744,204	342,450	3,086,654
2023.....	2,144,204	228,005	2,372,209
2024.....	970,000	137,578	1,107,578
2025.....	935,000	101,223	1,036,223
2026.....	610,000	65,719	675,719
2027.....	365,000	42,856	407,856
2028.....	250,000	28,478	278,478
2029.....	215,000	18,650	233,650
2030.....	210,000	10,052	220,052
2031.....	40,000	1,656	41,656
Total.....	\$ <u>83,025,115</u>	\$ <u>18,868,275</u>	\$ <u>101,893,390</u>

#### Bonds and Notes Payable Schedule – Enterprise Funds

<u>Projects</u>	<u>Coupon Rate (%)</u>	<u>Outstanding at June 30, 2010</u>	<u>Issued</u>	<u>Redeemed</u>	<u>Outstanding at June 30, 2011</u>
Golf Course.....	5.00	\$ 3,840,000	\$ -	\$ (220,000)	\$ 3,620,000
Wastewater.....	0.00 - 4.75	18,474,811	300,000	(1,573,266)	17,201,545
Water.....	4.00 - 5.00	11,753,911	-	(375,000)	11,378,911
Solid Waste Transfer Station.....	0.00 - 4.50	4,338,727	-	(430,827)	3,907,900
Sandy Neck.....	4.00	30,000	1,265,000	(15,000)	1,280,000
Marinas.....	3.00 - 5.00	1,250,000	525,000	(100,000)	1,675,000
Hyannis Youth and Community Center.....	3.375 - 5.00	15,092,000	-	(869,000)	14,223,000
Airport.....	2.00 - 4.12	-	730,000	-	730,000
Total Bonds Payable.....		\$ <u>54,779,449</u>	\$ <u>2,820,000</u>	\$ <u>(3,583,093)</u>	\$ <u>54,016,356</u>

Debt service requirements for principal and interest for enterprise fund bonds and notes payable in future fiscal years are as follows:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2012..... \$	3,891,430	\$ 1,878,201	\$ 5,769,631
2013.....	3,416,029	1,950,459	5,366,488
2014.....	3,625,021	1,628,662	5,253,683
2015.....	3,641,534	1,499,248	5,140,782
2016.....	3,526,973	1,365,091	4,892,064
2017.....	3,582,608	1,229,788	4,812,396
2018.....	3,326,964	1,087,385	4,414,349
2019.....	3,397,373	959,730	4,357,103
2020.....	3,017,258	832,015	3,849,273
2021.....	2,906,316	730,688	3,637,004
2022.....	2,930,767	632,573	3,563,340
2023.....	2,990,508	530,380	3,520,888
2024.....	2,899,549	425,640	3,325,189
2025.....	2,799,894	332,890	3,132,784
2026.....	2,550,548	238,381	2,788,929
2027.....	2,601,519	154,150	2,755,669
2028.....	1,342,812	68,268	1,411,080
2029.....	546,770	36,732	583,502
2030.....	527,629	23,037	550,666
2031.....	494,854	9,018	503,872
Total..... \$	<u>54,016,356</u>	<u>\$ 15,612,336</u>	<u>\$ 69,628,692</u>

The Town advance refunded \$8,630,000 of general obligation bonds through the issuance of \$8,641,000 of general obligation refunding bonds on June 14, 2011. Proceeds were used to purchase \$9,282,187 of U.S. Government securities which were deposited in an irrevocable trust with an escrow agent to provide for all future debt service payments of the refunded bonds. As a result, the refunded bonds are considered defeased and the liabilities were removed from the financial statements for the fiscal year ending June 30, 2011. Through this advance refunding, the Town has taken advantage of lower interest rates to realize a decrease in its aggregate debt service payments by approximately \$735,000 over the next 11 years. The Town also realized an economic gain (the difference between the present values of the debt service payments of the refunded and refunding bonds) of approximately \$676,000.

The Town has entered into several loan agreements with the Massachusetts Water Pollution Abatement Trust (MWPAT) for which the Town has recorded the total amount of debt outstanding. However, as of June 30, 2011, the Town has not incurred \$8,517,312 of the eligible construction costs related to the projects and as a result has not yet received the corresponding loan proceeds from MWPAT. Accordingly, the Town has recorded \$8,517,312 as an intergovernmental receivable in the accompanying basic financial statements, as of June 30, 2011.

The Town is scheduled to be subsidized by the MWPAT on a periodic basis for principal in the amount of \$2,057,253 and interest costs for \$1,495,632. Thus, net MWPAT loan repayments, including interest, are scheduled to be \$6,294,645. The principal subsidies are guaranteed and therefore a \$2,057,253 intergovernmental receivable has been reported in the business-type financial statements. Since the Town is legally obligated for the total amount of the debt, such amounts have been reported in the accompanying basic financial statements. The fiscal year 2011 principal and interest subsidies totaled \$336,467 and \$302,755, respectively.

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 Middle School and the renovation and addition to the High School. During fiscal year 2011, approximately \$3,509,000 of such assistance was received. Approximately \$26,971,000 will be received in future years. Of this amount, \$3,329,000 represents reimbursement of future long-term interest costs and \$23,642,000 represents reimbursement of approved construction cost and interest costs previously paid. Accordingly, an intergovernmental receivable and corresponding deferred revenue have been reported in these basic financial statements for \$23,642,000 which represents the Commonwealth's share of construction and interest costs paid for the Middle School and High School projects.

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, 2011, the Town had the following authorized and unissued debt:

Purpose	Amount
Sewer projects.....	\$ 14,049,813
Water projects.....	7,408,863
Wind generator.....	1,850,000
Highway complex feasibility and design.....	900
Dredging projects.....	329,000
Road projects.....	6,827
Airport projects.....	32,203,989
Effluent mitigation.....	1,393,950
Security fencing.....	160,000
Improvements for Bismore Park.....	426,000
Land acquisitions.....	655,000
Energy improvements.....	1,854,000
Facilities improvements.....	1,375
Refunding bonds.....	<u>13,258,000</u>
Total.....	<u>\$ 73,597,717</u>

Changes in Long-term Liabilities

During the fiscal year ended June 30, 2011, the following changes occurred in long-term liabilities:

	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion
<b>Governmental Activities:</b>					
Bonds Payable.....	\$ 84,883,454	\$ 16,176,000	\$ (18,034,339)	\$ 83,025,115	\$ 9,931,989
Add: Unamortized Premium.....	-	360,689	-	360,689	-
Total Bonds Payable.....	84,883,454	16,536,689	(18,034,339)	83,385,804	9,931,989
Compensated Absences.....	2,832,356	2,435,120	(2,300,601)	2,966,875	2,388,506
Workers' Compensation.....	398,000	405,000	(151,000)	652,000	53,000
Other Postemployment Benefits.....	19,138,060	9,630,664	(5,102,561)	23,666,163	-
Total Governmental Funds.....	107,251,870	29,007,473	(25,588,501)	110,670,842	12,373,495
<b>Business Type Activities:</b>					
Bonds Payable.....	54,779,449	2,820,000	(3,583,093)	54,016,356	3,891,430
Compensated Absences.....	305,063	243,075	(262,329)	285,809	243,385
Workers' Compensation.....	248,000	-	(248,000)	-	-
Landfill Closure.....	1,190,000	-	(70,000)	1,120,000	70,000
Other Postemployment Benefits.....	2,471,000	1,275,000	(675,000)	3,071,000	-
Total Business Type Activities.....	58,993,512	4,338,075	(4,838,422)	58,493,165	4,204,815
Total.....	\$ 166,245,382	\$ 33,345,548	\$ (30,426,923)	\$ 169,164,007	\$ 16,578,310

Long-term liabilities related to both governmental and business-type activities are normally paid from the General Fund and the Enterprise Funds, respectively.

**NOTE 9 – GOVERNMENTAL FUND BALANCE CLASSIFICATIONS**

In fiscal year 2011, the Town implemented GASB Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*. The intention of the GASB is to provide a more structured classification of fund balance and to improve the usefulness of fund balance reporting to the users of the Town's financial statements. The reporting standard establishes a hierarchy for fund balance classifications and the constraints imposed on the uses of those resources.

Massachusetts General Law Ch.40 §5B allows for the establishment of Stabilization funds for one or more different purposes. The creation of a fund requires a two-thirds vote of the legislative body and must clearly define the purpose of the fund. Any change to the purpose of the fund along with any additions to or appropriations from the fund requires a two-thirds vote of the legislative body.

In accordance with Statement No. 54, the stabilization funds have been reported in the general fund, and accordingly, the general fund beginning fund balance has been revised from \$17,718,451 to \$32,820,236. The municipal purpose, pension, and insurance stabilization funds beginning fund balances have been revised from \$11,638,017, \$2,783,603 and \$680,165, respectively to \$0.

GASB 54 provides for two major types of fund balances, which are nonspendable and spendable. Nonspendable fund balances are balances that cannot be spent because they are not expected to be converted to cash or they are legally or contractually required to remain intact. Examples of this classification are prepaid items, inventories, and principal (corpus) of an endowment fund. The Town has reported principal portions of endowment funds as nonspendable.

In addition to the nonspendable fund balance, GASB 54 has provided a hierarchy of spendable fund balances, based on a hierarchy of spending constraints.

- Restricted: fund balances that are constrained by external parties, constitutional provisions, or enabling legislation.
- Committed: fund balances that contain self-imposed constraints of the government from its highest level of decision making authority.
- Assigned: fund balances that contain self-imposed constraints of the government to be used for a particular purpose.
- Unassigned: fund balance of the general fund that is not constrained for any particular purpose.

The Town has classified its fund balances with the following hierarchy.

	<u>General</u>	<u>Capital Projects</u>	<u>Community Preservation Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
<b>FUND BALANCES</b>					
Nonspendable:					
Permanent fund principal.....	\$ -	\$ -	\$ -	\$ 10,326,319	\$ 10,326,319
Restricted for:					
Pension reserve.....	2,863,023	-	-	-	2,863,023
Town capital projects.....	-	16,335,039	-	-	16,335,039
School capital projects.....	-	2,305,427	-	-	2,305,427
Community preservation.....	-	-	8,261,251	-	8,261,251
Town revolving.....	-	-	-	4,230,783	4,230,783
School revolving.....	-	-	-	3,167,107	3,167,107
Town gift and grant funds.....	-	-	-	3,783,595	3,783,595
School gift and grant funds.....	-	-	-	1,610,980	1,610,980
Cemeteries and libraries.....	-	-	-	494,735	494,735
Conservation.....	-	-	-	58,886	58,886
Education.....	-	-	-	736,131	736,131
Other permanent funds.....	-	-	-	229,061	229,061
Assigned to:					
Town Council.....	1,100	-	-	-	1,100
Town Manager.....	3,795	-	-	-	3,795
Administrative services.....	287,786	-	-	-	287,786
Growth management.....	40,096	-	-	-	40,096
Public safety.....	8,436	-	-	-	8,436
Community services.....	72,879	-	-	-	72,879
Regulatory services.....	15,276	-	-	-	15,276
Education.....	1,799,537	-	-	-	1,799,537
Public works.....	539,289	-	-	-	539,289
Culture and recreation.....	106,992	-	-	-	106,992
Property and liability insurance.....	28,800	-	-	-	28,800
Employee benefits.....	23,520	-	-	-	23,520
Balance the FY12 operating budget...	3,195,000	-	-	-	3,195,000
Unassigned.....	<u>21,612,742</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>21,612,742</u>
<b>TOTAL FUND BALANCES.....</b>	<b>\$ <u>30,598,271</u></b>	<b>\$ <u>18,640,466</u></b>	<b>\$ <u>8,261,251</u></b>	<b>\$ <u>24,637,597</u></b>	<b>\$ <u>82,137,585</u></b>

At June 30, 2011, the balance of the municipal purpose stabilization fund is \$7,250,334 and is reported as unassigned fund balance within the general fund. The municipal purpose stabilization fund balance can be used for general and/or capital purposes upon approval of the Council.

At June 30, 2011, the balance of the insurance stabilization fund is \$0. During fiscal year 2011, the Town transferred the balance of \$693,235 from the insurance stabilization fund to fund the other postemployment benefit trust fund.

At June 30, 2011, the balance of the pension stabilization fund is \$2,863,023 and is reported as restricted fund balance within the general fund. The pension stabilization fund balance may only be appropriated to fund the unfunded pension liability that accrues to the Town through the county retirement system. The amount appropriated from the pension stabilization fund is subject to Council approval and the approval of the Public Employee Retirement Administration Commission (PERAC).

**NOTE 10 – LANDFILL CLOSURE AND POSTCLOSURE CARE COSTS**

State and federal laws and regulations require the Town to construct a final capping system on its Flint Street Sanitary landfill site when it stops accepting waste and to perform certain maintenance and monitoring functions at the site after closure. The Town stopped accepting waste in fiscal year 1991 and performed a final capping of the landfill site in fiscal year 1997. At June 30, 2011, the Town has accrued \$1,120,000 as the estimated cost of the landfill's postclosure care in the Solid Waste Enterprise Fund. This liability is based on estimates of what it would cost to perform all future postclosure care as of June 30, 2011. Actual costs may be higher due to inflation, changes in technology, or changes in regulations.

**NOTE 11 – SOLID WASTE DISPOSAL**

In January, 1985, the Town entered into a twenty-seven year contract for the disposal of solid waste services, beginning in 1990, with SEMASS Partnership (SEMASS), a resource recovery facility located in Rochester, Massachusetts. The agreement requires the Town to annually deliver solid waste collected at the Barnstable Solid Waste Facility in Marstons Mills to the SEMASS Facility. The cost to dispose solid waste at SEMASS is governed by the Agreement and comprises the utilization of consumer price indexing and capital infrastructure improvements necessary due to age of facility and change-in-law requirements. The present disposal charge from SEMASS is \$37.76/ton. The Agreement with SEMASS is in effect until December 31, 2014. The Town is actively engaged in procurement activities and contract deliberations with SEMASS and other disposal vendors for a successor long-term disposal agreement.

A separate, joint agreement between the Towns of Barnstable and Yarmouth and the SEMASS Partnership requires the Town's solid waste to be delivered to the Yarmouth Transfer Station, a facility designed and constructed by Barnstable and Yarmouth to receive solid waste from both towns as well as from private haulers. The solid waste is loaded on to specially modified railroad cars and is then railed directly to SEMASS. Pursuant to the joint agreement, SEMASS is responsible for all costs relating to the delivery of Barnstable and Yarmouth's solid waste from the Yarmouth Transfer Station to the SEMASS Rochester waste-to-energy facility. Additionally, this agreement requires Barnstable to annually pay Yarmouth a \$1.00 per ton host fee to accept Barnstable's solid waste. In FY11, the total host fee paid to Yarmouth was \$9,464. As with the SEMASS Agreement, this joint agreement also expires on December 31, 2014. Barnstable, Yarmouth and SEMASS are actively engaged in contract deliberations for a successor long-term agreement to continue the same terms and conditions of the existing agreement.

**NOTE 12 – RISK FINANCING**

The Town is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets; errors and omissions; and natural disasters for which the Town carries commercial insurance. The Town participates in a premium-based health care plan for its active and retired employees. The amount of claim settlements has not exceeded insurance coverage in any of the previous three fiscal years.

The Town provides health insurance through the Cape Cod Municipal Health Group (the Group), a nonprofit shared risk health group comprised of 51 governmental units. The Town and its employees contribute to the Group based upon a 50% (Town) and 50% (employee) primary care premium formula. In the event the Group is terminated, the Town is obligated to pay its prorata share of a deficit, should one exist.

The Town is self-insured for unemployment claims which are funded on a pay-as-you-go basis from annual appropriations paid from the general fund. The Incurred But Not Reported is immaterial to the financial statements and therefore is not reported.

The Town is self-insured for its workers' compensation activities incurred prior to fiscal year 2005 when the Town purchased commercial insurance. The self-insured program is administered by a third party administrator and funded on a pay-as-you-go basis from annual appropriations paid from the General Fund. The Town estimates its future workers' compensation liability for occurrences under the self-insured program based on history and injury type and accounts for this liability on the full accrual basis of accounting on the Statement of Net Assets. At June 30, 2011, the amount of the liability for self-insured workers' compensation claims totaled \$652,000 for governmental activities.

Changes in the reported liability since July 1, 2009, are as follows:

	Balance at Beginning of Fiscal Year	Current Year Claims and Changes in Estimate	Claims Payments	Balance at Fiscal Year-End	Current Portion at Year-End
<b>Governmental Activities:</b>					
Fiscal Year 2010.....	\$ 194,000	\$ 265,000	\$ (61,000)	\$ 398,000	\$ 55,000
Fiscal Year 2011.....	398,000	310,000	(56,000)	652,000	53,000
<b>Business-Type Activities:</b>					
Fiscal Year 2010.....	\$ -	\$ 248,000	\$ -	\$ 248,000	\$ 50,000
Fiscal Year 2011.....	248,000	(248,000)	-	-	-

### NOTE 13 – PENSION PLAN

*Plan Description* – The Town contributes to the Barnstable County Retirement Association (the Association), a cost-sharing multiple-employer defined benefit pension plan administered by the Barnstable County Retirement Board. Substantially all employees are members of the Association, except for public school teachers and certain administrators who are members of the Massachusetts Teachers Retirement System, to which the Town does not contribute. Pension benefits and administrative expenses paid by the Teachers Retirement Board are the legal responsibility of the Commonwealth. The amount of these on-behalf payments totaled \$10,390,000 for the fiscal year ended June 30, 2011, and, accordingly, are reported in the general fund as intergovernmental revenues and pension expenditures.

The Association provides retirement, disability and death benefits to plan members and beneficiaries. Chapter 32 of the MGL assigns authority to establish and amend benefit provisions of the plan. Cost-of-living adjustments granted between 1981 and 1997 and any increase in other benefits imposed by the Commonwealth's state law during those years are borne by the Commonwealth and are deposited into the pension fund. Cost-of-living adjustments granted after 1997 must be approved by the Association and are borne by the Association. The Association issues a publicly available unaudited financial report in accordance with guidelines established by the Commonwealth's Public Employee Retirement Administration Commission (PERAC). That report may be obtained by contacting the Association located at 99 Willow Street, Yarmouthport, Massachusetts 02675.

*Funding Policy* – Plan members are required to contribute to the Association at rates ranging from 5% to 11% of annual covered compensation. The Town is required to pay into the Association its share of the system-wide actuarial determined contribution that is apportioned among the employers based on active current payroll. Administrative expenses are funded through investment earnings. Chapter 32 of the MGL governs the

contributions of plan members and the Town. The Town's contributions to the Association for the fiscal years ended June 30, 2011, 2010, and 2009 were \$5,978,699, \$5,718,412, and \$5,302,912, respectively, which equaled its required contribution for each fiscal year.

At June 30, 2011, the Town has \$2,863,023 in a pension reserve fund which is classified as part of the general fund in the governmental fund financial statements. The Town transferred \$350,000 from the pension reserve fund to the general fund in fiscal year 2011. The pension reserve fund may only be used to provide funding for annual contributions to the Association upon approval of the Council.

#### **NOTE 14 – POSTEMPLOYMENT BENEFITS OTHER THAN PENSIONS**

*Plan Description* – The Town of Barnstable administers a single-employer defined benefit healthcare plan (“the Retiree Health Plan”). The plan provides lifetime healthcare insurance for eligible retirees and their spouses through the Town's group health insurance plan, which covers both active and retired members. Chapter 32b of the MGL assigns authority to establish and amend benefit provisions of the plan. Benefit provisions are negotiated between the Town and the unions representing Town employees and are renegotiated each bargaining period. The Retiree Health Plan does not issue a publicly available financial report. Additionally, retired teachers and their spouses receive health insurance through the Group Insurance Commission of the Commonwealth of Massachusetts (GIC). Each participating municipality is assessed for the governmental share of health and life insurance premiums paid on-behalf of its teacher retirees by the state. The state pays 85 – 90% of the total premium; the retiree's co-payment is 10 – 15% of the total premium as well as full payment for catastrophic illness coverage. The Town's assessment from the Commonwealth, for retired teachers, for fiscal year 2011, totaled \$2,474,696.

*Funding Policy* – Contribution requirements are also negotiated between the Town and union representatives. The required contribution is based on a pay-as-you-go financing requirement. The Town contributes 50% of the cost of current-year premiums for eligible retired plan members and their spouses. Plan members receiving benefits contribute the remaining 50% of their premium costs. For fiscal year 2011, the Town's age-weighted contribution to the plan totaled approximately \$5.8 million.

The Commonwealth of Massachusetts passed special legislation that has allowed the Town to establish the postemployment benefit trust fund and to enable the Town to raise taxes necessary to begin pre-funding its OPEB liabilities. During fiscal year 2011, the Town pre-funded future OPEB liabilities in the amount of approximately \$693,000.

*Annual OPEB Cost and Net OPEB Obligation* – The Town's annual other postemployment benefit (OPEB) cost (expense) is calculated based on the annual required contribution of the employer (ARC), an amount actuarially determined in accordance with the parameters of GASB Statement 45. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover the normal cost each year and amortize any unfunded actuarial liabilities (or funding excess) over a period not to exceed thirty years. The components of the Town's annual OPEB cost for the year, the amount actually contributed to the plan, and changes in the Town's net OPEB obligation are summarized in the following table:

Annual required contribution.....	\$ 10,558,506
Interest on net OPEB obligation.....	1,145,002
Adjustment for timing.....	(797,844)
Annual OPEB cost (expense).....	<u>10,905,664</u>
Contributions made (including retired teachers).....	<u>(5,777,561)</u>
Increase in net OPEB obligation.....	5,128,103
Net OPEB obligation - beginning of year.....	<u>21,609,060</u>
Net OPEB obligation - end of year.....	<u>\$ 26,737,163</u>

The Town’s annual OPEB cost, the percentage of annual OPEB cost contributed to the plan, and the net OPEB obligation for fiscal year 2011 was as follows:

<u>Fiscal Year Ended</u>	<u>Annual OPEB Cost</u>	<u>Percentage of Annual OPEB Cost Contributed</u>	<u>Net OPEB Obligation</u>
6/30/2011	\$ 10,905,664	53%	\$ 26,737,163
6/30/2010	11,873,230	40%	21,609,060
6/30/2009	11,201,703	46%	14,393,152
6/30/2008	11,377,236	27%	8,251,620

*Funded Status and Funding Progress.* The funded status of the Plan as of the most recent actuarial valuation dates is as follows:

<u>Actuarial Valuation Date</u>	<u>Actuarial Value of Assets (A)</u>	<u>Actuarial Accrued Liability (AAL) Entry Age Normal (B)</u>	<u>Unfunded AAL (UAAL) (B-A)</u>	<u>Funded Ratio (A/B)</u>	<u>Covered Payroll (C)</u>	<u>UAAL as a Percentage of Covered Payroll ((B-A)/C)</u>
6/30/2010	\$ -	\$ 162,010,280	\$ 162,010,280	0%	\$ 48,841,000	331.71%
6/30/2008	-	159,321,644	159,321,644	0%	44,795,126	355.67%
6/30/2006	-	150,545,412	150,545,412	0%	48,120,192	312.85%

Actuarial valuations of an ongoing plan involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Examples include assumptions about future employment, mortality, and the healthcare cost trend. Amounts determined regarding the funded status of the plan and the annual required contributions of the employer are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future. The schedule of funding progress, presented as required supplementary information following the notes to the financial statements, presents multiyear trend information about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liabilities for benefits.

*Actuarial Methods and Assumptions.* Projections of benefits for financial reporting purposes are based on the substantive plan (the plan as understood by the employer and the plan members) and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the employer and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effects of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

In the June 30, 2010, actuarial valuation, actuarial liabilities were determined using the entry age normal cost method. The actuarial assumptions included a 5.25% investment return assumption, which is based on the expected yield on the assets of the Town, calculated based on the funded level of the plan at the valuation date, and an annual medical/drug cost trend rate of 10% initially, decreasing .75% for six years and by .50% for one year to an ultimate level of 5% per year. The actuarial value of assets was determined using techniques that spread the effects of short-term volatility in the market value of investments over a five-year period. The UAAL is being amortized over a 30 year open period using a level percentage of projected payroll with amortization payments increasing at 4.5% per year. The remaining amortization period at June 30, 2011 is 29 years.

#### **NOTE 15 – COMMITMENTS**

The Town has entered into, or is planning to enter into, contracts totaling \$10.7 million in relation to various capital projects including water quality improvements to lakes and ponds, sidewalk improvements, dredging, equipment purchases, boat ramp improvements, facility improvements, water supply pipe replacement and several maintenance projects at the Barnstable Municipal airport.

A total of \$245,000 of airport surplus is being used mainly for a groundwater improvement program and approximately \$1 million of federal grant money is expected to fund several maintenance projects and a new airfield sweeper. The marina enterprise fund will use \$110,000 of its surplus to finance the permitting necessary for dredging the Barnstable Inner Harbor and the design of a repair/replacement for the Prince Cove Marina Bulkhead. A total of \$170,000 of water enterprise fund surplus is being used to upgrade a water main and \$1 million in bond authorizations for water pipe replacements.

Capital Trust Fund reserves of \$3,275,000 will be used for public road and water quality improvements and \$4,480,000 of new borrowing authorizations were approved for various facility repairs, sidewalk improvements, equipment, and dredging and boat ramp repairs as part of the fiscal year 2012 capital program.

The Town has also entered into two major construction commitments funded with chapter 90 state grant funds and Mass Works grant funds. \$3.8 million has been dedicated to the Stevens, Winter and North St. improvements funded with \$1.8 million of Chapter 90 funds and a \$2 million Mass Works grant. \$900,000 of Chapter 90 funds have been dedicated for a new light and intersection improvements at Attucks Lane and Airport Road.

#### **NOTE 16 – CONTINGENCIES**

The Town participates in a number of federal award programs. Although the grant programs have been audited in accordance with the provisions of the Single Audit Act Amendments of 1996 through June 30, 2011, these programs are still subject to financial and compliance audits. The amount, if any, of expenditures which may be disallowed by the granting agencies cannot be determined at this time, although it is expected such amounts, if any, to be immaterial.

Various legal actions and claims are pending. Litigation is subject to many uncertainties, and the outcome of individual litigated matters is not always predictable. Although the amount of liability, if any, at June 30, 2011, cannot be ascertained, management believes any resulting liability should not materially affect the financial position at June 30, 2011.

**NOTE 17 – IMPLEMENTATION OF NEW GASB PRONOUNCEMENTS**

During fiscal year 2011, the following GASB pronouncements were implemented:

- GASB Statement #54, *Fund Balance Reporting and Governmental Fund Type Definitions*, was implemented in fiscal year 2011. Financial statement changes include new fund balance designations and the reclassification of stabilization funds from the special revenue fund to the general fund. Notes to the basic financial statements were changed to provide additional disclosure on the new designations of fund balance.
- GASB Statement #59, *Financial Instruments Omnibus*, was implemented in fiscal year 2011. This statement did not impact the basic financial statements.

Future implementation of GASB pronouncements:

- The GASB issued Statement #60, *Accounting and Financial Reporting for Service Concession Arrangements*, which is required to be implemented in fiscal year 2013. Management's current assessment is that this pronouncement will have a significant impact on the basic financial statements.
- The GASB issued Statement #61, *The Financial Reporting Entity: Omnibus*, which is required to be implemented in fiscal year 2013. Management's current assessment is that this pronouncement will not have a significant impact on the basic financial statements.
- The GASB issued Statement #62, *Codification of Accounting and Financial Reporting Guidance Contained in Pre-November 30, 1989 FASB and AICPA Pronouncements*, which is required to be implemented in fiscal year 2013. Management's current assessment is that this pronouncement will not have a significant impact on the basic financial statements.
- The GASB issued Statement #63, *Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources, and Net Position*, which is required to be implemented in fiscal year 2013. Management's current assessment is that this pronouncement will have a significant impact on the basic financial statements.
- The GASB issued Statement #64, *Derivative Instruments: Application of Hedge Accounting Termination Provisions, an amendment of GASB Statement No. 53*, which is required to be implemented in fiscal year 2012. Management's current assessment is that this pronouncement will not have a significant impact on the basic financial statements.

## ***Required Supplementary Information***

# ***Retirement System Schedules of Funding Progress and Employer Contributions***

The Retirement System Schedule of Funding Progress presents multiyear trend information, relating to the cost-sharing plan as a whole, of which the Town is one participating employer, about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liability for benefits.

The Retirement System Schedule of Employer Contributions presents multiyear trend information for required and actual contributions relating to the cost-sharing plan as a whole, of which the Town is one participating employer, as well as the Town's proportionate share of the plan's annual contributions.

**BARNSTABLE COUNTY RETIREMENT ASSOCIATION**  
**SCHEDULE OF FUNDING PROGRESS**

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Liability (AAL) Entry Age (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
1/1/2010	\$ 554,876,554	\$ 1,030,210,321	\$ 475,333,767	53.9%	\$ 234,374,075	202.8%
1/1/2009	520,089,855	966,564,614	446,474,759	53.8%	255,533,761	174.7%
1/1/2007	517,396,087	825,863,068	308,466,981	62.6%	226,391,633	136.3%
1/2/2006	465,637,984	765,747,723	300,109,739	60.8%	215,474,180	139.3%
1/1/2004	378,317,300	647,655,411	269,338,111	58.4%	190,614,004	141.3%
1/1/2002	362,911,896	553,531,966	190,620,070	65.6%	173,610,557	109.8%
1/1/2000	300,396,700	462,462,500	162,065,800	65.0%	152,293,100	106.4%
1/1/1998	235,247,660	404,215,695	168,968,035	58.2%	121,161,677	139.5%
1/1/1996	157,044,089	276,107,221	119,063,132	56.9%	108,456,079	109.8%
1/1/1993	97,194,645	226,430,792	129,236,147	42.9%	97,074,725	133.1%

The Town's share of the UAAL, as of January 1, 2010, is approximately 13.62%.

See notes to required supplementary information.

**BARNSTABLE COUNTY RETIREMENT ASSOCIATION**  
**SCHEDULE OF EMPLOYER CONTRIBUTIONS**

Fiscal Year Ended June 30	System Wide			Town of Barnstable	
	Annual Required Contributions	(A) Actual Contributions	Percentage Contributed	(B) Actual Contributions	(B/A) Town's Percentage of System Wide Actual Contributions
2011	\$ 43,893,051	\$ 43,893,051	100%	\$ 5,978,699	13.62%
2010	39,899,322	39,899,322	100%	5,718,412	14.33%
2009	36,943,817	36,943,817	100%	5,302,912	14.35%
2008	34,360,912	34,360,912	100%	4,888,198	14.23%
2007	32,038,146	32,038,146	100%	4,387,691	13.70%
2006	31,044,132	31,044,132	100%	4,143,691	13.35%
2005	27,846,430	27,846,430	100%	3,836,723	13.78%

The Town's Actual Contributions equaled 100% of its Required Contributions for each year presented.

See notes to required supplementary information.

# ***Other Postemployment Benefit Plan Schedules***

The Schedule of Funding Progress compares, over time, the actuarial accrued liability for benefits with the actuarial value of accumulated plan assets.

The Schedule of Employer Contributions presents multiyear trend information for required and actual contributions relating to the plan.

The Schedule of Actuarial Methods and Assumptions presents factors that significantly affect the identification of trends in the amounts reported.

**OTHER POSTEMPLOYMENT BENEFIT PLAN**  
**SCHEDULE OF FUNDING PROGRESS AND EMPLOYER CONTRIBUTIONS**

**Schedule of Funding Progress**

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) Entry Age Normal (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
6/30/2010	\$ -	\$ 162,010,280	\$ 162,010,280	0%	\$ 48,841,000	331.71%
6/30/2008	-	159,321,644	159,321,644	0%	44,795,126	355.67%
6/30/2006	-	150,545,412	150,545,412	0%	48,120,192	312.85%

**Schedule of Employer Contributions**

Year Ended	Annual Required Contribution	Actual Contributions Made	Percentage Contributed
6/30/2011	\$ 10,558,506	\$ 5,777,561	55%
6/30/2010	11,672,884	4,657,322	40%
6/30/2009	11,090,909	5,060,171	46%
6/30/2008	11,377,236	3,125,616	27%

See notes to required supplementary information.

**OTHER POSTEMPLOYMENT BENEFIT PLAN**  
**ACTUARIAL METHODS AND ASSUMPTIONS**

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Actuarial Methods:

Valuation date.....	June 30, 2010
Actuarial cost method.....	Entry Age Normal
Amortization method.....	Amortization payments increasing at 4.5% using a level percentage of payroll.
Remaining amortization period.....	29 years, open at June 30, 2011
Asset valuation method.....	Market value

Actuarial Assumptions:

Investment rate of return.....	5.25%, pay-as-you-go scenario
Medical/drug cost trend rate.....	10.0% decreasing by 0.75% for 6 years and by 0.50% for 1 year to an ultimate level of 5.00% per year.

Plan Membership, including teachers:

Current retirees, beneficiaries, and dependents.....	722
Current active members.....	<u>839</u>
Total.....	<u><u>1,561</u></u>

See notes to required supplementary information.

**NOTE A – PENSION PLAN**

The Town contributes to the Barnstable County Retirement Association ("The Association"), a cost-sharing, multiple-employer defined benefit pension plan ("Plan") administered by the County of Barnstable Retirement Board. The Association provides retirement, disability, and death benefits to members and beneficiaries. Chapter 32 of the MGL assigns authority to establish and amend benefit provisions of the Plan. Plan members are required to contribute to the Association at rates ranging from 5% to 11% of annual covered compensation. The Town is required to pay into the Association its share of the system-wide actuarially determined contribution which is apportioned among the employers based on active covered payroll.

The schedule of funding progress, presented as required supplementary information, presents multiyear trend information relating to the cost-sharing plan as a whole, of which the Town is one participating employer, about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liability for benefits. Additionally, the schedule of employer contributions, presented as required supplementary information, presents multiyear trend information for required and actual contributions relating to the cost-sharing plan as a whole, of which the Town is one participating employer, as well as the Town's proportionate share of the plan's annual contributions. This information is designed to be helpful for understanding the scale of the information presented relative to the Town.

The following actuarial methods and assumptions were used in the Association's most recent actuarial valuation:

Valuation Date.....	January 1, 2010
Actuarial Cost Method.....	Entry Age Normal Cost Method
Amortization Method.....	Increasing at 4.0% after fiscal 2015
Remaining Amortization Period.....	28 years from July 1, 2010 for 2002 and 2003 Early Retirement Incentives, retiree sheriffs liability and remaining unfunded liability.
Asset Valuation Method.....	5-year smoothing of investment returns greater (less) than expected.
Actuarial Assumptions:	
Investment rate of return.....	8.00%
Projected salary increases.....	Varies by length of service with ultimate rates of 4.75% and 5.25% for Groups 1 and 4, respectively.
Cost of living adjustments.....	3.0% for the first \$12,000 of retirement income, increasing to \$13,000 in fiscal 2012, \$14,000 in fiscal 2013 and \$15,000 in fiscal 2014
Plan Membership:	
Retired participants and beneficiaries receiving benefits.....	2,422
Terminated participants entitled to a return of their employee contributions.....	649
Terminated participants with a vested right to a deferred or immediate benefit.....	123
Active participants.....	<u>4,786</u>
Total.....	<u><u>7,980</u></u>

**NOTE B – OTHER POSTEMPLOYMENT BENEFITS**

The Town administers a single-employer defined benefit healthcare plan (“The Retiree Health Plan”). The plan provides lifetime healthcare insurance for eligible retirees and their spouses through the Town’s group health insurance plan, which covers both active and retired members. Additionally, retired teachers and their spouses receive health insurance through the Group Insurance Commission of the Commonwealth of Massachusetts (GIC). Each participating municipality is assessed for the governmental share of health and life insurance premiums paid on behalf of its teacher retirees by the state.

The Town currently finances its other postemployment benefits (OPEB) on a combined pre-funded and pay-as-you-go basis. As a result, the funded ratio (actuarial value of assets expressed as a percentage of the actuarial accrued liability) is 0%. In accordance with Governmental Accounting Standards, the Town has recorded its OPEB cost equal to the actuarial determined annual required contribution (ARC) which includes the normal cost of providing benefits for the year and a component for the amortization of the total unfunded actuarial accrued liability of the plan.

The Schedule of Funding Progress presents multiyear trend information which compares, over time, the actuarial accrued liability for benefits with the actuarial value of accumulated plan assets.

Projections of benefits for financial reporting purposes are based on the substantive plan and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the employer and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effects of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

The Schedule of Employer Contributions presents multiyear trend information for required and actual contributions relating to the plan.

The Schedule of Actuarial Methods and Assumptions presents factors that significantly affect the identification of trends in the amounts reported.

# ***Combining Statements***

# ***Nonmajor Governmental Funds***

## ***Special Revenue Funds***

Special revenue funds are used to account for the proceeds of specific revenue sources (other than permanent funds or capital project funds) that are restricted by law or administrative action to expenditures for specified purposes. The Town's special revenue funds are grouped into the following categories:

*Town Revolving Funds* – accounts for the non-school related activity of revolving funds established in accordance with MGL Chapter 44, Section 53E ½.

*School Revolving Funds* – accounts for the school department's revolving funds established in accordance with MGL Chapter 44, Section 53E ½ and Chapter 71.

*Town Gift and Grant Funds* – accounts for other non-school related funds designated for specific programs, this fund consists primarily of state and federal grants and gifts.

*School Gift and Grant Funds* – accounts for the school department's grant and gift funds received from state and federal governments which are designated for specific programs.

## ***Permanent Funds***

Permanent funds are used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support governmental programs.

*Cemeteries and Libraries* – accounts for cemetery contributions and bequests for which only earnings may be expended to benefit the Town's cemeteries and libraries. The Kirkman fund is used for both cemetery and library.

*Conservation* – accounts for gifts, bequests and contributions held for which only earnings may be expended for purposes specified by the donor in relation conservation activities.

*Education* – accounts for gifts, bequests and contributions held for which only earnings may be expended for purposes specified by the donor in relation to the Town's public education system.

*Other* – accounts for various gifts, bequests and contributions held for which only earnings may be expended for purposes specified by the donor in relation to other Town activities

**NONMAJOR GOVERNMENTAL FUNDS  
COMBINING BALANCE SHEET**

JUNE 30, 2011

	<i>Special Revenue Funds</i>				
	Town Revolving Funds	School Revolving Funds	Town Gift and Grant Funds	School Gift and Grant Funds	Subtotal
<b>ASSETS</b>					
Cash and cash equivalents.....	\$ 4,264,559	\$ 3,243,589	\$ 3,801,057	\$ 1,759,864	\$ 13,069,069
Investments.....	-	-	-	-	-
Receivables, net of uncollectibles:					
Tax liens.....	-	-	1,335	-	1,335
Departmental and other.....	-	-	-	35,789	35,789
Special assessments.....	546,208	-	342,411	-	888,619
Intergovernmental.....	-	-	2,280	-	2,280
<b>TOTAL ASSETS.....</b>	<b>\$ 4,810,767</b>	<b>\$ 3,243,589</b>	<b>\$ 4,147,083</b>	<b>\$ 1,795,653</b>	<b>\$ 13,997,092</b>
<b>LIABILITIES AND FUND BALANCES</b>					
<b>LIABILITIES:</b>					
Warrants payable.....	\$ 9,598	\$ 76,465	\$ 13,361	\$ 38,625	\$ 138,049
Accrued payroll.....	24,178	-	6,381	144,548	175,107
Other liabilities.....	-	17	-	1,500	1,517
Deferred revenues.....	546,208	-	343,746	-	889,954
<b>TOTAL LIABILITIES.....</b>	<b>579,984</b>	<b>76,482</b>	<b>363,488</b>	<b>184,673</b>	<b>1,204,627</b>
<b>FUND BALANCES:</b>					
Nonspendable.....	-	-	-	-	-
Restricted.....	4,230,783	3,167,107	3,783,595	1,610,980	12,792,465
<b>TOTAL FUND BALANCES.....</b>	<b>4,230,783</b>	<b>3,167,107</b>	<b>3,783,595</b>	<b>1,610,980</b>	<b>12,792,465</b>
<b>TOTAL LIABILITIES AND FUND BALANCES.....</b>	<b>\$ 4,810,767</b>	<b>\$ 3,243,589</b>	<b>\$ 4,147,083</b>	<b>\$ 1,795,653</b>	<b>\$ 13,997,092</b>

<i>Permanent Funds</i>					Total Nonmajor Governmental Funds
Cemeteries and Libraries	Conservation	Education	Other	Subtotal	
\$ 676,480	\$ 11,472	\$ 527,928	\$ 169,445	\$ 1,385,325	\$ 14,454,394
5,778,074	97,982	4,509,234	218,394	10,603,684	10,603,684
-	-	-	-	-	1,335
-	-	-	-	-	35,789
-	-	-	-	-	888,619
-	-	-	-	-	2,280
<u>\$ 6,454,554</u>	<u>\$ 109,454</u>	<u>\$ 5,037,162</u>	<u>\$ 387,839</u>	<u>\$ 11,989,009</u>	<u>\$ 25,986,101</u>
\$ -	\$ -	\$ -	\$ 15,017	\$ 15,017	\$ 153,066
-	-	-	1,786	1,786	176,893
-	-	-	127,074	127,074	128,591
-	-	-	-	-	889,954
-	-	-	143,877	143,877	1,348,504
5,959,819	50,568	4,301,031	14,901	10,326,319	10,326,319
494,735	58,886	736,131	229,061	1,518,813	14,311,278
<u>6,454,554</u>	<u>109,454</u>	<u>5,037,162</u>	<u>243,962</u>	<u>11,845,132</u>	<u>24,637,597</u>
<u>\$ 6,454,554</u>	<u>\$ 109,454</u>	<u>\$ 5,037,162</u>	<u>\$ 387,839</u>	<u>\$ 11,989,009</u>	<u>\$ 25,986,101</u>

**NONMAJOR GOVERNMENTAL FUNDS**  
 COMBINING STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FISCAL YEAR ENDED JUNE 30, 2011

	<b>Special Revenue Funds</b>				
	Town Revolving Funds	School Revolving Funds	Town Gift and Grant Funds	School Gift and Grant Funds	Sub-total
<b>REVENUES:</b>					
Charges for services.....	\$ 950,285	\$ 2,308,842	\$ -	\$ -	\$ 3,259,127
Fees and rentals.....	4,015	134,839	343,842	-	482,696
Licenses and permits.....	916,406	-	233,328	-	1,149,734
Intergovernmental.....	3,726	769,565	1,573,756	7,149,400	9,496,447
Departmental and other.....	-	141,933	68,085	-	210,018
Special assessments.....	197,299	-	-	-	197,299
Contributions.....	12,885	1,190	194,572	38,866	247,513
Investment income.....	-	-	5,397	-	5,397
Miscellaneous.....	-	-	6,605	-	6,605
<b>TOTAL REVENUES.....</b>	<b>2,084,616</b>	<b>3,356,369</b>	<b>2,425,585</b>	<b>7,188,266</b>	<b>15,054,836</b>
<b>EXPENDITURES:</b>					
Current:					
Administrative services.....	704,441	-	681,153	-	1,385,594
Growth management.....	-	-	65,237	-	65,237
Public safety.....	-	-	528,783	-	528,783
Education.....	-	2,528,207	-	7,740,477	10,268,684
Public works.....	-	-	54,896	-	54,896
Community services.....	638,676	-	286,729	-	925,405
Regulatory services.....	418,243	-	51,286	-	469,529
Debt service:					
Principal.....	-	-	50,420	-	50,420
<b>TOTAL EXPENDITURES.....</b>	<b>1,761,360</b>	<b>2,528,207</b>	<b>1,718,504</b>	<b>7,740,477</b>	<b>13,748,548</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES.....</b>	<b>323,256</b>	<b>828,162</b>	<b>707,081</b>	<b>(552,211)</b>	<b>1,306,288</b>
<b>OTHER FINANCING SOURCES (USES):</b>					
Transfers in.....	-	22,558	822,165	182,000	1,026,723
Transfers out.....	(379,299)	-	(543,325)	-	(922,624)
<b>TOTAL OTHER FINANCING SOURCES (USES).....</b>	<b>(379,299)</b>	<b>22,558</b>	<b>278,840</b>	<b>182,000</b>	<b>104,099</b>
<b>NET CHANGE IN FUND BALANCES.....</b>	<b>(56,043)</b>	<b>850,720</b>	<b>985,921</b>	<b>(370,211)</b>	<b>1,410,387</b>
<b>FUND BALANCES AT BEGINNING OF YEAR.....</b>	<b>4,286,826</b>	<b>2,316,387</b>	<b>2,797,674</b>	<b>1,981,191</b>	<b>11,382,078</b>
<b>FUND BALANCES AT END OF YEAR.....</b>	<b>\$ 4,230,783</b>	<b>\$ 3,167,107</b>	<b>\$ 3,783,595</b>	<b>\$ 1,610,980</b>	<b>\$ 12,792,465</b>

<i>Permanent Funds</i>					Total Nonmajor Governmental Funds
Cemeteries and Libraries	Conservation	Education	Other	Sub-total	
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,259,127
-	-	-	-	-	482,696
-	-	-	-	-	1,149,734
-	-	-	-	-	9,496,447
42,175	-	-	221,837	264,012	474,030
-	-	-	-	-	197,299
-	-	-	49,268	49,268	296,781
966,592	14,598	399,161	103,969	1,484,320	1,489,717
-	-	-	-	-	6,605
<u>1,008,767</u>	<u>14,598</u>	<u>399,161</u>	<u>375,074</u>	<u>1,797,600</u>	<u>16,852,436</u>
-	246	-	431	677	1,386,271
-	-	-	-	-	65,237
-	-	-	154,094	154,094	682,877
-	-	-	-	-	10,268,684
66,962	-	-	-	66,962	121,858
-	-	-	32,552	32,552	957,957
-	-	-	-	-	469,529
-	-	-	-	-	50,420
<u>66,962</u>	<u>246</u>	<u>-</u>	<u>187,077</u>	<u>254,285</u>	<u>14,002,833</u>
<u>941,805</u>	<u>14,352</u>	<u>399,161</u>	<u>187,997</u>	<u>1,543,315</u>	<u>2,849,603</u>
-	-	-	-	-	1,026,723
<u>(225,000)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(225,000)</u>	<u>(1,147,624)</u>
<u>(225,000)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(225,000)</u>	<u>(120,901)</u>
716,805	14,352	399,161	187,997	1,318,315	2,728,702
<u>5,737,749</u>	<u>95,102</u>	<u>4,638,001</u>	<u>55,965</u>	<u>10,526,817</u>	<u>21,908,895</u>
<u>\$ 6,454,554</u>	<u>\$ 109,454</u>	<u>\$ 5,037,162</u>	<u>\$ 243,962</u>	<u>\$ 11,845,132</u>	<u>\$ 24,637,597</u>

# ***Agency Fund***

## Fund Description

Agency Funds are used to account for the collection and payment of charges for police extra duty, student activities, performance bonds and other funds.

**AGENCY FUND**  
**COMBINING STATEMENT OF CHANGES IN ASSETS AND LIABILITIES**  
**FISCAL YEAR ENDED JUNE 30, 2011**

	<u>July 1, 2010</u>		<u>Additions</u>		<u>Deletions</u>		<u>June 30, 2011</u>
<b>ASSETS</b>							
<b>CURRENT:</b>							
Cash and cash equivalents.....	\$ 509,156	\$	2,180,658	\$	(2,250,722)	\$	439,092
Receivables, net of allowance for uncollectibles:							
Departmental and other.....	<u>268,164</u>		<u>1,386,882</u>		<u>(1,353,162)</u>		<u>301,884</u>
<b>TOTAL ASSETS.....</b>	<b><u>\$ 777,320</u></b>	<b>\$</b>	<b><u>3,567,540</u></b>	<b>\$</b>	<b><u>(3,603,884)</u></b>	<b>\$</b>	<b><u>740,976</u></b>
<b>LIABILITIES</b>							
Police Details.....	\$ 229,268	\$	1,046,911	\$	(1,044,979)	\$	231,200
Student Activity Accounts.....	173,150		974,032		(967,766)		179,416
Performance Bonds.....	357,978		8,273		(60,341)		305,910
Other.....	<u>16,924</u>		<u>639,354</u>		<u>(631,828)</u>		<u>24,450</u>
<b>TOTAL LIABILITIES.....</b>	<b><u>\$ 777,320</u></b>	<b>\$</b>	<b><u>2,668,570</u></b>	<b>\$</b>	<b><u>(2,704,914)</u></b>	<b>\$</b>	<b><u>740,976</u></b>

## ***Additional Information***

**SCHEDULE OF PASSENGER FACILITY CHARGES COLLECTED AND EXPENDED AND INTEREST CREDITED**  
**APPLICATION 11-01-00-HYA**

QUARTERS ENDED SEPTEMBER 30, 2010, DECEMBER 31, 2010, MARCH 31, 2011, AND JUNE 30, 2011

	Quarters Ended				Annual Total
	September 30, 2010	December 31, 2010	March 31, 2011	June 30, 2011	
Passenger facility charges collected.....	\$ -	\$ -	\$ 15,794	\$ 48,658	\$ 64,452
Interest credited.....	-	-	-	10	10
Total revenue.....	-	-	15,794	48,668	64,462
Expenditures to be funded with passenger facility charges.....	745,589	1,308,468	519,543	-	2,573,600
Change in unexpended (overexpended) passenger facility charges.....	(745,589)	(1,308,468)	(503,749)	48,668	(2,509,138)
Unexpended (overexpended) passenger facility charges at beginning of period.....	-	(745,589)	(2,054,057)	(2,557,806)	-
Excess (deficiency) of passenger facility charges collected over passenger facility charges expended at end of quarter.....	\$ (745,589)	\$ (2,054,057)	\$ (2,557,806)	\$ (2,509,138)	\$ (2,509,138)
Passenger facility charges:					
New terminal building.....	\$ 2,549,600				
Application assistance.....	24,000				
Total passenger facility charge.....	\$ 2,573,600				

See notes to additional information.

**NOTE A – BASIS OF ACCOUNTING**

The schedule of passenger facility charges collected and expended and interest credited are prepared on the basis of cash receipts and disbursements, as prescribed by Sections 9110 and 9111 of the Aviation Safety and Capacity Expansion Act of 1990, issued by the Federal Aviation Administration of the U.S. Department of Transportation, which is a comprehensive basis of accounting other than U.S. generally accepted accounting principles.

Passenger facility charges collected include amounts collected by the airlines and transferred to the Town's airport. Expenditures for passenger facility charge approved projects are presented on a cash basis and include only the expenditures for approved passenger facility charge projects.

**NOTE B – INTEREST CREDITED**

Interest credited represents interest income allocated to the passenger facility charge program based on the ratio of the passenger facility charge program's unexpended passenger facility charges cash balance to the airport's total cash and investments balance included in the pooled cash funds of the Town.

**NOTE C – APPLICATION**

On January 20, 2011, the Federal Aviation Administration approved the airport's application allowing them to charge a \$2 passenger facility charge effective March 1, 2011. The airport was approved to charge \$2,573,600 in passenger facility charges of which \$2,549,600 is for a new terminal building and \$24,000 is assistance for the application fee.

## *Statistical Section*



Boaters and swimmers enjoying a beautiful sunny summer day on a sandbar near Sandy Neck in Cape Cod Bay.



**Town employees working on the Town's oyster propagation program.**

# ***Statistical Section***

Statistical tables differ from financial statements since they usually cover more than one fiscal year and may present nonaccounting data. The following tables reflect social and economic data, financial trends, and fiscal capacity.

## ***Financial Trends***

- These schedules contain trend information to help the reader understand how the Town's financial performance and well-being have changed over time.

## ***Revenue Capacity***

- These schedules contain information to help the reader assess the Town's most significant local revenue source, the property tax.

## ***Debt Capacity***

- These schedules present information to help the reader assess the affordability of the Town's current levels of outstanding debt and the Town's ability to issue additional debt in the future.

## ***Demographic and Economic Information***

- These schedules offer demographic and economic indicators to help the reader understand the environment within which the Town's financial activities take place.

## ***Operating Information***

- These schedules contain service and infrastructure data to help the reader understand how the information in the Town's financial report relates to the services the Town provides and the activities it performs.

SOURCES: Unless otherwise noted, the information in these schedules is derived from the comprehensive annual financial reports for the relevant year. The Town implemented GASB Statement 34 in 2002; schedules presenting government-wide information include information beginning in that year.

**Net Assets By Component**

**Last Ten Fiscal Years**

	Fiscal Year									
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>Governmental activities</b>										
Invested in capital assets, net of related debt.....	\$ 136,917,832	\$ 130,084,213	\$ 138,116,458	\$ 146,813,704	\$ 149,076,904	\$ 164,369,948	\$ 172,052,048	\$ 170,657,049	\$ 167,732,404	\$ 178,881,293
Restricted.....	15,078,497	9,414,023	26,251,387	23,956,664	25,429,456	21,546,963	21,761,627	23,653,035	22,256,610	23,188,546
Unrestricted.....	<u>44,598,004</u>	<u>45,917,006</u>	<u>42,632,593</u>	<u>43,820,157</u>	<u>54,582,327</u>	<u>59,319,794</u>	<u>49,706,955</u>	<u>44,174,519</u>	<u>45,761,937</u>	<u>37,416,415</u>
<b>Total governmental activities net assets.....</b>	<b>\$ <u>196,594,333</u></b>	<b>\$ <u>185,415,242</u></b>	<b>\$ <u>207,000,438</u></b>	<b>\$ <u>214,590,525</u></b>	<b>\$ <u>229,088,687</u></b>	<b>\$ <u>245,236,705</u></b>	<b>\$ <u>243,520,630</u></b>	<b>\$ <u>238,484,603</u></b>	<b>\$ <u>235,750,951</u></b>	<b>\$ <u>239,486,254</u></b>
<b>Business-type activities</b>										
Invested in capital assets, net of related debt.....	43,340,351	48,539,226	50,232,948	57,745,786	62,727,486	63,605,089	69,038,883	70,569,512	88,038,076	111,054,493
Unrestricted.....	<u>20,699,395</u>	<u>17,075,725</u>	<u>19,253,803</u>	<u>20,457,573</u>	<u>23,483,865</u>	<u>25,524,078</u>	<u>25,909,975</u>	<u>27,726,500</u>	<u>23,517,286</u>	<u>27,136,568</u>
<b>Total business-type activities net assets.....</b>	<b>\$ <u>64,039,746</u></b>	<b>\$ <u>65,614,951</u></b>	<b>\$ <u>69,486,751</u></b>	<b>\$ <u>78,203,359</u></b>	<b>\$ <u>86,211,351</u></b>	<b>\$ <u>89,129,167</u></b>	<b>\$ <u>94,948,858</u></b>	<b>\$ <u>98,296,012</u></b>	<b>\$ <u>111,555,362</u></b>	<b>\$ <u>138,191,061</u></b>
<b>Primary government</b>										
Invested in capital assets, net of related debt.....	180,258,183	178,623,439	188,349,406	204,559,490	211,804,390	227,975,037	241,090,931	241,226,561	258,559,391	289,935,786
Restricted.....	15,078,497	9,414,023	26,251,387	23,956,664	25,429,456	21,546,963	21,761,627	23,653,035	22,256,610	23,188,546
Unrestricted.....	<u>65,297,399</u>	<u>62,992,731</u>	<u>61,886,396</u>	<u>64,277,730</u>	<u>78,066,192</u>	<u>84,843,872</u>	<u>75,616,930</u>	<u>71,901,019</u>	<u>66,490,312</u>	<u>64,552,983</u>
<b>Total primary government net assets.....</b>	<b>\$ <u>260,634,079</u></b>	<b>\$ <u>251,030,193</u></b>	<b>\$ <u>276,487,189</u></b>	<b>\$ <u>292,793,884</u></b>	<b>\$ <u>315,300,038</u></b>	<b>\$ <u>334,365,872</u></b>	<b>\$ <u>338,469,488</u></b>	<b>\$ <u>336,780,615</u></b>	<b>\$ <u>347,306,313</u></b>	<b>\$ <u>377,677,315</u></b>

Changes in Net Assets

Last Ten Fiscal Years

	Fiscal Year									
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>Expenses</b>										
<b>Governmental activities:</b>										
Charter commission.....	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,065	\$ 46,380	\$ 15,000	\$ -
Town council.....	244,639	227,642	262,361	285,172	301,790	256,468	346,498	356,983	390,345	380,018
Town manager.....	509,575	762,063	512,055	583,608	580,947	579,318	719,449	675,969	752,700	683,316
Administrative services.....	7,774,610	7,852,434	7,838,976	8,779,638	8,518,874	8,378,688	9,862,293	9,691,557	10,318,986	10,601,542
Growth management.....	-	-	-	-	937,785	2,049,147	3,507,729	3,321,356	2,594,947	2,197,204
Public safety.....	9,862,049	10,462,665	10,263,728	11,621,456	12,660,482	13,406,737	15,378,587	15,190,576	15,951,164	15,656,195
Education.....	66,797,457	74,546,270	72,837,749	74,647,049	81,384,483	87,534,482	92,444,424	93,940,477	90,887,000	93,652,265
Public works.....	10,147,754	10,417,699	12,743,329	11,306,904	9,942,512	9,871,846	13,806,146	16,910,307	12,464,847	13,669,363
Community services.....	3,247,913	4,168,394	4,141,597	4,078,291	3,549,968	3,755,054	4,152,881	4,762,643	4,334,769	4,395,115
Regulatory services.....	2,014,171	2,790,428	2,803,627	3,541,727	3,124,650	3,112,902	3,753,307	2,964,772	4,205,724	4,204,140
Culture and recreation.....	2,417,470	1,454,454	1,412,413	1,451,247	1,771,570	1,664,769	1,817,859	1,727,069	1,689,753	1,673,945
Interest.....	4,500,532	4,850,567	4,902,192	4,870,383	4,585,580	4,803,026	4,595,119	4,707,186	3,623,266	3,227,684
<b>Total government activities expenses.....</b>	<b>107,516,170</b>	<b>117,532,616</b>	<b>117,718,027</b>	<b>121,165,475</b>	<b>127,358,641</b>	<b>135,412,437</b>	<b>150,386,357</b>	<b>154,295,275</b>	<b>147,228,501</b>	<b>150,340,787</b>
<b>Business-type activities:</b>										
Airport activities.....	3,995,787	4,088,653	4,844,264	5,416,775	6,195,889	6,501,195	7,563,704	7,062,613	6,034,854	6,908,268
Golf course activities.....	1,629,009	1,552,786	1,580,918	1,496,534	1,549,796	2,245,796	2,949,522	2,712,412	2,614,217	2,507,382
Solid waste activities.....	1,290,194	1,323,504	1,431,546	1,367,651	2,015,005	1,940,896	2,263,740	2,140,520	2,010,574	1,887,556
Wastewater activities.....	3,338,062	3,043,778	3,468,037	3,715,192	2,931,331	3,559,805	3,439,444	4,211,888	4,604,835	4,307,355
Water company activities.....	-	-	-	241,701	2,320,786	2,392,945	2,322,025	2,222,892	2,393,652	2,309,337
Marina activities.....	-	-	-	-	433,577	523,997	559,857	493,447	468,960	521,888
Sandy Neck recreation activities.....	-	-	-	-	358,068	395,516	467,692	474,332	501,888	537,561
Hyannis youth and community center.....	-	-	-	-	-	-	-	-	1,970,413	2,286,860
<b>Total business-type activities expenses.....</b>	<b>10,253,052</b>	<b>10,008,721</b>	<b>11,324,765</b>	<b>12,237,853</b>	<b>15,804,452</b>	<b>17,560,150</b>	<b>19,565,984</b>	<b>19,318,104</b>	<b>20,599,393</b>	<b>21,266,207</b>
<b>Total primary government expenses.....</b>	<b>\$ 117,769,222</b>	<b>\$ 127,541,337</b>	<b>\$ 129,042,792</b>	<b>\$ 133,403,328</b>	<b>\$ 143,163,093</b>	<b>\$ 152,972,587</b>	<b>\$ 169,952,341</b>	<b>\$ 173,613,379</b>	<b>\$ 167,827,894</b>	<b>\$ 171,606,994</b>
<b>Program Revenues</b>										
<b>Governmental activities:</b>										
Administrative services charges for services.....	\$ 1,085,211	\$ 810,171	\$ 876,128	\$ 1,154,593	\$ 807,012	\$ 576,201	\$ 804,576	\$ 730,873	\$ 755,951	\$ 709,164
Education charges for services.....	2,920,351	3,708,643	3,573,560	3,629,238	2,919,006	3,166,525	4,241,309	3,240,712	2,599,327	2,597,573
Community services charges for services.....	1,871,895	2,129,746	2,497,006	2,503,371	1,539,633	1,618,139	1,599,885	1,717,789	1,569,081	1,752,891
Regulatory services charges for services.....	1,675,887	1,697,816	1,740,014	2,221,754	2,451,852	2,244,531	2,312,451	2,116,776	2,296,375	2,694,281
Other charges for services.....	1,298,547	1,240,800	1,133,394	1,221,860	1,502,313	1,401,151	1,732,923	2,219,533	1,282,396	1,901,709
Operating grants and contributions.....	20,789,021	20,359,125	20,587,459	23,299,779	24,670,911	28,058,414	27,133,578	28,396,710	30,536,034	30,178,585
Capital grant and contributions.....	700,739	2,457,096	4,703,314	4,008,692	7,578,724	8,209,397	6,778,249	3,334,070	3,444,938	4,058,312
<b>Total government activities program revenues.....</b>	<b>30,341,651</b>	<b>32,403,397</b>	<b>35,110,875</b>	<b>38,039,287</b>	<b>41,469,451</b>	<b>45,274,358</b>	<b>44,602,971</b>	<b>41,756,463</b>	<b>42,484,102</b>	<b>43,892,515</b>
<b>Business-type activities:</b>										
Charges for services - Airport.....	4,626,213	4,500,057	4,286,121	4,935,184	5,945,718	6,434,413	7,160,730	6,810,056	5,490,285	6,506,669
Charges for services - Golf Course.....	1,908,245	1,792,439	1,816,543	1,798,858	1,761,676	2,516,328	2,993,201	3,027,102	2,891,917	3,395,629
Charges for services - Solid Waste.....	1,925,492	1,321,800	1,523,245	1,633,455	1,842,879	2,045,585	2,151,196	2,006,111	2,070,045	2,094,528
Charges for services - Wastewater.....	3,683,146	3,255,153	3,827,039	3,858,633	3,865,308	3,437,641	3,650,336	3,187,621	3,927,176	3,569,586
Charges for services - Water Supply.....	-	-	-	-	2,648,165	2,816,039	3,235,835	3,123,598	3,193,402	3,551,796
Charges for services - Marina.....	-	-	-	-	706,138	666,312	653,480	651,019	557,513	627,670
Charges for services - Sandy Neck recreation.....	-	-	-	-	489,144	512,590	583,545	569,561	616,104	693,869
Charges for services - Hyannis youth and community center.....	-	-	-	-	-	-	-	-	1,149,921	1,332,574
Operating grants and contributions.....	1,445,505	737,440	1,330,865	1,017,413	476,700	555,116	500,061	436,056	259,036	383,432
Capital grants and contributions.....	-	1,047,301	3,414,401	2,294,113	3,732,082	1,280,816	4,498,513	2,881,380	5,468,016	23,235,870
<b>Total business-type activities program revenues.....</b>	<b>13,588,601</b>	<b>12,654,190</b>	<b>16,198,214</b>	<b>15,537,656</b>	<b>21,467,810</b>	<b>20,264,840</b>	<b>25,426,897</b>	<b>22,692,504</b>	<b>25,623,415</b>	<b>45,391,623</b>
<b>Total primary government program revenues.....</b>	<b>\$ 43,930,252</b>	<b>\$ 45,057,587</b>	<b>\$ 51,309,089</b>	<b>\$ 53,576,943</b>	<b>\$ 62,937,261</b>	<b>\$ 65,539,198</b>	<b>\$ 70,029,868</b>	<b>\$ 64,448,967</b>	<b>\$ 68,107,517</b>	<b>\$ 89,284,138</b>

(Continued)

**Changes in Net Assets**

Last Ten Fiscal Years

	Fiscal Year									
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>Net (Expense)/Revenue</b>										
Governmental activities.....	\$ (77,174,519)	\$ (85,129,219)	\$ (82,607,152)	\$ (83,126,188)	\$ (85,889,190)	\$ (90,138,079)	\$ (105,783,386)	\$ (112,538,812)	\$ (104,744,399)	\$ (106,448,272)
Business-type activities.....	3,335,549	2,645,469	4,873,449	3,299,803	5,663,358	2,704,690	5,860,913	3,374,400	5,024,022	24,125,416
Total primary government net expense.....	\$ (73,838,970)	\$ (82,483,750)	\$ (77,733,703)	\$ (79,826,385)	\$ (80,225,832)	\$ (87,433,389)	\$ (99,922,473)	\$ (109,164,412)	\$ (99,720,377)	\$ (82,322,856)
<b>General Revenues and other Changes in Net Assets</b>										
Governmental activities:										
Real estate and personal property taxes, net of tax refunds payable.....	\$ 67,552,018	\$ 69,697,450	\$ 73,674,105	\$ 77,051,302	\$ 80,072,721	\$ 82,597,461	\$ 84,936,744	\$ 88,253,725	\$ 90,663,777	\$ 93,673,200
Motor vehicle and other excise taxes.....	5,669,491	6,203,157	6,165,945	7,037,163	6,286,515	6,756,143	6,350,453	5,625,147	5,206,615	6,051,330
Hotel/motel tax.....	1,592,857	1,639,620	1,613,228	1,688,423	1,649,084	1,612,004	1,665,130	1,604,723	1,489,471	1,866,536
Meals tax.....	-	-	-	-	-	-	-	-	-	619,133
Penalties and interest on taxes.....	794,795	723,473	752,812	799,569	741,586	795,696	852,148	905,602	778,660	897,236
Community preservation surtax.....	2,009,795	2,052,512	2,195,096	2,277,056	2,335,045	2,453,874	2,474,265	2,619,643	2,651,234	2,734,079
Grants and contributions not restricted to specific programs.....	4,105,815	4,772,070	2,769,094	3,974,443	6,225,836	4,203,225	4,055,268	3,742,347	2,698,754	2,665,950
Unrestricted investment income.....	1,381,133	2,082,442	1,027,266	1,927,041	2,526,549	6,461,005	2,555,986	746,614	3,722,928	3,421,534
Gain on sale of capital assets.....	-	-	-	283,500	1,722,672	25,000	-	-	31,831	-
Miscellaneous.....	351,686	2,176	249,434	535,151	-	110,367	-	-	25,968	448,500
Legal settlements.....	-	-	-	-	-	-	-	3,492,881	262,307	-
Transfers.....	933,085	1,347,745	1,174,851	(4,857,372)	(1,172,656)	1,271,322	1,177,317	512,103	(8,071,724)	(2,193,983)
Total governmental activities.....	84,390,675	88,520,645	89,621,831	90,716,276	100,387,352	106,286,097	104,067,311	107,502,785	99,459,821	110,183,575
Business-type activities:										
Unrestricted investment income.....	-	277,481	173,202	559,433	1,119,622	1,480,924	1,136,095	484,857	163,604	316,300
Gain on sale of capital assets.....	-	-	-	-	52,356	3,524	-	-	-	-
Transfers.....	(933,085)	(1,347,745)	(1,174,851)	4,857,372	1,172,656	(1,271,322)	(1,177,317)	(512,103)	8,071,724	2,193,983
Total business-type activities.....	(933,085)	(1,070,264)	(1,001,649)	5,416,805	2,344,634	213,126	(41,222)	(27,246)	8,235,328	2,510,283
Total primary government.....	\$ 83,457,590	\$ 87,450,381	\$ 88,620,182	\$ 96,133,081	\$ 102,731,986	\$ 106,499,223	\$ 104,026,089	\$ 107,475,539	\$ 107,695,149	\$ 112,693,858
<b>Changes in Net Assets</b>										
Governmental activities.....	\$ 7,216,156	\$ 3,391,426	\$ 7,014,679	\$ 7,590,088	\$ 14,498,162	\$ 16,148,018	\$ (1,716,075)	\$ (5,036,027)	\$ (5,284,578)	\$ 3,735,303
Business-type activities.....	2,402,464	1,575,205	3,871,800	8,716,608	8,007,992	2,917,816	5,819,691	3,347,154	13,259,350	26,635,699
Total primary government.....	\$ 9,618,620	\$ 4,966,631	\$ 10,886,479	\$ 16,306,696	\$ 22,506,154	\$ 19,065,834	\$ 4,103,616	\$ (1,688,873)	\$ 7,974,772	\$ 30,371,002

(Concluded)

**Fund Balances, Governmental Funds**

**Last Ten Fiscal Years**

	Fiscal Year									
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>General Fund</b>										
Reserved.....	\$ 5,715,417	\$ 4,474,557	\$ 5,001,609	\$ 1,726,344	\$ 2,009,316	\$ 1,512,248	\$ 1,888,999	\$ 1,241,639	\$ 2,816,525	\$ -
Unreserved.....	11,526,019	12,450,524	12,496,127	21,963,775	26,988,088	28,200,523	19,740,194	15,179,667	14,901,926	-
Restricted.....	-	-	-	-	-	-	-	-	-	2,863,023
Assigned.....	-	-	-	-	-	-	-	-	-	6,122,506
Unassigned.....	-	-	-	-	-	-	-	-	-	21,612,742
<b>Total general fund.....</b>	<b>\$ 17,241,436</b>	<b>\$ 16,925,081</b>	<b>\$ 17,497,736</b>	<b>\$ 23,690,119</b>	<b>\$ 28,997,404</b>	<b>\$ 29,712,771</b>	<b>\$ 21,629,193</b>	<b>\$ 16,421,306</b>	<b>\$ 17,718,451</b>	<b>\$ 30,598,271</b>
<b>All Other Governmental Funds</b>										
Reserved.....	\$ 9,164,048	\$ 9,325,101	\$ 9,480,537	\$ 9,634,502	\$ 9,625,989	\$ 10,228,805	\$ 10,287,552	\$ 8,847,452	\$ 9,504,307	\$ -
Unreserved, reported in:										
Special revenue funds.....	23,888,131	24,611,675	24,939,370	24,320,865	28,427,537	30,311,236	36,842,393	38,643,071	36,566,719	-
Capital projects funds.....	10,568,338	10,598,513	9,971,416	9,158,632	8,724,569	28,615,260	34,643,214	15,845,729	15,837,839	-
Permanent funds.....	869,015	859,776	866,039	441,646	565,998	903,589	96,544	1,092,032	1,022,510	-
Nonspendable.....	-	-	-	-	-	-	-	-	-	10,326,319
Restricted.....	-	-	-	-	-	-	-	-	-	41,212,995
<b>Total all other governmental funds.....</b>	<b>\$ 44,489,532</b>	<b>\$ 45,395,065</b>	<b>\$ 45,257,362</b>	<b>\$ 43,555,645</b>	<b>\$ 47,344,093</b>	<b>\$ 70,058,890</b>	<b>\$ 81,869,703</b>	<b>\$ 64,428,284</b>	<b>\$ 62,931,375</b>	<b>\$ 51,539,314</b>

The Town implemented GASB 54 in fiscal year 2011, fund balances prior to fiscal year 2011 have been reported in the pre-GASB 54 format.

Changes in Fund Balances, Governmental Funds

Last Ten Fiscal Years

	Fiscal Year									
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>Revenues:</b>										
Real estate and personal property taxes, net of tax refunds.....	\$ 67,692,985	\$ 69,727,770	\$ 73,526,645	\$ 77,391,784	\$ 79,020,367	\$ 82,783,866	\$ 84,855,790	\$ 88,165,857	\$ 89,592,295	\$ 92,202,438
Motor vehicle and other excise taxes.....	5,544,329	5,944,110	6,297,172	6,537,273	6,316,691	6,704,665	6,617,601	5,646,089	5,249,626	5,938,937
Hotel/motel tax.....	1,640,225	1,667,205	1,613,228	1,667,469	1,644,352	1,612,004	1,670,130	1,624,723	1,481,471	1,739,536
Meals tax.....	-	-	-	-	-	-	-	-	-	490,193
Charges for services.....	4,799,520	5,631,162	5,721,290	5,984,915	6,093,501	5,296,145	6,710,275	6,792,198	4,808,371	5,068,114
Penalties and interest on taxes.....	794,795	723,473	752,812	799,569	741,661	1,335,052	1,210,709	1,206,383	1,070,307	1,199,934
Fees and rentals.....	1,344,752	1,597,200	1,712,699	1,622,252	898,311	1,003,400	1,210,892	1,107,126	1,199,488	1,452,502
Licenses and permits.....	1,753,550	1,735,932	1,746,132	2,047,639	2,139,204	2,088,864	2,170,128	2,092,985	2,131,386	2,855,284
Intergovernmental.....	27,047,730	29,562,367	28,922,799	34,186,154	37,930,900	36,751,218	35,426,249	35,349,630	36,622,958	37,544,400
Departmental and other.....	758,886	794,716	1,099,676	1,832,449	1,410,779	1,956,268	1,603,490	1,929,525	1,238,096	1,093,917
Special assessments.....	222,480	208,658	171,815	132,650	98,262	191,884	151,983	143,209	220,269	305,021
Community preservation surtax.....	2,009,795	2,052,512	2,195,096	2,277,056	2,335,045	2,453,874	2,474,265	2,619,643	2,651,234	2,734,079
Contributions.....	545,410	125,257	145,980	93,250	100,871	196,313	99,882	153,455	123,891	297,281
Investment income.....	1,381,133	2,084,846	1,027,613	1,928,006	2,528,861	6,464,023	2,558,229	747,670	3,723,219	3,422,381
Miscellaneous.....	38,263	-	1,855	184,065	-	-	-	-	262,658	460,016
Legal settlements.....	-	-	-	-	-	-	-	3,492,881	262,307	-
<b>Total Revenues.....</b>	<b>115,573,853</b>	<b>121,855,208</b>	<b>124,934,812</b>	<b>136,684,531</b>	<b>141,258,805</b>	<b>148,837,576</b>	<b>146,759,623</b>	<b>151,071,374</b>	<b>150,637,576</b>	<b>156,804,033</b>
<b>Expenditures:</b>										
Charter commission.....	-	-	-	-	-	-	2,065	46,380	15,000	-
Town council.....	-	220,882	246,071	267,243	278,559	231,825	289,995	296,316	321,346	315,151
Town manager.....	-	730,239	464,983	531,329	521,535	518,618	574,215	541,963	600,291	540,036
Administrative services.....	5,948,987	5,437,536	5,553,635	5,826,143	5,566,097	5,223,523	5,816,199	5,721,376	6,022,630	6,390,572
Growth management.....	-	-	-	-	864,871	1,908,052	3,162,311	3,023,167	2,255,806	1,876,994
Public safety.....	9,495,188	10,136,517	10,148,280	10,385,370	10,974,924	11,372,831	11,423,726	11,562,679	11,877,172	11,945,147
Education.....	58,041,221	60,751,278	62,561,166	63,111,637	68,092,203	71,994,705	73,768,453	74,154,718	69,418,073	71,603,329
Public works.....	6,627,647	7,894,484	7,374,652	9,043,063	8,071,026	7,067,157	8,766,085	12,507,268	5,801,985	8,697,677
Community services.....	2,374,838	3,285,347	3,219,318	3,352,642	3,012,255	3,026,874	3,031,730	3,731,611	3,269,069	3,323,697
Regulatory services.....	1,754,478	2,170,109	2,121,573	2,170,733	2,444,921	2,354,396	2,537,742	1,498,642	2,602,377	2,690,984
Culture and recreation.....	1,348,073	1,454,454	1,412,413	1,451,247	1,687,360	1,621,122	1,715,718	1,727,069	1,689,753	1,673,945
Pension and employee benefits.....	7,993,094	8,449,434	9,501,689	10,534,400	11,202,820	12,363,057	13,793,046	15,287,773	17,096,982	18,953,642
Property and liability insurance.....	726,945	827,975	866,088	1,133,249	1,066,222	1,175,345	1,202,223	1,151,284	1,205,171	1,281,890
Claims and judgments.....	-	-	-	-	-	-	450,972	-	-	-
Other assessments.....	187,651	77,211	246,942	218,638	271,886	270,401	325,747	424,848	492,852	423,836
State and county charges.....	2,446,868	2,662,802	2,789,438	2,981,154	4,619,631	5,179,582	5,283,974	5,500,040	5,670,113	5,864,464
Capital outlay.....	18,104,172	11,852,515	19,903,863	9,631,980	6,363,859	9,828,269	12,063,864	22,486,003	9,398,699	12,727,196
Debt service										
Principal.....	8,575,643	8,932,552	8,322,609	8,438,821	7,978,726	8,074,177	9,007,988	9,841,839	8,908,613	9,404,339
Interest.....	4,304,855	4,744,440	4,778,832	4,828,154	4,643,055	4,689,917	4,619,652	4,729,807	3,691,341	3,305,081
<b>Total Expenditures.....</b>	<b>127,929,660</b>	<b>129,627,775</b>	<b>139,511,552</b>	<b>133,905,803</b>	<b>138,059,950</b>	<b>146,899,851</b>	<b>157,835,705</b>	<b>174,232,783</b>	<b>150,337,273</b>	<b>161,017,980</b>
Excess of revenues over (under) expenditures.....	(12,355,807)	(7,772,567)	(14,576,740)	2,778,728	3,198,855	1,937,725	(11,076,082)	(23,161,409)	300,303	(4,213,947)
<b>Other Financing Sources (Uses)</b>										
Issuance of bonds and notes.....	24,822,769	7,014,000	13,633,000	6,280,000	2,550,000	19,893,000	13,626,000	-	4,959,000	7,535,000
Issuance of refunding bonds.....	-	-	-	-	-	38,101,000	-	-	-	8,641,000
Premium from issuance of bonds.....	351,686	-	203,841	5,810	-	240,059	-	-	-	360,689
Premium from issuance of refunding bonds.....	-	-	-	-	-	1,076,268	-	-	-	641,187
Sale of capital assets.....	-	-	-	283,500	3,000,000	25,000	-	-	31,831	-
Payment to bond escrow agent.....	-	-	-	-	-	(39,114,210)	-	-	-	(9,282,187)
Transfers in.....	16,236,094	14,208,776	13,813,434	14,063,605	15,971,349	18,461,664	23,252,992	21,271,536	20,474,644	6,854,634
Transfers out.....	(15,303,009)	(12,861,031)	(12,638,583)	(18,920,977)	(15,624,471)	(17,190,342)	(22,075,675)	(20,759,433)	(25,965,542)	(9,048,617)
<b>Total other financing sources (uses).....</b>	<b>26,107,540</b>	<b>8,361,745</b>	<b>15,011,692</b>	<b>1,711,938</b>	<b>5,896,878</b>	<b>21,492,439</b>	<b>14,803,317</b>	<b>512,103</b>	<b>(500,067)</b>	<b>5,701,706</b>
<b>Net change in fund balance.....</b>	<b>\$ 13,751,733</b>	<b>\$ 589,178</b>	<b>\$ 434,952</b>	<b>\$ 4,490,666</b>	<b>\$ 9,095,733</b>	<b>\$ 23,430,164</b>	<b>\$ 3,727,235</b>	<b>\$ (22,649,306)</b>	<b>\$ (199,764)</b>	<b>\$ 1,487,759</b>
Debt service as a percentage of noncapital expenditures.....	11.73%	11.61%	10.95%	10.68%	9.58%	9.31%	9.35%	9.60%	8.94%	8.57%

Notes:

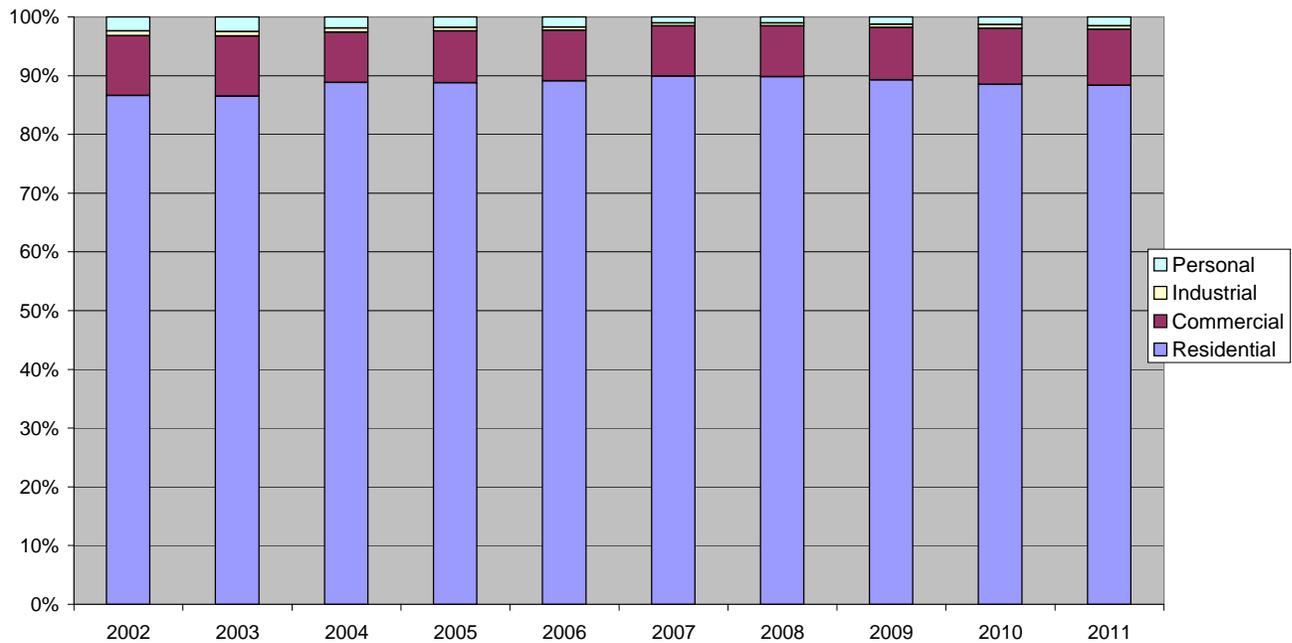
Some functional expenses are reported in different lines in older years.

**Assessed Value of Taxable Property by Classification and Tax Rates**

Last Ten Fiscal Years

Fiscal Year	Assessed and Actual Values and Tax Rates									
	Residential Value	Residential Tax Rate	Commercial Value	Industrial Value	Total Commercial Value	Commercial Tax Rate	Personal Property	Personal Property Tax Rate	Total Direct Rate (4)	Total Town Value
2002	\$6,485,785,487	\$9.26	\$765,752,143	\$59,963,170	\$825,715,313	\$9.26	\$177,638,825	\$9.26	\$9.26	\$7,489,139,625
2003	\$6,496,915,232	\$9.40	\$767,960,498	\$56,678,770	\$824,639,268	\$9.40	\$188,114,795	\$9.40	\$9.40	\$7,509,669,295
2004 (1)	\$10,023,257,151	\$6.61	\$967,131,329	\$75,686,020	\$1,042,817,349	\$6.61	\$214,717,352	\$6.61	\$6.61	\$11,280,791,852
2005	\$11,381,231,761	\$6.05	\$1,129,516,623	\$80,250,820	\$1,209,767,443	\$6.05	\$228,014,240	\$6.05	\$6.05	\$12,819,013,444
2006 (2)	\$12,710,161,443	\$6.31	\$1,230,557,567	\$77,084,090	\$1,307,641,657	\$6.54	\$245,409,010	\$6.49	\$6.34	\$14,263,212,110
2007 (1),(3)	\$13,443,704,362	\$6.32	\$1,275,048,264	\$77,011,100	\$1,352,059,364	\$5.57	\$149,981,380	\$5.57	\$6.24	\$14,945,745,106
2008 (3)	\$13,323,872,172	\$6.58	\$1,286,489,328	\$73,265,400	\$1,359,754,728	\$5.80	\$151,079,850	\$5.80	\$6.50	\$14,834,706,750
2009 (3)	\$12,983,016,619	\$6.90	\$1,303,893,716	\$78,598,400	\$1,382,492,116	\$6.12	\$179,274,450	\$6.12	\$6.82	\$14,544,783,185
2010 (1),(3)	\$11,822,832,710	\$7.77	\$1,279,251,935	\$81,780,400	\$1,361,032,335	\$6.87	\$176,352,980	\$6.87	\$7.67	\$13,360,218,025
2011 (3)	\$11,474,497,625	\$8.05	\$1,235,696,120	\$82,267,300	\$1,317,963,420	\$7.28	\$194,882,820	\$7.28	\$7.96	\$12,987,343,865

**Percentage of Total Assessed Value By Classification**



(1) Revaluation year.

(2) In FY2006 the Town adopted a split tax rate (factor of 1.15), a residential exemption (20%), and a small business exemption (10%) resulting in different tax rates between classes.

(3) In FY2007 through FY2011 the Town adopted a 20% residential exemption and no split tax rate factor resulting in a higher residential rate

(4) Weighted average direct tax rate, calculated as weighted average of residential, commercial and personal property tax rates.

Source: Assessor's Department, Town of Barnstable

All property in the Commonwealth of Massachusetts is assessed at 100% of fair cash value.

Note: Chapter 59, Section 21C of the Massachusetts General Laws, known as "Proposition 2 1/2", imposes 2 separate limits on the annual tax levy of the Town. The primary limitation is that the tax levy cannot exceed 2 1/2 percent of the full and fair cash value. The secondary limitation is that the tax levy cannot exceed the maximum levy limit for the preceding fiscal year as determined by the State Commissioner of Revenue by more than 2 1/2 percent, subject to an exception for property added to the tax rolls and for certain substantial valuation increases other than as part of a general revaluation. The secondary limit may be exceeded in any year by a majority vote of the voters, however it cannot exceed the primary limitation.

Town of Barnstable, Massachusetts

Principal Taxpayers

Current Year and Nine Years Ago

Name	Nature of Business	2011			2002		
		Assessed Valuation	Rank	Percentage of Total Taxable Assessed Value	Assessed Valuation	Rank	Percentage of Total Taxable Assessed Value
Mayflower Cape Cod, LLC	Cape Cod Mall	\$ 100,023,400	1	0.77%	\$ 72,435,900	1	0.97%
NSTAR/Commonwealth Electric	Public Utility	71,344,110	2	0.55%	-	-	-
Individual	Residential Properties	47,008,200	3	0.36%	42,417,700	2	0.57%
Verizon/Bell Atlantic	Public Utility	38,824,300	4	0.30%	19,631,700	8	0.26%
Oyster Harbors Inc.	Social Club & Residential Properties	35,673,610	5	0.27%	21,200,200	5	0.28%
National Grid	Public Utility	32,761,910	6	0.25%	-	-	-
Wianno Club	Recreation	28,275,700	7	0.22%	20,672,490	7	0.28%
Individual	Residential Properties	25,723,110	8	0.20%	21,041,600	6	0.28%
OCW Retail Associates	Shopping Center	25,336,000	9	0.20%	-	-	-
Festival of Hyannis	Shopping Center	23,644,300	10	0.18%	-	-	-
Commonwealth Electric Co.	Public Utility and Real Estate	-	-	-	32,349,210	3	0.43%
Individual	Residential Land	-	-	-	26,898,290	4	0.36%
Campbell/Mass. Trust	Shopping Center	-	-	-	19,195,200	9	0.26%
Cape Harbor Association	Shopping Center	-	-	-	17,708,500	10	0.24%
<b>Totals</b>		<b>\$ 428,614,640</b>		<b>3.30%</b>	<b>\$ 293,550,790</b>		<b>3.92%</b>

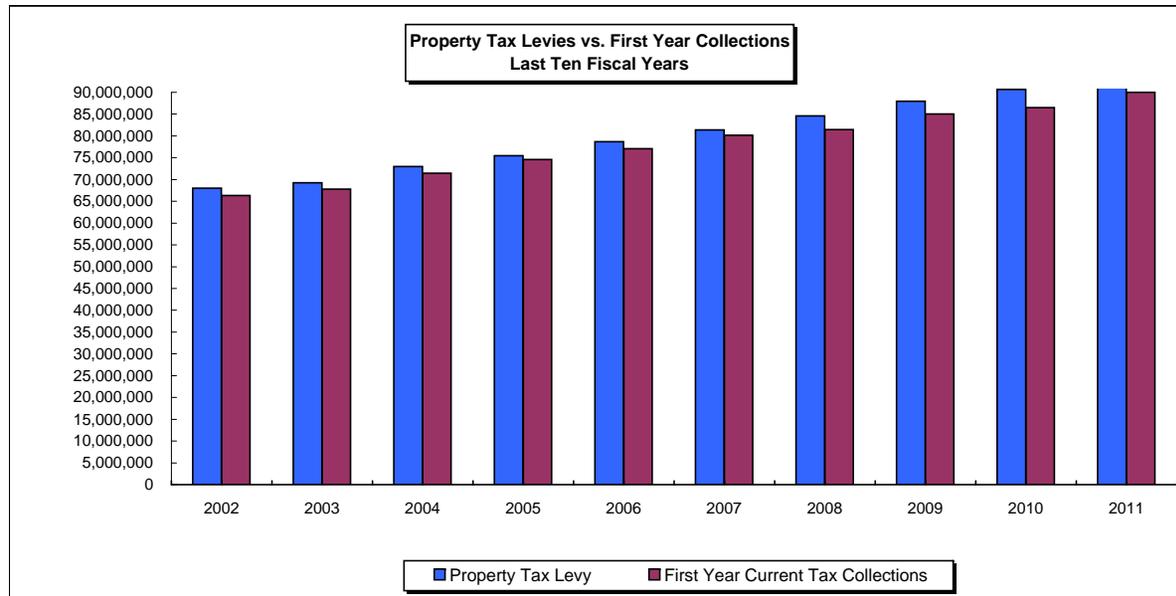
Source: Assessor's Department, Town of Barnstable

Town of Barnstable, Massachusetts

Property Tax Levies and Collections

Last Ten Fiscal Years

Fiscal Year	Total Tax Levy	Less Abatements & Exemptions	Net Tax Levy	Net as % of Total	First Year Current Tax Collections	Percent of Net Levy Collected	Subsequent Tax Collections	Total Tax Collections	Percent of Total Tax Collections to Net Tax Levy
2002	\$69,349,433	\$1,344,204	\$68,005,229	98.06%	\$66,300,923	97.49%	\$1,751,165	\$68,052,088	100.07%
2003	\$70,590,891	\$1,308,255	\$69,282,636	98.15%	\$67,755,698	97.80%	\$1,922,369	\$69,678,067	100.57%
2004	(1) \$74,566,035	\$1,581,758	\$72,984,277	97.88%	\$71,457,482	97.91%	\$1,835,327	\$73,292,809	100.42%
2005	\$77,555,031	\$2,126,902	\$75,428,129	97.26%	\$74,559,345	98.85%	\$2,010,911	\$76,570,256	101.51%
2006	\$80,475,762	\$1,830,406	\$78,645,356	97.73%	\$77,045,176	97.97%	\$2,072,295	\$79,117,471	100.60%
2007	(1) \$83,218,734	\$1,872,849	\$81,345,885	97.75%	\$80,162,980	98.55%	\$1,861,844	\$82,024,824	100.83%
2008	\$86,040,891	\$1,428,590	\$84,612,301	98.34%	\$81,481,702	96.30%	\$3,230,279	\$84,711,981	100.12%
2009	\$89,064,457	\$1,139,801	\$87,924,656	98.72%	\$85,039,042	96.72%	\$1,943,834	\$86,982,876	98.93%
2010	(1) \$91,769,862	\$1,089,775	\$90,680,087	98.81%	\$86,505,210	95.40%	\$1,924,425	\$88,429,635	97.52%
2011	\$94,579,103	\$1,676,671	\$92,902,432	98.23%	\$89,989,123	96.86%	\$0	\$89,989,123	96.86%



(1) Revaluation year.

Source: Official Statements, Town of Barnstable

**Town of Barnstable, Massachusetts**  
**Ratios of Outstanding Debt and General Bonded Debt**  
**Last Ten Fiscal Years**

Fiscal Year	U. S. Census Population	Personal Income	Assessed Value	Governmental Activities Debt				
				General Obligation Bonds	Capital Leases	Per Capita	Percentage of Personal Income	Percentage of Assessed Value
2002	48,701	\$1,282,120,528	\$7,489,139,625	\$103,818,770	\$0	\$2,132	8.10%	1.39%
2003	48,907	\$1,306,856,917	\$7,509,669,295	\$101,918,971	\$0	\$2,084	7.80%	1.36%
2004	48,535	\$1,316,370,355	\$11,280,791,852	\$107,548,113	\$0	\$2,216	8.17%	0.95%
2005	47,826	\$1,316,597,910	\$12,819,013,444	\$105,426,797	\$0	\$2,204	8.01%	0.82%
2006	47,800	\$1,335,620,390	\$14,263,212,110	\$97,283,071	\$3,875	\$2,035	7.28%	0.68%
2007	47,500	\$1,347,146,403	\$14,945,745,106	\$110,017,892	\$3,053	\$2,316	8.17%	0.74%
2008	47,000	\$1,352,960,403	\$14,834,706,750	\$114,635,906	\$793	\$2,439	8.47%	0.77%
2009	49,858	\$1,456,760,389	\$14,544,783,185	\$104,794,067	\$0	\$2,102	7.19%	0.72%
2010	46,274	\$1,372,323,041	\$13,360,218,025	\$84,883,454	\$0	\$1,834	6.19%	0.64%
2011	45,193	\$1,360,368,374	\$13,360,218,025	\$83,025,115	\$0	\$1,837	6.10%	0.62%

Fiscal Year	Business-type Activities (1)		Total Primary Government			
	General Obligation Bonds	Capital Leases	Total Debt Outstanding	Per Capita	Percentage of Personal Income	Percentage of Assessed Value
2002	\$20,004,226	\$0	\$123,822,996	\$2,543	9.66%	1.65%
2003	\$19,144,445	\$0	\$121,063,416	\$2,475	9.26%	1.61%
2004	\$20,568,453	\$0	\$128,116,566	\$2,640	9.73%	1.14%
2005	\$18,963,224	\$0	\$124,390,021	\$2,601	9.45%	0.97%
2006	\$19,170,509	\$0	\$116,457,455	\$2,436	8.72%	0.82%
2007	\$33,214,444	\$0	\$143,235,389	\$3,015	10.63%	0.96%
2008	\$38,527,427	\$0	\$153,164,126	\$3,259	11.32%	1.03%
2009	\$36,484,603	\$0	\$141,278,670	\$2,834	9.70%	0.97%
2010	\$54,779,449	\$0	\$139,662,903	\$3,018	10.18%	1.05%
2011	\$54,016,356	\$0	\$137,041,471	\$3,032	10.07%	1.03%

(1) Airport, Golf Course, Solid Waste, Wastewater, Water, Marinas, Sandy Neck Park and Hyannis Youth and Community Center  
Source: Audited Financial Statements, U. S. Census

Town of Barnstable, Massachusetts

Computation of Legal Debt Margin

Last Ten Fiscal Years

	Fiscal Year									
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Equalized Valuation.....	\$ 9,187,485,800	\$ 9,187,485,800	\$ 11,747,239,700	\$ 11,747,239,700	\$ 14,974,792,700	\$ 14,974,792,700	\$ 16,142,285,200	\$ 16,142,285,200	\$ 16,142,285,200	\$ 14,945,861,000
Debt Limit -5% of Equalized Valuation.....	\$ 459,374,290	\$ 459,374,290	\$ 587,361,985	\$ 587,361,985	\$ 748,739,635	\$ 748,739,635	\$ 807,114,260	\$ 807,114,260	\$ 807,114,260	\$ 747,293,050
Less:										
Outstanding debt applicable to limit.....	\$ 36,670,638	\$ 36,444,704	\$ 39,061,056	\$ 36,675,159	\$ 54,947,745	\$ 75,630,971	\$ 82,388,673	\$ 76,565,997	\$ 74,641,706	\$ 81,933,812
Authorized and unissued debt.....	\$ 45,241,555	\$ 48,929,455	\$ 61,504,455	\$ 83,635,855	\$ 62,055,743	\$ 67,601,365	\$ 57,540,513	\$ 57,540,513	\$ 83,934,854	\$ 73,597,717
Legal debt margin.....	\$ 377,462,097	\$ 374,000,131	\$ 486,796,474	\$ 467,050,971	\$ 631,736,147	\$ 605,507,299	\$ 667,185,074	\$ 673,007,750	\$ 648,537,700	\$ 591,761,521
Total debt applicable to the limit as a percentage of debt limit	17.83%	18.58%	17.12%	20.48%	15.63%	19.13%	17.34%	16.62%	19.65%	20.81%

Source: Official Statements, Town of Barnstable

**Town of Barnstable, Massachusetts**  
**Demographic and Economic Statistics**  
**Last Ten Fiscal Years**

Fiscal Year	Population Estimates	Personal Income	Per Capita Personal Income	Median Age	School Enrollment	Unemployment Rate
2002	48,701	\$1,282,120,528	\$26,326	42	7,042	4.1%
2003	48,907	\$1,306,856,917	\$26,721	42	6,886	4.8%
2004	48,535	\$1,316,370,355	\$27,122	42	6,609	4.3%
2005	47,826	\$1,316,597,910	\$27,529	42	6,333	4.1%
2006	47,800	\$1,335,620,390	\$27,942	42	6,247	4.0%
2007	47,500	\$1,347,146,403	\$28,361	42	6,135	3.7%
2008	47,000	\$1,352,960,403	\$28,786	42	5,851	4.6%
2009	49,858	\$1,456,760,389	\$29,218	42	5,799	5.1%
2010	46,274	\$1,372,323,041	\$29,656	46	5,461	8.1%
2011	45,193	\$1,360,368,374	\$30,101	46	5,165	6.2%

Source: U. S. Census, Division of Local Services  
 Median age is based on most recent census data

**Town of Barnstable, Massachusetts**

**Principal Employers**

**Current Year and Nine Years Ago**

Employer	Nature of Business	2011			2002		
		Employees	Rank	Percentage of Total Town Employment	Employees	Rank	Percentage of Total Town Employment
Cape Cod Health Care, Inc.	Hospital	2,400	1	9.57%	2,545	1	11.10%
Town of Barnstable	Municipal Government	1,253	2	5.00%	1,361	2	5.94%
Cape Air/Nantucket Airlines	Airline	341	3	1.36%	-	-	-
Barnstable County	County Government	306	4	1.22%	470	3	2.05%
Cape Cod Times	Newspaper	298	5	1.19%	280	4	1.22%
Cape Codder Resort	Hotel	200	6	0.80%	200	7	0.87%
Sears Roebuck & Company	Retail Store	176	7	0.70%	240	5	1.05%
Super Stop and Shop	Grocers - Retail	140	8	0.56%	188	9	0.82%
Sencorp, Inc.	Manufacturing	125	9	0.50%	-	-	-
Macy's (2 stores)	Retail Sales - General	110	10	0.44%	190	8	0.83%
Star Market (2 stores)	Grocers - Retail	-	-	-	212	6	0.92%
Infinium Software, Inc.	Marketing & Training	-	-	-	176	10	0.77%

Source: Massachusetts Department of Labor and Workforce Development

**Town of Barnstable, Massachusetts**

**Full-time Equivalent Town Employees by Function**

**Last Ten Fiscal Years**

	Fiscal Year									
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Function:										
Town council.....	2	2	2	2	2	2	2	2	2	2
Town manager.....	5	6	6	5	5	5	5	5	5	5
Growth management.....	-	-	-	-	14	16	14	14	13	12
Administrative services.....	77	71	83	79	65	65	65	63	61	61
Public safety.....	129	134	134	134	139	139	139	137	126	126
Education.....	821	831	944	912	912	911	904	891	812	813
Public works.....	127	123	119	117	116	120	120	120	116	116
Community services.....	53	53	44	43	43	50	51	53	57	55
Regulatory services.....	34	31	31	30	32	32	32	35	33	31
Airport.....	25	25	26	26	26	26	26	26	26	25
<b>Total .....</b>	<b><u>1,273</u></b>	<b><u>1,276</u></b>	<b><u>1,389</u></b>	<b><u>1,348</u></b>	<b><u>1,354</u></b>	<b><u>1,366</u></b>	<b><u>1,358</u></b>	<b><u>1,346</u></b>	<b><u>1,251</u></b>	<b><u>1,246</u></b>

Source: Annual town reports

Note: A reorganization in 2006 created the growth management department; transferring personnel from other departments.

**Operating Indicators by Function/Program**

**Last Ten Fiscal Years**

Function/Program	Fiscal Year									
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>Administrative services</b>										
Legal matters.....	1,765	1,805	1,729	1,740	1,392	1,633	1,258	1,392	1,529	1,728
Registered voters.....	32,905	32,270	33,738	32,918	31,325	30,999	30,885	32,381	30,872	31,259
Employment applications processed.....	1,441	1,368	1,234	1,255	1,658	1,191	2,050	1,600	1,575	2,060
Work related injuries processed.....	141	169	173	129	152	125	157	160	80	159
Unemployment claims.....	108	122	n/a	n/a	58	56	100	85	165	210
Tax bills processed.....	114,004	128,755	143,281	144,369	179,267	222,049	194,796	195,182	201,322	201,275
<b>Police</b>										
Call for service.....	40,699	49,890	42,779	41,026	41,015	45,009	45,347	42,758	42,870	47,183
Physical arrests.....	2,407	1,912	n/a	n/a	1,670	3,315	3,126	n/a	1,925	1,655
<b>Education</b>										
Cobb Trust Fund awards.....	\$121,750	\$104,815	n/a	\$144,550	\$114,000	\$109,390	\$158,500	\$65,078	\$39,841	\$109,283
<b>Zoning</b>										
Zoning Board appeals filed.....	121	144	n/a	113	81	126	142	107	81	40
<b>Building Inspections</b>										
New dwellings constructed.....	128	125	125	98	73	67	50	40	58	27
<b>Health</b>										
Routine health inspections.....	2,231	2,503	2,836	2,669	2,780	2,948	3,909	5,988	7,113	7,059
Complaint investigations.....	561	661	655	607	683	784	615	541	424	434
<b>Consumer Affairs</b>										
Parking violations.....	4,193	2,659	4,839	5,294	5,990	5,249	4,307	4,534	4,192	4,341
Weights and measure devices tested.....	4,409	2,748	3,161	5,017	5,879	4,807	3,572	3,593	4,535	5,244
Ordinance citations.....	1,202	707	1,076	1,657	1,603	972	816	1,034	1,426	1,425
<b>Community Services</b>										
Mooring permits issued.....	2,437	2,401	n/a	2,383	2,393	2,416	2,483	2,429	2,468	2,552
Shellfish permits issued.....	2,068	1,859	n/a	1,528	1,715	1,990	2,234	2,363	2,608	2,670
Animal control service calls.....	3,482	3,641	n/a	5,327	3,436	2,956	2,244	3,080	2,854	4,261
Veterans served.....	n/a	4,504	n/a	4,256	6,336	7,201	492 (1)	7,661	8,326	14,439
<b>Roads</b>										
Catch basins cleaned.....	4,700	3,800	4,500	4,500	4,100	3,246	3,456	3,142	1,618	2,120
Miles of crack seal applied.....	11.7	17.0	17.0	18.0	n/a	10.5	10	15	7	5
Miles of roadside mowed.....	143	n/a	n/a	n/a	150	186	290	580	448	405
Miles of road swept.....	405	390	390	405	405	430	314	335	531	487
<b>Sewer</b>										
Gallons of septage treated.....	9,050,000	9,957,400	9,795,700	9,933,600	11,695,000	10,716,500	10,852,200	11,523,000	11,011,300	10,597,900
Daily average collection.....	1,835,616	1,681,710	1,793,795	1,689,965	1,730,730	1,711,100	1,347,400 (2)	1,495,300 (2)	1,540,500	1,453,600
<b>Solid Waste</b>										
Tons shipped to SEMASS.....	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	9,532	9,465
Tons received at Flint Street station.....	8,349	8,715	8,190	n/a	9,539	9,505	9,985	9,437	9,016	8,972
Tons of construction and demolition material received.....	4,205	3,982	3,742	n/a	4,399	3,730	3,658	2,771	3,193	2,789
<b>Libraries</b>										
Total volumes borrowed.....	n/a	534,515	534,515	n/a	617,182	567,731	546,556	570,947	632,137	612,700
Library holdings.....	n/a	266,406	266,406	n/a	n/a	n/a	n/a	n/a	164,309	n/a
Program attendance.....	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	28,893

Source: Various Town Departments

n/a: Information not available

(1) 2008 represents the number of cases managed, all other years reflect all inquiries.

(2) The Town experienced a flow meter malfunction in 2008 and 2009, the flow is actually higher than reported.

**Town of Barnstable, Massachusetts**  
**Capital Asset Statistics by Function/Program**  
**Last Ten Fiscal Years**

<b>Function/Program</b>	<b>Fiscal Year</b>									
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Administrative services										
Number of Buildings.....	144	144	144	148	148	148	148	149	150	150
Police										
Number of Stations.....	1	2	2	2	2	2	2	2	2	2
Police personnel and officers.....	129	134	134	134	139	139	139	139	126	126
Education										
Number of elementary schools.....	9	9	10	10	10	10	10	9	6	6
Number of middle schools.....	2	2	1	1	1	1	1	1	1	1
Number of high schools.....	1	1	1	1	1	1	1	1	1	1
Number of teachers.....	467	463	539	553	527	774	763	751	686	686
Number of students.....	7,049	6,827	6,742	6,501	6,310	5,980	5,814	5,714	5,461	5,304
Public Works										
Number of town roads.....	571	571	633	633	633	633	633	633	633	633
Number of private roads.....	1,200	1,150	1,088	1,088	1,088	1,088	1,088	1,088	1,088	1,088
Number of state roads.....	6	6	6	6	6	6	6	6	6	6
Center lane miles of roads.....	497	490	490	490	490	490	490	490	490	490
Cemeteries.....	16	16	16	16	16	16	16	16	16	16
Culture and Recreation										
Libraries.....	7	7	7	7	7	7	7	7	7	7
Boat launches.....	13	13	18	17	17	17	17	17	17	17
Parks and playgrounds.....	70	70	70	71	71	71	71	71	71	71
Park and playground (acreage).....	218	218	218	222	222	222	222	222	222	222
Golf courses.....	1	1	1	2	2	2	2	2	2	2
Public beaches.....	18	18	18	18	18	18	18	18	18	18
Ball fields.....	6	6	6	6	6	6	6	6	6	6
Tennis courts.....	5	5	5	5	5	5	5	5	5	5

Source: Various Town Departments



**The dunes in Sandy Neck Park.**



**Looking east at the cottage colony at Sandy Neck in the winter from Barnstable Harbor.**