FISCAL YEAR 2020 OPERATING BUDGET TABLE OF CONTENTS

Part I – Guide to the Budget

| Nine-Sections Narratives | 1 |
|--|---|
| Department Summaries – General Fund Guide | 3 |
| Department Summaries – Enterprise Fund Guide | 7 |

Part II – Introduction and Overview

| History, Demographics and Statistics | 11 |
|--|----|
| Property Tax Information | 22 |
| Government Structure | 25 |
| Organizational Chart | 26 |
| Elected Officials | 27 |
| Key Contact Information | 29 |
| Town Council Strategic Plan | 30 |
| Town Manager's Fiscal Year 2020 Budget Message | 36 |

Part III – Financial Process, Structure, and Policy

| Budget Process | 45 |
|---|----|
| Financial Fund Structure | 50 |
| Department and Fund Relationship | 51 |
| Town-Wide Financial Management Policies | 52 |
| Town Charter | 52 |
| General Ordinances | 54 |
| Administrative Code | 55 |
| Town Council Budget Policy | 59 |
| Management Policy | 61 |

Part IV – Financial Summaries

| All Appropriated Funds Budget Summary | 63 |
|---|----|
| Position Summary for All Appropriated Funds | 65 |
| Consolidated Resource/Appropriation Summary | 68 |
| Change in Fund Balance – All Appropriated Funds | 70 |
| Municipal Budget and Funding Source Summary | 72 |
| Education Budget and Funding Source Summary | 73 |
| Other Requirements and Funding Source Summary | 74 |
| General Fund Budget Summary | 76 |
| General Fund Revenue Summary | 81 |
| General Fund Revenue Forecast Assumptions | 82 |
| General Fund Expenditure Summary | 89 |
| General Fund Budget by Major Expenditure Category | 91 |
| Long Term Budget Planning | 92 |

Part V – Capital Budget and Debt Summary

| Capital Program Development | 97 |
|---|-----|
| Submission Cost and Fiscal Summary | 97 |
| Five Year Funding Plan | 98 |
| FY20 Capital Improvements Plan Budget | 104 |
| Recommended Projects for Fiscal Year and Budget Impact | 104 |
| Capital Trust Fund Analysis | 112 |
| Comprehensive Water Management and Private Way Improvements Fund Analysis | 116 |
| Debt Position Analysis | 118 |
| Debt Amortization Schedules | 127 |

Part VI – General Fund Department Summaries

| Town Council | 139 |
|--|-----|
| Town Manager | 143 |
| Administrative Services Department | 153 |
| Finance Division | 157 |
| Legal Division | 171 |
| Human Resources Division | 176 |
| Information Technology Division | 184 |
| Marine and Environmental Affairs Department | 195 |
| Natural Resources Division | 199 |
| Harbormaster Division | 211 |
| Community Services Department | 219 |
| Recreation Division | 223 |
| Senior Services Division | 231 |
| Communications Division | 242 |
| Planning & Development Department | 247 |
| Police Department | 267 |
| Administrative & Investigative Services Bureau | 272 |
| Field Services Bureau | 285 |
| Public Works Department | 293 |
| Administrative and Technical Support Division | 298 |
| Highway Division | 309 |
| Structures and Grounds Division | 318 |
| Inspectional Services Department | 333 |
| Building Services Division | 336 |
| Public Health Division | 343 |
| Licensing Department | 353 |

| School Department | 361 |
|------------------------|-----|
| Other Requirements | 369 |
| Employee Benefits | 372 |
| Insurance | 374 |
| Grants | 374 |
| Assessments | 374 |
| Debt Service | 375 |
| Transfers | 375 |
| Appropriation Deficits | 376 |

Part VII – Enterprise Fund Summaries

| Marine & Environmental Affairs Department | 377 |
|--|-----|
| Marina Operations | 378 |
| Sandy Neck Beach Park | 385 |
| Community Services Department | 395 |
| Golf Course | 396 |
| Hyannis Youth & Community Center | 409 |
| Public, Educational, Governmental Access Channel | 419 |
| Public Works Department | 427 |
| Solid Waste | 428 |
| Water Pollution Control | 434 |
| Water Supply | 442 |
| Barnstable Municipal Airport | 451 |

| Part VIII Town Libraries | 467 |
|--|-----------------|
| Centerville Public Library | 470 |
| Cotuit Public Library | 473 |
| Hyannis Public Library | 478 |
| Marstons Mills Public Library | 482 |
| Osterville Village Library | 487 |
| Sturgis Library | 493 |
| Whelden Memorial Library | 499 |
| Part IX Other Funds Not Part of the Budget Process | 505 |
| APPENDICES | |
| Appendix A FY 2020 Budget Appropriation Orders | A - 1 to A - 16 |
| Capital Budget | A - 1 to A - 17 |

Operating Budget A - 18 to A - 24

B - 1 to B - 24

Front Cover: Millway Beach – Lifeguards on Duty

Appendix B

Glossary

Back Cover: Hyannis Youth & Community Center

Editors: Mark Milne, Director of Finance

Nathan Empey, Finance/Budget Analyst

THIS PAGE INTENTIONALLY LEFT BLANK