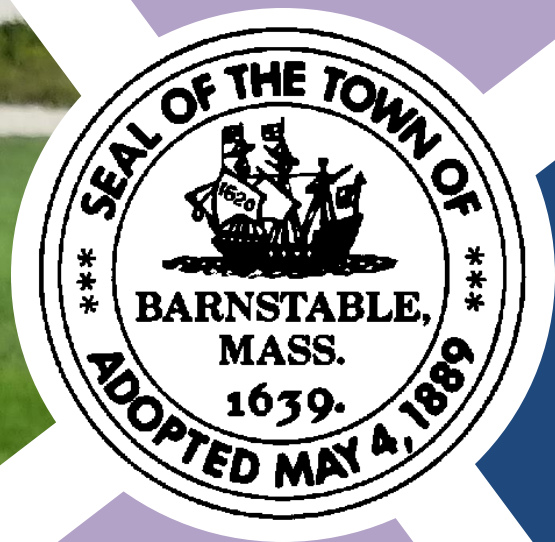


Fiscal Year 2026

Town Manager's Proposed
Operating Budget



Town of Barnstable
Mark S. Ells, Town Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Barnstable
Massachusetts**

For the Fiscal Year Beginning

July 01, 2024

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) has presented a Distinguished Budget Award to the Town of Barnstable for the fiscal year beginning July 1, 2024. The award is the highest form of recognition in governmental budgeting. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This is the twenty-fourth consecutive year that the Town of Barnstable has been presented with this prestigious award.

The criterion on which the award for fiscal year 2025 was based is that which has been used as a guide in preparing the budget for fiscal year 2026. Therefore, it is my belief that the Capital and Operating budgets presented for fiscal year 2026 conform to program requirements, and I will submit them to GFOA to determine their eligibility for another award. My Staff, Mark Milne, Finance Director, and Gareth Markwell, Deputy Finance Director, are to be congratulated for their parts in this and the previous awards.

Mark S. Ells
Town Manager

FISCAL YEAR 2026 OPERATING BUDGET

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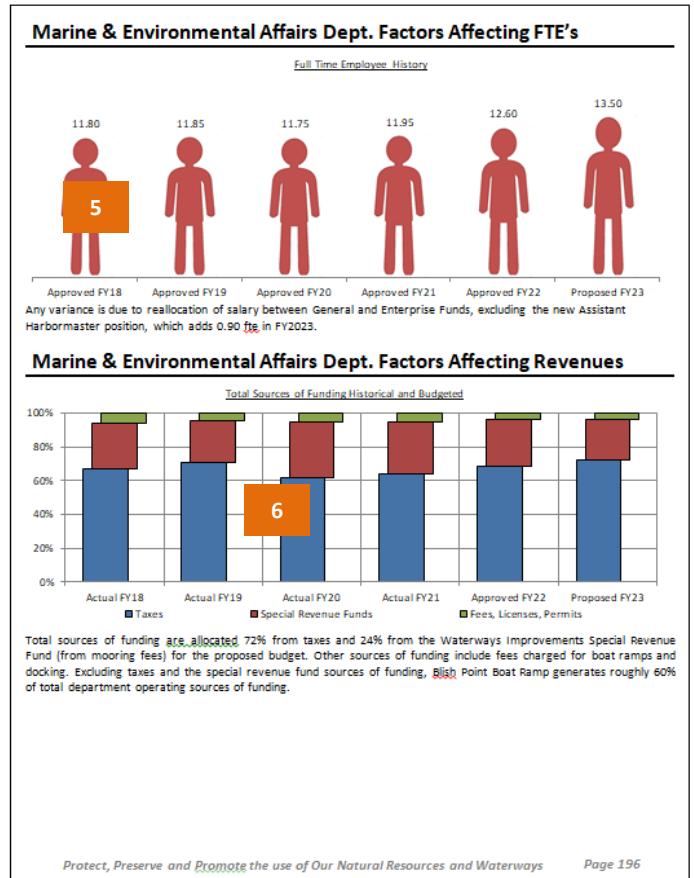
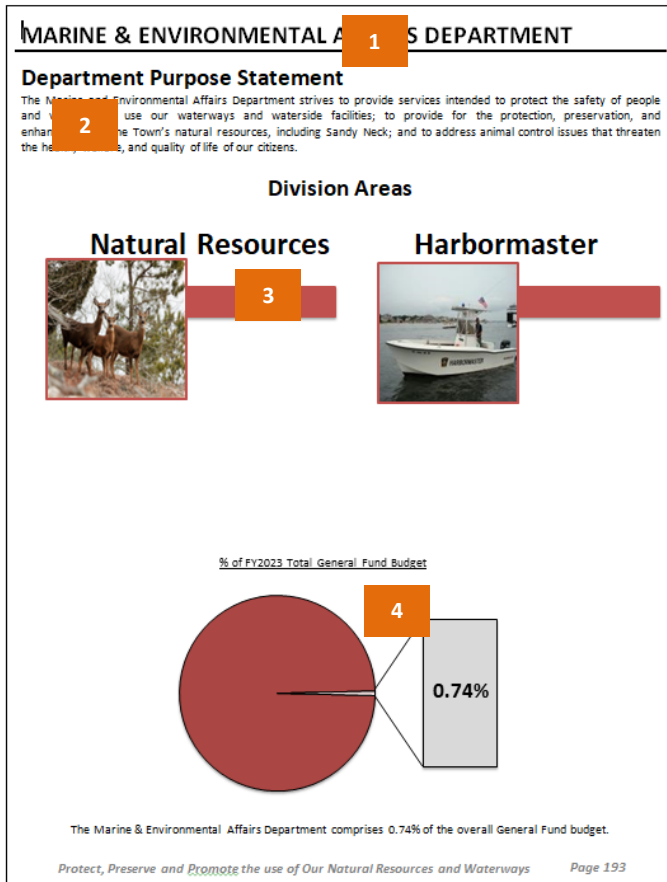
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GUIDE TO THE BUDGET

The FY 2026 budget document is organized into the following nine sections:

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

Department Summaries– General Fund Guide

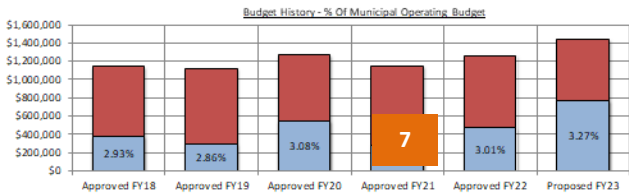


- 1 Department or Division Title
- 2 Each department/division includes a purpose statement, which helps establish the operations goals and objectives.
- 3 This is a list of all divisions/programs operating within the department/division. A department can be segmented into divisions, which are then segmented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

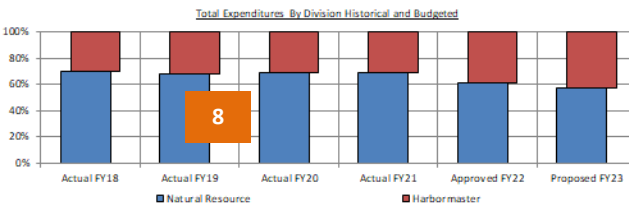
- 5 Department/Divisions full-time employee (FTE's) history count.
- 6 This compares resources as a percentage of total funding for the department/division based on actuals, approved budget, and proposed budget.

Department Summaries– General Fund Guide (Continued)

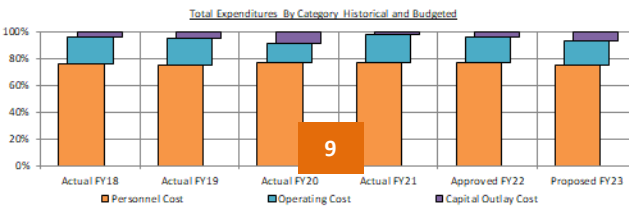
Marine & Environmental Affairs Dept. Factors Affecting Expenses



The Marine & Environmental Affairs budget has increased 4.33% annually on average over a six-year period. This budget has also increased from 2.93% to 3.27% of total municipal operating budget (excludes Other Requirements and schools). Fluctuations are mostly due to one-time capital outlay needs.



Natural Resources division accounts for 61% of the department's proposed operating budget. Actual results have Natural Resources tracking 70% of the department's operations.



The department's proposed budget is allocated 76% to personnel cost, 20% to operating, and 4% to capital outlay. This allocation has remained consistent for the past few fiscal years.

7 Town Council approved budget history for the department/division for the past five years. This also includes next years' proposed budget.

8 This chart shows each division/program as a percentage of the department/division total budget.

9 Department/Division percentage cost structure by personnel, operating, and capital outlay.

This financial table displays the following:

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

Marine & Environmental Affairs Department Services Provided

<https://www.townofbarnstable.us/Departments/MarineEnvironmental/>

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

Marine & Environmental Affairs Department Budget Comparison

Marine & Environ. Affairs Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$720,681	\$775,354	\$865,311	\$1,130,303	\$175,933	20.33%
Fees, Licenses, Permits	63,107	61,855	48,000	60,000	2,000	4.17%
Interest and Other	634	9,002	-	-	-	0.00%
Special Revenue Funds	348,000	348,000	348,000	348,000	-	0.00%
Total Sources of Funding	\$1,132,423	\$1,194,211	\$1,261,370	\$1,439,303	\$177,933	14.11%
Expenditure Category						
Personnel	\$868,943	\$911,777	\$966,890	\$1,079,388	\$112,498	11.64%
Operating Expenses	241,961	233,619	245,665	250,915	14,250	5.80%
Capital Outlay	21,519	48,815	48,815	100	\$1,185	104.86%
Total Appropriation	\$1,132,423	\$1,194,211	\$1,261,370	\$1,330,303	\$177,933	14.11%

Summary of Budget Changes

The Marine & Environmental Affairs Department proposed FY2023 budget increased by \$177,933, or 14.11% from the approved FY2022 budget. Personnel cost are increasing \$112,498 due to contractual obligations and minimum wage increases. This is also 0.90 fte for a new Harbormaster position. Operating costs includes increases in line items to support the new Assistant Harbormaster position. Capital outlay includes a vehicle and patrol vessel engine purchases.

Marine & Environmental Affairs Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$1,261,370	
Contractual Obligations Net of Staff Turnover	47,708	-	-	47,708	-
One-Time Charges	-	(4,000)	(48,815)	(52,815)	-
FY 2023 Budget Changes					
1. Assistant Harbormaster	57,771	2,750	-	60,521	0.90
2. Minimum Wage Increases	7,020	-	-	7,020	-
3. Harbormaster Expenses	-	15,500	-	15,500	-
4. Patrol Vessel Engine	-	-	45,000	45,000	-
5. Patrol Vehicle	-	-	55,000	55,000	-
FY 2023 Proposed Budget	\$112,499	\$14,250	\$51,185	\$1,439,304	0.90

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

12 Summary of Budget Changes: Provides a brief description of the additional funding requested by the department within the fiscal year

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

Department Summaries– General Fund Guide (Continued)

Natural Resources Division Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Expand joint ATV patrols with Barnstable Police to deter illegal dirt bike use in conservations areas and work with public land officials to close illegally built trails within designated public open spaces. (SP: Public Health and Safety, Environment and Natural Resources)
2. Continue to streamline aquaculture management in order to improve adherence to town, state, and federal regulations. (SP: Regulatory Process and Performance, Public Health and Safety)
3. Continue to streamline outreach programs and adapt to the changing needs of the community offering educational outreach during a **14** (SP: Education, Environment and Natural Resources)
4. Catalog existing osprey nests and add new nesting locations where needed. (SP: Environment and Natural Resources)
5. Update the Dog Control Regulations. (SP: Regulatory Process and Performance, Public Health and Safety)
6. Relocate oyster-growing area in Three Bays to decrease disease levels in oysters (SP: Environment and Natural Resources, Recreation).



Scudder Lane-Opening Day for Oysters

7. Perform shellfish habitat assessment survey in Three Bays (SP: Environment and Natural Resources, Recreation).
8. Increase seed survival on the North Side by experimenting with different nursery methods (SP: Environment and Natural Resources, Recreation).

Long-Term:

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



Marston Mills Herring Run

Preserving ecosystems and involving the community through outreach programs. Page 200

14 Goals and Objectives: each division provides a list of short and long-term goals, which directly tie into the Town Council Strategic Plan (see Introduction section).

Natural Resources Division Services Provided

<https://www.townofbarnstable.us/departments/naturalresources/>

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

Natural Resources Division Recent Accomplishments

- ✓ Continue to update our new our shellfish license database thus streamlining user information and providing the public with a **15** license renewal platform;
- ✓ Using our new software database, provided the public with an enhanced web-based platform for dog license renewals;
- ✓ Grew 900,000 oysters town wide and 400 bags of remote set oysters in Barnstable Harbor;
- ✓ Produced 2,053,000 quahogs planted under 81 predator exclusion nets;
- ✓ Dug and moved 298 bushels of quahogs in Three Bays;
- ✓ Maintained 246 predator exclusion nets protecting over 4.8 million quahog seed;
- ✓ Completed 65 Vibrio compliance checks to insure the safe consumption of aquaculturally reared oysters;
- ✓ Purchased a new FLUPSY for propagation in the 3 Bays;
- ✓ Maintained two accurate rainfall gauges in Town to monitor changes in rainfall amounts from the North side to the South side. This data will be helpful when rainfall closures are pending;
- ✓ Received \$10,000 in grant funding for Covid relief program to purchase unmarketable oysters from aquaculturists and matched with \$5,000 from our own budget;
- ✓ Worked with Division of Marine Fisheries, Atlantic White Shark Conservancy and Harbormaster Division on deployment, maintenance and data collection at 5 white shark monitoring buoys in Cape Cod Bay;



New Osprey Pole, Centerville River

- ✓ Monitored threatened shorebird nesting activities at Kettle and Dowdes Beaches;
- ✓ Gave 7 educational wildlife talks to after school programs via Zoom, gave 5 in-person educational wildlife talks to the general public at Town and non-profit organization events;
- ✓ Successfully released 18 terrapin graduates in the head start program, and;
- ✓ Amended nine (9) Town of Barnstable shellfish regulations to conform to state regulations, remove permit fees from the ordinances, address the Brave Act as it pertains to issuance of shellfish permits to veterans, and address commercial soft shell claming on Wednesdays during the summer season.

Preserving ecosystems and involving the community through outreach programs. Page 199

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

Department Summaries– General Fund Guide (Continued)

Natural Resources Division Program Services Provided

Natural Resources Program

The Natural Resources Division is responsible for the protection and enhancement of the Town's natural resources, enforcement of laws relating to fish and game, marine and recreational use, land management, and environmental laws. The Division provides protection and enhancement of the Town's shellfish resources through shellfish propagation and stocking projects. Natural Resource Officers patrol Town conservation areas and beaches to enforce local by-laws and state and federal fisheries, and environmental regulations. The Division provides support for operations at the park, including environmental functions associated with endangered species and resource management. Natural Resources are also responsible for nuisance animal control and the enforcement of laws relative to the control of dogs within the Town of Barnstable.



Staff planting quahogs

- Boat patrols to oversee all shellfish related activity throughout the town including but not limited to the following: aquaculture grants operations, commercial and recreational public shellfisheries.

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

Fish and Game

- Oversee and enforce freshwater fin fishing, shellfish, and lobster activities town-wide and assist the State Environmental Police with regulatory inspections and investigations.

- Enforce regulation compliance of all hunting seasons and areas, which includes migratory bird hunting as well as stocking pheasants in West Barnstable Conservation Area and Sandy Neck Beach Park.

Some of the specific services provided by the Marine and Environmental Affairs Department's Natural Resources Program include:

Land Management

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

Patrol

- Patrols of conservation areas, beaches, waterways, herring runs, docks, and landings for regulation compliance and environmental issues.

Natural Resources Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$128,087	\$144,245	\$150,698	\$217,556	\$66,858	44.37%
Total Sources of Funding	\$128,087	\$144,245	\$150,698	\$217,556	\$66,858	44.37%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$92,546	\$102,401	\$108,591	\$175,449	\$66,858	61.57%
Operating Expenses	35,265	\$41,843	42,107	42,107	-	0.00%
Capital Outlay	276	-	-	-	-	0.00%
Total Appropriation	\$128,087	\$144,245	\$150,698	\$217,556	\$66,858	44.37%

Preserving ecosystems and involving the community through outreach programs. Page 204

16 This section includes program description and financial summary.

Marine & Environmental Affairs Department Workload Indicators

Shellfish Program

Description	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Actual Vibrio Compliance Checks	43	43	50
Required Vibrio Compliance Checks	40	40	40
Exceeds Expectations	108%	108%	125%

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

Workload Indicator	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Recreational Shellfish Permits Issued (represented in permit year)	2,875	3,127	3,200
Commercial Shellfish Permits Issued (calendar year)	47	47	47
Learn to Shellfish Classes (calendar year)	6	3	3

Water Ways Program

Boat Ramps & Parking	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Projected
East Bay Ramp	\$4,870	\$2,280	\$2,000
Blish Point Ramp	\$27,599	\$31,656	\$25,000
Docking - Baxter's	\$13,440	\$12,880	\$12,250

Mooring Program

Workload Indicator	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Mooring Permits Processed	2,306	2,299	2,300

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

Protect, Preserve and Promote the use of Our Natural Resources and Waterways Page 214

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

Department Summaries–Enterprise Fund Guide

1 COMMUNITY SERVICES DEPARTMENT

2 Department Purpose Statement

The purpose of the Community Services Enterprise Funds is to maintain programmatic oversight of the Town's golf courses and the Hyannis Community Center, in order to provide quality recreational, commercial, and informational opportunities to our citizens, visitors, and business community.

Enterprise Funds



3

Olde Barnstable Fairgrounds & Hyannis Golf Courses




Hyannis Youth & Community Center

Providing Recreational/Commercial Opportunities and Access to Our Citizens, Visitors, and Business Community Page 359


4 GOLF COURSE ENTERPRISE

5 Department Purpose Statement


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



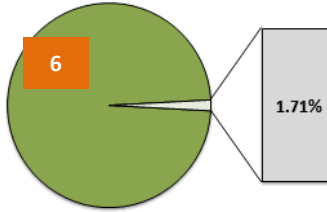
Hyannis Golf Course



Olde Barnstable Fairgrounds Golf Course



% of FY2023 All Appropriated Funds



6

1.71%

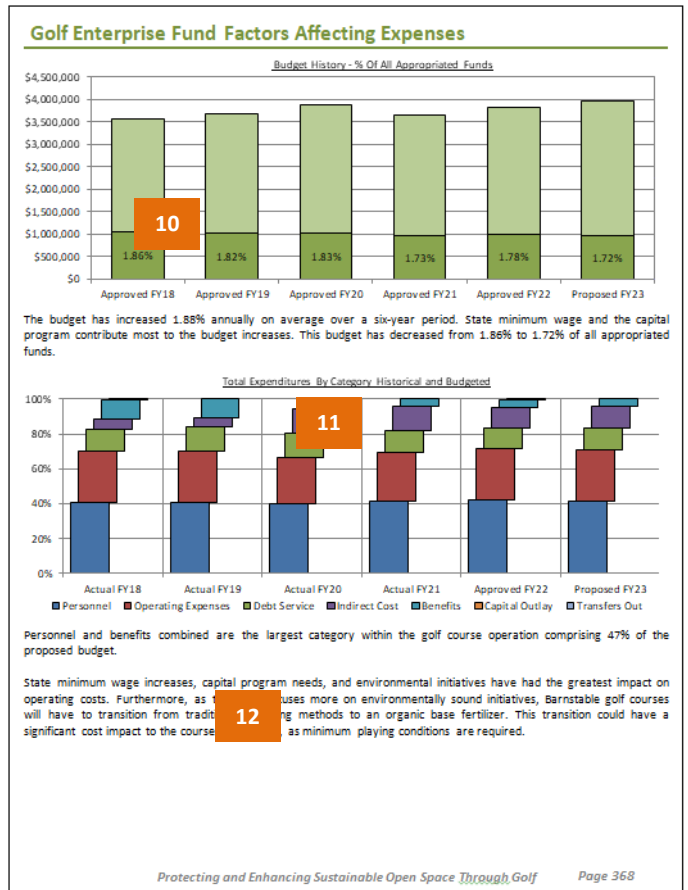
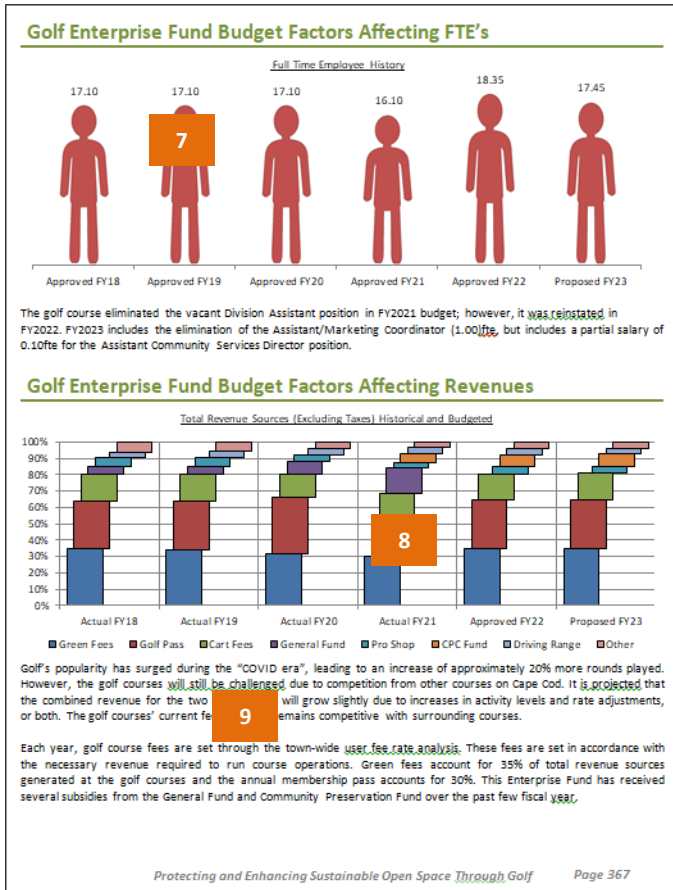
Golf Course Enterprise Fund comprises 1.71% of all appropriated funds.

Protecting and Enhancing Sustainable Open Space Through Golf Page 360

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

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

Department Summaries—Enterprise Fund Guide (Continued)



- 7** Department/Divisions full-time employee (FTE's) history.
- 8** An Enterprise Fund receives various sources of funding to cover operating cost. These sources are shown as a percentage of total sources of funding they receive.
- 9** Factors Affecting Revenues provides a brief description of key factors influencing the Enterprise Fund's revenues.
- 10** Town Council approved budget history for the department/division for the past five years. This also includes the next years proposed budget.

- 11** Expense Category chart shows each category as a percentage of the total budget.
- 12** Factors Affecting Expenses provides a brief description of key factors influencing the Enterprise Fund's expenses.

Department Summaries—Enterprise Fund Guide (Continued)

Golf Enterprise Fund Budget Comparison

Golf Course Enterprise Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY22 - 23	Change
Taxes (General Fund Support)	\$822,917	\$0	\$0	\$0	\$0	0.00%
Charges for Services	3,979,899	13	3,423,861	3,505,661	81,800	2.39%
Interest and Other	12,285		10,000	10,000	-	0.00%
Special Revenue Funds	289,600		286,500	288,200	1,700	0.59%
Total Operating Sources	\$5,104,701	\$3,860,319	\$3,720,361	\$3,803,861	\$83,500	2.24%
Borrowing Authorizations	\$-	\$-	\$545,179	\$-	(\$545,179)	-100.00%
Total Capital Sources	\$0	\$0	\$545,179	\$0	(\$545,179)	-100.00%
Total Source of Funding	\$5,104,701	\$3,860,319	\$4,265,540	\$3,803,861	(\$461,679)	-10.82%
Direct Operating Expenses						
Personnel	\$1,452,366	\$1,561,123	\$1,607,412	\$1,650,544	\$43,132	2.68%
Benefits	156,712	118,892	171,167	167,589	(3,578)	-2.09%
Operating Expenses	979,268	1,070,997	1,119,135	1,147,490	28,355	2.53%
Capital Outlay	-	25	30,000	-	(30,000)	-100.00%
Debt Service	441,588	441	440,668	503,875	63,207	14.34%
Total Direct Operating Expenses	\$3,029,934	\$3,211,367	\$3,682,382	\$3,469,498	(\$101,116)	-3.00%
Indirect Operating Costs						
General Fund Staff	\$154,793	\$128,105	\$128,105	\$156,708	\$28,602	22.33%
Pensions	276,346	262,707	262,707	268,845	6,138	2.34%
Audit & Software Costs	22,832	22,787	22,787	25,558	2,771	12.16%
Employee Casualty, Liability, & Health	20,089	22,225	22,225	24,815	2,590	11.65%
Workers' Compensation Insurance	1,004	5,354	5,354	7,667	2,313	43.20%
Retirees Health Insurance	2,178	2,223	2,223	2,247	24	1.08%
Total Indirect Operating Expenses	\$477,242	\$443,401	\$443,401	\$485,840	\$42,439	9.57%
Total Operating Expenses	\$3,507,176	\$3,663,081	\$3,811,784	\$3,955,338	\$143,555	3.77%
Capital Improvement Program	\$50,558	\$-	\$545,179	\$-	(\$545,179)	-100.00%
Total Capital Expenses	\$50,558	\$0	\$545,179	\$0	(\$545,179)	-100.00%
Total Expenses	\$3,557,734	\$3,663,081	\$4,356,963	\$3,955,338	(\$401,624)	-9.22%
Excess (Deficiency) Cash Basis	\$1,546,967	\$197,238	\$197,238	\$197,238	\$0	0.00%
Beginning Certified Free Cash	\$446,400	\$446,400	\$446,400	\$1,901,944	\$1,455,544	76.50%
FY22 Projected Excess (Deficiency)	\$1,993,367	\$1,993,367	\$1,993,367	\$1,993,367	\$0	0.00%
Ending Proj. Certified Free Cash	\$1,993,367	\$1,993,367	\$1,993,367	\$1,993,367	\$0	0.00%

Summary of Budget Changes

The direct operating Golf Enterprise Fund proposed FY2023 budget increased by \$101,116, or 3.00% from the approved FY2022 budget. Personnel budget change includes contractual obligations, minimum wage increases, elimination of the Admin/Marketing Coordinator (1.00) position, and partial salary from the new Assist Director of Community Services 0.10 position. Operating budget change includes upgrade the phone systems and restaurant deck awning furniture.

Golf Enterprise Fund Budget Reconciliation

Job Title	FY 2021	FY 2022	FY 2023	Change
Admin Assist./Marketing Coordinator	1.00	1.00	-	(1.00)
Assistant Dir. of Community Services	-	-	0.10	0.10
Assistant Golf Course Supervisor	2.00	2.00	2.00	-
Budget/Financial Manager	-	0.25	0.25	-
Director of Community Services	0.10	0.10	0.10	-
Director of Golf Maintenance	1.00	1.00	1.00	-
Director of Golf Operations	1.00	1.00	1.00	-
Financial Supervisor	1.00	1.00	1.00	-
Golf Course Facility Technician	2.00	2.00	2.00	-
Golf Head Professional	2.00	2.00	2.00	-
Golf Superintendent	-	1.00	1.00	-
Laborer/Greens Person	2.00	2.00	2.00	-
Principal Foreman Assistant	2.00	3.00	3.00	-
Working Foreman Irrigation Technician	2.00	2.00	2.00	-
Full-time Equivalent Employees	10.10	18.35	17.45	(0.90)

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$3,811,784	
Contractual Obligations Net of Staff Turnover	75,175	-	-	75,175	-
Change in Indirect Costs	8,475.42	33,963	-	42,439	-
One-Time Charges	-	(6,645)	(30,000)	(36,645)	-
Debt Service Cost	-	07	-	63,207	-
FY 2023 Budget Changes					
1. Eliminate Admin Assist./Marketing Coordinator	(63,315)	-	-	(63,315)	(1.00)
2. Assistant Dir. of Community Services	9,694	-	-	9,694	0.10
3. Seasonal Wage Increase	18,000	-	-	18,000	-
4. Upgrade Phone System	-	20,000	-	20,000	-
5. Restaurant Deck Awning	-	15,000	-	15,000	-
FY 2023 Proposed Budget	\$48,030	\$125,526	(\$30,000)	\$3,955,339	(0.90)

1. Eliminate Admin Assist./Marketing coordinator
2. Assistant Director of Community Services
3. **Minimum Wage Impact** - The Massachusetts Minimum Wage Act gradually increases the minimum wage in Massachusetts from \$11/hour to \$15/hour over five years, culminating in 2023. It will increase to \$12/hour on January 1, 2019, and will then go up by 50.75/hour every year until it hits \$15/hour on January 1, 2023.
4. **Upgrade Phone System** - Upgrade of the phone system (included) at both golf course facilities. The ability to quickly transfer calls to alternate locations / departments. Also, an easily updated opening message with simple, convenient prompts – getting the customer the information and/or point of contact they need as quickly and easily as possible. The telephone system is the front door to (potential) customers. The professional handling of a call can make all the difference in securing a satisfied, repeat customer, or one who calls our competition. Our current phones are over 14 years old.
5. **Restaurant Deck Awning** - Replace current large custom awning that protects customers on the back deck of the clubhouse from the weather elements. The current awning is ripped and tattered. It has already been patched several times and is worn very thin. We are hoping it will last through the 2022 season, hence this request to be able to have a new one made and installed in time for the spring of 2023.

13 Sources of Funding: Enterprise Funds can receive funding to cover operating expense by charging fees for services, state aid, local tax support, fines and penalties, and interest.

14 Expenditures: all costs are categorized into three segments. Personnel cost for all permanent and temporary salaries and wages. Operating costs includes supplies, professional services, training, licenses etc. Capital Outlay costs are for one-time expenditures, such as purchasing a vehicle.

15 Excess (deficiency): If expenses exceed the source of funding the Enterprise Fund consumes reserves. If source of funding exceed expenses the Enterprise Fund generates reserves.

16 Full-Time Equivalent Employees: Includes permanent year-round staff only; no seasonal staff.

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

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

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HISTORY, DEMOGRAPHICS AND STATISTICS

A Brief History

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

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

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

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

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

The 40-year period from 1920 to 1960 saw a resurgence for the Town as the automobile brought a new age and the State had paved hundreds of miles of road on the Cape. It was



Barnstable County Courthouse

during this time that Cape Cod predominantly became a resort industry and concomitantly saw the erection of summer second homes for off-Cape residents. Today, about one-third of the homes in Town are second homes.

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

The Town of Barnstable is now considered the "hub" of Cape Cod with the largest healthcare facilities, retail shopping centers and major transportation operations including the Barnstable Municipal Airport, Cape Cod Regional Transportation Authority that offers bus service, the Steamship Authority that provides passenger and freight services to the Islands of Nantucket and Martha's Vineyard, and Hy-Line Cruises that provides passenger service to Nantucket year-round and Martha's Vineyard seasonally.

General Profile of the Community



Barnstable John F. Kennedy Memorial

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

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

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

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

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

The Marston Family founded Marstons Mills in 1648. They built gristmills along the Marstons Mills River, hence the name of the village. It is primarily residential and located on Route 28, and is rural in nature. Marstons Mills has many notable lakes and ponds, including Hamblin's Pond, Mystic Lake, Middle Pond, Crocker Pond, Little Pond, Round Pond, Long Pond, and Shubael Pond on Route 149. Marstons Mills has no salt-water beaches. Although the Town-owned Prince Cove

Marina provides salt water, access there isn't a public beach. In recent years, Marstons Mills has become an established shopping district with the developments of the Marstons Mills Marketplace, Cotuit Landing, and Windmill Square. Marstons Mills is also home to Burgess Park (home to an 18-hole disc golf course) as well as a Herring Run which provide leisure opportunities for adults and children of all ages. The Village also has the only grass airport left on the Cape located on the Danforth Recreation Area that originally started as an Army Air Field. There is also an 18-hole municipal golf course, Olde Barnstable Fairgrounds Golf Course, which is on the site of the old fairgrounds.

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

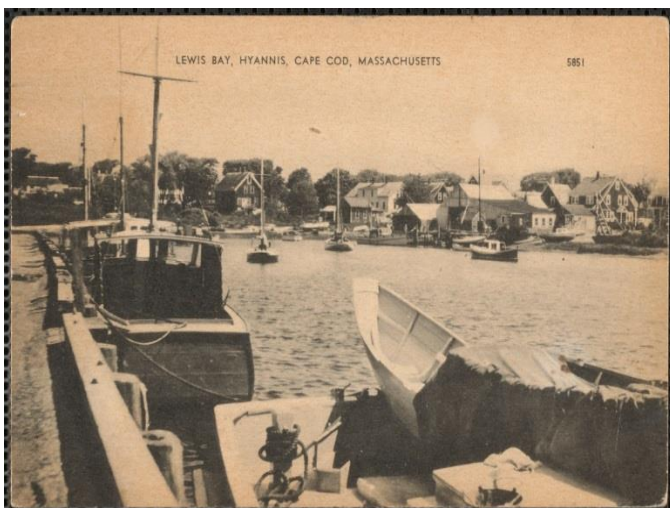


West Barnstable – 1717 Meeting House

West Barnstable is a village in the northwest part Town. Once devoted to agricultural pursuits, West Barnstable now is largely residential. Natural features include the six-mile long Sandy Neck Barrier Beach, which protects the extensive Great Marshes, the latter a source of salt hay that attracted the first English settlers to the area in the mid-1600s. Remarkably, in the 18th century, the village produced four nationally prominent leaders at a time when no more than five hundred people inhabited the place. James Otis - the Patriot, the most important Cape Codder in history, was the original intellectual leader of the revolutionary movement in Boston in the years leading up to the War of Independence. His sister, Mercy Otis Warren, also born next to the Great Marshes, became a political activist, one of the first women writers in the country, and a historian of note. Lemuel Shaw, another native of the village, held the important post of Chief Justice of the Massachusetts Supreme Judicial Court from 1830 to 1860 and earned the reputation of a leading jurist in the nation's formative constitutional history.

The fourth native, Captain John "Mad Jack" Percival, rose to the highest rank in the U.S. Navy, serving in four wars. In late 1844, he saved and restored the U.S. frigate Constitution and then sailed her around the world, the venerable ship's only circumnavigation. Few if any villages anywhere have contributed proportionately as much to the nation's leadership. The fully restored 1717 Congregational meetinghouse, West Parish of Barnstable, remains a central feature of the village. West Barnstable is home to Cape Cod Community College, the only college on the Cape proper, as well as the Cape Cod Conservatory of Music and Art.

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



Digital Common Wealth Collections - Lewis Bay Harbor

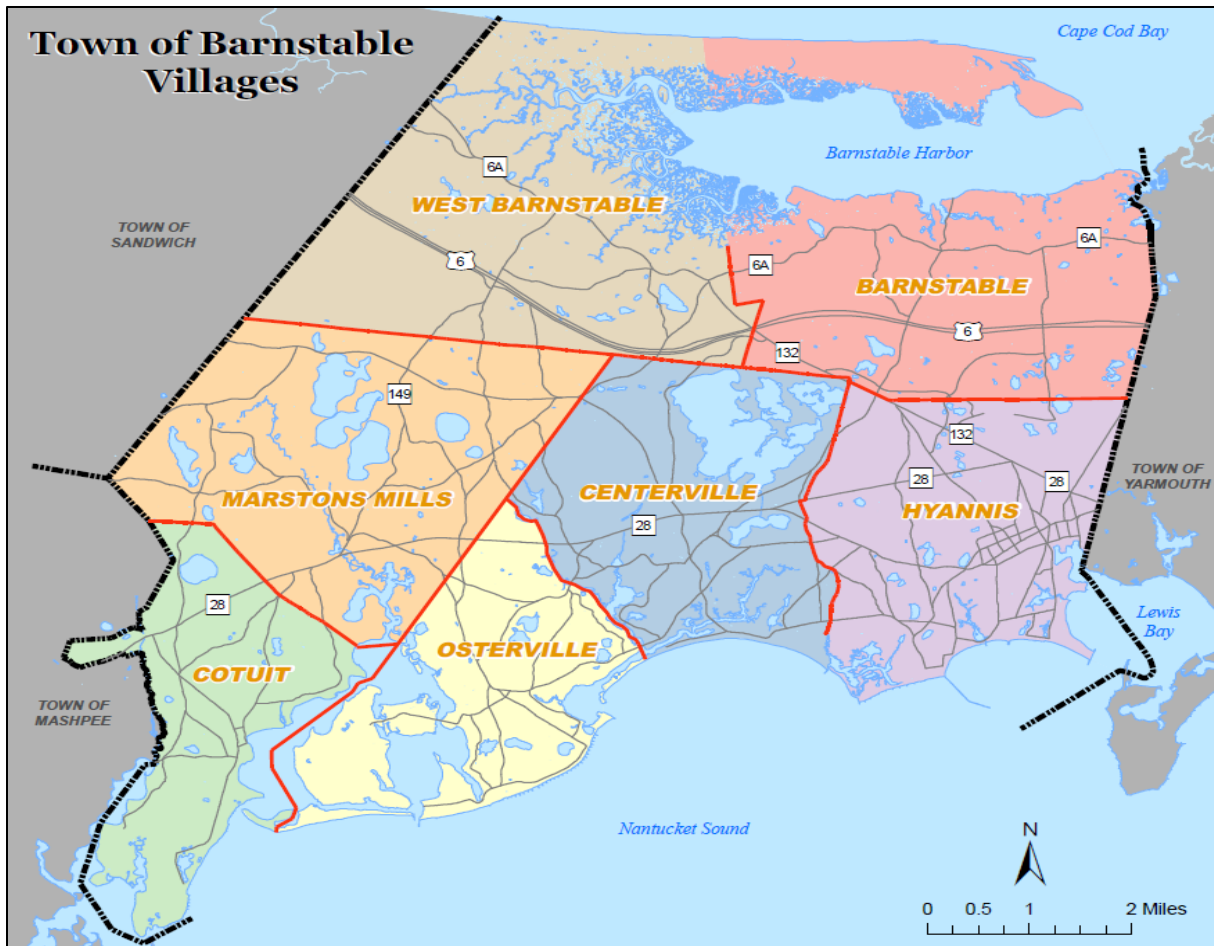
In the village of Hyannis, the Hyannis Fire District provides fire protection and EMS, while the Town delivers water service. In the village of West Barnstable, the West Barnstable Fire District provides fire protection and EMS, while private on-site wells provide water access. The aforementioned districts are not a part of the municipal structure; they set their own tax rates and issue debt in an annual meeting independent of the Town. A Prudential Committee or a Board of Fire Commissioners, or a Board of Water Commissioners separate from the Town structure governs the districts.



Village Green – Town Hall

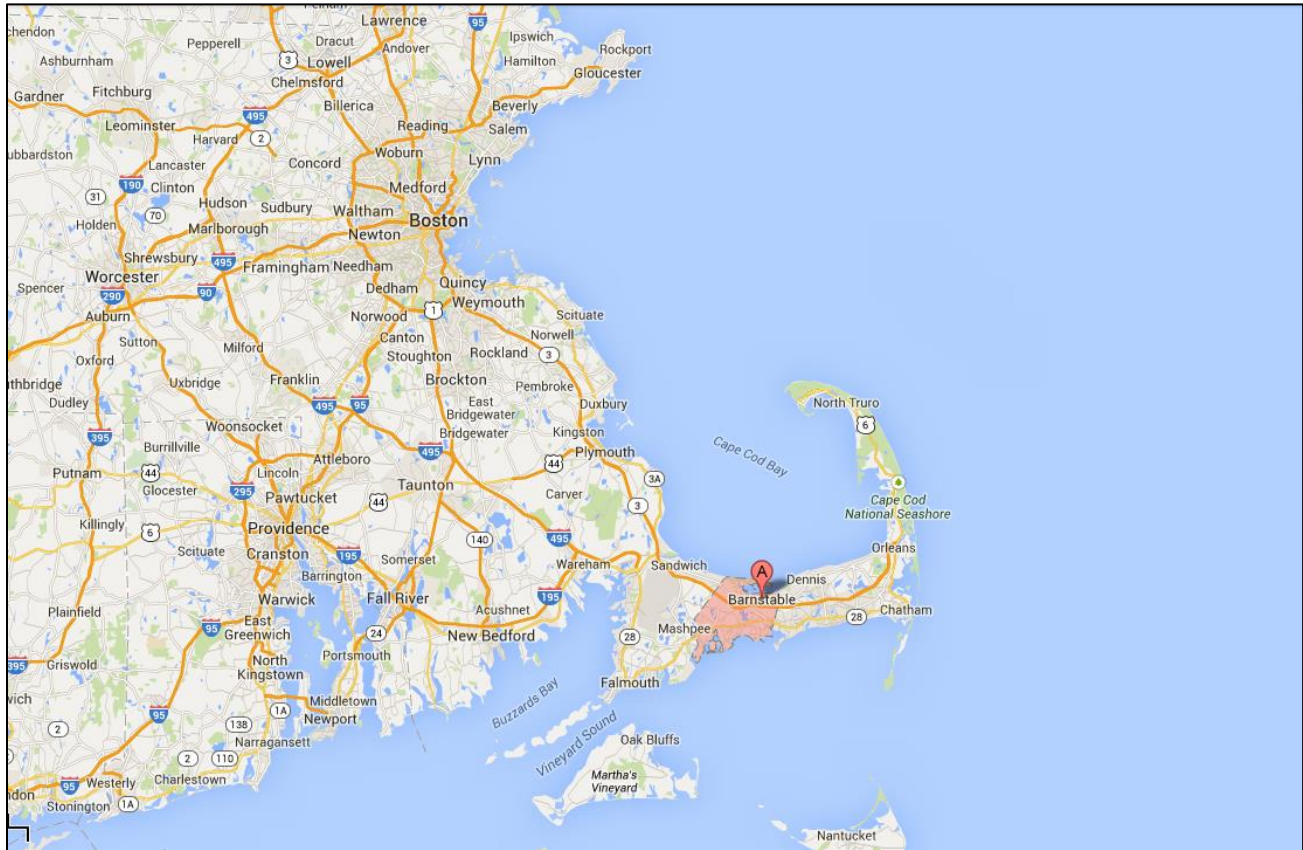
Seven independent libraries provide library services for town residents. The libraries include Centerville Public Library, Cotuit Library, Hyannis Public Library, Marstons Mills Public Library, Osterville Village Library, Sturgis Library, and Whelden Memorial Library. The Town of Barnstable has traditionally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

The Town of Barnstable’s Seven Villages



Geographic Location

Regional Reference



National Reference



About The Town of Barnstable – Information at a Glance

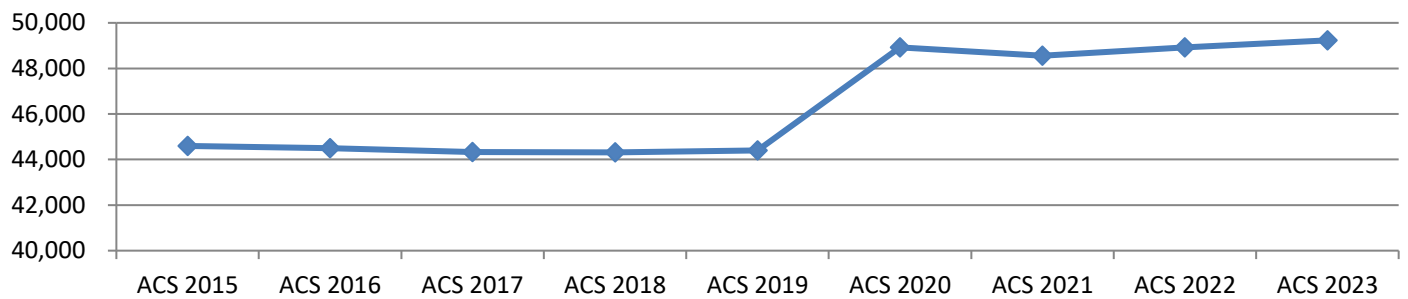
General Information

Established	March 5, 1639
Government	Town Council - Town Manager
Villages (7)	Barnstable, Centerville, Cotuit, Hyannis, Marstons Mills, Osterville, and West Barnstable
Precincts	13 with one Councilor for each precinct
Area	62.72 square miles – 22% Water Area & 78% Land Area
Seasonal Residents	150,000 (Estimated)

Demographics - American Community Survey U.S. Census (ACS)

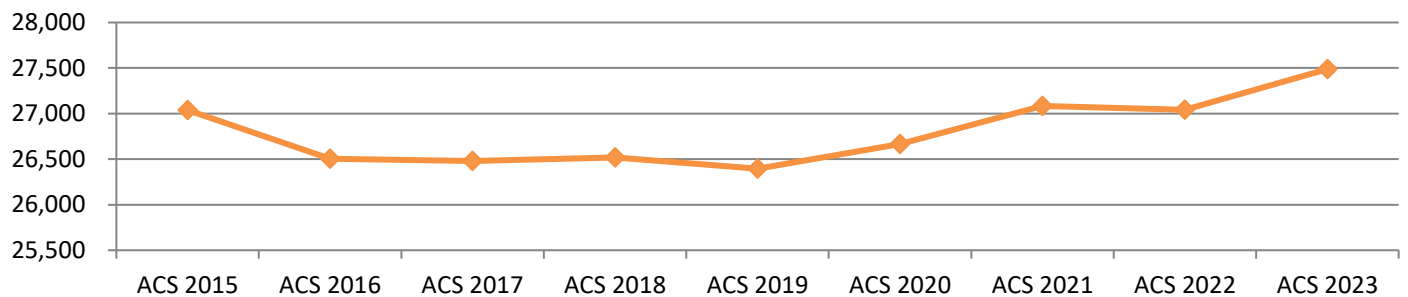
<https://www.census.gov/programs-surveys/acs>

Year Round Residents



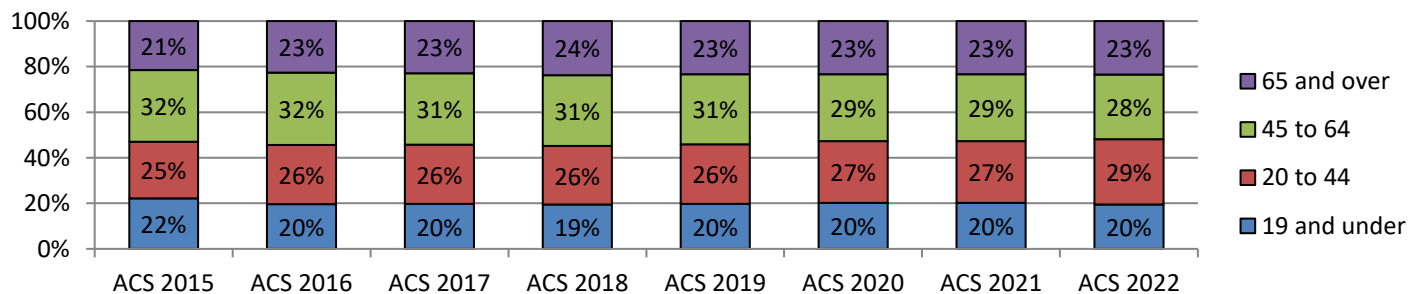
A year-round resident means those persons who are legally domiciled and who, in addition, physically reside in their fixed and permanent homes continuously, except for brief and occasional absences, for 12 months of the year.

Total Housing Units



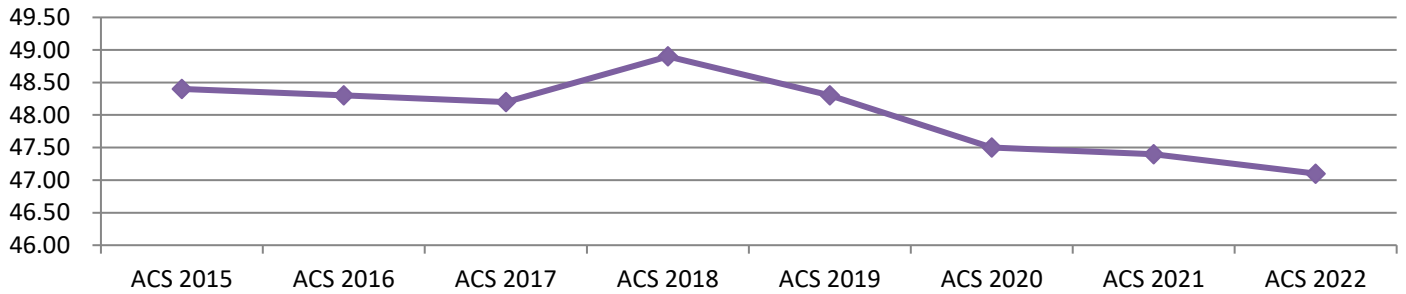
A household consists of all the people who occupy a housing unit. A house, an apartment or other group of rooms, or a single room, is regarded as a housing unit when it is occupied or intended for occupancy as separate living quarters.

Population Distribution By Age



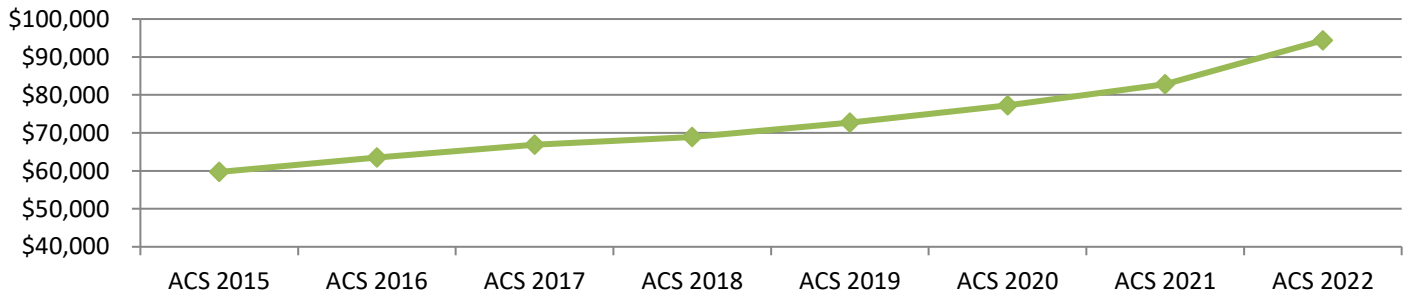
Age distribution is a quantitative description of how a certain population group is divided according to how old they are.

Median Age (In Years)



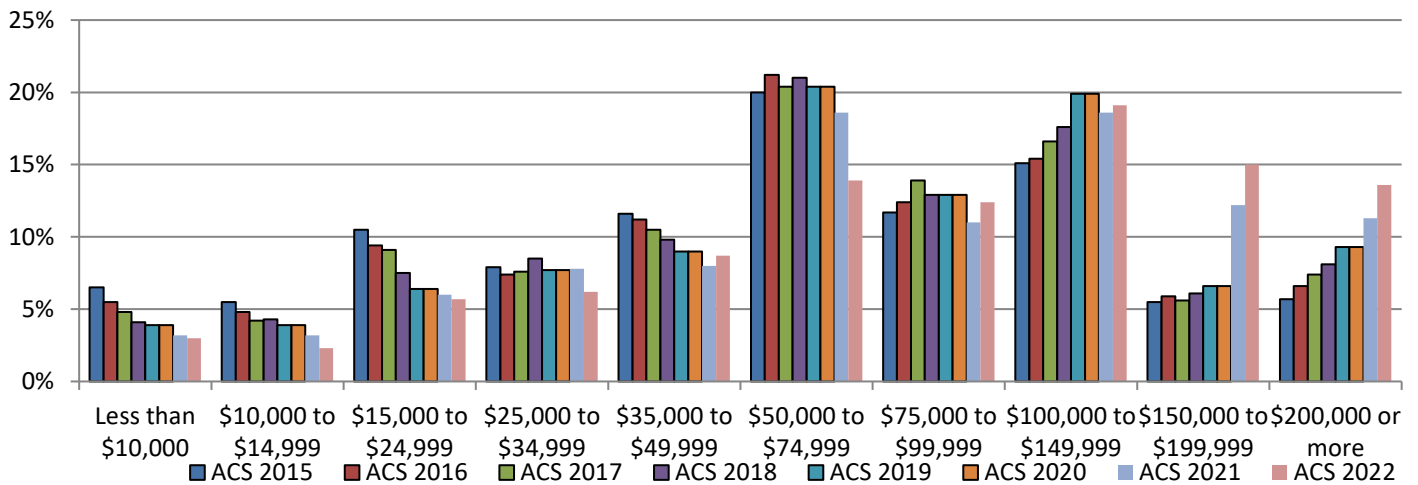
Median age is the age that divides a population into two numerically equally sized groups; that is, half the people are younger than this age and half are older. It is a single index that summarizes the age distribution of a population.

Median Household Income



Mean (average) income is the amount obtained by dividing the total aggregate income of a group by the number of units in that group. Median income is the amount which divides the income distribution into two equal groups, half having incomes above the median, half having incomes below the median. The medians for households, families, and unrelated individuals are based on all households, families, and unrelated individuals, respectively. The medians for people are based on people 15 years old and over with income.

Households Income Distribution



Household income is the total aggregate income of people within a household over the age of 15 years old.

Education and Culture

Public Schools	6 Elementary Schools, 1 Middle School and 1 High School
Public School Enrollment	4,680 students for 2024-25 school year 4,817 students for 2023-24 school year 4,838 students for 2022-23 school year 4,751 students for 2021-22 school year 4,713 students for 2020-21 school year 5,041 students for 2019-20 school year 5,124 students for 2018-19 school year 5,177 students for 2017-18 school year
Higher Education	Cape Cod Community College - 2 and 4 year degree programs; masters programs offered by major colleges through satellite locations on Cape Cod.
Libraries	Seven - one in each village
Community Centers (4)	Centerville, Hyannis, Osterville, West Barnstable

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

Public Recreation

Beaches	12 coastal and 6 freshwater
Boat Launch Landings	11 saltwater; 5 freshwater
Recreational Areas	72 different areas; a total of 218 acres
Public Access Ways to Water	89 locations throughout the Town
Municipal Golf Courses	Olde Barnstable Fairgrounds Golf Course in Marstons Mills and the Hyannis Golf Course in Hyannis
Tennis Courts	7 in various locations in the Town
Ball Fields	6 in various locations in the Town
Ice Rinks	2 both inside the Hyannis Youth & Community Center
Boat Slips	200 at 4 Town Marinas (Estimate)
Mooring Permits	2,400 (Estimate)

Property Information

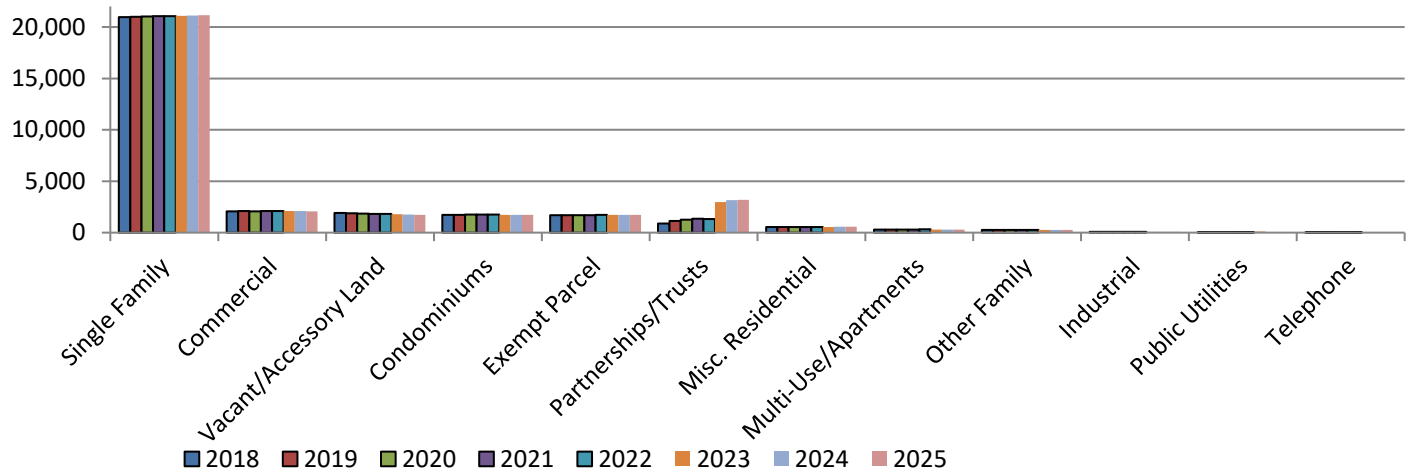
Number of Residential Parcels 25,711 (Per FY 2025 Tax Rate Recapitulation)

Median Home Values (FY 2025)	Barnstable Fire District	\$ 1,028,103
	Centerville, Osterville, Marstons Mills Fire Dist.	\$ 1,013,285
	Cotuit Fire District	\$ 1,055,480
	Hyannis Fire District	\$ 599,265
	West Barnstable Fire District	\$ 733,872
	Town wide	\$ 862,970

Total Assessed Value of Real & Personal Property \$ 24,779,057,159 (FY 2025 Tax Rate Recapitulation)

Assessed Value Per Capita \$ 501,298 (48,922 ASC 2022 Population)

Massachusetts Data Bank Parcel Count



https://dls.gateway.dor.state.ma.us/reports/rdPage.aspx?rdReport=PropertyTaxInformation.LA4.Parcel_counts_vals

Top 10 Taxpayers in FY 2025 Tax Classification

Owner's Name	Property Type	Total Assessment	% of Assessed Valuation
Eversource	Utility	\$ 211,513,320	0.85
Mayflower Cape Cod LLC	Shopping Center	157,114,300	0.63
Vineyard Wind LLC	Utility	114,724,880	0.46
National Grid	Utility	84,631,260	0.34
CRP/THC Hyannis Owner LLC	Apartments	63,302,200	0.25
Festival of Hyannis LLC	Shopping Center	48,669,500	0.20
Capetown Plaza LLC S	Shopping Center	46,248,600	0.19
Communication Way Apartment Owner LLC	Apartments	44,484,700	0.18
BV Southwind LLC	Shopping Center	41,880,200	0.17
New Rushy Marsh Realty LLC	Residential / Commercial	38,235,300	0.15
Top Ten Total Assessed Valuation		\$850,804,260	3.42%
Town of Barnstable Total Assessed Valuation		\$ 24,888,105,084	

Building Permits

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

Calendar Year	Residential		Non-Residential		Totals	
	Number	Estimated Value	Number	Estimated Value	Number	Estimated Value
2024	3313	\$179,054,542	287	\$114,399,522	3600	\$293,454,064
2023	3383	\$159,285,089	256	\$136,449,389	3,478	\$295,734,478
2022	3220	\$160,903,449	250	\$95,614,392	3,470	\$256,517,841
2021	3,522	\$174,557,587	172	\$51,753,980	3,694	\$226,311,568
2020	3,087	\$117,733,105	380	\$49,441,469	3,467	\$167,174,573
2019	3,317	\$113,712,420	643	\$49,164,764	3,960	\$162,877,184
2018	3,245	\$89,863,077	686	\$59,561,264	3,931	\$149,424,341
2017	2,971	\$93,030,339	930	\$87,933,917	3,901	\$180,964,256
2016	3,692	\$174,703,004	330	\$39,049,739	4,022	\$213,752,743
2015	3,198	\$117,400,272	371	\$67,914,360	3,569	\$185,314,632
2014	3,050	\$94,524,822	311	\$ 24,241,847	3,361	\$118,766,669
2013	2,887	\$94,864,323	304	\$ 61,306,100	3,191	\$156,170,423

Employment

https://www.bls.gov/regions/new-england/news-release/occupationalemploymentandwages_barnstable.htm

United States	Percent of total employment		Mean hourly wage		
	Barnstable Town	United States	Barnstable Town	United States	% Difference
Total, all occupations	100.00%	100.00%	\$ 27.07	\$ 27.53	1.67%
Management	5.70%	6.40%	60.81	49.37	-23.17%
Business and financial operations	6.00%	3.30%	38.79	41.39	6.28%
Computer and mathematical	3.30%	1.10%	46.53	43.11	-7.93%
Architecture and engineering	1.80%	1.40%	43.41	43.58	0.39%
Life, physical, and social science	0.90%	1.40%	38.15	42.76	10.78%
Community and social service	1.60%	1.80%	25.09	27.24	7.89%
Legal	0.80%	0.70%	54.00	37.48	-44.08%
Educational instruction and library	6.10%	6.20%	28.75	31.86	9.76%
Arts, design, entertainment, and sports	1.30%	1.10%	30.96	26.87	-15.22%
Healthcare practitioners and technical	6.20%	7.00%	41.30	45.06	8.34%
Healthcare support	4.60%	5.50%	15.50	18.18	14.74%
Protective service	2.40%	2.40%	25.11	32.86	23.58%
Food preparation and serving related	8.10%	11.00%	13.30	16.54	19.59%
Building, grounds, and maintenance	2.90%	4.70%	15.75	19.95	21.05%
Personal care and service	1.90%	2.10%	15.68	20.74	24.40%
Sales and related	9.40%	12.30%	22.00	20.47	-7.47%
Office and administrative support	13.70%	14.50%	20.38	22.46	9.26%
Farming, fishing, and forestry	0.30%	-2.00%	16.02	20.19	20.65%
Construction and extraction	4.30%	5.90%	25.93	29.00	10.59%
Installation, maintenance, and repair	3.90%	3.80%	25.17	29.03	13.30%
Production	6.10%	2.20%	20.08	22.23	9.67%
Transportation and material moving	8.70%	7.20%	19.08	21.11	9.62%

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

Unemployment

<https://lmi.dua.eol.mass.gov/lmi/CitiesAndTowns> (Mass Data Bank)

Calendar Year	Town of Barnstable			Barnstable County Unemployment Rate	Massachusetts Unemployment Rate
	Labor Force	Employment	Unemployment Rate		
2023	23,976	23,066	3.80%	4.20%	3.50%
2022	23,871	22,827	4.40%	4.70%	3.80%
2021	24,087	22,528	6.50%	6.70%	5.50%
2020	23,212	20,832	10.30%	10.10%	10.20%
2019	24,438	23,497	3.90%	4.10%	4.00%
2018	24,487	23,482	4.10%	3.10%	4.40%
2017	23,944	22,871	4.50%	6.78%	4.80%
2016	23,626	22,493	4.80%	4.20%	5.10%
2015	23,620	22,277	5.70%	6.30%	6.10%
2014	23,671	22,165	6.40%	7.10%	7.20%
2013	22,987	21,242	7.60%	8.10%	8.30%
2012	23,131	21,320	7.80%	8.20%	8.50%
2011	23,372	21,443	8.30%	9.00%	9.00%
2010	23,667	21,567	8.90%	9.90%	9.60%
2009	26,518	24,462	7.75%	8.40%	8.10%

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

Top Barnstable Employers

<https://lmi.dua.eol.mass.gov/LMI/LargestEmployersArea/LEAResult?A=04&GA=000001>

Name	Product/Function	Name	Product/Function
1,000-4,999 Employees		100-249 Employees	
Cape Cod Healthcare Inc	Hospital	Hyannis Pavilion	Healthcare
Town of Barnstable	Municipal Government	Ira Toyota of Hyannis	Retail - Automobile
500-999 Employees		Keller Williams Realty	Real Estate - Agent
Cape Cod Community College	Education	Kohl's	Retail - Department Store
Cape Air/Nantucket Airline	Airline	Macy's	Retail - Department Store
250-499 Employees		Olive Garden	Restaurant
Barnstable County	County Government	Relief Home Health Svc Inc	Healthcare - Home
Dialogic Inc	Telecommunications	Resort-Conference Ctr at Hyannis	Accommodation
100-249 Employees		Sam Diego's	Restaurant
Best Buy	Retail - Electronics	Savant Systems Inc	Manufacturing
Cape Abilities	Residential Services	Schoolbrains	Information - Software
Cape Cod Academy	Education	Sencorpwhite Inc	Manufacturing
Cape Cod Hospital Rehab Svc	Healthcare	Shaw's Supermarket	Retail - Grocery
Cape Cod Potato Chips	Wholesale Trade	Shaw's Supermarket	Retail - Grocery
Cape Codder Resort & Spa	Accommodation	Shepley Showcase	Retail - Building Supplies
Regency Rehab-Health Care	Healthcare	Shepley Wood Products	Wholesale Trade
Coastal Affiliates MHC	Management	Spanky's Clam Shack-Seaside	Restaurant
Coastal Medical Transport Svc	Healthcare	St Vincent De Paul Society	Retail - Used Merchandise
Doubletree By Hilton Hotel	Accommodation	Target	Retail - Department Store
Home Depot	Retail-Building Supplies	VNA of Cape Cod	Healthcare - Home
Housing Assistance Corp	Social Assistance	Whole Foods Market	Retail - Grocery

Source: Massachusetts Department of Economic Research

Municipal Airport

First Airplane Landing	June 17, 1928
Acres	639
Runways	2 (6/24 = 5,425 feet and 15/33 = 5,255 feet)
Air Traffic Control Tower	1 (FAA Contract)
Passenger Terminals	1
Air Carriers	2 (Cape Air/Nantucket Airlines and Rectrix Shuttle) 1 (JetBlue-Seasonal early June to late September)
Fixed Base Operators (FBO's)	4
Passengers per Calendar Year (CY)	13,141 Enplanements (Reported for FY 2021 – excluding charter passengers)
Airport Operations per Year (FY)	56,652 Airport Operations (Reported for FY 2021)
Assessor's Property Valuation	(2021) \$ 231,639,300
	https://townofbarnstable.us/airport/

Special Characteristics

Public Sewers	3,320 Residential customers: 1,108 commercial customers 16.9% of Town served - Hyannis, Barnstable Village and industrial areas.
Fire & EMS Service	Provided through five separately governed Fire Districts with their own governmental structure and taxing authority. Districts include Barnstable, COMM, Cotuit, Hyannis, and West Barnstable.
Water Service	Provided through four public suppliers. Three Fire Districts (all within Barnstable) Barnstable, Centerville-Osterville-Marstons Mills, and Cotuit Fire Districts provide water service. The Town of Barnstable provides water service to the Hyannis area. Water suppliers serve approximately 92% of the Town and approximately 8% receive their water from private wells.

Town Road Inventory

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

Other Information

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

Property Tax Information

History of Tax Rates for Town and Fire Districts

	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
Town Tax Rate	\$8.61	74%	\$8.51	74%	\$8.26	75%	\$7.85	73%	\$7.07	74%	\$6.65	73%	\$6.94	75%
Hyannis FD	\$3.08	26%	\$2.96	26%	\$2.81	25%	\$2.93	27%	\$2.50	26%	\$2.40	27%	\$2.33	25%
Total	\$11.69	100%	\$11.47	100%	\$11.07	100%	\$10.78	100%	\$9.57	100%	\$9.05	100%	\$9.27	100%
Town Tax Rate	\$8.61	76%	\$8.51	75%	\$8.26	76%	\$7.85	76%	\$7.07	79%	\$6.65	76%	\$6.94	75%
Barnstable FD	\$2.72	24%	\$2.89	25%	\$2.61	24%	\$2.52	24%	\$1.91	21%	\$2.11	24%	\$2.30	25%
Total	\$11.33	100%	\$11.40	100%	\$10.87	100%	\$10.37	100%	\$8.98	100%	\$8.76	100%	\$9.24	100%
Town Tax Rate	\$8.61	78%	\$8.51	78%	\$8.26	81%	\$7.85	82%	\$7.07	84%	\$6.65	84%	\$6.94	83%
Cotuit FD	\$2.38	22%	\$2.34	22%	\$1.94	19%	\$1.70	18%	\$1.30	16%	\$1.23	16%	\$1.41	17%
Total	\$10.99	100%	\$10.85	100%	\$10.20	100%	\$9.55	100%	\$8.37	100%	\$7.88	100%	\$8.35	100%
Town Tax Rate	\$8.61	76%	\$8.51	76%	\$8.26	76%	\$7.85	76%	\$7.07	78%	\$6.65	78%	\$6.94	74%
W. Barn. FD	\$2.78	24%	\$2.75	24%	\$2.62	24%	\$2.47	24%	\$2.04	22%	\$1.93	22%	\$2.40	26%
Total	\$11.39	100%	\$11.26	100%	\$10.88	100%	\$10.32	100%	\$9.11	100%	\$8.58	100%	\$9.34	100%
Town Tax Rate	\$8.61	83%	\$8.51	84%	\$8.26	86%	\$7.85	89%	\$7.07	85%	\$6.65	85%	\$6.94	86%
COMM FD	\$1.78	17%	\$1.59	16%	\$1.39	14%	\$1.00	11%	\$1.27	15%	\$1.16	15%	\$1.15	14%
Total	\$10.39	100%	\$10.10	100%	\$9.65	100%	\$8.85	100%	\$8.34	100%	\$7.81	100%	\$8.09	100%
Town Tax Rate	\$8.61	77%	\$8.51	77%	\$8.26	78%	\$7.85	79%	\$7.07	80%	\$6.65	79%	\$6.94	78%
Average FD Rate	\$2.55	23%	\$2.51	23%	\$2.27	22%	\$2.12	21%	\$1.80	20%	\$1.77	21%	\$1.92	22%
Average Total	\$11.16	100%	\$11.02	100%	\$10.53	100%	\$9.97	100%	\$8.87	100%	\$8.42	100%	\$8.86	100%

The above table lists the residential tax rates for the Town as well as the five fire districts. The Town tax represents about 78% of the total town tax bill for FY2025 using the average for all five-fire districts. The fire district tax bills share ranges from a low of 14% for the COMM District to a high of 26% for the West Barnstable Fire District.

The Town maintains a property assessment database by fire districts. The tax rates for the Town of Barnstable and the five fire districts are determined by dividing the Town's tax levy by the Town's total property value and the districts' tax levy by the districts' respective property value. The Town's tax levy is subject to Proposition 2½ taxing limitations while the fire districts' are not.

District Tax Levy Growth

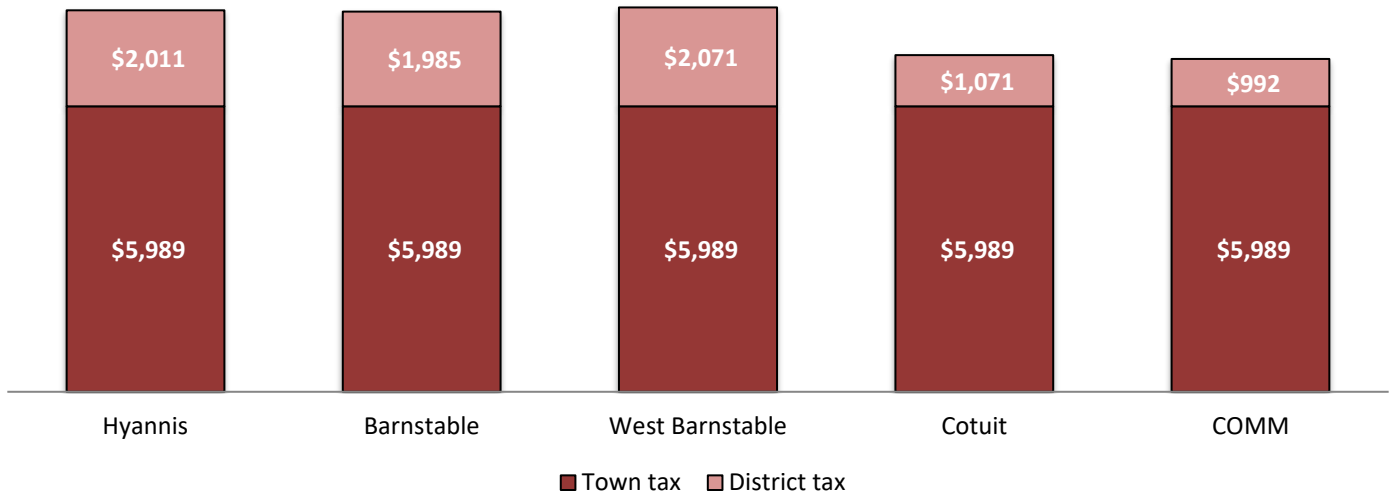
The following table illustrates the tax levies between the Town and districts for the past four years and their relative percentage of the total for all tax levies.

History of Town and Fire District Tax Levy Growth for the Past 4 Years

	FY 2022		FY 2023		FY 2024		FY 2025		Growth in Levy FY22 to FY25	
Town	\$136,243,968	80.60%	\$140,669,929	78.50%	\$145,242,793	78.10%	\$151,135,942	81.29%	\$14,891,974	10.93%
Hyannis FD	14,792,584	8.80%	15,052,950	8.40%	15,512,435	8.30%	15,497,341	8.34%	704,757	4.76%
Barnstable FD	4,151,923	2.50%	4,004,157	2.20%	5,033,872	2.70%	5,881,671	3.16%	1,729,748	41.67%
Cotuit FD	3,023,113	1.80%	2,948,022	1.60%	3,143,852	1.70%	3,727,382	2.00%	704,269	23.30%
W. Barnstable FD	1,833,492	1.10%	1,901,060	1.10%	2,018,358	1.10%	2,633,010	1.42%	799,518	43.61%
COMM FD	9,004,691	5.30%	14,527,242	8.10%	14,972,356	8.10%	15,376,429	8.27%	6,371,738	70.76%
Total FD	32,805,804	19.40%	38,433,431	21.50%	40,680,873	21.90%	43,115,832	23.19%	10,310,029	31.43%
Grand total	\$169,049,772	100.00%	\$179,103,360	100.00%	\$185,923,666	100.00%	\$185,923,666	100.00%	\$25,202,003	14.91%

The Town's tax levy has increased \$14.9 million over the four-year period of FY2022 to FY2025 or 11%. The fire districts' tax levies have collectively increased \$10.3 million over the same period or 31.4%. Combined, the tax levies have grown \$25.2 million or 14.91 % over this four-year period.

Median FY2025 Residential Tax Bill By District



The chart illustrates the FY2025 combined residential Town and fire district tax bill on a property value of \$862,970 (the Town's median residential assessed value) for each district with no residential exemption included. Residents living in the West Barnstable District have the largest tax bill and residents in the COMM Fire District have the smallest

GOVERNMENTAL STRUCTURE

Council-Manager Form of Government

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

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

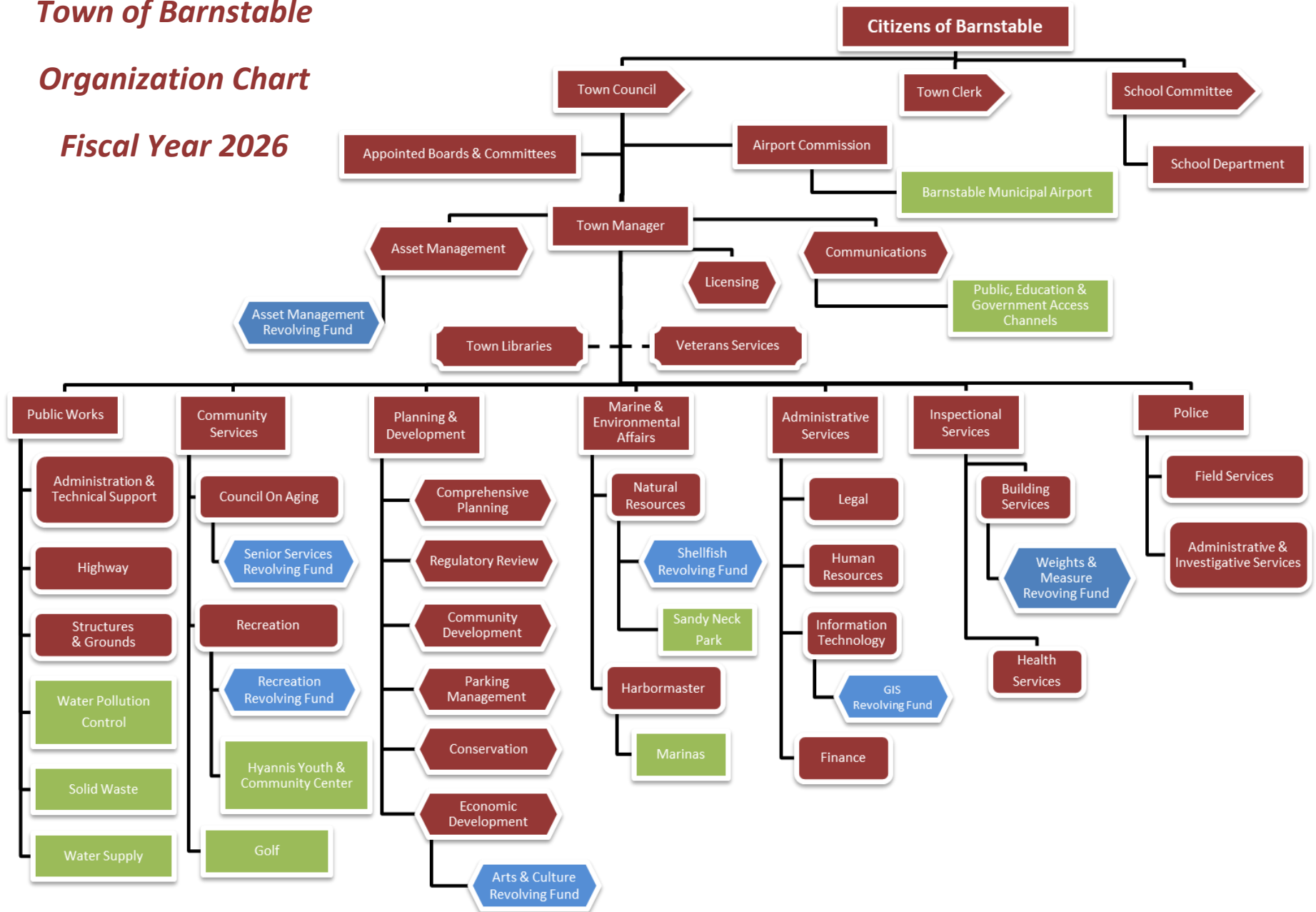
An elected School Committee consisting of five persons, and a Superintendent appointed by the School Committee governs the School Department. A seven member Airport Commission appointed by the Town Council governs Barnstable's Cape Cod Gateway Airport. An Airport Manager, appointed by the Airport Commission,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

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

Town of Barnstable

Organization Chart

Fiscal Year 2026



TOWN COUNCIL



Precinct: 1
Gordon Starr
Term: 2027
Phone: 774-368-0923
starrbarnstable@gmail.com



Precinct: 2
Kristin E. Terkelsen
Term: 2025
Phone: (508) 225-9407
terkfor2@gmail.com



Precinct: 3
Betty Ludtke
Term: 2027
Phone: 774-810-2360
Precinct3ludtke@gmail.com



Precinct: 4
Craig A. Tamash
President
Term: 2025
Phone: (508) 827-1774
Centervillepct4@gmail.com



Precinct: 5
John R. Crow
Term: 2027
Phone: (774) 327-8196
Johncrowprecinct5@gmail.com



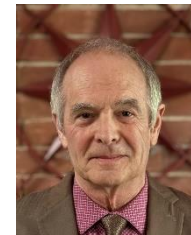
Precinct: 6
Paul C. Neary
Term: 2025
Phone: 508-775-1303
NearyPrecinct6@gmail.com



Precinct: 7
Seth W. Burdick
Term: 2027
Phone: (774) 228-0308
Seth.Burdick@town.barnstable.ma.us



Precinct: 8
Jeffrey Mendes
Term: 2025
Phone: 508-862-4138
Jeffreymendes8@gmail.com



Precinct: 9
Charles R. Bloom
Term: 2027
Phone: (774) 822-0077
charliebloom02601@icloud.com



Precinct: 10
Matthew P. Levesque
Term: 2025
Phone: 508-771-8499
matthewlevesque02648@gmail.com



Precinct: 11
Kristine Clark
Vice President
Term: 2027
Phone: 508-428-8754
Precinct11clark@gmail.com



Precinct: 12
Paula K. Schnepf
Term: 2025
Phone: 508-733-3475
paulabarnstable@gmail.com



Precinct: 13
Felicia R. Penn
Term: 2027
Phone: (508) 225-9504
feliciaprecinct13@gmail.com

OTHER ELECTED & APPOINTED OFFICIALS

BARNSTABLE SCHOOL COMMITTEE

Kathy Bent	Chair
Mike Judge	Vice Chair
Peter Goode	Member
Andrew King	Member
Jennifer Cullum	Member

AIRPORT COMMISSION

John Flores	Chairman
Mark Guidod	Vice Chairman
Norman Weill	Clerk
Wendy Bierwith	Commissioner
Bradley Bailey	Commissioner
Joe DiGeorge	Commissioner
Vacant	Commissioner

TOWN CLERK

Ann M. Quirk	Certified Municipal Clerk (CMC)
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TOWN ADMINISTRATION

Mark S. Ells	Town Manager
Andrew M. Clyburn	Assistant Town Manager
Matthew Elia	Barnstable Cape Cod Gateway Interim Airport Manager
Cynthia A. Lovell	Town Council Administrator
Jean Challies	Interim Chief of Police
James Kupfer	Director of Planning & Development
Christopher Gonnella	Director of Community Services
Derek Lawson	Director of Marine & Environmental Affairs
Daniel W. Santos, P.E.	Director of Public Works
Brian Florence	Director of Inspectional Services/Building Commissioner
Karen Nober, Esq.	Town Attorney
Mark A. Milne, C.P.A	Director of Finance
Sean O'Brien	Treasurer/Collector
John Curran	Director of Assessing
William E. Cole	Director of Human Resources
James Benoit	Director of Information Technology
Greg Quilty	Director of Veterans Services
Lynne Poyant	Director of Communications

SCHOOL ADMINISTRATION

Sara Ahearn	Superintendent of Schools
Kristen Harmon	Assistant Superintendent of Schools
Mary Beth Shea	Director of Student Services
Kim Stoloski	Director of Special Education, Pre K to Grade 5
Eric Bruinooge	Director of Special Education, Grades 6 to 12

Department Contact Information

General Information 508-862-4956

Airport 508-775-2020

Airport – Maintenance 508-778-7772

Assessing 508-862-4022

Building – Main Line 508-862-4038

Building – Fire Inspector (Rotating Fire Departments)
508-862-4097

Building – Wire Inspector 508-862-4089

Building – Chief Zoning Enforcement Officer 508-
862-4027

Communications 508-862-4015

Community Preservation 508-862-4743

Community Services 508-862-4768

Conservation 508-862-4093

Council on Aging Division 508-862-4750

Department of Public Works (DPW) Administration &
Technical Support 508-790-6400

DPW – Highway Division 508-790-6330

DPW – Solid Waste Division 508-420-2258

DPW – Structures & Grounds Division 508-790-6320

DPW – Technical (Construction Project Inspector)
508-790-6244

DPW – Water Pollution Control Division 508-790-
6335

DPW – Water Supply Division 508-778-9617

Disability Commission 508-862-4694

Finance Department 508-862-4654

Golf – Hyannis Golf Course 508-362-2606

Golf – Olde Barnstable Fairgrounds Golf Course 508-
420-1141

Health Division 508-862-4644

Human Resources 508-862-4694

Hyannis Youth & Community Center 508-790-6345

Information Technology Division 508-862-4624

Legal Division 508-862-4620

Licensing 508-862-4674

Marine & Environmental Affairs Department 508-790-
6275

Planning & Development – Parking 508-862-4673

Planning & Development 508-862-4678

Police Department 508-775-0387

Procurement Division 508-862-4741

Recreation Division 508-790-6345

School Department - Superintendent's Office 508-
862-4953

School Maintenance – 508-790-6490

Tax Collector 508-862-4054

Town Clerk 508-862-4044

Town Council 508-862-4738

Town Manager's Office 508-862-4610

Town Manager's Office – Director Risk & Asset
Management 508-862-4652

Treasury 508-862-4653

Veteran's Services 508-778-8740

Veteran's Services (outside of Barnstable) 888-778-
8701

Weights & Measures 508.862.4671

TOWN COUNCIL STRATEGIC PLAN

MISSION STATEMENT

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

Guiding Principles

We believe...

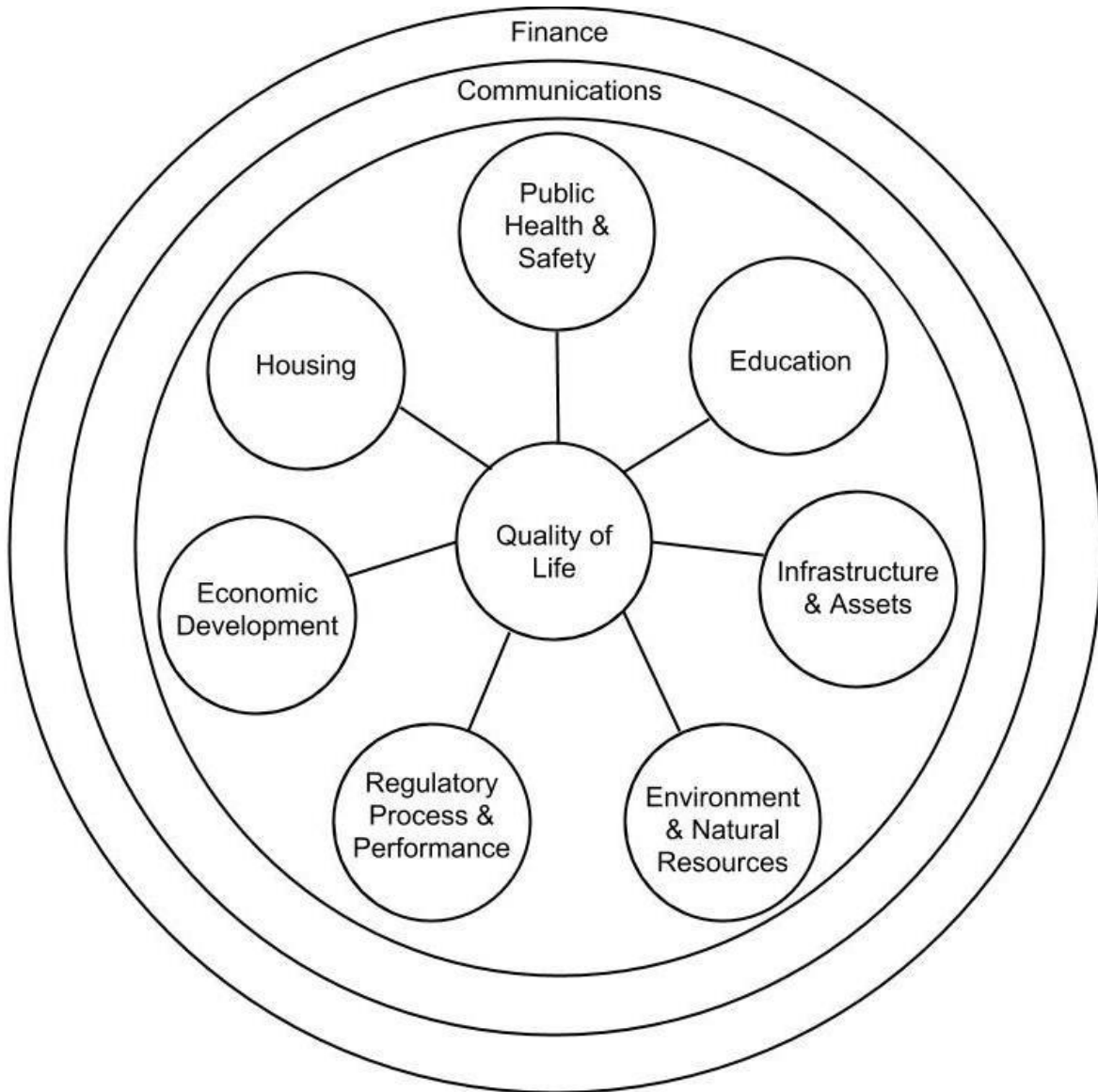
We believe in our oath of office:

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

We also believe in:

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

We have identified a single goal and several strategies in nine priority areas. For each, it is understood that the Town Council will formulate and enact policy, the Town Manager and staff will implement and manage programs to achieve the policy goals, and the Town Council and Town Manager will communicate frequently to ensure accountability to the residents of the Town of Barnstable.



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

Finance

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

Strategies:

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

Sept. 2020 Town Council Guidance on Finance

Impacts of COVID-19: The COVID-19 pandemic and its resulting economic contraction should lead to an examination of the Town's top financial priorities and motivate the Town to remain as affordable as possible by avoiding tax increases where possible. Despite the extraordinary circumstances, small local businesses stepped up during the pandemic, and the Town should consider exploring more incentives and supports for local businesses.

New Business Growth: The Town should consider that future business growth may include a departure from traditional brick and mortar businesses, which could both open up an opportunity for more housing and increase the need for support for home businesses (zoning, permitting, etc.). Additionally, the Town should explore new growth opportunities from the redevelopment of underperforming parcels, PILOT opportunities, and the "grey" economy.

Auditing Best Practices: The Town should hire independent organizations to evaluate spending and department operations; those audits should be available as a tool for Town decision-making.

Cost-Sharing: The Town should explore cost-sharing opportunities between its schools and its municipal operations; operational audits could be used as a tool to surface potential opportunities.

Cost Savings: The question was posed whether independent fire and water districts could be a place where cost savings could be pursued. If so, the Town should determine the correct forum to start this conversation.

Equitable Resource Allocation: The Town should explore what an equitable allocation of resources should look like between villages.

Communications

Goal: Improve communication between the Town Council and Town Manager and his staff; between Town Councilors; between the Town and its residents, boards, commissions, volunteers and visitors to foster participation and positive results that are geared toward meeting the needs of the community.

Strategies:

- Provide regular opportunities for Town Council members to receive briefings or updates on Town initiatives and other important topics from the Town Manager and department heads.
- Use the council liaison system to improve communication between Town committees and commissions.
- Utilize existing communication boards and partner media outlets to make public service announcements. Work with community groups to disseminate information to their members. Develop tactics to effectively solicit public input and promote active engagement.
- Communicate Town information to non-English speaking community members.
- Utilize the Town website, social media, Town newsletter, Citizen's Leadership Academy, Channel 1075 (municipal television station), local school department, nonprofits and agencies, and local newspaper and radio stations as outlets to communicate with the public. Specifically:
 - Encourage all boards and commissions to record their proceedings so they can be viewed on Channel 18.
 - Develop tactics to effectively solicit public input and feedback and promote active engagement.

Sept. 2020 Town Council Guidance on Communications

Additional Modes of Communication: Some options for additional modes of communication the Town could capitalize on include a mailer about Town Council updates distributed through the schools, increased utilization of the popular Town Manager video updates, and posting recorded meetings and applications to Town RFPs online for public access. The Town's web presence more generally should be made more accessible and user-friendly. Additionally, the Annual Report could be an opportunity to provide residents with an overview of the Town's structure, roles, and goals and achievements. The Town Council could also use feel-good communication opportunities, like Channel 18 programs on volunteer opportunities, to highlight the strength of the Barnstable community.

Town Council Accessibility and Participation: Holding special, issue-focused Town Council workshops and holding Town Council meetings on Saturday at least once per year could increase accessibility and participation. Promoting and accepting remote participation in Council proceedings could also help increase citizen involvement, and the Town should explore any legal or procedural barriers to allowing remote participation.

Diversity, Equity, and Inclusion

Goal: Protect the Town's quality of life and unique character, engage our citizens, and enact policies that respond to and anticipate the needs of our community, which is diverse in culture, gender, gender identification, race, ethnic background, religious beliefs, and national origin.

Strategies:

- Provide a staff that best meets the needs of the Town, which is diverse.
- Promote programs and services reflect the value of the Town's diversity.
- Guarantee equal employment opportunity in the recruitment, application, selection, compensation, retention, transfer, promotion, benefits, work assignment and career progression process without discrimination for reasons of race, ethnic background, sex, gender, age, religious beliefs, national origin, sexual orientation, gender identity or marital status.
- Research, develop, recommend, and execute strategies to foster diversity goals.
- Review current DEI practices and policies to assess effectiveness.

Economic Development

Goal: Town Council and Town Manager to support and grow a vibrant economy with a diversity of businesses, both for-profit and non-profit, and a strong labor force, taking into consideration promotion of sustainability.

Strategies:

- Ensure that infrastructure in support of economic growth is consistent with emerging environmental concerns.
- Identify and encourage redevelopment of underutilized and/or blighted properties.
- Work with public and private schools in Barnstable and community college to help promote job policies of community, including job training.
- Town Manager to work proactively to retain and/or expand existing businesses and to attract new ones using innovative approaches, such as:
 - Provide economic incentives that increase business diversity in Barnstable and promote desirable economic activity, such as clean industries and smart growth.
 - Create marketing specifically to attract desirable new businesses to Barnstable.
 - Create or deepen connections between local educational institutions and businesses.

Sept. 2020 Town Council Guidance on Economic Development

Economic Development Task Force: As part of its disaster preparedness and economic resilience strategy, the Town should support the Economic Development Task Force and conduct scenario planning.

Support for Residents: The Town should support its residents working from home – for example, through ensuring adequate broadband connection. Additionally, the Town should consider using Town money to subsidize early childcare for its residents.

Relationship with Community College: The Town should leverage and improve its relationship with the Community College to increase local job opportunities.

Environmental and Natural Resources

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

Strategies:

- Implement the comprehensive dredge plan.
- Pursue strategies to reduce greenhouse gas emissions.
- Improve accessibility to natural resources for our diverse community.
- Investigate innovative, cost-effective techniques for invasive species control.
- Investigate innovative techniques and legislative options to address beach erosion and otherwise prepare for and adapt to extreme weather events.
- Support programs that emphasize environmental protection while ensuring economic development as articulated in the Regional Policy Plan.
- Raise awareness of conservation areas and Town-owned open space, establish management and maintenance plans for conservation areas and Town-owned open space.
- Investigate the acquisition of property by the Town in coordination with the Town's Open Space Policies.
- Work in conjunction with federal, state, regional, and local agencies to protect critical environmental areas, including fragile coastlines, marine embayment areas, and all water bodies vulnerable to nitrogen loading.

Regulatory Process and Performance

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

Strategies:

- Continue to evaluate the permitting process, including policies, rules and regulations, personnel, customer/citizen experience, and affect economic growth. Identify necessary changes.
- Evaluate staff training methods, to ensure necessary steps to achieve a high level of customer service and streamlined process for all applicants.
- Maintain adequate staff to enforce regulations and agreements.

Public Health and Safety

Goal: Protect and promote the health, safety, wellbeing, and high quality of life of all town residents and visitors.

Strategies:

- Support collaborative action to protect and expand our drinking water supply, including (but not limited to) ongoing monitoring for existing and emerging contaminants.

- Coordinate water resources management planning in our community inclusive of all water districts.
- Develop and implement a substance use prevention plan in collaboration with key stakeholders.
- Focus on:
 - Prevention through educating youth in schools, working with YMCA Young Achievers, and leveraging recreation programs.
 - Collaboration among community stakeholders working on substance use from a range of perspectives.
 - Establishing appropriate oversight and support for programs and entities in Barnstable that offer treatment.
- Support village-based and community-oriented public safety agencies and joint programs that police/school/youth/seniors/disabled/homeless and other vulnerable populations' programs.

Housing

Goal: Identify needs, and develop, promote, and monitor town-wide initiatives for income-equitable, affordable, workforce, senior, and rental housing to meet the needs of residents and increase the overall quality and quantity of housing in Barnstable.

Strategies:

- Review zoning issues identified by the Council and the Zoning Board of Appeals to determine how best to achieve housing goals through zoning and regulatory changes. Proactively engage stakeholders with influence over this issue. Review the Housing Production Plan to support this goal.
- Work in partnership with developers so they can take advantage of the available resources, funding, and assets to initiate housing projects.
- Explore housing solutions, including regional collaboration and creative financing, to address homelessness, housing insecurity, and lack of available and affordable housing in Barnstable.
- Explore the possibility of using town assets to create affordable private housing opportunities.
 - Pursue innovative structures and formats, and use of town-owned land, to expand quality workforce housing.
 - Explore opportunities, incentives, and other strategies to promote an increased supply of home ownership.

Town Infrastructure & Assets

Goal: Maintain and improve existing infrastructure, capital assets, and aquatic resources, make improvements when necessary, and ensure town assets are managed, maintained, and disposed of to serve the highest and best uses moving forward.

Strategies:

- Facilitate comprehensive infrastructure improvement planning for municipal roads, buildings, facilities, sewers, transportation systems, communication systems, information infrastructure, water and wastewater systems, historical properties, and other capital assets, with an eye toward permit- ready and shovel-ready projects.
- Continue to implement the Towns approved Comprehensive Wastewater Management Plan and create opportunities to encourage council public input.
- Support the exploration of traditional and non-traditional methods for comprehensive water management and

monitoring of implementation efforts.

- Continue to inventory and evaluate the status of Town assets and dispose of or acquire assets as appropriate.
- Evaluate options for effective and economic development of renewable energy resources, energy conservation programs, and solid waste and recycling programs.

Sept. 2020 Town Council Guidance on Town Infrastructure & Assets

Desired Outcome: The Town should have more infrastructures leading up to and on the water, and its deployment of energy resources should be consistent with state targets.

Acknowledge climate change and the need to reduce greenhouse gas emissions by utilizing renewables in accordance with the Global Warming Solutions Act.

Education

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

Strategies:

- Work cooperatively with the School Department to approve a budget that adheres to standard municipal accounting practices, is clear and understandable for all residents, and meets the short- and long-term operating and capital needs of the school system and the municipality.
- Work in conjunction with the School Department to deliver a substance use prevention model for grades PreK-12.
- Strive to reduce the impact of unfunded state and federal mandates in addition to the revised Chapter 70 funding and make public aware of impact of same.
- Support efforts to amend Chapter 70 Funding Formulas in order to provide more resources to the Town.
- Work cooperatively with school administration to develop plans for administrative and infrastructure consolidation. Conduct periodic assessments of consolidated services.
- Support initiatives to create a culturally-diverse educational environment for all public school students.
- Explore funding opportunities for early childhood education and day care.
- Work towards coordinating the Barnstable School Committee Strategic Plan with the Barnstable Town Council Strategic Plan.

FISCAL YEAR 2026 BUDGET MESSAGE

Municipal Fiscal Management



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

As we prepare the Fiscal Year 2026 budget for the Town of Barnstable, we do so in the context of a complex and uncertain national economic landscape. Recent actions taken at the federal level have introduced volatility into financial markets, disrupted key funding sources, and created a ripple effect that is being felt in communities large and small across the country, including right here at home.

While Barnstable remains financially stable and continues to benefit from prudent planning and strong community partnerships, we must take measured steps to ensure our continued fiscal health. As stewards of public funds and services, we are committed to managing our resources in a way that is proactive, transparent, and aligned with the values of our residents.

Navigating Uncertainty with Stability and Vision

In light of national economic pressures, including inflationary trends, interest rate adjustments, and potential shifts in federal funding, we are adopting a cautious yet strategic approach to our FY2026 budget:

Building Resilience: We have built strong reserves, particularly the General Fund and multiple dedicated Stabilization Funds, to ensure we have the flexibility to respond to unforeseen challenges without compromising core services.

Maintaining Core Services: Our first priority remains the delivery of essential public services, public safety, education, infrastructure maintenance, and public and environmental health. We will prioritize spending that sustains and enhances quality of life while seeking efficiencies wherever possible.

Responsible Capital Planning: Capital projects will be carefully evaluated, with priority given to those that address critical needs, protect existing assets, and leverage outside funding opportunities. Projects will be phased in alignment with revenue projections and borrowing capacity.

A Community United by Purpose

Barnstable is a unique and vibrant town, defined not only by its natural beauty and historic character, but also by the resilience and determination of its residents. In uncertain times, we have always come together to meet challenges with resolve and creativity. This budget reflects that spirit—grounded in fiscal responsibility and guided by a shared vision for a thriving, sustainable future.

Together, we will continue to protect what makes Barnstable special while preparing wisely for the road ahead.

A Strong Financial Foundation

The Town of Barnstable has established a strong financial foundation through disciplined fiscal planning and a commitment to long-term sustainability. Central to this effort has been the creation of multiple stabilization reserve funds that provide a buffer against economic volatility and support both general fund and enterprise fund operations. These reserves include dedicated funds for critical areas such as water and sewer infrastructure expansion, ensuring the Town can meet future service demands while minimizing reliance on emergency funding. Additionally, Barnstable employs a conservative revenue forecasting approach, deliberately underestimating revenue projections to guard

against potential shortfalls. This strategy enhances our ability to maintain balanced budgets and continue delivering essential services, even during periods of economic downturn or uncertainty. This budget also adheres to the Town Council’s budget policy to limit the increase in property taxes to the limitation under Proposition 2½ with no property tax overrides.

The Town’s current operating reserve balances were over \$67 million collectively at the beginning of Fiscal Year 2025 (July 1, 2024). Operating reserves of this size illustrate the community’s financial resiliency.

Certified Free Cash	July 1, 2021	July 1, 2022	July 1, 2023	July 1, 2024
General Fund	\$ 24,427,135	\$ 26,769,227	\$ 32, 722,432	\$ 30,900,988
Airport Enterprise Fund	6,240,318	8,878,844	13,256,059	13,032,900
Golf Enterprise Fund	1,901,994	2,326,507	2,042,172	2,333,649
HYCC Enterprise Fund	663,490	555,568	706,568	687,141
Marinas Enterprise Fund	1,134,781	1,310,183	1,472,442	1,810,065
PEG Enterprise Fund	2,883,500	3,135,874	3,416,610	3,721,690
Sandy Neck Enterprise Fund	929,558	1,126,363	1,280,728	1,488,214
Solid Waste Enterprise Fund	1,481,144	1,737,618	1,904,664	1,885,310
Water Pollution Control Enterprise Fund	9,870,222	9,572,060	11,259,454	6,098,646
Water Supply Enterprise Fund	1,292,886	2,162,363	4,352,767	5,709,658
Total Operating Reserves	\$ 50,824,978	\$ 57,574,382	\$ 72,413,896	\$ 67,668,261

In addition, the Town has created other stabilization reserves to address the Capital Program, unfunded pension and other post-employment benefit liabilities, self-insured programs and the Comprehensive Wastewater Management Program. The unreserved balances in these reserves are as follows:

Other Reserves	July 1, 2021	July 1, 2022	July 1, 2023	July 1, 2024
Capital Trust Fund	\$ 16,768,288	\$ 14,176,862	\$ 13,352,605	\$ 14,755,979
Pension Trust Fund	1,794,192	1,623,812	1,484,862	1,364,948
Other Post-Employment Benefits Trust Fund	7,564,920	7,805,499	9,294,828	11,110,056
Sewer Construction/ Private Way Fund	19,596,419	18,347,064	16,183,049	21,691,685
Comprehensive Wtr. & Waste Wtr. Mgt. Fund	1,554,108	2,981,732	4,941,524	7,612,166
Water Stabilization Fund	0	640,486	1,507,509	1,723,026
Workers’ Compensation	4,530,198	4,744,742	4,983,09+4	5,326,014
Total Other Reserves	\$ 51,808,125	\$ 50,320,197	\$46,764,377	\$ 63,583,874

The Water Stabilization Fund is funded from payments under a Host Community Agreement (HCA) with Vineyard Wind (VW). The agreement calls for \$16 million in host community payments over the life of the 25-year agreement for the rights to bring VW’s transmission lines onshore in Barnstable from their offshore wind farm. The first payment of \$640,000 was received in June 2022, \$1,494,124 was received in 2023 and \$1,176,934 in 2024. The next payment of \$834,178 is due in June 2025. Annual payments under the HCA will equal the difference between \$1.534 million and the annual property tax bill for VW. \$900,000 from this fund is used to balance the FY2026 Water Supply Enterprise Fund budget to keep a proposed rate increase to 4%.

The Sewer Construction and Private Way Fund as well as the Comprehensive Water and Wastewater Management Fund are being utilized to finance the expansion of the Town’s public sewer system. To date the Town has appropriated a total of \$340 million for this program. Much of the program will be financed with loans from the State Revolving Loan Fund and these resources will be used to pay back the loans.

The Town of Barnstable is committed to maintaining its well-established financial integrity. Our AAA bond rating along with the GFOA’s budget and financial reporting awards are indicative of this commitment. We have received our twenty-three (24) consecutive Distinguished Budget Presentation Award for the operating budget document and the Certificate of Achievement for Excellence in Financial Reporting for twenty-two (23) years in a row for our Annual Comprehensive

Financial Report. This demonstrates a high level of commitment to quality reporting and providing comprehensive financial information on behalf of the efforts of our finance team. Strong financial management practices are imbedded in the Town's Charter and Administrative Code including, but not limited to, a reserve policy, annual five-year financial forecast, and five-year capital improvement planning as well as close monitoring of monthly budget reports. The additions of our Open Budget website, www.budget.townofbarnstable.us, and Investor Relations website, www.barnstableinvestorrelations.com allow interested parties to familiarize themselves with our financial operations.

Each year, I depend on our department heads, their staff, citizens, and the members of the Comprehensive Financial Advisory Committee (CFAC) for their expertise in evaluating our processes used for developing a capital and operating budget as well as proposed projects and services. CFAC's reviews help produce a better product, and we thank them for the many hours spent reviewing and commenting on the Capital Improvement Plan and Operating Budget. For the past eight years, CFAC has produced a Financial Overview Report, which gives the reader concise information as to how the Town operates by condensing the 500 plus page budget book down to several concise pages of information. This is a very useful guide, and I appreciate the work of CFAC. The committee intends to produce an updated version for FY2026 upon passage of the budget.

Fiscal Year 2026 Proposed Capital Program

Several factors were taken into consideration when determining which projects to recommend for funding in Fiscal Year 2026. In addition to the scoring by the senior staff, funding considerations are directed towards projects that had received previous funding, and therefore, are ready for the next stage of development; projects that would contribute to the economic development of the Town; projects that would preserve important infrastructure components of the Town; projects that improve high usage assets; projects that have outside funding available to offset the costs or can be covered by user fees; and projects that have an important public safety component associated with them.

A total of 55 projects are recommended costing \$101 million. The General Fund consists of 40 projects totaling \$26 million, the Enterprise Funds total \$8.6 million and consist of 8 projects, and the Comprehensive Wastewater Management Plan's (CWMP) 7 projects total \$66 million. Funding for the Enterprise Funds' program consists of using \$600,000 of Enterprise Fund reserves and \$8 million in new borrowing authorizations. It is anticipated that the Federal Aviation Administration Airport Improvement Program and the Massachusetts Department of Transportation, Aeronautics Division will fund much of the airport's capital. The bonds issued for the Enterprise Fund projects are expected to be paid back with Enterprise Fund revenues.

Funding for the General Fund portion of the program consists of \$8 million in General Fund and other reserves and \$18 million in new borrowing authorizations. Lastly, we are recommending \$66 million for new CWMP projects with funding consisting of \$4.5 million in reserves, \$61.5 million in new borrowing authorizations. The borrowing authorized is listed on the State Revolving Loan Program's eligible borrowing list and will be eligible for their low interest financing program and a 25% subsidy from the Cape Cod & Islands Water Protection Fund.

Fiscal Year 2026 Proposed Operating Budgets

The proposed Fiscal Year 2026 operating budgets continue to provide the highest quality services possible within our budget constraints and deliver additional commitments in the areas of public education, public health and safety, infrastructure and assets, and environment and natural resources. This is possible as General Fund revenue is projected to grow by \$10.5 million as detailed in the table below. Recurring revenue growth is \$8.4 million and the use of reserve funds to balance the budget are increasing \$2.0 million.

General Fund Revenue:

Funding Category	Budget FY 2025	Budget FY 2026	Change FY25 - 26	Percent Change
Tax Levy	\$ 151,174,589	\$ 156,180,804	\$ 5,006,215	3.31%
Reserved for Abatements and Exemptions	(2,156,627)	(1,298,577)	858,050	-39.79%
Property Taxes Available for Operations	149,017,962	154,882,227	5,864,265	3.94%
Other Taxes:				
Motor Vehicle Excise Tax	8,756,783	9,012,558	255,775	2.92%
Boat Excise Tax	120,000	125,000	5,000	4.17%
Motel/Hotel Excise Tax	2,100,000	2,125,000	25,000	1.19%
Payments in Lieu of Tax	0	39,000	39,000	-
Total Other Taxes	10,976,783	11,301,558	324,775	2.96%
Other Resources:				
Intergovernmental	30,607,900	\$30,678,209	\$70,309	0.23%
Fines & Penalties	1,575,000	1,584,000	9,000	0.57%
Fees, Licenses, Permits	3,847,600	4,180,000	332,400	8.64%
Charges For Services	2,536,500	2,923,650	387,150	15.26%
Interest and Other	4,215,171	5,281,433	1,066,262	25.30%
Special Revenue Funds	828,150	930,000	101,850	12.30%
Enterprise Funds	3,729,155	4,072,097	342,942	9.20%
Trust Funds	190,000	180,000	(10,000)	-5.26%
Reserves	6,323,469	8,405,687	2,082,218	32.93%
Total Other Resources	53,852,945	\$58,235,076	\$4,382,131	8.14%
Total General Fund Resources	\$ 213,847,690	\$224,418,861	\$10,571,171	4.94%

Almost 50% of the growth in General Fund revenue is derived from property taxes. The tax levy includes an increase of the prior year's base of 2.5% in accordance with Proposition 2½ and an estimated \$1,250,000 in new property tax growth from new development. The amount of property taxes set aside for abatements and exemptions decreased by \$858,050, resulting in \$5,864,264 to fund operations. Using the Governor's budget proposal, State aid is increasing \$70,000. Other local receipts are collectively increasing \$2.2 million as a history of strong revenue growth; especially in motor vehicle excise taxes, have proven to be recurring. Additionally, permitting revenue remains strong and interest rates on cash deposits have more the quadrupled resulting in significant investment earnings growth. Transfers from other funds include an increase in Enterprise Fund chargebacks for General Fund support and an increase in the transfer from the Embarkation Fee, Bismore, Waterways and Wetland Protection Special Revenue Funds.

General Fund reserves used to balance the operating budget total \$8,405,687, or \$2.0 million more than what was used in Fiscal Year 2025. The increase in the use of reserves is due to the continued practice of conservative revenue estimates. With the uncertainty surrounding the economy we are being conservative in our revenue estimates to avoid a potential General Fund revenue deficit if the local economy were to experience a downturn. Additionally, we are projecting to generate over \$10 million in surplus at the close of Fiscal Year 2025. A summary of the General Fund reserve and its allocation is presented in the table on the next page.

Preliminary Allocation of Free Cash (Subject to Change)

	Municipal	School	Council	Opioid	Hyannis Golf	
	Savings	Savings	Reserve	Settlement	Ins Reimb.	Total
Certified as of July 1, 2024	\$ 10,541,369	\$ 11,295,207	\$ 8,101,859	\$ 379,312	\$ 583,241	\$ 30,900,988
FY25 Operating Budget Supplementals	(127,381)					(127,381)
FY25 Capital Program Supplementals	(2,500,000)					(2,500,000)
FY26 Capital Program	(1,481,715)	(852,700)				(2,334,415)
FY26 Operating Budget	(1,029,855)	(3,725,832)	(250,000)			(5,005,687)
FY26 Fixed costs	(3,000,000)					(3,000,000)
FY25 Snow & Ice Deficit	(400,000)					(400,000)
FY25 Projected Returned Appropriations	4,570,000	500,000				5,070,000
FY25 Projected Revenue Surplus	1,600,000	2,400,000	800,000			4,800,000
7/1/2025 Projected Balance	\$ 8,172,418	\$ 9,616,675	\$ 8,651,859	\$ 379,312	\$ 583,241	\$ 27,403,505

General Fund Fixed Costs Budget:

The proposed Fiscal Year 2026 budget of \$78.5 million provides funding for our fixed costs requirements including employee benefits, state and county assessments and assessments for regional and Commonwealth Charter Schools, debt service, property and casualty insurance, trust fund investments, and other miscellaneous fixed costs. Funding for our seven village libraries is proposed to increase \$51,451 (2.3%). This budget also includes subsidies of \$1.5 million for the Town’s enterprise funds.

The largest area of this budget is for employee benefits totaling \$35.5 million. The Town’s pension assessment is increasing \$1.05 million to \$13.7 million. This budget also includes \$18.8 million in health insurance costs for active and retired employees. The remaining \$3 million covers life insurance, Medicare, workers’ compensation, and unemployment. Open enrollment for health insurance is actively taking place and depending upon plan enrollment and migration between plan types, additional funding may be necessary to accommodate for changes.

This area of the budget also includes the Town’s General Fund contribution for the capital program which is comprised of debt service and a transfer to the Capital Trust Fund. Funding for the capital program is increasing \$980,000. The increase includes a base increase of 2.5% over the prior year’s funding plus an additional \$750,000 from the estimated new property tax growth. The Town’s capital program needs continue to rise, and this additional investment will allow for more project funding in the future. This strategy is expected to be repeated through Fiscal Year 2027 and will provide the funding necessary to fully implement our CWMP projects for Fiscal Year 2026 as well as an estimated \$100 million for other General Fund capital over the next 5 years.

We have also included in this area of the budget a provision of \$400,000 for a snow and ice removal deficit that occurred in Fiscal Year 2025. This is the one area of our operation that the Commonwealth allows cities and towns to deficit spend. We have level funded this budget at \$975,000 in the Public Works Department in Fiscal Year 2026.

Fixed Costs Category	Approved FY 2025	Proposed FY 2026	Change FY25 - 26	Percent Change
Transfer to Capital Trust Fund	\$ 8,999,199	\$ 8,987,285	\$ (11,914)	-0.13%
Debt Service	7,249,510	8,242,318	992,808	13.69%
Employee Benefits	34,344,186	35,532,471	1,188,285	3.46%
School Assessments	13,913,665	14,949,733	1,036,068	7.45%
State and County Assessments	3,113,290	3,182,224	68,934	2.21%
Transfers to Enterprise Funds	1,436,994	1,523,639	86,645	6.03%
Property, Casualty & Liability Insurance	2,700,000	2,800,000	100,000	3.70%
Library Grants	2,228,650	2,280,101	51,451	2.31%
Other Miscellaneous Fixed costs	614,000	614,000	-	0.00%
Provision for Snow & Ice Removal Deficit	138,473	400,000	261,527	188.86%
Total Appropriated Expenditures	\$ 74,737,967	\$ 78,511,771	\$ 3,773,804	5.05%

General Fund Operations Budget:

The budgets outlined below are designed to keep us financially sound; our community safe; support public education; improve our ability to hire and retain a quality workforce, promote economic development, protect our environment, and water quality; maintain our existing facilities and infrastructure, and improve the quality of life for all Barnstable residents.

Department	Approved FY 2025	Proposed FY 2026	Change FY25-26	Percent Change
School Department	\$89,375,780	\$93,622,700	\$4,246,920	4.75%
Police Department	18,774,709	19,774,938	1,000,229	5.33%
Public Works Department	11,384,511	12,264,117	879,606	7.73%
Administrative Services Department	8,230,658	8,727,745	497,087	6.04%
Community Services Department	2,887,734	2,933,824	46,090	1.60%
Marine & Environmental Affairs Department	1,638,527	1,697,514	58,987	3.60%
Inspectional Services Department	2,584,392	2,800,182	215,790	8.35%
Planning & Development Department	2,394,019	2,416,092	22,073	0.92%
Town Manager Department	1,575,299	1,400,109	(175,190)	-11.12%
Town Council Department	264,092	269,870	5,778	2.19%
Total Appropriated Expenditures	\$139,109,721	\$145,907,091	\$6,797,370	4.89%

Proposed School Department Budget

Public school budgeting is regulated and controlled by legislation, state regulations, and local School Committee requirements. The Town Council Strategic Plan seeks to support the provision of quality education in partnership with the School Committee and state and federal governments. The Barnstable Public School system's proposed budget from General Fund resources is \$93.6 million, which represents an increase of 4.75%.

The recommended operating budget reflects an investment in our schools in accordance with the Student Opportunity Act, legislation passed in 2019, establishing new foundation budget rates in benefits and fixed charges, guidance and psychological services, special education, English learners, and economically disadvantaged students. The foundation budget is the minimum spending target, determined by the state, necessary to provide adequate education for all students. Since FY 2021 (the first year of the six-year phased implementation of the SOA), Barnstable's foundation budget has increased from \$65.8 million to \$91.3 million, for an average of 5.5% per year. In Fiscal Years 2023 and 2024 we saw significant increases in Chapter 70 aid to offset some of this, but the proposed Fiscal Year 2026 state budget includes very little additional aid.

Major budget drivers of the budget include salaries and wages as negotiated in contracts and collective bargaining agreements. Additionally, the budget accounts for inflationary pressures and an increased reliance on contracted services, due to staffing shortages in critical areas. To help offset increased expenditures due to inflationary pressures,

an increase in transportation, facility rental, and athletic fees is proposed. Facility rental fees have not been raised since 2021.

Selected additions are included in this budget, with many requested new budget items going unfulfilled. Investments in this budget include:

- Classroom teachers at BUES to maintain appropriate class sizes;
- Additional educators and services to support students with more intensive special needs;
- English as a second language educator for students in our alternative learning program at BHS;
- Technology equipment including required phone upgrades, cybersecurity protections, and devices for faculty/staff;
- Funding to support special education and mathematics curriculum.

We also propose reallocating funds in strategic areas to create neutral budget improvements in leadership at the high school, special education teachers across the district, and to support our community mentoring program. The recommended budget also involves the reduction of positions, many of which are being made very reluctantly, as they come with a loss of services for students:

- Reduced FTE due to low caseload and class size;
- Reduced administrative assistant positions;
- Reduced peer mediation position;
- Reduction in paraprofessionals;
- Reduction in coaching and interventionists;
- Reduction of 2 leadership positions;
- Reduction of a social worker.

The current budget structure is not sustainable, with BPS needing 5% to maintain service levels. Relying on school savings, one-time funds, is not a long-term solution. We anticipate a \$1.1 million shortfall in FY 2027 and a \$1.9 million gap to close in FY 2028.

Proposed Municipal Operation Budgets

The overall Municipal Operating Budget is increasing \$2,550,450 or 5.1%, above the Fiscal Year 2025 budget amount. All current service levels are maintained. The budget included funding for all collective bargaining agreements as well as additional funds for high priority areas. Contractual labor obligations total \$2.6 million. Additional funding for the municipal operations includes the following:

1. Three new positions with a budget impact of \$154,000 as they are partially funded due to the time it takes to fill new positions.
 - A Conservation Agent in the Planning & Development Department due to the significant increase in permitting activity, enforcement cases, wetland and land management complaints, and in-field consultations.
 - An Administrative Assistant for Code Compliance in the Inspectional Services Department to assist in the administration of citizen complaints and processing non-criminal citations issued by Harbormaster, Natural Resources, Animal Control, Conservation, Building, Health as well as Barnstable and State Police.
 - A Stormwater Project Manager for the Public Works Department to manage the review and compliance of the new Stormwater Regulations and Permit required by the EPA for compliance with the Municipal Separate Storm Sewer System (MS4) permit requirements. This position would also be responsible for managing various related capital improvement projects for the department.
2. An increase of \$192,840 in the Police Department to fully fund all non-discretionary and discretionary training.
3. Additional funding of \$134,866 for software licensing, cell phones and contracted services for information technology support.
4. Additional funding of \$336,024 for contracted services, materials and supplies across departments to maintain our current service levels due to inflation.

Reductions to the municipal operations include \$406,908 in Police Department salaries that will be charged to a state E911 grant (\$330,000) and a federal COPS Hiring grant (\$76,908). The E911 grant has been a recurring grant, and we expect this to be renewed in FY2026 and beyond. The COPS hiring grant will be phased out over the next couple of years. The Marketing Manager position in the Planning & Development Department will be eliminated for a savings of \$103,475. The responsibilities of the position will be incorporated into the Grant Coordinator's position, and some will be contracted out at no additional cost to the budget.

Enterprise Funds Operating Budgets

Fund	Approved FY 2025	Proposed FY 2026	Change FY25 – 26	Percent Change
Airport Enterprise	\$ 12,839,593	\$ 13,530,640	\$ 691,047	4.9%
Golf Enterprise	4,531,484	4,468,818	(62,666)	-1.4%
HYCC Enterprise	4,306,188	4,503,858	197,670	4.6%
Marina Enterprise	879,909	903,758	23,849	2.7%
PEG Enterprise	994,590	1,103,807	109,217	11.0%
Sandy Neck Enterprise	1,264,894	1,332,630	67,736	5.4%
Solid Waste Enterprise	4,655,351	4,942,339	286,988	6.2%
Water Pollution Control Enterprise	11,591,615	12,462,649	871,034	7.5%
Water Supply Enterprise	9,300,596	9,738,677	438,081	4.7%
Total Enterprise Funds	\$ 50,364,220	\$ 52,987,176	\$ 2,622,956	5.2%

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

The Airport operating budget includes increases for collective bargaining agreements, employee benefits, utilities, charges for General Fund support, insurance, and supplies and materials. This operation is self-supporting as user chargers cover all proposed operating and capital expenses. No reserves are used to balance the proposed operating budget.

The Golf operating budget includes increases for collective bargaining agreements, health insurance, fertilizers, supplies, and maintenance of course equipment. These increases are offset by a reduction in debt service as the last payment on the loan to acquire the Hyannis Golf course was made in Fiscal Year 2025. Activity at the operation continues to be strong and this operation requires no General Fund support. \$206,718 of reserves are used to balance the budget. The golf operations are projected to generate a surplus of more than \$200,000 in FY 2025, which will replace the reserves used to balance the Fiscal Year 2026 budget. The available reserves are just over \$2.3 million currently.

The Hyannis Youth & Community Center budget includes increases for collective bargaining agreements, health insurance, additional funds for part-time wages to ensure adequate staff coverage of the facility, equipment maintenance, and charges for General Fund support. This operation receives a General Fund subsidy in the amount of \$2,896,864; \$29,195 more than the FY2025 amount. The rest of the budget increase is provided from a growth in revenue by the enterprise fund operation. Enterprise fund reserves of \$522,894 will be used to balance the budget.

The Marina Enterprise Fund budget includes increases for collective bargaining agreements, seasonal staffing, and General Fund support. \$25,181 of reserves are used to balance this operating budget and \$30,000 of General Fund support is provided to offset the cost in this operation for staffing, utility and maintenance expenses associated with the Bismore Comfort Station.

The Public, Education, and Government (PEG) Access Channel Enterprise Fund budget includes additional funding for all

collective bargaining agreements, health insurance, charges for General Fund support, and one additional full-time position. This budget includes funding for the Government Channel and School Channel. This operation receives no General Fund support, and \$116,807 of reserves are being utilized to balance the FY2026 proposed budget. The current surplus balance is in excess of \$3.7 million.

The Sandy Neck Enterprise Fund budget includes additional funding contractual obligations, seasonal wages and facility improvements. A total of \$125,673 in surplus funds will be used to balance the budget and the operation is projected to generate this amount in Fiscal Year 2025 to replenish their reserve fund. No General Fund support is provided.

The Solid Waste Enterprise Fund Budget includes additional funds for contractual obligations, overtime, disposal costs, and General Fund support. \$426,524 of surplus will be used to balance the Fiscal Year 2026 operating budget. A rate increase of \$40 in the residential transfer station sticker fee has been approved to mitigate the reliance on reserves to balance the operating budget. The operation receives no General Fund support, but a town-wide hazardous material recycling program is offered at this location which is budgeted within the General Fund.

The Water Pollution Control Enterprise Fund budget includes additional funding for contractual obligations, additional positions to manage the sewer expansion program, and General fund support. This budget includes funding for operating the Water Pollution Control Facilities (WPCF) and the operating budget for the sewer expansion program; or (CWMP). The CWMP costs are increasing \$481,000 in Fiscal Year 2026 and the WPCF costs are increasing \$390,000. A proposed 5% increase in sewer rates will cover the cost increases for the WPCF operation. No surplus funds will be used to balance the operating budget. A transfer of \$5,943,350 from the Sewer Construction and Private Way Maintenance and Improvement Special Revenue Fund will provide funding for the CWMP program operations budget.

The Water Supply budget includes additional funding for contractual obligations, health insurance, the contractual cost increase for the management contract with Veolia and debt service. A proposed 4% increase in water rates will cover the cost increases for this operation. \$900,000 of funding from a Stabilization Fund is provided to mitigate the rate increase. No General Fund support is provided for this operation, and no surplus is used to balance the budget.

In Conclusion

Through prudent planning, we anticipate delivering an enhanced level of service to our community that does not depend on depleting the Town's reserves. In Fiscal Year 2026, we have again maintained our fiscal stability, spent within our means, and are prudently planning for what lies ahead. Our tasks remain balancing the needs in our community, setting realistic priorities, and providing a climate for a quality of life that addresses Barnstable's needs and is built on respect and opportunity for all. This budget seeks to increase the quality of life of our residents by providing additional funding to address high priority areas within the Town Council's strategic plan.

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BUDGET PROCESS

Overview

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



At the center of the Town Council's strategic plan is the "Quality of Life". In the development of the annual operating budget and capital improvement program, care is taken to ensure that the services provided and the capital investments made are necessary to maintain or improve the citizenry's quality of life. Every funding decision made takes this into consideration.

the Town's Charter. This document is required to be submitted to the Town Council at least 30 days prior to the submission of the operating budget.

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

December/January/February

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

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

March

The Town Manager submits the Capital Improvement Plan to the Town Council at least 30 days prior to the submission of the Annual Operating Budget. This includes all town and school capital requests. The Town Council must act on the capital budget by the end of May.

April

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

May/June

Under state law and the Town Charter, the Town Manager is required to submit a recommended budget to the Town Council 170 days after their annual reorganization. Except in unusual circumstances, this typically occurs in May. The submitted budget is provided to the Comprehensive Finance Advisory Committee who reviews the budget and prepares a report for the Town Council. The Council reviews the budget and holds public hearings, which provide an opportunity for town and school management, budget staff, departments, and the general public to offer information, comment, and recommendations to the Town Council. In late May or early June (by the 45th day after submittal of the budget), the Council adopts the budget.

Basis of Budgeting

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

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

The Town's General Fund and Enterprise Fund budgets are prepared on a cash basis as opposed to the Annual Comprehensive Financial Report, which is prepared on an accrual basis. The actual results of operations are presented

on a cash basis as well to provide a meaningful comparison of actual results with the budget. The major differences between the cash and accrual basis are that:

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

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

Definition of a Balanced Budget

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

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

	Estimated Current Year Receipts	Transfer From Reserves	Transfer From General Fund	Stabilization Trust Funds	Special Revenue Funds	Closed Projects	Borrowing Authorizations	Total Receipts	Total Appropriations
General Fund	\$ 214,903,174	\$ 8,405,686	\$ -	\$ 180,000	\$ 930,000	\$ -	\$ -	\$ 224,418,860	\$ 224,418,860
Capital Improvements Program	-	2,334,415	-	4,139,386	416,000	781,674	18,224,901	25,896,376	25,896,376
Enterprise Funds:									
Airport Enterprise Fund	13,530,640	-	-	-	-	-	-	13,530,640	13,530,640
Golf Enterprise Fund	4,262,100	206,718	-	-	-	-	-	4,468,818	4,468,818
HYCC Enterprise Fund	1,084,100	522,894	1,493,639	1,403,225	-	-	1,820,000	6,323,858	6,323,858
Marina Enterprise Fund	812,227	225,181	30,000	36,350	-	-	-	1,103,758	1,103,758
PEG Enterprise Fund	987,000	116,807	-	-	-	-	-	1,103,807	1,103,807
Sandy Neck Enterprise Fund	1,206,957	125,673	-	-	-	-	-	1,332,630	1,332,630
Solid Waste Enterprise Fund	4,515,815	426,524	-	-	-	-	-	4,942,339	4,942,339
Water Enterprise Fund	9,738,677	200,000	-	-	-	-	1,500,000	11,438,677	11,438,677
Water Pollution Enterprise Fund	6,996,260	165,000	-	4,250,000	5,691,389	-	64,900,000	82,002,649	82,002,649
Totals	\$ 258,036,950	\$ 12,728,898	\$ 1,523,639	\$ 10,008,961	\$ 7,037,389	\$ 781,674	\$ 86,444,901	\$ 376,562,412	\$ 376,562,412

The Town's FY 2026 capital and operating budgets are balanced using \$10,740,101 of reserves and \$4.3 million in Stabilization Trust Funds. Special Revenue funds include certain receipts reserved for appropriation of which \$1,346,000 will be used to balance the General Fund operating budget and capital budget. New borrowing authorizations of \$18.2 million will finance a portion of the capital program for core operations and \$68.2 million in authorizations for enterprise fund programs.

Implementation of the Approved Budget and Amendments to the Budget

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

FINANCIAL FUND STRUCTURE

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

<p>General Fund Requires annual appropriation by Town Council</p>	<p>This is the main operating fund of the town. All resources are credited to this fund unless they are specifically required by law to go elsewhere. This is where all property taxes are credited and a majority of town services are provided including Education, Police, and Public Works.</p>
<p>Special Revenue Funds These funds are not required to be part of the annual budget process</p>	<p>Revolving Funds - Fees charged for certain services which cover the cost of the service.</p> <p>Receipts Reserved for Appropriation - Fees requiring Town Council appropriation in order to be spent. These are used to balance the General Fund budget and include items such as Embarkation fees and Bismore parking receipts and the Sewer Construction and Private Way Maintenance and Improvement Fund.</p> <p>Grants (non-enterprise fund)</p> <p>Gifts</p> <p>Other Designated Revenue</p>
<p>Capital Project Funds These funds are used to track the annual capital improvement program</p>	<p>Municipal Capital Projects</p> <p>School Capital Projects</p> <p>Enterprise Fund Capital Projects</p>
<p>Enterprise Funds Similar to the General Fund, these funds all require annual appropriation by the Town Council</p>	<p>Airport</p> <p>Golf</p> <p>Solid Waste</p> <p>Water Pollution Control</p> <p>Water Supply</p> <p>Marinas</p> <p>Sandy Neck Park</p> <p>Hyannis Youth & Community Center</p> <p>Public, Education, and Government Access Channel</p>
<p>Trust & Agency Funds</p>	<p>Permanent Funds</p> <p>Fiduciary Funds</p>

DEPARTMENT AND FUND RELATIONSHIP

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

TOWN-WIDE FINANCIAL MANAGEMENT POLICIES

Town Charter

1. Annual Budget Policy

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

2. Submission of Budget Message

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

3. Action of the Budget

Public Hearing

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

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

Adoption of the Budget

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

4. Supplementary Budgets and Appropriations

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

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

5. Capital Improvement Plan

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

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

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

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

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

6. Long Term Financial Forecast

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

7. Annual Audit

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

8. Financial Management Standards

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

General Ordinances

Reversion of Appropriations

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

Enterprise Funds

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

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

Revolving Funds

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

- a. The Classroom Education Fund, Council On Aging Division, Community Services Department;
- b. Recreation Program Fund, Recreation Division, Community Services Department;
- c. Shellfish Propagation Fund, Natural Resources Division, Marine & Environmental Affairs Department;
- d. Consumer Protection Fund, Inspectional Services Department;
- e. Geographical Information Systems Fund, Administrative Services Department;
- f. Arts & Culture Program Fund, Planning & Development Department.
- g. Asset Management Fund, Town Manager Department.

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

- a. The Town Accountant shall account for all funds separately from all other monies of the Town and to which shall be credited only the departmental receipts received in connection with the programs supported by such revolving fund.
- b. Expenditures may be made from such revolving funds without further appropriation, subject to the provisions of this article; provided, however, that expenditures shall not be made or liabilities incurred from any of the revolving funds in excess of the balance of the fund nor in excess of the total authorized expenditures from such fund.

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

Administrative Code

1. Financial Policies and Procedures

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

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

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

An advance refunding of outstanding debt shall only be considered when present value savings of at least 3% of the principal amount of the refunded bonds are produced, unless: (a) a debt restructuring is necessary or (b) bond covenant

revisions are necessary in order to facilitate the ability to provide services or to issue additional debt. An analysis shall be conducted when necessary to determine whether debt financing, cash purchases, or leasing is the most cost effective method of financing for the Town.

General Fund:

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

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

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

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

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

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

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

General obligation debt:

- a. All debt shall be financed outside the limitations of Proposition 2½ with the exception of debt related to Enterprise Funds, gifts, and betterments. The requirements for such financing shall be an expenditure of at least \$250,000 and a useful life in excess of five years.
- b. The term of long-term debt generally shall not exceed the expected useful life of the capital asset being financed and, in no case, shall it exceed 20 years.
- c. The ratio of net debt (total outstanding Town of Barnstable general obligation debt less reimbursements) to total assessed valuation shall not exceed 1.5%. This excludes debt of overlapping jurisdictions.
- d. The ratio of debt service to total expenditures (operating expenditures and debt service combined) shall not exceed 15%.
- e. The Town shall target a Standard and Poor's (S&P) ratio of 8%. S&P ratio is calculated by dividing overall net debt per

capita by effective buying income per capita.

- f. Current revenue should be committed annually to provide sufficient "pay-as-you-go" financing so that, at the end of five years, annual contributions from current revenues amount to 10% of new debt to be issued.
- g. Excess appropriated bond issues shall be placed into a bond repayment fund account at the end of a project completion. The only purpose of the bond repayment fund account shall be to make bulk principal pay downs against general bond debt or be used to pay down the principal on any bond issue at the time of refinancing.

Offset receipts and Enterprise Funds in general:

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

Gifts and grants:

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

Capital Trust Fund:

- a. A Capital Trust Fund is hereby established for the purpose of financing debt service for recommended capital improvement program projects, as contained within the Town's five-year capital improvement plan.
- b. The Capital Trust fund will be funded through a general operations set-aside at a minimum of \$1,900,000 annually.
- c. The Capital Trust Fund shall not be utilized for any purpose other than that stated herein.
- d. The criteria for reviewing capital project eligibility for Capital Trust Fund borrowing include the following:
 - i. The capital project shall have a financing term of 20 years or less;
 - ii. The capital project shall have a minimum project cost of \$250,000; and
 - iii. The capital project is approved by the Town Council for funding through an appropriation and loan order submitted by the Town Manager.
- e. The Capital Trust Fund will have a debt service restriction on the fund, such that debt service estimates from authorized loan orders shall not exceed, at any one time, more than 80% of the amount in the fund as of the close of the fiscal year prior to the next debt service authorization, unless recommended by the Town Manager.
- f. The Capital Trust Fund shall otherwise function in accordance with related financial policies of the Town.

2. Insurance

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

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

3. Investments

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

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

4. Computers and Automation

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

- a. Encourage the use of technology of all types to improve and enhance the efficiency of the Town's procedures and practices whenever and wherever possible.
- b. Maintain and promulgate standards for computer technology and general electronic information management. Provide policy guidance to the management on the review and purchase of computer technology (hardware, software, and communications) to insure compliance with published standards.
- c. Maintain procedures and policies to insure that the Town's electronic resources are properly managed. Emphasis shall be placed on insuring that electronic information is easily accessible by those departments requiring access.
- d. No deviation from published hardware, software, communications, or information management policies/standards without a written waiver signed by the Town Manager and/or his/her designee.
- e. Centralize functions that can be automated and/or centralized to maximize the utilization of the Town's personnel and/or other financial resources.

5. Procurement

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

6. Trust Fund Management

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

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

Town Council Budget Policy

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

1. Revenue Policy and Order of Priority:

- a. To maintain a comprehensive and sound financial plan for meeting the prioritized operating and capital needs of the Town within the confines of available resources.
- b. To limit the increases on the property tax revenues to 2 ½ % plus new growth.
- c. To maintain adequate fund balances and reserves at 4% of the General Fund budget appropriation, net of transfers, to be set apart from certified free cash to protect against emergencies and unforeseen calamities.
- d. To maintain a capital trust fund by dedicating a minimum of \$6,725,000 in General Funds annually and to enhance the fund where possible with revenues or expenditure reductions not otherwise necessary to sustain operations, or through grants and gifts.
- e. To support a revenue sharing agreement between municipal and school operations that includes the following:
 - i. Increases or decreases in General Fund revenue will be shared 60/40 between school and municipal operations net of the amount set aside to cover fixed costs increases.
 - ii. General Fund savings reserves in excess of the 4% reserve mentioned in Item c. above will be made available for funding non-recurring municipal and non-recurring school operating expenses.
 - iii. The municipal and school operations savings account will continue to be credited with their respective appropriation savings; and excess General Fund revenue over budget estimates will be shared 60/40 between school and municipal operations.
- f. To seek new sources of funding through grants, impact fees, and other innovative revenue raising practices.
- g. Explore and create new revenue sources (including grants) for the Town and Schools to alleviate strain on municipal and school budgets and perform operational audits and work toward greater energy efficiency.
- h. To ensure that enterprise programs shall be self-supporting, except where the provision of basic public services require general fund support.

- i. To utilize revolving funds to fund senior service programs, recreational programs, shellfish propagation, building inspections, arts programs, GIS and consumer protection programs.
- j. To maximize interest income through sound investment practices.
- k. To aggressively pursue tax title payments for prior tax commitments.
- l. Increase the education efforts in disseminating to the general public the municipal/school financial position including a detailed, clear and easy to understand explanation of operational and capital budgets.
- m. Continue to support lobbying efforts to change the Chapter 70 funding formula (Changed in FY 2020 with the implementation of the Student Opportunity Act), Lottery Aid and other Municipal Aid.
- n. To preserve and promote residential and commercial tax base.

2. Expenditure Policy And Order of Priority:

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

3. General Policy:

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

Management Policy

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

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

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

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

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

ALL APPROPRIATED FUNDS BUDGET SUMMARY

- All Funds Requiring Annual Appropriation

Fund	Actual FY 2024	Budget FY 2025	Budget FY 2026	Change FY25- 26	Percent Change
General Fund	\$198,531,322	\$213,847,689	\$224,418,860	\$10,571,171	4.94%
Airport Enterprise	9,946,717	11,918,799	12,508,718	589,919	4.95%
Golf Enterprise	3,612,605	3,984,186	3,903,566	(80,620)	-2.02%
HYCC Enterprise	3,434,636	3,926,883	4,045,476	118,593	3.02%
Marina Enterprise	492,672	780,068	803,433	23,365	3.00%
PEG Enterprise	656,838	881,383	981,237	99,854	11.33%
Sandy Neck Enterprise	905,823	1,087,579	1,165,364	77,785	7.15%
Solid Waste Enterprise	3,530,963	4,258,424	4,434,258	175,834	4.13%
Water Pollution Control Enterprise	5,381,540	10,934,823	11,519,290	584,467	5.35%
Water Supply Enterprise	5,710,223	9,109,330	9,553,729	444,399	4.88%
Total All Budgeted Funds	\$232,203,338	\$260,729,164	\$273,333,931	\$12,604,767	4.83%

* Enterprise Funds reflect direct operating costs only. Indirect chargebacks from the General Fund are excluded.

The Town of Barnstable's total proposed FY 2026 operating budget for all appropriated funds is \$273,333,931. This is an increase over the approved FY 2025 budget of \$12,604,767 or 4.83%. In addition to the General Fund, these figures include the Town's nine Enterprise Fund operations.

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

The **General Fund** proposed budget is increasing \$10.5 million, or 4.94% higher. All departments (except Golf Enterprise Fund) see increased budgets over the previous fiscal year. Major factors contributing to these increases are primarily contractual labor obligations and inflationary pressures. Fixed costs including employee benefits are up \$3.6 million or 5.75%, primarily due to the increase in pension assessments and debt service. Spending on local education has increased 4.75% with some budget reductions to curb budget growth. It is anticipated a \$400,000 snow and ice deficit from FY 2025 will be included in the FY 2026 budget.

The **Airport Enterprise Fund's** direct operating expenses are increasing by \$589,919 or 4.95%. This increase is due to contractual labor obligations and inflationary increases in operating costs.

The **Golf Course Enterprise Fund's** FY 2026 budget reflects a decrease of \$80,620, or 2.02%, in direct operating expenses. While personnel costs and funding for fertilizer and Pro Shop supplies have increased, overall expenses are reduced due to a significant decrease in debt service obligations.

The **HYCC Enterprise Fund's** FY 2026 budget shows a \$118,593 (3.02%) increase in direct operating expenses, primarily due to higher costs for maintenance contracts and building upkeep. However, updated electricity estimates have been lowered, offering some offsetting budget relief.

The **Marina Enterprise Fund's** direct operating expenses are increasing by \$23,365, or 3.00% due to contractual obligations.

The **PEG Enterprise Fund's** direct operating expenses are increasing \$99,854 or 11.33% due to contractual obligations and the addition of an Assistant Channel Manager. Minor decrease in operating capital needed (\$50,000) in FY 2026.

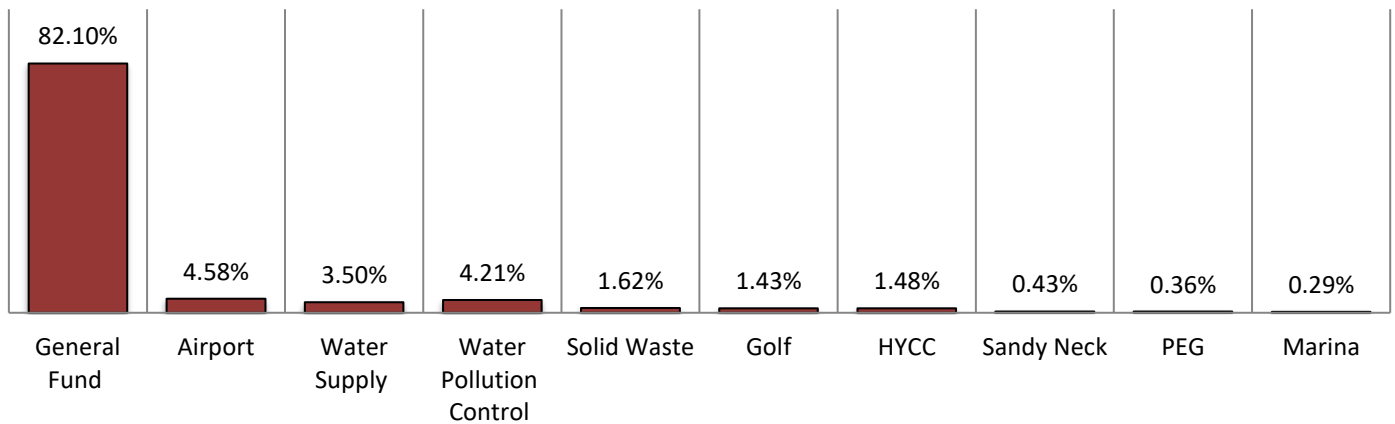
The **Sandy Neck Enterprise Fund's** direct operating expenses are increasing \$77,785, or 7.15%. The budget includes contractual increases. The majority of the increase is for Capital Outlay increasing by \$45,100.

The **Solid Waste Enterprise Fund's** direct operating expenses are increasing \$175,834, or 4.13% as the budget includes additional funds for disposing household waste and recyclables, contractual obligations and overtime.

The **Water Pollution Control / Sewer Enterprise Fund's** direct operating expenses are increasing \$584,467, or 5.35%. This is attributable to contractual obligations and the increase in staff, 4.00 FTE, and operating costs to support the Comprehensive Wastewater Management Plan.

The **Water Supply Enterprise Fund's** direct operating expenses are increasing \$444,399, or 4.88%. This includes additional funding for the management contract of the water system as well as a new loan for water improvements issued in FY 2025.

Distribution of All Appropriated Funds



The General Fund comprises 82% of all spending for the funds requiring annual appropriation. The airport and water supply operations are the two largest enterprise funds in terms of spending.

POSITION SUMMARY FOR ALL APPROPRIATED FUNDS

DEPARTMENT	FY17 FTE's	FY18 FTE's	FY19 FTE's	FY20 FTE's	FY21 FTE's	FY22 FTE's	FY23 FTE's	FY24 FTE's	FY25 FTE's	FY26 FTE's	Chg. FY25- 26
Town Council	1.40	1.40	1.40	1.40	1.00	1.00	1.00	1.00	1.00	1.00	-
Town Manager	12.80	12.35	11.50	11.60	15.30	16.50	20.50	21.50	19.50	19.50	-
Office Administration	4.50	3.50	3.50	3.50	3.50	4.50	5.50	6.50	5.50	4.50	(1.00)
Asset Management	2.00	2.00	2.00	2.00	3.00	2.00	4.00	4.00	4.00	4.00	-
Communication	-	-	-	-	1.40	1.40	2.60	2.40	1.40	1.40	-
Licensing	2.30	2.60	1.75	1.75	1.00	1.00	1.00	1.00	1.00	1.00	-
PEG Enterprise Fund	4.00	4.25	4.25	4.35	6.40	7.60	7.40	7.60	7.60	8.60	1.00
Administrative Services Department	58.30	57.55	56.55	56.80	58.95	59.95	59.80	58.95	59.95	60.95	1.00
Finance	35.50	35.75	34.75	34.50	35.70	36.70	36.70	35.70	36.70	36.70	-
Legal	4.80	4.80	4.80	4.80	4.75	4.75	4.60	4.75	4.75	4.75	-
Human Resources	8.00	8.00	8.00	8.50	8.50	8.50	9.50	8.50	8.50	9.50	1.00
Information Technology	10.00	9.00	9.00	9.00	10.00	10.00	9.00	10.00	10.00	10.00	-
Marine & Environmental Affairs Department	16.65	17.30	17.00	16.90	19.75	16.58	19.50	19.75	19.70	19.70	-
Natural Resources	7.55	8.20	8.00	8.00	8.15	8.90	8.90	8.15	8.15	8.15	-
Harbormaster	3.70	3.60	3.85	3.75	4.80	3.38	4.60	4.80	4.90	4.90	-
Marina Enterprise Fund	1.65	1.65	1.30	1.30	1.20	1.20	1.40	1.20	1.65	1.65	-
Sandy Neck Enterprise Fund	3.75	3.85	3.85	3.85	5.60	3.10	4.60	5.60	5.00	5.00	-
Community Services Department	49.65	50.35	51.40	51.85	47.45	52.83	48.33	47.75	48.55	48.55	-
Recreation	8.40	7.60	7.60	7.25	8.00	9.55	10.20	8.30	8.30	8.30	-
Council On Aging	9.75	9.70	10.75	10.30	6.35	11.23	6.73	6.35	7.15	7.15	-
Communications & Public Information	-	3.45	3.35	3.25	-	-	-	-	-	-	-
Golf Enterprise Fund	17.00	17.10	17.10	17.10	17.80	18.35	17.45	17.80	17.80	17.80	-
HYCC Enterprise Fund	10.50	12.50	12.60	13.95	15.30	13.70	13.95	15.30	15.30	15.30	-
Planning & Development Department	17.15	16.50	19.00	19.00	19.50	19.50	19.50	19.50	19.00	19.00	-
Administration	2.50	2.50	4.00	3.50	3.50	3.50	3.50	3.50	3.00	3.00	-
Comprehensive Planning	0.75	1.00	1.00	0.75	0.75	0.75	0.75	0.75	0.75	0.75	-
Community Development	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	-
Regulatory Review	3.75	4.00	4.50	4.75	5.25	5.25	5.25	5.25	5.25	5.25	-
Economic Development	2.50	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	(1.00)
Parking Program	2.65	2.00	1.50	2.00	2.00	2.00	2.00	2.00	2.00	2.00	-
Conservation	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	4.50	1.00
Land Management	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	-
Traffic & Parking Management	-	-	-	-	-	-	-	-	-	-	-

POSITION SUMMARY FOR ALL APPROPRIATED FUNDS

Police Department	132.75	142.25	144.80	145.80	146.30	147.50	147.50	146.30	147.50	147.50	-
Administrative & Investigative Services	24.00	24.00	24.00	27.00	25.00	25.00	25.00	25.00	24.20	24.20	-
Field Services	109.25	118.25	120.80	118.80	121.30	122.50	122.50	121.30	123.30	123.30	-
Public Works Department	121.25	120.95	119.95	122.95	122.17	120.57	140.22	142.82	146.02	151.02	5.00
Administration & Tech Support	12.00	11.50	11.50	11.50	9.65	9.65	10.05	11.05	10.05	11.05	1.00
Highway	37.50	37.70	37.70	37.70	37.00	37.00	37.00	37.00	37.00	37.00	-
Structures & Grounds	36.50	36.50	35.50	38.50	42.22	42.22	42.22	42.22	42.22	42.22	-
Solid Waste Enterprise Fund	16.95	16.95	16.95	16.95	15.75	15.75	15.75	15.75	15.75	15.75	-
Water Pollution Control Enterprise Fund	15.35	15.35	15.35	15.35	15.35	13.75	33.00	33.95	38.05	42.05	4.00
Water Supply Enterprise Fund	2.95	2.95	2.95	2.95	2.20	2.20	2.20	2.85	2.95	2.95	-
Inspectional Services Department	24.65	26.65	26.75	26.75	27.89	27.90	27.90	27.15	27.15	27.15	-
Building Services	11.50	13.50	13.50	13.50	14.50	14.50	14.50	14.25	14.25	14.25	-
Health Services	13.15	13.15	13.25	13.25	13.39	13.40	13.40	12.90	12.90	12.90	-
Airport Enterprise Fund	23.00	23.00	23.00	23.00	25.00	25.00	25.00	25.00	25.00	25.00	-
SUBTOTAL GENERAL FUND	358.45	370.70	374.00	377.25	378.71	386.68	388.50	384.67	384.27	385.27	1.00
SUBTOTAL ENTERPRISE FUNDS	95.15	97.60	97.35	98.80	104.60	100.65	120.75	125.05	129.10	134.10	5.00
TOTAL MUNICIPAL OPERATIONS	457.60	468.30	471.35	476.05	483.31	487.33	509.25	509.72	513.37	519.37	6.00
	-	-	-	-	-	-	-	-	-	-	-
Schools	840.40	841.70	848.90	848.90	866.34	906.05	925.75	982.52	974.20	955.50	(18.70)
Administration	6.80	6.80	6.30	6.30	11.00	11.80	12.00	15.00	13.30	13.30	-
Instructional Services	686.45	687.75	695.45	695.45	755.64	791.15	810.85	854.12	847.50	829.80	(17.70)
Health Services	16.20	16.20	16.20	16.20	16.80	18.20	18.20	18.20	18.20	18.20	-
Transportation	20.50	20.50	20.50	20.50	3.00	3.00	3.00	3.00	3.00	3.00	-
Food Services	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	-
Athletics	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	-
Other Student Services	41.40	41.40	41.40	41.40	14.25	16.25	16.05	24.55	23.55	23.55	-
Maintenance of Plant	53.65	53.65	53.65	53.65	55.25	55.25	55.25	57.25	58.25	57.25	(1.00)
Network & Technology	11.40	11.40	11.40	11.40	5.40	5.40	5.40	5.40	5.40	5.40	-
TOTAL ALL DEPARTMENTS	1,294.00	1,310.00	1,320.25	1,326.55	1,349.65	1,393.38	1,435.00	1,492.24	1,487.57	1,474.87	(12.70)

Total full-time equivalents are decreasing by (12.70) positions, 5.00 increase in the Enterprise Funds, 1.00 for the Municipal Operations and (18.70) decrease for local schools.

CONSOLIDATED RESOURCE/APPROPRIATION SUMMARY

	General Fund FY 2026 Budget	Solid Waste Fund FY 2026 Budget	Water Pollution Fund FY 2026 Budget	Water Supply Fund FY 2026 Budget	Marina Fund FY 2026 Budget	Sandy Neck Fund FY 2026 Budget	Airport Fund FY 2026 Budget
RESOURCES:							
Property Taxes	\$ 156,180,804	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Taxes	11,301,558	-	-	-	-	-	-
Intergovernmental	30,678,209	-	121,000	-	-	-	50,000
Fines & Penalties	1,584,000	-	-	-	-	-	-
Fees, Licenses, Permits	4,180,000	-	-	-	767,929	800,500	-
Charges for Services	2,923,650	4,375,615	6,199,299	8,188,200	17,000	286,457	12,681,073
Interest and Other	5,281,433	140,200	199,000	612,977	27,298	120,000	799,567
Transfers	5,182,097	-	10,418,350	937,500	66,350	-	-
Borrowing Authorizations	-	-	64,900,000	1,500,000	-	-	-
Total Resources	\$ 217,311,751	\$ 4,515,815	\$ 81,837,649	\$ 11,238,677	\$ 878,577	\$ 1,206,957	\$ 13,530,640
OPERATING EXPENDITURES:							
Town Council	\$ 269,870	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Town Manager	1,400,109	-	-	-	-	-	-
Administrative Services	8,727,745	-	-	-	-	-	-
Planning & Development	2,416,092	-	-	-	-	-	-
Police	19,774,938	-	-	-	-	-	-
Inspectional Services	2,800,182	-	-	-	-	-	-
Public Works	12,264,117	4,304,996	6,789,890	5,729,139	-	-	-
Marine & Environmental Affairs	1,697,514	-	-	-	644,325	1,123,204	-
Community Services	2,933,824	-	-	-	-	-	-
Local School Operations	93,622,700	-	-	-	-	-	-
Airport Operations	-	-	-	-	-	-	12,295,378
Subtotal Operations	\$ 145,907,091	\$ 4,304,996	\$ 6,789,890	\$ 5,729,139	\$ 644,325	\$ 1,123,204	\$ 12,295,378
OTHER REQUIREMENTS:							
Debt Service	\$ 8,242,318	\$ 29,680	\$ 4,775,734	\$ 3,885,630	\$ 205,438	\$ 76,435	\$ 179,600
Employee Benefits	35,532,471	572,125	817,911	92,762	43,902	121,799	813,337
Property, Casualty & Liability Ins.	2,800,000	35,538	79,114	31,146	10,093	11,192	242,325
State, County & Local Assessments	3,248,471	-	-	-	-	-	-
School Assessments	14,883,485	-	-	-	-	-	-
Library & Tourism Grants	2,407,101	-	-	-	-	-	-
Other Fixed Costs	487,000	-	-	-	-	-	-
Snow & Ice Removal	400,000	-	-	-	-	-	-
Reserve For Abatements & Exemptions	1,298,577	-	-	-	-	-	-
Capital Program	-	-	69,540,000	1,700,000	200,000	-	-
Subtotal Other Requirements	\$ 69,299,423	\$ 637,343	\$ 75,212,759	\$ 5,709,538	\$ 459,433	\$ 209,426	\$ 1,235,262
Interfund Transfers	\$ 10,510,924	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total Expenditures	\$ 225,717,438	\$ 4,942,339	\$ 82,002,649	\$ 11,438,677	\$ 1,103,758	\$ 1,332,630	\$ 13,530,640
Excess (Deficiency) Cash Basis	\$ (8,405,687)	\$ (426,524)	\$ (165,000)	\$ (200,000)	\$ (225,181)	\$ (125,673)	\$ -
Beginning Balance - Certified Free Cash	24,664,154	1,885,310	6,098,646	5,709,658	1,810,065	1,488,214	13,032,900
Projected FY 2025 Excess (Deficiency)	1,462,605	(140,048)	(2,001,913)	640,473	148,899	(2,454)	(712,374)
Projected Ending Balance - Certified Free Cash	\$ 17,721,072	\$ 1,318,738	\$ 3,931,733	\$ 6,150,131	\$ 1,733,783	\$ 1,360,087	\$ 12,320,526

CONSOLIDATED RESOURCE/APPROPRIATION SUMMARY

	Golf Fund FY 2026 Budget	HYCC Fund FY 2026 Budget	PEG Fund FY 2026 Budget	Capital Projects Fund	Total FY 2026 Budget	Total FY 2025 Budget	Change FY25- 26	Percent Change
RESOURCES:								
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 156,180,804	\$ 150,454,000	\$ 5,726,804	3.81%
Other Taxes	-	-	-	-	11,301,558	10,976,783	324,775	2.96%
Intergovernmental	-	-	-	-	30,849,209	30,657,900	191,309	0.62%
Fines & Penalties	-	-	-	-	1,584,000	1,575,000	9,000	0.57%
Fees, Licenses, Permits	-	-	887,000	-	6,635,429	6,278,619	356,810	5.68%
Charges for Services	4,186,100	1,084,100	-	-	39,941,494	37,926,541	2,014,953	5.31%
Interest and Other	76,000	-	100,000	-	7,356,475	7,230,653	125,822	1.74%
Transfers	-	2,896,864	-	7,671,475	27,172,636	17,556,259	9,616,377	54.77%
Borrowing Authorizations	-	1,820,000	-	12,024,159	80,244,159	41,933,633	38,310,526	91.36%
Total Resources	\$ 4,262,100	\$ 5,800,964	\$ 987,000	\$ 19,695,634	\$ 361,265,764	\$ 304,589,388	\$ 56,676,376	18.61%
OPERATING EXPENDITURES:								
Town Council	\$ -	\$ -	\$ -	\$ -	\$ 269,870	\$ 264,092	\$ 5,778	2.19%
Town Manager	-	-	947,855	-	2,347,964	2,446,974	(99,010)	-4.05%
Administrative Services	-	-	-	-	8,727,745	8,230,658	497,087	6.04%
Planning & Development	-	-	-	-	2,416,092	2,394,019	22,073	0.92%
Police	-	-	-	-	19,774,938	18,774,709	1,000,229	5.33%
Inspectional Services	-	-	-	-	2,800,182	2,584,392	215,790	8.35%
Public Works	-	-	-	-	29,088,142	21,102,104	7,986,038	37.84%
Marine & Environmental Affairs	-	-	-	-	3,465,043	3,315,679	149,364	4.50%
Community Services	3,669,807	2,623,131	-	-	9,226,762	8,915,169	311,593	3.50%
Local School Operations	-	-	-	-	93,622,700	89,375,780	4,246,920	4.75%
Airport Operations	-	-	-	-	12,295,378	11,754,446	540,932	4.60%
Subtotal Operations	\$ 3,669,807	\$ 2,623,131	\$ 947,855	\$ -	\$ 184,034,816	\$ 169,158,022	\$ 14,876,794	8.79%
OTHER REQUIREMENTS:								
Debt Service	\$ 190,588	\$ 1,403,225	\$ -	\$ -	\$ 18,988,648	\$ 17,863,692	\$ 1,124,956	6.30%
Employee Benefits	578,559	337,991	153,158	-	39,064,015	30,592,041	8,471,974	27.69%
Property, Casualty & Liability Ins.	29,864	139,511	2,794	-	3,381,577	2,800,000	581,577	20.77%
State, County & Local Assessments	-	-	-	-	3,248,471	3,144,767	103,704	3.30%
School Assessments	-	-	-	-	14,883,485	13,882,188	1,001,297	7.21%
Library & Tourism Grants	-	-	-	-	2,407,101	2,355,650	51,451	2.18%
Other Fixed Costs	-	-	-	-	487,000	387,000	100,000	25.84%
Snow & Ice Removal	-	-	-	-	400,000	138,473	261,527	188.86%
Reserve For Abatements & Exemptions	-	-	-	-	1,298,577	1,436,038	(137,461)	-9.57%
Capital Program	-	1,820,000	-	22,776,882	96,036,882	49,870,939	46,165,943	92.57%
Subtotal Other Requirements	\$ 799,011	\$ 3,700,727	\$ 155,952	\$ 22,776,882	\$ 180,195,756	\$ 122,470,788	\$ 57,724,968	47.13%
Interfund Transfers	\$ -	\$ -	\$ -	\$ -	\$ 10,510,924	\$ 10,436,193	\$ 74,731	0.72%
Grand Total Expenditures	\$ 4,468,818	\$ 6,323,858	\$ 1,103,807	\$ 22,776,882	\$ 374,741,496	\$ 302,065,003	\$ 72,676,493	24.06%
Excess (Deficiency) Cash Basis	\$ (206,718)	\$ (522,894)	\$ (116,807)	\$ (3,081,248)	\$ (13,475,732)	\$ 2,524,385	\$ (16,000,117)	-633.82%
Beginning Balance - Certified Free Cash	2,333,649	1,694,650	3,721,690	-	62,438,936	68,762,404	(6,323,468)	
Projected FY 2025 Excess (Deficiency)	(155,633)	(836,482)	71,785	-	(1,525,143)	-	-	
Projected Ending Balance - Certified Free Cash	\$ 1,971,298	\$ 335,274	\$ 3,676,668	\$ -	\$ 47,438,061	\$ 71,286,789	\$ (22,323,585)	

The total consolidated operations budget including other requirements and capital program is increasing \$72.6 million, or 24%. Operating expenses are increasing by \$14.8 million, mostly due to the \$7.9 million change in the Department of Public Works. Other requirements (adjusted for the Capital plan) are to increase \$11.5 million, including \$8.4 million in employee benefits and \$1.1 million for Debt Service. The FY 2026 capital program is \$96 million.

CHANGE IN FUND BALANCE

- All Funds Requiring Annual Appropriation

Fund	Certified Free Cash Beginning Balance	FY 2025 Projected Excess/ (Deficiency)	FY 2026 Resources	FY 2026 Expenditures	Excess/ (Deficiency)	Projected Certified Free Cash Ending Balance	Percent Change
General Fund	\$30,900,988	\$1,462,605	\$216,013,174	\$224,418,860	(8,405,686)	23,957,907	-22.47%
General Fund Capital Program	-	-	-	-	(2,334,415)	(2,334,415)	0.00%
Total General Fund	\$30,900,988	\$1,462,605	\$216,013,174	\$224,418,860	(\$10,740,101)	\$21,623,492	-30.02%
Enterprise Funds:							
Airport	13,032,900	(712,374)	13,530,640	13,530,640	-	12,320,526	-5.47%
Golf	2,333,649	(155,633)	4,262,100	4,468,818	(206,718)	1,971,298	-15.53%
HYCC	1,687,141	(836,482)	5,800,964	6,323,858	(522,894)	327,765	-80.57%
Marina	1,810,065	148,899	878,577	1,103,758	(225,181)	1,733,783	-4.21%
PEG	3,721,690	71,785	987,000	1,103,807	(116,807)	3,676,668	-1.21%
Sandy Neck	1,488,214	(2,454)	1,206,957	1,332,630	(125,673)	1,360,087	-8.61%
Solid Waste	1,885,310	(140,048)	4,515,815	4,942,339	(426,524)	1,318,738	-30.05%
Water Pollution Control	6,098,646	(2,001,913)	81,837,649	82,002,649	(165,000)	3,931,733	-35.53%
Water Supply	5,709,658	640,473	11,238,677	11,438,677	(200,000)	6,150,131	7.71%
Total All Funds	\$68,668,261	(\$1,525,143)	\$340,271,553	\$350,666,036	(\$12,728,898)	\$54,414,220	-20.76%

Fund balance in the table above represents the “Certified Free Cash” portion of fund balance available for appropriation as certified by the Massachusetts Department of Revenue, Division of Local Services. The General Fund operating budget will be balanced using \$8.4 million of reserves and the proposed capital budget will be balanced using \$2.3 million in General Fund reserves. It is projected that the General fund will generate \$9.8 million in surplus in FY 2025 resulting in a decrease of \$3.0 million in the certified free cash balance.

The **Airport Enterprise Fund** will use \$712,374 of reserves for the FY 2025 capital budget and no use of reserves FY 2026 resulting in a \$0.7 million decline in the reserve level. The estimated remaining reserve balance represents approximately 91% of the FY 2026 operating budget.

The **Golf Course Enterprise Fund** will use \$206,718 of reserves for the FY 2026 operating. The estimated reserve balance of \$1.9 million represents 44% of the FY 2026 operating budget.

The **Hyannis Youth & Community Center (HYCC) Enterprise Fund** will use \$522,894 of reserves to balance the proposed FY 2026 operating budget. The estimated remaining reserves represent 7.2% of the FY 2026 operating budget. This operation is heavily subsidized by the General Fund and will continue to be into the future, as its revenue structure does not allow it to be self-supporting.

The **Marina Enterprise Funds** will use \$25,181 of reserves to balance the proposed FY 2025 operating budget. The estimated remaining balance in the reserve represents approximately 191% of the FY 2026 operating budget.

The **Public, Education & Government Access Channel Enterprise Fund** will not use \$116,807 reserves to balance the operating budget. The estimated remaining reserve balance represents 300% of the FY 2026 operating budget.

The **Sandy Neck Enterprise Fund** will use \$125,673 of reserves to balance the proposed FY 2026 operating budget. The estimated remaining balance in the reserves represents 97% of the FY 2026 operating budget.

The **Solid Waste Enterprise Fund** will use \$426,524 of reserves to balance the proposed FY 2026 operating and capital budgets. The estimated remaining reserve balance represents 26% of the FY 2026 operating budget.

The **Water Pollution Control Enterprise Fund** will use \$165,000 of reserves for the proposed FY 2026 capital. The

estimated remaining reserve balance is 31% of the FY 2026 operating budget.

The **Water Supply Enterprise Fund** will use \$200,000 of reserves to balance the FY 2026 capital budget. The estimated remaining reserve balance is 63% of the FY 2026 expenditures.

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

Certified Free Cash	July 1, 2017	July 1, 2018	July 1, 2019	July 1, 2020	July 1, 2021	July 1, 2022	July 1, 2023	July 1, 2024
General Fund	\$ 16,197,155	\$ 12,643,236	\$ 14,688,744	\$ 18,524,377	\$ 24,427,135	\$ 26,769,227	\$ 32,722,432	\$ 30,900,988
Airport Enterprise Fund	2,386,672	3,525,181	2,761,211	3,885,899	6,240,318	8,878,844	13,256,059	13,032,900
Golf Enterprise Fund	723,798	684,755	666,343	433,134	1,901,944	2,326,507	2,042,172	2,333,649
HYCC Enterprise Fund	496,529	634,810	593,821	724,944	663,490	555,568	706,568	687,141
Marinas Enterprise Fund	809,462	851,171	861,350	834,302	1,134,781	1,310,183	1,472,442	1,810,065
PEG Enterprise Fund*	2,149,696	2,328,719	2,324,141	2,685,352	2,883,500	3,135,874	3,416,610	3,721,690
Sandy Neck Enterprise Fund	943,846	895,176	909,529	705,282	929,558	1,126,363	1,280,728	1,488,214
Solid Waste Enterprise Fund	2,179,508	1,881,943	2,294,760	1,284,194	1,481,144	1,737,618	1,904,664	1,885,310
Water Pollution Control Enterprise Fund	8,797,951	9,230,479	8,734,747	9,942,322	9,870,222	9,572,060	11,259,454	6,098,646
Water Supply Enterprise Fund	1,249,454	2,157,029	1,274,703	622,194	1,292,886	2,162,138	4,352,767	5,709,658
Total Operating Reserves	\$ 35,934,071	\$ 34,832,499	\$ 35,109,349	\$ 39,642,000	\$ 50,824,978	\$ 57,574,382	\$ 72,413,896	\$ 67,668,261
Sewer Construction & Private Way Maintenance Improvements Fund	\$ 14,000,808	\$ 16,367,758	\$ 18,891,064	\$ 18,600,205	\$ 19,596,419	\$ 18,322,110	\$ 20,493,968	\$ 18,205,296
Comprehensive Water and Wastewater Management Fund	\$ -	\$ -	\$ -	\$ 533,161	\$ 1,554,108	\$ 2,981,733	\$ 4,921,524	\$ 7,612,166

As illustrated in the table above, total reserves for the General Fund and Enterprise Funds have ranged from \$34 to \$72 million. The amounts reported in the table above have been reduced by appropriations made to balance the subsequent year’s capital and operating budgets.

The town has generated more reserves than it has used over this period. In addition to the General Fund and Enterprise Funds, the Town has a reserve for Sewer Construction & Private Way Improvements Fund. This fund will be used to finance the Town’s public sewer expansion. At the close of Fiscal Year 2024, this fund had a balance of \$18,205,296. The Town has also created a Comprehensive Water and Wastewater Management Fund, which has a balance of \$7,612,166. All of the Town’s rooms tax on vacation rentals is credited to this fund.

MUNICIPAL OPERATIONS BUDGET AND FUNDING SUMMARY

Funding Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$ 25,617,929	\$ 33,795,100	\$ 34,809,396	\$ 34,085,782	\$ (723,614)	-2.08%
Intergovernmental	560,919	543,474	430,166	623,185	193,019	44.87%
Fines, Forfeitures, Penalties	2,627,333	1,742,690	1,575,000	1,584,000	9,000	0.57%
Fees, Licenses, Permits	4,270,932	3,673,641	3,847,600	4,180,000	332,400	8.64%
Charges for Services	2,802,509	2,247,202	2,536,500	2,923,650	387,150	15.26%
Interest and Other	7,977,843	3,401,403	4,215,171	5,281,433	1,066,262	25.30%
Special Revenue Funds	741,450	741,450	741,450	930,000	188,550	25.43%
Enterprise Funds	1,128,582	1,139,916	1,175,371	1,246,486	71,115	6.05%
Reserves	-	206,391	403,287	1,429,855	1,026,568	254.55%
Total Sources of Funding	\$ 45,727,498	\$ 47,491,267	\$ 49,733,941	\$ 52,284,391	\$ 2,550,450	5.13%
Municipal Department						
Police	\$ 17,886,488	\$ 18,109,111	\$ 18,774,709	\$ 19,774,938	\$ 1,000,229	5.33%
Public Works	10,045,771	10,669,948	11,384,511	12,264,117	879,606	7.73%
Administrative Services	7,385,889	7,953,506	8,230,658	8,727,745	497,087	6.04%
Community Services	2,521,875	2,774,294	2,887,734	2,933,824	46,090	1.60%
Marine & Environmental Affairs	1,521,103	1,642,389	1,638,527	1,697,514	58,987	3.60%
Inspectional Services	2,489,481	2,512,101	2,584,392	2,800,182	215,790	8.35%
Planning & Development	2,234,927	2,180,278	2,394,019	2,416,092	22,073	0.92%
Town Manager	1,392,243	1,388,749	1,575,299	1,400,109	(175,190)	-11.12%
Town Council	249,721	260,892	264,092	269,870	5,778	2.19%
Total Appropriated Expenditures	\$ 45,727,498	\$ 47,491,267	\$ 49,733,941	\$ 52,284,391	\$ 2,550,450	5.13%

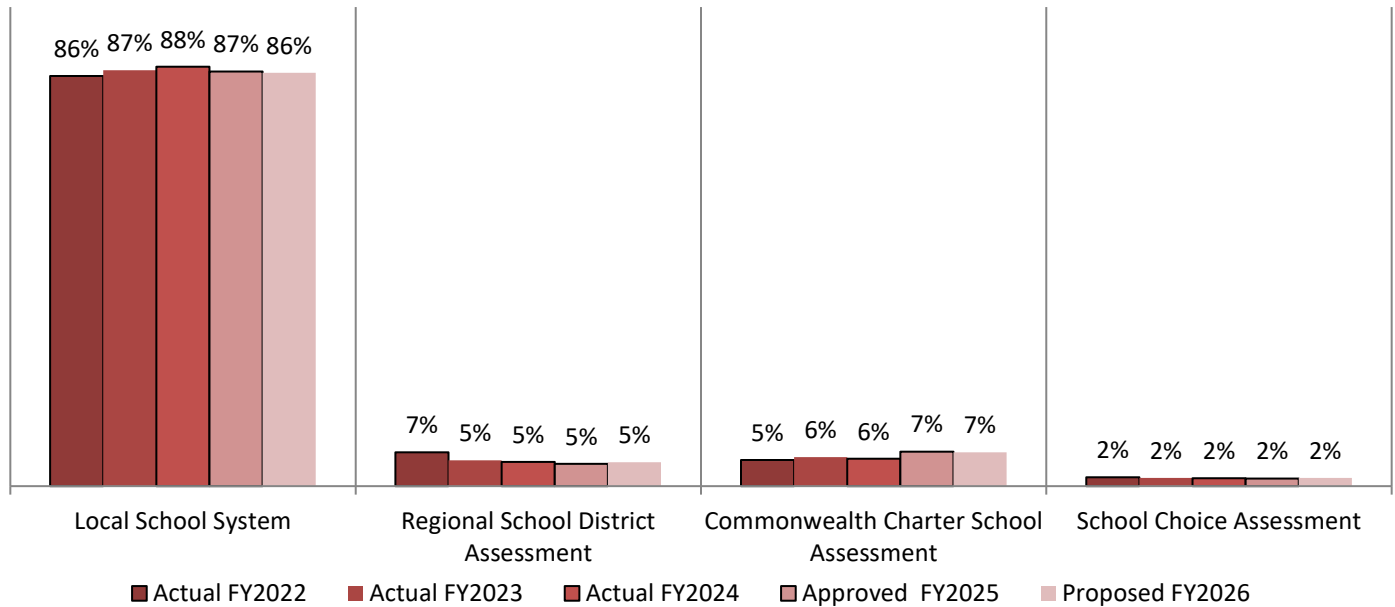
The FY 2026 proposed budget the Municipal Operations is increasing \$2,550,450 or 5.13% over the approved FY 2025 budget. In percentage terms, the Inspectional Services operation has the largest increase, 8.35%, due to contractual increases and the addition of an Administrative Assistant for Code Compliance. Public Works is the second largest budget increase at 7.73% with additional funds for the Storm Water Project Manager and inflationary increases to department supply and operating budgets. The largest monetary increase is within the Police Department, \$1,000,229 due to collective bargained obligations.

Property taxes used to fund these operations will decrease \$723,614 or 2.08%, largely due to an increase in investment earnings and the use of reserves. Taxes provide 65% of the funding for this area of the General Fund budget.

EDUCATION SPENDING AND FUNDING SUMMARY

Funding Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$ 75,398,885	\$ 72,657,019	\$ 73,464,856	\$ 77,673,480	\$ 4,208,624	5.73%
Intergovernmental	18,706,196	25,303,877	27,371,592	27,106,873	(264,719)	-0.97%
Fees, Licenses, Permits	-	790	-	-	-	0.00%
School Savings Account	-	2,421,520	2,421,520	3,725,832	1,304,312	53.86%
Total Sources of Funding	\$ 94,105,081	\$100,383,206	\$103,257,968	\$ 108,506,185	\$ 5,248,217	5.08%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Local School System	\$ 82,181,210	\$ 88,482,022	\$ 89,375,780	\$ 93,622,700	\$ 4,246,920	4.75%
Regional School District Assessment	4,749,316	5,106,410	4,792,279	5,384,604	592,325	12.36%
Commonwealth Charter School Assessment	5,385,616	5,384,510	7,455,244	7,652,592	197,348	2.65%
School Choice Assessment	1,538,830	1,410,264	1,634,665	1,846,289	211,624	12.95%
Total Education Spending	\$ 94,105,081	\$100,383,206	\$103,257,968	\$ 108,506,185	\$ 5,248,217	5.08%



Total spending on education is increasing \$5.2 million. Most of the spending on education takes place in the town’s local school system but the Town is also responsible for Barnstable students that attend the regional tech school, commonwealth charter schools and the students that participate in the school choice program. Total spending on education for Barnstable students attending schools outside of the local school system totals \$14,883,485 or 13% of the entire spending for education. Tax support for education spending will increase \$4.2 million in FY 2026. State aid to offset charter school assessments is declining and a minimal Chapter 70. Aid increase of \$392,250. Tax support provides 72% of the funding for education spending.

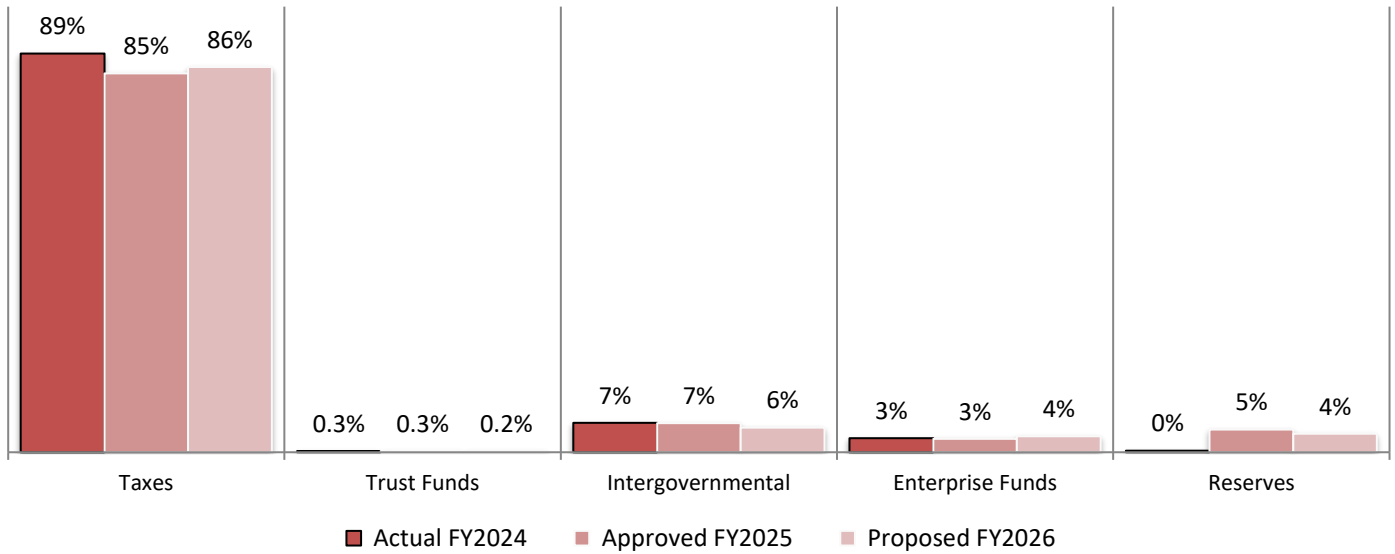
OTHER REQUIREMENTS AND FUNDING SUMMARY

Other Requirements Funding Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$ 63,174,246	\$56,926,066	\$63,537,160	\$67,897,262	\$ 4,360,102	6.86%
Intergovernmental	4,682,985	5,073,857	4,873,857	4,358,897	(514,960)	-10.57%
Special Revenue Funds	86,700	86,700	86,700	-	(86,700)	-100.00%
Enterprise Funds	2,238,683	2,238,683	2,238,683	2,825,611	586,928	26.22%
Trust Funds	190,000	190,000	190,000	180,000	(10,000)	-5.26%
Reserves	250,000	3,811,568	3,811,568	3,250,000	(561,568)	-14.73%
Total Sources of Funding	\$ 70,622,614	\$68,326,874	\$74,737,968	\$78,511,770	\$ 3,773,802	5.05%

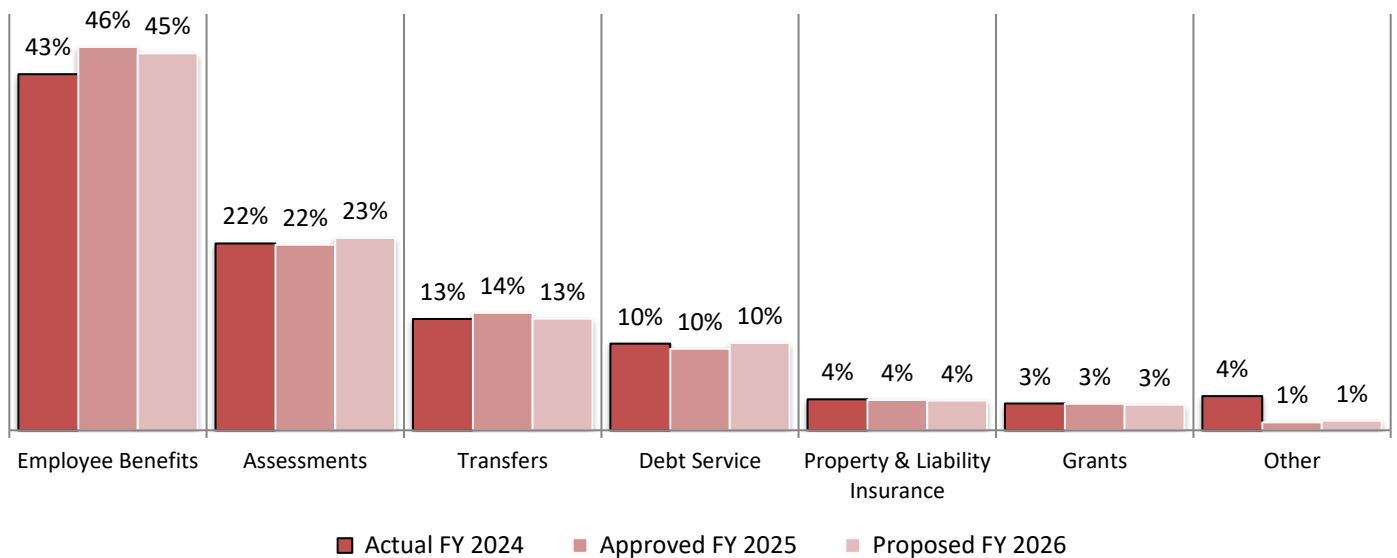
Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Retirement Assessments	\$ 12,180,911	\$12,613,092	\$12,613,092	\$13,660,295	\$ 1,047,203	8.30%
OPEB Contribution	750,000	800,000	800,000	850,000	50,000	6.25%
Health Insurance for Active Employees	8,638,116	7,775,000	11,902,163	11,799,894	(102,269)	-0.86%
Retiree Health & Sick Benefits	5,645,499	5,025,000	6,378,240	6,657,222	278,982	4.37%
Workers' Compensation & Unemployment	1,133,060	1,100,000	1,200,000	1,000,000	(200,000)	-16.67%
Medicare & Life Insurance	1,441,649	1,270,000	1,450,691	1,565,060	114,369	7.88%
Total Employee Benefits	\$ 29,789,235	\$28,583,092	\$34,344,186	\$35,532,471	\$ 1,188,285	3.46%

Debt Service, Grants, Assessments & Other	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Debt Service	\$ 7,227,289	\$ 7,249,511	\$ 7,249,511	\$ 8,242,318	\$ 992,807	13.69%
Library Grants	2,106,908	2,228,650	2,228,650	2,280,101	51,451	2.31%
Tourism Grant	147,996	127,000	127,000	127,000	-	0.00%
Property & Liability Insurance	2,430,634	2,300,000	2,800,000	2,800,000	-	0.00%
Celebrations	146,183	185,000	185,000	185,000	-	0.00%
Lombard Trust Rent	52,000	52,000	52,000	52,000	-	0.00%
Veterans' District Assessment & Benefit Payments	345,234	400,000	400,000	400,000	-	0.00%
Old Kings Highway	10,950	11,200	11,200	11,450	250	2.23%
Greenhead Fly Control District	5,820	5,820	5,820	6,225	405	6.96%
County Tax & Cape Cod Commission Assessments	1,306,088	1,338,739	1,338,739	1,383,016	44,277	3.31%
Mosquito Control	481,063	564,028	564,028	568,003	3,975	0.70%
Air Pollution Control Districts	24,191	24,790	24,790	28,029	3,239	13.07%
Regional School District Assessment	4,980,692	4,792,279	4,792,279	5,384,604	592,325	12.36%
Commonwealth Charter School Assessment	6,361,114	7,455,244	7,455,244	7,652,592	197,348	2.65%
School Choice Assessment	1,631,699	1,634,665	1,634,665	1,846,289	211,624	12.95%
RMV Non-renewal Surcharge	82,340	97,220	97,220	97,220	-	0.00%
Cape Cod Regional Transit Authority	655,114	671,493	671,493	688,280	16,787	2.50%
Special Education Assessment	30,267	31,477	31,477	66,248	34,771	110.46%
Snow & Ice Deficit	-	138,473	138,473	400,000	261,527	188.86%
Town Council Reserve Fund	-	-	150,000	250,000	100,000	66.67%
Total Debt Service, Grants, Assessments & Other	\$ 28,025,582	\$29,307,589	\$29,957,589	\$32,468,375	\$ 2,510,786	8.38%
Subtotal Before Transfers	\$ 57,814,817	\$57,890,681	\$64,301,775	\$68,000,846	\$ 3,699,071	5.75%
Transfer to Capital Trust Fund	\$ 11,370,803	\$ 8,999,199	8,999,199	8,987,285	(11,914)	-0.13%
Transfer to Capital Projects Funds	-	-	-	-	-	0.00%
Transfers to Enterprise Funds	1,436,994	1,436,994	1,436,994	1,523,639	86,645	6.03%
Total Transfers	\$ 12,807,797	\$10,436,193	\$10,436,193	\$10,510,924	\$ 74,731	0.72%
Grand Total Other Requirements	\$ 70,622,614	\$68,326,874	\$74,737,968	\$78,511,770	\$ 3,773,802	5.05%

3 Year Comparison of Funding Sources for Other Requirements



3 Year Comparison of Expenditure Categories for Other Requirements



Employee benefits, Assessment, Transfers and Debt Service comprise most of the spending in this area of the budget. Together they account for 92% of all spending in the fixed costs category for FY 2026. Taxes have provided most of the funding needed for this category of spending.

GENERAL FUND BUDGET SUMMARY

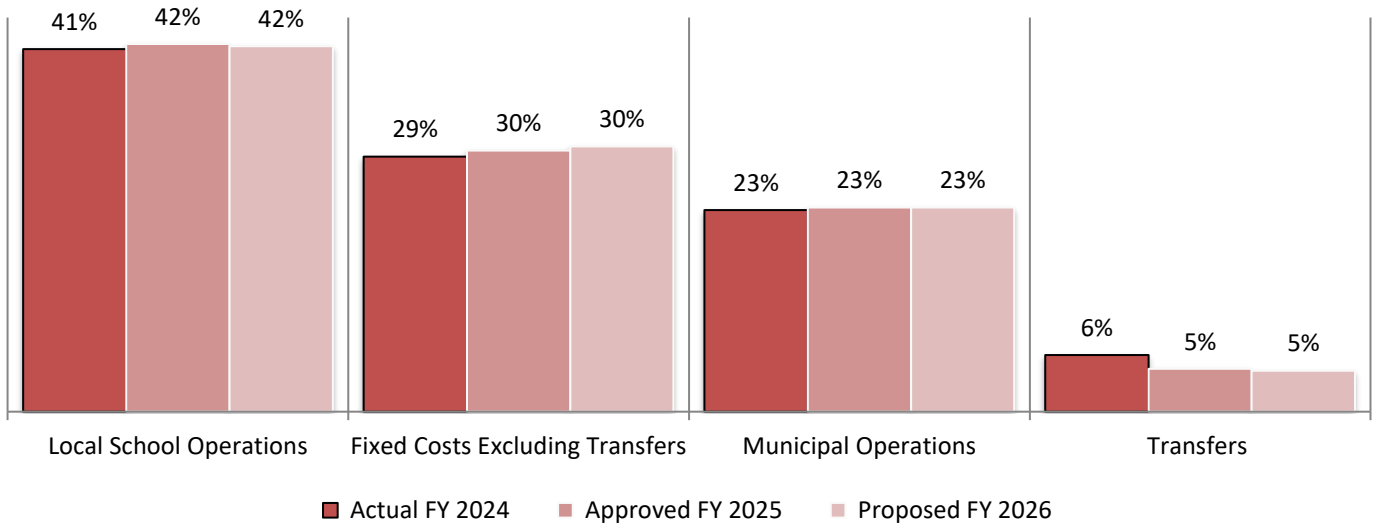
Funding Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$ 154,818,103	\$159,379,085	\$159,994,745	\$166,183,785	\$ 6,189,040	3.87%
Intergovernmental	23,950,100	30,921,208	30,607,900	30,678,209	70,309	0.23%
Fines & Penalties	2,627,333	1,742,690	1,575,000	1,584,000	9,000	0.57%
Fees, Licenses, Permits	4,270,932	3,674,431	3,847,600	4,180,000	332,400	8.64%
Charges for Services	2,802,509	2,247,202	2,536,500	2,923,650	387,150	15.26%
Interest and Other	7,977,843	3,401,403	4,215,171	5,281,433	1,066,262	25.30%
Special Revenue Funds	828,150	828,150	828,150	930,000	101,850	12.30%
Enterprise Funds	3,367,265	3,378,599	3,729,155	4,072,097	342,942	9.20%
Trust Funds	190,000	190,000	190,000	180,000	(10,000)	-5.26%
Total Sources of Funding	\$ 200,832,235	\$205,762,768	\$207,524,221	\$216,013,174	\$ 8,488,953	4.09%

Expenditure Category						
Municipal Operations	\$ 45,727,498	\$ 47,491,267	\$ 49,733,941	\$ 52,284,391	\$ 2,550,450	5.13%
Local School Operations	82,181,210	88,482,022	89,375,780	93,622,700	4,246,920	4.75%
Fixed Costs Excluding Transfers	57,814,817	57,890,681	64,301,775	68,000,845	3,699,070	5.75%
Transfers	12,807,797	10,436,193	10,436,193	10,510,924	74,731	0.72%
Total Appropriation	\$ 198,531,322	\$204,300,163	\$213,847,689	\$224,418,860	\$ 10,571,171	4.94%

Excess (Deficiency)	\$ 2,300,913	\$ 1,462,605	\$ (6,323,468)	\$ (8,405,686)	\$ (2,082,218)
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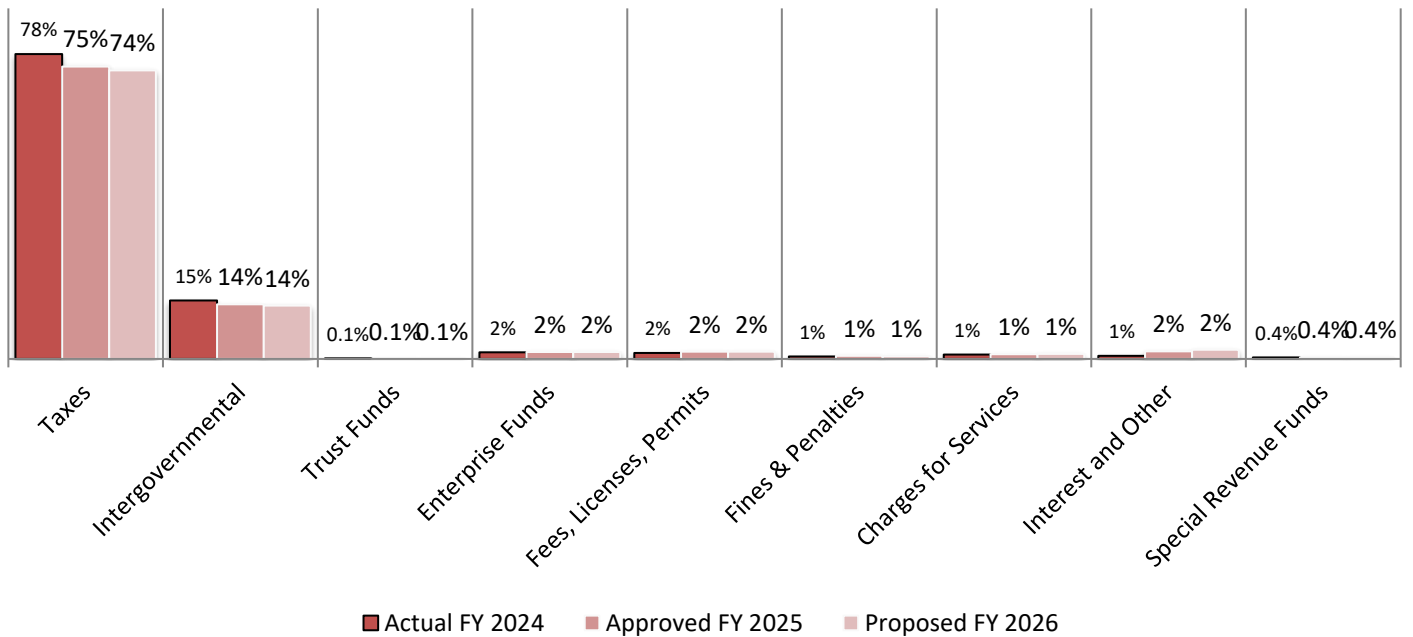
The General Fund's proposed budget for FY 2026 is increasing \$10.5 million or 4.94% over the approved FY 2025 budget. Total recurring resources used to balance the budget are increasing \$8.4 million, or 4.09% resulting in the use of \$8.4 million of reserves to balance the budget. Taxes provide 77% of the total sources of funding for the General Fund budget and are increasing \$6.1 million. This category includes property taxes, motor vehicle excise, boat excise and rooms excise tax. Intergovernmental revenue is the second largest funding source and is increasing 0.23% , this increase of \$70,309 is in contrast to the \$6 million increase in Chapter 70 state aid received in FY 2024. Combined, property taxes and intergovernmental aid provide 94% of the funding for all General Fund expenditures. All other sources comprise 6% of the total sources of funding used to balance the budget.

3 Year Comparison General Fund Expenditures By Major Area



The local school system is the largest cost area for the General Fund accounting for 42% of all expenditures. Other Requirements (fixed costs) is the second largest area at 30%. Transfers include amounts allocated to the Capital Trust Fund for future capital improvements and financial support to the HYCC Enterprise Fund.

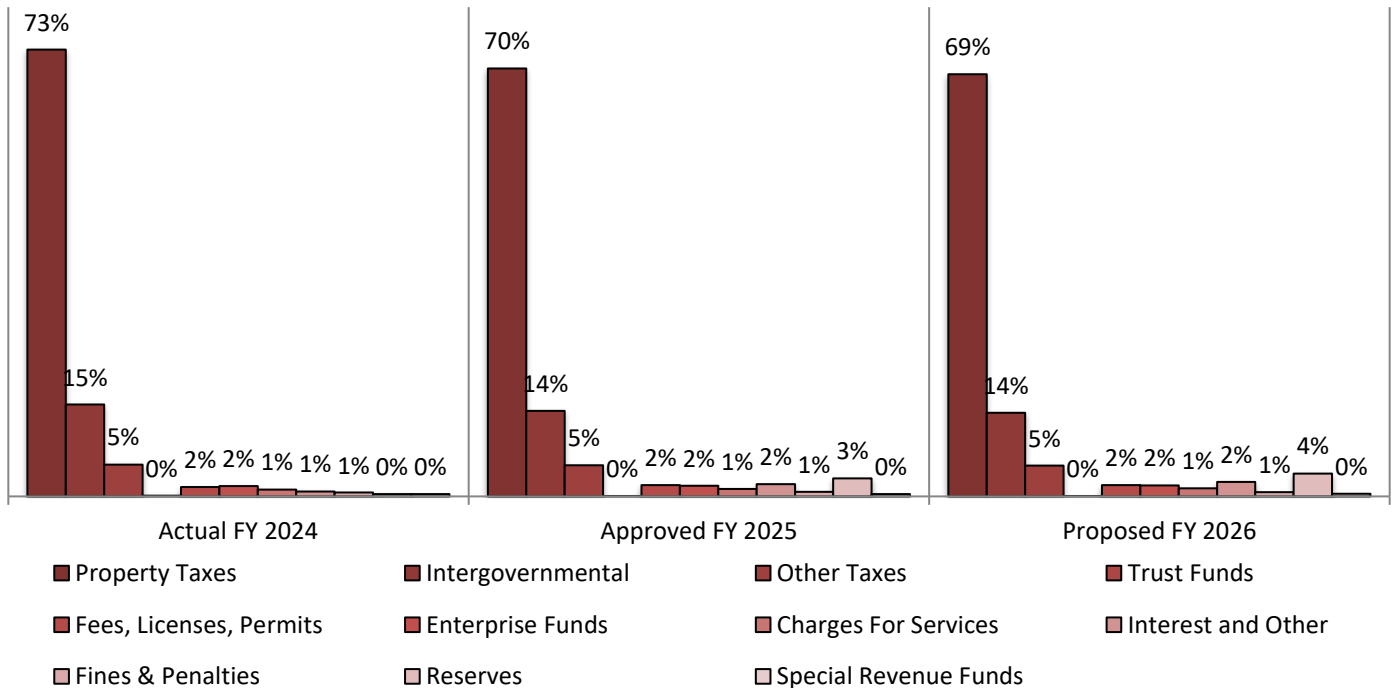
3 Year Comparison General Fund Resources



Taxes include property, motor vehicle and boat excise and local hotel/motel rooms tax. These sources provide most of the funding for General Fund operations. Intergovernmental revenue provides 14% of the funding and has increased from 12% due to increases in Chapter 70 Aid for education over the past two years.

GENERAL FUND REVENUE SUMMARY

Funding Category	Actual FY 2024	Projected FY 2025	Budget FY 2025	Budget FY 2026	Change FY25- 26	Percent Change
Tax Levy	\$ 143,955,136	\$ 149,441,843	\$ 150,454,000	\$ 156,180,804	\$ 5,726,804	3.81%
Reserved for Abatements and Exemptions	(1,232,692)	(1,270,547)	(1,436,038)	(1,298,577)	137,461	-9.57%
Property Taxes Available for Operations	\$ 142,722,444	\$ 148,171,296	\$ 149,017,962	\$ 154,882,227	\$ 5,864,265	3.94%
Other Taxes:						
Motor Vehicle Excise Tax	\$ 9,837,873	\$ 8,927,621	\$ 8,756,783	\$ 9,012,558	\$ 255,775	2.92%
Boat Excise Tax	120,990	125,808	120,000	125,000	5,000	4.17%
Motel/Hotel Excise Tax	2,136,795	2,119,360	2,100,000	2,125,000	25,000	1.19%
Payments in Lieu of Tax	-	35,000	-	39,000	39,000	0.00%
Total Other Taxes	\$ 12,095,658	\$ 11,207,789	\$ 10,976,783	\$ 11,301,558	\$ 324,775	2.96%
Other Resources:						
Intergovernmental	\$ 29,433,853	\$ 30,921,208	\$ 30,607,900	\$ 30,678,209	\$ 70,309	0.23%
Fines & Penalties	2,627,333	1,742,690	1,575,000	1,584,000	9,000	0.57%
Fees, Licenses, Permits	4,270,932	3,674,431	3,847,600	4,180,000	332,400	8.64%
Charges For Services	2,802,509	2,247,202	2,536,500	2,923,650	387,150	15.26%
Interest and Other	7,973,243	3,401,403	4,215,171	5,281,433	1,066,262	25.30%
Special Revenue Funds	828,150	828,150	828,150	930,000	101,850	12.30%
Enterprise Funds	3,367,265	3,378,599	3,729,155	4,072,097	342,942	9.20%
Trust Funds	190,000	190,000	190,000	180,000	(10,000)	-5.26%
Reserves	8,212,405	-	6,323,469	8,405,687	2,082,218	32.93%
Total Other Resources	\$ 59,705,691	\$ 46,383,683	\$ 53,852,945	\$ 58,235,076	\$ 4,382,131	8.14%
Total General Fund Resources	\$ 214,523,794	\$ 205,762,768	\$ 213,847,690	\$ 224,418,861	\$ 10,571,171	4.94%



Property and other taxes along with intergovernmental aid comprise 87% of all General Fund revenue sources.

General Fund Revenue Forecast Assumptions

Property Taxes

Property taxes are projected to grow consistently with the provisions of Proposition 2½ and the Town Council’s budget policy. No property tax overrides are proposed for FY 2026 to balance the operating or capital budgets. The formula used to calculate the projected tax levy for FY 2026 is as follows:

FY2025 Base Levy	\$ 148,914,452
Prop 2½ allowable increase (2.5% of base)	3,722,861
Estimated new property tax growth	1,250,000
Cape Cod Commission environmental tax	709,990
Debt exclusions	1,583,500
Less reserve for abatements & exemptions	(1,298,577)
FY2026 Tax Levy available for operations	\$ 154,882,227

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

The tax for the Cape Cod Commission (CCC) is a tax that is added to the levy every year above the Proposition 2½ allowable increase. All Cape Cod communities pay this voter approved additional tax. The CCC assessments can only be increased by 2.5% every year and is allocated to all Cape Cod communities based on the community’s equalized valuation.

Debt exclusions are also voter approved initiatives that are added to the levy above the Proposition 2½ increase. These are equal to the debt service payments and they expire once the debt service expires. The town has one debt exclusion for its share of the debt service on the construction bonds issued to build the new regional technical high school.

Every year a provision for abatements and property tax exemptions must be made as well. For FY 2026 a provision of \$1,298,577 is being set aside, reducing the available property taxes to fund operations by this amount.

Stated in Millions					
	2026P	2027P	2028P	2029P	2030P
Base levy from prior year	\$ 148.91	\$ 153.88	\$ 158.98	\$ 164.20	\$ 169.56
Prop 2.5 increase	3.72	3.85	3.97	4.11	4.24
New growth	1.25	1.25	1.25	1.25	1.25
New base	153.88	158.98	164.20	169.56	175.05
Voter Approved Additions:					
CCC Environmental tax	0.70	0.72	0.74	0.75	0.77
Debt exclusions	1.58	1.57	1.56	1.55	1.54
Maximum allowable levy	156.16	161.27	166.50	171.86	177.36
Less reserve for abatements and exemptions	(1.29)	(1.32)	(1.36)	(1.39)	(1.42)
Property taxes available for operations	\$ 154.87	\$ 159.95	\$ 165.14	\$ 170.47	\$ 175.94

The projected tax levy for the next five years is estimated to grow from \$154 million to \$175 million. This represents about a 3.38 percent increase per year. It is expected that the Town will have to increase the base levy by 2.5 percent every year and a factor for new building growth. New property tax growth is expected to average about \$1,250,000 per year. The Cape Cod Commission assessment is projected to increase 2.5 percent per year. The approved debt exclusion override for the Cape Cod Regional Technical High School, is expected to affect the town’s tax levy for several years.

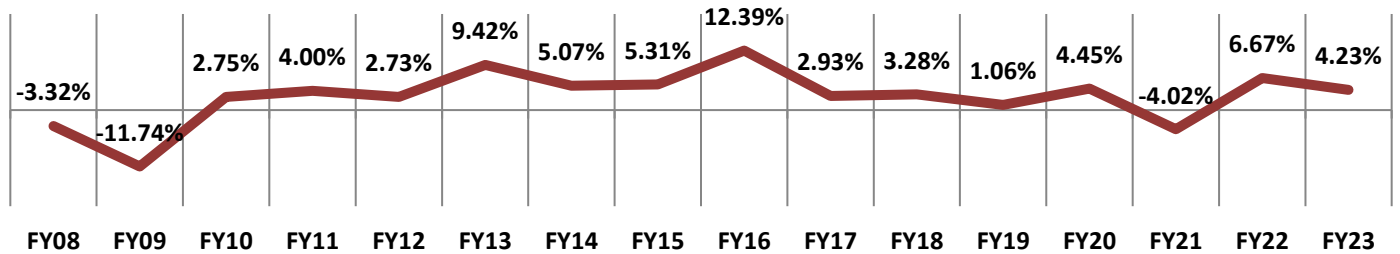
Motor Vehicle Excise Tax

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

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

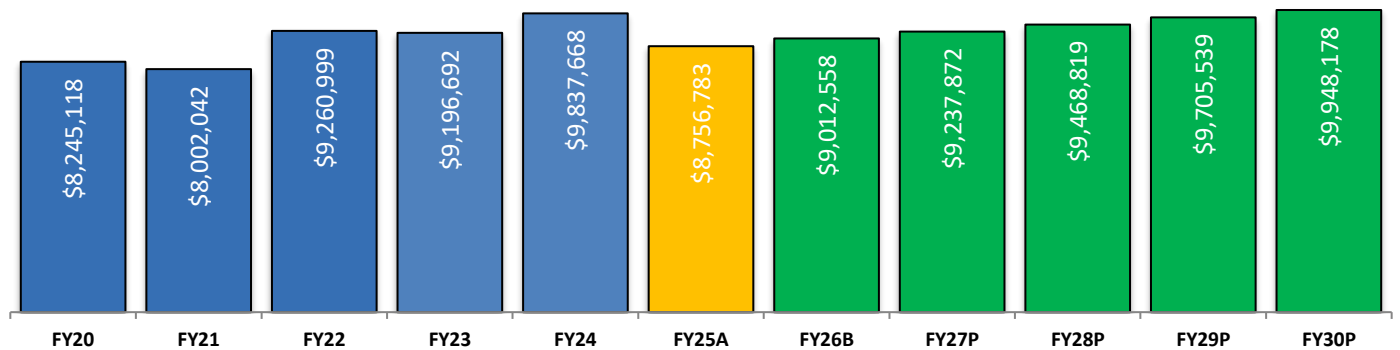
This category of revenue is difficult to project because of the many variables involved. These include the timing of the state in mailing commitments, the price changes in new vehicles, the volume of new vehicle purchases and leases, and changes in the economy. The Town receives a tax commitment from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

Motor Vehicle Excise Tax - January Commitment
Annual % Change



The auto industry has recovered from the 2008 recessionary year. Locally, many dealerships have made significant investments in their properties; however, this revenue source may have maxed out its potential due to the tremendous growth over the years. The January commitment annual change has remained positive 13 out of 16 fiscal years. Recently, it dipped in FY 2021 during the pandemic but has recovered in the past two years.

Motor Vehicle Excise Tax - Actual vs Projected

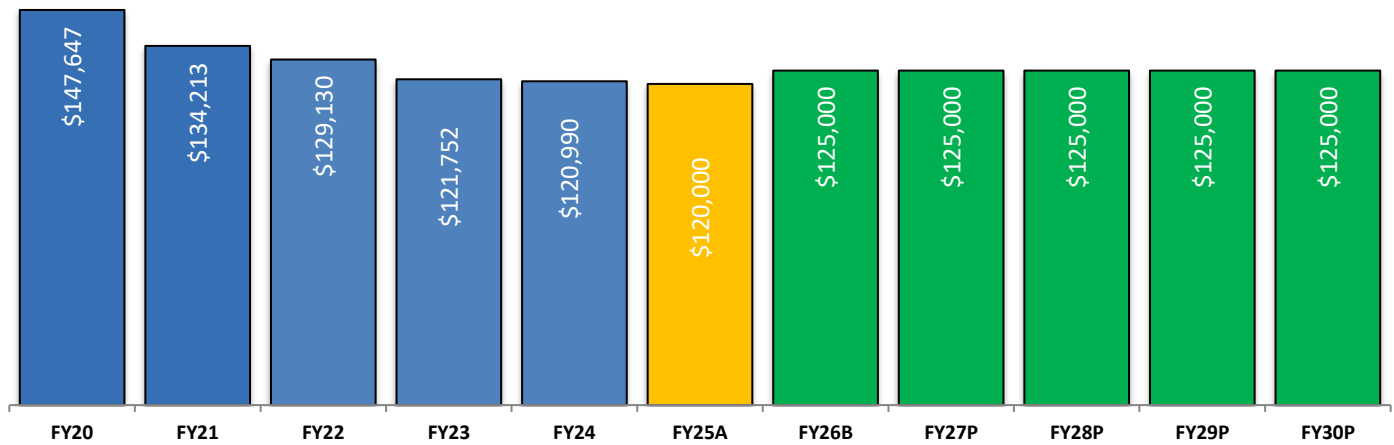


The blue bars represent the past years of actual revenue collections, and the yellow bar is the FY 2026 budget. The town takes a conservative approach when budgeting for this source of revenue, which explains the budget figure being much lower than actuals. This area of revenue reached its highest amount in FY 2024 at \$9.8 million. FY 2010 saw a significant drop in revenue due to the 2008 recession. The recovery began in FY 2013, which saw this area grow to over \$8 million by FY 2018 after several years in decline. Projections over the next five years are expected to moderately grow at a rate of 2.5 percent per year.

Boat Excise Tax

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

History of Boat Excise Tax Revenue - Actual and Budgeted



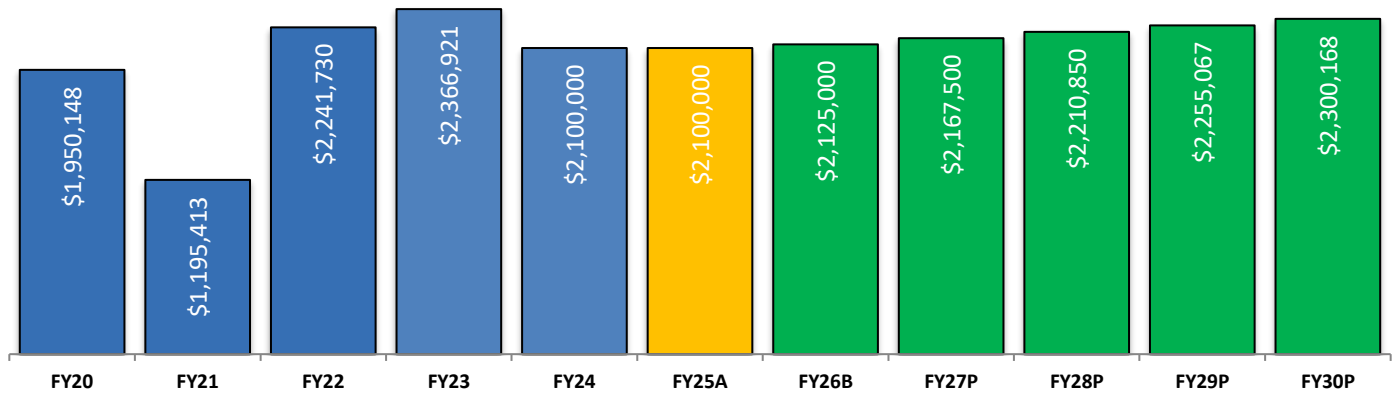
collections.

The blue bars represent the past five years of actual revenue collections, the yellow bar is the FY 2025 budget and the green bars represent projected revenue. As illustrated by the chart above, actual collections have ranged between \$120,000 and \$147,000 over the past few years. No change in this category is projected.

Motel/Hotel Excise Tax

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

Rooms Excise Tax - Actual vs Projected



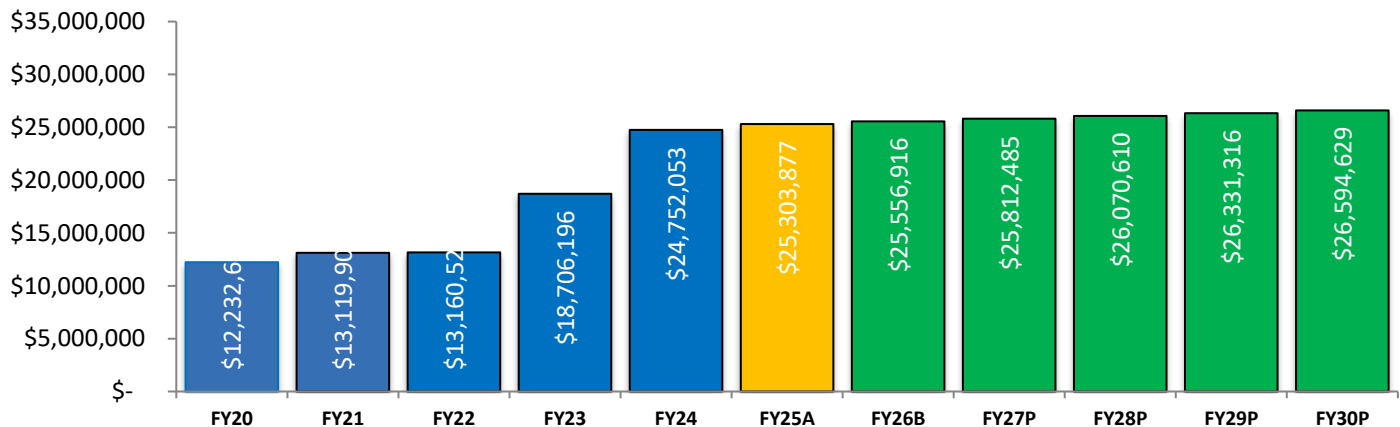
The blue bars represent the past five years of actual revenue collections, yellow is the FY 2025 budget and green are the projected amounts for the next five years. The dip in FY 2021 was due to the pandemic. Once restrictions were lifted in this industry it recovered well in FY 2022. This category is projected to moderately grow at a rate of 2% per year.

Intergovernmental

This category of revenue consists of several state aid classifications. Most notably are Chapter 70 (CH70) aid for education, and unrestricted general government aid. The estimate used for the FY 2025 budget proposal is based on the Governor’s proposed budget. The House and Senate will also propose budgets and then conference to reconcile their differences. Their budget is then sent to the Governor who can veto specific line items or make changes to state aid categories like CH70. The House and Senate can override any vetoes during late June or early July, after the Town has already approved its budget. As this is a political process, the Town has historically used the Governor’s proposal to develop its budget and make budget adjustments subsequent to the state budget passage if necessary.

The Department of Elementary and Secondary Education (DESE) administers the Chapter 70 formula. Before receiving any education aid, all districts are required to submit End-of-Year Pupil and Financial Reports to the Department. The data contained in these reports are used to demonstrate compliance with net school spending requirements. Net school spending is the sum of the required local contribution plus state aid. In most cases, actual net school spending is well above the required amount as calculated under the CH70 formula.

Chapter 70 Aid for Education - Actual vs Projected

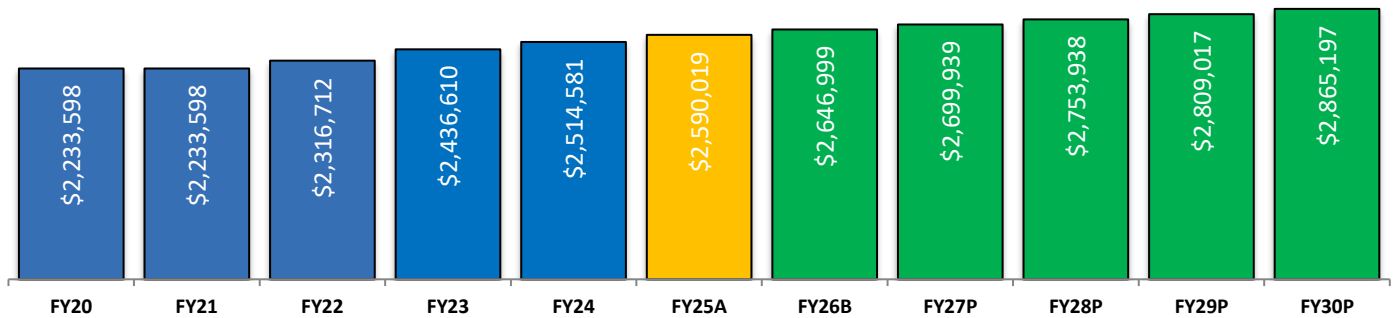


The blue bars represent the past five years of actual revenue collections; the yellow bar is the FY 2025 budget and the

green bars are the projected aid amounts. The large increase in FY 2023 and FY 2024 is the result of the implementation of the Student Opportunity Act by the state that seeks to increase funding over a six-year plan for K-12 schools. FY 2024 was the third year of implementation. Future projections for CH70 Aid have been conservatively projected due to the uncertainty of the Student Opportunity Act funding formula.

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

Unrestricted Aid - Actual vs Projected

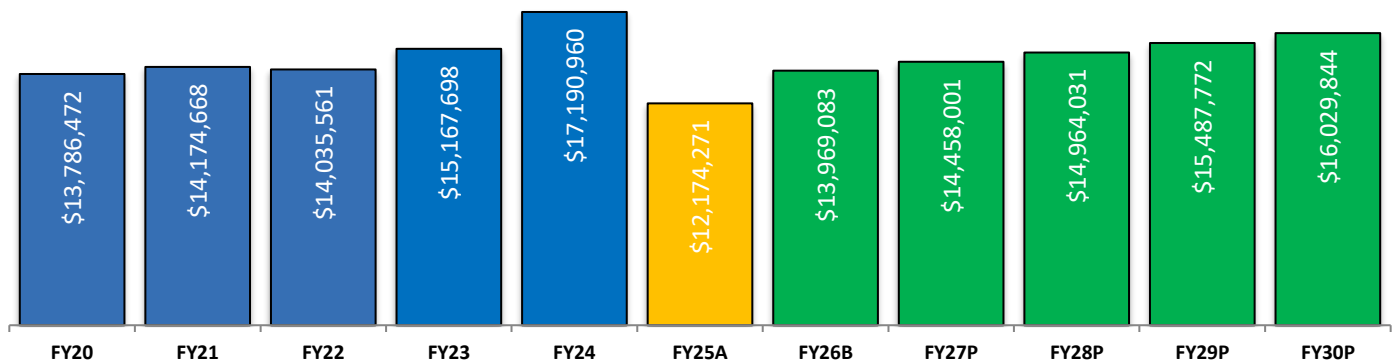


The blue bars represent actual payments received in the past five years; the yellow bar is the FY 2025 budget, and the green bars represent projected aid amounts. Future projections include 2.0% growth in this revenue category.

Local Receipts

This category includes revenue generated from services, fees, permits, licenses, fines, penalties, investment income, and other sources generated at the local level. The historical activity levels in each category are monitored and then projected. Any fee adjustments are also taken into consideration and projections for each area are then produced based on activity levels and rates. This area of revenue is conservatively budgeted in FY 2025 compared to actual collections in past years.

Local Receipts- Actual and Projected



The blue bars represent actual receipts collected through FY 2024; the yellow bar is the FY 2025 budget and green bars represent future projections. This area of revenue is projected to grow by 3.5% annually.

General Fund Reserves

The Town will use \$8,405,687 in General Fund reserves to balance the proposed FY 2026 operating budget and \$2,334,415 for the capital program. This is expected to be partially restored with an estimated projected surplus of over \$10 million to be generated in FY 2025. The Town has historically been able to generate more reserves than what it has used to balance the budget due to conservative revenue estimation and unexpended appropriations. In addition, some of the costs being paid for with surplus are not recurring operating costs. The following is a history of General Fund reserves used and generated.

Certification Date:	Beginning	Used For:		Generated	Ending
	Balance	Operations	Capital		Balance
1-Jul-2015	13,370,039	(4,104,926)	(1,037,689)	5,721,779	13,949,203
1-Jul-2016	13,949,203	(2,726,877)	(4,000,000)	5,908,772	13,131,098
1-Jul-2017	13,131,098	(2,572,316)	(350,000)	5,988,373	16,197,155
1-Jul-2018	16,197,155	(3,587,352)	(4,260,175)	4,293,608	12,643,236
1-Jul-2019	12,643,236	(2,442,899)	(264,000)	4,752,408	14,688,745
1-Jul-2020	14,688,745	(2,870,726)	(233,554)	6,939,912	18,524,377
1-Jul-2021	18,524,377	(2,227,123)	(2,359,460)	10,489,342	24,427,136
1-Jul-2022	24,427,136	(1,050,000)	(4,086,306)	7,478,398	26,769,228
1-Jul-2023	26,769,228	(250,000)	(4,090,251)	10,293,456	32,722,433
1-Jul-2024	32,722,433	(6,688,715)	(9,374,782)	14,242,053	30,900,988
1-Jul-2025	30,900,988	(8,496,068)	(4,971,415)	10,130,000	27,563,505
	Average	(3,365,182)	(3,184,330)	7,839,827	

GENERAL FUND EXPENDITURE SUMMARY

Municipal Operations:	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Police Department	\$ 17,886,488	\$ 18,109,111	\$ 18,774,709	\$ 19,774,938	\$ 1,000,229	5.33%
Public Works Department	10,045,771	10,669,948	11,384,511	12,264,117	879,606	7.73%
Administrative Services Department	7,385,889	7,953,506	8,230,658	8,727,745	497,087	6.04%
Community Services Department	2,521,875	2,774,294	2,887,734	2,933,824	46,090	1.60%
Inspectional Services	2,489,481	2,512,101	2,584,392	2,800,182	215,790	8.35%
Planning & Development	2,234,927	2,180,278	2,394,019	2,416,092	22,073	0.92%
Marine & Environmental Affairs	1,521,103	1,642,389	1,638,527	1,697,514	58,987	3.60%
Town Manager	1,392,243	1,388,749	1,575,299	1,400,109	(175,190)	-11.12%
Town Council	249,721	260,892	264,092	269,870	5,778	2.19%
Total Municipal Operations	\$ 45,727,498	\$ 47,491,267	\$ 49,733,941	\$ 52,284,391	\$ 2,550,450	5.13%

All Education:						
Local School System	\$ 82,181,210	\$ 88,482,022	\$ 89,375,780	\$ 93,622,700	\$ 4,246,920	4.75%
Regional School District	4,749,316	5,106,410	4,792,279	5,384,604	592,325	12.36%
Commonwealth Charter Schools	5,385,616	5,384,510	7,455,244	7,652,592	197,348	2.65%
School Choice	1,538,830	1,410,264	1,634,665	1,846,289	211,624	12.95%
Total All Education	\$ 93,854,972	\$ 100,383,206	\$ 103,257,968	\$ 108,506,185	\$ 5,248,217	5.08%

Other Requirements Costs:						
Employee Benefits	\$ 29,789,235	\$ 28,583,092	\$ 34,344,186	\$ 35,532,471	\$ 1,188,285	3.46%
State & County Assessments	4,240,810	5,125,771	3,144,767	3,248,471	103,704	3.30%
Debt Service	7,227,289	7,249,511	7,249,511	8,242,318	992,807	13.69%
Grants	2,254,904	2,355,650	2,355,650	2,407,101	51,451	2.18%
Property & Liability Insurance	2,430,634	2,300,000	2,800,000	2,800,000	-	0.00%
Snow & Ice Removal Deficit	-	138,473	138,473	400,000	261,527	188.86%
Town Council Reserve Fund	-	-	150,000	250,000	100,000	66.67%
Celebrations, Rent & Other	198,183	237,000	237,000	237,000	-	0.00%
Total Other Requirements	\$ 46,141,055	\$ 45,989,497	\$ 50,419,587	\$ 53,117,361	\$ 2,697,774	5.35%

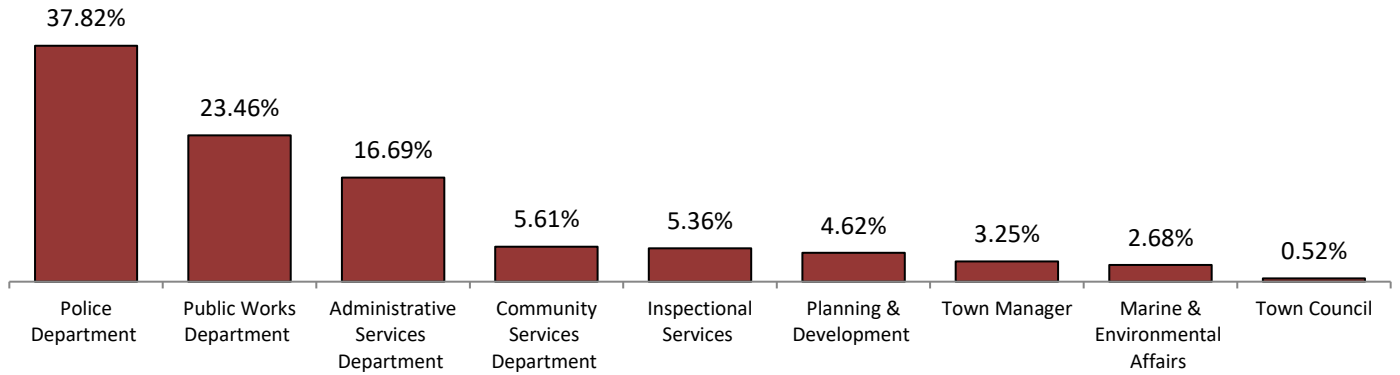
Total General Fund Before Transfers	\$ 185,723,525	\$ 193,863,970	\$ 203,411,496	\$ 213,907,937	\$ 10,496,441	5.16%
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Transfers to Other Funds	12,807,797	10,436,193	10,436,193	10,510,924	74,731	0.72%
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Grand Total General Fund	\$ 198,531,322	\$ 204,300,163	\$ 213,847,689	\$ 224,418,861	\$ 10,571,172	4.94%
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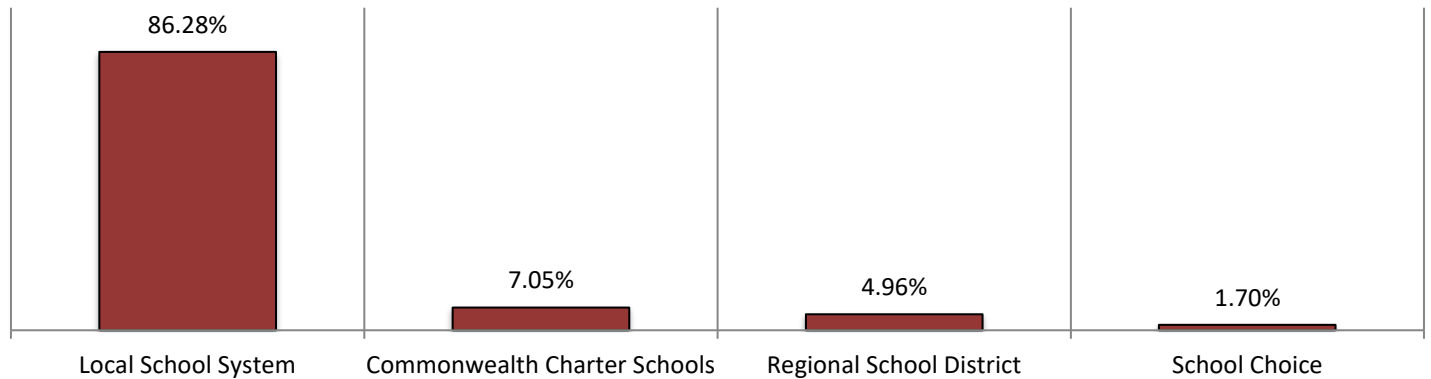
The municipal operations budget is increasing \$2.55 million, or 5.13%. The Police Department represents the largest monetary change, but as a percentage change, the Inspectional Services budget is showing the largest increase. Spending for all education is increasing \$5.2 million, or 5.08%. Local school operations are increasing \$4.24 million or 4.75%. Other Requirements are increasing \$2.69 million, or 5.35%. The increase in Other Requirements is due to pension assessments and debt service cost. Transfers to Other Funds include the General Fund support for the Hyannis Youth & Community Center and the transfer to the Capital Trust Fund for the Town's capital program.

Distribution of Municipal Operations



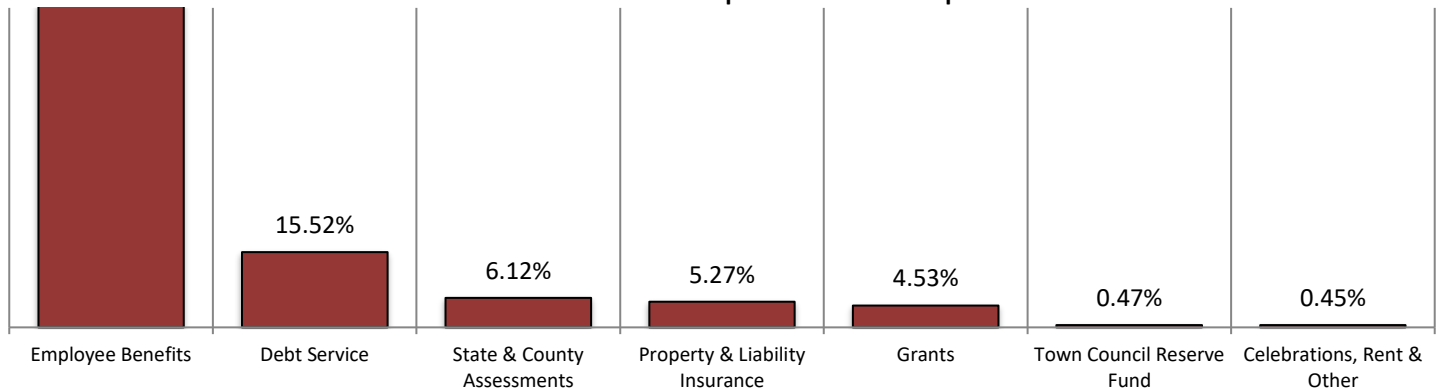
The two largest municipal operations are Police and Public Works, comprising 61% of all municipal spending. Administrative Services is the next largest area, representing 17% and includes the Finance, Legal, Human Resources, and Information Technology operations.

Distribution of All Education Expenditures



The local K to 12-school system accounts for 86% of all expenditures on education. The other 14% of education expenditures are directed towards other education systems in which Barnstable students attend.

Distribution of Other Requirements Expenditures



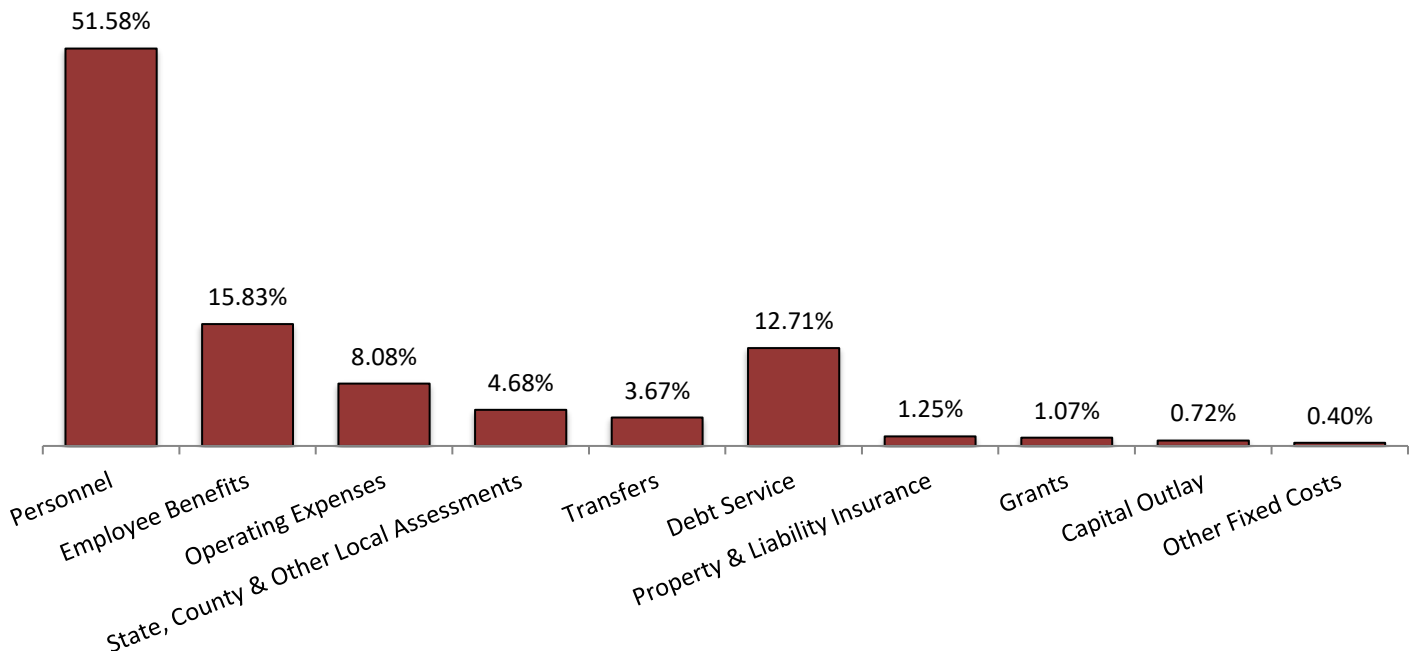
A majority of these expenditures are for employee benefits, debt service, assessments, and insurance. They comprise 93% of all expenditure in this category.

General Fund Budget by Major Expenditure Category

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$101,312,256	\$108,354,204	\$111,188,402	\$115,755,707	\$ 4,567,305	4.11%
Employee Benefits	29,789,235	28,583,092	34,344,186	35,532,471	1,188,285	3.46%
State, County & Other Local Assessments	15,914,572	17,026,955	17,026,955	18,131,956	1,105,001	6.49%
Transfers	12,807,797	10,436,193	10,436,193	10,510,924	74,731	0.72%
Debt Service	7,227,289	7,249,511	7,249,511	8,242,318	992,807	13.69%
Operating Expenses	24,362,101	25,622,990	25,979,682	28,534,502	2,554,820	9.83%
Grants	2,254,904	2,355,650	2,355,650	2,407,101	51,451	2.18%
Property & Liability Insurance	2,430,634	2,300,000	2,800,000	2,800,000	-	0.00%
Capital Outlay	2,234,351	1,996,095	1,941,637	1,616,882	(324,755)	-16.7%
Other Fixed Costs	198,183	375,473	525,473	887,000	361,527	68.80%
Total Expenditures	\$198,531,322	\$ 204,300,163	\$ 213,847,689	\$ 224,418,861	\$ 10,571,172	4.94%

Personnel costs and the associated employee benefits account for \$5.6 million of the proposed FY 2026 General Fund budget change. This is driven largely by contractual obligations and increases to pension assessments. Operating expenses are increasing \$2,554,820, and assessments are increasing \$1,105,001.

General Fund Budget By Major Expenditure Category



Salaries & wages and the associated benefits for all employees account for 67% of all General Fund expenditure. This is not unusual for local government because it functions as a service provider.

LONG-TERM BUDGET PLANNING

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

New Property Tax Growth

Additional taxes generated from new building growth are estimated to continue to remain steady over the next few years. The Town has limited vacant land for new development so most of its property tax growth comes from the redevelopment of existing parcels and the investment made by utility companies in their infrastructure. The gas and electric utilities are two of the top 10 taxpayers in the Town. In addition, with the completion of Vineyard Wind's infrastructure to bring the energy on shore it will generate from their wind farm will contribute to the property tax growth in town in a substantial manner. It is estimated that their tax bill when fully developed will exceed \$500,000 annually.

Chapter 70 Aid for Education

The implementation of the Student Opportunity Act increased state aid considerably in this category in FY 2023 & FY 2024. The Town has realized a 50% increase in its aid since the implementation of the Act as it has increased from \$12 million to \$24 million. Recent years the town has moved to a minimal aid district, where increases have been limited to per pupil increases subject to the state legislative process.

Unrestricted General Government Aid

No significant increase in this category of aid is projected. This aid is distributed based on a community's equalized value (EQV) and since the Cape Cod communities have some of the largest EQV's it receives a small amount of aid under this category.

Massachusetts School Building Assistance

Efforts are underway to attempt to carve out funding to Gateway communities (Barnstable included) under this program. School districts must submit "statements of interest" to the Massachusetts School Building Authority, which describe the preliminary plans for renovations and expansions to the existing facilities. Funding for new projects under this program is very competitive. The new program for financing school construction is derived from the state sales tax.

Investment Income

Interest rates have improved recently over the several months. It is projected that investment rates will stabilize offering the Town the opportunity to generate more in this area. The Town's investment objectives are safety, liquidity followed by investment return. With higher rates being earned on safe and liquid deposits the Town should see growth in this area.

Salaries

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

departments labor force are at the top step. Salaries may also increase every year by any negotiated cost of living allowances.

Health Insurance

The Town of Barnstable belongs to a joint purchasing group (Cape Cod Municipal Health Group) for procuring health insurance for its employees. The group implemented plan design changes in FY 2013 and again for FY 2018 that may assist in mitigating the annual cost increases in premiums as the changes encourage the more effective use of health insurance. High-deductible HSA plans were also implemented for FY 2018. The Cape Cod Municipal Health Group continues to work on ways to reduce costs as well; for example, mail order prescriptions, health awareness, and smoking cessation programs.

Pension Assessments

The town belongs to the Barnstable County Retirement Association (BCRA). Each year, the County Retirement Board notifies each member town with the amount of its share of the county retirement pension expense. This assessment includes the normal costs for current retirees, an amount for the amortization of the unfunded liability of the system, and the expenses for running the system. Pension assessments are expected to continue to rise in the neighborhood of 5.3% to 8% per year depending upon the investment performance of the system's assets. The county pension system conducts an actuarial calculation every year of the unfunded liability for the system, which will readjust the assessment levels. The unfunded liability of the system is being amortized through fiscal year 2037 as allowed by State law.

Other Post-Employment Benefits (OPEB)

Similar to pensions, town employees can earn other post-employment benefits (OPEB) over their years of service that will not be received until after their employment with the town ends through retirement. In the Town of Barnstable, the OPEB consists principally in the form of health insurance. A GASB accounting rule requires that the town actuarially determines what its annual Actuarially Determined Contribution (ADC) would be to fully fund this benefit over a 26-year amortization period. In fiscal year 2022, the ADC is estimated to be \$8.7 million, so in essence, to fully fund health insurance for active and retired employees, the Town would have to budget \$8.7 million more per year for health insurance. If the Town elects not to fund all or part of this liability, it is expected that it will eventually lead to a bond rating downgrade as the rating agencies are watching very closely how governments across the country address, or don't address, this issue. It is expected that the Town will continue to cover 50% of the annual health insurance costs of eligible town retirees, as this is the minimum required by state law. Eligible retired teachers enter the state's health insurance program managed through the Group Insurance Commission. The Town is assessed its share of the cost each year by the state for retired teachers. The town must pay 80% to 85% of retired teacher's health insurance premiums depending upon their retirement date. This charge is included on the Town's Cherry Sheet. The Town has created an OPEB Trust Fund and annually makes an appropriation into the fund.

Utilities and Fuel

The budget across all Town budgets (General Fund and Enterprise Funds) for utilities and fuel is approximately \$4.5 million combined. The Town has installed co-generation equipment, photovoltaic solar panels, and wind turbines and upgraded heating plants to make buildings more efficient. In addition, it has adopted a new fuel-efficient vehicle policy and has several new electric vehicles and hybrids. Efforts will continue to reduce the Town's reliance on fossil fuels as well as reduce costs. A 4-megawatt photovoltaic solar array at the town's transfer station and recycling facility in Marstons Mills went on-line in FY 2015 as well as a 5-megawatt solar array at the Cape Cod Gateway Airport. Collectively, these systems are expected to generate over to \$1 million in additional revenue annually. This new revenue source is used to balance operating budgets as well as provide increased funding for the capital program.

Private Roads

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

Clean Water

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

Capital Program

The Town of Barnstable has an inventory of over \$400 million in fixed assets. This includes land, land improvements, buildings, equipment and machinery, furniture and fixtures, boats, vehicles, trailers, computers, roads, sidewalks, bridges, runways, marinas, parks, fresh water ponds and lakes, dredged waterways, beaches, water and sewer lines and other. This inventory of assets requires the Town to invest considerable funds to replace or improve the assets over time. Town departments have identified in excess of \$770 million dollars in capital needs over the next 5 years. This is more than what the Town can immediately provide.

Infrastructure Maintenance

Town and school infrastructure is aging. Adequate funds need to be directed to the annual maintenance and improvement of these assets. When budgets are constricted, this is one of the first reductions made. The Town must continue to find ways to augment currently allocated funds to the maintenance of infrastructure as well as identify opportunities to close facilities no longer needed. Most notably are the Town's elementary school facilities that are in need of significant renovations. Declining enrollments have allowed for the reduction of the School Department's physical plant reducing the cost of this program. The former Grade 5 building was closed and sold for \$3 million. Osterville Bay Elementary School was closed at the end of the 2007-08 school years and subsequently demolished. Cotuit, Marstons Mills, and Osterville Elementary schools were closed after the 2008-09 school year. The Cotuit School will be conveyed to the Cotuit fire district and plans to demo the Marstons Mills School are in the works. The Osterville School is leased to the Cape Cod Collaborative which provides service to the Barnstable School Department. The lease income generated from this facility can be used towards maintaining school facilities. The \$3 million from the sale of the former Grade 5 building was used for upgrading the HVAC system in Barnstable Schools, technology upgrades system-wide, and replacement of the track and field at the high school.

Technology

Updating technology is an important matter in today's age. Upgrades in the School Department's technology infrastructure have included telephone, video surveillance, and door entry systems. In addition, the Information Technology Division within the municipal operations budget has a financial plan that includes \$105,000 annually for hardware and software upgrades and the Police Department is in year three of a three year plan for replacing all of its IT infrastructure.

Changing Demographics within Student Population

While the overall student population has slightly decline over the years changing demographics have resulted in a changing service delivery model. Increased populations in economically disadvantaged and English learners have required our School Department to implement additional services to educate these populations. This change has been recognized throughout Massachusetts and is incorporated in the Student Opportunity Act. The Act includes additional spending requirements along with funding; recognizing the services needed to provide for an adequate education for these populations.

Reserves Used To Balance Operating Budgets

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

	Municipal Savings	School Savings	Town Council Reserve	Other	Total
Balance	\$ 10,541,369	\$ 11,295,207	\$ 8,101,859	\$ 962,553	\$ 30,900,988
Used for:					
2024-237 Electric Vehicle Charging Stations	(37,000)				(37,000)
2025-038 Police Recruits	(65,381)				(65,381)
2025-043 Legal expenses	(25,000)				(25,000)
2025-044 Monterio property acquisition	(2,600,000)				(2,600,000)
FY26 Capital Improvement Plan	(1,481,715)	(852,700)			(2,334,415)
FY26 Operating Budget	(1,029,855)	(3,725,832)	(250,000)		(5,005,687)
FY26 Fixed costs	(3,000,000)				(3,000,000)
FY25 Snow and Ice Deficit	(400,000)				(400,000)
FY25 Returned appropriations	2,000,000	200,000			2,200,000
Trust Fund reimbursement (Monterio)	260,000				260,000
FY25 Revenue Surplus	1,600,000	2,400,000	800,000		4,800,000
FY25 Fixed Costs returned appropriations	200,000	300,000			500,000
ARPA Funds used for fixed costs	2,370,000				2,370,000
		-	-		-
Total Use of Reserves	(2,208,951)	(1,678,532)	550,000	-	(3,337,483)
Balance remaining before closing FY 2025	\$ 8,332,418	\$ 9,616,675	\$ 8,651,859	\$ 962,553	\$ 27,563,505

Net School Spending Requirements

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

Bond Ratings

The town continues to manage its financial affairs in a prudent manner. In FY 2024, Standard and Poor's reaffirmed the town's bond rating at AAA. This excellent bond rating has been in effect since 2007 and should continue to allow the town to receive favorable borrowing rates on future debt issues, saving thousands of dollars in interest costs on bond issues.

Borrowing Rates

Borrowing rates are on the rise for the municipal bond market. The town's last bond issue of \$33.8 million in June 2024 resulted in a net interest cost of 3.71% over the life of the bond. This is up from 3.24% from the bond sale conducted in FY 2023 and 2.12% in FY 2022. It is expected the borrowing costs will continue to exceed 3% for the foreseeable future.

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CAPITAL IMPROVEMENTS PLAN (CIP) SUBMISSIONS

Capital Program Development

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

Submission Cost and Fiscal Year Summary

The capital projects identified by departments in this year's capital improvement plan process represent a total of \$141 million of requests for FY 2026 and a combined total of \$770 million over a five-year period. Of the \$770 million, \$125 million represents Enterprise Funds, \$312 million are General Fund requests and \$332 million are Comprehensive Wastewater Management Plan (CWMP) requests.

Projects are distributed by fund as follows:

Projects distributed by fund as follows:

Enterprise Funds	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Totals
Airport	\$990,000	\$9,425,000	\$24,100,000	\$650,000	-	\$35,165,000
Marina	200,000	6,450,000	1,130,000	4,500,000	153,000	12,433,000
Sandy Neck	-	-	-	-	-	-
HYCC	3,019,868	4,296,911	615,000	-	-	7,931,779
Golf	512,400	7,864,000	-	-	-	8,376,400
Water Pollution	3,465,000	13,500,000	1,400,000	3,325,000	5,000,000	26,690,000
Water Supply	1,700,000	1,700,000	27,700,000	1,700,000	1,700,000	34,500,000
Solid Waste	200,000	190,000	330,000	55,000	55,000	830,000
Totals	10,087,268	43,425,911	55,275,000	10,230,000	6,908,000	125,926,179

CWMP	\$66,075,000	\$60,015,000	\$47,900,000	\$114,850,000	\$43,500,000	\$332,340,000
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General Fund	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Totals
Admin Services	\$417,000	\$150,000	\$150,000	\$ 150,000	-	\$867,000
Police	3,352,504	2,690,000	-	-	-	6,042,504
Marine & Environmental Affairs	4,657,181	9,775,000	4,350,000	6,800,000	2,600,000	28,182,181
Community Services	11,223,000	11,851,684	2,263,000	16,622,353	35,000	41,995,037

Public Works	35,223,010	41,769,484	45,787,093	29,215,525	10,857,815	162,852,927
School	10,760,800	34,053,400	13,962,000	5,988,000	8,198,000	72,962,200
Totals	\$65,633,495	\$100,289,568	\$ 66,512,093	\$58,775,878	\$21,690,815	\$312,034,849

Fiscal Year	Enterprise Funds	General Fund	Comprehensive Wastewater Mgt. Plan (CWMP)	Total
2026	\$10,087,268	\$ 65,216,495	\$ 66,075,000	\$141,378,763
2027	43,425,911	100,139,568	60,015,000	203,580,479
2028	55,275,000	66,362,093	47,900,000	169,537,093
2029	10,230,000	58,625,878	114,850,000	183,705,878
2030	6,908,000	21,690,815	43,500,000	72,098,815
Totals	\$ 125,926,179	\$312,034,849	\$ 332,340,000	\$770,301,028

FY 2026 CAPITAL IMPROVEMENT PLAN BUDGET

Several factors were taken into consideration when determining which projects to recommend for funding in Fiscal Year 2026. In addition to the scoring by the senior staff, funding considerations are directed towards projects that had received previous funding, and therefore, are ready for the next stage of development; projects that would contribute to the economic development of the Town; projects that would preserve important infrastructure components of the Town; projects that improve high usage assets; projects that have outside funding available to offset the costs or can be covered by user fees; and projects that have an important public safety component associated with them. The recommended projects total \$100.6 million. The General Fund totals \$25.8 million, the Enterprise Funds total \$8.6 million, and the CWMP totals \$66 million. Funding for the Enterprise Funds' program consists of using \$0.6 million of



Hawes Ave -Culvert Reconstruction

Enterprise Fund reserves; and \$8.0 million in new borrowing authorizations. Grant funds from the Federal Aviation Administration and the Massachusetts Department of Transportation are expected to offset the borrowing authorizations for the Airport Enterprise Fund projects. Once received, this will allow the town to rescind these borrowing authorizations. Funding for the General Fund portion of the program consists of \$2.9 million in General Fund reserves, \$7.4 million Capital Trust Fund (CTF) reserves, and \$18.2 million in new borrowing authorizations. Lastly, it is recommended to use \$4.4 million in reserves and \$61.6 million in new borrowing authorizations under the Comprehensive Wastewater Management Plan (CWMP).

Enterprise Funds Recommendations

Council Order Number	Project Name	Funding Source				
		Reserves	Grants / Other	Bond Issue	Transfers	Total
2025-085	Design & Construct Aircraft Hardstands for Terminal Apron /	24,750	-	965,250	-	990,000
Total Airport Enterprise Fund Projects		24,750	-	965,250	-	990,000
2025-094	Old Barnstable Fairgrounds Maintenance Building	-	-	447,400	-	447,400
Total Golf Course Enterprise Fund Projects		-	-	447,400	-	447,400
2025-093	Prince Cove Marina Building Improvements	200,000	-	-	-	200,000
Total Marina Enterprise Fund Projects		200,000	-	-	-	200,000
2025-097	HYCC Facility Mechanical Improvements	-	-	1,820,000	-	1,820,000
Total Hyannis Youth & Community Center Enterprise Fund Projects		-	-	1,820,000	-	1,820,000
2025-089	Pipe Replacement and Upgrade Program	-	-	1,500,000	-	1,500,000
2025-090	Wells, Pump Stations, Treatment Plant Upgrades	200,000	-	-	-	200,000
Total Water Supply Enterprise Fund Projects		200,000	-	1,500,000	-	1,700,000
2025-091	Pump Station Rehabilitation Program	-	-	3,300,000	-	3,300,000
2025-092	Fence Replacement - Beares Way	165,000	-	-	-	165,000
Total Water Pollution Control Enterprise Fund Projects		165,000	-	3,300,000	-	3,465,000
Total All Enterprise Funds		589,750	-	8,032,650	-	8,622,400

General Fund Recommendations

Council Order Number	Project Name	Funding Source				
		Reserves	Grants	Bond Issue	Other	Total
2025-086	IT Network Infrastructure Upgrades	150,000	-	-	-	150,000
2025-087	IT Server Replacement	95,000	-	-	-	95,000
2025-110	Asa Meigs Road - Private Road Repairs	635,000	-	-	-	635,000
2025-111	Cotuit Town Dock Replacement and Structural Improvements	-	-	337,500	-	337,500
2025-112	Oyster Harbor Bridge Improvements - Construction	-	-	3,000,000	-	3,000,000
2025-113	Public Roads Maintenance	2,929,386	-	-	20,614	2,950,000
2025-114	Hawes Avenue Culvert Reconstruction	-	-	1,455,745	244,255	1,700,000
2025-116	North Street Sidewalk Extension - Construction	-	-	582,875	342,125	925,000
2025-117	Curb Ramp and Sidewalk ADA Transition Plan	-	-	368,000	-	368,000
2025-118	Public Bridge Replacement Studies	475,345	-	-	24,655	500,000
2025-119	Intersection Improvements - South Main Street at Main Street (Centerville) / Craigville Beach Road	-	-	750,000	-	750,000
2025-120	Old Stage Road Pedestrian Improvements - Design and Permitting	125,000	-	-	-	125,000
2025-121	Main Street Centerville Pedestrian Improvements	250,000	-	-	-	250,000
2025-122	Craigville Beach Road Pedestrian Improvements	200,000	-	-	-	200,000
Total Infrastructure Projects		4,859,731	-	6,494,120	631,649	11,985,500
2025-095	Barnstable Police Department Security Modernization	189,000	-	-	-	189,000
2025-096	Barnstable Police Department Boiler Replacement	-	-	258,000	-	258,000
2025-098	Barnstable Adult Community Center Mechanical Upgrades	-	-	347,639	46,361	394,000
2025-099	Covells Beach House Improvements	148,000	-	-	-	148,000
2025-100	Saltwater Beach House Improvements	180,342	-	-	59,658	240,000
2025-101	Town Hall Elevator Replacement	-	-	1,217,042	32,958	1,250,000
2025-102	Cape Cod Airfield Hanger Repair - Design	105,076	-	-	-	105,076
Total Municipal Facilities Projects		622,418	-	1,822,681	138,977	2,584,076
2025-088	Patrol Vessel	-	-	-	416,000	416,000
Total Waterways Projects		-	-	-	416,000	416,000
2025-115	Freshwater Ponds Monitoring and Management Plan -FY26	138,952	-	-	11,048	150,000
Total Water Quality Projects		138,952	-	-	11,048	150,000

Council Order Number	Project Name	Funding Source				
		Reserves	Grants	Bond Issue	Other	Total
2025-123	BUE HVAC Equipment Replacement Design	-	-	1,000,000	-	1,000,000
2025-124	BHS Remove and Replace Gym Floor	-	-	500,000	-	500,000
2025-125	BHS Culinary Kitchen Phase II	-	-	550,000	-	550,000
2025-126	Performing Arts Center Upgrades / Repairs	-	-	3,000,000	-	3,000,000
2025-127	BWB Gymnasium Floor	200,000	-	-	-	200,000
2025-128	Mechanical Upgrades	-	-	250,000	-	250,000
2025-129	District Wide HVAC Repairs	-	-	350,000	-	350,000
2025-130	BIS Gym Floor	-	-	250,000	-	250,000
2025-131	BIS Library Carpet Remove & Replace	162,700	-	-	-	162,700
2025-132	BIS Rooftop Unit Replacement	-	-	2,100,000	-	2,100,000
2025-133	Demolition of Old Portables	80,000	-	-	-	80,000
2025-134	BHS Exhaust Fan Replacement / Upgrades	-	-	507,600	-	507,600
2025-135	BUE Building Envelope, Masonry & Gutters	-	-	900,000	-	900,000
2025-136	BHS Locker Room Renovations	50,000	-	-	-	50,000
2025-137	IT Network Infrastructure Replacement and Upgrades	160,000	-	-	-	160,000
2025-138	IT Security Camera Upgrades and Maintenance	200,000	-	-	-	200,000
2025-139	BWB Replace Membrane Roof	-	-	500,500	-	500,500
Total School Facilities Projects		852,700	-	9,908,100	-	10,760,800
Total General Fund Projects		6,473,801	-	18,224,901	1,197,674	25,896,376

Comprehensive Wastewater Management Plan Recommendations

Council Order Number	Project Name	Funding Source				
		Fund Reserves	Grants	Bond Issue	Transfers	Total
Comprehensive Wastewater Management Plan						
2025-103	Centerville Village Sewer Expansion Project - South Phase Construction	-	-	16,000,000	-	16,000,000
2025-104	Phinney's Lane Neighborhoods Sewer Expansion Project - Construction	-	-	45,600,000	-	45,600,000
2025-105	Municipal Property Sewer Connections - Design and Permitting	125,000	-	-	-	125,000
2025-106	Long Pond Centerville Area Sewer Expansion- Construction	750,000	-	-	-	750,000
2025-107	Prince Cove Sewer Expansion - Preliminary Design and Survey	1,000,000	-	-	-	1,000,000
2025-108	Great Marsh Road Sewer Expansion - Design and Permitting	2,250,000	-	-	-	2,250,000
2025-109	Huckins Neck Road Sewer Expansion - Preliminary Design and Survey	350,000	-	-	-	350,000
Total Comprehensive Wastewater Management Plan		4,475,000	-	61,600,000	-	66,075,000
Grand Total Capital Improvement Plan		11,538,551	-	87,857,551	1,197,674	100,593,776



Cape Cod Airfield -Hanger Repair

FIVE YEAR FUNDING PLAN

A total of 262 projects amounting to \$770 million were submitted for requests over the next 5 years. This includes the General Fund, Comprehensive Wastewater Management Plan (CWMP), and all Enterprise Funds. The town has several funding sources to finance its capital program: the Capital Trust Fund, which is used to finance General Fund capital, General Fund reserves, each individual Enterprise Fund, and two Stabilization Funds.

The Capital Trust Fund is a mechanism that allows the town to accumulate funds from various sources to finance its General Fund supported capital program. A transfer is made annually by the General Fund with a projected transfer for FY 2026 of \$17.4 million. This transfer will be part of the annual operating budget.

A funding tool was created several years ago to help the town finance the Comprehensive Wastewater Management Plan. Through special legislation, a Sewer Construction & Private Way Maintenance and Improvement Fund was created. The state legislature approved a home rule petition that allows the town to credit 100% of the local meals tax and 1/3 of the local room's tax on traditional lodging to this fund. The town may appropriate monies in the fund for planning, designing, and construction of sewers and other means of comprehensive wastewater management and maintenance and improvement of private ways. This will be used to fund a portion of the Comprehensive Wastewater Management Plan (CWMP). In addition, the state legislature implemented a law change that requires the room occupancy tax to be applied to short-term rental property. The town has dedicated 100% of this to a Stabilization Fund called the Comprehensive Management of Water and Wastewater, which supports the Comprehensive Wastewater Management Plan (CWMP) and the Water Supply capital program.

Most of the Enterprise Funds' capital improvements are financed by the respective enterprise fund operation through a combination of user fees and grant funding. The Hyannis Youth & Community Center (HYCC) is the exception because it is unable to cover the cost of operations and capital needs through its user fees. Furthermore, some future Enterprise Fund projects may require General Fund subsidies as the impact to user fees may be too significant due to the cost of the projects.

The schedules on the following pages illustrate the funding capacity of the Capital Trust Fund and the Comprehensive Wastewater Management Program. A limited number of the projects that were submitted for the next five years can be funded. Town can anticipate funding \$170 million in General Fund capital projects through the Capital Trust Fund. This includes \$56 million directed towards the Comprehensive Wastewater Management Plan. General Fund reserves and Community Preservation Fund resources will supplement the capital program depending upon the amounts available in the future as well as any grant opportunities that arise. The Town also anticipates receiving \$3 million annually under the state's Chapter 90 program which helps maintain and improve public road infrastructure.

All projects submitted for the CWMP in FY 2026 through FY 2030 can be provided for using the assumptions as listed on the following page. These assumptions are continuously monitored and adjustments are made to the program's financing as major changes take place.

The \$126 million submitted for enterprise funds will need to be financed through rates charged by those operations. Rates charged by the enterprise funds will need to be adjusted annually to provide the resources necessary to implement.

Five Year Capital Improvement Plan for Enterprise Fund

DEPT	PRIORITY	PROJECT TITLE	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTALS
BMA	1	Design & Construct Aircraft Hardstands for Terminal Apron / ACDBE Plan Update	990,000					990,000
BMA	2	Design & Construct Terminal Bldg. Seasonal Structure		6,500,000				6,500,000
BMA	3	Runway 15-33 Aeronautical Study / Airspace Analysis		325,000				325,000
BMA	4	HVAC Upgrades to Terminal & Tower		2,500,000				2,500,000
BMA	5	Replace SRE Equipment - Airport #38 (ASV Skid Steer Plow)		100,000				100,000
BMA	6	Runway 15-33 Design & Reconstruction			24,100,000			24,100,000
BMA	7	Permitting for Taxiway 'D' & RW15 Extension				650,000		650,000
TOTAL AIRPORT			\$ 990,000	\$ 9,425,000	\$ 24,100,000	\$ 650,000	\$ -	\$ 35,165,000
MAR	1	Bismore Park Marina Facility Improvements	-	6,200,000	-	-	-	6,200,000
MAR	2	Prince Cove Marina Site Improvements	-	250,000	-	4,500,000	-	4,750,000
MAR	3	Prince Cove Marina Building Improvements	200,000	-	200,000	-	153,000	553,000
MAR	4	Barnstable Harbor Marina Revetment	-	-	930,000	-	-	930,000
TOTAL MARINA			\$ 200,000	\$ 6,450,000	\$ 1,130,000	\$ 4,500,000	\$ 153,000	\$ 12,433,000
HYCC	1	HYCC Facility Mechanical Improvements	1,820,000	1,700,000	615,000	-	-	4,135,000
HYCC	2	HYCC Combined Heat and Power Plant	653,892	-	-	-	-	653,892
HYCC	3	HYCC Recreational Master Planning	290,000	TBD	-	-	-	290,000
HYCC	4	HYCC Rink Slab Design	255,976	2,596,911	-	-	-	2,852,887
TOTAL HYCC			\$ 3,019,868	\$ 4,296,911	\$ 615,000	\$ -	\$ -	\$ 7,931,779
GOLF	1	Hyannis Golf Course Rehabilitation & Restoration Project	65,000	7,864,000	-	-	-	7,929,000
GOLF	2	Old Barnstable Fairgrounds Maintenance Building	447,400	-	-	-	-	447,400
TOTAL GOLF			\$ 512,400	\$ 7,864,000	\$ -	\$ -	\$ -	\$ 8,376,400
WPC	1	Pump Station Rehabilitation Program	3,300,000	400,000	400,000	2,000,000	1,000,000	7,100,000
WPC	2	Fence Replacement - Bearses Way	165,000	-	-	-	-	165,000
WPC	3	91 South Street Pump Station Demolition	-	200,000	-	-	-	200,000
WPC	4	Downtown Hyannis Force Main Replacement	-	12,800,000	-	-	-	12,800,000
WPC	5	Kubota Tractor Replacement	-	100,000	-	-	-	100,000
WPC	6	Sewer System Rehabilitation	-	-	1,000,000	1,000,000	1,000,000	3,000,000
WPC	7	Tow Behind Generator	-	-	-	150,000	-	150,000
WPC	8	Crane Truck 246 Replacement	-	-	-	175,000	-	175,000
WPC	9	New Garage Building	-	-	-	-	3,000,000	3,000,000
TOTAL WATER POLLUTION CONTROL			\$ 3,465,000	\$ 13,500,000	\$ 1,400,000	\$ 3,325,000	\$ 5,000,000	\$ 26,690,000
WS	1	Pipe Replacement and Upgrade Program	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
WS	2	Wells, Pump Stations, Treatment Plant Repair and Upgrade Program	200,000	200,000	200,000	200,000	200,000	1,000,000
WS	3	Mary Dunn Filtration Plant, Design	-	-	26,000,000	-	-	26,000,000
TOTAL WATER SUPPLY			\$ 1,700,000	\$ 1,700,000	\$ 27,700,000	\$ 1,700,000	\$ 1,700,000	\$ 34,500,000

Five Year Capital Improvement Plan for Enterprise Fund (Continued)

DEPT	PRIORITY	PROJECT TITLE	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTALS
SW	1	Compactor Unit Replacement Program	150,000	55,000	-	-	-	205,000
SW	2	Container Replacement Program	50,000	50,000	55,000	55,000	55,000	265,000
SW	3	Truck 401 Replacement	-	85,000	-	-	-	85,000
SW	4	2014 Mack Roll-Off Truck #414 Replacement	-	-	275,000	-	-	275,000
TOTAL SOLID WASTE			\$ 200,000	\$ 190,000	\$ 330,000	\$ 55,000	\$ 55,000	\$ 830,000
TOTAL ENTERPRISE FUNDS			\$ 10,087,268	\$ 43,425,911	\$ 55,275,000	\$ 10,230,000	\$ 6,908,000	\$ 125,926,179

Five Year Capital Improvement Plan for Comprehensive Wastewater Management Plan

DEPT	PRIORITY	PROJECT TITLE	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTALS
CWMP	1	Centerville Village Sewer Expansion Project - South Phase - Construction	16,000,000	-	-	-	-	16,000,000
CWMP	2	Phinney's Lane Neighborhoods Sewer Expansion Project - Construction	45,600,000	-	-	-	-	45,600,000
CWMP	3	Municipal Property Sewer Connections - Design and Permitting	125,000	765,000	-	-	-	890,000
CWMP	4	Long Pond Centerville Area Sewer Expansion- Construction	750,000	39,500,000	-	-	-	40,250,000
CWMP	5	Prince Cove Sewer Expansion - Preliminary Design and Survey	1,000,000	2,250,000	-	38,200,000	-	41,450,000
CWMP	6	Great Marsh Road Sewer Expansion - Design and Permitting	2,250,000	-	35,000,000	-	-	37,250,000
CWMP	7	Huckins Neck Road Sewer Expansion - Preliminary Design and Survey	350,000	750,000	-	10,500,000	-	11,600,000
CWMP	8	Warren's Cove Aquaculture Project	-	300,000	-	TBD	TBD	300,000
CWMP	9	Mill Pond Dredging Project	-	5,000,000	150,000	-	-	5,150,000
CWMP	10	Long Beach Sewer Expansion - Design and Permitting	-	11,000,000	-	-	-	11,000,000
CWMP	11	Osterville Woods Sewer Expansion - Preliminary Design and Survey	-	450,000	-	1,150,000	16,000,000	17,600,000
CWMP	12	Old Yarmouth Road Sewer Expansion - Construction	-	-	12,750,000	-	-	12,750,000
CWMP	13	Effluent Disposal Alternatives - Design and Permitting	-	TBD	-	TBD	-	-
CWMP	14	Nitrogen Removal Improvements and Water Pollution Control Facility Upgrade - RO System	-	-	-	65,000,000	-	65,000,000
CWMP	15	Old Craigville Road Sewer Expansion - Construction	-	-	-	-	27,500,000	27,500,000
TOTAL COMPREHENSIVE WASTEWATER MANAGEMENT			\$ 66,075,000	\$ 60,015,000	\$ 47,900,000	\$ 114,850,000	\$ 43,500,000	\$ 332,340,000

Five Year Capital Improvements Plan for General Fund

DEPT	PRIORITY	PROJECT TITLE	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTALS
ASD	1	IT Network Infrastructure Upgrades	150,000	150,000	150,000	150,000	-	600,000
ASD	2	IT Server Replacement	95,000	-	-	-	-	95,000
ASD	3	Phone System Upgrades	TBD	-	-	-	-	-
ASD	4	Security Camera Upgrade - MEA	172,000	-	-	-	-	172,000
TOTAL ADMINISTRATIVE SERVICES			\$ 417,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ 867,000

Five Year Capital Improvements Plan for General Fund (Continued)

DEPT	PRIORITY	PROJECT TITLE	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTALS
BPD	1	Barnstable Police Department Armored Vehicle (Bearcat)	355,504	-	-	-	-	355,504
BPD	2	Barnstable Police Department Security Modernization	189,000	-	-	-	-	189,000
BPD	3	Barnstable Police Department Boiler Replacement	258,000	-	-	-	-	258,000
BPD	4	Barnstable Police Department Improvements	2,550,000	2,690,000	-	-	-	5,240,000
TOTAL POLICE			\$ 3,352,504	\$ 2,690,000	\$ -	\$ -	\$ -	\$ 6,042,504

MEA	1	Patrol Vessel	400,681	-	-	-	-	400,681
MEA	2	MEA Exterior Restoration	-	100,000	-	-	-	100,000
MEA	3	MEA Building Mechanical Improvements	144,000	-	-	-	-	144,000
MEA	4	Channel Dredging Program	3,230,000	1,250,000	2,100,000	1,900,000	2,600,000	11,080,000
MEA	5	Mill Pond Fishway	-	2,620,000	-	-	-	2,620,000
MEA	6	MEA Parking Lot Improvements - Construction	375,000	-	-	-	-	375,000
MEA	7	Little River Fish Passage Restoration	-	750,000	TBD	-	-	750,000
MEA	8	MEA Storage Facility - Design	170,000	1,140,000	-	-	-	1,310,000
MEA	9	Bulkhead Improvements	-	490,000	-	-	-	490,000
MEA	10	Cotuit Town Dock Replacement and Structural Improvements	337,500	-	2,250,000	-	-	2,587,500
MEA	11	Bay Shore Road Boat Ramp	-	750,000	-	-	-	750,000
MEA	12	West Bay Breakwater Improvements - Evaluation	-	350,000	-	4,900,000	-	5,250,000
MEA	13	Hyannis Breakwater Improvements - Evaluation, Design and Permitting	-	325,000	-	TBD	-	325,000
MEA	14	Blish Point Construction for Long Term Solution - Design and Permitting	-	2,000,000	-	-	-	2,000,000
TOTAL MARINE & ENVIRONMENTAL AFFAIRS			\$ 4,657,181	\$ 9,775,000	\$ 4,350,000	\$ 6,800,000	\$ 2,600,000	\$ 28,182,181

CSD	1	Barnstable Adult Community Center Exterior Restoration	530,000	400,000	-	-	-	930,000
CSD	2	Barnstable Adult Community Center Mechanical Upgrades	394,000	-	-	-	-	394,000
CSD	3	Centerville Recreation Field Improvements	588,000	-	-	-	-	588,000
CSD	4	Osterville Comfort Station	1,639,000	-	-	-	-	1,639,000
CSD	5	Revitalization of the John F. Kennedy Memorial	2,400,000	-	-	-	-	2,400,000
CSD	6	Town Recreation Field Improvements - Bay Lane Ball Field	760,000	2,985,950	979,000	440,550	TBD	5,165,500
CSD	7	Covells Beach House Improvements	148,000	147,000	-	-	-	295,000
CSD	8	Joshua's Pond Site Improvements	-	1,670,000	-	-	-	1,670,000
CSD	9	Centerville Recreation Mechanical Improvements	1,162,000	1,100,000	740,000	400,000	35,000	3,437,000
CSD	10	Centerville Recreation Building Exterior Restoration	338,000	-	-	-	-	338,000
CSD	11	Kalmus Beach House Improvements	92,000	-	544,000	-	-	636,000
CSD	12	Saltwater Beach House Improvements	240,000	-	-	-	-	240,000
CSD	13	Hathaway's Pond Bathhouse and Site Improvements - Construction	-	2,044,734	-	-	-	2,044,734
CSD	14	Vererans Beach Lifeguard Beach house Improvements	459,000	-	-	-	-	459,000
CSD	15	Vererans Beach Bathhouse Improvements	-	-	-	459,000	-	459,000
CSD	16	Hamblin Pond Bathhouse and Site Improvements - Design and Permitting	325,000	1,630,000	-	-	-	1,955,000
CSD	17	Marston's Mills Playground Project	684,000	-	-	-	-	684,000
CSD	18	Cotuit Playground Project	-	1,362,000	-	-	-	1,362,000
CSD	19	West Barnstable & Centerville Recreation Community Buildings Security System	243,000	-	-	-	-	243,000
CSD	20	Emergency Generator Implementation Plan - HYCC	1,221,000	512,000	-	-	-	1,733,000
CSD	21	Osterville Recreation Building - Construction	-	-	-	15,322,803	-	15,322,803
TOTAL COMMUNITY SERVICES			\$ 11,223,000	\$ 11,851,684	\$ 2,263,000	\$ 16,622,353	\$ 35,000	\$ 41,995,037

Five Year Capital Improvements Plan for General Fund

DEPT	PRIORITY	PROJECT TITLE	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTALS
DPW	1	Town Hall Elevator Replacement	1,250,000	-	-	-	-	1,250,000
DPW	2	Oyster Harbor Bridge Improvements - Construction	3,000,000	-	3,000,000	-	-	6,000,000
DPW	3	Public Roads Maintenance	3,950,000	4,050,000	4,150,000	4,250,000	4,350,000	20,750,000
DPW	4	Hawes Avenue Culvert Reconstruction	1,700,000	-	-	-	-	1,700,000
DPW	5	Public Bridge Maintenance and Repairs	1,484,000	1,312,000	876,000	652,000	-	4,324,000
DPW	6	West Main Street and Pine Street Intersection - Design and Permitting	1,500,000	-	-	-	-	1,500,000
DPW	7	Mosswood Cemetery Columbarium Project	295,500	-	-	-	-	295,500
DPW	8	Freshwater Ponds Monitoring and Management Plan -FY26 Hamblin Pond	150,000	145,000	200,000	80,000	160,000	735,000
DPW	9	Armory Building Improvements - Construction	3,100,000	TBD	TBD	TBD	-	3,100,000
DPW	10	Fleet Maintenance Building Improvements	471,500	276,500	-	-	-	748,000
DPW	11	Guardrail Replacement and Installation Program	192,500	196,796	206,636	216,967	227,815	1,040,714
DPW	12	North Street Sidewalk Extension - Construction	925,000	-	-	-	-	925,000
DPW	13	Curb Ramp and Sidewalk ADA Transition Plan	368,000	385,000	405,000	426,000	445,000	2,029,000
DPW	14	Public Bridge Replacement Studies	500,000	500,000	500,000	-	-	1,500,000
DPW	15	Lincoln Road Improvements - Design and Permitting	550,000	-	6,000,000	-	-	6,550,000
DPW	16	DPW Salt Storage Facility Immediate Improvements - Design and Construction	556,000	-	-	-	-	556,000
DPW	17	Asa Meigs Road - Private Road Repairs	635,000	-	-	-	-	635,000
DPW	18	Ponds Solution - Permit & Implementation - Long Pond Centerville	TBD	TBD	TBD	TBD	-	-
DPW	19	Cape Cod Airfield Hanger Repair - Design	105,076	470,000	-	-	-	575,076
DPW	20	Intersection Improvements - South Main Street at Main Street (Centerville) / Craigville Beach Road	750,000	-	-	-	-	750,000
DPW	21	Barnstable Road Corridor Improvements - Design and Permitting	2,150,000	-	-	12,850,000	-	15,000,000
DPW	22	Freezer Road Culvert Replacement - Evaluation, Design, and Permitting	125,000	800,000	-	-	-	925,000
DPW	23	Phinneys Lane and Old Strawberry Hill Road Intersection Improvements - Design and Permitting	190,000	-	1,200,000	-	-	1,390,000
DPW	24	Old Stage Road Roundabouts - Design and Permitting	460,000	-	3,600,000	-	-	4,060,000
DPW	25	Pitcher's Way Shared Use Path (Bearses Way to Smith St.) - Design	432,000	-	-	3,176,000	-	3,608,000
DPW	26	Hyannis West End Rotary Improvements - Design and Permitting	500,000	-	-	3,600,000	-	4,100,000
DPW	27	Maraspin Creek Culvert Replacements (Indian Trail and Swallow Hill Drive)	285,000	-	1,900,000	-	-	2,185,000
DPW	28	Attucks Lane Streetlights	98,000	760,000	-	-	-	858,000
DPW	29	Cotuit Memorial Park Restoration	520,434	-	-	-	-	520,434
DPW	30	East Bay Road and Wianno Avenue Pedestrian Improvements - Design and Permitting	75,000	365,000	-	-	-	440,000
DPW	31	South Main Street Pedestrian Improvements - Design	100,000	1,710,000	-	-	-	1,810,000
DPW	32	Old Town Hall - JFK Museum Improvements	1,900,000	1,610,000	-	-	-	3,510,000
DPW	33	Town Hall Parking Lot Improvements - Design	-	95,000	-	930,000	-	1,025,000
DPW	34	Town Hall & School Admin Building Security Improvements	-	409,600	1,021,480	-	-	1,431,080
DPW	35	Bismore Park Improvements - Design and Permitting	233,000	991,000	-	-	-	1,224,000
DPW	36	Structures and Grounds Parking Lot Expansion	-	-	787,000	-	-	787,000
DPW	37	Old Stage Road Pedestrian Improvements - Design and Permitting	125,000	1,560,000	-	-	-	1,685,000
DPW	38	Old Strawberry Hill Road Pedestrian Improvements - Design and Permitting	175,000	1,725,000	-	-	-	1,900,000
DPW	39	Phinney's Lane (Rt 28 to Main Street) Pedestrian Improvements - Design and Permitting	75,000	1,460,000	-	-	-	1,535,000
DPW	40	Pine Street (Mothers Park to Strawberry Hill Road) Pedestrian Improvements - Design and Permitting	200,000	1,985,000	-	-	-	2,185,000
DPW	41	DPW 382 Falmouth Rd Facility Parking Lot Repairs	-	-	600,000	-	-	600,000
DPW	42	West Main Street Corridor Pedestrian Improvements - Design and Permitting	-	750,000	-	-	5,675,000	6,425,000

Five Year Capital Improvements Plan for General Fund (Continued)

DEPT	PRIORITY	PROJECT TITLE	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTALS
DPW	43	Bay Lane Sidewalk Extension	-	-	305,000	2,400,000	-	2,705,000
DPW	44	Shootflying Hill Road Pedestrian Improvements - Design and Permitting	250,000	3,560,000	-	-	-	3,810,000
DPW	45	Bumps River Road and Osterville West Barnstable Road Pedestrian Improvements - Design and Permitting	150,000	2,760,000	-	-	-	2,910,000
DPW	46	Main Street Centerville Pedestrian Improvements	250,000	2,450,000	-	-	-	2,700,000
DPW	47	Craigville Beach Road Pedestrian Improvements	200,000	1,700,000	-	-	-	1,900,000
DPW	48	South Street Pedestrian Improvements - Design	468,000	-	4,200,000	-	-	4,668,000
DPW	49	Phinneys Lane and Wequaquet Lane Sidewalk Extensions	1,500,000	-	-	-	-	1,500,000
DPW	50	Sheriff's Youth Ranch Riding Arena Improvements	340,000	-	-	-	-	340,000
DPW	51	West Barnstable Railroad Depot Restoration - Design	982,000	-	-	-	-	982,000
DPW	52	Stewarts Creek Restoration Study	275,000	-	TBD	-	TBD	275,000
DPW	53	Mosswood Cemetery Building Improvements	-	-	300,000	-	-	300,000
DPW	54	Commerce Road Sidewalks - Construction	-	1,230,000	-	-	-	1,230,000
DPW	55	Commerce Road Resiliency Improvements and Culvert Replacement - Construction	-	5,250,000	-	-	-	5,250,000
DPW	56	US Customs House Interior Building Improvements	-	763,882	-	-	-	763,882
DPW	57	50 Pearl Street Repairs	485,000	195,000	-	-	-	680,000
DPW	58	46 Pearl Street Repairs	489,000	250,900	-	-	-	739,900
DPW	59	Guyer Barn Improvements	375,000	-	-	-	-	375,000
DPW	60	Town Green Bandstand Improvements	-	105,500	-	-	-	105,500
DPW	61	US Customs House Site Improvements	-	223,269	604,785	-	-	828,054
DPW	62	Burgess Barn Improvements - Design	-	91,070	641,770	-	-	732,840
DPW	63	Town Hall Campus Parking Garage - Design	-	1,242,967	15,289,422	-	-	16,532,389
DPW	64	Old Jail Repairs - Design	105,000	391,000	-	-	-	496,000
DPW	65	Old Town Hall Basement Storage	-	-	-	634,558	-	634,558
DPW	66	Marstons Mills Hearse House Improvements	228,000	-	-	-	-	228,000
TOTAL PUBLIC WORKS			\$ 35,223,010	\$ 41,769,484	\$ 45,787,093	\$ 29,215,525	\$ 10,857,815	\$ 162,852,927

DEPT	PRIORITY	PROJECT TITLE	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTALS
SCH	1	BUE HVAC Repair	1,000,000	8,000,000	-	-	-	9,000,000
SCH	2	BHS Gym Floor Replacement	500,000	-	-	-	-	500,000
SCH	3	BHS Culinary Kitchen Phase II	550,000	-	-	-	-	550,000
SCH	4	Performing Arts Center Upgrades / Repairs	3,000,000	-	-	-	-	3,000,000
SCH	5	BWB Gymnasium Floor	200,000	-	-	-	-	200,000
SCH	6	Mechanical Upgrades	250,000	250,000	-	-	-	500,000
SCH	7	Districtwide HVAC Repairs	350,000	250,000	250,000	-	-	850,000
SCH	8	BIS Gym Floor	250,000	-	-	-	-	250,000
SCH	9	BIS Library Carpet Remove & Replace	162,700	-	-	-	-	162,700
SCH	10	BIS Rooftop Unit Replacement	2,100,000	-	-	-	-	2,100,000
SCH	11	Demolition of Old Portables	80,000	-	-	-	-	80,000
SCH	12	BHS Exhaust Fan Replacement / Upgrades	507,600	-	-	-	-	507,600
SCH	13	BUE Building Envelope, Masonry, and Gutters	900,000	-	-	-	-	900,000
SCH	14	BHS Locker Room Design	50,000	300,000	-	-	-	350,000
SCH	15	IT Network Infrastructure Replacement and Upgrades	160,000	165,000	170,000	175,000	-	670,000
SCH	16	IT Security Camera Upgrades and Maintenance	200,000	225,000	250,000	250,000	-	925,000

Five Year Capital Improvements Plan for General Fund (Continued)

DEPT	PRIORITY	PROJECT TITLE	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTALS
SCH	17	BWB Replace Membrane Roof	500,500	-	-	-	-	500,500
SCH	18	BHS Replace & Repaint Interior Doors	-	150,000	-	-	-	150,000
SCH	19	BUE Acoustical Ceiling Tile Replacement	-	900,000	-	-	-	900,000
SCH	20	Field House Improvements	-	273,000	-	-	-	273,000
SCH	21	Centerville Roof Replacement (Membrane and Shingle)	-	1,401,400	-	-	-	1,401,400
SCH	22	BHS Masonry Repair and Repoint	-	234,000	200,000	100,000	-	534,000
SCH	23	Direct Digital Controls Upgrades HVAC	-	850,000	850,000	-	-	1,700,000
SCH	24	BHS Roof Replacement - Final Design & Construction	-	13,763,000	-	-	-	13,763,000
SCH	25	BIS Primary /Secondary Pumps	-	62,400	-	-	-	62,400
SCH	26	HYW HVAC Conversion	-	2,633,400	-	-	-	2,633,400
SCH	27	BHS Gym & Field House Windows	-	537,800	-	-	-	537,800
SCH	28	BUE Upgrade to 4 pipe system	-	1,142,000	-	-	-	1,142,000
SCH	29	BUE Interior door replacement	-	720,000	-	-	-	720,000
SCH	30	HYW Masonry Repairs	-	142,000	-	-	-	142,000
SCH	31	BHS Patch Parking/Drives	-	703,000	-	-	-	703,000
SCH	32	WVE Playground Paving	-	96,000	-	-	-	96,000
SCH	33	HYW Parking Mill repave & stripe	-	245,700	-	-	-	245,700
SCH	34	HYW Roadways Mill repave	-	259,700	-	-	-	259,700
SCH	35	Cape Cod Collaborative Window Replacement	-	750,000	-	-	-	750,000
SCH	36	BHS/BIS Gen/ Co Gen Install	-	-	-	1,000,000	-	1,000,000
SCH	37	HYW HVAC energy recover to offices add cooling	-	-	351,000	-	-	351,000
SCH	38	BHS Lintel Repair	-	-	78,000	-	-	78,000
SCH	39	BHS Accoustical Ceiling	-	-	\$1,734,000	-	-	1,734,000
SCH	40	BHS Kitchen Epoxy	-	-	97,000	-	-	97,000
SCH	41	BHS Gymnasium Floor and Painting	-	-	80,000	-	-	80,000
SCH	42	BHS Café Floor	-	-	107,000	-	-	107,000
SCH	43	BHS 1600s Floor	-	-	184,000	-	-	184,000
SCH	44	BHS 1300+2300 Floor	-	-	136,000	-	-	136,000
SCH	45	BHS 1500's Floor	-	-	92,000	-	-	92,000
SCH	46	BHS 1700's Floor	-	-	384,000	-	-	384,000
SCH	47	BHS Boiler Room Make up Air	-	-	71,000	-	-	71,000
SCH	48	BHS Electrical Distribution Upgrade	-	-	-	-	4,104,000	4,104,000
SCH	49	BHS Replace DHW Mixing Valves throughout	-	-	78,000	-	-	78,000
SCH	50	BHS Security Hardware on Classroom doors	-	-	243,000	-	-	243,000
SCH	51	BIS Roof Replacement	-	-	4,410,000	-	-	4,410,000
SCH	52	BIS Rubber floor in stairs	-	-	80,000	-	-	80,000
SCH	53	BIS Replace movable Partition in classrooms	-	-	200,000	-	-	200,000
SCH	54	BIS Locker Rm Reno	-	-	-	234,000	-	234,000
SCH	55	BIS Boiler/ Pump room effcent upgrade	-	-	-	550,000	-	550,000
SCH	56	BIS Sprinklers under exterior overhangs	-	-	60,000	-	-	60,000
SCH	57	BUE Gym Floor Replacement	-	-	144,000	-	-	144,000
SCH	58	BUE Classroom Casework	-	-	370,000	-	-	370,000
SCH	59	BUE Power distribution upgrade	-	-	666,000	-	-	666,000
SCH	60	BUE Parking Mill repave	-	-	470,000	-	-	470,000

Five Year Capital Improvements Plan for General Fund (Continued)

DEPT	PRIORITY	PROJECT TITLE	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTALS
SCH	61	BUE Roadways Mill repave	-	-	424,000	-	-	424,000
SCH	62	BWB Closed walkway to modular	-	-	-	195,000	-	195,000
SCH	63	BWB Replace flooring throughout	-	-	-	\$240,000	-	240,000
SCH	64	BWB Bathroom Reno	-	-	340,000	-	-	340,000
SCH	65	BWB Classroom closets	-	-	-	-	72,000	72,000
SCH	66	BWB Café and Gym Air handlers	-	-	-	-	247,000	247,000
SCH	67	BWB Boiler conversion Steam/HW	-	-	-	-	780,000	780,000
SCH	68	BWB Kitchen exhaust hood	-	-	-	-	71,000	71,000
SCH	69	BWB Clock system throughout	-	-	98,000	-	-	98,000
SCH	70	BWB Install Sprinklers	-	-	-	\$383,000	-	383,000
SCH	71	BWB Fire alarm upgrade	-	-	-	\$151,000	-	151,000
SCH	72	Cent Ceiling tiles throughout new wing	-	-	149,000	-	-	149,000
SCH	73	Cent Boiler upgrade	-	-	-	\$455,000	-	455,000
SCH	74	Cent Clock system throughout	-	-	141,000	-	-	141,000
SCH	75	Cent Fire alarm upgrade	-	-	-	\$218,000	-	218,000
SCH	76	BCIS Ceiling tiles	-	-	98,000	-	-	98,000
SCH	77	BCIS Bathroom Reno	-	-	-	\$450,000	-	450,000
SCH	78	BCIS Clock system throughout	-	-	-	-	142,000	142,000
SCH	79	BCIS Piping throughout	-	-	-	-	219,000	219,000
SCH	80	HYW Roof Replacement	-	-	-	\$1,002,000	-	1,002,000
SCH	81	HYW Ceiling throughout	-	-	-	-	262,000	262,000
SCH	82	HYW Classroom closets refinish wood	-	-	120,000	-	-	120,000
SCH	83	HYW Electrical Distribution Upgrade	-	-	-	-	1,053,000	1,053,000
SCH	84	WVE Roof replacement	-	-	-	-	1,248,000	1,248,000
SCH	85	WVE Ceiling throughout	-	-	414,000	-	-	414,000
SCH	86	WVE Gym AHU	-	-	-	\$97,000	-	97,000
SCH	87	WVE Boiler Upgrade	-	-	-	\$390,000	-	390,000
SCH	88	WVE Paving/restriping	-	-	423,000	-	-	423,000
SCH	89	ECELC Flooring Throughout	-	-	-	\$98,000	-	98,000
TOTAL SCHOOL			\$ 10,760,800	\$ 34,053,400	\$ 13,962,000	\$ 5,988,000	\$ 8,198,000	\$ 72,962,200
TOTAL GENERAL FUND			\$ 65,216,495	\$ 100,139,568	\$ 66,362,093	\$ 58,625,878	\$ 21,690,815	\$ 312,034,849

SEWER CONSTRUCTION & PRIVATE WAY MAINTENANCE IMPROVEMENT FUND

Chapter 355 of the Acts of 2014 enacted by the General Court allows the Town of Barnstable to establish a Special Revenue Fund that may be used for planning, designing, and construction of sewers and other means of comprehensive wastewater management and maintenance and improvement of qualifying private ways. Dedicated revenue sources for this fund include 100% of the local meals excise tax and lodging taxes on short-term rentals as well as one-third of the local rooms excise tax on traditional lodging. In addition, the town has adopted a sewer assessment ordinance which caps assessments at \$10,000 for properties that will be required to tie into the public sewer system. Other dedicated revenue streams for this program include an annual General Fund contribution and one-half of the new sewer utility charge revenue generated from the new connections. The Cape Cod & Islands Water Protection Fund also provides subsidies of 25% on project costs. A model has been created to assist the town with its 5 year financial planning and assess the programs financial viability. The major assumptions included in the model are as follows:

- Rooms and meals tax revenue will grow 1.25% per year;
- Earnings on investments will average 2% to 2.5%;
- A General Fund subsidy will be provided to fund the Comprehensive Wastewater Management Plan that grows to \$6,750,000 by FY 2031;
- Sewer assessments of \$10,000 will be applied to new sewer customers;
- Sewer assessments will be amortized over 15 years;
- Sewer assessments will begin to be collected one year after the project's completion;
- New sewer customers will be phased in over a 2 year period once project is complete;
- The town adopts a flow-neutral policy which qualifies it for 0% financing with the SRF;
- Interest rate on sewer assessments (2%) will be 2% higher than the Town's borrowing rate (0%);
- 50% of the user rate revenue collected from new customers will be directed towards the debt service for the new infrastructure;
- Project costs for FY 2026 to FY 2030 totaling \$332 million are included and inflation is projected at 3%
- Preliminary design costs will be financed with cash reserves;
- Principal subsidies on project costs are 25% and loans issued through the SRF receive an additional 3.3% subsidy;
- Loan amortization on bond issues will be 20 and 30 years for construction;
- Interest rates on SRF borrowings are 0.2% and G.O.B. rate is 3.7%;
- The first loan payments on borrowing authorizations are expected to occur 3 years after the appropriation is authorized;
- The Federal government will not make any changes and the tax advantages of municipal bonds will remain intact;
- No other major changes will take place in the municipal bond market;
- Project management staff will increase over time as more infrastructure projects are implemented.

TABLE A – Estimated Comprehensive Wastewater Management Plan Cash Flow

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Resources:										
Rooms Tax - Traditional Lodging	1,081,753.00	\$ 1,095,274.91	\$ 1,108,965.85	\$ 1,122,827.92	\$ 1,136,863.27	\$ 1,151,074.06	\$ 1,165,462.49	\$ 1,180,030.77	\$ 1,194,781.15	\$ 1,209,715.92
Meals Tax	2,223,662.00	2,323,726.79	2,428,294.50	2,537,567.75	2,651,758.30	2,771,087.42	2,895,786.35	3,026,096.74	3,162,271.09	3,304,573.29
Short-term Rental Tax	2,547,761.00	2,636,932.64	2,729,225.28	2,824,748.16	2,923,614.35	3,025,940.85	3,131,848.78	3,241,463.49	3,354,914.71	3,472,336.72
General Fund Contribution	4,250,000.00	5,000,000.00	5,750,000.00	5,750,000.00	6,000,000.00	6,250,000.00	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00
New England Wind 1 Contribution		16,000,000.00	-	-	-	-				
Existing Sewer Assessments	75,685.02	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	-
New Sewer Assessments	111,575.49	154,236.70	318,787.11	387,701.38	387,701.38	843,523.67	1,368,332.36	1,985,566.18	2,299,708.70	2,579,880.40
New User Charge Revenue	-	56,227.50	81,612.56	177,116.63	226,175.33	237,484.09	439,919.90	681,318.02	955,064.14	1,125,333.49
Investment Earnings	800,000.00	773,192.65	1,138,841.77	1,131,596.25	1,198,110.71	1,214,333.29	1,224,228.70	1,264,723.38	1,268,175.65	1,268,761.20
CC&IWPf Subsidies (A&U Debt)	-	-	257,500.00	674,166.67	924,166.67	1,215,833.33	1,299,166.67	1,415,666.67	1,415,666.67	1,415,666.67
CC&IWPf Subsidies (Future Debt)	-	-	-	-	166,666.67	450,458.33	879,625.00	1,399,316.46	1,685,733.13	2,147,566.46
Total Resources	11,090,436.50	28,094,591.19	13,868,227.06	14,660,724.76	15,670,056.67	17,214,735.05	18,959,370.25	20,749,181.70	21,891,315.23	23,023,834.14
Commitments:										
Staff Salaries	1,872,346.00	2,511,988.00	2,612,467.52	2,716,966.22	2,852,814.53	2,966,927.11	3,094,504.98	3,227,568.69	3,366,354.15	3,511,107.38
Health Insurance	122,576.00	180,543.44	192,278.76	204,776.88	218,087.38	232,263.06	247,360.16	263,438.57	280,562.08	298,798.61
Medicare Tax	25,371.67	33,805.95	35,092.74	36,426.75	38,203.54	39,652.63	41,283.60	42,979.89	44,743.99	46,578.48
Retirement	220,488.00	262,173.86	276,069.08	290,700.74	306,107.88	322,331.60	339,415.17	357,404.18	376,346.60	396,292.97
Life Insurance	228.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00
Operating Expenses	276,575.00	316,106.50	322,428.63	328,877.20	335,454.75	342,163.84	349,007.12	355,987.26	363,107.01	370,369.15
Operating Capital	70,000.00	240,000.00	120,000.00	122,400.00	124,848.00	127,344.96	129,891.86	132,489.70	135,139.49	137,842.28
Issued Debt	2,824,665.63	2,736,647.14	2,704,866.89	2,673,113.95	2,641,389.54	2,604,694.64	2,573,682.05	2,344,179.72	2,315,226.82	1,984,009.02
Authorized & Unissued Debt	-	179,042.07	1,206,226.54	2,868,337.32	3,865,603.79	5,029,081.34	5,361,503.50	5,826,229.68	5,826,229.68	5,826,229.68
Future Debt	-	-	-	-	664,844.31	2,163,985.34	4,797,738.09	8,026,040.51	9,154,077.83	10,996,361.42
Cash Funded Projects	2,270,000.00	5,110,000.00	4,650,450.00	159,135.00	1,256,636.05	-	-	-	-	-
Total Commitments	7,682,250.30	11,570,556.96	12,120,130.16	9,400,984.07	12,304,239.78	13,828,694.52	16,934,636.53	20,576,568.19	21,862,037.62	23,567,838.97
Net Resources Over (Under) Commitments	3,408,186.21	16,524,034.23	1,748,096.90	5,259,740.69	3,365,816.89	3,386,040.53	2,024,733.72	172,613.51	29,277.60	(544,004.83)
Available Resources - Beginning of Year	27,519,519.78	30,927,705.99	47,451,740.22	49,199,837.12	54,459,577.81	57,825,394.70	61,211,435.22	63,236,168.94	63,408,782.45	63,438,060.06
Available Resources - End of Year	\$ 30,927,705.99	\$ 47,451,740.22	\$ 49,199,837.12	\$ 54,459,577.81	\$ 57,825,394.70	\$ 61,211,435.22	\$ 63,236,168.94	\$ 63,408,782.45	\$ 63,438,060.06	\$ 62,894,055.23

TABLE A – Estimated Comprehensive Wastewater Management Plan Cash Flow (Continued)

	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044
Resources:										
Rooms Tax - Traditional Lodging	\$ 1,224,837.37	\$ 1,240,147.83	\$ 1,255,649.68	\$ 1,271,345.30	\$ 1,287,237.12	\$ 1,303,327.58	\$ 1,319,619.18	\$ 1,336,114.42	\$ 1,352,815.85	\$ 1,369,726.05
Meals Tax	3,453,279.09	3,608,676.65	3,771,067.10	3,940,765.12	4,118,099.55	4,303,414.03	4,497,067.66	4,699,435.70	4,910,910.31	5,131,901.27
Short-term Rental Tax	3,593,868.51	3,719,653.91	3,849,841.79	3,984,586.26	4,124,046.78	4,268,388.41	4,417,782.01	4,572,404.38	4,732,438.53	4,898,073.88
General Fund Contribution	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00
New England Wind 1 Contribution										
Existing Sewer Assessments	-	-	-	-	-	-	-	-	-	-
New Sewer Assessments	2,579,880.40	2,579,880.40	2,579,880.40	2,579,880.40	2,579,880.40	2,468,304.91	2,425,643.69	2,261,093.29	2,192,179.02	2,192,179.02
New User Charge Revenue	1,291,550.55	1,356,128.08	1,423,934.48	1,495,131.20	1,569,887.77	1,648,382.15	1,730,801.26	1,817,341.32	1,908,208.39	2,003,618.81
Investment Earnings	1,257,881.10	1,214,362.98	1,165,247.58	1,118,899.95	1,075,382.38	1,034,749.27	994,943.54	958,179.85	922,289.52	888,515.10
CC&IWPFSubsidies (A&U Debt)	1,415,666.67	1,415,666.67	1,415,666.67	1,415,666.67	1,415,666.67	1,415,666.67	1,415,666.67	1,415,666.67	1,415,666.67	1,415,666.67
CC&IWPFSubsidies (Future Debt)	2,782,374.29	2,920,755.57	2,920,755.57	2,920,755.57	2,920,755.57	2,920,755.57	2,920,755.57	2,920,755.57	2,920,755.57	2,920,755.57
Total Resources	24,099,337.98	24,555,272.08	24,882,043.27	25,227,030.46	25,590,956.21	25,862,988.59	26,222,279.57	26,480,991.19	26,855,263.85	27,320,436.36
Commitments:										
Staff Salaries	3,662,084.99	3,819,554.65	3,983,795.50	4,155,098.70	4,333,767.95	4,520,119.97	4,714,485.13	4,917,207.99	5,128,647.93	5,349,179.79
Health Insurance	318,220.52	338,904.86	360,933.67	384,394.36	409,379.99	435,989.69	464,329.02	494,510.41	526,653.59	560,886.07
Medicare Tax	48,486.03	50,469.42	52,531.50	54,675.21	56,903.63	59,219.89	61,627.26	64,129.11	66,728.92	69,430.26
Retirement	417,296.49	439,413.21	462,702.11	487,225.32	513,048.26	540,239.82	568,872.53	599,022.77	630,770.98	664,201.84
Life Insurance	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00
Operating Expenses	377,776.53	385,332.06	393,038.70	400,899.47	408,917.46	417,095.81	425,437.73	433,946.48	442,625.41	451,477.92
Operating Capital	140,599.13	143,411.11	146,279.33	149,204.92	152,189.02	155,232.80	158,337.45	161,504.20	164,734.28	168,028.97
Issued Debt	1,955,649.08	1,926,813.42	1,893,000.66	1,864,267.74	1,841,261.88	1,818,233.76	1,760,231.60	1,698,043.18	1,676,680.14	1,655,343.66
Authorized & Unissued Debt	5,826,229.68	5,826,229.68	5,826,229.68	5,826,229.68	5,826,229.68	5,826,229.68	5,826,229.68	5,826,229.68	5,826,229.68	5,826,229.68
Future Debt	13,528,651.69	14,080,663.72	14,080,663.72	14,080,663.72	14,080,663.72	14,080,663.72	14,080,663.72	14,080,663.72	14,080,663.72	14,080,663.72
Cash Funded Projects	-	-	-	-	-	-	-	-	-	-
Total Commitments	26,275,244.15	27,011,042.11	27,199,424.86	27,402,909.12	27,622,611.58	27,853,275.13	28,060,464.12	28,275,507.55	28,543,984.65	28,825,691.91
Net Resources Over (Under) Commitments	(2,175,906.17)	(2,455,770.03)	(2,317,381.59)	(2,175,878.66)	(2,031,655.37)	(1,990,286.54)	(1,838,184.55)	(1,794,516.35)	(1,688,720.80)	(1,505,255.55)
Available Resources - Beginning of Year	62,894,055.23	60,718,149.06	58,262,379.02	55,944,997.43	53,769,118.77	51,737,463.41	49,747,176.86	47,908,992.31	46,114,475.96	44,425,755.16
Available Resources - End of Year	\$ 60,718,149.06	\$ 58,262,379.02	\$ 55,944,997.43	\$ 53,769,118.77	\$ 51,737,463.41	\$ 49,747,176.86	\$ 47,908,992.31	\$ 46,114,475.96	\$ 44,425,755.16	\$ 42,920,499.62

TABLE A – Estimated Comprehensive Wastewater Management Plan Cash Flow (Continued)

	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054
Resources:										
Rooms Tax - Traditional Lodging	\$ 1,386,847.62	\$ 1,404,183.22	\$ 1,421,735.51	\$ 1,439,507.20	\$ 1,457,501.04	\$ 1,475,719.80	\$ 1,494,166.30	\$ 1,512,843.38	\$ 1,531,753.92	\$ 1,550,900.85
Meals Tax	5,362,836.83	5,604,164.49	5,856,351.89	6,119,887.73	6,395,282.67	6,683,070.39	6,983,808.56	7,298,079.95	7,626,493.55	7,969,685.75
Short-term Rental Tax	5,069,506.46	5,246,939.19	5,430,582.06	5,620,652.43	5,817,375.27	6,020,983.40	6,231,717.82	6,449,827.95	6,675,571.93	6,909,216.94
General Fund Contribution	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00
New England Wind 1 Contribution										
Existing Sewer Assessments	-	-	-	-	-	-	-	-	-	-
New Sewer Assessments	1,736,356.73	1,211,548.04	594,314.22	280,171.70	-	-	-	-	-	-
New User Charge Revenue	2,103,799.75	2,208,989.74	2,319,439.22	2,435,411.19	2,557,181.75	2,685,040.83	2,819,292.87	2,960,257.52	3,108,270.39	3,263,683.91
Investment Earnings	858,409.99	835,938.19	810,272.27	776,066.01	739,362.45	700,948.20	672,646.43	649,918.60	631,866.93	625,633.09
CC&IWPf Subsidies (A&U Debt)	1,415,666.67	1,415,666.67	1,415,666.67	1,415,666.67	1,415,666.67	1,415,666.67	1,415,666.67	1,415,666.67	1,415,666.67	1,415,666.67
CC&IWPf Subsidies (Future Debt)	2,920,755.57	2,920,755.57	2,920,755.57	2,920,755.57	2,920,755.57	2,856,380.57	2,843,880.57	2,843,880.57	2,724,130.57	2,724,130.57
Total Resources	27,354,179.62	27,348,185.10	27,269,117.41	27,508,118.49	27,803,125.42	28,337,809.87	28,961,179.22	29,630,474.63	30,213,753.95	30,958,917.78
Commitments:										
Staff Salaries	5,579,194.52	5,819,099.89	6,069,321.18	6,330,301.99	6,602,504.98	6,886,412.69	7,182,528.44	7,491,377.16	7,813,506.38	8,149,487.16
Health Insurance	597,343.66	636,171.00	677,522.12	721,561.05	768,462.52	818,412.59	871,609.40	928,264.02	988,601.18	1,052,860.25
Medicare Tax	72,236.84	75,152.47	78,181.09	81,326.74	84,593.62	87,986.00	91,508.33	95,165.14	98,961.13	102,901.09
Retirement	699,404.54	736,472.98	775,506.05	816,607.87	859,888.09	905,462.16	953,451.65	1,003,984.59	1,057,195.77	1,113,227.15
Life Insurance	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00
Operating Expenses	460,507.48	469,717.63	479,111.98	488,694.22	498,468.11	508,437.47	518,606.22	528,978.34	539,557.91	550,349.07
Operating Capital	171,389.55	174,817.34	178,313.69	181,879.96	185,517.56	189,227.91	193,012.47	196,872.72	200,810.17	204,826.38
Issued Debt	990,549.70	991,948.52	993,373.00	994,823.14	996,301.98	997,806.32	999,340.94	1,000,903.50	1,002,493.58	1,004,115.62
Authorized & Unissued Debt	5,826,229.68	5,647,187.60	5,647,187.60	5,647,187.60	5,647,187.60	5,647,187.60	5,647,187.60	5,647,187.60	5,647,187.60	5,647,187.60
Future Debt	14,080,663.72	14,080,663.72	14,080,663.72	14,080,663.72	14,080,663.72	13,711,715.68	13,640,075.28	13,640,075.28	13,176,882.28	13,176,882.28
Cash Funded Projects	-	-	-	-	-	-	-	-	-	-
Total Commitments	28,477,769.69	28,631,481.15	28,979,430.43	29,343,296.31	29,723,838.17	29,752,898.42	30,097,570.33	30,533,058.35	30,525,446.00	31,002,086.59
Net Resources Over (Under) Commitments	(1,123,590.07)	(1,283,296.05)	(1,710,313.02)	(1,835,177.81)	(1,920,712.76)	(1,415,088.55)	(1,136,391.11)	(902,583.72)	(311,692.05)	(43,168.81)
Available Resources - Beginning of Year	42,920,499.62	41,796,909.55	40,513,613.49	38,803,300.48	36,968,122.66	35,047,409.91	33,632,321.36	32,495,930.25	31,593,346.53	31,281,654.48
Available Resources - End of Year	\$ 41,796,909.55	\$ 40,513,613.49	\$ 38,803,300.48	\$ 36,968,122.66	\$ 35,047,409.91	\$ 33,632,321.36	\$ 32,495,930.25	\$ 31,593,346.53	\$ 31,281,654.48	\$ 31,238,485.66

TABLE A – Estimated Comprehensive Wastewater Management Plan Cash Flow (Continued)

	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064
Resources:										
Rooms Tax - Traditional Lodging	\$ 1,570,287.11	\$ 1,589,915.70	\$ 1,609,789.64	\$ 1,629,912.01	\$ 1,650,285.91	\$ 1,670,914.49	\$ 1,691,800.92	\$ 1,712,948.43	\$ 1,734,360.28	\$ 1,756,039.79
Meals Tax	8,328,321.61	8,703,096.09	9,094,735.41	9,503,998.50	9,931,678.44	10,378,603.97	10,845,641.14	11,333,695.00	11,843,711.27	12,376,678.28
Short-term Rental Tax	7,151,039.54	7,401,325.92	7,660,372.33	7,928,485.36	8,205,982.35	8,493,191.73	8,790,453.44	9,098,119.31	9,416,553.48	9,746,132.86
General Fund Contribution	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00	6,500,000.00
New England Wind 1 Contribution										
Existing Sewer Assessments	-	-	-	-	-	-	-	-	-	-
New Sewer Assessments	-	-	-	-	-	-	-	-	-	-
New User Charge Revenue	3,426,868.11	3,598,211.51	3,778,122.09	3,967,028.19	4,165,379.60	4,373,648.58	4,592,331.01	4,821,947.56	5,063,044.94	5,316,197.19
Investment Earnings	624,769.71	649,690.81	681,027.85	734,507.30	820,298.22	939,264.55	1,103,037.23	1,324,982.90	1,619,749.79	1,937,867.18
CC&IWPF Subsidies (A&U Debt)	1,415,666.67	1,415,666.67	1,158,166.67	741,500.00	491,500.00	199,833.33	116,500.00	-	-	-
CC&IWPF Subsidies (Future Debt)	2,724,130.57	2,724,130.57	2,724,130.57	2,724,130.57	2,557,463.90	2,338,047.23	1,921,380.57	1,401,689.11	1,235,022.44	773,189.11
Total Resources	31,741,083.31	32,582,037.27	33,206,344.56	33,729,561.94	34,322,588.42	34,893,503.89	35,561,144.31	36,193,382.30	37,412,442.22	38,406,104.40
Commitments:										
Staff Salaries	8,499,915.10	8,865,411.45	9,246,624.15	9,644,228.98	10,058,930.83	10,491,464.86	10,942,597.84	11,413,129.55	11,903,894.12	12,415,761.57
Health Insurance	1,121,296.17	1,194,180.42	1,271,802.15	1,354,469.29	1,442,509.79	1,536,272.93	1,636,130.67	1,742,479.16	1,855,740.31	1,976,363.43
Medicare Tax	106,989.97	111,232.85	115,634.92	120,201.52	124,938.11	129,850.28	134,943.77	140,224.43	145,698.23	151,371.27
Retirement	1,172,228.18	1,234,356.28	1,299,777.16	1,368,665.35	1,441,204.61	1,517,588.46	1,598,020.65	1,682,715.74	1,771,899.68	1,865,810.36
Life Insurance	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00
Operating Expenses	561,356.05	572,583.17	584,034.83	595,715.53	607,629.84	619,782.44	632,178.09	644,821.65	657,718.08	670,872.44
Operating Capital	208,922.90	213,101.36	217,363.39	221,710.66	226,144.87	230,667.77	235,281.12	239,986.75	244,786.48	249,682.21
Issued Debt	-	-	-	-	-	-	-	-	-	-
Authorized & Unissued Debt	5,647,187.60	5,647,187.60	4,620,003.14	2,957,892.35	1,960,625.88	797,148.33	464,726.18	-	-	-
Future Debt	13,176,882.28	13,176,882.28	13,176,882.28	13,176,882.28	12,512,037.97	11,381,844.98	8,819,732.63	5,591,430.21	4,926,585.89	3,084,302.30
Cash Funded Projects	-	-	-	-	-	-	-	-	-	-
Total Commitments	30,495,028.27	31,015,185.42	30,532,372.02	29,440,015.96	28,374,271.90	26,704,870.05	24,463,860.95	21,455,037.49	21,506,572.79	20,414,413.58
Net Resources Over (Under) Commitments	1,246,055.04	1,566,851.85	2,673,972.54	4,289,545.98	5,948,316.52	8,188,633.84	11,097,283.36	14,738,344.82	15,905,869.43	17,991,690.82
Available Resources - Beginning of Year	31,238,485.66	32,484,540.71	34,051,392.55	36,725,365.09	41,014,911.07	46,963,227.59	55,151,861.43	66,249,144.80	80,987,489.61	96,893,359.04
Available Resources - End of Year	\$ 32,484,540.71	\$ 34,051,392.55	\$ 36,725,365.09	\$ 41,014,911.07	\$ 46,963,227.59	\$ 55,151,861.43	\$ 66,249,144.80	\$ 80,987,489.61	\$ 96,893,359.04	\$ 114,885,049.86

CAPITAL TRUST FUND ANALYSIS

The Capital Trust Fund (CTF) is used as a mechanism to finance the Town's General Fund Capital Improvement Program within the limitations of Proposition 2½. Annually, the Town transfers a sum of money from the General Fund into the CTF. The resources within the CTF are then used to make the annual loan payments on the bonds issued to finance the Town's capital program. The loan payments are part of the General Fund operating budget. The CTF operates similar to a debt service fund. Some of the Town's capital appropriations are financed using the reserves within the CTF as opposed to bond issues. Annually, the Town reviews the projected cash flow of the CTF for the prospective 10-year period in order to measure the capacity level of the fund.

For the most part, this fund is not the funding source for Enterprise Fund capital improvements. Most Enterprise Funds pay 100% of their capital cost, which is recovered through their respective user fees. However, some Enterprise Fund capital improvements may be funded from the CTF, which is a policy decision. The two current exceptions are the bond issues for the construction of and improvements to the Hyannis Youth & Community Center (HYCC) and Barnstable Harbor Marina bulkhead replacement. Some future project costs for other Enterprise Funds may need General Fund support and these are evaluated every year. An example would be the Bismore Park Bulkhead Improvements project and possibly the Sandy Neck Parking Lot and Gatehouse Relocation project. The increase in user fees may be too great, resulting in customer loss and they may need to be supplemented with a General Fund contribution.

The FY 2026 General Fund Capital Improvement Plan includes a combination of "pay-as-you-go" or cash financing, and new bond issues. The cash-financing portion of the program is funded from the Capital Trust Fund reserves. This "pay-as-you-go" financing approach saves the Town thousands of dollars in the form of bond issuance and interest cost. It also provides flexibility within the budget because with just a debt service program, the CTF can become saturated with loan payments and prohibit the approval of any new projects until the debt service from other projects expire. This would also reduce the Town's flexibility in its resource allocation as future cash flows are committed to fixed annual loan payments.

In the event of absolute necessity, the cash portion of the program could be converted to a debt program to allow for a larger capital program up front. For example, the Town could allocate \$1 million in cash per year for capital improvements over ten years or allocate \$10 million towards a bond issue in the first year. A \$10 million bond issue could incur \$1.6 million in interest cost amortized over a period of 10-years. The \$1.6 million in interest cost is the opportunity cost that could have been used for existing project needs, but this is all based on available reserves.

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

The annual contribution to the CTF has grown from \$7.4 to \$17.4 million over the last ten years. This amount is projected to increase by more than \$5 million over the next ten in order to allocate more funds to the capital program. Even as more funds are allocated to the capital program, the Town's capital needs require a higher contribution level. Opportunities to increase this contribution are examined every year.

The table on the next page illustrates the CTF's capacity over the next ten years.

TABLE A – Capital Trust Fund Estimated Cash Flow FY 2026 – FY 2035

	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	FY2035
1 Beginning Trust Fund Balance	\$ 15,316,202	\$ 15,903,673	\$ 15,187,629	\$ 14,423,808	\$ 13,286,391	\$ 11,399,054	\$ 9,289,474	\$ 8,140,193	\$ 7,969,938	\$ 8,650,187
Resources:										
2 Investment Earnings	306,324	318,073	303,753	288,476	265,728	227,981	185,789	162,804	159,399	173,004
3a New Growth Commitment for CWMP	750,000	750,000	-	-	-	-	-	-	-	-
3b Base General Fund Transfer	16,654,927	17,840,050	19,054,801	19,531,171	20,019,450	20,519,936	21,032,934	21,558,757	22,097,726	22,650,169
3c Transfer From General Fund (3a + 3b)	17,404,927	18,590,050	19,054,801	19,531,171	20,019,450	20,519,936	21,032,934	21,558,757	22,097,726	22,650,169
4 Total Current Year Resources (2 + 3c)	17,711,251	18,908,123	19,358,554	19,819,647	20,285,178	20,747,917	21,218,723	21,721,561	22,257,125	22,823,173
5 Total Available Resources (1 + 4)	33,027,453	34,811,797	34,546,182	34,243,455	33,571,569	32,146,971	30,508,198	29,861,754	30,227,063	31,473,360
Commitments:										
6a Existing Debt Service Payments General Fund	(7,029,195)	(6,353,170)	(5,862,165)	(5,551,815)	(5,343,359)	(5,025,709)	(4,723,869)	(4,358,119)	(4,153,069)	(3,617,056)
6b Existing Debt Service Payments Enterprise Funds	(1,477,075)	(1,426,495)	(887,950)	(548,275)	(530,050)	(482,675)	(462,225)	(449,125)	(436,575)	(425,125)
6c Existing Debt Service (6a + 6b)	(8,506,270)	(7,779,665)	(6,750,115)	(6,100,090)	(5,873,409)	(5,508,384)	(5,186,094)	(4,807,244)	(4,589,644)	(4,042,181)
7a Authorized Unissued Debt Prior Years CIP (\$9.9MM)	(1,213,123)	(1,181,582)	(1,150,041)	(1,118,499)	(1,086,958)	(705,416)	(687,000)	(668,583)	(650,167)	(631,750)
7b Estimated Debt Service on FY26 CIP (\$20MM)	-	(1,883,535)	(1,841,666)	(1,799,798)	(1,757,929)	(1,716,060)	(1,606,692)	(1,567,186)	(1,527,680)	(1,488,174)
7c Estimated Debt Service on FY27 CIP (\$15MM)	-	-	(1,501,167)	(1,465,625)	(1,430,083)	(1,394,542)	(1,359,000)	(1,323,458)	(1,287,917)	(1,252,375)
7d Estimated Debt Service on FY28 CIP (\$15MM)	-	-	-	(1,493,667)	(1,458,583)	(1,423,500)	(1,388,417)	(1,353,333)	(1,318,250)	(1,283,167)
7e Estimated Debt Service on FY29 CIP (\$15MM)	-	-	-	-	(1,486,167)	(1,451,542)	(1,416,917)	(1,382,292)	(1,347,667)	(1,313,042)
7f Estimated Debt Service on FY30 CIP (\$15MM)	-	-	-	-	-	(1,478,667)	(1,444,500)	(1,410,333)	(1,376,167)	(1,342,000)
7g Total Estimated Debt Service (7a to 7f)	(1,213,123)	(3,065,117)	(4,492,873)	(5,877,588)	(7,219,720)	(8,169,727)	(7,902,525)	(7,705,186)	(7,507,846)	(7,310,507)
8 Commitment to the CWMP	(4,475,000)	(5,750,000)	(5,750,000)	(5,750,000)	(5,750,000)	(5,750,000)	(5,750,000)	(5,750,000)	(5,750,000)	(5,750,000)
9 Cash Program (Public Roads)	(2,929,386)	(3,029,386)	(3,129,386)	(3,229,386)	(3,329,386)	(3,429,386)	(3,529,386)	(3,629,386)	(3,729,386)	(3,829,386)
10 Cash Program (8 + 9)	(7,404,386)	(8,779,386)	(8,879,386)	(8,979,386)	(9,079,386)	(9,179,386)	(9,279,386)	(9,379,386)	(9,479,386)	(9,579,386)
11 Total Current Year Commitments (6c + 7g + 10)	(17,123,779)	(19,624,168)	(20,122,374)	(20,957,064)	(22,172,515)	(22,857,497)	(22,368,005)	(21,891,816)	(21,576,876)	(20,932,074)
12 Net Increase (Decrease) in Trust Fund Balance (4 - 11)	587,472	(716,044)	(763,821)	(1,137,417)	(1,887,337)	(2,109,579)	(1,149,281)	(170,255)	680,248	1,891,099
13 Ending Trust Fund Balance (1 + 12)	\$ 15,903,673	\$ 15,187,629	\$ 14,423,808	\$ 13,286,391	\$ 11,399,054	\$ 9,289,474	\$ 8,140,193	\$ 7,969,938	\$ 8,650,187	\$ 10,541,285
14 Commitments as a % of Available Resources (13 ÷ 5)	52%	56%	58%	61%	66%	71%	73%	73%	71%	67%
15 Debt Service Increase (Drop-off)	\$ 835,787	\$ 1,125,388	\$ 398,207	\$ 734,690	\$ 1,115,451	\$ 584,982	\$ (589,492)	\$ (576,189)	\$ (414,939)	\$ (744,802)

This table illustrates the Capital Trust Fund’s (CTF) cash flow incorporating all existing loan payments on previously authorized projects (lines 6c and 7a) and the recommended projects for FY26 (7b). Cash funded projects in FY26 total \$7.4 million (lines 8 and 9) and bond funded projects total \$20 million (line 7b). The bonds will be issued in FY26 and the first estimated loan payment of \$1.9 million is anticipated to be made in FY27. Lines 7c through 7f illustrate the estimated loan payments on a \$15 million bond issue for projects to be authorized in outer years. The percentage of the trust fund’s current year resources that are committed in any year are less than the Administrative Code limit of 80% (line 14) indicating that the fund has the capacity to absorb \$80 million in new debt service over the next 5 years (\$20 million in FY26 and \$15 million for FY27 through FY30).

DEBT POSITION ANALYSIS

Type and Purpose of Debt

The Town sells bonds to finance major capital improvements that require large cash outlays. General Obligation Bonds (GOB) have been sold to fund capital improvements managed by various municipal operations such as schools, public works, marine, recreation, conservation, and the Town's Enterprise Fund operations. General Obligation Bonds are supported by the full faith and credit of the Town and are repaid from property taxes collected from both current and future property owners throughout the term of the debt, except for the bonds issued to fund most capital improvements for Enterprise Fund



Bumps River Bridge

operations. Although property taxes are pledged as collateral for Enterprise Funds, most of the GOB's are repaid with revenue generated by the Enterprise Funds and not property taxes. This arrangement provides for a more favorable borrowing rate on Enterprise Fund debt. Alternatively, Enterprise Funds would have to issue what are referred to as "Revenue Bonds", which would typically carry much higher interest rates because the collateral is Enterprise Fund revenue as opposed to property taxes.

Properly structured municipal debt is tax exempt. This feature is attractive to many investors who, in turn, require less interest than they would from non-tax-exempt investments. Typical rates for municipal bonds over the past several years have been in the 1.5% to 3.5% range. Rates have climbed as the economy is experiencing extraordinary inflation. The Federal Reserve has increased interest the federal funds target rate several times which translates into higher borrowing costs for all including the interest incurred on municipal bonds. However, when netted out against inflation, municipal borrowing costs, especially for strong credit worthy Towns such as Barnstable is desirable form of investment for many due to its income tax advantages.

The Town operates several Enterprise Funds that include an airport, two golf courses, wastewater treatment facility, solid waste transfer station, water supply operations, four marinas, Sandy Neck Beach Park, the Hyannis Youth & Community Center, and the Public, Educational and Government Access channels. These funds are expected to repay their debt from the revenues they generate unless it is determined that a General Fund contribution is necessary to provide for some fee mitigation. In addition, the Town has borrowed on behalf of the Community Preservation Fund (CPF), which was created by general legislation to enable towns in the Commonwealth to acquire open space and to finance recreation, community housing, and historic preservation projects. The CPF, a special revenue fund, is funded with 3% surtax on each real estate tax bill. The Commonwealth provides a partial matching program for the local surtax billed from a state trust account, which is funded by real estate transfer taxes. The matching program is expected to decline as more communities adopt the CPF.

Finally, the Town conducts borrowing from the State Revolving Fund (SRF) on qualifying clean water (sewer) and drinking water projects. This fund is managed by the Massachusetts Clean Water Trust (MCWT). Borrowing from this source as opposed to the GOB market offers significant interest savings. To qualify for borrowing from the SRF the town's sewer or water project must be listed on the Department of Environmental Protection's Intended Use Plan (IUP). Interest rates on these loans can vary from 0% to 2% savings the town millions of dollars. The town has been successful in the past on qualifying for loans through the SRF and plans to continue to participate in this program in the future.

Current Debt Position

As of June 30, 2024, the Town of Barnstable had total bonded debt outstanding of \$165.3 million. The Town issued a general obligation municipal purpose loan totaling \$31,785,000 in FY 2024 and \$32,872,480 in loans from the State Revolving Fund. Long-term debt issued for governmental funds totaled \$12,040,000. Long-term debt issued for business-type activities (enterprise funds) totaled \$52,617,480 of which \$45,164,480 was for sewer improvements and \$7,453,000 water supply improvements.

Outstanding Debt by Issue Date

The following table illustrates the town's outstanding debt by issue date. As one can see, the town routinely issues new debt almost every year. The town issued \$64 million in new debt in FY 2024 and paid back \$11 million resulting in an increase of \$53 million in outstanding debt.

Description	June 30, 2023	Issued	Redeemed	June 30, 2024
<u>Totals By Issue Date:</u>				
11/16/2005	\$ 60,000.00	\$ -	\$ 20,000.00	\$ 40,000.00
12/14/2006	\$ 195,000.00	\$ -	\$ 165,000.00	\$ 30,000.00
12/15/2009	\$ 1,554,378.46	\$ -	\$ 298,566.02	\$ 1,255,812.44
7/8/2010	\$ 2,724,351.00	\$ -	\$ 317,187.00	\$ 2,407,164.00
3/15/2011	\$ 235,420.80	\$ -	\$ 37,301.70	\$ 198,119.10
4/18/2012	\$ -	\$ -	\$ -	\$ -
6/6/2012	\$ 510,185.35	\$ -	\$ 98,022.80	\$ 412,162.55
5/22/2013	\$ 310,406.00	\$ -	\$ 28,124.00	\$ 282,282.00
11/22/2013	\$ 500,000.00	\$ -	\$ 500,000.00	\$ -
2/17/2015	\$ 8,490,000.00	\$ -	\$ 2,085,000.00	\$ 6,405,000.00
5/14/2015	\$ 3,568,206.56	\$ -	\$ 323,296.92	\$ 3,244,909.64
2/25/2016	\$ 8,810,000.00	\$ -	\$ 940,000.00	\$ 7,870,000.00
6/21/2016	\$ 1,800,000.00	\$ -	\$ 370,000.00	\$ 1,430,000.00
2/23/2017	\$ 6,595,000.00	\$ -	\$ 580,000.00	\$ 6,015,000.00
4/13/2017	\$ 1,091,289.00	\$ -	\$ 67,528.00	\$ 1,023,761.00
2/27/2018	\$ 6,670,000.00	\$ -	\$ 565,000.00	\$ 6,105,000.00
2/26/2019	\$ 8,668,355.51	\$ -	\$ 898,231.10	\$ 7,770,124.41
2/25/2020	\$ 8,655,000.00	\$ -	\$ 720,000.00	\$ 7,935,000.00
9/25/2020	\$ 2,202,675.93	\$ -	\$ 116,592.29	\$ 2,086,083.64
2/25/2021	\$ 2,285,000.00	\$ -	\$ 230,000.00	\$ 2,055,000.00
3/15/2021	\$ 10,255,000.00	\$ -	\$ 935,000.00	\$ 9,320,000.00
3/15/2022	\$ 10,655,000.00	\$ -	\$ 775,000.00	\$ 9,880,000.00
12/14/2022	\$ 547,542.00	\$ -	\$ 26,922.00	\$ 520,620.00
3/15/2023	\$ 14,550,000.00	\$ -	\$ 865,000.00	\$ 13,685,000.00
5/10/2023	\$ 11,113,948.00	\$ -	\$ 418,960.63	\$ 10,694,987.37
11/21/2023	\$ -	\$ 32,872,480.20	\$ -	\$ 32,872,480.20
6/6/2024	\$ -	\$ 31,785,000.00	\$ -	\$ 31,785,000.00
Totals By Issue Date:	\$ 112,046,758.61	\$ 64,657,480.20	\$ 11,380,732.46	\$ 165,323,506.35

Debt by Fund and Issue Type

As of June 30, 2024, the town's General Fund had \$57 million in outstanding debt, Special Revenue Fund debt was \$70,000, Private Road Repair debt was \$2,450,000, Community Preservation Fund debt was \$631,500 and Enterprise Fund debt was \$104,413,928. Debt issued for the HYCC Enterprise Fund is projected to be paid back by the General Fund. The Sewer and Water Enterprise Fund debt are the largest of all enterprise funds as significant capital improvements to drinking water and sewer expansion have been made.

GOB debt as of June 30, 2024 totals \$108,965,000 and loans issued through the State Revolving Fund total \$56,358,506. SRF loans are projected to grow as the town continues to invest in water and sewer capital.

Description	June 30, 2023	Issued	Redeemed	June 30, 2024
<i>Totals By Fund:</i>				
General	\$ 52,547,500.00	\$ 10,376,578.00	\$ 5,166,000.00	\$ 57,758,078.00
Special Revenue	\$ 100,000.00	\$ -	\$ 30,000.00	\$ 70,000.00
Road Betterment	\$ 2,750,000.00	\$ -	\$ 300,000.00	\$ 2,450,000.00
CPF	\$ 968,000.00	\$ -	\$ 336,500.00	\$ 631,500.00
Airport	\$ 1,625,000.00	\$ -	\$ 105,000.00	\$ 1,520,000.00
Golf	\$ 1,741,500.00	\$ -	\$ 407,500.00	\$ 1,334,000.00
Solid Waste	\$ 112,000.00	\$ -	\$ 28,000.00	\$ 84,000.00
Sewer	\$ 12,482,047.38	\$ 45,164,480.20	\$ 1,481,292.17	\$ 56,165,235.41
Water	\$ 30,135,711.23	\$ 7,453,000.00	\$ 2,235,440.29	\$ 35,353,270.94
Marina	\$ 1,300,000.00	\$ -	\$ 167,500.00	\$ 1,132,500.00
Sandy Neck	\$ 485,000.00	\$ -	\$ 51,500.00	\$ 433,500.00
HYCC	\$ 7,800,000.00	\$ 1,663,422.00	\$ 1,072,000.00	\$ 8,391,422.00
Totals By Fund:	\$ 112,046,758.61	\$ 64,657,480.20	\$ 11,380,732.46	\$ 165,323,506.35
<i>Totals By Issue Type:</i>				
GOB	\$ 86,550,000.00	\$ 31,785,000.00	\$ 9,370,000.00	\$ 108,965,000.00
MCWT	\$ 25,496,758.61	\$ 32,872,480.20	\$ 2,010,732.46	\$ 56,358,506.35
Totals By Issue Type:	\$ 112,046,758.61	\$ 64,657,480.20	\$ 11,380,732.46	\$ 165,323,506.35
GOB = General Obligation Bonds				
MCWT = Mass Clean Water Trust				

General Obligation Debt – Credit Ratings

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

In May 2024, the Town Treasurer conducted a \$31.78 million bond sale, which required a rating to be assigned to it prior to the sale. In their most recent bond rating analysis dated March 17, 2024 Standard & Poor's (S&P) affirmed the 'AAA' rating on the Town's outstanding debt with a stable outlook. S&P cited the following reasons for their rating and stable outlook:

“Barnstable benefits from its central location on Cape Cod, and over several years has seen robust tax base growth and economic development, providing it the flexibility to invest in capital projects and manage long-term liabilities. Budgetary performance remains strong with the town reporting its tenth consecutive general fund operating surplus, and available reserves are at their highest and on a percentage basis well above the median for 'AAA' rated communities in the commonwealth. It is anticipating balanced operations for fiscal 2024, with revenue and expenditures again outperforming budgetary estimates. Although we think Barnstable's debt plans, along with its long-term retirement liabilities, will result in higher costs over time, the town has ample operating flexibility given its strong growth prospects and wealthy tax base. In addition, it maintains strong financial management policies, and planning is robust.”

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

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

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

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

General Obligation Debt - Limitations

There are legal limitations that govern the issuance of municipal debt. Under Massachusetts statutes, the debt limit of the Town of Barnstable is 5 percent of the valuation of taxable property as last equalized by the State Department of Revenue. The Town can authorize debt up to this amount without State approval. The current debt limitation for the Town of Barnstable is \$911 million, which is significantly higher than the Town’s outstanding general obligation debt that is subject to this limitation. It should be pointed out that much of the existing Town debt does not factor into this limitation. There are categories of general obligation debt that are exempt from, and do not count against the debt limit such as certain school bonds, water bonds, solid waste disposal facility bonds, and water pollution abatement revenue bonds.

Town’s Equalized Valuation (EQV)	<u>\$26,295,649,400</u>
Debt Limit – 5% of EQV	\$1,314,782,470
Less:	
Outstanding Debt Applicable to Limit	\$165,323,506
Authorized and Unissued Debt	<u>\$323,243,754</u>
Legal Debt Margin	<u>\$826,215,210</u>
% of debt applicable to the limit	38%

General Obligation Debt – Affordability

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

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

Direct and Overlapping Governmental Activities Debt As of June 30, 2023

Town of Barnstable, Massachusetts	Debt Outstanding	Percentage Applicable (1), (2)	Share of Overlapping Debt
Debt repaid with property taxes and user charges:			
Barnstable County	\$17,153,680	16.98%	\$2,912,695
Cape Cod Regional Technical High School	59,245,000	28.48%	16,872,976
Barnstable Fire District	1,625,000	100.00%	1,625,000
Centerville-Osterville-Marston Mills Fire District	1,190,630	100.00%	1,190,630
Cotuit Fire District	3,016,840	100.00%	3,016,840
Hyannis Fire District	15,165,000	100.00%	15,165,000
Subtotal, overlapping debt			40,783,141
Town direct debt			60,551,388
Total direct and overlapping debt			\$ 101,334,529

(1) County expenses, including debt service, are assessed upon the towns within the county in proportion to their taxable valuation.

(2) The fire districts are special governmental units. The Town serves as a collecting agent for taxes and transfers funds directly to the fire districts on a weekly basis.

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

Town of Barnstable Debt Ratios

Current Status

0.63%

Criteria

Direct Debt - General Fund Debt as a % of the Town's Equalized Property Valuation as calculated by the state.

Formula – Total Government Obligation Bonds Debt Service ÷ Equalized Valuation

Standard & Poor's rates this as Low (Less than 3%)

3.90%	Municipal Debt Burden – Current Year Formula - Total Government Obligation Bonds Debt Service ÷ Total General Fund Expenditures Standard & Poor’s rates this as Low (Below 8%)
\$302	Net Debt Per Capita Formula – Governmental Fund Debt (Short + Long Term Debt- Cash & Cash Equivalents) ÷ Town population Standard & Poor’s rates this as Low (below \$2,000)
\$553,713	Per Capita Market Value Formula – Equalized Valuation ÷ Population Standard & Poor’s rates this as Extremely Strong (Above \$100,000)

Administrative Policies In Relation To Debt

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

Debt Refinancing

Refunding (or refinancing) bonds are characterized as either current refunding’s or advance refunding’s. A current refunding is one in which the outstanding (refunded) bonds are redeemed within 90 days of the date the refunding bonds are issued. In an advance refunding, the refunded bonds are redeemed more than 90 days from the date the refunding bonds are issued. Changes to federal tax law in late 2017 eliminated the ability of governments to issue tax-exempt advance refunding bonds. Taxable advance refunding’s of tax-exempt or taxable bonds are still permitted. However, if this opportunity is reintroduced, an advance refunding of outstanding debt shall only be considered when present value savings of at least 3% of the principal amount of the refunded bonds are produced, unless: (1) a debt restructuring is necessary or (2) bond covenant revisions are necessary in order to facilitate the ability to provide services or to issue additional debt. The Town, in collaboration with its Financial Advisor, will continually monitor the municipal bond market conditions to identify refinancing opportunities. An analysis shall be conducted when necessary to determine whether debt financing, cash purchase, or leasing is the most cost effective method of financing for the Town.

General Obligation Debt

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

The debt-to- assessed value ratio for the Town of Barnstable is 0.63%.

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

The Town's debt coverage ratio is 3.90%.

5. The Town shall target a debt to income ratio of 8%. The S&P ratio is calculated by dividing Overall Net Debt per Capita by Income per Capita.

The Town's debt-to-income per capita ratio is 4.9%.

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

The Town currently exceeds this requirement by a significant margin. The Town intends to spend over \$28 million in the next five years as "pay-as-you-go" and anticipates financing about \$87 million in capital with new debt issues resulting in a 35/65 ratio.

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

The Town currently has no balance in this fund. Unspent bond proceeds are redirected to new eligible projects.

Capital Trust Fund

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

1. The Capital Trust Fund will be funded through a general operation set aside of at least \$1.9 million annually. The estimated commitment for FY 2025 is approximately \$17 million. This is expected to increase by 2.5% for the next 5 years.
2. The Capital Trust Fund shall not be utilized for any purpose other than that stated herein.
3. The criteria for reviewing capital project eligibility for Capital Trust Fund borrowing include the following:
 - a. The capital project shall have a financing term of 20 years or less,
 - b. The capital project shall have a minimum project cost of \$250,000,
 - c. The capital project is approved by the Town Council for funding through an appropriation and loan order submitted by the Town Manager.
4. The Capital Trust Fund will have a commitment restriction on the fund, such that obligated estimates from authorized orders shall not exceed, at any one time, more than 80% of the amount in the fund as of the close of the fiscal year prior to the next debt service authorization, unless recommended by the Town Manager.
5. The Capital Trust Fund shall otherwise function in accordance with related financial policies of the Town.

Debt Summarized

A responsible debt management program is an integral part of municipal finance. A Town's debt must be structured to reflect the underlying, long-term economic prospects of the community. There are statutory requirements and market

forces at work to regulate a community's ability to borrow. Continuing disclosure, as required on an annual basis to the bond markets, provides a powerful incentive for a municipality to keep its financial house in order. This analysis has emphasized the importance of credit ratings because, in effect, these are municipal finance report cards. A good credit rating should be guarded jealously, since it is not easily obtained, but can be lost quickly without vigilance and sound financial management.

Debt Amortization Schedules as of June 30, 2024

GENERAL FUND OUTSTANDING BONDS

SCHOOLS INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033	Pymts FY 2034
CTF Early Learning Center Modular Facility	Inside	02/17/15	02/15/35	2,000,000	133,125	129,125	126,125	123,125	120,625	118,000	115,000	112,000	109,000	106,000
CTF School Health & Safety Improvements \$478,000 Refunded	Inside	02/17/15	02/15/26	193,400	19,260	18,540	-	-	-	-	-	-	-	-
CTF MME Roof Replacement (I) \$750,000 Refunded	Inside	02/17/15	02/15/26	329,800	34,240	32,960	-	-	-	-	-	-	-	-
CTF School Upgrades 2 (I) \$150,000 Refunded	Inside	02/17/15	02/15/27	47,400	4,920	4,240	4,120	-	-	-	-	-	-	-
CTF BHMCPs Roof (I) \$910,000 Refunded	Inside	02/17/15	02/15/27	426,900	46,170	44,490	42,230	-	-	-	-	-	-	-
CTF Elementary School Modular Classroom (#2015-115)	Inside	02/25/16	06/30/36	3,720,000	250,906	243,506	236,106	232,406	227,781	223,850	218,300	212,750	207,200	201,650
CTF BIS Façade & Roof Improvements (#2015-116)	Inside	02/25/16	06/30/36	3,353,000	229,181	222,381	210,581	207,281	203,156	199,650	194,700	189,750	184,800	179,850
CTF BCHMCPs Façade & Roof Improvements (#2015-117)	Inside	02/25/16	06/30/26	260,000	27,000	26,000	-	-	-	-	-	-	-	-
CTF High School & Middle School Boiler Upgrades (#2015-119)	Inside	02/25/16	06/30/26	350,000	37,800	36,400	-	-	-	-	-	-	-	-
CTF W Village Elementary A/C Replacement (#2015-120)	Inside	02/25/16	06/30/26	250,000	27,000	26,000	-	-	-	-	-	-	-	-
CTF School Facility Improvements 1 (I) \$916,600 Refunded	Inside	06/21/16	06/30/28	295,700	32,400	31,800	31,200	30,600	-	-	-	-	-	-
CTF School Parking Lot Light Pole Replacement (I) (#2016-082)	Inside	02/23/17	06/30/27	435,000	44,800	43,200	41,600	-	-	-	-	-	-	-
CTF School Unit Ventilator Upgrade (I) (#2016-083)	Inside	02/23/17	06/30/27	230,000	22,400	21,600	20,800	-	-	-	-	-	-	-
CTF Horace Mann Roof (I) (#2016-081)	Inside	02/27/18	06/30/38	2,350,000	181,519	175,519	169,519	163,519	152,519	147,919	143,319	139,869	136,419	132,969
CTF Barnstable Public Schools Unit Ventilator (I) (#2017-062)	Inside	02/27/18	06/30/28	225,000	24,000	23,000	22,000	21,000	-	-	-	-	-	-
CTF Barnstable High School Learning Center (I) (#2017-063)	Inside	02/27/18	06/30/38	2,968,500	227,856	220,356	212,856	205,356	197,856	191,856	185,856	176,356	172,006	167,656
CTF Barnstable Public Schools Asbestos Abatement (I) (#2017-066)	Inside	02/27/18	06/30/28	270,000	30,000	28,750	27,500	26,250	-	-	-	-	-	-
CTF Barnstable High School Stadium Bleachers (I) (#2017-067)	Inside	02/27/18	06/30/33	966,000	88,750	85,500	82,250	79,000	75,750	73,150	70,550	63,600	61,800	-
CTF Barnstable High School Cafeteria Window (I) (#2017-068)	Inside	02/27/18	06/30/38	400,000	30,525	29,525	28,525	27,525	26,525	25,725	24,925	24,325	23,725	23,125
CTF Hyannis West Elementary School Roof Truss System (2019-058)	Inside	02/26/19	06/30/39	850,000	69,300	67,050	64,800	62,550	60,300	53,050	51,050	49,850	48,650	47,450
CTF Barnstable High School Sports Field Upgrade (#2018-064)	Inside	02/26/19	06/30/34	4,600,000	433,100	417,850	402,600	387,350	372,100	356,850	341,600	332,450	323,300	314,150
CTF Barnstable High School Engineering Phase 2 Sports Field (#2019-093)	Inside	02/25/20	06/30/25	144,000	26,250	-	-	-	-	-	-	-	-	-
CTF Barnstable Public Schools Mechanical Upgrades (#2019-096)	Inside	02/25/20	06/30/40	250,000	21,725	20,975	20,225	19,475	18,725	17,975	12,375	12,075	11,775	11,475
CTF Barnstable Public Schools Environmental Lab (#2019-097)	Inside	02/25/20	06/30/40	222,000	15,275	14,775	14,275	13,775	13,275	12,775	12,375	12,075	11,775	11,475
CTF BPS & BIS Roof Top Ventilators (#2019-098)	Inside	02/25/20	06/30/40	1,500,000	114,563	110,813	107,063	103,313	99,563	95,813	92,813	90,563	88,313	86,063
CTF Centerville Elementary Ventilator (#2019-099)	Inside	02/25/20	06/30/40	500,000	38,188	36,938	35,688	34,438	33,188	31,938	30,938	30,188	29,438	28,688
CTF Hyannis West Elementary School Roof (#2019-101)	Inside	02/25/20	06/30/40	450,000	37,000	35,750	34,500	33,250	32,000	30,750	24,750	24,150	23,550	22,950
CTF Centerville Elementary Roof (#2019-102)	Inside	02/25/20	06/30/40	250,000	21,725	20,975	20,225	19,475	18,725	17,975	12,375	12,075	11,775	11,475
CTF Barnstable High School Sports Field Upgrades (#2019-211)	Inside	02/25/20	06/30/35	1,100,000	105,850	102,100	98,350	94,600	90,850	87,100	79,100	77,000	74,900	72,800
CTF School Building Improvements Refi 6/15/10	Inside	03/15/21	06/30/30	337,450	48,850	46,975	45,600	43,700	41,800	39,900	-	-	-	-
CTF School Improvement (I) Refi 6/15/11	Inside	03/15/21	06/30/26	133,250	29,175	28,350	-	-	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs II Refi 6/15/11	Inside	03/15/21	06/30/26	44,400	9,900	9,450	-	-	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs III Refi 6/15/11	Inside	03/15/21	06/30/26	44,400	9,900	9,450	-	-	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs V (I) Refi 6/15/11	Inside	03/15/21	06/30/31	358,750	49,490	48,115	46,215	39,315	37,665	36,515	34,840	-	-	-
CTF School District-Wide Communication, Surveillance, and Entry Improvements (#2020-083)	Inside	03/15/21	06/30/26	404,500	88,000	84,000	-	-	-	-	-	-	-	-
CTF Elementary School HVAC Chiller Replacement (#2020-084)	Inside	03/15/21	06/30/41	400,000	31,000	30,000	29,000	28,000	27,000	26,000	25,000	24,200	23,600	23,200
CTF BHS and BIS Rooftop Ventilator Replacement (I) (#2021-084)	Inside	03/15/22	03/15/42	3,205,000	270,400	262,400	256,000	248,000	240,000	232,000	224,000	216,000	209,600	203,200
CTF BHS and BIS Rooftop Ventilator Replacement (#2022-121)	Inside	03/15/23	03/15/43	4,156,984	394,950	384,450	373,950	363,450	352,950	342,450	331,950	321,450	310,950	300,450
School Window & Door Replacement (#2022-122)	Inside	03/15/23	03/15/38	1,000,000	94,500	92,000	89,500	87,000	84,500	82,000	79,500	77,000	74,500	72,000
BHS Tennis Court Replacement (2022-124)	Inside	03/15/23	03/15/38	1,039,516	117,600	114,100	110,600	107,100	103,600	100,100	96,600	93,100	89,600	86,100
CTF Cobb Astro Park (2023-111)	Inside	05/29/24	06/01/44	330,000	34,792	34,000	33,000	32,000	31,000	30,000	24,000	23,250	22,650	22,050
CTF Campus-wide Door & Window Replacement (2023-112)	Inside	05/29/24	06/01/44	1,000,000	94,375	92,500	90,000	87,500	85,000	82,500	80,000	77,500	75,500	73,500
Total Schools Interest & Principal					3,647,759	3,505,908	3,127,003	2,920,353	2,746,453	2,655,840	2,505,915	2,391,575	2,324,825	2,198,275
LAND ACQUISITION INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033	Pymts FY 2034
CTF Land Acquisition (I) - Hyannis Golf Course \$748,000 Refunded	Inside	02/17/15	02/15/26	325,200	34,240	32,960	-	-	-	-	-	-	-	-
Total Land Acquisition Interest & Principal					34,240	32,960	-	-	-	-	-	-	-	-

SCHOOLS INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043	Pymts FY 2044	Pymts FY 2045
CTF Early Learning Center Modular Facility	Inside	02/17/15	02/15/35	2,000,000	103,000	-	-	-	-	-	-	-	-	-	-
CTF School Health & Safety Improvements \$478,000 Refunded	Inside	02/17/15	02/15/26	193,400	-	-	-	-	-	-	-	-	-	-	-
CTF MME Roof Replacement (I) \$750,000 Refunded	Inside	02/17/15	02/15/26	329,800	-	-	-	-	-	-	-	-	-	-	-
CTF School Upgrades 2 (I) \$150,000 Refunded	Inside	02/17/15	02/15/27	47,400	-	-	-	-	-	-	-	-	-	-	-
CTF BHMCPs Roof (I) \$910,000 Refunded	Inside	02/17/15	02/15/27	426,900	-	-	-	-	-	-	-	-	-	-	-
CTF Elementary School Modular Classroom (#2015-115)	Inside	02/25/16	06/30/36	3,720,000	196,100	190,550	-	-	-	-	-	-	-	-	-
CTF BIS Façade & Roof Improvements (#2015-116)	Inside	02/25/16	06/30/36	3,353,000	174,900	169,950	-	-	-	-	-	-	-	-	-
CTF BHMCPs Façade & Roof Improvements (#2015-117)	Inside	02/25/16	06/30/26	260,000	-	-	-	-	-	-	-	-	-	-	-
CTF High School & Middle School Boiler Upgrades (#2015-119)	Inside	02/25/16	06/30/26	350,000	-	-	-	-	-	-	-	-	-	-	-
CTF W Village Elementary A/C Replacement (#2015-120)	Inside	02/25/16	06/30/26	250,000	-	-	-	-	-	-	-	-	-	-	-
CTF School Facility Improvements 1 (I) \$916,600 Refunded	Inside	06/21/16	06/30/28	295,700	-	-	-	-	-	-	-	-	-	-	-
CTF School Parking Lot Light Pole Replacement (I) (#2016-082)	Inside	02/23/17	06/30/27	435,000	-	-	-	-	-	-	-	-	-	-	-
CTF School Unit Ventilator Upgrade (I) (#2016-083)	Inside	02/23/17	06/30/27	230,000	-	-	-	-	-	-	-	-	-	-	-
CTF Horace Mann Roof (I) (#2016-081)	Inside	02/27/18	06/30/38	2,350,000	129,519	126,069	122,475	118,738	-	-	-	-	-	-	-
CTF Barnstable Public Schools Unit Ventilator (I) (#2017-062)	Inside	02/27/18	06/30/28	225,000	-	-	-	-	-	-	-	-	-	-	-
CTF Barnstable High School Learning Center (I) (#2017-063)	Inside	02/27/18	06/30/38	2,968,500	163,306	158,956	154,425	149,713	-	-	-	-	-	-	-
CTF Barnstable Public Schools Asbestos Abatement (I) (#2017-066)	Inside	02/27/18	06/30/28	270,000	-	-	-	-	-	-	-	-	-	-	-
CTF Barnstable High School Stadium Bleachers (I) (#2017-067)	Inside	02/27/18	06/30/33	966,000	-	-	-	-	-	-	-	-	-	-	-
CTF Barnstable High School Cafeteria Window (I) (#2017-068)	Inside	02/27/18	06/30/38	400,000	22,525	21,925	21,300	20,650	-	-	-	-	-	-	-
CTF Hyannis West Elementary School Roof Truss System (2019-058)	Inside	02/26/19	06/30/39	850,000	46,250	45,050	43,850	42,600	41,300	-	-	-	-	-	-
CTF Barnstable High School Sports Field Upgrade (#2018-064)	Inside	02/26/19	06/30/34	4,600,000	-	-	-	-	-	-	-	-	-	-	-
CTF Barnstable High School Engineering Phase 2 Sports Field (#2019-093)	Inside	02/25/20	06/30/25	144,000	-	-	-	-	-	-	-	-	-	-	-
CTF Barnstable Public Schools Mechanical Upgrades (#2019-096)	Inside	02/25/20	06/30/40	250,000	11,275	11,075	10,875	10,663	10,450	10,225	-	-	-	-	-
CTF Barnstable Public Schools Environmental Lab (#2019-097)	Inside	02/25/20	06/30/40	222,000	11,275	11,075	10,875	10,663	10,450	10,225	-	-	-	-	-
CTF BPS & BIS Roof Top Ventilators (#2019-098)	Inside	02/25/20	06/30/40	1,500,000	84,563	83,063	81,563	79,969	78,375	76,688	-	-	-	-	-
CTF Centerville Elementary Ventilator (#2019-099)	Inside	02/25/20	06/30/40	500,000	28,188	27,688	27,188	26,656	26,125	25,563	-	-	-	-	-
CTF Hyannis West Elementary School Roof (#2019-101)	Inside	02/25/20	06/30/40	450,000	22,550	22,150	21,750	21,325	20,900	20,450	-	-	-	-	-
CTF Centerville Elementary Roof (#2019-102)	Inside	02/25/20	06/30/40	250,000	11,275	11,075	10,875	10,663	10,450	10,225	-	-	-	-	-
CTF Barnstable High School Sports Field Upgrades (#2019-211)	Inside	02/25/20	06/30/35	1,100,000	71,400	-	-	-	-	-	-	-	-	-	-
CTF School Building Improvements Refi 6/15/10	Inside	03/15/21	06/30/30	337,450	-	-	-	-	-	-	-	-	-	-	-
CTF School Improvement (I) Refi 6/15/11	Inside	03/15/21	06/30/26	133,250	-	-	-	-	-	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs II Refi 6/15/11	Inside	03/15/21	06/30/26	44,400	-	-	-	-	-	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs III Refi 6/15/11	Inside	03/15/21	06/30/26	44,400	-	-	-	-	-	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs V (I) Refi 6/15/11	Inside	03/15/21	06/30/31	358,750	-	-	-	-	-	-	-	-	-	-	-
CTF School District-Wide Communication, Surveillance, and Entry Improvements (#2020-083)	Inside	03/15/21	06/30/26	404,500	-	-	-	-	-	-	-	-	-	-	-
CTF Elementary School HVAC Chiller Replacement (#2020-084)	Inside	03/15/21	06/30/41	400,000	22,800	22,400	22,000	21,600	21,200	20,800	20,400	-	-	-	-
CTF BHS and BIS Rooftop Ventilator Replacement (I) (#2021-084)	Inside	03/15/22	03/15/42	3,205,000	198,400	193,600	188,800	184,000	179,200	174,400	169,600	164,800	-	-	-
CTF BHS and BIS Rooftop Ventilator Replacement (#2022-121)	Inside	03/15/23	03/15/43	4,156,984	284,950	274,700	264,450	254,200	246,000	237,800	229,600	221,400	213,200	-	-
School Window & Door Replacement (#2022-122)	Inside	03/15/23	03/15/38	1,000,000	69,500	67,000	64,500	62,000	60,000	58,000	56,000	54,000	52,000	-	-
BHS Tennis Court Replacement (2022-124)	Inside	03/15/23	03/15/38	1,039,516	82,600	74,100	70,850	67,600	-	-	-	-	-	-	-
CTF Cobb Astro Park (2023-111)	Inside	05/29/24	06/01/44	330,000	21,450	20,700	19,950	19,200	18,600	18,000	17,400	16,800	16,200	15,600	-
CTF Campus-wide Door & Window Replacement (2023-112)	Inside	05/29/24	06/01/44	1,000,000	71,500	69,000	66,500	64,000	62,000	60,000	58,000	56,000	54,000	52,000	-
Total Schools Interest & Principal					1,827,325	1,600,125	1,202,225	1,164,238	785,050	722,375	551,000	513,000	335,400	67,600	-
LAND ACQUISITION INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043	Pymts FY 2044	Pymts FY 2045
CTF Land Acquisition (I) - Hyannis Golf Course \$748,000 Refunded	Inside	02/17/15	02/15/26	325,200	-	-	-	-	-	-	-	-	-	-	-
Total Land Acquisition Interest & Principal					-	-	-	-	-	-	-	-	-	-	-

PUBLIC WAYS INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033	Pymts FY 2034
CTF Guardrail Improvements (#2015-098)	Inside	02/25/16	06/30/36	170,000	16,200	15,600	-	-	-	-	-	-	-	-
CTF Sidewalk Improvements (#2015-098)	Inside	02/25/16	06/30/36	230,000	21,600	20,800	-	-	-	-	-	-	-	-
CTF Road Repairs (#2015-102)	Inside	02/25/16	06/30/31	518,000	41,919	40,519	39,119	38,419	37,544	31,800	30,900	-	-	-
CTF Road Repairs - Governor's Way (#2016-037)	Inside	02/25/16	06/30/31	304,000	24,125	23,325	22,525	22,125	21,625	21,200	20,600	-	-	-
CTF Private Roads Repairs (I) \$167,300	Inside	02/23/17	06/30/31	167,300	12,600	12,200	11,800	11,400	11,000	10,600	10,300	-	-	-
CTF Guardrail & Sidewalk Improvement Program (I) (#2016-103)	Inside	02/23/17	06/30/32	680,750	58,050	56,250	54,450	52,650	50,850	49,050	47,700	46,350	-	-
CTF Guardrail & Sidewalk (I) (#2017-073)	Inside	02/27/18	06/30/33	287,000	26,950	25,950	24,950	23,950	22,950	22,150	16,350	15,900	15,450	-
CTF Sidewalk Improvements (#2019-125)	Inside	02/25/20	06/30/35	314,000	28,400	27,400	26,400	25,400	24,400	23,400	22,600	22,000	21,400	20,800
CTF Crosswalk Improvements (#2019-128)	Inside	02/25/20	06/30/35	113,100	12,850	12,350	11,850	6,350	6,100	5,850	5,650	5,500	5,350	5,200
CTF Baxter's Neck Road - Private Way Refi 6/15/11	Inside	03/15/21	06/30/26	138,338	19,800	18,900	-	-	-	-	-	-	-	-
CTF Bumps River Bridge Repair (#2019-124)	Inside	03/15/21	06/30/41	900,000	69,750	67,500	65,250	63,000	60,750	58,500	56,250	54,500	53,100	52,200
CTF Public Bridge Maintenance and Repairs (I) (#2021-111)	Inside	03/15/22	03/15/32	500,000	69,000	66,500	64,000	62,000	59,500	57,000	54,500	52,000	-	-
CTF Emergency Generator Implementation Plan (I) (#2021-112)	Inside	03/15/22	03/15/32	615,250	88,050	79,800	77,400	74,400	71,400	68,400	65,400	62,400	-	-
Ocean St. Sidewalks & Kalmus Beach Entrance (2022-103)	Inside	03/15/23	03/15/38	2,950,000	335,550	325,550	315,550	305,550	290,550	280,800	271,050	261,300	251,550	241,800
Total Public Ways Interest & Principal					824,844	792,644	713,794	685,244	656,669	628,750	601,300	519,900	346,850	320,000
PUBLIC FACILITIES INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033	Pymts FY 2034
CTF Centerville Recreation Building	Inside	02/17/15	02/15/35	185,000	12,863	12,463	12,163	11,863	11,613	11,350	11,050	10,750	5,450	5,300
CTF Senior Center - Parking Lot Expansion	Inside	02/17/15	02/15/30	290,000	23,325	22,525	21,925	21,325	20,825	10,300	-	-	-	-
CTF Police Facilities	Inside	02/17/15	02/15/35	288,000	19,519	18,919	18,469	18,019	17,644	17,250	16,800	16,350	10,900	10,600
CTF Police Station Construction (I) \$400,000 Adv Refunded 6-15-05	Inside	02/17/15	02/15/25	181,650	18,720	-	-	-	-	-	-	-	-	-
CTF Senior Center - Garden Level \$457,000 Refunded	Inside	02/17/15	02/15/27	195,000	20,900	20,140	19,570	-	-	-	-	-	-	-
CTF Town Building Repairs & Renovations \$685,000 Refunded	Inside	02/17/15	02/15/27	317,600	30,770	29,650	27,810	-	-	-	-	-	-	-
CTF Municipal Building Improvements \$297,000 Refunded	Inside	06/21/16	06/30/28	49,300	5,400	5,300	5,200	5,100	-	-	-	-	-	-
CTF Police Station Remodeling (#2015-100)	Inside	02/25/16	06/30/36	355,000	25,844	25,044	24,244	18,844	18,469	18,150	17,700	17,250	16,800	16,350
CTF Town Hall Remodeling (#2015-101)	Inside	02/25/16	06/30/36	939,000	61,031	59,231	57,431	56,531	55,406	54,450	53,100	51,750	50,400	49,050
CTF Joshua's Pond Recreational Facility (#2015-111)	Inside	02/25/16	06/30/31	282,000	23,594	22,794	21,994	16,594	16,219	15,900	15,450	-	-	-
CTF Craigville Beach Bathhouse (#2016-031)	Inside	02/25/16	06/30/36	450,000	32,525	31,525	25,525	25,125	24,625	24,200	23,600	23,000	22,400	21,800
CTF Beach Facility Improvement (I) (#2016-110)	Inside	02/23/17	06/30/27	438,000	44,800	43,200	41,600	-	-	-	-	-	-	-
CTF Osterville Bay Elem School Improvements (I) (#2016-112)	Inside	02/23/17	06/30/37	724,300	50,794	49,394	47,994	46,594	45,194	43,794	42,744	41,694	40,644	39,594
CTF Lombard Field Improvements (I) (#2016-113)	Inside	02/23/17	06/30/37	895,000	65,138	63,338	61,538	59,738	57,938	56,138	54,788	53,438	52,088	50,738
CTF West Barnstable Shooting Range (I) (#2017-074)	Inside	02/27/18	06/30/28	314,000	36,000	34,500	33,000	31,500	-	-	-	-	-	-
CTF Senior Center Renovations (#2018-076)	Inside	02/26/19	06/30/39	659,000	53,788	52,038	50,288	48,538	46,788	45,038	38,288	37,388	36,488	35,588
CTF Osterville Recreation Building Design & Construction (#2017-086)	Inside	02/26/19	06/30/39	675,000	54,388	52,638	50,888	49,138	47,388	45,638	43,888	42,838	41,788	40,738
CTF Town Hall Restroom Renovations	Inside	02/26/19	06/30/39	560,000	46,056	44,556	43,056	41,556	40,056	38,556	37,056	31,156	30,406	29,656
CTF School Administration Building Remodeling (#2019-148)	Inside	02/25/20	06/30/40	996,000	76,263	73,763	71,263	68,763	66,263	63,763	61,763	60,263	58,763	57,263
CTF Craigville Bath House (#2019-116)	Inside	02/25/20	06/30/40	255,000	21,875	21,125	20,375	19,625	18,875	18,125	17,525	12,075	11,775	11,475
CTF Craigville Parking Lot (#2019-116)	Inside	02/25/20	06/30/35	160,000	14,200	13,700	13,200	12,700	12,200	11,700	11,300	11,000	10,700	10,400
CTF Marston Mills Tennis Courts (#2019-117)	Inside	02/25/20	06/30/35	620,000	56,800	54,800	52,800	50,800	48,800	46,800	45,200	44,000	42,800	41,600
CTF Public Bridge Improvements and Repairs (#2019-122)	Inside	02/25/20	06/30/40	500,000	38,188	36,938	35,688	34,438	33,188	31,938	30,938	30,188	29,438	28,688
CTF Police Facility Refi 6/15/10	Inside	03/15/21	06/30/30	187,450	26,800	26,275	25,225	24,175	23,125	22,575	-	-	-	-
CTF Municipal Facility Improvements Refi 6/15/10	Inside	03/15/21	06/30/29	33,750	5,075	4,875	5,175	4,950	4,725	-	-	-	-	-
CTF Town Hall Security Improvements (#2019-129)	Inside	03/15/21	06/30/41	480,000	38,350	37,100	35,850	34,600	33,350	32,100	30,850	29,850	29,100	28,600
CTF Osterville Field Construction & Site Improvement (#2019-146)	Inside	03/15/21	06/30/36	705,600	70,750	68,250	60,750	58,500	56,250	54,000	51,750	49,950	48,600	47,700
CTF 200 Main Street Mansard Evaluation & Repair (#2020-106)	Inside	03/15/21	06/30/41	374,000	30,400	29,400	28,400	27,400	26,400	25,400	24,400	23,600	23,000	22,600
CTF Salt Storage Facility Design & Construction (#2020-107)	Inside	03/15/21	06/30/41	345,000	29,750	28,750	27,750	26,750	25,750	24,750	18,750	18,150	17,700	17,400
CTF Police Facility Improvements (I) (#2021-098)	Inside	03/15/22	03/15/42	806,432	67,600	65,600	64,000	62,000	60,000	58,000	56,000	54,000	52,400	50,800
CTF Police Site Security Fence (I) (#2021-099)	Inside	03/15/22	03/15/42	340,032	31,800	30,800	30,000	29,000	28,000	27,000	21,000	20,250	19,650	19,050
CTF Marston Mills School Demolition (I) (#2021-113)	Inside	03/15/22	03/15/27	360,011	85,500	81,750	78,750	-	-	-	-	-	-	-
CTF Town Hall Mechanical Improvements (I) (#2021-114)	Inside	03/15/22	03/15/42	1,908,596	160,550	155,800	152,000	147,250	142,500	137,750	133,000	128,250	124,450	120,650
CTF Town Hall Mechanical Improvements (I) (#2022-107)	Inside	05/29/24	06/01/44	2,025,852	195,877	191,000	185,750	180,500	175,250	165,000	160,000	155,000	151,000	147,000
CTF Police Facility Improvements (I) (#2022-110)	Inside	05/29/24	06/01/44	1,167,321	114,305	109,600	106,600	103,600	100,600	97,600	94,600	91,600	89,200	86,800
CTF Centerville Recreation Site Improvements (2022-112)	Inside	05/29/24	06/01/39	827,376	95,458	90,750	88,000	85,250	82,500	79,750	77,000	74,250	72,050	69,850
CTF Hathaway's Pond Bath House & Site Improvements (2022-113)	Inside	05/29/24	06/01/44	450,000	45,067	44,100	42,850	41,600	40,350	39,100	37,850	36,600	35,600	34,600
CTF School Administration Building Mechanicals & Cooling (2022-108)	Inside	05/29/24	06/01/44	1,906,100	185,713	175,750	171,000	166,250	161,500	156,750	152,000	147,250	143,450	139,650
CTF School Administration Building Mechanicals & Cooling (2023-099)	Inside	05/29/24	06/01/44	1,141,929	112,760	108,450	105,450	102,450	99,450	96,450	93,450	90,450	88,050	85,650
Total Public Facilities Interest & Principal					2,128,533	2,035,828	1,963,568	1,731,063	1,641,238	1,569,313	1,471,838	1,402,338	1,350,088	1,314,388

PUBLIC WAYS INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043	Pymts FY 2044	Pymts FY 2045
CTF Guardrail Improvements (#2015-098)	Inside	02/25/16	06/30/36	170,000	-	-	-	-	-	-	-	-	-	-	-
CTF Sidewalk Improvements (#2015-098)	Inside	02/25/16	06/30/36	230,000	-	-	-	-	-	-	-	-	-	-	-
CTF Road Repairs (#2015-102)	Inside	02/25/16	06/30/31	518,000	-	-	-	-	-	-	-	-	-	-	-
CTF Road Repairs - Governor's Way (#2016-037)	Inside	02/25/16	06/30/31	304,000	-	-	-	-	-	-	-	-	-	-	-
CTF Private Roads Repairs (I) \$167,300	Inside	02/23/17	06/30/31	167,300	-	-	-	-	-	-	-	-	-	-	-
CTF Guardrail & Sidewalk Improvement Program (I) (#2016-103)	Inside	02/23/17	06/30/32	680,750	-	-	-	-	-	-	-	-	-	-	-
CTF Guardrail & Sidewalk (I) (#2017-073)	Inside	02/27/18	06/30/33	287,000	-	-	-	-	-	-	-	-	-	-	-
CTF Sidewalk Improvements (#2019-125)	Inside	02/25/20	06/30/35	314,000	20,400	-	-	-	-	-	-	-	-	-	-
CTF Crosswalk Improvements (#2019-128)	Inside	02/25/20	06/30/35	113,100	5,100	-	-	-	-	-	-	-	-	-	-
CTF Baxter's Neck Road - Private Way Refi 6/15/11	Inside	03/15/21	06/30/26	138,338	-	-	-	-	-	-	-	-	-	-	-
CTF Bumps River Bridge Repair (#2019-124)	Inside	03/15/21	06/30/41	900,000	51,300	50,400	49,500	48,600	47,700	46,800	45,900	-	-	-	-
CTF Public Bridge Maintenance and Repairs (I) (#2021-111)	Inside	03/15/22	03/15/32	500,000	-	-	-	-	-	-	-	-	-	-	-
CTF Emergency Generator Implementation Plan (I) (#2021-112)	Inside	03/15/22	03/15/32	615,250	-	-	-	-	-	-	-	-	-	-	-
Ocean St. Sidewalks & Kalmus Beach Entrance (2022-103)	Inside	03/15/23	03/15/38	2,950,000	232,050	222,300	212,550	202,800	-	-	-	-	-	-	-
Total Public Ways Interest & Principal					308,850	272,700	262,050	251,400	47,700	46,800	45,900	-	-	-	-
PUBLIC FACILITIES INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043	Pymts FY 2044	Pymts FY 2045
CTF Centerville Recreation Building	Inside	02/17/15	02/15/35	185,000	5,150	-	-	-	-	-	-	-	-	-	-
CTF Senior Center - Parking Lot Expansion	Inside	02/17/15	02/15/30	290,000	-	-	-	-	-	-	-	-	-	-	-
CTF Police Facilities	Inside	02/17/15	02/15/35	288,000	10,300	-	-	-	-	-	-	-	-	-	-
CTF Police Station Construction (I) \$400,000 Adv Refunded 6-15-05	Inside	02/17/15	02/15/25	181,650	-	-	-	-	-	-	-	-	-	-	-
CTF Senior Center - Garden Level \$457,000 Refunded	Inside	02/17/15	02/15/27	195,000	-	-	-	-	-	-	-	-	-	-	-
CTF Town Building Repairs & Renovations \$685,000 Refunded	Inside	02/17/15	02/15/27	317,600	-	-	-	-	-	-	-	-	-	-	-
CTF Municipal Building Improvements \$297,000 Refunded	Inside	06/21/16	06/30/28	49,300	-	-	-	-	-	-	-	-	-	-	-
CTF Police Station Remodeling (#2015-100)	Inside	02/25/16	06/30/36	355,000	15,900	15,450	-	-	-	-	-	-	-	-	-
CTF Town Hall Remodeling (#2015-101)	Inside	02/25/16	06/30/36	939,000	47,700	46,350	-	-	-	-	-	-	-	-	-
CTF Joshua's Pond Recreational Facility (#2015-111)	Inside	02/25/16	06/30/31	282,000	-	-	-	-	-	-	-	-	-	-	-
CTF Craigville Beach Bathhouse (#2016-031)	Inside	02/25/16	06/30/36	450,000	21,200	20,600	-	-	-	-	-	-	-	-	-
CTF Beach Facility Improvement (I) (#2016-110)	Inside	02/23/17	06/30/27	438,000	-	-	-	-	-	-	-	-	-	-	-
CTF Osterville Bay Elem School Improvements (I) (#2016-112)	Inside	02/23/17	06/30/37	724,300	38,456	37,319	36,181	-	-	-	-	-	-	-	-
CTF Lombard Field Improvements (I) (#2016-113)	Inside	02/23/17	06/30/37	895,000	49,275	47,813	41,350	-	-	-	-	-	-	-	-
CTF West Barnstable Shooting Range (I) (#2017-074)	Inside	02/27/18	06/30/28	314,000	-	-	-	-	-	-	-	-	-	-	-
CTF Senior Center Renovations (#2018-076)	Inside	02/26/19	06/30/39	659,000	34,688	33,788	32,888	31,950	30,975	-	-	-	-	-	-
CTF Osterville Recreation Building Design & Construction (#2017-086)	Inside	02/26/19	06/30/39	675,000	34,688	33,788	32,888	31,950	30,975	-	-	-	-	-	-
CTF Town Hall Restroom Renovations	Inside	02/26/19	06/30/39	560,000	28,906	28,156	27,406	26,625	25,813	-	-	-	-	-	-
CTF School Administration Building Remodeling (#2019-148)	Inside	02/25/20	06/30/40	996,000	56,263	55,263	54,263	53,200	52,138	46,013	-	-	-	-	-
CTF Craigville Bath House (#2019-116)	Inside	02/25/20	06/30/40	255,000	11,275	11,075	10,875	10,663	10,450	10,225	-	-	-	-	-
CTF Craigville Parking Lot (#2019-116)	Inside	02/25/20	06/30/35	160,000	10,200	-	-	-	-	-	-	-	-	-	-
CTF Marston Mills Tennis Courts (#2019-117)	Inside	02/25/20	06/30/35	620,000	40,800	-	-	-	-	-	-	-	-	-	-
CTF Public Bridge Improvements and Repairs (#2019-122)	Inside	02/25/20	06/30/40	500,000	28,188	27,688	27,188	26,656	26,125	25,563	-	-	-	-	-
CTF Police Facility Refi 6/15/10	Inside	03/15/21	06/30/30	187,450	-	-	-	-	-	-	-	-	-	-	-
CTF Municipal Facility Improvements Refi 6/15/10	Inside	03/15/21	06/30/29	33,750	-	-	-	-	-	-	-	-	-	-	-
CTF Town Hall Security Improvements (#2019-129)	Inside	03/15/21	06/30/41	480,000	28,100	27,600	27,100	21,600	21,200	20,800	20,400	-	-	-	-
CTF Osterville Field Construction & Site Improvement (#2019-146)	Inside	03/15/21	06/30/36	705,600	46,800	45,900	-	-	-	-	-	-	-	-	-
CTF 200 Main Street Mansard Evaluation & Repair (#2020-106)	Inside	03/15/21	06/30/41	374,000	22,200	16,800	16,500	16,200	15,900	15,600	15,300	-	-	-	-
CTF Salt Storage Facility Design & Construction (#2020-107)	Inside	03/15/21	06/30/41	345,000	17,100	16,800	16,500	16,200	15,900	15,600	15,300	-	-	-	-
CTF Police Facility Improvements (I) (#2021-098)	Inside	03/15/22	03/15/42	806,432	49,600	48,400	47,200	46,000	44,800	43,600	42,400	41,200	-	-	-
CTF Police Site Security Fence (I) (#2021-099)	Inside	03/15/22	03/15/42	340,032	18,600	18,150	17,700	17,250	16,800	16,350	15,900	15,450	-	-	-
CTF Marston Mills School Demolition (I) (#2021-113)	Inside	03/15/22	03/15/27	360,011	-	-	-	-	-	-	-	-	-	-	-
CTF Town Hall Mechanical Improvements (I) (#2021-114)	Inside	03/15/22	03/15/42	1,908,596	117,800	114,950	112,100	109,250	106,400	103,550	100,700	97,850	-	-	-
CTF Town Hall Mechanical Improvements (I) (#2022-107)	Inside	05/29/24	06/01/44	2,025,852	143,000	138,000	133,000	128,000	124,000	120,000	116,000	112,000	108,000	104,000	-
CTF Police Facility Improvements (I) (#2022-110)	Inside	05/29/24	06/01/44	1,167,321	84,400	81,400	78,400	70,400	68,200	66,000	63,800	61,600	59,400	57,200	-
CTF Centerville Recreation Site Improvements (2022-112)	Inside	05/29/24	06/01/39	827,376	67,650	64,900	62,150	59,400	57,200	-	-	-	-	-	-
CTF Hathaway's Pond Bath House & Site Improvements (2022-113)	Inside	05/29/24	06/01/44	450,000	28,600	27,600	26,600	25,600	24,800	24,000	23,200	22,400	21,600	20,800	-
CTF School Administration Building Mechanicals & Cooling (2022-108)	Inside	05/29/24	06/01/44	1,906,100	135,850	131,100	126,350	121,600	117,800	114,000	110,200	106,400	102,600	98,800	-
CTF School Administration Building Mechanicals & Cooling (2023-099)	Inside	05/29/24	06/01/44	1,141,929	78,650	75,900	73,150	70,400	68,200	66,000	63,800	61,600	59,400	57,200	-
Total Public Facilities Interest & Principal					1,271,338	1,164,788	999,788	882,944	857,675	687,300	587,000	518,500	351,000	338,000	-

WATERWAYS INTEREST & PRINCIPAL		-	Issue Date	Maturity Date	Original Amount	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033	Pymts FY 2034
CTF Marstons Mills Fish Run Reconstruction	Inside	02/17/15	02/15/30	326,000	23,625	22,825	22,225	21,625	21,125	20,600	-	-	-	-	-
CTF Paving: Bay Street Boat Ramp (#2015-099)	Inside	02/25/16	06/30/26	142,000	10,800	10,400	-	-	-	-	-	-	-	-	-
CTF Channel Dredging- Barnstable Harbor (#2016-035)	Inside	02/25/16	06/30/26	490,000	48,600	46,800	-	-	-	-	-	-	-	-	-
CTF Blish Point Boat Access Channel Dredging (I) (#2016-111)	Inside	02/23/17	06/30/37	943,900	70,506	63,506	61,706	59,906	58,106	56,306	54,956	53,606	52,256	50,906	
CTF Prince Cove/Hayward Rd. Boat Ramp Refi 6/15/11	Inside	03/15/21	06/30/26	177,650	39,075	37,800	-	-	-	-	-	-	-	-	-
CTF Channel Dredging - (#2019-119)	Inside	03/15/21	06/30/41	406,000	31,000	30,000	29,000	28,000	27,000	26,000	25,000	24,200	23,600	23,200	
CTF Patrol Vessel Replacement (I) (#2021-103)	Inside	03/15/22	03/15/32	310,000	41,400	39,900	38,700	37,200	35,700	34,200	32,700	31,200	-	-	
CTF Channel Dredging (2020-108)	Inside	03/15/23	03/15/38	1,057,000	118,300	114,800	111,300	107,800	104,300	100,800	97,300	93,800	90,300	86,800	
CTF Channel Dredging (2021-102)	Inside	05/29/24	06/01/34	1,032,000	154,925	148,250	143,000	137,750	132,500	127,250	117,000	112,000	108,000	104,000	
CTF Scudder Lane Boat Ramp Reconstruction (2023-076)	Inside	05/29/24	06/01/39	496,000	58,878	56,400	54,650	52,900	51,150	49,400	47,650	45,900	44,500	38,100	
Total Waterways Interest & Principal						597,109	570,681	460,581	445,181	429,881	414,556	374,606	360,706	318,656	303,006
WATER QUALITY INTEREST & PRINCIPAL		-	Issue Date	Maturity Date	Original Amount	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033	Pymts FY 2034
CTF Hamblin Pond Alum Treatment (#2015-112)	Inside	02/25/16	06/30/31	300,000	24,125	23,325	22,525	22,125	21,625	21,200	20,600	-	-	-	-
CTF Lake Treatment Refi 6/15/10	Inside	03/15/21	06/30/25	54,350	14,700	-	-	-	-	-	-	-	-	-	-
CTF Stormwater Improvements - Impaired Ponds (#2020-110)	Inside	03/15/21	06/30/41	300,000	23,250	22,500	21,750	21,000	20,250	19,500	18,750	18,150	17,700	17,400	
CTF Stormwater Improvements - Impaired Ponds (#2021-110)	Inside	03/15/22	03/15/32	325,000	47,100	45,350	43,950	37,200	35,700	34,200	32,700	31,200	-	-	
Total Water Quality Interest & Principal						109,175	91,175	88,225	80,325	77,575	74,900	72,050	49,350	17,700	17,400
TOTAL GENERAL FUND BOND OBLIGATIONS						7,341,660	7,029,195	6,353,170	5,862,165	5,551,815	5,343,359	5,025,709	4,723,869	4,358,119	4,153,069

WATERWAYS INTEREST & PRINCIPAL		-	Issue Date	Maturity Date	Original Amount	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043	Pymts FY 2044
CTF Marstons Mills Fish Run Reconstruction	Inside	02/17/15	02/15/30	326,000	-	-	-	-	-	-	-	-	-	-	-
CTF Paving: Bay Street Boat Ramp (#2015-099)	Inside	02/25/16	06/30/26	142,000	-	-	-	-	-	-	-	-	-	-	-
CTF Channel Dredging- Barnstable Harbor (#2016-035)	Inside	02/25/16	06/30/26	490,000	-	-	-	-	-	-	-	-	-	-	-
CTF Blish Point Boat Access Channel Dredging (I) (#2016-111)	Inside	02/23/17	06/30/37	943,900	49,444	47,981	46,519	-	-	-	-	-	-	-	-
CTF Prince Cove/Hayward Rd. Boat Ramp Refi 6/15/11	Inside	03/15/21	06/30/26	177,650	-	-	-	-	-	-	-	-	-	-	-
CTF Channel Dredging - (#2019-119)	Inside	03/15/21	06/30/41	406,000	22,800	22,400	22,000	21,600	21,200	20,800	20,400	-	-	-	-
CTF Patrol Vessel Replacement (I) (#2021-103)	Inside	03/15/22	03/15/32	310,000	-	-	-	-	-	-	-	-	-	-	-
CTF Channel Dredging (2020-108)	Inside	03/15/23	03/15/38	1,057,000	83,300	79,800	76,300	72,800	-	-	-	-	-	-	-
CTF Channel Dredging (2021-102)	Inside	05/29/24	06/01/34	1,032,000	-	-	-	-	-	-	-	-	-	-	-
CTF Scudder Lane Boat Ramp Reconstruction (2023-076)	Inside	05/29/24	06/01/39	496,000	36,900	35,400	33,900	32,400	31,200	-	-	-	-	-	-
Total Waterways Interest & Principal						192,444	185,581	178,719	126,800	52,400	20,800	20,400	-	-	-
WATER QUALITY INTEREST & PRINCIPAL		-	Issue Date	Maturity Date	Original Amount	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043	Pymts FY 2044
CTF Hamblin Pond Alum Treatment (#2015-112)	Inside	02/25/16	06/30/31	300,000	-	-	-	-	-	-	-	-	-	-	-
CTF Lake Treatment Refi 6/15/10	Inside	03/15/21	06/30/25	54,350	-	-	-	-	-	-	-	-	-	-	-
CTF Stormwater Improvements - Impaired Ponds (#2020-110)	Inside	03/15/21	06/30/41	300,000	17,100	16,800	16,500	16,200	15,900	15,600	15,300	-	-	-	-
CTF Stormwater Improvements - Impaired Ponds (#2021-110)	Inside	03/15/22	03/15/32	325,000	-	-	-	-	-	-	-	-	-	-	-
Total Water Quality Interest & Principal						17,100	16,800	16,500	16,200	15,900	15,600	15,300	-	-	-
TOTAL GENERAL FUND BOND OBLIGATIONS						3,617,056	3,239,994	2,659,281	2,441,581	1,758,725	1,492,875	1,219,600	1,031,500	686,400	405,600

ENTERPRISE FUND OUTSTANDING BONDS

AIRPORT INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033	Pymts FY 2034
Airport Terminal Ramp Construction - Phase 2 (O) (#2013-0101)	Outside	02/23/17	06/30/37	428,000	30,813	30,013	29,213	28,413	32,613	31,613	30,863	30,113	29,363	28,613
Airport New Fuel Farm (I) (#2013-102)	Inside	02/23/17	06/30/36	634,500	45,475	44,275	48,075	46,675	45,275	43,875	47,825	46,625	45,425	44,225
Airport East Ramp Design & Construction (O) (#2014-053)	Outside	02/23/17	06/30/37	641,200	45,969	44,769	43,569	42,369	46,169	44,769	43,719	42,669	46,619	45,419
Runway Reconstruction & Generator Replacement	Outside	02/26/19	06/30/39	355,500	30,144	29,144	28,144	27,144	26,144	25,144	19,144	18,694	18,244	17,794
Airfield Improvements	Outside	02/26/19	06/30/31	59,700	6,650	6,400	6,150	5,900	5,650	5,400	5,150	-	-	-
Total Airport Fund Bonds					159,050	154,600	155,150	150,500	155,850	150,800	146,700	138,100	139,650	136,050
GOLF COURSE INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033	Pymts FY 2034
Hyannis Golf Course Acquisition \$3,900,000 Refunded	Inside	02/17/15	02/15/25	1,951,500	290,160	-	-	-	-	-	-	-	-	-
Olde Barnstable Building Improvements (#2015-105)	Inside	02/25/16	06/30/26	174,000	21,600	20,800	-	-	-	-	-	-	-	-
Hyannis Building Improvements (#2015-106)	Inside	02/25/16	06/30/26	140,000	16,200	15,600	-	-	-	-	-	-	-	-
Olde Barnstable Fairgrounds Golf Course (I) (#2016-107)	Inside	02/23/17	06/30/37	245,000	19,913	19,313	13,713	13,313	12,913	12,513	12,213	11,913	11,613	11,313
Hyannis Golf Course Improvements (I) (#2016-108)	Inside	02/23/17	06/30/37	292,700	21,275	20,675	20,075	19,475	18,875	18,275	17,825	17,375	16,925	16,475
Olde Barnstable Turfmaintenance Equipment Replacement (I) (#2021-096)	Inside	03/15/22	03/15/32	467,179	52,900	51,150	49,750	68,000	65,250	62,500	59,750	52,000	-	-
Hyannis Golf Course Cart Path System (2019-118)	Inside	03/15/23	03/15/38	317,500	39,300	38,050	31,800	30,800	29,800	28,800	27,800	26,800	25,800	24,800
Total Golf Course					461,348	165,588	115,338	131,588	126,838	122,088	117,588	108,088	54,338	52,588
WATER POLLUTION CONTROL INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033	Pymts FY 2034
MWPAT CW-04-35	Outside	12/15/09	07/15/27	4,938,114	326,668	326,668	326,668	326,668	-	-	-	-	-	-
Sewer 05-28 Restructured	Outside	03/15/11	07/15/28	629,403	41,637	41,637	41,636	41,637	41,636	-	-	-	-	-
Sewer CW-04-35A Pool 13	Inside	06/06/12	07/15/27	1,469,137	107,234	107,221	107,207	107,193	-	-	-	-	-	-
Rehab Clarifiers (#2015-091)	Inside	06/21/16	06/30/28	251,000	27,000	26,500	26,000	25,500	-	-	-	-	-	-
Pump Station/Sewer Main Const (#2009-132)	Outside	02/25/16	06/30/36	1,000,000	67,813	65,813	63,813	62,813	61,563	60,500	59,000	57,500	56,000	54,500
Wastewater Treatment Plant Clarifiers Rehab (O) (#2016-097)	Outside	02/23/17	06/30/37	1,146,000	85,219	82,819	75,419	73,219	71,019	68,819	67,169	65,519	63,869	62,219
Wastewater Treatment Plant Backup Generator (O) (#2016-098)	Outside	02/23/17	06/30/37	862,000	64,050	62,250	60,450	58,650	56,850	50,050	48,850	47,650	46,450	45,250
Sewer System Evaluation Surveys (#2019-131)	Inside	02/25/20	06/30/25	343,500	68,250	-	-	-	-	-	-	-	-	-
Rendezvous Lane Pump Station Replacement (#2019-132)	Outside	03/15/21	06/30/41	1,160,000	92,200	89,200	86,200	83,200	80,200	77,200	74,200	71,800	70,000	63,800
Pump Station Rehabilitation (#2020-175)	Outside	03/15/21	06/30/29	40,300	6,250	6,000	5,750	5,500	5,250	-	-	-	-	-
720 Main Street Sewer Pump Station Replacement (#2021-125)	Inside	03/15/22	03/15/26	23,500	5,450	5,200	-	-	-	-	-	-	-	-
Water Pollution Control Facility Improvements (2022-088)	Inside	03/15/23	03/15/43	240,000	25,400	24,650	23,900	23,150	22,400	21,650	15,900	15,400	14,900	14,400
Sewer System Rehab Infiltration & Inflow	Inside	03/15/23	03/15/43	760,000	73,900	71,900	69,900	67,900	65,900	63,900	61,900	59,900	57,900	55,900
Pump Station Improvements (2020-175) CWP-20-18	Inside	11/21/23	01/15/44	576,776	34,492	33,236	33,276	33,318	33,360	33,403	33,447	33,490	33,536	33,582
Solids Handling Upgrades (2021-009) CWP-20-43	Inside	11/21/23	01/15/54	7,346,134	328,493	310,069	310,385	310,705	311,032	311,366	311,704	312,051	312,402	312,761
Solids Handling Upgrades (2021-009) CWP-20-43-A	Inside	11/21/23	01/15/54	765,864	34,247	32,326	32,359	32,392	32,426	32,461	32,497	32,533	32,570	32,607
Total Water Pollution Control Enterprise Fund					1,388,301	1,285,488	1,262,963	1,251,844	781,636	719,348	704,667	695,842	687,627	675,018
SOLID WASTE INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033	Pymts FY 2034
Solid Waste Facility (I) \$630,000 Refunded	Inside	02/17/15	02/15/27	284,900	30,800	29,680	28,840	-	-	-	-	-	-	-
Total Solid Waste Fund					30,800	29,680	28,840	-	-	-	-	-	-	-

AIRPORT INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043	Pymts FY 2044
Airport Terminal Ramp Construction - Phase 2 (O) (#2013-0101)	Outside	02/23/17	06/30/37	428,000	27,800	31,988	31,013	-	-	-	-	-	-	-
Airport New Fuel Farm (I) (#2013-102)	Inside	02/23/17	06/30/36	634,500	47,925	46,463	-	-	-	-	-	-	-	-
Airport East Ramp Design & Construction (O) (#2014-053)	Outside	02/23/17	06/30/37	641,200	44,119	42,819	46,519	-	-	-	-	-	-	-
Runway Reconstruction & Generator Replacement	Outside	02/26/19	06/30/39	355,500	17,344	16,894	16,444	15,975	15,488	-	-	-	-	-
Airfield Improvements	Outside	02/26/19	06/30/31	59,700	-	-	-	-	-	-	-	-	-	-
Total Airport Fund Bonds					137,188	138,163	93,975	15,975	15,488	-	-	-	-	-
GOLF COURSE INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043	Pymts FY 2044
Hyannis Golf Course Acquisition \$3,900,000 Refunded	Inside	02/17/15	02/15/25	1,951,500	-	-	-	-	-	-	-	-	-	-
Olde Barnstable Building Improvements (#2015-105)	Inside	02/25/16	06/30/26	174,000	-	-	-	-	-	-	-	-	-	-
Hyannis Building Improvements (#2015-106)	Inside	02/25/16	06/30/26	140,000	-	-	-	-	-	-	-	-	-	-
Olde Barnstable Fairgrounds Golf Course (I) (#2016-107)	Inside	02/23/17	06/30/37	245,000	10,988	10,663	10,338	-	-	-	-	-	-	-
Hyannis Golf Course Improvements (I) (#2016-108)	Inside	02/23/17	06/30/37	292,700	10,988	10,663	10,338	-	-	-	-	-	-	-
Olde Barnstable Turfmaintenance Equipment Replacement (I) (#2021-096)	Inside	03/15/22	03/15/32	467,179	-	-	-	-	-	-	-	-	-	-
Hyannis Golf Course Cart Path System (2019-118)	Inside	03/15/23	03/15/38	317,500	23,800	22,800	21,800	20,800	-	-	-	-	-	-
Total Golf Course					45,775	44,125	42,475	20,800	-	-	-	-	-	-
WATER POLLUTION CONTROL INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043	Pymts FY 2044
MWPAT CW-04-35	Outside	12/15/09	07/15/27	4,938,114	-	-	-	-	-	-	-	-	-	-
Sewer 05-28 Restructured	Outside	03/15/11	07/15/28	629,403	-	-	-	-	-	-	-	-	-	-
Sewer CW-04-35A Pool 13	Inside	06/06/12	07/15/27	1,469,137	-	-	-	-	-	-	-	-	-	-
Rehab Clarifiers (#2015-091)	Inside	06/21/16	06/30/28	251,000	-	-	-	-	-	-	-	-	-	-
Pump Station/Sewer Main Const (#2009-132)	Outside	02/25/16	06/30/36	1,000,000	53,000	51,500	-	-	-	-	-	-	-	-
Wastewater Treatment Plant Clarifiers Rehab (O) (#2016-097)	Outside	02/23/17	06/30/37	1,146,000	60,431	58,644	56,856	-	-	-	-	-	-	-
Wastewater Treatment Plant Backup Generator (O) (#2016-098)	Outside	02/23/17	06/30/37	862,000	43,950	42,650	41,350	-	-	-	-	-	-	-
Sewer System Evaluation Surveys (#2019-131)	Inside	02/25/20	06/30/25	343,500	-	-	-	-	-	-	-	-	-	-
Rendezvous Lane Pump Station Replacement (#2019-132)	Outside	03/15/21	06/30/41	1,160,000	62,700	61,600	60,500	59,400	58,300	57,200	56,100	-	-	-
Pump Station Rehabilitation (#2020-175)	Outside	03/15/21	06/30/29	40,300	-	-	-	-	-	-	-	-	-	-
720 Main Street Sewer Pump Station Replacement (#2021-125)	Inside	03/15/22	03/15/26	23,500	-	-	-	-	-	-	-	-	-	-
Water Pollution control Facility Improvements (2022-088)	Inside	03/15/23	03/15/43	240,000	13,900	13,400	12,900	12,400	12,000	11,600	11,200	10,800	10,400	-
Sewer System Rehab Infiltration & Inflow	Inside	03/15/23	03/15/43	760,000	53,900	46,900	45,150	43,400	42,000	40,600	39,200	37,800	36,400	-
Pump Station Improvements (2020-175) CWP-20-18	Inside	11/21/23	01/15/44	576,776	33,629	33,676	33,724	33,773	33,822	33,873	33,925	33,978	34,030	34,085
Solids Handling Upgrades (2021-009) CWP-20-43	Inside	11/21/23	01/15/54	7,346,134	313,127	313,498	313,878	314,264	314,657	315,057	315,466	315,881	316,305	316,736
Solids Handling Upgrades (2021-009) CWP-20-43-A	Inside	11/21/23	01/15/54	765,864	32,645	32,683	32,723	32,764	32,804	32,846	32,889	32,932	32,976	33,021
Total Water Pollution Control Enterprise Fund					667,281	654,551	597,081	496,000	493,583	491,177	488,780	431,391	430,111	383,842
SOLID WASTE INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043	Pymts FY 2044
Solid Waste Facility (I) \$630,000 Refunded	Inside	02/17/15	02/15/27	284,900	-	-	-	-	-	-	-	-	-	-
Total Solid Waste Fund					-	-	-	-	-	-	-	-	-	-

AIRPORT INTEREST & PRINCIPAL		-	Issue Date	Maturity Date	Original Amount	Pymts FY 2045	Pymts FY 2046	Payments FY 2047	Payments FY 2048	Payments FY 2049	Payments FY 2050	Payments FY 2051	Payments FY 2052	Payments FY 2053	Payments FY 2054	Payments FY 2055
Airport Terminal Ramp Construction - Phase 2 (O) (#2013-0101)	Outside	02/23/17	06/30/37	428,000	-	-										
Airport New Fuel Farm (I) (#2013-102)	Inside	02/23/17	06/30/36	634,500	-	-										
Airport East Ramp Design & Construction (O) (#2014-053)	Outside	02/23/17	06/30/37	641,200	-	-										
Runway Reconstruction & Generator Replacement	Outside	02/26/19	06/30/39	355,500	-	-										
Airfield Improvements	Outside	02/26/19	06/30/31	59,700	-	-										
Total Airport Fund Bonds						-	-	-	-	-	-	-	-	-	-	-
GOLF COURSE INTEREST & PRINCIPAL		-	Issue Date	Maturity Date	Original Amount	Pymts FY 2045	Pymts FY 2046	Payments FY 2047	Payments FY 2048	Payments FY 2049	Payments FY 2050	Payments FY 2051	Payments FY 2052	Payments FY 2053	Payments FY 2054	Payments FY 2055
Hyannis Golf Course Acquisition \$3,900,000 Refunded	Inside	02/17/15	02/15/25	1,951,500	-	-										
Olde Barnstable Building Improvements (#2015-105)	Inside	02/25/16	06/30/26	174,000	-	-										
Hyannis Building Improvements (#2015-106)	Inside	02/25/16	06/30/26	140,000	-	-										
Olde Barnstable Fairgrounds Golf Course (I) (#2016-107)	Inside	02/23/17	06/30/37	245,000	-	-										
Hyannis Golf Course Improvements (I) (#2016-108)	Inside	02/23/17	06/30/37	292,700	-	-										
Olde Barnstable Turfmaintenance Equipment Replacement (I) (#2021-096)	Inside	03/15/22	03/15/32	467,179	-	-										
Hyannis Golf Course Cart Path System (2019-118)	Inside	03/15/23	03/15/38	317,500	-	-										
Total Golf Course						-	-	-	-	-	-	-	-	-	-	-
WATER POLLUTION CONTROL INTEREST & PRINCIPAL		-	Issue Date	Maturity Date	Original Amount	Pymts FY 2045	Pymts FY 2046	Payments FY 2047	Payments FY 2048	Payments FY 2049	Payments FY 2050	Payments FY 2051	Payments FY 2052	Payments FY 2053	Payments FY 2054	Payments FY 2055
MWPAT CW-04-35	Outside	12/15/09	07/15/27	4,938,114	-	-										
Sewer 05-28 Restructured	Outside	03/15/11	07/15/28	629,403	-	-										
Sewer CW-04-35A Pool 13	Inside	06/06/12	07/15/27	1,469,137	-	-										
Rehab Clarifiers (#2015-091)	Inside	06/21/16	06/30/28	251,000	-	-										
Pump Station/Sewer Main Const (#2009-132)	Outside	02/25/16	06/30/36	1,000,000	-	-										
Wastewater Treatment Plant Clarifiers Rehab (O) (#2016-097)	Outside	02/23/17	06/30/37	1,146,000	-	-										
Wastewater Treatment Plant Backup Generator (O) (#2016-098)	Outside	02/23/17	06/30/37	862,000	-	-										
Sewer System Evaluation Surveys (#2019-131)	Inside	02/25/20	06/30/25	343,500	-	-										
Rendezvous Lane Pump Station Replacement (#2019-132)	Outside	03/15/21	06/30/41	1,160,000	-	-										
Pump Station Rehabilitation (#2020-175)	Outside	03/15/21	06/30/29	40,300	-	-										
720 Main Street Sewer Pump Station Replacement (#2021-125)	Inside	03/15/22	03/15/26	23,500	-	-										
Water Pollution control Facility Improvements (2022-088)	Inside	03/15/23	03/15/43	240,000	-	-										
Sewer System Rehab Infiltration & Inflow	Inside	03/15/23	03/15/43	760,000	-	-										
Pump Station Improvements (2020-175) CWP-20-18	Inside	11/21/23	01/15/44	576,776	-	-	-	-	-	-	-	-	-	-	-	-
Solids Handling Upgrades (2021-009) CWP-20-43	Inside	11/21/23	01/15/54	7,346,134	317,176	317,623	318,079	318,545	319,018	319,500	319,991	320,491	321,000	321,519		
Solids Handling Upgrades (2021-009) CWP-20-43-A	Inside	11/21/23	01/15/54	765,864	33,067	33,113	33,161	33,210	33,258	33,309	33,360	33,412	33,465	33,519		
Total Water Pollution Control Enterprise Fund						350,243	350,737	351,240	351,754	352,276	352,809	353,351	353,903	354,466	355,039	-
SOLID WASTE INTEREST & PRINCIPAL		-	Issue Date	Maturity Date	Original Amount	Pymts FY 2045	Pymts FY 2046	Payments FY 2047	Payments FY 2048	Payments FY 2049	Payments FY 2050	Payments FY 2051	Payments FY 2052	Payments FY 2053	Payments FY 2054	Payments FY 2055
Solid Waste Facility (I) \$630,000 Refunded	Inside	02/17/15	02/15/27	284,900	-	-										
Total Solid Waste Fund						-	-	-	-	-	-	-	-	-	-	-

WATER SUPPLY INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033	Pymts FY 2034
MWPAT DWS-09-02	Outside	07/08/10	07/15/30	2,788,911	169,185	169,184	169,184	169,184	169,184	169,184	169,184	-	-	-
DWP-11-10 Series 17A	Outside	05/22/13	01/15/33	560,761	34,382	34,431	34,482	34,534	34,587	34,641	34,698	34,754	34,812	-
Water Co. (Level Debt) (O) \$10,000,000 Refunded	Outside	02/17/15	02/15/27	5,704,800	689,750	692,750	692,160	-	-	-	-	-	-	-
Water Main Loop	Outside	02/17/15	02/15/35	540,000	38,138	36,938	36,038	35,138	34,388	23,600	23,000	22,400	21,800	21,200
DW-09-02 Series 16	Outside	05/14/15	07/15/32	533,117	35,300	35,346	35,391	35,439	35,487	35,536	35,586	35,637	35,689	-
DWP-11-09 Series 17A	Outside	05/14/15	01/15/33	793,438	52,980	53,057	53,135	53,215	53,298	53,381	53,466	53,553	53,643	-
Pipe Replacement Upgrade FY17 (#2015-085)	Outside	02/25/16	06/30/36	900,000	61,031	59,231	57,431	56,531	55,406	54,450	53,100	51,750	50,400	49,050
Hyannis Water System Pipe Replacement (O) (#2016-093)	Outside	02/23/17	06/30/37	858,400	63,850	62,050	60,250	58,450	51,650	50,050	48,850	47,650	46,450	45,250
DWP-14-09 Mass Clean Water Trust (#2014-071, 2013-085, 2013-088)	Outside	04/13/17	07/15/37	1,467,339	89,471	89,591	89,713	89,838	89,966	90,096	90,229	90,366	90,505	90,647
Well Reactivation (O) (#2017-080)	Outside	02/27/18	06/30/38	276,000	22,113	21,363	20,613	19,863	19,113	18,513	17,913	17,463	17,013	11,563
Water Pipe Replacement (O) (#2017-081)	Outside	02/27/18	06/30/38	468,000	37,075	35,825	34,575	33,325	32,075	31,075	30,075	24,325	23,725	23,125
Mary Dunn Water Storage Tank Site Work (O) (#2017-083)	Outside	02/27/18	06/30/38	600,500	45,788	44,288	42,788	41,288	39,788	38,588	37,388	36,488	35,588	34,688
Water Carbon Filter Units (O) (#2017-079)	Outside	02/27/18	06/30/28	440,000	53,500	51,250	44,000	42,000	-	-	-	-	-	-
Pipe Replacement Upgrade FY19 (#2018-081)	Outside	02/26/19	06/30/39	1,050,000	85,063	82,313	79,563	76,813	74,063	66,313	63,813	62,313	60,813	59,313
Carbon Treatment System Construction at Maher Wellfield (2017-099)	Outside	02/26/19	06/30/28	318,500	42,000	40,250	38,500	36,750	-	-	-	-	-	-
Well Exploration Program (2013-087)	Outside	02/26/19	06/30/28	489,500	65,500	62,750	55,000	52,500	-	-	-	-	-	-
MCWT Series 19 DWP-13-01 Reamortization	Outside	04/11/19	07/15/36	1,736,865	121,059	121,225	121,394	121,566	121,742	121,922	122,106	122,294	122,486	122,682
Water Pipe Replacement (#2019-135)	Outside	02/25/20	06/30/40	950,500	75,188	72,688	70,188	67,688	65,188	62,688	55,688	54,338	52,988	51,638
MCWT Bonds; Series 21 DWP-16-17 (#2014-073, 2016-146, 2016-163 & 2017-010)	Outside	09/25/20	06/30/39	2,428,471	159,656	159,837	160,021	160,209	160,403	160,599	160,800	161,006	161,216	161,430
New Well Exploration Program (#2018-083)	Outside	03/15/21	06/30/41	314,500	23,250	22,500	21,750	21,000	20,250	19,500	18,750	18,150	17,700	17,400
CTF 50% Water Infrastructure Construction (#2019-212)	Outside	03/15/21	06/30/41	1,000,000	77,500	75,000	72,500	70,000	67,500	65,000	62,500	60,500	59,000	58,000
Pipe Replacement & Upgrades (#2020-120)	Outside	03/15/21	06/30/41	750,000	60,950	58,950	56,950	54,950	52,950	50,950	48,950	42,350	41,300	40,600
MCWT DWP-18-10 (#2017-099, 2018-173)	Outside	05/10/23	01/15/46	9,754,852	485,627	486,159	486,703	487,259	487,830	488,394	489,011	489,623	490,250	490,891
MCWT DWP-19-28 (#2019-215)	Outside	05/10/23	01/15/41	2,320,877	127,491	127,683	127,874	128,066	128,259	128,451	128,644	128,837	129,031	129,225
Hyannisport, Simmons Pond, Mary Dunn Study DW-20-13 (2020-122 & 2020-123)	Outside	12/14/22	01/15/43	547,542	27,033	27,074	27,114	27,155	27,196	27,236	27,277	27,318	27,359	27,400
Water Pipe Replacement and Upgrades (O) (#2021-119)	Outside	03/15/22	03/15/42	946,000	82,750	80,250	78,250	75,750	73,250	70,750	68,250	60,750	58,950	57,150
Water Pipe Replacement (2022-092)	Outside	03/15/23	03/15/43	1,000,000	101,750	99,000	96,250	93,500	90,750	88,000	85,250	82,500	79,750	72,000
Ocean St Water Main Looping (2022-094)	Outside	03/15/23	03/15/43	353,000	35,600	34,600	33,600	32,600	31,600	30,600	29,600	28,600	27,600	21,600
Straightway Filtration Plant Design (#2022-093)	Inside	05/29/24	06/01/44	1,000,000	94,375	92,500	90,600	87,500	85,000	82,500	80,000	77,500	75,500	73,500
Downtown Hyannis Force Main Rehab (2023-086)	Outside	05/29/24	06/01/44	800,000	75,500	74,000	72,000	70,000	68,000	66,000	64,000	62,000	60,400	58,800
Pipe Replacement & Upgrade (2023-092)	Outside	05/29/24	06/01/44	1,500,000	141,563	138,750	135,000	131,250	127,500	123,750	120,000	116,250	113,250	110,250
Mary Dunn Water Storage Tank Rehabilitation (2023-094)	Outside	05/29/24	06/01/34	927,000	140,044	133,800	129,050	124,300	119,550	109,800	105,300	100,800	97,200	93,600
Well Exploration (2023-095)	Inside	05/29/24	06/01/29	26,000	7,282	6,000	5,750	5,500	5,250	-	-	-	-	-
Mary Dunn 4 Well Building (2023-096)	Outside	05/29/24	06/01/44	1,000,000	94,375	92,500	90,000	87,500	85,000	82,500	80,000	77,500	75,500	73,500
Mary Dunn Rd Water Main Replacement (2023-097)	Outside	05/29/24	06/01/44	3,000,000	283,125	277,500	270,000	262,500	255,000	247,500	240,000	232,500	226,500	220,500
Total Water Enterprise Fund					3,799,240	3,750,630	3,687,215	2,943,159	2,761,220	2,691,565	2,643,425	2,419,512	2,386,415	2,214,999
MARINA INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033	Pymts FY 2034
Gateway Marina Dredging (#2015-108)	Inside	02/25/16	06/30/26	280,000	27,000	26,000	-	-	-	-	-	-	-	-
Prince Cover Marina Bulkhead (#2015-109)	Inside	02/25/16	06/30/36	570,000	39,788	38,588	37,388	36,788	36,038	35,400	29,500	28,750	28,000	27,250
Gateway Marina Maintenance Dredging (I) (#2016-109)	Inside	02/23/17	06/30/37	476,500	35,475	34,475	33,475	32,475	31,475	30,475	29,725	28,975	23,225	22,625
CTF Marina Bulkhead Repair I Refi 6/15/11	Inside	03/15/21	06/30/30	271,950	37,800	36,350	35,400	33,925	32,450	30,975	-	-	-	-
Marina Bulkhead Repair II Refi 6/15/11	Inside	03/15/21	06/30/30	243,800	32,575	31,875	35,650	34,175	32,700	36,225	-	-	-	-
Marina Bismore Park Bulkhead Imp. Design (I) (#2021-101)	Inside	03/15/22	03/15/27	184,000	39,900	38,150	36,750	-	-	-	-	-	-	-
Total Marina Enterprise Fund					212,538	205,438	178,663	137,363	132,663	133,075	59,225	57,725	51,225	49,875
SANDY NECK INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033	Pymts FY 2034
Sandy Neck Beach House I Refi 6/15/11	Inside	03/15/21	06/30/31	470,600	56,190	55,715	64,665	62,065	58,965	59,890	55,640	-	-	-
Sandy Neck Beach House II Refi 6/15/11	Inside	03/15/21	06/30/26	26,250	5,200	9,975	-	-	-	-	-	-	-	-
Sandy Neck Beach House III Refi 6/15/11	Inside	03/15/21	06/30/31	98,350	11,120	10,745	10,870	15,470	14,820	14,170	13,520	-	-	-
Total Sandy Neck Enterprise Fund					72,510	76,435	75,535	77,535	73,785	74,060	69,160	-	-	-

WATER SUPPLY INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043	Pymts FY 2044
MWPAT DWS-09-02	Outside	07/08/10	07/15/30	2,788,911	-	-	-	-	-	-	-	-	-	-
DWP-11-10 Series 17A	Outside	05/22/13	01/15/33	560,761	-	-	-	-	-	-	-	-	-	-
Water Co. (Level Debt) (O) \$10,000,000 Refunded	Outside	02/17/15	02/15/27	5,704,800	-	-	-	-	-	-	-	-	-	-
Water Main Loop	Outside	02/17/15	02/15/35	540,000	20,600	-	-	-	-	-	-	-	-	-
DW-09-02 Series 16	Outside	05/14/15	07/15/32	533,117	-	-	-	-	-	-	-	-	-	-
DWP-11-09 Series 17A	Outside	05/14/15	01/15/33	793,438	-	-	-	-	-	-	-	-	-	-
Pipe Replacement Upgrade FY17 (#2015-085)	Outside	02/25/16	06/30/36	900,000	47,700	46,350	-	-	-	-	-	-	-	-
Hyannis Water System Pipe Replacement (O) (#2016-093)	Outside	02/23/17	06/30/37	858,400	43,950	42,650	41,350	-	-	-	-	-	-	-
DWP-14-09 Mass Clean Water Trust (#2014-071, 2013-085, 2013-088)	Outside	04/13/17	07/15/37	1,467,339	90,791	90,939	91,091	-	-	-	-	-	-	-
Well Reactivation (O) (#2017-080)	Outside	02/27/18	06/30/38	276,000	11,263	10,963	10,650	10,325	-	-	-	-	-	-
Water Pipe Replacement (O) (#2017-081)	Outside	02/27/18	06/30/38	468,000	22,525	21,925	21,300	20,650	-	-	-	-	-	-
Mary Dunn Water Storage Tank Site Work (O) (#2017-083)	Outside	02/27/18	06/30/38	600,500	33,788	32,888	31,950	30,975	-	-	-	-	-	-
Water Carbon Filter Units (O) (#2017-079)	Outside	02/27/18	06/30/28	440,000	-	-	-	-	-	-	-	-	-	-
Pipe Replacement Upgrade FY19 (#2018-081)	Outside	02/26/19	06/30/39	1,050,000	57,813	56,313	54,813	53,250	51,625	-	-	-	-	-
Carbon Treatment System Construction at Maher Wellfield (2017-099)	Outside	02/26/19	06/30/28	318,500	-	-	-	-	-	-	-	-	-	-
Well Exploration Program (2013-087)	Outside	02/26/19	06/30/28	489,500	-	-	-	-	-	-	-	-	-	-
MCWT Series 19 DWP-13-01 Reamortization	Outside	04/11/19	07/15/36	1,736,865	122,882	123,087	-	-	-	-	-	-	-	-
Water Pipe Replacement (#2019-135)	Outside	02/25/20	06/30/40	950,500	50,738	49,838	48,938	47,981	47,025	46,013	-	-	-	-
MCWT Bonds; Series 21 DWP-16-17 (#2014-073, 2016-146, 2016-163 & 2017-010)	Outside	09/25/20	06/30/39	2,428,471	161,649	161,873	162,103	162,336	162,575	-	-	-	-	-
New Well Exploration Program (#2018-083)	Outside	03/15/21	06/30/41	314,500	17,100	16,800	16,500	16,200	15,900	15,600	15,300	-	-	-
CTF 50% Water Infrastructure Construction (#2019-212)	Outside	03/15/21	06/30/41	1,000,000	57,000	56,000	55,000	54,000	53,000	52,000	51,000	-	-	-
Pipe Replacement & Upgrades (#2020-120)	Outside	03/15/21	06/30/41	750,000	39,900	39,200	38,500	37,800	37,100	36,400	35,700	-	-	-
MCWT DWP-18-10 (#2017-099, 2018-173)	Outside	05/10/23	01/15/46	9,754,852	491,547	492,219	492,908	493,611	494,333	495,071	495,827	496,601	497,393	498,204
MCWT DWP-19-28 (#2019-215)	Outside	05/10/23	01/15/41	2,320,877	129,419	129,612	129,807	130,002	130,197	130,392	130,588	-	-	-
Hyannisport, Simmons Pond, Mary Dunn Study DW-20-13 (2020-122 & 2020-123)	Outside	12/14/22	01/15/43	547,542	27,441	27,482	27,524	27,565	27,606	27,648	27,689	27,731	27,772	-
Water Pipe Replacement and Upgrades (O) (#2021-119)	Outside	03/15/22	03/15/42	946,000	55,800	54,450	53,100	51,750	50,400	49,050	47,700	46,350	-	-
Water Pipe Replacement (2022-092)	Outside	03/15/23	03/15/43	1,000,000	69,500	67,000	64,500	62,000	60,000	58,000	56,000	54,000	52,000	-
Ocean St Water Main Looping (2022-094)	Outside	03/15/23	03/15/43	353,000	20,850	20,100	19,350	18,600	18,000	17,400	16,800	16,200	15,600	-
Straightway Filtration Plant Design (2022-093)	Inside	05/29/24	06/01/44	1,000,000	71,500	69,000	66,500	64,000	62,000	60,000	58,000	56,000	54,000	52,000
Downtown Hyannis Force Main Rehab (2023-086)	Outside	05/29/24	06/01/44	800,000	57,200	55,200	53,200	51,200	49,600	48,000	46,400	44,800	43,200	41,600
Pipe Replacement & Upgrade (2023-092)	Outside	05/29/24	06/01/44	1,500,000	107,250	103,500	99,750	96,000	93,000	90,000	87,000	84,000	81,000	78,000
Mary Dunn Water Storage Tank Rehabilitation (2023-094)	Outside	05/29/24	06/01/34	927,000	-	-	-	-	-	-	-	-	-	-
Well Exploration (2023-095)	Inside	05/29/24	06/01/29	26,000	-	-	-	-	-	-	-	-	-	-
Mary Dunn 4 Well Building (2023-096)	Outside	05/29/24	06/01/44	1,000,000	71,500	69,000	66,500	64,000	62,000	60,000	58,000	56,000	54,000	52,000
Mary Dunn Rd Water Main Replacement (2023-097)	Outside	05/29/24	06/01/44	3,000,000	214,500	207,000	199,500	192,000	186,000	180,000	174,000	168,000	162,000	156,000
Total Water Enterprise Fund					2,094,204	2,043,388	1,844,833	1,684,245	1,600,361	1,365,574	1,300,004	1,049,682	986,965	877,804
MARINA INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043	Pymts FY 2044
Gateway Marina Dredging (#2015-108)	Inside	02/25/16	06/30/26	280,000	-	-	-	-	-	-	-	-	-	-
Prince Cover Marina Bulkhead (#2015-109)	Inside	02/25/16	06/30/36	570,000	26,500	25,750	-	-	-	-	-	-	-	-
Gateway Marina Maintenance Dredging (I) (#2016-109)	Inside	02/23/17	06/30/37	476,500	21,975	21,325	20,675	-	-	-	-	-	-	-
CTF Marina Bulkhead Repair I Refi 6/15/11	Inside	03/15/21	06/30/30	271,950	-	-	-	-	-	-	-	-	-	-
Marina Bulkhead Repair II Refi 6/15/11	Inside	03/15/21	06/30/30	243,800	-	-	-	-	-	-	-	-	-	-
Marina Bismore Park Bulkhead Imp. Design (I) (#2021-101)	Inside	03/15/22	03/15/27	184,000	-	-	-	-	-	-	-	-	-	-
Total Marina Enterprise Fund					48,475	47,075	20,675	-	-	-	-	-	-	-
SANDY NECK INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043	Pymts FY 2044
Sandy Neck Beach House I Refi 6/15/11	Inside	03/15/21	06/30/31	470,600	-	-	-	-	-	-	-	-	-	-
Sandy Neck Beach House II Refi 6/15/11	Inside	03/15/21	06/30/26	26,250	-	-	-	-	-	-	-	-	-	-
Sandy Neck Beach House III Refi 6/15/11	Inside	03/15/21	06/30/31	98,350	-	-	-	-	-	-	-	-	-	-
Total Sandy Neck Enterprise Fund					-	-	-	-	-	-	-	-	-	-

WATER SUPPLY INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2045	Pymts FY 2046	Payments FY 2047	Payments FY 2048	Payments FY 2049	Payments FY 2050	Payments FY 2051	Payments FY 2052	Payments FY 2053	Payments FY 2054	Payments FY 2055
MWPAT DWS-09-02	Outside	07/08/10	07/15/30	2,788,911	-	-									
DWP-11-10 Series 17A	Outside	05/22/13	01/15/33	560,761	-	-									
Water Co. (Level Debt) (O) \$10,000,000 Refunded	Outside	02/17/15	02/15/27	5,704,800	-	-									
Water Main Loop	Outside	02/17/15	02/15/35	540,000	-	-									
DW-09-02 Series 16	Outside	05/14/15	07/15/32	533,117	-	-									
DWP-11-09 Series 17A	Outside	05/14/15	01/15/33	793,438	-	-									
Pipe Replacement Upgrade FY17 (#2015-085)	Outside	02/25/16	06/30/36	900,000	-	-									
Hyannis Water System Pipe Replacement (O) (#2016-093)	Outside	02/23/17	06/30/37	858,400	-	-									
DWP-14-09 Mass Clean Water Trust (#2014-071, 2013-085, 2013-088)	Outside	04/13/17	07/15/37	1,467,339	-	-									
Well Reactivation (O) (#2017-080)	Outside	02/27/18	06/30/38	276,000	-	-									
Water Pipe Replacement (O) (#2017-081)	Outside	02/27/18	06/30/38	468,000	-	-									
Mary Dunn Water Storage Tank Site Work (O) (#2017-083)	Outside	02/27/18	06/30/38	600,500	-	-									
Water Carbon Filter Units (O) (#2017-079)	Outside	02/27/18	06/30/28	440,000	-	-									
Pipe Replacement Upgrade FY19 (#2018-081)	Outside	02/26/19	06/30/39	1,050,000	-	-									
Carbon Treatment System Construction at Maher Wellfield (2017-099)	Outside	02/26/19	06/30/28	318,500	-	-									
Well Exploration Program (2013-087)	Outside	02/26/19	06/30/28	489,500	-	-									
MCWT Series 19 DWP-13-01 Reamortization	Outside	04/11/19	07/15/36	1,736,865	-	-									
Water Pipe Replacement (#2019-135)	Outside	02/25/20	06/30/40	950,500	-	-									
MCWT Bonds; Series 21 DWP-16-17 (#2014-073, 2016-146, 2016-163 & 2017-010)	Outside	09/25/20	06/30/39	2,428,471	-	-									
New Well Exploration Program (#2018-083)	Outside	03/15/21	06/30/41	314,500	-	-									
CTF 50% Water Infrastructure Construction (#2019-212)	Outside	03/15/21	06/30/41	1,000,000	-	-									
Pipe Replacement & Upgrades (#2020-120)	Outside	03/15/21	06/30/41	750,000	-	-									
MCWT DWP-18-10 (#2017-099, 2018-173)	Outside	05/10/23	01/15/46	9,754,852	499,034	499,884									
MCWT DWP-19-28 (#2019-215)	Outside	05/10/23	01/15/41	2,320,877	-	-									
Hyannisport, Simmons Pond, Mary Dunn Study DW-20-13 (2020-122 & 2020-123)	Outside	12/14/22	01/15/43	547,542	-	-									
Water Pipe Replacement and Upgrades (O) (#2021-119)	Outside	03/15/22	03/15/42	946,000	-	-									
Water Pipe Replacement (2022-092)	Outside	03/15/23	03/15/43	1,000,000	-	-									
Ocean St Water Main Looping (2022-094)	Outside	03/15/23	03/15/43	353,000	-	-									
Straightway Filtration Plant Design (2022-093)	Inside	05/29/24	06/01/44	1,000,000	-	-									
Downtown Hyannis Force Main Rehab (2023-086)	Outside	05/29/24	06/01/44	800,000	-	-									
Pipe Replacement & Upgrade (2023-092)	Outside	05/29/24	06/01/44	1,500,000	-	-									
Mary Dunn Water Storage Tank Rehabilitation (2023-094)	Outside	05/29/24	06/01/34	927,000	-	-									
Well Exploration (2023-095)	Inside	05/29/24	06/01/29	26,000	-	-									
Mary Dunn 4 Well Building (2023-096)	Outside	05/29/24	06/01/44	1,000,000	-	-									
Mary Dunn Rd Water Main Replacement (2023-097)	Outside	05/29/24	06/01/44	3,000,000	-	-									
Total Water Enterprise Fund					499,034	499,884									
MARINA INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2045	Pymts FY 2046	Payments FY 2047	Payments FY 2048	Payments FY 2049	Payments FY 2050	Payments FY 2051	Payments FY 2052	Payments FY 2053	Payments FY 2054	Payments FY 2055
Gateway Marina Dredging (#2015-108)	Inside	02/25/16	06/30/26	280,000	-	-									
Prince Cover Marina Bulkhead (#2015-109)	Inside	02/25/16	06/30/36	570,000	-	-									
Gateway Marina Maintenance Dredging (I) (#2016-109)	Inside	02/23/17	06/30/37	476,500	-	-									
CTF Marina Bulkhead Repair I Refi 6/15/11	Inside	03/15/21	06/30/30	271,950	-	-									
Marina Bulkhead Repair II Refi 6/15/11	Inside	03/15/21	06/30/30	243,800	-	-									
Marina Bismore Park Bulkhead Imp. Design (I) (#2021-101)	Inside	03/15/22	03/15/27	184,000	-	-									
Total Marina Enterprise Fund															
SANDY NECK INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2045	Pymts FY 2046	Payments FY 2047	Payments FY 2048	Payments FY 2049	Payments FY 2050	Payments FY 2051	Payments FY 2052	Payments FY 2053	Payments FY 2054	Payments FY 2055
Sandy Neck Beach House I Refi 6/15/11	Inside	03/15/21	06/30/31	470,600	-	-									
Sandy Neck Beach House II Refi 6/15/11	Inside	03/15/21	06/30/26	26,250	-	-									
Sandy Neck Beach House III Refi 6/15/11	Inside	03/15/21	06/30/31	98,350	-	-									
Total Sandy Neck Enterprise Fund															

HYCC INTEREST & PRINCIPAL		-	Issue Date	Maturity Date	Original Amount	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033	Pymts FY 2034
CTF HYCC 1 (I) \$1,000,000 Refunded	Inside	02/17/15	02/15/27	474,900	51,670	49,790	47,380	-	-	-	-	-	-	-	-
CTF HYCC 2 (I) \$8,000,000 Refunded	Inside	02/17/15	02/15/27	3,794,400	413,330	396,290	380,070	-	-	-	-	-	-	-	-
CTF HYCC 3 (I) \$1,600,000 Refunded	Inside	02/17/15	02/15/27	759,000	82,470	79,470	76,220	-	-	-	-	-	-	-	-
CTF HYCC 4 (I) \$6,765,000 Refunded	Inside	06/21/16	06/30/28	3,320,000	360,800	344,100	332,600	316,200	-	-	-	-	-	-	-
CTF HYCC Roof, HVAC, and Parking & Security (#2019-115)	Inside	02/25/20	06/30/40	679,000	52,925	51,175	49,425	47,675	45,925	44,175	42,775	41,725	40,675	39,625	38,625
CTF HYCC Facility Improvements (#2020-103)	Inside	03/15/21	06/30/41	674,700	58,450	51,450	49,700	47,950	46,200	44,450	42,700	36,300	35,400	34,800	34,800
CTF HYCC Facility Improvements (I) (#2021-106)	Inside	03/15/22	03/15/42	1,484,000	126,150	122,400	119,400	115,650	111,900	108,150	104,400	100,650	97,650	94,650	94,650
CTF HYCC Mechanical Improvements (2022-111)	Inside	03/15/23	03/15/43	1,626,000	157,200	152,950	148,700	144,450	135,200	131,200	127,200	123,200	119,200	115,200	115,200
CTF HYCC Mechanical Improvements (2023-100)	Inside	05/29/24	06/01/44	1,663,422	162,401	155,600	151,350	147,100	142,850	138,600	134,350	130,100	126,700	123,300	123,300
Total HYCC Enterprise Fund						1,465,396	1,403,225	1,354,845	819,025	482,075	466,575	451,425	431,975	419,625	407,575
ROAD BETTERMENT REVOLVING FUND INTEREST & PRINCIPAL		-	Issue Date	Maturity Date	Original Amount	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033	Pymts FY 2034
Gleneagle Drive Private Road Repairs (#2019-197)	Inside	02/25/20	06/30/30	675,000	89,100	80,600	77,350	74,100	70,850	67,600	-	-	-	-	-
Crosby Circle Private Road Repairs (#2017-148)	Inside	02/25/21	06/30/30	44,000	5,600	5,500	5,400	5,300	5,200	5,100	-	-	-	-	-
Pine Ridge & Waquoit Private Road (#2017-149)	Inside	02/25/21	06/30/33	113,200	11,520	11,320	11,120	10,920	10,720	10,520	10,320	10,200	5,070	-	-
Woodland Avenue Private Road Repair (#2017-150)	Inside	02/25/21	06/30/33	71,900	5,795	5,695	5,595	5,495	5,395	5,295	5,195	5,135	5,070	-	-
Bunker Hill Private Road Repair (#2017-168)	Inside	02/25/21	06/30/33	296,450	28,905	28,405	27,905	27,405	26,905	26,405	25,905	25,605	20,280	-	-
Beach Plum & Smoke Valley Private Road (#2017-169)	Inside	02/25/21	06/30/33	447,600	45,865	45,065	44,265	38,465	37,765	37,065	36,365	35,945	35,490	-	-
Ice Valley & Fox Island Private Road (#2017-170)	Inside	02/25/21	06/30/33	512,300	51,760	50,860	49,960	49,060	48,160	47,260	46,360	41,560	41,080	40,560	-
Locust Lane Private Road (#2018-140)	Inside	02/25/21	06/30/29	38,750	5,500	5,400	5,300	5,200	5,100	-	-	-	-	-	-
Multiple Temporary Private Road (#2018-151)	Inside	02/25/21	06/30/34	335,300	29,375	28,875	28,375	27,875	27,375	26,875	26,375	26,075	25,750	25,400	25,400
Laura Road Private Road #2018-167)	Inside	02/25/21	06/30/26	28,500	5,200	5,100	-	-	-	-	-	-	-	-	-
Wheeler Road Private Road (#2020-045)	Inside	02/25/21	06/30/36	510,650	42,085	41,385	40,685	39,985	39,285	38,585	37,885	37,465	37,010	36,520	36,520
Goodview Way Private Road (#2020-080)	Inside	02/25/21	06/30/36	218,850	18,025	17,725	17,425	17,125	16,825	16,525	16,225	16,045	15,850	15,640	15,640
Nyes Neck Private Road (#2020-189)	Inside	02/25/21	06/30/36	127,500	11,695	11,495	11,295	11,095	10,895	10,695	10,495	5,375	5,310	5,240	5,240
Total Road Betterment Revolving Fund						350,425	337,425	324,675	312,025	299,475	287,025	210,325	202,925	190,390	82,800
COMMUNITY PRESERVATION FUND INTEREST & PRINCIPAL		-	Issue Date	Maturity Date	Original Amount	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033	Pymts FY 2034
Land Acquisition - 2004-105 Bone Hill \$200k Refunded	Inside	02/17/15	02/15/25	90,850	9,360	-	-	-	-	-	-	-	-	-	-
Land Acquisition - 06-15-05 - 2004-106 \$180k Refunded	Inside	02/17/15	02/15/25	73,600	4,160	-	-	-	-	-	-	-	-	-	-
Land Acquisition - Hyannis Golf \$5,500,000 Refunded	Inside	02/17/15	02/15/25	2,496,300	255,320	-	-	-	-	-	-	-	-	-	-
Land Acquisition - Archibald \$500,000 Refunded	Inside	02/17/15	02/15/26	212,100	24,610	23,690	-	-	-	-	-	-	-	-	-
Town Hall Renovations Refi 6/15/10	Inside	03/15/21	06/30/30	487,550	70,350	67,650	65,450	62,725	60,500	57,750	-	-	-	-	-
Total Community Preservation Fund						363,800	91,340	65,450	62,725	60,500	57,750	-	-	-	-

HYCC INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043	Pymts FY 2044
CTF HYCC 1 (I) \$1,000,000 Refunded	Inside	02/17/15	02/15/27	474,900	-	-	-	-	-	-	-	-	-	-
CTF HYCC 2 (I) \$8,000,000 Refunded	Inside	02/17/15	02/15/27	3,794,400	-	-	-	-	-	-	-	-	-	-
CTF HYCC 3 (I) \$1,600,000 Refunded	Inside	02/17/15	02/15/27	759,000	-	-	-	-	-	-	-	-	-	-
CTF HYCC 4 (I) \$6,765,000 Refunded	Inside	06/21/16	06/30/28	3,320,000	-	-	-	-	-	-	-	-	-	-
CTF HYCC Roof, HVAC, and Parking & Security (#2019-115)	Inside	02/25/20	06/30/40	679,000	38,925	33,225	32,625	31,988	31,350	30,675	-	-	-	-
CTF HYCC Facility Improvements (#2020-103)	Inside	03/15/21	06/30/41	674,700	34,200	33,600	33,000	32,400	31,800	31,200	30,600	-	-	-
CTF HYCC Facility Improvements (i) (#2021-106)	Inside	03/15/22	03/15/42	1,484,000	92,400	90,150	87,900	85,650	78,400	76,300	74,200	72,100	-	-
CTF HYCC Mechanical Improvements (2022-111)	Inside	03/15/23	03/15/43	1,626,000	111,200	107,200	103,200	99,200	96,000	92,800	89,600	86,400	83,200	-
CTF HYCC Mechanical Improvements (2023-100)	Inside	05/29/24	06/01/44	1,663,422	119,900	115,650	106,400	102,400	99,200	96,000	92,800	89,600	86,400	83,200
Total HYCC Enterprise Fund					396,625	379,825	363,125	351,638	336,750	326,975	287,200	248,100	169,600	83,200
ROAD BETTERMENT REVOLVING FUND INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043	Pymts FY 2044
Gleneagle Drive Private Road Repairs (#2019-197)	Inside	02/25/20	06/30/30	675,000	-	-	-	-	-	-	-	-	-	-
Crosby Circle Private Road Repairs (#2017-148)	Inside	02/25/21	06/30/30	44,000	-	-	-	-	-	-	-	-	-	-
Pine Ridge & Waquoit Private Road (#2017-149)	Inside	02/25/21	06/30/33	113,200	-	-	-	-	-	-	-	-	-	-
Woodland Avenue Private Road Repair (#2017-150)	Inside	02/25/21	06/30/33	71,900	-	-	-	-	-	-	-	-	-	-
Bunker Hill Private Road Repair (#2017-168)	Inside	02/25/21	06/30/33	296,450	-	-	-	-	-	-	-	-	-	-
Beach Plum & Smoke Valley Private Road (#2017-169)	Inside	02/25/21	06/30/33	447,600	-	-	-	-	-	-	-	-	-	-
Ice Valley & Fox Island Private Road (#2017-170)	Inside	02/25/21	06/30/33	512,300	-	-	-	-	-	-	-	-	-	-
Locust Lane Private Road (#2018-140)	Inside	02/25/21	06/30/29	38,750	-	-	-	-	-	-	-	-	-	-
Multiple Tempoary Private Road (#2018-151)	Inside	02/25/21	06/30/34	335,300	-	-	-	-	-	-	-	-	-	-
Laura Road Private Road #2018-167)	Inside	02/25/21	06/30/26	28,500	-	-	-	-	-	-	-	-	-	-
Wheeler Road Private Road (#2020-045)	Inside	02/25/21	06/30/36	510,650	30,960	30,480	-	-	-	-	-	-	-	-
Goodview Way Private Road (#2020-080)	Inside	02/25/21	06/30/36	218,850	15,400	10,160	-	-	-	-	-	-	-	-
Nyes Neck Private Road (#2020-189)	Inside	02/25/21	06/30/36	127,500	5,160	5,080	-	-	-	-	-	-	-	-
Total Road Betterment Revolving Fund					51,520	45,720	-	-	-	-	-	-	-	-
COMMUNITY PRESERVATION FUND INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043	Pymts FY 2044
Land Acquisition - 2004-105 Bone Hill \$200k Refunded	Inside	02/17/15	02/15/25	90,850	-	-	-	-	-	-	-	-	-	-
Land Acquisition - 06-15-05 - 2004-106 \$180k Refunded	Inside	02/17/15	02/15/25	73,600	-	-	-	-	-	-	-	-	-	-
Land Acquisition - Hyannis Golf \$5,500,000 Refunded	Inside	02/17/15	02/15/25	2,496,300	-	-	-	-	-	-	-	-	-	-
Land Acquisition - Archibald \$500,000 Refunded	Inside	02/17/15	02/15/26	212,100	-	-	-	-	-	-	-	-	-	-
Town Hall Renovations Refi 6/15/10	Inside	03/15/21	06/30/30	487,550	-	-	-	-	-	-	-	-	-	-
Total Community Preservation Fund					-	-	-	-	-	-	-	-	-	-

TITLE V FUND INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033	Pymts FY 2034
Title V - Phase III - Pool 11 T5-97-1131-2	Outside	10/31/05	07/15/25	200,000	10,000	10,000	-	-	-	-	-	-	-	-
Title V - Phase IV - Pool 11 T5-97-1131-3	Outside	10/31/05	07/15/25	200,000	10,000	10,000	-	-	-	-	-	-	-	-
Title V - Phase V - Pool 12 97-1131-4D	Outside	12/14/06	07/15/26	200,000	10,000	10,000	10,000	-	-	-	-	-	-	-
Total Title V					30,000	30,000	10,000	-	-	-	-	-	-	-
COMPREHENSIVE WASTEWATER MANGEMENT PLAN	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033	Pymts FY 2034
MWPAT CWS-09-07	Inside	07/08/10	07/15/30	3,285,646	199,318	199,318	199,318	199,318	199,318	199,318	199,318	-	-	-
Sewer CWS-09-07-A Series 16	Inside	05/14/15	07/15/32	4,592,367	304,082	304,471	304,868	305,273	305,688	306,111	306,544	306,986	307,438	-
310 Main Street, Barnstable (Centerville) Acquisition (#2020-025)	Inside	02/25/20	06/30/40	549,000	44,438	42,938	41,438	39,938	38,438	31,938	30,938	30,188	29,438	28,688
1456 Falmouth Road, Route 28, Barnstable (Centerville) Acquisition (#2020-026)	Inside	02/25/20	06/30/40	283,900	22,475	21,725	20,975	20,225	19,475	18,725	18,125	17,675	17,225	16,775
RT 28 East Sewer Expansion Pump Station, Roadway & Utility Work (#2020-030)	Outside	03/15/21	06/30/41	800,000	62,000	60,000	58,000	56,000	54,000	52,000	50,000	48,400	47,200	46,400
Strawberry Hill Rd Sewer Expansion (2019-213) CWP-20-23	Inside	11/21/03	01/15/54	9,456,935	422,956	399,235	399,641	400,055	400,475	400,904	401,341	401,786	402,239	402,700
Strawberry Hill Rd Sewer Expansion (2019-213) CWP-20-23-A	Inside	11/21/03	01/15/54	338,450	15,135	14,286	14,300	14,315	14,330	14,345	14,361	14,376	14,393	14,410
Rt. 28/Yarmouth Rd. Intersection (2020-002) CWP-20-24	Inside	11/21/23	01/15/44	1,241,484	74,245	71,538	71,626	71,715	71,807	71,898	71,993	72,088	72,185	72,284
Rt. 28 East Sewer Expansion (2021-180) CWP-21-49	Inside	11/21/23	01/15/54	12,236,623	547,178	516,490	517,015	517,550	518,094	518,649	519,214	519,789	520,375	520,973
Rt. 28 East Sewer Expansion (2021-180) CWP-21-49-A	Inside	11/21/23	01/15/54	908,504	40,625	38,347	38,386	38,426	38,466	38,507	38,549	38,592	38,635	38,679
Centerville Sewer Expansion Design & Permitting (2022-044)	Inside	05/29/24	06/01/44	2,142,000	207,209	200,950	195,450	189,950	184,450	178,950	173,450	167,950	162,450	156,950
Rt. 28 West Sewer Expansion Design & Permitting (2022-045)	Inside	05/29/24	06/01/44	3,500,000	330,313	323,750	315,000	306,250	297,500	288,750	280,000	271,250	262,500	253,750
Nitrogen Removal Improvements at WPCF (2022-085)	Inside	05/29/24	06/01/44	3,000,000	283,125	277,500	270,000	262,500	255,000	247,500	240,000	232,500	225,000	217,500
WPCF Headworks Improvements (2023-052)	Inside	05/29/24	06/01/44	2,850,000	271,567	266,100	258,850	251,600	244,350	237,100	229,850	222,600	215,350	208,100
Total Sewer Construction & Private Way Maintenance and Improvement Fund					2,824,666	2,736,647	2,704,867	2,673,114	2,641,390	2,604,695	2,573,682	2,544,180	2,515,227	2,486,274
TOTAL ENTERPRISE FUND AND OTHER FUND BOND OBLIGATIONS					11,158,073	10,266,495	9,963,540	8,558,877	7,515,430	7,306,980	6,976,196	6,398,346	6,244,495	5,602,914
GRAND TOTAL TOWN OF BARNSTABLE BOND OBLIGATIONS					18,499,733	17,295,690	16,316,710	14,421,042	13,067,245	12,650,339	12,001,905	11,122,215	10,602,614	9,755,983

TITLE V FUND INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043	Pymts FY 2044
Title V - Phase III - Pool 11 T5-97-1131-2	Outside	10/31/05	07/15/25	200,000	-	-	-	-	-	-	-	-	-	-
Title V - Phase IV - Pool 11 T5-97-1131-3	Outside	10/31/05	07/15/25	200,000	-	-	-	-	-	-	-	-	-	-
Title V - Phase V - Pool 12 97-1131-4D	Outside	12/14/06	07/15/26	200,000	-	-	-	-	-	-	-	-	-	-
Total Title V					-	-	-	-	-	-	-	-	-	-
COMPREHENSIVE WASTEWATER MANGEMENT PLAN	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043	Pymts FY 2044
MWPAT CWS-09-07	Inside	07/08/10	07/15/30	3,285,646	-	-	-	-	-	-	-	-	-	-
Sewer CWS-09-07-A Series 16	Inside	05/14/15	07/15/32	4,592,367	-	-	-	-	-	-	-	-	-	-
310 Main Street, Barnstable (Centerville) Acquisition (#2020-025)	Inside	02/25/20	06/30/40	549,000	28,188	27,688	27,188	26,656	26,125	25,563	-	-	-	-
1456 Falmouth Road, Route 28, Barnstable (Centerville) Acquisition (#2020-026)	Inside	02/25/20	06/30/40	283,900	16,475	16,175	10,875	10,663	10,450	10,225	-	-	-	-
RT 28 East Sewer Expansion Pump Station, Roadway & Utility Work (#2020-030)	Outside	03/15/21	06/30/41	800,000	45,600	44,800	44,000	43,200	42,400	41,600	40,800	-	-	-
Strawberry Hill Rd Sewer Expansion (2019-213) CWP-20-23	Inside	11/21/03	01/15/54	9,456,935	403,171	403,650	404,138	404,635	405,142	405,657	406,183	406,718	407,264	407,819
Strawberry Hill Rd Sewer Expansion (2019-213) CWP-20-23-A	Inside	11/21/03	01/15/54	338,450	14,427	14,443	14,461	14,478	14,497	14,515	14,534	14,554	14,572	14,592
Rt. 28/Yarmouth Rd. Intersection (2020-002) CWP-20-24	Inside	11/21/23	01/15/44	1,241,484	72,384	72,486	72,590	72,695	72,803	72,912	73,023	73,135	73,250	73,366
Rt. 28 East Sewer Expansion (2021-180) CWP-21-49	Inside	11/21/23	01/15/54	12,236,623	521,581	522,201	522,832	523,476	524,131	524,798	525,478	526,171	526,876	527,595
Rt. 28 East Sewer Expansion (2021-180) CWP-21-49-A	Inside	11/21/23	01/15/54	908,504	38,724	38,771	38,817	38,865	38,914	38,964	39,014	39,065	39,118	39,171
Centerville Sewer Expansion Design & Permitting (2022-044)	Inside	05/29/24	06/01/44	2,142,000	150,150	144,900	139,650	134,400	130,200	126,000	121,800	117,600	113,400	109,200
Rt. 28 West Sewer Expansion Design & Permitting (2022-045)	Inside	05/29/24	06/01/44	3,500,000	250,250	241,500	232,750	224,000	217,000	210,000	203,000	196,000	189,000	182,000
Nitrogen Removal Improvements at WPCF (2022-085)	Inside	05/29/24	06/01/44	3,000,000	214,500	207,000	199,500	192,000	186,000	180,000	174,000	168,000	162,000	156,000
WPCF Headworks Improvements (2023-052)	Inside	05/29/24	06/01/44	2,850,000	200,200	193,200	186,200	179,200	173,600	168,000	162,400	156,800	151,200	145,600
Total Sewer Construction & Private Way Maintenance and Improvement Fund					1,955,649	1,926,813	1,893,001	1,864,268	1,841,262	1,818,234	1,760,232	1,698,043	1,676,680	1,655,344
TOTAL ENTERPRISE FUND AND OTHER FUND BOND OBLIGATIONS					5,396,717	5,279,660	4,855,164	4,432,925	4,287,444	4,001,959	3,836,216	3,427,216	3,263,356	3,000,190
GRAND TOTAL TOWN OF BARNSTABLE BOND OBLIGATIONS					9,013,774	8,519,653	7,514,446	6,874,507	6,046,169	5,494,834	5,055,816	4,458,716	3,949,756	3,405,790

TITLE V FUND INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2045	Pymts FY 2046	Payments FY 2047	Payments FY 2048	Payments FY 2049	Payments FY 2050	Payments FY 2051	Payments FY 2052	Payments FY 2053	Payments FY 2054	Payments FY 2055
Title V - Phase III - Pool 11 T5-97-1131-2	Outside	10/31/05	07/15/25	200,000	-	-									
Title V - Phase IV - Pool 11 T5-97-1131-3	Outside	10/31/05	07/15/25	200,000	-	-									
Title V - Phase V - Pool 12 97-1131-4D	Outside	12/14/06	07/15/26	200,000	-	-									
Total Title V					-	-	-	-	-	-	-	-	-	-	-
COMPREHENSIVE WASTEWATER MANGEMENT PLAN	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2045	Pymts FY 2046	Payments FY 2047	Payments FY 2048	Payments FY 2049	Payments FY 2050	Payments FY 2051	Payments FY 2052	Payments FY 2053	Payments FY 2054	Payments FY 2055
MWPAT CWS-09-07	Inside	07/08/10	07/15/30	3,285,646	-	-									
Sewer CWS-09-07-A Series 16	Inside	05/14/15	07/15/32	4,592,367	-	-									
310 Main Street, Barnstable (Centerville) Acquisition (#2020-025)	Inside	02/25/20	06/30/40	549,000	-	-									
1456 Falmouth Road, Route 28, Barnstable (Centerville) Acquisition (#2020-026)	Inside	02/25/20	06/30/40	283,900	-	-									
RT 28 East Sewer Expansion Pump Station, Roadway & Utility Work (#2020-030)	Outside	03/15/21	06/30/41	800,000	-	-									
Strawberry Hill Rd Sewer Expansion (2019-213) CWP-20-23	Inside	11/21/03	01/15/54	9,456,935	408,385	408,961	409,548	410,147	410,756	411,377	412,009	412,654	413,309	413,978	-
Strawberry Hill Rd Sewer Expansion (2019-213) CWP-20-23-A	Inside	11/21/03	01/15/54	338,450	14,613	14,634	14,654	14,676	14,697	14,719	14,743	14,765	14,789	14,813	-
Rt. 28/Yarmouth Rd. Intersection (2020-002) CWP-20-24	Inside	11/21/23	01/15/44	1,241,484	-	-	-	-	-	-	-	-	-	-	-
Rt. 28 East Sewer Expansion (2021-180) CWP-21-49	Inside	11/21/23	01/15/54	12,236,623	528,327	529,073	529,833	530,606	531,395	532,198	533,016	533,849	534,698	535,562	-
Rt. 28 East Sewer Expansion (2021-180) CWP-21-49-A	Inside	11/21/23	01/15/54	908,504	39,225	39,281	39,337	39,394	39,454	39,513	39,573	39,636	39,698	39,763	-
Centerville Sewer Expansion Design & Permitting (2022-044)	Inside	05/29/24	06/01/44	2,142,000	-	-	-	-	-	-	-	-	-	-	-
Rt. 28 West Sewer Expansion Design & Permitting (2022-045)	Inside	05/29/24	06/01/44	3,500,000	-	-	-	-	-	-	-	-	-	-	-
Nitrogen Removal Improvements at WPCF (2022-085)	Inside	05/29/24	06/01/44	3,000,000	-	-	-	-	-	-	-	-	-	-	-
WPCF Headworks Improvements (2023-052)	Inside	05/29/24	06/01/44	2,850,000	-	-	-	-	-	-	-	-	-	-	-
Total Sewer Construction & Private Way Maintenance and Improvement Fund					990,550	991,949	993,373	994,823	996,302	997,806	999,341	1,000,904	1,002,494	1,004,116	-
TOTAL ENTERPRISE FUND AND OTHER FUND BOND OBLIGATIONS					1,839,827	1,842,570	1,344,613	1,346,578	1,348,578	1,350,615	1,352,692	1,354,806	1,356,959	1,359,154	-
GRAND TOTAL TOWN OF BARNSTABLE BOND OBLIGATIONS					1,839,827	1,842,570	1,344,613	1,346,578	1,348,578	1,350,615	1,352,692	1,354,806	1,356,959	1,359,154	-

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TOWN COUNCIL DEPARTMENT

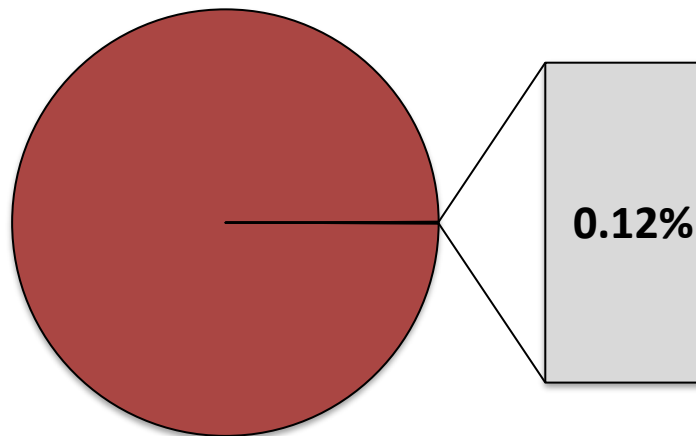
Department Mission Statement

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

Focus Areas



% of FY 2026 Total General Fund Budget



The Town Council budget comprises 0.12% of the overall General Fund budget.

Town Council Department Services Provided

<https://www.townofbarnstable.us/BoardsCommittees/TownCouncil/>

It has been stated that the local government is Democracy at work. The Barnstable Town Council exemplifies this by putting the concerns of the public first. Whatever we do is of, by, and for the people of Barnstable. Our achievements reflect the hard work of the Council, the Town Manager and Staff, and the many committees, boards, and commissions. Our greatest achievement is our willingness to face the future as united citizens of a proud and welcoming community.

Town Council

The Town Council, a thirteen-member elected body, is the legislative and policy-making branch of town government. The Council develops, adopts, and enacts policies and ordinances, to promote the general welfare of the Town consistent with its mission and goals. The term of office of all members of the Town Council shall be for four years. Councilors shall serve four year overlapping terms so arranged that the terms of as nearly half of the councilors may expire at each biennial town election.



"James H. Crocker Jr." Hearing Room

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

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

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

Town Council Department Recent Accomplishments

- ✓ Authorized the creation of the Hyannis District Improvement Financing Development District
- ✓ Conducted Policy Workshop on Private Roads and categorized their consideration for layout and acceptance
- ✓ Acted on numerous appointments to Boards and Committees
- ✓ Acted on and approved a \$241 million Capital Improvement Plan
- ✓ Approved multiple Tax Increment Exemption Agreements to create more workforce housing
- ✓ Acted on and approved a \$276 million operating budget.
- ✓ Acted upon numerous grant acceptances and appropriations outside of the annual budget process
- ✓ Increased Residential Exemption for FY24 Tax Levy from 20% to 25%
- ✓ Created several ad hoc committees to review zoning, housing creation, Town Council rules and Town code, review of standing committees, property acquisition, disposition and development of town owned property

Town Council's Quality of Life Strategic Plan - See Dept. Goals and Objectives

1. **Finance** – Provide a viable financial plan for meeting the operational and capital needs of the town with a balanced budget that includes ongoing cost reductions, cost savings for residents, maintaining reserves, and aggressively pursuing new growth dollars and revenue sources, with an eye towards sustainability.

2. **Public Health and Safety** – Protect and promote the health, safety, well being, and high quality of life of all town residents and visitors.

3. **Education** – Support the provision of a safe, high-quality public education for all students in an increasingly diverse student body, in partnership with local, state, and federal entities.



Town Hall

4. **Economic Development** – Town Council and Town Manager to support and grow a vibrant economy with a diversity of businesses, both for-profit and non-profit, and a strong labor force, taking into consideration promotion of sustainability.

5. **Town Infrastructure & Assets** – Maintain and improve existing infrastructure, capital assets, and aquatic resources, make improvements when necessary, and ensure town assets are managed, maintained, and disposed of to serve the highest and best uses moving forward.

6. **Communications** – Improve communication between the Town Council and Town Manager and his staff; between Town Councilors; between the Town and its residents, boards, commissions, volunteers, and visitors to foster participation and positive results that are geared toward meeting the needs of the community.

7. **Housing** – Identify needs, and develop, promote, and monitor town-wide initiatives for income-equitable, affordable, workforce, senior, and rental housing to meet the needs of residents and increase the overall quality and quantity of housing in Barnstable.

8. **Environment and Natural Resources** – Conserve and protect areas in the town that are most significant as natural and historical resources for water supply, visual quality, outdoor recreation, public access, wildlife habitat and cultural history.

9. **Diversity, Equity, and Inclusion** – Protect the Town's quality of life and unique character, engage our citizens, and enact policies that respond to and anticipate the needs of our community, which is diverse in culture, gender, gender identification, race, ethnic background, religious beliefs, and national origin.

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

Town Council Department Budget Comparison

Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$198,970	\$210,141	\$213,341	\$213,234	(\$107)	-0.05%
Enterprise Funds	50,751	50,751	50,751	56,636	5,885	11.60%
Total Sources of Funding	\$249,721	\$260,892	\$264,092	\$269,870	\$5,778	2.19%

Expenditure Category						
Personnel	\$231,488	\$ 233,670	\$ 236,670	\$ 242,448	\$5,778	2.44%
Operating Expenses	18,233	27,222	27,422	27,422	-	0.00%
Capital Outlay	-	-	-	-	-	0.00%
Total Appropriation	\$249,721	\$260,892	\$264,092	\$269,870	\$5,778	2.19%

Town Council Department Reconciliation

Town Council					
Job Title	FY 2024		FY 2025	FY 2026	Change
Administrator to Town Council	1.00		1.00	1.00	-
Administrative Assistant to Town Council	-		-	-	-
Full-time Equivalent Employees	1.00		1.00	1.00	-

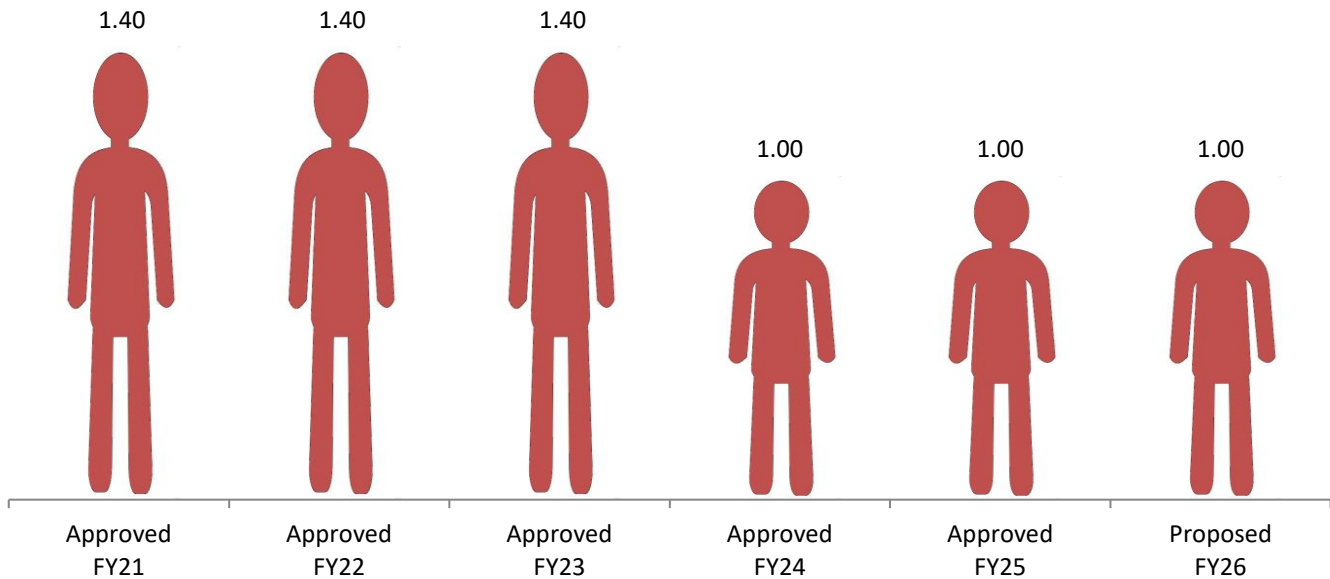
Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2025 Approved Budget				\$264,092	
Contractual Obligations Net of Staff Turnover	5,778	-	-	5,778	-
One-time Charges	-	-	-	-	-
FY 2026 Budget Changes					
	-	-	-	-	-
	-	-	-	-	-
FY 2026 Proposed Budget	5,778	-	-	\$269,870	-

Summary of Budget Changes

The Town Council proposed budget for FY 2026 is increasing \$5,778 for anticipated contractual increases. Operating expenses are level funded at \$27,422.

Town Council Department Factors Affecting FTE's

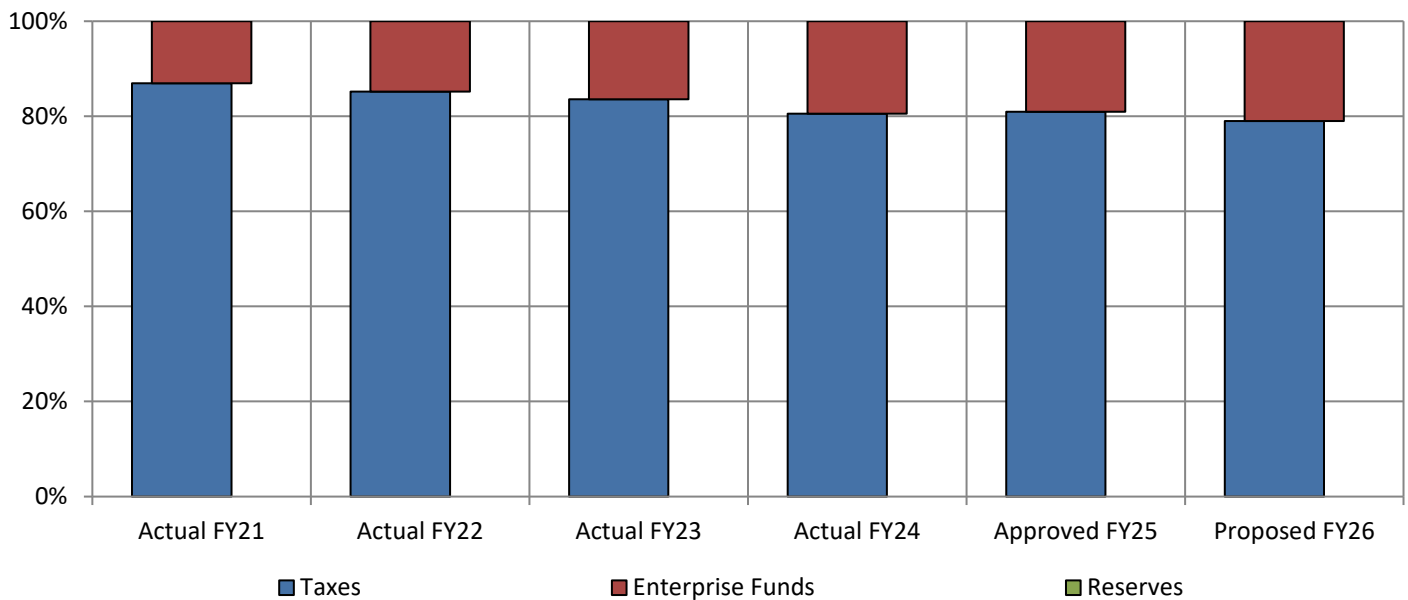
Full Time Employee History



Full-time equivalent employees have been level funded since FY 2024.

Town Council Department Factors Affecting Revenues

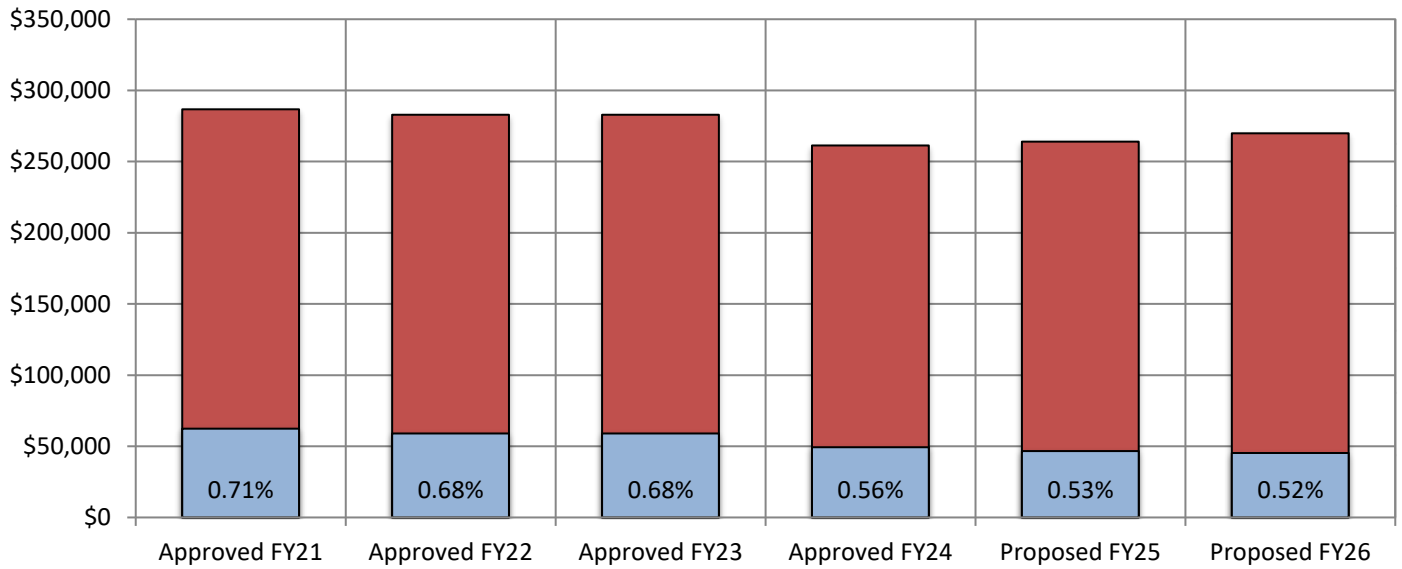
Total Sources of Funding Historical and Budgeted



Taxes cover the majority of this operation at 79% followed by charge backs from Enterprise Funds for Town Council services provided.

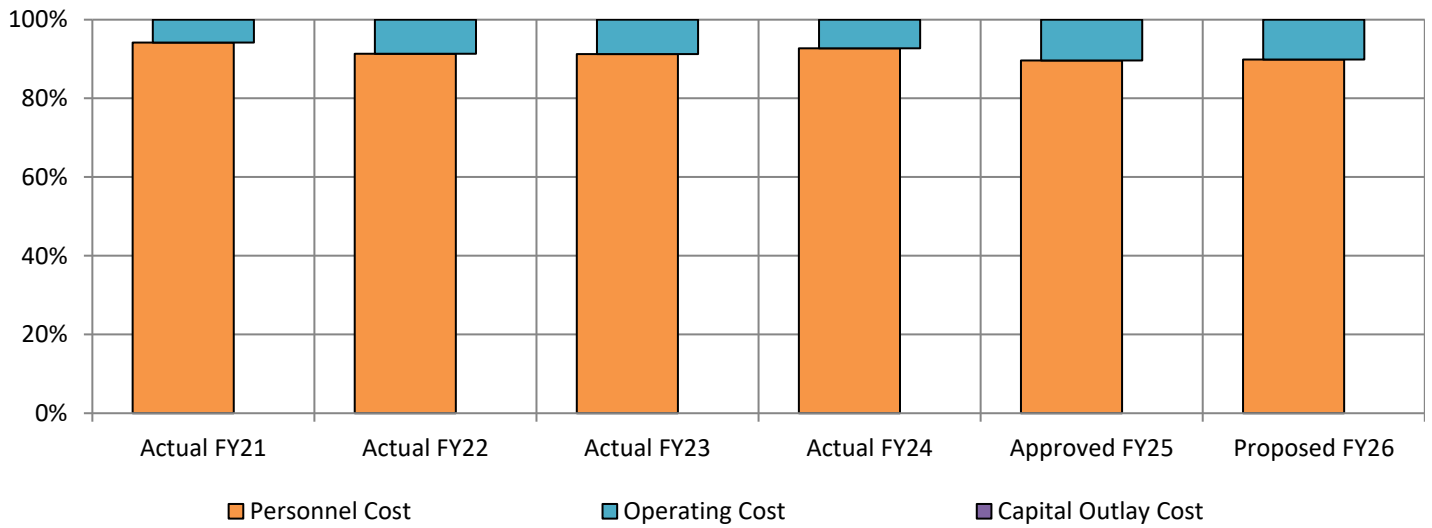
Town Council Department Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



The Town Council budget has decreased 0.98% over a six-year period. This budget has also remained within the 0.5-0.7% range of total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Category Historical and Budgeted



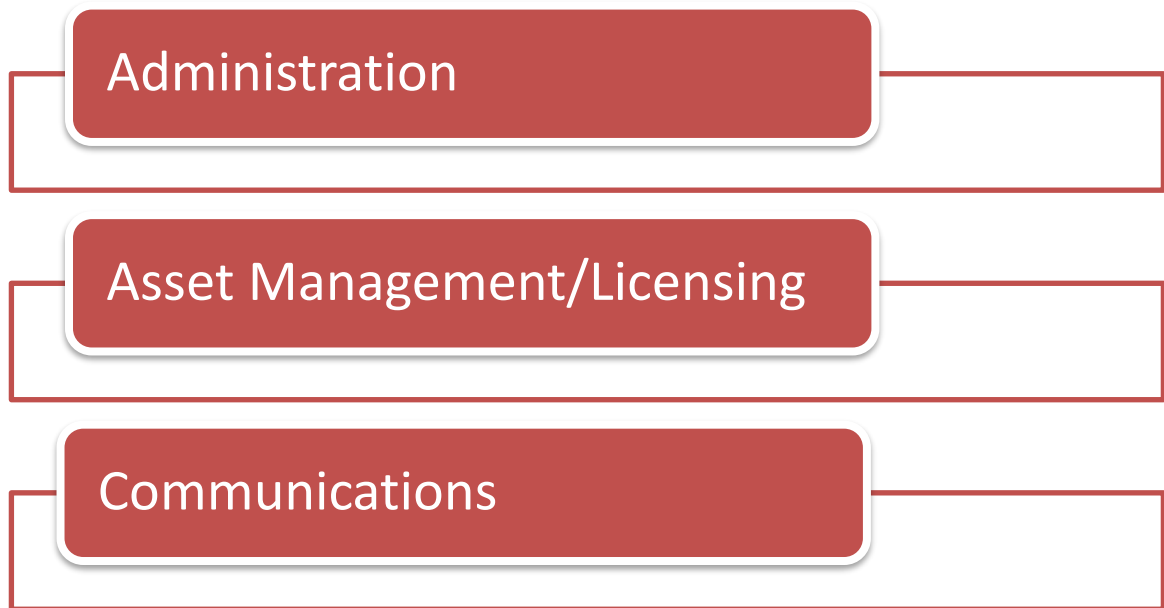
Personnel cost account for 90% of the Town Council proposed budget and operating cost account for 10%.

TOWN MANAGER DEPARTMENT

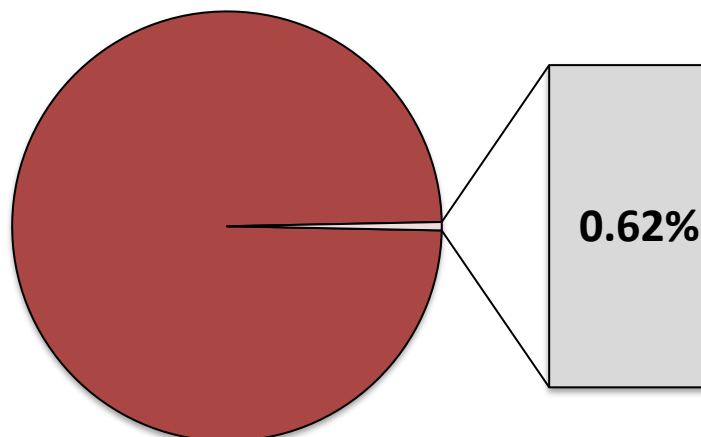
Department Purpose Statement

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

Program Areas



% of FY 2026 Total General Fund Budget



The Town Manager Department comprises 0.62% of the overall General Fund budget.

Town Manager Department Services Provided

<https://www.townofbarnstable.us/Departments/TownManager/>

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

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



Mark S. Ells, Town Manager



M. Andrew Clyburn, Assistant Town Manager

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

The Town Manager does extensive planning and evaluation for establishing short and long-term management strategies to implement and evaluate departmental management programs and activities. Additional emphasis is placed upon the introduction of modern management concepts and programs. The Town Manager is responsible for annually submitting

Town Manager Department Services Provided (Continued)

a balanced budget, capital improvement program, five-year forecast, and other reports to the Town Council. This includes projecting revenue, analyzing the use of reserves for capital purchases and operations, and working with the School Department in trying to develop an equitable split of revenues for their operations.

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

Town Manager Department Recent Accomplishments

Asset Management (licensing, energy, property, insurance)

- ✓ Migrated Special Events permitting application process to online platform, OpenGov, thereby expanding the use of an existing system which is familiar to our business owners and allows for multilateral review of applications.
- ✓ Hosted regional training sessions for municipal officials and for businesses in cooperation with the Alcoholic Beverages Control Commission; attended by over 100 individuals from across Cape Cod for both sessions.
- ✓ Completed planning and design process in collaboration with Eversource for the second phase of EV chargers in public parking lots. Partnering with Eversource to do “makeready” work heavy electrical work or installation for 36 planned installations to 72 charge ports.
- ✓ Presented history of Barnstable in Employee Leadership Academy offered in 2025 to Town employees. Presented history of municipal town hall buildings to Marstons Mills Historical Society.
- ✓ Produced framework and content for enhanced Asset Management page on Town website utilizing Cape Cod Community College intern. Focus on energy site for information about Town and connection to residential and commercial opportunities through Cape Light Compact.
- ✓ Two electric (EV) vehicles continue to be used by various departments and managed as fleet cars out of Asset Management. One EV vehicle directly replacing a combustion vehicle; in excess of 15,000 green miles driven in replacement of combustion vehicles.
- ✓ Received award notice and preliminary commitment paperwork for multimillion dollar Federal Transportation Grant for potential microgrid for School Department at High School, Intermediate School, and Barnstable Adult Community Center. State Department of Energy resources working through details of managing the grant. Pending key offshore energy infrastructure milestones for next phase of grant.
- ✓ Conducted annual meetings and site visits to Town-owned properties and met with tenants who rent, lease, license or permit Town-owned property. Conducted on-site inspections of all new and altered licenses upon approval.
- ✓ In cooperation with DPW, created design plans and bids to invest over \$100,000 into tenant properties to address necessary repairs or improvements. These investments are funded through the tenant revolving fund.

Town Manager Department Recent Accomplishments (Continued)

- ✓ Permitted 151 special events occurring at 42 different locations on Town-owned property (\$15,000+ in revenue.)
- ✓ Working with the Planning and Development Department, expanded the effort to evaluate artwork and memorabilia at Town Hall for preservation and refurbishment including artifacts in hearing room and various Vernon Coleman Murals in Building. Possible Community Preservation Fund project.
- ✓ Secured 12-month natural gas contract for 60+ accounts. Identified new state-contracted partner as future option.
- ✓ Working with Town Departments and community partners in preserving and protecting open space and wetlands while enhancing resident enjoyment of public space; supported several additional AmeriCorps projects to maintain trails, remove brush and enhance open space in the Town.
- ✓ Continue to work with Information Technology to enhance cybersecurity response plan and cyber coverage from insurance companies.
- ✓ Worked with DPW to identify three sites for future pump stations in support of the Comprehensive Wastewater Management Plan.
- ✓ Sought and received long-term permission from the Town Council to contract certain key locations in Town where long-term agreements are beneficial; specifically, Marstons Mills Airfield operations and Meetinghouse Farm management in West Barnstable.
- ✓ Managed 168 claims against Town, School and Airport ranging from routine slip & fall claims to substantial property loss claims. Also, supported professional liability claims involving Human Resources and Town/School legal issues.
- ✓ Continued work Conservation Restrictions for properties where Town has a role as owner or holder of CR. Database development and registry research ongoing.
- ✓ Finalized short-term sublease of a portion of 200 Main Street to Cape Cod Community College as that organization explores downtown campus expansion idea.
- ✓ In cooperation with Legal, finalizing Purchase and Sale with Habitat for Humanity sold property located at 164 Route 149 in Marstons Mills for development into two affordable housing units. Issue of relocation of handicapped parking space on street and access to property being reworked with DPW.

Communications

- ✓ The Communications Program has many tools for reaching citizens, businesses, employees, and the public. These tools include a combination of digital and traditional: websites; media releases; legal notices; CodeRED alerts (email, phone, text through Barnstable Police Department); weekly subscriber-based email newsletter; video and image- based public service announcements (PSA's); traditional TV through Barnstable Government Access Television or On Demand Video; social media (YouTube, Facebook, Instagram, X formerly known as Twitter); MyBarnstable app; and traditional distribution channels through local organizations and the media. Engaging our stakeholders with timely, tailored, and educational content helps, on the communication platform of their choice, conveys our Town's commitment to the quality of life in Barnstable as addressed in the Town Council's Strategic Plan.
- ✓ The Town of Barnstable's website (www.townofbarnstable.us) received over 3.5 million visits and has over 350,000 pages of content.

Town Manager Department Recent Accomplishments (Continued)

- ✓ The Communications Program issued over 100 media releases on behalf of Town departments and programs.
- ✓ Since 2008, the Communications Program produced a weekly eNewsletter 51 weeks of the year.
- ✓ The Communications Program processes thousands of emails a year through the Town Main Mailbox (email@town.barnstable.ma.us).
- ✓ As of August of 2023, Barnstable Government Access Television is available through Comcast/Xfinity's standard definition Channels 8 or 1070 or high-definition Channel 1072.
- ✓ Barnstable Government Access (BGA) television is now more accessible than ever. Viewers can now watch BGA programming through a dedicated app available on both Apple and Android smartphones, as well as popular streaming platforms including Roku, Apple TV, and Amazon Fire Stick. To find the app you can just search the word "Barnstable" on your device to download it today.
- ✓ Over the past few years, BGA has continued to enhance its services, including launching a High-Definition Xfinity channel and adding closed captioning to all video-on-demand content, livestreams, and re-broadcasts—whether you're watching on TV, online, or through the new app.
- ✓ Over 340 board, committee, and commission meetings were recorded in FY2025.
- ✓ Audio upgrades were made to the Selectmen's Conference Room.
- ✓ MyBarnstable (a new mobile citizen engagement application powered by [GOGov](#)) was added in June 2023. This application puts the power of town hall in the palm of our residents' hands. The app is a great source of information with links to the town website, news, construction updates and ongoing events.
- ✓ The Communications Program oversees over 40 social media accounts (Facebook, Instagram, X formerly known as Twitter, YouTube) through Divisions and Departments in the Town of Barnstable. The Town uses ArchiveSocial to keep the public records associated with social media.
- ✓ FY2025 brought a year of growth and engagement to the Town of Barnstable's social channels. Facebook, Instagram, X formerly known as Twitter, and YouTube all increased their outreach to new followers and our digital newsletter (eNews Weekly) also experienced increased subscriber rates.
- ✓ Our content strategy in FY2025 included a visual overhaul for social accounts and newsletters to make it easier to disseminate information. We utilized three websites to archive content – [BarnstableWaterResources.com](#) which is managed by the DPW, [BarnstableEnews.com](#) and [BarnstableHealth.com](#) and assisted departments with the creation of additional sub-websites.
- ✓ Upgrades were made to the James H. Crocker, Jr. Hearing Room. These upgrades allow for virtual public participation during Town Council Meetings and provide improved hearing assistance devices for those who may need it.
- ✓ Communications staff utilizes Zoom to hold meetings for the Town Council, Boards, Committees, and Commissions to conduct the Town's business. This platform continued to provide public engagement, with the addition of the Zoom webinar feature, and provided support for Town staff to continue to meet daily.
- ✓ The fifth and sixth seasons of our *Discover Barnstable* podcast provides informative topics to educate our residents with news they can use.

Town Manager Department Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Update special events instruction manual for forward facing webpage including First Amendment Rights related events on Town property. **(SP: Infrastructure, Economic Development, Communication)**
2. Evaluate and update Town of Barnstable's website keeping in mind mobile compatibility. Keep pace with modern communication formats (WAZE, podcasts, etc.). **(SP: Education, Communication)**
3. Upgrade communications equipment to keep pace with changing technology. **(SP: Infrastructure, Communication)**
4. Assist all Departments in enforcement of quality of life matters by identifying necessary resources, reorganizing enforcement personnel, and suggesting ordinance changes as needed.
5. Finalize collecting and listing of Conservation Restrictions associated with Town land and bring Conservation Restriction Library forward to support Town Staff. **(SP: Infrastructure)**
6. Monitor the status of awarded 42 million dollar Federal Transportation Grant for potential microgrid for the School Department at Barnstable High School, Intermediate School, and Barnstable Adult Community Center. **(SP: Infrastructure, Finance, Economic Development)**
7. Finalize Hyannis Golf Course \$3,000,000 insurance claim due to burst pipe. Settlement discussion to be completed by Fall 2025. **(SP: Finance, Infrastructure)**
8. Support Legal in finalizing Conservation Restriction on five (5) acres at former Cotuit Elementary School property. **(SP: Infrastructure)**
9. Memorialize relationship between Cotuit Nursery School and Town for playground on Town property at Cotuit Memorial Park. Transfer of liability to that organization in concurrence with status of park as Article 97 property. **(SP: Infrastructure, Finance)**
10. Finalize relocation of handicapped parking spaces on street and access to property sold to Habitat for Humanity in Marstons Mills for development into two (2) affordable housing units. **(SP: Infrastructure)**
11. Collect and examine Cape and Vineyard Electric Cooperative past payments and measure against reported electricity generation reports for all installed solar projects on municipal buildings and ground mounted systems to verify accuracy. Create central point of contact and verification system moving forward. **(SP: Infrastructure, Finance)**
12. Reexamine opportunities to contract for 60+ natural gas municipal accounts. Give consideration to State-contracted vendor instead of direct bidding for favorable contract development. **(SP: Finance, Infrastructure)**
13. Prepare package to go to the Community Preservation Committee for funding to restore and preserve Vernon Coleman murals and historic artifacts in Town Hall. **(SP: Infrastructure)**
14. Evaluate emergency communications tools. **(SP: Communication)**
15. Produce FY 2025 Annual Report in a timely manner. **(SP: Education, Communication)**

Town Manager Department Goals and Objectives (Continued)

16. Support the Comprehensive Wastewater Management Program by identifying property to be acquired, by sale or through easement, for the siting of pump stations for each segment of the project. This includes negotiation with property owners, appraisal activities and eventual acquisition activities. **(SP: Infrastructure, Finance)**
17. With the support of DPW, collect and catalog existing easements associated with public land, sidewalks, and roadways. **(SP: Infrastructure, Communication, Public Health and Safety)**

Long-Term:

1. Support the Comprehensive Wastewater Management Plan effort to help identify and acquire properties for future pump stations. **(SP: Education, Communication, Economic Development, Infrastructure, Regulatory Process and Performance, Environment and Natural Resources)**
2. Continue to seek opportunities to work through various energy-related partners for solar projects to be bid out in a cooperative bid. Pursue possible grant opportunity to help fund major mechanical and HVAC upgrade at Barnstable United Elementary School. **(SP: Infrastructure, Finance, Economic Development, Education)**
3. Review resources needed to manage property in conjunction with the Department of Public Works so each property has the management and maintenance needs to support its desired use. Identify areas of investment in supporting tenant properties, expanding number of properties where the funds may be spent, and prepare plans to invest in property improvements. **(SP: Infrastructure, Finance, Communication, Regulatory Process and Performance)**
4. Continue to develop comprehensive database of town assets on acquisition of Town land, key town facilities, named places, and points of interest. Scanning in documents as we go to build central source of information. Writing narrative history reports to support Town operations. Allow ready access by all town personnel of key property related documents on a map and parcel identified basis. **(SP: Education, Communication, Infrastructure)**
5. Continue to develop creative ways to acquire and protect property in conjunction with conservation partners. Through these cooperative efforts, land can be appropriately protected and conserved. **(SP: Communication, Infrastructure, Environment and Natural Resources)**
6. Continue to push innovative on-line solutions, including full implementation and on-line features of the file and data management system. **(SP: Finance, Communication, Regulatory Process and Performance)**
7. Identify, research and prepare potential properties to be considered for use in developing affordable housing lots. **(SP: Housing, Economic Development, Infrastructure)**
8. Update work done to date in cooperation with Planning and Development Department as well as Inspectional Services, on the Community Ratings System (CRS), a voluntary incentive program that recognizes and encourages community floodplain management practices that exceed the minimum requirements of the National Flood Insurance Program (NFIP) to bring flood insurance premium relief to coastal residents. **(SP: Education, Economic Development, Infrastructure, Regulatory Process and Performance, Environment and Natural Resources)**
9. Continue to develop a complete acquisition history consisting of deeds, Town Meeting and Town Council authorization documents, and other relevant documents for all Town-owned property. How the land was acquired and the source of funding often influences the programmatic uses of the land, and without this information consolidated into a master file, it can hinder the ability of the town to react to opportunities and can limit the uses. **(SP: Finance, Education, Communication, Infrastructure, Regulatory Process and Performance)**

Town Manager Department Goals and Objectives (Continued)

10. Create a comprehensive strategic communications plan with increased awareness of all communication methods used to inform a diverse citizenry; keep pace with modern communication formats. (SP: Education, Communication)

Town Manager Department Budget Comparison

Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$149,959	\$749,243	\$862,336	\$595,101	(\$267,235)	-30.99%
Fees, Licenses, Permits	516,928	464,600	502,500	519,250	10,800	3.33%
Interest and Other	593,452	10,898	10,000	10,000	-	0.00%
Enterprise Funds	131,903	164,008	200,463	238,681	38,218	19.06%
Reserves	-	-	-	37,077	34,048	0.00%
Total Sources of Funding	\$1,392,243	\$1,388,749	\$1,575,299	\$1,400,109	(\$175,190)	-11.12%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$1,252,519	\$1,262,597	\$1,403,597	\$1,226,407	(\$177,190)	-12.62%
Operating Expenses	139,724	126,152	171,702	173,702	2,000	1.16%
Total Appropriation	\$1,392,243	\$1,388,749	\$1,575,299	\$1,400,109	(\$175,190)	-11.12%

Summary of Budget Changes

The Town Manager's proposed FY 2026 budget decreased by \$175,190, or -11.12% from the approved FY 2025 budget. The reduction is attributable to the movement of the Town Safety Officer from the Town Mangers budget to the Human Resources department and a reduction for anticipated vacancy savings. Minor increases in operating expenses for funding for the Clean Team contract.

Town Manager Department Budget Reconciliation

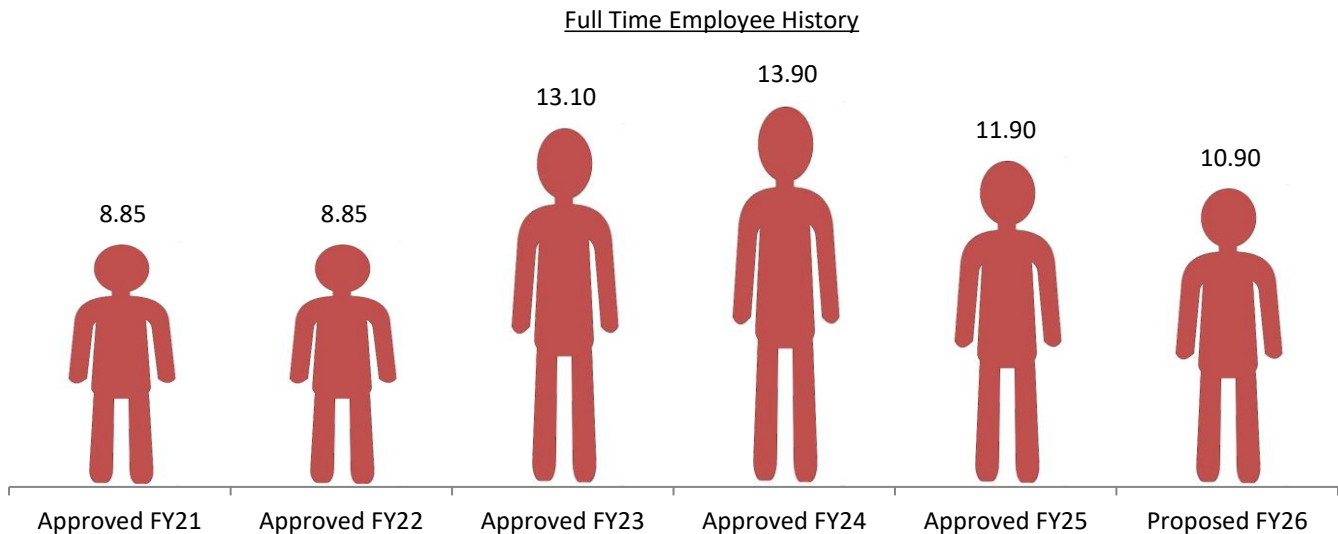
Town Manager	FY 2024	FY 2025	FY 2026	Change
Job Title	FY 2024	FY 2025	FY 2026	Change
Assistant Town Manager	1.00	1.00	1.00	-
Assistant Safety Officer	1.00	-	-	-
Clerical Assistant	0.50	0.50	0.50	-
Coordinator of Municipal Interpretative Serv.	1.00	-	-	-
Deputy Director of Asset Management	1.00	-	-	-
DEI Director	1.00	1.00	1.00	-
Director of Asset Management	1.00	1.00	1.00	-
Environmental Sustainability & Integration Manager	1.00	1.00	1.00	-
Insurance & Asset Coordinator	1.00	1.00	1.00	-
Property Management Coordinator	-	1.00	1.00	-
Licensing Assistant	1.00	1.00	1.00	-
Officer Manager/Executive Assistant	1.00	1.00	1.00	-
Town Manager	1.00	1.00	1.00	-
Town Safety Officer	1.00	1.00	-	(1.00)
Web/Intranet Developer	1.00	1.00	1.00	-
Full-time Equivalent Employees	13.90	11.90	10.90	(1.00)

Town Manager Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2025 Approved Budget				\$1,575,299	
Contractual Obligations Net of Staff Turnover	(56,722)	-	-	(56,722)	-
One-time Charges	-	-	-	-	-
FY 2026 Budget Changes					
1. Safety Officer to Human Resources Department	(120,468)	-	-	(120,468)	(1.00)
2. Clean Team Contract		7,000		7,000	
3. Translation Funding		(5,000)		(5,000)	
FY 2026 Proposed Budget	\$ (177,190)	2,000	\$0	\$1,400,109	(1.00)

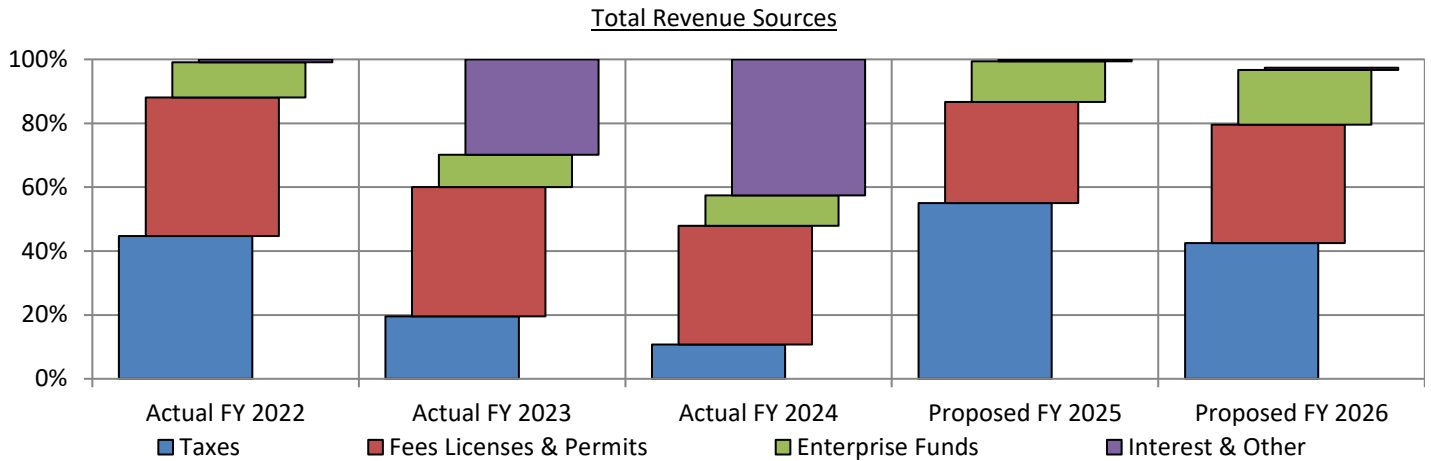
- Safety Officer to Human Resources Department** – Following a review of operational efficiency, the Safety Officer position has been moved to the Human Resources Department to better integrate employee safety with HR-led training, compliance, and wellness initiatives.
- Clean Team Funding** – Increased funding to support the Clean Team project in coordination with the Hyannis Main Street Business Improvement District. The program is aimed at beautifying downtown while providing meaningful employment to individuals in the community.
- Translation Funding** – Funding for contracted translation services has been slightly reduced to better align with historical usage and actual spending trends, while still maintaining the capacity to meet community needs.

Town Manager Department Factors Affecting FTE's



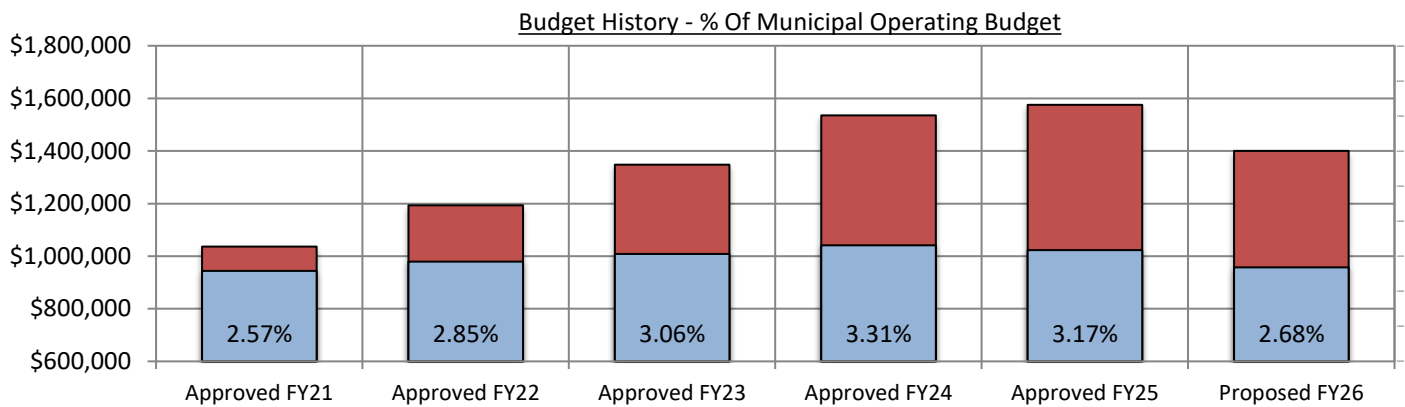
The FY 2025 budget includes the reduction of 2 full-time equivalents, Coordinator of Municipal Translation Services, and the Deputy Director of Asset Management. The Property Manager, an existing position has been moved into the general fund from a revolving fund revenue source. FY 2026 the Town Safety Officer position has been moved to the Human Resources department.

Town Manager Department Revenues

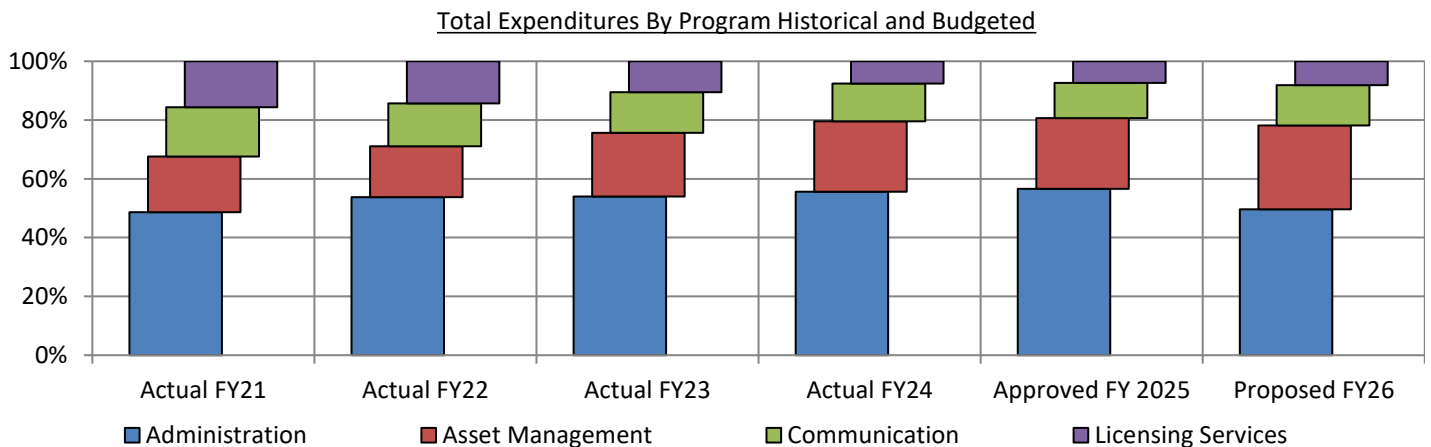


Taxes provided 43% of this department’s total sources of funding to support the proposed budget. Licensing fees and charge backs against the Enterprise Funds for Town Manager services provided cover 54%.

Town Manager Department Factors Affecting Expenses

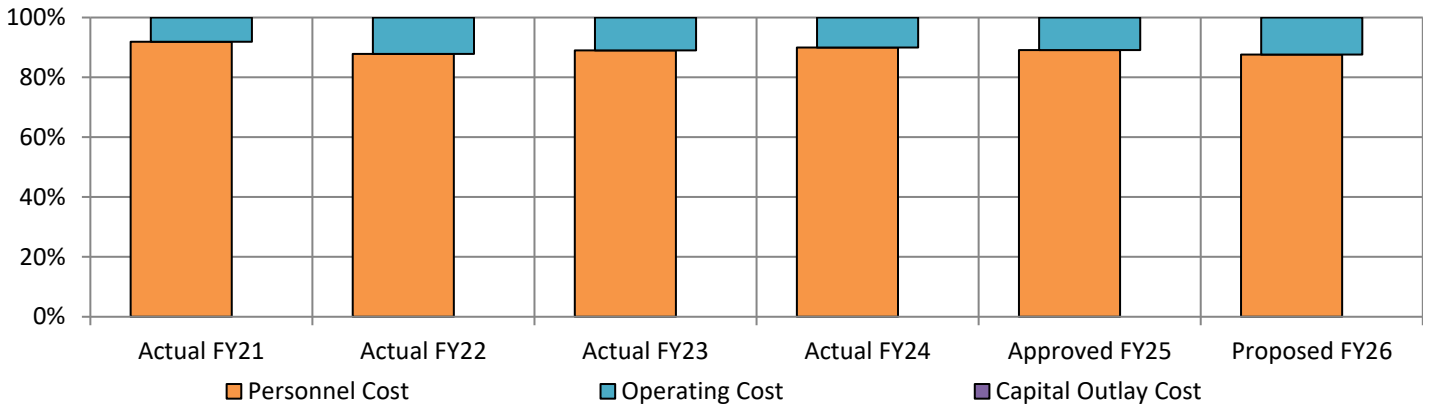


The Town Manager’s budget has increased 5.84% annually on average over a six-year period, as two new divisions have been added and additional personnel. This budget has also increased from 2.57% to 2.68% of total municipal operating budget.



The Administration program represents 50% of the Town Manager’s proposed budget. Asset Management is the second largest program at 28%, Licensing is 8%, and Communication 14%.

Total Expenditures By Category Historical and Budgeted



Personnel cost account for over 87% of the department’s proposed budget.

Town Manager Program Services Provided

Administration Program

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

Administration Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$572,974	\$590,769	\$666,664	\$402,600	(\$264,063)	-39.61%
Fees, Licenses, Permits	26,714	14,600	14,000	24,800	10,800	77.14%
Interest and Other	10,033	10,000	10,000	10,000	-	0.00%
Enterprise Funds	164,008	164,008	200,463	238,681	38,218	19.06%
Reserves	-	-	-	18,391	18,391	0.00%
Total Sources of Funding	\$773,730	\$779,377	\$891,127	\$694,472	(\$196,655)	-22.07%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$639,105	\$ 672,877	\$ 772,877	\$ 569,222	(\$203,655)	-26.35%
Operating Expenses	\$134,625	106,500	118,250	125,250	7,000	5.92%
Total Appropriation	\$773,730	\$779,377	\$891,127	\$694,472	(\$196,655)	-22.07%

Communications Program

<https://www.townofbarnstable.us/Departments/TownManager/Past-Newsletters.asp>

The Communications Program has a wide and diverse number of tools in our toolbox for reaching citizens, businesses, employees and the general public. These tools include websites, media releases, legal notices, CodeRED alerts (email, phone, text through the Barnstable Police Department) weekly subscriber-based email newsletter, video and imaged based PSA's, traditional TV through Barnstable Government Access Television or On Demand Video, social media (YouTube, Facebook, X formerly known as Twitter, Instagram), MyBarnstable app, and traditional distribution channels through local organizations. Each project or initiative is evaluated for the audience and one or multiples of the tools above are utilized to reach the constituency with strategic and timely messaging. Services are developed and provided through staff, volunteers, and cooperative efforts with community groups and agencies. It also serves as a resource for other departments concerning media issues. The Communications Director is responsible for professional work

Town Manager Program Services Provided (Continued)

providing information on behalf of the Town of Barnstable through various communication outlets to diverse audiences. This program works with the Town Manager on strategic communication initiatives for the Town.

Communication Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$179,170	\$136,305	\$189,105	\$186,373	(\$2,731)	-1.44%
Reserves	-	-	-	5,070	5,070	0.00%
Total Sources of Funding	\$179,170	\$136,305	\$189,105	\$191,443	\$2,338	1.24%

Expenditure Category						
Personnel	\$179,277	\$132,305	\$154,305	\$161,643	\$7,338	4.76%
Operating Expenses	(\$108)	4,000	34,800	29,800	(5,000)	-14.37%
Total Appropriation	\$179,170	\$136,305	\$189,105	\$191,443	\$2,338	1.24%

Asset Management Program

<https://townofbarnstable.us/Departments/RiskManagement/>

The Asset Management Program has three distinct areas of responsibility: Property Management, Risk Management, and Energy Management. This program also provides ongoing analysis of all municipal assets owned and used by the Town of Barnstable.

Under the **Property Management** function, the primary focus continues to be listing, acquisition research and enhancement of municipal land from an administrative viewpoint. Ongoing administrative work in FY2025 has included continued support for the public's use of recreational athletic fields, reviewing contracts and leases for the public's use of land, public buildings, and the ongoing identification of assets for potential disposal through sale or transfer to other quasi-municipal agencies.

There is a continued effort to identify the essential purpose for various parcels of land held by the Town that do not have an immediate and active purpose. Possible repurposing or disposal of these Town real property assets will continue to be examined in FY2026 utilizing the internal staff review process to make recommendations to the Town Manager.

We continue to work with the Department of Public Works in direct support of the Comprehensive Wastewater Management Plan in locating land or negotiating easements for future pump stations. Several key sites, identified and secured in FY2024, remain in process to finalize, with a focus on future years and future pump stations and support sites. Ongoing work associated with the enhancement of a master property database to consolidate critical information about Town property continues. This will eventually be made available to all Town Departments. Working with the 80+ tenants who lease, rent or permit out Town land is an important task that helps us improve tenants' properties and enhance revenue, community and economic benefit for the residents of the Town.

The direct involvement in the Lombard Trust in helping to manage its tenants, supporting the trustee appointed by the Probate Court, and gathering and cataloging historic documents associated with the 270-year-old, 44-acre municipal trust is a particular success for this program.

Under the **Risk Management** function, we work to secure and administer adequate insurance coverage for the activities and assets of the municipal government. The careful selection of insurance coverage to cover the financial impacts of catastrophic losses to people and assets continues to be more complex each year as the value of the assets and the

Town Manager Program Services Provided (Continued)

exposure to risk grows annually. The insurance market remains unsettled and unpredictable, resulting in changes in how we approach insurance. Limits of coverage change each year as well as the consideration of higher deductibles. Liability

protection for the Town Council, public employees and other committees, boards and commissions, including the School Committee reduces the Town exposure to loss under legal actions and damages for claims. The responsibilities under this heading also include specialty insurance policies for airport, police, cybersecurity, and student athlete insurance for the schools. Additionally, the implementation of loss control measures, as well as the managing and monitoring of claims made against the Town and schools through support to the legal division, adds to the complexities of this work.

Under the **Energy Management** function started in FY2023, the Energy and Sustainability Coordinator focuses on the identification of grants and works with other departments to increase building and vehicle efficiency. The second phase of the grant funded expansion of the electric charger infrastructure continues with Eversource commencing infrastructure installations in summer 2025. The three new grant-funded electric vehicles (replacing gas powered vehicles) are used on a regular basis and there is careful examination where future electric vehicles could bring benefit to the Town departments and schools. In addition, grants to electrify buildings, install more solar, and plans for future sustainable buildings are being looked into as plans for upgrades are being considered. Energy contracting remains a critical piece of this program as we contract energy at favorable rates over the short- and long-term. This includes

natural gas, Electricity and Transportation fuels. The Town's roles in the Cape Light Compact (CLC) and Cape and Vineyard Electric Cooperative (CVEC) are attended to in this program with our participation on the governing and executive boards of both regional bodies handled by the Director of Asset Management.

A robust cost analysis of special events throughout the Town has revealed that staff efforts to manage these events have been absorbed and carried out by the various departments to a much larger degree than thought. The permitting of special events that occur on public land places a cyclical and robust demand on program staff. As we approach over 150 events on an annual basis the effort to provide effective communication between multiple departments including the various Fire Districts is paramount. Increasingly, the management of safety at larger events has demanded more planning and has placed a greater strain on available resources.

Finally, the continued obligation to oversee our historical monuments and memorials, the naming rights process, and existing/new memorial benches resides in Asset Management. A critical effort to inventory and document the existing installations while balancing requests from the public to memorialize loved ones with new placements is a growing management effort requiring careful consideration and communication with multiple Town Departments. Preserving this unique aspect of Town History is an important, time-consuming, and easily overlooked function.

Asset Management Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$0	\$373,947	\$379,447	\$389,214	\$9,767	2.57%
Interest and Other	583,241	500	-	-	-	0.00%
Reserves	-	-	-	10,587	10,587	0.00%
Total Sources of Funding	\$583,241	\$374,447	\$379,447	\$399,801	\$20,354	5.36%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$331,272	\$367,447	\$372,447	\$392,801	\$20,354	5.46%
Operating Expenses	\$2,905	7,000	7,000	7,000	-	0.00%
Total Appropriation	\$334,177	\$374,447	\$379,447	\$399,801	\$20,354	5.36%

Town Manager Program Services Provided (Continued)

Licensing Program

<https://www.townofbarnstable.us/Departments/LicensingDivision/>

Licensing provides support to both the Licensing Authority and the Town Manager for permits issued by this office. The Licensing Program processes and holds public hearings for new licenses, changes to existing licenses, and renewal of existing licenses. These areas include alcohol and non-alcohol restaurants, package stores, inns, parking lots, cinemas/theatres, junk dealers, lodging houses, entertainment, sidewalk cafés, taxis and limos, and fortunetellers. Licensing coordinates all licenses for one-day special events involving entertainment and alcohol; and maintains records of all licensing applications and show-cause hearings held annually. The field staff provides inspection and enforcement activities in licensed establishments throughout the Town as well as education efforts to licensees. Staff assists applicants seeking to obtain a license, and in understanding their obligations under Massachusetts General Laws with respect to license terms and conditions (M.G.L. Ch. 138, 140, 148).

Licensing Services Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Licenses, Permits	\$490,214	\$450,000	\$488,500	\$494,450	\$5,950	1.22%
Interest and Other	178	398	-	-	-	0.00%
Reserves	-	-	-	3,029	3,029	0.00%
Total Sources of Funding	\$490,392	\$450,398	\$488,500	\$497,479	\$8,979	1.84%

Expenditure Category						
Personnel	\$102,864	89,969	\$103,969	\$102,741	(\$1,228)	-1.18%
Operating Expenses	\$2,303	8,652	11,652	11,652	-	0.00%
Total Appropriation	\$105,167	\$98,621	\$115,621	\$114,393	(\$1,228)	-1.06%

ADMINISTRATIVE SERVICES DEPARTMENT

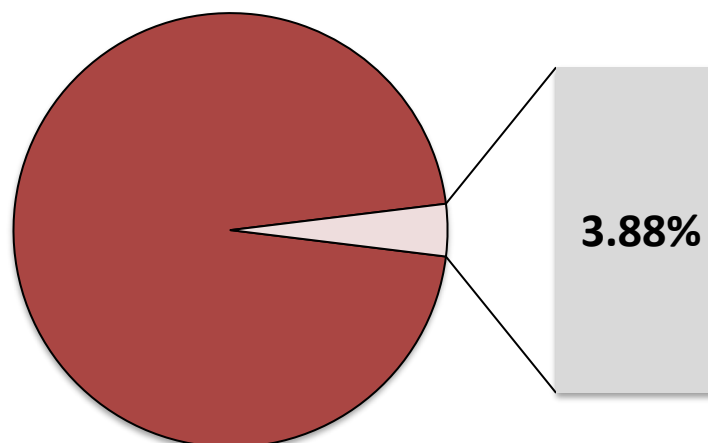
Department Purpose Statement

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

Sub-Department Areas

			
Finance <ul style="list-style-type: none">• Includes Elected Town Clerk	Legal	Human Resources	Information Technology

% of FY 2026 Total General Fund Budget



The Administrative Services Department budget represents 3.88% of the overall General Fund budget.

Administrative Services Department Budget Comparison

Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$0	\$2,472,335	\$2,344,673	\$1,681,559	(\$663,114)	-28.28%
Intergovernmental	560,919	543,474	430,166	623,185	193,019	44.87%
Fines, Forfeitures, Penalties	2,266,789	1,588,970	1,334,000	1,242,000	(92,000)	-6.90%
Fees, Licenses, Permits	321,645	303,377	291,100	309,450	18,350	6.30%
Charges for Services	36	36	-	-	-	0.00%
Interest and Other	5,210,817	1,917,266	2,703,671	3,734,257	1,030,586	38.12%
Enterprise Funds	942,428	921,657	920,657	947,669	27,012	2.93%
Reserves	-	206,391	206,391	189,625	(16,766)	-8.12%
Total Sources of Funding	\$9,302,634	\$7,953,506	\$8,230,658	\$8,727,745	\$497,087	6.04%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$5,164,843	\$5,504,215	\$5,706,081	\$6,137,303	\$431,222	7.56%
Operating Expenses	2,051,714	2,344,291	2,419,577	2,485,442	65,865	2.72%
Capital Outlay	169,332	105,000	105,000	105,000	-	0.00%
Total Appropriation	\$7,385,889	\$7,953,506	\$8,230,658	\$8,727,745	\$497,087	6.04%

Summary of Budget Changes

The Administrative Department's proposed FY 2026 budget reflects an increase of \$497,087, or 6.04%, over the approved FY 2025 budget. The personnel budget increase is primarily driven by contractual obligations and the transfer of the Safety Officer position from the Town Manager's cost center to Human Resources. Operating expense increases are modest and include adjustments for Information Technology software and license subscriptions, as well as Human Resources recruiting programs. Capital outlay continues to support the annual replacement of technology hardware.

Administrative Services Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2025 Approved Budget				\$8,230,658	
Contractual Obligations Net of Staff Turnover	310,754	-	-	310,754	-
One-time Costs	-	(25,000)	-	(25,000)	-
FY 2026 Budget Changes					
1. Safety Officer	120,468	-	-	120,468	1.00
2. Recruiting Software	-	45,000	-	45,000	-
3. Software support / I.T. Licensing	-	45,865	-	45,865	-
FY 2026 Proposed Budget	431,222	65,865	\$0	\$8,727,745	1.00

- Safety Officer** - Safety Officer to Human Resources Department – Following a review of operational efficiency, the Safety Officer position has been moved to the Human Resources Department to better integrate employee safety with HR-led training, compliance, and wellness initiatives.
- Recruiting Software** – This request is to increase funding for the annual subscription fees for the Town's two applicant tracking and recruitment systems, Clear Company and TalentEd. These fees have increased by 5% to 10% annually, but the budgeted amount has not been adjusted in several years. Past increases were absorbed within the existing Human Resources budget; however, further increases will require reductions in other areas. The \$45,000

Administrative Services Dept. Budget Reconciliation (Continued)

requested will cover previous shortfalls and the anticipated 6% increase for FY26, ensuring continued use of these essential recruitment tools.

- 3. Software support / I.T. Licensing** - This request covers increases in annual hardware and software maintenance contracts and the cost of additional mobile phone lines. The IT Department supports critical infrastructure—servers, firewalls, networking equipment—and essential enterprise software systems such as Munis, OpenGov, Vision, LaserFiche, ESRI, and others. Most of these services carry annual subscription or support fees that increase year over year. In addition, the Town has added numerous mobile phone lines to support a more mobile and hybrid workforce, further increasing ongoing costs. These systems and services are vital to the daily operation of Town departments. Without continued funding, the Town risks losing vendor support for critical systems, disrupting services such as finance, permitting, and public communications. Ensuring proper funding will maintain operational continuity and support the flexibility and responsiveness of our workforce.

Administrative Services Dept. Factors Affecting FTE's

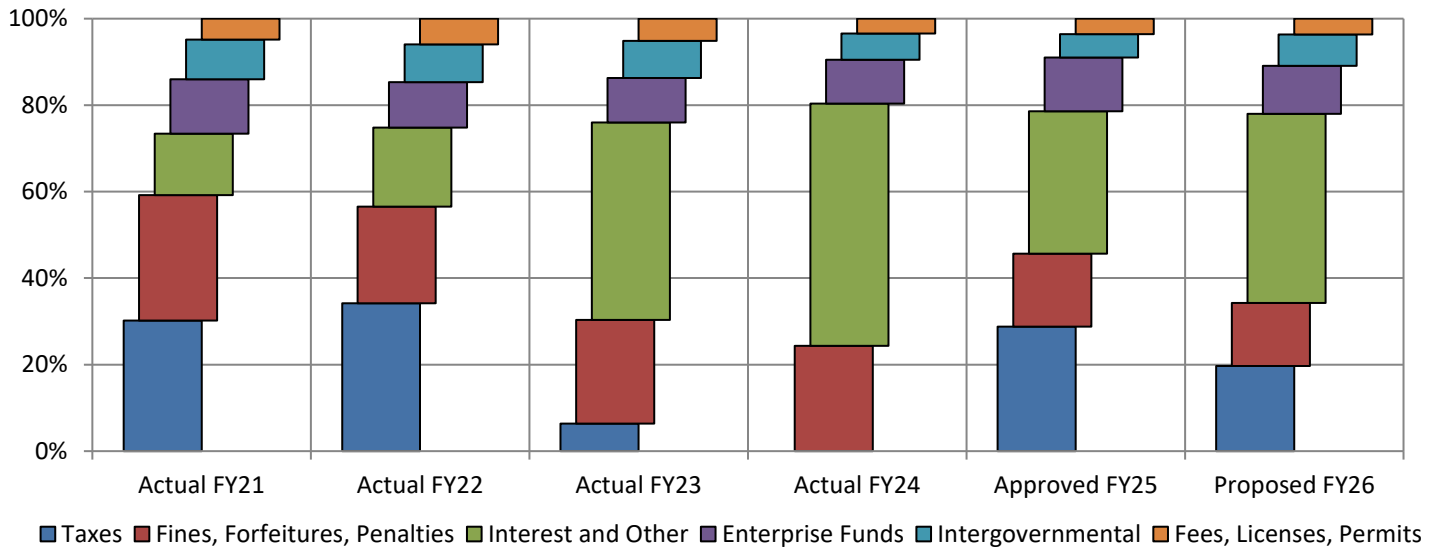
Full Time Employee (FTE) History



The total FTE's for this department have not changed significantly over the past several years. The proposed FY 2024 budget includes an additional Town Attorney for 0.75 FTE's, a reduction of a part-time Legal Clerk (0.6 FTE) and the movement of a Microcomputer Specialist (1 FTE) from a grant to the General Fund. In addition, 0.40 more FTE's of the procurement staff have been moved to this budget from the Comprehensive Wastewater Management Plan budget for a total increase of 1.55 FTE's. FY 2025 includes an additional position in the Town Clerks office to support Information requests and election. FY 2026 sees the transfer of the Safety Office position to Human Resources department from the Town Managers Department.

Administrative Services Dept. Factors Affecting Revenues

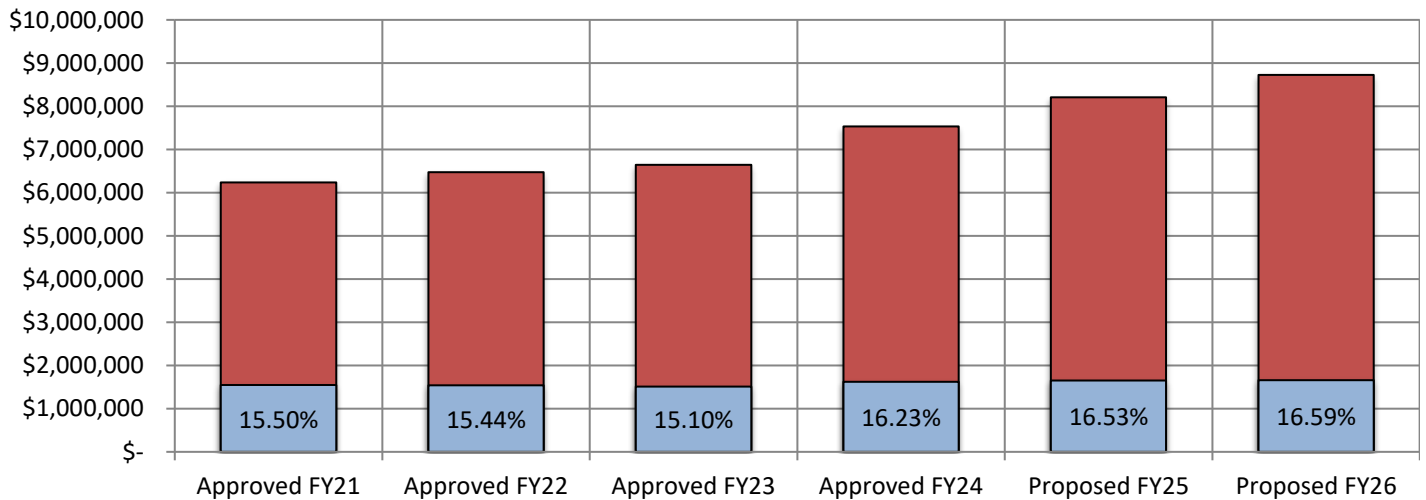
Total Sources of Funding Historical and Budgeted



Taxes provided 19% of this department's total sources of funding for the proposed budget, this is a reduction from previous years as interest income has grown in recent years. This department receives 14.8% of its funding through fines and penalties on late payments, and 11% from charge backs for services provided to the Enterprise Funds (Accounting, Technology Support, Legal, and Human Resources), and 7% intergovernmental aid.

Administrative Services Dept. Factors Affecting Expenses

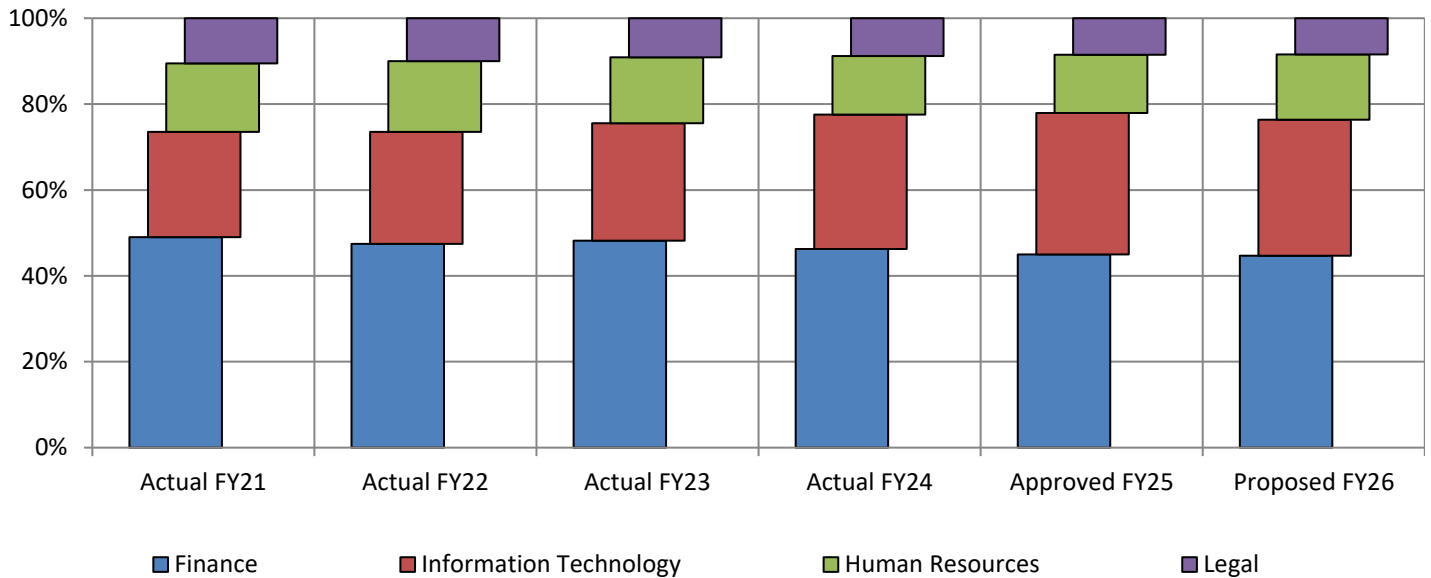
Budget History - % of Municipal Operating Budget



The Administrative Services budget has increased 6.65% annually on average over a six-year period. This budget has also remained within the 15% to 16.5% range of total municipal operating budget (excludes Other Requirements and schools).

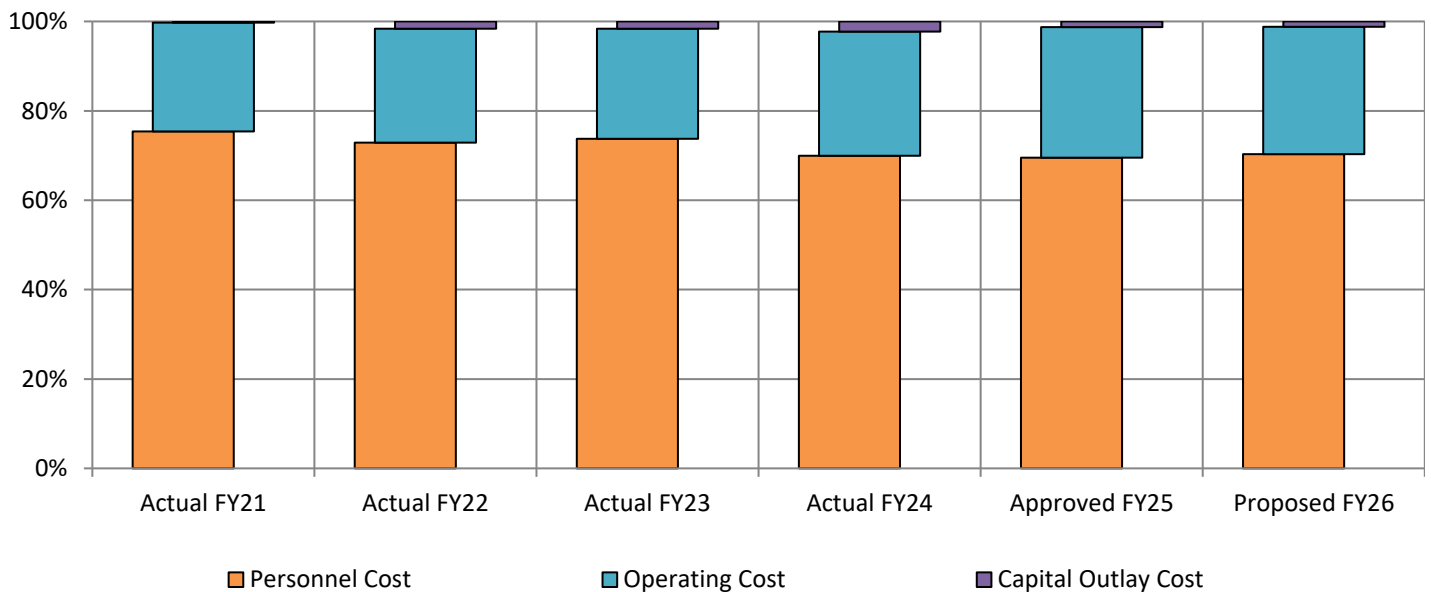
Administrative Services Dept. Factors Affecting Expenses

Total Expenditures By Division Historical and Budgeted



The Finance Division (Accounting, Treasury, Clerk, Collections, Assessing, and Procurement) represents almost 45% of the department’s proposed budget. The Information Technology area has become a larger portion of the budget due to increased efforts to avoid cyber-attacks through outside managed services and additional staff.

Total Expenditures By Category Historical and Budgeted



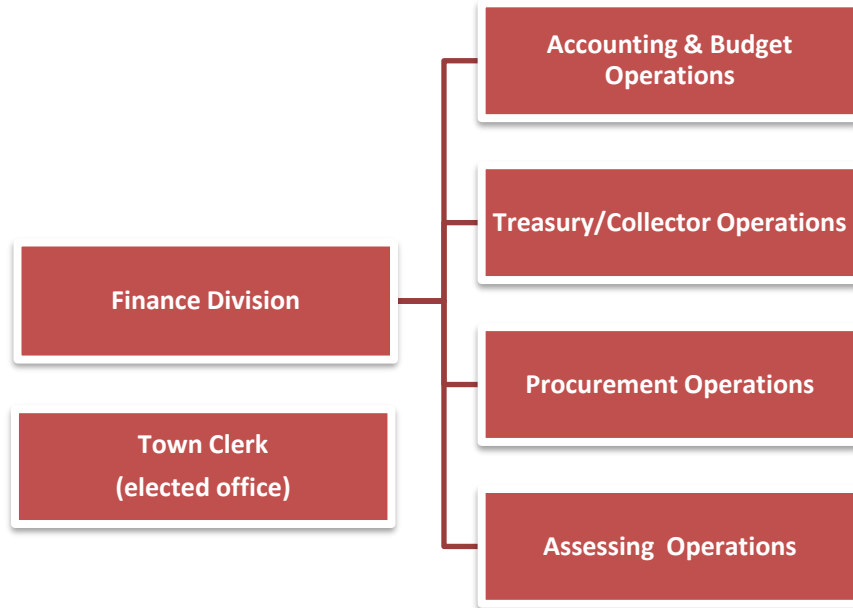
Personnel cost account for over 70% of the Administrative Services Department proposed budget, operating cost account for 29% and capital outlay 1%.

FINANCE DIVISION

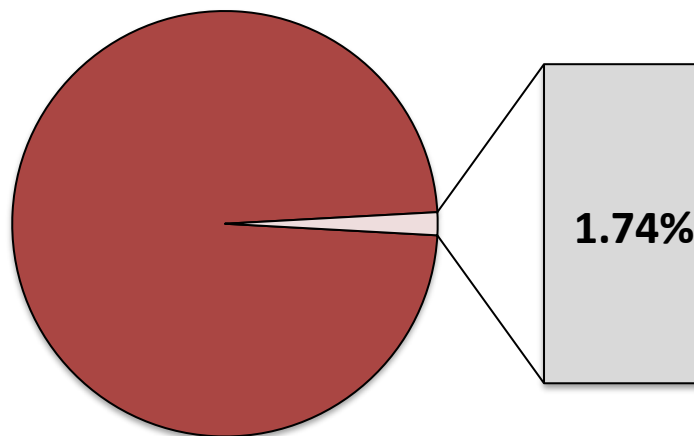
Purpose Statement

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

Program Areas



% of FY 2026 General Fund Budget



The Finance Division represents 1.74% of the overall General Fund budget.

Finance Division Services Provided

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

Finance Division Recent Accomplishments

- ✓ Through proactive financial management practices, we successfully maintained the Town's AAA bond rating by maintaining strong reserve levels and very strong budget flexibility.
- ✓ Received a clean audit opinion on the June 30, 2024, ACFR and there were no audit findings.
- ✓ Developed a financial tool that can model the financial performance for the implementation of the Comprehensive Wastewater Management Plan.
- ✓ Worked with outside attorney to enhance Tax Title collection rates.
- ✓ Updated property assessments to reflect extraordinary market changes while minimizing exposure to property abatements.
- ✓ Updated cash management practices that provide for more FDIC insurance on town deposits and more timely reporting of departmental revenue.
- ✓ Successfully implemented bi-weekly payroll for all departments.
- ✓ Created a funding plan to enhance the town's contribution towards employee health insurance without compromising other services.

Finance Division Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Update monthly financial reporting model for the Operating and Capital budgets. **(SP: Finance)**
2. Practice and promote sound financial policies and procedures in order to maintain the Town's AAA bond rating. **(SP: Finance)**
3. Working with Channel 18 staff, produce more videos which explain town finances to enhance the public's awareness and knowledge. **(SP: Finance)**
4. Implement a cloud based Operating and Capital budget development tool. **(SP: Finance)**

Long-Term:

1. Explore ways to enhance the town's Open Budget website. **(SP: Communication)**
2. Continue to participate in the GFOA award programs for budgeting and financial reporting. **(SP: Finance)**
3. Identify areas where the town can expand the use of Tyler Content Manager to reduce the consumption of paper and improve staff efficiency. **(SP: Finance)**
4. Continue with succession planning efforts to avoid a significant drop-off in institutional knowledge. **(SP: Finance)**

Finance Division Budget Comparison

Finance Division Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Intergovernmental	560,919	543,474	430,166	623,185	193,019	44.87%
Fines, Forfeitures, Penalties	2,266,789	1,588,970	1,334,000	1,242,000	(92,000)	-6.90%
Fees, Licenses, Permits	321,645	303,377	291,100	309,450	18,350	6.30%
Charges for Services	36	36	-	-	-	0.00%
Interest and Other	5,210,471	1,917,266	2,703,671	3,734,257	1,030,586	38.12%
Enterprise Funds	410,851	390,080	389,080	509,036	119,956	30.83%
Reserves	-	-	-	84,806	84,806	0.00%
Total Sources of Funding	\$8,770,711	\$4,743,203	\$5,148,017	\$6,502,734	\$1,354,717	26.32%

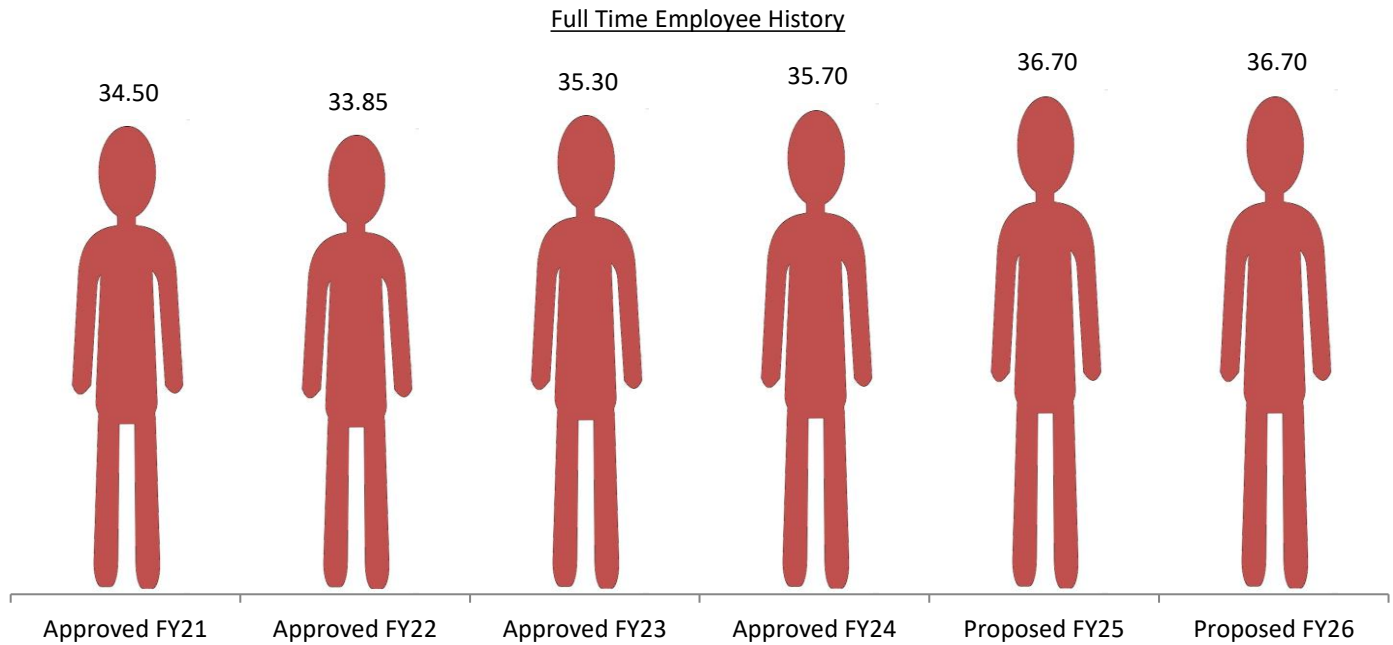
Expenditure Category						
Personnel	\$2,981,574	\$3,148,742	\$3,219,623	\$3,429,890	\$210,267	6.53%
Operating Expenses	405,823	419,550	473,432	473,432	-	0.00%
Total Appropriation	\$3,417,396	\$3,568,292	\$3,693,055	\$3,903,322	\$210,267	5.69%

Summary of Budget Changes

The Finance Division's proposed FY 2026 budget is increasing \$210,267 or 5.69% over the approved FY 2025 budget. This is contributable to contractual labor obligations. Operating expense budgets are level funded.

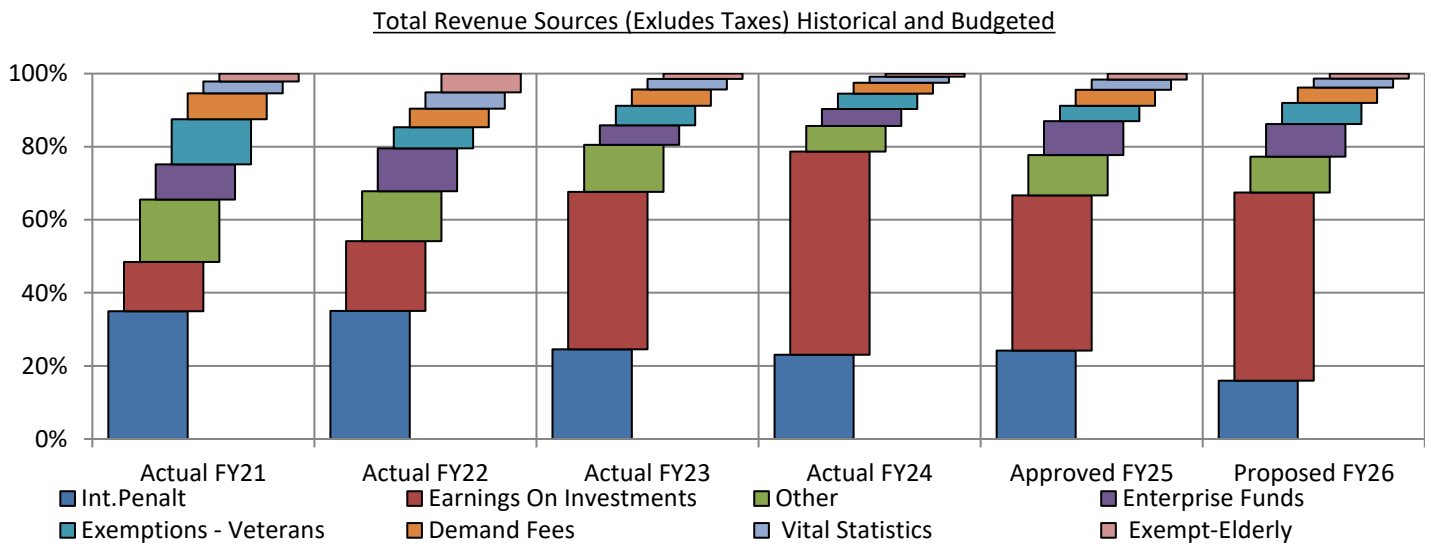
Administrative Services Department				
Finance Division				
Job Title	FY 2024	FY 2025	FY 2026	Change
Accounting Officer	1.00	1.00	1.00	-
Administrative Assistant	1.00	1.00	1.00	-
Assistant Assessor	1.00	1.00	1.00	-
Assistant Tax Collector	1.00	1.00	1.00	-
Assistant Town Clerk	1.00	1.00	1.00	-
Assistant Treasurer	1.00	1.00	1.00	-
Billing and Collection Supervisor	1.00	1.00	1.00	-
Chief Procurement Officer	0.85	0.85	0.85	-
Collection Assistant	3.00	3.00	3.00	-
Comptroller	1.00	1.00	1.00	-
Data Collection/Field Inspector	2.00	2.00	2.00	-
Deputy Finance Director	2.00	2.00	2.00	-
Director of Finance	1.00	1.00	1.00	-
Financial/Budget Analyst	1.00	1.00	1.00	-
Office Supervisor	1.00	1.00	1.00	-
Principal Dept/Div Assistant	4.15	4.15	4.15	-
Property Transfer Assistant	1.00	1.00	1.00	-
Purchasing Agent	1.70	1.70	1.70	-
Records Access Officer / Elections Assistant	-	1.00	1.00	-
Senior Assistant Assessor	1.00	1.00	1.00	-
Staff Auditor-Accounts Payable	2.00	2.00	2.00	-
Staff Auditor-Cash Receipts	1.00	1.00	1.00	-
Staff Auditor-Payroll	2.00	2.00	2.00	-
Town Assessor	1.00	1.00	1.00	-
Town Clerk	1.00	1.00	1.00	-
Treasurer/Collector	1.00	1.00	1.00	-
Treasury Supervisor	1.00	1.00	1.00	-
Full-time Equivalent Employees	35.70	36.70	36.70	-

Finance Division Factors Affecting FTE's



FY 2023 included an additional Property Lister/Filed Inspector in Assessing and a Purchasing Agent in Procurement. FY 2024 includes a shift in 0.40 more FTE's of the Procurement staff to this department. FY 2025 includes a new Records and Election Assistant in the Town Clerk's office. No changes for FY 2026.

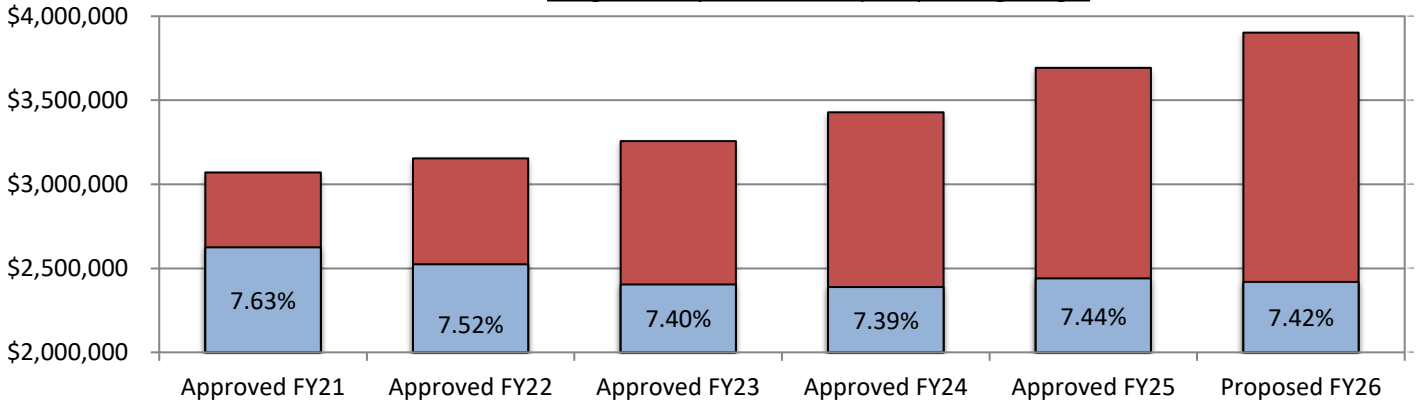
Finance Division Factors Affecting Revenues



When excluding taxes, fines, forfeitures, penalties provide 16% of total revenue sources for this operation. Charge backs to Enterprise Funds for services provided represents 9% and earnings on investment has grown in the last few years to 51%.

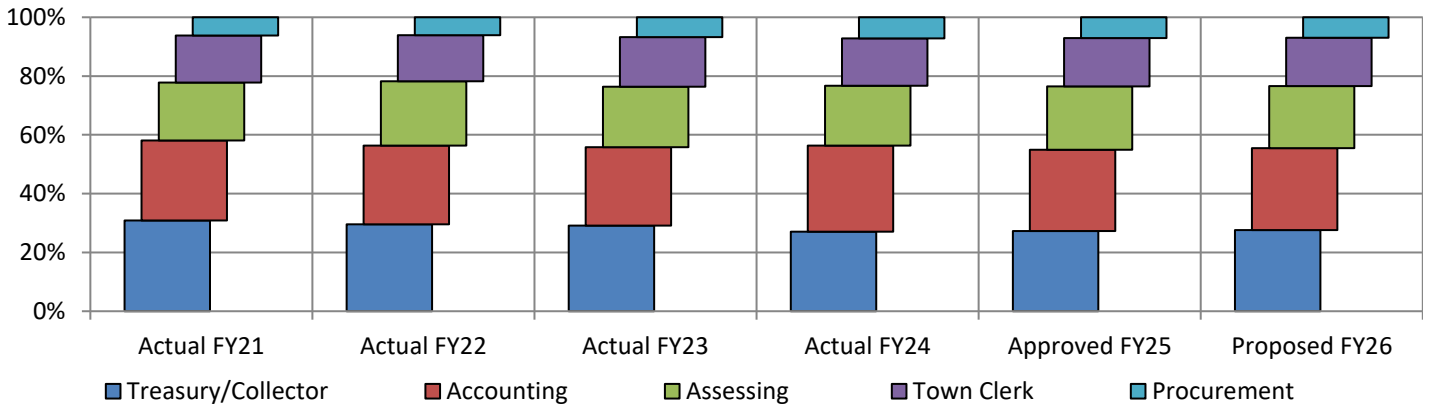
Finance Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



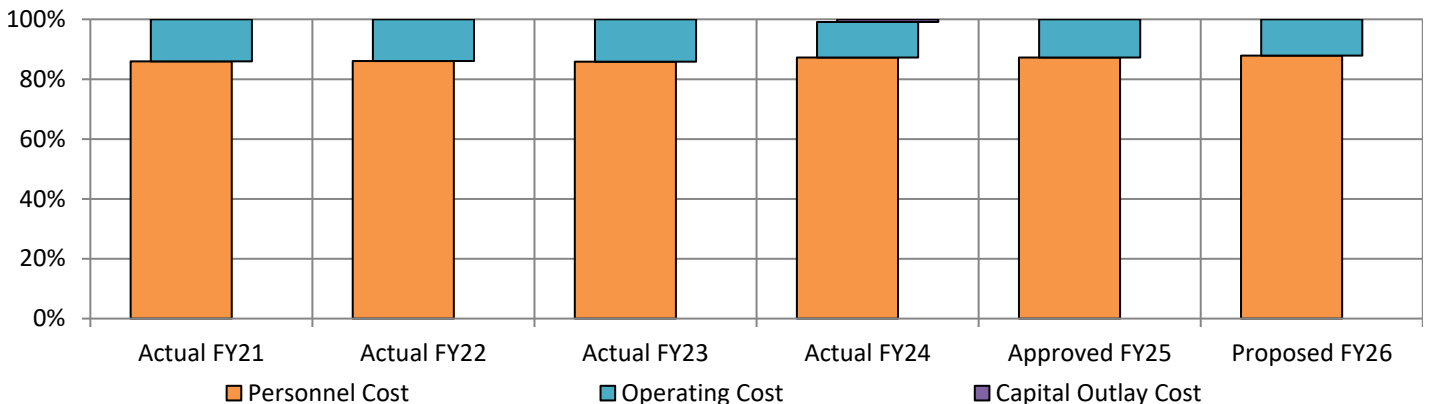
As a percentage of the total Municipal Operations budget, the Finance Division has slightly declined over the past several years. This budget has decreased from a high of 7.6% to the current 7.4% of total Municipal Operating budget (excludes Other Requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Accounting and Budget program is the largest area of this division's proposed budget comprising 27.8%.

Total Expenditures By Category Historical and Budgeted



Personnel cost account for 88% of the Finance Division's proposed budget and operating cost account for 12%.

Finance Division Program Services Provided

Accounting and Budget Operation

<https://www.townofbarnstable.us/Departments/Finance/>

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

Accounting Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$767,015	\$677,313	\$281,426	\$251,006	(\$30,420)	-10.81%
Interest and Other	304,129	65,000	526,000	531,000	5,000	0.95%
Enterprise Funds	235,591	213,820	213,820	281,387	67,567	31.60%
Reserves	-	-	-	23,617	23,617	0.00%
Total Sources of Funding	\$1,306,735	\$956,133	\$1,021,246	\$1,087,010	\$65,764	6.44%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$917,134	\$873,133	\$920,096	\$985,860	\$65,764	7.15%
Operating Expenses	85,471	83,000	\$101,150	\$101,150	-	0.00%
Total Appropriation	\$1,002,606	\$956,133	\$1,021,246	\$1,087,010	\$65,764	6.44%

Treasury/Collector Operation

<https://www.townofbarnstable.us/Departments/Treasurer/>

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

Treasury/Collector Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Fines, Forfeitures, Penalties	\$2,266,789	\$1,588,970	\$1,334,000	\$1,242,000	(\$92,000)	-6.90%
Fees, Licenses, Permits	128,016	101,056	116,000	125,750	9,750	8.41%
Interest and Other	4,901,881	1,811,306	2,163,671	3,190,257	1,026,586	47.45%
Enterprise Funds	121,049	121,049	121,049	155,042	33,993	28.08%
Reserves	-	-	-	23,400	23,400	0.00%
Total Sources of Funding	\$7,417,735	\$3,622,381	\$3,734,720	\$4,736,449	\$1,001,729	26.82%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$746,492	\$834,536	\$847,192	\$915,090	\$67,898	8.01%
Operating Expenses	146,894	143,742	161,920	161,920	-	0.00%
Total Appropriation	\$923,386	\$978,278	\$1,009,112	\$1,077,010	\$67,898	6.73%

Finance Division Program Services Provided (Continued)

Procurement Operation

<https://www.townofbarnstable.us/Departments/purchasing/>

The Procurement Operation provides oversight of policies, procedures, and enforcement of procurement laws on a Town-wide basis, including schools and enterprise accounts. Procurement provides direction in the process of acquiring goods and services, suggestions for alternative products, using state contracts to avoid the duplicative bid process, assistance with surplus property disposal and assistance in managing the interaction of vendors with the Town.

Procurement Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$199,755	\$210,300	\$214,677	\$204,186	(\$10,491)	-4.89%
Enterprise Funds	46,211	46,211	46,211	63,607	17,396	37.64%
Reserves	-	-	-	5,947	5,947	0.00%
Total Sources of Funding	\$245,966	\$256,511	\$260,888	\$273,740	\$12,852	4.93%

Expenditure Category						
Personnel	\$235,223	\$243,914	\$247,628	\$260,480	\$12,852	5.19%
Operating Expenses	10,743	12,597	\$13,260	\$13,260	-	0.00%
Total Appropriation	\$245,966	\$256,511	\$260,888	\$273,740	\$12,852	4.93%

Assessing Operation

<https://www.townofbarnstable.us/Departments/Assessing/>

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

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

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

Assessing Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$123,258	\$207,860	\$357,094	\$176,998	(\$180,096)	-50.43%
Intergovernmental	560,919	543,474	430,166	623,185	193,019	44.87%
Charges for Services	36	36	-	-	-	0.00%
Interest and Other	4,461	2,425	-	-	-	0.00%
Enterprise Funds	8,000	9,000	8,000	9,000	1,000	12.50%
Reserves	-	-	-	17,971	17,971	0.00%
Total Sources of Funding	\$696,674	\$762,795	\$795,260	\$827,154	\$31,894	4.01%

Expenditure Category						
Personnel	\$610,049	\$674,401	\$687,463	\$719,357	\$31,894	4.64%
Operating Expenses	86,625	88,394	\$107,797	\$107,797	-	0.00%
Total Appropriation	\$696,674	\$762,795	\$795,260	\$827,154	\$31,894	4.01%

Finance Division Program Services Provided (Continued)

Town Clerk Operation (Elected Office)

<https://www.townofbarnstable.us/Departments/TownClerk/>

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

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

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

Town Clerk Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$355,137	\$373,720	\$417,449	\$427,838	\$10,388	2.49%
Fees, Licenses, Permits	193,629	202,321	175,100	183,700	8,600	4.91%
Interest and Other	-	38,535	14,000	13,000	(1,000)	-7.14%
Reserves	-	-	-	13,870	13,870	0.00%
Total Sources of Funding	\$548,765	\$614,576	\$606,549	\$638,408	\$31,859	5.25%

Expenditure Category						
Personnel	\$472,675	\$522,758	\$517,244	\$549,103	\$31,859	6.16%
Operating Expenses	76,090	91,818	89,305	89,305	-	0.00%
Total Appropriation	\$548,765	\$614,576	\$606,549	\$638,408	\$31,859	5.25%

LEGAL DIVISION

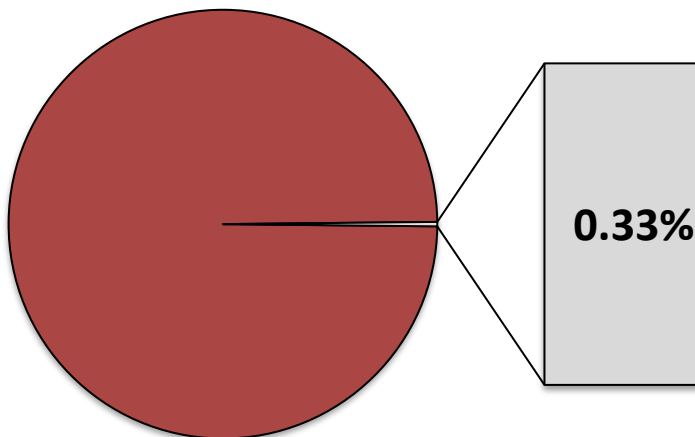
Purpose Statement

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

Program Areas



% of FY 2026 Total General Fund Budget



The Legal Division comprises 0.33% of the overall General Fund budget.

Legal Division Services Provided

<https://www.townofbarnstable.us/Departments/TownAttorney/>

The Legal Department functions as an in-house corporate law office in providing and/or supervising the provision of legal services to the various components of Town government. The availability of in-house legal staff to offer timely advice and counsel on an as-needed basis has created an ability to address concerns and issues in a timely, cost-effective and efficacious fashion. As part of its in-house counsel services, the Legal Division provides all Town entities with legal support ranging from advice, training and counseling to drafting, negotiating and reviewing legal documents to litigation services. Litigation represents the end stage in the resolution of disputes in which the Town is a party. At that point, issues are brought before other tribunals, judicial, quasi-judicial, at the county, state, and federal level, for resolution. Occasionally, the Town brings the matter as plaintiff; more often, we are a party defendant, or an appellant or appellee. Every effort is made to avoid litigation by providing legal counseling in advance of decision-making. Of course, not every matter is most advantageously settled for the Town by avoiding litigation at all costs, but it is always desirable to have the legal options and alternatives spelled out.

Legal Division Recent Accomplishments

✓ Work related to wind projects:

The Legal Department continues to spend a considerable amount of time on various matters relating to the existing and proposed offshore renewable wind projects in the Town, particularly the Vineyard Wind and proposed Park City Wind (now New England Wind 1) projects, as well as the proposed Commonwealth Wind project (now New England Wind 2). Legal staff have responded to questions and provided information regarding these projects to the members of the Town Council and to Town residents on a regular basis. Legal has advised the Town Council and Town staff on various matters, including the existing Host Community Agreements and federal and state permitting requirements. As directed by the Council, Legal worked with outside counsel to assist in the development of the Side Agreement with Park City Wind (PCW), successfully securing additional benefits and protections for the Town. Legal also worked with outside counsel on the defense of the PCW-related Open Meeting Law (OML) and “Measure” lawsuits. The OML lawsuit was voluntarily dismissed by the plaintiffs’ legal counsel after the Town filed its response to the complaint, and the Town is awaiting a decision on its motion to dismiss the “Measure” lawsuit. Legal responded on behalf of the Town Council to three OML complaints (one of which was a consolidation of 4 complaints submitted by the same parties) that were filed with the Attorney General’s Office (AGO) in connection with executive sessions held by the Town Council in 2024 to discuss litigation strategy with respect to the PCW project. The AGO reviewed two of those complaints and found no violation of the Open Meeting Law. The third complaint was not pursued by the complainant after the Town provided its response.

✓ Sewer-related work:

The Legal Department continues to work with the Department of Public Works (DPW) on easements on private property and in private roadways for sewer infrastructure, including pipes and pump stations, and on other matters related to the implementation of the Town’s Comprehensive Wastewater Management Plan (CWMP), including the following:

- ✓ Assisted DPW and worked with the staff in the Legislature to correct and finalize Article 97 legislation to allow for a change of use of a portion of Mother’s Park. The legislation is an important piece of a project to improve and enlarge Mother’s Park, realign existing roadways adjacent to the park for public safety improvements, and facilitate the construction of a new sewer pump station as part of the sewer expansion project.
- ✓ Reviewed and certified title for multiple sewer expansion projects as part of the application process for

Legal Division Recent Accomplishments (Continued)

- ✓ State Revolving Fund (SRF) grant and loan funding. Completed extensive title research to support these efforts.
- ✓ Completed the negotiated “friendly” taking of an easement at 944 Shootflying Hill Road. The easement will be used for the construction and operation of a sewer pump station as part of the planned sewer expansion project along Shootflying Hill Road.
- ✓ Reviewed and prepared the taking of sewer easements within 12 private roadways in the villages of Centerville, Hyannis, Marstons Mills and Osterville. The easements will allow the Town to undertake sewer expansion these areas as part of implementing the Town’s MassDEP-approved CWMP.
- ✓ Assisted DPW in securing Town Council approval to petition the Barnstable County Commissioners to discontinue certain County roadways, thereby making the roads Town-owned public ways so that the Town could apply for SRF grant and loan funding for its sewer work. The involved roadways are Osterville-West Barnstable Road, Bumps River Road and a portion of Park Avenue. Appeared before the County Commissioners for the associated public hearing to request approval of the petition.
- ✓ Working with DPW staff, negotiated agreements with the owners for 25 Maywood Avenue, 79-81 Bassett Lane, and 1481 Iyannough Road. The agreements allow the private property owners to construct segments of new sewer main so that the properties can be connected to the municipal sewer system. The property owners will construct the sewer main extensions under the supervision of the DPW, and following written acceptance by DPW, the sewer main extensions will be turned over to the DPW at no cost to the Town. These public-private partnerships allow private development to occur by being able to connect to the sewer system and realize improvements and extensions to the Town sewer system at no cost to Town residents.
- ✓ Reviewed the title of an array of parcels across the Town and advised DPW on the conditions and restrictions of parcels’ use, if any, including whether the parcels are protected under Article 97 of the Amendments to the State Constitution. The review included parcels in West Barnstable under consideration for a potential drinking water well system.
- ✓ Created a new template for the betterment and assessment order used by the Town for sewer expansion projects. Drafted, reviewed with staff, and finalized a betterment and assessment order for the recently completed Strawberry Hill Road sewer expansion project. Established the Town’s associated liens for the betterments involving approximately 154 parcels by filing the order against each parcel’s deed at the Registry of Deeds or, if applicable, on the parcel’s Certificate of Title at Barnstable Land Registration Office of the Land Court.
- ✓ Drafted amendments to the Town’s sewer assessment ordinance, which were approved by the Town Council on October 10, 2024.

✓ Litigation:

Legal is working with outside counsel in defending the lawsuit filed by the Conservation Law Foundation against the Town alleging violations of the federal Clean Water Act.

The Legal Department successfully defended four Conservation Commission wetlands permitting decisions (*Jone*

Legal Division Recent Accomplishments (Continued)

and *Sullivan v. Washington SGG and Conservation Commission*; *JMS Holdings v. Conservation Commission*; *Martin v. Conservation Commission*; and *McParland v. Conservation Commission*). The Town prevailed in Superior Court

on all of these matters, and all four cases were appealed. The Legal Department is drafting briefs for filing with the Appeals Court and preparing for oral arguments. The Legal Department has also handled appeals of Conservation Commission decisions before the state Office of Appeals and Dispute Resolution (OADR) and is currently awaiting a decision in one matter (*Matter of Tobias Welo*).

The Legal Department represented the Zoning Board of Appeals (ZBA) in cases involving the ZBA's upholding of the Building Commissioner's decisions declining to take enforcement action. The Town prevailed in *Nickson v. Beacon Marine and ZBA* (this case has been appealed, but plaintiff's counsel has indicated an intention to withdraw the appeal). The Legal Department is defending the ZBA's decision to uphold the Building Commissioner's denial of a permit for a property that no longer enjoys separate lot status (*Ciluzzi v. ZBA*). We are assisting the Inspections Department in pursuing enforcement actions in Housing Court, Superior Court and District Court.

- ✓ Legal worked with the Assistant Town Manager, Police Department and Hyannis Fire to finalize an intergovernmental agreement with the Towns of Yarmouth and Sandwich for a Regional Emergency Communications Center (RECC), which was approved by the Town Council on April 4, 2024.
- ✓ Legal worked to finalize a perpetual easement with the Commonwealth, acting by and through its Division of Capital Asset Management and Maintenance (DCAMM), in consultation with its Department of Fish and Game (DFG), across DFG's Hyannis Ponds Wildlife Management Area. The easement was authorized by the Legislature pursuant to Chapter 211 of the Acts of 2016 and granted to the Town for the purpose of constructing, operating, maintaining, repairing and replacing a shared use pedestrian and bicycle path. Finalizing this easement allowed MassDOT to move forward with bidding the larger Cape Cod Rail Trail Phase III project in Yarmouth and Barnstable.
- ✓ Legal is representing the Town in the adjudicatory proceeding pending before MassDEP's Office of Appeals and Dispute Resolution regarding Holtec's appeal of the denial of their permit to discharge spent fuel pool water into Cape Cod Bay from the closed Pilgrim Nuclear Power Station.
- ✓ Legal successfully filed a Petition with and obtained an Order of Decree from the Barnstable Probate and Family Court allowing the Town to enter into and finalize a 99-year lease agreement at a nominal rent between the Town and the Parker Lombard Trust for the Town's use of the former train station building and associated land in Barnstable Village, which will allow the Town to invest in the building and identify a non-profit operator as part of an adaptive reuse of the facility.
- ✓ Legal provided zoning opinions, enforcement opinions and other legal opinions to the Building Commissioner, Planning Department and Board of Health.
- ✓ Legal provided assistance to the Marine and Environmental Affairs (MEA) Department on a number of issues, including hunting regulations and the use of flashing lights on MEA emergency vehicles, and is currently assisting with an appeal in Superior Court by neighbors of an MEA grant of an aquaculture license renewal.

Legal Division Recent Accomplishments (Continued)

- ✓ The Legal Department continues to work on Conservation Restrictions, some of which involve Community Preservation Committee funds, and provides legal advice, as needed, to the CPC.
- ✓ The Legal Department has been assisting with various issues related to the Police Department, including issues related to civil service. Legal prepared the home rule petition to remove the position of Police Chief from civil service, which was approved by the Legislature and signed into law on October 31, 2024, as Chapter 227 of the Acts of 2024.
- ✓ The Legal Department responds, and assists other Town departments in responding, to numerous public records requests throughout the year. The Department also reviews and approves as to form all Town contracts, negotiates contract terms with outside contractors and consultants as necessary, and advises the Procurement Department on contract and procurement issues.
- ✓ Legal is providing support to the ad hoc committees created by the Town Council in 2024, including the ad hoc committee on Town Council Rules and the Town Code and the ad hoc committee to review recently adopted zoning changes and the Town's use of regulatory agreements.



Legal Division Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Continue efforts to decrease defensive litigation through counseling and advising. **(SP: Finance, Economic Development, Regulatory Process and Performance)**.
2. Continue to work on the various issues arising out of the existing and proposed offshore renewable wind projects in the Town.
3. Continue to assist the Community Preservation Committee in reviewing the eligibility of projects for funding and in reviewing restrictions and other legal documents. **(SP: Finance, Environment and Natural Resources, Housing)**.
4. Continue to work with Planning and the Town Council to address issues relating to proposed changes to the Town's Zoning and other Town Ordinances. **(SP: Finance, Economic Development)**.
5. Work to develop a standard Town process for eligible facility requests for telecom small wireless facilities and structures and work with Planning on zoning issues related to small wireless facilities.
6. Continue to provide professional, in-house law firm services to the officials and agencies of the Town. **(SP: Finance, Economic Development, Public Health and Safety, Infrastructure, Housing, Environment and Natural Resources)**.

Long-Term:

1. Work with the Planning Department and the Town Council to amend the Zoning Ordinance to address multi-family and other housing issues. **(SP: Housing, Economic Development)**.
2. Continue to address legal issues related to the implementation of the Cape Cod Rail Trail Bicycle and Pedestrian recreational path. **(SP: Economic Development, Regulatory Process and Performance, Environment and Natural Resources)**.
3. Continue to work with the Town Council, Town Manager and town departments on legal issues surrounding the implementation of the Comprehensive Water Management Plan. **(SP: Infrastructure, Economic Development, Regulatory Process and Performance, Environment and Natural Resources)**.

Legal Division FY2025 Goals and Results

- Town Council's Quality of Life Strategic Plan (SP)

1. Continue to work with the Town Council, Town Manager and town departments on legal issues surrounding the implementation of the Comprehensive Wastewater Management Plan. **(SP: Infrastructure, Economic Development, Regulatory Process and Performance, Environment and Natural Resources)**.

Action: See above.

2. Continue to provide professional, in-house law firm services to the officials and agencies of the Town. **(SP: Finance, Economic Development, Public Health and Safety, Infrastructure, Housing, Environment and Natural Resources)**.

Action: The Legal Department provides support to the other departments and boards and committees of the Town, including, but not limited to, providing legal advice and opinions on conservation and zoning matters, and by

providing advice and support with respect to personnel matters, the public records law, the Open Meeting Law and the conflict of interest law. The Department also drafts, reviews, negotiates, advises and signs off as to form on all Town contracts and license agreements. The Legal Department also provides support directly to the Town Council.

3. Work with the Planning Department and the Town Council to amend the Zoning Ordinance to address housing issues. **(SP: Housing, Economic Development).**

Action: The Legal Department works with Planning on zoning and housing issues.

Legal Division Budget Comparison

Legal Division Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$648,411	\$712,827	\$725,886	\$722,050	(\$3,836)	-0.53%
Interest and Other	85	-	-	-	-	0.00%
Reserves	-	-	-	16,036	16,036	0.00%
Total Sources of Funding	\$648,496	\$712,827	\$725,886	\$738,086	\$12,200	1.68%

Expenditure Category						
Personnel	\$580,697	\$628,127	\$661,186	\$698,386	\$37,200	5.63%
Operating Expenses	\$67,799	84,700	64,700	39,700	(25,000)	-38.64%
Capital Outlay	-	-	-	-	-	0.00%
Total Appropriation	\$648,496	\$712,827	\$725,886	\$738,086	\$12,200	1.68%

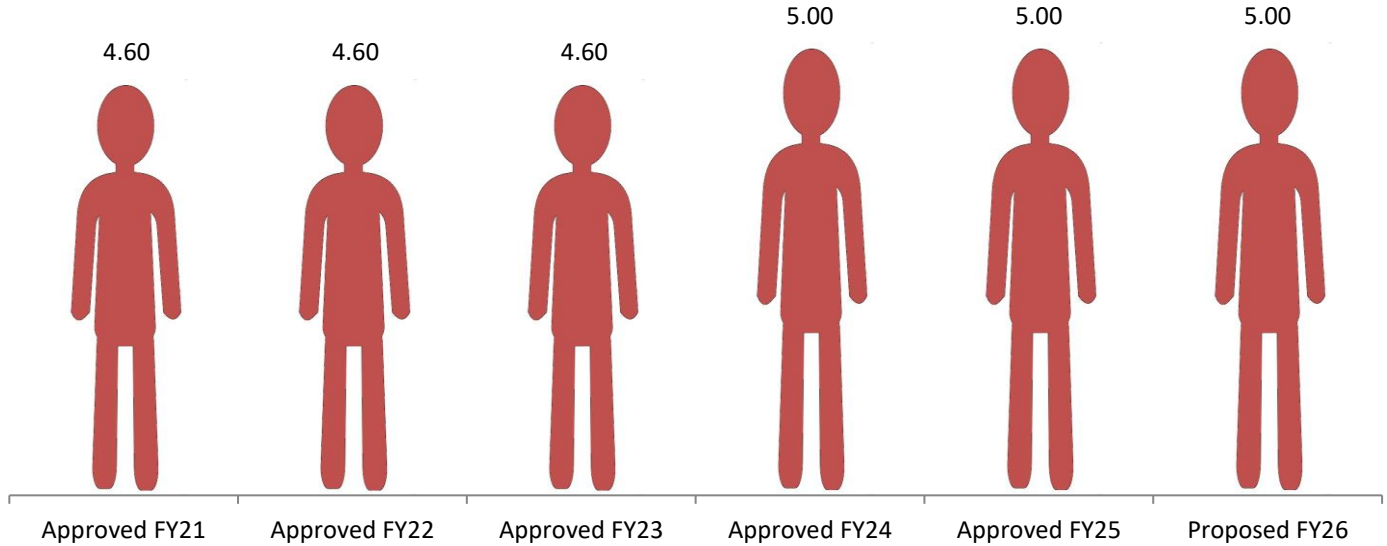
Summary of Budget Changes

The Legal Division's proposed FY 2026 budget is increasing by \$12,200 or 1.68% from the approved FY 2025 budget. Personnel budgets allow for contractual obligations. Operating expenses are decreased by \$25,000- removing one-time funding received in FY 2025.

Legal Division			FY 2025	FY 2026	Change
Job Title	FY 2024				
Assistant Town Attorney	1.75		1.75	1.75	-
Legal Assistant	1.00		1.00	1.00	-
Legal Clerk	-		-	-	-
Senior Town Attorney	1.00		1.00	1.00	-
Town Attorney	1.00		1.00	1.00	-
Full-time Equivalent Employees	4.75		4.75	4.75	-

Legal Division Factors Affecting FTE's

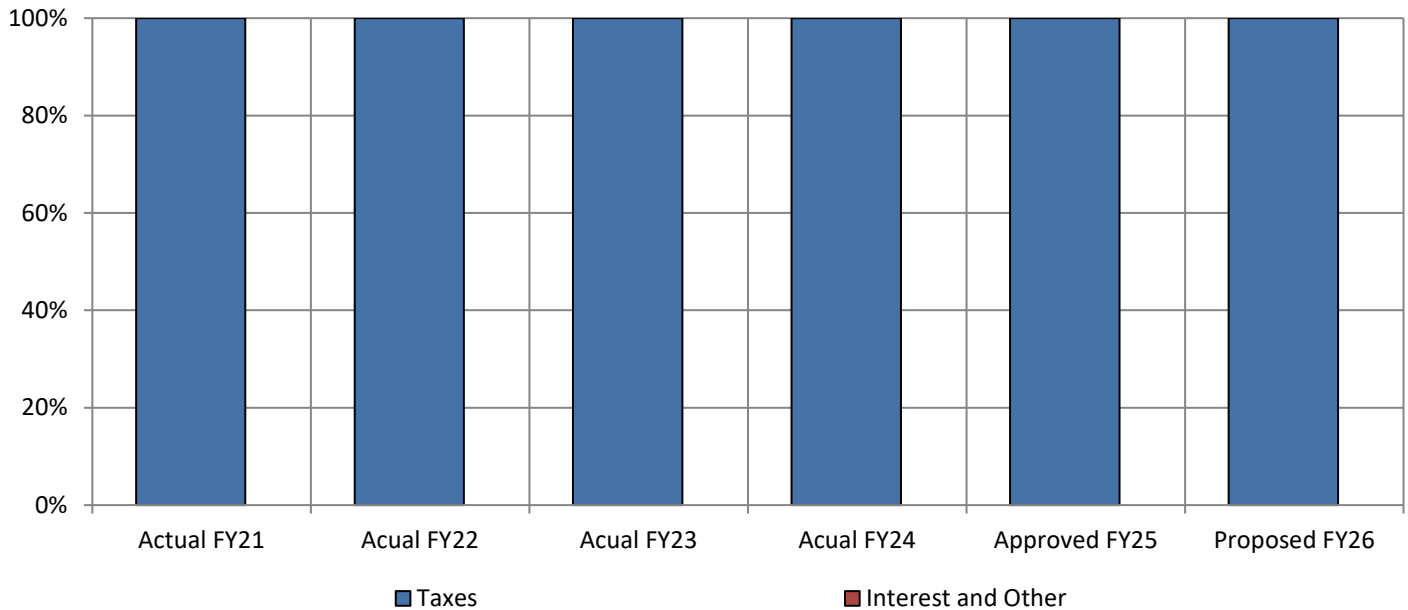
Full Time Employee History



The FY 2021 budget included reduced hours of (0.20 FTE) for the legal clerk position. FY24 includes 1 additional FTE for an Assistant Town Attorney and the reduction of 0.40 FTE for the Legal Clerk. No changes in FY 2026. Actual staff in legal is 5.0 FTE, however 0.25 FTE is budgeted within the CWMP budget.

Legal Division Factors Affecting Revenues

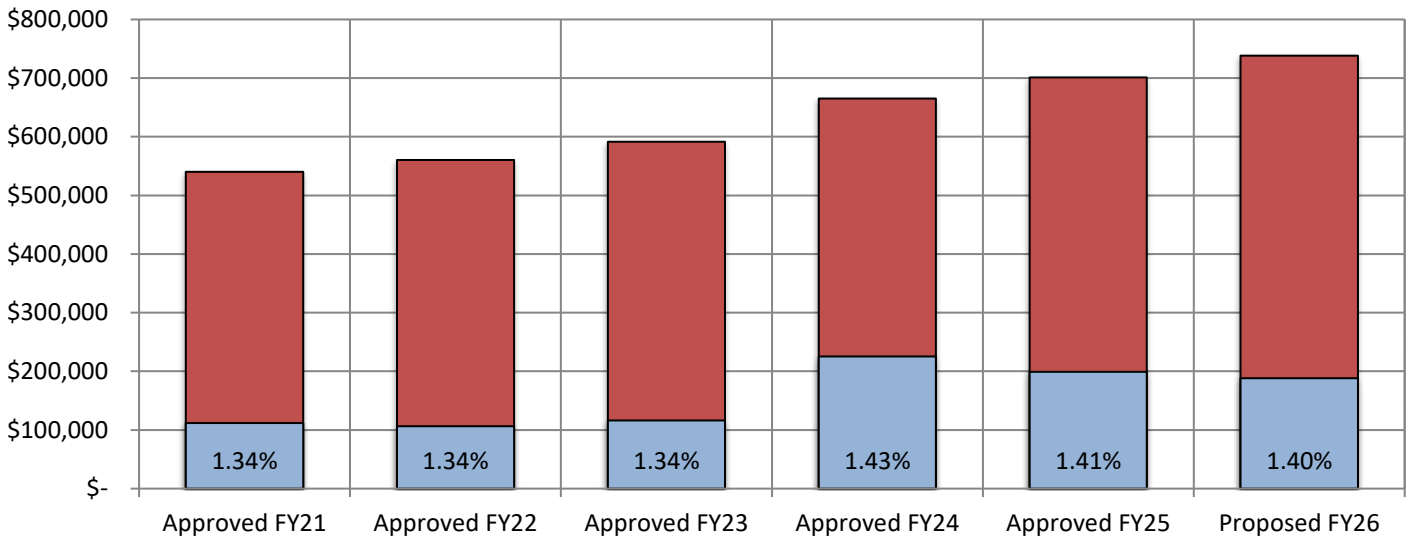
Total Revenue Sources Historical and Budgeted



Taxes support 100% of the sources of funding for the proposed budget.

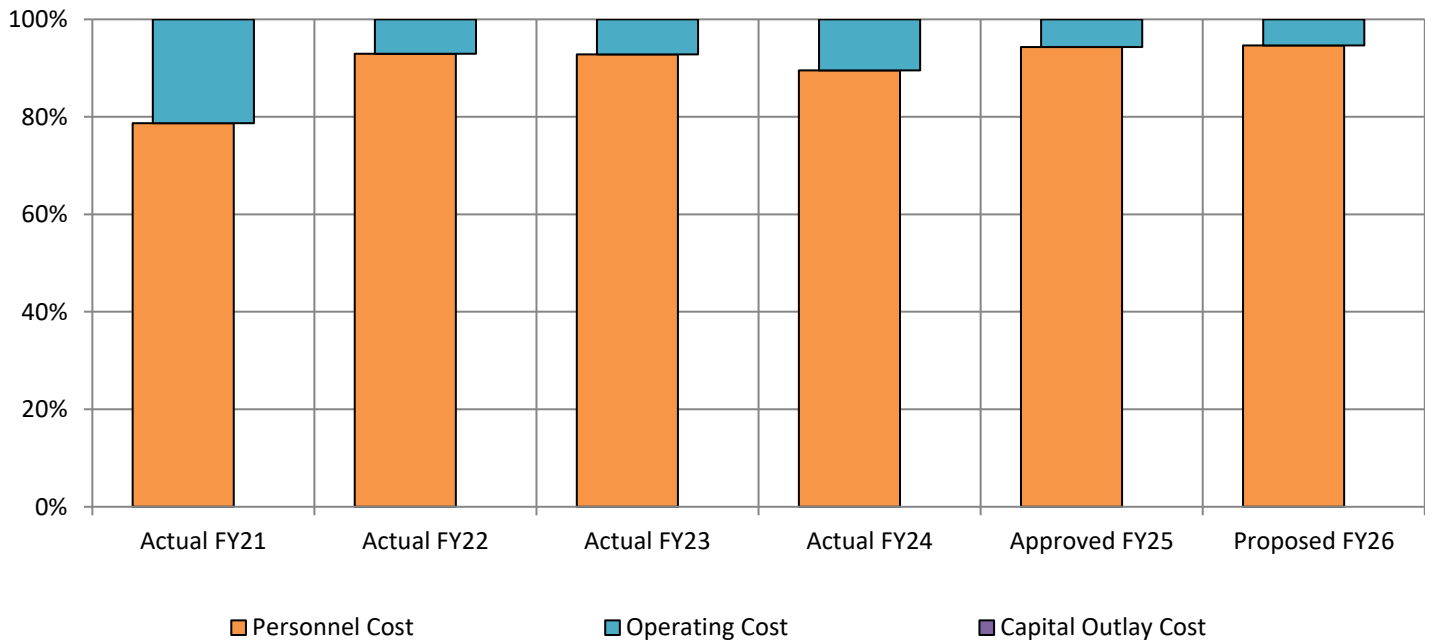
Legal Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



Legal division’s budget has increased 3.21% annually on average over a six-year period. This budget has also remained within the 1.3% to 1.4% range of the total Municipal Operations budget (excludes Other Requirements and schools).

Total Expenditures By Category Historical and Budgeted



Personnel cost accounts for 94% of the legal division’s proposed budget and operating cost accounts for 6%.

HUMAN RESOURCE DIVISION

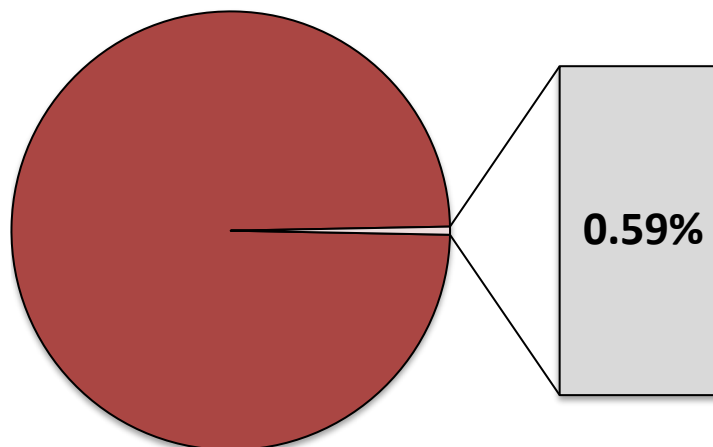
Purpose Statement

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

Program Areas



% of FY 2026 Total General Fund Budget



The Human Resources Division comprises 0.59% of the overall General Fund budget.

Human Resource Division Services Provided

<https://www.townofbarnstable.us/Departments/HumanResources/>

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

Human Resource Division Recent Accomplishments

- ✓ Assisted in the hiring of several high-level positions including Director of Planning and Development, Director of Assessing, Deputy Chief of Police, and School Facilities Director.
- ✓ Partnered with the Town Manager's Office and Cape Cod Community College's Social and Economic Justice Institute to create a pathways to municipal service program for students from underrepresented communities.
- ✓ Assisted School Leadership with an Infrastructure/Indoor Air Quality matter providing direct support in the areas of coordination of resources, liaising with appropriate agencies to assist in remediating, school walk throughs, and responding to staff concerns and accommodation requests.
- ✓ Served as a resource for municipal and school managers for personnel related matters.
- ✓ Worked with the Town Manager, Legal, and unions to remove the Police Department from Civil Service.
- ✓ Conducted training for new school department administrators.
- ✓ Hired Town-Wide Safety Officer to expand safety awareness and initiatives.
- ✓ Worked with School Department in addressing
- ✓ Coordinated training for municipal staff in the areas of conflict of interest, ethics, and harassment awareness and prevention.
- ✓ Completed reporting requirements related to Federal and State laws and regulations.

Human Resource Division Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Work with municipal and school departments to develop and implement a recruitment and retention plan. **(SP: Education, Communication)**
2. Further develop the partnership with Cape Cod Community College and Suffolk University to recruit and develop employees. **(SP: Education, Communication)**
3. Assist with potential municipal reorganization efforts. **(SP: Finance, Regulatory Process & Performance, and Infrastructure & Assets)**
4. Work with Collins Center to enhance internal Human Resources policies and processes. **(SP: Communication, Regulatory Process & Performance)**

Long-Term:

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

Human Resource Division Budget Comparison

Human Resources Division Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$832,073	\$859,711	\$934,761	\$1,149,652	\$214,891	22.99%
Enterprise Funds	178,054	178,054	178,054	147,308	(30,746)	-17.27%
Reserves	-	-	-	28,804	28,804	0.00%
Total Sources of Funding	\$1,010,127	\$1,037,765	\$1,112,815	\$1,325,764	\$212,949	19.14%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$764,867	\$816,765	\$866,765	\$1,034,714	\$167,949	19.38%
Operating Expenses	245,260	221,000	246,050	291,050	45,000	18.29%
Total Appropriation	\$1,010,127	\$1,037,765	\$1,112,815	\$1,325,764	\$212,949	19.14%

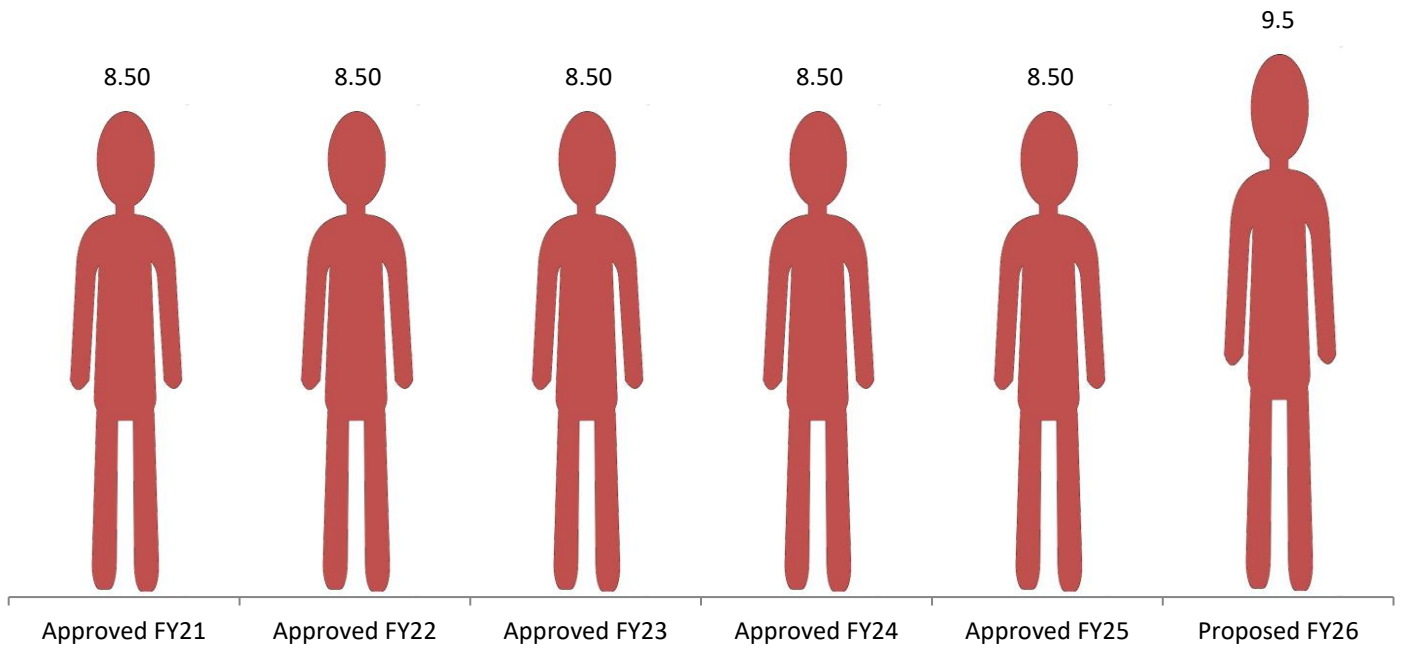
Summary of Budget Changes

The Human Resource Division's proposed FY 2026 budget is increasing \$212,949, or 19.14% over the approved FY 2025 budget. Personnel cost increased due to contractual obligations and the move of the Town Safety Officer from the Town Managers cost center to Human Resources. Operating expenses include additional software/license support.

Human Resources Division		FY 2025	FY 2026	Change
Job Title	FY 2024			
Admin. Assistant to HR Director	1.00	1.00	1.00	-
Assistant HR Director	1.00	1.00	1.00	-
Benefits Administrator	1.00	1.00	1.00	-
Benefits Assistant	1.00	1.00	1.00	-
Customer Service/HR Associate	0.50	0.50	0.50	-
Director of Human Resources	1.00	1.00	1.00	-
Human Resources Assistant	2.00	2.00	2.00	-
Human Resources Coordinator	1.00	1.00	1.00	-
Safety Officer	-	-	1.00	1.00
Full-time Equivalent Employees	8.50	8.50	9.50	1.00

Human Resource Division Factors Affecting FTE's

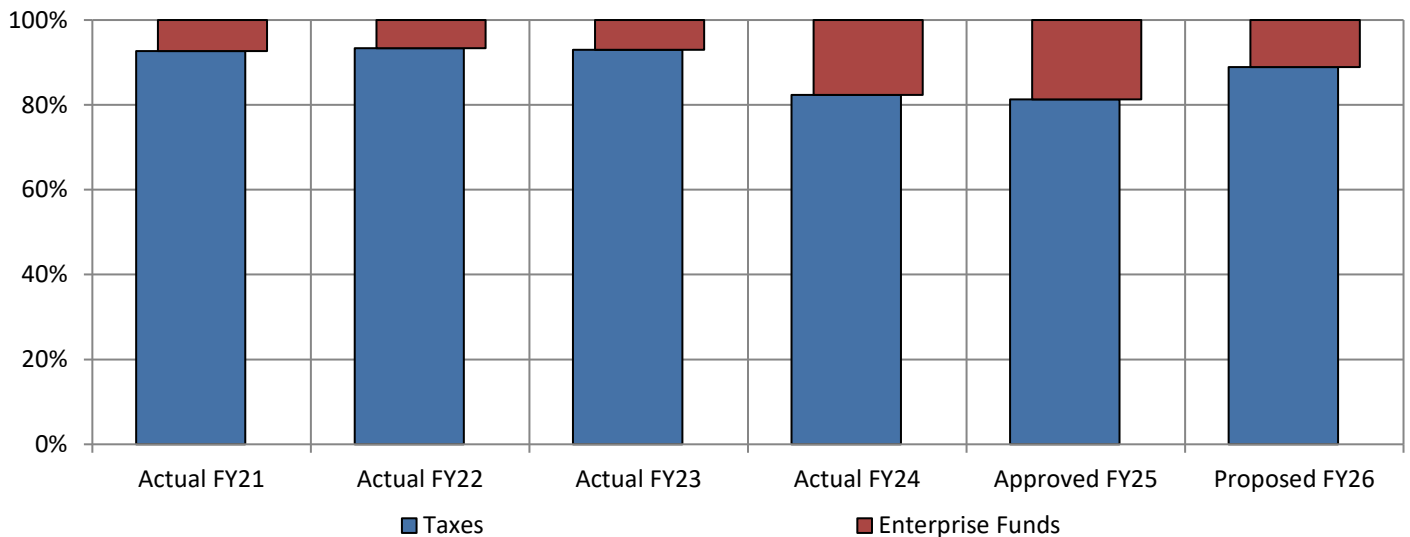
Full Time Employee History



Full-time positions have remained level for the past few fiscal years. Receptionist hours were increased in FY 2020 budget. Safety Officer was added to the budget in FY 2026.

Human Resource Division Factors Affecting Revenues

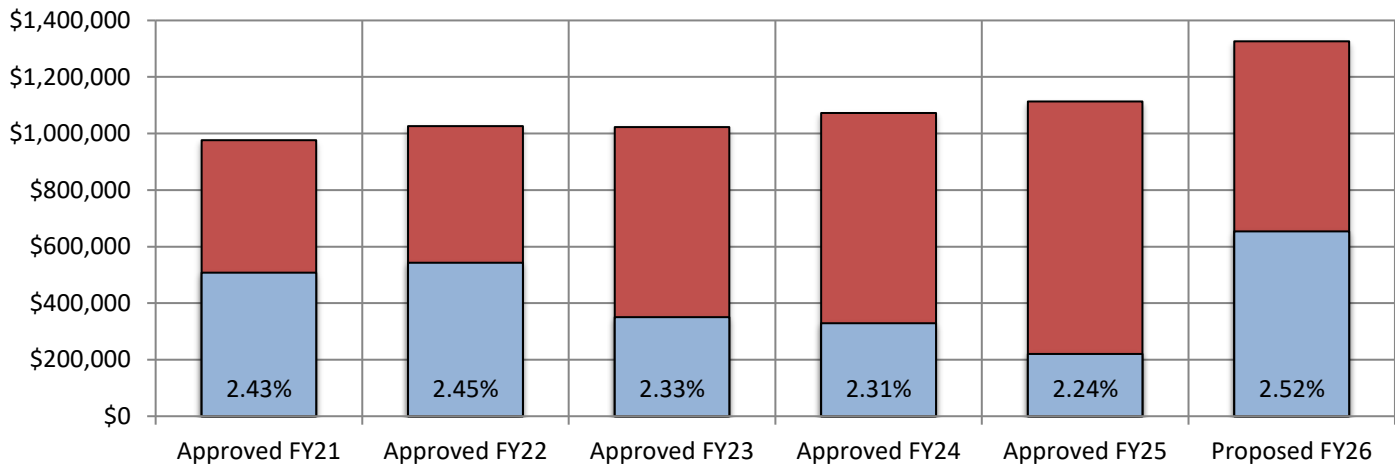
Total Revenue Sources Historical and Budgeted



Taxes support 89% of total sources of funding for the proposed budget. Charge backs for services provided to the Enterprise Funds represent the remaining balance of total sources of funding.

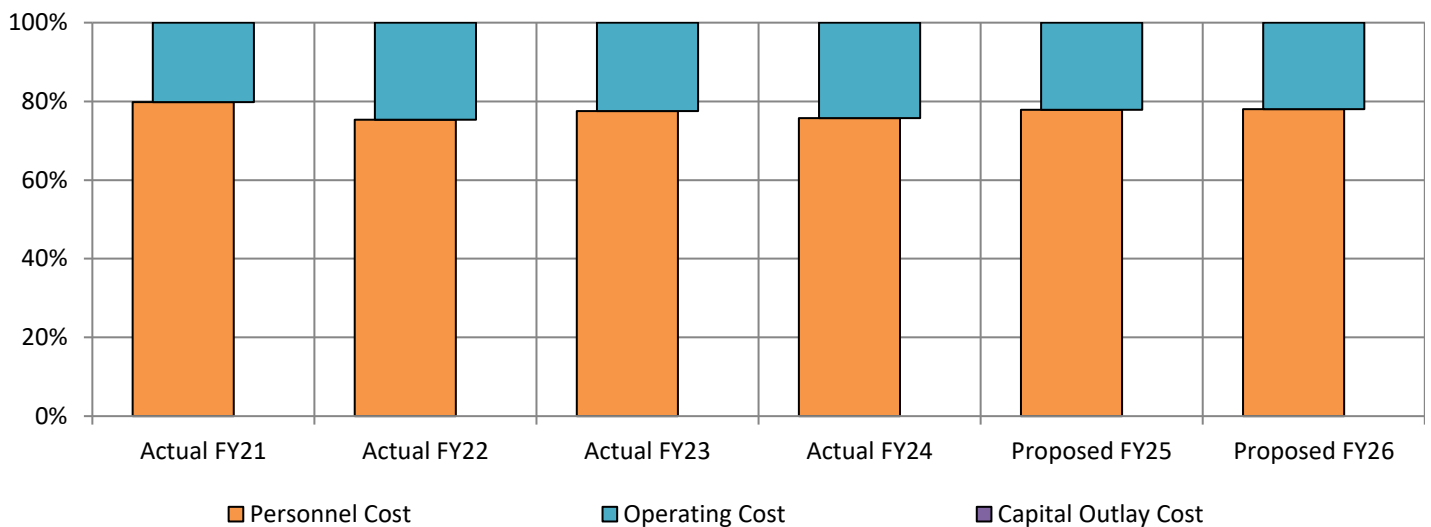
Human Resource Division Factors Affecting Expenses

Budget History - % Of Municipal Budget



The Human Resource Division’s budget has increased 5.9% annually on average over a six-year period. This budget has also ranged 2.24% to 2.52% of total Municipal Operations budget (excludes Other Requirements and schools).

Total Expenditures By Category Historical and Budgeted



Personnel cost account for 78% of the Human Resource division’s proposed budget and operating cost accounts for 22%.

Human Resource Program Services Provided

Staffing, Benefits, and Compensation Program

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

Staffing

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

Benefits

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

Compensation

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

Employee/Labor Relation Program

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

Collective Bargaining

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

Workplace Diversity/Compliance

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

Employee Relations/Training

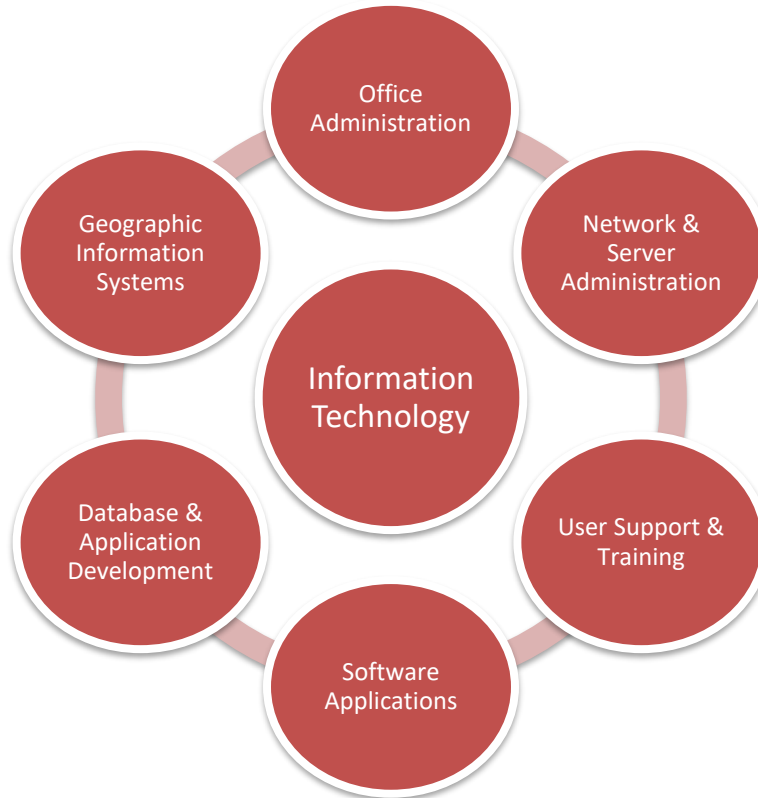
Providing training and morale-building events help foster an effective and productive workforce. To that end, Human Resources coordinate a variety of employee recognition programs. These programs include an ice-cream social and employee appreciation luncheons. The establishment of comprehensive training programs helps keep employees current with important workplace issues as well as assisting with individual professional development.

INFORMATION TECHNOLOGY DIVISION

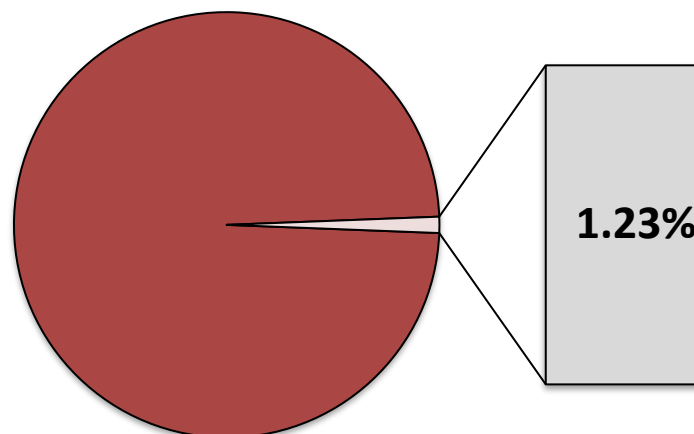
Purpose Statement

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

Program Areas



% of FY 2026 Total General Fund Budget



The Information Technology Division comprises 1.23% of the overall General Fund budget.

Information Technology Division Services Provided

<https://www.townofbarnstable.us/Departments/informationtechnology/>

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

Information Technology Division Recent Accomplishments

- ✓ Completed a Cybersecurity Incident Response Plan that will serve as a framework to guide our response to any potential cybersecurity events that may arise;
- ✓ Replaced the Town's network firewall with a next generation device to improve the security and reliability of the Town's network;
- ✓ Implemented a secure data backup appliance to modernize the Town's data backup process and provide a more robust means of ensuring that all data is securely backed up;
- ✓ Implemented a software patch management system to ensure that all software installed on Town PCs and laptops is kept up-to-date and secure with the latest updates and patches;
- ✓ Completed migration from an on-site email security filter and email archiver to a cloud-based system improving the security and reliability of the Town's email system;
- ✓ Continued participation in the Massachusetts Cybersecurity Awareness Grant Program providing quarterly training to all Town users, enabling them to better recognize and avoid cybersecurity threats;
- ✓ Began implementing upgrades to the Town's IT network Infrastructure to modernize this vital backbone for the Town's IT systems;
- ✓ Applied for and received a Municipal Local Cybersecurity Grant by the Commonwealth to implement several cybersecurity improvements for the Town, Police, and School departments;
- ✓ Converted 10 new permit types to the Town's online-permitting system, streamlining processes and improving access for citizens;
- ✓ Converted 22 additional old MS Access databases from an old, insecure version of the program to more modern and secure software;
- ✓ Completed setup of new ArcGIS Enterprise and ArcGIS Portal servers providing increased GIS capabilities;
- ✓ Began migrating online GIS applications to an upgraded software version ensuring continued advancement of online GIS capabilities;
- ✓ Used GIS to help calculate sewer assessments for the first major sewer expansion project under the CWMP

Information Technology Division Goals and Objectives

Short-Term:

1. Replace the aging physical hardware that runs the Town's IT servers with new, modern hardware enhancing the security, reliability, and efficiency of these systems **(SP: Finance, Infrastructure & Assets)**.
2. Continue moving critical software applications from on-site servers to a cloud-based Software as a Service (SaaS) model, increasing the reliability of systems that are critical for Town operations **(SP: Communication, Finance, Infrastructure & Assets)**.
3. Continue efforts to modernize data backup and disaster recovery strategies and infrastructure **(SP: Finance, Infrastructure & Assets)**.
4. Conduct a follow-up IT Security Risk Assessment Study to gauge progress made so far, and to further improve security of Town IT systems **(SP: Communication, Finance, Infrastructure & Assets)**.
5. Participate again in the County-wide regional aerial flyover project to update the Town's GIS maps and aerial photos **(SP: Regulatory Process & Performance, Infrastructure & Assets, Environment & Natural Resources)**.
1. Continue upgrading and modernizing the Town's IT networking infrastructure replacing networking equipment and updating network configuration for improved security, reliability, and efficiency **(SP: Communication, Finance, Infrastructure & Assets)**.
2. Continued expansion of the online permitting and document management systems to provide more online services and document availability to the public **(SP: Communication, Regulatory Process & Performance, Infrastructure & Assets, Environment & Natural Resources)**.
3. Implementation of VOIP (Voice over Internet Protocol) system to replace aging phone system. **(SP: Communication, Infrastructure & Assets, Finance)**.

Information Technology Division Budget Comparison

Information Technology Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$1,956,087	\$2,074,709	\$2,138,988	\$2,409,270	\$270,282	12.64%
Interest and Other	260	-	-	-	-	0.00%
Enterprise Funds	353,523	353,523	353,523	291,325	(62,198)	-17.59%
Reserve	-	206,391	206,391	59,978	(146,413)	-70.94%
Total Sources of Funding	\$2,309,870	\$2,634,623	\$2,698,902	\$2,760,573	\$61,671	2.29%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$837,705	\$910,582	\$958,507	\$974,313	\$15,806	1.65%
Operating Expenses	1,332,833	1,619,041	1,635,395	\$1,681,260	45,865	2.80%
Capital Outlay	139,332	105,000	105,000	\$105,000	-	0.00%
Total Appropriation	\$2,309,870	\$2,634,623	\$2,698,902	\$2,760,573	\$61,671	2.29%

Information Technology Division Budget Comparison (Continued)

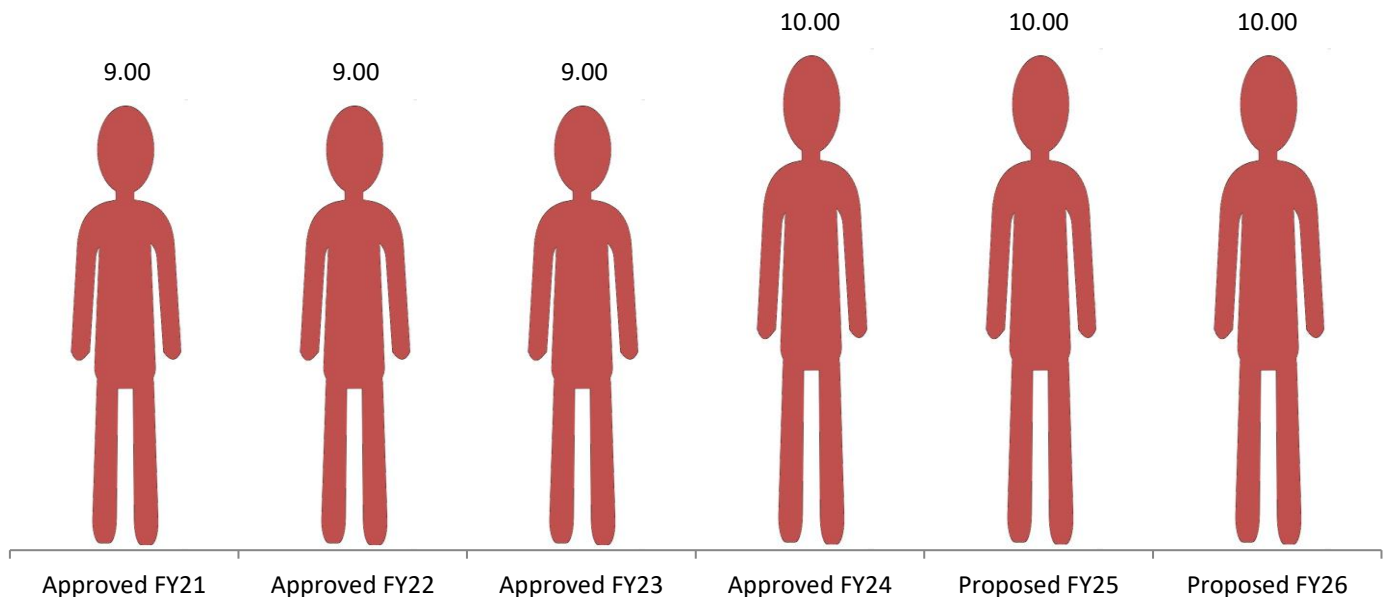
Summary of Budget Changes

Information Technology Division’s proposed FY 2026 budget is increasing \$61,671 or 2.29% over the approved FY 2025 budget. Personnel costs are increasing due to contractual obligations. Operating expenses increased due to additional funding for software subscription and licensing cost increases. Capital outlay will continue the department-wide hardware replacement program.

Information Technology		FY 2025	FY 2026	Change
Job Title	FY 2024			
Assistant Info. Systems Manager	1.00	1.00	1.00	-
Developer/Analyst	1.00	1.00	1.00	-
Geographic Info System Coordinator	1.00	1.00	1.00	-
GIS Specialist	1.00	1.00	1.00	-
Help Desk Coordinator	1.00	1.00	1.00	-
Help Desk/Administrative Assistant	1.00	1.00	1.00	-
Info. Systems Dept. Manager	1.00	1.00	1.00	-
Microcomputer Specialist	2.00	2.00	2.00	-
Network & Servicer Administrator	1.00	1.00	1.00	-
Full-time Equivalent Employees	10.00	10.00	10.00	-

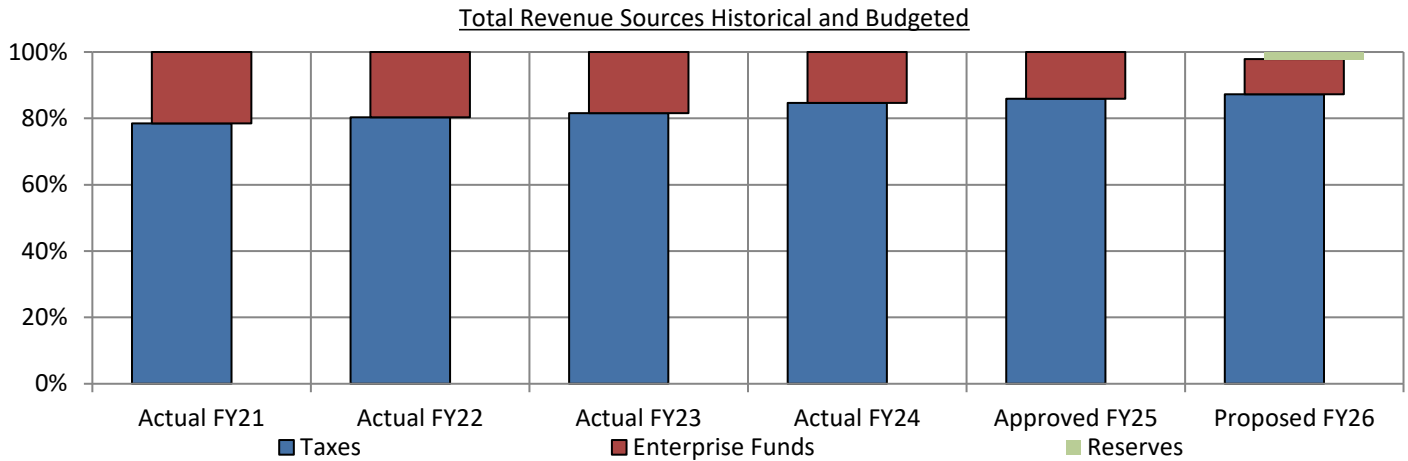
Information Technology Division Factors Affecting FTE’s

Full Time Employee History



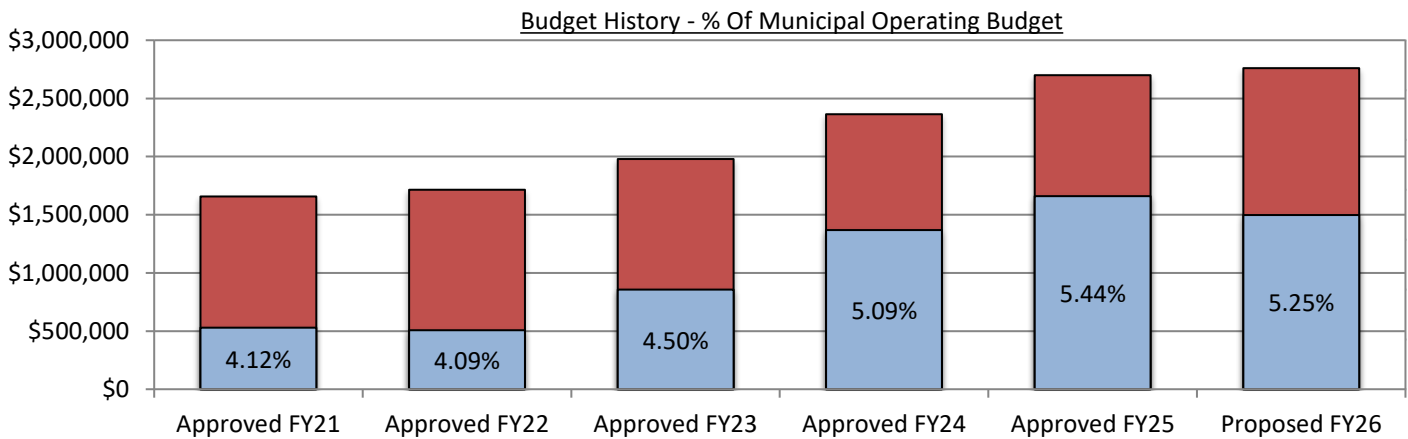
Full-time positions increased in FY24 as a grant-funded employee was moved to the general fund operating budget. No changes for FY 2026.

Information Technology Division Factors Affecting Revenues

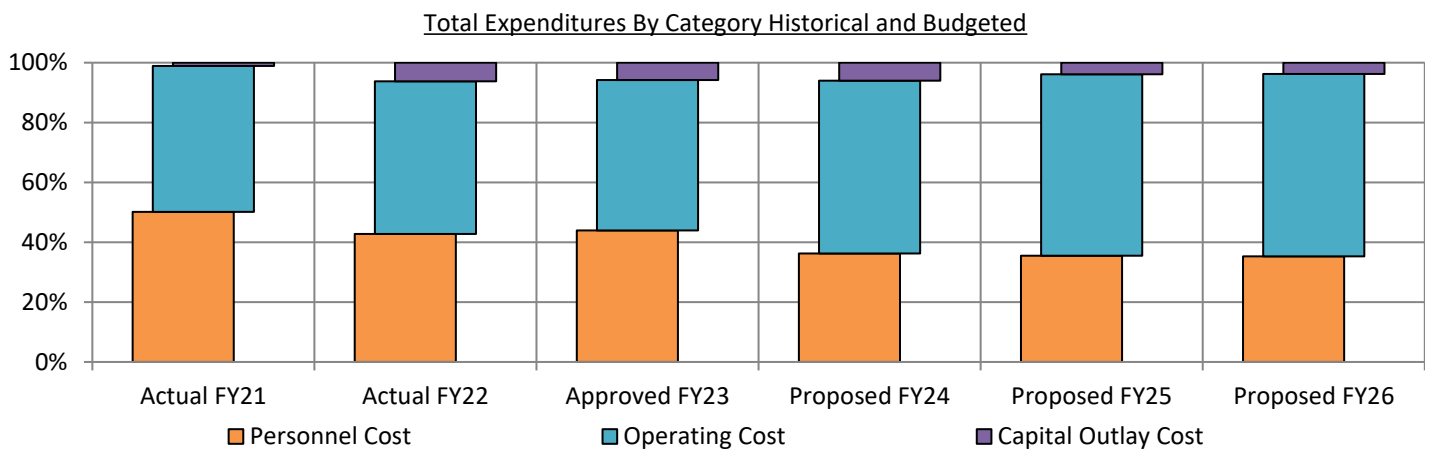


Taxes provide 87% and charge backs for services provided to Enterprise Funds 10% of total sources of funding.

Information Technology Division Factors Affecting Expenses



Software licenses, contractual IT managed services and enhanced IT security measures represent the bulk of the budget increases in this division. This budget has increased 4.1% to 5.25% of total Municipal Operations budget (excludes Other Requirements and schools).



Personnel cost account for 35% of the Information Technology Division's proposed budget, operating cost accounts for 60%, and capital outlay 5%. The capital outlay included in the IT budget is for department-wide electronic equipment replacement.

Information Technology Program Services Provided

The services provided by the Information Technology Division are divided into six areas: Network & Server Administration, User Support & Training, Software Applications, Database & Application Development, Geographic Information Systems (GIS), and Office Administration.

Office Administration

This area includes general administration of the IT Division including:

- Procurement of new hardware & software;
- Equipment inventory tracking;
- Development of standards, policies, and procedures;
- Management of software licenses and hardware/software maintenance contracts;

Network & Server Administration

The Network & Server Administration area maintains the day-to-day operations of the Town's network and server infrastructure to ensure a reliable and secure environment. The IT Division operates a complex computer network within Town-owned buildings as well as a Wide Area Network consisting of 65 miles of fiber optic cable connecting 54 locations. IT maintains a data center with 40+ servers, managing data integrity, storage needs, and server performance.

Tasks associated with this service include:

- Maintain firewalls and monitor network security;
- Monitor network for performance related issues, implement new technologies to improve performance and ensure network reliability;
- Maintain and monitor all servers for performance, errors and capacities ensuring all are within thresholds;
- Manage data storage, data integrity, and backup / disaster recovery;
- Maintain users and security permissions on all systems.



Server Rack

Information Technology Program Services Provided (Continued)

User Support & Training

The User Support & Training area provides day-to-day technical support and training for 350+ users on a wide variety of hardware and software. This includes the installation and on-going maintenance of PC's, laptops, printers, scanners, and all of the associated peripherals, as well as deployment and support of mobile phones, tablets, and other mobile devices.

This area also provides support and training for the many different software applications in use. This includes the Town's standardized Microsoft Office Suite, in-house written application, and third party software. Training is either in a structured classroom environment or given on a one-to-one basis.



This area initially receives virtually any technological problem that a user might have. All problems are funneled through the Help Desk where it is then determined if it is a software or hardware issue and passed on to the appropriate technician for resolution.

Software Applications

This area entails the integration of 3rd party software applications such as Munis (fund accounting, tax collection, payroll, utility billing), OpenGov (permitting system), Vision Appraisal (property assessment), RecTrac (recreation), Laserfiche (document management), Timeclock Plus and other software that supports the operations of the Town. Tasks associated with this service include:

- Technical project management, data migration, and conversion for new software implementations and upgrades;
- Integration and data sharing between disparate software systems, both on premise and cloud based software;
- Ongoing maintenance, troubleshooting, and coordination of technical support.



Laserfiche[®]



Software Applications

Database & Application Development

The Database & Application Development area analyzes business needs and creates custom software applications to meet the Town's requirements for automation where third party applications do not exist, or are not cost effective. This service area also includes development and management of databases tailored for the unique needs of specific departments or processes. Tasks associated with this service include:

- Work with Town departments to analyze existing processes and develop custom software and databases to fulfill specific needs;
- Maintain and update many existing in-house applications;
- Database design, administration, and performance optimization.

Information Technology Program Services Provided (Continued)

Geographic Information Systems (GIS)

GIS services allow town users to link disparate pieces of information by location. GIS combines geographic and other types of data to generate maps and reports, enabling users to collect, manage, and interpret location-based information in a planned and organized way.

As part of this service, the IT Division maintains a GIS database with 200+ layers of geographic data, including everything from parcels, roads, and sewers to shellfish beds and zoning districts.

IT develops a variety of web-based GIS applications for both internal and public use. Map production and analysis services are also provided to every Town Department, as well outside agencies and the public.



GIS Map Plotter

Administrative Services Department Workload Indicators

Accounting Operation

The cost of Financial Operations - Maintaining a cost-effective financial operation by measuring its cost as a percentage of the overall General Fund operating budget for the government. This includes accounting, treasury, collection, assessing, and procurement related activities.

Performance Measures	FY 2022	FY 2023	FY 2024	FY 2025
Central financial operating costs as a percentage of the overall General Fund budget	1.75%	1.72%	1.74%	1.73%

Workload Indicators	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Projected
Vendor Payments Processed (Invoice Count)	36,676	36,648	35,775	36,000
G/L Accounts Maintained	19,898	20,543	20,078	20,050
G/L Transactions Processed	311,958	313,201	306,894	310,000

Treasury/Collector Operation

Workload Indicators	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Projected
Vendor Checks Processed	20,220	18,739	20,931	20,000
Payroll Checks / Direct Deposits Processed	56,204	58,528	58,351	39,848

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

Performance Measures	FY 2021 Levy	FY 2022 Levy	FY 2023 Levy	FY 2024 Levy	FY 2025 Levy Projected
Percentage of the net property tax levy collected in the fiscal year levied	96.33%	97.10%	97.05%	96.73%	97.00%
Percentage of the net property tax levy collected to date including the amounts collected subsequent to the fiscal year levied	102.41%	99.10%	99.42%	99.57%	99.00%

Administrative Services Department Workload Indicators (Continued)

Procurement Operation

Workload Indicators	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Projected
RFP's Issued	20	28	16	20
Sealed Bids Issued	29	36	34	38
Quotes Conducted or Reviewed	127	117	200	175
Requisitions Reviewed for Compliance	719	12,747	9,968	10,000
Surplus Property Designations	49	56	42	40

Assessing Operation

Performance Measures	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Projected
Total Properties Assessed	29,320	29,239	29,252	29,258
Number of Abatements Filed	466	365	401	250
% of Properties Filing Abatements	1.6%	1.3%	1.37%	0.85%
Number of Abatements Granted	83	208	226	184
Average Abatement Dollar per Appeal Filed	\$1,198	\$3,649	\$1,311	\$2,842
Total Tax Dollar Value for Appeals Granted	\$99,460	\$758,939	\$348,899	\$523,064

Workload Indicators	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Projected
Appellate Tax Board Appeals Settled	22	22	12	32
Exemptions Processed	696	665	662	684
RE/PP Abatements Processed	466	465	401	250
MVE Abatements Processed	1,980	1,670	1,821	1,850
Building Permits Inspected	1,662	1,712	1,725	1,900
Re-listing Inspections	1,918	2,309	2,372	2,295
Property Transfers (Deeds) Processed	2,969	2,314	2,221	1,903

Administrative Services Department Workload Indicators (Continued)

Town Clerk Operation

Workload Indicators	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Projected
Births Recorded	1,051	1041	1060	1100
Marriages Recorded	399	434	464	470
Deaths Recorded	1,122	1200	1214	1220
Dogs Licensed	2,886	3872	1941	2500
New Voters Registered	2,289	2650	2589	2600
Business Licenses Issued	489	481	299	300

Information Technology

Performance Measures	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Projected
Number of users for in-house developed software applications	n/a	272	240	240
Number of times in-house developed software applications were launched	n/a	n/a	7,408	7,500

Workload Indicators	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Projected
Help Desk work orders completed	1,800	1,500	1,482	1,500
New PC's / laptops installed	40	55	50	55
Completed requests for Maps and geographic analysis	628	779	887	850
Number of PC's & laptops maintained	575	575	550	550
Number of security cameras maintained	51	51	52	52
Large print jobs / folding / binding	17	14	10	10
Enhancements, fixes, & support requests for in-house developed software applications & databases	10	48	58	50

Human Resources

Performance Measures /Workload Indicators	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Projected
Personnel Forms Processed	1,060	1,067	1,108	1,133	988
Employment Applications Processed	2,268	2,633	3,009	3,632	3,580
Permanent Position Vacancies	184	220	218	181	152
Avg. of Applications per vacancy	12.30	12.00	13.80	20.0	23.5

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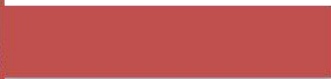
MARINE & ENVIRONMENTAL AFFAIRS DEPARTMENT

Department Purpose Statement

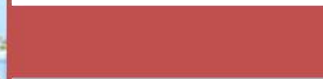
The Marine and Environmental Affairs Department strives to provide services intended to protect the safety of people and vessels that use our waterways and waterside facilities; to provide for the protection, preservation, and enhancement of the Town's natural resources, including Sandy Neck; and to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

Division Areas

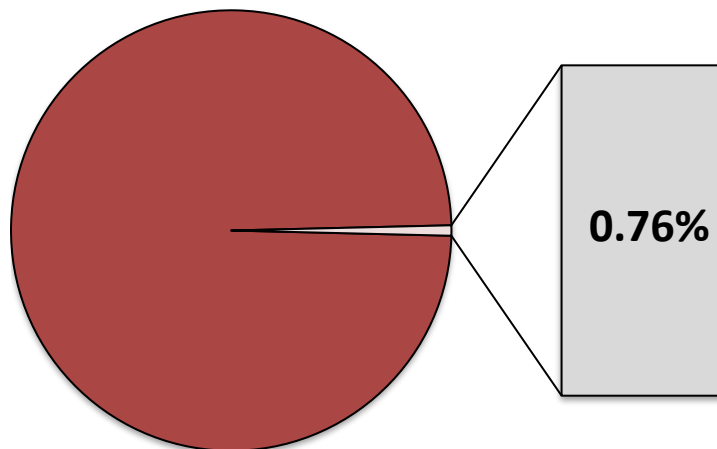
Natural Resources



Harbormaster



% of FY 2026 Total General Fund Budget



The Marine & Environmental Affairs Department comprises 0.76% of the overall General Fund budget.

Marine & Environmental Affairs Department Services Provided

<https://www.townofbarnstable.us/Departments/MarineEnvironmental/>

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

Marine & Environmental Affairs Department Budget Comparison

Marine & Environmental Affairs Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$965,282	\$1,132,022	\$1,095,017	\$1,108,978	\$13,961	1.27%
Fees, Licenses, Permits	109,088	61,855	104,000	105,500	1,500	1.44%
Interest and Other	7,223	9,002	-	-	-	0.00%
Special Revenue Funds	439,510	439,510	439,510	450,000	10,490	2.39%
Reserves	-	-	-	33,036	33,036	0.00%
Total Sources of Funding	\$1,521,103	\$1,642,389	\$1,638,527	\$1,697,514	\$58,987	3.60%

Expenditure Category						
Personnel	\$1,108,511	\$1,292,949	\$1,263,962	\$1,303,999	\$40,037	3.17%
Operating Expenses	292,035	240,781	320,365	333,415	13,050	4.07%
Capital Outlay	120,557	108,658	54,200	60,100	5,900	10.89%
Total Appropriation	\$1,521,103	\$1,642,389	\$1,638,527	\$1,697,514	\$58,987	3.60%

Summary of Budget Changes

The Marine & Environmental Affairs Department’s proposed FY 2026 budget is increasing \$58,987, or 3.60% over the approved FY 2025 budget. Personnel costs are increasing \$13,961 due to contractual obligations. Operating costs include increases in line items to support the Harbormaster operations and the mooring program. Capital outlay includes a Natural Resources vehicle replacement.

Marine & Environmental Affairs Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2025 Approved Budget				\$1,459,889	
Contractual Obligations Net of Staff Turnover	40,037	-	-	40,037	
One-Time Charges	-	-	-	-	-
FY 2026 Budget Changes					
1. Harbormaster Supplies		9,050		9,050	-
2. Transient Mooring Gear and Software		4,000	5,900	9,900	-
FY 2026 Proposed Budget	\$40,037	\$13,050	\$5,900	\$1,697,514	-

Marine & Environ Affairs Dept. Budget Reconciliation (Continued)

- 1. Harbormaster Operating Expenses** - As operations continue to expand for the Harbormaster Division. The funding being requested for Boats and Equipment helps maintain our existing fleet of vessels allowing for emergency response in all areas of the Town of Barnstable.
- 2. Transient Mooring Program** – Funds allocated for “Dockwa” will provide an online platform already established in the boating community to easily book available moorings while creating an efficient way for the town to manage these requests.

Marine & Environmental Affairs Dept. Factors Affecting FTE’s

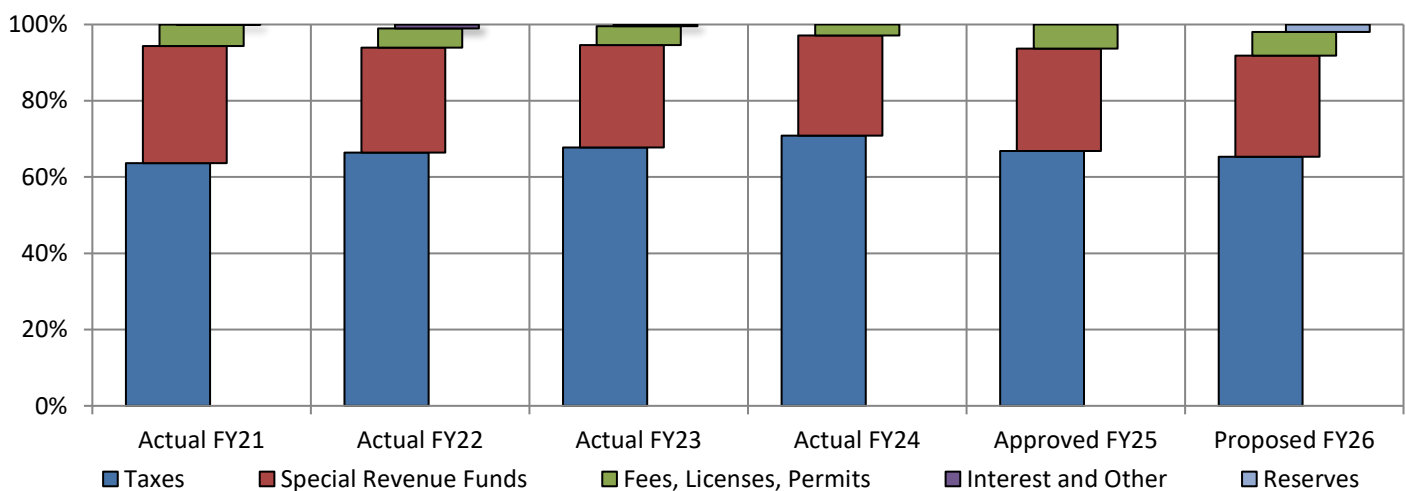
Full Time Employee History



A new 0.10 FTE is proposed to the General Fund in FY25. Cost is offset by additional mooring revenue. No changes proposed in FY 2026.

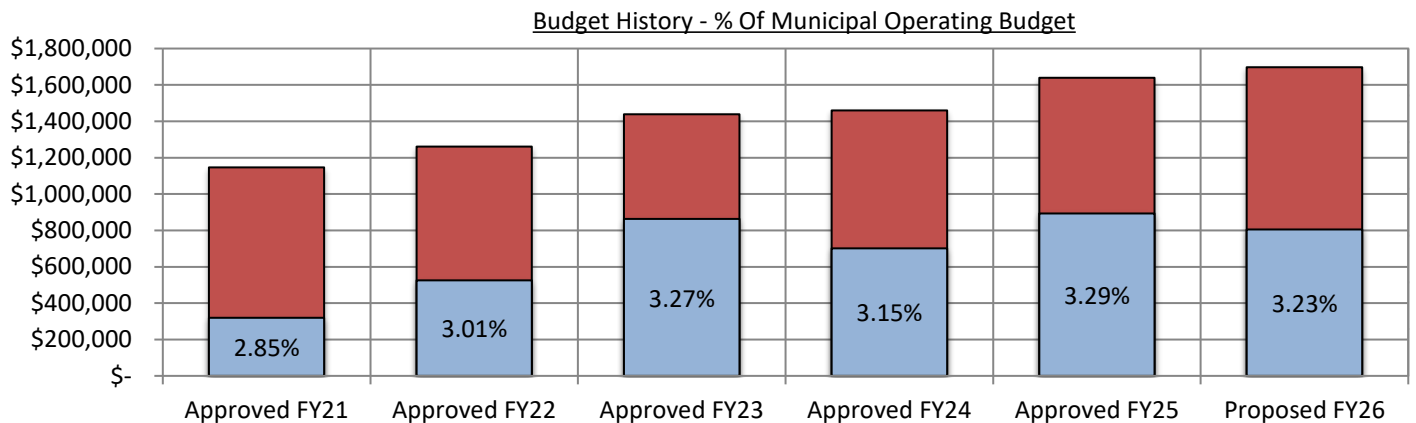
Marine & Environmental Affairs Dept. Factors Affecting Revenues

Total Sources of Funding Historical and Budgeted

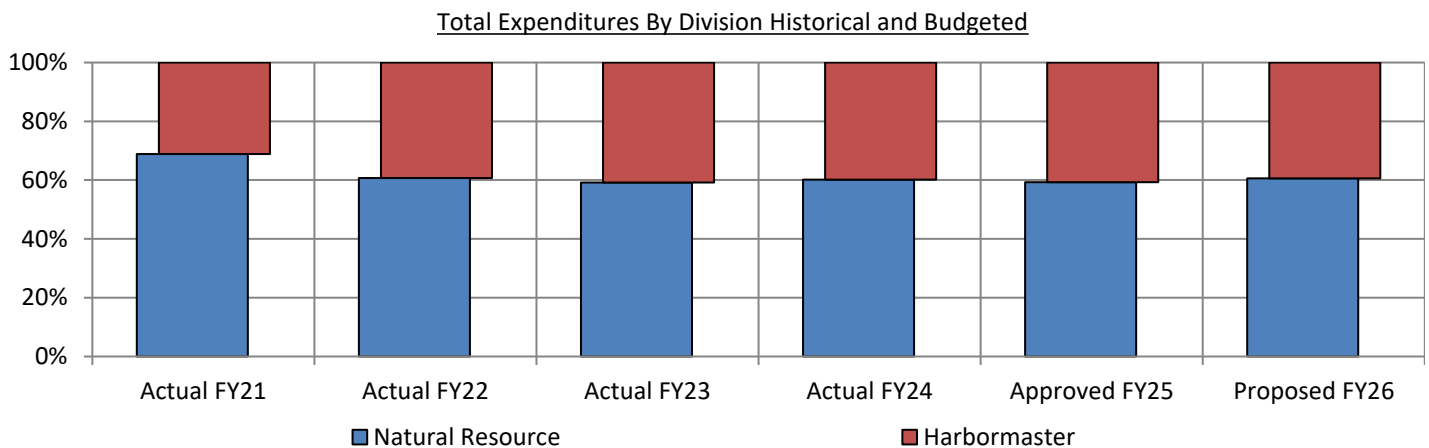


Total sources of funding are allocated 65.3% from taxes and 26.5% from the Waterways Improvements Special Revenue Fund (from mooring fees) for the proposed budget. Other sources of funding include fees charged for boat ramps and docking. Excluding taxes and the special revenue fund sources of funding, Blish Point Boat Ramp generates roughly 60% of total department operating sources of funding.

Marine & Environmental Affairs Dept. Factors Affecting Expenses



The Marine & Environmental Affairs budget has increased 4.1% annually on average over a six-year period. This budget has fluctuated between 2.85% to 3.29% of the total municipal operating budget (excludes Other Requirements and schools). Fluctuations are mostly due to one-time capital outlay needs.



The Natural Resources division accounts for 60.4% of the department's proposed operating budget.

The department's proposed budget is allocated 77% to personnel costs, 20% to operating, and 3% to capital outlay. This allocation has remained consistent for the past few fiscal years.

NATURAL RESOURCES DIVISION

Purpose Statement

The Natural Resources Division is responsible for the protection and enhancement of the Town's natural resources, enforcement of laws relating to fish and game, marine and recreational use, land management, and environmental laws.

Program Areas

Natural Resources



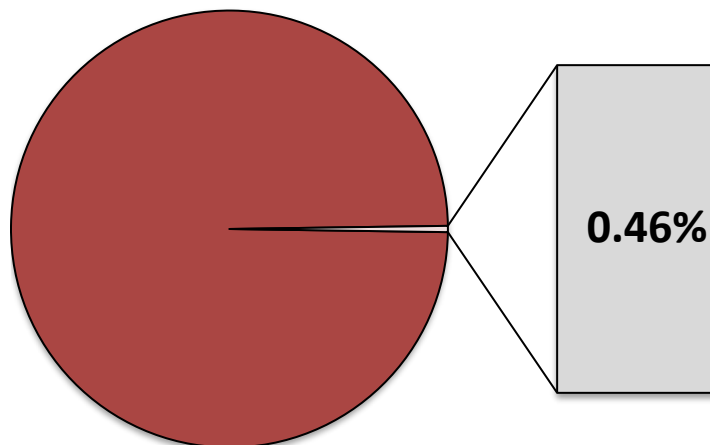
Animal Control



Shellfish



% of FY 2026 Total General Fund Budget



The Natural Resources Division comprises 0.46% of the overall General Fund budget.

Natural Resources Division Services Provided

<https://www.townofbarnstable.us/departments/naturalresources/>

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

Natural Resources Division Recent Accomplishments

- ✓ Updated the Dog Control Regulations to clarify the town's expectations for responsible and safe dog ownership;
- ✓ Evaluated all town owned properties to designate areas for dog access that are appropriate and compatible with environmental protection;
- ✓ Purchased 1,024,700 oysters and raised 1,999,000 oysters town wide and 690 bags of remote set oysters in Barnstable Harbor;
- ✓ Cultivated 4 million quahogs and planted 2,137,269 quahogs under 63 predator exclusion nets;
- ✓ Dug and moved 437 bushels of quahogs in Three Bays;
- ✓ Maintained 216 predator exclusion nets protecting over 4,974,224 quahog seed;
- ✓ Completed 79 Vibrio compliance checks to insure the safe consumption of aquaculturally reared oysters;



Opening Day for oysters at Scudder Lane Recreational Area.

- ✓ Successfully provided a pathway for use of floating gear in aquaculture zone of Barnstable Harbor for shellfish growers;
- ✓ Secured a Massachusetts Endangered Species Act (MESA) permit for beach raking and other management activities at Dowses and Kalmus Beaches;
- ✓ Offered 34 educational outreach programs for the general public and the student community of Barnstable. Talks were about local wildlife, the Diamondback Terrapin headstart program and lean to shellfish classes;
- ✓ Offered 8 beach clean-up events to the public;
- ✓ Successfully released 36 terrapin graduates in the head-start program and;
- ✓ Installed two osprey poles in Pinquicket Cove.



Home for the Holidays! December osprey pole installation in Pinquicket Cove.

Natural Resources Division Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Work with Police and other Towns' agencies to deter illegal vehicle use and illegal dumping in Conservation Lands **(SP: Public Health and Safety, Environment and Natural Resources)**.
2. Continue to streamline aquaculture management to improve adherence to town, state, and federal regulations **(SP: Regulatory Process and Performance, Public Health and Safety)**.
3. Create Natural Resource Regulations to address illegal land use on all town owned open spaces **(SP: Regulatory Process and Performance, Public Health and Safety)**.
4. Expand existing catalog of osprey nests and add new nesting locations where needed **(SP: Environment and Natural Resources)**.
5. Increase the number of dog's licensed in the Town of Barnstable so that our furry friends are healthy and safe **(SP: Regulatory Process and Performance, Public Health and Safety)**.



Natural Resource Officer Ryan Henry removing invasive plants from endangered species habitat.



Craigville and Covells Beach clean-up event.

6. Explore floating gear feasibility in West Bay and where not already permitted in Cotuit Bay **(SP: Regulatory Process and Performance, Public Health and Safety, Environment and Natural Resources)**.
7. Expand our shellfish outreach program to include our public schools in Barnstable **(SP: Environment and Natural Resources, Recreation)**.

Long-Term:

1. Continued research and monitoring of eel grass habitat off Hyannisport, Osterville, and Cotuit **(SP: Environment and Natural Resources)**.
2. Monitor and document impacts from projects affecting coastal resources and shellfish habitat **(SP: Environment and Natural Resources)**.
3. Continue restoration and rehabilitation efforts within 5 herring runs in Town **(SP: Environment and Natural Resources)**.
4. Work with Division of Marine Fisheries to minimize mooring area closures of popular shellfish areas during the boating season **(SP: Environment and Natural Resources, Public Health and Safety, Recreation)**.

Natural Resources Division Budget Comparison

Natural Resource Division Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2025	Change FY25 - 26	Percent Change
Taxes	\$868,532	\$1,013,269	\$991,819	\$1,008,780	\$16,961	1.71%
Fees, Licenses, Permits	430	6,978	5,000	500	(4,500)	-90.00%
Reserves	-	-	-	20,032	20,032	0.00%
Total Sources of Funding	\$868,962	\$1,020,247	\$996,819	\$1,029,312	\$32,493	3.26%

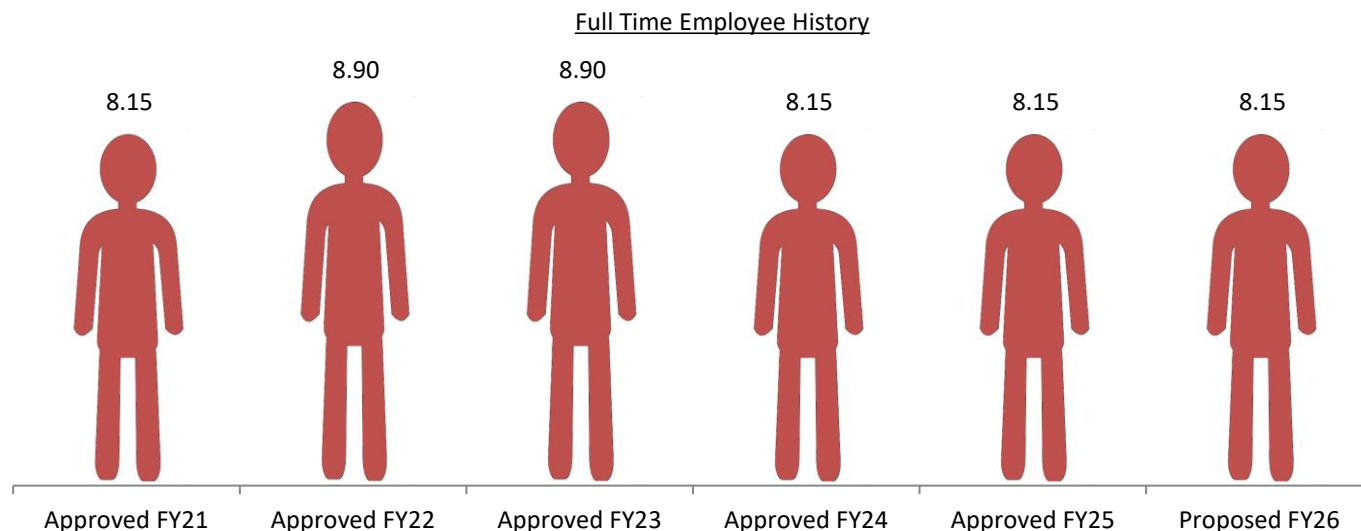
Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2025	Change FY25 - 26	Percent Change
Personnel	\$688,342	\$782,725	740,062	\$768,505	\$28,443	3.84%
Operating Expenses	180,620	128,864	202,557	206,607	4,050	2.00%
Capital Outlay	-	108,658	54,200	54,200	-	0.00%
Total Appropriation	\$868,962	\$1,020,247	\$996,819	\$1,029,312	\$32,493	3.26%

Summary of Budget Changes

Natural Resource Division's proposed FY 2026 budget increased by \$32,493, or 3.26% from the approved FY 2025 budget. Personnel costs are increasing due to contractual obligations.

Job Title	FY 2024	FY 2025	FY 2026	Change
Administrative Assistant	0.70	0.55	0.55	-
Department/Division Assistant	-	0.15	0.15	-
Animal Control Officer	2.00	2.00	2.00	-
NRO-Aquaculture Specialist	0.85	1.00	1.00	-
Director Marine & Env Affairs	0.40	0.40	0.40	-
Natural Resource Officer	2.90	2.00	2.00	-
Office Manager	0.55	0.55	0.55	-
Dir. NR/SN Park Manager	0.50	0.50	0.50	-
Shellfish Biol/Const	1.00	1.00	1.00	-
Full-time Equivalent Employees	8.90	8.15	8.15	-

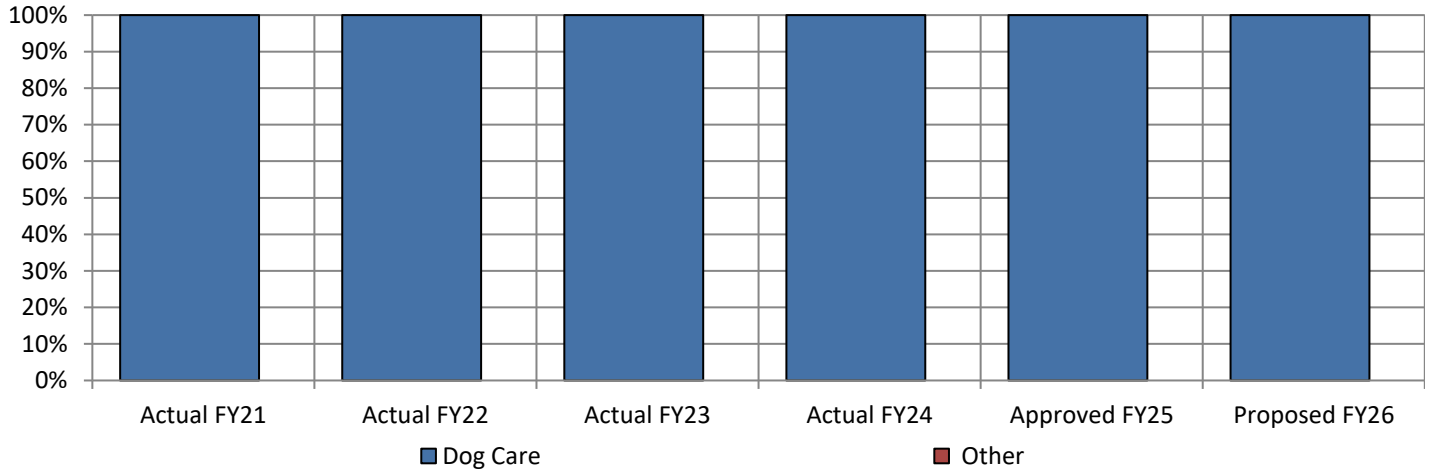
Natural Resources Division Factors Affecting FTE's



FTE's have remained level over the past few fiscal years, any changes is the result of salary reallocation between General and Enterprise Fund.

Natural Resources Division Factors Affecting Revenues

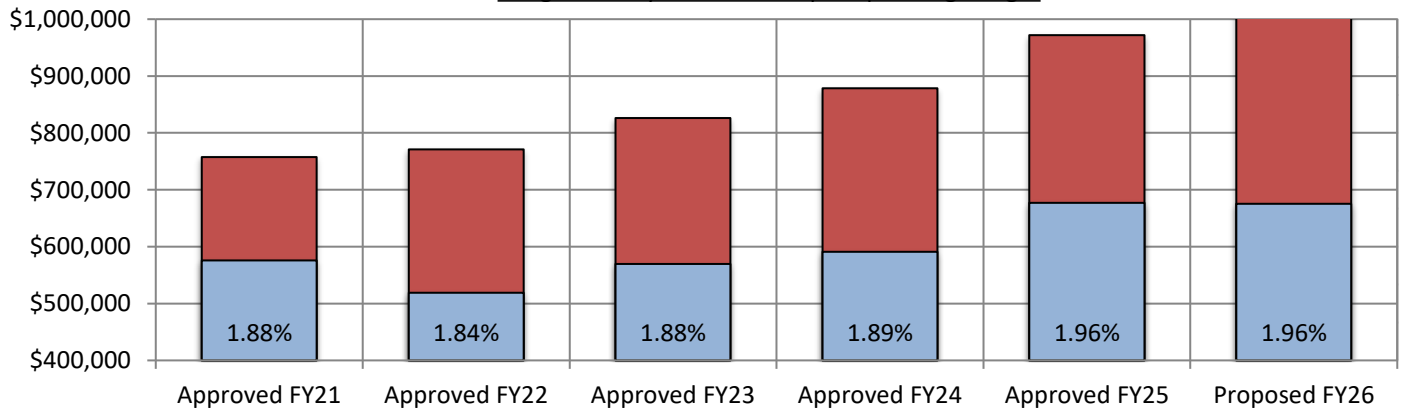
Total Revenue Sources (Excludes Taxes) Historical and Budgeted



Fees charged for dog care services account for all the sources of funding for this division when excluding taxes.

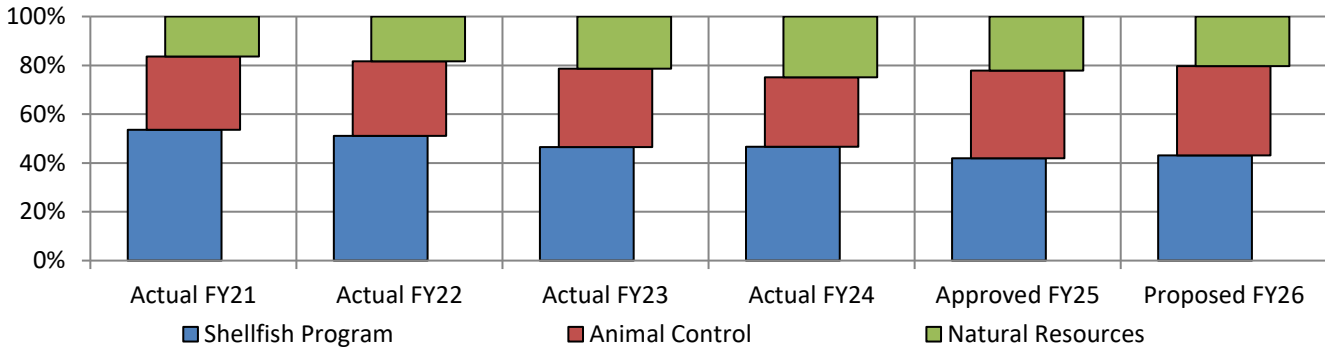
Natural Resources Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



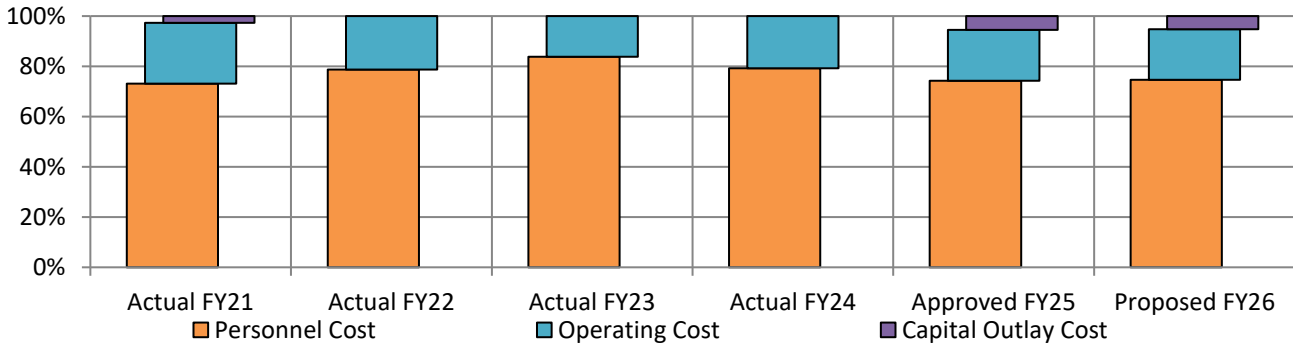
The Natural Resources Division's budget has increased on average 3.85% over a six-year period. This budget has also ranged from 1.84% to 1.96% of the total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Program Historical and Budgeted



Shellfish is the largest program within this division, representing 43% of total operations. Animal Control accounts for 36% and Natural Resources 20%.

Total Expenditures By Category Historical and Budgeted



Personnel accounts for 74% followed by operating at 20% of the division’s proposed budget. 6% of the budget in FY26 is for operating capital purchases.

Natural Resources Division Program Services Provided

Natural Resources Program

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

Some of the specific services provided by the Marine and Environmental Affairs Department’s Natural Resources Program include:

Land Management

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

Patrol

- Patrols of conservation areas, beaches, waterways, herring runs, docks, and landings for regulation compliance and environmental issues.



Senior Natural Resource Officer Amy Croteau clearing herring runs for the spring fish migration.

- Boat patrols to oversee all shellfish related activity throughout the town including but not limited to the following: aquaculture grants operations, commercial and recreational public shellfisheries.
- Monitor for endangered and threatened species (such as piping plovers, marine mammals, sea turtles and diamond-backed terrapins) on Barnstable beaches.

Fish and Game

- Oversee and enforce freshwater fin fishing, shellfish, and lobster activities town-wide and assist the State Environmental Police with regulatory inspections and investigations.
- Enforce regulation compliance of all hunting seasons and areas, which includes migratory bird hunting as well as stocking pheasants in West Barnstable Conservation Area and Sandy Neck Beach Park.

Natural Resources Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$140,775	\$240,017	\$193,358	\$198,035	\$4,677	2.42%
Interest and Other	-	-	-	3,854	3,854	0.00%
Total Sources of Funding	\$140,775	\$240,017	\$193,358	\$198,035	\$4,677	2.42%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$101,338	\$152,167	\$160,176	\$164,853	\$4,677	2.92%
Operating Expenses	\$39,436	\$32,850	33,182	33,182	-	0.00%
Capital Outlay	-	55,000	-	-	-	0.00%
Total Appropriation	\$140,775	\$240,017	\$193,358	\$198,035	\$4,677	2.42%

Natural Resources Division Program Services Provided (Continued)

Animal Control Program

<https://www.townofbarnstable.us/departments/animalcontrol/>

Animal Control at its best is very emotional, often volatile, and requires that those involved be professional, well-trained, and have the ability to effectively deal with people of all social and ethnic backgrounds. Animal Control Officers are responsible for operating an animal control van, capturing animals not kept in compliance with established laws and ordinances, properly housing them, quarantining domestic animals that bite or scratch and often submit suspect animals for testing at State Laboratory for rabies control. Animal Control Officers also respond to wildlife issues and educate the public accordingly. Animal Control often becomes involved with specialized investigative work in enforcing laws and regulations. Pets owned by individuals who do not accept their responsibilities can have a very detrimental effect on any community. When allowed to roam at will, domestic pets can and do pose a threat to the health, welfare and quality of life of our citizens.



Baby racoon rescue.

The program includes but is not limited to the following:

- Respond to all domestic and wild animal related questions;
- Investigate animal cruelty and neglect complaints;
- Investigate animal bites to both humans and animals;
- Identify and return lost pets;
- Provide quarantine of animals that bite or scratch for observation of zoonotic diseases including rabies;
- In addition to reporting animal cruelty, Animal Control Officers are required by state law to report child abuse, elder abuse, and abuse against disabled persons, and;
- Work with sister organizations, state and local Fire Department, Massachusetts Society for the Prevention of Cruelty to Animals (MSPCA) and Animal Rescue League (ARL) of Boston, Cape Wildlife, Elder Services, and Child Welfare.

Animal Control Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25 - 26	Percent Change
Taxes	\$268,543	\$362,267	\$341,693	\$355,365	\$13,672	4.00%
Fees, Licenses, Permits	430	6,978	5,000	500	(4,500)	-90.00%
Reserves	-	-	-	6,926	6,926	0.00%
Total Sources of Funding	\$268,973	\$369,245	\$346,693	\$355,865	\$9,172	2.65%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25 - 26	Percent Change
Personnel	\$252,431	\$301,214	\$276,343	\$285,515	\$9,172	3.32%
Operating Expenses	\$16,542	\$14,374	16,150	16,150	-	0.00%
Capital Outlay	-	53,658	54,200	54,200	-	0.00%
Total Appropriation	\$268,973	\$369,245	\$346,693	\$355,865	\$9,172	2.65%

Natural Resources Division Program Services Provided (Continued)

Shellfish Program

<https://www.townofbarnstable.us/departments/shellfishing/>

Shellfish resources in the Town of Barnstable have ecological, commercial, and recreational importance. Oysters, quahogs, soft shell clams, mussels and other bivalve species endemic to our coastal waters provide irreplaceable ecosystem services through filter feeding. They also serve as food for other marine and terrestrial animals as well as a harvestable product for our commercial shellfishing industry. Recreational harvest of shellfish in Barnstable has been a treasured past time for Cape Cod residents and visitors for hundreds of years. The Town of Barnstable Natural Resources Division is responsible for sustainable management of this vital marine resource.

The Program includes, but is not limited to:

Propagation

- Grow roughly 1+ million oysters each year for a recreational shellfishery.
- Grow over 3 million quahogs each year.
- Educate residents, students and non-residents with learn-to-shellfish classes.

Protecting the Resource

- Set catch limits to manage shellfish species appropriately for future generations.
- Conduct shellfish surveys for grant holders, docks, and piers.



Team Shellfish: Biologist Liz Lewis and Technicians Amanda Lee and Cece Dunham

- Use the best available science to promote and protect Shellfish Habitat.

Working with Other Agencies

- Work with the MA Division of Marine Fisheries for water testing for safe consumption of shellfish.
- Work with SEMAC, WHOI, BCWC, Cape Cod Cooperative Extension, and others on projects and experiments to better shellfish propagation techniques and management.

Shellfish Program Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25 - 26	Percent Change
Taxes	\$459,214	\$410,984	\$405,593	\$420,187	\$14,594	3.60%
Reserves	-	-	-	8,177	8,177	0.00%
Total Sources of Funding	\$459,214	\$410,984	\$405,593	\$420,187	\$14,594	3.60%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25 - 26	Percent Change
Personnel	\$334,573	\$329,344	\$303,543	\$318,137	\$14,594	4.81%
Operating Expenses	\$124,641	\$81,640	102,050	102,050	-	0.00%
Total Appropriation	\$459,214	\$410,984	\$405,593	\$420,187	\$14,594	3.60%

HARBORMASTER DIVISION

Purpose Statement

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

Program Areas

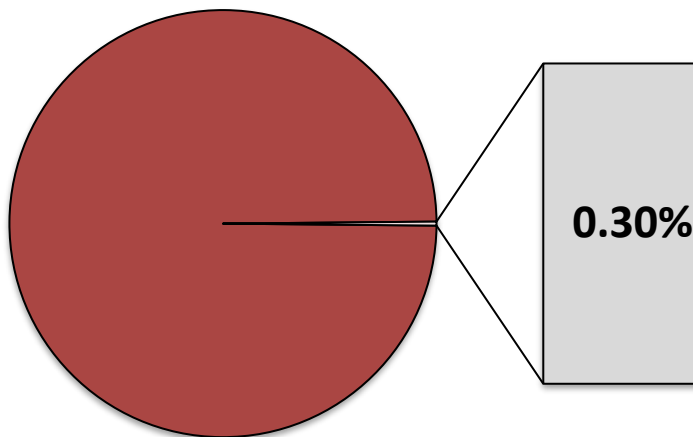


Water Safety



Moorings

% of FY 2026 Total General Fund Budget



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

Harbormaster Division Services Provided

<https://www.townofbarnstable.us/departments/harbormaster/>

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

Harbormaster Division Recent Accomplishments

- ✓ Offered mooring(s) to over 400 people from Town waiting lists and permitted 88 new mooring permits; issued a record breaking 2,654 Mooring Permits;
- ✓ Small Vessel Storage program effectively managed and issued a record breaking 633 decals;
- ✓ Pumped out 671 vessels properly disposing of 12,558 gallons of waste;
- ✓ Removed illegal/abandoned mooring gear from Town of Barnstable waters;
- ✓ Expanded our transient mooring program adding new software Dockwa to book transient moorings;
- ✓ Booked 194 nights of transient mooring usage;
- ✓ Responded to 438 calls for service doubling the amount of calls we responded to and recorded in one year. Calls for service include but are not limited to violations, search and rescue operations, boating accidents, groundings, miscellaneous boating emergencies, medical emergencies and assists to other agencies;
- ✓ Used GPS to pinpoint approximately 95% of all moorings;
- ✓ Worked with Department of Public works to complete dredging of the Cotuit Cut (Nantucket Sound);
- ✓ Completed Clean Vessel Act grant funding;
- ✓ Received Dockwa 2024 Boaters Choice award;

Harbormaster Division Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Continue GPS pinpointing of all moorings in Town to determine mooring regulation compliance. **(SP: Regulatory Process and Performance)**
2. Work with licensed mooring servicers to improve mooring placement to efficiently utilize mooring fields. **(SP: Regulatory Process and Performance, Communication)**
3. Further improve transient mooring program, in efforts too increase transient visitors. **(SP: Regulatory Process and Performance)**



Ocean 4, Harbormaster vessel; Swat Team Training

Harbormaster Division Goals and Objectives (Continued)

Long-Term:

1. Improve mooring enforcement and utilization, tracking usage and compliance. (SP: Regulatory Process and Performance, Communication)
2. Improve Pumpout Program communication; allowing users to be notified instantly after a weekly Pumpout is completed. (SP: Communication)
3. Expand patrol shifts and dispatch coverage to provide for 12-hour shift coverages during summer months. (SP: Recreation)

Harbormaster Division Budget Comparison

Harbormaster Division Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$96,750	\$118,753	\$103,198	\$100,198	(\$3,000)	-2.91%
Fees, Licenses, Permits	108,658	54,877	99,000	105,000	6,000	6.06%
Interest and Other	7,223	9,002	-	-	-	0.00%
Special Revenue Funds	439,510	439,510	439,510	450,000	10,490	2.39%
Reserves	-	-	-	13,004	13,004	0.00%
Total Sources of Funding	\$652,141	\$622,142	\$641,708	\$668,202	\$26,494	4.13%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$420,169	\$510,224	\$523,900	\$535,494	\$11,594	2.21%
Operating Expenses	111,415	111,918	117,808	126,808	9,000	7.64%
Capital Outlay	120,557	-	-	5,900	5,900	0.00%
Total Appropriation	\$652,141	\$622,142	\$641,708	\$668,202	\$26,494	4.13%

Summary of Budget Changes

The Harbormaster Division's proposed FY 2026 budget increased by \$26,494, or 4.13% from the approved FY 2025 budget. Personnel costs are increasing \$11,594 due to contractual obligations. Increase in operational expenses to maintain current operations to provide public safety and law enforcement. Capital Outlay includes resources to enhance the mooring program.

Job Title	FY 2024
Administrative Assistant	0.25
Assistant Harbormaster	1.00
Asst. Harbormaster Pumpout Boat Ops.	1.00
Deputy Harbormaster/Mooring Officer	1.00
Dept./Div. Assistant	0.75
Marina Supervisor	-
Director Marine & Env Affairs	0.30
Office Manager	0.25
Supervisor Harbor Master	0.25
Full-time Equivalent Employees	4.80

FY 2025	FY 2026	Change
0.25	0.25	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
0.75	0.75	-
0.10	0.10	-
0.30	0.30	-
0.25	0.25	-
0.25	0.25	-
4.90	4.90	0.10

Harbormaster Division Factors Affecting FTE's

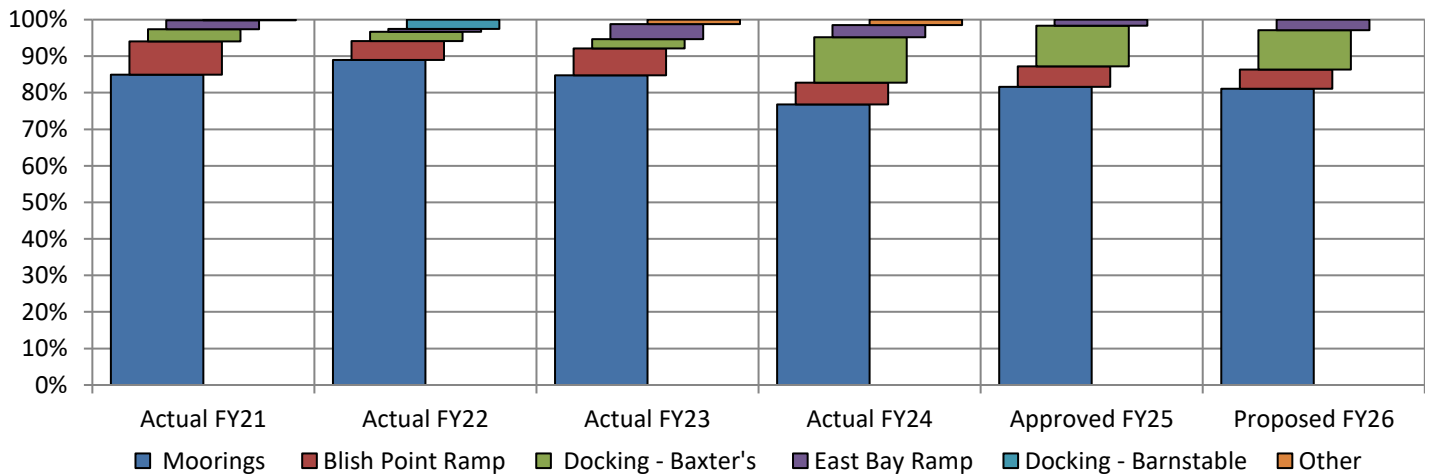
Full Time Employee History



The Harbormaster FTE's have remained level throughout the fiscal years; however, there has been reallocation of salaries between General and Enterprise Funds. FY 2025 includes 0.10 fte's for the new Marina Supervisor position. No changes proposed for FY 2026.

Harbormaster Division Factors Affecting Revenues

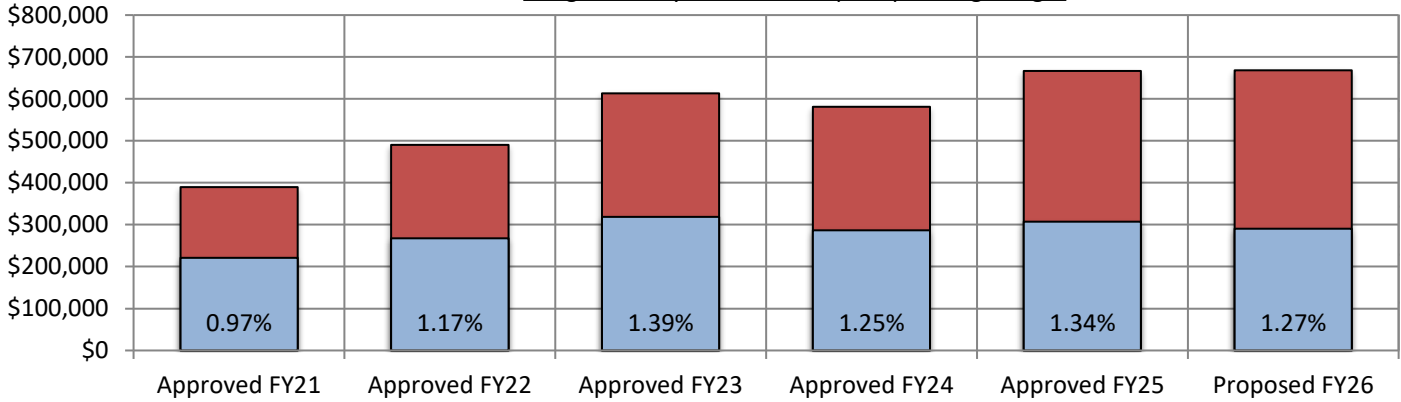
Total Revenue Sources (Excludes Taxes) Historical and Budgeted



When excluding taxes, the Waterways Improvements Special Revenue Fund (mooring fees) provides 81% and Blish Point Ramp provides roughly 6% of total sources of funding to support the harbormaster operations. Other fees include the East Bay Boat Ramp.

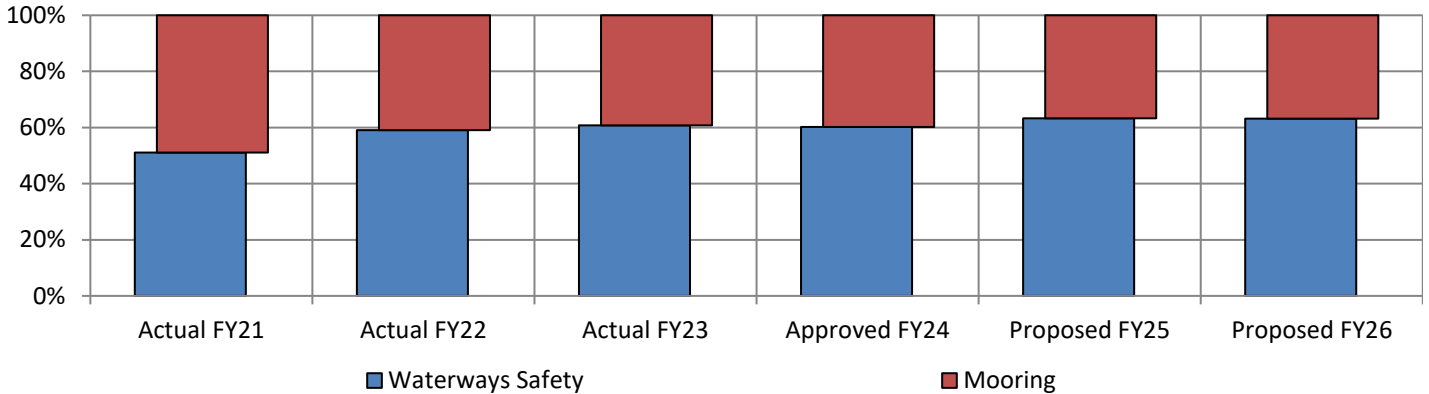
Harbormaster Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



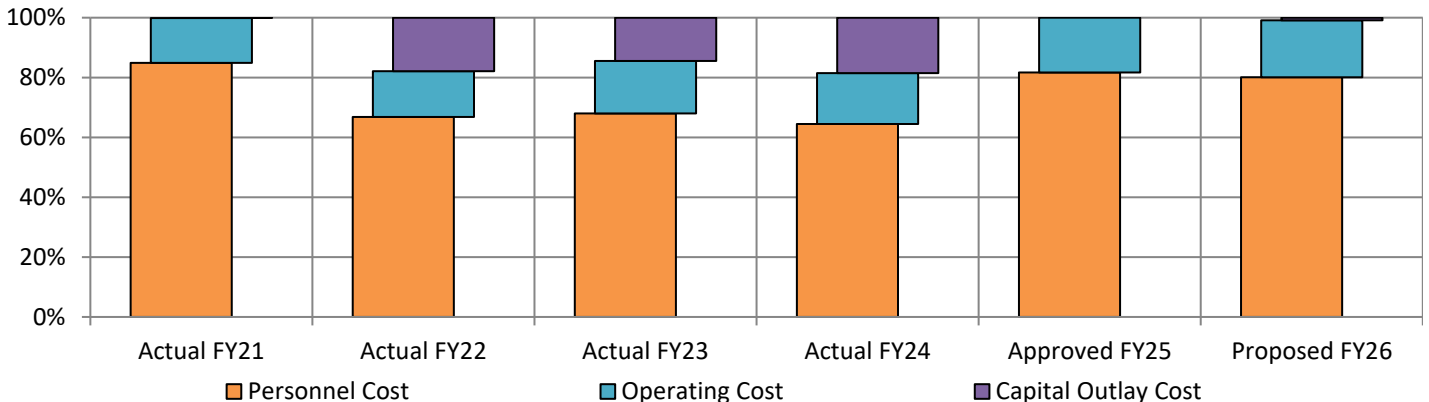
The Harbormaster budget has increased 8.23% annually on average over a six-year period. Seasonal pay increases and inflationary pressures on boating costs account for the majority of the budget increases. This budget has also increased from 0.97% to 1.27% of the total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Harbormaster proposed budget is allocated roughly 63% Waterways and 37% Moorings.

Total Expenditures By Category Historical and Budgeted



As a percentage of the proposed budget, personnel cost accounts for 80% followed by operating at 19%. Capital Outlay planned for FY 2026 accounts for 1.0% of the planned expenditures.

Harbormaster Division Program Services Provided

Waterways Safety Program

<https://www.townofbarnstable.us/departments/harbormaster/>

The Waterways Program is divided into several areas of service being provided to the boating public and others using our waterside facilities including:

- Conduct land patrol activities with an eye towards the use of Town ways to water, boat ramps, other marine facilities, and for violations of Town ordinances;
- Conduct marine (on the water) patrols to ensure compliance with all pertinent state boating laws and local ordinances concerning the use of the waterways. Also to ensure proper stationing of buoys, mooring placement as it effects navigation, and to assist area boaters;
- Providing emergency response for vessels in distress, overdue/adrift vessels, oil spills, and rescue operations;
- Placing, hauling, and maintaining approximately 200 aids to navigation (channel markers, regulatory buoys and signs, and breakwater lights) which enable boaters to safely navigate through our harbors. These are placed in early spring and removed in late fall. Gear is replaced as needed.
- Provide pump out service throughout the Town.
- Oversee the daily operation of Blish Point boat ramp in Barnstable, including the collection and pay over of fees.



Training, Sandy Neck Cottage Colony

Waterways Safety Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$92,675	\$96,470	\$75,266	\$71,896	(\$3,370)	-4.48%
Fees, Licenses, Permits	108,658	54,877	99,000	105,000	6,000	6.06%
Interest and Other	7,223	9,002	-	-	-	0.00%
Special Revenue Funds	232,000	232,000	232,000	237,000	5,000	2.16%
Reserves	-	-	-	8,215	8,215	0.00%
Total Sources of Funding	\$440,556	\$392,349	\$406,266	\$422,111	\$15,845	3.90%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$243,821	\$310,205	\$319,799	\$326,644	\$6,845	2.14%
Operating Expenses	\$76,178	\$82,144	86,467	95,467	9,000	10.41%
Capital Outlay	\$120,557	-	-	-	-	0.00%
Total Appropriation	\$440,556	\$392,349	\$406,266	\$422,111	\$15,845	3.90%

Harbormaster Division Program Services Provided (Continued)

Mooring Program

<https://www.townofbarnstable.us/departments/moorings/>

In keeping with the spirit and intent of this law, a mooring program was established. The program’s intent is to provide efficient utilization of harbor areas, to improve the safety of moored vessels, and to provide adequate space for the enjoyment of all users of the harbors. This is done by controlling the placement of moorings, establishing standards for mooring tackle, and by establishing regular, systematic mooring inspections.

- Working with Assessor’s and Tax Collector’s offices for compliance of boat excise laws;
- Mooring wait list fee collection and administration;
- Oversight of licensed mooring servicers;
- Removal illegal and abandoned moorings;
- Mooring enforcement, and;
- The program oversees the placement and permitting of approximately 2,600 moorings throughout the Town. Because the demand far exceeds the supply, waiting lists for most of our mooring areas have been established - and we now have over 1,200 entries on twenty-seven waiting lists.

The mooring process is a complex process involving:

- Regulation review and promulgation;
- Fee collection and making payments to Town Treasurer;
- Annual issuance of permits and stickers;
- Oversight of mooring inspections and placement, and;
- Renewal by online program; still offering mail and in-person.



Mooring, Illegal and hauled by HM staff

Mooring Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25 - 26	Percent Change
Taxes	\$4,075	\$22,283	\$27,932	\$28,302	\$370	1.32%
Special Revenue Funds	207,510	207,510	207,510	213,000	\$5,490	2.65%
Reserves	-	-	-	4,789	4,789	0.00%
Total Sources of Funding	\$211,585	\$229,793	\$235,442	\$246,091	\$10,649	4.52%

Expenditure Category						
Personnel	\$176,348	\$200,019	\$204,101	\$208,850	\$4,749	2.33%
Operating Expenses	35,237	29,774	31,341	31,341	-	0.00%
Capital Outlay	-	-	-	5,900	5,900	0.00%
Total Appropriation	\$211,585	\$229,793	\$235,442	\$246,091	\$10,649	4.52%

Marine & Environmental Affairs Department Workload Indicators

Shellfish Program

Description	FY 2023 Actual	FY 2024 Actual	FY 2025 Projected
Actual Vibrio Compliance Checks	71	79	65
Required Vibrio Compliance Checks	40	40	40
Exceeds Expectations	178%	198%	163%

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

Workload Indicator	FY 2023 Actual	FY 2024 Actual	FY 2025 Projected
Recreational Shellfish Permits Issued (represented in permit year)	3,355	3,161	3,200
Commercial Shellfish Permits Issues	47	47	47
Learn to Shellfish Classes (represented in calendar year)	6	5	6

Water Ways Program

Boat Ramps & Parking	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Projected
East Bay Ramp	\$10,620	\$16,840	\$10,000
Blish Point Ramp	\$32,561	\$30,393	\$30,000
Docking - Baxter's	\$12,410	\$10,460	\$63,000

Mooring Program

Workload Indicator Mooring Program	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected
Mooring Permits Processed	2,300	2,566	2,600

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

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COMMUNITY SERVICES DEPARTMENT

Department Purpose Statement

The Community Services General Fund operations are comprised of two divisions whose purpose is to maintain programmatic oversight of the Town's older adult and youth programs and services, beaches, playing fields, and community buildings. This also includes providing an array of educational, recreation, wellness and leisure services to the citizens of Barnstable that appeal to a wide range of ages, abilities, and interests, as well as those that will preserve and protect our natural environment. The department also serves as liaison to Veterans Services and the village libraries.

Division Areas

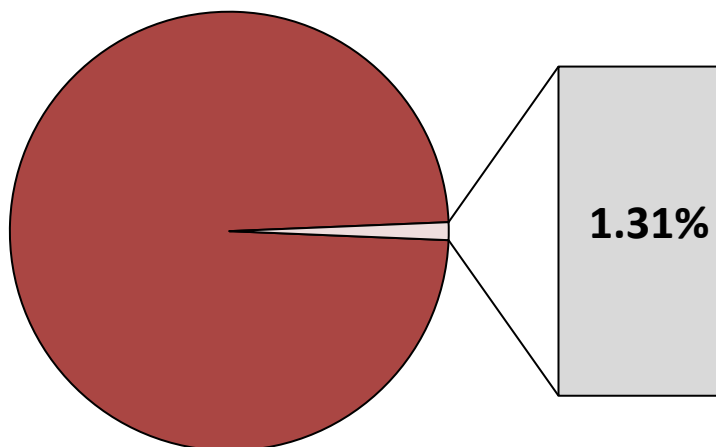


Council on Aging



Recreation

% of FY 2026 Total General Fund Budget



The Community Services Department comprises 1.31% of the total General Fund budget.

Community Services Department Services Provided

<https://www.townofbarnstable.us/Departments/CommunityServices/>

The Community Services Department provides social, educational, and recreational activities throughout the community for all ages and abilities, and ensures that rules and regulations concerning playgrounds, athletic fields, beaches and the development and delivery of recreational programs and activities are effective. Recreation provides a variety of opportunities and choices for Barnstable citizens to achieve their human potential while preserving and protecting the integrity of the natural environment that will enhance the quality of life for the individuals, families, and the community at large within the Town.



ASP Game Room – HYCC Facility

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

The Council on Aging Division provides a wide and diverse array of programs designed to meet the needs of older adults that includes, but is not limited to, the following: support and advocacy services, health and wellness activities, social, recreational and educational programming and events, caregiver support, information and referral, nutrition support, and transportation assistance.

Community Services Department Budget Comparison

Community Services Department Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25 - 26	Percent Change
Taxes	\$0	\$809,024	\$592,234	\$342,931	(\$249,303)	-42.10%
Fees, Licenses, Permits	8,813	298	1,500	5,000	3,500	233.33%
Charges for Services	2,549,504	1,963,112	2,240,000	2,508,200	268,200	11.97%
Interest and Other	-	1,860	-	-	-	0.00%
Reserves	-	-	54,000	77,693	23,693	43.88%
Total Sources of Funding	\$2,558,317	\$2,774,294	\$2,887,734	\$2,933,824	\$46,090	1.60%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25 - 26	Percent Change
Personnel	\$2,185,971	\$2,461,257	\$2,556,834	\$2,590,424	\$33,590	1.31%
Operating Expenses	320,740	293,036	310,900	323,400	12,500	4.02%
Capital Outlay	15,164	20,000	20,000	20,000	-	0.00%
Total Appropriation	\$2,521,875	\$2,774,294	\$2,887,734	\$2,933,824	\$46,090	1.60%

Summary of Budget Changes

The Community Services Department's proposed FY 2026 budget is increasing \$49,090, or 1.60% more than the approved FY 2025 budget. Personnel costs are increasing due to contractual obligations. Operating expenses are increasing 4.02% due to the increase in Police detail and credit card processing fees. Capital outlay continues the annual recreation equipment replacement program.

Community Services Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2025 Approved Budget				\$2,590,647	
Contractual Obligations Net of Staff Turnover	33,590	-	-	33,590	-
One-Time Charges	-	-	-	-	-
FY 2026 Budget Changes					
1. Police Details	-	10,000	-	10,000	-
2. Credit Card Fees	-	2,500	-	2,500	-
FY 2026 Proposed Budget	\$33,590	\$12,500	\$0	\$2,933,824	-

- Police Details** – The request is to cover the cost of having Barnstable Police details at Covell’s Beach/Craigville Beach and Hathaway’s Pond during the busiest times of the summer season. The request improves the effectiveness of maintaining safety on the road and at the beach during the summer months at the beaches.
- Credit Card Fees** - The request is to cover increased credit card processing fees. There has been an increase in the number of participants paying online for our programs. Additionally, we have seen a continued increase in the use of credit cards associated with beach parking fees at our beaches.

Community Services Department Factors Affecting FTE’s

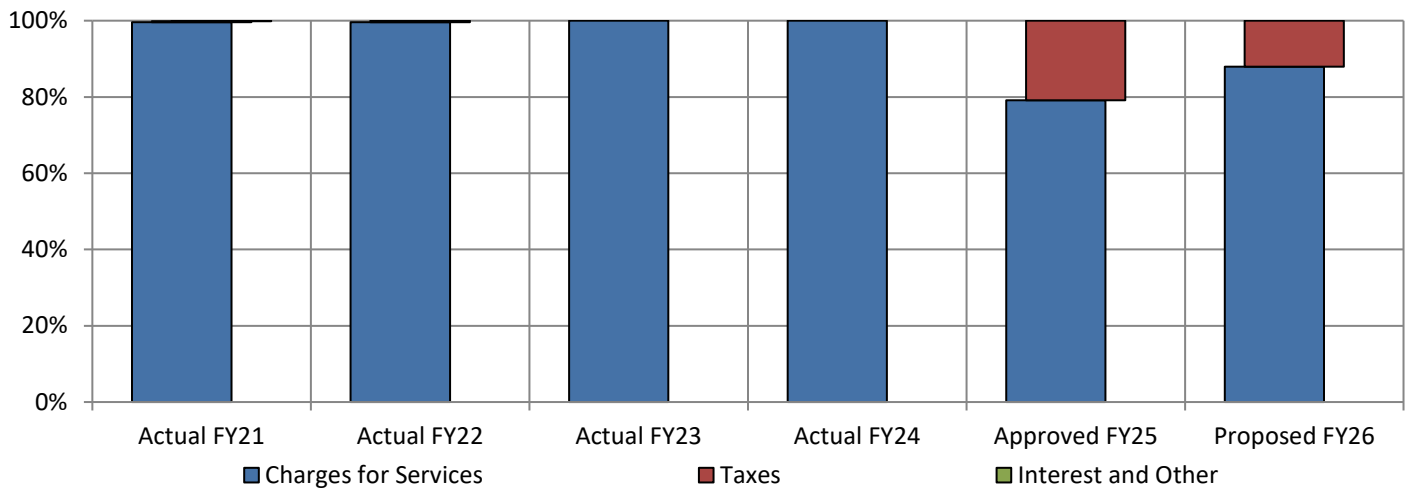
Full Time Employee History



FY 2021 transfers the 2 full-time equivalents for communications staffing out of the department as part of a reorganization, and FY 2022 has a net of 3 full-time equivalents decrease mostly due to the closure of the Adult Supportive Day program. The FY 2024 budget allocates more staffing to the Community Services Department’s enterprise Fund operations. FY 2025 includes additional Van Drivers for the Adult Day program. No staffing changes are planned for FY 2026.

Community Services Department Factors Affecting Revenues

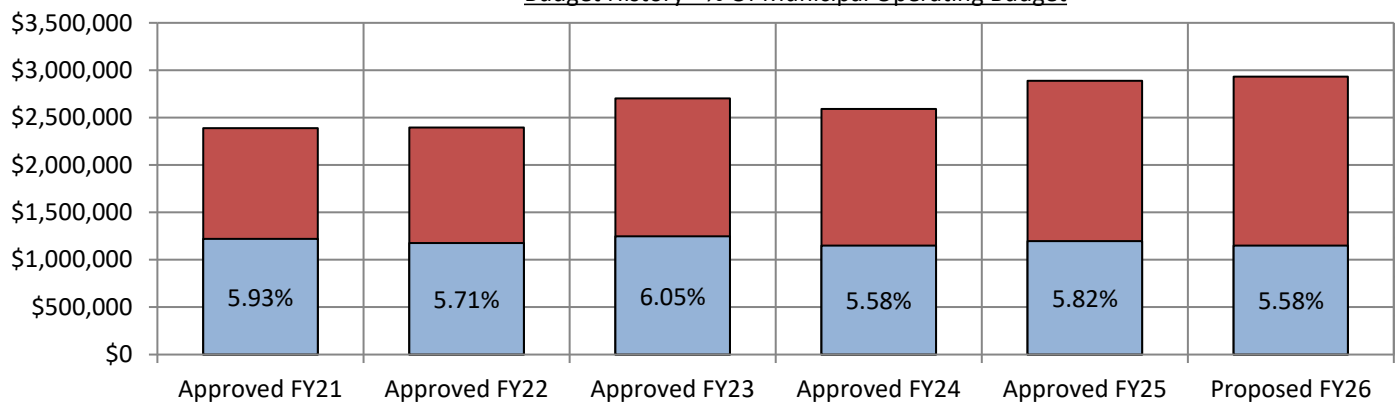
Total Sources of Funding Historical and Budgeted



Charges for services provide 89% and taxes provide 11% of the proposed budget. Beach stickers and daily parking account for the largest sources of funding for this operation. However, various fees are also charged for summer and winter programs. General Fund support for leisure programs has decreased in FY 2026.

Community Services Department Factors Affecting Expenses

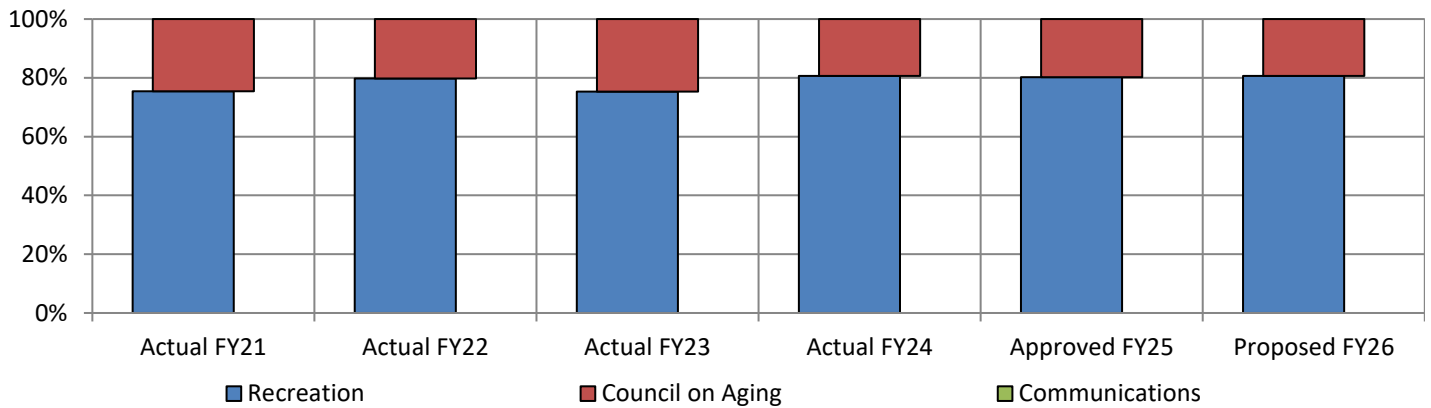
Budget History - % Of Municipal Operating Budget



This department's budget has increased 2.50% annually on average over a six-year period. This budget has also experienced a decrease from 5.93% to 5.58% of the total municipal operating budget (excludes other requirements and schools).

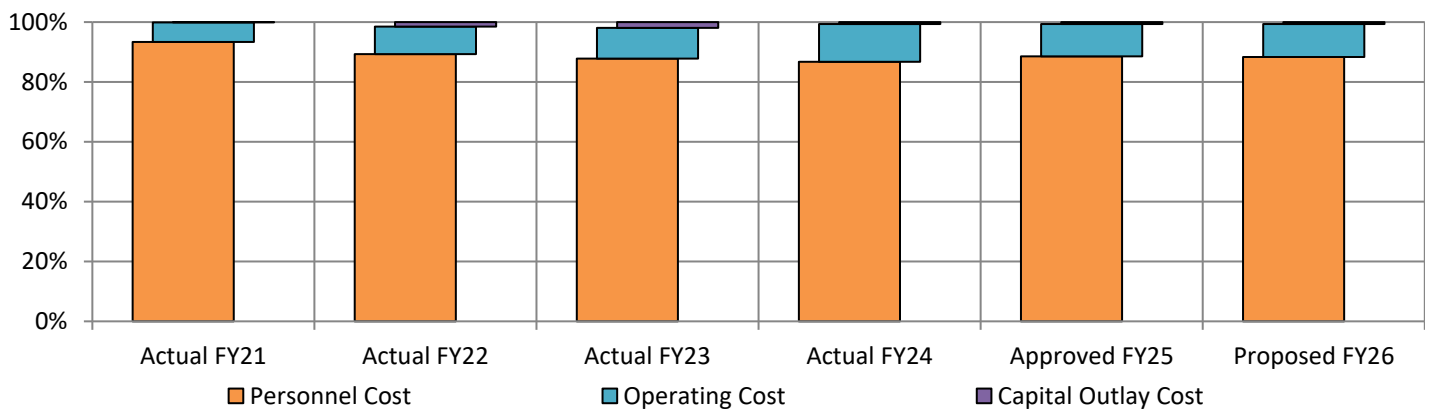
Community Services Department Factors Affecting Expenses

Total Expenditures By Division Historical and Budgeted



Recreation is the largest division in the department, representing 80% of the proposed budget.

Total Expenditures By Category Historical and Budgeted



Personnel cost accounts for 88% of the department's proposed budget. Actual results for personnel cost have remained consistent within that range. Seasonal workers account for a large portion of the department's personnel cost.

COUNCIL ON AGING DIVISION

Purpose Statement

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

Program Areas

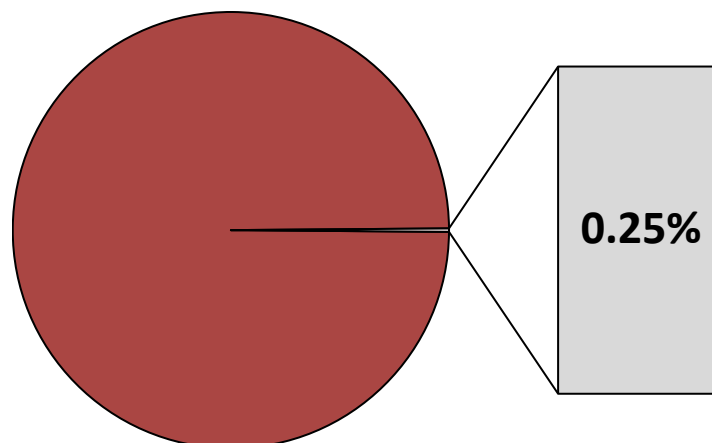


Support and Advocacy Services Program



Health, Wellness and Enrichment Program

% of FY 2026 Total General Fund Budget



The Council on Aging Division budget comprises 0.25% of the overall General Fund operating budget.

Council on Aging Division Services Provided

<https://townofbarnstable.us/coa/>

The Council on Aging Division helps to support the older adults of Barnstable with a wide range of programs and services aimed at significantly enhancing their quality of life. The Barnstable Adult Community Center also offers a diverse array of activities. Some examples of our popular offerings include exercise and technology classes, caregiver support and respite programming, volunteer opportunities, musical & cultural entertainment, social opportunities, senior dining and intergenerational experiences. A sampling of recently added programs includes a monthly Veterans Café, Computer Instruction Classes, Congregate Dining and five additional days a month of Respite & Caregivers programming.



Barnstable Adult Center- Aerial View

Council on Aging Division Recent Accomplishments

- ✓ The Barnstable Adult Community Center has seen a steady increase in patron utilization over the last few years and that upward trend in participation continued with record numbers in FY24. We had 19,386 patrons check in with an average of 77 people checking in daily. We have added many new programs, services and events for the older adults in our community to enjoy and they have been well received.
- ✓ Our Outreach Services received 1,663 calls, assisted with 83 Fuel Assistance Applications and booked 560 SHINE (Serving the Health Insurance Needs of Everyone) Appointments. We assisted 471 residents in obtaining needed medical equipment and 361 older adults were set up with no cost Income Tax Appointments in collaboration with AARP. The day before Thanksgiving 137 meals for our homebound patrons were packaged and delivered. In December, thanks to a community collaboration, we identified, obtained and delivered needed items for over 111 isolated older adults in the community.
- ✓ We have continued to work with all the Veterans agencies in town. Our collaborations with these agencies, have been very well received and have enabled us to offer a variety multiagency programs at the center. We now offer bi-annual Veterans Informational Sessions and a monthly Veterans Café. The BCOA recently received an award from the Veterans Service Center in FY24 for the work we have done with their organization.
- ✓ We continue to offer a vibrant and popular schedule of respite and caregiving programming. As part of a recent collaborative partnership between the Dennis Center for Active Living, the BCOA, the Yarmouth COA and Alzheimer's Family Support Center, we have also been able to add five additional days of respite and caregiving programming to our calendar.

- ✓ The BCOA has created a mobile computer lab through a \$13,600 Massachusetts Department of Elder Affairs Digital Literacy Grant. The grant provided us funding to purchase ten laptops, a mobile laptop charging cart and sponsor six sessions of Computer Instruction Classes that were five weeks in duration. The mobile computer lab is now available for additional in-house or intergenerational computer instruction programming.
- ✓ The BCOA has continued its work with the Communications Department and the seven libraries to identify, create and implement new strategies to reach more older adults in the community. We also continue to have members of our Outreach Team available at each Library monthly, to offer resources, office hours and informational workshops.
- ✓ Our collaboration with the Department of Public Works for BACC facility improvements is ongoing and to date the entire interior of the facility has been painted. We have also continued to collaboratively offer DPW's Community Outreach Presentation Series at the center during both day and evening time frames. This series has been instrumental for residents seeking information about the upcoming water and sewer connections and the ongoing work being done throughout town.
- ✓ To help foster positive interactions with our local first responders, we have continued our work with the Barnstable Police Department and Village Fire Departments to offer a variety of safety related programs for our patrons. We offer bi-monthly fire safety programs, bi-monthly Coffee with a Cop, Scam Prevention Lectures by BPD and our Annual Community Safety Day Event. We also have representation from both police and fire on our Age & Dementia Friendly Steering Group.
- ✓ Our newly reinstated COA Van Transportation has been very popular. Since we relaunched van service, we have provided 63 older adults 878 rides throughout Barnstable. Our two part time van drivers have driven 936 hours for a total of 5,310 miles between our two vans. We also received a grant for a new Electric Van and charger through CCRTA. The charger was installed at our location and our new van will be operational in December of 2024. Our van service currently operates three days a week and has also been utilized to shuttle community members to the Fourth of July Symphony Concert. We have received very positive feedback from our patrons for reinstating this valuable service, catering specifically to the direct transportation needs of the older adults of our community.
- ✓ The Planning and Development Department formed a Master Plan Committee and has held several meetings. The COA was represented on the committee and several public input meetings were held at the Barnstable Adult Community Center. The ideas and proposed land usage will continue to be discussed at future Master Plan Committee Meetings.
- ✓ The Barnstable COA Director is an active member of the Elder Services of Cape Cod & The Islands Executive Board and works with this local agency, representing the BCOA and the older adults of Barnstable. ESCCI operates their Meals on Wheels program out of the BACC kitchen. Approximately 250 meals on wheels are distributed to Barnstable residents each day, totaling 55,448 meals in FY24 to a total of 447 consumers. We have also reinstated our Congregate Dining Program at the center. The Congregate Dining Program provided 1,588 hot meals served to 39 patrons in the BACC dining room in FY24.

Council on Aging Division Recent Accomplishments (Continued)

- ✓ The BCOA Director is an active member of COAST, which is an organization made up of all the COA directors on Cape Cod. The COAST group meets monthly and their meetings are often held at the BACC. The valuable information shared by COAST Members at our monthly meetings, is a beneficial way to stay connected with the unique issues we see on the cape and how we can often collaborate to help serve the older adults in our communities better.
- ✓ Our Age & Dementia Friendly Steering Group, hit its one-year mark in FY24 and has continued its work to implement key items from the Age & Dementia Friendly Action Plan that were identified in the initial Age Friendly Needs Assessment. During the past year, we have focused on Transportation and Public Safety endeavors. Our COA Van Transportation Program has been back up and running for over a year and we have seen a steady increase in usage. We have also worked with CCRTA to help our patrons get CCRTA Cards to ride their busses for free. To further promote Public Safety, we once again collaborated with the Barnstable Police and Fire Departments and Communications Department, for our third Annual Community Safety Day. This event is always well attended & enjoyed by all. On a monthly basis, we also collaborate with the police and fire departments to offer safety related programs at the BACC.
- ✓ The BCOA continues its important partnership with Massachusetts Councils on Aging. The Barnstable Council on Aging is a member of the MCOA organization and the BCOA Director is a Regional Representative for the MCOA organization. We received a \$3,000 grant from MCOA this year that enabled us to host monthly Digital Café's at the center. These programs help us to identify and bridge the digital divide amongst the older adults in our community. We also collaborate to host trainings, public informational sessions and workshops with MCOA.



Council on Aging Division Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Continue to promote existing and create additional Caregiver Support and Respite opportunities at the BACC for families in need of these services in our community. Our Respite and Caregiver programs currently offer a myriad of support options, referral services, educational and training opportunities to assist caregivers and their families. We are in the process of identifying and implementing additional services in this realm, to help support this growing population. **(SP: Support & Advocacy, Health, Wellness & Enrichment, Quality of Life)**
2. Promote and continue to grow our reinstated COA Van Transportation services. We are excited about our new Electric Van that we were able to add to our fleet with the support of the CCRTA. **(SP: Public Health & Safety, Quality of Life)**
3. Identify ways to further help patrons navigate digital technology to ensure they are not left behind in that realm. **(SP: Communication, Education)**
4. Work with Barnstable County as they continue their efforts to create and implement a county wide Age & Dementia Friendly designation. **(SP: Public Health & Safety, Quality of Life)**



Council On Aging Van

5. Support the work of the BACC Master Plan Committee and participate in the process, as they identify and recommend potential improvements and additions to the surrounding outdoor open areas located at the BACC. **(SP: Infrastructure, Education)**
6. Utilize our mobile computer lab to organize various technology classes and intergenerational opportunities with the local schools. **(SP: Communication, Education)**

Long-Term:

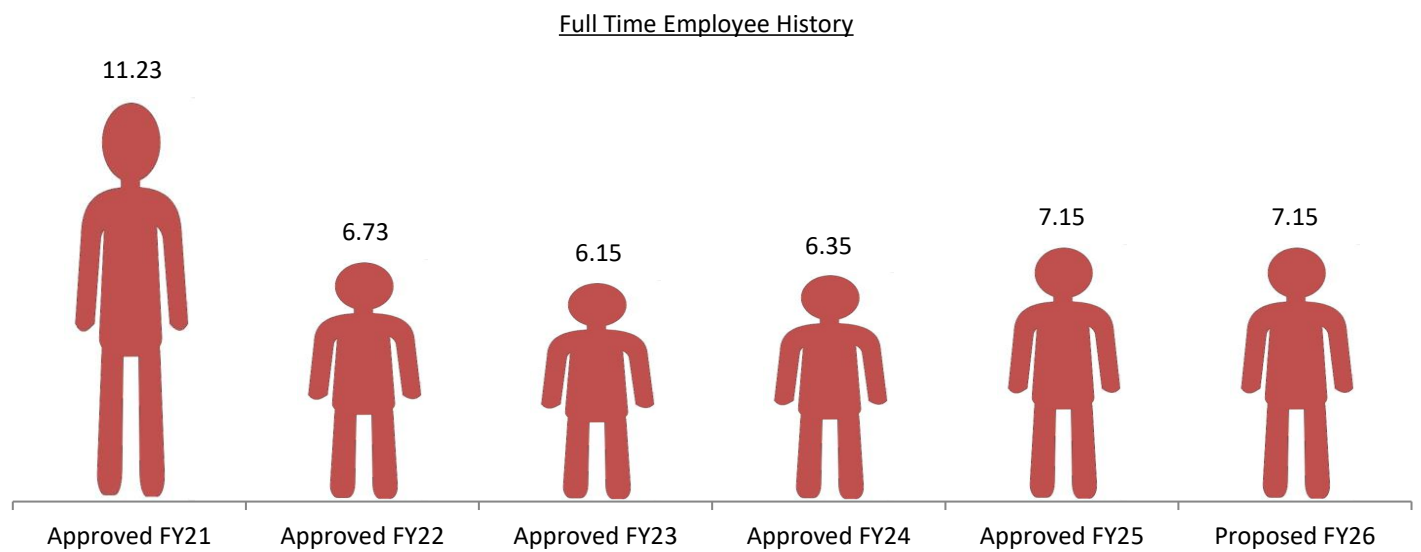
1. Continue to lead and work with the Barnstable Age and Dementia Friendly Steering Group to implement action items identified in the Age and Dementia Friendly Action Plan. This work is important to our town, as the percentage of seniors in Barnstable that are sixty years old or older is currently 42% and rising. The objective of our work with the implementation of each domain is to help create the best atmosphere for our older residents to age in place. **(SP: Public Health & Safety, Education, Quality of Life)**



Council on Aging Division Goals and Objectives (Continued)

2. Advocate and work with our local aging service partners to ensure that the older residents in town have the best service options available. **(SP: Public Health & Safety, Quality of Life, Communication)**
3. Identify additional partners and resources for BCOA programs, classes and service expansion. The programming supplied by the BCOA helps to provide educational opportunities, healthy lifestyle options and relevant life skills information to residents, while they continue to maintain their independence while they grow older in the community. **(SP: Education, Quality of Life)**
4. Collaborate with our COA Board to encourage idea sharing and continued volunteering for ABCC events. Continue to work with the Friends of the Council on Aging, in a collaborative way, to identify appropriate event funding opportunities. **(SP: Quality of Life)**
5. Broaden and cultivate additional relationships with local schools to create new intergenerational opportunities for our patrons and local students. **(SP: Communication, Education)**
6. Continue to work with and assist the DPW Department, as needed, with building improvement projects and communication of any facility maintenance projects that arise. **(SP: Public Health & Safety)**
7. Continue to support and encourage our COA Team. We often have unique opportunities to create and cultivate experiences for the older adults in our communities to enhance their quality of life. By providing support and additional training opportunities, our team can better identify the needs of older adults in our community. We have a caring, creative and customer service minded team that is committed to assisting the aging population of Barnstable to thrive and feel supported in the community. **(SP: Quality of Life, Education, Public Health & Safety, Communication)**

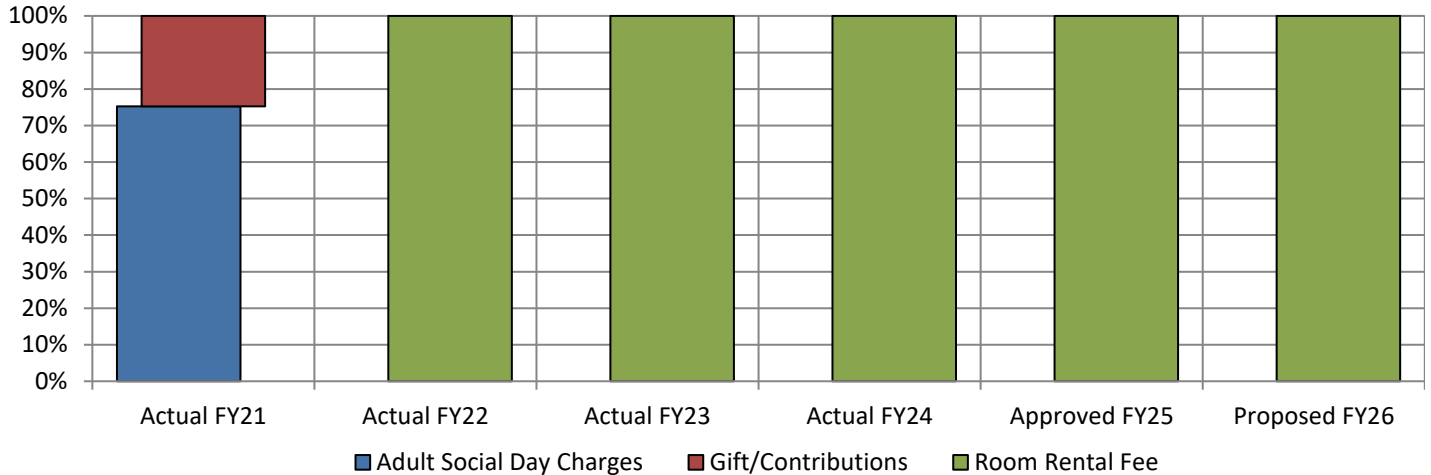
Council on Aging Division Factors Affecting FTE's



FY 2022 includes a net (4.05) FTE's due to the closure of the Adult Supportive Day program. FY 2023 includes (0.58) FTE custodian position transferred out to the Public Works Department. FY 2025 includes two part-time Van Drivers. No FTE changes are proposed for FY 2026.

Council on Aging Division Factors Affecting Revenues

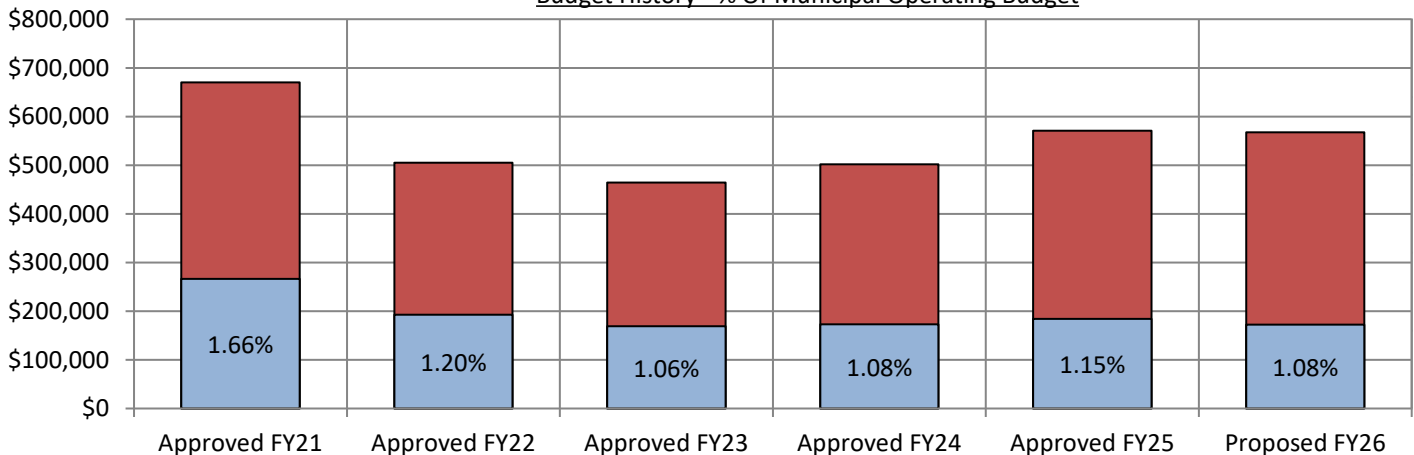
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Taxes provide 99% of total sources of funding for the Council on Aging proposed budget. Excluding taxes, room rental fee will cover 100% of total operating sources of revenue. The Adult Support Day Program was a source of revenue; however, demand for the program had been in decline for several years prior to the pandemic. Due to public health crisis, the program has been suspended indefinitely, and the caregiver program has been restructured to provide virtual caregiver support.

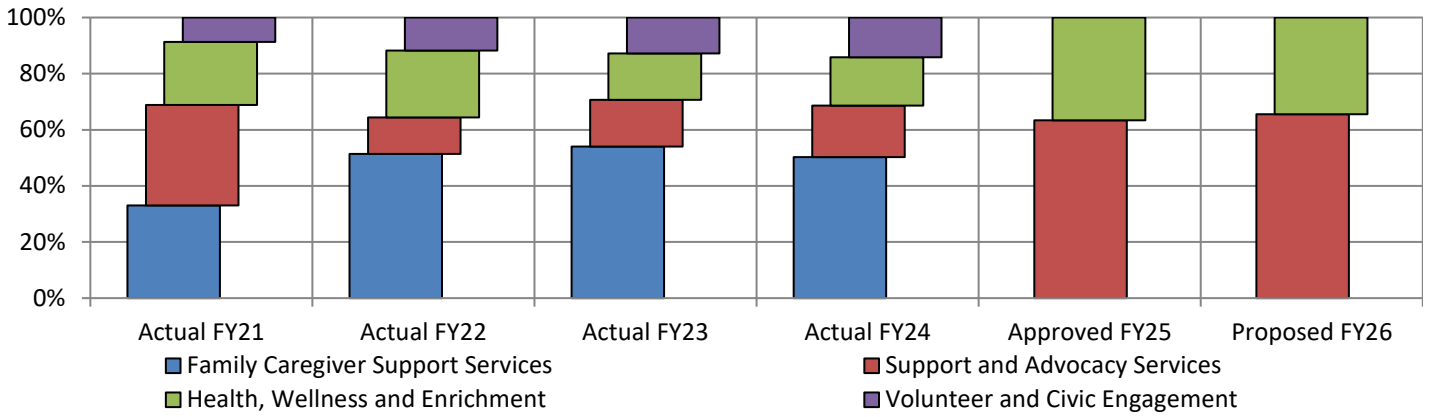
Council on Aging Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



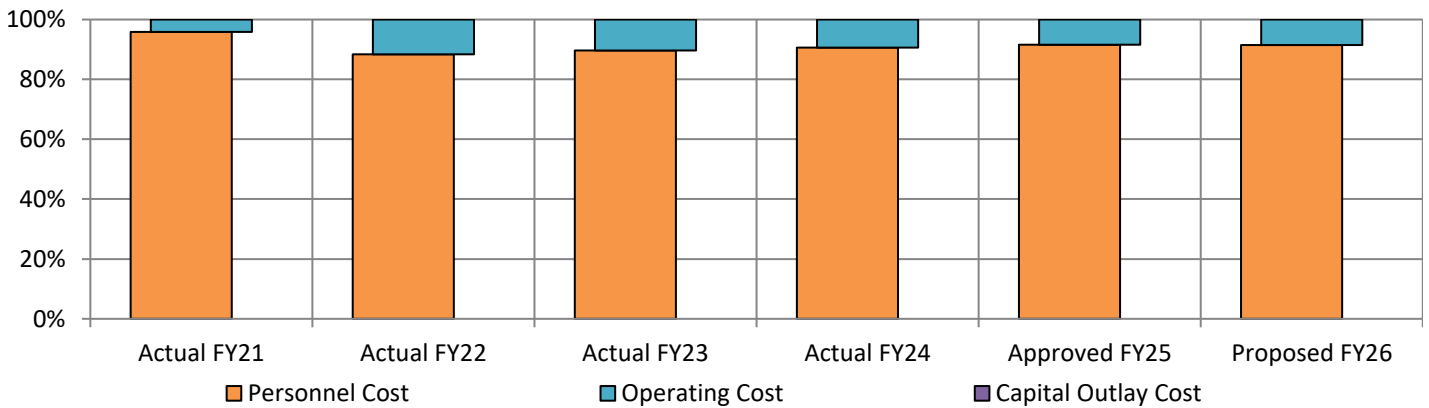
The division's budget has decreased (3.06%) annually on average over a six-year period. This budget has decreased from 1.65% to 1.08% of the total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Support and Advocacy program represents 65% of this division’s proposed budget.

Total Expenditures By Category Historical and Budgeted



Personnel cost accounts for 91% of this division’s proposed budget followed by 9% operating cost.

Council on Aging Division Budget Comparison

Council on Aging Division Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$478,163	\$567,849	\$569,605	\$547,513	(\$22,092)	-3.88%
Fees, Licenses, Permits	8,813	298	1,500	5,000	3,500	233.33%
Charges for Services	-	500	-	-	-	0.00%
Interest and Other	-	50	-	-	-	0.00%
Reserves	-	-	-	15,030	15,030	0.00%
Total Sources of Funding	\$486,976	\$568,697	\$571,105	\$567,543	(\$3,562)	-0.62%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$441,102	\$528,930	\$522,805	\$519,243	(\$3,562)	-0.68%
Operating Expenses	45,874	39,767	48,300	48,300	-	0.00%
Total Appropriation	\$486,976	\$568,697	\$571,105	\$567,543	(\$3,562)	-0.62%

Summary of Budget Changes

Council on Aging Division’s proposed FY 2026 budget decreased by \$3,562 or 0.62% from the approved FY 2025 budget. The personnel budget change includes contractual obligations.

Council on Aging Division		FY 2025	FY 2026	Change
Job Title	FY 2024			
Assistant Community Services Director	0.25	0.25	0.25	-
Assistant Director Council On Aging	1.00	1.00	1.00	-
Budget and Finance Manager	0.10	0.10	0.10	-
Custodian	-	-	-	-
Community Services Director	0.25	0.25	0.25	-
Council On Aging Director	1.00	1.00	1.00	-
Division Assistant	1.00	1.00	1.00	-
Office Manager/Executive Assistant	-	-	-	-
Outreach & Development Coordinator	1.00	1.00	1.00	-
Outreach Coordinator	0.75	0.75	0.75	-
Principal Dept/Div Assistant	1.00	1.00	1.00	-
Van Driver Senior Services	-	0.80	0.80	-
Full-time Equivalent Employees	6.35	7.15	7.15	-

Council on Aging Program Services Provided

The Council on Aging Division has become an important social care and resource hub for older adults in the Town of Barnstable, enabling them to access services and programs, provide support and help them maintain their independence. Currently the town’s population is 48,915 and 18,118 are sixty or over. Demographic projections indicate that the 60+ group will rise steadily in the coming years and is projected to reach 42% of the town’s population by 2030. The Council on Aging is poised to serve the influx of our 60+ population and continue to meet the needs of these residents in our community. We are responding to this by identifying and providing needed programs and services. The Council on Aging Division is proud to offer a multitude of opportunities for interaction and assistance, to encourage the older adults in our community stay connected and maintain healthy and active lifestyles.



Support and Advocacy Services Program

Maneuvering through the complex maze of benefit-related decisions, health issues and retirement plans can be overwhelming for many people, particularly in the technology-driven world that we live in today. Our Support and Advocacy Services team members assist older residents to ensure they are enrolled in any federal, state, or local government programs they are eligible for, often resulting in significant cost savings for many older adults who are already living on fixed incomes. These programs include Medicare, MassHealth, Prescription Advantage, Fuel and Food Assistance. We also offer daily telephone reassurance calls, mailbox sticker program and help with food insecurities. Our Support and Advocacy Services Programming, also acts as a safety net for isolated and homebound older people in our community.

Our Family Caregiver Support Services Program offers crucial support to local caregivers and those in our community living with some form of cognitive impairment. Trained and professional staff, experienced in developing dementia friendly programming and family caregiver services, have been a valuable resource for family caregivers and their loved ones in our community.

Council on Aging Program Services Provided (Continued)

The services provided by our team members are designed to support, engage, and educate family caregivers and those facing a dementia diagnosis. The caregiver-based educational programs we offer help to set the stage for successful caregiving communication, behaviors, understanding the effects of dementia self-care and other valuable coping strategies in a supportive environment. The programs and outreach that we offer in all seven village libraries is aimed to assist older adults where they are located. We are also continually developing and offering community based educational programs at our local libraries. These programs are created based on community feedback and identified outreach needs. The Council on Aging Division has a long history of offering support to family caregivers in our community, and we remain resolute in that commitment. Our staff understands the unique challenges facing those with a dementia diagnosis, as well as the impact that diagnosis has on family members. Our team is always available to assist residents in find the support services that they need and offer them guidance and compassion on their caregiver journey.

Support and Advocacy Services Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$81,807	\$364,978	\$361,736	\$362,253	\$517	0.14%
Charges for Services		500	-	-	-	0.00%
Interest and Other		50	-	-	-	0.00%
Reserves	-	-	-	9,854	9,854	0.00%
Total Sources of Funding	\$81,807	\$365,528	\$361,736	\$372,107	\$10,371	2.87%
Expenditure Category						
Personnel	\$73,240	\$352,533	\$335,746	\$346,117	\$10,371	3.09%
Operating Expenses	\$8,567	12,995	25,990	25,990	-	0.00%
Total Appropriation	\$81,807	\$365,528	\$361,736	\$372,107	\$10,371	2.87%

Health, Wellness and Enrichment Program

The Barnstable Adult Community Center offers numerous classes, events and activities on a regular basis that are designed to help older people stay physically, mentally, and socially active. We offer a diverse variety of opportunities for learning and socialization.

People have become more aware of the importance of remaining physically active across the age span. There is mounting medical evidence that life expectancies and health outcomes are much more positive for older adults who pursue activities that will enhance their physical, emotional, and mental well-being. To support this, we offer a vast array of opportunities to benefit people of all levels of fitness and ability. Fitness classes that support balance, bone density, and flexibility are all offered. Classes that support well-being, such as meditation and support groups, offer a caring community of people who understand the challenges of our aging population. From yoga, chair yoga, tai chi, qi gong, cardio fitness, country line dancing and so many more, there is a class for everyone!



The greatness of a community is most accurately measured by the compassionate actions of its members. There are a variety of diverse opportunities to get involved and volunteer at the Barnstable Adult Community Center and research has proven that volunteering is good for mental and physical health. We are grateful for the valuable services provided by those who graciously volunteer their time at the Center. Older and younger people alike find great meaning, and value in the time spent volunteering. This mutually beneficial activity enables the Council on Aging Division to conduct a more

Council on Aging Program Services Provided (Continued)

diverse array of programs and services. Volunteer positions include class instructors, Brown Bag volunteers, Respite Program assistance, board member opportunities, meals on wheels delivery drivers and special event volunteers. The support of our volunteers is an amazing asset to our community.

Health, Wellness and Enrichment Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$83,513	\$202,871	\$207,869	\$185,260	(\$22,609)	-10.88%
Fees, Licenses, Permits	8,813	298	1,500	5,000	3,500	233.33%
Reserves	-	-	-	5,176	5,176	0.00%
Total Sources of Funding	\$92,325	\$203,169	\$209,369	\$195,436	(\$13,933)	-6.65%

Expenditure Category						
Personnel	\$64,906	\$176,397	\$187,059	\$173,126	(\$13,933)	-7.45%
Operating Expenses	\$27,420	26,772	22,310	22,310	-	0.00%
Total Appropriation	\$92,325	\$203,169	\$209,369	\$195,436	(\$13,933)	-6.65%

RECREATION DIVISION

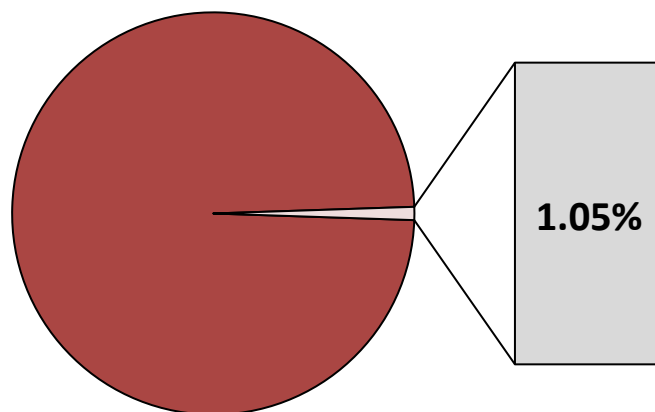
Program Areas



Activities

Aquatics

% of FY 2026 General Fund Budget



The Recreation Division comprises 1.05% of the overall General Fund budget.

Recreation Division Services Provided

<https://www.townofbarnstable.us/Departments/Recreation/>

The Town of Barnstable has numerous community centers, fields, playgrounds, parks, tennis/pickleball courts, and beaches that offer recreational opportunities through the Recreation Division. These programs include, but are not limited to volleyball, yoga, mountain biking, coding, basketball, soccer, swim lessons, and many more options. The Recreation Division provides opportunities for residents, particularly our youth, to be active and to interact with other residents, while developing skills, and instilling community values.

Recreation Division Recent Accomplishments

- ✓ Received an average score of 9.8 out of 10 for all Recreation programs using the national standards with the Customer Satisfaction Rating System.
- ✓ Successfully implemented additional programs such as Survivor, Whiffleball, Dodgeball Tournaments/Programs, Games of Strategy, Toys for Tots Club, and joined Cape Cod Canal Softball League to meet the ever-changing needs of residents.
- ✓ Obtained \$15,000 in Community Development Block Grant funding to subsidize program registration fees for low-income families.
- ✓ Attended the Massachusetts Recreation and Park Association's Annual Conference where Barnstable Recreation received the Regional Community Impact Award for outstanding service and dedication to the community.
- ✓ Hosted the Youth Commission Community Substance Abuse Prevention Forum, Youth Job Fair, and 7th Grade Youth Summit.
- ✓ Recruited four (4) new Commissioners to serve on the Youth Commission.
- ✓ Partnered with Barnstable High School to offer a Lifeguarding class for Physical Education credit.



- ✓ Purchased new sound systems for Craigville, Kalmus, and Dowses Beach.
- ✓ Re-certified 71 Lifeguards in American Red Cross Lifeguard Training and Professional Rescuer CPR.
- ✓ Purchased and installed Mobi Mats to provide ADA accessibility at Keyes Memorial Beach.

Recreation Division Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Continue to provide support to the Barnstable Youth Commission, including the following annual events: Substance Abuse Forum, One Love, Youth Job Fair and Youth Summit. **(SP: Education, Public Health & Safety, Quality of Life)**
2. Continue to increase communication to the community through website improvements, increased Social Media presence, and informational opportunities. **(SP: Quality of Life, Communication).**
3. Complete installation of a new inclusive playground and site improvements at the Centerville Recreation Campus. **(SP: Quality of Life, Public Health & Safety)**
4. Continue work at the Osterville Recreation Campus by finalizing the playground design with the playground advisory group, installing a new inclusive playground and parking area. **(SP: Quality of Life, Public Health & Safety)**
5. Work cooperatively with the Department of Public Works to facilitate field renovations at the Centerville Bay Lane property and continue improvements to recreational spaces as outlined in the Comprehensive Field Study. **(SP: Quality of Life, Public Health & Safety)**
6. Utilize Town resources to provide better community outreach regarding both educational and recreational opportunities for our residents. **(SP: Education, Communication, Quality of Life)**
7. Explore opportunities to provide more accessibility to our beaches using Mobi Mats and other options. **(SP: Quality of Life)**
8. Explore opportunities to provide more access to the water with non-motorized watercrafts at Kalmus Beach. **(SP: Quality of Life)**



4+5 Grade Flag Football Program

Long-Term:

1. Continue working cooperatively with the Department of Public Works to develop Capital Improvement Projects, as well as maintenance improvements to upgrade and maintain the following Town of Barnstable Recreation facilities: beach buildings, community buildings, skate-park, outdoor play areas, playgrounds, and athletic facilities. **(SP: Infrastructure & Assets, Quality of Life, Public Health & Safety)**
2. Work cooperatively with the Department of Public Works, Osterville Village Association, citizens, other Town entities and various stakeholders to complete all renovations to the remaining Osterville Bay campus. **(SP: Infrastructure, Quality of Life)**
3. In cooperation with the Department of Public Works, Planning and Development Department and the community, develop a comprehensive site plan for the grounds of the Hyannis Youth & Community Center. **(SP: Infrastructure, Quality of Life)**

Recreation Division Budget Comparison

Recreation Division Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$ -	\$ 241,175	767,841	\$ -	\$ (767,841)	-100.00%
Charges for Services	2,549,504	1,962,612	2,240,000	2,508,200	268,200	11.97%
Interest and Other	-	1,810	-	-	-	0.00%
Reserves	-	-	-	62,663	62,663	0.00%
Total Sources of Funding	\$2,549,504	\$2,205,597	\$3,007,841	\$2,570,863	(\$436,978)	-14.53%

\$ -

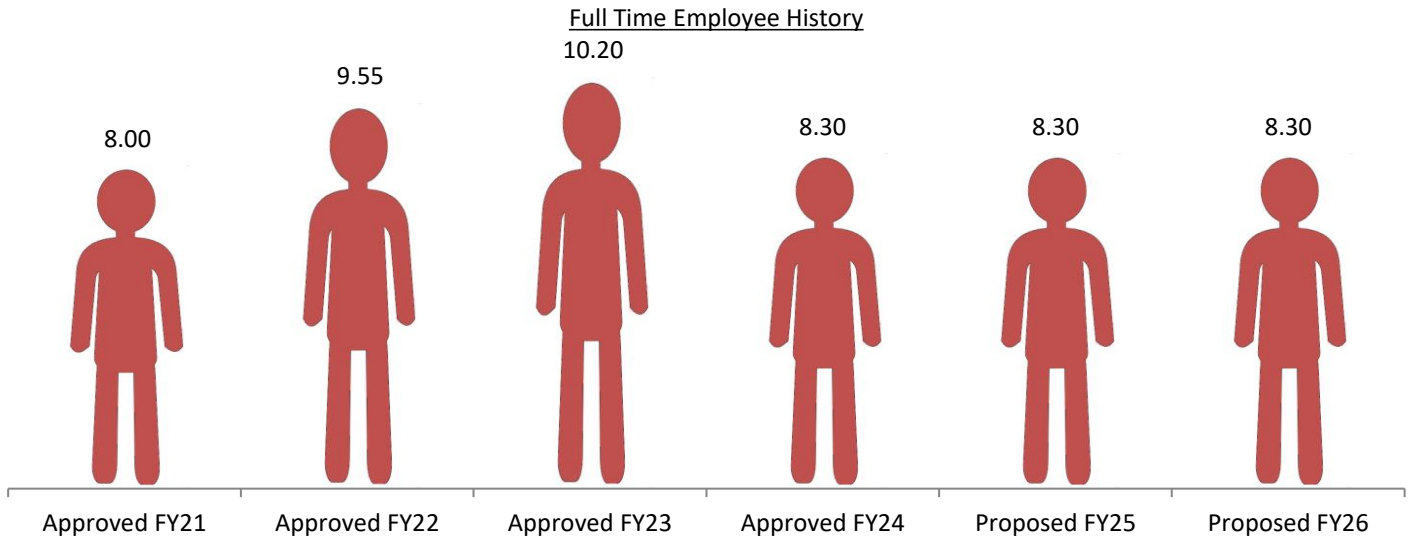
Expenditure Category						
Personnel	\$1,744,868	\$1,932,328	2,034,029	\$2,071,181	\$37,152	1.83%
Operating Expenses	\$274,867	253,269	262,600	275,100	12,500	4.76%
Capital Outlay	\$15,164	20,000	20,000	20,000	-	0.00%
Total Appropriation	\$2,034,899	\$2,205,597	\$2,316,629	\$2,366,281	\$49,652	2.14%

Summary of Budget Changes

Recreation Division's proposed FY 2026 budget increases by \$49,652, or 2.14% from the approved FY 2025 budget. Personnel budget changes include contractual obligations. Operating changes include additional funding Police Details and credit card processing fees.

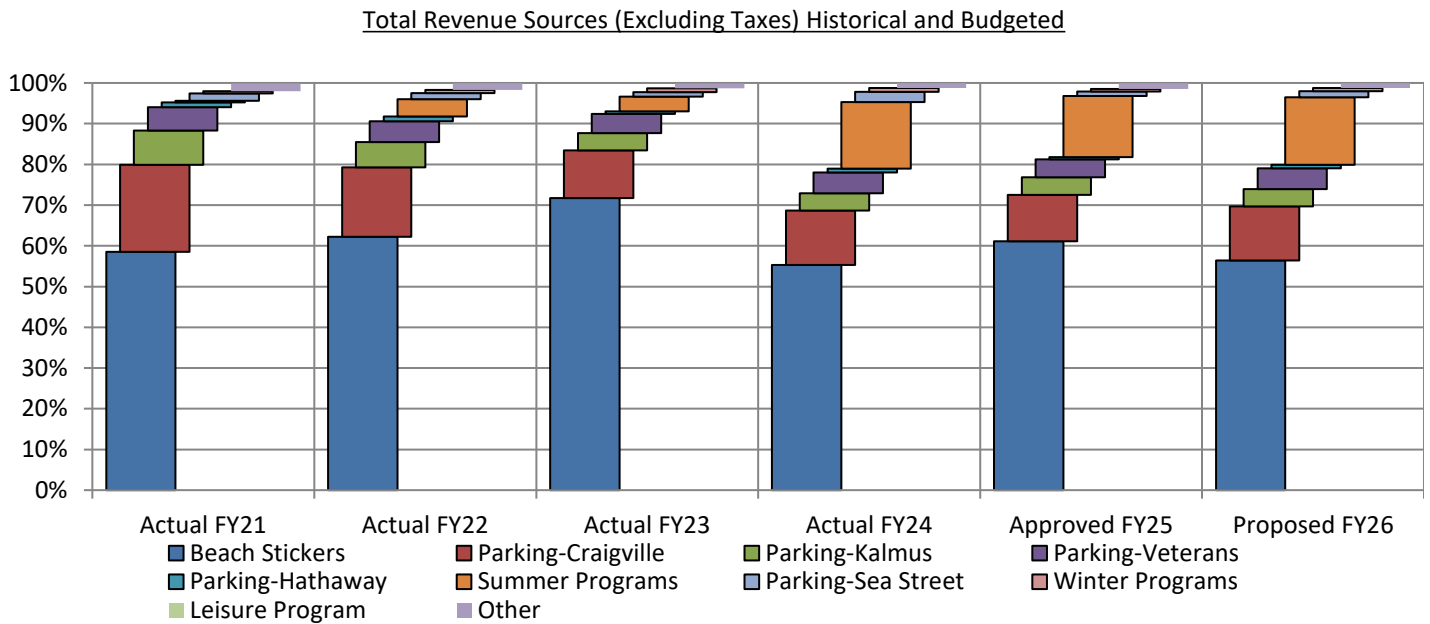
Recreation Division				
Job Title	FY 2024	FY 2025	FY 2026	Change
Administrative Assistant	1.00	1.00	1.00	-
Assistant Director of Community Services	0.25	0.25	0.25	-
Assistant Director Recreation	0.75	0.75	0.75	-
Budget/Finance Manager	0.30	0.30	0.30	-
Community Services Director	0.25	0.25	0.25	-
Director of Recreation	0.75	0.75	0.75	-
Financial Supervisor	-	1.00	1.00	-
Officer Manager/Executive Assistant	-	-	-	-
Principal Dept/Div Assistant	1.00	1.00	1.00	-
Program Coordinator	2.25	2.25	2.25	-
Therapeutic/Program Coordinator	0.75	0.75	0.75	-
Youth & Family Outreach Coordinator	1.00	-	-	-
Full-time Equivalent Employees	8.30	8.30	8.30	-

Recreation Division Factors Affecting FTE's



FY 2022 includes adding 1.00 full-time equivalents for the Youth Outreach Coordinator position. FY 2023 includes 0.65 full-time equivalents for the Assistant Director of Community Services and other changes are the result of a reallocation of staffing between the Enterprise Fund and General Fund operations. FY 2026 is unchanged.

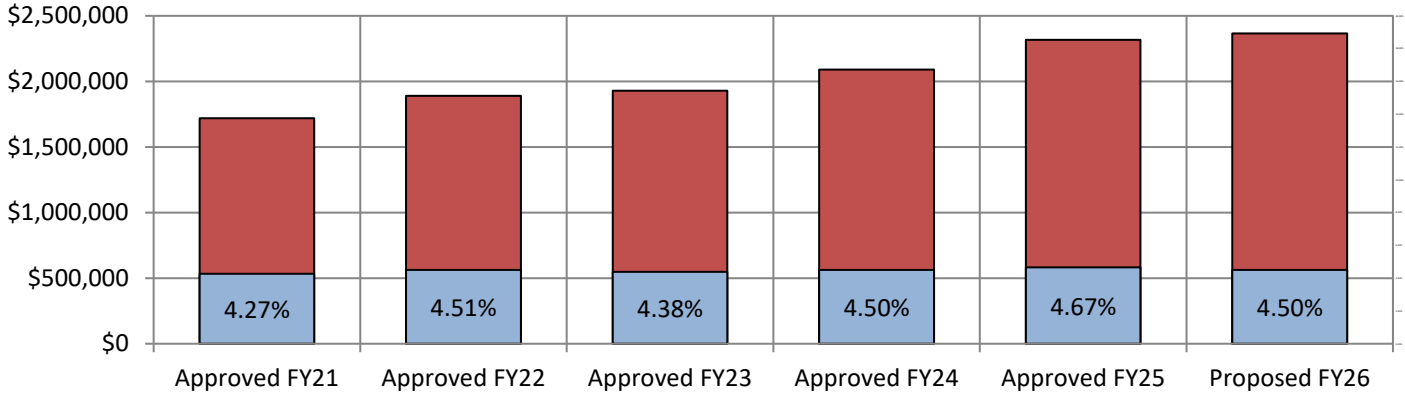
Recreation Division Factors Affecting Revenues



The Recreation Division receives most of its sources of funding through beach sticker sales and daily beach parking fees. Taxes provide 1% of total sources of funding for the division's proposed budget. Excluding taxes, beach stickers provide 56% of total division sources of funding. Craigville beach parking provides roughly 11% and Kalmus/Veterans combined 9% when excluding taxes. Beginning in FY 2024 Leisure program fees are moved from a revolving fund to general fund receipt.

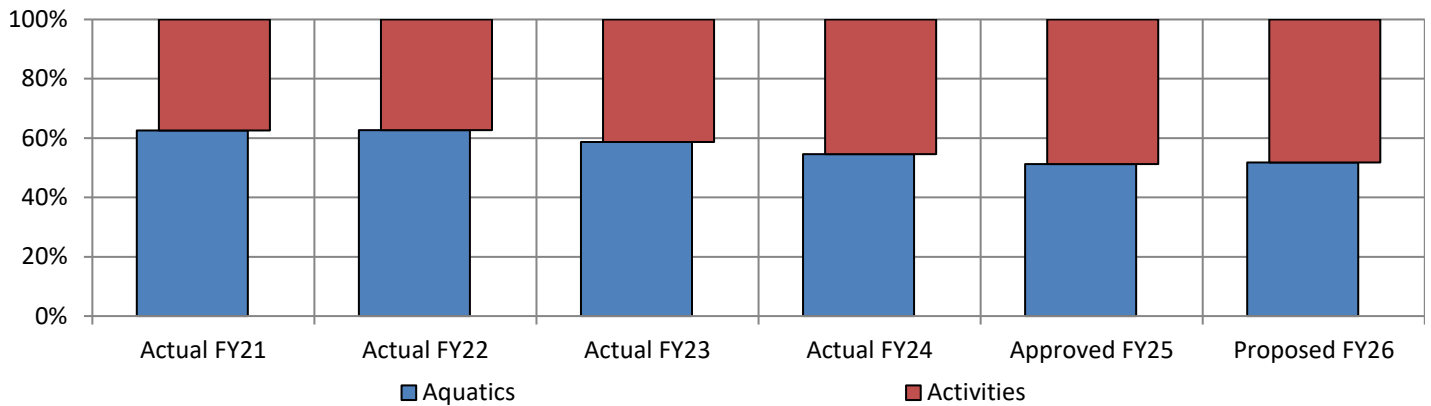
Recreation Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



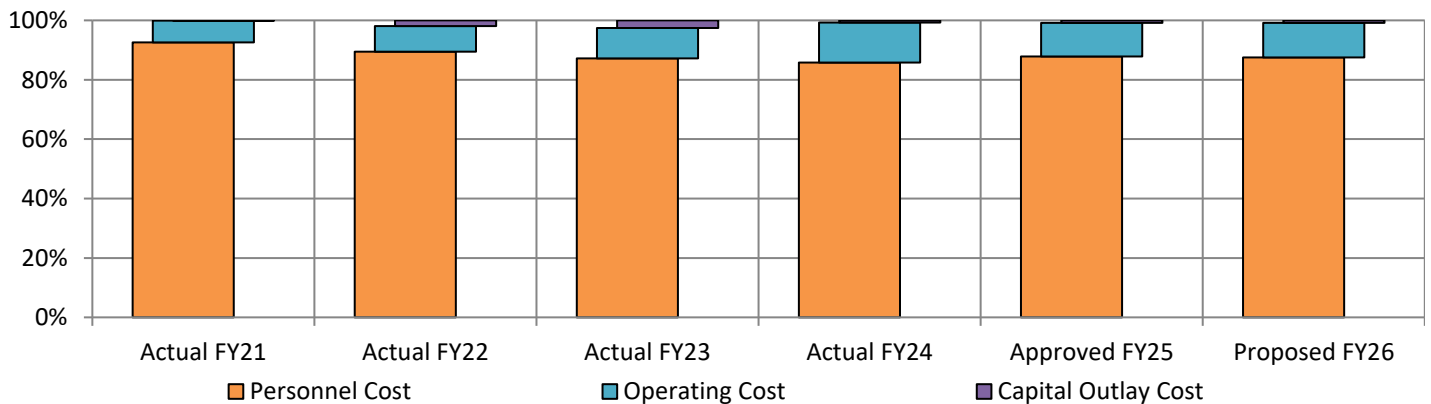
The Recreation Division’s budget has increased 7.53% annually on average over a six-year period. This budget has also increased from 4.27% to 4.67% of the total municipal operating budget (excluding other requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Aquatics is the largest program comprising 51% of the division’s proposed budget.

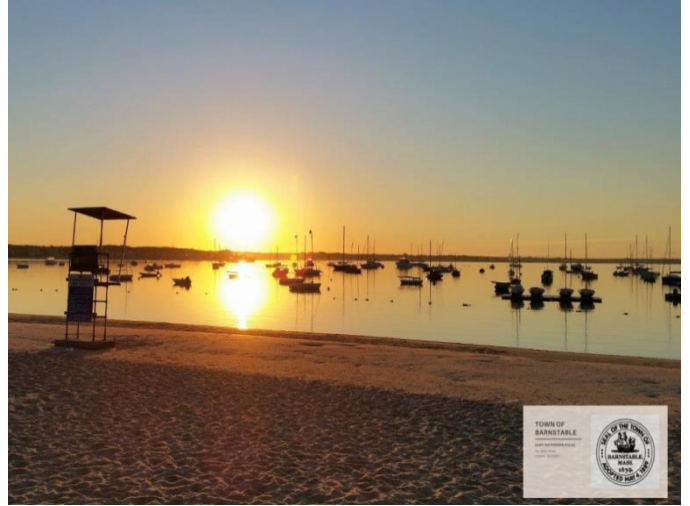
Total Expenditures By Category Historical and Budgeted



Personnel accounts for 87% of the division’s proposed budget. Seasonal workers represent a significant portion of personnel cost.

Recreation Program Services Provided

The Recreation Division is comprised of two General Fund programs and one Revolving Fund Program. The General Fund programs include Activities and Aquatics. In addition, within these programs, expansion and additional innovative activities take place through the Division’s Revolving Fund Programs.



Veterans Beach

Activities Program

The Activities Program provides diverse social, educational and physical opportunities for our community. Popular activities include basketball, dodgeball, fencing, crafting, baking and coding. We strive to stay current with the changing interests of residents by seeking feedback throughout the year.

Activities Program Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$481,452	\$985,045	\$767,091	\$676,892	(\$90,199)	-11.76%
Charges for Services	443,029	85,000	361,000	433,200	72,200	20.00%
Interest and Other		1,810	-	-	-	0.00%
Reserves	-	-	-	30,197	30,196.93	0.00%
Total Sources of Funding	\$924,482	\$1,071,855	\$1,128,091	\$1,140,289	\$12,198	1.08%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$769,452	\$926,080	\$974,821	\$984,519	\$9,698	0.99%
Operating Expenses	\$155,030	145,775	153,270	155,770	2,500	1.63%
Total Appropriation	\$924,482	\$1,071,855	\$1,128,091	\$1,140,289	\$12,198	1.08%



Recreation Program Services Provided (Continued)

Aquatics Program

Through effective management, we work to provide a safe, clean and friendly environment at Town beaches, ponds and lakes. A variety of services are available at 13 locations. The efforts of the Department of Public Works to improve and maintain the quality of our beaches are critical to the success of our aquatics program. Parking Permits are available for sale throughout the year and our Aquatics staff operates from Memorial Day through Labor Day annually.



Aquatics Program

Aquatics Program Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Charges for Services	\$2,106,475	\$1,877,612	\$1,879,000	\$2,075,000	\$196,000	10.43%
Reserves	-	-	-	32,447	32,447	0.00%
Total Sources of Funding	\$2,106,475	\$1,877,612	\$1,879,000	\$2,107,447	\$228,447	12.16%

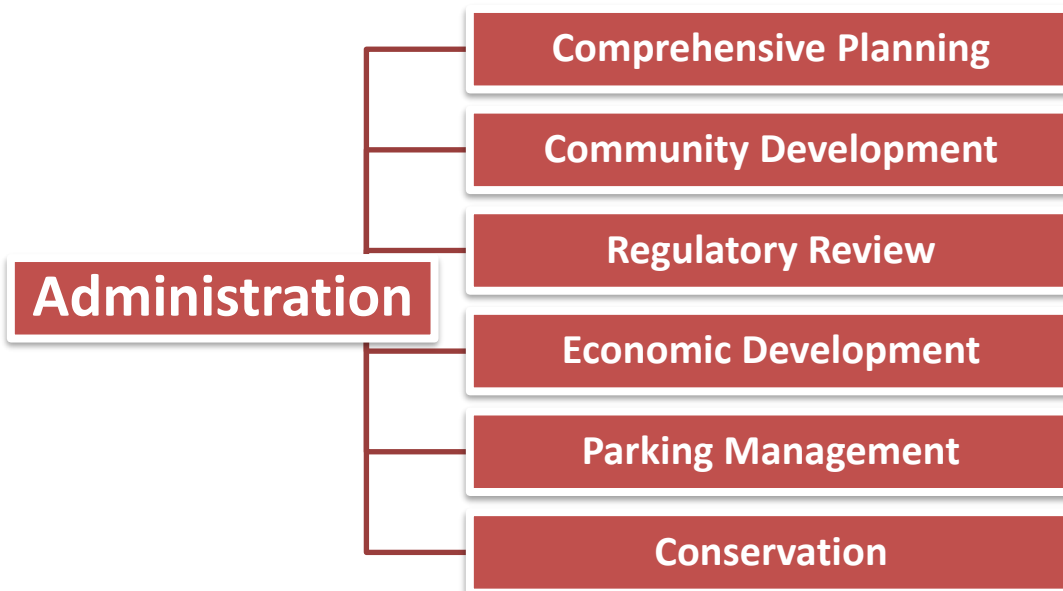
Expenditure Category						
Personnel	\$974,973	\$1,006,248	\$1,059,208	\$1,086,662	\$27,454	2.59%
Operating Expenses	\$119,644	107,494	108,580	118,580	10,000	9.21%
Capital Outlay	\$15,164	20,000	20,000	20,000	-	0.00%
Total Appropriation	\$1,109,780	\$1,133,742	\$1,187,788	\$1,225,242	\$37,454	3.15%

PLANNING & DEVELOPMENT DEPARTMENT

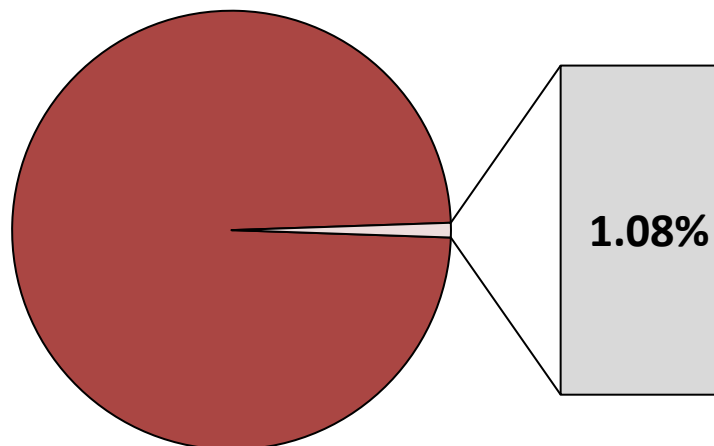
Department Purpose Statement

The department is comprised of seven organizational functions, six of which are program functions and one that serves as the administrative component. The department's purpose is to preserve the character of the seven villages and improve the quality of life for Town residents by developing and implementing comprehensive land use strategies while promoting consistent, current, and sustainable community and economic development practices through a commitment to citizen engagement and the interdisciplinary coordination of municipal departments.

Program Areas



% of FY 2026 General Fund Budget



The Planning & Development Department comprises 1.08% of the overall General Fund budget.

Planning & Development Department Services Provided

<https://www.townofbarnstable.us/Departments/planninganddevelopment/>

The Planning and Development Department works to preserve the character of the seven villages and improve the quality of life for Town residents by developing and implementing comprehensive land use and infrastructure strategies while promoting consistent, current, and sustainable community and economic development practices through a commitment to citizen engagement and the interdisciplinary coordination of municipal departments. The Department is comprised of six programs: Comprehensive Planning, Community Development, Regulatory Review, Economic Development, Parking Management, and Conservation.

Planning & Development Department Recent Accomplishments

In Fiscal Year 2024, the Planning & Development Department continued to provide support to the public and to regulatory and advisory Boards, Committees, and Commissions. The Department continued with the effort to the Local Comprehensive Plan, completed a targeted climate resiliency master plan for Hyannis Harbor, begun evaluation of a District Increment Finance District, and continued to administer a broad array of programs within each division. The Department continues to seek opportunities to maintain and increase involvement of the public in efforts related to land use, infrastructure, and natural resources.

Comprehensive Planning

The department continued a major effort to update the Town's Local Comprehensive Plan, including drafting Phase II of the work to develop topic-specific chapters to address a range of land use, natural resource, and social and economic issues. With DPW, worked towards implementation of the "Downtown Hyannis Great Streets" initiative, a return to two-way travel in downtown, along with associated efforts to support walkability and viable multi-modal transportation options. With interdepartmental support, launched a future land use and resilience plan for Hyannis Harbor.

Economic Development

Enhanced communications and connections with our small business community by conducting village site visits and maintain the Business Barnstable website and associated communications; Participated in MassDevelopment's Transformative Development Initiative partnership as a full participant: with community partners, issued additional rounds of the façade improvement program; and successfully operated the 'Snack Shack' at the Harbor Overlook. Continued placemaking efforts and support for the creative

community; Continued successful operation of the HyArts Artist Shanty program and Gateway Greeter Program and support for special events. With others, help to host virtual Youth Job Fair and Town-sponsored Fourth of July activities. Developed a District Increment Finance District master plan for Downtown Hyannis and worked with Open Cape to begin extension of fiber network through CDBG funding.

Environment and Natural Resources

Continued implementing the "Greening the Gateway City to plant 2,400 trees in the Environmental Justice Zone; projects continued, battling against invasive aquatic plant Middle Pond in Marstons Mills and Long Pond in Center and Fanwort control in Wequaquet Lake. Continued as signed onto the "Mayor's Monarch Pledge".



Arbor Day celebration 2024

Planning & Development Department Recent Accomplishments

Regulatory Process

Continuous support for Boards, Committees, and Commissions and their volunteer members, and for the applicants to those Boards; The Planning Board adopted updated Design Guidelines for the GIZ and Hyannis Main Street Waterfront Historic District. Continued to successfully administer Site Plan Review and assist the public in navigating new and existing zoning ordinances. Maintained and improved the central online permitting system (OpenGov); Supported the Barnstable Historical Commission's effort to inventory historic properties, offer annual preservation awards, and address town-owned artifacts in storage.



Aselton Park

<https://www.townofbarnstable.us/departments/regulatoryreview/>

Housing

Provided support for the Affordable Housing Growth & Development Trust, including updating a Notice of Funding Availability for the creation and preservation of affordable housing; Pursued use of town-owned land for affordable housing in Marstons Mills Village on Rt 149 and around the Barnstable Adult Community Center; continued implementation of Downtown Hyannis Housing Development Incentive Program; Funded rehabilitation Barnstable Housing Authority property through Community Development Block Grant.

<https://www.townofbarnstable.us/departments/communitydevelopment/>

Planning & Development Department Goals and Objectives

- *Town Council's Quality of Life Strategic Plan (SP)*

1. Work with the community to update the local comprehensive plan for land use and growth that balances infrastructure needs, the protection of natural resources and sustainable housing and economic development. **(SP: Economic Development, Environment and Natural Resources, Regulatory Process & Performance, Housing, Town Infrastructure & Assets)**
2. Continue lake and pond restoration projects to combat invasive plants, hydrilla and fanwort. Continue to collaborate with Health Division and Public Works on lake and pond projects to reduce toxic cyanobacteria. Expand land management efforts. **(SP: Environment and Natural Resources)**
3. Continue to support efforts to enhance walkability and multi-modal transportation options in Barnstable, including implementation of the Downtown Hyannis Great Streets two-way initiative and other village Complete Streets efforts. **(SP: Economic Development, Town Infrastructure & Assets)**
4. Identify and work to eliminate barriers to housing affordability and find ways the Town can proactively support the creation and preservation of affordable and year-round housing, including the possibility of using town assets, zoning changes, incentives, and other programs. **(SP: Housing, Economic Development)**

Planning & Development Dept. Goals and Objectives (Continued)

- Town Council's Quality of Life Strategic Plan (SP)

5. Continue to develop business resources and marketing strategies to support business sector development and job growth, including opportunities to expand economic development opportunities at Hyannis Harbor. **(SP: Regulatory Process & Performance, Economic Development, Communication)**
6. Support for Boards, Committees, and Commissions and applicants through clear process, updated procedures, and enhanced communications **(SP: Regulatory Process & Performance, Economic Development, Communication)**

Planning & Development Department Budget Comparison

Planning & Development Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$1,686,464	\$1,796,173	\$1,893,219	\$1,657,588	(\$235,631)	-12.45%
Fines, Forfeitures, Penalties	231,591	57,451	150,000	230,000	80,000	53.33%
Fees, Licenses, Permits	112,622	86,800	99,000	113,600	14,600	14.75%
Charges for Services	(22,396)	14,054	25,500	114,450	88,950	348.82%
Interest and Other	845	-	500	500	-	0.00%
Special Revenue Funds	222,300	222,300	222,300	238,660	16,360	7.36%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
Reserves	-	-	-	57,794	57,794	0.00%
Total Sources	\$2,234,927	\$2,180,278	\$2,394,019	\$2,416,092	\$22,073	0.92%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$1,847,878	\$1,766,804	\$1,935,021	\$1,953,439	\$18,418	0.95%
Operating Expenses	202,987	221,574	267,098	268,178	1,080	0.40%
Capital Outlay	184,061	191,900	191,900	194,475	2,575	1.34%
Total Appropriation	\$2,234,927	\$2,180,278	\$2,394,019	\$2,416,092	\$22,073	0.92%

Summary of Budget Changes

The Planning & Development's proposed FY 2026 budget increased by \$22,073, or 0.92% from the approved FY 2025 budget. The personnel budget change is due to contractual obligations and the elimination of the Marketing Manager position. The budget includes an additional Conservation Agent for FY 2026. Capital outlay cost will continue the annual invasive species control and monitoring as well as fanwort removal from town ponds and lakes.

Planning & Development Job Title	FY 2024	FY 2025	FY 2026	Change
Administrative Assistant	5.00	5.00	5.00	-
Arts & Culture Coordinator	1.00	1.00	1.00	-
Assist. Dir. Of Planning & Development	1.00	1.00	1.00	-
Conservation Administrator	1.00	1.00	1.00	-
Conservation Agent	1.00	1.00	2.00	1.00
Conservation Assistant	1.00	1.00	1.00	-
Dir. of Planning and Development	1.00	1.00	1.00	-
Housing Coordinator	1.00	0.00	0.00	-

Grant Coordinator	1.00	1.00	1.00	
Marketing Outreach Manager	1.00	1.00	-	(1.00)
Parking Manager Transportation	1.00	1.00	1.00	-
Permit Coordinator	1.00	1.00	1.00	-
Planning Economic Dev. Coordinator	1.00	1.00	1.00	-
Planning Office Manager	1.00	1.00	1.00	-
Principal Dept/Div Assistant	0.50	-	-	-
Principal Planner	1.00	1.00	1.00	-
Senior Planner	1.00	2.00	2.00	-
Full-time Equivalent Employees	20.50	20.00	20.00	-
Total Planning & Development	20.50	20.00	20.00	-

Planning & Development Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2025 Approved Budget				\$2,394,019	
Contractual Obligations Net of Staff Turnover	68,552	-	-	68,552	-
FY 2026 Budget Changes					
1. Conservation Agent	53,342			53,342	1.00
2. Marketing Manager	(103,475)			(103,475)	(1.00)
3. SolarBee Maintenance		1,080			-
4. Invasive Weed Management			194,475	194,475	-
FY 2026 Proposed Budget	\$18,419	\$1,080	\$3,654	\$2,416,092	-

- 1. Conservation Agent** – A Conservation Agent in the Planning & Development Department is requested due to the significant increase in permitting activity, enforcement cases, wetland and land management complaints, and in-field consultations.
- 2. Marketing Manager** – The Marketing Manager position in the Planning & Development Department will be eliminated for a savings of \$103,475. The responsibilities of the position will be incorporated into the Grant Coordinator’s position, and some will be contracted out at no additional cost to the budget.
- 3. SolarBee Maintenance** – The SolarBee provides long-distance circulation to control harmful blue-green algae blooms, odor and toxicity issues in our lakes and ponds. This request provides for ongoing maintenance of the SolarBee located in Schoolhouse Pond.
- 4. Invasive Weed Management** - Fanwort control is an on-going process in Wequaquet Lake, Gooseberry Cove and Bearnse Pond. Fanwort is a very invasive aquatic plant and without control will continue to spread throughout the lake. Perform whole lake sonar (fluridone, aquatic herbicide) treatment to control hydrilla, the relentless invasive aquatic weed, in Long Pond, Centerville. Perform whole lake sonar treatment at Mystic Lake and Middle Pond, Marstons Mills. Includes pre and post vegetative surveys, FasTest Sample collection and final reporting.

Planning & Development Department Factors Affecting FTE's

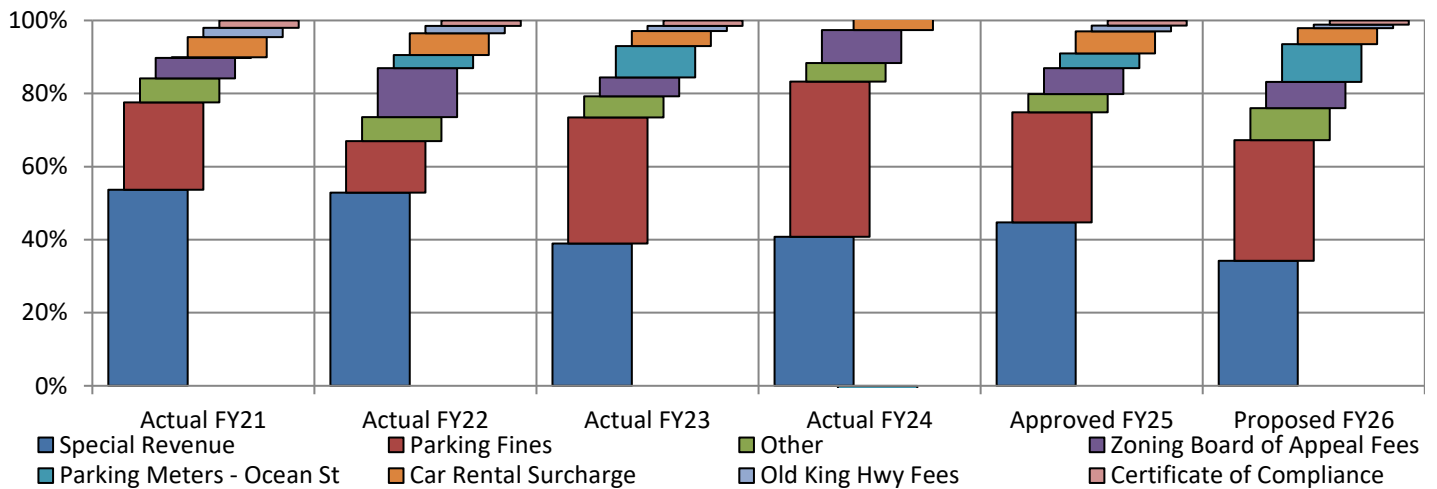
Full Time Employee History



In FY 2019, 2.00fte's were added to the budget: Economic Coordinator and Assistant Director. FY 2024 Grant Coordinator moved to the General Fund. Reduction of 0.50 FTE in FY 2025. FY 2026 includes the addition of an additional Conservation Agent and the reduction of the Marketing Manager position.

Planning & Development Department Factors Affecting Revenues

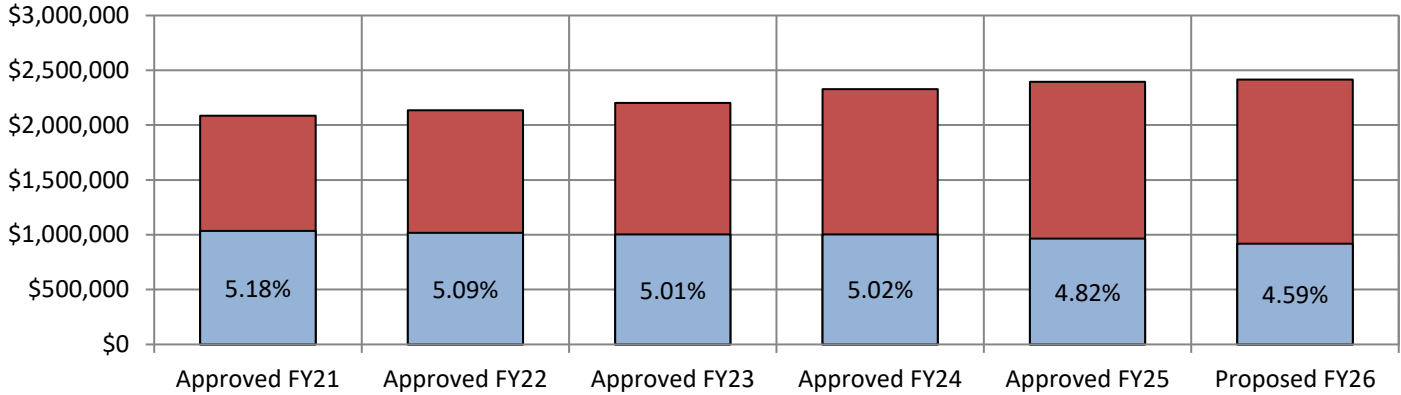
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Taxes provide 71% of total sources of funding for the department's proposed budget. Excluding taxes, Special Revenue Funds account for 34% (Parking Meter Receipts and Wetland Protection Fund); Parking fines provide 32%, and Zoning Board of Appeals account for 7%.

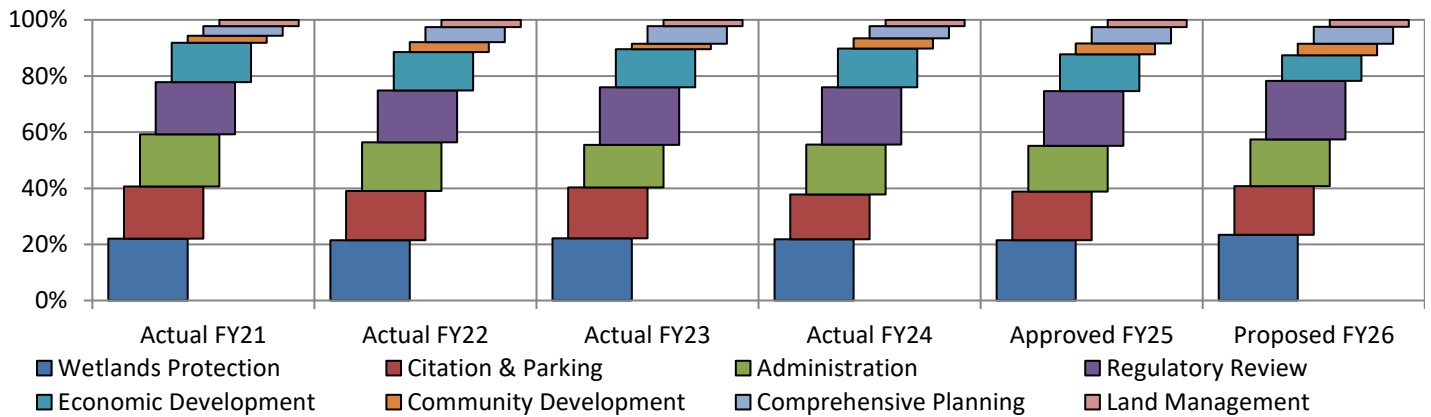
Planning & Development Department Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



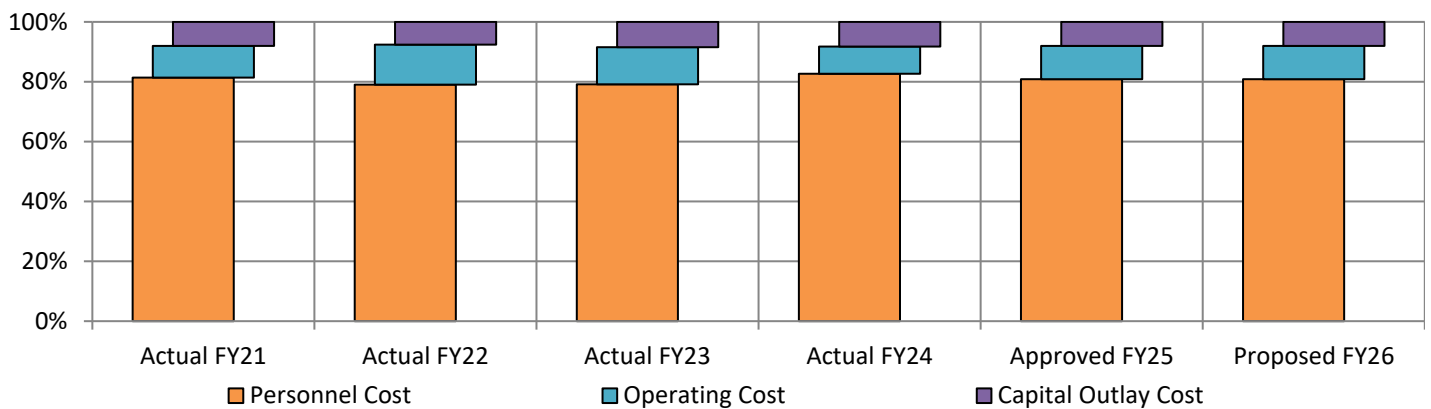
This department's budget has increased 3.16% annually on average over a six-year period. The budget has averaged 4.95% of total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



Wetland Protection is the largest program within the department at 23% of proposed budget. Regulatory Review is the second largest at 21%.

Total Expenditures By Category Historical and Budgeted



Personnel cost accounts for 81% of the department’s proposed budget followed by 11% operating, and 8% capital outlay. Planning & Development capital outlay includes several pond mitigation projects to combat the overgrowth of certain algae at our town ponds.

Planning & Development Program Services Provided

Administration Program

Administration provides support for the six department programs with professional and administrative staff. The Director, working with staff, provides professional planning and development advice and assistance to town residents, business entities, the Town Manager, Town Council, Boards, Commissions, Committees and Departments, county and state agencies, and private sector organizations and entities. This advice and assistance includes economic development, downtown revitalization, land use, housing, community planning, infrastructure, transportation, capital improvement, and environmental issues and impacts. Administrative activities include payroll, billing, grant procurement and administration, media relations material preparation and distribution, contract preparation, procurement assistance and invoice processing. PDD Administration staff provides support to the Boards, Committees, and Commissions as necessary.



Coast Guard Heritage Museum, Barnstable Village

Administration Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$388,298	\$387,096	\$380,895	\$385,591	\$4,696	1.23%
Fees, Licenses, Permits	7,061	-	8,000	7,000	(1,000)	-12.50%
Reserves	-	-	-	9,621	9,621	0.00%
Total Sources of Funding	\$395,359	\$387,096	\$388,895	\$402,212	\$13,317	3.42%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$298,992	\$283,282	\$280,755	\$294,072	\$13,317	4.74%
Operating Expenses	\$96,367	103,814	108,140	108,140	-	0.00%
Total Appropriation	\$395,359	\$387,096	\$388,895	\$402,212	\$13,317	3.42%

Comprehensive Planning Program

<https://www.townofbarnstable.us/departments/comprehensiveplanning/>

Comprehensive Planning’s purpose is research, analyze, and develop plans, through civic engagement activities, for the Town’s long-term needs in the areas of land use, economic development, historic preservation, and enhancement of natural and cultural resources, sustainable development practices, and the provision of adequate public facilities and infrastructure. This program also monitors existing regulations and works to redraft those that are outdated or barriers to achieving the Town’s stated goals and objectives. A broad range of comprehensive planning information, including policy advice and research, is shared with Town Council, the Town Manager, regulatory boards and Town agencies, committees, residents and business owners. Ongoing planning projects include updating the Town’s Local Comprehensive Plan and supporting land use plans; strategic infrastructure, transportation and capital improvements planning to foster economic activity; environment and resource protection and enhancement planning; and village based planning and downtown Hyannis revitalization efforts.

Planning & Development Program Services Provided (Continued)

Comprehensive Planning Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$96,003	\$103,355	\$137,806	\$141,533	\$3,727	2.70%
Reserves	-	-	-	3,468	3,468	0.00%
Total Sources of Funding	\$96,003	\$103,355	\$137,806	\$145,001	\$7,195	5.22%
Expenditure Category						
Personnel	\$96,003	\$103,355	\$137,806	\$145,001	\$7,195	5.22%
Total Appropriation	\$96,003	\$103,355	\$137,806	\$145,001	\$7,195	5.22%

Community Development Program

<https://www.townofbarnstable.us/departments/communitydevelopment/>

The Community Development program's purpose is to strengthen and renew neighborhoods in Barnstable and enhance and enrich the quality of life for the Town's residents through housing and community development planning, funding, and implementation.

Community Development Block Grant (CDBG) Program:

Through the CDBG Action Plans, CDBG grant funds from the U.S. Department of Housing and Urban Development (HUD) are allocated to activities that assist the Town's low and moderate-income residents. During FY2024, CDBG funds supported the winter Community Service Officer program; scholarships for participation in HYCC programs; support for the provision of a meal service; and the rehabilitation of public housing.



Hyannis Harbor Overlook

Housing

Housing staff implements our state and locally approved housing plan; monitors affordable housing compliance with permit requirements and deed restrictions; coordinates with the Executive Office of Housing and Livable Communities to maintain the Subsidized Housing Inventory; supports the Accessory Affordable Apartment program; provides assistance with affordable housing project review; administers the Downtown Hyannis Housing Development Incentive Program; and works with the Affordable Housing Growth & Development Trust, Community Preservation Committee, and the Housing Committee on affordable housing.

Community Development Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$82,951	\$1,897	\$94,863	\$97,299	\$2,436	2.57%
Reserves	-	-	-	2,384	2,384	0.00%
Total Sources of Funding	\$82,951	\$1,897	\$94,863	\$99,683	\$4,820	5.08%
Expenditure Category						
Personnel	\$82,951	\$1,897	\$94,863	\$99,683	\$4,820	5.08%
Total Appropriation	\$82,951	\$1,897	\$94,863	\$99,683	\$4,820	5.08%

Planning & Development Program Services Provided (Continued)

Land Management Program

<https://www.townofbarnstable.us/boardscommittees/ConservationCommission/>

Conservation's Land Management program prepares management plans for conservation areas and budgets, coordinates, and supervises the maintenance work performed thereon. The major focus of the land management program is on large conservation tracts enjoyed by hikers, mountain bikers, hunters, etc. Trails, signs, kiosks, parking areas and fences are placed and maintained; fields are mowed; community gardens plowed; litter removed; and fire management measures are implemented.

Land Management Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$50,158	\$55,424	\$62,095	\$58,096	(\$3,999)	-6.44%
Reserves	-	-	-	1,424	1,424	0.00%
Total Sources of Funding	\$50,158	\$55,424	\$62,095	\$59,520	(\$2,575)	-4.15%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$35,939	\$37,722	\$38,492	\$35,917	(\$2,575)	-6.69%
Operating Expenses	\$14,219	17,702	23,603	23,603	-	0.00%
Total Appropriation	\$50,158	\$55,424	\$62,095	\$59,520	(\$2,575)	-4.15%

Regulatory Review Program

<https://www.townofbarnstable.us/departments/regulatoryreview/>

The Regulatory Review Program's purpose is to provide exemplary assistance to residents, property owners, Boards, Commissions, Committees, and Departments with implementation of the Town's land use and historic preservation ordinances and general advice on regulatory issues. Program staff is charged with analyzing outdated or unnecessarily restrictive ordinances to determine needed reforms. The Regulatory Review program provides staff support, technical assistance, and administrative services to the Planning Board, Zoning Board of Appeals, Accessory Affordable Apartment Program, Old King's Highway Historic District Committee, Barnstable Historical Commission, Hyannis Main Street Waterfront Historic District Commission, and Site Plan Review. Regulatory Review is a primary customer service presence for the Town.

Regulatory Review Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$450,464	\$461,341	\$463,189	\$484,143	\$20,954	4.52%
Fees, Licenses, Permits	6,156	4,975	5,000	6,000	1,000	20.00%
Reserves	-	-	-	12,012	12,012	0.00%
Total Sources of Funding	\$456,620	\$466,316	\$468,189	\$502,155	\$33,966	7.25%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$456,620	\$466,316	\$468,189	\$502,155	\$33,966	7.25%
Total Appropriation	\$456,620	\$466,316	\$468,189	\$502,155	\$33,966	7.25%

Planning & Development Program Services Provided (Continued)

Economic Development Program

The Economic Development program seeks to improve the quality of life in our community, support job creation, and retention, and expand the tax base. Specific activities include supporting Hyannis’ revitalization; collaborating with the Hyannis Area and Cape Cod Chambers of Commerce and the Downtown Hyannis Business Improvement District; regulatory review and reform for in support of business investment; and place making strategies to attract and retain visitors to Hyannis Harbor and Village centers. The Economic Development implementation strategy is based on building on and promoting the Town’s assets, such as high quality of life and proximity to the water, the tradition of entrepreneurship, building long-term value to attract investment, and promoting economic balance, diversity, and sustainability.

Business Outreach and Marketing

Business outreach remains integral to the economic development program. The Director and P&D’s Economic Development team continually connect with business owners to understand the business climate and share the Town’s goals and planning initiatives in these interactions. We also strive to market Barnstable as a great place to live, work, and play, through internal marketing efforts and collaboration with our community partners.

Business Support

P&D continues to assist with coordination and support services for businesses seeking permits, with support of a full-time Permit Coordinator. P&D develops resources, including permit guides and the Business Barnstable website, to assist new businesses and developers. P&D works with local, state, and regional partners to provide connections to resources for local businesses. Coastal Community Capital, SCORE, Greater Hyannis and Cape Cod Chambers of Commerce, and Massachusetts Office of Business Development are among those resources.

Creative Economy/Arts and Culture

In alignment with state, regional, and local organizations, the Arts and Culture Program operates within the Planning & Development Department supporting P&D Economic Development goals. Arts and Culture are fundamental to community character, quality of life, and economic development. Fostering the creative economy supports economic growth; contributes to the vibrancy of our villages; benefits local artists; enriches resident and visitor experiences; supports our business community; and continues to establish downtown Hyannis and the entire Town of Barnstable as a regional destination for the arts. Through a series of arts-oriented initiatives, we have successfully integrated Arts and Culture into the socio-economic fabric of our community. By promoting the creative sector and facilitating artistic interactions, we see exponentially the energy and enthusiasm reinvested in our town and has increased our social capital and emotional infrastructure. Impacts of our efforts include: consistent venues and steady revenue for local artists and artisans; a positive image for our urban core; spontaneous partnerships between artists and local businesses; increased demand for more artist exhibit and work space; further downtown revitalization with private investments and infrastructure improvements; and strengthening collaborations with arts, cultural and business organizations. A visit to [artsbarnstable.com](https://www.townofbarnstable.com) gives a thorough overview of Arts and Culture activities in all seven villages.

<https://www.townofbarnstable.us/departments/economicdevelopment/>

Economic Development Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$259,383	\$286,067	\$277,394	\$166,798	(\$110,596)	-39.87%
Fees, Licenses, Permits	49,150	45,071	35,000	50,000	15,000	42.86%
Reserves	-	-	-	5,313	5,313	0.00%
Total Sources of Funding	\$308,533	\$331,138	\$312,394	\$222,111	(\$90,283)	-28.90%

Planning & Development Program Services Provided (Continued)

Expenditure Category						
Personnel	\$308,533	\$331,138	\$312,394	\$222,111	(\$90,283)	-28.90%
Total Appropriation	\$308,533	\$331,138	\$312,394	\$222,111	(\$90,283)	-28.90%

Parking Management

<https://www.townofbarnstable.us/departments/parkingdivision/>

Parking Management strives to manage and implement objectives for on- and off-street public parking in the Town of Barnstable and set an example of how parking can positively assist with economic prosperity through innovative technology, proactive solutions and exemplary customer service. Parking Management strives to consistently provide the highest level of service while positively assisting our residents and visitors through enriched customer services and efficient community parking management while promoting accessibility to the communities' cultural and recreational resources as well as our downtown business districts.



Bismore Welcome Center

The office processes parking citations for violations within all of the seven Villages including Bismore Park, Main Street, beaches, ramps, landings, commuter lot, and malls; we conduct hearings on appeals and provide maintenance and collection services for parking kiosks; we work closely with our data processing company on payments and data collection, and the Police Department on enforcement, and with the Registry of Motor Vehicles on ticket clearances, handicapped placards and updated laws and systems. In addition, the Parking Team supports the Town in other various capacities including visitor services through the Gateway Greeter program and collaborative efforts of Arts & Culture projects.

Citation & Parking Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$ -	\$ 53,323	\$ 28,223	\$ -	\$ (28,223)	-100.00%
Fines, Forfeitures, Penalties	\$231,591	\$57,451	\$150,000	\$230,000	80,000	53.33%
Fees, Licenses, Permits	27,920	15,000	30,000	30,000	-	0.00%
Charges for Services	(22,426)	13,958	25,500	114,450	88,950	348.82%
Interest and Other	845	-	500	500	-	0.00%
Special Revenue Funds	177,300	177,300	177,300	183,660	6,360	3.59%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
Reserves	-	-	-	10,036	10,036	0.00%
Total Sources of Funding	\$418,731	\$320,532	\$415,023	\$572,146	\$157,123	37.86%

Expenditure Category						
Personnel	\$284,075	\$240,894	\$308,838	\$313,375	\$4,537	1.47%
Operating Expenses	\$74,545	79,639	106,185	106,185	-	0.00%
Total Appropriation	\$358,620	\$320,532	\$415,023	\$419,560	\$4,537	1.09%

Planning & Development Program Services Provided (Continued)

Wetlands Protection Program

The Wetlands Protection program is responsible for providing technical, administrative, and clerical assistance to the Conservation Commission in carrying out its responsibilities under M.G.L. Ch. 131, Sec. 40 and Chapter 237 of the Town Code (Wetlands Protection). The program provides services in the areas of project review, permit issuance, and compliance, enforcement, building permit application review, aquatic restoration, and public education. The program serves to protect, promote, and enhance the quality of wetland resources within the Town. These resources range from coastal beaches, banks, marshes, and dunes, to streams, rivers, ponds and their adjacent wetlands. The public benefits derived from the program include protection of surface and ground water quality, protection from flooding and storm damage, protection of shellfish beds and fisheries, enhanced recreation, and protection of wildlife habitat.



Cumner Marsh

The Conservation Program manages and protects the Town's lakes and ponds through the implementation and monitoring of programs to address ecological impairments, such as invasive species, and to restore water quality for the purposes of promoting healthy pond ecosystems, protecting human health, and supporting recreation and enjoyment.

Wetlands Protection Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$419,318	\$447,670	\$448,754	\$476,715	\$27,961	6.23%
Fees, Licenses, Permits	22,335	21,754	21,000	20,600	(400)	-1.90%
Charges for Services	30	96	-	-	-	0.00%
Special Revenue Funds	45,000	45,000	45,000	55,000	10,000	22.22%
Reserves	-	-	-	13,535	13,535	0.00%
Total Sources of Funding	\$486,683	\$514,520	\$514,754	\$565,850	\$51,096	9.93%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$284,766	\$302,201	\$293,684	\$341,125	\$47,441	16.15%
Operating Expenses	\$17,856	20,419	29,170	30,250	1,080	3.70%
Capital Outlay	\$184,061	191,900	191,900	194,475	2,575	1.34%
Total Appropriation	\$486,683	\$514,520	\$514,754	\$565,850	\$51,096	9.93%

Planning & Development Department Workload Indicators

Regulatory Review Program

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

Meetings	2021	2022	2023	2024
Planning Board	17	21	21	16
Zoning Board of Appeals	20	19	22	22
Old Kings Highway Regional Historic District Committee	22	22	22	20
Hyannis Main Street Waterfront Historic District Committee	20	21	23	26
Barnstable Historical Commission	18	16	12	12

Matters Acted Upon	2021	2022	2023	2024
Planning Board	19	32	21	14
Zoning Board of Appeals	51	67	23	60
Old Kings Highway Regional Historic District Committee	229	253	227	179
Hyannis Main Street Waterfront Historic District Committee	36	38	48	47
Barnstable Historical Commission	37	37	34	33

Conservation Program

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

Conservation Program	FY 2020	FY 2021	FY2022	FY2023	FY2024
Total Site Inspections	385	384	388	503	405
Certificates of Compliance Issued	90	65	80	81	29
Written Warnings Issued	16	11	9	12	7
Enforcement Orders Issued	36	38	22	46	15
Enforcement Site Visits	102	102	102	95	66

Permit Review Process	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Applications Requiring Commission Review	154	150	151	168	154
(Applications Approved by Commission)	154	150	146	165	154
Administrative Reviews	79	84	56	82	57
Total Building Permit Applications Reviewed by Division	1,310	1,622	1,408	1,607	1600

Land Management Program	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Land Management Site Visits	42	86	35	25	38

Planning & Development Department Workload Indicators(Continued)

Parking & Gateway Greeters Program

Parking Management plays a vital role in maintaining accessibility and supporting the Town's economic vitality by ensuring orderly use of parking facilities throughout the year. The Parking Management division oversees compliance with State and Town parking regulations across all seven of Barnstable's villages, including the Hyannis regional commercial center, as well as public roads, beaches, and ways to water such as landings, ramps, and marinas. Operating year-round, the division ensures equitable and efficient use of parking resources to serve residents, visitors, and businesses.

Staffing consists of a full-time Parking Manager/Transportation Coordinator, a full-time Administrative Assistant/Lead Parking Resource Officer, and up to six additional seasonal Parking Resource Officers during the busy summer months. Most parking enforcement activity occurs during the summer season, reflecting the heightened demand during this peak period. The top violation locations are shown below:

The Gateway Greeters program plays an essential role in creating positive and welcoming experiences for both residents and visitors in the Bismore Park area. These ambassadors provide invaluable assistance with parking transactions, helping visitors navigate Pay-to-Park kiosks, downloading and setting up a mobile app, as well as handheld devices with credit card readers. Beyond parking, Gateway Greeters offer personalized recommendations for dining, shopping, and local attractions, enhancing each guest's visit to Barnstable.

In addition to visitor assistance, Gateway Greeters support Parking Resource Officers through enforcement efforts and the issuance of citations, contributing to the smooth operation of parking services.

The program is built around five core operational standards: safety, courtesy, presentation, efficiency, and teamwork. These principles drive the Gateway Greeters to deliver exceptional service and create positive, memorable experiences for everyone they encounter. Through their efforts, the Gateway Greeters help foster a vibrant and inclusive community environment.

Location of Citations	Citations Written	Percentage of Total
Bismore	2,354	37%
Cape Cod Mall	159	3%
Commuter Lot	744	12%
Beaches	412	7%
Town-owned Lots	723	11%
Cape Cod Hospital	290	5%
Hyannis Main Street	232	4%
Town Ways to Water	652	10%
Other Retail Lots	439	7%
Other	288	5%
Total	6,293	100%

	CY2021	CY2022	CY2023	CY2024
Bismore Park Guests	34,090	34,476	18,583	14,635
Credit Card Transactions	3,919	6,414	890	28
Total Guests Assisted	38,009	40,890	19,473	14,663

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POLICE DEPARTMENT

Department Purpose Statement

<http://www.barnstablepolice.com/>

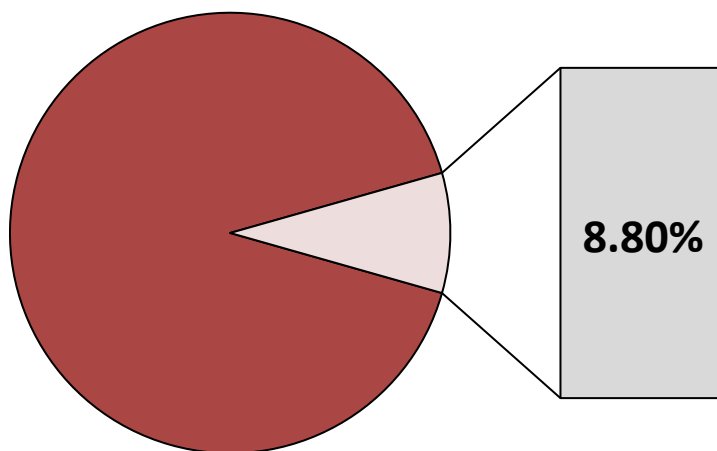
The Barnstable Police Department is comprised of two principal organizational Bureaus whose members strive to work in partnership with our community in seeking out and solving problems in order to enhance our quality of life. We are committed to preserving the peace and protecting the lives, property,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

Bureau Areas

**Administrative & Investigative
Services Bureau**

Field Services Bureau

% of FY 2026 General Fund Budget



The Police Department comprises 8.80% of the overall General Fund budget.

Police Department Budget Comparison

Police Department Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$16,976,625	\$17,302,696	\$17,785,813	\$18,562,169	\$776,356	4.37%
Fines, Forfeitures, Penalties	106,723	85,654	81,000	92,000	11,000	13.58%
Fees, Licenses, Permits	231,017	188,703	194,000	218,000	24,000	12.37%
Charges for Services	275,364	270,000	270,000	300,000	30,000	11.11%
Interest and Other	296,759	262,058	301,000	312,000	11,000	3.65%
Special Revenue Funds	-	-	-	50,000	50,000	0.00%
Reserves	-	-	142,896	240,769	97,873	68.49%
Total Sources of Funding	\$17,886,488	\$18,109,111	\$18,774,709	\$19,774,938	\$1,000,229	5.33%

Expenditure Category						
Personnel	\$15,055,378	\$15,649,462	\$16,315,044	\$17,526,723	\$1,211,679	7.43%
Operating Expenses	1,430,434	1,539,112	1,539,128	1,670,908	131,780	8.56%
Capital Outlay	1,400,676	920,537	920,537	577,307	(343,230)	-37.29%
Total Appropriation	\$17,886,488	\$18,109,111	\$18,774,709	\$19,774,938	\$1,000,229	5.33%

Summary of Budget Changes

The Police Department's proposed FY 2026 budget is increasing \$1,000,229 or 5.33% over the approved FY 2025 budget. Personnel budget change includes contractual obligations, training overtime increases. Operating budget change includes funding for managed technology upgrades and training materials. Capital outlay will continue the department's annual patrol vehicle replacements.

Police Department Budget Reconciliation

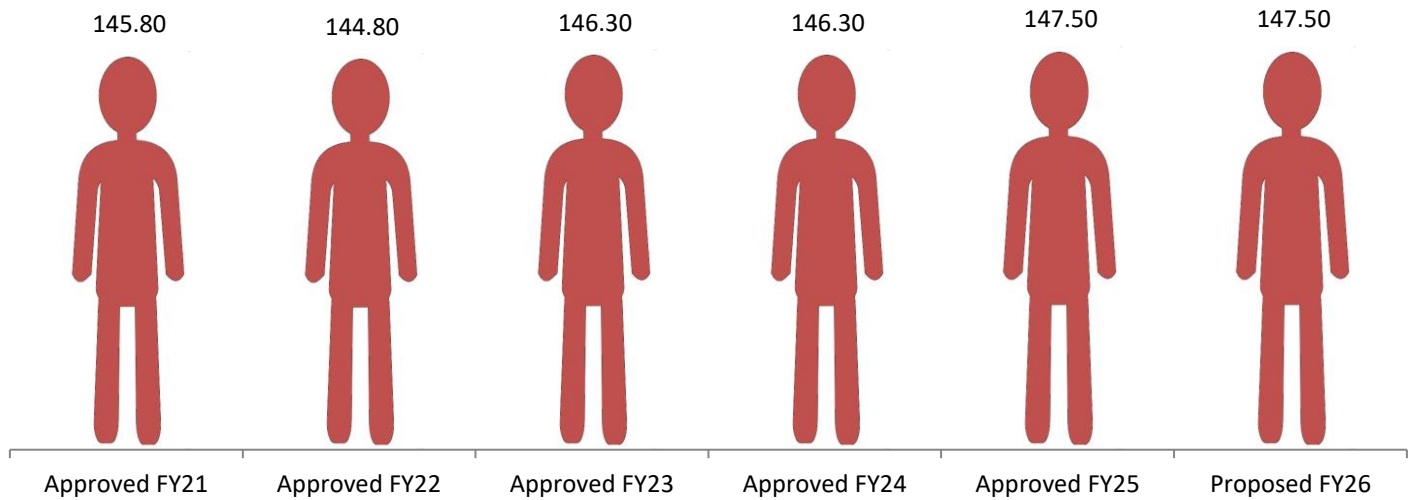
Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2025 Approved Budget				\$18,774,709	
Contractual Obligations Net of Staff Turnover	1,508,880	-	-	1,508,880	-
One-Time Charges		(109,626)		(109,626)	-
Grants Offset 911/COPS Hiring	(406,908)	-	-	(406,908)	
FY 2026 Budget Changes					
1. Training Funds	109,707	127,378	-	237,085	
2. Cell Phones		17,059	-	17,059	
3. Managed IT Costs		24,942	-	24,942	-
4. Vehicle Parts and Supplies		36,438	-	36,438	-
5. Marine Unit		7,589	-	7,589	-
6. Digital Forensics		28,000	-	28,000	-
7. Vehicle & Equipment Replacement			(343,230)	(343,230)	-
FY 2026 Proposed Budget	\$1,211,679	\$131,780	(\$343,230)	\$19,774,938	-

Police Department Budget Reconciliation

- 1. Training Funds** – The training of our police officers is the most important aspect of the agency. Failure to provide adequate training not only increases the chances of errors or mistakes happening that could result in injury or bad arrest, but it also leaves the agency liable for not providing such training. Training is mandatory per collective bargaining and Federal/State requirements. Requests include overtime for coverage of officers attending training, travel costs, course fees and training materials.
- 2. Cell Phones** – Currently Officers are using their personal cell phones for all work-related communication. This request is for 76 cell phones and service plans to be issued to Officers and Supervisors who currently are not assigned one.
- 3. Contracted Technology / Upgrades** – The police department is highly dependent on the use of technology to perform their work efficiently and effectively in all areas of the department. This request is for funding for the inflationary increases in our managed IT contracts and mission critical hardware replacement.
- 4. Vehicle Parts and Supplies** - The purpose of this request is to increase the garage budget in accordance with the known product price increases for FY 2026. Increases for tires, brake, battery and oil are currently being experienced and projected to continue in the near future.
- 5. Marine Unit** - The Barnstable Police Department’s Marine Unit operates two boats to conduct patrol operations and assist with special events on the waterways of Barnstable. This request is to allocate additional funds for the annual operating and maintenance costs associated with the two boats.
- 6. Digital Forensics** - Digital evidence plays a major role in nearly every case the Barnstable Police Department investigates. Industry standard equipment and licensing is paramount in allowing investigators to conduct and complete investigations and successful prosecutions. This request is for the purpose of maintaining current contracts, replacing aging equipment, and adding new technologies that are now industry standards.
- 7. Vehicle & Equipment Replacement** – Capital outlay is reduced in FY 2026, as vehicle replacements originally scheduled for that year were accelerated to FY 2025. Additionally, FY 2025 marked the final year of the major technology refresh. FY 2026 includes increases to the Taser and Body Camera lease, along with recommended redaction software.

Police Department Factors Affecting FTE's

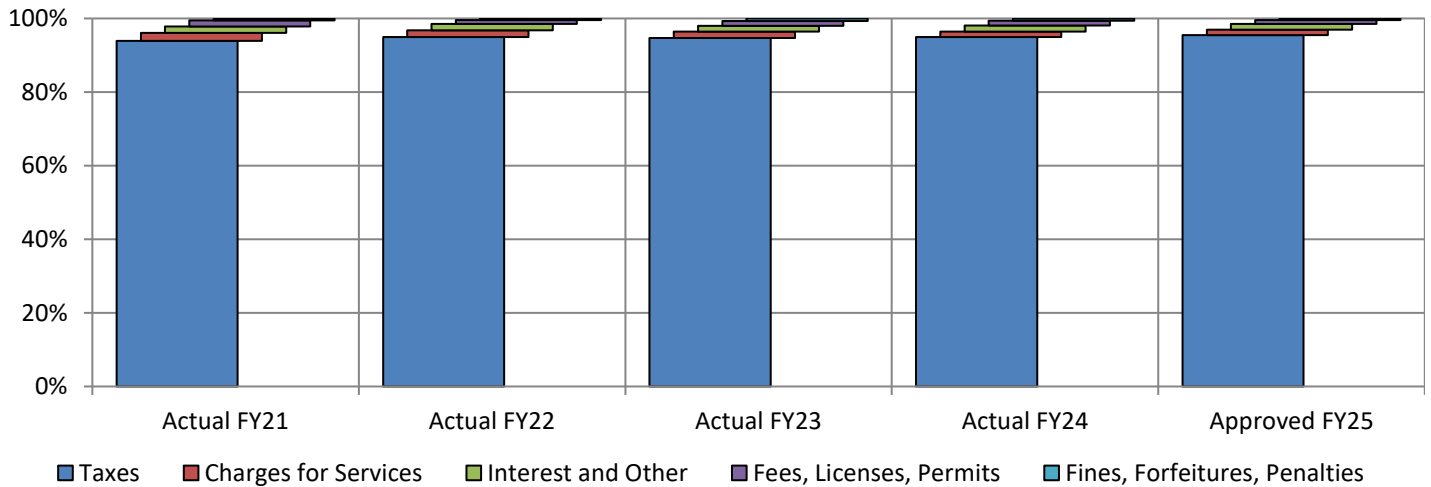
Full Time Employee History



FY 2023 includes 1.00 additional Telecommunications Supervisor and a part-time Outside Detail Coordinator position. The FY 2024 personnel level remains the same. FY 2025 includes the addition of two sworn Officers and the reduction of 0.80 FTE Crossing Guards. No changes proposed in FY 2026.

Police Department Factors Affecting Revenues

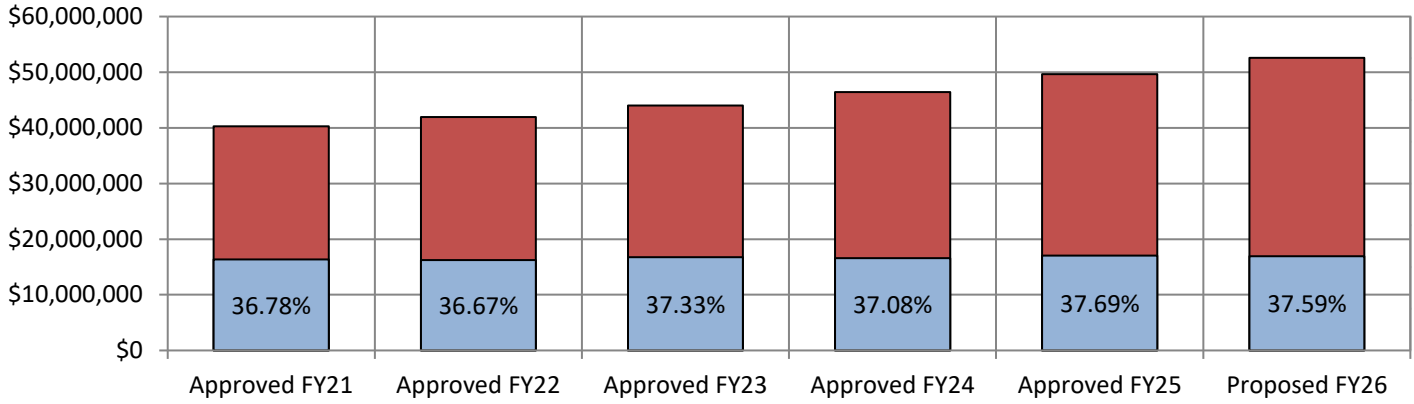
Total Sources of Funding Historical and Budgeted



Tax support accounts for 95% of total sources of funding to cover the proposed budget. This department operations also generates revenue through outside police detail reimbursements, gun and taxi permits, and alarm registration.

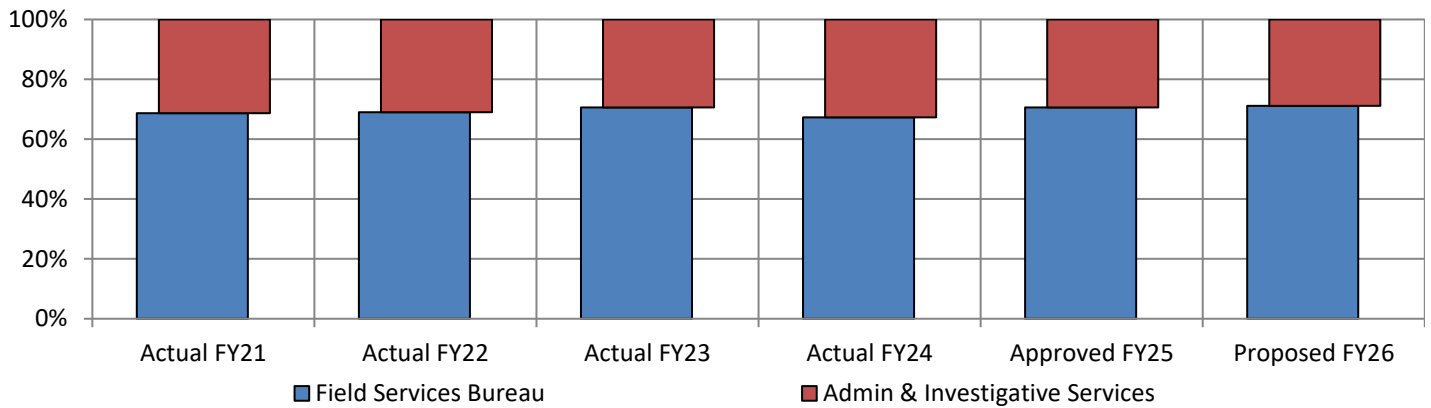
Police Department Factors Affecting Expenditures

Budget History - % Of Municipal Operating Budget



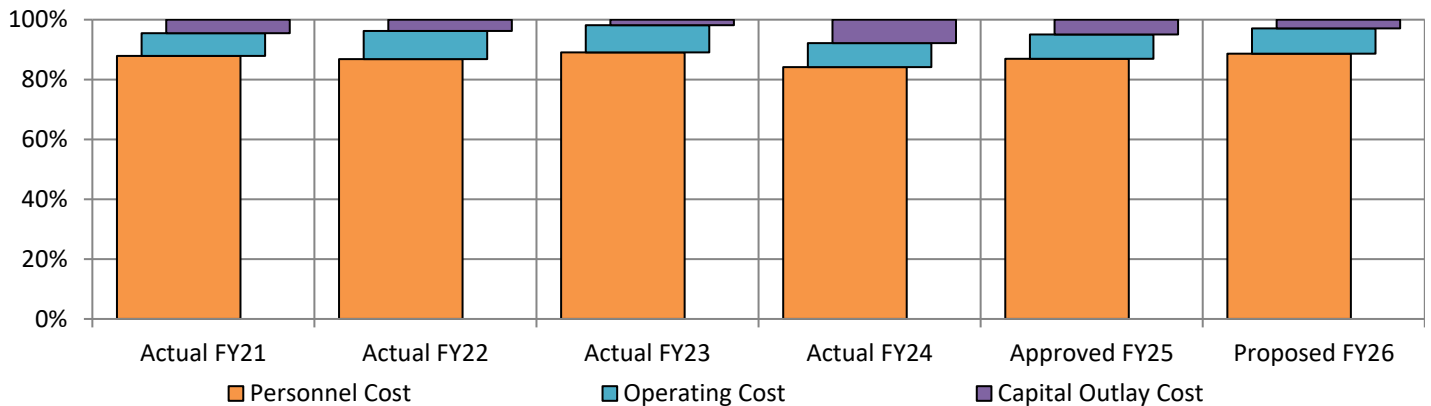
The Police Department’s budget averages 37% of Municipal operating budget. The budget has averaged an annual 5.59 % increase over the last six years.

Total Expenditures By Division Historical and Budgeted



Field Services represent 71% of the Police Department proposed budget as the bulk of personnel resides within the field services bureau.

Total Expenditures By Category Historical and Budgeted



Personnel cost represents the largest component of police expenditures by category at 88%. Actual results have remained consistent over a six-year period.

ADMINISTRATIVE & INVESTIGATIVE SERVICES BUREAU

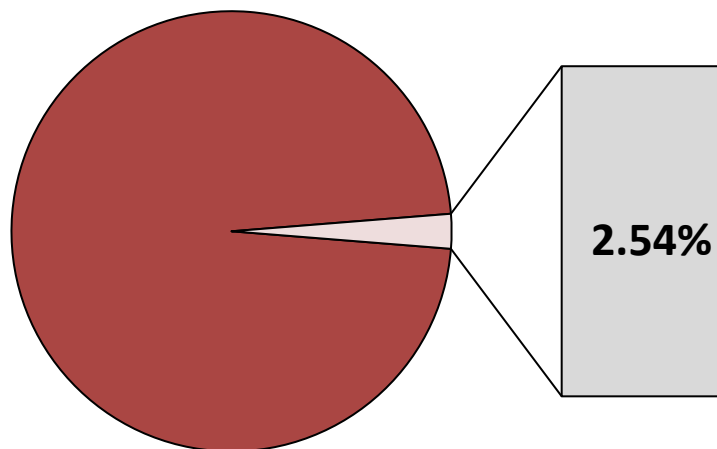
Purpose Statement

The Administrative & Investigative Services Bureau is committed to providing the department with leadership via the senior command staff. The Investigative Services Division is responsible for criminal investigations, victim services, youth services, prosecution, drug-related crime, the Community Impact Unit, and the Consumer Affairs Officer. The Administrative Division is responsible for training, information systems, crime analysis, finance and support services, personnel selection, volunteer services, records, evidence, licensing, alarms, vehicle maintenance, and facility maintenance.

Program Areas



% of FY 2026 General Fund Budget



The Administrative & Investigative Services Bureau comprises 2.54% of the overall General Fund budget.

Admin. & Investigative Bureau Services Provided

<http://www.barnstablepolice.com/records-division/>

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

Administrative Services Program

Administrative Services, under the direction of a Deputy Chief, provides the Department with leadership and support in a variety of functional areas including personnel selection, information technology, and training. The Executive Services function, under the leadership of a Lieutenant, is responsible for the professional standards function as well as policy development and review and public information. All Communications, Emergency Management and Facility Supervision and Maintenance likewise in Administration and is the responsibility of the Deputy Chief of Field Services. Finance/Budget-related responsibilities are managed by the Finance & Support Services Director in addition to Grant-Writing/Grant Maintenance as well as oversight of Support Services.

- Professional Standards is responsible for the investigation of allegations of misconduct by members of the Police Department;

Personnel Selection is responsible for the recruitment, investigation, and selection of new police officers. This unit coordinates and monitors medical, psychological, and physical testing for police candidates. Personnel Selection also conducts background investigations on all civilian employees of the Department.

- Police officers volunteer their time for a Police Explorer's Program that meets at the police facility.
- Training provides for the development of in-service training programs trainings related to legal updates, leadership, use of force and de-escalation, and other areas critical for professional development, succession planning, as well as agency and officer wellness.
- The Motor Vehicle Maintenance area is responsible for the repair and upkeep of the Department's motor vehicles, motorcycles, and
- Volunteer Services utilizes graduates of the Citizen's Police Academy to serve as greeters at the Main Station and Hyannis Substation.
- Information Technology is responsible for programming, maintenance, and user support of all computer systems in the police facility and in all police vehicles.

Records Program

Records Program is responsible for the processing of all incident/accident/arrest reports to allow retrieval in a variety of formats. The Records Unit processes all firearm and hackney licenses within the Town of Barnstable.

Admin. & Investigative Bureau Services Provided

- Evidence Preservation and Accountability is responsible for the processing, submitting for analysis and safekeeping of all evidence, drugs and property that come into possession of the department;
- The Daily Public Log is available on our website at www.barnstablepolice.com under Resources/Daily Public Log.
- Licensing and Permits investigates the suitability of issuing licenses to persons applying for firearms, taxi and other licenses;
- The Division maintains an active database of all sex offenders living and working in the Town of Barnstable. The Department disseminates all information regarding Level 3 Sex Offenders, including posting on our website. www.barnstablepolice.com.
- Alarm Administration provides for the registration of all alarms in both private residences and businesses in order to reduce the number of false alarm dispatches.
- The Division ensures the timely processing and production of the records requested through Freedom of Information Act (FOIA) Requests.

Investigative Services Program

The Investigative Services Program falls under the supervision of a Detective Lieutenant. Those functions include a Narcotics Unit, a General Investigations Unit, Juvenile Services, an Arson Investigator, Sexual Assault Investigators, and a Domestic Violence Detective. The focus of the Investigative Services Bureau is the investigation of serious crimes including, but not limited to, homicides, assaults, sexual assaults, robberies, burglaries, narcotics trafficking, weapons (gun) violations, larcenies, and identity fraud. The Bureau accomplishes its work through a number of functional areas as follows:

- A Detective Sergeant supervises the day-to-day operations of General Investigations Unit and is responsible for the investigation of all felony and serious crimes;
- Narcotics and Vice Control Unit is responsible for the investigation of drug offenses and conditions that may promote crime. A Detective Sergeant supervises the day-to-day operations of this unit;
- Victim Services coordinates the department's response to incidents of domestic violence, victims of other incidents and assists victims in obtaining support services;
- The Prosecution Unit of the Police Department is responsible for the preparation and presentation of all cases on the District Court level. This not only includes over two thousand arrests per year but also motor vehicle citation hearings, show cause hearings, warrant applications, summons and alcohol commitments. The Prosecution Unit includes a Sergeant and a Detective, who act as the Department's liaison, and maintain an effective working relationship scheduling and coordinating all cases with the Court, District Attorney's Office, defense attorneys, and witnesses. The unit assures that police officers are notified of pending cases and manages discovery compliance;
- The Computer Forensic Technology Lab tests and preserves evidence relative to crimes committed in which technology was utilized to assist in the crime (cell phones, computers, etc.).

Admin. & Investigative Bureau Recent Accomplishments

Investigative Services Division

During the summer of 2024 the Barnstable Police Department Investigative Services Division were assigned two additional Detectives to bring the number of full-time Detectives to seven. In the Fall of 2024 the Division repurposed office space as a “situation room” which houses several large screen monitors for real-time assessment of surveillance video, cellphone pings, GPS trackers, as well as interagency communications. The “situation room” was also equipped with a state of the art smartboard, which allows for the timely sharing of information when it is mission critical. Three members of the Division were recognized by the United States Attorney’s Office in Boston for their contributions to two federal investigations. One member received the Investigative Achievement Award for an investigation that targeted and dismantled a large drug trafficking organization operating on Cape Cod and resulted in decades of federal prison sentences for the individuals involved. Two other members received the Victim Service Award for an investigation that identified a child sex predator, who had targeted several victims on the Cape & Island’s, he was sentenced to 20 years in federal prison. In a separate investigation lead by a member of the Division another individual was sentenced to 30-40 years in state prison for sexually assaulting multiple children under the age of 14.

Narcotics Investigation

The Barnstable Police Department Investigative Services Division led several narcotic investigations in 2024, working even more collaboratively with its local, Federal, and State partners including the Patrol Division, the Drug Enforcement Administration, the Federal Bureau of Investigation, the State Police Cape and Islands Drug Task Force, State Police Gang Units and State Police Community Action Team. Much of this collaboration was funded by the Justice Assistance Grant “Safe Communities Initiative” for 2024 to address community-based criminal activity related to gang violence, firearms offenses, and narcotics distribution.

Digital Forensics & Investigations

The Barnstable Police Department Investigative Services Division continued to utilize the Digital Forensics & Investigations Unit to assist with narcotic investigations, sexual assaults, property crimes, and violent crimes to include stabbings and shootings. Members of the unit have presented at half a dozen community outreach events in the past several months, reaching hundreds of citizens to educated them on the latest Scams and Frauds targeting victims. Notably, members of the unit arrested and extradited two suspects from New York for scamming Barnstable residents out of \$150,000. The unit also added an additional certified cellphone examiner and plans on adding a fourth before the end of FY25. Since July four members of the unit attended training at the National Computer Forensic Institute returning with certifications and equipment to expand the departments capabilities in digital forensics. In August another member joined the Massachusetts Internet Crimes Against Children Task Force, which investigates online and real world predators that target children in our community.

Community Services Division

The Community Services Division (CSD) represents the Department in non-traditional ways and provides critical community engagement through cultivating meaningful relationship with our diverse community members. The CSD includes the Community Impact Unit, School Resource Officer Unit, Hyannis Youth & Community Center Officer, and the Summer and Winter Community Service Officers.

Community Impact Unit

The Community Impact Unit (CIU) consists of a Sergeant, three officers, and the Summer and Winter Community Service Officers. The CIU’s traditional focus has been on improving the quality of life in the downtown Hyannis area for our residents, visitors, businesses and those less fortunate. The new initiative for the CIU is to expand their focus to include

all seven villages, and address quality of life issues affecting the members of each village. The CIU conducts weekly outreach meetings with its public and private partners and hosts monthly Community Crisis Intervention Team meetings with participation from over 20 public and private partners and successfully pools those resources to address persistent community concerns. Additionally, the CIU collaborates with Cape Cod Hospital and the courts to ensure that jail diversion efforts are accomplished and that persons in crisis receive appropriate treatment. The CIU will respond to or initiate over 950 calls for service specific to their mission this fiscal year. Our Summer and Winter Community Service Officers patrol Main Street Hyannis on foot year rounds, and provide a vital connection between that community and our department members.

School Resource Officers

After a pause, the Barnstable Police Comfort Dog initiative is back on track and we are excited to begin the process of adopting the Department's first Comfort Dog and selecting a Comfort Dog officer. We anticipate that to be accomplished by the end of FY 2025, with the costs for procuring the dog, its training and equipment being donated by the Barnstable Police Comfort Dog Foundation. The Foundation will be conduct fundraising events to cover costs associated with our Comfort Dog program.

The School Resource Officers, Adopt-A-School Officers and Hyannis Youth and Community Officer work closely with our youth population. Their passion and dedication to this community is unparalleled. In addition to fostering positive relationships with students and staff in our schools and the HYCC, they also conduct safety response training for students and staff at all of our schools and for local organizations, they teach social media safety and substance abuse awareness classes for students, staff, and parents.

At Barnstable High School, the SRO team conducts classes for distracted and impaired driving awareness, teaches classes on healthy dating relationships, educates parents through use of the Hidden in Plain Sight mobile training lab, and organizes and runs age appropriate student police academies.

In addition to mandated annual in-service training, the SROs also receive training on autism awareness, bomb threats and swatting calls and response, crisis negotiations, school crisis reunification, and Youth Crisis Intervention. Over the last year the SROs helped collect over 3,000 toys for the Toys-for-Tots Program, participated in the Town's Back to School and Holiday Shop-With-A -Cops events, collected winter coats and backpacks for students, and conducted child car seat installations and checks.

Police Records

<http://www.barnstablepolice.com/records-division/>

The Records Department processes and stores all police reports and supporting documents. The Division prepares court documentation for the filing of criminal charges, archives crime reports as required by law, responds to public records requests, processes licensing applications and manages burglar alarm registration data.

In 2024 the Records Department, in conjunction with the Town of Barnstable Information Technologies Department developed and implemented a more user friendly, convenient and efficient method of alarm system registration utilizing the Town's OpenGov platform.

The Departments participation in the Drug Enforcement Administration's semi-annual prescription medication take back event held in October yielded a total of 538 lbs. of prescription medications that were collected and safely disposed of. The Department will continue their partnership with the DEA by partaking in the April 2025 take back event. Residents are encouraged to remove unneeded or unwanted medications from their homes as a measure of preventing medication misuse. A prescription medication collection kiosk is located in the lobby of the Barnstable Police Department and is available to the public 24 hours a day.

The Department successfully completed a Federal Bureau of Investigations Next Generation Identification audit. The Department was selected to participate based on the submission of fingerprints to the FBI's Commonwealth of Massachusetts Department of Criminal Justice Information Services Division for noncriminal justice purposes such as licensing and employment. The audit evaluates compliance with database policies, statutes and regulations.

For assistance with records, residents have the option of visiting the customer service window in person or contactless service by dropping off paperwork or requests for service in our convenient mailbox located in the lobby, via email, or telephone. Our website continues to be a tremendous resource for forms, applications, and payment options.

Training

The importance of training cannot be overstated. The Barnstable Police Department is committed to ensuring that officers are provided training opportunities that will allow members to provide exceptional service to the community and ensure ongoing professional development. Training for FY25 included:

Hosted trainings at the BPD Facility:

- Mastering Crime Scene Photography
- Criminal Investigative Interviewing Techniques
- Officer Involved Shooting Investigations
- Field Training Officer Course

Completed specialized trainings:

- Sent 11 officers to the IACP Conference in Boston. The first time in over 20 years the conference has been in New England.
- Added 3 new firearms instructors.
- Sent several Detectives to various digital investigations training.
- Added a new certified CPR instructor
- Added 3 new certified Firearms Instructors
- Sent 4 Supervisors to the Supervising Patrol During Critical Incidents Training by the NTOA.
- 9 Female Officers attended the MAWLE Conference
- Certified 4 new Field Training Officers

New Training Initiatives:

- Transitioned the department to the newest Taser 10 Electronic Controlled Weapon platform.
- Began phase 2 in joint training with local fire departments on active shooter and mass casualty response. Including hostage rescue and incident command.
- Trained and outfitted 26 officers with red dot pistol optics.
- Began Monthly Roll Call Trainings covering various topics each month.
- Certified our Lieutenants and above in conduction Internal Affairs Investigations.

Admin. & Investigative Bureau FY 2025 Goals and Results

1. Explore Implementation of Body-Worn Cameras. **(SP: Public Health & Safety)**
STATUS: COMPLETED
 2. Explore removing the Barnstable Police Department from Civil Service. **(SP: Public Health & Safety)**
STATUS: IN PROCESS
 3. Complete Massachusetts Police Accreditation Commission (MPAC) certification program. **(SP: Public Health & Safety)**
STATUS: IN PROCESS
 4. To continue to cultivate a diverse workforce reflective of the Community we service. **(SP: Public Health & Safety)**
STATUS: IN PROCESS
-

Admin. & Investigative Bureau FY 2026 Goals and Objectives

1. Work to transition the agency out of Civil Service in order to better address staffing shortages
2. Continue to work on policy revisions and updates to achieve Massachusetts Police Accreditation Commission Certification
3. Ensure that the physical integrity of the building is intact and future needs are being adequately addressed and planned for.
4. Continue to plan for advances in technology and ensure that the Department staff, both sworn and civilian, are properly trained and equipped to adapt to coming changes.
5. Continue to seek grant funding and work towards the implementation of a Regional Emergency Communications Center (RECC) to regionalize dispatch for the towns of Barnstable, Yarmouth, and Sandwich.

Admin. & Investigative Bureau Budget Comparison

Admin & Investigative Services Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$5,465,577	\$5,347,134	\$5,043,068	\$5,200,274	\$157,206	3.12%
Fees, Licenses, Permits	93,415	58,153	114,000	83,000	(31,000)	-27.19%
Charges for Services	275,364	164,938	270,000	300,000	30,000	11.11%
Interest and Other	7,448	1,329	1,000	2,000	1,000	100.00%
Special Revenue Funds	-	-	-	50,000	50,000	0.00%
Reserves	-	-	142,896	69,458	(73,438)	-51.39%
Total Sources of Funding	\$5,841,803	\$5,571,554	\$5,570,964	\$5,704,732	\$133,768	2.40%

Expenditure Category						
Personnel	\$3,021,088	\$3,134,409	\$3,141,304	\$3,522,111	\$380,807	12.12%
Operating Expenses	1,420,040	1,516,608	1,509,123	1,605,314	96,191	6.37%
Capital Outlay	1,400,676	920,537	920,537	577,307	(343,230)	-37.29%
Total Appropriation	\$5,841,803	\$5,571,554	\$5,570,964	\$5,704,732	\$133,768	2.40%

Summary of Budget Changes

The Administrative & Investigative Bureau's proposed FY 2026 budget increased by \$133,768, or 2.40% from the approved FY 2025 budget. Personnel budget change includes contractual obligations, increased overtime, and the department's annual training needs. Operating budget change includes anticipated increases in technology and training bundle. This budget also includes the annual patrol vehicle replacements and IT hardware purchases which have decreased in FY 2026.

Police Department				
Admin & Investigative Services				
Job Title	FY 2024	FY 2025	FY 2026	Change
Administrative Assistant	2.00	2.00	2.00	-
Admin. Asst. to Detective Division	1.00	1.00	1.00	-
Alarm Administrator/Records Analyst	1.00	1.00	1.00	-
Asst. Records Property Supervisor	1.00	1.00	1.00	-
Chief of Police	1.00	1.00	1.00	-
Confidential Assistant to Chief	1.00	1.00	1.00	-
Deputy Chief	1.00	1.00	1.00	-
Detective	8.00	8.00	8.00	-
Dir. of Finance & Support Services	1.00	1.00	1.00	-

Victim Services/Special Prosecution	1.00
Financial Coordinator	1.00
Lieutenant	1.00
Mechanic	2.00
Records/Property Supervisor	1.00
Sergeant	2.00
Full-time Equivalent Employees	25.00

1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
2.00	2.00	-
1.00	1.00	-
2.00	2.00	-
25.00	25.00	-

*Headcount has remained the same for the entire department, but some positions have been moved from the Field Services Bureau for accuracy

Admin. & Investigative Services Bureau Factors Affecting FTE's

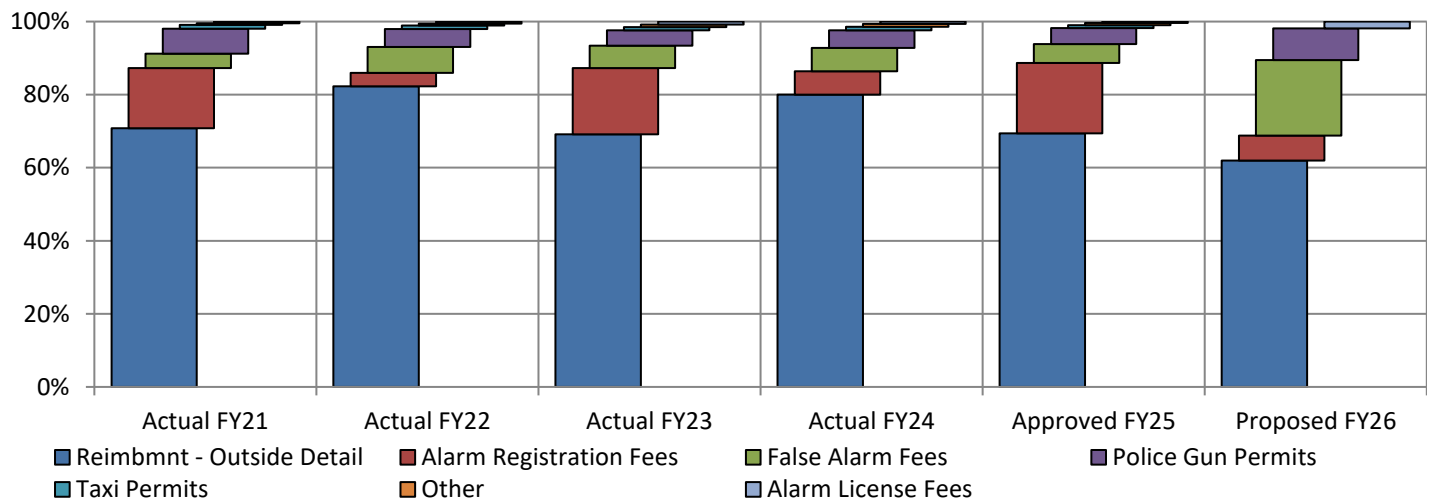
Bureau Full Time Employee History



FY 2026 – no proposed changes to full-time employees.

Admin. & Investigative Services Bureau Factors Affecting Revenues

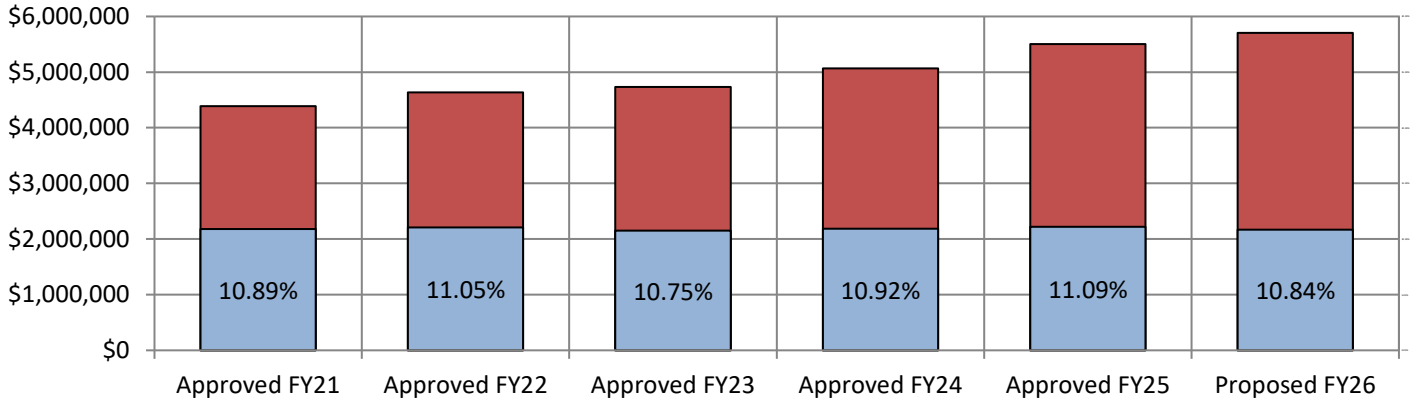
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Taxes provide 92% of total sources of funding for the proposed budget. Excluding taxes, reimbursements for outside detail provides 69%, alarm registration fees 19%, false alarms 5%, and police gun permits 4%.

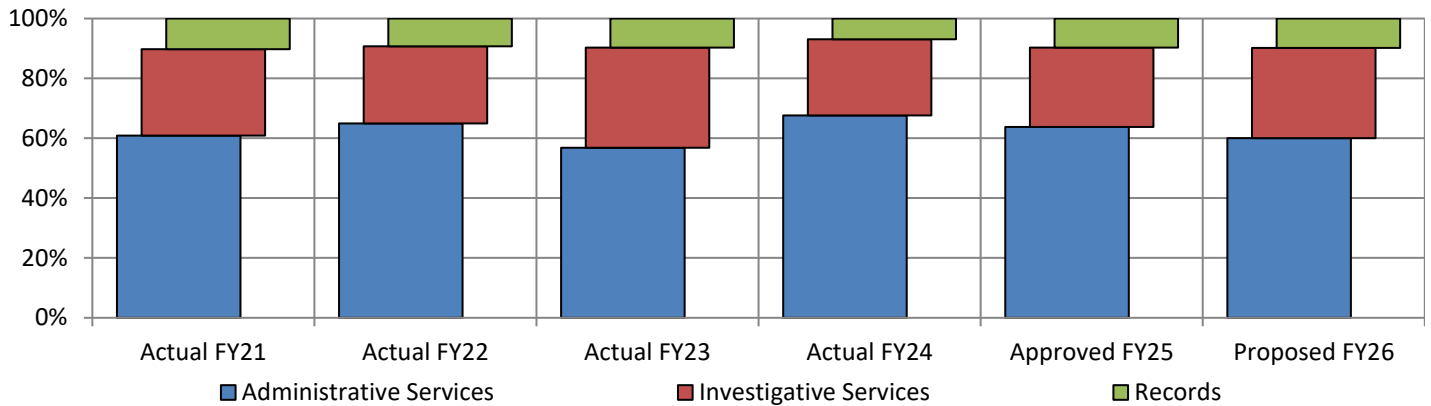
Admin. & Investigative Services Bureau Factors Affecting Expenses

Bureau Budget History - % Of Municipal Operating Budget



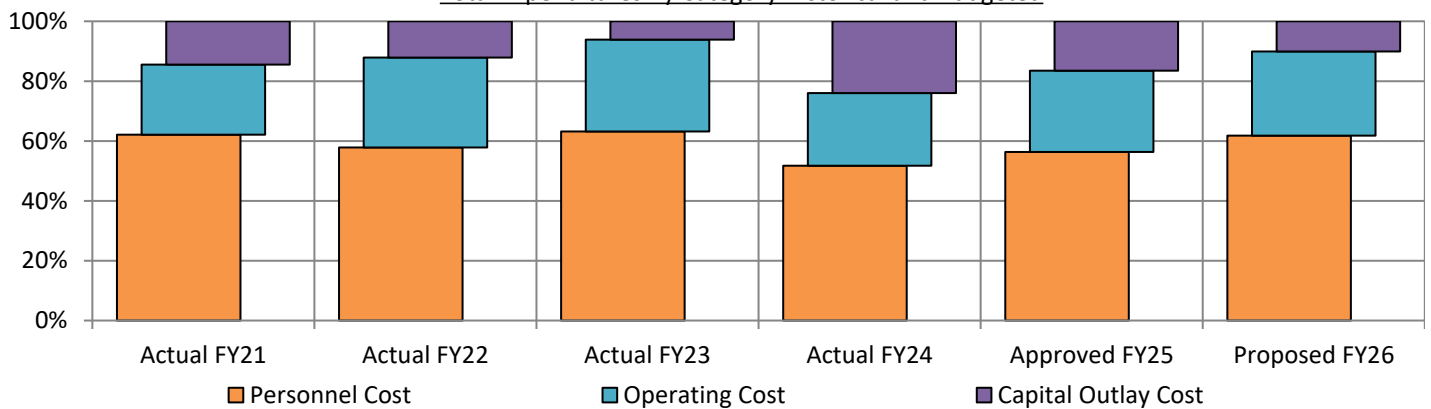
This budget has increased 5.01% annually on average over a six-year period. This budget averages 10.95% of total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



The bureau's programs are allocated Administration 60%, Investigations 30%, and Records 10% of the proposed budget.

Total Expenditures By Category Historical and Budgeted



Personnel cost accounts for 61% of the proposed budget followed by operating 28%, and capital outlay at 10%.

Admin. & Investigative Bureau Services Provided (Continued)

Administrative Services Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$3,575,072	\$3,377,071	\$3,049,543	\$2,945,350	(\$104,193)	-3.42%
Fees, Licenses, Permits	93,415	58,153	114,000	83,000	(31,000)	-27.19%
Charges for Services	275,364	164,938	270,000	300,000	30,000	11.11%
Interest and Other	7,448	1,329	1,000	2,000	1,000	100.00%
Special Revenue Funds	-	-	-	50,000	50,000	0.00%
Reserves	-	-	142,896	41,665	(101,231)	-70.84%
Total Sources of Funding	\$3,951,299	\$3,601,491	\$3,577,439	\$3,422,015	(\$155,424)	-4.34%

Expenditure Category						
Personnel	\$1,155,012	\$1,198,491	\$1,210,597	\$1,302,212	\$91,615	7.57%
Operating Expenses	\$1,395,611	\$1,482,463	1,446,305	1,542,496	96,191	6.65%
Capital Outlay	\$1,400,676	920,537	920,537	577,307	(343,230)	-37.29%
Total Appropriation	\$3,951,299	\$3,601,491	\$3,577,439	\$3,422,015	(\$155,424)	-4.34%

Records Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$402,427	\$443,297	\$536,526	\$555,315	\$18,789	3.50%
Reserves	-	-	-	6,845	6,845	0.00%
Total Sources of Funding	\$402,427	\$443,297	\$536,526	\$562,160	\$25,634	4.78%

Expenditure Category						
Personnel	\$380,474	\$412,697	\$485,526	\$511,160	\$25,634	5.28%
Operating Expenses	\$21,953	\$30,600	51,000	51,000	-	0.00%
Total Appropriation	\$402,427	\$443,297	\$536,526	\$562,160	\$25,634	4.78%

Investigative Services Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$1,488,077	\$1,526,766	\$1,456,999	\$1,699,608	\$242,609	16.65%
Reserves	-	-	-	20,949	20,949	0.00%
Total Sources of Funding	\$1,488,077	\$1,526,766	\$1,456,999	\$1,720,557	\$263,558	18.09%

Expenditure Category						
Personnel	\$1,485,602	\$1,523,221	\$1,445,181	\$1,708,739	\$263,558	18.24%
Operating Expenses	\$2,475	\$3,545	11,818	11,818	-	0.00%
Total Appropriation	\$1,488,077	\$1,526,766	\$1,456,999	\$1,720,557	\$263,558	18.09%

FIELD SERVICES BUREAU

Purpose Statement

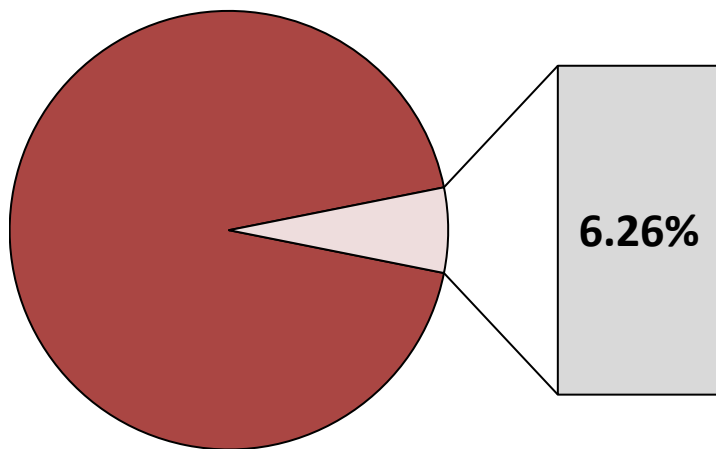
The Field Services Bureau is responsible for delivering proactive, effective, and professional police services to our community. Through collaborative efforts and partnerships, we are the guardians of life, property, and constitutional rights of all. We pursue justice with compassion and respect for all citizens. We work in cooperation with our community to improve the quality of life through investigating and reducing crime, problem-solving, and participating in multiple and diverse community policing initiatives. Our officers work diligently to detect crime and apprehend perpetrators while, at the same time, they demonstrate humanity and empathy to victims of crime. We know that our greatest asset is our personnel and our greatest strength is our partnership with the community.

FIELD SERVICES



Officers of the Field Services Bureau

% of FY 2026 General Fund Budget



The Field Services Bureau comprises 6.26% the total General Fund budget.

Field Services Bureau Services Provided

Field Services Bureau

The patrol force consists of three patrol shifts, lock-up oversight, and several specialty units including the marine unit, mountain bike unit, traffic unit, canine unit and SWAT team. The Field Services Bureau also includes the Public Information Office, Emergency Preparedness, and Telecommunications (Dispatch). The SWAT team is responsible for serving high-risk warrants and responding to emergencies including hostage or barricade situations and active shooter events. The Emergency Preparedness function works with all Town, State and Federal Agencies, Public Utilities and the American Red Cross for disaster preparedness, response, and mitigation. The Public Information Office is responsible for relaying accurate and timely information and news updates to the media.

The Patrol Force, under the command of the Deputy Chief of Field Services, is divided into three watches. Each watch is under the command of a Lieutenant. The major function of patrol is crime prevention and suppression. The Town of Barnstable has been geographically divided into six patrol sectors. Officers are assigned to the sectors bases on shift strength and the needs of that particular sector.

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

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



Members of Regional SWAT from Barnstable Police

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

Field Services Bureau Recent Accomplishments

Traffic Division

The Barnstable Police Department Traffic Division oversees the safety along our community's four hundred sixty-one miles of roadway within our seven villages. The primary functions of the Traffic Division include enforcement, roadway construction management, educational activities directed towards reducing crashes and the performance of general and technical crash investigations. The Barnstable Police Traffic Division is constantly exploring and implementing new and innovative methods to improve traffic safety and decrease serious injury/fatal crashes. Through enforcement, education and engineering; we strive to make our community's roadways a safer environment to travel. The Barnstable Police Department strives to include everyone in our community to be a traffic safety advocate.



Motorcycle Unit

FY25 Traffic Division Accomplishments

Successfully completed our second full year of traffic enforcement packages (TEP). A TEP is initiated through either citizen complaint, a location identified by our Records Analyst, or by a Patrol Division concern. Through various sources of data, the TEP is for implementation by the Traffic Division, with follow-up enforcement by the Patrol Division. During FY25, five hundred twelve TEP's were completed in the Town of Barnstable.

Successfully managed and completed the fourth awarded year of the Massachusetts Road Safety Grant that included one hundred twenty-four additional traffic enforcement deployments. This grant consisted of additional roadway enforcement in the following areas: Distracted driving, click-it or ticket, speeding enforcement (Summer & Winter), and impaired operation. The department has been awarded the same grant for fiscal year twenty-six.

Successfully completed the second full year of weekly collaborative discussion groups involving the Town of Barnstable Department of Public Works and their Divisions, construction companies and other stakeholders for the purpose of creating, implementing and modifying traffic management plans for all roadway construction activities within the Town of Barnstable.

Successfully completed the second year with a Traffic Division Detail Coordinator. The Detail Coordinator was responsible for managing eight thousand, one hundred fourteen traffic/security details during this year. This position has helped to strengthen working relationships with all vendors; oversight of the recently implemented on-line detail request system and on-line detail payment method through Uni-Pay. Continuance with training Cape Law Enforcement agencies on use of the Detail Tracking System and acts as the Capewide agency liaison.

Successfully completed the second year of commercial vehicle enforcement (weights & measures) initiative. This initiative is a collaboration with commercial companies by means of educational opportunities to clarify Massachusetts Department of Transportation requirements and responsibilities relative to commercial vehicles. Educational opportunities were also made available in Spanish and Portuguese.

The Traffic Division Radar Trailers were deployed to one hundred forty locations where speeding was a concern.

The Traffic Division Signboards were deployed to sixty-four locations for the purpose of community event messaging, Town of Barnstable updates and Massachusetts Department of Transportation updates.

The Traffic Division oversaw safety/security collaborations with various municipal and private organizations during forty-one licensed Town events and thirty unanticipated events during the fiscal year.

The Barnstable Police Department Traffic Division completed thirteen Accident Reconstructions for fatal motor vehicle crashes and/or motor crashes involving serious bodily injury.

Citizens Police Academy

In 2024, the Barnstable Police Department held one session of our CPA, the 35th Session started in November, concluding with a graduation ceremony in January of 2025. The Citizen's Police Academy is an intensive, interactive, nine-week course which allows residents to gain a better understanding regarding the fair and professional policing that takes place in the Town of Barnstable each and every day. The goal of the CPA is to educate the participants, create partnerships, and establish trust with all members of the community that we serve. Throughout the nine-week course, participants hear presentations about two different aspects of the Department each week. They hear from a variety of speakers including the Chief of Police, the Barnstable County Sheriff, and a variety of officers that speak on a number of topics. These topics include the Detective Unit, Prosecution Unit, SWAT Team, K-9 Unit, Traffic Unit, Records Division, Community Impact Unit, Firearms Unit, School Resource Officers and many more. Participants are also able to take a tour of the House of Correction, go to the firearms range, experience a ride along with a police officer during their shift, and attend a graduation ceremony at Town Hall. During the 35th Session, over thirty residents were able to see first-hand how the Barnstable Police Department operates on a daily basis.

Marine Unit

In 2023, our Marine Unit was fortunate to receive a 31' Safeboat from the Barnstable County Sheriff's Department. At the time, ten officers from the marine unit attended a five-day boat operator's class taught by the Massachusetts Environmental Police. This boat, as well as the training, enhance the Barnstable Police Department's (BPD) ability to respond to emergencies on the water and enforce maritime laws, thus making it safer for residents and visitors alike who enjoy spending time on the water.

In 2024, members of the BPD Marine Unit put the new boat and training to excellent use by conducting numerous patrols in our local waters to ensure the safety of all of the people who spend time on the water for travel, recreational, or commercial purposes. The Marine Unit worked with our partner agencies during the annual Figawi Sailboat Race, the Fourth of July Boat Parade, the Labor Day Weekend Fireworks Display, and the Christmas Boat Parade. Over the Fourth of July Weekend, members of the Marine Unit identified and arrested an intoxicated boater that was operating in a

dangerous manner during an extremely busy evening in Hyannis Harbor. On another occasion, Marine Unit members responded to, and assisted, an individual that had fallen and suffered a head injury on a commercial fishing vessel. BPD Marine Unit members were also called upon to work with federal partner agencies on dignitary protection in Hyannisport on several occasions during the summer. The boat, named in honor of Sgt. Sean Gannon, is also a Cape Law Enforcement Council resource used by the regional maritime response team. The boat and Marine Unit were called on to support police operations in Provincetown for Carnival.

The BPD also operates a 21' center console during the summer months on Lake Wequaquet. In 2024, members of Marine Unit conducted numerous patrols on Lake Wequaquet which resulted in enhanced security and numerous positive interactions with boaters on the lake.

Field Services Bureau FY 2025 Goals and Results/Progress

1. Implement a training for Civilian Town Employees relative to Response to Active Shooter Incidents.
STATUS: IN PROCESS
2. Continue to seek grant funding for Traffic Control.
STATUS: COMPLETED
3. Continue to seek grant funding for proactive prevention of street crime activity.
STATUS: IN PROCESS
4. To better utilize available data to inform our patrol response.
STATUS: IN PROCESS
5. Work collaboratively with the Community in order to identify and address quality of life issues.
STATUS: IN PROCESS
6. Enhance programs to support officer wellness
STATUS: IN PROCESS

Field Services Bureau FY 2026 Goals and Objectives

1. Continue to seek grant funding and work collaboratively with the Department of Public Works to improve safety of roadways
2. Continue to seek jail diversion grants and alternative options relative to responding to juveniles, homeless, mental health, and substance abuse crisis calls for service
3. Seek grant funding to hire clinician to participate in co-response program
4. Continue to collaborate with other law enforcement agencies to increase resources towards street crime activity and law enforcement efforts
5. Collaborate with Town departments to coordinate large event permitting, planning of operations, and emergency response

Field Services Bureau Budget Comparison

Field Services Bureau Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$11,511,049	\$12,060,624	\$12,742,745	\$13,361,895	\$619,150	4.86%
Fines, Forfeitures, Penalties	106,723	85,654	81,000	92,000	11,000	13.58%
Fees, Licenses, Permits	137,602	130,550	80,000	135,000	55,000	68.75%
Interest and Other	289,311	260,729	300,000	310,000	10,000	3.33%
Reserves	-	-	-	171,311	171,311	0.00%
Total Sources of Funding	\$12,044,685	\$12,537,557	\$13,203,745	\$14,070,206	\$866,461	6.56%

Expenditure Category						
Personnel	\$12,034,290	\$12,515,053	\$13,173,740	\$14,004,612	\$830,872	6.31%
Operating Expenses	\$10,395	\$22,504	30,005	65,594	35,589	118.61%
Total Appropriation	\$12,044,685	\$12,537,557	\$13,203,745	\$14,070,206	\$866,461	6.56%

Summary of Budget Changes

The Field Services' proposed FY 2026 budget increased by \$866,461 or 6.56% from the approved FY 2025 budget. Personnel budget change includes contractual obligations and overtime increases.

Field Services Bureau				
Job Title	FY 2024	FY 2025	FY 2026	Change
Crossing Guard	0.80	-	-	-
Deputy Chief	1.00	1.00	1.00	-
Detective	1.00	1.00	1.00	-
Lieutenant	5.00	5.00	5.00	-
Outside Detail Coordinator	0.50	0.50	0.50	-
Patrol Officer	80.00	82.00	82.00	-
Sergeant	18.00	18.00	18.00	-
Telecomm. Specialist/Jail Assistant	15.00	15.00	15.00	-
Full-time Equivalent Employees	121.30	122.50	122.50	-
Total Police Department	146.30	147.50	147.50	-

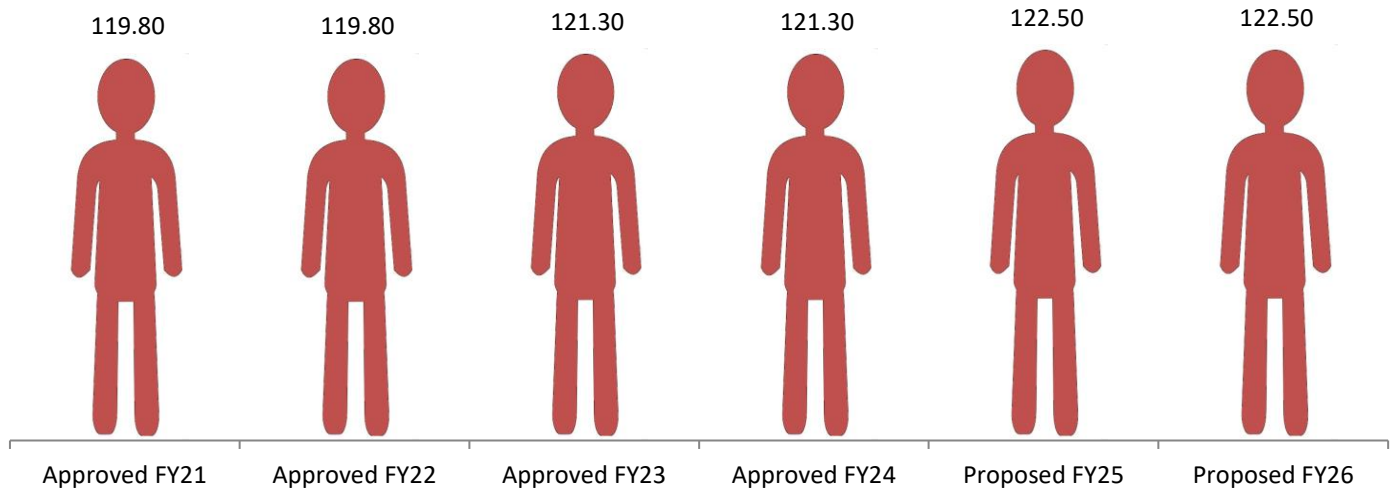
*Headcount has remained the same for the entire department, but some positions have been moved to the Administration/Investigative Services Bureau for accuracy



2023 Community Service Officers

Field Services Bureau Factors Affecting FTE's

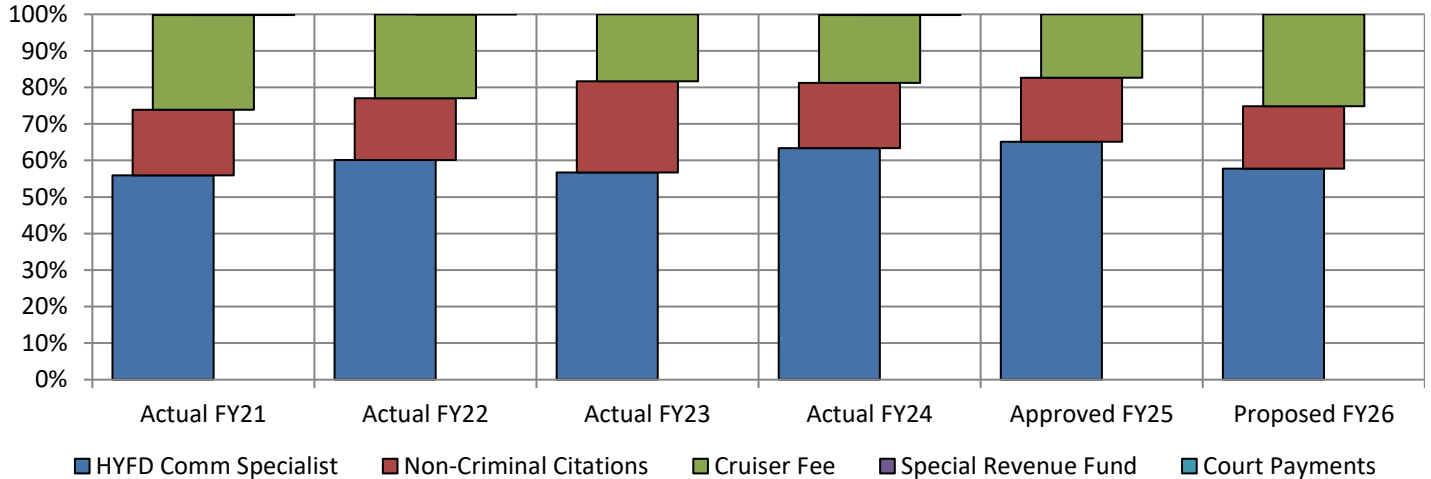
Bureau Full Time Employee History



FY 2025 includes 2 additional Patrol Officers and the reduction of 0.80 FTE Crossing Guard positions. No changes proposed for FY 2026.

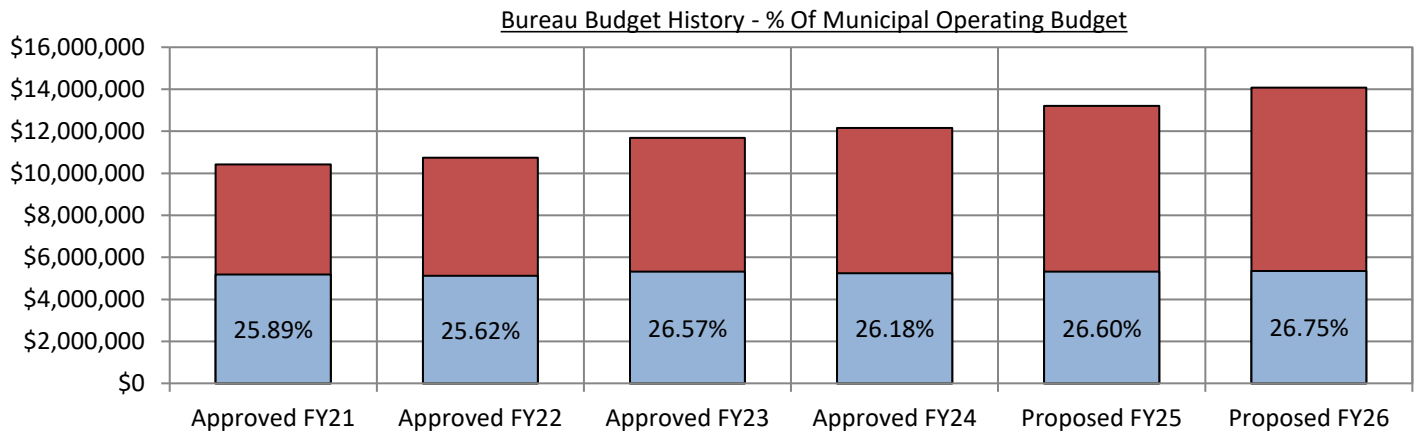
Field Services Bureau Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted

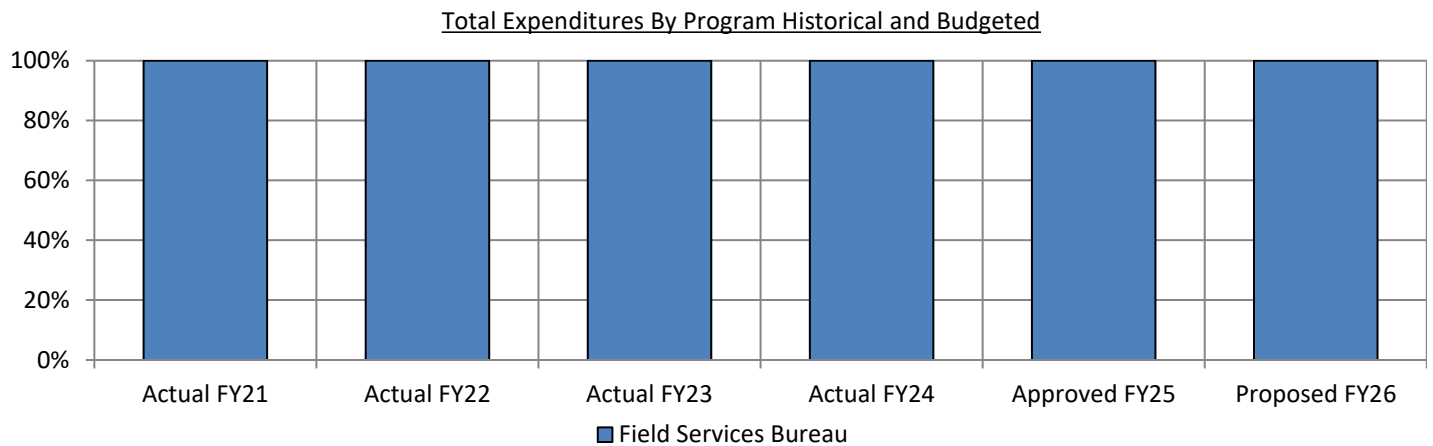


Tax support provides 96.5% of the funding for this bureau's proposed budget. The remaining balance is covered by reimbursements from the Hyannis Fire District shared agreement, non-criminal citations, and cruiser fees.

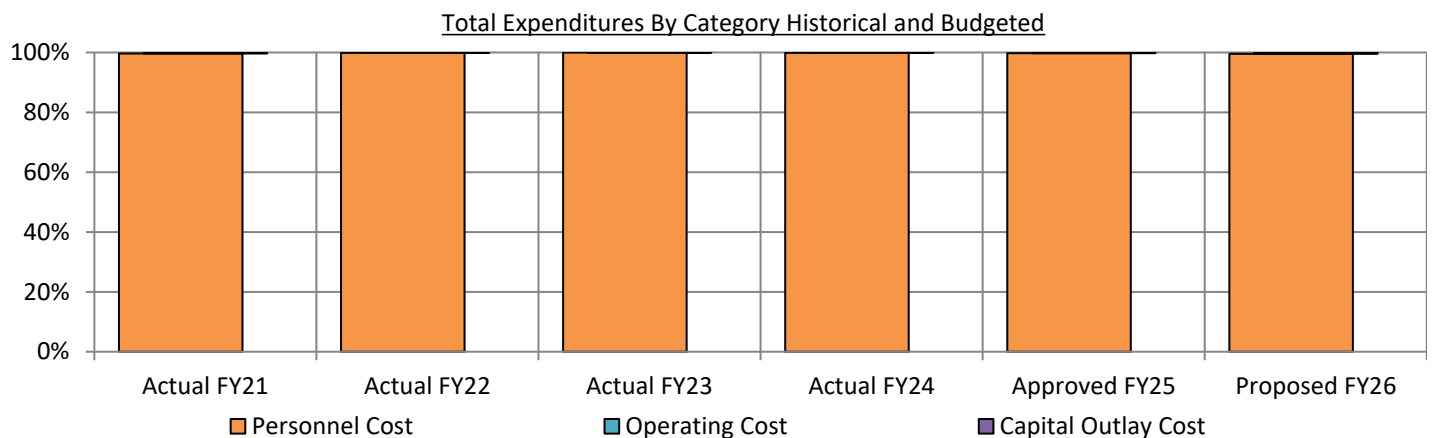
Field Services Bureau Factors Affecting Expenses



The Field Services budget has increased 5.83% annually on average over a six-year period. This budget averages 26.2% of the municipal operating budget (excludes other requirements and schools).



Field Services Bureau is a standalone division with no segregate programs.



Personnel cost accounts for 99% of the proposed budget followed by operating at 1%.

Workload Indicators

Administration & Investigative Services Bureau

Key Outcome Measures	Benchmark	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Target	FY2026 Target
To continue to increase the number of jail diversions of individuals encountered by the Community Impact Unit	1,110	1,499*	875	1,100	1,300	1,400

*Data reflects a large number of Jail Diversions in comparison to previous year due to large group activities resulting in multiple jail diversions to one response.

Workload Indicators

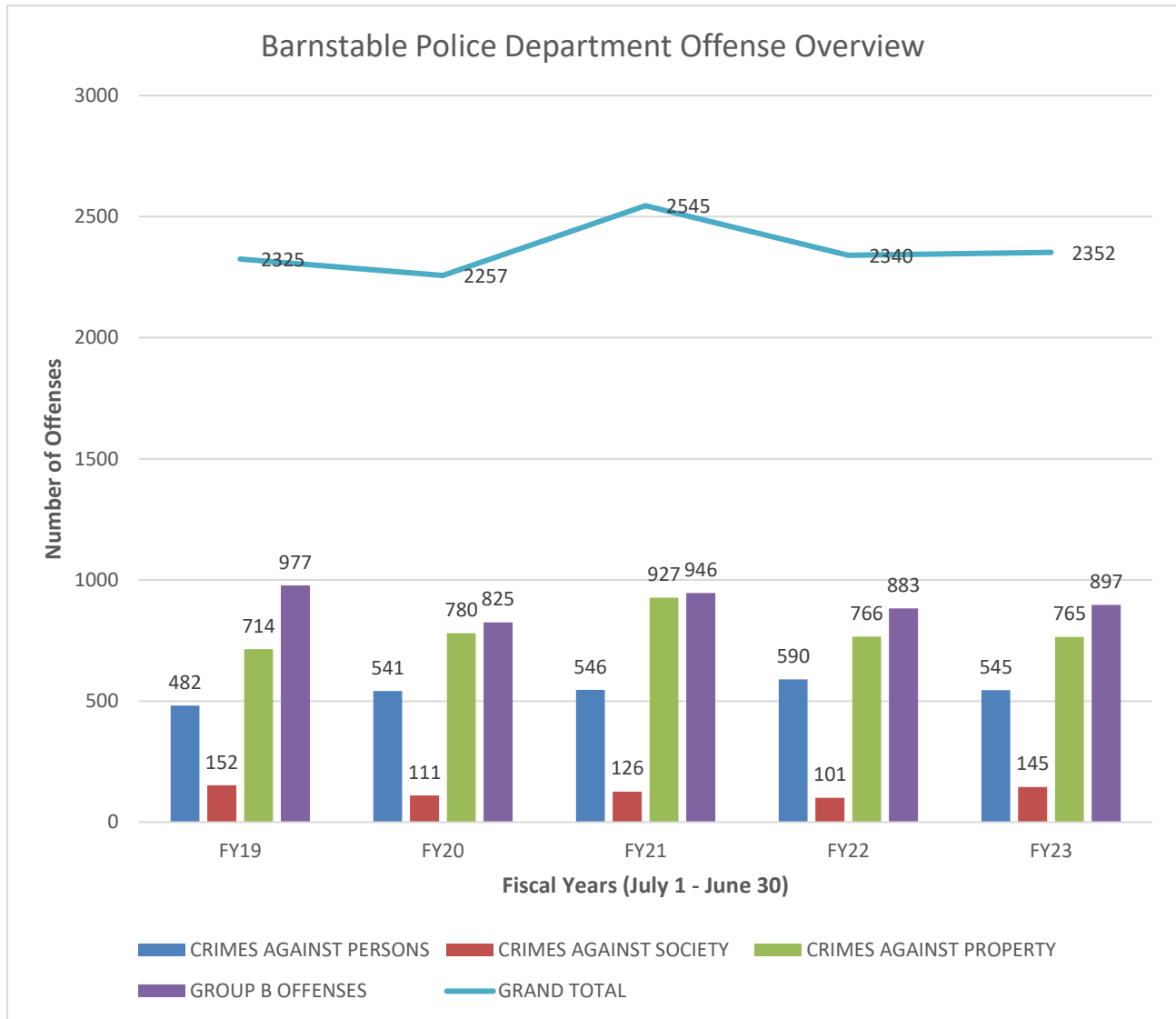
Workload Indicators	FY 2024 Actual	FY 2025 Estimated	FY 2026 Projected
Firearms Licenses Processed	1033	1136	1269
Taxi/Limousine Licenses Issued	83	91	101
Processed Arrest/Incident/Accident Reports	5683	6251	6876
Processed Item Evidence/Property	2164	2380	2618
Process sex offenders for annual registrations, etc.	216	237	260
Home sex offender verification checks	42	46	51



Officer Noonan – Toys for Tots Event at the Cape Cod Mall

Workload Indicators Continued

Field Services Bureau

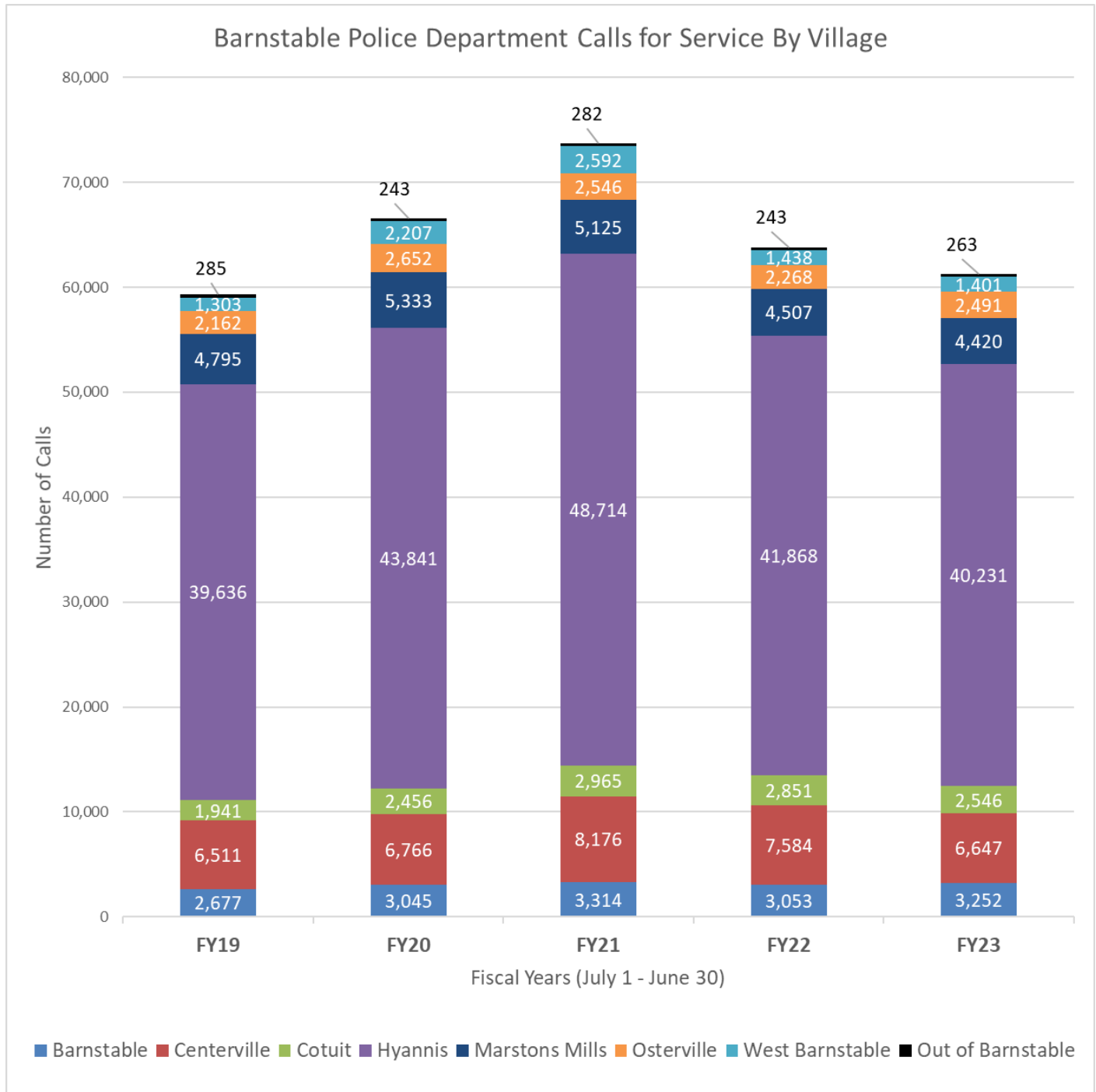


Group A Offenses are: **Crimes Against Persons** (Assaults, Homicides, Human Trafficking, Kidnapping/Abduction and Sex Offenses); **Crimes Against Society** (Animal Cruelty, Drug/Narcotic Offenses, Pornography/Obscene Material, Prostitution Offenses, Weapon Law Violations); **Crimes Against Property** (Arson, Burglary/Breaking and Entering, Counterfeiting/Forgery, Destruction/Damage/Vandalism, Embezzlement, Extortion/Blackmail, Fraud Offenses, Larceny/Theft Offenses, Motor Vehicle Theft, Robbery, Stolen Property Offenses)

Group B Offenses are: Disorderly Conduct, Driving Under the Influence, Family Nonviolent Offenses, Liquor Law Violations, Trespass of Property, Violation of Restraining Orders, Protective Custodies, Warrant Arrests)

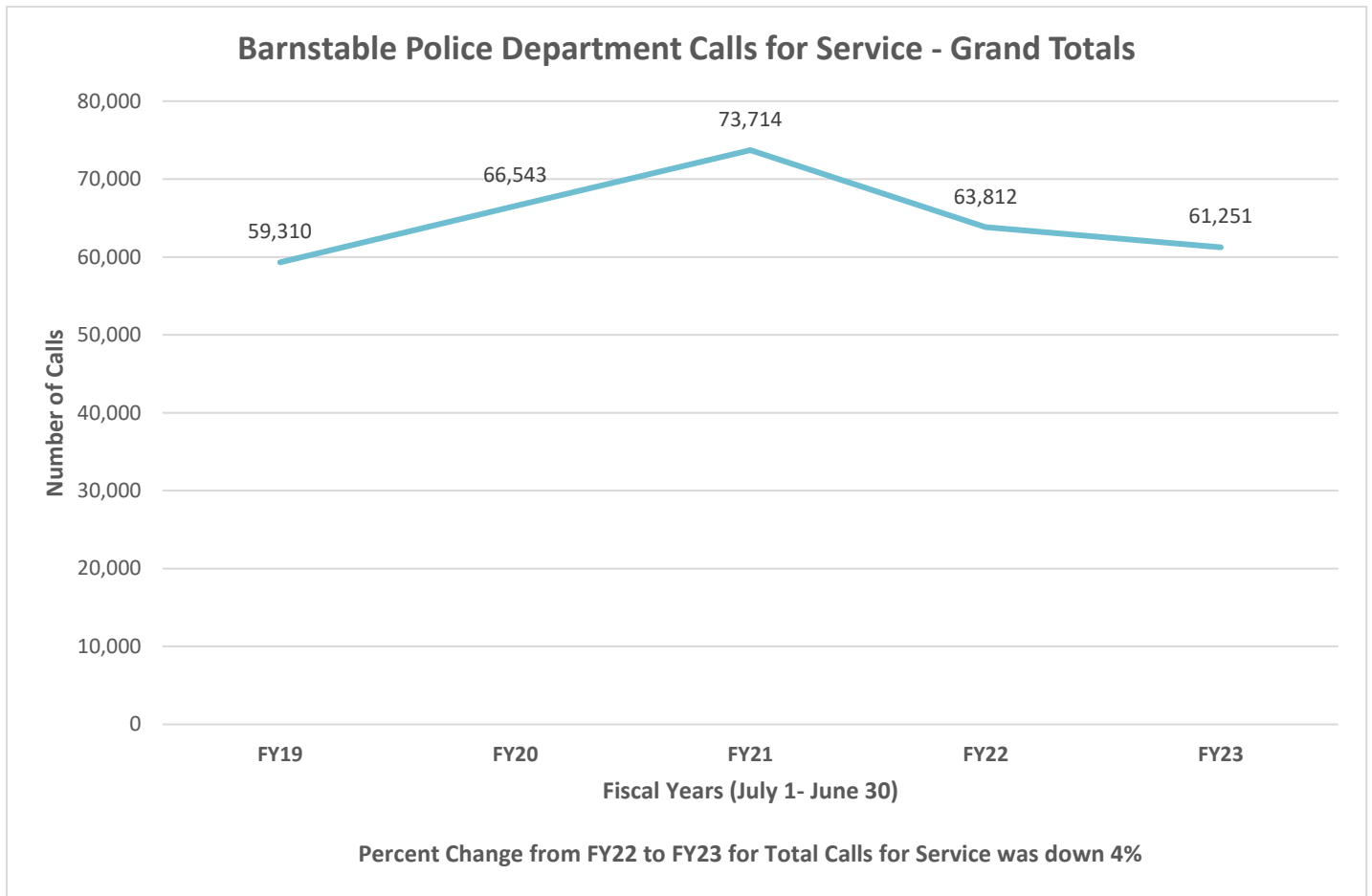
Workload Indicators Continued

CALLS FOR SERVICE BY VILLAGE



Workload Indicators Continued

CALLS FOR SERVICE PERCENT CHANGE FY22 TO FY23



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DEPARTMENT OF PUBLIC WORKS

Department Purpose Statement

The purpose of the Department of Public Works is to protect, preserve, and improve the Town's infrastructure and related assets in a manner that meets the current and future social and economic needs of the community; and contributes to a healthy, safe, and quality environment for the Town's citizens and its visitors.

Division Areas



**Administration &
Tech Support**

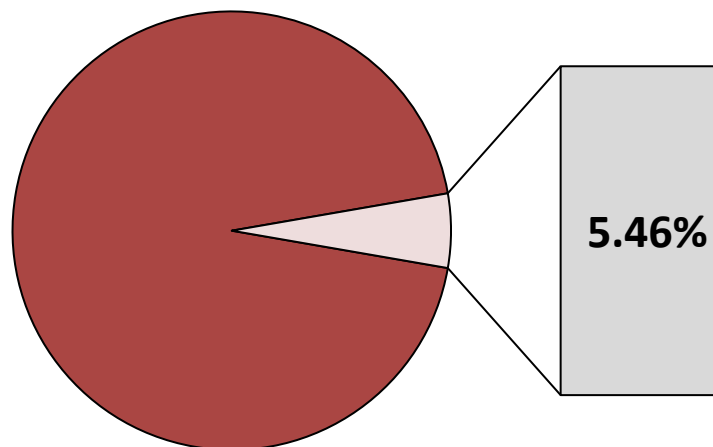


Highway



**Structures &
Grounds**

% of FY 2026 General Fund Budget



The Public Works Department comprises 5.46% of the overall General Fund budget.

Public Works Department Services Provided

<https://www.townofbarnstable.us/Departments/PublicWorks/>

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

Public Works Department Budget Comparison

Public Works Dept. Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$7,848,432	\$9,169,114	\$9,879,871	\$9,903,394	\$23,523	0.24%
Fees, Licenses, Permits	248,952	220,875	225,000	225,000	-	0.00%
Interest and Other	1,868,747	1,200,319	1,200,000	1,224,676	24,676	2.06%
Special Revenue Funds	79,640	79,640	79,640	191,340	111,700	140.26%
Reserves	-	-	-	719,707	719,707	0.00%
Total Sources of Funding	\$10,045,771	\$10,669,948	\$11,384,511	\$12,264,117	\$879,606	7.73%

Expenditure Category						
Personnel	\$5,775,025	\$5,916,315	\$6,736,923	\$7,292,529	\$555,606	8.25%
Operating Expenses	3,926,185	4,103,633	3,997,588	4,311,588	314,000	7.85%
Capital Outlay	344,561	650,000	650,000	660,000	10,000	1.54%
Total Appropriation	\$10,045,771	\$10,669,948	\$11,384,511	\$12,264,117	\$879,606	7.73%

Summary of Budget Changes

The Department of Public Works' proposed FY 2026 budget reflects an increase of \$879,606, or 7.73%, over the approved FY 2025 budget. The personnel budget increase accounts for contractual obligations and the addition of a Storm Water Project Manager to support expanding infrastructure needs. Operating expenses have been adjusted to reflect inflationary pressures on supplies and services. Capital outlay will continue funding for the department's ongoing vehicle replacement and building improvement programs.

Public Works Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2025 Approved Budget				\$11,384,511	
Contractual Obligations Net of Staff Turnover	505,610	-	-	505,610	-
One-Time Charges	-	-	(650,000)	(650,000)	-
FY 2026 Budget Changes					
1. Storm Water Project Manager	49,996	-	-	49,996	1.00
2. Pond and Lake Water Quality Sample Analysis	-	11,000	-	11,000	-
3. Police Details - DPW Highway	-	35,000	-	35,000	-
4. Road Marking	-	100,000	-	100,000	-
5. Osterville Bridge Maintenance	-	40,000	-	40,000	-
6. Sandy Neck Trail	-	25,000	-	25,000	-
7. Sandblast / Paint	-	20,000	-	20,000	-
8. Tree Service	-	50,000	-	50,000	-

9. Supply Lines - DPW S&G	-	15,000	-	15,000	-
10. Facility Maintenance	-	5,000	-	5,000	-
11. Alarm Repairs	-	5,000	-	5,000	-
12. Animal Pest Control	-	8,000	-	8,000	-
13. Capital Outlay	-	-	660,000	660,000	-
FY 2026 Proposed Budget	\$555,606	\$314,000	10,000	\$12,264,117	1.00

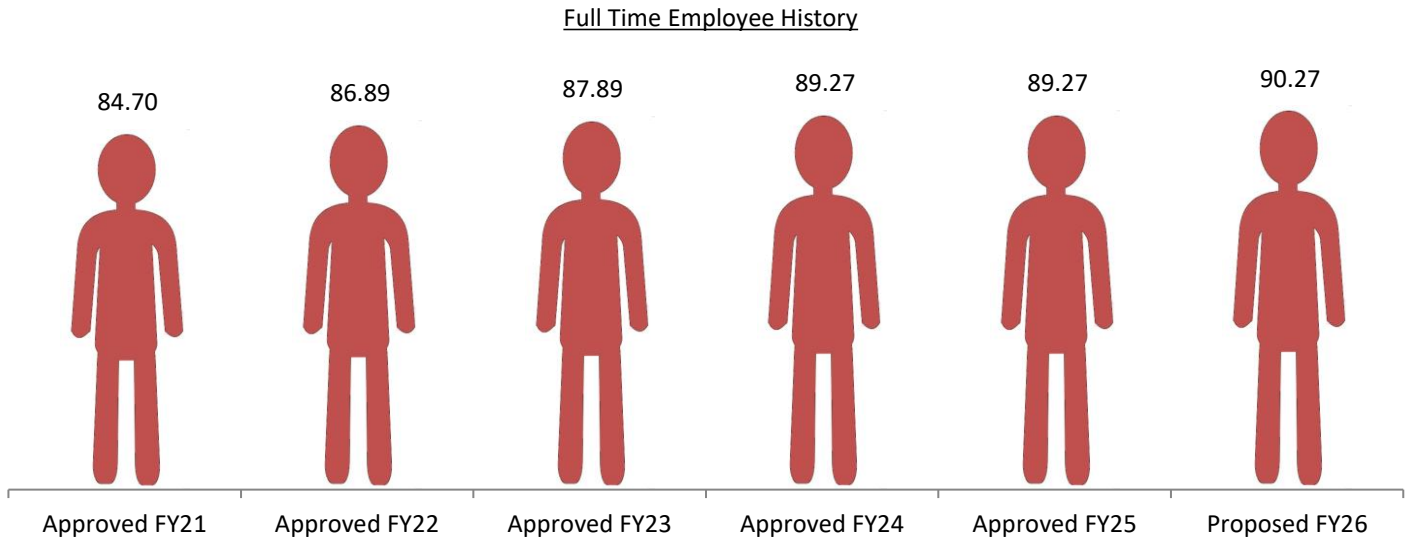
Department of Public Works Budget Reconciliation

- 1. Storm Water Project Manager** - This request is for the creation of a new Stormwater Project Manager position to oversee compliance with EPA’s MS4 Permit regulations. The position will manage stormwater permit applications, ensure compliance with the newly adopted Stormwater Management Ordinance, conduct inspections, and manage related capital improvement projects. To comply with the MS4 Permit, the Town adopted a Stormwater Management and Illicit Discharge Ordinance (Town Council Item 2024-172), which requires stormwater management permits for projects disturbing more than 1 acre of land. This position is necessary to manage permit applications, enforce regulations, conduct inspections, and track compliance, ensuring the Town meets its obligations. While permit fees will be collected, they are insufficient to cover the full cost of this new position, making it essential for maintaining MS4 compliance and managing stormwater-related capital projects.
- 2. Pond and Lake Water Quality Sample Analysis** - This request augments the work that is being completed as part of the Pond and Lake Management Plan effort and will allow for additional sampling in select ponds during the summer. As Pond and Lake Management Plans are completed and solutions implemented, additional monitoring is needed for adaptive management. To date, management plans have been completed for Shubael Pond, Long Pond Marstons Mills, Lovells, Lake Wequaquet, Bearses, Gooseberry, and Long Pond Centerville with solution implementation in Shubael, Long Pond Marstons Mills, and Mystic Lake. Additional monitoring during the summer will provide data to understand the effectiveness of solution implementation, assess inter-annual variations in pond water quality, integrate with other monitoring efforts, management plans, and Total Maximum Daily Load development, and engage citizens in stewardship efforts.
- 3. Police Details - DPW Highway** – Each fiscal year, the Police Outside Detail line item exceeds its approved budget due to the essential nature of this work in supporting the Highway Division's roadway maintenance and repair efforts. On heavily traveled roads, standard traffic control measures such as signs and cones are insufficient, making police details necessary to ensure public and worker safety. These details are governed by union-negotiated rates, which contribute to higher costs. In FY 2025, the line item was overrun by \$35,000, and a new, higher hourly rate is anticipated in FY 2026, further impacting the budget.
- 4. Road Marking** – Clearly visible edge and center lines on main roads are essential for ensuring a safe driving environment for both residents and visitors. Due to the extensive scope of work—over 2 million linear feet—this service is contracted out. Pricing is secured through Barnstable County’s annual Road Construction Items bid, which increased this year and is expected to rise again in the upcoming fiscal year.
- 5. Osterville Bridge Maintenance** - During the drawbridge operating season (May 1st through October 31st), three scheduled maintenance visits are conducted by a specialized contractor experienced in drawbridge inspection and repair. These routine visits are essential for extending the lifespan of the drawbridge, which was originally constructed in 1947. This budget line item supports both scheduled maintenance and necessary corrective repairs in the event of failure. As the drawbridge is the sole vehicle access point connecting Osterville and Grand Island, any disruption in its functionality could have serious consequences for residents, emergency response, and daily transportation

- 6. Sandy Neck Trail-** This request proposes a new budget item to fund the rental of an off-road dump truck for use in the annual Sandy Neck Trail Repair Project. Each March, the Highway Division conducts essential repairs to the back vehicle trail network at Sandy Neck, addressing damage sustained during the winter months. Without these repairs, access to the cottages is restricted and, in some cases, the vehicle trails may be completely impassable. The project involves hauling materials off-road along the front beach and over dunes, requiring a heavy-duty, four-wheel drive dump truck with single rear wheels capable of navigating rough, uneven terrain. The Highway Division no longer owns equipment suitable for this specialized work.
- 7. Sandblast / Paint-** This request proposes the creation and funding of a dedicated Sandblast/Paint line item within the Equipment Support/Fleet Maintenance section of the Highway Division. The Fleet Maintenance team is responsible for the repair and upkeep of the Town's heavy equipment and commercial vehicles. Sandblasting and painting is a proven method to extend the service life of aging vehicles by removing rust and old paint, then applying a protective new coat. While this work has been funded in the past using year-end surplus, those funds are not guaranteed. Establishing a dedicated budget line will ensure this critical preventive maintenance can be performed consistently each year.
- 8. Tree Service-** Compromised tree removals and overhead branch trimming are critical for maintaining safety for motorists and pedestrians throughout the Town. This work is hazardous, labor-intensive, and time-consuming. Due to ongoing challenges in attracting and retaining qualified arborists, we are proposing to contract these services. Increasing this budget item will allow the Highway Division to secure an on-call Tree Service Contract and begin implementing a proactive, preventive tree maintenance plan.
- 9. Supply Lines - DPW S&G-** The Structures & Grounds Division has experienced rising costs for HVAC and custodial supplies, which are placing pressure on the operating budget. This request aims to adjust the budget to reflect those increases and ensure continued support for our maintenance efforts. As we raise the standard of care at many of the Town's high-profile facilities and properties, adequate funding is essential to sustain those improvements and meet service expectations.
- 10. Facility Maintenance-** The Structures & Grounds Division is responsible for maintaining Town buildings and their mechanical systems. This line item covers the annual inspection and maintenance costs for essential systems such as elevators, fire suppression systems, steam boilers, and generators. Due to rising costs associated with repairing and maintaining these systems, this request seeks to adjust the budget accordingly. These cost increases have placed strain on the operating budget, yet the reliable and efficient operation of these systems is critical to ensuring safe access and continuity of Town services.
- 11. Alarm Repairs-** The Structures & Grounds Division is responsible for maintaining alarm systems across Town buildings. This request seeks to adjust the budget to account for rising costs associated with repairing and maintaining these systems, which are placing increased pressure on the operating budget. Typical repairs include replacing malfunctioning control panels, fixing faulty sensors, repairing wiring issues, upgrading outdated components, and responding to emergency service calls. These systems are critical for ensuring the safety and security of Town employees, facilities, and property, and their continued functionality is essential for maintaining uninterrupted Town operations.
- 12. Animal Pest Control-** This request seeks to increase funding for animal and pest control services managed by the Structures & Grounds Division. Rising costs, driven by inflationary pressures, have made it more challenging to maintain effective pest control across Town buildings and grounds. Uncontrolled pest populations can spread diseases, damage infrastructure, and create safety risks for residents and visitors. By increasing funding, we can continue contracting pest control services, ensuring timely and effective management of these issues while protecting public health, property, and the environment.
- 13. Capital Outlay-** The DPW manages approximately 150 pieces of equipment used for daily operations and emergency response. These are replaced at the end of their useful life with funds from the Vehicle Operating Capital (Op-Cap)

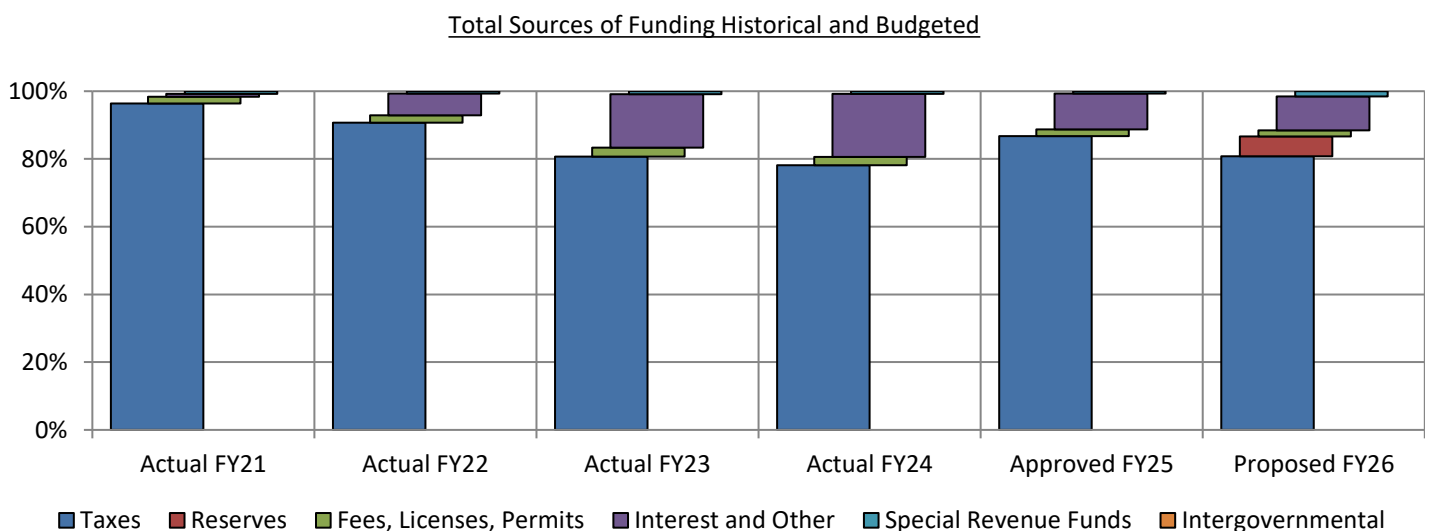
budget. Sustainable, long-term vehicle plans have allowed the DPW to maintain a level funding of \$500,000 for this program since FY15, continuing into FY2026. The Structures & Grounds Division oversees 19 year-round, multi-use municipal buildings. With \$160,000 allocated for facility maintenance, this fund ensures that unexpected equipment failures are promptly addressed, preventing short-term closures and maintaining uninterrupted service to the public.

Department of Public Works Factors Affecting FTE's



The FY 2021 and FY 2022 changes are due to the reallocation of salary between General Fund and Enterprise Fund operations and the Survey Crew Chief position was eliminated in FY 2021. The FY 2023 budget included 1 new full-time equivalent for a Bathhouse Custodial position. The FY 2024 budget includes an additional 1.40 full-time equivalents; the Water Resource Coordinator position is transferred from the Inspectional Services Department and 0.40 full-time equivalents for the Embayment Special Project Manager is transferred from capital funding. FY 2026 includes a new Storm Water Project Manager.

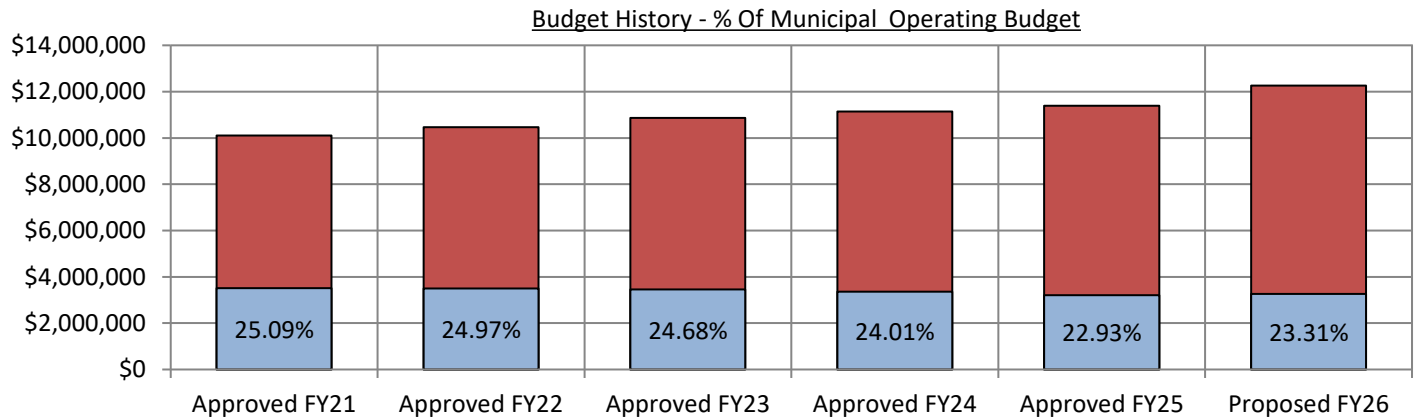
Department of Public Works Factors Affecting Revenues



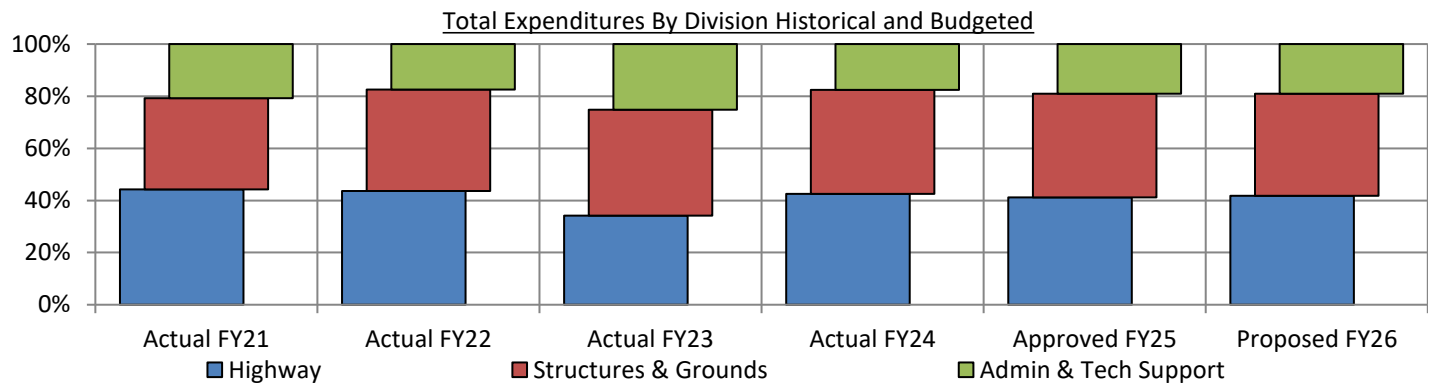
Taxes account for 82% of total sources of funding for the proposed budget. However, direct sources of funding generated within the Public Works operations comes from operating the cemeteries, revenue sharing from solar panel installations well as special revenue reimbursements. Renewable energy revenues are shared with Structures & Grounds

to offset utility costs. Burial fees account for roughly 20% of total sources of funding when excluding taxes. Embarkation special revenue reimbursements help support the cost of maintenance services at Aselton and Bismore Park areas, which accounts for 17% of total sources of funding when excluding taxes.

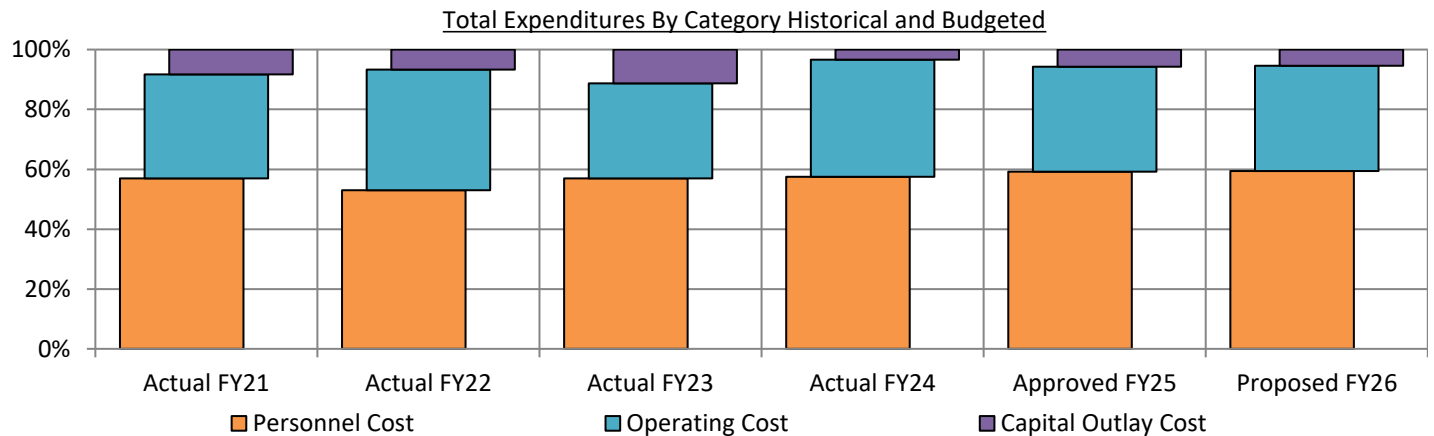
Department of Public Works Factors Affecting Expenditures



The Department of Public Work's budget has increased 3.56% annually on average over a six-year period. This budget has also decreased from 25.1% to 23.3% of the total municipal operating budget (excludes other requirements and schools).



Highway is the largest division within the Department of Public Works at 42%, Structures & Grounds represents 39%, and Admin 19%. Snow & Ice removal is included within the Highway Division, which can experience significant cost increases depending on the winter weather.



Personnel cost represents the largest component of Public Works expenditures by category at 59% of the proposed budget. Actual results have remained consistent over a six-year period.

ADMINISTRATIVE & TECHNICAL SUPPORT DIVISION

Purpose Statement

The Administration and Technical Support division provides centralized administrative and technical support services to the Department's five operating divisions. These services include policy and procedural guidance, program and capital planning, oversight of division operations, procurement and budgetary management services, community relations, and it maintains close liaison with the Town Manager. The division provides efficient, cost-effective and professional quality engineering, architectural, survey, and project management services in support of capital improvements and other projects. In addition, the division coordinates the DPW emergency operations (storm response, etc.).

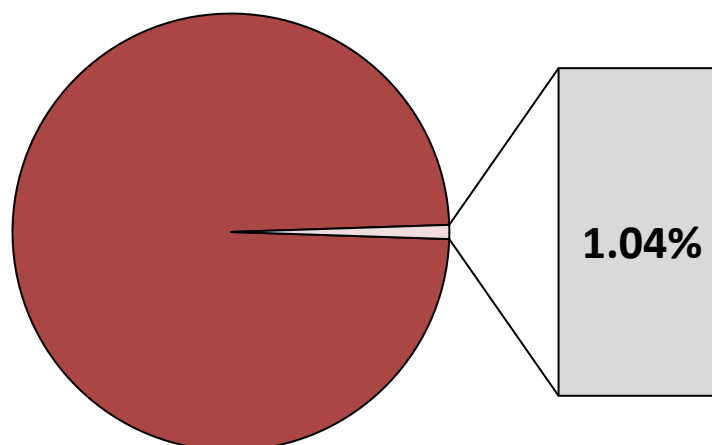
Program Areas

Administration

Emergency Operations

Capital Projects

% of FY 2026 General Fund Budget



This division comprises 1.04% of the overall General Fund budget.

Admin. & Technical Support Division Services Provided

<https://www.townofbarnstable.us/Departments/publicworkstech/>

The Administrative & Technical Support Division is responsible for various administrative and managerial duties by planning, directing, coordinating, and reviewing the work plans for assigned staff; assigned work activities, projects, and programs; review and evaluate work products, methods, and procedures. This division is also responsible for overseeing capital projects through the Capital Improvement Plan by creating, executing, and evaluating projects. This division leads the Department and provides management and fiscal oversight. The Engineering Group supports the operational divisions with engineering and project management expertise in all matters relating to horizontal construction (roads, sidewalks, sewers, water, etc.; and marine matters). The Architectural Group supports the operational divisions with architectural and project management expertise for vertical construction. The Survey Group supports the Department with in-house survey capabilities.



Strawberry Hill Road Sewer Expansion Project

Technical Support portion supplies services and records to other DPW divisions, various town boards, committees and agencies, as well as the public. These services range from review of subdivision submittals for Planning Board and Site Plan Review, to supplying address assignments and corrections to the telephone company in support of the 911 system. Many hours are spent answering questions and responding to requests from the public for traffic control, road improvements, parcel information, and plan reproduction. Technical support on numerous issues is provided to the administrative and operating divisions of DPW, as well as other Town departments. The Division assists the Assessing Department by annually updating the Assessor's maps to reflect changes in property delineations.

Finally, this division provides project and engineering management services for the capital projects. Project management of capital projects involves preliminary planning of a project through to the successful completion of the project. This entails planning, design or review of design by a consultant, permitting, bidding, construction, inspection, grant management, contract management, and all other management functions to assure the timely and cost-effective completion of the capital project.

Admin. & Technical Support Division Recent Accomplishments

Town Engineer Recent Accomplishments

The Town Engineer, Griffin Beaudoin, P.E., and his staff provide engineering services and expertise to the five operational divisions, and other Town departments.

Comprehensive Wastewater Management Plan

- ✓ Prepared and submitted CWMP Annual Report to the Cape Cod Commission
- ✓ Coordinated with MassDEP on WP95 Watershed Permit Application
- ✓ Completed design of the WPCF Nitrogen Removal and Headworks Upgrade Project
- ✓ Continued evaluation of Effluent Disposal Alternatives
- ✓ Completed construction of Strawberry Hill Road Sewer Expansion Project
- ✓ Completed construction of Route 28 East Sewer Expansion Project
- ✓ Completed design, bidding and commenced construction of the Centerville Village Sewer Expansion Project – North Phase
- ✓ Continued design of the Centerville Village Sewer Expansion Project – South Phase
- ✓ Completed design of the Route 28 West Sewer Expansion Project
- ✓ Commenced final design of the Phinney's Lane Neighborhoods Sewer Expansion Project
- ✓ Completed preliminary design of the Long Pond Area Sewer Expansion Project
- ✓ Commenced design of the Long Beach Sewer Expansion Project
- ✓ Completed survey and commenced preliminary design of Great Marsh Road, Old Craigville Road and Old Yarmouth Road Sewer Expansion Projects
- ✓ Continued coordination with MassDOT regarding installation of sewers within the State's planned Route 28 and Yarmouth Road Intersection Improvement Project
- ✓ Continued evaluation, design and permitting of Mill Pond Dredging Project
- ✓ Development of Lovells Pond, Lake Wequaquet, Bearses, Gooseberry, and Long Pond Centerville Management Plans
- ✓ Implementation of an Alum Treatment in Mystic Lake
- ✓ Completed conceptual design of stormwater improvements around Shubael Pond
- ✓ Completed implementation of the Long Pond Marstons Floating Treatment Wetland Pilot Study



Special Projects

- ✓ Completed design of the Clamshell Cove Road and Old Shore Road Stormwater Improvement Projects to reduce stormwater improvements project to reduce runoff into shellfish beds
- ✓ Completed preliminary design on Middle Pond Fish Passage Project
- ✓ Completed modeling and evaluation of alternatives for improvements for the Mill Pond Fish Passage Project
- ✓ Initiated the Long Pond Outlet Fish Passage Project
- ✓ Completed preliminary design on the Shubael Pond boat ramp parking lot stormwater improvements
- ✓ Completed the Blish Point Long Term Alternatives Analysis and continued coordination of near-term dune nourishment permitting
- ✓ Commenced design of the Hawes Avenue Culvert Replacement Project
- ✓ Initiated the Stormwater Culvert Asset Management Project
- ✓ Adopted the Stormwater Management and Illicit Discharge Control Ordinance and Stormwater Regulations
- ✓ Continued implementation of Freshwater Pond water quality sampling and Pond Management
- ✓ Continued public engagement and coordination of water quality sampling for the annual estuaries monitoring program
- ✓ Coordination of the Town's cyanobacteria sampling program in partnership with the Health Department

Admin. & Technical Support Division Recent Accomplishments

Capital Improvement Projects

- ✓ Completed final design of Sandy Neck Beach Long-Term Coastal Resiliency Project
- ✓ Completed final design and commenced construction of the Bearses Way Shared Use Path
- ✓ Completed survey, design and permitting for Bismore Park Marina improvements
- ✓ Completed repairs of Blish Point Boat Ramp
- ✓ Completed condition assessments for Bridge Repairs Program
- ✓ Completed Oyster Harbors Bridge Evaluation and Capital Improvement Repair Plan
- ✓ Continued design and permitting for the Cape Cod Rail Trail Phase 3 (Yarmouth to Mary Dunn Road)
- ✓ Completed survey and commenced preliminary design for the Cape Cod Rail Trail Phase 4 (Mary Dunn Road to Sandwich)
- ✓ Completed condition assessments for the Curb Ramps & Sidewalks ADA Improvements Project
- ✓ Completed design and commenced permitting for the Gosnold Street Improvements Project
- ✓ Prepared preliminary plans for the Great Streets Downtown Hyannis Project
- ✓ Completed design for the Main Street Hyannis Traffic Signal Improvements
- ✓ Completed design for the Ocean Street Sidewalk Extension Project
- ✓ Commenced design of raised crosswalks on Main Street, Osterville
- ✓ Completed evaluation of pedestrian improvement options on East Bay Road
- ✓ Continued engineering study for the Route 132 Improvements Project
- ✓ Installed flashing beacons with speed feedback on West Main Street at Barnstable High School
- ✓ Continued design for the Scudder's Lane Boat Ramp Reconstruction Project
- ✓ Completed design of the McCarthy's Landing Dinghy Dock Replacement Project
- ✓ Commenced permitting of the 10-Year Comprehensive Dredge Permit
- ✓ Completed dredging of the Cotuit Bay Entrance and Embayment Channels Dredging Project
- ✓ Continued design of Commerce Road Culvert Improvements

Water Pollution Control Facility Capital Improvements Projects

- ✓ Completed construction of the Solids Processing Facility Upgrades Project
- ✓ Completed construction of the FY21 Pump Station Rehabilitation Project
- ✓ Completed construction of the Freezer Road Pump Station Rehabilitation Project
- ✓ Completed design and commenced construction of the Old Colony Pump Station Rehabilitation Project
- ✓ Commenced construction of the 720 Main Street Pump Station Replacement Project
- ✓ Commenced design of the Mark's Path Pump Station Replacement Project
- ✓ Commenced design of the Downtown Hyannis Force Main Replacement Project
- ✓ Commenced design of the Effluent Sand Bed Valve Replacement Project

Hyannis Water System Planning & Capital Improvements Projects

- ✓ Assisted design, bidding and construction of Mary Dunn Well #4 Pump Station for Hyannis Water
- ✓ Assisted with completion of the New Source Well Exploration Report for Hyannis Water
- ✓ Completed construction of water main improvements along Route 28, coordinated with the Route 28 East Sewer Expansion Project
- ✓ Coordinated and provided technical support for water main improvements associated with the MassDOT Route 28 & Yarmouth Road Intersection Improvements Project
- ✓ Completed design of the Straightway Water Treatment Plant
- ✓ Completed Pilot Study for future Mary Dunn Water Treatment Plant
- ✓ Completed water main extension on Ocean Street
- ✓ Completed design of Mary Dunn Water Storage Tank 1 Rehabilitation

Capital Roadway Maintenance & Repairs Recent Accomplishments

Asphalt Mill & Overlay Roads: This process includes milling the top layer of existing asphalt on a roadway, typically to a depth of 1-1/2", to remove minor cracks and defects and installing 1-1/2" of new asphalt pavement to provide a smooth driving surface.

Admin. & Technical Support Division Recent Accomplishments

- ✓ Locations: Sections of the following roads: Santuit-Newtown Road, Old Post Road, Lumbert Mill Road all in Marstons Mills

Temporary Repair Program for Certain Private Roads:

This program is intended to provide property owners on private roads with a method to petition for use of Town funds to make temporary repairs on their roadway. This is a betterment program offered by the Town with reimbursement of the costs made by the property owners back to the Town through the Tax Collectors Office.

- ✓ Completed construction on: Rosewood Lane, Cotuit
- ✓ Prepared bids for: Otter Lane and Harbor View Road, Barnstable

Drainage Improvements: This program is intended to repair/ replace or install new drainage systems throughout the Town for the collection of stormwater runoff.

- ✓ Installed independent drainage systems on the following streets: Bayview Circle, Osterville; Seaview Ave, Osterville; Santuit Newtown Road, Marstons Mills; Eel River Road, Osterville; Bumps River Road, Centerville; Phinney's Lane, Centerville

Grants Awarded

- ✓ Coastal Zone Management (CZM) grant for permitting and bidding of the Sandy Neck Beach Long-Term Coastal Resiliency Project
- ✓ Municipal Vulnerability Preparedness Action Grant for the public outreach and construction of the Sandy Neck Beach Long-Term Coastal Resiliency Project
- ✓ MassDEP Bureau of Water Resources Technical Assistance Grant for the Hyannis Fire Training Academy Site Clean Up
- ✓ MassDEP CWSRF Stormwater Culvert Asset Management Plan Grant
- ✓ MassTrails grant for Cape Cod Rail Trail Phase 4 design
- ✓ Safe Routes to School grant for flashing beacons with speed feedback on West Main Street at Barnstable High School
- ✓ Safe Route to School Signs & Lines grant plus no-cost design for pedestrian and bicycle improvements on Route 28

Other Services

- ✓ Responded to hundreds of Public Inquiries and Requests
- ✓ Provided technical support for Site Plan Review Committee
- ✓ Processed hundreds of Road Opening Permits
- ✓ Evaluated and inspected dozens of Sanitary Sewer Connections, Disconnections and Repairs
- ✓ Processed dozens of Address Changes
- ✓ Processed dozens of Sign Requests
- ✓ Process and conduct pole hearings and grant of location hearings for the Town
- ✓ Oversee and maintain MS4 permit compliance
- ✓ Established a Stormwater Management and Illicit Discharge Control Ordinance (Chapter 185)
- ✓ Established Stormwater Management Rules and Regulations (Chapter 903)
- ✓ Provides Town communication and coordination for MassDOT, National Grid, and Eversource projects
- ✓ Serves as the Town's representative to the Cape Cod Joint Transportation Commission
- ✓ Serves as the Town's representative to the Barnstable County Dredge Subcommittee
- ✓ Oversees planning, design, implementation, and compliance of the Town's Comprehensive Wastewater Management Plan (refer to Sewer Construction and Private Way Maintenance Improvement Fund section)

Town Surveyor Recent Accomplishments:

- ✓ Perform Existing Conditions Survey and Plan for Prince Cove Marina
- ✓ Perform 2 miles town line survey and stakeout between Town of Barnstable and Town of Sandwich for fire trail clearing purposes.
- ✓ Start Preparation of Existing Conditions Survey and Plan for Hathaway Pond Recreation Area
- ✓ Perform Existing Conditions Survey and Plan for Joshua's Pond Recreational Area
- ✓ Perform Existing Conditions Survey and Plan for old Osterville Elementary School project for proposed playground area
- ✓ Oversee numerous construction layout projects, GPR survey and vacuum excavation projects
- ✓ Perform Existing Conditions Survey and Plan for North Street and Main Street sidewalk project

Admin. & Technical Support Division Recent Accomplishments

- ✓ Perform Existing Conditions Survey and Plan for Crocker Street watermain project
- ✓ Perform Existing Conditions Survey and Plan for Kalmus Beach boardwalk project
- ✓ Perform Existing Conditions Survey and Plan for rear portion of Hyannis Youth and Community Center
- ✓ Perform Existing Conditions Survey and Plan for intersection of Clamshell Cove Road and Cotuit Cove Road
- ✓ Prepare property line plan for old Marstons Mills Elementary School property
- ✓ Perform peer review of various roadway as-built plans
- ✓ Provide support for private roadway takings
- ✓ Facilitate oversight of land surveying sub-consultant plan review
- ✓ Perform dune erosion monitoring for Sandy Neck and Blish Point
- ✓ Perform title research in conjunction with Sewer Expansion projects for title certifications and Barnstable County roadway discontinuances
- ✓ Construction related activities relevant to sewer construction projects
- ✓ Provide support to town legal department as needed
- ✓ Preparation and acquisition of numerous easements documents
- ✓ Perform numerous sideline surveys for tree/plow damage
- ✓ Perform plan and title research at resident or consultant request
- ✓ Consultant design oversight of HYCC MAU1, DH3 Mechanical Improvement.
- ✓ Consultant design oversight of the Hyannis Armory Redevelopment.
- ✓ Consultant design oversight of the School Administration Building Mechanical Improvements – Heat and AC distribution project.
- ✓ Consultant design oversight of the MEA Entrance and Restroom Improvement project.
- ✓ Consultant design oversight of the MEA Mechanical Improvement project.
- ✓ Consultant design oversight of the MEA building exterior envelope condition study.
- ✓ Consultant design oversight of the DPW Office Expansion project.
- ✓ Consultant design oversight of the Barnstable Town Hall Mechanical System and Security Upgrade project.
- ✓ Consultant design oversight of the Marstons Mills School demolition project.
- ✓ Consultant design oversight of the Police Department Lobby and Ballistic Improvement project.
- ✓ Consultant design oversight of the Police Department Detective Wing Mechanical Improvement project.
- ✓ Consultant design oversight for the restoration of the Hyannis Golf Course Club House project.
- ✓ Consultant design oversight for the Cape Cod Airfield Fuel Tank Replacement project.

Town Architect Recent Accomplishments:

The Town Architect, Mark Marinaccio, AIA, and his staff provide architectural services and expertise to the five operational divisions, and other Town departments.

Capital Improvement Planning

- ✓ Provided assistance to Structures & Grounds for improvements to various projects as needs arise.
- ✓ Provided assistance to Structures & Grounds to restore mechanical failure at Town Hall.
- ✓ Development of 54 capital improvement plan submissions.

Design Oversight

- ✓ Consultant design oversight of HYCC Facility ERV1 and ERV2 Mechanical Improvements.

In-House Design

- ✓ Design services for the Mosswood Columbarium Expansion project.
- ✓ Design services for the Transfer Station Maintenance Building Improvement project.
- ✓ Design services for the Covell's Beach House improvement project.
- ✓ Design services for the Centerville Playground, Parking, and Field project.
- ✓ Design services for the Osterville Playground project.
- ✓ Design services for the Hyannis Golf Course Club House Water Damage Restoration project.
- ✓ Design services for the Hathaway Pond Park Improvement project.
- ✓ Design services for the Burgess House Window Restoration project.

- ✓ Design services for the Reconfiguration of office spaces at the School Administration Building.
- ✓ Assisted Structures and Grounds Division with the consolidation of town offices.
- ✓ Design services for the Town Clerk Voting Ballot Space at 200 Main Street.
- ✓ Design services for improvements to the Covells Beach House.
- ✓ Design services for improvements to the Zion Union Heritage Museum project.
- ✓ Design services for the automatic beach gate project.

Construction Project Management

- ✓ Construction management of the Hyannis Youth and Community Center RTU1 Mechanical Unit Replacement and HVAC system Improvements.
- ✓ Construction management of the Osterville Recreation Building Demolition project.
- ✓ Construction management of the School Administration Building Mechanical Improvements – Head-end equipment installation.
- ✓ Construction management of the Craigville Bath House Improvement project.
- ✓ Assisted the school department with the RTU replacement project at Barnstable High School.
- ✓ Assisted the school department with installation of modular classroom spaces at two schools.
- ✓ Construction management of the Marstons Mills School Demolition project.
- ✓ Architectural review and construction assistance for the Phinney’s Lane Pump Station project.
- ✓ Architectural review and construction assistance for the 720 Main Street Pump Station project
- ✓ Construction management of the Craigville Bathhouse Phase III improvement project.
- ✓ Construction management of the Emergency Generator Upgrade project.
- ✓ Construction management of the HYCC Security Office project.



Phinney’s Lane Pump Station Project

Admin. & Technical Support Division Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Continue staffing and implementation of the Comprehensive Wastewater Management Plan (CWMP); **(SP: Public Health and Safety, Education, Environmental and Natural Resources, Communication, Infrastructure, Finance)**
2. Continue planning and design for the reconfiguration and rehabilitation of the Route 132 corridor from Barse's Way to the Airport Rotary. **(SP: Public Health and Safety, Infrastructure)**
3. Evaluate costs and impact of absorbing additional infrastructure responsibilities within the DPW. **(SP: Finance, Education, Communication)**
4. Successfully implement the Hyannis Great Streets Project. **(SP: Public Health and Safety, Infrastructure)**
5. Continue to design and coordinate roadway and pedestrian improvements.
6. Continue to implement the Comprehensive Dredge Permit. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
7. Continue to support the Structures and Grounds Division with strategic planning, budgeting, and engineering assistance. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
8. Continue to implement security measures in Town Hall and School Administration Building. **(SP: Public Health and Safety, Education, Communication Infrastructure)**
9. Continue to apply for and secure grant funding for CWMP and other Capital Improvement Program projects. **(SP: Public Health and Safety, Education, Environmental and Natural Resources, Communication, Infrastructure, Finance)**

Long-Term:

1. Continue staffing and implementation of the CWMP; execution of wastewater projects as per the CWMP schedule. **(SP: Public Health and Safety, Education, Communication, Infrastructure, Finance)**
2. Continue to maintain MS4 permit compliance. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
3. Continue to implement the recommendations of the ADA Self-Evaluation and Transition Plan for sidewalks and curb ramps **(SP: Public Health and Safety, Infrastructure)**
4. Complete identified roadway corridor improvement projects on Route 132, Main Street Hyannis East End, West End Rotary, West Main Street. **(SP: Public Health and Safety, Infrastructure)**
5. Integration of the Town's water purveyors into Department planning as appropriate. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
6. Evaluate and plan the end of useful life of critical infrastructure, such as Oyster Harbors Bridge **(SP: Public Health and Safety, Infrastructure, Finance)**
7. Continue to address critical system vulnerabilities and plan for climate change. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**



Sewer construction on Strawberry Hill Road

Admin. & Technical Support Division Budget Comparison

Admin & Tech Support Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$1,736,626	\$2,030,073	\$2,135,748	\$2,162,352	\$26,604	1.25%
Fees, Licenses, Permits	31,840	30,820	35,000	30,000	(5,000)	-14.29%
Interest and Other	-	100	-	-	-	0.00%
Reserves	-	-	-	136,677	136,677	0.00%
Total Sources of Funding	\$1,768,466	\$2,060,993	\$2,170,748	\$2,329,029	\$158,281	7.29%

Expenditure Category						
Personnel	\$948,118	\$1,033,999	\$1,123,912	\$1,261,193	\$137,281	12.21%
Operating Expenses	475,787	376,994	396,836	407,836	11,000	2.77%
Capital Outlay	344,561	650,000	650,000	660,000	10,000	1.54%
Total Appropriation	\$1,768,466	\$2,060,993	\$2,170,748	\$2,329,029	\$158,281	7.29%

Summary of Budget Changes

Public Works Admin & Technical Support Division's proposed FY 2026 budget increased by \$158,281, or 7.29 from the approved FY 2025 budget. Personnel budget change includes contractual obligations and the addition of the Storm Water Project Manager position. Capital outlay continues the annual vehicle replacements and building improvements.

Admin & Tech Support				
Job Title	FY 2024	FY 2025	FY 2026	Change
Admin Asst. to DPW Director	0.70	0.70	0.70	-
Assistant Public Works Director	0.55	0.55	0.55	-
Director of Public Works	0.55	0.55	0.55	-
Engineer Records Manager	1.00	1.00	1.00	-
Financial Coordinator	0.70	0.70	0.70	-
Town Safety Officer	-	-	-	-
Assistant Town Engineer	1.00	1.00	1.00	-
Senior Project Manager	1.00	1.00	1.00	-
Special Project Manager Embayment	0.60	1.00	1.00	-
Stormwater Project Manager	-	-	1.00	1.00
Town Architect	1.00	1.00	1.00	-
Town Engineer	0.55	0.55	0.55	-
Town Surveyor	1.00	1.00	1.00	-
Water Resources Coordinator	1.00	1.00	1.00	-
Full-time Equivalent Employees	9.65	10.05	11.05	1.00

Admin. & Technical Support Division Factors Affecting FTE's

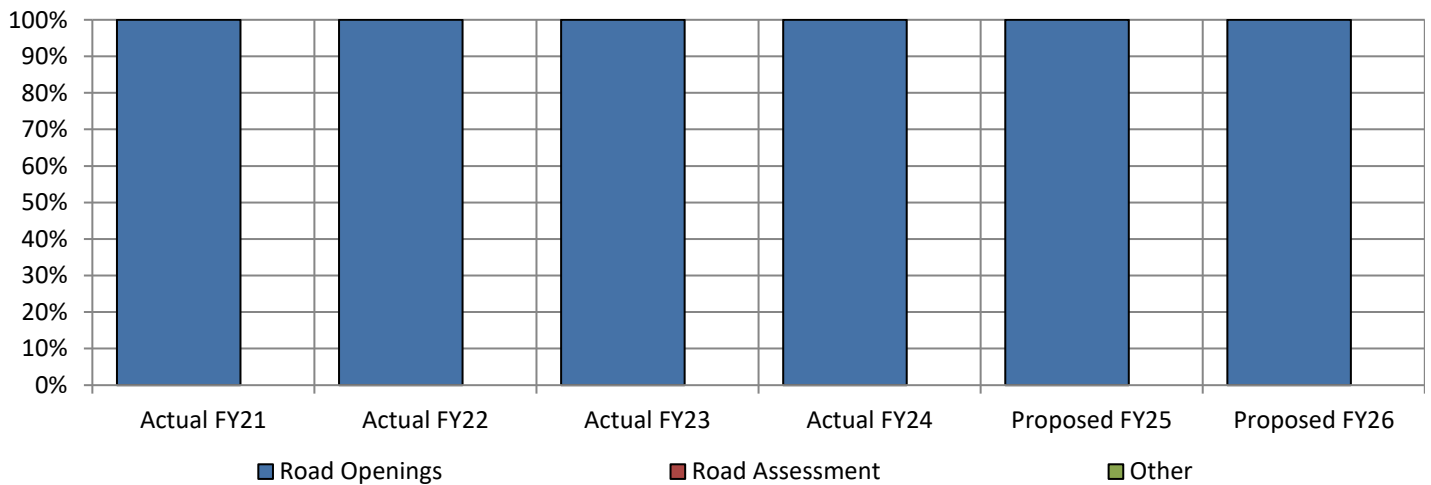
Full Time Employee History



FY 2021 the budget reflects a net decrease of (1.30) fte's as two vacant positions are being eliminated. FY 2022 includes a reallocation of the Safety Officer salary from the General Fund to the Enterprise Funds. FY 2024 an additional 0.40 fte was added to the Special Project Manager Embayment position. An additional 1.00 fte was added to the budget in FY 2026 for a Stormwater Project Manager.

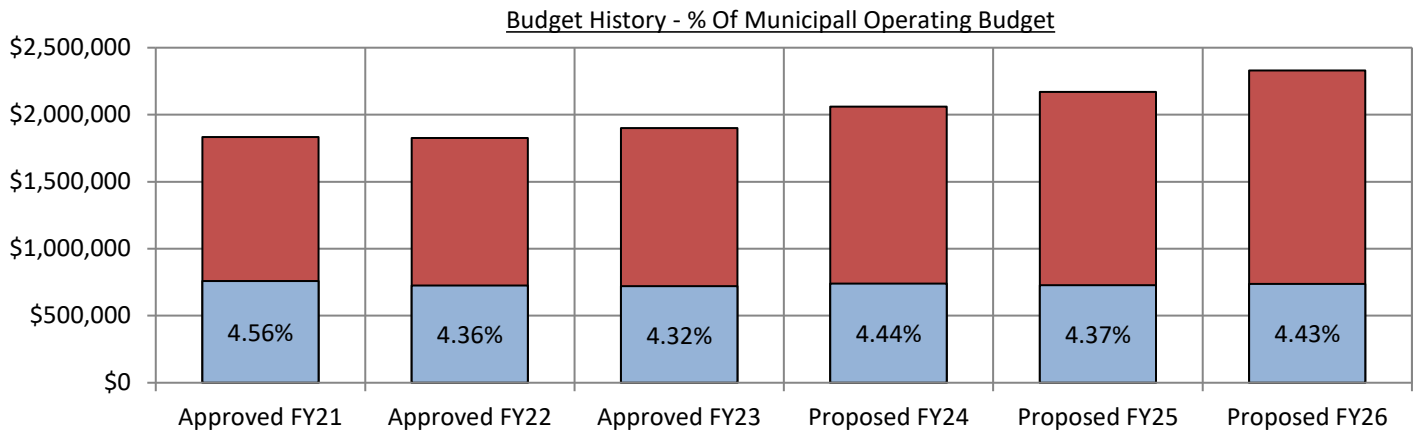
Admin. & Technical Support Division Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted

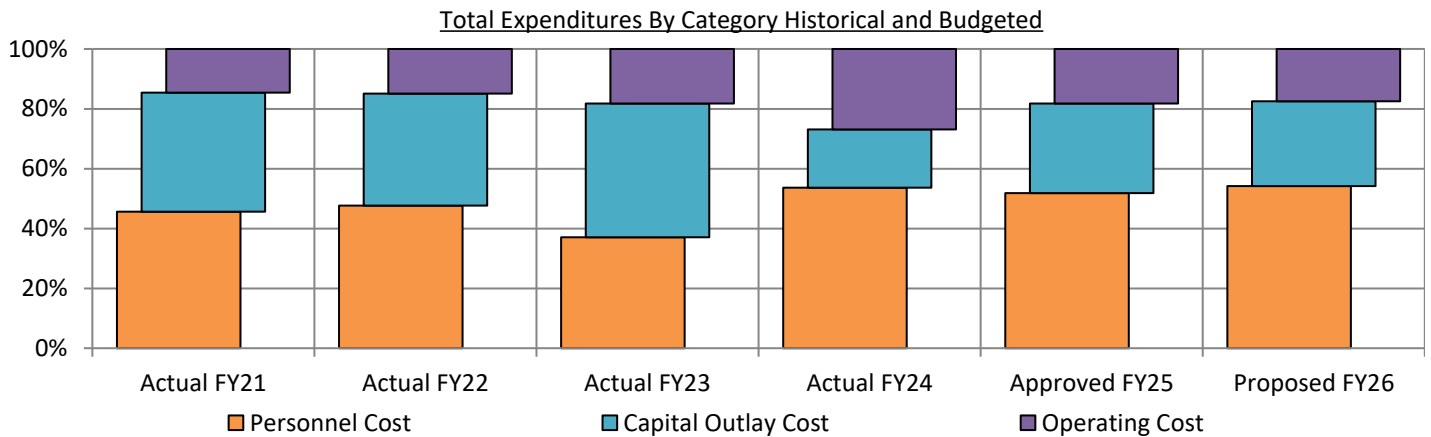


Taxes provide 99% of total sources of funding. Excluding tax support, road openings provide 100% of the revenue sources for this division.

Admin. & Technical Support Division Factors Affecting Expenses



Admin & Technical Support’s budget has been flat over a six-year period. The division manages all the department capital outlay needs for vehicle replacements. This division’s budget has decreased from 4.56% to 4.43% of total municipal operating budget (excludes other requirements and schools)



Personnel cost account for 54% of the proposed budget followed by capital outlay at 28%, and operating at 18%. This division manages the entire Public Works fleet of vehicles.

HIGHWAY DIVISION

Purpose Statement

The purpose of the Highway Division is to protect, maintain and improve the Town's roadway system, parking facilities and drainage facilities in a manner which maximizes the life of the infrastructure, improves traffic flow, and enhances both pedestrian and vehicular safety; and to provide a level of routine and emergency repairs to certain Town-owned vehicles and equipment that maximizes their life and minimizes down-time.

Program Areas

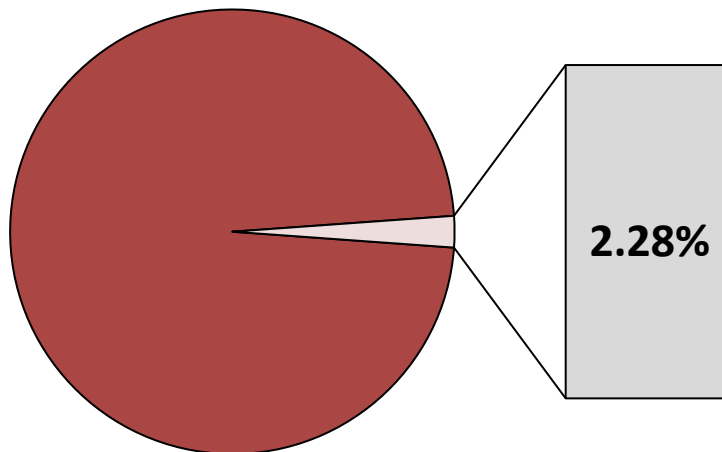


Roadway Maintenance



Equipment Support

% of FY 2026 General Fund Budget



The Highway Division comprises 2.28% of the overall General Fund budget.

Highway Division Services Provided

<https://www.townofbarnstable.us/Departments/Highway/>

Highway Division is responsible for the alterations, repair, maintenance, and management of public ways and sidewalks, storm drains and culverts. The Highway Division manages the seasonal operation of the drawbridge in Osterville, and the inspection and cleaning of 467 townwide MS4 catch basins. This division also has a significant role in snow & ice removal.

Highway Division Recent Accomplishments

- ✓ Responded to over 1,658 unscheduled work requests from citizens.
- ✓ Cleaned over 1,497 catch basins.
- ✓ Repaired a total of 37 catch basin systems
- ✓ Backfilled newly paved road shoulders with 100 tons of loam and 80 tons of processed gravel.
- ✓ Graded a total of 59 gravel roads
- ✓ Installed 461 tons of new asphalt patches.
- ✓ Swept over 546 lane miles of roads and 25 parking lots.
- ✓ Mowed 275 lane miles of road shoulders and picked up litter on 139 lane miles of roads. Collected 327 bags of litter
- ✓ Mowed and maintained the Route 132 Corridor 8 times.
- ✓ Maintained 323 miles of sidewalks
- ✓ Maintained vegetation growth for 785' of guardrail.
- ✓ Addressed 68 road brushing requests.
- ✓ Maintained the fire roads in the West Barnstable Conservation area
- ✓ Repainted 939 stop bars, 467 crosswalks.
- ✓ Repainted 2.1 million linear feet of centerlines and fog lines Town-wide.
- ✓ Repainted 178 road markings (only, arrows and speed humps) 3 parking lots.
- ✓ Replaced and maintained 192 street signs.
- ✓ Replaced 75' linear feet of damaged guardrail.
- ✓ Provided traffic and crowd control devices for various functions throughout the Town
- ✓ Opened the West Bay Draw Bridge 1,673 times for 1,844 boats navigating in and out of the bay.
- ✓ Performed 399 repairs and routine maintenance on the Town's vehicles and equipment.
- ✓ Maintained 97 pieces of snow and ice equipment.
- ✓ Installed plows on 4 six-wheel dump trucks to add to the plowing fleet.
- ✓ With the help and cooperation of staff from many other divisions and departments, roadways were cleared of snow and ice. (The DPW responded to 16 snow and ice events, removing over 11.3 inches of snow. Applied over 3,855 tons of road salt, 475 tons of pre-treated salt, 0 tons of road sand.
- ✓ Continued with maintaining the Marsh Trail on Sandy Neck.
- ✓ Responded to 55 hazard tree removal work orders town wide.
- ✓ Performed 17 site vision and tree inspections requests
- ✓ Planted 184 new trees.
- ✓ Responded to 82 deceased animal calls in the roadway.



Sunderland Road – Hot In Place Process

Highway Division Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Implement a plan to address street sweeping and catch basin cleaning per the MS4 permit Town wide. (SP: Infrastructure)
2. Continue with a plan to review and implement safety procedures in conjunction with the DPW Safety Officer. (SP: Education, Public Health and Safety)
3. Continue with accident damaged guardrail repair or replacement town wide, also addressing sidewalk Handicap issues. (SP: Infrastructure)

Long-Term:

1. Develop staff training programs to insure that staff is knowledgeable in current technologies and efficient and safe methods related to their work environment. (SP: Infrastructure, Public Health and Safety)
2. Initiate results from Asset Management program study. (SP: Infrastructure , Public Health and Safety)
3. Continue Guardrail replacement program to update locations with noncompliant guardrails to current MassDot standards. (SP: Infrastructure)

Highway Division Budget Comparison

Highway Division Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$4,276,769	\$4,414,031	\$4,667,616	\$4,828,303	\$160,687	3.44%
Interest and Other	270	219	-	-	-	0.00%
Reserves	-	-	-	301,008	301,008	0.00%
Total Sources of Funding	\$4,277,039	\$4,414,250	\$4,667,616	\$5,129,311	\$461,695	9.89%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$2,091,315	\$2,116,138	\$2,545,389	\$2,737,084	\$191,695	7.53%
Operating Expenses	2,185,725	2,298,112	2,122,227	2,392,227	270,000	12.72%
Total Appropriation	\$4,277,039	\$4,414,250	\$4,667,616	\$5,129,311	\$461,695	9.89%

Summary of Budget Changes

The Highway Division's proposed FY 2026 budget is increasing \$461,695, or 9.89% over the approved FY 2025 budget. Personnel budget change is for contractual obligations.

Job Title	FY 2024	FY 2025	FY 2026	Change
Administrative Assistant Highway	1.00	1.00	1.00	-
Arborist	2.00	2.00	2.00	-
Bridge Ops. /Laborer Craftsperson	2.00	2.00	2.00	-
Division Supervisor Highway	1.00	1.00	1.00	-
Equipment Operator	12.00	12.00	12.00	-
General Foreman	1.00	1.00	1.00	-
General Foreman Fleet Manager	1.00	1.00	1.00	-
Laborer/Craftsperson	4.00	4.00	4.00	-
Mechanic	5.00	5.00	5.00	-
Principal Division Asst. Highway	1.00	1.00	1.00	-
Section Foreman	2.00	2.00	2.00	-
Tree Warden/Forestry Foreman	1.00	1.00	1.00	-
Working Foreman	4.00	4.00	4.00	-
Full-time Equivalent Employees	37.00	37.00	37.00	-

Highway Division Factors Affecting FTE's

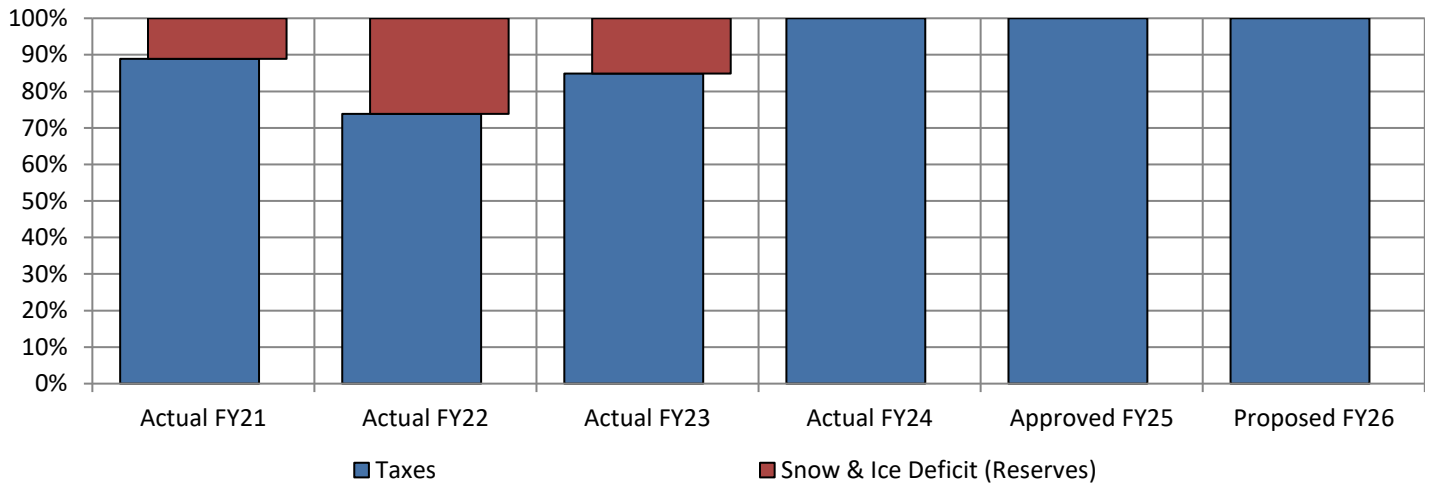
Full Time Employee History



The total number of full-time equivalents has remained steady in this division for the past few years.

Highway Division Factors Affecting Revenues

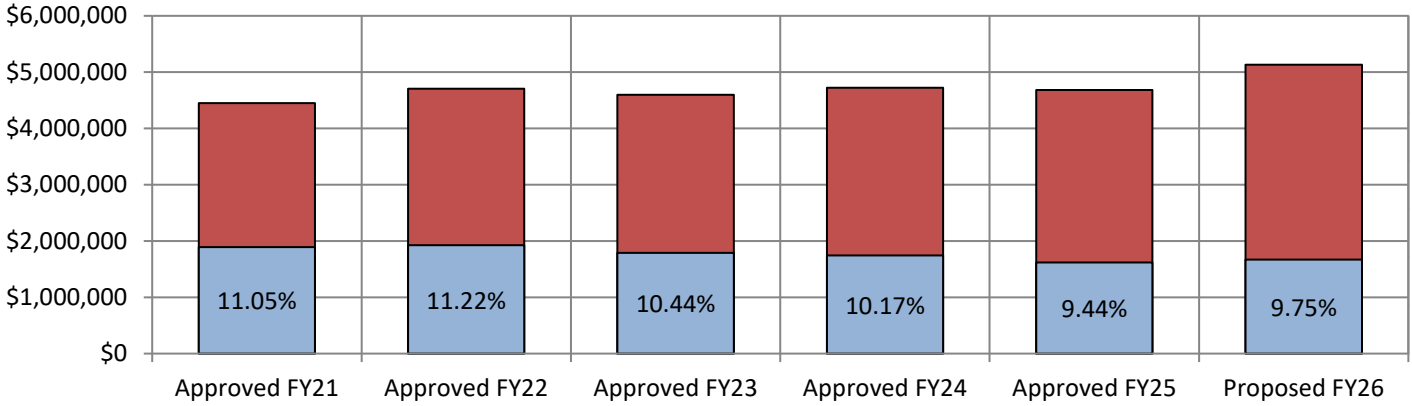
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Taxes provide 100% of total sources of funding to support the Highway division's proposed budget. The snow & ice removal budget is included within the Highway Division budget, which any snow & ice deficit from the previous fiscal year is carried over into the next fiscal year as a use of reserves.

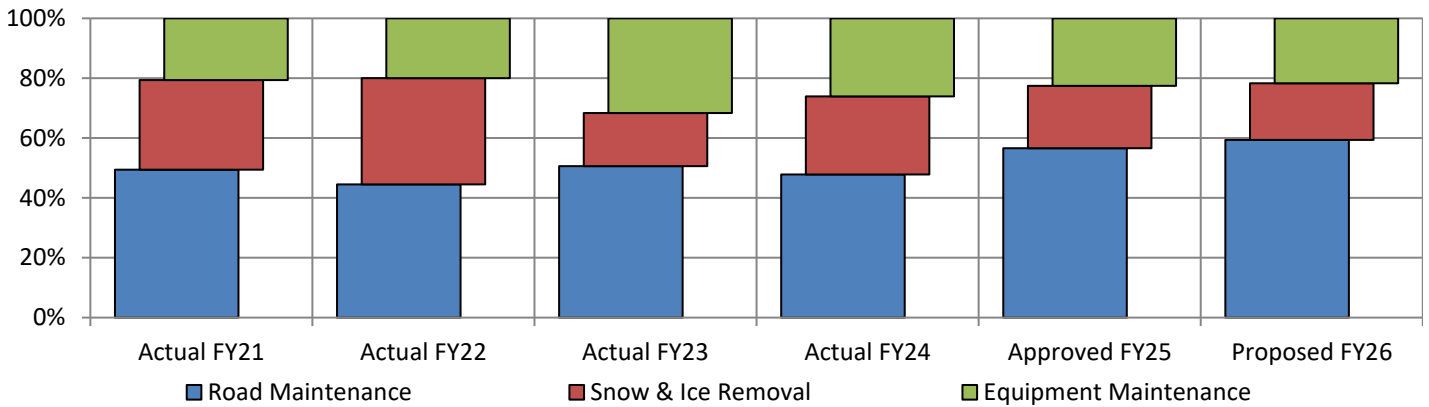
Highway Division Factors Affecting Expenses

Budget History - % Of Municipall Operating Budget



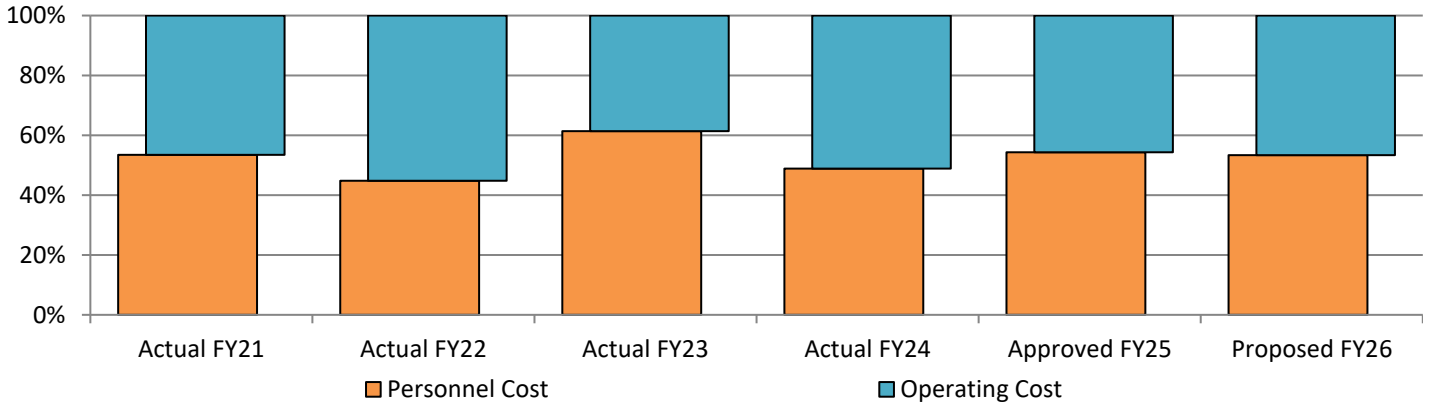
Highway’s budget has increased 2.55% annually on average over a six-year period. The division manages the gasoline and diesel for most of the town’s vehicles, so fuel contract prices contribute most to any budget changes. This division’s budget ranged between 9.44% and 11.2% of the total municipal operating budget (excluding other requirements and schools).

Total Expenditures By Program Historical and Budgeted



Roadway maintenance is the largest program area within the Highway division comprising 59%. The remaining balance is split between Equipment Maintenance and Snow & Ice removal.

Total Expenditures By Category Historical and Budgeted



Personnel cost account for 54% of this division’s proposed operating budget followed by 46% in operating cost.

Highway Program Services Provided

Roadway Maintenance Program

The roadway maintenance program is responsible for 250 miles of town roads, 70 miles of town sidewalks, 4 miles of bike paths, 74 town parking lots, 6 bridges and over 4,000 drainage systems on town roads. It also performs emergency repairs to 200 miles of private roads, sweeps town roads and responds to pumping flooded private roads on an emergency basis, grades 91 gravel roads, removes brush and mows 144 lane miles of town road shoulders, and removes litter from 250 miles of town roads. In addition, the division maintains over 8,000 regulatory and non-regulatory signs on town roads and street signs on private roads, maintains and repairs 48,549.60 feet guardrails on town roads and provides pavement marking on town primary roads and parking lots. The Forestry section maintains and waters 25 trees per week during the summer months. The bridge crew operates the drawbridge. The crews are supported by a small office staff which answers the telephone, dispatches, and deals with administrative matters and equipment procurement for the DPW. The Roadway Maintenance program focuses on our goal of infrastructure maintenance, deals expeditiously with daily complaints, strives to complete the preparations necessary for the following year's roadway resurfacing program and, increasingly, accomplishes construction projects such as drainage improvements. During winter storms, everyone works to keep our roadways passable.



Roadway Maintenance

Road Maintenance Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Change
Taxes	\$2,046,223	\$2,054,107	\$2,640,629	\$2,865,179	\$224,550	8.50%
Interest and Other	270	219	-	-	-	0.00%
Reserves	-	-	-	178,622	178,622	0.00%
Total Sources of Funding	\$2,046,493	\$2,054,326	\$2,640,629	\$3,043,801	\$403,172	15.27%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Change
Personnel	\$1,309,133	\$1,426,564	\$1,902,085	\$2,055,257	\$153,172	8.05%
Operating Expenses	\$737,361	627,762	738,544	988,544	250,000	33.85%
Capital Outlay	-	-	-	-	-	0.00%
Total Appropriation	\$2,046,493	\$2,054,326	\$2,640,629	\$3,043,801	\$403,172	15.27%

Equipment Maintenance Support Program

The Equipment support program maintains a 160-unit fleet of vehicles which includes trucks, automobiles, street sweepers, backhoes and everything in between. We do this for all divisions of the DPW, as well as Natural Resources, Weights and Measures, Recreation, Animal Control, Sandy Neck Rangers, Hyannis Youth Center and the Harbormaster. The Equipment support program also maintains 27 traffic signals, 13 school flashers, the Osterville drawbridge, and operates the municipal fueling depot.

Equipment Maintenance Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$1,117,072	\$1,061,944	\$1,051,987	\$1,045,341	(\$6,646)	-0.63%
Reserves	-	-	-	65,169	65,169	0.00%
Total Sources of Funding	\$1,117,072	\$1,061,944	\$1,051,987	\$1,110,510	\$58,523	5.56%

Highway Program Services Provided (Continued)

Expenditure Category						
Personnel	\$650,356	\$568,374	\$563,304	\$601,827	\$38,523	6.84%
Operating Expenses	\$466,716	493,570	488,683	508,683	20,000	4.09%
Capital Outlay	-	-	-	-	-	0.00%
Total Appropriation	\$1,117,072	\$1,061,944	\$1,051,987	\$1,110,510	\$58,523	5.56%

Snow & Ice Removal Program

The Snow and Ice Removal Program provides for snow and ice removal from 450 miles of roads comprised of 201 miles of town roads, 49 miles of county roads, 200 miles of private roads, 54 municipal parking areas containing 46 acres, and 70 miles of town sidewalks and four miles of bike paths. The program's goal is to remove a large portion of the accumulated snow and ice from its areas of responsibility as quickly as possible. The removal is intended to be of sufficient width and depth to allow the adequately prepared public to travel at reduced speeds throughout the town. The Department does not attempt to achieve bare pavement during any storm. The practice is far too expensive, and the large quantities of salt required would be detrimental to the environment.



Plow and Salt Truck

Snow & Ice Removal Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$1,113,473	\$1,297,980	\$975,000	\$917,783	(\$57,217)	-5.87%
Reserves	-	-	-	57,217	57,217	0.00%
Total Sources of Funding	\$1,113,473	\$1,297,980	\$975,000	\$975,000	\$0	0.00%

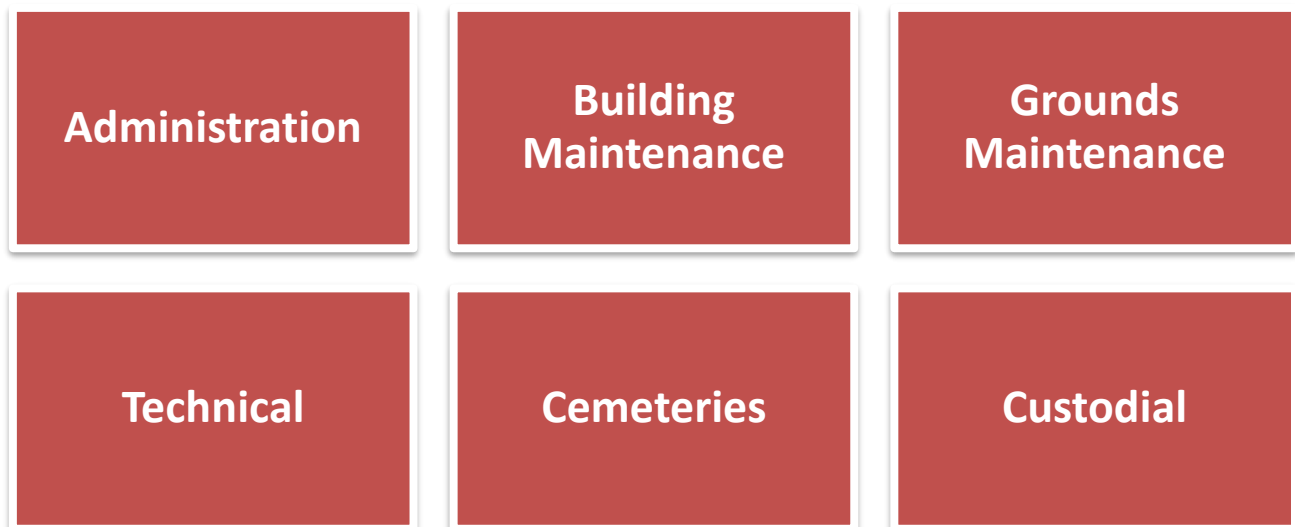
Expenditure Category						
Personnel	\$131,826	\$121,200	\$80,000	\$80,000	\$0	0.00%
Operating Expenses	\$981,648	1,176,780	895,000	895,000	-	0.00%
Total Appropriation	\$1,113,473	\$1,297,980	\$975,000	\$975,000	\$0	0.00%

STRUCTURES & GROUNDS DIVISION

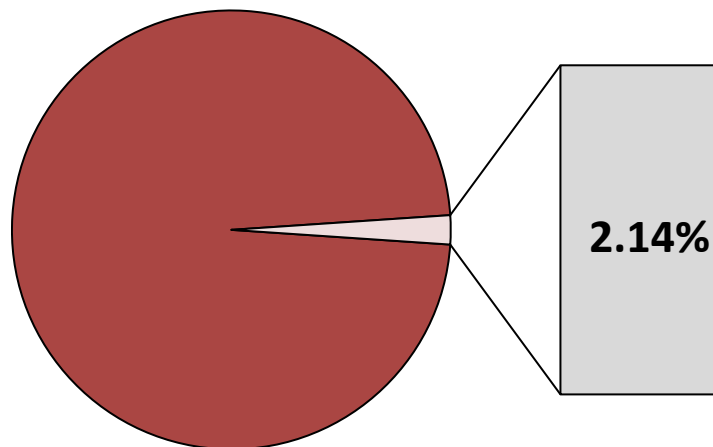
Purpose Statement

The purpose of the Structures & Grounds Division is to provide outstanding public services with pride and dedication for the Residents of Barnstable, our visitors and our colleagues in municipal employment while protecting and maintaining the town's buildings, parks, cemeteries, marinas, recreational and community facilities and resources. We strive to accomplish this in a manner that maximizes safety, life, utility and enhances the town's unique environmental and aesthetic qualities. Our goal is to construct, renovate and maintain our facilities in the most responsive, efficacious and cost-effective manner without diminishing the quality we seek to implement. We place high priority on energy efficiency and conservation, the possibility of energy generation and the use of renewable energy in all projects possible.

Program Areas



% of FY 2026 General Fund Budget



The Structures & Grounds Division comprises 2.14% of the overall General Fund budget.

Structures & Grounds Division Services Provided

<https://www.townofbarnstable.us/Departments/structuresgrounds/>

Structures & Grounds is responsible for the cultivation and care of the landscaping and grounds surrounding town facilities, planting flowers, mows, pulls weeds, repairs structures, and maintains outside of buildings.

Structures & Grounds Division Recent Accomplishments

Grounds Accomplishments

- ✓ Completed 14 homeless camp cleanups in cooperation with Barnstable Police Department
- ✓ Installed new irrigation at the Osterville Playground.
- ✓ Assisted with setup, breakdown and trash removal of 102 Special Events throughout the Town
- ✓ Repair washout at Dowes Beach under fishing pier
- ✓ Installed new fence at Long Beach and along Route 28
- ✓ Maintains trash program with Packer and took 191 tons of trash to SEMASS
- ✓ Assisted with Holiday Decor installation



Event Support: Hyannis Open Streets

Buildings Accomplishments

- ✓ New Fire Protection was installed in Foyer of SAB
- ✓ Painting of BACC lower level, 3 rooms and 2 bathrooms
- ✓ Assisted Harbor Master with yearly installation and removal of docks at various marinas and boat ramps
- ✓ Built and installed a new dock for McCarthy Landing and stairs for Prince Cove Marina.
- ✓ Painting of Vet's Beach Guard House and Hathaway's bathhouse
- ✓ Painting and refreshing Police Dept detective's offices, cell blocks and various other areas in dept.
- ✓ Assisted with set up and breakdown of Unity Day
- ✓ Assisted with Second Summer Celebration
- ✓ Coordinates setup and take down of Holiday Décor throughout Town

Technical Accomplishments

- ✓ Installed 7 new School Beacons
- ✓ Installed new lights in Town Hall Hearing Room and Bismore Marina
- ✓ Installed new lights on decorative street lights on Barse's Way and High School Rd.
- ✓ Assisted with installing electrical services for 84 Special Events and electrical drops for holiday décor
- ✓ Installed security lock at 200 Main Street
- ✓ Installed new furnace at Structures & Grounds
- ✓ Installed new furnace, condensing unit and AC coil at Old Selectman's Building
- ✓ Installed new Water Tank at West Barnstable Community Center
- ✓ Repairs made on 32 Traffic Light Calls
- ✓ Winterized bathhouses throughout Town
- ✓ Install of HYCC Dehumidification, HYCC Ammonia Coil and new circuit display board

Structures & Grounds Division Recent Accomplishments (Continued)

Cemeteries Accomplishments

- ✓ Replaced the walkway at Mosswood Cemetery
- ✓ Completed paving of at Crocker Park Cemetery
- ✓ Installed new black vinyl chain linked fence at Beechwood Cemetery
- ✓ Installed new sign at Mosswood Cemetery
- ✓ Continue with maintenance of landscaping, tree pruning and beautification of the 14 properties.
- ✓ Completed improvements to iron fence along the front of Oak Grove Cemetery
- ✓ Repainted all cemetery signs and posts
- ✓ Completed tree replacement at Beechwood Cemetery
- ✓ Services provided for 221 Interments



Mosswood Cemetery



Apartment Tombs- Mosswood Cemetery

Structures & Grounds Division Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Complete the renovation and replacement of the ADA access boardwalk at Kalmus Beach **(SP: Public Health & Safety, Infrastructure & Assets, Environmental & Natural Resources)**
2. In cooperation with the Town Architect complete renovations to the Osterville Bay Athletic Fields Complex **(SP: Finance, Communications, Infrastructure & Assets, Environment & Natural Resources)**
3. Design, construct and implement a Green Burial Interment Section including the rules, regulations and fee structure **(SP: Finance, Communications, Infrastructure & Assets, Environment & Natural Resources)**
4. Complete a comprehensive analysis on Cemetery use rate, lot inventory and current capacity of the Town's 8 active cemeteries for future expansion considerations **(SP: Finance, Communications, Infrastructure & Assets, Environment & Natural Resources)**

Long-Term:

1. Through GAP assessments, and in cooperation with the Community Services Department, we continue to implement improved management and maintenance plans for the Hyannis Youth and Community Center. These improvements will include written Emergency Response Plans and maintenance protocols for the ammonia refrigeration system. **(SP: Finance, Communications, Public Health & Safety, Infrastructure & Assets)**
2. Complete comprehensive facility condition analyses with corresponding 20-year capital replacement programs for the Police Department Facility, Marine & Environmental Affairs Facility, Centerville Recreation Building, West Barnstable Community Building, DPW Administration/Highway Facility and the DPW Structures & Grounds Facility. **(SP: Finance, Communications, Infrastructure & Assets)**
3. Continue to implement and expand our mechanical preventive maintenance program for all municipal facilities under management. This program will expand scheduled preventive maintenance procedures for HVAC, Electrical and Plumbing equipment throughout all municipal facilities. **(SP: Finance, Infrastructure & Assets)**
4. In cooperation with the Community Services Department's Recreation Division, develop comprehensive written maintenance plans for municipal fields under Public Works management. These plans will serve as guidelines in the completion of all field related maintenance work. **(SP: Finance, Communications, Infrastructures & Assets, Environment & Natural Resources)**

Structures & Grounds Division Budget Comparison

Structures & Grounds Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$1,835,037	\$2,725,010	\$3,076,507	\$2,912,739	(\$163,768)	-5.32%
Fees, Licenses, Permits	217,112	190,055	190,000	195,000	5,000	2.63%
Interest and Other	1,868,477	1,200,000	1,200,000	1,224,676	24,676	2.06%
Special Revenue Funds	79,640	79,640	79,640	191,340	111,700	140.26%
Reserves	-	-	-	282,022	282,022	0.00%
Total Sources of Funding	\$4,000,266	\$4,194,705	\$4,546,147	\$4,805,777	\$259,630	5.71%

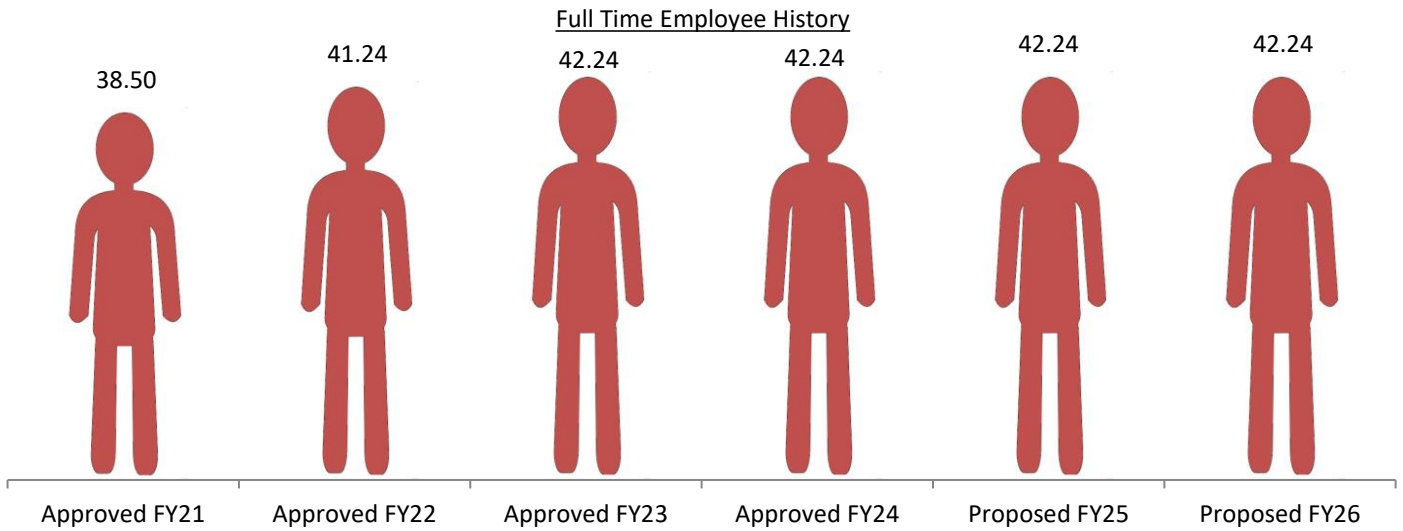
Expenditure Category						
Personnel	\$2,735,593	\$2,766,178	\$3,067,622	\$3,294,252	\$226,630	7.39%
Operating Expenses	1,264,673	1,428,526	1,478,525	1,511,525	33,000	2.23%
Total Appropriation	\$4,000,266	\$4,194,705	\$4,546,147	\$4,805,777	\$259,630	5.71%

Summary of Budget Changes

The Structures & Grounds Division's proposed FY 2026 budget reflects an increase of \$259,630, or 5.71%, over the approved FY 2025 budget. The personnel budget increase accounts for contractual obligations, while the operating budget adjustment reflects inflationary pressures on supplies and service costs.

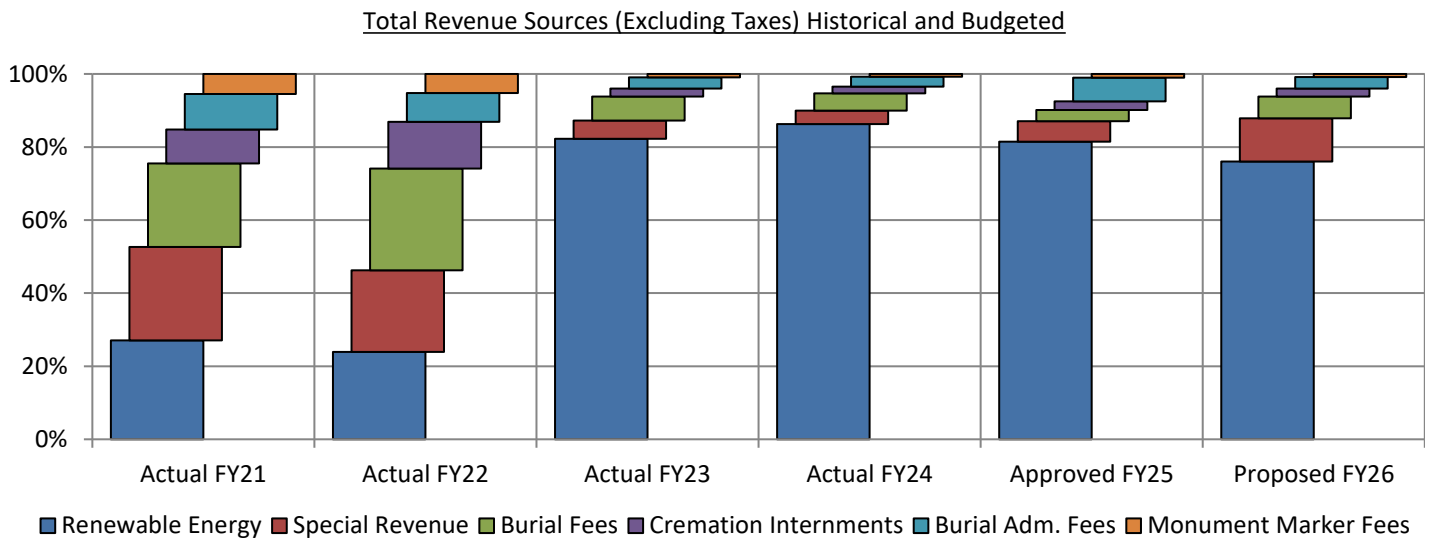
Structures & Grounds				
Job Title	FY 2024	FY 2025	FY 2026	Change
Carpenter	2.00	2.00	2.00	-
Cemeteries Foreman	1.00	1.00	1.00	-
Cemetery Services Coordinator	1.00	1.00	1.00	-
Custodian	9.58	9.58	9.58	-
Equipment Operator	3.00	3.00	3.00	-
General Foreman	1.00	1.00	1.00	-
Laborer/Craftsperson	8.00	8.00	8.00	-
Maintenance Technician	4.00	4.00	4.00	-
Office Manager	1.00	1.00	1.00	-
Principal Dept/Div Assistant	1.64	1.64	1.64	-
Section Foreman	2.00	2.00	2.00	-
S&G Div. Supervisor	1.00	1.00	1.00	-
Solid Waste Service	1.00	1.00	1.00	-
Technical Apprentice	2.00	2.00	2.00	-
Working Foreman	4.00	4.00	4.00	-
Full-time Equivalent Employees	42.22	42.22	42.22	-

Structures & Grounds Division Factors Affecting FTE's



The FY 2020 budget added three (3) positions to support a field maintenance program. The FY 2022 budget includes two (2) positions for the packer service program (municipal trash pickup) as well as a custodian position transferred from the Community Services Department. The FY 2023 budget included one (1) additional custodial position.

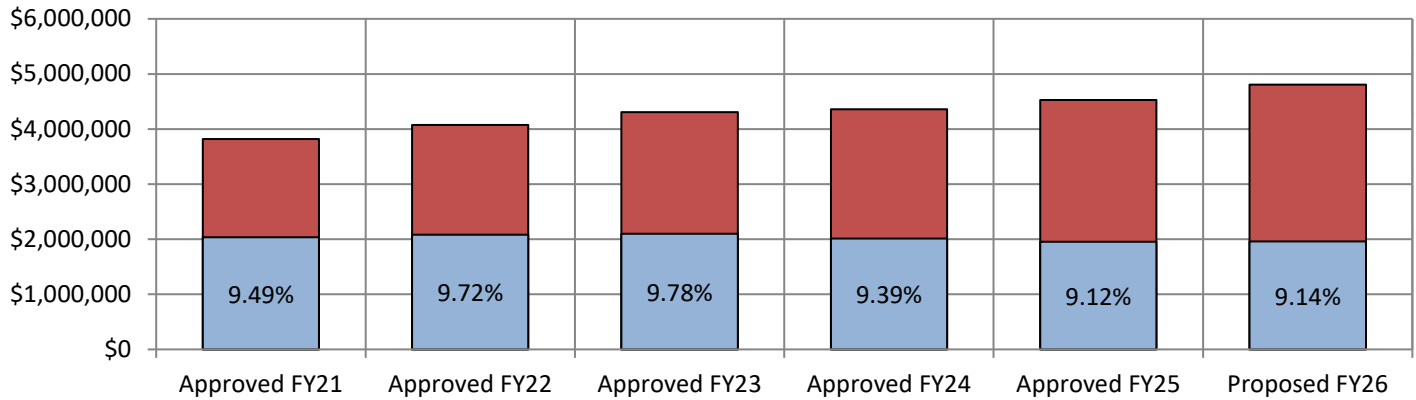
Structures & Grounds Division Factors Affecting Revenues



Taxes provide 66% of total sources of funding for this division's proposed budget. The remaining balance is covered through revenue received from renewable energy for solar arrays installed on town properties and department fees. These fees include burial fees, cremations, administration fees, and monuments. The availability of burial lots and mortality rates would play a role in the fees generated.

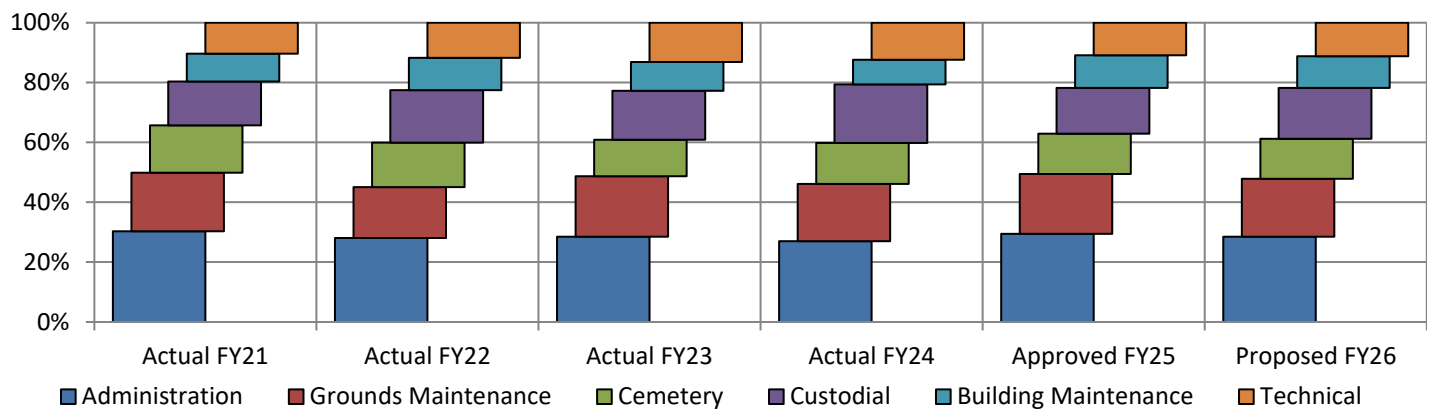
Structures & Grounds Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



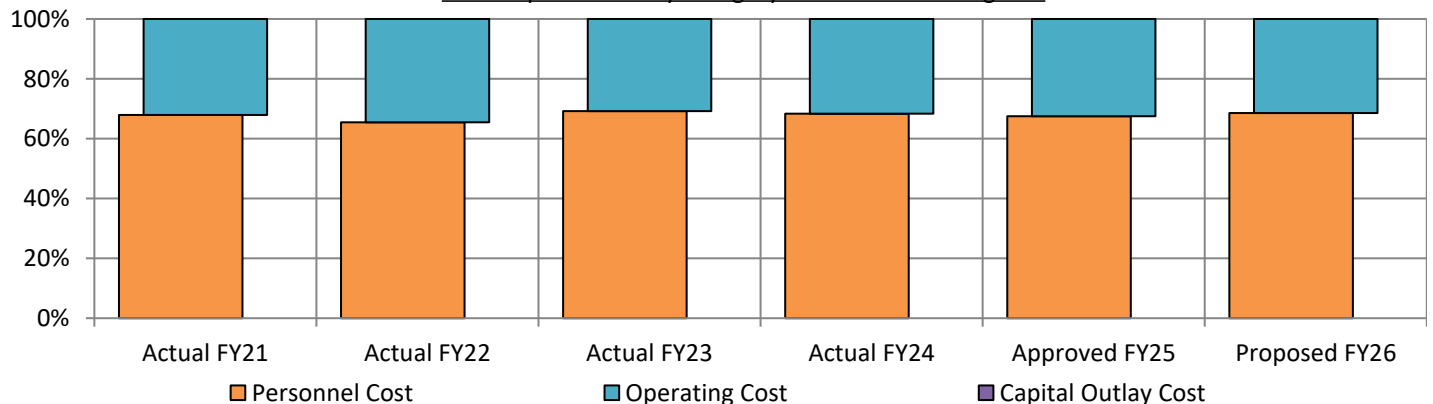
Structures & Ground's budget has increased 4.30% annually on average over a six-year period. This operation has also ranged from 9.12% to 9.78% of the total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



Administration is the largest program area within the Structures & Grounds division at 28% of the proposed budget.

Total Expenditures By Category Historical and Budgeted



Personnel cost account for 68% of the proposed budget followed by 32% in operating costs, this includes utilities for Town properties.

Structures & Grounds Program Services Provided

Administration Program

The Administration Program has the responsibility for the management of the Division's overall operations and personnel. This team is responsible for the preparation and administration of the Division's operating and capital project budgets, the processing of invoices for payment, personnel, procurement, utility usage, telecommunications, and implementing/monitoring energy conservation measures. In addition, they also provide support for DPW emergency operations (snow and ice, storm response, etc.).

Administration Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$0	\$112,790	\$137,870	\$63,522	(\$74,348)	-53.93%
Interest and Other	1,868,477	1,200,000	1,200,000	1,224,676	24,676	2.06%
Reserves	-	-	-	80,309	80,309	0.00%
Total Sources of Funding	\$1,868,477	\$1,312,790	\$1,337,870	\$1,368,507	\$30,637	2.29%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$336,632	\$374,453	\$390,055	\$415,692	\$25,637	6.57%
Operating Expenses	\$743,263	938,337	947,815	952,815	5,000	0.53%
Capital Outlay	-	-	-	-	-	0.00%
Total Appropriation	\$1,079,895	\$1,312,790	\$1,337,870	\$1,368,507	\$30,637	2.29%

Grounds Maintenance Program

The Grounds Maintenance Program supports a wide variety of landscaping tasks throughout our 60 acres of municipal property. The acreage consists of numerous parks, facilities grounds, memorial sites, athletic fields, playgrounds, traffic islands, ways to water, a dog park, and other town assets. These sites require maintenance of 41 irrigation systems, installation of seasonal floral displays, replacement and maintenance of flagpoles and progressive beautification through cultural practices and an organic fertility program. The sector is also responsible for providing weekly beach raking for 33 acres of town owned beaches. The program supports maintenance and upkeep of 81 Community Preservation/Land bank properties and administers the Town's Adopt-A-Spot program for 50+ locations. This group assists the Barnstable Police Department with homeless camp cleanups; the Conservation Department with trail and parking-lot maintenance and construction projects; and the Arts & Culture Program with projects and event support. Grounds support both the Engineering Section and the Town Architect with project specifications and site supervision. Additionally, they assist with snow & ice operations.

Grounds Maintenance Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$684,004	\$747,010	\$830,729	\$686,410	(\$144,319)	-17.37%
Special Revenue Funds	79,640	79,640	79,640	191,340	111,700	140.26%
Free Cash/Surplus Funds	-	-	-	54,721	54,721	0.00%
Total Sources of Funding	\$763,644	\$826,650	\$910,369	\$932,471	\$22,102	2.43%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$648,516	\$687,614	\$764,016	\$786,118	\$22,102	2.89%
Operating Expenses	\$115,128	139,035	146,353	146,353	-	0.00%
Total Appropriation	\$763,644	\$826,650	\$910,369	\$932,471	\$22,102	2.43%

Structures & Grounds Program Services Provided (Continued)

Building Maintenance Program

The Building Maintenance Program is responsible for emergency and scheduled maintenance/repairs to over 56 municipal buildings including the Town Hall Campus, the Police Department, Hyannis Youth & Community Center, Barnstable Adult Community Center, Comfort Stations, Beach Houses, Leased Properties, Community Centers and all Department/Division facilities. This team is comprised of carpenters, painters and laborers who work together on the repairs, renovations, and new construction at municipal facilities. They also assist the Recreation Division with the set-up and removal of beach ramps, ticket booths and lifeguard stations at our 14 beach locations and is responsible for maintenance, repairs and replacement of 19 docks and finger floats at 4 facilities including seasonal installation and removal of the same. They assist the Town Harbormaster with the seasonal installation and removal of all docks managed by the Marine & Environmental Affairs Department. They also provide support to Planning & Development's Arts and Culture Program with projects and event support. Additionally, this team provides support to the Highway Division for snow & ice operations.



Town Hall

Building Maintenance Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$331,145	\$354,308	\$492,808	\$478,394	(\$14,414)	-2.92%
Reserves	-	-	-	29,824	29,824	0.00%
Total Sources of Funding	\$331,145	\$354,308	\$492,808	\$508,218	\$15,410	3.13%
Expenditure Category						
Personnel	\$237,381	\$255,358	\$392,858	\$408,268	\$15,410	3.92%
Operating Expenses	\$93,763	98,951	99,950	99,950	-	0.00%
Total Appropriation	\$331,145	\$354,308	\$492,808	\$508,218	\$15,410	3.13%

Custodial Program

The custodial program provides janitorial services for 6 municipal office buildings, 4 comfort stations, 3 community buildings, Hyannis Youth & Community Center, Barnstable Police Station facility, Barnstable Adult Community Center, and the Mosswood Cemetery office. Cleaning schedules provide daily and routine maintenance objectives, including: floor care, restroom cleaning/sanitation, trash removal, recycling, and all associated cleaning activities. The custodial staff is responsible for purchasing, inventorying and the distribution of all cleaning supplies in support of municipal facilities. This group is responsible for the cleaning, sanitizing and supplying the 14 beach buildings during the summer season. Additional services include building security, safety inspections, public and committee meeting set up, special events support, and preventive maintenance tasks. Additionally, the custodial staff is charged with clearing snow and applying ice melt to the walkways and entryways to all municipal buildings during snow & ice events.

Custodial Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$780,472	\$678,567	\$695,713	\$767,750	\$72,037	10.35%
Reserves	-	-	-	47,863	47,863	0.00%
Total Sources of Funding	\$780,472	\$678,567	\$695,713	\$815,613	\$119,900	17.23%
Expenditure Category						
Personnel	\$694,288	\$605,067	\$636,913	\$738,813	\$101,900	16.00%
Operating Expenses	\$86,184	73,500	58,800	76,800	18,000	30.61%
Total Appropriation	\$780,472	\$678,567	\$695,713	\$815,613	\$119,900	17.23%

Structures & Grounds Program Services Provided (Continued)

Technical Program

The Technical Program consists of a licensed electrician, licensed HVAC technician and 2 technical apprentices who are responsible for the electrical, heating, air conditioning and ventilating systems throughout the Town. They are responsible for maintaining the Town’s traffic control signals, school zone flashing beacons, pedestrian crossing signals and the numerous ornamental light stanchions. The program is charged with the planned and preventative maintenance of Town’s mechanical assets throughout our facilities. This team is tasked with access control, public safety, energy efficiency and indoor climate control. This program gives support to the Information Technology Division through their data network wiring capabilities. The team provides technical support for the Town’s various security alarms, fire alarms and our automated building systems



Hyannis Youth and Community Center

Technical Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$495,147	\$456,517	\$496,352	\$506,552	\$10,200	2.06%
Reserves	-	-	-	31,580	31,580	0.00%
Total Sources of Funding	\$495,147	\$456,517	\$496,352	\$538,132	\$41,780	8.42%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$301,921	\$319,517	\$320,157	\$351,937	\$31,780	9.93%
Operating Expenses	\$193,226	137,000	176,195	186,195	10,000	5.68%
Total Appropriation	\$495,147	\$456,517	\$496,352	\$538,132	\$41,780	8.42%

Cemeteries Program

The cemetery program provides management, maintenance, beautification, and improvements for 81 acres of municipal cemetery grounds. This program includes full responsibility for the operation, maintenance, and care of 14 town cemeteries, office building and maintenance garage. It provides the scheduling, coordination and supervision of funeral and interment services for approximately 210 burials annually. It is also responsible for the installation of monument foundations, and flush markers. The Cemetery Program is responsible to maintain an accurate records data base and cemetery lot sales and mapping. Supplementary responsibilities include ancient headstone and monument maintenance and preservation and the development of raw land for future lot expansion. Additionally, it provides support to the Highway Division during snow & ice operations.

Cemetery Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$332,852	\$375,818	\$423,035	\$410,112	(\$12,923)	-3.05%
Fees, Licenses, Permits	217,112	190,055	190,000	195,000	5,000	2.63%
Reserves	-	-	-	37,724	37,724	0.00%
Total Sources of Funding	\$549,964	\$565,873	\$613,035	\$642,836	\$29,801	4.86%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$516,855	\$524,169	\$563,623	\$593,424	\$29,801	5.29%
Operating Expenses	\$33,109	41,704	49,412	49,412	-	0.00%
Total Appropriation	\$549,964	\$565,873	\$613,035	\$642,836	\$29,801	4.86%

Public Works Department Workload Indicators

Highway Division

	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Projected
Cleaned Catch Basins	1,100	1,257	1497	1200
New Asphalt Road Patches (tons)	410	495	461	400
Maintained Street Signs	850	729	192	775
Planted New Trees	10	5	184	10
Mowed (miles)	408	448	275	425
Picked Up Litter (miles)	430	402	139	420
Unscheduled Work Requests	2,846	2,922	1658	2900
Swept # of Parking Lots	26	13	25	20
Swept Roads (miles)	600	546	546	575
Repainted Center Lines (miles)	222	197	190	200
Repainted Fog Lines (miles)	235	188	206	200
Repainted Stop Bars and Crosswalks	552	1,023	1406	900
Repaired Catch Basin Drainage Systems	44	37	37	40
Opened West Bay Drawbridge for Boat Traffic	1,203	1,750	1673	1500

Structures & Grounds Division

	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Projected
HVAC Related Calls	183	473	235	330
Building and Maintenance Repair Work Orders	325	308	415	375
Grounds Maintenance Related Work Orders	265	290	311	285
HVAC & Electrical Preventive Maintenance Work Orders	423	526	658	550
Electrical Related Service and Repair Work Orders	279	345	317	300
Plumbing Related Service Work Orders	165	225	240	200
Locksmith Related Work Orders	99	148	153	125
Phone Service and Hardware Relocation Work Orders	65	59	49	50
Custodial Services Related Work Orders	222	299	324	300

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INSPECTIONAL SERVICES DEPARTMENT

Department Purpose Statement

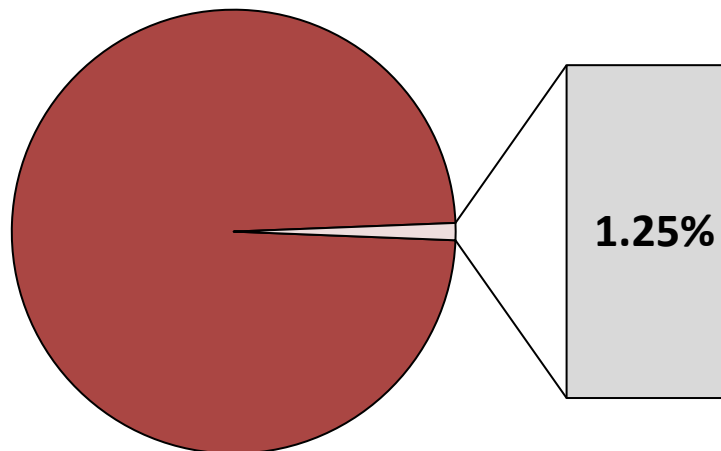
The Inspectional Services Department's purpose is developing, implementing, and administering a comprehensive public safety and public health services, policies, and procedures throughout the community. The Inspectional Services Department seeks to develop and implement sound and effective policies and procedures that support the Town's overall mission of protecting our citizen's quality of life while responding to and anticipating the needs of the community.

Division Areas

**Building
Services**

**Public
Health**

% of FY 2026 General Fund Budget



The Inspectional Services Department comprises 1.25% of the overall General Fund budget.

Inspectional Services Department Services Provided

<https://www.townofbarnstable.us/Departments/InspectionalServices/>

Inspectional Services provides a suite of regulatory services to the community involving public safety and public health as they relate to buildings, structures, property use, and businesses.

Inspectional Services Department Budget Comparison

Inspectional Services Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$0	\$154,353	\$142,892	\$20,828	(\$122,064)	-85.42%
Fines, Forfeitures, Penalties	22,230	10,615	10,000	20,000	10,000	100.00%
Fees, Licenses, Permits	2,721,867	2,347,133	2,430,500	2,684,200	253,700	10.44%
Charges for Services	1	-	1,000	1,000	-	0.00%
Reserves	-	-	-	74,154	74,154	0.00%
Total Sources of Funding	\$2,744,098	\$2,512,101	\$2,584,392	\$2,800,182	\$215,790	8.35%

Expenditure Category						
Personnel	\$2,214,970	\$2,299,010	\$2,339,396	\$2,541,438	\$202,042	8.64%
Operating Expenses	274,511	213,091	244,996	258,744	13,748	5.61%
Capital Outlay	-	-	-	-	-	0.00%
Total Appropriation	\$2,489,481	\$2,512,101	\$2,584,392	\$2,800,182	\$215,790	8.35%

Summary of Budget Changes

The Inspectional Services Department's proposed FY 2026 budget is increasing by \$215,790 or 8.35% over the approved FY 2025 budget. Personnel budget change includes contractual obligations and the creation of a Administrative Assistant for Code Compliance position. Operating costs are increasing \$13,748 due to lease vehicle cost increases

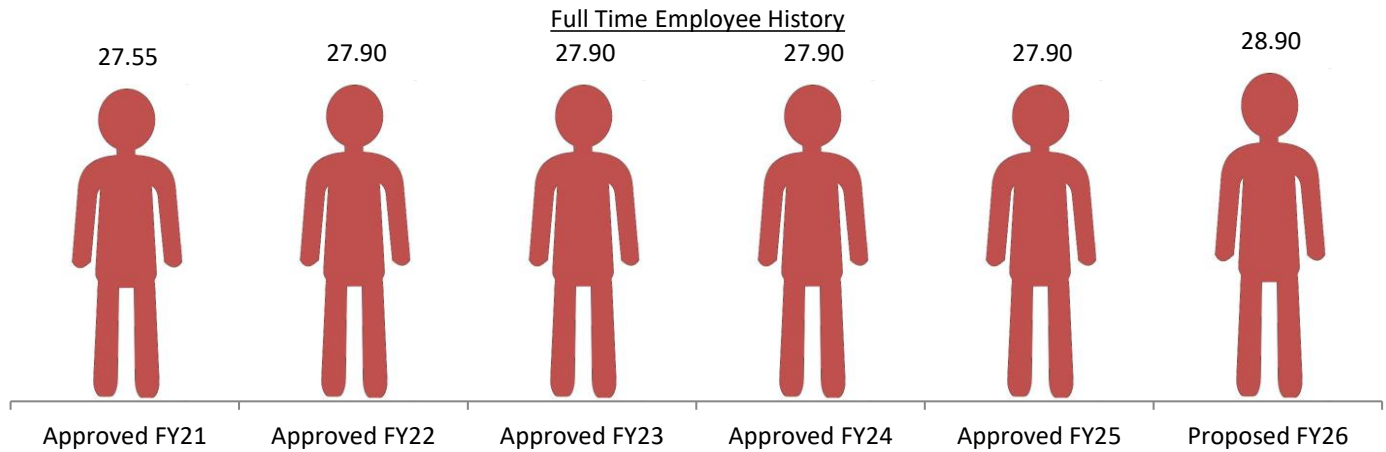
Inspectional Services Department Budget Reconciliation

	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2025 Approved Budget				\$2,584,392	
Contractual Obligations Net of Staff Turnover	151,242	-	-	151,242	-
One-Time Charges	-	-	-	-	-
FY 2026 Budget Changes					
1. Administrative Assistant Code Compliance	50,800		-	50,800	1.00
2. Vehicle Lease Renewal	-	13,748	-	13,748	-
FY 2026 Proposed Budget	\$202,042	\$13,748	-	\$2,800,182	1.00

- Administrative Assistant Code Compliance** - This request is to create a new Administrative Assistant position within the Building Division to support the growing administrative needs of the Code Compliance Program. The program, managed by a single staff member, serves as a centralized resource for Requests for Service (RFS) and non-criminal citations from various Town departments and agencies, including Harbormaster, Natural Resources, Animal Control, and Police. As the volume and complexity of cases have increased, additional administrative support is essential to maintain efficient case management and ensure timely response to citizen complaints.

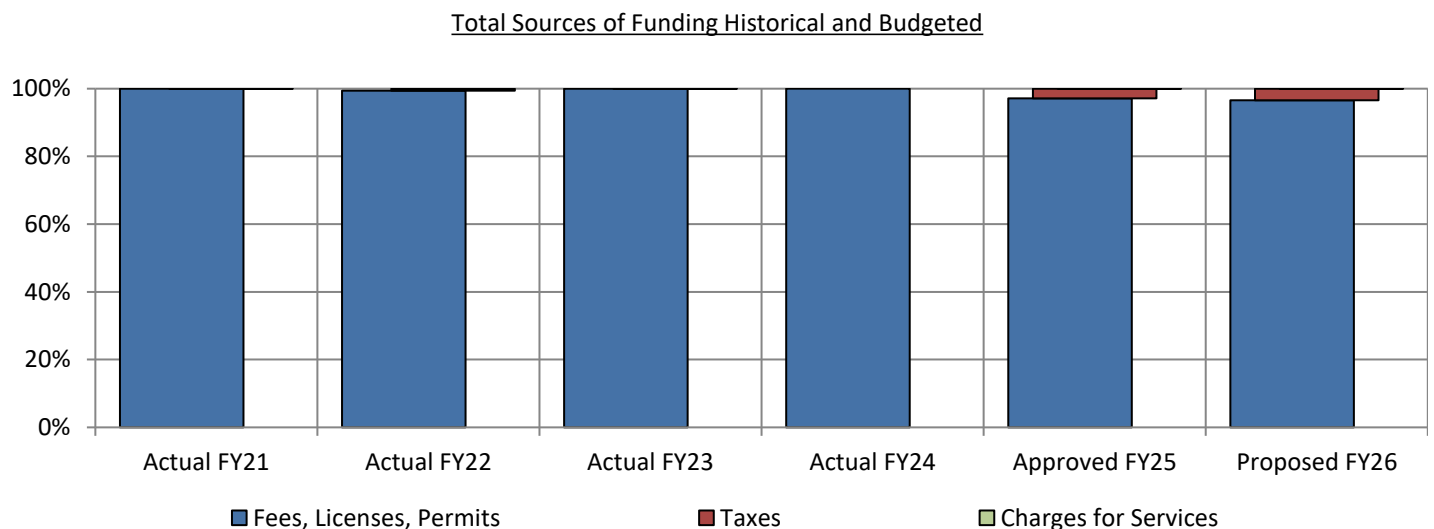
2. Vehicle Lease Renewal - The requested increase to the lease vehicle line in the Inspectional Services Department is necessary to support staffing levels and maintain effective field operations. As inspectional staff are responsible for conducting a high volume of on-site inspections across a wide geographic area, reliable access to vehicles is essential. Rising lease costs and vehicle replacement needs due to mileage and wear have contributed to the required budget adjustment. This increase ensures continued service delivery and compliance oversight throughout the Town.

Inspectional Services Department Factors Affecting FTE's



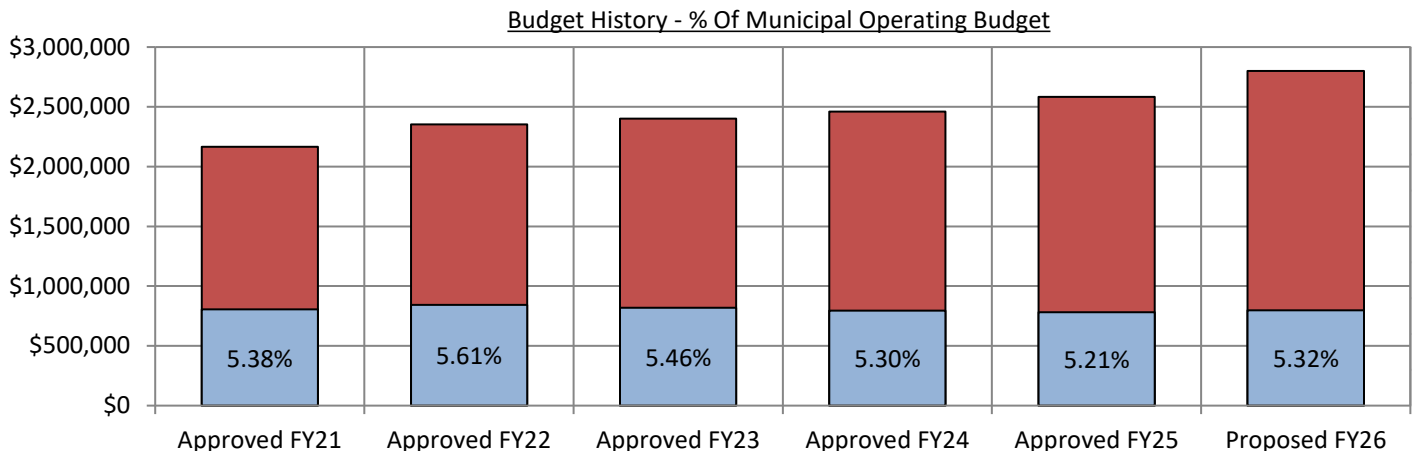
In FY 2021 full-time equivalents increased by 0.80 due to adding a Deputy Director position (1.00) and a reduction for a part-time Septic System Info Coordinator (0.20). In FY 2024 25% of the Deputy Director's position is allocated to a revolving fund, the part-time Coastal Health Resource Coordinator position (0.70 fte) is being transferred to the Department of Public Works, and the part-time Septic system Coordinator position is increasing by 0.20 ftes. FY 2026 an additional Administrative Assistant position is added.

Inspectional Services Department Factors Affecting Revenues

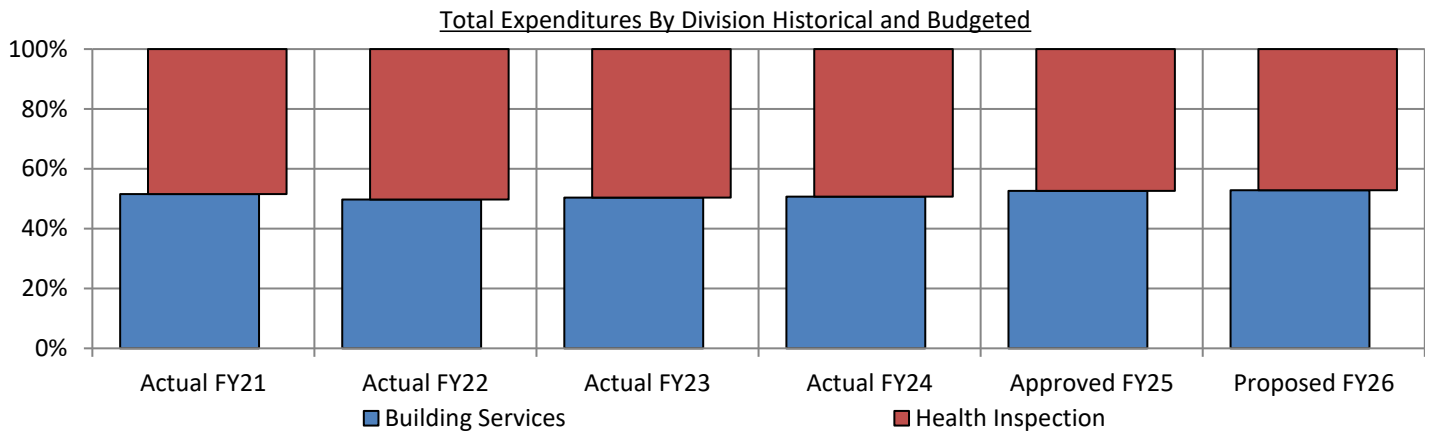


Fees, Licenses, and Permits accounts for 96% and tax support 2.8% of total sources of funding for the proposed budget. Building permits account for the majority of sources of funding for this department at roughly 65% of total sources of funding. Other types of permits include filing fees, disposal work, gas, food services, swimming pools, and wiring. Fees charged by this department relate to certificates of inspection, site plan reviews, and hazardous material. This department is 100% covered by the sources of funding it generates based on actuals during the fiscal year.

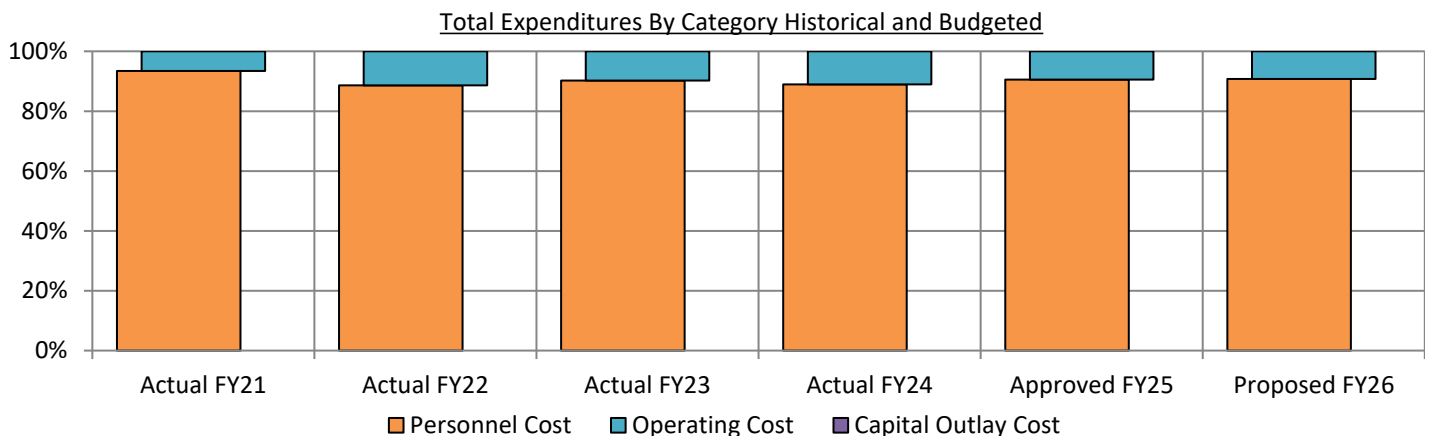
Inspectional Services Department Factors Affecting Expenses



The Inspectional Services Department’s budget has increased 4.89% annually on average over a six-year period. This budget on average is between 5.21to 5.61% of the total municipal operating budget (excludes other requirements and schools).



Inspectional Services division’s are split 50/50 between Building Services and Health Inspection. This trend has remained consistent through the six-year period.



The Inspectional Services Department’s proposed expenditure budget is allocated 90% personnel cost and 10% operating cost.

BUILDING SERVICES DIVISION

Purpose Statement

The Building Division role is to further Town's mission by enacting permitting, inspection and code compliance services that are intended and designed to protect the health and safety of our citizens while being respectful of their rights, their property, and them as individuals.

Our goal is to assist our citizens with code issues in a helpful, meaningful, and a creative manner designed to promote their business and personal property needs.

Program Areas

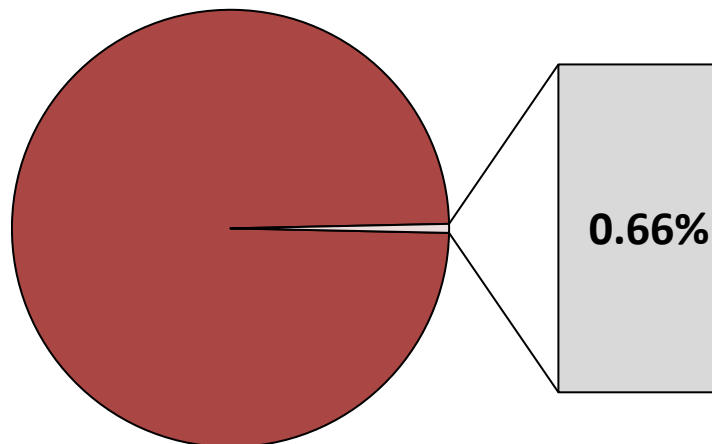


Inspection & Permitting Program



Zoning Enforcement Program

% of FY 2026 General Fund Budget



This Building Services Division comprises 0.66% of the overall General Fund budget.

Building Services Division Services Provided

<https://www.townofbarnstable.us/departments/building/>

The Building Services Division is responsible for administration and enforcement of the Massachusetts State Building Code (780 CMR), Massachusetts State Plumbing/Gas Code (248 CMR), and Electrical code (527 CMR), the Architectural Access Board's accessibility Code (521 CMR), and several Town ordinances including the Barnstable Zoning Ordinance (Chapter 240).

Our services include:

- Building permit application review for construction, zoning, and handicap accessibility.
- Permit issuance for the building, plumbing, gas & wiring trades.
- Inspectional services for the building, plumbing, gas & wiring trades.
- Sign code administration, including permit review, permit issuance and enforcement.
- Site Plan Review coordination / decisions for capital projects.
- Code Compliance processing for all divisional and interdepartmental disciplines.



New Contractor Bays - Osterville

Building Services Division Recent Accomplishments

- ✓ The Building Division has successfully digitized over a million property records, uploaded them to Town servers and made them accessible through Barnstable's archive software, Laserfiche. Having reached that milestone, we are able to provide remote access to property records through the Building Division website for all our citizens and for our visitors providing service to the community. **(SP: Regulatory Process and Performance, Communication)**

- ✓ The Building Division has acquired a search and rescue capable Unmanned Aerial Vehicle (UAV), commonly referred to as a Drone. Several of our Building Inspectors have successfully completed their FAA Part 107 certification to become licensed commercial drone pilots. The UAV and licenses will allow for enhanced property inspections, post storm damage assessment and enforcement. **(SP: Regulatory Process and Performance, Education, Communication, Public Health, and Safety)**



Home Depot renovation and expansion

- ✓ Our inspectors / pilots refine their practical flight skills with bi-weekly flight training. These new pilots will be able to deploy a drone for natural disaster emergency response, high elevation inspections and assist in code compliance matters. **(SP: Regulatory Process and Performance, Education, Communication, Public Health, and Safety)**

Building Services Division Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

- Continue to work with the Town Manager's office to maintain friendly, predictable, and easy citizen access for permitting, zoning and general inquiries and refine our hybrid work model to best fit the needs of the public and staff. **(SP: Regulatory Process and Performance, Communication)**
- Both Massachusetts Building Code (780 CMR) and Uniform State Plumbing Code (248 CMR) have updated their codes during the 2024 calendar year. Inspectors will continue immersing themselves in the new codes through training and independent review to understand and implement all the changes and assisting contractors and homeowners through the transition. **(SP: Regulatory Process and Performance, Communication)**



Cascade Demolition - Hyannis

- Staff have reviewed and analyzed the Building Division's fee structures across the Division. It is the intent to formally propose and implement a new fee structure that is in line with the cost of services provided. **(SP: Regulatory Process and Performance, Communication, Finance)**
- Implement the Code Compliance Procedures Manual to provide clear guidelines for Code Compliance Officers and support staff on the handling of Requests for Service. This includes training over multiple guiding principles from situational awareness, report writing, respecting and protecting citizen and property rights and efficient/effective use of court proceedings. **(SP: Regulatory Process and Performance, Communication)**

Long-Term:

- Process will remain ongoing to continuously review the Division's existing policies and the intent of modifying existing practices and procedures or adopt new procedures where necessary to ensure that the division's permitting; inspections and code compliance efforts are in conformance with those guiding principles. Our goal is to ensure that any practices adopted by the division serve the public in an efficient and respectful manner. **(SP: Regulatory Process and Performance, Education, Communication, Public Health, and Safety)**
- Refine and improve upon the electronic and paperless efforts for all permitting, inspections, notifications and property file retention and access. **(SP: Regulatory Process and Performance, Communication)**
- Design and implement educational opportunities for the general public to create a better understanding of the regulations we enforce and the Inspectional Services Code Compliance Program. **(SP: Regulatory Process and Performance, Education, Communication, Public Health, and Safety)**

Building Services Division Budget Comparison

Building Services Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$0	\$0	\$0	\$0	\$0	0.00%
Fines, Forfeitures, Penalties	\$22,230	\$10,615	\$10,000	\$20,000	10,000	100.00%
Fees, Licenses, Permits	2,245,042	1,834,770	2,005,000	2,268,000	263,000	13.12%
Charges for Services	1	-	1,000	1,000	-	0.00%
Reserves	-	-	-	39,198	39,198	0.00%
Total Sources of Funding	\$2,267,273	\$1,845,385	\$2,016,000	\$2,328,198	\$312,198	15.49%

Expenditure Category						
Personnel	\$1,199,167	\$1,294,890	\$1,296,411	\$1,416,798	\$120,387	9.29%
Operating Expenses	61,583	47,542	63,389	63,389	-	0.00%
Total Appropriation	\$1,260,750	\$1,342,432	\$1,359,800	\$1,480,187	\$120,387	8.85%

Summary of Budget Changes

The Building Services Division’s proposed FY 2026 budget is increasing \$120,387 or 8.85% over the approved FY 2025 budget. Personnel budget change includes contractual obligations and the addition of a new Administrative Assistant. Operating budgets are level funded.

Inspectional Services Department				
Building Services				
Job Title	FY 2024	FY 2025	FY 2026	Change
Administrative Assistant Code Compliance	-	-	1.00	1.00
Assistant Zoning Administrator	1.00	1.00	1.00	-
Building Commissioner	1.00	1.00	1.00	-
Chief Local Inspector	1.00	1.00	1.00	-
Chief Zoning Enforcement Officer	1.00	1.00	1.00	-
Deputy Commissioner	1.00	1.00	1.00	-
Gas & Plumbing Inspector	2.00	2.00	2.00	-
Local Inspector	3.00	3.00	3.00	-
Officer Manager Building	1.00	1.00	1.00	-
Permit Technician	2.00	2.00	2.00	-
Wire Inspector	1.50	1.50	1.50	-
Full-time Equivalent Employees	14.50	14.50	15.50	1.00

Building Services Division Factors Affecting FTE's

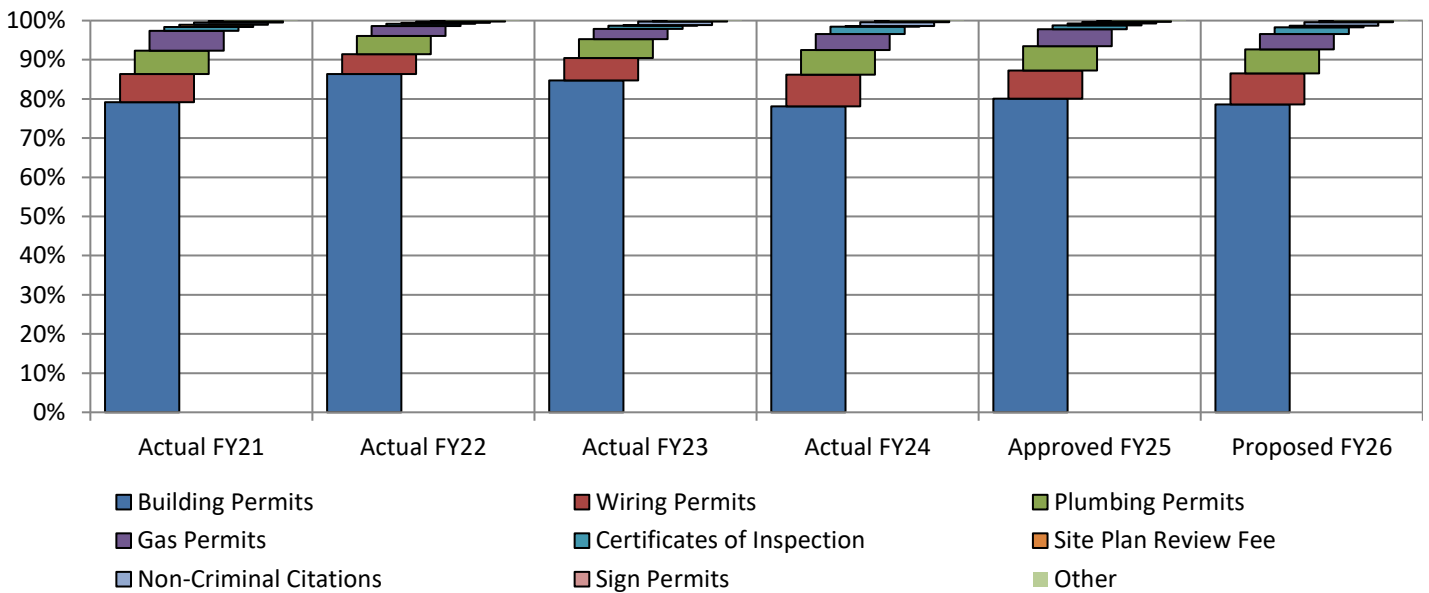
Full Time Employee History



The FY 2021 budget includes the addition of the Deputy Director's position and 25% of this position's salary has been allocated to the Weights & Measures Revolving Fund in FY 2024. No changes in FY 2025. FY 2026 an additional Administrative Assistant position was added for code compliance.

Building Services Division Factors Affecting Revenues

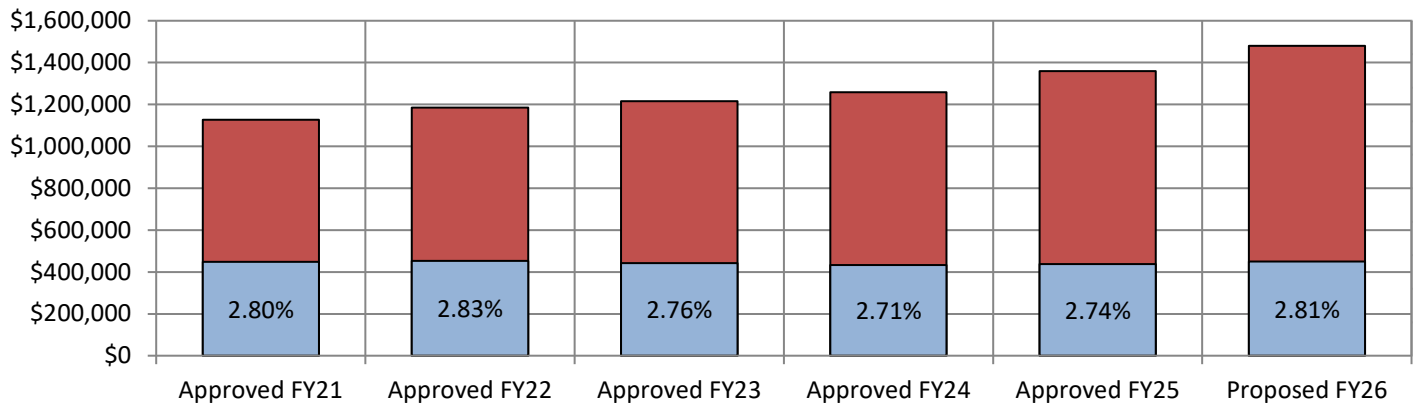
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Fees, Licenses, and permits account for 98% of total sources of funding for the Building Services division. Excluding taxes, building permits account for 80% of total revenue sources. Wiring, plumbing, and gas permits account for 17% when excluding taxes.

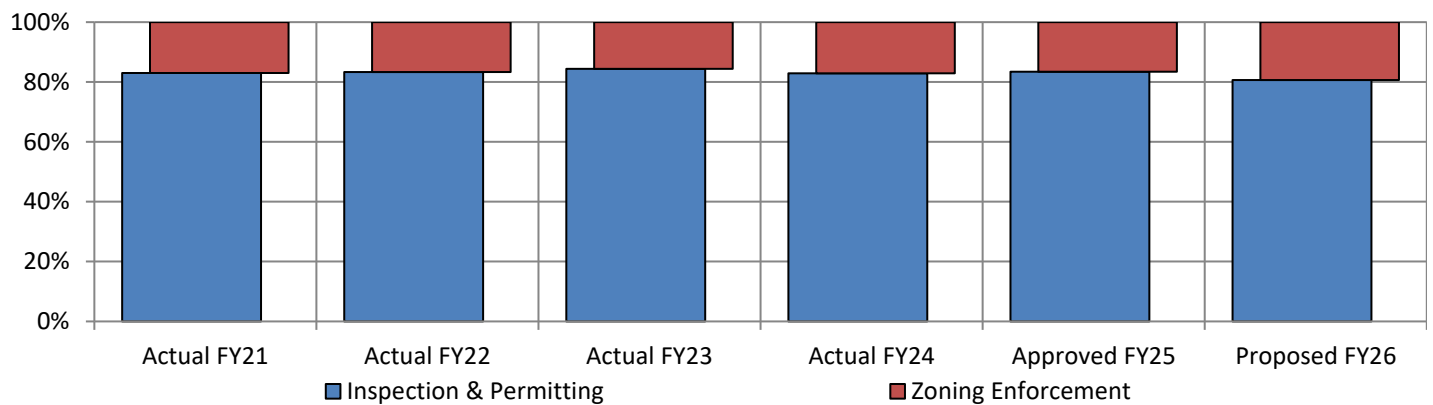
Building Services Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



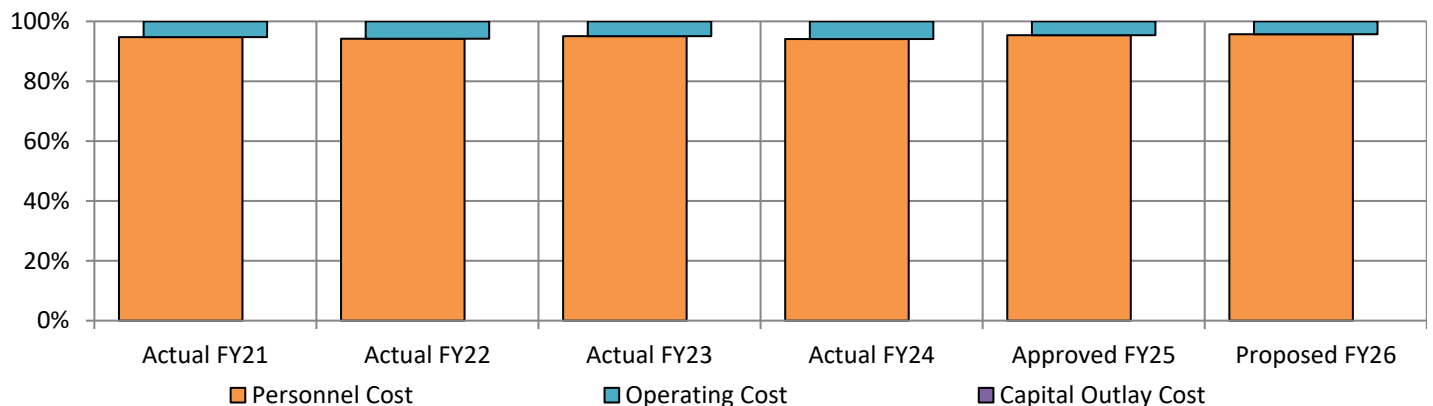
The Building Services Division’s budget has increased 5.21% annually on average over a six-year period. This budget has also increased from 2.71% to 2.81% of the total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Inspection & Permitting program comprises 80% and Zoning Enforcement 20% of the division’s proposed budget. Actual program allocations have remained consistent over a six-year period.

Total Expenditures By Category Historical and Budgeted



Building Services expenditures are allocated 95% to personnel cost and 5% to operating cost as a percentage of proposed budget. This allocation has remained consistent over a six-year period.

Building Services Program Services Provided

Inspection & Permitting Program

The building code inspection and permitting services for all communities of the Commonwealth of Massachusetts originates in Massachusetts General Law (M.G.L.) Chapter 143. M.G.L. 143 is designed to promote public safety as it relates to buildings. In doing so M.G.L. 143 provides for the promulgation of regulations, which establish the minimum standards for construction to protect the health and safety of the Commonwealth's citizens. That regulation is known as 780 CMR (Code of Massachusetts Regulations) otherwise known as the Massachusetts State Building Code. M.G.L., and also requires that communities appoint building officials to review construction plans, issuing permits, inspecting buildings, and the general enforcement of 780 CMR.

In many communities, including the Town of Barnstable, building departments are tasked with other duties beyond the building code itself. For example, we oversee or regulate the following:

- 248 CMR – Massachusetts State Plumbing / Gas Code;
- 527 CMR – Massachusetts State Electrical Code;
- 521 CMR – Handicap Accessibility Code in Massachusetts is known as the Architectural Access Board (AAB);
- The Town of Barnstable Zoning Ordinance, and;
- The Town of Barnstable Site Plan Review.

The Massachusetts State Building Code is derived from a group of code standards published by a publishing concern known as the International Code Counsel (ICC). They publish what is commonly referred to as the ICC Standards. Massachusetts amends certain sections of the ICC codes that it has adopted to serve the unique needs of the citizens of Massachusetts.

- The Town of Barnstable Sign Code;
- Federal Emergency Management Agencies Flood Insurance Program, and;
- Storm Water Regulations.

The men and women that make up the Barnstable Building Services Division are proud to serve the citizens of Barnstable. We are committed to the constant self-evaluation of our processes and ourselves with the aim of delivering professional service to the community that is ethical, efficient, fair, predictable, consistent, and respectful to the citizens of Barnstable.

Inspection & Permitting Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Fees, Licenses, Permits	\$2,240,542	\$1,819,870	\$1,995,000	\$2,258,000	\$263,000	13.18%
Charges for Services	1	-	1,000	1,000	-	0.00%
Reserves	-	-	-	31,616	31,616	0.00%
Total Sources of Funding	\$2,240,543	\$1,819,870	\$1,996,000	\$2,290,616	\$294,616	14.76%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$983,590	\$1,070,781	\$1,071,853	\$1,130,474	\$58,621	5.47%
Operating Expenses	\$61,304	47,542	63,389	63,389	-	0.00%
Total Appropriation	\$1,044,89	\$1,118,323	\$1,135,242	\$1,193,863	\$58,621	5.16%

Building Services Program Services Provided (Continued)

Zoning Enforcement Program

The Town of Barnstable is comprised of 76 square miles of land area, fronts on Cape Cod Bay as well as Nantucket Sound and is home to seven quaint villages. Barnstable has the largest commercial area and the most services available on Cape Cod. Local zoning builds on the basic provisions of the State/Zoning Enabling Act (M.G.L. 40A) and is manifest in the Barnstable Zoning Ordinance, which shapes the nature and character of a community.

Our duties as they relate to zoning require careful oversight of the 44 zoning and overlay districts in our local ordinances to ensure that the peace, quiet and tranquility of our residential neighborhoods is maintained and to ensure that the promotion of business in our business districts is a priority for all of Barnstable's business partners. A key function of the Building Services Division is to ensure that all construction projects in all zoning districts are completed in compliance with our zoning ordinances to protect the health and safety of the Town's citizens.

The administration and enforcement of the zoning ordinances is time-intensive and must be interpreted and enforced in a uniform and consistent manner. The process often involves extensive research and repeated fieldwork. The building division staff regularly interacts with other organizational agencies such as Conservation, Planning, Legal, Health, Licensing, the Regulatory Coordinator/Hearing Officer, and others.

Zoning Enforcement Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$189,126	\$198,594	\$204,558	\$248,742	\$44,184	21.60%
Fines, Forfeitures, Penalties	22,230	10,615	10,000	20,000	10,000	100.00%
Fees, Licenses, Permits	4,500	14,900	10,000	10,000	-	0.00%
Reserves	-	-	-	7,582	7,582	0.00%
Total Sources of Funding	\$215,856	\$224,109	\$224,558	\$286,324	\$61,766	27.51%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$215,577	\$224,109	\$224,558	\$286,324	\$61,766	27.51%
Operating Expenses	\$278	-	-	-	-	0.00%
Capital Outlay	-	-	-	-	-	0.00%
Total Appropriation	\$215,856	\$224,109	\$224,558	\$286,324	\$61,766	27.51%

PUBLIC HEALTH DIVISION

Purpose Statement

The members of the Health Division strive to provide efficient and effective environmental health and public health protection services. We are committed to protecting our public citizens and visitors so that they may enjoy a safe and healthy environment through strict enforcement and proactive public health strategies.

Program Areas

Environmental Health



Bathing Beach Waterbody Resource Protection



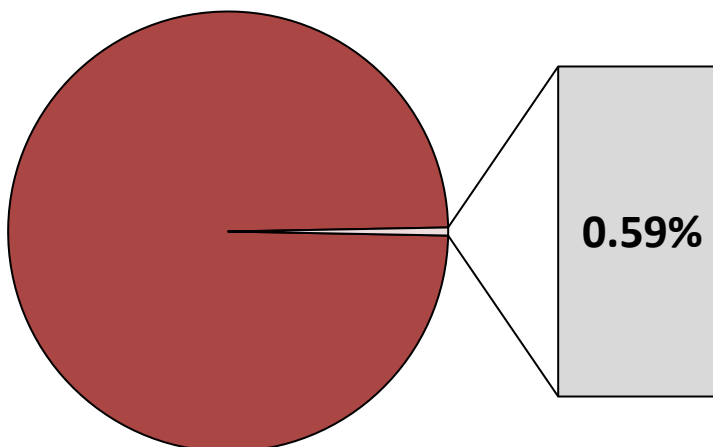
Nursing Services



Toxic & Hazardous Contaminants Management



% of FY 2026 General Fund Budget



The Public Health Division comprises 0.59% of the overall General Fund budget.

Public Health Division Services Provided

<https://www.townofbarnstable.us/Departments/healthdivision/>

The Health Division promotes the welfare of Barnstable residents and visitors, ensures its safety and protects it from the spread of infectious disease and environmental hazards. The Division provides support to the Board of Health on an on-going basis, and issues various licenses and permits. The Health Division is comprised of four programs: Environmental Health, Bathing Beach Waterbody Resource Protection, Nursing Services, and Toxic and Hazardous Contaminants Management.

Public Health Division Recent Accomplishments

- ✓ Health Division staff responded to 509 health related complaints during FY'2024. This included food establishment operation complaints, housing, sewage, rubbish and various other public health related issues.
- ✓ Health Division staff reviewed and approved 693 permit applications for the proposed construction of new homes, commercial buildings, sheds, additions, alterations, remodel work, and demolitions;
- ✓ Health Division staff provided two (2) public drive-thru influenza vaccination clinics and three (3) public indoor flu clinics available to all residents.
- ✓ Health Division staff issued 6,217 permits and collected \$476,826 in fees during fiscal year 2024,



Restaurant Kitchen

Public Health Division Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. The Health Division will continue to provide annual influenza vaccination clinics and other vaccination clinics as needs arise. **(SP: Regulatory Process and Performance)**
2. The Health Division will continue to improve customer services emphasizing positive experiences, efficiency, and predictable regulatory processes. **(SP: Education, Communication)**

Long-Term:

1. The Health Division staff will continue to implement enforcement of the Town's Comprehensive Wastewater Management Plan. The Health Division will continue to issue and monitor sewer connection deadline requirements and to promote innovative technologies where/if required **(SP: Environment and Natural Resources, Education, Communication)**
2. Health Division staff will continue to assist with environmental sample collection and enforcement of State and local regulations designed to protect our sole source aquifer, bathing beaches, and marine embayment areas with the goal of reducing nitrogen loading to water bodies. **(SP: Environment and Natural Resources)**
3. The Health Division will continually improve and expand upon online electronic permitting, digitalized inspection programs and other computerized processes for the benefit of residents and business operators **(SP: Regulatory Process and Performance)**

Public Health Division Budget Comparison

Public Health Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$751,906	\$657,306	\$799,092	\$868,839	\$69,747	8.73%
Fees, Licenses, Permits	476,826	512,363	425,500	416,200	(9,300)	-2.19%
Reserves	-	-	-	34,956	34,956	0.00%
Total Sources of Funding	\$1,228,732	\$1,169,669	\$1,224,592	\$1,319,995	\$95,403	7.79%

Expenditure Category						
Personnel	\$1,015,803	\$1,004,120	\$1,042,985	\$1,124,640	\$81,655	7.83%
Operating Expenses	212,929	165,549	181,607	195,355	13,748	7.57%
Total Appropriation	\$1,228,732	\$1,169,669	\$1,224,592	\$1,319,995	\$95,403	7.79%

Summary of Budget Changes

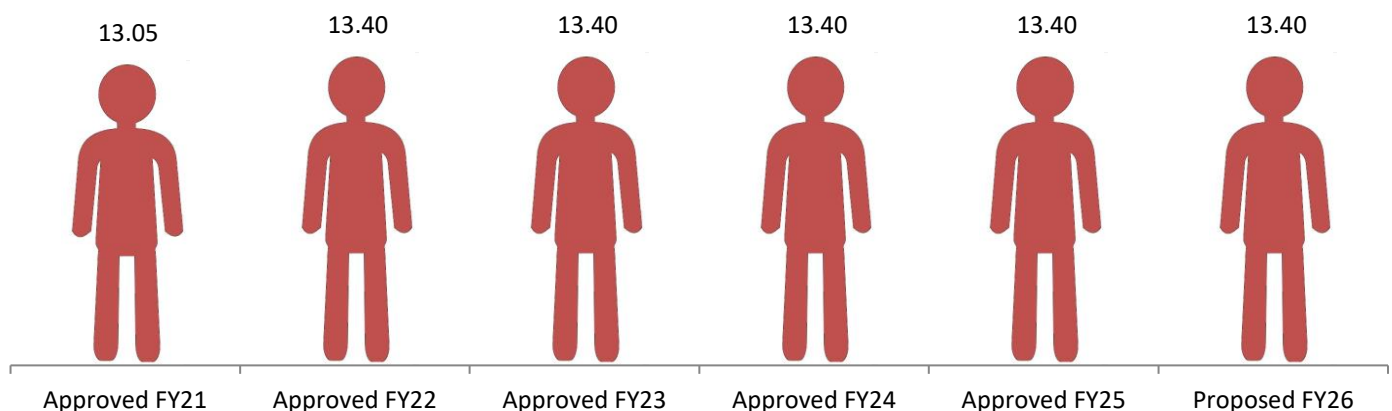
The Public Health Division’s proposed FY 2026 budget is increasing \$95,403 or 7.79% over the approved FY 2025 budget. Personnel budget change includes contractual obligations.

Job Title	FY 2024
Chief Health Inspector	1.00
Coastal Health Resource Coordinator	0.70
Hazard Materials Health Inspector	1.00
Hazardous Materials Specialist	1.00
Health Inspector	3.75
Permit Technician	3.00
Public Health Director	1.00
Public Health Nurse	0.50
Office Manager	1.00
Seasonal Water Quality Asst.	0.24
Septic System Info Coordinator	0.20
Full-time Equivalent Employees	13.39

FY 2025	FY 2026	Change
1.00	1.00	-
0.70	0.70	-
1.00	1.00	-
1.00	1.00	-
3.75	3.75	-
3.00	3.00	-
1.00	1.00	-
0.50	0.50	-
1.00	1.00	-
0.24	0.24	-
0.20	0.20	-
13.39	13.39	-

Public Health Division Factors Affecting FTE’s

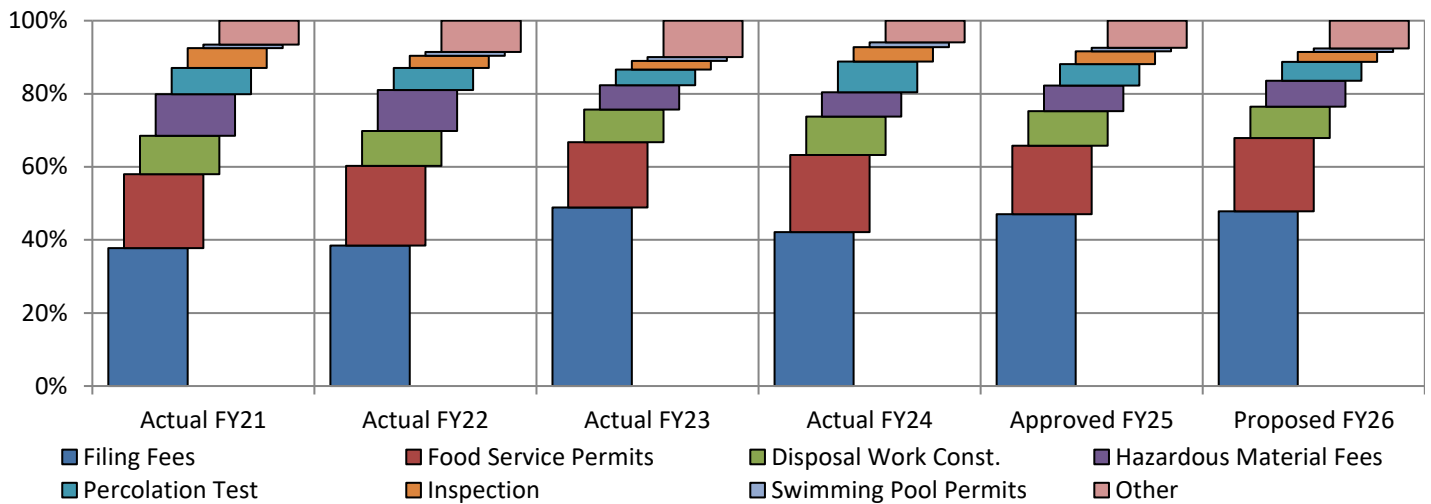
Full Time Employee History



The FY 2024 budget increases the Septic System Coordinator position by 0.20 full-time equivalents and transfers the part-time Coastal Health Resource Coordinator position to the Public Works Department.

Public Health Division Factors Affecting Revenues

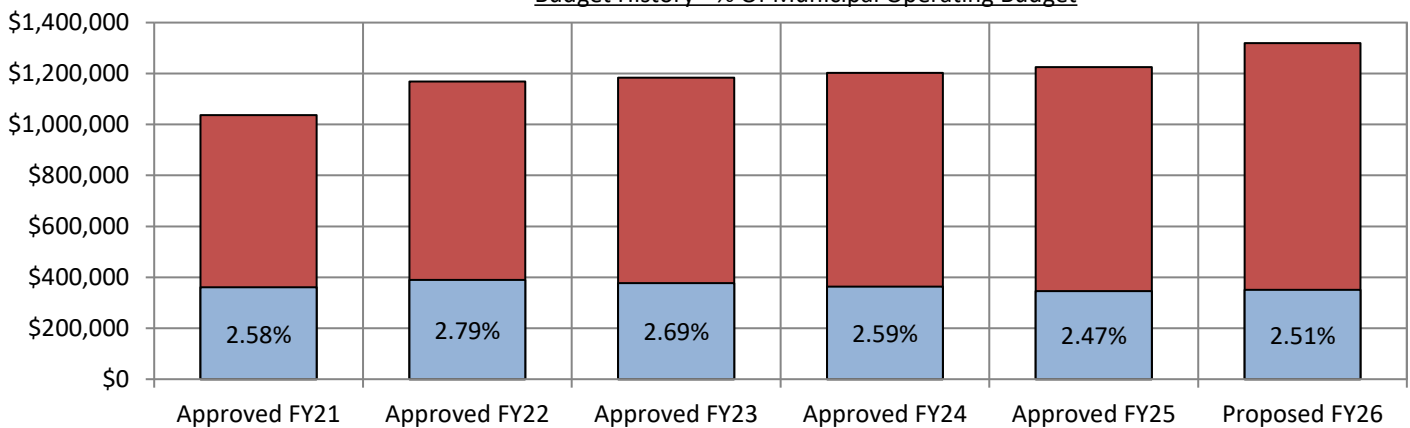
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Tax support provides 65% of total sources of funding to cover the proposed budget. Fees, licenses, and permits make up the difference. Most of the Public Health division revenues generated from operations come from filing fees and food service permits.

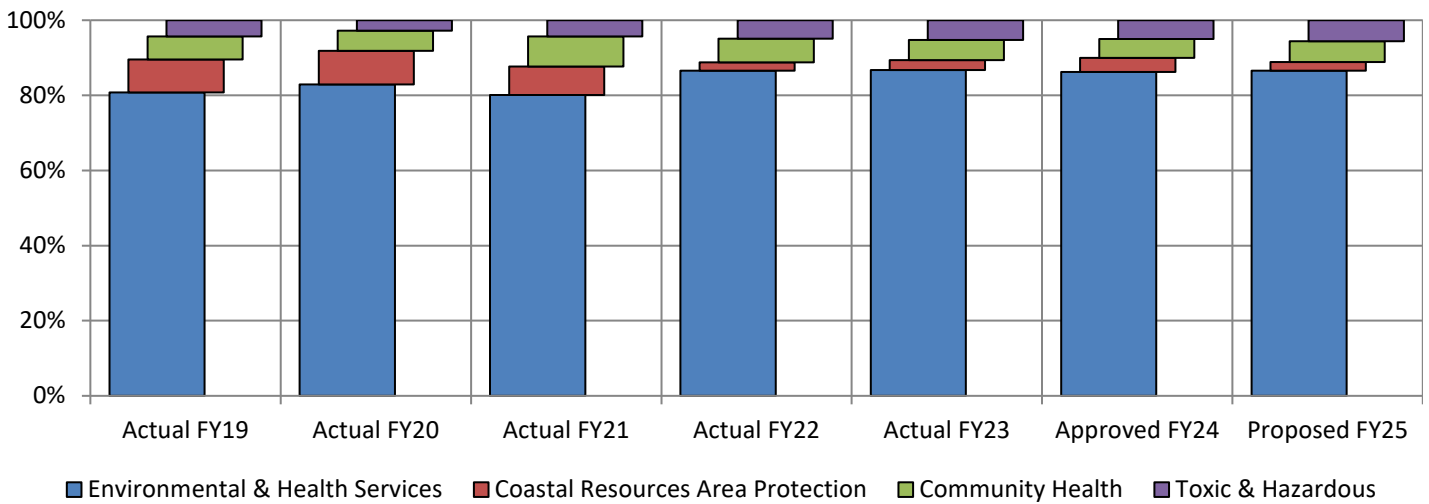
Public Health Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



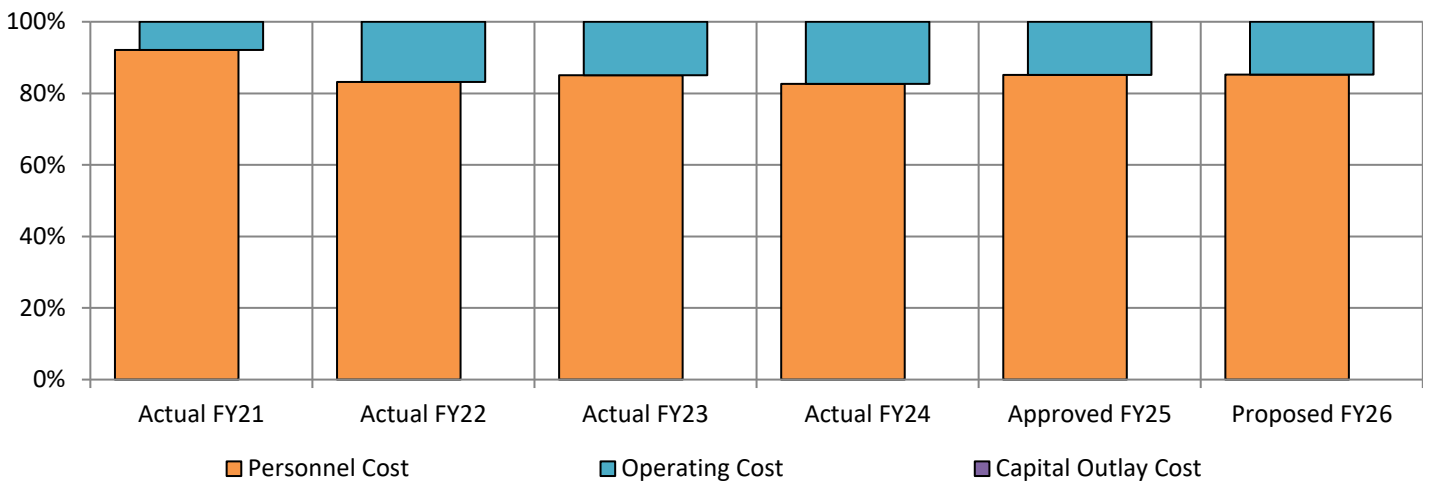
The division's budget has increased 4.55% annually on average over a six-year period. This division budget has also decreased from 2.58% to 2.51% of total municipal operations budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



Environmental Health is the largest program area within the division comprising 86% of the proposed budget. Actual results have this program ranging from 80% to 86%.

Total Expenditures By Category Historical and Budgeted



Public Health expenditures are allocated 85% to personnel cost and 15% to operating cost as a percentage of proposed budget. This allocation is consistent over a six-year period.

Public Health Program Services Provided

Environmental Health Services Program

The mission of the Environmental Health Program is to provide a variety of public health inspection services so that residents and visitors may enjoy a high quality of life. This program provides education and enforcement of Board of Health Regulations, Town Ordinances, and various State and Federal Codes. This program provides for complaint investigations, housing inspections, groundwater protection, saltwater estuary resource protection, food establishment inspections; swimming pool inspections, septic system inspections, recreational day camp inspections, tanning facility inspections, private well permitting, motel/hotel inspections, horse stable inspections, and other services. Most of the Health Division employees are assigned to this one Program.

Public Health Program Services Provided (Continued)

Environmental & Health Services Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$631,674	\$567,471	\$671,366	\$694,877	\$23,511	3.50%
Fees, Licenses, Permits	427,934	467,040	389,000	382,200	(6,800)	-1.75%
Reserves	-	-	-	29,299	29,299	0.00%
Total Sources of Funding	\$1,059,608	\$1,034,511	\$1,060,366	\$1,106,376	\$46,010	4.34%

Expenditure Category						
Personnel	\$861,776	\$887,333	\$905,442	\$937,704	\$32,262	3.56%
Operating Expenses	\$197,832	147,178	154,924	168,672	13,748	8.87%
Total Appropriation	\$1,059,608	\$1,034,511	\$1,060,366	\$1,106,376	\$46,010	4.34%

Bathing Beach Waterbody Resource Protection

The purpose of the Bathing Beach Waterbody Resource Protection Program is to protect and preserve bathing beaches so that visitors and citizens may maximize the use of our waterbody resources. Two seasonal part-time employees are assigned to this program. The primary focus of this program is to monitor, test, and identify pollution sources detrimental to bathing beaches (i.e. lakes, ponds, and coastal beaches) and groundwater resources which contribute to these waterbodies. The Health Division staff works closely with DPW nutrient program employees, the Barnstable County Health Department Laboratory employees, Association for the Preservation of Cape Cod (APCC) volunteers and staff, Conservation Division employees, and other agencies to monitor, maintain and improve existing conditions with the goal of keeping bathing beaches open to the public as well as to re-open certain bathing beaches which were closed.

Coastal Resources Area Protection Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$40,850	\$13,988	\$22,546	\$71,354	\$48,808	216.48%
Fees, Licenses, Permits	5,200	3,150	5,000	5,000	-	0.00%
Free Cash/Surplus Funds	-	-	-	2,077	2,077	0.00%
Total Sources of Funding	\$46,050	\$17,138	\$27,546	\$78,431	\$50,885	184.73%

Expenditure Category						
Personnel	\$43,887	\$14,698	\$24,496	\$75,381	\$50,885	207.73%
Operating Expenses	\$2,163	2,440	3,050	3,050	-	0.00%
Total Appropriation	\$46,050	\$17,138	\$27,546	\$78,431	\$50,885	184.73%

Nursing Services

The mission of the Nursing Services Program is to provide nursing services to the citizens of Barnstable so that residents may enjoy and maintain personal physical health. This program consists of one part-time Public Health Nurse and part-time contract nurses. The Public Health Nurse provides a variety of direct health services to individuals, including blood pressure clinics; elderly assessments; maternity assessments; influenza and hepatitis vaccinations; and lead (blood-level) screening. This program also provides tuberculosis screening and investigates tuberculosis cases to control the spread of this disease; and provides various types of immunizations to pre-school aged children and other residents who are in need immunizations. This program consists of one half-time (0.5 FTE) Public Health Nurse. Temporary contract nurses are hired to assist during annual large public drive-thru influenza vaccination clinics.

Public Health Program Services Provided (Continued)

Community Health Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$60,030	\$51,573	\$66,222	\$67,516	\$1,294	1.95%
Fees, Licenses, Permits	1,367	1,638	1,500		(1,500)	-100.00%
Reserves	-	-	-	1,837	1,837	0.00%
Total Sources of Funding	\$61,397	\$53,211	\$67,722	\$69,353	\$1,631	2.41%

Expenditure Category						
Personnel	\$48,463	\$37,704	\$48,339	\$49,970	\$1,631	3.37%
Operating Expenses	\$12,934	15,506	19,383	19,383	-	0.00%
Total Appropriation	\$61,397	\$53,211	\$67,722	\$69,353	\$1,631	2.41%

Toxic & Hazardous Contaminants Program

This program provides education and enforcement regarding proper handling of toxic materials and disposal of hazardous wastes so that citizens and visitors may enjoy a safer and healthier environment. This program provides immediate onsite response to hazardous waste spills, assists with household and business hazardous waste disposal, conducts unannounced inspections at businesses and agencies that store and/or handle toxic and hazardous materials, clean-up and removal of abandoned hazardous materials discovered at town-owned properties, and enforcement regarding the removal of older underground fuel tanks. This Program consists of one employee, a Hazardous Materials Specialist.

Toxic & Hazardous Source of Funding	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$19,353	\$24,274	\$38,958	\$35,092	(\$3,866)	-9.92%
Fees, Licenses, Permits	42,325	40,535	30,000	29,000	(1,000)	-3.33%
Reserves	-	-	-	1,743	1,743	0.00%
Total Sources of Funding	\$61,678	\$64,809	\$68,958	\$65,835	(\$3,123)	-4.53%

Expenditure Category						
Personnel	\$61,678	\$64,384	\$64,708	\$61,585	(\$3,123)	-4.83%
Operating Expenses	\$0	425	4,250	4,250	-	0.00%
Total Appropriation	\$61,678	\$64,809	\$68,958	\$65,835	(\$3,123)	-4.53%

Inspectional Services Department Workload Indicators

Building Services Division

Workload Indicators	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projection
Number of Permits	10,355	10,274	11,326	11,151
Number of Inspections	14,000	10,321	11,334	11,519
Zoning Complaints Investigated	498	516	668	884
Site Plan Reviews Conducted	109	145	135	140
Front Counter Inquiries	250	400	350	350
Telephone Inquiries	15,000	15,000	15,000	12,000

Public Health Division

Public Health	Program Outcome Measure			
Activity Name (What)	FY 2024 Budget (Input)	FY 2024 End Product (Output)	FY 2024 Unit Cost or Productivity (Efficiency)	FY 2024 Service Quality (Effectiveness)
1. To respond, investigate, and take appropriate action in regard to health related complaints The objective is to provide an onsite response to greater than 90% of complaints (high and medium priority complaints) within a 24 hour response time, within standards, and within budget.				
Complaint Response	\$59,767	509 Complaints	\$117.42/complaint	92% of complaints were responded to onsite within 24 business hours with quick appropriate action taken

Public Health	Program Outcome Measure			
Activity Name (What)	FY 2024 Budget (Input)	FY 2024 End Product (Output)	FY 2024 Unit Cost or Productivity (Efficiency)	FY 2024 Service Quality (Effectiveness)
To inspect all food service establishments with the objective of completing greater than 90% of inspections twice per year within standards and within budget.				
Food Service Establishment Inspections	\$85,197	358 Est. X 2=716 food Inspections	\$118.99/inspection	90%* of establishments were inspected on schedule, at least once every 6 months. (*Note: m unforeseen extended medical leave absence during FY'2024 resulted in a lower program outcome measure compared to FY 2023.)

SCHOOL DEPARTMENT

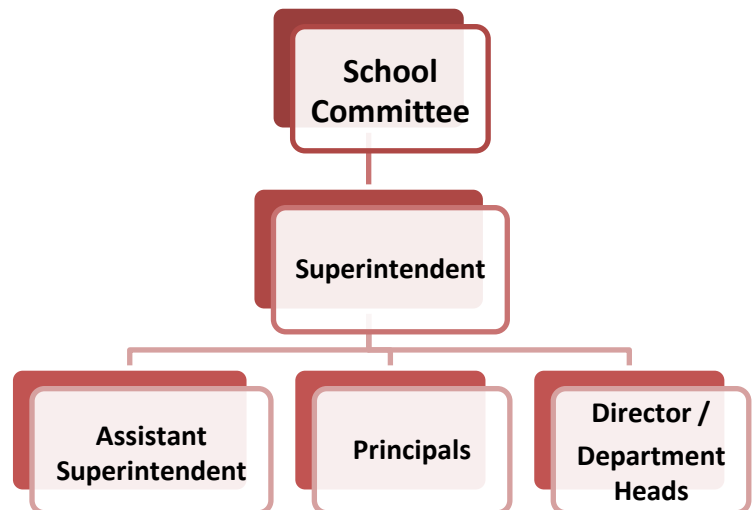
Department Vision Statement

The Barnstable Public Schools educates the whole child by creating a student-centered school culture that addresses students' physical, social, emotional, and academic needs by creating a safe and healthy learning environment in which students are challenged, supported, and engaged.



In Barnstable Public Schools, we value commitment, collaboration, and community.

- **Commitment:** We are dedicated to the continuous learning and growth of all.
- **Collaboration:** We work together while keeping student needs at the center of all decision making.
- **Community:** We build strong, respectful partnerships that support student success.



Department Services Provided

The Barnstable School District is primarily responsible for providing a tuition free education to all school-age residents residing within the boundaries of Barnstable. This responsibility requires the recruitment and retention of a professional workforce, who is both trained and highly qualified in the delivery of the 21st century curriculum.

The district strives to provide a common, standards-based curriculum, which ensures all students meet their fullest potential. To support curriculum, a myriad of support services are provided daily to our students. The school system provides competitive pupil-teacher ratios; individualized education plan supports, and employs reading specialists and math coaches, school counselors and nurses.

The School Department, in educating students, maintains campus space of approximately a million square feet, and two hundred and forty acres of grounds and fields. In addition to the educational opportunities this footprint supports, these facilities host a variety of civic engagements, private and public meetings, and emergency sheltering. Infrastructure is utilized and enjoyed year-round through various leisure activities in the gymnasiums and fields.

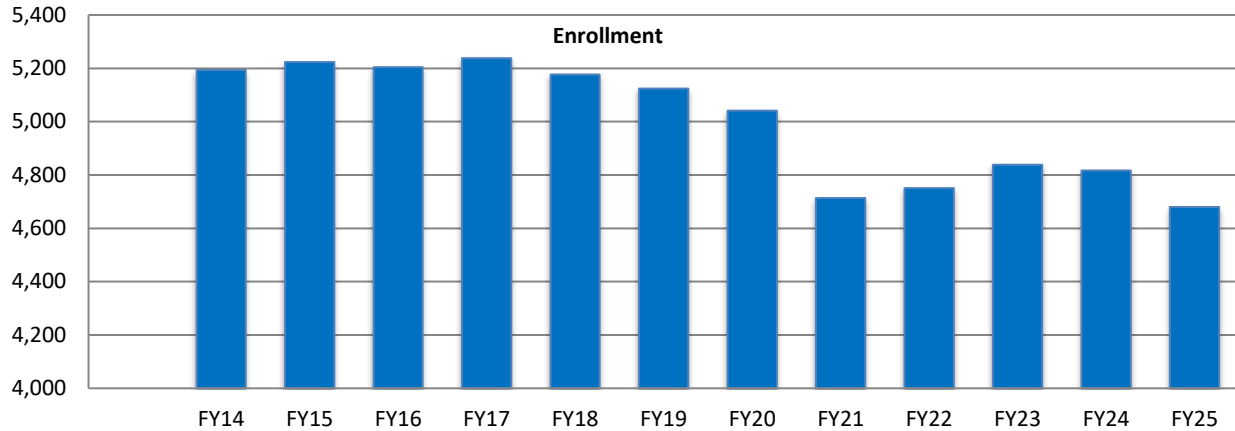


Enrollment

Enrollment decreased in FY 2025 by 137 students. Anticipated FY 2026 enrollment is level with FY25.

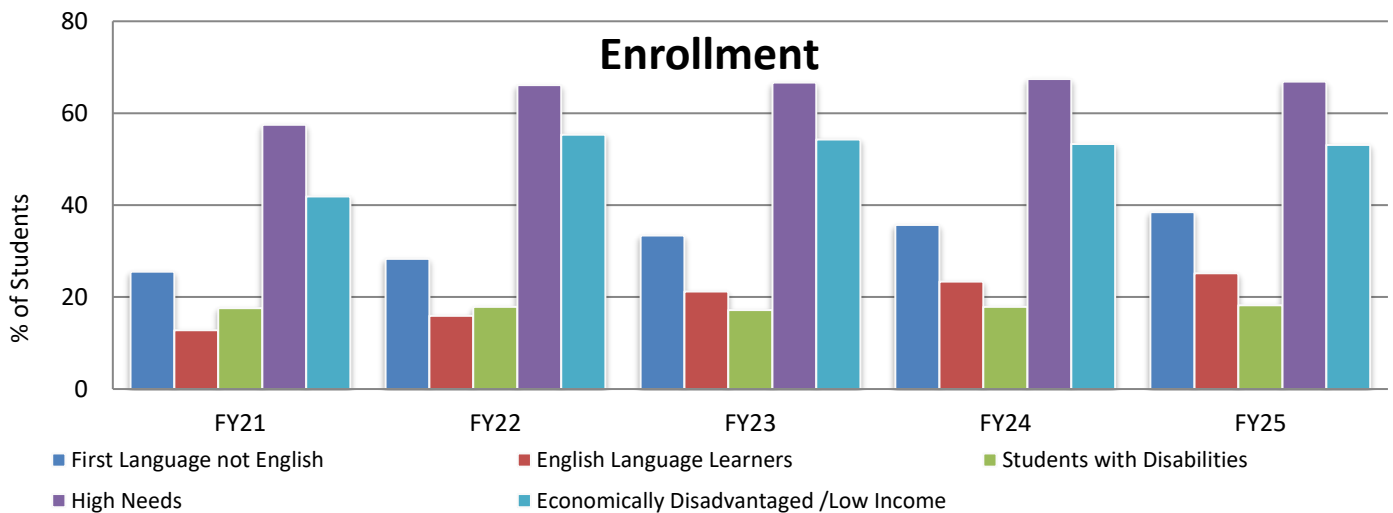
Source: Student Information Systems, Internal Projections

Source: <http://profiles.doe.mass.edu/profiles/stud>

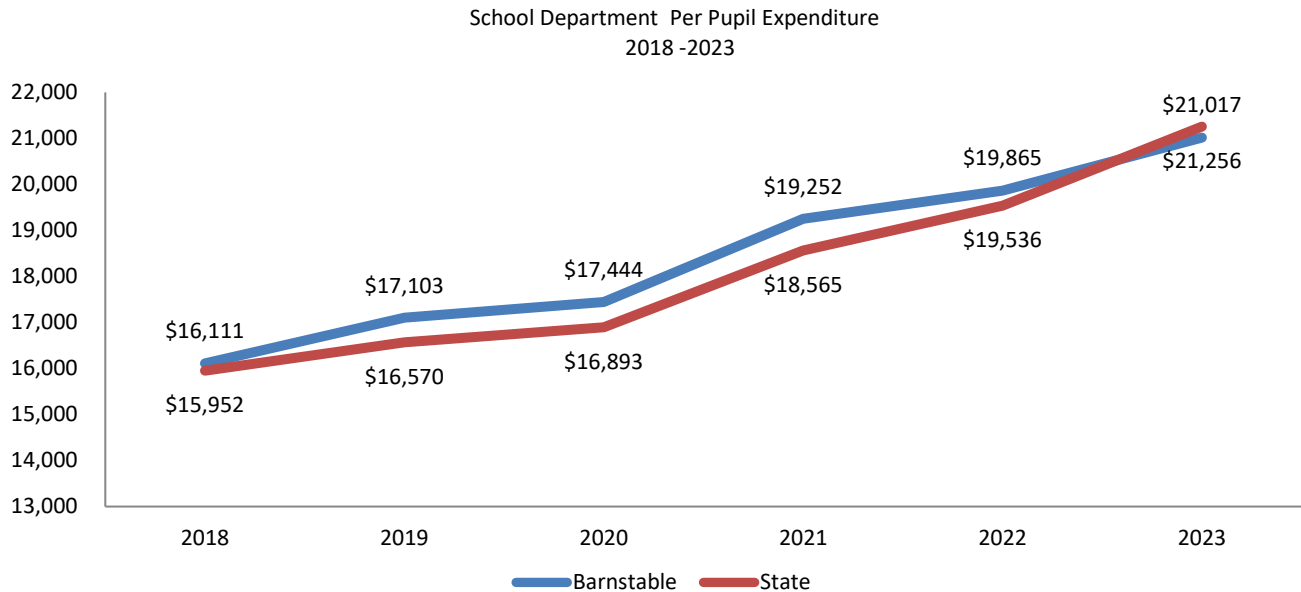


Selected population categories for English language learners and students with high needs continued to increase in FY24 and four of the five categories exceed State averages. The district continues to adapt to educating English Language Learners and special needs students with enhanced resource commitment in FY25.

FY 2025 Selected Populations	% of District	% of State
First Language not English	38.5	27.2
English Language Learner	25.2	13.9
Students With Disabilities	18.2	20.6
High Needs	66.9	55.8
Low-Income	53.1	42.1



Per Pupil Expenditure



Per pupil expenditures are calculated from information provided on the district's End of Year Financial Report (EOYR). This is a comprehensive report of revenues and expenditures that occurred during each fiscal year.

Per pupil spending calculations compare spending which occurs throughout the school year, to the average number of pupils, which normally fluctuates over the school year. The enrollment statistic used is called full-time equivalent average membership or FTE.

Full-time equivalency refers to the percentage of time that students are enrolled during the school year. A pupil who arrives on November 1 and is still enrolled at the end of the year, for example, would be assigned full-time equivalency of somewhere in the range of eight-tenths.

The district is required to hire an independent auditing firm to verify the accuracy of the data on the EOYR. In addition, the Massachusetts Department of Elementary and Secondary Education (ESE) conduct a careful review of the data during the months following the report's submission.

The following funding sources are all included in the functional expenditure per pupil measure:

- school committee appropriations
- municipal appropriations outside the school committee budget that affect schools
- federal / state / private grants
- circuit breaker funds
- school choice and other tuition revolving funds
- athletic funds
- school lunch funds
- other local receipts such as rentals and insurance receipts

Costs associated with capital investments and payments to other schools/districts are excluded for comparison purposes.

Department Goals and Objectives

The FY 26 Recommended Operating Budget is presented to the School Committee and Town of Barnstable after months of deliberate consideration of District revenue and expenditures. Barnstable, like Districts all across Massachusetts, is facing “the perfect storm” of budgetary challenges including:

- Expiration of federal Elementary and Secondary School Emergency Funds (ESSER) provided during the pandemic;
- Escalation expenses due to inflation;
- Limited Chapter 70 (state aid to schools) funding and only partial funding of state “circuit-breaker” funding for high cost special education expenses;
- Enrollment decrease;
- Reduced availability of grant funding;
- Local revenue not increasing enough to make up the difference.

The recommended budget includes a general fund appropriation of \$89,896,868 which represents a 3.38% increase over FY 25. The recommended budget also includes the use of \$3,725,832 in school savings to continue the District’s 4-year plan to absorb ESSER funded positions, the use of recurring savings, and for selected curriculum-related one-time expenses. The total budget is \$93,622,700, a 4.75 % increase over FY 25.

Major budget drivers of the budget include salaries and wages as negotiated in contracts and collective bargaining agreements. Additionally, the budget accounts for inflationary pressures and an increased reliance on contracted services, due to staffing shortages in critical areas. To help offset increased expenditures due to inflationary pressures, an increase in transportation, facility rental, and athletic fees is proposed. Facility rental fees have not been raised since 2021.

Selected additions are included in this budget, with many requested new budget items going unfulfilled. Investments in this budget include: Classroom teachers at BUES to maintain appropriate class sizes; Additional educators and services to support students with more intensive special needs; English as a second language educator for students in our alternative learning program at BHS; Technology equipment including required phone upgrades, cybersecurity protections, and devices for faculty/staff; Funding to support special education and mathematics curriculum.

We also propose to reallocate funds in strategic areas to create budget neutral improvements in leadership at the high school, special education teachers across the District, and to support our community mentoring program.

The recommended budget also involves the reduction of positions, many of which are being made very reluctantly, as they come with a loss of services to students:

- Reduced FTE due to low caseload and class size;
- Reduced administrative assistant positions;
- Reduced peer mediation position;
- Reduction in paraprofessionals;
- Reduction in coaching and interventionists;
- Reduction of 2 leadership positions;
- Reduction of a social worker.

The FY 26 Recommended Operating Budget is presented after a collaborative development process. The budget development process begins with a joint meeting of the School Committee and Town Council in October to gain an understanding of the anticipated fiscal climate. In November and December, principals and directors formulate their budget requests with School Councils and submit them to the Superintendent for consideration. Administrators develop

priorities during budget meetings in December. We presented an initial budget presentation to the School Committee on February 5, followed by a roundtable workshop review of budget requests on February 11. On March 5, we presented a budget update to the School Committee. This budget is being presented at the Budget Hearing on March 19, 2025.

The current budget structure is not sustainable, with BPS needing 5% to maintain level service. Relying on school savings, one-time funds, is not a long-term solution. We anticipate a \$1.1 million shortfall in FY 27 and a \$1.9 million gap to close in FY 28. Communication between the school and town departments has been strong regarding this budget forecast and leadership is committed to working together to address our collective budgeting challenges. This recommended budget is presented after a collaborative development process that includes the School Committee, Principals, District-wide Directors, and support from the Town.

Department Budget Comparison

School Department Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$63,475,014	\$ 60,755,835	\$61,650,383	\$64,200,741	\$2,550,358	4.14%
Intergovernmental	18,706,196	25,303,877	25,303,877	25,696,127	392,250	1.55%
Fees, Licenses, Permits	-	790	-	-	-	0.00%
School Savings Account	-	2,421,520	2,421,520	3,725,832	1,304,312	53.86%
Total Sources of Funding	\$82,181,210	\$88,482,022	\$89,375,780	\$93,622,700	\$4,246,920	4.75%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Personnel	\$66,475,674	\$71,967,925	\$72,694,874	\$74,940,997	\$2,246,123	3.09%
Operating Expenses	15,455,428	16,514,097	16,680,906	18,681,703	2,000,797	11.99%
Capital Outlay	250,109	-	-	-	-	0.00%
Total Appropriation	\$82,181,210	\$88,482,022	\$89,375,780	\$93,622,700	\$4,246,920	4.75%

*Excludes Special Education Circuit Breaker, School Choice, and Transportation Fees

Summary of Budget Changes

FY 2026 School budget proposes a general fund appropriation of \$93,622,700 with growth of 4.75% over the previous year. Additional expenditures totaling \$2,747,778 from school special revenue funds will further support FY 2026 operational needs. Use of the district's allocation of free cash (school savings account) is planned for the fiscal year in the amount of \$3,725,832.

Position	FTE
Instructional Assistants	3 FTEs
Classroom Teachers	2 FTEs
Special Education Teacher	1 FTEs
ELL Teacher	0.5 FTEs

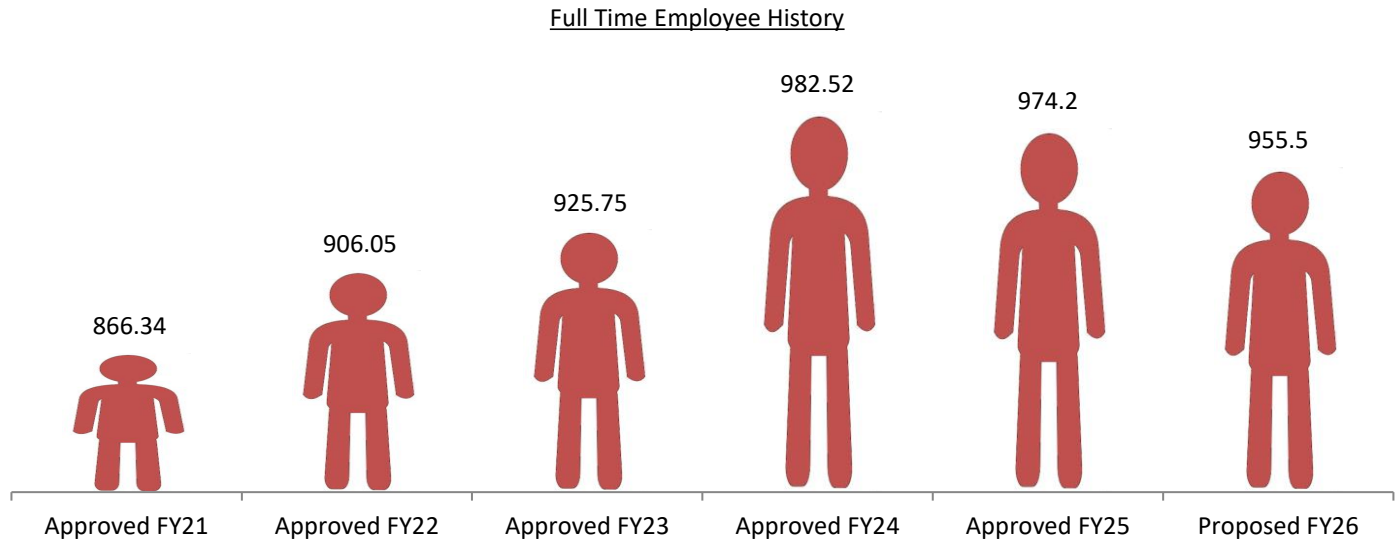
The major changes in the FY 2026 budget include 6.5 new positions. It is important to note that the positions are largely compliance related to ensure that our schools are meeting instructional requirements for English language learners and students with disabilities.



Department Budget Comparison (Continued)

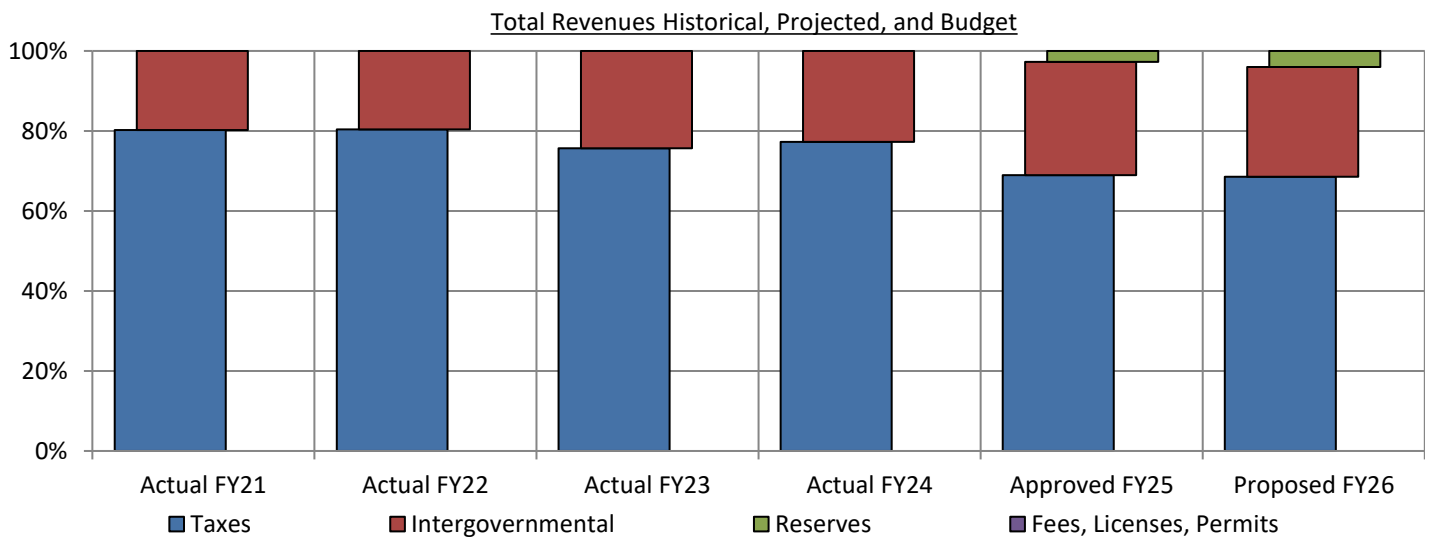
Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2025 Approved Budget				\$89,375,780	
Contractual Obligations Net of Staff Turnover	3,531,261			3,531,261	
IDEA Funded Positions to General Fund	479,635			479,635	11
Offsets and Reallocations	-2,222,543	-30,000		-2,252,543	-36.2
FY 2026 Budget Request					
1. Instructional Assistants	157,513			157,513	3
2. Classroom Teachers	171,576			171,576	2
3. Special Education Teacher	85,788			85,788	1
4. ELL Teacher	42,894			42,894	0.5
5. Building Contracted Service		380,000		380,000	
6. Technology Supplies (Laptops)		132,000		132,000	
7. Student Services Contracted Supplies		11,000		11,000	
8. Technology Maintenance		10,000		10,000	
9. SPED Testing & Assessment		10,000		10,000	
10. Assistant Superintendent Contracted Svc.		8,431		8,431	
11. SPED Mileage Reimbursement		2,000		2,000	
12. PK General Supplies		2,000		2,000	
13. SPED Curriculum		191,101		191,101	
14. Technology Lease Increase		172,005		172,005	
15. Districtwide Contract Inflationary Increase		20,948		20,948	
16. Math Curriculum Review		428,000		428,000	
17. Transportation Contract Increase		215,545		215,545	
18. Out of District Tuition Increase		347,659		347,659	
19. Athletic Department Increase		34,075		34,075	
20. Utilities		66,032		66,032	
FY 2026 Proposed Budget	\$2,246,124	\$2,000,796		\$93,622,700	-18.7

School Department Factors Affecting FTE's



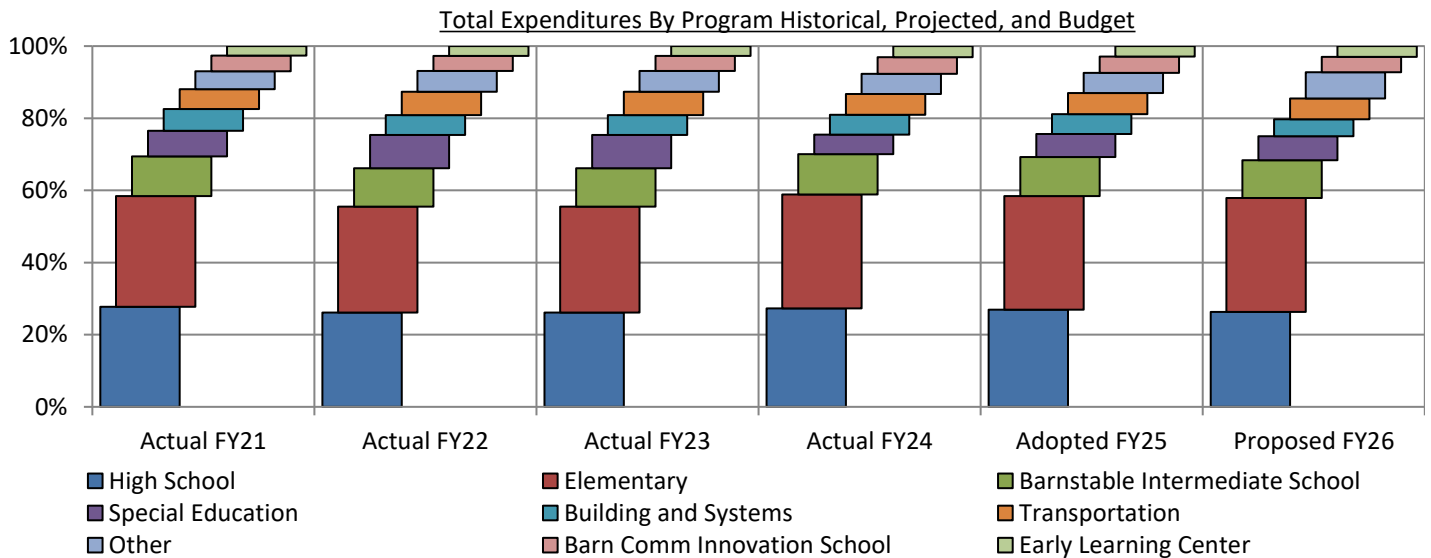
The major changes in the FY 2025 budget include the movement of 11 FTE IDEA grant positions moved to the general fund. There are 6.5 FTE new positions proposed in FY 2026, and a reduction of (36.2) FTE.

School Department Factors Affecting Revenues

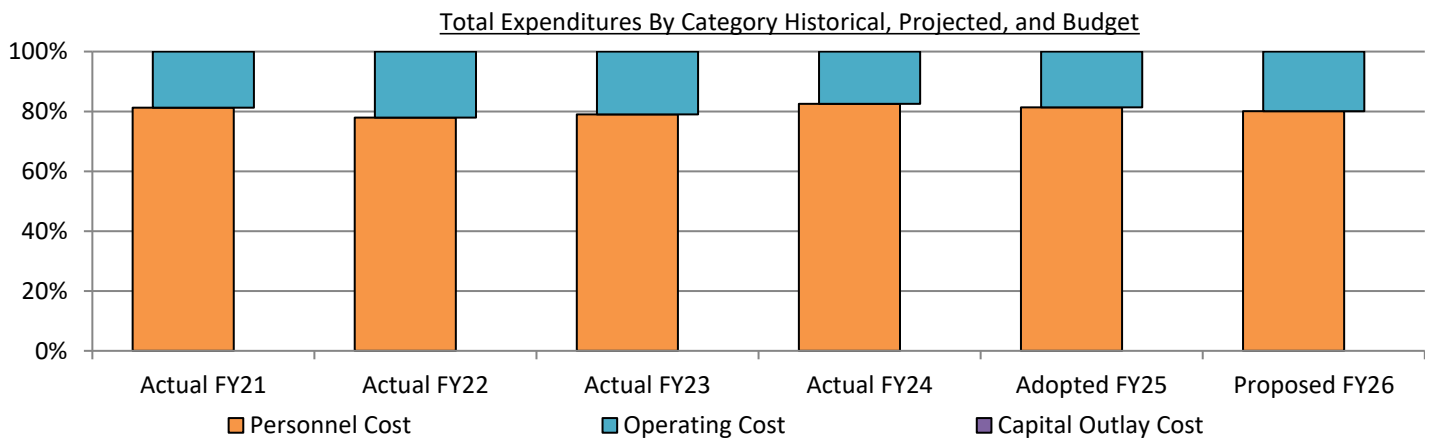


Taxes provide 68.9% and intergovernmental aid 28.3%. Taxes are provided through the General Fund transfer out for local school operations and intergovernmental aid from Chapter 70 state aid. The school savings account has been used in the past to cover both operating and capital needs.

School Department Factors Affecting Expenses



The elementary school accounts for 32% of the proposed FY2026 budget, High School represents 26%, Barnstable Intermediate School 10%, and Special Education 7%.



Personnel cost account for 80% of the FY2026 proposed budget with operating making up the difference.

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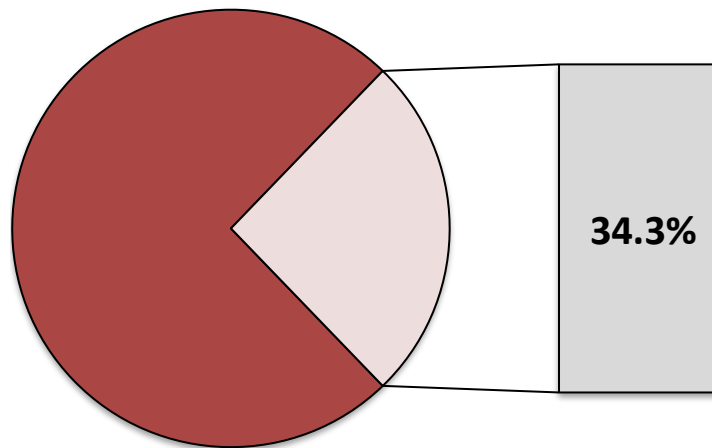
OTHER REQUIREMENTS

Description

Within the FY 2026 budget, a category of costs called "Other Requirements" has been separated from the departmental operating budgets. Within this category, the following costs are included: debt service; employee benefits, premiums for liability and casualty insurance; celebrations; Lombard Trust lease payments; grants to the public libraries and for tourism; transfers, and various assessments the town receives from state, county, and other regional agencies and schools.



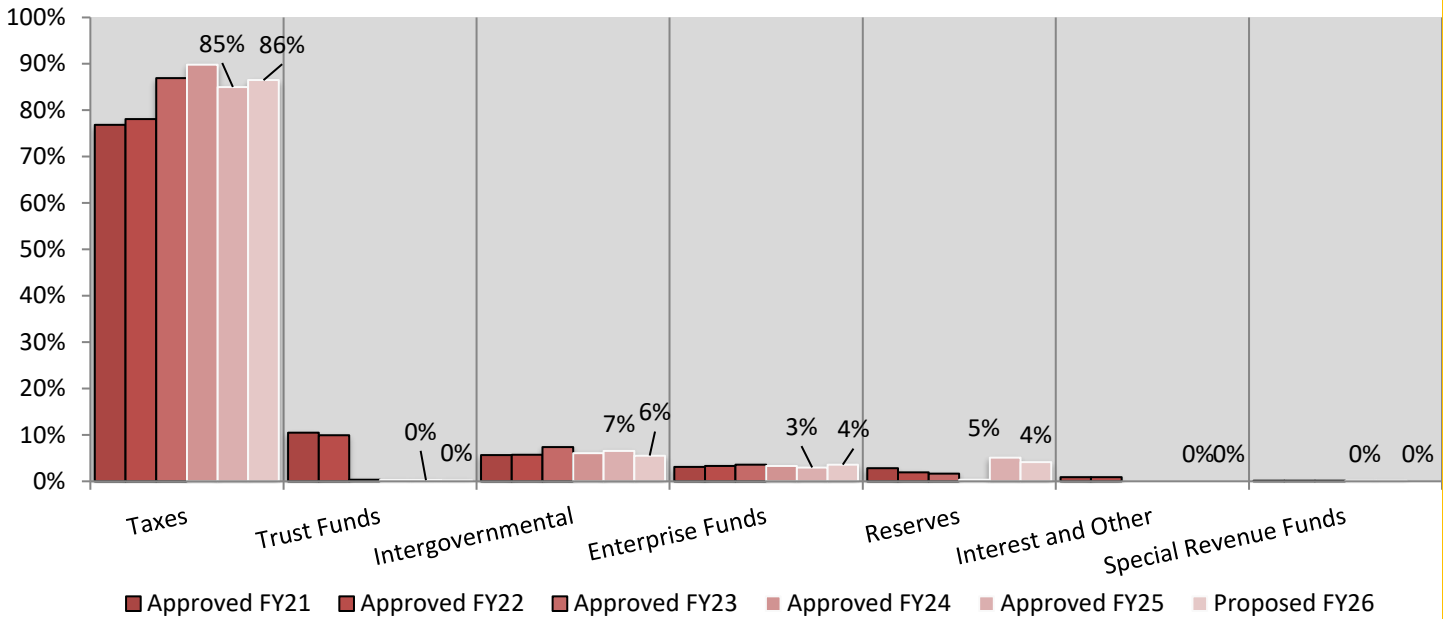
% of FY 2026 General Fund Budget



Total expenditures on Other Requirements represent 34.3% of the overall General Fund budget.

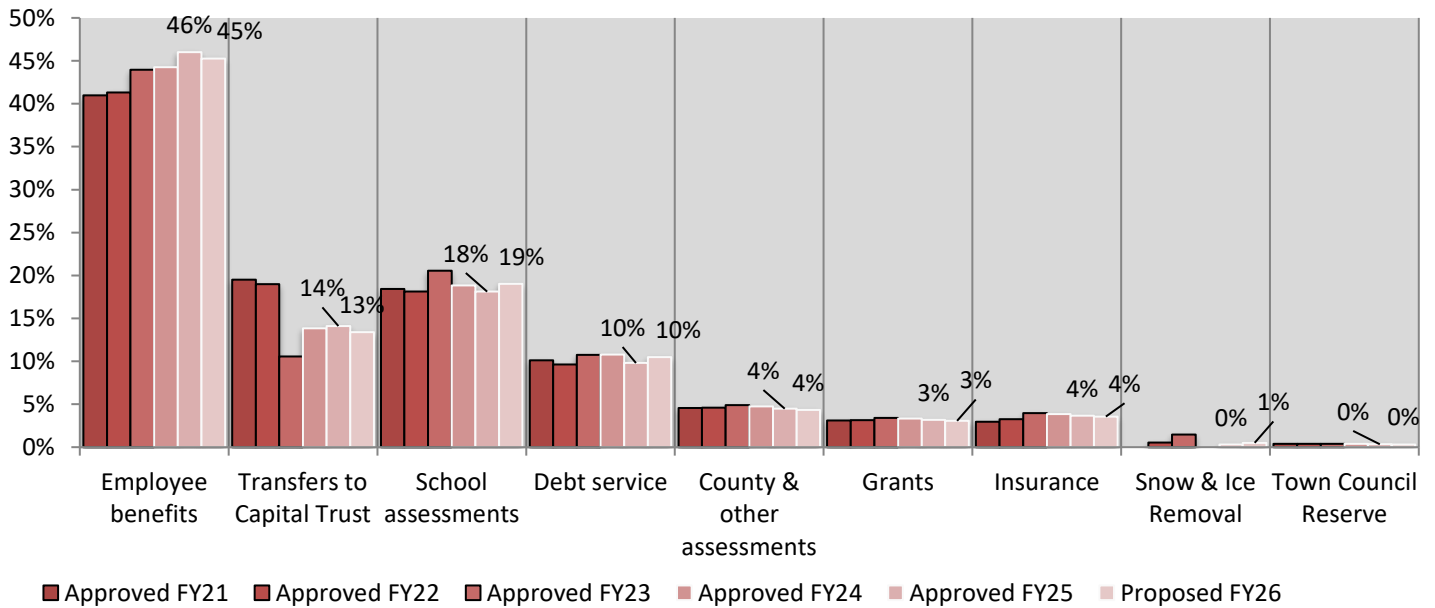
Other Requirements Financial Summary

Other Requirements Source of Funding History



Taxes provide 86% of the funding sources for this area of the budget. This is followed by Intergovernmental aid at 6% and enterprise fund chargebacks at 3%. \$3.2 million in General Fund reserves will be used to balance this area of the budget in FY 2026.

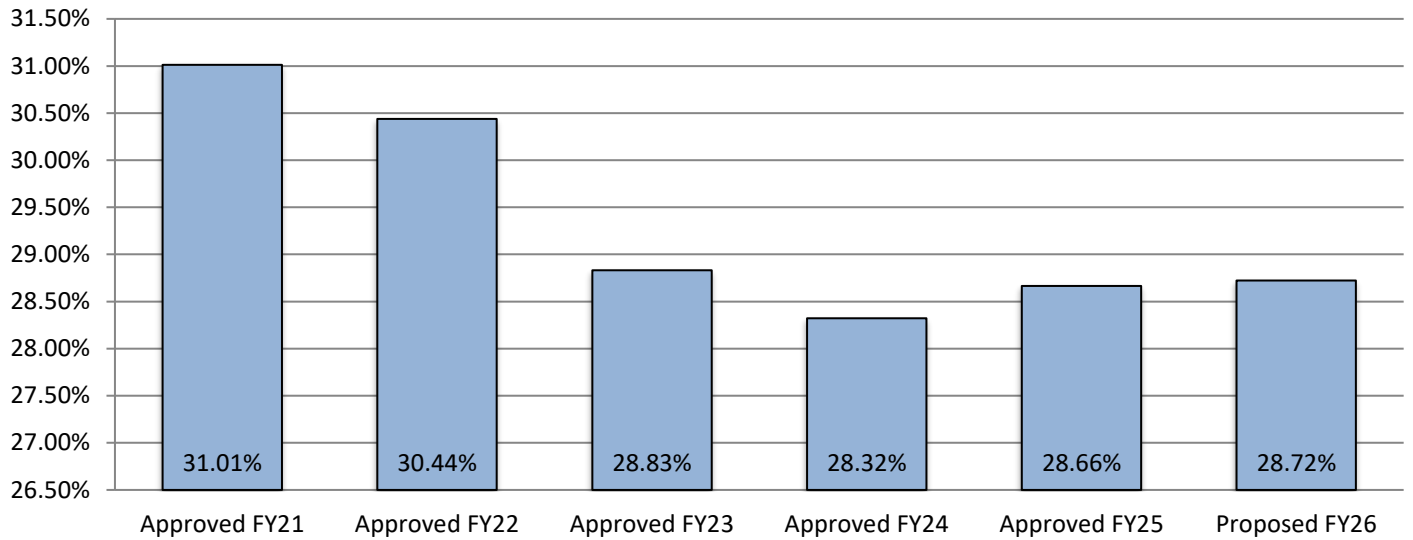
Allocation of Other Requirements Budget History



Employee benefits are the largest section of this budget, representing 45% of all expenditure. The second largest area is school assessments at 19%. This includes the regional technical high school, Commonwealth Charter schools and School Choice assessments. Transfers to the Capital Trust Fund and Debt Service comprise 23%. Collectively, these two categories make up the General Fund's contribution to the capital program.

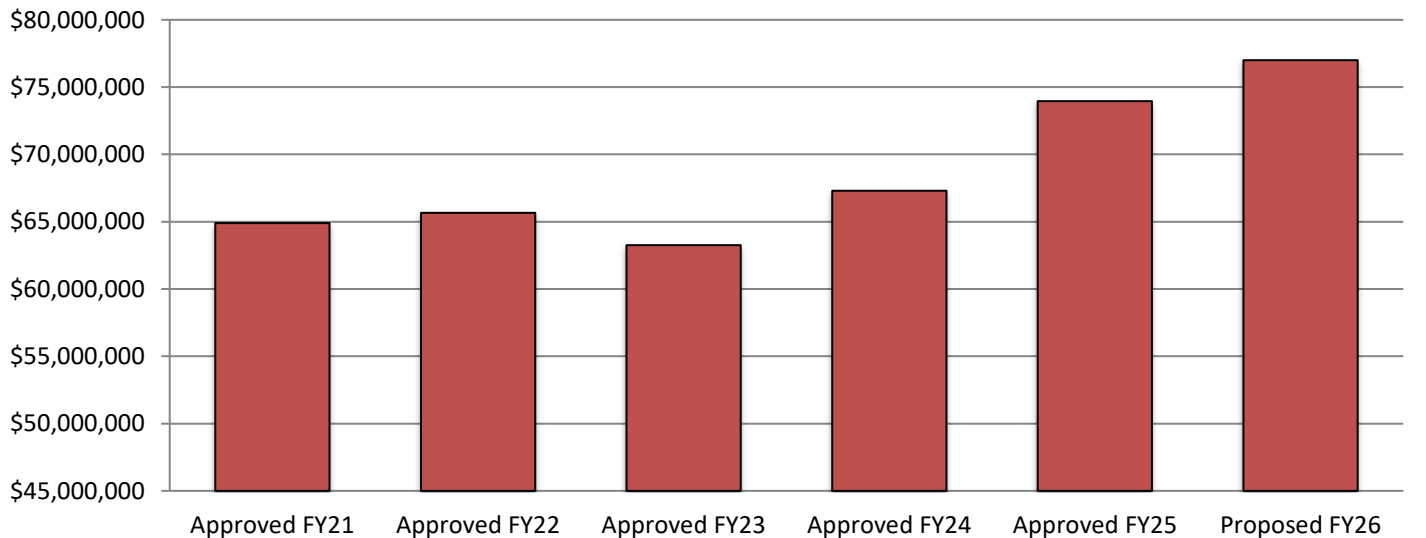
Other Requirements Financial Summary (Continued)

Other Requirements % Of All Appropriated Funds Budget History



Other Requirements as a percentage of all appropriated funds has declined from FY 2021. This category has increased on average 3.8% annually over the past six-year period compared to 5.4% for all appropriated funds. The spike in FY 2021 is due to COVID budget reductions because of the pandemic uncertainty, which made all appropriated funds denominator lower in the fiscal year.

Other Requirements Budget History



The volatility in fixed cost is threefold: debt service payments change with capital projects or refunding of bonds, the availability to transfer additional funds to the Capital Trust Fund, and snow & ice removal deficits. Employee benefits and school assessments contribute the most to the growth in this budget. There is a provision in the FY 2026 budget for \$400,000 snow & ice deficit. The increase in FY 2026 of \$3.6 million is predominantly due to \$1.0 million in School Assessments, \$1.0 million in pension assessments \$0.9 million in debt service costs.

Other Requirements Budget Comparison

Other Requirements Funding Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Taxes	\$ 63,174,246	\$56,926,066	\$ 63,537,160	\$ 67,897,262	\$ 4,360,102	6.86%
Intergovernmental	4,682,985	5,073,857	4,873,857	4,358,897	(514,960)	-10.57%
Special Revenue Funds	86,700	86,700	86,700	-	(86,700)	-100.00%
Enterprise Funds	2,238,683	2,238,683	2,238,683	2,825,611	586,928	26.22%
Trust Funds	190,000	190,000	190,000	180,000	(10,000)	-5.26%
Reserves	250,000	3,811,568	3,811,568	3,250,000	561,568	-14.73%
Total Sources of Funding	\$ 70,622,614	\$ 68,326,874	\$ 74,737,968	\$ 78,511,770	\$ 3,773,802	5.05%

Expenditure Category	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Retirement Assessments	\$ 12,180,911	\$ 12,613,092	\$ 12,613,092	\$ 13,660,295	\$ 1,047,203	8.30%
OPEB Contribution	750,000	800,000	800,000	850,000	50,000	6.25%
Health Insurance for Active Employees	8,638,116	7,775,000	11,902,163	11,799,894	102,269	-0.86%
Retiree Health & Sick Benefits	5,645,499	5,025,000	6,378,240	6,657,222	278,982	4.37%
Workers' Compensation & Unemployment	1,133,060	1,100,000	1,200,000	1,000,000	200,000	-16.67%
Medicare & Life Insurance	1,441,649	1,270,000	1,450,691	1,565,060	114,369	7.88%
Total Employee Benefits	\$ 29,789,235	\$ 28,583,092	\$ 34,344,186	\$ 35,532,471	\$ 1,188,285	3.46%

Debt Service, Grants, Assessments & Other	Actual FY 2024	Projected FY 2025	Approved FY 2025	Proposed FY 2026	Change FY25- 26	Percent Change
Debt Service	\$ 7,227,289	\$ 7,249,511	\$ 7,249,511	\$ 8,242,318	\$ 992,807	13.69%
Library Grants	2,106,908	2,228,650	2,228,650	2,280,101	51,451	2.31%
Tourism Grant	147,996	127,000	127,000	127,000	-	0.00%
Property & Liability Insurance	2,430,634	2,300,000	2,800,000	2,800,000	-	0.00%
Celebrations	146,183	185,000	185,000	185,000	-	0.00%
Lombard Trust Rent	52,000	52,000	52,000	52,000	-	0.00%
Veterans' District Assessment & Benefit Payments	345,234	400,000	400,000	400,000	-	0.00%
Old Kings Highway	10,950	11,200	11,200	11,450	250	2.23%
Greenhead Fly Control District	5,820	5,820	5,820	6,225	405	6.96%
County Tax & Cape Cod Commission Assessments	1,306,088	1,338,739	1,338,739	1,383,016	44,277	3.31%
Mosquito Control	481,063	564,028	564,028	568,003	3,975	0.70%
Air Pollution Control Districts	24,191	24,790	24,790	28,029	3,239	13.07%
Regional School District Assessment	4,980,692	4,792,279	4,792,279	5,384,604	592,325	12.36%
Commonwealth Charter School Assessment	6,361,114	7,455,244	7,455,244	7,652,592	197,348	2.65%
School Choice Assessment	1,631,699	1,634,665	1,634,665	1,846,289	211,624	12.95%
RMV Non-renewal Surcharge	82,340	97,220	97,220	97,220	-	0.00%
Cape Cod Regional Transit Authority	655,114	671,493	671,493	688,280	16,787	2.50%
Special Education Assessment	30,267	31,477	31,477	66,248	34,771	110.46%
Snow & Ice Deficit	-	138,473	138,473	400,000	261,527	188.86%
Town Council Reserve Fund	-	-	150,000	250,000	100,000	66.67%
Total Debt Service, Grants, Assessments & Other	\$ 28,025,582	\$ 29,307,589	\$ 29,957,589	\$ 32,468,375	\$ 2,510,786	8.38%
Subtotal Before Transfers	\$ 57,814,817	\$ 57,890,681	\$ 64,301,775	\$ 68,000,846	\$ 3,699,071	5.75%
Transfer to Capital Trust Fund	\$ 11,370,803	\$ 8,999,199	8,999,199	8,987,285	(11,914)	-0.13%
Transfer to Capital Projects Funds	-	-	-	-	-	0.00%
Transfers to Enterprise Funds	1,436,994	1,436,994	1,436,994	1,523,639	86,645	6.03%
Total Transfers	\$ 12,807,797	\$ 10,436,193	\$ 10,436,193	\$ 10,510,924	\$ 74,731	0.72%
Grand Total Other Requirements	\$ 70,622,614	\$ 68,326,874	\$ 74,737,968	\$ 78,511,770	\$ 3,773,802	5.05%

Other Requirements Budget Comparison (Continued)

Summary of Budget Changes

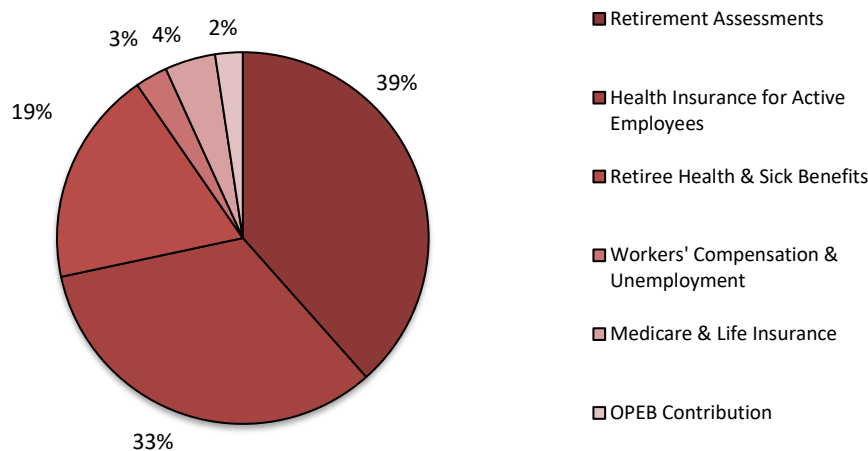
The proposed budget for Other Requirements in FY 2026 budget is increasing \$3,669,071 over the approved FY 2025 budget before transfers to the Capital or Enterprise Funds. Employee benefits are increasing \$1,188,285 mainly due to an increase in the pension assessments of 8.3%. Debt service increases \$992,807 in FY 2026. A small snow & ice spending deficit from FY 2025 budget (\$400,000) is anticipated and will be made up in the FY2026 budget. The Town Council's reserve fund is once again funded at \$250,000.

Description of Other Requirements

Employee Benefits

The Town is required by federal and state law as well as labor contracts to provide certain benefits to its workforce. This category of expenditures includes life insurance, health insurance, Medicare, retirement, unemployment, workers' compensation, and other retiree benefits, as well as an annual contribution to the Other Post-Employment Benefits Trust Fund (OPEB). Health insurance for active and retired employees is the largest expenditure in this area of the budget. Collectively, they represent 52% of all employee benefits spending while pension assessments represent 38%.

Distribution of FY 2026 Employee Benefits Budget



Health insurance for active employees comprises 64% of all health insurance expenses while retirees make up 36%. This area of the budget also includes the contribution to the Town's trust fund for Other-Post Employment Benefits (OPEB), which is budgeted at \$850,000 for FY 2026.

Health Insurance

The Town belongs to the Cape Cod Municipal Health Group (CCMHG); a self-insured risk pool with 50 other entities for its health insurance. This is the second largest health insurance purchasing pool in the Commonwealth after the state managed Group Insurance Commission (GIC). The Town moved from contributing 50% towards the health insurance premium to 70% for employees in FY 2025. Retiree contributions will remain unchanged. Upon retirement, teachers join the GIC and the Town is responsible for contributing 85% to 90% towards their health insurance costs. The state deducts this cost from the Town's monthly state aid distribution. Factors affecting costs in this category are the number of retirees, co-pay levels, deductibles, and health insurance premium changes. Plan design changes to health insurance plans were implemented in FY 2013 and in FY 2018, which resulted in some premium savings. In FY 2018, the CCMHG introduced a new Health Savings Account (HSA) plan that carries a lower annual premium and a high deductible. The town contributes \$2,000 to the HSA account for a family plan and \$1,000 for a single plan. There are cost savings to the

town and employee in the form of lower premiums. For FY 2026, health insurance premiums are increasing by an average of 6.5%. The Cape Cod Municipal Health Group (CCMHG) has seen a return to pre-pandemic claim levels, with postponed elective procedures now taking place. As a result, annual premium increases have returned to the typical 7%–8% range. CCMHG has been able to mitigate larger increases by using reserves, supported by favorable investment returns.

Pension Assessments

The Town belongs to the Barnstable County Retirement Association (BCRA). Each year, the County Retirement Board notifies each member town with the amount of its share of the county retirement pension expense. This assessment includes the normal costs for current retirees, an amount for the amortization of the unfunded liability of the system, and the expense of running the system. Pension assessments are expected to continue to rise in the neighborhood of 5% to 8% per year depending upon the investment performance of the system's assets. The county pension system conducts an actuarial calculation every other year of the unfunded liability for the system, which will readjust the assessment levels. The assessment for FY 2026 is increasing 8.03% the Town is currently 15.03% of the overall pension system.

Unemployment

The Town self-insures for unemployment costs. The state bills the Town on a monthly basis for unemployment collected by former employees. Unemployment costs are projected to increase in FY 2026 as the School Department have proposed a reduction in workforce in FY 2026.

Worker's Compensation

The Town began self-insuring for worker's compensation in FY 2012. This expense covers all active Town employees including those working for the School Department and Enterprise Funds. Annual costs have ranged from \$750,000 to \$1,000,000 since the Town started self-insuring this employee benefit. The Trust Fund for Worker's Compensation has accumulated a reserve balance of \$4.3 million. The Town continues to monitor the market for stop-loss insurance for this area but the market has not been favorable. The Town converted to a self-insured program as dollar one premiums became cost prohibitive due to the severity in workplace claims and fewer carriers interested in the large payroll exposure of the Town.

Despite these financial challenges, the Town's objective is to strive to create a safe workplace through appropriate supervision and safety education. Loss control measures and training programs to limit potential losses have been implemented, and the Town actively engages in developing a climate of safety for all Town and School employees. The Human Resources budget includes \$16,000 for workplace safety training and the Town Manager's budget includes a Town Safety Officer and Assistant Safety Officer.

Insurance

The Town procures premium based liability, property, casualty, automobile, specialty and fire insurance on all its land, building, and equipment. The total listed value of the town's "fixed asset" holdings exceeds \$400 million. In addition, specialty coverage including Public Officials Liability, School Board Legal Liability, Aviation Liability, limited pollution coverage, police accident and health insurance are secured each year to protect the activities and employees of the town, school, and enterprise operations. Many of these coverage's extend over to the boards and commissions, and the many volunteers who annually participate in local municipal operations.

Each year, the actual renewal premium amounts fluctuate based on past experience and coverage needs. These factors affect the cost of insurance and include claims history, insurance market conditions, deductible levels, and insured values. In addition to the incremental rise in the insured value of our existing property and buildings, new buildings have been added to the policy in recent years (Bismore Visitor Center, the Hyannis Youth & Community Center, and Airport Terminal and Air Traffic Control Tower). This escalating value directly affects premiums as it broadens the Town's

coverage. Additionally, an increase nationwide in weather related events affects the Town's premium costs. The total cost of insurance has grown from \$1.4 million in FY 2014 to \$2.8 million recommended for FY 2026.

Grants

Included in this category is the funding provided to the Town's seven village libraries and funding for tourism promotion to enhance the Town's economy. Each library has its own Board of Trustees and the Town exercises no control over their daily operations. The Town is a major source of funding for the village libraries. The tourism grant is funded from the local portion of the Hotel/Motel tax collected by the Town. The FY 2025 proposed budget for the Library Grants is increasing \$51,451 to \$2,280,101 and the Tourism Grant is level funded at \$127,000.

Assessments and Other

The Town participates in four regional entities; the Cape Cod Technical Regional High School (CTRHS), a regional Veteran's District, the Old King's Highway Historic District, and the Cape Cod Greenhead Fly Control District. These assessments are based on the Town's share of the cost of running these operations.

One of the largest assessments is the CTRHS. Members appointed by the Town Manager represent the Town on the Regional School Committee. The FY 2026 assessment for the CTRHS is increasing by \$ 592,325. The assessment is impacted by the overall increase in the school's budget, the amount of state aid provided to the school and the student enrollment levels of each participating community. The remaining portion of the school's budget that is not covered by state aid is allocated to communities based on a percentage of student enrollments. Barnstable's student enrollment increased as a percentage of the overall student enrollment. Included in the assessment is the Town's share of the debt service costs associated with the construction of the school's new facility, which opened in the fall of 2020. In 2018, the voters in Barnstable approved to exclude this debt payment from the property tax limitations under Proposition 2 ½ and allow the town to raise the tax level by a corresponding amount every year to cover the debt payment. This will continue for 25 years until the construction's bonds are paid off.

The Veteran's District administers to our Veterans' needs and this appropriation represents our share of the administrative cost and direct benefits paid to veterans. FY 2026 is level funded at \$400,000.

Also included in this category are state and county assessments. County assessments consist of the Town's portion of the county's operating budget and the Cape Cod Commission. The assessment for the Cape Cod Commission is excluded from Proposition 2½ taxing limitations and is added to the tax levy every year. State assessments include such items as mosquito control projects, regional transit authorities, and other smaller items. These cost must be budgeted, however, no appropriation by the Town Council is required since the state deducts the assessments from the Town's monthly aid distributions.

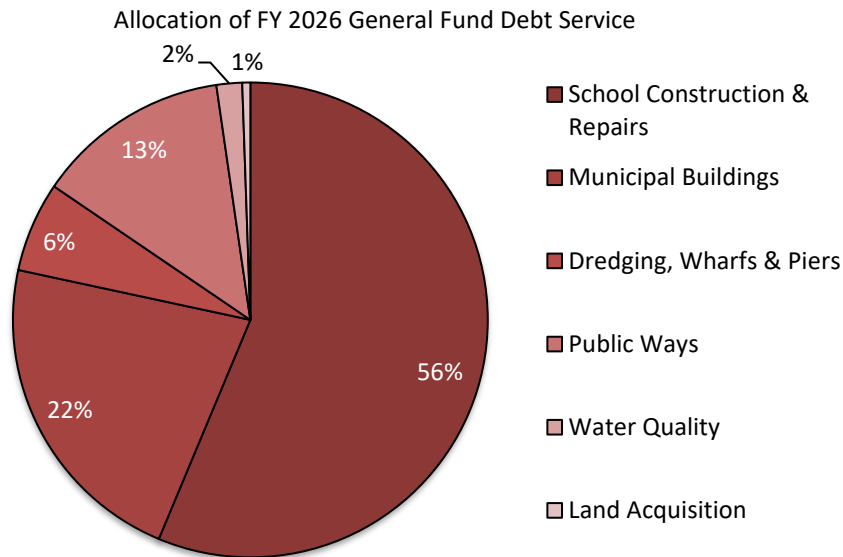
Finally, this category also includes a budget for school choice and commonwealth charter school assessments. The Barnstable School District participates in the state's school choice program. The school choice program allows parents to send their children to schools in communities other than the city or town in which they reside. Students from other communities also come to Barnstable. Tuition is paid by the sending district to the receiving district. Districts may elect not to enroll school choice students if no space is available. Commonwealth charter schools are independent public schools designed to encourage innovative educational practices. Charter schools are funded by tuition charges assessed against the school districts where the students reside. The state provides partial reimbursement to the sending districts for the tuition costs incurred. These assessments are included in the budget but are not required to be appropriated by the Town Council as the state deducts the costs from the town's monthly aid payment.

Debt Service

Major capital improvements within the Capital Improvement Program will be funded through the issuance of notes and bonds and the repayment of the loans are included in the debt service appropriation. This budget does not include debt associated with Enterprise Fund operations. Debt service for Enterprise Fund operations is included in each respective Enterprise Fund. Additionally, this budget does not include debt service on land acquisitions made by the Community

Preservation Fund (CPF). The CPF, a special revenue fund, pays for its own debt service out of surtaxes added to the Town's real estate tax bills. Debt associated with school construction and improvements comprise 52% in this category of spending followed by 25% for municipal facilities.

Transfers



Included in this category are all budgeted transfers to other Town funds from the General Fund. This includes \$8.9 million to the Capital Trust Fund (CTF), \$1.4 million for Hyannis Youth and Community Center Enterprise Fund and \$30,000 Marina Enterprise Fund. Combined with the budget for debt service the Town has committed \$17.1 million of tax support to its annual capital program.

Appropriation Deficits

The Town has the authority under Massachusetts General Law to expend amounts in excess of appropriations for snow and ice removal, overlay deficits and any court ordered judgments. Any such expenditure in the prior year must be raised on the subsequent year's tax levy. There is an anticipated \$400,000 deficit for FY 2025 that will be included in the FY 2026 proposed budget.

MARINE & ENVIRONMENTAL AFFAIRS DEPARTMENT

Department Purpose Statement

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

Enterprise Funds



Marinas



**Sandy Neck
Beach Park**

MARINA ENTERPRISE FUND

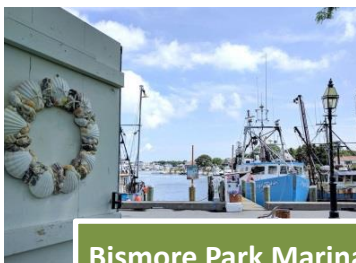
Purpose Statement

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

Town Operated Marinas



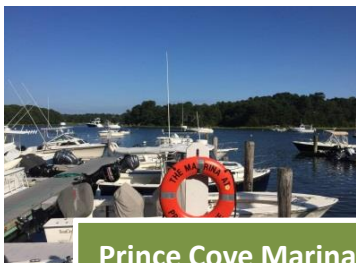
Barnstable Harbor
Marina



Bismore Park Marina

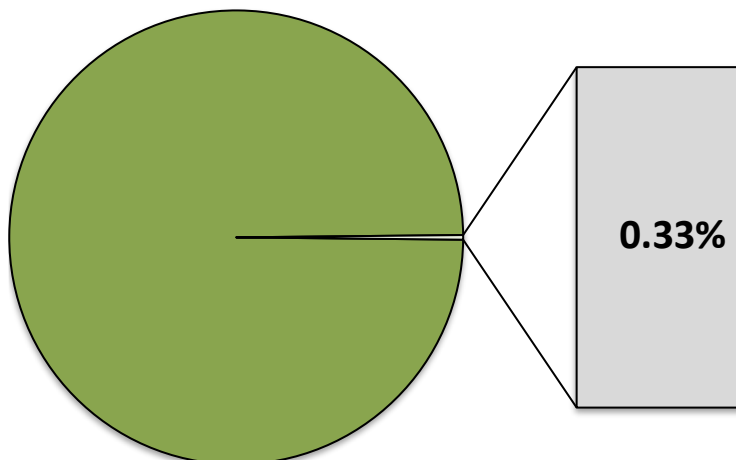


Gateway Marina



Prince Cove Marina

% of FY 2026 All Appropriated Funds



Marina Enterprise Fund comprises 0.33% of all appropriated funds.

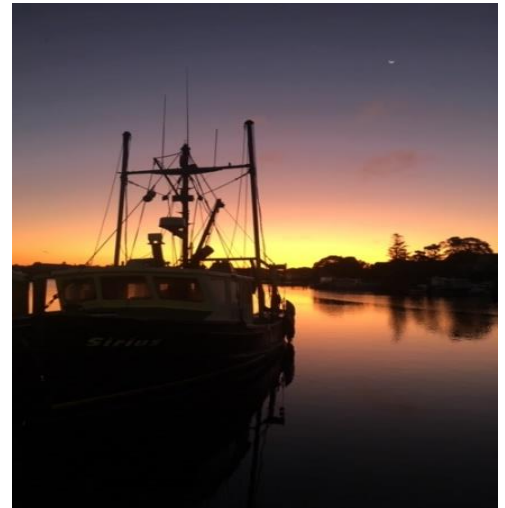
Marina Enterprise Fund Services Provided

The Marina Enterprise Fund was established as part of the FY2006 budget. With extensive study by the Comprehensive Financial Advisory Committee (CFAC) and the Waterways Committee as directed by the Town Council, the Marina Enterprise Fund requires that all marina related expenses are recovered by the revenues of the users of the marinas. As the fund grows, future upgrades to all the marinas will be possible.

The Marina Enterprise Fund encompasses the four Town owned marina facilities: Barnstable Harbor Marina, Bismore Park Marina, Gateway Marina, and The Marina at Prince Cove. With 188 boat slips available.

The Marina Enterprise Fund was established to:

- Maintain order on the Marina grounds;
- Monitor slip and marina use;
- Oversee, review, and promulgation of regulations (subject to approval of the Town Manager);
- Enforcement of marina regulations;
- Review and management of applications received for slip contracts;
- Filled vacancies from established waiting lists and slips;
- Conduct dock/hardware improvements at all Town Marinas;
- Collect fees for use of recreational transient dockage, commercial transient dockage;



Bismore Park Marina, Early Morning Sunrise



Barnstable Harbor Tuna Tournament

- Collect fees for parking;
- Cleanup of Marina grounds;
- Provide pump out service at Barnstable Harbor Marina, Bismore Park Marina;
- Prepare for and responsible for payment of supplies and utilities including trash removal, lighting, electrical service, restroom supplies, vending, etc;
- Cover all expenses with revenues generated by the fees assessed to the users of the marina facilities.

Marina Enterprise Fund Recent Accomplishments

- ✓ Continued float replacement program improvements at all Town Marinas, replacing 9 floating docks at Barnstable Harbor;
- ✓ Supported Barnstable Harbor Tuna Tournament, supporting tournament weigh station location along bulkhead;
- ✓ Worked with Department of Public Works and FOTH Engineering to complete plans for Bismore Park Marina bulkhead repairs and water lines replacement;
- ✓ Updated Marina Fee schedule,
- ✓ Weeded and replaced seashell walkway along Barnstable Harbor Bulkhead;
- ✓ Conducted short term structural repairs to Bismore Park Marina Fixed piers;
- ✓ Completed dredging at Bismore Park Marina (A and B Dock);
- ✓ Installed new Pumpout Pump at Barnstable Harbor;

Marina Enterprise Fund Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Continue to fill vacancies from established waitlists of all Town-owned marinas. **(SP: Regulatory Process and Performance)**
2. Continue with float replacement program and float improvements at Barnstable Harbor Marina. **(SP: Infrastructure, Economic Development, Public Health and Safety)**
3. Complete Bulkhead repairs at Bismore Park Marina. **(SP: Infrastructure, Economic Development, Environment and Natural Resources)**
4. Complete Design for Prince Cove Marina Building . **(SP: Regulatory Process and Performance)**



Barnstable Harbor Marina

Long-Term:

1. Replace the Bismore Park Marina Fixed Piers with floating concrete docks. **(SP: Public Health and Safety, Infrastructure, Economic Development)**
2. Continue to implement plans for bulkhead/pier upgrades as Gateway Marina **(SP: Public Health and Safety, Infrastructure, Economic Development)**
3. Expand parking and add more slips to A and C dock at Prince Cove Marina. **(SP: Public Health and Safety, Infrastructure, Economic Development)**

Marina Enterprise Fund Budget Comparison

Marina Enterprise Fund	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2024	FY 2025	FY 2025	FY 2026	FY25- 26	Change
Taxes (General Fund Support)	\$0	\$0	\$0	\$0	-	0.00%
Fees, Licenses, Permits	\$813,206	\$820,000	\$735,929	\$767,929	32,000	4.35%
Charges for Services	19,775	17,000	16,000	17,000	1,000	6.25%
Interest and Other	82,681	61,000	35,000	27,298	(7,702)	-22.01%
Capital Trust Fund Reserves	38,725	38,725	37,800	36,350	(1,450)	-3.84%
Transfer In	30,000	30,000	30,000	30,000	-	0.00%
Total Operating Sources	\$984,387	\$966,725	\$854,729	\$878,577	\$23,848	2.79%

Transfers From Completed Projects	56,000	-	-	-	-	0.00%
Total Capital Sources	56,000	-	-	-	-	0.00%

Total Source of Funding	\$1,040,387	\$966,725	\$854,729	\$878,577	\$23,848	2.79%
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Direct Operating Expenses						
Personnel	\$ 260,461	\$ 290,080	\$ 330,080	\$ 364,854	\$ 34,774	10.54%
Benefits	10,871	18,500	19,583	15,274	\$ (4,309)	-22.00%
Operating Expenses	111,546	139,867	159,867	159,867	-	0.00%
Capital Outlay	57,682	57,000	58,000	58,000	-	0.00%
Debt Service	52,113	212,538	212,538	205,438	(7,100)	-3.34%
Transfers Out	-	-	-	-	-	0.00%
Total Direct Operating Expenses	\$492,672	\$717,985	\$780,068	\$803,433	\$23,365	3.00%

Indirect Operating Costs						
General Fund Staff	53,495	\$60,207	\$60,207	\$54,512	(\$5,695)	-9.46%
Pensions	25,674	24,625	24,625	28,628	4,003	16.26%
Audit & Software Costs	6,393	6,393	6,393	7,092	699	10.93%
Property, Casualty, Liability Insurance	6,149	8,616	8,616	10,093	1,477	17.14%
Total Indirect Operating Expenses	\$91,711	\$99,841	\$99,841	\$100,325	\$484	0.48%

Total Operating Expenses	\$584,383	\$817,826	\$879,909	\$903,758	\$23,849	2.71%
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Capital Improvement Program	195,000	-	-	200,000	200,000	0.00%
Total Capital Expenses	\$195,000	\$0	\$0	\$200,000	\$200,000	0.00%

Total Expenses	\$779,383	\$817,826	\$879,909	\$1,103,758	\$223,849	25.44%
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Excess (Deficiency) cash basis	\$261,004	\$148,899	(\$25,180)	(\$225,181)	(\$200,001)
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Beginning Certified Free Cash	<u>\$ 1,549,061</u>	<u>\$ 1,810,065</u>	<u>\$ 1,958,964</u>
FY 2025 Projected Excess (Deficiency)	<u>\$ 148,899</u>	<u>\$ 148,899</u>	<u>\$ 148,899</u>
Ending Projected Certified Free Cash	<u>\$ 1,810,065</u>	<u>\$ 1,958,964</u>	<u>\$ 1,733,783</u>

Summary of Budget Changes

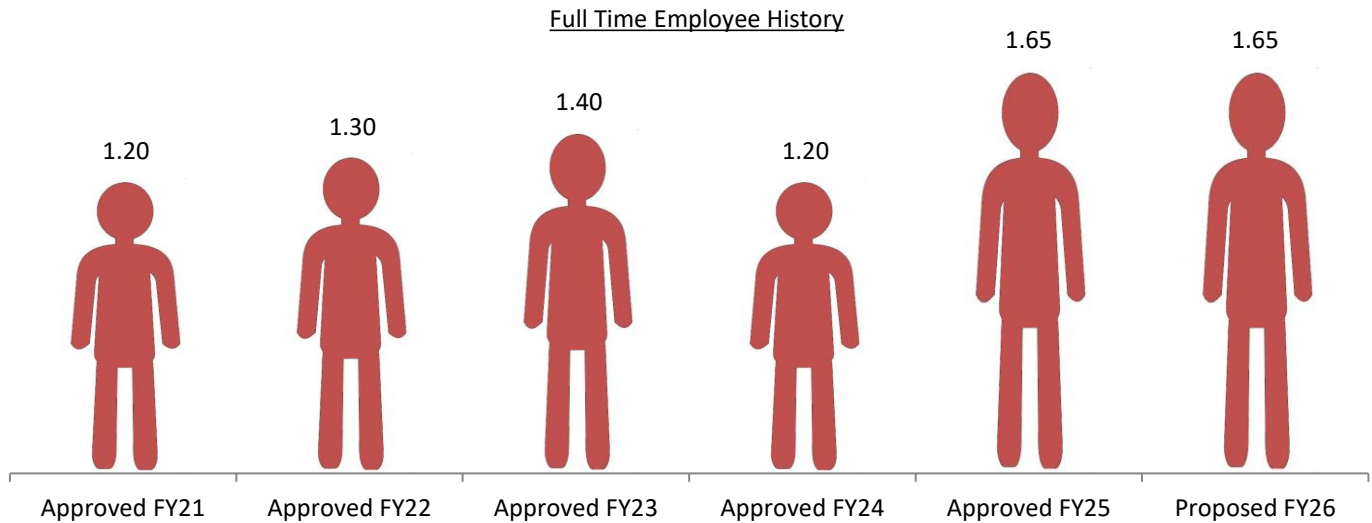
The direct operating expenses for the Marina Enterprise Fund proposed FY 2026 budget are increasing \$23,365 or 3.00% more than the FY 2025 budget. Personnel budget change includes contractual obligations, and salary increases for seasonal positions. Operating expenses are funded at FY 2025 levels. Capital outlay includes the annual dock replacement program and is level funded at \$58,000. FY 2026 the Marina Enterprise fund will utilize \$200,000 for the capital program and \$25,181 for the operating budget from enterprise fund retained earnings.

Marina Enterprise Fund Budget Reconciliation

Marina Enterprise Fund		FY 2025	FY 2026	Change
Job Title	FY 2024			
Administrative Assistant	0.10	0.10	0.10	-
Principal Dept Assistant	-	0.10	0.10	
Asst Hrbrmst Pumpout Boat Ops.	0.10	-	0.05	0.05
Deputy Harbormaster/Mooring Officer	-	0.10	0.10	
Assistant Harbormaster	-	0.10	0.05	(0.05)
Director Marine & Environmental Affairs	0.15	0.15	0.15	-
Supervisor Harbor Master	0.75	0.50	0.50	-
Marina Supervisor	-	0.50	0.50	-
Office Manager	0.10	0.10	0.10	-
Full-time Equivalent Employees	1.20	1.65	1.65	-

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2025 Approved Budget				\$879,909	
Contractual Obligations, Staff Turnover & Allocation Changes	30,465	-	-	30,465	
Change in Indirect Costs	4,003	(3,519)	-	484	
Debt Service	-	(7,100)	-	(7,100)	-
FY 2026 Budget Changes					
	-	-	-	-	
FY 2026 Proposed Budget	34,468	(10,619)	-	903,758	-

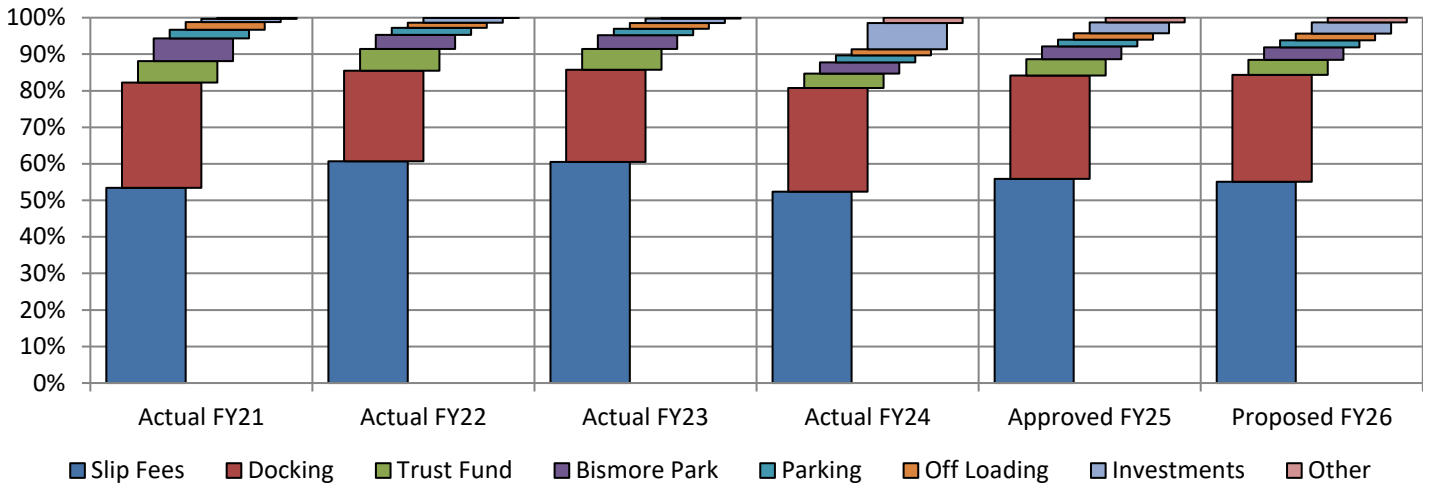
Marina Enterprise Fund Factors Affecting FTE's



All changes are the result of the reallocation of staffing between the General Fund operations and the Enterprise Fund operation.

Marina Enterprise Fund Factors Affecting Revenues

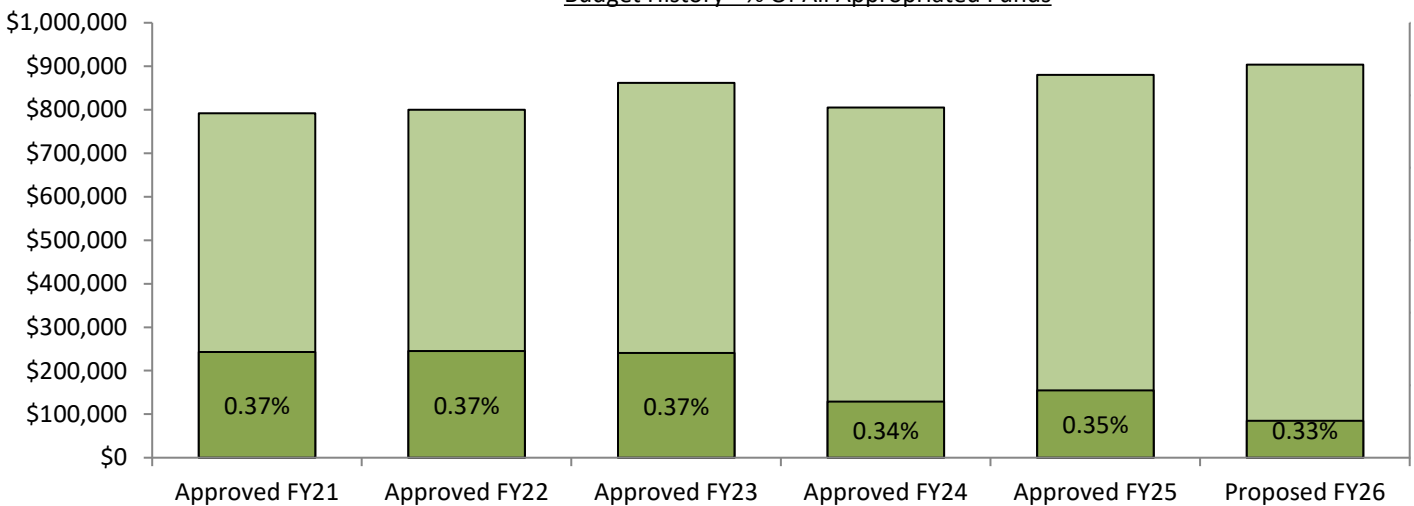
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Docking and slip fees account for 84% of the revenue generated in this program. The rates are set in accordance with the necessary revenue required to run the marina operations including all capital improvements. The possibility of expanding the number of slips would allow for additional revenue sources in this area. The marinas have a waiting list for slip space, so vacancy rates are not a significant factor in calculating revenues. Barnstable Harbor accounts for the majority of slip fee revenue for the fund followed by Prince Cove and Bismore. The Enterprise Fund also receives trust fund support to cover debt service for a marina bulkhead project. The fund also receives funds to cover electrical and other costs associated with the Bismore Park harbormaster/comfort station building.

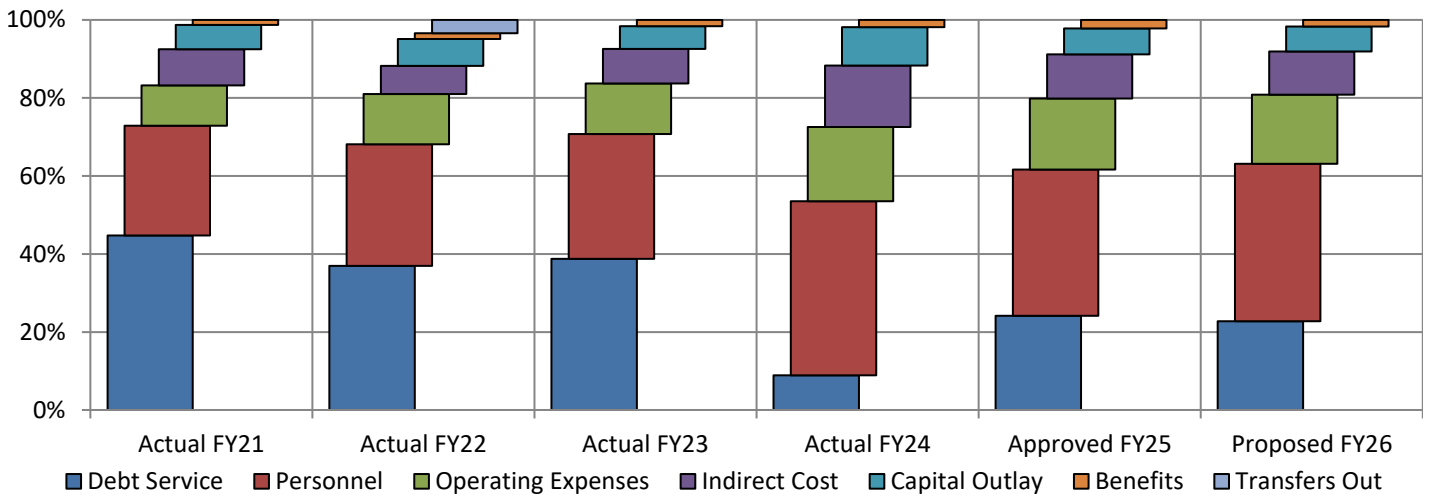
Marina Enterprise Fund Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



The budget has ranged 0.34% to 0.39% of all appropriated funds. The decline in FY 2024 is the result of the expiration of the loan to acquire the Prince Cove Marina.

Total Expenditures By Category Historical and Budgeted



Debt service once represented the largest expense category within the Marina operations at 47%. The purchase of the Prince Cove Marina in FY 2003 was financed with the issuance of a bond and was paid off in FY 2023. Now personnel costs are the largest expense at 40%.



Prince Cove Staff Shed

SANDY NECK BEACH PARK ENTERPRISE FUND

Purpose Statement

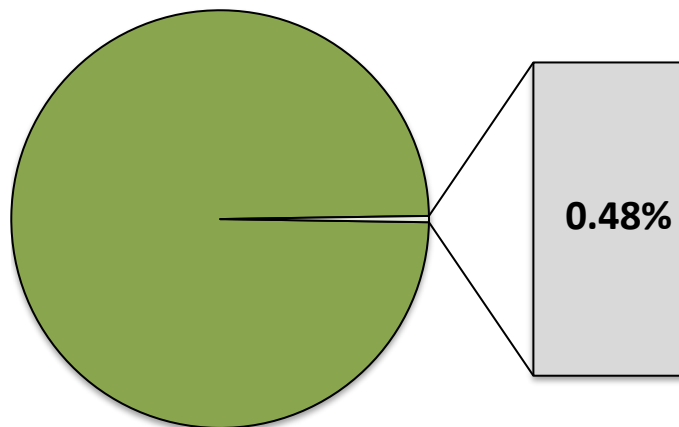
The objective of the Sandy Neck Beach Park is to provide access and recreational opportunities to our Town's citizens and visitors while protecting the natural, cultural, and historic resources on Sandy Neck so that a long-term, sustainable balance between use and conservation of these resources is achieved.

4,700 Acres of Dunes

Maritime Forests and Marshes

Recreational Opportunities

% of FY 2026 All Appropriated Funds



Sandy Neck Park Enterprise Fund comprises 0.48% of all appropriated funds.

Sandy Neck Beach Park Enterprise Fund Services Provided

The purpose of the Sandy Neck Program is to provide recreational opportunities and access to our Town's citizens and visitors while protecting the natural, cultural, and historic resources on Sandy Neck so that a long term, sustainable balance between use and conservation of these resources is achieved.

The Sandy Neck Program is responsible for the protection and enhancement of Sandy Neck Beach Park. Some of the specific services include:

Gatehouse Operations: (the hub of all beach activities):

- Processing Off-Road Vehicle (ORV) and horse permits and performing RV Camper inspections.
- Collecting fees, database and record keeping, scheduling cottage owner escorts and issuing trail passes;
- Providing the public with beach information and written materials (maps, regulations, policies, tide charts, etc.);
- Issuing Special Permits for large events such as weddings, charitable functions and organized campfire gatherings;
- Merchandise sales (clothing, and memorabilia), and;
- Liaison for all communication including emergencies.

Natural Resource Management and Enhancement:

- Monitoring/GPS/recording of piping plover, least tern and diamond back terrapin nests;
- Erecting enclosures and fencing around protected species nesting habitat;
- Mandatory data collection and reporting of endangered species populations to state agencies;
- Injured wildlife rescue, including marine mammals and cold stunned sea turtles;
- Overseeing hunting and shellfishing activities, and;
- Wetland protection and restoration efforts.



The dunes of Sandy Neck Beach Park.

Off Road Vehicle (ORV) Operations:

- Educating ORV beach patrons regarding expectations for safety and natural resource protection;
- Patrolling the ORV beach to ensure regulatory compliance (curfew, campfires, speed, tire pressure requirements, etc.), and;
- Cottage owner escorts, Beach Point patrols, tent camping program and shellfishing compliance;

Enforcement and Emergency Response:

- Issuing verbal and written warnings, non-criminal citations, and permit suspensions;
- Court hearings and resulting appeals, and;
- First responder duties for Sandy Neck medical emergencies over a wide variety of incidents.
- Jet ski emergency rapid response to assist with water rescue.

Educational Program:

- Junior Ranger Programs;
- Diamondback terrapin headstart and outreach programs;
- Halfway House environmental and educational events.

Sandy Neck Beach Park Enterprise Fund Recent Accomplishments

- ✓ Completed design and permitting for the Sandy Long Term Neck Coastal Resiliency Project which includes infrastructure relocation to insure public access for the next 50+ years.
- ✓ Secured ~\$2.9 million dollars in grant funding for design, permitting and construction of the Sandy Neck Coastal Resiliency Project. Funding sources came from MA Coastal Zone Management and MA Municipal Vulnerability Preparedness Program.
- ✓ Successfully used our Habitat Conservation Plan (HCP) to insure Off Road Vehicle (ORV) beach access while still protecting endangered nesting shorebirds;
- ✓ Managed a record-breaking year for the number of endangered species at Sandy Neck: 65 Piping Plover pairs and 609 Diamondback Terrapin nests.
- ✓ Continued our Sandy Neck water rescue program which includes a rapid response vessel, rescue and first aid equipment, and staff training;
- ✓ Worked with local Girl/Boy Scout Troops to provide group outings, community service and mutually beneficial Eagle Scout projects.
- ✓ Executed educational outreach about our HCP program so that the public had a better understanding of Piping Plover protections and actions taken by the town to improve ORV beach access;
- ✓ Provided the public with staff guided walks and talks to educate patrons about Sandy Neck ecology and cultural history;

Sandy Neck Beach Park Enterprise Fund Goals and Objectives

Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Complete the Long-Term Coastal Resiliency Project that includes constructing a protective dune and relocating the Gatehouse, Bathhouse, parking lots and Access Trail thereby protecting Sandy Neck Infrastructure. **(SP: Environment and Natural Resources, Infrastructure, Recreation).**
2. Conduct environmental justice community outreach to local elementary, middle, and high schools educating students on the Sandy Neck ecology and the Long-Term Coastal Resiliency Project and its importance. **(SP: recreation, Education, Environmental and Natural Resources).**
3. Continue to develop staff training opportunities for the Sandy Neck water rescue program **(SP: Public Health and Safety, Recreation).**
4. Update our formal staff orientation training procedures and create monthly in-service training **(SP: Public Health and Safety, Recreation).**

5. Update our emergency response ambulance staging and traffic control protocols for Access Trail accessibility. **(SP: Public Health and Safety, Recreation).**

Long-Term:

6. Evaluate renovations to the garage to include staff office space. **(SP: Environment and Natural Resources, Infrastructure, Recreation).**



Releasing a head-started Diamondback Terrapin.

Sandy Neck Beach Park Enterprise Fund Budget Comparison

Sandy Neck Enterprise Fund	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2024	FY 2025	FY 2025	FY 2026	FY25- 26	Change
Fees, Licenses, Permits	\$869,768	\$795,000	\$750,500	800,500.00	\$50,000	6.66%
Charges for Services	313,190	275,000	285,080	286,457	1,377	0.48%
Interest and Other	153,784	125,000	120,000	120,000	-	0.00%
Total Operating Sources	\$1,336,742	\$1,195,000	\$1,155,580	\$1,206,957	\$51,377	4.45%

Direct Operating Expenses						
Personnel	\$568,508	\$620,529	\$650,529	678,693.00	\$28,164	4.33%
Benefits	35,639	42,000	44,440	45,036	596	1.34%
Operating Expenses	224,632	220,200	250,200	250,200	-	0.00%
Capital Outlay	53,458	64,900	69,900	115,000	45,100	64.52%
Debt Service	23,585	72,510	72,510	76,435	3,925	5.41%
Transfers Out	-	-	-	-	-	0.00%
Total Direct Operating Expenses	\$905,823	\$1,020,139	\$1,087,579	\$1,165,364	\$77,785	7.15%

Indirect Operating Costs						
General Fund Staff	\$74,768	\$84,736	\$84,736	\$71,519	(\$13,217)	-15.60%
Pensions	60,040	\$74,674	74,674	76,763	2,089	2.80%
Audit & Software Costs	7,240	\$7,240	7,240	7,792	552	7.62%
Property, Casualty, Liability Insurance	9,714	\$10,665	10,665	11,192	527	4.94%
Total Indirect Operating Expenses	\$151,762	\$177,315	\$177,315	\$167,266	(\$10,049)	-5.67%

Total Operating Expenses	\$1,057,585	\$1,197,454	\$1,264,894	\$1,332,630	\$67,736	5.36%
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Capital Improvement Program	50,000	-	-	-	-	0.00%
Total Capital Expenses	\$50,000	\$0	\$0	\$0	\$0	0.00%

Total Expenses	\$1,107,585	\$1,197,454	\$1,264,894	\$1,332,630	\$67,736	5.36%
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Excess (Deficiency) cash basis	\$229,157	(\$2,454)	(\$109,314)	(\$125,673)	(\$16,359)
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Beginning Certified Free Cash	<u>\$ 1,259,057</u>	<u>\$ 1,488,214</u>	<u>\$ 1,485,760</u>
FY 2025 Projected Excess (Deficiency)	<u>(2,454)</u>	<u>(2,454)</u>	<u>(2,454)</u>
Ending Projected Certified Free Cash	<u>\$ 1,488,214</u>	<u>\$ 1,485,760</u>	<u>\$ 1,360,087</u>

Summary of Budget Changes

The direct operating expenses for the Sandy Neck Enterprise Fund's FY 2026 budget are increasing \$77,785 or 7.15% over the approved FY 2025 budget. Personnel budget change includes contractual obligations along with adjustments for seasonal wages. Operating budgets are level funded for FY 2026. Capital outlay includes an additional \$45,100 for facility and equipment improvements including the replacement of an aging pick-up truck. The use of \$125,673 from the Sandy Neck Enterprise reserves are planned to support the FY 2026 operating budget.

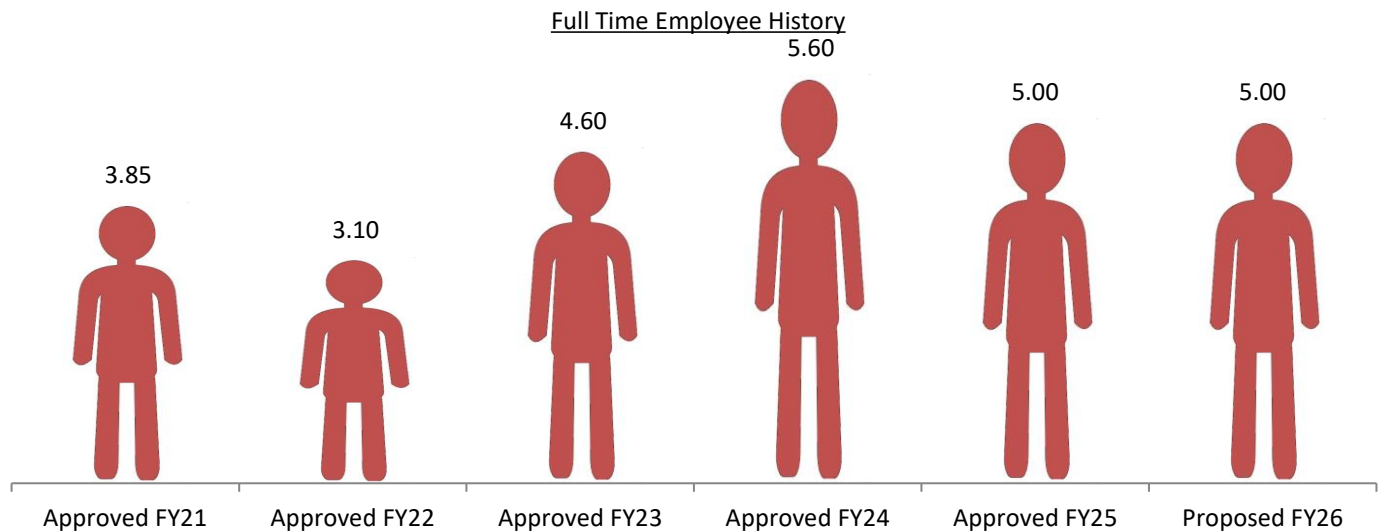
Sandy Neck Beach Park Enterprise Fund Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2025 Approved Budget				\$ 1,264,894	
Contractual Obligations, Staff Turnover & Allocation Changes	28,760	-	-	28,760	-
Change in Indirect Costs	2,089	(12,138)	-	(10,049)	
Debt Service	-	3,925	-	3,925	-
FY 2026 Budget Changes					
1. Capital Outlay - Equipment	-	-	45,100	45,100	-
FY 2026 Proposed Budget	\$ 30,849	\$ (8,213)	\$ 45,100	\$ 1,332,630	-

Sandy Neck Enterprise Fund		FY 2024	FY 2025	FY 2026	Change
Job Title					
Administrative Assistant		0.10	0.10	0.10	-
Asst. Sandy Neck Park Manager		1.00	1.00	1.00	-
Director Marine & Environmental Affairs		0.15	0.15	0.15	-
Facility Maintenance Laborer		-	-	-	-
Natural Resource Officer		2.00	1.40	1.40	-
NRO-Aquaculture Specialist		-	-	-	-
Operations Supervisor		1.00	1.00	1.00	-
Office Manager		0.10	0.10	0.10	-
Part-time NRO		0.75	0.75	0.75	-
Dir. NR/SN Park Manager		0.50	0.50	0.50	-
Full-time Equivalent Employees		5.60	5.00	5.00	-

- Capital Outlay** – The purchase of a new truck will allow the Sandy Neck Program to retire our aging truck #321 and enable staff to continue to accomplish the necessary tasks and duties needed to keep the beach and public safe. To reduce the risk of staff related lifting accidents, a Tommy Gate would be purchased and installed on truck #327 to assist with grounds maintenance and field work.

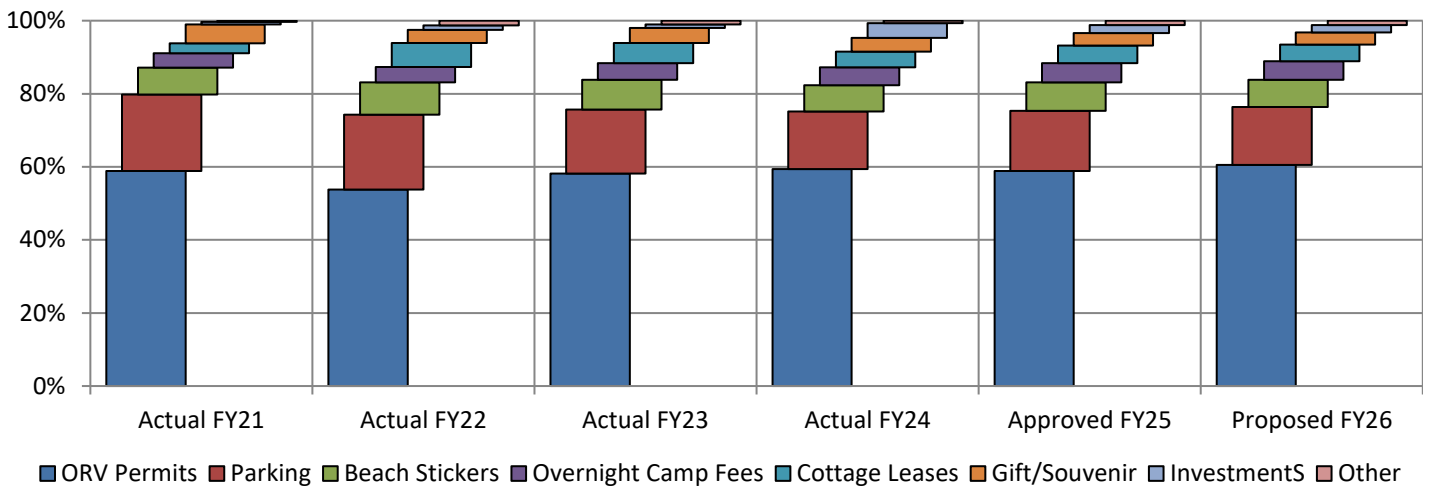
Sandy Neck Beach Park Enterprise Fund Factors Affecting FTE's



Full-time employees have increased over the past few years due to the significant increase in activity. The change in FY 2024 is due to reallocations of salary between General and Enterprise Fund. Positions are level in FY 2026.

Sandy Neck Beach Park Enterprise Fund Factors Affecting Revenues

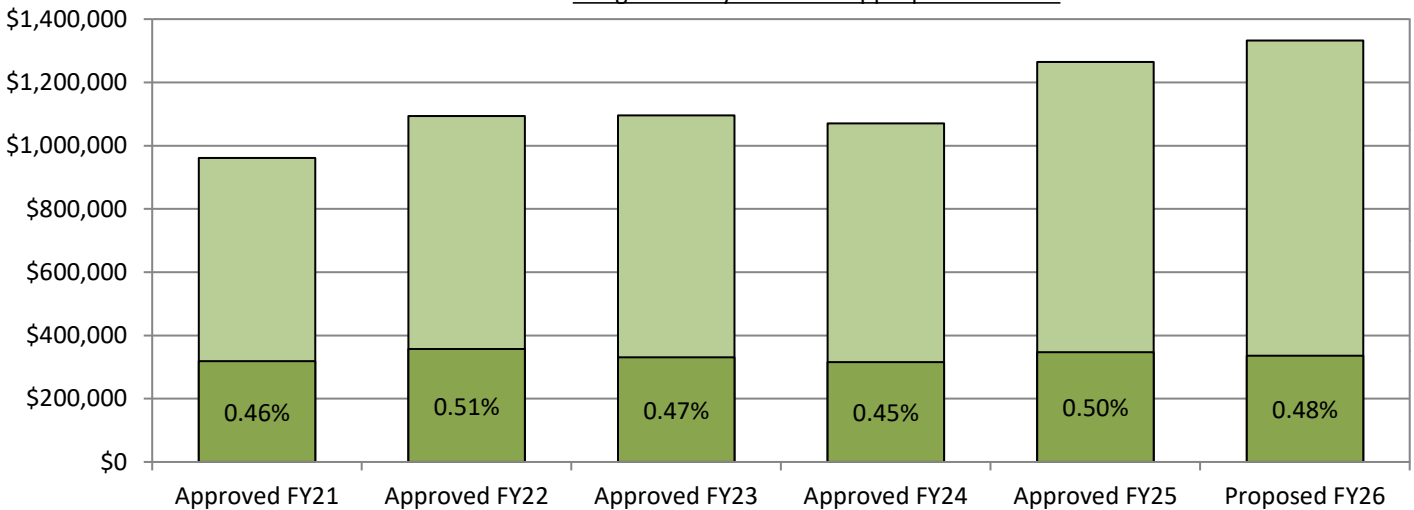
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Fees, Licenses, Permits represent the largest funding source at 60%, which includes off-road vehicle (ORV) stickers. Major sources of revenue for this operation include beach sticker sales, daily parking revenue, and off-road vehicle sticker sales. Weather plays a significant role in the revenue generated at this park as approximately 20% to 25% of revenue is derived from daily parking fees. Other factors that can affect revenue are nesting endangered shorebirds and turtles. This can affect activity levels at the off-road portion of the beach and corresponding sticker sales. Staff continues to work with state officials to mitigate the impacts while protecting these species.

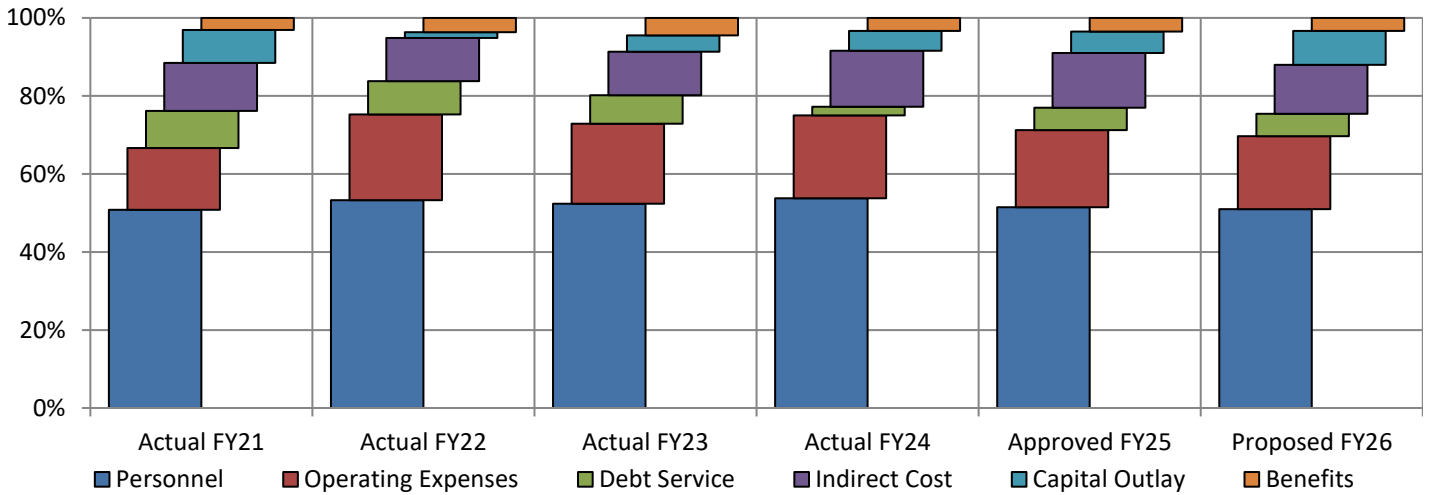
Sandy Neck Beach Park Enterprise Fund Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



This budget has decreased 1.9% annually on average over a six-year period. This budget has also ranged from 0.44% to 0.61% of all appropriated funds.

Total Expenditures By Category Historical and Budgeted



Personnel costs are the largest area of this operation’s budget, accounting for over 51% of all operating expenses. Long-term capital improvements are anticipated to impact the debt service costs in the future and the fees charged to support this cost.

Sandy Neck Beach Park Enterprise Fund Workload Indicators

Workload Indicator	FY 2022 Actuals	FY 2023 Actuals	FY24 Actuals	FY25 Projected
Sandy Neck Beach Park ORV Permits Issued (calendar year)	4,901	4,477	4,633	4,500
Total Revenue	\$1,273,696	\$1,283,418	1,336,742	\$1,300,000
Educational Hikes/Talks (represented in calendar year)	9	8	9	9
Overnight Camping (represented in calendar year)	3,773	3,082	3,376	3,300
Merchandise Sales	\$50,628	\$44,268	\$50,388	\$45,000

Description	Historical Trends				Benchmark
	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Actuals	FY24 Actuals	FY25 Projected
Actual Revenue	\$1,291,620	\$1,273,696	\$1,283,418	\$1,336,742	\$1,300,000
Estimated Revenue	\$680,500	\$836,957	\$988,256	\$1,114,000	\$1,264,894
Exceeds Expectations >100%	190%	152%	130%	120%	103%

In 2019 and 2020, due to endangered shorebird nest locations, the off-road beach (ORV) availability had become limited, and revenue was negatively affected. During the winter of 2020/2021, Sandy Neck received a Massachusetts Habitat Conservation Permit (HCP). In 2021 and 2022, using our HCP, we were able to keep the ORV beach open for the full season. This was more beach availability than the other Cape Cod ORV beaches and, although patrons were not fully satisfied, we consider the seasons to be a success. This is because we were able to protect nesting shorebirds while still providing recreational opportunities to the public and the revenue generated from user fees was robust.

In calendar years 2023 and 2024 we were issued an additional “take” permit under our HCP. With this added tool, we were able to keep the ORV Beach open for the full season even as plover numbers increased at Sandy Neck Beach Park. In addition, 2024 marked the third year in a row that we never turned away an ORV patron except for tide or weather

conditions. Looking into 2025 and beyond, we recognize that a robust enterprise account is imperative to fund our Coastal Resiliency project. The HCP permitting is crucial in obtaining this goal.



Sandy Neck Gatehouse looking north towards Cape Cod Bay.

COMMUNITY SERVICES DEPARTMENT

Department Purpose Statement

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

Enterprise Funds



**Olde Barnstable
Fairgrounds & Hyannis
Golf Courses**



**Hyannis Youth &
Community Center**

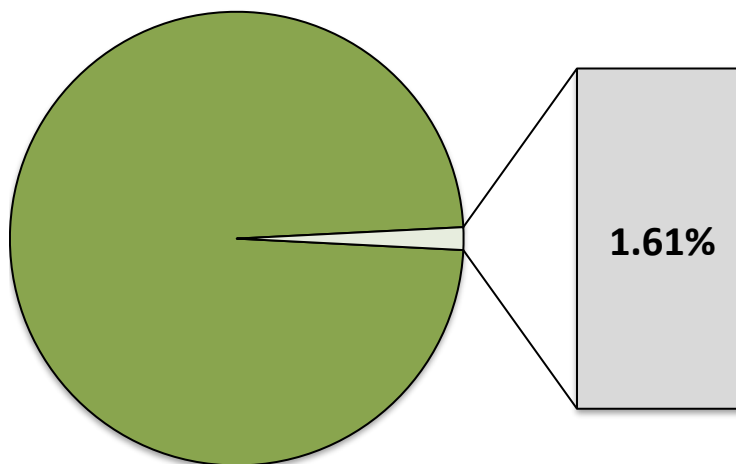
GOLF COURSE ENTERPRISE FUND

Department Purpose Statement

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



% of FY 2026 All Appropriated Funds



Golf Course Enterprise Fund comprises 1.61% of all appropriated funds.

Golf Enterprise Fund Services Provided

<https://www.barnstable.golf/>

Barnstable Golf consists of two 18-Hole Championship golf courses open to the public: Olde Barnstable Fairgrounds and Hyannis Golf Course. Each course offers a uniquely different layout with varying degrees of difficulty for golfers of all playing abilities and age groups. Each golf course features a fully stocked pro shop, full service practice facility, and restaurant. Hyannis Golf Course also features a large function/banquet facility that can accommodate groups of up to 150 guests. The management staff has put together a comprehensive plan for the successful operation of both golf courses with heavy emphasis on being self-supportive. The focus of the Golf Division is to provide affordable golfing opportunities to residents and guests alike by offering highly conditioned golf courses and exceptional customer service. The Maintenance program strives to keep both courses in great playing condition with the goal of exceeding customer expectations. The Operations program does an outstanding job of balancing the needs of both members and guests alike in an effort to provide a memorable golfing experience. A strong membership and repeat clientele is the cornerstone of our revenue producing capabilities. An aggressive marketing plan has been implemented that is aimed at making the Town of Barnstable a true golfing destination featuring the courses of Barnstable Golf.



Olde Barnstable Fairgrounds GC – Hole 14

Administration Activity

Administration is the financial management arm of the Golf Division. Administration oversees the collection of cash receipts and the pay-overs to the Town. As an enterprise fund, it is vital that Administration closely monitor the revenues and expenses, as we cannot spend more than we are budgeted. One of the most important jobs of Administration is the development and implementation of the annual fiscal operating budget. Through the setting of fees and rates, forecasting of revenues, and adhering to tight expense controls, Administration strives to keep Barnstable Golf in the black. As facility managers for the Town’s two golf properties Administration develops both long and short range comprehensive capital improvement plans to ensure protection and enhancement of the assets. Administration works hard to balance the yearly operational needs of the division, the debt service, and financial obligations owed to the Town, and funding needed for capital improvements with the revenues generated. Administration is also responsible for developing and implementing a progressive marketing plan that includes TV, radio, internet, social media, print and web based advertising campaigns with a focus on promoting the Town of Barnstable as a true golfing destination. Golf is good for our community.



Hyannis GC Club Championship Winners

Operations Activity

The Operations activity is responsible for management of the two golf shops, practice facilities, golf carts and all golfer related activities. Each operation is managed by a highly trained PGA Golf Professional that is supported by a staff of customer service experts. The golf shops, our retail stores for everything golf, offer a wide variety of the latest styles of seasonal clothing, golf clubs, equipment and accessories for our customers to choose from. The golf shops are the central point of all activity. Greens fees, cart fees, annual pass fees, range fees, and merchandise sales are all collected at the front desk. Operations staff answers hundreds of phone calls daily providing a wide variety of information to customers. Operations staff provides professional player assistance and golf instruction (both individual and group) to all.

Golf Enterprise Fund Services Provided (Continued)

Operations Activity (Continued)

One of the main responsibilities of Operations is to provide outstanding customer service to all of our members and guests. The staff greets golfers at the bag drop area, assists them with any needs they may have, helps organize games, provides course information, and collects fees. Operations staff handles over 80,000 rounds played by members and guests each year. Customer relations and education are major objectives for Operations. Taking reservations, managing the tee sheet, running and scoring tournaments, and monitoring pace of play for hundreds of golfers daily is all part of a day's work for the Operations staff at each golf course. Operations staff also is responsible for keeping a combined 153 golf carts clean, fueled, and stored daily.



"Divot Day" at Olde Barnstable Fairgrounds GC

Maintenance Activity

The purpose of the Maintenance Activity is to provide highly conditioned, top quality golf courses for members and guests to enjoy while being good stewards to the open space lands. Daily grooming of the golf courses consists of mowing greens, tees, collars, approaches, fairways, roughs, and raking bunkers. Course set-up (changing flag pin locations, moving tee markers, and emptying trash receptacles) also occurs daily in peak season. The Maintenance Activity manages and protects over 280 acres of open space land including over 150 acres of golf turf between the two courses. Maintenance staff is responsible for performing all necessary cultural practices in the spring and fall such as aeration, topdressing, over seeding of greens, tees, and fairway turf. The licensed, professional turf management staff in Maintenance is responsible for the safe, timely, and accurate applications of plant protectants to combat infestations of weeds, insects, and diseases that occur throughout the properties. Top consideration is always given to using the most environmentally safe products at the lowest rates possible. The Golf Division Management staff made a conscious decision in 2019 to start the transition away from traditional turf management practices in favor of a more

environmentally sustainable approach with regards to the applications of nitrogen based fertilizers and pesticides on the golf courses. We have incorporated biological, microbial, carbon based and organic products into our turf management programs in lieu of traditional chemicals and synthetic fertilizers. Golf management understands the importance of safely coexisting with the natural environment surrounding the golf courses as well as the water that runs beneath them. The focus of the Maintenance activity is on sustainability, where less is more.



Olde Barnstable Fairgrounds GC – Hole 11

Golf Enterprise Fund Recent Accomplishments

- ✓ Hosted a MassGolf regional qualifier event at each course (Mid-Amateur Championship at OBF, Amateur Championship at Hyannis). These state sanctioned events brought some of the best golfers in the state to our facilities to compete for a chance to play for the respective state championships.
- ✓ Hosted a Cape Cod PGA Junior Golf Association and New England PGA Junior Tour event at each course, along with the Cape Cod PGA Pro-Senior Championship at OBF.
- ✓ Olde Barnstable Fairgrounds GC was featured in a Boston Herald article, complimenting both the high level of customer service and playing conditions.
- ✓ Olde Barnstable Fairgrounds GC administered and hosted the Cuda Classic, which raised and donated \$12,000 to the Cuda Women's Health Center, along with the Turkey Open, which raised and donated \$2,400 to the Veteran's Outreach and St. Vincent De Paul food pantries.
- ✓ Took delivery of a new turf maintenance equipment package at Hyannis GC.
- ✓ Replaced original irrigation heads on all tees and greens at OBF, leading to more sustainable watering practices and reducing previously required upkeep.
- ✓ Completed tree work in numerous areas, improving air flow, turf health and playability. Notably around the 10th and 12th tees at Hyannis GC, the 16th tee at OBF, and the entire right side of the 17th hole at OBF.
- ✓ Continued implementation of the environmentally sustainable golf course management plan, forgoing the use of traditional chemicals and fertilizers in favor of alternative, environmentally friendly practices and protocols.



Hyannis Golf Course – Hole 18

Golf Enterprise Fund Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Complete renovation of Hyannis Golf Course Clubhouse with attention to MA code compliance and ADA accessibility. **(SP: Infrastructure and Assets, Public Health and Safety, Economic Development, Quality of Life)**
2. Continue development and implementation of environmentally sustainable management plan for the maintenance and upkeep of the Town's golf facilities. The goal is to use alternative methods and products in an effort to significantly reduce or eliminate inputs of pesticides and fertilizer into the environment. **(SP: Public Health & Safety, Education, Environment and Natural Resources, Quality of Life)**
3. Purchase and install new commercial carpeting in the lobby, pro shop and office areas in the Olde Barnstable Fairgrounds GC clubhouse. **(SP: Infrastructure & Assets, Economic Development, Quality of Life)**

Golf Enterprise Fund Goals and Objectives (Continued)

4. Purchase and install two new range ball washing and dispensing machines, one at each golf course. **(SP: Infrastructure & Assets, Economic Development, Quality of Life)**
5. Replace the roof on the cart storage building at Olde Barnstable Fairgrounds GC. **(SP: Infrastructure & Assets, Economic Development)**
6. Continue replacement of approximately 240 original irrigation heads at Olde Barnstable Fairgrounds GC. **(SP: Infrastructure & Assets, Environment & Natural Resources, Economic Development)**



Olde Barnstable Fairgrounds GC Driving Range

Long-Term:

1. Continue with the development and implementation of our multi-year CIP plan for both golf course facilities. As an enterprise fund, it is essential that we continue to increase revenues in order to support future upgrades and asset management. **(SP: Finance, Infrastructure)**
2. Secure funding and support to install new irrigation system, renovate and/or eliminate sand bunkers and reduce area of irrigated turf at Hyannis Golf Course while improving aesthetic appeal and playability **(SP: Infrastructure, Economic Development, Public Health and Safety)**
3. Secure funding and support to install new irrigation system, renovate and/or eliminate sand bunkers and reduce area of irrigated turf at Hyannis Golf Course while improving aesthetic appeal and playability. Create naturalized areas that will reduce the amount of water, fertilizer, and maintenance. **(SP: Infrastructure, Economic Development, Public Health and Safety)**
4. Continue to edge, reshape, and replenish sand in bunkers at both courses. The bunkers at both courses are beyond their expected lifespan and are in need of complete rehabilitation. The condition of the bunkers is the #1 complaint we receive regarding golf course conditions. **(SP: Infrastructure, Economic Development, Public Health and Safety)**
5. Develop an annual maintenance plan and appropriate budget to allow for the proper pruning of trees throughout both golf courses. Prioritize areas around tees and greens to improve health of turf, growing conditions and lines of site directly affecting play. **(SP: Finance, Infrastructure)**
6. Development of a plan for sand bunker renovation, irrigation system upgrades and cart path repaving at OBF. Addressing these issues in a timely manner will ensure our reputation remains intact, will save a significant amount of money and set the facility up to be successful for years to come. **(SP: Finance, Infrastructure & Assets, Economic Development, Public Health & Safety, Education)**

Golf Enterprise Fund Budget Comparison

Golf Course Enterprise Fund	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2024	FY 2025	FY 2025	FY 2026	FY25- 26	Change
Charges for Services	4,081,511	3,885,975	3,847,500	4,186,100	338,600	8.80%
Interest and Other	115,721	132,500	82,500	76,000	(6,500)	-7.88%
Special Revenue Funds	288,200	290,160	290,160	-	(290,160)	-100.00%
Total Operating Sources	\$4,485,432	\$4,308,635	\$4,220,160	\$4,262,100	\$41,940	0.99%
Transfers From Closed Projects	9,335	-	-	-	-	0.00%
Borrowing Authorizations	-	2,950,000	2,950,000	-	(2,950,000)	-100.00%
Total Capital Sources	\$9,335	\$2,950,000	\$2,950,000	\$0	(\$2,950,000)	-100.00%
Total Source of Funding	\$4,494,767	\$7,258,635	\$7,170,160	\$4,262,100	(\$2,908,060)	-40.56%
Direct Operating Expenses						
Personnel	\$1,719,967	\$1,816,467	1,853,538.00	1,984,519.00	\$130,981	7.07%
Benefits	173,836	221,795	224,035	256,169	32,134	14.34%
Operating Expenses	1,210,686	1,367,360	1,395,265	1,362,290	(32,975)	-2.36%
Capital Outlay	26,591	50,000	50,000	110,000	60,000	120.00%
Debt Service	481,524	461,348	461,348	190,588	(270,760)	-58.69%
Total Direct Operating Expenses	\$3,612,605	\$3,916,970	\$3,984,186	\$3,903,566	(\$80,620)	-2.02%
Indirect Operating Costs						
General Fund Staff	\$174,378	\$194,228	\$194,228	185,046.00	(\$9,182)	-4.73%
Pensions	288,057	296,132	296,132	319,818	23,686	8.00%
Audit & Software Costs	25,999	25,999	25,999	27,952	1,953	7.51%
Property, Casualty, Liability Insurance	26,729	28,586	28,586	29,864	1,278	4.47%
Workers' Compensation Insurance	-	73	73	292	219	300.00%
Retirees Health Insurance	2,270	2,280	2,280	2,280	-	0.00%
Total Indirect Operating Expenses	\$517,433	\$547,298	\$547,298	\$565,252	\$17,954	3.28%
Total Operating Expenses	\$4,130,038	\$4,464,268	\$4,531,484	\$4,468,818	(\$62,666)	-1.38%
Capital Improvement Program	579,000	2,950,000	2,950,000	-	(2,950,000)	-100.00%
Total Capital Expenses	\$579,000	\$2,950,000	\$2,950,000	\$0	(\$2,950,000)	-100.00%
Total Expenses	\$4,709,038	\$7,414,268	\$7,481,484	\$4,468,818	(\$3,012,666)	-40.27%
Excess (Deficiency) Cash Basis	(\$214,271)	(\$155,633)	(\$311,324)	(\$206,718)	\$104,606	
Beginning Certified Free Cash	\$ 2,547,920		\$ 2,333,649	\$ 2,178,016		
FY 2025 Projected Excess (Deficiency)			\$ (155,633)			
Ending Projected Certified Free Cash	\$ 2,333,649		\$ 2,178,016	\$ 1,971,298		

Summary of Budget Changes

The direct operating Golf Enterprise Fund's proposed FY 2026 budget decreased by \$62,666, or 1.38% from the approved FY 2025 budget. The decrease is attributable to the reduction in debt service as payments for the purchase of the Hyannis course concluded. Personnel budget change includes contractual obligations. Operating budget change includes increases for uniforms, Pro Shop and seed and sod supplies. Operating Capital funds have been included to improve buildings and equipment.

Golf Enterprise Fund Budget Reconciliation

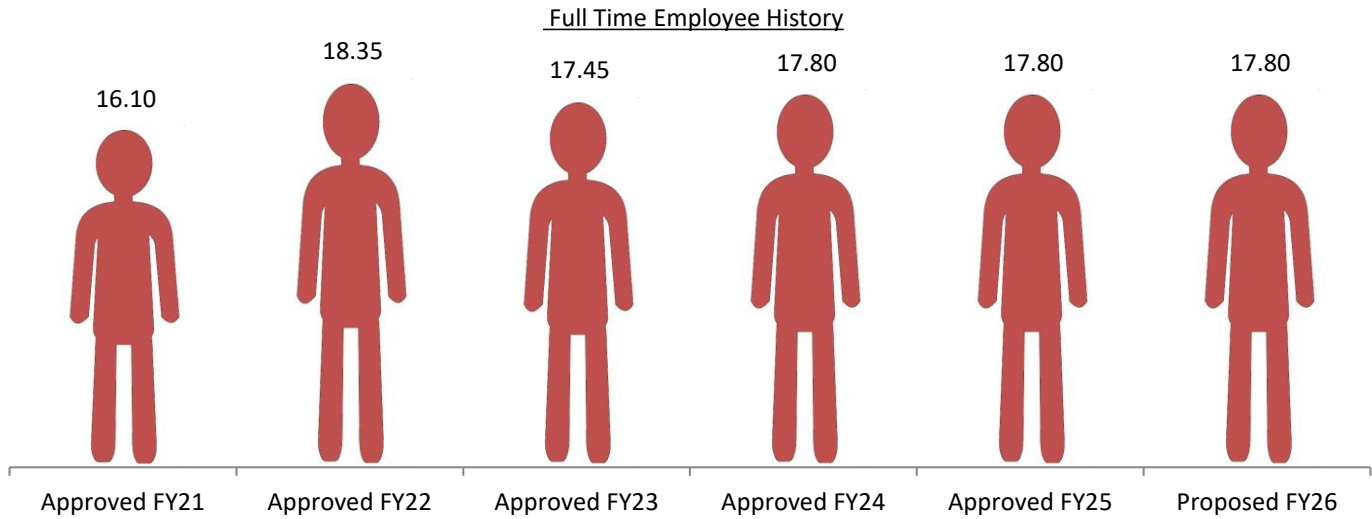
Golf Course Enterprise Fund		FY 2024	FY 2025	FY 2026	Change
Admin Assist./Marketing Coordinator		-	-	-	-
Asst Dir. of Community Services		0.25	0.25	0.25	-
Assistant Golf Course Supervisor		2.00	2.00	2.00	-
Budget/Financial Manager		0.30	0.30	0.30	-
Director of Community Services		0.25	0.25	0.25	-
Director of Golf Maintenance		1.00	1.00	1.00	-
Director of Golf Operations		1.00	1.00	1.00	-
Financial Supervisor		1.00	1.00	1.00	-
Golf Course Facility Technician		2.00	2.00	2.00	-
Golf Head Professional		2.00	2.00	2.00	-
Golf Superintendent		1.00	1.00	1.00	-
Laborer/Greens Person		2.00	2.00	2.00	-
Principal Dept/Div Assistant		3.00	3.00	3.00	-
Working Foreman Irrigation Technician		2.00	2.00	2.00	-
Full-time Equivalent Employees		17.80	17.80	17.80	-

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2025 Approved Budget				\$4,531,484	
Contractual Obligations, Staff Turnover & Allocation Changes	163,115	-	-	163,115	-
Change in Indirect Costs	14,723	3,231	-	17,954	
Debt Service Cost	-	(270,760)	-	(270,760)	
Prior Year One-time Expense		(72,025)		(72,025)	
FY 2026 Budget Changes					
1. Uniforms		6,150		6,150	
2. Pro Shop Clothing	-	13,000	-	13,000	-
3. Fertilizer Supplies	-	9,900	-	9,900	-
4. Golf Course Supplies	-	10,000	-	10,000	-
5. Capital Outlay	-	-	60,000	60,000	-
FY 2026 Proposed Budget	\$177,838	(300,504)	\$60,000	\$4,468,818	-

- 1. Uniforms** – Increased uniform allowance requires an increase in the uniform budget. This increase would allow for contractual compliance and consistency across the board within the Division.
- 2. Pro-Shop** - Merchandise sales have increased in recent years, but the up-front cost of the merchandise has risen substantially as well. This increase will allow us to continue offering our customers what they have come to expect in terms of both staples and the latest trends in the golf industry.
- 3. Fertilizer Supplies** - Lime applications are a critical component to a successful stand of turfgrass by maintaining ideal soil ph. With cost increases we need the budget increased to allow both courses to make lime applications. By not making these applications we will have to ask for supplemental appropriations every few years to make much larger and costlier (we would have to contract out) applications to try and maintain proper soil ph. With our sustainable management plan, we need to keep optimal pH to maintain healthy stands of Turf.
- 4. Golf Course Supplies** - The cost of standard on-course supplies has risen dramatically. These items include flags, flagsticks, trash receptacles, golf ball washers, tee markers, cups / hole liners, etc. These items are necessary for standard day-to-day operations and are required to be periodically replaced similar to other golf courses. These types of items are not meant for long-term usage, and as such need constant replacing.
- 5. Capital Outlay** - The Golf Division is seeking to purchase an “all-in-one” range ball dispensing machine for each course. Each machine would come complete with a ball washer, an elevator which moves the ball directly from the

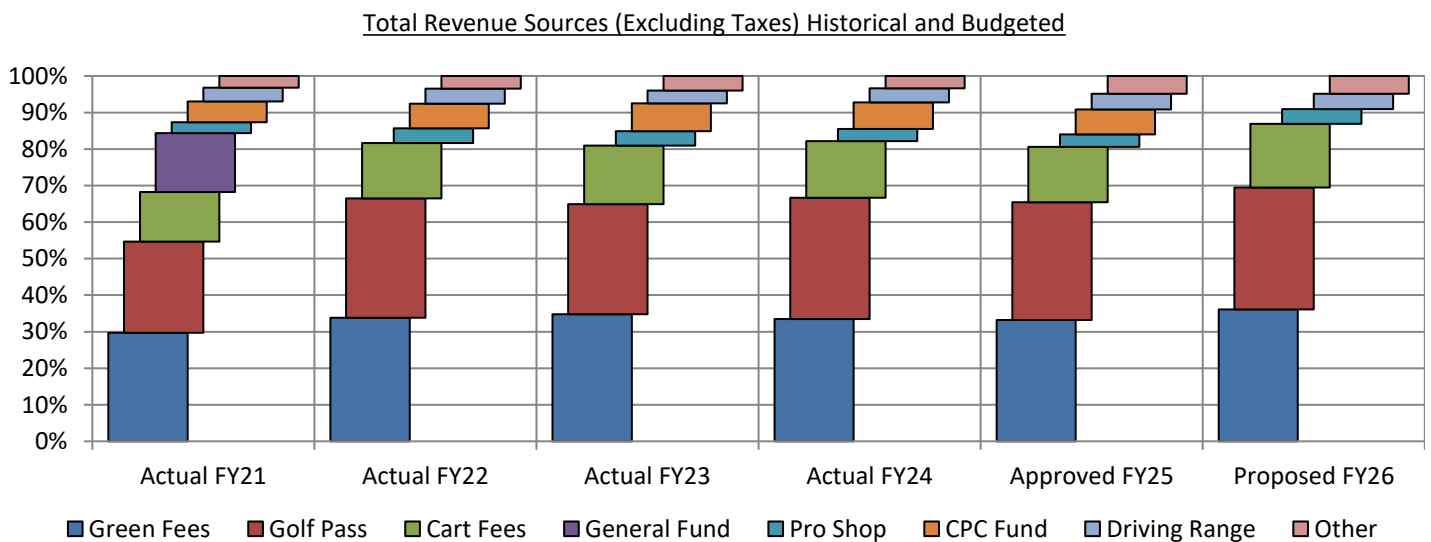
washer into the dispenser, and the dispenser itself. These systems are beneficial to the operation in several ways. They substantially cut down on required labor, as the constant scooping of buckets, along with the transport of balls from the washer to the holding areas (both currently done manually) are eliminated. These machines also eliminate the need for the customer to stand in line in the pro shop to purchase range balls, thus decreasing wait times and increasing customer service efficiency.

Golf Enterprise Fund Budget Factors Affecting FTE's



The vacant Division Assistant position was eliminated in the FY 2021 budget; however, it was reinstated in FY 2022. The FY 2023 budget includes the elimination of the Assistant/Marketing Coordinator position. Increases in the FY 2024 budget reflect allocation changes of existing staff between General Fund and Enterprise Fund operations. FY 2025 and FY 2026 FTE's remain unchanged.

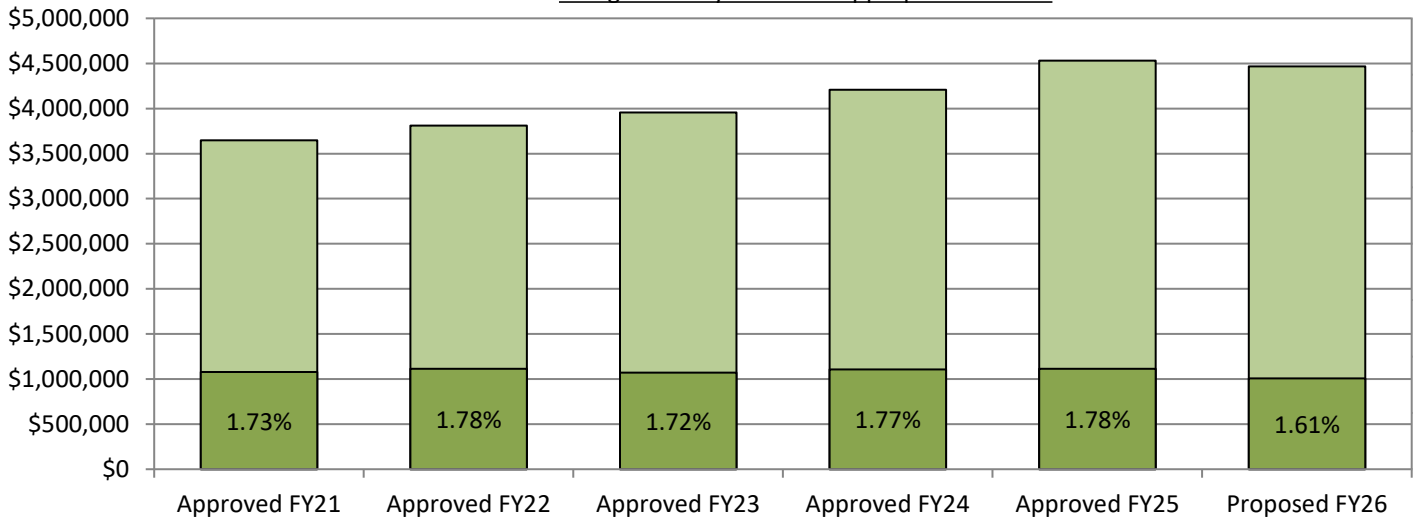
Golf Enterprise Fund Budget Factors Affecting Revenues



Each year, golf course fees are set through the town-wide user fee rate analysis. These fees are set in accordance with the necessary revenue required to run course operations. Green fees account for 36% of total revenue sources generated at the golf courses and the annual membership pass accounts for 33%. Community Preservation Fund was paying for the Hyannis Golf course acquisition debt, but this expired in FY 2026.

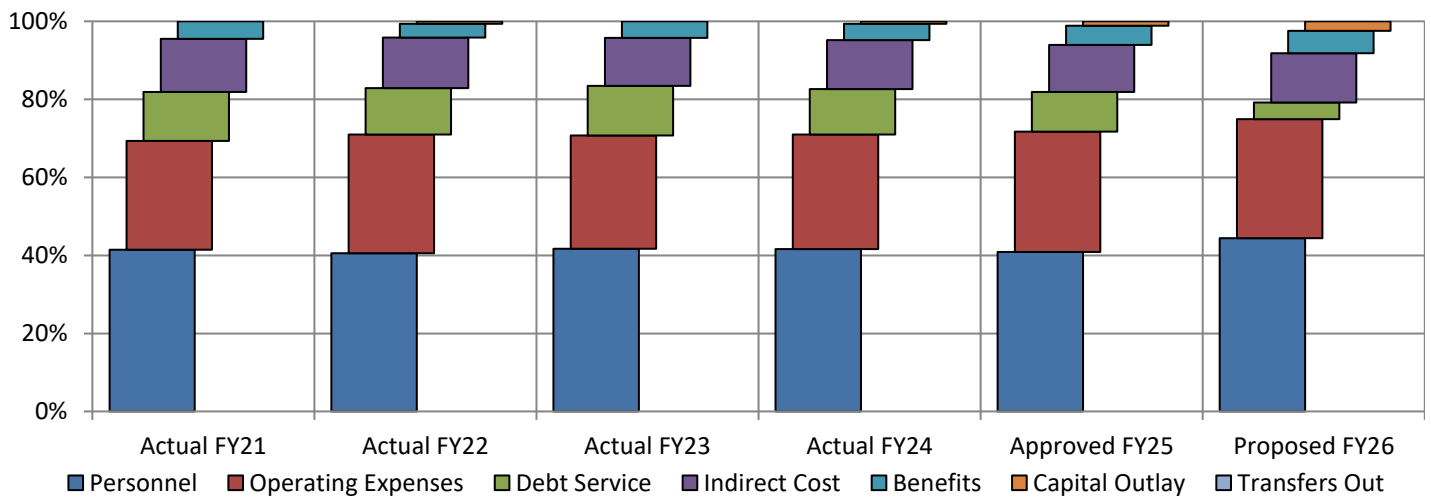
Golf Enterprise Fund Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



The budget has increased 2.40% annually on average over a six-year period. State minimum wage and the capital program contribute most to the budget increases. This budget has ranged from 1.61% to 1.78% of all appropriated funds.

Total Expenditures By Category Historical and Budgeted



Personnel and benefits combined are the largest category within the golf course operation comprising 50% of the proposed budget. Transitioning to a more organic maintenance program is incurring more cost. Environmentally sound initiatives; increase in over-seeding will help establish more pest/disease resistant turf conditions on greens, tees and fairways.

Budget by Golf Course

Olde Barnstable Fairgrounds	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2024	FY 2025	FY 2025	FY 2026	FY25- 26	Change
Charges for Services	\$2,081,003	\$2,258,966	\$2,236,600	\$2,398,100	\$161,500	7.22%
Interest and Other	14,363	130,000	75,000	75,000	-	0.00%
Total Operating Source of Funding	\$2,095,366	\$2,388,966	\$2,311,600	\$2,473,100	\$161,500	6.99%

Borrowing Authorizations	\$0	\$0	\$0	\$0	\$0	0.00%
Total Capital Source of Funding	\$0	\$0	\$0	\$0	\$0	0.00%

Total Source of Funding	\$2,095,366	\$2,388,966	\$2,311,600	\$2,473,100	\$161,500	6.99%
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Expense Category						
Personnel	\$764,097	\$1,042,228	1,063,498	1,138,349	\$74,851	7.04%
Benefits	212,656	\$99,239	101,264	106,282	5,018	4.96%
Operating Expenses	558,296	\$775,926	791,761	730,625	(61,136)	-7.72%
Capital Outlay	23,582	\$50,000	50,000	110,000	60,000	120.00%
Debt Service	45,712	\$94,413	94,413	91,263	(3,150)	-3.34%
Transfers Out	75,446	\$110,150	110,150	106,499	(3,651)	-3.31%
Total Operating Budget	\$1,679,789	\$2,171,956	\$2,211,086	\$2,283,018	\$71,932	3.25%

Capital Improvement Program	\$297,554	\$0	\$0	\$0	\$0	0.00%
Total Capital Expenses	\$297,554	\$0	\$0	\$0	\$0	0.00%

Total Expenses	\$1,977,343	\$2,171,956	\$2,211,086	\$2,283,018	\$71,932	3.25%
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Excess (Deficiency) Cash Basis	\$118,023	\$217,010	\$100,514	\$190,082	\$89,568	
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Hyannis Golf Course	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2024	FY 2025	FY 2025	FY 2026	FY25- 26	Change
Charges for Services	1,700,000	1,848,501	1,830,199	1,788,000	(42,199)	-2.31%
Interest and Other	10,000	7,575	7,500	1,000	(6,500)	-86.67%
Special Revenue Funds	288,200	293,062	290,160	-	(290,160)	-100.00%
Total Operating Sources	\$1,998,200	\$2,149,138	\$2,127,859	\$1,789,000	(\$338,859)	-15.92%

Transfers From Closed Projects	9,335	-	-	-	-	0.00%
Borrowing Authorizations	-	2,950,000	2,950,000	-	(2,950,000)	-100.00%
Total Capital Sources	\$9,335	\$2,950,000	\$2,950,000	\$0	(\$2,950,000)	-100.00%

Total Source of Funding	\$2,007,535	\$5,099,138	\$5,077,859	\$1,789,000	(\$3,288,859)	-64.77%
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Expense Category						
Personnel	\$770,000	\$921,598	\$940,406	1,008,651	\$68,245	7.26%
Benefits	210,000	\$265,420	270,837	309,796	38,959	14.38%
Operating Expenses	545,000	\$618,468	631,090	661,629	30,539	4.84%
Debt Service	389,875	\$366,935	366,935	99,325	(267,610)	-72.93%
Transfers Out	91,133	\$110,150	110,150	106,499	(3,651)	-3.31%
Total Operating Budget	\$2,006,008	\$2,282,571	\$2,319,418	\$2,185,900	(\$133,518)	-5.76%

Capital Improvement Program	492,270	2,950,000	2,950,000	-	(2,950,000)	-100.00%
Total Capital Expenses	\$492,270	\$2,950,000	\$2,950,000	\$0	(\$2,950,000)	-100.00%

Total Expenses	\$2,498,278	\$5,232,571	\$5,269,418	\$2,185,900	(\$3,083,518)	-58.52%
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Excess (Deficiency) Cash Basis	(\$490,743)	(\$133,434)	(\$191,559)	(\$396,900)	(\$205,341)	
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Golf Enterprise Fund Workload Indicators

Program Name	Program Goal	Program Outcome Measures	
Administration/ Operations	To continually maintain and improve the Town's golf facilities.	Committed to providing leisure opportunities to improve the quality of life in our community through exceptional programs and services.	
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost/Productivity (Efficiency)
Adult/Family Annual Pass	\$1,299,027	1,078 passes sold	\$1,205 per pass
Junior Annual Pass	\$18,950	127 passes sold	\$150 per pass
Annual Passholder Rounds	\$1,317,977	44,370 rounds	\$30 per round
Daily Fee Rounds	\$1,452,847	29,577 rounds	\$49 per round
Driving Range Passes	\$52,615	209 passes sold	\$251 per pass
Driving Range Buckets	\$135,206	17,332 buckets sold	\$8 per bucket
Golf Cart Rentals	\$672,774	39,794 cart rentals	\$17 per cart
Equipment Rentals	\$3,476	556 pull cart/club rental	\$6 per rental
GHIN (Handicap) Services	\$17,920	N/A	N/A
Pro Shop Sales	\$260,757	73,947 rounds played	\$3.53 per round
Restaurant Rent	\$14,415	2 concessions	N/A

HYANNIS YOUTH & COMMUNITY CENTER ENTERPRISE FUND

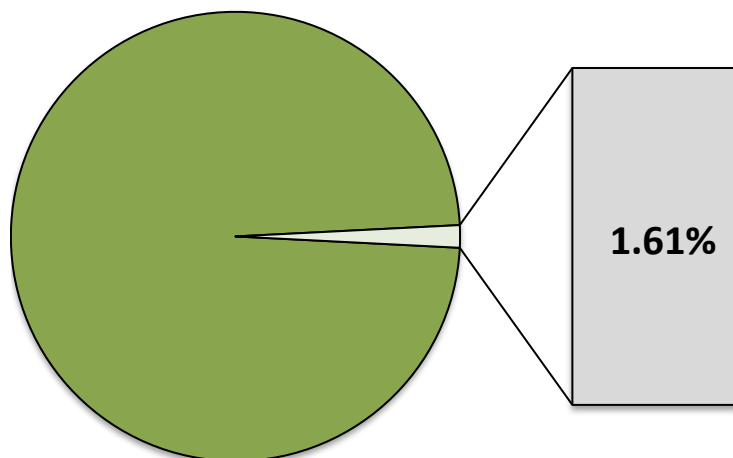
Purpose Statement

The Hyannis Youth & Community Center is committed to providing a safe and healthy recreational facility to every segment of the community. The Recreation Division is committed to providing leisure opportunities to improve the quality of life in our community through exceptional and affordable programs and services.

ICE FACILITY

YOUTH CENTER

% of FY 2026 All Appropriated Funds



Hyannis Youth & Community Center Enterprise Fund comprises 1.61% of all appropriated funds.

HYCC Enterprise Fund Services Provided

The Hyannis Youth and Community Center (HYCC) is now in its fifteenth year of operation. The HYCC continues to display its attractive facilities and provide some variations in alternative uses throughout 2024-2025. From September through March, all levels of youth hockey practice and play competitive games. The HYCC is proud to collaborate with the Cape Cod Chamber of Commerce to bring high profile events to the facility including the Cape Cod Cranberry Classic and the Lobster Pot Youth Hockey Tournaments. The gymnasium serves as the home court for two high schools: Sturgis East Public Charter School, and Sturgis West Public Charter School. Several basketball leagues, tournaments, and camps utilize the space as their primary court. Public skating and other recreational programming are offered with expansive programs for both residents and non-residents. Some of the ongoing programs of note include U.S. Figure Skating Instructional Badge Programs, free community yoga, toddler programs, adult programs, and the walking program. The Shepley Community Room hosts hundreds of clubs, town and organizational meetings, private birthday parties and other functions throughout the year

The rink level has nine locker rooms, a skate rental room, vending machines, referee locker rooms, first aid room, figure skating office, rink supervisor's office, and a sitting area with a fireplace.

The Center consists of:

- Two NHL regulation ice rinks with a combined seating capacity of 2,100
- Six indoor basketball courts
- Indoor regulation Volleyball court
- 1,500 sq. ft. Teen Center
- Cafe' (for everyday use and events within the facility)
- 650 sq. ft. Pro-Shop
- 1,000 sq. ft. Youth Center
- 500 sq. ft. Computer room
- 825 sq. ft. Multi-purpose room



HYCC – Jr. Basketball Clinic

Administration

The Administration program of the ice component manages the activities of the facility to make sure service and rink conditions are at the highest level. The Administration oversees the collection of cash receipts and pay-overs to the Town, monitoring revenue vs. expenses, preparation of annual budgets, projection of revenues and long-range planning. Additionally, the Administration hires seasonal employees as needed throughout the year.

Operations Activity – Ice Facility

The Operations program provides a wide variety of programs for our residents. United States Figure Skating Association (USFSA) trained professionals provide individual and/or group instruction. We strive to provide developmental programs for all participants. All activities are run on an instructional basis, emphasizing teamwork, self-esteem, and respect. Our goal is to provide affordable, quality ice rinks that will attract residents, hockey players, and figure skaters. The staff is responsible for greeting the participants/teams when they enter the facility, directing them to the correct location, effectively and efficiently collecting fees, and providing necessary information. Customer relations and education are major objectives for operations. The operations staff is responsible for scheduling available ice time, keeping rental skates sharpened, cleaned, and sanitized, staffing and oversight to public skating and other functions, working collaboratively with the Department of Public Works for day-to-day operations, and ensuring all visitors have an enjoyable and safe experience while at the facility.

HYCC Enterprise Fund Services Provided (Continued)

Ice Facility programs with a brief description are as follows:

- **Public Skating** – An activity that is available for all ages and abilities; public skating sessions are offered both weekdays and weekends as the schedule allows. Skate rentals are available for those who do not bring their own skates.
- **Tournaments** - Played on both the Lt. Joseph P. Kennedy Jr., and Patrick M. Butler Rinks. These two rinks are NHL Regulation size with a combined seating capacity of 2,100. Tournaments range from boys and girls youth hockey tournaments to Division I college tournaments to Adult Men's and Women's Tournaments.
- **HYCC Skating School** - The Learn-to-Skate Program is offered throughout the year and services over 200 children. Skating professionals teach basic to advanced skills to individuals ranging from the kindergarten level up to adults. There are multiple sessions offered throughout the year.
- **Camps/Clinics** - Ice time is offered during the spring and summer months to outside groups that want to run hockey programs for private leagues. The clinics and hockey schools offered in the facility provide a range of services for various ages, skill levels, and positions.
- **Barnstable Youth Hockey** – A non-profit organization dedicated to serving the youth of Barnstable and the surrounding areas. Their mission is to provide a positive and fun experience while teaching children all aspects of the game of ice hockey, emphasizing teamwork and good sportsmanship. BYHA provides a farm program and organized teams that serve ages 5 through 18 years old.
- **Seahawks Youth Hockey** – A hockey organization that fields teams of a number of different age levels from ages 5 through 18 years old. Total Athletics/Seahawks hosts hockey practices, games, and clinics in the building throughout the year.
- **East Coast Thunder Hockey / Top Shelf** – A hockey organization that fields teams of several different age levels from ages 5 through 18. ECT/Top Shelf Hockey hosts hockey practices, games, and clinics in the building throughout the year.



HYCC – Learn to Skate Program

- **Barnstable High School Hockey** - The HYCC is the proud home of the Barnstable High School Hockey Program. The program consists of Boys and Girls Varsity and Junior Varsity teams.
- **Saint John Paul II High School Hockey** – The HYCC is the proud home to the Saint John Paul II High School Boys Varsity Hockey Team.

Youth Center Administration Program

The Administration program at the Youth Center oversees the activities of the facility to ensure services and programs are instructed at the highest level. The program staff plans and executes programs that are beneficial to the youth in the Town of Barnstable. Youth Center programs include an array of educational, social, and physical opportunities to enhance the lifestyles of the youth through positive experiences. The Administration oversees the collection of cash receipts and pay-overs to the Town, monitoring revenue vs. expenses. The Administration is responsible for inventory control to ensure that equipment and uniforms for each program are in stock and readily available. The Administration oversees the hiring of seasonal employees

HYCC Enterprise Fund Services Provided (Continued)

Operations Activity – Youth Center

The Operations program provides a wide variety of programs for residents and non-residents. Continual training of staff is done to ensure the highest level of customer service for our residents and guests of the facility. With basketball courts, volleyball courts, and a teen center, we offer a multitude of programs that benefit the youth and citizens in the Town of Barnstable. For a nominal fee, the basketball and volleyball courts are made available for use to various public and private schools within the Town of Barnstable. The operations team is always available to greet the public, relay information, and answer questions covering a wide variety of information to our customers. Operations staff oversee activities that are run on an instructional basis, emphasizing teamwork, self-esteem, and respect.



HYCC – After School Program

Youth Center programs with a brief description are as follows:

Private Gym Rentals – A program that allows Sturgis East and Sturgis West to rent the gym for volleyball and basketball. The fall and winter programs for each school include both girls' and boys' teams. In addition to practicing at the facility, both schools are proud to call the HYCC their home court. Barnstable Youth Basketball, Cape Cod Youth Sports and Barnstable Recreation Grades K-7 all call the HYCC home for their basketball needs as well.

Special Events – The gym space is rented to various user groups for events throughout the course of the year. These events cover a wide spectrum of interests and appeal to a wide range of residents and visitors to Barnstable.

Youth Programs – The HYCC offers a variety of programs for kids of all ages, from tots through school age kids. The gym and Shepley Community Room are utilized for a wide variety of activities including martial arts, baking, home school gym class and the SOAR Program.

Adult Programs – Year-round fitness programs include yoga, walking groups, volleyball, basketball, pickleball and physical training. Each activity is unique and offers a variety of fitness levels.

Membership - Membership to the HYCC provides Barnstable residents and non-residents the opportunity to take advantage of a multitude of programs within the facility. Membership allows participants access to the walking track, public gym activities and the game room.



HYCC - Indoor Pickleball

HYCC Enterprise Fund Recent Accomplishments

- ✓ Completed building and launch of new Hyannis Youth and Community Center website www.capecodhycc.com
- ✓ Completed installation of new exterior billboard sign, installed new menu sign at rental desk, and updated all monitors throughout the facility to better inform visitors of public offerings and scheduled events.
- ✓ Installed HYCC mural in the main lobby of the facility and made other improvements that included: installing new employee station at gymnasium entrance, installing new safety and policy signage, painting and installing high-school and user group emblems in appropriate locker rooms, and identified future opportunities to improve.



HYCC Lobby Timeline Mural



HYCC Billboard



BHS Hockey Locker Rooms Update



SJP2 Hockey Locker Room Update

- ✓ Completed updates of existing sound systems; including new user-friendly touch screens, new audio inputs/outputs and replaced other audio equipment.
- ✓ Continued to work with community partners such as the Family Table Collaborative to provide food and Thanksgiving meal distribution. We also hosted Toys for Tots collections and annual distribution of Christmas trees.

- ✓ Contracted The Little Sandwich Shop as concessionaire for the 2024/2025 Hockey Season, September through March 2025.
- ✓ Continued to add additional youth hockey tournaments throughout the 2024/2025 hockey season.
- ✓ Completed installation of new ERV-2 air handling unit with Department of Public Works.

HYCC Enterprise Fund Goals and Objectives

– Town Council’s Quality of Life Strategic Plan (SP)

Short-Term:

1. Continue to expand and explore community partnerships to enhance the diverse activities offered in our School’s Out Afterschool Recreation (S.O.A.R) program. Provide structured activities ranging from gym time, game room tournaments, special events and homework assistance. The SOAR program is the after-school home to over 50 students from the Barnstable Intermediate School. **(SP: Education, Safety, Quality of Life)**
2. Continue to identify areas of potential growth and reconfiguration of existing spaces to maximize opportunities for new programs, additional revenue, and community events within the HYCC. **(SP: Finance, Quality of Life)**
3. Continue to expand community service programs that include annual blood, food, and clothing drives. Continue to work with various organizations to provide our youth with services and needs. **(SP: Education, Safety, Quality of Life)**
4. Continue to seek partnerships and increase opportunities for diverse population that need assistance. **(SP: Safety, Education, Quality of Life)**
5. Provide First Aid and CPR Certification and training for all staff that are employed at the HYCC. **(SP: Safety, Education, Quality of Life)**



HYCC – Father Daughter Dance

Long-Term:

1. Continue to develop, coordinate, and market the Hyannis Youth & Community Center Facility to generate sufficient revenue to meet all operational and debt schedule commitments. **(SP: Finance, Quality of Life)**
2. Develop partnerships with outside organizations to provide support with program development, implementation, and funding. **(SP: Finance, Quality of Life)**
3. Take advantage of the many Town resources to provide better outreach to the community regarding recreational opportunities at the HYCC. **(SP: Finance, Quality of Life)**
4. Continue to work with other community and youth organizations for the purpose of serving our youth and providing them with a safe space within the Hyannis Youth & Community Center. **(SP: Quality of Life)**

5. In conjunction with the Department of Public Works, continue replacing and upgrading mechanical and security systems, develop green initiatives, and outline a long-term capital project plan that will allow the HYCC to continue to be a desired recreational facility and meet the diverse needs of the community. **(SP: Finance, Quality of Life)**



HYCC Enterprise Fund Budget Comparison

Hyannis Youth & Community Center	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2024	FY 2025	FY 2025	FY 2026	FY25- 26	Change
Taxes (General Fund Support)	\$1,391,458	\$1,406,994	\$1,406,994	\$1,493,639	\$86,645	6.16%
Charges for Services	1,234,613	1,089,490	994,490	1,084,100	89,610	9.01%
Interest and Other	164,092	115,000	75,000		(75,000)	-100.00%
Capital Trust Fund (General Fund Support)	1,234,875	1,350,535	1,350,535	1,403,225	52,690	3.90%
Total Operating Sources	\$4,025,038	\$3,962,019	\$3,827,019	\$3,980,964	\$153,945	4.02%
Borrowing Authorizations	1,752,400	-	-	1,820,000	1,820,000	0.00%
Total Capital Sources	\$1,752,400	\$0	\$0	\$1,820,000	\$1,820,000	0.00%
Total Sources of Funding	\$5,777,438	\$3,962,019	\$3,827,019	\$5,800,964	\$1,973,945	51.58%
Direct Operating Expenses						
Personnel	\$1,074,624	\$1,215,682	1,253,280.00	1,384,027.00	\$130,747	10.43%
Benefits	52,476	\$68,338	71,935	118,981	47,046	65.40%
Operating Expenses	855,945	\$979,443	1,030,993	1,009,243	(21,750)	-2.11%
Capital Outlay	101,056	110,000	110,000	130,000	20,000	18.18%
Debt Service	1,350,535	1,460,675	1,460,675	1,403,225	(57,450)	-3.93%
Total Direct Operating Expenses	\$3,434,636	\$3,834,138	\$3,926,883	\$4,045,476	\$118,593	3.02%
Indirect Operating Costs						
General Fund Staff	\$93,211	\$105,128	\$105,128	\$90,788	(\$14,340)	-13.64%
Pensions	177,517	130,185	130,185	219,010	88,825	68.23%
Audit & Software Costs	9,004	9,004	9,004	9,073	69	0.77%
Property, Casualty, Liability Insurance	126,850	134,987	134,987	139,511	4,524	3.35%
Total Indirect Operating Expenses	\$406,582	\$379,304	\$379,304	\$458,382	\$79,078	20.85%
Total Operating Expenses	\$3,841,218	\$4,213,442	\$4,306,187	\$4,503,858	\$197,671	4.59%
Capital Program	1,752,400	585,059	585,059	1,820,000	1,234,941	211.08%
Total Capital Expenses	\$1,752,400	\$585,059	\$585,059	\$1,820,000	\$1,234,941	211.08%
Total Expenses	\$5,593,618	\$4,798,501	\$4,891,246	\$6,323,858	\$1,432,612	29.29%
Excess (Deficiency) Cash Basis	\$183,820	(\$836,482)	(\$1,064,227)	(\$522,894)	\$541,333	
Beginning Certified Free Cash	<u>\$ 1,510,830</u>		<u>\$ 1,694,650</u>	<u>\$ 858,168</u>		
FY 2025 Projected Excess (Deficiency)			<u>\$ (836,482)</u>			
Ending Projected Certified Free Cash	<u>\$ 1,694,650</u>		<u>\$ 858,168</u>	<u>\$ 335,274</u>		

Summary of Budget Changes

The direct operating expenses for the Hyannis Youth & Community Center Enterprise Fund's FY 2026 budget are increasing \$118,593 or 3.02% over the approved FY 2025 budget. Personnel budget change includes contractual obligations and additional support to temporary/seasonal wages due to proposed seasonal rate increases. Operating budget changes include increased funding for preventative maintenance agreements and adjustments to utility estimates. Capital outlay includes the annual mechanical maintenance program and equipment replacement. Debt service is decreasing \$57,450.

HYCC Enterprise Fund Budget Reconciliation

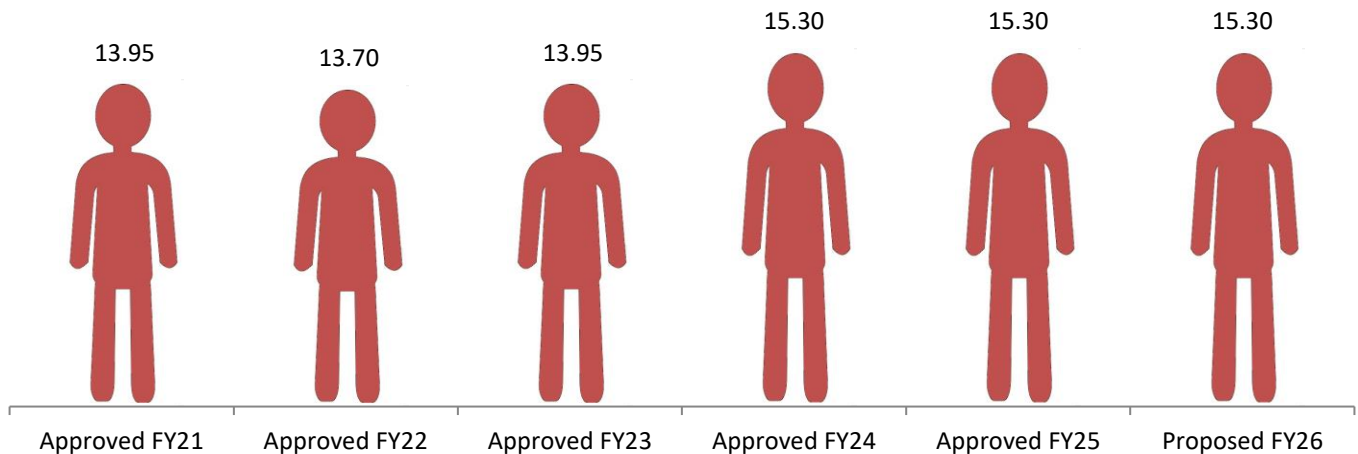
Hyannis Youth & Community Center					
Job Title	FY 2024		FY 2025	FY 2026	Change
Asst. Dir. of Community Services	0.25		0.25	0.25	-
Asst. Dir. Recreation	0.25		0.25	0.25	-
Budget/Financial Manager	0.30		0.30	0.30	-
Community Services Director	0.25		0.25	0.25	-
Custodian	5.00		5.00	5.00	-
Director of Recreation	0.25		0.25	0.25	-
HYCC Operations Foreman	1.00		1.00	1.00	-
HYCC Manager	1.00		1.00	1.00	-
Facility Supervisor	1.00		1.00	1.00	-
Lead Custodian	1.00		1.00	1.00	-
Maintenance Custodian	2.00		2.00	2.00	-
Program Coordinator	1.00		1.00	1.00	-
Rink Program Supervisor	1.00		1.00	1.00	-
Youth Center Manager	1.00		1.00	1.00	-
Full-time Equivalent Employees	15.30		15.30	15.30	0.00

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2025 Approved Budget				\$4,306,187	
Contractual Obligations, Staff Turnover & Allocation Change	177,793		-	177,793	-
Change in Indirect Costs	74,485	4,593	-	79,078	
Debt Service	-	(57,450)	-	(57,450)	-
FY 2026 Budget Changes					
1. Electricity		(34,750)		(34,750)	
2. Maintenance Agreement		10,000		10,000	
3. Credit Card Fees		3,000	-	3,000	-
4. Capital Outlay	-	-	20,000	20,000	-
FY 2026 Proposed Budget	\$252,278	(74,607)	\$20,000	\$4,503,858	-

- 1. Electricity** –Based on current usage and projected rates budget has been adjusted down.
- 2. Maintenance Agreements** - This funding is for the preventative maintenance services for the Hyannis Youth & Community Center’s refrigeration plant equipment, Munters dehumidification units, and building mechanical control systems. The HYCC ammonia refrigeration preventative maintenance covers preventative maintenance of a chiller package with controls, one evaporative condenser, three brine pumps and three Mycon compressors. The preventative maintenance service agreement for the ammonia refrigeration equipment provides four (4) visits per year.
- 3. Credit Card Fees** - The \$3,000 request is to cover increased credit card processing fees. There has been an increase in the number of participants paying online for our programs and scheduled ice times rather than cash or checks at our facility.
- 4. Capital Outlay** – This request provides mechanical equipment operating capital for replacement, upgrade and maintenance of existing heating and cooling systems for the HYCC facility.

HYCC Enterprise Fund Factors Affecting FTE's

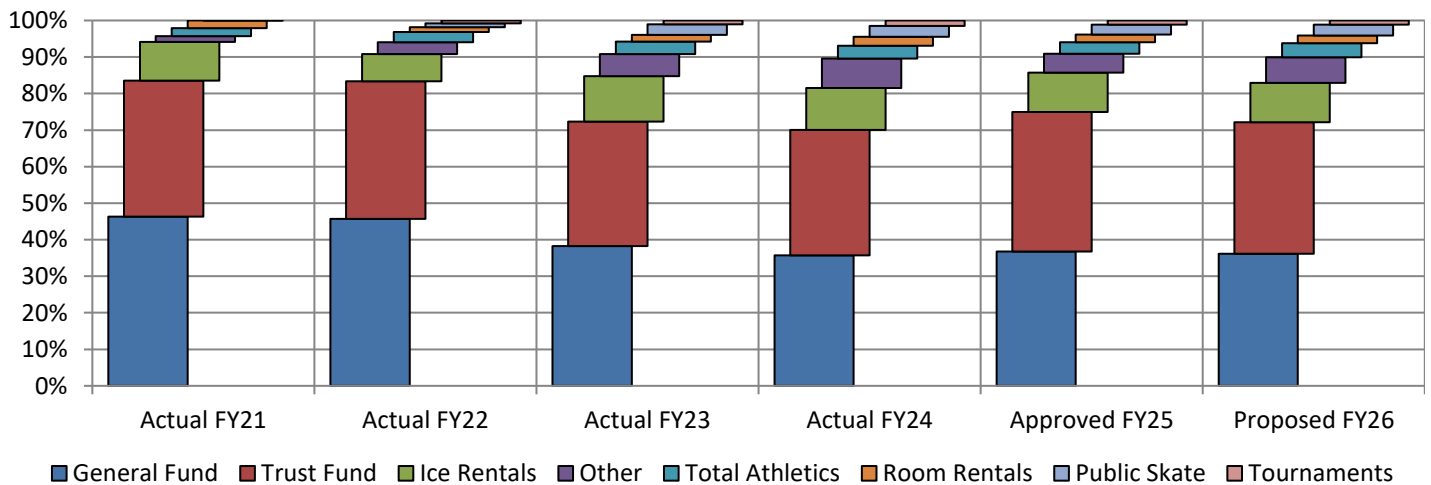
Full Time Employee History



The FY 2020 budget includes an additional 1.35 full-time equivalents resulting from a reallocation of salary from the General Fund and a new Rink Supervisor position. FY 2023 includes a partial salary for the Assistant Director of Community Services and FY 2024 includes one (1) additional Custodian and adjustments to existing staff salary allocations. No changes proposed for FY 2026.

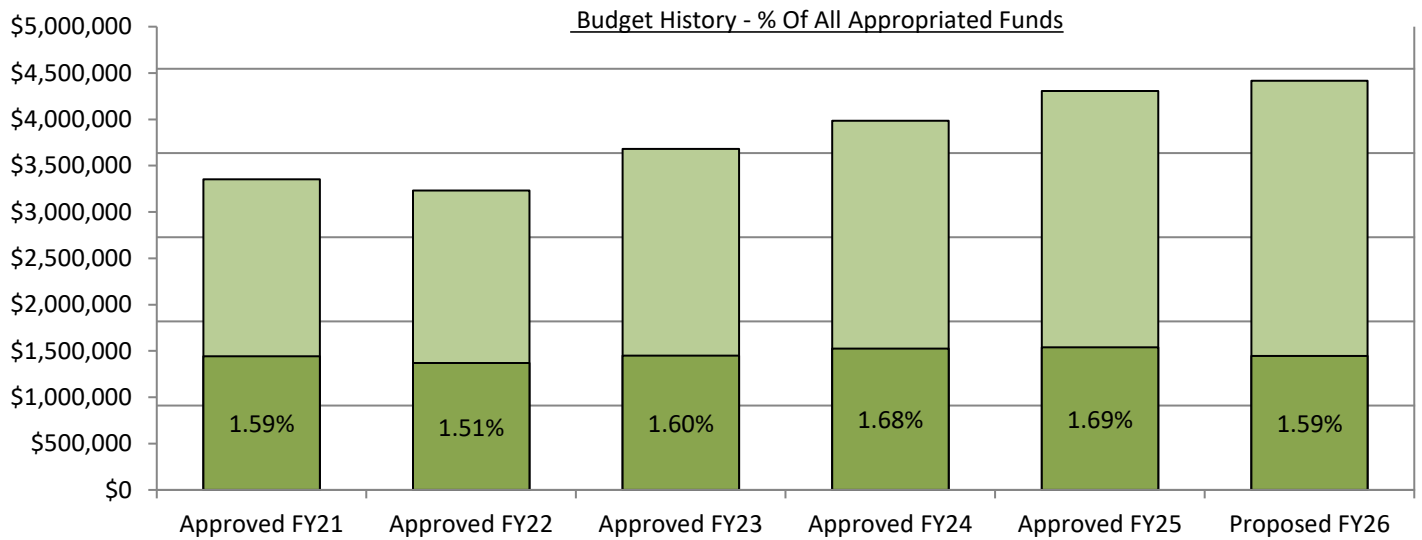
HYCC Enterprise Fund Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted

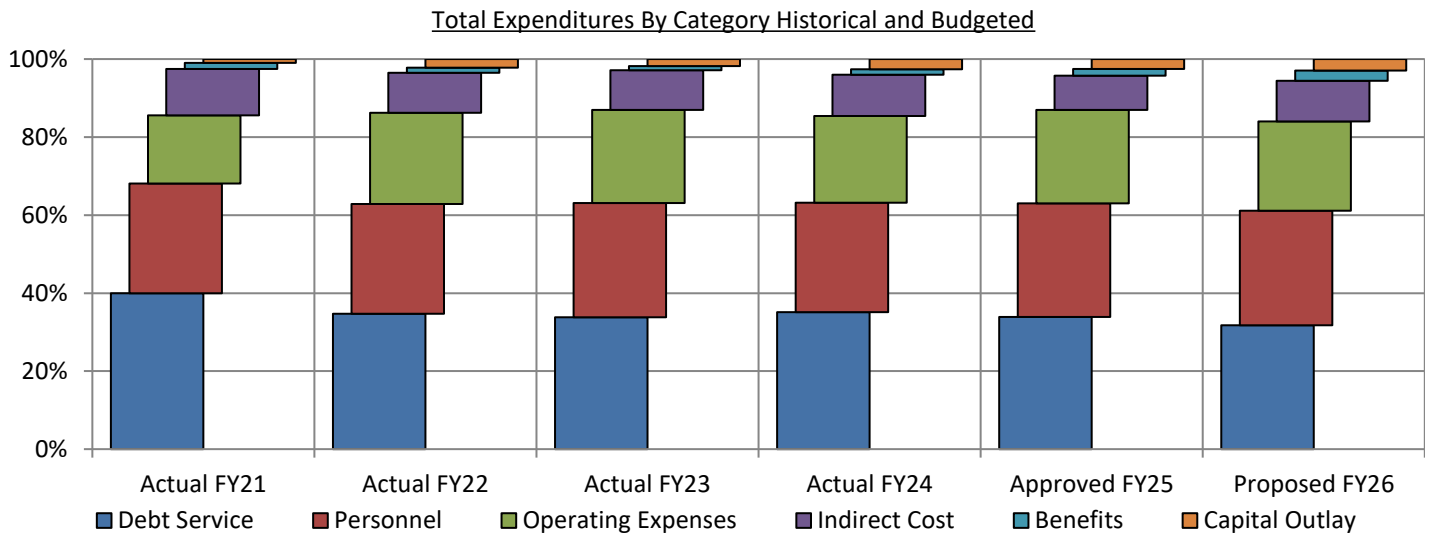


The General Fund subsidy is the largest source of funding at 37% to cover the excess cost of operating the facility after all revenues are exhausted. The Capital Trust Fund provides 38% to cover debt service payments for the construction and improvements to the facility. The next largest revenue source is ice rentals at 10%.

HYCC Enterprise Fund Factors Affecting Expenses



The budget for this operation has increased 5.29% annually on average over a six-year period. This budget has also ranged from 1.51% to 1.69% of all appropriated funds.



Debt service cost accounts for 32% of the HYCC operations. Personnel and benefits account for 32%, operating cost 23%, and capital outlay 3%. Indirect costs charged from the General Fund account for 10% of the budget.

HYCC Enterprise Fund Workload Indicators

Kennedy Rink Usage Hours	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Projected
Hours Available	5318	5,110	3,530	3,530
Hours Used	1848	2,103	2,127	2,238
Hours Unused	3470	3,007	2,983	1,960
% Hours Used	35%	41%	60%	63%
Bulter Rink Usage Hours	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Projected
Hours Available	3,665	5,110	4,596	4,596
Hours Used	1,388	2,227	2,748	2,990
Hours Unused	2,277	2,883	2,362	2,274
% Hours Used	37%	43%	59%	65%
Total % of Hours Used	36%	42%	59%	64%

The HYCC is open daily from 8am-10pm. These hours of operation provide a total of 5,110 hours of available ice at each of our two rinks. We face the same challenges as similar facilities: less groups available to utilize ice time during school/work hours, and during the summer when we do not have camps or clinics, and an over-abundance of groups looking to rent evening and weekend hours during the hockey season which runs September-March. For a nominal fee we provide various public offerings including Public Skating, Walk-On Freestyle Skating, and Stick Practices.

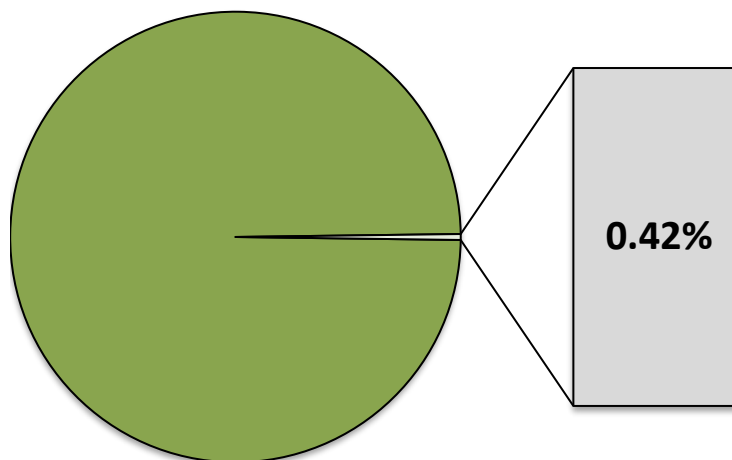
PUBLIC, EDUCATIONAL, AND GOVERNMENT (PEG) ACCESS CHANNEL ENTERPRISE FUND

Program Purpose Statement

The purpose of municipal television is to serve the community as a valued resource by providing meeting coverage, timely news, and events to inform Barnstable residents.



% of FY 2026 All Appropriated Funds



Public, Educational, and Government (PEG) Enterprise Fund comprises 0.42% of all appropriated funds.

PEG Enterprise Fund Services Provided

Working to keep government open and transparent.

<https://townofbarnstable.us/Departments/channel18/>

The Town of Barnstable government access television (Channels 8 and 1070 and high definition Channel 1072) and school access television (Channel 22) are valuable tools that connect the residents with the day-to-day workings of Barnstable Town Government and Barnstable Public Schools. The Town receives in excess of \$900,000 per year from its cable license with Comcast. In accordance with the licensing agreement, the funds are restricted for use as they relate to public, educational, and governmental programming activities. The Town currently uses these funds to operate the channels previously listed as well as Cape Cod Community Television Corporation also known as Cape Media on Channel 26. The funds were also used to finance the construction of a fiber optic network that was completed in FY2014. The network connects 48 municipal facilities including all school buildings. This fund will also be used to self-insure the network.

The PEG Enterprise Fund provides the residents of Barnstable with video coverage of board, committee, and commission meetings; information about government and school issues; up-to-date storm/emergency related information; road construction updates; coverage of a wide range of departments/divisions; development of original series; and communicating important Town and School announcements. Barnstable Government Access Television now has five units: meeting coverage; documentaries; public service announcements; current events; and studio. Internship opportunities are provided to students at Channel 22 as well as production opportunities for students interested in broadcast journalism.

Our outreach is further enhanced by the availability of "Video on Demand" and live-streaming of the Town's government access channel on the town's website www.townofbarnstable.us.



Government Access Television on Location



B2B Studio at Barnstable High School

PEG Enterprise Fund Recent Accomplishments

- ✓ Barnstable Government Access (BGA) television is now more accessible than ever. Viewers can now watch BGA programming through a dedicated app available on both Apple and Android smartphones, as well as popular streaming platforms including Roku, Apple TV, and Amazon Fire Stick. To find the app you can just search the word “Barnstable” on your device to download it today.
- ✓ Over the past few years, BGA has continued to enhance its services, including launching a High-Definition Xfinity channel and adding closed captioning to all video-on-demand content, livestreams, and re-broadcasts—whether you're watching on TV, online, or through the new app.
- ✓ Over 340 board, committee, and commission meetings were recorded in FY2025.
- ✓ Audio upgrades were made to the Selectmen’s Conference Room.
- ✓ In August of 2023, Channel 18 moved to Channel 8 and 1070 and now broadcasts in High Definition on Comcast/Xfinity Channel 1072;
- ✓ Made more content available on YouTube for greater access;
- ✓ Channel 22 now live stream ALL home/varsity sports games on YouTube and Facebook; and
- ✓ Closed captioning is now available for all meetings that are airing live on either our Standard Definition (SD) Channel 8 or 1070 or our HD Channel 1072. In addition to closed captioning on live meetings, closed captioning is available on all of the videos on the Barnstable Government Access Television YouTube Channel.
- ✓ Added public notification system *My Barnstable* app for another tool for outreach;
- ✓ Continued production of *Discover Barnstable* podcast;
- ✓ Won national and regional awards from the Alliance for Community Media: 1st Place *Sandy Neck Beach Park – Turtle Rescue*;
- ✓ Government Access Television continues to grow its social media presence which has been a critical part of communications communicating in English, Spanish, and Portuguese;

PEG Enterprise Fund Goals and Objectives

- Town Council’s Quality of Life Strategic Plan (SP)

Short-Term:

1. Barnstable Government Access television continues coverage of more than 40 boards, committees, and commissions. **(SP: Education, Communication)**
2. Upgrades to Town Hall James H. Crocker Jr. Hearing Room. **(SP: Infrastructure, Communication)**
3. Channel 22 will produce and expand the B2B news program outside of BHS to the lower grade levels of the district. **(SP: Education, Communication)**
4. Continue to upgrade equipment to keep pace with latest technology. **(SP: Education, Communication)**



Long-Term:

1. Create a Communications Strategic Plan. (SP: Education, Communication)
2. Continue to create high quality and informative “content that matters” for Barnstable Government Access Television. (SP: Education, Communication)
- 3.

PEG Enterprise Fund Budget Comparison

Public, Educational, Government (PEG)	Actual	Projected	Approved	Proposed	Change	Percent
Funding Sources	FY 2024	FY 2025	FY 2025	FY 2026	FY25- 26	Change
Fees, Licenses, Permits	\$993,565	\$938,375	\$944,590	\$887,000	(\$57,590)	-6.10%
Charges for Services		-			-	0.00%
Interest and Other	135,306	117,000	50,000	100,000	50,000	100.00%
Total Operating Sources	\$1,128,872	\$1,055,375	\$994,590	\$987,000	(\$7,590)	-0.76%

Direct Operating Expenses						
Personnel	\$466,909	\$561,195	\$566,195	693,436.00	\$127,241	22.47%
Benefits	28,198	33,450	35,450	63,502	28,052	79.13%
Operating Expenses	161,731	170,738	174,738	169,299	(5,439)	-3.11%
Capital Outlay	-	105,000	105,000	55,000	(50,000)	-47.62%
Total Direct Operating Expenses	\$656,838	\$870,383	\$881,383	\$981,237	\$99,854	11.33%

Indirect Operating Costs						
General Fund Staff	21,337	\$23,271	\$23,271	\$27,249	\$3,978	17.09%
Pensions	75,530	84,906	84,906	89,656	4,750	5.59%
Audit & Software Costs	2,216	2,471	2,471	2,871	400	16.19%
Property, Casualty, Liability Insurance	2,310	2,559	2,559	2,794	235	9.18%
Total Indirect Operating Expenses	\$101,393	\$113,207	\$113,207	\$122,570	\$9,363	8.27%

Total Operating Expenses	\$758,231	\$983,590	\$994,590	\$1,103,807	\$109,217	10.98%
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Excess (Deficiency) Cash Basis	\$370,641	\$71,785	\$0	(\$116,807)	(\$116,807)
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Beginning Certified Free Cash	<u>\$ 3,351,049</u>	<u>\$ 3,721,690</u>	<u>\$ 3,793,475</u>
FY 2025 Projected Excess (Deficiency)		<u>\$ 71,785</u>	
Ending Projected Certified Free Cash	<u>\$ 3,721,690</u>	<u>\$ 3,793,475</u>	<u>\$ 3,676,668</u>

Summary of Budget Changes

The direct operating expenses for the Public, Education and Government Access Channel Enterprise Fund’s proposed FY 2026 budget are increasing \$99,854 or 11.33% from the approved FY 2025 budget. The personnel budget change is due to contractual obligations. Reductions in operating expense budget changes in both Government and Education programming saves \$5,439. Capital outlay is decreasing by \$50,000.



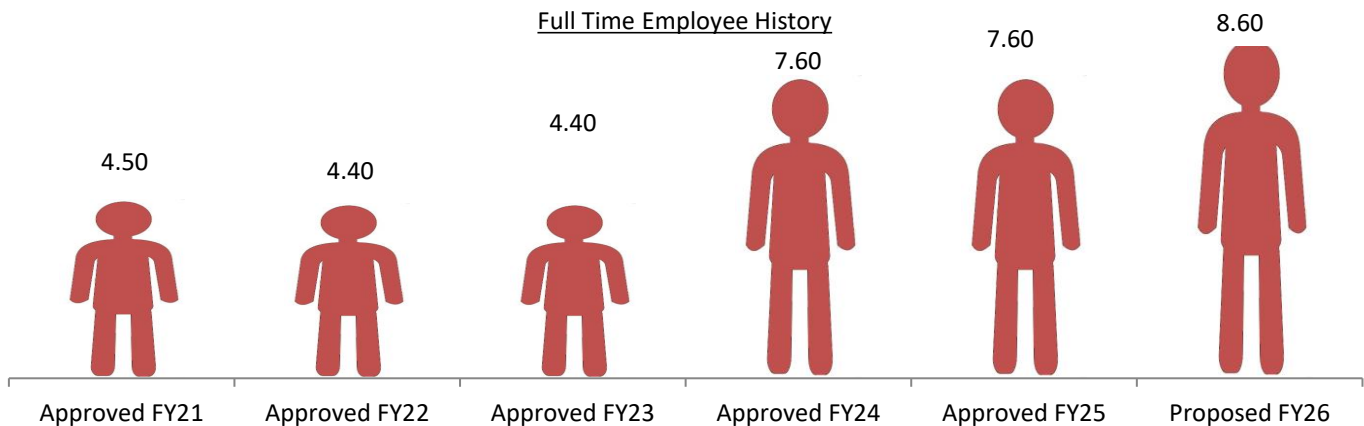
PEG Enterprise Fund Budget Reconciliation

Public, Educational, Government (PEG)		FY 2025	FY 2026	Change
Job Title	FY 2024			
Digital Content Manager	1.00	1.00	1.00	-
Channel 18 Station Manager	1.00	1.00	1.00	-
Channel 18 Station Assistant Manager	-	-	1.00	1.00
Channel 22 Communication Director	1.00	1.00	1.00	-
Communications Director	0.40	0.60	0.60	-
Video Assistant	1.00	1.00	-	(1.00)
Video Specialist	2.00	3.00	4.00	1.00
Full-time Equivalent Employees	6.40	7.60	8.60	1.00

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2025 Approved Budget				\$994,590	
Contractual Obligations, Staff Turnover & Allocation Changes	130,293	-	-	130,293	1.00
Change in Indirect Costs	4,750	4,613	-	9,363	-
FY 2026 Budget Changes					
1. Reduction in Operating Expenses	-	(5,439)	-	(5,439)	-
2. Overtime Budget Increase	25,000	-	-	25,000	-
3. Reduction in Capital Outlay	-	-	(50,000)	(50,000)	-
FY 2026 Proposed Budget	160,043	(826)	(50,000)	1,103,807	1.00

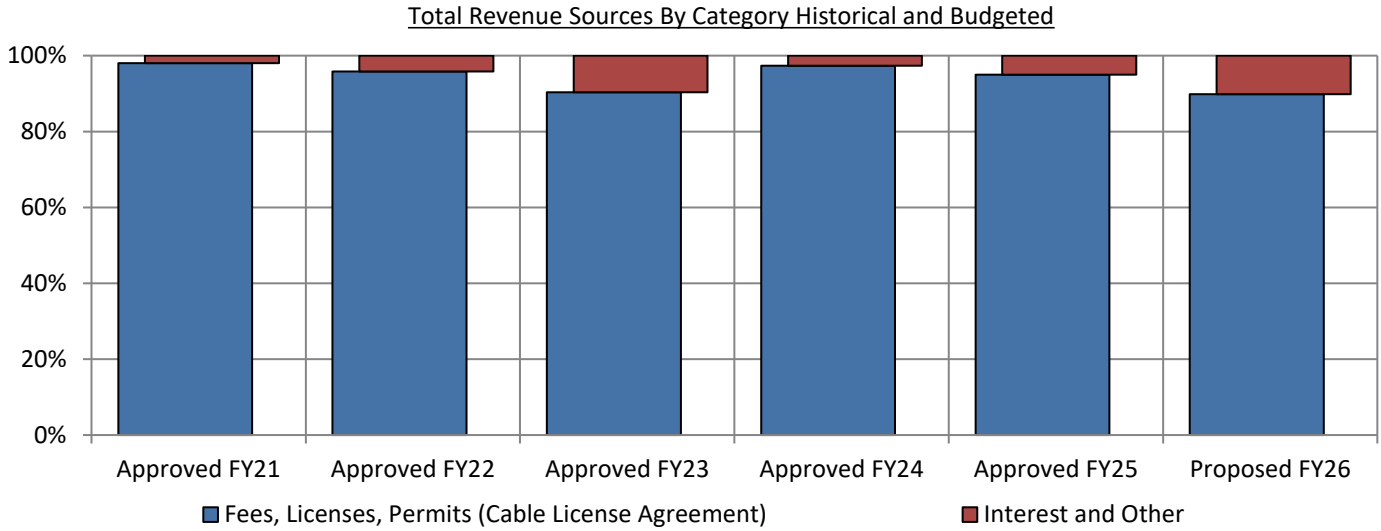
- Operating Expenses** – Reduction in the operating costs related to Town and School programming based upon historical actual expenditures.
- Overtime Budget** – Increases to the School programs operating costs as staff have become eligible for overtime when providing evening programming.
- Capital Outlay** – Onetime expenditures for FY 2025 equipment and supplies have been adjusted from the program.

PEG Enterprise Fund Factors Affecting FTE's



FY 2024 the Education B2B program have been added to the Enterprise program calculation. Program has level FTEs in FY 2025. FY 2026 includes the addition of an Assistant TV Station Manager.

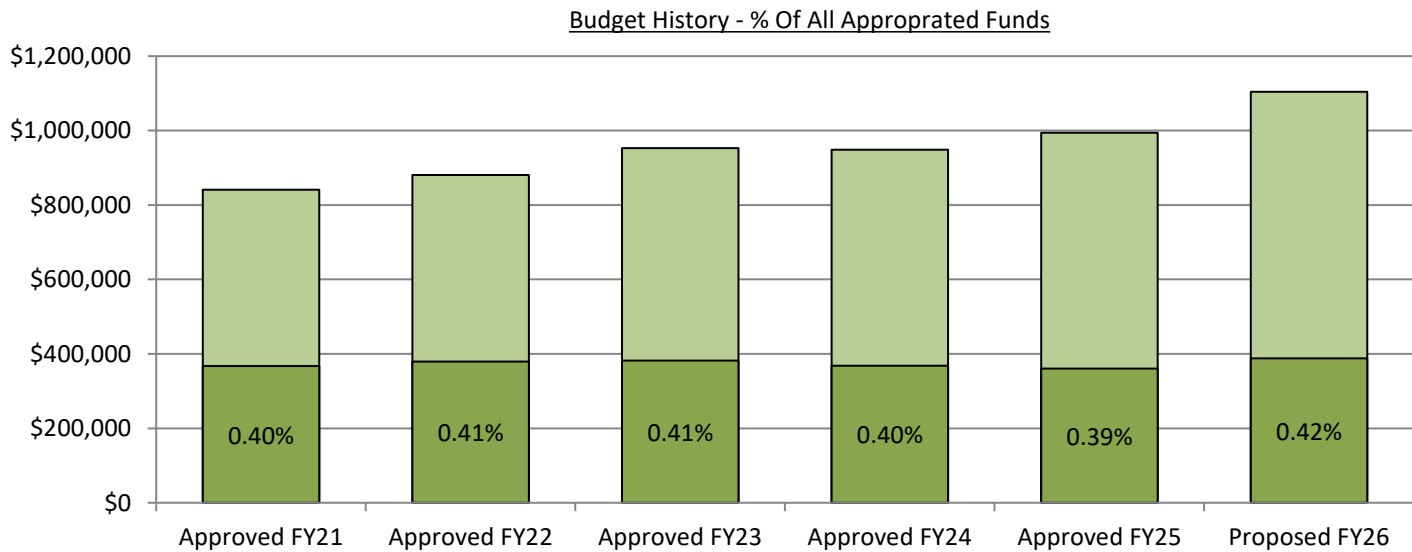
PEG Enterprise Fund Factors Affecting Revenues



The Town of Barnstable government access and school television stations are valuable tools that connect the residents with the day-to-day workings of Barnstable Town Government and Barnstable Public Schools. The Town receives in excess of \$900,000 per year from its cable license agreement with Comcast/Xfinity, which the shared agreement is dependent on Comcast/Xfinity's annual gross sales. Furthermore, the licensing agreement restricts the funds for use as they relate to public, educational, and governmental programming activity. The Town currently uses these funds to operate Channels 8 and 1070 and high-definition Channel 1072 and Barnstable Public School's Channel 22 and shares a portion with the Cape Media Center that operates the public channel.

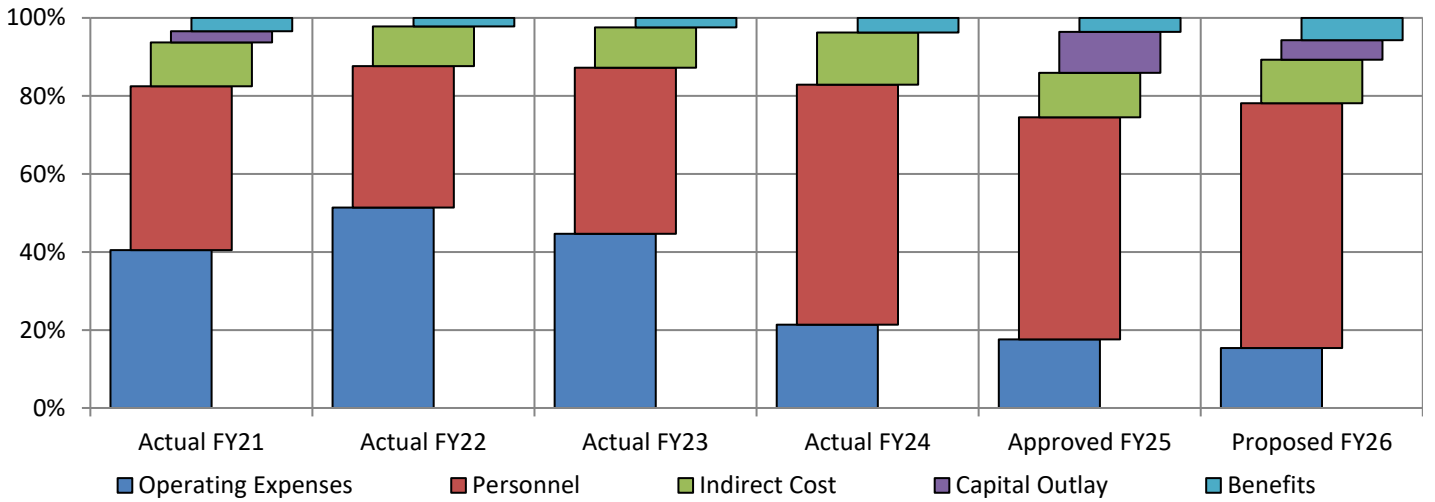
Public, Educational, Governmental Enterprise Fund receives 97% of its revenue source from a cable license with Comcast/Xfinity. After several years of growth, this source of revenue maybe affected due to subscribers moving to streaming services as an alternative to cable television.

PEG Enterprise Fund Budget Factors Affecting Expenses



The budget for this operation has increased 5.21% on average annually over a six-year period. This budget has also remained within the 0.42% range of all appropriated funds.

Total Expenditures By Category Historical and Budgeted



Personnel expenses are the largest component at 63%. Operating and Capital Outlay make up 20% combined.

This Enterprise Fund records all Town Council public meetings and hearings as well as the numerous boards, committees, and commissions that function within the town. The number of meetings taking place on a monthly basis influence operating cost. In addition, this fund provides appropriations for the School Department's B2B Channel 22. Internet maintenance and charges are the next largest component to the Enterprise Fund's budget.



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PUBLIC WORKS DEPARTMENT

Department Purpose Statement

The purpose of the Public Works Department Enterprise Funds is to provide the citizens of the town with an environmentally sound, efficient and cost effective means of obtaining drinking water and disposal of solid waste and wastewater.

Enterprise Funds



SOLID WASTE



**WATER
POLLUTION
CONTROL**



**WATER
SUPPLY**

SOLID WASTE ENTERPRISE FUND

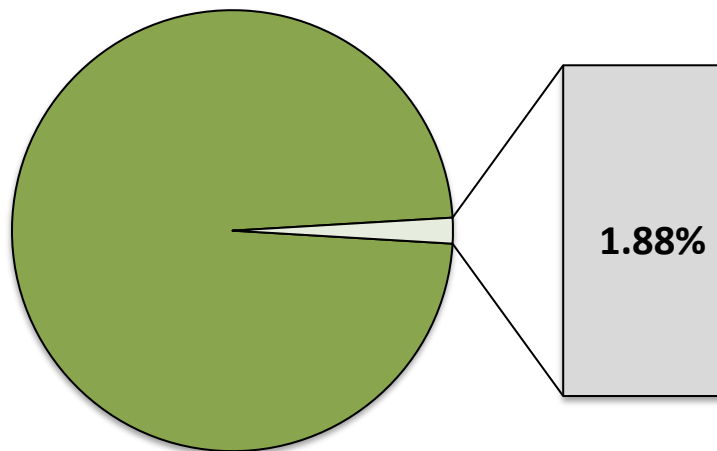
Department Purpose Statement

To provide the citizens of Barnstable with an environmentally sound, cost-effective means of disposing or recycling of municipal solid waste at reasonable market rates that support all solid waste disposal and recycling costs.

Transfer Station

Recycling Centers

% of FY 2026 All Appropriated Funds



Solid Waste Enterprise Fund comprises 1.88% of all appropriated funds.

Solid Waste Enterprise Fund Services Provided

<https://www.townofbarnstable.us/Departments/solidwaste/>

The Solid Waste Division manages and coordinates the transfer and disposal of solid waste and recyclables on the Town's behalf. The transfer station involves a compactor type system that allows residents to dispose of their bagged waste. A residential sticker is sold annually which entitles purchasers to utilize the Residential Transfer Station.



Solid Waste Facility – Aerial View

Recent Accomplishments

- ✓ Applied for and received MassDEP Recycling Dividends Program grant in the amount of \$8,190.
- ✓ Completed and submitted all MassDEP, Cape Cod Commission and Town reports and permits.
- ✓ Continued to search for and implement strategies and methods to reduce the cost for disposal of MSW and recyclables.
- ✓ Continued with post closure monitoring and maintenance of capped landfill.
- ✓ Attended seminars on ways to expand recycling efforts in all areas.
- ✓ Enhanced user experience, convenience, and education with relocation of textile and clothing donation bins, Kitchen Food Scrap Bucket Program, Cardboard Contamination Campaign, Household Hazardous Waste Collection, and additional initiatives.

Solid Waste Enterprise Fund Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Continue to explore new efficient systems to address rising costs of disposal of recyclable material. **(SP: Public Health and Safety, Finance, and Infrastructure)**
2. Educate users on the importance of reducing contamination in all recycling materials. **(SP: Public Health and Safety, Finance, and Infrastructure)**
3. Continue to expand our Food Waste Composting Program to help reduce waste stream tonnage. **(SP: Public Health and Safety, Finance, and Infrastructure)**
4. Implement a virtual permitting system in place of physical Stickers via license plate recognition. **(SP: Finance and Infrastructure)**

Long Term:

1. Pursue all available grants to reduce costs of operations. **(SP: Finance)**
2. Educate users on the importance of reducing contamination in all recycling materials. **(SP: Public Health and Safety, Finance, and Infrastructure)**
3. Construct improvements to the Solid Waste Facility and pursue available grants for completion. **(SP: Finance)**

Solid Waste Enterprise Fund Budget Comparison

Solid Waste Enterprise Fund	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2024	FY 2025	FY 2025	FY 2026	FY25- 26	Change
Charges for Services	\$4,616,606	\$4,560,303	\$4,515,151	4,375,615	(\$139,536)	-3.09%
Interest and Other	193,777	155,000	140,200	140,200	-	0.00%
Total Operating Sources	\$4,810,383	\$4,715,303	\$4,655,351	\$4,515,815	(\$139,536)	-3.00%
Transfers From Completed Projects	23,171	-	-	-	-	0.00%
Total Capital Sources	\$23,171	\$0	\$0	\$0	\$0	0.00%
Total Sources of Funding	\$4,833,554	\$4,715,303	\$4,655,351	\$4,515,815	(\$139,536)	-3.00%
Direct Operating Expenses						
Personnel	\$1,194,650	\$1,268,919	\$1,323,919	1,390,325	\$66,406	5.02%
Benefits	149,764	203,418	213,418	223,109	9,691	4.54%
Operating Expenses	2,182,629	2,640,287	2,690,287	2,761,144	70,857	2.63%
Capital Outlay	-	-	-	30,000	30,000	0.00%
Debt Service	3,920	30,800	30,800	29,680	(1,120)	-3.64%
Total Direct Operating Expenses	\$3,530,963	\$4,143,424	\$4,258,424	\$4,434,258	\$175,834	4.13%
Indirect Operating Costs						
General Fund Staff	\$93,147	\$104,429	\$104,429	\$107,639	\$3,210	3.07%
Pensions	234,691	222,700	222,700	238,215	15,515	6.97%
Audit & Software Costs	14,403	14,402	14,402	15,888	1,486	10.32%
Property, Casualty, Liability Insurance	27,989	33,982	33,982	35,538	1,556	4.58%
Workers' Compensation Insurance	4,325	-	-	89,387	89,387	0.00%
Retirees Health Insurance	20,961	21,414	21,414	21,414	-	0.00%
Total Indirect Operating Expenses	\$395,516	\$396,927	\$396,927	\$508,081	\$111,154	28.00%
Total Operating Expenses	\$3,926,479	\$4,540,351	\$4,655,351	\$4,942,339	\$286,988	6.16%
Capital Improvements Program	100,000	315,000	315,000	-	(315,000)	-100.00%
Total Capital Expenses	\$100,000	\$315,000	\$315,000	\$0	(\$315,000)	-100.00%
Total Expenses	\$4,026,479	\$4,855,351	\$4,970,351	\$4,942,339	(\$28,012)	-0.56%
Excess (Deficiency) Cash Basis	\$807,075	(\$140,048)	(\$315,000)	(\$426,524)	(\$111,524)	

Beginning Certified Free Cash	<u>\$ 1,078,235</u>	<u>\$ 1,885,310</u>	<u>\$ 1,745,262</u>
FY 2025 Projected Excess (Deficiency)		<u>\$ (140,048)</u>	
Ending Projected Certified Free Cash	<u>\$ 1,885,310</u>	<u>\$ 1,745,262</u>	<u>\$ 1,318,738</u>

Summary of Budget Changes

The direct operating expenses of the Solid Waste Enterprise Fund's proposed FY 2026 budget are increasing \$175,834 or 4.13% over the approved FY 2025 budget. The Personnel budget includes funding for contractual obligations and an additional \$23,000 for overtime. Operating expenses include adjustments for the cost of disposal for household, construction/demolition, and recycled materials. Budget is within the existing rate model and does not rely upon the use of reserves.

Solid Waste Enterprise Fund Budget Reconciliation

Job Title	FY 2024
Admin Assistant to DPW Director	0.15
Administrative Assistant	1.00
Assistant DPW Director	0.15
Director of Public Works	0.15
Equipment Operator	2.00
Financial Coordinator	0.15
Lab/Craftsperson/Gate Attendant	4.00
Mechanic/Working Foreman	1.00
Principal Dept/Div Assistant	1.00
Recycling Laborer	4.00
Solid Waste General Foreman	1.00
Solid Waste Supervisor	1.00
Town Engineer	0.15
Town Safety Officer	-
Full-time Equivalent Employees	15.75

FY 2025	FY 2026	Change
0.15	0.15	-
1.00	1.00	-
0.15	0.15	-
0.15	0.15	-
2.00	2.00	-
0.15	0.15	-
4.00	4.00	-
1.00	1.00	-
1.00	1.00	-
4.00	4.00	-
1.00	1.00	-
1.00	1.00	-
0.15	0.15	-
-	-	-
15.75	15.75	-

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2025 Approved Budget				\$4,655,351	
Contractual Obligations, Staff Turnover & Allocation Changes	37,582	-	-	37,582	-
Change in Indirect Costs	120,417	6,252	-	126,669	-
Debt Service	-	(1,120)	-	(1,120)	-
FY 2025 Budget Changes					
1. Overtime	23,000	-	-	23,000	-
2. Recycling Material Disposal	-	11,438	-	11,438	-
3 C&D Disposal	-	12,800	-	12,800	-
4 Contracted Services	-	10,000	-	10,000	-
5. Uniforms	-	7,000	-	7,000	-
6. Municipal Solid Waste Disposal Fee	-	29,619	-	29,619	-
7 HVAC System Replacement	-	-	30,000	30,000	-
FY 2026 Proposed Budget	180,999	\$75,989	\$30,000	\$4,942,339	-

- Overtime Increase** – Request to increase line item for salary/wages-overtime to keep up with contractual COLA and step increases. The Transfer Station & Recycling Center is a 7 day a week operation. Coverage for vacations and sick time are done with employees on overtime. These coverages are essential to the operation of the division. A portion of this request will cover staffing the Swap Shop when it is open.
- Recycling Material Disposal** - This request is necessary to cover the increase to the tipping fee for Recycle Materials. The Solid Waste Division has a disposal contract with Harvey Waste Inc. The requested increase is to cover the contractual increase. This increase also includes ~\$7000 for the disposal of Food Waste. The Food Waste program began in FY2020 and utilized RDP Grant funds for disposal costs. The eligibility for RDP fund usage was for 5 years.
- C & D Disposal** - This request is necessary to cover the increase in the disposal contract with Win-Waste Services (formerly NER). The current contract expires on July 1, 2025.

Solid Waste Enterprise Fund Budget Reconciliation (Continued)

- 4. Contracted Services** - This line item is used for contract services utilized by the Solid Waste Division which include the contractor that conducts the independent rate study and screening of compost to offer to permit holders. This increase is to cover the annual maintenance agreement with Bonsai Logic for the license plate recognition system that was installed and implemented in FY24.
- 5. Uniforms** – Request to increase line item for Uniform Allowance in accordance with various union agreements.
- 6. MSW Disposal Fee** - This request is necessary to cover the increase to the tipping fee for MSW at the Transfer Station & Recycling Center. The Solid Waste Division has a disposal contract with Harvey Waste & Recycle Services. The requested increase is to cover the contractual increase.
- 7. HVAC Replacement** - The Transfer Station & Recycling Center is a 7 day a week operation. The Main Office was built in 2009 and provides administrative support for the Facility. The existing HVAC System is original to the building and has reached the end of its useful life. Several repairs have been made throughout the years and it has been recommended for replacement by the Town’s HVAC Tech.

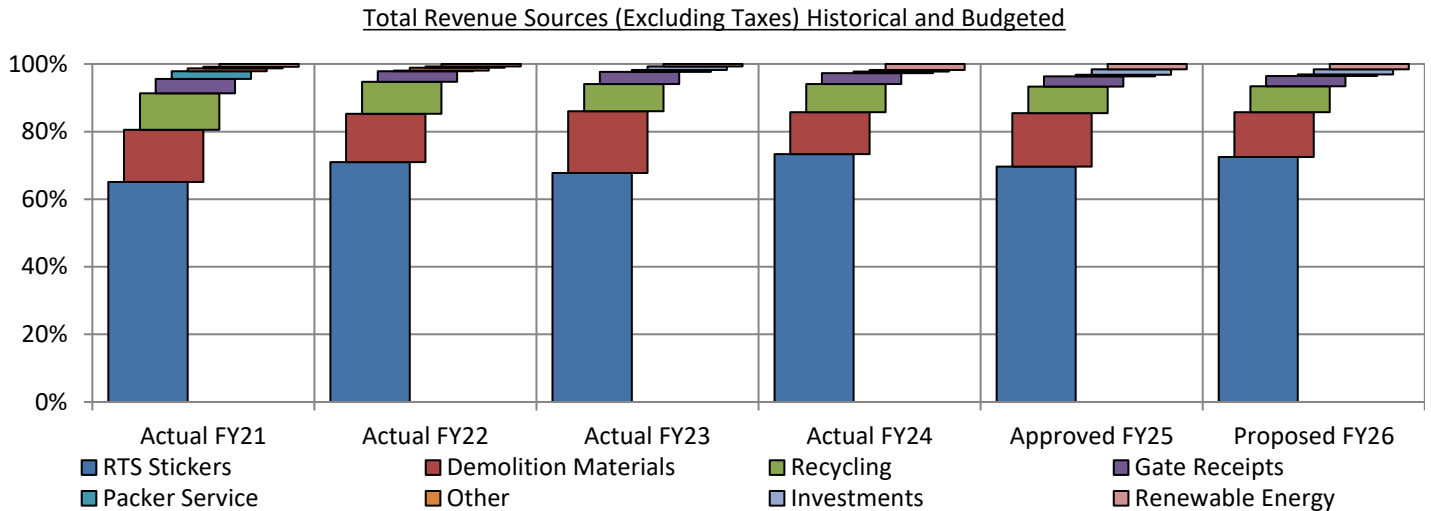
Solid Waste Enterprise Fund Factors Affecting FTE’s

Full Time Employee History



The facility transferred one (1) full-time equivalent in FY 2021 due to transferring the Packer Service program to Public Works General Fund operations. No staffing changes for FY 2026.

Solid Waste Enterprise Fund Factors Affecting Revenues

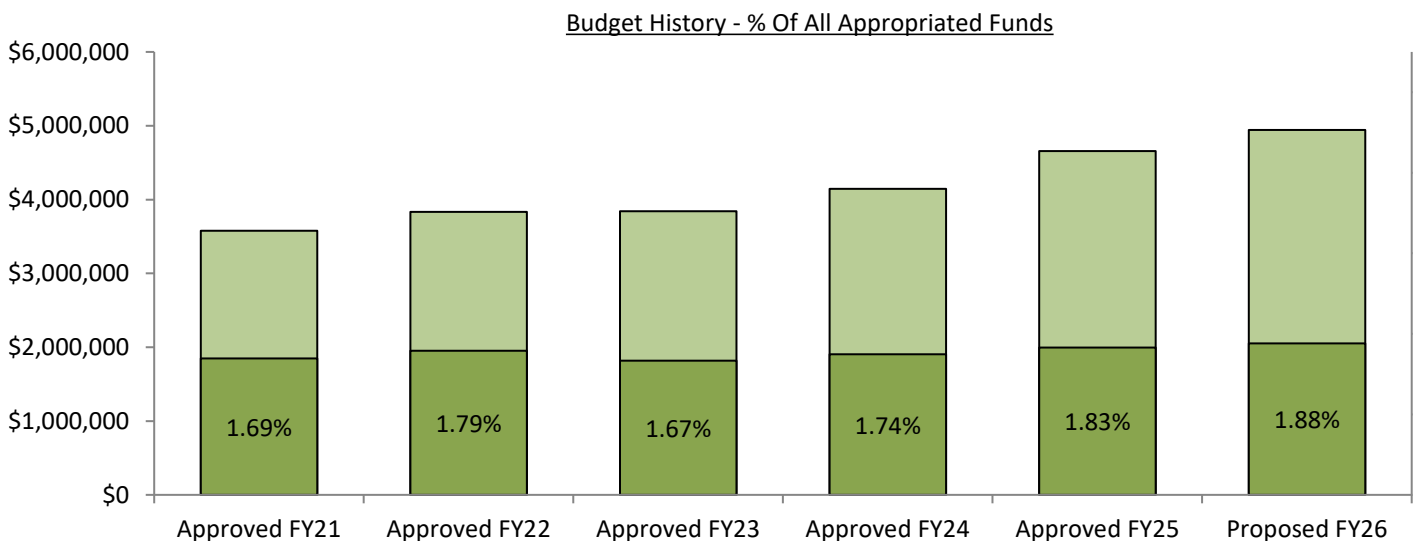


Solid Waste receives 96.8% from Charges for Services. This includes charges for recyclables, disposals, and annual sticker holder sales. The annual residential sticker sales account for 72% of total revenue sources at the facility.

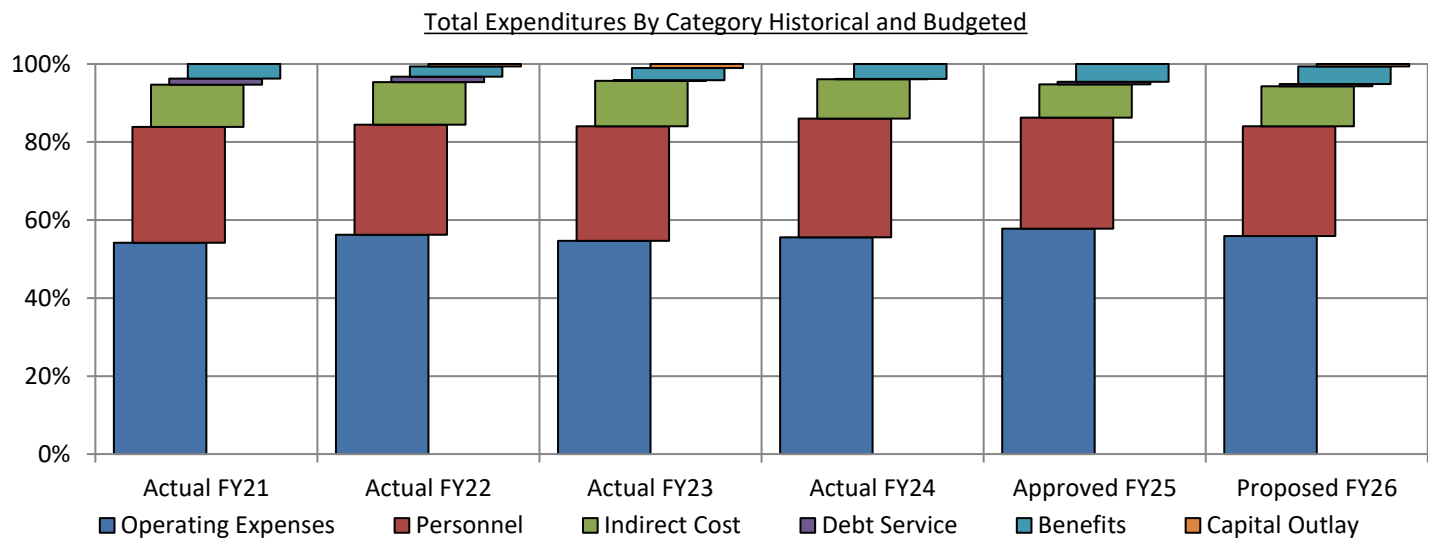
The Solid Waste Enterprise Fund revenues are affected by rates set at the residential transfer station and recycling facility. Rates are reviewed annually for services provided by this facility. The two major sources of revenue for the Enterprise Fund are the residential sticker and the tonnage fees charged for disposal of construction and demolition materials by homeowners and local small businesses.

The Solid Waste Division has continued to maintain a consistent level of service even with increases in items being disposed. The Transfer Station & Recycling Center implemented online sticker purchases in FY 2021 and implemented a plate reading system in 2024. Residents who utilize the facility drive the operations at the Solid Waste Division. The Solid Waste Division sells approximately 9,400 Transfer Station permits annually.

Solid Waste Enterprise Fund Factors Affecting Expenses



The budget has increased 6.36% annually on average over a six-year period. This operation has remained within the 1.672% to 1.88% range of all appropriated funds over the same period.



Personnel and benefits combined comprise 35% of this fund’s expenses. Operating expenses comprise the largest category at 56%.

This operation has undergone some major changes over the past few years. The town’s tipping fee per ton for waste disposal has significantly increased. This operation also provides recycling services for all town residents for a charge if they don’t have a transfer station sticker. This was previously provided free; however, changes in the international recycling markets have resulted in increased costs eliminating the free service. The town now pays over \$100 per ton for the disposal of recycled materials. This includes paper, plastics, and glass. There is still a market for corrugated cardboard and metals.

The largest cost affecting operations at the Solid Waste Facility is the disposal for materials. This area of the budget has seen cost increases in contracts with larger entities that receive the materials once they’ve been collected and sorted by the facility. This includes both disposing of waste and recycling materials. Furthermore, the market for recycled materials has turned upside-down, costing the facility to dispose of the materials rather than sell it. These underlining issues are far exceeding the facilities’ ability to charge more affordable fees to cover operating cost.

Division Workload Indicators

	FY21 Actuals	FY22 Actuals	FY23 Actuals	FY24 Actuals	FY25 Projection
Received and Transferred (tons)	8,300	8,862	8,025	7,609	8,000
Received Single Stream Recyclables (tons)	850	1,095	-	-	-
Received Corrugated Cardboard (tons)	620	620	506	671	600
Packer Service Collected Municipal Properties (tons)	400	-	-	-	-
Received and Transferred Construction and Demolition (tons)	3,000	3,925	4,787	4,504	4,000
Screened Compost (cubic yards)	-	2,000	-	2,500	-
TV's & Computers	2,400 (pieces)	1,909 (pieces)	1,723 (pieces)	1,785 (pieces)	1,600 (pieces)
Metal (tons)	950	870	834	803	800
Cast Iron (tons)	25	20	40	35	20
Aluminum (tons)	11	15	8	4	20
Refrigerator & AC's (pieces)	2,900	3,824	2,544	2,169	2,000
Glass (tons)	300	380	355	292	300
Plastics (tons)	130	233	203	166	175
Mixed Paper & Newspaper (tons)	580	482	489	483	480
Copper & Brass (tons)	1	1.5	-	1	1
Tires (pieces)	920	912	761	833	800
Propane Tanks (pieces)	1,100	484	328	343	300
Mattresses (pieces)	2,600	3,651	3,330	3,497	3,200
Fluorescent Bulbs (pieces)	23,250	25,500	25,500	2 ton	2 ton
Books (tons)	50	48	54	45	40
Clothing (tons)	100	107	125	126	120
Waste Oil (gallons)	8,150	6,123	5,240	5337	6,000
Manure (tons)	630	761	1010	1042	1050
Food Waste – Collected for Composting (tons)	-	-	16	28	36

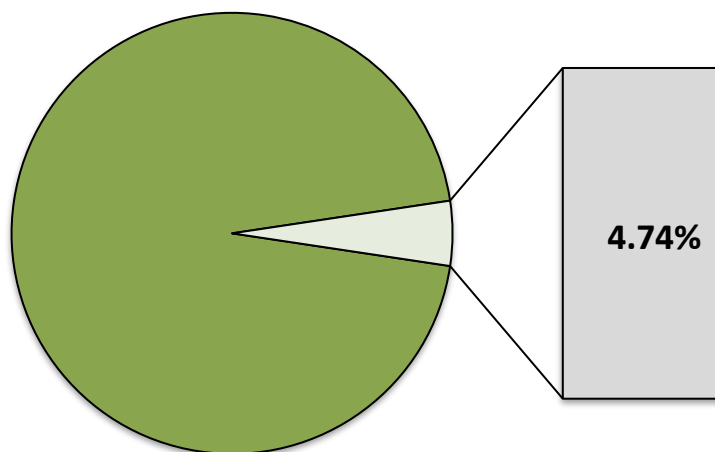
WATER POLLUTION CONTROL ENTERPRISE FUND

Purpose Statement

The purpose of the Water Pollution Control Division is to provide the citizens of the Town with an environmentally safe, efficient, and effective means of disposing of sanitary waste. It is also tasked with the implementation of the Comprehensive Wastewater Management Plan (CWMP) which is a town-wide plan to protect Barnstable's coastal waters, ponds and drinking water by managing nutrient pollution from wastewater. To accomplish this, the plan calls for an expansion of the Town's wastewater infrastructure (sewers) as well as other innovative and nature-based approaches such as inlet dredging, cranberry bog conversions and use of nitrogen removing septic systems.



% of FY 2026 All Appropriated Funds



Water Pollution Control Enterprise Fund Services Provided

<https://www.townofbarnstable.us/Departments/waterpollution/>

The Water Pollution Control Program, an enterprise account-funded program under the Department of Public Works, manages a wastewater collection, treatment and disposal system, including the operation and maintenance of 2 wastewater treatment plants, 28 sewage pump stations, and 55 miles of sewer lines, and a cluster septic system. The program also includes the operation of a laboratory for testing the quality of sewage and treated effluent in order to ensure compliance with State and Federal regulations. In addition, the program manages an accounts receivable and billing system for users of the sewer system. The program provides owners of properties with on-site septic systems with a means of disposing of septic that is pumped routinely from their systems in order to prevent premature failure of the system and contamination of the groundwater.



Water Pollution Control Facility - Grounds

The Water Pollution Control Fund is used to account for revenues and expenses associated with the Wastewater Facility on Bears Way in Hyannis, the treatment plant located in Marstons Mills on school property along Osterville-West Barnstable Road, and a treatment system near Red Lilly Pond. The main facility in Hyannis acts as a repository for residential and commercial sewage and septic. The facility in Marstons Mills services the two school buildings and a residential housing development located adjacent to the school property. The Red Lilly Pond system services residential properties located near the pond.

The Water Pollution Control laboratory provides operational staff with a variety of data to measure and track the performance of the wastewater treatment processes and to quantify the amount of nitrogen being removed from the incoming sewage. Other metrics used to track performance include pump runtimes, linear feet of sewer cleaned and inspected, the amount of sludge generated and processed, and the amount of emergency call-ins requiring staff response.

This operation also includes managing the Town's CWMP which is a 30-year plan to ensure all the Town's estuaries return to healthy nutrient levels. The plan is estimated to cost hundreds of millions of dollars and has been approved by State regulators and the Cape Cod Commission. It will result in over 11,800 parcels being sewered, and the collection of over 2,127,000 gallons of wastewater every day. The result will be that over 77,000 kg (approximately 170,000 pounds) of nitrogen will be removed from the environment every year.

Water Pollution Control Enterprise Fund Recent Accomplishments

- ✓ Treated 535,724,800 gallons of wastewater.
- ✓ Treated 12,443,500 gallons of septage
- ✓ Treated 885,000 gallons of grease
- ✓ Processed 1,039 dry tons of sludge
- ✓ Cleaned 3.9 miles of sewer
- ✓ Performed television inspection of 1.8 miles of sewer
- ✓ Replaced two gate valves at the WPCF chlorine contact chamber
- ✓ Completed major repairs to the WPCF grit removal system
- ✓ Installed a new in-line grinder in the WPCF primary pump room
- ✓ Upgraded the alarm dialer systems at all the Town's sewage pump stations

Recent Accomplishments (Continued)

- ✓ Completed the installation of new generators at the Sea Street, Route 6A Independence Park, Marston Ave, Toby Circle, and Seameadow Village Pump Stations
- ✓ Continued the construction of major improvements to the WPCF Solids Handling Building
- ✓ Completed design and the awarded bid for the replacement of the 720 Main Street Pump Station

Water Pollution Control Enterprise Fund Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Complete the construction of improvements to the WPCF Solids Handling Building. **(SP: Public Health and Safety, Finance, Environment and Natural Resources)**
2. Complete the construction of improvements to the Freezer Road Pump Station. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**
3. Complete an evaluation of alternatives and begin design of improvements to the sewer force mains that serve downtown Hyannis. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**
4. Complete the design of improvements to the Ocean Street, Bayshore Road, and Gosnold Street Pump Stations. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**
5. Place the recently constructed Phinney's Lane and Strawberry Hill Road Pump Stations into service. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**



New Odor Control Vessels Installed for Solids Handling Project

Long-Term:

1. Complete the design of improvements to the WPCF headworks building and nitrogen removal process. **(SP: Public Health and Safety, Finance, Environment and Natural Resources)**
2. Complete the construction of the 725 Main Street Pump Station. **(SP: Public Health and Safety, Finance, Environment and Natural Resources)**
3. Complete the construction of improvements to the Old Colony Road Pump Station. **(SP: Public Health and Safety, Finance, Environment and Natural Resources)**
4. Continue implementation of the Town's Comprehensive Wastewater Management Plan. **(SP: Public Health and Safety, Finance, Environment and Natural Resources)**

Water Pollution Control Enterprise Fund Budget Comparison

Water Pollution Control Enterprise Fund	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2024	FY 2025	FY 2025	FY 2026	FY25- 26	Change
Intergovernmental Aid - WPCF Operations	121,058	-	-	121,000	121,000	0.00%
Charges for Services - WPCF Operations	4,140,287	5,880,563	5,939,963	6,199,299	259,336	0.00%
Interest and Other - WPCF Operations	418,002	501,502	185,263	199,000	13,737	7.41%
Transfers In - CWMP	1,723,000	3,098,288	5,466,389	5,943,350	476,961	8.73%
Total Operating Sources	\$6,402,347	\$9,480,353	\$11,591,615	\$12,462,649	\$871,034	7.51%
Transfers From Completed Projects - WPCF Operations	134,000	134,000	-	-	-	0.00%
Borrowing Authorizations - WPCF Operations	6,916,000	6,916,000	1,600,000	3,300,000	1,700,000	106.25%
Transfers In - CWMP	2,650,000	2,650,000	750,000	4,475,000	3,725,000	496.67%
Borrowing Authorizations - CWMP	30,900,000	30,900,000	168,980,000	61,600,000	(107,380,000)	-63.55%
Total Capital Sources	\$40,600,000	\$40,600,000	\$171,330,000	\$69,375,000	(\$101,955,000)	-59.51%
Total Sources of Funding	\$47,002,347	\$50,080,353	\$182,921,615	\$81,837,649	(\$101,083,966)	-55.26%
Direct Operating Expenses						
Personnel - WPCF Operation	\$1,185,150	\$1,311,239	\$1,324,484	1,564,700.00	\$240,216	18.14%
Benefits - WPCF Operation	127,722	\$113,939	115,090	160,173	45,083	39.17%
Operating Expenses - WPCF Operations	1,765,432	\$2,104,156	2,125,410	2,151,410	26,000	1.22%
Capital Outlay - WPCF Operation	164,437	\$148,500	150,000	150,000	-	0.00%
Debt Service - WPCF Operations	1,131,252	\$1,664,984	1,681,802	1,721,087	39,285	2.34%
Personnel - CWMP	\$308,982	\$1,853,623	\$1,872,346	2,239,370.00	\$367,024	19.60%
Benefits - CWMP	94,500	\$364,977	368,664	173,256	(195,408)	-53.00%
Operating Expenses - CWMP	28,120	\$299,549	302,575	304,647	2,072	0.68%
Capital Outlay - CWMP	-	\$69,300	70,000	-	(70,000)	-100.00%
Debt Service - CWMP	575,945	\$2,895,207	2,924,452	3,054,647	130,195	4.45%
Transfers Out	-	-	-	-	-	0.00%
Total Direct Operating Expenses	\$5,381,540	\$10,825,475	\$10,934,823	\$11,519,290	\$584,467	5.35%
Indirect Operating Costs - WPCF Operations						
General Fund Staff	\$205,835	\$227,964	\$227,964	\$346,347	\$118,383	51.93%
Pensions	218,176	\$216,890	216,890	450,884	233,994	107.89%
Audit & Software Costs	24,214	\$24,214	24,214	33,416	9,202	38.00%
Property, Casualty, Liability Insurance	69,862	\$76,166	76,166	79,114	2,948	3.87%
Workers' Compensation Insurance	54,121	\$82,153	82,153	1,913	(80,240)	-97.67%
Retirees Health Insurance	33,690	\$29,405	29,405	31,685	2,280	7.75%
Total Indirect Operating Expenses	\$605,898	\$656,792	\$656,792	\$943,359	\$286,567	43.63%
Total Operating Expenses	\$5,987,438	\$11,482,267	\$11,591,615	\$12,462,649	\$871,034	7.51%
Capital Improvements Program	40,600,000	40,600,000	171,595,000	69,540,000	(102,055,000)	-59.47%
Total Capital Expenses	\$40,600,000	\$40,600,000	\$171,595,000	\$69,540,000	(\$102,055,000)	-59.47%
Total Expenses	\$46,587,438	\$52,082,267	\$183,186,615	\$82,002,649	(\$101,183,966)	-55.24%
Excess (Deficiency) Cash Basis	\$414,909	(\$2,001,913)	(\$265,000)	(\$165,000)	\$100,000	
Beginning Certified Free Cash - WPCF Operations	<u>\$ 5,683,737</u>		<u>\$ 6,098,646</u>	<u>\$ 4,096,733</u>		
FY 2025 Projected Excess (Deficiency)			<u>\$ (2,001,913)</u>			
Ending Projected Certified Free Cash - WPCF Operations	<u>\$ 6,098,646</u>		<u>\$ 4,096,733</u>	<u>\$ 3,931,733</u>		

“Besides air there is nothing more important than water”

Water Pollution Control Enterprise Fund Budget Comparison

Summary of Budget Changes

The direct operating expenses for Water Pollution Control’s proposed FY 2026 are increasing \$350,584 and CWMP operations are increasing \$233,883 from the approved FY 2025 budget. The personnel budget changes for the Water Control Plant allow for contractual obligations and allocation adjustments of staffing. Personnel budgets in the CWMP program increased 19.6%. Operating budget changes include costs associated with software licenses used to support GIS needs of the CWMP. Capital outlay is reduced from FY 2025 one-time purchases.

Water Pollution Control Enterprise Fund Budget Reconciliation

Water Pollution Control Enterprise Fund		FY 2024	FY 2026	Change
Job Title	FY 2023			
Admin Assistant Sewer Billing	1.00	1.00	1.00	-
Admin Assistant to DPW Director	0.15	0.15	0.15	-
Assistant DPW Director	0.15	0.15	0.15	-
Assistant Mechanic	1.00	1.00	1.00	-
Chief Plant Operator	1.00	1.00	1.00	-
Director of Public Works	0.15	0.15	0.15	-
Financial Coordinator	0.15	0.15	0.15	-
Laboratory Tech/Chemist	2.00	2.00	2.00	-
Principal Clerk	1.00	1.00	1.00	-
Sewer Plant Operator/Maintenance Laborer	9.00	10.00	10.00	-
Town Engineer	0.15	0.15	0.15	-
Water Pollution Control Division Supervisor	1.00	1.00	1.00	-
Assistant Town Attorney - CWMP	0.25	0.25	0.25	-
Betterment Coordinator - CWMP	1.00	1.00	1.00	-
Chief Procurement Officer - CWMP	0.15	0.15	0.15	-
Communications Manager - CWMP	1.00	1.00	1.00	-
Communications Assistant	-	-	1.00	1.00
Construction Inspector I - CWMP	2.00	3.00	4.00	1.00
Construction Inspector II - CWMP	2.00	2.00	2.00	-
Engineering Aide - CWMP	-	-	1.00	1.00
Engineering Designer - CWMP	2.00	2.00	2.00	-
Lead Project Engineer - CWMP	1.00	1.00	1.00	-
Permit Technician - CWMP	-	-	0.50	0.50
Project Engineer I - CWMP	2.00	3.00	3.00	-
Project Engineer II - CWMP	2.00	3.00	3.00	-
Project Manager	-	1.00	1.00	-
Purchasing Agent - CWMP	0.30	0.30	0.30	-
Senior Project Manager Construction - CWMP	1.00	1.00	-	(1.00)
Senior Project Manager - Water & Sewer	0.50	0.60	0.60	-

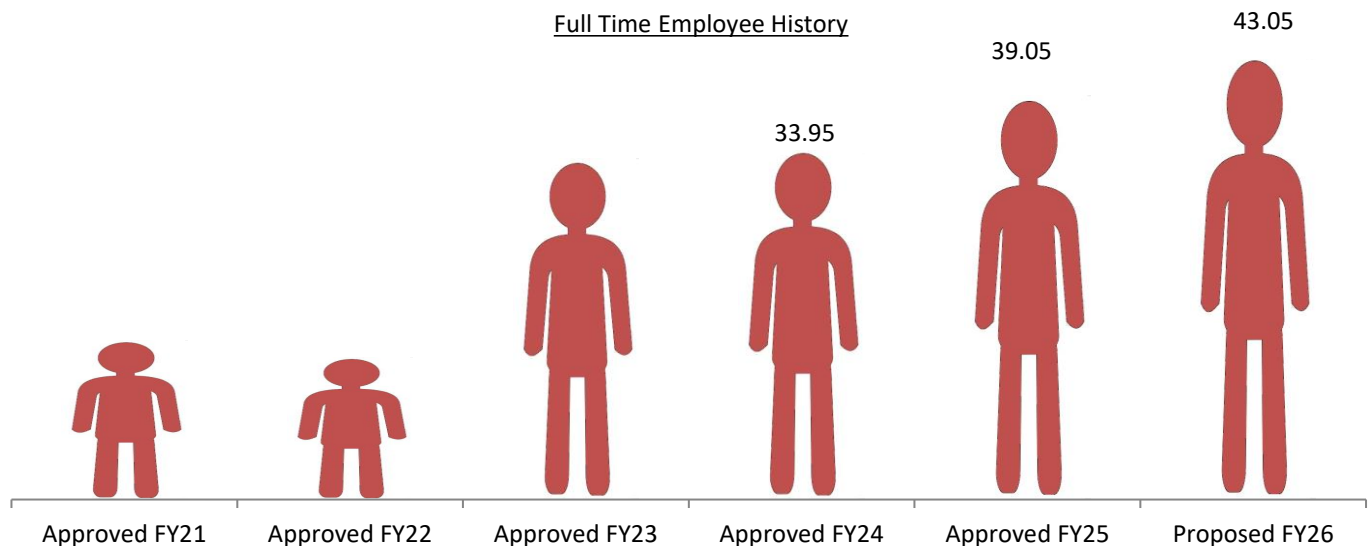
Senior Project Manager Design - CWMP	1.00	1.00	2.00	1.00
Sewer Connection Compliance Inspector	-	-	0.50	0.50
Sewer Connection Program Manager - CWMP	1.00	1.00	1.00	-
Full-time Equivalent Employees	33.95	39.05	43.05	4.00

Water Pollution Control Enterprise Fund Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2025 Approved Budget				\$11,591,615	
Contract Obligations, Staff Turnover & Alloc. Chgs - WPCF Operations	285,299	-	-	285,299	-
Contract Obligations, Staff Turnover & Alloc. Chgs - CWMP	171,616	-	-	171,616	4.00
Change in Indirect Costs	-	286,567	-	286,567	-
Reduction in Capital Outlay - CWMP	-	-	(70,000)	(70,000)	-
Debt Service - WPCF Operations	-	39,285	-	39,285	-
Debt Service CWMP	-	130,195	-	130,195	-
FY 2026 Budget Changes					
1. Software Maintenance/Licenses	-	28,072	-	28,072	-
FY 2026 Proposed Budget	\$456,915	\$ 484,119	\$ (70,000)	\$ 12,462,649	5.00

- Software Maintenance/Licenses-** This request will allow the town to purchase an enterprise license for its GIS software. With the increased staff and demands on the GIS software to support the construction of the CWMP it is now feasible to procure an enterprise solution. The Enterprise License includes access to new software products and services that we do not currently have access to, including specialized GIS tools, and expanded web mapping capabilities.

Water Pollution Control Enterprise Fund Factors Affecting FTE's

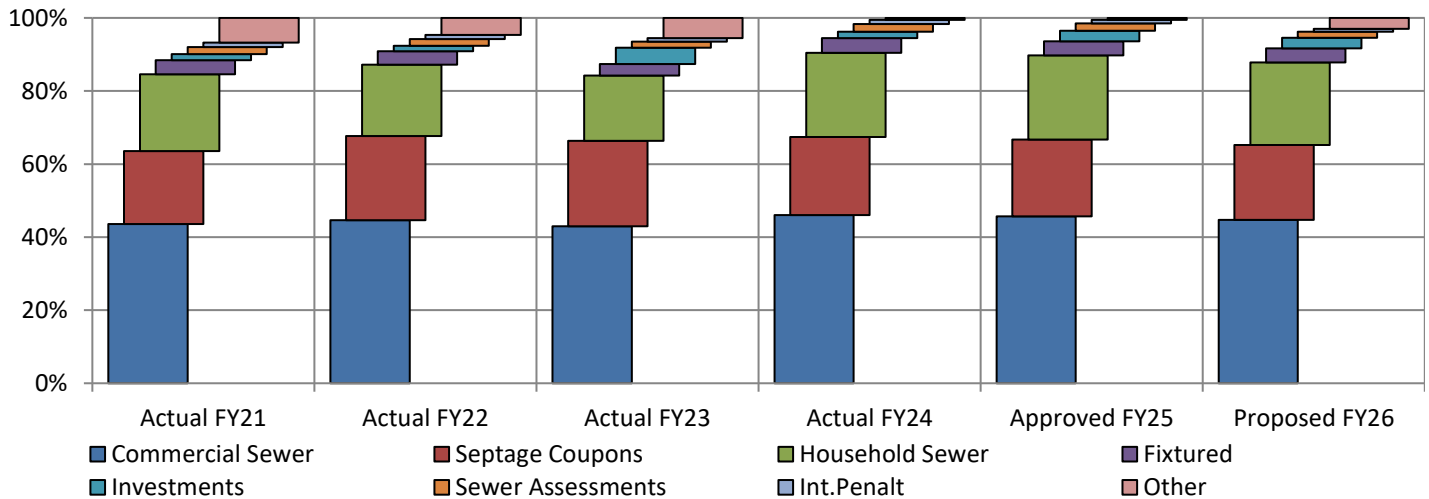


The FY 2023 budget includes two (2) additional maintenance laborers for the Water Pollution Control Facility operations and 16.25 full-time equivalents for a new staff to implement the CWMP. Staffing reallocations in FY 2024 resulted in a

reduction of 0.30 full-time equivalents. FY 2025 sees an additional 4.10 FTEs added to the CWMP program. Staff adjustments in FY 2026 represent positions added throughout FY 2025 and positions anticipated in FY 2026. The ability to fill vacancies, project demands and timelines require staffing levels to be flexible throughout the fiscal year.

Water Pollution Control Enterprise Fund Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted

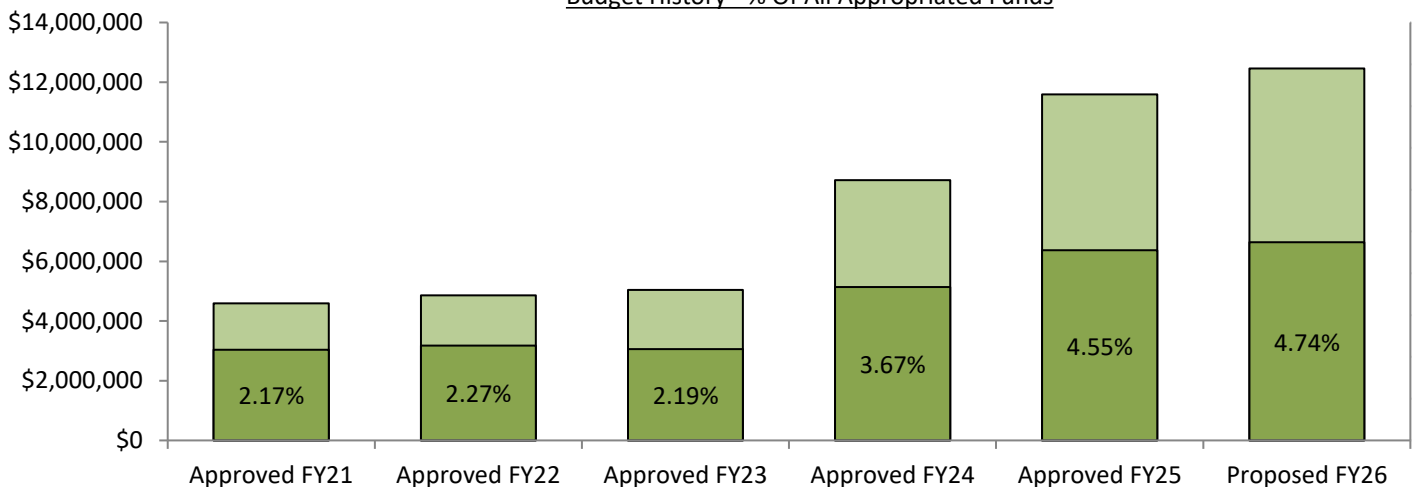


Charges for services account for 94% resources to support the budget, which includes commercial and household sewer.

Sewer rates charged to users of the system account for a majority of the revenue in this fund. The number of customers tied into the facility can have a significant impact on revenue. The rates are set in accordance with the necessary revenue required to run the sewer operations and pay back the borrowings issued for the sewer plant improvements. The expansion of the sewer collection system will not be placed on ratepayers. Rate increases of approximately 2% to 5% have been implemented over the past several years. Once the Comprehensive Wastewater Management Plan (CWMP) projects are installed, an estimate for the changes in the customer base can be included in this.

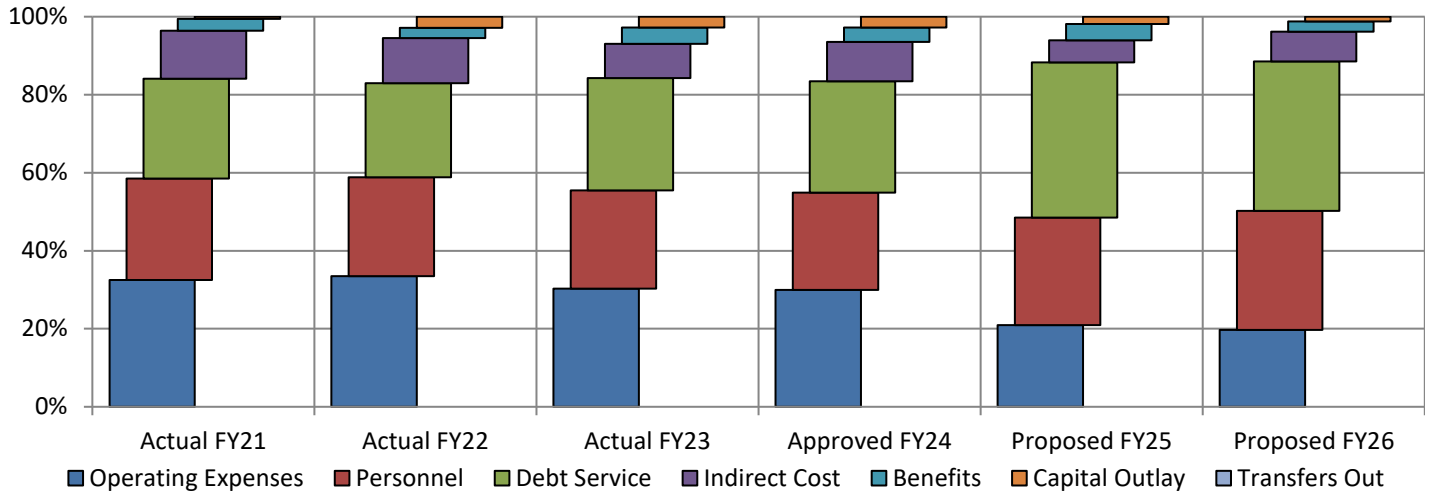
Water Pollution Control Enterprise Fund Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



FY 2024 the CWMP has been included within this Enterprise Fund. FY 2025 see an increase in the budget of \$2.9 million as we begin to service more debt. FY 2026 the budget increases 7.51%

Total Expenditures By Category Historical and Budgeted



These operations are fixed cost intensive and require continuous maintenance and upgrades to the system. Debt service accounts for roughly 38% of all sewer related borrowings for existing loans to maintain existing infrastructure and to expand the sewer system. Personnel and benefits account for 32% of total cost.

This operation will experience significant changes because of the Town’s Comprehensive Wastewater Management Plan (CWMP). This plan includes the expansion of the collection system and the centralized treatment of wastewater. There has been much discussion of various funding scenarios for sewer expansion, effluent mitigation, and nitrogen management. Part of the expansion discussion includes issues of ability-to-pay and cost allocation. In the past, the federal and state governments subsidized 90% of capital costs for construction of new wastewater facilities and sewer expansion. Decisions will need to be made in regards to the cost allocation for public sewer expansions. Cost allocations may include betterments, sewer rates, tax rates, and other potential new sources of revenue, net of any federal and state funding that may be available.

Water Pollution Control Division Workload Indicators

WPCD workload is measured by total sewer accounts, gallons of wastewater treated, gallons of septage and grease received, and dry tons of sludge processed. The WPCD operates under a staffing plan that is reviewed and approved by Mass DEP every two years. Workload is expected to increase with the completion of the Strawberry Hill Road sewer expansion project in late 2023. Workload will continue to increase as the Town executes its Comprehensive Wastewater Management Plan (CWMP).

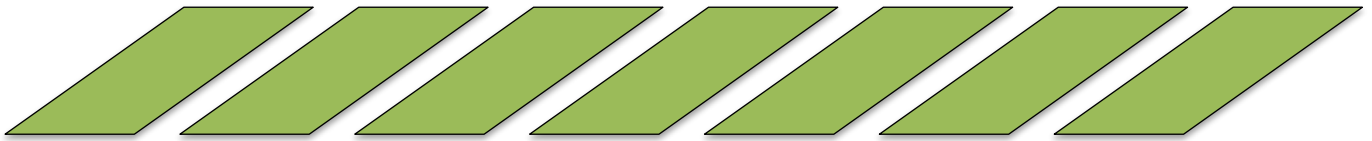
	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Actuals	FY24 Projection
Treated Gallons of Wastewater	539,729,720	525,527,200	475,455,900	535,724,800	590,000,000
Treated Gallons of Septage	9,370,000	10,214,000	10,877,000	12,443,500	13,680,000
Treated Gallons of Grease	697,500	582,500	704,000	885,000	970,000
Processed Dry Sludge (tons)	983	972	1,051	1,039	1,100
Jet-rod Cleaning Sewer Line (miles)	3.3	2.1	1.6	3.9	4.2
Television Inspection Sewer Line (miles)	3.1	1.2	1.1	1.8	2.0

WATER SUPPLY ENTERPRISE FUND

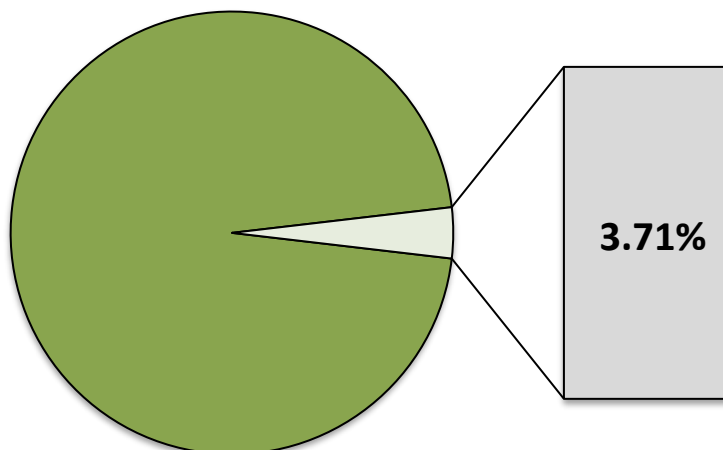
Purpose Statement

The purpose of the Water Supply Division is to provide commercial and residential properties in Hyannis, Hyannisport and West Hyannisport with a safe, efficient and effective means of obtaining drinking water and fire-readiness services

Sustainable Water Supply



% of FY 2026 All Appropriated Funds



Water Supply Enterprise Fund comprises 3.71% of all appropriated funds.

“Besides air there is nothing more important than water”

Water Supply Enterprise Fund Services Provided

<https://www.townofbarnstable.us/Departments/watersupply/>

The Water Supply program, an enterprise account-funded program under the Department of Public Works, oversees the contract management and operation of a water supply system that provides potable water and fire-readiness services to the residents and businesses (approximately 7,700 accounts) located in Hyannis, Hyannis Port, West Hyannis Port. The management of the system involves substantial investment in water supply sources, pumping, treatment, storage and distribution infrastructure, customer service and regulatory compliance.

The Water Supply Fund was created through the acquisition of the asset acquisition of the Barnstable Water Company. This operation provides service to residential and commercial properties within the village of Hyannis. An outside contractor provides for the daily management of the water service.



The new permanent interconnection with the COMM water system on Longview Drive in Hyannis

Water Supply Enterprise Fund Recent Accomplishments

- ✓ Finalized construction of the water main replacement on Phinney's Lane in conjunction with the sewer expansion program and the Vineyard Wind duct bank installation
- ✓ Pumped, treated, and distributed 966,783,000 Gallons of Water in FY 2023
- ✓ Increased water quality by continuing the unidirectional flushing system for the Hyannis Water System

Water Supply Enterprise Fund Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Maintain close contractual oversight of the administration, finances, and operation of the Water Supply Division. **(SP: Regulatory Process and Performance, Education, Communication, Finance)**
2. Continue to implement the capital funded pipe replacement program by focusing on water quality improvements and deficient water pipe while maximizing results and minimizing customer impact. **(SP: Infrastructure, Environment and Natural Resources, Regulatory Process and Performance, and Education, Finance)**
3. Continue to develop and integrate the Water Supply Division's technical and administrative requirements within the Town's regulatory, planning and legal system. **(SP: Environment and Natural Resources, Regulatory Process and Performance, Education, Finance, Communication)**

Goals (Continued)

4. Proceed with the implementation of the new source alternatives evaluation report to provide the Hyannis Water System with drinking water production sources that yield high quality drinking water and needed redundancy. **(SP: Environment and Natural Resources, Regulatory Process and Performance, Infrastructure)**
5. Implement the well building and treatment plant rehabilitation program by prioritizing and replacing building components, process control equipment, security, and electrical systems. **(SP: Infrastructure, Finance)**

Long-Term:

1. Provide cost-effective water supply services to the customers of the Hyannis Water System. **(SP: Environment and Natural Resources, Regulatory Process and Performance, and Education, Communication)**
2. Maintain all assets of the Division to current standards and provide information to the Hyannis Water Board and the DPW Director on needed repairs, and improvements to the water system. **(SP: Infrastructure, Environment and Natural Resources, Regulatory Process and Performance, Education, Communication, Finance)**
3. Insure reliable and redundant fire-flows to assist the Hyannis Fire Department and support demands on the system. **(SP: Infrastructure, Regulatory Process and Performance)**
4. Continue to strive for excellence in customer service, asset-management, and cost-control within the Division. **(SP: Infrastructure, Regulatory Process and Performance, Education, Communication)**



Harold E. Tobey Maher Water Filtration Plant

Water Supply Enterprise Fund Budget Comparison

Water Supply Enterprise Fund	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2024	FY 2025	FY 2025	FY 2026	FY25- 26	Change
Charges for Services	7,874,553	7,868,001	7,713,726	8,188,200	474,474	6.15%
Interest and Other	1,246,367	714,734	549,795	612,977	63,182	11.49%
Transfers In	1,040,000	1,037,075	1,037,075	937,500	(99,575)	-9.60%
Total Operating Sources	\$10,160,920	\$9,619,809	\$9,300,596	\$9,738,677	\$438,081	4.71%
Transfers From Completed Projects	147,600	-	-	-	-	0.00%
Borrowing Authorizations	6,899,400	39,600,000	39,600,000	1,500,000	(38,100,000)	-96.21%
Total Capital Sources	\$7,047,000	\$39,600,000	\$39,600,000	\$1,500,000	(\$38,100,000)	-96.21%
Total Sources of Funding	\$17,207,920	\$49,219,809	\$48,900,596	\$11,238,677	(\$37,661,919)	-77.02%
Direct Operating Expenses						
Personnel	\$267,862	\$313,177	\$329,660	346,762.00	\$17,102	5.19%
Benefits	32,429	29,672	31,234	45,678	14,444	46.24%
Operating Expenses	4,436,954	4,926,687	4,971,430	5,109,659	138,229	2.78%
Capital Outlay	174,936	165,170	166,000	166,000	-	0.00%
Debt Service	798,042	3,153,366	3,611,006	3,885,630	274,624	7.61%
Total Direct Operating Expenses	\$5,710,223	\$8,588,072	\$9,109,330	\$9,553,729	\$444,399	4.88%
Indirect Operating Costs						
General Fund Staff	\$99,188	\$110,009	\$110,010	\$99,422	(\$10,588)	-9.62%
Pensions	57,225	43,854	43,855	47,084	3,229	7.36%
Audit & Software Costs	7,454	7,454	7,454	7,296	(158)	-2.12%
Property, Casualty, Liability Insurance	28,025	29,947	29,947	31,146	1,199	4.00%
Retirees Health Insurance	3,366	-	-	-	-	0.00%
Total Indirect Operating Expenses	\$195,258	\$191,264	\$191,266	\$184,948	(\$6,318)	-3.30%
Total Operating Expenses	\$5,905,481	\$8,779,336	\$9,300,596	\$9,738,677	\$438,081	4.71%
Capital Improvements Program	7,247,000	39,800,000	39,800,000	1,700,000	(38,100,000)	-95.73%
Total Capital Expenses	\$7,247,000	\$39,800,000	\$39,800,000	\$1,700,000	(\$38,100,000)	-95.73%
Total Expenses	\$13,152,481	\$48,579,336	\$49,100,596	\$11,438,677	(\$37,661,919)	-76.70%
Excess (Deficiency) Cash Basis	\$4,055,439	\$640,473	(\$200,000)	(\$200,000)	\$0	
Beginning Certified Free Cash		<u>\$ 1,654,219</u>		<u>\$ 5,709,658</u>	<u>\$ 6,350,131</u>	
FY 2025 Projected Excess (Deficiency)				<u>\$ 640,473</u>		
Ending Projected Certified Free Cash		<u>\$ 5,709,658</u>		<u>\$ 6,350,131</u>	<u>\$ 6,150,131</u>	

Summary of Budget Changes

The direct operating expenses for the Water Supply Enterprise Fund's proposed FY 2026 budget are increasing \$444,399 or 4.88% over the approved FY 2025 budget. Personnel budget changes include contractual obligations and the reduction of 0.10 FTE from Water Supply to the CWMP. Debt Service costs increased by \$274,624 as prior capital projects are financed. Operating budget changes include additional funding for the management contract. Capital outlay is level funded and continues the funding for the annual emergency repairs program.

Water Supply Enterprise Fund Budget Reconciliation

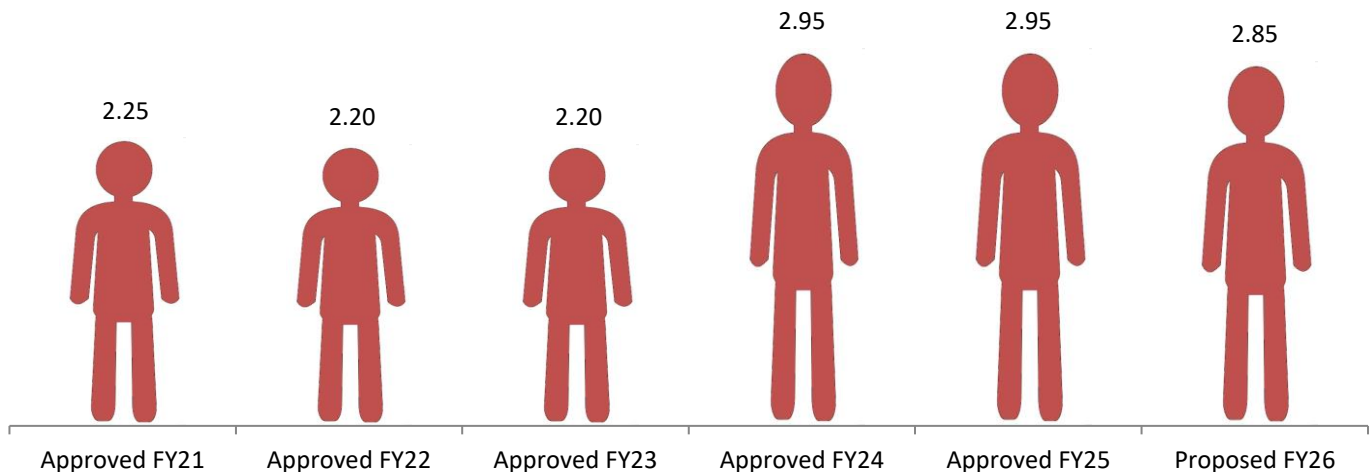
Water Supply Enterprise Fund				
Job Title	FY 2024	FY 2025	FY 2026	Change
Admin Assistant	1.00	1.00	1.00	-
Assistant DPW Director	0.15	0.15	0.15	-
Director of Public Works	0.15	0.15	0.15	-
Senior Project Manager - Water & Sewer	0.50	0.50	0.40	(0.10)
Town Engineer	0.15	0.15	0.15	-
Water Supervisor	1.00	1.00	1.00	-
Full-time Equivalent Employees	2.95	2.95	2.85	-0.10

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2025 Approved Budget				\$9,300,596	
Contractual Obligations, Staff Turnover & Allocation Changes	31,545	-	-	31,545	(0.10)
Change in Indirect Costs	3,229	(9,547)	-	(6,318)	
Debt Service	-	274,624	-	274,624	-
FY 2026 Budget Changes					
1. Management Contract	-	138,230	-	138,230	-
FY 2026 Proposed Budget	\$ 34,774	\$ 403,307	\$ -	\$ 9,738,677	(0.10)

- Management Contract** – Fund the increase in cost for the operations contract with Veolia relative to the yearly escalation formula, laboratory testing increases and filtration treatment plant CMMS implementation.

Water Supply Enterprise Fund Factors Affecting FTE's

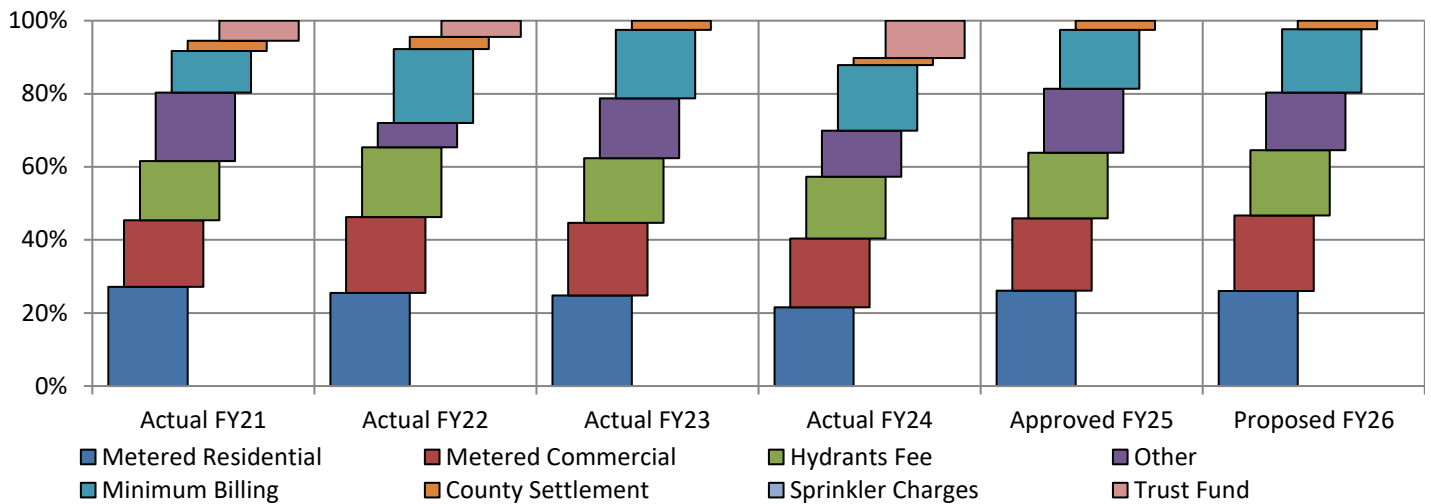
Full Time Employee History



The FY 2021 budget reallocated (0.70) fte's to the General Fund and FY 2022 reallocates (0.05) to the Town Manager's budget. FY 2024 includes an additional 0.25 fte Administrative Assistant and 0.50 fte reallocation of a Project Manager to the Water Supply Division. FY 2026 (0.10) fte for the Senior Project Manager will move to the CWMP.

Water Supply Enterprise Fund Factors Affecting Revenues

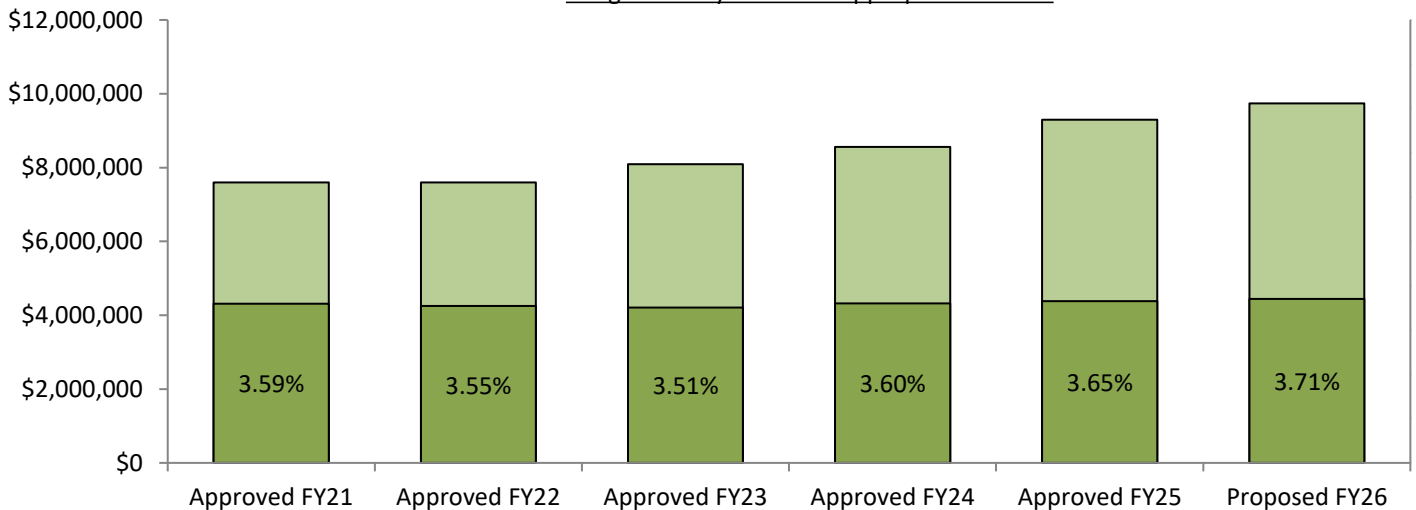
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



The rates are set in accordance with the necessary revenue required to run the water operations and pay back borrowings issued for water-related capital improvements. The metered residential and commercial account for 50% of total revenue sources and hydrant fees 15%. The Enterprise Fund also receives revenue from the Barnstable County settlement and contributions from the special revenue fund (Short-term rental taxes).

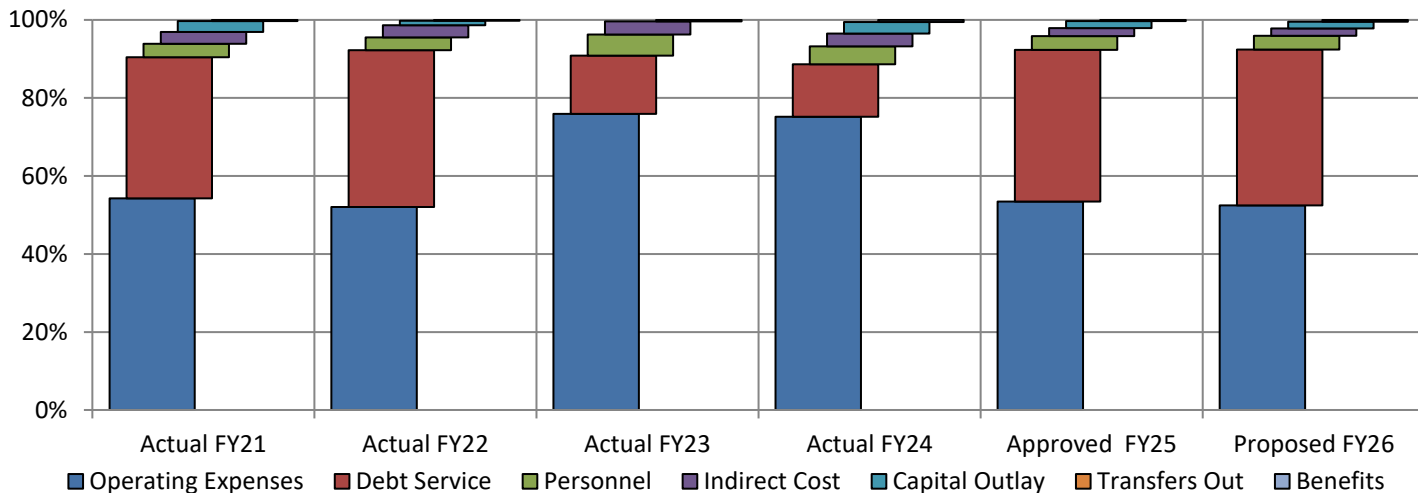
Water Supply Enterprise Fund Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



The budget has increased 4.7% annually on average over a six-year period. This operation has remained in the 3.51% to 3.71% range of all appropriated funds over the same period.

Total Expenditures By Category Historical and Budgeted

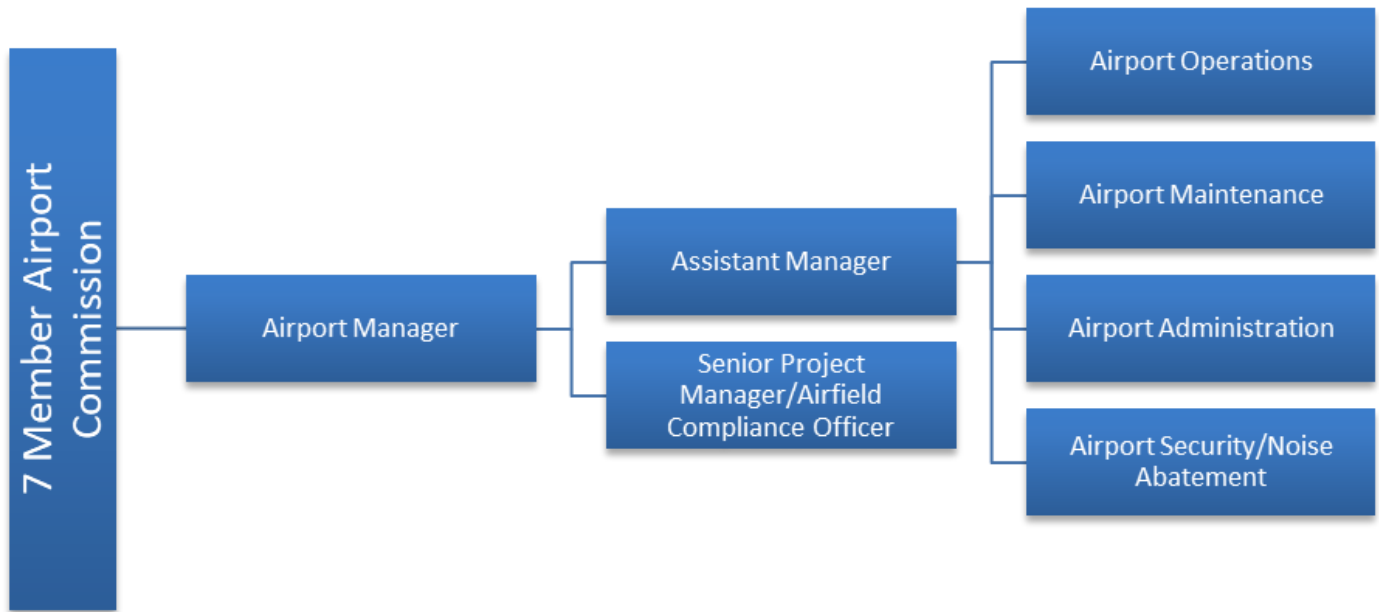


The town contracts with Veolia to run its water supply operation. This is a multiyear contract with built in escalators. It is expected that this operation will continue to be operated under a contract. As more treatment systems are constructed, the annual operating cost of the system, including the management contract, will increase.

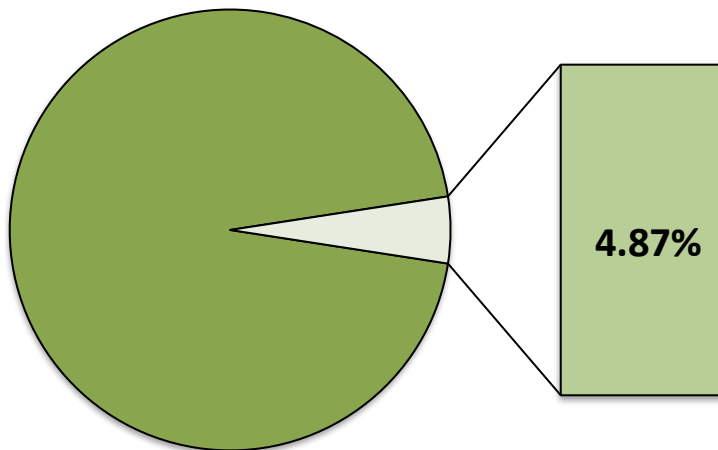
CAPE COD GATEWAY AIRPORT ENTERPRISE FUND

Department Purpose Statement

To provide a safe and convenient air travel experience and offer high quality aviation activities/businesses to the citizens of the Town of Barnstable, the Cape Cod region, and the Commonwealth of Massachusetts. As a non-hub primary airport and a major transportation facility for Cape Cod, our goal is to foster local economic growth and to ensure that the airport remains an integral part of the regional transportation plan in an effort to meet the demand for present and future air travel for local Cape Cod residents and visitors to the region.



% of FY 2026 All Appropriated Funds



Airport Enterprise Fund Services Provided

The Cape Cod Gateway Airport serves as a distinct commercial transportation hub for the residents of the Town of Barnstable and Cape Cod by meeting the regional demand for air transportation (both commercial and private transportation). For some, it provides very affordable and economic travel opportunities to/from Hyannis and other major destinations across the country, and yet for others, the airport provides a much-needed mode of travel to and from the Islands of Nantucket and Martha's Vineyard. This includes travel, tourism, medical evacuation, military flights, and commuting opportunities for a large professional labor force (doctors, nurses, hospitality staff, etc.). Cape Cod Gateway Airport connects residents to worldwide markets and destinations, sustaining Cape Cod's rapidly expanding population and business community and welcomes visitors to Cape Cod, a world-renowned tourist destination. Travelers are afforded several flight opportunities, not just

commercial flights, but corporate and private flights to local and national destinations.

Cape Cod Gateway Airport is a vital link to the regional, national, and international markets that drive

our emerging economy. As documented in the Massachusetts Department of Transportation (MassDOT) Aeronautics Division CY2019 (FY2020) Economic Impact Analysis, the Cape Cod Gateway Airport, in conjunction with its tenants and associated businesses, provide employment opportunities for 1,724 people, with an annual payroll in excess of \$73.8 million and a regional economic output in excess of \$157.2 million. In addition to the 25 airport employees that operate the facility, the Airport is also home to over 65 businesses/private users, with Cape Air, Atlantic Aviation (formerly Ross Aviation), Griffin Avionics, the Federal Aviation Administration (FAA), and the Transportation Security Administration (TSA) making up the bulk of employees on the airfield.

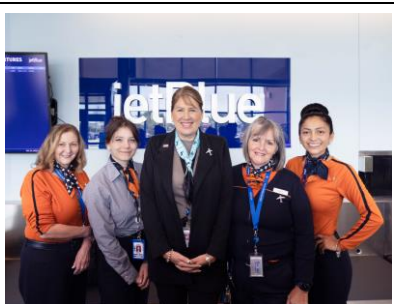
Recent studies completed in 2018/2019 show that approximately 215,000 Cape Cod residents access the

air transportation system via off-Cape airports, and another 200,000 arrive on Cape Cod, again using off-Cape airports.

The Airport's Strategic Plan goals, developed initially in June 2018 and most recently updated in December 2024, are to identify better opportunities to accommodate

these Cape Cod residents and visitors at the Cape Cod Gateway Airport by working with our existing and new potential airline partners to enhance existing and develop new commercial service moving into FY2026 and beyond. Case in point, American Airlines began their inaugural service at the airport in June 2024 with seasonal non-stop daily flights from Hyannis to New York's LaGuardia Airport and Washington DC. Their success in 2024 led to recent announcements to add daily service to Philadelphia and Saturday service to Chicago!

In CY2024, the Airport supported nearly 59,900 aircraft operations (defined as either one landing or one takeoff, combined equals two operations) and approximately 52,900 passengers arrived and departed from a variety of locations. This is a significant difference from CY2023 with 30,000 passengers arriving and departing. The new passenger activity can be partially attributable to American Airlines added flights. The above figures do not include a vast array of commercial charter passenger services, general aviation activities that include private and corporate passenger, freight services, and other aviation flight services not identified by the FAA in passenger enplanement/deplanement data sets, as they typically only count commercial passenger activity. With commercial aviation making up the minority of operations, operations and passenger activity by other general aviation activities are significant, albeit not counted in the same manner as commercial activity airline/air taxi activity.



Atlantic Aviation & JetBlue support staff

Over the years, both airport operations and passenger activity have been on the decline. This is attributed to an industrywide pilot and mechanic shortage, increased competition from high-speed passenger ferries, the loss of several airlines in 2010 and again in 2015 as well as industrywide “upgauging” (an airline industry practice of increasing capacity by adding seats to existing aircraft or using larger aircraft in place of smaller ones). Upgauging of aircraft affects: 1) operations (thus reducing operations that once may have been made by two aircraft to an operation that now can be performed by one) and 2) the capabilities of an airport facility as upgauging may require longer runways. Regardless of past declines, by implementing various goals of the 2018 Airport Strategic Plan, the Airport has been able to accentuate and improve activity including a huge win for the Cape Cod Region with American Airlines announcing service from Cape Cod Gateway Airport in June 2024, new aircraft hangar tenants, new flying clubs (a not-for-profit, member-run organization that provides its members with affordable access to aircraft), implementation of new 20-year leases for aviation activity, development and extension of the access road on the east side of the airport, remodeling of the Airport’s Fixed Base Operation facility, and other improvements that cater to our customers. See ***Enterprise Fund Recent Accomplishments***.

The Cape Cod Gateway Airport is one of 3,300 public use airports across the nation and one of 39 in the state of Massachusetts that is deemed vital to the National Airspace System (NAS) by the U.S. Department of Transportation. Additionally, the Airport is recognized in the National Plan of Integrated Airport Systems (NPIAS) as 1 of 383 primary commercial service airports providing essential service within the NAS; you read that correctly, 1 of 383 in all of the United States. Primary airports are defined in 49 U.S.C. § 47102(16) as public airports receiving scheduled air carrier service with 10,000 or more enplaned passengers per year. The statute further groups primary airports into four sub-categories: large hub, medium hub, small hub, and non-hub, based on each airport’s enplanement totals; Cape Cod Gateway Airport is categorized as a primary non-hub commercial service airport. More than half of the primary airports in the United States (62%) fall within the non-hub category (238 of the 383 recognized in the NPIAS). Non-hub primary airports are



Cape Air and its employees have operated at Cape Cod Gateway Airport since 1989.

commercial service airports that account for a small percentage of all nationwide commercial passenger enplanements but play a significant role in the NAS by supporting a variety of general aviation and military operations. This includes medical evacuation, flight instruction, aerial tours, business travel, private flight operations, and other specialized services such as agriculture, construction, photography, surveying, observation and patrol, search and rescue, etc. General aviation is not a commonly used term outside of the pilot community, yet it encompasses the most diverse flying activities in the United States. In fact, more than 90% of civil aircraft registered in the United States are general aviation aircraft. General Aviation is the backbone of the air transportation system and is the primary training ground for the commercial airline industry.

Because of its role in the NPIAS, the FAA is required to maintain and plan for the development of Cape Cod Gateway Airport and include funds for eligible airport development necessary to provide a safe, efficient, and integrated system for all users.

Cape Cod Gateway Airport meets the requirements of Title 49 U.S. Code, Subtitle VII – Aviation Program, authorized to operate as a certificated airport in accordance with, and subject to, said statute and the rules, regulations, and standards prescribed there under. These include but are not limited to, 14 Code of Federal Regulations (CFR) Part 139 in which the Airport has been issued an airport operating certificate with a federally approved Airport Certification Manual (ACM) on file with the FAA; a certification allowing the Airport to serve scheduled and unscheduled passenger-carrying aircraft. With certification comes extensive training for Airport personnel in airfield safety and security,

maintenance, aircraft rescue and firefighting and other airport emergency response, aircraft fueling, airfield lighting and pavement marking, and hazard management of both hazardous materials and wildlife. Additionally, the Airport is approved as a public use air transportation facility in accordance with the provisions of Chapter 90, Section 39B of the General Laws of Massachusetts. As such, the Airport is recertified annually by both the FAA and the MassDOT Aeronautics Division in which

rigorous review and inspection of the Airport is conducted.

In addition to aviation transportation activity, the Airport is also a space for the community with various events. In 2021, the Airport embarked on a new campaign with a focus on community-based events held at the airport. Our **Cape Cod Gateway Airport Community Event Series**

features events in the terminal and on airport grounds such as: Cape Cod Young Professional's Back to Business Bash, Southeastern Massachusetts Aviation Career Fair, A Night at the Terminal Scout Sleepover, Festivities on the Flight Line, Duffy Health Center Gala and Electric Car Show to name a few. We are thrilled to open our doors and to invite the community to experience events in a unique setting. We are more than just a transportation facility; we are part of the Cape Cod Community!

A seven-member Airport Commission appointed by the Town Council creates policy for the Airport per state laws (MGL Chapter 90 Section 51E) while Airport Management implements various programs and manages the day-to-day operations of the facility. The Airport employs 26 full-time employees and 4-5 seasonal employees plus interns who operate and maintain the Airport 24 hours a day, 7 days a week, and 365 days a year.

The duties of airport personnel are both broad and varied, with the FAA FAR Part 139 Airport Certification dictating many. Airport services are provided by three separate and distinct Airport Departments: Airport Administration, Airport Operations, and Airport Maintenance, all of which work together as a whole to provide mandated and required services to our customers and community.

Administration

The seven (7) full-time Administrative staff include the Airport Manager and Assistant Airport Manager, Senior Project Manager/Airfield Compliance Officer, Airport Security Coordinator and Noise Abatement Officer, and three (3) administrative support staff that perform a myriad of administrative functions including but not

limited to, billing, auditing and bookkeeping, contracting, construction oversight, capital planning, budgeting, grants administration, processing airport employee and tenant security identification files, personnel administration, overseeing leases, intergovernmental liaison, public relations, and communications.

Operations

The ten (10) full-time Operations employees are asked to implement a number of duties. They are dedicated individuals tasked to respond to any airport

emergency with all trained as first responders in aircraft rescue and firefighting; perform thrice-daily inspections to meet FAA regulatory requirements such as wildlife management and airfield management and security patrols; and serve tenant and transient aircraft, including catering, fueling and passenger transportation year-round. As indicated above, Airport Operations personnel are also fully trained firefighters and respond to emergency situations with our Aircraft Rescue and Fire Fighting vehicles. Aircraft rescue response, as mandated by the FAA, must be able to respond to, and reach, an accident site on the airfield within three minutes or less. Airport rescue personnel constantly train and participate in live drill exercises in order to stay proficient and ready to handle any aircraft emergency.

The Hyannis

Fire Department is a key resource for our staff and work hand-in-hand with Airport staff in rescue response, and once on scene, they assume the role of Incident Commander. Once every three years, the Airport conducts a full-scale disaster drill (Tri-annual Mass Causality Incident Drill) to thoroughly test public safety procedures. The exercise simulates a completely mock



***A Night at the Terminal Scout Sleepover
(March 2023)***

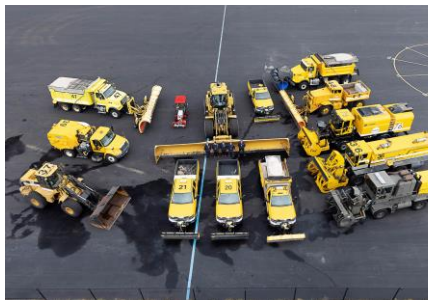


Many Airport employees have worked for the facility for over 30 years, supporting the region, their families, and the Cape Cod economy.

scenario of an aircraft accident. Actual aircraft are not used in the drill, but fire departments from across Cape Cod set training fires and use other simulations to test the airport's emergency response plan. Airport Operations staff plan and implement the drill in close coordination and planning with Hyannis Fire Department. They along with Airport Administration, Airport Maintenance, Police, Fire,



Cape Cod Gateway Airport student intern, Renna Kingsbury, formerly from Barnstable High School, now a Bridgewater State University student enrolled in the universities pilot training program.



Airport snow removal and other maintenance equipment

Cape Cod and Falmouth hospitals, US Coast Guard, Federal Aviation Administration, Massachusetts Department of Transportation -Aeronautics Division, Airlines,

American Red Cross, Emergency Management, and other Cape Cod towns, play a vital role in the exercise.

Maintenance

Upkeep of the airfield and airport facilities by our nine (9) full-time Maintenance employees takes precedence over all other maintenance tasks. Since the Airport is a certified FAA FAR Part 139 commercial service airport, any and all airside discrepancies must be documented and corrected as expeditiously as possible to meet FAA requirements. This team of devoted individuals maintain over 639 acres of runways, taxiways, ramps, and parking lots; painting airfield markings; mowing all

grass areas; maintaining all airfield lighting; conducting all emergency and snow removal operations for the airfield and the terminal roadways; maintaining all airport owned buildings and grounds; overseeing airport airfield projects; and preserving the fleet of vehicles needed to accomplish our mission. The Airport relies heavily on this team, and it is because of their actions and dedication that the airport facility is truly cared for and well maintained.

Internships

Each year we encourage young professionals interested in aviation to build their resume and portfolio by working at the Airport. In 2021, the Airport welcomed its first student from Barnstable High School to intern with us; giving students experience in all aspects of running an airport. Since 2021, the program has been a huge success with an intern at the facility each semester. In fact, the former 2022/2023 student intern from Barnstable High School is now enrolled in the Aeronautical Sciences program at Bridgewater State University. She was featured on the cover of Bridgewater State University's magazine as an up-and-coming female in the flight program!

Capital Program

The airport participates in the federally sponsored Airport Improvement Program (AIP), which is administered by the FAA. This program has an entitlement component with funding being determined by passenger enplanement levels. The airport's annual entitlement grant has been approximately \$1.2 million and may be reduced to no less than \$1.0 million. These capital funds are supplemented by FAA discretionary resources when available. The airport also participates in the MassDOT Aeronautics Division's Aviation Safety and Maintenance Program (ASMP) that contributes a cost share for federally sponsored projects and other projects not covered by the FAA. The airport makes annual expenditures for required airfield rehabilitation projects using these funds. Federally sponsored grants to fund airport capital projects consist of costs being shared in a threefold process: the FAA at 90%, the MassDOT Aeronautics Division at 5%, and a local (Airport) share of 5%. For non-federally sponsored projects that are eligible for ASMP funding, MassDOT will provide 80% and the local airport share will be at 20%. Any other projects will be fully funded using available airport reserve funds or other grants when available. The FY2026 capital plan includes \$990,000 in airfield projects, with a total 5-year capital plan (FY2026 - FY2030) of \$35 million.

Due to the receipt of federal funding via various COVID related grants awarded to the Airport (see below), in FY2021 and FY2022, the Airport has been able to implement several Business Plan goals and fund the majority of its capital improvements as well as cover operating cost to rebuild airport reserves. In addition to these grants, an additional \$965,250 in federal and state reimbursable grant funds is expected to finance the FY2026 capital program and \$27.3 million expected to finance the 5-year program (FY2026 - FY2030). Airport revenues will be used to pay any annual debt service requirements or local costs linked to these projects as necessary.

Grant Title	Grant Allocation
Coronavirus Aid, Relief, and Economic Security (CARES) Act	\$17,971,966
Coronavirus Response and Relief Supplemental Appropriation Act (CRRSAA)	\$1,008,311
American Rescue Plan Act (ARPA)	\$1,120,580
Bipartisan Infrastructure Law (BIL) FY2022	\$984,177
Bipartisan Infrastructure Law (BIL) FY2023	\$1,015,674
Bipartisan Infrastructure Law (BIL) FY2024	\$1,010,611
Total Grant Funding	\$23,137,518

Airport Enterprise Fund Recent Accomplishments



**20-Acre Ground Mounted Solar Array
Cape Cod Gateway Airport**

Over the past several years, the Airport has been busy with significant change and implementing various tasks; meeting a multitude of Airport Strategic Plan goals. We have had the distinct opportunity of providing affordable, economic travel opportunities to/from Hyannis and other major destinations across the country for travel, tourism, and commuting opportunities for a large professional labor force. The 2018 Airport Strategic Plan¹ was the guiding force for the Airport's recent accomplishments as outlined below and has undergone an update in December 2024:

➔ Since 1999, the airport has leveraged over \$89.8M in grant funding to implement various airport safety, improvement and economic development projects as

outlined in the tables provided. *(meeting all goals)*

- ➔ Implementation of several environmental enhancements “Gateway to Green” have helped reduce environmental impacts and offset carbon emissions within the community such as:
 - Implementation and installation of storm water treatment facilities in 2014;
 - Development of a 7 megawatt 20-acre solar array in 2014;
 - Upgrading airport street and parking lot lights to LED using Cape Light Compact’s lighting program;
 - Execution of a 0.5 megawatt rooftop solar array system in coordination with Cape Air on two existing aircraft hangars allowing Cape Air to be a net zero electricity user in Barnstable and saving over \$1 million between 2010 and 2020;
 - Installation of 16 electric vehicle (EV) charging stations in 2020 and 2021 at various tenant locations;
 - Removal of a number of underground fuel storage facilities in 2017;
 - Installation of a centralized aircraft washing and deicing pad that drains to the Barnstable Wastewater Treatment Plant in 2017;
 - Instituting paper reduction in the Airport Administration Office by moving to a digital footprint in various processes and purchasing reusable items for in-office staff use in 2019;
 - Procurement of propane and battery operated-solar powered airfield mowers through the Massachusetts Department of Transportation – Aeronautics Division (MassDOT) Leading by Example Greenhouse Gas Reduction Initiative in 2020;
 - Continued execution of various Good Housekeeping Practices throughout the facility annually;
 - Planning for the installation of the first ever electric aircraft charging station; due to come online in 2024; and
- ➔ Became the only airport in the U.S. to be a recipient of the U.S. Department of Transportation’s SMART Program Planning Grant (“Strengthening Mobility and Revolutionizing Transportation”) in 2023 to connect aircraft, vehicles and buildings to a Smart Microgrid that uses renewable energy sources for power *(meeting all goals)*.
- ➔ Negotiation of a new lease for a 26-acre parcel of airport managed land to WS Development (a.k.a K-Mart Plaza) to redevelop its retail footprint at The Landing at Hyannis *(diversify airport revenue streams)*.

¹ The 2018 Airport Strategic Plan has four main goals: to maximize general aviation activity at the Airport; diversify airport revenue streams; become a regional air transportation leader; and enhance the airport image and branding.

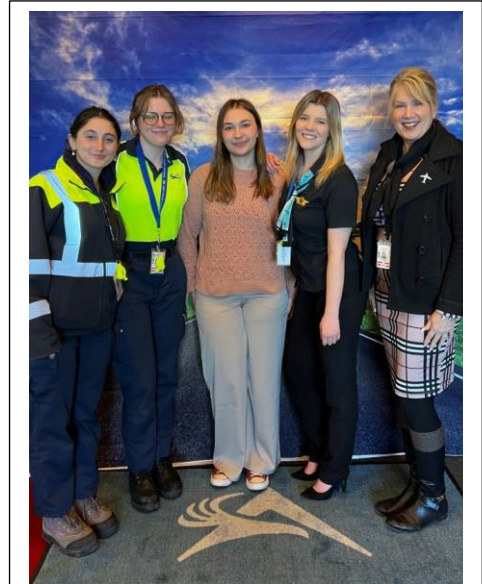
- ➔ Rebranded, selecting a new name and logo that more recognizable beyond Massachusetts – Cape Cod Gateway Airport (*enhance the airport image and branding*).
- ➔ Hosted several aviation educational and community events “Cape Cod Gateway Airport Community Event Series” to entice our community to learn more about aviation and the airport (*maximize general aviation activity at the airport and enhance the airport image and branding*). This included:



- Created the 3rd annual “Night at the Terminal” event , hosting scout troops for an airport sleep over with various aviation related learning activities;
- Organized a number of Federal Aviation Administration Safety Seminars (FAASTeam) to local pilots – “Safer Skies Through Education”;
- Hosted the 4th Annual “Southeastern Massachusetts Aviation Career Fair” in the airport terminal accommodating over 350 area students and providing them with the opportunity to meet and speak to over 45 aviation professionals; and
- Hosted several Young Eagles events.

Young Eagles is a program created by the US Experimental Aircraft Association designed to give children between the ages of 8 to 17 an opportunity to experience flight in a general aviation airplane.

- Held the 3rd annual “Festivities on the Flight Line” offering a unique event setting on the airport ramp surrounded by static aircraft displays with great food, music and festive enjoyment of the airport;
- Welcomed the 6th local high school student to our Aviation Internship Program!
- ➔ Supported our local communities allowing the Airport to be used for various events (*enhance the airport image and branding*), including:
 - Cape Cod Young Professionals Back to Business Bash – 2024 was the 7th year in which the airport was used for this event;
 - 1st Electric Vehicle Car Show at the Airport;
 - Arts Barnstable - Art at the Airport;
 - We also accommodate a number of different non-profit entities on a year-round basis allowing them to use the facility free of charge for various meetings: the Cape Cod Concert Band and Brian Boru Pipe Band of Cape Cod for member practices; the Veterans of Foreign Wars Post 2578 and the Marine Corps League Cape Cod Detachment 125; the Coast Guard Auxiliary Division 11; and the Cape Cod and Islands Art Educators Association Art Program; WeCan Empowering Women, and a variety of other functions and meetings.



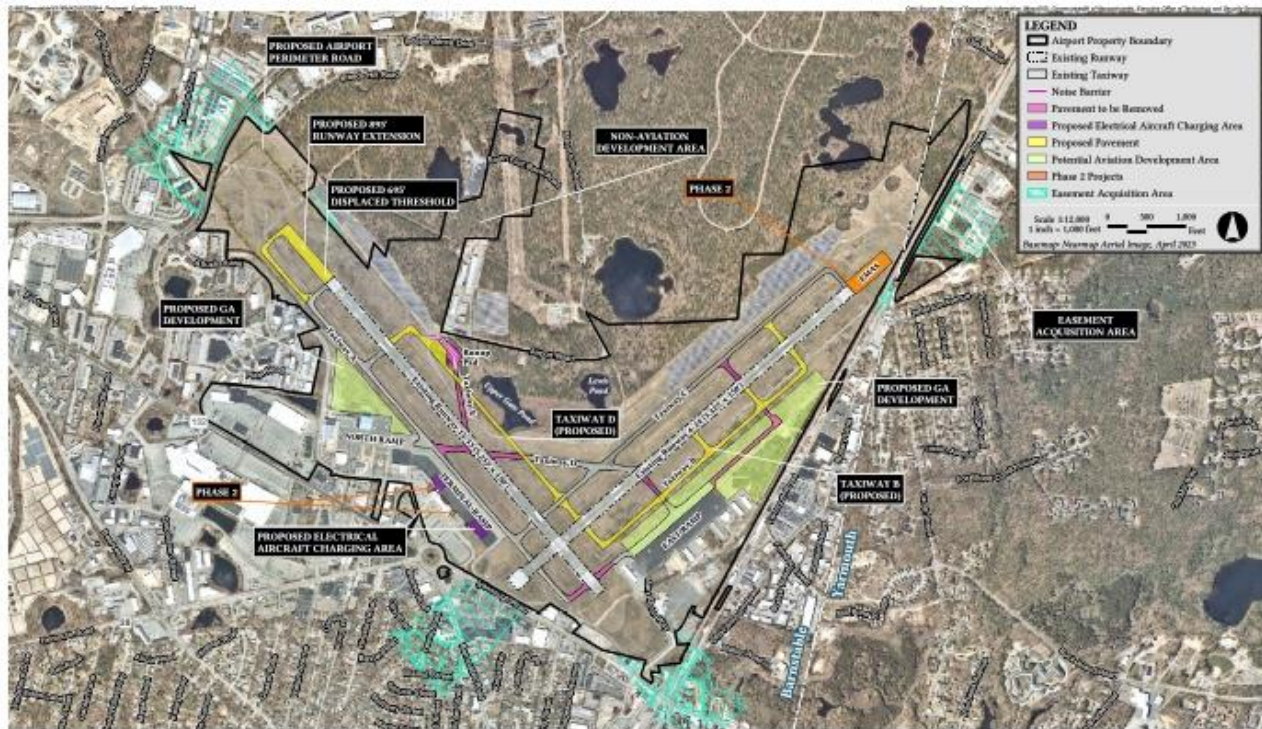
Monomoy High School Intern (Center) visiting and learning from the team at Atlantic Aviation



**Rooftop Solar Array – Cape Air Rented Facility
Cape Cod Gateway Airport**

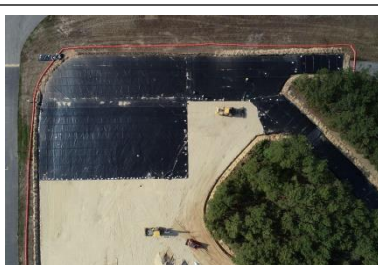
- ➔ Completed an update to the Airport Rates and Charges to improve and update the airport’s fee based financial structure (*diversify airport revenue streams*).
- ➔ Remained a collector of non-aviation related revenues from the airport’s 6.669 megawatt (DC) ground mounted solar photovoltaic array. Revenues continue to exceed the minimum annual guaranteed levels (*diversify airport revenue streams*).

- ➔ Completion of the FAA required, Airport Master Plan Update; a comprehensive study of the facility that describes the short-, medium-, and long-term development plans to meet future aviation demand. *(maximizes general aviation activity at the Airport, diversify airport revenue streams, become a regional air transportation leader, and enhance the airport image and branding).*



Airport Master Plan Update Preliminary Development Plan

- ➔ 95% completion on the development of an Environmental Review, the next planning step after the completion of the Airport Master Plan. The environmental review process further analyzes community impacts associated with the projects presented for future development in the Airport master Plan. *(maximizes general aviation activity at the Airport, diversify airport revenue streams, become a regional air transportation leader, and enhance the airport image and branding).*
- ➔ Continued to report, test, mitigate and monitor soils impacted by per- and polyfluoroalkyl substances (PFAS). Burning fuel from an aircraft accident relies on more than water to put out the flames. The FAA requires airports to carry chemical agents that are effective in smothering fuels and other onboard liquids such as hydraulic fluids, and for decades the industry standard, and only approved chemical, has been aqueous film-forming foams — known as AFFF. But the same chemicals that make it effective for fighting fires are also linked to contamination in drinking water.



PFAS Mitigation Cap Installation

○ In working closely with Massachusetts Department of Environmental Protection (MassDEP) Bureau of Waste Site Cleanup, the Airport was able to pinpoint the boundaries of our site where firefighting foam use had occurred within the 639-acre parcel. Two locations of approximately 2.25-acres (0.39%) were identified and confirmed with MassDEP after extensive groundwater and soils tests to contain PFAS. Mitigation of PFAS effected soils occurred by capping those soils and installing monitoring wells to monitor mitigation success.

- ➔ Continued maintenance and compliance with all Federal & State airport safety and certification requirements.

Airport Enterprise Fund Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term Goals:

1. Plan for (depending upon FAA and MassDOT Aeronautics Division funding availability) implementation of the following projects within the short-term 1–2-year development/planning horizon **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, and Infrastructure & Assets)**:
 - a. Design & Construct Aircraft Hardstands for Terminal Apron / Airport Concession Disadvantaged Enterprise (ACDBE) Plan Update
 - b. Design & Construct Terminal Building Seasonal Structure
 - c. Conduct aeronautical study for Runway 15-33/ Airspace Analysis (for Future Reconstruction)
 - d. Terminal Building HVAC Replacement
 - e. Replace Snow Removal Equipment (SRE) - Airport #38 (circa 2004).
2. Continue investing in the development and implementation of several Airport Strategic Plan goals, objectives, and tasks. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, Education, and Infrastructure & Assets)**
3. Continue working with “on-call” consultants on the 20-year airport preventative maintenance, repair, and replacement program for all airport-owned structures; and to include passenger terminal improvements to meet current demand for scheduled air carrier services. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, and Infrastructure & Assets)**
4. Continue working with “on-call” airport environmental engineers and planners to plan a safe, efficient, and sustainable airport system and to maintain various permits, implement best practices for storm water pollution and prevention and continuing efforts in environmental stewardship and PFAS mitigation and monitoring. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, and Infrastructure & Assets)**
5. Continue development of the airport marketing plan with focus on the airport’s comprehensive marketing blueprint for a robust marketing and public relations

plan that targets the airport’s intended audiences, establishes a consistent and strong message, and spells out specific activities to communicate the airport’s message and collective goals for the Airport Strategic Plan via various media outlets (quarterly newsletter, website, social media, and advertising). **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, Education, and Infrastructure & Assets)**

6. Continue on the success of our community relations providing general information about the airport, stories, educational materials, access to studies and meeting content, and continuation of the development of our community events **(SP: Quality of Life, Economic Development, Environment and Natural Resources, Public Health and Safety, Infrastructure & Assets, Regulatory Process & Performance, and Education)**

Long-Term Goals:

1. Plan for (depending upon FAA and MassDOT Aeronautics Division funding availability) implementation of the following projects within the long-term 3–5-year development/planning horizon **Economic Development, Environment and Natural Resources, Public Health and Safety, Infrastructure & Assets, Regulatory Process & Performance, and Education)**:
 - a. Design & Reconstruct Runway 15-33 (
 - b. Update the Airport’s Disadvantaged Business Enterprise (DBE) Program
 - c. Complete local permitting for Taxiway 'D' & Runway 15 Extension
2. Implement various initiatives of the updated Airport Strategic Plan.
 - a. Goal 1: Pursue and Implement Opportunities for Increasing Revenue to Promote Economic Stability
 - b. Goal 2: Involve and Engage Community Stakeholders and Improve Collaboration
 - c. Goal 3: Improve Regional Transportation Network
 - d. Goal 4: Enhance Aviation Education Opportunities
 - e. Goal 5: Identify and Address Environmental Issues
 - f. Goal 6: Promote, Engage and Implement New and Emerging Technology in Air Transportation, Safety and Noise Abatement
 - g. Goal 7: Increase Annual Airport Operations
 - h. Goal 8: Enhance Jet Fuel Purchase Programs

3. Research and update the airport minimum standards. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, Education, and Infrastructure & Assets)**
4. Continue to develop marketing strategies to attract additional prospective air carriers and scheduled air charter services to meet the Cape's demand for air travel. **(SP: Economic Development and Infrastructure & Assets)**
5. Diversify the airport's revenue stream by continuing to add to the Airport's revenue ensuring a continued and stable Enterprise Fund. **(SP: Economic Development and Infrastructure & Assets)**
6. Serve as an integral component of the Cape Cod Transportation Plan and more effectively promote the use of all transportation modes to meet the regional demand for better transportation and parking services. **(SP: Economic Development and Infrastructure & Assets)**
7. Continue working towards additional solar development at the airport and other "green" initiatives. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, and Infrastructure & Assets)**

Airport Enterprise Fund Budget Comparison

Airport Enterprise Fund	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2024	FY 2025	FY 2025	FY 2026	FY25- 26	Change
Intergovernmental Aid	\$1,170,020	\$50,000	\$50,000	50,000.00	\$0	0.00%
Fees, Licenses, Permits	3,525	-	-	-	-	0.00%
Charges for Services	12,203,400	12,198,912	12,078,131	12,681,073	602,942	4.99%
Interest and Other	1,264,030	993,032	711,462	799,567	88,105	12.38%
Total Operating Sources	\$14,640,974	\$13,241,944	\$12,839,593	\$13,530,640	\$691,047	5.38%

Intergovernmental Aid	-	2,500,780	2,500,780	-	-	-100.00%
Borrowing Authorizations	4,366,551	-	-	-	-	0.00%
Total Capital Sources	\$4,366,551	\$2,500,780	\$2,500,780	\$0	(\$2,500,780)	-100.00%

Total Sources of Funding	\$19,007,525	\$15,742,724	\$15,340,373	\$13,530,640	(\$1,809,733)	-11.80%
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Direct Operating Expenses						
Personnel	\$2,774,894	\$2,423,582	2,473,043	2,595,281	\$122,238	4.94%
Benefits	178,994	\$264,862	267,537	321,341	53,804	20.11%
Operating Expenses	6,883,260	\$8,184,411	8,615,169	8,835,996	220,827	2.56%
Capital Outlay	51,070	370,000	404,000	576,500	172,500	42.70%
Debt Service	58,500	159,050	159,050	179,600	20,550	12.92%
Total Direct Operating Expenses	\$9,946,717	\$11,401,904	\$11,918,799	\$12,508,718	\$589,919	4.95%

Indirect Operating Costs						
General Fund Staff	\$205,190	\$239,789	\$239,789	\$263,967	24,178	10.08%
Pensions	426,499	420,331	420,331	452,376	32,045	7.62%
Audit & Software Costs	22,445	22,445	22,445	23,634	1,189	5.30%
Property, Casualty, Liability Insurance	213,931	234,051	234,051	242,325	8,274	3.54%
Workers' Compensation Insurance	93	1,295	1,295	10,817	9,522	735.29%
Retirees Health Insurance	33,554	2,883	2,883	28,803	25,920	899.06%
Total Indirect Operating Expenses	\$901,712	\$920,794	\$920,794	\$1,021,922	\$101,128	10.98%

Total Operating Expenses	\$10,848,429	\$12,322,698	\$12,839,593	\$13,530,640	\$691,047	5.38%
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Capital Improvements Program	5,071,331	4,132,400	4,132,400	-	(4,132,400)	-100.00%
Total Capital Expenses	\$5,071,331	\$4,132,400	\$4,132,400	\$0	(\$4,132,400)	-100.00%

Total Expenses	\$15,919,760	\$16,455,098	16,971,993.00	\$13,530,640	(\$3,441,353)	-20.28%
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Excess (Deficiency) Cash Basis	\$3,087,766	(\$712,374)	(\$1,631,620)	\$0	\$1,631,620
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Beginning Certified Free Cash	<u>\$ 9,945,134</u>	<u>\$ 13,032,900</u>	<u>\$ 12,320,526</u>
FY 2025 Projected Excess (Deficiency)	<u>\$ (712,374)</u>	<u>\$ (712,374)</u>	<u>\$ (712,374)</u>
Ending Projected Certified Free Cash	<u>\$ 13,032,900</u>	<u>\$ 12,320,526</u>	<u>\$ 12,320,526</u>

Summary of Budget Changes

Direct operating expenses for the Airport's proposed FY 2026 budget are increasing \$589,919 or 4.95% from the approved FY 2025 budget. The increase includes funding for contractual labor agreements, employee benefits, various operating expense line items and chargebacks from the General Fund for airport related items and support services. Capital outlay requests for maintenance for various airport facilities and asset maintenance have increased \$172,500.

Airport Enterprise Fund Budget Reconciliation

Airport Enterprise Fund					
Job Title	FY 2024		FY 2025	FY 2026	Change
Administrative Financial Assistant	1.00		1.00	1.00	-
Aircraft Rescue Fire Fighter	1.00		1.00	1.00	-
Airport Manager	1.00		1.00	1.00	-
Assistant Airport Manager	1.00		1.00	1.00	-
Assistant Operations Supervisor	1.00		1.00	1.00	-
Custodian	2.00		2.00	2.00	-
Executive Assistant to Airport Manager	1.00		1.00	1.00	-
Financial Analyst	1.00		1.00	1.00	-
Laborer Craftsperson	1.00		1.00	1.00	-
Maintenance Supervisor	1.00		1.00	1.00	-
Maintenance Technician	3.00		3.00	3.00	-
Mechanic Welder	1.00		1.00	1.00	-
Noise Abatement Officer	1.00		1.00	1.00	-
Operations Specialist	7.00		7.00	7.00	-
Operations Supervisor	1.00		1.00	1.00	-
Project Manager/Airfield Supervisor	1.00		1.00	1.00	-
Full-time Equivalent Employees	25.00		25.00	25.00	-

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2025 Approved Budget				\$12,839,593	
Contractual Obligations Net of Staff Turnover	176,042	-	-	176,042	-
Change in Indirect Costs	67,487	33,641	-	101,128	-
Adjustments to Operating Expenses		220,827		220,827	-
Debt Service	-	20,550	-	20,550	-
FY 2026 Budget Changes					
1. Operating Capital Improvements			172,500	172,500	
FY 2026 Proposed Budget	\$243,529	\$275,018	172,500	\$13,530,640	-

1. Operating Capital Improvements – The Airport maintains a number of buildings with the youngest being constructed in 2011 and the oldest constructed in the 1950s. This funding would support maintaining and improving existing assets and to support equipment/building upkeep. Additionally, to be in alignment with its Strategic Plan the airport must maintain facilities in good working and attractive order to appropriately serve the community and the traveling public. FY 2026 includes additional funding for security cameras to enhance operational security.

Airport Enterprise Fund Factors Affecting FTE's

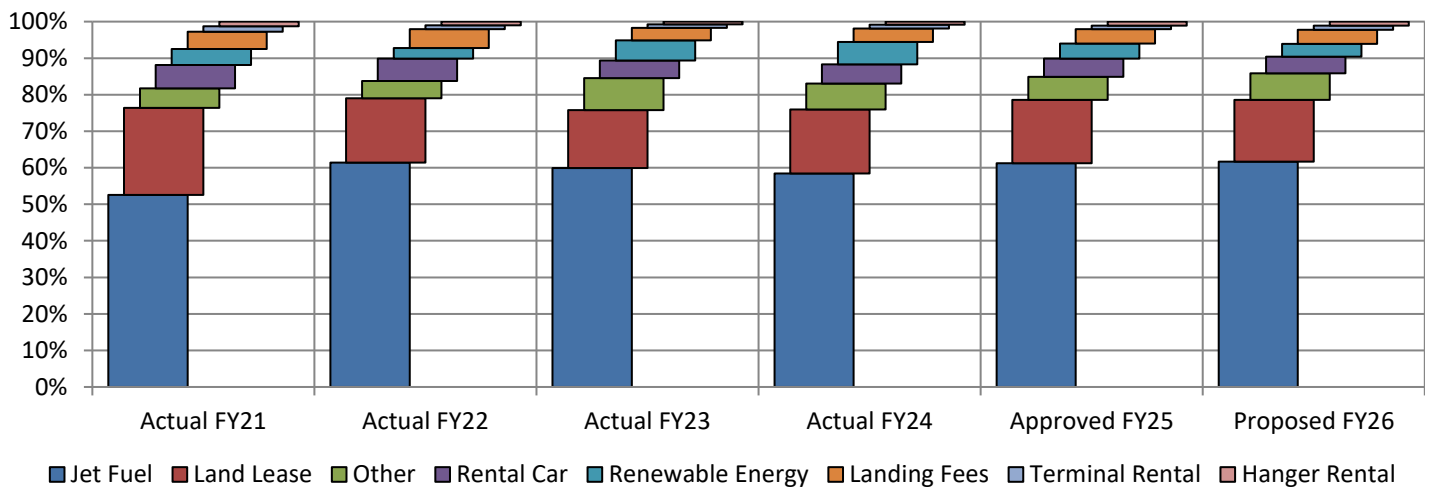
Full Time Employee History



Full-time positions have remained level funded until FY 2022, in which an Airport Operations Specialist position was reintroduced in FY 2022 to return the Operations Department to FY 2016 full time equivalent (FTE) numbers (10 FTEs) and to cover staffing shortfalls in the Airport Operations Department. FTE's have been unchanged since FY 2023.

Airport Enterprise Fund Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Airport activities are financed primarily through airport land lease fees (for both aviation and non-aviation rental property), jet fuel sales, renewable energy, rental car concession fees, vehicle parking, and other user fees collected from recreational, corporate, and commercial airlines and concessionaires. Land leases for non-aviation properties (i.e. vehicle parking lot lease to the Steamship or the 26-acre airport-owned retail plaza – *The Landing at Hyannis*) is the second highest revenue generator for the Airport. Jet fuel revenues are the highest producer. Collectively, these two top producers accounted for approximately 59% of the airport's revenues in FY2024. Land leases increase annually following increases in the CPI index or 3%, whichever is greater. Jet fuel revenues are the second highest producer and average between \$1.2M and \$1.4M annually in revenue depending on the price of fuel and gallons sold each year, but it is also the highest expense item (Jet fuel purchases for resale). The other top revenue producers include renewable

Airport Enterprise Fund Factors Affecting Revenues (Continued)

energy (20-acre solar array), car rental concessions from the 4 car rental companies on airport, aviation related land leases and landing fees assessed to aircraft with a maximum gross landing weight of 12,500 pounds or more.

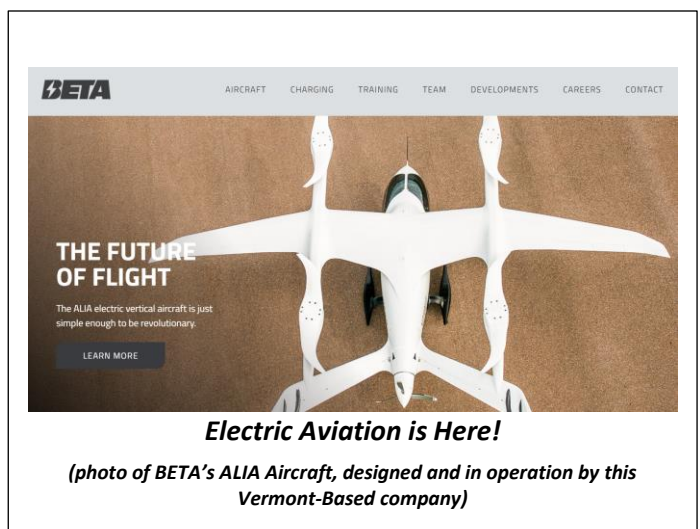
The industrywide “upgauging” (an airline industry practice of increasing capacity by adding seats to existing aircraft or using larger aircraft in place of smaller ones) and pilot shortages still affect the aviation industry nationwide and through the years have had a detrimental effect in passenger and aircraft operations. However, with implementation of various goals, objectives and tasks of the 2018 Airport Strategic Plan, the airport is seeing expanding diversification in our revenue portfolio. “*Diversifying the airport revenue*” is one of the highest priorities of the Strategic Plan allowing the airport to remain self-sufficient and diversified enough to weather revenue impact, especially with the fluctuations in airport operations and passenger air carrier activity. A more equal diversification between aviation and non-aviation revenues is paramount to this Airport’s success and common for many airports across the nation. The lease of the 26-acre airport-owned retail plaza, *WS Landing at Hyannis*, and other non-aviation land leases such as the vehicle parking lot leased to the Steamship Authority provides a positive increase in the Airport budget. The Airport also continues to collect from other non-aviation revenue sources such as facility rental fees for events in the terminal, parking, office space and airport advertisement.

On the aviation side of the spectrum, “maximizing general aviation activity” as part of the 2018 Airport Strategic Plan goal is proving to be successful at the Airport with the recent completion and expansion of Mary Dunn Way in 2023 using funds allocated from the Coronavirus Aid, Relief, and Economic Security (CARES) Act. This project opened the eastside of the airport with a new and improved roadway and utilities for aviation related development, of which there has been significant interest and new hangar development is underway. Additionally, the recent lease of an airport-owned hangar to Aloft Aviation has revitalized the eastside of the airport bringing in more general aviation activity with additional aircraft storage opportunities, flight instruction, helicopter tour operators and an electric aircraft charging station and café in the future.

The airport continues to communicate with potential airline partners as part of the 2018 Airport Strategic Plan goal of “become a regional air transportation leader”. Management has attended various conferences designed to develop those partnerships. JetBlue seasonal service has been a boost in passenger traffic and continues to be successful since 2014. And we cannot forget the addition to our seasonal air carrier flight options with American Airlines that started in 2024 to New York and Washington DC and is expanding in 2025 with additional service to Philadelphia and Chicago.

Although it will be some time before the aviation sector is affected, the airport is actively seeking opportunities to generate revenue under this new and emerging changing industry and greener fuel source.

In 2023, Cape Cod Gateway Airport was the only airport in the nation to be awarded one of the 59 grants as part of the U.S. Department of Transportation’s SMART Program (“Strengthening Mobility and Revolutionizing



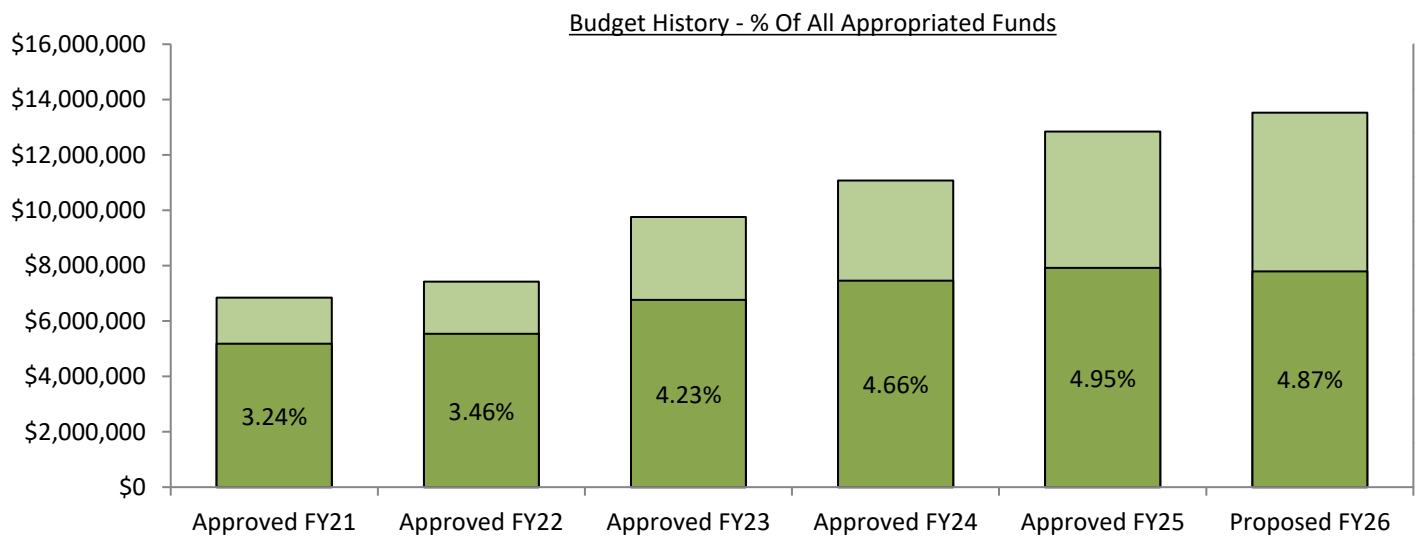
Airport Enterprise Fund Factors Affecting Revenues (Continued)

Transportation”) to complete a planning study to connect the airport infrastructure, aircraft, and vehicles to a Smart Microgrid system developed at the Airport. A Smart Microgrid will improve efficiency of operations while maintaining uninterrupted service. Microgrid technology would be used as an instantaneous and dependable supplementary source of power. Microgrids are a purpose-built local electrical system that can operate either in parallel with or separate from the utility, providing their own generation and load balancing to achieve stable operations. They often integrate several different local generation resources, including cogeneration engines, fuel cells, and solar photovoltaics, as well as some type of energy storage to allow for flexibility in peak conditions. A Smart Microgrid would generate and distribute reliable power at Cape Cod Gateway Airport to reduce emissions and increase energy independence for the airport.

The Airport also continues to monitor its fee structure with modifications implemented in various years allowing the Airport to collect fees that are more comparable to other nearby airports with updates in FY2017, FY2019, FY2021, FY2023, and one expected in FY2025. Fee increases in landing, aircraft parking, and cargo fees have shown increasing trends and have proven to make a difference in the budget. The modifications in such user fees will contribute towards repaying bonds issued to construct various facilities and other approved airfield improvements.

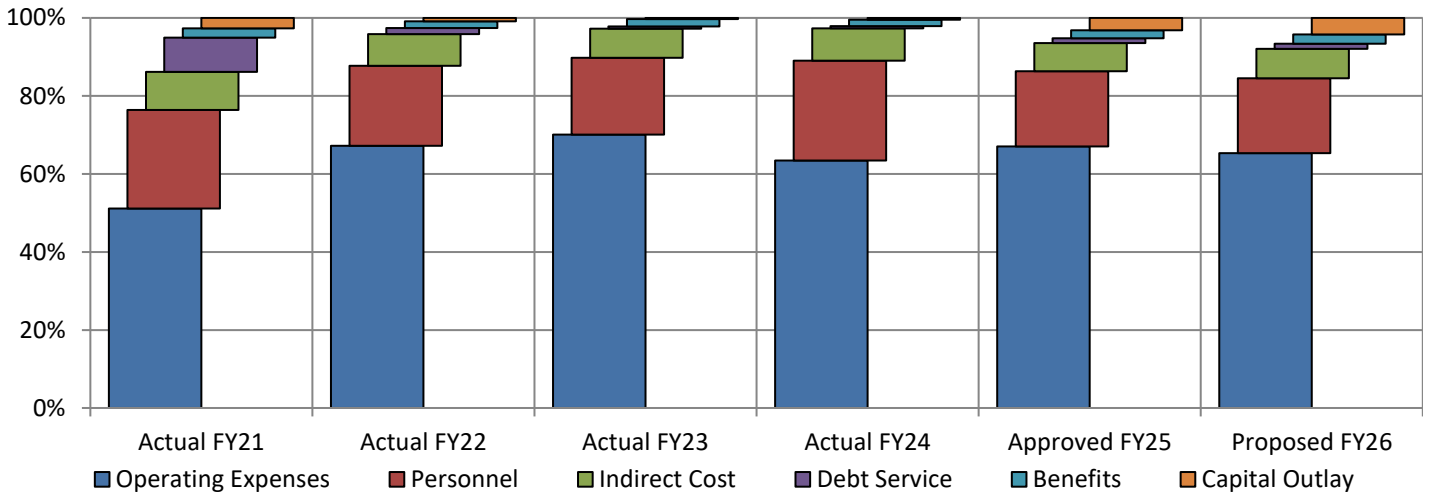
As indicated previously, the receipt of federal funding via recent grants awarded to the Airport totaling over \$23 million dollars has enabled the airport to implement a number of Strategic Plan goals, fund the majority of the Airport’s local share of capital improvements as well as cover operating costs enabling the Airport to rebuild its cash reserves. On July 1, 2024, the certified Airport cash reserves were just over \$13M, a significant increase from FY2019 (\$2,761,211); increasing by 380%! With a total 5-year capital plan (FY2026 - FY2030) of \$35 million such reserves will assist the Airport in funding our local share of needed improvements. It is anticipated that \$27 million of the \$35 million estimated will be funded via federal and state reimbursable grant funds. Airport revenues will be used to pay any annual debt service requirements or local costs linked to these projects as necessary.

Airport Enterprise Fund Factors Affecting Expenses



This operation has ranged between 3.24% to 4.95% of all appropriated funds over the last six years.

Total Expenditures By Category Historical and Budgeted



Expenses associated with personnel, operations, and facility maintenance will rise in response to projected increases in inflationary costs and union contracts. The annual loan payment for general obligation bonds issued to construct various infrastructure is included in the budget. Other factors affecting this budget include an increasing need to replace safety, maintenance, and emergency equipment; and to perform required preventative maintenance repairs to existing buildings and airfield facilities in the operating capital budget. Increases have also been experienced in training fees to meet federal aviation requirements and marketing and development fees to implement various goals, objectives and tasks of the 2018 Airport Strategic Plan, which was updated in December 2024.

Implement Your vision, or bring your own ideas!

The Cape Cod Gateway Airport (KHYA) has approximately 10 acres available for development of new hangars on the east side of the airport, bordering Mary Dunn Way Extension. Bring your own vision to develop T-Hangars or Box Hangars on this site. To inquire about airport development opportunities, please contact Airport Manager Katie Servis at (508) 775-2020 or by email at kservis@flyhya.com

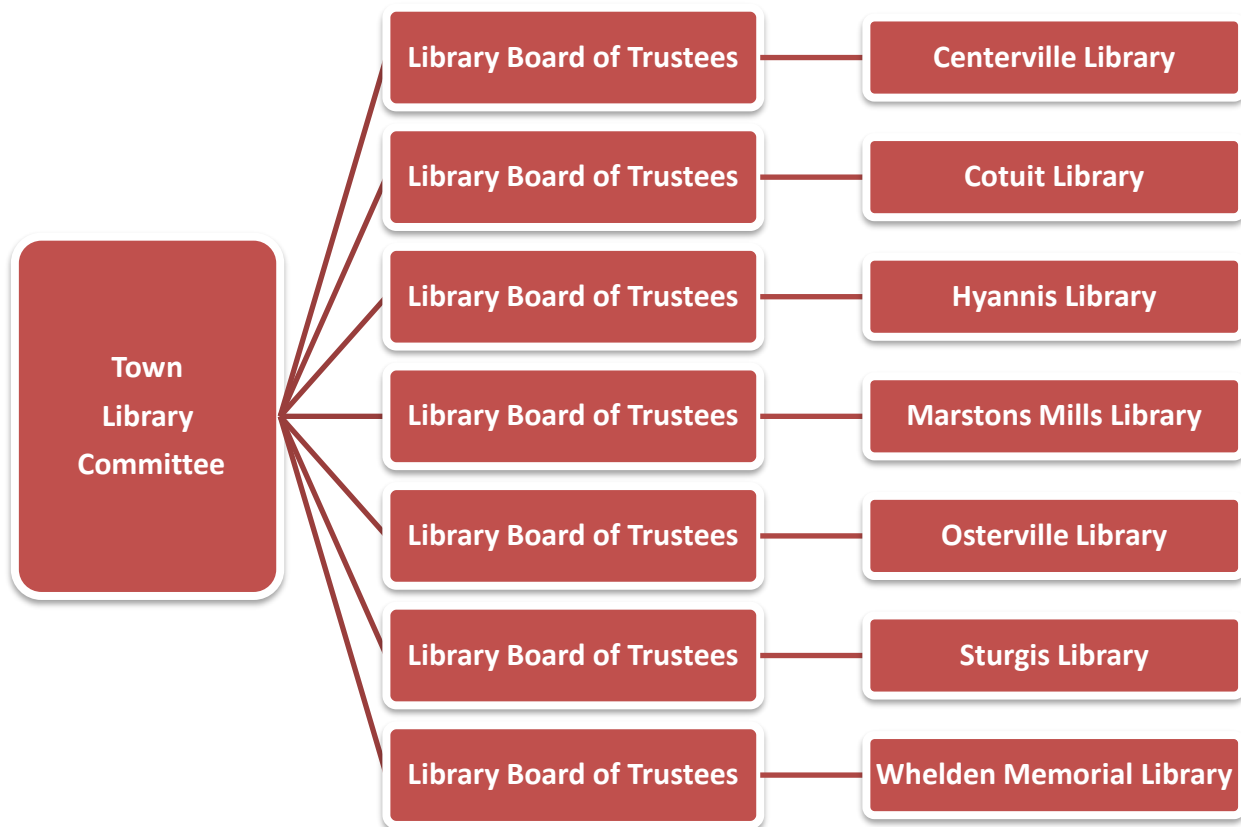
	NOT TO SCALE	HANGAR DEVELOPMENT OPPORTUNITY 10 ACRES AVAILABLE	FIG.2 2 OF 3
	CAPE COD GATEWAY AIRPORT 1802 SURREYTABLE ROAD HYANNIS, MA 02601		

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TOWN PUBLIC LIBRARIES

Purpose Statement

The primary purpose of the seven independent cooperating libraries in the Town of Barnstable is to promote lifelong learning and enrichment by offering free access to library materials and services to meet the educational, informational and recreation needs of residents of all ages, backgrounds, interests, and abilities.



The Town Libraries are not departments within the Town of Barnstable government, but are seven independent organizations each with their own Boards of Trustees. The Town has traditionally provided a portion of the libraries' operating funds in the form of grants, but has no administrative oversight of their operations and management of the libraries. The grant is included in the "Other Requirements" section of the Town's General Fund operating budget.

Library Description of Services Provided

Individuals, schools, organizations, and businesses within towns belonging to the CLAMS network are provided free access to library materials and services. Each of the seven libraries within the Town of Barnstable: Centerville Public Library, Cotuit Library, Hyannis Public Library, Marstons Mills Public Library, Osterville Village Library, Sturgis Library (Barnstable), and Whelden Memorial Library (West Barnstable) have distinct specialties, but all have committed themselves to providing the following programs and services:

Popular Materials Program

- As popular materials centers, the Barnstable libraries provide residents with collections of current high demand, high interest materials for reading, listening and viewing. Books, periodicals, non-print materials and electronic and online resources are available at each of the libraries, as are programs and workshops for adults, young adults and children, story hours, film series, book talks, community issues forums, speaker series and humanities programs.

Formal Educational Support/Independent and Lifelong Learning Program

- The libraries support individuals in their search for personal and work-related information, including materials on self-improvement, career development, health and nutrition, cultural interests, consumer topics, hobbies and family concerns. The joint collections of the seven libraries provide a wide range of subject materials in a variety of formats geared to all ages and reading abilities. The libraries offer assistance to local private and public schools, colleges, day-care centers, training and literacy programs, adult continuing education classes, senior centers, and homeschoolers. The seven village libraries work together to provide home and in-library access to online resources, databases and research tools to enhance their print and non-print resources, including eBooks, magazine and newspaper databases and indexes, language learning tools, online reference resources and self-paced independent learning courses.

Reference and Information Services

- The libraries provide timely, accurate, and useful resources for community residents of all ages in their pursuit of information. The libraries promote walk-in, telephone, email reference services, and assist researchers with in-depth studies. The reference and information services are provided by professional information specialists, via interlibrary loan, and through resource sharing provided through the CLAMS Network, the Massachusetts Library System, and the Commonwealth Catalog.

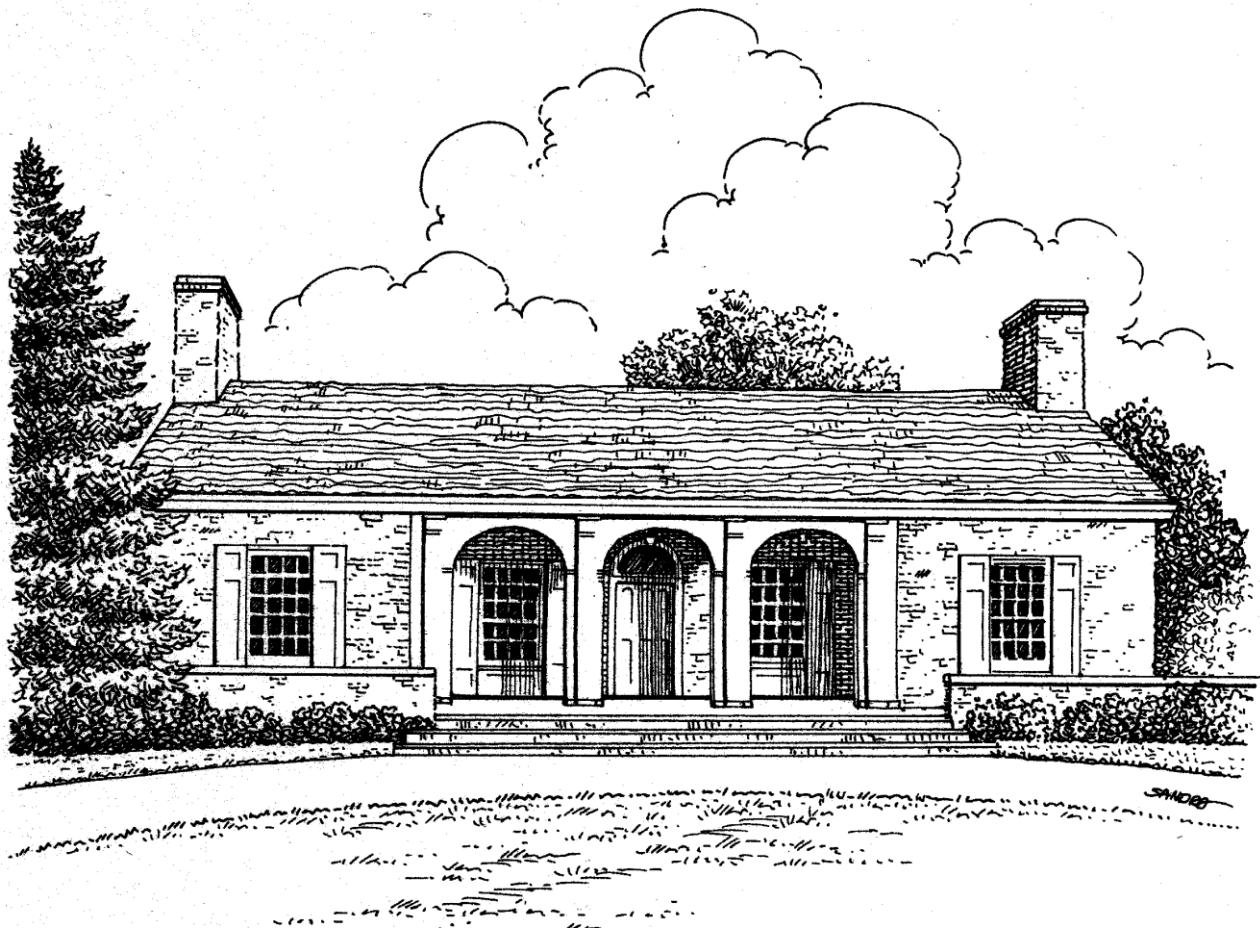
Community Activities and Programs

- The libraries serve as centers for community activities by making materials, facilities, and equipment available in support of the social, cultural, and recreational activities of community groups and by co-sponsoring events with other community organizations. Use of the libraries for meetings and exhibits is encouraged and promoted. The libraries support small and large group gatherings of all kinds.

CENTERVILLE PUBLIC LIBRARY

Purpose Statement

As a center of community life, the Centerville Public Library encourages and supports civic, intellectual and cultural pursuits. It provides a wide range of information and materials to people of all ages, using traditional methods and innovative technology. The Library strives to adapt to the changing needs of the community. Its welcoming environment stimulates thinking, enhances knowledge of the world and improves the quality of leisure time. The Library educates the community to understand, appreciate and financially support its relevance.



Centerville Library Recent Accomplishments

- ✓ Met several of our strategic plans actionable objectives to address evolving patron needs. This year we focused on several initiatives including safety improvements to our facility. The library added a portico to the front of our building using a grant from the Cape Cod Cultural Foundation. The portico ensures that entering and exiting our building is safer in inclement weather for patrons of all ages.
- ✓ After thoughtful evaluation, the library adopted a fine-free policy to align with most Cape Cod libraries. This change helps ensure equitable access for underserved patrons.
- ✓ Orchestrated vital fundraising initiatives, including the annual appeal campaigns, holiday Greens Sale event, and our annual Summer Celebration and silent auction. Other fundraising efforts included the year-round Alice Williams Bookstore, merchandise offerings such as book bags, card pouches, bumper stickers, water bottles and LEGO kits, and coloring books.
- ✓ Secured multiple grants to supplement operational resources, enhance service quality, and support educational programming for all ages.
- ✓ Implemented rigorous collection management strategies, curating materials based on patron preferences of all user groups ensuring diverse representation and contemporary relevance.
- ✓ Continued to offer recurring programs including language classes, yoga and Zumba classes, crafting classes, social groups including mahjong, knitting, and book groups. all ages together, and to create a space where isolated older adults can socialize.
- ✓ Delivered essential services that included delivery to homebound patrons, continuous internet access, digital resources such as hotspots, computers, technical support, reference assistance, print materials, electronic materials, DVDs, online and print newspapers, periodicals, access to research databases, and engaging in-person, virtual, and hybrid programs for patrons of all ages.
- ✓ Strengthened community partnerships, participating in local events and collaborating with many local organizations. The library participated in Centerville Old Home Week, the Centerville Christmas Stroll, held a holiday gift drive for the Dept. of Children and Family Services, and a Veterans Food Drive for the Cape & Islands Veterans' Outreach Center.
- ✓ Youth Services continued offering diverse programming: 4 Storytime per week, animal reading programs, specialized social groups, and collaborative educational initiatives with local schools and institutions. The department expanded our grief and loss collection for young children, and added a new Sensory Sensitive Storytime. This inclusive program is designed to engage neurodivergent children and sensory-seeking learners through an adaptive format with a friendly space to explore. Every spring, we host field trips for all grades (K-3) from Centerville Elementary School and offer annual carnival for kids on Sturgis High School's Senior Service Day.



Centerville Library Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

- 1. Library Board and Funding** - Continue to improve Trustee Governance and Financial Sustainability - The Library Board of Trustees will continue to ensure long-term sustainability for the library through continued governance and funding development.
- 2. Communication** - Enhance Community Communication. Continue to educate patrons and the community about library services and programs available to them throughout the year.
- 3. Collection** – Curating materials based on patron preferences, ensuring diverse representation and contemporary relevance, we will continue our focus on expanding our multicultural/multilingual collection. Our goal is to add many new titles in Spanish, Portuguese and Russian.
- 4. eMaterials** – With the financial support of the Kirkman Trust Fund of the Town of Barnstable, the library has been able to further develop our collection of eBooks, and e-Audiobooks.
- 5. Youth Services** - Continue to provide a safe and engaging space for families and teens where all can experience learning, exploration and connection. The library will be acquiring new comfortable chairs for the Children's and Young Adult room to enhance the both spaces.
- 6. Adult Services** - Keep fostering a secure and inviting environment where individuals can access valuable information and promote continuous learning. Our aim is to broaden our offerings, creating more opportunities for education, entertainment, personal development, and community involvement.
- 7. Programs** – Continue to expand intergenerational programs to unite people of all ages, while continuing to prioritize the needs of isolated older adults by creating a space for them to connect and interact with others.



Centerville Public Library



Centerville Library Description of Services Provided

Centerville Public Library has been the heart and soul of our village community, generation after generation, for more than 150 years. In 1869, local residents established the Centerville Public Library Association and provided books for the village along the shelves of the general store. Over the years, the library has become the center of community life thanks to the generous support of our donors, volunteers and devoted patrons.

Centerville Public Library is a vibrant, active library known for its warm, welcoming environment and the staff who consistently offer exemplary customer care. The library's collection, innovative programming, excellent service and annual events attract both summer visitors and local residents of all ages. The Alice Owen Williams Bookstore, managed and run solely by volunteers, boasts a well-organized collection of fiction, nonfiction, DVDs, and CDs for patrons of all ages.

Special services include: on-going weekly and monthly programs for patrons of all ages, digital literacy classes, public computers, faxing, printing, photocopying, continuous internet access, technology support and homebound delivery. We engage our patrons through mailings of our Annual Report, weekly newsletters, and ongoing publicity through newspapers, radio stations, email and popular social media platforms. We also provide meeting space and outreach to local organizations and town officials.



Centerville Public Library

Summary of Budgets & Positions (FTE's)

Expenditure Category	Actual FY 2024	Approved FY 2025	Projected FY 2026
Library Funding	\$230,438	271,788	TBD
Town of Barnstable	\$394,894	\$417,712	\$427,319
Total	\$625,332	\$689,500	TBD

Positions	FY 2024 Actual	FY 2025 Proposed
Full Time	2.0	3
Part Time	5	6
Total FTE's	7	9

Centerville Library Workload Indicators

Description	Actual FY 2024	Estimated FY 2025	Projected FY 2026
Circulation	167,556	170,000	175,000
Items in Collection	98,064	98,200	98,500
Hours Open	2,115	2,115	2,115
Programs Offered	651	675	700
Program Attendance	9,751	9,800	9,850
*Collection data reflects system-wide e-book holdings			

COTUIT PUBLIC LIBRARY

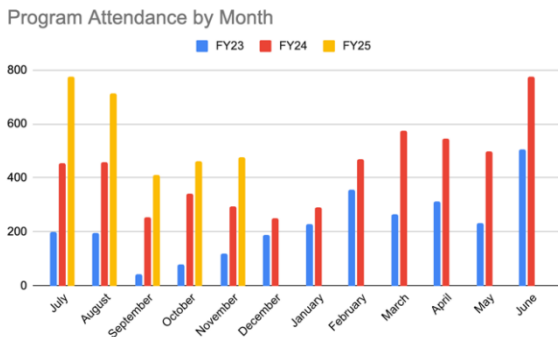
Purpose Statement

Founded in 1874, the Cotuit Library's mission is to enhance village life by providing a place where community gathers, and all individuals achieve personal growth. The Cotuit Library Association provides and promotes open and equal access to the Library's resources and services in order to support life-long learning, advance general and technical knowledge, encourage creativity, strengthen our Town and the broader Cape Cod community, assist with the adaptation to new technology, and enhance individual quality of life.



Cotuit Library Recent Accomplishments

- ✓ The library welcomed Autumn Hassett as the new Executive Director in February 2024.
- ✓ Ushered in our 150th anniversary with creative programming to honor the library’s heritage and founder, Lucy Gibbons Morse, culminating in an art exhibit of Lucy’s work and lecture from Lucy’s great grandson, William Beebe. Lucy’s relatives from across the country flew to Cotuit for the weekend event in June. Program count and attendance outpaced the last two fiscal years:



- ✓ Kicked off a new Strategic Plan that spans FY25-FY29, with a focus on digital literacy and improving our library space for patrons. Quick wins include re-opening our hearth and having our first “fireside chat,” upgrading to fiberoptic internet, and implementing regular tech programs:
 - Six in-person programs hosted by SeniorU covering everything from tech essentials to AI and how to use ChatGPT
 - Four 45-minute one-on-one tech appointments per week with adult services coordinator, Sunshine
- ✓ Sunshine Osteen, adult services, continued partnership with the Barnstable Council on Aging and lead the way for tech partnerships between the two.
- ✓ Libby and Kanopy have been very popular with patrons. In addition to the one-on-one tech appointments, all front desk staff are trained to be able to assist patrons as needed with setting up Libby and Kanopy on their devices

- ✓ Julie Thomas, children’s services, built incredible relationships with the Barnstable Land Trust, the Cahoon Museum, and Cotuit Fire Department. Cotuit Library partners with these organizations regularly to provide creative programming (and occasionally outdoor programming) to Cotuit families, including a village wide scavenger hunt over the summer.
- ✓ Children’s programming includes weekly music and movement, two story times, playgroup, and one-on-one reading tutoring for K-2. Additionally, Julie provides multiple scavenger hunts per week and take-and-make crafts for families.
- ✓ Cotuit Library had successful annual fundraisers including our *Private Spaces and Gardens of Cotuit* tour, *Cotuit Cornhole Tournament*, and *Sounds of Summer Concert* at Lowell Park, which enable us to continue fulfilling our mission of providing a community gathering place.
- ✓ Cotuit Library continued with a fourth year of our seasonal staffing model, increasing the number of positions during the summer, and refining the staffing model off-season to provide enhanced patron services at key times.
- ✓ Cotuit Library was awarded myriad grants that have and will continue to enhance our library programs and services and help us fulfill our mission.
 - The Mid-Cape Cultural Council supported the library’s 150th anniversary by funding a pop-up patio series over the summer. The Town of Barnstable’s mini-tourism grant supported these programs in encouraging tourism to Cotuit
 - The Kirkman Trust Fund of the Town of Barnstable granted funds to Cotuit Library to support the purchase books, e-books, and technology.

Cotuit Library Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

1. Provide high quality, comprehensive library services to the community by sharing, promoting, cooperating with, and celebrating the achievements, resources and programming together with all six other Barnstable libraries. **(SP: Education, Communication, Finance)**
2. Implement a comprehensive strategy to reach and engage children, parents, and intergenerational families that includes expanded offerings of non-print children's materials; vibrant programming; and rejuvenated and accessible spaces to fulfill a broad range of needs, thus encouraging library visitation and support. **(SP: Education, Communication, Finance)**
3. Strengthen the stewardship of our physical plant by refining our building maintenance plan. Evaluate our energy efficiency, refresh indoor and outdoor library spaces as needed to encourage patron access and use, promote materials circulation, and increase health and wellness offerings to reinforce our library's role as a lively village center and community meeting place. **(SP: Education, Communication)**
4. Refine and implement a holistic approach to library funding that clearly articulates the value of Cotuit Library in order to energize donors, encourage robust philanthropy, pursue new and sustainable sources of private and public support, and create worthwhile earned income opportunities. **(SP: Finance)**
5. Collect, analyze, and interpret data regarding in-person and online library use to strategically increase library visitation, materials access and circulation, and provision of community services through targeted efforts and increased visibility. **(SP: Communication, Finance)**
6. Form partnerships with schools and other community groups to create extensive formal and informal science programming for all ages. **(SP: Education, Environment and Natural Resources)**

Cotuit Library Description of Services Provided

Cotuit Library is grateful to its hardworking staff, Board of Trustees, the Friends of Cotuit Library (our key organization for community volunteers), and to all of our patrons, neighbors, and supporters who ensure that our library remains the heart of the community all year.

Cotuit Library offers Barnstable and Cape Cod residents and visitors a comprehensive range of library services throughout the year. The Library's main service roles and priorities are summarized as follows:

The Cotuit Library is the 'heart-of-the-village,' both physically and in spirit. We provide a full range of essential library services to people of all ages, lending fiction, non-fiction and audiovisual material, offering reference and technological services, providing free Internet and wireless access and creating programs for children and adults. The Library supports the research of several local authors, provides a safe and quiet environment for support groups to meet, and continues to be an important community center and meeting place for a variety of volunteer and civic organizations. Increasingly, the Library is the space residents turn to for training in the use of a variety of technologies, including e-readers, computers, tablets and cell phones, all of which are used to access information. The Library runs a number of outreach and embedded programs in the community to support all forms of literacy and community connection, and will continue to develop new services to meet our patrons' needs, particularly for those who require special assistance.

Cotuit Library Description of Services Provided (Continued)

Characteristics and Specializations

Cotuit Library focuses on being a neighborhood nexus—a safe and welcoming place for individuals to meet and form community. Acting as a year-round meeting space for local community organizations, we are pleased to provide gathering space for the Cotuit Civic Association, the Historical Society of Cotuit and Santuit, our State Rep, and our Precinct’s Town Councilor. We are always eager to be a place for local book, game, and hobby groups to gather.

Cotuit Library encourages everyone to pursue personal growth and assists people of all ages in the development of traditional and digital literacy skills. As such, we provide accessible options for all our materials, programs, and services with assistive devices such as a wheelchair lift to all floors, ADA-compliant restrooms, digital magnifiers and low-vision aids including access to Perkins School for the Blind’s library and reading devices. We also offer homebound delivery.

Our technology services include one-on-one technology training and e-reader classes. We have the latest hand-held mobile devices for in-Library use, and internet-ready public access computers with wireless access throughout the building. We also offer a scanner/printer/photocopier and a fax machine for use by the public.

Cotuit Library offers popular titles and materials that focus on current topics of interest, as well as rich collections of vintage mysteries and classic science fiction. In addition, we hold specialized collections such as the Fine Arts Collection, the Peck Maritime Collection, and the Kirkman Collection of Rare Books. The Library focuses on engaging our adult community with frequent programs and groups including four monthly book discussions, educational fireside chats hosted by the Friends of the Cotuit Library, weekly handcrafts, card games, board games, music concerts, movie and documentary showings, crafts, and talks with authors and other guest speakers.

Cotuit Library has an active children’s department with thematic story hour throughout the week and many seasonal and summer reading activities. We offer dynamic STEM programs for children and families and a popular Astronomy Program featuring high-powered telescopes for public borrowing.

Collaborative Efforts

Cotuit Library has been part of many successful collaborations during the last year including:

- Our 150th anniversary celebration: a year-long celebration with several community wide events in partnership with the Cotuit Kettleers, the Coop, Cahoon Museum, Cotuit Center for the Arts, Cotuit Fire Department, and the Santuit-Cotuit Historical Society.
- Story time all summer with Coach Roberts, from the Cotuit Kettleers.
- Cotuit Fire Department has been a staple in our programming from story time to special programs, with the fire truck on site!
- We continue to serve as a meeting hub for community and other not-for-profit groups, and provide space for our local legislators to connect with citizen concerns.

Summary of Budgets & Positions (FTE’s)

Expenditure Category	Approved FY 2024	Approved FY 2025	Projected FY 2026
Library Funding	\$206,309	\$231,418	TBD
Town of Barnstable	\$204,552	\$216,372	\$221,349
Total	\$410,861	\$447,790	TBD

Positions	Approved FY 2024	Approved FY 2025	
Full Time	3.00	3.9	
Part Time	1.68	0.3	
Total FTE's	4.68	4.2	

Cotuit Library Workload Indicators

Description	Actual FY 2023	Actual FY 2024	Projected FY 2025
Circulation	46,346	70,236	73,785
Items in Collection	73,447	73,161	73,048
Hours Open	2,231	2,110	2,110
Programs Offered	464	447	460
Volunteer Hours	1,782	1,805	1,900
*Collection data reflects system-wide e-book holdings			



HYANNIS PUBLIC LIBRARY

Purpose Statement

As a cultural and informational hub, the Hyannis Public Library is committed to cultivating a strong and stable connection with our surrounding community. The Library's mission is to embrace diversity, inspire creativity, stimulate intellectual curiosity and facilitate lifelong learning by providing high quality resources, programming and services to all.



Hyannis Library Goals and Objectives

1. Educate and support the community through planning and implementing a wide range of informational and cultural programs, including literacy, ESL, play-based and STEM offerings. **(SP: Education, Communication)**
2. Collaborate with area libraries to provide excellent library services. **(SP: Education, Communication)**
3. Upgrade/replace current technological equipment and services for the public and for Library staff. **(SP: Education, Infrastructure, Communication)**
4. Create greater community engagement by serving as a gathering place and hub for cultural activities, interest groups and community organizations. **(SP: Communication)**
5. Develop our accessibility options for low vision users with materials from Perkins Talking Books library and other assistive technology. **(SP: Communication)**
6. Continue to provide proctoring services for students enrolled in distance learning schools or on semester break. **(SP: Education, Communication)**
7. Make the Library building more welcoming, accessible and sustainable. **(SP: Education, Communication)**

Hyannis Library Recent Accomplishments

- ✓ Reached a \$4M milestone in the Campaign for Hyannis Public Library—our capital campaign to build a new wing for HPL.
- ✓ Promoted Milvia Nogueira to Assistant Director and hired a new Youth Services Librarian and a new Community Programs Librarian.
- ✓ Hosted the first library comics convention on Cape Cod—called CODCon—with the Yarmouth Town Libraries. Over 250 people attended.
- ✓ Received a grant from the Bilezikian Family Foundation to purchase mobile Nook Pods for the Children’s Room and main circulation areas to provide some privacy and quiet space for patrons.
- ✓ Started a project with two local comic illustrators and the Hyannis Historical Society to create a graphic novella of the origins of the Hyannis Public Library that explores who is, and who isn’t, in the traditional historical narrative. The Arts Foundation of Cape Cod and Mass Cultural Council provided funding.
- ✓ Hosted the Duffy Health Center’s REACH Mobile Unit in our parking spaces on Wednesday mornings. HPL provides the water hookup so patients can take showers in the RV.
- ✓ Received a \$15,800 Operating Grant for Cultural Organizations from Mass Cultural Council, which is unrestricted funding that is renewable for five years.
- ✓ In recognition of the recent contributions the staff and Trustees of HPL have been making to the community, Director Antonia Stephens was nominated by Representative Kip Diggs to be a 2024 Commonwealth Heroine, and she received the 2024 Henry C. Farnham Unsung Hero award from the Greater Hyannis Chamber of Commerce.
- ✓ Created additional ESL classes in response to the growing need for these resources among our community of English Language Learners.
- ✓ Held a Brazilian Arts Festival with Brazilian authors and artists now residing on-Cape and on the South coast.

Hyannis Library Description of Services Provided

The name of our village is internationally recognized, and the Hyannis Public Library provides services to people from across the nation and around the world, as well as the diverse and growing community at home. Our professional and experienced staff are available to provide library services to patrons on-site, by telephone and online.

The Library provides print and digital books and magazines, audio books, Talking Books, music CDs, entertainment and documentary DVDs and large print books for public borrowing, as well as free online resources such as language-learning instruction and multiple databases for research and education.

The educational needs of children, young adults and their families are served through borrowing materials, story hours, story-telling projects, Library visits from teachers and students, as well as active outreach to public and private schools, daycare facilities and home-schooling groups. These activities take place virtually as well as in-person, as need dictates. There are also classes, lectures, concerts, conversation and book discussion groups and movie screenings for intergenerational audiences throughout the year.

The literacy goals of the community are supported through the Library's services and resources for English Language Learning, which also include tutoring sessions for public school students and adult learners and acting as a research and interlibrary loan center for the Sturgis Public Charter School.

The Library supports and meets the unique needs of our community's special populations, which include at-risk and unhoused singles and families as well as immigrant families from all over. Outreach service is also available for the distinctive needs of the homebound and those in care home settings through delivery of books by a network of volunteers and in cooperation with facilities in our area.

HPL offers space and support for cultural awareness and cooperates with local organizations to promote beneficial services to the families, businesses and professionals within the Barnstable community.

Summary of Budgets & Positions (FTE's)

Expenditure Category	Approved FY 2024	Approved FY 2025	Projected FY 2026
Library Funding	177,450	203,250	TBD
Town of Barnstable	559,694	592,044	\$605,661
Total	737,144	795,294	TBD
Positions	Actual FY 2024	Actual FY 2025	
Full Time	7.1	7.1	
Part Time	2.9	4.4	
Total FTE's	10	11.5	

Hyannis Library Workload Indicators

Description	Actual FY 2023	Actual FY 2024	Projected FY 2025
Circulation	107,072	108,906	109,000
Items in Collection*	88,071	90,891	90,000
Hours Open	2124	2103	2100
Programs Offered	357	352	300
Volunteer Hours	1,800	2,101	2,500

***Collection data reflects system-wide e-book holdings**



MARSTONS MILLS LIBRARY

Purpose Statement

The purpose of the Marstons Mills Public Library (MMPL) is to meet the informational, educational, recreational, and cultural needs of the residents, schools, businesses, and organizations in the Town of Barnstable through personal service, information resources and public programs. In its role as a village library, MMPL serves as a popular materials center, a reference resource, a computer facility, a community-gathering place, as well as a facility where children are welcomed and nurtured.



Marston Mills Library Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

1. To continue to partner with the Senior Service Corp and Elder Services to recruit volunteer support for circulation in the children's room and events once we are physically able to do so. **(SP: Education, Communication)**
2. To improve the aesthetics of the Library's landscaping and grounds. **(SP: Infrastructure)**
3. To investigate new and innovative funding ideas. **(SP: Finance)**
4. To provide sufficient and diverse print and Library materials in all formats to meet the interests and needs of all Library users, specifically in the areas of recreation, finance, employment, community services and health. **(SP: Education, Communication)**
5. To provide professional development opportunities to our staff and valued volunteers. **(SP: Education, Communication)**
6. To continue to provide support and access for new information formats and devices such as streaming audio and video, digital e-books and e-book readers and research databases. **(SP: Education, Communication)**
7. To continue to provide outreach to schools and youth organizations in Marstons Mills and to collaborate with schools to provide programs and resources. **(SP: Education, Communication)**
8. To increase collaborations and partnerships with area conservancy, literacy and human service agencies to provide both increased programming and access to those programs. **(SP: Education, Communication)**
9. To work in collaboration with the six other village libraries in Barnstable to provide comprehensive library services to the residents of the Town of Barnstable and to identify areas for collaboration and cost savings. **(SP: Education, Communication, Finance)**

Marston Mills Library Recent Accomplishments

- ✓ MMPL's Sixth Annual Teen Writers Conference, a weeklong writing workshop featuring some of the bestselling YA authors in the country, was held virtually again this year. Through the generosity of the Kirkman Trust and sponsorships from local businesses we were able to attract the same renowned authors, supply participants with books and materials and encourage our local teen writers to explore their creativity.
- ✓ Virtually collaborated with the National Novel Writing Month with writing programs.
- ✓ MMPL provided many online learning opportunities for patrons with memberships to several online classrooms.
- ✓ Held our first Annual "Meet the Artist" show in support of Marstons Mills artists.
- ✓ The library collaborated with both the other Barnstable and with libraries statewide to provide virtual programs.
- ✓ Through the generosity of the Enoch Cobb Trust, we were able to add many children's books for Summer Reading.
- ✓ Decorated artist shanties at the Hyannis Harbor Overlook for Arts Barnstable in spring, fall and winter of 2023, in partnership with Marstons Mills Public Library.
- ✓ Our wildflower garden became a certified Butterfly and Firefly Habitat
- ✓ Collaborated with Libraries across the Commonwealth on shared virtual and in person programming

Marston Mills Library Recent Accomplishments (Continued)

- ✓ Enhanced collaboration with the other Barnstable libraries on the Summer Reading Program- virtually.
- ✓ Enhanced collaboration with other Cape libraries with regard to shared Virtual programming
- ✓ MMPL provided Adult “Book Bundles” to all patrons who preferred curbside pick up to coming into the building.
- ✓ MMPL maintained and enhanced the large multi shelved Free Library in front of the building, giving free hardcover books, paperbacks, magazines and puzzles to any who wants them.
- ✓ Volunteered for the Toys for Tots’ Program
- ✓ We were also able to provide 65 “Story Hour Bundles” each week, totaling 2,300; comprised of at least four books per bundle, multiple activities, and links to our virtual reading programs to all participants.
- ✓ Each week we provided 30 “Make and Take Crafts” to the children of Barnstable numbering 1,560.
- ✓ 32 “Subscription Boxes” numbering 384 were made each month for Barnstable youth comprising a book, a project to go with the book, relevant items of interest and leads on where to find more information.
- ✓ The Summer Reading Program was enhanced with an additional program and craft per week, along with free books relevant to the craft and story of the week.

Marston Mills Library Description of Services Provided

The Library serves the residents of the village of Marstons Mills, the Town of Barnstable, and the Commonwealth of Massachusetts. The Library provides books, magazines, audio CDs and mp3s, music CDs, DVDs, e-book, audio, and digital downloads, e-book readers, and databases. This also includes Wi-Fi internet access and specialized collections and services for the four primary user groups who comprise our patrons: preschool children and families; school-aged children and families; adult readers and information seekers; and older adults who look to the Library for specific services, recreational programs and continuing education.

Marstons Mills is the third largest village in the Town of Barnstable, but it is second largest in terms of population growth. According to the 2010 census, 19% of Barnstable’s overall population resides in Marstons Mills. The village is home to West Villages Elementary School and the Barnstable United Elementary School. Together these schools provide service to 878 students. The village population is composed primarily of working families with children. Most of our population lives on-Cape year-round, and as a result, MMPL is busy throughout all seasons. The Library’s primary services are:

- Popular materials center
- Computer access center
- Children’s information and activity center
- Lifelong learning center
- Community meeting and information center
- Technology resource center

Marston Mills Library Description of Services Provided

The Marstons Mills Public Library offers its users the following services in addition to its circulating collection:

- Special collections include the Nancy Reardon Drama and Theatre arts collection; Lilith Gordon Women’s Poetry Collection; and the Susan Martin Speculative Fiction Collection.
- When regulations allowed the library to be open it serves as a meeting place for many community organizations including the Marstons Mills Historical Society, Academy of Life Long Learning classes, and Cape Cod Writer’s Center and neighborhood associations.
- Active children’s department with story hours, 4-H, home school club,, and other after-school activities when open.
- Technology classes and one-to-one technical support for e-readers;
- Partnership with Elder Services to provide volunteer support;
- Designated as a lending site for materials from the Perkins Braille and Talking Book Library;
- Collections include materials that support diverse cultures and languages;
- Regular and special adult programs, and
- Homebound delivery service.

Summary of Budgets & Positions (FTE’s)

Expenditure Category	Approved FY 2024	Approved FY 2025	Projected FY 2026
Library Funding	\$91,799	99,050	TBD
Town of Barnstable	\$236,810	248,348	\$254,097
Total	\$311,710	\$347,398	TBD

Positions	Actual FY 2024	Actual FY 2025
Full Time	1.0	1.50
Part Time	5.50	5.50
Total FTE’s	6.50	7.50

Marstons Mills Library Workload Indicators

Description	FY 2024 Actual	FY 2025 Estimated	FY 2026 Projected
Circulation	11,000	65,000	72,000
Items in Collection	63,000	65500	63,500
Hours Open	2300	2,300	2,300
Programs Offered	225	265	350
Volunteer Hours	755	755	795
*Collection data reflects system-wide e-book holdings			

OSTERVILLE VILLAGE LIBRARY

Purpose Statement

The mission of the Osterville Village Library is to inspire lifelong learning, advance knowledge, and strengthen our community. To fulfill our mission, we rely on library staff, collections, programs and the participation of our patrons and community.

“Libraries open minds, open doors, open lives”

As we continue to evolve the Osterville Village Library it has served both as a resource for continued learning and as a center for village traditions. Since the new library building opened its doors in 2012, the Library’s role in the village and the Town has been growing through its enriched programming and resources. It has become a 21st century library as a cultural, social, and intellectual center for the community, while continuing the rich traditions that have always been the hallmark of the library to the village.



Osterville Library Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

1. Our goal is to enhance the quality of life for Barnstable residents by serving as a vibrant hub for cultural enrichment, social engagement, and intellectual growth. Through our diverse library collection, innovative programming, and dynamic special events, we continually adapt our services to meet the evolving needs and challenges of our community.
2. To thoughtfully curate a diverse collection of books and media that aligns with the interests and needs of our patrons. We are dedicated to providing an array of educational, artistic, entertaining, and inspiring programs designed to engage and enrich the lives of both children and adults.
3. To strengthen our digital resources, enabling remote learning, skill development, and support for parents and educators navigating hybrid learning environments. We are deeply committed to advancing our '21st Century Innovation Center' and 'Community Maker Space Learning and Creativity Lab' as essential hubs for creativity, exploration, and modern education and collaboration.
4. To collaborate closely with the six other Libraries, in the town, creating a unified network that ensures comprehensive and accessible library services for all Barnstable residents and beyond. This partnership focuses on joint planning, coordinated programming, and the sharing of resources to maximize community impact.
5. To serve as an essential and responsive community hub for meetings, connections, and engagement. We strive to expand our collaborations with diverse nonprofits, enriching the library's offerings with a wide range of programs that reflect the needs and interests of our community.
6. To consistently deliver trusted knowledge and information across various mediums, ensuring our patrons stay connected to the latest technologies. We place a strong emphasis on providing reliable local village and town news, along with essential insights on prevailing issues that impact our community.



Osterville Library host engaging programs

7. To equip the library with both PC and Mac computers, offering patrons flexible technology options to suit their needs. Our facilities include a co-working space designed for productivity and collaboration, versatile copiers capable of large-format printing, scanning, and faxing, as well as a HIPAA Level 3 shredder for the secure disposal of sensitive documents.
8. We recognize that in a digital world, many still cherish the tactile experience of paper and the joy of turning the pages of a magazine. To honor this, we provide a dedicated space where patrons can immerse themselves in leading local and national newspapers, along with a diverse selection of engaging magazines.
9. We are proud to house an extensive book collection within our spacious 20,000-square-foot facility, featuring easily accessible and attractive displays that invite everyone to explore, learn, and discover.
10. We are dedicated to meeting children where they are by fostering their growth in reading, play, and socialization through seven diverse and engaging methods. By offering a variety of tools and experiences, we ensure every child has the opportunity to learn and connect in ways that resonate with their unique needs and interests.



The Children's Room is always brimming with engaging activities for kids to enjoy.

Osterville Library Recent Accomplishments

- ✓ We are proud to announce that Osterville Village Library (OVL) has been invited to host a Human Library for Cape Cod Healthcare. For the past five years, OVL has proudly planned and executed the Human Library, fostering understanding, empathy, and connection within our community. This innovative program allows 'books'—real people with unique stories—to be 'borrowed,' creating a powerful opportunity for open dialogue and breaking down barriers. We are honored to expand this impactful initiative in partnership with Cape Cod Healthcare, continuing our mission to bring people together through the power of storytelling;
- ✓ We distributed a biweekly newsletter to over 3,500 recipients, filled with valuable information to help residents navigate local issues, access trusted resources, and discover exciting activities both at the library and within the community;
- ✓ The Children's Room continues to evolve to meet the ever-changing needs of young children and their families. We offer a dynamic range of crafts, activity sheets, and on-demand programs designed to inspire creativity, learning, and play. These resources have been met with overwhelming enthusiasm, providing children with opportunities to explore their interests, develop fine motor skills, and engage in meaningful, age-appropriate activities. Whether through hands-on projects or interactive digital offerings, our goal is to create a welcoming and enriching environment that supports early childhood development and fosters a lifelong love of learning;



24/7 AutoLend Library Kiosk

- ✓ We're proud to be the first on Cape Cod to offer an AutoLend kiosk, providing patrons with 24/7 access to library materials. This innovative service ensures that books, movies, and other resources are always available, anytime day or night, making it easier than ever to enjoy the library's offerings on your schedule;
- ✓ Our library serves as a welcoming hub for collaboration, support, and community engagement. We proudly provided meeting space to a diverse range of groups, including Al-Anon, AARP, EforAll, Cape Cod Symphony, Osterville Village Association (OVA), Red Cross, Visiting Nurse Association (VNA), Business Network International (BNI), and many others. OVL;

Osterville Library Recent Accomplishments (Continued)

- ✓ Under our tent, we hosted an array of engaging activities, including a life-sized 45-foot whale exhibit, local author events, hands-on building projects for kids, interactive story-times, and many others that captivated and delighted attendees of all ages;
- ✓ The library proudly provides space for the Red Cross to host monthly blood drives, contributing to the collection of over 4,000 units to date. Additionally, we continue to serve as a venue for civic and town informational meetings, fostering community engagement and support;
- ✓ OVL continues to provide 7 days a week services such as printing, faxing, copying, computer use and tech help;
- ✓ OVL offers a special print and curbside materials pick-up for people who want still require limited contact;
- ✓ Thanks to the generous support of the Kirkman Trust Fund, this past summer featured a vibrant series of concerts that brought the community together. The lineup included jazz, oldies, country, and classic favorites, creating the perfect setting for kids to dance, families and friends to gather, and everyone to enjoy picnics on the lawn.
- ✓ We provided space for AARP to train volunteers in preparation for the upcoming tax season and offered free tax preparation services to individuals who cannot afford professional assistance.
- ✓ OVL continues to hosted bi-monthly grief meetings with the VNA;

Osterville Library Description of Services Provided

The Osterville Village Library continues to grow and evolve, serving as a vibrant hub for lifelong learning, cultural enrichment, and a proud steward of cherished village traditions. Since the opening of our state-of-the-art facility in 2012, the library has become an indispensable resource for both the village and the wider town, offering expanded programs and innovative services. Today, it stands as a modern 21st-century library, seamlessly blending culture, social connection, and intellectual discovery to meet the needs of our community. At the same time, we honor and celebrate the traditions that have defined our place in the heart of Osterville. **The future of libraries is here, and it's happening now at the Osterville Village Library.**

The Osterville Village Library is the only Barnstable Library that is open seven days a week throughout the year and offers the following:

- A recent showcase at the library highlighted the incredible talents of both established and emerging local artists, featuring an array of stunning works in glasswork, woodworking, photography, and painting. Beyond celebrating local artistry, the library is bringing the world closer to our community through captivating exhibits on far-reaching places like Antarctica and Mongolia, offering unique opportunities to explore and connect with global
- Our versatile meeting spaces and rooms offer endless possibilities, accommodating a wide range of events, from nonprofit gatherings and local meetings to educational workshops. To seamlessly bridge the physical and digital realms, we are equipped with a state-of-the-art Meeting Owl, enabling inclusive and engaging remote participation that enhances the experience for attendees, whether near or far. Additionally, our

cultures and environments;

- Our website is a wealth of information, shining a light on the many resources available to our cherished residents. It's a vibrant hub where the pulse of our community and the broader, town-wide offerings converge. Here, every click brings you closer to the heart of our community's happenings, from the smallest neighborhood gatherings to the grandest municipal initiatives. Crafted with care, our digital space is dedicated to equipping you, our valued residents, with the insights and tools necessary to thrive and connect within our vibrant community..
- To assist our vision-impaired patrons we have a large assortment of large print books, and a Merlin Enhanced Vision machine for desktop magnification. We also provide resources and info from the Perkins School;
- Free books are provided year round at Dowses Beach in our Little Lending Library;

newly introduced Zoom Room provides a dedicated private space for meetings and interviews, ensuring a professional and convenient environment for virtual connections;

- Wonderbooks and Launchpads are revolutionizing the way children engage with reading and learning at the Osterville Village Library. Wonderbooks provide young readers with interactive, read-along experiences that let them listen, learn, and read at their own pace, creating a truly immersive journey. Launchpads, on the other hand, are powerful tools packed with educational content and interactive activities that inspire curiosity and empower kids to explore and expand their knowledge in a fun and engaging way. They also do not require internet access. These innovative resources have not only made learning an exciting adventure but have also driven a remarkable increase in youth checkouts over the summer, highlighting their impact in fostering literacy and a love of learning among our youngest patrons.

Osterville Library Fundraising is a continuous focus:

- We are dedicated to ensuring the long-term sustainability of the Osterville Village Library by focusing on naming opportunities that build and strengthen our endowment. These meaningful contributions not only honor donors but also provide vital support to secure the library's future as a cornerstone of our community for generations to come.
- The annual Experience Osterville Guide continues to be popular. This past year a web app was designed to allow mobile access. Visit www.ExperienceOsterville.com;
- The Annual 5K Road Race was successfully on a warm July morning, followed by Paint the Village Arts & Crafts Fair;
- The Annual Car Raffle was a sell-out for the 3rd year in a row of tickets and ;
- The library staff is always coming up with new, creative ways to engage patrons, and raise funds.

Summary of Budgets & Positions (FTE's)

Expenditure Category	Actual FY 2024	Approved FY2025	Projected FY 2026
Library Funding	\$754,152	\$566,100	TBD
Town of Barnstable	\$300,869	\$341,300	\$325,508
Total	\$1,054,970	\$907,400	TBD

Positions	Actual FY 2024	Approved FY 2025
Full Time	5	6
Part Time	4	5
Total FTE's	9	10

Osterville Library Workload Indicators

Description	Actual FY 2024	Actual FY 2025
Circulation	122,928	120,737
Items in Collection	90,221	94,066
Hours Open	2548	2548
Programs Offered	942	989
Total YouTube hours watched	1000 +	1.1k +
*Collection data reflects system-wide e-book holdings		

STURGIS LIBRARY

Purpose Statement

Sturgis Library, a historic public library in the village of Barnstable, is dedicated to providing services and resources to meet the needs of a contemporary community while preserving and promoting Cape Cod history. The library:

- Supports the lifelong pursuit of personal, vocational, cultural, and intellectual enrichment.
- Fosters literacy, curiosity, and creativity in library users of all ages.
- Promotes the free exchange of ideas and serves as a community meeting place.
- Offers a gateway to emerging technologies and informational databases which enhance traditional resources.
- Serves as a regional archive and research center for the study of Barnstable County, history, genealogy, and maritime culture.



Sturgis Library Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

1. To work in cooperation with the six other village libraries in Barnstable to provide comprehensive library services to the residents of the Town of Barnstable, including cooperative resource sharing services, reference and information services, local history and genealogy research services, cooperative planning, programming, and scheduling of events. **(SP: Education, and Communication)**
2. To act as a community gathering place and center for civic, cultural, and other events. **(SP: Education, Communication)**
3. To identify and attract new sources of funding, including support from public and private grant funding agencies, foundations, businesses, and individuals. **(SP: Finance)**
4. To provide increased access to the Library's Special Collections, including our genealogy, maritime, and Cape Cod history collections, and to enhance and preserve the collections. In addition, to provide comprehensive reference service in this area, as well as general reference service to the public. **(SP: Education, Communication)**
5. To offer diverse and comprehensive collections, programs, and services to adults, young adults and children, including curriculum support and lifelong learning opportunities. **(SP: Education, Communication)**

Sturgis Library Recent Accomplishments

In FY2024, Sturgis Library welcomed visitors of all ages from across the Cape and around the country, including people from 37 states, Canada, and Europe. Visitors come to the Library not only for its traditional library services and its important research archives, but because it is the ancestral home and meetinghouse of the Rev. John Lothrop, founder of the Town of Barnstable. It was also the home of William Sturgis, and prominent sea captain, merchant, member of the Massachusetts House of Representatives, and founder of the Library. Because the building was constructed in 1644, we have the distinction of being the oldest building in the country housing a public library. The following are some highlights of the past year:

- Over 400 engaging and well-attended programs were offered to patrons of all ages.
- We were the recipients of a generous bequest from the estate of late Library patron Jane Carleton. We are very grateful for her support of the Library over many years.
- Thanks to a grant from the Town of Barnstable's Community Preservation Committee, we were able to replace the climate control system in our archives so that our historic documents and artifacts are safeguarded.
- We held a number of well-attended fundraising events:
 - Hydrangea Festival Garden Tours
 - Annual plant and garden sale
 - Annual jewelry and accessories sale
 - Book sales, including our October Antiquarian Book Sale
 - Holiday ornament sale
 - Our 2nd annual "Everything But the Kitchen Sink" Sale
- We welcomed new Library Trustees Cyrus Buffam and Tom Shanahan, and said goodbye to Trustees Steve Klug, Andrew Maker, and Dan Philos-Jensen. We appreciate all their hard work.
- We thank the Osterville Garden Club for providing beautiful flower arrangements for the Library each month.

Sturgis Library Recent Accomplishments

- We were pleased to welcome nearly 500 Barnstable 5th graders for tours of our historic building in the spring of 2024.
- We thank the Town of Barnstable for providing approximately 40% of our funding. We raise the rest through donations, proceeds from events and sales, grants, and other non-municipal income. Sturgis Library is a 501(c)(3) nonprofit organization.
- We also thank the Town of Barnstable's Enoch Cobb Fund and Kirkman Trust Fund for providing grants that allow us to provide some of the materials for the annual Summer Reading Program, eBooks and audiobooks, special programs, computer resources, and more.
- We thank the Cobb and Kirkman Fund of the Town of Barnstable and the Mid-Cape Cultural Council for providing grant funding for special programming and services.
- We are so grateful to our patrons and visitors, as well as our generous supporters and community members. They inspire us every day to provide exemplary programs and services, and we sincerely thank them.

Sturgis Library Description of Services Provided

Sturgis Library is grateful to its hardworking staff, Board of Trustees, volunteers, and most of all its library patrons and visitors, who support us throughout the year. The success of Sturgis Library is due to the people who enter its doors – to visit, to relax and read, do research, check out library materials, attend events, or to share their thoughts and ideas. We thank them all.

Sturgis Library offers Barnstable and Cape Cod residents and visitors a comprehensive range of library services six days a week throughout the year. The Library's main service roles and priorities are summarized as follows:

Sturgis Library is a historic public library and research archive located in Barnstable Village. Sturgis Library's special collections include the Lothrop Genealogy & Local History Collection and the Henry Crocker Kittredge Maritime Collection, which are used by researchers around the country. The Library's extensive research archives include ship's logs, whaling journals, manuscripts, family histories and genealogies, diaries, correspondence, photographs, cemetery records, early land deeds, and maps dating back to Barnstable's first settlement. Online resources include access to digital archives of *Genealogical Notes of Cape Cod Families*, deeds, postcards, theater set designs, and the *Barnstable Patriot* and *Register* newspapers from 1830 to 2017. Sturgis Library also offers in-library access to Ancestry.com Library Edition and other online resources.

Unique among libraries of the Town and County of Barnstable, Sturgis Library is distinguished for the scope and depth of its special collections and the services it provides to students, genealogists, historians, and others interested in discovering the rich history of Cape Cod and the Islands. Access to the Library's historical collections and archives is provided free of charge to all researchers.

Another of the Library's important missions is to act as a primary cultural and community center. A full series of special programs, speakers, and exhibits throughout the year adds to the educational and recreational opportunities available to residents of all ages. Groups and organizations from around the community have access to the Library's meeting space, and tourists and visitors come to tour our historic building and discover their family history.

In addition to a wide variety of fiction and nonfiction books for readers of all ages, Sturgis Library has a large selection of movies on DVD, audiobooks, eBooks, e-audiobooks, and music on CD. There is a circulating collection of books about Cape Cod and by Cape Cod authors, as well as a dynamic selection of materials for young adults and children. We also offer a lending "Library of Things" including a telescope, rechargeable leaf blowers, Wi-Fi hot spots, and a light table. We have a collection of over 130 unique wooden jigsaw puzzles as well as traditional jigsaw puzzles for adults and young people.

Sturgis Library Characteristics and Specializations

Special services include free internet and wireless access, printing and scanning, and photocopying services. We offer extensive research assistance, from homework help to genealogy assistance.

The Library offers an Everyday Book Sale year around, as well as gift items and pop-up special sales. Proceeds go towards enhancing library services and programs and preserving our historic collections and building.

The Library has an active schedule of special programs, speaker series, exhibits, and displays for all ages. In addition to weekly programs for children and monthly programs for adults, the Library hosts book discussion groups and author talks. There is an on-going exhibit of artwork by local artists and crafters, and the Library has monthly displays of collectibles, artifacts, antiques, and other items of local interest.

In addition to the Sturgis Library's busy schedule of events and activities, the Library hosts meetings and events sponsored by other area organizations. Our meeting spaces are available to local groups of all kinds. We welcome visits by school and other groups and are happy to organize special tours of our historic building for groups or individuals.

Summary of Budgets & Positions (FTE's)

Expenditure Category	Approved FY 2024	Approved FY 2025	Projected FY 2026
Library Funding	\$295,550	\$302,251	TBD
Town of Barnstable	\$281,481	\$297,564	\$304,408
Total	\$577,031	\$599,815	TBD

Positions	Approved FY 2023	Approved FY 2024
Full Time	4.5	4.3
Part Time	1.1	1.1
Total FTE's	5.6	5.4

Sturgis Library Workload Indicators

Description	Actual FY 2023	Actual FY 2024	Projected FY 2025
Circulation	91,127	74,043	80,000
Items in Collection*	76,471	75,328	77,000
Hours Open	2,199	2,211	2,200
Programs Offered	498	474	450
Volunteer Hours	155	140	160

*Collection data reflects system-wide e-book holdings

WHELDEN MEMORIAL LIBRARY

Purpose Statement

Our mission is to serve West Barnstable Village by providing popular reading materials, reference resources for independent and formal learning, and electronic access to the information network. We work to preserve and promote the heritage of both West Barnstable and Cape Cod. Whelden Memorial Library serves the Village as a meeting place and a forum for civic and cultural events.



Whelden Library Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

1. Examine our mission and create a new strategic plan for future development. **(SP: Finance, Communication)**
2. Analyze our fundraising efforts and explore new directions for funding sources. **(SP: Finance)**
3. Continue to Investigate new opportunities to build relationships and collaboration with other Village community organizations to enhance services within the community. **(SP: Communication, Education)**
4. Increase professional development opportunities for our staff and volunteers. **(SP: Communication, Education)**
5. Expand our services to older adults to support lifelong learning opportunities. **(SP: Communication, Education)**
6. Support digital literacy in the community by increasing programming in emerging technologies to adults, young adults, and children. **(SP: Communication, Education)**
7. Continue to develop thoughtful and engaging programs of interest for patrons of all ages. **(SP: Communication, Education)**
8. Continue to evaluate the library's entire collection to meet the evolving needs of all patrons and to ensure that diverse and marginalized perspectives are represented. **(SP: Communication, Education)**
9. Continue to revise and improve our homebound delivery program to provide a wider range of services. **(SP: Communication, Education, Finance)**
10. Continue to assess and expand our collection of large print books and audiobooks. **(SP: Communication, Education)**



Whelden Library Recent Accomplishments

Library of Things

- Expanded the Library of Things collection with innovative and in-demand items, providing patrons with access to unique and useful resources. Additions included record players, Tonieboxes, DVD and CD players, seeds, the Little Tea Library, and museum passes for free or discounted entry. These offerings reflect the library's commitment to providing engaging, diverse, and evolving resources to the community.

Curbside Services

- Maintained convenient curbside service options for patrons, supporting those with accessibility challenges or a preference for contactless service.

Themed StoryTimes

- Delivered engaging weekly storytime sessions featuring crafts and diverse themes to captivate children and families.

Community Partnerships

- Strengthened community partnerships with local organizations such as the West Barnstable Fire Department and Town of Barnstable DPW to offer interactive and educational programs.

Aging Caregiver/Support Services

- Partnered with the Barnstable Council on Aging to provide monthly support sessions led by the Aging Caregiver/Support Services Coordinator, addressing essential topics like Solo Aging and elder care.

Little Free Library Maintenance

- Collaborated with the Friends of the Whelden Library to maintain the Little Free Library at Luke's Love Playground, ensuring community access to free reading materials.

Sustainable Craft Kits

- Offered monthly take-home sustainable craft kits for all ages, featuring popular activities like the Spice of the Month Kit.

Shared Warmth Program

- Continued the "Shared Warmth" program, encouraging community bonding through shared reading experiences, complete with free books, reading calendars, and prizes for participants.

Digital Outreach

- Enhanced the library's digital presence via Constant Contact, Facebook, and Instagram, reaching over 1,000 patrons with timely updates on programs, fundraisers, and library news. Additionally, we've introduced Wowbrary, a digital newsletter to highlight our collection.

Tech Support Services

- Provided personalized tech support services by appointment, assisting patrons with their technology needs and digital literacy. Also hosted the annual "Unbox and Set Up Tech" program, offering help for patrons with new technology after the holidays.

Diverse Program Offerings and Welcoming Space

- Delivered more than 300 educational and recreational programs for all ages, addressing a wide range of community interests and learning opportunities. Fostered community connection through record participation in storytime, workshops, free Wi-Fi access, and quiet workspaces, providing a welcoming space for learning, relaxation, and exploration.

Summer Reading

- Expanded youth and adult summer reading programs, achieving a twofold increase in participation and completion rates for August 2024, thanks to prizes donated through partnerships with local businesses.

Accessibility Grant

- Secured the LTC Access Grant to address critical structural accessibility improvements, with project completion expected by March 2025. Enhancements include the completion of the handicap ramp repair and the forthcoming outdoor book return project, with ongoing fundraising for essential parking lot improvements.

Continuing Education Series Grants

- Received grants from the Cooperative Bank of Cape Cod and Cape Cod 5 to fund the Adult Continuing Education series, enhancing learning opportunities for the community.

Fundraising Success

- Achieved significant fundraising milestones through events led by the Board of Trustees and the Friends of the Whelden Memorial Library. Successful events included Book Sales, vendor participation at the West Barnstable Village Festival, the Cape Cod Hydrangea Festival, Bake Sales, and the bottle and can recycling fundraiser at the Transfer Station. New initiatives like "Photos with the Grinch" and the annual Haunted House event further supported the library's financial goals.

Expansive Access to Resources

- Provided expansive access to thousands of print and non-print items, including books, DVDs, and CDs, with access to statewide borrowing through the CLAMS network.

Whelden Library Characteristics and Specializations

Whelden Memorial Library is a historic building named in honor of Martha Lee Whelden, a schoolteacher in West Barnstable in the 1880s who was renowned for encouraging her students to read. The library is an active gathering place that has a warm and welcoming atmosphere, and the staff is dedicated to serving the residents and visitors of West Barnstable, the Town of Barnstable, Cape Cod, and the Commonwealth of Massachusetts. Information literacy, lifelong learning, and serving West Barnstable Village continue to be our highest priority.

- The devoted staff of the Whelden Memorial Library continues to be our greatest asset. They are knowledgeable and eager to provide our patrons with exemplary and consistent service.
- The library maintains an extensive history of West Barnstable in a well-indexed archival collection. This index is also available online.
- Special collections include books and DVDs on beekeeping, health and wellness, cookbooks, Cape Cod history, a revived collection of current large print books and audiobooks. The library also has a growing collection of graphic novels for both children and young adults and a Library of Things.
- The Friends of the Whelden Memorial Library have an exceptionally well-organized bookstore, running twice a month, every month weather depending.
- Whelden Memorial Library has a full complement of Trustees and a supportive and dedicated Friends Group.

Whelden Library Description of Services Provided

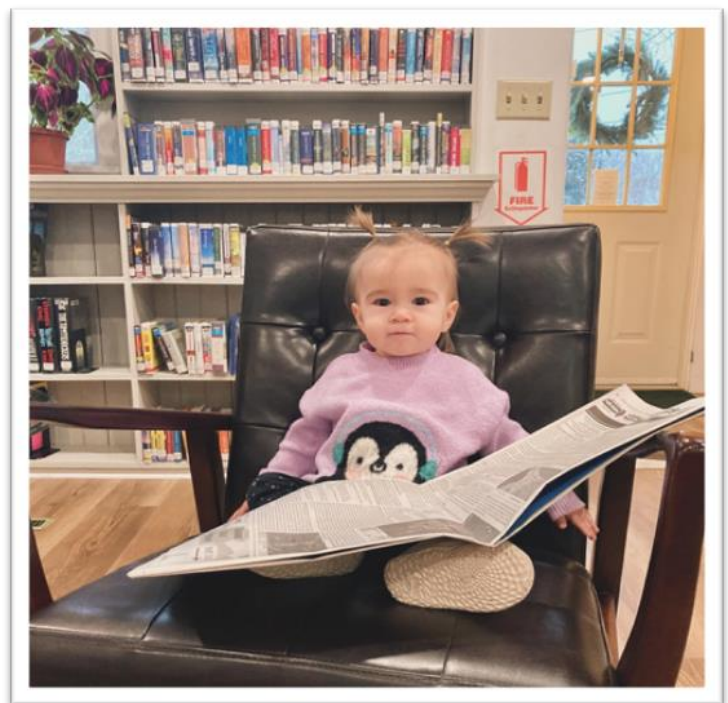
- Whelden Memorial Library serves the residents and visitors of West Barnstable, the Town of Barnstable, and Cape Cod. We are the hub of our community and center for village traditions.
- The library offers year-round meeting space for various groups and clubs, hosts events sponsored by other area organizations, and provides tutoring space for young and adult learners.
- The Youth Services Department is very active and offers weekly story time, Family Movie Night, and an array of educational and entertainment activities for all ages.
- The library provides a comprehensive collection of print books, audiobooks, large print books, digital downloads, periodicals, music CDs, DVDs, and an expansive collection of materials for children and young adults.
- The library has one of the largest circulating collections of materials on beekeeping.
- The library offers access to many databases, including remote access to Ancestry.com Library Edition and Fold3 genealogical databases.
- Special services include free internet and access to upgraded Wi-Fi access throughout the building, 3 internet-ready public access computers, and fax, scanning, and photocopying services.
- The library continues to increase our services to children, young adults, families, and older adults through programming and collection development.
- Whelden Memorial Library continues to offer homebound book delivery services to our patrons who would not otherwise receive services.

Summary of Budgets & Positions (FTE's)

Expenditure Category	Actual FY24	Approved FY25	Projected FY26
Library Funding	138,010.81	170,180.42	TBD
Town of Barnstable	130,801.57	138,383.57	\$141,566
Total	268,812.38	308,563.99	
Positions			
Full Time	1.0	1.0	1.0
Part Time	1.75	1.75	1.75
Total FTE's	2.75	2.75	2.75

Whelden Library Workload Indicators

Description	Actual FY23	Actual FY24	Projected FY25
Circulation	41,277	41,967	45,000
Items in Collection	53,871	64,501	65,000
Hours Open	1,485	1,440	1,465
Programs Offered	205	280	250
Volunteer Hours	1200	1200	1200
*Collection data reflects system-wide e-book holdings			



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OTHER FUNDS NOT PART OF THE BUDGET PROCESS

Capital Projects Funds

The General Fund Capital Improvements Plan proposed for FY 2026 totals \$ 25,896,376. Funding for the General Fund capital will be provided from reserves within the Town's Capital Trust Fund, General Fund Reserves, and borrowing authorizations. The General Fund capital program is required by State law to be accounted for in a separate "Capital Projects Fund". The capital project accounting requirement allows for the segregation of capital related expenditures from operating expenses for a clearer presentation.

Special Revenue Funds

Purpose and Description

The Special Revenue Funds are used to account for revenue sources that are legally restricted for specific purposes. The funds received by the Town are under the control of the Town Manager as they pertain to the general government and the School Committee as they pertain to School Department. Most funds may be expended without further appropriation. Some require Town Council authorization to expend. There are several sub-categories of special revenue funds. These include the following:

Revolving Funds

These are used to account for receipts from specific activities that are used to cover the cost of operating specific activities. The municipal and school operations have several revolving type activities. The municipal activities require Town Council action, which approves a spending ceiling every year. The School Department revolving activities are under the School Committee's governance and do not require Town Council approval. The largest municipal revolving fund is the Recreation Revolving Fund, which generates approximately \$500,000 of program activity per year (pre COVID). The largest school revolving fund is the School Lunch Revolving Fund. Other notable school revolving funds include School Choice Tuition. Tuition received from other communities who send their children to Barnstable Schools is credited to this account and the School Committee is allowed to expend the funds for school related purposes, particularly to offset the costs of educating the out-of-town students.

Receipts Reserved for Appropriation

Certain revenues collected by the town are restricted under state laws as to their use and require the Town Council's approval in order to expend. These must be kept separate from other receipts that are credited to the General Fund.

Receipts from the sale of Town-owned property can only be expended on purposes for which the Town can borrow funds. In other words, these receipts cannot be used to pay for operating costs. They can only be used for capital related expenditures.

Parking meter receipts are derived from the parking activities at Bismore Park. Special legislation enacted by the state upon petition from the town restricts these receipts for being used to maintain and improve the Bismore Park area. The expenditures include debt service on the visitor center in Bismore Park as well as the maintenance costs of the facility

and park area.

Wetland protection fees are assessed by the Conservation Commission in accordance with the Wetland Protection Act and are used to cover the cost of administering the act, which is part of the Conservation Division's operating budget.

Embarkation fees are derived from a \$0.50 fee added to every ferry passenger ticket. These receipts are used to mitigate the cost of having ferry operations in the harbor area, which are incurred by the Police and Public Works Departments. This is also used to pay the debt service on the welcoming center and pier reconstruction at the harbor. Revenue is shared with the Town of Yarmouth. Barnstable receives 75% of the embarkation fee revenue while Yarmouth receives 25%.

Mooring fees are credited to the Waterways Improvement Fund (WWIF) in accordance with state law. The WWIF can be used for administering the mooring program, maintaining, and improving the Town's waterways. Expenditures are currently used to offset the mooring operations and a portion of the Harbormaster operating budget within the General Fund.

Gifts

Similar to grants, gifts must be kept separate from General Fund operations and accounted for within the special revenue fund structure unless it is an enterprise fund gift, which can be combined within the enterprise fund accounting records. Authorization to expend gifts received by municipal operations is performed by the Town Council, and the School Committee authorizes the expenditure of School Department gifts.

The Town receives an entitlement allocation from the federal government every year as part of the Community Development Block Grant Program (CDBG). These allocations have been declining due to cuts at the federal level as well as the Town's population decline. The Town pays for approximately 1 FTE's out of this program for administering the program as well as conducting program activities.

Other Designated Revenue

This category includes certain receipts received by the Town that must be spent on specific designated purposes. These receipts must be kept separate from general fund resources. The largest receipt in this category includes Community Preservation Fund surtaxes.

The Community Preservation Fund is funded from a 3% surtax on real estate bills. In accordance with state laws, these receipts must be accounted for separately from other General Fund revenues. The revenue can be used to finance open space land acquisitions, recreation improvements, and historic preservation and community housing projects. Expenditure activity levels will be determined by the level of project requests brought forward to the Community Preservation Committee throughout the year. Revenue will track with the real estate tax levy change every year.

Grants

Federal, state and other grants must be accounted for separately from the General Fund and Enterprise Fund grants are included within the Enterprise Funds. Any department can accept grants but grants received by the municipal operations must be brought forward to the Town Council for their authorization to expend. Grants received by the School Department must receive School Committee approval. The greatest impact to the Town's grant activity is in the School Department, which receives several federal and state grants. Some are entitlement grants and many are competitive.

Trust and Agency Funds

The Town uses the trust funds to account for assets held in a trustee capacity. Normally, the principal assets remain intact, and income that is generated can be used in accordance with the terms and conditions of the will or gift.

The Town Treasurer, in conjunction with the Trust Fund Advisory Committee, work to formulate a plan that will provide the Town with the maximum amount of resources possible while simultaneously protecting the integrity of the principal investments. In accordance with the Town's Charter, the Town Manager is trustee of all trust funds except those administered by a court appointed trustee, and those under the School Committee.

All revenues from trust funds are generated primarily from investment income, and each year, expenditures from these funds are based on anticipated expendable income. As a matter of policy or for legal reasons, trust fund principal is not utilized for general expenditures with the exception of the Pension Reserve Fund. The trusts generated approximately \$1 million in investment income annually. Future earnings will depend upon interest rates and investment appreciation.

Expenditures are based on the current year needs and anticipated expendable income. Notable trust funds are the Other Post-Employment Benefits, Pension Reserve, Cobb Fund and Kirkman Fund.

Assets are being accumulated in a trust fund to address the Town's other post-employment benefits. The proposed FY 2026 budget includes a transfer of \$850,000 to the trust which has a current balance of approximately \$11.1 million. The Town's liability exceeds \$118 million. Once the pension liability is fully funded (projected to be in 2035) the town can significantly increase funding for this liability. For now, the plan is to increase the annual appropriation by \$50,000 per year.

The Pension Reserve Fund is used to offset tax support for the county retirement assessment. As of June 30, 2024, the fund had a market value of just over \$1.3 million. The Pension Reserve Fund will transfer \$180,000 in FY 2026 to the General Fund to offset the cost of funding the county retirement assessment.

The Cobb Trust Fund is managed by a Town Council appointed Trustee and had a market value of over \$13.7 million at the end of FY 2025. The annual awards from this fund have ranged from \$150,000 to \$200,000 per year. All awards are for the benefit of Barnstable schoolchildren.

The Kirkman Fund, with a market value of about \$7.6 million as of June 30, 2024, will be used to provide beautification projects first at the Mosswood Cemetery and then all other town cemeteries. This fund is also used for the Cotuit Library and finally, all other public libraries. Proposals will be solicited from DPW's Structures & Grounds Division, and the seven village libraries for project funding. No operating expenses from the Department Public Works, which maintains the cemeteries, are paid for out of this fund. Approximately \$150,000 to \$300,000 has been awarded annually out of this fund for the past few years.

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APPROPRIATION ORDERS

Appendix A
FY2026 Budget Appropriation Orders

PART A CAPITAL PROGRAM BUDGET:

2025-085 APPROPRIATION AND LOAN ORDER
Airport Enterprise Fund (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$990,000** be appropriated for the purpose of funding the Design and Construction of Aircraft Hardstands for Terminal Aprons Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$24,750** be provided from the Airport Enterprise Fund surplus, and that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$965,250** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the Cape Cod Gateway Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and to accept any gifts or grants in relation thereto.

2025-086 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$150,000** be appropriated for the purpose of funding the Information Technology Department Network Infrastructure Upgrade Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$150,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-087 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$95,000** be appropriated for the purpose of funding the Information Technology Department Server Replacement Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$95,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-088 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$416,000** be appropriated for the purpose of funding the Patrol Vessel Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$416,000** be provided from the Waterways Improvement Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-089 APPROPRIATION AND LOAN ORDER
Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)

APPROPRIATION ORDERS

ORDERED: That the amount of **\$1,500,000** be appropriated for the purpose of funding the Pipe Replacement and Upgrade Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,500,000** under and pursuant to M.G.L. c. 44, §§7 or 8, M.G.L. c. 29C, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; that the Town is authorized to borrow all or any portion of this appropriation from the Massachusetts Clean Water Trust (the "Trust") and that the Town Manager or the Treasurer is authorized to sign any financing agreements or project regulatory agreements relating to such borrowing from the Trust; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-090 APPROPRIATION ORDER

Water Supply Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$200,000** be appropriated for the purpose of funding the Wells, Pump Stations, Treatment Plant Repair and Upgrade Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$200,000** be provided from the Water Supply Enterprise Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-091 APPROPRIATION AND LOAN ORDER

Water Pollution Control Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$3,300,000** be appropriated for the purpose of funding Water Pollution Control Pump Station Rehabilitation Program as outlined in the FY 2026 - FY2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$3,300,000** under and pursuant to M.G.L. c. 44, §§7 or 8, M.G.L. c. 29C, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; that the Town is authorized to borrow all or any portion of this appropriation from the Massachusetts Clean Water Trust (the "Trust") and that the Town Manager or the Treasurer is authorized to sign any financing agreements or project regulatory agreements relating to such borrowing from the Trust; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-092 APPROPRIATION ORDER

Water Pollution Control Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$165,000** be appropriated for the purpose of funding the Water Pollution Control Bearses Way Fence Replacement Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$165,000** be provided from the Water Pollution Control Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-093 APPROPRIATION ORDER

Marina Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$200,000** be appropriated for the purpose of funding the Prince Cove Marina Building Improvements Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$200,000** be provided from the Marina Enterprise Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION ORDERS

2025-094 APPROPRIATION AND LOAN ORDER
Golf Enterprise Fund (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$447,400** be appropriated for the purpose of funding the Olde Barnstable Fairgrounds Maintenance Building Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$447,400** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-095 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$189,000** be appropriated for the purpose of funding the Barnstable Police Department Security Modernization Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$189,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-096 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$258,000** be appropriated for the purpose of funding the Barnstable Police Department Boiler Replacement Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$258,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-097 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$1,820,000** be appropriated for the purpose of funding the Hyannis Youth and Community Center Mechanical Improvements Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,820,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-098 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$394,000** be appropriated for the purpose of funding the Barnstable Adult Community Center Mechanical Upgrades Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$347,639** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the remaining funds in the amounts of **\$18,162** in Town Council Order 2016-112 and **\$28,199** in Town Council Order 2018-076 be

APPROPRIATION ORDERS

transferred to this project, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-099 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$148,000** be appropriated for the purpose of funding the Covells Beach House Improvement Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$148,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-100 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$240,000** be appropriated for the purpose of funding the Saltwater Beach House Improvement Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$180,342** be provided from the General Fund Reserves, and that the remaining funds in the amounts of **\$9,743** in Town Council Order 2014-111, **\$49,875** in Town Council Order 2021-117, and **\$40** in Town Council Order 2022-117 be transferred to this project, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-101 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$1,250,000** be appropriated for the purpose of funding the Town Hall Elevator Replacement Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,217,042** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the remaining funds in the amounts of **\$5,460** in Town Council Order 2017-069 and **\$27,498** in Town Council Order 2021-113 be transferred to this project, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-102 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$105,076** be appropriated for the purpose of funding the Cape Cod Airfield Hanger Repair Design Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$105,076** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-103 APPROPRIATION AND LOAN ORDER
Comprehensive Wastewater Management Plan (Two-thirds Vote Full Council)

That the amount of **\$16,000,000** be appropriated for the purpose of funding the Centerville Village South Sewer Expansion Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$16,000,000** under and pursuant to M.G.L. c. 44, §7 or 8, M.G.L. c. 29C, or

APPROPRIATION ORDERS

pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; that the Town is authorized to borrow all or any portion of this appropriation from the Massachusetts Clean Water Trust (the "Trust") and that the Town Manager or the Treasurer is authorized to sign any financing agreements or project regulatory agreements relating to such borrowing from the Trust; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-104 APPROPRIATION AND LOAN ORDER
Comprehensive Wastewater Management Plan (Two-thirds Vote Full Council)

That the amount of **\$45,600,000** be appropriated for the purpose of funding the Phinney's Lane Neighborhoods Sewer Expansion Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$45,600,000** under and pursuant to M.G.L. c. 44, §7 or 8, M.G.L. c. 29C, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; that the Town is authorized to borrow all or any portion of this appropriation from the Massachusetts Clean Water Trust (the "Trust") and that the Town Manager or the Treasurer is authorized to sign any financing agreements or project regulatory agreements relating to such borrowing from the Trust; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-105 APPROPRIATION ORDER
Comprehensive Wastewater Management Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$125,000** be appropriated for the purpose of funding the Design and Permitting of the Municipal Property Sewer Connection Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$125,000** be provided from the Capital Trust Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-106 APPROPRIATION ORDER
Comprehensive Wastewater Management Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$750,000** be appropriated for the purpose of funding the Design and Permitting of the Long Pond Centerville Area Sewer Expansion Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$750,000** be provided from the Capital Trust Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-107 APPROPRIATION ORDER
Comprehensive Wastewater Management Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$1,000,000** be appropriated for the purpose of funding the Preliminary Design and Survey of the Prince Cove Area Sewer Expansion Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$1,000,000** be provided from the Capital Trust Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-108 APPROPRIATION ORDER
Comprehensive Wastewater Management Plan (Two-thirds Vote Full Council)

APPROPRIATION ORDERS

ORDERED: That the amount of **\$2,250,000** be appropriated for the purpose of funding the Design and Permitting of the Great Marsh Road Sewer Expansion Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$2,250,000** be provided from the Capital Trust Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-109 APPROPRIATION ORDER
Comprehensive Wastewater Management Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$350,000** be appropriated for the purpose of funding the Preliminary Design and Survey of the Huckins Neck Road Sewer Expansion Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$350,000** be provided from the Capital Trust Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-110 APPROPRIATION ORDER
Sewer Construction and Private Way Fund (Majority Vote Full Council)

ORDERED: That the amount of **\$635,000** be appropriated for the purpose of funding the Asa Meigs Road Repair Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$635,000** be provided from the Sewer Construction and Private Way Improvement Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-111 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$337,500** be appropriated for the purpose of funding the Cotuit Town Dock Replacement Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$337,500** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-112 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$3,000,000** be appropriated for the purpose of funding the Oyster Harbor Bridge Improvements Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$3,000,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-113 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$2,950,000** be appropriated for the purpose of funding the Public Roads Maintenance Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or

APPROPRIATION ORDERS

related thereto; and that to meet this appropriation, that **\$2,929,386** be provided from the Capital Trust Fund Reserves, and that the remaining funds of **\$20,614** in Town Council Order 2021-108 be transferred to this project, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-114 APPROPRIATION AND LOAN ORDER **General Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

ORDERED: That the amount of **\$1,700,000** be appropriated for the purpose of funding the Hawes Avenue Culvert Reconstruction Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,455,745** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the remaining funds in the amounts of **\$68,500** in Town Council Order 2019-046, **\$30,716** in Town Council Order 2019-117, **\$125,239** in Town Council Order 2019-124, **\$3,251** in Town Council Order 2019-125, and **\$16,549** in Town Council Order 2019-126 be transferred to this project, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-115 APPROPRIATION ORDER **General Fund Capital Improvement Plan (Majority Vote Full Council)**

ORDERED: That the amount of **\$150,000** be appropriated for the purpose of funding the Freshwater Ponds Monitoring and Management Plan Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$138,952** be provided from the General Fund Reserves, and that the remaining funds of **\$11,048** in Town Council Order 2021-109 be transferred to this project, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-116 APPROPRIATION AND LOAN ORDER **General Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

ORDERED: That the amount of **\$925,000** be appropriated for the purpose of funding the North Street Sidewalk Extension Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$582,875** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the remaining funds in the amounts of **\$1,645** in Town Council Order 2017-073, **\$320,923** in Town Council Order 2017-074, **\$15,957** in Town Council Order 2018-095, and **\$3,600** in Town Council Order 2022-039 be transferred to this project, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-117 APPROPRIATION AND LOAN ORDER **General Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

ORDERED: That the amount of **\$368,000** be appropriated for the purpose of funding the Curb Ramp and Sidewalk ADA Transition Improvement Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$368,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION ORDERS

2025-118 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$500,000** be appropriated for the purpose of funding the Public Bridge Replacement Study Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$475,345** be provided from the General Fund Reserves, and that the remaining funds of **\$16,000** in Town Council Order 2010-111 and **\$8,655** in Town Council Order 2018-093 be transferred to this project, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-119 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$750,000** be appropriated for the purpose of funding the Intersection Improvement Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$750,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-120 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$125,000** be appropriated for the purpose of funding the Design and Permitting Old Stage Road Pedestrian Improvement Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$125,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-121 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$250,000** be appropriated for the purpose of funding the Design and Permitting Main Street Centerville Pedestrian Improvement Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$250,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-122 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$200,000** be appropriated for the purpose of funding the Design and Permitting Craigville Beach Road Pedestrian Improvement Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$200,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2025-123 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

APPROPRIATION ORDERS

ORDERED: That the amount of **\$1,000,000** be appropriated for the purpose of funding the Barnstable United Elementary School HVAC Equipment Replacement Design Project as outlined in the FY 2025 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,000,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2025-124 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$500,000** be appropriated for the purpose of funding the Barnstable High School Gym Floor Replacement Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$500,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2025-125 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$550,000** be appropriated for the purpose of funding the Barnstable High School Culinary Kitchen Phase II Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$550,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2025-126 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$3,000,000** be appropriated for the purpose of funding the Barnstable High School Performing Arts Center Upgrade Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$3,000,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2025-127 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$200,000** be appropriated for the purpose of funding the Barnstable West Barnstable Elementary School Gymnasium Floor Replacement Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$200,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION ORDERS

2025-128 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$250,000** be appropriated for the purpose of funding the Barnstable Public Schools District Wide Mechanical Upgrades Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$250,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2025-129 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$350,000** be appropriated for the purpose of funding the Barnstable Public Schools District Wide HVAC Repairs Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$350,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2025-130 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$250,000** be appropriated for the purpose of funding the Barnstable Intermediate School Gym Floor Replacement Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$250,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2025-131 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$162,700** be appropriated for the purpose of funding the Barnstable Intermediate School Library Floor Replacement Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$162,700** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2025-132 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$2,100,000** be appropriated for the purpose of funding the Barnstable Intermediate School Rooftop Unit Replacement Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$2,100,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION ORDERS

2025-133 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$80,000** be appropriated for the purpose of funding the Demolition of Old Portables Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$80,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2025-134 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$507,600** be appropriated for the purpose of funding the Barnstable High School Exhaust Fan Replacement Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$507,600** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2025-135 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$900,000** be appropriated for the purpose of funding the Barnstable United Elementary School Building Envelope Upgrade Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$900,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2025-136 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$50,000** be appropriated for the purpose of funding the Barnstable High School Locker Room Renovations Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$50,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2025-137 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$160,000** be appropriated for the purpose of funding the Barnstable Public School Network Infrastructure Replacement and Upgrade Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$160,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION ORDERS

2025-138 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$200,000** be appropriated for the purpose of funding the Barnstable Public School Security Camera Upgrade Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$200,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2025-139 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$500,500** be appropriated for the purpose of funding the Barnstable West Barnstable Elementary School Roof Replacement Project as outlined in the FY 2026 - FY 2030 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$500,500** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION ORDERS

PART B – OPERATING BUDGET:

APPROPRIATION ORDER 2025-157

School Department (Majority Vote Full Council)

ORDERED:

That the sum of **\$93,622,700** be appropriated for the purpose of funding the Town's FY 2026 Barnstable Public School Department budget, and to meet this appropriation that **\$89,896,868** be raised from current year revenues and **\$3,725,832** be provided from the General Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2025-158

Cape Cod Gateway Airport Enterprise Fund (Majority Vote Full Council)

ORDERED:

That the sum of **\$12,508,718** be appropriated for the purpose of funding the Town's FY 2026 Airport Enterprise Fund budget, and to meet such appropriation that **\$12,508,718** be raised from current year revenues by the Airport Enterprise Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2025-159

Police Department (Majority Vote Full Council)

ORDERED:

That the sum of **\$19,774,938** be appropriated for the purpose of funding the Town's FY 2026 Barnstable Police Department budget; and to meet such appropriation that **\$19,484,169** be raised from current year revenues, that **\$50,000** be provided the Embarkation Fee Special Revenue Fund, and that **\$240,769** be provided from the General Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2025-160

Planning and Development Department (Majority Vote Full Council)

ORDERED:

That the sum of **\$2,416,092** be appropriated for the purpose of funding the Town's FY 2026 Planning and Development Department budget, and to meet this appropriation that **\$2,119,638** be raised from current year revenues, that **\$55,000** be provided from the Wetlands Protection Special Revenue Fund, that **\$183,660** be provided from the Bismore Park Special Revenue Fund, and **\$57,794** be provided from the General Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2025-161

Community Services Department General Fund (Majority Vote Full Council)

ORDERED:

That the sum of **\$2,933,824** be appropriated for the purpose of funding the Town's FY 2026 Community Services Department General Fund budget; and to meet such appropriation that **\$2,856,131** be raised from current year revenues, and that **\$77,693** be provided from the General Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDERS

APPROPRIATION ORDER 2025-162

Community Services Department Golf Course Enterprise Fund (Majority Vote Full Council)

ORDERED:

That the sum of **\$3,903,566** be appropriated for the purpose of funding the Town's FY 2026 Golf Course Enterprise Fund budget; and to meet such appropriation that **\$3,696,848** be raised from Enterprise Fund revenues, and that **\$206,718** be provided from the Golf Course Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2025-163

Community Services Department Hyannis Youth and Community Center Enterprise Fund (Two-thirds Vote Full Council)

ORDERED:

That the sum of **\$4,045,476** be appropriated for the purpose of funding the Town's FY 2026 Hyannis Youth and Community Center Enterprise Fund budget; and to meet such appropriation that **\$625,718** be raised from Enterprise Fund revenues, that **\$1,493,639** be raised in the General Fund, that **\$1,403,225** be transferred from the Capital Trust Fund, and that **\$522,894** be provided from the Hyannis Youth and Community Center Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2025-164

Marine & Environmental Affairs Department General Fund (Majority Vote Full Council)

ORDERED:

That the sum of **\$1,697,514** be appropriated for the purpose of funding the Town's FY 2026 Marine & Environmental Affairs Department General Fund budget, and to meet such appropriation, that **\$1,214,478** be raised from current year revenue, that **\$450,000** be provided from the Waterways Special Revenue Fund, and that **\$33,036** be provided from the General Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2025-165

Marine & Environmental Affairs Department Marina Enterprise Fund (Two-thirds Vote Full Council)

ORDERED:

That the sum of **803,433** be appropriated for the purpose of funding the Town's FY 2026 Marina Enterprise Fund budget; and to meet such appropriation that **\$711,902** be raised from Enterprise Fund revenues, that **\$36,350** be provided from the Capital Trust Fund, that **\$30,000** be raised in the General Fund, and that **\$25,181** be provided from the Marina Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2025-166

Marine & Environmental Affairs Department Sandy Neck Park Enterprise Fund (Majority Vote Full Council)

ORDERED:

That the sum of **\$1,165,364** be appropriated for the purpose of funding the Town's FY2026 Sandy Neck Park Enterprise Fund budget; and to meet such appropriation that **\$1,039,691** be raised from Enterprise Fund revenues, and that **\$125,673** be provided from the Sandy Neck Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDERS

APPROPRIATION ORDER 2025-167

Inspectional Services Department (Majority Vote Full Council)

ORDERED:

That the sum of **\$2,800,183** be appropriated for the purpose of funding the Town's FY 2026 Inspectional Services Department budget, and to meet such appropriation, that **\$2,726,029** be raised from current year revenues, and that **\$74,154** be provided from the General Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2025-168

Public Works Department General Fund (Majority Vote Full Council)

ORDERED:

That the sum of **\$12,264,116** be appropriated for the purpose of funding the Town's FY 2026 Department of Public Works General Fund budget, and to meet such appropriation, that **\$11,353,069** be raised from current year revenue, that **\$125,000** be provided from the Embarkation Fee Special Revenue Fund, that **\$66,340** be provided from the Bismore Special Revenue Fund, and that **\$719,707** be provided from the General Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2025-169

Public Works Department Solid Waste Enterprise Fund (Majority Vote Full Council)

ORDERED:

That the sum of **\$4,434,258** be appropriated for the purpose of funding the Town's FY 2026 Department of Public Works Solid Waste Enterprise Fund budget, and to meet such appropriation that **\$4,007,734** be raised from the Enterprise Fund revenues, and that **\$426,524** be provided from the Solid Waste Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2025-170

Public Works Department Water Pollution Control Enterprise Fund (Majority Vote Full Council)

ORDERED:

That the sum of **\$11,519,290** be appropriated for the purpose of funding the Town's FY 2026 Department of Public Works Water Pollution Control Enterprise Fund budget, and to meet such appropriation that **\$5,575,940** be raised from the Enterprise Fund revenues, and that **\$5,943,850** be provided from the Sewer Construction and Private Road Maintenance and Improvement Special Revenue Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2025-171

Public Works Department Water Supply Enterprise Fund (Two-thirds Vote Full Council)

ORDERED:

That the sum of **\$9,553,729** be appropriated for the purpose of funding the Town's FY 2026 Department of Public Works Water Supply Enterprise Fund budget, and to meet such appropriation that **\$8,616,229** be raised from the Enterprise Fund revenues, that **\$900,000** be provided from the Water Stabilization Fund, and that **\$37,500** be provided from the Capital Trust Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDERS

APPROPRIATION ORDER 2025-172

Town Council Department (Majority Vote Full Council)

ORDERED:

That the sum of **\$269,870** be appropriated for the purpose of funding the Town's FY 2026 Town Council budget and to meet such appropriation, that **\$269,870** be raised from current year revenue, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2025-173

Town Manager Department (Majority Vote Full Council)

ORDERED:

That the sum of **\$1,400,109** be appropriated for the purpose of funding the Town's FY 2026 Town Manager budget and to meet such appropriation, that **\$1,363,032** be raised from current year revenues, and that **\$37,077** be provided from the General Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2025-174

Public, Education & Government Access Channels Enterprise Fund (Majority Vote Full Council)

ORDERED:

That the sum of **\$981,237** be appropriated for the purpose of funding the Town's FY 2026 Public, Education & Government (PEG) Access Channels Enterprise Fund budget, and to meet such appropriation, that **\$864,430** be raised from the PEG Enterprise Fund revenues, and that **\$116,807** be provided from the PEG Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2025-175

Administrative Services Department (Majority Vote Full Council)

ORDERED:

That the sum of **\$8,727,744** be appropriated for the purpose of funding the Town's FY 2026 Administrative Services Department budget, and to meet such appropriation, that **\$8,538,119** be raised from current year revenue, and that **\$189,625** be provided from the General Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2025-176

Town Council Reserve Fund (Majority Vote Full Council)

ORDERED:

That the sum of **\$250,000** be appropriated for the purpose of funding the Town Council's FY 2026 Reserve Fund and to meet such appropriation, that **\$250,000** be provided from the General Fund reserves.

APPROPRIATION ORDER 2025-177

General Fund Other Requirements (Majority Vote Full Council)

ORDERED:

That the sum of **\$59,717,232** be appropriated for the purpose of funding the Town's FY 2026 Other Requirements budget, and to meet such appropriation, that **\$56,537,232** be raised from current year revenue, that **\$180,000** be provided from the Pension Reserve Trust Fund, and that **\$3,000,000** be provided from the General Fund reserves, all for

APPROPRIATION ORDERS

the purpose of funding the Town's FY 2026 General Fund Other Requirements budget as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2025-178

Community Preservation Fund Program Set-Asides and Administrative Expenses (Majority Vote Full Council)

ORDERED:

That, pursuant to the provisions of General Law Chapter 44B Section 6, for the fiscal year beginning July 1, 2025, the following sums of the annual revenues of the Community Preservation Fund be set aside for further appropriation and expenditure for the following purposes: **\$532,335** for open space and recreation; **\$532,335** for historic resources; **\$532,335** for community housing; **\$3,452,657** for a budget reserve, and that the sum of **\$250,000** be appropriated from the annual revenues of the Community Preservation Fund for the administrative expenses of the Community Preservation Committee, to be expended under the direction of the Town Manager or the Community Preservation Committee with the prior approval of the Town Manager.

APPROPRIATION ORDER 2025-179

Community Preservation Fund Debt Service (Majority Vote Full Council)

ORDERED:

That the sum of **\$91,340** be appropriated for the purpose of paying the FY 2026 Community Preservation Fund debt service requirements, and to meet such appropriation, that **\$23,690** be provided from current year revenues of the Community Preservation Fund and that **\$67,650** be provided from the reserves for the historic preservation program within the Community Preservation Fund.

FISCAL YEAR 2026 SPENDING LIMITATIONS 2025-180

Revolving Funds (Majority Vote Full Council)

RESOLVED:

That the Town Council hereby authorizes the following spending limitations for fiscal year 2026 revolving funds:

Senior Services Classroom Education Fund - **\$100,000**

Recreation Program Fund - **\$325,000**

Shellfish Propagation Fund - **\$200,000**

Consumer Protection Fund - **\$600,000**

Geographical Information Technology Fund - **\$10,000**

Arts and Culture Program Fund - **\$50,000**

Asset Management Fund - **\$500,000**

APPROPRIATION ORDERS

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Appendix B

Glossary

The following definitions explain the meaning of some of the terms frequently used in documents and discussions related to the Town's financial matters:

Abatement	A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit. (See Commitment).
Accounting system	The total structure of records and procedures that identify, record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.
Accrued interest	The amount of interest that has accumulated on the bond since the date of the last interest payment, and in the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest).
Ad valorem	A Latin phrase meaning according to the value. For example, the property tax is an Ad Valorem tax because it is based on the full and fair cash value (FFCV) of the real or personal property. (See Assessed Valuation).
Adopted Budget	The resulting budget that has been approved by the Town Council.
Advance refunding of debt	This occurs when new debt is issued to replace or redeem old debt before the maturity or call date of the old debt. Under these circumstances, the proceeds of the new debt must be placed in escrow and used to pay interest on old, outstanding debt as it becomes due, and to pay the principal on the old debt either as it matures or at an earlier call date. (See also Refunding of Debt).
Allocation	The distribution of available monies, personnel, buildings and equipment among various Town departments, divisions or cost centers.
Amortization	The gradual repayment of an obligation over time and in accordance with a pre-determined payment schedule.
Annual budget	An estimate of expenditures for specific purposes during the fiscal year (July 1 - June 30) and the proposed means (estimated revenues) for financing those activities.
Appellate Tax Board (ATB)	Appointed by the governor, the ATB has jurisdiction to decide appeals from local decisions relating to property taxes, motor vehicle excises, state owned land (SOL) valuations, exemption eligibility, property classification, and equalized valuations.
Appropriation	An authorization granted by a town meeting, city council or other legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended. (See Encumbrance, Line-Item Transfer, Free Cash).
Arbitrage	As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.
Assessed valuation	A value assigned to real estate or other property by a government as the basis for levying taxes. In Massachusetts, assessed valuation is based on the property's full and fair cash value as set by the Assessors. (See Ad Valorem; Full And Fair Cash Value).

Assessment date	The date property tax liability is fixed. In Massachusetts, property taxes are assessed as of the January 1 prior to the fiscal year. Assessors determine the physical status of taxable real and personal property, its ownership, fair cash value and usage classification as of that date. By local option (MGL Ch. 59 §2A9a), the physical status of real property on June 30 is deemed to be its condition on the previous January 1.
Audit	An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool for evaluating the fiscal performance of a community.
Audit committee	A committee appointed by the selectmen, mayor, or city council, with specific responsibility to review a community's independent audit of financial statements and to address all issues relating to it as well as those outlined in the accompanying management letter.
Audit management letter	An independent auditor's written communication to government officials, separate from the community's audit. It generally identifies areas of deficiency, if any, and presents recommendations for improvements in accounting procedures, internal controls and other matters.
Audit report	Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions; (d) financial statements and schedules; and (e) statistical tables, supplementary comments, and recommendations. Almost always accompanied by a management letter.
Automated recapitulation	An automated method that municipalities can use to submit data for the annual tax recapitulation process. DLS provides this Excel-based alternative to submitting data on paper forms. Municipal personnel enter required data in specially designed Excel spreadsheets and send the completed spreadsheets as computer files to DLS for uploading to a database.
Available funds	Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other onetime costs. Examples of available funds include free cash, stabilization fund, overlay surplus, water surplus, and enterprise retained earnings. (See reserves).
Balance sheet	A statement that discloses the assets, liabilities, reserves, and equities of a fund or governmental unit at a specified date.
Balance budget	A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and Towns.
Base aid	A component of Chapter 70 state aid to a municipality for education costs. Districts are guaranteed a certain base amount of aid that is increased annually by new increments in the following categories: Minimum aid Foundation aid School Choice aid
Betterments (special assessments)	Whenever part of a community benefits from a public improvement, or betterment (<i>e.g.</i> , water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

Boat excise	An amount levied on boats and ships in lieu of a personal property tax for the privilege of using the Commonwealth's waterways. Assessed annually as of July 1, the excise is paid to the community where the boat or ship is usually moored or docked.
Bond	A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note).
Bond and interest record (bond register)	The permanent and complete record maintained by a municipal treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.
Bond Anticipation Note (BAN)	Short-term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.
Bond authorization	Action of town meeting or a city council authorizing the executive branch to raise money through the sale of bonds in a specific amount and for a specific purpose. Once authorized, issuance is by the treasurer upon the signature of the mayor, or selectmen. (See Bond Issue).
Bond counsel	An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.
Bond issue	The actual sale of the entire, or a portion of, the bond amount authorized by a town meeting or city council.
Bond premium	The difference between the market price of a bond and its face value (when the market price is higher). A premium will occur when the bond's stated interest rate is set higher than the true interest cost (the market rate). Additions to the levy limit for a Proposition 2½ debt exclusion are restricted to the true interest cost incurred to finance the excluded project. Premiums received at the time of sale must be offset against the stated interest cost in computing the debt exclusion. If receipt of the premium and the payment of interest at maturity of an excluded debt occur in different fiscal years, reservation of the premium for future year's debt service is required at the end of the fiscal year when the premium was received.
Bond rating	A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies such as Moody's and Standard and Poor's use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.
Bonds authorized and unissued	Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by town meeting or the city council to be removed from community's books.
Budget	A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Level Funded Budget,

Budget basis of accounting

The Town's general fund and enterprise fund budgets are prepared on a basis other than generally accepted accounting principles (GAAP basis). The actual results of operations are presented on a "budget (cash) basis" to provide a meaningful comparison of actual results with the budget.

Budget calendar

The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.

Budget message

A statement that, among other things, offers context by summarizing the main points of a budget, explains priorities, describes underlying policies that drive funding decisions, and otherwise justifies the expenditure plan and provides a vision for the future.

Business-type activities

One of two classes of activities reported in the GASB 34 government-wide financial statements. These activities are financed in whole or in part by fees charged to users for goods or services. Some examples are enterprise (MGL Chapter 44 §53F½), special revenue (MGL Ch. 41 §69B) water, and municipal electric fund.

Capital assets

All tangible property used in the operation of government which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Asset).

Capital budget

An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing for each recommended expenditure, i.e., tax levy, rates, and identify those items that were not recommended. (See Capital Asset, Fixed Asset).

Capital expenditures /improvements

Items generally found in the capital budget such as construction or major repairs to municipal buildings. The fees for architects, engineers, lawyers, and other professional services, plus the cost of financing advance planning, may be included in addition to the cost of materials and installation/construction.

Capital improvements program

A blueprint, for planning a community's capital expenditures that comprises an annual capital budget and a five-year capital program. It coordinates community planning, fiscal capacity and physical development. While all of the community's needs should be identified in the program, there is a set of criteria that prioritizes the expenditures.

Capital outlay

The exchange of one asset (cash) for another (capital asset), with no ultimate effect on net assets. Also known as "pay as you go," it is the appropriation and use of available cash to fund a capital improvement, as opposed to incurring debt to cover the cost.

Capital outlay expenditure exclusion

A temporary increase in the tax levy to fund a capital project or make a capital acquisition. Exclusions require two-thirds vote of the selectmen or city council (sometimes with the mayor's approval) and a majority vote in a community-wide referendum. The exclusion is added to the tax levy only during the year in which the project is being funded and may increase the tax levy above the levy ceiling.

Capital projects fund

Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds).

Cash	Currency, coin, checks and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.
Cash basis of accounting	An accounting method used that records and recognizes revenues when cash is received and expenses when cash is paid out of the Town treasury.
Cashbook	A source book of original entry, which a treasurer is required to maintain, for the purpose of recording municipal receipts, adjustments to balances, deposits to municipal accounts and disbursements through warrants.
Cash management	The process of monitoring the ebb and flow of a money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short-term borrowing and investment of idle cash.
Cash receipts	Any money received by a municipality or its departments whether by cash, check or electronic transfer.
Categorical aid (see offset item)	Type of state aid distributed to jurisdictions via the Cherry Sheet. An offset item constitutes categorical aid and as such the funds must be spent for specific municipal and regional school district programs. The funds may be spent with appropriation in the local budget.
Categorical grant	A type of intergovernmental payment, which is characterized by extensive restrictions on the uses to which the funds may be "spent" by the recipient government.
Cemetery perpetual care	Funds donated by individuals for the care of gravesites. According to MGL Ch. 114 §25, funds from this account must be invested and spent as directed by perpetual care agreements. If no agreements exist, the interest (but not principal) may be used as directed by the cemetery commissioners for the purpose of maintaining cemeteries.
Certificate of Deposit (CD)	A bank deposit evidenced by a negotiable or non-negotiable instrument that provides on its face that the amount of such deposit, plus a specified interest, is payable to the bearer or to any specified person on a certain date specified in the instrument, at the expiration of a certain specified time, or upon notice in writing.
Chapter 200 (tax recapitulation)	<p>Chapter 200 of the Acts of 1988 provides relief for those communities in which the maximum shift results in a residential share that is larger than the prior year's. Those communities may increase the commercial and industrial properties share of the levy by as much as 75 percent if the residential class would not be reduced to less than 50 percent of its single tax rate share by doing so. However, this residential share cannot be less than the residential share in any year since the community was first certified at full and fair cash value.</p> <p>General reference to the regulations and associated procedure for determining the maximum shift of tax burden from the Residential property class to the Commercial, Industrial, and Personal Property classes (CIP). The Chapter 200 form used in the tax rate approval process develops the maximum shift allowed</p>
Chapter 59 assessment of local taxes	<p>Portion of the Massachusetts General Laws that defines how municipalities assess local taxes. This chapter defines the role and responsibilities of assessors and methods for assessing property.</p> <p>Section 5 describes property and persons entitled to exemptions. There are a number of exemptions that a municipality can vote to adopt. A municipality can be reimbursed by the state for some tax exemptions mandated by Chapter 59 - Section 5. A municipality applies for reimbursement by submitting documentation to DOR each year.</p>

Chapter 61 land	Forest, agricultural/horticultural, and recreational lands valued according to MGL Chapters 61, 61A, and 61B. Land is valued at its current use rather than the full and fair cash value. The commercial property tax rate is applicable for land defined under these chapters.
Chapter 70 school funds	Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which state aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.
Chapter 90 highway funds	State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provisions of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33 percent) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83 percent) derived the Department of Employment and Training (DET), and population estimates (20.83 percent) from the US Census Bureau. Local highway projects are approved in advance, and then later on the submission of certified expenditure reports to MHD, communities receive cost reimbursements to the limit of the grant. Under the formula, communities with a larger number of road miles receive proportionately more aid than those with fewer road miles.
Charges for services	(Also called User Charges or Fees) The charges levied on the users of particular goods or services provided by local government requiring individuals to pay for the private benefits they receive. Such charges reduce the reliance on property tax funding.
Charter school aid	A component of Chapter 70 state aid provided to a municipality for public education. Beginning in fiscal year (FY) 99, no new charter aid will be included in Chapter 70 aid, and any Charter Aid distributed in FY98 and prior years has been included in FY99 base aid.
Cherry sheets	A form showing all state charges and reimbursements to the Town as certified by the state director of accounts. Years ago this document was printed on cherry colored paper.
Cherry sheet assessments	Estimates of annual charges to cover the cost of certain state and county programs.
Cherry sheet offset items	Local aid that may be spent without appropriation in the budget, but which must be spent for specific municipal and regional school district programs. Current offset items include racial equality grants, school lunch grants, School Choice Receiving Tuition and public libraries grants. (See also Offset Receipts).
Cherry sheet receipts	Chapter 58, Section 25A of the Massachusetts General Laws provides that the Commissioner of Revenue estimate the state's funding of local reimbursement and assistance programs as authorized by law and appropriated by the legislature. Local assessors are required to use these figures when determining the local property tax rate.
Classification of the tax rate	Each year, the selectmen or city council vote whether to exercise certain tax rate options. Those options include choosing a residential factor to adopt (MGL Ch. 40 §56), and determining whether to offer an open space discount (Ch. 61, 61A and 61B), a residential exemption (Ch. 59, §5C), and/or a small commercial exemption (Ch. 59, §5I) to property owners.
Collective bargaining	The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union.

Commercial, Industrial, Personal property (CIP)

A group of three property types used to describe the effect of multiple tax rates. A municipality can take a number of actions to shift the levy burden associated with a single tax rate from Open Space and Residential categories to the CIP categories.

Commitment

An authorization to collect taxes, fees or other charges due a municipality. For example, the assessors' commitment of real estate taxes authorizes the collector to pursue and receive payment from property owners.

Community Preservation Act (CPA)

Enacted as MGL Ch. 44B in 2000, the community preservation act permits cities and towns accepting its provisions to establish a restricted fund from which monies can only be appropriated for a) the acquisition, creation and preservation of open space; b) the acquisition, preservation, rehabilitation, and restoration of historic resources; and c) the acquisition, creation and preservation of land for recreational use; d) the creation, preservation and support of community housing; and e) the rehabilitation and restoration of open space, land for recreational use and community housing that is acquired or created using monies from the fund. Acceptance requires town meeting or city council approval, together with referendum approval by majority vote. The local program is funded by a local surcharge up to 3 percent on real property tax bills and matching dollars from the state generated from registry of deeds fees. (See DOR IGR 00-209 as amended by IGR 01-207 and IGR 02-208).

Community preservation fund

Formerly known as the "Landbank Fund" in Town, this was a voter approved surtax levied at 3 percent on all real estate taxes. The State had initially set up a \$15 million dollar matching fund and reimbursed Cape Cod Town's 50 cents per dollar of surtax collected. This matching fund has been depleted as of FY04. The matching fund is now supported by a real estate transfer fee collected by the registry of deeds across the state. The revenue collected from this program can be used for land acquisitions for recreation and to preserve open space, historic preservation and affordable housing.

Computer Assisted Mass Appraisal (CAMA)

An automated system for maintaining property data, valuing property, notifying owners, and ensuring tax equity through uniform valuations.

Conservation fund

A city or town may appropriate money to a conservation fund, which money may be expended for lawful conservation purposes as described in MGL Ch. 40 §8C. The money may also be expended for damages arising from an eminent domain taking provided that the taking was approved by a two-thirds vote of city council or town meeting.

Contingent appropriation

An appropriation that authorizes spending for a particular purpose only if subsequently approved in a voter referendum. Under MGL Ch. 59 §21C (m), towns may make appropriations from the tax levy, available funds or borrowing, contingent upon the subsequent passage of a Proposition 2½ override or exclusion question for the same purpose. If initially approved at an annual town meeting, voter approval of the contingent appropriation must occur by September 15. Otherwise, the referendum vote must occur within 90 days after the town meeting dissolves. The question may be placed before the voters at more than one election, but if not approved by the applicable deadline, the appropriation is null and void. If contingent appropriations are funded through property taxes, DOR cannot approve the tax rate until the related override or exclusion question is resolved or the deadline passes, whichever occurs first.

Contingent liabilities

Items that may become liabilities as a result of conditions undetermined at a given date, such as guarantees, pending law suits, judgments under appeal,

unsettled disputed claims, unfilled purchase orders, and uncompleted contracts.

Cost-benefit analysis

A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

Cost Of Living Adjustment (COLA)

Reference to language in municipal contracts that provide for annual or periodic increases in salaries and wages for employees over the course of the contract. The amount of an increase is most often negotiated based on a community's ability to pay, but is sometimes tied to the annual change in a specified index, i.e., consumer price index (CPI).

Cost Center

The lowest hierarchical level of allocating monies. Often referred to as a program, project or operation.

Debt authorization

Formal approval by a two-thirds vote of town meeting or city council to incur debt, in accordance with procedures stated in MGL Ch. 44 §§1, 2, 3, 4a, 6-15.

Debt burden

The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

Debt Exclusion

An action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2½. By approving a debt exclusion, a community calculates its annual levy limit under Proposition 2½, then adds the excluded debt service cost. The amount is added to the levy limit for the life of the debt only and may increase the levy above the levy ceiling.

Debt limit

The maximum amount of debt that a municipality may authorize for qualified purposes under state law. Under MGL Ch. 44 §10, debt limits are set at 5 percent of EQV for a city and 5 percent of EQV for a town. By petition to the Municipal Oversight Board, cities and towns can receive approval to increase their debt limit to 5 and 10 percent of EQV, respectively.

Debt policy

Part of an overall capital financing policy that provides evidence of a commitment to meet infrastructure needs through a planned program of future financing. Debt policies should be submitted to elected officials for consideration and approval.

Debt service

The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

Debt service fund

Governmental fund type used to account for the accumulation or resources for, and the payment of, general long-term debt principal and interest. In Massachusetts, these are only allowed by special legislation.

Debt statement

Reference to a report, which local treasurers are required to file with the DOR, showing authorized and issued debt, debt retired and interest paid by a community during the prior fiscal year, as well as authorized but unissued debt at year-end. Also known as the "Statement of Indebtedness."

Deferred revenue

Amounts that do not meet the criteria for revenue recognition. Also, earned amounts that are not yet available to liquidate liabilities of a current period.

Deficit

The excess of expenditures over revenues during an accounting period. Also refers to the excess of the liabilities of a fund over its assets.

Demand letter

Notice to a delinquent taxpayer of overdue taxes typically mailed soon after the thirty day, or otherwise determined, payment period has ended.

Demand notice

When a tax bill becomes past due, the collector sends a demand notice requesting payment. The collector is required to issue a demand before

initiating a tax taking.

Department	A principal, functional, and administrative entity created by statute and the Town Manager to carry out specified public services.
Department Of Revenue (DOR)	State department responsible for collecting a wide variety of taxes, providing taxpayer support, and administering programs related to municipal finance through the Division of Local Services (DLS).
Designated unreserved fund balance	A limitation on the use of all or part of the expendable balance in a governmental fund.
Division of Local Services (DLS)	A division within the DOR (Department of Revenue) responsible for helping Massachusetts cities and towns achieve sound and efficient fiscal management through technical assistance, training, and oversight. DLS bureaus are responsible for ensuring the fairness and equity of local property taxation, the accuracy and quality of local accounting and treasury management, interpreting state laws that affect local governance, distributing local aid, maintaining a comprehensive databank on local finances, and auditing local school districts.
Education Reform Act of 1993	State law that authorized the seven-year, Ch. 70 funding program for education and that established spending targets for school districts as a means to remedy educational inequities. Scheduled to end by FY00, the program has been extended, pending agreement on further reforms.
Emergency spending	MGL Chapter 44 §31 allows a community to spend in excess of appropriation in cases of major disasters that pose an immediate threat to the health or safety of persons or property, following the emergency declaration by council or selectmen and the approval of the Director of Accounts.
Eminent domain	The power of a government to take property for public purposes. Frequently used to obtain real property that cannot be purchased from owners in a voluntary transaction. Property owner receives fair compensation (market value at the time of the taking) as determined through court proceedings.
Encumbrance	A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that is chargeable to, but not yet paid from, a specific appropriation account.
Enterprise Funds	An enterprise fund, authorized by MGL Ch. 44 §53F½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs--are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or retained earnings generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services. Barnstable has seven: water pollution, solid waste, golf course, airport, marinas, water and Sandy Neck Park. Both the costs and the revenues of the enterprise are segregated from other finances of the Town.
Equalized Valuations (EQV)	The determination of an estimate of the full and fair cash value of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining

county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.

Estimated receipts

A term that typically refers to anticipated local revenues listed on page three of the Tax Recapitulation Sheet. Projects of local revenues are often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts).

Excess levy capacity

The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the board of selectmen or city council must be informed of excess levy capacity and their acknowledgment must be submitted to DOR when setting the tax rate.

Exemptions

A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include veterans, blind individuals, surviving spouses, and persons over 70 years of age.

Expendable trust

A fund, administered by the treasurer, from which both principle and interest can be expended for the purposes specified and agreed upon when the money was donated or transferred to the community. (See Trust Fund; Non-Expendable Trust).

Expenditure

An outlay of money made by municipalities to provide the programs and services within their approved budget.

Expense

An identified cost incurred to accomplish a particular goal.

Fair market value

Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "fair market value, which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

Fiduciary funds

Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include expendable trust, non-expendable trust, pension trust, and agency funds.

Financial statement

A presentation of the assets and liabilities of a community as of a particular date and most often prepared after the close of the fiscal year.

Fiscal Year

Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins July 1 and ends June 30. The designation of the fiscal year is that of the calendar year in which the fiscal year ends. For example, the 2000 fiscal year is July 1, 1999 to June 30, 2000. Since 1976, the federal government fiscal year has begun October 1 and ended September 30.

Fixed assets

Long-lived, tangible assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

Fixed costs

Costs that are legally or contractually mandated such as retirement,

FICA/Social Security, insurance, debt service costs or interest on loans.

Foundation budget

The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide an adequate education for all students.

Free Cash

Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Important: free cash is not available for appropriation until certified by the Director of Accounts. (See Available Funds)

Full accrual

A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

Full and Fair Cash Value (FFCV)

Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "fair market value", which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956).

Fund

An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund accounting

Organizing the financial records of a municipality into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

Fund balance

The difference between assets and liabilities reported in a governmental fund. Also known as fund equity. (See also Unreserved Fund Balance)

GASB 34

A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends and prospects for the future.

GASB 45

This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other post-employment benefits (See OPEB) in its accounting statements. Through

actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service. For additional information see Technical Assistance Best Practice: Other Post-Employment Benefits

General fund	The fund used to account for most financial resources and activities governed by the normal town meeting/city council appropriation process.
General fund subsidy	Most often used in the context of enterprise funds. When the revenue generated by rates, or user fees, are insufficient to cover the cost to provide the particular service, general fund money is used to close the gap in the form of a subsidy. The subsidy may or may not be recovered by the general fund in subsequent years.
General ledger	The accountant's record of original entry, which is instrumental in forming a paper trail of all government financial activity.
General obligation bonds	Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.
Generally Accepted Accounting Principles (GAAP)	Uniform minimum standards and guidelines for financial accounting and reporting that serve to achieve some level of standardization
Generally Accepted Auditing Standards (GAAS)	Accounting standards that define the conventions, rules, and procedures necessary to make valid financial presentations. The Governmental Accounting Standards Board (GASB) provides specific interpretations of the GAAP for application in state and local governments. Criteria used by auditors to determine if financial statements are fairly presented.
Generally Accepted Government Auditing Standards (GAGAS)	These are auditing standards established by the U.S. General Accounting Office publication "Government Auditing Standards" (1988) also known as the "Yellow Book ". GAGAS for financial statement audits incorporate the field work and reporting standards of GAAS.
Government accounting standards board (GASB)	The ultimate authoritative on accounting and financial reporting standard-setting body for state and local governments.
Governmental funds	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, capital projects funds, debt service funds, and permanent funds.
Grant	A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.
Grant Anticipation Notes (GAN)	Short-term, interest-bearing notes issued by a government to raise capital to be repaid by grants proceeds, which are anticipated at a later date. GANS allow the recipient of the grant to begin carrying out the purpose of the grant immediately.
Hotel/Motel Excise	A local option since 1985 that allows a community to assess a tax on short-term room occupancy. The community may levy up to 4 percent of the charge for stays of less than 90 days at hotels, motels and lodging houses. The convention center legislation imposed an additional 2.75 percent charge in Boston, Cambridge, Chicopee, Springfield, West Springfield and Worcester.
House 1 (Governor's)	Designation given to the Governor's annual budget request, which is submitted to the House of Representatives by the fourth Wednesday of January. Except

budget proposal)	that a newly elected governor has eight weeks from the day he/she takes office to submit a budget. The budget is designated House 1 in the first year of the two-year legislative session and House 1A in the second year.
Income approach	A method of estimating property value by converting anticipated net rental revenue, generated by the property, into an indication of market value. Used primarily to value commercial/industrial properties and apartment buildings, which are normally bought and sold on the basis of their income producing capability.
Indirect cost	Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.
Inside debt	Municipal debt incurred for purposes enumerated in MGL Ch. 44, §7, and measured against the community's debt limit as set under Ch. 10. Consequently, the borrowing is inside the debt limit and referred to as inside debt. (See also Outside Debt).
Interest	Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.
Interest rate	The interest payable, expressed as a percentage of the principal available, for use during a specified period of time. It is always expressed in annual terms.
Interfund transactions	Payments from one administrative budget fund to another, which results in the recording of a receipt and an expenditure.
Intrafund transactions	Financial transactions between activities within the same fund. An example would be a budget transfer.
Interim year valuation adjustment	State law requires that local assessed values reflect market value every year. Every three years, BLA reviews and certifies that an individual community's assessed values meet the standard. In between these triennial revaluations, a community should complete an annual analysis to determine whether an interim year value adjustment is warranted. Depending on market conditions and property value trends, adjustments may increase, decrease or leave values unchanged. If the overall assessed value of the community changes by 10 percent, up or down, BLA must be notified.
Internal control structure	The policies and procedures established by management to ensure the integrity and comprehensiveness of the data collected by the accounting system for use in internal and external financial reports, as well as the overall control environment in which the government operates.
Internal service fund	A municipal accounting fund used to accumulate the cost of central services such as data processing, printing, postage, motor pool. Costs or charges to an internal service fund are then allocated to other departments or funds within the government unit.
Land court	Established in 1898, the Land Court has the exclusive jurisdiction to foreclose rights of redemption on a property in tax title.
Legal Level of Budgetary Control	The level at which a government's management may not reallocate resources without approval from the legislative body
Levy	The amount a community raises through the property tax. The levy can be any amount up to the levy limit, which is re-established every year in accordance

with Proposition 2½ provisions.

Levy ceiling

A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2½). It states that, in any year, the real and personal property taxes imposed may not exceed 2½ percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion. (See Levy Limit).

Levy limit

A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2½). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion. (See Levy Ceiling).

Lien

A legal claim against real or personal property to protect the interest of a party (i.e., a city or town) to whom a debt is owed (i.e., taxes). In the case of real property, the lien in favor of a municipality automatically arises each January 1, but must be secured through other action. On other property, a lien must be recorded to become secure.

Line item budget

A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

Local aid

Revenue allocated by the Commonwealth to cities, towns, and regional school districts. Estimates of local aid are transmitted to cities, towns, and districts annually by the "Cherry Sheets." Most Cherry Sheet aid programs are considered general fund revenues and may be spent for any purpose, subject to appropriation.

Local receipts

Locally generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet.

Long-term debt

Community borrowing, or outstanding balance at any given time, involving loans with a maturity date of 12 months or more. (See Permanent Debt).

Maintenance budget

A no-growth budget that continues appropriations for programs and services at their current year levels. The actual appropriation to maintain programs and services may still increase due to inflation or other factors.

Market value

Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "fair market value, which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

Mass appraisal

Use of standardized procedures for collecting data and appraising property to ensure that all properties within a municipality are valued uniformly and equitably.

Massachusetts General

Laws passed by the Massachusetts legislature. The MGL is organized by chapters with multiple sections in each chapter. Currently there are 282

Laws (MGL)	chapters. See www.mass.gov/legis/laws/mgl/index.htm . Note that laws enacted prior to the current legislative session are in one location and those enacted in the current session are located in a separate location.
Minimum local contribution	The minimum that a city or town must appropriate from property taxes and other local revenues for the support of schools (Education Reform Act of 1993).
Modified Accrual Basis of accounting	A method of accounting that recognizes revenues in the accounting period in which they become available and measurable.
Motor Vehicle Excise (MVE)	A locally imposed annual tax assessed to owners of motor vehicles registered to an address within the community. The excise tax rate is set by statute at \$25.00 per \$1000 of vehicle value. Owner registration and billing information is maintained by the State Registry of Motor Vehicles and is made available to a city or town, or to the Deputy Collector who represents it.
Municipal Revenue Growth Factor (MRGF)	An estimate of the percentage change in a municipality's revenue growth for a fiscal year. It represents the combined percentage increase in the following revenue components: automatic 2½ percent increase in the levy limit, estimated new growth, the change in selected unrestricted state aid categories, and the change in selected unrestricted local receipts (Education Reform Act of 1993).
Net Assets Unrestricted	(Formerly Retained Earnings) An equity account reflecting the accumulated earnings of an enterprise fund that may be used to fund capital improvements, to reimburse the general fund for prior year subsidies, to reduce user charges and to provide for enterprise revenue deficits (operating loss).
Net School Spending (NSS)	School budget and municipal budget amounts attributable to education, excluding long-term debt service, student transportation, school lunches and certain other specified school expenditures. A community's NSS funding must equal or exceed the NSS Requirement established annually by the Department of Education (DOE) (Education Reform Act of 1993).
Net school spending requirement	Sum of a school district's minimum local contribution and the Chapter 70 aid received in a given fiscal year (FY). Municipalities and regional school districts must appropriate funds sufficient to the net school spending requirement. In addition to the NSS requirement funds need to be appropriated to support costs of student transportation, fixed assets, long term debt service, and other costs not part of the NSS. Section 126 of Chapter 194 of the Acts of 1998 limits the net school spending requirement for regional vocational districts to 150 percent of the foundation budget. When the net school spending requirements exceed 150 percent of the foundation budget, the required local contributions of the member towns are reduced proportionately. Any reduction is applied to any below foundation districts to which the municipality belongs.
New Growth	The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the assessed value associated with new construction, renovations and other increases by the prior year tax rate. The additional tax revenue is then incorporated into the calculation of the next year's levy limit. For example, new growth for FY09 is based on new construction, etc. that occurred between January and December 2007. In the fall of 2008, when new growth is being estimated to set the FY09 levy limit, the FY08 tax rate is used in the calculation.

Non-allocated receipts	Municipal receipts that need not be expended in a particular way due to their source. Non-allocated receipts are listed on page 3 of the Tax Rate and Pro Forma Recapitulation form. Specifically excluded are offset receipts, enterprise funds, and revolving funds.
Non-expendable trust	A trust fund administered by the treasurer, from which principle, but not interest, can be expended for the purposes specified by the donor or agreed upon when the money was donated or transferred to the community. See Trust Fund; Expendable Trust.
Non-recurring revenue source	A one-time source of money available to a city or town. By its nature, a non-recurring revenue source cannot be relied upon in future years. Therefore, such funds should not be used for operating or other expenses that continue from year-to-year. (See Recurring Revenue Source).
Objects of expenditures	A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay".
Official statement	A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.
Offset Receipts	A local option that allows estimated receipts of a particular department to be earmarked for use of the department and appropriated to offset its annual operating budget. If accepted, MGL Ch. 44 § 53E limits the amount of offset receipts appropriated to no more than the actual receipts collected for the prior fiscal year. The Director of Accounts must approve use of a higher amount before appropriation. Actual collections greater than the amount appropriated close to the general fund at year-end. If actual collections are less, the deficit must be raised in the next year's tax rate.
Operating budget	A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.
Operational audit	A private-sector term used to describe economy and efficiency audits and program result audits.
Other Post-Employment Benefits (OPEB)	(Other Post-Employment Benefits) Employees of state and local governments may be compensated in a variety of forms in exchange for service that will not be received until after their employment with the government ends. The most common type of these post-employment benefits is a pension. Post-employment benefits other than pensions generally take the form of health insurance and dental, vision, prescription, or other healthcare benefits provided to eligible retirees, including in some cases their beneficiaries. They may also include some type of life insurance. As a group, these are referred to as OPEB. (See GASB 45).
Outside debt	Municipal borrowing for purposes enumerated in MGL Ch. 44, §8, the debt incurred for which is not measured against the community's debt limit per Ch. 10. Consequently, the borrowing is outside the debt limit and referred to as outside debt. (See Inside Debt).
Overlapping debt	A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.
Overlay reserve	An account established annually to fund anticipated property tax abatements, exemptions and uncollected taxes in that year. The overlay reserve is not established by the normal appropriation process, but rather is raised on the tax rate recapitulation sheet.

Overlay Deficit	A deficit that occurs when the amount of overlay raised in a given year is insufficient to cover abatements, statutory exemptions, and uncollected taxes for that year. Overlay deficits must be provided for in the next fiscal year.
Overlay Surplus	Any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account. Within ten days of a written request by the chief executive officer of a city or town, the assessors must provide a certification of the excess amount of overlay available to transfer. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is "closed" to surplus revenue; in other words, it becomes a part of free cash.
Override	A vote by a community at an election to permanently increase the levy limit. An override vote may increase the levy limit no higher than the levy ceiling. The override question on the election ballot must state a purpose for the override and the dollar amount. (See underride)
Override capacity	The difference between a community's levy ceiling and its levy limit. It is the maximum amount by which a community may override its levy limit.
Payments in lieu of taxes	An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.
Performance audit	Such audits examine the implicit assertion of management, that it is meeting its responsibilities efficiently and effectively. Performance audits typically focus on individual departments, agencies, activities, or functions within a government.
Performance budget	A budget that stresses output both in terms of economy and efficiency.
Personal property tax	Movable items not permanently affixed to, or part of the real estate. It is assessed separately from real estate to certain businesses, public utilities, and owners of homes that are not their primary residences.
Personnel Costs	The cost of salaries, wages and related employment benefits.
Preliminary tax bill	The tax bill for the first two quarters of the fiscal year sent, no later than July 1, by communities on a quarterly tax billing cycle. The tax due on a preliminary tax bill can be no greater than the amount due in the last two quarters of the previous fiscal year.
Program	A combination of activities to accomplish an end.
Program budget	A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.
Property tax levy (see levy)	The amount a community raises through the property tax. The levy can be any amount up to the levy limit, which is re-established every year in accordance with Proposition 2½ provisions.
Proposition 2 1/2	State law enacted in 1980 that regulates local property tax administration. Major provisions of this legislation are located in MGL Ch 59 - Assessment of Local Taxes § 21C and relate to the determination of a levy limit and levy ceiling for each town.
Proprietary funds	Funds that account for government's business-type activities (e.g., activities that receive a significant portion of their funding through user charges). The fund types included in proprietary funds are the enterprise fund and the internal service fund. The internal service fund accounts for certain central services (e.g., data processing, printing, postage, motor pool) and then

allocates the cost among departments or funds within the governmental unit.

Public Employee Retirement Administration (PERAC)	The Public Employee Retirement Administration oversees and directs the state retirement system and administers benefits for members.
Purchase order	An official document or form authorizing the purchase of products and services. Outstanding purchase orders are called encumbrances.
Quarterly tax bills	Local option to issue two estimated (or three estimated when authorized by the General Court) property tax bills followed by two (or one, if three estimated) regular bills by prescribed dates.
Real property	Land, buildings and the rights and benefits inherent in owning them.
Receipts reserved	Proceeds that are earmarked by law and placed in separate accounts for appropriation for particular purposes. For example, parking meter proceeds may be appropriated to offset certain expenses for parking meters and the regulation of parking and other traffic activities.
Recertification (see triennial certification)	The Commissioner of Revenue, through the Bureau of Local Assessment, is required to review local assessed values every three years and to certify that they represent full and fair cash value (FFCV). Refer to MGL Ch. 40 §56 and Ch. 59 §2A(c).
Requisition	Form used by the requesting department when ordering products and services from external vendors. This document generates a Purchase Order.
Reserve for abatements and exemptions (see overlay)	An account established annually to fund anticipated property tax abatements, exemptions and uncollected taxes in that year. The overlay reserve is not established by the normal appropriation process, but rather is raised on the tax rate recapitulation sheet.
Reserve Fund	An amount set aside annually within the budget of a city (not to exceed 3 percent of the tax levy for the preceding year) or town (not to exceed 5 percent of the tax levy for the preceding year) to provide a funding source for extraordinary or unforeseen expenditures. In a town, the finance committee can authorize transfers from this fund for "extraordinary or unforeseen" expenditures. Other uses of the fund require budgetary transfers by town meeting. In a city, transfers from this fund may be voted by the city council upon recommendation of the mayor.
Reserves	Money accumulated for future expenditure. The General Fund savings account and the Stabilization Fund are general reserves that may be used for a wide variety of purposes. Some reserves are available only for restricted purposes, for example, the Pension and Insurance reserve.
Rating agencies	This term usually refers to Moody's Investors Service, Standard and Poor's Corporation, and Fitch IBCA, Inc. These are the three major agencies which issue credit ratings on municipal bonds.
Registered bonds	Bonds registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Recent changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.
Reserve for contingencies	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for. The Town Council has a 4 percent policy reserve that sets aside a portion of the certified General Fund savings account balance that is equal to 4 percent of the Town's General Fund budget, net of transfers.

Residential exemption

An option that allows a community to grant an exemption to owner occupied residential properties of up to 20 percent. The exemption shifts a portion of the tax burden, within the residential class, away from lower valued, single family homes to multi-family properties, apartment buildings and non-resident property owners. Boston, Cambridge and Somerville have been granted special legislation to increase the percentage shifted to 30 percent. The legislation is as follows:

Boston - Chapter 403 of the Acts of 2003

Cambridge -Chapter 90 of the Acts of 2003

Somerville -Chapter 257 of the Acts of 2000

Retained earnings

An equity account reflecting the accumulated earnings of an enterprise fund that may be used to fund capital improvements, to reimburse the general fund for prior year subsidies, to reduce user charges and to provide for enterprise revenue deficits (operating loss).

Revaluation

The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information. Every three years, assessors must submit property values to the DOR for certification. Assessors must also maintain current values in the years between certifications so that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of his property. (See Triennial Certification)

Revenue Anticipation Note (RAN)

A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANS are full faith and credit obligations. (See Tax Anticipation Notes, Bond Anticipation Notes)

Revenue deficit

The amount by which actual revenues at year-end fall short of projected revenues and are insufficient to fund the amount appropriated. In such a case and unless otherwise funded, the revenue deficit must be raised in the following year's tax rate.

Revenues

All monies received by a governmental unit from any source.

Revolving fund

Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For departmental revolving funds, MGL Ch. 44 §53E½ stipulates that each fund must be re-authorized each year at annual town meeting or by city council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.

Sale of cemetery lots fund

A fund established to account for proceeds of the sale of cemetery lots. The proceeds may only be appropriated to pay for the cost of the land, its care and improvement or the enlargement of the cemetery under provisions of MGL Ch. 114 §15.

Sale of real estate fund

A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure. MGL Ch. 44 §63 states that such proceeds shall be applied first to the retirement of debt on the property sold. In the absence of such debt, funds may generally be used for purposes for which the city or town is authorized to borrow for a period of five years or more.

School choice aid

A component of Chapter 70 state aid provided to a municipality for public education. If a district is spending below the foundation budget and it was a "sending" district under school choice in the prior fiscal year (FY), the district generally receives school choice aid in an amount equal to any increase in its prior year estimated gross school choice liability, when compared to the previous year.

Short-term debt

Outstanding balance, at any given time, on amounts borrowed with a maturity date of 12 months or less. (See Note)

Small commercial exemption

A property tax classification option where a community may exempt up to 10 percent of the value of Class Three, Commercial parcels. In effect, the option shifts the tax burden from parcels occupied by small businesses to those occupied by other commercial and industrial taxpayers. Eligible small businesses have an average annual employment of no more than ten persons. (See Information Guideline Release 00-403)

Special assessments (see betterments)

Whenever part of a community benefits from a public improvement, or betterment (*e.g.*, water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

Special exclusion

For a few limited capital purposes, a community may exceed its levy limit or levy ceiling without voter approval. Presently, there are two special expenditure exclusions: 1) water and sewer project debt service costs which reduce the water and sewer rates by the same amount; and 2) a program to assist homeowners to repair or replace faulty septic systems, remove underground fuel storage tanks, or remove dangerous levels of lead paint to meet public health and safety code requirements. In the second special exclusion, homeowners repay the municipality for the cost plus interest apportioned over a period of time, not to exceed 20 years (similar to betterments).

Special purpose fund

Money set aside by appropriation for specific purposes authorized by statute only. Money remains in the fund from year-to-year, but unlike special revenue fund balances, can be diverted to other uses by vote of the appropriating authority.

Special revenue fund

Funds, established by statute only, containing revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include receipts reserved for appropriation, revolving funds, and grants from governmental entities and gifts from private individuals or organizations.

Stabilization fund

A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL Ch. 40

§5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax levy. The total of all stabilization fund balances shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money from the stabilization fund

Submitted budget

The proposed budget that has been approved by the Town Manager and forwarded to the Town Council for their approval. The Council must act upon the submitted budget within prescribed guidelines and limitations according to statute and the Town charter.

Supplemental appropriations

Appropriations made by the Town Council after an initial appropriation to cover expenditures beyond original estimates.

Surplus revenue

The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

Tax Anticipation Note (TAN)

A short-term note issued to provide cash to cover operating expenses in anticipation of tax proceeds.

Tax rate

The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

Tax recapitulation sheet

A document submitted by a city or town to the DOR in order to set a property tax rate. The recap sheet shows all estimated revenues and actual appropriations that affect the property tax rate. The recap sheet should be submitted to the DOR by September 1 (in order to issue the first-half semiannual property tax bills before October 1) or by December 1 (in order to issue the third quarterly property tax bills before January 1).

Tax title

A collection procedure that secures a city or town's lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city or town. After properly recording the instrument of taking, the collector transfers responsibility for collecting the overdue amounts to the treasurer. After six months, the treasurer may initiate foreclosure proceedings.

Tax title foreclosure

The procedure initiated in Land Court by a city or town treasurer to obtain legal title to real property already in tax title and on which property taxes are overdue.

Tax title redemption

The act of a property owner to pay overdue taxes, plus any fees, charges, other costs and interest, on real property that the community had placed in tax title to secure its lien. The taxpayer's right to redeem terminates when the treasurer files a petition to foreclose on the property in the Land Court.

Triennial Certification

The Commissioner of Revenue, through the Bureau of Local Assessment, is required to review local assessed values every three years and to certify that they represent full and fair cash value (FFCV). Refer to MGL Ch. 40 §56 and Ch.59 §2A(c).

Trust fund

In general, a fund for money donated or transferred to a municipality with

specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by town meeting. (See Expendable Trust and Non-Expendable Trust)

Uniform Municipal Accounting System (UMAS)

UMAS succeeds the so-called Statutory System (STAT) and is regarded as the professional standard for municipal accounting in Massachusetts. As a uniform system for local governments, it conforms to Generally Accepted Accounting Principles (GAAP), offers increased consistency in reporting and record keeping, as well as enhanced comparability of data among cities and towns.

Undesignated fund balance

Monies in the various government funds as of June 30 that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash. (See Designated Fund Balance)

Unfunded mandate

A requirement imposed by law, regulation or order without underlying financial support, thereby resulting in direct or indirect costs to the body made responsible for its implementation.

Unfunded pension liability

Unfunded pension liability is the difference between the value assigned to the retirement benefits already earned by a municipality's employees and the assets the local retirement system will have on hand to meet these obligations. The dollar value of the unfunded pension liability is redetermined every three years and is driven by assumptions about interest rates at which a retirement system's assets will grow and the rate of future costs of living increases to pensioners.

Underride

A vote by a community to permanently decrease the tax levy limit. As such, it is the exact opposite of an override.

Unreserved fund balance

The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

User charges/fee

A municipal funding source where payment is collected from the user of a service to help defray the cost of providing the service. Note that any increases in the fees must satisfy the three tests set forth in the so called Emerson case. (See Emerson College v. Boston, 391 Mass. 415 (1984); also DOR IGR 88-207)

Valuation

The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.

Warrant

An authorization for an action. For example, a town meeting warrant establishes the matters that may be acted on by that town meeting. A treasury warrant authorizes the treasurer to pay specific bills. The assessors' warrant authorizes the tax collector to collect taxes in the amount and from the persons listed, respectively.

Zero based budget

A budget building technique where each department begins at zero and adds the cost of essential programs up to an established funding limit. Each year the process begins again at zero prompting close scrutiny and prioritization of costs annually

FY 2026 Budget Action Calendar

DATE	ACTION
Monday, September 16, 2024	Town Manager issues instructions to Municipal Departments for FY26 Operating & Capital budgets
Friday, October 11, 2024	Municipal Departments submit preliminary listing of any proposed FY26 position changes with supporting justification to Human Resources (HR) with copy to Town Manager
Wednesday, October 16, 2024	Municipal Departments submit Calendar Year fee change requests to Town Manager
Thursday, October 24, 2024	Town Council conducts a joint meeting with the School Committee in accordance with Town Charter to review financial condition and financial policies of the Town
Monday, October 28, 2024	Town Manager & School Superintendent develop annual policy agreement on allocation of projected FY26 General Fund revenue growth
Monday, November 4, 2024	Departments (including School) submit Capital Improvements Project (CIP) data sheets <i>with supporting photos</i> and review of existing capital projects to Town Manager
Tuesday, November 12, 2024	Town Manager conducts public hearing on any proposed changes to <i>Calendar Year fees</i>
Wednesday, November 13, 2024	Human Resources submits position changes summary including comments to Town Manager
Wednesday November 13, 2024	School Committee Meeting – Strategic Plan and Priorities
Monday, November 25, 2024	CIP Task Force provided copy of CIP submissions
Monday, November 25, 2024	Superintendent issues Operating budget instructions for School Department
Thursday, December 5, 2024	Municipal Department Managers submit Operating Budget <i>Decision Packages</i>
Thursday, December 12, 2024	Annual Organization of Town Council (TM must submit budget to Town Council within 170 days per M.G.L. 44 § 32) (Friday, May 30, 2025)
Friday, December 20, 2024	School site/department submit Operating Budget requests
Friday, January 3, 2025	Municipal Department Managers submit Operating Budget <i>Narratives</i> including photos
Monday, January 6, 2025	CIP Task Force conducts workshop on CIP submissions
Wednesday, January 15, 2025	Municipal Departments submit Fiscal Year fee change requests to Town
Wednesday, February 5, 2025	School Committee Meeting – Initial Presentation of FY26 Budget
Wednesday, February 12, 2025	School Committee Workshop (Round Table Review of Budget)
Monday, March 3, 2025	Town Manager submits recommended FY26 Capital Budget to Town Council per Part VI, Section 6-5 (d) of the Charter (<i>TC must adopt plan BEFORE June 1, 2025</i>)
Wednesday, March 5, 2025	School Committee Meeting – FY26 Budget Review
Tuesday, March 18, 2025	Town Manager conducts public hearing on any proposed changes to <i>Fiscal Year fees</i>
Wednesday, March 26, 2025	FY26 School Operating Budget Public Hearing
Wednesday, April 2, 2025	School Committee meeting to adopt FY26 Operating budget
Thursday, April 3, 2025	Town Council conducts first reading of FY26 Capital Budget Orders. Capital Budget presentation made to the Town Council
Monday, April 7, 2025	School Department last day to submit adopted FY26 School budget to Town Manager
Monday, April 7, 2025	CFAC submits their review of recommended FY26 Capital Budget to Town Manager & Town Council
Thursday, April 17, 2025	Town Council conducts first public hearing on FY26 Capital Budget
Thursday, May 1, 2025	Town Council conducts second public hearing on FY26 Capital Budget
Monday May 12, 2025	CFAC submits their review of the recommended FY26 Operating Budget to Town Manager & Town Council
Wednesday, May 14, 2025	Town Manager submits the recommended FY26 Operating Budget to the Town Council. Town Council must adopt budget within 45 days (by June 27, 2025) otherwise it becomes part of FY26 appropriations per Section 6-3 (b) of the Charter)
Thursday, May 15, 2025	Last Town Council meeting to adopt FY26 proposed Capital Budget (Must be adopted by June 1, 2025)
Thursday, May 15, 2025	Town Council conducts first reading of the FY26 Operating Budget Orders. Operating Budget presentation made to Town Council.
Thursday, June 5, 2025	Town Council conducts first public hearing on FY26 Operating Budget
Thursday, June 26, 2025	Town Council conducts second public hearing on FY26 Operating Budget Date is subject to Town Council approval.
Friday, June 27, 2025	Special Town Council meeting (if needed) to complete public hearings on FY26 proposed Operating Budget.

Town Council Action

School Committee Action

Town Manager Action

Municipal & School Dept./CFAC Action

MISSION STATEMENT

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



July 4th, 2024 - Bismore Park